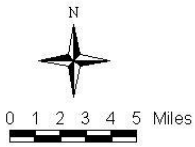
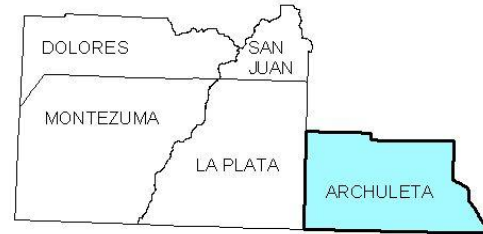


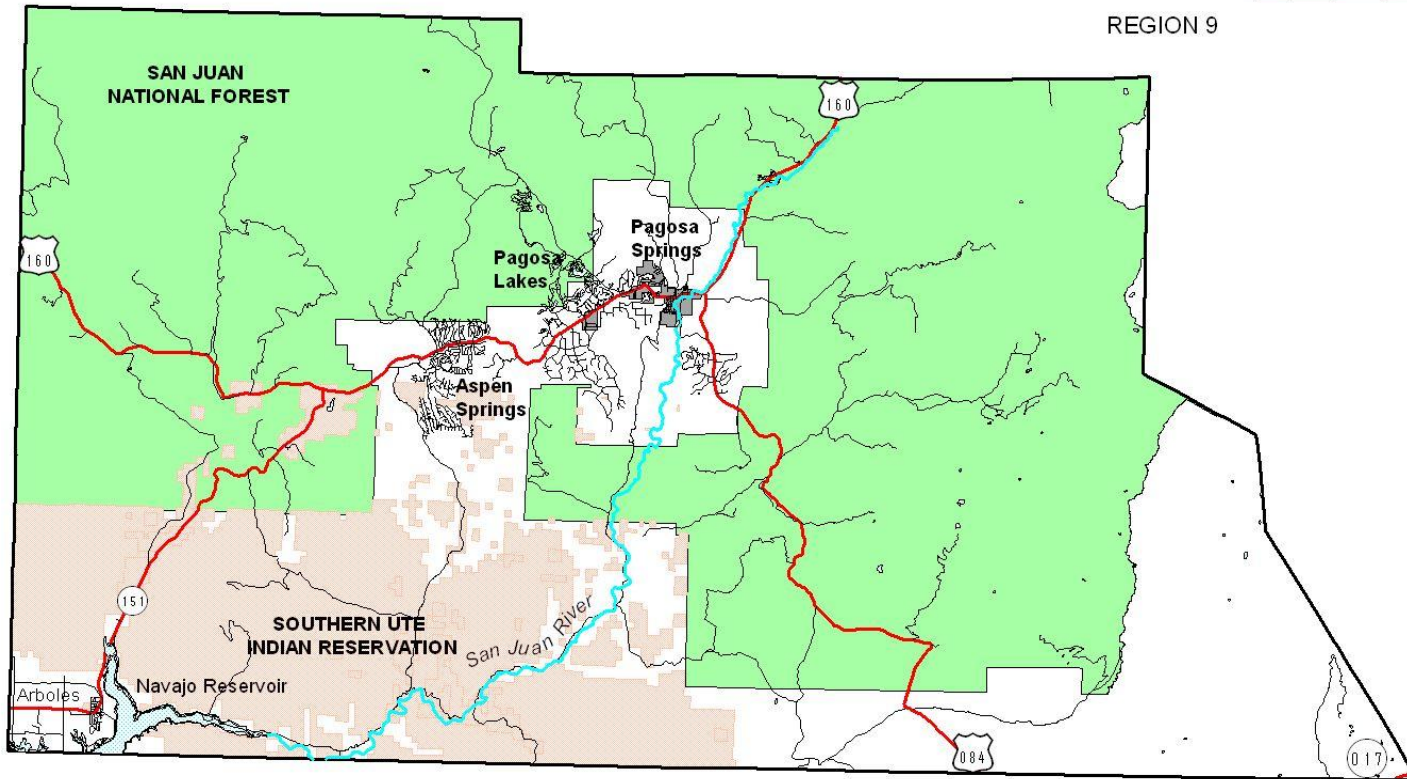
MAP OF ARCHULETA COUNTY



- 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



Archuleta County

3. ARCHULETA COUNTY

TABLE OF CONTENTS

INTRODUCTION	1
EXECUTIVE SUMMARY.....	1
BACKGROUND	2
LOCAL ISSUES.....	3
Education	3
Environmental and Land Use Issues.....	4
Health Care	5
Livable Wages.....	6
Housing.....	7
Telecommunications.....	7
Transportation	8
ARCHULETA COUNTY PROFILE.....	10
Archuleta County Government.....	10
Infrastructure and Services	11
Demographics	12
The Local Economy.....	13
Unemployment Rates.....	13
Commuting - Wage and Salary Jobs	13
Employment and Income 2009.....	14
Economic Drivers.....	15
Economic Clusters	16
Per Capita Income	16
Total Personal Income	16
Total Personal Income Trends.....	17
Employment Sector Trends 1980 - 2009.....	18
STRATEGIC PLANNING	34
Community Values	34
Archuleta County Vision and Mission Statements.....	35
SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis	35
Key Economic Development Directions.....	38
Goals, Actions & Implementation	38
BOTTOM UP – ECONOMIC DEVELOPMENT STRATEGY.....	45

INTRODUCTION

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

EXECUTIVE SUMMARY

Archuleta County is comprised of 867,263 acres (1,355 sq. miles). Only 31% of lands in Archuleta County are in private ownership. Tribal lands comprise 14% of the county and any decisions regarding their development (i.e. mineral and timber resources) could impact county resources and economic development. Most of the northern and eastern portions of the county (49%) are within the San Juan National Forest and are under the management of the U.S. Forest Service. Federal lands continue to be managed under a policy of multiple use.

In 1970, manufacturing (primarily wood products) provided 30% of the county's total work income and generated \$7.4 million in earnings. Over the next 20 years manufacturing wages decreased, due primarily to the decline of the timber industry. The 1980s were a time of relative stability in terms of population and economy, reflecting the "flat" state and national economies. Since that time Archuleta County has been in transition from a traditional rural community to a more urban environment in which tourism is the number one industry. Primarily, people moving in for quality of life issues or "amenity migration" drove population growth in the 1990s, 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.

