CORTEZ, Montezuma Co
REDEVELOPMENT PLAN FOR CENTRAL BUSINESS DISTRICT.
Nelson, Haley, Patterson & Quirk

PRELIMINARY DRAFT

REDEVELOPMENT PLAN FOR THE CENTRAL BUSINESS DISTRICT

CORTEZ, COLORADO

Prepared For: CORTEZ PLANNING COMMISSION

By: NELSON, HALEY, PATTERSON and QUIRK, INC.
Architects - Engineers - Planners

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PRELIMINARY DRAFT

REDEVELOPMENT PLAN FOR THE CENTRAL BUSINESS DISTRICT

CORTEZ, COLORADO

The Central Business District (CBD) of any city reflects the vitality of that city. Consequently, a great deal of attention should be given to this area. Recent national trends in downtown areas have shown a decline in retail sales due to competition with urban shopping centers. This is not the case in Cortez since retail sales, on the whole, have risen rather steadily. However, this should not be construed to mean that Cortez has captured its share of the regional trade area. Both Farmington and Durango have been in competition with Cortez for these sales. Therefore, in order to maintain the present sales growth and attract new sales, the CBD must be revitalized. It is the purpose of this study to define existing shortcomings and outline ways in which they can be remedied through proper implementation. Initially, the scope of this report was to examine in detail the existing parking requirements and make recommendations for alleviating the parking problems that exist. Since parking is only part of the problem, the scope of this report was broadened to include other problem areas.

Essentially, the Central Business District comprises some 88 acres and is bounded on the north by North Street, on the south by First Street, on the east by Park Street, and on the west by a line 260 feet west of the centerline of Maple Street. Because of the large size of the Central Business District, the area was subdivided further into a core area composed of a six block section bounded on the north by North Street, on the east by North Beech Street, on the south by First Street, and on the west by North Elm Street. It is in this core area that the greater portion of the retail sales occur. Although the overall planning area of the Central Business District may be larger than normal, it was felt that this area could be justified since most of the commercial activity taking place within Cortez occurs along Main Street. Such commercial uses as motels, food stores, service stations, and drive-in restaurants require more land and were a large factor in determining the size of the business district.

EXISTING CONDITIONS

Land Use

The existing land use within the Central Business District is most intensively developed in what we have previously outlined as the core area. Commercial uses requiring fairly small square footage of retail area such as apparel and dry goods are found within this core area. Further to the east and west, land use changes and one finds more service stations, motels, restaurants and lumber companies. Consequently, more land is allocated per use to the east and west of the core area. A typical block in the Central Business District has concentrated commercial usage on one-half of the block, this half being adjacent to Main Street. The other half of the block will be mainly used for residential purposes. However, in some cases, there are some commercial uses dispersed within the residential use. Land around the perimeter of the Central Business District is also used primarily as residential.

EXISTING LAND USE - CORTEZ CBD

Use	Land Area in Acres	Percentage of Total
Residential	12.2	13.6
Commercial	27.7	31.5
Industrial	1.8	2
Public and Quasi Public	2.5	2.8
Vacant	8	9.1
Streets and Alleys	36	41
Total	88	100

Building Conditions

An inspection of the buildings within the core area revealed them to be old and, in most cases, in need of repair. The facades that exist on some of the buildings tend to hide the true conditions of the structures. However, these conditions are revealed by inspection of the rear of the structures along the alleys. In several instances, there were rather large cracks within the structure, exposed timbers, need of painting, and broken windows. All of this indicates a structure that generally is not being maintained. The inspection of the downtown area further revealed that little construction has taken place within the past years. It is hoped that a unified effort by the downtown businessmen can bring about a substantial improvement, keeping in mind that downtown beautification costs can be offset through increased sales.

