

**For more information regarding community participation in this process please refer to the Introduction section of the complete document found at [www.scan.org](http://www.scan.org).**

## **CDAP Categories**

The CDAP categories are listed below. Within these broad categories there are sub-components that have been added throughout the years in response to community feedback. This list is a work in progress.

### Public Infrastructure and Services

1. Public Infrastructure
  - Gas, electric, water, sewer, solid waste, recycling
  - Transportation
  - Telecommunications
2. Services
  - Arts & culture
  - Education
  - Childcare
  - Fire protection
  - Health & Human Services
  - Land use
  - Public Lands
  - Parks & recreation
  - Public safety
  - Historic Preservation

### Economic Development

1. Business expansion and retention
  - Retention – incentives to keep businesses in the community,
  - Capital for business expansion, i.e. revolving loan funds
  - Recruitment of new businesses
  - Development of infrastructure, i.e. industrial parks
  - Leadership
  - Youth
2. Tourism
  - Market development / targeting
3. Workforce development / training
4. Agriculture

### Housing

- Housing availability
- Development of affordable housing
- Fair housing programs

## Blueprint Integration Key

While not every project in the following county CDAPs met all state and regional objectives of the Colorado Blueprint, nor should they, we found that a number of them meet one or more. We have included a key to illustrate which goals are supported at the local, regional and/or state level. Numeric value does not indicate priority, each goal is ranked equally.

### Colorado Blueprint Goals

C-I	Build a business- friendly environment.
C-II	Retain, grow and recruit companies.
C-III	Increase access to capital.
C-IV	Create and market a strong brand.
C-V	Educate and train the workforce of the future.
C-VI	Cultivate innovation and technology.

### Regional Priorities

R-A	Expand and maintain broadband/fiber optics infrastructure, to support and anticipate the needs of future growth.
R-B	Improve community amenities necessary to attract/retain business. Focus on healthcare, education and housing.
R-C	Be business friendly and make region effective and efficient place to do business.
R-D	Diversify the economy and improve access to markets.
R-E	Encourage retention & growth of existing businesses.

### Archuleta County Priorities

A-1	Diversify economic base / create new jobs.
A-2	Encourage growth of existing businesses and industries.
A-3	Encourage Main St. downtown / town center revitalization.
A-4	Create a more business friendly climate.
A-5	Create a strong entrepreneurial climate.

### Dolores County Priorities

D-1	Eliminate red tape around job creation.
D-2	Build agriculture, agribusiness and tourism recreation.
D-3	Sustain businesses through mentoring and support services.
D-4	Have commercial infrastructure in place and ready to use.
D-5	Complete projects in Community Development Action Plans.

### La Plata County Priorities

L-1	Expand public infrastructure, including broadband to support and anticipate the needs of future growth.
L-2	Make La Plata County an effective and efficient place to do business.
L-3	Increase wages to enhance affordability and make the County a more attractive place to work.
L-4	Private sector job growth across a diversity of industries and job types.
L-5	Reduce leakage of the sales outside of the County.

### Montezuma County Priorities

M-1	Increase jobs skills of local labor force.
M-2	Improve access to affordable, quality healthcare.
M-3	Improve the local/regional school system.
M-4	Encourage the growth of existing business and create new jobs.
M-5	Diversify the economic base.

### San Juan County Priorities

S-1	Balance regulatory requirements with economic development, including mining.
S-2	Expand tourism.
S-3	Improve telecom/fiber infrastructure.
S-4	Improve access to capital.
S-5	Strengthen and expand research and education in the San Juan Mountains.

## ARCHULETA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN

Project / Blueprint Integration	Rank	Primary Partners	Available Resources	Jobs	Expected Outcomes & Actions						
<p>1. <b>Public Infrastructure:</b> Expand County Landfill &amp; Recycling Program &amp; Enhance Community Awareness of Program</p> <table border="1" style="margin-left: 20px;"> <tr> <td>C-1</td> <td>C-IV</td> </tr> <tr> <td>R-C</td> <td>R-D</td> </tr> <tr> <td>A-4</td> <td></td> </tr> </table>	C-1	C-IV	R-C	R-D	A-4		High	<ul style="list-style-type: none"> <li>• <b>Archuleta County</b></li> <li>• Pagosa Springs</li> <li>• Waste Management</li> <li>• At Your Disposal</li> <li>• G &amp; I Sanitation</li> <li>• Southwest Organization for Sustainability (SOS)</li> <li>• Citizen's Recycling Advisory Council (CRAC)</li> </ul>	<ul style="list-style-type: none"> <li>• County</li> <li>• Town</li> <li>• Waste Disposal Service Providers</li> <li>• USDA</li> <li>• Solid Waste Management Grants</li> <li>• SOS</li> </ul>	1-3 jobs created.	<ul style="list-style-type: none"> <li>• Cell 3 of the Landfill was completed in 2009, increasing the life of the Landfill by 10-15 years.</li> <li>• Plan for Cell 4 to further extend the Landfill life.</li> <li>• Single stream recycling was implemented for the Pagosa Springs Transfer Station in early 2012.</li> <li>• Seek improvements and additions to new transfer stations.</li> <li>• Increased recycling in community through awareness efforts.</li> <li>• Better market to community what materials can be recycled and when the single stream trailer is available.</li> <li>• Reduce leakage from avid recyclers making trips to Durango that includes eating and shopping.</li> </ul>
C-1	C-IV										
R-C	R-D										
A-4											
<p>2. <b>Public Infrastructure:</b> Implement County-Wide Water Plan</p> <table border="1" style="margin-left: 20px;"> <tr> <td>R-E</td> <td></td> </tr> <tr> <td>A-1</td> <td>A-2</td> </tr> </table>	R-E		A-1	A-2	High	<ul style="list-style-type: none"> <li>• <b>Archuleta County</b></li> <li>• Pagosa Springs</li> <li>• P.A.W.S.D</li> <li>• SW Water Conservation District</li> <li>• Metro Districts</li> <li>• Pagosa Fire</li> <li>• Home Owners Assoc.</li> </ul>	<ul style="list-style-type: none"> <li>• County</li> <li>• Town</li> <li>• P.A.W.S.D</li> <li>• SW Water Conservation District</li> <li>• La Plata County</li> </ul>	n/a	<ul style="list-style-type: none"> <li>• Ensure that there is enough water to support infrastructure during drought cycle.</li> <li>• Partner with Inter Basin Compact Committee (IBCC) for San Juan Basin and assist with implementation.</li> </ul>		
R-E											
A-1	A-2										

