OAK CREEK BOARD OF TRUSTEES
APRIL 23, 2026
REGULAR BOARD MEETING
AGENDA
6:00 P.M.

April 23, 2026
STATE OF COLORADO
COUNTY OF ROUTT

To the Board of Trustees of the Town of Oak Creek and to all Other Persons to whom it may concern:
Notice is hereby given that a **Regular Meeting** of the Board of Trustees, Town of Oak Creek, Routt County, Colorado, will be held on Thursday, April 23, 2026 beginning at 6:00 p.m. in the Hearing Room, Town of Oak Creek Offices, 129 Nancy Crawford Blvd., Oak Creek, Colorado. The Board of Trustees will be attending either in person or via web based meeting through Zoom (zoom.us). **Agenda is subject to change up to 24 hours before scheduled hearings**. The public is invited to attend/participate via Zoom or Facebook Live. The Facebook Live event will be broadcast through the Town of Oak Creek's Facebook page.

Join Zoom Meeting
https://us02web.zoom.us/j/81449378638
Meeting ID: 814 4937 8638
One tap mobile (for call in meeting): +1-669-900-6833

1. **CALL TO ORDER:**
   A. Roll Call
   B. Pledge of Allegiance

2. **APPROVAL OF AGENDA**

3. **EXECUTIVE SESSION:**
   A. Executive session pursuant to C.R.S. 24-6-402(4)(b), to confer with the Town Attorney for the purposes of receiving legal advice on specific legal questions, pertaining to the Electric Utility Charges Lien Agreement between the Town of Oak Creek and CCC Management, Inc.;

4. **AUDIENCE PARTICIPATION:**
   (This section of the agenda is set aside for questions or comments by the public, regarding issues other than agenda items. Please limit comments to three minutes. The Board of Trustees will take comments under consideration but will not make any decision or take any action at this time. Anyone who would like to address the Board of Trustees concerning any agenda item will be given the opportunity to speak for three minutes at the scheduled time for that item.)

5. **CONSENT AGENDA:**
   A. Approval of a Retail Liquor License Renewal for Lupita's Taco Temple at 222 E Main Street, Oak Creek, CO
   B. Approval of the renewal of the Retail Marijuana Cultivation Facility license at 228 Arthur Avenue for KP LLC
   C. Approval of the renewal of the Retail Marijuana Products Manufacturing and Medical Marijuana Products Manufacturing licenses for KP LLC at 209 Nancy Crawford Blvd

6. **CONSIDERATION AND POSSIBLE ADOPTION OF THE TOWN OF OAK CREEK RESOLUTION NO. 2026-012, "A RESOLUTION ADOPTING THE TOWN OF OAK CREEK SIDEWALK MAINTENANCE PLAN AND POLICY"**

7. **PUBLIC HEARING ON THE FINAL DRAFT OF THE 2026 TOWN OF OAK CREEK COMPRHENSIVE PLAN**

8. **CONSIDERATION AND POSSIBLE APPROVAL OF TOWN OF OAK CREEK RESOLUTION NO. 2026-013, "A RESOLUTION OF THE TOWN OF OAK CREEK, COLORADO ADOPTING THE 2026 TOWN OF OAK CREEK COMPREHENSIVE PLAN"**

9. **DISCUSSION REGARDING MUNICIPAL JUDGE COMPENSATION**

10. **CONSIDERATION AND POSSIBLE APPROVAL OF A REQUEST TO PLACE AN 8 FOOT PRIVACY FENCE ON THE LOT LINE BETWEEN 109 E WILLIAMS AND 113/115 E WILLIAMS**

11. **CONSIDERATION AND POSSIBLE APPROVAL OF TOWN OF OAK CREEK RESOLUTION NO 2026-14, "A RESOLUTION APPOINTING MEMBERS TO THE SOUTH ROUTT LIBRARY DISTRICT BOARD OF TRUSTEES BY THE TOWN OF OAK CREEK"**

12. **STAFF & BOARD MEMBER REPORTS**

13. **ADJOURNMENT**

Notice: Three or more members of the Town Board may be meeting informally at Franciosi Brothers or The Oak Creek Tavern following the regularly scheduled Board Meeting. Members of the public are welcome.

Please Note: All programs, services and activities of the Town of Oak Creek are operated in compliance with the Americans with Disabilities Act. If you need a special accommodation as a result of a disability, please call our office at (970) 736-2422 or TDD access through RelayColorado by dialing 7-1-1 to coordinate your needs. Please notify us of your request as soon as possible to allow us time to meet your request. **This institution is an equal opportunity provider and employer.**

DR 8400 (05/05/25)
COLORADO DEPARTMENT OF REVENUE
Liquor Enforcement Division
PO BOX 17087
Denver CO 80217-0087
(303) 205-2300

Submit to Local Licensing Authority

Lupita's Taco Temple
PO BOX 465
Oak Creek CO 80467

Fees Due	
Annual Renewal Application Fee	$
Renewal Fee	750.00
Storage Permit $100 X _____	$
Sidewalk Service Area $75.00	$
Additional Optional Premise Hotel & Restaurant $100 X _____	$
Related Facility - Campus Liquor Complex $160.00 per facility	$
Amount Due/Paid	$761

Make check payable to: Colorado Department of Revenue. The State may convert your check to a one- time electronic banking transaction. Your bank account may be debited as early as the same day received by the State. If converted, your check will not be returned. If your check is rejected due to insufficient or uncollected funds, the Department may collect the payment amount directly from your banking account electronically.

Retail Liquor License Renewal Application

Please verify & update all information below. Return to city or county licensing authority by due date.

Note that the Division will not accept cash.

☒ Paid by check
☐ Paid Online

Uploaded to MoveIt on Date: 4/15/2026

Licensee Name: Fast Routt LLC

Doing Business As Name (DBA): Lupita's Taco Temple

Liquor License Number	License Type
03-24130	Hotel & Restaurant (city)

Sales Tax License Number	Expiration Date	Due Date
96653896	07/04/2026	05/20/2026

Business Address

Street Address	Phone Number
222 East Main Street	9707361018

City, State, ZIP Code: Oak Creek CO 80467

Mailing Address

Street Address: PO BOX 465

City, State, ZIP Code: Oak Creek CO 80467

Email: lupitascantina@gmail.com

Operating Manager	Date of Birth
Paula Jo Jaconetta	02/25/1974

Home Address

Street Address [redacted]

Phone Number [redacted]

City [redacted]

State [redacted]

ZIP Code [redacted]

1. Do you have legal possession of the premises at the street address? ..... (X) Yes ( ) No

Are the premises owned or rented? (X) Owned ( ) Rented*

*If rented, expiration date of lease

2. Are you renewing a storage permit, additional optional premises, sidewalk service area, or related facility? ..... ( ) Yes (X) No

If yes, please see the table in the upper right hand corner and include all fees due.

3. Are you renewing a takeout and/or delivery permit? ..... (X) Yes ( ) No

(**Note:** must hold a qualifying license type and be authorized for takeout and/or delivery license privileges) If selecting 'Yes', an additional $11.00 is required to renew the permit.

If so, which are you renewing? ..... ( ) Delivery (X) Takeout ( ) Both Takeout and Delivery

4. Since the date of filing of the last application, has the applicant, including its manager, partners, officer, directors, stockholders, members (LLC), managing members (LLC), or any other person with a 10% or greater financial interest in the applicant, been found in final order of a tax agency to be delinquent in the payment of any state or local taxes, penalties, or interest related to a business? ( ) Yes (X) No

Since the date of filing of the last application, has the applicant, including its manager, partners, officer, directors, stockholders, members (LLC), managing members (LLC), or any other person with a 10% or greater financial interest in the applicant failed to pay any fees or surcharges imposed pursuant to section 44-3-503, C.R.S.? ..... ( ) Yes (X) No

5. Since the date of filing of the last application, has there been any change in financial interest (new notes, loans, owners, etc.) or organizational structure (addition or deletion of officers, directors, managing members or general partners)? ..... ( ) Yes (X) No

If yes, explain in detail and attach a listing of all liquor businesses in which these new lenders, owners (other than licensed financial institutions), officers, directors, managing members, or general partners are materially interested.

6. Since the date of filing of the last application, has the applicant or any of its agents, owners, managers, partners or lenders (other than licensed financial institutions) been convicted of a crime? ○ Yes ⊗ No

If yes, attach a detailed explanation.

7. Since the date of filing of the last application, has the applicant or any of its agents, owners, managers, partners or lenders (other than licensed financial institutions) been denied an alcohol beverage license, had an alcohol beverage license suspended or revoked, or had interest in any entity that had an alcohol beverage license denied, suspended or revoked? ○ Yes ⊗ No

If yes, attach a detailed explanation.

8. Does the applicant or any of its agents, owners, managers, partners or lenders (other than licensed financial institutions) have a direct or indirect interest in any other Colorado liquor license, including loans to or from any licensee or interest in a loan to any licensee? ○ Yes ⊗ No

If yes, attach a detailed explanation.

Affirmation & Consent

I declare under penalty of perjury in the second degree that this application and all attachments are true, correct and complete to the best of my knowledge.

Type or Print Name of Applicant/Authorized Agent of Business: Paula Jo Jaconetta

Title: Owner

Signature: [signature]

Date (MM/DD/YY): 04/15/2026

Report & Approval of City or County Licensing Authority

The foregoing application has been examined and the premises, business conducted and character of the applicant are satisfactory, and we do hereby report that such license, if granted, will comply with the provisions of Title 44, Articles 4 and 3, C.R.S., and Liquor Rules.

Therefore this application is approved.

Local Licensing Authority For: Town of Oak Creek

Title: Town Clerk | Treasurer

Signature: Joann Jones

TOWN OF OAK CREEK INCORPORATED SEAL NOV 25, 1907 ROUTT COUNTY, COLORADO

Attest:

Date (MM/DD/YY): 04/15/26

DR 8495 (02/16/24)
COLORADO DEPARTMENT OF REVENUE
Liquor Enforcement Division
PO BOX 17087
Denver CO 80217-0087
(303) 205-2300

Tax Check Authorization, Waiver, and Request to Release Information

I, Paula Jo Jaconetta

am signing this Tax Check Authorization, Waiver and Request to Release Information (hereinafter "Waiver") on behalf of

(the "Applicant/Licensee")

Lupita's Taco Temple

to permit the Colorado Department of Revenue and any other state or local taxing authority to release information and documentation that may otherwise be confidential, as provided below. If I am signing this Waiver for someone other than myself, including on behalf of a business entity, I certify that I have the authority to execute this Waiver on behalf of the Applicant/Licensee.

The Executive Director of the Colorado Department of Revenue is the State Licensing Authority, and oversees the Colorado Liquor Enforcement Division as his or her agents, clerks, and employees. The information and documentation obtained pursuant to this Waiver may be used in connection with the Applicant/Licensee's liquor license application and ongoing licensure by the state and local licensing authorities. The Colorado Liquor Code, section 44-3-101. et seq. ("Liquor Code"), and the Colorado Liquor Rules, 1 CCR 203-2 ("Liquor Rules"), require compliance with certain tax obligations, and set forth the investigative, disciplinary and licensure actions the state and local licensing authorities may take for violations of the Liquor Code and Liquor Rules, including failure to meet tax reporting and payment obligations.

The Waiver is made pursuant to section 39-21-113(4), C.R.S., and any other law, regulation, resolution or ordinance concerning the confidentiality of tax information, or any document, report or return filed in connection with state or local taxes. This Waiver shall be valid until the expiration or revocation of a license, or until both the state and local licensing authorities take final action to approve or deny any application(s) for the renewal of the license, whichever is later. Applicant/Licensee agrees to execute a new waiver for each subsequent licensing period in connection with the renewal of any license, if requested.

By signing below, Applicant/Licensee requests that the Colorado Department of Revenue and any other state or local taxing authority or agency in the possession of tax documents or information, release information and documentation to the Colorado Liquor Enforcement Division, and is duly authorized employees, to act as the Applicant's/Licensee's duly authorized representative under section 39-21-113(4), C.R.S., solely to allow the state and local licensing authorities, and their duly authorized employees, to investigate compliance with the Liquor Code and Liquor Rules. Applicant/Licensee authorizes the state and local licensing authorities, their duly authorized employees, and their legal representatives, to use the information and documentation obtained using this Waiver in any administrative or judicial action regarding the application or license.

Name (Individual/Business)

Lupita's Taco Temple (FAST Rout)

Social Security Number/Tax Identification Number	Home Phone Number	Business/Work Phone Number
[redacted]	[redacted]	970 736 1018

Street Address

222 E Main Street

City	State	ZIP Code
Oak Creek	CO	80467

Printed name of person signing on behalf of the Applicant/Licensee

Paula Jo Jaconetta

Applicant/Licensee's Signature (Signature authorizing the disclosure of confidential tax information) Date Signed

4/15/2026

Privacy Act Statement

Providing your Social Security Number is voluntary and no right, benefit or privilege provided by law will be denied as a result of refusal to disclose it. § 7 of Privacy Act, 5 USCS § 552a (note).

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STATE OF COLORADO
DEPARTMENT OF REVENUE

Marijuana Enforcement Division

Regulated Marijuana Conditional License

KP, LLC

Binske

228 Arthur Avenue, Oak Creek, CO 80467

RMJ Cultivation Facility - Tier 3 (6,000 Plants) - 403R-00544

License Issue Date: 05/30/2025

License Valid Through: 05/30/2027

This license is conditioned upon Local Authority approval, pursuant to section 44-10-305 C.R.S.

This conditional license is issued subject to the laws of the State of Colorado and especially under the provisions of Title 44, Article 10, as amended. This conditional license is nontransferable and shall be conspicuously posted in the place above described.

This conditional license is only valid through the expiration date shown above. Any questions concerning this conditional license should be addressed to: Colorado Marijuana Enforcement Division, 1707 Cole Blvd., Suite 300, Lakewood, CO 80401. In testimony whereof, I have hereunto set my hand.

Dominique Mendiola, Senior Director

Heidi Humphreys, Executive Director

STATE OF COLORADO
DEPARTMENT OF REVENUE

Marijuana Enforcement Division

Regulated Marijuana Conditional License

KP, LLC

Binske

209 Nancy Crawford Boulevard, Oak Creek, CO 80467

Retail Marijuana Products Mfg - 404R-00140

License Issue Date: 05/30/2025

License Valid Through: 05/30/2027

This license is conditioned upon Local Authority approval, pursuant to section 44-10-305 C.R.S.

This conditional license is issued subject to the laws of the State of Colorado and especially under the provisions of Title 44, Article 10, as amended. This conditional license is nontransferable and shall be conspicuously posted in the place above described.

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Dominique Mendiola, Senior Director

Heidi Humphreys, Executive Director

STATE OF COLORADO
DEPARTMENT OF REVENUE

Marijuana Enforcement Division

Regulated Marijuana Conditional License

KP, LLC

Binske

209 Nancy Crawford Boulevard, Oak Creek, CO 80467

Medical Marijuana Products Mfg - 404-00461

License Issue Date: 05/30/2025

License Valid Through: 05/30/2027

This license is conditioned upon Local Authority approval, pursuant to section 44-10-305 C.R.S.

This conditional license is issued subject to the laws of the State of Colorado and especially under the provisions of Title 44, Article 10, as amended. This conditional license is nontransferable and shall be conspicuously posted in the place above described.

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Dominique Mendiola, Senior Director

Heidi Humphreys, Executive Director

TOWN OF OAK CREEK, COLORADO RESOLUTION NO. 2026-012

A RESOLUTION ADOPTING THE TOWN OF OAK CREEK SIDEWALK MAINTENANCE PLAN AND POLICY

WHEREAS, the Board of Trustees of Town of Oak Creek, Colorado recognizes the need for sidewalk maintenance and replacement in the Town; and

WHEREAS, the Board would like to adopt a formal plan and policy document pertaining to the replacement and maintenance of sidewalks in the Town that clearly defines the role of the Town government as well as the role of Town residents as it relates to sidewalk maintenance and replacement;

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF TRUSTEES OF THE TOWN OF OAK CREEK, COLORADO:

Section 1. The Board of Trustees hereby adopts the Town of Oak Creek Sidewalk Maintenance Plan and Policy, attached hereto as Exhibit A.

INTRODUCED, READ, and ADOPTED this 23rd day of April, 2026.

_____
Melissa Dobbins, Mayor

ATTEST:

_____
Tionna Jones, Town Clerk

SIDEWALK MAINTENANCE PLAN & POLICY

The Town of Oak Creek

APRIL 23, 2026

Department of Public Works

Adopted by Oak Creek Resolution No. 2026-12

Purpose

The purpose of the Sidewalk Maintenance Plan and Policy is to ensure the Town of Oak Creek maintains safe, accessible, and aesthetically pleasing sidewalks for residents and visitors. This policy establishes guidelines for inspection, repair, replacement, and snow removal while fostering partnerships with property owners to uphold community standards.

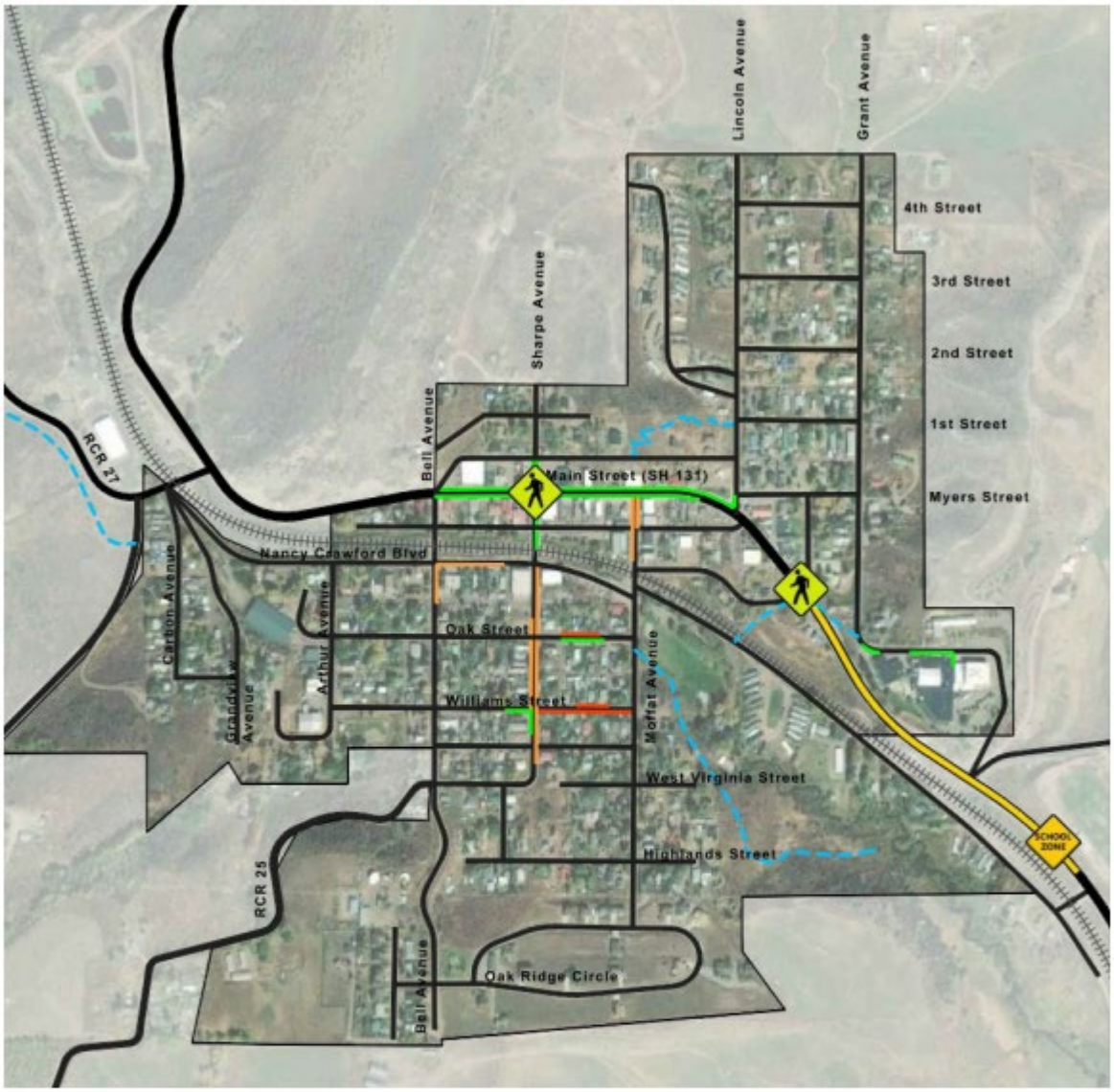
Objectives

1. **Safety:** Minimize hazards and improve pedestrian safety.
2. **Accessibility:** Comply with ADA standards to provide inclusive walkways.
3. **Aesthetics:** Enhance the visual appeal of the community.
4. **Longevity:** Implement proactive maintenance to extend sidewalk lifespan and save money.
5. **Partnership:** Clearly define responsibilities between the Town and property owners, including residents and businesses, and foster relationships to help accomplish goals.

Scope

This policy applies to all sidewalks, multi-use paths, and walkways within the public right-of-way in the Town of Oak Creek, including those adjacent to residential, commercial, and public properties. It also includes the maintenance work the State of Colorado has required of municipalities within CDOT right-of-way, per CRS 43-2-135.

EXISTING ACTIVE TRANSPORTATION INFRASTRUCTURE



Responsibility

Town Responsibilities

- Conduct regular inspections and identify sections of sidewalks in need of repair or replacement.
- Perform repairs or replacements for sidewalks in high-traffic areas and adjacent to public properties.
- Ensure compliance with ADA standards during new installations or construction.
- Clear snow and ice from sidewalks adjacent to public property and in parks.

Property Owner Responsibilities:

- Maintain sidewalks adjacent to their properties, including snow and ice removal within one day of a storm.
- Notify the Town of potential hazards or needed repairs.

Oak Creek Municipal Code Section 8.08.040(S) - Nuisances.

Snow and Ice. It shall be the duty of the occupant, as well as the owner of any lot, tract or parcel or real estate, whether vacant or occupied, within the boundaries of the Town to keep the sidewalks contiguous thereto reasonable free from accumulations of snow, ice, waste and offensive matter, and to remove the same with dispatch, and any owner or occupant who fails to do so, shall be deemed the author of a nuisance. Sidewalk" shall be defined as that portion of a street between the curb and the adjacent property lines intended for the use of pedestrians. For purposes of this section, accumulations of snow and ice shall be deemed to have been removed with dispatch if such accumulations occurring during any one day period are removed no later than noon of the following day. If any occupant or owner fails to remove any such accumulation within the time stated, it shall be the duty of the Police Department of the Town to proceed at once upon the expiration of such time to cause such nuisance to be abated and to report immediately the cost and expense thereof for collection from the owner in accordance with the provisions of this

Oak Creek Municipal Code Section 12.01.020 - Maintenance—Owner responsibility.

All sidewalks within the business district in the Town shall be constructed and kept in repair by the owners and occupants of property fronting upon the same, at their own expense. If any such owner or occupant fails to construct or repair any sidewalk as herein provided within twenty days after service of written notice by the Town requiring him to do so, the Board of Trustees may order that such sidewalk be constructed or repaired by the Town and assess the cost thereof against the property fronting upon the sidewalk so constructed or repaired. The owner and occupant of such property shall be personally liable for such costs imposed under the provisions of this section and such costs shall become and remain a lien upon such property or premises until paid. Such lien shall be enforceable in the same manner as a lien of general real property taxes. The obligation to repair imposed in this section shall not apply to sidewalks which are repaired by a contractor pursuant to a warranty provision contained in a sidewalk construction contract between the Town and such contractor.

Public Works Inspection Program

Routine Inspections

- Conduct annual inspections.
- Identify hazards such as cracks, uneven surfaces, or obstructive vegetation.

Complaint-Driven Inspections:

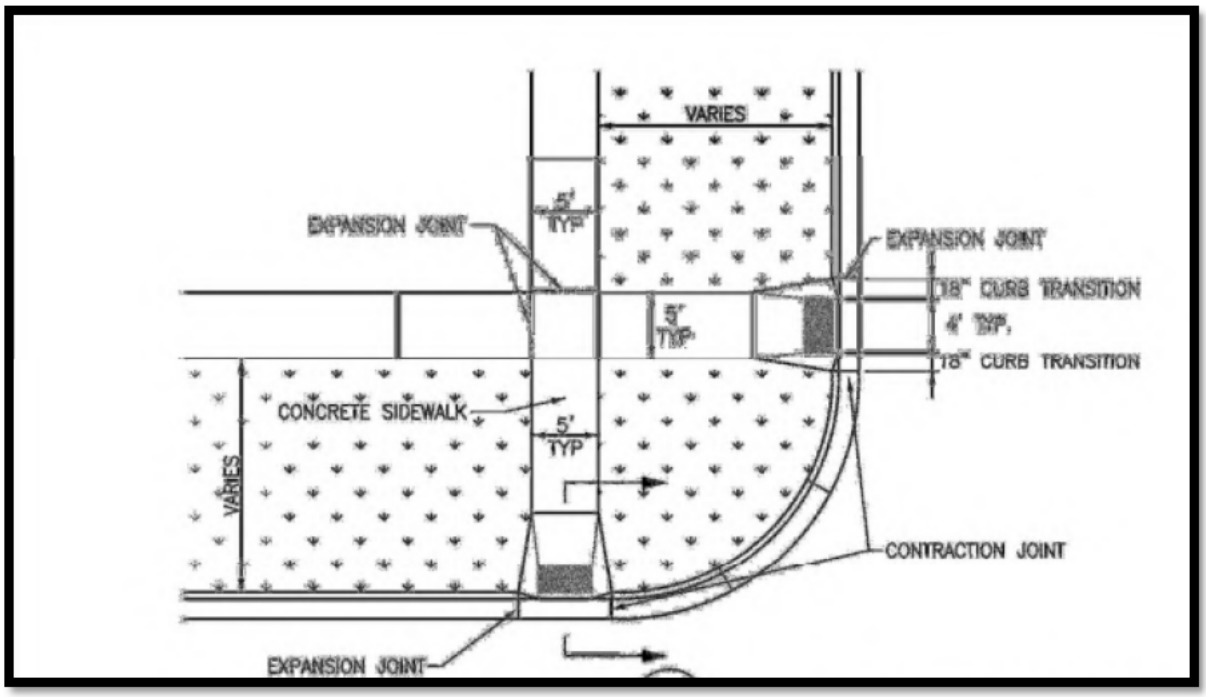
- Respond to and inspect resident-reported issues within 10 business days.

Priority Areas:

- School zones, downtown areas, and high-foot-traffic zones may receive higher inspection frequency.

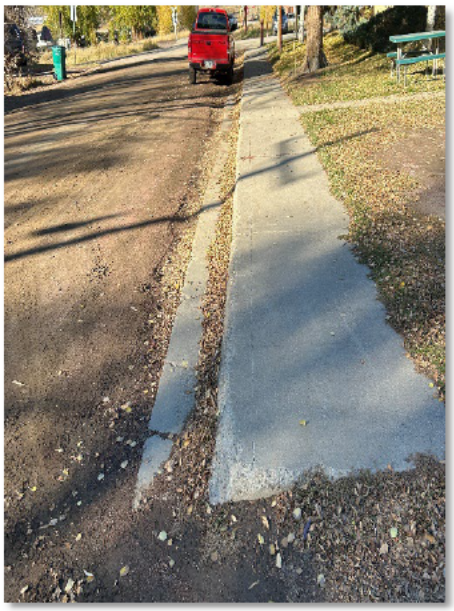
Design Standards

The design and construction standards for sidewalks and walkways in the Town of Oak Creek are contained in the Town's Public Works Manual.



Maintenance

Repairs:



- Cracks or gaps over 5/8 inches and height differentials over 1 inch will be prioritized.
- Temporary fixes (e.g., grinding, patching, crack fill) will be utilized until permanent repairs can be budgeted and scheduled.

Replacement:

- Sections deemed irreparable will be replaced using durable materials consistent with Town standards.
- ADA-compliant ramps will be installed as required during replacements.

Snow and Ice Removal:

- Per Title 8 of the Oak Creek Municipal Code, Property owners are responsible for clearing sidewalks adjacent to their property within one day of snowfall.
- The Town will attempt to clear sidewalks within parks and adjacent to public properties within the same timeframe.

Funding:

- The Town will evaluate capital needs as part of the annual budgeting process and allocate a portion of the annual public works budget to sidewalk maintenance.
- Construction of new sidewalks associated with development will be borne by the private property owner / developer.

- The Town of Oak Creek sidewalk replacement program will reimburse 50% of the cost of replacing sidewalk adjacent to private property up to $1000.

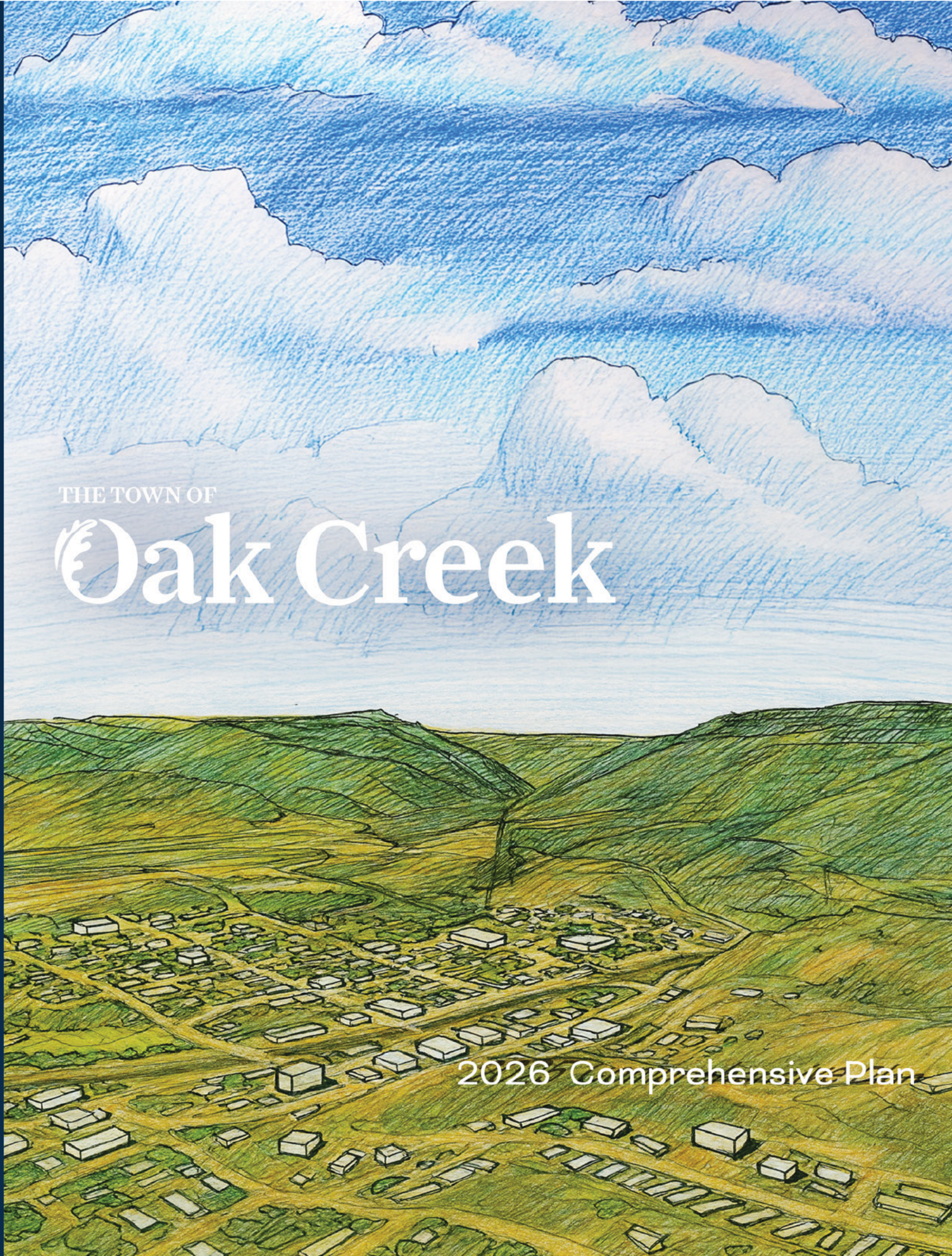
Enforcement & Compliance

1. Failure to keep sidewalks in a safe and clean condition may result in penalties of $1000.00 for each occurrence per Section 1.20.010 of the Town of Oak Creek Municipal Code.
2. In addition, if snow, ice, trash, debris, or other obstructions are not removed within the required timeframe by a property owner, the Town may conduct the removal and bill the property owner.

Community Engagement Strategies

Active participation from residents, businesses, and stakeholders is vital to ensure the policy reflects community needs and promotes shared responsibility. The following strategies will facilitate engagement:

1. **Public Information Campaign**:
    - Create flyers, social media posts, and utility bill inserts to educate residents about their responsibilities and available resources.
2. **Annual Sidewalk Survey**:
    - Conduct an annual survey to gather feedback on sidewalk conditions, prioritize areas for improvement, and gauge satisfaction with the program.
    - Use survey results to inform the Town Capital Improvement Plan and Update the Town Council during the budget planning process.
3. **Community Clean-Up and Repair Days**:
    - Organize volunteer events where residents and businesses partner with Town staff to address minor sidewalk maintenance issues and trash.


THE TOWN OF
Oak Creek
2026 Comprehensive Plan

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CHAPTER 1

Planning Framework

Background

Oak Creek, Colorado is a 0.4-square-mile town located along Colorado State Highway 131 in South Routt County, approximately 20 miles south of Steamboat Springs. The town is the ancestral land of many Indigenous peoples, including the Ute and Arapaho tribes. It was first settled by white homesteaders in 1887. Several coal mines opened shortly thereafter, and the town incorporated as Oak Creek in November 1907. The town grew rapidly with the arrival of the railroad in 1908, a depot opening in 1909, and booming business in the coal mining industry. The ups and downs of the mining industry were reflected in fluctuations in the town's population over the past 120 years. The last large mine in Oak Creek Canyon closed in 1995, marking a shift in the town's economy which is still felt to the present day.

Demographics

Oak Creek is home to roughly 859 people. The population of the town has decreased by about 3% since 2020 but has roughly held steady over the past 20 years. The median age in Oak Creek is 45.4, similar to that of Routt County at 42.6 but significantly higher than the State of Colorado where the median age is 38.0. At 87.6%, there is a much larger share of white residents in Oak Creek when compared to the State (70.7%), though this is on par with Routt County. Inversely, only 8.9% of residents identify as Hispanic or Latino in Oak Creek, despite 21.9% of state residents identifying as Hispanic or Latino.

Oak Creek households earn a median income of $88,512, compared to $104,803 in the county. In addition, only 37.1% of residents hold a bachelor's degree or higher, compared to 52.1% in Routt County. A smaller share of residents are homeowners in Oak Creek compared to Routt County (66.2% vs. 75.9%), though the median gross monthly rent is approximately 24%lower -- $1,455 compared to $1,917 (Source: 2024 American Community Survey Estimates).

Town Snapshot

Residents of Oak Creek are proud of their town. They appreciate the small-town atmosphere, celebrate their historic assets, and value their unique local businesses. They also cherish the natural scenery of the town and their convenient access to the wealth of outdoor recreation opportunities in the surrounding area. However, Oak Creek faces challenges in the present day. The lack of a steady economic base, coupled with high housing costs, makes work force retention difficult. There is also an abundance of abandoned buildings and unmaintained properties which negatively impact the welcoming, small-town character of Oak Creek.

Additionally, the town will need to evaluate and manage potential impacts of future regional growth and development, including the proposed extension of the Colorado Mountain Rail line through the town as well as potential land development within the nearby Stagecoach Tier 2 Growth Area. These challenges also present opportunities for the town in the form of regional growth and development and infill development opportunities. Implementation of the 2021 Greenway Plan is another important future opportunity for the town. These factors set the stage for an update to the town's Comprehensive Plan.

WHAT IS A COMPREHENSIVE PLAN?

A comprehensive plan is a guidebook for future decision-making informed through community input. It does not contain codes or ordinances; instead, it establishes a broad vision for the future of the community. The goals and policies of this framework are then used to inform more specific planning efforts such as public projects, town programs and budgets, and town codes and standards. This Comprehensive Plan Update is a tool for education and communication of town policy, and it will help public officials make decisions to the benefit of residents of the broad Oak Creek community.

A Comprehensive Plan Establishes a Vision and Potential Implementation Steps

- Town Code and other regulations are updated to allow and encourage desired development
- Funding and partnership opportunities are identified to bring about public projects and programs
- Development proposals are evaluated against Comprehensive Plan guidance, Town Code, and other established regulations

1

A guiding document that influences future decision-making

2

A toolkit to help focus public resources to achieve community goals

3

An opportunity for the community to establish a vision for decision-making related to growth and development

4

An advisory framework for land use and its relation to transportation, parks & recreation, economy, and other areas of life

FOUNDATIONAL PLANNING DOCUMENTS

This Comprehensive Plan builds upon and recognizes the efforts of previously approved plans for Oak Creek, including:

2015 Town of Oak Creek Comprehensive Plan (update of previous Comprhensive Plans from 2010 and 1996)

- Housing Needs Assessment: Oak Creek, Colorado (2025)
- Housing Needs Assessment: South Routt County, Colorado (2025)
- South Routt Community Housing Survey (2024)
- Summary Report for the Town of Oak Creek 2023 Strategic Planning Retreat
- Town of Oak Creek's Transition Plan Aligning with Northwest Colorado Resiliency and Recovery Roadmap (2023)
- Navigate Your Routt: Routt County Master Plan (2022)
- Oak Creek: Greenway and Restoration Conceptual Design Report (2021)
- Town of Oak Creek Capital Improvement Plan (2013, amended in 2019)
- Town of Oak Creek: Tramway Park Preliminary Master Plan (2017)
- Water Distribution System Replacement Plan Phasing (2016)
- Town of Oak Creek: Electric Utility System Ten-Year Master Plan (2015)
- Recreation Master Plan: Oak Creek, Colorado (2014)

Key accomplishments

Below are the primary accomplishments since the approval of the Town of Oak Creek Comprehensive Plan – 2015:

1. **Improvements to Main Street Infrastructure**
2. **Establishment of the Mountain Park**
3. **Formation of the Community Coalition**
4. **Increased Frequency of Cultural Events**
5. **Studied and Drafted a Housing Needs Assessment**
6. **More Young Families Now Consider Oak Creek Their Home**
7. **Light Industrial Growth**

As demographic, economic, and physical conditions in the town have shifted, it is now time for an updated comprehensive plan with renewed focus on the future of Oak Creek.

This plan addresses the following specific topic areas:

1. **Land Use & Sustainable Growth**
2. **Housing**
3. **Economic Development**
4. **Transportation, Infrastructure, & Services**
5. **Natural Resources, Parks, & Open Space**
6. **History, Arts, & Culture**

Roles & Responsibilities

This Comprehensive Plan Update was the result of a collaborative process involving town leadership, staff, professional consultants, town representatives, local stakeholders, and individuals who live and work in Oak Creek and the surrounding area.

The Planning Team

The planning team includes town staff and consultants who were hired to help the town assemble the Plan. Norris Design was the lead consultant on the project and was assisted by Ricker-Cunningham with economic analysis and strategy, Baseline Engineering with facilities analysis and capital improvements recommendations, and Fox Tuttle with transportation consulting. The team was responsible for assessing existing conditions, engaging the Town Board, Steering Committee, and Oak Creek community in dialogue, organizing information, developing recommendations and draft text for the Plan, and compiling the final work product.

The Steering Committee

The Steering Committee guided the progress of the Plan Update. The committee engaged representatives from town staff, the Town Board, Planning Commission, and key stakeholder groups to serve as a sounding board to guide the Plan Update process. Steering committee members acted as liaisons to keep their respective groups informed and engaged in the Plan Update throughout the process and provided relevant knowledge or expertise that informed the Plan Update.

The Town Board

The Town Board steered the direction of the Comprehensive Plan and remained involved in decision-making throughout the planning process. Through regular work sessions with the planning team, the Board reviewed draft elements of the plan and recommended revisions to these elements. The Board also supported engagement with the community through dialogue with members of the public at work sessions and community events.

The Community

Opportunities were provided throughout the planning process for members of the Oak Creek community to offer input and provide suggestions for the Plan. At various community events and through focus groups and surveys, residents and stakeholders voiced their priorities, reviewed draft content developed by the planning team, and suggested areas of revision or renewed focus. The community's involvement throughout the process allowed for multiple rounds of input at varying levels of detail, from overarching goals for the Plan to specific recommendations for policy language and capital improvements.

Overall Project Objectives

At the start of the project, community-aligned objectives were identified. The Planning Team referred to these Planning Objectives to guide the Plan Update process and ensure that the plan meets the needs of the community:

No. 1
Revitalize the Community Vision and Create an Action Plan to Achieve It

No. 2
Define our Town Character, and Honor and Protect It

No. 3
Unite the Community and Build Coalition

No. 4
Guide Smart Growth through Sustainability, Infill, and Preservation

No. 5
Increase Economic Resilience

No. 6
Increase Local Housing Options

No. 7
Improve Transportation Connectivity

No. 8
Update Infrastructure to Support Sustainable Development

No. 9
Boost Main Street Businesses and Activity

No. 10
Support and Improve Community Health

Planning Process

With a set of objectives established at the start, this Comprehensive Plan Update was the result of a progressive, three-phase planning process.

Phase 1 – Information & Community Input Gathering

Phase 1 focused on the collection of information and community input to help establish the primary direction of the Plan. During this information gathering phase, existing plans were reviewed, data and maps were analyzed, and multiple community engagement events were held to identify the key challenges and opportunities.

Phase 2 – Draft Plan Review & Feedback

During Phase II of the Comprehensive Plan Update, draft sections of the plan, including goals, policies, implementation strategies, maps, and graphics, were presented to the Steering Committee, Town Board, Planning Commission and the community for review and feedback.

Phase 3 – Final Plan

The final phase of the planning process involves incorporation of the feedback received on the draft plan documents into finalized planning documents for review and adoption by the Planning Commission and Town Board.

PHASE I
INFORMATION & INPUT GATHERING TO INFORM PLAN UPDATE

- PROJECT KICKOFF
- BASEMAPPING
- COMMUNITY ENGAGEMENT
- COMMUNITY INPUT SUMMARY
- BRAINSTORMING SESSION
- ECONOMIC ANALYSIS
- MARKET ANALYSIS

PHASE II
DRAFT COMPREHENSIVE PLAN

- DRAFT PLAN CONTENT
- PRESENT DRAFT PLAN FOR REVIEW
- PROJECT UPDATES AND COMMUNICATION
- ECONOMIC DEVELOPMENT PLAN
- CAPITAL IMPROVEMENT PLAN
- THREE MILE PLAN
- TRANSPORTATION CONCEPTUAL PLAN

PHASE III
FINAL PLAN

- FINAL PLAN DOCUMENTS
- PLAN ADOPTION

Community Engagement

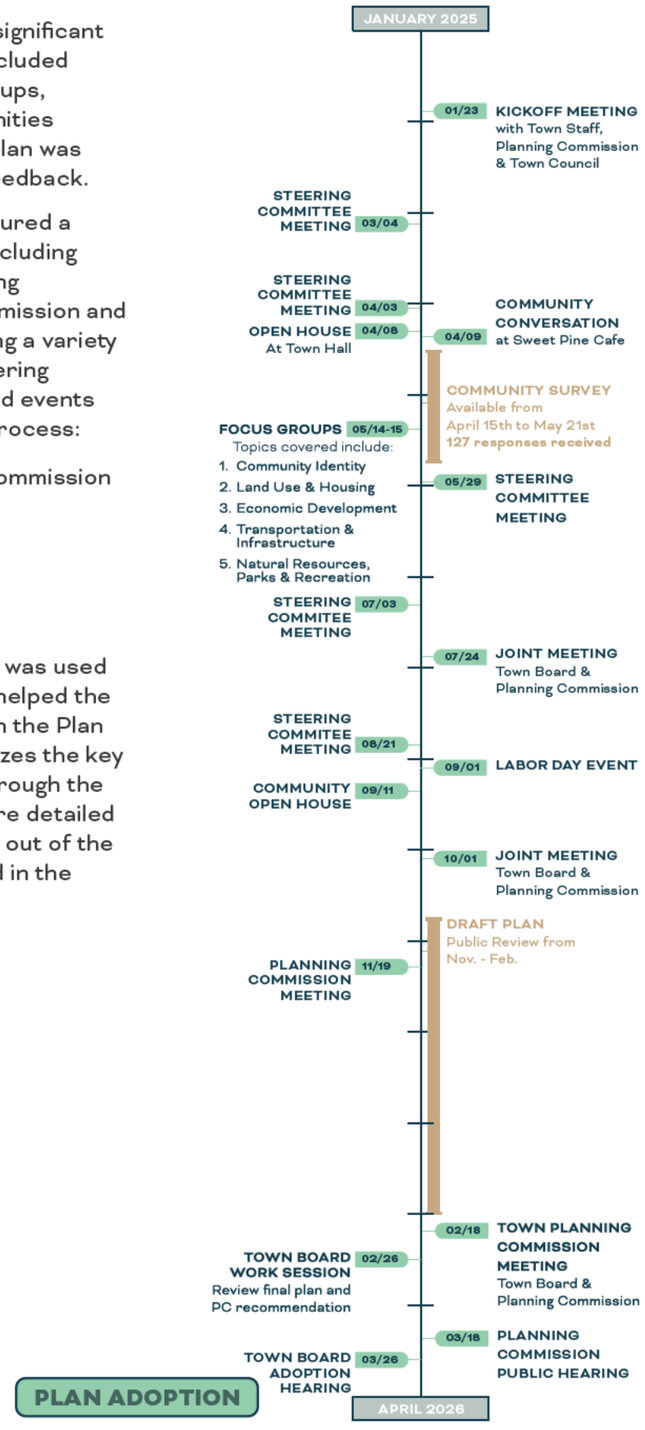
This planning process was rooted in a significant community engagement effort which included Town Hall meetings, surveys, focus groups, and community events. These opportunities for community input ensured that the plan was informed by residents' priorities and feedback.

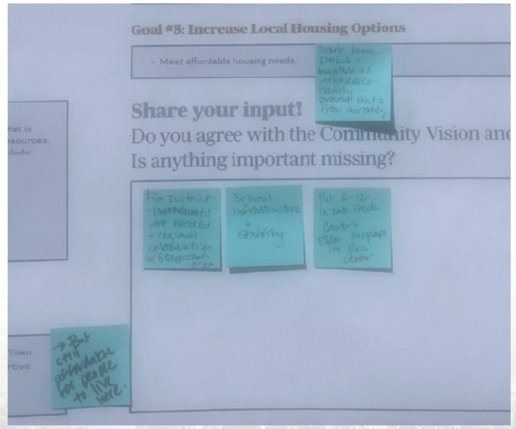
Phases 1 and 2 of the Plan Update featured a robust community outreach process including multiple contact points with the Steering Committee, Town Board, Planning Commission and the community, with the goal of providing a variety of methods and opportunities for gathering community input. The following tools and events were incorporated into the outreach process:

- Meetings with Town Staff, Planning Commission & Town Board
- Steering Committee Meetings
- Community Survey
- Focus Group Meetings

Each of these input gathering methods was used to collect substantial information that helped the team craft priorities to be addressed in the Plan Update. The following graphic summarizes the key themes and plan priorities identified through the community engagement process. A more detailed summary of the "big ideas" which came out of the community engagement is also included in the appendix of this Plan.

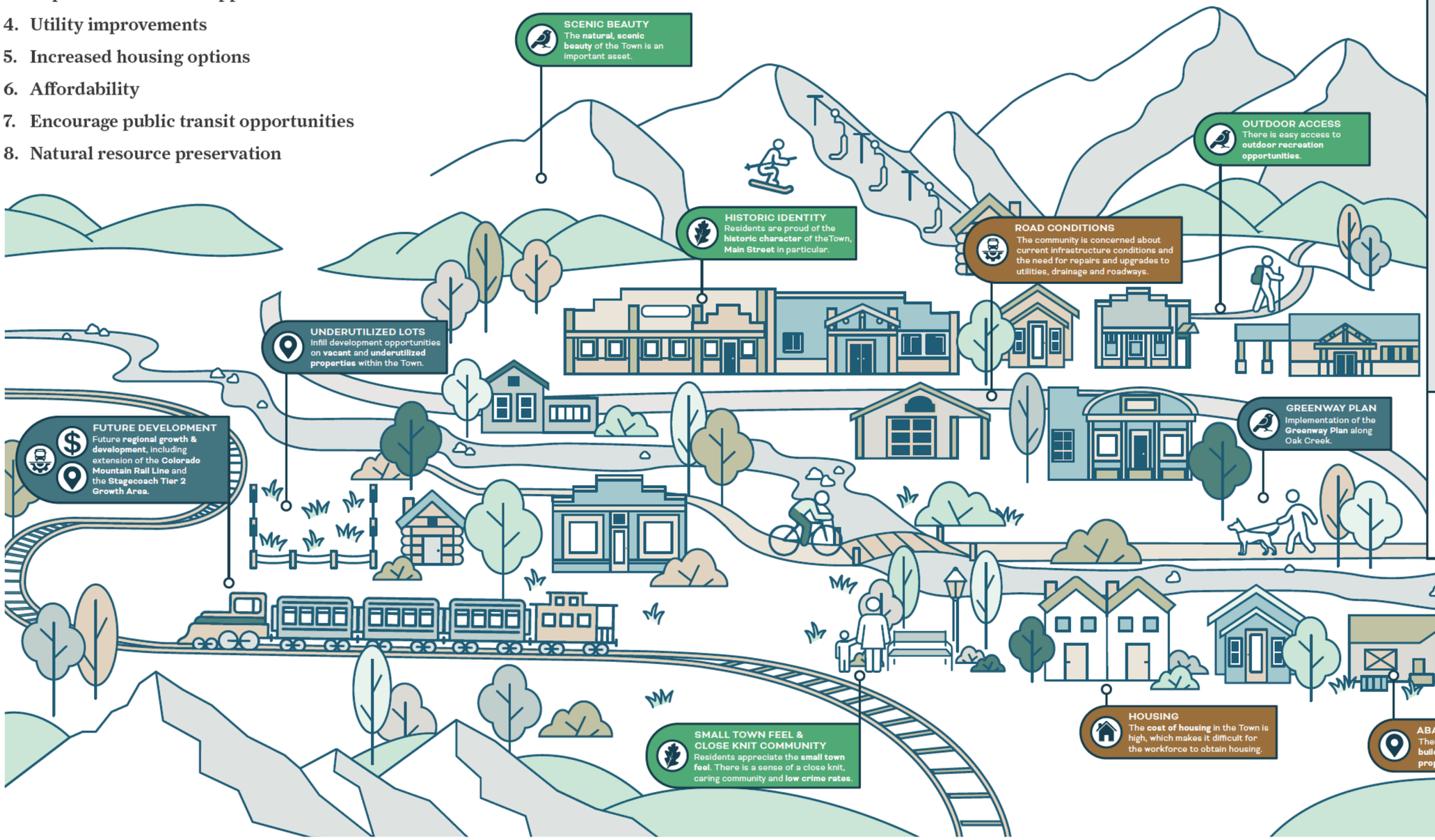
Outreach Timeline





COMMUNITY IDENTIFIED COMPREHENSIVE PLAN PRIORITIES

1. Attracting new businesses and job growth
2. Town beautification
3. Expanded recreation opportunities
4. Utility improvements
5. Increased housing options
6. Affordability
7. Encourage public transit opportunities
8. Natural resource preservation



Key Themes

- COMMUNITY VISION, IDENTITY, & CHARACTER
- LAND USE
- ECONOMIC DEVELOPMENT
- HOUSING
- TRANSPORTATION & INFRASTRUCTURE
- NATURAL RESOURCES, OPEN SPACE, PARKS & RECREATION
- FUNDING

- STRENGTH
- CHALLENGE
- OPPORTUNITY

Funding Implementation Priorities

During the community engagement process, Town residents were asked to weigh in on funding priorities for Plan implementation. At both the Town Labor Day Event and the September 11th Community Open House Event, community members were each given $10 in play money and asked to prioritize how to spend this money on the following implementation priorities, identified during the planning process:

- Infrastructure & Roads
- Increase Housing Options
- Main Street Improvements
- Oak Creek Greenway
- Public Transportation
- Town Cleanup & Beautification
- Recreation Center

At the Labor Day Event, participants were allowed to spend their $10 however they chose, with no costs assigned to each implementation item.

Then, at the September 11th Community Open House Event, costs were assigned to each implementation item, to provide more fiscal reality to this exercise.

The results were as follows:

Labor Day Event

Unconstrained Choices

1. Recreation center
2. Increase housing options
3. Town cleanup and beautification
4. Oak Creek Greenway
5. (tie) Main St. improvements, and infrastructure & roads
6. Public transportation

Community Open House

Fiscally Constrained Choices

1. Infrastructure & roads
2. Oak Creek Greenway
3. Main St. improvements
4. Public transportation
5. Recreation center
6. (tie) Town cleanup & beautification, and increase housing options

CHAPTER 2

Community Vision & Goals

Community Vision

The community vision is an aspirational statement that reflects the community's core values and goals. The vision recognizes the town's most valued assets to preserve and build upon and describes an improved future state of the town. It outlines the community's determination to overcome existing challenges, paving the way for a better quality of life and increased opportunities for all residents

The vision provides an opportunity for the community to 'Tell Our Story', to describe who we are and who we strive to be in the years ahead.

THE COMMUNITY VISION STATEMENT IS AS FOLLOWS:

Oak Creek is a small town with a distinct and authentic old west character that is unique, eclectic and diverse. It is a town, where we honor our agriculture and ranching heritage, and where people can still raise their families, start a business, and go to the grocery store and see their neighbors.

The community values:

- **Our small-town feel**
- **The surrounding natural, scenic beauty**
- **Outdoor recreation access**
- **Maintaining a close knit, caring community**

Oak Creek is the center of commerce in South Routt County, with a vibrant downtown, thriving Main Street businesses, and convenient multimodal transportation that connects us to the surrounding region. We value and preserve our historic community character, and our expansive open spaces, natural areas, parks and recreation facilities, so we can connect with our heritage and the natural world. The Oak Creek Greenway runs through the heart of town and is the lifeblood of our community, providing ample opportunities to walk, sit, and gather along the creek's edge. Oak Creek is a caring, connected community. Our culture values community health and wellness. We provide diverse housing options for our residents and frequent community gatherings that offer opportunities for the community to come together.

Oak Creek's small-town character and natural setting are prized assets to be preserved. There is a deep sense of community pride in Oak Creek and belief in the economic potential of Main Street. There is also significant concern about dilapidated properties and needed infrastructure improvements. Business development and affordable housing are vital to successfully achieve the community vision for Oak Creek.

This Plan has been drafted to position the Town of Oak Creek to achieve its community vision. The goals outlined below are key objectives that must be achieved to realize the vision. The goals provide an overall framework for the Plan priorities, with more detailed policies and actions recommended in the subsequent Plan chapters, to implement each of these goals.

Goal #1
Define Oak Creek's town character and honor and protect it

Preserve Oak Creek's small-town, historic, mining character. Oak Creek has a rugged, independent, western small-town character that is shaped by its mining heritage and proximity to abundant recreational resources. Key descriptors community members use to describe the town character include:

- **Old West**
- **Eclectic and diverse**
- **Mining history**
- **Artsy**

Maintaining independent, locally owned businesses is an important component of preserving the town character and authenticity.

Ensure that the size, scale, look, and character of buildings fit the town's character.

Goal #2:
Clean up and beautify the town and the Oak Creek corridor

Address abandoned buildings and unmaintained properties throughout the town.

Enforce regulations to improve the appearance of individual properties.

Implement the Greenway Plan to make Oak Creek a prized amenity for the community.

Goal #3
Increase economic resilience

Strengthen and Diversify the Economy.

Increase Main Street Businesses and Activity.

Create Primary Job Opportunities.

Goal #4
Create an integrated land use and economic development plan to guide sustainable, fiscally responsible growth

Prioritize infill development within the town.

Focus growth where there is already existing infrastructure.

Integrate land use planning and economic development.

- Consider the fiscal impact of land use decisions.
- Balance revenues and expenditures
    - » Maintain the balance between tax base and service costs
    - » Balance residential and commercial growth
    - » Focus on developing the commercial tax base.
- Utilize existing underused residential properties to increase population and support local businesses
- Identify creative funding strategies to accomplish Comp Plan Goals, including:
    - » Public and private partnerships
    - » Transportation and transit-oriented development funding
    - » Alley activation funding sources
    - » Regional collaboration funding

Goal #5
Increase local housing options

Work with the South Routt Housing Authority, regional partners and developers to meet identified affordable housing needs and provide high quality housing for locals. Diversify the type of housing available in Oak Creek and improve the quality of the existing housing stock.

Goal #6
Improve transportation connectivity

Work collaboratively with regional partners (e.g. Yampa Valley RTA and CDOT) to provide public transportation to other communities, and plan for Mountain Rail service and regional transit.

Goal #7
Update infrastructure to support sustainable development

Make necessary infrastructure improvements.

Improve the condition of town streets, including paving and resurfacing.

Implement downtown beautification projects.

Goal #8
Support and enhance community health & wellness

Make Oak Creek a regional destination for Community Health & Wellness services, including:

- South Routt Medical Center
- A future South Routt Recreation Center
- The Oak Creek Farmer's Market and connection to local food and agriculture
- Expand parks, trails and recreation facilities

Goal #9
Unite the community and build coalition

Build upon existing community events such as the Oak Creek Labor Day event and South Routt community events.

Work with existing organizations such as the South Routt Community Association, the Town of Oak Creek Parks & Recreation and the Historical Society and Museum to identify opportunities for community building and local events.

Local private businesses, such as *Franciosi Brothers' Pizza and Meatballs* and *Lupita's Cantina*, can provide opportunities for cultural and music events for the community.

Consider the opportunity to create a local chamber or business association for local businesses and a visitor center.

CHAPTER 3

Land Use & Sustainable Growth

Background

The community's Land Use Plan provides a framework for the essential building blocks of the community. The Land Use Plan identifies recommended locations for various uses, including commercial, residential, public facilities, parks and open space. The Plan directs growth and development activity to the locations determined to be most appropriate by the community, while preserving the town character and protecting highly valued environmental resources and amenities. Land use plans ensure compatibility of land uses, efficient and economical use of land, and protection of environmentally sensitive areas, natural resources and scenic beauty.

Existing Land Use Pattern

Refer to existing Land Use Map on pages 22-23

The Existing Land Use Map shows the existing development pattern within the Town of Oak Creek. The Town of Oak Creek is oriented along three historically important, parallel features which pass through the town: Oak Creek, a railroad line currently operated by Union Pacific, and State Highway 131.

The town development pattern is compact, with topographic constraints bordering the town limits in nearly every direction. The town is generally comprised of a street grid extended with successive plats beginning in the early 1900's. The result is a relatively uniform street grid of short block lengths. Though lacking in multimodal infrastructure improvements (few sidewalks exist beyond the center of town), the compactness of the town as well as short blocks and small lots, affords Oak Creek a **traditional town character** and supports walkability and bike travel throughout the town.

Residential development in the town is mostly single-family homes on small lots, which are generally older homes with an average build year of 1949. More than a third of residential homes were built before 1939.

Most of the **commercial land use** within Oak Creek is found to the north of the creek and railroad, primarily along Main Street, the town's economic hub. This portion of the State Highway hosts Oak Creek's highest concentration of commercial, office, institutional, and mixed-use land uses. As the traditional center of the town, Main Street features a mix of local businesses such as shops and restaurants, a public library, a town museum and an outdoor museum. Except for a few vacant lots and buildings set back from the street, buildings along Main Street are generally consistent in height, massing, and rooflines and are oriented toward the street with sidewalks and benches supporting pedestrian activity.

The portion of town to the north of Main Street consists almost entirely of single-family residential land uses, including a large mobile home park along the northwestern edge of town. The terrain to the north of Main Street rises with the slope of **Thorpe Mountain** to the north of town. At the eastern edge of town, along State Highway 131, are the campus and recreational fields of **Soroco Middle and High School**.

The southern half of town primarily consists of single-family residential land uses with some varying uses, including a grouping of commercial and mixed-use parcels clustered around the intersection of Sharp Avenue and Nancy Crawford Boulevard. Also, there is a concentration of light industrial properties along Arthur Avenue, south of Oak Street. Adjacent to these properties are two notable town amenities: the **Oak Creek Ice Rink**, an important community recreation facility, and the **Bike Park** which includes a pump track. To the west of this area on the hillside at the town's western edge is a single-family residential neighborhood along Carbon Avenue. Directly west of this neighborhood is the 165-acre **Oak Creek Mountain Park** which offers residents access to over 4 miles of trails. Farther up Oak Creek Canyon, along State Highway 131 but outside of the town boundaries, is a large electric substation.

At the southeast corner of the intersection of Moffat Avenue and the railroad is **Decker Park**, the town's largest and most heavily used park. This low-lying land flanked by the creek to the north includes a playground area and a large field which is often used for soccer. To the south of Decker Park, the creek cuts through the southeast corner of town, leaving several vacant parcels. Some of these parcels were identified as areas of preservation in the town's 2021 Greenway Report.

EXISTING CONDITIONS & DEVELOPMENT MAP

LEGEND

Existing Land-Use (County GIS)

- Vacant
- Institutional
- Residential
- Mixed-Use
- Commercial
- Office
- Light Industrial
- Elder Care
- Utility
- Park
- Open Space
- Agriculture

Encumbrances

- Conservation

Geographic Conditions

- FEMA Floodway
- 0-10% Slope
- 10-20% Slope
- 20-30% Slope
- 30% + Slope

Lines

- Town of Oak Creek
- ROW
- Lot
- County Parcels

WATER TREATMENT
OAK CREEK
131
4TH STREET
3RD STREET
LINCOLN AVE
2ND STREET
1ST STREET
TRAIL MUSEUM & FIRE STATION
GRANT AVE
MAIN STREET
USPS
OAK CREEK MOUNTAIN PARK
GRANDVIEW AVE
RAILROAD
OAK CREEK FIRE PROTECTION DISTRICT
COMMUNITY CENTER
ICE RINK
SHARP AVE
OAK STREET
DECKER PARK
SOROCO MIDDLE & HIGH SCHOOL
WILLIAMS STREET
BIKE PARK
ST MARTINS CATHOLIC CHURCH
MOFFAT AVE
CEMETERY
VIRGINIA STREET
OAK CREEK TOWN OFFICE
HIGHLAND STREET
OAK CREEK
131
ROSSI MEADOW

Notes: Information sourced from County GIS, USGS, FEMA, Google and data provided by the client and is accurate to the best possible knowledge of the team. Norris design is not responsible for errors or omissions from incomplete data sets provided by others.

NORTH

0' 100' 200' 400'

SCALE: 1" = 200'

ENVIRONMENTAL RESOURCES & DEVELOPMENT CONSTRAINTS MAP

LEGEND

Geographic Conditions
- FEMA Floodway
- 0-10% Slope
- 10-20% Slope
- 20-30% Slope
- 30%+ Slope

Encumbrances
- Conservation

Lines
- Town of Oak Creek
- ROW
- Lot
- County Parcels

WATER TREATMENT
OAK CREEK
131
4TH STREET
3RD STREET
LINCOLN AVE
2ND STREET
1ST STREET
GRANT AVE
MAIN STREET
USPS
OAK CREEK MOUNTAIN PARK
GRANDVIEW AVE
RAILROAD
ICE RINK
OAK STREET
SHARP AVE
DECKER PARK
SOROCO MIDDLE & HIGH SCHOOL
WILLIAMS STREET
BIKE PARK
MOFFAT AVE
CEMETERY
VIRGINIA STREET
OAK CREEK TOWN OFFICE
HIGHLAND STREET
OAK CREEK
131

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NORTH

0' 100' 200' 400'
SCALE: 1" = 200'

On the hillside in the southwest corner of town are the town's maintenance facilities and the **Tramway Park** a town-owned facility which has been identified as a location for possible workforce housing development.

At the southern edge of the town is **Rossi Meadow** a popular winter recreation destination for snowshoeing and cross-country skiing.

The character of the land surrounding the Town of Oak Creek is primarily rural agricultural and ranching land.

Existing Plans

The following key goals and policies related to land use are set forth in Oak Creek and Routt County's existing comprehensive plans and have helped to shape the existing development pattern within Oak Creek and the surrounding region:

Existing Oak Creek 2015 Comprehensive Plan Land Use Policies:

- Infill of vacant land within the town should be encouraged
- Enhance "Sense of Place" principles
- Promote urban agriculture and cottage industries
- Commercial development shall locate in Performance District 1 (of the Land Use Code)
- Landscaping plans should be required to buffer adjacent land uses

Routt County Comprehensive Plan Policies:

- Direct growth to Tier 1 (Incorporated municipal growth centers, including Oak Creek), Tier 2 (Targeted growth areas, including the Stagecoach Reservoir area), and Tier 3 (Small established communities), and Future Growth Areas, in that order
- Support infill development and redevelopment
- Promote development that corresponds with the natural topography
- Support needed housing, economic and infrastructure development
- Preserve sensitive ecological and wildlife areas
- Support Dark Sky lighting to control light pollution
- Support development of telecommunications and broadband
- Discourage development on ridges
- Support public spaces for recreation

Key Issues & Challenges

Key issues and challenges related to land use, which are identified as priorities to be addressed through the 2025 Plan update, include:

- Abandoned buildings and unmaintained properties throughout town need to be addressed.
    - » This issue is exacerbated by the cost of construction, which makes abandoned property redevelopment cost prohibitive.
- The condition of town infrastructure needs to be improved and maintained.
- There is a lack of housing and properties for sale.
- There is currently an undersupply of land available for light industrial and service commercial uses within town limits, and existing light industrial areas are transitioning to other land uses, primarily single-family and multi-family residential.

Opportunities

Key opportunities to capitalize on in the updated land use plan, include:

- Infill development opportunities on vacant and underutilized properties
- Future developments within the surrounding area (i.e., Stagecoach Tier 2 growth area) – adding residents and activity within the region to help support town businesses and increase downtown vibrancy
- Mountain Rail – regional transportation connectivity between Denver and Craig with a future transit stop planned in Oak Creek
- Oak Creek Greenway Plan – a well-developed plan with clear recommendations to improve the Oak Creek corridor – ecological function and in-town riverwalk experience.

Development Potential

As part of this plan update, an analysis of the remaining development potential within the town was conducted. This analysis identifies areas within town that have the potential for additional development or redevelopment given close proximity to existing town infrastructure and services, and with sufficient infrastructure capacity (water and sewer) to support additional development.

The Infill and Redevelopment Opportunities Map *(refer to map on the next page)* identifies properties that have remaining development or redevelopment potential, based on a real estate economist perspective. This approach examines the value of the improvements on each property as a percent of the total land price. If the improvement value of a property is 60% of the total land value or less (0% = vacant land), then the land value of the property is becoming disproportionately higher than the improvement value of the property, and a 'higher and better use' or more intense level of development could be supported. This is an early indicator that an area may be primed for redevelopment. Overall, the map illustrates that approximately 118 parcels are vacant within town (vacant land is shown in red), and approximately 76 parcels have the potential, from an investment standpoint, to support either a higher value use, or more intense level of development, purely from a monetary point of view (under developed properties are shown in orange). Of the 118 vacant parcels, approximately 105 parcels (89%) are located in residential areas, and approximately 13 parcels (11%) are in the commercial district. Of the 76 underdeveloped properties that provide potential redevelopment opportunities, approximately 66 parcels (87%) are in residential areas, and 10 parcels (13%) are located in the downtown commercial and mixed use areas.

DEVELOPMENT ANALYSIS MAP

LEGEND

Opportunities
- Opp. Outside Town
- Existing Park

Percent Utilization
- Vacant
- Under Developed
- Established
- Civic/ Governement

Geographic Conditions
- FEMA Floodway

Encumbrances
- Conservation

Lines
- Town of Oak Creek
- ROW
- Lot
- County Parcels

Notes: Parcel utilization is calculated based on the value of property improvements as a percent of the total land value.

Properties with lower calculated utilization are less developed and thus have a higher potential for redevelopment

In particular properties with less than 60% parcel utilization (shades of blue and white) are potentially ripe for redevelopment.

WATER TREATMENT
OAK CREEK
131
4TH STREET
3RD STREET
LINCOLN AVE
2ND STREET
1ST STREET
MAIN STREET
GRANT AVE
USPS
RAILROAD
OAK CREEK MOUNTAIN PARK
GRANDVIEW AVE
ICE RINK
OAK STREET
SHARP AVE
DECKER PARK
SOROCO MIDDLE & HIGH SCHOOL
CEMETERY
WILLIAMS STREET
BIKE PARK
MOFFAT AVE
VIRGINIA STREET
OAK CREEK TOWN OFFICE
HIGHLAND STREET
OAK CREEK
131

Notes: Information sourced from County GIS, USGS, FEMA, Google and data provided by the client and is accurate to the best possible knowledge of the team. Norris design is not responsible for errors or omissions from incomplete data sets provided by others.

NORTH
0' 100' 200' 400'
SCALE: 1" = 200'

Community Input:

Additional key findings and recommended land use planning priorities from the community engagement phase include:

- Prioritize infill development within town limits.
- Focus growth in town where there is existing infrastructure.
    - » Focus on existing and underutilized properties as opportunities for infill.
    - » Be mindful of the impact that future developments may have on the town so that such developments can have a positive impact on Oak Creek.
- Integrate land use and economic development by considering the fiscal impacts of land use decisions.
- Ensure that land use decisions fit the town character by considering the character, size and scale of new developments.
- Prioritize parks and recreation land uses that are well-connected to each other and to adjacent residential and commercial areas.

Recommendations:

The Land Use and Sustainable Growth recommendations provided in this section outline goals, policies and actions to achieve the following community priorities:

Priorities:

1. **Preserve Oak Creek's small-town character and surrounding agricultural/ ranching lands and natural resources.**
2. **Create a vibrant downtown business district along Main Street and portions of Sharp Avenue north of Oak Street.**
3. **Improve the condition of existing buildings and properties and reduce commercial vacancies - bring businesses back.**
4. **Increase housing opportunities within town to support the viability of local businesses and the social vitality of the community.**
5. **Guide smart, fiscally responsible growth through sustainability, infill and preservation.**

- Prioritize infill development within town and avoid sprawl.
- Integrate land use and economic development by considering the fiscal impact of land use decisions.
- Identify and maintain an adequate supply of light industrial and service commercial properties to support primary job opportunities.

6. **Improve transportation connectivity and prioritize parks and recreation land uses that are well-connected.**

- Work with regional partners to plan and develop a multimodal regional transit station that is well-connected to downtown and in character with Oak Creek.
- Improve the Oak Creek corridor and transform the creek into a community amenity.

Future Land Use Map:

The Future Land Use Map identifies recommended locations for various uses, including commercial, residential, public facilities, parks and open space. The Plan directs growth and development activity to the locations determined to be most appropriate by the community, while preserving the town character and protecting highly valued environmental resources and amenities.

The Future Land Use Plan has been drafted to ensure compatibility of land uses, efficient and economical use of land, and protection of environmentally sensitive areas, natural resources and scenic beauty. For example, the Plan ensures sufficient land is designated for economically important land uses, such as light industrial activities, in locations where these uses can be screened from view and will not cause negative impacts to adjacent residents.

The Future Land Use Map represents a vision for how development in the community can be organized sustainably in the long-term. There is no intention to proactively remove existing uses that do not align with future land use designations. Rather, as property ownership changes and land is redeveloped over time, the Future Land Use Map will help to guide buildout to occur in an optimal manner.

The Future Land Use Map identifies recommended land use designations for all properties within the town boundary, including the downtown business district, residential neighborhoods, parks, community facilities and institutional uses, and light industrial / service commercial uses. The Future Land Use Map also delineates a Future Growth Boundary to guide future growth opportunities adjacent to the existing town boundary and establish the recommended limits for future annexations and development outside town limits.

The purpose of identifying future land uses is to ensure that development and growth occur in an organized manner that maximizes positive benefits associated with adjacent land uses while minimizing any negative impacts on nearby properties. Specifically, land uses are defined to promote desired community character, attract investment, preserve natural resources, enhance access to amenities and recreation, and promote transportation and mobility choices.

Future Land Use designations include the following:

- Rural Gateway
- Agricultural Residential
- Residential
- Mixed-Use
- Commercial
- Light Industrial / Service Commercial
- Institutional
- Parks & Recreation

FUTURE LAND USE MAP

LEGEND

Land-Use

- Rural Gateway
- Ag Residential
- Residential
- Mixed-Use
- Commercial
- Light Industrial/ Service Commercial
- Institutional
- Park

Overlay Zone

- Creek Corridor
- Floodway

Encumbrances

- Conservation
- Railroad

Lines

- Town of Oak Creek
- Future Growth Boundary
- Railroad
- CDOT
- Lot
- County Parcels

Icons

- Future Potential Transit Station Location

OAK CREEK MOUNTAIN PARK
WATER TREATMENT
OAK CREEK
131
4TH STREET
3RD STREET
2ND STREET
1ST STREET
LINCOLN AVE
MAIN STREET
USPS
RAILROAD
NANCY CRAWFORD BLVD
GRANDVIEW AVE
GRANT AVE
ICE RINK
CARBON AVE
ARTHUR AVE
BELL AVE
OAK STREET
DECKER PARK
SOROCO MIDDLE & HIGH SCHOOL
CEMETERY
WILLIAMS STREET
SHARP AVE
HIGHLAND STREET
MOFFATA
TOWN MAINTENANCE & OFFICE
OAK RIDGE CIR
ROSSI MEADOWS
OAK CREEK
131

Notes: Information sourced from County GIS, USGS, FEMA, Google and data provided by the client and is accurate to the best possible knowledge of the team. Norris design is not responsible for errors or omissions from incomplete data sets provided by others.

NORTH

0' 200' 400' 800'

SCALE: 1" = 400'

DRAFT

Future Land Use Designations

Rural Gateway

Oak Creek's Rural Gateway areas are located along Highway 131 at the northern and southern entries to town. These locations should provide visual cues that travelers are arriving in Oak Creek and provide an attractive, engaging entry point into the community. Structures should reflect Oak Creek's historic, small-town character, signage should point to attractions, and open space should preserve view corridors into town and to the surrounding landscape.

Agricultural Residential

The Agricultural Residential designation maintains land for agriculture/ranching and open space within future growth areas, while allowing low-density, rural residential development, which is clustered to preserve agricultural/ranch lands, environmentally sensitive areas, open spaces, and views of the surrounding natural landscape.

Approximately 75-80% of the total land area should be preserved for agricultural and open space uses, with approximately 20-25% of the land area available for clustered residential development. Permitted land uses may include conservation areas, protected farm/ranch land, food-production space, farm service areas, clustered homes, event space, trails, farmers markets, and community and education centers.

Residential

Residential neighborhoods that preserve existing residential character and offer the opportunity to live in a residential-only portion of town. Allows detached and attached single-family homes. Attached dwellings such as duplexes and townhomes should be compatible in character and scale with detached single-family homes. Accessory dwelling units are encouraged to offer smaller scale housing options within established neighborhoods. Infrastructure enhancements within residential neighborhoods should focus on increasing connections to community spaces, parks, and recreation amenities.

Mixed-Use

Provides flexibility for a mix of residential and employment uses, with retail and service commercial mixed with medium-density residential development. Vertical and horizontal mixing of uses will provide the resident and visitor populations necessary to support businesses in addition to placing retail and services within walking distance of these populations, increasing downtown vibrancy. Medium-intensity residential includes midrise multifamily buildings up to three stories in height, multifamily apartments or condominiums located above or behind street-fronting commercial businesses and attached single family homes (i.e., duplexes and townhomes). The creation of office space that promotes local employment opportunities is also encouraged.

Commercial

Facilitates revitalization of Oak Creek's downtown and encourages a development pattern that provides an attractive, appropriately scaled downtown with pedestrian-oriented retail and service commercial along Main Street and a portion of Sharp Avenue extending south to Oak Street. Commercial uses on the ground floor of buildings and/or fronting Main Street and Sharp Avenue are strongly encouraged. Housing types that add thoughtful density, such as multifamily apartments or condominiums located above or behind street-fronting commercial businesses and attached single family homes (i.e., duplexes and townhomes), are encouraged. Outdoor patios, rooftop decks, and other outdoor spaces that encourage social connection and activity are encouraged. The creation of office space that promotes local employment opportunities is also encouraged. Architecture should reflect and advance the historic character of downtown through repurposing existing structures, where feasible, and compatible design of new buildings and spaces.

Light Industrial / Service Commercial

Commercially zoned land for service commercial and light/low-impact industrial uses is needed outside the downtown area to support the viability of the local and regional economy. This includes service commercial and light industrial uses that generate minimal sight, noise, and smell impacts on nearby properties, such as an auto mechanic shop, storage, personal services, and other commercial businesses with nominal off-site impacts.

Land devoted to these uses should be located at the edges of town away from primary residential and visitation areas. Any potential impacts on environmental resources and the Highway 131 view corridor should be mitigated. This includes avoiding development within environmentally sensitive areas (e.g., wetlands and steep slopes) and buffering and screening industrial uses from view. Housing may be incorporated as an accessory use to promote live/work opportunities, with approval of a conditional use permit to ensure potential negative impacts between commercial and residential uses are appropriately evaluated and mitigated.

Institutional

Public and quasi-public buildings and spaces intended for community gathering or cultural use, which provide community benefit and support the basic functions of Oak Creek. This includes town facilities, schools, the fire station, library and museum. Development of local and regional community-serving uses is encouraged within the Institutional designation.

Parks & Recreation

Parks and Recreation areas within town should preserve connections to the natural landscape and provide residents with year-round recreational activities. Parks should include features such as open space, seating, picnic areas, playgrounds, and recreational amenities.

Rural Gateway

Agricultural Residential

Residential

Mixed Use

Commercial

Light Industrial/ Service Commercial

Institutional

Parks & Recreation

LU Goal 1
Prioritize infill development within town and avoid sprawl.

LU Policy 1.1
Focus growth in town where there is existing infrastructure before growing outward and expanding town boundaries.

LU ACTION 1.1

A. Adopt an annexation policy that favors infill development.

B. Encourage (with incentives including streamlined entitlements, fee and or rate reductions, and others) a clustered residential development pattern for projects with multiple units to ensure view corridors are maintained, and utilities and services are delivered efficiently and effectively.

LU Policy 1.2
Infill development should focus on increasing the vibrancy of downtown and increasing the housing supply within town limits.

LU ACTION 1.2

A. Facilitate development of existing vacant and underutilized properties as infill opportunities.

B. Identify developers (for profit and nonprofit) with experience and a proven track record of delivering residential and non-residential product types that align with the objectives set forth in this Comprehensive Plan and share market due diligence prepared during this Comprehensive Plan update planning process.

C. Analyze all town-owned properties, determine the role each tract should play in the community's land use and sustainable growth management plan, and identify recommended demonstration projects to accomplish Plan goals.

D. After completing an analysis of all town-owned land and determining the desired role of each tract, pursue public-private partnerships to develop demonstration projects on identified town-owned properties.

D.1. Prepare a request for qualifications to solicit developers interested in partnering with the town to advance identified demonstration projects.

E. Establish a special fund for property acquisitions and infrastructure improvements, using one or more of the financing mechanisms identified in the Economic Development Strategy.

LU Policy 1.3
Limit future annexation and development to the areas located within the identified Future Growth Boundary, depicted on the Future Land Use Map.

LU Policy 1.4
Annexed land within a designated Future Growth Area shall be developed in a pattern consistent with the lot, block and road pattern within the existing town boundaries.

A gridded road pattern shall be encouraged, with variations in the grid where necessary to accommodate topography.

LU Policy 1.5
Preserve the rural, agricultural character of land outside the town's future growth area boundary.

LU ACTION 1.5

A. Submit the 2025 Oak Creek Comprehensive Plan and Three-Mile Plan to Routt County as amendments to existing County policy and planning documents governing the Oak Creek subarea.

B. Work collaboratively with Routt County and private property owners to conserve surrounding agricultural / ranching lands outside the Future Growth Boundary using tools such as conservation easements and the purchase of development rights.

C. Work collaboratively with Routt County to pursue limitations on commercial development outside of incorporated areas or outside Tier 1 communities.

LU Goal 2
Preserve Oak Creek's small-town character

LU Policy 2.1
Ensure that land use decisions fit into the town character by considering the character, size, and scale of new developments.

- Maintain the town's character through size, scale and appearance requirements for new buildings that align with the building character preferences expressed by the community during the community engagement phase of the planning proccess. The pictures below represent examples of some existing buildings the community feels reflect the desired town character.

LU Policy 2.2
Maintain infill design standards to assure the stability of existing neighborhoods and town character are maintained.

LU ACTION 2.2

A. Establish design standards for key corridors (e.g. Main Street) in keeping with the community's western heritage and small-town scale.

LU Policy 2.3

The town shall guide new development to maintain Oak Creek's land use pattern of small lots and grided street system found in the historic portions of Oak Creek. Continuing this pattern of development will provide visual continuity with the character of existing neighborhoods and connectivity for pedestrians and cyclists to downtown services, parks, and other amenities.

LU Policy 2.4
Large developments, proposed on properties 5 acres or greater in size, shall require a town-approved master plan to evaluate and ensure compatibility with town character and provision of necessary services. Master plans shall address access, circulation, land use compatibility, architectural character, development impacts, infrastructure, services, public health and safety, and other relevant issues identified by the town.

LU Goal 3

Increase the vibrancy of the downtown district along Main Street and the portion of Sharp Avenue north of Oak Street.

LU Policy 3.1

Ensure the downtown district allows for integrated land uses and appropriate densities.

LU Policy 3.2

Commercial development shall be encouraged to locate within Performance District 1.

LU Policy 3.3

Within Performance District 1, street frontage on Main Street shall be occupied by retail or institutional uses frequented by the public, such as museums, libraries, galleries or community services. Other commercial uses may be constructed in the rear, non-street frontage portion of the buildings or upper levels.

LU Policy 3.4

New development on street frontage in Performance District 1 not located on Main Street shall be retail, office or institutional uses.

LU Policy 3.5

Residential uses shall be limited to the 2nd level, non-street frontage portion of buildings in Performance District 1.

LU ACTION 3.5

A. Evaluate and amend the town Land Use Code, as needed, to prohibit or require a conditional use permit for stand-alone and ground floor residential in the commercial district along Main Street and Sharp Avenue. Only allow residential as a permitted use-by-right, when located above or behind street-fronting commercial businesses in these locations.

LU Policy 3.6

Improve the condition of existing buildings and properties and reduce commercial vacancies / bring businesses back.

LU ACTION 3.6

A. Provide incentives for property owners to improve or redevelop their properties.

   A.1. Partner with financial institutions (public, private, and institutional) to facilitate access to no or low interest loans and grants for property clean up, rehabilitation and redevelopment.

B. Provide incentives and funding to help facilitate improvements to buildings and storefronts downtown.

C. Inventory commercial properties within the downtown area, noting deferred maintenance and life safety infrastructure needs, and use the findings to inform programmatic offerings for incentives and funding to facilitate façade and structural improvements.

D. Increase town code enforcement.

   D.1. Hire a code enforcement officer or contract code enforcement services, and implement town code enforcement to address abandoned and unmaintained properties throughout town.

E. Explore the creation of minimum housing standards in concert with a town code enforcement strategy.

F. Establish necessary policies that will allow the town to condemn dilapidated structures, to get them out of the hands of current owners and position them for redevelopment.

LU Policy 3.7

Establish a comprehensive plan for community improvements including landscaping and beautification programs, code enforcement, and special incentives including subsidized site improvements, and private participation in area cleanup efforts.

LU Goal 4

Support economic development through land use.

LU Policy 4.1

Balance revenues and expenditures to ensure the balance between tax base and service costs stays in check.

LU ACTION 4.1

A. Map land uses by tax generation per acre.

B. Focus on developing a commercial tax base.

LU Policy 4.2

Balance residential and commercial growth as residential development is important for supporting small business.

LU ACTION 4.2

A. Evaluate and amend the Town Code as needed to permit cottage industries in residential areas as home businesses, with requirements to ensure any impacts on neighborhood character are sufficiently mitigated.

B. Encourage development of food-related cottage industries to support urban agriculture and local health and wellness as well as small scale art studio and teaching spaces.

LU Policy 4.3

Establish and maintain an effective town development review process that is comprehensive, efficient, and able to produce desired results.

LU ACTION 4.3

A. Develop a streamlined development review process for small and priority projects including building retrofits, life saftey improvements, local workforce housing, and affordable housing.

LU Policy 4.4

Evaluate the impacts of proposed development projects to ensure they provide a positive fiscal benefit to the community.

LU Goal 5

Identify and maintain an adequate supply of light industrial properties to support primary job opportunities.

LU Policy 5.1

Locate light industrial / service commercial activities on the outskirts of town, in the locations designated as Light Industrial / Service Commercial on the Future Land Use Map, where these uses can be screened from view and will not cause negative impacts to adjacent residents.

LU ACTION 5.1

A. Work collaboratively with property owners of identified light industrial / service commercial properties to entitle and facilitate development of these properties for light industrial and service commercial uses where aligned with property owner interests.

LU Policy 5.2

Ensure adequate screening of light industrial / service commercial properties from the Highway 131 travel corridor and adjacent properties.

LU Policy 5.3

Within the light industrial / service commercial land use designation, housing may be incorporated as an accessory use to promote live/work opportunities, with approval of a conditional use permit to ensure potential negative impacts between commercial and residential uses are appropriately evaluated and mitigated (e.g., light, noise, dust).

LU Policy 5.4

Due to the limited land area currently available for light industrial / service commercial uses within town limits, the town should carefully consider proposals to develop other land uses within these areas.

LU Policy 5.5

When evaluating development applications that propose to convert existing light industrial / service commercial properties to other land uses, such as residential, consider the projected economic impacts to the town that would result from further reducing the undersupply of land currently available for light industrial and service commercial within town limits.

LU Goal 6

Improve transportation connectivity and prioritize parks and recreation land uses that are well-connected.

LU Policy 6.1

Work collaboratively with regional partner agencies such as Colorado Department of Transportation (CDOT), Routt County, and the Yampa Valley Regional Transportation Authority (YVRTA), to evaluate and identify a preferred location to develop a multimodal transit station in Oak Creek that is well-connected to downtown and in character with Oak Creek.

LU ACTION 6.1

A. Work collaboratively with regional partner agencies to secure necessary funding, plan and construct a multimodal transit station on the selected site in town. See additional recommendations in Chapter 6: Transportation, Infrastructure, & Services.

LU Policy 6.2.

Improve the Oak Creek corridor and transform the creek into a community amenity.

IMPLEMENTATION ACTION PLAN

The following phased implementation plan outlines the recommended action items to be pursued in the years ahead, to implement the goals and policies set forth in the Plan.

Timeline:

The implementation process is not perfectly sequential, but there are some actions that need to be initiated before others, to address immediate community priorities and lay the foundation for success. For each action, the following timeframes are provided as guidelines:

- Immediate: 0-1 year
- Short-term: 1-3 years
- Mid-term: 3-5 years
- Ongoing and Long-term: To be pursued on and ongoing basis and/or long term over a 10-year timeline

Partnerships and Funding:

Plan implementation will require a coordinated approach that is led by the Town and involves numerous partners. The table below identifies potential partners to engage in various actions, and funding mechanisms that can be explored to help fund these initiatives. Additional information on potential funding mechanisms that can be investigated is provided in the **Appendix**.

Key Themes Addressed & Co-Benefits:

Many of these action items implement goals and policies in multiples sections of the Plan. The implementation plan identifies the various Plan themes that will be concurrently implemented through each action item.

Regional Collaboration:

Regional planning strategies that will be implemented in collaboration with regional partners agencies are highlighted. The Town of Oak Creek will participate in these efforts in partnership with other regional entities, and will likely not need to serve as the lead agency to guide implementation of these actions.

Key Themes

- COMMUNITY VISION, IDENTITY, & CHARACTER
- LAND USE
- ECONOMIC DEVELOPMENT
- HOUSING
- TRANSPORTATION, INFRASTRUCTURE, & SERVICES
- NATURAL RESOURCES, OPEN SPACE, PARKS & RECREATION
- FUNDING
- PARTNERSHIPS

= Regional Planning Strategies

Immediate Implementation Priorities (to be pursued within the first year)

Low-Hanging Fruit to address key items requested by the community

KEY THEMES ADDRESSED	ACTION	POTENTIAL PARTNERS	RECOMMENDED FUNDING MECHANISMS
	• LU Action 1.5.A.: Submit the 2025 Oak Creek Comprehensive Plan and Three-Mile Plan to Routt County as amendments to existing County policy and planning documents governing the Oak Creek subarea.	• Routt County (Planning Department)	
	• LU Action 3.7.A.: Increase town code enforcement.		
	• LU Action 3.7.A.1.: Hire a code enforcement officer or contract code enforcement services, and implement town code enforcement to address abandoned and unmaintained properties throughout town.	• RCEDP, Brother's Redevelopment	• Single Family Housing Repair Loans and Grants (CHFA) • Housing Planning Grant (DOLA) • Multifamily Housing Loan Guarantee Program (CHFA) • Community Development Block Grants (OEDIT)

Short Term Implementation Priorities (to be pursued within the first 1-3 years)

Exploring, Planning and Laying the Foundation for Success

KEY THEMES ADDRESSED	ACTION	POTENTIAL PARTNERS	RECOMMENDED FUNDING MECHANISMS
	• LU Action 3.6.A. Provide incentives for property owners to improve or redevelop their properties.	• Private property owners • Privtae lenders • Development community	• 'Single Family Housing Repair Loans and Grants (CHFA) • NOW Energy and Mineral Impact Assessment Fund (EIAF) (DOLA) • Multifamily Housing Loan Guarantee Program (CHFA) • Loan Fund for Innovative Housing Opportunities Incentive Grants (NWCCOG) • Urban renewal resources, Community Reinvestment Act (CRA) resources (local lenders)
	• LU Action 3.6.A.1. Partner with financial institutions (public, private, and institutional) to faciliate access to no or low interest loans and grants for property clean up, rehabilitation and redevelopment.	• NWCCOG • Mountain Valley Bank • Local lenders • Consultant support	• CHFA Loans and Grants (CHFA) • NOW Energy and Mineral Impact Assessment Fund (EIAF), (DOLA) • Loan Fund for Innovative Housing Opportunities Incentive Grants (NWCCOG) • Urban renewal resources, Community Reinvestment Act (CRA) resources (local lenders)
	• LU Action 3.5.A.: Evaluate and amend the town's Land Use Code, as needed, to prohibit or require a conditional use permit for stand-alone and ground floor residential in the commercial district along Main Street and Sharp Avenue. Only allow residential as a permitted use-by-right, when located above or behind street-fronting commercial businesses in these locations.		
	• LU Action 4.2.A.: Evaluate and amend the town's Land Use Code, as needed, to permit cottage industries in residential areas as home businesses, with requirements to ensure any impacts on neighborhood character are sufficiently mitigated.		
	• LU Action 3.7.B.: Explore the creation of minimum housing standards in concert with a town code enforcement strategy.		

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Short Term Implementation Priorities (to be pursued within the first 1-3 years)

Exploring, Planning and Laying the Foundation for Succes

KEY THEMES ADDRESSED	ACTION	POTENTIAL PARTNERS	RECOMMENDED FUNDING MECHANISMS
	· LU Action 3.7.C.: Establish necessary policies that will allow the town to condemn dilapidated structures, to get them out of the hands of current owners and position them for redevelopment.		
	· LU Action 4.3.A.: Develop a streamlined development review process for small and priority projects including building retrofits, life safety improvements, local workforce housing, and affordable housing.		· Local Planning Capacity Grant Program, Colorado Division of Local Government (CDLG) · Northwest Loan Program · Fast Track Development Review Incentive
	· LU Action 3.6.C.: Inventory commercial properties within the downtown area, noting deferred maintenance and life safety infrastructure needs, and use the findings to inform programmatic offerings for incentives and funding to facilitate façade and structural improvements.	· Private property owners	
	· LU Action 1.1.A.: Adopt an annexation policy that favors infill development		
	· LU Action 1.5.C.: Work collaboratively with Routt County to pursue limitations on commercial development outside of incorporated areas or outside Tier 1 communities.	· Routt County (Planning Department)	· Local officials
	· LU Action 1.5.B.: Work collaboratively with Routt County and private property owners to conserve surrounding agricultural / ranching lands outside the Future Growth Boundary using tools such as conservation easements and the purchase of development rights.	· Routt County (Planning Department) · Private property owners · Colorado Cattlemen's Agricultural Land Trust (CCALT) · Yampa Valley Land Trust (YVLT)	· Purchase of Development Rights Program, Routt County · Private funding sources
	· LU Action 1.2.E.: Establish a special fund for property acquisitions and infrastructure improvements, using one or more of the financing mechanisms identified in the Economic Development Strategy.	· NWCCOG · Mountain Valley Bank · Local lenders · Consultant support	· (DOLA) · Colorado Community Revitalization Grant (NWCCOG) · Urban renewal resources · Community Reinvestment Act (CRA) resources (local lenders) · Community Development Block Grants (OEDIT)
	· LU Action 1.1.B.: Encourage (with incentives including streamlined entitlements, fee and or rate reductions, and others) a clustered residential development pattern for projects with multiple units to ensure view corridors are maintained, and utilities and services are delivered efficiently and effectively.		· Housing Planning Grant Program, State of Colorado Department of Local Affairs (DOLA) · Local Planning Capacity Grant Program, Colorado Division of Local Government (CDLG) · Northwest Loan Program · Fast Track Development Review Incentive, State of Colorado Department of Local Affairs (DOLA)
	· LU Action 1.2.B.: Identify developers (for profit and nonprofit) with experience and a proven track record of delivering residential and non-residential product types that align with the objectives set forth in this Comprehensive Plan and share market due diligence prepared during this Comprehensive Plan update planning process.	· Private landowners & developers	
	· LU Action 1.2.C.: Analyze all town-owned properties, determine the role each tract should play in the community's land use and sustainable growth management plan, and identify recommended demonstration projects to accomplish Plan goals.		
	· LU Action 2.2.A.: Establish design standards for key corridors (e.g., Main Street) in keeping with the community's western heritage and small-town scale.	· Consultant support	· Revitalizing Main Streets Grant Program, State of Colorado Department of Transportation (CDOT) · Community Development Block Grants, State of Colorado Division of Housing

Mid Term Implementation Priorities (to be pursued within 3-5 years)

Funding and Implementation

KEY THEMES ADDRESSED	ACTION	POTENTIAL PARTNERS	RECOMMENDED FUNDING MECHANISMS
	· LU Action 3.6.B.: Provide incentives and funding to help facilitate improvements to buildings and storefronts downtown.		· Historic Preservation Investment Tax Credit, National Park Service · Historic Rehabilitation Tax Credit, Colorado Housing and Finance Authority (CHFA) · Historic Preservation Tax Credit, State of Colorado Department of Local Affairs (DOLA) · Colorado Community Revitalization Grant, State of Colorado Office of Economic Development & International Trade (OEDIT) · State Historical Fund (SHF) grants, History Colorado · Historic Preservation Fund Program, State Historic Preservation Office (SHPO) · Colorado Main Street Program, State of Colorado Department of Local Affairs (DOLA)
	· LU Action 1.2.D.: After completing an analysis of all town-owned land and determining the desired role of each tract, pursue public-private partnerships to develop demonstration projects on identified town-owned properties.	· Private or non-profit development entities	
	· LU Action 1.2.D.1.: Prepare a request for qualifications to solicit developers interested in partnering with the Town to advance identified demonstration projects.	· Private or non-profit development entities	
	· LU Action 5.1.A.: Work collaboratively with property owners of identified light industrial / service commercial properties to entitle and facilitate development of these properties for light industrial and service commercial uses where aligned with property owner interests.	· Private landowners	
	· LU Action 6.1.A. Work collaboratively with regional partner agencies to evaluate and identify a preferred location to develop a multimodal transit station in Oak Creek that is well-connected to downtown and in character with Oak Creek.	· Colorado Department of Transportation (CDOT) Transit and Rail Division · Routt County · Yampa Valley Regional Transit Authority (YVRTA)	· Multimodal Transportation and Mitigation Options Fund (MMOF) · Colorado Department of Transportation (CDOT)

Ongoing and Long Term Priorities (to be pursued on an ongoing basis and/or long term over a 10 year timeline)

Sustaining Long Term Success

KEY THEMES ADDRESSED	ACTION	POTENTIAL PARTNERS	RECOMMENDED FUNDING MECHANISMS
	· LU Action 1.2.A.: Facilitate development of existing vacant and underutilized properties as infill opportunities.		
	· LU Action 3.6.A.: Provide incentives for property owners to improve or redevelop their properties.	· Private property owners · Private lenders · Development community	· CHFA Grants (Colorado Housing and Finance Authority) · NOW Energy and Mineral Impact Assessment Fund (EIAF) (DOLA) · Loan Fund for Innovative Housing Opportunities Incentive Grants (NWCCOG) · Urban renewal resources, Community Reinvestment Act (CRA) resources (local lenders)
	· LU Action 4.2.B. Encourage development of food-related cottage industries to support urban agriculture and local health and wellness as well as small scale art studio and teaching spaces.		
	· LU Action 6.1.B.: Work collaboratively with regional partner agencies to secure necessary funding, plan and construct a multimodal transit station on the selected site in town.	· Colorado Department of Transportation (CDOT) Transit and Rail Division · Routt County · Yampa Valley Regional Transit Authority (YVRTA)	

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CHAPTER 4

Housing

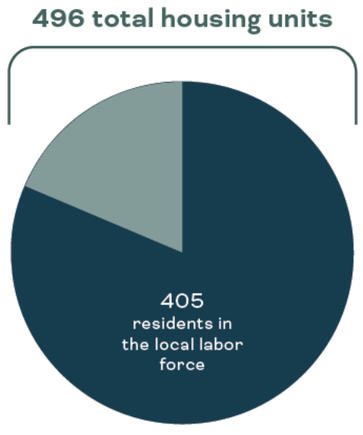
Background

The Town of Oak Creek is currently experiencing significant housing challenges, including a low inventory of available housing, an aging housing stock, and affordability challenges. Increasing housing prices are pricing people out of Oak Creek's housing market and there is a considerable demand for more affordable housing, including both rental and ownership housing. The current housing stock is comprised primarily of older single-family homes, many of which need maintenance and repairs. There is a need for more diverse housing options that are affordable to local residents.

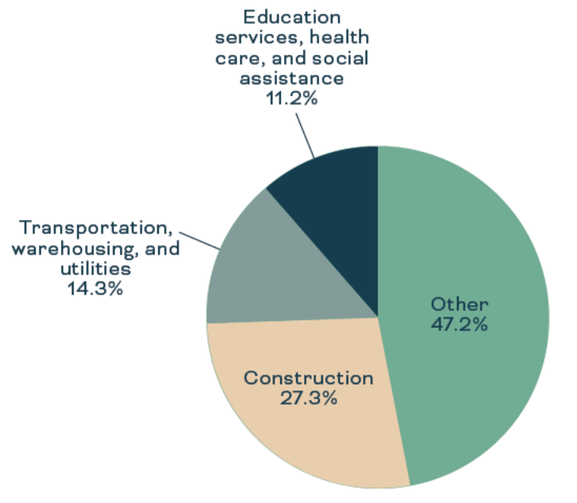
Household Incomes and Affordable Housing

Table No. 4-2 provides a detailed breakdown of household income and median home values in the Town of Oak Creek and the larger Routt County Trade Area. As shown, the town's household income is generally aligned with household income in the larger Trade Area, and this is expected to continue over the next five years. Both geographies have a similar relationship between median household income and median home value, where median home value is approximately 8 times the median household income. As a general rule, households can typically afford homes priced between 3 to 4 times their household income. Thus, current home prices are out of reach for many households in the Oak Creek area.

Table No. 4-1: Housing and Industry
Town of Oak Creek



Workforce Housing; Local Capacity



Oak Creek's Largest Industries

Table No. 4-2: Household Income (Detail)
Town of Oak Creek and Oak Creek Trade Area

	TOWN OF OAK CREEK		TRADE AREA	
HOUSEHOLD INCOME	2024	2029	2024	2029
<$15,000	4%	3%	6%	5%
$15,000 - $24,999	3%	2%	2%	2%
$25,000 - $34,999	4%	4%	4	3%
$35,000 - $49,999	7%	5%	7%	5%
$50,000 - $74,999	16%	12%	14%	12%
$75,000 - $99,999	11%	10%	11%	10%
$100,000 - $149,999	18%	18%	19%	19%
$150,000 - $199,999	17%	24%	13%	16%
$200,000+	20%	23%	24%	28%
MEDIAN HOUSEHOLD INCOME	$110,100	$136,700	$1119,00	$130,600
AVERAGE HOUSEHOLD INCOME	$149,000	$174,000	$161,000	$184,000
MEDIAN HOME VALUE	$865,800	$936,100	$921,900	$990,200

source: U.S. Census; ESRI and Ricker | Cunningham

Table No. 4-3: Income and Rent Limits (HUD)
Routt County

HOUSEHOLD INCOME LIMITS | ROUTT COUNTY 2025					
AMI	1 PERSON	2 PERSON	3 PERSON	4 PERSON	5 PERSON
60%	$54,600	$62,400	$70,200	$78,000	$84,240
80%	$72,800	$83,200	$93,600	$104,000	$112,320
100%	$91,000	$104,000	$117,000	$130,000	$140,400
120%	$109,200	$124,800	$140,400	$156,000	$168,480
140%	$127,400	$145,600	$163,800	$182,000	$196,560
160%	$145,600	$166,400	$187,200	$208,000	$224,640

MAXIMUM RENTS | ROUTT COUNTY 2025					
AMI	0 BEDROOM	1 BEDROOM	2 BEDROOM	3 BEDROOM	4 BEDROOM
60%	$1,365	$1,462	$1,755	$2,028	$2,262
80%	$1,820	$1,950	$2,340	$2,704	$3,016
100%	$2,275	$2,437	$2,925	$3,380	$3,770
120%	$2,730	$2,925	$3,510	$4,056	$4,524
140%	$3,185	$3,412	$4,095	$4,732	$5,278
160%	$3,640	$3,900	$4,680	$5,408	$6,032

source: Colorado Housing Finance Authority (CHFA) and Ricker | Cunningham

Table No. 4-3 shows the income and corresponding rent limits for Routt County set by the Department of Housing and Urban Development (HUD) for 2025 and published by the Colorado Housing and Finance Authority (CHFA).

Household income limits can be used to establish price point ranges for both “affordable” and “workforce” housing products. Workforce housing is generally considered to be attainable to households with incomes ranging from 80% to 120% of Area Median Income (AMI). In most Colorado resort communities, that range is increased to 140%. For the Trade Area (which is part of Routt County), this would include 2-person households with incomes ranging between $83,200 and $145,600, and 4-person households between $104,000 and $182,000. Rent limits for these households would range from $1,950 to $4,095 for one- or two-bedroom units. Approximately 27% of current Trade Area households fall into the workforce housing range. This figure is expected to increase to 32% in the next five years.

Households earning 80-120% AMI - teachers, nurses, tradespeople - are currently priced out of the for-sale market, underscoring the need for deed-restricted infill options.

2025 Town of Oak Creek Housing Needs Assessment:

A Housing Needs Assessment for Oak Creek and South Routt County was prepared by Ayers Associates in January 2025. The following is a summary of the key housing issues and recommendations outlined in the Housing Needs Assessment report.

ASSESSMENT THEMES	KEY ISSUES	RECOMMENDATIONS
Changing demographics	• Slight decline in population. • Aging community and workforce shrinkage. • Households are getting smaller.	• Need to attract younger residents. • Focus on affordable development and reinvestment in the existing housing stock.
Rental Challenges	• Limited Rental Listings. • Current rental housing demand is 4-7 units. • Projected 5-year rental housing demand is 19 - 31 units.	• Develop new rental opportunities. • Plan for the annual development of 7-11 rental units. • Revitalization of existing rental housing - maintenance, renovations, and full replacement. Revitalization efforts can be used to supplement new development.
For-Sale Housing Needs	• Low inventory. • Aging housing stock. • Affordability challenges. • Current housing demand is 3-4 units. • Projected 5-year housing demand is 20 - 33 units.	• Dual approach of revitalizing existing homes and focusing on new developments.
New Development	• Urgent need for new housing development.	• Create diverse and affordable housing options. • Focus affordable housing in infill locations. • Balance new development with the preservation of community character and the needs of existing residents.
Developer Incentives or Deed Restrictions	• Potential tools for ensuring housing affordability.	• Implement deed restrictions and developer incentives.
Tramway Property	• 6-acre parcel owned by Town of Oak Creek that offers a potential housing development opportunity located near an existing residential neighborhood with easy connections to existing utilities.	• Develop for affordable housing. • Conceptual site plan shows potential for 33 units, mix of single-family and townhomes.

2025 Routt County Housing Market and Demand Study

A Housing Market and Demand Study was also prepared for Routt County (and the City of Craig in Moffat County) in July 2025 by Economic & Planning Systems, Inc. and RRC Associates. The Yampa Valley Housing Authority (YVHA) commissioned this study to inform development planning and investment within the region over the next 10 years.

A summary of the key findings highlighted in this study include:

Demographic and Economic Conditions

» Jobs are growing faster than population. If this trend continues, it may result in an increase in the number of people with long commute times, which has an impact on increasing vehicle emissions and reduced quality of life.

» Routt County is aging faster than the state, indicating that housing and economic conditions in the Yampa Valley region are less favorable for young people and families.

» Household income has become more concentrated at the upper-and lower-income ranges compared to 2010. The cost of housing may be displacing people to lower cost areas, such as Craig and Moffat County.

» Housing-related challenges have impacts on the region's economy as employers struggle to attract and retain employees.

Housing Supply

» Most new housing being built is not affordable or attainable, or designed to meet the needs of the local workforce and residents.

» Part-time residences or "second homes" are a significant portion of Routt County's housing market. In these types of housing markets, tools such as deed restrictions are needed to ensure that any affordable or attainable housing that is built is not available for purchase as a part-time residence.

» There is a need for a wide range of housing types to serve employee needs. A continuum of housing is needed to accommodate the local workforce and provide opportunities for "move-up" housing. Young people and early career workers typically need rental housing. As people progress in their careers and life stages change, attainable ownership housing is needed.

Housing Affordability

» The region has experienced rapid increases in housing prices, following trends across the Mountain West and in other areas close to outdoor recreation and scenic amenities. Countywide, the median single family home price is about $1.4 million and has increased at a rate of 16% per year since 2019 when it was $670,000.

» There are large gaps between home prices and what full time residents and workers can afford. A 2-person household earning 100% of area median income (AMI) ($95,300/year) can afford a home priced at about $360,600.

» Renters face the greatest challenges with affordability. Over half of renter households in Routt County are cost burdened, meaning they spend over 30% of their income on housing costs.

» A softening in the housing market is unlikely to alleviate affordability challenges. Home prices would need to drop by several hundred thousand dollars to bring them down far enough to align with local incomes and wages. There is an affordability gap of $789,400 for a 2-person household at 100% of AMI. Home prices would need to fall by more than 50%, which is unlikely even in a severe recession.

Housing Development Feasibility

- » The cost of land and construction creates a large feasibility gap for attainable for-sale housing. The cost to build affordable, attainable and even some market rate housing impedes the ability of the private sector and nonprofit developers such as housing authorities to build housing.
- » Rental housing, including market rate apartments, also has feasibility challenges in the current market. Due to higher interest rates, higher construction costs, and higher land costs today compared to a few years abo, even market-rate apartments are barely feasible.
- » The feasibility analysis highlights the importance of heavily discounted or free land in building affordable and attainable housing.

Key Findings & Recommendations in Existing Housing Studies & Town Plans:

Overall, the 2025 Oak Creek Housing Needs Assessment and the Routt County Housing Market and Demand Study show a significant need for more diverse and affordable housing options to serve the local community. The Oak Creek Housing Needs Assessment identifies a need for approximately 64 additional housing units over the next 5 years (including 31 rental units and 33 for-sale housing units). The Housing Needs Assessment recommends focusing on providing these affordable housing units in infill locations within town, through a combination of revitalizing existing homes and new development. The Housing Needs Assessment also emphasizes the importance of tools such as deed restrictions and developer incentives to achieve affordable housing targets.

In addition to the recommendations provided in these recent housing studies, the following key goals and policies related to housing are also set forth in some of Oak Creek's other existing plans:

Existing 2015 Comprehensive Plan Policies:

- Encourage a mix and balance of housing types
- Encourage the types of housing the community is lacking
- Work with Yampa Valley Housing Authority to implement affordable housing initiatives
- Strictly enforce minimum standards for safe/decent housing
- Identify housing/structures presenting safety concerns and initiate condemnation
- Identify opportunities for grant funding
- Enforce nuisance codes

2023 Strategic Plan:

- Identifies providing attainable housing, completing a Housing Needs Assessment and developing housing on the Tramway Property in the top 10 town priorities

Transition Plan Policies:

- Housing Affordability is included as a key plan component. Recommended strategies include:
  - » Support developers interested in adding more affordable housing
  - » Develop the Town of Oak Creek's Tramway site for workforce housing
  - » Reach out to nonprofit affordable housing developers
- Housing Workforce strategies include:
  - » Strengthen the workforce for construction trades
  - » Provide temporary housing for construction workers (modular housing)

Housing Efforts Completed to Date:

Over the past few years, the Town of Oak Creek has begun to address these housing challenges by completing the 2025 Housing Needs Assessment and working collaboratively with Routt County and the Town of Yampa to hire a South Routt County Housing Innovations Manager with grant funding provided by the Colorado Department of Local Affairs (DOLA). Current efforts are focusing on completing a detailed inventory of the existing housing stock and exploring the creation of a South Routt Regional Housing Authority to address regional housing needs.

Key Issues

Key issues and challenges related to housing, which are identified as priorities to be addressed through the 2025 Plan Update, include:

- The high cost of housing is difficult for the local workforce to obtain.
- The existing housing inventory is primarily older homes that are risky for homebuyers and have significant maintenance and repair needs (e.g., foundation issues, etc.)

Opportunities

Key housing opportunities to capitalize on in the updated plan are available subsidies that transition communities, such as Oak Creek, can access for affordable housing initiatives, including Proposition 123, as well as housing authority and local capacity grants.

Community Input

Key findings and recommended planning priorities from the community engagement phase include:

- Increase housing options and focus on providing housing opportunities through infill development.
- Prioritize addressing affordable housing needs.
- Prioritize senior housing.
- Increase the availability of home rehabilitation programs for existing homes.

Priority Development Sites:

- Tramway Property
- Downtown Infill Parcels
- Small-lot Rehabs

Housing Partners:

- Yampa Valley Housing Authority (YVHA)
- South Routt Housing Authority (SRHA)
- Colorado Department of Local Affairs (DOLA)
- Colorado Housing and Finance Authority (CHFA)

GOALS, POLICIES & ACTIONS

The Housing recommendations provided in this section outline goals, policies, and actions to address the Town of Oak Creek's key housing challenges, opportunities and needs. The recommendations focus on increasing local affordable housing options, diversifying the housing supply, improving the quality of the existing housing stock, and establishing the necessary policies, partnerships, and resources to ensure the long-term sustainability and success of the town's housing efforts.

HS Goal 1

Increase local housing options to meet the needs identified in the most recent Housing Needs Assessment. Strive to add approximately 65 additional housing units over the next 5 years, evenly split between 50% rental and 50% for-sale housing.

HS Policy 1.1

Incentivize and facilitate infill residential development on vacant and underutilized properties in town as a first priority for meeting local housing needs.

HS ACTION 1.1

A. Create an inventory of potential sites and resources for new housing developments, including:
   - » Land acquisition opportunities
   - » Public-private partnership possibilities
   - » Opportunities for mixed-use or multi-family affordable housing developments

B. Conduct site-readiness assessments for priority infill parcels to identify infrastructure, flood, or utility constraints prior to acquisition and development.

C. Pursue public / private purchases of identified vacant, underutilized, and abandoned properties within town to build affordable housing for the local workforce.

D. Adopt code enforcement policies, including additional taxation on parcels with dilapidated structures, and a right of first refusal to acquire by public sector entities after an established period of time.

E. Create a holding entity (see ED Action 4.4 A) capable of acquiring, positioning, and disposing of property (at favorable rates) for development of desired housing product types. If possible, use the same holding entity to manage income-restricted housing units. If not, either form a new or expand an existing organization to fill this role.

F. Request Routt County establish policies supporting or requiring development of affordable and attainable housing (required by County inclusionary housing regulations) in Tier 1 communities, including Oak Creek.

HS Policy 1.2

To maximize infill housing opportunities, encourage and support compact and efficient housing developments within town, including attached housing products and/or detached products on smaller lots.

- » Attached housing types could include paired homes, patio homes, townhomes, condominiums, and rental apartments. Attached units, whether for ownership or rental, could be created from rehabbing existing commercial space, built on smaller underutilized lots, or developed on larger underutilized tracts as part of a residential mix.
- » Detached housing types could include small-lot single family units, and manufactured housing.

HS ACTION 1.2

A. Ensure town development regulations allow building small homes on small lots. Evaluate and revise town development standards as determined to be appropriate to remove or reduce minimum size requirements (e.g., minimum lot size, minimum home size, etc.)

HS Policy 1.3

Strive to maintain and increase the number of affordable workforce housing units in redevelopments.

HS Policy 1.4

When infill residential housing opportunities are not available, as a secondary strategy, explore the potential to annex identified Future Growth Areas outside town boundaries to provide additional residential housing opportunities to serve the Oak Creek community.

HS Goal 2

Diversify the type of housing available in Oak Creek to ensure access to a continuum of housing that meets the needs of households at all life stages and income levels.

HS Policy 2.1

Provide a wide range of high-quality, diverse affordable housing options for local residents, including:

- Affordable, single-family homes
- Townhomes
- Small homes on small lots
- Accessory dwelling units (ADUs), with adequate onsite parking
- Multifamily housing (integrated within the Commercial, Mixed Use, and Light Industrial/ Service Commercial areas)
- Senior independent living.
- Pilot small-scale modular or manufactured infill developments in partnership with the South Routt Housing Authority or nonprofit developers.

HS ACTION 2.1

A. Evaluate town code and development standards and revise, as determined to be appropriate, to ensure a wide range of housing products are permitted. Such updates may include removing or reducing minimum size requirements; allowing smaller homes on smaller lots; allowing attached housing types (e.g. duplexes and townhomes) and accessory dwelling units (ADUs) to increase the supply of smaller, more attainably priced homes; allowing the use of different building materials; and revisions to the legal structure with which housing is allowed to be owned, operated, and transferred.

B. Share market information prepared during this planning effort regarding demand for housing with property owners and developers to demonstrate support for a greater diversity of product types at different price points and rent levels.

HS Policy 2.2

Encourage and facilitate development of units and support facilities for seniors, families, single-occupant households, co-living arrangements, etc.

HS Policy 2.3

Ensure a diverse mix of ownership and rental housing to serve residents' needs.

HS Policy 2.4

Encourage and facilitate development of live/ work units to provide local workforce housing in association with operating a business in town.

Silver Leaf - a collaborative senior living community in Paonia, CO - has been identified as a good example to emulate in Oak Creek.

HS Goal 3

Provide high quality housing for locals.

HS Policy 3.1

Improve the quality of the existing housing stock.

HS ACTION 3.1

A. Home Repair & Weatherization Initiative: Establish a building rehabilitation program in partnership with private sector specialists to assist homeowners in making critical health and safety improvements at little to no cost. (See the description of the Town of Firestone Home Modification Repair Program in the Appendix.)

B. Partner with financial institutions to facilitate access to low or no interest loans for property clean up, rehabilitation and redevelopment.

C. Partner with state and regional programs to provide accessibility and energy-efficiency retrofits for existing homes, particularly for seniors.

D. Adopt minimum housing standards with appropriate modifications for different locations within the community (e.g., downtown, established neighborhoods) that ensure the health and safety of occupants.

HS Policy 3.2

Increase the supply of high quality, clean rental housing options.

HS Policy 3.3

Encourage and facilitate new construction to increase the supply of new, high-quality housing without the repair / maintenance issues found in older housing stock.

HS Goal 4

Work to ensure the long-term sustainability and success of Town affordable housing efforts.

HS Policy 4.1

Ensure housing remains available for local employees over time, using tools such as deed restrictions to limit occupancy to local employees.

HS Policy 4.2

Partner with local and regional entities to provide necessary housing services and resources.

HS ACTION 4.2

A. Develop and maintain an accurate and accessible inventory of existing housing in Oak Creek and the South Routt County community to understand the magnitude of deficiencies and necessary resources.

B. Prepare a Housing Dashboard Report, periodically updated, that includes information and industry statistics on the status of various local and regional housing-related initiatives.

C. Investigate the range of tools and tactics (such as deed restrictions, inclusionary housing, code restrictions, alternative building materials, density and setback allowances, and public-private partnerships) available to promote construction of affordable and workforce housing, and their applicability in Oak Creek and South Routt County.

D. Work collaboratively with regional partners to create a South Routt Regional Housing Authority.

D.1. Ensure the newly formed South Routt Housing Authority maintains a legal structure that allows for access to a range of resources (public, private, and institutional) for a variety of housing types, and which supports different tactics to acquire, position, and dispose of property (e.g. Community Development Corporations and Housing Trusts)

E. Establish a Housing Nonprofit for South Routt County to support local housing development and access additional funding streams.

E.1. Evaluate and select the most appropriate nonprofit organizational structure for South Routt County (e.g., Community Development Corporation, Community Land Trust, Supporting Organization (501 (c)(3)), etc.)

F. Identify and pursue new funding sources for financing affordable workforce housing, to advance housing objectives and minimize investor risk. Potential funding sources include:

- Federal and state grants (e.g., CDBG, HOME)
- Fee in-lieu payment strategy
- Local, regional, and national philanthropic funds

G. Develop strategic partnerships and pursue collaborative affordable housing efforts with entities such as:

- Developers experienced in rural and affordable housing
- National, state, and regional nonprofits focused on housing, community, and economic development
- Local employers, business and education institutions to address workforce housing
- Local governments
- Historic preservation and environmental sustainability agencies

G.1. **Local Employer Partnerships** Develop partnerships with local employers (e.g., the School District and South Routt Medical Center) to develop workforce housing on identified opportunity sites and provide first right of refusal for their Oak Creek-based employees in need of housing.

G.2. **Historic Preservation Partnerships** Explore potential funding and project opportunities in collaboration with preservation agencies.

- Identify historic structures suitable for adaptive reuse or preservation-based infill.
- Engage state and local historic preservation offices for technical assistance and eligibility for tax credits or grants.
- Use preservation as a pathway for housing rehabilitation and neighborhood revitalization.

G.3. **Environmental Justice and Sustainability Partnerships**
Research and partner with regional and national organizations focused on environmental sustainability and housing.

- Identify energy-efficient retrofit programs, solar integration models, and green building standards suitable for rural mountain regions.
- Coordinate with organizations such as the Colorado Energy Office, Enterprise Green Communities, and NREL.
- Integrate wildfire resilience, water efficiency, and sustainability planning into project designs and funding applications.

G.4. Partner with corporate and individual interests to create demonstration projects of different housing product types (cottage, tiny home, co-housing, others).

H. Develop fast-track development review policies and procedures for affordable workforce housing to comply with Proposition 123's expedited development review requirements.

I. Investigate the feasability of acquiring one or both RV Parks to ensure they remain affordable in perpetuity for area residents (See description of State program in the Appendix).

Goal HS 5

Regulate short-term rentals to allow this lodging use in a manner that contributes positively to the local economy, while mitigating negative impacts on the long-term housing supply and protecting the existing character and quality of life within residential neighborhoods.

HS Policy 5.1

Monitor the effectiveness of the town's short-term rental regulations over time and adjust the regulations as needed to accomplish Goal HS 5, ensuring balance of this use with long-term housing needs.

HS ACTION 5.1

Regularly evaluate the impact of short-term rentals on housing availability and affordability, and consider caps or licensing tiers based on local needs.

IMPLEMENTATION ACTION PLAN

The following phased implementation plan outlines the recommended action items to be pursued in the years ahead, to implement the goals and policies set forth in the Plan.

Timeline:

The implementation process is not perfectly sequential, but there are some actions that need to be initiated before others, to address immediate community priorities and lay the foundation for success. For each action, the following timeframes are provided as guidelines:

- Immediate: 0-1 year
- Short-term: 1-3 years
- Mid-term: 3-5 years
- Ongoing and Long-term: To be pursued on and ongoing basis and/or long term over a 10-year timeline

Partnerships and Funding:

Plan implementation will require a coordinated approach that is led by the Town and involves numerous partners. The implementation table identifies potential partners to engage in various actions, and funding mechanisms that can be explored to help fund these initiatives. Additional information on potential funding mechanisms that can be investigated is provided in the **Appendix**.

Key Themes Addressed & Co-Benefits:

Many of these action items implement goals and policies in multiples sections of the Plan. The table identifies the various Plan themes that will be concurrently implemented through each action item.

Regional Collaboration:

Regional planning strategies that will be implemented in collaboration with regional partners agencies are highlighted. The Town of Oak Creek will participate in these efforts in partnership with other regional entities, and will likely not need to serve as the lead agency to guide implementation of these actions.

Key Themes

- COMMUNITY VISION, IDENTITY, & CHARACTER
- LAND USE
- ECONOMIC DEVELOPMENT
- HOUSING
- TRANSPORTATION, INFRASTRUCTURE, & SERVICES
- NATURAL RESOURCES, OPEN SPACE, PARKS & RECREATION
- FUNDING
- PARTNERSHIPS

= Regional Planning Strategies

Immediate Implementation Priorities (to be pursued within the first year)

Low-Hanging Fruit to address key items requested by the community

KEY THEMES ADDRESSED	ACTION	POTENTIAL PARTNERS	RECOMMENDED FUNDING MECHANISMS
	• HS Action 4.2.C.: Investigate the range of tools and tactics (such as deed restrictions, inclusionary zoning, code restrictions, alternative building materials, density and setback allowances, and public-private partnerships) available to promote the construction of affordable and workforce housing, and their applicability in Oak Creek and South and Central Routt County.	• South Routt County Housing Innovation Manager • Brothers Redevelopment • Consultant Support	• Colorado Housing and Finance Authority Grant (CHFA) • State of Colorado Department of Local Affairs (DOLA) • Loan Fund for Innovative Housing Opportunities Incentive Grants, State of Colorado Office of Economic Development and International Trade (OEDIT)
	• HS Action 1.1.D.: Adopt code enforcement policies, including additional taxation on parcels with dilapidated structures, and a right of first refusal to acquire by public sector entities after an established period of time.		
	• HS Action 1.1.F.: Request Routt County establish policies supporting or requiring development of affordable and attainable housing (required by County inclusionary housing regulations) in Tier 1 communities, including Oak Creek.	• Routt County	

Short Term Implementation Priorities (to be pursued within the first 1-3 years)

Exploring, Planning and Laying the Foundation for Success

KEY THEMES ADDRESSED	ACTION	POTENTIAL PARTNERS	RECOMMENDED FUNDING MECHANISMS
	• HS Action 1.2.A.: Ensure town development regulations allow building small homes on small lots. Evaluate and revise town development standards as determined to be appropriate to remove or reduce minimum size requirements (e.g., minimum lot size, minimum home size, etc.)		
	• HS Action 2.1.A.: Evaluate town code and development standards and revise, as determined to be appropriate, to ensure accommodation for a range of affordable, workforce, and other housing products. Such updates for consideration may include removing or reducing minimum size requirements; allowing smaller homes on smaller lots; allowing attached housing types (e.g., duplexes and townhomes) and accessory dwelling units (ADUSs) to increase the supply of smaller, more attainably priced homes; allowing the use of different building materials; and revisions to the legal structure with which housing is allowed to be owned, operated, and transferred.	• Consultant support	• Housing Planning Grant Program, state of Colorado Department of Local Affairs (DOLA) • Local Planning Capacity Grant Program, State of Colorado Division of Local Government (CDLG) • Northwest Loan Program • Fast Track Development Review Incentive
	• HS Action 4.2.H.: Develop fast-track development review policies and procedures for affordable workforce housing to comply with Proposition 123's expedited development review requirements.		
	• HS Action 3.1.A.: Home Repair & Weatherization Initiative: Establish a building rehabilitation program in partnership with private sector specialists to assist homeowners in making critical health and safety improvements at little to no cost. (See the description of the Town of Firestone Home Modification Repair Program in the Appendix.)	• Local housing nonprofits • Private sector housing specialists • Brothers redevelopment	• Housing Development Grant Funds, State of Colorado Department of Local Affairs (DOLA) • Single Family Housing Repair Loans & Grants, U.S. Department of Agriculture - Rural Development • Community Development Block Grants (CDGB), State of Colorado Division of Housing • Loan Fund for Innovative Housing Opportunities Incentive Grants, State of Colorado Office of Economic Development and International Trade (OEDIT)
	• HS Action 3.1.B.: Partner with financial institutions (public, private, and institutional) to facilitate access to low or no interest loans for property clean up, rehabilitation, and redevelopment.	• Financial institutions	• Housing Development Grant Funds, State of Colorado Department of Local Affairs (DOLA) • Single Family Housing Repair Loans & Grants, U.S. Department of Agriculture - Rural Development • Community Development Block Grants (CDGB), State of Colorado Department of Local Affairs (DOLA) Division of Housing • Transformational Housing Loan Fund, State of Colorado Department of Local Affairs (DOLA)

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Short Term Implementation Priorities (to be pursued within the first 1-3 years)

Exploring, Planning and Laying the Foundation for Succes

KEY THEMES ADDRESSED	ACTION	POTENTIAL PARTNERS	RECOMMENDED FUNDING MECHANISMS
	· HS Action 3.1.C.: Partner with state and regional programs to provide accessibility and energy-efficiency retrofits for existing homes, particularly for seniors.	· State of Colorado Department of Human Services · State of Colorado Energy Office	· Weatherization Assistance Program (WAP), State of Colorado Energy Office · Colorado Low-Income Energy Assistance Program (LEAP), State of Colorado Department of Human Services
	· HS Action 3.1.D: Adopt minimum housing standards with appropriate modifications for different locations within the community (e.g., downtown, established neighborhoods) that ensure the health and safety of occupants.		
	· HS Action 4.2.D.: Work collaboratively with regional partners to create a South Routt Regional Housing Authority.	· South Routt County Housing Innovation Manager · Town of Yampa	· Housing Development Grant Funds, State of Colorado Department of Local Affairs (DOLA) · Community Development Block Grants (CDGB), State of Colorado Division of Housing · Housing Trust Fund (HTF) program, State of Colorado Division of Housing
	· HS Action 4.2.D.1.: Ensure the newly formed South Routt Housing Authority maintains a legal structure that allows for access to a range of resources (public, private, and institutional) for a variety of housing types, and which supports different tactics to acquire, position, and dispose of property (e.g., Community Development Corporations and Housing Trusts).	· South Routt County Housing Innovation Manager · Town of Yampa	· N/A
	· HS Action 4.2.E.: Establish a Housing Nonprofit for South Routt County to support local housing development and access additional funding streams.	· Routt County (Housing Innovation Manager) · Town of Yampa	· Housing Development Grant Funds, State of Colorado Department of Local Affairs (DOLA) · Community Development Block Grants (CDGB), State of Colorado Division of Housing · Housing Trust Fund (HTF) program, State of Colorado Division of Housing
	· HS Action 4.2.E.1.: Evaluate and select the most appropriate nonprofit organizational structure for South Routt County (e.g., Community Development Corporation, Community Land Trust, Supporting Organization (501 (c)(3)), etc.).		· Housing Development Grant Funds, State of Colorado Department of Local Affairs (DOLA) · Community Development Block Grants (CDGB), State of Colorado Division of Housing · Housing Trust Fund (HTF) program, State of Colorado Division of Housing
	· HS Action 4.2.F.: Identify and pursue new funding sources for financing affordable workforce housing to advance housing objectives and minimize investor risk. Potential funding sources include: - Federal and state grants (e.g., CDBG, HOME) - Fee in-lieu payment strategy - Local, regional, and national philanthropic funds	· Local housing nonprofits · Routt County (Housing Innovation Manager) · Brothers Redevelopment · State of Colorado Department of Local Affairs (DOLA) Division of Housing · Consultant Support	· Community Development Block Grants (CDGB), State of Colorado Department of Local Affairs (DOLA) Division of Housing · HOME Investment Partnerships Program, State of Colorado Department of Local Affairs Division of Housing · Colorado Housing and Finance Authority Grant, Colorado Housing and Finance Authority (CHFA) · Loan Fund for Innovative Housing Opportunities Incentive Grants, State of Colorado Office of Economic Development and International Trade (OEDIT) · Requirement for developers to pay a fee in-lieu of providing affordable housing units, which could be used to fund affordable housing projects elsewhere · Local, regional, and national philanthropic funds
	· HS Action 1.1.A.: Create an inventory of potential sites and resources for new housing developments, including: - Land acquisition opportunities - Public-private partnership possibilities - Opportunities for mixed-use or multi-family affordable housing developments	· Routt County (Housing Innovation Manager)	
	· HS Action 1.1.B.: Conduct site-readiness assessments for priority infill parcels to identify infrastructure, flood, or utility constraints prior to acquisition and development.		