From 1990 to 2000, the population of Archuleta County grew by 8.5% annually, and was ranked 5th of 64 Colorado counties (14th nationwide) for rate of growth. Since 2000, the estimated rate of growth has slowed down to about 2% annually, with most of the growth in the unincorporated areas of the county, which is an ongoing trend. The majority of the county's population is concentrated within the Town of Pagosa Springs and its surrounding subdivisions. The population in 2010 was 12,084.

In 2009, the service sector provided 41% of jobs and 34% of employment income. The retail trade sector accounted for 15% of jobs and 17% of employment income. Proprietors (owners) made up 23% of total employment, while wage and salary jobs accounted for 77%. When we compare job growth from 2001 to 2009 we see that the most growth was in manufacturing, mining and utilities and service sectors. There were also declines in agriculture and construction. In 2010, county unemployment rates (10.2%) are higher than the state (8.9%) and nation (9.6%).

Region 9 has estimated that in 2010 a minimum of \$10.56/hr provided a livable wage in Archuleta County (for a single person renting a one bedroom unit). A family of four renting a 3 bedroom unit would need at least \$27.66/hr. That is four jobs at a minimum wage of \$7.24.

In 2009 Archuleta had a total personal income (TPI) of \$364,743,000. This TPI ranked 38th in the state and accounted for 0.2 percent of the state total. The largest proportion (53%) of TPI is generated through employment.

In 2009 Archuleta had a per capita personal income (PCPI) of \$29,344. This PCPI ranked 55th in the state and was 70 percent of the state average (\$41,895), and 74 percent of the national average (\$39,635).

BACKGROUND

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

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

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

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

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

Since that time Archuleta County has been in transition from a traditional rural community to a more urban environment in which tourism is the number one industry. Primarily, people moving in for quality of life issues or "amenity migration" drove population growth in the 1990s, 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.