Archuleta County Community Development Action Plan 2012

Project / Blueprint Integration	Rank	Primary Partners	Available Resources	Jobs	Expected Outcomes & Actions						
<p>3. <b>Public Infrastructure:</b> Town of Pagosa Springs Heating System</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; text-align: center;">C-1I</td> <td style="width: 50%; text-align: center;">C-1V</td> </tr> <tr> <td style="text-align: center;">R-C</td> <td></td> </tr> <tr> <td style="text-align: center;">A-2</td> <td style="text-align: center;">A-3</td> </tr> </table>	C-1I	C-1V	R-C		A-2	A-3	High	<ul style="list-style-type: none"> <li>• <b>Pagosa Springs</b></li> <li>• Co. School of Mines</li> </ul>	<ul style="list-style-type: none"> <li>• Dept of Energy</li> <li>• Governor's Energy Office</li> <li>• Well owners</li> </ul>	Not defined	<ul style="list-style-type: none"> <li>• Provide geothermal heat to 450 homes and downtown businesses in Pagosa Springs.</li> <li>• Initial system already in place which includes elementary &amp; middle school as well as some residences and sidewalks.</li> <li>• Goal to be energy independent and collaborate with other geothermal efforts.</li> </ul>
C-1I	C-1V										
R-C											
A-2	A-3										
<p>4. <b>Transportation:</b> Complete County 5 Year Road Plan Projects</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; text-align: center;">C-1</td> <td style="width: 50%;"></td> </tr> <tr> <td style="text-align: center;">R-C</td> <td style="text-align: center;">R-D</td> </tr> <tr> <td style="text-align: center;">A-4</td> <td></td> </tr> </table>	C-1		R-C	R-D	A-4		High	<ul style="list-style-type: none"> <li>• Archuleta County</li> <li>• Pagosa Springs</li> <li>• CDOT</li> <li>• Road Task Force</li> <li>• Forest Service</li> </ul>	<ul style="list-style-type: none"> <li>• County</li> <li>• CDOT</li> <li>• Federal Government</li> <li>• DOLA</li> <li>• Citizens</li> </ul>	Related construction jobs.	<ul style="list-style-type: none"> <li>• Comprehensive 5 year Road Plan was adopted by the BoCC on Dec. 22, 2011.</li> <li>• Seek funding through various sources to fund the capital projects to place all County roads in a "fair" or better condition.</li> <li>• Review &amp; update the 5 Year Plan annually.</li> </ul>
C-1											
R-C	R-D										
A-4											
<p>5. <b>Transportation:</b> Complete Transportation &amp; Intersection Priorities</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; text-align: center;">C-1</td> <td style="width: 50%;"></td> </tr> <tr> <td style="text-align: center;">R-D</td> <td style="text-align: center;">R-C</td> </tr> <tr> <td style="text-align: center;">A-4</td> <td></td> </tr> </table>	C-1		R-D	R-C	A-4		High	<ul style="list-style-type: none"> <li>• <b>CDOT</b></li> <li>• Archuleta County</li> <li>• Pagosa Springs</li> <li>• SW Regional Transportation Planning Commission</li> </ul>	<ul style="list-style-type: none"> <li>• Enhancement funds</li> <li>• FASTER funds</li> <li>• County</li> <li>• Town</li> </ul>	Related construction jobs.	<ul style="list-style-type: none"> <li>• Approx 10 miles west of Pagosa Springs at US 160 and West Cat Creek Road.</li> <li>• Replace priority culvert on US 160.</li> <li>• Safety improvements west of Pagosa near Hurt Drive.</li> </ul>
C-1											
R-D	R-C										
A-4											

## Archuleta County Community Development Action Plan 2012

Project / Blueprint Integration	Rank	Primary Partners	Available Resources	Jobs	Expected Outcomes & Actions									
<p><b>6. Transportation:</b> Public Transit Services Improvements</p> <table border="1" style="margin-left: 20px;"> <tr> <td>C-1</td> <td>C-11</td> <td></td> </tr> <tr> <td>R-E</td> <td>R-8</td> <td>R-C</td> </tr> <tr> <td>A-2</td> <td>A-3</td> <td>A-4</td> </tr> </table>	C-1	C-11		R-E	R-8	R-C	A-2	A-3	A-4	Med	<ul style="list-style-type: none"> <li>• <b>Archuleta County</b></li> <li>• CDOT</li> <li>• Region 9 EDD</li> <li>• Pagosa Springs Transit Advisory Board</li> <li>• SW Regional Transportation Planning Commission</li> <li>• Regional Transit Coordinating Council</li> </ul>	<ul style="list-style-type: none"> <li>• Federal Grants</li> <li>• CDOT</li> <li>• Private Donations</li> <li>• Archuleta County Human Services</li> </ul>	Construction jobs during building of the bus facility	<ul style="list-style-type: none"> <li>• Implement demand response transit service as recommended by CASTA study in early 2012.</li> <li>• Build/convert covered storage facility for buses.</li> <li>• Procure replacement transit vehicles in 2012 through FASTER Transit grant.</li> <li>• Provide covered benches at all bus stops through donations.</li> <li>• Utilize regional transit feasibility study recommendations in future planning.</li> </ul>
C-1	C-11													
R-E	R-8	R-C												
A-2	A-3	A-4												
<p><b>7. Transportation:</b> Complete Archuleta County Airport Economic Impact Study &amp; Capital Improvement Plan</p> <table border="1" style="margin-left: 20px;"> <tr> <td>C-1</td> <td>C-11</td> <td></td> </tr> <tr> <td>R-C</td> <td>R-D</td> <td>R-E</td> </tr> <tr> <td>A-4</td> <td>A-5</td> <td></td> </tr> </table>	C-1	C-11		R-C	R-D	R-E	A-4	A-5		High	<ul style="list-style-type: none"> <li>• <b>Airport Advisory Commission</b></li> <li>• Archuleta County</li> <li>• Pagosa Springs</li> <li>• Pagosa Springs Community Development Corporation (PSCDC)</li> <li>• State of Colorado</li> <li>• CDOT</li> <li>• FAA</li> <li>• Pagosa Fire</li> </ul>	<ul style="list-style-type: none"> <li>• Federal Aviation Administration Funding</li> <li>• CDOT</li> <li>• State/Federal Sources</li> <li>• County</li> <li>• Town</li> </ul>	Not defined	<ul style="list-style-type: none"> <li>• Facility capable of meeting existing and future airport services demands.</li> <li>• Increase aviation safety through infrastructure improvements and additions.</li> <li>• Stimulate commercial and private development.</li> <li>• Annually prioritize the Airport Capital Improvement Plan (CIP) infrastructure improvements, which include: Snow Removal Equipment (\$618K); complete additional 5000ft of taxiway (\$6.2M); pavement expansion to support hangar construction, utilities and other facilities.</li> <li>• Airport Economic Impact Study completion expected July 2012.</li> </ul>
C-1	C-11													
R-C	R-D	R-E												
A-4	A-5													
<p><b>8. Transportation:</b> Area-wide Road Impact Fees</p> <table border="1" style="margin-left: 20px;"> <tr> <td>C-1</td> <td></td> </tr> <tr> <td>R-C</td> <td>R-E</td> </tr> <tr> <td>A-2</td> <td>A-4</td> </tr> </table>	C-1		R-C	R-E	A-2	A-4	Med	<ul style="list-style-type: none"> <li>• Pagosa Springs</li> <li>• Archuleta County</li> <li>• CDOT</li> </ul>	<ul style="list-style-type: none"> <li>• Impact Fees</li> </ul>	n/a	<ul style="list-style-type: none"> <li>• Increase funding for requisite Pagosa Springs and county road improvements.</li> <li>• Impact fee study performed by EPS; not adopted yet due to economic conditions.</li> </ul>			
C-1														
R-C	R-E													
A-2	A-4													

Items in bold indicate lead partner

Archuleta County Community Development Action Plan 2012

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<p>9. <b>Transportation:</b> Improvements to Forest Service Highway Piedra Road</p>	High	<ul style="list-style-type: none"> <li>U.S. Forest Service/ BLM</li> <li>Federal Highways</li> <li>Archuleta County</li> <li>PAWSD</li> <li>Source Gas</li> <li>LPEA</li> <li>Hinsdale Co</li> <li>CenturyTel</li> </ul>	<ul style="list-style-type: none"> <li>U.S. Forest Service/ BLM</li> <li>FWHA—Public Lands Highway Funds</li> <li>County</li> <li>PAWSD</li> </ul>	Construction jobs during resurfacing project.	<ul style="list-style-type: none"> <li>Re-surface 6.2 miles of existing asphalt from the cattle guard to the light on Hwy 160.</li> <li>Add 2 miles of additional asphalt from where the road hits forest service boundaries, as funding permits.</li> <li>Examine improvements and infrastructure of public utilities for potential growth along Piedra.</li> </ul>																
<p>10. <b>Telecommunications:</b> Development &amp; Expansion of Telecommunication Services in County</p> <table border="1" data-bbox="142 706 546 901"> <tr> <td>C-1</td> <td>C-11</td> <td>C-V1</td> <td>R-A</td> </tr> <tr> <td>R-8</td> <td>R-C</td> <td>R-D</td> <td>R-E</td> </tr> <tr> <td>A-1</td> <td>A-2</td> <td>A-3</td> <td>A-4</td> </tr> <tr> <td>A-5</td> <td></td> <td></td> <td></td> </tr> </table>	C-1	C-11	C-V1	R-A	R-8	R-C	R-D	R-E	A-1	A-2	A-3	A-4	A-5				High	<ul style="list-style-type: none"> <li><b>Southwest Colorado Council of Governments (SWCCOG) – SCAN Project</b></li> <li>Region 9 EDD</li> <li>Rural Electric Cooperatives</li> <li>Archuleta County</li> <li>Search and Rescue</li> <li>Pagosa Springs</li> <li>Southern Ute Tribe</li> <li>Adult Education Center</li> <li>Pagosa Fire</li> </ul>	<ul style="list-style-type: none"> <li>USDA</li> <li>FCC</li> <li>County</li> <li>Town</li> <li>Southern Ute Tribe</li> <li>Telecom Providers</li> <li>DoLA –SB232 funding</li> <li>SWCCOG</li> <li>New Aspen Springs tower</li> <li>Telecommunications providers</li> <li>Office of Information Technology</li> <li>State of Colorado</li> </ul>	Construction jobs for the installation of the new tower.	<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>Expand County broadband capabilities through 1A facilities and SB232 grant funding. Design to be completed in 2012 and construction of to be done in 2012 and 2013.</li> <li>Develop redundant broadband telecommunications through cooperative telecommunication companies.</li> <li>Enhance on-line services offered by the county through new county website.</li> <li>Explore increased cellular service coverage areas, with service expanding with the installation of a new tower in Aspen Springs in 2011.</li> </ul>
C-1	C-11	C-V1	R-A																		
R-8	R-C	R-D	R-E																		
A-1	A-2	A-3	A-4																		
A-5																					