Mid Term Implementation Priorities (to be pursued within 3-5 years)

Funding and Implementation

KEY THEMES ADDRESSED	ACTION	POTENTIAL PARTNERS	RECOMMENDED FUNDING MECHANISMS
	· HS Action 1.1.C.: Pursue public / private purchases of identified vacant, underutilized, and abandoned properties within town to build affordable housing for the local workforce.	· Routt County (Housing Innovation Manager)	· Fee in-lieu payment (see HS Action 4.2) · Transformational Housing Loan Fund, State of Colorado Department of Local Affairs (DOLA)
	· HS Action 1.1.E.: Create a holding entity (see ED Action 4.4.A.) capable of acquiring, positioning, and disposing of property (at favorable rates) for development of desired housing product types. If possible, use the same holding entity to manage income-restricted housing units. If not, either form a new or expand an existing organization to fill this role.		
	· HS Action 2.1.B.: Share market information prepared during this planning effort regarding demand for housing with property owners and development interests to demonstrate support for a greater diversity of product types at different price points and rent levels.		
	· HS Action 4.2.G.: Develop strategic partnerships and pursue collaborative affordable housing efforts with entities such as: · Developers experienced in rural and affordable housing · National, state, and regional nonprofits focused on housing, community, and economic development · Local employers, business and education institutions to address workforce housing · Local governments · Historic preservation and environmental sustainability agencies	· Affordable/rural housing developers · Local housing nonprofits · Routt County (Housing Innovation Manager) · State of Colorado Department of Local Affairs (DOLA) Division of Housing · State of Colorado Energy Office · State of Colorado Office of Economic Development & International Trade (OEDIT) · State Historic Preservation Office (SHPO)	· Housing Planning Grant Program, State of Colorado Division of Local Government (CDLG) · Local Planning Capacity Grant Program, State of Colorado Department of Local Affars (DOLA) · Northwest Loan Program, Northwest Colorado Council of Governments (NWCCOG) · Loan Fund for Innovative Housing Opportunities Incentive Grants, State of Colorado Office of Economic Development and International Trade (OEDIT)
	· HS Action 4.2.G.1.: Develop partnerships with local employers (e.g., the School District and South Routt Medical Center) to develop workforce housing on identified opportunity sites and provide first right of refusal for their Oak Creek-based employees in need of housing.	· Local employers such as South Routt School District RE-3 and South Routt Medical Center	
	· HS Action 4.2.G.2.: Explore potential funding and project opportunities in collaboration with preservation agencies. · Identify historic structures suitable for adaptive reuse or preservation-based infill. · Engage state and local historic preservation offices for technical assistance and eligibility for tax credits or grants. · Use preservation as a pathway for housing rehabilitation and neighborhood revitalization.	· State of Colorado Department of Local Affairs (DOLA) · State of Colorado Office of Economic Development & International Trade (OEDIT) · State Historic Preservation Office (SHPO) · History Colorado	· Historic Preservation Investment Tax Credit, National Park Service · Historic Rehabilitation Tax Credit, Colorado Housing and Finance Authority (CHFA) · Historic Preservation Tax Credit, State of Colorado Department of Local Affairs (DOLA) · Colorado Community Revitalization Grant, State of Colorado Office of Economic Development & International Trade (OEDIT) · State Historical Fund (SHF) grants, History Colorado · Historic Preservation Fund Program, State Historic Preservation Office (SHPO) · Colorado Main Street Program, State of Colorado Department of Local Affairs (DOLA)

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Mid Term Implementation Priorities (to be pursued within 3-5 years)

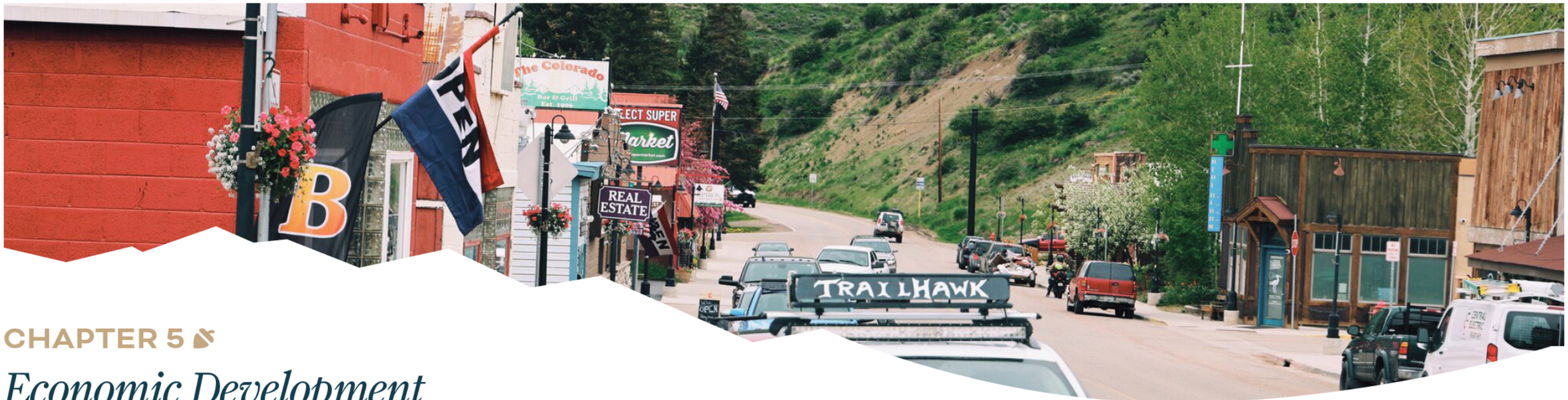
Funding and Implementation

KEY THEMES ADDRESSED	ACTION	POTENTIAL PARTNERS	RECOMMENDED FUNDING MECHANISMS
	· HS Action 4.2.G.3.: Environmental Justice and Sustainability Partnerships - Research and partner with regional and national organizations focused on environmental sustainability and housing. · Identify energy-efficient retrofit programs, solar integration models, and green building standards suitable for rural mountain regions. · Coordinate with organizations such as the Colorado Energy Office, Enterprise Green Communities, and NREL. · Integrate wildfire resilience, water efficiency, and sustainability planning into project designs and funding applications.	· Climate Justice Alliance · Colorado Energy Office · Enterprise Green Communities · National Renewable Energy Laboratory (NREL)	
	· HS Action 4.2.G.4.: Partner with corporate and individual interests to create demonstration projects of different housing product types (cottage, tiny home, co-housing, others).	· Routt County Economic Development Partnership (RCEDP) · Consultant support	· Housing Planning Grant Program, State of Colorado Division of Local Government (CDLG) · Local Planning Capacity Grant Program, State of Colorado Department of Local Affairs (DOLA) · Northwest Loan Program, Northwest Colorado Council of Governments (NWCCOG) · Fast Track Development Review Incentive, State of Colorado Department of Local Affairs (DOLA)
	· HS Action 4.2.I.: Investigate the feasibility of acquiring one or both RV Parks to ensure they remain affordable in perpetuity for area residents. (See description of State program in the Appendix.)	· State of Colorado Office of Economic Development and International Trade (OEDIT) · State of Colorado Department of Local Affairs (DOLA)	· Land Acquisition Program · Business and Industry Loan Guarantees · Community Facilities Guaranteed Loan Program, United States Department of Agriculture (USDA) · Northwest Catalyst Capital, Northwest Colorado Innovation Center · Community Development Block Grants, State of Colorado Division of Housing · Housing Planning Grant Program, State of Colorado Division of Local Government (CDLG)

Ongoing Priorities (to be pursued on an ongoing basis)

Sustaining Long Term Success

KEY THEMES ADDRESSED	ACTION	POTENTIAL PARTNERS	RECOMMENDED FUNDING MECHANISMS
	· HS Action 4.2.A.: Develop and maintain an accurate and accessible inventory of existing housing in Oak Creek and the South Routt County community to understand the magnitude of deficiencies and necessary resources.	· Routt County (Housing Innovation Manager)	· Housing Planning Grant Program, State of Colorado Division of Local Government (CDLG) · Local Planning Capacity Grant Program, State of Colorado Department of Local Affairs (DOLA) · Northwest Loan Program, Northwest Colorado Council of Governments (NWCCOG) · Fast Track Development Review Incentive, State of Colorado Department of Local Affairs (DOLA)
	· HS Action 4.2.B.: Prepare a Housing Dashboard Report, periodically updated, that includes information and industry statistics on the status of various local and regional housing-related initiatives.	· Routt County (Housing Innovation Manager)	
	· HS Action 5.1.A.: Regularly evaluate the impact of short-term rentals on housing availability and affordability, and consider caps or licensing tiers based on local needs.		



CHAPTER 5

Economic Development

Background

Oak Creek, Colorado is a 0.4-square-mile town located along Colorado State Highway 131 in South Routt County, approximately 20 miles south of Steamboat Springs. the town is the ancestral land of many Indigenous peoples, including the Ute and Arapaho tribes. It was first settled by white homesteaders in 1887. Several coal mines opened shortly thereafter, and the town incorporated as Oak Creek in November 1907. the town grew rapidly with the arrival of the railroad in 1908, a depot opening in 1909, and booming business in the coal mining industry. The ups and downs of the mining industry were reflected in fluctuations in the town's population over the past 120 years. The last large mine in Oak Creek Canyon closed in 1995, marking a shift in the town's economy which is still felt to the present day.

Introduction

The principal purpose of many economic development initiatives is to achieve new gains in the financial and fiscal growth of the community. As such, these pursuits, many times focus on job creation, business development, reducing unemployment, and increasing the earnings of residents that will, in turn, be reinvested back into the municipality. Economic development specialists who lead these efforts do this through directed initiatives designed to attract, retain, and assist companies and organizations with expanding their operations. Discussions with the Routt County Economic Development Partnership (RCEDP) explained that while these activities are important, they place an even greater emphasis on assisting entrepreneurs within their target industry groups and supporting their member communities grow business friendly environments.

As Oak Creek and Routt County have known for more than a century, growth across multiple industry sectors is critical for the sustained success of any economic development program. Community dependent on a single or few industries will experience highly volatile economic cycles of expansion and contraction. Diversification of the economic base, together with completion of improvements that provide a public benefit, and public support for every aspect of its economic development infrastructure, is essential to protect a community from regional and national policies that cannot be influenced at the local level.

Community Issues

Like most jurisdictions in Central and South Routt County, in addition to diversifying the Town's economy, other critical economic and community development issues that Oak Creek needs to address as part of a comprehensive economic development program include:

- Preserving open spaces by concentrating and clustering growth in population centers.
- Ensuring access to housing for all household types at a range of price points.
- Balancing objectives of year-round, part-time, and transient residents and property owners.
- Consolidating infrastructure, including community, cultural, social, employment, and institutional (medical, educational, daycare).
- Supporting use of natural resources among disparate industry groups (e.g., agricultural vs. recreational tourism) while minimizing impacts.

Economic Development Infrastructure

As referenced above, a community's economic development "infrastructure" is multi-faceted and comprised of several critical elements including:

People – resident and non-resident employees, labor force, and employers, business interests, organizational partners, (financial, state and, institutional entities), and elected and appointed officials

- **Infrastructure** - transportation (roadways, accommodations for non-vehicular mobility, connections, etc.), utilities (power, water, sewer, cable, etc.), public and open spaces which support private investment
- **Sites and Buildings** – properties and improvements that can be adapted for different industries
- **Policies and Regulations** – intentions, guidelines, standards, and rules that inform investment
- **Incentives and Business Support** - public programs, projects and policies

to supplement municipal resources (manpower and monetary) and facilitate private investment

» **Quality of Life** - recreational amenities, social services, community facilities, etc. for residents and visitors

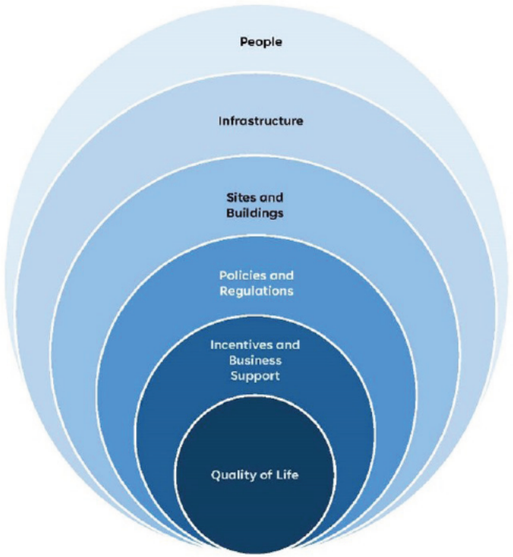


Figure No. 5-1.

The analysis of Oak Creek's economic development infrastructure presented in detail in the Economic Development Strategy and summarized below is intended to provide an objective, unbiased assessment of factors affecting the Town's competitive position within the region. The facts and figures presented are based on primary and secondary research, along with review of existing resources, plans, and reports. Conclusions drawn from this work were used to understand its competitive challenges and attributes, and inform recommendations and priorities associated with positioning the community for growth and development.

Equally important in the context of economic growth and development is understanding the profile of people in the market from which businesses draw most of their consumers. For the purpose of this discussion, that market is referred to as the Oak Creek Trade Area and encompasses all people and property within a 40-minute drivetime of the town, as illustrated in Figure 5-1 on the following page.

Based on discussions with local officials, and review of market information presented in the 2025 Economic Development Strategy (attached here by reference), residents of the community are largely comprised of construction workers (many working in Stagecoach), individuals employed in tourism related service jobs (e.g., property management), retirees, remote workers, and legacy families.

With this understanding, it is not surprising that compared to the Trade Area, the town had similar shares of non-family and one- and two-person households and similar shares of rental versus ownership households (33% vs. 35%) compared to the Trade Area. Further, the town had a higher share of residents 65 years and over (21% and 18%, respectively), lower share of residents 25-44 years (27% and 30%, respectively), and lower educational attainment rate (37% vs. 48% with a bachelor's degree). Over 50% of Trade Area employees are employed within the Natural Resources, Mining, and Construction, Education and Health Services, and Leisure and Hospitality industries, all groups expected to grow by nearly 18,000 new jobs over the next three decades. Finally, one of the top five psychographic groups in both the town and Trade Area, The Great Outdoors, which favors outdoor to indoor activities, spends a higher percent of their disposable income on recreation equipment, and prefers travel to home expenditures.

One of the most significant challenges facing Colorado, Routt County, and by extension Oak Creek is the limited inventory of attainable residential products. Despite a vacancy rate among existing units that might otherwise suggest some availability, a critical portion of its housing stock requires investment in items necessary for life safety and code compliance.

Household income limits used to establish price point ranges for both "affordable" and "workforce" housing products suggest approximately 27% of households maintain incomes that would qualify them for workforce housing assistance, a figure expected to increase to 32% in the next five years.

Competitive Challenges

- Limited inventory of attainable housing units
- Inefficient land use pattern
- Disproportionate number of nontaxable properties (and corresponding loss of potential revenue)
- Insufficient revenue from "traditional" sources to finance improvements
- Over supply of residential versus nonresidential properties
- Limited number of sites capable of supporting industrial and employment uses
- Lack of business-ready sites or buildings
- Small daytime population
- Retail sales lost to other communities
- Homogenous housing inventory (primarily aging single family stock)
- Deferred infrastructure maintenance
- Dilapidated building inventory
- Commercial development in unincorporated areas of the county
- Stagnant growth

Competitive Advantages

- Authenticity and heritage
- Natural assets
- Historic main street facilities (including alleys)
- Successful commercial operators
- Attractive physical environment
- Proximity to nationally acclaimed resort destinations
- Comparatively low land and operating costs
- Parks and open space initiatives
- Presence of medical and education facilities
- Regionally recognized location for festivals and recreation

Residential Demand

Demand for all residential units based on projected household growth in the Trade Area is expected to grow at approximately 1.4 percent annually reaching 11,500 households by 2045 – an addition of 2,800 units. Applying a 20 percent factor to account for a vacancy turnover buffer, demolition and some second-home purchases would result in an adjusted 20-year demand for approximately 3,400 units or 167 units annually. Based on current and anticipated home ownership and rental rates, this would result in demand for 2,200 additional ownership housing units and 1,200 additional rental units by 2045.

When further allocated into approximate income-qualified rent and home price groups, the analysis shows demand for approximately 1,200 new single family detached units, 1,000 new single family attached units (townhouse, condominium, rowhome, loft, patio home, etc.), and 1,000 new rental apartment units over the next 20 years in the Trade Area (See Table No. 5-1).

This suggests ample demand for a wide range of housing products. Given a preference for land use patterns that emphasize infill and redevelopment over sprawl, the town should encourage (and potentially incentivize) attached over detached housing products, particularly on smaller lots. Attached housing types could include paired homes, patio homes, townhomes, condominiums, and rental apartments. Detached housing types could include single family units such as cottages and containers, manufactured units, and tiny homes. Attached units, whether ownership or rental, could be created from rehabbing existing commercial space, or built on underutilized lots, both of which would more closely align with workforce and affordable housing goals.

Commercial Retail Demand

Demand for commercial space (including restaurant, entertainment, service, etc.) is a function of retail expenditures from two sources -- dollars spent by residents outside the trade area and those spent by new households. Among all major retail categories, current household expenditures compared to actual retail sales suggests a "surplus" (supply exceeds demand) or "leakage". The current level of "leakage" is estimated to be approximately $20.9 million, which could potentially support an additional 54,000 square feet of space.

Based on projected demand for new household formations, and assuming similar expenditure patterns over the next 20 years, an additional $91 million in retail spending is anticipated from new household growth. Together with sales outside the market, the area could support a total of 264,000 square feet of new retail space in the Trade Area over the next 20 years. Table No. 5-2 summarizes these estimates of retail demand.

Given the important contribution retail businesses make to municipal budgets, many communities put them at or near the top of their recruitment targets. Unfortunately, several inadvertently diminish these efforts by limiting residential densities, and therefore "rooftops" or over-zoning for commercial uses. With Oak Creek's future land use mix dependent on thoughtful infill and redevelopment decisions, commercial spaces should be strategically located along the town's principal roadway and ideally concentrated such as along Main Street and in the downtown district.

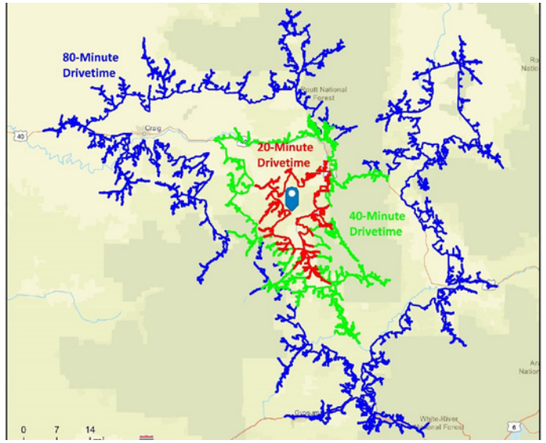


Figure No. 5-2: Oak Creek Trade Area

Employment Space Demand

Demand for new employment space is derived from two primary sources -- expansion of existing and relocation of new businesses into the market. Based on projections by industry classification over the next 20 years, and assuming a 1.5% growth rate, demand in the Trade Area could realize approximately 6,000 new employees and demand for approximately 885,000 square feet of space to accommodate them. Table No. 5-3 summarizes these estimates of employment demand.

Since Oak Creek has relatively limited land currently available for new development, the town will need to consider pursuing properties with the potential to accommodate a range of product types. The Tramway and Chevron parcels (the latter located outside the town limits), for example, have the capacity and exposure to support either or both residential or non-residential land uses. Given the significant lack of space for industrial employment uses, however, might dictate a preference in that direction. Particularly since, in addition to land and property management, another component of Oak Creek's economic development program will be soliciting investment interest among Routt County's and by extension, Oak Creek's target business groups. To succeed in this regard, though, the Town will need to ensure the availability of business-ready sites and buildings to host them.

Residential Demand Analysis	Households	2025	8,700		
Oak Creek Trade Area		2045	11,489	Annual Growth Rate	1.4%
20-yr Demand Estimates	Household Growth (2025-45)		2,789	Adjust for 2nd homes, demolition, vacancy	20%
	Adjusted Unit Requirement		**3,347**	% Rental	35%

Annual Household Income Range (2025 dollars)	Approximate Rent Range	Supportable Home Price Range	Current Households in Income Bracket	New Households by Income Bracket	Trade Area Demand from New Households (20-yr) Total Units	Estimated % Rental	Total Rental Units	Total Ownership Units
up to $15K	up to $375	up to $75K	6%	5%	**167**	95%	159	8
$15-25K	$375 - $625	$75 to $100K	2%	2%	**67**	95%	64	3
$25-35K	$625 - $875	$100 to $150K	4%	3%	**100**	90%	90	10
$35-50K	$875 - $1,250	$150 to $200K	7%	5%	**167**	80%	134	33
$50-75K	$1,250 - $1,750	$200 to $250K	14%	12%	**402**	70%	281	120
$75-100K	$1,750 - $2,250	$250 to $350K	11%	10%	**335**	35%	117	218
$100-150K	$2,250 - $3,250	$350 to $500K	19%	20%	**669**	25%	167	502
$150K and up	$3,250+	$500K and up	37%	43%	**1,439**	10%	144	1,295
Totals			**100%**	**100%**	**3,347**	**35%**	**1,156**	**2,190**

Source: U.S. Census; Colorado State Demographer; and Ricker | Cunningham.

Table No. 5-1: Trade Area Residential Demand Estimates (20 Year)

Retail Category	Estimated 2025 Household Retail Demand	Estimated 2025 Retail Sales (Supply)	Estimated 2025 Retail Void (Leakage)	Estimated Retail Sales/s.f.	New Retail Space Needed to Recapture Void / Leakage	Annual Household Growth Rate (2025-2045)	Net New Household Retail Demand	New Retail Space Needed for Household Growth	Total 20-Year New Trade Area Retail Demand (s.f.)
Furniture & Home Furnishings	$7,983,385	$16,212,610	$0	$300	0	1.4%	$2,559,177	8,531	8,531
Electronics & Appliance	$5,383,650	$1,379,185	$4,004,465	$300	13,348	1.4%	$1,725,798	5,753	19,101
Bldg Materials, Garden Equipment	$27,992,477	$68,825,737	$0	$350	0	1.4%	$8,973,350	25,638	25,638
Food & Beverage (Grocery)	$56,739,325	$171,725,254	$0	$500	0	1.4%	$18,188,524	36,377	36,377
Health & Personal Care	$24,301,507	$18,439,139	$5,862,368	$450	13,027	1.4%	$7,790,162	17,311	30,339
Clothing and Accessories	$19,033,499	$26,407,019	$0	$350	0	1.4%	$6,101,434	17,433	17,433
Sporting Goods,Hobby, Book, Music	$6,508,304	$49,142,007	$0	$300	0	1.4%	$2,086,321	6,954	6,954
General Merchandise	$52,567,813	$41,517,761	$11,050,052	$400	27,625	1.4%	$16,851,292	42,128	69,753
Miscellaneous Stores	$10,076,086	$47,160,596	$0	$300	0	1.4%	$3,230,020	10,767	10,767
Foodservice & Drinking Places	$73,525,831	$183,601,455	$0	$600	0	1.4%	$23,569,656	39,283	39,283
Total	**$284,111,878**	**$624,410,763**	**$20,916,885**		**54,001**		**$91,075,734**	**210,175**	**264,176**

Source: Colorado State Demographer; Urban Land Institute; Environics Analytics; and Ricker | Cunningham.

Table No. 5-2: Trade Area Retail Demand Estimates (20 Year)

Market Share

Considering the town's attributes and challenges, it is well-positioned to compete for a fair share of development in the Trade Area, with capture rates estimated to range from 8% to 15% depending on the land use and product type. Ultimately, actual levels will be dictated by number of factors including the community's vision and commitment by elected and appointed officials to maintain a favorable investment climate. The market analysis conducted for the purpose of this plan update demonstrated near- and long-term opportunities for both public and private development entities to capitalize on untapped niches and recapture spending in other markets.

Industry Targets and Clusters

As explained earlier, local economic development efforts are led by the Routt County Economic Development Partnership (RCEDP), the principal organization pursuing and supporting new and existing industries. As such, it acts as a liaison between local businesses and town governments, advocates for capital projects that support businesses, and promotes investment in programs that enhance the area's quality of life.

Oak Creek's economic development strategy assumes a strong partnership with RCEDP while seeking to attract and grow opportunities for living wage jobs in the outdoor recreation, value-added agriculture, and creative industries. In addition to these initiatives, the Town will need to expend resources to protect existing businesses and advocacy organizations, particularly those able to leverage their proximity to natural resources, agriculture, institutions of education and medicine, visitor populations, and provide a supportive infrastructure for individuals able to work from greater distances. With knowledge from this and subsequent community-led strategic and planning initiatives, and by focusing their efforts on businesses most likely to seek relocation and expansion opportunities, Oak Creek will make the most efficient use of limited resources and more effectively position itself for investment

Industry Category	Estimated 2025 Employees	Estimated Growth Rate 2025-2045	Estimated 2045 Employees	Estimated New Employees	Estimated % in Employment Space	Estimated Net New Employees	Sq Ft per Employee	Estimated 20-yr Employment Demand
Natural Resources, Mining and Construction	1,500	2.0%	2,224	724	80%	579	300	173,839
Manufacturing	300	0.5%	329	29	80%	23	300	6,937
Trade, Transportation and Utilities	2,100	1.1%	2,596	496	80%	397	350	138,866
Information	300	0.5%	331	31	90%	28	200	5,664
Financial Activities	1,900	1.4%	2,518	618	90%	556	150	83,438
Professional and Business Services	1,200	1.9%	1,748	548	80%	439	150	65,820
Educational and Health Services	4,400	2.0%	6,595	2,195	50%	1,098	250	274,388
Leisure and Hospitality	2,800	1.0%	3,391	591	25%	148	250	36,946
Other Services	1,400	1.2%	1,788	388	80%	310	150	46,523
Government	1,300	1.2%	1,650	350	50%	175	300	52,540
Totals	**17,200**	**1.5%**	**23,171**	**5,971**	**63%**	**3,753**	**236**	**884,960**

Source: Colorado State Demographer; Colorado Labor Market Information; ESRI; and Ricker | Cunningham.

Table No. 5-3: Trade Area Employment Space Demand (20 Year)

Land Use Type	Trade Area Demand (2025 to 2045)	Town of Oak Creek					
		Market Share		Absorption (Sq Ft)		Annual Average	
		Low	High	Low	High	Low	High
Non-Residential (Sq Ft):							
Retail	264,000	5%	7%	13,200	18,480	660	924
Employment (Office/Industrial)	885,000	3%	5%	26,550	44,250	1,328	2,213
Non-Residential Subtotal	**1,149,000**			**39,750**	**62,730**	**1,988**	**3,137**

Source: Ricker | Cunningham.

Table No. 5-4: Trade Area Market Share By Land Use Type

Existing businesses will be likely to expand for the same reason new businesses will be attracted to the area's attributes, comparatively lower cost of living, access, and slower pace of life. Experience has shown that most job growth is a byproduct of retention and expansion among existing operators, rather than the attraction of new ones. These groups and others already established in the region will provide opportunities to grow through industry clustering, expanded supplier networks, and entrepreneurial endeavors.

Outdoor Recreation

The outdoor recreation manufacturing industry of Routt County encompasses a wide range of businesses, from outdoor gear and equipment manufacturers to apparel and accessory producers. Investing in this industry stimulates job creation, drives innovation, and fosters entrepreneurship.

Value-Added Agriculture

Routt County is a place where fertile lands, a pristine environment, and skilled agricultural experts come together to produce high-quality products. The value-added agriculture manufacturing industry is not just about food; it's about nurturing our community's economic prosperity, environmental sustainability, and culinary diversity.

Creative Industries

Our community is home to a thriving ecosystem of creative industries, including visual arts, music, theater, design, and more.

Entrepreneurship

All of these industry groups support the mergence of entrepreneurial pursuits that could catalyze economic expansion, cultural enrichment, and community vibrancy.

Sites and Buildings

In addition to pursuing industry targets, acquiring and improving sites and buildings will be essential for the success of town-initiated efforts to diversify and stabilize the local economy, whereas property and building improvements, when effectively positioned, allow for timely business expansions and relocations. Since Oak Creek has a limited inventory of obvious locations capable of hosting the type of industries desired, their efforts will have to include certain land management activities such as consolidation, relocation, swapping, preserving and others described in greater detail in the 2025 Economic Development Strategy document.

Activities to support this work include:

1. Establish local policies and implement a plan to facilitate a pattern of land use and development that promotes fiscal sustainability and balance.
2. Create a holding entity for properties while positioning them for investment by partner entities.
3. Dedicate resources for improvements that threaten the safety of individuals and adjacent properties.
4. Adopt regulations that make it cost-ineffective to maintain vacant or dilapidated land and buildings.
5. Contract for code enforcement services and engage volunteer organizations to assist with maintenance.
6. Partner with financial institutions to offer low and no interest loans or grants for eligible home and property owners.

Incentives and Business Support

An additional component of the Town's economic development efforts is a comprehensive complement of economic development incentives including public programs and projects used to assist and advance private, non-profit, and institutional investment. With limited general fund dollars and numerous capital needs, a continuum of offerings from a variety of agencies and support organizations will be essential. Categories of resources should include financial assistance for workforce development and include due diligence research.

Whereas downtown Oak Creek is one of the community's greatest assets, a distinctive set of tools and tactics will be necessary to address the unique set of challenges associated with these environments. Downtown revitalization is an ongoing concern for many communities in the south and west, and one that requires higher levels of analysis, planning and assistance to attract the right type of investment and developer interest. While the heart of the community, downtowns are but one subset of a larger market, and as such, has its own strengths to be capitalized on and limitations to be overcome. Downtowns can have a tremendous influence on the economic well-being of a region, and regions with stronger downtowns often have stronger regional economies. Therefore, it is widely accepted that early projects in a revitalization effort are an obvious target for public-private partnerships.

While there are many roles public entities can play in this context, the most obvious and by some standards, appropriate, is to "level the investment and regulatory playing fields." They can do this by assisting with site acquisition, building and facade improvements, start-up capital, expedited licensing, and business counseling, to name a few. First, the Town and its leadership must accept that infill and redevelopment are at a distinct economic and market disadvantage compared to development on vacant "greenfield" sites. Rarely can private sources alone fill the financial "gap" associated with projects in these locations. Therefore, the Town will need to explore a variety of incentives and resources that can be packaged together such as revolving loan funds for facade and building improvements, matching grants for repairs and enhancements, grants to merchants for new signs and awnings, special entitlement processes for older buildings, design assistance, and others presented in the full Economic Development Strategy document.

GOALS, POLICIES & ACTIONS

To support the initiatives referenced here and addressed throughout this plan update, and in so doing improve conditions for residents and businesses, the following economic development goals, policies and actions have been proposed.

ED Goal 1
Diverse and Sustainable Economy (DE)

ED Policy 1.1

Grow presence of impact sensitive businesses which can leverage Oak Creek's and Central Routt County's natural and workforce assets. (Outdoor Recreation, Value-Added Agriculture, Creative Industries)

ED ACTION 1.1

A. Promote tourism (heritage) and extreme sports opportunities in the area while protecting outdoor recreation.

B. Investigate ways to monetize agricultural production (e.g., farm to table) for the benefit of operators and the town including tapping into resources of the Community Ag Alliance. Contact communities with similar objectives to better understand the opportunities and challenges (e.g., Boulder).

C. Encourage development of food-related cottage industries to support urban agriculture and local health and wellness as well as small-scale art studio and teaching spaces.

C.1. Identify existing cottage industries and use market findings from this planning effort to understand spending gaps among certain commercial categories, share these findings with existing operators, and among those they are unable to address, identify regional operators, and solicit their interest in expanding locally.

D. Meet with representatives from the medical center and health industry to understand potential voids in vendor businesses, and spin-off opportunities.

E. Conduct a communitywide survey of citizens and occupational enterprises to understand the town's existing supply of entrepreneurial and tradecraft businesses by type.

ED Policy 1.2

Provide a range of resources and services to foster economic stability and resilience for business and industry.

ED ACTION 1.2

A. Establish a program to help agricultural operators become Federal Drug Administration (FDA) certified and therefore be able to have their goods sold in commercial settings.

B. Ensure home-grown and entrepreneurial businesses can move through certification processes without obstacles.

Heritage Tourism

Heritage tourism is the practice of traveling to places that have historical, cultural, or natural significance, and learning about the past, traditions, customs, and values of a particular region.

ED Policy 1.3

Adopt codes and standards that provide greater certainty for existing and new businesses

ED ACTION 1.3

A. Conduct a regulatory audit to ensure the intentions of this plan regarding existing and new businesses are supported.

B. Balance flexibility and certainty when considering land use applications and product design until all codes and standards have been updated.

C. Ensure home occupations are allowed within all residential zoning districts provided their lighting, parking, noise, hours of operation, outdoor and on-site storage, signage, floor area ratio, number of employees and number and timing of deliveries do not detrimentally impact adjacent properties or residents.

D. Investigate the feasibility of a legacy code which benefits those businesses with a storied history in Oak Creek.

E. Solicit Routt County to amend existing sign restrictions, allowing for directional signage along SH131.

ED Policy 1.4

Establish a business infrastructure attractive to operators within the targeted industries.

ED ACTION 1.4

A. Provide business ready sites and buildings including (industrial, incubator, maker, small-scale art studio, and teaching spaces, as well as artist live-work).

B. Analyze existing town-owned sites for their potential to support businesses within the targeted industry groups.

C. Analyze opportunity sites identified during the planning process for their potential to support businesses within the targeted industry groups and reach out to property owners regarding their investment or disposition plans.

D. Engage a professional with design experience to prepare a range of building plans and process entitlements.

E. Investigate the feasibility of financing construction of business ready building shells on sites with near-term investment potential (vacant or with adaptable improvements).

F. Coordinate with the Routt County Economic Development Partnership (RCEDP) marketing and promotion of available sites and buildings.

G. Conduct additional due diligence regarding the viability of the Chevron property to host industrial live-work space for artists.If during the due diligence process, environmental contaminants are detected, pursue federal and state brownfield resources to proactively finance its cleanup prior to soliciting investor interest.

ED Policy 1.5

Support existing businesses and their efforts to maintain a local presence.

ED ACTION 1.5

A. Conduct a survey of existing businesses soliciting input regarding their impressions and experience with establishing and operating a business in Oak Creek (e.g., licensing, marketing, leasing, etc.).

B. Share insights regarding support services and operators that could complement existing business and industries with RCEDP, and other entities engaged in promoting the area.

C. Provide incentives and make available other resources to businesses either wanting to expand or at-risk of relocating.

D. Work with institutions of higher education to leverage the area's "entrepreneurship capital" in the form of retired business owners and executives to grow its numbers and train the next generation of makers and operators.

E. Research programs throughout Colorado and in other states that used high school, trade school, and community college students and instructors to support local businesses and operators (e.g., Breckenridge and Oconomowoc, WI High School Tiny Home Programs, Idaho's Student Harvesting Assistance Program).

ED Goal 2
Historic Character and Visual Appeal (VA, HC)

ED Policy 2.1

Develop recognizable gateways at key entry points to the community and continue throughout the community.

ED ACTION 2.1

A. Complete gateway improvements that are "balanced" and consistent on both the east and west sides, and which communicate a single entrance rather than two separate development areas.

B. Work with Routt County to limit (or restrict) ridgeline development in future growth areas.

ED Policy 2.2

Enhance the community's visitor experience.

ED ACTION 2.2

A. Encourage businesses to locate in the community which support use of the area's natural resources including local outfitting groups and recreational guides.

B. Balance the community's desire for historic preservation with development economics.

C. Solicit participation by area residents and entities "invested" in the community's future to assist older citizens and support organizations with minor home improvements and maintenance projects (e.g., shoveling snow "snow angels")

ED Goal 3
Healthy Main Street (MS)

ED Policy 3.1

Provide technical, organizational, informational, marketing, and physical support to area businesses.

ED Policy 3.2

Ensure code amendments reflect best practices from Main Street America and similar organizations that understand nuances associated with operating businesses in a downtown environment.

ED ACTION 3.2

A. Identify key elements of a successful downtown environment including outdoor seating associated with food service businesses, food trucks, ample parking, and alley treatments.

B. Consider development of a downtown boardwalk concept as a means of attracting main street businesses and pursuing unique funding opportunities.

C. Maintain commercial frontage along critical roadways including along Main Street.

ED Policy 3.3

Prepare a marketing plan for Main Street based on information regarding investment opportunities identified in the context of this planning effort.

ED ACTION 3.3

A. Identify businesses within missing and complimentary commercial business categories with potential for investment downtown.

B. Establish a moniker for the downtown district that can be consistently used and which will serve to identify the area as a destination in the region.

C. Maintain active contact within the town business community to understand potential concerns and capitalize on opportunities to improve conditions, access, its visual appearance, and town regulations.

ED Policy 3.4

Prioritize capital improvements in the downtown district that serve to stabilize the operating environment, enhance its visual appeal, and encourage an extended visitor experience.

ED ACTION 3.4

A. Develop a system of downtown gathering spaces for events including a farmers' market, festivals, and community events.

B. Complete roadway improvements in the downtown area, including the provision of shared parking facilities, dust mitigation on yet to be improved roadways, lighting, and sidewalk enhancements appropriate for seasonal weather conditions.

ED Goal 4
Fiscally Sound Land Use Mix (FI)

ED Policy 4.1
Broaden and diversify the town's tax base, shifting the tax burden away from residential properties to those that typically produce more revenue than they cost municipalities.

ED ACTION 4.1

A. Encourage investment in a range of land uses including restaurants and retail stores, commercial service businesses tourism-related and specialty retail, along with a mix and balance of housing types at all income levels, and industrial by engaging with developers, sharing due diligence materials from this planning process, and where necessary providing incentives.

B. Educate the community about the connection between its land use mix, fiscal health, and provision of public amenities and services.

C. Map land uses by tax generation per acre.

ED Policy 4.2
Maintain an understanding of the fiscal impact of all new property investment projects, annexations, and rezonings.

ED ACTION 4.2

A. Develop a comprehensive check list for use evaluating development proposals and zoning applications for consistency with the plan's principles and guidance.

B. Consider land use requests and development proposals in the context of their fiscal impact, not just procedural compliance.

C. Establish local policies and implement a plan that facilitates a pattern of land use and development which promotes fiscal sustainability and balance.

D. Periodically (e.g., annually) monitor the town's real estate products and land use mix to ensure consistency with intended development patterns.

E. Monitor real estate market conditions and engage the "delivery system" periodically (e.g., quarterly) to share information and insights.

F. Encourage annexation strategically positioned properties to accommodate businesses and industries identified in this plan and the 2025 Economic Development Strategy.

> ***Delivery System***
>
> "Delivery System" refers to any entity, public or private, that affects the delivery of a product to the market. This can include property owners, developers, lenders, investors, neighborhood groups, regulatory agencies, etc.

ED Policy 4.3
If deemed fiscally prudent to do so, promote the preservation of existing buildings and facilities, residential and non-residential.

ED ACTION 4.3

A. Dedicate resources for improvements that eliminate health and safety concerns in both residential and non-residential structures.

B. Adopt regulations that make it cost-ineffective to maintain, rather than improve, vacant land and buildings.

C. Partner with financial institutions to provide no and low interest loans or grants for eligible home and property owners. (See loan pool approach in ED Action 5.2.D.)

D. Proactively reach out to property owners regarding their near- and long-term investment intentions and support their efforts.

E. Secure funding to assist owners of property and businesses with investment and reinvestment.

ED Policy 4.4
Manage the town's real estate assets (land and buildings) to improve its fiscal balance sheet.

ED ACTION 4.4

A. Establish a holding entity that can manage the acquisition, positioning (entitling) and sale of strategic parcels for desired investment.

B. Use a range of tools and tactics to acquire and manage properties and inform development partners. (See list and discussion in the 2025 Economic Development Strategy.)

C. Use the town's real estate assets to leverage desired investment in businesses and industries.

D. Preserve land best suited for commercial and industrial uses (including within newly annexed areas) to protect Oak Creek's potential for an expanded tax and employment base.

E. Adopt criteria to evaluate requests by public, private, institutional, and non-profit entities to lease existing town-owned space.

F. Identify parcels capable of supporting a range of land uses (non-residential and residential) and work with the existing owners to have them rezoned (if necessary) and/or classified for these purposes.

G. Consider the strategic acquisition (or future acquisition) of parcels both within and beyond the town boundaries for desired development and redevelopment consistent with expressed objectives. (If the Town lacks the resources or the existing owner is not currently interested in selling, consider an interim solution such as purchasing a right-of-first refusal for when the property does become available.)

H. Assist private owners with positioning their properties for partnership opportunities and investment or completing improvements that advance the vision and objectives of this plan.

I. Share market information prepared in the context of this plan with property and business owners for their information and use securing funding for future investment projects.

J. Continually investigate the potential to trade (or swap) parcels between public and private entities to ensure desired investment occurs on strategically located parcels.

ED Goal 5
Comprehensive Offering of Finanical Resources (FR)

ED Polcy 5.1
Assist private sector investors and development partners interested in advancing community objectives overcome economic challenges.

ED ACTION 5.1

A. Investigate creating an urban renewal district downtown to offset any economic gaps associated with pioneering development concepts. Note: Urban renewal is also a proven resource to assist with flood mitigation improvements.

B. Secure resources to offset extraordinary costs associated with design or building standards or regulations.

C. Research and identify potential special districts that can be established to provide funding for improvements, maintenance, marketing, etc. such as utility districts, tax increment reinvestment zones, enterprise zones, public improvement districts or something similar.

D. Make available resources with a monetary benefit to businesses seeking to locate or expand including, but not limited to waiving fees, expediting development review processes, employing public-private financing mechanisms, and | or applying for development | redevelopment grants. (See a more comprehensive list in the 2025 Economic Development Strategy.)

E. Provide financial assistance and | or incentives for strategically located parcels to develop or redevelop, recognizing their benefits to the community may be secondary and tertiary (e.g., cultivate community identity, anchor neighborhoods, diversify the town's balance sheet, or provide public amenities).

ED Policy 5.2
Provide resources and assistance to existing owners and operators suffering from increased costs associated with operating a business, particularly in mountain rural and remote locations.

ED ACTION 5.2

A. Provide access to creative sources of capital for businesses.

B. Ensure incentives offered to businesses are based upon the level of benefit to the town and the principle of sharing future revenue from the development rather than pledging existing general revenue funds.

C. Assist the School District with pursuing supplemental dollars and programs to offset extraordinary expenses and needs associated with pre-school, daycare, and before and after childcare programs.

D. Solicit participation among regional financial institutions in a loan pool (or community fund to be managed by a CDFI) (see Appendix for description), the resources of which would be distributed to area residents and businesses in the form of grants, low interest loans, or a monetary match, to advance objectives of this plan and the Economic Development Strategy.

ED Policy 5.3

Develop policies, processes and programs, including economic incentives, which are clear and consistently applied by a team of Town and partner economic development entities working with stakeholders and focused on attracting, retaining and expanding business.

ED ACTION 5.3

A. Prepare an incentive policy with criteria and possible level of assistance to ensure a variety of tools appropriate for different situations (fee waivers, grants, loan programs, tax abatements, property acquisition, tax increment financing, etc.) are available.

B. Initiate and support efforts to obtain outside funds for economic development, including grants, which would result in attracting independently owned and operated retail businesses, as well as niche retailers desired by local residents.

C. Evaluate (and if necessary, modify) existing incentive offerings to ensure the judicious use of municipal resources.

ED Goal 6
Complete System of Infrastructure ad Utilities

ED Policy 6.1

Demonstrate public commitment through investment in essential infrastructure and services.

ED ACTION 6.1

A. Establish a program to fund capital expenditures that improve conditions and enhance the community's appearance.

B. Eliminate any obstacle to private investment including extraordinary costs associated with offsite improvements.

ED Policy 6.2

Prioritize infrastructure improvements that support a sustainable economy while also protecting the quality of residents' lives.

ED ACTION 6.2

A. Establish criteria for town capital investments considering ability to leverage desired private development, economic return to the community (direct and indirect), life-cycle costs, etc.

B. Continually monitor water storage capacity and quality levels. Note: As Colorado continues to struggle through periods of droughts and floods, the town should place the highest prioritization on developing and protecting Oak Creek and other water resources as the community grows.

C. Advance priority capital improvement plans that address the infrastructure required to accommodate both existing and future needs (e.g., Rocky Meadow easement expansion).

D. Support development of sustainable utilities such as wind, solar, and geothermal and promote Oak Creek as a potential demonstration community for new technology.

E. Support access to infrastructure necessary to accommodate future growth of housing and industries (e.g., water, wastewater, power, communications, roads).

F. Prepare a strategy to finance acquisition of all utilities and related resources from private entities (e.g., Rich Ditch near Oak Creek Reservoir).

ED Goal 7
Region-Serving Inventory of Community Assets and Services (RE)

ED Policy 7.1

Establish regionalism as a long-term community objective, particularly in the context of facility development and deployment of services.

ED ACTION 7.1

A. Support preparation of a facilities and services master plan to identity existing voids, duplications, and opportunities.

B. Pursue funding and partnerships to finance improvements identified by residents in existing plans and surveys (e.g., 2014 Recreation Master Plan, Greenway Plan).

C. Solicit counties in the region encourage corporate participation in funding public amenities (e.g., ice rink, multi-use recreation facility) and implementing priority improvements during the review and entitlement process.

D. Explore opportunities to partner with area business support organizations including the South Routt School District (District) and US Forest Service to increase training opportunities for individuals in trades that support the local economy.

E. Work with the School District on their facilities planning initiative and continue to encourage an ongoing presence in Oak Creek and equitable distribution of facilities within its peer communities.

F. Support the School District's efforts to grow their list of student offerings, and in so doing make Soroco schools an attractive alternative to those in Steamboat Springs.

G. Become familiar with work being conducted for the Routt County ED Partnership regarding the allocation of resources (staff and monetary) to ensure consistent messaging and access to services and facilities.

H. Work with districts in the area to create a Parts Library of building, tools, and sports equipment, and solicit sponsorship and donations from businesses and corporations.

ED Goal 8
Educated and Informed Community (EC)

ED Policy 8.1

Provide citizens, business interests, other stakeholders, and regional partners with information regarding town priorities and activities.

ED ACTION 8.1

A. Grow awareness of Oak Creek and its natural and manmade assets by working with regional and state partners, including organizations that promote and support the target industry groups such as heritage tourism.

B. (Dashboard Reports) Establish a community communications plan including a series of easy-to-understand reports (or newsletters) on a range of topics such as the following:

- » Benefits and impacts of tourism
- » Feasibility of historic preservation
- » Housing challenges, opportunities, & strategies
- » Role of public art in community development
- » Available business assistance resources
- » Progress advancing recommendations of this Plan and the Economic Development Strategy

ED Policy 8.2

Align marketing efforts and messaging regarding Oak Creek's offerings and objectives.

ED ACTION 8.2

A. Develop a marketing program and materials highlighting area businesses and offerings that can be shared with visitors and investment interests.

B. Commission preparation of materials that communicate Oak Creek's authenticity, unique history, and reasons to visit. Share this and other information about the community's vision for the future with local, county, regional, and state entities.

C. Reach out to area news services, (e.g. Steamboat Pilot, Colorado Sun, radio) about expanding their coverage of local initiatives and events.

D. Promote the town's lower land and operating costs compared to some Tier 1 communities in Routt County.

IMPLEMENTATION ACTION PLAN

The following phased implementation plan outlines the recommended action items to be pursued in the years ahead, to implement the goals and policies set forth in the Plan.

Timeline:

The implementation process is not perfectly sequential, but there are some actions that need to be initiated before others, to address immediate community priorities and lay the foundation for success. For each action, the following timeframes are provided as guidelines:

- Immediate: 0-1 year
- Short-term: 1-3 years
- Mid-term: 3-5 years
- Ongoing and Long-term: To be pursued on and ongoing basis and/or long term over a 10-year timeline

Partnerships and Funding:

Plan implementation will require a coordinated approach that is led by the Town and involves numerous partners. The implementation table identifies potential partners to engage in various actions, and funding mechanisms that can be explored to help fund these initiatives. Additional information on potential funding mechanisms that can be investigated is provided in the **Appendix**.

Key Themes Addressed & Co-Benefits:

Many of these action items implement goals and policies in multiples sections of the Plan. The table identifies the various Plan themes that will be concurrently implemented through each action item.

Regional Collaboration:

Regional planning strategies that will be implemented in collaboration with regional partners agencies are highlighted. The Town of Oak Creek will participate in these efforts in partnership with other regional entities, and will likely not need to serve as the lead agency to guide implementation of these actions.

Key Themes

- COMMUNITY VISION, IDENTITY, & CHARACTER
- LAND USE
- ECONOMIC DEVELOPMENT
- HOUSING
- TRANSPORTATION, INFRASTRUCTURE, & SERVICES
- NATURAL RESOURCES, OPEN SPACE, PARKS & RECREATION
- FUNDING
- PARTNERSHIPS

= Regional Planning Strategies

Immediate Implementation Priorities (to be pursued within the first year)

Low-Hanging Fruit to address key items requested by the community

KEY THEMES ADDRESSED	ACTION	POTENTIAL PARTNERS	RECOMMENDED FUNDING MECHANISMS
	• ED Action 1.4.C.: Ensure home occupations are allowed within all residential zoning districts provided their lighting, parking, noise, hours of operation, outdoor and on-site storage, signage, floor area ratio, number of employees and number and timing of deliveries do not detrimentally impact adjacent properties or residents.	• Consultant support	• Local Planning Capacity Grant Program, Colorado Division of Local Government (CDLG) • Northwest Loan Program, Northwest Colorado Council of Governments (NWCCOG) • Fast Track Development Review Incentive, State of Colorado Department of Local Affairs (DOLA)
	• ED Action 1.4.E.: Solicit Routt County to amend existing sign restrictions, allowing for directional signage along State Highway 131.	• Colorado Department of Transportation (CDOT); • Routt County Public Works	
	• ED Action 1.6.A.: Conduct a survey of existing businesses soliciting input regarding their impressions and experience with establishing and operating a business in Oak Creek (e.g., licensing, marketing, leasing, etc.).	• Consultant support	• Land Acquisition Program • Business and Industry Loan Guarantees • Community Facilities Guaranteed Loan Program, United States Department of Agriculture (USDA) • Northwest Catalyst Capital, Northwest Colorado Innovation Center • Community Development Block Grants (CDBG), State of Colorado Division of Housing
	• ED Action 1.6.B.: Share insights regarding support services and operators that could complement existing business and industries with RCEDP, and other entities engaged in promoting the area.	• Routt County Economic Development Partnership (RCEDP)	• Land Acquisition Program • Business and Industry Loan Guarantees • Community Facilities Guaranteed Loan Program, United States Department of Agriculture (USDA) • Northwest Catalyst Capital, Northwest Colorado Innovation Center • Community Development Block Grants (CDBG), State of Colorado Division of Housing
	• ED Action 3.3.B.: Establish a moniker for the downtown district that can be consistently used and which will serve to identify the area as a destination in the region.	• Consultant support (If necessary.)	• Revitalizing Main Streets: Resiliency Grant Program, State of Colorado Department of Transportation (CDOT) • Community Development Block Grants (CDBG), Colorado Division of Housing
	• ED Action 4.2.A.: Develop a comprehensive check list for use evaluating development proposals and zoning applications for consistency with the plan's principles and guidance.		

Short Term Implementation Priorities (to be pursued within the first 1-3 years)

Exploring, Planning and Laying the Foundation for Succes

KEY THEMES ADDRESSED	ACTION	POTENTIAL PARTNERS	RECOMMENDED FUNDING MECHANISMS
	· ED Action 1.1.B.: Investigate ways to monetize agricultural production (e.g., farm to table) for the benefit of operators and the town including tapping into resources of the Community Ag Alliance. Contact communities with similar objectives to better understand the opportunities and challenges (e.g., Boulder).	· Routt County Economic Development Partnership (RCEDP) · State of Colorado Office of Economic Development and International Trade (OEDIT) · Community Ag Alliance · Colorado State University (CSU) Extension Program · Consultant support	· Enhanced Rural Enterprise Zone, State of Colorado Office of Economic Development and International Trade (OEDIT) · Local Meat Capacity Grants, National Institutes of Food and Agriculture. · Rural Business Investment Program, United States Department of Agriculture (USDA) · Energy Mineral Impact Assistance Fund Grant, State of Colorado Department of Local Affairs (DOLA)
	· ED Action 1.1.D.: Conduct a communitywide survey of citizens and occupational enterprises to understand the town's existing supply of entrepreneurial and tradecraft businesses by type.	· Routt County Economic Development Partnership (RCEDP) · Northwest Colorado Council of Governments (NWCCOG) · Associated Governments of Northwestern Colorado · Steamboat Creates · Main Street Steamboat Springs · Young Professional Network · Consultant support	· Rural Business Investment Program, United States Department of Agriculture (USDA) · Energy Mineral Impact Assistance Fund Grant, State of Colorado Department of Local Affairs (DOLA) · Local Economy Lab, The Just Transition Fund
	· ED Action 1.2.A.: Identify existing cottage industries and use market findings from this planning effort to understand spending gaps among certain commercial categories, share these findings with existing operators, and among those they are unable to address, identify regional operators, and solicit their interest in expanding locally.	· Routt County Economic Development Partnership (RCEDP) · State of Colorado Office of Economic Development and International Trade (OEDIT) · Community Ag Alliance · Colorado State Univeristy (CSU) Extension Program · Northwest Colorado Council of Governments (NWCCOG) · Associated Governments of Northwestern Colorado · Steamboat Creates · Main Street Steamboat Springs · Young Professional Network · Consultant support	· Colorado Creative Districts, State of Colorado Office of Economic Development and International Trade (OEDIT) · Energy Mineral Impact Assistance Fund Grant, State of Colorado Department of Local Affairs (DOLA) · Enhanced Rural Enterprise Zone, State of Colorado Office of Economic Development and International Trade (OEDIT) · Local community funds · Rural Business Investment Program, United States Department of Agriculture (USDA)
	· ED Action 1.3.A.: Establish a program to help agricultural operators become Federal Drug Administration (FDA) certified and therefore be able to have their goods sold in commercial settings.	· Routt County Economic Development Partnership (RCEDP) · State of Colorado Office of Economic Development and International Trade (OEDIT) · Community Ag Alliance · Small Business Development Center · Colorado State University (CSU) Extension Program · Consultant support	· Enhanced Rural Enterprise Zone, State of Colorado Office of Economic Development and International Trade (OEDIT) · United States Department of Agriculture (USDA) Tech Assistance
	· ED Action 1.4.A.: Conduct a regulatory audit to ensure the intentions of this plan regarding existing and new businesses are supported.	· Consultant support	· Local Planning Capacity Grant Program, State of Colorado Division of Local Government (CDLG)
	· ED Action 1.5.B.: Analyze existing town-owned sites for their potential to support businesses within the targeted industry groups.	· Routt County Economic Development Partnership (RCEDP) · Consultant support (If necessary.)	· Enterprise Zone Funds, State of Colorado Office of Economic Development and International Trade (OEDIT)

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Short Term Implementation Priorities (to be pursued within the first 1-3 years)

Exploring, Planning and Laying the Foundation for Succes

KEY THEMES ADDRESSED	ACTION	POTENTIAL PARTNERS	RECOMMENDED FUNDING MECHANISMS
	· ED Action 1.6.E.: Research programs throughout Colorado and in other states that used high school, trade school, and community college students and instructors to support local businesses and operators (e.g., Breckenridge and Oconomowoc, WI High School Tiny Home Programs, Idaho's Student Harvesting Assistance Program).	· Consultant support	· Community Impact Program, Great Outdoors Colorado (GOCO) · Community Development Block Grants (CDBG), State of Colorado Division of Housing · Community Funding Partnership · Local Community Funding Grant, State of Colorado Department of Local Affairs (DOLA)
	· ED Action 2.2.B.: Solicit participation by area residents and entities "invested" in the community's future to assist older citizens and support organizations with minor home improvements and maintenance projects (e.g., shoveling snow "snow angels")	· State of Colorado Department of Local Affairs (DOLA) · Routt County Economic Development Partnership (RCEDP) · State of Colorado Office of Economic Development and International Trade (OEDIT)	· Volunteer time - Rural Jump-Start Program, State of Colorado Office of Economic Development and International Trade (OEDIT)
	· ED Action 3.3.A.: Identify businesses within missing and complimentary commercial business categories with potential for investment downtown.	· Consultant support	· Revitalizing Main Streets: Resiliency Grant Program, State of Colorado Department of Transportation (CDOT) · Community Development Block Grants (CDBG), Colorado Division of Housing
	· ED Action 4.1.C.: Map land uses by tax generation per acre.	· Consultant support (If necessary.)	
	· ED Action 4.2.B.: Establish local policies and implement a plan that facilitates a pattern of land use and development which promotes fiscal sustainability and balance.	· Local officials	
	· ED Action 4.3.D.: Proactively reach out to property owners regarding their near- and long-term investment intentions and support their efforts.	· Area property owners	
	· ED Action 4.4.D.: Adopt criteria to evaluate requests by public, private, institutional, and nonprofit entities to lease existing town-owned space.	· Consultant support (If necessary.)	
	· ED Action 4.4.G.: Assist private owners with positioning their properties for partnership opportunities and investment or completing improvements that advance the vision and objectives of this plan.		
	· ED Action 4.4.H.: Share market information prepared in the context of this plan with property and business owners for their information and use securing funding for future investment projects.		· Housing Planning Grant Program, State of Colorado Division of Local Government (CDLG) · Local Planning and Capacity Grant Program, State of Colorado Department of Local Affairs (DOLA) · Northwest Loan Program, Northwest Colorado Council of Governments (NWCCOG) · Fast Track Development Review Incentive, State of Colorado Department of Local Affairs (DOLA)
	· ED Action 5.1.A.: Investigate creating an urban renewal district downtown to offset any economic gaps associated with pioneering development concepts. Note: Urban renewal is also a proven resource to assist with flood mitigation improvements.	· Federal Government · Department of Housing and Urban Development (HUD) · Consultant support	· Housing Development Grant Funds, State of Colorado Department of Local Affairs (DOLA · Community Development Block Grants (CDGB), State of Colorado Division of Housing · Local Planning Capacity Grant, State of Colorado Department of Local Affairs (DOLA) · Energy and Mineral Impact Assessment Fund (EIAF), State of Colorado Department of Local Affairs (DOLA) · Grants from Associated Governments of Northwest Colorado (AGNC)

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Short Term Implementation Priorities (to be pursued within the first 1-3 years)

Exploring, Planning and Laying the Foundation for Succes

KEY THEMES ADDRESSED	ACTION	POTENTIAL PARTNERS	RECOMMENDED FUNDING MECHANISMS
	· ED Action 5.1.B.: Research and identify potential special districts that can be established to provide funding for improvements, maintenance, marketing, etc. such as utility districts, tax increment reinvestment zones, enterprise zones, public improvement districts or something similar.	· Routt County Economic Development Partnership (RCEDP) · Northwest Colorado Council of Governments (NWCCOG) · State of Colorado Department of Local Affairs (DOLA) · Consultant support	· Local Planning and Capacity Grant Program, State of Colorado Department of Local Affairs (DOLA)
	· ED Action 5.2.D.: Solicit participation among regional financial institutions in a loan pool (or community fund to be managed by a CDFI) (see Appendix for description), the resources of which would be distributed to area residents and businesses in the form of grants, low interest loans, or a monetary match, to advance objectives of this plan and the Economic Development Strategy.	· Routt County Economic Development Partnership (RCEDP) · Northwest Colorado Council of Governments (NCCOG) · Associated Governments of Northwestern Colorado (AGNC) · Northwest Small Business Development Center · Consultant support (if necessary.)	· Enterprise Community Loan Fund, State of Colorado Office of Economic Development and International Trade (OEDIT)
	· ED Action 5.3.A.: Prepare an incentive policy with criteria and possible level of assistance to ensure a variety of tools appropriate for different situations (fee waivers, grants, loan programs, tax abatements, property acquisition, tax increment financing, etc.) are available.	· Routt County Economic Development Partnership (RCEDP) · State of Colorado Department of Local Affairs (DOLA) · Consultant support	· Local Planning and Capacity Grant Program, State of Colorado Department of Local Affairs (DOLA)
	· ED Action 5.3.C.: Evaluate (and if necessary, modify) existing incentive offerings to ensure the judicious use of municipal resources.		
	· ED Action 7.1.G.: Become familiar with work being conducted for the Routt County ED Partnership regarding the allocation of resources (staff and monetary) to ensure consistent messaging and access to services and facilities.	· Routt County Economic Development Partnership (RCEDP) · Consultant support	
	· ED Action 8.1.B.: (Dashboard Reports) Establish a community communications plan including a series of easy-to-understand reports (or newsletters) on a range of topics such as the following: · Benefits and impacts of tourism; · Feasibility of historic preservation; · Housing challenges, opportunities, and strategies; · Role of public art in community development; · Available business assistance resources; · Progress advancing recommendations of this Plan and the Economic Development Strategy; and · Others	· Routt County Economic Development Partnership (RCEDP) · Northwest, Small Business Development Center, Colorado Small Business Development Center Network (SBDC) · Northwest Colorado Council of Governments (NWCCOG) · Associated Governments of Northwest Colorado (AGNC) · Steamboat Creates · The Historical Society of Oak Creek & Phippsburg · History Colorado · Rural Health Information Hub · State of Colorado Department of Local Affairs (DOLA) · Consultant support	· Volunteer hours

Mid Term Implementation Priorities (to be pursued within 3-5 years)

Funding and Implementation

KEY THEMES ADDRESSED	ACTION	POTENTIAL PARTNERS	RECOMMENDED FUNDING MECHANISMS
	· ED Action 1.1.C.: Meet with representatives from the medical center and health industry to understand potential voids in vendor businesses, and spin-off opportunities.	· Routt County Economic Development Partnership (RCEDP) · State of Colorado Office of Economic Development and International Trade (OEDIT) · Yampa Valley Medical Center and Foundation (UC Health) · Consultant support	· Rural Hospital Stabilization Program, National Rural Health Resource Center · Rural Business Investment Program, United States Department of Agriculture (USDA) · Energy Mineral Impact Assistance Fund Grant, State of Colorado Department of Local Affairs (DOLA) · Local community funds
	· ED Action 1.4.D.: Investigate the feasibility of a legacy code which benefits those businesses with a storied history in Oak Creek.	· Consultant support · Local officials	
	· ED Action 1.5.F.: Partner with corporate interests to create demonstration projects (residential and non-residential).		· Land Acquisition Program · Business and Industry Loan Guarantees · Community Facilities Guaranteed Loan Program, United States Department of Agriculture (USDA) · Northwest Catalyst Capital, Northwest Colorado Innovation Center · Community Development Block Grants (CDBG), Colorado Division of Housing
	· ED Action 1.5.D.: Engage a professional with design experience to prepare a range of building plans and process entitlements.	· Consultant support	· Land Acquisition Program · Business and Industry Loan Guarantees · Community Facilities Guaranteed Loan Program, United States Department of Agriculture (USDA) · Northwest Catalyst Capital, Northwest Colorado Innovation Center · Community Development Block Grants (CDBG), Colorado Division of Housing
	· ED Action 1.5.H.: Conduct additional due diligence regarding the viability of the Chevron property to host industrial live-work space for artists. If during the due diligence process, environmental contaminants are detected, pursue federal and state brownfield resources to proactively finance its cleanup prior to soliciting investor interest.	· Consultant support	· Land Acquisition Program · Business and Industry Loan Guarantees · Community Facilities Guaranteed Loan Program, United States Department of Agriculture (USDA) · Northwest Catalyst Capital, Northwest Colorado Innovation Center · Community Development Block Grants (CDBG), Colorado Division of Housing · Brownfields Program Grant, United States Environmental Protection Agency (EPA)
	· ED Action 1.6.C.: Provide incentives and make available other resources to businesses either wanting to expand or at-risk of relocating.	· Consultant support	· Land Acquisition Program · Business and Industry Loan Guarantees · Community Facilities Guaranteed Loan Program, United States Department of Agriculture (USDA) · Northwest Catalyst Capital, Northwest Colorado Innovation Center · Community Development Block Grants (CDBG), Colorado Division of Housing
	· ED Action 1.6.D.: Work with institutions of higher education to leverage the area's "entrepreneurship capital" in the form of retired business owners and executives to grow its numbers and train the next generation of makers and operators.	· Routt County Economic Development Partnership (RCEDP) · Colorado State University (CSU) Extension Program · Local officials	· Business and Industry Loan Guarantees · Northwest Catalyst Capital, Northwest Colorado Innovation Center · Community Development Block Grants (CDBG), Colorado Division of Housing

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Mid Term Implementation Priorities (to be pursued within 3-5 years)

Funding and Implementation

KEY THEMES ADDRESSED	ACTION	POTENTIAL PARTNERS	RECOMMENDED FUNDING MECHANISMS
	· ED Action 2.1.A.: Complete gateway improvements that are "balanced" and consistent on both the east and west sides, and which communicate a single entrance rather than two separate development areas.	· Colorado Department of Transportation (CDOT) · Consultant Support · Routt County Public Works	· Community Development Block Grants (CDBG), Colorado Division of Housing · Community Facilities Guaranteed Loan Program, United States Department of Agriculture (USDA)
	· ED Action 3.2.A.: Identify key elements of a successful downtown environment including outdoor seating associated with food service businesses, food trucks, ample parking, and alley treatments.	· Consultant support (If necessary.)	· Revitalizing Main Streets: Resiliency Grant Program, State of Colorado Department of Transportation (CDOT) · Community Development Block Grants (CDBG), Colorado Division of Housing
	· ED Action 4.3.B.: Adopt regulations that make it cost-ineffective to maintain, rather than improve, vacant land and buildings.	· Consultant support (If necessary.)	
	· ED Action 4.3.C.: Partner with financial institutions to provide no and low interest loans or grants for eligible home and property owners. (See loan pool approach in ED Action 5.2.D.)	· Routt County Economic Development Partnership (RCEDP) · Mountain Valley Bank	
	· ED Action 4.3.E.: Secure funding to assist owners of property and businesses with investment and reinvestment.	· Routt County Economic Development Partnership (RCEDP) · Consultant support	· Rural Business Investment Program, United States Department of Agriculture (USDA) · Energy Mineral Impact Assistance Fund Grant, State of Colorado Department of Local Affairs (DOLA) · Local community funds
	· ED Action 4.4.A.: Establish a holding entity that can manage the acquisition, positioning (entitling) and sale of strategic parcels for desired investment. If possible, use the same holding entity to manage income-restricted housing units. If not, either form a new or expand on an existing organization to fill this role.		· Rural Business Investment Program, United States Department of Agriculture (USDA) · Energy Mineral Impact Assistance Fund Grant, State of Colorado Department of Local Affairs (DOLA) · Local community funds
	· ED Action 5.2.C.: Assist the School District with pursuing supplemental dollars and programs to offset extraordinary expenses and needs associated with pre-school, daycare, and before and after childcare programs.	· Routt County Economic Development Partnership (RCEDP) · South Routt School District RE-3	· Community Development Block Grants (CDBG), Colorado Division of Housing
	· ED Action 5.3.B.: Initiate and support efforts to obtain outside funds for economic development, including grants, which would result in attracting independently owned and operated retail businesses, as well as niche retailers desired by local residents.		
	· ED Action 6.1.A.: Establish a program to fund capital expenditures that improve conditions and enhance the community's appearance.		· Urban Renewal Authority
	· ED Action 6.2.A.: Establish criteria for town capital investments considering ability to leverage desired private development, economic return to the community (direct and indirect), life-cycle costs, etc.	· Local officials	

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Mid Term Implementation Priorities (to be pursued within 3-5 years)

Funding and Implementation

KEY THEMES ADDRESSED	ACTION	POTENTIAL PARTNERS	RECOMMENDED FUNDING MECHANISMS
	· ED Action 6.2.C.: Advance priority capital improvement plans that address the infrastructure required to accommodate both existing and future needs (e.g., Rocky Meadow easement expansion).	· Local officials	
	· ED Action 6.2.F.: Prepare a strategy to finance acquisition of all utilities and related resources from private entities (e.g., Rich Ditch near Oak Creek Reservoir).	· Consultant support · Local officials	· Community Development Block Grants (CDBG), Colorado Division of Housing · Local Planning and Capacity Grant Program, State of Colorado Department of Local Affairs (DOLA) · Rural Business Investment Program, United States Department of Agriculture · Energy Mineral Impact Assistance Fund Grant, State of Colorado Department of Local Affairs (DOLA) · Local community funds · Local Economy Lab, The Just Transition Funds
	· ED Action 7.1.A.: Support preparation of a facilities and services master plan to identity existing voids, duplications, and opportunities.	· Consultant support (If necessary.)	· Community Development Block Grants (CDBG), Colorado Division of Housing · Local Planning and Capacity Grant Program, State of Colorado Department of Local Affairs (DOLA) · Rural Business Investment Program, United States Department of Agriculture Energy Mineral Impact Assistance Fund Grant, State of Colorado Department of Local Affairs (DOLA) · Local community funds · Local Economy Lab, The Just Transition Funds
	· ED Action 7.1.B.: Pursue funding and partnerships to finance improvements identified by residents in existing plans and surveys (e.g., 2014 Recreation Master Plan, Greenway Plan).	· Consultant support	· Community Development Block Grants (CDBG), Colorado Division of Housing · Local Planning and Capacity Grant Program, State of Colorado Department of Local Affairs (DOLA) · Rural Business Investment Program, United States Department of Agriculture (USDA) · Energy Mineral Impact Assistance Fund Grant, State of Colorado Department of Local Affairs (DOLA) · Local community funds · Local Economy Lab, The Just Transition Funds
	· ED Action 7.1.C.: Solicit counties in the region encourage corporate participation in funding public amenities (e.g., ice rink, multi-use recreation facility) and implementing priority improvements during the review and entitlement process.		
	· ED Action 8.2.A.: Develop a marketing program and materials highlighting area businesses and offerings that can be shared with visitors and investment interests.	· Consultant support	· Routt County Economic Development Partnership (RCRDP) · Northwest Colorado Council of Governments (NWCCOG) · Associated Governments of Northwestern Colorado (AGNC) · Energy Mineral Impact Assistance Fund Grant, State of Colorado Department of Local Affairs (DOLA) · Local community funds
	· ED Action 8.2.B.: Commission preparation of materials that communicate Oak Creek's authenticity, unique history, and reasons to visit. Share this and other information about the community's vision for the future with local, county, regional, and state entities.	· Consultant support	· Routt County Economic Development Partnership (RCRDP) · Northwest Colorado Council of Governments (NWCCOG) · Associated Governments of Northwestern Colorado (AGNC) · Energy Mineral Impact Assistance Fund Grant, State of Colorado Department of Local Affairs (DOLA) · Local community funds
	· ED Action 8.2.C.: Reach out to area news services about expanding their coverage of local initiatives and events.	· Steamboat Pilot · Colorado Sun · Local tv and radio networks	

Long Term Priorities (to be pursued over a 10 year timeline)

Long Term Implementation

KEY THEMES ADDRESSED	ACTION	POTENTIAL PARTNERS	RECOMMENDED FUNDING MECHANISMS
	· ED Action 1.5.A.: Provide business ready sites and buildings including (industrial, incubator, maker, small-scale art studio, and teaching spaces, as well as artist live-work).		· Land Acquisition Program · Business and Industry Loan Guarantees · Community Facilities Guaranteed Loan Program, United States Department of Agriculture (USDA) · Northwest Catalyst Capital, Northwest Colorado Innovation Center · Community Development Block Grants (CDBG), Colorado Division of Housing
	· ED Action 1.5.E.: Investigate the feasibility of financing construction of business ready building shells on sites with near-term investment potential (vacant or with adaptable improvements).	· Consultant support	· Land Acquisition Program · Business and Industry Loan Guarantees · Community Facilities Guaranteed Loan Program, United States Department of Agriculture (USDA) · Northwest Catalyst Capital, Northwest Colorado Innovation Center · Community Development Block Grants (CDBG), Colorado Division of Housing
	· ED Action 3.2.B.: Consider development of a downtown boardwalk concept as a means of attracting main street businesses and pursuing unique funding opportunities.	· Consultant support	· Revitalizing Main Streets: Resiliency Grant Program, State of Colorado Department of Transportation (CDOT) · Community Development Block Grants (CDBG), Colorado Division of Housing
	· ED Action 3.4.A.: Develop a system of downtown gathering spaces for events including a farmers' market, festivals, and community events.	· Consultant support	· Revitalizing Main Streets: Resiliency Grant Program, State of Colorado Department of Transportation (CDOT) · Community Development Block Grants (CDBG), Colorado Division of Housing
	· ED Action 3.4.B.: Complete roadway improvements in the downtown area, including the provision of shared parking facilities, dust mitigation on yet to be improved roadways, lighting, and sidewalk enhancements appropriate for seasonal weather conditions.	· Consultant support	· Revitalizing Main Streets: Resiliency Grant Program, State of Colorado Department of Transportation (CDOT) · Community Development Block Grants (CDBG), Colorado Division of Housing · Energy Mineral Impact Assistance Fund Grant, State of Colorado Department of Local Affairs (DOLA) · Raise Build Infrastructure Grants · Public Works and Economic Adjustment Assistance, United States Economic Development Administration · Safe Streets and Roads for All, United States Department of Transportation
	· ED Action 4.4.F.: Consider the strategic acquisition (or future acquisition) of parcels both within and beyond the town boundaries for desired development and redevelopment consistent with expressed objectives.	· Local officials	· Land Acquisition Program · Business and Industry Loan Guarantees · Community Facilities Guaranteed Loan Program, United States Department of Agriculture (USDA) · Northwest Catalyst Capital, Northwest Colorado Innovation Center · Community Development Block Grants (CDBG), Colorado Division of Housing
	· ED Action 5.1.D.: Provide financial assistance and/or incentives for strategically located parcels to develop or redevelop, recognizing their benefits to the community may be secondary and tertiary (e.g., cultivate community identity, anchor neighborhoods, diversify the town's balance sheet, or provide public amenities).	· Local officials	· Urban Renewal Authority · Northwest Catalyst Capital, Northwest Colorado Innovation Center · Community Development Block Grants (CDBG), Colorado Division of Housing
	· ED Action 7.1.H.: Work with districts in the area to create a Parts Library of building, tools, and sports equipment, and solicit sponsorship and donations from businesses and corporations.		· Routt County Economic Development Partnership (RCEDP) · Northwest Loan Program, Northwest Colorado Counicl of Governments (NWCCOG) · Grants from Associated Governmetns of Northwestern Colorado (AGNC)

Ongoing Priorities (to be pursued on an ongoing basis)

Sustaining Long Term Success

KEY THEMES ADDRESSED	ACTION	POTENTIAL PARTNERS	RECOMMENDED FUNDING MECHANISMS
	· ED Action 1.1.A.: Promote tourism (heritage) and extreme sports opportunities in the area while protecting outdoor recreation.	· Routt County Economic Development Partnership (RCEDP) · State of Colorado Office of Economic Development and Interntional Trade (OEDIT) · U.S. Forest Service · Consultant support	· Rural Business Investment Program, United States Department of Agriculture (USDA) · Energy Mineral Impact Assistance Fund Grant, State of Colorado Department of Local Affairs (DOLA) · Local community funds · Restore Colorado · Fishing is Fun Grants, Colorado Parks & Wildlife
	· ED Action 1.1.C.: Encourage development of food-related cottage industries to support urban agriculture and local health and wellness as well as small scale art studio and teaching spaces.	· Routt County Economic Development Partnership (RCEDP · State of Colorado Office of Economic Development and International Trade (OEDIT) · Community Ag Alliance · Colorado State Univeristy (CSU) Extension Program · Northwest Colorado Council of Governments (NWCCOG) · Associated Governments of Northwestern Colorado · Steamboat Creates · Main Street Steamboat Springs · Young Professional Network · Consultant support	
	· ED Action 1.3.B.: Ensure home-grown and entrepreneurial businesses can move through certification processes without obstacles.	· Community Ag Alliance · Colorado State University (CSU) Extension Program · Consultant support	· Rural Business Investment Program, United States Department of Agriculture (USDA) · Energy Mineral Impact Assistance Fund Grant, State of Colorado Department of Local Affairs (DOLA) · Local community funds · Local Economy Labs, The Just Transition Fund
	· ED Action 1.4.B.: Balance flexibility and certainty when considering land use applications and product design until all codes and standards have been updated.	· Consultant support · Local officials	· Local Planning Capacity Grant Program, State of Colorado Division of Local Government (CDLG) · Northwest Loan Program, Northwest Colorado Council of Governments (NWCCOG) · Fast Track Development Review Incentive, State of Colorado Department of Local Affairs (DOLA)
	· ED Action 1.5.C.: Analyze opportunity sites identified during the planning process for their potential to support businesses within the targeted industry groups and reach out to property owners regarding their investment or disposition plans.	· Routt County Economic Development Partnership (RCEDP) · Consultant support (If necessary.)	· Enhanced Rural Enterprise Zone, State of Colorado Office of Economic Development and International Trade (OEDIT)
	· ED Action 1.5.G.: Coordinate with the Routt County Economic Development Partnership (RCEDP) on the marketing and promotion of available sites and buildings.	· Routt County Economic Development Partnership (RCEDP)	· Opportunity Zone Program, Colorado Department of Economic Development and International Trade (OEDIT) · Land Acquisition Program · Business and Industry Loan Guarantees · Community Facilities Guaranteed Loan Program, United States Department of Agriculture (USDA) · Northwest Catalyst Capital, Northwest Colorado Innovation Center
	· ED Action 2.1.B.: Work with Routt County to limit (or restrict) ridgeline development in future growth areas.	· Routt County Planning Department · Local officials	

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Ongoing Priorities (to be pursued on an ongoing basis)

Sustaining Long Term Success

KEY THEMES ADDRESSED	ACTION	POTENTIAL PARTNERS	RECOMMENDED FUNDING MECHANISMS
	· ED Action 2.2.A.: Encourage businesses to locate in the community which support use of the area's natural resources including local outfitting groups and recreational guides.	· Routt County Economic Development Partnership (RCEDP)	· Rural Business Investment Program, United States Department of Agriculture (USDA) · Energy Mineral Impact Assistance Fund Grant, State of Colorado Department of Local Affairs (DOLA) · Local community funds
	· ED Action 3.2.C.: Maintain commercial frontage along critical roadways including along Main Street.	· Local officials	
	· ED Action 3.3.C.: Maintain active contact within the town business community to understand potential concerns and capitalize on opportunities to improve conditions, access, its visual appearance, and town regulations.		
	· ED Action 4.1.A.: Encourage investment in a range of land uses including restaurants and retail stores, commercial service businesses tourism-related and specialty retail, along with a mix and balance of housing types at all income levels, and industrial by engaging with developers, sharing due diligence materials from this planning process, and where necessary providing incentives.	· Consultant support · Local officials	· Revitalizing Main Streets: Resiliency Grant Program, State of Colorado Department of Transportation (CDOT) · Community Development Block Grants (CDBG), Colorado Division of Housing
	· ED Action 4.1.B.: Educate the community about the connection between its land use mix, fiscal health, and provision of public amenities and services.	· Consultant support	· Revitalizing Main Streets: Resiliency Grant Program, State of Colorado Department of Transportation (CDOT) · Community Development Block Grants (CDBG), Colorado Division of Housing
	· ED Action 4.2.C.: Periodically (e.g., annually) monitor the town's real estate products and land use mix to ensure consistency with intended development patterns.	· Consultant support · Local officials	· Community Development Block Grants (CDBG), Colorado Division of Housing
	· ED Action 4.2.D.: Monitor real estate market conditions and engage the "delivery system" periodically (e.g., quarterly) to share information and insights.	· Consultant support	· Revitalizing Main Streets: Resiliency Grant Program, State of Colorado Department of Transportation (CDOT) · Community Development Block Grants (CDBG), Colorado Division of Housing
	· ED Action 4.2.E.: Encourage annexation of strategically positioned properties to accommodate businesses and industries identified in this plan and the 2025 Economic Development Strategy.	· Local officials	
	· ED Action 4.3.A.: Dedicate resources for improvements that eliminate health and safety concerns in both residential and non-residential structures.	· Local officials	· Single Family Housing Repair Loans and Grants, United States Department of Agriculture (USDA) · Housing Planning Grant Program, State of Colorado Division of Local Government (CDLG) · Multifamily Housing Loan Guarantee Program, United States Department of Agriculture (USDA) · Community Development Block Grants (CDBG), Colorado Division of Housing
	· ED Action 4.4.B.: Use a range of tools and tactics to acquire and manage properties and inform development partners. (See list and discussion in the 2025 Economic Development Strategy.)		· Land Acquisition Program · Business and Industry Loan Guarantees · Community Facilities Guaranteed Loan Program, United States Department of Agriculture (USDA) · Northwest Catalyst Capital, Northwest Colorado Innovation Center · Community Development Block Grants (CDBG), Colorado Division of Housing

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Ongoing Priorities (to be pursued on an ongoing basis)

Sustaining Long Term Success

KEY THEMES ADDRESSED	ACTION	POTENTIAL PARTNERS	RECOMMENDED FUNDING MECHANISMS
	· ED Action 4.4.C.: Preserve land best suited for commercial and industrial uses (including within newly annexed areas) to protect Oak Creek's potential for an expanded tax and employment base.		
	· ED Action 4.4.E.: Identify parcels capable of supporting a range of land uses (non-residential and residential) and work with the existing owners to have them rezoned (if necessary) and/or classified for these purposes.	· Local officials	
	· ED Action 4.4.I.: Continually investigate the potential to trade (or swap) parcels between public and private entities to ensure desired investment occurs on strategically located parcels.		
	· ED Action 5.1.C.: Make available resources with a monetary benefit to businesses seeking to locate or expand including, but not limited to waiving fees, expediting development review processes, employing public-private financing mechanisms, and/or applying for development/redevelopment grants. (See a more comprehensive list in the 2025 Economic Development Strategy.)	· Local officials	· Urban Renewal Authority · Northwest Catalyst Capital, Northwest Colorado Innovation Center · Community Development Block Grants (CDBG), Colorado Division of Housing
	· ED Action 5.2.A.: Provide access to creative sources of capital for businesses.	· Local officials	· Urban Renewal Authority · Northwest Catalyst Capital, Northwest Colorado Innovation Center · Community Development Block Grants (CDBG), Colorado Division of Housing
	· ED Action 5.2.B.: Ensure incentives offered to businesses are based upon the level of benefit to the town and the principle of sharing future revenue from the development rather than pledging existing general revenue funds.	· Routt County Economic Development Partnership (RCEDP)	· Community Development Block Grants (CDBG), Colorado Division of Housing
	· ED Action 6.1.B.: Eliminate any obstacle to private investment including extraordinary costs associated with offsite improvements.		· Urban Renewal Authority
	· ED Action 6.2.B.: Continually monitor water storage capacity and quality levels. Note: As Colorado continues to struggle through periods of droughts and floods, the town should place the highest prioritization on developing and protecting Oak Creek and other water resources as the community grows.		
	· ED Action 6.2.D.: Support development of sustainable utilities such as wind, solar, and geothermal and promote Oak Creek as a potential demonstration community for new technology.	· Local officials	· Rural Energy for America Program (REAP), United States Department of Agriculture (USDA) · Energy | Mineral Impact Assistance Grant Program, Colorado Energy Office.Energy Mineral Impact Assistance Fund Grant, State of Colorado Department of Local Affairs (DOLA)
	· ED Action 6.2.E.: Support access to infrastructure necessary to accommodate future growth of housing and industries (e.g., water, wastewater, power, communications, roads).	· Local officials	· Community Development Block Grants (CDBG), Colorado Division of Housing · Local Planning Capacity Grant Program, State of Colorado Division of Local Government (CDLG) · Rural Business Investment Program, United States Department of Agriculture (USDA) · Energy Mineral Impact Assistance Fund Grant, State of Colorado Department of Local Affairs (DOLA) · Local community funds · Local Economy Labs, The Just Transition Fund

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Ongoing Priorities (to be pursued on an ongoing basis)

Sustaining Long Term Success

KEY THEMES ADDRESSED	ACTION	POTENTIAL PARTNERS	RECOMMENDED FUNDING MECHANISMS
	· ED Action 7.1.D.: Explore opportunities to partner with area business support organizations including the South Routt School District (District) and US Forest Service to increase training opportunities for individuals in trades that support the local economy.	· South Routt School District RE-3 · US Forest Service · Northwest Small Business Development Center · Human Resource Coalition of Routt County	· Small Business Growth Grant · Community Development Block Grants (CDBG), Colorado Division of Housing · Rural Jump-Start Program, State of Colorado Office of Economic Development and International Trade (OEDIT)
	· ED Action 7.1.E.: Work with the School District on their facilities planning initiative and continue to encourage an ongoing presence in Oak Creek and equitable distribution of facilities within its peer communities.	· South Routt School District RE-3	· Routt County Economic Development Partnership (RCEDP) · Northwest Loan Program, Northwest Colorado Council of Governments (NWCCOG) · Grants from Associated Governmetns of Northwestern Colorado (AGNC)
	· ED Action 7.1.F.: Support the School District's efforts to grow their list of student offerings, and in so doing make Soroco schools an attractive alternative to those in Steamboat Springs.	· South Routt School District RE-3	· Routt County Economic Development Partnership (RCEDP) · Northwest Loan Program, Northwest Colorado Council of Governments (NWCCOG) · Grants from Associated Governmetns of Northwestern Colorado (AGNC)
	· ED Action 8.1.A.: Grow awareness of Oak Creek and its natural and man-made assets by working with regional and state partners, including organizations that promote and support the target industry groups such as heritage tourism.	· Routt County Economic Development Partnership (RCEDP)	
	· ED Action 8.2.D.: Promote the town's lower land and operating costs compared to some Tier 1 communities in Routt County.		

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CHAPTER 6

Transportation, Infrastructure & Services

Introduction

The service delivery system for Oak Creek consists of transportation infrastructure (roads, sidewalks, rail and transit), utilities (water, wastewater, drainage, electricity, and solid waste), and emergency services (law enforcement, fire protection, and ambulance).

Town infrastructure and services are an important component of sustainable land use planning, including provision of:

- Adequate water distribution and wastewater treatment systems to serve current and future development.
- A safe and reliable transportation system.
- Essential services such as fire protection, law enforcement, schools and childcare.

During the comprehensive plan update, community input from Town residents emphasized the need to prioritize critical utility, drainage and roadway improvements throughout Town, and a desire for expanded public transportation options to better connect Oak Creek with surrounding communities in the region.

Background and Existing Conditions

Transportation

The Town of Oak Creek is a small community in the southern part of Routt County and is primarily served by State Highway 131. The layout of the transportation network reflects its historic roots with a grid-like pattern in the center and more organic road alignments in the new development areas. This transportation section of the comprehensive plan plays a vital role in shaping how the community moves, grows, and connects. The purpose is to highlight existing challenges and needs, guide future infrastructure investments, support multimodal options, improve safety and efficiency, and integrate with land uses. In summary, this section is the community's roadmap for building a transportation system that's safe, inclusive, forward-thinking, and responsive to change.

As part of the development of this section, the following plans were reviewed and incorporated into the recommendations as appropriate:

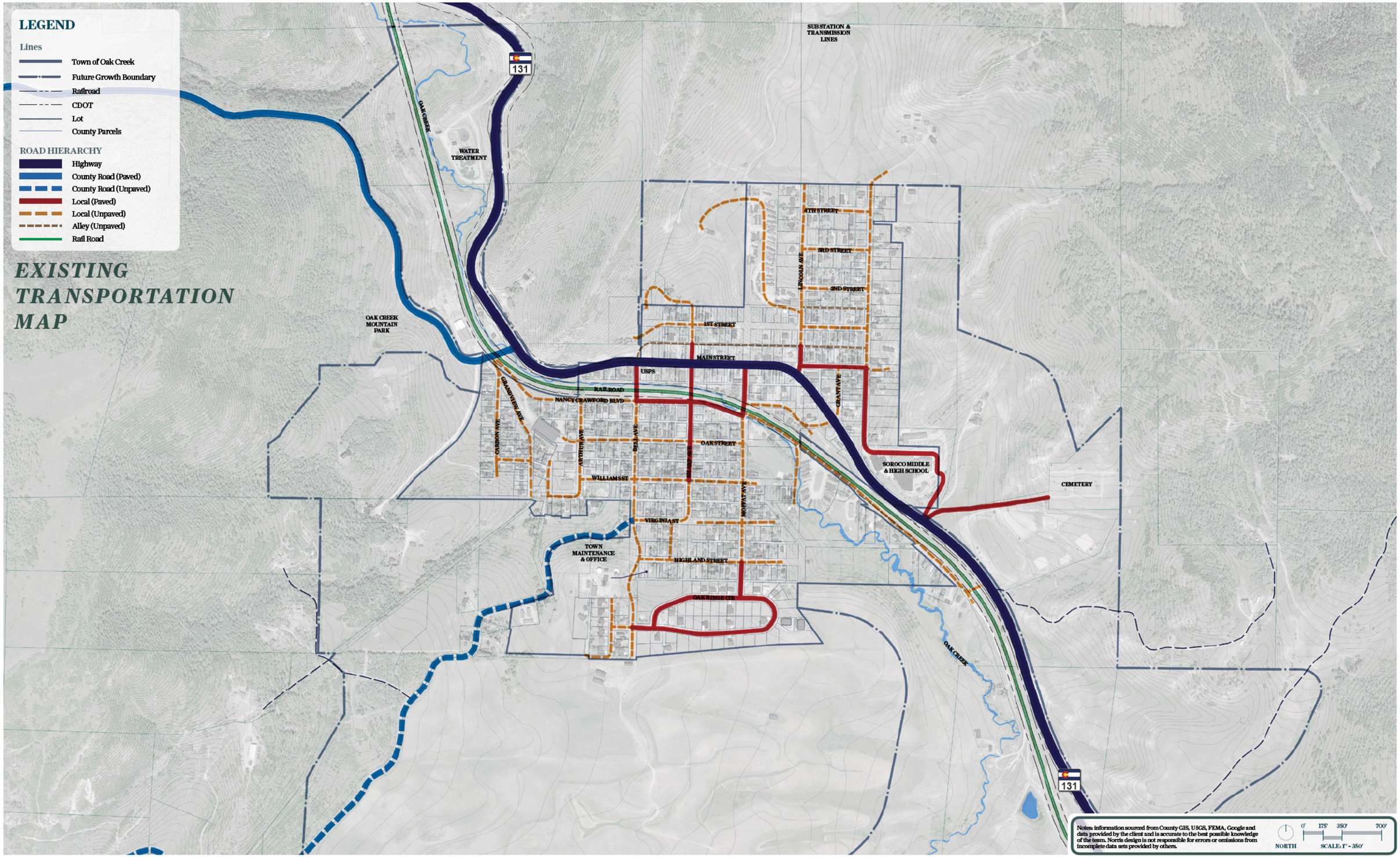
- Oak Creek Greenway and Restoration Conceptual Design Report ('Greenway Plan') prepared by DHM Design Corporation in October 2021
- Northwest 2050 Regional Transportation Plan prepared by Colorado Department of Transportation in partnership with the regional planning commission
- Town of Oak Creek Tramway Park Preliminary Master Plan prepared by Patten Associates, Inc in December 2017
- Mountain Rail Program Progress Report prepared by Colorado Department of Transportation in December 2024
- Routt County Master Plan prepared by Cushing Terrell in August 2022

Roadways

The Town of Oak Creek features a modest yet effective roadway system that accommodates both local and regional travel. At its center lies Main Street, which doubles as State Highway 131 (Photo 1)—owned and maintained by the Colorado Department of Transportation (CDOT). This 69-mile corridor stretches from US 40 in Steamboat Springs to I-70 in Wolcott, offering direct connectivity to nearby communities such as Phippsburg and Yampa. The posted speed limit

Photo 1. Entering Oak Creek via State Highway 131 (Main Street) from the South

EXISTING TRANSPORTATION MAP



is 25 miles per hour (mph) with feedback signs as you enter the Town in both directions. CDOT data indicates there are approximately 3,000 vehicles per day traveling on State Highway 131 through Oak Creek. Additionally, Routt County Roads 14, 25, and 27 intersect with Highway 131 near Oak Creek, enhancing regional access to surrounding towns and the expansive national forests of Routt County.

Main Street serves as the vibrant core of the Town of Oak Creek, home to thriving restaurants and businesses that depend on reliable transportation connections for both local and regional visitors. The street features one travel lane in each direction, complemented by on-street parking on both sides, and offers direct access to a network of local roads leading to residential neighborhoods, civic and medical offices, commercial establishments, Soroco Middle/High School, the Community Center, and various recreational destinations. Photo 2 provides a snapshot of Main Street.

Photo 2. Main Street at Bell Avenue (facing east)

The Town encompasses approximately six miles of local streets, of which only 15% are paved. The following local streets are currently paved:

North of Main Street

- N. Sharp Street between Main Street and the first alley
- Lincoln Avenue between Main Street and Myers Street
- Myers Street
- Grant Avenue south of Myers Street

South of Main Street

- Nancy Crawford Boulevard between Moffat Avenue and Bell Avenue
- Bell Avenue between Main Street and Nancy Crawford Boulevard
- S. Sharp Street between Main Street and Nancy Crawford Boulevard
- Moffat Avenue between Main Street and Oak Ridge Circle
- Oak Ridge Circle

Photo 3. Lincoln Avenue at Myers Street (facing north)

The remaining portions of these streets and the other local roads within the Town are unpaved, as shown in Photo 3. The majority of the north-south local streets have steep grades (up to 40%) due to the mountainous topography. The east-west streets and alleys provide a gridded network throughout the Town and direct access to driveways of homes.

Parking is permitted along Main Street and the local streets, except where signed as a no parking zone.

Active Transportation

Active transportation refers to any form of human-powered travel that involves physical activity as the primary mode of movement. It's most commonly associated with:

- Walking
- Cycling
- Scootering (non-motorized)
- Skating or rollerblading
- Using mobility aids like wheelchairs or walkers (when self-propelled)

Wheeling

A term to emphasize inclusive mobility, especially for people who rely on wheel-based devices to get around. Typically refers to the use of mobility devices that involve wheels but are not motorized. This includes wheelchairs, rollerblades or roller skates, kick scooters, skateboards, and other mobility aids.

Active transportation is a cornerstone of sustainable urban planning and public health because it:

- Reduces greenhouse gas emissions and traffic congestion
- Promotes physical fitness and mental well-being
- Enhances community interaction and livability
- Saves money on fuel and transit fares
- Is often supported by infrastructure like bike lanes, pedestrian paths, and safe crossings.

Residents and visitors in the Town of Oak Creek take full advantage of the outdoors, enjoying a wide range of activities such as hiking, biking, wildlife watching, fishing, cross-country skiing, and snowshoeing.

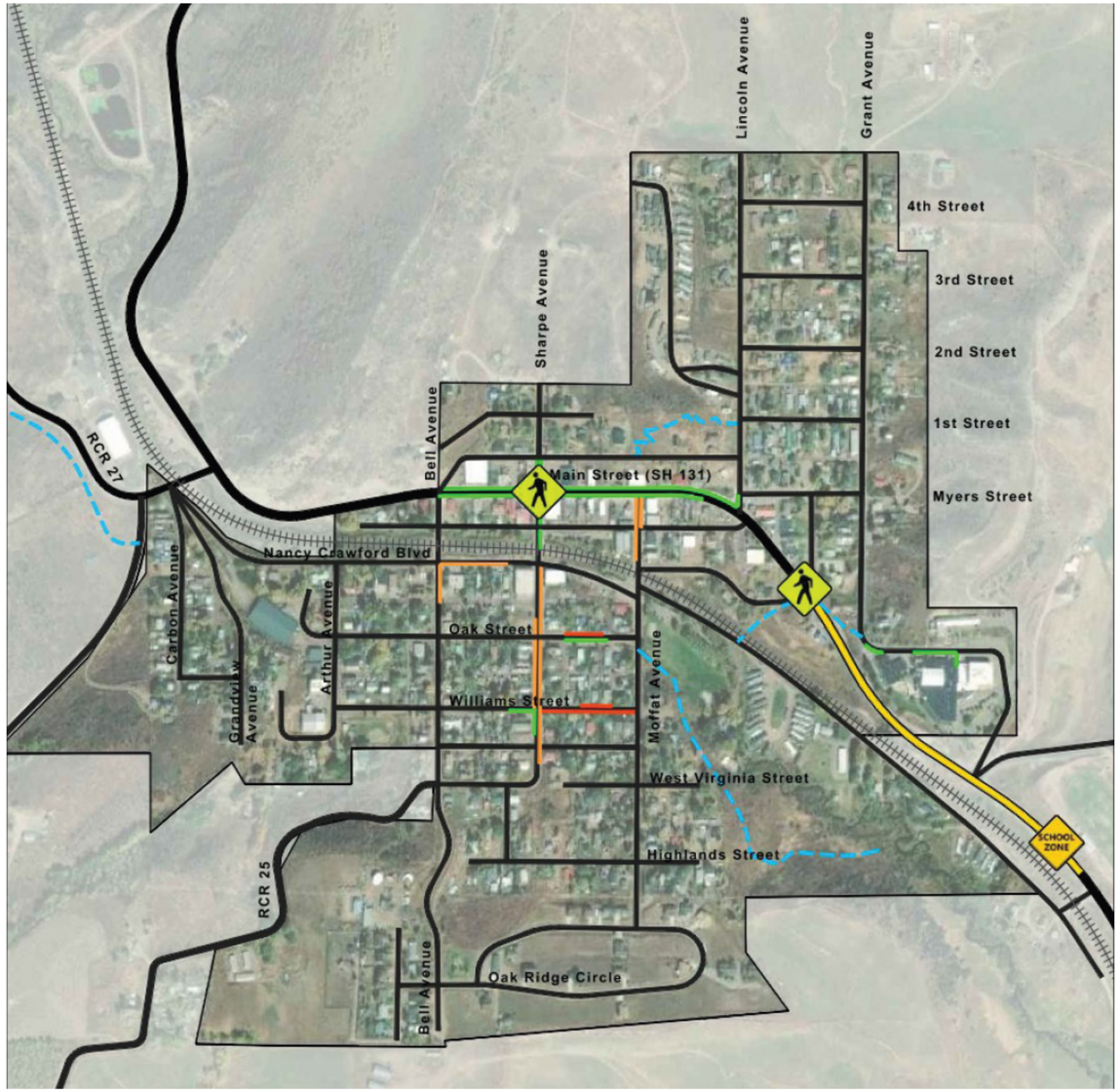
Currently, there is limited infrastructure for people walking, biking, and wheeling around Town. There are attached, concrete sidewalks along the following roadways:

- Main Street: 8-foot on both sides, between Bell Avenue and Lincoln Avenue
- Nancy Crawford Boulevard: 2-foot and 5-foot attached on south side between Bell Avenue and S. Sharp Avenue
- N. Sharp Avenue: 7-foot on both sides, between Main Street and first north alley
- S. Sharp Avenue: 7-foot to 10-foot on east side, between the first north alley to first south alley; 3-foot on both sides, from first south alley to south of Williams Street
- Moffatt Avenue: 5-foot on both sides, between Main Street and first south alley; 5-foot on west side, between first south alley to railroad
- Oak Street and Williams Street: portions between S. Sharp Avenue and Moffatt Avenue.

The sidewalks along and near Main Street are in fair to good condition; the remaining sidewalks are in poor condition and in need of repair. The residents are responsible for maintenance and repairs to sidewalks along their property, which requires enforcement.

There is a marked crosswalk on State Highway 131 at the bridge over Dodge Avenue to connect the students south of the highway to the school.

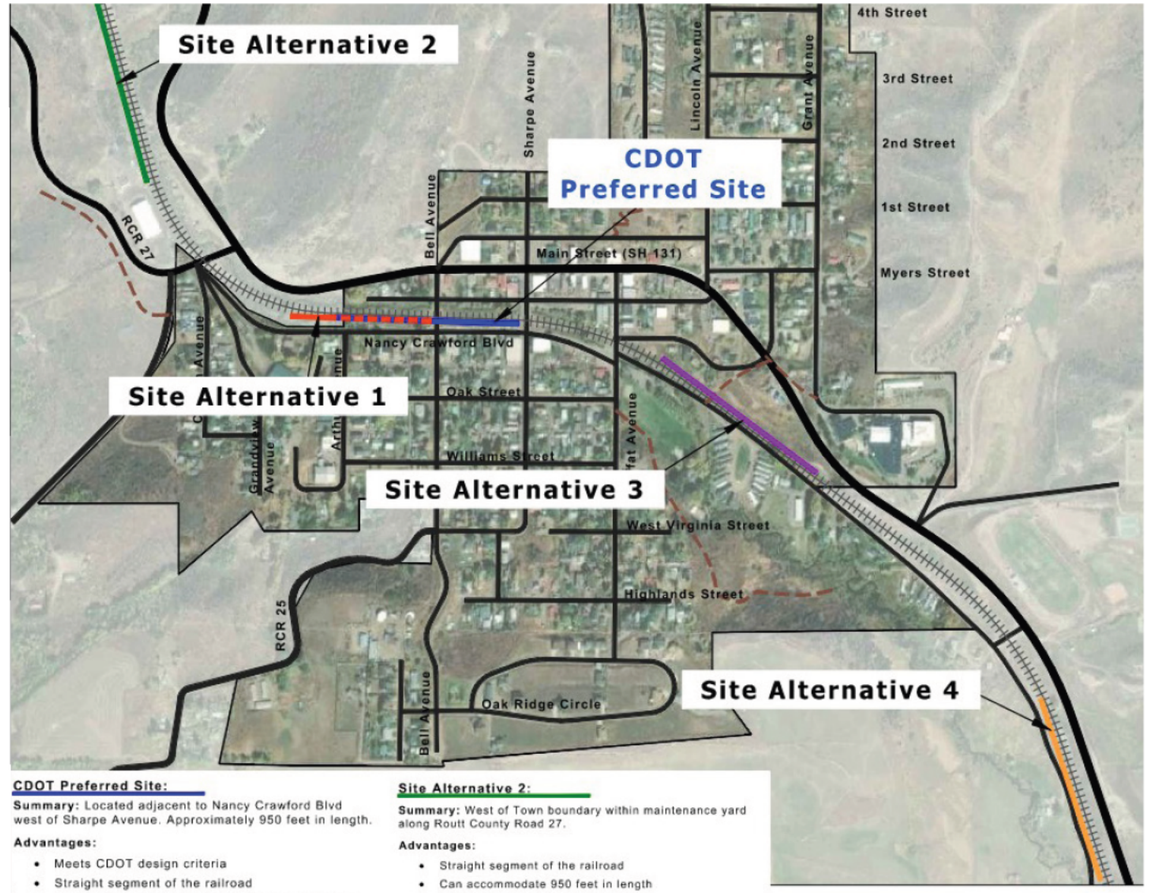
EXISTING ACTIVE TRANSPORTATION INFRASTRUCTURE



Legend

Existing Sidewalk (Paved) - Condition
- Excellent
- Good
- Fair
- Poor
- Existing Trail (Unpaved)
- School Zone with Reduced Speed Limit
- Marked Crosswalk

ALTERNATIVE MULTIMODAL TRANSIT STATION LOCATIONS FOR CONSIDERATION



CDOT Preferred Site:

Summary: Located adjacent to Nancy Crawford Blvd west of Sharpe Avenue. Approximately 950 feet in length.

Advantages:
- Meets CDOT design criteria
- Straight segment of the railroad
- Vacant land within Railroad ROW near downtown
- Can utilize existing roadways for connectivity
- Along the future Oak Creek Greenway alignment

Concerns:
- Requires closer of Bell Avenue
- Need to find property for a parking area

Site Alternative 1:

Summary: Same location as the CDOT site with a reduced length (minimum of 700 feet) and shifted slightly to the west.

Advantages:
- No road closures needed
- Meets CDOT design criteria
- Straight segment of the railroad
- Vacant land within Railroad ROW near downtown
- Can utilize existing roadways for connectivity
- Along the future Oak Creek Greenway alignment

Concerns:
- Shorter platform which may not allow all cars to disembark
- Need to find property for a parking area

Site Alternative 2:

Summary: West of Town boundary within maintenance yard along Routt County Road 27.

Advantages:
- Straight segment of the railroad
- Can accommodate 950 feet in length
- Town and County owned property
- Available property to provide parking
- Along the future Oak Creek Greenway alignment

Concerns:
- Not located near downtown
- Need to verify railroad grades are below 1.75%
- Need to construct roadways and paths to connect to downtown

Site Alternative 3:

Summary: East end of Town, east of Moffatt Avenue.

Advantages:
- Straight segment of the railroad
- Vacant land within Railroad ROW near downtown
- Can accommodate 950 feet in length
- Can utilize existing roadways for connectivity
- Along the future Oak Creek Greenway alignment

Concerns:
- Need to verify site meets CDOT criteria
- May impact adjacent private property owner
- Conflict with unofficial route used by students walking to school
- Need to find property for a parking area

Site Alternative 4:

Summary: Southeast of Town boundary, south of Dusty Trail

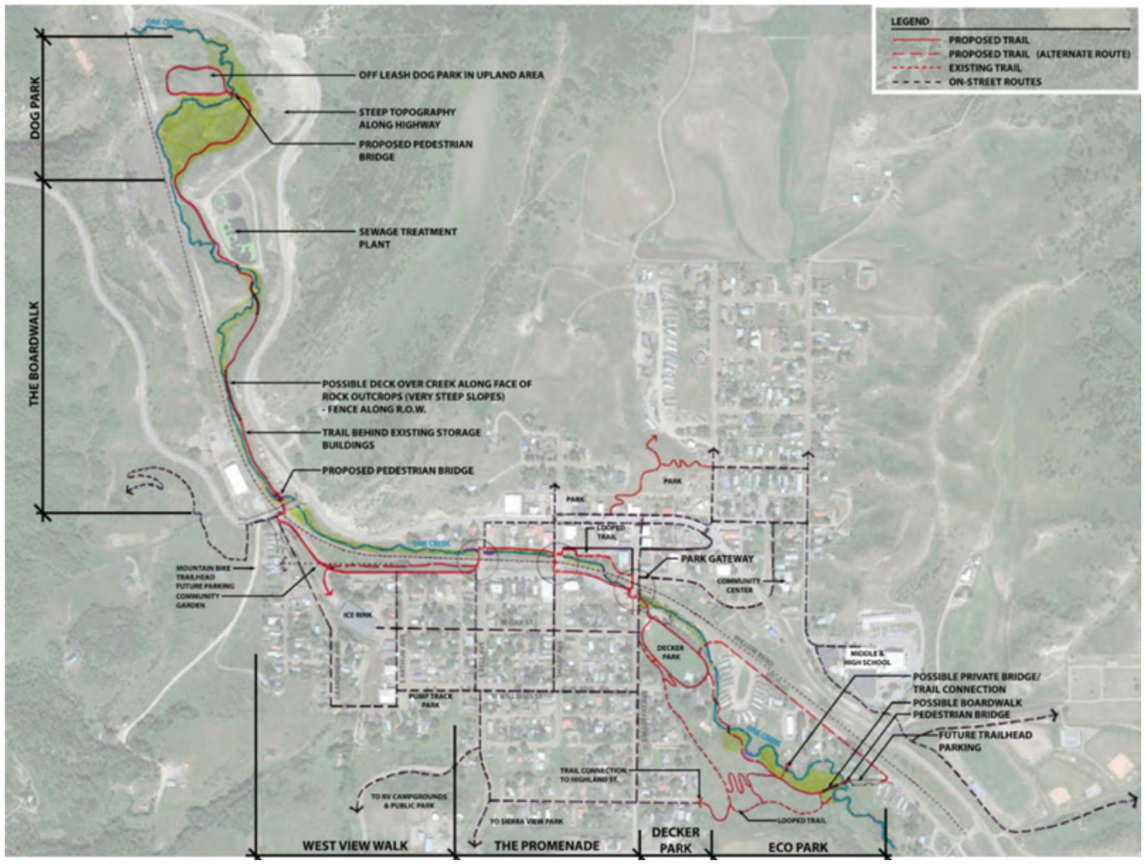
Advantages:
- Straight segment of the railroad
- Vacant lane within Railroad ROW
- Can accommodate 950 feet in length
- Along the future Oak Creek Greenway alignment

Concerns:
- Not located near downtown
- Need to verify site meets CDOT criteria
- Narrow segment of property and may impact Willow Bend alignment
- Need to find property for a parking area
- Need to construct roadways and paths to connect to downtown

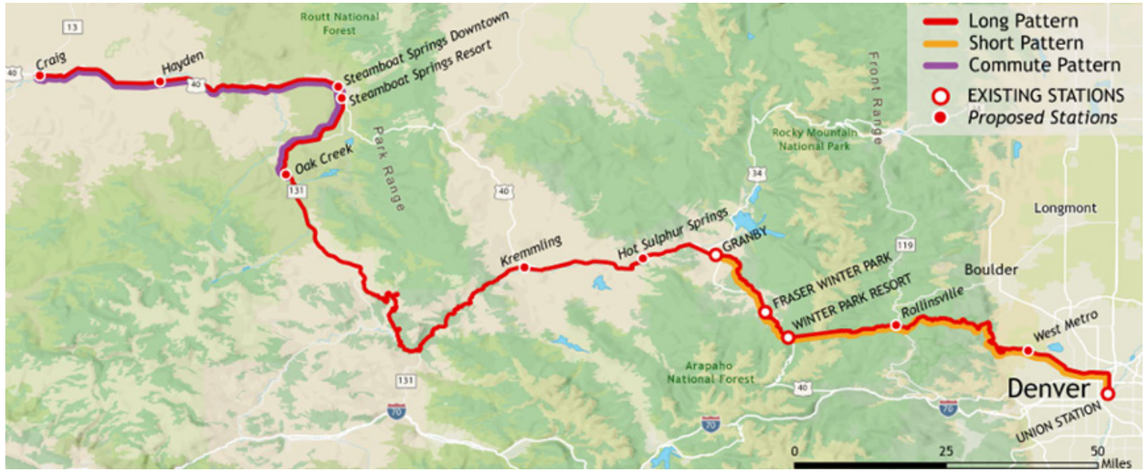
Recently, a signed and marked crosswalk was installed across Main Street on the west side of the intersection with Sharp Avenue.

While Oak Creek does not currently have designated bike lanes or paths, it remains a popular regional destination for road, gravel, and mountain biking enthusiasts. Cyclists are allowed to use roadway shoulders and travel lanes throughout the Town, unless otherwise indicated by signage. There are no known bike racks along or near Main Street to park bicycles as residents and visitors eat, drink, shop, or do business in Town.

There are limited connections between the existing active transportation infrastructure and between local destinations. The Oak Creek Greenway and Restoration Conceptual Design Report ('Greenway Plan') provides recommendations for creating a recreational amenity for residents and visitors along the existing creek for fitness, health, and connectivity. The creek originates in the Flat Tops Wilderness Area where alpine lakes and melt feeds the waterway. Through Town, the creek parallels Routt County Road 25, flows across the ridge, then parallels State Highway 131 until it joins the Yampa River south of Steamboat Springs. The Greenway Plan recommends implementing a greenway along 1.5 miles of the creek corridor, linking Eco Park, Decker Park, downtown, the ice rink, community gardens, Mountain Park trailhead, and the Upland area. The Oak Creek Greenway and Restoration Conceptual Design Report identifies a feasible route along the creek



Map 1. Conceptual Plan for Oak Creek Greenway and Pedestrian Connectivity (Source: Greenway Plan)



Map 2. CDOT Transit and Rail Division's Preferred Service Plan for Mountain Passenger Rail (Source: CDOT Mountain Rail Progress Report)

as well as on-street pedestrian facilities to provide a completed network, as shown in Map 1. Conceptual Plan for Oak Creek Greenway and Pedestrian Connectivity (Source: Greenway Plan).

Transit

Currently, the Town of Oak Creek does not operate its own transit service and other public transit services do not have stops within the community. However, there are a few transit options that can be utilized for regional travel with stops in nearby towns/cities.

CDOT provides regional transit services through the Town via their Bustang program. The Outrider Route 1001 travels between Craig and Denver once per day per direction with stops in Hayden and Steamboat Springs.

The Steamboat Springs Transit (SST) provides a free transit service throughout the City of Steamboat Springs that links downtown to the ski town area and the west area. The routes and frequencies change per summer and winter seasons. The Regional Line connects Steamboat Springs to Hayden, Milner, and Craig.

Railroad

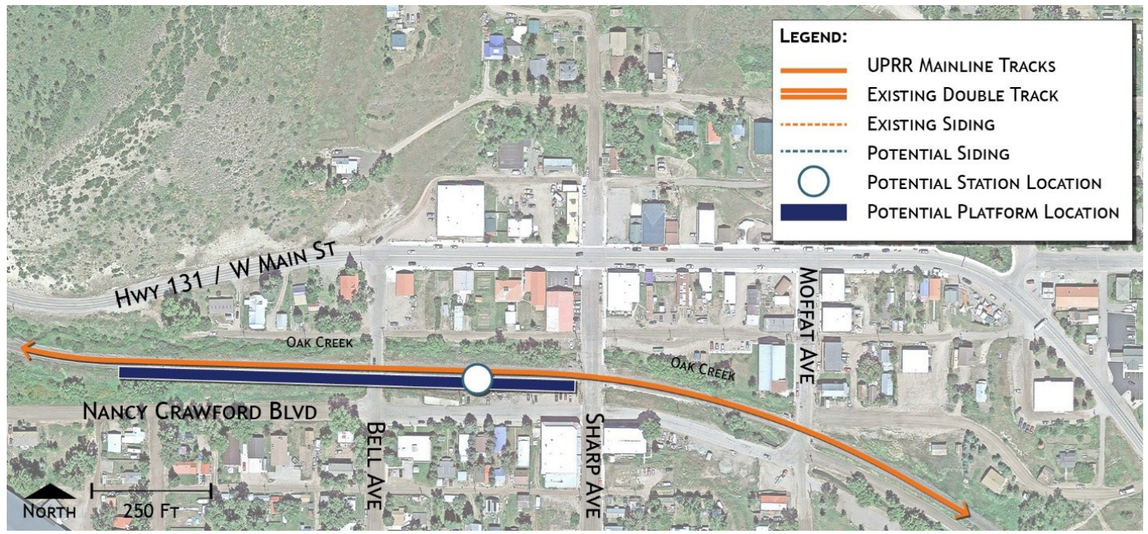
There is a single-track railroad, that parallels State Highway 131, which travels through the Town of Oak Creek (Photo 4. Existing Union Pacific Railroad through Oak Creek (facing west)). The railroad is currently owned by the Union Pacific and has been used to transport coal from Craig to Denver since 1909. Currently, there are three crossings within the Town boundaries (Bell Avenue, S. Sharp Avenue, and Moffatt Avenue)

Photo 4. Existing Union Pacific Railroad through Oak Creek (facing west)

with an additional two crossings on the edges of the Town (Routt County Route 27 and Willow Bend). All of the crossings are marked with signs, but only the crossings at Moffatt Avenue and Routt County Road 27 have gates and signals.

As coal mining continues to be reduced, the number of coal trains on this railroad have significantly reduced and there is an opportunity to use the rail line for passenger trains. In May 2025, the State of Colorado signed an agreement with the Union Pacific to utilize the existing rail for passenger services through the mountains for 25 years and 506,000 train miles. The goal for passenger rail is to reduce the number of vehicles on the state highways and interstates through the mountains, as well as provide a local and regional transit option to and between mountain communities. It is understood from discussions with the CDOT Transit and Rail Division that the preferred service plan will include one long route and two short routes. The long route will connect Craig to Denver through Oak Creek, Kremmling, and Winter Park. One short route will connect Denver to the Fraser Valley along the same rail line, and this will not connect to Oak Creek. The other applicable short route will travel between Oak Creek and Craig, with connectivity to Steamboat Springs and Hayden. The map of the mountain rail service plan is shown in Map 2. CDOT Transit and Rail Division's Preferred Service Plan for Mountain Passenger Rail (Source: CDOT Mountain Rail Progress Report).

CDOT found that there is high transit ridership in the South Routt County region, especially between Craig, Hayden, Steamboat, and Oak Creek. Data indicated that there was approximately 45,000 passengers per year utilizing the existing Bustang Outrider service (two buses per day). Hence, the plan to include a short route between Craig and Oak Creek. CDOT Transit and Rail Division proposes to have a new station within Oak Creek, which will need to accommodate both the long and short routes. It is envisioned that this station be a "multimodal transit station" to serve the passenger rail, local and regional bus or shuttle services, walking, biking, and wheeling. It is understood that passenger rail to Oak Creek will likely not occur before Year 2029.



Map 3. CDOT Transit and Rail Division's Conceptual Location for a Platform

Transit and Railroad Platform Considerations

CDOT Transit and Rail Division indicated that platforms are typically between 700 and 1,000 feet long with the larger length implemented at busy stations to meet fire code for egress and clear space. Mountain Rail is anticipated to have trains between 700 to 800 feet in length. The platforms will need to be between 15 and 20 feet in width. The track adjacent to the platform needs to be straight or as close as possible. There is an ADA maximum gap requirement that necessitates keeping tracks straight or barely curved; extreme curves require a bridge plate, which slows operations and adds complexity. The grades of the track at the platform should be as close to level as possible, but grades of up to 1.75% can be tolerated for mid-line stations as trains will not dwell unattended. Map 3 shows the potential station location in the Town of Oak Creek as identified by CDOT.

Refer to Figure 4 for alternative locations to accommodate the multimodal transit station that should be explored in partnership with CDOT. The advantages and concerns of each site are noted on the map.

EXISTING UTILITIES MAP

LEGEND

Lines

- Town of Oak Creek
- Future Growth Boundary
- Railroad
- CDOT
- Lot
- County Parcels

UTILITY

- Electric
- Communication
- Gas
- Sewer
- Storm Drain
- Water

SUB STATION & TRANSMISSION LINES
131
OAK CREEK
WATER TREATMENT
OAK CREEK MOUNTAIN PARK
4TH STREET
3RD STREET
2ND STREET
LINCOLN AVE
1ST STREET
MAIN STREET
USPS
RAILROAD
NANCY CRAWFORD BLVD
GRANDVIEW AVE
CARBON AVE
ARTHUR AVE
BELL AVE
OAK STREET
SHARP AVE
MOFFAT AVE
GRANT AVE
SOROCO MIDDLE & HIGH SCHOOL
CEMETERY
WILLIAMS ST
VIRGINIA ST
TOWN MAINTENANCE & OFFICE
HIGHLAND STREET
OAK RIDGE CIR
OAK CREEK
131

Notes: information sourced from County GIS, USGS, FEMA, Google and data provided by the client and is accurate to the best possible knowledge of the team. Norris design is not responsible for errors or omissions from incomplete data sets provided by others.

NORTH

0' 175' 350' 700'

SCALE: 1" = 350'

Background and Existing Conditions

Utilities & Infrastructure

Town utilities include water, wastewater and electric facilities, and a limited drainage system consisting of swales along roadways and culverts under the railroad tracks and certain intersections. The utilities currently serving the Town of Oak Creek are shown on the **Existing Utilities Map.**

Water

The water system consists of supply, storage, treatment, and distribution facilities. The Town owns water rights for 4.0 cubic feet per second (cfs) flow from Trout Creek and a .5 cfs flow from Oak Creek. **These water rights are adequate to supply a population more than double the current size of the Town.**

Sheriff's Reservoir, constructed in 1952 and located on Trout Creek approximately 13 miles southwest of town, provides 986 acre-feet of water storage. **Updating the spillway to meet State dam safety engineer requirements is identified as a priority capital improvement recommended in the 2025 Capital Improvement Plan.**

Raw water stored at Sheriff's Reservoir is diverted from Trout Creek into Oak Creek via the Rich Ditch. From Oak Creek, water is diverted into Oak Creek Reservoir, a 3 acre-foot settling/storage pond located approximately 2 miles southwest of town. **Enlargement of the Oak Creek Reservoir and/or increasing the capacity and reliability of Rich Ditch are important considerations for future capital improvements.**

The Oak Creek Water Treatment Plant, located on a hill at the southwest edge of Town, receives raw water from Oak Creek Reservoir via a 10-inch transmission main. Water is treated through a process of filtration and chlorination. The water treatment utility was originally constructed in the 1940's and has since been upgraded in 2008. The treatment plant is classified as a 'C' facility by the Colorado Department of Public Health and Environment. **Peak design capacity is estimated at 1 million gallons per day (mgd), with peak day demand estimated at no more than 0.6336 mgd.**

Treated water is stored in a 200,000 gallon tank originally constructed in 1975 and updated in 2008, and a newer 250,000 gallon tank constructed in 2008. Both storage tanks are located adjacent to the water treatment plant.

The distribution system has some areas of undersized mains, inadequate pipe loops and low pressure. Due to the size of the water lines, and the lack of unlooped water mains in some areas of town, water pressure and fire flow availability are also at unacceptable levels.

Wastewater

Oak Creek's sanitary sewer system consists of collection and treatment facilities. Wastewater is collected by gravity mains and routed into a secondary treatment process. The Town's wastewater treatment plant and lagoons are located at the west edge of Town between CR 27 and SH 131. The wastewater treatment plant underwent a major upgrade in 2009 – 2010. The collection system was upgraded in 2008 – 2009, although some of the older lines remain. **Peak treatment capacity is .8 mgd with current peak demand only .13 mgd.** All residential and commercial structures within Town are connected to the sanitary sewer system, although a few residential structures outside the Town boundary near CR 25 are still on septic systems.

Drainage

The drainage system is limited to drainage ditches and swales along roads, with short stretches of culverts underlying the railroad tracks and certain road intersections. As part of a downtown improvement program during the mid-1980's, new storm sewer lines with concrete drain pans and catch basins were installed from Main Street to Oak Creek in Sharp Street and in a half block of Moffat Avenue to the railroad.

Improvements to the Town's drainage system should be implemented concurrently with road and underground utility improvements. Therefore, a comprehensive understanding of the Town's drainage is an important first step in the Town's capital improvement program.

Electricity

Oak Creek owns its electric distribution system, with a substation located north of Town connected to a 138 KV transmission line. Power is distributed through overhead 2.4 KV and 15 KV lines. The Town purchases wholesale power from the Nebraska Municipal Power Pool and the Western Area Power Authority.

The Town completed an Electric Utility System 10-Year Master Plan in the summer of 2015 and has implemented actions to update and upgrade facilities and implement an annual maintenance schedule.

Solid Waste

Waste collection and disposal is contracted by the Town. The Town provides a special trash pickup in the summer to assist residents with the disposal of large items and junk. **The Town has also identified a need to protect bears by eliminating access to food found in trash bins. Accordingly, policy recommendations are provided in this section encouraging the Town to adopt regulations requiring bear proof trash containers in Town.**

Emergency Services

Law Enforcement

Mutual aid is provided by Routt County and the State Patrol to provide law enforcement within the Town of Oak Creek. **The community has identified the need for a more full-time, local, in-town police presence, and this is recommended as priority action item in this section of the Plan.**

Fire and Ambulance

The Oak Creek Fire Protection District includes the Town and extends east to Stagecoach, south to Phippsburg's northern boundary, west to the Cyprus mine, and to the northern end of Oak Creek canyon. The district is funded through a mil levy and is administered by an elected Board of Directors.

The fire district is comprised of full-time personnel and volunteers/reservists. Three fire stations house pumper, rescue, ladder and tanker trucks, command vehicles and ambulances. Two of the fire stations are located within Town (one at Old Town Hall and the other on Colfax Avenue just east of Moffat Avenue), and one is in Stagecoach. Mutual aid agreements are in place with Yampa, Hayden and Steamboat Springs emergency services districts.