RETAIL SALES

Projections of retail sales were based on information gathered from the "Colorado County and Retail Sales by Business Classification", a publication distributed by the University of Colorado Graduate School of Business Administration. The year 1969 was used as a base year, since the annual figures for 1970 have yet to be published. The sales by business classifications were then projected on an annual basis. However, the table which is included in this report only shows sales in five-year increments. To establish future square footage, a optimum sales figure was used and these figures were derived from the Urban Land Institute's report, "The Dollars and Cents of Shopping Centers", on shopping centers. By using an optimum sales figure and projected retail sales; by dividing the two, we establish a figure for future retail area. Of the twelve business groups listed, the ones gaining the most were "apparel", "other", "professional" and "personal", and "public utility". As indicated in the projected retail sales, these four business groups will gain the most during the next twenty years. The reason for this lies primarily in the increase in tourism which will continue to grow and, also, the demand for utilities which is growing at an ever increasing rate. The Central Business District is the focal point of the community and is the most logical place for professional offices. As the population grows, so will the number of professional people and, in most cases, their offices will be located centrally and logically in the expanding downtown area. In order to accommodate the increased sales, the total square footage of retail area within the Central Business District will also increase. Within the business group categories the biggest gains, again, were in "apparel" and "other" groups. The business group losing the most square footage is "lodging" and this can be explained by the fact that most motels require a great deal of land area which is somewhat limited in the Central Business District. Because of this need, it is felt that this type of use will be relocated on the major arterials serving Cortez.

CORTEZ - RETAIL SALES PROJECTION BY GROUP

	1970	1975	1980	1985	1990
Apparel					
% of Total Retail Sales	3.4	4.2	4.9	6.3	7.3
Retail Sales	1,004	1,602	2,559	4,466	7,800
Automotive					
% of Total Retail Sales	27.5	23.3	18.5	16.2	12.8
Retail Sales	8,082	8,790	9,563	11,467	13,753
Food					
% of Total Retail Sales	24.5	23.2	27.6	20.2	17.8
Retail Sales	7,198	8,757	14,259	14,257	19,079
Furniture					
% of Total Retail Sales	2.7	2.7	2.6	2.6	2.4
Retail Sales	808	1,042	1,342	1,883	2,641
General Merchandise					
% of Total Retail Sales	9.7	8.3	6.7	5.9	4.7
Retail Sales	2,836	3,131	3,458	4,208	5,119
Lumber and Building					
% of Total Retail Sales	6.1	5.8	5	4.8	4.2
Retail Sales	1,805	2,165	2,596	3,425	4,519
Other					
% of Total Retail Sales	10.1	14	14	20.1	25.8
Retail Sales	2,974	5,289	7,317	14,213	27,607
New Coded Group					
% of Total Retail Sales	.3	.3	.3	.3	.2
Retail Sales	83	106	135	173	222
Lodging					
% of Total Retail Sales	3.4	3.4	3.2	3	2.5
Retail Sales	1,011	1,292	1,650	2,106	2,688
Professional and Personal					
% of Total Retail Sales	.7	.6	.5	.4	.3
Retail Sales	214	248	287	333	386
Public Utility					
% of Total Retail Sales	9.4	12.3	15.1	18.7	20.7
Retail Sales	2,755	4,641	7,821	13,179	22,208
Farm and Garden					
% of Total Retail Sales	1.9	1.5	1.2	1	.7
Retail Sales	534	590	652	720	795
TOTAL SALES	29,304	37,653	51,639	70,430	106,817

