

MONTEZUMA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2016

Project	Rank	Primary Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
1. Agriculture: Build Market for Ute Mt Ute Cornmeal Product	High	<ul style="list-style-type: none"> • Ute Mt Ute Tribe • US Dept. of Ag • Bow & Arrow Brand 	<ul style="list-style-type: none"> • USDA grant • EDA • OEDIT • Region 9 EDD 	N/A	Create up to 10 new jobs	<ul style="list-style-type: none"> • Corn mill facility constructed. • Corn meal products in local stores, looking to expand nationally. • GMO Product by Ute Mtn Ute Tribe. • Increase product line & marketing efforts.
2. Agriculture: Marketing Area Products & Crop Diversification	High	<ul style="list-style-type: none"> • Co. State Univ. Cooperative Extension • CSU Research Center • Local growers 	<ul style="list-style-type: none"> • Grants • USDA • Local producers 	N/A	Retain and grow the 3,199 jobs in agribusiness per 2015 data	<ul style="list-style-type: none"> • Expand agricultural sector opportunities. • Re-establish fruit industry by expanding products. • Integrate fresh pack and juicing operations. • Retain/maintain rural character of the county. • Look at wine grape opportunities that match elevation & temperature requirements. • Protect lands for grazing.

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3. Agriculture: Sustain & Grow Local Food Economy	Med High	<ul style="list-style-type: none"> • SW Farm Fresh Cooperative • Area growers 	<ul style="list-style-type: none"> • SBDC • CSU SW Co. Research Center • CSU Extension 	Undetermined	Retain and grow the 3,199 jobs in agribusiness per 2015 data	<ul style="list-style-type: none"> • Promote agriculture use of small land parcels. • Maintain & expand agricultural sector. • Farmer education around running a business. • Collaborate with healthcare sector on organic & healthy foods. • Expand buy local opportunities. • Educate media & consumers on complexity of Ag's cause & effect on economy. • Continue and expand Farmer's Markets in area.
4. Arts & Culture: Mancos - Obtain Creative District Certification	Med	<ul style="list-style-type: none"> • Mancos • Mancos Chamber • Mancos Arts Council • Mancos Historical Society • Mancos School of the West 	<ul style="list-style-type: none"> • OEDIT • Colorado Creative Industries • Boettcher Foundation 	Undetermined	Indirect job creation	<ul style="list-style-type: none"> • Promote & celebrate Mancos arts, culture and heritage. • Develop a strategic plan and budget. • Track data on artists and impact of the "creatives". • Leverage Creative Industries program to attract visitors, and help businesses be sustainable throughout Mancos Valley.
5. Business Development: Build Solar Array in Montezuma County	High	<ul style="list-style-type: none"> • Montezuma County • MCEDA • Region 9 EDD • Ute Mt Ute Tribe 	<ul style="list-style-type: none"> • County • Private investment & businesses • Empire Electric 	Undetermined	Undetermined	<ul style="list-style-type: none"> • Seeking private partners and investment. • Feasibility being determined. • Available land and sunlight capacity
6. Business Development: Business Development Plan for Dolores	High	<ul style="list-style-type: none"> • Dolores • Dolores Chamber • Businesses 	<ul style="list-style-type: none"> • Town • MCEDA • SBDC 	Undetermined	N/A	<ul style="list-style-type: none"> • Create & implement plan for the sustainability and retention of Town of Dolores businesses. • Reduce retail leakage.

