

“Bottom-Up” 2011 County Economic Development Summary

Top Five Economic Development Goals & Strategies

For Archuleta County, Colorado

As part of Governor Hickenlooper’s Bottom Up Economic Development strategy, we are requesting that each county develop or update its economic development plan based on current input from local citizens, businesses and other interested stakeholders. The objective of the county plan is to identify **up to five** economic development goals and strategies of the county, utilizing information gathered from the online public survey, the public county meetings and comments, and the most current economic development plans in the county (town, city, or county). These county plans will be rolled up and incorporated into fourteen regional plans that together will assist in developing an overall statewide economic development plan.

Goal(s) ⁱ	#1, Diversify the Economic Base/Create New Jobs	#2 Encourage growth of existing businesses & industries	#3 Encourage Main St, downtown, or town center revitalization	#4 Create a more business-friendly climate	#5 Create a Strong Entrepreneurial Climate
Strategy(ies)ⁱⁱ	<ol style="list-style-type: none"> 1. Identify and pursue businesses that would utilize or benefit from geothermal, biomass or other alternative energy resources. 2. Attract new businesses to the community through the Innovation Centers that complement recreation, tourism or 2nd home/retiree base. 3. Expand and build on the Hospital attracting specialty niches. 4. Develop specific strategic plans to attract medium to large retailers 5. Increase occupancy and new development in Cloman Industrial Park by 40% 	<ol style="list-style-type: none"> 1. Having identified geothermal energy resources, support growth plans of existing geothermal properties dependent upon geothermal resources 2. Move forward with the Town’s Waste Water Treatment Plant, utilizing local businesses as much as possible. 3. Build ancillary businesses to complement the Biomass Industry. 4. Identify potential existing business that will expand and provide new opportunities to the Reservoir Hill project. 5. Provide business training and mentoring to existing businesses at a minimal cost or through grants. 	<ol style="list-style-type: none"> 1. Revise the downtown plan or Main Street program that would include usage of space by the existing school district. 2. Improve infrastructure and streetscape of downtown, including parks, riverwalk, shopping district, to encourage festivals, events, and that create activities that extend length of time of downtown visitation. 3. Activate a plan to utilize Lewis St. to its optimum. 4. Town and County to consider jointly developing a plan for civic buildings, infrastructures, sidewalks and activities. 	<ol style="list-style-type: none"> 1. Town and County to jointly develop a uniform application, for both jurisdictions, with a step by step user friendly guide, that can be included with all inquiries 2. Continue Town Tax Rebate program and expand to include county businesses. 3. Review and analyze land use regulations and building codes to ensure efficiencies and not over regulate, especially when there are no \$ to enforce. 4. Create an atmosphere for businesses, town and county offices, of welcoming customers with a smile, offering extended hours to accommodate tourism. 	<ol style="list-style-type: none"> 1. Attract new businesses to the community through the Innovation Centers that complement the community’s natural resources, tourism base, and 2nd home or retiree owners. 2. Identify and seek out those businesses that would utilize or benefit from geothermal, biomass or other alternative energy resources. 3. Endorse and implement a campaign to publically acknowledge new businesses or successful businesses in our community.

