



Archuleta County Development Services Department
ARCHULETA COUNTY PLANNING COMMISSION AGENDA
County Commissioners Meeting Room, 398 Lewis Street
Public is welcome and encouraged to attend.

REGULAR PLANNING COMMISSION MEETING FOR SEPTEMBER 28, 2016, 6:00 PM

ROLL CALL

CONSENT:

Approval Of Minutes

Regular Meeting August 10, 2016 Regular Meeting August 24, 2016 Regular Meeting
September 14, 2016

Documents:

[MINUTES_SIGNIN-081016 DRAFT.PDF](#)

[MINUTES_SIGNIN-082416 DRAFT.PDF](#)

[MINUTES_091416 DRAFT.PDF](#)

OLD BUSINESS:

NEW BUSINESS:

Discussion On Community Plan - Economic Development And Housing

Laura Lewis Marchino, CEcD; Deputy Director, [REGION 9 EDD](#)

Jason Cox, Riff Raff Brewing and President of [PAGOSA SPRINGS COMMUNITY
DEVELOPMENT CORPORATION](#)

Documents:

[REGION9_CEDS CH3 - ARCHULETA COUNTY UPDATE 2016.PDF](#)

REPORTS, ANNOUNCEMENTS:

NEXT MEETING: October 26, 2016

ADJOURN

Work Session On Community Plan (As Time Allows)

Please Note: Agenda items may change order during the meeting; it is strongly recommended to attend the meeting at the start time indicated.



Archuleta County Development Services Department
ARCHULETA COUNTY PLANNING COMMISSION MINUTES

Archuleta County Planning Commission Minutes, Regular Meeting August 10, 2016

The Archuleta County Planning Commission held a meeting on Wednesday, August 10, 2016, at 6:00 PM at the Archuleta County Commissioners Meeting Room, 398 Lewis Street, Pagosa Springs, Colorado. Chairman Frederick called the meeting to order.

Commissioners in attendance:

Michael Frederick and David Parker. Betty Shahan had called with a last-minute conflict. Commissioners Anita Hooton and Peter Adams had announced at the last meeting they would not be in attendance. There was no quorum and no official business transacted.

Staff in Attendance:

John Shepard, AICP, Planning Manager; and Sherrie Vick, Planning Tech

Public in Attendance:

Mike Stoll for the Humane Society and several others, see attached sign-in sheet.

Chairman Frederick stated the items on the agenda would be continued to the August 24th meeting due to no quorum being present, but discussion and public comment would be allowed.

Consent:

Approval of Minutes for June 22, 2016, was continued to the August 24th meeting.

Old Business:

Discussion regarding Table 5: Animal Regulations

Staff presented information in response to a property owner request to consider allowing domestic fowl (i.e. backyard chickens, excluding roosters) in the Residential (R) zone.

Mr. Shepard summarized previous discussion that the Residential zone had the smallest lot size, so it would be best to restrict livestock to no more than 4 hens, no roosters or larger animals in this zone due to the fact that homes were much closer. Mr. Shepard presented a new table layout that showed all the context of Table 5. Chairman Frederick directed Mr. Shepard to include new Table 5 with the other changes the Commission was reviewing.

Chairman Frederick opened public comment for this item at 6:08 PM. Jim Whatley, 1623 W HWY 160, commented that the limit should be raised from 4 to 6 laying hens, most people have 6 to produce eggs. Mr. Shepard was asked if that would be possible. Mr. Shepard replied the counties that have chickens in small-lot residential zones typically only allow four.

Chairman Frederick closed public comment and stated this item would be continued to the August 24, 2016, meeting at 6:00 PM.

Continuation of Public Hearing on Proposed Amendments to the Archuleta County Land Use Regulations

Continuation of Public Hearing from regular meeting on July 27, 2016, for consideration of proposed text amendments and recommendation to Board of County Commissioners. Staff revisions and information in response to comments were provided for discussion.

Chairman Frederick opened public comment at 6:13 PM.

Paul Ashley, 18910 Mill Creek Rd, asked when the regulations would take effect. The State's new regulations for Caregivers take effect January 1, 2017; would the County's be before that? Mr. Shepard responded that the Board of County Commissioners would set an effective date. Mr. Shepard also stated

that since March of 2015, the Land Use Regulations require that any marijuana operation needs a Land Use Permit. Mr. Ashley stated the Administration Office and the Sheriff's Office are not informing people.

Andrew Rowland, 231 Crestview, stated that medical physicians on the state board set the 99 plant limit and the County should not limit that. Mr. Rowland offered to provide medical information on the reasoning for 99 plants.

Chris Blas, 276 South 10th Street, provided a document to the Chairman and asked that it be given to the rest of the members, which showed the State's regulations and other counties' regulations. Mr. Blas expressed concern with the time line of adoption. Mr. Shepard explained how the notice and meeting schedule worked. Mr. Blas addressed enforcement capability and staffing. The County benefits financially from marijuana besides taxation and fees from commercial cultivation. The Chair noted that the regulations under consideration are not for commercial growers. Mr. Blas discussed commercial benefits from larger individual growers and cost of purchasing from a licensed facility. Mr. Blas summarized Fremont County's ordinance, and Mr. Shepard compared the ordinance to the current proposal. Mr. Blas challenged restrictions on plant counts and growing outdoors. The Chair discussed these concerns, while also noting concerns raised by some neighbors of existing operations. Mr. Blas suggested higher plant counts on larger parcels 10 acres or more, and stated that Archuleta County should not regulate more than State law.

Mike Lewis, PO Box 1358, wanted to address 2 things. A medical board decided the plant count the State adopts. The State Marijuana Regulatory Commission has been in Archuleta County inspecting Caregivers, why should the County restrict and add regulations?

Jim Whatley, 1623 W HWY 160, growing outdoors is more environmentally friendly and cost effective. Indoor growing increases costs, would not be able to afford the medicine he needs to be able to work.

Chris Patane, 755 Squaw Valley Pl, requested that no Land Use Permit be required because the State is monitoring people now. Mr. Shepard clarified that new provisions would only require a Land Use Permit for Caregivers. Mr. Patane stated that 36 plants doesn't take up that much space.

Chairman Frederick closed public comment at 7:09 PM and directed Mr. Shepard to contact the State inspectors for more information. Mr. Shepard reviewed edits to the amendments to help clarify concerns or comments from the Commissioners, and reviewed previous work sessions on this topic in February, March and April.

New Business:

Humane Society CUP Amendment, in Section 9, T35N R2W NMPM, at 465 Cloman Blvd, was continued to the August 24th meeting.

Reports and Announcements:

Mr. Shepard shared discussions on affordable housing, edits on the community plan and having speakers on economic development and housing.

Next Meeting: August 24, 2016

Consider changing scheduled meetings: was continued to the August 24th meeting.

- Add Policy Meeting on 9/14/16
- Remove Policy Meeting on 10/12/16

Adjourn: Chairman Frederick closed the meeting at 7:25 pm.

Approved this day of , 2016

Sherrie Vick
Planning Technician

Michael Frederick
Chairman



Archuleta County Development Services Department
ARCHULETA COUNTY PLANNING COMMISSION MINUTES

Archuleta County Planning Commission Minutes, Regular Meeting August 24, 2016

The Archuleta County Planning Commission held a meeting on Wednesday, August 24, 2016, at 6:00 PM at the Archuleta County Commissioners Meeting Room, 398 Lewis Street, Pagosa Springs, Colorado. Chairman Frederick called the meeting to order at 6 PM.

Commissioners in attendance:

Michael Frederick, David Parker, Anita Hooton, Betty Shahan, and Peter Adams

Staff in Attendance:

John Shepard, AICP, Planning Manager. and Sherrie Vick, Planning Tech

Public in Attendance:

Mike Stoll for the Human Society and several others see attached sign in sheet.

Consent:

Minutes for June 22, 2016. Commissioner Parker made a motion that the minutes be approved with stated corrections, Commissioner Hooton seconded. Vote 4-0.

Minutes for July 27, 2016. Commissioner Hooton made a motion that the minutes be approved with stated corrections, Commissioner Adams seconded. Vote 4-0.

Old Business:

Humane Society CUP Amendment, in Section 9, T35N R2W NMPM, at 465 Cloman Blvd

Humane Society of Pagosa Springs, represented by Steve Schwartz, Spectrum Construction; applied for a Minor Amendment to their Conditional Use Permit (CUP), approved in 2007, to add an accessory structure (PLN16-073). Applicant's property is described as the N $\frac{1}{2}$ NE $\frac{1}{4}$ NE $\frac{1}{4}$ SW $\frac{1}{4}$, N $\frac{1}{2}$ S $\frac{1}{2}$ NE $\frac{1}{4}$ NE $\frac{1}{4}$ SW $\frac{1}{4}$, N $\frac{1}{2}$ SE $\frac{1}{4}$ NW $\frac{1}{4}$ NE $\frac{1}{4}$ SW $\frac{1}{4}$, and NE $\frac{1}{4}$ NW $\frac{1}{4}$ NE $\frac{1}{4}$ SW $\frac{1}{4}$, all in S9, T35N R2W NMPM, located at 465 Cloman Blvd. Applicant also made a concurrent request for Variances from Development Standards which were approved separately by the Board of Adjustment (PLN16-074).

Two questions were before the Planning Commission: 1. Does the application qualify as a Minor Amendment to a Conditional Use Permit? 2. Does the application meet the development standards of the *Archuleta County Land Use Regulations*? A Conditional Use Permit (CUP) was approved in 2007 for the Humane Society Animal Shelter, a Conditional Use in the Agricultural Estate (AE) zone. When the current shelter was built, three storage sheds and an outdoor pet cremator were moved from the old site on Paws Court to the new location on Cloman Blvd. The proposed project will replace the three wooden sheds with a new metal building that will house a new, modern indoor pet crematorium, in addition to improved storage space.

Applicant discussed justification of the request in their narrative. The new building will replace existing equipment and buildings, so there will be no new impacts. The pet cremator is an important community service, and the new equipment will be more efficient, eliminating occasional smoke and odor. Colorado Dept. of Public Health (CDPHE) has also approved the required air quality permit.

The staff report recommended: Should the Planning Commission accept that Applicants have provided sufficient evidence in support of their proposal, staff recommends the Planning Commission find that:

- a. The application meets the review criteria for a Minor Amendment to a Conditional Use Permit in Section 3.2.3.7 of the Archuleta County Land Use Regulations, and
- b. The application meets the required findings for a Conditional Use Permit in Section 3.2.3.5 of the Archuleta County Land Use Regulations, and

That the Planning Commission approves the Humane Society CUP Amendment, in Section 9, T35N R2W NMPM, at 465 Cloman Blvd., with no conditions.

Mr. Mike Stoll, Director of the Humane Society of Pagosa Springs, explained that the old crematorium was beyond repair and the new one would be better for the environment and housed indoors. The new building would replace three old sheds and house the crematorium.

Commissioner Hooton moved to approve the request for the Humane Society CUP Amendment, with Findings A and B of the staff report and no conditions, Commissioner Parker seconded. Vote 4-0.

Continuation of Public Hearing on Proposed Amendments to the Archuleta County Land Use Regulations

Continuation of Public Hearing from regular meeting on July 27, 2016, and August 10, 2016, for consideration of proposed text amendments and recommendation to Board of County Commissioners. Staff revisions and information in response to comments were provided for discussion.

Mr. Shepard reviewed the process of how the proposed changes to the Land Use Regulations presented for this meeting came to this final draft. Mr. Shepard also reviewed information from the State that the Chairman requested at the last meeting, regarding inspections and licensed Caregivers. He was unable to contact anybody at the State doing local inspections of Caregivers.

Chairman Frederick recapped two issues that had come up in the public hearings. First, testimony was given that the State allows outdoor cultivation behind fences. The second issue was the plant count. The base count for Caregivers is 36 plants, but 99 plants are allowed with an extended plant count prescription. The Chairman asked about setting limits based on parcel size. Mr. Shepard noted that of the counties he looked at, only one limited by parcel size and that would make enforcement more difficult. Chairman Frederick asked for confirmation that the State Regulations for the 99 plant count were effective January 1, 2017. Mr. Shepard confirmed and pointed out the addition of the resolution for the adoption of the Land Use changes and a date could be suggested at this time for County adoption.

Chairman Frederick opened public comment at 6:21 pm.

Andy Rowland, 231 Crestview Dr., pointed out that more regulations would cost more to enforce, a need for lower cost providers is how the Caregivers got started, and the regulations should reflex the majority's wishes. Mr. Rowland ask that the regulations not be adopted in their current form but reconsider how Fremont County did their regulations. Commissioner Adams asked why someone would need more than 6 plants. Mr. Rowland explained that many people that use marijuana as a medical product make the plants into creams and oils which takes more plants and that is why doctors prescribe larger plant counts. Commissioner Adams also asked Mr. Shepard if this would allow processing. Mr. Shepard stated that, at this time, the regulations are only addressing cultivation and processing is not addressed.

Steven Keno, 1020 Hurt Dr., stated the county doesn't need more regulations and these regulations are not constitutional.

Chris Blas, 276 S. 10th, voiced his ongoing concerns about restricting beyond the stated 99 plants. Also, he pointed out that outdoor cultivation should be allowed and provided statistics on the use of electricity. 74% of electricity is generated by burning coal. Alternative sources is 3.2% and requiring indoor growing creates a large impact on natural resources and increases the cost of production exponentially. Outdoor cultivation is more environmentally friendly and efficient. Commissioner Hooton asked how they provide for year-round supply when the growing season is only 180 days or so. Mr. Blas explained that would happen in a green house where the temperature is controlled but it still uses the sun for its light source and there would be a smaller amount of supplemental light required. Enforcement would not be practical for any number less then the 99 plant count since the Sheriff's officers don't enforce the land use codes.