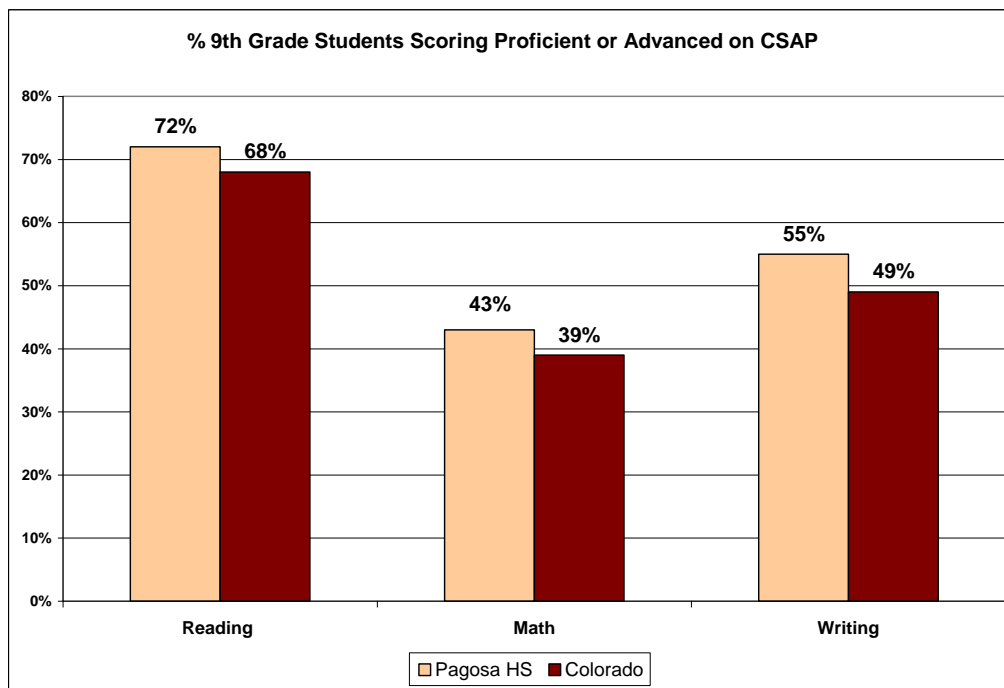
LOCAL ISSUES

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

Education

Since the last CEDS report, there have been significant changes in the way Colorado schools are rated, as well as in the State Standards and Assessments. A landmark education reform initiative known as “Colorado’s Achievement Plan for Kids,” or CAP4K, was signed into law in 2008 to align the state public education system from preschool through postsecondary schools. The Education Accountability Act of 2009 aligns the accountability system to focus on the CAP4K goals: holding the state, districts and schools accountable on a set of consistent, objective measures and report performance. (See Regional Overview on Education for more detail on these reforms.)

District and school Unified Improvement Plans (UIP) are based on four performance indicators: academic achievement; academic growth; gaps in growth levels for a variety of historically disadvantaged subgroups; and success in preparing students for postsecondary and workforce readiness (based on dropout rates, graduation rates and scores on the ACT college entrance exam).



Based on these indicators, the Colorado Department of Education (CDE) determines if each district (and the district in turn, their schools) exceeds, meets, approaches or does not meet the indicators. According to the 2010 one-year performance reports (first time the UIP format was required), Archuleta County 50 JT is accredited and meets the academic achievement, academic growth, and gaps indicators; it is approaching the postsecondary and workforce readiness indicator.

Of note is the fact that Pagosa High School scored the highest of all high schools in Region 9 in the Academic Achievement indicator, with the highest percentages scoring Proficient and Advanced in the CSAP subjects of Reading, Math and Writing. (View full reports on Archuleta County 50 JT and its schools at <http://www.schoolview.org/performance.asp>.)

Environmental and Land Use Issues

According to the 2010 U.S. Census, Archuleta County continues to be a fast-growing county, with 22 percent population growth over the last decade, compared to 15 percent in Colorado as a whole. This population growth brings economic vitality, and also concerns about the environment and land development.

One current example is a proposed large-scale development, with over 1,700 housing units for up to 10,000 people and 159,000 square feet of commercial space, called the Village at Wolf Creek, east of Pagosa Springs in neighboring Mineral County. The Forest Service approved an application for transportation and utilities for the Village at Wolf Creek in 2006. This project is controversial, and many coalitions are concerned about its impacts on the environment. Environmental concerns include traffic, disruption of wildlife corridors, and impacts on pristine recreation areas, wetlands, and watersheds. Additionally, there is an economic concern about the potential loss of income for Archuleta County's businesses that rely on skiers' tourism dollars in the winter. Two environmental groups filed a joint lawsuit against the U.S. Forest Service and the developer challenging the 2006 Final Environmental Impact Statement. A settlement agreement was reached in which the U.S. Forest Service withdrew the 2006 Record of Decision and initiated preparation of a new environmental impact statement. A proposed deal to swap private land owned by the developer in a meadow at the base of the Wolf Creek Ski Area for Forest Service property adjacent to US Highway 160 is currently being studied by the Forest Service.