> *"It would be really nice to have sidewalks along more streets."*
>
> *- Oak Creek Community Survey Response*

Photo 5. Crosswalk by Dodge Street Bridge: Needs crossing signs for awareness and safety or to direct pedestrians to the underpass

Photo 6. Crosswalk on Main Street at Sharp Avenue: Needs additional signs on the north side of the roadway for drivers traveling in the northwest direction

Key Issues & Challenges

Transportation

Key issues and challenges related to transportation, which are identified as priorities to be addressed through the 2025 Plan update, include:

Road conditions – muddy and dusty roads, potholes and washboard conditions, and safety issues at the edge of gravel.

- Gravel roads create dust and muddy conditions
  - » The cost of paving is expensive, and the utility infrastructure needs to be upgraded first

Sidewalk and walkway conditions - Some are crumbling and do not connect

- A majority of the sidewalks, except those on Main Street, are in need of repair or replacement
  - » Sidewalk maintenance is the responsibility of the property owners and an enforcement program is needed
- No designated bike lanes or paths
- No known bike racks along or near Main Street to support bicyclists
- Three (3) railroad crossings are missing gates and signals
- Signage is needed at the Dodge Street Bridge crosswalk and to direct pedestrians to the underpass in this location (Photo 5)
- Additional signage is needed at the crosswalk on Main Street at Sharpe Avenue (the northwest-bound direction should have the signs on the right-hand side (Photo 6)
- Need for permanent surfaced paths along known school routes (Photos 7 and 8)

Utilities and Infrastructure

Key issues and challenges related to the Town's infrastructure and services that were identified during the Comprehensive planning process include:

Water system

- **Sheriff's Reservoir** – spillway improvements and dam rehabilitation work is needed.
- **Water loss** – there are issues related to water loss / water quantity, and perceived problems related to water quality, which should be addressed through regular water quality testing and effectively communicating the test results with Town residents.

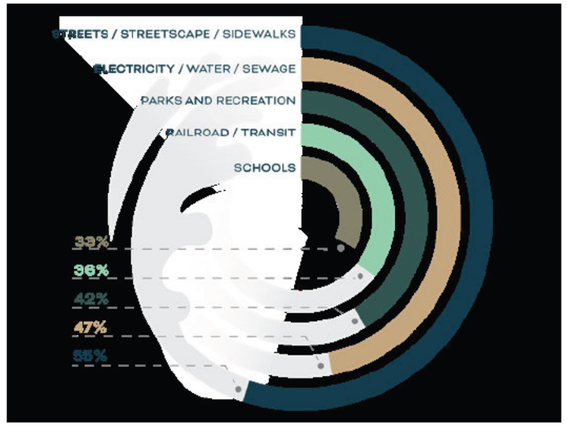
Cell coverage - There are some gaps in cell coverage that need to be addressed, particularly on Main Street near the grocery store.

Photo 7. Pedestrian created path off State Highway 131: Consider providing a paved path

Photo 8. Dodge Street Underpass - Safest Route for students walking to school

Community Input

The following community input has been provided on the topic of transportation, infrastructure and services, and this community input has been used to inform the goals, policies and actions recommended in this section of the Plan.



What changes do you want to see in Oak Creek? What ideas and priorities do you have for Town improvements?

Town Transportation & Infrastructure:

- Encourage opportunities for public transit

"Train stop in downtown center would be incredible!"

"I would really like to see rail services from Oak Creek to Craig and Gypsum or even Denver."

"Regular bus service to Steamboat."

- Oak Creek Community Survey Responses

- Road repairs and maintenance, dust control, and improved gravel roads and/or pavement
- Maintenance of existing sidewalks and walkways – some are crumbling, and additional sidewalks
- Improved storm water management and restoration of the Oak Creek waterway.
- Repair and update infrastructure – fix utilities and improve road conditions
- Funding - The town of Oak Creek needs to find a way to bring more income to the town government to make needed improvements to infrastructure.
- I would love to see more green energy. With the amount of sunshine we get, I'd like to see solar panels on the ice rink roof and all new builds.

Town Services

- A local police department / upgraded police presence, animal control, and code enforcement
- Better Town maintenance – fixing roads and drainage
- More social services programs, such as therapists

Desired Changes & Improvements

- Road maintenance and improvements
- Maintain sidewalks and walkways and add sidewalks along more streets
- Become a railroad town
  - » Rail service and train depot
  - » Tap into railroad grant opportunities
- Improve water and sewer infrastructure
  - » Ensure clean, safe drinking water
- Funding for infrastructure – water, roads
- Drainage improvements to redirect water away from properties
- More green energy
  - » Solar panels on the ice rink roof and all new builds

The community provided input on their concerns and desires for transportation improvements through surveys and public meetings. **The residents' highest concerns for the local streets are the dusty roads in the warm months and the muddy roads in the wet months related to the unpaved conditions of the majority of the streets. Residents would prefer the local streets be paved. It is understood that funding for paving would have to be acquired and any roadway paving would have to occur after underground utilities were upgraded.** The Town's priority is to maintain the existing paved segments to keep them in good condition and not create additional infrastructure needs in the future.

The town stakeholders identified the following transportation needs:

- Improve wayfinding through Town
- Implement traffic calming along Main Street
- Provide pedestrian connectivity
- Connect to regional trails
- Determine site of multimodal transit station
- Offer regional bus and/or vanpool services
- Prepare for passenger rail service

Key Priorities

Transportation

1. Enhance Roadway Infrastructure
2. Ensure Safe and Reliable Transportation Facilities
3. Establish and maintain an accessible multimodal network to connect to local and regional destinations.
4. Create Safe Routes to School

Utilities & Infrastructure

- Utility and road improvements
- Identify priority roads to be paved and explore alternative road treatments that are more cost-effective than paving for other roads.
  - » Consider certain roads for chipseal. The Town can evaluate the effectiveness of chipseal using test strip(s).
- Underground utilities need to be addressed and the utility improvements need to happen first (before road surfacing).
- Educate the community on the order of infrastructure improvements needed and the cost.
- Encourage opportunities for public transit
- Financing opportunities are needed to pay for infrastructure improvements.

OPPORTUNITIES

Key opportunities to capitalize on in the updated transportation plan, include:

- Partnering with Steamboat Springs Transit to provide local transit services
- Development of Mountain Rail will provide regional connectivity between Denver and Craig, with stops at key locations including Town of Oak Creek. The plan will likely include upgrades to railroad crossings with gates and signals.
- Implementation of the Greenway Plan to provide a connected trail throughout Town and activate the river corridor

Key benefits of road improvements that can be used to obtain funding include:

- » Clean water / improved water quality and stormwater management
- » Complete streets – improve safety for all modes of travel
- » Efficiency – proper order of improvements with utilities first

DESIGN AND ENGINEERING CONSIDERATIONS

Roadways - Follow the guidelines and standards set forth by AASHTO, MUTCD, and Routt County.

Active Transportation - Follow the guidelines and standards set forth by AASHTO, MUTCD, NACTO, and Routt County.

Capital Improvement Plan and Summary

As part of the Comprehensive Plan update, Baseline Engineering assisted the Town with developing an update to the Town's existing Capital Improvement Plan, addresing recommended capital replacement and maintenance plans for Town utilities, roads, public buildings, and equipment. The updated 2025 Capital Improvement Plan is included in the **Plan Appendix.** A summary of the priority capital improvements along with a copy of the Capital Improvements Map is provided in this chpater, in addition to goals, policies, and actions to guide implementation of these improvements over the coming years. The following capital projects have been identified as priorities for implementation:

Water System Improvements

- Water Distribution Replacement Plan Phase 2 Improvements - Replace water main and services throughout town, in the locations identified as "Phase 2" on the 2016 Water Distribution System Replacement Plan Phasing Map.
- Sheriff Reservoir Spillway Repairs - Update spillway to meet state dam safety engineer requirements.

Wastewater System Improvements

- Sanitary Sewer Collection Line Upgrades - complete the lining/replacement project that was not completed in 2009 on W. 1st Street.

Town Road Improvements

- Repair existing asphalt roads.
- Priority drainage improvements, including Bell Avenue storm sewer replacement, and Grant Avenue storm drainage improvements to separate storm and sanitary sewer and improve drainage at the school site.

Electrical System Improvements

- Power pole replacements/improvements - Inspection and repair/upgrade of poles and appurtenances as identified in power pole inspections.
- Additional Substation Line from Sweetland to Parker Addition - An additional line from the substation is required to provide necessary redundancy in the system.
- Main Feed Upsize/Underground Feeder - Installation of an underground feeder line from the substation to Lincoln Avenue.
- Switchgear Replacement - Replacement and upgrade of outdated equipment, including power plant protection, controls, and isolation electrical components.
- Upgrade the Town's Emergency Power Infrastructure - Emergency power requirements for Oak Creek need to be further investigated in the near future as the standby generator cannot handle current needs. Options to be evaluated include a new generator, a backup distribution feed from the Keystone Substation, or multiple generators.
- Expand the electrical system to Growth Area 1 in the Electric System Master Plan (Performance District 3 north of Town).

Town Facilities

- Install or upgrade security features at all Town facilities with priority given to the Public Works garage.
- Re-roof the existing Public Works Maintenance Garage/Shop and construct an additional Public Works garage.

Captial Improvements Summary Table

ITEM	LOCATION	DESCRIPTION	PRIORITY	COST
ELECTRICAL SYSTEM				
Pole Replacements / Improvements (Power Poles)	Town wide	Inspection and repair/upgrade of poles and appurtenances as identified in power pole inspections.	1	$109,000
Additional Substation Line (Line Extension Upgrades)	Sweetland to Parker Addition	Additional line from the substation is required to provide necessary redundancy in the system.	1	$218,000
Main Feed Upsize - Underground Feeder (Line Extension Upgrades)	Substation to Lincoln Avenue	Installation of underground feeder line from substation to Lincoln Avenue.	1	$189,000
Switchgear Replacement (Equipment)	Town wide	Replacement and upgrade of power plant protection, controls, and isolation electrical components.	1	$250,000
System Plan / Mapping	Town wide	Create paper and electronic GIS layer	1	$22,000
3 Phase Upgrade (Line Extension Upgrades)	Grant to Arthur Avenue	Run 3 phase line to upgrade availability of service	2	160,000
Underground Electric (Power Poles)	Town wide	Install underground electric throughout town	2	TBD

PRIORITY RANKING: 1 = 2025-2030 | 2=2030-2035 | 3=2035-2040 | 4/5/6=2040-2055

ITEM	LOCATION	DESCRIPTION	PRIORITY	COST
ELECTRICAL MASTER PLAN WITH MAINT SCHEDULE				
Annual Maintenance Plan (Year 1-5)	Town wide	Refer to Electric System Master Plan. Pole replacement, Transformer replacement, Conductor maintenance, Metering. Years 1-5 of 10 year plan.	1	$346,169
Growth Area 1 (Build Out)	Performance District 3 north of Town	"Performance District 3 north of town, 11 - 50kVA transformers with 4 consumers with 12.5kW demand each. 44 total consumers."	1	$428,210
Primary Transformer Protection	Oak Creek Substation transformer	The existing Oak Creek Substation transformer is protected by 138kV fuses that are not currently manufactured and are required to be built if they are blown. EEC recommends that Oak Creek investigate the addition of a 138kV Circuit Switcher for the primary protection of the transformer.	1	$180,700
Annual Maintenance Plan (Year 6-10)	Town wide	Install underground electric throughout town	2	$516,098
Growth Area 2 (Build Out)	Performance District 3, 4 and 5	Performance District 3/5 east of town parallel to Grant Ave, 3 - 50kVA transformers with 4 consumers with 12.5kW demand each in Performance Districts 3 and 4 - 25kVA transformers with 2 consumers with 12.5kW demand each in Performance District 5. 20 total consumers.	2	$259,282
Growth Area 3 (Build Out)	Performance District 4	"Performance District 4 south of town. 22 - 50kVA transformers with 4 consumers with 12.5kW demand each. 88 total consumers."	3	$980,280
Distribution Plan	Town wide and growth areas adjacent to Town	As the growth areas adjacent to town are developed and residential loads are added, it is important to develop a distribution plan to balance this load and lessen the strain on the existing system.	4	TBD
EMERGENCY POWER (TOWN TO SELECT ONE OPTION)				
New Generator (Option 1)	Town wide	A capital project will need to be performed to ensure that the backup power to the town can serve present and future loads. The purchase and installation of a new generator is the easiest option, but not the most cost effective, for reliable backup power.	1	$4,170,000
Emergency Distribution Feed (Option 2)	Town wide	In discussions with YVEA engineering staff, a backup distribution feed to the Town of Oak Creek is possible from the Keystone Substation.	1	$695,000
Multiple Generators (Option 3)	Town wide	Multiple generators would require additional building space, expanded fuel capacity, supplementary cabling and transformers as well as load sharing controls added to both units. To meet future load demands Oak Creek would need to purchase two additional 1500kW units to meet the 10 year growth demand.	1	$2,349,100
WATER & WASTEWATER				
AquaWorks Improvements (Water & Sewer Treatment)	TBD	TBD	TBD	
Water Distribution Replacement Plan Ph. 2	Town wide	Replace water main and services throughout town. Refer to 2016 "Water Distribution System Replacement Plan Phasing" map.	1	$8,327,209
Sheriff Reservoir Spillway Repairs	Sheriff Reservoir	Update spillway to meet state dam safety engineer requirements.	1	$5,600,000
Sewer Collection Line Upgrades	Town wide	Complete the lining/replacement project not done in 2009, e.g. W 1st Street	1	$2,355,382
Water Distribution Replacement Plan Ph. 3	Town wide	Replace water main and services throughout town. Refer to 2016 "Water Distribution System Replacement Plan Phasing" map.	2	$12,905,726
Manhole Rehabilitation	Town wide	Rehabilitate sanitary sewer manholes throughout town to reduce infiltration/ inflow of groundwater and reduce water treatment efforts.	2	$1,242,201
Water Distribution Replacement Plan Ph. 4	Town wide	Replace water main and services throughout town. Refer to 2016 "Water Distribution System Replacement Plan Phasing" map.	3	$3,649,081
Water Distribution Replacement Plan Ph. 5	Town wide	Replace water main and services throughout town. Refer to 2016 "Water Distribution System Replacement Plan Phasing" map.	4	$4,039,223

PRIORITY RANKING: 1 = 2025-2030 | 2=2030-2035 | 3=2035-2040 | 4/5/6=2040-2055

ITEM	LOCATION	DESCRIPTION	PRIORITY	COST
FACILITY IMPROVEMENTS				
Security Improvements (Administrative)	Town facilities	Install or upgrade security features at all Town facilities with priority given to the Public Works facilities.	1	TBD
Replace Police Vehicle (Administrative)	Police Dept	Replace one existing police vehicle.	1	$58,000
Public Works Garage	Public Works	Construct new building. 80'x120' = 9,600SF @ $400/SF = $3.84mil	1	$3,840,000
Re-roof Public Works Maintenance Garage/	Public Works	Re-roof Public Works Maintenance Garage/Shop	1	$100,000
Backhoe Replacement (Public Works)	Public Works	2015/2016	1	$217,500
Sand Truck (Public Works)	Public Works	Modify current PW truck to sand truck and replace PW truck	1	$72,500
Water Truck (Public Works)	Public Works	Purchase a water truck for proper unpaved roadway maintenance efforts	1	$72,500
Administration Vehicle (Administrative)	Town Administration	Purchase vehicle for Town admin. use.	2	$30,000
Town Hall Expansion (Administrative)	Town Hall	Expand Town Hall facilities for additional office space	3	$1,050,000
Mobile Data Terminals (Administrative)	Police Dept	Equip police vehicles with mobile data terminals	3	$43,750
Public Works Lean-To	Public Works	Public Works Lean-To - equipment storage. Waiting for information from Tom.	TBD	TBD
Equipment (Public Works)	Public Works	Need info from Tom.	TBD	TBD
Street Sweeper (Public Works)	Public Works	Purchase replacement	3	$131,250

PRIORITY RANKING: 1 = 2025-2030 | 2=2030-2035 | 3=2035-2040 | 4/5/6=2040-2055

ITEM	LOCATION	DESCRIPTION	PRIORITY	COST
RECREATION				
Complete Walking/ Hiking Trails	Town wide	This improvement is listed as an Action Item in the Town's February 2, 2011 Recreation Master Plan for providing numerous segments throughout the Town. The segment connecting Sierra View Estates to Moffat Avenue has been completed to the boundary of the subdivision, needs the easement relocated to the common line between Lots 18 and 19, and the trail completed to Oak Ridge Circle. Other segments throughout Town need connections.	1	TBD
Safe Routes To Middle/High School & Community Center	Schools and Community Center	This improvement is listed as an Action Item in the Town's February 2, 2011 Recreation Master Plan. Improvements will require road crossings and should be coordinated with Main Street Improvements.	1	TBD
Decker Park Improvements	Decker Park	This improvement is listed as an Action Item in the Town's February 2, 2011 Recreation Master Plan and identified three Improvement Options.	1	$239,250
Decker Park Garage & Storage Building	Decker Park	Vehicle and equipment storage	1	$123,250
Ice Rink Improvements	Ice Rink	This improvement is listed as an Action Item in the Town's February 2, 2011 Recreation Master Plan for exploring options for summer use, for example a portable skateboard park and other play space, and constructing a storage facility for equipment. May include enclosure of rink and refrigerated concrete.	1	TBD
Acquire Trail Easements	Town wide	Create needed connections	1	TBD
Recreation Master Plan Update	Town wide	Include capital facilities, programs and activities - ongoing project for 2013-2014	1	$36,250
Recreation Bus	Parks & Rec	Acquire recreation bus	1	$58,000
North Side Park	North Side Park	Acquire land and develop a park serving the north side of Town (Parker and Schempp's Addition); may include an area dedicated as an off-leash dog park.	1/2	TBD
Improve Oak Street (paving, sidewalks, etc)	Oak Street	This improvement is listed as an Action Item in the Town's February 2, 2011 Recreation Master Plan to enhance pedestrian connectivity between Decker Park and the Hockey Arena.	2	TBD
Create Mountain Bike course	Mountain Park	This improvement is listed as an Action Item in the Town's February 2, 2011 Recreation Master Plan for creating the course. Did the Mountain Park check this off?	2	TBD

PRIORITY RANKING: 1 = 2025-2030 | 2=2030-2035 | 3=2035-2040 | 4/5/6=2040-2055

ITEM	LOCATION	DESCRIPTION	PRIORITY	COST
RECREATION				
Moffat Street Enhancement	Moffat Avenue	Enhance pedestrian access and experience between Main Street and Decker Park along Moffat Avenue	2	TBD
Community Exercise Center	Community Center	This improvement is listed as an Action Item in the Town's February 2, 2011 Recreation Master Plan. (Space Station doing 24 hour access small facility) *Wait for info from focus group.	3	TBD
OAK CREEK GREENWAY				
Noxious Vegetation Management	Oak Creek Greenway	Succesfully manage noxious vegetation found throughout the property through adaptive management strategies to promote establishment of native vegetation. Development of a comprehensive noxious vegetation plan is recommended.	1	$10,600
Restorative Seeding and Planting	Oak Creek Greenway	Identify and prioritize locations for restoration seeding and planting based on noxious vegetation treatment efforts and other ground disturbance efforts. Restoration seeding of desired species should take place post noxious vegetation treatments or ground disturbing activities. Developing a restoration plan.	1	$12,500
Hazard Tree Management	Oak Creek Greenway	In areas used for recreational activities, monitor and manage trees for removal of hazardous limbs and hazardous dead snags or standing trees.	1	$4,200
Stream Management Planning Activities	Oak Creek Greenway	Develop stream set-back ordinance limiting development within 50+ feet of Oak Creek for all future development or redevelopment, subject to review and approval by Town. Promote/ Allow continued beaver activity A - sign upkeep along stream channel. Annual River Clean Up/ SignagePromoting Clean River.	1	$900
Stream Restoration/ Improvement Activities	Oak Creek Greenway	Install grade control structures (Decker Park Reach). Install stabilized cobble point bars and engineerd pools to provide both recreational opportunities for swimming, waterplay, etc. and improved habitat diversity (Decker Park Reach). Remove large beaver dam below water treatment facility.	1	$121,000
Stream/Riparian Restoration	Oak Creek Greenway	Establish stream channel use and function (recreation vs. ecological enhancement/ creation). Install floodplain/wetland benches. Flooplain connectivity/wetland enhancement. Riparian Plantings. Culvert Replacement(s). Bank stabilization	1	$176,000
Terrestrail Restoration	Oak Creek Greenway	Restore and enhance vegetatative communities to improve eclogical function of the site. Establish native vegetation with seeding and planting activities. Monitor establishment of native vegetation and manage noxious vegetation.	1	$19,800
Utilization and co-op between agricultural users	Oak Creek Greenway	Work with Highwater Farms to understand current agricultural needs with how they relate to the ecological function and restoration of the property. Identify and prioritize fish habitat improvement opportunities.	1	$3,000

PRIORITY RANKING: 1 = 2025-2030 | 2=2030-2035 | 3=2035-2040 | 4/5/6=2040-2055

ITEM	LOCATION	DESCRIPTION	PRIORITY	COST
OAK CREEK GREENWAY				
Land Acquisition	Oak Creek Greenway		1	TBD
Goat Grazing	Oak Creek Greenway	Utilization of goats to control unwanted vegetation.	3	$18,875
TRAMWAY PARK NEIGHBORHOOD				
Paving	Tramway Park Neighborhood	Material Testing ($57K), 3rd Party CM ($96K), Cost Esc. ($1.148M), Mobilization ($144K), Survey ($38K), Traffic Control ($57K)	6	4,216,712
Engineering	Tramway Park Neighborhood	TBD	6	TBD
Site Work & Utilities	Tramway Park Neighborhood	TBD	6	TBD
Building Construction	Tramway Park Neighborhood	TBD	6	TBD
Utilization and co-op between agricultural users	Tramway Park Neighborhood	Work with Highwater Farms to understand current agricultural needs with how they relate to the ecological function and restoration of the property. Identify and prioritize fish habitat improvement opportunities.	1	$3,000
PAVING IMPROVEMENTS				
Repair Existing Asphalt Roads	Bell Avenue, Sharp Avenue, Moffat Avenue, Nancy Crawford Blvd., Myers Street, Grant Avenue	RotoMill/Overexcavation/ Preparation, Asphalt Overlay & Full Depth Repairs	1	$1,829,969
Industrial Road Asphalt Paving	Nancy Crawford Blvd, S Arthur Avenue	Overexcavation/Pit Run/Class 6, HMA, Chip Seal option	2	$1,941,640
North-South Street Paving	Grant Avenue, Lincoln Avenue, Moffat Avenue, Sharp Avenue, Bell Avenue, Oak Ridge Drive	Overexcavation/Pit Run/Class 6, HMA, Chip Seal option	3	$7,063,182
West End Paving	Grandview Avenue, Carbon Avenue	Overexcavation/Pit Run/Class 6, HMA, Chip Seal option	4	$1,979,974
East-West Street Paving	E. 4th Street, E. 3rd Street, E. 2nd Street, 1st Street, Oak Street, Williams Street, Virginia Avenue, Highland Street	Overexcavation/Pit Run/Class 6, HMA, Chip Seal option	5	$7,330,508
Tramway Area Paving	Tramway Park Neighborhood	Overexcavation/Pit Run/Class 6, HMA, Chip Seal option	6	$4,216,712

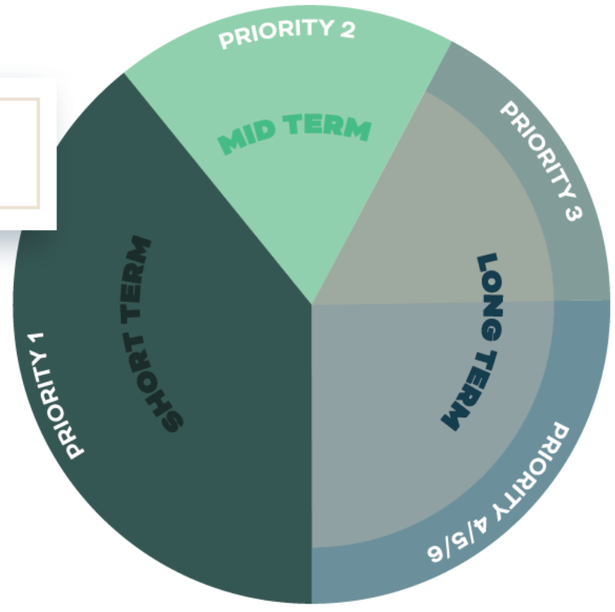
PRIORITY RANKING: 1 = 2025-2030 | 2=2030-2035 | 3=2035-2040 | 4/5/6=2040-2055

DRAINAGE IMPROVEMENTS				
Bell Avenue Storm Sewer Replacement	Bell Avenue	Replace the storm sewer manhole and inlet in the intersection of Bell Avenue and Nancy Crawford Blvd. Replace the storm pipe in this intersection and also the storm pipe draining to the intersection down Bell Avenue from Oak Street.	1	$212,608
Grant Avenue School Storm Drainage	Grant Avenue by the school	Separate storm and sanitary sewer. Improve drainage at school site.	1	$200,000
N. Sharp Avenue Storm Sewer Extension	N. Sharp Avenue	N. Sharp Ave. drainage north from Main Street to the north side of E. 1st Street.	2	$329,708
Parker Neighborhood Storm Drainage	Parker Neighborhood	Build out storm drainage in entire Parker Neighborhood.	3	$1,269,757
Williams Street Storm Drainage	Williams Street	Groundwater management and general drainage improvements	3	$557,018

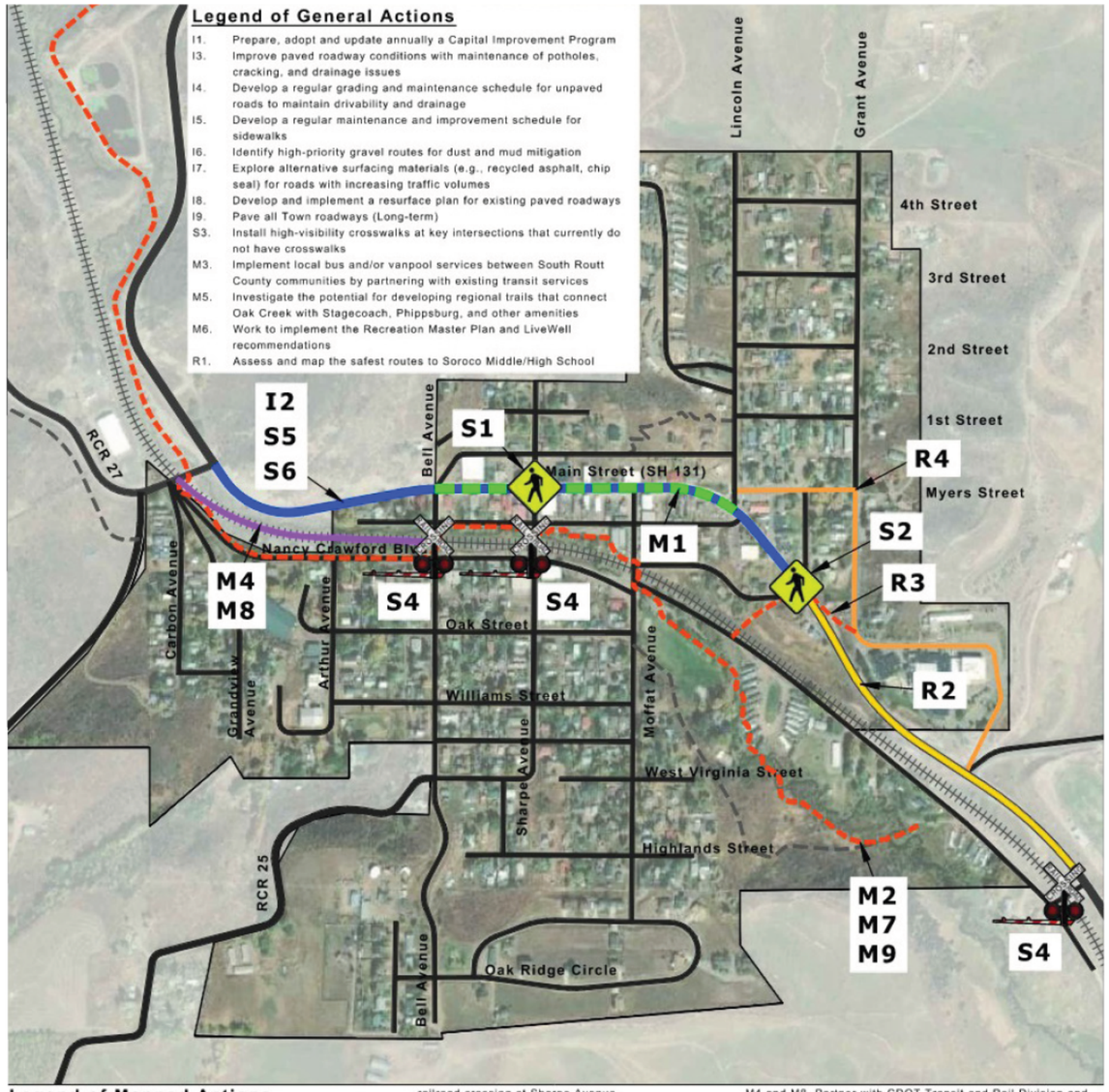
PRIORITY RANKING: 1 = 2025-2030 | 2=2030-2035 | 3=2035-2040 | 4/5/6=2040-2055

COST BY PRIORITY TIMEFRAME			
SHORT TERM PRIORITY 1 | 1-4 YEARS	MID-TERM PRIORITY 2 | 5-10 YEARS	LONG TERM PRIORITY 3-6 | >10 YEARS	TOTAL COST
$34,021,048	$16,142,454	$36,415,072	$86,578,574

40% of improvements are listed as PRIORITY 1



PROPOSED ACTIONS MAP



TIS Goal 1
Enhance Roadway Infrastructure

TIS Policy 1.1
Support the preservation and enhancement of gravel roads through targeted maintenance, safety upgrades, and sustainable surface treatments that reflect local conditions and usage patterns.

TIS ACTION 1.1 (0-5 YEARS)

A. Install wayfinding signs along Main Street for local destinations, such at Town offices, retail areas, schools, the museum, and recreational areas.

B. Develop a regular grading and maintenance schedule for unpaved roads to maintain drivability and drainage.

C. Identify high-priority gravel routes for dust and mud mitigation.

D. Explore alternative surfacing materials (e.g., recycled asphalt, chip seal) for roads with increasing traffic volumes.

TIS Policy 1.2
Implement environmentally responsible practices and long-term maintenance strategies that preserve infrastructure and reduce lifecycle costs.

TIS ACTION 1.2 (0-5 YEARS)

A. Prepare, adopt and update annually a Capital Improvement Program that will prioritize the installation of necessary underground utilities, paving of key streets, upgrade of unpaved roads to graded, gravel condition, and adequate maintenance of the entire road network.

B. Improve paved roadway conditions with maintenance of potholes, cracking, and drainage issues.

C. Develop a regular maintenance and improvement schedule for sidewalks.

D. Develop and implement a resurface plan for existing paved roadways. (6-10 Years)

E. Pave all Town roadways. (>10 Years)

TIS Goal 2
Ensure Safe and Reliable Transportation Facilities

TIS Policy 2.1
Prioritize safety improvements across all transportation modes to reduce accidents and support secure travel for all users.

TIS ACTION 2.1 (0-5 YEARS)

A. Increase police presence along Main Street to enforce speed limits and traffic laws.

TIS Policy 2.2
Design and manage transportation infrastructure to minimize crashes and improve safety for all users.

TIS ACTION 2.2 (0-5 YEARS)

A. Install pedestrian crossing signs on north side of Main Street at existing crossing at Sharp Avenue to "gate" the crosswalk and place the northwest-bound signs on the correct side of the road.

B. Install pedestrian crossing signs at the existing crosswalk over the Dodge Street bridge or remove the crosswalk and direct pedestrians to use the underpass.

C. Install high-visibility crosswalks at key intersections that currently do not have crosswalks.

D. The Town shall work with the Union Pacific Railroad on improving the condition of the railroad rights-of way and increasing safety of railroad crossings within Town boundaries.

- » Update the railroad crossings with signals and gates at Bell Avenue and Willow Bend.
- » Add gates to the railroad crossing at Sharp Avenue

E. Implement Traffic Calming strategies along Main Street to reduce speeds and enhance safety. (6-10 Years) Explore alternatives for traffic calming such as:

- » Gateway features at entrances to Town (decorative signage, lighting, landscaping, pavement texture changes, or colored crosswalks)
- » Reduced lane widths with pavement markings to visually narrow the cross section
- » Center medians or islands for visible narrowing of the travel lane and added safety for people crossing (temporary planters or permanent with vertical installation)
- » Street trees and vertical features (banners, sidewalk furniture, planters)
- » Curb extensions at either end of town and at critical pedestrian crossing locations (temporary with planters and street furniture)

TIS Policy 2.3
Enforce maintenance requirements for sidewalks to be maintained by individual property owners.

TIS Goal 3
Establish and maintain an accessible multimodal network to connect to local and regional destinations

TIS Policy 3.1
Require well-connected streets, sidewalks, trails and bike paths/lanes as part of new development.

TIS Policy 3.2
Prioritize multimodal infrastructure investments to support accessibility by non-auto modes of travel.

TIS ACTION 3.2

A. Determine optimal locations for bike racks and proceed with installation along and near Main Street. (0-5 Years)

B. Investigate the potential for developing regional trails that connect Oak Creek with Stagecoach, Phippsburg, Yampa and other amenities. (6-10 Years)

C. Work to implement the Recreation Master Plan and LiveWell recommendations to improve walkability and connectivity throughout Town. (6-10 Years)

TIS Policy 3.3

Integrate land use and transportation planning to ensure that new developments are designed to support multimodal access.

TIS Policy 3.4
Collaborate with local and regional transit agencies to provide transit service to and from the Town of Oak Creek with adequate frequency and connectivity.

TIS ACTION 3.4

A. Implement local bus and/or vanpool services between South Routt County communities by partnering with existing transit services that can facilitate a local service (example of services: SST Yellow Zone, Link by RTD, Uber Shuttle, Colorado Mountain Airport Shuttle, Mountain Express). (0-5 Years)

B. Work with CDOT Transit and Rail Division to solidify the location for the future multimodal transit station which meets the design requirements and reduces the impacts to the Town's character, connectivity, and needs while supporting all multimodal travel. (0-5 Years)

C. Figure 4 provides alternative locations for the multimodal transit stations that should be explored in partnership with CDOT and notes advantages and concerns of each site.

D. Partner with CDOT Transit and Rail Division and Routt County to construct the multimodal transit station. (6-10 Years)

TIS Policy 3.5
Maintain year-round connectivity including snow removal and surface maintenance.

TIS Goal 4

Create Safe Routes to School

TIS Policy 4.1

Encourage active transportation to school by promoting walking, biking, and wheeling through education campaigns, community events, and school-based programs.

TIS Policy 4.2

Ensure that all transportation projects near schools incorporate safety features for children walking, biking, or wheeling to school.

TIS ACTION 4.2

A. Improve lighting and signage in the school zone. (0-5 Years)

B. Pave a path from Main Street to the Soroco Middle/High School along the existing worn trail. (6-10 Years)

C. Pave a path/sidewalk on Myers Street and Grant Street leading to the Soroco Middle/ High School. (6-10 Years)

TIS Policy 4.3

Involve parents, students, and school staff in identifying barriers and shaping solutions through walk audits and public input to ensure the Safe Routes are the most appropriate.

TIS ACTION 4.3

A. Assess and map the safest routes to Soroco Middle/High School for students walking, biking, wheeling, or using mobility devices, while evaluating the need for paved paths and sidewalks throughout Town. (0-5 Years)

   » Determine the infrastructure needs for these routes (i.e. sidewalks, signage, slower speeds, paving or other surface treatment)

   » Identify locations with blind corners, severe grades, and poor surface condition and determine solution for improved safety.

TIS Policy 4.4

Actively seek state and federal grants (e.g., CDOT SRTS program) to support Safe Routes to School infrastructure improvements and educational outreach.

TIS Goal 5

Improve Town infrastructure and services in a manner that protects Oak Creek's small-town town character and supports sustainable growth and development in accordance with the recommendations of this Plan.

TIS Policy 5.1

Continue to monitor the capacity and functionality of Town utilities on an ongoing basis, and plan for necessary upgrades to meet current and projected future Town service needs and ensure Town utilities meet or exceed all relevant environmental regulations.

TIS ACTION 5.1

A. Address critical infrastructure needs and public health & safety priorities.

B. Secure necessary funding and implement the Priority 1 utility infrastructure, drainage and road improvements identified in the Capital Improvements Plan.

DRAINAGE:

TIS Policy 5.2

Natural drainage courses shall be retained to the greatest extent possible.

TIS Policy 5.3

Improvements to the Town's drainage system should be implemented concurrently with road and underground utility improvements.

TIS ACTION 5.3

A. Explore and pursue hazard mitigation funding to implement the priority drainage and culvert repair projects identified in the Routt County Hazard Mitigation Plan, to mitigate flooding hazards, including the culvert at Moffat Avenue and Nancy Crawford Boulevard.

B. Prepare a comprehensive drainage study to assist with decisions regarding new development, the improvement of water quality, and future road and underground utility projects.

C. Adopt standards for drainage system design and construction that apply to all public and private development projects.

WATER INFRASTRUCTURE:

TIS Policy 5.4

Ensure clean, safe drinking water.

TIS ACTION 5.4

A. Regularly perform water quality testing and communicate the test results to Town residents.

WASTEWATER INFRASTRUCTURE:

TIS Policy 5.5

Ensure the town continues to maintain and improve wastewater infrastructure

TIS ACTION 5.5

A. Implement improvements to the Town's storm sewer system recommended in the 2025 Capital Improvement Plan to address water loss issues (and simultaneously address drainage problems).

ELECTRICITY:

TIS Policy 5.6

Ensure the town's electrical infrastructure is upgraded as growth continues.

TIS ACTION 5.6

A. Update the Electrical Power System Distribution Study as growth requires, no less than every 10 years.

B. Consider and support development of sustainable public and private utilities such as wind, solar, and geothermal energy.

C. Consider net metering for individual residential units.

COMMUNICATION INFRASTRUCTURE:

TIS Policy 5.7

Facilitate cell service improvements.

TIS ACTION 5.7

A. Work collaboratively with regional partners to identify gaps in cell service coverage and plan for adding additional services as determined necessary.

SOLID WASTE:

TIS Policy 5.8

Protect bears by eliminating access to food found in trash bins.

TIS ACTION 5.8

A. Adopt regulations requiring bear proof trash containers in Town.

COMMUNITY SERVICES:

TIS Policy 5.9

Increase law enforcement and code enforcement within Town.

TIS ACTION 5.9

A. Hire a code enforcement officer or contract code enforcement services and implement town code enforcement to address abandoned and unmaintained properties throughout town (Also reference LU Action 3.7.A.1.).

B. Establish a local police department / upgraded local police presence and animal control.

C. Work collaboratively with community non-profit and volunteer organizations to organize an Annual Town Cleanup Day.

IMPLEMENTATION AND FUNDING:

TIS Policy 5.10

Establish sustainable funding sources to fund recommended town infrastructure improvements as well as the costs of ongoing town maintenance and allocation of community services.

TIS ACTION 5.10

A. Implement a lodging tax or other taxes or fees to provide funding for town infrastructure improvements.

B. Create an asset management program for town infrastructure improvements and maintenance.

IMPLEMENTATION ACTION PLAN

The following phased implementation plan outlines the recommended action items to be pursued in the years ahead, to implement the goals and policies set forth in the Plan.

Timeline:

The implementation process is not perfectly sequential, but there are some actions that need to be initiated before others, to address immediate community priorities and lay the foundation for success. For each action, the following timeframes are provided as guidelines:

- Immediate: 0-1 year
- Short-term: 1-3 years
- Mid-term: 3-5 years
- Ongoing and Long-term: To be pursued on and ongoing basis and/or long term over a 10-year timeline

Partnerships and Funding:

Plan implementation will require a coordinated approach that is led by the Town and involves numerous partners. The implementation table identifies potential partners to engage in various actions, and funding mechanisms that can be explored to help fund these initiatives. Additional information on potential funding mechanisms that can be investigated is provided in the **Appendix**.

Key Themes Addressed & Co-Benefits:

Many of these action items implement goals and policies in multiples sections of the Plan. The table identifies the various Plan themes that will be concurrently implemented through each action item.

Regional Collaboration:

Regional planning strategies that will be implemented in collaboration with regional partners agencies are highlighted. The Town of Oak Creek will participate in these efforts in partnership with other regional entities, and will likely not need to serve as the lead agency to guide implementation of these actions.

Capital Improvements:

RActions that implement town capital improvement projects recommended in the Town of Oak Creek Capital Improvement Plan are marked with an 'X'. The Capital Improvement Plan is included in the **Appendix**. The Plan provides guidance for the prioritization and funding of projects and should be reviewed and updated frequently.

Key Themes

- COMMUNITY VISION, IDENTITY, & CHARACTER
- LAND USE
- ECONOMIC DEVELOPMENT
- HOUSING
- TRANSPORTATION, INFRASTRUCTURE, & SERVICES
- NATURAL RESOURCES, OPEN SPACE, PARKS & RECREATION
- FUNDING
- PARTNERSHIPS

= Regional Planning Strategies

= Capital Improvement Plan

= Regional Planning Strategy & Capital Improvement Plan

Immediate Implementation Priorities (to be pursued within the first year)

Low-Hanging Fruit to address key items requested by the community

KEY THEMES ADDRESSED	ACTION	POTENTIAL PARTNERS	RECOMMENDED FUNDING MECHANISMS
	· TIS Action 5.9.B.: Establish a local police department / upgraded local police presence and animal control.	· RCEDP	· Region 10 Grant Resources (RCEDP)
	· TIS Action 5.9.C.: Work collaboratively with community nonprofit and volunteer organizations to organize an Annual Town Cleanup Day.	· Community non-profit / volunteer organizations	
	· TIS Action 5.9.A.: Hire a code enforcement officer or contract code enforcement services and implement town code enforcement to address abandoned and unmaintained properties throughout town (Also reference LU Action 3.7.A.1.).	· Routt County Sheriff's Office · Brother's Redevelopment	· 'Single Family Housing Repair Loans and Grants (CHFA) · Housing Planning Grant (DOLA) · Multifamily Housing Loan Guarantee Program (CHFA), · Community Development Block Grants (OEDIT)

Short Term Implementation Priorities (to be pursued within the first 1-3 years)

Exploring, Planning and Laying the Foundation for Success

KEY THEMES ADDRESSED	ACTION	POTENTIAL PARTNERS	RECOMMENDED FUNDING MECHANISMS
	· TIS Action 5.1.A.: Address critical infrastructure needs and public health safety priorities.	· Routt County	· Community Development Block Grants · Community Builders and Loan Fund (NWCCOG) · Urban renewal resources
	· TIS Action 5.1.B.: Secure necessary funding and implement the Priority 1 utility infrastructure, drainage and road improvements identified in the Capital Improvements Plan.		· Community Development Block Grants · Community Builders and Loan Fund (NWCCOG) · Urban renewal resources
	· TIS Action 5.3.B.: Prepare a comprehensive drainage study to assist with decisions regarding new development, the improvement of water quality, and future road and underground utility projects.	· Routt County Public Works (for land outside town limits)	· Community Development Block Grants · Community Builders and Loan Fund (NWCCOG) · Urban renewal resources
	· TIS Action 5.3.C.: Adopt standards for drainage system design and construction that apply to all public and private development projects.		· Community Development Block Grants · Community Builders and Loan Fund (NWCCOG) · Urban renewal resources
	· TIS Action 5.7.A.: Work collaboratively with regional partners to identify gaps in cell service coverage and plan for adding additional services as determined necessary.	· Routt County · Cell and internet service providers	
	· TIS Action 5.8.A.: Adopt regulations requiring bear proof trash containers in town.		
	· TIS Action 1.1.A.: Install wayfinding signs along Main Street for local destinations, such as the Town of Oak Creek offices, retail areas, schools, the museum, and recreational areas.	· Colorado Department of Transportation (CDOT)	· Revitalizing Main Streets (RMS) Grants, *Colorado Department of Transportation (CDOT)*
	· TIS Action 1.1.B.: Develop a regular grading and maintenance schedule for unpaved roads to maintain drivability and drainage.		
	· TIS Action 1.1.C.: Identify high-priority gravel routes for dust and mud mitigation.		
	· TIS Action 1.1.D.: Explore alternative surfacing materials (e.g., recycled asphalt, chip seal) for roads with increasing traffic volumes.		

*Continued

Short Term Implementation Priorities (to be pursued within the first 1-3 years)

Exploring, Planning and Laying the Foundation for Success

KEY THEMES ADDRESSED	ACTION	POTENTIAL PARTNERS	RECOMMENDED FUNDING MECHANISMS
	• TIS Action 1.2.A.: Prepare, adopt and update annually a Capital Improvement Program that will prioritize the installation of necessary underground utilities, paving of key streets, upgrade of unpaved roads to graded, gravel condition, and adequate maintenance of the entire road network.		
	• TIS Action 1.2.B.: Improve paved roadway conditions with maintenance of potholes, cracking, and drainage issues.		• Revitalizing Main Streets: Resiliency Grant Program (Main Street America) • Community Development Block Grants (OEDIT) • Energy | Mineral Impact Assistance Fund Grant (DOLA) • Raise Build Infrastructure Grants, National Rural Transportation Assistance Program (FTA) • Urban renewal resources
	• TIS Action 1.2.C.: Develop a regular maintenance and improvement schedule for sidewalks.		
	• TIS Action 2.1.A.: Increase police presence along Main Street to enforce speed limits and traffic laws.		
	• TIS Action 2.2.A.: Install pedestrian crossing signs on north side of Main Street at existing crossing at Sharp Avenue to "gate" the crosswalk and place the northwest-bound signs on the correct side of the road.	• Colorado Department of Transportation (CDOT)	• Revitalizing Main Streets (RMS) Grants, *Colorado Department of Transportation (CDOT)*
	• TIS Action 2.2.B.: Install pedestrian crossing signs at the existing crosswalk over the Dodge Street bridge or remove crosswalk to not allow pedestrians to cross at this location and direct pedestrians to the underpass.	• Colorado Department of Transportation (CDOT)	• Advanced Transportation Technologies and Innovative Mobility Deployment (ATTIMD) Program, *U.S. Department of Transportation*
	• TIS Action 2.2.C.: Install high-visibility crosswalks at key intersections that currently do not have crosswalks.		• Revitalizing Main Streets (RMS) Grants, *Colorado Department of Transportation (CDOT)* • Advanced Transportation Technologies and Innovative Mobility Deployment (ATTIMD) Program, *U.S. Department of Transportation* • Safe Streets and Roads for All Program, *U.S. Department of Transportation*
	• TIS Action 2.2.D.: The town shall work with the Union Pacific Railroad on improving the condition of the railroad rights-of-way and increasing safety of railroad crossings within town boundaries.	• Union Pacific Railroad	
	• TIS Action 2.2.D.1.: Update the railroad crossings with signals and gates at Bell Avenue and Willow Bend.	• Union Pacific Railroad	• Consolidated Rail Infrastructure & Safety Improvements (CRISI) Grant Program, *U.S. Department of Transportation* • Railroad Crossing Elimination (RCE) Grant Program, *U.S. Department of Transportation*
	• TIS Action 2.2.D.2.: Add gates to the railroad crossing at Sharp Avenue.	• Union Pacific Railroad	• Consolidated Rail Infrastructure & Safety Improvements (CRISI) Grant Program, *U.S. Department of Transportation* • Railroad Crossing Elimination (RCE) Grant Program, *U.S. Department of Transportation*
	• TIS Action 3.2.A.: Determine optimal locations for bike racks and proceed with installation along and near Main Street.	• Colorado Department of Transportation (CDOT)	• Revitalizing Main Streets (RMS) Grants, *Colorado Department of Transportation (CDOT)*

*Continued

Short Term Implementation Priorities (to be pursued within the first 1-3 years)

Exploring, Planning and Laying the Foundation for Success

KEY THEMES ADDRESSED	ACTION	POTENTIAL PARTNERS	RECOMMENDED FUNDING MECHANISMS
	• TIS Action 3.4.A.: Implement local bus and/or vanpool services between South Routt County communities by partnering with existing transit services that can facilitate a local service (example of services: SST Yellow Zone, Link by RTD, Uber Shuttle, Colorado Mountain Airport Shuttle, Mountain Express).	• Colorado Department of Transportation (CDOT) • Steamboat Springs Transit (SST) • Routt County Council on Aging	• Rebuilding America's Infrastructure with Sustainability and Equity (Office of the Secretary of Transporation) • Advanced Transportation Tecnologies and Innovative Mobility Deployment (FTA) • Community Development Block Grants (OEDIT) • National Rural Transportation Assistance Program (FTA) • Urban renewal resources
	• TIS Action 3.4.B.: Work with CDOT Transit and Rail Division to solidify the location for the future multimodal transit station which meets the design requirements and reduces the impacts to the Town's character, connectivity, and needs while supporting all multimodal travel.	• Colorado Department of Transportation (CDOT) Transit and Rail Division • Routt County • Yampa Valley Regional Transit Authority (YVRTA)	• Multimodal Transportation and Mitigation Options Fund (MMOF) • Colorado Department of Transporation (CDOT)
	• TIS Action 4.2.A.: Improve lighting and signage in the school zone.	• Colorado Department of Transportation (CDOT) • South Routt School District RE-3	• Revitalizing Main Streets (RMS) Grants, *Colorado Department of Transportation (CDOT)* • Colorado Safe Routes to School (SRTS) Program, *Colorado Department of Transportation (CDOT)* • Advanced Transportation Technologies and Innovative Mobility Deployment (ATTIMD) Program, *U.S. Department of Transportation* • Safe Streets and Roads for All Program, *U.S. Department of Transportation*
	• TIS Action 4.3.A.: Assess and map the safest routes to Soroco Middle/High School for students walking, biking, wheeling, or using mobility devices, while evaluating the need for paved paths and sidewalks throughout town. • Determine the infrastructure needs for these routes (i.e. sidewalks, signage, slower speeds, paving or other surface treatment) • Identify locations with blind corners, severe grades, and poor surface condition and determine solution for improved safety	• Colorado Department of Transportation (CDOT) • South Routt School District RE-3	• Revitalizing Main Streets (RMS) Grants, *Colorado Department of Transportation (CDOT)* • Colorado Safe Routes to School (SRTS) Program, *Colorado Department of Transportation (CDOT)* • Advanced Transportation Technologies and Innovative Mobility Deployment (ATTIMD) Program, *U.S. Department of Transportation* • Safe Streets and Roads for All Program, *U.S. Department of Transportation*

Mid Term Implementation Priorities (to be pursued within 3-5 years)

Funding and Implementation

KEY THEMES ADDRESSED	ACTION	POTENTIAL PARTNERS	RECOMMENDED FUNDING MECHANISMS
	• TIS Action 1.2.D.: Develop and implement a resurface plan for existing paved roadways.	• N/A	• N/A
	• TIS Action 2.2.E.: Implement Traffic Calming strategies along Main Street to reduce speeds and enhance safety. Explore alternatives for traffic calming such as: • Gateway features at entrances to Town (decorative signage, lighting, landscaping, pavement texture changes, or colored crosswalks) • Reduced lane widths with pavement markings to visually narrow the cross-section • Center medians or islands for visible narrowing of the travel lane and added safety for people crossing (temporary with planters or permanent with vertical installation) • Street trees and vertical features (banners, sidewalk furniture, planters) • Curb extensions at either end of Town and at critical pedestrian crossing locations (temporary or permanent with planters and street furniture)	• Colorado Department of Transportation (CDOT) • Private landowners	• Revitalizing Main Streets (RMS) Grants, *Colorado Department of Transportation (CDOT)*
	• TIS Action 3.2.B.: Investigate the potential for developing regional trails that connect Oak Creek with Stagecoach, Phippsburg, Yampa, and other amenities.	• Routt County • U.S. Forest Service • Private landowners	• Rebuilding America's Infrastructure with Sustainability and Equity, United States Department of Transportation • National Rural Transportation Assistance Program (Federal Highway Administration).
	• TIS Action 3.2.C.: Work to implement the Recreation Master Plan and LiveWell recommendations to improve walkability and connectivity throughout town.	• South Routt School District RE-3 • Rocky Mountain Youth Corps • The Historical Society of Oak Creek & Phippsburg • Routt County Council on Aging • Colorado Department of Transportation (CDOT) • Union Pacific Railroad	• Colorado Youth Corps Association partnership for conservation projects, *Great Outdoors Colorado (GOCO)* • Grants for habitat restoration, *Great Outdoors Colorado (GOCO)* • Local Park and Outdoor Recreation (LOPR) Grants, *Great Outdoors Colorado (GOCO)* • Financial assistance through Fishing is Fun Program, *Colorado Parks and Wildlife (CPW)* • Colorado State Recreational Trails Grant Program (Non-Motorized Trails), *Colorado Parks and Wildlife (CPW)* • Conservation Trust Fund (CTF), *State of Colorado Department of Local Affairs (DOLA)* • Activating Places and Spaces Grant, *The Colorado Health Foundation* • Capital Grants, *The Boettcher Foundation* • Philanthropic investments, *The Gates Family Foundation* • Grants, *El Pomar Foundation* • Grants, *Kerr Foundation, Inc.* • Revitalizing Main Streets (RMS) Grants, *Colorado Department of Transportation (CDOT)* • Colorado Safe Routes to School (SRTS) Program, *Colorado Department of Transportation (CDOT)* • Advanced Transportation Technologies and Innovative Mobility Deployment (ATTIMD) Program, *U.S. Department of Transportation* • Safe Streets and Roads for All Program, U.S. *Department of Transportation*

*Continued

Mid Term Implementation Priorities (to be pursued within 3-5 years)

Funding and Implementation

KEY THEMES ADDRESSED	ACTION	POTENTIAL PARTNERS	RECOMMENDED FUNDING MECHANISMS
	• TIS Action 3.4.C.: Partner with CDOT Transit and Rail Division and Routt County to construct the multimodal transit station.	• Colorado Department of Transportation (CDOT) Transit and Rail Division • Routt County • Yampa Valley Regional Transit Authority (YVRTA)	• N/A Multimodal Transportation and Mitigation Options Fund (MMOF) • Colorado Department of Transporation (CDOT)
	• TIS Action 4.2.B.: Pave a path from Main Street to Soroco Middle/High School along the existing worn trail.	• Colorado Department of Transportation (CDOT) • Private landowners • South Routt County School District RE-3	• Revitalizing Main Streets (RMS) Grants, *Colorado Department of Transportation (CDOT)* • Colorado Safe Routes to School (SRTS) Program, *Colorado Department of Transportation (CDOT)* • Advanced Transportation Technologies and Innovative Mobility Deployment (ATTIMD) Program, *U.S. Department of Transportation* • Safe Streets and Roads for All Program, *U.S. Department of Transportation*
	• TIS Action 4.2.C.: Pave a path/sidewalk on Myers Street and Grant Street leading to Soroco Middle/High School.	• Private landowners • South Routt School District RE-3	• Colorado Safe Routes to School (SRTS) Program, *Colorado Department of Transportation (CDOT)* • Advanced Transportation Technologies and Innovative Mobility Deployment (ATTIMD) Program, *U.S. Department of Transportation* • Safe Streets and Roads for All Program, *U.S. Department of Transportation*
	• TIS Action 5.4.A.: Regularly perform water quality testing and communicate the test results to town residents.		• Staff time, consultant support • Joint Chiefs Landscape Resoration Partnership Program (USDA) • Community Development Block Grants (OEDIT) • Colorado Water Funding Opportunities (State)
	• TIS Action 5.5A.: Implement improvements to the town's storm sewer system recommended in the 2025 Capital Improvement Plan to address water loss issues (and simultaneously address drainage problems).		• Community Development Block Grants (OEDIT) • Colorado Water Funding Opportunities (State)
	• TIS Action 5.6.A.: Update the Electrical Power System Distribution Study as growth requires, no less than every 10 years.		• Grid Hardening for Small and Remote Communities Grants (Colorado Energy Office) • Community Development Block Grants (OEDIT)
	• TIS Action 5.6.C.: Consider net metering for individual residential units.	• Local service providers	

Ongoing and Long Term Priorities (to be pursued on an ongoing basis and/or long term over a 10 year timeline)

Sustaining Long Term Success

KEY THEMES ADDRESSED	ACTION	POTENTIAL PARTNERS	RECOMMENDED FUNDING MECHANISMS
	• TIS Action 5.3.A.: Explore and pursue hazard mitigation funding to implement the priority drainage and culvert repair projects identified in the Routt County Hazard Mitigation Plan, to mitigate flooding hazards, including the culvert at Moffat Avenue and Nancy Crawford Boulevard.	• Routt County • Synergy Disaster Recovery (RCHMP consultant)	
	• TIS Action 5.4.A.: Regularly perform water quality testing and communicate the test results to town residents.		
	• TIS Action 5.6.A.: Update the Electrical Power System Distribution Study as growth requires, no less than every 10 years.		
	• TIS Action 5.6.B.: Consider and support development of sustainable public and private utilities such as wind, solar, and geothermal energy.	• EnergySmart Colorado • Office of Clean Energy Demonstration Projects • Local service providers	
	• TIS Action 5.10.A.: Implement a lodging tax or other taxes or fees to provide funding for town infrastructure improvements.		
	• TIS Action 5.10.B.: Create an asset management program for town infrastructure improvements and maintenance.		
	• TIS Action 1.2.E.: Pave all town roadways.		

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CHAPTER 7

Natural Resources, Parks & Open Space

Located at the southern end of Oak Creek Canyon and sitting at the base of Thorpe Mountain, the Town of Oak Creek has always been shaped by its surrounding natural environment and resources. The town's dramatic natural setting offers residents an abundance of recreational opportunities and as such outdoor recreation is an integral part of the lifestyle of Oak Creek residents. With close proximity to the Routt and White River National Forests, the Sarvis Creek and Flattop Wilderness areas, Stagecoach Reservoir State Park, and other public lands; there is no shortage of access to outdoor recreation areas.

The town is served by several parks and recreation facilities, including:

OAK CREEK ICE RINK

Located on Kodiak Lane, west of Arthur Avenue, the ice rink is a heavily-used facility and important community recreation asset. The rink was originally constructed by volunteers and has long been a source of town pride. The facility is primarily used by the Oak Creek Hockey Association for recreational hockey games from November-April. During the summer months, the rink is host to pickleball matches.

PUMP TRACK BIKE PARK

At the intersection of Arthur Avenue and Williams Street is the town's Pump Track Bike Park. The park includes a BMX track, a shade structure, and a building with restrooms and storage.

DECKER PARK

Near the center of town is Decker Park, an important community gathering area. The park is the location of the town's Labor Day Festival, the DitchFest Arts and Music Festival, and Taste of South Routt. Decker Park contains a playground, volleyball and basketball courts, a soccer field, tether ball court, horseshoe pits, a covered picnic pavilion, event stage, disc golf course, and concession stand. The park is often used during the summer months for recreational soccer practice and games. There have been drainage issues with the parking lot at Decker Park as it is located adjacent to Oak Creek and occasionally floods.

GARDEN STREET PARCEL

To the south of Decker Park is the Garden Street Parcel. The land was acquired by the town in 2014 but has largely been left undisturbed as a natural wetlands habitat. The 2014 Recreation Master Plan and the 2021 Oak Creek Restoration and Greenway Conceptual Design Report identified this a riparian area in excellent condition with opportunities for a park focused on ecological education, trails, and opportunities for outdoor learning.

SIERRA VIEW PARK

On the south end of town is Sierra View Park, a neighborhood park adjacent to the Sierra View subdivision. The park has a play structure, swings, and picnic tables. The 2014 Recreation Master Plan identified potential future improvements for the park such as a shade structure and a community garden.

ROSSI MEADOW

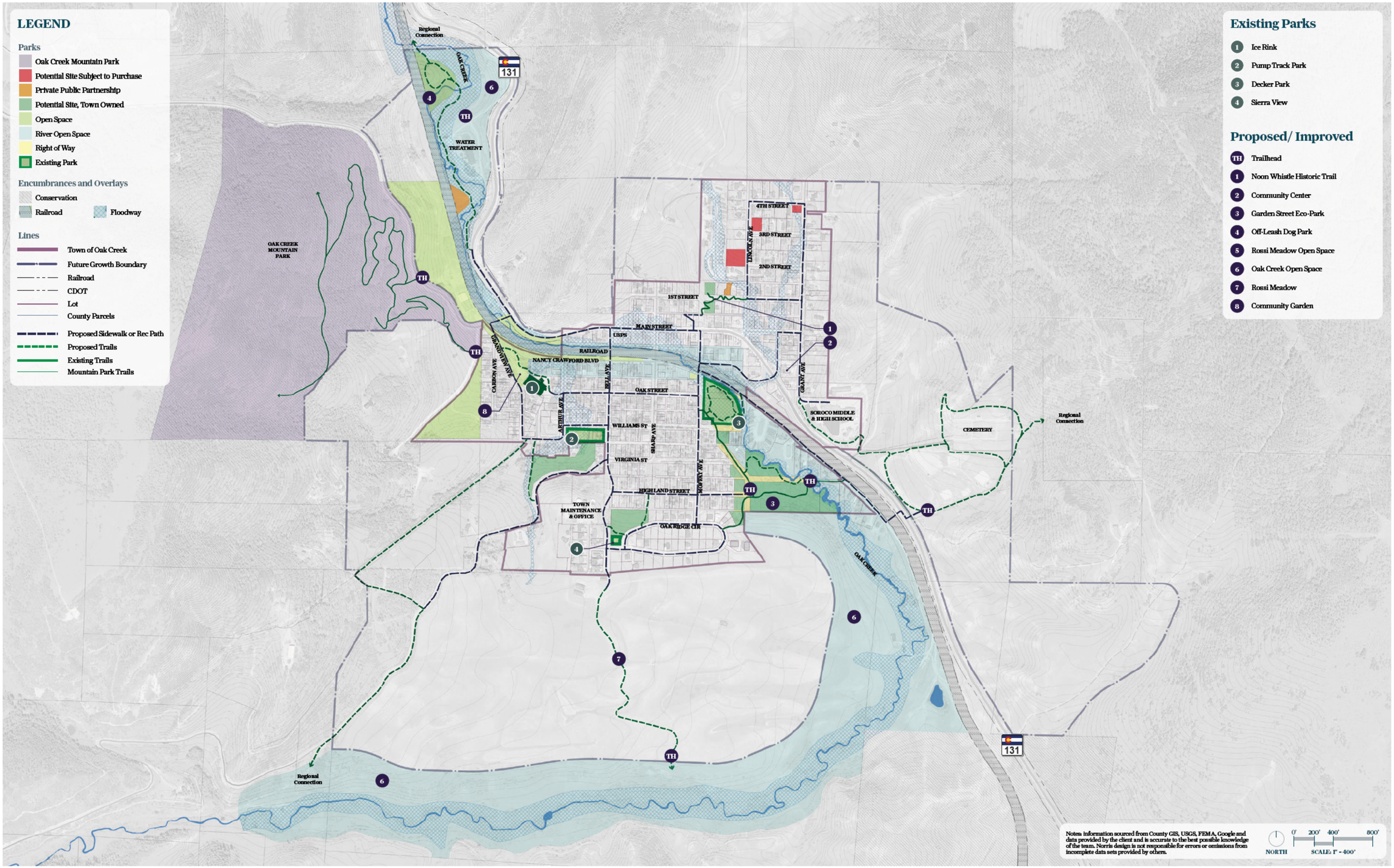
South of the town's southern boundary is Rossi Meadow, a seasonal recreational area. This private land is leased by the town during the winter months for recreational activities such as snowshoeing and cross-country skiing. The town occasionally hosts winter events on the property.

OAK CREEK MOUNTAIN PARK

In 2019 Oak Creek acquired a popular trail system on private land to the west of the town, under a conservation easement, establishing the Oak Creek Mountain Park. The park is 165 acres and offers 4.5 miles of trails popular with hikers and mountain bikers.

SOROCO SCHOOL DISTRICT ATHLETIC FACILITIES

The Soroco School District owns athletic facilities adjacent to the Soroco Middle and High School including a football field, track, two baseball fields, and two tennis courts. These facilities are used by adult fitness programs and youth recreation programs during the summer and after school hours.


LEGEND
Parks
Oak Creek Mountain Park
Potential Site Subject to Purchase
Private Public Partnership
Potential Site, Town Owned
Open Space
River Open Space
Right of Way
Existing Park
Encumbrances and Overlays
Conservation
Railroad
Floodway
Lines
Town of Oak Creek
Future Growth Boundary
Railroad
CDOT
Lot
County Parcels
Proposed Sidewalk or Rec Path
Proposed Trails
Existing Trails
Mountain Park Trails
Existing Parks
1 Ice Rink
2 Pump Track Park
3 Decker Park
4 Sierra View
Proposed/ Improved
TH Trailhead
1 Noon Whistle Historic Trail
2 Community Center
3 Garden Street Eco-Park
4 Off-Leash Dog Park
5 Rossi Meadow Open Space
6 Oak Creek Open Space
7 Rossi Meadow
8 Community Garden
Regional Connection
OAK CREEK
131
WATER TREATMENT
OAK CREEK MOUNTAIN PARK
4TH STREET
3RD STREET
2ND STREET
1ST STREET
MAIN STREET
USPS
RAILROAD
NANCY CRAWFORD BLVD
OAK STREET
WILLIAMS ST
VIRGINIA ST
HIGHLAND STREET
OAK RIDGE CIR
TOWN MAINTENANCE & OFFICE
SOROCO MIDDLE & HIGH SCHOOL
CEMETERY
GRANT AVE
LINCOLN AVE
CARBON AVE
GRANDVIEW AVE
ARTHUR AVE
BELL AVE
SHARP AVE
MOFFAT AVE
Notes: information sourced from County GIS, USGS, FEMA, Google and data provided by the client and is accurate to the best possible knowledge of the team. Norris design is not responsible for errors or omissions from incomplete data sets provided by others.
NORTH
0' 200' 400' 800'
SCALE: 1" = 400'

The 2014 Recreation Master Plan identified parcels within the town which could be developed for recreation. These include the **town-owned land adjacent to the water treatment plant** as a potential park and off-leash dog area; with a trail along Oak Creek and an RV Campground to the southwest of town along CR 25. As the 2014 Recreation Master Plan indicated, there is generally a lack of parks, open space, and trails in **the portion of Oak Creek north of Main Street.** The Master Plan identified several vacant parcels in this part of town which could be assembled as potential neighborhood park sites.

The town is served by a disparate collection of unimproved trails, a handful of which connect neighborhoods with parks and open space. A trail running south from Decker Park connects to the Garden Street Parcel and the Sierra View subdivision on the south end of town. A trail running from Highland Street to Sierra View Park connects residential neighborhoods north of Sierra View to the park. On a hillside north of Main Street sits the historic noon whistle. The hilltop can be reached via a trail connection to the residential neighborhoods to the east as well as a southern connection to the Tracks and Trails Museum along Main Street.

Running through the center of town is Oak Creek. Except for a stretch of the creek which passes through Decker Park, Oak Creek is not amenitized as an additional park or open space asset. **The Oak Creek Greenway and Restoration Conceptual Design Report identified Oak Creek as an important greenway with the potential to be an amenity for the town. The Report included a conceptual trail alignment along Oak Creek.** This is a potential placemaking opportunity which could be an economic benefit for local businesses and provide a cross-town trail connection which does not currently exist.

Existing Plans Analysis

The following key goals and policies relating to natural resources, parks and open space are identified in Oak Creek's 2014 Recreation Master Plan as well as the Greenway and Restoration Conceptual Design Report.

2014 Recreation Master Plan

- Prioritize park improvements including Decker Park, Garden Street Parcel, Water Treatment Parcel, RV Park campground, and improvements for the trail system.
- Promote community health and exercise by providing more opportunities for recreation and open space amenities
- Utilize funding resources to implement a phased approach for park and trail improvements. Such funding resources include grants from the Colorado Department of Local Affairs (DOLA), Colorado Health Foundation, regional foundations, Great Outdoors Colorado (GOCO) grants, and private funding.

Greenway and Restoration Conceptual Design Report

- The Oak Creek Corridor is an important ecological feature that should be restored, preserved, and enhanced as a primary community amenity.
- Restoration activities should include the preservation of important vegetation along the creek corridor and focused attention on areas along the corridor that are experiencing the greatest degradation of river health.
- The conceptual plan of the creek identifies stretches of the river to be restored and specific improvements that should be considered to enhance creek accessibility.

2025 Routt County Hazard Mitigation Plan

The Town of Oak Creek and Oak Creek Fire Protection District have been working collaboratively with regional partner agencies to develop an updated 2025 Routt County Hazard Mitigation Plan. Once adopted, the Plan will serve as a strategic planning document to guide regional efforts to reduce the risk of natural hazards, such as wildfire and flooding. Regional partners involved in the Plan development and implementation include Routt County, and the municipalities and fire protection districts within the County.

The Hazard Mitigation Plan will help to guide the prioritization and implementation of projects that Routt County local governments and fire protection districts can pursue to invest in hazard mitigation. Participating local governments are eligible for federal funding to support implementation of the identified mitigation projects. The Plan encourages partnerships among regional stakeholders, and emergency agencies.

High priority hazard mitigation action items identified for the Town of Oak Creek include:

- Culvert assessments - Inspect all culverts across town to identify priority replacements and upgrades.
- Sheriff Reservoir & Dam repair construction
- Generator assessment and purchase - Perform an assessment of existing generators to identify which critical facilities need backed up power generation. Pursue funding for purchase.
- Adopt the Wildfire Resiliency Code
- Public Wildfire Mitigation Education – Provide information through the Town website and social media, and encourage the public to sign up for Routt County Alerts.
- Derailment Preparedness - Partner with Oak Creek Fire District on emergency planning and coordination for train derailment.

Key Issues & Challenges:

- There is a lack of youth activities within the community
- There is a lack of amenities for seniors

Key Opportunities:

- There is an abundance of opportunities to improve and enhance existing open spaces and recreation amenities, including Mountain Park, Rossi Meadow, and the Ice Rink.
- The Oak Creek corridor provides many opportunities for access improvements as well as enhanced placemaking adjacent to the creek.
- The Tracks and Trails Museum and adjacent Bucket Park provide a unique opportunity to blend the region's history with opportunities for recreation.

Community Input:

Transform Oak Creek into a community amenity.

- Implement the Greenway Plan
- Orient adjacent alleys towards the creek and explore how land use and economic development opportunities of adjacent properties can support activation of the Creek.
- Improve trails and Safe Routes to School connections

Explore opportunities for a **community recreation center** that would include a variety of recreation activities.

GOALS, POLICIES AND ACTION ITEMS:

NR Goal 1

Protect and preserve natural resources and environmentally sensitive areas.

NR Policy 1.1

Natural vegetation shall be protected whenever possible, unless it poses a hazard or is within a high risk wildfire area.

NR Policy 1.2

Development in geologic hazard areas, floodplain areas, wildfire hazard areas, and wetlands shall be avoided.

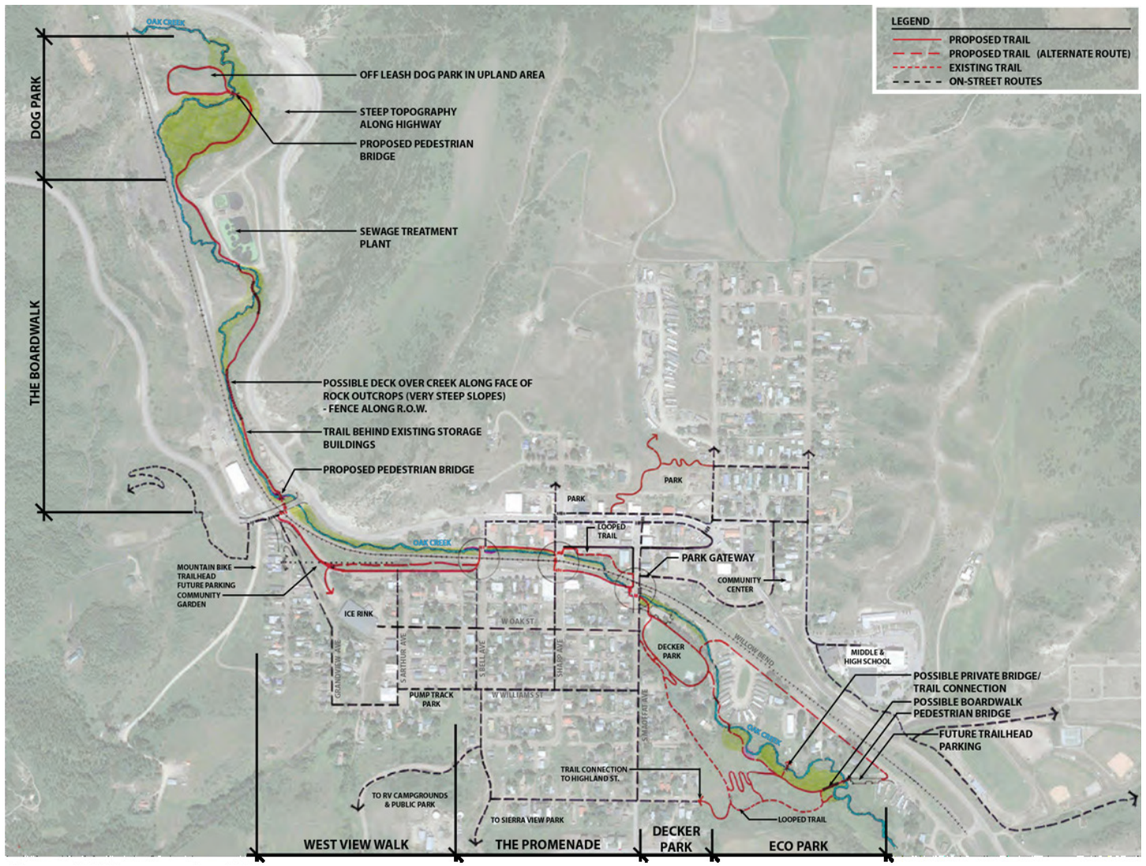
NR Policy 1.3

Protect river corridors from development. Development within the riparian areas along the Oak Creek corridor should be discouraged to preserve riparian ecological functions and wildlife habitat.

NR ACTION 1.3

A. Regulate development adjacent to water bodies to ensure appropriate setback requirements and mitigate negative impacts to the riparian ecosystem.

B. Establish open space buffer zones along the Oak Creek corridor and create a community trail network within the preserved open space areas of the creek corridor.



Oak Creek Greenway Conceptual Plan

NR Policy 1.4

The town shall promote the protection of its water resources, including all creeks, rivers and ditches to ensure an adequate water supply is available for agricultural uses, and work to preserve and enhance the Oak Creek corridor to support viable fish populations and riparian ecological functions.

NR Policy 1.5

Maintain current Town Code regulations to prohibit disturbance of slopes greater than 30% and require soil studies and appropriate mitigation measures to accompany all development proposals within areas of steep or unstable slopes.

NR Policy 1.6

All developments proposed in the vegetated areas surrounding town shall incorporate wildfire hazard mitigation measures, which includes defensible space following the guidelines of Routt County Emergency Management.

NR Policy 1.7

Continue to participate in regional hazard mitigation planning, working in partnership with Routt County, and the municipalities and fire protection districts within the County, to update and implement the Routt County Hazard Mitigation Plan and the Routt County Community Wildfire Protection Plan (CWPP) or other applicable CWPP.

NR ACTION 1.7

Work collaboratively with regional partners to secure necessary funding and implement the high priority action items identified in the Routt County Hazard Mitigation Plan. High priority action items for the Town of Oak Creek include culvert assessments, replacements and upgrades; Sheriff Reservoir & Dam repair construction; generator assessment and purchase; Town adoption of the Wildfire Resiliency Code; public wildfire mitigation education, and derailment preparedness planning and coordination.

NR Policy 1.8

Flood management policy (from Routt County Hazard Mitigation Plan) - Continue to maintain good standing and compliance under the National Floodplain Insurance Program (NFIP) through implementation of floodplain management programs that, at a minimum, meet the following NFIP requirements: (1) enforce the flood damage prevention ordinance; (2) participate in floodplain identification and mapping updates; (3) provide public assistance/information on floodplain requirements and impacts.

NR Policy 1.9

Ensure that all outdoor lighting in the town complies with dark sky standards to minimize glare, light trespass, and skyglow, helping to preserve the night sky.

NR ACTION 1.9

A. Amend the town's Land Use Code to adopt dark sky lighting regulations to reduce glare, light trespass and skyglow in order to preserve the night sky.

NR Policy 1.10

Incorporate the Routt County Climate Action Plan goals in land use planning decisions.

NR ACTION 1.10

Participate in the Routt County Climate Action Collaborative to implement the recommended CAP strategies and action items.

NR Goal 2

Implement the recommendations from the Oak Creek Greenway and Restoration Conceptual Design Report.

NR Policy 2.1

Execute the implementation plan provided in the Oak Creek Greenway and Restoration Conceptual Design Report.

NR ACTION 2.1

A. Recommended near term priorities/components of the plan implementation include:

1. Create a steering committee to move the project forward
2. Secure funding
3. Improve Decker Park
4. Complete survey for topography, utilities, easements, and ownership
5. Finalize the route of the Oak Creek Trail with construction design plans (integrate with the multimodal transit station)

B. Recommended mid-term priorities/components of the plan implementation include:

1. Construct the on-street routes with permanent surfacing (coordinate with any paving of roadways)
2. Restore the creek and access points
3. Install Oak Creek Trail Segments 1, 2 and 3

C. Recommended long-term priority/component of the plan implementation includes:

1. Install Oak Creek trail segments 4,5 &6.

NR Goal 3

Beautification efforts throughout the community should incorporate green initiatives.

NR Policy 3.1

The town shall encourage downtown property owners to plant new street trees where feasible.

NR Goal 4

Increase recreational amenities within the Town of Oak Creek and surrounding South Routt region.

NR Policy 4.1

Take the necessary steps to implement a regional recreation center.

NR ACTION 4.1

A. Work collaboratively with the South Routt Recreation Association and other South Routt municipalities to evaluate and identify a preferred location for a regional South Routt Recreation Center within Oak Creek or Yampa.

B. Work collaboratively with regional partner agencies to secure necessary funding and construct a regional South Routt Recreation Center within Oak Creek or Yampa.

NR Goal 5

Enhance existing town parks by upgrading recreational amenities and increasing maintenance of parks and recreation facilities.

NR Policy 5.1

Update goals, policies and recommendations for future recreation improvements in and around Oak Creek.

NR ACTION 5.1

A. Update the 2014 Recreation Master Plan, and complete a Feasibility Study for the ice rink. The update should provide recommendations for phased implementation of park improvements to Decker Park, the Garden Street Parcel, Water Treatment Parcel, RV Park campground, and improvements to the trail system.

NR Policy 5.2

Implement the parks improvements recommended in the Town of Oak Creek Capital Improvement Plan.

NR Goal 6

Enhance and expand walking/ biking trails along rivers, ditches and roadways throughout town to provide connections to parks, schools and gathering spaces, as well as regional recreation areas and facilities.

NR Policy 6.1

Improve trail access locations a to formalize trails to provide access to local and regional open space areas and avoid potential impacts of informal trails in environementally sensitive areas.

NR Policy 6.2

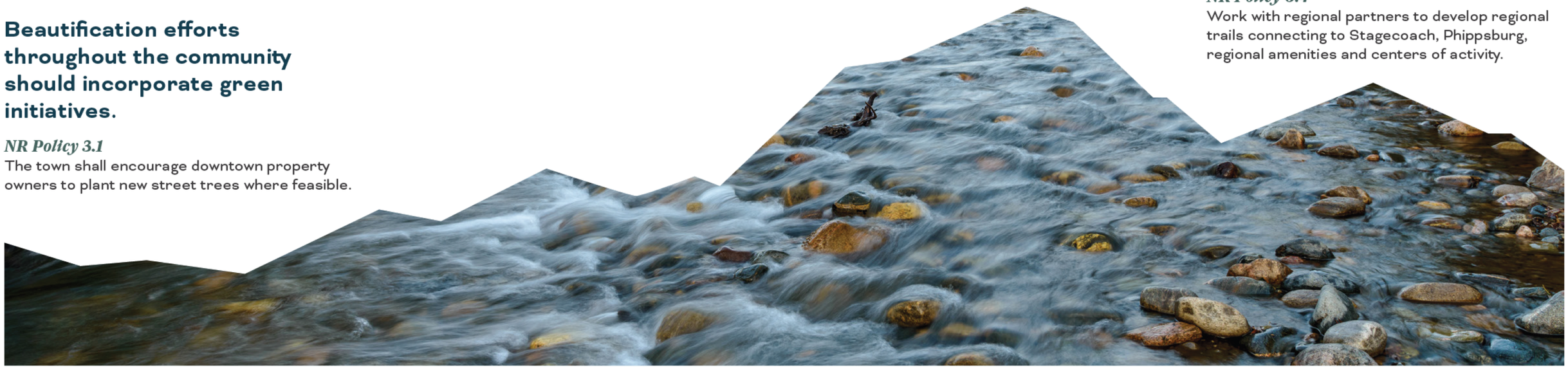
Explore options to develop a trail corridor that connects town residents to the Oak Creek Mountain Park on the northeast edge of the community.

NR Policy 6.3

Acquire easements and permission from private property owners as needed to provide public trail access points and connections across privately owned land.

NR Policy 6.4

Work with regional partners to develop regional trails connecting to Stagecoach, Phippsburg, regional amenities and centers of activity.



IMPLEMENTATION ACTION PLAN

The following phased implementation plan outlines the recommended action items to be pursued in the years ahead, to implement the goals and policies set forth in the Plan.

Timeline:

The implementation process is not perfectly sequential, but there are some actions that need to be initiated before others, to address immediate community priorities and lay the foundation for success. For each action, the following timeframes are provided as guidelines:

- Immediate: 0-1 year
- Short-term: 1-3 years
- Mid-term: 3-5 years
- Ongoing and Long-term: To be pursued on and ongoing basis and/or long term over a 10-year timeline

Partnerships and Funding:

Plan implementation will require a coordinated approach that is led by the Town and involves numerous partners. The implementation table identifies potential partners to engage in various actions, and funding mechanisms that can be explored to help fund these initiatives. Additional information on potential funding mechanisms that can be investigated is provided in the **Appendix**.

Key Themes Addressed & Co-Benefits:

Many of these action items implement goals and policies in multiples sections of the Plan. The table identifies the various Plan themes that will be concurrently implemented through each action item.

Regional Collaboration:

Regional planning strategies that will be implemented in collaboration with regional partner agencies are highlighted. The Town of Oak Creek will participate in these efforts in partnership with other regional entities, and will likely not need to serve as the lead agency to guide implementation of these actions.

Capital Improvements:

RActions that implement town capital improvement projects recommended in the Town of Oak Creek Capital Improvement Plan are marked with an 'X'. The Capital Improvement Plan is included in the **Appendix**. The Plan provides guidance for the prioritization and funding of projects and should be reviewed and updated frequently.

Key Themes

- COMMUNITY VISION, IDENTITY, & CHARACTER
- LAND USE
- ECONOMIC DEVELOPMENT
- HOUSING
- TRANSPORTATION, INFRASTRUCTURE, & SERVICES
- NATURAL RESOURCES, OPEN SPACE, PARKS & RECREATION
- FUNDING
- PARTNERSHIPS

= Regional Planning Strategies

= Capital Improvement Plan

= Regional Planning Strategy & Capital Improvement Plan

Immediate Implementation Priorities (to be pursued within the first year)

Low-Hanging Fruit to address key items requested by the community

KEY THEMES ADDRESSED	ACTION	POTENTIAL PARTNERS	RECOMMENDED FUNDING MECHANISMS
	• NR Action 1.3.A.: Regulate development adjacent to water bodies to ensure appropriate setback requirements and mitigate negative impacts to the riparian ecosystem.		

Short Term Implementation Priorities (to be pursued within the first 1-3 years)

Exploring, Planning and Laying the Foundation for Succes

KEY THEMES ADDRESSED	ACTION	POTENTIAL PARTNERS	RECOMMENDED FUNDING MECHANISMS
	• NR Action 1.9.A.: Amend the town's Land Use Code to adopt dark sky lighting regulations to reduce glare, light trespass and skyglow in order to preserve the night sky.		
	• NR Action 1.10.A.: Participate in the Routt County Climate Action Collaborative to implement the recommended CAP strategies and action items.	• Other Climate Action Plan participating entities: City of Steamboat Springs, Town of Hayden, Routt County, Town of Yampa, Yampa Valley Housing Authority (YVHA), Steamboat Ski and Resort Corporation, Yampa Valley Electric Association, Yampa Valley Community Foundation • Atmos Energy • Colorado Department of Transportation (CDOT) • U.S. Forest Service • Arbor Day Foundation • Colorado Green Business Network of Yampa Valley (CGBN-YV) • Yampa Valley Sustainability Council (YVSC) • Routt County Economic Development Partnership (RCEDP) • Yampa Valley Regional Transit Authority (YVRTA)	

*Continued on next page

Short Term Implementation Priorities (to be pursued within the first 1-3 years)

Exploring, Planning and Laying the Foundation for Succes

KEY THEMES ADDRESSED	ACTION	POTENTIAL PARTNERS	RECOMMENDED FUNDING MECHANISMS
	• NR Action 2.1.A.: Initiate the implementation plan in the Oak Creek Greenway and Restoration Conceptual Design Report. Recommended near-term priorities / components of the Plan implementation include: • Create a steering committee to move the project forward • Secure funding • Improve Decker Park • Complete survey for topography, utilities, easements, and ownership • Finalize the route of the Oak Creek Trail with construction design plans (integrate with the multimodal transit station)	• Private landowners • Routt County • U.S. Army Corps of Engineers • Colorado Parks and Wildlife (CPW)	• Colorado Youth Corps Association partnership for conservation projects, Great Outdoors Colorado (GOCO) • Grants for habitat restoration, Great Outdoors Colorado (GOCO) • Local Park and Outdoor Recreation (LOPR) Grants, Great Outdoors Colorado (GOCO) • Financial assistance through Fishing is Fun Program, Colorado Parks and Wildlife (CPW) • Colorado State Recreational Trails Grant Program (Non-Motorized Trails), Colorado Parks and Wildlife (CPW) • Conservation Trust Fund (CTF), State of Colorado Department of Local Affairs (DOLA) • Embrace a Stream (EAS) Matching Grant Program, Trout Unlimited • Activating Places and Spaces Grant, The Colorado Health Foundation • Philanthropic investments, The Gates Family Foundation
	• NR Action 4.1.A.: Work collaboratively with regional partner agencies to evaluate and identify a preferred location to develop a regional Soutt Routt Recreation Center within Oak Creek or Yampa.	• ' - South Routt Recreation District	• Staff time, consultant support • Community Funding Partnership (Colorado River District) • Community Development Block Grants (OEDIT) • Local Planning Capacity Grant (DOLA) • Rural Jump-Start Program (OEDIT) • Impact Development Fund Grant (CDFI) • Local Economy Lab
	• NR Action 5.1.A.: Work to Update the 2014 Recreation Master Plan, and complete a Feasibility Study for the ice rink. The update should provide recommendations for phased implementation of park improvements to Decker Park, the Garden Street Parcel, Water Treatment Parcel, RV Park campground, and improvements to the trail system.	• State of Colorado Department of Local Affairs (DOLA) • The Colorado Health Foundation • Regional Foundations • Great Outdoors Colorado (GOCO) grants • Private funding sources	• Land and Water Conservation Fund (LWCF), Colorado Parks and Wildlife (CPW) • Energy and Mineral Impact Assistance Fund (EIAF), State of Colorado Department of Local Affairs (DOLA) • Conservation Trust Fund (CTF), State of Colorado Department of Local Affairs (DOLA) • Great Outdoors Colorado Planning Grants, Great Outdoors Colorado (GOCO)

Mid Term Implementation Priorities (to be pursued within 3-5 years)

Funding and Implementation

KEY THEMES ADDRESSED	ACTION	POTENTIAL PARTNERS	RECOMMENDED FUNDING MECHANISMS
	• NR Action 1.3.B.: Establish open space buffer zones along the Oak Creek corridor and create a community trail network within the preserved open space areas of the creek corridor.	• 'Private landowners	• Colorado Youth Corps Association partnership for conservation projects, Great Outdoors Colorado (GOCO) • Grants for habitat restoration, Great Outdoors Colorado (GOCO) • Local Park and Outdoor Recreation (LOPR) Grants, Great Outdoors Colorado (GOCO) • Financial assistance through Fishing is Fun Program, Colorado Parks and Wildlife (CPW) • Colorado State Recreational Trails Grant Program (Non-Motorized Trails), Colorado Parks and Wildlife (CPW) • Conservation Trust Fund (CTF), State of Colorado Department of Local Affairs (DOLA) • Embrace a Stream (EAS) Matching Grant Program, Trout Unlimited • Activating Places and Spaces Grant, The Colorado Health Foundation • Philanthropic investments, The Gates Family Foundation
	• NR Action 2.1.B.: Continue to execute the implementation plan in the Oak Creek Greenway and Restoration Conceptual Design Report. Recommended mid-term components of the Plan implementation include: • Construct the on-street routes with permanent surfacing (coordinate with any paving of roadways) • Restore the creek and access points • Install Oak Creek Trail Segments 1, 2, and 3	• Private landowners • Union Pacific Railroad • Routt County • U.S. Army Corps of Engineers • Colorado Parks and Wildlife (CPW)	• Colorado Youth Corps Association partnership for conservation projects, Great Outdoors Colorado (GOCO) • Grants for habitat restoration, Great Outdoors Colorado (GOCO) • Local Park and Outdoor Recreation (LOPR) Grants, Great Outdoors Colorado (GOCO) • Financial assistance through Fishing is Fun Program, Colorado Parks and Wildlife (CPW) • Colorado State Recreational Trails Grant Program (Non-Motorized Trails), Colorado Parks and Wildlife (CPW) • Conservation Trust Fund (CTF), State of Colorado Department of Local Affairs (DOLA) • Embrace a Stream (EAS) Matching Grant Program, Trout Unlimited • Activating Places and Spaces Grant, The Colorado Health Foundation • Philanthropic investments, The Gates Family Foundation
	• NR Action 4.1.B.: Work with regional partners to secure necessary funding and construct a regional South Routt Recreation Center within Oak Creek or Yampa.	• South Routt Recreation District • Routt County • Area Jurisdictions (Yampa, Phippsburg, Stagecoach, Toponas)	• Land and Water Conservation Fund (LWCF), Colorado Parks and Wildlife (CPW) • Energy and Mineral Impact Assistance Fund (EIAF), State of Colorado Department of Local Affairs (DOLA) • Conservation Trust Fund (CTF), State of Colorado Department of Local Affairs (DOLA) • Great Outdoors Colorado Planning Grants, Great Outdoors Colorado (GOCO)

Ongoing Priorities (to be pursued on an ongoing basis)

Sustaining Long Term Success

KEY THEMES ADDRESSED	ACTION	POTENTIAL PARTNERS	RECOMMENDED FUNDING MECHANISMS
	• NR Action 1.7.A.: Work collaboratively with regional partners to secure necessary funding and implement the high priority action items identified in the Routt County Hazard Mitigation Plan. High priority action items for the Town of Oak Creek include culvert assessments, replacements and upgrades; Sheriff Reservoir & Dam repair construction; generator assessment and purchase; town adoption of the Wildfire Resiliency Code; public wildfire mitigation education, and derailment preparedness planning and coordination.	• Routt County Office of Emergency Management (OEM) • State of Colorado Division of Homeland Security and Emergency Management	• Pre-Disaster Mitigation Grant, State of Colorado Division of Homeland Security and Emergency Management • Flood Mitigation Assistance, State of Colorado Division of Homeland Security and Emergency Management
	• NR Action 2.1.C.: Continue to execute the implementation plan in the Oak Creek Greenway and Restoration Conceptual Design Report. Recommended long-term components of the Plan implementation include: • Install Oak Creek Trail Segments 4, 5, and 6	• Routt County Historical Society • The Historical Society of Oak Creek & Phippsburg	• Historic Preservation Investment Tax Credit, National Park Service • Historic Rehabilitation Tax Credit, Colorado Housing and Finance Authority (CHFA) • Historic Preservation Tax Credit, State of Colorado Department of Local Affairs (DOLA) • Colorado Community Revitalization Grant, State of Colorado Office of Economic Development & International Trade (OEDIT) • State Historical Fund (SHF) grants, History Colorado • Historic Preservation Fund Program, State Historic Preservation Office (SHPO) • Colorado Main Street Program, State of Colorado Department of Local Affairs (DOLA)

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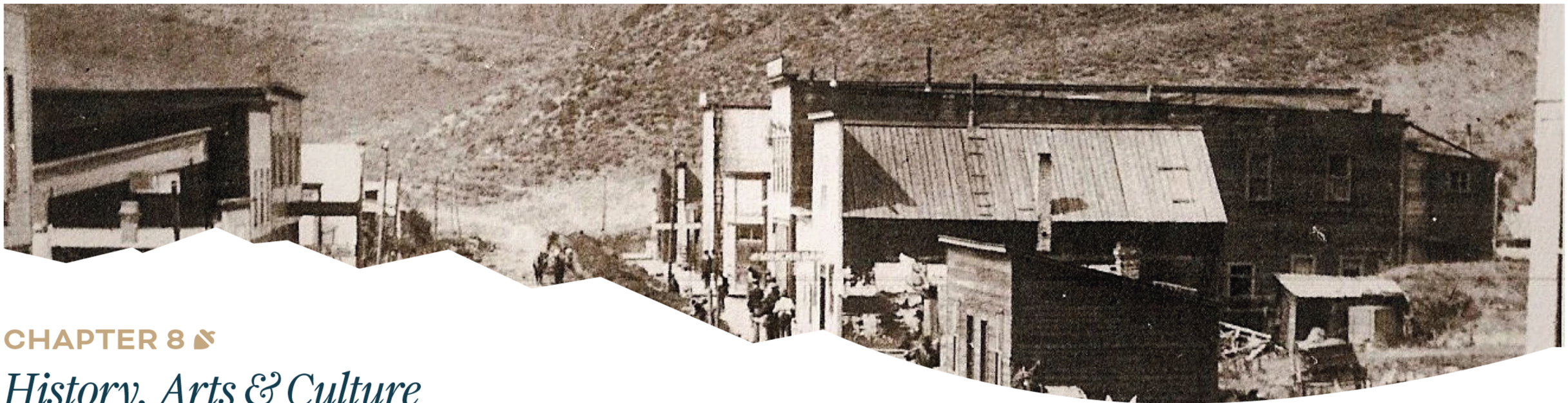


CHAPTER 8

History, Arts & Culture

Oak Creek History

Oak Creek has retained its western small-town character since the town's incorporation in 1907. The community is shaped by its mining heritage, as well as its proximity to abundant recreation opportunities.

Prior to the town's incorporation, the area was first settled by John Henry Myers and Bart Rooney in 1887. The Myers ranch occupied what is now Rossi Meadow, and the Rooney homestead was located in the area that is now central Oak Creek. The Mahoney homestead was in the east section of downtown and was acquired by the Myers family. Following this acquisition, the coal mining era of Oak Creek began in 1889. Martin Myers, the son of John Myers, found a coal outcropping and began working the mine. The mine later became the Moffat mine, purchased by S.M. Perry. An additional mine was also opened in the late 1800s, including the Victor-American mine on the Pinnacle vein.

Initially, the mining operations were small wagon-mining operations, which later gave way to large scale mining in 1907 when the Oak Creek Land and Mining Company bought the original Rooney Ranch due to the rapidly developing coal mining operations. This same year, in November 1907, the Town of Oak Creek was established.

The Town of Oak Creek boomed in 1908 when the railroad arrived in the area. A depot was built in August of 1909, and new growth in the coal mining industry sparked labor disputes. Some of the primary roads coming through town were rerouted to eliminate public traffic through private mining property. The mining camps became separate small empires, exhibiting control over the movement of employees and union organizers. Labor conditions deteriorated in 1913 and 1914, leading to violent behavior. This triggered the governor to send Colorado militia troops to restore order in the camps.

In the years following, labor unrest continued to fluctuate. The community's growth continued to be affected by disruptions in coal production as well as other fluctuations in the mining industry. The Victor American Mine closing in 1946 caused the greatest impact to this growth. The Oak Creek Times closed in 1948 as declining population could not support a newspaper.

In the 1950s, the only mining operation still in production was the Pittsburg & Midway Edna Mine.

During the 1970s, mining activity surged as a result of the national oil crisis, however by the 1980s mining was becoming nonexistent. The Edna Mine, The last large mine in Oak Creek Canyon, closed in 1995.

Historic Buildings and Sites

While many of Oak Creek's historic buildings have been destroyed or torn down, there are still a handful of historic buildings still standing. Many of these buildings have attracted visitors and contribute to Oak Creek's identity and character. Some of the notable historic buildings which remain include:

BELL MERCANTILE (NCM HOLDINGS)

Located at Main Street and Moffat Avenue, **the Mercantile marks the beginning of Oak Creek as a town site and is on the National Register of Historic Places.** The building was established by the Bell brothers in the early 1900s. It housed four apartments and a commercial storefront.

OLD CITY HALL (TRACKS AND TRAILS HISTORY MUSEUM)

The Old City Hall was built in the early 1920s and is located on the north side of Main Street at the end of Moffat Avenue. **Currently, the building houses the town's history museum and is on the Routt County Historic Register.** The fire department offices and equipment are located in an adjacent structure.

HARDWARE STORE (WERTENTEIL)

Originally, this stone building was a hardware store. Over the years it has housed a number of establishments, including the first Post Office. The building has also housed offices and an interior design studio.

PACIFIC HOTEL (EMMA'S)

Built in 1905, the Pacific Hotel was the first hotel in Oak Creek and is located on the east side of Moffat Avenue between Main Street and the

railroad. The hotel was constructed to service the Oak Creek Land and Mining Company. There was laundry and a cafè in the building and an adjacent livery stable. The building has been converted into a four-unit apartment building.

GREEN HOTEL (BRAND SPANKIN USED)

Built around 1911, the Green hotel is located on the north side of Main Street between Sharp Avenue and Moffat Avenue. There were 15 rooms in the hotel, and the building was constructed over the J.W. Morris Grocery-Dry Goods Store. The upper half of the building caught fire in the 1950s and was removed.

HAGEMAN CHEVROLET BUILDING (BONFIGLIO DRUG STORE):

This building was constructed in the 1920s and housed one of Colorado's longest continuing auto dealerships, lasting until the 1960s. The structure is located between Bell Avenue and Sharp Avenue on the north side of Main.

ROUTT COUNTY BANK (CIRCLE R APARTMENTS)

The Routt County Bank Building was completed in 1911 with local stone and material, and is located at the southwest corner of Sharp Avenue and Nancy Crawford Boulevard. The building also housed a drugstore known as Walker Mercantile, as well as 24 rooms for rent. A variety of uses have been housed in the building over the years, including a Post Office, grocery store, movie theater, bowling alley, playhouse, church, restaurant, library, drugstore, hardware store and department store. Most recently, the building houses nine apartments and a few commercial businesses on the ground floor.

OLD SCHOOL BUILDING (SOROCCO MIDDLE SCHOOL):

Completed in 1924, the school building was designed by a prominent architect, Robert K. Fuller. An addition was built in 1951.

BILLINGS HOTEL (CURRY HOTEL)

The Billings Hotel was built in 1929 and is located at the southeast corner of Sharp Avenue and Nancy Crawford Boulevard. This hotel was once considered the most elegant hotel in northwest Colorado. The building was remodeled in the 1990s.

MIDLAND HOTEL (OAK CREEK INN)

Originally part of the red light district, the Midland Hotel is located on the southwest corner of Main and Bell Avenue. There were originally eight cabins as part of the hotel. These later became senior housing units and later an apartment building after being renovated in the 1990s.

SINCLAIR GAS STATION (HISTORICAL SOCIETY'S "THE STATION"):

This building was constructed by Martin Myers and Spud Branson in 1937 and is located at the southwest corner of Moffat Avenue and Main Street. It became a Sinclair station in the 1960s. The Historical Society later purchased the building with the intent to refurbish it as part of the Tracks and Trails Museum's display area or a visitor center.

Recommendations

Historic Preservation Analysis and Benefits

There are two buildings officially registered as historic in Oak Creek. These include the Bell Mercantile, which is on the National Register of Historic Places, and the Tracks & Trails Museum (Old City Hall), which is on the Routt County Historic Register. Other buildings were submitted to the State Office of Archeology and Historic Preservation in 1983 before the State Register of Historic Places was established. Many of the above structures may be eligible for designation following the establishment of the state register.

Historic preservation is a tool that can be used to add value to the community and potentially boost the economy. **Preservation of historic buildings often provides a higher return on investment than new development.** This is due to the fact that preservation of built structures and cultural sites contributes to a rich and unique local culture, neighborhood vitality and economic vibrancy. Developers that seek out opportunities to renovate historic buildings understand the value that history adds to the marketability of their projects.

Arts and Culture Recommendations

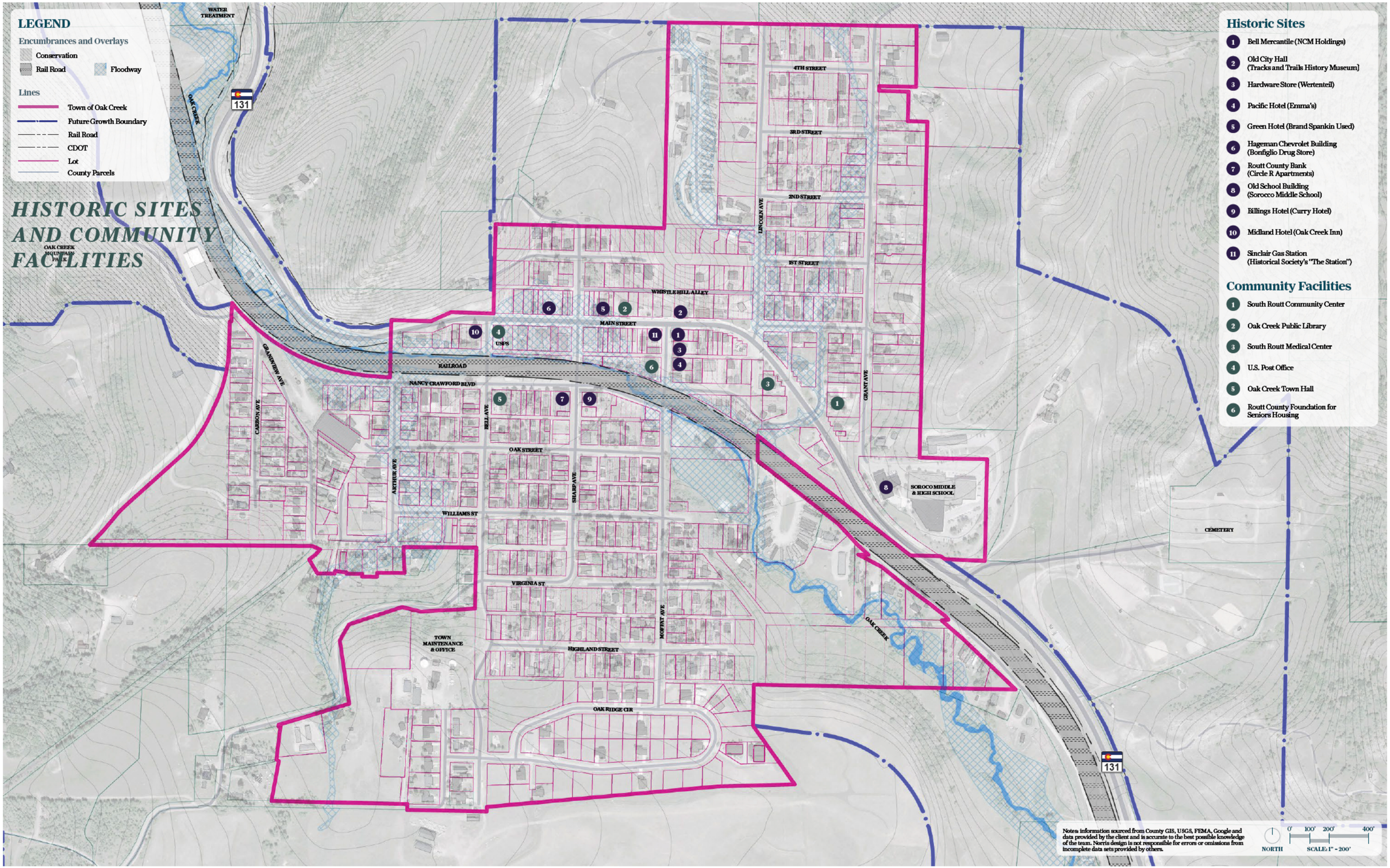
Oak Creek is a community that welcomes and celebrates artists and artisans, and through the years local artists have continued to have a strong presence. Oak Creek's small-town character and attainable housing prices have made this community an attractive place for the creative culture. Community events such as the annual Labor Day festival, Oktoberfest and the DitchFest Arts and Music Festival are great examples of events that showcase Oak Creek's rich culture and strong creative identity.

While arts and culture are organically evident in Oak Creek, organized art programs and facilities are relatively limited. Aside from the organized art classes provided by the public school, organized classes predominantly revolve around recreation. **During the community outreach phase of the project, residents stressed the desire for more programming in the community, including arts programming. Local artists also expressed interest in local art studio spaces.**

Building a strong arts community that is supportive of artists and attractive to residents and tourists **involves creating a foundation of art facilities, programming and support from the community.** Examples of **art facilities** include studio/rehearsal space, exhibition/performance space, and artist housing. **Programming** involves art education, public art events, and professional development for artists and art organizations. **Affordable commercial space is limited,** making it difficult for artists to find art studios and galleries, as well as rehearsal and performance space. **Simple solutions** such as open studio hours and shared studio spaces provide opportunities for artists to showcase their work. Providing even greater visibility of the visual and performing arts at all of Oak Creek's community events will build stronger momentum toward a robust arts community.

Art education is another key component of strengthening arts and culture. This can include short-term art workshops, taught by local or visiting artists, continuing education classes offered by instructors at the Colorado Northwestern Community College, or private classes. Expanding on the visual and performing arts classes offered by the local schools is essential for area youth.

HISTORIC SITES AND COMMUNITY FACILITIES



HAC Goal 1

Preserve and protect the town's unique historic character for current and future generations.

HAC Policy 1.1

Establish a process to create historic preservation guidelines and incentives for the Town of Oak Creek to encourage historic preservation of existing buildings.

HAC ACTION 1.1

A. Work with Federal, State, County, Historic Routt County and other nonprofit agencies to comprehensively identify historic residential and commercial structures within Oak Creek.

B. Establish criteria, based on the National Park Service National Register for Criteria Bulletin 1990, to determine if a structure or property is a Historic or Contributing Asset.

C. Develop historic preservation design guidelines and incorporate them into the town's Land Use Code.

D. Encourage landowners to submit the following buildings and sites for inclusion on the County and/or State Register of Historic Places: Hageman Chevrolet Building, Midland Hotel, Billings Hotel, Routt County Bank, Pacific Hotel, Hardware Store, Oak Creek Cemetery, and other residential and commercial sites of historic character.

HAC Policy 1.2

Protect and strengthen the character and structural integrity of the town's historic buildings, while supporting the rehabilitation and adaptive reuse of privately owned historic properties.

HAC ACTION 1.2

A. Consider establishing a historic district, which would allow owners within the district to more easily access funds for building repairs and renovations.

B. Offer educational resources and incentives to help residents, property owners, and visitors become knowledgeable and responsible stewards of Oak Creek's rich history.

C. Work collaboratively with the Routt County Historical Society to implement necessary maintenance and repair to the town's historic assets.

D. The town shall encourage owners of historic properties to rehabilitate their historic structures.

HAC Goal 2

Expand local arts and culture activities as well as local events within Oak Creek.

HAC Policy 2.1

Work with local buisnesses, artists , and community organizations to plan and organize community gatherings and events to help bring the community together on a regular basis, and to expand local arts and cultural activities.

HAC ACTION 2.1

A. Build upon existing community events such as the Oak Creek Labor Day event and South Routt community events. Work with existing organizations such as the South Routt Community Association, the Town of Oak Creek Parks & Recreation and the Historical Society and Museum to identify opportunities for community building and local events.

B. Explore the opportunity to create a local chamber or business association for local businesses and work with local businesses to expand opportunities for cultural and music events (such as the weekly summer evening concerts currently hosted by Franciosi Brothers' Pizza and Meatballs and Lupita's Cantina.)

C. Support sponsored local events including music, art shows, movies, dances, holiday events and festivals.

D. Work with local organizations and local businesses at events (e.g. farmers market, community center, school district, parks and recreation department, local nonprofits) to interweave and coordinate art and acultural offerings into activites.

E. Support cottage industries that develop small-scale art studios and teaching space.

F. Create a formal Town permitting process for live music, within which the Town can establish appropriate parameters to help minimize and mitigate noise concerns and other potential impacts.

HAC Goal 3

Develop and support local arts and cultural facilities.

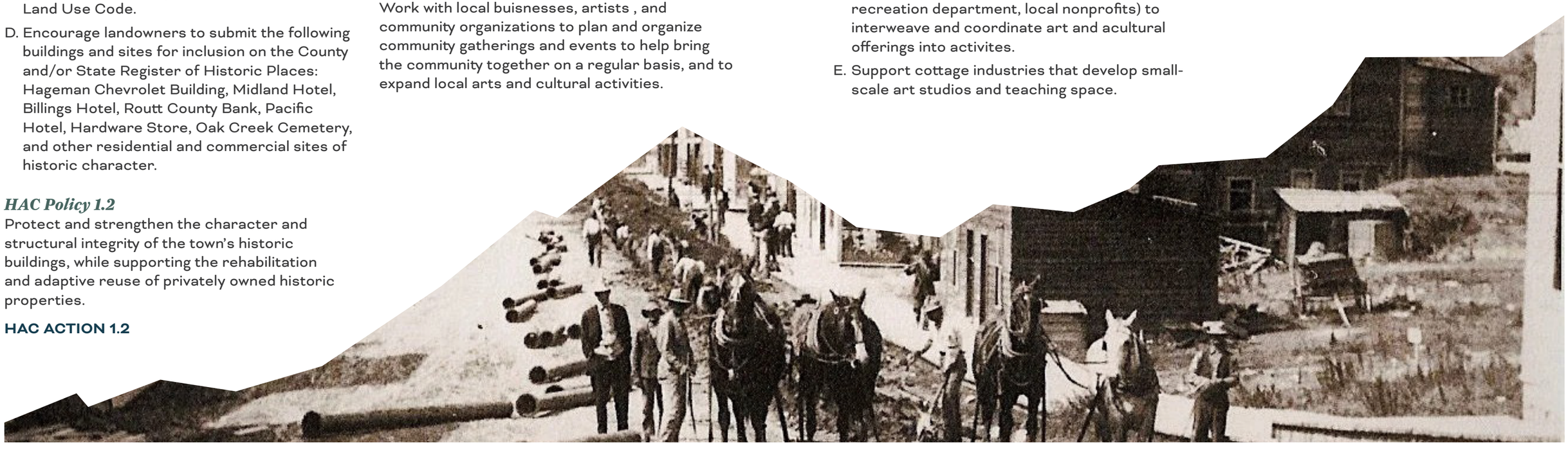
HAC Policy 3.1

Work with the local arts and culture community to identify appropriate locations for arts and cultural facilities.

HAC ACTION 3.1

A. Seek funding for the purchase or construction of local arts and cultural venues.

B. Contact Steamboat Springs art community regarding the potential to expand their presence in Central and South Routt County.



IMPLEMENTATION ACTION PLAN

The following phased implementation plan outlines the recommended action items to be pursued in the years ahead, to implement the goals and policies set forth in the Plan.

Timeline:

The implementation process is not perfectly sequential, but there are some actions that need to be initiated before others, to address immediate community priorities and lay the foundation for success. For each action, the following timeframes are provided as guidelines:

- Immediate: 0-1 year
- Short-term: 1-3 years
- Mid-term: 3-5 years
- Ongoing and Long-term: To be pursued on and ongoing basis and/or long term over a 10-year timeline

Partnerships and Funding:

Plan implementation will require a coordinated approach that is led by the Town and involves numerous partners. The implementation identifies potential partners to engage in various actions, and funding mechanisms that can be explored to help fund these initiatives. Additional information on potential funding mechanisms that can be investigated is provided in the **Appendix**.

Key Themes Addressed & Co-Benefits:

Many of these action items implement goals and policies in multiples sections of the Plan. The table identifies the various Plan themes that will be concurrently implemented through each action item.

Regional Collaboration:

Regional planning strategies that will be implemented in collaboration with regional partners agencies are highlighted. The Town of Oak Creek will participate in these efforts in partnership with other regional entities, and will likely not need to serve as the lead agency to guide implementation of these actions.

Key Themes

- COMMUNITY VISION, IDENTITY, & CHARACTER
- LAND USE
- ECONOMIC DEVELOPMENT
- HOUSING
- TRANSPORTATION, INFRASTRUCTURE, & SERVICES
- NATURAL RESOURCES, OPEN SPACE, PARKS & RECREATION
- FUNDING
- PARTNERSHIPS

= Regional Planning Strategies

Immediate Implementation Priorities (to be pursued within the first year)

Low-Hanging Fruit to address key items requested by the community

KEY THEMES ADDRESSED	ACTION	POTENTIAL PARTNERS	RECOMMENDED FUNDING MECHANISMS
	• HAC Action 2.1.B.: Explore the opportunity to create a local chamber or business association for local businesses and work with local businesses to expand opportunities for cultural and music events (such as the weekly summer evening concerts currently hosted by Franciosi Brothers' Pizza and Meatballs and Lupita's Cantina.)	• Local businesses and organizations	• State resources administered by RCEDP, NCCG, AGNC • Energy | Mineral Impact Assistance Fund Grant and Local Community Funds (DOLA)

Short Term Implementation Priorities (to be pursued within the first 1-3 years)

Exploring, Planning and Laying the Foundation for Success

KEY THEMES ADDRESSED	ACTION	POTENTIAL PARTNERS	RECOMMENDED FUNDING MECHANISMS
	• HAC Action 1.1.A.: Work with Federal, State, County, Historic Routt County and other nonprofit agencies to comprehensively identify historic residential and commercial structures within Oak Creek.	• The Historical Society of Oak Creek & Phippsburg • Historic Routt County • State Historic Preservation Office (SHPO) • National Park Service (NPS) • National Trust for Historic Preservation	• Historic Preservation Investment Tax Credit, National Park Service • Historic Rehabilitation Tax Credit, Colorado Housing and Finance Authority (CHFA) • Historic Preservation Tax Credit, State of Colorado Department of Local Affairs (DOLA) • Colorado Community Revitalization Grant, State of Colorado Office of Economic Development & International Trade (OEDIT) • State Historical Fund (SHF) grants, History Colorado • Historic Preservation Fund Program, State Historic Preservation Office (SHPO) • Colorado Main Street Program, State of Colorado Department of Local Affairs (DOLA)
	• HAC Action 1.1.B.: Establish criteria, based on the National Park Service National Register for Criteria Bulletin 1990, to determine if a structure or property is a Historic or Contributing Asset.	• The Historical Society of Oak Creek & Phippsburg	
	• HAC Action 1.2.B.: Offer educational resources and incentives to help residents, property owners, and visitors become knowledgeable and responsible stewards of Oak Creek's rich history.	• The Historical Society of Oak Creek & Phippsburg • Oak Creek Public Library	• Local private funding sources
	• HAC Action 3.1.B.: Contact Steamboat Springs art community regarding the potential to expand their presence in Central and South Routt County.	• Steamboat Springs Arts Council • Steamboat Creates • Young Professional Network • Main Street Steamboat Springs	• Rural Business Investment Program, State of Colorado Department of Local Affairs (DOLA) • Local community funds • Colorado Creative Districts

Mid Term Implementation Priorities (to be pursued within 3-5 years)

Funding and Implementation

KEY THEMES ADDRESSED	ACTION	POTENTIAL PARTNERS	RECOMMENDED FUNDING MECHANISMS
	· HAC Action 1.1.C.: Develop historic preservation design guidelines and incorporate them into the town's Land Use Code.	· The Historical Society of Oak Creek & Phippsburg · Historic Routt County	
	· HAC Action 1.1.D.: Encourage landowners to submit the following buildings and sites for inclusion on the County and/ or State Register of Historic Places: Bell Mercantile, Hageman Chevrolet Building, Midland Hotel, Billings Hotel, Routt County Bank, Pacific Hotel, Hardware Store, Oak Creek Cemetery, and other residential and commercial sites of historic character.	· Private landowners of historic town buildings and sites.	
	· HAC Action 2.1.A.: Build upon existing community events such as the Oak Creek Labor Day event and South Routt community events. Work with existing organizations such as the South Routt Community Association, the Town of Oak Creek Parks & Recreation and the Historical Society and Museum to identify opportunities for community building and local events.	· South Routt Community Association · Town of Oak Creek Parks & Recreation · The Historical Society of Oak Creek & Phippsburg	
	· HAC Action 2.1.C.: Support sponsored local events including music, art shows, movies, dances, holiday events and festivals.	· South Routt Community Association	· Local and regional sponsors
	· HAC Action 2.1.D.: Work with local organizations and local businesses at events (e.g. farmers market, community center, school district, parks and recreation department, local nonprofits) to interweave and coordinate art and cultural offerings into activities.	· Oak Creek Farmer's Market · South Routt School District RE-3 · South Routt Community Center · South Routt Rec Association · Town of Oak Creek Parks & Recreation	
	· HAC Action 2.1.E.: Support cottage industries that develop small-scale art studios and teaching space.	· South Routt Community Association	
	· HAC Action 2.1.F.: Create a formal permitting process for live music, within which the town can establish appropriate parameters to help minimize and mitigate noise concerns and other potential impacts.		

Ongoing Priorities (to be pursued on an ongoing basis)

Sustaining Long Term Success

KEY THEMES ADDRESSED	ACTION	POTENTIAL PARTNERS	RECOMMENDED FUNDING MECHANISMS
$	· HAC Action 1.2.A.: Consider establishing a historic district, which would allow owners within the district to more easily access funds for building repairs and renovations.	· The Historical Society of Oak Creek & Phippsburg · Historic Routt County · State Historic Preservation Office (SHPO)	· Historic Preservation Fund Program, State Historic Preservation Office (SHPO)
	· HAC Action 1.2.C.: Work collaboratively with the Routt County Historical Society to implement necessary maintenance and repair to the Town's historic assets.	· Routt County Historical Society · The Historical Society of Oak Creek & Phippsburg	· Historic Preservation Investment Tax Credit, National Park Service · Historic Rehabilitation Tax Credit, Colorado Housing and Finance Authority (CHFA) · Historic Preservation Tax Credit, State of Colorado Department of Local Affairs (DOLA) · Colorado Community Revitalization Grant, State of Colorado Office of Economic Development & International Trade (OEDIT) · State Historical Fund (SHF) grants, History Colorado · Historic Preservation Fund Program, State Historic Preservation Office (SHPO) · Colorado Main Street Program, State of Colorado Department of Local Affairs (DOLA)
	· HAC Action 1.2.D.: The town shall encourage owners of historic properties to rehabilitate their historic structures.	· Private landowners of historic town buildings and sites.	· Housing Development Grant Funds, State of Colorado Department of Local Affairs (DOLA) · Single Family Housing Repair Loans & Grants, U.S. Department of Agriculture - Rural Development · Community Development Block Grants (CDGB), State of Colorado Department of Local Affairs (DOLA) Division of Housin
$	· HAC Action 3.1.A.: Seek funding for the purchase or construction of local arts and cultural venues.	· South Routt Community Center	· Capitol grants, The Gates Family Foundation

ROUTT COUNTY
PLANNING DEPARTMENT

136 6th St., Suite 200
Steamboat Springs, CO 80487
970-879-2704
www.co.routt.co.us/Planning

3/19/2025

Town of Oak Creek
Attn.: Louis Fineberg
129 Nancy Crawford Blvd
Oak Creek, CO 80467
Sent via email: townadmin@townofoakcreek.com

RE: 2026 Oak Creek Comprehensive Plan

Dear Mr. Fineberg,

Routt County Planning through the Board of County Commissioners appreciate the opportunity to provide comments on the proposed 2026 Oak Creek Comprehensive Plan. As a Tier-1 sub-area within the framework of the Routt County Master Plan, the County greatly appreciates the efforts Oak Creek has put into this document, which we anticipate will do an excellent job of thoughtfully guiding the future of Oak Creek as an economic and cultural hub of south Routt County. Overall, we note no direct conflicts with any of the goals supported by the Master Plan, and we are encouraged to see the thoughtful inclusion of a variety of local and regional plans in each chapter of this new plan. We provide the following comments for your consideration, primarily within the context of the Routt County Master Plan, and we look forward to a continued, joint planning relationship under both plans.

Overall Comments, Planning Framework, and Visions & Goals

In reviewing this plan, we appreciate the thoughtful approach taken, with clear recognition by the Town that there are multiple development tradeoffs to consider as the Town grows into the future. The plan gives a good overview of Oak Creek's current demographics and economic situation, noting that the Town has mostly maintained a consistent population and economy in the years since the last local mining operations ceased. It is clear that the Town, while not anticipating significant immediate growth, intends to implement thoughtful improvements to meaningful enhance quality of life for local residents, as well as prepare for potential future development that may result. In a nod to changes similarly made in the 2022 Master Plan, we suggest changing "white homesteaders" to "nonnative homesteaders" at the beginning of Chapters 1 and 5. With existing planning documents well-mentioned throughout the plan, we also suggest including stronger linkage to the County's Master Plan, by noting that this document works with the Master Plan as a detailed Tier-1 sub-area plan within the County's Master Plan framework.

Chapter 3 Land Use & Sustainable Growth

Chapter 3 explains that the existing land use pattern is primarily based on extensions to the Town's original grid system, with an average build year of 1949 for existing dwellings. This existing development pattern presents great opportunities for supporting the housing, economic development, infrastructure, resources, and historic preservation/art/culture goals espoused in later chapters, and we are similarly delighted that this development pattern has remained so well intact over the years, minimizing sprawl and providing simple, rectangular plots of land for infill development. All the land-use goals appear to support the Tiered growth structure of the Master Plan. We suggest not referring directly to any performance districts in the plan itself, as the zoning code for Oak Creek may someday use different methods of categorizing land uses.

We do caution that the development potential of a parcel should be considered holistically, not just with a comparison between improvement and land value. If land values were to rise significantly, for example, existing affordable housing might be viewed unfavorably compared to luxury development. Nonetheless, it presents a good theoretical exercise in the plan. We are pleased to see a straightforward future land-use map which generally doesn't discriminate between different types of residential – one residential category encompasses everything from manufactured homes to multifamily housing, offering good flexibility. We suggest considering less usage of Ag-residential on the map, particularly north of 1st Street and west of Grandview Avenue, as this may preclude future growth and infill opportunities if they are initially developed at a lower density. It may also be beneficial to avoid industrial land uses directly adjacent to the school, and consideration should be taken that, if job quantities are growing faster than housing is produced (according to the 2025 Routt County Housing Market and Demand Study), this may stress housing availability and negatively impact affordability. With Oak Creek serving as a Tier-1 growth center, we hope to see the historic, efficient, dense, yet small-scale Town grid continue to proliferate wherever it is most beneficial.

Chapter 4 Housing

The County considers housing to be a regional issue of utmost importance, as housing concerns in one jurisdiction tend to also cause negative effects in other jurisdictions. The 2022 Master Plan reflects this, noting that Routt County is experiencing what some describe as a housing "crisis". This new plan clearly outlines the duality of challenges facing Oak Creek – despite stagnant population, vacant/underutilized parcels, and the lower-cost/quality of the existing housing stock, it is nonetheless challenging to find and create affordable housing within the Town. The plan is thoughtful and varied in its approach, supporting legalizing a wider variety of housing diversity (Action 2.1), considering deed restrictions on housing (Goal 4), and eliminating short-term rentals where they are inappropriate (Goal 5).

We do urge careful consideration of the implementation of Goal 3 to ensure that higher-quality housing does not result in increased unaffordability. With respect to Goal 2, we suggest further emphasis (both within Goal 2 and other goals throughout this section and plan) on modular and manufactured housing where appropriate to make building more cost-effective; manufactured housing should not just be utilized by the public sector in Goal 2, or limited to special zone

districts. When this plan is implemented, we would be enthusiastic to partner with Oak Creek in revising its regulations where we can offer assistance, with the goal of ensuring greater consistency with County and other municipalities' development regulations. Lastly, we believe "Goal HS 5" was meant to be phrased as "HS Goal 5" in line with the other HS Goals.

Chapter 5 Economic Development

The Economic Development goals of the Oak Creek Comprehensive Plan are focused on a mixture of town cleanup/beautification, increased housing and transportation options, the enhancement of the Oak Creek greenway, and a possible recreation center. Aside from reiterating our concern that improvements should not worsen affordability, the goals of this section are appropriate, attainable, laudable, and in conformance with the Master Plan. We are emphatically supportive of ED Policy 1.3 to make development codes provide more certainty for businesses – something the Master Plan also supports for residential uses to encourage a more effective by-right option for streamlined housing production. We note that Goal 2 emphasizes historic character, Goal 3 aspires for a healthy main street, Goal 4 aims for a fiscally sound land-use mix, Goal 6 proposes a more comprehensive look at ensuring infrastructure. The County has no critiques of the Economic Development section and expects it will do well to keep the Town focused on the future.

Chapter 6 Transportation, Infrastructure, & Services

The Town's existing infrastructure presents a good opportunity for future enhancement, thanks to the existing gridded development pattern and central location of civic and educational services. The Master Plan emphasizes water conservation, and it is encouraging that the Town has water rights for over twice the existing population. While infrastructure for active transportation is currently minimal, we are delighted to see the Town plan ahead with a clear linkage to AASHTO, MUTCD, NACTO, & County infrastructure standards. The County supports complete streets and communities and would suggest amending Goal 3 to require bicycle racks for new commercial operations in addition to publicly-provided racks. Implementing Safe Routes to School in Goal 4 is very supportable as well, and directly furthers several land-use, mobility, and public health polices in the Master Plan. It may be appropriate for Goal 5 to contemplate replacement of the wastewater treatment plant in the event that the Town grows, as other growth areas within the County have needed to upgrade from their lagoon-based treatment plants to meet newer water quality standards. We are also supportive of requiring bear-proof trash receptacles throughout the Town. To align more closely with the Master Plan and the Climate Action Plan, we suggest considering more widespread access to recycling as well, if it is not already provided universally.