CORTEZ CBD - RETAIL SALES PROJECTION BY GROUP

	1970	1975	1980	1985	1990
Apparel					
% of Total Retail Sales	4.1	5.1	6.6	8.1	9.7
Retail Sales	647	993	1,585	2,768	4,836
Automotive					
% of Total Retail Sales	21.7	19	16.7	14.2	11.6
Retail Sales	3,394	3,691	4,016	4,816	5,776
Food					
% of Total Retail Sales	30	29.4	28.8	27.3	25
Retail Sales	4,678	5,692	6,925	9,267	12,401
Furniture					
% of Total Retail Sales	4.5	4.7	4.9	4.9	4.7
Retail Sales	711	916	1,180	1,657	2,324
General Merchandise					
% of Total Retail Sales	15	13.4	11.9	10.3	8.5
Retail Sales	2,353	2,598	2,870	3,492	4,248
Lumber and Building					
% of Total Retail Sales	4.6	4.4	4.3	4.	3.6
Retail Sales	722	866	1,038	1,370	1,807
Other					
% of Total Retail Sales	6.6	9.5	10.6	14.7	19.5
Retail Sales	1,040	1,851	2,560	4,974	9,662
New Coded Group					
% of Total Retail Sales	.3	.3	.3	.3	.2
Retail Sales	45	58	74	95	122
Lodging					
% of Total Retail Sales	4.3	4.4	4.6	4.1	3.6
Retail Sales	677	865	1,105	1,411	1,800
Professional and Personal					
% of Total Retail Sales	9.9	.8	.7	.6	1.1
Retail Sales	147	171	186	229	559
Public Utility					
% of Total Retail Sales	4.	5.5	6.9	8.9	10.3
Retail Sales	633	1,067	1,798	3,031	5,107
Farm and Garden					
% of Total Retail Sales	3.4	3.	2.5	2.1	1.6
Retail Sales	534	590	652	720	795
TOTAL SALES	15,581	19,358	23,989	33,830	49,437

CORTEZ CBD - EXISTING RETAIL FLOOR SPACE

	Square Feet
Apparel	33,325
Automotive	90,070
Food	90,124
Furniture	59,540
General Merchandise	66,195
Lumber and Building	40,710
Other	30,200
New Coded Group	40,535
Lodging	122,605
Professional and Personal	18,795
Public Utility	11,370
Farm and Garden	11,425
Vacant	35,325
TOTAL	614,894

CORTEZ CBD - PROJECTED RETAIL FLOOR SPACE

	Square Feet			
	1975	1980	1985	1990
Apparel	39,971	43,460	53,318	68,043
Automotive	94,435	94,890	102,807	105,551
Food	105,297	108,436	124,277	135,597
Furniture	64,006	65,168	69,409	73,228
General Merchandise	70,622	71,065	76,916	79,143
Lumber and Building	44,426	45,057	48,595	50,950
Other	46,821	44,812	78,888	123,681
New Coded Group	45,087	46,187	47,837	49,854
Lodging	107,714	111,991	58,718	62,218
Professional and Personal	20,672	20,938	21,310	21,681
Public Utility	16,835	20,555	26,817	37,385
Farm and Garden	12,125	12,200	12,275	12,363
TOTAL	667,811	684,759	721,167	819,694

Presently, within the Central Business District, all major traffic runs east-west along Main Street. The traffic flowing through Main Street seems to be seasonal with the heavy periods occurring during the summer months. According to a 1964 traffic count by the Colorado State Department of Highways, the heaviest flow recorded was 10,800 vehicles per day. Since Main Street is four lanes, a peak 13-hour capacity of over 25,000 vehicles could be obtained depending upon the number of crosswalks and type of signal system installed. It is rather evident that with the capacity to handle such an increase in traffic, that environmental factors such as noise, air pollution, and vibration will only increase. One can easily surmise, therefore, the total effect this volume of traffic will have on any downtown shopping atmosphere.

Parking

A careful analysis of the data obtained from our parking study revealed that the critical areas for parking lie within a six-block area which we have previously defined as the retail core. The parking analysis consisted of a block by block study of parking needs. This was developed by determining the amount of retail floor area being used within each block and from this determining the amount of parking typically generated by each retail use. Also, using aerial photographs, a count of available parking space within each block was made. Included in this count were vacant lots used for parking. Presently, the parking ratio within the core area is less than 1:1. That is, one square foot of parking to one square foot of building floor area. It should be noted that this 1:1 ratio is the minimum needed for parking. One reason for this lack of parking may be due to the fact that although some space is available it is not being effectively used.

For example, along Main Street the existing parallel parking is inefficient, allowing for only thirteen parking stalls on each side of the street or a total of twenty-six per block. If angle parking were used, the parking yield would increase to twenty-eight stalls on each side of the street or a total of fifty-six for both sides of the street for each block. There are several solutions, however, which will be examined later. It should be noted that the proposed parking schemes deal mainly with the core area. Parking in the CBD fringe is not critical since commercial establishments have provided for their own parking and this trend should continue as development takes place.