Chimney Rock Archaeological Area, southwest of Pagosa Springs, is located within the San Juan National Forest and is the site of an ancestral Puebloan village. The site contains remnants of dwellings and ceremonial buildings built around 1050 A.D. Every 18.6 years, the moon rises between the twin spires of Chimney Rock during an event called the major lunar standstill. In March of 2011, a bill was introduced to the U.S. Congress to designate Chimney Rock as a national monument to provide the site with protection and recognition. Some local communities hope the designation will boost tourism in the area. (Durango Herald, March 8, 2011)

The San Juan National Forest and Bureau of Land Management is revising their forest plan that will outline the types of uses that can occur such as: where commercial timber can be harvested, where grazing will occur and to what levels, and locations where motorized recreation is allowed. In public meetings, the following key issues were identified as concerns in Archuleta County: growth, USFS road maintenance, wildfire risks and Wildland Urban Interface issues, trail head conflicts, protection of the Piedra River without harming water rights, expansion of motorized use on the public lands, and noxious weeds. A Draft Land Management Plan and Draft Environmental Impact Statement (DEIS) was issued in December of 2007, and it was determined from public comment and industry feedback that the emerging potential for oil and gas exploration had not been adequately addressed. The USFS and BLM plan to issue a Supplement to the DEIS in early 2011. Following the public involvement process, it is expected that the final documents will be published in the summer of 2012.

Oil and gas development in Archuleta County's western end is a source of county tax revenues, but is also an environmental concern due to drilling in roadless areas, and threats to water quality and wildlife. The San Juan National Forest released its Record of Decision (ROD) in 2007 for oil and gas drilling in the HD Mountains, an action that has received considerable, wide-spread opposition from landowners, concerned citizens, and local, state and federal elected officials. Provisions in the ROD did respond to the public's concerns about drilling in roadless areas and reduced the number of authorized wells and roads (the document authorizes approximately 140 gas wells and about 70 miles of roads and pipelines). There was also concern about drilling along the Fruitland Formation Outcrop, with possible methane seeps that could contaminate homes and water wells and dry up water wells and springs. The Forest Service planned to monitor water wells and vegetation along an outcrop for signs of methane seepage. (savehdmountains.org)

Air quality issues emerged in Pagosa Springs in the late 1980s. Particles in the air less than ten microns in diameter (PM10) can become lodged deep in the lungs and are not easily expelled. This can cause negative health effects, particularly for people with heart or lung disease, or respiratory problems, the elderly, and children whose lungs are still developing. The Pagosa Springs area was classified in 1987 as non-attainment for PM10. Strategies in the State Implementation Plan for reducing PM10 included paving unpaved roads, street sanding with a reduced amount of fine sand, and motor vehicle emission control. The area was re-designated as “maintenance”, rather than non-attainment, in 2001. Pagosa Springs receives \$200,000 federal Congestion Mitigation and Air Quality funding per year for activities such as paving dirt streets and purchasing street sweepers to reduce air emissions of particulate matter. The air shed will be monitored for PM10 until at least 2021.

According to the 2010 Report on the Health of Colorado’s Forests, the area of Lodgepole pine devastated by the spruce beetle in southwest Colorado doubled in size last year to 208,000 acres. The area of concern is located in high-altitude forests north of Pagosa Springs. An estimated 100,000 trees fall in the pine beetle zone every day. A deputy regional forester said a wildfire in this area could be too dangerous to fight, because firefighters may not be able to access the area due to the hazard of falling trees. (Durango Herald, February 17, 2011)

A water rights issue that has emerged in the region involves legal challenges by property owners who sued to protect their water rights from natural gas drilling. Two local ranching families took the State Engineer’s Office to court for not protecting their water rights from gas wells and won in the State Supreme Court in 2009. The gas industry was concerned that all gas wells in the state would need to be permitted, and the state engineer’s office drew maps showing where gas wells interact with surface water. The reasoning is that water used in the drilling process does not need to be replaced for gas wells outside these zones, because the water is assumed to be so deep underground that it will have no effect on surface water. Several lawsuits are active at the writing of this report (<http://www.warws.com/documents/Waterrightsownerssuestateagain.pdf>).

