

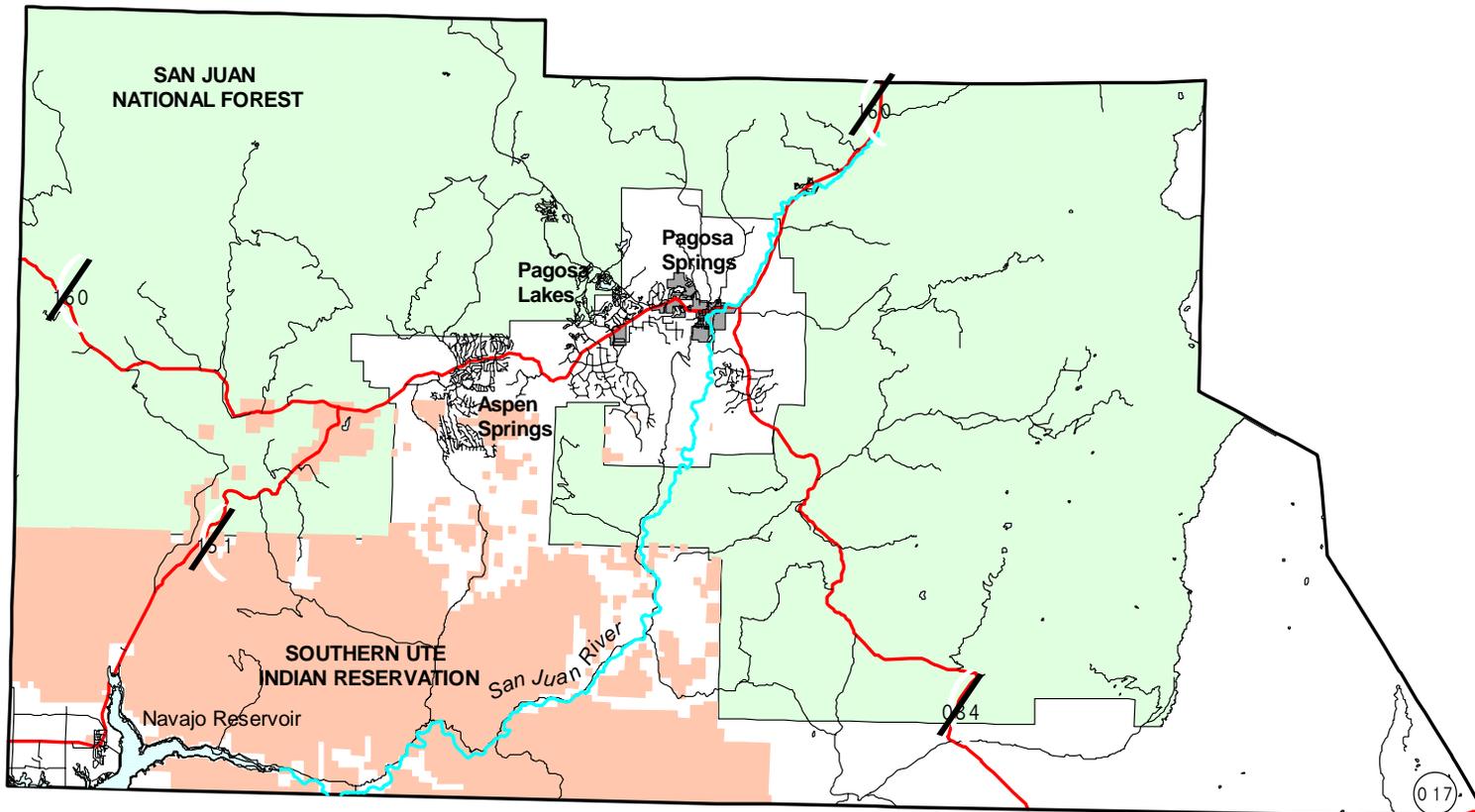
# MAP OF ARCHULETA COUNTY

Information Services  
File c:\gis data\region 9\ceds

- Land Area - 872,960 acres (1,364 sq. miles)
- Private Lands- 296,806 acres (34%)
- San Juan National Forest- 450,447 acres (51.6%)
- Southern Ute Tribal Lands- 125,706 acres (14.4%)



REGION 9



Archuleta County

### 3. ARCHULETA COUNTY

#### TABLE OF CONTENTS

INTRODUCTION.....	2
EXECUTIVE SUMMARY.....	2
LOCAL ISSUES.....	3
Environment.....	3
Health care.....	4
Housing.....	4
Land Use Issues.....	5
Transportation.....	6
Wildfire.....	7
ARCHULETA COUNTY PROFILE.....	8
Background.....	8
Archuleta County Government.....	9
Infrastructure and Services.....	10
Population Trends.....	11
The Local Economy.....	11
Unemployment Rates.....	11
Employment and Income 2005.....	12
Base Analysis.....	13
Base Industries.....	14
RIMS II Economic Model.....	15
Total Personal Income.....	16
Per Capita Income.....	17
Employment Sector Trends 1980 - 2005.....	17
STRATEGIC PLANNING.....	31
Vision & Mission Statements.....	31
Vision Statement.....	31
Mission Statement.....	31
SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis.....	32
Strengths.....	32
Weaknesses.....	32
Opportunities.....	33
Threats.....	33
Key Economic Development Directions.....	34
Goals, Actions & Implementation.....	34
Implementation Plan.....	40
ARCHULETA COUNTY – COMMUNITY DEVELOPMENT ACTION PLAN 2006.....	41

## **INTRODUCTION**

The purpose of the Comprehensive Economic Development Strategy (CEDS) is to create a plan for retaining and creating better paying jobs, fostering stable and more diversified economies, as well as maintaining and improving the quality of life in Southwest Colorado and Archuleta County. The purpose of this section is to provide specific information on Archuleta County, and how it fits into the region.

## **EXECUTIVE SUMMARY**

In 1970, manufacturing (primarily wood products) provided 30% of the county's total work income and generated \$7.4 million in earnings. Over the next 20 years manufacturing wages decreased, due primarily to the decline of the timber industry. The 1980's were a time of relative stability in terms of population and economy, reflecting the "flat" state and national economies. Since that time, Archuleta County has been in transition from a traditional rural community to a more urban environment in which tourism is the number one industry. The natural environment, and the amenities it provides, are behind much of the growth and have become the larger region's chief economic asset.

Archuleta County is comprised of 872,960 acres (1,364 sq. miles). Only 34% of lands in Archuleta County are in private ownership. In 2006, Archuleta County adopted a Land Use Code and a zoning map. Tribal lands comprise 14.4% of the county and any decisions regarding their development (i.e. mineral and timber resources) could be crucial to impacts on county resources and economic development. Most of the northern and eastern portions of the county (51.6%) are within the San Juan National Forest and are under the management of the U.S. Forest Service. Federal lands continue to be managed under a policy of multiple use.

From 1990 to 2000, the population of Archuleta County grew by 8.5% annually, and was ranked 5<sup>th</sup> of 63 Colorado counties (14<sup>th</sup> nationwide) for rate of growth. Since 2000, the estimated rate of growth has slowed down to about 3.7% annually, with most of the growth in the unincorporated areas of the county. The estimated population in 2005 was 11,716.

Although there is a relatively low unemployment rate (4.8% in 2005), wages and employment are highly dependent on generally low paying retail and service sector jobs, driven primarily by the tourist and resort industry. The service sector provides 38% of jobs and 32% of employment income. The retail trade sector accounts for 15% of jobs and 13% of employment income. Construction is also an important sector, providing 16% of employment and 18% of employment income in 2005. Proprietors (owners) make up 36% of total employment, while wage and salary jobs account for 64%.

Operation Healthy Communities (OHC) has determined that in 2003 a minimum of \$10.36/hr provided a livable wage in Archuleta County (for a single person renting a one bedroom unit), although only about 42% of the population would be able to qualify for a median priced home of \$181,000.

In 2004 Archuleta County had a total personal income (TPI) of \$251,228,000. This TPI ranked 40th in the state and accounted for 0.2 percent of the state total. The largest proportion (53%) of TPI is generated through non-farm employment.

In 2004 Archuleta County had a per capita personal income (PCPI) of \$21,639. This PCPI ranked 56th in the state and was 60 percent of the state average, \$36,113, and 65 percent of the national average, \$33,050.

## LOCAL ISSUES

Archuleta County has some definite areas of strength and weakness as compared to other counties in the region. The following information takes a closer look at some of the key issues for the county.

### Environment

Archuleta County is one of the fastest growing counties in Colorado. This population growth brings economic vitality but concern about the environment and land development. From 1993 to 2004, 592 new lots were created by major and minor subdivisions. A local land trust, the San Juan Land Alliance, is active working to preserve open space. Since 1993, a total of 7,471 acres have been placed under conservation easement.

Oil and gas development in Archuleta County's western end is a source of county tax revenues, but also an environmental concern due to drilling in roadless areas, and threats to water quality and wildlife. A proposed new oil and gas drilling project in the USFS - HD Mountains has received considerable, wide-spread opposition from the Archuleta County Commissioners, local, state and federal elected officials. This proposal, known as the Northern San Juan Basin Coalbed Methane Project, proposes, through a *Preferred Alternative in a United States Forest Service Environmental Impact Statement*, 227 new well pads and 102 miles of new roads in the HDs. No final decision has been made.

Another environmental issue affecting Archuleta comes from neighboring Mineral County. A massive development east of Pagosa Springs, called the Village at Wolf Creek, has been approved. The proposal is to build a town larger than neighboring Alamosa, including 2,000 units and 10,000 people. This project is controversial and many coalitions are concerned about its impacts on the environment. Environmental concerns include traffic, disruption of wildlife corridors, and impacts on pristine recreation areas, wetlands, and watersheds. The project is currently tied up in several layers of litigation especially related to road access across United State Forest Service lands. Additionally, there is an economic concern about the potential loss of income for Archuleta County's businesses that rely on skiers' tourism dollars in the winter.

The San Juan National Forest and Bureau of Land Management is revising their forest plan that will outline the types of uses that can occur such as: where commercial timber can be harvested, where grazing will occur and to what levels, and locations where motorized recreation is allowed. In public meetings, the following key issues were identified as concerns in Archuleta County: growth, USFS road maintenance, wildfire risks and Wildland Urban Interface issues, trail head conflicts, protection of the Piedra River without harming water rights, expansion of motorized use on the public lands, and noxious weeds. The Office of Community Service at Fort Lewis College is leading the planning process and a draft document is expected in late 2006.

#### Sources:

*The Pagosa Sun*. Newspaper archives. 2006.

Operation Healthy Communities - *Pathways to Healthier Communities* report. 2005.

Web Sites: San Juan Public Lands Center, San Juan Citizens Alliance, and Friends of Wolf Creek. Office of Community Services at Fort Lewis College

## Health care

Archuleta County is home to over 11,000 residents. The Colorado Rural Health Center reports that this county's uninsured rate ranges between 13.3% - 18.7% depending on the criteria used. A full 32.8% of the children in the county qualify for free and reduced lunches as compared to the State percentage of 28%, and the poverty rate is 11.7% with Colorado's rate pegged at 9.3%. This is attributed to the seasonal and service aspects of the local economy. Archuleta County qualifies both as a federal HPSA (Health Professional Shortage Area) and Medically Underserved Area/Population (MUA/MUP). These two designations are defined by the Federal Department of Health, Education and Welfare, and make this county eligible for certain federal resources such as higher reimbursements for Medicare and Medicaid, and professionals working off loan repayment.

Health care delivery in this county is distinguished by distance. The nearest trauma level hospital is one hour away in Durango, and other health care services such as more extensive primary care, hospital services, hospice, and nursing home care must be obtained by traveling to Durango, Del Norte, Farmington, New Mexico and other areas.

Archuleta County recently has made important strides in dealing with its health care challenges. In May of 2006, through a special election, the voters passed an initiative that allows the already-existing Upper San Juan Health Service District (USJHSD) to float revenue bonds to pay for a Critical Access Hospital (CAH). A CAH is a federal designation that brings benefits to the community such as higher reimbursements for Medicare and access to grants only available to communities with this designation. The criteria to establish a CAH is that the community must have no hospital within 35 miles away (15 miles in mountainous terrain). The CAH, when built, will bring acute care hospital services to county residents, and will enhance services already funded by the USJHSD including EMS and the Mary Fisher Clinic, a facility that provides primary care to those who are uninsured. Mercy Regional Medical Center is closely collaborating on this project.

### Sources:

- Colorado Rural Health Center, Archuleta County Profile. 2005. [www.coruralhealth.org](http://www.coruralhealth.org)
- Operation Healthy Communities – *Pathways to Healthier Communities* report. 2005.
- Web Sites: [www.prohospitalps.org](http://www.prohospitalps.org), [www.raconline.org](http://www.raconline.org)

## Housing

Housing is a growing concern in Archuleta County, not just rising prices, but also part-time residents. A three-part study, financed by Region 9 and conducted by Donna Graves of Information Services, wanted to look at the impacts of part-time residents and second homes. Second homes have generated the need for more workers, but the rise in property values and subsequent housing costs have made it difficult for the workers to live within a reasonable distance of their place-of work. This is of particular concern in areas where developable land is in short supply. Housing data from Archuleta County was acquired directly from the County Assessor office, and shows that though region wide, about 40% of residential properties, vacant lands and agricultural parcels are owned by non-locals, **59% of Archuleta County properties are owned by non-locals**. This is the highest percentage of non-locally owned parcels in the region.

In Archuleta, most of 2<sup>nd</sup> homeowners live out of state and their properties cluster near resort areas. The median and average value of properties is actually lower for non-locals, likely reflecting the condominium/townhouse market. Condos are a large part of the Archuleta County market. Many (75%) of the locally owned condos are used by Fairfield Pagosa as timeshares. Though Fairfield is an international corporation with properties worldwide, they maintain a local mailing address and thus had to be defined as local for this study.

How much our communities will be affected will be determined when Phase 3 (economic impacts) is completed this fall. The results of Phase 3 are expected to help guide the plans and policies of local decision makers. More information about the Social and Economic Impacts of 2<sup>nd</sup> Homeowners is available at [www.scan.org](http://www.scan.org), under Region 9 publications.

Another concern is rising home prices balanced with low incomes. In 2005, the *Pathways to Healthier Communities* reported that 42% of families in 2003 had less than the qualifying income needed to purchase a home.

## **Land Use Issues**

Archuleta County is comprised of 872,960 acres (1,364 sq. miles). Of these, 34% are private lands, 14.4% are Southern Ute Tribal Lands, and 51.6% are state and federal lands.

Most of the northern and eastern portions of the county are within the San Juan National Forest and are under the management of the U.S. Forest Service. Federal lands continue to be managed under a policy of multiple use. Traditional uses such as livestock grazing and timber harvesting continue, but the value of the forest as a place to recreate and enjoy the viewshed is increasingly important.

Ecosystem management and an emphasis on watershed health and restoration have marked the last decade of National Forest management. There is growing concern about vegetation in the lower to middle elevations. These areas are now less productive from a commercial timber standpoint and pose a greater risk of large wildfires. This is an increasing concern with continued residential development on the fringes of the National Forest. A Forest Plan Revision is underway to balance economic and ecological sustainability as new policies are implemented (scheduled to be in draft form in late 2006).

Also of primary importance is the relationship between the county and the Southern Ute Indian Tribe. Tribal lands comprise 14.4% of the county and any decisions regarding their development (i.e. mineral and timber resources) could impact county resources and economic development. Given the changes that lie ahead as the Tribe develops its economic potential, close cooperation between the county and the Tribe remains essential.

Only 34% of lands in Archuleta County are in private ownership. A new County Land Use Code was adopted on May 23, 2006 with an accompanying zoning map. A Community Plan for land use was adopted by Planning Commission March 28, 2001 and endorsed by the Board of County Commissioners on May 23, 2001. Archuleta County, like other Colorado counties, currently has no control over the dividing of land into parcels 35 acres or greater in size. These larger divisions of land are becoming more frequent throughout the county, and are expected to continue.

## Transportation

Archuleta County is seeing growth affecting transportation on a grand scale. The Town of Pagosa Springs is growing north to south along Highway 160 causing congestion through town, with little room for expansion. Transit is provided by the county, but primarily serves seniors, and persons with disabilities.

The 2030 Regional Transportation Plan (RTP) states that 33% of the highway surfaces in Archuleta County were rated as poor in 2001. CDOT officials state that when roads get to a certain point it is better to wait and reconstruct the road rather than keep repairing it. The 2035 RTP is expected in late 2007.

### **Airports**

**Stevens Field** is a publicly owned general aviation facility located 3 miles NW of Pagosa Springs, and operated by the Archuleta County Airport Authority. It does not have a terminal building. The facility includes an 8100' asphalt runway. There are expansion plans in the works that will include new hangers, and a new taxiway. A new fixed based operator (FBO) building was just completed.

**Intercity Bus Service** – *Mountain Express* provides a fixed transportation route within Pagosa Springs and surrounding areas.

**Specialized Transit** - *Archuleta County Transportation* in Pagosa Springs provides demand-response service for senior citizens and the disabled the Archuleta County area. This service includes trips for shopping, the Meals on Wheels Program and recreational purposes. Transportation to medical appointments in Durango (La Plata County) and Farmington N.M. is also available.

Sources:

Southwest Regional Planning Commission -- *Southwest TPR 2030 Regional Transportation Plan*, CDOT, November 2004.

## Wildfire

The 2002 Archuleta County Community Fire Plan (CFP) is an extension of the National Fire Plan authorized by Congress, as a response to the summer fires of 2000. A CFP update (to be called the Community Wildfire Protection Plan) is currently underway. As a component of the National Fire Plan, the County Community Fire Plan is meant to: help coordinate fire readiness efforts between local communities and federal agencies; assist the Sheriff, fire officials, and residents in identifying private and public lands at risk of severe wildland fires; identify projects and strategies for the prevention and suppression of wildfires; and improve firefighting resources. Over 50% of Archuleta County land is in public ownership.

Archuleta County has two fire protection districts. The Pagosa Fire Protection District (PFPD) covers an area of 165 square miles and serves about 75 % of the county population as a special tax district. Los Pinos Fire District covers approximately 1% of the county or about 310 square miles mostly in the Arboles area. It responds to structure fires within its boundaries, but sometimes works on wildland fires outside of its jurisdiction if asked. The remaining 90 percent of the county has no dedicated fire protection.

Two pro-active approaches in Archuleta County are examples for other counties in the region. The first approach was developed in 2001, when the County Commissioners implemented a county-wide planning ordinance requiring real estate developers to thin fire-prone parcels before receiving final plat approval. Subsequently, the County has also implemented a wildfire component to their GIS mapping with goals outlined in the CFP. The CFP also includes a risk map and lists these areas as being at high risk with the bold print being of "special concern":

1. <b>Aspen Springs (Unit 6)</b>	18. Cimarron
2. <b>Log Park</b>	19. Continental Estates
3. <b>Pagosa Lakes</b>	20. Eagle Peak
4. <b>San Juan River Resort Village</b>	21. Alpha
5. <b>Alpine Lakes Estates</b>	22. Ghost Elk Valley
6. Loma Linda	23. High West
7. <b>Burns Canyon</b>	24. Holiday Acres
8. Pagosa Peak Reserve (Design Reg)	25. Keyah Grande
9. Piedra Peak (Design Regulations)	26. Lower Blanco
10. Snow Circle (Design Regulations)	27. Navajo River Ranch
11. Elk Park Meadows (treated area)	28. Rito Blanco
12. Timber Ridge (Design Regulations)	29. Stevens Canyon
13. Turkey Springs	30. Tierra del Oro
14. Alpine Lakes Subdivision	31. Twin Creek
15. Echo Canyon	32. Upper Blanco
16. Chris Mountain Estates	33. Wildflower
17. Blue Mountain Estates	34. Crowley Ranch

The full CFP can be downloaded at: [www.southwestcoloradofires.org](http://www.southwestcoloradofires.org)

# ARCHULETA COUNTY PROFILE

## Background

The Anasazi (Ancestral Puebloan) people were the earliest known inhabitants of Archuleta County and the surrounding area. Archaeological evidence at the Chimney Rock Indian ruins indicates a thriving community in and around the site until about 1125 AD. Following the Anasazi were the Navajo, Ute, and Apache peoples who have lived and hunted in the area for centuries. Revered by the Indians, the Pagosa (a Ute word meaning boiling water) Hot Springs were frequented by many of the tribes. Accounts from the early Anglo explorers describe well - worn trails from all directions converging on the springs, and "Red – men's bathing houses", depressions and sweat lodges, located around the seeps and cavities near the big spring.