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7. Business Development: Expand Ute Mt Ute Tribal Ventures off Reservation including Ute Pottery & Museum	Med	<ul style="list-style-type: none"> • Ute Mt Ute Tribe • MCEDA 	<ul style="list-style-type: none"> • Tribe • EDA • 	Undetermined	Employ up to 10 people from Montezuma County	<ul style="list-style-type: none"> • Opened Mesa Verde Pottery in Cortez. • Increase number of tribal jobs and tourist exposure to Ute Mt Ute Culture. • Provide museum of Ute Mt Ute culture.
8. Business Recruitment: Fill Ute Mountain Industrial Park	Med	<ul style="list-style-type: none"> • Ute Mt Ute Tribe • MCEDA 	<ul style="list-style-type: none"> • Tribe • Region 9 EDD • County & municipalities • Private industry 	Undetermined	Bring 3 new businesses employing up to 15 people	<ul style="list-style-type: none"> • Increase number of businesses in county/ tribal land. • Diversify the economy. • Available space for industry.
9. Business Recruitment: Recruit Businesses to Fill Vacant Spaces in Mancos	Med	<ul style="list-style-type: none"> • Mancos 	<ul style="list-style-type: none"> • Town • OEDIT • EZ Tax credits & other incentives 	Undetermined	Bring new businesses employing up to 15 people	<ul style="list-style-type: none"> • Fill Old Metallics West Building, old Hardware Store building and others. • Increase sales tax revenue for Mancos. • Increase diversity of variety of goods and services.
10. Business Development: Recruit Businesses to 20 acre Industrial Park in Cortez	High	<ul style="list-style-type: none"> • Cortez • MCEDA 	<ul style="list-style-type: none"> • Land • State & federal funding • Incentives 	Undetermined	Undetermined	<ul style="list-style-type: none"> • Increase number of jobs. • Diversify economy. • Create and maintain inventory of available commercial and industrial properties. • Market & Sell lots.
11. Education: Sustain Charter & Schools of Choice in County	High	<ul style="list-style-type: none"> • Children's Kiva Montessori • Private schools • Charter schools 	<ul style="list-style-type: none"> • Colorado Public Charter School • Montezuma Cortez RE-1 School District 	@\$300K per year for Kiva	Create 9 to 12 initial jobs	<ul style="list-style-type: none"> • Provide Montessori STEAM school for K-8th graders in Cortez area. • Serve education needs of all youth. • Involve community in future.
12. Education: Increase the Graduation Rate	High	<ul style="list-style-type: none"> • Cortez, Dolores & Mancos School District 	<ul style="list-style-type: none"> • Gateway to College Program • School 	Undetermined	Not defined -- Retain qualified	<ul style="list-style-type: none"> • Explore continuum of service from early childhood beyond high school.

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in Montezuma County Schools		<ul style="list-style-type: none"> • Ute Mt Ute Tribe 	<ul style="list-style-type: none"> Accountability Committees • Dept. of Education -BEST grants • Mill levy 		workforce in community	<ul style="list-style-type: none"> • Increase school readiness. • Identify & address school student & teacher retention issues. • Collaborate with Ute Mountain Tribe on programming. • New High School facility in Cortez. • Seek funding opportunities and partnerships.

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<p>13. Education: Increase Enrollment & Course Offerings at SW Colorado Community College- West Campus</p>	High	<ul style="list-style-type: none"> • Southwest Colorado Community College • Area School Districts 	<ul style="list-style-type: none"> • State funding • Pueblo Comm. College system • Area high schools • Private & public donations • Student fees 	Undetermined	Retain 23 staff jobs	<ul style="list-style-type: none"> • Reach FTE enrollment of 550 students across East and West campuses. • Seamless college system that complements four-year institutions and allows for students to progress between institutions. • Strengthen local business, school and community partnerships with SWCCC. • Provide technical & vocational opportunities that result in local workforce preparation and advancement. • Build local financial support. • Increase offerings of hybrid/video conferencing courses to reach more students. • Increase early college courses available to high school students staying concurrently. • Collaborate with other institutions to reduce regional duplication & increase economies of scale.