Sources:

The Pagosa Sun. Newspaper archives. 2006.

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

Health Care

Archuleta County uninsured rate is estimated at 24%. A full 51% of the children in the county qualify for free and reduced lunches; the poverty rate is estimated at 13%. This can be attributed to the seasonal and service aspects of the local economy. Archuleta County qualifies as a federal HPSA (Health Professional Shortage Area) as defined by the Federal Department of Health and Human Services, which makes the county eligible for certain federal resources such as higher reimbursements for Medicare and Medicaid. Historically, health care delivery in this county was distinguished by distance, with the nearest trauma level hospital being an hour away in Durango.

Since the last CEDS report, Archuleta County has greatly improved the availability of its health care services. In January of 2008 Pagosa Springs Medical Center (PSMC) opened to offer comprehensive hospital services, EMS, diagnostic testing and wellness programs. Its ER now serves 4,000 patients annually. The hospital’s federal designation as a Critical Access Hospital (CAH) allows for higher reimbursements for Medicare and access to grants only available to communities with this designation.

PSMC also operates a family practice clinic – the Primary Care Clinic at Pagosa Springs Medical Center – which averages 15,000 visits per year and serves about 8,000 patients annually. The

new facility has been a significant factor in attracting providers to the area. Before opening, there were two primary care providers in the community; now there are 18 physicians working at PSMC, with more being actively recruited. In 2011, 2,000 square feet will be added on to the clinic.

PSMC was made possible through the passing of an initiative in 2006 that allowed the Upper San Juan Health Service District (USJHSD) to float revenue bonds to pay for the CAH. The Dr. Mary Fisher Medical Foundation also stepped in to help ensure the success of the facility by supporting the District through fundraising and donor/community relations, helping sustain the hospital through its startup phase.

The San Juan Basin Health Department office in Pagosa Springs offers a family planning clinic, prenatal clinic, cervical and breast cancer screenings for women over 40, immunizations for adult and children, a long-term care program, personal care provider agency, and a nurse family partnership program, among other services. It also does CHP+ applications and Medicaid applications for children and pregnant women. Southwest Smilemakers offers dental care for children and some pregnant women, most of whom are on Medicaid. In 2010, 133 patients were treated in the Pagosa Smilemakers location.

Mercy Home Health and Hospice services Archuleta County, which has seen increased demand for hospice care in the last 3 years. As the Baby Boomer generation ages, demand will continue to rise for home care, skilled home health, outreach nurses, and transportation.

Sources:

- United States Census <http://www.census.gov/popest/eval-estimates/eval-est2010.html>
- Small Area Health Insurance Estimates 2007 <http://www.census.gov/did/www/sahie/index.html>
- Small Area Income and Poverty Estimates 2009 <http://www.census.gov/cgi-bin/saipe/saipe.cgi>
- Colorado Department of Education <http://www.cde.state.co.us/cdereval/rv2010pmlinks.htm>
- San Juan Basin Health Department (970) 264-2409
- Mercy Home Health & Hospice (970) 382-2000
- PSMC <http://www.pagosamountainhospital.org/>

Livable Wages

Within our region, Pagosa Springs (Archuleta County) and Silverton (San Juan County) are the least expensive places for a family to live, while Rico (Dolores County) and Durango (La Plata County) are the most expensive places to live. Since 2007 the cost of living has actually **gone down** (-15%) in Archuleta County. This is due primarily to decreasing rents and declines in prices of some consumer goods and services. The complete report can be seen at www.scan.org.

Archuleta County Pagosa Springs	Single Person renting 1 bdrm \$475 per month	Single Parent, 1 child renting 2 bdrm \$575 per month	Family of 4 renting 3 bdrm \$675 per month
Basic Expenditures (excluding rent)	\$ 16,270	\$ 30,873	\$ 39,024
2010 Rent Expense	\$ 5,700	\$ 6,900	\$ 8,100
² Child Care (\$2.50 x 2080 per child)		\$ 5,200	\$ 10,400
Total Living Expense	\$ 21,970	\$ 42,973	\$ 57,524
³ Livable wage per hour	\$ 10.56	\$ 20.66	\$ 27.66
# of jobs at minimum wage (\$7.24)	1.5	2.9	4.0

Notes: The minimum wage for Colorado is currently at \$7.24 per hour, effective January 1, 2010.