Chapter 7 Natural Resources, Parks, & Open Space

The County is generally supportive of all goals within this chapter, particularly aligning with the County on implementing waterbody setbacks, development restrictions on deep slopes, and the increased availability of recreational amenities and community beautification. We encourage alignment with standards in other jurisdictions wherever it may be appropriate and

beneficial. We also suggest considering an expansion of this section to refer more directly to the Climate Action Plan, furthering Policy 10.4 of the Master Plan.

Chapter 8 History, Arts, & Culture

Oak Creek continues to exemplify a historic Colorado mining town, and this chapter furthers the Historic & Cultural Resources and the Recreation & Tourism sections of the County's Master Plan. We support Goal 1 to create historic guidelines and incentivize adaptive re-use of existing Town resources, and Goals 2-3 to expand local arts/culture activities and the development of supportive facilities. We encourage historic guidelines to also encompass sign regulations, as the town only recently lost its most significant neon marquee signs at the Select Super Market. We do note that the list of historic buildings would benefit from addresses and photos, and some of the business names are out-of-date. There also do not appear to be any historic residences or residential streets identified in the Historic Sites and Community Facilities map, suggesting that there may be even more historic resources in Oak Creek than the plan would imply. Historic preservation and the cultivation of an arts and cultural scene is a noble ambition, and Oak Creek's well-preserved existing built environment will likely be very conducive to this effort.

Conclusion

The 2026 Oak Creek Comprehensive Plan lays out a straightforward set of principles by which the Town can aspire to achieve as it grows. With only minor reservations noted above, the County is very supportive of this plan, and considers it to effectively support the ideals of the Routt County Master Plan as it applies to a Tier-1 municipality like Oak Creek. We look forward to working in unison with the Town to realize its goals and make Oak Creek a great place for residents and visitors alike to be.

Sincerely,

Kristy Winser, Planning Director

CC:
Sonja Macys, County Commissioner Chair
Tim Redmond, County Commissioner
Angelica Salinas, County Commissioner
Jay Harrington, County Manager

TOWN OF OAK CREEK RESOLUTION NO. 2026-013

A RESOLUTION OF THE TOWN OF OAK CREEK, COLORADO ADOPTING THE 2026 TOWN OF OAK CREEK COMPREHENSIVE PLAN

WHEREAS, the Town of Oak Creek, Colorado (the "Town") is a Colorado statutory municipality, duly organized and existing under the laws of the State of Colorado; and

WHEREAS, the Town Board of Trustees constitutes the legislative body of the Town with authority to set the policies of the Town; and

WHEREAS, pursuant to Section 2.34 of the Town of Oak Creek Municipal Code, and consistent with Section 31-23-206, C.R.S., the Town's Planning and Zoning Commission is authorized to prepare a master plan for the Town and, after a public hearing, refer such approved master plan to the Board of Trustees for consideration; and

WHEREAS, in preparing the master plan, the Planning and Zoning Commission is required to make careful and comprehensive surveys and studies of present conditions and future growth of the Town with due regard to its relations to neighboring territory and to prepare the master plan with the general purpose of guiding and accomplishing a coordinated, adjusted and harmonious development of the Town and its environs in accordance with present and future needs, best promote health, safety, order, prosperity and general welfare as well as efficiency and economy in the process of development; and

WHEREAS, after conducting its due diligence and in compliance with the foregoing, on April 15, 2026, the Planning and Zoning Commission conducted a public hearing to consider a master plan for the Town, known as the *2026 Town of Oak Creek Comprehensive Plan*; and

WHEREAS, subsequent to the public hearing, the Planning and Zoning Commission recommended approval of the *2026 Town of Oak Creek Comprehensive Plan* and referred such plan to the Board of Trustees; and

WHEREAS, on April 23, 2026, the Board of Trustees conducted a public hearing to consider adoption of the *2026 Town of Oak Creek Comprehensive Plan*; and

WHEREAS, based on the recommendation of the Planning and Zoning Commission and the evidence presented at the public hearing, the Board of Trustees desires to adopt the *2026 Town of Oak Creek Comprehensive Plan*; and

WHEREAS, the Town Council also desires to affirm that the Town's three-mile plan, as contemplated by Section 31-12-105(1)(e)(I), C.R.S., shall be incorporated in and updated by the *2026 Town of Oak Creek Comprehensive Plan*; and

WHEREAS, the Board of Trustees finds that adoption of this Resolution is in the best interests of the Town.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF TRUSTEES OF THE TOWN OF OAK CREEK, COLORADO, THAT:

Section 1. The Board of Trustees hereby adopts the *2026 Town of Oak Creek Comprehensive Plan*, including all of the maps and other descriptive matters contained therein, which is attached hereto and incorporated herein by reference as Exhibit A, as the Town's master plan.

Section 2. The *2026 Town of Oak Creek Comprehensive Plan* shall supersede and replace all previously adopted comprehensive plans for the Town of Oak Creek and all amendments thereto.

Section 3. The Town's three-mile plan, as contemplated by Section 31-12-105(1)(e)(I), C.R.S., is hereby incorporated in and updated by the *2026 Town of Oak Creek Comprehensive Plan*.

Section 4. All Resolutions, or parts thereof, in conflict with this Resolution are hereby repealed, except that such repealer shall not repeal the repealer clauses of such Resolutions nor revive any Resolution thereby.

Section 5. The Town Clerk is hereby directed to send a certified and attested copy of the *2026 Town of Oak Creek Comprehensive Plan* to the Routt County Board of County Commissioners.

PASSED, SIGNED, APPROVED, AND ADOPTED THIS 23rd day of April, 2026.

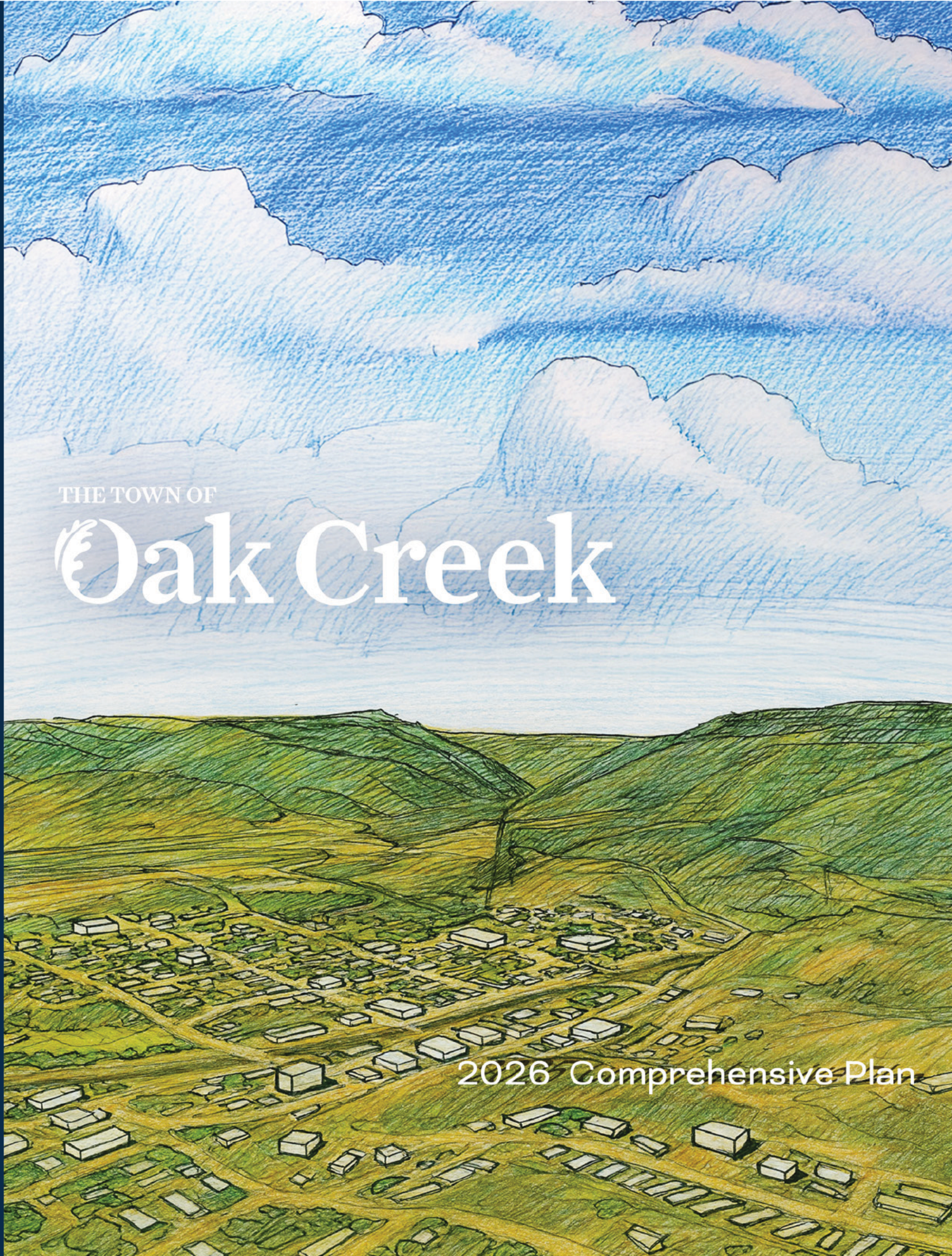
ATTEST:

By:_____
Tionna Jones, Town Clerk

TOWN OF OAK CREEK, COLORADO

By:_____
Melissa Dobbins, Mayor

Clean Version of Complete Comp Plan


THE TOWN OF
Oak Creek
2026 Comprehensive Plan

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CHAPTER 1

Planning Framework

Background

Oak Creek, Colorado is a 0.4-square-mile town located along Colorado State Highway 131 in South Routt County, approximately 20 miles south of Steamboat Springs. The town is the ancestral land of many Indigenous peoples, including the Ute and Arapaho tribes. It was first settled by nonnative homesteaders in 1887. Several coal mines opened shortly thereafter, and the town incorporated as Oak Creek in November 1907. The town grew rapidly with the arrival of the railroad in 1908, a depot opening in 1909, and booming business in the coal mining industry. The ups and downs of the mining industry were reflected in fluctuations in the town's population over the past 120 years. The last large mine in Oak Creek Canyon closed in 1995, marking a shift in the town's economy which is still felt to the present day.

Demographics

Oak Creek is home to roughly 859 people. The population of the town has decreased by about 3% since 2020 but has roughly held steady over the past 20 years. The median age in Oak Creek is 45.4, similar to that of Routt County at 42.6 but significantly higher than the State of Colorado where the median age is 38.0. At 87.6%, there is a much larger share of white residents in Oak Creek when compared to the State (70.7%), though this is on par with Routt County. Inversely, only 8.9% of residents identify as Hispanic or Latino in Oak Creek, despite 21.9% of state residents identifying as Hispanic or Latino.

Oak Creek households earn a median income of $88,512, compared to $104,803 in the county. In addition, only 37.1% of residents hold a bachelor's degree or higher, compared to 52.1% in Routt County. A smaller share of residents are homeowners in Oak Creek compared to Routt County (66.2% vs. 75.9%), though the median gross monthly rent is approximately 24% lower -- $1,455 compared to $1,917 (Source: 2024 American Community Survey Estimates).

Town Snapshot

Residents of Oak Creek are proud of their town. They appreciate the small-town atmosphere, celebrate their historic assets, and value their unique local businesses. They also cherish the natural scenery of the town and their convenient access to the wealth of outdoor recreation opportunities in the surrounding area. However, Oak Creek faces challenges in the present day. The lack of a steady economic base, coupled with high housing costs, makes work force retention difficult. There is also an abundance of abandoned buildings and unmaintained properties, which negatively impact the welcoming, small-town character of Oak Creek.

Additionally, the town will need to evaluate and manage potential impacts of future regional growth and development, including the proposed extension of the Colorado Mountain Rail line through the town as well as potential land development within the nearby Stagecoach Tier 2 Growth Area. These challenges also present opportunities for the town in the form of regional growth and development and infill development opportunities. Implementation of the 2021 Greenway Plan is another important future opportunity for the town. These factors set the stage for an update to the town's Comprehensive Plan.

WHAT IS A COMPREHENSIVE PLAN?

A comprehensive plan is a guidebook for future decision-making informed through community input. It does not contain codes or ordinances; instead, it establishes a broad vision for the future of the community. The goals and policies of this framework are then used to inform more specific planning efforts such as public projects, town programs and budgets, and town codes and standards. This Comprehensive Plan Update is a tool for education and communication of town policy, and it will help public officials make decisions to the benefit of residents of the broad Oak Creek community.

A Comprehensive Plan Establishes a Vision and Potential Implementation Steps

- Town Code and other regulations are updated to allow and encourage desired development
- Funding and partnership opportunities are identified to bring about public projects and programs
- Development proposals are evaluated against Comprehensive Plan guidance, Town Code, and other established regulations

1

A guiding document that influences future decision-making

2

A toolkit to help focus public resources to achieve community goals

3

An opportunity for the community to establish a vision for decision-making related to growth and development

4

An advisory framework for land use and its relation to transportation, parks & recreation, economy, and other areas of life

FOUNDATIONAL PLANNING DOCUMENTS

This Comprehensive Plan builds upon and recognizes the efforts of previously approved plans for Oak Creek, including:

- 2015 Town of Oak Creek Comprehensive Plan (update of previous Comprehensive Plans from 2010 and 1996)
- Housing Needs Assessment: Oak Creek, Colorado (2025)
- Housing Needs Assessment: South Routt County, Colorado (2025)
- South Routt Community Housing Survey (2024)
- Summary Report for the Town of Oak Creek 2023 Strategic Planning Retreat
- Town of Oak Creek's Transition Plan Aligning with Northwest Colorado Resiliency and Recovery Roadmap (2023)
- Navigate Your Routt: Routt County Master Plan (2022)
- Oak Creek: Greenway and Restoration Conceptual Design Report (2021)
- Town of Oak Creek Capital Improvement Plan (2013, amended in 2019)
- Town of Oak Creek: Tramway Park Preliminary Master Plan (2017)
- Water Distribution System Replacement Plan Phasing (2016)
- Town of Oak Creek: Electric Utility System Ten-Year Master Plan (2015)
- Recreation Master Plan: Oak Creek, Colorado (2014

It is also important to recognize that the Oak Creek Comprehensive Plan works with the Routt County Master Plan, as a detailed Tier-1 sub-area plan within the County's Master Plan framework.

Key accomplishments

Below are the primary accomplishments since the approval of the Town of Oak Creek Comprehensive Plan – 2015:

1. **Improvements to Main Street Infrastructure**
2. **Establishment of the Mountain Park**
3. **Formation of the Community Coalition**
4. **Increased Frequency of Cultural Events**
5. **Studied and Drafted a Housing Needs Assessment**
6. **More Young Families Now Consider Oak Creek Their Home**
7. **Light Industrial Growth**

As demographic, economic, and physical conditions in the town have shifted, it is now time for an updated comprehensive plan with renewed focus on the future of Oak Creek.

This plan addresses the following specific topic areas:

1. **Land Use & Sustainable Growth**
2. **Housing**
3. **Economic Development**
4. **Transportation, Infrastructure, & Services**
5. **Natural Resources, Parks, & Open Space**
6. **History, Arts, & Culture**

Roles & Responsibilities

This Comprehensive Plan Update was the result of a collaborative process involving town leadership, staff, professional consultants, town representatives, local stakeholders, and individuals who live and work in Oak Creek and the surrounding area.

The Planning Team

The planning team includes town staff and consultants who were hired to help the town assemble the Plan. Norris Design was the lead consultant on the project and was assisted by Ricker-Cunningham with economic analysis and strategy, Baseline Engineering with facilities analysis and capital improvements recommendations, and Fox Tuttle with transportation consulting. The team was responsible for assessing existing conditions, engaging the Town Board, Steering Committee, and Oak Creek community in dialogue, organizing information, developing recommendations and draft text for the Plan, and compiling the final work product.

The Steering Committee

The Steering Committee guided the progress of the Plan Update. The committee engaged representatives from town staff, the Town Board, Planning Commission, and key stakeholder groups to serve as a sounding board to guide the Plan Update process. Steering committee members acted as liaisons to keep their respective groups informed and engaged in the Plan Update throughout the process and provided relevant knowledge or expertise that informed the Plan Update.

The Town Board

The Town Board steered the direction of the Comprehensive Plan and remained involved in decision-making throughout the planning process. Through regular work sessions with the planning team, the Board reviewed draft elements of the plan and recommended revisions to these elements. The Board also supported engagement with the community through dialogue with members of the public at work sessions and community events.

The Community

Opportunities were provided throughout the planning process for members of the Oak Creek community to offer input and provide suggestions for the Plan. At various community events and through focus groups and surveys, residents and stakeholders voiced their priorities, reviewed draft content developed by the planning team, and suggested areas of revision or renewed focus. The community's involvement throughout the process allowed for multiple rounds of input at varying levels of detail, from overarching goals for the Plan to specific recommendations for policy language and capital improvements.

Overall Project Objectives

At the start of the project, community-aligned objectives were identified. The Planning Team referred to these Planning Objectives to guide the Plan Update process and ensure that the plan meets the needs of the community:

No. 1
Revitalize the Community Vision and Create an Action Plan to Achieve It

No. 2
Define our Town Character, and Honor and Protect It

No. 3
Unite the Community and Build Coalition

No. 4
Guide Smart Growth through Sustainability, Infill, and Preservation

No. 5
Increase Economic Resilience

No. 6
Increase Local Housing Options

No. 7
Improve Transportation Connectivity

No. 8
Update Infrastructure to Support Sustainable Development

No. 9
Boost Main Street Businesses and Activity

No. 10
Support and Improve Community Health

Planning Process

With a set of objectives established at the start, this Comprehensive Plan Update was the result of a progressive, three-phase planning process.

Phase 1 – Information & Community Input Gathering

Phase 1 focused on the collection of information and community input to help establish the primary direction of the Plan. During this information gathering phase, existing plans were reviewed, data and maps were analyzed, and multiple community engagement events were held to identify the key challenges and opportunities.

Phase 2 – Draft Plan Review & Feedback

During Phase II of the Comprehensive Plan Update, draft sections of the plan, including goals, policies, implementation strategies, maps, and graphics, were presented to the Steering Committee, Town Board, Planning Commission and the community for review and feedback.

Phase 3 – Final Plan

The final phase of the planning process involves incorporation of the feedback received on the draft plan documents into finalized planning documents for review and adoption by the Planning Commission and Town Board.

PHASE I
INFORMATION & INPUT GATHERING TO INFORM PLAN UPDATE

- PROJECT KICKOFF
- BASEMAPPING
- COMMUNITY ENGAGEMENT
- COMMUNITY INPUT SUMMARY
- BRAINSTORMING SESSION
- ECONOMIC ANALYSIS
- MARKET ANALYSIS

PHASE II
DRAFT COMPREHENSIVE PLAN

- DRAFT PLAN CONTENT
- PRESENT DRAFT PLAN FOR REVIEW
- PROJECT UPDATES AND COMMUNICATION
- ECONOMIC DEVELOPMENT PLAN
- CAPITAL IMPROVEMENT PLAN
- THREE MILE PLAN
- TRANSPORTATION CONCEPTUAL PLAN

PHASE III
FINAL PLAN

- FINAL PLAN DOCUMENTS
- PLAN ADOPTION

Community Engagement

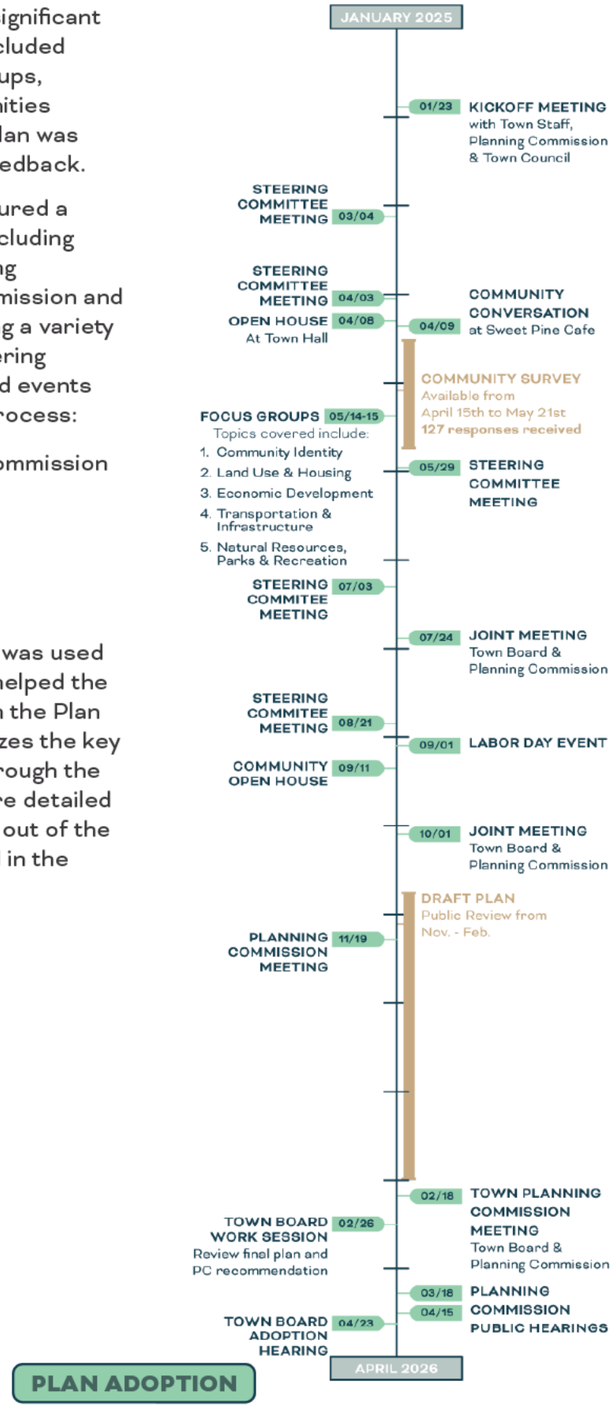
This planning process was rooted in a significant community engagement effort which included Town Hall meetings, surveys, focus groups, and community events. These opportunities for community input ensured that the plan was informed by residents' priorities and feedback.

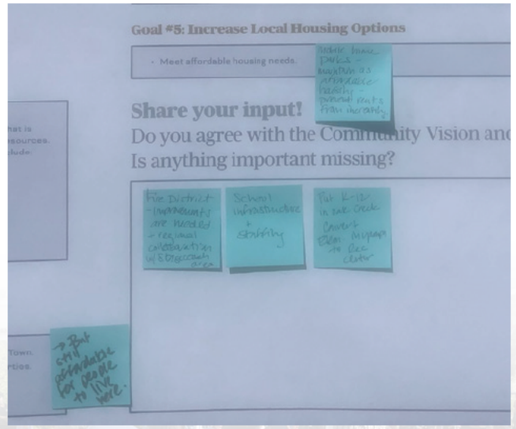
Phases 1 and 2 of the Plan Update featured a robust community outreach process including multiple contact points with the Steering Committee, Town Board, Planning Commission and the community, with the goal of providing a variety of methods and opportunities for gathering community input. The following tools and events were incorporated into the outreach process:

- Meetings with Town Staff, Planning Commission & Town Board
- Steering Committee Meetings
- Community Survey
- Focus Group Meetings

Each of these input gathering methods was used to collect substantial information that helped the team craft priorities to be addressed in the Plan Update. The following graphic summarizes the key themes and plan priorities identified through the community engagement process. A more detailed summary of the "big ideas" which came out of the community engagement is also included in the appendix of this Plan.

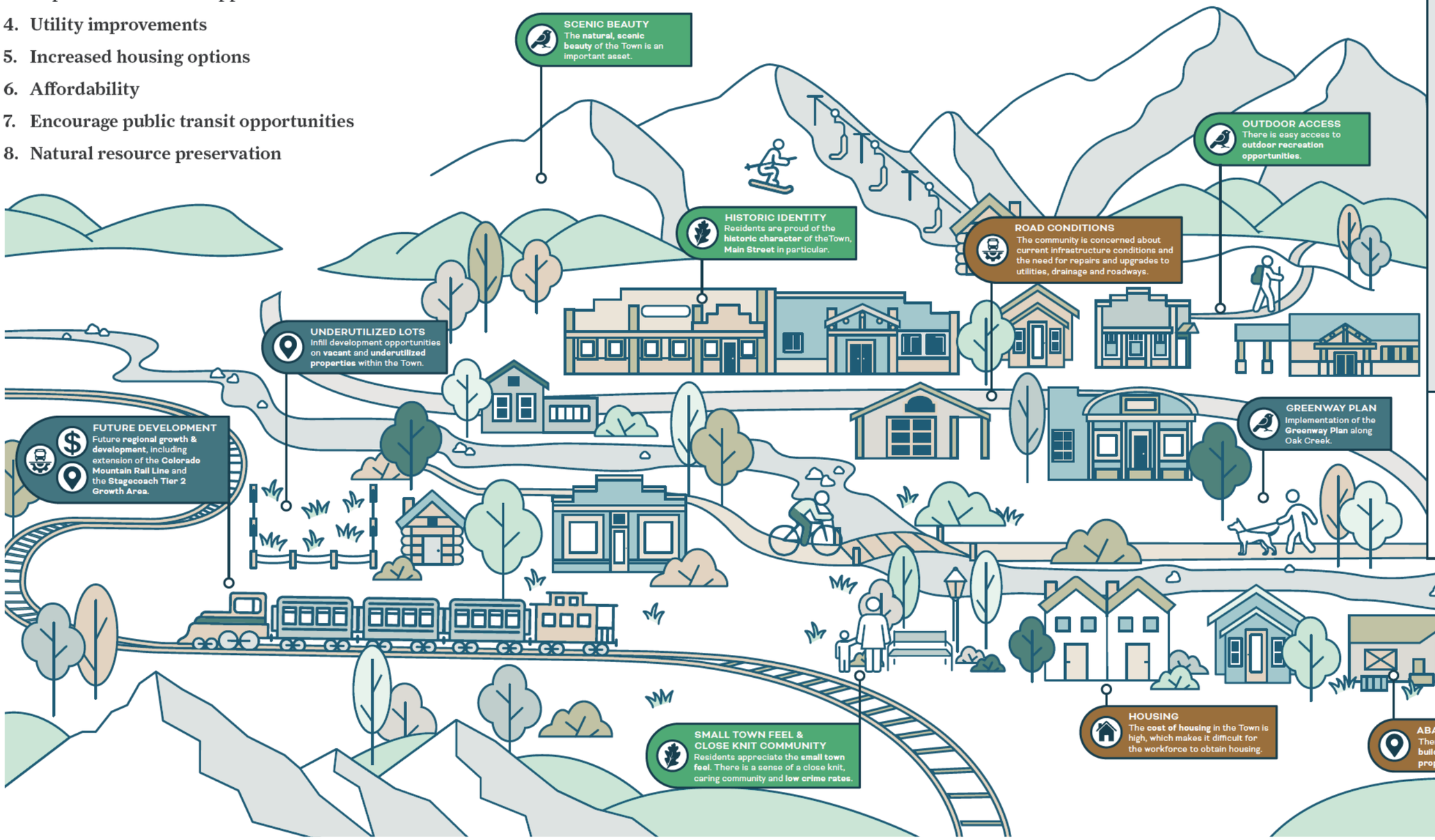
Outreach Timeline





COMMUNITY IDENTIFIED COMPREHENSIVE PLAN PRIORITIES

1. Attracting new businesses and job growth
2. Town beautification
3. Expanded recreation opportunities
4. Utility improvements
5. Increased housing options
6. Affordability
7. Encourage public transit opportunities
8. Natural resource preservation



Key Themes

- COMMUNITY VISION, IDENTITY, & CHARACTER
- LAND USE
- ECONOMIC DEVELOPMENT
- HOUSING
- TRANSPORTATION & INFRASTRUCTURE
- NATURAL RESOURCES, OPEN SPACE, PARKS & RECREATION
- FUNDING

- STRENGTH
- CHALLENGE
- OPPORTUNITY

Funding Implementation Priorities

During the community engagement process, Town residents were asked to weigh in on funding priorities for Plan implementation. At both the Town Labor Day Event and the September 11th Community Open House Event, community members were each given $10 in play money and asked to prioritize how to spend this money on the following implementation priorities, identified during the planning process:

- Infrastructure & Roads
- Increase Housing Options
- Main Street Improvements
- Oak Creek Greenway
- Public Transportation
- Town Cleanup & Beautification
- Recreation Center

At the Labor Day Event, participants were allowed to spend their $10 however they chose, with no costs assigned to each implementation item.

Then, at the September 11th Community Open House Event, costs were assigned to each implementation item, to provide more fiscal reality to this exercise.

The results were as follows:

Labor Day Event

Unconstrained Choices

1. Recreation center
2. Increase housing options
3. Town cleanup and beautification
4. Oak Creek Greenway
5. (tie) Main St. improvements, and infrastructure & roads
6. Public transportation

Community Open House

Fiscally Constrained Choices

1. Infrastructure & roads
2. Oak Creek Greenway
3. Main St. improvements
4. Public transportation
5. Recreation center
6. (tie) Town cleanup & beautification, and increase housing options

CHAPTER 2

Community Vision & Goals

Community Vision

The community vision is an aspirational statement that reflects the community's core values and goals. The vision recognizes the town's most valued assets to preserve and build upon and describes an improved future state of the town. It outlines the community's determination to overcome existing challenges, paving the way for a better quality of life and increased opportunities for all residents

The vision provides an opportunity for the community to 'Tell Our Story', to describe who we are and who we strive to be in the years ahead.

THE COMMUNITY VISION STATEMENT IS AS FOLLOWS:

Oak Creek is a small town with a distinct and authentic old west character that is unique, eclectic and diverse. It is a town, where we honor our agriculture and ranching heritage, and where people can still raise their families, start a business, and go to the grocery store and see their neighbors.

The community values:

- **Our small-town feel**
- **The surrounding natural, scenic beauty**
- **Outdoor recreation access**
- **Maintaining a close knit, caring community**

Oak Creek is the center of commerce in South Routt County, with a vibrant downtown, thriving Main Street businesses, and convenient multimodal transportation that connects us to the surrounding region. We value and preserve our historic community character, and our expansive open spaces, natural areas, parks and recreation facilities, so we can connect with our heritage and the natural world. The Oak Creek Greenway runs through the heart of town and is the lifeblood of our community, providing ample opportunities to walk, sit, and gather along the creek's edge. Oak Creek is a caring, connected community. Our culture values community health and wellness. We provide diverse housing options for our residents and frequent community gatherings that offer opportunities for the community to come together.

Oak Creek's small-town character and natural setting are prized assets to be preserved. There is a deep sense of community pride in Oak Creek and belief in the economic potential of Main Street. There is also significant concern about dilapidated properties and needed infrastructure improvements. Business development and affordable housing are vital to successfully achieve the community vision for Oak Creek.

This Plan has been drafted to position the Town of Oak Creek to achieve its community vision. The goals outlined below are key objectives that must be achieved to realize the vision. The goals provide an overall framework for the Plan priorities, with more detailed policies and actions recommended in the subsequent Plan chapters, to implement each of these goals.

Goal #1
Define Oak Creek's town character and honor and protect it

Preserve Oak Creek's small-town, historic, mining character. Oak Creek has a rugged, independent, western small-town character that is shaped by its mining heritage and proximity to abundant recreational resources. Key descriptors community members use to describe the town character include:

- **Old West**
- **Eclectic and diverse**
- **Mining history**
- **Artsy**

Maintaining independent, locally owned businesses is an important component of preserving the town character and authenticity.

Ensure that the size, scale, look, and character of buildings fit the town's character.

Goal #2:
Clean up and beautify the town and the Oak Creek corridor

Address abandoned buildings and unmaintained properties throughout the town.

Enforce regulations to improve the appearance of individual properties.

Implement the Greenway Plan to make Oak Creek a prized amenity for the community.

Goal #3
Increase economic resilience

Strengthen and Diversify the Economy.

Increase Main Street Businesses and Activity.

Create Primary Job Opportunities.

Goal #4
Create an integrated land use and economic development plan to guide sustainable, fiscally responsible growth

Prioritize infill development within the town.

Focus growth where there is already existing infrastructure.

Integrate land use planning and economic development.

- Consider the fiscal impact of land use decisions.
- Balance revenues and expenditures
    - » Maintain the balance between tax base and service costs
    - » Balance residential and commercial growth
    - » Focus on developing the commercial tax base.
- Utilize existing underused residential properties to increase population and support local businesses
- Identify creative funding strategies to accomplish Comp Plan Goals, including:
    - » Public and private partnerships
    - » Transportation and transit-oriented development funding
    - » Alley activation funding sources
    - » Regional collaboration funding

Goal #5
Increase local housing options

Work with the South Routt Housing Authority, regional partners and developers to meet identified affordable housing needs and provide high quality housing for locals. Diversify the type of housing available in Oak Creek and improve the quality of the existing housing stock.

Goal #6
Improve transportation connectivity

Work collaboratively with regional partners (e.g. Yampa Valley RTA and CDOT) to provide public transportation to other communities, and plan for Mountain Rail service and regional transit.

Goal #7
Update infrastructure to support sustainable development

Make necessary infrastructure improvements.

Improve the condition of town streets, including paving and resurfacing.

Implement downtown beautification projects.

Goal #8
Support and enhance community health & wellness

Make Oak Creek a regional destination for Community Health & Wellness services, including:

- South Routt Medical Center
- A future South Routt Recreation Center
- The Oak Creek Farmer's Market and connection to local food and agriculture
- Expand parks, trails and recreation facilities

Goal #9
Unite the community and build coalition

Build upon existing community events such as the Oak Creek Labor Day event and South Routt community events.

Work with existing organizations such as the South Routt Community Association, the Town of Oak Creek Parks & Recreation and the Historical Society and Museum to identify opportunities for community building and local events.

Local private businesses, such as *Franciosi Brothers' Pizza and Meatballs* and *Lupita's Cantina*, can provide opportunities for cultural and music events for the community.

Consider the opportunity to create a local chamber or business association for local businesses and a visitor center.

CHAPTER 3

Land Use & Sustainable Growth

Background

The community's Land Use Plan provides a framework for the essential building blocks of the community. The Land Use Plan identifies recommended locations for various uses, including commercial, residential, public facilities, parks and open space. The Plan directs growth and development activity to the locations determined to be most appropriate by the community, while preserving the town character and protecting highly valued environmental resources and amenities. Land use plans ensure compatibility of land uses, efficient and economical use of land, and protection of environmentally sensitive areas, natural resources and scenic beauty.

Existing Land Use Pattern

Refer to existing Land Use Map on pages 22-23

The Existing Land Use Map shows the existing development pattern within the Town of Oak Creek. The Town of Oak Creek is oriented along three historically important, parallel features which pass through the town: Oak Creek, a railroad line currently operated by Union Pacific, and State Highway 131.

The town development pattern is compact, with topographic constraints bordering the town limits in nearly every direction. The town is generally comprised of a street grid extended with successive plats beginning in the early 1900's. The result is a relatively uniform street grid of short block lengths. Though lacking in multimodal infrastructure improvements (few sidewalks exist beyond the center of town), the compactness of the town as well as short blocks and small lots, affords Oak Creek a **traditional town character** and supports walkability and bike travel throughout the town.

Residential development in the town is mostly single-family homes on small lots, which are generally older homes with an average build year of 1949. More than a third of residential homes were built before 1939.

Most of the **commercial land use** within Oak Creek is found to the north of the creek and railroad, primarily along Main Street, the town's economic hub. This portion of the State Highway hosts Oak Creek's highest concentration of commercial, office, institutional, and mixed-use land uses. As the traditional center of the town, Main Street features a mix of local businesses such as shops and restaurants, a public library, a town museum and an outdoor museum. Except for a few vacant lots and buildings set back from the street, buildings along Main Street are generally consistent in height, massing, and rooflines and are oriented toward the street with sidewalks and benches supporting pedestrian activity.

The portion of town to the north of Main Street consists almost entirely of single-family residential land uses, including a large mobile home park along the northwestern edge of town. The terrain to the north of Main Street rises with the slope of **Thorpe Mountain** to the north of town. At the eastern edge of town, along State Highway 131, are the campus and recreational fields of **Soroco Middle and High School**.

The southern half of town primarily consists of single-family residential land uses with some varying uses, including a grouping of commercial and mixed-use parcels clustered around the intersection of Sharp Avenue and Nancy Crawford Boulevard. Also, there is a concentration of light industrial properties along Arthur Avenue, south of Oak Street. Adjacent to these properties are two notable town amenities: the **Oak Creek Ice Rink**, an important community recreation facility, and the **Bike Park** which includes a pump track. To the west of this area on the hillside at the town's western edge is a single-family residential neighborhood along Carbon Avenue. Directly west of this neighborhood is the 165-acre **Oak Creek Mountain Park** which offers residents access to over 4 miles of trails. Farther up Oak Creek Canyon, along State Highway 131 but outside of the town boundaries, is a large electric substation.

At the southeast corner of the intersection of Moffat Avenue and the railroad is **Decker Park**, the town's largest and most heavily used park. This low-lying land flanked by the creek to the north includes a playground area and a large field which is often used for soccer. To the south of Decker Park, the creek cuts through the southeast corner of town, leaving several vacant parcels. Some of these parcels were identified as areas of preservation in the town's 2021 Greenway Report.

EXISTING CONDITIONS & DEVELOPMENT MAP

LEGEND

Existing Land-Use (County GIS)

- Vacant
- Institutional
- Residential
- Mixed-Use
- Commercial
- Office
- Light Industrial
- Elder Care
- Utility
- Park
- Open Space
- Agriculture

Encumbrances

- Conservation

Geographic Conditions

- FEMA Floodway
- 0-10% Slope
- 10-20% Slope
- 20-30% Slope
- 30% + Slope

Lines

- Town of Oak Creek
- ROW
- Lot
- County Parcels

WATER TREATMENT
OAK CREEK
131
4TH STREET
3RD STREET
LINCOLN AVE
2ND STREET
1ST STREET
TRAIL MUSEUM & FIRE STATION
GRANT AVE
MAIN STREET
USPS
OAK CREEK MOUNTAIN PARK
GRANDVIEW AVE
RAILROAD
OAK CREEK FIRE PROTECTION DISTRICT
COMMUNITY CENTER
ICE RINK
SHARP AVE
OAK STREET
DECKER PARK
SOROCO MIDDLE & HIGH SCHOOL
WILLIAMS STREET
BIKE PARK
ST MARTINS CATHOLIC CHURCH
MOFFAT AVE
CEMETERY
VIRGINIA STREET
OAK CREEK TOWN OFFICE
HIGHLAND STREET
OAK CREEK
131
ROSSI MEADOW

Notes: Information sourced from County GIS, USGS, FEMA, Google and data provided by the client and is accurate to the best possible knowledge of the team. Norris design is not responsible for errors or omissions from incomplete data sets provided by others.

NORTH

0' 100' 200' 400'

SCALE: 1" = 200'

ENVIRONMENTAL RESOURCES & DEVELOPMENT CONSTRAINTS MAP

LEGEND

Geographic Conditions
- FEMA Floodway
- 0-10% Slope
- 10-20% Slope
- 20-30% Slope
- 30%+ Slope

Encumbrances
- Conservation

Lines
- Town of Oak Creek
- ROW
- Lot
- County Parcels

WATER TREATMENT
OAK CREEK
131
4TH STREET
3RD STREET
LINCOLN AVE
2ND STREET
1ST STREET
GRANT AVE
MAIN STREET
USPS
OAK CREEK MOUNTAIN PARK
GRANDVIEW AVE
RAILROAD
ICE RINK
OAK STREET
SHARP AVE
DECKER PARK
SOROCO MIDDLE & HIGH SCHOOL
WILLIAMS STREET
BIKE PARK
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131

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NORTH

0' 100' 200' 400'
SCALE: 1" = 200'

On the hillside in the southwest corner of town are the town's maintenance facilities and the **Tramway Park** a town-owned facility which has been identified as a location for possible workforce housing development.

At the southern edge of the town is **Rossi Meadow** a popular winter recreation destination for snowshoeing and cross-country skiing.

The character of the land surrounding the Town of Oak Creek is primarily rural agricultural and ranching land.

Existing Plans

The following key goals and policies related to land use are set forth in Oak Creek and Routt County's existing comprehensive plans and have helped to shape the existing development pattern within Oak Creek and the surrounding region:

Existing Oak Creek 2015 Comprehensive Plan Land Use Policies:

- Infill of vacant land within the town should be encouraged
- Enhance "Sense of Place" principles
- Promote urban agriculture and cottage industries
- Commercial development shall locate in Performance District 1 (of the Land Use Code)
- Landscaping plans should be required to buffer adjacent land uses

Routt County Comprehensive Plan Policies:

- Direct growth to Tier 1 (Incorporated municipal growth centers, including Oak Creek), Tier 2 (Targeted growth areas, including the Stagecoach Reservoir area), and Tier 3 (Small established communities), and Future Growth Areas, in that order
- Support infill development and redevelopment
- Promote development that corresponds with the natural topography
- Support needed housing, economic and infrastructure development
- Preserve sensitive ecological and wildlife areas
- Support Dark Sky lighting to control light pollution
- Support development of telecommunications and broadband
- Discourage development on ridges
- Support public spaces for recreation

Key Issues & Challenges

Key issues and challenges related to land use, which are identified as priorities to be addressed through the 2025 Plan update, include:

- Abandoned buildings and unmaintained properties throughout town need to be addressed.
    - » This issue is exacerbated by the cost of construction, which makes abandoned property redevelopment cost prohibitive.
- The condition of town infrastructure needs to be improved and maintained.
- There is a lack of housing and properties for sale.
- There is currently an undersupply of land available for light industrial and service commercial uses within town limits, and existing light industrial areas are transitioning to other land uses, primarily single-family and multi-family residential.

Opportunities

Key opportunities to capitalize on in the updated land use plan, include:

- Infill development opportunities on vacant and underutilized properties
- Future developments within the surrounding area (i.e., Stagecoach Tier 2 growth area) – adding residents and activity within the region to help support town businesses and increase downtown vibrancy
- Mountain Rail – regional transportation connectivity between Denver and Craig with a future transit stop planned in Oak Creek
- Oak Creek Greenway Plan – a well-developed plan with clear recommendations to improve the Oak Creek corridor – ecological function and in-town riverwalk experience.

Development Potential

As part of this plan update, an analysis of the remaining development potential within the town was conducted. This analysis identifies areas within town that have the potential for additional development or redevelopment given close proximity to existing town infrastructure and services, and with sufficient infrastructure capacity (water and sewer) to support additional development.

The Infill and Redevelopment Opportunities Map *(refer to map on the next page)* identifies properties that have remaining development or redevelopment potential, based on a real estate economist perspective. This approach examines the value of the improvements on each property as a percent of the total land price. If the improvement value of a property is 60% of the total land value or less (0% = vacant land), then the land value of the property is becoming disproportionately higher than the improvement value of the property, and a 'higher and better use' or more intense level of development could be supported. This is an early indicator that an area may be primed for redevelopment. Overall, the map illustrates that approximately 118 parcels are vacant within town (vacant land is shown in red), and approximately 76 parcels have the potential, from an investment standpoint, to support either a higher value use, or more intense level of development, purely from a monetary point of view (under developed properties are shown in orange). Of the 118 vacant parcels, approximately 105 parcels (89%) are located in residential areas, and approximately 13 parcels (11%) are in the commercial district. Of the 76 underdeveloped properties that provide potential redevelopment opportunities, approximately 66 parcels (87%) are in residential areas, and 10 parcels (13%) are located in the downtown commercial and mixed use areas.

DEVELOPMENT ANALYSIS MAP

LEGEND

Opportunities
- Opp. Outside Town
- Existing Park

Percent Utilization
- Vacant
- Under Developed
- Established
- Civic/ Governement

Geographic Conditions
- FEMA Floodway

Encumbrances
- Conservation

Lines
- Town of Oak Creek
- ROW
- Lot
- County Parcels

Notes: Parcel utilization is calculated based on the value of property improvements as a percent of the total land value.

Properties with lower calculated utilization are less developed and thus have a higher potential for redevelopment

In particular properties with less than 60% parcel utilization (shades of blue and white) are potentially ripe for redevelopment.

WATER TREATMENT
OAK CREEK
131
4TH STREET
3RD STREET
LINCOLN AVE
2ND STREET
1ST STREET
MAIN STREET
GRANT AVE
USPS
RAILROAD
OAK CREEK MOUNTAIN PARK
GRANDVIEW AVE
ICE RINK
OAK STREET
SHARP AVE
DECKER PARK
SOROCO MIDDLE & HIGH SCHOOL
CEMETERY
WILLIAMS STREET
BIKE PARK
MOFFAT AVE
VIRGINIA STREET
OAK CREEK TOWN OFFICE
HIGHLAND STREET
OAK CREEK
131

Notes: Information sourced from County GIS, USGS, FEMA, Google and data provided by the client and is accurate to the best possible knowledge of the team. Norris design is not responsible for errors or omissions from incomplete data sets provided by others.

NORTH
0' 100' 200' 400'
SCALE: 1" = 200'

Community Input:

Additional key findings and recommended land use planning priorities from the community engagement phase include:

- Prioritize infill development within town limits.
- Focus growth in town where there is existing infrastructure.
    - » Focus on existing and underutilized properties as opportunities for infill.
    - » Be mindful of the impact that future developments may have on the town so that such developments can have a positive impact on Oak Creek.
- Integrate land use and economic development by considering the fiscal impacts of land use decisions.
- Ensure that land use decisions fit the town character by considering the character, size and scale of new developments.
- Prioritize parks and recreation land uses that are well-connected to each other and to adjacent residential and commercial areas.

Recommendations:

The Land Use and Sustainable Growth recommendations provided in this section outline goals, policies and actions to achieve the following community priorities:

Priorities:

1. **Preserve Oak Creek's small-town character and surrounding agricultural/ ranching lands and natural resources.**
2. **Create a vibrant downtown business district along Main Street and portions of Sharp Avenue north of Oak Street.**
3. **Improve the condition of existing buildings and properties and reduce commercial vacancies - bring businesses back.**
4. **Increase housing opportunities within town to support the viability of local businesses and the social vitality of the community.**
5. **Guide smart, fiscally responsible growth through sustainability, infill and preservation.**

- Prioritize infill development within town and avoid sprawl.
- Integrate land use and economic development by considering the fiscal impact of land use decisions.
- Identify and maintain an adequate supply of light industrial and service commercial properties to support primary job opportunities.

6. **Improve transportation connectivity and prioritize parks and recreation land uses that are well-connected.**

- Work with regional partners to plan and develop a multimodal regional transit station that is well-connected to downtown and in character with Oak Creek.
- Improve the Oak Creek corridor and transform the creek into a community amenity.

Future Land Use Map:

The Future Land Use Map identifies recommended locations for various uses, including commercial, residential, public facilities, parks and open space. The Plan directs growth and development activity to the locations determined to be most appropriate by the community, while preserving the town character and protecting highly valued environmental resources and amenities.

The Future Land Use Plan has been drafted to ensure compatibility of land uses, efficient and economical use of land, and protection of environmentally sensitive areas, natural resources and scenic beauty. For example, the Plan ensures sufficient land is designated for economically important land uses, such as light industrial activities, in locations where these uses can be screened from view and will not cause negative impacts to adjacent residents.

The Future Land Use Map represents a vision for how development in the community can be organized sustainably in the long-term. There is no intention to proactively remove existing uses that do not align with future land use designations. Rather, as property ownership changes and land is redeveloped over time, the Future Land Use Map will help to guide buildout to occur in an optimal manner.

The Future Land Use Map identifies recommended land use designations for all properties within the town boundary, including the downtown business district, residential neighborhoods, parks, community facilities and institutional uses, and light industrial / service commercial uses. The Future Land Use Map also delineates a Future Growth Boundary to guide future growth opportunities adjacent to the existing town boundary and establish the recommended limits for future annexations and development outside town limits.

The purpose of identifying future land uses is to ensure that development and growth occur in an organized manner that maximizes positive benefits associated with adjacent land uses while minimizing any negative impacts on nearby properties. Specifically, land uses are defined to promote desired community character, attract investment, preserve natural resources, enhance access to amenities and recreation, and promote transportation and mobility choices.

Future Land Use designations include the following:

- Rural Gateway
- Agricultural Residential
- Residential
- Mixed-Use
- Commercial
- Light Industrial / Service Commercial
- Institutional
- Parks & Recreation

FUTURE LAND USE MAP

LEGEND

Land-Use

- Rural Gateway
- Ag Residential
- Residential
- Mixed-Use
- Commercial
- Light Industrial/ Service Commercial
- Institutional
- Park

Overlay Zone

- Creek Corridor
- Floodway

Encumbrances

- Conservation
- Railroad

Lines

- Town of Oak Creek
- Future Growth Boundary
- Railroad
- CDOT
- Lot
- County Parcels

Icons

- Future Potential Transit Station Location

OAK CREEK MOUNTAIN PARK
WATER TREATMENT
OAK CREEK
131
4TH STREET
3RD STREET
2ND STREET
1ST STREET
LINCOLN AVE
MAIN STREET
USPS
RAILROAD
NANCY CRAWFORD BLVD
GRANDVIEW AVE
GRANT AVE
ICE RINK
CARBON AVE
ARTHUR AVE
BELL AVE
OAK STREET
DECKER PARK
SOROCO MIDDLE & HIGH SCHOOL
CEMETERY
WILLIAMS STREET
SHARP AVE
HIGHLAND STREET
MOFFATA
TOWN MAINTENANCE & OFFICE
OAK RIDGE CIR
ROSSI MEADOWS
OAK CREEK
131

Notes: Information sourced from County GIS, USGS, FEMA, Google and data provided by the client and is accurate to the best possible knowledge of the team. Norris design is not responsible for errors or omissions from incomplete data sets provided by others.

NORTH

0' 200' 400' 800'

SCALE: 1" = 400'

DRAFT

Future Land Use Designations

Rural Gateway

Oak Creek's Rural Gateway areas are located along Highway 131 at the northern and southern entries to town. These locations should provide visual cues that travelers are arriving in Oak Creek and provide an attractive, engaging entry point into the community. Structures should reflect Oak Creek's historic, small-town character, signage should point to attractions, and open space should preserve view corridors into town and to the surrounding landscape.

Agricultural Residential

The Agricultural Residential designation maintains land for agriculture/ranching and open space within future growth areas, while allowing low-density, rural residential development, which is clustered to preserve agricultural/ranch lands, environmentally sensitive areas, open spaces, and views of the surrounding natural landscape.

Approximately 75-80% of the total land area should be preserved for agricultural and open space uses, with approximately 20-25% of the land area available for clustered residential development. Permitted land uses may include conservation areas, protected farm/ranch land, food-production space, farm service areas, clustered homes, event space, trails, farmers markets, and community and education centers.

Residential

Residential neighborhoods that preserve existing residential character and offer the opportunity to live in a residential-only portion of town. Allows detached and attached single-family homes. Attached dwellings such as duplexes and townhomes should be compatible in character and scale with detached single-family homes. Accessory dwelling units are encouraged to offer smaller scale housing options within established neighborhoods. Infrastructure enhancements within residential neighborhoods should focus on increasing connections to community spaces, parks, and recreation amenities.

Mixed-Use

Provides flexibility for a mix of residential and employment uses, with retail and service commercial mixed with medium-density residential development. Vertical and horizontal mixing of uses will provide the resident and visitor populations necessary to support businesses in addition to placing retail and services within walking distance of these populations, increasing downtown vibrancy. Medium-intensity residential includes midrise multifamily buildings up to three stories in height, multifamily apartments or condominiums located above or behind street-fronting commercial businesses and attached single family homes (i.e., duplexes and townhomes). The creation of office space that promotes local employment opportunities is also encouraged.

Commercial

Facilitates revitalization of Oak Creek's downtown and encourages a development pattern that provides an attractive, appropriately scaled downtown with pedestrian-oriented retail and service commercial along Main Street and a portion of Sharp Avenue extending south to Oak Street. Commercial uses on the ground floor of buildings and/or fronting Main Street and Sharp Avenue are strongly encouraged. Housing types that add thoughtful density, such as multifamily apartments or condominiums located above or behind street-fronting commercial businesses and attached single family homes (i.e., duplexes and townhomes), are encouraged. Outdoor patios, rooftop decks, and other outdoor spaces that encourage social connection and activity are encouraged. The creation of office space that promotes local employment opportunities is also encouraged. Architecture should reflect and advance the historic character of downtown through repurposing existing structures, where feasible, and compatible design of new buildings and spaces.

Light Industrial / Service Commercial

Commercially zoned land for service commercial and light/low-impact industrial uses is needed outside the downtown area to support the viability of the local and regional economy. This includes service commercial and light industrial uses that generate minimal sight, noise, and smell impacts on nearby properties, such as an auto mechanic shop, storage, personal services, and other commercial businesses with nominal off-site impacts.

Land devoted to these uses should be located at the edges of town away from primary residential and visitation areas. Any potential impacts on environmental resources and the Highway 131 view corridor should be mitigated. This includes avoiding development within environmentally sensitive areas (e.g., wetlands and steep slopes) and buffering and screening industrial uses from view. Housing may be incorporated as an accessory use to promote live/work opportunities, with approval of a conditional use permit to ensure potential negative impacts between commercial and residential uses are appropriately evaluated and mitigated.

Institutional

Public and quasi-public buildings and spaces intended for community gathering or cultural use, which provide community benefit and support the basic functions of Oak Creek. This includes town facilities, schools, the fire station, library and museum. Development of local and regional community-serving uses is encouraged within the Institutional designation.

Parks & Recreation

Parks and Recreation areas within town should preserve connections to the natural landscape and provide residents with year-round recreational activities. Parks should include features such as open space, seating, picnic areas, playgrounds, and recreational amenities.

Rural Gateway

Agricultural Residential

Residential

Mixed Use

Commercial

Light Industrial/ Service Commercial

Institutional

Parks & Recreation

LU Goal 1
Prioritize infill development within town and avoid sprawl.

LU Policy 1.1
Focus growth in town where there is existing infrastructure before growing outward and expanding town boundaries.

LU ACTION 1.1

A. Adopt an annexation policy that favors infill development.

B. Encourage (with incentives including streamlined entitlements, fee and or rate reductions, and others) a clustered residential development pattern for projects with multiple units to ensure view corridors are maintained, and utilities and services are delivered efficiently and effectively.

LU Policy 1.2
Infill development should focus on increasing the vibrancy of downtown and increasing the housing supply within town limits.

LU ACTION 1.2

A. Facilitate development of existing vacant and underutilized properties as infill opportunities.

B. Identify developers (for profit and nonprofit) with experience and a proven track record of delivering residential and non-residential product types that align with the objectives set forth in this Comprehensive Plan and share market due diligence prepared during this Comprehensive Plan update planning process.

C. Analyze all town-owned properties, determine the role each tract should play in the community's land use and sustainable growth management plan, and identify recommended demonstration projects to accomplish Plan goals.

D. After completing an analysis of all town-owned land and determining the desired role of each tract, pursue public-private partnerships to develop demonstration projects on identified town-owned properties.

D.1. Prepare a request for qualifications to solicit developers interested in partnering with the town to advance identified demonstration projects.

E. Establish a special fund for property acquisitions and infrastructure improvements, using one or more of the financing mechanisms identified in the Economic Development Strategy.

LU Policy 1.3
Limit future annexation and development to the areas located within the identified Future Growth Boundary, depicted on the Future Land Use Map.

LU Policy 1.4
Annexed land within a designated Future Growth Area shall be developed in a pattern consistent with the lot, block and road pattern within the existing town boundaries.

A gridded road pattern shall be encouraged, with variations in the grid where necessary to accommodate topography.

LU Policy 1.5
Preserve the rural, agricultural character of land outside the town's future growth area boundary.

LU ACTION 1.5

A. Submit the 2025 Oak Creek Comprehensive Plan and Three-Mile Plan to Routt County as amendments to existing County policy and planning documents governing the Oak Creek subarea.

B. Work collaboratively with Routt County and private property owners to conserve surrounding agricultural / ranching lands outside the Future Growth Boundary using tools such as conservation easements and the purchase of development rights.

C. Work collaboratively with Routt County to pursue limitations on commercial development outside of incorporated areas or outside Tier 1 communities.

LU Goal 2
Preserve Oak Creek's small-town character

LU Policy 2.1
Ensure that land use decisions fit into the town character by considering the character, size, and scale of new developments.

- Maintain the town's character through size, scale and appearance requirements for new buildings that align with the building character preferences expressed by the community during the community engagement phase of the planning proccess. The pictures below represent examples of some existing buildings the community feels reflect the desired town character.

LU Policy 2.2
Maintain infill design standards to assure the stability of existing neighborhoods and town character are maintained.

LU ACTION 2.2

A. Establish design standards for key corridors (e.g. Main Street) in keeping with the community's western heritage and small-town scale.

LU Policy 2.3

The town shall guide new development to maintain Oak Creek's land use pattern of small lots and grided street system found in the historic portions of Oak Creek. Continuing this pattern of development will provide visual continuity with the character of existing neighborhoods and connectivity for pedestrians and cyclists to downtown services, parks, and other amenities.

LU Policy 2.4
Large developments, proposed on properties 5 acres or greater in size, shall require a town-approved master plan to evaluate and ensure compatibility with town character and provision of necessary services. Master plans shall address access, circulation, land use compatibility, architectural character, development impacts, infrastructure, services, public health and safety, and other relevant issues identified by the town.

LU Goal 3

Increase the vibrancy of the downtown district along Main Street and the portion of Sharp Avenue north of Oak Street.

LU Policy 3.1

Ensure the downtown district allows for integrated land uses and appropriate densities.

LU Policy 3.2

Commercial development shall be encouraged to locate within Performance District 1.

LU Policy 3.3

Within Performance District 1, street frontage on Main Street shall be occupied by retail or institutional uses frequented by the public, such as museums, libraries, galleries or community services. Other commercial uses may be constructed in the rear, non-street frontage portion of the buildings or upper levels.

LU Policy 3.4

New development on street frontage in Performance District 1 not located on Main Street shall be retail, office or institutional uses.

LU Policy 3.5

Residential uses shall be limited to the 2nd level, non-street frontage portion of buildings in Performance District 1.

LU ACTION 3.5

A. Evaluate and amend the town Land Use Code, as needed, to prohibit or require a conditional use permit for stand-alone and ground floor residential in the commercial district along Main Street and Sharp Avenue. Only allow residential as a permitted use-by-right, when located above or behind street-fronting commercial businesses in these locations.

LU Policy 3.6

Improve the condition of existing buildings and properties and reduce commercial vacancies / bring businesses back.

LU ACTION 3.6

A. Provide incentives for property owners to improve or redevelop their properties.

   A.1. Partner with financial institutions (public, private, and institutional) to facilitate access to no or low interest loans and grants for property clean up, rehabilitation and redevelopment.

B. Provide incentives and funding to help facilitate improvements to buildings and storefronts downtown.

C. Inventory commercial properties within the downtown area, noting deferred maintenance and life safety infrastructure needs, and use the findings to inform programmatic offerings for incentives and funding to facilitate façade and structural improvements.

D. Increase town code enforcement.

   D.1. Hire a code enforcement officer or contract code enforcement services, and implement town code enforcement to address abandoned and unmaintained properties throughout town.

E. Explore the creation of minimum housing standards in concert with a town code enforcement strategy.

F. Establish necessary policies that will allow the town to condemn dilapidated structures, to get them out of the hands of current owners and position them for redevelopment.

LU Policy 3.7

Establish a comprehensive plan for community improvements including landscaping and beautification programs, code enforcement, and special incentives including subsidized site improvements, and private participation in area cleanup efforts.

LU Goal 4

Support economic development through land use.

LU Policy 4.1

Balance revenues and expenditures to ensure the balance between tax base and service costs stays in check.

LU ACTION 4.1

A. Map land uses by tax generation per acre.

B. Focus on developing a commercial tax base.

LU Policy 4.2

Balance residential and commercial growth as residential development is important for supporting small business.

LU ACTION 4.2

A. Evaluate and amend the Town Code as needed to permit cottage industries in residential areas as home businesses, with requirements to ensure any impacts on neighborhood character are sufficiently mitigated.

B. Encourage development of food-related cottage industries to support urban agriculture and local health and wellness as well as small scale art studio and teaching spaces.

LU Policy 4.3

Establish and maintain an effective town development review process that is comprehensive, efficient, and able to produce desired results.

LU ACTION 4.3

A. Develop a streamlined development review process for small and priority projects including building retrofits, life saftey improvements, local workforce housing, and affordable housing.

LU Policy 4.4

Evaluate the impacts of proposed development projects to ensure they provide a positive fiscal benefit to the community.

LU Goal 5

Identify and maintain an adequate supply of light industrial properties to support primary job opportunities.

LU Policy 5.1

Locate light industrial / service commercial activities on the outskirts of town, in the locations designated as Light Industrial / Service Commercial on the Future Land Use Map, where these uses can be screened from view and will not cause negative impacts to adjacent residents.

LU ACTION 5.1

A. Work collaboratively with property owners of identified light industrial / service commercial properties to entitle and facilitate development of these properties for light industrial and service commercial uses where aligned with property owner interests.

LU Policy 5.2

Ensure adequate buffering and screening of light industrial / service commercial properties from the Highway 131 travel corridor and adjacent properties.

LU Policy 5.3

Within the light industrial / service commercial land use designation, housing may be incorporated as an accessory use to promote live/work opportunities, with approval of a conditional use permit to ensure potential negative impacts between commercial and residential uses are appropriately evaluated and mitigated (e.g., light, noise, dust).

LU Policy 5.4

Due to the limited land area currently available for light industrial / service commercial uses within town limits, the town should carefully consider proposals to develop other land uses within these areas.

LU Policy 5.5

When evaluating development applications that propose to convert existing light industrial / service commercial properties to other land uses, such as residential, consider the projected economic impacts to the town that would result from further reducing the undersupply of land currently available for light industrial and service commercial within town limits.

LU Goal 6

Improve transportation connectivity and prioritize parks and recreation land uses that are well-connected.

LU Policy 6.1

Work collaboratively with regional partner agencies such as Colorado Department of Transportation (CDOT), Routt County, and the Yampa Valley Regional Transportation Authority (YVRTA), to evaluate and identify a preferred location to develop a multimodal transit station in Oak Creek that is well-connected to downtown and in character with Oak Creek.

LU ACTION 6.1

A. Work collaboratively with regional partner agencies to secure necessary funding, plan and construct a multimodal transit station on the selected site in town. See additional recommendations in Chapter 6: Transportation, Infrastructure, & Services.

LU Policy 6.2.

Improve the Oak Creek corridor and transform the creek into a community amenity.

IMPLEMENTATION ACTION PLAN

The following phased implementation plan outlines the recommended action items to be pursued in the years ahead, to implement the goals and policies set forth in the Plan.

Timeline:

The implementation process is not perfectly sequential, but there are some actions that need to be initiated before others, to address immediate community priorities and lay the foundation for success. For each action, the following timeframes are provided as guidelines:

- Immediate: 0-1 year
- Short-term: 1-3 years
- Mid-term: 3-5 years
- Ongoing and Long-term: To be pursued on and ongoing basis and/or long term over a 10-year timeline

Partnerships and Funding:

Plan implementation will require a coordinated approach that is led by the Town and involves numerous partners. The table below identifies potential partners to engage in various actions, and funding mechanisms that can be explored to help fund these initiatives. Additional information on potential funding mechanisms that can be investigated is provided in the **Appendix**.

Key Themes Addressed & Co-Benefits:

Many of these action items implement goals and policies in multiples sections of the Plan. The implementation plan identifies the various Plan themes that will be concurrently implemented through each action item.

Regional Collaboration:

Regional planning strategies that will be implemented in collaboration with regional partners agencies are highlighted. The Town of Oak Creek will participate in these efforts in partnership with other regional entities, and will likely not need to serve as the lead agency to guide implementation of these actions.

Key Themes

- COMMUNITY VISION, IDENTITY, & CHARACTER
- LAND USE
- ECONOMIC DEVELOPMENT
- HOUSING
- TRANSPORTATION, INFRASTRUCTURE, & SERVICES
- NATURAL RESOURCES, OPEN SPACE, PARKS & RECREATION
- FUNDING
- PARTNERSHIPS

= Regional Planning Strategies

Immediate Implementation Priorities (to be pursued within the first year)

Low-Hanging Fruit to address key items requested by the community

KEY THEMES ADDRESSED	ACTION	POTENTIAL PARTNERS	RECOMMENDED FUNDING MECHANISMS
	• LU Action 1.5.A.: Submit the 2025 Oak Creek Comprehensive Plan and Three-Mile Plan to Routt County as amendments to existing County policy and planning documents governing the Oak Creek subarea.	• Routt County (Planning Department)	
	• LU Action 3.7.A.: Increase town code enforcement.		
	• LU Action 3.7.A.1.: Hire a code enforcement officer or contract code enforcement services, and implement town code enforcement to address abandoned and unmaintained properties throughout town.	• RCEDP, Brother's Redevelopment	• Single Family Housing Repair Loans and Grants (CHFA) • Housing Planning Grant (DOLA) • Multifamily Housing Loan Guarantee Program (CHFA) • Community Development Block Grants (OEDIT)

Short Term Implementation Priorities (to be pursued within the first 1-3 years)

Exploring, Planning and Laying the Foundation for Success

KEY THEMES ADDRESSED	ACTION	POTENTIAL PARTNERS	RECOMMENDED FUNDING MECHANISMS
	• LU Action 3.6.A. Provide incentives for property owners to improve or redevelop their properties.	• Private property owners • Privtae lenders • Development community	• 'Single Family Housing Repair Loans and Grants (CHFA) • NOW Energy and Mineral Impact Assessment Fund (EIAF) (DOLA) • Multifamily Housing Loan Guarantee Program (CHFA) • Loan Fund for Innovative Housing Opportunities Incentive Grants (NWCCOG) • Urban renewal resources, Community Reinvestment Act (CRA) resources (local lenders)
	• LU Action 3.6.A.1. Partner with financial institutions (public, private, and institutional) to faciliate access to no or low interest loans and grants for property clean up, rehabilitation and redevelopment.	• NWCCOG • Mountain Valley Bank • Local lenders • Consultant support	• CHFA Loans and Grants (CHFA) • NOW Energy and Mineral Impact Assessment Fund (EIAF), (DOLA) • Loan Fund for Innovative Housing Opportunities Incentive Grants (NWCCOG) • Urban renewal resources, Community Reinvestment Act (CRA) resources (local lenders)
	• LU Action 3.5.A.: Evaluate and amend the town's Land Use Code, as needed, to prohibit or require a conditional use permit for stand-alone and ground floor residential in the commercial district along Main Street and Sharp Avenue. Only allow residential as a permitted use-by-right, when located above or behind street-fronting commercial businesses in these locations.		
	• LU Action 4.2.A.: Evaluate and amend the town's Land Use Code, as needed, to permit cottage industries in residential areas as home businesses, with requirements to ensure any impacts on neighborhood character are sufficiently mitigated.		
	• LU Action 3.7.B.: Explore the creation of minimum housing standards in concert with a town code enforcement strategy.		

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Short Term Implementation Priorities (to be pursued within the first 1-3 years)

Exploring, Planning and Laying the Foundation for Succes

KEY THEMES ADDRESSED	ACTION	POTENTIAL PARTNERS	RECOMMENDED FUNDING MECHANISMS
	· LU Action 3.7.C.: Establish necessary policies that will allow the town to condemn dilapidated structures, to get them out of the hands of current owners and position them for redevelopment.		
	· LU Action 4.3.A.: Develop a streamlined development review process for small and priority projects including building retrofits, life safety improvements, local workforce housing, and affordable housing.		· Local Planning Capacity Grant Program, Colorado Division of Local Government (CDLG) · Northwest Loan Program · Fast Track Development Review Incentive
	· LU Action 3.6.C.: Inventory commercial properties within the downtown area, noting deferred maintenance and life safety infrastructure needs, and use the findings to inform programmatic offerings for incentives and funding to facilitate façade and structural improvements.	· Private property owners	
	· LU Action 1.1.A.: Adopt an annexation policy that favors infill development		
	· LU Action 1.5.C.: Work collaboratively with Routt County to pursue limitations on commercial development outside of incorporated areas or outside Tier 1 communities.	· Routt County (Planning Department)	· Local officials
	· LU Action 1.5.B.: Work collaboratively with Routt County and private property owners to conserve surrounding agricultural / ranching lands outside the Future Growth Boundary using tools such as conservation easements and the purchase of development rights.	· Routt County (Planning Department) · Private property owners · Colorado Cattlemen's Agricultural Land Trust (CCALT) · Yampa Valley Land Trust (YVLT)	· Purchase of Development Rights Program, Routt County · Private funding sources
	· LU Action 1.2.E.: Establish a special fund for property acquisitions and infrastructure improvements, using one or more of the financing mechanisms identified in the Economic Development Strategy.	· NWCCOG · Mountain Valley Bank · Local lenders · Consultant support	· (DOLA) · Colorado Community Revitalization Grant (NWCCOG) · Urban renewal resources · Community Reinvestment Act (CRA) resources (local lenders) · Community Development Block Grants (OEDIT)
	· LU Action 1.1.B.: Encourage (with incentives including streamlined entitlements, fee and or rate reductions, and others) a clustered residential development pattern for projects with multiple units to ensure view corridors are maintained, and utilities and services are delivered efficiently and effectively.		· Housing Planning Grant Program, State of Colorado Department of Local Affairs (DOLA) · Local Planning Capacity Grant Program, Colorado Division of Local Government (CDLG) · Northwest Loan Program · Fast Track Development Review Incentive, State of Colorado Department of Local Affairs (DOLA)
	· LU Action 1.2.B.: Identify developers (for profit and nonprofit) with experience and a proven track record of delivering residential and non-residential product types that align with the objectives set forth in this Comprehensive Plan and share market due diligence prepared during this Comprehensive Plan update planning process.	· Private landowners & developers	
	· LU Action 1.2.C.: Analyze all town-owned properties, determine the role each tract should play in the community's land use and sustainable growth management plan, and identify recommended demonstration projects to accomplish Plan goals.		
	· LU Action 2.2.A.: Establish design standards for key corridors (e.g., Main Street) in keeping with the community's western heritage and small-town scale.	· Consultant support	· Revitalizing Main Streets Grant Program, State of Colorado Department of Transportation (CDOT) · Community Development Block Grants, State of Colorado Division of Housing

Mid Term Implementation Priorities (to be pursued within 3-5 years)

Funding and Implementation

KEY THEMES ADDRESSED	ACTION	POTENTIAL PARTNERS	RECOMMENDED FUNDING MECHANISMS
	· LU Action 3.6.B.: Provide incentives and funding to help facilitate improvements to buildings and storefronts downtown.		· Historic Preservation Investment Tax Credit, National Park Service · Historic Rehabilitation Tax Credit, Colorado Housing and Finance Authority (CHFA) · Historic Preservation Tax Credit, State of Colorado Department of Local Affairs (DOLA) · Colorado Community Revitalization Grant, State of Colorado Office of Economic Development & International Trade (OEDIT) · State Historical Fund (SHF) grants, History Colorado · Historic Preservation Fund Program, State Historic Preservation Office (SHPO) · Colorado Main Street Program, State of Colorado Department of Local Affairs (DOLA)
	· LU Action 1.2.D.: After completing an analysis of all town-owned land and determining the desired role of each tract, pursue public-private partnerships to develop demonstration projects on identified town-owned properties.	· Private or non-profit development entities	
	· LU Action 1.2.D.1.: Prepare a request for qualifications to solicit developers interested in partnering with the Town to advance identified demonstration projects.	· Private or non-profit development entities	
	· LU Action 5.1.A.: Work collaboratively with property owners of identified light industrial / service commercial properties to entitle and facilitate development of these properties for light industrial and service commercial uses where aligned with property owner interests.	· Private landowners	
	· LU Action 6.1.A. Work collaboratively with regional partner agencies to evaluate and identify a preferred location to develop a multimodal transit station in Oak Creek that is well-connected to downtown and in character with Oak Creek.	· Colorado Department of Transportation (CDOT) Transit and Rail Division · Routt County · Yampa Valley Regional Transit Authority (YVRTA)	· Multimodal Transportation and Mitigation Options Fund (MMOF) · Colorado Department of Transportation (CDOT)

Ongoing and Long Term Priorities (to be pursued on an ongoing basis and/or long term over a 10 year timeline)

Sustaining Long Term Success

KEY THEMES ADDRESSED	ACTION	POTENTIAL PARTNERS	RECOMMENDED FUNDING MECHANISMS
	· LU Action 1.2.A.: Facilitate development of existing vacant and underutilized properties as infill opportunities.		
	· LU Action 3.6.A.: Provide incentives for property owners to improve or redevelop their properties.	· Private property owners · Private lenders · Development community	· CHFA Grants (Colorado Housing and Finance Authority) · NOW Energy and Mineral Impact Assessment Fund (EIAF) (DOLA) · Loan Fund for Innovative Housing Opportunities Incentive Grants (NWCCOG) · Urban renewal resources, Community Reinvestment Act (CRA) resources (local lenders)
	· LU Action 4.2.B. Encourage development of food-related cottage industries to support urban agriculture and local health and wellness as well as small scale art studio and teaching spaces.		
	· LU Action 6.1.B.: Work collaboratively with regional partner agencies to secure necessary funding, plan and construct a multimodal transit station on the selected site in town.	· Colorado Department of Transportation (CDOT) Transit and Rail Division · Routt County · Yampa Valley Regional Transit Authority (YVRTA)	

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CHAPTER 4

Housing

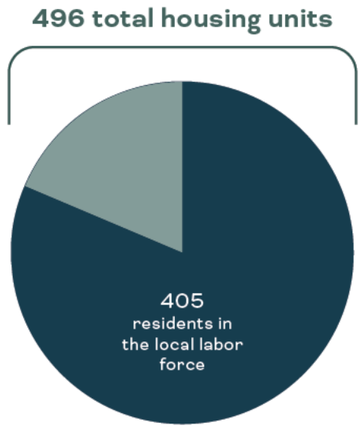
Background

The Town of Oak Creek is currently experiencing significant housing challenges, including a low inventory of available housing, an aging housing stock, and affordability challenges. Increasing housing prices are pricing people out of Oak Creek's housing market and there is a considerable demand for more affordable housing, including both rental and ownership housing. The current housing stock is comprised primarily of older single-family homes, many of which need maintenance and repairs. There is a need for more diverse housing options that are affordable to local residents.

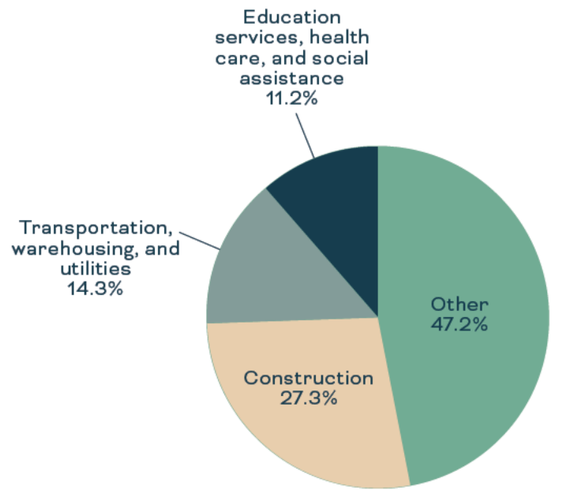
Household Incomes and Affordable Housing

Table No. 4-2 provides a detailed breakdown of household income and median home values in the Town of Oak Creek and the larger Routt County Trade Area. As shown, the town's household income is generally aligned with household income in the larger Trade Area, and this is expected to continue over the next five years. Both geographies have a similar relationship between median household income and median home value, where median home value is approximately 8 times the median household income. As a general rule, households can typically afford homes priced between 3 to 4 times their household income. Thus, current home prices are out of reach for many households in the Oak Creek area.

Table No. 4-1: Housing and Industry
Town of Oak Creek



Workforce Housing; Local Capacity



Oak Creek's Largest Industries

Table No. 4-2: Household Income (Detail)
Town of Oak Creek and Oak Creek Trade Area

	TOWN OF OAK CREEK		TRADE AREA	
HOUSEHOLD INCOME	2024	2029	2024	2029
<$15,000	4%	3%	6%	5%
$15,000 - $24,999	3%	2%	2%	2%
$25,000 - $34,999	4%	4%	4	3%
$35,000 - $49,999	7%	5%	7%	5%
$50,000 - $74,999	16%	12%	14%	12%
$75,000 - $99,999	11%	10%	11%	10%
$100,000 - $149,999	18%	18%	19%	19%
$150,000 - $199,999	17%	24%	13%	16%
$200,000+	20%	23%	24%	28%
MEDIAN HOUSEHOLD INCOME	$110,100	$136,700	$1119,00	$130,600
AVERAGE HOUSEHOLD INCOME	$149,000	$174,000	$161,000	$184,000
MEDIAN HOME VALUE	$865,800	$936,100	$921,900	$990,200

source: U.S. Census; ESRI and Ricker | Cunningham

Table No. 4-3: Income and Rent Limits (HUD)
Routt County

HOUSEHOLD INCOME LIMITS | ROUTT COUNTY 2025					
AMI	1 PERSON	2 PERSON	3 PERSON	4 PERSON	5 PERSON
60%	$54,600	$62,400	$70,200	$78,000	$84,240
80%	$72,800	$83,200	$93,600	$104,000	$112,320
100%	$91,000	$104,000	$117,000	$130,000	$140,400
120%	$109,200	$124,800	$140,400	$156,000	$168,480
140%	$127,400	$145,600	$163,800	$182,000	$196,560
160%	$145,600	$166,400	$187,200	$208,000	$224,640

MAXIMUM RENTS | ROUTT COUNTY 2025					
AMI	0 BEDROOM	1 BEDROOM	2 BEDROOM	3 BEDROOM	4 BEDROOM
60%	$1,365	$1,462	$1,755	$2,028	$2,262
80%	$1,820	$1,950	$2,340	$2,704	$3,016
100%	$2,275	$2,437	$2,925	$3,380	$3,770
120%	$2,730	$2,925	$3,510	$4,056	$4,524
140%	$3,185	$3,412	$4,095	$4,732	$5,278
160%	$3,640	$3,900	$4,680	$5,408	$6,032

source: Colorado Housing Finance Authority (CHFA) and Ricker | Cunningham

Table No. 4-3 shows the income and corresponding rent limits for Routt County set by the Department of Housing and Urban Development (HUD) for 2025 and published by the Colorado Housing and Finance Authority (CHFA).

Household income limits can be used to establish price point ranges for both “affordable” and “workforce” housing products. Workforce housing is generally considered to be attainable to households with incomes ranging from 80% to 120% of Area Median Income (AMI). In most Colorado resort communities, that range is increased to 140%. For the Trade Area (which is part of Routt County), this would include 2-person households with incomes ranging between $83,200 and $145,600, and 4-person households between $104,000 and $182,000. Rent limits for these households would range from $1,950 to $4,095 for one- or two-bedroom units. Approximately 27% of current Trade Area households fall into the workforce housing range. This figure is expected to increase to 32% in the next five years.

Households earning 80-120% AMI - teachers, nurses, tradespeople - are currently priced out of the for-sale market, underscoring the need for deed-restricted infill options.

2025 Town of Oak Creek Housing Needs Assessment:

A Housing Needs Assessment for Oak Creek and South Routt County was prepared by Ayers Associates in January 2025. The following is a summary of the key housing issues and recommendations outlined in the Housing Needs Assessment report.

ASSESSMENT THEMES	KEY ISSUES	RECOMMENDATIONS
Changing demographics	• Slight decline in population. • Aging community and workforce shrinkage. • Households are getting smaller.	• Need to attract younger residents. • Focus on affordable development and reinvestment in the existing housing stock.
Rental Challenges	• Limited Rental Listings. • Current rental housing demand is 4-7 units. • Projected 5-year rental housing demand is 19 - 31 units.	• Develop new rental opportunities. • Plan for the annual development of 7-11 rental units. • Revitalization of existing rental housing - maintenance, renovations, and full replacement. Revitalization efforts can be used to supplement new development.
For-Sale Housing Needs	• Low inventory. • Aging housing stock. • Affordability challenges. • Current housing demand is 3-4 units. • Projected 5-year housing demand is 20 - 33 units.	• Dual approach of revitalizing existing homes and focusing on new developments.
New Development	• Urgent need for new housing development.	• Create diverse and affordable housing options. • Focus affordable housing in infill locations. • Balance new development with the preservation of community character and the needs of existing residents.
Developer Incentives or Deed Restrictions	• Potential tools for ensuring housing affordability.	• Implement deed restrictions and developer incentives.
Tramway Property	• 6-acre parcel owned by Town of Oak Creek that offers a potential housing development opportunity located near an existing residential neighborhood with easy connections to existing utilities.	• Develop for affordable housing. • Conceptual site plan shows potential for 33 units, mix of single-family and townhomes.

2025 Routt County Housing Market and Demand Study

A Housing Market and Demand Study was also prepared for Routt County (and the City of Craig in Moffat County) in July 2025 by Economic & Planning Systems, Inc. and RRC Associates. The Yampa Valley Housing Authority (YVHA) commissioned this study to inform development planning and investment within the region over the next 10 years.

A summary of the key findings highlighted in this study include:

Demographic and Economic Conditions

» Jobs are growing faster than population. If this trend continues, it may result in an increase in the number of people with long commute times, which has an impact on increasing vehicle emissions and reduced quality of life.

» Routt County is aging faster than the state, indicating that housing and economic conditions in the Yampa Valley region are less favorable for young people and families.

» Household income has become more concentrated at the upper-and lower-income ranges compared to 2010. The cost of housing may be displacing people to lower cost areas, such as Craig and Moffat County.

» Housing-related challenges have impacts on the region's economy as employers struggle to attract and retain employees.

Housing Supply

» Most new housing being built is not affordable or attainable, or designed to meet the needs of the local workforce and residents.

» Part-time residences or "second homes" are a significant portion of Routt County's housing market. In these types of housing markets, tools such as deed restrictions are needed to ensure that any affordable or attainable housing that is built is not available for purchase as a part-time residence.

» There is a need for a wide range of housing types to serve employee needs. A continuum of housing is needed to accommodate the local workforce and provide opportunities for "move-up" housing. Young people and early career workers typically need rental housing. As people progress in their careers and life stages change, attainable ownership housing is needed.

Housing Affordability

» The region has experienced rapid increases in housing prices, following trends across the Mountain West and in other areas close to outdoor recreation and scenic amenities. Countywide, the median single family home price is about $1.4 million and has increased at a rate of 16% per year since 2019 when it was $670,000.

» There are large gaps between home prices and what full time residents and workers can afford. A 2-person household earning 100% of area median income (AMI) ($95,300/year) can afford a home priced at about $360,600.

» Renters face the greatest challenges with affordability. Over half of renter households in Routt County are cost burdened, meaning they spend over 30% of their income on housing costs.

» A softening in the housing market is unlikely to alleviate affordability challenges. Home prices would need to drop by several hundred thousand dollars to bring them down far enough to align with local incomes and wages. There is an affordability gap of $789,400 for a 2-person household at 100% of AMI. Home prices would need to fall by more than 50%, which is unlikely even in a severe recession.

Housing Development Feasibility

- » The cost of land and construction creates a large feasibility gap for attainable for-sale housing. The cost to build affordable, attainable and even some market rate housing impedes the ability of the private sector and nonprofit developers such as housing authorities to build housing.
- » Rental housing, including market rate apartments, also has feasibility challenges in the current market. Due to higher interest rates, higher construction costs, and higher land costs today compared to a few years abo, even market-rate apartments are barely feasible.
- » The feasibility analysis highlights the importance of heavily discounted or free land in building affordable and attainable housing.

Key Findings & Recommendations in Existing Housing Studies & Town Plans:

Overall, the 2025 Oak Creek Housing Needs Assessment and the Routt County Housing Market and Demand Study show a significant need for more diverse and affordable housing options to serve the local community. The Oak Creek Housing Needs Assessment identifies a need for approximately 64 additional housing units over the next 5 years (including 31 rental units and 33 for-sale housing units). The Housing Needs Assessment recommends focusing on providing these affordable housing units in infill locations within town, through a combination of revitalizing existing homes and new development. The Housing Needs Assessment also emphasizes the importance of tools such as deed restrictions and developer incentives to achieve affordable housing targets.

In addition to the recommendations provided in these recent housing studies, the following key goals and policies related to housing are also set forth in some of Oak Creek's other existing plans:

Existing 2015 Comprehensive Plan Policies:

- Encourage a mix and balance of housing types
- Encourage the types of housing the community is lacking
- Work with Yampa Valley Housing Authority to implement affordable housing initiatives
- Strictly enforce minimum standards for safe/decent housing
- Identify housing/structures presenting safety concerns and initiate condemnation
- Identify opportunities for grant funding
- Enforce nuisance codes

2023 Strategic Plan:

- Identifies providing attainable housing, completing a Housing Needs Assessment and developing housing on the Tramway Property in the top 10 town priorities

Transition Plan Policies:

- Housing Affordability is included as a key plan component. Recommended strategies include:
  - » Support developers interested in adding more affordable housing
  - » Develop the Town of Oak Creek's Tramway site for workforce housing
  - » Reach out to nonprofit affordable housing developers
- Housing Workforce strategies include:
  - » Strengthen the workforce for construction trades
  - » Provide temporary housing for construction workers (modular housing)

Housing Efforts Completed to Date:

Over the past few years, the Town of Oak Creek has begun to address these housing challenges by completing the 2025 Housing Needs Assessment and working collaboratively with Routt County and the Town of Yampa to hire a South Routt County Housing Innovations Manager with grant funding provided by the Colorado Department of Local Affairs (DOLA). Current efforts are focusing on completing a detailed inventory of the existing housing stock and exploring the creation of a South Routt Regional Housing Authority to address regional housing needs.

Key Issues

Key issues and challenges related to housing, which are identified as priorities to be addressed through the 2025 Plan Update, include:

- The high cost of housing is difficult for the local workforce to obtain.
- The existing housing inventory is primarily older homes that are risky for homebuyers and have significant maintenance and repair needs (e.g., foundation issues, etc.)

Opportunities

Key housing opportunities to capitalize on in the updated plan are available subsidies that transition communities, such as Oak Creek, can access for affordable housing initiatives, including Proposition 123, as well as housing authority and local capacity grants.

Community Input

Key findings and recommended planning priorities from the community engagement phase include:

- Increase housing options and focus on providing housing opportunities through infill development.
- Prioritize addressing affordable housing needs.
- Prioritize senior housing.
- Increase the availability of home rehabilitation programs for existing homes.

Priority Development Sites:

- Tramway Property
- Downtown Infill Parcels
- Small-lot Rehabs

Housing Partners:

- Yampa Valley Housing Authority (YVHA)
- South Routt Housing Authority (SRHA)
- Colorado Department of Local Affairs (DOLA)
- Colorado Housing and Finance Authority (CHFA)

GOALS, POLICIES & ACTIONS

The Housing recommendations provided in this section outline goals, policies, and actions to address the Town of Oak Creek's key housing challenges, opportunities and needs. The recommendations focus on increasing local affordable housing options, diversifying the housing supply, improving the quality of the existing housing stock, and establishing the necessary policies, partnerships, and resources to ensure the long-term sustainability and success of the town's housing efforts.

HS Goal 1

Increase local housing options to meet the needs identified in the most recent Housing Needs Assessment. Strive to add approximately 65 additional housing units over the next 5 years, evenly split between 50% rental and 50% for-sale housing.

HS Policy 1.1

Incentivize and facilitate infill residential development on vacant and underutilized properties in town as a first priority for meeting local housing needs.

HS ACTION 1.1

A. Create an inventory of potential sites and resources for new housing developments, including:
   - » Land acquisition opportunities
   - » Public-private partnership possibilities
   - » Opportunities for mixed-use or multi-family affordable housing developments

B. Conduct site-readiness assessments for priority infill parcels to identify infrastructure, flood, or utility constraints prior to acquisition and development.

C. Pursue public / private purchases of identified vacant, underutilized, and abandoned properties within town to build affordable housing for the local workforce.

D. Adopt code enforcement policies, including additional taxation on parcels with dilapidated structures, and a right of first refusal to acquire by public sector entities after an established period of time.

E. Create a holding entity (see ED Action 4.4 A) capable of acquiring, positioning, and disposing of property (at favorable rates) for development of desired housing product types. If possible, use the same holding entity to manage income-restricted housing units. If not, either form a new or expand an existing organization to fill this role.

F. Request Routt County establish policies supporting or requiring development of affordable and attainable housing (required by County inclusionary housing regulations) in Tier 1 communities, including Oak Creek.

HS Policy 1.2

To maximize infill housing opportunities, encourage and support compact and efficient housing developments within town, including attached housing products and/or detached products on smaller lots.

- » Attached housing types could include paired homes, patio homes, townhomes, condominiums, and rental apartments. Attached units, whether for ownership or rental, could be created from rehabbing existing commercial space, built on smaller underutilized lots, or developed on larger underutilized tracts as part of a residential mix.
- » Detached housing types could include small-lot single family units, and manufactured housing.

HS ACTION 1.2

A. Ensure town development regulations allow building small homes on small lots. Evaluate and revise town development standards as determined to be appropriate to remove or reduce minimum size requirements (e.g., minimum lot size, minimum home size, etc.)

HS Policy 1.3

Strive to maintain and increase the number of affordable workforce housing units in redevelopments.

HS Policy 1.4

When infill residential housing opportunities are not available, as a secondary strategy, explore the potential to annex identified Future Growth Areas outside town boundaries to provide additional residential housing opportunities to serve the Oak Creek community.

HS Goal 2

Diversify the type of housing available in Oak Creek to ensure access to a continuum of housing that meets the needs of households at all life stages and income levels.

HS Policy 2.1

Provide a wide range of high-quality, diverse affordable housing options for local residents, including:

- Affordable, single-family homes
- Townhomes
- Small homes on small lots
- Accessory dwelling units (ADUs), with adequate onsite parking
- Multifamily housing (integrated within the Commercial, Mixed Use, and Light Industrial/ Service Commercial areas)
- Senior independent living.
- Modular and manufactured housing where appropriate to make building more cost-effective.

HS ACTION 2.1

A. Evaluate town code and development standards and revise, as determined to be appropriate, to ensure a wide range of housing products are permitted. Such updates may include removing or reducing minimum size requirements; allowing smaller homes on smaller lots; allowing attached housing types (e.g. duplexes and townhomes) and accessory dwelling units (ADUs) to increase the supply of smaller, more attainably priced homes; allowing the use of different building materials; and revisions to the legal structure with which housing is allowed to be owned, operated, and transferred.

B. Share market information prepared during this planning effort regarding demand for housing with property owners and developers to demonstrate support for a greater diversity of product types at different price points and rent levels.

C. Pilot small-scale modular or manufactured infill developments in partnership with the South Routt Housing Authority or nonprofit developers.

HS Policy 2.2

Encourage and facilitate development of units and support facilities for seniors, families, single-occupant households, co-living arrangements, etc.

HS Policy 2.3

Ensure a diverse mix of ownership and rental housing to serve residents' needs.

HS Policy 2.4

Encourage and facilitate development of live/ work units to provide local workforce housing in association with operating a business in town.

Silver Leaf - a collaborative senior living community in Paonia, CO - has been identified as a good example to emulate in Oak Creek.

HS Goal 3

Provide high quality affordable housing for locals.

HS Policy 3.1

Improve the quality of the existing housing stock while maintaining housing affordability for local residents.

HS ACTION 3.1

A. Home Repair & Weatherization Initiative: Establish a building rehabilitation program in partnership with private sector specialists to assist homeowners in making critical health and safety improvements at little to no cost. (See the description of the Town of Firestone Home Modification Repair Program in the Appendix.)

B. Partner with financial institutions to facilitate access to low or no interest loans for property clean up, rehabilitation and redevelopment.

C. Partner with state and regional programs to provide accessibility and energy-efficiency retrofits for existing homes, particularly for seniors.

D. Adopt minimum housing standards with appropriate modifications for different locations within the community (e.g., downtown, established neighborhoods) that ensure the health and safety of occupants.

HS Policy 3.2

Increase the supply of high quality, clean, affordable rental housing options.

HS Policy 3.3

Encourage and facilitate new construction to increase the supply of new, high-quality affordable housing without the repair / maintenance issues found in older housing stock.

HS Goal 4

Work to ensure the long-term sustainability and success of Town affordable housing efforts.

HS Policy 4.1

Ensure housing remains available for local employees over time, using tools such as deed restrictions to limit occupancy to local employees.

HS Policy 4.2

Partner with local and regional entities to provide necessary housing services and resources.

HS ACTION 4.2

A. Develop and maintain an accurate and accessible inventory of existing housing in Oak Creek and the South Routt County community to understand the magnitude of deficiencies and necessary resources.

B. Prepare a Housing Dashboard Report, periodically updated, that includes information and industry statistics on the status of various local and regional housing-related initiatives.

C. Investigate the range of tools and tactics (such as deed restrictions, inclusionary housing, code restrictions, alternative building materials, density and setback allowances, and public-private partnerships) available to promote construction of affordable and workforce housing, and their applicability in Oak Creek and South Routt County.

D. Work collaboratively with regional partners to create a South Routt Regional Housing Authority.

D.1. Ensure the newly formed South Routt Housing Authority maintains a legal structure that allows for access to a range of resources (public, private, and institutional) for a variety of housing types, and which supports different tactics to acquire, position, and dispose of property (e.g. Community Development Corporations and Housing Trusts)

E. Establish a Housing Nonprofit for South Routt County to support local housing development and access additional funding streams.

E.1. Evaluate and select the most appropriate nonprofit organizational structure for South Routt County (e.g., Community Development Corporation, Community Land Trust, Supporting Organization (501 (c)(3)), etc.)

F. Identify and pursue new funding sources for financing affordable workforce housing, to advance housing objectives and minimize investor risk. Potential funding sources include:

- Federal and state grants (e.g., CDBG, HOME)
- Fee in-lieu payment strategy
- Local, regional, and national philanthropic funds

G. Develop strategic partnerships and pursue collaborative affordable housing efforts with entities such as:

- Developers experienced in rural and affordable housing
- National, state, and regional nonprofits focused on housing, community, and economic development
- Local employers, business and education institutions to address workforce housing
- Local governments
- Historic preservation and environmental sustainability agencies

G.1. **Local Employer Partnerships** Develop partnerships with local employers (e.g., the School District and South Routt Medical Center) to develop workforce housing on identified opportunity sites and provide first right of refusal for their Oak Creek-based employees in need of housing.

G.2. **Historic Preservation Partnerships** Explore potential funding and project opportunities in collaboration with preservation agencies.

- Identify historic structures suitable for adaptive reuse or preservation-based infill.
- Engage state and local historic preservation offices for technical assistance and eligibility for tax credits or grants.
- Use preservation as a pathway for housing rehabilitation and neighborhood revitalization.

G.3. **Environmental Justice and Sustainability Partnerships**
Research and partner with regional and national organizations focused on environmental sustainability and housing.

- Identify energy-efficient retrofit programs, solar integration models, and green building standards suitable for rural mountain regions.
- Coordinate with organizations such as the Colorado Energy Office, Enterprise Green Communities, and NREL.
- Integrate wildfire resilience, water efficiency, and sustainability planning into project designs and funding applications.

G.4. Partner with corporate and individual interests to create demonstration projects of different housing product types (cottage, tiny home, co-housing, others).

H. Develop fast-track development review policies and procedures for affordable workforce housing to comply with Proposition 123's expedited development review requirements.

I. Investigate the feasability of acquiring one or both RV Parks to ensure they remain affordable in perpetuity for area residents (See description of State program in the Appendix).

HS Goal 5

Regulate short-term rentals to allow this lodging use in a manner that contributes positively to the local economy, while mitigating negative impacts on the long-term housing supply and protecting the existing character and quality of life within residential neighborhoods.

HS Policy 5.1

Monitor the effectiveness of the town's short-term rental regulations over time and adjust the regulations as needed to accomplish Goal HS 5, ensuring balance of this use with long-term housing needs.

HS ACTION 5.1

Regularly evaluate the impact of short-term rentals on housing availability and affordability, and consider caps or licensing tiers based on local needs.

IMPLEMENTATION ACTION PLAN

The following phased implementation plan outlines the recommended action items to be pursued in the years ahead, to implement the goals and policies set forth in the Plan.

Timeline:

The implementation process is not perfectly sequential, but there are some actions that need to be initiated before others, to address immediate community priorities and lay the foundation for success. For each action, the following timeframes are provided as guidelines:

- Immediate: 0-1 year
- Short-term: 1-3 years
- Mid-term: 3-5 years
- Ongoing and Long-term: To be pursued on and ongoing basis and/or long term over a 10-year timeline

Partnerships and Funding:

Plan implementation will require a coordinated approach that is led by the Town and involves numerous partners. The implementation table identifies potential partners to engage in various actions, and funding mechanisms that can be explored to help fund these initiatives. Additional information on potential funding mechanisms that can be investigated is provided in the **Appendix**.

Key Themes Addressed & Co-Benefits:

Many of these action items implement goals and policies in multiples sections of the Plan. The table identifies the various Plan themes that will be concurrently implemented through each action item.

Regional Collaboration:

Regional planning strategies that will be implemented in collaboration with regional partners agencies are highlighted. The Town of Oak Creek will participate in these efforts in partnership with other regional entities, and will likely not need to serve as the lead agency to guide implementation of these actions.

Key Themes

- COMMUNITY VISION, IDENTITY, & CHARACTER
- LAND USE
- ECONOMIC DEVELOPMENT
- HOUSING
- TRANSPORTATION, INFRASTRUCTURE, & SERVICES
- NATURAL RESOURCES, OPEN SPACE, PARKS & RECREATION
- FUNDING
- PARTNERSHIPS

= Regional Planning Strategies

Immediate Implementation Priorities (to be pursued within the first year)

Low-Hanging Fruit to address key items requested by the community

KEY THEMES ADDRESSED	ACTION	POTENTIAL PARTNERS	RECOMMENDED FUNDING MECHANISMS
	• HS Action 4.2.C.: Investigate the range of tools and tactics (such as deed restrictions, inclusionary zoning, code restrictions, alternative building materials, density and setback allowances, and public-private partnerships) available to promote the construction of affordable and workforce housing, and their applicability in Oak Creek and South and Central Routt County.	• South Routt County Housing Innovation Manager • Brothers Redevelopment • Consultant Support	• Colorado Housing and Finance Authority Grant (CHFA) • State of Colorado Department of Local Affairs (DOLA) • Loan Fund for Innovative Housing Opportunities Incentive Grants, State of Colorado Office of Economic Development and International Trade (OEDIT)
	• HS Action 1.1.D.: Adopt code enforcement policies, including additional taxation on parcels with dilapidated structures, and a right of first refusal to acquire by public sector entities after an established period of time.		
	• HS Action 1.1.F.: Request Routt County establish policies supporting or requiring development of affordable and attainable housing (required by County inclusionary housing regulations) in Tier 1 communities, including Oak Creek.	• Routt County	

Short Term Implementation Priorities (to be pursued within the first 1-3 years)

Exploring, Planning and Laying the Foundation for Success

KEY THEMES ADDRESSED	ACTION	POTENTIAL PARTNERS	RECOMMENDED FUNDING MECHANISMS
	• HS Action 1.2.A.: Ensure town development regulations allow building small homes on small lots. Evaluate and revise town development standards as determined to be appropriate to remove or reduce minimum size requirements (e.g., minimum lot size, minimum home size, etc.)		
	• HS Action 2.1.A.: Evaluate town code and development standards and revise, as determined to be appropriate, to ensure accommodation for a range of affordable, workforce, and other housing products. Such updates for consideration may include removing or reducing minimum size requirements; allowing smaller homes on smaller lots; allowing attached housing types (e.g., duplexes and townhomes) and accessory dwelling units (ADUSs) to increase the supply of smaller, more attainably priced homes; allowing the use of different building materials; and revisions to the legal structure with which housing is allowed to be owned, operated, and transferred.	• Consultant support	• Housing Planning Grant Program, state of Colorado Department of Local Affairs (DOLA) • Local Planning Capacity Grant Program, State of Colorado Division of Local Government (CDLG) • Northwest Loan Program • Fast Track Development Review Incentive
	• HS Action 4.2.H.: Develop fast-track development review policies and procedures for affordable workforce housing to comply with Proposition 123's expedited development review requirements.		
	• HS Action 3.1.A.: Home Repair & Weatherization Initiative: Establish a building rehabilitation program in partnership with private sector specialists to assist homeowners in making critical health and safety improvements at little to no cost. (See the description of the Town of Firestone Home Modification Repair Program in the Appendix.)	• Local housing nonprofits • Private sector housing specialists • Brothers redevelopment	• Housing Development Grant Funds, State of Colorado Department of Local Affairs (DOLA) • Single Family Housing Repair Loans & Grants, U.S. Department of Agriculture - Rural Development • Community Development Block Grants (CDGB), State of Colorado Division of Housing • Loan Fund for Innovative Housing Opportunities Incentive Grants, State of Colorado Office of Economic Development and International Trade (OEDIT)
	• HS Action 3.1.B.: Partner with financial institutions (public, private, and institutional) to facilitate access to low or no interest loans for property clean up, rehabilitation, and redevelopment.	• Financial institutions	• Housing Development Grant Funds, State of Colorado Department of Local Affairs (DOLA) • Single Family Housing Repair Loans & Grants, U.S. Department of Agriculture - Rural Development • Community Development Block Grants (CDGB), State of Colorado Department of Local Affairs (DOLA) Division of Housing • Transformational Housing Loan Fund, State of Colorado Department of Local Affairs (DOLA)

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Short Term Implementation Priorities (to be pursued within the first 1-3 years)

Exploring, Planning and Laying the Foundation for Succes

KEY THEMES ADDRESSED	ACTION	POTENTIAL PARTNERS	RECOMMENDED FUNDING MECHANISMS
	· HS Action 3.1.C.: Partner with state and regional programs to provide accessibility and energy-efficiency retrofits for existing homes, particularly for seniors.	· State of Colorado Department of Human Services · State of Colorado Energy Office	· Weatherization Assistance Program (WAP), State of Colorado Energy Office · Colorado Low-Income Energy Assistance Program (LEAP), State of Colorado Department of Human Services
	· HS Action 3.1.D: Adopt minimum housing standards with appropriate modifications for different locations within the community (e.g., downtown, established neighborhoods) that ensure the health and safety of occupants.		
	· HS Action 4.2.D.: Work collaboratively with regional partners to create a South Routt Regional Housing Authority.	· South Routt County Housing Innovation Manager · Town of Yampa	· Housing Development Grant Funds, State of Colorado Department of Local Affairs (DOLA) · Community Development Block Grants (CDGB), State of Colorado Division of Housing · Housing Trust Fund (HTF) program, State of Colorado Division of Housing
	· HS Action 4.2.D.1.: Ensure the newly formed South Routt Housing Authority maintains a legal structure that allows for access to a range of resources (public, private, and institutional) for a variety of housing types, and which supports different tactics to acquire, position, and dispose of property (e.g., Community Development Corporations and Housing Trusts).	· South Routt County Housing Innovation Manager · Town of Yampa	· N/A
	· HS Action 4.2.E.: Establish a Housing Nonprofit for South Routt County to support local housing development and access additional funding streams.	· Routt County (Housing Innovation Manager) · Town of Yampa	· Housing Development Grant Funds, State of Colorado Department of Local Affairs (DOLA) · Community Development Block Grants (CDGB), State of Colorado Division of Housing · Housing Trust Fund (HTF) program, State of Colorado Division of Housing
	· HS Action 4.2.E.1.: Evaluate and select the most appropriate nonprofit organizational structure for South Routt County (e.g., Community Development Corporation, Community Land Trust, Supporting Organization (501 (c)(3)), etc.).		· Housing Development Grant Funds, State of Colorado Department of Local Affairs (DOLA) · Community Development Block Grants (CDGB), State of Colorado Division of Housing · Housing Trust Fund (HTF) program, State of Colorado Division of Housing
	· HS Action 4.2.F.: Identify and pursue new funding sources for financing affordable workforce housing to advance housing objectives and minimize investor risk. Potential funding sources include: - Federal and state grants (e.g., CDBG, HOME) - Fee in-lieu payment strategy - Local, regional, and national philanthropic funds	· Local housing nonprofits · Routt County (Housing Innovation Manager) · Brothers Redevelopment · State of Colorado Department of Local Affairs (DOLA) Division of Housing · Consultant Support	· Community Development Block Grants (CDGB), State of Colorado Department of Local Affairs (DOLA) Division of Housing · HOME Investment Partnerships Program, State of Colorado Department of Local Affairs Division of Housing · Colorado Housing and Finance Authority Grant, Colorado Housing and Finance Authority (CHFA) · Loan Fund for Innovative Housing Opportunities Incentive Grants, State of Colorado Office of Economic Development and International Trade (OEDIT) · Requirement for developers to pay a fee in-lieu of providing affordable housing units, which could be used to fund affordable housing projects elsewhere · Local, regional, and national philanthropic funds
	· HS Action 1.1.A.: Create an inventory of potential sites and resources for new housing developments, including: - Land acquisition opportunities - Public-private partnership possibilities - Opportunities for mixed-use or multi-family affordable housing developments	· Routt County (Housing Innovation Manager)	
	· HS Action 1.1.B.: Conduct site-readiness assessments for priority infill parcels to identify infrastructure, flood, or utility constraints prior to acquisition and development.		

Mid Term Implementation Priorities (to be pursued within 3-5 years)

Funding and Implementation

KEY THEMES ADDRESSED	ACTION	POTENTIAL PARTNERS	RECOMMENDED FUNDING MECHANISMS
	· HS Action 1.1.C.: Pursue public / private purchases of identified vacant, underutilized, and abandoned properties within town to build affordable housing for the local workforce.	· Routt County (Housing Innovation Manager)	· Fee in-lieu payment (see HS Action 4.2) · Transformational Housing Loan Fund, State of Colorado Department of Local Affairs (DOLA)
	· HS Action 1.1.E.: Create a holding entity (see ED Action 4.4.A.) capable of acquiring, positioning, and disposing of property (at favorable rates) for development of desired housing product types. If possible, use the same holding entity to manage income-restricted housing units. If not, either form a new or expand an existing organization to fill this role.		
	· HS Action 2.1.B.: Share market information prepared during this planning effort regarding demand for housing with property owners and development interests to demonstrate support for a greater diversity of product types at different price points and rent levels.		
	· HS Action 4.2.G.: Develop strategic partnerships and pursue collaborative affordable housing efforts with entities such as: · Developers experienced in rural and affordable housing · National, state, and regional nonprofits focused on housing, community, and economic development · Local employers, business and education institutions to address workforce housing · Local governments · Historic preservation and environmental sustainability agencies	· Affordable/rural housing developers · Local housing nonprofits · Routt County (Housing Innovation Manager) · State of Colorado Department of Local Affairs (DOLA) Division of Housing · State of Colorado Energy Office · State of Colorado Office of Economic Development & International Trade (OEDIT) · State Historic Preservation Office (SHPO)	· Housing Planning Grant Program, State of Colorado Division of Local Government (CDLG) · Local Planning Capacity Grant Program, State of Colorado Department of Local Affars (DOLA) · Northwest Loan Program, Northwest Colorado Council of Governments (NWCCOG) · Loan Fund for Innovative Housing Opportunities Incentive Grants, State of Colorado Office of Economic Development and International Trade (OEDIT)
	· HS Action 2.1.c: Pilot small-scale modular or manufactured infill developments in partnership with the South Routt Housing Authority or nonprofit developers.	· South Routt Housing Authority · Nonprofit developers	
	· HS Action 4.2.G.1.: Develop partnerships with local employers (e.g., the School District and South Routt Medical Center) to develop workforce housing on identified opportunity sites and provide first right of refusal for their Oak Creek-based employees in need of housing.	· Local employers such as South Routt School District RE-3 and South Routt Medical Center	
	· HS Action 4.2.G.2.: Explore potential funding and project opportunities in collaboration with preservation agencies. · Identify historic structures suitable for adaptive reuse or preservation-based infill. · Engage state and local historic preservation offices for technical assistance and eligibility for tax credits or grants. · Use preservation as a pathway for housing rehabilitation and neighborhood revitalization.	· State of Colorado Department of Local Affairs (DOLA) · State of Colorado Office of Economic Development & International Trade (OEDIT) · State Historic Preservation Office (SHPO) · History Colorado	· Historic Preservation Investment Tax Credit, National Park Service · Historic Rehabilitation Tax Credit, Colorado Housing and Finance Authority (CHFA) · Historic Preservation Tax Credit, State of Colorado Department of Local Affairs (DOLA) · Colorado Community Revitalization Grant, State of Colorado Office of Economic Development & International Trade (OEDIT) · State Historical Fund (SHF) grants, History Colorado · Historic Preservation Fund Program, State Historic Preservation Office (SHPO) · Colorado Main Street Program, State of Colorado Department of Local Affairs (DOLA)

*Continued

Mid Term Implementation Priorities (to be pursued within 3-5 years)

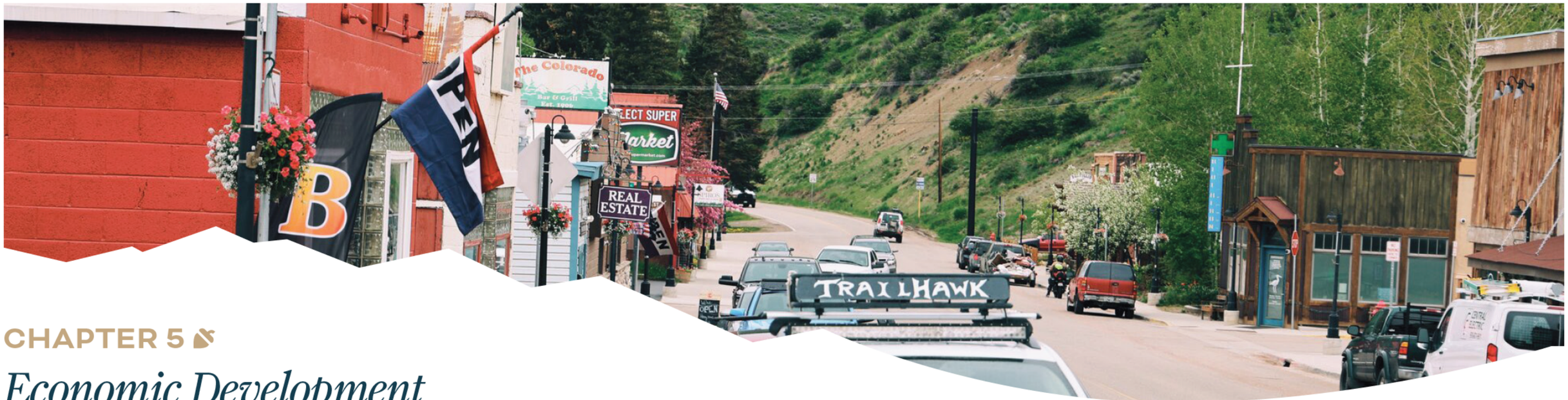
Funding and Implementation

KEY THEMES ADDRESSED	ACTION	POTENTIAL PARTNERS	RECOMMENDED FUNDING MECHANISMS
	· HS Action 4.2.G.3.: Environmental Justice and Sustainability Partnerships - Research and partner with regional and national organizations focused on environmental sustainability and housing. · Identify energy-efficient retrofit programs, solar integration models, and green building standards suitable for rural mountain regions. · Coordinate with organizations such as the Colorado Energy Office, Enterprise Green Communities, and NREL. · Integrate wildfire resilience, water efficiency, and sustainability planning into project designs and funding applications.	· Climate Justice Alliance · Colorado Energy Office · Enterprise Green Communities · National Renewable Energy Laboratory (NREL)	
	· HS Action 4.2.G.4.: Partner with corporate and individual interests to create demonstration projects of different housing product types (cottage, tiny home, co-housing, others).	· Routt County Economic Development Partnership (RCEDP) · Consultant support	· Housing Planning Grant Program, State of Colorado Division of Local Government (CDLG) · Local Planning Capacity Grant Program, State of Colorado Department of Local Affairs (DOLA) · Northwest Loan Program, Northwest Colorado Council of Governments (NWCCOG) · Fast Track Development Review Incentive, State of Colorado Department of Local Affairs (DOLA)
	· HS Action 4.2.I.: Investigate the feasibility of acquiring one or both RV Parks to ensure they remain affordable in perpetuity for area residents. (See description of State program in the Appendix.)	· State of Colorado Office of Economic Development and International Trade (OEDIT) · State of Colorado Department of Local Affairs (DOLA)	· Land Acquisition Program · Business and Industry Loan Guarantees · Community Facilities Guaranteed Loan Program, United States Department of Agriculture (USDA) · Northwest Catalyst Capital, Northwest Colorado Innovation Center · Community Development Block Grants, State of Colorado Division of Housing · Housing Planning Grant Program, State of Colorado Division of Local Government (CDLG)

Ongoing Priorities (to be pursued on an ongoing basis)

Sustaining Long Term Success

KEY THEMES ADDRESSED	ACTION	POTENTIAL PARTNERS	RECOMMENDED FUNDING MECHANISMS
	· HS Action 4.2.A.: Develop and maintain an accurate and accessible inventory of existing housing in Oak Creek and the South Routt County community to understand the magnitude of deficiencies and necessary resources.	· Routt County (Housing Innovation Manager)	· Housing Planning Grant Program, State of Colorado Division of Local Government (CDLG) · Local Planning Capacity Grant Program, State of Colorado Department of Local Affairs (DOLA) · Northwest Loan Program, Northwest Colorado Council of Governments (NWCCOG) · Fast Track Development Review Incentive, State of Colorado Department of Local Affairs (DOLA)
	· HS Action 4.2.B.: Prepare a Housing Dashboard Report, periodically updated, that includes information and industry statistics on the status of various local and regional housing-related initiatives.	· Routt County (Housing Innovation Manager)	
	· HS Action 5.1.A.: Regularly evaluate the impact of short-term rentals on housing availability and affordability, and consider caps or licensing tiers based on local needs.		



CHAPTER 5

Economic Development

Background

Oak Creek, Colorado is a 0.4-square-mile town located along Colorado State Highway 131 in South Routt County, approximately 20 miles south of Steamboat Springs. the town is the ancestral land of many Indigenous peoples, including the Ute and Arapaho tribes. It was first settled by nonnative homesteaders in 1887. Several coal mines opened shortly thereafter, and the town incorporated as Oak Creek in November 1907. The town grew rapidly with the arrival of the railroad in 1908, a depot opening in 1909, and booming business in the coal mining industry. The ups and downs of the mining industry were reflected in fluctuations in the town's population over the past 120 years. The last large mine in Oak Creek Canyon closed in 1995, marking a shift in the town's economy which is still felt to the present day.

Introduction

The principal purpose of many economic development initiatives is to achieve new gains in the financial and fiscal growth of the community. As such, these pursuits, many times focus on job creation, business development, reducing unemployment, and increasing the earnings of residents that will, in turn, be reinvested back into the municipality. Economic development specialists who lead these efforts do this through directed initiatives designed to attract, retain, and assist companies and organizations with expanding their operations. Discussions with the Routt County Economic Development Partnership (RCEDP) explained that while these activities are important, they place an even greater emphasis on assisting entrepreneurs within their target industry groups and supporting their member communities grow business friendly environments.

As Oak Creek and Routt County have known for more than a century, growth across multiple industry sectors is critical for the sustained success of any economic development program. Community dependent on a single or few industries will experience highly volatile economic cycles of expansion and contraction. Diversification of the economic base, together with completion of improvements that provide a public benefit, and public support for every aspect of its economic development infrastructure, is essential to protect a community from regional and national policies that cannot be influenced at the local level.

Community Issues

Like most jurisdictions in Central and South Routt County, in addition to diversifying the Town's economy, other critical economic and community development issues that Oak Creek needs to address as part of a comprehensive economic development program include:

- Preserving open spaces by concentrating and clustering growth in population centers.
- Ensuring access to housing for all household types at a range of price points.
- Balancing objectives of year-round, part-time, and transient residents and property owners.
- Consolidating infrastructure, including community, cultural, social, employment, and institutional (medical, educational, daycare).
- Supporting use of natural resources among disparate industry groups (e.g., agricultural vs. recreational tourism) while minimizing impacts.

Economic Development Infrastructure

As referenced above, a community's economic development "infrastructure" is multi-faceted and comprised of several critical elements including:

People – resident and non-resident employees, labor force, and employers, business interests, organizational partners, (financial, state and, institutional entities), and elected and appointed officials

- **Infrastructure** - transportation (roadways, accommodations for non-vehicular mobility, connections, etc.), utilities (power, water, sewer, cable, etc.), public and open spaces which support private investment
- **Sites and Buildings** – properties and improvements that can be adapted for different industries
- **Policies and Regulations** – intentions, guidelines, standards, and rules that inform investment
- **Incentives and Business Support** - public programs, projects and policies

to supplement municipal resources (manpower and monetary) and facilitate private investment

» **Quality of Life** - recreational amenities, social services, community facilities, etc. for residents and visitors

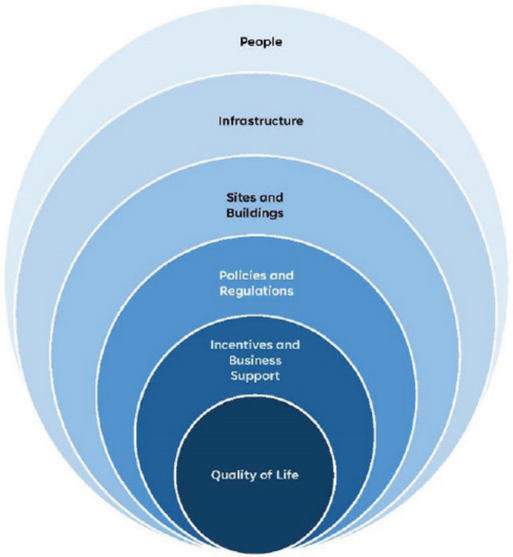


Figure No. 5-1.

The analysis of Oak Creek's economic development infrastructure presented in detail in the Economic Development Strategy and summarized below is intended to provide an objective, unbiased assessment of factors affecting the Town's competitive position within the region. The facts and figures presented are based on primary and secondary research, along with review of existing resources, plans, and reports. Conclusions drawn from this work were used to understand its competitive challenges and attributes, and inform recommendations and priorities associated with positioning the community for growth and development.

Equally important in the context of economic growth and development is understanding the profile of people in the market from which businesses draw most of their consumers. For the purpose of this discussion, that market is referred to as the Oak Creek Trade Area and encompasses all people and property within a 40-minute drivetime of the town, as illustrated in Figure 5-1 on the following page.

Based on discussions with local officials, and review of market information presented in the 2025 Economic Development Strategy (attached here by reference), residents of the community are largely comprised of construction workers (many working in Stagecoach), individuals employed in tourism related service jobs (e.g., property management), retirees, remote workers, and legacy families.

With this understanding, it is not surprising that compared to the Trade Area, the town had similar shares of non-family and one- and two-person households and similar shares of rental versus ownership households (33% vs. 35%) compared to the Trade Area. Further, the town had a higher share of residents 65 years and over (21% and 18%, respectively), lower share of residents 25-44 years (27% and 30%, respectively), and lower educational attainment rate (37% vs. 48% with a bachelor's degree). Over 50% of Trade Area employees are employed within the Natural Resources, Mining, and Construction, Education and Health Services, and Leisure and Hospitality industries, all groups expected to grow by nearly 18,000 new jobs over the next three decades. Finally, one of the top five psychographic groups in both the town and Trade Area, The Great Outdoors, which favors outdoor to indoor activities, spends a higher percent of their disposable income on recreation equipment, and prefers travel to home expenditures.

One of the most significant challenges facing Colorado, Routt County, and by extension Oak Creek is the limited inventory of attainable residential products. Despite a vacancy rate among existing units that might otherwise suggest some availability, a critical portion of its housing stock requires investment in items necessary for life safety and code compliance.

Household income limits used to establish price point ranges for both "affordable" and "workforce" housing products suggest approximately 27% of households maintain incomes that would qualify them for workforce housing assistance, a figure expected to increase to 32% in the next five years.

Competitive Challenges

- Limited inventory of attainable housing units
- Inefficient land use pattern
- Disproportionate number of nontaxable properties (and corresponding loss of potential revenue)
- Insufficient revenue from "traditional" sources to finance improvements
- Over supply of residential versus nonresidential properties
- Limited number of sites capable of supporting industrial and employment uses
- Lack of business-ready sites or buildings
- Small daytime population
- Retail sales lost to other communities
- Homogenous housing inventory (primarily aging single family stock)
- Deferred infrastructure maintenance
- Dilapidated building inventory
- Commercial development in unincorporated areas of the county
- Stagnant growth

Competitive Advantages

- Authenticity and heritage
- Natural assets
- Historic main street facilities (including alleys)
- Successful commercial operators
- Attractive physical environment
- Proximity to nationally acclaimed resort destinations
- Comparatively low land and operating costs
- Parks and open space initiatives
- Presence of medical and education facilities
- Regionally recognized location for festivals and recreation

Residential Demand

Demand for all residential units based on projected household growth in the Trade Area is expected to grow at approximately 1.4 percent annually reaching 11,500 households by 2045 – an addition of 2,800 units. Applying a 20 percent factor to account for a vacancy turnover buffer, demolition and some second-home purchases would result in an adjusted 20-year demand for approximately 3,400 units or 167 units annually. Based on current and anticipated home ownership and rental rates, this would result in demand for 2,200 additional ownership housing units and 1,200 additional rental units by 2045.

When further allocated into approximate income-qualified rent and home price groups, the analysis shows demand for approximately 1,200 new single family detached units, 1,000 new single family attached units (townhouse, condominium, rowhome, loft, patio home, etc.), and 1,000 new rental apartment units over the next 20 years in the Trade Area (See Table No. 5-1).

This suggests ample demand for a wide range of housing products. Given a preference for land use patterns that emphasize infill and redevelopment over sprawl, the town should encourage (and potentially incentivize) attached over detached housing products, particularly on smaller lots. Attached housing types could include paired homes, patio homes, townhomes, condominiums, and rental apartments. Detached housing types could include single family units such as cottages and containers, manufactured units, and tiny homes. Attached units, whether ownership or rental, could be created from rehabbing existing commercial space, or built on underutilized lots, both of which would more closely align with workforce and affordable housing goals.

Commercial Retail Demand

Demand for commercial space (including restaurant, entertainment, service, etc.) is a function of retail expenditures from two sources -- dollars spent by residents outside the trade area and those spent by new households. Among all major retail categories, current household expenditures compared to actual retail sales suggests a "surplus" (supply exceeds demand) or "leakage". The current level of "leakage" is estimated to be approximately $20.9 million, which could potentially support an additional 54,000 square feet of space.

Based on projected demand for new household formations, and assuming similar expenditure patterns over the next 20 years, an additional $91 million in retail spending is anticipated from new household growth. Together with sales outside the market, the area could support a total of 264,000 square feet of new retail space in the Trade Area over the next 20 years. Table No. 5-2 summarizes these estimates of retail demand.

Given the important contribution retail businesses make to municipal budgets, many communities put them at or near the top of their recruitment targets. Unfortunately, several inadvertently diminish these efforts by limiting residential densities, and therefore "rooftops" or over-zoning for commercial uses. With Oak Creek's future land use mix dependent on thoughtful infill and redevelopment decisions, commercial spaces should be strategically located along the town's principal roadway and ideally concentrated such as along Main Street and in the downtown district.

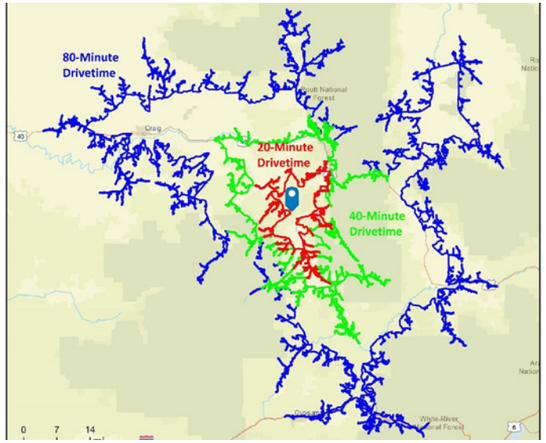


Figure No. 5-2: Oak Creek Trade Area

Employment Space Demand

Demand for new employment space is derived from two primary sources -- expansion of existing and relocation of new businesses into the market. Based on projections by industry classification over the next 20 years, and assuming a 1.5% growth rate, demand in the Trade Area could realize approximately 6,000 new employees and demand for approximately 885,000 square feet of space to accommodate them. Table No. 5-3 summarizes these estimates of employment demand.

Since Oak Creek has relatively limited land currently available for new development, the town will need to consider pursuing properties with the potential to accommodate a range of product types. The Tramway and Chevron parcels (the latter located outside the town limits), for example, have the capacity and exposure to support either or both residential or non-residential land uses. Given the significant lack of space for industrial employment uses, however, might dictate a preference in that direction. Particularly since, in addition to land and property management, another component of Oak Creek's economic development program will be soliciting investment interest among Routt County's and by extension, Oak Creek's target business groups. To succeed in this regard, though, the Town will need to ensure the availability of business-ready sites and buildings to host them.

Residential Demand Analysis	Households	2025	8,700		
Oak Creek Trade Area		2045	11,489	Annual Growth Rate	1.4%
20-yr Demand Estimates	Household Growth (2025-45)		2,789	Adjust for 2nd homes, demolition, vacancy	20%
	Adjusted Unit Requirement		**3,347**	% Rental	35%

Annual Household Income Range (2025 dollars)	Approximate Rent Range	Supportable Home Price Range	Current Households in Income Bracket	New Households by Income Bracket	Trade Area Demand from New Households (20-yr) Total Units	Estimated % Rental	Total Rental Units	Total Ownership Units
up to $15K	up to $375	up to $75K	6%	5%	**167**	95%	159	8
$15-25K	$375 - $625	$75 to $100K	2%	2%	**67**	95%	64	3
$25-35K	$625 - $875	$100 to $150K	4%	3%	**100**	90%	90	10
$35-50K	$875 - $1,250	$150 to $200K	7%	5%	**167**	80%	134	33
$50-75K	$1,250 - $1,750	$200 to $250K	14%	12%	**402**	70%	281	120
$75-100K	$1,750 - $2,250	$250 to $350K	11%	10%	**335**	35%	117	218
$100-150K	$2,250 - $3,250	$350 to $500K	19%	20%	**669**	25%	167	502
$150K and up	$3,250+	$500K and up	37%	43%	**1,439**	10%	144	1,295
Totals			**100%**	**100%**	**3,347**	**35%**	**1,156**	**2,190**

Source: U.S. Census; Colorado State Demographer; and Ricker | Cunningham.