Spanish explorers and missionaries, as well as the French, visited the area seeking gold and converts prior to 1848 when Mexico ceded the area to the United States. The U.S. Government then established relations with the Indians and through a series of Treaties (1848, 1868, 1873, 1880), "bought" most of their land. In the Brunot Treaty of 1873, the Southern Ute Reservation was established in its present location, which included the southwestern part of what later became Archuleta County, formed from part of Conejos County in 1885. Fort Lewis was established in 1878 near the Pagosa hot springs to protect settlers and travelers from the Indians. The town grew around the fort and remained after the fort moved west. The Town of Pagosa Springs was platted and surveyed in 1883 and incorporated in 1891. It remains the only incorporated town in the county.

Hispanic settlers reached the area about the same time as Anglo settlers. They settled the southern part of the county along the rivers. Hispanic communities such as Trujillo, Juanita, Pagosa Junction, and Carracas were settled with the arrival of the Denver & Rio Grande Railroad in 1881. According to the 1990 Census, the Hispanic population comprised about 23% of the total population.

With the advent of the railroad running between Silverton, Durango, Chama and points east along the southern boundary of the county, the lumber industry flourished and became the dominant sector of the economy. The railroad also boosted ranching by providing a practical way to ship cattle and sheep to market. The growth of cattle and sheep ranching, as well as the development of the lumber industry, led to a booming economy in the 1890s and early 1900s. With the opening of Wolf Creek Pass on August 21, 1916 the entire San Juan Basin was opened to greater economic development and commerce.

The establishment of two large lumber mills, and many smaller ones, helped to bring the railroad to Pagosa Springs in 1900, facilitating travel and movement of trade and commerce. The lumber boom lasted almost into the 1920's, by which time the easily accessible timber had all been logged. The exploitation of natural resources (such as ranching, mineral production, lumber and recreational attractions), supported Archuleta County up to the mid - to - late 1970s. In 1970, manufacturing (primarily wood products) provided 30% of the county's total work income and generated \$7.4 million in earnings. Over the next 20 years, manufacturing wages declined to \$1.5 million in 1992. The decline of the timber industry in the late 1970s played a large role in this decrease. The 1980s were a time of relative stability in terms of population and economy, reflecting the "flat" state and national economies.

Since that time Archuleta County has been in transition from a traditional rural community to a more urban environment in which tourism is the number one industry. Primarily, people moving in for quality of life issues or "amenity migration" drove population growth in the 1990s. The natural environment, and the amenities it provides, are behind much of the growth and have become the larger region's chief economic asset.

## Archuleta County Government

Archuleta County is one of 64 counties created by the State of Colorado. The responsibilities of implementing state law and managing county business are shared by elected officials including: Assessor, Clerk and Recorder, District Attorney, Sheriff, Treasurer and Coroner. An elected three member Board of County Commissioners is the chief legislative and executive body of the County. Their duties include overseeing county budget, land use policy, social services, and road maintenance and construction, and public health programs. In addition to these nine officials, the county employs a staff of 186 full time employees and 25 part time employees in 2006.

### Expenditures

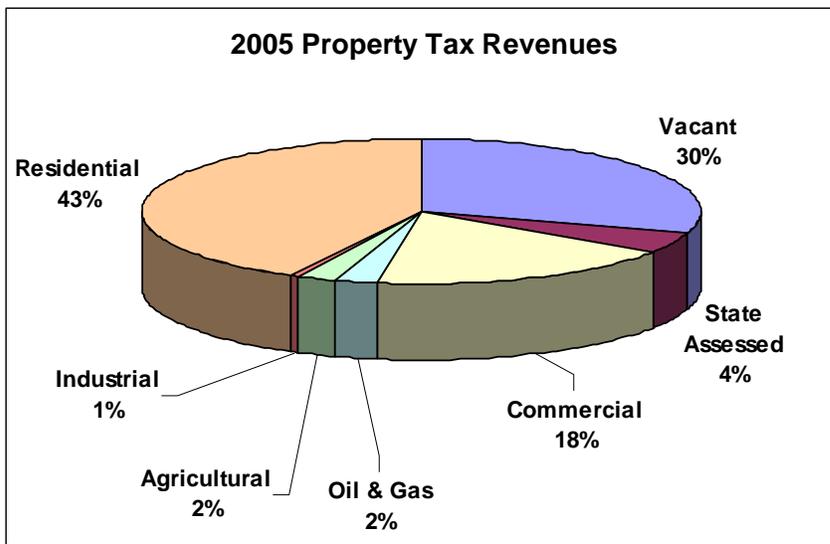
Archuleta County provides many different services to its' citizens, including public safety, roads and bridges, and health and welfare. Budgeted expenditures for 2006 were \$19,950,931.

### Revenues

The County estimated \$17,489,632 in revenues in 2006, with \$5,282,403 in 2005 ending fund balances. Revenues are produced from a variety of sources, including non - local tax sources such as federal and state funding for social services programs, highway user taxes and sales taxes generated by visitors to the County or user fees and service charges.

A 4% sales tax is estimated to generate \$6,259,706 for Archuleta County in 2006. These revenues are distributed as follows: 2% to the Town of Pagosa; and 2% to the county, with county revenues divided between the General Fund and the Road Capital Improvement Fund.

Property and other taxes accounted for 27.39% of County revenues in 2005. The following figure shows the proportionate contributions of different kinds of properties for 2005 (latest data available from Archuleta County). Property tax is based on the market value of the property times the assessment rate divided by the assessed value. Oil and gas production and equipment is assessed at 85% of the actual value of production, as opposed to a 7.95% assessment ratio for residential properties and 29% for all other properties. Mill levies are the rates of taxation set by each taxing district.



- Property tax revenues are distributed among municipalities, school districts and special districts (i.e. fire protection and sanitation). Special Districts, such as fire protection, sanitation and school districts set additional tax levies.
- The Archuleta County property tax levy rate is currently 18.233 (2006)

Source: Archuleta County Commissioners Office July 2006.

## **Infrastructure and Services**

This information was provided by local informants unless otherwise noted in text.

**Electric** - The entire county is served by La Plata Electric Association.

**Natural Gas** - The area is served by Kinder Morgan and various propane distributors.

**Water** - Most of the area is served by the Pagosa Area Water and Sanitation District (PAWS); others are served by rural water districts or have their own wells.

**Wastewater** - Most of the area is served by the Pagosa Area Water and Sanitation District (PAWS); others are served by rural water districts or have their own septic systems.

**Solid Waste** - Most of the area is served by Waste Management. There are also a variety of private waste haulers.

**Police & Fire Departments** - Pagosa Springs is the only town with police & fire personnel. The balance of the county depends on the Sheriff's Department and rural fire departments.

**Telephone** - The area is served by Century Tel.

**Medical Facilities** - The Mary Fischer Clinic is a Family Practice. Urgent care services are provided weekends and evenings.

**Business Parks** - Four areas are designated for heavy commercial and light industrial land uses: the existing Cloman Industrial Park located northeast of Piedra Road; the existing light industrial area at the western edge of the Pagosa Lakes commercial area; an area east of the old sawmill site near the junction of US 160 and Hwy 84; and an area south of Pagosa Springs along Trujillo Road.

**Major Employers** - 2005 Top 10 Employers: School District 50 JT (238), Archuleta County (171), Wolf Creek Ski Area (105), City Market (92), Fairfield Pagosa (90), Pine Ridge Extended Care Center (51), Parelli Natural Horsemanship (48), Pagosa Resort (47), T2 Marketing (47), MasterCare Inc (39). [Colo. Dept of Labor and Employment]

**Recreation Facilities** - (2005) The Pagosa Springs Park and Recreation Dept. has access to 2 softball fields (2 lighted), 2 soccer fields, and 1 baseball field. In Fall of 2006 there will be a new sports complex which will include another 2 soccer fields and 1 baseball/softball field. There are also 2 fishing ponds (1 used for ice skating in winter), and a 160 acre Mountain Park used for hiking and biking. Currently there are 1½ miles of River Trail. The new Community Center supports other recreational activities. In addition, there are surrounding public lands (San Juan National Forest).

**Educational Facilities** - Archuleta County Education Center. Archuleta County District 50 JT; K - 12 (fall 2005 enrollment was 1,690) [Colo. Dept. of Education]. Pueblo Community College/Pagosa Springs Campus (enrollment not available).

**Livable Wage** - Pagosa Springs (\$10.36/hr). [Operation Healthy Communities-2005]

**Housing** - Percentage of families unable to purchase a median price (\$181,000) home in 2003 was 42%. [Operation Healthy Communities 2005]

**Child Care Availability** - 160 slots (infants to preschoolers) available in 2005, 264 slots in 2003. There are no facilities with 12-hour care or 24 hour care. [Operation Healthy Communities 2005]

**Long term care facilities for Seniors** - In 2005 Pine Ridge Extended Care Facility has 62 beds. .  
[San Juan Basin Area Agency on Aging]

**Estimated number of persons without health insurance** - 16.7% without insurance statewide.  
[Operation Healthy Communities 2005]

## Population Trends

From 1990 to 2000, the population of Archuleta County grew by 8.5% annually, and was ranked 5<sup>th</sup> of 63 Colorado counties (14<sup>th</sup> nationwide) for rate of growth. Since 2000, the estimated rate of growth has slowed down to about 3.7% annually, with most of the growth in the unincorporated areas of the county. The estimated population in 2005 was 11,716.

The majority of the county's population is concentrated within the Town of Pagosa Springs and its surrounding subdivisions. According to the 2000 Census, the median age was 40.8. Males comprised 51% and females comprised 49% of the total population. The average household size was 2.47 people.

	Census 2000	Estimates					Avg Annual % Change 2000-2005
		2001	2002	2003	2004	2005	
Archuleta	9,898	10,548	10,912	11,196	11,464	11,716	3.7%
Pagosa Springs	1,591	1,621	1,621	1,618	1,620	1,640	0.6%
Unincorporated	8,307	8,927	9,291	9,578	9,844	10,076	4.3%

Source: Colorado Demography Section estimates 8-06

This rate of growth is expected to continue through 2030, presenting challenges for the provision of adequate facilities and infrastructure.

Forecasts						
Archuleta	2005	2010	2015	2020	2025	2030
Population	11,716	14,108	16,632	19,546	22,880	30,538
Avg. Annual % Change		3.8%	3.3%	3.3%	3.2%	3.2%

Source: Colorado Demography Section estimates 8-06

These population figures, however, do not reflect the large number of seasonal residents in the area. A local study on 2<sup>nd</sup> homes indicates that 60% of properties are owned by people that live outside of the county. The social and economic impacts of these 2<sup>nd</sup> homes are still being assessed.

## The Local Economy

### Unemployment Rates

The current strength of the economy supports a low unemployment rate, although seasonal fluctuations are seen in the winter months, when unemployment rises. The unemployment rate has been declining since 2002, and was lower than state and national levels from 2003 to 2005.

Unemployment Rates Compared 2000-2005						
	2000	2001	2002	2003	2004	2005
Archuleta	3.7%	4.3%	5.7%	5.5%	4.9%	4.8%
State Unemploy. Rate	2.8%	3.7%	5.7%	5.7%	5.2%	5.0%
National Unemploy. Rate	4.0%	5.3%	5.8%	6.0%	5.5%	5.1%

Source: Colorado Dept of Labor

## Employment and Income 2005

Bureau of Economic Analysis (BEA) employment and income statistics lag by about two years, thus 2004 is the latest year available for review from that agency.

Archuleta County 2005 Total Employment	# of Jobs	% of Jobs	Income (\$000)	% of Inc.	Avg. annual wage
*Agriculture	259	4%	\$ (4,048)	-3%	*
Mining & Utilities	76	1%	\$ 4,099	3%	\$ 53,934
Construction	966	16%	\$ 29,511	18%	\$ 30,052
Manufacturing	85	1%	\$ 1,793	1%	\$ 21,094
Transportation & Warehousing	45	1%	\$ 1,069	1%	\$ 23,756
Retail Trade	901	15%	\$ 21,762	13%	\$ 23,941
Wholesale Trade	57	1%	\$ 3,225	2%	\$ 56,579
Finance, Insurance & Real Estate	638	11%	\$ 25,315	16%	\$ 39,066
Services	2,271	38%	\$ 51,997	32%	\$ 22,896
Government	650	11%	\$ 26,853	17%	\$ 41,312
<b>Total</b>	<b>5,950</b>	<b>100%</b>	<b>\$ 161,576</b>	<b>100%</b>	

However, the Colorado Demography Section makes local adjustments to these data using 2005 employment and income figures.

Source: Colorado Demography Section 11/06

\*Agricultural income reflects net losses from livestock and crop production

From this table we see that proprietors (owners) form a substantial part of the total number of jobs, especially in agriculture, construction, and transportation sectors. Note – the differences in total jobs seen in these charts reflect changes made by the Demography Section to some proprietor's data.

# of Wage and Salary Jobs as Compared to # of Proprietors					
Archuleta County Job Sectors	Wage/Salary Jobs		Proprietors		# of Total Jobs
	#	%	#	%	
Agriculture	25	10%	236	90%	261
Mining & Utilities	54	71%	22	29%	76
Construction	438	45%	544	55%	982
Manufacturing	54	63%	31	37%	85
Transportation & Warehousing	18	40%	27	60%	45
Retail Trade	677	74%	232	26%	909
Wholesale Trade	37	65%	20	35%	57
Finance, Insurance & Real Estate	357	55%	291	45%	648
Services	1,517	66%	779	34%	2,296
Government	650	100%	0	0%	650
<b>Total Employment</b>	<b>3,827</b>	<b>64%</b>	<b>2,184</b>	<b>36%</b>	<b>6,011</b>

The service sector is composed of many types of jobs, and very different wage scales. These include highly paid professionals, as well as entry level wage earners.

Archuleta County 2005 Service Sectors	# of Jobs	% of Jobs	Income (\$000)	% of Inc.	Avg. annual wage
Information	69	3%	\$ 5,838	11%	\$ 84,609
Professional, Scientific, Technical	469	21%	\$ 10,709	21%	\$ 22,834
Education, Health, Social Assistance	314	14%	\$ 6,570	13%	\$ 20,924
Arts, Entertainment, Recreation	239	11%	\$ 8,731	17%	\$ 36,531
Accommodation, Food Service	659	29%	\$ 10,518	20%	\$ 15,961
Other Services	521	23%	\$ 9,631	19%	\$ 18,486
<b>Total</b>	<b>2,271</b>	<b>100%</b>	<b>\$ 51,997</b>	<b>100%</b>	<b>\$ 22,896</b>

Many of the service jobs in Archuleta County support tourism, in accommodation (lodging) and food services.

Source: Colorado Demography Section Sept.06. Includes wage labor and proprietors

## Base Analysis

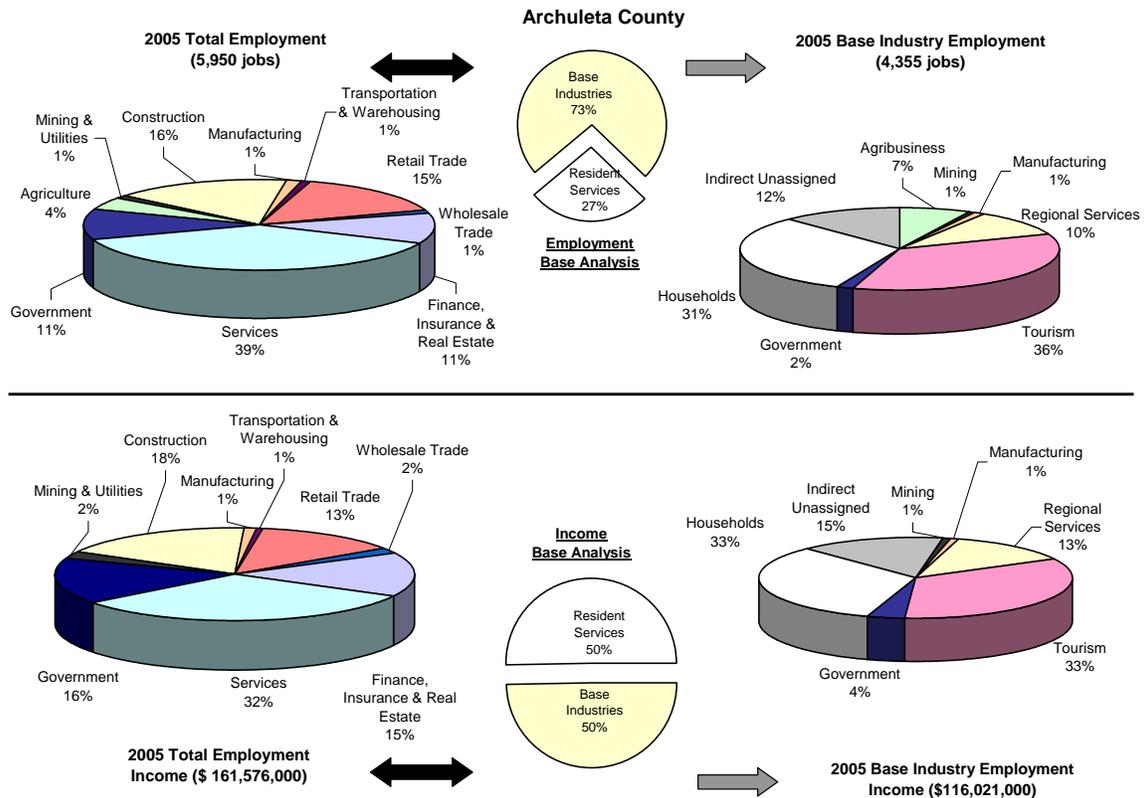
The Colorado Division of Local Government (CDLG) - Demography Section provides other types of analyses based on Bureau of Economic Analysis (BEA) and ES202 - Labor Market information.

**Base Analysis** distinguishes which industries and factors are **basic** to the economy and are responsible for overall growth and change. There are two types of regional industries:

**Base industries** produce exports or derive their sales or income *directly* from outside sources, or *indirectly* by providing supplies to export industries. These activities **bring in outside dollars** to circulate within the local economy. These industries include agriculture, mining, manufacturing, national and regional services, state and federal government jobs, and tourism.

**Local resident services** provide services to local residents and also **re-circulate dollars** within the local economy. Resident services include industries that take care of the local community, such as health services, education, and employment at the local grocery store. Residential industries are *industries* because they create jobs . . . which, in turn, create demands for worker housing and services.

The following chart illustrates the proportions of these two industries in the local economy, starting with total employment and employment income, and then isolating the estimated numbers of jobs and income within the base industries.



## Base Industries

Some job sectors bring in outside dollars to recirculate within the local economy. These are known as Base Industries (direct and indirect).

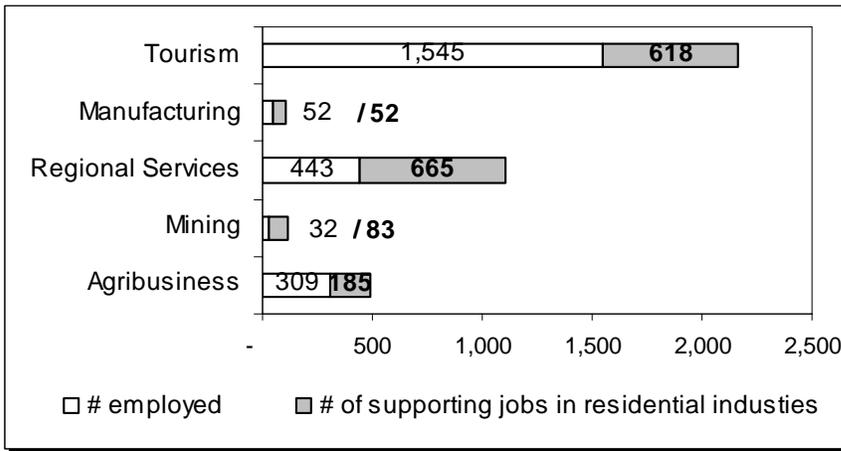
2005 Base Industries Archuleta County	# of Jobs	% of Jobs	Income (\$000)	% of Inc.
Agribusiness	309	7%	-2,863	-2%
Mining	32	1%	\$ 962	1%
Manufacturing	52	1%	\$ 1,078	1%
Regional Services	443	10%	\$ 14,986	13%
Tourism	1,545	35%	\$ 40,574	35%
Government	76	2%	\$ 4,348	4%
Households	1,368	31%	\$ 39,070	34%
Indirect Unassigned	530	12%	\$ 17,866	15%
Total	4,355	100%	\$ 116,021	100%

- **Agribusiness** – activities related to agriculture including agricultural production, agricultural inputs, and agricultural processing.
- **Mining** – includes all mine operation and support activities. Mine operations include establishments operating mines, quarries, or oil and gas wells. Mining support activities include establishments that perform exploration and/or other mining activities, such as land clearing.
- **Manufacturing** – includes all activities that can be classified under manufacturing, except for food and kindred product manufacturing, which is under agribusiness.
- **Regional Center/National Services** – includes all establishments primarily engaged in providing services to a region (a group of counties) or the nation. Examples include utility companies, transportation (i.e. airports), construction companies, and some financial institutions.
- **Tourism** – all establishments with activities related to tourism, including accommodations, second homes (real estate and construction sectors), tourist services, and transportation. The tourism sector includes jobs from service, trade, insurance & finance, and transportation sectors.
- **Government** – includes all government-owned establishments regardless of activity.
- **Households** – earnings and employment associated with expenditures made by retirees, commuters, households with public assistance, and households with dividends, interest and rent.
- **Indirect unassigned** – an establishment is assigned as having indirect employment and earnings when a base industry purchases local supplies or services for the operation of their business from it. The distinction between direct and indirect basic is obvious in some cases, but imprecise in many others. Where a distinction could be made, we assigned the indirect to the basic industry, combining both direct and indirect employment. Where a distinction could not be made, but it was obvious that the establishment was serving a base industry, the employment and earnings were assigned here.