Jeff Jones, 160 Oakwood Cir., stated the regulations refer to non-commercial grows, which is caregivers and persons with a medical card. The number of plants that are prescribed is set by a doctor and meets the needs of the patient. If the regulation restricts the number of plants that can be grown it puts a hardship on how the plants are cultivated. The restriction would prevent people from meeting their prescribed need.

Chairman Frederick closed the public comment at 6:51 pm. The Chair then made comments regarding some terms needing be clarified, and asked for questions or comments. Commissioner Hooton asked for clarification on indoor vs outdoor growing and security. Would a greenhouse be considered indoor? It



**Archuleta County Development Services Department
ARCHULETA COUNTY PLANNING COMMISSION MINUTES**

Archuleta County Planning Commission Minutes, Regular Meeting September 14, 2016

The Archuleta County Planning Commission held a meeting on Wednesday, September 14, 2016, at 6:00 PM at the Archuleta County Commissioners Meeting Room, 398 Lewis Street, Pagosa Springs, Colorado. Chairman Frederick called the meeting to order.

Commissioners in attendance:

Michael Frederick, Anita Hooton, and Betty Shahan. Commissioner Peter Adams arrived at 6:15 from an Affordable Housing committee meeting. David Parker was excused.

Staff in Attendance:

John Shepard, AICP, Planning Manager.

Public in Attendance:

Marshall Dunham, Pagosa Sun; Bill Hudson, and Rod Proffitt.

Old Business:

None

New Business:

Chairman Frederick re-ordered the agenda to discuss the Community Plan first, since there were members of the public in attendance for that topic.

DISCUSSION ITEM: Review and Update of the Archuleta County Community Plan

Chairman Frederick introduced the item, noting that the Planning Commission has discussed the plan as time has allowed over the last year. John Shepard then reviewed those discussions since July 2015, and gave an overview of proposed edits and clarifications including restructuring the document to be more useful. Existing chapters would be rearranged and consolidated into four parts and an Appendix. The Planning Commission intends to make the plan more user-friendly, but does not expect to make major policy changes at this time.

Part I will be an Executive Summary in Introduction, and Part II: Natural Environment. Mr. Shepard reviewed potential changes to Chapter 2, to be titled Natural Resources and Hazards. Information on conservation easements needs to be updated. Chapter 3 Community Character builds on the existing chapter, with text from the 1990 Master Plan brought back to provide historic context. Existing Chapter 4 Appearance and Sound of the Build Environment could be folded into Chapter 3.

Part III will cover Built Environment, with Chapter 4 Economic Development and Housing and Chapter 5 Transportation and Public Facilities. As review goes forward, these chapters could be split back out if necessary. Previously, the Commission had discussed demographic and economic statistics, and Mr. Shepard reviewed updated data and projections from the State Demography Office and Headwaters Economics. Members expressed some skepticism of optimistic population and housing projections.

The existing Plan's chapter on housing is short, with just one policy statement. Commissioner Adams reported on Town of Pagosa Springs' Planning Commission's recent efforts to encourage more affordable housing. The Town Planning Commission had proposed allowing the typical lot of 50'x150' to be further split for single-family development, so a developer could split a lot into two in the R-12, or into three in the R-18 zones. The Town is embarking on an update to their Comprehensive Plan, and the firm selected for that effort may be consulted prior to formal adoption of the proposal.

Commissioner Adams reported on the *ad hoc* Affordable Housing workgroup that has been meeting recently, and will be making recommendations to the Town Council and Board of County Commissioners. There is concern the cost of housing is making it difficult to recruit employees, and restricts' existing

residents ability to move within the community. There are also concerns about the relative costs of building uptown compared to downtown. The workgroup has looked at the type of deed-restricted affordable housing program in place in Summit County, as an idea. Mr. Shepard noted that there have been no new multi-family building permits (except duplexes) in the County since 2007, and no new apartments since 2003. Commissioner Adams noted the workgroup was looking where there is existing infrastructure, but also where fees might be reduced for affordable housing.

The Chairman stated the Housing chapter in the Community Plan does need to be extended. Commissioner Hooton suggested adding action items in this case. Affordability is an issue, but it also creates wage pressure in the community. Chairman Frederick discussed projections for growth among people who *need* services and people who *provide* services, as the overall population ages.

Chairman Frederick opened the floor for public comments. Bill Hudson noted that there has been a lot of talk about the Town, because of where the infrastructure exists, but we also need to talk about HOAs and neighborhoods like Aspen Springs. Rod Proffitt explained that he had experience with this sort of plan revision about every 5-6 years throughout his career. There needs to be public buy-in for the plan to be successful. Infrastructure is key, but the existing plan's urban service areas didn't work. Also the Land Use Regulations were drafted for incentive zoning, rather than inclusionary zoning, and aren't working as well as they could.

Discussion on economic development and housing will continue at the next meeting, with representatives of Region 9 and the Pagosa CDC.

DISCUSSION ITEM: Archuleta County Land Use Regulations Review Amendment Process

Chairman Frederick reviewed the process Staff and the Planning Commission took to consider the Board of County Commissioner's request to review non-commercial marijuana cultivation and proposed amendments to the Land Use Regulations. Mr. Shepard reported that the Board decided to take up the proposal and has advertised a public hearing on October 4th.

Reports and Announcements:

Mr. Shepard passed on a notice from the US Forest Service regarding a proposed project at Wolf Creek Ski Area in Mineral County. The Chair noted he would not be at the next two meetings.

Next Meeting:

Regular Meeting September 28, 2016, 6 PM.

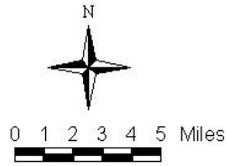
Adjourn: Commissioner Hooton moved to adjourn the meeting, Commissioner Adams seconded. Meeting adjourned at 8:15 PM.

Approved this day of , 2016

John C. Shepard, AICP
Planning Manager

Michael Frederick
Chairman

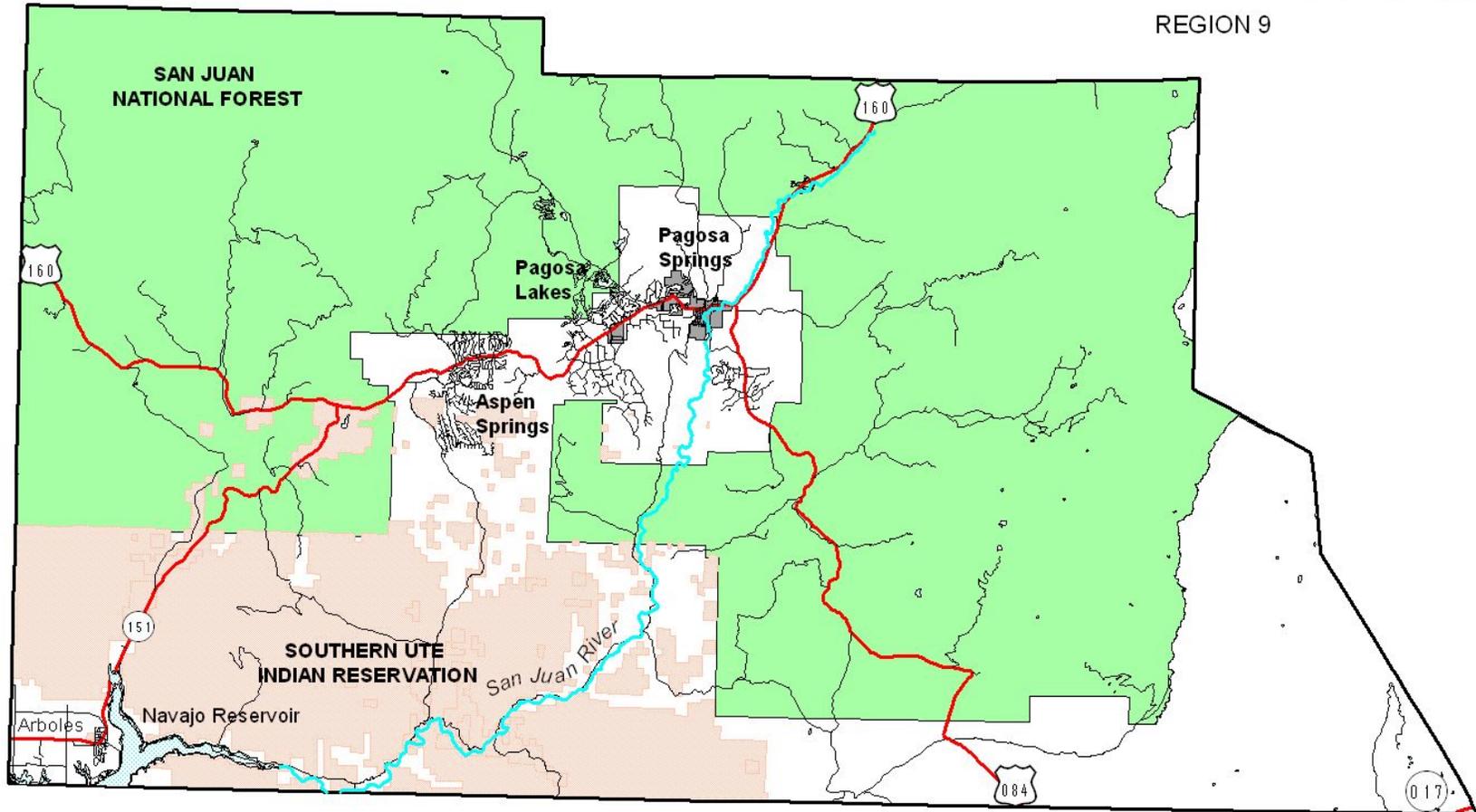
MAP OF ARCHULETA COUNTY



- Land Area - 867,263 acres (1,355 sq. miles)
- Private Lands- 270,660 acres (31%)
- San Juan National Forest- 421,497 acres (49%)
- Southern Ute Tribal Lands- 125,706 acres (14%)



REGION 9



3. ARCHULETA COUNTY

TABLE OF CONTENTS

| | |
|---|----|
| CEDS DEDICATION..... | 1 |
| WHAT IS A COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY?..... | 2 |
| KEY HIGHLIGHTS AND PRIORITY ECONOMIC GOALS..... | 3 |
| STRATEGIC PLANNING | 4 |
| SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis..... | 4 |
| Strengths..... | 4 |
| Weaknesses | 5 |
| Opportunities..... | 6 |
| Threats | 7 |
| RESILIENCY INITIATIVES..... | 7 |
| STRATEGIC DIRECTION – Archuleta County Goals, Objectives and Actions..... | 8 |
| Community Values..... | 11 |
| CDAP Project Ranking Summary | 11 |
| EVALUATION FRAMEWORK | 12 |
| Performance Measures..... | 12 |
| 1. CDAP Project Completion 2001 - 2014..... | 12 |
| 2. Enterprise Zone Annual Report..... | 13 |
| 3. Archuleta County compared to the State of Colorado..... | 14 |
| SUMMARY BACKGROUND | 15 |
| History..... | 15 |
| Archuleta County Government..... | 16 |
| Infrastructure and Services..... | 17 |
| Demographics | 18 |
| Snapshot of the Local Economy..... | 18 |
| Unemployment Rates | 18 |
| Economic Trends..... | 19 |
| Employment Sector Trends 2001 - 2014..... | 19 |
| 2014 Employment Snapshot..... | 20 |
| Livable Wages | 21 |
| Per Capita Income..... | 21 |
| Total Personal Income | 21 |
| Total Personal Income Trends 1970 - 2014..... | 22 |
| Commuting..... | 23 |
| COMMUNITY DEVELOPMENT ACTION PLAN | 24 |

CEDS DEDICATION

Ed Morlan is retiring from Region 9 EDD in 2016 after 27 years as Executive Director. Ed's accomplishments are too long to list but include: five terms as a Bayfield Town Board member, recipient of the Economic Development Council of Colorado's Economic Development Achievement Award, is a Leadership High



School La Plata founder, served on the Colorado PTAC founding Board of Directors and is a recipient of the Leadership La Plata Barbara Conrad Award. It goes without saying that he is well respected by his staff and peers throughout the State. During Morlan's tenure, Region 9 developed a Growth Company Initiative to assist emerging growth companies; assisted the Town of Silverton devastated by huge layoffs due to the closure of local mines; launched economic development offices in each county; spearheaded improvements to the region's telecommunication infrastructure; and assisted the Durango/Silverton Narrow Gauge Railroad survive the wildfires of 2002. Under his leadership the loan fund has dispersed over \$22 million dollars to area businesses. He resides in Bayfield with his wife Jackie.

This is the fifth, 5 year update of our region's Comprehensive Economic Development Strategy (CEDs) that I have participated in during my twenty-seven year career with Region 9. The process and the product have come a long way over that time. It is fulfilling that the value and use of the CEDs has evolved as it has.

I would like to dedicate this publication to, and thank all the people and agencies who have contributed their time, funding, energy and interest to assist Region 9 in achieving the goal of being an effective Economic Development District. A special note of appreciation to Laura Marchino, Deputy Director of Region 9 EDD, and Donna Graves of Information Services, who took all the input and information from a multitude of sources and created this superlative publication.

The primary funding for the Comprehensive Economic Development Strategy (CEDs) comes from an Economic Development Administration (EDA) Planning and Technical Assistance grant. While the funding and EDA guidelines help the Region 9 staff and consultants provide the framework for the CEDs, it is the local citizens and elected officials that fill in the detail. This is your plan. Public input into the process was facilitated by the county economic development organizations and local governments. In addition, the CEDs was incorporated into the State's Blueprint planning process, integrating rather than overlapping.