Table No. 5-1: Trade Area Residential Demand Estimates (20 Year)

Retail Category	Estimated 2025 Household Retail Demand	Estimated 2025 Retail Sales (Supply)	Estimated 2025 Retail Void (Leakage)	Estimated Retail Sales/s.f.	New Retail Space Needed to Recapture Void / Leakage	Annual Household Growth Rate (2025-2045)	Net New Household Retail Demand	New Retail Space Needed for Household Growth	Total 20-Year New Trade Area Retail Demand (s.f.)
Furniture & Home Furnishings	$7,983,385	$16,212,610	$0	$300	0	1.4%	$2,559,177	8,531	8,531
Electronics & Appliance	$5,383,650	$1,379,185	$4,004,465	$300	13,348	1.4%	$1,725,798	5,753	19,101
Bldg Materials, Garden Equipment	$27,992,477	$68,825,737	$0	$350	0	1.4%	$8,973,350	25,638	25,638
Food & Beverage (Grocery)	$56,739,325	$171,725,254	$0	$500	0	1.4%	$18,188,524	36,377	36,377
Health & Personal Care	$24,301,507	$18,439,139	$5,862,368	$450	13,027	1.4%	$7,790,162	17,311	30,339
Clothing and Accessories	$19,033,499	$26,407,019	$0	$350	0	1.4%	$6,101,434	17,433	17,433
Sporting Goods,Hobby, Book, Music	$6,508,304	$49,142,007	$0	$300	0	1.4%	$2,086,321	6,954	6,954
General Merchandise	$52,567,813	$41,517,761	$11,050,052	$400	27,625	1.4%	$16,851,292	42,128	69,753
Miscellaneous Stores	$10,076,086	$47,160,596	$0	$300	0	1.4%	$3,230,020	10,767	10,767
Foodservice & Drinking Places	$73,525,831	$183,601,455	$0	$600	0	1.4%	$23,569,656	39,283	39,283
Total	**$284,111,878**	**$624,410,763**	**$20,916,885**		**54,001**		**$91,075,734**	**210,175**	**264,176**

Source: Colorado State Demographer; Urban Land Institute; Environics Analytics; and Ricker | Cunningham.

Table No. 5-2: Trade Area Retail Demand Estimates (20 Year)

Market Share

Considering the town's attributes and challenges, it is well-positioned to compete for a fair share of development in the Trade Area, with capture rates estimated to range from 8% to 15% depending on the land use and product type. Ultimately, actual levels will be dictated by number of factors including the community's vision and commitment by elected and appointed officials to maintain a favorable investment climate. The market analysis conducted for the purpose of this plan update demonstrated near- and long-term opportunities for both public and private development entities to capitalize on untapped niches and recapture spending in other markets.

Industry Targets and Clusters

As explained earlier, local economic development efforts are led by the Routt County Economic Development Partnership (RCEDP), the principal organization pursuing and supporting new and existing industries. As such, it acts as a liaison between local businesses and town governments, advocates for capital projects that support businesses, and promotes investment in programs that enhance the area's quality of life.

Oak Creek's economic development strategy assumes a strong partnership with RCEDP while seeking to attract and grow opportunities for living wage jobs in the outdoor recreation, value-added agriculture, and creative industries. In addition to these initiatives, the Town will need to expend resources to protect existing businesses and advocacy organizations, particularly those able to leverage their proximity to natural resources, agriculture, institutions of education and medicine, visitor populations, and provide a supportive infrastructure for individuals able to work from greater distances. With knowledge from this and subsequent community-led strategic and planning initiatives, and by focusing their efforts on businesses most likely to seek relocation and expansion opportunities, Oak Creek will make the most efficient use of limited resources and more effectively position itself for investment

Industry Category	Estimated 2025 Employees	Estimated Growth Rate 2025-2045	Estimated 2045 Employees	Estimated New Employees	Estimated % in Employment Space	Estimated Net New Employees	Sq Ft per Employee	Estimated 20-yr Employment Demand
Natural Resources, Mining and Construction	1,500	2.0%	2,224	724	80%	579	300	173,839
Manufacturing	300	0.5%	329	29	80%	23	300	6,937
Trade, Transportation and Utilities	2,100	1.1%	2,596	496	80%	397	350	138,866
Information	300	0.5%	331	31	90%	28	200	5,664
Financial Activities	1,900	1.4%	2,518	618	90%	556	150	83,438
Professional and Business Services	1,200	1.9%	1,748	548	80%	439	150	65,820
Educational and Health Services	4,400	2.0%	6,595	2,195	50%	1,098	250	274,388
Leisure and Hospitality	2,800	1.0%	3,391	591	25%	148	250	36,946
Other Services	1,400	1.2%	1,788	388	80%	310	150	46,523
Government	1,300	1.2%	1,650	350	50%	175	300	52,540
Totals	**17,200**	**1.5%**	**23,171**	**5,971**	**63%**	**3,753**	**236**	**884,960**

Source: Colorado State Demographer; Colorado Labor Market Information; ESRI; and Ricker | Cunningham.

Table No. 5-3: Trade Area Employment Space Demand (20 Year)

Land Use Type	Trade Area Demand (2025 to 2045)	Town of Oak Creek					
		Market Share		Absorption (Sq Ft)		Annual Average	
		Low	High	Low	High	Low	High
Non-Residential (Sq Ft):							
Retail	264,000	5%	7%	13,200	18,480	660	924
Employment (Office/Industrial)	885,000	3%	5%	26,550	44,250	1,328	2,213
Non-Residential Subtotal	**1,149,000**			**39,750**	**62,730**	**1,988**	**3,137**

Source: Ricker | Cunningham.

Table No. 5-4: Trade Area Market Share By Land Use Type

Existing businesses will be likely to expand for the same reason new businesses will be attracted to the area's attributes, comparatively lower cost of living, access, and slower pace of life. Experience has shown that most job growth is a byproduct of retention and expansion among existing operators, rather than the attraction of new ones. These groups and others already established in the region will provide opportunities to grow through industry clustering, expanded supplier networks, and entrepreneurial endeavors.

Outdoor Recreation

The outdoor recreation manufacturing industry of Routt County encompasses a wide range of businesses, from outdoor gear and equipment manufacturers to apparel and accessory producers. Investing in this industry stimulates job creation, drives innovation, and fosters entrepreneurship.

Value-Added Agriculture

Routt County is a place where fertile lands, a pristine environment, and skilled agricultural experts come together to produce high-quality products. The value-added agriculture manufacturing industry is not just about food; it's about nurturing our community's economic prosperity, environmental sustainability, and culinary diversity.

Creative Industries

Our community is home to a thriving ecosystem of creative industries, including visual arts, music, theater, design, and more.

Entrepreneurship

All of these industry groups support the mergence of entrepreneurial pursuits that could catalyze economic expansion, cultural enrichment, and community vibrancy.

Sites and Buildings

In addition to pursuing industry targets, acquiring and improving sites and buildings will be essential for the success of town-initiated efforts to diversify and stabilize the local economy, whereas property and building improvements, when effectively positioned, allow for timely business expansions and relocations. Since Oak Creek has a limited inventory of obvious locations capable of hosting the type of industries desired, their efforts will have to include certain land management activities such as consolidation, relocation, swapping, preserving and others described in greater detail in the 2025 Economic Development Strategy document.

Activities to support this work include:

1. Establish local policies and implement a plan to facilitate a pattern of land use and development that promotes fiscal sustainability and balance.
2. Create a holding entity for properties while positioning them for investment by partner entities.
3. Dedicate resources for improvements that threaten the safety of individuals and adjacent properties.
4. Adopt regulations that make it cost-ineffective to maintain vacant or dilapidated land and buildings.
5. Contract for code enforcement services and engage volunteer organizations to assist with maintenance.
6. Partner with financial institutions to offer low and no interest loans or grants for eligible home and property owners.

Incentives and Business Support

An additional component of the Town's economic development efforts is a comprehensive complement of economic development incentives including public programs and projects used to assist and advance private, non-profit, and institutional investment. With limited general fund dollars and numerous capital needs, a continuum of offerings from a variety of agencies and support organizations will be essential. Categories of resources should include financial assistance for workforce development and include due diligence research.

Whereas downtown Oak Creek is one of the community's greatest assets, a distinctive set of tools and tactics will be necessary to address the unique set of challenges associated with these environments. Downtown revitalization is an ongoing concern for many communities in the south and west, and one that requires higher levels of analysis, planning and assistance to attract the right type of investment and developer interest. While the heart of the community, downtowns are but one subset of a larger market, and as such, has its own strengths to be capitalized on and limitations to be overcome. Downtowns can have a tremendous influence on the economic well-being of a region, and regions with stronger downtowns often have stronger regional economies. Therefore, it is widely accepted that early projects in a revitalization effort are an obvious target for public-private partnerships.

While there are many roles public entities can play in this context, the most obvious and by some standards, appropriate, is to "level the investment and regulatory playing fields." They can do this by assisting with site acquisition, building and facade improvements, start-up capital, expedited licensing, and business counseling, to name a few. First, the Town and its leadership must accept that infill and redevelopment are at a distinct economic and market disadvantage compared to development on vacant "greenfield" sites. Rarely can private sources alone fill the financial "gap" associated with projects in these locations. Therefore, the Town will need to explore a variety of incentives and resources that can be packaged together such as revolving loan funds for facade and building improvements, matching grants for repairs and enhancements, grants to merchants for new signs and awnings, special entitlement processes for older buildings, design assistance, and others presented in the full Economic Development Strategy document.

GOALS, POLICIES & ACTIONS

To support the initiatives referenced here and addressed throughout this plan update, and in so doing improve conditions for residents and businesses, the following economic development goals, policies and actions have been proposed.

ED Goal 1
Diverse and Sustainable Economy (DE)

ED Policy 1.1

Grow presence of impact sensitive businesses which can leverage Oak Creek's and Central Routt County's natural and workforce assets. (Outdoor Recreation, Value-Added Agriculture, Creative Industries)

ED ACTION 1.1

A. Promote tourism (heritage) and extreme sports opportunities in the area while protecting outdoor recreation.

B. Investigate ways to monetize agricultural production (e.g., farm to table) for the benefit of operators and the town including tapping into resources of the Community Ag Alliance. Contact communities with similar objectives to better understand the opportunities and challenges (e.g., Boulder).

C. Encourage development of food-related cottage industries to support urban agriculture and local health and wellness as well as small-scale art studio and teaching spaces.

C.1. Identify existing cottage industries and use market findings from this planning effort to understand spending gaps among certain commercial categories, share these findings with existing operators, and among those they are unable to address, identify regional operators, and solicit their interest in expanding locally.

D. Meet with representatives from the medical center and health industry to understand potential voids in vendor businesses, and spin-off opportunities.

E. Conduct a communitywide survey of citizens and occupational enterprises to understand the town's existing supply of entrepreneurial and tradecraft businesses by type.

ED Policy 1.2

Provide a range of resources and services to foster economic stability and resilience for business and industry.

ED ACTION 1.2

A. Establish a program to help agricultural operators become Federal Drug Administration (FDA) certified and therefore be able to have their goods sold in commercial settings.

B. Ensure home-grown and entrepreneurial businesses can move through certification processes without obstacles.

Heritage Tourism

Heritage tourism is the practice of traveling to places that have historical, cultural, or natural significance, and learning about the past, traditions, customs, and values of a particular region.

ED Policy 1.3

Adopt codes and standards that provide greater certainty for existing and new businesses

ED ACTION 1.3

A. Conduct a regulatory audit to ensure the intentions of this plan regarding existing and new businesses are supported.

B. Balance flexibility and certainty when considering land use applications and product design until all codes and standards have been updated.

C. Ensure home occupations are allowed within all residential zoning districts provided their lighting, parking, noise, hours of operation, outdoor and on-site storage, signage, floor area ratio, number of employees and number and timing of deliveries do not detrimentally impact adjacent properties or residents.

D. Investigate the feasibility of a legacy code which benefits those businesses with a storied history in Oak Creek.

E. Solicit Routt County to amend existing sign restrictions, allowing for directional signage along SH131.

ED Policy 1.4

Establish a business infrastructure attractive to operators within the targeted industries.

ED ACTION 1.4

A. Provide business ready sites and buildings including (industrial, incubator, maker, small-scale art studio, and teaching spaces, as well as artist live-work).

B. Analyze existing town-owned sites for their potential to support businesses within the targeted industry groups.

C. Analyze opportunity sites identified during the planning process for their potential to support businesses within the targeted industry groups and reach out to property owners regarding their investment or disposition plans.

D. Engage a professional with design experience to prepare a range of building plans and process entitlements.

E. Investigate the feasibility of financing construction of business ready building shells on sites with near-term investment potential (vacant or with adaptable improvements).

F. Coordinate with the Routt County Economic Development Partnership (RCEDP) marketing and promotion of available sites and buildings.

G. Conduct additional due diligence regarding the viability of the Chevron property to host industrial live-work space for artists.If during the due diligence process, environmental contaminants are detected, pursue federal and state brownfield resources to proactively finance its cleanup prior to soliciting investor interest.

ED Policy 1.5

Support existing businesses and their efforts to maintain a local presence.

ED ACTION 1.5

A. Conduct a survey of existing businesses soliciting input regarding their impressions and experience with establishing and operating a business in Oak Creek (e.g., licensing, marketing, leasing, etc.).

B. Share insights regarding support services and operators that could complement existing business and industries with RCEDP, and other entities engaged in promoting the area.

C. Provide incentives and make available other resources to businesses either wanting to expand or at-risk of relocating.

D. Work with institutions of higher education to leverage the area's "entrepreneurship capital" in the form of retired business owners and executives to grow its numbers and train the next generation of makers and operators.

E. Research programs throughout Colorado and in other states that used high school, trade school, and community college students and instructors to support local businesses and operators (e.g., Breckenridge and Oconomowoc, WI High School Tiny Home Programs, Idaho's Student Harvesting Assistance Program).

ED Goal 2
Historic Character and Visual Appeal (VA, HC)

ED Policy 2.1

Develop recognizable gateways at key entry points to the community and continue throughout the community.

ED ACTION 2.1

A. Complete gateway improvements that are "balanced" and consistent on both the east and west sides, and which communicate a single entrance rather than two separate development areas.

B. Work with Routt County to limit (or restrict) ridgeline development in future growth areas.

ED Policy 2.2

Enhance the community's visitor experience.

ED ACTION 2.2

A. Encourage businesses to locate in the community which support use of the area's natural resources including local outfitting groups and recreational guides.

B. Balance the community's desire for historic preservation with development economics.

C. Solicit participation by area residents and entities "invested" in the community's future to assist older citizens and support organizations with minor home improvements and maintenance projects (e.g., shoveling snow "snow angels")

ED Goal 3
Healthy Main Street (MS)

ED Policy 3.1

Provide technical, organizational, informational, marketing, and physical support to area businesses.

ED Policy 3.2

Ensure code amendments reflect best practices from Main Street America and similar organizations that understand nuances associated with operating businesses in a downtown environment.

ED ACTION 3.2

A. Identify key elements of a successful downtown environment including outdoor seating associated with food service businesses, food trucks, ample parking, and alley treatments.

B. Consider development of a downtown boardwalk concept as a means of attracting main street businesses and pursuing unique funding opportunities.

C. Maintain commercial frontage along critical roadways including along Main Street.

ED Policy 3.3

Prepare a marketing plan for Main Street based on information regarding investment opportunities identified in the context of this planning effort.

ED ACTION 3.3

A. Identify businesses within missing and complimentary commercial business categories with potential for investment downtown.

B. Establish a moniker for the downtown district that can be consistently used and which will serve to identify the area as a destination in the region.

C. Maintain active contact within the town business community to understand potential concerns and capitalize on opportunities to improve conditions, access, its visual appearance, and town regulations.

ED Policy 3.4

Prioritize capital improvements in the downtown district that serve to stabilize the operating environment, enhance its visual appeal, and encourage an extended visitor experience.

ED ACTION 3.4

A. Develop a system of downtown gathering spaces for events including a farmers' market, festivals, and community events.

B. Complete roadway improvements in the downtown area, including the provision of shared parking facilities, dust mitigation on yet to be improved roadways, lighting, and sidewalk enhancements appropriate for seasonal weather conditions.

ED Goal 4
Fiscally Sound Land Use Mix (FI)

ED Policy 4.1
Broaden and diversify the town's tax base, shifting the tax burden away from residential properties to those that typically produce more revenue than they cost municipalities.

ED ACTION 4.1

A. Encourage investment in a range of land uses including restaurants and retail stores, commercial service businesses tourism-related and specialty retail, along with a mix and balance of housing types at all income levels, and industrial by engaging with developers, sharing due diligence materials from this planning process, and where necessary providing incentives.

B. Educate the community about the connection between its land use mix, fiscal health, and provision of public amenities and services.

C. Map land uses by tax generation per acre.

ED Policy 4.2
Maintain an understanding of the fiscal impact of all new property investment projects, annexations, and rezonings.

ED ACTION 4.2

A. Develop a comprehensive check list for use evaluating development proposals and zoning applications for consistency with the plan's principles and guidance.

B. Consider land use requests and development proposals in the context of their fiscal impact, not just procedural compliance.

C. Establish local policies and implement a plan that facilitates a pattern of land use and development which promotes fiscal sustainability and balance.

D. Periodically (e.g., annually) monitor the town's real estate products and land use mix to ensure consistency with intended development patterns.

E. Monitor real estate market conditions and engage the "delivery system" periodically (e.g., quarterly) to share information and insights.

F. Encourage annexation strategically positioned properties to accommodate businesses and industries identified in this plan and the 2025 Economic Development Strategy.

> ***Delivery System***
>
> "Delivery System" refers to any entity, public or private, that affects the delivery of a product to the market. This can include property owners, developers, lenders, investors, neighborhood groups, regulatory agencies, etc.

ED Policy 4.3
If deemed fiscally prudent to do so, promote the preservation of existing buildings and facilities, residential and non-residential.

ED ACTION 4.3

A. Dedicate resources for improvements that eliminate health and safety concerns in both residential and non-residential structures.

B. Adopt regulations that make it cost-ineffective to maintain, rather than improve, vacant land and buildings.

C. Partner with financial institutions to provide no and low interest loans or grants for eligible home and property owners. (See loan pool approach in ED Action 5.2.D.)

D. Proactively reach out to property owners regarding their near- and long-term investment intentions and support their efforts.

E. Secure funding to assist owners of property and businesses with investment and reinvestment.

ED Policy 4.4
Manage the town's real estate assets (land and buildings) to improve its fiscal balance sheet.

ED ACTION 4.4

A. Establish a holding entity that can manage the acquisition, positioning (entitling) and sale of strategic parcels for desired investment.

B. Use a range of tools and tactics to acquire and manage properties and inform development partners. (See list and discussion in the 2025 Economic Development Strategy.)

C. Use the town's real estate assets to leverage desired investment in businesses and industries.

D. Preserve land best suited for commercial and industrial uses (including within newly annexed areas) to protect Oak Creek's potential for an expanded tax and employment base.

E. Adopt criteria to evaluate requests by public, private, institutional, and non-profit entities to lease existing town-owned space.

F. Identify parcels capable of supporting a range of land uses (non-residential and residential) and work with the existing owners to have them rezoned (if necessary) and/or classified for these purposes.

G. Consider the strategic acquisition (or future acquisition) of parcels both within and beyond the town boundaries for desired development and redevelopment consistent with expressed objectives. (If the Town lacks the resources or the existing owner is not currently interested in selling, consider an interim solution such as purchasing a right-of-first refusal for when the property does become available.)

H. Assist private owners with positioning their properties for partnership opportunities and investment or completing improvements that advance the vision and objectives of this plan.

I. Share market information prepared in the context of this plan with property and business owners for their information and use securing funding for future investment projects.

J. Continually investigate the potential to trade (or swap) parcels between public and private entities to ensure desired investment occurs on strategically located parcels.

ED Goal 5
Comprehensive Offering of Finanical Resources (FR)

ED Polcy 5.1
Assist private sector investors and development partners interested in advancing community objectives overcome economic challenges.

ED ACTION 5.1

A. Investigate creating an urban renewal district downtown to offset any economic gaps associated with pioneering development concepts. Note: Urban renewal is also a proven resource to assist with flood mitigation improvements.

B. Secure resources to offset extraordinary costs associated with design or building standards or regulations.

C. Research and identify potential special districts that can be established to provide funding for improvements, maintenance, marketing, etc. such as utility districts, tax increment reinvestment zones, enterprise zones, public improvement districts or something similar.

D. Make available resources with a monetary benefit to businesses seeking to locate or expand including, but not limited to waiving fees, expediting development review processes, employing public-private financing mechanisms, and | or applying for development | redevelopment grants. (See a more comprehensive list in the 2025 Economic Development Strategy.)

E. Provide financial assistance and | or incentives for strategically located parcels to develop or redevelop, recognizing their benefits to the community may be secondary and tertiary (e.g., cultivate community identity, anchor neighborhoods, diversify the town's balance sheet, or provide public amenities).

ED Policy 5.2
Provide resources and assistance to existing owners and operators suffering from increased costs associated with operating a business, particularly in mountain rural and remote locations.

ED ACTION 5.2

A. Provide access to creative sources of capital for businesses.

B. Ensure incentives offered to businesses are based upon the level of benefit to the town and the principle of sharing future revenue from the development rather than pledging existing general revenue funds.

C. Assist the School District with pursuing supplemental dollars and programs to offset extraordinary expenses and needs associated with pre-school, daycare, and before and after childcare programs.

D. Solicit participation among regional financial institutions in a loan pool (or community fund to be managed by a CDFI) (see Appendix for description), the resources of which would be distributed to area residents and businesses in the form of grants, low interest loans, or a monetary match, to advance objectives of this plan and the Economic Development Strategy.

ED Policy 5.3

Develop policies, processes and programs, including economic incentives, which are clear and consistently applied by a team of Town and partner economic development entities working with stakeholders and focused on attracting, retaining and expanding business.

ED ACTION 5.3

A. Prepare an incentive policy with criteria and possible level of assistance to ensure a variety of tools appropriate for different situations (fee waivers, grants, loan programs, tax abatements, property acquisition, tax increment financing, etc.) are available.

B. Initiate and support efforts to obtain outside funds for economic development, including grants, which would result in attracting independently owned and operated retail businesses, as well as niche retailers desired by local residents.

C. Evaluate (and if necessary, modify) existing incentive offerings to ensure the judicious use of municipal resources.

ED Goal 6
Complete System of Infrastructure and Utilities

ED Policy 6.1

Demonstrate public commitment through investment in essential infrastructure and services.

ED ACTION 6.1

A. Establish a program to fund capital expenditures that improve conditions and enhance the community's appearance.

B. Eliminate any obstacle to private investment including extraordinary costs associated with offsite improvements.

ED Policy 6.2

Prioritize infrastructure improvements that support a sustainable economy while also protecting the quality of residents' lives.

ED ACTION 6.2

A. Establish criteria for town capital investments considering ability to leverage desired private development, economic return to the community (direct and indirect), life-cycle costs, etc.

B. Continually monitor water storage capacity and quality levels. Note: As Colorado continues to struggle through periods of droughts and floods, the town should place the highest prioritization on developing and protecting Oak Creek and other water resources as the community grows.

C. Advance priority capital improvement plans that address the infrastructure required to accommodate both existing and future needs (e.g., Rocky Meadow easement expansion).

D. Support development of sustainable utilities such as wind, solar, and geothermal and promote Oak Creek as a potential demonstration community for new technology.

E. Support access to infrastructure necessary to accommodate future growth of housing and industries (e.g., water, wastewater, power, communications, roads).

F. Prepare a strategy to finance acquisition of all utilities and related resources from private entities (e.g., Rich Ditch near Oak Creek Reservoir).

ED Goal 7
Region-Serving Inventory of Community Assets and Services (RE)

ED Policy 7.1

Establish regionalism as a long-term community objective, particularly in the context of facility development and deployment of services.

ED ACTION 7.1

A. Support preparation of a facilities and services master plan to identity existing voids, duplications, and opportunities.

B. Pursue funding and partnerships to finance improvements identified by residents in existing plans and surveys (e.g., 2014 Recreation Master Plan, Greenway Plan).

C. Solicit counties in the region encourage corporate participation in funding public amenities (e.g., ice rink, multi-use recreation facility) and implementing priority improvements during the review and entitlement process.

D. Explore opportunities to partner with area business support organizations including the South Routt School District (District) and US Forest Service to increase training opportunities for individuals in trades that support the local economy.

E. Work with the School District on their facilities planning initiative and continue to encourage an ongoing presence in Oak Creek and equitable distribution of facilities within its peer communities.

F. Support the School District's efforts to grow their list of student offerings, and in so doing make Soroco schools an attractive alternative to those in Steamboat Springs.

G. Become familiar with work being conducted for the Routt County ED Partnership regarding the allocation of resources (staff and monetary) to ensure consistent messaging and access to services and facilities.

H. Work with districts in the area to create a Parts Library of building, tools, and sports equipment, and solicit sponsorship and donations from businesses and corporations.

ED Goal 8
Educated and Informed Community (EC)

ED Policy 8.1

Provide citizens, business interests, other stakeholders, and regional partners with information regarding town priorities and activities.

ED ACTION 8.1

A. Grow awareness of Oak Creek and its natural and manmade assets by working with regional and state partners, including organizations that promote and support the target industry groups such as heritage tourism.

B. (Dashboard Reports) Establish a community communications plan including a series of easy-to-understand reports (or newsletters) on a range of topics such as the following:

- » Benefits and impacts of tourism
- » Feasibility of historic preservation
- » Housing challenges, opportunities, & strategies
- » Role of public art in community development
- » Available business assistance resources
- » Progress advancing recommendations of this Plan and the Economic Development Strategy

ED Policy 8.2

Align marketing efforts and messaging regarding Oak Creek's offerings and objectives.

ED ACTION 8.2

A. Develop a marketing program and materials highlighting area businesses and offerings that can be shared with visitors and investment interests.

B. Commission preparation of materials that communicate Oak Creek's authenticity, unique history, and reasons to visit. Share this and other information about the community's vision for the future with local, county, regional, and state entities.

C. Reach out to area news services, (e.g. Steamboat Pilot, Colorado Sun, radio) about expanding their coverage of local initiatives and events.

D. Promote the town's lower land and operating costs compared to some Tier 1 communities in Routt County.

IMPLEMENTATION ACTION PLAN

The following phased implementation plan outlines the recommended action items to be pursued in the years ahead, to implement the goals and policies set forth in the Plan.

Timeline:

The implementation process is not perfectly sequential, but there are some actions that need to be initiated before others, to address immediate community priorities and lay the foundation for success. For each action, the following timeframes are provided as guidelines:

- Immediate: 0-1 year
- Short-term: 1-3 years
- Mid-term: 3-5 years
- Ongoing and Long-term: To be pursued on and ongoing basis and/or long term over a 10-year timeline

Partnerships and Funding:

Plan implementation will require a coordinated approach that is led by the Town and involves numerous partners. The implementation table identifies potential partners to engage in various actions, and funding mechanisms that can be explored to help fund these initiatives. Additional information on potential funding mechanisms that can be investigated is provided in the **Appendix**.

Key Themes Addressed & Co-Benefits:

Many of these action items implement goals and policies in multiples sections of the Plan. The table identifies the various Plan themes that will be concurrently implemented through each action item.

Regional Collaboration:

Regional planning strategies that will be implemented in collaboration with regional partners agencies are highlighted. The Town of Oak Creek will participate in these efforts in partnership with other regional entities, and will likely not need to serve as the lead agency to guide implementation of these actions.

Key Themes

- COMMUNITY VISION, IDENTITY, & CHARACTER
- LAND USE
- ECONOMIC DEVELOPMENT
- HOUSING
- TRANSPORTATION, INFRASTRUCTURE, & SERVICES
- NATURAL RESOURCES, OPEN SPACE, PARKS & RECREATION
- FUNDING
- PARTNERSHIPS

= Regional Planning Strategies

Immediate Implementation Priorities (to be pursued within the first year)

Low-Hanging Fruit to address key items requested by the community

KEY THEMES ADDRESSED	ACTION	POTENTIAL PARTNERS	RECOMMENDED FUNDING MECHANISMS
	• ED Action 1.4.C.: Ensure home occupations are allowed within all residential zoning districts provided their lighting, parking, noise, hours of operation, outdoor and on-site storage, signage, floor area ratio, number of employees and number and timing of deliveries do not detrimentally impact adjacent properties or residents.	• Consultant support	• Local Planning Capacity Grant Program, Colorado Division of Local Government (CDLG) • Northwest Loan Program, Northwest Colorado Council of Governments (NWCCOG) • Fast Track Development Review Incentive, State of Colorado Department of Local Affairs (DOLA)
	• ED Action 1.4.E.: Solicit Routt County to amend existing sign restrictions, allowing for directional signage along State Highway 131.	• Colorado Department of Transportation (CDOT); • Routt County Public Works	
	• ED Action 1.6.A.: Conduct a survey of existing businesses soliciting input regarding their impressions and experience with establishing and operating a business in Oak Creek (e.g., licensing, marketing, leasing, etc.).	• Consultant support	• Land Acquisition Program • Business and Industry Loan Guarantees • Community Facilities Guaranteed Loan Program, United States Department of Agriculture (USDA) • Northwest Catalyst Capital, Northwest Colorado Innovation Center • Community Development Block Grants (CDBG), State of Colorado Division of Housing
	• ED Action 1.6.B.: Share insights regarding support services and operators that could complement existing business and industries with RCEDP, and other entities engaged in promoting the area.	• Routt County Economic Development Partnership (RCEDP)	• Land Acquisition Program • Business and Industry Loan Guarantees • Community Facilities Guaranteed Loan Program, United States Department of Agriculture (USDA) • Northwest Catalyst Capital, Northwest Colorado Innovation Center • Community Development Block Grants (CDBG), State of Colorado Division of Housing
	• ED Action 3.3.B.: Establish a moniker for the downtown district that can be consistently used and which will serve to identify the area as a destination in the region.	• Consultant support (If necessary.)	• Revitalizing Main Streets: Resiliency Grant Program, State of Colorado Department of Transportation (CDOT) • Community Development Block Grants (CDBG), Colorado Division of Housing
	• ED Action 4.2.A.: Develop a comprehensive check list for use evaluating development proposals and zoning applications for consistency with the plan's principles and guidance.		

Short Term Implementation Priorities (to be pursued within the first 1-3 years)

Exploring, Planning and Laying the Foundation for Succes

KEY THEMES ADDRESSED	ACTION	POTENTIAL PARTNERS	RECOMMENDED FUNDING MECHANISMS
	· ED Action 1.1.B.: Investigate ways to monetize agricultural production (e.g., farm to table) for the benefit of operators and the town including tapping into resources of the Community Ag Alliance. Contact communities with similar objectives to better understand the opportunities and challenges (e.g., Boulder).	· Routt County Economic Development Partnership (RCEDP) · State of Colorado Office of Economic Development and International Trade (OEDIT) · Community Ag Alliance · Colorado State University (CSU) Extension Program · Consultant support	· Enhanced Rural Enterprise Zone, State of Colorado Office of Economic Development and International Trade (OEDIT) · Local Meat Capacity Grants, National Institutes of Food and Agriculture. · Rural Business Investment Program, United States Department of Agriculture (USDA) · Energy Mineral Impact Assistance Fund Grant, State of Colorado Department of Local Affairs (DOLA)
	· ED Action 1.1.D.: Conduct a communitywide survey of citizens and occupational enterprises to understand the town's existing supply of entrepreneurial and tradecraft businesses by type.	· Routt County Economic Development Partnership (RCEDP) · Northwest Colorado Council of Governments (NWCCOG) · Associated Governments of Northwestern Colorado · Steamboat Creates · Main Street Steamboat Springs · Young Professional Network · Consultant support	· Rural Business Investment Program, United States Department of Agriculture (USDA) · Energy Mineral Impact Assistance Fund Grant, State of Colorado Department of Local Affairs (DOLA) · Local Economy Lab, The Just Transition Fund
	· ED Action 1.2.A.: Identify existing cottage industries and use market findings from this planning effort to understand spending gaps among certain commercial categories, share these findings with existing operators, and among those they are unable to address, identify regional operators, and solicit their interest in expanding locally.	· Routt County Economic Development Partnership (RCEDP) · State of Colorado Office of Economic Development and International Trade (OEDIT) · Community Ag Alliance · Colorado State Univeristy (CSU) Extension Program · Northwest Colorado Council of Governments (NWCCOG) · Associated Governments of Northwestern Colorado · Steamboat Creates · Main Street Steamboat Springs · Young Professional Network · Consultant support	· Colorado Creative Districts, State of Colorado Office of Economic Development and International Trade (OEDIT) · Energy Mineral Impact Assistance Fund Grant, State of Colorado Department of Local Affairs (DOLA) · Enhanced Rural Enterprise Zone, State of Colorado Office of Economic Development and International Trade (OEDIT) · Local community funds · Rural Business Investment Program, United States Department of Agriculture (USDA)
	· ED Action 1.3.A.: Establish a program to help agricultural operators become Federal Drug Administration (FDA) certified and therefore be able to have their goods sold in commercial settings.	· Routt County Economic Development Partnership (RCEDP) · State of Colorado Office of Economic Development and International Trade (OEDIT) · Community Ag Alliance · Small Business Development Center · Colorado State University (CSU) Extension Program · Consultant support	· Enhanced Rural Enterprise Zone, State of Colorado Office of Economic Development and International Trade (OEDIT) · United States Department of Agriculture (USDA) Tech Assistance
	· ED Action 1.4.A.: Conduct a regulatory audit to ensure the intentions of this plan regarding existing and new businesses are supported.	· Consultant support	· Local Planning Capacity Grant Program, State of Colorado Division of Local Government (CDLG)
	· ED Action 1.5.B.: Analyze existing town-owned sites for their potential to support businesses within the targeted industry groups.	· Routt County Economic Development Partnership (RCEDP) · Consultant support (If necessary.)	· Enterprise Zone Funds, State of Colorado Office of Economic Development and International Trade (OEDIT)

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Short Term Implementation Priorities (to be pursued within the first 1-3 years)

Exploring, Planning and Laying the Foundation for Succes

KEY THEMES ADDRESSED	ACTION	POTENTIAL PARTNERS	RECOMMENDED FUNDING MECHANISMS
	· ED Action 1.6.E.: Research programs throughout Colorado and in other states that used high school, trade school, and community college students and instructors to support local businesses and operators (e.g., Breckenridge and Oconomowoc, WI High School Tiny Home Programs, Idaho's Student Harvesting Assistance Program).	· Consultant support	· Community Impact Program, Great Outdoors Colorado (GOCO) · Community Development Block Grants (CDBG), State of Colorado Division of Housing · Community Funding Partnership · Local Community Funding Grant, State of Colorado Department of Local Affairs (DOLA)
	· ED Action 2.2.B.: Solicit participation by area residents and entities "invested" in the community's future to assist older citizens and support organizations with minor home improvements and maintenance projects (e.g., shoveling snow "snow angels")	· State of Colorado Department of Local Affairs (DOLA) · Routt County Economic Development Partnership (RCEDP) · State of Colorado Office of Economic Development and International Trade (OEDIT)	· Volunteer time - Rural Jump-Start Program, State of Colorado Office of Economic Development and International Trade (OEDIT)
	· ED Action 3.3.A.: Identify businesses within missing and complimentary commercial business categories with potential for investment downtown.	· Consultant support	· Revitalizing Main Streets: Resiliency Grant Program, State of Colorado Department of Transportation (CDOT) · Community Development Block Grants (CDBG), Colorado Division of Housing
	· ED Action 4.1.C.: Map land uses by tax generation per acre.	· Consultant support (If necessary.)	
	· ED Action 4.2.B.: Establish local policies and implement a plan that facilitates a pattern of land use and development which promotes fiscal sustainability and balance.	· Local officials	
	· ED Action 4.3.D.: Proactively reach out to property owners regarding their near- and long-term investment intentions and support their efforts.	· Area property owners	
	· ED Action 4.4.D.: Adopt criteria to evaluate requests by public, private, institutional, and nonprofit entities to lease existing town-owned space.	· Consultant support (If necessary.)	
	· ED Action 4.4.G.: Assist private owners with positioning their properties for partnership opportunities and investment or completing improvements that advance the vision and objectives of this plan.		
	· ED Action 4.4.H.: Share market information prepared in the context of this plan with property and business owners for their information and use securing funding for future investment projects.		· Housing Planning Grant Program, State of Colorado Division of Local Government (CDLG) · Local Planning and Capacity Grant Program, State of Colorado Department of Local Affairs (DOLA) · Northwest Loan Program, Northwest Colorado Council of Governments (NWCCOG) · Fast Track Development Review Incentive, State of Colorado Department of Local Affairs (DOLA)
	· ED Action 5.1.A.: Investigate creating an urban renewal district downtown to offset any economic gaps associated with pioneering development concepts. Note: Urban renewal is also a proven resource to assist with flood mitigation improvements.	· Federal Government · Department of Housing and Urban Development (HUD) · Consultant support	· Housing Development Grant Funds, State of Colorado Department of Local Affairs (DOLA · Community Development Block Grants (CDGB), State of Colorado Division of Housing · Local Planning Capacity Grant, State of Colorado Department of Local Affairs (DOLA) · Energy and Mineral Impact Assessment Fund (EIAF), State of Colorado Department of Local Affairs (DOLA) · Grants from Associated Governments of Northwest Colorado (AGNC)

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Short Term Implementation Priorities (to be pursued within the first 1-3 years)

Exploring, Planning and Laying the Foundation for Succes

KEY THEMES ADDRESSED	ACTION	POTENTIAL PARTNERS	RECOMMENDED FUNDING MECHANISMS
	· ED Action 5.1.B.: Research and identify potential special districts that can be established to provide funding for improvements, maintenance, marketing, etc. such as utility districts, tax increment reinvestment zones, enterprise zones, public improvement districts or something similar.	· Routt County Economic Development Partnership (RCEDP) · Northwest Colorado Council of Governments (NWCCOG) · State of Colorado Department of Local Affairs (DOLA) · Consultant support	· Local Planning and Capacity Grant Program, State of Colorado Department of Local Affairs (DOLA)
	· ED Action 5.2.D.: Solicit participation among regional financial institutions in a loan pool (or community fund to be managed by a CDFI) (see Appendix for description), the resources of which would be distributed to area residents and businesses in the form of grants, low interest loans, or a monetary match, to advance objectives of this plan and the Economic Development Strategy.	· Routt County Economic Development Partnership (RCEDP) · Northwest Colorado Council of Governments (NCCOG) · Associated Governments of Northwestern Colorado (AGNC) · Northwest Small Business Development Center · Consultant support (if necessary.)	· Enterprise Community Loan Fund, State of Colorado Office of Economic Development and International Trade (OEDIT)
	· ED Action 5.3.A.: Prepare an incentive policy with criteria and possible level of assistance to ensure a variety of tools appropriate for different situations (fee waivers, grants, loan programs, tax abatements, property acquisition, tax increment financing, etc.) are available.	· Routt County Economic Development Partnership (RCEDP) · State of Colorado Department of Local Affairs (DOLA) · Consultant support	· Local Planning and Capacity Grant Program, State of Colorado Department of Local Affairs (DOLA)
	· ED Action 5.3.C.: Evaluate (and if necessary, modify) existing incentive offerings to ensure the judicious use of municipal resources.		
	· ED Action 7.1.G.: Become familiar with work being conducted for the Routt County ED Partnership regarding the allocation of resources (staff and monetary) to ensure consistent messaging and access to services and facilities.	· Routt County Economic Development Partnership (RCEDP) · Consultant support	
	· ED Action 8.1.B.: (Dashboard Reports) Establish a community communications plan including a series of easy-to-understand reports (or newsletters) on a range of topics such as the following: · Benefits and impacts of tourism; · Feasibility of historic preservation; · Housing challenges, opportunities, and strategies; · Role of public art in community development; · Available business assistance resources; · Progress advancing recommendations of this Plan and the Economic Development Strategy; and · Others	· Routt County Economic Development Partnership (RCEDP) · Northwest, Small Business Development Center, Colorado Small Business Development Center Network (SBDC) · Northwest Colorado Council of Governments (NWCCOG) · Associated Governments of Northwest Colorado (AGNC) · Steamboat Creates · The Historical Society of Oak Creek & Phippsburg · History Colorado · Rural Health Information Hub · State of Colorado Department of Local Affairs (DOLA) · Consultant support	· Volunteer hours

Mid Term Implementation Priorities (to be pursued within 3-5 years)

Funding and Implementation

KEY THEMES ADDRESSED	ACTION	POTENTIAL PARTNERS	RECOMMENDED FUNDING MECHANISMS
	· ED Action 1.1.C.: Meet with representatives from the medical center and health industry to understand potential voids in vendor businesses, and spin-off opportunities.	· Routt County Economic Development Partnership (RCEDP) · State of Colorado Office of Economic Development and International Trade (OEDIT) · Yampa Valley Medical Center and Foundation (UC Health) · Consultant support	· Rural Hospital Stabilization Program, National Rural Health Resource Center · Rural Business Investment Program, United States Department of Agriculture (USDA) · Energy Mineral Impact Assistance Fund Grant, State of Colorado Department of Local Affairs (DOLA) · Local community funds
	· ED Action 1.4.D.: Investigate the feasibility of a legacy code which benefits those businesses with a storied history in Oak Creek.	· Consultant support · Local officials	
	· ED Action 1.5.F.: Partner with corporate interests to create demonstration projects (residential and non-residential).		· Land Acquisition Program · Business and Industry Loan Guarantees · Community Facilities Guaranteed Loan Program, United States Department of Agriculture (USDA) · Northwest Catalyst Capital, Northwest Colorado Innovation Center · Community Development Block Grants (CDBG), Colorado Division of Housing
	· ED Action 1.5.D.: Engage a professional with design experience to prepare a range of building plans and process entitlements.	· Consultant support	· Land Acquisition Program · Business and Industry Loan Guarantees · Community Facilities Guaranteed Loan Program, United States Department of Agriculture (USDA) · Northwest Catalyst Capital, Northwest Colorado Innovation Center · Community Development Block Grants (CDBG), Colorado Division of Housing
	· ED Action 1.5.H.: Conduct additional due diligence regarding the viability of the Chevron property to host industrial live-work space for artists. If during the due diligence process, environmental contaminants are detected, pursue federal and state brownfield resources to proactively finance its cleanup prior to soliciting investor interest.	· Consultant support	· Land Acquisition Program · Business and Industry Loan Guarantees · Community Facilities Guaranteed Loan Program, United States Department of Agriculture (USDA) · Northwest Catalyst Capital, Northwest Colorado Innovation Center · Community Development Block Grants (CDBG), Colorado Division of Housing · Brownfields Program Grant, United States Environmental Protection Agency (EPA)
	· ED Action 1.6.C.: Provide incentives and make available other resources to businesses either wanting to expand or at-risk of relocating.	· Consultant support	· Land Acquisition Program · Business and Industry Loan Guarantees · Community Facilities Guaranteed Loan Program, United States Department of Agriculture (USDA) · Northwest Catalyst Capital, Northwest Colorado Innovation Center · Community Development Block Grants (CDBG), Colorado Division of Housing
	· ED Action 1.6.D.: Work with institutions of higher education to leverage the area's "entrepreneurship capital" in the form of retired business owners and executives to grow its numbers and train the next generation of makers and operators.	· Routt County Economic Development Partnership (RCEDP) · Colorado State University (CSU) Extension Program · Local officials	· Business and Industry Loan Guarantees · Northwest Catalyst Capital, Northwest Colorado Innovation Center · Community Development Block Grants (CDBG), Colorado Division of Housing

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Mid Term Implementation Priorities (to be pursued within 3-5 years)

Funding and Implementation

KEY THEMES ADDRESSED	ACTION	POTENTIAL PARTNERS	RECOMMENDED FUNDING MECHANISMS
	· ED Action 2.1.A.: Complete gateway improvements that are "balanced" and consistent on both the east and west sides, and which communicate a single entrance rather than two separate development areas.	· Colorado Department of Transportation (CDOT) · Consultant Support · Routt County Public Works	· Community Development Block Grants (CDBG), Colorado Division of Housing · Community Facilities Guaranteed Loan Program, United States Department of Agriculture (USDA)
	· ED Action 3.2.A.: Identify key elements of a successful downtown environment including outdoor seating associated with food service businesses, food trucks, ample parking, and alley treatments.	· Consultant support (If necessary.)	· Revitalizing Main Streets: Resiliency Grant Program, State of Colorado Department of Transportation (CDOT) · Community Development Block Grants (CDBG), Colorado Division of Housing
	· ED Action 4.3.B.: Adopt regulations that make it cost-ineffective to maintain, rather than improve, vacant land and buildings.	· Consultant support (If necessary.)	
	· ED Action 4.3.C.: Partner with financial institutions to provide no and low interest loans or grants for eligible home and property owners. (See loan pool approach in ED Action 5.2.D.)	· Routt County Economic Development Partnership (RCEDP) · Mountain Valley Bank	
	· ED Action 4.3.E.: Secure funding to assist owners of property and businesses with investment and reinvestment.	· Routt County Economic Development Partnership (RCEDP) · Consultant support	· Rural Business Investment Program, United States Department of Agriculture (USDA) · Energy Mineral Impact Assistance Fund Grant, State of Colorado Department of Local Affairs (DOLA) · Local community funds
	· ED Action 4.4.A.: Establish a holding entity that can manage the acquisition, positioning (entitling) and sale of strategic parcels for desired investment. If possible, use the same holding entity to manage income-restricted housing units. If not, either form a new or expand on an existing organization to fill this role.		· Rural Business Investment Program, United States Department of Agriculture (USDA) · Energy Mineral Impact Assistance Fund Grant, State of Colorado Department of Local Affairs (DOLA) · Local community funds
	· ED Action 5.2.C.: Assist the School District with pursuing supplemental dollars and programs to offset extraordinary expenses and needs associated with pre-school, daycare, and before and after childcare programs.	· Routt County Economic Development Partnership (RCEDP) · South Routt School District RE-3	· Community Development Block Grants (CDBG), Colorado Division of Housing
	· ED Action 5.3.B.: Initiate and support efforts to obtain outside funds for economic development, including grants, which would result in attracting independently owned and operated retail businesses, as well as niche retailers desired by local residents.		
	· ED Action 6.1.A.: Establish a program to fund capital expenditures that improve conditions and enhance the community's appearance.		· Urban Renewal Authority
	· ED Action 6.2.A.: Establish criteria for town capital investments considering ability to leverage desired private development, economic return to the community (direct and indirect), life-cycle costs, etc.	· Local officials	

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Mid Term Implementation Priorities (to be pursued within 3-5 years)

Funding and Implementation

KEY THEMES ADDRESSED	ACTION	POTENTIAL PARTNERS	RECOMMENDED FUNDING MECHANISMS
	· ED Action 6.2.C.: Advance priority capital improvement plans that address the infrastructure required to accommodate both existing and future needs (e.g., Rocky Meadow easement expansion).	· Local officials	
	· ED Action 6.2.F.: Prepare a strategy to finance acquisition of all utilities and related resources from private entities (e.g., Rich Ditch near Oak Creek Reservoir).	· Consultant support · Local officials	· Community Development Block Grants (CDBG), Colorado Division of Housing · Local Planning and Capacity Grant Program, State of Colorado Department of Local Affairs (DOLA) · Rural Business Investment Program, United States Department of Agriculture · Energy Mineral Impact Assistance Fund Grant, State of Colorado Department of Local Affairs (DOLA) · Local community funds · Local Economy Lab, The Just Transition Funds
	· ED Action 7.1.A.: Support preparation of a facilities and services master plan to identity existing voids, duplications, and opportunities.	· Consultant support (If necessary.)	· Community Development Block Grants (CDBG), Colorado Division of Housing · Local Planning and Capacity Grant Program, State of Colorado Department of Local Affairs (DOLA) · Rural Business Investment Program, United States Department of Agriculture Energy Mineral Impact Assistance Fund Grant, State of Colorado Department of Local Affairs (DOLA) · Local community funds · Local Economy Lab, The Just Transition Funds
	· ED Action 7.1.B.: Pursue funding and partnerships to finance improvements identified by residents in existing plans and surveys (e.g., 2014 Recreation Master Plan, Greenway Plan).	· Consultant support	· Community Development Block Grants (CDBG), Colorado Division of Housing · Local Planning and Capacity Grant Program, State of Colorado Department of Local Affairs (DOLA) · Rural Business Investment Program, United States Department of Agriculture (USDA) · Energy Mineral Impact Assistance Fund Grant, State of Colorado Department of Local Affairs (DOLA) · Local community funds · Local Economy Lab, The Just Transition Funds
	· ED Action 7.1.C.: Solicit counties in the region encourage corporate participation in funding public amenities (e.g., ice rink, multi-use recreation facility) and implementing priority improvements during the review and entitlement process.		
	· ED Action 8.2.A.: Develop a marketing program and materials highlighting area businesses and offerings that can be shared with visitors and investment interests.	· Consultant support	· Routt County Economic Development Partnership (RCRDP) · Northwest Colorado Council of Governments (NWCCOG) · Associated Governments of Northwestern Colorado (AGNC) · Energy Mineral Impact Assistance Fund Grant, State of Colorado Department of Local Affairs (DOLA) · Local community funds
	· ED Action 8.2.B.: Commission preparation of materials that communicate Oak Creek's authenticity, unique history, and reasons to visit. Share this and other information about the community's vision for the future with local, county, regional, and state entities.	· Consultant support	· Routt County Economic Development Partnership (RCRDP) · Northwest Colorado Council of Governments (NWCCOG) · Associated Governments of Northwestern Colorado (AGNC) · Energy Mineral Impact Assistance Fund Grant, State of Colorado Department of Local Affairs (DOLA) · Local community funds
	· ED Action 8.2.C.: Reach out to area news services about expanding their coverage of local initiatives and events.	· Steamboat Pilot · Colorado Sun · Local tv and radio networks	

Long Term Priorities (to be pursued over a 10 year timeline)

Long Term Implementation

KEY THEMES ADDRESSED	ACTION	POTENTIAL PARTNERS	RECOMMENDED FUNDING MECHANISMS
	· ED Action 1.5.A.: Provide business ready sites and buildings including (industrial, incubator, maker, small-scale art studio, and teaching spaces, as well as artist live-work).		· Land Acquisition Program · Business and Industry Loan Guarantees · Community Facilities Guaranteed Loan Program, United States Department of Agriculture (USDA) · Northwest Catalyst Capital, Northwest Colorado Innovation Center · Community Development Block Grants (CDBG), Colorado Division of Housing
	· ED Action 1.5.E.: Investigate the feasibility of financing construction of business ready building shells on sites with near-term investment potential (vacant or with adaptable improvements).	· Consultant support	· Land Acquisition Program · Business and Industry Loan Guarantees · Community Facilities Guaranteed Loan Program, United States Department of Agriculture (USDA) · Northwest Catalyst Capital, Northwest Colorado Innovation Center · Community Development Block Grants (CDBG), Colorado Division of Housing
	· ED Action 3.2.B.: Consider development of a downtown boardwalk concept as a means of attracting main street businesses and pursuing unique funding opportunities.	· Consultant support	· Revitalizing Main Streets: Resiliency Grant Program, State of Colorado Department of Transportation (CDOT) · Community Development Block Grants (CDBG), Colorado Division of Housing
	· ED Action 3.4.A.: Develop a system of downtown gathering spaces for events including a farmers' market, festivals, and community events.	· Consultant support	· Revitalizing Main Streets: Resiliency Grant Program, State of Colorado Department of Transportation (CDOT) · Community Development Block Grants (CDBG), Colorado Division of Housing
	· ED Action 3.4.B.: Complete roadway improvements in the downtown area, including the provision of shared parking facilities, dust mitigation on yet to be improved roadways, lighting, and sidewalk enhancements appropriate for seasonal weather conditions.	· Consultant support	· Revitalizing Main Streets: Resiliency Grant Program, State of Colorado Department of Transportation (CDOT) · Community Development Block Grants (CDBG), Colorado Division of Housing · Energy Mineral Impact Assistance Fund Grant, State of Colorado Department of Local Affairs (DOLA) · Raise Build Infrastructure Grants · Public Works and Economic Adjustment Assistance, United States Economic Development Administration · Safe Streets and Roads for All, United States Department of Transportation
	· ED Action 4.4.F.: Consider the strategic acquisition (or future acquisition) of parcels both within and beyond the town boundaries for desired development and redevelopment consistent with expressed objectives.	· Local officials	· Land Acquisition Program · Business and Industry Loan Guarantees · Community Facilities Guaranteed Loan Program, United States Department of Agriculture (USDA) · Northwest Catalyst Capital, Northwest Colorado Innovation Center · Community Development Block Grants (CDBG), Colorado Division of Housing
	· ED Action 5.1.D.: Provide financial assistance and/or incentives for strategically located parcels to develop or redevelop, recognizing their benefits to the community may be secondary and tertiary (e.g., cultivate community identity, anchor neighborhoods, diversify the town's balance sheet, or provide public amenities).	· Local officials	· Urban Renewal Authority · Northwest Catalyst Capital, Northwest Colorado Innovation Center · Community Development Block Grants (CDBG), Colorado Division of Housing
	· ED Action 7.1.H.: Work with districts in the area to create a Parts Library of building, tools, and sports equipment, and solicit sponsorship and donations from businesses and corporations.		· Routt County Economic Development Partnership (RCEDP) · Northwest Loan Program, Northwest Colorado Counicl of Governments (NWCCOG) · Grants from Associated Governmetns of Northwestern Colorado (AGNC)

Ongoing Priorities (to be pursued on an ongoing basis)

Sustaining Long Term Success

KEY THEMES ADDRESSED	ACTION	POTENTIAL PARTNERS	RECOMMENDED FUNDING MECHANISMS
	· ED Action 1.1.A.: Promote tourism (heritage) and extreme sports opportunities in the area while protecting outdoor recreation.	· Routt County Economic Development Partnership (RCEDP) · State of Colorado Office of Economic Development and Interntional Trade (OEDIT) · U.S. Forest Service · Consultant support	· Rural Business Investment Program, United States Department of Agriculture (USDA) · Energy Mineral Impact Assistance Fund Grant, State of Colorado Department of Local Affairs (DOLA) · Local community funds · Restore Colorado · Fishing is Fun Grants, Colorado Parks & Wildlife
	· ED Action 1.1.C.: Encourage development of food-related cottage industries to support urban agriculture and local health and wellness as well as small scale art studio and teaching spaces.	· Routt County Economic Development Partnership (RCEDP · State of Colorado Office of Economic Development and International Trade (OEDIT) · Community Ag Alliance · Colorado State Univeristy (CSU) Extension Program · Northwest Colorado Council of Governments (NWCCOG) · Associated Governments of Northwestern Colorado · Steamboat Creates · Main Street Steamboat Springs · Young Professional Network · Consultant support	
	· ED Action 1.3.B.: Ensure home-grown and entrepreneurial businesses can move through certification processes without obstacles.	· Community Ag Alliance · Colorado State University (CSU) Extension Program · Consultant support	· Rural Business Investment Program, United States Department of Agriculture (USDA) · Energy Mineral Impact Assistance Fund Grant, State of Colorado Department of Local Affairs (DOLA) · Local community funds · Local Economy Labs, The Just Transition Fund
	· ED Action 1.4.B.: Balance flexibility and certainty when considering land use applications and product design until all codes and standards have been updated.	· Consultant support · Local officials	· Local Planning Capacity Grant Program, State of Colorado Division of Local Government (CDLG) · Northwest Loan Program, Northwest Colorado Council of Governments (NWCCOG) · Fast Track Development Review Incentive, State of Colorado Department of Local Affairs (DOLA)
	· ED Action 1.5.C.: Analyze opportunity sites identified during the planning process for their potential to support businesses within the targeted industry groups and reach out to property owners regarding their investment or disposition plans.	· Routt County Economic Development Partnership (RCEDP) · Consultant support (If necessary.)	· Enhanced Rural Enterprise Zone, State of Colorado Office of Economic Development and International Trade (OEDIT)
	· ED Action 1.5.G.: Coordinate with the Routt County Economic Development Partnership (RCEDP) on the marketing and promotion of available sites and buildings.	· Routt County Economic Development Partnership (RCEDP)	· Opportunity Zone Program, Colorado Department of Economic Development and International Trade (OEDIT) · Land Acquisition Program · Business and Industry Loan Guarantees · Community Facilities Guaranteed Loan Program, United States Department of Agriculture (USDA) · Northwest Catalyst Capital, Northwest Colorado Innovation Center
	· ED Action 2.1.B.: Work with Routt County to limit (or restrict) ridgeline development in future growth areas.	· Routt County Planning Department · Local officials	

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Ongoing Priorities (to be pursued on an ongoing basis)

Sustaining Long Term Success

KEY THEMES ADDRESSED	ACTION	POTENTIAL PARTNERS	RECOMMENDED FUNDING MECHANISMS
	· ED Action 2.2.A.: Encourage businesses to locate in the community which support use of the area's natural resources including local outfitting groups and recreational guides.	· Routt County Economic Development Partnership (RCEDP)	· Rural Business Investment Program, United States Department of Agriculture (USDA) · Energy Mineral Impact Assistance Fund Grant, State of Colorado Department of Local Affairs (DOLA) · Local community funds
	· ED Action 3.2.C.: Maintain commercial frontage along critical roadways including along Main Street.	· Local officials	
	· ED Action 3.3.C.: Maintain active contact within the town business community to understand potential concerns and capitalize on opportunities to improve conditions, access, its visual appearance, and town regulations.		
	· ED Action 4.1.A.: Encourage investment in a range of land uses including restaurants and retail stores, commercial service businesses tourism-related and specialty retail, along with a mix and balance of housing types at all income levels, and industrial by engaging with developers, sharing due diligence materials from this planning process, and where necessary providing incentives.	· Consultant support · Local officials	· Revitalizing Main Streets: Resiliency Grant Program, State of Colorado Department of Transportation (CDOT) · Community Development Block Grants (CDBG), Colorado Division of Housing
	· ED Action 4.1.B.: Educate the community about the connection between its land use mix, fiscal health, and provision of public amenities and services.	· Consultant support	· Revitalizing Main Streets: Resiliency Grant Program, State of Colorado Department of Transportation (CDOT) · Community Development Block Grants (CDBG), Colorado Division of Housing
	· ED Action 4.2.C.: Periodically (e.g., annually) monitor the town's real estate products and land use mix to ensure consistency with intended development patterns.	· Consultant support · Local officials	· Community Development Block Grants (CDBG), Colorado Division of Housing
	· ED Action 4.2.D.: Monitor real estate market conditions and engage the "delivery system" periodically (e.g., quarterly) to share information and insights.	· Consultant support	· Revitalizing Main Streets: Resiliency Grant Program, State of Colorado Department of Transportation (CDOT) · Community Development Block Grants (CDBG), Colorado Division of Housing
	· ED Action 4.2.E.: Encourage annexation of strategically positioned properties to accommodate businesses and industries identified in this plan and the 2025 Economic Development Strategy.	· Local officials	
	· ED Action 4.3.A.: Dedicate resources for improvements that eliminate health and safety concerns in both residential and non-residential structures.	· Local officials	· Single Family Housing Repair Loans and Grants, United States Department of Agriculture (USDA) · Housing Planning Grant Program, State of Colorado Division of Local Government (CDLG) · Multifamily Housing Loan Guarantee Program, United States Department of Agriculture (USDA) · Community Development Block Grants (CDBG), Colorado Division of Housing
	· ED Action 4.4.B.: Use a range of tools and tactics to acquire and manage properties and inform development partners. (See list and discussion in the 2025 Economic Development Strategy.)		· Land Acquisition Program · Business and Industry Loan Guarantees · Community Facilities Guaranteed Loan Program, United States Department of Agriculture (USDA) · Northwest Catalyst Capital, Northwest Colorado Innovation Center · Community Development Block Grants (CDBG), Colorado Division of Housing

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Ongoing Priorities (to be pursued on an ongoing basis)

Sustaining Long Term Success

KEY THEMES ADDRESSED	ACTION	POTENTIAL PARTNERS	RECOMMENDED FUNDING MECHANISMS
	· ED Action 4.4.C.: Preserve land best suited for commercial and industrial uses (including within newly annexed areas) to protect Oak Creek's potential for an expanded tax and employment base.		
	· ED Action 4.4.E.: Identify parcels capable of supporting a range of land uses (non-residential and residential) and work with the existing owners to have them rezoned (if necessary) and/or classified for these purposes.	· Local officials	
	· ED Action 4.4.I.: Continually investigate the potential to trade (or swap) parcels between public and private entities to ensure desired investment occurs on strategically located parcels.		
	· ED Action 5.1.C.: Make available resources with a monetary benefit to businesses seeking to locate or expand including, but not limited to waiving fees, expediting development review processes, employing public-private financing mechanisms, and/or applying for development/redevelopment grants. (See a more comprehensive list in the 2025 Economic Development Strategy.)	· Local officials	· Urban Renewal Authority · Northwest Catalyst Capital, Northwest Colorado Innovation Center · Community Development Block Grants (CDBG), Colorado Division of Housing
	· ED Action 5.2.A.: Provide access to creative sources of capital for businesses.	· Local officials	· Urban Renewal Authority · Northwest Catalyst Capital, Northwest Colorado Innovation Center · Community Development Block Grants (CDBG), Colorado Division of Housing
	· ED Action 5.2.B.: Ensure incentives offered to businesses are based upon the level of benefit to the town and the principle of sharing future revenue from the development rather than pledging existing general revenue funds.	· Routt County Economic Development Partnership (RCEDP)	· Community Development Block Grants (CDBG), Colorado Division of Housing
	· ED Action 6.1.B.: Eliminate any obstacle to private investment including extraordinary costs associated with offsite improvements.		· Urban Renewal Authority
	· ED Action 6.2.B.: Continually monitor water storage capacity and quality levels. Note: As Colorado continues to struggle through periods of droughts and floods, the town should place the highest prioritization on developing and protecting Oak Creek and other water resources as the community grows.		
	· ED Action 6.2.D.: Support development of sustainable utilities such as wind, solar, and geothermal and promote Oak Creek as a potential demonstration community for new technology.	· Local officials	· Rural Energy for America Program (REAP), United States Department of Agriculture (USDA) · Energy | Mineral Impact Assistance Grant Program, Colorado Energy Office.Energy Mineral Impact Assistance Fund Grant, State of Colorado Department of Local Affairs (DOLA)
	· ED Action 6.2.E.: Support access to infrastructure necessary to accommodate future growth of housing and industries (e.g., water, wastewater, power, communications, roads).	· Local officials	· Community Development Block Grants (CDBG), Colorado Division of Housing · Local Planning Capacity Grant Program, State of Colorado Division of Local Government (CDLG) · Rural Business Investment Program, United States Department of Agriculture (USDA) · Energy Mineral Impact Assistance Fund Grant, State of Colorado Department of Local Affairs (DOLA) · Local community funds · Local Economy Labs, The Just Transition Fund

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Ongoing Priorities (to be pursued on an ongoing basis)

Sustaining Long Term Success

KEY THEMES ADDRESSED	ACTION	POTENTIAL PARTNERS	RECOMMENDED FUNDING MECHANISMS
	· ED Action 7.1.D.: Explore opportunities to partner with area business support organizations including the South Routt School District (District) and US Forest Service to increase training opportunities for individuals in trades that support the local economy.	· South Routt School District RE-3 · US Forest Service · Northwest Small Business Development Center · Human Resource Coalition of Routt County	· Small Business Growth Grant · Community Development Block Grants (CDBG), Colorado Division of Housing · Rural Jump-Start Program, State of Colorado Office of Economic Development and International Trade (OEDIT)
	· ED Action 7.1.E.: Work with the School District on their facilities planning initiative and continue to encourage an ongoing presence in Oak Creek and equitable distribution of facilities within its peer communities.	· South Routt School District RE-3	· Routt County Economic Development Partnership (RCEDP) · Northwest Loan Program, Northwest Colorado Council of Governments (NWCCOG) · Grants from Associated Governmetns of Northwestern Colorado (AGNC)
	· ED Action 7.1.F.: Support the School District's efforts to grow their list of student offerings, and in so doing make Soroco schools an attractive alternative to those in Steamboat Springs.	· South Routt School District RE-3	· Routt County Economic Development Partnership (RCEDP) · Northwest Loan Program, Northwest Colorado Council of Governments (NWCCOG) · Grants from Associated Governmetns of Northwestern Colorado (AGNC)
	· ED Action 8.1.A.: Grow awareness of Oak Creek and its natural and man-made assets by working with regional and state partners, including organizations that promote and support the target industry groups such as heritage tourism.	· Routt County Economic Development Partnership (RCEDP)	
	· ED Action 8.2.D.: Promote the town's lower land and operating costs compared to some Tier 1 communities in Routt County.		

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CHAPTER 6

Transportation, Infrastructure & Services

Introduction

The service delivery system for Oak Creek consists of transportation infrastructure (roads, sidewalks, rail and transit), utilities (water, wastewater, drainage, electricity, and solid waste), and emergency services (law enforcement, fire protection, and ambulance).

Town infrastructure and services are an important component of sustainable land use planning, including provision of:

- Adequate water distribution and wastewater treatment systems to serve current and future development.
- A safe and reliable transportation system.
- Essential services such as fire protection, law enforcement, schools and childcare.

During the comprehensive plan update, community input from Town residents emphasized the need to prioritize critical utility, drainage and roadway improvements throughout Town, and a desire for expanded public transportation options to better connect Oak Creek with surrounding communities in the region.

Background and Existing Conditions

Transportation

The Town of Oak Creek is a small community in the southern part of Routt County and is primarily served by State Highway 131. The layout of the transportation network reflects its historic roots with a grid-like pattern in the center and more organic road alignments in the new development areas. This transportation section of the comprehensive plan plays a vital role in shaping how the community moves, grows, and connects. The purpose is to highlight existing challenges and needs, guide future infrastructure investments, support multimodal options, improve safety and efficiency, and integrate with land uses. In summary, this section is the community's roadmap for building a transportation system that's safe, inclusive, forward-thinking, and responsive to change.

As part of the development of this section, the following plans were reviewed and incorporated into the recommendations as appropriate:

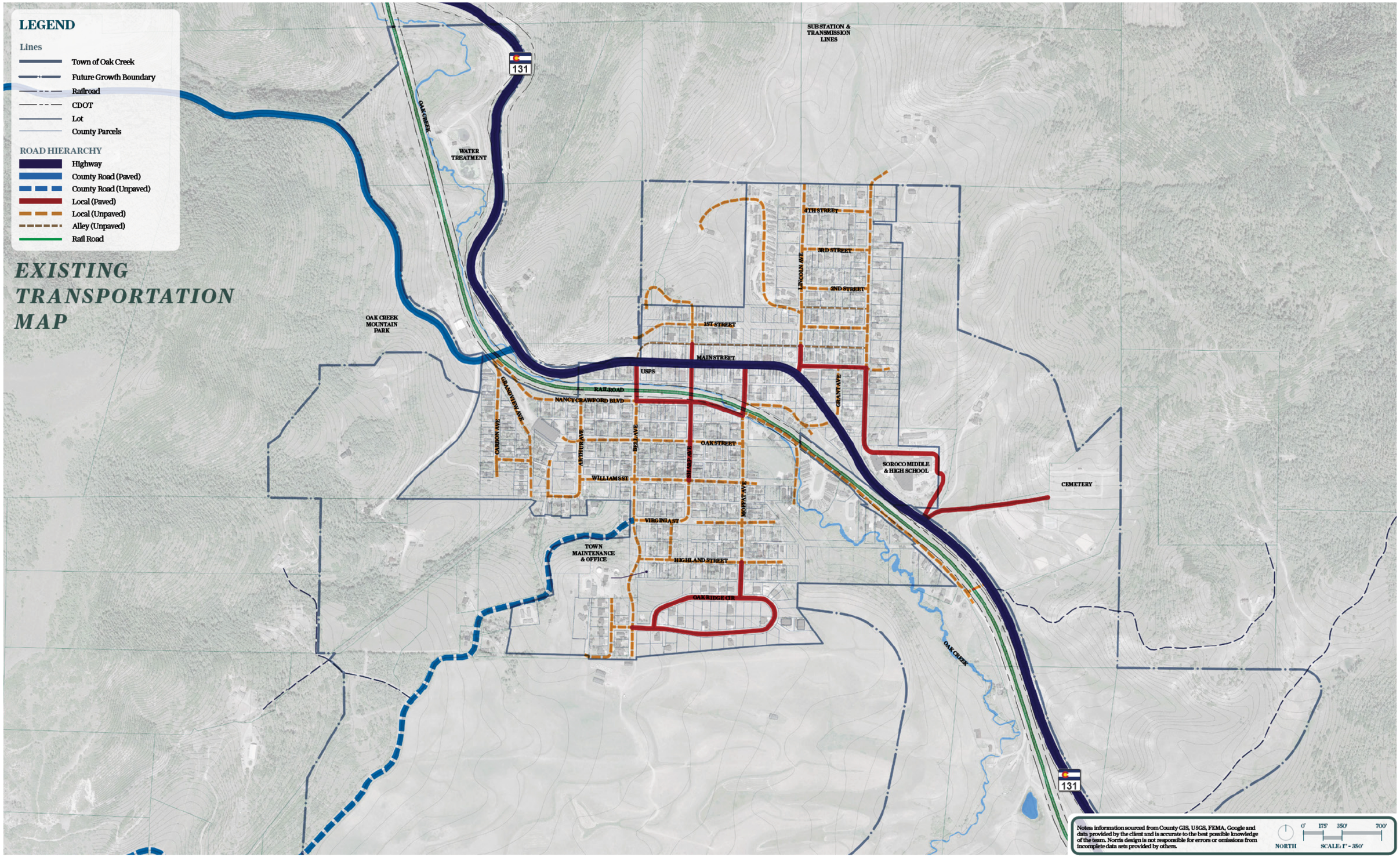
- Oak Creek Greenway and Restoration Conceptual Design Report ('Greenway Plan') prepared by DHM Design Corporation in October 2021
- Northwest 2050 Regional Transportation Plan prepared by Colorado Department of Transportation in partnership with the regional planning commission
- Town of Oak Creek Tramway Park Preliminary Master Plan prepared by Patten Associates, Inc in December 2017
- Mountain Rail Program Progress Report prepared by Colorado Department of Transportation in December 2024
- Routt County Master Plan prepared by Cushing Terrell in August 2022

Roadways

The Town of Oak Creek features a modest yet effective roadway system that accommodates both local and regional travel. At its center lies Main Street, which doubles as State Highway 131 (Photo 1)—owned and maintained by the Colorado Department of Transportation (CDOT). This 69-mile corridor stretches from US 40 in Steamboat Springs to I-70 in Wolcott, offering direct connectivity to nearby communities such as Phippsburg and Yampa. The posted speed limit

Photo 1. Entering Oak Creek via State Highway 131 (Main Street) from the South

EXISTING TRANSPORTATION MAP



is 25 miles per hour (mph) with feedback signs as you enter the Town in both directions. CDOT data indicates there are approximately 3,000 vehicles per day traveling on State Highway 131 through Oak Creek. Additionally, Routt County Roads 14, 25, and 27 intersect with Highway 131 near Oak Creek, enhancing regional access to surrounding towns and the expansive national forests of Routt County.

Main Street serves as the vibrant core of the Town of Oak Creek, home to thriving restaurants and businesses that depend on reliable transportation connections for both local and regional visitors. The street features one travel lane in each direction, complemented by on-street parking on both sides, and offers direct access to a network of local roads leading to residential neighborhoods, civic and medical offices, commercial establishments, Soroco Middle/High School, the Community Center, and various recreational destinations. Photo 2 provides a snapshot of Main Street.

Photo 2. Main Street at Bell Avenue (facing east)

The Town encompasses approximately six miles of local streets, of which only 15% are paved. The following local streets are currently paved:

North of Main Street

- N. Sharp Street between Main Street and the first alley
- Lincoln Avenue between Main Street and Myers Street
- Myers Street
- Grant Avenue south of Myers Street

South of Main Street

- Nancy Crawford Boulevard between Moffat Avenue and Bell Avenue
- Bell Avenue between Main Street and Nancy Crawford Boulevard
- S. Sharp Street between Main Street and Nancy Crawford Boulevard
- Moffat Avenue between Main Street and Oak Ridge Circle
- Oak Ridge Circle

Photo 3. Lincoln Avenue at Myers Street (facing north)

The remaining portions of these streets and the other local roads within the Town are unpaved, as shown in Photo 3. The majority of the north-south local streets have steep grades (up to 40%) due to the mountainous topography. The east-west streets and alleys provide a gridded network throughout the Town and direct access to driveways of homes.

Parking is permitted along Main Street and the local streets, except where signed as a no parking zone.

Active Transportation

Active transportation refers to any form of human-powered travel that involves physical activity as the primary mode of movement. It's most commonly associated with:

- Walking
- Cycling
- Scootering (non-motorized)
- Skating or rollerblading
- Using mobility aids like wheelchairs or walkers (when self-propelled)

Wheeling

A term to emphasize inclusive mobility, especially for people who rely on wheel-based devices to get around. Typically refers to the use of mobility devices that involve wheels but are not motorized. This includes wheelchairs, rollerblades or roller skates, kick scooters, skateboards, and other mobility aids.

Active transportation is a cornerstone of sustainable urban planning and public health because it:

- Reduces greenhouse gas emissions and traffic congestion
- Promotes physical fitness and mental well-being
- Enhances community interaction and livability
- Saves money on fuel and transit fares
- Is often supported by infrastructure like bike lanes, pedestrian paths, and safe crossings.

Residents and visitors in the Town of Oak Creek take full advantage of the outdoors, enjoying a wide range of activities such as hiking, biking, wildlife watching, fishing, cross-country skiing, and snowshoeing.

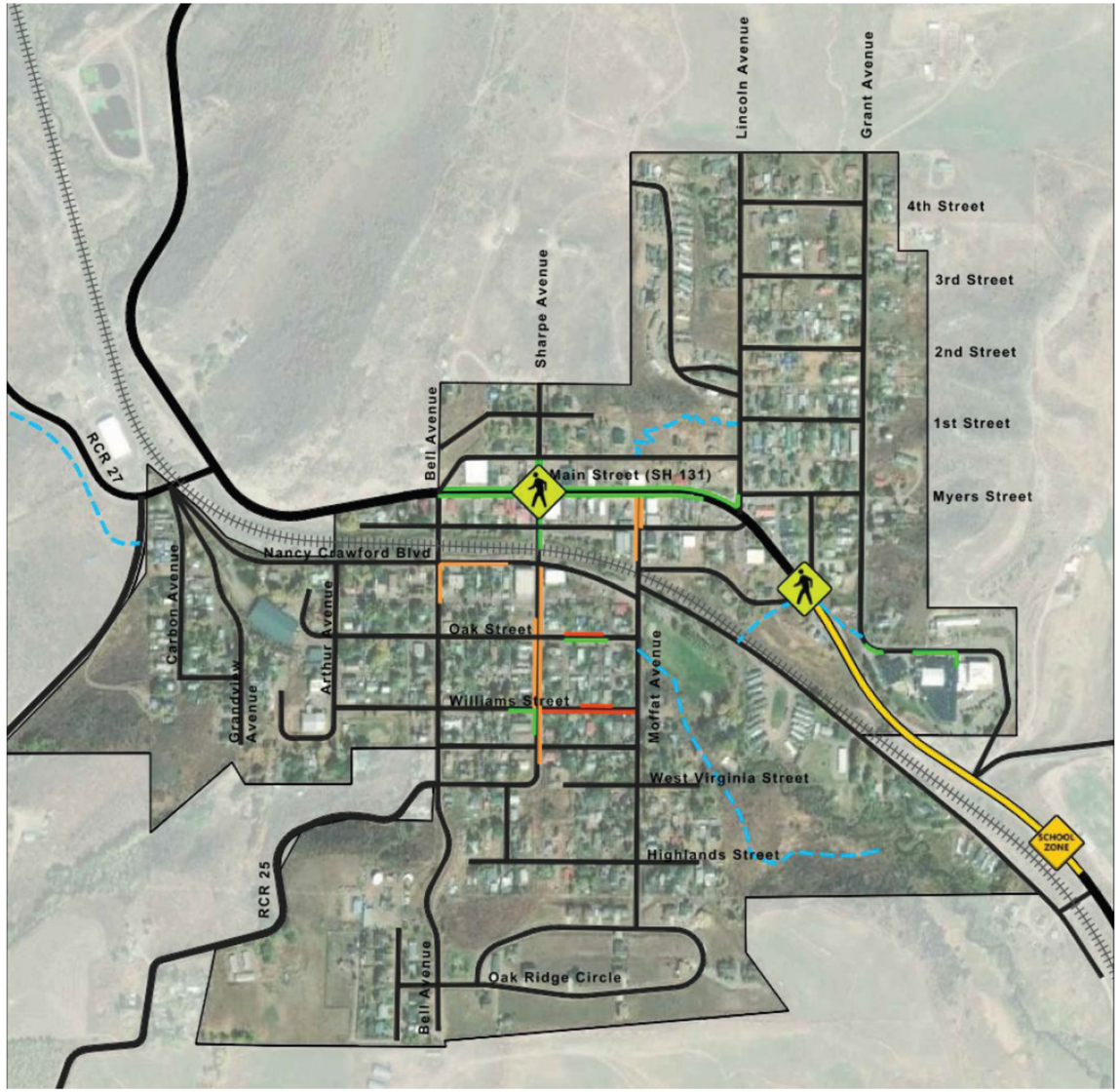
Currently, there is limited infrastructure for people walking, biking, and wheeling around Town. There are attached, concrete sidewalks along the following roadways:

- Main Street: 8-foot on both sides, between Bell Avenue and Lincoln Avenue
- Nancy Crawford Boulevard: 2-foot and 5-foot attached on south side between Bell Avenue and S. Sharp Avenue
- N. Sharp Avenue: 7-foot on both sides, between Main Street and first north alley
- S. Sharp Avenue: 7-foot to 10-foot on east side, between the first north alley to first south alley; 3-foot on both sides, from first south alley to south of Williams Street
- Moffatt Avenue: 5-foot on both sides, between Main Street and first south alley; 5-foot on west side, between first south alley to railroad
- Oak Street and Williams Street: portions between S. Sharp Avenue and Moffatt Avenue.

The sidewalks along and near Main Street are in fair to good condition; the remaining sidewalks are in poor condition and in need of repair. The residents are responsible for maintenance and repairs to sidewalks along their property, which requires enforcement.

There is a marked crosswalk on State Highway 131 at the bridge over Dodge Avenue to connect the students south of the highway to the school.

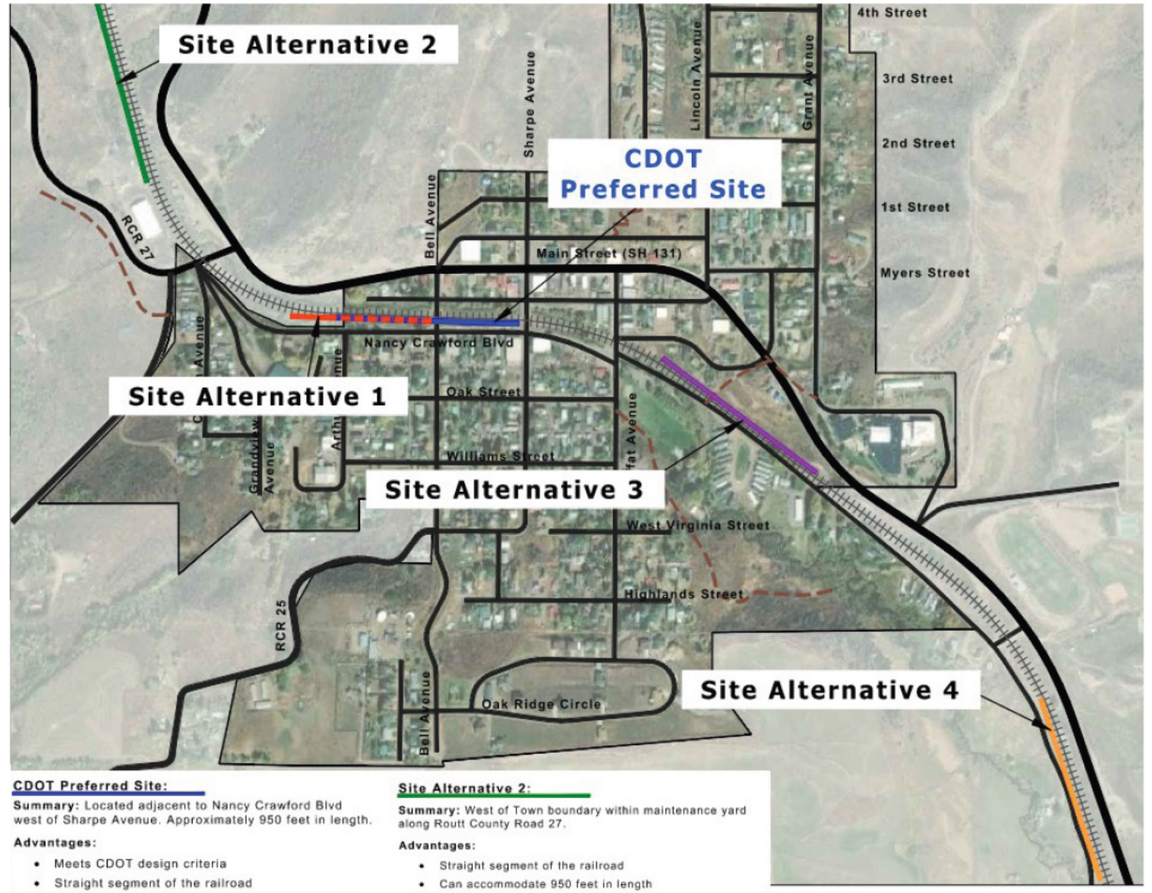
EXISTING ACTIVE TRANSPORTATION INFRASTRUCTURE



Legend

Existing Sidewalk (Paved) - Condition
- Excellent
- Good
- Fair
- Poor
- Existing Trail (Unpaved)
- School Zone with Reduced Speed Limit
- Marked Crosswalk

ALTERNATIVE MULTIMODAL TRANSIT STATION LOCATIONS FOR CONSIDERATION



CDOT Preferred Site:

Summary: Located adjacent to Nancy Crawford Blvd west of Sharpe Avenue. Approximately 950 feet in length.

Advantages:
- Meets CDOT design criteria
- Straight segment of the railroad
- Vacant land within Railroad ROW near downtown
- Can utilize existing roadways for connectivity
- Along the future Oak Creek Greenway alignment

Concerns:
- Requires closer of Bell Avenue
- Need to find property for a parking area

Site Alternative 1:

Summary: Same location as the CDOT site with a reduced length (minimum of 700 feet) and shifted slightly to the west.

Advantages:
- No road closures needed
- Meets CDOT design criteria
- Straight segment of the railroad
- Vacant land within Railroad ROW near downtown
- Can utilize existing roadways for connectivity
- Along the future Oak Creek Greenway alignment

Concerns:
- Shorter platform which may not allow all cars to disembark
- Need to find property for a parking area

Site Alternative 2:

Summary: West of Town boundary within maintenance yard along Routt County Road 27.

Advantages:
- Straight segment of the railroad
- Can accommodate 950 feet in length
- Town and County owned property
- Available property to provide parking
- Along the future Oak Creek Greenway alignment

Concerns:
- Not located near downtown
- Need to verify railroad grades are below 1.75%
- Need to construct roadways and paths to connect to downtown

Site Alternative 3:

Summary: East end of Town, east of Moffatt Avenue.

Advantages:
- Straight segment of the railroad
- Vacant land within Railroad ROW near downtown
- Can accommodate 950 feet in length
- Can utilize existing roadways for connectivity
- Along the future Oak Creek Greenway alignment

Concerns:
- Need to verify site meets CDOT criteria
- May impact adjacent private property owner
- Conflict with unofficial route used by students walking to school
- Need to find property for a parking area

Site Alternative 4:

Summary: Southeast of Town boundary, south of Dusty Trail

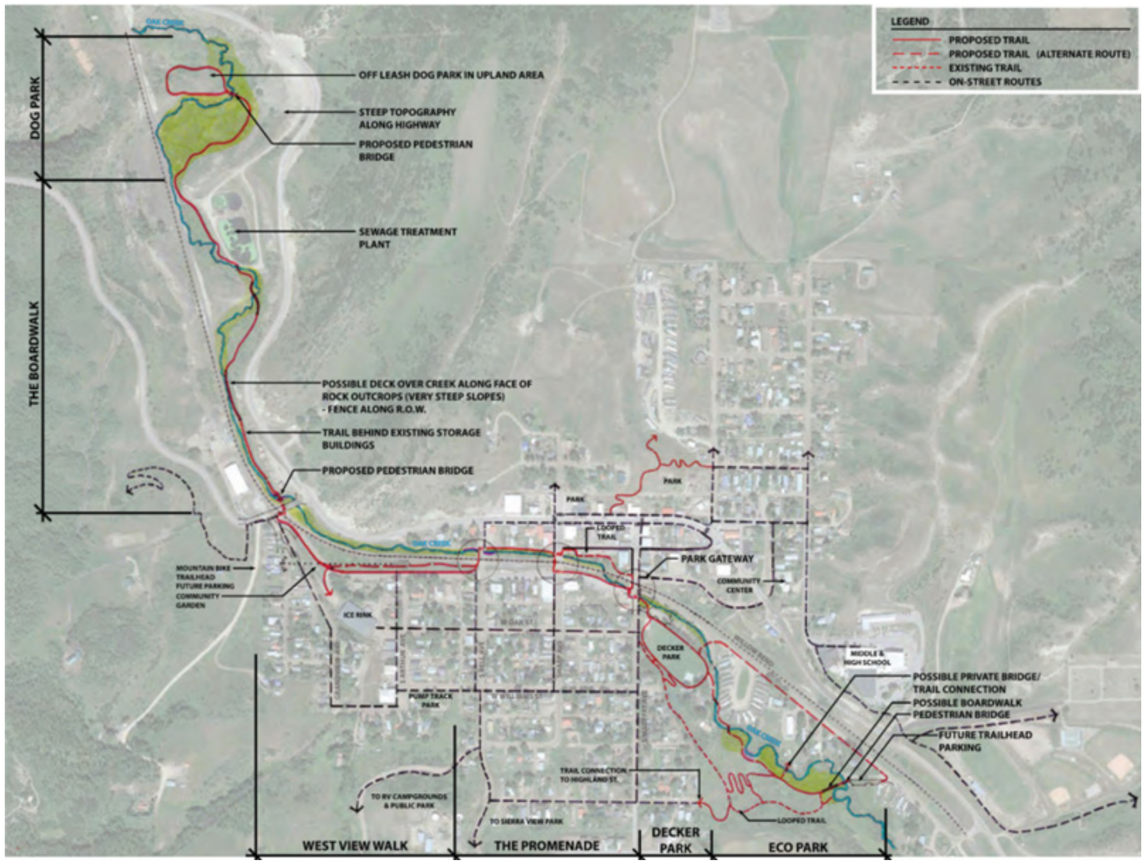
Advantages:
- Straight segment of the railroad
- Vacant lane within Railroad ROW
- Can accommodate 950 feet in length
- Along the future Oak Creek Greenway alignment

Concerns:
- Not located near downtown
- Need to verify site meets CDOT criteria
- Narrow segment of property and may impact Willow Bend alignment
- Need to find property for a parking area
- Need to construct roadways and paths to connect to downtown

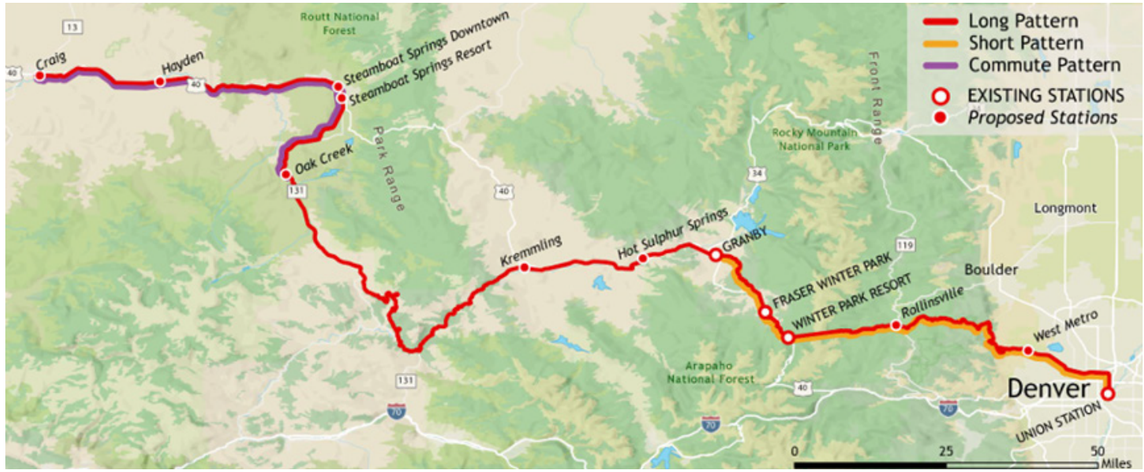
Recently, a signed and marked crosswalk was installed across Main Street on the west side of the intersection with Sharp Avenue.

While Oak Creek does not currently have designated bike lanes or paths, it remains a popular regional destination for road, gravel, and mountain biking enthusiasts. Cyclists are allowed to use roadway shoulders and travel lanes throughout the Town, unless otherwise indicated by signage. There are no known bike racks along or near Main Street to park bicycles as residents and visitors eat, drink, shop, or do business in Town.

There are limited connections between the existing active transportation infrastructure and between local destinations. The Oak Creek Greenway and Restoration Conceptual Design Report ('Greenway Plan') provides recommendations for creating a recreational amenity for residents and visitors along the existing creek for fitness, health, and connectivity. The creek originates in the Flat Tops Wilderness Area where alpine lakes and melt feeds the waterway. Through Town, the creek parallels Routt County Road 25, flows across the ridge, then parallels State Highway 131 until it joins the Yampa River south of Steamboat Springs. The Greenway Plan recommends implementing a greenway along 1.5 miles of the creek corridor, linking Eco Park, Decker Park, downtown, the ice rink, community gardens, Mountain Park trailhead, and the Upland area. The Oak Creek Greenway and Restoration Conceptual Design Report identifies a feasible route along the creek



Map 1. Conceptual Plan for Oak Creek Greenway and Pedestrian Connectivity (Source: Greenway Plan)



Map 2. CDOT Transit and Rail Division's Preferred Service Plan for Mountain Passenger Rail (Source: CDOT Mountain Rail Progress Report)

as well as on-street pedestrian facilities to provide a completed network, as shown in Map 1. Conceptual Plan for Oak Creek Greenway and Pedestrian Connectivity (Source: Greenway Plan).

Transit

Currently, the Town of Oak Creek does not operate its own transit service and other public transit services do not have stops within the community. However, there are a few transit options that can be utilized for regional travel with stops in nearby towns/cities.

CDOT provides regional transit services through the Town via their Bustang program. The Outrider Route 1001 travels between Craig and Denver once per day per direction with stops in Hayden and Steamboat Springs.

The Steamboat Springs Transit (SST) provides a free transit service throughout the City of Steamboat Springs that links downtown to the ski town area and the west area. The routes and frequencies change per summer and winter seasons. The Regional Line connects Steamboat Springs to Hayden, Milner, and Craig.

Railroad

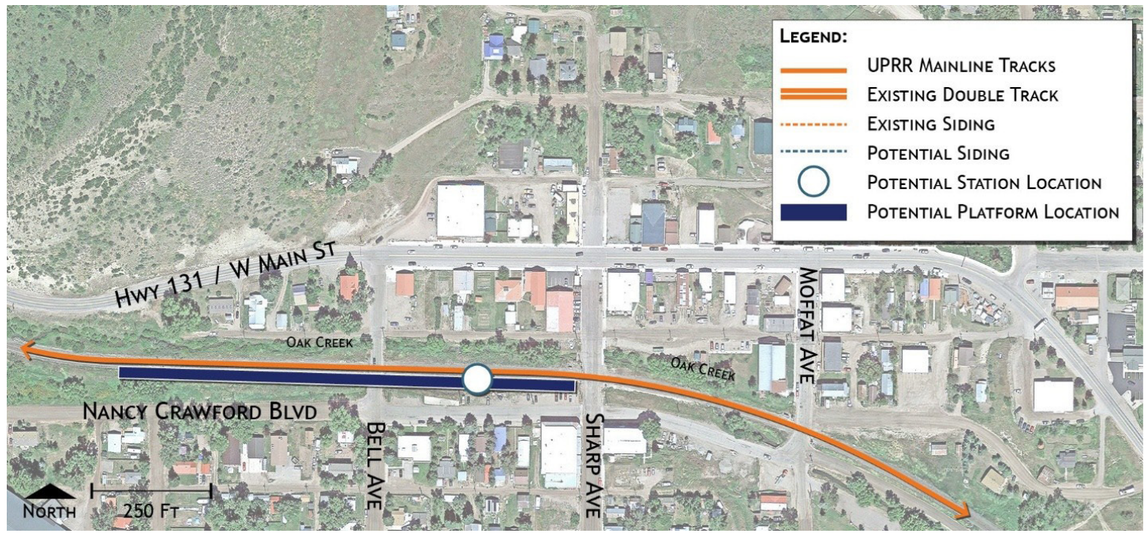
There is a single-track railroad, that parallels State Highway 131, which travels through the Town of Oak Creek (Photo 4. Existing Union Pacific Railroad through Oak Creek (facing west)). The railroad is currently owned by the Union Pacific and has been used to transport coal from Craig to Denver since 1909. Currently, there are three crossings within the Town boundaries (Bell Avenue, S. Sharp Avenue, and Moffatt Avenue)

Photo 4. Existing Union Pacific Railroad through Oak Creek (facing west)

with an additional two crossings on the edges of the Town (Routt County Route 27 and Willow Bend). All of the crossings are marked with signs, but only the crossings at Moffatt Avenue and Routt County Road 27 have gates and signals.

As coal mining continues to be reduced, the number of coal trains on this railroad have significantly reduced and there is an opportunity to use the rail line for passenger trains. In May 2025, the State of Colorado signed an agreement with the Union Pacific to utilize the existing rail for passenger services through the mountains for 25 years and 506,000 train miles. The goal for passenger rail is to reduce the number of vehicles on the state highways and interstates through the mountains, as well as provide a local and regional transit option to and between mountain communities. It is understood from discussions with the CDOT Transit and Rail Division that the preferred service plan will include one long route and two short routes. The long route will connect Craig to Denver through Oak Creek, Kremmling, and Winter Park. One short route will connect Denver to the Fraser Valley along the same rail line, and this will not connect to Oak Creek. The other applicable short route will travel between Oak Creek and Craig, with connectivity to Steamboat Springs and Hayden. The map of the mountain rail service plan is shown in Map 2. CDOT Transit and Rail Division's Preferred Service Plan for Mountain Passenger Rail (Source: CDOT Mountain Rail Progress Report).

CDOT found that there is high transit ridership in the South Routt County region, especially between Craig, Hayden, Steamboat, and Oak Creek. Data indicated that there was approximately 45,000 passengers per year utilizing the existing Bustang Outrider service (two buses per day). Hence, the plan to include a short route between Craig and Oak Creek. CDOT Transit and Rail Division proposes to have a new station within Oak Creek, which will need to accommodate both the long and short routes. It is envisioned that this station be a "multimodal transit station" to serve the passenger rail, local and regional bus or shuttle services, walking, biking, and wheeling. It is understood that passenger rail to Oak Creek will likely not occur before Year 2029.



Map 3. CDOT Transit and Rail Division's Conceptual Location for a Platform

Transit and Railroad Platform Considerations

CDOT Transit and Rail Division indicated that platforms are typically between 700 and 1,000 feet long with the larger length implemented at busy stations to meet fire code for egress and clear space. Mountain Rail is anticipated to have trains between 700 to 800 feet in length. The platforms will need to be between 15 and 20 feet in width. The track adjacent to the platform needs to be straight or as close as possible. There is an ADA maximum gap requirement that necessitates keeping tracks straight or barely curved; extreme curves require a bridge plate, which slows operations and adds complexity. The grades of the track at the platform should be as close to level as possible, but grades of up to 1.75% can be tolerated for mid-line stations as trains will not dwell unattended. Map 3 shows the potential station location in the Town of Oak Creek as identified by CDOT.

Refer to Figure 4 for alternative locations to accommodate the multimodal transit station that should be explored in partnership with CDOT. The advantages and concerns of each site are noted on the map.

EXISTING UTILITIES MAP

LEGEND

Lines

- Town of Oak Creek
- Future Growth Boundary
- Railroad
- CDOT
- Lot
- County Parcels

UTILITY

- Electric
- Communication
- Gas
- Sewer
- Storm Drain
- Water

SUB STATION & TRANSMISSION LINES
131
OAK CREEK
WATER TREATMENT
OAK CREEK MOUNTAIN PARK
4TH STREET
3RD STREET
2ND STREET
LINCOLN AVE
1ST STREET
MAIN STREET
USPS
RAILROAD
NANCY CRAWFORD BLVD
GRANDVIEW AVE
CARBON AVE
ARTHUR AVE
BELL AVE
OAK STREET
SHARP AVE
MOFFAT AVE
GRANT AVE
SOROCO MIDDLE & HIGH SCHOOL
CEMETERY
WILLIAMS ST
VIRGINIA ST
TOWN MAINTENANCE & OFFICE
HIGHLAND STREET
OAK RIDGE CIR
OAK CREEK
131

Notes: information sourced from County GIS, USGS, FEMA, Google and data provided by the client and is accurate to the best possible knowledge of the team. Norris design is not responsible for errors or omissions from incomplete data sets provided by others.

NORTH

0' 175' 350' 700'

SCALE: 1" = 350'

Background and Existing Conditions

Utilities & Infrastructure

Town utilities include water, wastewater and electric facilities, and a limited drainage system consisting of swales along roadways and culverts under the railroad tracks and certain intersections. The utilities currently serving the Town of Oak Creek are shown on the **Existing Utilities Map.**

Water

The water system consists of supply, storage, treatment, and distribution facilities. The Town owns water rights for 4.0 cubic feet per second (cfs) flow from Trout Creek and a .5 cfs flow from Oak Creek. **These water rights are adequate to supply a population more than double the current size of the Town.**

Sheriff's Reservoir, constructed in 1952 and located on Trout Creek approximately 13 miles southwest of town, provides 986 acre-feet of water storage. **Updating the spillway to meet State dam safety engineer requirements is identified as a priority capital improvement recommended in the 2025 Capital Improvement Plan.**

Raw water stored at Sheriff's Reservoir is diverted from Trout Creek into Oak Creek via the Rich Ditch. From Oak Creek, water is diverted into Oak Creek Reservoir, a 3 acre-foot settling/storage pond located approximately 2 miles southwest of town. **Enlargement of the Oak Creek Reservoir and/or increasing the capacity and reliability of Rich Ditch are important considerations for future capital improvements.**

The Oak Creek Water Treatment Plant, located on a hill at the southwest edge of Town, receives raw water from Oak Creek Reservoir via a 10-inch transmission main. Water is treated through a process of filtration and chlorination. The water treatment utility was originally constructed in the 1940's and has since been upgraded in 2008. The treatment plant is classified as a 'C' facility by the Colorado Department of Public Health and Environment. **Peak design capacity is estimated at 1 million gallons per day (mgd), with peak day demand estimated at no more than 0.6336 mgd.**

Treated water is stored in a 200,000 gallon tank originally constructed in 1975 and updated in 2008, and a newer 250,000 gallon tank constructed in 2008. Both storage tanks are located adjacent to the water treatment plant.

The distribution system has some areas of undersized mains, inadequate pipe loops and low pressure. Due to the size of the water lines, and the lack of unlooped water mains in some areas of town, water pressure and fire flow availability are also at unacceptable levels.

Wastewater

Oak Creek's sanitary sewer system consists of collection and treatment facilities. Wastewater is collected by gravity mains and routed into a secondary treatment process. The Town's wastewater treatment plant and lagoons are located at the west edge of Town between CR 27 and SH 131. The wastewater treatment plant underwent a major upgrade in 2009 – 2010. The collection system was upgraded in 2008 – 2009, although some of the older lines remain. **Peak treatment capacity is .8 mgd with current peak demand only .13 mgd.** All residential and commercial structures within Town are connected to the sanitary sewer system, although a few residential structures outside the Town boundary near CR 25 are still on septic systems.

Drainage

The drainage system is limited to drainage ditches and swales along roads, with short stretches of culverts underlying the railroad tracks and certain road intersections. As part of a downtown improvement program during the mid-1980's, new storm sewer lines with concrete drain pans and catch basins were installed from Main Street to Oak Creek in Sharp Street and in a half block of Moffat Avenue to the railroad.

Improvements to the Town's drainage system should be implemented concurrently with road and underground utility improvements. Therefore, a comprehensive understanding of the Town's drainage is an important first step in the Town's capital improvement program.

Electricity

Oak Creek owns its electric distribution system, with a substation located north of Town connected to a 138 KV transmission line. Power is distributed through overhead 2.4 KV and 15 KV lines. The Town purchases wholesale power from the Nebraska Municipal Power Pool and the Western Area Power Authority.

The Town completed an Electric Utility System 10-Year Master Plan in the summer of 2015 and has implemented actions to update and upgrade facilities and implement an annual maintenance schedule.

Solid Waste

Waste collection and disposal is contracted by the Town. The Town provides a special trash pickup in the summer to assist residents with the disposal of large items and junk. **The Town has also identified a need to protect bears by eliminating access to food found in trash bins. Accordingly, policy recommendations are provided in this section encouraging the Town to adopt regulations requiring bear proof trash containers in Town.**

Emergency Services

Law Enforcement

Mutual aid is provided by Routt County and the State Patrol to provide law enforcement within the Town of Oak Creek. **The community has identified the need for a more full-time, local, in-town police presence, and this is recommended as priority action item in this section of the Plan.**

Fire and Ambulance

The Oak Creek Fire Protection District includes the Town and extends east to Stagecoach, south to Phippsburg's northern boundary, west to the Cyprus mine, and to the northern end of Oak Creek canyon. The district is funded through a mil levy and is administered by an elected Board of Directors.

The fire district is comprised of full-time personnel and volunteers/reservists. Three fire stations house pumper, rescue, ladder and tanker trucks, command vehicles and ambulances. Two of the fire stations are located within Town (one at Old Town Hall and the other on Colfax Avenue just east of Moffat Avenue), and one is in Stagecoach. Mutual aid agreements are in place with Yampa, Hayden and Steamboat Springs emergency services districts.

> *"It would be really nice to have sidewalks along more streets."*
>
> *- Oak Creek Community Survey Response*

Photo 5. Crosswalk by Dodge Street Bridge: Needs crossing signs for awareness and safety or to direct pedestrians to the underpass

Photo 6. Crosswalk on Main Street at Sharp Avenue: Needs additional signs on the north side of the roadway for drivers traveling in the northwest direction

Key Issues & Challenges

Transportation

Key issues and challenges related to transportation, which are identified as priorities to be addressed through the 2025 Plan update, include:

Road conditions – muddy and dusty roads, potholes and washboard conditions, and safety issues at the edge of gravel.

- Gravel roads create dust and muddy conditions
  - » The cost of paving is expensive, and the utility infrastructure needs to be upgraded first

Sidewalk and walkway conditions - Some are crumbling and do not connect

- A majority of the sidewalks, except those on Main Street, are in need of repair or replacement
  - » Sidewalk maintenance is the responsibility of the property owners and an enforcement program is needed
- No designated bike lanes or paths
- No known bike racks along or near Main Street to support bicyclists
- Three (3) railroad crossings are missing gates and signals
- Signage is needed at the Dodge Street Bridge crosswalk and to direct pedestrians to the underpass in this location (Photo 5)
- Additional signage is needed at the crosswalk on Main Street at Sharpe Avenue (the northwest-bound direction should have the signs on the right-hand side (Photo 6)
- Need for permanent surfaced paths along known school routes (Photos 7 and 8)

Utilities and Infrastructure

Key issues and challenges related to the Town's infrastructure and services that were identified during the Comprehensive planning process include:

Water system

- **Sheriff's Reservoir** – spillway improvements and dam rehabilitation work is needed.
- **Water loss** – there are issues related to water loss / water quantity, and perceived problems related to water quality, which should be addressed through regular water quality testing and effectively communicating the test results with Town residents.

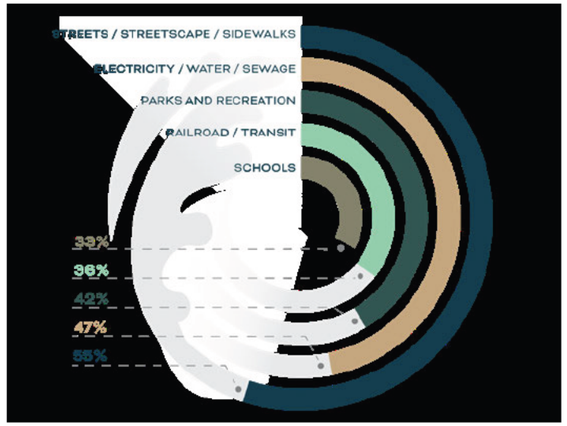
Cell coverage - There are some gaps in cell coverage that need to be addressed, particularly on Main Street near the grocery store.

Photo 7. Pedestrian created path off State Highway 131: Consider providing a paved path

Photo 8. Dodge Street Underpass - Safest Route for students walking to school

Community Input

The following community input has been provided on the topic of transportation, infrastructure and services, and this community input has been used to inform the goals, policies and actions recommended in this section of the Plan.



What changes do you want to see in Oak Creek? What ideas and priorities do you have for Town improvements?

Town Transportation & Infrastructure:

- Encourage opportunities for public transit

"Train stop in downtown center would be incredible!"

"I would really like to see rail services from Oak Creek to Craig and Gypsum or even Denver."

"Regular bus service to Steamboat."

- Oak Creek Community Survey Responses

- Road repairs and maintenance, dust control, and improved gravel roads and/or pavement
- Maintenance of existing sidewalks and walkways – some are crumbling, and additional sidewalks
- Improved storm water management and restoration of the Oak Creek waterway.
- Repair and update infrastructure – fix utilities and improve road conditions
- Funding - The town of Oak Creek needs to find a way to bring more income to the town government to make needed improvements to infrastructure.
- I would love to see more green energy. With the amount of sunshine we get, I'd like to see solar panels on the ice rink roof and all new builds.

Town Services

- A local police department / upgraded police presence, animal control, and code enforcement
- Better Town maintenance – fixing roads and drainage
- More social services programs, such as therapists

Desired Changes & Improvements

- Road maintenance and improvements
- Maintain sidewalks and walkways and add sidewalks along more streets
- Become a railroad town
  - » Rail service and train depot
  - » Tap into railroad grant opportunities
- Improve water and sewer infrastructure
  - » Ensure clean, safe drinking water
- Funding for infrastructure – water, roads
- Drainage improvements to redirect water away from properties
- More green energy
  - » Solar panels on the ice rink roof and all new builds

The community provided input on their concerns and desires for transportation improvements through surveys and public meetings. **The residents' highest concerns for the local streets are the dusty roads in the warm months and the muddy roads in the wet months related to the unpaved conditions of the majority of the streets. Residents would prefer the local streets be paved. It is understood that funding for paving would have to be acquired and any roadway paving would have to occur after underground utilities were upgraded.** The Town's priority is to maintain the existing paved segments to keep them in good condition and not create additional infrastructure needs in the future.

The town stakeholders identified the following transportation needs:

- Improve wayfinding through Town
- Implement traffic calming along Main Street
- Provide pedestrian connectivity
- Connect to regional trails
- Determine site of multimodal transit station
- Offer regional bus and/or vanpool services
- Prepare for passenger rail service

Key Priorities

Transportation

1. Enhance Roadway Infrastructure
2. Ensure Safe and Reliable Transportation Facilities
3. Establish and maintain an accessible multimodal network to connect to local and regional destinations.
4. Create Safe Routes to School

Utilities & Infrastructure

- Utility and road improvements
- Identify priority roads to be paved and explore alternative road treatments that are more cost-effective than paving for other roads.
  - » Consider certain roads for chipseal. The Town can evaluate the effectiveness of chipseal using test strip(s).
- Underground utilities need to be addressed and the utility improvements need to happen first (before road surfacing).
- Educate the community on the order of infrastructure improvements needed and the cost.
- Encourage opportunities for public transit
- Financing opportunities are needed to pay for infrastructure improvements.

OPPORTUNITIES

Key opportunities to capitalize on in the updated transportation plan, include:

- Partnering with Steamboat Springs Transit to provide local transit services
- Development of Mountain Rail will provide regional connectivity between Denver and Craig, with stops at key locations including Town of Oak Creek. The plan will likely include upgrades to railroad crossings with gates and signals.
- Implementation of the Greenway Plan to provide a connected trail throughout Town and activate the river corridor

Key benefits of road improvements that can be used to obtain funding include:

- » Clean water / improved water quality and stormwater management
- » Complete streets – improve safety for all modes of travel
- » Efficiency – proper order of improvements with utilities first

DESIGN AND ENGINEERING CONSIDERATIONS

Roadways - Follow the guidelines and standards set forth by AASHTO, MUTCD, and Routt County.

Active Transportation - Follow the guidelines and standards set forth by AASHTO, MUTCD, NACTO, and Routt County.

Capital Improvement Plan and Summary

As part of the Comprehensive Plan update, Baseline Engineering assisted the Town with developing an update to the Town's existing Capital Improvement Plan, addresing recommended capital replacement and maintenance plans for Town utilities, roads, public buildings, and equipment. The updated 2025 Capital Improvement Plan is included in the **Plan Appendix.** A summary of the priority capital improvements along with a copy of the Capital Improvements Map is provided in this chpater, in addition to goals, policies, and actions to guide implementation of these improvements over the coming years. The following capital projects have been identified as priorities for implementation:

Water System Improvements

- Water Distribution Replacement Plan Phase 2 Improvements - Replace water main and services throughout town, in the locations identified as "Phase 2" on the 2016 Water Distribution System Replacement Plan Phasing Map.
- Sheriff Reservoir Spillway Repairs - Update spillway to meet state dam safety engineer requirements.

Wastewater System Improvements

- Sanitary Sewer Collection Line Upgrades - complete the lining/replacement project that was not completed in 2009 on W. 1st Street.

Town Road Improvements

- Repair existing asphalt roads.
- Priority drainage improvements, including Bell Avenue storm sewer replacement, and Grant Avenue storm drainage improvements to separate storm and sanitary sewer and improve drainage at the school site.

Electrical System Improvements

- Power pole replacements/improvements - Inspection and repair/upgrade of poles and appurtenances as identified in power pole inspections.
- Additional Substation Line from Sweetland to Parker Addition - An additional line from the substation is required to provide necessary redundancy in the system.
- Main Feed Upsize/Underground Feeder - Installation of an underground feeder line from the substation to Lincoln Avenue.
- Switchgear Replacement - Replacement and upgrade of outdated equipment, including power plant protection, controls, and isolation electrical components.
- Upgrade the Town's Emergency Power Infrastructure - Emergency power requirements for Oak Creek need to be further investigated in the near future as the standby generator cannot handle current needs. Options to be evaluated include a new generator, a backup distribution feed from the Keystone Substation, or multiple generators.
- Expand the electrical system to Growth Area 1 in the Electric System Master Plan (Performance District 3 north of Town).

Town Facilities

- Install or upgrade security features at all Town facilities with priority given to the Public Works garage.
- Re-roof the existing Public Works Maintenance Garage/Shop and construct an additional Public Works garage.

Capital Improvements Summary Table

ITEM	LOCATION	DESCRIPTION	PRIORITY	COST
ELECTRICAL SYSTEM				
Pole Replacements / Improvements (Power Poles)	Town wide	Inspection and repair/upgrade of poles and appurtenances as identified in power pole inspections.	1	$109,000
Additional Substation Line (Line Extension Upgrades)	Sweetland to Parker Addition	Additional line from the substation is required to provide necessary redundancy in the system.	1	$218,000
Main Feed Upsize - Underground Feeder (Line Extension Upgrades)	Substation to Lincoln Avenue	Installation of underground feeder line from substation to Lincoln Avenue.	1	$189,000
Switchgear Replacement (Equipment)	Town wide	Replacement and upgrade of power plant protection, controls, and isolation electrical components.	1	$250,000
System Plan / Mapping	Town wide	Create paper and electronic GIS layer	1	$22,000
3 Phase Upgrade (Line Extension Upgrades)	Grant to Arthur Avenue	Run 3 phase line to upgrade availability of service	2	160,000
Underground Electric (Power Poles)	Town wide	Install underground electric throughout town	2	TBD

PRIORITY RANKING: 1 = 2025-2030 | 2=2030-2035 | 3=2035-2040 | 4/5/6=2040-2055

ITEM	LOCATION	DESCRIPTION	PRIORITY	COST
ELECTRICAL MASTER PLAN WITH MAINT SCHEDULE				
Annual Maintenance Plan (Year 1-5)	Town wide	Refer to Electric System Master Plan. Pole replacement, Transformer replacement, Conductor maintenance, Metering. Years 1-5 of 10 year plan.	1	$346,169
Growth Area 1 (Build Out)	Performance District 3 north of Town	"Performance District 3 north of town, 11 - 50kVA transformers with 4 consumers with 12.5kW demand each. 44 total consumers."	1	$428,210
Primary Transformer Protection	Oak Creek Substation transformer	The existing Oak Creek Substation transformer is protected by 138kV fuses that are not currently manufactured and are required to be built if they are blown. EEC recommends that Oak Creek investigate the addition of a 138kV Circuit Switcher for the primary protection of the transformer.	1	$180,700
Annual Maintenance Plan (Year 6-10)	Town wide	Install underground electric throughout town	2	$516,098
Growth Area 2 (Build Out)	Performance District 3, 4 and 5	Performance District 3/5 east of town parallel to Grant Ave, 3 - 50kVA transformers with 4 consumers with 12.5kW demand each in Performance Districts 3 and 4 - 25kVA transformers with 2 consumers with 12.5kW demand each in Performance District 5. 20 total consumers.	2	$259,282
Growth Area 3 (Build Out)	Performance District 4	"Performance District 4 south of town. 22 - 50kVA transformers with 4 consumers with 12.5kW demand each. 88 total consumers."	3	$980,280
Distribution Plan	Town wide and growth areas adjacent to Town	As the growth areas adjacent to town are developed and residential loads are added, it is important to develop a distribution plan to balance this load and lessen the strain on the existing system.	4	TBD
EMERGENCY POWER (TOWN TO SELECT ONE OPTION)				
New Generator (Option 1)	Town wide	A capital project will need to be performed to ensure that the backup power to the town can serve present and future loads. The purchase and installation of a new generator is the easiest option, but not the most cost effective, for reliable backup power.	1	$4,170,000
Emergency Distribution Feed (Option 2)	Town wide	In discussions with YVEA engineering staff, a backup distribution feed to the Town of Oak Creek is possible from the Keystone Substation.	1	$695,000
Multiple Generators (Option 3)	Town wide	Multiple generators would require additional building space, expanded fuel capacity, supplementary cabling and transformers as well as load sharing controls added to both units. To meet future load demands Oak Creek would need to purchase two additional 1500kW units to meet the 10 year growth demand.	1	$2,349,100
WATER & WASTEWATER				
AquaWorks Improvements (Water & Sewer Treatment)	TBD	TBD	TBD	
Water Distribution Replacement Plan Ph. 2	Town wide	Replace water main and services throughout town. Refer to 2016 "Water Distribution System Replacement Plan Phasing" map.	1	$8,327,209
Sheriff Reservoir Spillway Repairs	Sheriff Reservoir	Update spillway to meet state dam safety engineer requirements.	1	$5,600,000
Sewer Collection Line Upgrades	Town wide	Complete the lining/replacement project not done in 2009, e.g. W 1st Street	1	$2,355,382
Water Distribution Replacement Plan Ph. 3	Town wide	Replace water main and services throughout town. Refer to 2016 "Water Distribution System Replacement Plan Phasing" map.	2	$12,905,726
Manhole Rehabilitation	Town wide	Rehabilitate sanitary sewer manholes throughout town to reduce infiltration/ inflow of groundwater and reduce water treatment efforts.	2	$1,242,201
Water Distribution Replacement Plan Ph. 4	Town wide	Replace water main and services throughout town. Refer to 2016 "Water Distribution System Replacement Plan Phasing" map.	3	$3,649,081
Water Distribution Replacement Plan Ph. 5	Town wide	Replace water main and services throughout town. Refer to 2016 "Water Distribution System Replacement Plan Phasing" map.	4	$4,039,223

PRIORITY RANKING: 1 = 2025-2030 | 2=2030-2035 | 3=2035-2040 | 4/5/6=2040-2055

ITEM	LOCATION	DESCRIPTION	PRIORITY	COST
FACILITY IMPROVEMENTS				
Security Improvements (Administrative)	Town facilities	Install or upgrade security features at all Town facilities with priority given to the Public Works facilities.	1	TBD
Replace Police Vehicle (Administrative)	Police Dept	Replace one existing police vehicle.	1	$58,000
Public Works Garage	Public Works	Construct new building. 80'x120' = 9,600SF @ $400/SF = $3.84mil	1	$3,840,000
Re-roof Public Works Maintenance Garage/	Public Works	Re-roof Public Works Maintenance Garage/Shop	1	$100,000
Backhoe Replacement (Public Works)	Public Works	2015/2016	1	$217,500
Sand Truck (Public Works)	Public Works	Modify current PW truck to sand truck and replace PW truck	1	$72,500
Water Truck (Public Works)	Public Works	Purchase a water truck for proper unpaved roadway maintenance efforts	1	$72,500
Administration Vehicle (Administrative)	Town Administration	Purchase vehicle for Town admin. use.	2	$30,000
Town Hall Expansion (Administrative)	Town Hall	Expand Town Hall facilities for additional office space	3	$1,050,000
Mobile Data Terminals (Administrative)	Police Dept	Equip police vehicles with mobile data terminals	3	$43,750
Public Works Lean-To	Public Works	Public Works Lean-To - equipment storage. Waiting for information from Tom.	TBD	TBD
Equipment (Public Works)	Public Works	Need info from Tom.	TBD	TBD
Street Sweeper (Public Works)	Public Works	Purchase replacement	3	$131,250

PRIORITY RANKING: 1 = 2025-2030 | 2=2030-2035 | 3=2035-2040 | 4/5/6=2040-2055

ITEM	LOCATION	DESCRIPTION	PRIORITY	COST
RECREATION				
Complete Walking/ Hiking Trails	Town wide	This improvement is listed as an Action Item in the Town's February 2, 2011 Recreation Master Plan for providing numerous segments throughout the Town. The segment connecting Sierra View Estates to Moffat Avenue has been completed to the boundary of the subdivision, needs the easement relocated to the common line between Lots 18 and 19, and the trail completed to Oak Ridge Circle. Other segments throughout Town need connections.	1	TBD
Safe Routes To Middle/High School & Community Center	Schools and Community Center	This improvement is listed as an Action Item in the Town's February 2, 2011 Recreation Master Plan. Improvements will require road crossings and should be coordinated with Main Street Improvements.	1	TBD
Decker Park Improvements	Decker Park	This improvement is listed as an Action Item in the Town's February 2, 2011 Recreation Master Plan and identified three Improvement Options.	1	$239,250
Decker Park Garage & Storage Building	Decker Park	Vehicle and equipment storage	1	$123,250
Ice Rink Improvements	Ice Rink	This improvement is listed as an Action Item in the Town's February 2, 2011 Recreation Master Plan for exploring options for summer use, for example a portable skateboard park and other play space, and constructing a storage facility for equipment. May include enclosure of rink and refrigerated concrete.	1	TBD
Acquire Trail Easements	Town wide	Create needed connections	1	TBD
Recreation Master Plan Update	Town wide	Include capital facilities, programs and activities - ongoing project for 2013-2014	1	$36,250
Recreation Bus	Parks & Rec	Acquire recreation bus	1	$58,000
North Side Park	North Side Park	Acquire land and develop a park serving the north side of Town (Parker and Schempp's Addition); may include an area dedicated as an off-leash dog park.	1/2	TBD
Improve Oak Street (paving, sidewalks, etc)	Oak Street	This improvement is listed as an Action Item in the Town's February 2, 2011 Recreation Master Plan to enhance pedestrian connectivity between Decker Park and the Hockey Arena.	2	TBD
Create Mountain Bike course	Mountain Park	This improvement is listed as an Action Item in the Town's February 2, 2011 Recreation Master Plan for creating the course. Did the Mountain Park check this off?	2	TBD

PRIORITY RANKING: 1 = 2025-2030 | 2=2030-2035 | 3=2035-2040 | 4/5/6=2040-2055

ITEM	LOCATION	DESCRIPTION	PRIORITY	COST
RECREATION				
Moffat Street Enhancement	Moffat Avenue	Enhance pedestrian access and experience between Main Street and Decker Park along Moffat Avenue	2	TBD
Community Exercise Center	Community Center	This improvement is listed as an Action Item in the Town's February 2, 2011 Recreation Master Plan. (Space Station doing 24 hour access small facility) *Wait for info from focus group.	3	TBD
OAK CREEK GREENWAY				
Noxious Vegetation Management	Oak Creek Greenway	Succesfully manage noxious vegetation found throughout the property through adaptive management strategies to promote establishment of native vegetation. Development of a comprehensive noxious vegetation plan is recommended.	1	$10,600
Restorative Seeding and Planting	Oak Creek Greenway	Identify and prioritize locations for restoration seeding and planting based on noxious vegetation treatment efforts and other ground disturbance efforts. Restoration seeding of desired species should take place post noxious vegetation treatments or ground disturbing activities. Developing a restoration plan.	1	$12,500
Hazard Tree Management	Oak Creek Greenway	In areas used for recreational activities, monitor and manage trees for removal of hazardous limbs and hazardous dead snags or standing trees.	1	$4,200
Stream Management Planning Activities	Oak Creek Greenway	Develop stream set-back ordinance limiting development within 50+ feet of Oak Creek for all future development or redevelopment, subject to review and approval by Town. Promote/ Allow continued beaver activity A - sign upkeep along stream channel. Annual River Clean Up/ SignagePromoting Clean River.	1	$900
Stream Restoration/ Improvement Activities	Oak Creek Greenway	Install grade control structures (Decker Park Reach). Install stabilized cobble point bars and engineerd pools to provide both recreational opportunities for swimming, waterplay, etc. and improved habitat diversity (Decker Park Reach). Remove large beaver dam below water treatment facility.	1	$121,000
Stream/Riparian Restoration	Oak Creek Greenway	Establish stream channel use and function (recreation vs. ecological enhancement/ creation). Install floodplain/wetland benches. Flooplain connectivity/wetland enhancement. Riparian Plantings. Culvert Replacement(s). Bank stabilization	1	$176,000
Terrestrail Restoration	Oak Creek Greenway	Restore and enhance vegetatative communities to improve eclogical function of the site. Establish native vegetation with seeding and planting activities. Monitor establishment of native vegetation and manage noxious vegetation.	1	$19,800
Utilization and co-op between agricultural users	Oak Creek Greenway	Work with Highwater Farms to understand current agricultural needs with how they relate to the ecological function and restoration of the property. Identify and prioritize fish habitat improvement opportunities.	1	$3,000

PRIORITY RANKING: 1 = 2025-2030 | 2=2030-2035 | 3=2035-2040 | 4/5/6=2040-2055

ITEM	LOCATION	DESCRIPTION	PRIORITY	COST
OAK CREEK GREENWAY				
Land Acquisition	Oak Creek Greenway		1	TBD
Goat Grazing	Oak Creek Greenway	Utilization of goats to control unwanted vegetation.	3	$18,875
TRAMWAY PARK NEIGHBORHOOD				
Paving	Tramway Park Neighborhood	Material Testing ($57K), 3rd Party CM ($96K), Cost Esc. ($1.148M), Mobilization ($144K), Survey ($38K), Traffic Control ($57K)	6	4,216,712
Engineering	Tramway Park Neighborhood	TBD	6	TBD
Site Work & Utilities	Tramway Park Neighborhood	TBD	6	TBD
Building Construction	Tramway Park Neighborhood	TBD	6	TBD
Utilization and co-op between agricultural users	Tramway Park Neighborhood	Work with Highwater Farms to understand current agricultural needs with how they relate to the ecological function and restoration of the property. Identify and prioritize fish habitat improvement opportunities.	1	$3,000
PAVING IMPROVEMENTS				
Repair Existing Asphalt Roads	Bell Avenue, Sharp Avenue, Moffat Avenue, Nancy Crawford Blvd., Myers Street, Grant Avenue	RotoMill/Overexcavation/ Preparation, Asphalt Overlay & Full Depth Repairs	1	$1,829,969
Industrial Road Asphalt Paving	Nancy Crawford Blvd, S Arthur Avenue	Overexcavation/Pit Run/Class 6, HMA, Chip Seal option	2	$1,941,640
North-South Street Paving	Grant Avenue, Lincoln Avenue, Moffat Avenue, Sharp Avenue, Bell Avenue, Oak Ridge Drive	Overexcavation/Pit Run/Class 6, HMA, Chip Seal option	3	$7,063,182
West End Paving	Grandview Avenue, Carbon Avenue	Overexcavation/Pit Run/Class 6, HMA, Chip Seal option	4	$1,979,974
East-West Street Paving	E. 4th Street, E. 3rd Street, E. 2nd Street, 1st Street, Oak Street, Williams Street, Virginia Avenue, Highland Street	Overexcavation/Pit Run/Class 6, HMA, Chip Seal option	5	$7,330,508
Tramway Area Paving	Tramway Park Neighborhood	Overexcavation/Pit Run/Class 6, HMA, Chip Seal option	6	$4,216,712

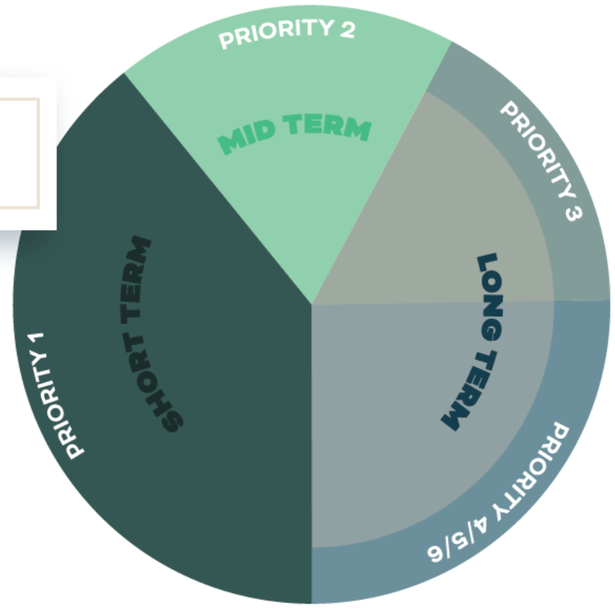
PRIORITY RANKING: 1 = 2025-2030 | 2=2030-2035 | 3=2035-2040 | 4/5/6=2040-2055

DRAINAGE IMPROVEMENTS				
Bell Avenue Storm Sewer Replacement	Bell Avenue	Replace the storm sewer manhole and inlet in the intersection of Bell Avenue and Nancy Crawford Blvd. Replace the storm pipe in this intersection and also the storm pipe draining to the intersection down Bell Avenue from Oak Street.	1	$212,608
Grant Avenue School Storm Drainage	Grant Avenue by the school	Separate storm and sanitary sewer. Improve drainage at school site.	1	$200,000
N. Sharp Avenue Storm Sewer Extension	N. Sharp Avenue	N. Sharp Ave. drainage north from Main Street to the north side of E. 1st Street.	2	$329,708
Parker Neighborhood Storm Drainage	Parker Neighborhood	Build out storm drainage in entire Parker Neighborhood.	3	$1,269,757
Williams Street Storm Drainage	Williams Street	Groundwater management and general drainage improvements	3	$557,018

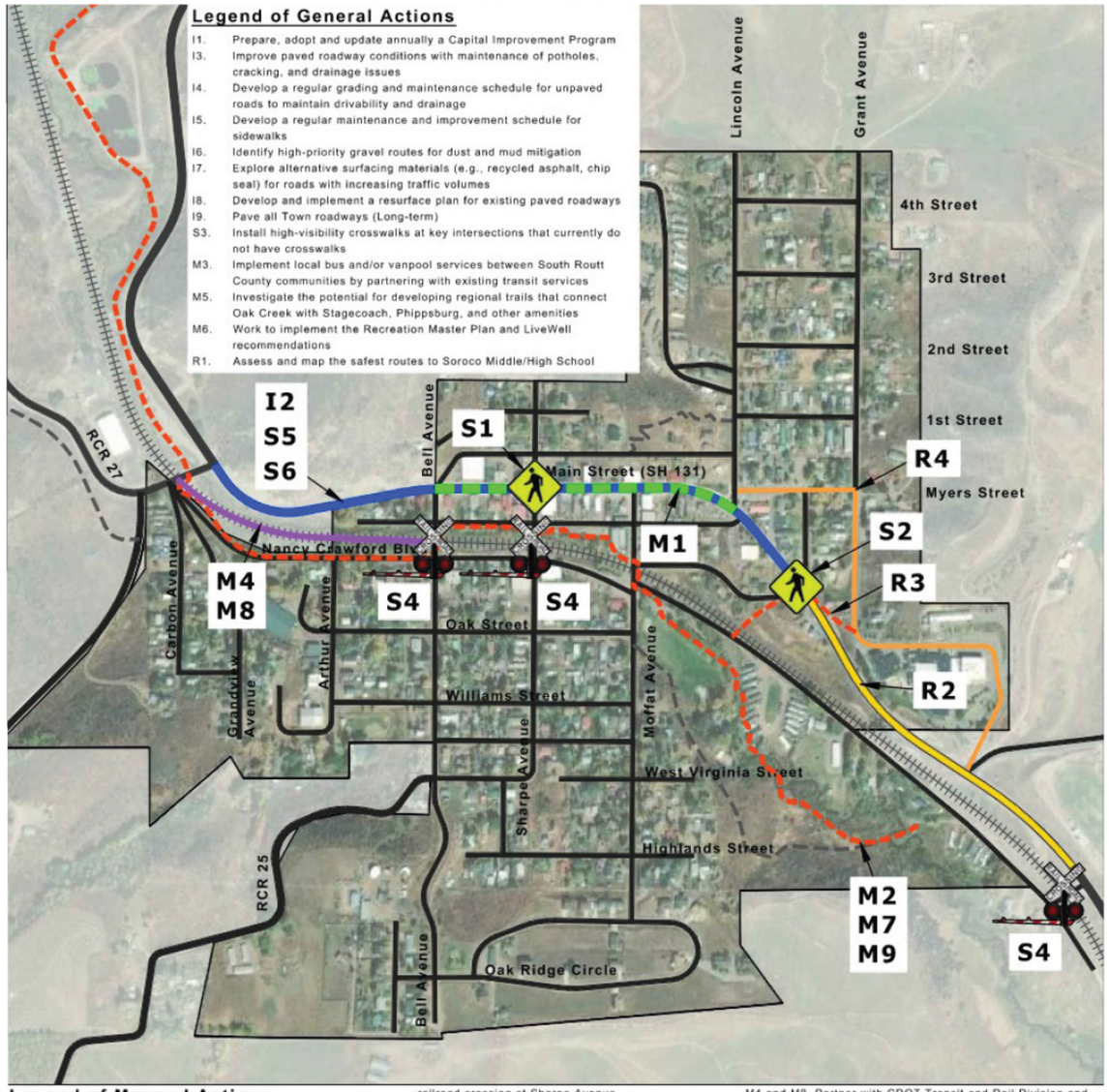
PRIORITY RANKING: 1 = 2025-2030 | 2=2030-2035 | 3=2035-2040 | 4/5/6=2040-2055

COST BY PRIORITY TIMEFRAME			
SHORT TERM PRIORITY 1 | 1-4 YEARS	MID-TERM PRIORITY 2 | 5-10 YEARS	LONG TERM PRIORITY 3-6 | >10 YEARS	TOTAL COST
$34,021,048	$16,142,454	$36,415,072	$86,578,574

40% of improvements are listed as PRIORITY 1



PROPOSED ACTIONS MAP



TIS Goal 1
Enhance Roadway Infrastructure

TIS Policy 1.1
Support the preservation and enhancement of gravel roads through targeted maintenance, safety upgrades, and sustainable surface treatments that reflect local conditions and usage patterns.