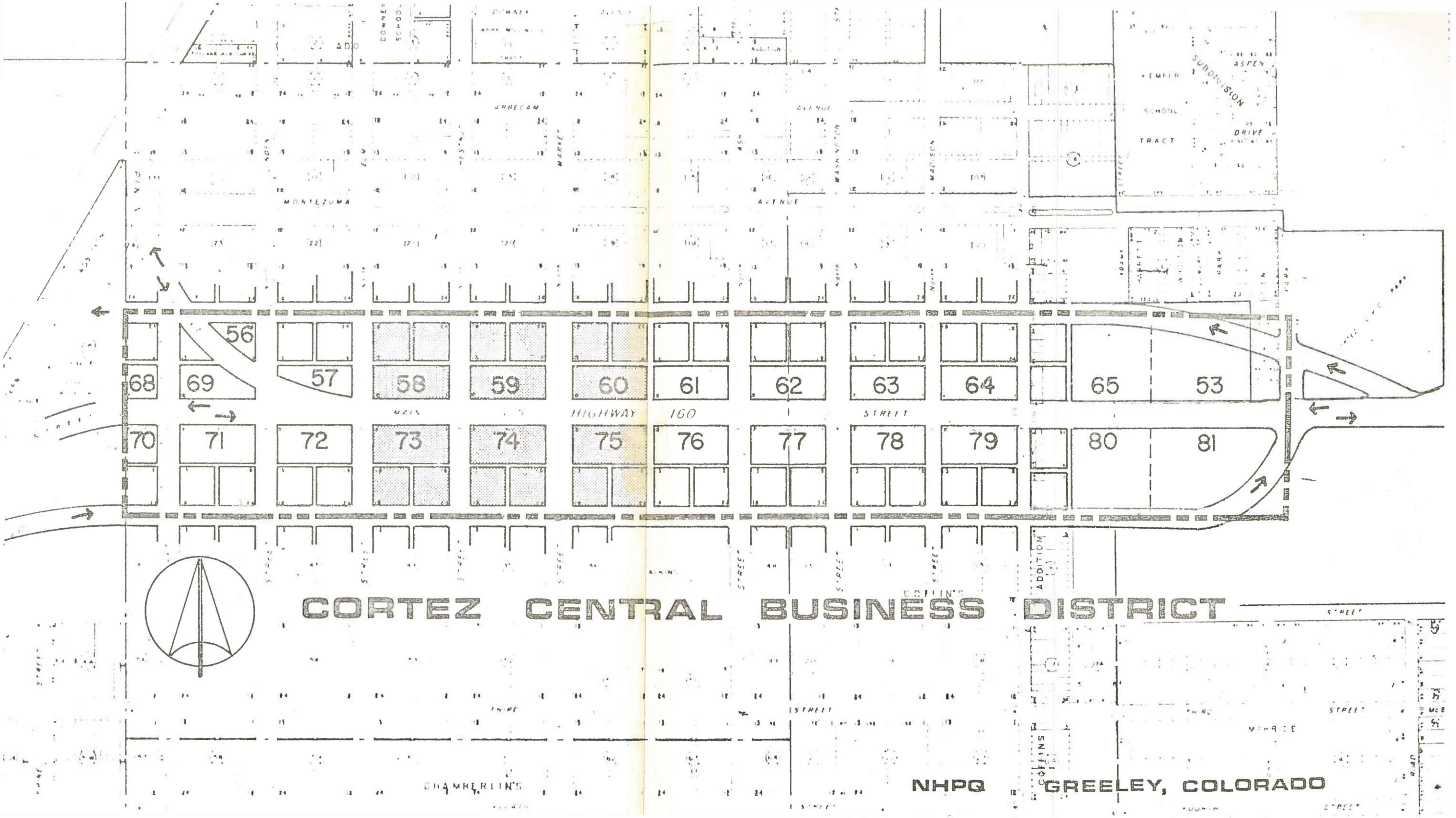
CATEGORIES OF PARKING - BASED ON PARKING DURATION