Archuleta County Community Development Action Plan 2012

Project / Blueprint Integration	Rank	Primary Partners	Available Resources	Jobs	Expected Outcomes & Actions						
<p><b>11. Telecommunications:</b> Improve 911 Emergency Service, Land Line and Cellular service</p> <table border="1"> <tr> <td>R-8</td> <td></td> </tr> <tr> <td>A-4</td> <td></td> </tr> </table>	R-8		A-4		High	<ul style="list-style-type: none"> <li>Archuleta County</li> <li>Pagosa Fire Protection District</li> <li>Verizon</li> <li>Century Link</li> <li>Upper San Juan Health Services District</li> <li>Pagosa Springs</li> <li>Southern Ute Tribe</li> </ul>	<ul style="list-style-type: none"> <li>County</li> <li>Emergency service providers</li> <li>Telecom providers</li> <li>FCC</li> <li>DoLA</li> <li>Town</li> <li>USDA –Community project</li> </ul>	n/a	<ul style="list-style-type: none"> <li>Implemented new 911 CAD, radios, mapping and records system in 2011.</li> <li>Moved Dispatch offices to new location in Pagosa Lakes area.</li> <li>Refine 911 emergency service response zones.</li> <li>Implement JMS/RMS software.</li> </ul>		
R-8											
A-4											
<p><b>12. SERVICES:Childcare:</b> Work to Expand the Quality and Availability of Early Childcare and Education</p> <table border="1"> <tr> <td>C-1</td> <td>C-V</td> </tr> <tr> <td>R-8</td> <td>R-C</td> </tr> <tr> <td>A-4</td> <td>A-5</td> </tr> </table>	C-1	C-V	R-8	R-C	A-4	A-5	High	<ul style="list-style-type: none"> <li>Archuleta County</li> <li>Licensed Childcare Providers &amp; Centers</li> <li>School Districts</li> <li>Tri-county Head Start Program</li> <li>Pagosa Springs</li> <li>State &amp; County Dept. of Human Services</li> <li>Pagosa Springs Community Development Corp (PSCDC)</li> </ul>	<ul style="list-style-type: none"> <li>County</li> <li>Town</li> <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> <li>Nurturing Center of Pagosa Springs</li> </ul>	Teaching jobs associated with expanded enrollment at childcare centers.	<ul style="list-style-type: none"> <li>Increase public/private partnerships of area early childhood education programs.</li> <li>Increase pool of qualified childcare providers.</li> <li>Help fund non-traditional childcare services and increase slots for childcare during non-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>
C-1	C-V										
R-8	R-C										
A-4	A-5										



## Archuleta County Community Development Action Plan 2012

Project / Blueprint Integration	Rank	Primary Partners	Available Resources	Jobs	Expected Outcomes & Actions												
<p>13. <b>Education and Culture:</b> Create a Cultural Plan</p>	Med	<ul style="list-style-type: none"> <li>• Archuleta County</li> <li>• Pagosa Springs</li> <li>• Private Partners</li> <li>• Pagosa Springs Arts Council</li> <li>• Pagosa Springs Arts Alliance</li> <li>• Town Tourism Committee</li> </ul>	<ul style="list-style-type: none"> <li>• Town</li> <li>• Public/Private Partnerships</li> <li>• Non-profits</li> <li>• County</li> <li>• Creative Districts</li> </ul>	n/a	<ul style="list-style-type: none"> <li>• 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>• Integrate Downtown Revitalization efforts into cultural plan.</li> <li>• Institute a Cultural Arts Board to be made up of diverse representation within the community to address a myriad of culture, heritage, arts issues, needs in the community, and work with the private sector.</li> </ul>												
<p>14. <b>Education and Culture:</b> Expand Higher Education &amp; Career Training Opportunities</p> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <tr> <td style="text-align: center;">C-1</td> <td style="text-align: center;">C-11</td> <td style="text-align: center;">C-V</td> <td style="text-align: center;">C-V1</td> </tr> <tr> <td style="text-align: center;">R-8</td> <td style="text-align: center;">R-C</td> <td style="text-align: center;">R-D</td> <td style="text-align: center;">R-E</td> </tr> <tr> <td style="text-align: center;">A-1</td> <td style="text-align: center;">A-2</td> <td style="text-align: center;">A-4</td> <td style="text-align: center;">A-5</td> </tr> </table>	C-1	C-11	C-V	C-V1	R-8	R-C	R-D	R-E	A-1	A-2	A-4	A-5	High	<ul style="list-style-type: none"> <li>• <b>Archuleta County Education Center (ACEC)</b></li> <li>• Archuleta County</li> <li>• Pagosa Springs</li> <li>• Southwest Colorado Community College (SWCCC)</li> <li>• Area school districts</li> </ul>	<ul style="list-style-type: none"> <li>• Town</li> <li>• County</li> <li>• State of Colorado</li> <li>• Public/Private Partnerships</li> <li>• ACEC</li> <li>• SWCCC/Pueblo Comm. College</li> <li>• Private Partners</li> <li>• Region 9 EDD</li> <li>• Fort Lewis College</li> <li>• Pagosa Springs CDC</li> </ul>	Additional instructor positions.	<ul style="list-style-type: none"> <li>• Strengthen partnership between Adult Education Center and community college for expanded course offerings (extension/distance course learning, &amp; specialized technical training) through the ACEC.</li> <li>• Continue Gateway to College plan that provides seamless transition between two &amp; four-year institutions.</li> <li>• Includes quality and expanded technical and vocational opportunities that result in local workforce preparation and advancement.</li> <li>• Upgrade computers at ACEC for increased workforce training opportunities.</li> <li>• Explore additional facilities for ACEC expansion.</li> </ul>
C-1	C-11	C-V	C-V1														
R-8	R-C	R-D	R-E														
A-1	A-2	A-4	A-5														