A primary intent of the document is to provide a detailed analysis of historical socio-economic trends along with a current inventory of public infrastructure needs, strengths, weaknesses, opportunities and threats; enabling decision makers to plan strategies and actions in an informed context. The Community Development Action Plan (CDAP) component of the CEDs identifies specific projects targeted for accomplishments in the next two years. The CDAPs have become essential in each county as a roadmap for community development. A secondary intent of the CEDs is to be a vital resource of community information to those seeking grant funding. The Healthy Community Index has expanded the scope of community data to complement the CEDs.

I hope you find this 2016 update of the region's Comprehensive Economic Development Strategy to be a useful and valuable document.

Sincerely,

A handwritten signature in blue ink that reads "Ed Morlan".

Ed Morlan, Executive Director

WHAT IS A COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY?

A Comprehensive Economic Development Strategy (CEDS) is the result of a local planning process designed to guide the economic growth of an area. In July of 1995, the Region 9 Economic Development District of Southwest Colorado (Region 9) launched southwest Colorado's initial CEDS process by offering county-level data, a strategic planning component with visions, goals, and specific strategies for reaching those goals, and identified community projects.

The purpose of the CEDS is to create direction for retaining and creating better paying jobs, fostering stable and more diversified economies, as well as maintaining and improving the quality of life in southwest Colorado, which includes the five counties of Archuleta, Dolores, La Plata, Montezuma and San Juan, plus the Southern Ute and Ute Mountain Ute Indian Tribes. This CEDS planning process provides an opportunity for economic developers, key community stakeholders, and the community at large, to unite behind a vision that works towards long-term economic resilience and sustainability, while protecting the natural and social assets that make the region distinct and attractive. The process, and the resulting CEDS document, is useful for everyone who desires to understand their local economy and work to improve the community in which they live.

The full CEDS is updated every five years; this 2016 document is the fifth full edition. Community Development Action Plans (CDAPs), which are the lists of identified projects, are updated on a two-year cycle. Annual CEDS Progress Reports are also submitted to the Economic Development Administration (EDA).

While the document is a product of Region 9, and is required to qualify for Economic Development Administration (EDA) assistance, the CEDS document is meant to be a working plan for all local governments, community entities and respective economic development organizations. A list of organizations that partner with Region 9 to provide economic resources and services can be found in [Appendix A](#). An acknowledgement of participants and contributors to the CEDS process is located in [Appendix B](#). Region 9 also works to disseminate the CEDS information to state, local, and regional organizations.

This CEDS information is a result of public input, meetings, personal interviews, surveys, a systematic review of draft documents, and active feedback from the EDA. The process was enhanced by the [Colorado Blueprint](#), a statewide strategy to spur Colorado's economy, help businesses grow and attract new jobs to the state. This strategy was developed through a bottom-up process and focuses on growth in key industries across all regions. The **Blueprint** has given Colorado a framework to build a comprehensive economic development plan that aligns existing efforts and identifies opportunities for growth and focused investments. This CEDS builds upon that Initiative, specifically by:

- Summarizing the economic conditions of each county in Region 9 and putting local economic development interests in a regional and international context.
- Identifying viable economic development projects and initiatives.
- Facilitating eligibility for federal and state economic development funding.
- Developing goals and strategies for implementing economic development projects and initiatives, and
- Identifying and recognizing trends, either positive or negative as they occur.

KEY HIGHLIGHTS AND PRIORITY ECONOMIC GOALS

“Archuleta County will promote community values and quality of life for our residents. We will retain, grow and support our local businesses, and encourage a diverse economic base. Our mission is to enhance the quality of life for the citizens of Pagosa Springs and Archuleta County by creating jobs; encouraging new capital investment; and creating a business friendly community. In addition, the Pagosa Springs Community Development Corporation (PSCDC) will work closely with existing businesses in order to maximize their profitability and sustainability.”

– Economic vision and mission from the Pagosa Springs Community Development Corporation.

Archuleta County and the Town of Pagosa Springs have identified a number of strategic priorities. These include:

- expansion of broadband capacity
- early childcare and education facilities and programs
- availability of affordable housing
- increasing the vitality of the downtown Pagosa Springs area, and
- diversification of the economic base.

The expansion of broadband is crucial for furthering Archuleta County’s economic and educational growth. Areas without adequate broadband capacity have fewer opportunities for businesses to start, grow and succeed, and are less desirable places to live for employees and families. Although Archuleta County participated in the 2010 Southwest Colorado Access Network (SCAN) Project in which some of its anchor institutions were connected to a fiber backbone¹, only 22% of households in the County are served by advanced telecommunications capability. A new regional broadband planning project sponsored by the Southwest Colorado Council of Governments (SWCCOG) is currently underway, with completion anticipated by August 2016. The resulting plan will guide activities to bring internet access to every home.

Early childhood education (ECE) is also a concern. The lack of quality early childhood care and preschool education has been identified as one of their strategic priorities in which to focus resources. The demand for childcare outweighs the supply with only 223 licensed child care slots available for the 0-5 age range, but an estimated 553 children in that age range in 2016. There are also only three preschool facilities serving the entire community, those are filled to capacity with long waiting lists. Data supports that early childhood education in a child's most formative years will increase high school graduation rates, improve performance on standardized tests, and reduce both grade repetition and the number of children placed in special education. Early childhood education also preemptively closes the educational achievement gap between low and high-income students before formal schooling begins. Efforts to work on this issue are underway with a newly hired coordinator to identify solutions along with a broad-based group of key community stakeholders.

The lack of work force housing stymies economic growth and diversity when businesses cannot recruit employees because there is no place for them and their families to live. Rising rents, simultaneous increases in vacation rentals by owners and decreases in long-term rentals, a lack of low price housing stock and low wages have been identified as factors contributing to a perceived housing crisis. Housing experts agree that ideally a family should not spend more than one-third of their income on housing costs. Wages and employment is highly dependant on generally low paying service sector jobs (42% of employment and 33% of employment income). Many (12%) of the jobs in Archuleta County are in accommodation and food services, with an average annual wage of \$15,966. This is only 68% of the estimated livable wage (\$23,640) for one adult. A housing workgroup has been exploring options for potential solutions.

¹ [http://www.scan.org/uploads/DOLA_EIAF_6823 - SCAN Project Final Report 27 May 2014.pdf](http://www.scan.org/uploads/DOLA_EIAF_6823_-_SCAN_Project_Final_Report_27_May_2014.pdf)

Improving the Pagosa Springs downtown infrastructure, streetscape and mix of businesses will revive and reinvigorate the downtown core and supporting businesses. Maximizing the San Juan Riverwalk area, and associated parks, as a recreation area and hub of events for both tourists and locals will increase the desirability of downtown as a tourist and shopping destination.

Diversification of the economic base is an overarching goal in Archuleta County. The extraction of natural resources (such as ranching, mineral production, lumber and recreational attractions), supported Archuleta County up to the mid - to - late 1970s. In 1970, manufacturing (primarily wood products) provided 30% of the county's total work income and generated \$7.4 million in earnings. Over the next 20 years manufacturing jobs decreased, due primarily to the decline of the timber industry. In 2015 manufacturing jobs accounted for 2% of total employment. More recently, beetle killed pines and wildfire risks have presented opportunities for use of biomass from dead trees as a power plant fuel as well as material for manufactured wood products. Geothermal resources are also seen as a potential catalyst for economic diversification and job creation.

STRATEGIC PLANNING

SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis

The starting point for a credible economic development strategic plan is a SWOT analysis. By working with Archuleta County stakeholders the following was identified:

Strengths

Atmosphere/Ambience

- Casual, family, healing, equestrian, small town, ranching, active
- Pedestrian-friendly historic downtown
- Tourism assets
- Attractive communities and quality of life
- Green energy mentality with leading innovators in geothermal, biomass and solar
- Entrepreneurial culture

Amenities

- Community center
- Historic modernized movie theater
- Center for the arts
- Public library
- Hospital
- Publicly owned general aviation airport
- Brewpubs & restaurants
- Large conventional grocery stores and small organic grocery stores
- Wal-Mart
- Outdoor sporting goods stores
- Proximity to ski areas, national parks, narrow gauge railroads and scenic byways

Physical Attributes

- Geothermal hot springs
- Wide array of recreational opportunities
- Vast public lands
- San Juan River
- Climate
- San Juan Mountains and largest roadless wilderness areas in Colorado
- Chimney Rock National Monument
- Navajo Lake State Park

Economic

- Cost of living compared to other resort communities
- Small business entrepreneurialism
- Renewable energy potential
- Strong rapidly growing health care facility
- A “Fly to Community” as well as “Drive To Community”
- Large influx of capital from tourism and second home owners
- Quality school system

Socio-Cultural/Population

- Educated population
- Cultural diversity
- Multi-faceted demographics including retirees, second homeowners and young families
- Strong volunteerism in philanthropic and civic organizations
- Social support for aging population
- Strong/growing arts and culture

Weaknesses

Economic/Marketing

- Underemployment
- Workforce housing availability
- Access to markets
- Transportation network including commercial air transportation
- Lack of skilled work force
- Lack of higher paying jobs
- Lack of diverse economy
- Marketing of community
- Special event coordination
- Geographic isolation of community

Socio-Cultural

- Impacts from aging population and second homeowners
- Lack of activities/programs for youth
- Poverty
- Childcare demands outpace availability
- Old guard versus newcomers

Facilities

- Higher education
- Commercial service airport
- Lack of conferencing facilities
- Lack of childcare facilities

Infrastructure

- Water supply/distribution/waste costs
- Electricity interruptions
- Rough non-paved and paved roads
- Lack of consistent high-bandwidth broadband

Opportunities

Economic

- Adding value to existing businesses
- Diversification of economy
- Tourism development
- More events, especially sports/recreation
- Expansion of hotels to include conferencing facilities
- Marketing/development of adventure and motorized sports
- Small technical support call centers
- Available commercial land and buildings
- Growing population
- Southern Ute Indian Tribe drilling on eastern portion of their reservation
- Commercial business development at the airport and downtown
- Community Development Corporation Micro-loan program
- Cloman Industrial Park (currently at about 25% capacity)

Governmental

- Unified government and constituency with mission/vision between Town and County
- Streamline building and planning processes for both Town and County
- Strengthen land use regulations
- Development and preservation of healthy downtown core

Socio-cultural

- Number and quality of performing arts venues
- Provide recreation center
- Recruit a post-secondary educational facility
- Ensure availability of health care
- Ensure availability of child care

Infrastructure

- Expand and improve reliability and coverage of broadband and telecommunication infrastructure
- Ensure water capacity for growing population

Threats

- Land use/zoning decisions
- Natural resource management
- Special district decisions in relation to cost of doing business
- Infrastructure deficiencies
- Rising cost of business
- Aging population resulting in need for increased services
- Seasonality of business cycle
- Dependency on outside dollars from tourism and second homeowners
- Lack of commercial real estate on Main Street

RESILIENCY INITIATIVES

The SWOT analysis has identified a number of vulnerabilities in the county that have (or could) lead to major economic disruptions. A number of these have been addressed in the updated Regional Disaster Preparedness section of the CEDS ([Appendix C](#)), as well as the *Southwest Colorado All-Hazards Region Homeland Security Strategic Framework*, adopted October 15, 2015 ([Appendix D](#)). The goals and strategies outlined in that document provide the foundation for improving All-Hazards preparedness and resiliency, leading to fewer lives lost, reduced economic impacts in affected communities, improved response capabilities, and faster recovery time.

A number of vulnerabilities were also identified in an Exploratory Scenario Planning workshop, sponsored by the Southwest Colorado Council of Governments ([SWCCOG](#)), held July 2015. The scenario planning process was designed to identify a range of possible futures or scenarios that could manifest in the region's future. The participants in the workshop developed potential sets of options to respond to uncertainties, to build community resilience and adaptive capacity to whatever challenges and opportunities that may lie ahead.

As a regional economic development organization Region 9 is particularly concerned with post-disaster economic recovery. Long-term recovery efforts focus on redeveloping communities and restoring the economic viability of disaster areas, including:

- Restoring the economic base of disaster-impacted communities, including lost jobs and employment opportunities.
- Identifying hazard mitigation opportunities and implementing long-term hazard mitigation plans, projects and measures (e.g., land use plans, hazard-zone restrictions and building codes).

More details regarding building economic resilience can be found in the [Regional Overview](#) of the CEDS Update.

STRATEGIC DIRECTION – Archuleta County Goals, Objectives and Actions

Archuleta County goals and objectives are a result of public input, meetings, personal interviews, surveys, a systematic review of draft documents, and an update of the **Community Development Action Plan (CDAP)**. The CDAP has a total of 32 projects/objectives, in a range of categories that were ranked and approved by the County Commissioners on December 7, 2015 (Signed by Michael Whiting, Chairperson). The goals are presented below and in many cases the objectives are linked to specific projects.

The process was enhanced by the [Colorado Blueprint](#), a statewide strategy to spur Colorado's economy, help businesses grow and attract new jobs to the state. This strategy was developed through a bottom-up process and focuses on growth in key industries across all regions. The **Blueprint** has given Colorado a framework to build a comprehensive economic development plan that aligns existing efforts and identifies opportunities for growth and focused investments.

Key stakeholders in Archuleta County, the Pagosa Springs Community Development Corporation (CDC), have also identified a number of strategic priorities, including: expansion of broadband capacity, early childcare and education facilities and programs, availability of affordable housing, increasing the vitality of the downtown Pagosa Springs area, and diversification of the economic base.