### RIMS II Economic Model

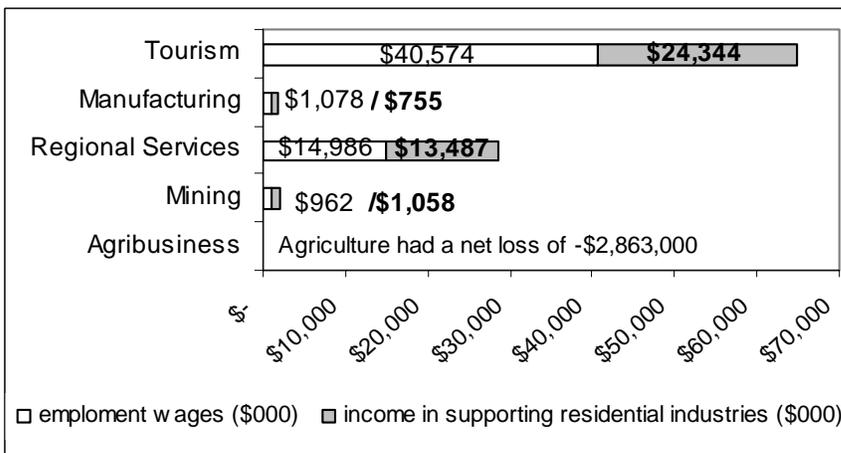
In the 1970's, the Bureau of Economic Analysis (BEA) of the U.S. Dept. of Commerce developed a regional model for the United States known as the Regional Industrial Multiplier System (RIMS). The model was developed so that the regional effects of policy changes could be evaluated. In 1986, this model was refined and renamed the Regional Input-Output Modeling System, known as RIMS II. This model evaluates regional impacts across the country and is the best-known and most widely applied forecasting model for assessing economic impacts.

Using a series of multipliers provided by the Colorado Demography Section, we can look at the base industry jobs and job income in our local area in 2005, and see how many supporting jobs and income from those jobs are associated. We can also measure the relative strength of our base industries, as shown below.



In Archuleta County we see that tourism provides the most jobs and job income of all base industries and generates a lot of support jobs in residential industries.

Regional services are also an important base industry, with a higher multiplier, resulting in a large number of supporting jobs.



Sustainable economies should be diverse and balanced, so that if one industry declines it doesn't drastically affect the entire economy.

Archuleta County lacks this diversity thus far.

## Total Personal Income

In addition to employment income, money enters the local economy from other sources. Total Personal Income (TPI) is the sum of all personal income that flows into the county. The following chart examines the components of TPI and how the proportions of this income have changed over time.

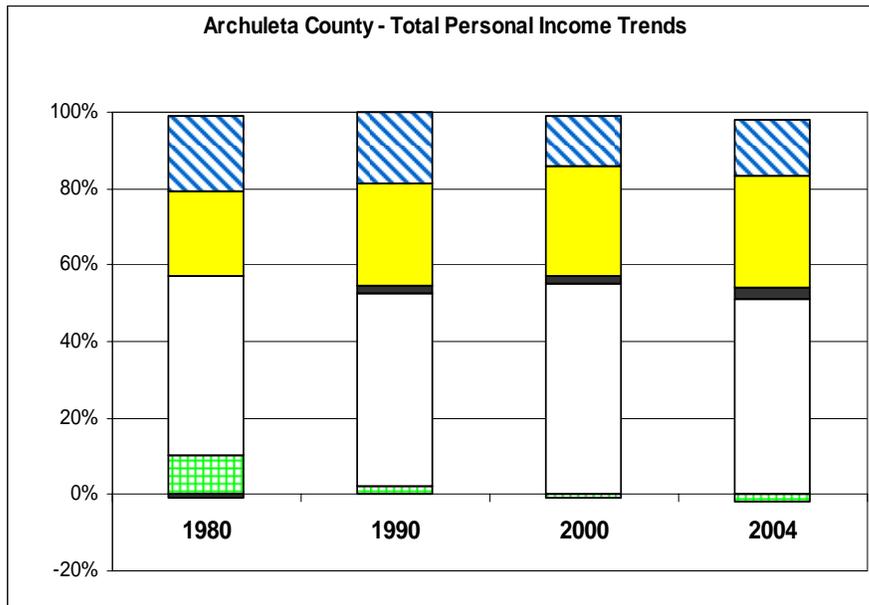
 Transfer payments consist primarily of retirement and disability benefit payments, medical payments (i.e. Medicare and Medicaid), income maintenance benefits, unemployment insurance, veteran's benefits and payments to nonprofit institutions.

 Dividend income is income that is paid in cash or other assets to stockholders by corporations in the U.S. or abroad. Interest income consists of monies received from money market mutual funds and interest from other sources. Rental income consists of income from the rental of real property, the net income of owner - occupants of non-farm dwellings, and the royalties received from patents, copyrights, and from the rights to natural resources.

 Residency adjustments are made when a person receives income for work performed and paid for from outside their place of residency, (i.e. commuters). Negative numbers mean that more people were coming into the county for work than were commuting out.

 Non-Farm earnings are derived from (non-agricultural) employment within the region.

 Farm earnings are from agriculture production within the region (farming, ranching).



Generally, we see a trend of decreasing employment income, and increasing income from dividends, interest and rent, and transfer payments.

Residency adjustments illustrate how the economy of each county is tied to others as people commute to where the jobs are, but take their paychecks home.

For more information regarding commuter patterns go to <http://dola.colorado.gov/demog/WorkerFlow.cfm>.

In 2004 Archuleta County had a TPI of \$251,228,000, including: transfer payments of \$40,844,000 (16%); dividends, interest and rent income of \$79,768,000 (32%); residency adjustments of \$8,225,000 (3%); and employment earnings of \$122,391,000 (49%).

Source: Bureau of Economic Analysis

Estimated 2005 Total Personal Income		% of Total
Employment Earnings	\$ 161,575,000	55%
Residency Adjustment	\$ 8,607,000	3%
Dividends, Interest & Rent	\$ 79,661,000	27%
Transfer Payments	\$ 43,862,000	15%
<b>Estimated TPI</b>	<b>\$ 293,705,000</b>	<b>100%</b>

The Colorado Demography Section also provides estimates for TPI in 2005.

Payments to retirees account for almost 19% of the estimated TPI in Archuleta County in 2005.

Source: Colorado Demography Section 11/06

### Per Capita Income

Total personal income divided by the total number of residents in the county gives us an estimate of per capita income (PCI).

	Per Capita Income					% change
	2000	2001	2002	2003	2004	2003-2004
<b>Archuleta</b>	\$ 19,156	\$ 19,769	\$ 20,055	\$ 20,122	\$ 21,639	7.5%
<b>Colorado</b>	\$ 33,370	\$ 34,491	\$ 34,228	\$ 34,561	\$ 36,113	4.5%
<b>USA</b>	\$ 29,845	\$ 30,575	\$ 30,804	\$ 31,472	\$ 33,050	5.0%

Archuleta County PCI estimates are lower than state and national levels, though they are rising.

Source: Bureau of Economic Analysis

\*Not adjusted for inflation

### Employment Sector Trends 1980 - 2005

An employment "sector" groups jobs into categories that are alike and allows us to measure the relative strength of that industry in the local economy. Using "trend analysis" we can see how those industries have grown or declined within a specific timeframe.

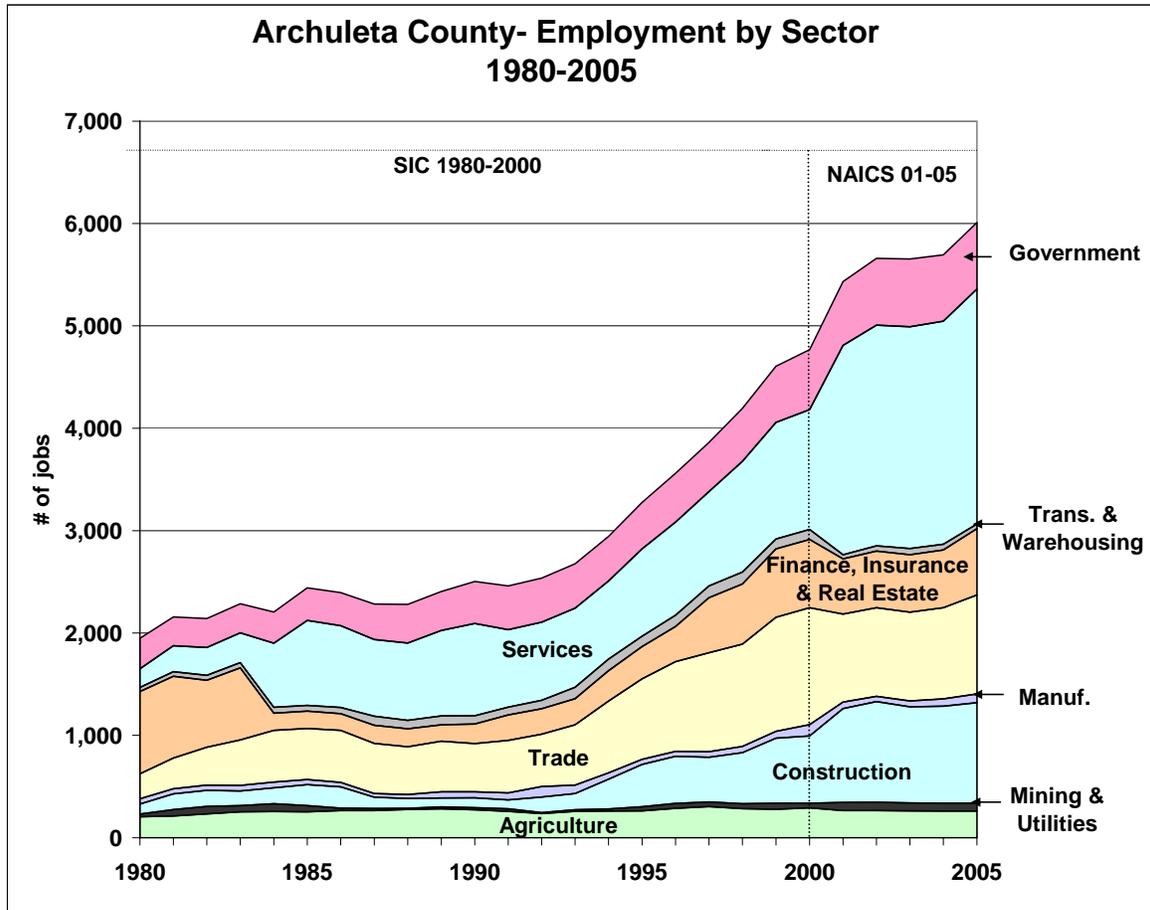
SIC Divisions (1980 - 2000)	NAICS Sectors (2001 - 2005)
Agriculture, Forestry, and Fishing	Agriculture, Forestry, Fishing, & Hunting
Mining	Mining Utilities
Construction	Construction
Manufacturing	Manufacturing
Transportation, Communications & Public Utilities (Utilities are now included in the Mining Sector)	Transportation & Warehousing
Wholesale & Retail Trade	Wholesale Trade Retail Trade (used to include Eating & Drinking Sector)
Finance, Insurance & Real Estate	Finance and Insurance Real Estate, Rental & Leasing
Services	Information Professional, Scientific & Technical Services Management of Companies & Enterprises Administrative Support, Waste Management, Remediation Services Educational Services Healthcare & Social Assistance Accommodations (Lodging) Food Services (Eating & Drinking) Arts, Entertainment & Recreation Other Services (except Public Administration)
Government	Government (Including Public Administration)

The classifications presented here reflect the Standard Industrial Code (SIC) job classifications used from 1980 to 2000. The North American Industry Classification System (NAICS) replaced the (SIC) system.

We will introduce the new system using local data from 2001 to 2005. NAICS groups the economy into 20 broad sectors,

instead of the 10 divisions of the SIC system. NAICS was developed jointly by the U.S., Canada, and Mexico to compare business activity across North America.

The primary differences between the two classification systems is that the mining sector now includes utilities; eating and drinking (food services) have been moved from retail trade to the service sector; and the service sector includes new categories. While it is difficult to show these changes in our trend analyses, we hope that you will bear with us as we attempt to integrate the differences.

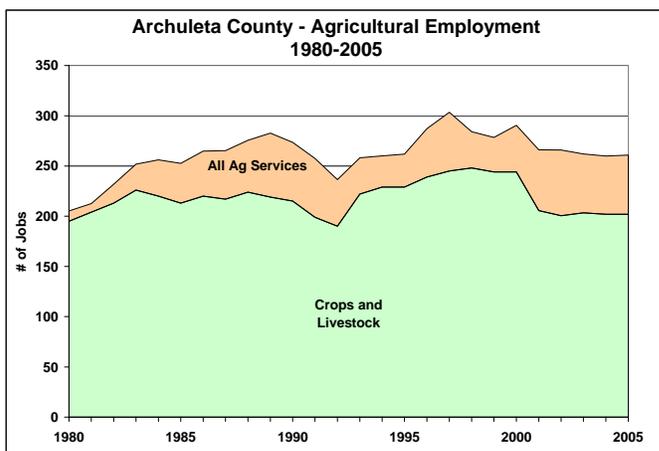


When we compare job growth from 2001 to 2005 using the NAICS system, we see that the most growth has been in manufacturing and finance, insurance & real estate sectors. There have also been declines in some job sectors since 2001, namely in agriculture, mining and utilities, and wholesale trade sectors.

Job Growth using NAICS Classifications						% change 01 - 05
Archuleta County	2001	2002	2003	2004	2005	
Agriculture	266	266	262	260	259	-3%
Mining & Utilities	79	81	78	77	76	-3%
Construction	917	982	937	948	966	5%
Manufacturing	64	51	59	72	85	33%
Transportation & Warehousing	40	52	60	57	45	12%
Retail Trade	795	804	811	840	901	13%
Wholesale Trade	64	63	55	49	57	-11%
Finance, Insurance & Real Estate	539	552	562	564	638	18%
Services	2,045	2,156	2,166	2,179	2,271	11%
Government	622	652	664	648	650	5%
<b>Total Employment</b>	<b>5,432</b>	<b>5,659</b>	<b>5,655</b>	<b>5,694</b>	<b>5,950</b>	<b>10%</b>

To fully understand the ups and downs of each sector, we need to look at them in greater detail. In the following pages each of these sectors is broken into subgroups for further definition of job type. Remember that the closure of even one business may appear to create dramatic "ups and downs" within sectors in the following charts. Be sure to notice the scale of the numbers of jobs. Differences can also arise from reclassification of jobs within a business over time.

While employment and earnings are traditionally used to measure the "strength" of an industry, there are some drawbacks with using employment data to measure the agricultural sector. Employment and earnings in non-agricultural sectors are derived from unemployment



compensation reports of average wages and employment, which is supplemented by the sampling of tax returns to estimate proprietor employment and income. Family operated farms and ranches are not required to file unemployment compensation reports, and it is very difficult to accurately estimate earnings from limited sampling of income tax returns. For example, there was about \$446,000 reported in farm services income in the county in 2005, but a net loss of -\$4,494,000 in crop and livestock production, resulting in a negative income of \$4,048,000.

In light of the shortcomings described above, we see that the agricultural sector has had fairly steady employment since 1980, but has seen slight declines (-2%) in employment from 2001 to 2005.

To provide a more accurate picture of the agricultural sector there is currently a state-wide effort to expand agricultural industry analysis by linking production to other segments of the economy that directly and indirectly support agriculture.

These industries are known as *agribusiness*, and include services such as processing food products, trucking, storage, sales of farm equipment and supplies; as well as impacts on credit institutions and commodity brokers.

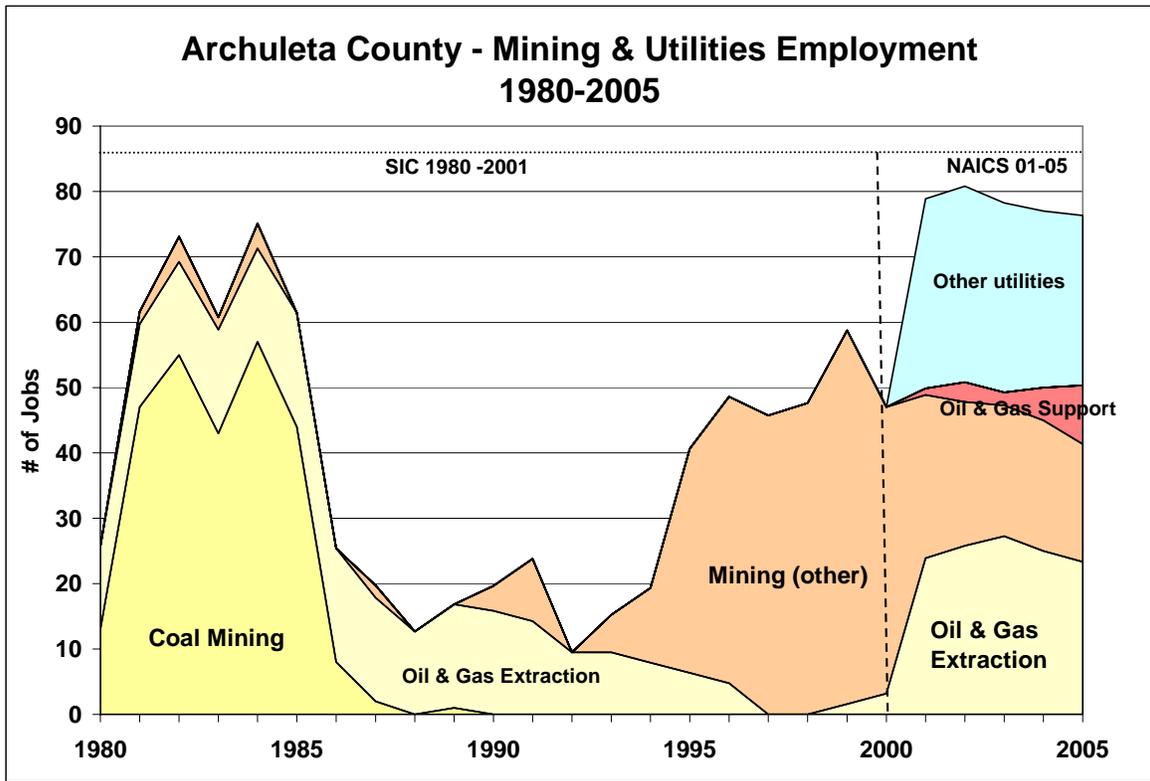
Agribusiness 2005	Employment	Income (\$000)
Crops and Livestock	202	\$ (4,494)
Farm Services	57	\$ 446
Manufacturing-Farm Equipment	0	\$ 15
Food and beverage product manufacturing	22	\$ 342
Wholesale Trade - Agricultural Processing	6	\$ 146
Agribusiness transportation	22	\$ 681
Ag Related Warehousing and storage	0	\$ 2
<b>Total</b>	<b>309</b>	<b>\$ (2,863)</b>

Indicator/Measure	Archuleta			% Change 1992-2002
	1992	1997	2002	
# of Farms	160	227	258	61%
Land in Farms (acres)	155,465	112,670	103,075	-34%
Cropland Acres Harvested	7,262	5,338	4,093	-44%
Average Size of Farms (acres)	972	460	400	-59%
Average Age of Farmer	55.1	55.3	55.1	0%

Source: Census of Agriculture [www.nass.usda.gov.gov/co](http://www.nass.usda.gov.gov/co)

increase in the numbers of farms, and a decrease in the size of farms. This may be the result of County subdivision rules in which 35 acres were the smallest portion allowable. Many of these 35 acre tracts remain classified as agricultural lands since land owners report some agricultural activities (agricultural lands are taxed at a lower rate than residential properties). It may also be more economically viable to focus resources on smaller, more productive acreages – depending on the crop. The age of farmers in our area remained fairly constant during this time period.