<p>Action(s)ⁱⁱⁱ</p>	<p>ALTERNATIVE ENERGY</p> <ol style="list-style-type: none"> 1. Develop and distribute an RFP for a baseline study of geothermal availability and depth of resource. 2. Work with local experts and the State Office of Energy to identify from the resource study compatible businesses that might move to the area. 3. Work with Biomass and Geothermal industries to identify “offshoot” businesses and work to create those ancillary businesses from the existing population Retrain out of work construction workers to learn the skills required for these specific industries. 4. Work with Region 9, State agencies to establish available capital. 5. Set goals for the development and funding for the Geothermal Greenhouse project. Submit 4 grant applications and seek out major donors. <p>NEW BUSINESS TOURISM</p> <ol style="list-style-type: none"> 6. Identify new niches with the hospital board and administration to attract specialists that might be compatible 	<p>ALTERNATIVE ENERGY.</p> <ol style="list-style-type: none"> 1. Through Geothermal study, support existing businesses in their plans for expansion or development. 2. Complete the study and move forward with the Town’s District Heating Needs. 3. Work with Colorado Workforce to establish grants and offer scholarships to train and certify local businesses and workers in geothermal and biomass industries. <p>NEW BUSINESS TOURISM</p> <ol style="list-style-type: none"> 4. Convene special events groups to assess and establish possible infrastructure needs to create “amphitheatre”. 5. Set due dates with Reservoir Hill group to complete study of potential tourism attraction businesses. 6. Devise an assessment tool to determine what our existing businesses need to grow or improve business. 7. With the help of Region 9, develop revolving loan program in conjunction with the Innovative Centers/Chamber of Commerce. 8. Learn from our visitors: Create survey asking a) what attracted you to the area, b) what did you enjoy most while you were 	<ol style="list-style-type: none"> 1. Conduct forum for downtown businesses asking for input on what they need to grow their business 2. Create an area for a Street Market focusing on artists, outdoor adventures, jewelry, photography, produce, musicians, poetry, held every other weekend in June – September. 3. Apply for grants to fund a prototype street vendor cart/booth/tent 4. Research State Historical and other grants to assist in downtown renovation plans. 5. Submit revision to Town for alcohol perimeters on Lewis St. during festivals only. 6. Grow new and startup businesses of street vendors. They would be part of the Downtown marketplace or easily relocated to service any festival or event. 7. Support Chamber of Commerce & Merchants Association’s endeavors and programs. 8. Support Hwy 160 banner program. 9. Evaluate funding for banner street program with TTC and another other available funding (PROST). 10. Promote the unique 	<ol style="list-style-type: none"> 1. Continue negotiations and plans to review & implement existing policies, procedures, practices, and forms for utility, efficiency and clarity with Town & County Planning and Building Departments, and Builders Assoc 2. Establish relevant metrics and tracking tools to define data in regards to Planning and Building. Establish baseline outputs for timely or responsive permits 3. Develop one uniform building application for Town and County 4. Develop educational materials for applicants 5. Develop “Contact Crew” consisting of PSCDC, Chamber, Utilities, Town or County Planning, Financial Institution, to work with new or expanding businesses and questions or problems that may arise. 6. With help of Region 9, create a revolving loan program. 7. County to adopt Town Tax Rebate Program. 8. Offer low-interest, small to mid-range loans for expansion or improvements. 9. Create the Open Door, customer first, always smile, attitude with local businesses and Town and 	<ol style="list-style-type: none"> 1. Plan for 4th Annual Colorado Rural Entrepreneurial Marketplace. 2. Create a Business Advisory Network (BAN). 3. Continue development and implementation of Innovation Centers. 4. Develop “Contact Crew”. 5. Develop Revolving Loan Program. 6. Continue Town Tax Rebate Program and expand to County businesses. 7. Develop Relocation & Resource Guide 8. Develop a campaign for “POSITIVE MEDIA”, supply the media with articles, pictures about what we do right 9. Reward businesses who try something new, publish success and lessons learned. 10. Encourage state to create a county level lending group extending the equivalent of a 10 – 15 year treasury rate, tax free with USDA backing to help fund start-up and expanding businesses
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	<p>with our area: plastic surgery, recovery centers (engaging therapists and outdoor specialists already in our community).</p> <p>7. Continue with the plan to establish multiple Innovation Centers. Offer contest to attract these multiple businesses to the community compatible to each center (outdoor, culinary, sustainable or alternative energy).</p> <p>8. Assist TTC, CTC, Chamber, GECKO, Folk West, etc. to continue targeted efforts for attracting event driven tourism.</p> <p>9. Identify 5 medium to large retailers that would add to or complement our community. Develop strategic plans with timelines to actively engage identified stores. Work with Town, County, Region 9 and State to develop an incentive package.</p> <p>10. Work with High School and Ed Center to develop a school to work program, offering credits for completion. Have a media campaign for students in program and success stories.</p> <p>11. Target businesses for</p>	<p>here, c) What can we offer to make your next visit more enjoyable, d) special observations about our town.</p> <p>9. Develop Business Advisory Network (BAN) consisting of active or retired business leaders to help coach and develop workable and viable business plans.</p> <p>10. Offer Tax or other incentives to businesses for “tangible growth” or “success stories”</p> <p>11. Encourage business involvement through the Chamber and PSCDC</p> <p>12. Encourage state to create a county level lending group extending the equivalent of a 10 – 15 year treasury rate, tax free with USDA backing to help fund start-up and expanding businesses.</p>	<p>nature and amenities related to the various hot springs locations.</p> <p>11. Continue implementing “Wayfinding” signage program.</p> <p>12. Consider further enhancing riverfront experiences and amenities, add benches, landscaping, shade structures and trails. Develop the necessary budget and funding options to get it done. Consider adopt a bench program for local businesses to buy for a year.</p> <p>13. Add to Reservoir Hill master plan, creating greater connectivity to town, trails and signage.</p> <p>14. Design new sidewalk area in the 400 block of Pagosa Street to encourage more open space, benches. Easier to navigate with children and pets.</p> <p>15. Evaluate downtown sidewalk infrastructure and work on repair plan for the next couple of years.</p>	<p>County.</p>	
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	<p>Cloman industrial park, offer incentives</p> <p>12. Enforce Cloman Business Park CC&R's.</p> <p>13. Develop and publish a Relocation & Resource Guide</p>				
<p>Expected Outcome(s), i.e., Measurable Results^{iv}</p>	<ol style="list-style-type: none"> 1. Complete geothermal baseline study. Definitive geothermal usage plan to assist existing and future businesses 2. With the institution of Innovation Centers, potential to attract 8-12 new businesses and culinary school. 3. Creation of 5-10 alternative energy sustainable businesses from either biomass or geothermal industries. 4. Collect \$600,000 to seed the Greenhouse project 5. Open 2 -3 Innovation Centers, each to target a specific market, <ol style="list-style-type: none"> a. Outdoor Recreation and activities b. Alternative Energy c. Culinary 6. Cloman Business Park to be the gateway for non storefront businesses. 7. Have the Relocation 	<ol style="list-style-type: none"> 1. Create BAN group - Identify viable business plans. 2. Set due date for Reservoir Hill Business Plan and potential offshoot businesses to be complete by November, 2011. 3. Determine feasibility for a permanent amphitheatre structure. Move forward with a business plan. 4. Visitor survey created by TTC and conducted July – September, 2011. Results due by end of October, 2011. 5. Set up Revolving Loan Program by October, 2011 in time for Entrepreneurial Marketplace. 6. With loan program in place, cash will be more available 7. Track plans and outcomes from the “tool” needed to assist businesses . 	<ol style="list-style-type: none"> 1. Merchants to create monthly shopping programs starting May, 2011, Track successes to be used to focus on what our customer base wants. 2. Establish landscaping or maintenance work plan with Youth Groups by end of May, 2011 resulting in a beautified downtown area and engaging a youth work program. 3. Start 2011 summer season with the Lewis Street Fair. Develop a long-range plan with expectations of growth every year and track yearly results (vendors participating, sales, attendance). 4. Increased awareness of our Hot Springs generating additional tourism. 5. Add 1 additional wayfinding sign in 2011. 6. Increase walkability of downtown and farther 	<ol style="list-style-type: none"> 1. Through streamlined planning process, develop uniform applications and systems. 2. Permit review process to take max of 5 business days for initial review. 3. Reduced regulatory and unfunded mandates 4. Increased hours of operation for downtown businesses 5. Improved and scheduled communications with local organizations and businesses to create a solutions based group. 6. Through revolving loan program, business expansion or attraction increases. 	<ol style="list-style-type: none"> 1. Opening of 2-3 Innovation Centers 2. Execution of the Marketplace Conference. 3. Creation of “Contact Crew”. 4. Establishment of Revolving Loan Fund. 5. Stronger new & expanding businesses due to BAN. 6. More effort to produce more profitable businesses due to tax rebate incentives. 7. Tax rebates issued. 8. Regular newspaper and magazine press with spotlights on our business community, focus on new accomplishments