TIS ACTION 1.1 (0-5 YEARS)

A. Install wayfinding signs along Main Street for local destinations, such at Town offices, retail areas, schools, the museum, and recreational areas.

B. Develop a regular grading and maintenance schedule for unpaved roads to maintain drivability and drainage.

C. Identify high-priority gravel routes for dust and mud mitigation.

D. Explore alternative surfacing materials (e.g., recycled asphalt, chip seal) for roads with increasing traffic volumes.

TIS Policy 1.2
Implement environmentally responsible practices and long-term maintenance strategies that preserve infrastructure and reduce lifecycle costs.

TIS ACTION 1.2 (0-5 YEARS)

A. Prepare, adopt and update annually a Capital Improvement Program that will prioritize the installation of necessary underground utilities, paving of key streets, upgrade of unpaved roads to graded, gravel condition, and adequate maintenance of the entire road network.

B. Improve paved roadway conditions with maintenance of potholes, cracking, and drainage issues.

C. Develop a regular maintenance and improvement schedule for sidewalks.

D. Develop and implement a resurface plan for existing paved roadways. (6-10 Years)

E. Pave all Town roadways. (>10 Years)

TIS Goal 2
Ensure Safe and Reliable Transportation Facilities

TIS Policy 2.1
Prioritize safety improvements across all transportation modes to reduce accidents and support secure travel for all users.

TIS ACTION 2.1 (0-5 YEARS)

A. Increase police presence along Main Street to enforce speed limits and traffic laws.

TIS Policy 2.2
Design and manage transportation infrastructure to minimize crashes and improve safety for all users.

TIS ACTION 2.2 (0-5 YEARS)

A. Install pedestrian crossing signs on north side of Main Street at existing crossing at Sharp Avenue to "gate" the crosswalk and place the northwest-bound signs on the correct side of the road.

B. Install pedestrian crossing signs at the existing crosswalk over the Dodge Street bridge or remove the crosswalk and direct pedestrians to use the underpass.

C. Install high-visibility crosswalks at key intersections that currently do not have crosswalks.

D. The Town shall work with the Union Pacific Railroad on improving the condition of the railroad rights-of way and increasing safety of railroad crossings within Town boundaries.

- » Update the railroad crossings with signals and gates at Bell Avenue and Willow Bend.
- » Add gates to the railroad crossing at Sharp Avenue

E. Implement Traffic Calming strategies along Main Street to reduce speeds and enhance safety. (6-10 Years) Explore alternatives for traffic calming such as:

- » Gateway features at entrances to Town (decorative signage, lighting, landscaping, pavement texture changes, or colored crosswalks)
- » Reduced lane widths with pavement markings to visually narrow the cross section
- » Center medians or islands for visible narrowing of the travel lane and added safety for people crossing (temporary planters or permanent with vertical installation)
- » Street trees and vertical features (banners, sidewalk furniture, planters)
- » Curb extensions at either end of town and at critical pedestrian crossing locations (temporary with planters and street furniture)

TIS Policy 2.3
Enforce maintenance requirements for sidewalks to be maintained by individual property owners.

TIS Goal 3
Establish and maintain an accessible multimodal network to connect to local and regional destinations

TIS Policy 3.1
Require well-connected streets, sidewalks, trails and bike paths/lanes as part of new development.

TIS Policy 3.2
Prioritize multimodal infrastructure investments to support accessibility by non-auto modes of travel.

TIS ACTION 3.2

A. Determine optimal locations for bike racks and proceed with installation along and near Main Street. (0-5 Years)

B. Amend the Town Code, as determined appropriate, to require bicycle racks for new commercial operations.

C. Investigate the potential for developing regional trails that connect Oak Creek with Stagecoach, Phippsburg, Yampa and other amenities. (6-10 Years)

D. Work to implement the Recreation Master Plan and LiveWell recommendations to improve walkability and connectivity throughout Town. (6-10 Years)

TIS Policy 3.3

Integrate land use and transportation planning to ensure that new developments are designed to support multimodal access.

TIS Policy 3.4
Collaborate with local and regional transit agencies to provide transit service to and from the Town of Oak Creek with adequate frequency and connectivity.

TIS ACTION 3.4

A. Implement local bus and/or vanpool services between South Routt County communities by partnering with existing transit services that can facilitate a local service (example of services: SST Yellow Zone, Link by RTD, Uber Shuttle, Colorado Mountain Airport Shuttle, Mountain Express). (0-5 Years)

B. Work with CDOT Transit and Rail Division to solidify the location for the future multimodal transit station which meets the design requirements and reduces the impacts to the Town's character, connectivity, and needs while supporting all multimodal travel. (0-5 Years)

C. Figure 4 provides alternative locations for the multimodal transit stations that should be explored in partnership with CDOT and notes advantages and concerns of each site.

D. Partner with CDOT Transit and Rail Division and Routt County to construct the multimodal transit station. (6-10 Years)

TIS Policy 3.5
Maintain year-round connectivity including snow removal and surface maintenance.

TIS Goal 4

Create Safe Routes to School

TIS Policy 4.1

Encourage active transportation to school by promoting walking, biking, and wheeling through education campaigns, community events, and school-based programs.

TIS Policy 4.2

Ensure that all transportation projects near schools incorporate safety features for children walking, biking, or wheeling to school.

TIS ACTION 4.2

A. Improve lighting and signage in the school zone. (0-5 Years)

B. Pave a path from Main Street to the Soroco Middle/High School along the existing worn trail. (6-10 Years)

C. Pave a path/sidewalk on Myers Street and Grant Street leading to the Soroco Middle/ High School. (6-10 Years)

TIS Policy 4.3

Involve parents, students, and school staff in identifying barriers and shaping solutions through walk audits and public input to ensure the Safe Routes are the most appropriate.

TIS ACTION 4.3

A. Assess and map the safest routes to Soroco Middle/High School for students walking, biking, wheeling, or using mobility devices, while evaluating the need for paved paths and sidewalks throughout Town. (0-5 Years)

   » Determine the infrastructure needs for these routes (i.e. sidewalks, signage, slower speeds, paving or other surface treatment)

   » Identify locations with blind corners, severe grades, and poor surface condition and determine solution for improved safety.

TIS Policy 4.4

Actively seek state and federal grants (e.g., CDOT SRTS program) to support Safe Routes to School infrastructure improvements and educational outreach.

TIS Goal 5

Improve Town infrastructure and services in a manner that protects Oak Creek's small-town town character and supports sustainable growth and development in accordance with the recommendations of this Plan.

TIS Policy 5.1

Continue to monitor the capacity and functionality of Town utilities on an ongoing basis, and plan for necessary upgrades to meet current and projected future Town service needs and ensure Town utilities meet or exceed all relevant environmental regulations.

TIS ACTION 5.1

A. Address critical infrastructure needs and public health & safety priorities.

B. Secure necessary funding and implement the Priority 1 utility infrastructure, drainage and road improvements identified in the Capital Improvements Plan.

DRAINAGE:

TIS Policy 5.2

Natural drainage courses shall be retained to the greatest extent possible.

TIS Policy 5.3

Improvements to the Town's drainage system should be implemented concurrently with road and underground utility improvements.

TIS ACTION 5.3

A. Explore and pursue hazard mitigation funding to implement the priority drainage and culvert repair projects identified in the Routt County Hazard Mitigation Plan, to mitigate flooding hazards, including the culvert at Moffat Avenue and Nancy Crawford Boulevard.

B. Prepare a comprehensive drainage study to assist with decisions regarding new development, the improvement of water quality, and future road and underground utility projects.

C. Adopt standards for drainage system design and construction that apply to all public and private development projects.

WATER INFRASTRUCTURE:

TIS Policy 5.4

Ensure clean, safe drinking water.

TIS ACTION 5.4

A. Regularly perform water quality testing and communicate the test results to Town residents.

WASTEWATER INFRASTRUCTURE:

TIS Policy 5.5

Ensure the town continues to maintain and improve wastewater infrastructure

TIS ACTION 5.5

A. Implement improvements to the Town's storm sewer system recommended in the 2025 Capital Improvement Plan to address water loss issues (and simultaneously address drainage problems).

ELECTRICITY:

TIS Policy 5.6

Ensure the town's electrical infrastructure is upgraded as growth continues.

TIS ACTION 5.6

A. Update the Electrical Power System Distribution Study as growth requires, no less than every 10 years.

B. Consider and support development of sustainable public and private utilities such as wind, solar, and geothermal energy.

C. Consider net metering for individual residential units.

COMMUNICATION INFRASTRUCTURE:

TIS Policy 5.7

Facilitate cell service improvements.

TIS ACTION 5.7

A. Work collaboratively with regional partners to identify gaps in cell service coverage and plan for adding additional services as determined necessary.

SOLID WASTE:

TIS Policy 5.8

Consider providing more widespread access to recycling and protect bears by eliminating access to food found in trash bins.

TIS ACTION 5.8

A. Adopt regulations requiring bear proof trash containers in Town.

B. Work with Routt County Climate Action Collaborative to expand access to recycling in Oak Creek.

COMMUNITY SERVICES:

TIS Policy 5.9

Increase law enforcement and code enforcement within Town.

TIS ACTION 5.9

A. Hire a code enforcement officer or contract code enforcement services and implement town code enforcement to address abandoned and unmaintained properties throughout town (Also reference LU Action 3.7.A.1.).

B. Establish a local police department / upgraded local police presence and animal control.

C. Work collaboratively with community non-profit and volunteer organizations to organize an Annual Town Cleanup Day.

IMPLEMENTATION AND FUNDING:

TIS Policy 5.10

Establish sustainable funding sources to fund recommended town infrastructure improvements as well as the costs of ongoing town maintenance and allocation of community services.

TIS ACTION 5.10

A. Implement a lodging tax or other taxes or fees to provide funding for town infrastructure improvements.

B. Create an asset management program for town infrastructure improvements and maintenance.

IMPLEMENTATION ACTION PLAN

The following phased implementation plan outlines the recommended action items to be pursued in the years ahead, to implement the goals and policies set forth in the Plan.

Timeline:

The implementation process is not perfectly sequential, but there are some actions that need to be initiated before others, to address immediate community priorities and lay the foundation for success. For each action, the following timeframes are provided as guidelines:

- Immediate: 0-1 year
- Short-term: 1-3 years
- Mid-term: 3-5 years
- Ongoing and Long-term: To be pursued on and ongoing basis and/or long term over a 10-year timeline

Partnerships and Funding:

Plan implementation will require a coordinated approach that is led by the Town and involves numerous partners. The implementation table identifies potential partners to engage in various actions, and funding mechanisms that can be explored to help fund these initiatives. Additional information on potential funding mechanisms that can be investigated is provided in the **Appendix**.

Key Themes Addressed & Co-Benefits:

Many of these action items implement goals and policies in multiples sections of the Plan. The table identifies the various Plan themes that will be concurrently implemented through each action item.

Regional Collaboration:

Regional planning strategies that will be implemented in collaboration with regional partners agencies are highlighted. The Town of Oak Creek will participate in these efforts in partnership with other regional entities, and will likely not need to serve as the lead agency to guide implementation of these actions.

Capital Improvements:

RActions that implement town capital improvement projects recommended in the Town of Oak Creek Capital Improvement Plan are marked with an 'X'. The Capital Improvement Plan is included in the **Appendix**. The Plan provides guidance for the prioritization and funding of projects and should be reviewed and updated frequently.

Key Themes

- COMMUNITY VISION, IDENTITY, & CHARACTER
- LAND USE
- ECONOMIC DEVELOPMENT
- HOUSING
- TRANSPORTATION, INFRASTRUCTURE, & SERVICES
- NATURAL RESOURCES, OPEN SPACE, PARKS & RECREATION
- FUNDING
- PARTNERSHIPS

= Regional Planning Strategies

= Capital Improvement Plan

= Regional Planning Strategy & Capital Improvement Plan

Immediate Implementation Priorities (to be pursued within the first year)

Low-Hanging Fruit to address key items requested by the community

KEY THEMES ADDRESSED	ACTION	POTENTIAL PARTNERS	RECOMMENDED FUNDING MECHANISMS
	· TIS Action 5.9.B.: Establish a local police department / upgraded local police presence and animal control.	· RCEDP	· Region 10 Grant Resources (RCEDP)
	· TIS Action 5.9.C.: Work collaboratively with community nonprofit and volunteer organizations to organize an Annual Town Cleanup Day.	· Community non-profit / volunteer organizations	
	· TIS Action 5.9.A.: Hire a code enforcement officer or contract code enforcement services and implement town code enforcement to address abandoned and unmaintained properties throughout town (Also reference LU Action 3.7.A.1.).	· Routt County Sheriff's Office · Brother's Redevelopment	· 'Single Family Housing Repair Loans and Grants (CHFA) · Housing Planning Grant (DOLA) · Multifamily Housing Loan Guarantee Program (CHFA), · Community Development Block Grants (OEDIT)

Short Term Implementation Priorities (to be pursued within the first 1-3 years)

Exploring, Planning and Laying the Foundation for Success

KEY THEMES ADDRESSED	ACTION	POTENTIAL PARTNERS	RECOMMENDED FUNDING MECHANISMS
	· TIS Action 5.1.A.: Address critical infrastructure needs and public health safety priorities.	· Routt County	· Community Development Block Grants · Community Builders and Loan Fund (NWCCOG) · Urban renewal resources
	· TIS Action 5.1.B.: Secure necessary funding and implement the Priority 1 utility infrastructure, drainage and road improvements identified in the Capital Improvements Plan.		· Community Development Block Grants · Community Builders and Loan Fund (NWCCOG) · Urban renewal resources
	· TIS Action 5.3.B.: Prepare a comprehensive drainage study to assist with decisions regarding new development, the improvement of water quality, and future road and underground utility projects.	· Routt County Public Works (for land outside town limits)	· Community Development Block Grants · Community Builders and Loan Fund (NWCCOG) · Urban renewal resources
	· TIS Action 5.3.C.: Adopt standards for drainage system design and construction that apply to all public and private development projects.		· Community Development Block Grants · Community Builders and Loan Fund (NWCCOG) · Urban renewal resources
	· TIS Action 5.7.A.: Work collaboratively with regional partners to identify gaps in cell service coverage and plan for adding additional services as determined necessary.	· Routt County · Cell and internet service providers	
	· TIS Action 5.8.A.: Adopt regulations requiring bear proof trash containers in town.		
	· TIS Action 5.8.B: Work with the Routt County Climate Action Collaborative to expand access to recycling in Oak Creek.	· Routt County Climate Action Collaborative partner entities	
	· TIS Action 1.1.A.: Install wayfinding signs along Main Street for local destinations, such as the Town of Oak Creek offices, retail areas, schools, the museum, and recreational areas.	· Colorado Department of Transportation (CDOT)	· Revitalizing Main Streets (RMS) Grants, *Colorado Department of Transportation (CDOT)*
	· TIS Action 1.1.B.: Develop a regular grading and maintenance schedule for unpaved roads to maintain drivability and drainage.		
	· TIS Action 1.1.C.: Identify high-priority gravel routes for dust and mud mitigation.		
	· TIS Action 1.1.D.: Explore alternative surfacing materials (e.g., recycled asphalt, chip seal) for roads with increasing traffic volumes.		

*Continued

Short Term Implementation Priorities (to be pursued within the first 1-3 years)

Exploring, Planning and Laying the Foundation for Success

KEY THEMES ADDRESSED	ACTION	POTENTIAL PARTNERS	RECOMMENDED FUNDING MECHANISMS
	• TIS Action 1.2.A.: Prepare, adopt and update annually a Capital Improvement Program that will prioritize the installation of necessary underground utilities, paving of key streets, upgrade of unpaved roads to graded, gravel condition, and adequate maintenance of the entire road network.		
	• TIS Action 1.2.B.: Improve paved roadway conditions with maintenance of potholes, cracking, and drainage issues.		• Revitalizing Main Streets: Resiliency Grant Program (Main Street America) • Community Development Block Grants (OEDIT) • Energy | Mineral Impact Assistance Fund Grant (DOLA) • Raise Build Infrastructure Grants, National Rural Transportation Assistance Program (FTA) • Urban renewal resources
	• TIS Action 1.2.C.: Develop a regular maintenance and improvement schedule for sidewalks.		
	• TIS Action 2.1.A.: Increase police presence along Main Street to enforce speed limits and traffic laws.		
	• TIS Action 2.2.A.: Install pedestrian crossing signs on north side of Main Street at existing crossing at Sharp Avenue to "gate" the crosswalk and place the northwest-bound signs on the correct side of the road.	• Colorado Department of Transportation (CDOT)	• Revitalizing Main Streets (RMS) Grants, *Colorado Department of Transportation (CDOT)*
	• TIS Action 2.2.B.: Install pedestrian crossing signs at the existing crosswalk over the Dodge Street bridge or remove crosswalk to not allow pedestrians to cross at this location and direct pedestrians to the underpass.	• Colorado Department of Transportation (CDOT)	• Advanced Transportation Technologies and Innovative Mobility Deployment (ATTIMD) Program, *U.S. Department of Transportation*
	• TIS Action 2.2.C.: Install high-visibility crosswalks at key intersections that currently do not have crosswalks.		• Revitalizing Main Streets (RMS) Grants, *Colorado Department of Transportation (CDOT)* • Advanced Transportation Technologies and Innovative Mobility Deployment (ATTIMD) Program, *U.S. Department of Transportation* • Safe Streets and Roads for All Program, *U.S. Department of Transportation*
	• TIS Action 2.2.D.: The town shall work with the Union Pacific Railroad on improving the condition of the railroad rights-of-way and increasing safety of railroad crossings within town boundaries.	• Union Pacific Railroad	
	• TIS Action 2.2.D.1.: Update the railroad crossings with signals and gates at Bell Avenue and Willow Bend.	• Union Pacific Railroad	• Consolidated Rail Infrastructure & Safety Improvements (CRISI) Grant Program, *U.S. Department of Transportation* • Railroad Crossing Elimination (RCE) Grant Program, *U.S. Department of Transportation*
	• TIS Action 2.2.D.2.: Add gates to the railroad crossing at Sharp Avenue.	• Union Pacific Railroad	• Consolidated Rail Infrastructure & Safety Improvements (CRISI) Grant Program, *U.S. Department of Transportation* • Railroad Crossing Elimination (RCE) Grant Program, *U.S. Department of Transportation*
	• TIS Action 3.2.A.: Determine optimal locations for bike racks and proceed with installation along and near Main Street.	• Colorado Department of Transportation (CDOT)	• Revitalizing Main Streets (RMS) Grants, *Colorado Department of Transportation (CDOT)*

*Continued

Short Term Implementation Priorities (to be pursued within the first 1-3 years)

Exploring, Planning and Laying the Foundation for Success

KEY THEMES ADDRESSED	ACTION	POTENTIAL PARTNERS	RECOMMENDED FUNDING MECHANISMS
	• TIS Action 3.2.B: Amend the Town Code, as determined appropriate, to require bicycle racks for new commercial operations.		
	• TIS Action 3.4.A.: Implement local bus and/or vanpool services between South Routt County communities by partnering with existing transit services that can facilitate a local service (example of services: SST Yellow Zone, Link by RTD, Uber Shuttle, Colorado Mountain Airport Shuttle, Mountain Express).	• Colorado Department of Transportation (CDOT) • Steamboat Springs Transit (SST) • Routt County Council on Aging	• Rebuilding America's Infrastructure with Sustainability and Equity (Office of the Secretary of Transporation) • Advanced Transportation Tecnologies and Innovative Mobility Deployment (FTA) • Community Development Block Grants (OEDIT) • National Rural Transportation Assistance Program (FTA) • Urban renewal resources
	• TIS Action 3.4.B.: Work with CDOT Transit and Rail Division to solidify the location for the future multimodal transit station which meets the design requirements and reduces the impacts to the Town's character, connectivity, and needs while supporting all multimodal travel.	• Colorado Department of Transportation (CDOT) Transit and Rail Division • Routt County • Yampa Valley Regional Transit Authority (YVRTA)	• Multimodal Transportation and Mitigation Options Fund (MMOF) • Colorado Department of Transporation (CDOT)
	• TIS Action 4.2.A.: Improve lighting and signage in the school zone.	• Colorado Department of Transportation (CDOT) • South Routt School District RE-3	• Revitalizing Main Streets (RMS) Grants, *Colorado Department of Transportation (CDOT)* • Colorado Safe Routes to School (SRTS) Program, *Colorado Department of Transportation (CDOT)* • Advanced Transportation Technologies and Innovative Mobility Deployment (ATTIMD) Program, *U.S. Department of Transportation* • Safe Streets and Roads for All Program, *U.S. Department of Transportation*
	• TIS Action 4.3.A.: Assess and map the safest routes to Soroco Middle/High School for students walking, biking, wheeling, or using mobility devices, while evaluating the need for paved paths and sidewalks throughout town. • Determine the infrastructure needs for these routes (i.e. sidewalks, signage, slower speeds, paving or other surface treatment) • Identify locations with blind corners, severe grades, and poor surface condition and determine solution for improved safety	• Colorado Department of Transportation (CDOT) • South Routt School District RE-3	• Revitalizing Main Streets (RMS) Grants, *Colorado Department of Transportation (CDOT)* • Colorado Safe Routes to School (SRTS) Program, *Colorado Department of Transportation (CDOT)* • Advanced Transportation Technologies and Innovative Mobility Deployment (ATTIMD) Program, *U.S. Department of Transportation* • Safe Streets and Roads for All Program, *U.S. Department of Transportation*

Mid Term Implementation Priorities (to be pursued within 3-5 years)

Funding and Implementation

KEY THEMES ADDRESSED	ACTION	POTENTIAL PARTNERS	RECOMMENDED FUNDING MECHANISMS
	• TIS Action 1.2.D.: Develop and implement a resurface plan for existing paved roadways.	• N/A	• N/A
	• TIS Action 2.2.E.: Implement Traffic Calming strategies along Main Street to reduce speeds and enhance safety. Explore alternatives for traffic calming such as: • Gateway features at entrances to Town (decorative signage, lighting, landscaping, pavement texture changes, or colored crosswalks) • Reduced lane widths with pavement markings to visually narrow the cross-section • Center medians or islands for visible narrowing of the travel lane and added safety for people crossing (temporary with planters or permanent with vertical installation) • Street trees and vertical features (banners, sidewalk furniture, planters) • Curb extensions at either end of Town and at critical pedestrian crossing locations (temporary or permanent with planters and street furniture)	• Colorado Department of Transportation (CDOT) • Private landowners	• Revitalizing Main Streets (RMS) Grants, *Colorado Department of Transportation (CDOT)*
	• TIS Action 3.2.C.: Investigate the potential for developing regional trails that connect Oak Creek with Stagecoach, Phippsburg, Yampa, and other amenities.	• Routt County • U.S. Forest Service • Private landowners	• Rebuilding America's Infrastructure with Sustainability and Equity, United States Department of Transportation • National Rural Transportation Assistance Program (Federal Highway Administration).
	• TIS Action 3.2.D.: Work to implement the Recreation Master Plan and LiveWell recommendations to improve walkability and connectivity throughout town.	• South Routt School District RE-3 • Rocky Mountain Youth Corps • The Historical Society of Oak Creek & Phippsburg • Routt County Council on Aging • Colorado Department of Transportation (CDOT) • Union Pacific Railroad	• Colorado Youth Corps Association partnership for conservation projects, *Great Outdoors Colorado (GOCO)* • Grants for habitat restoration, *Great Outdoors Colorado (GOCO)* • Local Park and Outdoor Recreation (LOPR) Grants, *Great Outdoors Colorado (GOCO)* • Financial assistance through Fishing is Fun Program, *Colorado Parks and Wildlife (CPW)* • Colorado State Recreational Trails Grant Program (Non-Motorized Trails), *Colorado Parks and Wildlife (CPW)* • Conservation Trust Fund (CTF), *State of Colorado Department of Local Affairs (DOLA)* • Activating Places and Spaces Grant, *The Colorado Health Foundation* • Capital Grants, *The Boettcher Foundation* • Philanthropic investments, *The Gates Family Foundation* • Grants, *El Pomar Foundation* • Grants, *Kerr Foundation, Inc.* • Revitalizing Main Streets (RMS) Grants, *Colorado Department of Transportation (CDOT)* • Colorado Safe Routes to School (SRTS) Program, *Colorado Department of Transportation (CDOT)* • Advanced Transportation Technologies and Innovative Mobility Deployment (ATTIMD) Program, *U.S. Department of Transportation* • Safe Streets and Roads for All Program, U.S. *Department of Transportation*

*Continued

Mid Term Implementation Priorities (to be pursued within 3-5 years)

Funding and Implementation

KEY THEMES ADDRESSED	ACTION	POTENTIAL PARTNERS	RECOMMENDED FUNDING MECHANISMS
	• TIS Action 3.4.C.: Partner with CDOT Transit and Rail Division and Routt County to construct the multimodal transit station.	• Colorado Department of Transportation (CDOT) Transit and Rail Division • Routt County • Yampa Valley Regional Transit Authority (YVRTA)	• N/A Multimodal Transportation and Mitigation Options Fund (MMOF) • Colorado Department of Transporation (CDOT)
	• TIS Action 4.2.B.: Pave a path from Main Street to Soroco Middle/High School along the existing worn trail.	• Colorado Department of Transportation (CDOT) • Private landowners • South Routt County School District RE-3	• Revitalizing Main Streets (RMS) Grants, *Colorado Department of Transportation (CDOT)* • Colorado Safe Routes to School (SRTS) Program, *Colorado Department of Transportation (CDOT)* • Advanced Transportation Technologies and Innovative Mobility Deployment (ATTIMD) Program, *U.S. Department of Transportation* • Safe Streets and Roads for All Program, *U.S. Department of Transportation*
	• TIS Action 4.2.C.: Pave a path/sidewalk on Myers Street and Grant Street leading to Soroco Middle/High School.	• Private landowners • South Routt School District RE-3	• Colorado Safe Routes to School (SRTS) Program, *Colorado Department of Transportation (CDOT)* • Advanced Transportation Technologies and Innovative Mobility Deployment (ATTIMD) Program, *U.S. Department of Transportation* • Safe Streets and Roads for All Program, *U.S. Department of Transportation*
	• TIS Action 5.4.A.: Regularly perform water quality testing and communicate the test results to town residents.		• Staff time, consultant support • Joint Chiefs Landscape Resoration Partnership Program (USDA) • Community Development Block Grants (OEDIT) • Colorado Water Funding Opportunities (State)
	• TIS Action 5.5A.: Implement improvements to the town's storm sewer system recommended in the 2025 Capital Improvement Plan to address water loss issues (and simultaneously address drainage problems).		• Community Development Block Grants (OEDIT) • Colorado Water Funding Opportunities (State)
	• TIS Action 5.6.A.: Update the Electrical Power System Distribution Study as growth requires, no less than every 10 years.		• Grid Hardening for Small and Remote Communities Grants (Colorado Energy Office) • Community Development Block Grants (OEDIT)
	• TIS Action 5.6.C.: Consider net metering for individual residential units.	• Local service providers	

Ongoing and Long Term Priorities (to be pursued on an ongoing basis and/or long term over a 10 year timeline)

Sustaining Long Term Success

KEY THEMES ADDRESSED	ACTION	POTENTIAL PARTNERS	RECOMMENDED FUNDING MECHANISMS
	• TIS Action 5.3.A.: Explore and pursue hazard mitigation funding to implement the priority drainage and culvert repair projects identified in the Routt County Hazard Mitigation Plan, to mitigate flooding hazards, including the culvert at Moffat Avenue and Nancy Crawford Boulevard.	• Routt County • Synergy Disaster Recovery (RCHMP consultant)	
	• TIS Action 5.4.A.: Regularly perform water quality testing and communicate the test results to town residents.		
	• TIS Action 5.6.A.: Update the Electrical Power System Distribution Study as growth requires, no less than every 10 years.		
	• TIS Action 5.6.B.: Consider and support development of sustainable public and private utilities such as wind, solar, and geothermal energy.	• EnergySmart Colorado • Office of Clean Energy Demonstration Projects • Local service providers	
	• TIS Action 5.10.A.: Implement a lodging tax or other taxes or fees to provide funding for town infrastructure improvements.		
	• TIS Action 5.10.B.: Create an asset management program for town infrastructure improvements and maintenance.		
	• TIS Action 1.2.E.: Pave all town roadways.		

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CHAPTER 7

Natural Resources, Parks & Open Space

Located at the southern end of Oak Creek Canyon and sitting at the base of Thorpe Mountain, the Town of Oak Creek has always been shaped by its surrounding natural environment and resources. The town's dramatic natural setting offers residents an abundance of recreational opportunities and as such outdoor recreation is an integral part of the lifestyle of Oak Creek residents. With close proximity to the Routt and White River National Forests, the Sarvis Creek and Flattop Wilderness areas, Stagecoach Reservoir State Park, and other public lands; there is no shortage of access to outdoor recreation areas.

The town is served by several parks and recreation facilities, including:

OAK CREEK ICE RINK

Located on Kodiak Lane, west of Arthur Avenue, the ice rink is a heavily-used facility and important community recreation asset. The rink was originally constructed by volunteers and has long been a source of town pride. The facility is primarily used by the Oak Creek Hockey Association for recreational hockey games from November-April. During the summer months, the rink is host to pickleball matches.

PUMP TRACK BIKE PARK

At the intersection of Arthur Avenue and Williams Street is the town's Pump Track Bike Park. The park includes a BMX track, a shade structure, and a building with restrooms and storage.

DECKER PARK

Near the center of town is Decker Park, an important community gathering area. The park is the location of the town's Labor Day Festival, the DitchFest Arts and Music Festival, and Taste of South Routt. Decker Park contains a playground, volleyball and basketball courts, a soccer field, tether ball court, horseshoe pits, a covered picnic pavilion, event stage, disc golf course, and concession stand. The park is often used during the summer months for recreational soccer practice and games. There have been drainage issues with the parking lot at Decker Park as it is located adjacent to Oak Creek and occasionally floods.

GARDEN STREET PARCEL

To the south of Decker Park is the Garden Street Parcel. The land was acquired by the town in 2014 but has largely been left undisturbed as a natural wetlands habitat. The 2014 Recreation Master Plan and the 2021 Oak Creek Restoration and Greenway Conceptual Design Report identified this a riparian area in excellent condition with opportunities for a park focused on ecological education, trails, and opportunities for outdoor learning.

SIERRA VIEW PARK

On the south end of town is Sierra View Park, a neighborhood park adjacent to the Sierra View subdivision. The park has a play structure, swings, and picnic tables. The 2014 Recreation Master Plan identified potential future improvements for the park such as a shade structure and a community garden.

ROSSI MEADOW

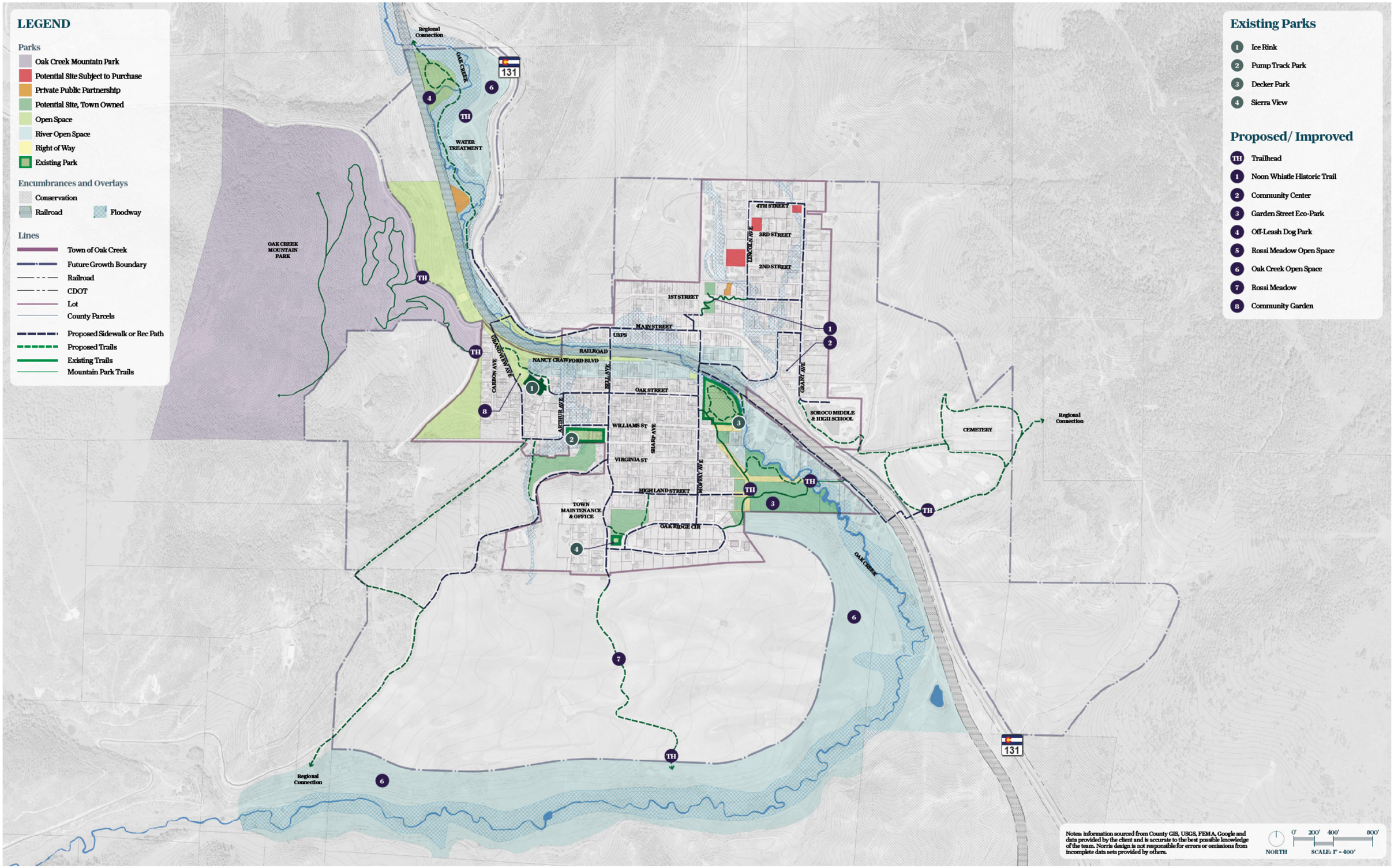
South of the town's southern boundary is Rossi Meadow, a seasonal recreational area. This private land is leased by the town during the winter months for recreational activities such as snowshoeing and cross-country skiing. The town occasionally hosts winter events on the property.

OAK CREEK MOUNTAIN PARK

In 2019 Oak Creek acquired a popular trail system on private land to the west of the town, under a conservation easement, establishing the Oak Creek Mountain Park. The park is 165 acres and offers 4.5 miles of trails popular with hikers and mountain bikers.

SOROCO SCHOOL DISTRICT ATHLETIC FACILITIES

The Soroco School District owns athletic facilities adjacent to the Soroco Middle and High School including a football field, track, two baseball fields, and two tennis courts. These facilities are used by adult fitness programs and youth recreation programs during the summer and after school hours.


LEGEND
Parks
Oak Creek Mountain Park
Potential Site Subject to Purchase
Private Public Partnership
Potential Site, Town Owned
Open Space
River Open Space
Right of Way
Existing Park
Encumbrances and Overlays
Conservation
Railroad
Floodway
Lines
Town of Oak Creek
Future Growth Boundary
Railroad
CDOT
Lot
County Parcels
Proposed Sidewalk or Rec Path
Proposed Trails
Existing Trails
Mountain Park Trails
Existing Parks
1 Ice Rink
2 Pump Track Park
3 Decker Park
4 Sierra View
Proposed/ Improved
TH Trailhead
1 Noon Whistle Historic Trail
2 Community Center
3 Garden Street Eco-Park
4 Off-Leash Dog Park
5 Rossi Meadow Open Space
6 Oak Creek Open Space
7 Rossi Meadow
8 Community Garden
Regional Connection
OAK CREEK
131
WATER TREATMENT
OAK CREEK MOUNTAIN PARK
4TH STREET
3RD STREET
2ND STREET
1ST STREET
MAIN STREET
USPS
RAILROAD
NANCY CRAWFORD BLVD
OAK STREET
WILLIAMS ST
VIRGINIA ST
HIGHLAND STREET
OAK RIDGE CIR
TOWN MAINTENANCE & OFFICE
SOROCO MIDDLE & HIGH SCHOOL
CEMETERY
GRANT AVE
LINCOLN AVE
GRANDVIEW AVE
CARBON AVE
ARTHUR AVE
BELL AVE
SHARP AVE
MOFFAT AVE
Notes: information sourced from County GIS, USGS, FEMA, Google and data provided by the client and is accurate to the best possible knowledge of the team. Norris design is not responsible for errors or omissions from incomplete data sets provided by others.
NORTH
0' 200' 400' 800'
SCALE: 1" = 400'

The 2014 Recreation Master Plan identified parcels within the town which could be developed for recreation. These include the **town-owned land adjacent to the water treatment plant** as a potential park and off-leash dog area; with a trail along Oak Creek and an RV Campground to the southwest of town along CR 25. As the 2014 Recreation Master Plan indicated, there is generally a lack of parks, open space, and trails in **the portion of Oak Creek north of Main Street.** The Master Plan identified several vacant parcels in this part of town which could be assembled as potential neighborhood park sites.

The town is served by a disparate collection of unimproved trails, a handful of which connect neighborhoods with parks and open space. A trail running south from Decker Park connects to the Garden Street Parcel and the Sierra View subdivision on the south end of town. A trail running from Highland Street to Sierra View Park connects residential neighborhoods north of Sierra View to the park. On a hillside north of Main Street sits the historic noon whistle. The hilltop can be reached via a trail connection to the residential neighborhoods to the east as well as a southern connection to the Tracks and Trails Museum along Main Street.

Running through the center of town is Oak Creek. Except for a stretch of the creek which passes through Decker Park, Oak Creek is not amenitized as an additional park or open space asset. **The Oak Creek Greenway and Restoration Conceptual Design Report identified Oak Creek as an important greenway with the potential to be an amenity for the town. The Report included a conceptual trail alignment along Oak Creek.** This is a potential placemaking opportunity which could be an economic benefit for local businesses and provide a cross-town trail connection which does not currently exist.

Existing Plans Analysis

The following key goals and policies relating to natural resources, parks and open space are identified in Oak Creek's 2014 Recreation Master Plan as well as the Greenway and Restoration Conceptual Design Report.

2014 Recreation Master Plan

- Prioritize park improvements including Decker Park, Garden Street Parcel, Water Treatment Parcel, RV Park campground, and improvements for the trail system.
- Promote community health and exercise by providing more opportunities for recreation and open space amenities
- Utilize funding resources to implement a phased approach for park and trail improvements. Such funding resources include grants from the Colorado Department of Local Affairs (DOLA), Colorado Health Foundation, regional foundations, Great Outdoors Colorado (GOCO) grants, and private funding.

Greenway and Restoration Conceptual Design Report

- The Oak Creek Corridor is an important ecological feature that should be restored, preserved, and enhanced as a primary community amenity.
- Restoration activities should include the preservation of important vegetation along the creek corridor and focused attention on areas along the corridor that are experiencing the greatest degradation of river health.
- The conceptual plan of the creek identifies stretches of the river to be restored and specific improvements that should be considered to enhance creek accessibility.

2025 Routt County Hazard Mitigation Plan

The Town of Oak Creek and Oak Creek Fire Protection District have been working collaboratively with regional partner agencies to develop an updated 2025 Routt County Hazard Mitigation Plan. Once adopted, the Plan will serve as a strategic planning document to guide regional efforts to reduce the risk of natural hazards, such as wildfire and flooding. Regional partners involved in the Plan development and implementation include Routt County, and the municipalities and fire protection districts within the County.

The Hazard Mitigation Plan will help to guide the prioritization and implementation of projects that Routt County local governments and fire protection districts can pursue to invest in hazard mitigation. Participating local governments are eligible for federal funding to support implementation of the identified mitigation projects. The Plan encourages partnerships among regional stakeholders, and emergency agencies.

High priority hazard mitigation action items identified for the Town of Oak Creek include:

- Culvert assessments - Inspect all culverts across town to identify priority replacements and upgrades.
- Sheriff Reservoir & Dam repair construction
- Generator assessment and purchase - Perform an assessment of existing generators to identify which critical facilities need backed up power generation. Pursue funding for purchase.
- Adopt the Wildfire Resiliency Code
- Public Wildfire Mitigation Education – Provide information through the Town website and social media, and encourage the public to sign up for Routt County Alerts.
- Derailment Preparedness - Partner with Oak Creek Fire District on emergency planning and coordination for train derailment.

Key Issues & Challenges:

- There is a lack of youth activities within the community
- There is a lack of amenities for seniors

Key Opportunities:

- There is an abundance of opportunities to improve and enhance existing open spaces and recreation amenities, including Mountain Park, Rossi Meadow, and the Ice Rink.
- The Oak Creek corridor provides many opportunities for access improvements as well as enhanced placemaking adjacent to the creek.
- The Tracks and Trails Museum and adjacent Bucket Park provide a unique opportunity to blend the region's history with opportunities for recreation.

Community Input:

Transform Oak Creek into a community amenity.

- Implement the Greenway Plan
- Orient adjacent alleys towards the creek and explore how land use and economic development opportunities of adjacent properties can support activation of the Creek.
- Improve trails and Safe Routes to School connections

Explore opportunities for a **community recreation center** that would include a variety of recreation activities.

GOALS, POLICIES AND ACTION ITEMS:

NR Goal 1

Protect and preserve natural resources and environmentally sensitive areas.

NR Policy 1.1

Natural vegetation shall be protected whenever possible, unless it poses a hazard or is within a high risk wildfire area.

NR Policy 1.2

Development in geologic hazard areas, floodplain areas, wildfire hazard areas, and wetlands shall be avoided.

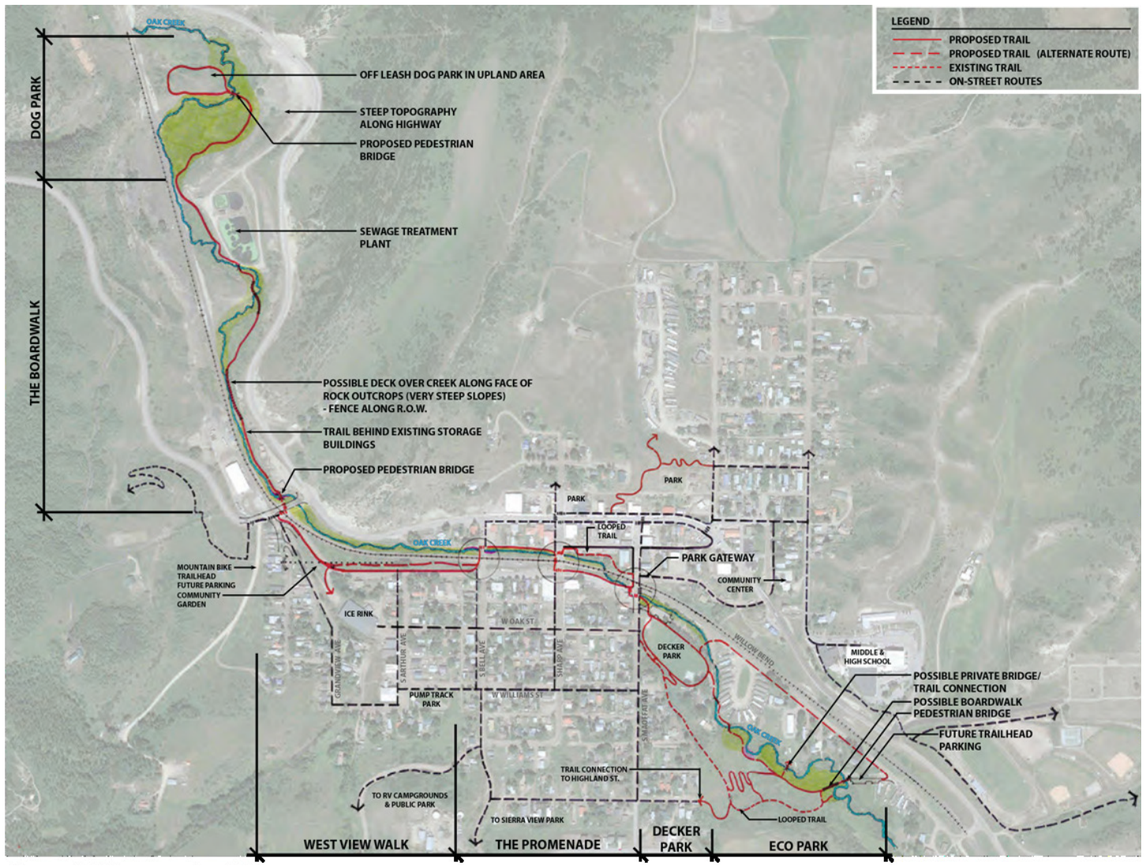
NR Policy 1.3

Protect river corridors from development. Development within the riparian areas along the Oak Creek corridor should be discouraged to preserve riparian ecological functions and wildlife habitat.

NR ACTION 1.3

A. Regulate development adjacent to water bodies to ensure appropriate setback requirements and mitigate negative impacts to the riparian ecosystem.

B. Establish open space buffer zones along the Oak Creek corridor and create a community trail network within the preserved open space areas of the creek corridor.



Oak Creek Greenway Conceptual Plan

NR Policy 1.4

The town shall promote the protection of its water resources, including all creeks, rivers and ditches to ensure an adequate water supply is available for agricultural uses, and work to preserve and enhance the Oak Creek corridor to support viable fish populations and riparian ecological functions.

NR Policy 1.5

Maintain current Town Code regulations to prohibit disturbance of slopes greater than 30% and require soil studies and appropriate mitigation measures to accompany all development proposals within areas of steep or unstable slopes.

NR Policy 1.6

All developments proposed in the vegetated areas surrounding town shall incorporate wildfire hazard mitigation measures, which includes defensible space following the guidelines of Routt County Emergency Management.

NR Policy 1.7

Continue to participate in regional hazard mitigation planning, working in partnership with Routt County, and the municipalities and fire protection districts within the County, to update and implement the Routt County Hazard Mitigation Plan and the Routt County Community Wildfire Protection Plan (CWPP) or other applicable CWPP.

NR ACTION 1.7

Work collaboratively with regional partners to secure necessary funding and implement the high priority action items identified in the Routt County Hazard Mitigation Plan. High priority action items for the Town of Oak Creek include culvert assessments, replacements and upgrades; Sheriff Reservoir & Dam repair construction; generator assessment and purchase; Town adoption of the Wildfire Resiliency Code; public wildfire mitigation education, and derailment preparedness planning and coordination.

NR Policy 1.8

Flood management policy (from Routt County Hazard Mitigation Plan) - Continue to maintain good standing and compliance under the National Floodplain Insurance Program (NFIP) through implementation of floodplain management programs that, at a minimum, meet the following NFIP requirements: (1) enforce the flood damage prevention ordinance; (2) participate in floodplain identification and mapping updates; (3) provide public assistance/information on floodplain requirements and impacts.

NR Policy 1.9

Ensure that all outdoor lighting in the town complies with dark sky standards to minimize glare, light trespass, and skyglow, helping to preserve the night sky.

NR ACTION 1.9

A. Amend the town's Land Use Code to adopt dark sky lighting regulations to reduce glare, light trespass and skyglow in order to preserve the night sky.

NR Policy 1.10

Incorporate the Routt County Climate Action Plan goals in land use planning decisions.

NR ACTION 1.10

A. Participate in the Routt County Climate Action Collaborative to implement the recommended CAP strategies and action items.

NR Goal 2

Implement the recommendations from the Oak Creek Greenway and Restoration Conceptual Design Report.

NR Policy 2.1

Execute the implementation plan provided in the Oak Creek Greenway and Restoration Conceptual Design Report.

NR ACTION 2.1

A. Recommended near term priorities/components of the plan implementation include:

1. Create a steering committee to move the project forward
2. Secure funding
3. Improve Decker Park
4. Complete survey for topography, utilities, easements, and ownership
5. Finalize the route of the Oak Creek Trail with construction design plans (integrate with the multimodal transit station)

B. Recommended mid-term priorities/components of the plan implementation include:

1. Construct the on-street routes with permanent surfacing (coordinate with any paving of roadways)
2. Restore the creek and access points
3. Install Oak Creek Trail Segments 1, 2 and 3

C. Recommended long-term priority/component of the plan implementation includes:

1. Install Oak Creek trail segments 4,5 &6.

NR Goal 3

Beautification efforts throughout the community should incorporate green initiatives.

NR Policy 3.1

The town shall encourage downtown property owners to plant new street trees where feasible.

NR Goal 4

Increase recreational amenities within the Town of Oak Creek and surrounding South Routt region.

NR Policy 4.1

Take the necessary steps to implement a regional recreation center.

NR ACTION 4.1

A. Work collaboratively with the South Routt Recreation Association and other South Routt municipalities to evaluate and identify a preferred location for a regional South Routt Recreation Center within Oak Creek or Yampa.

B. Work collaboratively with regional partner agencies to secure necessary funding and construct a regional South Routt Recreation Center within Oak Creek or Yampa.

NR Goal 5

Enhance existing town parks by upgrading recreational amenities and increasing maintenance of parks and recreation facilities.

NR Policy 5.1

Update goals, policies and recommendations for future recreation improvements in and around Oak Creek.

NR ACTION 5.1

A. Update the 2014 Recreation Master Plan, and complete a Feasibility Study for the ice rink. The update should provide recommendations for phased implementation of park improvements to Decker Park, the Garden Street Parcel, Water Treatment Parcel, RV Park campground, and improvements to the trail system.

NR Policy 5.2

Implement the parks improvements recommended in the Town of Oak Creek Capital Improvement Plan.

NR Goal 6

Enhance and expand walking/ biking trails along rivers, ditches and roadways throughout town to provide connections to parks, schools and gathering spaces, as well as regional recreation areas and facilities.

NR Policy 6.1

Improve trail access locations a to formalize trails to provide access to local and regional open space areas and avoid potential impacts of informal trails in environementally sensitive areas.

NR Policy 6.2

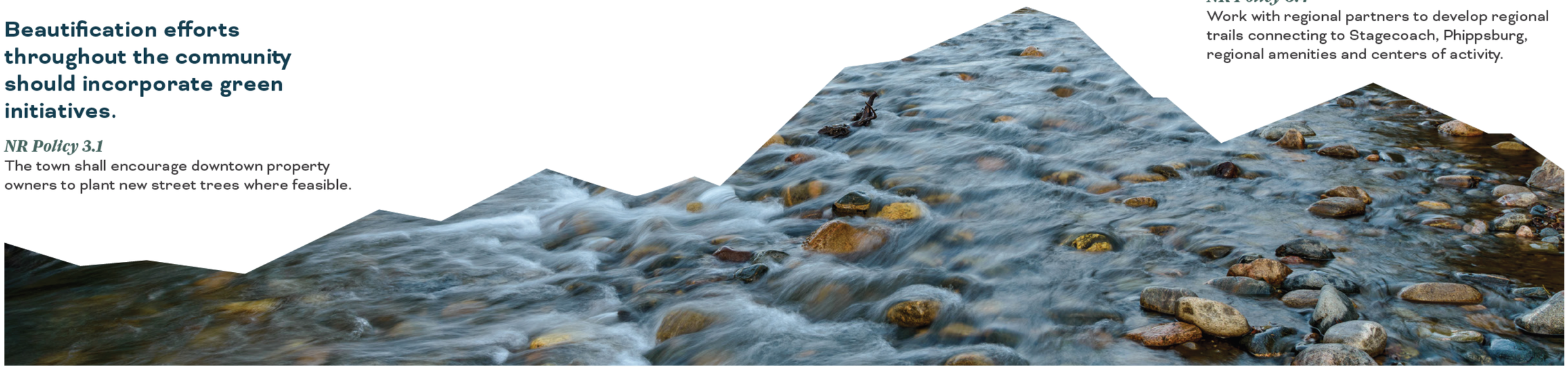
Explore options to develop a trail corridor that connects town residents to the Oak Creek Mountain Park on the northeast edge of the community.

NR Policy 6.3

Acquire easements and permission from private property owners as needed to provide public trail access points and connections across privately owned land.

NR Policy 6.4

Work with regional partners to develop regional trails connecting to Stagecoach, Phippsburg, regional amenities and centers of activity.



IMPLEMENTATION ACTION PLAN

The following phased implementation plan outlines the recommended action items to be pursued in the years ahead, to implement the goals and policies set forth in the Plan.

Timeline:

The implementation process is not perfectly sequential, but there are some actions that need to be initiated before others, to address immediate community priorities and lay the foundation for success. For each action, the following timeframes are provided as guidelines:

- Immediate: 0-1 year
- Short-term: 1-3 years
- Mid-term: 3-5 years
- Ongoing and Long-term: To be pursued on and ongoing basis and/or long term over a 10-year timeline

Partnerships and Funding:

Plan implementation will require a coordinated approach that is led by the Town and involves numerous partners. The implementation table identifies potential partners to engage in various actions, and funding mechanisms that can be explored to help fund these initiatives. Additional information on potential funding mechanisms that can be investigated is provided in the **Appendix**.

Key Themes Addressed & Co-Benefits:

Many of these action items implement goals and policies in multiples sections of the Plan. The table identifies the various Plan themes that will be concurrently implemented through each action item.

Regional Collaboration:

Regional planning strategies that will be implemented in collaboration with regional partner agencies are highlighted. The Town of Oak Creek will participate in these efforts in partnership with other regional entities, and will likely not need to serve as the lead agency to guide implementation of these actions.

Capital Improvements:

RActions that implement town capital improvement projects recommended in the Town of Oak Creek Capital Improvement Plan are marked with an 'X'. The Capital Improvement Plan is included in the **Appendix**. The Plan provides guidance for the prioritization and funding of projects and should be reviewed and updated frequently.

Key Themes

- COMMUNITY VISION, IDENTITY, & CHARACTER
- LAND USE
- ECONOMIC DEVELOPMENT
- HOUSING
- TRANSPORTATION, INFRASTRUCTURE, & SERVICES
- NATURAL RESOURCES, OPEN SPACE, PARKS & RECREATION
- FUNDING
- PARTNERSHIPS

= Regional Planning Strategies

= Capital Improvement Plan

= Regional Planning Strategy & Capital Improvement Plan

Immediate Implementation Priorities (to be pursued within the first year)

Low-Hanging Fruit to address key items requested by the community

KEY THEMES ADDRESSED	ACTION	POTENTIAL PARTNERS	RECOMMENDED FUNDING MECHANISMS
	• NR Action 1.3.A.: Regulate development adjacent to water bodies to ensure appropriate setback requirements and mitigate negative impacts to the riparian ecosystem.		

Short Term Implementation Priorities (to be pursued within the first 1-3 years)

Exploring, Planning and Laying the Foundation for Succes

KEY THEMES ADDRESSED	ACTION	POTENTIAL PARTNERS	RECOMMENDED FUNDING MECHANISMS
	• NR Action 1.9.A.: Amend the town's Land Use Code to adopt dark sky lighting regulations to reduce glare, light trespass and skyglow in order to preserve the night sky.		
	• NR Action 1.10.A.: Participate in the Routt County Climate Action Collaborative to implement the recommended CAP strategies and action items.	• Other Climate Action Plan participating entities: City of Steamboat Springs, Town of Hayden, Routt County, Town of Yampa, Yampa Valley Housing Authority (YVHA), Steamboat Ski and Resort Corporation, Yampa Valley Electric Association, Yampa Valley Community Foundation • Atmos Energy • Colorado Department of Transportation (CDOT) • U.S. Forest Service • Arbor Day Foundation • Colorado Green Business Network of Yampa Valley (CGBN-YV) • Yampa Valley Sustainability Council (YVSC) • Routt County Economic Development Partnership (RCEDP) • Yampa Valley Regional Transit Authority (YVRTA)	

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Short Term Implementation Priorities (to be pursued within the first 1-3 years)

Exploring, Planning and Laying the Foundation for Succes

KEY THEMES ADDRESSED	ACTION	POTENTIAL PARTNERS	RECOMMENDED FUNDING MECHANISMS
	• NR Action 2.1.A.: Initiate the implementation plan in the Oak Creek Greenway and Restoration Conceptual Design Report. Recommended near-term priorities / components of the Plan implementation include: • Create a steering committee to move the project forward • Secure funding • Improve Decker Park • Complete survey for topography, utilities, easements, and ownership • Finalize the route of the Oak Creek Trail with construction design plans (integrate with the multimodal transit station)	• Private landowners • Routt County • U.S. Army Corps of Engineers • Colorado Parks and Wildlife (CPW)	• Colorado Youth Corps Association partnership for conservation projects, Great Outdoors Colorado (GOCO) • Grants for habitat restoration, Great Outdoors Colorado (GOCO) • Local Park and Outdoor Recreation (LOPR) Grants, Great Outdoors Colorado (GOCO) • Financial assistance through Fishing is Fun Program, Colorado Parks and Wildlife (CPW) • Colorado State Recreational Trails Grant Program (Non-Motorized Trails), Colorado Parks and Wildlife (CPW) • Conservation Trust Fund (CTF), State of Colorado Department of Local Affairs (DOLA) • Embrace a Stream (EAS) Matching Grant Program, Trout Unlimited • Activating Places and Spaces Grant, The Colorado Health Foundation • Philanthropic investments, The Gates Family Foundation
	• NR Action 4.1.A.: Work collaboratively with regional partner agencies to evaluate and identify a preferred location to develop a regional Soutt Routt Recreation Center within Oak Creek or Yampa.	• ' - South Routt Recreation District	• Staff time, consultant support • Community Funding Partnership (Colorado River District) • Community Development Block Grants (OEDIT) • Local Planning Capacity Grant (DOLA) • Rural Jump-Start Program (OEDIT) • Impact Development Fund Grant (CDFI) • Local Economy Lab
	• NR Action 5.1.A.: Work to Update the 2014 Recreation Master Plan, and complete a Feasibility Study for the ice rink. The update should provide recommendations for phased implementation of park improvements to Decker Park, the Garden Street Parcel, Water Treatment Parcel, RV Park campground, and improvements to the trail system.	• State of Colorado Department of Local Affairs (DOLA) • The Colorado Health Foundation • Regional Foundations • Great Outdoors Colorado (GOCO) grants • Private funding sources	• Land and Water Conservation Fund (LWCF), Colorado Parks and Wildlife (CPW) • Energy and Mineral Impact Assistance Fund (EIAF), State of Colorado Department of Local Affairs (DOLA) • Conservation Trust Fund (CTF), State of Colorado Department of Local Affairs (DOLA) • Great Outdoors Colorado Planning Grants, Great Outdoors Colorado (GOCO)

Mid Term Implementation Priorities (to be pursued within 3-5 years)

Funding and Implementation

KEY THEMES ADDRESSED	ACTION	POTENTIAL PARTNERS	RECOMMENDED FUNDING MECHANISMS
	• NR Action 1.3.B.: Establish open space buffer zones along the Oak Creek corridor and create a community trail network within the preserved open space areas of the creek corridor.	• 'Private landowners	• Colorado Youth Corps Association partnership for conservation projects, Great Outdoors Colorado (GOCO) • Grants for habitat restoration, Great Outdoors Colorado (GOCO) • Local Park and Outdoor Recreation (LOPR) Grants, Great Outdoors Colorado (GOCO) • Financial assistance through Fishing is Fun Program, Colorado Parks and Wildlife (CPW) • Colorado State Recreational Trails Grant Program (Non-Motorized Trails), Colorado Parks and Wildlife (CPW) • Conservation Trust Fund (CTF), State of Colorado Department of Local Affairs (DOLA) • Embrace a Stream (EAS) Matching Grant Program, Trout Unlimited • Activating Places and Spaces Grant, The Colorado Health Foundation • Philanthropic investments, The Gates Family Foundation
	• NR Action 2.1.B.: Continue to execute the implementation plan in the Oak Creek Greenway and Restoration Conceptual Design Report. Recommended mid-term components of the Plan implementation include: • Construct the on-street routes with permanent surfacing (coordinate with any paving of roadways) • Restore the creek and access points • Install Oak Creek Trail Segments 1, 2, and 3	• Private landowners • Union Pacific Railroad • Routt County • U.S. Army Corps of Engineers • Colorado Parks and Wildlife (CPW)	• Colorado Youth Corps Association partnership for conservation projects, Great Outdoors Colorado (GOCO) • Grants for habitat restoration, Great Outdoors Colorado (GOCO) • Local Park and Outdoor Recreation (LOPR) Grants, Great Outdoors Colorado (GOCO) • Financial assistance through Fishing is Fun Program, Colorado Parks and Wildlife (CPW) • Colorado State Recreational Trails Grant Program (Non-Motorized Trails), Colorado Parks and Wildlife (CPW) • Conservation Trust Fund (CTF), State of Colorado Department of Local Affairs (DOLA) • Embrace a Stream (EAS) Matching Grant Program, Trout Unlimited • Activating Places and Spaces Grant, The Colorado Health Foundation • Philanthropic investments, The Gates Family Foundation
	• NR Action 4.1.B.: Work with regional partners to secure necessary funding and construct a regional South Routt Recreation Center within Oak Creek or Yampa.	• South Routt Recreation District • Routt County • Area Jurisdictions (Yampa, Phippsburg, Stagecoach, Toponas)	• Land and Water Conservation Fund (LWCF), Colorado Parks and Wildlife (CPW) • Energy and Mineral Impact Assistance Fund (EIAF), State of Colorado Department of Local Affairs (DOLA) • Conservation Trust Fund (CTF), State of Colorado Department of Local Affairs (DOLA) • Great Outdoors Colorado Planning Grants, Great Outdoors Colorado (GOCO)

Ongoing Priorities (to be pursued on an ongoing basis)

Sustaining Long Term Success

KEY THEMES ADDRESSED	ACTION	POTENTIAL PARTNERS	RECOMMENDED FUNDING MECHANISMS
	• NR Action 1.7.A.: Work collaboratively with regional partners to secure necessary funding and implement the high priority action items identified in the Routt County Hazard Mitigation Plan. High priority action items for the Town of Oak Creek include culvert assessments, replacements and upgrades; Sheriff Reservoir & Dam repair construction; generator assessment and purchase; town adoption of the Wildfire Resiliency Code; public wildfire mitigation education, and derailment preparedness planning and coordination.	• Routt County Office of Emergency Management (OEM) • State of Colorado Division of Homeland Security and Emergency Management	• Pre-Disaster Mitigation Grant, State of Colorado Division of Homeland Security and Emergency Management • Flood Mitigation Assistance, State of Colorado Division of Homeland Security and Emergency Management
	• NR Action 2.1.C.: Continue to execute the implementation plan in the Oak Creek Greenway and Restoration Conceptual Design Report. Recommended long-term components of the Plan implementation include: • Install Oak Creek Trail Segments 4, 5, and 6	• Routt County Historical Society • The Historical Society of Oak Creek & Phippsburg	• Historic Preservation Investment Tax Credit, National Park Service • Historic Rehabilitation Tax Credit, Colorado Housing and Finance Authority (CHFA) • Historic Preservation Tax Credit, State of Colorado Department of Local Affairs (DOLA) • Colorado Community Revitalization Grant, State of Colorado Office of Economic Development & International Trade (OEDIT) • State Historical Fund (SHF) grants, History Colorado • Historic Preservation Fund Program, State Historic Preservation Office (SHPO) • Colorado Main Street Program, State of Colorado Department of Local Affairs (DOLA)

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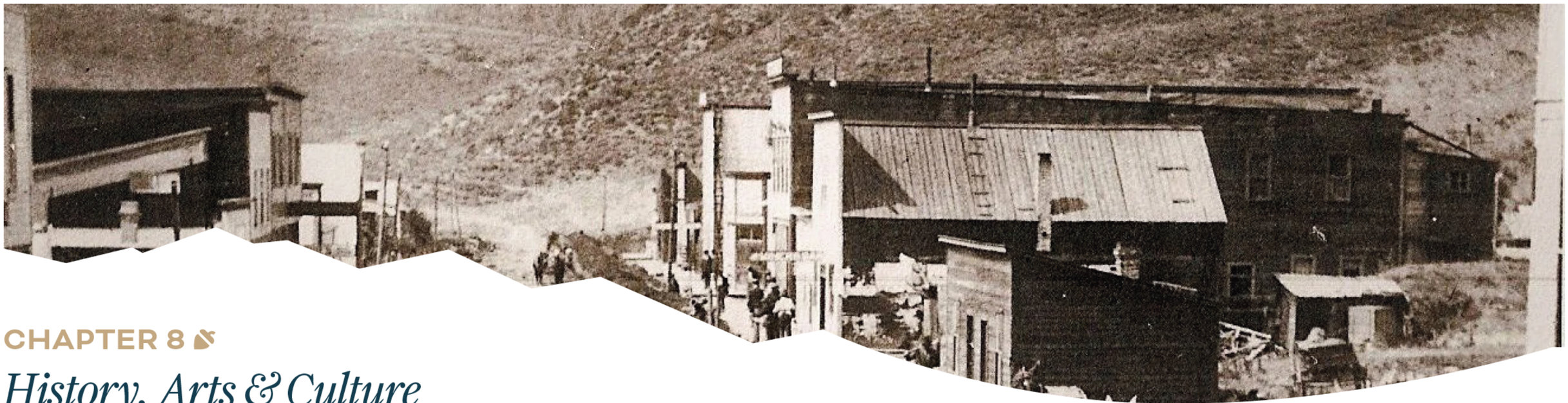


CHAPTER 8

History, Arts & Culture

Oak Creek History

Oak Creek has retained its western small-town character since the town's incorporation in 1907. The community is shaped by its mining heritage, as well as its proximity to abundant recreation opportunities.

Prior to the town's incorporation, the area was first settled by John Henry Myers and Bart Rooney in 1887. The Myers ranch occupied what is now Rossi Meadow, and the Rooney homestead was located in the area that is now central Oak Creek. The Mahoney homestead was in the east section of downtown and was acquired by the Myers family. Following this acquisition, the coal mining era of Oak Creek began in 1889. Martin Myers, the son of John Myers, found a coal outcropping and began working the mine. The mine later became the Moffat mine, purchased by S.M. Perry. An additional mine was also opened in the late 1800s, including the Victor-American mine on the Pinnacle vein.

Initially, the mining operations were small wagon-mining operations, which later gave way to large scale mining in 1907 when the Oak Creek Land and Mining Company bought the original Rooney Ranch due to the rapidly developing coal mining operations. This same year, in November 1907, the Town of Oak Creek was established.

The Town of Oak Creek boomed in 1908 when the railroad arrived in the area. A depot was built in August of 1909, and new growth in the coal mining industry sparked labor disputes. Some of the primary roads coming through town were rerouted to eliminate public traffic through private mining property. The mining camps became separate small empires, exhibiting control over the movement of employees and union organizers. Labor conditions deteriorated in 1913 and 1914, leading to violent behavior. This triggered the governor to send Colorado militia troops to restore order in the camps.

In the years following, labor unrest continued to fluctuate. The community's growth continued to be affected by disruptions in coal production as well as other fluctuations in the mining industry. The Victor American Mine closing in 1946 caused the greatest impact to this growth. The Oak Creek Times closed in 1948 as declining population could not support a newspaper.

In the 1950s, the only mining operation still in production was the Pittsburg & Midway Edna Mine.

During the 1970s, mining activity surged as a result of the national oil crisis, however by the 1980s mining was becoming nonexistent. The Edna Mine, The last large mine in Oak Creek Canyon, closed in 1995.

Historic Buildings and Sites

While many of Oak Creek's historic buildings have been destroyed or torn down, there are still a handful of historic buildings still standing. Many of these buildings have attracted visitors and contribute to Oak Creek's identity and character. Some of the notable historic buildings which remain include:

BELL MERCANTILE (NCM HOLDINGS)

Located at Main Street and Moffat Avenue, **the Mercantile marks the beginning of Oak Creek as a town site and is on the National Register of Historic Places.** The building was established by the Bell brothers in the early 1900s. It housed four apartments and a commercial storefront.

OLD CITY HALL (TRACKS AND TRAILS HISTORY MUSEUM)

The Old City Hall was built in the early 1920s and is located on the north side of Main Street at the end of Moffat Avenue. **Currently, the building houses the town's history museum and is on the Routt County Historic Register.** The fire department offices and equipment are located in an adjacent structure.

HARDWARE STORE (WERTENTEIL)

Originally, this stone building was a hardware store. Over the years it has housed a number of establishments, including the first Post Office. The building has also housed offices and an interior design studio.

PACIFIC HOTEL (EMMA'S)

Built in 1905, the Pacific Hotel was the first hotel in Oak Creek and is located on the east side of Moffat Avenue between Main Street and the

railroad. The hotel was constructed to service the Oak Creek Land and Mining Company. There was laundry and a cafè in the building and an adjacent livery stable. The building has been converted into a four-unit apartment building.

GREEN HOTEL (BRAND SPANKIN USED)

Built around 1911, the Green hotel is located on the north side of Main Street between Sharp Avenue and Moffat Avenue. There were 15 rooms in the hotel, and the building was constructed over the J.W. Morris Grocery-Dry Goods Store. The upper half of the building caught fire in the 1950s and was removed.

HAGEMAN CHEVROLET BUILDING (BONFIGLIO DRUG STORE):

This building was constructed in the 1920s and housed one of Colorado's longest continuing auto dealerships, lasting until the 1960s. The structure is located between Bell Avenue and Sharp Avenue on the north side of Main.

ROUTT COUNTY BANK (CIRCLE R APARTMENTS)

The Routt County Bank Building was completed in 1911 with local stone and material, and is located at the southwest corner of Sharp Avenue and Nancy Crawford Boulevard. The building also housed a drugstore known as Walker Mercantile, as well as 24 rooms for rent. A variety of uses have been housed in the building over the years, including a Post Office, grocery store, movie theater, bowling alley, playhouse, church, restaurant, library, drugstore, hardware store and department store. Most recently, the building houses nine apartments and a few commercial businesses on the ground floor.

OLD SCHOOL BUILDING (SOROCCO MIDDLE SCHOOL):

Completed in 1924, the school building was designed by a prominent architect, Robert K. Fuller. An addition was built in 1951.

BILLINGS HOTEL (CURRY HOTEL)

The Billings Hotel was built in 1929 and is located at the southeast corner of Sharp Avenue and Nancy Crawford Boulevard. This hotel was once considered the most elegant hotel in northwest Colorado. The building was remodeled in the 1990s.

MIDLAND HOTEL (OAK CREEK INN)

Originally part of the red light district, the Midland Hotel is located on the southwest corner of Main and Bell Avenue. There were originally eight cabins as part of the hotel. These later became senior housing units and later an apartment building after being renovated in the 1990s.

SINCLAIR GAS STATION (HISTORICAL SOCIETY'S "THE STATION"):

This building was constructed by Martin Myers and Spud Branson in 1937 and is located at the southwest corner of Moffat Avenue and Main Street. It became a Sinclair station in the 1960s. The Historical Society later purchased the building with the intent to refurbish it as part of the Tracks and Trails Museum's display area or a visitor center.

Recommendations

Historic Preservation Analysis and Benefits

There are two buildings officially registered as historic in Oak Creek. These include the Bell Mercantile, which is on the National Register of Historic Places, and the Tracks & Trails Museum (Old City Hall), which is on the Routt County Historic Register. Other buildings were submitted to the State Office of Archeology and Historic Preservation in 1983 before the State Register of Historic Places was established. Many of the above structures may be eligible for designation following the establishment of the state register.

Historic preservation is a tool that can be used to add value to the community and potentially boost the economy. **Preservation of historic buildings often provides a higher return on investment than new development.** This is due to the fact that preservation of built structures and cultural sites contributes to a rich and unique local culture, neighborhood vitality and economic vibrancy. Developers that seek out opportunities to renovate historic buildings understand the value that history adds to the marketability of their projects.

Arts and Culture Recommendations

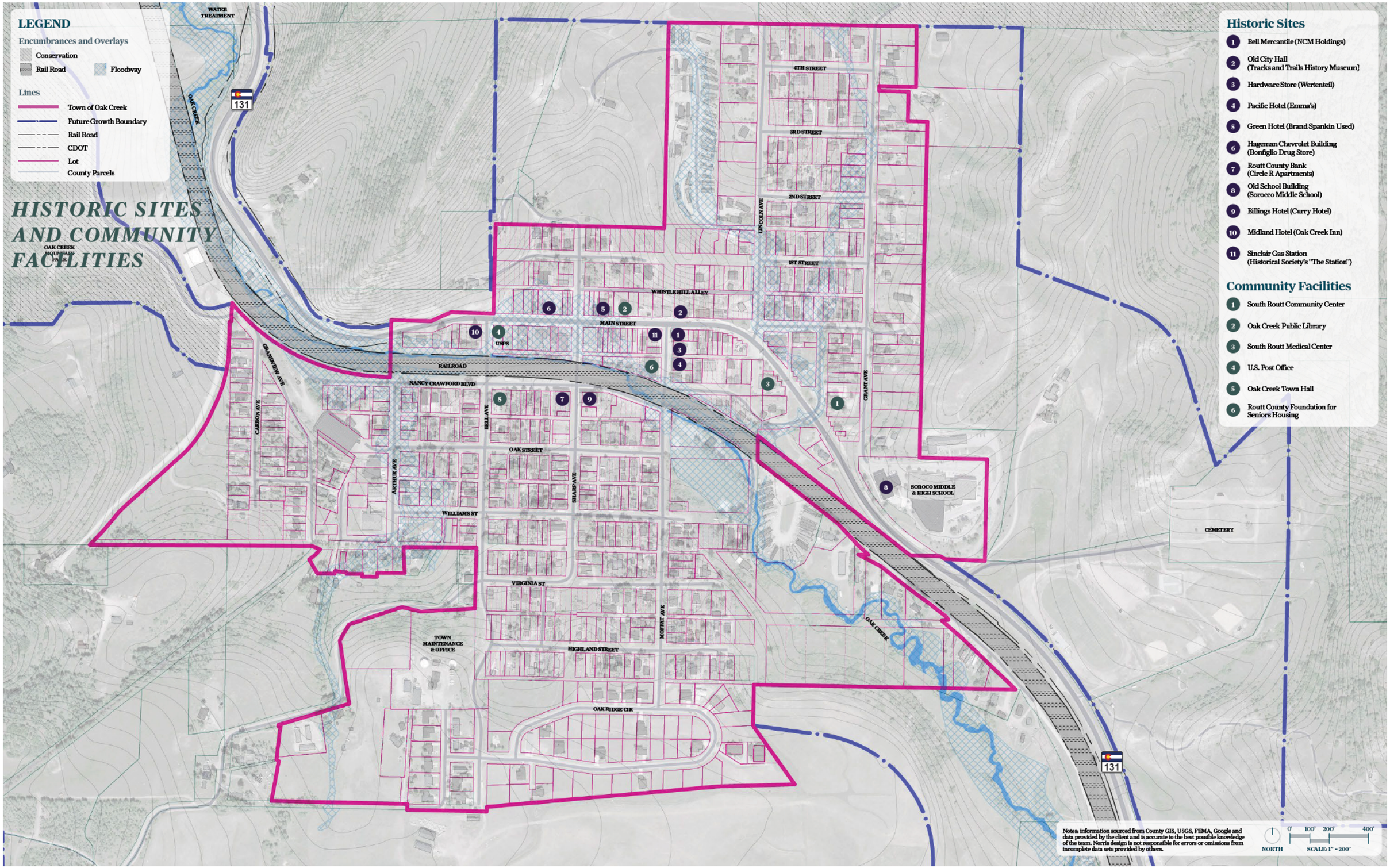
Oak Creek is a community that welcomes and celebrates artists and artisans, and through the years local artists have continued to have a strong presence. Oak Creek's small-town character and attainable housing prices have made this community an attractive place for the creative culture. Community events such as the annual Labor Day festival, Oktoberfest and the DitchFest Arts and Music Festival are great examples of events that showcase Oak Creek's rich culture and strong creative identity.

While arts and culture are organically evident in Oak Creek, organized art programs and facilities are relatively limited. Aside from the organized art classes provided by the public school, organized classes predominantly revolve around recreation. **During the community outreach phase of the project, residents stressed the desire for more programming in the community, including arts programming. Local artists also expressed interest in local art studio spaces.**

Building a strong arts community that is supportive of artists and attractive to residents and tourists **involves creating a foundation of art facilities, programming and support from the community.** Examples of **art facilities** include studio/rehearsal space, exhibition/performance space, and artist housing. **Programming** involves art education, public art events, and professional development for artists and art organizations. **Affordable commercial space is limited,** making it difficult for artists to find art studios and galleries, as well as rehearsal and performance space. **Simple solutions** such as open studio hours and shared studio spaces provide opportunities for artists to showcase their work. Providing even greater visibility of the visual and performing arts at all of Oak Creek's community events will build stronger momentum toward a robust arts community.

Art education is another key component of strengthening arts and culture. This can include short-term art workshops, taught by local or visiting artists, continuing education classes offered by instructors at the Colorado Northwestern Community College, or private classes. Expanding on the visual and performing arts classes offered by the local schools is essential for area youth.

HISTORIC SITES AND COMMUNITY FACILITIES



HAC Goal 1

Preserve and protect the town's unique historic character for current and future generations.

HAC Policy 1.1

Establish a process to create historic preservation guidelines and incentives for the Town of Oak Creek to encourage historic preservation of existing buildings and signs.

HAC ACTION 1.1

A. Work with Federal, State, County, Historic Routt County and other nonprofit agencies to comprehensively identify historic residential and commercial structures and historic signage within Oak Creek.

B. Establish criteria, based on the National Park Service National Register for Criteria Bulletin 1990, to determine if a structure or property is a Historic or Contributing Asset.

C. Develop historic preservation design guidelines and incorporate them into the town's Land Use Code.

D. Encourage landowners to submit the following buildings and sites for inclusion on the County and/or State Register of Historic Places: Hageman Chevrolet Building, Midland Hotel, Billings Hotel, Routt County Bank, Pacific Hotel, Hardware Store, Oak Creek Cemetery, and other residential and commercial sites of historic character.

HAC Policy 1.2

Protect and strengthen the character and structural integrity of the town's historic buildings, while supporting the rehabilitation and adaptive reuse of privately owned historic properties.

HAC ACTION 1.2

A. Consider establishing a historic district, which would allow owners within the district to more easily access funds for building repairs and renovations.

B. Offer educational resources and incentives to help residents, property owners, and visitors become knowledgeable and responsible stewards of Oak Creek's rich history.

C. Work collaboratively with the Routt County Historical Society to implement necessary maintenance and repair to the town's historic assets.

D. The town shall encourage owners of historic properties to rehabilitate their historic structures.

HAC Goal 2

Expand local arts and culture activities as well as local events within Oak Creek.

HAC Policy 2.1

Work with local buisnesses, artists , and community organizations to plan and organize community gatherings and events to help bring the community together on a regular basis, and to expand local arts and cultural activities.

HAC ACTION 2.1

A. Build upon existing community events such as the Oak Creek Labor Day event and South Routt community events. Work with existing organizations such as the South Routt Community Association, the Town of Oak Creek Parks & Recreation and the Historical Society and Museum to identify opportunities for community building and local events.

B. Explore the opportunity to create a local chamber or business association for local businesses and work with local businesses to expand opportunities for cultural and music events (such as the weekly summer evening concerts currently hosted by Franciosi Brothers' Pizza and Meatballs and Lupita's Cantina.)

C. Support sponsored local events including music, art shows, movies, dances, holiday events and festivals.

D. Work with local organizations and local businesses at events (e.g. farmers market, community center, school district, parks and recreation department, local nonprofits) to interweave and coordinate art and acultural offerings into activites.

E. Support cottage industries that develop small-scale art studios and teaching space.

F. Create a formal Town permitting process for live music, within which the Town can establish appropriate parameters to help minimize and mitigate noise concerns and other potential impacts.

HAC Goal 3

Develop and support local arts and cultural facilities.

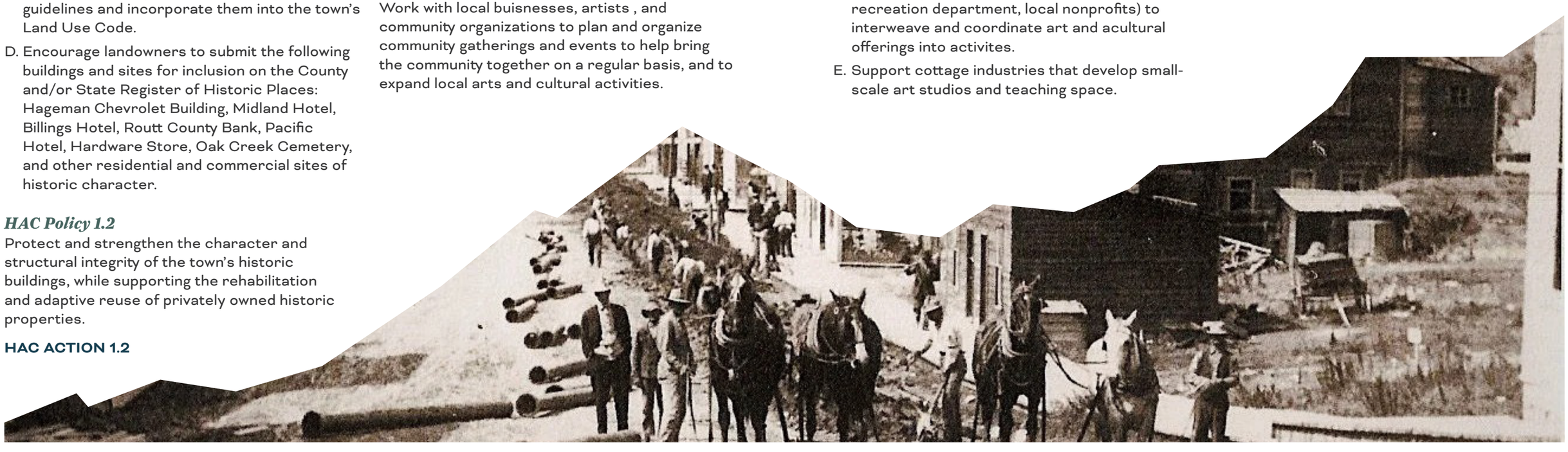
HAC Policy 3.1

Work with the local arts and culture community to identify appropriate locations for arts and cultural facilities.

HAC ACTION 3.1

A. Seek funding for the purchase or construction of local arts and cultural venues.

B. Contact Steamboat Springs art community regarding the potential to expand their presence in Central and South Routt County.



IMPLEMENTATION ACTION PLAN

The following phased implementation plan outlines the recommended action items to be pursued in the years ahead, to implement the goals and policies set forth in the Plan.

Timeline:

The implementation process is not perfectly sequential, but there are some actions that need to be initiated before others, to address immediate community priorities and lay the foundation for success. For each action, the following timeframes are provided as guidelines:

- Immediate: 0-1 year
- Short-term: 1-3 years
- Mid-term: 3-5 years
- Ongoing and Long-term: To be pursued on and ongoing basis and/or long term over a 10-year timeline

Partnerships and Funding:

Plan implementation will require a coordinated approach that is led by the Town and involves numerous partners. The implementation identifies potential partners to engage in various actions, and funding mechanisms that can be explored to help fund these initiatives. Additional information on potential funding mechanisms that can be investigated is provided in the **Appendix**.

Key Themes Addressed & Co-Benefits:

Many of these action items implement goals and policies in multiples sections of the Plan. The table identifies the various Plan themes that will be concurrently implemented through each action item.

Regional Collaboration:

Regional planning strategies that will be implemented in collaboration with regional partners agencies are highlighted. The Town of Oak Creek will participate in these efforts in partnership with other regional entities, and will likely not need to serve as the lead agency to guide implementation of these actions.

Key Themes

- COMMUNITY VISION, IDENTITY, & CHARACTER
- LAND USE
- ECONOMIC DEVELOPMENT
- HOUSING
- TRANSPORTATION, INFRASTRUCTURE, & SERVICES
- NATURAL RESOURCES, OPEN SPACE, PARKS & RECREATION
- FUNDING
- PARTNERSHIPS

= Regional Planning Strategies

Immediate Implementation Priorities (to be pursued within the first year)

Low-Hanging Fruit to address key items requested by the community

KEY THEMES ADDRESSED	ACTION	POTENTIAL PARTNERS	RECOMMENDED FUNDING MECHANISMS
	• HAC Action 2.1.B.: Explore the opportunity to create a local chamber or business association for local businesses and work with local businesses to expand opportunities for cultural and music events (such as the weekly summer evening concerts currently hosted by Franciosi Brothers' Pizza and Meatballs and Lupita's Cantina.)	• Local businesses and organizations	• State resources administered by RCEDP, NCCG, AGNC • Energy | Mineral Impact Assistance Fund Grant and Local Community Funds (DOLA)

Short Term Implementation Priorities (to be pursued within the first 1-3 years)

Exploring, Planning and Laying the Foundation for Success

KEY THEMES ADDRESSED	ACTION	POTENTIAL PARTNERS	RECOMMENDED FUNDING MECHANISMS
	• HAC Action 1.1.A.: Work with Federal, State, County, Historic Routt County and other nonprofit agencies to comprehensively identify historic residential and commercial structures and historic signage within Oak Creek.	• The Historical Society of Oak Creek & Phippsburg • Historic Routt County • State Historic Preservation Office (SHPO) • National Park Service (NPS) • National Trust for Historic Preservation	• Historic Preservation Investment Tax Credit, National Park Service • Historic Rehabilitation Tax Credit, Colorado Housing and Finance Authority (CHFA) • Historic Preservation Tax Credit, State of Colorado Department of Local Affairs (DOLA) • Colorado Community Revitalization Grant, State of Colorado Office of Economic Development & International Trade (OEDIT) • State Historical Fund (SHF) grants, History Colorado • Historic Preservation Fund Program, State Historic Preservation Office (SHPO) • Colorado Main Street Program, State of Colorado Department of Local Affairs (DOLA)
	• HAC Action 1.1.B.: Establish criteria, based on the National Park Service National Register for Criteria Bulletin 1990, to determine if a structure or property is a Historic or Contributing Asset.	• The Historical Society of Oak Creek & Phippsburg	
	• HAC Action 1.2.B.: Offer educational resources and incentives to help residents, property owners, and visitors become knowledgeable and responsible stewards of Oak Creek's rich history.	• The Historical Society of Oak Creek & Phippsburg • Oak Creek Public Library	• Local private funding sources
	• HAC Action 3.1.B.: Contact Steamboat Springs art community regarding the potential to expand their presence in Central and South Routt County.	• Steamboat Springs Arts Council • Steamboat Creates • Young Professional Network • Main Street Steamboat Springs	• Rural Business Investment Program, State of Colorado Department of Local Affairs (DOLA) • Local community funds • Colorado Creative Districts

Mid Term Implementation Priorities (to be pursued within 3-5 years)

Funding and Implementation

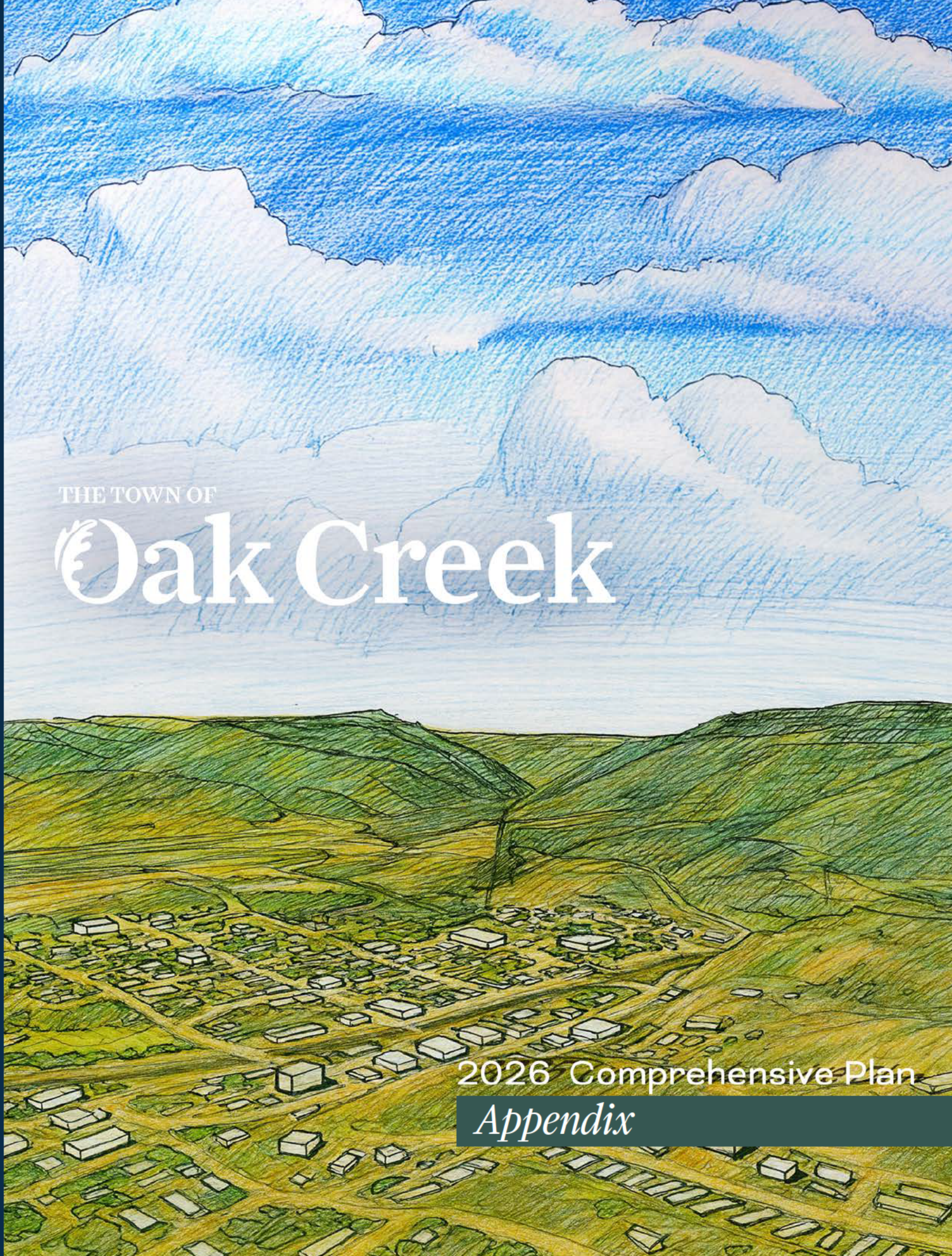
KEY THEMES ADDRESSED	ACTION	POTENTIAL PARTNERS	RECOMMENDED FUNDING MECHANISMS
	· HAC Action 1.1.C.: Develop historic preservation design guidelines and incorporate them into the town's Land Use Code.	· The Historical Society of Oak Creek & Phippsburg · Historic Routt County	
	· HAC Action 1.1.D.: Encourage landowners to submit the following buildings and sites for inclusion on the County and/ or State Register of Historic Places: Bell Mercantile, Hageman Chevrolet Building, Midland Hotel, Billings Hotel, Routt County Bank, Pacific Hotel, Hardware Store, Oak Creek Cemetery, and other residential and commercial sites of historic character.	· Private landowners of historic town buildings and sites.	
	· HAC Action 2.1.A.: Build upon existing community events such as the Oak Creek Labor Day event and South Routt community events. Work with existing organizations such as the South Routt Community Association, the Town of Oak Creek Parks & Recreation and the Historical Society and Museum to identify opportunities for community building and local events.	· South Routt Community Association · Town of Oak Creek Parks & Recreation · The Historical Society of Oak Creek & Phippsburg	
	· HAC Action 2.1.C.: Support sponsored local events including music, art shows, movies, dances, holiday events and festivals.	· South Routt Community Association	· Local and regional sponsors
	· HAC Action 2.1.D.: Work with local organizations and local businesses at events (e.g. farmers market, community center, school district, parks and recreation department, local nonprofits) to interweave and coordinate art and cultural offerings into activities.	· Oak Creek Farmer's Market · South Routt School District RE-3 · South Routt Community Center · South Routt Rec Association · Town of Oak Creek Parks & Recreation	
	· HAC Action 2.1.E.: Support cottage industries that develop small-scale art studios and teaching space.	· South Routt Community Association	
	· HAC Action 2.1.F.: Create a formal permitting process for live music, within which the town can establish appropriate parameters to help minimize and mitigate noise concerns and other potential impacts.		

Ongoing Priorities (to be pursued on an ongoing basis)

Sustaining Long Term Success

KEY THEMES ADDRESSED	ACTION	POTENTIAL PARTNERS	RECOMMENDED FUNDING MECHANISMS
$	· HAC Action 1.2.A.: Consider establishing a historic district, which would allow owners within the district to more easily access funds for building repairs and renovations.	· The Historical Society of Oak Creek & Phippsburg · Historic Routt County · State Historic Preservation Office (SHPO)	· Historic Preservation Fund Program, State Historic Preservation Office (SHPO)
	· HAC Action 1.2.C.: Work collaboratively with the Routt County Historical Society to implement necessary maintenance and repair to the Town's historic assets.	· Routt County Historical Society · The Historical Society of Oak Creek & Phippsburg	· Historic Preservation Investment Tax Credit, National Park Service · Historic Rehabilitation Tax Credit, Colorado Housing and Finance Authority (CHFA) · Historic Preservation Tax Credit, State of Colorado Department of Local Affairs (DOLA) · Colorado Community Revitalization Grant, State of Colorado Office of Economic Development & International Trade (OEDIT) · State Historical Fund (SHF) grants, History Colorado · Historic Preservation Fund Program, State Historic Preservation Office (SHPO) · Colorado Main Street Program, State of Colorado Department of Local Affairs (DOLA)
	· HAC Action 1.2.D.: The town shall encourage owners of historic properties to rehabilitate their historic structures.	· Private landowners of historic town buildings and sites.	· Housing Development Grant Funds, State of Colorado Department of Local Affairs (DOLA) · Single Family Housing Repair Loans & Grants, U.S. Department of Agriculture - Rural Development · Community Development Block Grants (CDGB), State of Colorado Department of Local Affairs (DOLA) Division of Housin
$	· HAC Action 3.1.A.: Seek funding for the purchase or construction of local arts and cultural venues.	· South Routt Community Center	· Capitol grants, The Gates Family Foundation

Resolution 2026-013
Appendix A
Appendix to 2025 Town of Oak Creek Comprehensive Plan


THE TOWN OF
Oak Creek
2026 Comprehensive Plan
Appendix

APPENDIX 1

Town of Oak Creek Three-Mile Plan

April 2026

Overview

The Oak Creek Three-Mile Plan provides guidance for future land uses and infrastructure within a three-mile radius of the town's boundaries, to help guide future Town annexation decisions and to inform collaborative regional planning with Routt County and adjacent South Routt communities.

The primary purpose of the Three-Mile Plan is to ensure that future annexations are consistent with the community's vision, set forth in the Comprehensive Plan, and that Town infrastructure and services can be adequately provided to serve both newly annexed areas and the existing Town.

The creation and maintenance of the Plan addresses the statutory requirement of C.R.S. 31-12-105 et. seq. Per the statute, the Three-Mile Plan must be in place prior to the annexation of land and must be updated at least once annually.

Future Growth Areas and Town Annexation Criteria

The Oak Creek Comprehensive Plan establishes a Future Growth Boundary to guide future growth opportunities adjacent to the existing Town boundary and establish the recommended limits for future annexations and development outside town limits. The Comprehensive Plan identifies Future Growth Areas outside the existing Town boundaries, which provide opportunities for annexation to support community goals to increase housing availability and affordability, and increase economic development opportunities through the development of additional light industrial and service commercial uses on the edges of Town.

Any decision to annex should be made through careful consideration of the current and future needs of the community. Annexation should adhere to the Town's goal to grow in a sustainable manner that prioritizes infill and redevelopment within the existing Town boundaries and considers limited expansion opportunities to support key community goals.

Criteria used for determining which land near Oak Creek might be appropriate for annexation include:

- Opportunities to increase the availability and diversity of housing in town,
- Opportunities to strengthen the local economy by accommodating tax-generating uses and providing employment,
- Opportunities to promote sustainable growth,
- Opportunities to serve land via utilities without incurring substantial negative fiscal impact, and
- Opportunities to enhance access to recreation in town.

As shown on the Oak Creek Comprehensive Plan Future Land Use Map, Future Growth Areas are identified adjacent to town on lands that further the community's goals in accordance with the above criteria. For further discussion on Future Growth Areas, reference the Oak Creek Comprehensive Plan.

Character

Land Use Character

Lands surrounding Oak Creek should support the town's sustainable growth, promote visitation through enhanced gateways and signage, and preserve the community's rural character. The Oak Creek Comprehensive Plan provides recommended land use designations, to guide the future land uses within identified Future Growth Areas. The following land use designations are assigned to Future Growth Area properties, as shown on the Oak Creek Comprehensive Plan Future Land Use Map:

- **Agricultural Residential** - Maintains land for agriculture/ranching and open space within future growth areas, while allowing low-density, rural residential development, which is clustered to preserve agricultural/ranch lands, environmentally sensitive areas, open spaces, and views of the surrounding natural landscape.
- **Residential** – Provides the potential opportunity to annex and develop additional residential neighborhoods adjacent to the current Town boundary, which will be compatible with existing residential character, increase the supply of housing for the local community, and offer the opportunity to live in a residential-only portion of Town. Allows detached and attached single-family homes up to two stories in height. Future residential development should provide connections to adjacent parks and recreation and continue the town's gridded road network, consistent with the Oak Creek Comprehensive Plan.
- **Light Industrial / Service Commercial** - Commercially zoned land for light/low-impact industrial and service commercial uses is needed outside the downtown area to support the viability of the local and regional economy. This includes light industrial and service commercial uses that generate minimal sight, noise, and smell impacts on nearby properties, such as an auto mechanic shop, storage, personal services, and other commercial businesses with minimal off-site impacts. Land devoted to these uses should be located at the edges of Town away from primary residential and visitation areas. Development should avoid environmentally sensitive areas and provide buffering and screening along the Highway 131 view corridor.
- **Institutional** - Public and quasi-public buildings and spaces intended for community gathering or cultural use, which provide community benefit and support the basic functions of Oak Creek, including Town facilities, schools, the fire station, library and museum.

Gateways at the entrances to town should increase visibility of town while maintaining critical view corridors of the surrounding natural landscape, in line with the Oak Creek Comprehensive Plan. Lands outside the Future Growth Boundary should be maintained for their agricultural and ranching uses, environmental resources, wildlife habitat, and scenic view corridors that reflect the rural character of the community.

Infrastructure

Water and wastewater improvements are planned within the three-mile area, including upgrades to the water and wastewater treatment plants. The town's existing street grid will be extended as appropriate into Future Growth Areas as development occurs on those lands. Complete streets will be incorporated with future development along with connections to adjacent recreation areas and trails. Partnership with surrounding communities and the county will be needed to provide for regional transportation needs and regional trail connectivity.

Environmental Resources

Natural resources, wildlife habitats, and view corridors should be preserved within the three-mile area. Lands outside of Future Growth Areas are targeted for continued agricultural and ranching uses and preservation of environmental resources. Within Future Growth Areas, development should occur in a manner that protects creeks and water bodies through buffers and avoids negative impacts on steep slopes, sensitive wildlife habitat, wetlands, and view corridors. Trails and other recreation facilities are appropriate to improve residents' connection to and appreciation of natural resources.

Hazard Mitigation

The Town of Oak Creek will continue to participate in regional hazard mitigation planning, working in partnership with Routt County, and the municipalities and fire protection districts within the County, to regularly update and implement the Routt County Hazard Mitigation Plan and the Routt County Community Wildfire Protection Plan (CWPP) or other applicable CWPP.

The Town plans to work collaboratively with regional partners to secure necessary funding and implement the high priority action items identified in the Routt County Hazard Mitigation Plan. High priority action items for the Town of Oak Creek and its surrounding three-mile area include culvert assessments, replacements and upgrades; Sheriff Reservoir & Dam repair construction; generator assessment and purchase; Town adoption of the Wildfire Resiliency Code; public wildfire mitigation education, and derailment preparedness planning and coordination.

Improvements

Streets: The street network should be extended within Future Growth Areas in a manner that continues Oak Creek's existing grid and is in line with in-town transportation improvements recommended in Oak Creek's Comprehensive Plan.

Subways: No subways exist or are planned.

Bridges: No changes are proposed at this time, except as deemed necessary by street network improvements within Future Growth Areas in accordance with the above.

Waterways: No changes are proposed.

Waterfronts: Restoration of Oak Creek and a recreation trail corridor along the creek are proposed, extending north and south of the current town boundaries, as outlined in the Oak Creek Comprehensive Plan and the Oak Creek Greenway and Restoration Conceptual Design Report.

Parkways, playgrounds, squares, and parks: Parks and trail connections shall be incorporated with future development within Future Growth Areas in accordance with the Oak Creek Comprehensive Plan.

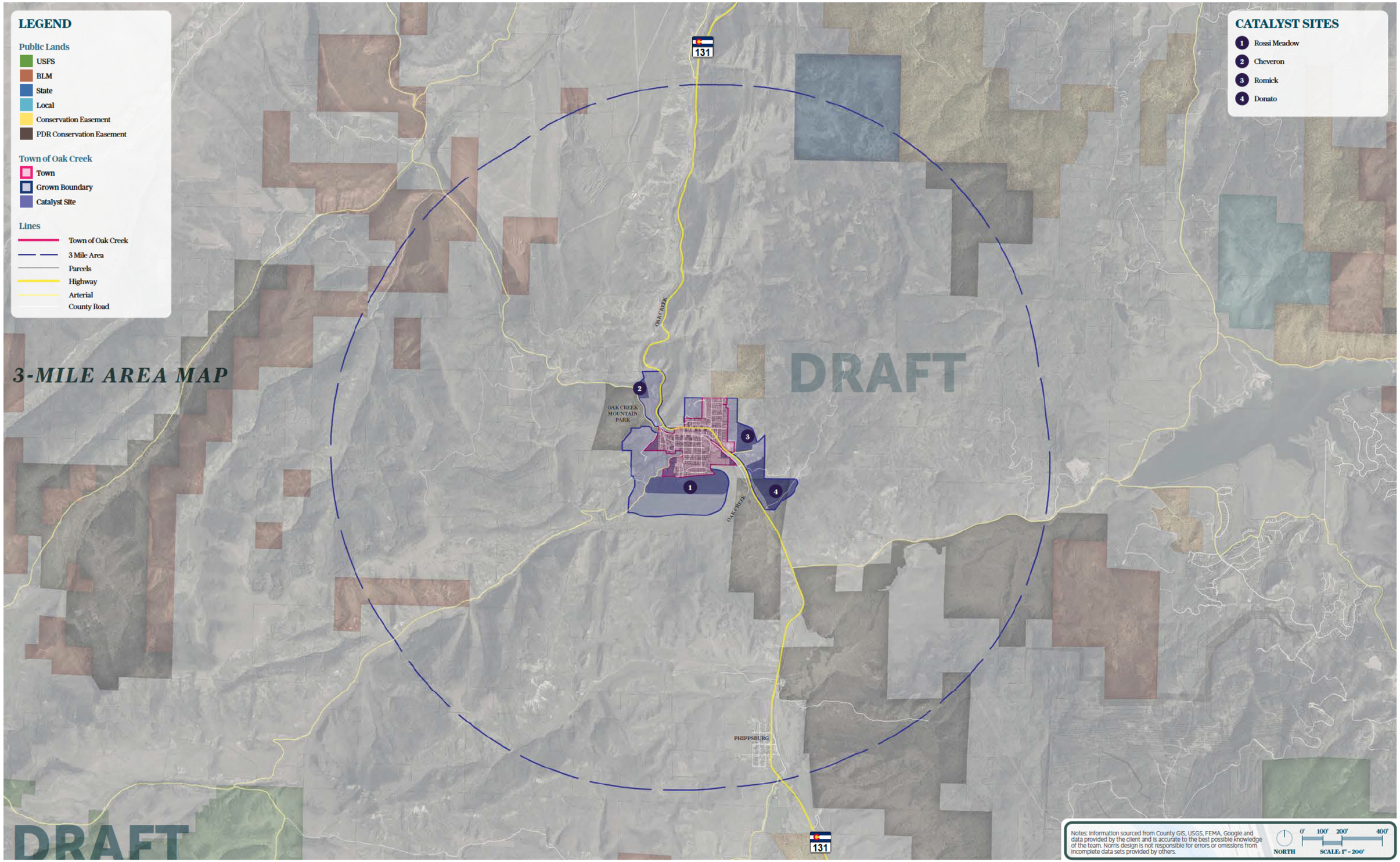
Aviation fields: No aviation fields exist or are planned.

Public ways, grounds, and open space: A recreation trail corridor is proposed along Oak Creek, extending north and south of the current town boundaries, as outlined in the Oak Creek Comprehensive Plan and the Oak Creek Greenway and Restoration Conceptual Design Report. Open space and trail connections shall be incorporated with future development within Future Growth Areas in accordance with the Oak Creek Comprehensive Plan.

Utilities: Improvements to water and wastewater treatment plants are planned, as described in the 2026 Oak Creek Capital Improvements Plan.

Water, Light, Sanitation, and Power Terminals: Improvements to the water and wastewater treatment plants are proposed. No other changes are proposed at this time, except as deemed necessary within Future Growth Areas to support future development. Reference the Oak Creek Comprehensive Plan.

Transportation: An extension of the street network will be needed in conjunction with any future annexation and development within Future Growth Areas, in a manner that continues Oak Creek's existing grid and is in line with in-town transportation improvements recommended in Oak Creek's Comprehensive Plan. Trail improvements are planned along the Oak Creek corridor, extending to the north and south of town. Reference the Oak Creek Comprehensive Plan.


LEGEND
Public Lands
USFS
BLM
State
Local
Conservation Easement
PDR Conservation Easement
Town of Oak Creek
Town
Grown Boundary
Catalyst Site
Lines
Town of Oak Creek
3 Mile Area
Parcels
Highway
Arterial
County Road
CATALYST SITES
1 Rossi Meadow
2 Cheveron
3 Romick
4 Donato
3-MILE AREA MAP
DRAFT
131
OAK CREEK
OAK CREEK MOUNTAIN PARK
OAK CREEK
PHIPPSBURG
131
DRAFT
Notes: Information sourced from County GIS, USGS, FEMA, Google and data provided by the client and is accurate to the best possible knowledge of the team. Norris design is not responsible for errors or omissions from incomplete data sets provided by others.
NORTH
0' 100' 200' 400'
SCALE: 1" = 200'

APPENDIX 2

Town of Oak Creek Capital Improvement Plan

March 2026

Overview

This Capital Improvements Plan (CIP) is intended to guide the Town of Oak Creek's capital investments and maintenance over the next 30 years. The CIP classifies projects into twelve major types:

- Electrical Improvements
- Electrical Master Plan
- Water Treatment Plant
- Waste Water Treatment Plant
- Facility Improvements
- Recreation
- Oak Creek Greenway
- Tramway Park
- Paving
- Water Distribution
- Sanitary Sewer Collections
- Drainage Improvements

A summary of projects is provided, which includes the description and cost of each project, in addition to classifying projects by recommended priority and timeframe. The priority scale runs from 1-6, with '1' projects being the highest priority and '6' projects the lowest priority. Timeframes include short-term (1-5 years), mid-term (5-10 years), long-term (10-15 years), and far long-term (15-30 years) durations.

Following the summary table, full descriptions of each project are provided. Projects are grouped by type and include justifications, which describe the need for each project.

This CIP should be updated regularly to ensure that projects and priorities are up to date and to recor d the Town's progress toward implementing this Plan.

Funding

Funding for capital projects identified in this plan is anticipated to come from an array of sources. While project-specific funding should be evaluated at time of budget, a discussion of potential sources for project funding is provided below.

The Town of Oak Creek is considering introducing a ballot measure in November 2026 to increase the Town's sales tax, to fund capital improvements and other Town priorities, such as local law enforcement.

The Colorado Department of Local Affairs (DOLA) Local Community Funding Guide also offers guidance on available funding sources for capital projects. This online guide provides the most up-to-date and complete list of available sources, which include loans, grants, incentives, reimbursements, and other types of funding. A few potential funding sources identified in the guide include:

- Rural Economic Development Initiative (REDI) – State program to assist small communities in diversifying their economies.
- Local Match Program (LOMA) – Infrastructure Investment and Jobs Act (IIJA) grants for infrastructure projects including energy and power, broadband, transportation, water, and others.
- CDOT Revitalizing Main Streets – Transportation grants for main street enhancements to encourage active transportation within and to business hubs to promote downtown vitality, economic development, and connection of public spaces.
- Travel, Tourism, and Outdoor Recreation Grants – US Economic Development Administration grants to build or enhance facilities to attract tourism, including museums and outdoor recreation facilities.
- History Colorado Competitive and Non-Competitive Grants – A variety of grants are available to support historic preservation and education projects.
- Drinking Water Revolving Fund (DWRF) and Water Pollution Control Revolving Fund (WPCRF) Loans for publicly owned water and wastewater systems and pollution control. [1,2]

1 Local Community Funding Guide. Colorado Department of Local Affairs.
2 State Revolving Fund Loan Information. Colorado Department of Public Health & Environment.