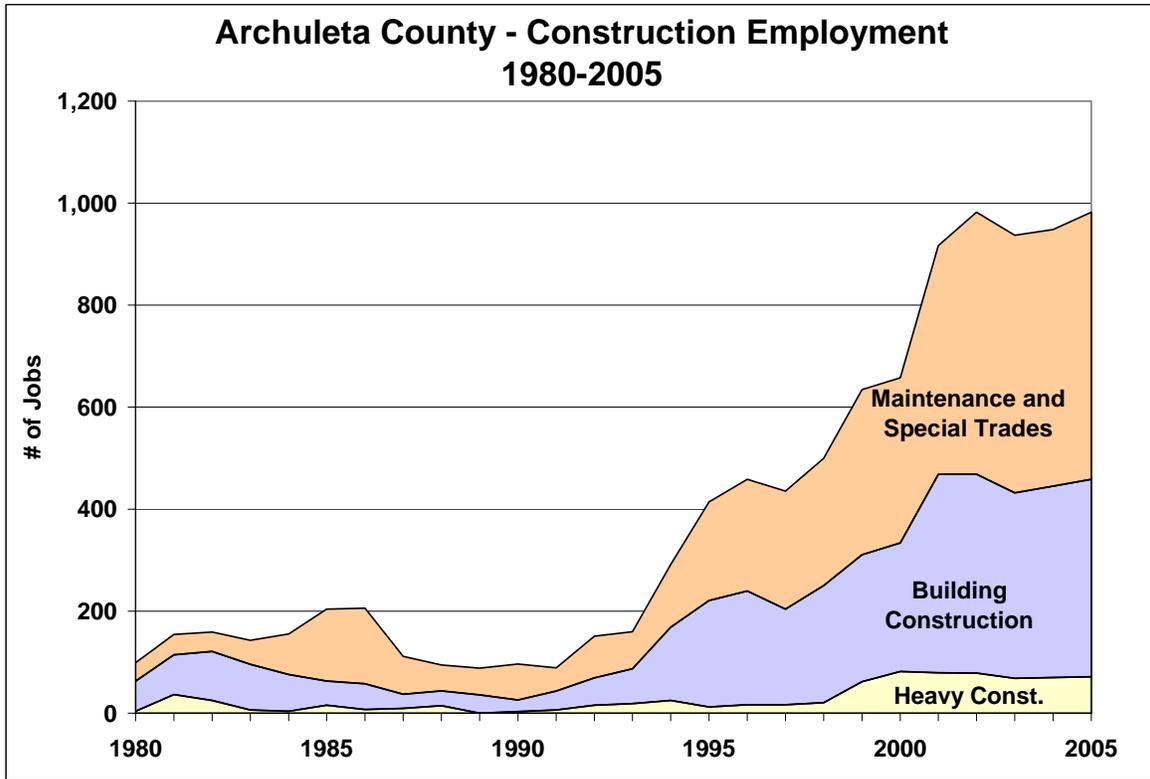
One of the most important sources of agricultural data is the **Census of Agriculture**, which takes place every 5 years (most recently 2002). Overall, a comparison of selected characteristics from 1992 to 2002 shows an



Utilities have been moved from the transportation sector to the mining sector in the NAICS system. Coal mining, once an important source of employment, pretty much petered out by 1990, to be replaced by jobs in the oil patch of the San Juan Basin (which lies primarily in La Plata County and in neighboring New Mexico). Oil and gas extraction, however, sees periodic booms and busts, dependant upon the national and global economy. Oil & gas extraction support is also a new category in NAICS. Other types of mining, such as gravels and other non-metallic minerals, becomes an important source of employment as Archuleta County rides the development boom of the 1990s and beyond.

Although the numbers of jobs in the mining sector are relatively low, average annual income in the mining sector was \$53,934 in 2005, among the highest wages of all sectors in the local economy. About 29% of employment in the industry is through proprietors (owners).

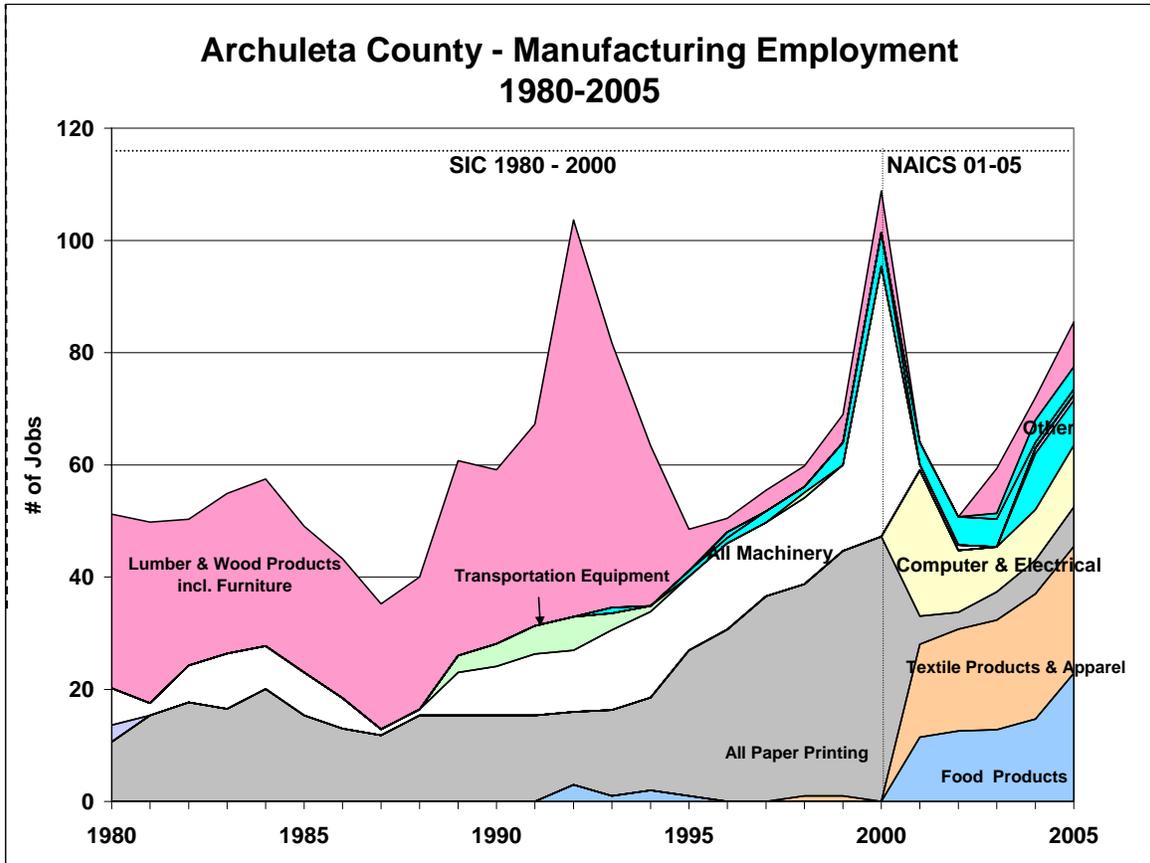
Mining & Utilities Sectors	# of Jobs					% change 01 - 05
	2001	2002	2003	2004	2005	
Oil and gas extraction	24	26	27	25	23	-2%
Mining (other)	25	22	20	20	18	-28%
Oil and gas extraction support	1	3	2	5	9	800%
Other utilities, except water supply and irrigation	29	30	29	27	26	-10%
Total	79	81	78	77	76	-3%



In the 1990s there was substantial growth in the construction sector, supporting rapid population growth, and providing housing for 2<sup>nd</sup> homeowners who are buying land, building new homes, and taking advantage of the quality of life found in SW Colorado, also known as "amenity migration". A study conducted by Region 9 found that about **59%** of property in Archuleta County was owned by non-locals in 2005 – this is the largest percentage in the region. A substantial number (258) of construction jobs in 2005 are attributed to the building of 2<sup>nd</sup> homes according to a base industry analysis provided by the state. This sector continues to see strong employment growth from 2001 to 2005.

Average annual income in this sector was \$30,052 in 2005. About 55% of those employed in this sector are proprietors (owners).

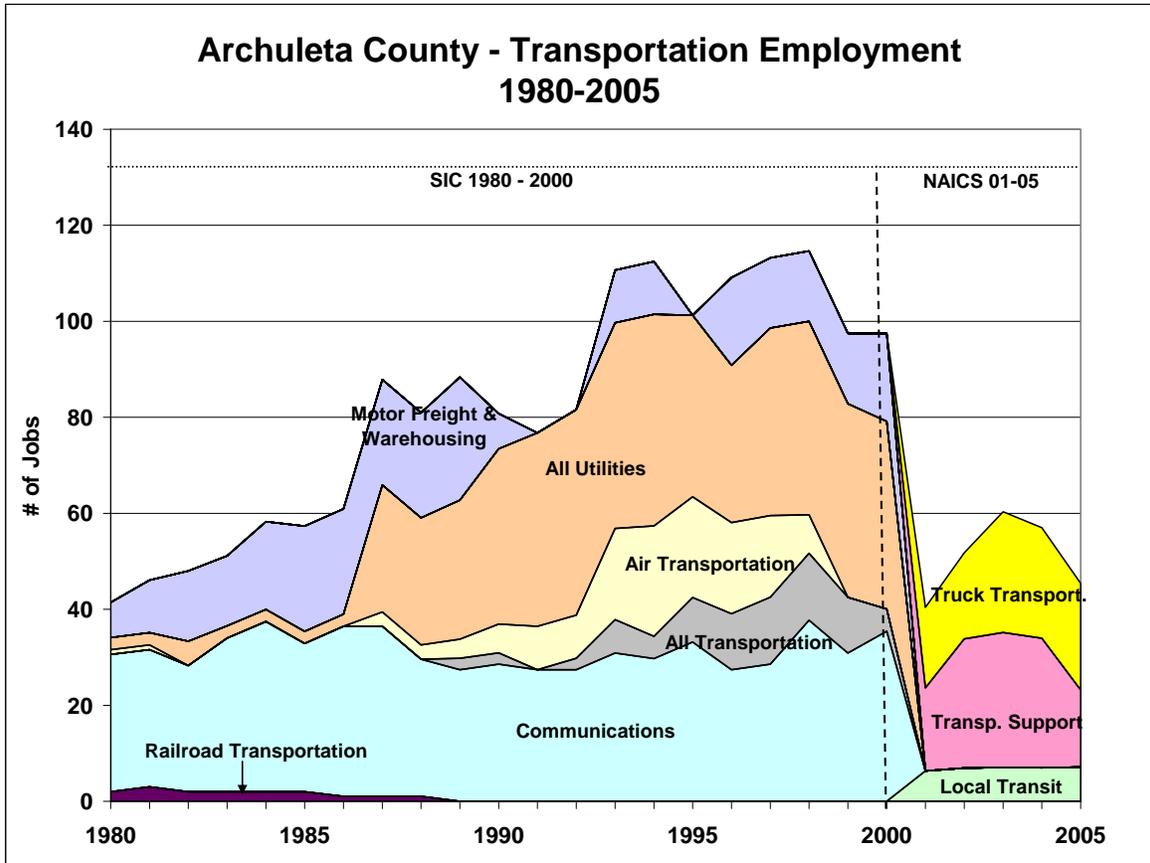
Construction Sectors	# of Jobs					% change 01 - 05
	2001	2002	2003	2004	2005	
Construction of buildings	389	390	364	375	380	-2%
Heavy Equipment and civil engineering construction	79	79	68	70	71	-10%
Special trade contractors	448	514	505	503	515	15%
Total	917	982	937	948	966	5%



This chart illustrates the ups and downs of manufacturing employment in the county. Manufacturing has not been a strong sector since the timber industry declined in the 1970's. Wood products accounted for a relatively large number of jobs until the San Juan lumber mill ceased production around 1993. Many jobs in the printing industry (i.e. publishing) have been moved into the Information segment of the service sector in NAICS. Growth industries include food products and textiles. Overall, there has been about 33% growth since 2001.

Average annual income in this sector was \$18,212 in 2005. About 37% of those employed in this sector are proprietors (owners).

Manufacturing Sectors	# of Jobs					% change 01 - 05
	2001	2002	2003	2004	2005	
Food and Kindred Products	11	13	13	15	23	99%
Textile Mill Products and Apparel	17	18	20	22	23	36%
Lumber and Wood Products incl. Furniture	0	0	8	4	8	
All Paper Printing	5	3	5	6	7	40%
All Chemicals	0	0	0	0	0	
Rubber, Plastics and Leather	0	0	1	4	4	
All Glass, Stone	0	0	0	10	8	
Primary and Fabricated Metals	0	0	0	1	1	
All Machinery Manufacturing	1	1	0	0	0	-100%
Miscellaneous Manufacturing	4	5	5	1	1	-75%
Computer and Electrical Equipment Manufacturing	26	11	8	9	11	-58%
<b>Total</b>	<b>64</b>	<b>51</b>	<b>59</b>	<b>72</b>	<b>85</b>	<b>33%</b>

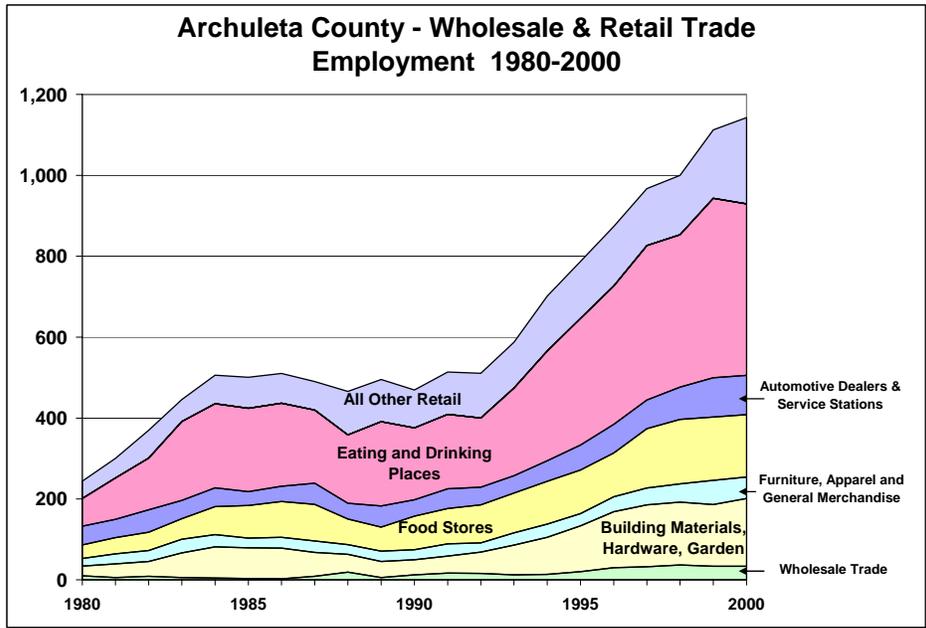


Utilities were moved to the mining sector under the NAICS system in 2000, and many other jobs were reclassified into new categories. The communications segment of this industry is now included in information, in the service sector. Thus the rapid decline of this sector in 2000 probably does not necessarily reflect job losses. Overall, we see 12% growth in the sector from 2001 to 2005.

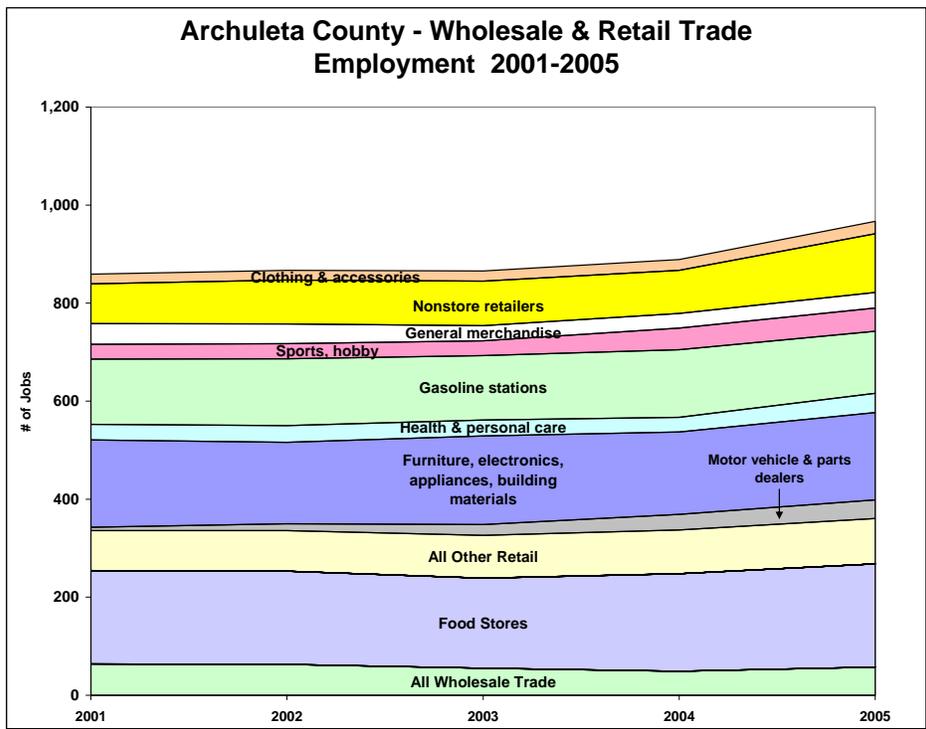
Average annual income in this sector was \$23,756 in 2005. About 60% of those employed in this sector are proprietors (owners).

Transportation Sectors	# of Jobs					% change 01 - 05
	2001	2002	2003	2004	2005	
Truck transportation (except agriculture)	17	18	25	23	22	32%
Support for transportation	17	27	28	27	16	-7%
Transit and ground passenger transportation	6	7	7	7	7	12%
Total	40	52	60	57	45	12%

NAICS redefines the boundaries between Retail and Wholesale Trade. The new NAICS definition emphasizes what the establishment does, rather than to whom it sells. The SIC system defined retailers as those establishments that sold primarily to consumers while wholesalers were those establishments that sold primarily to business customers.



The trade sector changed dramatically under the NAICS system. The primary difference is the removal of restaurants from retail trade. Restaurants are now combined with accommodations to form a new sector in NAICS, Accommodation and Food Services.



In addition, many of the general groups have been split into finer detail, so it is difficult to compare trends in the various retail sectors.