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<p>14. Health & Human Services:</p> <p>Build New Patient Wing at Southwest Memorial Hospital</p>	Low	<ul style="list-style-type: none"> • Southwest Memorial Hospital • Montezuma County Hospital District 	<ul style="list-style-type: none"> • SW Memorial Hospital Foundation capital campaign • USDA loan • DoLA –Energy Impact funds • Donations and grants 	\$13.1 Million	Indirect link to retaining current number of jobs	<ul style="list-style-type: none"> • Meet new patient wing to meet requirements of affordable care act. • Convert current patient wing to clinical space. • Renovate & rent clinical space for Rural Health Primary Care Clinic. • Improve facilities & strengthen market share. • Have in place by 2017 – Hospital’s 100th Anniversary.
<p>15. Health & Human Services:</p> <p>Increase Number of Physicians in County</p>	High	<ul style="list-style-type: none"> • Southwest Memorial Hospital Foundation • Colorado Rural Health Center • Axis Health System • Southwest Health Net 	<ul style="list-style-type: none"> • Colorado Rural Outreach Placement Grants • Federal Rural Health Clinic Program • EZ Project designation • Cost sharing, shared recruitment & position split with Axis • Existing physicians 	Undetermined	Create 3 jobs per each new physician job	<ul style="list-style-type: none"> • Expand pediatric services locally. • Expand specialists’ ability to take new patients. • Enhance medical community’s ability to accept new Medicaid patients. • Expand medical community’s ability to accommodate growing aging population.
<p>16. Historic Preservation:</p> <p>Complete Restoration & Reuse of Calkins School Building in Cortez</p>	Low	<ul style="list-style-type: none"> • Cortez School District • Cortez Historic Preservation Board • Montezuma Housing Authority • Calkins Redevelopment LLC 	<ul style="list-style-type: none"> • Cortez School District • Colorado Historical Society • State, Federal & private sources • Private developer • Montezuma Housing Authority 	Undetermined	Construction jobs < 20	<ul style="list-style-type: none"> • To restore the building to an historic and functioning state. • Encourage redevelopment of other historic buildings. • Submit National Register designation. • Develop surrounding 6-acre parcel.

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<p>17. Historic Preservation: Create Montezuma Avenue Historic District</p>	Low	<ul style="list-style-type: none"> • Cortez • Cortez Historic Preservation Board 	<ul style="list-style-type: none"> • Grant funding • Cortez 	Undetermined	N/A	<ul style="list-style-type: none"> • Twenty-two properties have been added to the City Register of Historic Places. • Beautification and protection of neighborhood.
<p>18. Historic Preservation: McElmo Flume Preservation & Historic Designation</p>	Med	<ul style="list-style-type: none"> • Montezuma County • SW Water Conservancy District • Cortez • Montezuma Valley Irrigation Co. • Colorado Historical Society • Cortez Historic Preservation Board • Bureau of Land Mgt • Bureau of Reclamation • Trail of the Ancients 	<ul style="list-style-type: none"> • County • SW Water Conservation District • Montezuma Valley Irrigation Co will donate any ownership interest in the flume • Colorado Historical Society grants • CDOT grants available if roadside maker designation is successful • GoCO grant for trail system 	Approximately \$315K for Flume parking area and \$165K for rehabilitation	Not defined	<ul style="list-style-type: none"> • Repair and preserve wooden flume that traverses McElmo Creek adjacent to Hwy 160 just west of the Montezuma County Fairgrounds. • Preserve heritage of the Montezuma Valley. • Construct a new stop on Trail of Ancients to interpret the water history of the Montezuma Valley. • Construct parking lot with @ 14 spaces. • Received historic designation.
<p>19. Historic Preservation: Renovate Historic Mancos Opera House</p>	Med	<ul style="list-style-type: none"> • VFW Post • Mancos • Mancos Valley Historical Society 	<ul style="list-style-type: none"> • Town • State Historical Fund • Mancos Valley Historical Society 	Undetermined	Jobs during construction	<ul style="list-style-type: none"> • Preserve historic building for public use.