**Archuleta County Community Development Action Plan 2012**

<b>Project / Blueprint Integration</b>	<b>Rank</b>	<b>Primary Partners</b>	<b>Available Resources</b>	<b>Jobs</b>	<b>Expected Outcomes &amp; Actions</b>									
<p><b>15. Health &amp; Human Services:</b> Work to meet the Growing Needs of Senior Citizens</p> <table border="1" data-bbox="142 329 237 375"> <tr> <td>R-8</td> </tr> </table>	R-8	High	<ul style="list-style-type: none"> <li>Archuleta County</li> <li>Pagosa Springs</li> <li>Archuleta Seniors, Inc.</li> <li>Area Agency on Aging</li> </ul>	<ul style="list-style-type: none"> <li>County</li> <li>Town</li> <li>Grants</li> <li>Donations</li> <li>San Juan Basin Health Dept.</li> </ul>	Construction jobs and administrative staff associated with the care facility and the Senior Center.	<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. A private multi-level care facility was approved by the BoCC in 2010. Construction to start once the economy turns around.</li> <li>Look at expanded services for seniors including a senior center.</li> <li>Advocate with State delegation to protect senior funding sources.</li> </ul>								
R-8														
<p><b>16. Health &amp; Human Services:</b> Expand Primary Care Resources</p> <table border="1" data-bbox="142 732 438 878"> <tr> <td>C-1</td> <td>C-11</td> <td>C-V1</td> </tr> <tr> <td>R-8</td> <td>R-D</td> <td>R-E</td> </tr> <tr> <td>A-1</td> <td>A-2</td> <td></td> </tr> </table>	C-1	C-11	C-V1	R-8	R-D	R-E	A-1	A-2		High	<ul style="list-style-type: none"> <li>Pagosa Springs Medical Center</li> <li>Axis Health System</li> <li>Local health providers &amp; physicians</li> </ul>	<ul style="list-style-type: none"> <li>USJRHSD</li> <li>Axis Health System</li> <li>Primary Care providers</li> </ul>	5-10 new jobs (2-4 physicians & support).	<ul style="list-style-type: none"> <li>Stabilize RHC, expand as resources allow and Medical Center partner with Axis to integrate care.</li> <li>Establish telemedicine to link Medical Center with Axis to enhance access to psychiatric assessments.</li> </ul>
C-1	C-11	C-V1												
R-8	R-D	R-E												
A-1	A-2													
<p><b>17. Health &amp; Human Services:</b> Launch "Give us Your Grocery List" Campaign</p>	High	<ul style="list-style-type: none"> <li>The Nurturing Center</li> <li>CSU Extension Center</li> <li>Growing Spaces</li> <li>Old Town Market</li> <li>SW Organization for Sustainability</li> </ul>	<ul style="list-style-type: none"> <li>Archuleta County Dept. of Human Services</li> <li>Area churches</li> <li>Food banks</li> </ul>	Potential for 2 new jobs.	<ul style="list-style-type: none"> <li>Work to reduce hunger and increase food health in county.</li> <li>Coordinate food program efforts in community.</li> <li>Encourage donation of locally produced foods to those in need, including working poor and elderly.</li> </ul>									

## Archuleta County Community Development Action Plan 2012

Project / Blueprint Integration	Rank	Primary Partners	Available Resources	Jobs	Expected Outcomes & Actions						
<p>18. <b>Health &amp; Human Services:</b> Implement Tele-health Emergency Response &amp; Care Program</p> <table border="1" style="margin-left: 10px;"> <tr> <td>C-VI</td> <td>C-V</td> </tr> <tr> <td>R-8</td> <td>R-D</td> </tr> <tr> <td>A-1</td> <td>A-2</td> </tr> </table>	C-VI	C-V	R-8	R-D	A-1	A-2	High	<ul style="list-style-type: none"> <li>Upper San Juan Health Service District</li> <li>Pagosa Springs Medical Center</li> </ul>	<ul style="list-style-type: none"> <li>Health Care Innovation Award—Center for Medicare and Medicaid Services Innovation Center</li> </ul>	13 new jobs.	<ul style="list-style-type: none"> <li>Expand access to specialists and improve the quality of acute stroke care.</li> <li>Use remote diagnostics to access Front Range cardiologists and neurologists for real time cardiac and stroke care.</li> <li>Implement cardiovascular early detection and wellness programs.</li> <li>Upgrade and retrain EMS Division to manage urgent care transports and in-home follow-up care.</li> </ul>
C-VI	C-V										
R-8	R-D										
A-1	A-2										
<p>19. <b>Health &amp; Human Services:</b> Meet Needs of Veterans in County</p> <table border="1" style="margin-left: 10px;"> <tr> <td>R-8</td> </tr> </table>	R-8	High	<ul style="list-style-type: none"> <li>Archuleta County</li> </ul>	<ul style="list-style-type: none"> <li>Veterans of Foreign Wars</li> <li>American Legion</li> <li>Retired Officer's Association</li> <li>ASI</li> <li>Congressional delegation</li> </ul>	n/a	<ul style="list-style-type: none"> <li>Investigate the criteria for placement of Veteran center in Pagosa Springs.</li> <li>Advocate with congressional delegation &amp; advocacy groups for assistance.</li> </ul>					
R-8											
<p>20. <b>Health &amp; Human Services:</b> Study Impacts of Aging Population on County to Ensure Proper Services are Available</p> <table border="1" style="margin-left: 10px;"> <tr> <td>R-8</td> </tr> </table>	R-8	Med	<ul style="list-style-type: none"> <li>Region 9 EDD</li> <li>Pagosa Springs CDC</li> <li>Area Agency on Aging</li> </ul>	<ul style="list-style-type: none"> <li>Region 9 EDD</li> <li>Human Services</li> </ul>	Keep residents in community.	<ul style="list-style-type: none"> <li>Ensure proper services for seniors are available as the population ages including: housing, healthcare, &amp; transportation.</li> <li>Keep residents in community as they age.</li> <li>Have services necessary to relocate aging parents into community rather than needing to move to care for parents.</li> </ul>					
R-8											
<p>21. <b>Land Use:</b> Pagosa Springs Capital Improvements Plan</p>	High	<ul style="list-style-type: none"> <li><b>Pagosa Springs</b></li> <li>Town Planning Commission</li> </ul>	<ul style="list-style-type: none"> <li>Town</li> <li>DoLA</li> </ul>	n/a	<ul style="list-style-type: none"> <li>Complete and adopt a capital improvements plan through the use of citizens' advisory committee.</li> <li>Update plan no less than every five years concurrent with the comprehensive plan.</li> </ul>						

Archuleta County Community Development Action Plan 2012

Project / Blueprint Integration	Rank	Primary Partners	Available Resources	Jobs	Expected Outcomes & Actions
<p>22. <b>Land Use:</b> Pagosa Springs/County Intergovernmental Agreement for Long-term Planning Efforts</p>	<p>High</p>	<ul style="list-style-type: none"> <li>• Pagosa Springs</li> <li>• Town Planning Commission</li> <li>• Archuleta County</li> <li>• County Planning Commission</li> </ul>	<ul style="list-style-type: none"> <li>• Town</li> <li>• County</li> </ul>	<p>n/a</p>	<ul style="list-style-type: none"> <li>• County Planning Commission adopted Urban Service Area in December, 2008.</li> <li>• The Town of Pagosa Springs and the County Planning Commissions met several times to do joint planning for consistent zoning and development standards within the Town's zone of influence and within the County's Urban Service Boundary.</li> <li>• The joint Planning Commissions recommended a Future Land Use Map (FLUM) for adoption by the BoCC which will be considered in early 2012.</li> <li>• Develop better annexation agreements between Pagosa Springs and County.</li> <li>• Incorporate community feedback on Town and County development projects decisions.</li> </ul>