² Source: Tricounty Headstart Early Childhood Programs.

³ Total Living Expenses/2080 hour work year.

Family of four assumes two children requiring full-time day care.

Housing

In the 4th quarter of 2010, Archuleta County had a foreclosure rate of 68% of occupied housing units. It is important to note, however, that counties with small populations are prone to very volatile foreclosure rates as a small rise or fall in the total number of foreclosures can significantly change the foreclosure rate in terms of a percentage. Foreclosures in rural resort counties also often reflect 2nd homes or time shares. According to the county assessor's office, the median home price for a single family residential unit was \$206,570, and the average price was \$262,962 in 2010.

The provision of adequate housing continues to be a concern in Archuleta County. The following information was drawn from a recent report prepared for the Southwest Colorado Housing Collaborative, in an effort to create a regional housing strategy (*Southwest Colorado Housing Plan*. Report prepared by Economic & Planning Systems. Draft January 21, 2010. p9).

“Archuleta County, in partnership with the Town of Pagosa Springs, had a housing needs assessment completed in February of 2008. The study identified several recommendations within an action plan for the County and its communities to follow. The most pressing housing needs identified in the study are the development of workforce housing that can be purchased at both the affordable (defined as households earning 30 to 60 percent of area median income (AMI)) and attainable (defined as households earning 60 to 120 percent of AMI) income levels and the development of new multifamily rental housing. The County has a low amount of traditional apartment rental units and is especially in need of rental units for households making less than 60 percent of AMI. Some form of subsidized rental units or rent programs are most likely needed to fill this gap. Creating for-sale housing options for households earning from 100 to 120 percent of AMI is the specific area in the most need for homebuyers.”

“There were numerous recommendations presented in the needs assessment. The following are some specific recommendations and how they relate to the regional housing strategy effort.

- Generally, older homes are affordable but are in great need of upgrades to become attractive to buyers.
- Establish a down payment assistance program to assist first time homebuyers earning up to 120 percent of AMI.
- Create an Archuleta County Housing Forum. Montezuma County has created a similar partnership which could be a model for Archuleta County. Continue to support self-help housing construction. Colorado Housing Inc. has completed nearly half of its homes in Archuleta County and has been a very active organization. CHI and Habitat for Humanity could benefit from further collaborations with the Town of Pagosa Springs, the County and other housing providers, which could lower their cost of building homes and help with finding and acquiring sites to build homes.
- Establish a Joint Town and County Housing Coordinator Position. (Note: In 2010 the Archuleta County Housing Authority hired an executive director for the Authority that could fill this role for the County and Town.)”

Telecommunications

Telecommunications fiber optic infrastructure in the Town of Pagosa Springs currently connects a limited number of government offices and community anchor institutions. The infrastructure runs east-west parallel to US Highway 160 with a spur that runs to Stevens Airfield. The fiber does not run through downtown Pagosa Springs, where the majority of the town's community anchor institutions are located, and it does not reach as far west as Fairfield. The infrastructure also does not provide redundancy for the town as currently deployed. Private telecommunications providers bring services into the area via wireless infrastructure that also does not provide redundancy.

Several private providers are exploring an investment in wireless infrastructure over Wolf Creek Pass to offer redundancy to Archuleta County and offer new services in the San Luis Valley. Archuleta County and the Town of Pagosa Springs are participants in the Southwest Colorado Council of Governments (SWCCOG), and the SWCCOG telecommunications infrastructure development project, the Southwest Colorado Access Network (SCAN). The SCAN project has identified 30 community anchor institutions in Archuleta County as potential participants in an intra-community private government network. These institutions and other organizations in the area are also potential purchasing consortium members for the SCAN project. The County, Town of Pagosa Springs and municipal governments, and community anchor institutions will have input into the type of infrastructure and services that are appropriate for the community's broadband needs. In 2010, Archuleta County purchased video conferencing equipment that was placed in the Archuleta County Education Center. The equipment will be used to provide distance learning and meeting capabilities for students and community members.