Category	Approximate Duration
Stop and Go Parking	0 - 5 minutes
Errand Parking	0 - 15 minutes
Convenience Parking	0 - 30 minutes
Services Parking	0 - 1 hour
Basic Parking	0 - 4 hours
Employee Parking	0 - 8 hours
Night Time Parking	0 - 15 hours

Source: Downtown Idea Exchange

CORTEZ CBD - SUMMARY PARKING DEMANDS BY BLOCK

Block Number	Off Street Parking	On Street Parking	Total Parking	Parking Needed	Parking Surplus	Parking Shortage
68		14	14	26		12
69	36	5	41	17	24	
56		16	16	2	14	
57	42	22	64	73		9
58	49	36	85	99		14
59	18	64	82	119		37
60	7	60	67	131		64
61	18	36	70			34
62	19	23	47	31	16	
63	8	39	47	43	4	
64	25	38	63	46	17	
65	26	21	47	45	2	
53	147	6	153	139	14	
81	37	7	44	52		8
80	95	8	103	122		19
79	38	8	46	53		7
78	55	29	84	27	57	
77	59	41	100	50	50	
76	9	42	51	44	7	
75	38	63	101	158		57
74	7	57	64	110		46
73	90	37	127	176		49
72	16	32	48	39	9	
71	59	30	89	97		8
70	4	29	33	97		64
TOTAL	902	750	1,652	1,866		



CORTEZ CENTRAL BUSINESS DISTRICT
NHPQ
GREELEY, COLORADO
MONTEZUMA
AVENUE
HIGHWAY 160
STREET
KEMPER
SCHOOL
TRACT
SUBDIVISION
ASPEN
DRIVE
ADDITION
CHAMBERLIN'S
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81

PLANNED CONCEPTS

Remodeling

Store fronts and rear entrances within the core area are in need of extensive rehabilitation and this can be accomplished in many ways. An architectural theme may be established for the total core area. To illustrate, a covered walkway for all the store fronts, using the same type of design, could be utilized. Perhaps an old west theme such as exposed timbers, signing, and graphics could be used. By giving more attention to the rear of the stores, an increase in display area could be provided. The use of the rear alleys as pedestrian walkways should be considered. Not only should the store fronts and backs be given adequate attention, but easy access from Main Street to the rear parking is important. One way to provide this type of access would be the elimination of some commercial space. A pedestrian walkway could be provided and using the adjacent store on either side of the walkway smaller shops could be formed specializing in those areas catering to the tourist trade. Another less expensive alternate can be accomplished by permitting customers to walk through the stores from front to back. The elimination of projecting signs, particularly along Main Street, should also be considered.

Traffic

In order to eliminate a major portion of the through traffic along Main Street, a system of one-way streets have been suggested. The east-west traffic has been divided with First Street handling the east bound traffic and North Street handling the west bound traffic. This one-way system will improve traffic flow through Cortez in a safe and desirable manner. This also has the benefit of providing direct access to rear parking lots in back of commercial establishments. North and south streets bisecting the core have been made one-way except for Market and North Washington which remain a two-way system. This two-way traffic was retained to permit easy flow of traffic and to retain Market Street as a cross-town collector street.

Parking

Due to the elimination of much of the through traffic on Main Street, better utilization of the parking along Main Street can be made. For example, instead of the present parallel parking, angle parking can be incorporated increasing parking capacity and still maintain two lanes for through traffic. Parking can also be increased by converting private vacant space into a municipal or perhaps a private parking lot. On streets heading north and south bisecting Main Street, angle parking is proposed rather than the existing parallel parking, provided space is available, to improve parking efficiency. Because of the narrowness of some of the right-of-ways, one-way traffic was used coupled with angle parking. This would allow space for a car to pull out of the stall and move forward without interrupting the normal flow of traffic.