Goal 1: High Capacity Bandwidth Available for Every Business and Private Residence in County

Rationale – Areas without adequate broadband capacity have fewer opportunities for businesses to start, grow and succeed, and are less desirable places to live for employees and families. The expansion of broadband is crucial for furthering Archuleta County's economic and educational growth.

Objectives:

1. Expand telecommunication services in County, including fiber optic internet, so that the capacity and redundancy exists for existing and future business developments (CDAP Project #26).
2. Meet modern technology needs for Archuleta School District (CDAP Project #10).
3. Cultivate Innovation and Technology (Colorado Blueprint #6).
4. Increase Access to Capital (Colorado Blueprint #3), funds for a local company to install an LTE system have already been approved.

Goal 2: Diversify the Economic Base and Create New Jobs

Rationale– Diverse economies are sustainable economies, as one industry's decline does not negatively affect the entire economy. By diversifying the local economy, we are less susceptible to seasonal fluctuations and economic cycles.

Objectives:

1. Build on current base industries of tourism, real estate, construction and second homes.
2. Identify, support and expand thriving industry or economic clusters focused around community assets such as geothermal and biomass. Use them to help attract or recruit other like-minded businesses (CDAP Projects #1, 3, 5, 6, 7).
3. Develop strategies to strengthen and diversify the county's agriculture economy.
4. Continue to expand the health services to attract specialty niches and retain more of our local healthcare dollars (CDAP # 11).
5. Retain, grow and recruit companies (CDC Initiative, Colorado Blueprint #2).
6. Increase Access to Capital (CDC Initiative, Colorado Blueprint #3).
7. Cultivate Innovation and Technology (Colorado Blueprint #6).
8. Build a Business Friendly Environment (Colorado Blueprint #1).

Goal 3: Encourage Growth of Existing Business and Industries (Colorado Blueprint #2).

Rationale- Leveraging community and regional resources to create an “economic garden” encourages and supports growth strategies for our local businesses and industries to increase jobs. A thriving entrepreneurial culture will create energy and excitement and support which makes it easier to retain, expand, start or attract new businesses and create new jobs.

Objectives:

1. Increase Access to Capital (CDC Initiative, Colorado Blueprint #3), working with the Colorado Office of Economic Development & International Trade, Town and County, Region 9, and the SBDC to provide information about available tax credits, capital and incentives.
2. Cultivate Innovation and Technology (Colorado Blueprint #6)
3. Create and Market a Stronger Colorado Brand (Colorado Blueprint #4).
 - a. Create a business recognition program involving local media to highlight up and coming businesses and recognize success.
4. Build a Business Friendly Environment (Colorado Blueprint #1) and Entrepreneurial Climate.
 - a. Leverage the Southwest Small Business Development Center by recruiting local advisors to mentor local business owners, and offer opportunities for business engagement and peer networking.
 - b. Chamber and Pagosa Springs CDC survey businesses to identify and solve businesses challenges and barriers.
 - c. Foster cooperative partnerships with town and county to ensure economic development initiatives are coordinated, completed, and monitored.
 - d. Develop relationships with the Southern Ute Indian Tribe in an effort to create partnerships on economic development issues.

Goal 4: Address Socio-Cultural Needs of the Community

Rationale – Facilities such as more affordable housing, recreational centers, health care centers, senior care facilities, and childcare facilities are necessary to ensure a high quality of life in any community.

Objectives:

1. Provide support to government, organizations, businesses or investors as needed to help them create socio-cultural facilities (CDAP Projects #2, 12, 19).
2. Support Archuleta County Housing Authority, Habitat for Humanity, and other organizations that seek to create affordable housing opportunities (CDAP Projects #13).
3. Ensure the proper services are available for aging population (CDAP Project #11, 29).
4. Support the creation of new activities and programs for youth where needed (CDAP Project #9).
5. Work to expand the quality and availability of early childcare and education by increasing the number of providers and centers (CDAP Projects #8).
6. Continue to improve and create the parks and recreation opportunities within the community (CDAP Projects #18).

Goal 5: Encourage “Main Street,” Downtown and Town Center Revitalization

Rationale - Improving the Town’s infrastructure, streetscape and business appeal will revive and reinvigorate the downtown core.

Objectives:

1. Identify individuals to lead planning effort.
2. Complete recommendations from Downtown Colorado Inc plan per the Downtown Task Force (CDAP Project #4).
3. Support Pagosa Springs in their efforts to target infrastructure improvements that increase the desirability of downtown as a tourist and shopping destination (CDAP Projects #12, 20).
4. Maximize the San Juan River and Riverwalk area and associated parks as a recreation area and hub of events for both tourists and locals (CDAP Projects #15-18).
5. Create activities that increase visitor excitement and entice them to extend their length of stay (CDAP Project #24).
6. Create and Market a Stronger Colorado Brand (Colorado Blueprint #4).

Goal 6: Ensure Adequate Infrastructure is Available

Rationale – Adequate infrastructure should be available and ready to use in order to provide the foundation for a thriving economy.

Objectives:

1. Complete transportation projects (CDAP Projects # 2, 28, 30, 31 and 32).
2. Implement a County-wide water plan (CDAP Project #21).
3. Complete Courthouse & Judicial Center (CDAP Project #20).
4. Complete Medical Center Expansion (CDAP Project #11).
5. Identify & meet community workforce housing needs (CDAP #13).

Goal 7: Create a Well-Trained, Skilled and Available Workforce

Rationale – A “job ready” workforce is essential for retaining and attracting businesses.

Objectives:

1. Educate and Train the Workforce of the Future (Colorado Blueprint #5).
 - a. Work with the CDC, the Chamber of Commerce, local public schools and the CO Workforce Center to provide on-the-job training opportunities for students in an effort to keep them in the county. Activities such as job fairs or business internships should be developed.
 - b. Identify training needs of employees, and create programs that offer the basic education, and life skills needed to secure gainful employment.
 - c. Make use of the Colorado First Training Program through SW Colorado Community College to aid in training employees of companies.
2. Work with the CO Workforce Center to promote and market a website that posts available jobs just for Archuleta County.
3. Support local School District in obtaining the funding, programs or initiatives to improve the quality of our education program and increase the number of graduating seniors.
4. Cultivate Innovation and Technology in schools (Colorado Blueprint #6).

Goal 8: Maximize Tourism Opportunities

Rationale – Tourism is already a very strong base industry in the County. Maximizing tourism opportunities provides more visitors to the area, and increases repeat visits.

Objectives:

1. Expand winter tourist recreational opportunities such as more Nordic Trails and events, growth plans for Wolf Creek Ski Area and create more interest in backcountry skiing and snowmobiling.
2. Support **Visit Pagosa Springs** efforts with local recreational activity hosts, lodgers, restaurants and retailers to create tourist packages.
3. Through the business licensing program, monitor the tourism-based businesses to ensure all tourist needs for products and services are met.
4. Support the local business organizations to efficiently and effectively work together to increase tourist spending and reduce leakage.
5. Grow and sustain the tourism industry by ensuring tourism-related land uses, and attracting, creating, or expanding tourism-related businesses, events and marketing (CDAP Project #27).
6. Promote Chimney Rock and other cultural assets that increase the number of visitors and per day expenditures (CDAP Project #24).
7. Create and Market a Stronger Colorado Brand through promotion of County amenities (Colorado Blueprint #4).

Community Values

- Archuleta County treasures and preserves its past, its heritage and the uniqueness of our local community. We seek to honor the past while moving forward to the future. We seek to balance our traditional ideals with modern values to encourage a modern Southwest character for our community.
- The community embraces and encourages demographic diversity and is noted for its connection and appreciation of natural, healing, creative, social and spiritual values. We strive for a cohesive community that, while we may have differences, can come together for the good of the whole community.
- We have an appreciation for open space, wildlife, outdoor recreation and a pristine natural environment.
- We are proud of the work/life/play balance that our community offers.
- We seek cooperation between our local governmental, educational and business entities to move our community forward.

CDAP Project Ranking Summary

This table provides a summary of the projects listed in the 2015 Archuleta County Community Development Action Plan. These projects have been linked to the goals and objectives presented above.

| Project | Rank | Project Description |
|------------------------------|------|--|
| 1. Business | High | Implement Applicable Biomass Utilization Study Recommendations |
| 3. Business | High | Supply Biofuel for Biomass Power Plant in Cloman Park |
| 6. Business | High | Convert Geothermal Data to on-the-ground Projects & Businesses |
| 7. Business | High | Support Sustainability of County-level Economic Development Organization |
| 8. Education: | High | Increase Number of Children able to Participate in Quality Early Childcare, Education & Daycare |
| 10. Education: | High | Increase Funding to Maintain Safe Facilities & Meet Modern Technology Needs for Archuleta School District. |
| 11. Health & Human Services: | High | Complete Pagosa Springs Medical Center Primary Care Expansion |
| 13. Housing: | High | Identify & Meet Community Workforce Housing Needs |
| 14. Land Use: | High | Utilize 7.5 Acres/Hwy 84 Property Development |
| 15. Parks & Recreation: | High | Complete Town to Lakes Trail |
| 18. Parks & Recreation: | High | Expand Outdoor Recreation Facilities |
| 19. Public Infrastructure: | High | Archuleta County Fairground Improvements |
| 20. Public Infrastructure: | High | Complete Courthouse & Justice Center Projects |
| 23. Public Infrastructure: | High | Expand County Landfill & Recycling Program |
| 24. Public Lands: | High | Completion of Chimney Rock National Monument Management Plan |
| 25. Public Lands: | High | Address Beetle Kill and Wildfire Risks |
| 26. Tele-communications: | High | Broadband Ubiquity Project |
| 29. Transportation: | High | Grow Public & Senior Transit Services |
| 31. Transportation: | High | Complete Reconditioning 1st 3 miles of Piedra Road |
| 2. Business | Med | Archuleta County Airport Marketing Project |
| 4. Business | Med | Complete Recommendations in Downtown Colorado Inc. Plan through Circuit Rider |
| 5. Business | Med | Complete Geothermal Greenhouse Project Infrastructure |
| 9. Education: | Med | Open Charter School in 2017 |
| 16. Parks & Recreation: | Med | Implement PROST Plan |
| 17. Parks & Recreation: | Med | Adopt a Downtown Riverwalk Master Plan |
| 21. Public Infrastructure: | Med | Implement County-Wide Water Plan |
| 22. Public Infrastructure: | Med | Town of Pagosa Springs Geothermal Heating System |
| 27. Tourism: | Med | Implement Tracks across Borders Scenic and Historic Byway (TABB) Conceptual Plan |
| 28. Transportation: | Med | Complete Transportation & Intersection Priority Projects in Archuleta County |
| 32. Transportation: | Med | Complete Traffic Circle at 160/North Pagosa/Navajo Trail/Country Center |
| 12. Historic Preservation: | Low | Restore old Jr High School Building |
| 30. Transportation: | Low | Area-wide Road Impact Fees to be Re-adopted by the County |

EVALUATION FRAMEWORK

The evaluation framework serves as a mechanism to gauge progress on the successful implementation of the overall CEDS while providing information for the CEDS Annual Performance Report, as required by Economic Development Administration (EDA). These regular updates keep the strategic direction and action plan outlined in the CEDS current and the plan as a whole relevant. The evaluation framework is an important element of the ongoing planning process and should answer the questions “How are we doing?” and “What can we do better?”

Performance Measures

1. CDAP Project Completion 2001 - 2014

As part of the Comprehensive Economic Development Strategy process, completed projects from the Community Development Action Plans (CDAP) are removed when completed and included below. This allows us to track the progress of proposed projects to see if they have advanced through the action steps required for project completion. **Items in bold have been completed since the 2012 CDAP was approved.**

- Expand Capacity for Dutton Ditch
- Adopt County Trails Plan
- Archuleta County Fairgrounds improvements
- Rebuild Pagosa Lakes Electrical System
- Develop Historic Preservation Guidelines
- Improved 911 Service
- Hot Springs Blvd. Master Plan
- Construction of Critical Access Care Hospital
- Master Plan for the Town of Pagosa Springs Downtown Core Area
- Master Plan for Parks, Open Space, and Recreation
- Adopted Building Codes for Town & County
- Updated Town of Pagosa Springs Land Use and Development Code
- Airport completed 3100 feet of parallel taxiway investing \$5.2 million
- Establish a Nuisance Ordinance
- Installed a Pedestrian Bridge over the San Juan River
- Highway 160 Access Management Plan
- Pagosa Mountain Hospital built
- Construct Animal Shelter, Phase 1
- Second Home Study
- Reverse 911 System in place
- Community College education available locally
- **Designation of Chimney Rock as a National Monument**
- **Development of SCAN broadband project**
- **Seeds of Learning Facility completed**
- **Resurfaced 3.9 miles on Piedra Road, Safety improvements near Hurt Drive; priority culverts and West Cat Creek Rd**
- **Improved 911 Emergency land line and cellular service**
- **Completed Town Capital Improvement Plan**
- **San Juan River Restoration Project**
- **Development of Cloman Blvd. open space**
- **Yamaguchi Park, improvements**
- **Reservoir Hill improvements**
- **Expanded primary care resources**
- **Telemedicine access for Neurology and cardiac care**

- **Complete Archuleta County Airport Economic Impact Study**
- **County Administrative Building**

2. Enterprise Zone Annual Report

Region 9 administers the [Southwest Enterprise Zone](#) (EZ) program. Accordingly, targets are established by county for the number of jobs created in various sectors, as well as the tax credits and dollars invested through the EZ program. Region 9 will continue to set and measure these targets with communities. The information provides a very concrete tool for measuring success of goals related to job creation and business expansion. This report is done annually and is filed with the state Office of Economic Development and International Trade (OEDIT).