When we consider the newly defined sectors, however, we see 13% overall growth from 2001 to 2005. Average annual income in retail trade was \$23,941, in wholesale trade it was \$56,579 in 2005. About 26% of those employed in retail trade are proprietors (owners); for wholesale trade this figure is higher at 35%

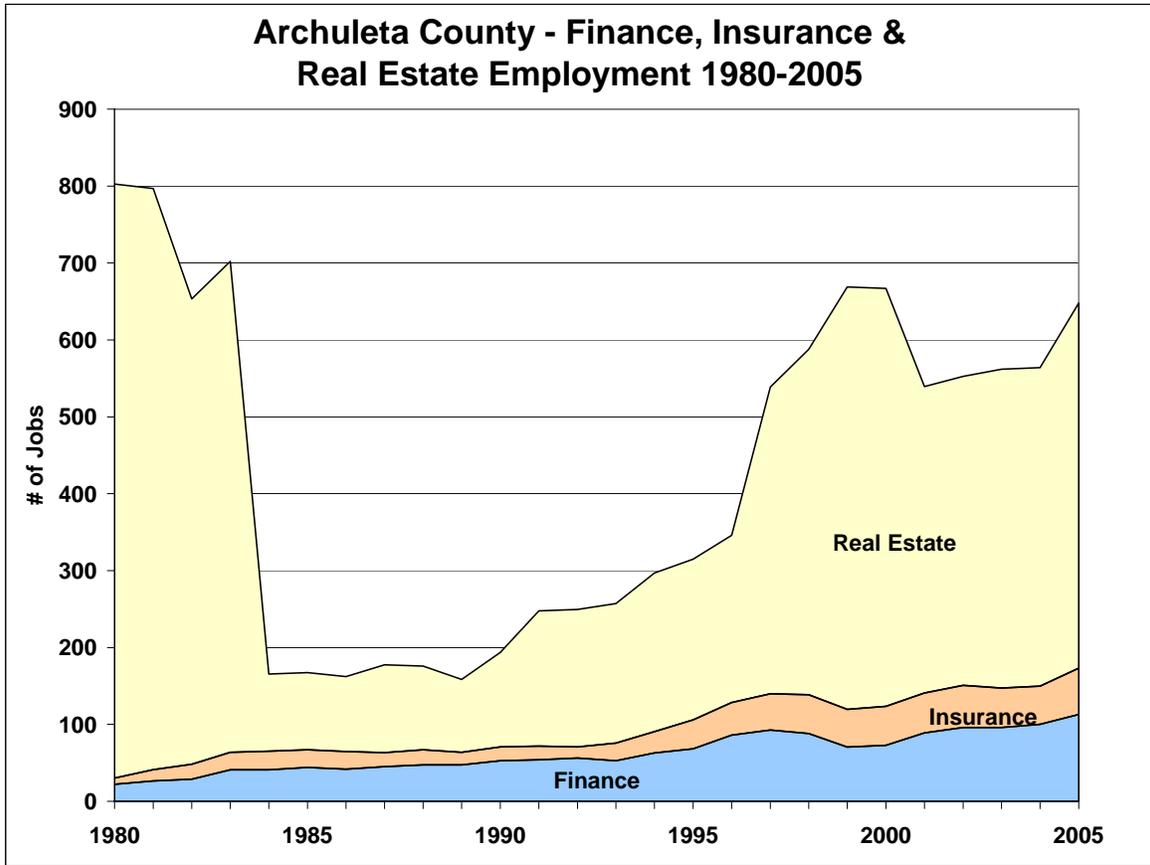
Wholesale & Retail Trade Sectors	# of Jobs					% change
	2001	2002	2003	2004	2005	01 - 05
Wholesale	64	63	55	49	57	-11%
Motor vehicle and parts dealers	7	14	22	32	38	443%
Furniture, electronics, appliances, building materials	178	166	181	168	178	0%
Food and beverage stores	190	190	184	199	208	9%
Health and personal care stores	32	34	32	30	39	23%
Gasoline stations	133	136	132	138	125	-6%
Clothing and clothing accessories stores	20	20	21	22	25	27%
Sporting goods, hobby, book and music stores	30	31	30	44	46	53%
General merchandise stores	42	40	31	30	32	-24%
Miscellaneous store retailers	82	83	87	89	92	13%
Nonstore retailers	81	89	91	88	117	44%
<b>Total</b>	<b>859</b>	<b>867</b>	<b>866</b>	<b>889</b>	<b>958</b>	<b>12%</b>

For more information on retail sales, visit the Region 9 website at [www.scan.org](http://www.scan.org) to see an updated report (2006) on *Retail Data for Decision Makers*. This report uses retail sales data to provide insights for decision making regarding business expansion, relocation, marketing, government finance, and community development. County-wide many of the retail sectors are strong (exceeding their sales potential), particularly those sectors that benefit from tourism and the large number of seasonal residents, many of which own 2nd homes in the area.

Archuleta County Retail Trade Sectors 2005	Estimated # of Firms	Average Sales per Firm	Actual Sales	Percent of Actual Sales
Motor Vehicles/Parts	6	\$ 714,833	\$ 4,289,000	4%
General Mchdse	10	\$ 721,400	\$ 7,214,000	6%
Electric/Appliances	4	\$ 388,000	\$ 1,552,000	1%
Clothing	13	\$ 187,769	\$ 2,441,000	2%
Sport/Hobby Shops	16	\$ 160,375	\$ 2,566,000	2%
Health Care Products	3	\$ 647,000	\$ 1,941,000	2%
Furniture, etc.	9	\$ 353,889	\$ 3,185,000	3%
Misc Retail Stores	30	\$ 170,833	\$ 5,125,000	5%
Non-store Outlets	41	\$ 110,829	\$ 4,544,000	4%
Bldg Materials/Gard	11	\$ 2,672,000	\$ 29,392,000	26%
Gas Stations	NA	NA	NA	NA
Food/Beverage Stores	NA	NA	NA	NA
*Confidential Sectors	22	\$ 2,335,773	\$ 51,387,000	45%
<b>Total</b>	<b>165</b>	<b>\$ 688,703</b>	<b>\$ 113,636,000</b>	<b>100%</b>

NA = Not available (confidential)

\*Includes all confidential sectors for which specific data is not available



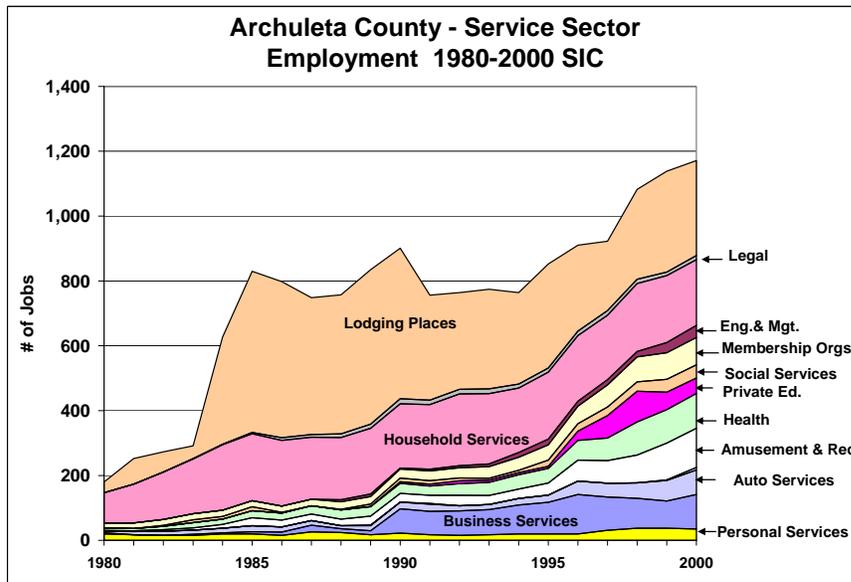
The large numbers employed in the real estate sector may reflect the way jobs are reported, (i.e. all employees of a large resort area).

In the 1990s there was substantial growth in the real estate sector, supporting rapid population growth, and providing housing for 2<sup>nd</sup> homeowners who are buying land, building new homes, and taking advantage of the quality of life found in SW Colorado, also known as "amenity migration". A study conducted by Region 9 found that about 59% of property in Archuleta County was owned by non-locals in 2005. This number does not include the timeshare condominiums at Fairfield, which has a local mailing address. A substantial number (234) of real estate jobs in 2005 are attributed to the ownership of 2<sup>nd</sup> homes according to a base analysis provided by the state. This sector continues to see strong employment growth from 2001 to 2005, especially in the finance sectors.

Average annual income in this sector was \$39,066 in 2005. About 45% of those employed in this sector are proprietors (owners).

Finance, Insurance & Real Estate Sectors	# of Jobs					% change
	2001	2002	2003	2004	2005	01 - 05
Monetary authorities and credit intermediation	84	92	92	96	100	19%
Securities, commodity contracts and investments	5	4	4	4	13	160%
Insurance carriers, funds, trusts, and other	52	55	51	50	60	16%
Real estate	398	402	415	414	465	17%
Total	539	552	562	564	639	18%

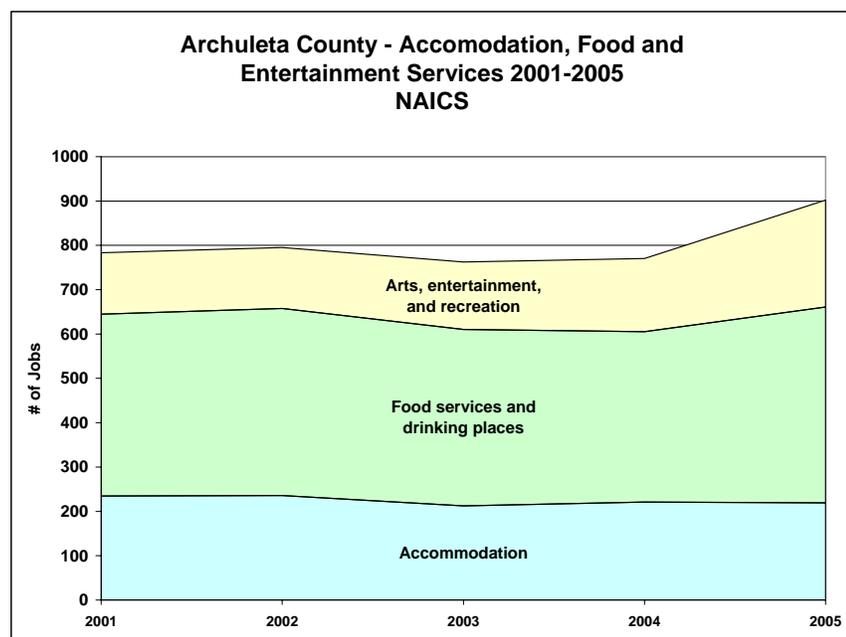
The service sector is the largest single segment of all sectors in the local economy, accounting for 38% of total employment. For historical perspective we have included the SIC system showing trends from 1980 to 2000. The new categories of services under the NAICS system are grouped into separate charts for 2001 to 2005.



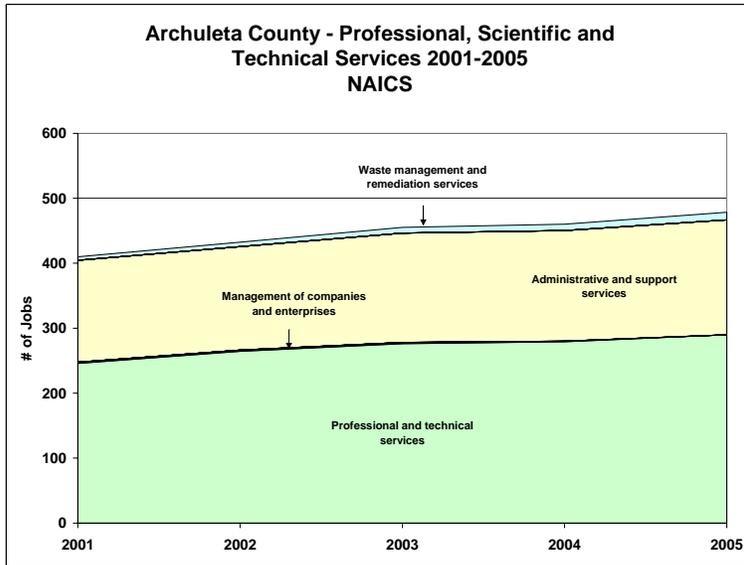
Service sector growth in the 1980's reflects resort & hotel development. Miscellaneous and other services grow to accommodate tourists and new residents. The rise in business services in 1990 reflects one new company providing building maintenance services.

The service sector has undergone a transformation under the NAICS system. The primary difference is that food services (previously included in SIC Retail Trade - eating and drinking), is now in the service sector, and linked with accommodations and entertainment.

Average annual income in this sector was \$21,435 in 2005. About 13% of those employed in this sector are proprietors (owners).



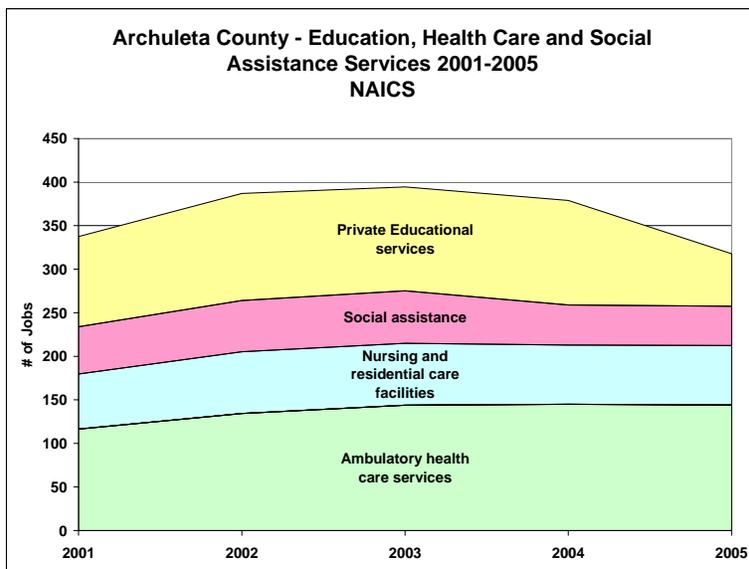
Accomodation, Food & Entertainment Service Sectors	# of Jobs					% change 01 - 05
	2001	2002	2003	2004	2005	
Arts, entertainment, and recreation	138	137	152	165	239	73%
Accommodation	234	236	212	221	219	-6%
Food services and drinking places	410	422	398	384	440	7%
Total	783	795	762	770	898	15%



This is a relatively small but growing service sector, showing 17% growth from 2001 to 2005.

Average annual income in this sector was \$22,403 in 2005. About 67% of those employed in this sector are proprietors (owners).

Professional, Scientific and Technical Service Sectors	# of Jobs					% change 01 - 05
	2001	2002	2003	2004	2005	
Professional and technical services	246	264	276	279	341	39%
Management of companies and enterprises	2	2	2	1	4	100%
Administrative and support services	157	159	168	170	112	-29%
Waste management and remediation services	5	7	9	10	12	129%
<b>Total</b>	<b>410</b>	<b>432</b>	<b>455</b>	<b>460</b>	<b>469</b>	<b>14%</b>



This is a relatively stable sector, although there were declines in private education services from 2004 to 2005.

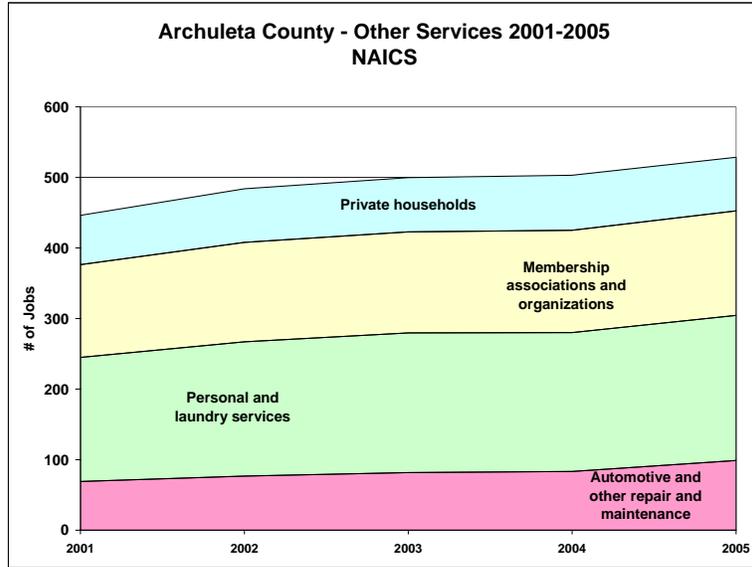
Average annual income in this sector was \$20,660 in 2005. About 38% of those employed in this sector are proprietors (owners).

Education, Health and Social Assistance Service Sectors	# of Jobs					% change 01 - 05
	2001	2002	2003	2004	2005	
Private educational services	103	123	119	120	60	-42%
Ambulatory health care services	116	134	144	145	142	22%
Hospitals	0	0	0	0	0	
Nursing and residential care facilities	63	71	71	68	68	8%
Social assistance	54	59	60	46	45	-17%
<b>Total</b>	<b>337</b>	<b>387</b>	<b>394</b>	<b>379</b>	<b>316</b>	<b>-6%</b>

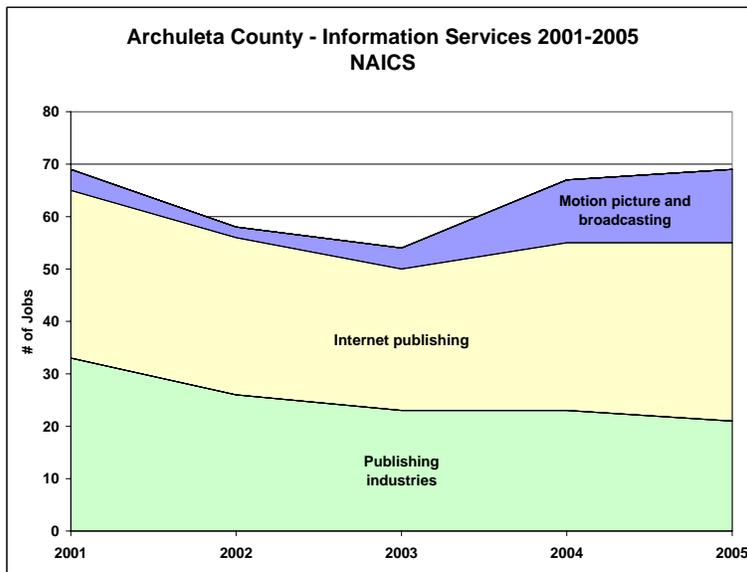
This is a growing service sector, showing 18% growth from 2001 to 2005.

Membership organizations include unions, chambers of commerce, business and fraternal organizations, humane societies, and in Archuleta County, the Southern Ute Tribe.

Average annual income in this sector was \$18,206 in 2005. About 46% of those employed in this sector are proprietors (owners).

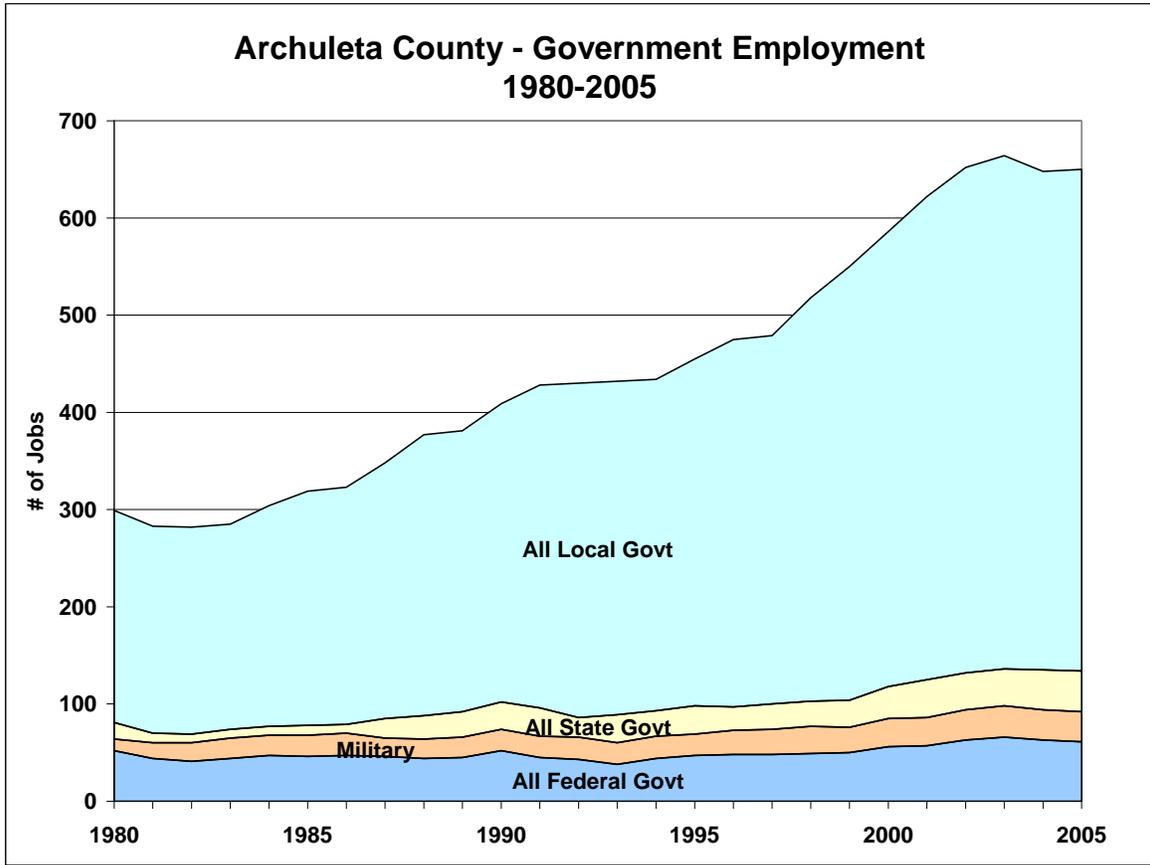


Other Services Sectors	# of Jobs					% change 01 - 05
	2001	2002	2003	2004	2005	
Automotive and other repair and maintenance	69	77	81	83	97	41%
Personal and laundry services	176	190	198	197	200	14%
Membership associations and organizations	131	141	143	145	148	13%
Private households	70	76	77	78	76	9%
<b>Total</b>	<b>446</b>	<b>484</b>	<b>500</b>	<b>503</b>	<b>521</b>	<b>17%</b>



Perhaps the most important change in NAICS is the recognition of a new Information sector. This sector includes establishments that create, disseminate, or provide the means to distribute information, and establishments that provide data processing services. Since most of these categories are drawn from services, we are including them in this discussion of the service sector. Average annual income in this sector was \$84,609 in 2005. It is interesting to note that none of these are proprietors.