The study of parking needs revealed a shortage in many blocks wherein the need exceeded the availability. Consequently, parking available in adjacent blocks was incorporated into the overall parking picture. Thus, these blocks when grouped collectively provided the required amount of parking generated by the group rather than each individual block. This concept has worked well since some blocks have more land available for parking at a lower cost. Consequently, these blocks should be utilized to provide the additional parking needs. The average shopper will walk 300-400 feet, which is the length of the typical block.

Pedestrian Circulation

Along with ample parking, the key to a successful downtown business area is convenient pedestrian traffic flow. As part of the design criteria of this study, an increase of exposure to foot traffic was used. This was done by opening the back alleys, some 20 feet of right-of-way, to pedestrian traffic. In areas where the pedestrian walkways cross the collector streets heading north and south, pedestrian crosswalks were provided. Not only do these pedestrian walkways provide access to and from the parking areas, but they could provide space for such amenities as fountains, plantings, sculpture, and benches. These are vital because they provide a sense of human scale as well as some visual relief. It should be noted that with the increase of certain amenities as previously mentioned, the walking distance that one would normally walk without becoming either tired or bored could be greatly increased, that is, from the normal 400 feet to a distance of 800 feet. Considering that the average block in the core area is 300 feet, the length that a person would walk would be increased by an additional block. This is a vital consideration when locating parking lots, particularly when land costs are a factor.

PROPOSED REDEVELOPMENT PLAN 1

Plan 1 has incorporated the serpentine street pattern along a six block area on Main Street to provide both parking and added space for landscaping and other amenities. There are several advantages to using this type of street pattern. One advantage is more usable sidewalk area which would provide room for kiosk, planters, benches, and trees. The fact that the street is curvilinear is an automatic control on traffic speed. This is desirable because of the angle parking incorporated into the design. When using angle parking, it should be kept in mind that a car backing from a stall is backing into oncoming traffic. Therefore, a slower speed is desirable to allow enough stopping time or, for that matter, maneuvering time. However, this is not as critical in this design concept as in some of the others that will be proposed. In this concept, an area is provided for a car to back out and move forward into traffic without having to back onto the oncoming traffic lane. Because of the amount of the area suitable for landscaping and sidewalk furniture, a semi-mall atmosphere can be provided. This has certain advantages over "the paved look" which is usually caused by large streets extending on a straight line over many blocks. There are some inherent disadvantages to this concept in that it does eliminate some parking because of more land devoted to landscaping, and would involve more time and greater expense to build. The major parking lots have direct access to North and First Streets. Also, in areas where the parking demand is high, that is in the core area, the parking lots were provided both on the south side of First Street and on the north side of North Street. In areas where angle parking could be incorporated without any difficulty, it was also used. On several blocks parallel parking was maintained or eliminated altogether such as on North Madison. An additional lot was placed on the block in which the City Hall is located. This lot will provide additional space for 35 cars which should be adequate for both employee and visitor's parking. It is assumed that this space will be used primarily for employee parking and that the angle parking directly in front of the City Hall will be used for visitor or convenience parking. Parallel parking is shown on both North and First Streets and done so only on one side so as not to interfere with the amount of traffic that can be accommodated by these streets. Thus, an additional twelve spaces, on the average, can be provided for each block.

PROPOSED REDEVELOPMENT PLAN 2

In Plan 2, through traffic on Main Street along the six block core area has been eliminated by developing parking lots. Two lots have been provided for each block with each lot having a capacity of 38 spaces with one space used for a turn-around. This turn-around provides a means of convenience for the motorist who drives into a lot and finds it full. It gives the motorist a means of turning around without having to back out the full length of the lot. One of the inherent advantages of this type of concept is that parking lot convenience is being provided directly in front of the store area. Traffic along Main Street is rerouted with west traffic following North Beech Street onto North Street and east traffic following Elm Street onto First Street, thus causing traffic to flow around the core area rather than through it. A system of collector streets is retained which provides north and south traffic through the core area along a system of one-way streets and, as in the case of Market Street, two-way traffic since Market Street serves as a collector street between the north and south half of Cortez.