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<p>20.Land Use:</p> <p>Complete Rewrite City of Cortez Land Use Code to reflect Heart & Soul Community Value-based Outcomes</p>	Low	<ul style="list-style-type: none"> • Cortez • Community Advisory Team – Heart & Soul 	<ul style="list-style-type: none"> • Orton Family Foundation • Gates Family Foundation • Cortez • DoLA • American Planning Association 	N/A	One part-time Project Coordinator and one planner position created	<ul style="list-style-type: none"> • Adopted a values-based Land Use Code. • Update the Comprehensive Plan. • Identify the “Heart & Soul” of Cortez to drive decision-making. • Strengthen long-term economic viability.
<p>21.Parks and Recreation:</p> <p>Complete Colorado Trail Connection to Town of Mancos</p>	High	<ul style="list-style-type: none"> • US Forest Service • Bureau of Land Mgt • Colorado Parks Division • SW Conservation Corps • Mancos 	<ul style="list-style-type: none"> • GoCO Funding • USDA grant • Colorado Trails grant • Volunteer groups 	Undetermined	Construction jobs	<ul style="list-style-type: none"> • Connect the Colorado Trail to the town of Mancos and Cottonwood Park. • Connect Mancos to state-wide trail network. • Position Mancos as a hub for trail related tourism and recreation activities.
<p>22.Parks and Recreation:</p> <p>Complete Path to Mesa Verde Trail</p>	High	<ul style="list-style-type: none"> • Montezuma County • Cortez • Mancos • National Park Service • Mesa Verde National Park • Bureau of Land Mgt. 	<ul style="list-style-type: none"> • CDOT Enhancement Funds • Federal highway funds • GoCO 	Undetermined	N/A	<ul style="list-style-type: none"> • Develop a 7 mile multi-use trail from Denny Lake to the Montezuma Fairgrounds and then to the new Mesa Verde Visitor Center. • Continue path into Mancos. • Make improvements to Cottonwood Park & Aqueduct Property and other projects in Mancos Trails Master Plan.

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<p>23.Parks and Recreation: Lake McPhee Recreation Plan</p>	High	<ul style="list-style-type: none"> • Montezuma County • Dolores • Colorado • US Forest Service • Bureau of Land Mgt • Dolores Water Conservation District • Colo. State Parks 	<ul style="list-style-type: none"> • GoCO • USFS • BLM • USDA • Region 9 EDD 	Undetermined	N/A	<ul style="list-style-type: none"> • Relocate/build a new marina for Lake McPhee. • Continue to act on short-term issues. • Create comprehensive development plan. • Recruit business marina services.
<p>24.Parks and Recreation: Pursue County-wide Trails Plan</p>	High	<ul style="list-style-type: none"> • Greater Dolores Action • US Forest Service • Bureau of Land Mgt. • Montezuma County 	<ul style="list-style-type: none"> • Grants & donations • GoCO • Private businesses 	Undetermined	N/A	<ul style="list-style-type: none"> • Interconnect communities in Montezuma. • Identify & mark trails for mountain biking and hiking. • Develop more multi-use trails throughout the county. • Attract and promote bicycling in county.
<p>25.Public Infrastructure: Address Native Fishery Health Below McPhee Reservoir</p>	Low	<ul style="list-style-type: none"> • Montezuma County • Lower Dolores Plan working group – Legislative Subcommittee • Implementation team • Water users • Conservation groups • Recreation users • Gov. entities 	<ul style="list-style-type: none"> • State & Federal funding sources when/if applicable 	Undetermined	N/A	<ul style="list-style-type: none"> • Continue work on the 2013 Implementation Monitoring & Evaluation Plan for Native Fish. • Continued discussions on ways that the native fish can be protected in the context of water supplies, Dolores Project contracts and Colorado water law. • Community education.
<p>26.Public Infrastructure: Construct New Courthouse</p>	Low	<ul style="list-style-type: none"> • Montezuma 	<ul style="list-style-type: none"> • County 	Undetermined	Construction jobs	<ul style="list-style-type: none"> • Combine the county and district courts into one building. • Complete architectural design. • Construct building.