Information Service Sectors	# of Jobs					% change 01 - 05
	2001	2002	2003	2004	2005	
Publishing industries, except software and internet	33	26	23	23	18	-45%
Motion picture and broadcasting, except internet	4	2	4	12	14	250%
Internet publishing	32	30	27	32	34	6%
Software publishing	0	0	0	0	3	
<b>Total</b>	<b>69</b>	<b>58</b>	<b>54</b>	<b>67</b>	<b>69</b>	<b>0%</b>



Government employment, particularly local government, increases in response to growing population and management needs.

The average yearly income in 2005 was \$41,312.

Government Sectors	# of Jobs					% change 01 - 05
	2001	2002	2003	2004	2005	
Federal government, civilian	57	63	66	63	61	7%
Military	29	31	32	31	31	7%
State government	39	38	38	41	42	8%
Local government	497	520	528	513	516	4%
Total	622	652	664	648	650	5%

## Vision & Mission Statements

### Vision Statement

A vision statement must encompass a shared vision - one that is a broad but concise description of what we as a community want to be in the future in regards to economic development. The vision statement describes the assets and values and focuses on moving the community toward achieving our goals for the future. Through Pagosa Spring's recent activity on the creation of a Comprehensive Plan (adopted by Council on 5/2/2006), and the County's creation of their community plan in May 2001, the following economic development vision for Archuleta County was created:

***“Archuleta County will retain, grow and support our local businesses, and encourage a diverse economic base through business attraction and creation to ensure year-round livable wages for the residents of our County.”***

Archuleta County has traditionally relied primarily on resource-driven industries such as timber and ranching. Like many Colorado mountain towns, over time this economy has gradually shifted to one based primarily on tourism and services. In the future, the County will continue to support our mainstay tourism and service-based industries while also pursuing opportunities to diversify the economy and reduce some of the effects of a tourism-based economy, such as seasonal fluctuation. This will take a joint effort of the towns in the County, the County itself, and other public agencies and private enterprises. Desired industries will help level out fluctuations and provide desirable year-round livable wage jobs for people who live and work in the community. In addition, the County recognizes that natural resources, and the environment, existing businesses and entrepreneurs, diverse demographic makeup, and community infrastructure are the primary drivers for our future economic vitality.

### Mission Statement

If the vision sets the direction for our community and its organizations, then the mission statement should clarify the purpose and function for our community and its organizations in relation to economic development. It is the filter that we use to ensure everything we do is focused on achieving the vision. The economic development mission for Archuleta County is the following:

***“To provide business development and support in Archuleta County in order to nurture a diverse, local year-round economy that supports the needs, values and quality of life of our community.”***

## **SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis**

The starting point for a credible economic development strategic plan is an assessment of the strengths and weaknesses of the community in regards to economic development. This is the baseline by which a community begins to understand where they are in relation to the vision. Once the SWOT analysis is completed, strategies for the solutions can begin to be identified. By working with the Archuleta County community, the following SWOT analysis and strategies are as follows:

### **Strengths**

#### **Atmosphere/Ambience**

- Casual, family, healing, equestrian, small town, ranching, mining
- Pedestrian friendly historic downtown

#### **Physical Attributes**

- Hot springs
- Recreational opportunities
- Vast public lands
- San Juan River
- Remote location
- Climate
- Relatively undeveloped

#### **Economic**

- Affordable lodging
- Overall cost of living
- Underemployment
- Small business entrepreneurialism

#### **Socio-Cultural/Population**

- Educated population
- Social support for aging population
- Strong/growing arts and culture
- Strong volunteerism

### **Weaknesses**

#### **Economic/Marketing**

- Lack of skilled work force
- Lack of higher paying jobs
- Lack of diverse economy
- Lack of incentives for businesses
- Marketing of community
- Special event coordination
- Geographic isolation of community

#### **Socio-Cultural**

- Impacts from aging population
- Lack of activities/programs for youth
- Affordable Housing
- Lack of childcare facilities
- Lack of healthcare facilities

**Facilities**

- Higher education
- Commercial service airport
- Lack of performing arts venues
- Lack of diverse restaurants
- Lack of conferencing facilities

**Infrastructure**

- Internet, telecom, water supply/distribution, electricity, roads

**Leadership/Vision**

- Lack of long-term community vision/leadership
- Fragmentation within community

**Opportunities****Economic**

- Adding value to existing businesses
- Leading Edge business training program
- Diversification of economy
- Tourism development
- Cloman Industrial Park
- More events, especially sports/recreation
- Expansion of hotels to include conferencing facilities
- Marketing/development of adventure sports
- Small technical support call centers

**Governmental**

- Unified government and constituency with mission/vision
- Building & planning processes
- Strengthen land use regulations
- Preservation of healthy downtown core

**Socio-cultural**

- Number & quality of performing arts venues
- Build Recreation center
- Actively recruit a community college facility
- Ensure availability of health care

**Infrastructure**

- Expand telecom capabilities
- Water capacity
- Broadband internet capacity
- Completion of airport upgrades

**Threats**

- Local government decisions, primarily land use/zoning, sprawl
- Natural resource management
- Special district decisions in relation to cost of doing business
- Infrastructure capacity
- Rising cost of business
- Aging population – resulting in increased services

## Key Economic Development Directions

Through use of the SWOT that was developed, the key strategic areas can now be identified. The following 8 key areas of focus were determined:

- 1) Work to diversify the economy to level out seasonal fluctuations, and create a higher quality of life through livable wages.
- 2) Maximize the tourism industry by creating growth opportunities and ensuring sustainability of the tourism economy.
- 3) Provide business mentoring and support to our local businesses to ensure their success.
- 4) Create a well-trained, skilled and available workforce by ensuring quality educational facilities are available.
- 5) Support creation of affordable housing, health care facilities, recreation center, activities/facilities for youth, childcare, aged care facilities, etc.
- 6) Ensure adequate infrastructure such as roads, internet, telecom, electricity, gas, etc are available and attainable for future business.
- 7) Work with the local governments, both town and county, to influence and support governmental actions and policies so that a pro-business environment is maintained.
- 8) Archuleta County should contain a balance of businesses that provide the services and needs of the community and its tourists, thereby limiting retail leakage to other counties.

## Goals, Actions & Implementation

Ideally, the goals of a community should reflect its vision statement. A goal is a specific statement of what the community would like to be or achieve. Goals should be focused on the priority issues impacting the development of the community. The actions should then reflect the steps needed to accomplish the goal. By taking the economic development directions identified earlier, and applying goals and actions, we can begin taking the steps towards the vision. Through utilizing the work done by the community on the Archuleta County Community Plan, and the Town of Pagosa Springs Comprehensive Plan, the following goals and actions have been established for Archuleta County:

**Goal 1: Achieve a diversified, sustainable and growing economy in Archuleta County that is compatible with the local environment and small town atmosphere.**

***Rationale – While the tourism industry, retail trade, services and government sectors continue to play a crucial role in the local economy, encouraging diversification into other sectors that provide clean industry and quality employment will help level out seasonal fluctuations, and create a more sustainable economy.***

**Actions:**

1. Work with partners in the community to create economic indicators, and meet annually to review and develop strategy plans for the county's economic development direction.
2. Determine what industries will diversify the economy, provide higher direct based, livable wages, and are compatible with Archuleta County. Develop

strategies and a marketing campaign to attract them to the county, or create using local talent.

3. Determine the feasibility of expanding the conferencing industry.
4. Determine the costs and benefits of a business incubator in Archuleta County.
5. Work with the Colorado Office of Economic Development and International Trade, town, and county to provide incentives to businesses that are direct based in nature, support the local environment, provide higher, livable wages, and fill needed niche markets in Archuleta County.
6. Work with Archuleta County to ensure the success and profitability of Stevens Field Airport.
7. Support and recruit home-based businesses or home occupations that allow people to live and work from home. Telecommuting can produce many community benefits including new business opportunities, such as information technology development, reduced traffic congestion and reduced air pollution.
8. Develop and maintain inventory of available commercial land and facilities. Ensure, as much as possible, that land and facilities are “ready for use”.
9. Support county initiatives that target and promote “green industry”. Attract industries that preserve and enhance the county’s natural and environmental features, whose processes require minimal water consumption and generate nominal ambient air or water degradation, and where applicable, recycle waste products.
10. Promote and support all phases of Cloman Industrial Park, and work to fill the development with companies that diversify our economy.
11. Create a public educational program that drives awareness of economic development and the need for a diversified, sustainable economy.
12. Ensure the economic development website is professionally created, easy to use, and caters toward local business owners and site selectors.
13. Study the impacts of the 2<sup>nd</sup> home owners, and determine what effect this will have on Archuleta County’s economy.

**Goal 2: Archuleta County contains a vibrant, growing, and sustainable tourism industry.**

***Rationale – The local economy of Archuleta County relies heavily on the tourism industry, due to the geographical location and abundance of lakes, streams, mountains and national forest. Not only should the community protect these natural resources, it must also promote them as the base of unique opportunities for business.***

**Actions:**

1. Encourage and support development of a strategic plan for the long-term sustainability of the tourism industry by working with the Town of Pagosa Springs Tourism Committee.

2. Through the business licensing program, monitor the tourism-based businesses to ensure all tourist needs for products and services are met.
3. Work with partners in the community to create economic & marketing indicators for the tourism industry, and meet yearly to review and develop strategic plans. Measure and monitor current marketing efforts using these indicators to establish performance measures for the expenditure of public monies.
4. Work with the Town of Pagosa Springs Tourism Committee to focus a portion of visitor-related capital and marketing investments on those improvements and programs that will increase visitation.
5. Support the arts organizations of Archuleta County by providing mentoring and Technical assistance to ensure their success.
6. Grow and sustain the tourism industry by ensuring tourism-related land uses, and attracting, creating, or expanding tourism-related businesses, events and marketing.

**Goal 3: Business mentoring and support will be available to expand and sustain local businesses.**

***Rationale – Fostering a business climate that helps retain & grow local businesses is crucial. Having the necessary training and mentoring programs to aid business owners increases the chances of ensuring local business owner success.***

**Actions:**

1. Continue to work with the Small Business Development Center at Fort Lewis College to mentor local business owners, and offer opportunities for business training including the Leading Edge Entrepreneurial course, twice a year, and business classes offered through the Pagosa Springs Chamber of Commerce.
2. Develop a list of local business experts in the different business fields to use as mentors for local business owners, and inform local business owners about business mentoring services being available, and the services Archuleta Economic Development Association offers.
3. Work with town and county governments to review fees and taxes on an ongoing basis to ensure equitable treatment of businesses and a fair business climate for existing and new businesses.
4. Assess the needs of local business owners, and work to provide solutions.

**Goal 4: A well-trained, skilled workforce will be available to support business employment needs.**

***Rationale –Providing a well-trained, skilled workforce is vital to any economy. Without the necessary educational and training facilities to train workers, it is very difficult for any business to succeed. Knowledge of available workforce, and the ability to find workers, is just as important.***

**Actions:**

1. Determine the feasibility of having a community college, trade school or similar facility in Archuleta County.
2. Work with the local public schools and the CO Workforce Center to provide on-the-job training opportunities for students in an effort to keep them in the county. Activities such as job fairs for summer internships should be done.
3. Create a skills inventory of the workforce in Archuleta County so there is a clear understanding of the skill sets of existing workers.
4. Work with the CO Workforce Center, local business owners, and education partners to identify training needs of employees, and create programs that offer the basic education, and life skills needed to secure gainful employment.
5. Make use of the Colorado First Training Program to aid in training employees of companies.
6. Set up focus groups between the local public schools, retired CEOs, the Archuleta Education Center, the Pagosa Springs Community Center, town and county governments, and local business owners to explore ways of improving the educational delivery system with the goal of having skilled, trained employees.
7. Work with the CO Workforce Center to promote and market a website that posts available jobs just for Archuleta County.
8. Create an effective employee transfer program with the CO Workforce Center that enables efficient identification of available workers in other areas of the country.

**Goal 5: The necessary facilities and programs are available to meet the socio-cultural needs of the community.**

***Rationale – Socio-cultural needs are an important part of any community. Facilities such as affordable housing, recreational centers, health care centers, aged care facilities, childcare facilities, etc., are necessary to ensure a high quality of life in any community.***

**Actions:**

1. Support the county and the Upper San Juan Health District in the creation of the Critical Access Care Hospital.
2. Provide support to government, organizations, businesses or investors as needed to help them create socio-cultural facilities, ordinances and/or resolutions.
3. Study the impacts of the aging population to ensure the proper services are available.
4. Support the creation of new activities & programs for youth where needed.

**Goal 6: Adequate infrastructure, such as roads, water, electric, gas, internet, telecom, etc; is ready and available for commercial use.**

***Rationale – Without adequate and available infrastructure, businesses cannot function. It is the responsibility of every community to make sure that adequate infrastructure is available and ready for use in order to provide the foundation for a growing economy.***

**Actions:**

1. Support Pagosa Springs in their efforts to target infrastructure improvements that increase the desirability of downtown as a tourist and shopping destination.
2. Continue to work with the Joint Utilities Commission to support and influence the creation of adequate infrastructure in a timely manner for developments.
3. Identify potential grants for the purpose of promoting available infrastructure.
4. Support local businesses in their infrastructure needs by being a conduit with the utility companies, CDOT and other agencies to improve process time.
5. Support local utility companies and government where needed to ensure completion of the actions on the Community Development Action Plan (CDAP).
6. Provide support in the expansion of telecommunications, including fiber optic internet connections in Archuleta County, so that the capacity exists for future business developments.

**Goal 7: Archuleta County and town governments maintain a pro-business environment by having policies and code that support its local business owners.**

***Rationale – Town and County governments play a large part in influencing the success or failure of any economy. Developing solid, working relationships with them will help to ensure equitable treatment of business owners and help to create government policies and actions that will aid in the success of local businesses.***

**Actions:**

1. Work with town and county governments to review fees and taxes on an ongoing basis to ensure equitable treatment of businesses and a fair business climate for existing and new businesses.
2. Work with the local governments, both town and County, to influence and support governmental actions and policies so that a pro-business environment is maintained.
3. Foster cooperative partnerships with town and county to ensure economic development initiatives are coordinated, completed, and monitored.
4. Review Land Use Development Code to see if building and planning process could be better streamlined for new developments and businesses without compromising environmental quality.
5. Work with town and county to ensure that development code supports home occupations/businesses.

6. Work with the county to develop relationships with the Southern Ute Indian Tribe, in an effort to create partnerships on economic development issues.
7. Provide support to town and county when necessary on Downtown Master Plan, Town Comprehensive Plan, and County Community Plans.

**Goal 8: Archuleta County contains a balance of businesses that provide the services and needs of the community and its tourists, thereby limiting retail leakage to other counties.**

***Rationale – Ensuring a balance of retail and service-based businesses guarantees that the needs of Archuleta County residents and its tourists are met. Without these, leakage occurs, where residents or tourists are required to shop outside of the County for their goods and services.***

**Actions:**

1. Develop a market study to identify and close voids in business or services that are contributing to economic leakage and develop strategies to encourage greater local purchasing.
2. Support Pagosa Springs in the creation of a management organization and structure for downtown businesses.
3. Work with partners in the community to create retail/services economic indicators, and meet yearly to review and develop strategy plans.
4. Help to retain services for locals and tourists in the downtown commercial area. Through the business licensing program, monitor businesses in different parts of Pagosa Springs to ensure a proper balance of tourism-related and other services.
5. Work with the town and county to provide incentives for desired businesses that fill needed niche markets in Archuleta County.

**Goal 9: Support the completion of all projects listed in the Archuleta County Community Development Action Plan.**

***Rationale – The Community Development Action Plan (CDAP) is a list of short-term projects that may need assistance from Region 9 EDD or other community and economic development agencies. Maintaining a current Community Development Action Plan (CDAP) for each community is a process to assist communities with strategic planning.***

**Actions:**

1. Work with Region 9 EDD, town and county to find the resources, technical assistance, and political will to complete CDAP projects.

### **Implementation Plan**

Strategic planning is an on-going process. As the local economic development organization begins to work with other organizations, the towns and county, it is clear that modifications and adjustments are necessary.

The ultimate success of any strategic plan depends on how well the organizations manage the implementation of the various strategic actions. The plan by itself is worthless. It is critical, therefore that a solid implementation plan is created to ensure the proper priorities are given to each task, and the suitable owners for each task are assigned. Only then will the vision begin to come to life.

The economic development organization, along with Region 9 Economic Development District overseeing the process, will own the plan. For Archuleta County, the Archuleta Economic Development Association (AEDA) is charged with ensuring the completion of the plan. This will be done by coordinating, participating, and/or overseeing the various committees and organizations working in each of the key areas.

**ARCHULETA COUNTY – COMMUNITY DEVELOPMENT ACTION PLAN 2006**

Project	Rank	Primary Partners/ Agencies	Resources	Expected Outcomes & Actions
<p>1. <b>PUBLIC INFRASTRUCTURE:</b> Expand P.A.W.S. Capacity: - Stevens Reservoir - Dry Gulch</p>	High	<ul style="list-style-type: none"> <li>• P.A.W.S.</li> <li>• Southwestern Water Conservation District</li> <li>• San Juan Water Conservancy District</li> <li>• Army Corp of Engineers</li> </ul>	<ul style="list-style-type: none"> <li>• Bonds</li> <li>• User Fees</li> <li>• Impact Fees</li> <li>• P.A.W.S.</li> <li>• San Juan Water Conservation District</li> </ul>	<ul style="list-style-type: none"> <li>• Expanded storage capacity.</li> <li>• Increase water treatment capacity.</li> <li>• Develop resources needed to meet anticipated 10 year and 20 year growth.</li> </ul>
<p>2. <b>Public Infrastructure:</b> Sanitary Sewer Plant Capacity</p>	High	<ul style="list-style-type: none"> <li>• Town of Pagosa Springs Sanitation General Improvement District</li> </ul>	<ul style="list-style-type: none"> <li>• Tap Fees</li> <li>• User Fees</li> <li>• Grants</li> <li>• Loans</li> </ul>	<ul style="list-style-type: none"> <li>• Provide service to existing and future developments in and adjacent to the district boundaries by increasing treatment plant capacity and extending sewer lines.</li> </ul>
<p>3. <b>Public Infrastructure:</b> Expand Landfill &amp; Recycling Program</p>	High	<ul style="list-style-type: none"> <li>• County</li> <li>• Town</li> <li>• L &amp; M Disposal</li> <li>• Waste Management</li> <li>• At Your Disposal</li> </ul>	<ul style="list-style-type: none"> <li>• County</li> <li>• Town</li> <li>• Waste Disposal</li> <li>• Service Providers</li> <li>• USDA RD</li> <li>• Solid Waste Management Grants</li> </ul>	<ul style="list-style-type: none"> <li>• Plan for extending the landfill life.</li> <li>• Plan for a building at the recycling center, along with/purchase of a baler.</li> <li>• Provide better service through several in-town recycling drop-off sites including more items being recycled</li> <li>• Update old and implement new transfer stations.</li> <li>• Education on REDUCE/REUSE/RECYCLE.</li> </ul>
<p>4. <b>Public Infrastructure:</b> Implement County-Wide Water Plan</p>	Med	<ul style="list-style-type: none"> <li>• County</li> <li>• Town</li> <li>• P.A.W.S</li> <li>• SW Water Conservation District</li> <li>• Metro Districts</li> <li>• Home Owners Assoc.</li> </ul>	<ul style="list-style-type: none"> <li>• County</li> <li>• Town of Pagosa</li> <li>• PAWS</li> <li>• SW Water Conservation District</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure that there is enough water to support infrastructure during drought cycle.</li> <li>• Partner with IBCC Project for San Juan Basin and assist with implementation.</li> </ul>
<p>5. <b>Transportation:</b> Public Transit Services Improvements</p>	Med	<ul style="list-style-type: none"> <li>• County</li> <li>• CDOT</li> <li>• Region 9 EDD</li> <li>• Town</li> <li>• Transit Advisory Board</li> <li>• SW Transportation Commission</li> </ul>	<ul style="list-style-type: none"> <li>• Federal Grants</li> <li>• CDOT</li> <li>• Private Donations</li> </ul>	<ul style="list-style-type: none"> <li>• Build/convert covered storage facility for buses.</li> <li>• A public transit service that adequately serves the needs of the region</li> <li>• Provide covered benches at all bus stops through donations.</li> </ul>