Additional land was gained on the west side of the Central Business District through the rerouting of Pinion Drive. Rather than meeting Main Street at the North Linden Street intersection, Pinion Drive is rerouted south to First Street. The sale of the land thus saved could be used by the City to provide funds for needed improvements or parking space as indicated, and perhaps to provide a park facility incorporating the existing fountain situated on the triangular piece of property formed by the intersection of Pinion Drive and Main Street. This park area would provide an ideal approach or setting for those driving into the core area.

The proposed parking remains very much as in Proposed Redevelopment Plan 1 with the addition of several lots to include one on a block bounded by North Linden, North Elm, and Main Street. It is felt that the greater demand for parking lies within the core area and that parking in the rest of the Central Business District is adequate and will remain as such. One of the main advantages of this plan, along with the additional parking, is that a semi-mall is created allowing pedestrians to cross Main Street without having to encounter any traffic. By eliminating through traffic on Main Street within the core area, the motorists are forced to take the North and First Street bypass system, thus, those who go to the core area will do so with the intent to shop.

PROPOSED RECEVELOPMENT PLAN 3

In Plan 3, the main design criteria is that of obtaining maximum parking within the core area. Of the two mentioned plans, this is the least expensive to build and also will require the least amount of construction time. Essentially, angle parking is provided on Main Street thus providing approximately 56 spaces on a per block basis. The rest of the parking scheme remains the same as in Plans 1 and 2. There are several disadvantages to a concept like this which is catering strictly to parking; first, it limits the amount of area suitable for landscaping which is desirable if the proper atmosphere is to be provided to attract shoppers; secondly, from a visual aspect it is not as pleasing as the other two proposed plans since it will look much like a normal street. However, this plan was incorporated within the study to show what can be done to maximize the amount of parking available within the core area. Consequently, as a compromise, Plan 2 should be looked into more thoroughly since it provides the needed aesthetics and also provides enough parking to meet demands well into 1985.

CORTEZ CBD - FUTURE PARKING REQUIREMENTS

	1970	1975	1980	1985	1990
Core Area:					
Square Footage	219,961	233,734	239,666	252,409	286,898
Parking Spaces Required	825	877	899	947	1,076
CBD Fringe:					
Square Footage	408,900	434,077	445,093	468,758	532,801
Parking Spaces Required	1,533	1,628	1,669	1,758	1,998
TOTAL FOR CBD					
Square Footage	628,861	667,811	684,759	721,167	819,694
Parking Spaces Required	2,358	2,505	2,568	2,705	3,074

Proposed Parking:	PLAN 1	PLAN 2	PLAN 3
Core Area	981	1,031	1,092
CBD Fringe	1,203	1,241	1,256
TOTAL	2,184	2,272	2,348

GOALS

In order to provide certain guidelines for the redevelopment of the Central Business District within Cortez, certain goals and priorities should be established. These will form a design criteria for policy making decisions. The following goals are suggested:

A. Establish improvement priorities once a decision on a concept has been made.

B. Establish a time table for completion and financial means of implementation.

C. Establish architectural and sign controls with adequate means of enforcement.

D. Encourage location of additional specialized retail activities within the core area. Perhaps, in the case of Cortez, catering to the tourist trade.

E. Encourage aesthetic variety through the use of open space landscaping.

F. Separate vehicular and pedestrian movements as much as possible.

G. Periodically review progress of the project.

IMPLEMENTATION

Financing

There are numerous ways Central Business District improvements can be financed. The following methods of financing are suggested:

A. Special District. This method of financing has been widely used and involves the formation of an improvement district. The district thus formed has a bonding capacity equal to 25 percent of the assessed valuation. Monies raised through the sale of bonds are used to finance any or all of the improvements.