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27. Public Infrastructure: Replace Cortez City Hall	Low	<ul style="list-style-type: none"> • Cortez 	<ul style="list-style-type: none"> • Cortez • Grants • DoLA 	\$4.6 million	Construction jobs	<ul style="list-style-type: none"> • Purchase Cortez Journal building for new Town Hall. • Remodel 2016 for 2017 move in.
28. Public Infrastructure: Reconstruct Main St. Bridge in Mancos	Med	<ul style="list-style-type: none"> • Mancos 	<ul style="list-style-type: none"> • Town • CDOT 	\$1M minimum	Supports construction jobs	<ul style="list-style-type: none"> • Meet safety and structure needs into the future. • Secure match for CDOT off-system Bridge replacement program.
29. Public Infrastructure: Upgrade County Fairgrounds Facility	Med	<ul style="list-style-type: none"> • Montezuma County 	<ul style="list-style-type: none"> • County • USDA • GoCO • DoLA 	Undetermined	N/A	<ul style="list-style-type: none"> • Provide a fairgrounds facility better equipped for the population and county's growing needs & increased use.
30. Public Lands: Complete Forest Service Road Projects	Med	<ul style="list-style-type: none"> • US Forest Service • Bureau of Land Mgt • Montezuma County 	<ul style="list-style-type: none"> • USFS • BLM • Federal Highway Administration • Cooperative agreement between Forest Service & area Counties. • County 	Undetermined	Supports construction, recreation, tourism & timber jobs	<ul style="list-style-type: none"> • Resurface Echo Basin Road (NFSR 566) -2 miles. • Support upcoming timber sales. • Resurfacing and brushing on Taylor Creek Road (NFSR 545).
31. Public Lands: Resolve Jurisdiction of Dolores Norwood Road	High	<ul style="list-style-type: none"> • US Forest Service • Montezuma County 	<ul style="list-style-type: none"> • Grants • County • US Forest Service 	Not defined	N/A	<ul style="list-style-type: none"> • West Dolores Road (NFSR 535) CR 31 – Dolores Norwood Rd. • Pave/gravel 4 miles of road. • Define/resolve maintenance and usage responsibilities between parties. • Resolve historic use rights.

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32. Public/Private Lands: Combat/Control Tamarisk & Other Noxious Weeds	High	<ul style="list-style-type: none"> • San Juan Resource Conservation & Development Council • Dolores River Restoration Partnership • Ute Mt Ute Tribe • Montezuma County • Tres Rios BLM • Mancos River Stakeholders • Private landowners 	<ul style="list-style-type: none"> • San Juan RC & D • Dolores River Stakeholders • USDA – Community projects • Dolores River Restoration Partnership Project • Montezuma Cost Share program 	Not defined	Not defined	<ul style="list-style-type: none"> • Reduce the amount of tamarisk and/or other non-native plant species around area waterways including the upper McElmo Canyon and the Dolores River.
33. Public/Private Lands: Maintain Sustainability of Ponderosa Pine & Pinon Forest	High	<ul style="list-style-type: none"> • Colorado State Forest Service • Colorado State Univ. • US Forest Service • Bureau of Land Mgt • Montezuma County Federal Lands Program • State Forestry • Fire Protection Districts • Timber Industry • Ute Mt Ute Tribe 	<ul style="list-style-type: none"> • County Comprehensive Plan • National Fire Plan funds • Fire hazard mitigation contractors • USDA if private land • USFS • BLM 	Undetermined	Supports construction, recreation, tourism & timber jobs	<ul style="list-style-type: none"> • Fire risk is reduced and timber products industry is strengthened. • Improve forest health. • Control Pine Beetle infestation. • Reduce risk to life and property and protect watershed/community water supplies. • Defensible space education resulting in defensible space created around residences.