## Archuleta County Community Development Action Plan 2012

Project / Blueprint Integration	Rank	Primary Partners	Available Resources	Jobs	Expected Outcomes & Actions							
<p>23. <b>Land Use:</b> Regional Trails Plan</p> <table border="1" style="margin-left: 10px;"> <tr><td>R-8</td></tr> <tr><td>A-3</td></tr> </table>	R-8	A-3	High	<ul style="list-style-type: none"> <li>• Pagosa Area Trails Council</li> <li>• Archuleta County</li> <li>• Pagosa Springs</li> <li>• San Juan Historical Society</li> <li>• SW Land Alliance</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>• Pagosa Chamber</li> <li>• Homeowners Associations</li> <li>• Office of Community Services/FLC</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 &amp; Private Partnerships</li> <li>• Developers</li> <li>• Parks, Recreation, Open Space, Trails (PROST) 1-A funds</li> </ul>	n/a	<ul style="list-style-type: none"> <li>• Integrate trails plan into development efforts in Pagosa Springs and Archuleta County.</li> <li>• Build trails with safety as the highest priority to get the bicyclists and pedestrians off of the roadways.</li> <li>• Pagosa Springs Town-to-Lakes Trail Master Plan was completed in 2011 and is the designated priority for trails funding.</li> </ul>					
R-8												
A-3												
<p>24. <b>Land Use:</b> Development of Cloman Blvd Open Space</p> <table border="1" style="margin-left: 10px;"> <tr><td>C-1</td><td>C-11</td></tr> <tr><td>R-C</td><td>R-D</td><td>R-E</td></tr> <tr><td>A-1</td><td>A-2</td></tr> </table>	C-1	C-11	R-C	R-D	R-E	A-1	A-2	High	<ul style="list-style-type: none"> <li>• Archuleta County</li> <li>• Airport</li> <li>• JR Ford -- developer</li> <li>• Surrounding landowners</li> <li>• Pagosa Springs</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> <li>• Foundations</li> <li>• PROST</li> </ul>	Construction jobs for access road and parking lot.	<ul style="list-style-type: none"> <li>• Three 40 acre lots were aligned for an "L" shaped contiguous space intended for open space recreation and trails.</li> <li>• In 2012 a road and parking lot will be constructed to provide access to the space.</li> <li>• An easement agreement will be put in place for access to the lots through JR Ford's property.</li> </ul>
C-1	C-11											
R-C	R-D	R-E										
A-1	A-2											

Archuleta County Community Development Action Plan 2012

Project / Blueprint Integration	Rank	Primary Partners	Available Resources	Jobs	Expected Outcomes & Actions
25. <b>Land Use:</b> Ninety-Five Acres/Hwy 84 Property Development	High	<ul style="list-style-type: none"> <li>• <b>Archuleta County</b></li> <li>• Western Heritage</li> <li>• Fairgrounds</li> <li>• Park Ditch Company</li> <li>• Pagosa Springs</li> </ul>	<ul style="list-style-type: none"> <li>• GOCO</li> <li>• County</li> <li>• Town</li> <li>• Town Tourism Committee</li> <li>• Chamber of Commerce</li> <li>• Public / Private Partnerships</li> <li>• Developers</li> <li>• Foundations</li> <li>• GoCO</li> <li>• DoLA</li> <li>• Impact Fees</li> <li>• User Fees</li> <li>• PROST</li> </ul>	Construction jobs for the event center, and at least 2 administrative staff when completed.	<ul style="list-style-type: none"> <li>• The County acquired 95 acres along Hwy 84 between the Fairgrounds and the Road &amp; Bridge Facility in Dec. 2010.</li> <li>• Incorporate community needs and input into approved plans.</li> <li>• Develop site to protect wetlands and sky rocket?</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>• San Juan RC &amp; D</li> <li>• NRCS</li> <li>• San Juan Mountains Association</li> <li>• Dept. of Wildlife</li> <li>• CSU Extension</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</li> <li>• County</li> <li>• Chama Peak Landowner's Alliance</li> </ul>	Technician jobs for the inventory project.	<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>Public Lands:</b> Designation of Chimney Rock as a National Monument	High	<ul style="list-style-type: none"> <li>• US Legislature</li> <li>• U.S. Forest Service</li> <li>• Pagosa Springs</li> <li>• Area Native American Tribes</li> <li>• Archuleta County</li> </ul>	<ul style="list-style-type: none"> <li>• Colorado Legislative delegation</li> <li>• Tribes</li> </ul>	45 jobs indirectly related to tourism.	<ul style="list-style-type: none"> <li>• Economic benefits accruing from increased visitation to the site.</li> <li>• Respect &amp; protect this cultural, spiritual &amp; religious site.</li> </ul>
C-IV					
R-D					
A-1					

Archuleta County Community Development Action Plan 2012

Project / Blueprint Integration	Rank	Primary Partners	Available Resources	Jobs	Expected Outcomes & Actions
<b>28. 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>• US Forest Service/BLM</li> <li>• Office of Community Services/ FLC</li> <li>• Fire Protection Districts</li> <li>• Timber Industry</li> <li>• S. Ute Indian Tribe</li> <li>• Archuleta County</li> </ul>	<ul style="list-style-type: none"> <li>• County Comprehensive 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> <li>• Chama Peak Landowners Alliance</li> </ul>	Jobs in the timber industry.	<ul style="list-style-type: none"> <li>• Existing Fire Risk Mapping incorporated into Community Forest maintenance and 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 and 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>
<b>29. Parks &amp; Recreation:</b> Expand San Juan River Walk	High	<ul style="list-style-type: none"> <li>• Pagosa Springs</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>	Construction jobs to build River Walk.	<ul style="list-style-type: none"> <li>• Continuation of River Walk along the San Juan River from the southwestern Pagosa Springs boundary to the northeastern Pagosa Springs boundary.</li> </ul>
R-8					
A-3					
<b>30. Parks &amp; Recreation:</b> Complete Town-to-Lakes Trail	High	<ul style="list-style-type: none"> <li>• Archuleta County</li> <li>• Pagosa Springs</li> <li>• CDOT</li> </ul>	<ul style="list-style-type: none"> <li>• CDOT</li> <li>• Pagosa Lakes Property Assoc.</li> <li>• GoCO</li> </ul>	Construction jobs to build trail	<ul style="list-style-type: none"> <li>• Construct trail from Pagosa Lakes to downtown Pagosa Springs as part of collaborative effort.</li> <li>• Complete Town to Lakes Trail Project—West Phase Segment 1.</li> </ul>
R-8					
A-3					

Archuleta County Community Development Action Plan 2012

Project / Blueprint Integration	Rank	Primary Partners	Available Resources	Jobs	Expected Outcomes & Actions
<b>31. Parks &amp; Recreation:</b> Build Outdoor Recreation Facilities  R-8	High	<ul style="list-style-type: none"> <li>• Pagosa Springs</li> <li>• School district</li> <li>• Archuleta 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> <li>• PROST</li> </ul>	Construction jobs to build the recreation facilities.  Administrative staff position to manage facilities.	<ul style="list-style-type: none"> <li>• Provide outdoor recreation facilities (Pagosa Springs one on S. 5<sup>th</sup> St. and a County one at the 95 acres parcel) which may 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 (Pagosa Springs), multi-use shade shelter, inner-park trail system, playground, wetland education center, bathrooms, concession stand and parking.</li> </ul>
<b>32. Parks &amp; Recreation:</b> Build Indoor Recreation Center  R-8	Low	<ul style="list-style-type: none"> <li>• Pagosa Springs</li> <li>• School District 50 JT</li> <li>• Archuleta 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>	Construction jobs to build the recreation facilities.  Administrative staff position to manage facilities.	<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> </ul>
<b>33. Parks &amp; Recreation:</b> San Juan River Restoration Project	Med	<ul style="list-style-type: none"> <li>• Pagosa Springs</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>	Construction jobs to build the river features and public access points.	<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 2012

Project / Blueprint Integration	Rank	Primary Partners	Available Resources	Jobs	Expected Outcomes & Actions
34. <b>Public Safety:</b> Floodplain Standards and Protection of San Juan River and Wetlands	Med	<ul style="list-style-type: none"> <li>Archuleta County</li> <li>Pagosa Springs</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> <li>PAWSD</li> </ul>	<ul style="list-style-type: none"> <li>GoCO</li> <li>Town</li> <li>Developers</li> <li>Colorado Water Conservation Boards</li> <li>Inter Basin Compact Committee</li> </ul>	n/a	<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>Develop and implement Source Water Protection standards/guidelines for residential, commercial and oil &amp; gas development.</li> </ul>
35. <b>Public Safety:</b> Construct New Animal Adoption Center (Phase II)  R-8	Med	<ul style="list-style-type: none"> <li>Humane Society of Pagosa Springs</li> <li>Archuleta County</li> <li>Pagosa Springs</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>	Construction jobs to build the new shelter.	<ul style="list-style-type: none"> <li>Raise remaining funds and resources for constructing the adoption center.</li> <li>Construct the adoption center.</li> </ul>
36. <b>Historic Preservation:</b> Restore old Jr High School Building  A-3	Low	<ul style="list-style-type: none"> <li><b>Pagosa Springs Historic Preservation Bd.</b></li> <li>School District</li> </ul>	<ul style="list-style-type: none"> <li>Historic Structure Assessment grant</li> <li>Town</li> <li>County</li> </ul>	Undefined Construction jobs.	<ul style="list-style-type: none"> <li>Keep building for public use.</li> <li>Assess structure and determine next steps.</li> <li>Seek funding and partners for project.</li> <li>Receive local historic designation.</li> </ul>