Capital Improvements Summary Table	Location	Description	Priority	Priority 1	Priority 2	Priority 3	Priority 4/5/6	Total Cost
				2025-2030	2030-2035	2035-2040	2040-2055	
Electrical System								
Pole Replacements / Improvements (Power Poles)	Town wide	Inspection and repair/upgrade of poles and appurtenances as identified in power pole inspections.	1	$ 109,000				$ 109,000
Additional Substation Line (Line Extension Upgrades)	Sweetland to Parker Addition	Additional line from the substation is required to provide necessary redundancy in the system.	1	$ 218,000				$ 218,000
Main Feed Upsize - Underground Feeder (Line Extension Upgrades)	Substation to Lincoln Avenue	Installation of underground feeder line from substation to Lincoln Avenue.	1	$ 189,000				$ 189,000
Switchgear Replacement (Equipment)	Town wide	Replacement and upgrade of power plant protection, controls, and isolation electrical components.	1	$ 250,000				$ 250,000
System Plan / Mapping	Town wide	Create paper and electronic GIS layer	1	$ 22,000				$ 22,000
3 Phase Upgrade (Line Extension Upgrades)	Grant to Arthur Avenue	Run 3 phase line to upgrade availability of service	2		160,000			$ 160,000
Underground Electric (Power Poles)	Town wide	Install underground electric throughout town	2		TBD			TBD
Electrical Master Plan w Maint Sched								
Annual Maintenance Plan (Year 1-5)	Town wide	Refer to Electric System Master Plan. Pole replacement, Transformer replacement, Conductor maintenance, Metering. Years 1-5 of 10 year plan.	1	$ 346,169				$ 346,169
Growth Area 1 (Build Out)	Performance District 3 north of Town	Performance District 3 north of town, 11 - 50kVA transformers with 4 consumers with 12.5kW demand each. 44 total consumers.	1	$ 428,210				$ 428,210
Primary Transformer Protection	Oak Creek Substation transformer	The existing Oak Creek Substation transformer is protected by 138kV fuses that are not currently manufactured and are required to be built if they are blown. EEC recommends that Oak Creek investigate the addition of a 138kV Circuit Switcher for the primary protection of the transformer.	1	$ 180,700				$ 180,700
Annual Maintenance Plan (Year 6-10)	Town wide	Install underground electric throughout town	2		$ 516,098			$ 516,098
Growth Area 2 (Build Out)	Performance District 3, 4 and 5	Performance District 3/5 east of town parallel to Grant Ave, 3 - 50kVA transformers with 4 consumers with 12.5kW demand each in Performance Districts 3 and 4 - 25kVA transformers with 2 consumers with 12.5kW demand each in Performance District 5. 20 total consumers.	2		$ 259,282			$ 259,282
Growth Area 3 (Build Out)	Performance District 4	Performance District 4 south of town. 22 - 50kVA transformers with 4 consumers with 12.5kW demand each. 88 total consumers.	3			$ 980,280		$ 980,280
Distribution Plan	Town wide and growth areas adjacent to Town	As the growth areas adjacent to town are developed and residential loads are added, it is important to develop a distribution plan to balance this load and lessen the strain on the existing system.	4				TBD	TBD
Emergency Power (Town to select one option)								
New Generator (Option 1)	Town wide	A capital project will need to be performed to ensure that the backup power to the town can serve present and future loads. The purchase and installation of a new generator is the easiest option, but not the most cost effective, for reliable backup power.	1	$ 4,170,000				$ 4,170,000
Emergency Distribution Feed (Option 2)	Town wide	In discussions with YVEA engineering staff, a backup distribution feed to the Town of Oak Creek is possible from the Keystone Substation.	1	$ 695,000				$ 695,000
Multiple Generators (Option 3)	Town wide	Multiple generators would require additional building space, expanded fuel capacity, supplementary cabling and transformers as well as load sharing controls added to both units. To meet future load demands Oak Creek would need to purchase two additional 1500kW units to meet the 10 year growth demand.	1	$ 2,349,100				$ 2,349,100

Capital Improvements Summary Table	Location	Description	Priority	Priority 1	Priority 2	Priority 3	Priority 4/5/6	Total Cost
Water & Wastewater								
AquaWorks Improvements (Water & Sewer Treatment)	TBD	TBD	TBD					TBD
Water Distribution Replacement Plan Ph. 2	Town wide	Replace water main and services throughout town. Refer to 2016 "Water Distribution System Replacement Plan Phasing" map.	1	$ 8,327,209				$ 8,327,209
Sheriff Reservoir Spillway Repairs	Sheriff Reservoir	Update spillway to meet state dam safety engineer requirements.	1	$ 5,600,000				$ 5,600,000
Sewer Collection Line Upgrades	Town wide	Complete the lining/replacement project not done in 2009, e.g. W 1st Street	1	$ 2,355,382				$ 2,355,382
Water Distribution Replacement Plan Ph. 3	Town wide	Replace water main and services throughout town. Refer to 2016 "Water Distribution System Replacement Plan Phasing" map.	2		$ 12,905,726			$ 12,905,726
Manhole Rehabilitation	Town wide	Rehabilitate sanitary sewer manholes throughout town to reduce infiltration/inflow of groundwater and reduce water treatment efforts.	2	$ 1,242,201				$ 1,242,201
Water Distribution Replacement Plan Ph. 4	Town wide	Replace water main and services throughout town. Refer to 2016 "Water Distribution System Replacement Plan Phasing" map.	3			$ 3,649,081		$ 3,649,081
Water Distribution Replacement Plan Ph. 5	Town wide	Replace water main and services throughout town. Refer to 2016 "Water Distribution System Replacement Plan Phasing" map.	4				$ 4,039,223	$ 4,039,223
Facility Improvements								
Security Improvements (Administrative)	Town facilities	Install or upgrade security features at all Town facilities with priority given to the Public Works facilities.	1	TBD				TBD
Replace Police Vehicle (Administrative)	Police Dept	Replace one existing police vehicle.	1	$ 58,000				$ 58,000
Public Works Garage	Public Works	Construct new building. 80'x120' = 9,600SF @ $400/SF = $3.84mil	1	$ 3,840,000				$ 3,840,000
Re-roof Public Works Maintenance Garage/	Public Works	Re-roof Public Works Maintenance Garage/Shop	1	$ 100,000				$ 100,000
Backhoe Replacement (Public Works)	Public Works	2015/2016	1	$ 217,500				$ 217,500
Sand Truck (Public Works)	Public Works	Modify current PW truck to sand truck and replace PW truck	1	$ 72,500				$ 72,500
Water Truck (Public Works)	Public Works	Purchase a water truck for proper unpaved roadway maintenance efforts	1	$ 72,500				$ 72,500
Administration Vehicle (Administrative)	Town Administration	Purchase vehicle for Town admin. use.	2		30,000			$ 30,000
Town Hall Expansion (Administrative)	Town Hall	Expand Town Hall facilities for additional office space	3			1,050,000		$ 1,050,000
Mobile Data Terminals (Administrative)	Police Dept	Equip police vehicles with mobile data terminals	3			43,750		$ 43,750
Public Works Lean-To	Public Works	Public Works Lean-To - equipment storage. Waiting for information from Tom.	TBD					TBD
Equipment (Public Works)	Public Works	Need info from Tom.	TBD					TBD
Street Sweeper (Public Works)	Public Works	Purchase replacement	3	$ 131,250				$ 131,250
								$ -
Recreation								$ -
Complete Walking/Hiking Trails	Town wide	This improvement is listed as an Action Item in the Town's February 2, 2011 Recreation Master Plan for providing numerous segments throughout the Town. The segment connecting Sierra View Estates to Moffat Avenue has been completed to the boundary of the subdivision, needs the easement relocated to the common line between Lots 18 and 19, and the trail completed to Oak Ridge Circle. Other segments throughout Town need connections.	1	TBD				TBD
Safe Routes To Middle/High School & Community Center	Schools and Community Center	This improvement is listed as an Action Item in the Town's February 2, 2011 Recreation Master Plan. Improvements will require road crossings and should be coordinated with Main Street Improvements.	1	TBD				TBD
Decker Park Improvements	Decker Park	This improvement is listed as an Action Item in the Town's February 2, 2011 Recreation Master Plan and identified three Improvement Options.	1	$ 239,250				$ 239,250
Decker Park Garage & Storage Building	Decker Park	Vehicle and equipment storage	1	$ 123,250				$ 123,250
Ice Rink Improvements	Ice Rink	This improvement is listed as an Action Item in the Town's February 2, 2011 Recreation Master Plan for exploring options for summer use, for example a portable skateboard park and other play space, and constructing a storage facility for equipment. May include enclosure of rink and refrigerated concrete.	1	TBD				
Acquire Trail Easements	Town wide	Create needed connections	1	TBD				
Recreation Master Plan Update	Town wide	Include capital facilities, programs and activities - ongoing project for 2013-2014	1	$ 36,250				$ 36,250
Recreation Bus	Parks & Rec	Acquire recreation bus	1	$ 58,000				$ 58,000
North Side Park	North Side Park	Acquire land and develop a park serving the north side of Town (Parker and Schempp's Addition); may include an area dedicated as an off-leash dog park.	1/2	TBD	TBD			TBD

Capital Improvements Summary Table	Location	Description	Priority	Priority 1	Priority 2	Priority 3	Priority 4/5/6	Total Cost
Improve Oak Street (paving, sidewalks, etc)	Oak Street	This improvement is listed as an Action Item in the Town's February 2, 2011 Recreation Master Plan to enhance pedestrian connectivity between Decker Park and the Hockey Arena.	2		TBD			TBD
Create Mountain Bike course	Mountain Park	This improvement is listed as an Action Item in the Town's February 2, 2011 Recreation Master Plan for creating the course. Did the Mountain Park check this off?	2		TBD			TBD
Moffat Street Enhancement	Moffat Avenue	Enhance pedestrian access and experience between Main Street and Decker Park along Moffat Avenue	2		TBD			TBD
Community Exercise Center	Community Center	This improvement is listed as an Action Item in the Town's February 2, 2011 Recreation Master Plan. (Space Station doing 24 hour access small facility) *Wait for info from focus group.	3			TBD		
Oak Creek Greenway								
Noxious Vegetation Management	Oak Creek Greenway	Succesfully manage noxious vegetation found throughout the property through adaptive management strategies to promote establishment of native vegetation. Development of a comprehensive noxious vegetation plan is recommended.	1	$ 10,600				$ 10,600
Restorative Seeding and Planting	Oak Creek Greenway	Identify and prioritize locations for restoration seeding and planting based on noxious vegetation treatment efforts and other ground disturbance efforts. Restoration seeding of desired species should take place post noxious vegetation treatments or ground disturbing activities. Developing a restoration plan.	1	$ 12,500				$ 12,500
Hazard Tree Management	Oak Creek Greenway	In areas used for recreational activities, monitor and manage trees for removal of hazardous limbs and hazardous dead snags or standing trees.	1	$ 4,200				$ 4,200
Stream Management Planning Activities	Oak Creek Greenway	Develop stream set-back ordinance limiting development within 50+ feet of Oak Creek for all future development or redevelopment, subject to review and approval by Town. Promote/Allow continued beaver activity A - sign upkeep along stream channel. Annual River Clean Up/SignagePromoting Clean River.	1	$ 900				$ 900
Stream Restoration/Improvement Activities	Oak Creek Greenway	Install grade control structures (Decker Park Reach). Install stabilized cobble point bars and engineerd pools to provide both recreational opportunities for swimming, waterplay, etc. and improved habitat diversity (Decker Park Reach). Remove large beaver dam below water treatment facility.	1	$ 121,000				$ 121,000
Stream/Riparian Restoration	Oak Creek Greenway	Establish stream channel use and function (recreation vs. ecological enhancement/creation). Install floodplain/wetland benches. Flooplain connectivity/wetland enhancement. Riparian Plantings. Culvert Replacement(s). Bank stabilization	1	$ 176,000				$ 176,000
Terrestrail Restoration	Oak Creek Greenway	Restore and enhance vegetatative communities to improve eclogical function of the site. Establish native vegetation with seeding and planting activities. Monitor establishment of native vegetation and manage noxious vegetation.	1	$ 19,800				$ 19,800
Utilization and co-op between agricultural users	Oak Creek Greenway	Work with Highwater Farms to understand current agricultural needs with how they relate to the ecological function and restoration of the property. Identify and prioritize fish habitat improvement opportunities.	1	$ 3,000				$ 3,000
Land Acquisition	Oak Creek Greenway		1	TBD				TBD
Goat Grazing	Oak Creek Greenway	Utilization of goats to control unwanted vegetation.	3			$ 18,875		$ 18,875

Capital Improvements Summary Table	Location	Description	Priority	Priority 1	Priority 2	Priority 3	Priority 4/5/6	Total Cost
Tramway Park Neighborhood								
Paving	Tramway Park Neighborhood	Material Testing ($57K), 3rd Party CM ($96K), Cost Esc. ($1.148M), Mobilization ($144K), Survey ($38K), Traffic Control ($57K)	6				4,216,712	$ 4,216,712
Engineering	Tramway Park Neighborhood	TBD	6				TBD	TBD
Site Work & Utilities	Tramway Park Neighborhood	TBD	6				TBD	TBD
Building Construction	Tramway Park Neighborhood	TBD	6				TBD	TBD
Paving Improvements								
Repair Existing Asphalt Roads	Bell Avenue, Sharp Avenue, Moffat Avenue, Nancy Crawford Blvd., Myers Street, Grant Avenue	RotoMill/Overexcavation/Preparation, Asphalt Overlay & Full Depth Repairs	1	$ 1,829,969				$ 1,829,969
Industrial Road Asphalt Paving	Nancy Crawford Blvd, S Arthur Avenue	Overexcavation/Pit Run/Class 6, HMA, Chip Seal option	2		$ 1,941,640			$ 1,941,640
North-South Street Paving	Grant Avenue, Lincoln Avenue, Moffat Avenue, Sharp Avenue, Bell Avenue, Oak Ridge Drive	Overexcavation/Pit Run/Class 6, HMA, Chip Seal option	3			$ 7,063,182		$ 7,063,182
West End Paving	Grandview Avenue, Carbon Avenue	Overexcavation/Pit Run/Class 6, HMA, Chip Seal option	4				$ 1,979,974	$ 1,979,974
East-West Street Paving	E. 4th Street, E. 3rd Street, E. 2nd Street, 1st Street, Oak Street, Williams Street, Virginia Avenue, Highland Street	Overexcavation/Pit Run/Class 6, HMA, Chip Seal option	5				$ 7,330,508	$ 7,330,508
Tramway Area Paving	Tramway Park Neighborhood	Overexcavation/Pit Run/Class 6, HMA, Chip Seal option	6				$ 4,216,712	
Drainage Improvements								
Bell Avenue Storm Sewer Replacement	Bell Avenue	Replace the storm sewer manhole and inlet in the intersection of Bell Avenue and Nancy Crawford Blvd. Replace the storm pipe in this intersection and also the storm pipe draining to the intersection down Bell Avenue from Oak Street.	1	$ 212,608				$ 212,608
Grant Avenue School Storm Drainage	Grant Avenue by the school	Separate storm and sanitary sewer. Improve drainage at school site.	1	$ 200,000				$ 200,000
N. Sharp Avenue Storm Sewer Extension	N. Sharp Avenue	N. Sharp Ave. drainage north from Main Street to the north side of E. 1st Street.	2		$ 329,708			$ 329,708
Parker Neighborhood Storm Drainage	Parker Neighborhood	Build out storm drainage in entire Parker Neighborhood.	3			$ 1,269,757		$ 1,269,757
Williams Street Storm Drainage	Williams Street	Groundwater management and general drainage improvements	3			$ 557,018		$ 557,018
TOTAL				**$ 34,021,048**	**$ 16,142,454**	**$ 14,631,943**	**$ 21,783,129**	**$ 82,361,862**
Priority Timeframes: 1: Short-Term: 1-4 years 2: Mid-Term: 5-10 years 3-6: Long-Term: >10 years								

Electrical Improvements

Town of Oak Creek 2025 Capital Improvement Plan Electric System Improvements Summary		Priority	Cost Estimate	Schedule of Costs			
				Priority 1 (2025-2030)	Priority 2 (2030-2035)	Priority 3 (2035-2040)	Priority 4/5/6 (2040-2055)
Power Poles							
1.1	Pole Replacements/Improvements	1	$109,000	$109,000			
1.2	Underground Electric	2	TBD		TBD		
Line Extension Upgrades							
2.1	Additional Substation Line – Sweetland to Parker Addition	1	$218,000	$218,000			
2.2	Main Feed Upsize - Underground Feeder	1	$189,000	$189,000			
2.3	3 Phase Upgrade - Grant to Arthur Avenue	2	$160,000		$160,000		
Equipment							
3.1	Switchgear Replacement	1	$250,000	$250,000			
Non-Project Actions							
4.1	System Plan/Mapping	1	$22,000	$22,000			
		TOTALS	$948,000	$788,000	$160,000		

Pole Replacements / Improvements (Power Poles)

Program Category:	Public Works
Program Subcategory:	Electrical System Improvements
Location:	Town wide
Description:	Inspection and repair/upgrade of poles and appurtenances as identified in power pole inspections.
Justification	Inspection required every 4-6 years; repairs/upgrades are done based upon the priorities identified in the inspection report.
Total Cost:	$109,000

Additional Substation Line (Line Extension Upgrades)	
Program Category:	Public Works
Program Subcategory:	Electrical System Improvements
Location:	Sweetland to Parker Addition
Description:	Additional line from the substation is required to provide necessary redundancy in the system.
Justification	Redundancy in the system is a minimum standard.
Total Cost:	$218,000

Main Feed Upsize - Underground Feeder (Line Extension Upgrades)	
Program Category:	Public Works
Program Subcategory:	Electrical System Improvements
Location:	Substation to Lincoln Avenue
Description:	Installation of underground feeder line from substation to Lincoln Avenue.
Justification	Outdated facilities. Slated for 2013, however materials delays may push this item into 2014
Total Cost:	$189,000

Switchgear Replacement (Equipment)	
Program Category:	Public Works
Program Subcategory:	Electrical System Improvements
Location:	Town wide
Description:	Replacement and upgrade of power plant protection, controls, and isolation electrical components.
Justification	Existing equipment is outdated.
Total Cost:	$250,000

System Plan / Mapping	
Program Category:	Public Works
Program Subcategory:	Electrical System Improvements
Location:	Town wide
Description:	Create paper and electronic GIS layer
Justification	While not necessarily time sensitive work, this reference material is needed for comprehensive operations.
Total Cost:	$22,000

3 Phase Upgrade (Line Extension Upgrades)	
Program Category:	Public Works
Program Subcategory:	Electrical System Improvements
Location:	Grant to Arthur Avenue
Description:	Run 3 phase line to upgrade availability of service
Justification	No current or specific demand in Main Street or Arthur Avenue areas
Total Cost:	$160,000

Underground Electric (Power Poles)	
Program Category:	Public Works
Program Subcategory:	Electrical System Improvements
Location:	Town wide
Description:	Install underground electric throughout town
Justification	Reduce maintenance efforts. Improve reliability.
Total Cost:	TBD

Electrical Master Plan w/ Maintenance Schedule

Town of Oak Creek 2025 Capital Improvement Plan		Priority	Cost Estimate	Schedule of Costs			
Electric System Improvements				Priority 1 (2025-2030)	Priority 2 (2030-2035)	Priority 3 (2035-2040)	Priority 4/5/6 (2040-2055)
Summary							
Annual Maintenance Plan							
1.1	Annual Maintenance Plan (Year 1-5)	1	$346,169	$346,169			
1.2	Annual Maintenance Plan (Year 1-5)	2	$516,098		$516,098		
Build Out							
2.1	Growth Area 1	1	$428,210	$428,210			
2.2	Growth Area 2	2	$259,282		$259,282		
2.3	Growth Area 3	3	$980,280			$980,280	
Distribution Plan							
3.1	Distribution Plan	4	TBD				
Primary Transformer Protection							
4.1	Primary Transformer Protection	1	$180,700	$180,700			
Emergency Power (Town to select one option) 5.1 included in total $							
5.1	New Generator (Option 1)	1	$4,170,000				
5.2	Emergency Distribution Feed (Option 2)	1	$695,000				
5.3	Multiple Generators (Option 3)	1	$2,349,100				
		TOTALS	$6,880,739	$955,079	$775,380	$980,280	

Annual Maintenance Plan (Year 1-5)

Program Category:	Public Works
Program Subcategory:	Electrical Master Plan
Location:	Town wide
Description:	Refer to Electric System Master Plan. Pole replacement, Transformer replacement, Conductor maintenance, Metering. Years 1-5 of 10 year plan.
Justification	Improve electrical system reliability.
Total Cost:	$346,179

Growth Area 1 (Build Out)

Program Category:	Public Works
Program Subcategory:	Electrical Master Plan
Location:	Performance District 3 north of Town
Description:	Performance District 3 north of town, 11 - 50kVA transformers with 4 consumers with 12.5kW demand each. 44 total consumers.
Justification	Expand electrical system.
Total Cost:	$428,210

Primary Transformer Protection

Program Category:	Public Works
Program Subcategory:	Electrical Master Plan
Location:	Oak Creek Substation transformer
Description:	The existing Oak Creek Substation transformer is protected by 138kV fuses that are not currently manufactured and are required to be built if they are blown. EEC recommends that Oak Creek investigate the addition of a 138kV Circuit Switcher for the primary protection of the transformer.
Justification	The cost of each of these fuses is becoming cost prohibitive.
Total Cost:	$180,700

Annual Maintenance Plan (Year 6-10)

Program Category:	Public Works
Program Subcategory:	Electrical Master Plan
Location:	Town wide
Description:	Annual maintenance plan, years 6-10 (2030-2035). Refer to Electrical Master Plan.
Justification	Improve electrical system reliability.
Total Cost:	$516,098

Growth Area 2 (Build Out)	
Program Category:	Public Works
Program Subcategory:	Electrical Master Plan
Location:	Performance District 3, 4 and 5
Description:	Performance District 3/5 east of town parallel to Grant Ave, 3 - 50kVA transformers with 4 consumers with 12.5kW demand each in Performance Districts 3 and 4 - 25kVA transformers with 2 consumers with 12.5kW demand each in Performance District 5. 20 total consumers.
Justification	Expand electrical system.
Total Cost:	$259,282

Growth Area 3 (Build Out)	
Program Category:	Public Works
Program Subcategory:	Electrical Master Plan
Location:	Performance District 4
Description:	Performance District 4 south of town. 22 - 50kVA transformers with 4 consumers with 12.5kW demand each. 88 total consumers.
Justification	Expand electrical system.
Total Cost:	$980,280

Distribution Plan	
Program Category:	Public Works
Program Subcategory:	Electrical Master Plan
Location:	Town wide and growth areas adjacent to Town
Description:	As the growth areas adjacent to town are developed and residential loads are added, it is important to develop a distribution plan to balance this load and lessen the strain on the existing system.
Justification	This plan is necessitated by the fact that when the 10 year growth of Oak Creek is achieved, the system will not be able to support any further growth.
Total Cost:	TBD

New Generator (Option 1)	
Program Category:	Public Works
Program Subcategory:	Electrical Master Plan
Location:	Town wide
Description:	A capital project will need to be performed to ensure that the backup power to the town can serve present and future loads. The purchase and installation of a new generator is the easiest option, but not the most cost effective, for reliable backup power.
Justification	Emergency power requirements for Oak Creek need to be further investigated in the near future as the standby generator cannot handle current needs.
Total Cost:	$4,170,000

Emergency Distribution Feed (Option 2)	
Program Category:	Public Works
Program Subcategory:	Electrical Master Plan
Location:	Town wide
Description:	Multiple generators would require additional building space, expanded fuel capacity, supplementary cabling and transformers as well as load sharing controls added to both units. To meet future load demands Oak Creek would need to purchase two additional 1500kW units to meet the 10 year growth demand.
Justification	Emergency power requirements for Oak Creek need to be further investigated in the near future as the standby generator cannot handle current needs.
Total Cost:	$695,000

Multiple Generators (Option 3)	
Program Category:	Public Works
Program Subcategory:	Electrical Master Plan
Location:	Town wide
Description:	Multiple generators would require additional building space, expanded fuel capacity, supplementary cabling and transformers as well as load sharing controls added to both units. To meet future load demands Oak Creek would need to purchase two additional 1500kW units to meet the 10 year growth demand.
Justification	Emergency power requirements for Oak Creek need to be further investigated in the near future as the standby generator cannot handle current needs.
Total Cost:	$2,349,100

Water Treatment Plant

Town of Oak Creek 2025 Capital Improvement Plan		Priority	Cost Estimate	Schedule of Costs			
Water Treatment Plant Improvements				Priority 1 (2025-2030)	Priority 2 (2030-2035)	Priority 3 (2035-2040)	Priority 4/5/6 (2040-2055)
Summary							
Water Treatment							
1.1	AquaWorks Improvements	TBD	TBD				
	TOTALS						

Water Treatment - AquaWorks Improvements

Program Category:	Water System Improvements
Program Subcategory:	Water Treatment
Location:	System Wide
Description:	TBD
Justification	
Total Cost:	TBD

Waste Water Treatment Plant

Town of Oak Creek 2025 Capital Improvement Plan		Priority	Cost Estimate	Schedule of Costs			
Sewer Treatment Plant Improvements				Priority 1 (2025-2030)	Priority 2 (2030-2035)	Priority 3 (2035-2040)	Priority 4/5/6 (2040-2055)
Summary							
Sewer Treatment							
1.1	AquaWorks Improvements	TBD	TBD				
	TOTALS						

Sanitary Sewer Treatment - AquaWorks Improvements

Program Category:	Waste Water System Improvements
Program Subcategory:	Water Treatment
Location:	System Wide
Description:	TBD
Justification	
Total Cost:	TBD

Facility Improvements

Town of Oak Creek 2025 Capital Improvement Plan		Priority	Cost Estimate	Schedule of Costs			
Buildings/Land/Other Equipment Summary				Priority 1 (2025-2030)	Priority 2 (2030-2035)	Priority 3 (2035-2040)	Priority 4/5/6 (2040-2055)
Administrative							
1.1	Town Hall Expansion	3	$1,050,000			$1,050,000	
1.2	Security Improvements	1	TBD	TBD			
1.3	Replace Police Vehicle	1	$58,000	$58,000			
1.4	Mobile Data Terminals	3	$43,750			$43,750	
1.5	Administration Vehicle	2	$30,000		$30,000		
Public Works							
2.1	Public Works Garage	1	$3,840,000	$3,840,000			
2.2	Public Works Lean-To	TBD	TBD				
2.3	Re-roof Public Works Maintenance Garage/Shop	1	$100,000	$100,000			
2.4	Equipment	TBD	TBD				
2.5	Backhoe Replacement	1	$217,500	$217,500			
2.6	Sand Truck	1	$72,500	$72,500			
2.7	Street Sweeper	3	$131,250			$131,250	
2.8	Water Truck	1	$72,500	$72,500			
		TOTALS	$5,615,500	$4,360,500	$30,000	$1,225,000	

Security Improvements (Administrative)

Program Category:	Building, Land, Equipment
Program Subcategory:	Facilities
Location:	Town facilities
Description:	Install or upgrade security features at all Town facilities with priority given to the Public Works facilities.
Justification	Water and Sewer treatment facilities have minimum security features, as does the general Public Works facilities. Need to assess what is needed and prioritize for installation or upgrade.
Total Cost:	TBD

Replace Police Vehicle (Administrative)

Program Category:	Building, Land, Equipment
Program Subcategory:	Equipment
Location:	Police Dept
Description:	Replace one existing police vehicle.
Justification	Vehicle that will be replaced was 12 years old in 2017.
Total Cost:	$58,000

Public Works Garage

Program Category:	Building, Land, Equipment
Program Subcategory:	Facilities
Location:	Public Works
Description:	Construct new building. 80'x120' = 9,600SF @ $400/SF = $3.84mil
Justification	Existing facility is inadequate in size and construction and is potential safety hazard during some times of usage.
Total Cost:	$3,840,000

Re-roof Public Works Maintenance Garage

Program Category:	Building, Land, Equipment
Program Subcategory:	Facilities
Location:	Public Works
Description:	Re-roof Public Works Maintenance Garage/Shop. Estimate of 9,600SF of roof replacement.
Justification	
Total Cost:	$100,000

Backhoe Replacement (Public Works)

Program Category:	Building, Land, Equipment; Public Works
Program Subcategory:	Equipment
Location:	Public Works
Description:	Backhoe Replacement
Justification	Basic equipment that must be in good working order. Public Works Director's estimate. Cost escalation from 2013 to 2028, 3%/year (45%)
Total Cost:	$217,500

Sand Truck (Public Works)	
Program Category:	Building, Land, Equipment; Public Works
Program Subcategory:	Equipment
Location:	Public Works
Description:	Modify current PW truck to sand truck and replace PW truck
Justification	Basic equipment that must be in good working order. Public Works Director's estimate. Cost escalation from 2013 to 2028, 3%/year (45%)
Total Cost:	$72,500

Water Truck (Public Works)	
Program Category:	Building, Land, Equipment; Public Works
Program Subcategory:	Equipment
Location:	Public Works
Description:	Purchase a water truck for proper unpaved roadway maintenance efforts
Justification	The currently borrowed unit is aged and the Town needs a dependable unit. Public Works Director's estimate. Cost escalation from 2013 to 2028, 3%/year (45%)
Total Cost:	$72,500

Administration Vehicle (Administrative)	
Program Category:	Building, Land, Equipment
Program Subcategory:	Equipment
Location:	Town Administration
Description:	Purchase vehicle for Town admin. use.
Justification	
Total Cost:	$30,000

Town Hall Expansion (Administrative)	
Program Category:	Building, Land, Equipment
Program Subcategory:	Facilities
Location:	Town Hall
Description:	Expand Town Hall facilities for additional office space
Justification	Only complete when additional facilities are identified as needed.
Total Cost:	$1,050,000

Mobile Data Terminals (Administrative)	
Program Category:	Building, Land, Equipment
Program Subcategory:	Equipment
Location:	Police Dept
Description:	Equip police vehicles with mobile data terminals
Justification	Small department serving small area; information available from other resources currently.
Total Cost:	$43,750

Public Works Lean-To	
Program Category:	Building, Land, Equipment
Program Subcategory:	Facilities
Location:	Public Works
Description:	Public Works Lean-To - equipment storage.
Justification	
Total Cost:	TBD

Equipment (Public Works)	
Program Category:	Building, Land, Equipment
Program Subcategory:	Facilities
Location:	Public Works
Description:	
Justification	
Total Cost:	TBD

Street Sweeper (Public Works)	
Program Category:	Building, Land, Equipment; Public Works
Program Subcategory:	Equipment
Location:	Public Works
Description:	Purchase replacement street sweeper.
Justification	Lack of paved streets lowers the priority of replacement of this equipment. Public Works Director's estimate. Cost escalation from 2013 to 2038, 3%/year (75%)
Total Cost:	$131,250

Recreation

Town of Oak Creek 2025 Capital Improvement Plan		Priority	Cost Estimate	Schedule of Costs			
Recreation Improvements Summary				Priority 1 (2025-2030)	Priority 2 (2030-2035)	Priority 3 (2035-2040)	Priority 4/5/6 (2040-2055)
Trails and Pathways							
1.1	Complete Walking/Hiking Trails	1	TBD	TBD			
1.2	Improve Oak Street (paving, sidewalks, etc.)	2	TBD		TBD		
1.3	Create Mountain Bike Course	2	TBD		TBD		
1.4	Safe Routes to Middle/High School & Community Center	1	TBD	TBD			
1.5	Moffat Street Enhancement	2	TBD		TBD		
Parks							
2.1	Decker Park Improvements	1	$239,250	$239,250			
2.2	Decker Park Garage & Storage Building	1	$123,250	$123,250			
2.3	North Side Park	1/2	TBD	TBD	TBD		
Other Amenities							
3.1	Ice Rink Improvements	1	TBD	TBD			
3.2	Community Exercise Center	3	TBD	TBD		TBD	
Non-Project Actions							
4.1	Acquire Trail Easements	1	TBD	TBD			
4.2	Recreation Master Plan Update	1	$36,250	$36,250			
4.3	Recreation Bus	1	$58,000	$58,000			
		TOTALS	$456,750	$456,750			

Complete Walking/Hiking Trails

Program Category:	Parks & Recreation
Program Subcategory:	Trails and Pathways
Location:	Town wide
Description:	This improvement is listed as an Action Item in the Town's February 2, 2011 Recreation Master Plan for providing numerous segments throughout the Town. The segment connecting Sierra View Estates to Moffat Avenue has been completed to the boundary of the subdivision, needs the easement relocated to the common line between Lots 18 and 19, and the trail completed to Oak Ridge Circle. Other segments throughout Town need connections.
Justification	Completion should only require small segments to be completed; trail map completion needed for ID'ing of trails
Total Cost:	TBD

Safe Routes To Middle/High School & Community Center

Program Category:	Parks & Recreation
Program Subcategory:	Trails and Pathways
Location:	Schools and Community Center
Description:	This improvement is listed as an Action Item in the Town's February 2, 2011 Recreation Master Plan. Improvements will require road crossings and should be coordinated with Main Street Improvements.
Justification	Safety is a priority.
Total Cost:	TBD

Decker Park Improvements

Program Category:	Parks & Recreation
Program Subcategory:	Parks
Location:	Decker Park
Description:	This improvement is listed as an Action Item in the Town's February 2, 2011 Recreation Master Plan and identified three Improvement Options.
Justification	Scheduled for 2014: Each Improvement Option of the Recreation Master Plan includes a walking path around the park, a portion of which has been designed for submission of a construction grant application; playground, basketball and volleyball improvements; restroom upgrades.
Total Cost:	$239,250

Decker Park Garage & Storage Building

Program Category:	Parks & Recreation
Program Subcategory:	Parks
Location:	Decker Park
Description:	Vehicle and equipment storage
Justification	Currently unable to adequately store equipment on site
Total Cost:	$123,250

Ice Rink Improvements	
Program Category:	Parks & Recreation
Program Subcategory:	Other Amenities
Location:	Ice Rink
Description:	This improvement is listed as an Action Item in the Town's February 2, 2011 Recreation Master Plan for exploring options for summer use, for example a portable skateboard park and other play space, and constructing a storage facility for equipment. May include enclosure of rink and refrigerated concrete.
Justification	The facility is existing and under utilized.
Total Cost:	TBD

Acquire Trail Easements	
Program Category:	Parks & Recreation
Program Subcategory:	Non-Project Actions
Location:	Town wide
Description:	Create needed connections
Justification	Initial step to finishing connections in trail system.
Total Cost:	TBD

Recreation Master Plan Update	
Program Category:	Parks & Recreation
Program Subcategory:	Non-Project Actions
Location:	Town wide
Description:	Include capital facilities, programs and activities - ongoing project for 2013-2014
Justification	Continue developing Parks & Recreation in Oak Creek.
Total Cost:	$36,250

Recreation Bus	
Program Category:	Parks & Recreation
Program Subcategory:	Non-Project Actions
Location:	Parks & Rec
Description:	Acquire recreation bus
Justification	Needed to bring users and facilities together given Oak Creek's rural location.
Total Cost:	$58,000

North Side Park	
Program Category:	Parks & Recreation
Program Subcategory:	Parks
Location:	North Side Park
Description:	Acquire land and develop a park serving the north side of Town (Parker and Schempp's Addition); may include an area dedicated as an off-leash dog park.
Justification	Land acquisition is Priority 1; park development is Priority 2.
Total Cost:	TBD

Improve Oak Street (paving, sidewalks, etc)	
Program Category:	Parks & Recreation
Program Subcategory:	Trails and Pathways
Location:	Oak Street
Description:	This improvement is listed as an Action Item in the Town's February 2, 2011 Recreation Master Plan to enhance pedestrian connectivity between Decker Park and the Hockey Arena.
Justification	Existing connections should receive initial attention
Total Cost:	TBD

Create Mountain Bike course	
Program Category:	Parks & Recreation
Program Subcategory:	Trails and Pathways
Location:	Mountain Park
Description:	This improvement is listed as an Action Item in the Town's February 2, 2011 Recreation Master Plan for creating the course.
Justification	Existing facilities should receive initial attention.
Total Cost:	TBD

Moffat Street Enhancement	
Program Category:	Parks & Recreation
Program Subcategory:	Trails and Pathways
Location:	Moffat Street
Description:	Enhance pedestrian access and experience between Main Street and Decker Park along Moffat Avenue
Justification	Existing facilities should receive initial attention
Total Cost:	TBD

Community Exercise Center	
Program Category:	Parks & Recreation
Program Subcategory:	Other Amenities
Location:	Community Center
Description:	This improvement is listed as an Action Item in the Town's February 2, 2011 Recreation Master Plan. (Space Station doing 24 hour access small facility)
Justification	Private sector currently fulfilling need
Total Cost:	TBD

Oak Creek Greenway

Town of Oak Creek 2025 Capital Improvement Plan Oak Creek Greenway Summary		Priority	Cost Estimate	Schedule of Costs			
				Priority 1 (2025-2030)	Priority 2 (2030-2035)	Priority 3 (2035-2040)	Priority 4/5/6 (2040-2055)
Vegetation Management							
1.1	Noxious Vegetation Management	1	$10,600	$10,600			
1.2	Restorative Seeding and Planting	1	$12,500	$12,500			
1.3	Goat Grazing	3	$18,875			$18,875	
1.4	Hazard Tree Management	1	$4,200	$4,200			
Stream Channel Restoration							
2.1	Stream Management Planning Activities	1	$900	$900			
2.2	Stream Restoration/Improvement Activities	1	$121,000	$121,000			
Ecosystem Enhancement/Creation							
3.1	Stream/Riparian Restoration	1	$176,000	$176,000			
3.2	Terrestrial Restoration	1	$19,800	$19,800			
Fisheries							
4.1	Utilization and co-op between agricultural users	1	$3,000	$3,000			
Category 5							
5.1	Land Acquisition (also shown in P&R CIP 4.1)	1	TBD	TBD			
		TOTALS	$366,875	$348,000			

Noxious Vegetation Management	
Program Category:	Parks & Recreation
Program Subcategory:	Oak Creek Greenway
Location:	Oak Creek Greenway
Description:	Succesfully manage noxious vegetation found throughout the property through adaptive management strategies to promote establishment of native vegetation. Development of a comprehensive noxious vegetation plan is recommended.
Justification	Based on Oak Creek Greenway and Restoration Site Assessment and Recommendations Report. $600 initial investment. $2,500 annual maintenance cost.
Total Cost:	$10,600

Restorative Seeding and Planting	
Program Category:	Parks & Recreation
Program Subcategory:	Oak Creek Greenway
Location:	Oak Creek Greenway
Description:	Identify and prioritize locations for restoration seeding and planting based on noxious vegetation treatment efforts and other ground disturbance efforts. Restoration seeding of desired species should take place post noxious vegetation treatments or ground disturbing activities. Developing a restoration plan.
Justification	Based on Oak Creek Greenway and Restoration Site Assessment and Recommendations Report. $2,500 initial investment. $2,500 annual maintenance cost, estimated from Greenway Report.
Total Cost:	$12,500

Hazard Tree Management	
Program Category:	Parks & Recreation
Program Subcategory:	Oak Creek Greenway
Location:	Oak Creek Greenway
Description:	In areas used for recreational activities, monitor and manage trees for removal of hazardous limbs and hazardous dead snags or standing trees.
Justification	Based on Oak Creek Greenway and Restoration Site Assessment and Recommendations Report. $600 initial investment. $900 annual maintenance cost.
Total Cost:	$4,200

Stream Management Planning Activities	
Program Category:	Parks & Recreation
Program Subcategory:	Oak Creek Greenway
Location:	Oak Creek Greenway
Description:	Develop stream set-back ordinance limiting development within 50+ feet of Oak Creek for all future development or redevelopment, subject to review and approval by Town. Promote/Allow continued beaver activity A - sign upkeep along stream channel. Annual River Clean Up/SignagePromoting Clean River.
Justification	These planning activities are low cost and would provide great short term and long term benefits to overall stream health.
Total Cost:	$900

Stream Restoration/Improvement Activities	
Program Category:	Parks & Recreation
Program Subcategory:	Oak Creek Greenway
Location:	Oak Creek Greenway
Description:	Install grade control structures (Decker Park Reach). Install stabilized cobble point bars and engineered pools to provide both recreational opportunities for swimming, waterplay, etc. and improved habitat diversity (Decker Park Reach). Remove large beaver dam below water treatment facility.
Justification	Based on Oak Creek Greenway and Restoration Site Assessment and Recommendations Report
Total Cost:	$121,000

Stream/Riparian Restoration	
Program Category:	Parks & Recreation
Program Subcategory:	Oak Creek Greenway
Location:	Oak Creek Greenway
Description:	Establish stream channel use and function (recreation vs. ecological enhancement/creation). Install floodplain/wetland benches. Flooplain connectivity/wetland enhancement. Riparian Plantings. Culvert Replacement(s). Bank stabilization
Justification	Based on Oak Creek Greenway and Restoration Site Assessment and Recommendations Report. Identify and prioritize stream restoration activities based on available funding and level of restoration activities.
Total Cost:	$176,000

Terrestrail Restoration	
Program Category:	Parks & Recreation
Program Subcategory:	Oak Creek Greenway
Location:	Oak Creek Greenway
Description:	Restore and enhance vegetatative communities to improve eclogical function of the site. Establish native vegetation with seeding and planting activities. Monitor establishment of native vegetation and manage noxious vegetation.
Justification	Based on Oak Creek Greenway and Restoration Site Assessment and Recommendations Report. $1,800 initial investment. $4,500 annual maintenance cost.
Total Cost:	$19,800

Utilization and co-op between agricultural users	
Program Category:	Parks & Recreation
Program Subcategory:	Oak Creek Greenway
Location:	Oak Creek Greenway
Description:	Work with Highwater Farms to understand current agricultural needs with how they relate to the ecological function and restoration of the property. Identify and prioritize fish habitat improvement opportunities.
Justification	Based on Oak Creek Greenway and Restoration Site Assessment and Recommendations Report. $600 initial investment. $600 annual maintenance cost.
Total Cost:	$3,000

Land Acquisition	
Program Category:	Parks & Recreation
Program Subcategory:	Non-Project Actions
Location:	Oak Creek Greenway
Description:	Create needed connections.
Justification	Initial step to finishing connections in trail system.
Total Cost:	TBD

Goat Grazing	
Program Category:	Parks & Recreation
Program Subcategory:	Oak Creek Greenway
Location:	Oak Creek Greenway
Description:	Utilization of goats to control unwanted vegetation.
Justification	Based on Oak Creek Greenway and Restoration Site Assessment and Recommendations Report. $3,775 annual cost, estimated from Greenway Report (2038 @ 3%/yr).
Total Cost:	$18,875

Tramway Park

Town of Oak Creek 2025 Capital Improvement Plan		Priority	Cost Estimate	Schedule of Costs			
Tramway Park Neighborhood				Priority 1 (2025-2030)	Priority 2 (2030-2035)	Priority 3 (2035-2040)	Priority 4/5/6 (2040-2055)
Summary							
Design & Construction							
1.1	Paving (See Paving CIP 1.6)	6	$4,216,712				$4,216,712
1.2	Engineering	6	TBD				TBD
1.3	Site Work & Utilities	6	TBD				TBD
1.4	Building Construction	6	TBD				TBD
		TOTALS	$4,216,712				$4,216,712

Paving	
Program Category:	Public Works
Program Subcategory:	Asphalt Paving
Location:	Tramway Park Neighborhood
Description:	Proposed Tramway Park asphalt streets, parking areas, RV stalls, and RCR25. Build roads with 8 inches pit run, 4 inches class 6 ABC, and 5 inch asphalt depth.
Justification	Improve roadway and reduce maintenance efforts. Construct new housing development.
Total Cost:	$4,216,712

Engineering	
Program Category:	Building, Land, Equipment
Program Subcategory:	Housing
Location:	Tramway Park Neighborhood
Description:	Planning, civil, and structural engineering for Tramway Park Neighborhood.
Justification	Construct new housing development.
Total Cost:	TBD

Site Work & Utilities	
Program Category:	Building, Land, Equipment
Program Subcategory:	Housing
Location:	Tramway Park Neighborhood
Description:	Grading/excavation, public utilities, drainage
Justification	Construct new housing development.
Total Cost:	TBD

Building Construction	
Program Category:	Building, Land, Equipment
Program Subcategory:	Housing
Location:	Tramway Park Neighborhood
Description:	Construction of on-site houses and buildings.
Justification	Construct new housing development.
Total Cost:	TBD

Paving

Town of Oak Creek 2025 Capital Improvement Plan Paving Improvements Summary		Priority	Cost Estimate	Schedule of Costs			
				Priority 1 (2025-2030)	Priority 2 (2030-2035)	Priority 3 (2035-2040)	Priority 4/5/6 (2040-2055)
Streets and Sidewalks							
1.1	Repair Existing Asphalt Roads	1	$1,829,969	$1,829,969			
1.2	Industrial Road Asphalt Paving	2	$1,941,640		$1,941,640		
1.3	North-South Street Paving	3	$7,063,182			$7,063,182	
1.4	West End Paving	4	$1,979,974				$1,979,974
1.5	East-West Street Paving	5	$7,330,508				$7,330,508
1.6	Tramway Area Paving	6	$4,216,712				$4,216,712
		TOTALS	$24,361,985	$1,829,969	$1,941,640	$7,063,182	$13,527,195

Repair Existing Asphalt Roads	
Program Category:	Public Works
Program Subcategory:	Asphalt Paving
Location:	Bell Avenue, Sharp Avenue, Moffat Avenue, Nancy Crawford Blvd., Myers Street, Grant Avenue
Description:	2” Mill and overlay of existing asphalt pavement streets including: Bell Street, Sharp Street, Moffat Avenue, Nancy Crawford Blvd, Myers Street, and Grant Avenue. This work will include extending existing asphalt 30’ into gravel at intersections where pavement ends.
Justification	Improve roadway and reduce maintenance efforts.
Total Cost:	$1,829,969

Industrial Road Asphalt Paving	
Program Category:	Public Works
Program Subcategory:	Asphalt Paving
Location:	Nancy Crawford Blvd, S Arthur Avenue
Description:	Overexcavate roads in industrial area and replace with 8 inches pit run, 4 inches class 6 ABC, and 5 inch asphalt depth. This includes Nancy Crawford Blvd. from Bell Ave. to CR27 and S. Arthur Ave from Nancy Crawford Blvd. to Arthur Ave. For years 2030-2035.
Justification	Improve roadway and reduce maintenance efforts.
Total Cost:	$1,941,640

North-South Street Paving	
Program Category:	Public Works
Program Subcategory:	Asphalt Paving
Location:	Grant Avenue, Lincoln Avenue, Moffat Avenue, Sharp Avenue, Bell Avenue, Oak Ridge Drive
Description:	Overexcavate existing gravel roads, oriented North-South, and replace with 8 inches pit run, 4 inches class 6 ABC, and 5 inch asphalt depth. This includes Grant Avenue, Lincoln Avenue, Moffat Avenue, Sharp Avenue, Bell Avenue, Oak Ridge Drive. For years 2035-2040.
Justification	Improve roadway and reduce maintenance efforts.
Total Cost:	$7,063,182

West End Paving	
Program Category:	Public Works
Program Subcategory:	Asphalt Paving
Location:	Grandview Avenue, Carbon Avenue
Description:	Overexcavate existing gravel roads and replace with 8 inches pit run, 4 inches class 6 ABC, and 5 inch asphalt depth. This includes Grandview Avenue from Nancy Crawford Blvd. to dead end, and Carbon Avenue from Grandview Ave. to dead end.
Justification	Improve roadway and reduce maintenance efforts.
Total Cost:	$1,979,974

East-West Street Paving	
Program Category:	Public Works
Program Subcategory:	Asphalt Paving
Location:	E. 4th Street, E. 3rd Street, E. 2nd Street, 1st Street, Oak Street, Williams Street, Virginia Avenue, Highland Street
Description:	Overexcavate existing gravel roads, oriented East-West, and replace with 8 inches pit run, 4 inches class 6 ABC, and 5 inch asphalt depth. This includes 4th Street, 3rd Street, 2nd Street, 1st Street, Oak Street, Williams Street, Virginia Avenue, and Highland Street
Justification	Improve roadway and reduce maintenance efforts.
Total Cost:	$7,330,508

Tramway Area Paving	
Program Category:	Public Works
Program Subcategory:	Asphalt Paving
Location:	Tramway Park Neighborhood
Description:	Proposed Tramway Park asphalt streets, parking areas, RV stalls, and RCR25. Build roads with 8 inches pit run, 4 inches class 6 ABC, and 5 inch asphalt depth.
Justification	Improve roadway and reduce maintenance efforts.
Total Cost:	$4,216,712

Water Distribution

Town of Oak Creek 2025 Capital Improvement Plan		Priority	Cost Estimate	Schedule of Costs			
Water Distribution Improvements				Priority 1 (2025-2030)	Priority 2 (2030-2035)	Priority 3 (2035-2040)	Priority 4/5/6 (2040-2055)
Summary							
Water Distribution							
1.1	Water Distribution Replacement Plan Ph. 2	1	$8,327,209		$8,327,209		
1.2	Water Distribution Replacement Plan Ph. 3	2	$12,905,726			$12,905,726	
1.3	Water Distribution Replacement Plan Ph. 4	3	$3,649,081				$3,649,081
1.4	Water Distribution Replacement Plan Ph. 5	4	$4,039,223				$4,039,223
1.5	Sheriff Reservoir Spillway Repairs	1	$5,600,000	$5,600,000			
		TOTALS	$34,521,239	$5,600,000	$8,327,209	$12,905,726	$7,688,304

Water Distribution Replacement Plan Ph. 2

Program Category:	Water System Improvements
Program Subcategory:	Water Distribution
Location:	Town wide
Description:	Phase 2 of Water Distribution System Replacement Plan.
Justification	Refer to 2016 “Water Distribution System Replacement Plan Phasing” map.
Total Cost:	$8,327,209

Sheriff Reservoir Spillway Repairs

Program Category:	Water System Improvements
Program Subcategory:	Water Distribution
Location:	Sheriff Reservoir
Description:	Update spillway to meet state dam safety engineer requirements.
Justification	Required by state for compliance.
Total Cost:	$5,600,000

Water Distribution Replacement Plan Ph. 3

Program Category:	Water System Improvements
Program Subcategory:	Water Distribution
Location:	Town wide
Description:	Phase 3 of Water Distribution System Replacement Plan.
Justification	Refer to 2016 “Water Distribution System Replacement Plan Phasing” map.
Total Cost:	$12,905,726

Water Distribution Replacement Plan Ph. 4

Program Category:	Water System Improvements
Program Subcategory:	Water Distribution
Location:	Town wide
Description:	Phase 4 of Water Distribution System Replacement Plan.
Justification	Refer to 2016 “Water Distribution System Replacement Plan Phasing” map.
Total Cost:	$3,649,081

Water Distribution Replacement Plan Ph. 5

Program Category:	Water System Improvements
Program Subcategory:	Water Distribution
Location:	Town wide
Description:	Phase 5 of Water Distribution System Replacement Plan.
Justification	Refer to 2016 “Water Distribution System Replacement Plan Phasing” map.
Total Cost:	$4,039,223

Sanitary Sewer Collections

Town of Oak Creek 2025 Capital Improvement Plan Sanitary Sewer Collections Summary		Priority	Cost Estimate	Schedule of Costs			
				Priority 1 (2025-2030)	Priority 2 (2030-2035)	Priority 3 (2035-2040)	Priority 4/5/6 (2040-2055)
Sanitary Sewer Collections							
1.1	Sewer Collection Line Upgrades	1	$2,355,382	$2,355,382			
1.2	Manhole Rehabilitation	2	$1,242,201		$1,242,201		
		TOTALS	$3,597,583	$2,355,382	$1,242,201		

Sewer Collection Line Upgrades

Program Category:	Wastewater System Improvements
Program Subcategory:	Sanitary Sewer Collections
Location:	Town wide
Description:	Complete the lining/replacement project not done in 2009, e.g. W 1st Street
Justification	System has significant inflow/infiltration.
Total Cost:	$2,355,382

Manhole Rehabilitation

Program Category:	Wastewater System Improvements
Program Subcategory:	Sanitary Sewer Collections
Location:	Town wide
Description:	Rehabilitate sanitary sewer manholes throughout town to reduce infiltration/inflow of groundwater and reduce water treatment efforts.
Justification	Reduce inflow and infiltration.
Total Cost:	$1,242,201

Drainage Improvements

Town of Oak Creek 2025 Capital Improvement Plan Drainage Improvements Summary		Priority	Cost Estimate	Schedule of Costs			
				Priority 1 (2025-2030)	Priority 2 (2030-2035)	Priority 3 (2035-2040)	Priority 4/5/6 (2040-2055)
Drainage Improvements							
1.1	Bell Avenue Storm Sewer Replacement	1	$212,608	$212,608			
1.2	N. Sharp Avenue Storm Sewer Extension	2	$329,708		$329,708		
1.3	Parker Neighborhood Storm Drainage	3	$1,269,757			$1,269,757	
1.4	Williams Street Storm Drainage	3	$557,018			$557,018	
1.5	Grant Avenue School Storm Drainage	1	$200,000	$200,000			
		TOTALS	$2,569,091	$412,608	$329,708	$1,826,775	

Bell Avenue Storm Sewer Replacement

Program Category:	Public Works
Program Subcategory:	Drainage
Location:	Bell Avenue
Description:	Replace the storm sewer manhole and inlet in the intersection of Bell Avenue and Nancy Crawford Blvd. Replace the storm pipe in this intersection and also the storm pipe draining to the intersection down Bell Avenue from Oak Street.
Justification	System is aged, clogged, and ineffective. Replace to eliminate drainage issues in this area.
Total Cost:	$212,608

Grant Avenue School Storm Drainage

Program Category:	Public Works
Program Subcategory:	Drainage
Location:	Grant Avenue by the school
Description:	Separate storm and sanitary sewer. Improve drainage at school site.
Justification	Eliminate drainage issues in this area. Required by CDPHE.
Total Cost:	$200,000

N. Sharp Avenue Storm Sewer Extension	
Program Category:	Public Works
Program Subcategory:	Drainage
Location:	N. Sharp Avenue
Description:	N. Sharp Ave. drainage north from Main Street to the north side of E. 1st Street.
Justification	Eliminate drainage issues in this area.
Total Cost:	$329,708

Parker Neighborhood Storm Drainage	
Program Category:	Public Works
Program Subcategory:	Drainage
Location:	Parker Neighborhood
Description:	Build out storm drainage in entire Parker Neighborhood.
Justification	Eliminate drainage issues in this area.
Total Cost:	$1,269,757

Williams Street Storm Drainage	
Program Category:	Public Works
Program Subcategory:	Drainage
Location:	Williams Street
Description:	Build out storm drainage on Williams Street from Bell Ave. to Moffat Ave. Groundwater management and general drainage improvements.
Justification	Eliminate drainage issues in this area.
Total Cost:	$557,018

APPENDIX 3

Economic Development Strategy

Town of Oak Creek, CO

2026 Economic Development Strategy

Development is about transforming the lives of people, not just transforming economies. – Joseph Stiglitz

Prepare By, Ricker | Cunningham, www.rickercunningham.com

TOWN OF OAK CREEK
2026 ECONOMIC DEVELOPMENT STRATEGY

ECONOMIC DEVELOPMENT

"Nestled neatly in Colorado's rich and fertile Yampa Valley, Oak Creek, Colorado is a statutory town located in Routt County on Hwy 131, 17 miles south of Steamboat Springs. The town's population of just under 1,000 comprises a lively collection of people, from local ranching families to folks from all over the country. With activities and attractions from snow skiing to boating and horseback riding to hiking in the National Forest, it also entertains visitors from all over the world. Have a look around to find out more about our town and discover all the ways that Oak Creek is made for – Four Seasons of Fun!"

INTRODUCTION

The principal purpose of many economic development initiatives is to achieve new gains in the financial and fiscal growth of the community. As such, these pursuits often focus on job creation, business development, reducing unemployment, and increasing the earnings of residents that will, in turn, be reinvested back into the municipality. This is often accomplished by directing initiatives designed to attract, retain, and assist companies and organizations expand their operations. Discussions with the Routt County Economic Development Partnership ("RCEDP" or the "Partnership"), the principal organization involved in these efforts for constituencies throughout the county, place a particular emphasis on entrepreneurial pursuits within their target industry groups. (See discussion below regarding targeted industry groups and clusters.) Another priority of the Partnership is supporting their partner communities grow business friendly environments.

FRAMEWORK

This Town of Oak Creek 2026 Economic Development Strategy was prepared in conjunction with an update to its comprehensive plan. As a community's foremost policy document, the comprehensive plan is used to "guide land use and development decisions while managing (or organizing) growth and the provision of services," while its economic development strategy should be used to implement the goals and objectives reported on the plan. It should serve as a road map to advancing stated priorities and realizing the community's vision and intentions. Collectively, the recommendations presented therein (and here) should reflect an understanding of prevailing conditions and anticipated trends, and as such, capitalize on the area's strengths, leverage potential opportunities, and set out a course to mitigate or eliminate barriers to

investment. As such, it should be used to inform fiscal and economic decisions, programmatic offerings, and capital expenditures.

COMMUNITY VISION (text taken verbatim)

Within the Town of Oak Creek 2026 Comprehensive Plan document, the community vision is described as "... an aspirational statement that reflects the community's core values and goals." It reportedly, "... recognizes the town's most valued assets to preserve and build upon and describes an improved future state of the town ... outlines the community's determination to overcome existing challenges *and paves* the way for a better quality of life and increased opportunities for all residents."

VISION STATEMENT (2026)

"Oak Creek is a small town with a distinct and authentic old west character that is unique, eclectic and diverse. It is a town, where we honor our agriculture and ranching heritage, and where people can still raise their families, start a business, and go to the grocery store and see their neighbors."

"The community values:

- Our small-town feel
- Surrounding natural, scenic beauty
- Outdoor recreation access
- Maintaining a close knit, caring community

Oak Creek is the center of commerce in South Routt County, with a vibrant downtown, thriving Main Street businesses, and convenient *transportation network supporting multiple modes of movement that* connect us to the surrounding region. We value and preserve our historic community character, expansive open spaces, natural areas, and parks and recreation facilities, so we can connect with our heritage and the natural world. The Oak Creek Greenway runs through the heart of town and is the lifeblood of our community, providing ample opportunities to walk, sit, and gather along its edge. Oak Creek is a caring, connected community. Our culture values community health and wellness. We provide diverse housing options for our residents and frequent community gatherings that offer opportunities for the community to come together." (sic)

ISSUES AND INTENTIONS

This vision statement articulated by participants in the planning process and vetted with community leaders was informed by the following list of community issues and | or priorities. Many are similar to those expressed during preparation of the 2015 Comprehensive Plan.

1. Improve Access to Affordable Housing
2. Promote Development of Different Housing Product Types
3. Strengthen | Diversifying the Economy
4. Complete Infrastructure and Beautification Improvements
5. Enforce Regulations to Improve the Appearance and Condition of Properties
6. Provide Public Transportation to Other Communities
7. Expand Parks, Trails, and Recreation Facilities
8. Preserve the Town Character
9. Preserve Historic and Significant Assets
10. Balance Objectives of Year-Round and Part-Time Residents and Visitors
11. Managing Growth

COMPETITIVE ATTRIBUTES

Community strengths and potential challenges that informed the goals, policies, and actions reflected in the comprehensive planning document and this report includes:

ADVANTAGES

- Authenticity and heritage
- Natural amenities
- Historic main street
- Successful commercial operators
- Inventory of town-owned properties
- Attractive physical environment
- Proximity to nationally acclaimed resort destinations
- Comparatively low land and operating costs
- Parks and open spaces
- Medical and education facilities
- Regional recognition as location for festivals and recreational events
- Modest development targets

OBSTACLES

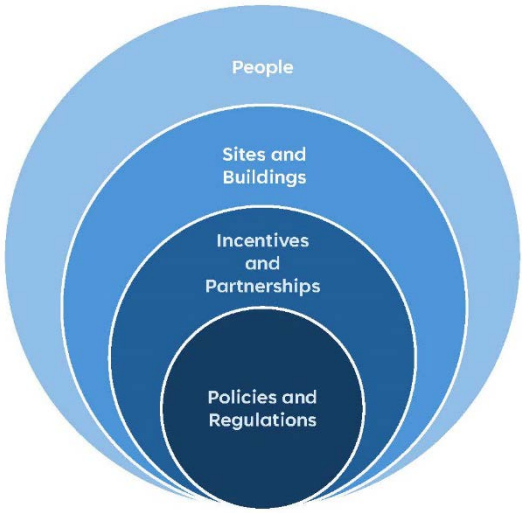
- Inefficient land use pattern (low land utilization)
- Oversupply of nontaxable properties (fewer municipal resources)
- Fiscal imbalance in residential versus nonresidential properties
- Lack of development sites for job-generating uses
- Limited revenue to finance improvements
- Majority of workforce (80%) commutes to other locations
- Retail sales leakage
- Homogenous housing inventory (single family detached)
- Aging housing stock
- Deferred infrastructure maintenance
- Dilapidated commercial inventory
- Commercial competition in unincorporated areas of the county
- Stagnant growth

PRIORITY FUNDING INITIATIVES

To understand those matters, be they opportunities to be capitalized on or obstacles to be overcome, and considering obvious fiscal challenges, participants in the planning process were engaged in an exercise that allowed them to allocate resources for expenditures (projects) considered essential to advancing one or more of the Issues or Intentions listed above, and in so doing, isolate needs versus wants. What follows is a list of those items, a brief description of each one, and estimate of cost reflecting the comparative magnitude among the various items.

1. Infrastructure and Roads (utilities, drainage, roads, sidewalks, etc.); $3.00
2. Main Street Improvements and Marketing (physical and promotional); $1.00
3. Town Cleanup and Beautification (marketing, maintenance, code enforcement); $2.00
4. Increase Housing Options (partner in development); $4.00
5. Public Transportation (contribute to regional transit and rail facilities and service); $2.00
6. Oak Creek Greenway (implement improvement plan); $3.00
7. Recreation Center (construct new facilities); $8.00

ECONOMIC DEVELOPMENT INFRASTRUCTURE



Communities and regions dependent on a single or few industries will be vulnerable to highly volatile economic cycles of expansion and contraction, something Routt County and the communities within it well know. Sustained success in these economies necessitates diversification and growth across multiple sectors. Also important in these locals is public support for all aspects of the region's economic development infrastructure [1] since it serves as evidence of their readiness to receive new investment, and long-term commitment to both their business and resident communities, while also potentially insulating them from outside policies and other influences. Aspects of Oak Creek's economic development infrastructure, identified in the illustration here and defined below, that are notable for being either or both an advantage or challenge, and that impact the area's investment climate, are described in the narrative that follows. That discussion is followed by a list of goals, policies, and actions designed to further economic development objectives and recommendations.

People – resident and non-resident employees, labor force, and employers, business interests, organizational partners, (financial, state and, institutional entities), and elected and appointed officials

Sites and Buildings – properties and improvements that can be adapted for different industries

Incentives and Partnerships - public programs, projects and policies to supplement municipal resources (manpower and monetary) and facilitate private investment

Policies and Regulations – intentions, guidelines, standards, and rules that inform investment

Note: Not addressed here, yet similarly important in the business citing process are the condition and capacity of infrastructure and utilities and matters affecting the quality of life for its residents

[1] A jurisdiction's economic development infrastructure includes its people, infrastructure, sites and buildings, policies and regulations, incentives and business support, and other factors affecting the quality of people's lives.

and business interests. Details regarding capital infrastructure and services provided to the town are presented in the Town of Oak Creek 2026 Capital Improvement Plan, and a summary of the same may be found in the full comprehensive plan document.

The analysis of Oak Creek's economic development infrastructure presented below is intended to provide an objective, unbiased assessment of conditions affecting the town's competitive position within the region. The facts and figures presented are based on primary and secondary research, along with reviews of existing resources, plans, and reports. Conclusions drawn from this work were used to inform recommendations and priorities associated with positioning the community for growth and development.

PEOPLE

The "people" component of the economic development infrastructure includes its residents, business owners, employees, and visitors that invest in a community, as well as use and receive services. To fully understand the people or market, analyses of demographic, psychographic, employment, and economic indicators were conducted. Demographics provide an understanding of consumer needs and desires, psychographics provide an understanding of preferences, employment figures illustrate the depth of the workforce, and economic data highlights income levels and the capacity to spend. Specific figures were compared within two geographies – the town of Oak Creek and a larger area within which Oak Creek competes for growth and investment. The latter, referred to herein as the Oak Creek Trade Area (the "Trade Area"), generally includes locations within a 40-minute drive time of Oak Creek's municipal boundaries. An overview of conclusions derived from that work is summarized in the discussion that follows.

Since the beginning of the current decade, Oak Creek grew at a much slower rate than the Trade Area, in both population and households, over the period 2010 to 2024. Over the next 10 years, the town's annual growth rate is expected to increase, but still at a rate slightly lower than that of the Trade Area, 1.0% vs. 1.4%, respectively.

The town and Trade Area had similar shares of non-family and one- and two-person households, yet a smaller average household size. The town also had a similar share of rental households (33% vs. 35%), all promising market indicators for higher density housing products, both ownership and rental, in both the Town and the larger Trade Area.

The town's higher share of residents 65 years compared to the Trade Area's, 21% versus 18%, and lower share of residents 25-44 years, 27% and 30%, further supports the necessity for smaller housing units.

Both the town and the Trade Area have relatively low shares of Hispanic residents, 9% and 11%, respectively. A diversity-index developed by ESRI (an online subscription service for demographic data) measures the probability that two people from the same area will be from different race | ethnic groups, with a 100-score representing the maximum amount of diversity. Both the town (at 27.1) and the Trade Area (at 37.7) have relatively low diversity indices.

In terms of educational attainment, 37% of Trade Area residents have a bachelor's degree compared to 48% of town residents. 86.1% of town residents have a high school degree, a slightly higher figure than the States of 82.3%. The pertinent issue in Oak Creek is obviously not necessarily the lack of an educated workforce, but rather alignment of skills within certain industries.

Psychographics is a term used to describe the attributes of people or residents in a certain location which, instead of being purely quantitative, reflect attitudes, interests, and opinions. They offer an alternative view of residents based less on quantifiable measures, and more on lifestyle traits and preferences. Of the 67 psychographic groups, the town's residents are concentrated in four – The Great Outdoors, Green Acres, Prairie Living, and In Style. Trade Area households, on the other hand, fall into more than 4, but a little over 70% fall into five, one that is the same as the town's, The Great Outdoors. While there are similarities among the groups represented, many if not most town residents are married, while two of the top five groups in the Trade Area have high concentrations of single people. Despite a high percentage of married individuals, some with kids, their average household size is relatively small, which would suggest (as cited above) greater potential for smaller and a greater diversity of ownership and rental housing units, despite an inventory that is almost exclusively single-family detached products.

Employment figures suggest over 50% of Trade Area employees work within the Natural Resources, Mining and Construction, Education and Health Services, and Leisure and Hospitality industries, all groups expected to grow by nearly 18,000 new jobs over the next three decades. Among the area's major employment groups, they are primarily concentrated in the same industry segments, with the addition of commercial retail trade.

Based on discussions with local officials, and review of market and jobs information, residents of Oak Creek are largely comprised of construction workers (many working in Stagecoach), individuals employed in tourism related service jobs (e.g., property management), retirees, remote workers, and legacy families. Approximately 80% of town residents engaged in the workforce travel to jobs outside the town. Given this profile, it is likely that many residents receive income from a variety of sources. Since the distribution of household incomes in the town are similar to those of the Trade Area with 7% and 8% having incomes below $25,000, respectively, and 55% and 56% having incomes above $100,000, the same may also be said of Trade Area residents.

HOUSING DEMAND

Among the most significant challenges facing Colorado, Routt County, and by extension Oak Creek is the limited inventory of residential products. Despite a vacancy rate that might otherwise suggest some availability, a critical percentage of the town's housing stock requires improvements necessary for life safety, code compliance, and in some instances habitability. Further disrupting access to housing is the disparity between incomes and product prices.

Table No. 1 shows the household income levels (rent limits) by family size for both "affordable" and "workforce" housing products in Routt County, set by the Department of Housing and Urban Development (HUD) for 2025 and published by the Colorado Housing and Finance Authority (CHFA). This information is used to establish price point ranges for both "affordable" and "workforce" housing products. For example, workforce housing is generally considered to be attainable to households with incomes ranging from 80% to 120% of Area Median Income (AMI). In most Colorado resort communities, that range is increased to 140%. Based on figures reflected in Table No. 2, this would include 2-person households in the Trade Area (which is part of Routt County) with incomes ranging between $83,200 and $145,600, and 4-person households with incomes between $104,000 and $182,000. Rent limits for these households would range from $1,950 to $4,095 for one- or two-bedroom units. Approximately 27% of current Trade Area households fall into the workforce housing range, a figure expected to increase to 32% in the next five years.

Table No. 1: Routt County Income Limits by Household Size (HUD)

AMI	1 person	2 person	3 person	4 person	5 person
60%	$54,600	$62,400	$70,200	$78,000	$84,240
80%	$72,800	$83,200	$93,600	$104,000	$112,320
100%	$91,000	$104,000	$117,000	$130,000	$140,400
120%	$109,200	$124,800	$140,400	$156,000	$168,480
140%	$127,400	$145,600	$163,800	$182,000	$196,560
160%	$145,600	$166,400	$187,200	$208,000	$224,640

Source: Colorado Housing and Finance Authority (CHFA) and Ricker | Cunningham.

Table No. 2: Routt County Household Rent Limits by Income Level (HUD)

AMI	0 bdrm	1 bdrm	2 bdrm	3 bdrm	4 bdrm
60%	$1,365	$1,462	$1,755	$2,028	$2,262
80%	$1,820	$1,950	$2,340	$2,704	$3,016
100%	$2,275	$2,437	$2,925	$3,380	$3,770
120%	$2,730	$2,925	$3,510	$4,056	$4,524
140%	$3,185	$3,412	$4,095	$4,732	$5,278
160%	$3,640	$3,900	$4,680	$5,408	$6,032

Source: Colorado Housing and Finance Authority (CHFA) and Ricker | Cunningham.

As reflected in Table No. 3, approximately 27% of households maintain incomes that would qualify for workforce housing assistance, a figure expected to increase to 32% in the next five years, continuing established trends between the town and Trade Area. For example, the town's current average household income is $149,000 compared to the Trade Area's average of $161,000, and similar number of households at the top end of the income range (over $100,000) with over one-half in both geographies reporting incomes over $100,000. There are relationships between median household incomes and median home values, as well.

Table No. 3: Town of Oak Creek and Oak Creek Trade Area Household Income (Detail)

	Town of Oak Creek		Trade Area	
Household Income	2024	2029	2024	2029
<$15,000	4%	3%	6%	5%
$15,000 - $24,999	3%	2%	2%	2%
$25,000 - $34,999	4%	3%	4%	3%
$35,000 - $49,999	7%	5%	7%	5%
$50,000 - $74,999	16%	12%	14%	12%
$75,000 - $99,999	11%	10%	11%	10%
$100,000 - $149,999	18%	18%	19%	19%
$150,000 - $199,999	17%	24%	13%	16%
$200,000>	20%	23%	24%	28%
Median Household Income	$110,100	$136,700	$111,900	$130,600
Average Household Income	$149,000	$174,000	$161,000	$184,000
Median Home Value	$865,800	$936,100	$921,900	$990,200

Source: U.S. Census; ESRI and Ricker | Cunningham.

Demand for all residential units based on projected household growth in the Trade Area is expected to grow at approximately 1.4 percent annually reaching 11,500 households by 2045 – an additional 2,800 units. Applying a 20 percent factor to account for vacancies □turnover, demolition, and second-home purchases, the adjusted 20-year demand totals approximately 3,400 units or 167 units annually. Based on the current and anticipated distribution of home ownership and rent rates, this would result in demand for 2,200 ownership housing units and 1,200 rental units by 2045.

Table No. 4: Oak Creek Trade Area Residential Demand Estimates (20 Years)

Residential Demand Analysis	Households	2025	8,700		
Oak Creek Trade Area		2045	11,489	Annual Growth Rate	1.4%
20-yr Demand Estimates					
	Household Growth (2025-45)		2,789	Adjust for 2nd homes, demolition, vacancy	20%
	Adjusted Unit Requirement		**3,347**	% Rental	35%

					Trade Area Demand from New Households (20-yr)			
Annual Household Income Range (2025 dollars)	**Approximate Rent Range**	**Supportable Home Price Range**	**Current Households in Income Bracket**	**New Households by Income Bracket**	**Total Units**	**Estimated % Rental**	**Total Rental Units**	**Total Ownership Units**
up to $15K	up to $375	up to $75K	6%	5%	**167**	95%	159	8
$15-25K	$375 - $625	$75 to $100K	2%	2%	**67**	95%	64	3
$25-35K	$625 - $875	$100 to $150K	4%	3%	**100**	90%	90	10
$35-50K	$875 - $1,250	$150 to $200K	7%	5%	**167**	80%	134	33
$50-75K	$1,250 - $1,750	$200 to $250K	14%	12%	**402**	70%	281	120
$75-100K	$1,750 - $2,250	$250 to $350K	11%	10%	**335**	35%	117	218
$100-150K	$2,250 - $3,250	$350 to $500K	19%	20%	**669**	25%	167	502
$150K and up	$3,250+	$500K and up	37%	43%	**1,439**	10%	144	1,295
Totals			**100%**	**100%**	**3,347**	**35%**	**1,156**	**2,190**

Source: U.S. Census; Colorado State Demographer and Ricker | Cunningham.

When further allocated by price point based on income levels, the analysis shows demand for approximately 1,200 new single family detached units, 1,000 new single family attached units (townhouse, condominium, rowhome, loft, patio home, etc.), and 1,000 new rental apartment units over the next 20 years in the Trade Area, as reflected in Table No. 4. This suggests ample demand for a wide range of housing at these levels, and existing development patterns given a historical preference for land use patterns that emphasize infill and redevelopment over sprawl, as well as demographic and psychographic characteristics despite the town should consider encouraging (and potentially incentivizing) development of attached over detached housing products, particularly on smaller lots. Potential product types could include paired homes, patio homes, townhomes, condominiums, and rental apartments. Alternative detached housing types could include cottages and containers, manufactured units, and tiny homes. Attached units, whether ownership or rental, could also be created from rehabbing existing commercial space, or built on underutilized lots, both of which would closely align with workforce and affordable housing goals.

Jobs | Housing Balance

Key challenges impacting the efforts of Colorado's mountain resort and rural communities to grow their inventory of attainable housing units include the limited number of employers offering jobs with sustainable incomes for year-round residents (primary), and even fewer builders or developers with experience and access to capital capable of delivering a range of attainable housing options in these types of environments. Providing a diversity of attainable housing options for a range of employers and employees of different income segments can be a significant challenge for communities, particularly when area homebuilders have limited experience and | or capacity to address demand. Once the importance of this essential element of the economic development equation is understood, many communities actively engage in encouraging and even incentivizing housing development that aligns with its larger business and industry goals. In 2017, the median home price in Oak Creek was approximately $215,000, an increase of nearly 23% over the 2016 price. Over the past several years, home price increases have not necessarily been accompanied by increases in household income, negatively affecting housing affordability in Oak Creek. A detailed discussion of housing characteristics and challenges is summarized in the Housing chapter of the plan. (See Chapter 4)

One measure of a community's ability to provide housing for employees is its jobs-to-housing ratio (total jobs | occupied households). Most experts believe that a ratio between 0.75 and 1.5 reflects a well-rounded local economy that is effective at "reducing vehicle miles traveled." The current Oak Creek jobs to housing ratio is 1.89, which is characteristic of a regional service center. While this measure appears to show that Oak Creek has been more effective at "closing the gap" between numbers of employees and households, it does not show whether the type of housing products is meeting the lifestyle preferences of existing and potential residents.

COMMERCIAL RETAIL DEMAND

Assuming the current commercial inventory is in equilibrium, support for new commercial space (including restaurant, entertainment, service, etc.) is derived from two sources -- residents that reside outside the trade area and new households that relocate into the market. Among all major retail categories, current household expenditures compared to actual retail sales suggests a "surplus" (supply exceeds demand) or "leakage". The current level of "leakage" is estimated to be approximately $20.9 million, which could potentially support an additional 54,000 square feet of space.

Retail sales leakage exists in the electronics and appliances, health and personal care, and general merchandise retail categories, while trade area businesses realize a surplus of sales in other categories such as furniture, clothing, and food service. While a surplus does not necessarily

mean the market could not support additional stores in this category, additional research would be needed to identify niche opportunities within each one.

Hampering growth in the number of commercial outlets in Oak Creek are modest traffic counts along its principal commercial corridor, State Highway 131. As of 2024, daily estimates averaged approximately 2,750. Traffic forecasts for this same roadway, while estimated to increase by approximately 24% over the next 20 years, reaching 3,400 cars per day by 2045, are still far short of traditional thresholds required by most retail and restaurant establishments that are generally closer to some combination of 20,000 to 30,000 vehicles and or pedestrians, depending their location (commercial corridor versus downtown main street). The community's limited exposure to visitors to the region, together with inadequate visibility of commercial operators, will continue to necessitate a higher level of spending by locals and area residents to maintain their viability, a reality that may or may not be feasible. Two tactics to improve conditions for commercial businesses include increasing service signage along region-serving transportation corridors and limiting the issuance of business licenses to operators in locations other than Tier 1 communities, as recommended in the Routt County Comprehensive Plan.

If conditions remain the same, based on anticipated growth in new household formations and assuming similar expenditure patterns over the next 20 years, an additional $91 million in retail spending is anticipated. When taken together with anticipated sales from individuals outside the market, the trade area could support the addition of 264,000 square feet of new retail space over the next 20 years. Table No. 5 illustrates how future demand may be allocated across different commercial categories.

Table No. 5: Oak Creek Trade Area Retail Demand Estimates (20 Years)

Retail Category	Estimated 2025 Household Retail Demand	Estimated 2025 Retail Sales (Supply)	Estimated 2025 Retail Void (Leakage)	Estimated Retail Sales/s.f.	New Retail Space Needed to Recapture Void / Leakage	Annual Household Growth Rate (2025-2045)	Net New Household Retail Demand	New Retail Space Needed for Household Growth	Total 20-Year New Trade Area Retail Demand (s.f.)
Furniture & Home Furnishings	$7,983,385	$16,212,610	$0	$300	0	1.4%	$2,559,177	8,531	8,531
Electronics & Appliance	$5,383,650	$1,379,185	$4,004,465	$300	13,348	1.4%	$1,725,798	5,753	19,101
Bldg Materials, Garden Equipment	$27,992,477	$68,825,737	$0	$350	0	1.4%	$8,973,350	25,638	25,638
Food & Beverage (Grocery)	$56,739,325	$171,725,254	$0	$500	0	1.4%	$18,188,524	36,377	36,377
Health & Personal Care	$24,301,507	$18,439,139	$5,862,368	$450	13,027	1.4%	$7,790,162	17,311	30,339
Clothing and Accessories	$19,033,499	$26,407,019	$0	$350	0	1.4%	$6,101,434	17,433	17,433
Sporting Goods,Hobby, Book, Music	$6,508,304	$49,142,007	$0	$300	0	1.4%	$2,086,321	6,954	6,954
General Merchandise	$52,567,813	$41,517,761	$11,050,052	$400	27,625	1.4%	$16,851,292	42,128	69,753
Miscellaneous Stores	$10,076,086	$47,160,596	$0	$300	0	1.4%	$3,230,020	10,767	10,767
Foodservice & Drinking Places	$73,525,831	$183,601,455	$0	$600	0	1.4%	$23,569,656	39,283	39,283
Total	**$284,111,878**	**$624,410,763**	**$20,916,885**		**54,001**		**$91,075,734**	**210,175**	**264,176**

Source: Colorado State Demographer; Urban Land Institute; Environics Analytics; and Ricker | Cunningham.

Given the important contribution retail businesses make to municipal budgets, many communities put them at or near the top of their recruitment targets. Unfortunately, several inadvertently diminish these efforts by limiting residential densities, and therefore "rooftops" or over-zoning for commercial uses. With Oak Creek's future land use mix dependent on thoughtful infill and redevelopment decisions, commercial spaces should be strategically located along the town's principal roadway and ideally concentrated such as along Main Street and in the downtown district.

EMPLOYMENT SPACE DEMAND

Many market analyses make a distinction between growth in office (or service commercial) and industrial space. For this analysis, given the character of existing inventories, concentrations of business groups, and discussions with professionals working in the market, distinctions between product types in larger markets were considered irrelevant in this instance. For that reason, market conditions and demand are provided under the more general category of "employment."

The Yampa Valley, located in northwestern Colorado and including Routt and portions of Moffat Counties, is home to a diverse range of employers that contribute to the region's economic stability and vitality. Major employers that contribute to economic stability in the region generally fall into these seven (7) categories – Utilities, Mining and Natural Resources, Manufacturing, Retail Trade, Government, Education and Health Services, and Leisure & Hospitality (Tourism). An occupational forecast for the area published in 2024 by the Bureau of Labor Statistics showed the greatest anticipated growth over the next 10 years would be in healthcare, information technology products and services, social service occupations, and commercial retail and service industries. Specifically, employment projections data show the economy is projected to add 6.7 million new jobs over the 10-year period from 2023 to 2033, with total employment growing 4.0%.

In terms of age groups, workers 25-54 years will continue to represent most of the labor force, while people age 65 and older are projected to experience the fastest increase as a share of the labor force, while still accounting for the smallest share of the labor force among all age groups in 2033.

Demand for new employment space is derived from two primary sources -- expansion of existing and relocation of new businesses into the market. Based on projections by industry classification over the next 20 years, and assuming a 1.5% growth rate, demand in the Trade Area could realize approximately 6,000 new employees and demand for approximately 885,000 square feet of space to accommodate them. Table No. 6 summarizes these estimates of employment demand.

Table No. 6: Trade Area Employment Space Demand (20 Year)

Industry Category	Estimated 2025 Employees	Estimated Growth Rate 2025-2045	Estimated 2045 Employees	Estimated New Employees	Estimated % in Employment Space	Estimated Net New Employees	Sq Ft per Employee	Estimated 20-yr Employment Demand
Natural Resources, Mining and Construction	1,500	2.0%	2,224	724	80%	579	300	173,839
Manufacturing	300	0.5%	329	29	80%	23	300	6,937
Trade, Transportation and Utilities	2,100	1.1%	2,596	496	80%	397	350	138,866
Information	300	0.5%	331	31	90%	28	200	5,664
Financial Activities	1,900	1.4%	2,518	618	90%	556	150	83,438
Professional and Business Services	1,200	1.9%	1,748	548	80%	439	150	65,820
Educational and Health Services	4,400	2.0%	6,595	2,195	50%	1,098	250	274,388
Leisure and Hospitality	2,800	1.0%	3,391	591	25%	148	250	36,946
Other Services	1,400	1.2%	1,788	388	80%	310	150	46,523
Government	1,300	1.2%	1,650	350	50%	175	300	52,540
Totals	**17,200**	**1.5%**	**23,171**	**5,971**	**63%**	**3,753**	**236**	**884,960**

Source: Colorado State Demographer; Colorado Labor Market Information; ESRI; and Ricker | Cunningham.

Source: Colorado State Demographer; Colorado Labor Market Information; ESRI and Ricker | Cunningham.

Since Oak Creek has relatively limited land currently available for new development, the town will need to consider pursuing property beyond its municipal borders. For example, both the Tramway and Chevron parcels (the latter located outside the town limits) are not only strategically located but have the capacity to support either residential or non-residential product types; yet given the significant lack of space for industrial employment uses, it may be judicious to either require or encourage the latter. This is but one example of how the town could actively engage in managing its land and property assets, and an essential pursuit should local leaders engage in soliciting investment interest among Routt County's and by extension Oak Creek's target business groups. Business recruitment efforts will only succeed if the town has access to a reasonably sized inventory of business-ready sites and buildings.

MARKET SHARE

Considering both the town's attributes and challenges, on balance it is well positioned to compete for a fair share of development in the

GOVERNMENT ROLES AND RESPONSIBILITIES

As government has the largest and longest-term investment in the community, it is appropriate for them to "pave" the way for investment and reinvestment by the private sector. The priority initiatives in this document and the Town of Oak Creek 2026 Comprehensive Plan, assume private investment will follow public commitment to create a supportive investment climate. The Town and its leadership must accept that the challenges they face (identified earlier in this report) place Oak Creek at a distinct economic, social, and market disadvantage, making it their responsibility to "level the investment playing field." Strategies to do so may be accomplished by filling one or more of the roles described below.

Policy Maker: Protect those aspects of the community that reflect its authenticity and foster a strong quality-of-life by prioritizing revitalization of downtown, infill development and redevelopment over sprawl, and preservation of valued assets; and do so by ensuring policies reflect these shared values.

(cont'd)

Facilitator: Collaborate with organizations and government entities, share marketing and promotion materials, and leverage resources and relationships to advance priority initiatives. Where appropriate, make introductions and bridge the dialogue between these entities and private sector investment interests.

Regulator: Align expressed goals and priority initiatives with Town programs, policies, and regulations. Establish a regulatory environment, including tools and tactics that eliminate the potential for adverse outcomes, encourage desired outcomes, contextually appropriate - communitywide and area specific, and sensitive to certain market realities and industry trends.

Financier: Put in place monetary tools, create programs, and solicit supplemental resources to offset economic gaps inherent in challenging development concepts, attract private investment interest, and complete public projects.

Promoter: Prepare marketing and promotion materials for a range of audiences including residents, news outlets, and private investment interests that communicate the community's vision, efforts, successes, and commitments.

Source: Ricker | Cunningham.

Trade Area, with capture rates estimated to range from 8% to 15% depending on the land use and product type. Ultimately, actual levels will be dictated by number of factors including the community's vision and commitment by elected and appointed officials to maintain a favorable investment climate. The market analysis conducted for the purpose of this plan update demonstrated near- and long-term opportunities for both public and private development entities to capitalize on untapped niches and recapture spending in other markets.

INDUSTRY TARGETS AND CLUSTERS

An important component of Oak Creek's economic development strategy will be the attraction, creation, and protection of industries and business organizations with the ability to leverage regional attributes including its proximity to natural resources, growing number of year-round residents (many able to work remotely), and visitors to area attractions. With an understanding of these consumer and employment groups, future marketing and promotion efforts can be more strategic and planning for land uses more responsive to market opportunities. By focusing the town's efforts on businesses most likely to seek relocation or expansion opportunities, Oak Creek, together with its partners in economic development, can be efficient with available resources and most effectively position itself for investment.

As reported in the Town of Oak Creek's Transition Plan, Aligning with Northwest Colorado Resiliency and Recovery Roadmap (2022), and other strategic documents being used to inform similar initiatives throughout the county, as well as findings from research and interviews conducted in the context of updating the town's comprehensive plan, primary pursuits deemed most appropriate for targeted efforts by the town of Oak Creek include those in Outdoor Recreation,

Table No. 7: Oak Creek Trade Area Market Share by Land Use Type

		Town of Oak Creek					
	Trade Area Demand	Market Share		Absorption (Units/Sq Ft)		Annual Average	
Land Use Type	(2025 to 2045)	Low	High	Low	High	Low	High
Residential (Units):							
Single Family Detached	1,200	2%	3%	24	36	1	2
Single Family Attached	1,000	2%	3%	20	30	1	2
Rental Apartments	1,000	2%	3%	20	30	1	2
Residential Subtotal	**3,200**			**64**	**96**	**3**	**5**
Non-Residential (Sq Ft):							
Retail	264,000	5%	7%	13,200	18,480	660	924
Employment (Office/Industrial)	885,000	3%	5%	26,550	44,250	1,328	2,213
Non-Residential Subtotal	**1,149,000**			**39,750**	**62,730**	**1,988**	**3,137**

Source: Ricker | Cunningham.

Value-Added Agriculture, opportunities within Creative Industries, and various Entrepreneurial pursuits. Additional efforts in a second tier of industry groups that could yield positive results include Health Care, Clean Energy, Light Manufacturing, Cultural Heritage Tourism, and Business Support Services. Success in any of these areas would contribute to the long-term economic sustainability of the region, diversify the primary industry mix, grow the number of primary jobs, and aid in the state's recovery from losses in Mining and Utilities. A brief description of potential priority prospects is presented below. Note: Portions of the text were taken from collateral material prepared by RCEDP.

Outdoor Recreation

Outdoor recreation manufacturing industry is a source of jobs and revenue, and hub of innovation and sustainability in Routt County. Companies like Big Agnes and Honey Stinger, manufacturers of equipment and products for outdoor enthusiasts, are just two examples of entrepreneurial pursuits that continue to thrive in this portion of the state. Others include businesses engaged in designing and producing outdoor gear and equipment such as skis and stand-up paddle boards, apparel including hiking gear, and accessories. In 2021, the outdoor recreation industry of Colorado accounted for $11.6 billion in Gross Domestic Product (GDP), 2.7% of Colorado's total GDP, and employed more than 125,200 jobs. Other occupations supported by this industry include artisans, designers, engineers, and production workers.

Value-Added Agriculture

Agricultural and forested land are the largest land use category in Routt County, of which a little over 45% is public land, nearly 18% protected from conservation easements, and approximately 36% privately held and therefore eligible for development. Individuals and corporate entities have been using this land for agricultural purposes since the late 1800s. Those activities include growing and harvesting crops like oat, wheat, barley and hay, and grazing cattle. Adding value to agricultural products advances many social and cultural objectives such as maintaining a

sustainable food supply, nurturing economic prosperity, promoting responsible land use, compostable packaging, water conservation, and preservation of wildlife habitats, open spaces, and view corridors. In 2020, Colorado's food and agriculture industry accounted for more than $40 billion in economic output annually, representing 60% of total nondurable goods manufactured in Colorado, 22% of total manufacturing in Colorado, and 1.6% of the state's total employment with nearly 47,800 workers and 3,200 companies. Brewers and distillers have become a significant component of the industry over the last couple of decades, as have those engaged in sports nutrition and coffee roasting. Given Oak Creek's unique proximity and access to public and private lands which attract hunters of large animals during the months of August through December, and small animals from October through April, also included in this industry cluster are businesses engaged in meat processing and transport.

Creative Industries

Creative industries largely include the visual arts, music, theater, and different aspects of design. The arts and entertainment haven been regarded as "woven into the fabric of Routt County" since the first settlers arrived in the late 1800s. While considered a luxury in many markets, Routt County residents recognize their value as an essential component of the local economy. Cultural enrichment and community vibrancy are considered one in the same, and many economic indicators support what they assert. In 2019, Creative Industries in Colorado accounted for $31.6 billion in sales of goods and services (sales revenue), 4% of all goods and services sold within the state and employed nearly 191,250 individuals. According to the Office of Economic Development and International Trade's Colorado Creative Industries Office, and Colorado State University's LEAP Institute for the Arts 2020 Colorado Creative Economy Report, occupations in these industries include artists, musicians, performers, and craftsmen. Further, in addition to their economic contribution, businesses and organizations under the Creative Industries umbrella enhance the area's quality-of-life and "foster a sense of community and connection."

Entrepreneurship

Each of the above industry groups continues to foster growth in related entrepreneurial business pursuits. Supporting innovation in any sector necessitates assisting start-ups with access to capital, training, (sometimes) the transportation infrastructure, and end users. Local governments can also ensure a supportive business climate by prioritizing entrepreneurship, encouraging policies and regulations align with stated community goals, and providing resources to minimize risk such as grants, low-interest loans, and tax incentives.[2] Another proactive initiative to foster

[2] RCEDP frequently assists businesses looking to expand or relocate by working through a consortium of regional banks and local commercial brokers. Another recommendation of this report is to explore the feasibility of establishing a loan pool, funded by multiple financial institutions, that can make available low and no interest loans to business prospects. Doing so in partnership with the RCEDP is highly advisable given their established track record and familiarity with these entities.

business development, and a precedent setting recommendation of this report is a comprehensive asset management program involving the acquisition and positioning of strategic parcels for private investment by targeted business groups, a description of which is provided below in the discussion about Sites and Buildings as a component of the town's economic development infrastructure.

Existing businesses among these groups are likely to expand in Oak Creek, Yampa Valley and Routt County for the same reason new businesses will be attracted to the area's attributes. Experience has shown that most job growth in a market is a byproduct of retention and expansion among existing operators. These groups, in addition to others already established in the region, will provide opportunities to grow through industry clustering, supplier networks, and related businesses.

SITES AND BUILDINGS

Sites and buildings as a component of a community's economic development infrastructure are evaluated based on their availability, configuration, location, and cost. Development sites and building improvements, when effectively positioned and available, allow for timely business expansion and relocations. In their absence, economic development efforts can be delayed and potentially lost. Although it can be a difficult balancing act, maintaining an inventory that allows for choice and movement while keeping vacancy rates in check, those types of efforts can have a significant impact on a community's competitive position for new investment. It is more than appropriate for government entities to shorten the timeframe with which businesses can become operational and they, in turn, can begin to realize the associated economic benefits. See the text box here for a description of other roles jurisdictions can play in advancing the economic development objectives of their respective communities.

As explained previously, certain aspects of the community considered attributes are also challenges. For example, the town maintains a significant inventory of publicly owned properties, some improved and being used by region-serving interests, others vacant, few large, and most positioned for either commercial use or, in some instances, one or more residential demonstration projects. Other notable characteristics are presented in Table No. 9.

While public properties have the potential to afford local jurisdictions with a valuable resource with which to manage their real estate assets, too many publicly owned parcels can have a detrimental impact on their fiscal balance sheet. As of the date of this report, the town owned approximately 50 properties, or more than 8% of their total inventory is held by entities that do not pay property taxes, a significant revenue stream for the town. While some are being used for

Table No. 9: Town of Oak Creek Parcel Inventory Characteristics

Condition	Number	Percent
Total Parcels	593	100.0%
Public or Non-Private Ownership (of total)	50	8.43%
Institutional	2	4.00%
Town-Owned (of non-private)	40	80.00%
Fire | Police	2	--
Multi-Use Commercial (Library)	1	--
Open Space	6	--
(City) Park	6	--
Recreational Land	1	--
South Routt Medical Center	2	4.00%
Routt County	1	2.00%
Utilities	2	4.00%
Non-Taxable (of total)	54	9.11%
Vacant or Under-Utilized * (of total)	192	32.38%
Vacant (of vacant or under-utilized)	109	56.77%
Slope Constrained (of total)	8	1.35%
Potential Catalyst Sites	12	2.02%
Use Type		
Residential	385	64.92%
Apartment	6	
Condominium	8	
Land	4	
Live-Work	4	
Single Family	337	
Townhome	4	
Triplex	7	
Mobile Home Land	9	
Mobile Home Park	4	
Nursing Home	2	
Non-Residential	65	10.96%
Agricultural	1	
Bank	1	
Car Wash	1	
Commercial	26	
Dispensary	4	
Garage	2	
Market	2	
Mini-Storage	3	
Mixed-Use Commercial Residential	6	
Motel	1	
Office	4	
Office Warehouse	1	
Restaurant	6	
Retail	5	
Warehouse	2	
Miscellaneous	4	0.67%
Church	1	
School	1	
Utility	2	
Insufficient Information	139	23.44%

* <60%.

Source: Routt County, CO Assessor and Ricker | Cunningham.

essential community services such as schools, fire and police operations, parks, and the South Routt Medical Center, others might be better used to leverage private investment.

It was discovered during the comprehensive planning process that the town maintains few, if any parcels either actively or capable of supporting investment by users of industrial space. There are, on the other hand, a few located in the larger growth area (3-Mile Area), that were they to become available, could accommodate one or more businesses, including those within the target industry groups. Oak Creek's fiscal balance sheet is being challenged by multiple factors – large percentage of residential versus non-residential properties, predominance of lower density residential products (e.g., single family), high percentage of non-taxable parcels, lack of properties supporting primary industries, significant number of vacant commercial spaces downtown, existing commercial uses that generate modest levels of sales tax revenue, and in some instances, inefficient use of publicly owned parcels.

Since most asset management programs are protracted endeavors that can take years if not decades to implement, if for no other reason than they are dependent on the timing and real estate investment objectives of private individuals and entities, it is unlikely that implementing such an undertaking to improve the community's fiscal health will produce meaningful results in the near-term. As such, it will be necessary for the town to advance a series of interim strategies while pursuing long-term objectives, most of which are presented as actions accompanying the economic development goals and policies presented later in this report, in the appendix, and updated comprehensive plan. Generally, they include the following:

ASSET MANAGEMENT PROGRAM ELEMENTS

- Meet with owners of vacant non-residential improvements (buildings), explain near- and long-term objectives.
- Inventory existing non-residential structures and document necessary improvements.
- Acquire resources to assist with financing improvements. [3]
- Meet with owners of vacant (or underutilized) properties with mid- to long-term investment potential and explain near- and long-term objectives. (See Table No. 10 below.)
- Where appropriate, execute a contract providing the town with a right of first refusal (to acquire) parcels when they become available.
- As sites become available, acquire, entitle, and position them for private investment.

[3] Details regarding how the town or other entity (e.g., urban renewal authority) may be reimbursed for associated expenditures can be negotiated on a case-by-case basis.

Table No. 10: Town of Oak Creek Sites with Future Investment Potential

Map ID	Account No.	PIN	Owner	Property Use	Total Acres	Total Actual Value	Total Assessed Value (Exempt)	Property Utilization	Street Address	Notes
1	R8164558	144902001	TOWN OF OAK CREEK	Fire | Police Station	0.14	$418,360	($112,960)	0.0%	131 E MAIN ST	Leased to Historical Society (west side) and OC Fire District (E side); Historical Society maintains 99 year lease on their portion, Fire District has 10 years remaining on their lease, but they are looking for a new location, making it a potential catalyst property
2a	R8179392	299900102	TOWN OF OAK CREEK	Vacant Land - Residential	12.04	$432,000	($27,000)	0.0%	24120 COUNTY ROAD 25	Tramway parcel; future industrial and housing uses anticipated as per OC Housing Needs Assessment; possible storage facilities
2b	R8179391	299900101	TOWN OF OAK CREEK	Mixed-Use Comm | Res	2.15	$188,000	($11,750)	0.0%	n.a.	Located adjacent to the Tramway parcel
3a	R4838301	144906013	CUSTER, CLAYTON & ALYSSA	Commercial Land	0.04	$60,000	$16,200	0.0%	n.a.	Recent inquiry to place single family residence on property; catalyst site, but would need to be 2-story to front Main Street; two parcels under single ownership
3b	R8170608	144906012	CUSTER, CLAYTON & ALYSSA	Commercial Land	0.04	$60,000	$16,200	0.0%	n.a.	Recent inquiry to place single family residence on property; catalyst site, but would need to be 2-story to front Main Street; two parcels under single ownership
4a	R6837167	144905011	MOORE, ALISON ZINA & ROIKO, JASON DANA (JT)	Commercial Land	0.07	$60,000	$16,200	29.3%	112 MAIN ST	Part of 3a and 3b; potential as an assemblage; about to change hands; rear of building (facing alley) in general state of disrepair
4b	R3834188	144905011	BROOKSHIRE, CAROL C (ETAL)	Retail	0.11	$108,760	$29,370	29.3%	n.a.	Part of 3a and 3b; potential as an assemblage; about to change hands; rear of building (facing alley) in general state of disrepair
5	R0583370	100805032	CAMPANAS DEL VALLE, LLC	Commercial Land	0.15	$80,000	$21,600	0.0%	n.a.	South of Circle R Building and adjacent to town-owned parcel slated for future transit station; potential for redevelopment when paired with town parcel planned for multi-family housing
6	R6834612	144904013	WEBER FAMILY TRUST	Commercial Land	0.14	$100,000	$27,000	0.0%	n.a.	Parcel located adjacent to Post Office; unsure if leased by postal service; potential catalyst property
7	R8339221	144905002	SPATIOTEMPORAL INVESTMENT GROUP, LLC	Mini-Storage	0.05	$142,280	$38,420	50.8%	106 MOFFAT AVE	Building in severe state of disrepair; potential catalyst property although Historical Society has expressed interest as a location to expand their exhibit and storage space
8 *	R6837068	128000001	LONGS ROAD RANCH, LLC	Restaurant	0.19	$238,620	$64,430	53.8%	107 - 109 MOFFAT AVE	Interior design in south part; looks to be used for lodging in north part
9	R6836430	144903009	ENOLIA LLC	Retail	0.14	$278,830	$75,280	57.2%	116 W MAIN ST	Adjacent to Bonfiglio's; empty large building
10a	R6838482	111900001	HORNOR, KENT ALAN	Residential Single Family	0.62	$642,340	$40,150	77.7%	426 WILLOW BND	Property has potential as a redevelopment site
10b	R6837597	111811007	HORNOR, KENT ALAN	Vacant Land - Residential	0.54	$190,160	$11,890	31.6%	422 WILLOW BND	Potential assemblage with 10a
10c	R6838483	111900002	SCHOEBERLEIN, ANDREW MARK	Residential Single Family	0.45	$465,180	$29,070	69.3%	510 WILLOW BND	Potential assemblage with 10a and 10b
11	R8172145	278400001	KAYAK FACTORY	Dispensary	0.73	$1,584,550	$427,830	79.3%	240 ARTHUR AVE	Former dispensary; proposed future use 18 homes; potential for a mix of uses including industrial live-work
12	R8180667	316800001	TOWN OF OAK CREEK	Vacant Land - Commercial	5.67	$583,300	($157,490)	0.0%	745 E JEFFERSON AVE	
13a	R4832227	111810011	ROSSI, L. DEAN & JAMES LEE	Mobile Home Park	0.84	$343,750	$21,480	0.0%	516 WILLOW BND	
13b	R8167765	951320006	ROSSI, L. DEAN & JAMES LEE	Agricultural Land	0.04	$20,900	$1,310	0.0%	n.a.	
*	R8338750	144903008	LONGS ROAD RANCH, LLC	Residential Single Family	0.07	$230,670	$14,420	84.6%	114 W MAIN ST	Potential opportunity for swap or density enhancement
Outside Municipal Boundaries:										
14	R6509001	960052001	ROSSI RANCHES LLP	Agricultural Land	498.04	$84,090	$22,710	27.9%	n.a.	Best opportunity for future residential uses; any proposal over 5 acres will require a master plan; additional improvements could include recreational uses and connections to trails
15	R8171986	951312002	CHEVRON USA INC	Vacant Land	37.23	$193,500	$52,250	0.0%	n.a.	Potential location for industrial uses
16	R6507581	951324002	ROMICK, BETTY JANE	Residential SF on Ag	75.67	$592,060	$39,980	99.6%	24250 STATE HIGHWAY 131	
17	R5037170	960042001	PIANO, DANIEL P & SARAH A (JT)	Residential Single Family	10.00	$614,710	$38,420	84.5%	23555 STATE HIGHWAY 131	Potential assemblage with 17a and 17b
17a	R8165652	951324005	DONATO, JAMES A & INGRID MARIA (JT)	Residential Single Family	59.87	$1,293,720	$80,860	66.8%	25241 DUSTY TRL	Possible for business park similar to Aspen Business Park in Hayden
17b	R6508406	960054001	T DOUBLE J RANCH LLC	Residential SF on Ag	434.04	$98,390	$14,110	63.4%	23824 - 23840 COUNTY ROAD 502	

Source: Ricker Cunningham and Routt County Assessor's Office.

Source: Town of Oak Creek, Ricker | Cunningham and Norris Design.

- Solicit the interest of experienced developers interested in participating in a residential demonstration parcel on one or more Town-owned properties.
- Create systems supporting the use of a range of land management tactics. (See examples provided in the discussion Incentives and Partnerships below).
- Complete projects and capital investments downtown that improve its visual appeal.
- Establish local policies that facilitate a pattern of land use and development which promotes fiscal sustainability and balance.
- Review existing lease agreements with users of Town-owned property and determine if they are the highest and best use. If not, work with them to find an alternative location.
- Create a holding entity for acquired properties. Note: An urban renewal authority can fill this role.
- Consider adopting regulations that make it cost-ineffective to maintain vacant land and buildings (e.g., vacancy tax).
- Hire or contract for code enforcement and resolution services.
- Partner with financial institutions to provide no and low interest loans or grants for eligible residential and non-residential property improvements.
- Investigate the potential for establishing a home improvement program patterned after the one created by the Town of Firestone, CO in partnership with Brothers Redevelopment.

Existing circumstances related to Oak Creek's land use mix, ownership structure, and the condition of existing improvements, not only adversely impact its fiscal balance sheet, but make it difficult to accommodate service or industrial employment uses and diversify the local economy. Proactive efforts by the Town to manage its inventory of land and buildings, while necessary, will take time. As such, the sooner certain actions can be taken, the better. First among them being identification of properties, both within and beyond the municipal limits, with long-term potential to accommodate the range of business opportunities described herein. Early efforts in that regard began during the comprehensive planning process when certain criteria were defined to facilitate identification of properties and potential assemblages that could support desired investment. A list of those criteria is presented below.

WHAT KEY FACTORS AFFECT PROPERTY INVESTMENT DECISIONS?

- Presence of a market supportable investment opportunity
- Complementary zoning that allows for desired uses at necessary densities
- Potential for economic returns that outweigh possible risks
- Political and community support
- Available development | redevelopment sites
- Existing spaces that can be easily and economically adapted
- Improving or stable economic conditions
- Experienced development team
- Access to private and | or public financial resources

Opportunity Site Criteria

1. Vacant or under-utilized property with few limitations
2. Presence of a market opportunity in the near- and long-term
3. Opportunities to strengthen and link existing districts or activity centers
4. Available site with physical capacity, access to utilities, contextually compatible, access, and visibility
5. Ability to leverage existing or planned public investment
6. Physical environment including parks and open space, public improvements, etc.
7. Favorable ownership -- publicly-held properties, assemblages, and manageable number of private interests
8. Motivated seller
9. Presence of unified, energetic stakeholders
10. Upward trend in local investment
11. Presence of support entities – adjacent landowners, neighborhood associations, institutions
12. Demonstrated community need, both perceived and quantified
13. Compatibility with the character of area and ability to build on prevailing strengths
14. Advances policies and desired outcomes
15. Supported by prevailing regulations (or adaptable)
16. Financial resources available to bridge economic “gaps” if any

INCENTIVES AND PARTNERSHIPS

Another essential element of an economic development program is a comprehensive complement of incentives used to assist and advance private, non-profit, and institutional investment. With limited general fund dollars and numerous capital needs, a continuum of offerings from a variety of agencies and support organizations will be essential. Resources should be more than monetary and include workforce development programs, due diligence research, land use tactics, and actions that indirectly and directly reduce project costs and the associated risk. Whereas these activities are largely the responsibility of local governments, smaller communities with limited staff often lean on the resources and experience of individuals within outside agencies. As explained earlier, the principal entity pursuing economic development opportunities in Routt County and collaborating with local jurisdictions is the Routt County Economic Development Partnership (RCEDP). Organizations that support RCEDP’s efforts include Northwest Colorado Council of Governments, Associated Governments of Northwestern Colorado, Northwest Small Business Development Center, and Human Resource Coalition of Routt County to name a few.

In its liaison role, RCEDP works with the communities of Steamboat Springs, Hayden, Oak Creek, and Yampa, along with Routt County and State of Colorado, on a range of activities from project entitlements, job growth and industry attraction, and workforce housing development, to business promotion. The Partnership's staff advocates for capital projects that enhance the business environment and quality-of-life of its residents. Partner organizations that help finance their efforts generally fall into one of the following categories: public sector, educational, region-serving facilities, support associations, non-profit organizations, advocacy groups, and private entities. Absent from these groups, despite outreach by RCEDP, are representatives of businesses within the region's principal industries.

INCENTIVES

Incentives used for economic development purposes fall into several broad categories including assistance with site acquisition, matching grants to encourage facade and building renovations, allowances for new signs and awnings, timely entitlement processing, start-up capital, operating assistance, and business counseling. Resources are often awarded on a project-by-project basis and in different combinations depending on the type of challenges that must be overcome, magnitude of any economic gap, and potential benefit to the community. Incentives administered by RCEDP are listed below and followed by a description of each one.

- Grants (Infrastructure Assistance, Job Training and Hiring)
- Property Tax Abatement
- Colorado Enterprise Fund
- Skills Development Fund
- Skills for Small Business Program
- Colorado Data Center Incentive
- Colorado Research & Development Incentive Program
- Small Business Resources
- Colorado Capital Fund

Each of these incentives is described below.

Grants

As a Type B Corporation, the RCEDP receives revenue from a 0.5% local sales tax. Backed by a healthy fund balance, grants are available for qualified businesses to assist with the following expenses:

- Infrastructure Assistance
- Job Training and Hiring Costs

Property Tax Abatement

The Town of Oak Creek and Routt County can reduce the property tax obligations of a project's real and business personal property for up to 10 years. Local incentives are awarded on a case-by-case basis according to the type of industry, capital investment, annual payroll and number of jobs created.

Colorado Enterprise Fund

The Colorado Enterprise Fund is the State's $295 million deal-closing fund used to attract new businesses that are considering relocating to Colorado or retain existing businesses that are considering leaving the state.

Skills Development Fund

The Center for Workforce and Economic Development at Collin College partners with companies designing customized training programs and apply for grants from the Colorado Workforce Commission.

Skills for Small Business Program

Companies with fewer than 100 employees can train new workers and upgrade skills of incumbent workers with access to all credit and continuing education courses offered through Collin College. The program offers a grant of up to $1,800 per employee for each new employee being trained and $900 per employee for existing employees that are hired within the previous 12 months.

Colorado Research & Development Incentive Program

Companies engaged in research and development operations can receive a reduction in either their state sales tax or franchise tax via the Colorado Research & Development Incentive Program. The State of Colorado offers competitive incentives to companies that are creating jobs and driving innovation in Colorado.

Small Business Resources

The U.S. Small Business Administration is responsible for the delivery of SBA's many programs and services which include free counseling, financial assistance, consulting services, special loan programs, and guaranteed loans.

Colorado Capital Fund

The Colorado Capital Fund supports rural business development, retention, and expansion by providing funds for public infrastructure, real estate development, or the elimination of deteriorated conditions.

Table No. 11 below provides an overview of potential economic tools used for a range of economic development project types, including revitalization of downtown.

Table No. 11: Economic Development Incentive Programs, Policies, and Practices

Public Finance	**Development**
Local	Affordable Housing Demonstration Projects
Tax Increment Financing (Urban Renewal)	Signature Project – Brand Image
Business Improvement District (Quasi-Judicial)	Pedestrian Enhancements - Linkages
Development Fee Rebates	**Programs**
Infrastructure Cost Participation	Government Liaison – City, County, State
Sales Tax Sharing	Developer Due Diligence
Low Interest Loans | Subordination	Developer | Lender Education Seminars
Property Tax Abatement	Cultural Art Activities
Tax Exempt Financing	On-Going Communication and Outreach
Infrastructure Participation	School Programs
Façade Maintenance Loan Program	Strategic Partnerships
Predevelopment Funding Grants	Engage Elected Officials
State	Environmental Stewardship Programs
Low Income Housing Tax Credits	Business Relocation Program
Historic Rehabilitation Tax Credits	Business Recruitment | Retention
Community Development Tax	**Policies | Regulations**
Community Development Assistance	Enterprise Zone
Community Development Financial Institution	Parking District | Overlay Zone
Industrial Development Program	Regulatory Reform
Federal	Streamlined Entitlements
Federal Historic Pres. Investment Tax Credits	Design Guidelines
Community Development Block Grant (CDBG)	**Land Tactics**
Job Training Partnership Act (JTPA)	Asset Management
Economic Development Administration (EDA)	Land Donation
Private Financing	Land Write-Down
Lending Pools – Shared Risk	Transfer of Development Rights (TDR)
Community Reinvestment Act (CRA)	

Source: Ricker | Cunningham.

A comprehensive list of actual programs and sources of funding are presented in Appendix 1.

DOWNTOWN REDEVELOPMENT PRINCIPLES

A successful communitywide economic development initiative must include parallel efforts specifically focused on revitalizing the downtown area. Downtown redevelopment is not easy. It is challenging, and as such requires higher levels of analysis, planning and assistance with attracting the right type of investment and developer interest. Downtowns, while the heart of a community, is but one subset of a larger market with strengths to be capitalized on and limitations to be overcome. Those limitations, or challenges, pose unique obstacles that require equally unique solutions. Collectively, the businesses, properties, and community assets that occupy these environments have a tremendous

Redevelopment Principles

1. Make a Great Plan
   - Combine market potential with the community vision
   - Go far beyond patching problems or reacting to specific issues
   - Present a strong enough vision to motivate and enliven people to take action
2. Many, Many Projects
   - Move many projects forward
   - Projects should include public and private development programs, marketing events, etc.
   - Organize, catalog, and communicate all initiatives - public and private
3. Many, Many Stakeholders
   - Engage a broad base of participants to promote project implementation
   - Stakeholders should represent a cross-section of government, non-profit, businesses and individuals
   - Informed stakeholders will form the basis for ongoing political support and implementation
4. Committed, Ongoing Leadership
   - Purse success for the entire community
   - Strong leadership skills will encourage community respect
   - Motivate and organize stakeholders
   - Demonstrate enthusiasm
   - Communicate the vision, and measures of success
5. A Dedicated Organization
   - Provide long-term continuity and unify divergent interests
   - Support local government and align priorities
   - Communicate successes and opportunities
6. Development Standards
   - Establish and apply clear and consistent guidelines that reflect the vision
   - Encourage what is desired and prohibit what is not
   - Employ tools that are dynamic and flexible
   - Set standards high but achievable
7. Communications and Marketing
   - Communicate examples of successful implementation
   - Market continually
   - Acting as a liaison between stakeholders, projects, and the community
8. Supportive Government
   - Support achieving standards – consultation, code enforcement, and assistance
   - Continually review practices and change policies
   - Set clear goals
   - Champion change
9. Ongoing Review
   - Create dynamic plans, provide ongoing review, respond to changing conditions
   - Evaluate plans, projects, and communications – make periodic adjustments

influence on the economic well-being of not only the local jurisdiction, but the entire region. For this reason, downtown revitalization is an ongoing concern in many communities. Simply put, you are never done with downtown.

It is a widely accepted truth that early projects in any downtown environment nearly always require some level of public participation and continue to need assistance in one form or another, at least until market conditions are such that new construction can more than support itself. The range of actions proposed and presented in concert with goals and policies related to revitalization of Oak Creek's Main Street corridor were selected based on analyses conducted during the comprehensive planning process, stakeholder and leadership input, and program guidelines presented in the text box.

In summary, a comprehensive downtown redevelopment effort should include unified and committed leadership from both the public and private sectors. Support cannot be vulnerable to the failure of one project -- many projects must be underway at any given time. A variety of stakeholders should be continually engaged and encouraged to champion individual projects throughout the process. Barriers to investment must be identified early and either mitigated or eliminated, and regulations should allow for and encourage what the town wants and prohibit what it does not. And finally, successes, even minor ones, must be celebrated continually broadcast through an on-going communications strategy.

ECONOMIC DEVELOPMENT GOALS, POLICIES, AND ACTIONS

A final component of this strategy for advancing economic development priorities in Oak Creek is the design of, and commitment to, a process that keeps multiple initiatives moving forward simultaneously. The experience of similar communities has shown that maintaining a number and variety of activities is crucial to build goodwill, grow an informed constituency, provide opportunities for ongoing participation and public support, and allow special interest groups and partner organizations to play an ongoing and meaningful role. Property and business owners, developers, and financiers seek out environments with opportunities and prospects for success. Pioneering pursuits, or project concepts that are unproven in a particular market, are often deemed risky, and therefore more difficult to finance. As such, they often require the assistance of one or more public sector partners. As the adage goes, "Private investment follows public commitment." Evidence of public commitment should be found in a community's adopted goals and policies and supported by its regulations and incentives. A demonstration of Oak Creek's commitment to the economic development initiatives referenced here are reflected in the following priority goals, policies, and actions. They are a subset of a more comprehensive set of goals, policies, and actions are presented in the updated comprehensive plan document and

Appendix 2. Please note, each action is accompanied by a recommendation regarding the timing with which it should be advanced, partners that should be pursued to assist in moving it forward, and sources of funding that might be available to offset any impact on local resources expended. A comprehensive list of partner organizations, most affiliated with the county's lead economic development organization, RCEDP, are presented in Appendix 3.

Goal: Outcome.
Policy: Commitment.
Actions: How to get there.

ED GOALS

1. Diverse and Sustainable Economy (DE)
2. Improved Access and Availability of Housing (H)
3. Historic Character and Visual Appeal (VA, HC)
4. Healthy Main Street Environment (MS)
5. Fiscally Sound Land Use Mix (FI)
6. Comprehensive Offering of Financial Resources (FR)
7. Complete System of Infrastructure and Utilities (IU)
8. Region-Serving Inventory of Community Assets and Services (RE)
9. Educated and Informed Community (EC)

PRIORITY ED POLICIES AND ACTIONS

Goal 1: Diverse and Sustainable Economy (DE)

Policy: Grow presence of impact sensitive businesses which can leverage Oak Creek's and Central Routt County's natural and workforce assets. (Outdoor Recreation, Value-Added Agriculture, Creative Industries)

Actions:

- Investigate ways to monetize agricultural production (e.g., farm to table) for the benefit of operators and the Town including tapping into resources of the Community Ag Alliance. Timing: Short-Term; Partners: Routt County Economic Development Partnership (RVEDP), State of Colorado Economic Development, Community Ag Alliance, Colorado State University (CSU) Extension Program, Consultant Support; Funding Sources: Enhanced Rural Enterprise Zone, Local Meat Capacity Grants, National Institutes of Food and Agriculture.
- Use market findings from this planning effort to understand spending gaps among certain commercial categories, share these findings with existing operators, and among those they are unable to address, identify regional

operators, and solicit their interest in expanding locally. Timing: Short-Term; Partners: Town Staff; Funding Sources: Enhanced Rural Enterprise Zone.

Policy: Provide a range of resources and services to foster economic stability and resilience for business and industry.

Actions:

- Establish a program to help agricultural operators become Federal Drug Administration (FDA) certified and therefore be able to have their goods sold in commercial settings. Timing: Short-Term; Partners: Routt County Economic Development Partnership (RVEDP), State of Colorado Economic Development, Community Ag Alliance, Small Business Development Center, Colorado State University (CSU) Extension Program, Consultant Support; Funding Sources: Enhanced Rural Enterprise Zone, United States Department of Agriculture Tech Assistance.

Policy: Adopt codes and standards that provide greater certainty for existing and new businesses.

- Conduct a regulatory audit to ensure the intentions of this plan regarding existing and new businesses are supported. Timing: Short-Term; Partners: Consultant Support; Funding Sources: Local Planning Capacity Grant Program.

Policy: Establish a business infrastructure attractive to operators within the targeted industries.

Actions:

- Analyze existing town-owned sites for their potential to support businesses within the targeted industry groups. Timing: Short-Term; Partners: Town Staff, RCEDP, Consultant Support (If necessary.); Funding Sources: Enterprise Zone Funds.
- Expand the list with opportunity sites identified during the planning process and reach out to property owners regarding their investment or disposition plans. Timing: Short-Term and On-Going; Partners: Town Staff, Consultant Support (if necessary); Funding Sources: Enhanced Rural Enterprise Zone.

Goal 2: Improved Access and Availability of Housing (H) (See Housing Element of the Comprehensive Plan for similar housing related intentions.)

Policy: Grow and diversify the area's housing stock while protecting existing neighborhoods and preserving natural resources.

Actions:

- Research programs and resources available through governmental and institutional entities that offset extraordinary project costs, ensure quality levels, and minimize investor risk. Timing: Short-Term; Partners: Town Staff, Housing Manager, DOLA, Brothers Redevelopment, Consultant Support;

Funding Sources: Colorado Housing and Finance Authority Grant, DOLA, NWCCOG Loan Fund for Innovative Housing Opportunities Incentive Grants.

- Investigate the appropriateness of different strategies to support development affordable and workforce housing such as inclusionary zoning, deed restrictions, alternative building materials, density and setback allowances, and public – private partnerships. Timing: Short-Term; Partners: Town Staff, Housing Manager, DOLA, Brothers Redevelopment, Consultant Support; Funding Sources: Colorado Housing and Finance Authority Grant, DOLA, NWCCOG Loan Fund for Innovative Housing Opportunities Incentive Grants.

Policy: Develop an economic development infrastructure that supports stabilizing and growing the Town's housing inventory.

Actions:

- Create a housing rehabilitation program with financial resources (grants and low interest loans) and access to professionals able to assist with life-safety improvements and building enhancements.[4] (See Firestone, CO example in the Appendix.) Timing: Short-Term; Partners: Town Staff, Housing Manager, DOLA, Brothers Redevelopment, Consultant Support; Funding Sources: Colorado Housing and Finance Authority Grant, DOLA, NWCCOG Loan Fund for Innovative Housing Opportunities Incentive Grants.
- Continually pursue federal, state, and regional resources funding to advance housing objectives and minimize investor risk. Timing: Short-Term; Partners: Town Staff, Housing Manager, DOLA, Brothers Redevelopment, Consultant Support; Funding Sources: Colorado Housing and Finance Authority Grant, DOLA, NWCCOG Loan Fund for Innovative Housing Opportunities Incentive Grants.

Goal 3: Historic Character and Visual Appeal (VA, HC)

Policy: Enhance the community's visitor experience.

Actions:

- Solicit participation by area residents and entities "invested" in the community's future to assist older citizens and support organizations with minor home improvements and maintenance projects (e.g., shoveling snow "snow angels"). Timing: Short-Term; Partners: Town Staff, Housing Manager, DOLA, RCEDP, OEDIT; Funding Sources: Volunteer time, Rural Jump-Start Program.

[4] Note: Unlike many mountain-rural communities located in the vicinity of destination resorts, housing vacancies in Oak Creek are more a biproduct of obsolescence than part-time occupancy.

Goal 6: Comprehensive Offering of Financial Resources (FR)

Policy: Assist private sector investors and development partners interested in advancing community objectives overcome economic challenges.

Actions:

- Investigate creating an urban renewal district downtown to offset any economic gaps associated with pioneering development concepts. Note: Urban renewal is also a proven resource to assist with flood mitigation improvements. Timing: Short-Term; Partners: Town Staff, Federal Government, Department of Housing and Urban Development (HUD), Consultant Support; Funding Sources: Community Development Block Grant (CDBG), Local Planning Capacity Grant, and More Housing NOW Energy and Mineral Impact Assessment Fund (EIAF) – Department of Local Affairs (DOLA), AGNC Grant.
- Research and identify potential special districts that can be established to provide funding for improvements, maintenance, marketing, etc. such as utility districts, tax increment reinvestment zones, enterprise zones, public improvement districts or something similar. Timing: Short-Term; Partners: Town Staff, RCEDP, NWCCOG, DOLA, Consultant Support; Funding Sources: DOLA – Local Planning and Capacity Grant Program.

Policy: Provide resources and assistance to existing owners and operators suffering from increased costs associated with operating a business, particularly in mountain rural and remote locations.

Actions:

- Solicit participation among regional financial institutions in a loan pool (or community fund to be managed by a CDFI) (see Appendix for description), the resources of which would be distributed to area residents and businesses in the form of grants, low interest loans, or a monetary match, to advance objectives of this Plan and the Economic Development Strategy. Timing: Short-Term; Partners: Town Staff, RCEDP, Northwest Colorado Council of Governments (NCCOG), Associated Governments of Northwestern Colorado (AGNC), Northwest Small Business Development Center, Consultant Support (if necessary.); Funding Sources: Enterprise Community Loan Fund – OEDIT, Staff time.

Policy: Develop policies, processes and programs, including economic incentives, which are clear and consistently applied by a team of Town and partner economic development entities working with stakeholders and focused on attracting, retaining and expanding business.

Actions:

- Prepare an incentive policy with criteria and possible level of assistance to ensure a variety of tools appropriate for different situations (fee waivers,

grants, loan programs, tax abatements, property acquisition, tax increment financing, etc.) are available. Timing: Short-Term; Partners: RCEDP, DOLA, Consultant Support; Funding Sources: DOLA - Local Planning Capacity Grant Program.

Goal 8: Region-Serving Inventory of Community Assets and Services (RE)

Policy: Establish regionalism as a long-term community objective, particularly in the context of facility development and deployment of services.

Actions:

- Become familiar with work being conducted for the Routt County ED Partnership regarding the allocation of resources (staff and monetary) to ensure consistent messaging and access to services and facilities. Timing: Short-Term; Partners: RCEDP, Town Staff, Consultant Support; Funding Sources: Town Staff time.

Goal 9: Educated and Informed Community (EC)

Policy: Provide citizens, business interests, other stakeholders, and regional partners with information regarding Town priorities and activities.

Actions:

- (Dashboard Reports) Establish a community communications plan including a series of easy-to-understand reports (or newsletters) on a range of topics such as the following:
  - Benefits and impacts of tourism
  - Feasibility of historic preservation
  - Housing challenges, opportunities, and strategies
  - Role of public art in community development
  - Available business assistance resources
  - Progress advancing recommendations of this Plan and the Economic Development Strategy; and
  - Others.

  Timing: Short-Term; Partners: RCEDP, Northwest, Small Business Development Center, NCCOG, AGNC, Steamboat Creates, Oak Creek Historic Society, Historic Colorado, Rural Health Information Hub, DOLA, Consultant Support; Funding Sources: Volunteer Hours.

APPENDICES

APPENDIX 1: FUNDING MECHANISMS AND RESOURCES

AFFORDABLE HOUSING AND PRESERVATION

- Historic Preservation Investment Tax Credit (Federal)
- Northwest Colorado Council of Governments Loan Fund (NWCCOG) (Innovative Housing Opportunities Incentive Grants)
- Colorado Housing and Finance Authority Tax Credit (CHFA)
- Colorado Housing and Finance Authority Historic Rehabilitation Tax Credit (CHFA)
- Historic Preservation Tax Credit (DOLA)
- Community Development Financial Institutions (CDFIs)
- Enterprise Denver Regional Transit-Oriented Development Fund (CDFI)
- Mercy Loan Fund (CDFI)
- Colorado Magnet Funds (CMFs) (CDFI)
- Impact Development Fund (CDFI)
- Enterprise Community Loan Fund (CDFI)
- Housing Planning Grant Program (DOLA)
- Community Development Block Grant (CDBG) (OEDIT)
- More Housing NOW Energy and Mineral Impact Assessment Fund (EIAF) (to upgrade and upsize to incent affordable housing) (DOLA)
- Equity Program Loans (Prop 123)
- Local Planning Capacity Grant Program (DOLA)
- Urban Renewal Authority (URA) (Local)
- Special District (Local)

COMMUNITY PROGRAMS AND FACILITIES, AND REAL ESTATE ASSISTANCE

- Office of Clean Energy Demonstration Projects (energy resilience, availability, and environmental protection from adverse impacts of energy generation)
- Energy Improvements in Rural or Remote Areas (See above.)
- Clean Energy Demonstrations on Current and Former Mine Land (Department of Energy) (demonstrate technical and economic viability of carrying out clean energy on former mine land)
- Community Wildfire Defense Grant Program for At-Risk Communities (USDA) (plan for and reduce risk of wildfire)
- Brownfields (EPA) (clean up)
- Enterprise Community Loan Fund (CDFI)
- Enterprise Denver Regional Transit-Oriented Development Fund (CDFI)
- Impact Development Fund (CDFI)
- Community Development Block Grant (CDBG)
- Opportunity Zone Program (OEDIT)
- Location Neutral Employment Community Marketing Grant (OEDIT)
- Comprehensive Economic Development Strategy (CEDS)

- Colorado Opportunity Zone Program (OEDIT)
- Enterprise Zone Vacant Commercial Building Rehabilitation Tax Credit (OEDIT)
- Enhanced Rural Enterprise Zone (OEDIT)
- Rural Health Information Hub (State)
- Colorado Water Funding Opportunities (State)
- Concessionary Debt Program (CHFA)
- Emerging and Expanding Childcare Grant (CDHS)
- Community Development Act (CDA) Funds | Loan Pool (Local, Regional)
- Partners in the Outdoors (Colorado Parks and Wildlife) (support sustainable outdoor recreation)
- Regional Partnership Initiative Grants (Colorado Parks and Wildlife Colorado) (recreation and conservation)
- Colorado State Outdoor Recreation Grant Program (OREC)
- Outdoor Recreation Industry Impact Fund (ORIF)
- Colorado Recovery Assistance for Tourism (CRAFT) (OEDIT)
- AGNC Grants (Regional)
- Northwest Colorado Council of Governments Loan Fund (NWCCOG)
- Northwest Colorado Council of Governments Loan Fund (NWCCOG) (Colorado Community Revitalization Grant)
- Community Builders (MWCCOG)
- Region 10 Grant Resources (Regional)
- Urban Renewal Authority (URA) (Local)
- Special District (Local)
- Business Improvement District (BID) (Local)

UTILITIES, INFRASTRUCTURE, NATURAL RESOURCES

- National Rural Transportation Assistance Program (Federal Transit Administration)
- Training and TA for Rural, Small, and Tribal Wastewater Systems (Environmental Protection Agency)
- Bridge Investment Program (Federal Highway Administration)
- Advanced Transportation Technologies and Innovative Mobility Deployment (Federal Highway Administration) (safety, mobility, efficiency, infrastructure)
- Rebuilding America's Infrastructure with Sustainability and Equity (Office of the Secretary of Transportation) (surface transportation)
- Conservation TA (United States Department of Agriculture) (tech assistance to farmers and ranchers regarding how to conserve, maintain, and restore natural resources)
- Safe Streets and Roads for All (Department of Transportation) (safe street design)
- Wildlife Crossings Pilot Program (Federal Highway Administration) (reduce wildlife-vehicle collisions and improve habitat connectivity)

- Rural Surface Transportation Grant Program (Department of Transportation) (highway, bridge, tunnel projects)
- Clean School Bus Program (Environmental Protection Agency) (replace school buses with buses that are clean or zero emission)
- Joint Chiefs Landscape Restoration Partnership Program (USDA) (reduce wildfire risk, protect water quality and supply)
- Grid Hardening for Small and Remote Communities Grants (Colorado Energy Office)
- Advanced Monitoring Grants (Colorado Energy Office)
- Community Funding Partnership (Colorado River District)
- Public Building Electrification Grants (Colorado Energy Office)

BUSINESS START UPS

- Minority Business Development Agency (Federal)
- Enterprise Zone New Employee Tax Credit (OEDIT)
- Community Development Block Grant (CDBG) (OEDIT)
- Colorado Startup Loan Fund (OEDIT)
- Rural Jump-Start Program (OEDIT) (Routt County Economic Development Partnership, Colorado Northwestern Community College)
- Northwest Colorado Council of Governments Loan Fund (NWCCOG)

EXISTING BUSINESS

- Minority Business Development Agency (Federal)
- Small Business Growth Grant (National Association for the Self Employed) (NASE)
- Job Training Partnership Act (JTPA)
- Increasing Land, Capital, and Market Access Program (Farm Service Agency)
- From Learning to Leading: Cultivating the Next Generation of Diverse Food and Agriculture (National Institutes of Food and Agriculture)
- Building Training and Assessment Centers (Department of Energy) (energy efficiency construction workforce development)
- Local Meat Capacity Grants (MCap) (United States Department of Agriculture) (rendering or processing equipment, facility upgrades, etc.)
- Regional Conservation Partnership Program (USDA) (conservation of ag land)
- Assistance and Support for Underserved Farmers, Ranchers, and Foresters (EPA) (financial assistance to producers that have experienced discrimination in USDA's farm lending programs)
- Cash Collateral Program (CHFA)
- Enterprise Zone Investment Tax Credit (OEDIT)
- Historic Preservation Tax Credit (DOLA)
- Advanced Industry Accelerator Grant (OEDIT)

- Community Development Block Grant (CDBG) (OEDIT)
- Enterprise Zone Investment Tax Credit (OEDIT)
- Enterprise Zone Job Training Tax Credit (OEDIT)
- Colorado Department of Agriculture (State)
- Regional Food Business Center Business Builder (USDA and CSU) (farm and food businesses)
- Rural Jumpstart Skill Advance (OEDIT)
- Workforce Resilience Program (Colorado Community College System) (CCCS) (OEDIT)
- Amber Grants for Women (Women's Net) (woman owned business)
- Fearless Fund (the Fearless Foundation) (small business)
- Resilient Food Systems Infrastructure (RFSI) Program Grants (Colorado Department of Agriculture) (farms and small food retailers)
- Small Food Business Recovery & Resilience Grants (Colorado Department of Agriculture) (farms and small food retailers)
- Climate Resiliency Challenge. Energy and Mineral Impact Assessment Fund (EIAF) Grants (DOLA)
- Mainstreet LIVE. Energy and Mineral Impact Assessment Fund (EIAF) (main street infrastructure)
- Office of Just Transition Community Assistance Grants (OEDIT) (main street businesses)
- NextGen Ag Leadership Grants (Colorado Department of Agriculture)
- Small Business Preservation Program (OEDIT)
- Northwest Colorado Council of Governments Loan Fund (NWCCOG) (Economic Development Administration) (Travel, Tourism, Outdoor Recreation, Creative Industries)

APPENDIX 2: COMPLETE LIST OF ECONOMIC DEVELOPMENT GOALS, POLICIES AND ACTIONS

ED GOALS

1. Diverse and Sustainable Economy (DE)
2. Improved Access and Availability of Housing (H)
3. Historic Character and Visual Appeal (VA, HC)
4. Healthy Main Street Environment (MS)
5. Fiscally Sound Land Use Mix (FI)
6. Comprehensive Offering of Financial Resources (FR)
7. Complete System of Infrastructure and Utilities (IU)
8. Region-Serving Inventory of Community Assets and Services (RE)
9. Educated and Informed Community (EC)

ED POLICIES AND ACTIONS

Goal 1: Diverse and Sustainable Economy (DE)

Policy: Grow presence of impact sensitive businesses which can leverage Oak Creek's and Central Routt County's natural and workforce assets. (Outdoor Recreation, Value-Added Agriculture, Creative Industries)

Actions:

- Promote tourism (heritage)[5] and extreme sports opportunities in the area while protecting outdoor recreation. Timing: Ongoing; Partners: Routt County Economic Development Partnership (RCEDP), State of Colorado Economic Development, US Forest Service, Staff, Consultant Support; Funding Sources: Rural Business Investment Program, Energy Mineral Impact Assistance Fund Grant, (DOLA) Local Community Funds, Restore Colorado, Fishing Is Fun.
- Investigate ways to monetize agricultural production (e.g., farm to table) for the benefit of operators and the Town including tapping into resources of the Community Ag Alliance. Timing: Short-Term; Partners: Routt County Economic Development Partnership (RVEDP), State of Colorado Economic Development, Community Ag Alliance, Colorado State University (CSU) Extension Program, Consultant Support; Funding Sources: Enhanced Rural Enterprise Zone, Local Meat Capacity Grants, National Institutes of Food and Agriculture.
- Contact communities with similar objectives to better understand the opportunities and challenges (e.g., Boulder). Timing: Short-Term; Partners: Routt County Economic Development Partnership (RCEDP), Staff, Consultant Support; Funding Sources: Rural Business Investment Program, Energy Mineral

[5] Heritage tourism is the practice of traveling to places that have historical, cultural, or natural significance, and learning about the past, traditions, customs, and values of a particular region.

Impact Assistance Fund Grant, (DOLA) Local Community Funds.

- Identify cottage industries supporting food production, nutrition, health and wellness, and related industries. Timing: Short-Term; Partners: Routt County Economic Development Partnership (RCEDP), State of Colorado Economic Development, Community Ag Alliance, Colorado State University (CSU) Extension Program, Northwest Colorado Council of Governments, Associated Governments of Northwestern Colorado, Steamboat Creates, Main Street Steamboat Springs, Young Professional Network, Staff, Consultant Support; Funding Sources: Rural Business Investment Program, Energy Mineral Impact Assistance Fund Grant, (DOLA) Local Community Funds, Colorado Creative Districts.
- Use market findings from this planning effort to understand spending gaps among certain commercial categories, share these findings with existing operators, and among those they are unable to address, identify regional operators, and solicit their interest in expanding locally. Timing: Short-Term; Partners: Town Staff; Funding Sources: Enhanced Rural Enterprise Zone.
- Meet with representatives from the medical center and health industry to understand potential voids in vendor businesses, and spin-off opportunities. Timing: Mid-Term; Partners: Routt County Economic Development Partnership (RCEDP), State of Colorado Economic Development, Yampa Valley Medical Center and Foundation (UC Health), Consultant Support; Funding Sources: Rural Hospital Stabilization Program, Rural Business Investment Program, Energy Mineral Impact Assistance Fund Grant, (DOLA) Local Community Funds.
- Conduct a communitywide survey of citizens and occupational enterprises to understand the Town's existing supply of entrepreneurial and tradecraft businesses by type. Timing: Short-Term; Partners: Routt County Economic Development Partnership (RCEDP), Northwest Colorado Council of Governments, Associated Governments of Northwestern Colorado, Steamboat Creates, Main Street Steamboat Springs, Young Professional Network, Staff, Consultant Support; Funding Sources: Rural Business Investment Program, Energy | Mineral Impact Assistance Fund Grant, (DOLA) Local Community Funds, Local Economy Lab.