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<p>34. Telecommunications: Expand Broadband Fiber Optic Connections Cortez & Montezuma County</p>	Very High	<ul style="list-style-type: none"> • SW Colorado Council of Governments (SCAN project) • Cortez • Dolores • Mancos • Montezuma County 	<ul style="list-style-type: none"> • DoLA • Cortez • Rural Electric Cooperatives • Long distance carriers • Rural Utility Service Funds • USDA-Broadband funding 	\$2M for Cortez Project (\$1M DoLA) \$32K planning grant	One general manager position	<ul style="list-style-type: none"> • SWCCOG applied for broadband planning to develop operations plan to better Utilize SCAN Network – provide database of equipment. • \$2 M Cortez Fiber to the Business Phase II project scheduled for 2016 to complete Cortez Fiber to the Home network to meet needs of residents and home based businesses. • Higher bandwidth and increased speeds throughout the County. • Advanced, enhanced telecom services. • Develop alternatives to the incumbent carriers to provide competition and redundancy. • Finish fiber installation and loop in the Town of Dolores. • Increased service & capacity.
<p>35. Transportation: Wayfinding & Pedestrian Access Improvements</p>	Med	<ul style="list-style-type: none"> • Mancos • Mancos Chamber 	<ul style="list-style-type: none"> • CDOT • Mancos • Chamber 	About \$900 per sign. Other costs undetermined based on phasing	N/A	<ul style="list-style-type: none"> • Install Mancos wayfinding signage. • Identify areas in most immediate need of new sidewalk construction or rehabilitation. • Include maintenance plan.

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<p>36. Transportation: Expand Transit Networks throughout County</p>	Low	<ul style="list-style-type: none"> • Regional Transit Providers • Montezuma County • SW Colorado Council of Governments • CDOT • Municipalities • Ute Mt Ute Tribe 	<ul style="list-style-type: none"> • CDOT • FHWA • Area governments • SWCCOG 	\$100K for existing public transit provider	Create a part-time mobility manager position	<ul style="list-style-type: none"> • A public transit system that addresses commuter population needs. • Partnerships with existing transit systems & providers to meet growing transit needs between Communities. • Participation in regional transit planning. • Maintain current transit services. • Recommendation from SWCCOG Transit Feasibility Report was to create intercity fixed route between Durango and Cortez with stops at Durango West, Mancos and the SW Colorado Community College.
<p>37. Transportation: Complete Mancos Corridor Improvement/Access Control Plan for Highway 160</p>	Low	<ul style="list-style-type: none"> • Mancos • CDOT 	<ul style="list-style-type: none"> • CDOT • Mancos 	\$30K design plan – Additional Funding not yet secured	N/A	<ul style="list-style-type: none"> • Complete planning phase and design. • Secure funds. • Construct project.

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<p>38. Transportation: Complete Priority Highway & Intersection Improvements</p>	High	<ul style="list-style-type: none"> • CDOT • Montezuma County • Municipalities • Ute Mt Ute • Businesses transporting goods in and through the region 	<ul style="list-style-type: none"> • Local match (Montezuma) • CDOT funding -- RAMP • SW Regional Transportation Planning Commission 	\$29.1 Million	Retain CDOT jobs and construction jobs during the project	<ul style="list-style-type: none"> • Completed 14 miles US 491/160 Surface Treatment Project from NM State Line to Towaoc (estimated \$19M). • CDOT to complete intersection study & begin work on priority intersections in County. • Intersection & turn lane improvements at County Road P (Estimated \$2.6M). • US 491 Cortez to CR M which includes relocation of utilities, re-alignment of CR25 with US 491 & repaving (Estimated \$7.5M). • SH 145 at CR P intersection improvements and turn lanes. • Complete access control plan through Town of Cortez. • Consider the transportation of goods (freight) from & through the region when making road improvements.

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39. Workforce Development: Establish Work & Technology Training Infrastructure Project	High	<ul style="list-style-type: none"> • Ute Mt Ute Tribe • SW Workforce Centers • Southwest Small Business Dev. Center 	<ul style="list-style-type: none"> • SEEDS Grant (Sustainable Employment and Economic Development Strategies)-- Dept of Health & Human Services • HPOG (Health Professional Opportunity Grant) • Ute Mt Ute Tribe 	\$8.5 M over 5 years	10 to complete Entrepreneur Incubator program 15 youth to complete technical internships	<ul style="list-style-type: none"> • Grow jobs and develop businesses on the Ute Mountain Ute Tribal reservation. • Create Entrepreneur incubator to encourage business start-ups. • Raise high school graduation rates. • Coach & tutor in computer/IT applications, provide business training and mentors, STEM internships and case management. • Increase number of tribal members in high paying technical and professional careers.

Approved this day March 7, 2016

Montezuma County Commission



 Larry Don Suckla, Chairman