In Region 9, three of five counties meet economic distress criteria making them eligible as Enterprise Zones. According to this statute, to be designated an Enterprise Zone a designated rural area must have a population of less than 150,000 persons and meet one of the following criteria: an unemployment rate at least 25% above the state average; a population growth rate less than 25% of the state average; and a per capita income (PCI) less than 75% of the state average.

Based on these criteria, Dolores, Montezuma and San Juan Counties are within the guidelines for designated Enterprise Zones. Because La Plata and Archuleta were not eligible on a county level, each census tract was evaluated individually on the economic distress criteria.

| County | Population Requirement | 2010 - 2014 Pop. Growth | 2014 Unemp. Rate | 2014 PCI | EZ Qualify |
|-------------|------------------------|-------------------------|------------------|----------|------------|
| Archuleta | Yes | No | No | No | No |
| Dolores | Yes | Yes | No | Yes | Yes |
| La Plata | Yes | No | No | No | No |
| Montezuma | Yes | Yes | No | Yes | Yes |
| San Juan | Yes | Yes | Yes | No | Yes |
| Data Source | DoLA | DoLA | ACS | ACS | |

DoLA: Colorado Department of Local Affairs.

ACS: American Community Survey Five Year Estimates 2010-2014.

A number of local Enterprise Zone objectives were identified several years ago to help determine if the Enterprise Zone status is helping our economy. Those objectives continue to be tracked on an annual basis.

Objective 1 - Unemployment rates for each of the counties should be equal to or less than the state unemployment rate. Archuleta County did not meet this objective in 2014.

Objective 2 - Per Capita Income (PCI) for each of the counties should be equal to or greater than the state PCI. Archuleta County did not meet this objective in 2014.

Objective 3 - Each County will have an active economic development organization (EDO) with staff and funding to focus efforts in each county and assist Region 9 EDD with its delivery of services. The Pagosa Springs Community Development Corporation (PSCDC) is in place in Archuleta County.

Objective 4 - Increase the number of businesses that participate in the EZ in each county using 2005 as a base year. In 2015 Archuleta County had 28 participating businesses, down from 40 in 2014.

Objective 5 - Target all businesses involved in other Region 9 programs and inform them about the Investment and other EZ tax credits, and track how many utilize the credits. In 2015 only one company in Archuleta County that worked with Region 9 claimed EZ tax credits, though the number of participating companies total 20 since 2009 (base year).

3. Archuleta County compared to the State of Colorado

These performance measures are drawn from a national database that compares key indicators across counties, states and the nation.

http://clustermapping.us/region/county/archuleta_co/performance



Ranks are by percentile from 1-100 among all 3,221 U.S. Counties.

Ranks are by percentile from 1-50 among all 50 U.S. states.



Gross Domestic Product (GDP) is the monetary value of all of the finished goods and services produced within a specific time period. Source of Data: [Moody's economy.com](http://moodyseconomy.com)



Annual Wage is the average payroll divided by total employment. Average payroll includes all forms of compensation, such as salaries, wages, reported tips, commissions, bonuses, vacation allowances, sick-leave pay, employee contributions to qualified pension plans, and the value of taxable fringe benefits. **It does not include profit or other compensation of proprietors or partners.** Payroll is reported before deductions for social security, income tax, insurance, union dues, etc. Source of Data: [U.S. Census Bureau's County Business Patterns](http://www.census.gov).

SUMMARY BACKGROUND

History

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

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

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

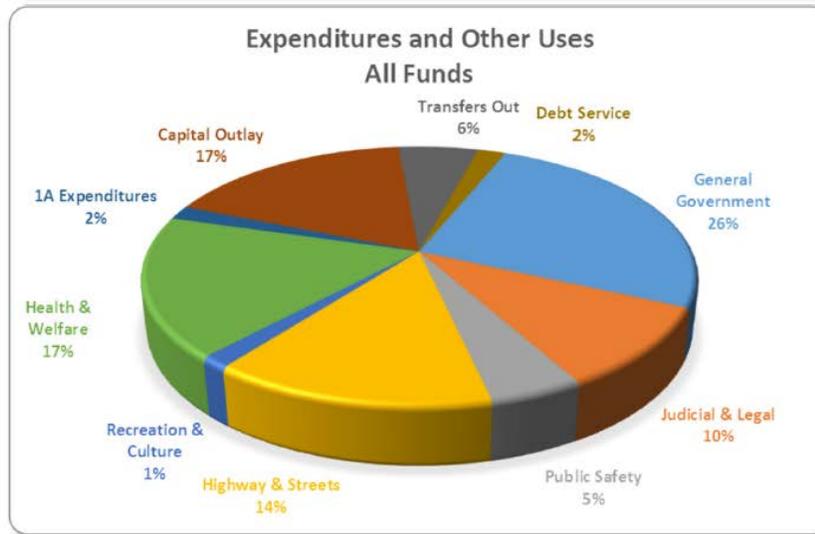
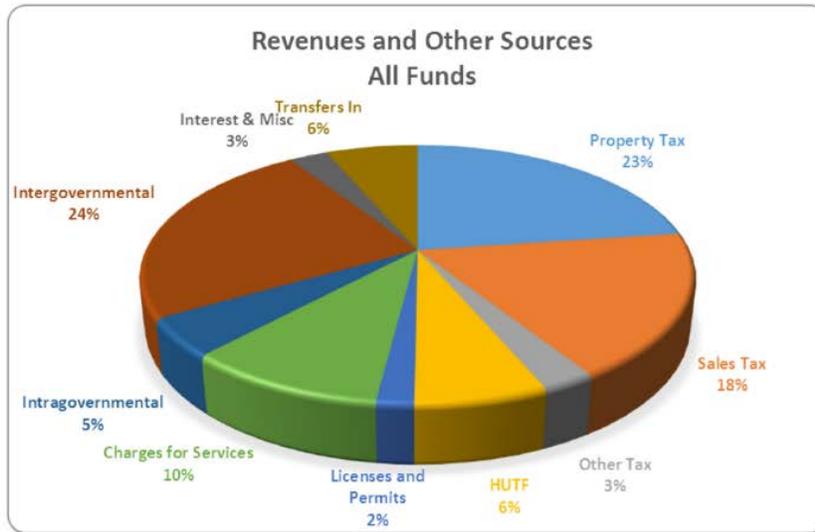
With the advent of the railroad running between Silverton, Durango, Chama and points east along the southern boundary of the county, the lumber industry flourished and became the dominant sector of the economy. The railroad also boosted ranching by providing a practical way to ship cattle and sheep to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

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

Since that time Archuleta County has been in transition to a more urban environment in which tourism is the number one industry. Primarily, people moving in for quality of life issues or "amenity migration" drove population growth in the 1990s, and 2nd home ownership became an economic driver. The natural environment, and the amenities it provides, are behind much of the growth and have become the larger region's chief economic asset.

Archuleta County Government

Archuleta County is one of 64 counties created by the State of Colorado. The responsibilities of implementing state law and managing county business are shared by elected officials including: Assessor, Clerk and Recorder, District Attorney, Sheriff, Treasurer, Surveyor and Coroner. An elected three member Board of County Commissioners is the chief legislative and executive body of the County. Their duties include overseeing county budget, land use policy, social services, and road maintenance and construction, and public health programs. In addition to these ten officials, the county employed a staff of 155 full time equivalent employees in 2014.



Infrastructure and Services

This information was provided through local interviews unless otherwise noted in text.

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

Natural Gas - The area is served by SourceGas and various propane distributors.

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

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

Solid Waste – Solid waste collection is provided by At Your Disposal and Waste Management.

Police & Fire Departments - Pagosa Springs is served by a police department, and along with the County Sheriff's Office provide law enforcement services. Most of the County fire protection is provided by the Pagosa Fire Protection District that has seven rural fire stations. The Sheriff's Office has the statutory designated responsibility for wildland fires.

Telecommunications - The area is served by Century Tel and Skywerx.

Medical Facilities - The Pagosa Springs Medical Center is an acute care hospital with a rural health clinic. Axis health has a local office and provides various services including mental health, counseling, diagnostic

Business Parks The existing Cloman Industrial Park located northeast of Piedra Road is designated for heavy commercial and light industrial land uses.

Major Employers - 2014 Top 10 Employers: School District 50 JT (216), Archuleta County (155), City Market (115), Upper San Juan Hospital District (148), Parelli Natural Horsemanship (59), Wyndham Pagosa (82), Pine Ridge Extended Care Center (62), Pagosa Resort (82), Visiting Angels (75). The Wolf Creek Ski area reports its employment in Mineral County but does employ 232 seasonal employees from Archuleta County.

Recreation Facilities - (2016) The Pagosa Springs Park and Recreation Dept. has 2 softball fields (2 lighted), 4 soccer fields, and 2 baseball fields. There are also 2 fishing ponds (1 used for ice skating in winter), and a 160 acre Mountain Park used for hiking and biking. Currently there are 1½ miles of River Trail. The Community Center supports other recreational activities. In addition, there are surrounding public lands.

Educational Facilities - Archuleta County Education Center. Archuleta County District 50 JT; K – 12 (Fall 2015 enrollment 1,372) [Colo. Dept. of Education]. Southwest Colorado Community College /Pagosa Springs Campus

Child Care Availability - 223 Total Slots (Ages 0-5). No Providers offer 24 hour or weekend care. [Early Childhood Council of La Plata County.]

Long term care facilities for Seniors - In 2016 Pine Ridge Extended Care Facility has 60 beds. [San Juan Basin Area Agency on Aging]

Estimated number of persons without health insurance – (2014) 2,776/23% [US Census Bureau]

Demographics

From 1990 to 2000, the population of Archuleta County grew by 8.5% annually, and was ranked 5th of 6 Colorado counties (14th nationwide) for rate of growth. Since 2010, the estimated rate of growth has

| | 2010 | 2014 | Ann. Avg % Change 2010-2014 |
|-----------------------|--------|--------|--------------------------------|
| Archuleta | 12,060 | 12,249 | 0.5% |
| Pagosa Springs | 1,722 | 1,766 | 0.8% |
| Unincorporated | 10,338 | 10,488 | 0.5% |

slowed down to less than 1% annually. The majority of the county's population is concentrated within the Town of Pagosa Springs and its surrounding subdivisions. These population figures do not reflect the large number of seasonal visitors, many of whom own 2nd homes in the area.

State Demographers Office

The population is expected to continue its moderate growth rate through 2030, presenting ongoing challenges for the provision of adequate facilities and infrastructure.

| Archuleta | 2015 | 2020 | 2025 | 2030 | 2035 |
|--------------------|--------|--------|--------|--------|--------|
| Population | 12,526 | 13,851 | 16,029 | 18,476 | 20,789 |
| Avg. Ann. % Change | | 2.0% | 3.0% | 2.9% | 2.4% |

A lot of the growth during that time period will be driven by the 65+ age group. Archuleta County will experience significant (97%) growth in households 65 & over, and 93% in households age 25 to 44.

| Age Group | Households 2015 | Households 2035 | % Change | Difference |
|-----------------------|----------------------------|----------------------------|-----------------|-------------------|
| 18-24 | 176 | 268 | 52% | 92 |
| 25-44 | 1,160 | 2,234 | 93% | 1,074 |
| 45-64 | 2,294 | 3,106 | 35% | 812 |
| 65 & Over | 1,978 | 3,894 | 97% | 1,916 |
| All Households | 5,583 | 9,520 | 71% | 3,937 |

Household growth will be dominated (76%) by households without kids. Households without children are more likely to rent or live in multi-family dwelling units. Thirty percent of projected household growth will be single-person households. Single person households are more likely to be renters and to live in multi-family structures. For a more comprehensive look at the demographics of Archuleta County go to the American Community Survey at <http://www.census.gov/acs/www/>.

Snapshot of the Local Economy

Unemployment Rates

| 2015 | Unemployment Rate |
|------------------|------------------------------|
| Archuleta | 4.0% |
| Dolores | 3.1% |
| La Plata | 3.5% |
| Montezuma | 5.6% |
| San Juan | 4.1% |
| Colorado | 3.2% |
| National | 5.3% |

In 2015, county unemployment rates (4.0 %) were higher than the state (3.2%) and less than the nation (5.3%).