B. Urban Renewal. A Federal program involving the joint participation of Federal and local governments to finance renewal projects. The local government's share of the project is 25 percent of the total amount with the Federal government's participation being 75 percent. Most downtown improvement projects can be financed through this program including the purchasing of land for parking lots. However, the program does not finance improvement of these lots such as paving, landscaping, and lighting. One of the main disadvantages of seeking Federal aid is the time and cost involved in submittal procedures. Presently, funds for Urban Renewal are limited and the demands are great. Therefore, to acquire funds through this means would require several years of continued paper work with no guarantee of success. Meanwhile, during this period, the project loses momentum and eventually a great deal of public and private support.

C. Urban Beautification. Another type of Federal program is one whereby funds are made available for beautification only. The Federal participation is approximately 50 percent, with the local government providing the other 50 percent. Again, the problem of obtaining funds from Federal sources arises.

D. Local General Fund. Funds are allocated from the general fund to be used for Central Business District improvement. Because the money is provided locally, a great deal of flexibility in funding can be achieved. The amount financed depends largely on the money available and the willingness of the City administration to allocate the needed funds.

E. Private Corporation. The use of a corporation to finance improvements is limited only to projects dealing with parking. The corporation receives working capital from the issuance of stock or through the sale of revenue bonds. Parking revenue from meters and lots is a governing factor since it predetermines the bonding capacity. Parking lots developed by the corporation could either be operated by the corporation, leased to the City, or in some cases given to the City if certain tax advantages are sought.

F. Voluntary Assessment and Donation. Through the use of a voluntary assessment, either on a front footage or square footage basis, the downtown merchants could provide the needed funds for improvements. The amount of money raised would be determined by the amount the merchants were willing to assess themselves. Funds raised in this manner would not have any restrictions and could be used according to needs. Improvements within the CBD could also be obtained through the use of gifts and grants. For example, the donation of sculpture, fountains, benches, and planters could enhance the appearance of the downtown area.

CORTEZ CBD - REDEVELOPMENT COST

	PLAN 1	PLAN 2	PLAN 3
Core Area:			
Parking	$640,316	$639,162	$634,901
Environmental Improvements	51,859	48,638	35,768
Total	692,175	687,800	670,669
Contingency 10%	69,218	68,780	67,067
Design and Engineering 10%	69,218	68,780	67,067
TOTAL	$830,611	$825,360	$804,803
Fringe Area:			
Parking	$128,982	$149,473	$121,386
Environmental Improvements	39,671	42,439 -32,544*	32,341
Total	168,653	159,368	159,727
Contingency 10%	16,865	15,937	15,973
Design and Engineering 10%	16,865	15,937	15,973
TOTAL	$202,383	$191,242	$191,673
TOTAL COST	$1,032,994	$1,016,602	$996,476

*Income derived through the sale of right-of-way land

Assessed Valuation

The tax base is typically represented by the assessed valuation. If a special district was formed to implement the Plan's objectives the bonding capacity of the district would be equal to 25 percent of the assessed value.

The 1970 estimated assessed valuation for the Central Business District is $2,178,873.00. This includes both real and personal property. Based on this amount, the bonding capacity is $544,718.00. A special district could be formed by a petition of more than 50 percent of the property owners and the acceptance of the petition by the City Council.

SUMMARY - ASSESSED VALUATION

	Core Area	Fringe Area	Total
Assessed Valuation	$815,816	$1,363,057	$2,178,873
Bonding Capacity	$203,954	$ 304,764	$ 544,718

Governing Agency

In order to insure that the redevelopment program is being carried out, a committee or similar governing body should be formed to oversee the development. It is further suggested that this committee be composed of both downtown merchants and City officials. It would be the function of this committee to not only direct the redevelopment of the downtown area, but to promote new business within the core area. Due to the amount of tourist trade that goes through Cortez, perhaps a small colony of specialized craftsmen could be induced to locate in the core area.

CONCLUSIONS

To insure its rightful share of the regional market, the Cortez Central Business District should provide an attractive area for shopping, professional, governing, and entertaining activities. The Central Business District of any city reflects the strength of the community. Therefore, a great deal of attention should be given to downtown Cortez if Cortez desires to maintain its share of leadership within the Four-Corners area.