## Archuleta County Community Development Action Plan 2012

Project / Blueprint Integration					Rank	Primary Partners	Available Resources	Jobs	Expected Outcomes & Actions																
<b>37. ECONOMIC DEVELOPMENT:</b> Explore Geothermal Electrical Power & Other Energy Uses <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%;">C-1</td> <td style="width: 25%;">C-1I</td> <td style="width: 25%;">C-1II</td> <td style="width: 25%;">C-VI</td> </tr> <tr> <td>R-C</td> <td>R-D</td> <td>R-E</td> <td>A-1</td> </tr> <tr> <td>A-2</td> <td>A-3</td> <td>A-4</td> <td>A-5</td> </tr> </table>					C-1	C-1I	C-1II	C-VI	R-C	R-D	R-E	A-1	A-2	A-3	A-4	A-5	High	<ul style="list-style-type: none"> <li>Geothermal Task Force</li> <li>Archuleta County</li> <li>Pagosa Springs</li> <li>Region 9 EDD</li> <li>Private landowners</li> </ul>	<ul style="list-style-type: none"> <li>Pagosa Verde</li> <li>Growing Spaces</li> <li>Colorado Office of Economic Development (OEDIT)</li> <li>Region 9 EDD</li> <li>Governor's Energy Office</li> <li>Southwest Organization for Sustainability</li> <li>Geothermal Task Force</li> </ul>	If feasible, electric generation will create more than 10 jobs.	<ul style="list-style-type: none"> <li>Determine how much geothermal resource is available.</li> <li>Explore feasibility of electrical power and aquaculture projects.</li> <li>Develop public/private partnerships to test additional alternative energy concepts.</li> <li>Work with OEDIT and the Governor's Energy Office to align regulatory oversight with alternative energy and sustainability initiatives.</li> </ul>				
C-1	C-1I	C-1II	C-VI																						
R-C	R-D	R-E	A-1																						
A-2	A-3	A-4	A-5																						
<b>38. Economic Development:</b> To maintain and Administer the Southwest Colorado Enterprise Zone (EZ) Boundaries <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%;">C-1</td> <td style="width: 25%;">C-1I</td> <td style="width: 25%;">C-1II</td> <td style="width: 25%;">C-VI</td> </tr> <tr> <td>R-8</td> <td>R-C</td> <td>R-D</td> <td>R-E</td> </tr> <tr> <td>A-1</td> <td>A-2</td> <td>A-3</td> <td>A-4</td> </tr> <tr> <td>A-5</td> <td></td> <td></td> <td></td> </tr> </table>					C-1	C-1I	C-1II	C-VI	R-8	R-C	R-D	R-E	A-1	A-2	A-3	A-4	A-5				High	<ul style="list-style-type: none"> <li><b>Region 9 EDD</b></li> <li>Local Accountants</li> <li>Local Businesses</li> <li>Office of Economic Development</li> <li>Pagosa Springs CDC</li> </ul>	<ul style="list-style-type: none"> <li>Region 9 EDD</li> <li>Office of Economic Development</li> <li>Pagosa Springs CDC</li> </ul>	Create 53 jobs per 2012 EZ tax credit data.	<ul style="list-style-type: none"> <li>To provide incentives for business expansion and relocation.</li> <li>Certify local organizations as EZ projects, making donors eligible for tax credits.</li> <li>Process tax certifications for eligible investments.</li> </ul>
C-1	C-1I	C-1II	C-VI																						
R-8	R-C	R-D	R-E																						
A-1	A-2	A-3	A-4																						
A-5																									
<b>39. Economic Development:</b> Support Regional & Local Economic Development Organizations <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%;">C-1</td> <td style="width: 25%;">C-1I</td> <td style="width: 25%;">C-1II</td> <td style="width: 25%;">C-VI</td> </tr> <tr> <td>R-C</td> <td>R-D</td> <td>R-E</td> <td></td> </tr> <tr> <td>A-2</td> <td>A-3</td> <td>A-4</td> <td>A-5</td> </tr> </table>					C-1	C-1I	C-1II	C-VI	R-C	R-D	R-E		A-2	A-3	A-4	A-5	High	<ul style="list-style-type: none"> <li>Pagosa Springs</li> <li>Archuleta County</li> <li>Area businesses</li> <li>Pagosa Springs CDC</li> <li>Region 9 EDD</li> </ul>	<ul style="list-style-type: none"> <li>SBDC</li> <li>USDA –RBOG</li> <li>Colorado Office of Economic Development</li> <li>Chamber</li> </ul>	Retain 1 economic development specialist job.	<ul style="list-style-type: none"> <li>Strengthen the economic development organizational presence in the region.</li> </ul>				
C-1	C-1I	C-1II	C-VI																						
R-C	R-D	R-E																							
A-2	A-3	A-4	A-5																						

### Archuleta County Community Development Action Plan 2012

Project / Blueprint Integration	Rank	Primary Partners	Available Resources	Jobs	Expected Outcomes & Actions												
<p>40. <b>Economic Development:</b> Create Airport Economic Development Plan to Capitalize on Cloman Industrial Park</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="text-align: center;">C-11</td></tr> <tr><td style="text-align: center;">R-E</td></tr> <tr><td style="text-align: center;">A-2</td></tr> </table>	C-11	R-E	A-2		<ul style="list-style-type: none"> <li>• Pagosa Springs CDC</li> </ul>	<ul style="list-style-type: none"> <li>• County</li> </ul>		<ul style="list-style-type: none"> <li>• Expand Cloman Industrial Park</li> </ul>									
C-11																	
R-E																	
A-2																	
<p>41. <b>Business Development:</b> Explore Development of Downtown Revitalization Organization</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">C-1</td> <td style="text-align: center;">C-11</td> <td></td> <td></td> </tr> <tr> <td style="text-align: center;">R-8</td> <td style="text-align: center;">R-C</td> <td style="text-align: center;">R-D</td> <td style="text-align: center;">R-E</td> </tr> <tr> <td style="text-align: center;">A-2</td> <td style="text-align: center;">A-3</td> <td style="text-align: center;">A-4</td> <td></td> </tr> </table>	C-1	C-11			R-8	R-C	R-D	R-E	A-2	A-3	A-4		High	<ul style="list-style-type: none"> <li>• <b>Pagosa Springs</b></li> <li>• Pagosa Springs CDC</li> <li>• Chamber of Commerce</li> <li>• County</li> <li>• Town Tourism Committee</li> </ul>	<ul style="list-style-type: none"> <li>• Town</li> <li>• County</li> <li>• Region 9 EDD</li> </ul>	Create 1 position.	<ul style="list-style-type: none"> <li>• Maintain and expand downtown Pagosa Springs as a major community asset and tourism attraction.</li> <li>• Retain services for locals in downtown Pagosa Springs' commercial area &amp; extend hours to accommodate tourists.</li> <li>• Target infrastructure improvements that improve downtown Pagosa Springs' character.</li> <li>• Develop or find organization to monitor business health and diversity??</li> <li>• Build off of earlier community vision's for organization's work.</li> <li>• Work to fill vacant buildings.</li> </ul>
C-1	C-11																
R-8	R-C	R-D	R-E														
A-2	A-3	A-4															