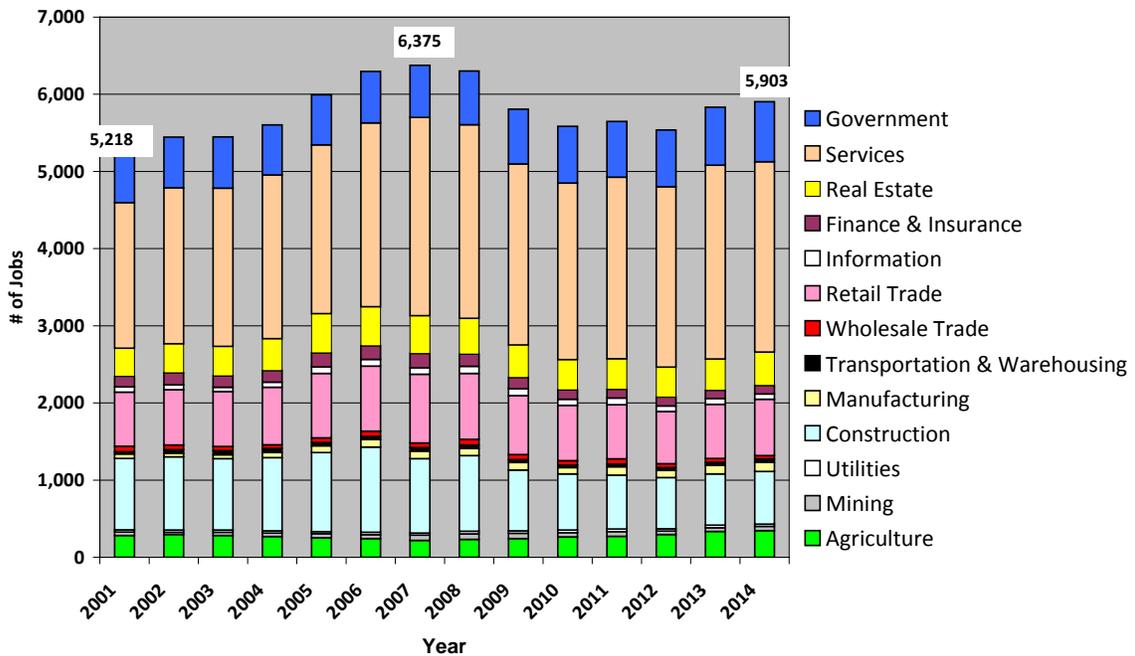
Sources: Colorado Labor Market;
Bureau of Economic Analysis

Economic Trends

Archuleta County developed as a result of a unique combination of natural resources and natural attributes (i.e. geothermal hot springs located in Pagosa Springs). Initially these resources were "traditional west" commodities such as timber, cattle and minerals. In 1970, manufacturing (primarily wood products) provided 30% of the county's total work income and generated \$7.4 million in earnings. Over the next 20 years manufacturing wages decreased. The decline of the timber industry in the late 1970's played a large role in this decrease. The 1980's were a time of relative stability in terms of population and economy, reflecting the "flat" state and national economies. Primarily, people moving in for quality of life issues or "amenity migration" drove population growth in the 1990s, and 2nd home ownership became an economic driver. Since that time, Archuleta County has been in transition from a traditional rural community to a more urban environment in which tourism is the number one industry. The designation of the Chimney Rock Archeological Area as a National Monument in 2012 is expected to increase the number of visitors to the area, based on patterns seen at other National Monument sites throughout the west.

Employment Sector Trends 2001 - 2014

An employment "sector" groups jobs into categories that are alike and allows us to measure the relative strength of that industry in the local economy. Using "trend analysis" we can see how those industries have grown or declined within a specific timeframe. The following chart includes wage earners as well as proprietors (owners). Total employment refers to the numbers and types of jobs reported by place of work – which may be outside of the county, or even the state. This data is provided by the Bureau of Economic Analysis, then is adjusted and reported by the Colorado State Demographer. It lags two years behind the current year, thus 2014 is the latest available data. This chart demonstrates fluctuating job numbers from 2001 to 2014. During that time period 2007 was a strong year for job growth, but declined to a low point in 2010 (5,585 jobs) – the depth of the recession in the area. Services, Construction and Retail sectors have accounted for the largest proportion of the jobs in Archuleta County since 2001.



2014 Employment Snapshot

Wages and employment are highly dependant on generally low paying service sector jobs (42% of employment and 33% of employment income).

Government jobs provide 13% of employment and 20% of employment income. The retail trade sector accounts for 12% of jobs and 12% of employment income. Proprietors (owners) make up 35% of total employment, while wage and salary jobs account for 65%.

| Archuleta County 2014 Total Employment | # of Jobs | % of Jobs | Income (\$000) | % of Inc. |
|---|----------------------|----------------------|---------------------------|----------------------|
| Agriculture | 344 | 6% | \$ 1,194 | 1% |
| Mining | 56 | 1% | \$ 2,458 | 1% |
| Utilities | 30 | 1% | \$ 2,621 | 1% |
| Construction | 682 | 12% | \$ 20,909 | 11% |
| Manufacturing | 118 | 2% | \$ 2,971 | 2% |
| Wholesale Trade | 41 | 1% | \$ 11,642 | 6% |
| Retail Trade | 730 | 12% | \$ 22,841 | 12% |
| Transportation & Warehousing | 46 | 1% | \$ 2,056 | 1% |
| Information | 70 | 1% | \$ 4,494 | 2% |
| Finance Activities | 110 | 2% | \$ 7,270 | 4% |
| Real Estate | 432 | 7% | \$ 9,577 | 5% |
| Services | 2,467 | 42% | \$ 61,627 | 33% |
| Government | 777 | 13% | \$ 36,852 | 20% |
| Total | 5,903 | 100% | \$ 186,512 | 100% |

| Archuleta County 2014 Service Sectors | # of Jobs | % of Jobs | Income (\$000) | % of Inc. |
|--|----------------------|----------------------|---------------------------|----------------------|
| Professional and Business Services | 362 | 15% | \$ 11,650 | 19% |
| Management of Companies and Enterprises | 6 | 0.2% | \$ 1,131 | 1.8% |
| Administration and Waste Management | 208 | 8% | \$ 3,625 | 6% |
| Education | 56 | 2% | \$ 630 | 1% |
| Health Services | 402 | 16% | \$ 11,284 | 18% |
| Arts, Entertainment, Recreation | 134 | 5% | \$ 1,476 | 2% |
| Accommodation, Food Services | 732 | 30% | \$ 15,077 | 24% |
| Other Services, excluding Public Administration | 569 | 23% | \$ 16,754 | 27% |
| Total | 2,467 | 100% | \$ 61,627 | 100% |

The service sector is composed of many types of jobs, and very different wage scales. Many of the service jobs in Archuleta County support tourism in recreation, accommodations (lodging) and food services.

Livable Wages

The 2015 Colorado minimum wage is \$8.23 per hour, which amounts to \$17,382 per year working full time. Many of the jobs in Archuleta County/Pagosa Springs are in accommodation and food services, with an average annual wage of \$15,966. This is only 68% of the livable wage for one adult. More details regarding this report are available at <http://www.swcommunityfoundation.org/Building-Community>.

| PAGOSA SPRINGS ARCHULETA COUNTY 1 MONTHLY COSTS | Adult | Adult + Preschooler | 2 Adults + Preschooler + School-age |
|--|--------------|--------------------------------|--|
| ² Housing | \$ 750 | \$ 1,250 | \$ 1,250 |
| ³ Childcare \$3.34/hr x 176 | \$ - | \$ 588 | \$ 588 |
| ⁴ Utilities | \$ 129 | \$ 129 | \$ 129 |
| Food | \$ 266 | \$ 403 | \$ 833 |
| Transportation | \$ 255 | \$ 263 | \$ 501 |
| Health Care | \$ 157 | \$ 456 | \$ 528 |
| Miscellaneous | \$ 130 | \$ 253 | \$ 355 |
| Taxes | \$ 283 | \$ 571 | \$ 690 |
| Earned Income Tax Credit (-) | \$ - | \$ - | \$ - |
| Childcare Tax Credit (-) | \$ - | \$ (58) | \$ (100) |
| Child Tax Credit (-) | \$ - | \$ (83) | \$ (167) |
| LIVABLE WAGE | | | |
| HOURLY | \$ 11.19 | \$ 21.43 | \$ 26.18 |
| # of jobs at minimum wage (\$8.23) | 1.36 | 2.60 | 3.18 |
| Monthly Costs | \$ 1,970 | \$ 3,772 | \$ 4,607 |
| ANNUAL | \$ 23,640 | \$ 45,262 | \$ 55,284 |

Per Capita Income

| Per Capita Income | |
|--------------------------|------------------|
| County | 2014 |
| Archuleta | \$ 36,679 |
| Dolores | \$ 41,652 |
| La Plata | \$ 47,784 |
| Montezuma | \$ 35,870 |
| San Juan | \$ 31,900 |
| Colorado | \$ 48,869 |
| National | \$ 46,049 |

In 2014, Archuleta had a per capita personal income (PCPI) of \$36,679. This PCPI ranked 45th in the state and was 75 percent of the state average, \$48,869, and 80 percent of the national average, \$46,049.

<http://www.bea.gov/regional/bearfacts>

Total Personal Income

| Archuleta 2014 Total Personal Income (\$000) | % of Total |
|---|-----------------------|
| Employment Earnings | \$227,671 51% |
| Less: Contributions for Social Insurance | \$23,468 -5% |
| Plus: Residency Adjustment | \$16,969 4% |
| Plus: Dividends, Interest & Rent | \$125,088 28% |
| Plus: Transfer Payments | \$102,835 23% |
| Total Personal Income | \$449,095 |

In 2014, Archuleta had a total personal income (TPI) of \$449,095*. This TPI ranked 39th in the state and accounted for 0.2 percent of the state total. *Total personal income estimates are in thousands of dollars, not adjusted for inflation.

Estimated payments to retirees accounted for almost 11% of the estimated TPI in Archuleta County in 2014. That was \$47,652,000.

Total Personal Income Trends 1970 - 2014

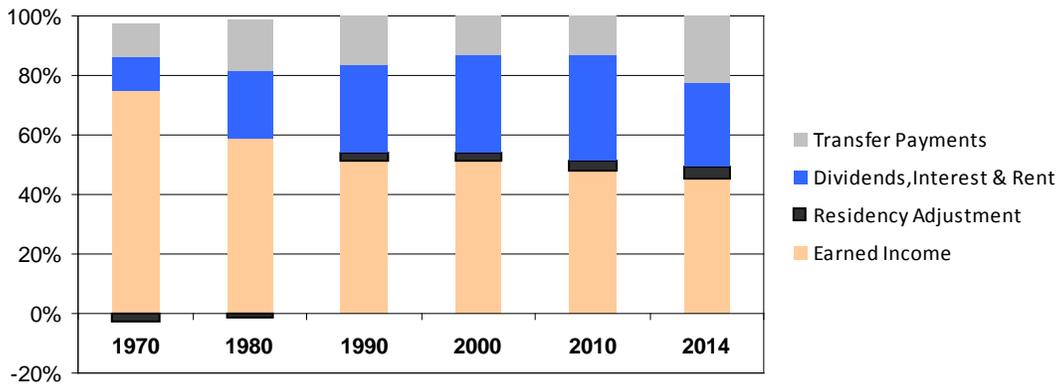
In addition to employment income, money enters the local economy from other sources. Total Personal Income (TPI) is the sum of all personal income that flows into the county. The following chart examines the components of TPI and how the proportions of this income have changed over time.

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

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

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

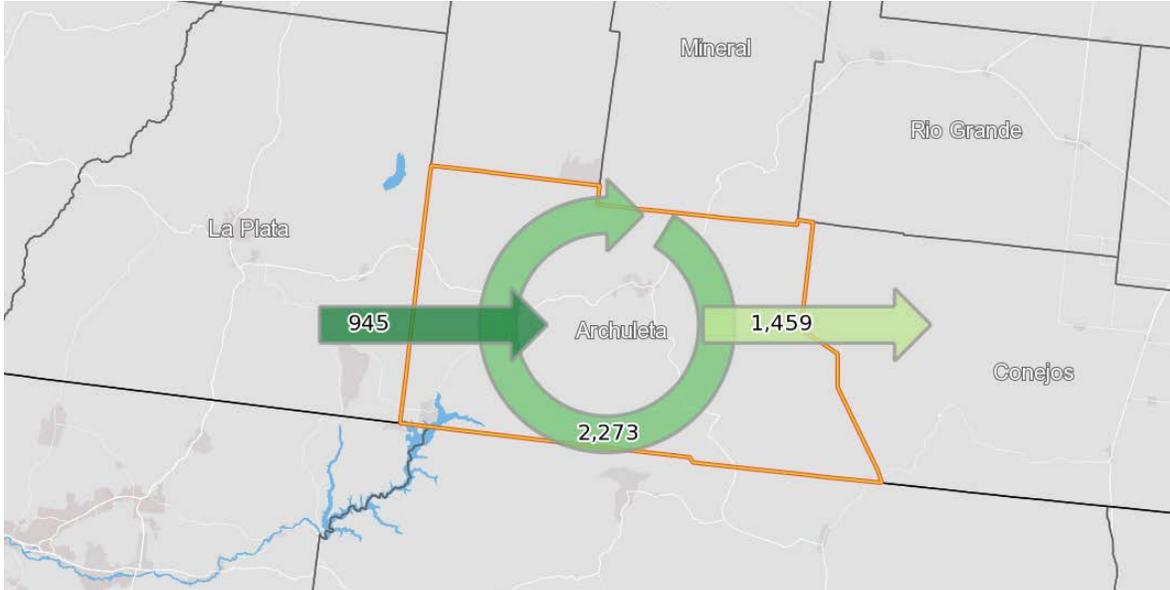
- Earnings are derived by place of work, including farm and non-farm earnings. Less Social Security contributions.