	<p>guide on the street with a mechanism to track distribution, with a follow up plan for anyone who received the guide. (questionnaire?)</p> <p>8. Identify 4 to 6 students to participate in the school to work program. Start off as volunteers for events in the 2011 summer. Develop the credit criteria before 2012 season.</p>		outlying areas.		
Primary Partners^v	Town, County, GGP, Biomass, Chamber of Commerce, CDC, Region 9, State Department of Energy, OEDIT, Hospital, all school systems, SUN, Colorado Workforce, PCC, culinary Schools, Venture Capital/Angel investor groups, private industry	Town, County, GGP, Biomass, Chamber of Commerce, CDC, Region 9, State Department of Energy, OEDIT, Hospital, all school systems, Colorado Workforce, Venture Capital/Angel investor groups, TTCC, CTC, Special Events & Arts groups, Lodging Association	Town, County, Chamber, CDC, TTC, PROST, Merchants Association, Pagosa Youth Center, Archuleta County School District	Town, County and respective planning commissions, Builder's Association, Chamber, CDC, Joint Utilities, Banking institutions, Region 9,	Town, County, Chamber, Innovation Subcommittee, CDC, SBDC, Region 9, OEDIT, Joint Utilities, SUN, whole community for Marketplace.
Available Resources^{vi}	<ol style="list-style-type: none"> GGP & Biomass group studies NREL & Hardin Geothermal Growth and build-out plans for Hospital Region 9 and existing revolving loan programs SBDC and National Business Incubator Association (NBIA) guidelines and resources Publishing expertise of the SUN Local school district, 	<ol style="list-style-type: none"> GGP & Biomass group studies. NREL and Hardin Geothermal Colorado Workforce scholarship programs Region 9 SBDC & BAN 	<ol style="list-style-type: none"> Special Events Groups TTC Wayfinding Funding PROST funding other grant opportunities Summer Work program grants Town/ State liquor statutes. Chamber Special Events coordinator State Historic Fund to assist with the downtown improvements. 	<ol style="list-style-type: none"> Existing Town/County planning codes, processes Existing planning study submitted to County attorney Region 9 SBDC Community Partners and interested groups 	<ol style="list-style-type: none"> Town Tax Rebate Plan SBDC & BAN in Durango Region 9 NBIA Publishing expertise of Pagosa SUN passion of whole community