ARCHULETA COUNTY – Community Development Action Plan 2006

Project	Rank	Primary Partners/ Agencies	Resources	Expected Outcomes & Actions
6. <b>Transportation:</b> Area-Wide Road Improvements	High	<ul style="list-style-type: none"> <li>• SW Transportation Planning Region Commission</li> <li>• CDOT</li> <li>• County</li> <li>• Town</li> </ul>	<ul style="list-style-type: none"> <li>• CDOT</li> <li>• 2030 &amp; 2035 Transportation Plan</li> <li>• Impact Fees</li> <li>• County</li> <li>• Metro Districts</li> <li>• De-Brucing</li> </ul>	<ul style="list-style-type: none"> <li>• A highway system that can safely and efficiently support the Region's growing population and highway traffic.</li> <li>• Adequately design, construct and maintain the region's roadways.</li> <li>• Form a Transportation Authority/Commission to address transportation issues, funding and outcomes.</li> </ul>
		<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
7. <b>Transportation:</b> Highway 160 Access Management Plan	High	<ul style="list-style-type: none"> <li>• CDOT</li> <li>• Town</li> <li>• County</li> <li>• SW Transportation Planning Region Commission</li> </ul>	<ul style="list-style-type: none"> <li>• State funding</li> <li>• CDOT</li> <li>• Impact Fees</li> <li>• Developers</li> </ul>	<ul style="list-style-type: none"> <li>• Road improvements, access, turnouts, frontage roads, and signalization plan for along US Hwy 160 in populated areas from north Pagosa Springs to Vista Blvd, Aspen Springs, and San Juan River Resort, etc..</li> </ul>
8. <b>Transportation:</b> Highway 160 4-Lane Widening and Signalization Improvements	High	<ul style="list-style-type: none"> <li>• Town</li> <li>• County</li> <li>• CDOT</li> </ul>	<ul style="list-style-type: none"> <li>• Town</li> <li>• County</li> <li>• CDOT</li> <li>• Private Development</li> </ul>	<ul style="list-style-type: none"> <li>• The town and County will work with CDOT to implement a widening of Hwy 160 through town and populated areas of the county to serve the transportation demands for the next 15 to 20 years.</li> <li>• Improved safety and capacity, separation of pedestrian/bicycle traffic from highway traffic, from N/S Pagosa Blvd. to 8<sup>th</sup> Street, Aspen Springs, and San Juan River Resort, etc.</li> <li>• Implementation of Master Trials Plan.</li> </ul>

ARCHULETA COUNTY – Community Development Action Plan 2006

Project	Rank	Primary Partners/ Agencies	Resources	Expected Outcomes & Actions
<p>9. <b>Transportation:</b> Highway 160 Alternative Multi-modal Routes.</p>	High	<ul style="list-style-type: none"> <li>• Town</li> <li>• County</li> <li>• CDOT</li> <li>• Private Developers</li> <li>• Metro Districts</li> <li>• Division of Wildlife</li> <li>• Additional Public Agencies with public input</li> </ul>	<ul style="list-style-type: none"> <li>• Town</li> <li>• County</li> <li>• CDOT</li> <li>• Grants</li> </ul>	<ul style="list-style-type: none"> <li>• Identify conceptual east-west connector routes and the need for a Highway 160 bypass.</li> <li>• Reserve right-of-way and ensure that future east-west connector routes are not precluded by development approvals that block potential routes.</li> <li>• Given the long lead time for this project, the town will initiate discussions now so that the Bypass efforts can proceed at a reasonable pace.</li> <li>• Identify route and construct multi-modal path to service all areas of town, especially commercial corridor and adjacent residential developments.</li> </ul>
<p>10. <b>Transportation:</b> Archuleta County Airport Improvement Plan</p>	Med	<ul style="list-style-type: none"> <li>• Airport Advisory Commission</li> <li>• County</li> <li>• Town</li> <li>• AEDA</li> <li>• State of Colorado</li> <li>• CDOT</li> <li>• FAA</li> </ul>	<ul style="list-style-type: none"> <li>• Federal Aviation Administration Funding</li> <li>• CDOT</li> <li>• Other State/Federal Sources</li> <li>• County</li> <li>• Town</li> </ul>	<ul style="list-style-type: none"> <li>• Facility capable of meeting existing and future airport services demands.</li> </ul>
<p>11. <b>Transportation:</b> Area-wide Road Impact Fees</p>	Med	<ul style="list-style-type: none"> <li>• Town</li> <li>• County</li> <li>• CDOT</li> </ul>	<ul style="list-style-type: none"> <li>• Impact Fees</li> </ul>	<ul style="list-style-type: none"> <li>• Increase funding for requisite town and county road improvements.</li> </ul>
<p>12. <b>Telecommunications:</b> Development &amp; Expansion of Telecommunication Services in County</p>	High	<ul style="list-style-type: none"> <li>• Telecommunications providers</li> <li>• State of Colorado</li> <li>• U.S. Forest Service &amp; BLM</li> <li>• Region 9 EDD</li> <li>• Rural Electric Cooperatives</li> <li>• County</li> <li>• Search and Rescue</li> <li>• Town</li> <li>• S Ute Indian Tribe</li> </ul>	<ul style="list-style-type: none"> <li>• USDA</li> <li>• FCC</li> <li>• County</li> <li>• Town</li> <li>• S. Ute Indian Tribe</li> <li>• Telecommunications Providers</li> </ul>	<ul style="list-style-type: none"> <li>• Provide service in rural areas by exploring increased land line and cellular service coverage with safety in mind as the priority for the highest need.</li> <li>• Develop redundant broadband telecommunications.</li> <li>• Enhance on-line services offered by the county through county website.</li> <li>• Explore increased cellular service coverage areas.</li> </ul>

ARCHULETA COUNTY – Community Development Action Plan 2006

Project	Rank	Primary Partners/ Agencies	Resources	Expected Outcomes & Actions
<p><b>13. Telecommunications:</b> Improve 911 Emergency Service, Land Line and Cellular service</p>	Med	<ul style="list-style-type: none"> <li>• County</li> <li>• Pagosa Fire Protection District</li> <li>• Alltel</li> <li>• Verizon</li> <li>• CenturyTel</li> <li>• Upper San Juan Health Services District</li> <li>• Town</li> <li>• S Ute Indian Tribe</li> </ul>	<ul style="list-style-type: none"> <li>• County</li> <li>• Emergency service providers</li> <li>• Telecommunications providers</li> <li>• FCC</li> </ul>	<ul style="list-style-type: none"> <li>• Refine 911 emergency service response zones</li> <li>• Enhance addressing database with improved mapping of home, driveway and critical structure locations.</li> <li>• Modernize 911 services to better support cellular and VIOP calls.</li> <li>• Reverse 911 System</li> </ul>
<p><b>14. SERVICES: Childcare:</b> Work to Expand the Quality and Availability of Early Childcare and Education (childcare)</p>	High	<ul style="list-style-type: none"> <li>• County</li> <li>• Licensed Childcare Providers &amp; Centers</li> <li>• School Districts</li> <li>• Tri-county Head Start Program</li> <li>• Town</li> <li>• State Dept. of Human Services</li> </ul>	<ul style="list-style-type: none"> <li>• Colorado Division of Child Care</li> <li>• Colorado Dept of Education</li> <li>• Community Development Block Grants (CDBG)</li> <li>• State &amp; federal grants</li> <li>• Private Foundations</li> <li>• USDA</li> </ul>	<ul style="list-style-type: none"> <li>• Increase quality and public/private partnerships of area early childhood education programs.</li> <li>• Increase pool of qualified child care providers</li> <li>• Help fund non-traditional childcare services and increase slots for childcare during no-traditional hours.</li> <li>• Meet community demands for childcare.</li> <li>• Complete construction of new Seeds of Learning Childcare facility.</li> <li>• Expand preschool enrollment for toddlers and preschoolers.</li> </ul>
<p><b>15. Education and Culture:</b> Community Special Event Coordinator</p>	Low	<ul style="list-style-type: none"> <li>• Town</li> <li>• County</li> <li>• Chamber of Commerce</li> <li>• Tourism Committees</li> <li>• Local Businesses</li> </ul>	<ul style="list-style-type: none"> <li>• Town</li> <li>• County</li> <li>• Lodgers' Tax</li> <li>• Chamber of Commerce</li> <li>• Tourism Committees</li> </ul>	<ul style="list-style-type: none"> <li>• Hire a special events coordinator to provide marketing and coordination of special events.</li> <li>• Serve as a liaison between entities (special events coordinators, Town, County, businesses) and provide improved community calendar, and improved media relations.</li> </ul>

ARCHULETA COUNTY – Community Development Action Plan 2006

Project	Rank	Primary Partners/ Agencies	Resources	Expected Outcomes & Actions
16. <b>Education and Culture:</b> Cultural Plan	High	<ul style="list-style-type: none"> <li>• County</li> <li>• Town</li> <li>• Private Partners</li> <li>• Pagosa Springs Arts Council</li> <li>• Pagosa Springs Arts Alliance</li> </ul>	<ul style="list-style-type: none"> <li>• Town</li> <li>• Public/Private Partnerships</li> <li>• Non-profits</li> <li>• County</li> </ul>	<ul style="list-style-type: none"> <li>• The town and County will develop a Cultural Plan, to address needs for culture, arts, and heritage, including art-related functions and activities, performing arts facilities, exploring future facilities and venues, events, festivals, and other cultural activities.</li> <li>• Institute a Cultural Arts Board to be made up of diverse representation within the community and will address a myriad of culture, heritage, arts issues and needs in the community, and work with the private sector.</li> </ul>
17. <b>Education and Culture:</b> Expand Higher Education Opportunities into Archuleta County	Med	<ul style="list-style-type: none"> <li>• County</li> <li>• Town</li> <li>• Private Partners</li> <li>• State of Colorado</li> <li>• AEDA</li> <li>• Area higher education entities</li> <li>• Region 9 EDD</li> </ul>	<ul style="list-style-type: none"> <li>• Town</li> <li>• County</li> <li>• State of Colorado</li> <li>• Public/Private Partnerships</li> </ul>	<ul style="list-style-type: none"> <li>• Institute a local college or junior college campus.</li> <li>• Explore feasibility and partnerships for extension/distance course learning</li> <li>• Explore establishing specialized technical training opportunities (electronics, computer, telecommunications, medical technology</li> <li>• Arts College.</li> </ul>
18. <b>Health &amp; Human Services:</b> Construction of Critical Access Care Hospital	High	<ul style="list-style-type: none"> <li>• Upper San Juan Health Services District</li> <li>• County</li> <li>• Town</li> <li>• Mercy Medical Center</li> </ul>	<ul style="list-style-type: none"> <li>• Upper San Juan Hospital District mill levy</li> <li>• USDA</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to support the design and construct a Critical Access Hospital to handle emergency care for growing population and geographic and demographic needs.</li> </ul>
19. <b>Health &amp; Human Services:</b> Work to meet the Growing Needs of Senior Citizens	Med	<ul style="list-style-type: none"> <li>• County</li> <li>• Town</li> <li>• Archuleta Seniors, Inc.</li> </ul>	<ul style="list-style-type: none"> <li>• County</li> <li>• Town</li> <li>• Grants</li> <li>• Donations</li> </ul>	<ul style="list-style-type: none"> <li>• Pursue establishment of small group homes for convalescent/rehabilitative care with varied levels of care within the County.</li> <li>• Look at expanded services for seniors including a senior center.</li> </ul>
20. <b>Land Use:</b> Town of Pagosa Springs Capital Improvements Plan	High	<ul style="list-style-type: none"> <li>• Town</li> <li>• Town Planning Commission</li> </ul>	<ul style="list-style-type: none"> <li>• Town</li> <li>• DOLA</li> </ul>	<ul style="list-style-type: none"> <li>• Adopt and implement a capital improvements plan through the use of citizens' advisory committee and update plan no less than every five years concurrent with the comprehensive plan.</li> </ul>

ARCHULETA COUNTY – Community Development Action Plan 2006

Project	Rank	Primary Partners/ Agencies	Resources	Expected Outcomes & Actions
21. <b>Land Use:</b> Town of Pagosa Springs Comprehensive Plan	Med	<ul style="list-style-type: none"> <li>• Town</li> <li>• Town Planning Commission</li> </ul>	<ul style="list-style-type: none"> <li>• Town</li> <li>• DOLA</li> </ul>	<ul style="list-style-type: none"> <li>• Implement the adopted comprehensive plan through the use of citizens advisory committee and update plan no less than every five years</li> </ul>
22. <b>Land Use:</b> Town of Pagosa Springs Land Use & Development Code Revision	High	<ul style="list-style-type: none"> <li>• Town</li> <li>• Town Planning Commission</li> </ul>	<ul style="list-style-type: none"> <li>• Town</li> <li>• DOLA</li> </ul>	<ul style="list-style-type: none"> <li>• Update comprehensively its Land Use and Development Code (LUDC) including individual sections such as zoning districts, zoning map, or standards or incentives.</li> </ul>
23. <b>Land Use:</b> Town/County Intergovernmental Agreement for Long-term Planning Efforts	High	<ul style="list-style-type: none"> <li>• Town</li> <li>• Town Planning Commission</li> <li>• County</li> <li>• County Planning Commission</li> <li>• Upper San Juan Regional Planning Commission</li> </ul>	<ul style="list-style-type: none"> <li>• Town</li> <li>• County</li> </ul>	<ul style="list-style-type: none"> <li>• The town and county will develop an IGA with emphasis on actions needed to implement the Town's comprehensive plan, such as joint facilities planning and consistent zoning and development standards within the planning area boundary, and agreement about purpose and service within an Urban Service Boundary.</li> <li>• Develop better annexation agreements between town and county.</li> </ul>
24. <b>Land Use:</b> Master Plan for the Town of Pagosa Springs Downtown Core Area	High	<ul style="list-style-type: none"> <li>• Town</li> <li>• Community Vision Council</li> <li>• Historic Preservation Board</li> </ul>	<ul style="list-style-type: none"> <li>• Town</li> <li>• Public/Private Partnerships</li> <li>• Developers</li> <li>• Impact Fees</li> </ul>	<ul style="list-style-type: none"> <li>• Adopt and implement a Downtown Master Plan through the use of a citizen advisory committee to guide development in the downtown core.</li> <li>• Accommodate Civic Center with government facilities and community center, residential and commercial development, public spaces, trails and design guidelines.</li> </ul>

ARCHULETA COUNTY – Community Development Action Plan 2006

Project	Rank	Primary Partners/ Agencies	Resources	Expected Outcomes & Actions
25. <b>Land Use:</b> Regional Trails Plan	High	<ul style="list-style-type: none"> <li>• Pagosa Area Trails Council</li> <li>• County</li> <li>• Town</li> <li>• San Juan Historical Society</li> <li>• SW Land Alliance</li> <li>• NPS</li> <li>• U.S. Forest Service/BLM</li> <li>• S. Ute Indian Tribe</li> <li>• CDOT</li> <li>• Division of Wildlife</li> <li>• Pagosa Lakes</li> <li>• AEDA</li> <li>• Tourism Committees</li> <li>• Chamber of Commerce</li> <li>• Home Owner Associations</li> <li>• Office of Community Services – Ft. Lewis College</li> </ul>	<ul style="list-style-type: none"> <li>• GOCO</li> <li>• NPS</li> <li>• Scenic Byways</li> <li>• CDOT</li> <li>• County</li> <li>• Town</li> <li>• Public and Private Partnerships</li> <li>• Developers</li> </ul>	<ul style="list-style-type: none"> <li>• Prioritize plan's projects to determine implementation strategy.</li> <li>• Integrate plan into development efforts in Pagosa Springs and Archuleta County.</li> <li>• Implement Regional Trails Plan with safety as the highest priority to get the bicyclists and pedestrians off of the roadways.</li> <li>• Seek Scenic Byway status from Southfork to Durango and looping down around Bayfield.</li> </ul>
26. <b>Land Use:</b> Natural Heritage Program Biodiversity/Ecosystem Mapping & Wildlife Habitat	Low	<ul style="list-style-type: none"> <li>• State Natural Heritage Program</li> <li>• Southwest Land Alliance</li> <li>• County</li> <li>• San Juan RC &amp; D</li> <li>• NRCS</li> <li>• San Juan Mountains Association</li> <li>• DOW</li> <li>• CSU Extension Office</li> <li>• USDA</li> </ul>	<ul style="list-style-type: none"> <li>• GOCO</li> <li>• County</li> <li>• Local environmental, civic, &amp; professional Groups</li> <li>• USDA (RRCS)</li> </ul>	<ul style="list-style-type: none"> <li>• Identify, inventory and map plants, animal habitats and unique natural features in the county.</li> <li>• Focus on northern area of the county – to build on studies completed in 2003 and 2005.</li> <li>• Complete Critical Wildlife Habitat Mapping &amp; Analysis.</li> <li>• Develop a Noxious Weed GIS database for County.</li> </ul>
27. <b>Land Use</b> Establish a Nuisance Ordinance	High	<ul style="list-style-type: none"> <li>• County</li> </ul>	<ul style="list-style-type: none"> <li>• County</li> </ul>	<ul style="list-style-type: none"> <li>• Improve health, safety and welfare in the county through nuisance abatement and enforcement.</li> <li>• Consult with Town on a as need basis.</li> </ul>

ARCHULETA COUNTY – Community Development Action Plan 2006

Project	Rank	Primary Partners/ Agencies	Resources	Expected Outcomes & Actions
28. <b>Land Use</b> Land Use Code	Med	<ul style="list-style-type: none"> <li>• County</li> </ul>	<ul style="list-style-type: none"> <li>• County Planning</li> </ul>	<ul style="list-style-type: none"> <li>• Update Land Use Code as needed.</li> <li>• Draft a future Zoning Map.</li> </ul>
29. <b>Public Lands:</b> San Juan National Forest Plan Revision	Med	<ul style="list-style-type: none"> <li>• U.S. Forest Service/ BLM</li> <li>• County</li> <li>• Town</li> <li>• IBCC</li> <li>• Ft. Lewis College-Office of Community Services</li> </ul>	<ul style="list-style-type: none"> <li>• Congressional Funding</li> </ul>	<ul style="list-style-type: none"> <li>• Revised Management Plan for the forest, including management prescriptions for recreation, timber, mining, wildlife, grazing, water etc.</li> </ul>
30. <b>Public/Private Lands:</b> Maintain Sustainability of Ponderosa Pine and Pinon Forest	High	<ul style="list-style-type: none"> <li>• Colorado State Univ.</li> <li>• Colorado State Forest Service</li> <li>• Forest Service/BLM</li> <li>• Office of Community Services – FLC</li> <li>• Fire Protection Districts</li> <li>• Timber Industry</li> <li>• S. Ute Tribe</li> <li>• County</li> </ul>	<ul style="list-style-type: none"> <li>• County Community Plan</li> <li>• National Fire Plan funds</li> <li>• Fire hazard mitigation contractors</li> <li>• Region 9 EDD</li> <li>• CSFS if private land</li> <li>• Community Wildfire Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Existing Fire Risk Mapping incorporated into Community Forest maintenance &amp; Wildfire protection programs.</li> <li>• Fire risk is reduced and timber products industry is strengthened.</li> <li>• Improve forest health.</li> <li>• Control Pine Beetle infestation and other pathological threats.</li> <li>• Reduce risk to life and property &amp; protect watershed/community water supplies.</li> <li>• Defensible space education resulting in defensible space created around residences.</li> <li>• Wild land Fire Mitigation</li> </ul>
31. <b>Parks &amp; Recreation:</b> Continue San Juan River Walk	Med	<ul style="list-style-type: none"> <li>• Town</li> <li>• CDOT</li> </ul>	<ul style="list-style-type: none"> <li>• Town</li> <li>• GOCO</li> <li>• CDOT</li> <li>• Impact Fees</li> </ul>	<ul style="list-style-type: none"> <li>• Continuation of River Walk along the San Juan River from the southwestern town boundary to the northeastern town boundary.</li> </ul>