## Archuleta County Community Development Action Plan 2012

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<p><b>42. Business Development:</b> Grow &amp; Retain Existing Businesses</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%;">C-1</td> <td style="width: 25%;">C-11</td> <td style="width: 25%;">C-111</td> <td style="width: 25%;">C-V</td> </tr> <tr> <td>C-V1</td> <td></td> <td></td> <td></td> </tr> <tr> <td>R-E</td> <td>R-8</td> <td>R-C</td> <td>R-D</td> </tr> <tr> <td>A-1</td> <td>A-2</td> <td>A-4</td> <td>A-5</td> </tr> </table>	C-1	C-11	C-111	C-V	C-V1				R-E	R-8	R-C	R-D	A-1	A-2	A-4	A-5	High	<ul style="list-style-type: none"> <li>• Region 9 EDD</li> <li>• Small Business Development Center</li> <li>• Pagosa Springs</li> <li>• County</li> <li>• Pagosa Chamber</li> <li>• Private enterprise</li> <li>• Colorado Office of Economic Development</li> <li>• Pagosa Springs CDC</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> <li>• USDA – RBEG &amp; Business &amp; Industry loans</li> <li>• SBDC</li> <li>• Colorado Companies to Watch</li> </ul>	Retain at least 5,711 jobs per Region 9 Report March 2011.	<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 with direct-based jobs.</li> <li>• Implement Business Elevation Program -- an economic gardening program to support local businesses and give them the data/research they need to succeed.</li> <li>• Mentor business owners and provide needed technical assistance.</li> <li>• Create Business Recognition Program.</li> <li>• Explore creating a retail incubator, culinary incubator.</li> </ul>
C-1	C-11	C-111	C-V																		
C-V1																					
R-E	R-8	R-C	R-D																		
A-1	A-2	A-4	A-5																		
<p><b>43. Business Development:</b> Develop Investment Program(s) to keep Money Local</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 33%;">C-1</td> <td style="width: 33%;">C-11</td> <td style="width: 33%;">C-111</td> </tr> <tr> <td>R-C</td> <td>R-D</td> <td>R-E</td> </tr> <tr> <td>A-2</td> <td>A-4</td> <td>A-5</td> </tr> </table>	C-1	C-11	C-111	R-C	R-D	R-E	A-2	A-4	A-5	High	<ul style="list-style-type: none"> <li>• <b>Pagosa First</b></li> <li>• Nurturing Center</li> <li>• Be the Change</li> </ul>	<ul style="list-style-type: none"> <li>• Community members</li> <li>• Be the Change</li> <li>• Financial institutions</li> <li>• Region 9 EDD</li> <li>• SOS</li> <li>• Pagosa Springs CDC</li> </ul>	Not defined	<ul style="list-style-type: none"> <li>• Explore forming a Community Development Finance Institution (CDFI) for keeping money invested in the local community.</li> <li>• Develop a local time bank to enable non-cash exchange of time and talent – Nurturing Center.</li> <li>• Complete central on-line clearinghouse for investing in community.</li> </ul>							
C-1	C-11	C-111																			
R-C	R-D	R-E																			
A-2	A-4	A-5																			

Archuleta County Community Development Action Plan 2012

Project / Blueprint Integration	Rank	Primary Partners	Available Resources	Jobs	Expected Outcomes & Actions												
<p>44. <b>Business Expansion/ Retention:</b> Identify County Impacts/Strategies for Large Format Retail Stores</p> <table border="1"> <tr> <td>C-1</td> <td>C-11</td> <td></td> <td></td> </tr> <tr> <td>R-C</td> <td>R-E</td> <td></td> <td></td> </tr> <tr> <td>A-2</td> <td>A-3</td> <td>A-4</td> <td>A-5</td> </tr> </table>	C-1	C-11			R-C	R-E			A-2	A-3	A-4	A-5	High	<ul style="list-style-type: none"> <li>Archuleta County</li> <li>Pagosa Springs</li> <li>Pagosa Springs CDC</li> </ul>	<ul style="list-style-type: none"> <li>SBDC</li> <li>Pagosa Springs CDC</li> <li>Region 9 EDD</li> <li>Town</li> <li>County</li> <li>Planning Commission</li> </ul>	Not defined.	<ul style="list-style-type: none"> <li>Work with existing businesses to prepare for the advents of large format retail.</li> <li>Reduce sales tax leakage out of County.</li> <li>Create jobs for residents.</li> <li>Consider and identify impacts to County (pedestrian improvements, container storage, road improvements, maintenance etc.)</li> </ul>
C-1	C-11																
R-C	R-E																
A-2	A-3	A-4	A-5														
<p>45. <b>Business Expansion/ Retention:</b> Business Loan Fund (BLF)</p> <table border="1"> <tr> <td>C-1</td> <td>C-11</td> <td>C-111</td> <td>C-V1</td> </tr> <tr> <td>R-C</td> <td>R-D</td> <td>R-E</td> <td></td> </tr> <tr> <td>A-1</td> <td>A-2</td> <td>A-4</td> <td>A-5</td> </tr> </table>	C-1	C-11	C-111	C-V1	R-C	R-D	R-E		A-1	A-2	A-4	A-5	Med	<ul style="list-style-type: none"> <li><b>Region 9 EDD</b></li> <li>Pagosa Springs CDC</li> <li>Local Banks</li> <li>Colorado Office of Economic Development</li> <li>Small Business Development Center/FLC</li> </ul>	<ul style="list-style-type: none"> <li>Region 9 EDD</li> <li>CDBG Funds</li> <li>USDA -- IRP</li> </ul>	Create at least 5 jobs as measured through Region 9 loans in county each year.	<ul style="list-style-type: none"> <li>Continue to provide financial assistance to businesses in the county.</li> <li>Help businesses create and retain jobs.</li> <li>Continue to provide "gap" financing for local businesses.</li> <li>Identify Growth Companies and provide needed support.</li> </ul>
C-1	C-11	C-111	C-V1														
R-C	R-D	R-E															
A-1	A-2	A-4	A-5														
<p>46. <b>Infrastructure:</b> Expand Jail Capacity &amp; Judicial Facility</p>	Med	<ul style="list-style-type: none"> <li><b>Archuleta County</b></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>	Construction jobs during expansion and administrative jobs during operation.	<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>												

Archuleta County Community Development Action Plan 2012

Project / Blueprint Integration	Rank	Primary Partners	Available Resources	Jobs	Expected Outcomes & Actions
47. <b>Infrastructure:</b> County Administration Facility Improvement	Med	<ul style="list-style-type: none"> <li>• <b>Archuleta County</b></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>	Construction jobs during expansion and administrative jobs during operation.	<ul style="list-style-type: none"> <li>• Larger and safer facilities for Archuleta County administrative services.</li> </ul>
48. <b>Infrastructure:</b> Improve Archuleta County Fairgrounds	High	<ul style="list-style-type: none"> <li>• <b>Archuleta County</b></li> <li>• Extension Office</li> <li>• Colorado State Univ. Extension</li> <li>• Fair Board</li> <li>• Western Heritage</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> <li>• CSU</li> <li>• San Juan RC &amp; D</li> <li>•</li> </ul>	Construction jobs during expansion and administrative jobs during operation.	<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> <li>• Merge with 95 acres project.</li> </ul>
49. <b>Infrastructure:</b> Improve Reservoir Hill Infrastructure for events & Visitor Attraction	Med	<ul style="list-style-type: none"> <li>• Pagosa Springs</li> <li>• Town Tourism Committee</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Town</li> <li>• Private partners</li> <li>• State &amp; Federal funding sources</li> <li>• Pagosa Springs.CDC</li> </ul>	TBD	<ul style="list-style-type: none"> <li>• Determine which of the proposed entertainment venues for Reservoir Hill will have community support.</li> <li>• Prioritization of the variety of opportunities.</li> <li>• Increase visitor stays in the area.</li> <li>• Focus on low impact improvements that have public support such as road, trail, and amphitheatre.</li> </ul>
R-8					
A-3					