Generally, from 1970 to 2014, we see a trend of decreasing employment income, and increasing income from dividends, interest and rent, and transfer payments. Residency adjustments illustrate how the economy of each county is tied to others as people commute to where the jobs are, but take their paychecks home. <http://www.bea.gov/regional/reis/> (Table CA04)

Commuting

People commute to where the jobs are, but take their paychecks home. This has an effect on how we evaluate employment, whether by place of work or by residence. In 2014 most of the workers commuting out of the county for jobs are going to La Plata County (12%). Most of the workers commuting in to Archuleta County for jobs are also from La Plata County (7%).



| Who works in Archuleta? | | | Where do Archuleta Residents work? | | |
|-------------------------|-------|-------|------------------------------------|-------|-------|
| In Commuters | Count | Share | Out Commuters | Count | Share |
| Total All Jobs* | 3,218 | 100% | Total All Jobs* | 3,732 | 100% |
| Archuleta County, CO | 2,273 | 71% | Archuleta County, CO | 2,273 | 61% |
| La Plata County, CO | 218 | 7% | La Plata County, CO | 448 | 12% |
| Alamosa County, CO | 56 | 2% | San Juan County, NM | 115 | 3% |
| San Juan County, NM | 48 | 1% | Denver County, CO | 81 | 2% |
| Costilla County, CO | 47 | 1% | Jefferson County, CO | 69 | 2% |
| El Paso County, CO | 37 | 1% | Montezuma County, CO | 64 | 2% |
| Montezuma County, CO | 37 | 1% | Rio Arriba County, NM | 55 | 1% |
| Conejos County, CO | 32 | 1% | El Paso County, CO | 50 | 1% |
| Douglas County, CO | 31 | 1% | Mesa County, CO | 48 | 1% |
| Montrose County, CO | 29 | 1% | Rio Grande County, CO | 35 | 1% |
| All Other Locations | 410 | 13% | All Other Locations | 494 | 13% |

Source: US Census Bureau LEHD 2014

*Wage and salary employment, proprietors not included

COMMUNITY DEVELOPMENT ACTION PLAN

The *Community Development Action Plan* (CDAP) is a list of short-term projects (defined as two years or less). Initial drafts of the CDAPs are developed through review of the current project list, interviews with key community stakeholders, and those working on, or planning, community projects. The CDAPs are presented at various community and public meetings, and distributed for public comment. The final drafts are presented to each county's Board of Commissioners for approval. The approved copies are included as part of this document. The CDAPs are useful tools for organizations working with communities, and have evolved into being the central source for listing the full range of projects that are in process, or are desired. The CDAPs are used as the official community plan required for eligibility for many federal and state funding sources. The CDAP categories include, but are not limited to:

- Telecommunications (Goal 1)
- Economic Diversification (Goal 2)
- Business Development (Goal 3)
- Public Facilities and Programs (Goal 4)
- Downtown Revitalization (Goal 5)
- Infrastructure (Goal 6)
- Workforce Development (Goal 7)
- Tourism (Goal 8)

Within these broad categories there are sub-components that have been added throughout the years in response to community feedback. Currently, the format lists: the project, primary partners, available resources (including funding), expected outcomes and action steps. In this CDAP update, a "number of jobs" section has been added where applicable. The CDAP also provides a column for each County's Board of Commissioners to rank each project as a "high, medium or low" priority rather than providing more specific prioritization and time frames. The reasons include:

- Even a low priority project will be completed before a high priority one if funding is available.
- Projects get behind schedule.
- Listing specific timeframes cause the CDAP to quickly look inaccurate and not be utilized.
- Listing specific timeframes requires too much guesswork.
- Listing a project on the CDAP is a way to make it a community priority.

Guidelines for CDAP Review & Project Additions

Region 9 updates and monitors the Community Development Action Plans (CDAPs) for Archuleta, Dolores, La Plata, Montezuma and San Juan Counties in an ongoing cycle every two years. County Commissioners may update their CDAP at any time and provide the update to Region 9. If a project is submitted out of cycle due to timing or grant applications, the project must have the support of that County's Commissioner and can be added as an addendum.

Criteria for Adding CDAP Projects out of Cycle:

Is the proposed project required to be part of a community plan?

Is project happening before next CDAP revision?

Does project fit a CDAP definition?

ARCHULETA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2015

| Project | Rank | Primary Partners | Funding Resources | Cost Estimate | Jobs | Outcomes & Impacts |
|--|------|--|---|---------------|--------------|--|
| <p>1. Business Development:</p> <p>Implement Applicable Biomass Utilization Study Recommendations</p> | High | <ul style="list-style-type: none"> • SW Colorado Biomass Working Group • Private sector | <ul style="list-style-type: none"> • State Forest Service • Colorado Parks & Wildlife • Chama Peak Alliance • Area businesses | N/A | Undetermined | <ul style="list-style-type: none"> • Determine current supply, needs, processing capacity and products produced in region. • Determine what products, processes or supplies could be expanded in region. • Identify partners to fill study gaps. • Complete Biomass Utilization Study to Business Opportunities. |
| <p>2. Business Development:</p> <p>Archuleta County Airport Marketing Project</p> | Med | <ul style="list-style-type: none"> • Pagosa Springs Area Tourism Board • Archuleta County • Pagosa Springs • Airport Advisory Commission | <ul style="list-style-type: none"> • Pagosa Springs CDC • Pagosa Chamber • Pagosa Springs Area Tourism Board • Pagosa Springs Area Assoc. of Realtors | \$25K | N/A | <ul style="list-style-type: none"> • Increase traffic at the airport. • Increase awareness of airport facilities and services. |

ARCHULETA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2015

| Project | Rank | Primary Partners | Funding Resources | Cost Estimate | Jobs | Outcomes & Impacts |
|---|-------------|---|--|----------------|--|---|
| <p>3. Business Development:</p> <p>Supply Biofuel for Biomass Power Plant in Cloman Park</p> | <p>High</p> | <ul style="list-style-type: none"> • Pagosa Springs Biomass Power Project • San Juan Headwaters Forest Health Partnership • Pagosa Springs • Archuleta County • SW Colorado Biomass Working Group | <ul style="list-style-type: none"> • US Forest Service • BLM • US Dept. of Ag grant of \$250K • La Plata Electric • Tri-State | <p>Unknown</p> | <p>14 direct jobs 16 supporting jobs</p> | <ul style="list-style-type: none"> • Complete detailed engineering and design of power plant. • Complete, market analysis for bio char. • Pagosa Land Company has 10-year contract with the USFS for health maintenance and removal of fuels in the Wildland-Urban Interface (WUI). • Fuels collection and forest health maintenance are ongoing. • Biomass power plant expected to be operational in 2015 or 2016. • Launch efforts to bolster biomass utilizations. • Fuels reduction and forest health improvement. |

ARCHULETA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2015

| Project | Rank | Primary Partners | Funding Resources | Cost Estimate | Jobs | Outcomes & Impacts |
|--|------------|---|--|---|--|--|
| <p>4. Business Development:</p> <p>Complete Recommendations in Downtown Colorado Inc. Plan through Circuit Rider Position</p> | <p>Med</p> | <ul style="list-style-type: none"> • Pagosa Springs • Pagosa Springs Area Tourism • Archuleta County • Lodgers Association • Pagosa Springs CDC | <ul style="list-style-type: none"> • Town • County • DoLA - Energy impact funds & Circuit Rider position • Downtown businesses • Downtown Colorado Incorporated • SW Colorado Council of Governments | <p>Year 1 -\$75K grant (\$25K local match)</p> <p>Year 2 - \$50Kgrant \$50K local</p> | <p>Create 1 position for two years</p> | <ul style="list-style-type: none"> • Maintain and expand downtown Pagosa Springs as a major community asset and tourism attraction. • Target infrastructure improvements that improve downtown Pagosa Springs' character. • Build off of earlier DCI community vision's for • Circuit rider's work. • Work to fill vacant buildings. • Retain staffing capacity to implement projects in Downtown Colorado Inc. community assessment. • Expand tourism recreation events and opportunities into shoulder seasons. • Strengthen Town/County partnerships. |

ARCHULETA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2015

| Project | Rank | Primary Partners | Funding Resources | Cost Estimate | Jobs | Outcomes & Impacts |
|--|------|--|---|---------------|---|---|
| <p>5. Business Development:</p> <p>Complete Geothermal Greenhouse Project Infrastructure</p> | Med | <ul style="list-style-type: none"> • Geothermal Greenhouse Project • Pagosa Springs • Colorado State University Extension • Dept. of Local Affairs | <ul style="list-style-type: none"> • DoLA-Energy Impact Funds • Colorado Dept. of Agriculture • USDA • Town • County • CSU Agriculture Extension Program • Colorado School of Mines • Region 9 EDD Enterprise Zone Project • Community donations | \$1 million | <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"> • Build three greenhouses that look at sustainable practices, including geothermal, solar, composting, recycling and water reuse technologies. • Serve as an economic driver & tourist attraction. • Provide locally-grown food. • Provide educational opportunities. |
| <p>6. Business Development:</p> <p>Convert Geothermal Data to on-the-ground Projects & Businesses</p> | High | <ul style="list-style-type: none"> • Pagosa Area Geothermal Water & Power Authority PAGWAPA: • Archuleta County • Pagosa Springs • Private landowners • Pagosa Verde | <ul style="list-style-type: none"> • Colorado Office of Economic Development (OEDIT) • Region 9 EDD • Governor’s Energy Office • US Dept. of Energy • DoLA • Private landowners | Undetermined | <p>Direct energy use which would support greenhouses would create approx.8 jobs per acre of production</p> | <ul style="list-style-type: none"> • Determine feasibility of geothermal power and direct-use projects in Archuleta County. • Developed public/private partnerships to grow additional alternative energy concepts using shared money while lowering developmental costs. • Aligned regulatory oversight. • Direct use development of properties south of Pagosa Springs on private land. |

ARCHULETA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2015

| Project | Rank | Primary Partners | Funding Resources | Cost Estimate | Jobs | Outcomes & Impacts |
|--|------|---|--|----------------|--|--|
| <p>7. Business Development:</p> <p>Support Sustainability of County-level Economic Development Organization</p> | High | <ul style="list-style-type: none"> • Pagosa Springs CDC • Pagosa Springs • Archuleta County • Region 9 EDD • Pagosa Chamber • SW Small Business Development Center (SBDC) | <ul style="list-style-type: none"> • Federal Home Loan Bank • Pagosa Springs CDC • Area businesses • Banks • Town • County | Year 1 - \$60K | Retain 1 economic development specialist job | <ul style="list-style-type: none"> • Strengthen the economic development organizational presence in the region. • Have coordination/staff to accomplish priority community projects. • Implement micro-loan fund. • Strengthen Archuleta County economy. |
| <p>8. Education:</p> <p>Increase Number of Children able to Participate in Quality Early Childcare, Education & Daycare</p> | High | <ul style="list-style-type: none"> • Archuleta County • Licensed Childcare Providers & Centers • School District • Tri-county Head Start Program • Pagosa Springs • State & County Dept. of Human Services | <ul style="list-style-type: none"> • County • Town • Colorado Division of Child Care • Colorado Dept of Education • State & federal grants • Private Foundations • USDA • Nurturing Center of Pagosa Springs | Undetermined | <p>Potential to create 12 jobs through child care provider recruitment</p> <p>Teaching jobs created associated with expanded enrollment at childcare centers</p> | <ul style="list-style-type: none"> • Meet the community demand for childcare. • Allow all children to start school on equal footing. • Recruit new, qualified childcare providers. • Assist in job retention by providing care for working parents. • Increase public/private partnerships of area early childhood education programs. • Help fund non-traditional childcare services & increase slots for childcare during non-traditional hours. |

ARCHULETA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2015

| Project | Rank | Primary Partners | Funding Resources | Cost Estimate | Jobs | Outcomes & Impacts |
|---|------|--|--|---|--|--|
| <p>9. Education:</p> <p>Open Charter School in 2017</p> | Med | <ul style="list-style-type: none"> • Pagosa Charter School Initiative • Archuleta School District • Pagosa Springs CDC • Colorado Dept. of Education • Colorado League of Charter Schools | <ul style="list-style-type: none"> • Co. Dept. of Education • Charter School Dev. Corp. • Colorado League of Charter Schools • Community members & organizations • Private foundations • School district | Initial costs for Year 1 \$600K to \$1.5million | 8 to 12 jobs | <ul style="list-style-type: none"> • Develop an educational model and a governing board. • Develop the financial plan. • Develop building plan. • Provide educational choice. • Open in 2017, as a K-6 grade school, to expand ultimately to Preschool through 8th grade. |
| <p>10. Education:</p> <p>Increase Funding to Maintain Safe Facilities & Meet Modern Technology Needs for Archuleta School District</p> | High | <ul style="list-style-type: none"> • Archuleta School District • Parents • Pagosa Springs CDC • Local governments | <ul style="list-style-type: none"> • School District • BEST grants • Citizens • Businesses | Undetermined | Not defined -- Retain qualified workforce in community | <ul style="list-style-type: none"> • Explore continuum of service from early childhood beyond high school. • Increase school readiness. • Identify & address school retention issues. • Strengthen partnerships with businesses. |
| <p>11. Health & Human Services:</p> <p>Complete Pagosa Springs Medical Center Primary Care Expansion</p> | High | <ul style="list-style-type: none"> • Upper San Juan Health Service District | <ul style="list-style-type: none"> • DoLA • USJHSD • Dr Mary Fisher Medical Foundation • Region 9 EDD Enterprise Zone Project | \$12M Phase One | Add at least 7 medical positions | <ul style="list-style-type: none"> • Design and construction of new primary care building, new main entrance, site upgrades, and medical equipment. • Maintain Enterprise Zone Contribution Project Status. |