ARCHULETA COUNTY – Community Development Action Plan 2006

Project	Rank	Primary Partners/ Agencies	Resources	Expected Outcomes & Actions
<p>32. <b>Parks &amp; Recreation:</b> Build Indoor Recreation Center &amp; Outdoor Recreation Complex</p>	High	<ul style="list-style-type: none"> <li>• Town</li> <li>• School</li> <li>• County</li> </ul>	<ul style="list-style-type: none"> <li>• GOCO</li> <li>• DOLA</li> <li>• Town</li> <li>• Impact Fees</li> <li>• User Fees</li> <li>• School District</li> <li>• County</li> </ul>	<ul style="list-style-type: none"> <li>• Provide an indoor recreation center for residents and visitors with a pool, climbing wall, gym, courts, weights, cardiovascular machines, teen center, and conference space.</li> <li>• Provide outdoor recreation complexes (Town one on S. 5<sup>th</sup> St. and a County one on Cloman Blvd).to include baseball and soccer fields, Ice Skating rink, roller skating rink, Frisbee, Golf Course, ATV Track, raw water irrigation, outdoor amphitheatre, river ramp take-out (Town), multi-use shade shelter, inner-park trail system, playground, wetland education center, bathrooms, concession stand and parking.</li> </ul>
<p>33. <b>Parks and Recreation:</b> Master Plan for Parks, Open Space, and Recreation Enhancement</p>	High	<ul style="list-style-type: none"> <li>• Town</li> <li>• County</li> <li>• Schools</li> <li>• DoLA</li> <li>• BLM</li> </ul>	<ul style="list-style-type: none"> <li>• Town</li> <li>• County</li> <li>• GOCO</li> <li>• County De-Brucing</li> <li>• DoLA</li> <li>• BLM</li> </ul>	<ul style="list-style-type: none"> <li>• Improve the community's ability to respond to emerging needs in a timelier manner in parks, open space and recreation.</li> <li>• Develop a Master Plan for Parks, Open Space, and Recreation to address community needs and demands for recreational facilities, parks, and open space.</li> <li>• Include a priorities map and plan for open space, including strategies for conserving and managing open space.</li> <li>• Carry out Park Conceptual Plan for County (regional) park.</li> </ul>
<p>34. <b>Parks &amp; Recreation:</b> San Juan River Restoration Project</p>	Low	<ul style="list-style-type: none"> <li>• Town</li> <li>• San Juan Water Conservation District</li> <li>• Army Corp of Engineers</li> <li>• Division of Wildlife</li> </ul>	<ul style="list-style-type: none"> <li>• GOCO</li> <li>• Town</li> <li>• Public/Private Partnerships</li> <li>• NRCS</li> </ul>	<ul style="list-style-type: none"> <li>• Improved whitewater features that can be utilized in low water conditions.</li> <li>• Enhanced fishing habitat.</li> <li>• Improved public access to the San Juan River.</li> <li>• Improved education regarding the river as a resource.</li> </ul>

ARCHULETA COUNTY – Community Development Action Plan 2006

Project	Rank	Primary Partners/ Agencies	Resources	Expected Outcomes & Actions
<p>35. <b>Public Safety:</b> Floodplain Standards and Protection of San Juan River and Wetlands</p>	High	<ul style="list-style-type: none"> <li>• County</li> <li>• Town</li> <li>• Army Corp of Engineers</li> <li>• Division of Wildlife</li> <li>• Southwest Land Alliance</li> <li>• Colorado Water Conservation Board</li> <li>• FEMA</li> <li>• IBCC</li> </ul>	<ul style="list-style-type: none"> <li>• GOCO</li> <li>• Town</li> <li>• Developers</li> <li>• Colorado Water Conservation Boards</li> <li>• IBCC</li> </ul>	<ul style="list-style-type: none"> <li>• Meet community desire to protect the San Juan River and streams from negative impacts of development.</li> <li>• Strengthen floodplain wetlands and stream standards.</li> <li>• Updated FEMA floodplain mapping with digital maps of the floodplains.</li> <li>• Improve FEMA rating.</li> </ul>
<p>36. <b>Public Safety:</b> Construct New Animal Shelter</p>	Low	<ul style="list-style-type: none"> <li>• Humane Society of Pagosa Springs</li> <li>• County</li> <li>• Town</li> </ul>	<ul style="list-style-type: none"> <li>• Private Donations</li> <li>• Town</li> <li>• County</li> <li>• In-kind construction &amp; utility donations</li> <li>• USDA</li> </ul>	<ul style="list-style-type: none"> <li>• New shelter to replace existing shelter.</li> </ul>
<p>37. <b>Public Safety</b> Building Codes</p>		<ul style="list-style-type: none"> <li>• County</li> </ul>	<ul style="list-style-type: none"> <li>• County</li> </ul>	<ul style="list-style-type: none"> <li>• Update Building Codes</li> <li>• Acquire State Certification for Plumbing and Mechanical enforcement.</li> <li>• Inspection and code enforcement</li> </ul>
<p>38. <b>ECONOMIC DEVELOPMENT – Business Recruitment:</b> To maintain and Administer the Southwest Colorado Enterprise Zone (EZ) Boundaries and Marketing Plan</p>	High	<ul style="list-style-type: none"> <li>• Region 9 EDD</li> <li>• Local Accountants</li> <li>• Local Businesses</li> <li>• Office of Economic Development</li> <li>• AEDA</li> </ul>	<ul style="list-style-type: none"> <li>• Region 9 EDD</li> <li>• Office of Economic Development</li> </ul>	<ul style="list-style-type: none"> <li>• To provide incentives for business expansion and relocation.</li> <li>• Certify local organizations as EZ projected.</li> <li>• Process tax certifications for eligible investments.</li> <li>• Distribute information business recruitment.</li> </ul>

ARCHULETA COUNTY – Community Development Action Plan 2006

Project	Rank	Primary Partners/ Agencies	Resources	Expected Outcomes & Actions
39. <b>Business Development:</b> Development of Downtown Revitalization Organization	Med	<ul style="list-style-type: none"> <li>• AEDA</li> <li>• Chamber</li> <li>• Town</li> </ul>	<ul style="list-style-type: none"> <li>• Town</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain and expand downtown as a major community asset and tourism attraction.</li> <li>• Retain services for locals in downtown commercial area.</li> <li>• Target infrastructure improvements that improve downtown character.</li> <li>• Develop or find organization to monitor business health and diversity.</li> </ul>
40. <b>Business Development:</b> Grow & Retain Existing Businesses	High	<ul style="list-style-type: none"> <li>• Region 9 EDD</li> <li>• Small Business Development Center</li> <li>• Town, and County officials</li> <li>• Chamber of Commerce</li> <li>• Private enterprise</li> <li>• Colorado Office of Economic Development</li> <li>• AEDA</li> </ul>	<ul style="list-style-type: none"> <li>• Region 9 EDD</li> <li>• State &amp; federal funding</li> <li>• Sonoran Institute</li> <li>• Town</li> <li>• County</li> </ul>	<ul style="list-style-type: none"> <li>• Plan for diversification and strengthening of existing retail and other local services to stop leakage.</li> <li>• Increase number of jobs.</li> <li>• Increase year-round sales for business.</li> <li>• Diversify economy.</li> </ul>
41. <b>Business Retention/ Expansion:</b> Recruitment of New Companies	High	<ul style="list-style-type: none"> <li>• AEDA</li> <li>• County</li> <li>• Town</li> <li>• Region 9 EDD</li> </ul>	<ul style="list-style-type: none"> <li>• AEDA</li> <li>• Region 9 EDD</li> <li>• County</li> <li>• Sonoran Institute</li> <li>• Town</li> </ul>	<ul style="list-style-type: none"> <li>• Recruit new businesses.</li> <li>• Support local entrepreneurship to bring in businesses that fit the small town atmosphere of Pagosa Springs.</li> <li>• Ensure that franchises and corporate businesses develop in a manner that fits Pagosa Springs' character.</li> <li>• Review and enhance commercial design standards.</li> <li>• Provide incentives for sustainable/green businesses.</li> </ul>

ARCHULETA COUNTY – Community Development Action Plan 2006

Project	Rank	Primary Partners/ Agencies	Resources	Expected Outcomes & Actions
42. <b>Business Expansion/ Retention:</b> Business Loan Fund (BLF)	Med	<ul style="list-style-type: none"> <li>• AEDA</li> <li>• Local Banks</li> <li>• Region 9 EDD BLF</li> <li>• Office of Economic Development (OED)</li> <li>• Small Business Development Center/FLC</li> </ul>	<ul style="list-style-type: none"> <li>• Region 9 EDD</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to provide financial assistance from the BLF to businesses in the county.</li> <li>• Help businesses create and retain jobs.</li> <li>• Continue to provide “gap” financing for local businesses.</li> </ul>
43. <b>Infrastructure:</b> Lake Capote Dam Rebuilding	Low	<ul style="list-style-type: none"> <li>• Southern Ute Indian Tribe</li> <li>• U.S. Bureau of Reclamation</li> </ul>	<ul style="list-style-type: none"> <li>• Southern Ute Indian Tribe</li> </ul>	<ul style="list-style-type: none"> <li>• Repair and rebuild dam facilities and usable reservoir.</li> <li>• Provide recreation and possible commercial development.</li> </ul>
44. <b>Infrastructure:</b> Expand Jail Capacity and Judicial Facility	High	<ul style="list-style-type: none"> <li>• County</li> <li>• 6<sup>th</sup> Judicial District</li> <li>• DOLA</li> </ul>	<ul style="list-style-type: none"> <li>• State and Federal Grants</li> <li>• Impact Fees</li> <li>• CDBG</li> <li>• USDA</li> <li>• County</li> </ul>	<ul style="list-style-type: none"> <li>• Increased bed capacity for inmates and improve confinement conditions for public safety.</li> <li>• Create courtroom, office space, mediation and meeting rooms for judicial system.</li> </ul>
45. <b>Infrastructure:</b> County Administration Facility Improvement	High	<ul style="list-style-type: none"> <li>• County</li> <li>• State Dept. of Local Affairs</li> <li>• USDA</li> </ul>	<ul style="list-style-type: none"> <li>• Tax Revenues</li> <li>• Bond Issuance</li> <li>• Grants</li> <li>• Impact fees</li> <li>• CDBG</li> <li>• USDA</li> </ul>	<ul style="list-style-type: none"> <li>• Larger and safer facilities for Archuleta County administrative services.</li> </ul>
46. <b>Infrastructure:</b> Improve Archuleta County Fairgrounds	Med	<ul style="list-style-type: none"> <li>• County</li> <li>• San Juan RC &amp; D</li> </ul>	<ul style="list-style-type: none"> <li>• County</li> <li>• Town</li> <li>• GOCO</li> <li>• USDA</li> <li>• CDBG</li> <li>• Private Partners</li> </ul>	<ul style="list-style-type: none"> <li>• Provide a fairgrounds facility better equipped for the population and county's growing needs and increased use.</li> </ul>

ARCHULETA COUNTY – Community Development Action Plan 2006

Project	Rank	Primary Partners/ Agencies	Resources	Expected Outcomes & Actions
<p>47. <b>Tourism:</b> Promotion of Local and Regional Tourism and Cultural Assets</p>	Med	<ul style="list-style-type: none"> <li>• Pagosa Chamber</li> <li>• SW Colorado Travel Region</li> <li>• Colorado Tourism Office</li> <li>• National Tour Operators</li> <li>• Lodgers Tax/Tourism Board</li> <li>• Town Tourism</li> <li>• County</li> <li>• Town</li> </ul>	<ul style="list-style-type: none"> <li>• Chamber</li> <li>• Area businesses</li> <li>• Sonora Institute</li> <li>• Town</li> <li>• County</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain and increase numbers of visitors and per day expenditures.</li> <li>• Maintain and improve regional tourism.</li> <li>• Strategic plan for tourism.</li> </ul>
<p>48. <b>Work Force:</b> Local Work Force Development and Retention</p>	Med	<ul style="list-style-type: none"> <li>• Regional School Districts and Colleges</li> <li>• Local Businesses</li> <li>• Southwest Workforce Board</li> <li>• School District</li> </ul>	<ul style="list-style-type: none"> <li>• Southwest Colorado Workforce Centers</li> <li>• Area businesses</li> </ul>	<ul style="list-style-type: none"> <li>• Expanded local work force.</li> <li>• Encourage businesses to offer competitive wages.</li> <li>• Develop partnership with schools</li> <li>• Better retention of local workers in the community.</li> <li>• Local workforce better qualified to meet needs of local businesses.</li> <li>• Maintain Satellite Workforce Center office in Pagosa.</li> </ul>
<p>49. <b>Agriculture:</b> Strengthen &amp; Support Regional Agricultural Economy</p>	low	<ul style="list-style-type: none"> <li>• Local farmers, growers and producers</li> <li>• San Juan R C &amp; D</li> <li>• Fours Corners agriculture</li> <li>• County Extension Agents</li> <li>• Local Businesses and Entrepreneurs</li> </ul>	<ul style="list-style-type: none"> <li>• Colorado Dept. of Agriculture</li> <li>• USDA RD</li> <li>• National Resource Conservation Service</li> <li>• Farm Service Agency</li> <li>• Colorado State University Agriculture Extension Program</li> </ul>	<ul style="list-style-type: none"> <li>• Development of strategies to diversify the county's agricultural economy.</li> <li>• Development measurements of the economic &amp; social impacts of agriculture in Southwest Colorado.</li> <li>• Maintain/enhance farms, ranches, rural character and economic viability of this sector.</li> <li>• Deal with impacts of drought on the agricultural sector.</li> <li>• Feasibility of a Farmer's Market in Archuleta County.</li> <li>• Increase awareness of Community Sustainable Agriculture and "buying local" programs.</li> </ul>

ARCHULETA COUNTY – Community Development Action Plan 2006

Project	Rank	Primary Partners/ Agencies	Resources	Expected Outcomes & Actions
50. <b>HOUSING:</b> Plan for Effects of Second Home Owners	Med	<ul style="list-style-type: none"> <li>• Region 9 EDD</li> <li>• AEDA</li> <li>• County</li> <li>• Town</li> </ul>	<ul style="list-style-type: none"> <li>• Region 9 EDD</li> <li>• Sonoran Institute</li> <li>• DoLA</li> <li>• County</li> <li>• Town</li> <li>• CDBG</li> </ul>	<ul style="list-style-type: none"> <li>• Identify positive and negative impacts of 2<sup>nd</sup> homeowners.</li> <li>• Develop strategies to meet the demands of part-time homeowners and minimize negative impacts.</li> </ul>
51. <b>Housing:</b> Area-Wide Housing Needs Assessment	High	<ul style="list-style-type: none"> <li>• Town</li> <li>• County</li> <li>• Archuleta County Housing Authority (ACHA)</li> <li>• Colorado Division of Housing</li> <li>• Pagosa Springs Area Association of Realtors(PSAAR)</li> </ul>	<ul style="list-style-type: none"> <li>• Town</li> <li>• County</li> <li>• Colorado Division of Housing</li> <li>• DOLA</li> <li>• CDBG</li> </ul>	<ul style="list-style-type: none"> <li>• Complete Housing Needs Assessment to identify trends and indicators for the housing market.</li> </ul>
52. <b>Housing:</b> Create Regional Housing Authority to Include County & Town	High	<ul style="list-style-type: none"> <li>• Colorado Housing Inc. (CHI)</li> <li>• Habitat for Humanity Archuleta County</li> <li>• HUD/USDA</li> <li>• ACHA</li> <li>• Southwest Housing Solutions</li> <li>• Town</li> <li>• Archuleta Housing Corporation</li> <li>• County</li> </ul>	<ul style="list-style-type: none"> <li>• USDA Grants and Loans</li> <li>• HUD/CDBG</li> <li>• Community Reinvestment Act</li> <li>• Finance Authority (CHFA)</li> <li>• Rural Community Assistance Corporation</li> <li>• Tax-Credits</li> <li>• Non-profits</li> <li>• State and Federal Funding</li> <li>• Colorado Division of Housing</li> <li>• Local Banks</li> </ul>	<ul style="list-style-type: none"> <li>• Creation of an entity that can oversee affordable, attainable housing in both the County and the Town by working closely with developers and policy makers.</li> <li>• Increase affordable rental housing in the County</li> <li>• Increase attractiveness of rental housing.</li> <li>• Continue to increase affordable housing options and financial assistance for first time home buyers</li> <li>• Increase affordable housing opportunities</li> <li>• Localize Archuleta County's affordable housing programs in Archuleta County.</li> </ul>

ARCHULETA COUNTY – Community Development Action Plan 2006

Project	Rank	Primary Partners/ Agencies	Resources	Expected Outcomes & Actions
<p>53. <b>Housing:</b> Attainable/Workforce Housing Program</p>	<p>Med</p>	<ul style="list-style-type: none"> <li>• Town</li> <li>• County</li> <li>• Archuleta Housing Corporation</li> <li>• Colorado Housing</li> <li>• PSAAR</li> </ul>	<ul style="list-style-type: none"> <li>• Town</li> <li>• County</li> <li>• Archuleta Housing Corporation</li> <li>• Housing providers</li> <li>• CDBG</li> </ul>	<ul style="list-style-type: none"> <li>• Adopt strategies that would increase the supply of attainable housing, when certain thresholds are met (e.g., 40 percent of residents can not afford housing).</li> <li>• Explore inclusionary zoning standards that require a minimum number of affordable housing units to be built in new developments.</li> <li>• Explore a commercial/lodging linkage program that includes a specific requirement for providing employee housing tied to new commercial/lodging development.</li> <li>• Explore higher density zoning areas and map them on the Future Zoning Map.</li> <li>• Use Urban Growth Boundary to encourage attainable/workforce housing program.</li> </ul>
<p>54. <b>Housing:</b> Affordable Housing Advocacy</p>	<p>Med</p>	<ul style="list-style-type: none"> <li>• Colorado Housing Inc. (CHI)</li> <li>• Habitat for Humanity Archuleta County</li> <li>• HUD</li> <li>• Housing Solutions</li> <li>• Town</li> <li>• County</li> <li>• AEDA</li> <li>• Archuleta Housing Corporation</li> <li>• PSAAR</li> </ul>	<ul style="list-style-type: none"> <li>• Housing providers</li> <li>• Town</li> <li>• County</li> <li>• USDA RD Grants &amp; Loans</li> <li>• HUD/CDBG</li> <li>• Community Reinvestment Act</li> <li>• Finance Authority (CHFA)</li> <li>• Rural Community Assistance Corporation</li> <li>• Tax-Credits</li> <li>• Non-profits</li> <li>• State and Federal Funding</li> <li>• Colorado Division of Housing</li> <li>• Local Banks</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to increase affordable housing options and financial assistance for first time home buyers.</li> <li>• Increase affordable housing and self-help opportunities for affordable housing.</li> <li>• Encourage collaboration between housing providers.</li> <li>• Establish an Affordable Housing Task Force to provide collaboration between all housing providers and work to educate the community about affordable housing issues.</li> <li>• Localize Archuleta County's affordable housing programs in Archuleta County with the creation of an entity, possibly a Regional Housing Authority that can oversee affordable, attainable housing in both the County and the Town by working closely with developers and policy makers.</li> <li>• Creation of a housing resource center.</li> <li>• Education on available programs and assistance.</li> </ul>

ARCHULETA COUNTY – Community Development Action Plan 2006

Project	Rank	Primary Partners/ Agencies	Resources	Expected Outcomes & Actions
55. <b>Housing:</b> Improvement of Existing Substandard Low income and Senior Housing	Med	<ul style="list-style-type: none"> <li>• County</li> <li>• Town</li> <li>• Archuleta Housing Authority</li> <li>• Housing Solutions</li> </ul>	<ul style="list-style-type: none"> <li>• Housing Solutions</li> <li>• USDA</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure that housing meets basic health and safety standards, including Americans with Disabilities Act (ADA) accessibility requirements.</li> <li>• Enforce health and safety standards.</li> </ul>
56. <b>Housing:</b> Expand Casa Del Los Arcos Property	Med	<ul style="list-style-type: none"> <li>• Housing Solutions</li> </ul>	<ul style="list-style-type: none"> <li>• USDA</li> <li>• Housing Solutions</li> </ul>	<ul style="list-style-type: none"> <li>• Increase number of seniors served.</li> </ul>
57. <b>Housing:</b> Affordable Rental Property Availability	High	<ul style="list-style-type: none"> <li>• CHI</li> <li>• HFHAC</li> <li>• Housing Solutions</li> <li>• Property Management Companies</li> </ul>	<ul style="list-style-type: none"> <li>• Colorado Division of Housing</li> <li>• Housing providers</li> <li>• USDA</li> </ul>	<ul style="list-style-type: none"> <li>• Increase affordable rental housing in the County.</li> </ul>