	education center				
Needed Resources & identified issues or barriers^{vii}	<ol style="list-style-type: none"> 1. Continue to work on RFP's consistent with each geothermal project: Resource Project/District Heating Project. 2. State decrease in Tourism budget. Funding needs to be restored 3. Identify group to manage revolving loan program. 4. Identify and train local individuals and businesses for future alternative energy industries. 5. Barrier – Potential reduced funding to develop Innovation Centers – center locations already identified. 	<ol style="list-style-type: none"> 1. Simplified building and planning process 2. Inability of Town and County to come to planning codes agreements 3. Business Mediation Resources 4. Available capital resources 5. Existing BAN group in Durango 6. TTC/CDC to develop Visitor Survey. Execute through Trip Advisor or lodging properties. 	<ol style="list-style-type: none"> 1. Merchant's Association to solidify membership and community engagement. 2. Coordination between Pagosa Youth Group, Town, Chamber of Commerce 3. Time & funding for Chamber to develop Lewis Street Fair 4. Colorado Department of Revenue (alcohol licensing) 5. Time & visioning of Town, Schools, County for School and downtown master plan. 6. Funding for banner program 7. Funding assistance for economic stimulation events (Lewis St., Parade of Stores) 	<ol style="list-style-type: none"> 1. Buy in from Town, County and existing Planning Depts. 2. Egos 3. SBDC 4. Region 9 	<ol style="list-style-type: none"> 1. Host of 4th Annual Colorado Rural Entrepreneurial Marketplace. 2. Funding available for rebates through County.
Timeline^{viii}	<ol style="list-style-type: none"> 1. (2) Innovation Centers – August 2011 2. Design of Culinary Innovation Center – December 2011 3. Revolving loan program – August 2011 4. GGP Resource Study – August 5. RFP/ choose appropriate company, complete study for District Heating System – August 2011 6. Relocation guide out by July 2011 	<ol style="list-style-type: none"> 1. BAN developed by July 2011 2. Combined Building and Planning – December 2011 3. Revolving loan program – August 2011 4. Colorado Workforce scholarships available Sept. 2011. 5. Visitor Survey conducted July – Sept. Report out October 2011. 	<ol style="list-style-type: none"> 1. Merchant Association shopping programs established and in place by May, 2011. 2. Lewis Street Fair June – September. 3. Youth work agreement set by end of May, 2011. 4. Banner Program by June, 2011 	<ol style="list-style-type: none"> 1. Revolving loan program – August, 2011. 2. Combined building and planning negotiations – ongoing 3. Contact crew establishment – June 2011. 4. County adoption of Tax Rebate Program – December 2011. 	<ol style="list-style-type: none"> 1. Rural Entrepreneurial Marketplace – October, 2011. 2. BAN developed by July 2011 3. Revolving loan program – August 2011 4. (2) Innovation Centers – August 2011 5. Design of Culinary Innovation Center - December 2011 6. Relocation guide out by July 2011