Policy: Provide a range of resources and services to foster economic stability and resilience for business and industry.

Actions:

- Establish a program to help agricultural operators become Federal Drug Administration (FDA) certified and therefore be able to have their goods sold in commercial settings. Timing: Short-Term; Partners: Routt County Economic Development Partnership (RVEDP), State of Colorado Economic Development,

Community Ag Alliance, Small Business Development Center, Colorado State University (CSU) Extension Program, Consultant Support; Funding Sources: Enhanced Rural Enterprise Zone, United States Department of Agriculture Tech Assistance.

- Ensure home-grown and entrepreneurial businesses can move through certification processes without obstacles. Timing: Short-Term; Partners: Staff, Community Ag Alliance, Colorado State University (CSU) Extension Program, Consultant Support; Funding Sources: Rural Business Investment Program, Energy | Mineral Impact Assistance Fund Grant, (DOLA) Local Community Funds, Local Economy Lab.
- Contact Steamboat's art community regarding the potential to expand their presence in Central and South Routt County. Timing: Short-Term; Partners: Steamboat Creates, Young Professional Network, Main Street Steamboat Springs, Staff; Funding Sources: Rural Business Investment Program, (DOLA) Local Community Funds, Colorado Creative Districts.

Policy: Adopt codes and standards that provide greater certainty for existing and new businesses.

- Conduct a regulatory audit to ensure the intentions of this plan regarding existing and new businesses are supported. Timing: Short-Term; Partners: Staff, Consultant Support; Funding Sources: (DOLA) Local Planning Capacity Grant Program.
- Balance flexibility and certainty when considering land use applications and product design until all codes and standards have been updated. Timing: Short-Term; Partners: Staff, Consultant Support, Local Officials; Funding Sources: (DOLA) Local Planning Capacity Grant Program, Northwest Loan Program, Fast Track Development Review Incentive.
- Streamline development review and approval processes for small and priority projects including life safety improvements and minor alterations. Timing: Short-Term; Partners: Staff; Funding Sources: (DOLA) Local Planning Capacity Grant Program, Northwest Loan Program, Fast Track Development Review Incentive.
- Ensure home occupations are allowed within all residential zoning districts provided their lighting, parking, noise, hours of operation, outdoor and on-site storage, signage, floor area ratio, number of employees and number and timing of deliveries do not detrimentally impact adjacent properties or residents. Timing: Short-Term; Partners: Staff, Consultant Support; Funding Sources: (DOLA) Local Planning Capacity Grant Program, Northwest Loan Program, Fast Track Development Review Incentive.
- Investigate the feasibility of a legacy code which benefits those businesses

with a storied history in Oak Creek. Timing: Short-Term; Partners: Staff, Consultant Support, Local Officials; Funding Sources: Town Staff Time.

- Solicit Routt County to amend existing sign restrictions, allowing for directional signage along SH131. Timing: Short-Term; Partners: Staff; Funding Sources: Town Staff Time.

Policy: Establish a business infrastructure attractive to operators within the targeted industries.

Actions:

- Provide business ready sites and buildings including (industrial, incubator, maker, small-scale art studio, and teaching spaces, as well as artist live-work). Timing: Mid-Term; Partners: Rural Business Investment Program, Energy Mineral Impact Assistance Fund Grant, (DOLA) Local Community Funds, Colorado Creative Districts; Funding Sources: Land Acquisition Program, Business and Industry Loan Guarantees, Community Facilities Guaranteed Loan Program, Northwest Catalyst Capital, Community Development Block Grants.
- Analyze existing town-owned sites for their potential to support businesses within the targeted industry groups. Timing: Short-Term; Partners: Town Staff, RCEDP, Consultant Support (If necessary.); Funding Sources: Enterprise Zone Funds.
- Expand the list with opportunity sites identified during the planning process and reach out to property owners regarding their investment or disposition plans. Timing: Short-Term and On-Going; Partners: Town Staff, Consultant Support (if necessary); Funding Sources: Enhanced Rural Enterprise Zone.
- Engage a professional with design experience to prepare a range of building plans and process entitlements. Timing: Mid-Term; Partners: Consultant Support; Funding Sources: Land Acquisition Program, Business and Industry Loan Guarantees, Community Facilities Guaranteed Loan Program, Northwest Catalyst Capital, Community Development Block Grants.
- Investigate the feasibility of financing construction of business ready building shells on sites with near-term investment potential (vacant or with adaptable improvements). Timing: Short-Term; Partners: Consultant Support; Funding Sources: Land Acquisition Program, Business and Industry Loan Guarantees, Community Facilities Guaranteed Loan Program, Northwest Catalyst Capital, Community Development Block Grants.
- Partner with corporate interests to create demonstration projects (residential and non-residential). Timing: Mid-Term; Partners: Staff; Funding Sources: Land Acquisition Program, Business and Industry Loan Guarantees, Community Facilities Guaranteed Loan Program, Northwest Catalyst Capital, Community Development Block Grants.

- Coordinate with the Routt County Economic Development Partnership (RCEDP) marketing and promotion of available sites and buildings. Timing: Ongoing; Partners: Staff; Funding Sources: Opportunity Zone Program (State), Land Acquisition Program, Business and Industry Loan Guarantees, Community Facilities Guaranteed Loan Program, Northwest Catalyst Capital.
- Conduct additional due diligence regarding the viability of the Chevron property to host industrial live-work space for artists. Timing: Mid-Term; Partners: Consultant Support; Funding Sources: Land Acquisition Program, Business and Industry Loan Guarantees, Community Facilities Guaranteed Loan Program, Northwest Catalyst Capital, Community Development Block Grants.
- If during the due diligence process, environmental contaminants are detected, pursue federal and state brownfield resources to proactively finance its cleanup prior to soliciting investor interest. Timing: Short-Term; Partners: Staff, Consultant Support; Funding Sources: Brownfields Programs (Federal).

Policy: Support existing businesses and their efforts to maintain a local presence.

Actions:

- Conduct a survey of existing businesses soliciting input regarding their impressions and experience with establishing and operating a business in Oak Creek (e.g., licensing, marketing, leasing, etc.). Timing: Short-Term; Partners: Partners: Staff, Consultant Support; Funding Sources: Land Acquisition Program, Business and Industry Loan Guarantees, Community Facilities Guaranteed Loan Program, Northwest Catalyst Capital, Community Development Block Grants.
- Share insights regarding support services and operators that could complement existing business and industries with RCEDP, and other entities engaged in promoting the area. Timing: Short-Term; Partners: Staff, Consultant Support; Funding Sources: Land Acquisition Program, Business and Industry Loan Guarantees, Community Facilities Guaranteed Loan Program, Northwest Catalyst Capital, Community Development Block Grants.
- Provide incentives and make available other resources to businesses either wanting to expand or at-risk of relocating. Timing: Mid-Term; Partners: Staff, Consultant Support, Officials; Funding Sources: Land Acquisition Program, Business and Industry Loan Guarantees, Northwest Catalyst Capital, Community Development Block Grants.
- Work with institutions of higher education to leverage the area's "entrepreneurship capital" in the form of retired business owners and executives to grow its numbers and train the next generation of makers and operators. Timing: Mid-Term; Partners: Routt County Economic Development Partnership (RCEDP), Colorado State University (CSU) Extension Program,

Staff, Local Officials; Funding Sources: Business and Industry Loan Guarantees, Northwest Catalyst Capital, Community Development Block Grants.

Goal 2: Improved Access and Availability of Housing (H) (See Housing Element of the Comprehensive Plan for similar housing related intentions.)

Policy: Grow and diversify the area's housing stock while protecting existing neighborhoods and preserving natural resources.

Actions:

- Encourage (with incentives including streamlined entitlements, fee and or rate reductions, and others) a clustered residential development pattern for projects with multiple units to ensure view corridors are maintained, and utilities and services are delivered efficiently and effectively. Timing: Short-Term; Partners: Staff; Funding Sources: Housing Planning Grant Program, (DOLA) Local Planning Capacity Grant Program, Northwest Loan Program, Fast Track Development Review Incentive.
- Ensure future code amendments include allowances for a range of affordable, workforce, and other housing products, use of different building materials, and legal structure with which they are allowed to be owned, operated and transferred. Timing: Short-Term; Partners: Staff, Consultant Support; Funding Sources: Housing Planning Grant Program, (DOLA) Local Planning Capacity Grant Program, Northwest Loan Program, Fast Track Development Review Incentive.
- Investigate the appropriateness of different strategies to support development affordable and workforce housing such as inclusionary zoning, deed restrictions, alternative building materials, density and setback allowances, and public – private partnerships. Timing: Short-Term; Partners: Town Staff, Housing Manager, DOLA, Brothers Redevelopment, Consultant Support; Funding Sources: Colorado Housing and Finance Authority Grant, DOLA, NWCCOG Loan Fund for Innovative Housing Opportunities Incentive Grants.
- Investigate the feasibility of acquiring one or both RV Parks to ensure they remain affordable in perpetuity for area residents. (See description of State program in the Appendix.) Timing: Short-Term; Partners: State of Colorado Economic Development, Department of Local Affairs (DOLA); Funding Sources: Land Acquisition Program, Business and Industry Loan Guarantees, Northwest Catalyst Capital, Community Development Block Grants, Housing Planning Grant Program.
- Share market information prepared during this planning effort regarding demand for housing with property owners and development interests to demonstrate support for a greater diversity of product types at different price

points and rent levels. Timing: Short-Term; Partners: Staff; Funding Sources: Housing Planning Grant Program, (DOLA) Local Planning Capacity Grant Program, Northwest Loan Program, Fast Track Development Review Incentive.

- Investigate the appropriateness of different strategies to support development affordable and workforce housing such as inclusionary zoning, deed restrictions, alternative building materials, density and setback allowances, and public – private partnerships. Timing: Short-Term; Partners: Town Staff, Housing Manager, DOLA, Brothers Redevelopment, Consultant Support; Funding Sources: Housing Planning Grant Program, Colorado Housing and Finance Authority Grant, DOLA, NWCCOG Loan Fund for Innovative Housing Opportunities Incentive Grants.

Policy: Establish partnerships to facilitate restoration of existing and construction of new housing products.

Actions:

- Identify and pursue housing developers with a proven track record and experience working in rural mountain climates. Timing: Mid-Term; Partners: Staff, Consultant Support; Funding Sources: Housing Planning Grant Program, (DOLA) Local Planning Capacity Grant Program, Northwest Loan Program.
- Solicit their interest either through direct outreach or formal solicitation process. Timing: Mid-Term; Partners: Staff, Consultant Support; Funding Sources: Housing Planning Grant Program, (DOLA) Local Planning Capacity Grant Program, Northwest Loan Program, Fast Track Development Review Incentive.
- Partner with corporate and individual interests to create demonstration projects of different housing product types (cottage, tiny home, co-housing, others). Timing: Mid-Term; Partners: Routt County Economic Development Partnership (RCEDP), Staff, Consultant Support; Funding Sources: Housing Planning Grant Program, (DOLA) Local Planning Capacity Grant Program, Northwest Loan Program, Fast Track Development Review Incentive.
- Coordinate with region-serving and area institutional operators (e.g., medical center, school district, forest service) to understand the housing challenges their employees face, potential monetary resources, and any obstacles. Timing: Short-Term; Partners: Staff, Consultant Support; Funding Sources: Housing Planning Grant Program, (DOLA) Local Planning Capacity Grant Program, Northwest Loan Program, Rural Hospital Stabilization Program.
- Research programs throughout Colorado and in other states that used high school, trade school, and community college students and instructors to support local businesses and operators (e.g., Breckenridge and Oconomowoc, WI High School Tiny Home Programs, Idaho's Student Harvesting Assistance

Program). Timing: Short-Term; Partners: Staff, Consultant Support; Funding Sources: Community Impact Program, Community Development Block Grants, Community Funding Partnership, Local Community Funding Grant (DOLA).

Policy: Develop an economic development infrastructure that supports stabilizing and growing the Town's housing inventory.

Actions:

- Coordinate with the Town's housing manager to understand the condition of existing housing units to understand the magnitude of deficiencies and necessary resources. Timing: Short-Term; Partners: Housing Manager; Funding Sources: Housing Planning Grant Program, (DOLA) Local Planning Capacity Grant Program, Northwest Loan Program, Fast Track Development Review Incentive.
- Create a housing rehabilitation program with financial resources (grants and low interest loans) and access to professionals able to assist with life-safety improvements and building enhancements.[6] (See Firestone, CO example in the Appendix.) Timing: Short-Term; Partners: Town Staff, Housing Manager, DOLA, Brothers Redevelopment, Consultant Support; Funding Sources: Colorado Housing and Finance Authority Grant, DOLA, NWCCOG Loan Fund for Innovative Housing Opportunities Incentive Grants. (See Firestone, CO example in the Appendix.)
- Streamline development review and approval processes for small and priority projects including life safety improvements and affordable housing. Timing: Short-Term; Partners: Housing Manager; Funding Sources: Fast Track Development Review Incentive, Housing Planning Grant Program, (DOLA) Local Planning Capacity Grant Program, Northwest Loan Program.
- Ensure the newly formed South Routt Housing Authority maintains a legal structure that allows for access to a range of resources (public, private, and institutional) for a variety of housing types, and which supports different tactics to acquire, position, and dispose of property (e.g., Community Development Corporations and Housing Trusts). Timing: Short-Term; Partners: Housing Manager, Local Officials; Funding Sources: Town Staff Time.
- Continually pursue federal, state, and regional resources funding to advance housing objectives and minimize investor risk. Timing: Short-Term; Partners: Town Staff, Housing Manager, DOLA, Brothers Redevelopment, Consultant Support; Funding Sources: Colorado Housing and Finance Authority Grant, DOLA, NWCCOG Loan Fund for Innovative Housing Opportunities Incentive

[6] Note: Unlike many mountain-rural communities located in the vicinity of destination resorts, housing vacancies in Oak Creek are more a biproduct of obsolescence than part-time occupancy.

Grants.

Goal 3: Historic Character and Visual Appeal (VA, HC)

Policy: Establish a comprehensive plan for community improvements including landscaping and beautification programs, code enforcement, and special incentives including subsidized site improvements, and private participation in area cleanup efforts.

Actions:

- Establish design standards for key corridors (e.g., Main Street) in keeping with the community's western heritage and small-town scale. Timing: Mid-Term; Partners: Consultant Support; Funding Sources: Revitalizing Main Streets: Resiliency Grant Program, Community Development Block Grants.
- Protect and enhance those attributes of the community that are unique to Oak Creek and valued by existing and future populations (e.g., Oak Creek Greenway) through code restrictions and priority capital expenditures. Timing: Ongoing; Partners: Staff, Local Officials; Funding Sources: Community Development Block Grants, Community Facilities Guaranteed Loan Program.

Policy: Develop recognizable gateways at key entry points to the community and continue throughout the community.

Actions:

- Complete gateway improvements that are "balanced" and consistent on both the east and west sides, and which communicate a single entrance rather than two separate development areas. Timing: Mid-Term; Partners: Consultant Support; Funding Sources: Community Development Block Grants, Community Facilities Guaranteed Loan Program.
- Prioritize quality-of-life attributes and enhancements, balancing growth with community and individual well-being and preservation of the natural environment. Timing: Ongoing; Partners: Local Officials; Funding Sources: Town Staff Time.
- Work with Routt County to limit (or restrict) ridgeline development in future growth areas. Timing: Short-Term; Partners: Staff, Local Officials; Funding Sources: Town Staff Time.

Policy: Enhance the community's visitor experience.

Actions:

- Encourage businesses to work in the community which support use of the area's natural resources including local outfitting groups and recreational guides. Timing: Short-Term; Partners: Routt County Economic Development Partnership (RCEDP); Funding Sources: Rural Business Investment Program, Energy Mineral Impact Assistance Fund Grant, (DOLA) Local Community Funds.

- Balance the community's desire for historic preservation with development economics. Timing: Ongoing; Partners: Staff, Consultant Support, Local Officials; Funding Sources: n.a.
- Solicit participation by area residents and entities "invested" in the community's future to assist older citizens and support organizations with minor home improvements and maintenance projects (e.g., shoveling snow "snow angels"). Timing: Short-Term; Partners: Town Staff, Housing Manager, DOLA, RCEDP, OEDIT; Funding Sources: Volunteer time, Rural Jump-Start Program.

Goal 4: Healthy Main Street Environment (MS)

Policy: Provide technical, organizational, informational, marketing, and physical support to area businesses.

Policy: Ensure code amendments reflect best practices from Main Street America and similar organizations that understand nuances associated with operating businesses in a downtown environment.

Actions:

- Identify key elements of a successful downtown environment including outdoor seating associated with food service businesses, food trucks, ample parking, and alley treatments. Timing: Mid-Term; Partners: Staff, Consultant Support; Funding Sources: Revitalizing Main Streets: Resiliency Grant Program, Community Development Block Grants.
- Consider development of a downtown boardwalk concept as a means of attracting main street businesses and pursuing unique funding opportunities. Timing: Mid-Term; Partners: Staff, Consultant Support; Funding Sources: Revitalizing Main Streets: Resiliency Grant Program, Community Development Block Grants.
- Maintain commercial frontage along critical roadways including along Main Street. Timing: Ongoing; Partners: Staff, Local Officials; Funding Sources: Town Staff Time
- Ensure the downtown district allows for integrated land uses and appropriate densities. Timing: Ongoing; Partners: Staff, Local Officials; Funding Sources: Town Staff Time.
- Work with Routt County to discourage (or restrict) commercial development in unincorporated areas or outside Tier 1 communities. Timing: Short-Term; Partners: Staff, Local Officials; Funding Sources: Town Staff Time.

Policy: Prepare a marketing plan for Main Street based on information regarding investment opportunities identified in the context of this planning effort.

Actions:

- Identify businesses within missing and complimentary commercial business categories with potential for investment downtown. Timing: Short-Term; Partners: Staff, Consultant Support; Funding Sources: Revitalizing Main Streets: Resiliency Grant Program, Community Development Block Grants.
- Establish a moniker for the downtown district that can be consistently used and which will serve to identify the area as a destination in the region. Timing: Mid-Term; Partners: Consultant Support; Funding Sources: Revitalizing Main Streets: Resiliency Grant Program, Community Development Block Grants.
- Maintain active contact within the town business community to understand potential concerns and capitalize on opportunities to improve conditions, access, its visual appearance, and town regulations. Timing: Ongoing; Partners: Staff; Funding Sources: Town Staff Time.

Policy: Prioritize capital improvements in the downtown district that serve to stabilize the operating environment, enhance its visual appeal, and encourage an extended visitor experience.

Actions:

- Develop a system of downtown gathering spaces for events including a farmers' market, festivals, and community events. Timing: Mid-Term; Partners: Consultant Support; Funding Sources: Revitalizing Main Streets: Resiliency Grant Program, Community Development Block Grants.
- Complete roadway improvements in the downtown area, including the provision of shared parking facilities, dust mitigation on yet to be improved roadways, lighting, and sidewalk enhancements appropriate for seasonal weather conditions. Timing: Short-Term; Partners: Consultant Support; Funding Sources: Revitalizing Main Streets: Resiliency Grant Program, Community Development Block Grants, Energy | Mineral Impact Assistance Fund Grant, Raise | Build Infrastructure Grants, Public Works and Economic Adjustment Assistance, Safe Streets and Roads for All.

Goal 5: Fiscally Sound Land Use Mix (FI)

Policy: Broaden and diversify the Town's tax base, shifting the tax burden away from residential properties to those that typically produce more revenue than they cost municipalities.

Actions:

- Encourage investment in a range of land uses including restaurants and retail stores, commercial service businesses tourism-related and specialty retail, along with a mix and balance of housing types at all income levels, and industrial by engaging with developers, sharing due diligence materials from this planning process, and where necessary providing incentives. Timing:

Ongoing; Partners: Staff, Consultant Support, Local Officials; Funding Sources: Revitalizing Main Streets: Resiliency Grant Program, Community Development Block Grants.

- Educate the community about the connection between its land use mix, fiscal health, and provision of public amenities and services. Timing: Ongoing; Partners: Staff, Consultant Support; Funding Sources: Revitalizing Main Streets: Resiliency Grant Program, Community Development Block Grants.

Policy: Maintain an understanding of the fiscal impact of all new property investment projects, annexations, and rezonings.

Actions:

- Develop a comprehensive check list for use evaluating development proposals and zoning applications for consistency with the plan's principles and guidance. Timing: Short-Term; Partners: Staff; Funding Sources: Town Staff Time.
- Consider land use requests and development proposals in the context of their fiscal impact, not just procedural compliance. Timing: Ongoing; Partners: Staff, Local Officials; Funding Sources: Town Staff Time.
- Establish local policies and implement a plan that facilitates a pattern of land use and development which promotes fiscal sustainability and balance. Timing: Short-Term; Partners: Staff, Local Officials; Funding Sources: Town Staff Time.
- Periodically (e.g., annually) monitor the Town's real estate products and land use mix to ensure consistency with intended development patterns. Timing: Ongoing; Partners: Staff, Consultant Support, Local Officials; Funding Sources: Community Development Block Grants.
- Monitor real estate market conditions and engage the "delivery system"[7] periodically (e.g., quarterly) to share information and insights. Timing: Ongoing; Partners: Staff, Consultant Support; Funding Sources: Revitalizing Main Streets: Resiliency Grant Program, Community Development Block Grants.
- Adopt an annexation policy that favors infill development and monitors fiscal impacts. Timing: Short-Term; Partners: Staff, Consultant Support, Local Officials; Funding Sources: Town Staff Time.
- Encourage annexation strategically positioned properties to accommodate businesses and industries identified in the plan and this Town of Oak Creek 2026 Economic Development Strategy. Timing: Ongoing; Partners: Staff, Local

[7] "Delivery System" refers to any entity, public or private, that affects the delivery of a product to the market. This can include property owners, developers, lenders, investors, neighborhood groups, regulatory agencies, etc.

Officials; Funding Sources: Town Staff Time.

Policy: If deemed fiscally prudent to do so, promote the preservation of existing buildings and facilities, residential and non-residential.

Actions:

- Dedicate resources for improvements that eliminate health and safety concerns in both residential and non-residential structures. Timing: Short-Term; Partners: Staff, Local Officials; Funding Sources: Single Family Housing Repair Loans and Grants, Housing Planning Grant, Multifamily Housing Loan Guarantee Program, Community Development Block Grants.
- Adopt regulations that make it cost-ineffective to maintain, rather than improve, vacant land and buildings. Timing: Short-Term; Partners: Staff, Local Officials; Funding Sources: Town Staff Time.
- Hire or contract for code enforcement and resolution services. Timing: Short-Term; Partners: Staff; Funding Sources: Single Family Housing Repair Loans and Grants, Housing Planning Grant, Multifamily Housing Loan Guarantee Program, Community Development Block Grants.
- Partner with financial institutions to provide no and low interest loans or grants for eligible home and property owners. (See loan pool discussion below.) Timing: Short-Term; Partners: Routt County Economic Development Partnership (RCEDP), Mountain Valley Bank, Staff, Consultant Support; Funding Sources: Town Staff Time.
- Proactively reach out to property owners regarding their near- and long-term investment intentions and support their efforts. Timing: Short-Term; Partners: Staff; Funding Sources: Town Staff Time.
- Secure funding to assist owners of property and businesses with investment and reinvestment. Timing: Mid-Term; Partners: Routt County Economic Development Partnership (RCEDP), Staff, Consultant Support; Funding Sources: Rural Business Investment Program, Energy Mineral Impact Assistance Fund Grant, (DOLA) Local Community Funds.

Policy: Manage the Town's real estate assets (land and buildings) to improve its fiscal balance sheet.

Actions:

- Establish a holding entity that can manage the acquisition, positioning (entitling) and sale of strategic parcels for desired investment. Timing: Mid-Term; Partners: Staff; Funding Sources: Rural Business Investment Program, Energy Mineral Impact Assistance Fund Grant, (DOLA) Local Community Funds.
- If possible, use the same holding entity to manage income-restricted housing units. If not, either form a new or expand on an existing organization to fill this role. Timing: Mid-Term; Partners: Staff; Funding Sources: Town Staff Time.

- Use a range of tools and tactics to acquire and manage properties and inform development partners. Timing: Ongoing; Partners: Staff; Funding Sources: Land Acquisition Program, Business and Industry Loan Guarantees, Community Facilities Guaranteed Loan Program, Northwest Catalyst Capital, Community Development Block Grants.
- Use the Town's real estate assets to leverage desired investment in businesses and industries. Timing: Ongoing; Partners: Staff, Local Officials; Funding Sources: Town Staff Time.
- Preserve land best suited for commercial and industrial uses (including within newly annexed areas) to protect Oak Creek's potential for an expanded tax and employment base. Timing: Ongoing; Partners: Staff, Local Officials; Funding Sources: Town Staff Time.
- Adopt criteria to evaluate requests by public, private, institutional, and non-profit entities to lease existing town-owned space. Timing: Short-Term; Partners: Staff, Local Officials; Funding Sources: Town Staff Time.
- Identify parcels capable of supporting a range of land uses (non-residential and residential) and work with the existing owners to have them rezoned (if necessary) and | or classified for these purposes. Timing: Ongoing; Partners: Staff, Local Officials; Funding Sources: Town Staff Time.
- Consider the strategic acquisition (or future acquisition) of parcels both within and beyond the town boundaries for desired development and redevelopment consistent with expressed objectives.[8] Timing: Ongoing; Partners: Staff, Local Officials; Funding Sources: Land Acquisition Program, Business and Industry Loan Guarantees, Community Facilities Guaranteed Loan Program, Northwest Catalyst Capital, Community Development Block Grants.
- Assist private owners with positioning their properties for partnership opportunities and investment or completing improvements that advance the vision and objectives of this Plan. Timing: Ongoing; Partners: Staff, Consultant Support; Funding Sources: Town Staff Time.
- Share market information prepared in the context of this Plan with property and business owners for their information and use securing funding for future investment projects. Timing: Short-Term; Partners: Staff; Funding Sources: Town Staff Time
- Continually investigate the potential to trade (or swap) parcels between public and private entities to ensure desired investment occurs on strategically

[8] If the town lacks the resources or the existing owner is not currently interested in selling, consider an interim solution such as purchasing a right-of-first refusal for when the property does become available.

located parcels. Timing: Ongoing; Partners: Staff, Local Officials; Funding Sources: Town Staff Time.

Goal 6: Comprehensive Offering of Financial Resources (FR)

Policy: Assist private sector investors and development partners interested in advancing community objectives overcome economic challenges.

Actions:

- Investigate creating an urban renewal district downtown to offset any economic gaps associated with pioneering development concepts. Note: Urban renewal is also a proven resource to assist with flood mitigation improvements. Timing: Short-Term; Partners: Town Staff, Federal Government, Department of Housing and Urban Development (HUD), Consultant Support; Funding Sources: Community Development Block Grant (CDBG), Local Planning Capacity Grant, and More Housing NOW Energy and Mineral Impact Assessment Fund (EIAF) – Department of Local Affairs (DOLA), AGNC Grant.
- Secure resources to offset extraordinary costs associated with design or building standards or regulations. Timing: Short-Term; Partners: Staff, Consultant Support; Funding Sources: Urban Renewal Authority, Northwest Catalyst Capital, Community Development Block Grants.
- Research and identify potential special districts that can be established to provide funding for improvements, maintenance, marketing, etc. such as utility districts, tax increment reinvestment zones, enterprise zones, public improvement districts or something similar. Timing: Short-Term; Partners: Town Staff, RCEDP, NWCCOG, DOLA, Consultant Support; Funding Sources: DOLA – Local Planning and Capacity Grant Program.
- Make available resources with a monetary benefit to businesses seeking to locate or expand including, but not limited to waiving fees, expediting development review processes, employing public-private financing mechanisms, and | or applying for development | redevelopment grants. Timing: Mid-Term; Partners: Staff, Local Officials; Funding Sources: Urban Renewal Authority, Northwest Catalyst Capital, Community Development Block Grants.
- Provide financial assistance and | or incentives for strategically located parcels to develop or redevelop, recognizing their benefits to the community may be secondary and tertiary (e.g., cultivate community identity, anchor neighborhoods, diversify the Town's balance sheet, or provide public amenities). Timing: Mid-Term; Partners: Staff, Local Officials; Funding Sources: Urban Renewal Authority, Northwest Catalyst Capital, Community Development Block Grants.

Policy: Provide resources and assistance to existing owners and operators suffering from increased costs associated with operating a business, particularly in mountain rural and remote locations.

Actions:

- Provide access to creative sources of capital for businesses. Timing: Ongoing; Partners: Staff, Local Officials; Funding Sources: Urban Renewal Authority, Rural Business Investment Program, Energy Mineral Impact Assistance Fund Grant, (DOLA) Local Community Funds, Community Development Block Grants.
- Ensure incentives offered to businesses are based upon the level of benefit to the Town and the principle of sharing future revenue from the development rather than pledging existing general revenue funds. Timing: Ongoing; Partners: Staff, Local Officials; Funding Sources: Town Staff Time.
- Assist the School District with pursuing supplemental dollars and programs to offset extraordinary expenses and needs associated with pre-school, daycare, and before and after childcare programs. Timing: Short-Term; Partners: Routt County Economic Development Partnership (RCEDP), Staff; Funding Sources: Community Development Block Grants.
- Solicit participation among regional financial institutions in a loan pool (or community fund to be managed by a CDFI) (see Appendix for description), the resources of which would be distributed to area residents and businesses in the form of grants, low interest loans, or a monetary match, to advance objectives of this Plan and the Economic Development Strategy. Timing: Short-Term; Partners: Town Staff, RCEDP, Northwest Colorado Council of Governments (NCCOG), Associated Governments of Northwestern Colorado (AGNC), Northwest Small Business Development Center, Consultant Support (if necessary.); Funding Sources: Enterprise Community Loan Fund – OEDIT, Staff time.

Policy: Develop policies, processes and programs, including economic incentives, which are clear and consistently applied by a team of Town and partner economic development entities working with stakeholders and focused on attracting, retaining and expanding business.

Actions:

- Prepare an incentive policy with criteria and possible level of assistance to ensure a variety of tools appropriate for different situations (fee waivers, grants, loan programs, tax abatements, property acquisition, tax increment financing, etc.) are available. Timing: Short-Term; Partners: RCEDP, DOLA, Consultant Support; Funding Sources: DOLA - Local Planning Capacity Grant Program.

- Initiate and support efforts to obtain outside funds for economic development, including grants, which would result in attracting independently owned and operated retail businesses, as well as niche retailers desired by local residents. Timing: Short-Term; Partners: Staff, Consultant Support; Funding Sources: Town Staff Time.
- Evaluate (and if necessary, modify) existing incentive offerings to ensure the judicious use of municipal resources. Timing: Short-Term; Partners: Staff; Funding Sources: Town Staff Time.

Goal 7: Complete System of Infrastructure and Utilities (IU)

Policy: Acknowledge input received during this planning process that requested an emphasis on roadway improvements and a connected community. (See the Transportation, Infrastructure and Services Chapter for more detail regarding similar goals and activities.)

Actions:

- Develop regional trails connecting Oak Creek to other communities in Central and South Routt County (Stagecoach, Phippsburg, Yampa), as well as regional amenities, and centers of activity. Timing: Mid-Term; Partners: Intergovernmental Agreement with Regional Public Sector Entities; Funding Sources: Rebuilding America's Infrastructure with Sustainability and Equity, National Rural Transportation Assistance Program (Federal Highway Administration).
- Within its municipal boundaries, provide for non-vehicular and vehicular access from residential neighborhoods to key activity nodes. Timing: Mid-Term; Partners: Local Officials; Funding Sources: Rebuilding America's Infrastructure with Sustainability and Equity, National Rural Transportation Assistance Program (Federal Highway Administration).
- Increase participation in state and regional transportation initiatives, particularly those seeking to expand transit services (rail, ski train, bus) throughout Central and South Routt County. Timing: Mid-Term; Partners: Local Officials; Funding Sources: Town Staff Time.
- Continue to pursue high speed passenger rail service as a long-term objective for the community and county. Timing: Short-Term; Partners: Staff, Consultant Support; Funding Sources: Colorado Department of Transportation, Northwest Transportation Planning Region, Multimodal Mobility Grant Program.

Policy: Demonstrate public commitment through investment in essential infrastructure and services.

Actions:

- Establish a program to fund capital expenditures that improve conditions and

enhance the community's appearance. Timing: Mid-Term; Partners: Staff; Funding Sources: Urban Renewal Authority.

- Eliminate any obstacle to private investment including extraordinary costs associated with offsite improvements. Timing: Ongoing; Partners: Staff, Local Officials; Funding Sources: Urban Renewal Authority.

Policy: Prioritize infrastructure improvements that support a sustainable economy while also protecting the quality of residents' lives.

Actions:

- Establish criteria for Town capital investments considering ability to leverage desired private development, economic return to the community (direct and indirect), life-cycle costs, etc. Timing: Short-Term; Partners: Staff, Local Officials; Funding Sources: Town Staff Time.
- Continually monitor water storage capacity and quality levels. Note: As Colorado continues to struggle through periods of droughts and floods, the Town should place the highest prioritization on developing and protecting Oak Creek and other water resources as the community grows. Timing: Ongoing; Partners: Staff; Funding Sources: Town Staff Time.
- Advance priority capital improvement plans that address the infrastructure required to accommodate both existing and future needs (e.g., Rocky Meadow easement expansion) Timing: Short-Term; Partners: Local Officials; Funding Sources: Town Staff Time.
- Support development of sustainable utilities such as wind, solar, and geothermal and promote Oak Creek as a potential demonstration community for new technology. Timing: Ongoing; Partners: Local Officials; Funding Sources: Rural Energy for America Program (REAP), Energy | Mineral Impact Assistance Grant Program, Colorado Energy Office.
- Support access to infrastructure necessary to accommodate future growth of housing and industries (e.g., water, wastewater, power, communications, roads). Timing: Ongoing; Partners: Staff, Local Officials; Funding Sources: Community Development Block Grants, Local Planning Capacity Grant, Rural Business Investment Program, Energy | Mineral Impact Assistance Fund Grant, (DOLA) Local Community Funds, Local Economy Lab.
- Prepare a strategy to finance acquisition of all utilities and related resources from private entities (e.g., Rich Ditch near Oak Creek Reservoir) Timing: Ongoing; Partners: Staff, Consultant Support, Local Officials; Funding Sources: Community Development Block Grants, Local Planning Capacity Grant, Rural Business Investment Program, Energy | Mineral Impact Assistance Fund Grant, (DOLA) Local Community Funds, Local Economy Lab.

Goal 8: Region-Serving Inventory of Community Assets and Services (RE)

Policy: Establish regionalism as a long-term community objective, particularly in the context of facility development and deployment of services.

Actions:

- Support preparation of a facilities and services master plan to identity existing voids, duplications, and opportunities. Timing: Mid-Term; Partners: Intergovernmental Agreement with Regional Public Sector Entities; Funding Sources: Community Development Block Grants, Local Planning Capacity Grant, Rural Business Investment Program, Energy | Mineral Impact Assistance Fund Grant, (DOLA) Local Community Funds, Local Economy Lab.
- Pursue funding and partnerships to finance improvements identified by residents in existing plans and surveys (e.g., 2014 Recreation Master Plan, Greenway Plan). Timing: Short-Term; Partners: Staff, Consultant Support; Funding Sources: Community Funding Partnership, Community Development Block Grants, Local Planning Capacity Grant, Rural Business Investment Program, Energy | Mineral Impact Assistance Fund Grant, Local Economy Lab.
- Solicit counties in the region to encourage corporate participation in funding public amenities (e.g., ice rink, multi-use recreation facility) and implementing priority improvements during the review and entitlement process. Timing: Short-Term; Partners: Staff, Local Officials; Funding Sources: Town Staff Time.
- Explore opportunities to partner with area business support organizations including the South Routt School District (District) and US Forest Service to increase training opportunities for individuals in trades that support the local economy. Timing: Short-Term; Partners: Northwest Small Business Development Center, Human Resource Coalition of Routt County, Staff; Funding Sources: Small Business Growth Grant, Community Development Block Grants, Rural Jump-Start Program.
- Work with the School District on their facilities planning initiative and continue to encourage an ongoing presence in Oak Creek and equitable distribution of facilities within its peer communities. Timing: Short-Term; Partners: Staff; Funding Sources: Routt County Economic Development Partnership (RCRDP), Northwest Colorado Council of Governments (NCCG), Associated Governments of Northwestern Colorado (AGNC).
- Support the School District's efforts to grow their list of student offerings, and in so doing make SOROCO schools an attractive alternative to those in Steamboat Springs. Timing: Short-Term; Partners: Timing: Short-Term; Partners: Staff, Local Officials; Funding Sources: Routt County Economic Development Partnership (RCRDP), Northwest Colorado Council of

Governments (NCCG), Associated Governments of Northwestern Colorado (AGNC).

- Become familiar with work being conducted for the Routt County ED Partnership regarding the allocation of resources (staff and monetary) to ensure consistent messaging and access to services and facilities. Timing: Short-Term; Partners: RCEDP, Town Staff, Consultant Support; Funding Sources: Town Staff time.
- Work with districts in the area to create a Parts Library of building, tools, and sports equipment, and solicit sponsorship and donations from businesses and corporations. Timing: Mid-Term; Partners: Staff; Funding Sources: Routt County Economic Development Partnership (RCRDP), Northwest Colorado Council of Governments (NCCG), Associated Governments of Northwestern Colorado (AGNC).

Goal 9: Educated and Informed Community (EC)

Policy: Provide citizens, business interests, other stakeholders, and regional partners with information regarding Town priorities and activities.

Actions:

- Grow awareness of Oak Creek and its natural and manmade assets by working with regional and state partners, including organizations that promote and support the target industry groups such as heritage tourism. Timing: Mid-Term; Partners: Routt County Economic Development Partnership (RCEDP), Northwest Colorado Council of Governments (NCCG), Associated Governments of Northwestern Colorado (AGNC), Staff; Funding Sources: Town Staff Time.
- (Dashboard Reports) Establish a community communications plan including a series of easy-to-understand reports (or newsletters) on a range of topics such as the following:
  - Benefits and impacts of tourism
  - Feasibility of historic preservation
  - Housing challenges, opportunities, and strategies
  - Role of public art in community development
  - Available business assistance resources
  - Progress advancing recommendations of this Plan and the Economic Development Strategy; and
  - Others.

  Timing: Short-Term; Partners: RCEDP, Northwest, Small Business Development Center, NCCOG, AGNC, Steamboat Creates, Oak Creek Historic Society, Historic Colorado, Rural Health Information Hub, DOLA, Consultant Support; Funding Sources: Volunteer Hours.

Policy: Align marketing efforts and messaging regarding Oak Creek's offerings and objectives.

Actions:

- Develop a marketing program and materials highlighting area businesses and offerings that can be shared with visitors and investment interests. Timing: Mid-Term; Partners: Consultant Support; Funding Sources: Routt County Economic Development Partnership (RCRDP), Northwest Colorado Council of Governments (NCCG), Associated Governments of Northwestern Colorado (AGNC), Energy Mineral Impact Assistance Fund Grant, (DOLA) Local Community Funds.
- Commission preparation of materials that communicate Oak Creek's authenticity, unique history, and reasons to visit. Timing: Mid-Term; Partners: Consultant Support; Funding Sources: Routt County Economic Development Partnership (RCRDP), Northwest Colorado Council of Governments (NCCG), Associated Governments of Northwestern Colorado (AGNC), Energy Mineral Impact Assistance Fund Grant, (DOLA) Local Community Funds.
- Share this and other information about the community's vision for the future with local, county, regional, and state entities. Timing: Mid-Term; Partners: Consultant Support; Funding Sources: Routt County Economic Development Partnership (RCRDP), Northwest Colorado Council of Governments (NCCG), Associated Governments of Northwestern Colorado (AGNC), Energy Mineral Impact Assistance Fund Grant, (DOLA) Local Community Funds.
- Reach out to area news services, (e.g. Steamboat Pilot, Colorado Sun, radio) about expanding their coverage of local initiatives and events. Timing: Mid-Term; Partners: Consultant Support; Funding Sources: Town Staff Hours.
- Promote the Town's lower land and operating costs compared to some Tier 1 communities in Routt County. Timing: Mid-Term; Partners: Consultant Support; Funding Sources: n.a.

APPENDIX 3: RCEDP PARTNER ORGANIZATIONS

Routt County
City of Steamboat Springs
Town of Hayden
Town of Oak Creek
Town of Yampa
State of Colorado

Colorado Mountain College
Colorado State University Extension

Yampa Valley Regional Airport
Yampa Valley Medical Center and Foundation (UC Health)

Northwest Colorado Council of Governments
Associated Governments of Northwestern Colorado
Northwest Small Business Development Center
Human Resource Coalition of Routt County
Steamboat Chamber of Commerce

Young Professional Network
Steamboat Creates
Yampa Valley Sustainability Council
Yampa Valley Community Foundation
Yampa Valley Electric Association
United Way of the Yampa Valley
Community Agriculture Alliance
Main Street Steamboat Springs

Steamboat Ski Resort
Pinnacle Economic Research Group
Mountain Valley Bank
Mountain West Insurance
Town Hall Outdoor Co.

The Yampa Valley Outdoor Recreation Coalition, a local trade group dedicated to outdoor recreation, convenes regularly to address the challenges and prospects confronting businesses. Through these gatherings, they foster cooperation and exemplify the spirit of support that characterizes our close-knit community.

Partnerships with the Oak Creek Independent School District, the Alamo Colleges Greater Oak Creek Center, Schreiner University, major employers, and local and regional lenders should continue to be encouraged to support the matching of skilled workers with local job opportunities. Such partnerships also play an important part in attracting new businesses to the Town.

CSU Extension
Community College (see John's comments on notes page)
Elementary and High School
SOROCO Administrative Offices
Soroco High School
Soroco Middle School
South Routt Elementary School
South Routt Early Learning Center
Bus Barn
Training Facilities

LEGEND

Utilization and Proposed Uses

- Vacant
- Under Developed
- Established
- Civic/ Governement
- Proposed Residential
- Light Industrial/ Service Commercial
- Existing Park
- Proposed Park

Encumbrances and Overlays

- Conservation
- Creek Corridor
- Railroad
- Floodway

Lines

- Town of Oak Creek
- Future Growth Boundary
- Railroad
- CDOT
- Lot
- County Parcels

Icons

- Future Potential Transit Station Location

AREAS

1. Downtown
2. Rollestone Acres
3. Tramway
4. Oak Creek
5. Rossi Meadow
6. Southeast Gateway

SCREENING CRITERIA

1. Vacant or underutilized
2. Low Basis (Limited, if any debt)
3. Few if any tenants with short leases
4. Public or willing seller
5. Adequate size and shape for market-supported concept
6. Physically unconstrained
7. Building densities will preserve view corridors
8. Access to utilities and infrastructure
9. Eligible for supplemental funding resources (e.g., Special District)
10. Proposed development concept compatible with surrounding uses
11. Market supportable development concept
12. Improvements contribute to fiscal balance

131
OAK CREEK
WATER TREATMENT
OAK CREEK MOUNTAIN PARK
4TH STREET
3RD STREET
2ND STREET
1ST STREET
LINCOLN AVE
GRANT AVE
MAIN STREET
USPS
RAILROAD
NANCY CRAWFORD BLVD
GRANDVIEW AVE
CARBON AVE
ICE RINK
ARTHUR AVE
BELL AVE
OAK STREET
DECKER PARK
SOROCO MIDDLE & HIGH SCHOOL
CEMETERY
WILLIAMS STREET
SHARP AVE
VIRGINIA STREET
MOFFAT AVE
HIGHLAND STREET
TOWN MAINTENANCE & OFFICE
OAK RIDGE CIR
OAK CREEK
1
2
3
4
5
6

Notes: information sourced from County GIS, USGS, FEMA, Google and data provided by the client and is accurate to the best possible knowledge of the team. Norris design is not responsible for errors or omissions from incomplete data sets provided by others.

NORTH

0' 200' 400' 800'

SCALE 1" = 400'

APPENDIX 4

Community Engagement Summary

OAK CREEK COMPREHENSIVE PLAN COMMUNITY ENGAGEMENT SUMMARY

Phase 1 – Information and Community Input Gathering

Phase 1 of the Oak Creek Comprehensive Plan Update included a robust community outreach process that included multiple contact points with the Steering Committee, Town Board, Planning Commission, and the community, with the goal of providing a variety of methods and opportunities for gathering community input. The following tools and events were incorporated into the outreach process:

- Kickoff meeting with Town Staff, Planning Commission and Town Council – 1/23/25
- Monthly Steering Committee meetings
- Community Kickoff Events – Open House at Town Hall on 4/8/25, and Community Conversation at Sweet Pine Café on 4/9/25
- Online Community Survey – available from 4/15/25 – 5/21/25
    - 127 responses received
- Focus Group Meetings on 5/14/25 and 5/15/25 on the following topics:
    - Community Identity
    - Land Use & Housing
    - Economic Development
    - Transportation & Infrastructure
    - Natural Resources, Parks & Recreation

Each of these input-gathering methods was used to collect substantial information that helped the team identify key issues to be addressed in the Plan update. A summary of the key findings is provided below.

Strengths – *What is working well?*

- Residents appreciate the small town feel of Oak Creek. There is a sense of a close knit, caring community and crime rates are low.
- The natural scenic beauty of the Town is an important asset.
- There is easy access to outdoor recreation opportunities.
- Residents are proud of the historic character of the Town, in particular Main Street.

Challenges – *What challenges exist?*

- There is an abundance of abandoned buildings and unmaintained properties throughout Town.
- The cost of housing in the Town is high, which makes it difficult for the workforce to obtain housing.
- Potential impacts from future regional growth and development need to be evaluated and incorporated into Town planning, including the Colorado Mountain Rail line and anticipated development within the Stagecoach Tier 2 Growth Area (*note this is also a potential Opportunity*).

Opportunities – *What resources can we leverage to support Town goals?*

- Future regional growth and development, including extension of the Colorado Mountain Rail line from Denver to Craig and developments within the Stagecoach Tier 2 Growth Area.
- Infill development opportunities on vacant and underutilized properties within Town
- Implementation of the Greenway Plan along Oak Creek

Key Themes and Priority Topics – Big Ideas

The following key themes and priorities were identified through Phase 1 and serve as the 'big ideas' upon which the Comprehensive Plan update was developed. Town Board and Planning Commission input was requested on these concepts, to further inform the plan development process.

1. **Community Vision, Identity, and Character**
    a. Define the Town's character and focus on preserving it.
    b. Address the physical condition of the Town through clean ups and beautification efforts, by focusing on abandoned buildings and unmaintained properties and through code enforcement.
    c. Enhance community health and wellness and make Oak Creek a regional destination for Community Health and Wellness services.
        i. Capitalize on existing assets like the South Routt Medical Center and the South Routt Community Center.
        ii. Work with the South Routt Recreation District to improve/enhance parks and recreation amenities.
        iii. Emphasize local food and agriculture through Farmer's Markets.
    d. Expand existing cultural activities and community gatherings.
2. **Land Use**
    a. Prioritize infill development within the Town.
        i. Focus growth in Town where there is existing infrastructure before growing outward and expanding Town boundaries.
        ii. Focus on existing and underutilized residential properties as infill opportunities.
    b. Be mindful of the Stagecoach Tier 2 Growth Area and the impact that future developments may have on the Town so that such developments can have a positive impact on Oak Creek and not a negative impact.
    c. Integrate land use and economic development by considering the fiscal impacts of land use decisions.
        i. Map land uses by tax generation per acre.
        ii. Balance revenues and expenditures – the balance between tax base and service costs needs to stay in check.
        iii. Balance residential and commercial growth as residential development is important for supporting small businesses.
        iv. Focus on developing a commercial tax base.
    d. Ensure that land use decisions fit into the Town character by considering the character, size, and scale of new developments.
    e. Prioritize parks and recreation land uses that are well-connected.
3. **Economic Development**
    a. Prioritize Main Street as the location for new businesses.

b. Create primary job opportunities.
c. Consider opportunities for light industrial spaces.
d. Identify areas for potential business park development – possibly south of Town due to size, location, and existing buffers.
e. Independent, locally owned businesses are vital to Oak Creek's character. Maintaining these businesses should be prioritized.
f. Explore the options for regulating franchise/chain business opportunities.
    i. While independent businesses should be prioritized, some retail franchise/chain business opportunities (if done in a way which fits into the Town character) may provide additional economic development opportunities for the Town.
    ii. Explore whether Oak Creek meets the criteria for franchise/chain businesses both now and with projected future growth.
g. Maintain the Town's character through size, scale, and appearance requirements for new businesses.

4. Housing

a. Increase housing options and focus on providing housing opportunities through infill development.
    i. Explore regulations and standards that will allow building small homes and small lots.
b. Prioritize addressing affordable housing needs.
c. Prioritize senior housing.
d. Increase availability of home rehabilitation programs for existing homes.

5. Transportation and Infrastructure

a. Support multimodal connections within the Town through safety improvements such as traffic calming, crosswalks, a wayfinding program, and identification of connectivity gaps.
    i. Prioritize connections to Main Street, the school, the future multimodal transit facility, greenways/trail system, the ice rink, and future improvements along Oak Creek.
b. Develop a regional transportation strategy.
    i. Evaluate both regional bus service and the Mountain Rail program, noting that regional bus connectivity will address immediate needs while the Mountain Rail program is a longer-term solution.
    ii. Identify recommended sites for a multimodal transit station.
    iii. Understand connectivity to Stagecoach to prepare for potential development in the Stagecoach Tier 2 Growth Area.
c. Work to develop funding strategies for utility and road improvements, including road paving.

6. Natural Resources, Open Space, Parks and Recreation

a. Transform Oak Creek into a community amenity.
    i. Implement the Greenway Plan.
    ii. Orient adjacent alleys towards the creek and explore how land use and economic development opportunities of adjacent properties can support activation of the Creek.
    iii. Improve trails and Safe Routes to School connections.
b. Explore opportunities for a community recreation center that would include a variety of recreation activities.

7. **Funding**
    a. Get creative with funding through an evaluation of the various funding sources and partnership opportunities (both public and private) which exist, such as transit-oriented development/transportation funding, alley activation funding sources, and funding from regional collaboration; to accomplish Comp Plan goals.

Phase II – Draft Plan Review & Feedback

During Phase II of the Comprehensive Plan update, draft sections of the plan were presented to the Steering Committee, Town Board, Planning Commission and the community for review and feedback. From May through November 2025, work completed on the Oak Creek Comprehensive Plan update included drafting of the updated Comprehensive Plan document, and several meetings to gather feedback on the Plan content from Town leaders and the community, including two Steering Committee meetings (on July 3rd and August 21st) , one joint meeting of the Town Board and Planning Commission (on July 24th), and two community outreach events (on Labor Day and September 11th). More details on the opportunities provided for community review and comment on the draft plan content are provided below.

- **July 3, 2025 – Steering Committee Meeting**
    - Reviewed and gathered Steering Committee feedback on the following Plan sections:
        - Community Vision & Goals
        - Land Use, focusing on the Future Land Use Map and supporting land use goals, policies and actions
        - Housing goals, policies and actions
        - Economic Development, focusing on key economic development issues and priorities
- **July 24, 2025 – Joint Town Board & Planning Commission Meeting**
    - Reviewed and gathered Board and Planning Commission feedback on the integrated Land Use and Economic Development Plan sections, including the Future Land Use Map and Opportunity Sites Map
- **August 21, 2025 – Steering Committee Meeting**
    - Reviewed and gathered Steering Committee feedback on the following Plan sections:
        - Transportation, Infrastructure & Services, including the Transportation Concept Plan and Capital Improvements Plan
        - Natural Resources, Parks & Open Space
        - History & Culture
- **September 1, 2025 – Labor Day Community Outreach Event**
    - Informed the community about the Comprehensive Plan update, including key themes and priorities
    - Gathered community input on draft Plan content and implementation funding priorities
- **September 11, 2025 – Community Open House #2**
    - Presented the draft Plan content for community feedback
    - Gathered community input on implementation funding priorities
- **October 1, 2025 – Joint Town Board / Planning Commission Meeting**

    - Presented the draft Three-Mile Plan and Implementation Action Plan for review and discussion at the October 1st Joint Town Board / Planning Commission meeting
- **November 19, 2025 – Town Planning Commission Meeting**
    - Presented the draft Comprehensive Plan documents for review and feedback by the Planning Commission and the public

Phase III – Final Plan Review

The final phase of the planning process involved incorporation of the feedback received on the draft plan documents into finalized planning documents for review and adoption by the Planning Commission and Town Board. The following public meetings were held during Phase III and offered additional opportunities for public review and comments on the Final Plan document, prior to Town adoption.

- **February 18, 2026 – Town Planning Commission Meeting**
    - Planning Commission review and recommendations
- **February 26, 2026 – Town Board Work Session**
    - Review final plan and Planning Commission recommendations
- **March 18 and April 15, 2026 – Planning Commission Public Hearings**
    - Review and adopt Final Plan
- **April 23, 2026 – Town Board Adoption Hearing**

APPENDIX 5

Additional Funding Information for Plan Implementation

AGNC Regional Grant Navigator Tracker
Updated 1.5.2026

ASSOCIATED GOVERNMENTS OF NORTHWEST COLORADO

** New Entries are highlighted in green.

AGNC *Grants Round-Up* Hot Deadlines

- **BUILD (Better Utilizing Investments to Leverage Development) Grant Program:** previously known as the Rebuilding American Infrastructure with Sustainability and Equity (RAISE) and Transportation Investment Generating Economic Recovery (TIGER) discretionary grants. The goal of the BUILD program is to fund projects that will have a significant local or regional impact and improve transportation infrastructure. The Minimum Award Size is $1 million for rural capital projects. Applications must be submitted online no later than 5:00 pm eastern on **February 24, 2026**. Selections are expected to be announced no later than June 28, 2026. Learn more: Better Utilizing Investments to Leverage Development
- **Innovative Local Government Workforce Solutions Grant Pilot Program** (DOLA): seeks to fund innovative approaches that help local governments build a skilled and sustainable workforce that can be replicated in other local government organizations of similar size or complexity. This program is intended to identify best practices, concepts and ideas that support local governments in developing, testing, and scaling innovative workforce strategies. This initiative addresses key operational challenges such as: Retention; Attraction; Leadership development; Organizational culture; Succession planning; Staff capacity challenges. Applications are open through **January 15, 2026**. Learn more: Innovation Local Government Workforce Solutions Grant Pilot Program
- **Tourism Management Grant** (OEDIT): provides funding for tourism-related projects that develop, enhance, or manage visitor experiences in Colorado. Funding requests up to $20,000 will be accepted and the required match is 4:1. For every $1 the qualifying grantee allocates to the project, the Colorado Tourism Office will provide $4 in matching funds up to $20,000. For example, if your total project budget is $25,000, you can request a $20,000 grant and you will need to provide the remaining $5,000 as a cash match. Eligible applicants include Colorado destination marketing organizations (DMOs) and Colorado statewide tourism industry associations. Application closes at 4 pm MST on **January 22, 2026.** Learn more: Tourism Management Grant
- **Extended Producer Responsibility Requests for Reimbursements:** Under Colorado's EPR law, service providers, including local governments, tribes, for-profit and nonprofit recycling collectors, material recovery facilities and transfer stations can be reimbursed for 100% of the net costs of the eligible recycling services they provide to Colorado residents. The program helps expand recycling access, upgrade Colorado's recycling infrastructure and educate the public on how to recycle. To inquire about reimbursement for existing services or to expand recycling programs, service providers must complete a request for reimbursement (RFR). Once basic requirements are met, providers will sign a

service agreement that outlines recycling activities, payment terms, data reporting and more. The first deadline is **January 16, 2026**. Learn more: Extended Producer Responsibility Requests for Reimbursements

- **Diversion Measurement Installation Program (CWCB)**: Water users in Colorado's Upper Colorado River Basin (Divisions 4, 5, 6, and 7) who own or use an active water right at a point of diversion and have a missing or faulty measurement device are eligible. Supports installation of measurement structures (such as flumes, weirs, or pumps) at points of diversion to increase accurate water measurement and compliance with statewide measurement rules. The program covers the full cost of design, structure, and installation with **no cost share required**. Interested users should apply even if unsure of eligibility to start the conversation. **Round One applications for Divisions 6 and 7 are due January 31; future application rounds for Divisions 4 and 5 will be available after 2026.** Learn more: Diversion Measurement Installation Program
- **Road to Zero Grant Program** (NSC): supporting innovative and promising approaches for implementing evidence-based countermeasures, supporting a Safe System approach, and performing necessary research to address traffic fatalities and serious injuries. Awards: $50,000-$200,000. **Due January 16, 2026.** Learn more: Road to Zero Grant Program
- **Community Infrastructure Center**: A new partnership between **Amalgamated Bank**, **The Milken Institute**, and **NREL** is offering over **$180 million** to help clean energy projects move forward. This includes **grants and low-interest loans** for projects that are **1.5 megawatts or smaller**—roughly the size of a community solar project or a system on a large building. This effort is focused on helping **tax-exempt organizations**—including **local governments, special districts, and nonprofits**—get access to the financing they need. The **immediate goal** is to support projects that are ready to start construction or be finished before **January 1, 2026**, but **projects at any stage of development are welcome to apply**.Learn more: Community Infrastructure Center
- **Rural Economic Development Initiative (REDI)** (DOLA): The Rural Economic Development Initiative (REDI) program is designed to help rural communities comprehensively diversify their local economy and create a more resilient Colorado. Projects that will be funded include plans, construction, programs, and capacity building. All applications must **create and retain jobs**, either direct or indirect. Projects should fall into one or more of the following categories: Job creation and retention; Capacity building; Economic resilience; Supports entrepreneurial ecosystems. All projects should be identified as a priority for the community within a comprehensive and holistic approach. The next Rural Economic Development Initiative **grant** cycle will open in **February 2026**. Learn more: Rural Economic Development Initiative.
- **The America 250 - Colorado 150 Commission**: Partnership with the Anschutz Foundation, Daniels Fund, El Pomar Foundation, Boettcher Foundation, Gates Family Foundation, and the Adolph Coors Foundation.The Commission will serve as a clearing house for organizations throughout Colorado to apply for grant funding for commemorative programs and projects. The Commission will review all proposals to determine alignment with the Commission's objectives and forward all proposals to

partner foundations. Foundations will consider the Commission's feedback but will ultimately make their own funding decisions. This $5 million includes both proposals submitted through this process and other related projects under consideration by foundations in their regular grant making over the next 18 months. Learn more: The America 250 - Colorado 150 Commission

- **Local Planning Capacity Grant Program** (DOLA): Supports local government planning departments to streamline land-use, permitting and zoning processes for affordable housing—through activities such as system upgrades, code revisions, consultant/staff support, and multi-jurisdictional collaborations. Grants typically up to $250,000, require a 20% local match. **Opens January 26, 2026 and closes February 26.** Learn more: Local Planning Capacity Grant Program

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Business & Economic Development

- **Advanced Industries Early-Stage Capital & Retention Grant** (OEDIT Advanced Industries): Colorado-based advanced-industry technology companies may apply twice per year (typically **January and July cycles**) for reimbursement grants of up to **$250,000** to **commercialize disruptive technologies** developed or manufactured in Colorado. Applicants must provide a 2:1 non-state match, meet revenue/funding caps, and show technology viability. Next deadline: **March 2026** (winter cycle). Details: **Advanced Industries Early-Stage Capital & Retention Grant**
- **Advanced Industries Export Grant** (OEDIT): Small- and medium-sized Colorado businesses in advanced industries may receive reimbursement of up to **$15,000** (50% of eligible costs) to support **export activities** like international business development, trade shows, marketing, translation, export training, and legal/compliance support. **Applications are open on a rolling basis until funds run out**. Apply at: **Advanced Industries Export Grant**
- **Rural Entrepreneur Grant** (Startup Colorado): Our grants empower rural entrepreneurs to elevate their businesses and make a lasting impact on their communities. With this financial support, you can attend business-related events, enroll in educational programs, or access technical resources that pave the way for growth and success. Our grant program is here to lighten the financial burdens of registration fees, travel expenses, or other hurdles that are standing between you and the acceleration of your business. Rolling deadlines. Learn more: Rural Entrepreneur Grant
- **Micro Grant** (History Colorado): The Micro grant supports grass-root preservation efforts. This may encompass any project type which could be applied for as a competitive grant but offers more flexible application timing for smaller-scale projects. Rolling deadlines. $10,000 max. 10% match. Learn more: History Colorado Micro Grant

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AGNC Regional Grant Navigator Tracker
Updated 1.5.2026

ChildCare

Foundations

- **El Pomar Foundation – Trustee Review Cycles:** El Pomar Foundation accepts grant applications on a rolling basis, reviewed quarterly during Trustee meetings. Applicants are encouraged to submit proposals at least 10 weeks in advance of a review date. For 2025, the remaining Trustee meetings are scheduled for **March 6**, June 18, September 18, and December 4. Learn more: https://www.elpomar.org/grant-making/
- **Hometown Grants** (T-Mobile Foundation): Local governments, tribal leaders, or nonprofit community leaders in Colorado towns with **populations under 50,000** may apply for funding to build or revitalize community spaces (e.g., parks, libraries, town squares, ball fields). Awards are made quarterly, and the application portal **closes at the end of each quarter** (reopens the first day of the new quarter). Learn more: Hometown Grants
- **Spark Good Local Grants** (Walmart Spark Good): Eligible entities: Deed-verified organizations with a Spark Good account, including nonprofit organization (c3) government entities, schools, and faith-based groups with community-wide benefit. Provides local cash grants ranging from $250 to $5,000 to support community-specific needs through an open application process. **Applications are accepted quarterly.** Learn more: Spark Good Local Grants
- **Anschutz Family Foundation**: Provides **grants** of $5,000-$10,000 for general operating or program/project requests for various program areas including community & capacity building and low-income housing, among others. Learn more: Anschutz Family Foundation
- **Nasdaq Foundation Quarterly Grant Program**: Supports work in two main areas: enhancing financial literacy and investor engagement in under-resourced communities and strengthening/scaling entrepreneurship among under-resourced or underrepresented founders. Grants typically span one year and have no fixed minimum or maximum, though the average size is ~$75,000. Proposals must be submitted through Nasdaq's online portal. **Deadline** quarterly Learn more: Nasdaq Foundation Quarterly Grant Program
- **Craigslist Charitable Fund.** Supports projects advancing animal protection, environmental sustainability, and social good initiatives. Grants generally cover no more than 30% of an organization's annual budget, though exceptions may be made. Academic institutions may allocate up to 10% for indirect costs. Applications are reviewed in quarterly cycles beginning in 2026, with decisions typically issued within two months of the close of each submission window. Funds are generally disbursed within one to two weeks of notification. Fiscal sponsorship is permitted for applicants without 501(c)(3) status. Projects submitted Nov 1, 2025 – Jan 31, 2026 will be decided by March 31, 2026. Learn more: Craigslist Charitable Fund

- **The Lawrence Foundation Grant Program**: Eligible entities U.S. public charities (501(c)(3)), public schools, or organizations with a fiscal sponsor. Supports work in the environment, human services, disaster relief, and other causes aligned with their mission. Typical awards range from $5,000 to $10,000, generally as unrestricted grants. Deadline April 30 for June awards. Learn more: The Lawrence Foundation Grant Program
- **Robert Wood Johnson Foundation**: To transform health in our lifetime, RWJF funds research and initiatives focused on achieving health equity, paving the way to a future where health is no longer a privilege, but a right. Learn more: Robert Wood Johnson Foundation

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Community Development

- **Revitalizing Main Streets: Opportunity 2 – Small Multimodal & Economic Resiliency Grant Program** (CDOT): Eligible local governments, business improvement districts, councils of governments, and colleges/universities may apply for state-funded grants (up to $250,000 per project) aimed at **improving** pedestrian, bicycle, transit, senior, and disability-friendly **safety in urban arterials or downtown main streets**. A 10% local match is required. Applications are accepted continuously, reviewed every month by CDOT; review deadlines fall on the **last Wednesday of each month**. Apply via email to cdotmainstreets@state.co.us. Learn more: Revitalizing Main Streets - Small Multimodal & Economic Resiliency Grant Program
- **Community Facilities Direct Loan & Grant Program** (USDA Rural Development): Colorado rural local governments and Tribes may apply for direct loans and grants (up to $1.5M or more) to **develop essential community facilities**—such as healthcare clinics, community centers, or housing services—supporting pre-development, construction, or renovation. The program is **open on a rolling basis**. More info: Community Facilities Direct Loan & Grant Program
- **Film Festival Support & Promotion Grant** (OEDIT/Economic Development & International Trade): Colorado festivals and educational film events may apply for sponsorship grants (typically **$2,000–$10,000**) that support **rural-based festivals** to attract tourism and economic activity across the state; eligible events must take place in Colorado and apply through OEDIT's portal. Application windows **open annually—check OEDIT website for current cycle**. More details: Film Festival Support & Promotion Grant
- **Single Family Housing Repair Loans & Grants** (USDA): USDA Rural Development provides loans and grants to very-low-income homeowners to repair, improve, or remove health and safety hazards to their homes. Application deadline: Open. Learn more: Single Family Housing Repair Loans & Grants
- **Community Impact Program** (GOCO): The Community Impact program funds the **planning and/or construction of new or upgraded parks, trails, natural areas, and other outdoor amenities**. Funding may also be used for stewardship work. $100,000 – $2,000,000 per project. This grant opportunity is highly competitive, especially for projects at the higher end of this range. GOCO may suggest a revised award amount as

needed. Concept papers due: **January 15, 2026**; Applications invited: January 30, 2026; Applications due: **March 5, 2026**; Grants awarded: June 2026. Learn more: Community Impact Program

- **Land Acquisition Program** (GOCO): The Land Acquisition program supports urban and rural landscape, waterway, and habitat protection priorities and improves outdoor access. Competitive projects consider opportunities for passive public recreation access; wildlife habitat and migration corridors; critical watersheds, waterways, and riparian ecosystems; scenic viewsheds and greenways; and open spaces, particularly those that serve disproportionately impacted communities. Eligible projects are fee-simple **land acquisitions that provide public access**. GOCO also considers conservation easements when tax credits are financially insufficient or impractical. Generally, up to $3 million per project. GOCO may suggest a revised award amount as needed. Concept papers due: January 15, 2026; Applications invited: January 30, 2026; Applications due: March 5, 2026; **Grants** awarded: June 2026. Learn more: Land Acquisition Program
- **The Pathways Program** (GOCO): The Pathways Program helps address pressing issues and opportunities through research and knowledge-building activities; data-gathering and analysis; development of tools and models; and expanding staff capacity. This program supports high-level visioning processes, equity initiatives, climate resilience efforts, and community engagement strategies that build networks and partnerships. Projects must address current issues affecting Coloradans, prioritizing proposals that consider disproportionately impacted communities and meaningfully involve community members in project design and implementation. $100,000 to $300,000 per project. However, there is no maximum. GOCO may suggest a revised award amount as needed. Concept papers due: **January 15, 2026**; Applications invited: January 30, 2026; Applications due: **March 5, 2026**; Grants awarded: June 2026. Learn more: The Pathways Program
- **Community Development Block Grant Planning and Feasibility Studies Grant (CDBG)** (DOLA): The Community Development Block Grant (CDBG) Planning and Feasibility Study Grant helps Colorado communities **plan economic development projects that create or retain permanent jobs**. The project needs to create or retain at least one full-time equivalent job per $20,000 funded. Generally, the project needs to fill at least 51% of the jobs it creates or retains with low- to moderate-income persons. This program may award up to $75,000 in grants per year. Application deadline: rolling. Learn more: Community Development Block Grant Planning and Feasibility Studies Grant
- **Transit Oriented Communities Infrastructure Grant Program** (OEDIT) - The Colorado Department of Local Affairs (DOLA), in partnership with Colorado Energy Office (CEO) and Colorado Department of Transportation (CDOT) will offer state assistance to local governments through the Transit Oriented Communities Infrastructure Grant Program (TOCI) for the purpose of **upgrading infrastructure and supporting regulated affordable housing in Transit Centers** and designated Neighborhood Centers within certified Transit-Oriented Communities.The pilot round of funding is anticipated to **open October**

27, 2025. Notices of Awards are estimated for 2026. A second funding round will be held in 2027. Learn more: Transit Oriented Communities Infrastructure Grant Program

- **Colorado Environmental Justice Grants Program**: This grant opportunity was created by the Environmental Justice Act to provide funding to communities disproportionately impacted by pollution and climate change. The Environmental Justice Advisory Board oversees the EJ Grants Program and will serve as the selection committee for the grants. You can apply for this grant if you are part of a: non-profit organization, local government, federally-recognized Tribal government, university, other educational institution, for-profit corporation, or grassroots organization. Learn more: Colorado Environmental Justice Grants Program
- **Accessory Dwelling Unit Grant Program (ADUG)** (DOLA): provides grants to certified accessory dwelling unit (ADU) Supportive Jurisdictions for activities that promote the construction of ADUs. This program awards grants directly to local governments. The next round of ADUG funding will **open on February 2, 2026, and close on February 27, 2026.** Register for the ADU Grant Program Informational Session (Wednesday, December 17 at 11 am) to learn about how the program can support your community's ADU-related goals. Learn more: Accessory Dwelling Unit Grant Program.
- **Emergency Grants** (History Colorado): Provide funding for immediate stabilization work needed when a designated resource faces imminent danger or being lost, demolished, or seriously damaged due to sudden or unexpected acts of nature such as fire, flood, hail, or human interaction such as a vehicle crash. Up to $15,000. **Rolling deadline**. Learn more: Emergency Grants.
- **Competitive Grants** (History Colorado): Provide funds for the built environment, archaeology, and education or training related to historic preservation. $50,000-$250,000. **Deadline: April 1, 2026**. Learn more: Competitive Grants
- **Historic Structure Assessment Grant** (History Colorado): Awarded for the sole purpose of preparing a report on the physical condition of a historic building or structure in accordance with a mandatory State Historical Fund assessment scope of work. Up to $15,000. **Rolling deadline**. Learn more: Historic Structure Assessment Grant
- **Community Electric Bicycle Grants** (CEO): to develop and implement e-bike deployment projects in communities across the state. Up to $25,000. On the 15th of every month until May 15, 2026. Learn more: Community Electric Bicycle Grants

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Outdoors

- **Disaster Supplemental Grant** (EDA): American communities that received major disaster declarations due to hurricanes, **wildfires**, severe storms and flooding, tornadoes, and other **natural disasters occurring in calendar years 2023 and 2024**. Deadline **March 3, 2026**. Learn more: Fiscal Year 2025 Disaster Supplemental | U.S. Economic Development Administration

- **Fishing is Fun** (CPW): The Fishing Is Fun program provides up to $700,000 annually in matching grants to local and county governments, park and recreation departments, angling organizations, water districts and others for projects to **improve angling opportunities** in Colorado. For over 30 years, the program has supported 375 angling improvement projects across the state. Learn more: Fishing is Fun
- **Fish and Wildlife Resources Fund Grants** (CWCB under DNR): Grant money to mitigate impacts on fish and wildlife resources. Grant funds can be used for mitigation, enhancement and species recovery projects. **Rolling deadline**. Unspecified amount. Learn more: Fish and Wildlife Resources Fund Grants
- **Wild and Scenic Rivers Fund Grant** (CWCB under DNR): To foster cooperative and collaborative processes aimed at the development of protections for river-dependent outstandingly remarkable values ("ORVs"). These protections would be intended as an alternative to wild and scenic river designation under the federal Wild and Scenic Rivers Act, while also protecting Colorado's ability to fully use its compact and decree entitlements. No specified funding amount. **Rolling deadline**. Learn more: Wild and Scenic Rivers Fund Grant

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Energy

- **Energy Efficiency & Conservation Block Grant (EECBG):** Administered by the U.S. Department of Energy, EECBG provides formula and competitive grants to local governments, tribes, and states for **energy efficiency projects, building retrofits, and clean transportation efforts**. Applications are open now with rolling deadlines based on entity eligibility. Learn more: Energy Efficiency & Conservation Block Grant
- **ARPA-E and EERE Funding Opportunities:** DOE's ARPA-E and EERE offices issue grants for **high-impact energy R&D, solar, storage, workforce training, and efficiency projects.** Multiple FOAs are open in 2025 with varying deadlines. Learn more: ARPA-E and EERE Funding Opportunities
- **Rural & Municipal Utility Cybersecurity (RMUC) Program:** Offers over $70 million in grants to rural and municipal utilities to **enhance cybersecurity** and grid resilience. Part of the Bipartisan Infrastructure Law. The next application round opens Fall 2025. Learn more: **Rural & Municipal Utility Cybersecurity (RMUC) Program**
- **High Energy Cost Grants:** (USDA) This program supports rural and tribal communities with extremely high household energy costs by **funding infrastructure and energy-efficiency improvements**. Deadlines vary by notice but are generally rolling. Learn more: High Energy Cost Grants
- **Energy/Mineral Impact Assistance Fund Grant (EIAF)** (DOLA): The Energy/Mineral Impact Assistance Fund Grant (EIAF) program assists political subdivisions that are socially and/or economically **impacted by the development, processing, or energy conversion of minerals and mineral fuels**. Funds come from the state severance tax on

energy and mineral production and from a portion of the state's share of royalties paid to the federal government for mining and drilling of minerals and mineral fuels on federally-owned land. For fiscal year 2026, DLG anticipates announcing a grant cycle between $15M - $25M, likely in Spring 2026. Learn more: Energy/Mineral Impact Assistance Fund Grant

- **Energy Code Adoption and Enforcement Grant (CEO)**: Supports direct financial assistance covering costs of code adoption and enforcement, staff or consultant time, and related training/technical assistance. **Quarterly deadlines.** Learn more: Energy Code Adoption and Enforcement Grant

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Transportation

- **Federal Transit Administration (FTA) Grants – Sections 5310, 5311, 5339:** Supports capital, operating, and **mobility management projects** for rural and small urban transit systems. **Deadlines vary by state**. Learn more: Federal Transit Administration Grants
- **Fleet-ZERO EV Charging Grant** (CEO): Offers funding for electric vehicle charging to support the transition of light-, medium-, and heavy-duty fleet vehicles and equipment to electric vehicles. Up to $50,000. Rolling deadline. Learn more: Fleet-ZERO EV Charging Grant
- **Charge Ahead Colorado EV Charging Grant** (CEO): Supports electric (EV) adoption in Colorado by offering funding for EV charging to serve communities and EV drivers across the state. Up to six L2 charging ports. Rolling deadline. Learn more: Charge Ahead Colorado EV Charging Grant

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Water

- **Water Quality Grants** (Colorado Department of Public Health & Environment): Colorado public water systems, local governments, nonprofits, and childcare or school facilities may apply for grants covering service line inventory/completion, PFAS testing and mitigation projects, lead testing in schools and childcare, and **water quality improvement** initiatives via SCG or WQIF grants. **Deadlines vary by sub-program**. Learn more: Water Quality Grants
- **Watershed & Flood Prevention Operations (WFPO) Program** (USDA NRCS): Federal, state, local, and tribal governments in Colorado may apply for grants to support **watershed restoration**, flood risk prevention, erosion control, and natural resource protection projects. **Applications are accepted on a rolling basis**. Learn more: Watershed & Flood Prevention Operations (WFPO) Program
- **Emergency Community Water Assistance Grants** (USDA Rural Development): Rural communities, tribal governments, nonprofits, and local public bodies in Colorado may

apply for grants up to $150,000 for transmission repairs or up to $1,000,000 for new water sources or treatment infrastructure. **Applications accepted year-round**. Learn more: Emergency Community Water Assistance Grants

- **Water & Waste Disposal Loan & Grant Program** (USDA Rural Development): Local governments, tribes, and nonprofits in rural Colorado (population ≤ 10,000) may apply for low-interest loans or grants to support drinking water treatment, wastewater systems, stormwater infrastructure, and solid waste disposal projects. **Applications accepted on a rolling basis**. Learn more: Water & Waste Disposal Loan & Grant Program
- **Community Funding Partnership** (Colorado River District): Local governments, nonprofits, irrigation districts, and other water users in Colorado's Western Slope may apply for grants supporting agriculture, water quality, conservation, and infrastructure. **Rolling deadline**, but requests over $50,000 must be submitted **six weeks before board meetings in January, April, July, or October**. Learn more: Community Funding Partnership
- **Technical Assistance for Federal Cost-Sharing Program** (Colorado Water Conservation Board): The TAFC Program's main purpose is to provide technical and administrative support to organizations applying for federal funding. This program is especially helpful for water users who struggle to access federal funds due to limited staff or technical resources. The TAFC Program offers grants directly to water users. These grants can be used to hire consultants or get other necessary resources to create strong applications for federal funding. All projects funded by TAFC must align with the Colorado Water Plan and can include projects involving aging infrastructure. TAFC grants cannot be used for treated water projects or wastewater projects. The CWCB has $500,000 available for projects across Colorado. Applications will be accepted on a rolling basis. Learn more: Technical Assistance for Federal Cost-Sharing Program
- **Water and Waste Disposal Pre-development Planning Grants** (USDA): USDA Rural Development offers grants to help eligible low-income, rural communities plan and develop applications for the Water and Waste Disposal loan/grant and loan guarantee programs. **Application deadline: Open** Learn more: Water and Waste Disposal Pre-development Planning Grants
- **Water Plan Grants** (Colorado Water Conservation Board): Provides funding to advance the Colorado Water Plan. Please see program guidelines for eligible project types. Preference given to projects that have multiple benefits and multiple purposes and involve multiple stakeholders. **Deadline July 1.** Learn more: Water Plan Grants
- **Water Supply Reserve Fund (WSRF) Grant Program**: provides funding to assist Colorado water users in addressing their critical water supply issues and interests through a unique local review process. Requests for funds from the WSRF program must be presented to and recommended by the respective Basin Roundtable prior to submitting a grant application and being considered by the CWCB Board. Eligible projects may include funding for technical assistance regarding permitting, feasibility studies and environmental compliance; studies or analysis of structural, nonstructural, consumptive and nonconsumptive water needs, projects or activities; design of structural projects or

activities; infrastructure replacement or maintenance projects. Learn more: Water Supply Reserve Fund Grant Program

- **Small Communities Grant** (CDPHE): This grant is for eligible projects that are for the planning, design and construction of public water systems or domestic wastewater treatment works that serve a population of not more than 5,000 people, and are necessary for the protection of public health and water quality. Learn more: Small Communities Grant
- **State Revolving Fund (SRF) Loan Program (CDPHE)**: The SRF currently has increased capacity to fund wastewater and stormwater projects, with design and engineering grants and principal forgiveness available for disadvantaged communities. Funding requests remain subject to availability, prioritization, caps, and approval by the Authority's Board of Directors. Nonprofit water systems remain eligible; however, new policies are being implemented to account for the additional administrative and financial capacity required of nonprofits, affecting planning and preliminary needs assessments, loan application and credit review processes, and loan terms. Free technical assistance is available through WaterNow Alliance, which provides one-on-one support to help communities plan and secure SRF financing for sustainable drinking water, wastewater, and stormwater projects, including green stormwater infrastructure, water efficiency, reuse, watershed protection, and lead service line replacement. **Deadlines January 5 and February 5**. Learn more: State Revolving Fund Loan Program
- **Emerging Contaminants in Small or Disadvantaged Communities Grant Program (EC-SDC)**: Supports planning, design, and infrastructure projects that reduce public health risks from emerging contaminants in drinking water, including PFAS, manganese, and other contaminants. Two funding tiers are available: Tier 1 Planning and Design Grants provide up to $300,000 for planning, design, and pilot testing over up to 24 months; Tier 2 Infrastructure Grants support near-ready projects for design and construction of treatment facilities, consolidation infrastructure, or new potable water sources, with awards up to $30 million per project (not to exceed $10 million in a single year). Assessment sampling is not eligible under this program but may be funded separately through the PFAS Grant Program. **Application opens January 5. Deadline February 4 at 11:59 pm MST.** Learn more: Emerging Contaminants in Small or Disadvantaged Communities Grant Program

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Programs, Incentives, and Tax Credits

- **Colorado Technical Assistance Direct Pay Program** (OFFSI): The Colorado Governor's Office of Federal Funds and Strategic Initiatives (OFFSI) is offering technical assistance to help tax-exempt organizations access federal clean energy tax credits through the Elective Pay (Direct Pay) Program. These tax credits—made available through the Inflation Reduction Act—can cover up to 60% of eligible project costs. This program helps nonprofits plan, fund, and implement clean energy projects across Colorado.

Rolling applications – but funding is limited, so early submissions are encouraged. Learn more: Colorado Technical Assistance Direct Pay Program.

- **IIJA Local Match (LOMA) Program** (Colorado Department of Local Affairs): Local governments, special districts, and federally recognized Tribes in Colorado may apply for federal match-based funding under the Infrastructure Investment & Jobs Act to support projects requiring a local match. The program opened in September 2022 and will remain **open until funds are committed** (no fixed deadline). Apply via: IIJA Local Match Program
- **Local Economy Lab** (OJT): Just Transition Fund's Local Economy Lab program offers **grants** of **$**250,000–$500,000 and tailored technical assistance to help access public, private, and philanthropic capital. New applications accepted in early 2026. Learn more: Local Economy Lab
- **Public Works & Economic Adjustment Assistance (EDA)** (US Economic Development Administration): State and local governments, tribes, nonprofits (501(c)(3) and others), and special districts in Colorado may apply for **planning, infrastructure, workforce, or technical assistance funding** through EDA's EAA and Public Works programs. Applications are accepted on a **rolling notice-of-funding-opportunity (NOFO) schedule** through the EDA portal. Learn more: Public Works & Economic Adjustment Assistance Point of Contact for EDA - (provided with permission) Trent Thompson Economic Development Representative Colorado and Utah tthompson@eda.gov / 303.319.6940 / eda.gov
- **Rural Business Investment Program (RBIP)** (USDA Rural Development): For-profit organizations or their subsidiaries seeking a **Rural Business Investment Company (RBIC)** license may raise private equity capital (typically $10M or more) to invest in rural Colorado businesses and seed local economic growth. This is a federal program with **no fixed deadline**. Learn more: Rural Business Investment Program
- **Strategic Fund Job Growth Incentive** (OEDIT): Businesses pursuing interstate-competitive relocation or expansion into Colorado with **net new job creation** may qualify for a performance-based cash incentive indexed to job growth (e.g. up to ~$6,500 per job over five years). Available on a rolling basis—projects must meet criteria and engage directly with OEDIT. Apply via: Strategic Fund Job Growth Incentive
- **Enterprise Zone R&D Tax Credit** (Colorado Department of Revenue / OEDIT): Businesses located within Colorado enterprise zones that increase qualified in-zone R&D expenditures from year over year may claim a **3% income tax credit** on the increase; this is a tax incentive rather than a grant, with **no application deadline** other than state tax filing. Learn more: Enterprise Zone R&D Tax Credit
- **Advanced Industries Global Consultant Network** (OEDIT): The Global Consultant Network helps Colorado-based small businesses **expand into other countries**. Consulting services typically last between three and eight months. Consultants offer Market entry services and In-country partner meetings. Consultants can help your business in these countries: Australia, Brazil, Canada, France, Germany, India, Indonesia, Malaysia, Mexico, the Netherlands, Philippines, Spain, Thailand, and the United Kingdom. Learn more: Advanced Industries Global Consultant Network

- **Buildings Up** (US Dept of Energy): The Buildings Upgrade Prize (Buildings UP) is designed to support innovative approaches to retrofitting buildings to include high performance technologies. **Building upgrades** may include improving building resiliency and efficiency through measures such as insulation and air sealing and installing efficient electric equipment, including heat pumps and heat pump water heaters. Together, these efforts will help reduce energy costs, while improving indoor air quality and occupant comfort. Buildings UP has awarded more than $22 million in cash prizes and technical assistance to winning teams across the country developing building upgrade initiatives to improve the lives of Americans. Learn more: Buildings Up
- **EDA Public Works and Economic Adjustment Assistance Programs** (DOT): Eligible uses of funds include: developing key public infrastructure, such as technology-based facilities using distance learning networks, smart rooms, and smart buildings, multitenant manufacturing, outfitting business and industrial parks with fiber optic cable or other forms of telecommunications development facilities, as well as traditional public works projects, including water and sewer systems improvements, industrial parks, and expansion of port and harbor facilities. Investments made through the Public Works program must be aligned with the current Comprehensive Economic Development Strategies (CEDS). Eligible recipients are State Governments; Local Governments; Federally Recognized Tribes and Affiliated Groups; Academic and Research Institutions; Non-profit. Rolling Application. Learn more: EDA Public Works and Economic Adjustment Assistance Programs
- **Thriving Communities Technical Assistance** (US Department of Housing & Urban Development): Colorado municipalities receiving federal transportation funding may qualify for HUD technical assistance to **coordinate transportation and housing strategies** that benefit residents and local businesses. Eligible jurisdictions must be local governments integrating federal transit dollars into housing-related investments. Applications are **rolling based on HUD TA schedules**. Learn more: Thriving Communities Technical Assistance
- **Safe Streets & Roads for All (SS4A):** The USDOT SS4A program funds planning and implementation projects to **reduce roadway fatalities** and serious injuries. Eligible applicants include local governments, MPOs, and Tribes. **The next round is expected in 2026**. Learn more: Safe Streets & Roads for All
- **Freight Rail Tax Credit** (OEDIT/OJT/CDOT): The Freight Rail Tax Credit gives tax relief to businesses that use freight rail lines that might otherwise close down due to decreased coal production. This program was created by Senate Bill 24-190, and codified under Colorado Revised Statute 39-22-563. The Colorado Office of Economic Development & International Trade (OEDIT) manages this program, in consultation with the Office of Just Transition (OJT) and the Colorado Department of Transportation (CDOT). The goal of the Freight Rail Tax Credit is to incentivize businesses to use specific rail lines in Coal Transition communities in Colorado. Program Benefits**:** Businesses can get back up to 75% of their eligible costs (Qualified Expenditures) through this state income tax credit; a business must use the tax credit for the same tax year that it had the qualified expenses and executed their freight rail use plan, but it may reserve tax credits for future years; if the tax credit a business receives is more than the income tax it owes for that year, the

business will get the extra amount back as a refund (Refundable tax credit). This applies to shipments that either originate or terminate in a Tier 1 coal community. Rolling deadlines. Learn more: Freight Rail Tax Credit

- **Small Surface Water and Groundwater Storage Projects** (Small Storage Program) (DOI/BOR): Eligible entities: include state, county, city or township, and special district governments; joint powers authorities; federally recognized Tribal governments and tribal organizations; and IRS 501c3 nonprofits (excluding institutions of higher education) located in the 17 western U.S. states, Alaska, or Hawaii. The program supports planning, design, and/or construction of **small surface or groundwater storage projects** with capacities between 200 and 30,000 acre-feet, offering up to 25 percent federal cost-share. Priority is given to multi-benefit, regional, and multi-stakeholder projects that enhance reliability, ecosystem resilience, groundwater management, or water quality. Deadline **April 17, 2026.** Learn more: Small Surface Water and Groundwater Storage Projects
- **Colorado Creative Districts** (OEDIT) - The Colorado Creative Districts program certifies communities that contribute to our state's economy through creativity, culture, and the arts. The program's goal is to help communities increase jobs, incomes, and investments in creative places. Colorado Creative Districts attract artists and creative entrepreneurs to a community, infusing new energy and innovation, which in turn enhances the economic and civic capital of the community. Districts also serve as a focal point for celebrating and strengthening a community's unique identity, become a space to showcase cultural and artistic organizations and events, and contribute to the development of healthy communities. Learn more: Colorado Creative Districts
- **Source Water Assessment and Protection (SWAP)** (CDPHE): The SWAP program's main objective is to minimize potential contaminant threats to public drinking water supplies. To engage in this effort, public water systems and governmental entities can apply for a $5,000 protection planning grant through the SWAP program. The SWAP program also supports Wildland Fire Decision Support System work and post-wildfire recovery efforts. SWAP program staff assisted in the development of the Post Fire Playbook to assist local recovery groups in navigating the complexities surrounding post-wildfire recovery. Learn more: Source Water Assessment and Protection
- **Accessory Dwelling Unit (ADU) Relending Program** (CHFA): provides loans to eligible nonprofits, public housing authorities, and community development financial institutions (CDFIs) offering financing to eligible borrowers for the construction or conversion of ADUs. Deadline: January 20, 2026 Learn more: ADU Relending Program

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Loans and Loan Guarantees

- **Colorado Startup Loan Fund** (OEDIT in partnership with Colorado Enterprise Fund/Lendistry): Colorado small businesses (≤ 25 employees, <$2M annual revenue)

that have difficulty accessing traditional lending can apply for **working capital loans from $25,000 to $150,000**, fixed or variable rate, term up to 10 years, along with optional business coaching services. Applications are **rolling through approved participating lenders**. Learn more: Colorado Startup Loan Fund

- **Water & Waste Disposal Loan Guarantees** (USDA): USDA Rural Development helps private lenders provide affordable financing to qualified borrowers to improve access to clean, reliable water and waste disposal systems in rural areas. Application Deadline: Open. Learn more: Water & Waste Disposal Loan Guarantees
- **Distributed Generation Energy Project Financing** (USDA): USDA Rural Development provides loans and loan guarantees to **energy developers** for distributed energy projects that provide wholesale or retail **electricity** to electric utilities serving rural communities. **Application deadline: Open** Learn more: Distributed Generation Energy Project Financing
- **Energy Efficiency and Conservation Loan Program** (USDA): USDA Rural Development provides loans to **utilities that provide retail electric service** to help consumers save money, reduce the need to purchase or generate energy, reduce electricity emissions, and help strengthen rural economies through energy efficiency and conservation projects. **Application deadline: Open** Learn more: Energy Efficiency and Conservation Loan Program
- **Electric Infrastructure Loan and Loan Guarantee Program**: (USDA) USDA Rural Development finances the **construction of electric distribution facilities** and improvements to electric service in rural areas. Application deadline: Open. Learn more: Electric Infrastructure Loan and Loan Guarantee Program
- **On-Farm Labor Housing Loans** (USDA): USDA Rural Development provides low-interest loans to eligible borrowers to **develop or rehabilitate rental housing** for very-low- to moderate-income farm laborers. Application deadline: Open until funds are depleted. Learn more: On-Farm Labor Housing Loans
- **Multifamily Housing Loan Guarantee Program** (USDA): USDA Rural Development works with qualified private-sector lenders to provide financing to qualified borrowers to **increase the supply of affordable rental housing** for low- and moderate-income individuals and families in eligible rural areas and towns. **Application deadline: Open.** Learn more: Multifamily Housing Loan Guarantee Program
- **Business & Industry (B&I) Loan Guarantees** (USDA Rural Development): Eligible for-profit and nonprofit businesses, cooperatives, Tribes, public bodies, and individuals in rural Colorado may access USDA-guaranteed business loans (up to $25M+) to finance capital investments, expand operations, or improve employment capacity. Applications are accepted year-round through USDA-approved lenders. Apply here: B&I Loan Guarantees
- **Community Facilities Guaranteed Loan Program** (USDA): USDA Rural Development provides loan guarantees to eligible lenders to develop essential community facilities in rural areas. Projects include fire and rescue stations, town halls, health care clinics and hospitals. Application deadline: Open. Learn more: Community Facilities Guaranteed Loan Program
- **Telecommunications Infrastructure Loans and Loan Guarantees** (USDA): USDA Rural Development offers financial assistance to eligible service providers that will construct,

improve, or expand telecommunication and broadband networks in rural areas. **Application deadline: Open November 8, 2025.** Learn more: Telecommunications Infrastructure Loans and Loan Guarantees

- **Rural Hospital Stabilization Program**: National Rural Health Resource Center: A federally funded program that offers assistance to rural hospitals, at no cost to them, to help improve their financial stability by enhancing or expanding health care services that meet community needs. **Application deadline: Open, rolling basis** Learn more: Rural Hospital Stabilization Program
- **Multifamily Housing Rental Assistance Program** (USDA): USDA Rural Development provides payments directly to the owners of **USDA financed rural rental or farm labor housing** on behalf of eligible tenants who cannot afford to pay their full rent. **Application deadline: Open.** Learn more: Multifamily Housing Rental Assistance Program
- **Northwest Catalyst Capital** (NWCDC) - a microloan fund designed specifically for entrepreneurs and small business owners in Moffat, Rio Blanco, and Routt Counties. Loan amount: $5,000 to $15,000; Interest rate: 5% fixed rate; Loan origination fee: 1%; Term 2-4 years. Learn more: Northwest Capital Catalyst
- **Northwest Loan Fund** (NWCCOG) - The ideal Northwest Loan Fund (NLF) client is a new or growing business within our service area that is creating jobs or providing positive economic impact for the local economy.The program does require collateral, though it can often participate with other lenders to take a collateral position behind those lenders. Size and term will vary. Most loans have ranged from $10,000 to $500,000. With fees at 2-3% and favorable interest rates. Learn more: Northwest Loan Fund
- **Tree Assistance Program** (USDA): The Tree Assistance Program (TAP) provides financial assistance to eligible orchardists and nursery tree growers to replant or rehabilitate eligible trees, bushes, and vines lost by natural disasters. Learn more: Tree Assistance Program
- **Single Family Construction Loan Program** (CHFA): The Single Family Construction Loan Program provides attractive financing terms to for-profit and nonprofit developers for constructing affordable, for-sale homes in Colorado. The Program provides construction or bridge acquisition financing. Borrowers should have previous experience developing affordable for-sale housing. Affordability requirements apply to all projects. Learn more: Single Family Construction Loan Program
- **Drinking Water Revolving Fund** (CDPHE): Water treatment, storage and distribution projects emphasizing health hazards and compliance standards.
    - Interest on leveraged loans at 70-80% of market rate
    - Direct loans interest rate currently 3% for 20-year & 3.25% for 30 year loan terms. $3 million limit for direct loans
    - 30 year maximum
    - No limit for leveraged loans (subject to availability of funds)

  Disadvantaged Community Program: Reduced rates available depending on severity of Disadvantaged status (currently 1%-2.25%). Planning, Design & Engineering Grants and principal forgiveness may be available.
    - Planning Grant for up to $10,000 with 20% local match
    - Design & Engineering Grant up to $300,000

Private non-profits are eligible for planning grants and for loans, but are not eligible for Design & Engineering grants or principal forgiveness.
Bipartisan Infrastructure Law (BIL) Funding:

- Special funding for drinking water projects with a special focus on lead service line replacement and emerging contaminants through 2026. Eligible applicants may receive partial loan forgiveness. Funding is available to local government borrowers. Learn more: Drinking Water Revolving Fund

- **Water Pollution Control Revolving Fund** (CDPHE): Wastewater treatment and collection, nonpoint source pollution, and storm water projects
  - Interest on leveraged loans at 80% of market
  - Direct loans interest rate currently 3% for 20 year & 3.25% for 30 year loan terms. $3 million limit for direct loans
  - 30 year maximum
  - No limit for leveraged loans (subject to availability of funds)

  Green Project Reserve Program: Reduced rates available for eligible green costs greater than 15% of total project cost, (reduced interest rate for the first $3 million only).
  Disadvantaged Community Program: Reduced rates available depending on severity of Disadvantaged status (currently 1%-2.25%). Planning and Design & Engineering Grants may be available.
    - Planning Grant for up to $10,000 with 20% local match
    - Design & Engineering Grant up to $300,000
  - Bipartisan Infrastructure Law Funding:
    Special funding for wastewater projects with a special focus on emerging contaminants through 2026. Eligible applicants may receive partial loan forgiveness. Learn more: Water Pollution Control Revolving Fund
- **PFAS Grant Program** (CDPHE): This program provides funding opportunities for sampling efforts to test groundwater and surface water, water treatment infrastructure, and emergency assistance for communities and water systems affected by these chemicals. Learn more: PFAS Grant Program
- **Water Project Loan Program** (CWCB): CWCB has $50 million available annually for raw water projects (dams, pipelines, ditches, wells, hydroelectric, new projects or rehabilitation). Loans are available for up to 100% of project costs. The repayment period is up to 30 years (40 years for reservoir projects). Click the link for the current low-interest loan rates. Loans typically range from $100,000 to $10 million. Loan applications under $10 million are approved every other month by the CWCB Board. Applicants should anticipate a minimum of 5 months from the time of application until funds are made available. Loans over $10 million must be approved annually by the state legislature, and applications must be received by August 1 for funding the following year. Learn more: Water Project Loan Program
- **Intermediary Relending Program** (USDA): USDA Rural Development provides 1-percent-interest loans to local intermediaries who then relend to businesses to help improve economic conditions and create jobs in rural communities. **Application**

deadlines: Third Quarter - March 31, 2026, and Fourth Quarter - June 30, 2026 Learn more: Intermediary Relending Program

- **Rural Economic Development Loan & Grant Programs** (USDA): USDA Rural Development funds eligible projects using local utility organizations as intermediary lenders. Funds support projects that help create and keep jobs in rural areas. **Application deadlines: Third Quarter - March 31, 2026, and Fourth Quarter - June 30, 2026** Learn more: Rural Economic Development Loan & Grant Programs

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Bookmark These Resources!

- **CLCT (Communities Lead, Communities Thrive) Colorado State Grant Database for Nonprofits**: Dashboard that shows currently available grant opportunities specifically for nonprofit across the various state agencies. Updated every 2 weeks. Learn more: CLCT Colorado State Grant Database for Nonprofits
- **USDOT Grant Dashboard:** The U.S. Department of Transportation Grant Dashboard is a centralized, interactive tool that provides detailed information on all transportation-related federal funding programs. Access the dashboard here: USDOT Grant Dashboard
- **Child Care Facility Development Toolkit** (Colorado Department of Local Affairs): A free, self-guided five-session video series (in partnership with the Department of Early Childhood and OEDIT) to help local governments, housing developers, childcare providers, and community leaders understand planning, design, funding, and development of child care facilities in Colorado; it's available now with **no deadline**. Learn more: Child Care Facility Development Toolkit
- **DOLA Local Community Funding Guide** (Colorado Department of Local Affairs): An interactive **online funding navigator** designed for Colorado local governments and nonprofits to track current and upcoming state, federal, and private funding programs across categories such as community development, infrastructure, water, business support, and more. **Available now and continuously updated**—no application required. Access it here: DOLA Local Community Funding Guide
- **Colorado Energy Office:** Full list of government avail funding: Funding & Financing for Government | Colorado Energy Office
- **Care for Colorado Coalition (OEDIT/CTO):** Founded by the Colorado Tourism Office and **Leave No Trace,** this coalition of 200+ partners—including government, tourism, and outdoor organizations—promotes responsible recreation through the *Seven Care for Colorado Principles* (e.g., Stick to Trails, Trash the Trash). It aims to protect Colorado's natural and cultural resources by educating residents and visitors. Eligible partners include tourism organizations, local governments, Tribes, chambers, and recreation-focused businesses. Learn more: Care for Colorado | Colorado Office of Economic Development and International Trade

- **Disaster Resiliency and Recovery Guide:** (USDA) USDA RD developed this guide as a resource for rural communities seeking disaster resiliency and recovery assistance. Learn more: Disaster Resiliency and Recovery Guide
- **Post Disaster Recovery Toolkit**: The Post Disaster Recovery Toolkit includes six steps to be taken by local governments in the aftermath of a disaster. Learn more: Post Disaster Recovery Toolkit
- **Proposition 123 Reports and Performance Measures Resource** (DOLA, Division of Housing): State-level performance and policy resource providing reports, dashboards, and metrics tracking the implementation of Proposition 123, Colorado's affordable housing funding initiative. Includes data on annual allocations, program performance, and compliance with priorities such as affordability, density, and sustainability. Updated regularly to support planning, accountability, and transparency. Learn more: Proposition 123 Reports and Performance Measures Resource
- **Colorado Green Business Assistance (CDPHE)**: The Colorado Green Business Network (CGBN) offers FREE sustainability assessments and follow-up support to help you improve energy efficiency, water conservation, waste reduction, and corporate social responsibility. Our team of Green Business specialists provides high-level technical assistance on an ongoing basis. We work with organizations of any size, type, and expertise - no matter where they are in their sustainability journey. Learn more: Colorado Green Business Assistance
- **Department of Transportation Navigator** (DOT):Helps communities navigate the best ways to apply for grants, and plan for and deliver transformative infrastructure projects and services. Provides an overview of grant programs under the Resources for Grant Seekers tab. Learn more: Department of Transportation Navigator.
- **Housing Hub Colorado** (DOLA, CHFA, OEDIT, HOST)**:** a new initiative designed to bring key agencies in our state together to support a streamlined process to apply for affordable rental housing tax credits and related public funds, and strengthen Colorado's commitment to safe, stable, and secure housing for all. Housing Hub Colorado is the first initiative launching out of the Colorado Housing Consortium**.** Learn more: Housing Hub Colorado
- **Civic Solutions Hub** (DOLA): Designed to support local governments in capacity building and operational efficiency. DOLA will facilitate and enhance partnerships between public, academic, and private parties to explore, pilot, and implement new processes and technologies that will enhance local government operations, increase capacity, and provide more efficient constituent services. This program will provide the opportunity for Colorado local governments to pilot new initiatives and create case studies on what is working in the area of internal organizational service delivery. Through pilot programs, training opportunities, and research and development. Learn more: Civic Solutions Hub
- **Accessory Dwelling Unit Toolkit** (DOLA): a comprehensive resource that serves as a clearinghouse for local governments researching or updating their current ADU regulations, programs, incentives, and homeowner assistance materials. Learn more: Accessory Dwelling Unit Toolkit

- **Accessory Dwelling Unit (ADU) Finance Programs** (CHFA): The following programs will support the construction or conversion of ADUs: **Relending:** The ADU Relending Program will provide loans to eligible nonprofits, public housing authorities, and community development financial institutions (CDFIs) offering financing to eligible borrowers for the construction or conversion of ADUs; **Credit Enhancement:** The ADU Credit Enhancement Program will support lenders offering affordable loans to eligible low- and moderate-income borrowers; **Interest Rate Buydown:** The ADU Interest Rate Buydown Program will help lower interest rates on loans made to eligible low- and moderate-income borrowers. Learn more: ADU Finance Programs

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Giving Credit Where It's Due AGNC curates this list from many sources. Thanks in part to: Emily O'Winter (NWCDC), Tiffany Brodersen (Region 9 EDD), Cassie Mason (Office of Just Transition), …plus all the other regional rock stars who send us funding leads for Region 11! Keep the emails coming—we'll keep the list updated.

Gmail

Louis Fineberg <townadmin@townofoakcreek.com>

Procedure Meeting

Jessica Ryan <attorney@jessryanlaw.com> Mon, Apr 13, 2026 at 5:30 PM
To: Louis Fineberg <townadmin@townofoakcreek.com>
Cc: Utility Billing Deputy Clerk <billing@townofoakcreek.com>

Dear Louis and Jennifer:

I am writing back to see if the board passed the ordinance and provide my rate request to re-engage as municipal judge.

Wednesdays are fine for court at 6pm. We have conducted court monthly and every other month at times.

My current pay is $1200 year. I agreed to reduce the amount from $2400 to $1200 when court was suspended. We will need to re-visit my wage if court will open as expected. I am not taking on the municipal judgeship as pro bono work, or donating any further time, (which I do regularly provide to some of my legal clients).

I have been in practice 22 years. My attorney rate ranges from $325-$475 depending on the matter and client. I will reduce my rate for the judge position, as I always have.

I request $300/hour for meetings and court and any significant preparation or court related requirements. I could accept a flat comparable rate per month/quarter in lieu of hourly billing. Once you/town board decide how often you want to conduct court and what additional judicial requirements you request, I can reply with a flat rate request—comparable to the time commitment and reduced attorney rate.

I understand you may want to look for a new less expensive judge, and that will not hurt my feelings.

If you want to continue to contract, please suggest some meeting times and confirm the financial arrangements and anticipated time commitment. Thanks. I am not available May

10-May 30.

Sincerely,

Jessica Ryan

Attorney | Mediator
Attorney@jessryanlaw.com

www.jessryanlaw.com

Cell: (970) 819-1981

2507 RIVERSIDE DRIVE, 101

Mailing: P.O. Box 771168

Steamboat Springs, CO 80477

FAX: 970-300-1045

NOTICE: This e-mail message and all attachments transmitted with it are intended solely for the use of the addressee and may contain legally privileged and confidential information. If the reader of the message is not the intended recipient, or an employee or agent responsible for delivering the message to the intended recipient, you are hereby notified that any dissemination, distribution, copying, or other use of the message or its attachments is strictly prohibited. If you have received a message in error, please notify the sender immediately by replying to the message and please delete it from your computer. If this is an attempt to collect a debt, all information gained shall be used for that purpose.

[Quoted text hidden]

Town of Oak Creek
129 Nancy Crawford Blvd | PO Box 128
Oak Creek, CO 80467
(970) 736-2422

XBP Confirmation Number: 312522588

Transaction detail for payment to Town of Oak Creek.			**Date: 04/20/2026 - 2:49:37 PM MT**
Transaction Number: 268425552 **Discover — XXXX-XXXX-XXXX-4838** **Status: Successful**			
Account #	**Item**	**Quantity**	**Item Amount**
109 E Williams	Review Fee 109 E Williams	1	$100.00
Notes: 109 E Williams Fence Application			

TOTAL: $100.00

Billing Information
Caleb Chelberg
80467

Transaction taken by: Admin tjonesCaselle Tionna

Petitioner's/Representative's Name: Caleb & Diane Chelberg

Signature of Petitioner/Representative: Caleb Chelberg Diane Chelberg

Petitioner's/Representative's E-Mail Address: CalebdChelberg@gmail Diane-Chelberg@gmail

Petitioner's/Representative's Mailing Address: Po Box 485 Oak Creek, Co

Telephone: Caleb - 970-846-0453 Diane - 970-875-4521 Fax:

Petition Request:

Physical Address: 109 E. Williams Oak Creek

Legal Description: See Attached

Assessor's Parcel Identification No.:

Provide the following additional information:

- ☐ Written narrative (summary information explaining use, location, terrain, number and size of parcels, road conditions and dimensions, and any special features to the site.)
- ☐ Legal Description
- ☐ Physical Address
- ☐ Vicinity Map
- ☐ Site Map: Illustrating all structures and property lines to scale, both existing and proposed; abutting land owners and land uses, streets, highways, utilities that service the area and major physical features

To the Town of Oak Creek:

We would like to build 6′ cedar privacy fence in our front yard at 109 East Williams St. Oak Creek, CO in place of the current existing chain link fence. We are requesting a variance for the fence on our eastern property border bordering Lot 26 for the fence to be 8′ high due to persistent harassment from our neighbor Conrad (Cord) Beaty, Kimberly Stanfield (Cord's girlfriend), and his renter Tracey Burris. We bought our house because we wanted privacy and did not want to be harassed by our neighbors. We do not feel comfortable in our own home because we feel we are under constant surveillance.

Enclosed is Improvement Survey Plat from last fall. I have highlighted the areas we wish to replace the chain link fence with the cedar privacy fence.

Thank you for your consideration,

Caleb and Diane Chelberg

- ☐ Building Plans including elevations
- ☐ Filing Fee $ _____ (Base fee is designed to cover the minimum staff hours has to process the application. Additional hours on the project will be assessed at $_____ per hour.)
- ☐ The application fee must be paid in full to begin the application.
- ☐ Proof of ownership, lease/deed and/or statement of authority or other documentation regarding the use of the property.
- ☐ _____ Other

☐

The Applicant, by his/her signature below, agrees that he/she understands that the proposal submitted is subject to review by the Town Administrator/Clerk for application completeness and additional information may be required to have the application deemed complete. Such information will be requested within five (5) days of receipt of an application. Upon the application being deemed complete, an administrative approval or denial shall be issued within fifteen (15) days.

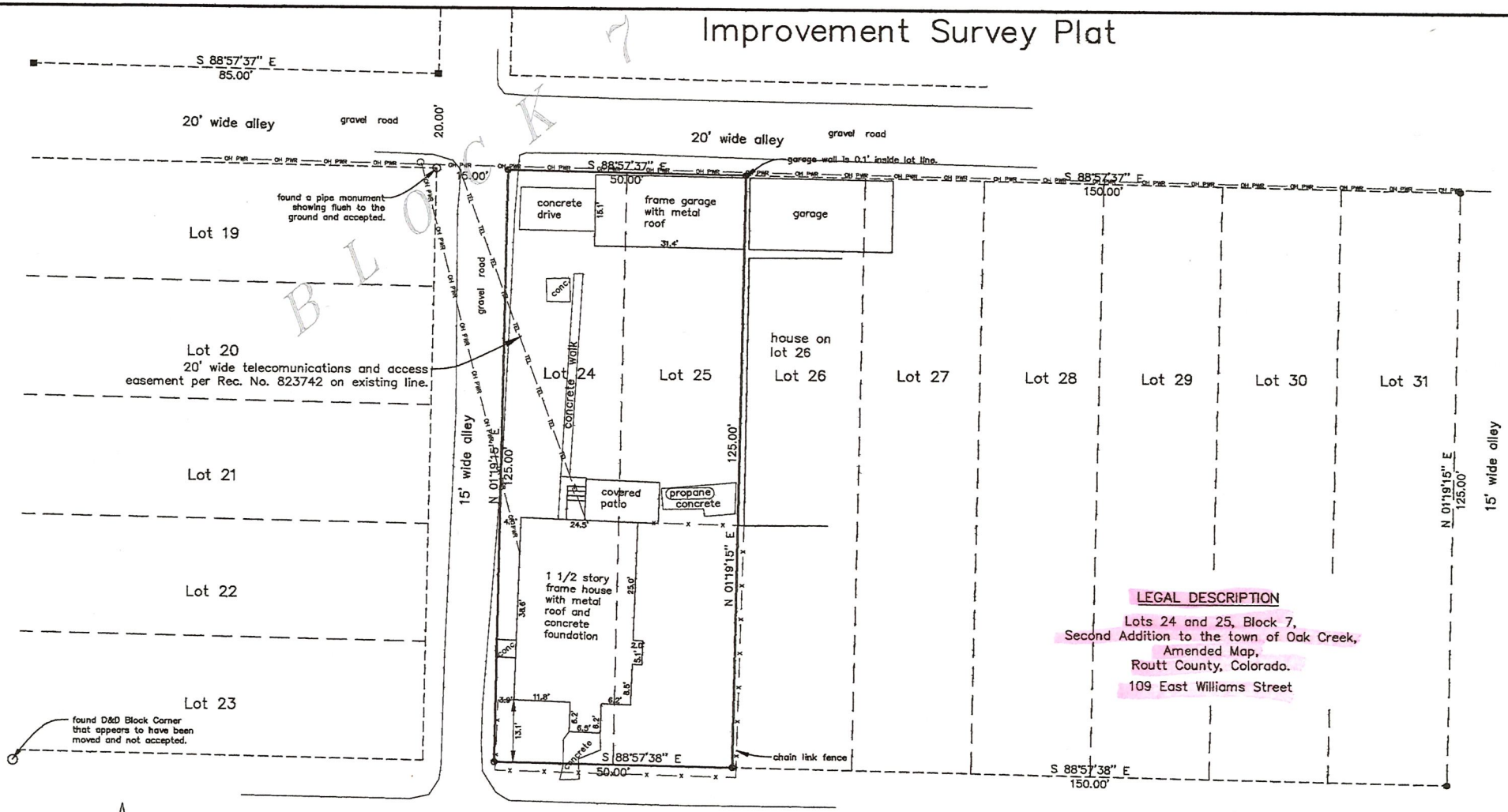
Signature of Applicant/Applicant's Representative: _____ Date:

Signature of Town Administrator/Clerk:

Application Received: _____ Date: _____

Application Deemed Complete: _____
Date: _____

Improvement Survey Plat



Scale 1" = 10'

All bearings based on the monumented North line of Park Place considered to be S 88°16'40"E.

LEGEND

- ● Indicates a capped #5 rebar marked LS 24318 found flush to the ground and accepted, unless otherwise noted.
- ⊕ Indicates a capped #5 rebar marked LS 17651 set flush to the ground unless otherwise noted.
- ■ Indicates a capped #5 rebar marked LS 29039 found flush to the ground and accepted, unless otherwise noted.
- ○ Indicates an angle point, no monument found or set.
- (125.00') Indicates measured bearings and ground distances in feet.
- Measured dimensions are identical to platted dimensions.

LEGAL DESCRIPTION

Lots 24 and 25, Block 7,
Second Addition to the town of Oak Creek,
Amended Map,
Routt County, Colorado.

109 East Williams Street

LAND SURVEYOR'S CERTIFICATE

I, Thomas H. Effinger Jr., being a Registered Land Surveyor in the State of Colorado, do hereby certify that this Land Survey and Plat, as prepared for Caleb Chelberg were prepared by me and under my supervision and that both are correct to the best of my knowledge.
Steel pins were set at all boundary corners (as noted).
I further certify that the improvements on the above described parcel on this date, August 6, 2025, except utility connections, are entirely within the boundaries of the parcel, except as shown, that there are no encroachments upon the described premises by improvements on any adjoining premises, except as indicated, and there is no apparent evidence or sign of any easement crossing or burdening any part of said parcel, except as noted.

Dated this 24th day of January AD, 2026.

Thomas H. Effinger Jr.
Colorado Professional Land Surveyor
No. 17651

ROUTT COUNTY SURVEYOR'S ACCEPTANCE

This Plat was (filed and) indexed as File No. SP_____ on_____,2026, at _____ m. in the land survey plat records file and index system maintained in the office of the Routt County Clerk and Recorder pursuant to C.R.S. 38-50-101.

Routt County Surveyor

Thomas H. Effinger Jr. LS 17651

This Land Survey does not constitute a title search by E&F Associates to determine ownership or easements of record. For all information regarding easements, rights-of-way or title of record, E&F Associates relied upon Title Commitment No. R30028986.

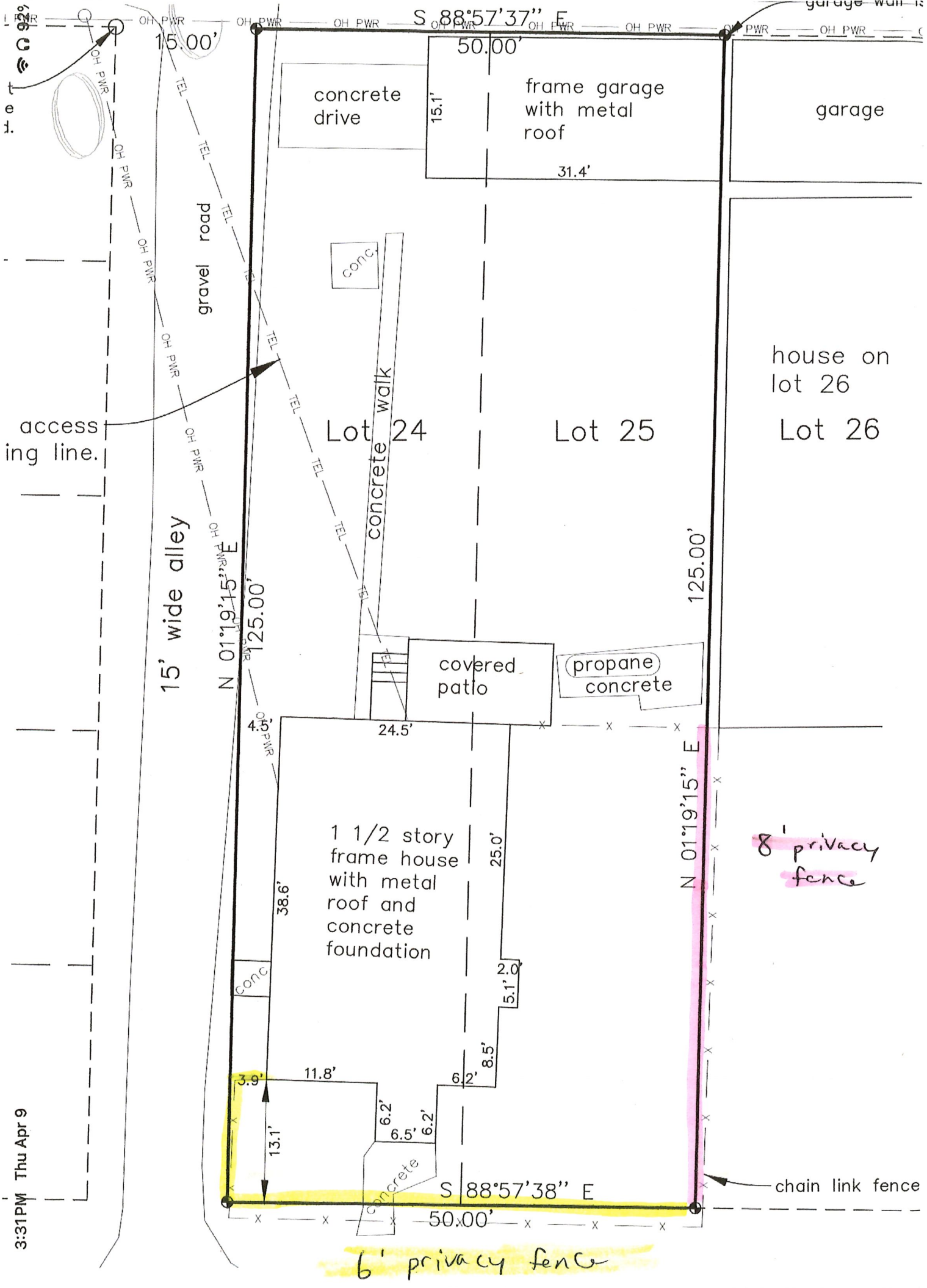
NOTICE: ACCORDING TO COLORADO LAW, YOU MUST COMMENCE ANY LEGAL ACTION BASED UPON ANY DEFECT IN THIS SURVEY WITHIN THREE YEARS AFTER YOU FIRST DISCOVER SUCH DEFECT. IN NO EVENT, MAY ANY ACTION BASED UPON ANY DEFECT IN THIS SURVEY BE COMMENCED MORE THAN TEN YEARS FROM THE DATE OF THE CERTIFICATION SHOWN HEREON.

E&F Associc
P.O. Box 771965 Steamboat Springs, CO 80477

Improvement Surv

Lots 24 & 25, Block 7, 2nd Addi
to the town of Oak Creek in Sectior
T.4 N.,R.85 W., Routt County, Color

Client: Caleb Chelberg
Drawing name: L24&25B7
Drawn by: TE Date: 1-23-26 Revised:
teffinger33@msn.com 970-734-5877


S 88°57'37" E
50.00'
15.00'
concrete drive
frame garage with metal roof
15.1'
31.4'
garage
house on lot 26
Lot 26
Lot 25
Lot 24
gravel road
concrete walk
conc.
access ing line.
15' wide alley
N 01°19'15" E
125.00'
covered patio
propane concrete
4.5'
24.5'
1 1/2 story frame house with metal roof and concrete foundation
38.6'
25.0'
2.0'
5.1'
8.5'
6.2'
11.8'
3.9'
6.2'
6.5'
6.2'
13.1'
concrete
S 88°57'38" E
50.00'
chain link fence
8' privacy fence
6' privacy fence
OH PWR
TEL
3:31 PM Thu Apr 9

Closing Disclosure

This form is a statement of final loan terms and closing costs. Compare this document with your loan estimate.

Closing Information

Date Issued 08/10/2021
Closing Date 08/10/2021
Disbursement Date 08/10/2021
Settlement Agent Land Title Guarantee Company
File # 30026966
Property 109 EAST WILLIAMS STREET
OAK CREEK, CO 80467
Sales Price $255,000.00

Transaction Information

Borrower Diane Hutton and Caleb Chelberg
901 MOUNTAIN VILLAGE CIRCLE
Steamboat Springs, CO 80487
Seller HOPALONG TRUST U/A DTD. MAY 30, 2008
29560 HINTON LN
OAK CREEK, CO 80467
Lender BAY EQUITY LLC

Loan Information

Loan Term False - False
Purpose Purchase
Product

Loan Type ☐ Conventional ☐ FHA ☐ VA ☐ _____
Loan Id# 2104077300
MIC #

TOWN OF OAK CREEK

ORDINANCE NO. 674

AN ORDINANCE AMENDING TITLE 2 OF THE TOWN OF OAK CREEK MUNICIPAL CODE TO ADD CHAPTER 2.10 DESCRIBING TOWN ADMINISTRATOR FUNCTIONS AND DUTIES; AND REVISING ABATEMENT PROCEDURES IN CHAPTER 8.08 (NUISANCES) OF TITLE 8 (HEALTH AND SAFETY)

WHEREAS, The Town of Oak Creek Board of Trustees desires to enumerate the functions and duties of the Town Administrator position in Title 2 of the Town of Oak Creek Municipal Code; and

WHEREAS, the Town of Oak Creek Board of Trustees desires to revise the nuisance abatement procedures contained in Chapter 8.08 of Title 8 of the Town of Oak Creek Municipal Code; and

WHEREAS, the Board of Trustees considered this Ordinance amending Title 2 and Title 8 of the Town of Oak Creek Municipal Code at the regularly scheduled meeting on April 9, 2026;

NOW, THEREFORE, be it ordained by the Board of Trustees of the Town of Oak Creek as follows:

SECTION 1. Title 2 of the Town of Oak Creek Municipal Code is hereby amended with the addition of Chapter 2.10 – Town Administrator which shall read as:

Chapter 2.10 – Town Administrator

Section 2.10.010 – Town Administrator Functions and Duties

The functions and duties of the Town Administrator are as follows:

(1) To be responsible to the Board of Trustees for the efficient administration of all departments of the Town government;
(2) To supervise the enforcement of all laws and ordinances. The Town Administrator shall have the power and authority to appoint and authorize any sworn law enforcement officer, building inspector, code enforcement officer or other officer of the Town to inspect and examine any public or private property in the Town for the purpose of ascertaining the nature and existence of any nuisance or other violation of the Town of Oak Creek Municipal Code. Such officers shall have the authority to initiate a proceeding in Municipal Court by the issuance of a summons or complaint.
(3) To recommend an annual budget to the Board of Trustees, to administer the budget as finally adopted and to keep the Board fully advised at all times of the financial condition of the Town;
(4) To recommend to the Board of Trustees for adoption such measures as he or she may deem necessary; and
(5) To perform such other duties as may be prescribed by ordinance, resolution or by direction of the Board of Trustees.

17.10.012 Fence standards.

A. Applicability of regulations. No person shall erect, alter or relocate any fence without first obtaining approval from the Town Public Works Director under this section. The following activities are exempt from this section:

1. Fences legally existing on the effective date of this code and repair of the same up to but not including fifty percent of their value.

B. Review Procedure. Unless exempted from all review as described above, all fences must be approved as developments of no impact under Section 17.03.011 (if approval is sought for the fence alone). If a fence is an integral part of a proposed land use change requiring review under this code, review of the fence shall be combined with review of the land use change of which it is a part.

C. General Fence Regulations.

1. No fence shall be allowed that will inhibit visibility at street intersections that could cause a safety hazard.

2. No fence shall be allowed that would adversely inhibit normal snow removal procedures.

3. No fence shall be higher than six feet unless it can be shown, to the satisfaction of the Town Board, that adjacent use, views and vistas are not obstructed.

4. Above grade electric fences and barbed wire shall not be used in the construction of any fence, unless with the approval of the Town Board.

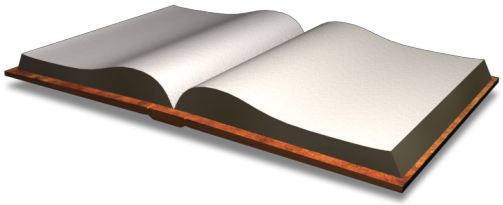
5. Fences not in compliance with this section at the time of the adoption of this chapter shall be nonconforming. Nonconforming fences must be abated within five years or upon the occurrence of a change in use as described at Section 17.08.070.

(Ord. No. 608, § 1, 3-10-2011)

THE SOUTH ROUTT LIBRARY DISTRICT

Post Office Box 175
Oak Creek, Colorado 80467
Phone/FAX: 970-736-8371

director@southrouttlibrary.org



April 22, 2026

Louis Fineberg
Town Administrator
Oak Creek, CO 80467
louis@townofoakcreek.com

FROM: Kasey O'Halloran, President
South Routt Library District Board of Trustees
PO Box 175
Oak Creek, CO 80467
970-736-8371, director@southrouttlibrary.org

Dear Administrator Fineberg,

I am writing to the Town Board of Oak Creek to request approval for a new trustee appointment to the South Routt Library District Board of Trustees.

By unanimous vote of the SRLD Board of Trustees, Kathy Benjamin, a South Routt resident, was appointed to the Board for a 5-year term beginning April 14, 2026 and ending April 14, 2031.

Please indicate the Oak Creek Town Board approval of this appointment via a resolution, letter, or email to the address or email listed above.

Thank you,

Kasey O'Halloran, President
South Routt Library District Board of Trustees
970-736-8371

STATE OF COLORADO)
)ss.
COUNTY OF ROUTT)

RESOLUTION NO. 2026-014

A RESOLUTION APPOINTING MEMBERS TO THE SOUTH ROUTT LIBRARY DISTRICT BOARD OF TRUSTEES BY THE TOWN OF OAK CREEK

WHEREAS, the management and control of the South Routt Library District is vested in a Board of not fewer than five (5) nor more than seven (7) trustees (C.R.S. 24-90-108) (1); and

WHEREAS, appointment of trustees shall be ratified by the legislative bodies of each of the participating governmental unit upon recommendation of the Board of Trustees of the South Routt Library District (C.R.S. 24-90-108) (2) (c); and,

WHEREAS, the legislative bodies of each participating governmental unit are the Routt County Board of Commissioners, the Yampa Town Board, the Oak Creek Town Board and the South Routt School District RE-3 Board of Directors; and

WHEREAS, the failure of a legislative body to act within sixty days upon a recommendation shall be considered a ratification of such appointment (C.R.S. 24-90-108) (2) (c); and,

WHEREAS, a Trustee shall be appointed for a five year term in accordance with the bylaws of the South Routt Library District (C.R.S. 24-90-108) (3) (a).

NOW THEREFORE BE IT RESOLVED BY THE BOARD OF TRUSTEES OF THE TOWN OF OAK CREEK, COLORADO:

Section 1: Kathy Benjamin, a resident of South Routt County, is hereby appointed to the South Routt Library District Board of Trustees for a term beginning April 14, 2026 and expiring April 14, 2031.

RESOLVED THIS 23rd day of April, A.D., 2026.

TOWN OF OAK CREEK, COLORADO

_____
Melissa Dobbins, Mayor

Attest:

_____
Tionna Jones
Town Clerk