## Archuleta County Community Development Action Plan 2012

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<p><b>50. Tourism:</b> Promotion of Local and Regional Tourism and Cultural Assets</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 10%;">C-IV</td> <td colspan="3"></td> </tr> <tr> <td>R-D</td> <td style="width: 10%;">R-E</td> <td colspan="2"></td> </tr> <tr> <td>A-1</td> <td>A-2</td> <td>A-3</td> <td>A-4</td> </tr> <tr> <td>A-5</td> <td colspan="3"></td> </tr> </table>	C-IV				R-D	R-E			A-1	A-2	A-3	A-4	A-5				High	<ul style="list-style-type: none"> <li>• Pagosa Chamber</li> <li>• SW Colorado Travel Region</li> <li>• Town Tourism Committee</li> <li>• Archuleta County</li> <li>• Pagosa Springs</li> <li>• Lodgers Assoc.</li> </ul>	<ul style="list-style-type: none"> <li>• Chamber</li> <li>• Area businesses</li> <li>• Pagosa Springs</li> <li>• County</li> <li>• National Tour Operators</li> <li>• Colorado Tourism Office</li> <li>• (Need generic category for Sonora Institute)</li> </ul>	Retain at least 1,150 tourism jobs in County per Region 9 data, March 2011. Each job has multiplier of .19 per job.	<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> <li>• New Town tourism position to assist with promotion efforts.</li> <li>• Expand tourism recreation, events and opportunities into shoulder seasons.</li> <li>• Seek Scenic Byway status from Southfork to Durango and looping down around Bayfield.</li> </ul>
C-IV																					
R-D	R-E																				
A-1	A-2	A-3	A-4																		
A-5																					
<p><b>51. Work Force:</b> Local Work Force Development &amp; Retention</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 10%;">C-1</td> <td style="width: 10%;">C-V</td> <td style="width: 10%;">C-VI</td> <td colspan="2"></td> </tr> <tr> <td>R-D</td> <td>R-E</td> <td colspan="3"></td> </tr> <tr> <td>A-1</td> <td>A-2</td> <td>A-4</td> <td>A-5</td> <td></td> </tr> </table>	C-1	C-V	C-VI			R-D	R-E				A-1	A-2	A-4	A-5		High	<ul style="list-style-type: none"> <li>• <b>Archuleta County Adult Education Center</b></li> <li>• Regional School Districts &amp; Colleges</li> <li>• Southwest Workforce Board</li> <li>• Pagosa Springs CDC</li> <li>• Region 9 EDD</li> </ul>	<ul style="list-style-type: none"> <li>• Southwest Colorado Workforce Centers</li> <li>• Area businesses</li> <li>• STEM Internship Program</li> </ul>	Retain at least the 5,711 total jobs in Archuleta County per March 2011 data.	<ul style="list-style-type: none"> <li>• Expanded local work force.</li> <li>• Encourage businesses to offer competitive wages.</li> <li>• Develop business partnerships with schools.</li> <li>• Better retention of local workers in the community.</li> <li>• Provide the needed training and education services so the local workforce is better qualified to meet needs of local businesses.</li> <li>• Maintain Satellite Workforce Center office in Pagosa at least 2 days a week.</li> <li>• Seek funding for community workforce projects.</li> <li>• Increase the collaboration between workforce centers and economic development.</li> </ul>	
C-1	C-V	C-VI																			
R-D	R-E																				
A-1	A-2	A-4	A-5																		

## Archuleta County Community Development Action Plan 2012

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<b>52. Agriculture:</b> Strengthen & Support Regional Agricultural Economy				Med	<ul style="list-style-type: none"> <li>• Area farmers, growers &amp; producers</li> <li>• County Extension Agents</li> <li>• Local Businesses &amp; Entrepreneurs</li> <li>• SW Land Alliance</li> <li>• San Juan Water Conservation Dist.</li> <li>• Pagosa Springs CDC</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>• CSU Agriculture Extension Program</li> <li>• San Juan R C &amp; D</li> <li>• SOS</li> </ul>	Retain at least the current 209 county agriculture jobs per Region 9 Report.	<ul style="list-style-type: none"> <li>• Develop 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>• Sustainable Farmer's Market in County.</li> <li>• Increase awareness of Community Sustainable Agriculture and "buying local" programs.</li> </ul>				
									C-1	C-1I	C-IV	C-VI
									R-D	R-E		
									A-1	A-2	A-4	A-5



## Archuleta County Community Development Action Plan 2012

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<p><b>53. Agriculture:</b> Complete Geothermal Greenhouse Project</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%;">C-1</td> <td style="width: 25%;">C-1I</td> <td style="width: 25%;">C-V1</td> <td style="width: 25%;">C-V1</td> </tr> <tr> <td>R-D</td> <td>R-E</td> <td></td> <td></td> </tr> <tr> <td>A-1</td> <td>A-2</td> <td></td> <td></td> </tr> </table>	C-1	C-1I	C-V1	C-V1	R-D	R-E			A-1	A-2			High	<ul style="list-style-type: none"> <li>• Pagosa Springs</li> <li>• Archuleta County</li> <li>• Southwest Land Alliance</li> <li>• P.A.W.S.D.</li> <li>• Southwest Organization for Sustainability</li> <li>• </li> </ul>	<ul style="list-style-type: none"> <li>• Governor's Energy Office</li> <li>• Colorado Dept. of Agriculture</li> <li>• USDA</li> <li>• National Resource Conservation Service</li> <li>• Farm Service Agency</li> <li>• Colorado State University Agriculture Extension Program</li> <li>• NREL</li> <li>• Colorado School of Mines</li> <li>• Region 9 EDD Enterprise Zone Project</li> <li>• Pagosa Springs CDC</li> <li>• Geothermal Task Force</li> </ul>	<p>Potential to create 3 to 5 jobs.</p> <p>Construction jobs during construction of the greenhouse and an administrative position during operation.</p>	<ul style="list-style-type: none"> <li>• Receive 501 (c) 3 IRS status.</li> <li>• Develop a community greenhouse project that demonstrates the use of alternative energy (geothermal) and using heat for greenhouse operations.</li> <li>• Look at sustainable practices, including geothermal, solar composting, recycling and water reuse technologies.</li> <li>• Serve as an economic driver in community.</li> <li>• Serve as tourist attraction.</li> <li>• Provide locally-grown food.</li> <li>• Provide educational opportunities.</li> </ul>
C-1	C-1I	C-V1	C-V1														
R-D	R-E																
A-1	A-2																

## Archuleta County Community Development Action Plan 2012

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<b>54. Housing:</b> Affordable Housing Advocacy  R-8 A-5	Med	<ul style="list-style-type: none"> <li>• Habitat for Humanity Archuleta County</li> <li>• HUD</li> <li>• Housing Solutions</li> <li>• Pagosa Springs</li> <li>• Archuleta County</li> <li>• Archuleta Housing Corporation</li> <li>• PSAAR</li> <li>• Pagosa Springs CDC</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>	Retain residents in the county.	<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 service collaboration between housing providers.</li> <li>• Encourage collaboration between all housing providers and work to educate the community about affordable housing issues.</li> <li>• Education on available programs and assistance.</li> <li>• Review and potentially update Housing Plan. (Greg to check this one.)</li> </ul>
<b>55. Housing:</b> Improvement of Existing Substandard and Senior Housing  R-8 A-4	High	<ul style="list-style-type: none"> <li>• Archuleta County</li> <li>• Pagosa Springs</li> <li>• Archuleta Housing Authority</li> <li>• Habitat of Humanity for Archuleta County</li> </ul>	<ul style="list-style-type: none"> <li>• Housing Solutions</li> <li>• USDA</li> <li>• CDBG</li> <li>• 4-CORE</li> </ul>	Weatherization services will require several technicians.	<ul style="list-style-type: none"> <li>• Strive to 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> <li>• Improve substandard housing through weatherization services.</li> <li>• Reconstructed CASA roof.</li> </ul>

Signed by:   
 Chair, Archuleta County Board of Commissioners

Date: July 3, 2012