A few more questions.... When completing this template, please provide a written response to these questions, as applicable

1. What current federal, state and local programs or initiatives hinder your local economic development efforts?

- A) Unavailability of federal and state grant program funds (Dept. of Agriculture, DOLA)**
- B) Irregularity of consistent execution of state rules and regulations (CDOT)**
- C) Egos, Power, Control**

2. What resources/actions do you need from the State of Colorado to assist your effort in implementing a county economic development plan?

- A) Non-interference from state for appropriate usage of severance funds.** The State needs to stop raiding severance/EIAF monies intended for a specific purpose and using them to help balance their own structural fiscal imbalances.
- B) Flexibility in interpretation of existing state guidelines to better meet the needs of the rural communities. (CDOT)**

3. Identify innovative economic development programs and partners in the county or region that can be replicated across the state?

- A) Southwest Colorado SBDC & BAN program**
- B) Region 9, loan programs**
- C) Incubator program – Grand Junction, Durango Space, The Commons – Durango**

ⁱGoals are expressions of the desires of the community; a future condition or state that it's aiming for – a concise statement that articulates the desired future. For example:

“Update and expand marketing efforts for economic development in _____ County”

ⁱⁱStrategies provide direction and framework for how to go about achieving the goal. For example, “Craft and finance strong, ongoing major marketing promotions.”

ⁱⁱⁱActions or implementation steps will carry out the strategy in a systematic way. For example, “Brand _____ County and its communities through the use of an agreed-upon economic development logo and slogan” or “Develop a focused marketing program which consists of email, social networks, and blogs to promote the county.”

^{iv}Expected outcomes and measurable results should reflect a realistic feedback of how well the strategy is working. How do we know we're making progress? This includes building results into the action plans – relating back to the goal. For example, for marketing efforts, “Number of inquiries stating they saw our ad/website/news release/story, etc. etc.”

^vIdentify partners with something to contribute/gain from involvement in this effort – e.g. Chambers, trade associations, non-profits, etc. etc

^{vi}Available resources can, and should, include more than funding. Students, volunteers, business sponsorships, strategic grants, can all be considered. Also, ways to leverage resources.

^{vii}Needed resources should be based on gaps existing after all available resources have been considered. The more innovative, creative use of resources without requiring additional funding will be the most expeditious in the short run. Issues or barriers are items that need to be addressed in order to realize goal.

^{viii}Timeline-some goals may be long-term. These may be broken down into intermediate steps with identified timelines for each action step. Short-term goals or specific projects may have a definite timeline. This is a way of keeping the process on track and reinvigorating efforts if a timeline slips, so that it doesn't get forgotten.

This County Plan was submitted on _____ by the county team (please list the county team members below):

1. _____

2. _____

3. _____