ARCHULETA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2015

| Project | Rank | Primary Partners | Funding Resources | Cost Estimate | Jobs | Outcomes & Impacts |
|--|------|--|--|-----------------------------|--|---|
| 12. Historic Preservation: Restore old Jr High School Building | Low | <ul style="list-style-type: none"> Pagosa Springs Historic Preservation Bd. Archuleta School District | <ul style="list-style-type: none"> Historic Structure Assessment grant Town County | Undetermined | Undefined Construction jobs | <ul style="list-style-type: none"> Town, County and school district exploring options for renovation/restoration and repurposing. |
| 13. Housing: Identify & Meet Community Workforce Housing Needs | High | <ul style="list-style-type: none"> Archuleta County Pagosa Springs Housing organizations | <ul style="list-style-type: none"> State, federal & local funding | Undetermined | Retain workers in county to raise families | <ul style="list-style-type: none"> Assess community housing need, type of housing and options. Develop projects & funding Commence construction. |
| 14. Land Use: Utilize 7.5 Acres/Hwy 84 Property Development | High | <ul style="list-style-type: none"> Archuleta County Park Ditch Company Pagosa Springs CDC | <ul style="list-style-type: none"> County Colorado Division of Wildlife | Undetermined | Construction jobs for the event center, and at least 2 administrative staff when completed | <ul style="list-style-type: none"> Sold 88 acres to preserve Skyrocket. 7.5 acres zoned industrial for future growth. |
| 15. Parks & Recreation: Complete Town to Lakes Trail | High | <ul style="list-style-type: none"> Archuleta County Pagosa Springs CDOT | <ul style="list-style-type: none"> Town County CDOT Pagosa Lakes Property Assoc. GoCO | Based on alternative chosen | Construction jobs to build trail | <ul style="list-style-type: none"> Construct trail from Pagosa Lakes to downtown Pagosa Springs as part of collaborative effort. |

ARCHULETA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2015

| Project | Rank | Primary Partners | Funding Resources | Cost Estimate | Jobs | Outcomes & Impacts |
|--|------|--|--|---------------|---------------------------------------|--|
| 16. Parks & Recreation: Implement PROST Plan | Med | <ul style="list-style-type: none"> • Pagosa Lakes Property Owner's Association • Pagosa Area Trails Council • Archuleta County • Pagosa Springs • San Juan Historical Society • SW Land Alliance • U.S. Forest Service • CDOT • Division of Wildlife • Pagosa Chamber • BLM | <ul style="list-style-type: none"> • GoCO • NPS • CDOT • County • Town • Developers • Parks, Recreation, Open Space, Trails (PROST) 1-A funds | Undetermined | Undetermined Construction jobs | <ul style="list-style-type: none"> • Build trails to get the bicyclists and pedestrians off of the roadways. • Provide safe non-motorized transportation and recreation in the Lakes area and link to USFS trail systems in the Turkey Springs area of the San Juan National Forest. • Build Amphitheater by Vista Lake Clubhouse |
| 17. Parks & Recreation: Adopt a Downtown Riverwalk Master Plan | Med | <ul style="list-style-type: none"> • Pagosa Springs • CDOT | <ul style="list-style-type: none"> • Town • GoCO • CDOT • Impact Fees | Undetermined | Construction jobs to build River Walk | <ul style="list-style-type: none"> • Continuation of River Walk along the San Juan River from the southwestern Pagosa Springs boundary to the northeastern Pagosa Springs boundary. • Research property lines for extension of Riverwalk trail going east from Hot Springs Blvd. • Pedestrian access on McCabe Creek. |

ARCHULETA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2015

| Project | Rank | Primary Partners | Funding Resources | Cost Estimate | Jobs | Outcomes & Impacts |
|---|------|---|---|----------------|---|--|
| <p>18. Parks & Recreation:</p> <p>Expand Outdoor Recreation Facilities</p> | High | <ul style="list-style-type: none"> • Pagosa Springs • Archuleta School District • Archuleta County | <ul style="list-style-type: none"> • GoCO • DoLA • Town • Impact Fees • User Fees • School District • County • PROST | Not determined | <p>Construction jobs to build the recreation facilities</p> <p>Administrative staff position to manage facilities</p> | <ul style="list-style-type: none"> • Provide outdoor recreation facilities (build out of Yamaguchi Park, Cloman Park, and proposed Veteran Park, Western Heritage Facility) which may include baseball and soccer fields, 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, bathrooms, and parking. |
| <p>19. Public Infrastructure:</p> <p>Archuleta County Fairground Improvements</p> | High | <ul style="list-style-type: none"> • Archuleta County • CSU Extension • Fair Board • Western Heritage | <ul style="list-style-type: none"> • County • Town • GoCO • USDA • CDBG • Private Partners • CSU • Western Heritage Events Center | Undetermined | <p>Construction jobs during expansion and administrative jobs during operation</p> | <ul style="list-style-type: none"> • Provide a fairgrounds facility better equipped for the population and county's growing needs and increased use. • Raising funds for new open-sided arena. |
| <p>20. Public Infrastructure:</p> <p>Complete Courthouse & Justice Center Projects</p> | High | <ul style="list-style-type: none"> • Archuleta County • 6th Judicial District • Dept. of Local Affairs | <ul style="list-style-type: none"> • State & Federal Grants • Impact Fees • DoLA • County • Private capital | Undetermined | <p>Construction jobs during expansion and administrative jobs during operation</p> | <ul style="list-style-type: none"> • Create facilities for County Offices, Courtrooms, office space, mediation and meeting rooms for judicial system. • Construct safe, detention facilities. |

ARCHULETA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2015

| Project | Rank | Primary Partners | Funding Resources | Cost Estimate | Jobs | Outcomes & Impacts |
|--|------|--|---|---------------|-------------|--|
| <p>21. Public Infrastructure:</p> <p>Implement County-Wide Water Plan</p> | Med | <ul style="list-style-type: none"> • Archuleta County • Pagosa Springs • P.A.W.S.D • SW Water Conservation District • Metro Districts • Pagosa Fire • Home Owners Assoc. | <ul style="list-style-type: none"> • Town • P.A.W.S.D • SW Water Conservation District | Undetermined | N/A | <ul style="list-style-type: none"> • Ensure that there is enough water to support infrastructure during drought cycle. • Partner with Inter Basin Compact Committee (IBCC) for San Juan Basin and assist with implementation. • Build a 7.3 mile pipeline from Town to create a more reliable system and take pressure off the oldest plant. • Pipeline work in progress. Pipeline serves both water and wastewater needs. |
| <p>22. Public Infrastructure:</p> <p>Town of Pagosa Springs Geothermal Heating System</p> | Med | <ul style="list-style-type: none"> • Pagosa Springs • Co. School of Mines • Pagosa Verde | <ul style="list-style-type: none"> • Dept of Energy • Governor’s Energy Office • Well owners • DoLA • CDOT | Not defined | Not defined | <ul style="list-style-type: none"> • Provide geothermal heat to 450 homes and downtown businesses in Pagosa Springs. • Goal to be energy independent and collaborate with other geothermal efforts. • Initial system already in place which includes elementary & middle school as well as some residences and sidewalks. • Differentiates community from other areas. |

ARCHULETA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2015

| Project | Rank | Primary Partners | Funding Resources | Cost Estimate | Jobs | Outcomes & Impacts |
|---|------|---|--|---------------|---|---|
| <p>23. Public Infrastructure:</p> <p>Expand County Landfill & Recycling Program</p> | High | <ul style="list-style-type: none"> • Archuleta County • Pagosa Springs • Waste Management • At Your Disposal • G & I Sanitation • Southwest Organization for Sustainability (SOS) | <ul style="list-style-type: none"> • County • Town • Waste Disposal Service Providers • USDA • Solid Waste Management Grants • CSU Extension | Undetermined | 1-3 jobs created | <ul style="list-style-type: none"> • Plan for Cell 4 to further extend the Landfill life. • Expand current transfer station lease. • New facility on Putt hill. • Reduce leakage from avid recyclers making trips to Durango that includes eating and shopping. • Add recycle drop off point at strategic locations. |
| <p>24. Public Lands:</p> <p>Completion of Chimney Rock National Monument Management Plan</p> | High | <ul style="list-style-type: none"> • U.S. Forest Service • Pagosa Springs • S. Ute Indian Tribe • Archuleta County • Chimney Rock Interpretative Association | <ul style="list-style-type: none"> • Friend of Chimney Rock • National Park Service | Undetermined | 14 jobs indirectly related to tourism, per impact study | <ul style="list-style-type: none"> • Economic benefits accruing from increased visitation to the site. • Preparation of Management Plan and EIS. |
| <p>25. Public Lands:</p> <p>Address Beetle Kill and Wildfire Risks</p> | High | <ul style="list-style-type: none"> • US Forest Service • BLM | <ul style="list-style-type: none"> • US Forest Service • BLM | Undetermined | Undetermined | <ul style="list-style-type: none"> • 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. • Reduce hazardous fuels by 1000 acres annually over next ten years in region, per Tres Rios Field Office Resource Management Plan. |

ARCHULETA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2015

| Project | Rank | Primary Partners | Funding Resources | Cost Estimate | Jobs | Outcomes & Impacts |
|--|------|---|---|---------------|---|--|
| <p>26. Tele-communications:</p> <p>Broadband Ubiquity Project</p> | High | <ul style="list-style-type: none"> • SW Colorado Council of Governments • Rural Electric Cooperatives • Archuleta County • Pagosa Springs • Pagosa Springs CDC | <ul style="list-style-type: none"> • USDA • FCC • County • Town • PSCDC • Telecom Providers • DoLA –SB232 funding • SWCCOG • New Aspen Springs tower • Telecommunications providers • Colorado Office of Information Technology • State of Colorado | Undetermined | Indirect job creation with advanced telecommunication 5 | <ul style="list-style-type: none"> • Last mile buildout. • Voter approval for SB152 Opt Out. • SWCCOG applied for broadband planning grant through DoLA to develop operations/IT plan to better utilize SCAN Network – provide database of equipment. • Provide more job creation through home-based businesses. |
| <p>27. Tourism:</p> <p>Implement Tracks across Borders Scenic and Historic Byway (TABB) Conceptual Plan</p> | Med | <ul style="list-style-type: none"> • TABB Charter Commission • Cumbres & Toltec Scenic Railroad • Durango & Silverton Narrow Gauge RR • Colorado Scenic and Historic Byways Commission/CDOT • Southern Ute Tribe • Colorado Parks & Wildlife /Navajo Lake State Park • Chimney Rock National Monument/ CRIA | <ul style="list-style-type: none"> • CDOT • Pagosa Springs Area Tourism Board • Durango Area Tourism Office • Colorado Tourism Office • Wild Horse Casino/Apache Nugget • Sky Ute Casino • Cumbres & Toltec Scenic Railroad • Durango & Silverton Narrow Gauge RR • Navajo River Ranch | \$50K | <p>Part-time coordinator</p> <p>In-direct job creation due to increased visitor traffic</p> | <ul style="list-style-type: none"> • Another attraction for tourists and locals to extend visitor stays. • Approved designation as scenic byway. • Raise funds for coordinator to market/manage the byway (website, signage, and fundraising). • TABB incorporating in CO as a 501(c) 3 nonprofit. • Complete Corridor Management Plan. |

ARCHULETA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2015

| Project | Rank | Primary Partners | Funding Resources | Cost Estimate | Jobs | Outcomes & Impacts |
|---|------|---|--|---------------------------|---|---|
| <p>28. Transportation:</p> <p>Complete Transportation & Intersection Priority Projects in Archuleta County</p> | Med | <ul style="list-style-type: none"> • CDOT • Archuleta County • Pagosa Springs • SW Regional Transportation Planning Commission | <ul style="list-style-type: none"> • Enhancement funds • FASTER funds • County • Town | \$1M- Wildlife Mitigation | Related construction jobs | <ul style="list-style-type: none"> • Complete McCabe Creek culvert replacement – readdress design and scope. • Wildlife Mitigation project on Hwy160. • Paving of Wolf Creek Pass planned 2016. |
| <p>29. Transportation:</p> <p>Grow Public & Senior Transit Services</p> | High | <ul style="list-style-type: none"> • Archuleta County • Pagosa Springs • Transit Advisory Board • Regional Transit Coordinating Council • SWCCOG | <ul style="list-style-type: none"> • Federal Grants • CDOT • Private Donations • Archuleta County Human Services • Town • County • SWCCOG | \$100K annual budget | Construction jobs during building of the bus facility | <ul style="list-style-type: none"> • Provide transportation to seniors. • Expand Archuleta County Mountain Express. • San Juan Sentry (Cortez Cab) planning to provide transit service between Pagosa Springs and Durango. |
| <p>30. Transportation:</p> <p>Area-wide Road Impact Fees to be Re-adopted by the County</p> | Low | <ul style="list-style-type: none"> • Pagosa Springs • Archuleta County • CDOT | <ul style="list-style-type: none"> • Impact Fees | Undetermined | N/A | <ul style="list-style-type: none"> • Increase funding for requisite Pagosa Springs and County road improvements. • Impact fee study performed by EPS; not adopted yet due to economic conditions. |
| <p>31. Transportation:</p> <p>Complete Reconditioning 1st 3 miles of Piedra Road</p> | High | <ul style="list-style-type: none"> • Archuleta County • CDOT • Forest Service | <ul style="list-style-type: none"> • CDOT | \$3M | Related Construction jobs | <ul style="list-style-type: none"> • Improve conditions of highly utilized road that provides connections to public land and residential properties. |

ARCHULETA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2015

| Project | Rank | Primary Partners | Funding Resources | Cost Estimate | Jobs | Outcomes & Impacts |
|--|------------|--|--|---------------|----------------------------------|---|
| <p>32. Transportation:</p> <p>Complete Traffic Circle at 160/North Pagosa/Navajo Trail/Country Center</p> | <p>Med</p> | <ul style="list-style-type: none"> • Archuleta County • Pagosa Springs | <ul style="list-style-type: none"> • CDOT | <p>\$2M</p> | <p>Related Construction jobs</p> | <ul style="list-style-type: none"> • Improve traffic safety and flow at busy intersection. |