Transportation

Adequate transportation routes are crucial for economic development, and Archuleta County presents a challenge due to its mountainous terrain. U.S. Highway 160 is the only major east-west route through the region and is vital for commuters, tourists, and transport of freight. Within the Town of Pagosa Springs, population is growing north to south along Highway 160, and there is little room for road expansion -- causing traffic congestion through town. Transit services are provided by the county, but primarily serve seniors and persons with disabilities.

Intersections - The regional Colorado Department of Transportation (CDOT) office first conducted an analysis of intersections needing improvement in 1998, and has updated the study two times since then. CDOT requests potential study locations from the counties in the region and hires a consultant to perform an objective study, based on parameters such as accident rates, congestion, truck usage, cost/benefit?, and local funding participation. A ranking of priorities was made, and projects were funded in order of ranking in the study. CDOT has programmed funding for two intersection improvement projects in Archuleta County in the next six years: 1) US Highway 160 at 8th Street in Pagosa Springs in the amount of \$2.77 million in 2012 and 2013; and 2) US Highway 160 at Vista Boulevard/Meadows Drive in the amount of \$2.13 million in 2013 and 2014.

Highways - The CDOT rates the condition of highway surfaces with its Pavement Management System, providing a range of years of Remaining Service Life (RSL) of the pavement for the highway segment. The RSL calculation is based on roughness, cracking, patching, rutting and other indicators of smoothness and structure. A good surface condition corresponds to a remaining surface life of 11 years or more. A fair surface condition corresponds to a remaining surface life of 6 to 10 years, while a poor evaluation represents a remaining surface life of less than 6 years. According to data provided by the CDOT Region 5 Pavement Manager, 36.5 percent of the state highway miles in Archuleta County were rated poor in 2010. This is in keeping with the Colorado Transportation Commission's goal of 60 percent good and fair and 40 percent poor-rated highways in the state. Maintaining the existing transportation system is a high priority for the Transportation Commission, and a large percentage of state and federal transportation dollars are spent on reconstruction and resurfacing projects.

The fiscal year 2012-2017 Statewide Transportation Improvement Program (STIP), CDOT's six-year plan for the region, includes a project in the amount of \$6.365 million for construction of safety improvements on US Highway 160, near Hurt Drive, west of Pagosa Springs. The project was added to the long-range plan, and ultimately the STIP, at the recommendation of Archuleta County.

CDOT was constructing a project at the time of preparation of this report to mitigate the Jackson Mountain landslide that has been impacting a section of U.S. Highway 160, east of Pagosa Springs. The landslide, which has been monitored and studied for many years, is essentially a 50-

to-80-foot layer of soil on top of bedrock that slopes to the San Juan River below. Surface and groundwater in the area cause the soil to slough down the bedrock, resulting in continual road damage to US Highway 160. Over the years, CDOT Maintenance spent a lot of time and effort to patch the damaged road with asphalt, until the pavement depth was estimated to be approximately 12-to-15 feet deep. The current work involves installing a surface and underground drainage system, a steel cable system to stabilize the hillside below the highway, construction of a buttress at the toe of the slope (just above the river) using a concrete base, and placement of rip-rap at the river. No work was done at the riverside until after July 15th to avoid fish spawning. The final step was a "deep-patch repair" and reinforcement of the damaged section of U.S. Highway 160. The project was funded with \$5.2 million contingency money from the State Transportation Commission.

Colorado FASTER - Legislation passed in early 2009, known as FASTER (Funding Advancement for Surface Transportation and Economic Recovery), has provided revenue for transportation projects in the region that would not otherwise have been constructed. The purpose of the bill is to provide a long-term revenue source to repair deficient bridges and deteriorating roads around the state. FASTER is funded by an increase on vehicle registration fees, tolling on sections of highway in some parts of the state, and a \$2.00 daily fee on car rentals.

The region's four-year FASTER highway safety plan includes two projects in Archuleta County: 1) replacement of two culverts along US 160, west of Pagosa Springs, in critical need of repair, for a total of \$800,000 in fiscal year 2012; and 2) construction of intersection safety improvements at US 160 and 8th Street in Pagosa Springs in the amount of \$1,447,958 in fiscal year 2013 (this location was included in the intersection study described above).

FASTER funding is also available for regional and statewide transit projects. The Southwest Regional Planning Commission collaborated with CDOT to develop a three-year plan for regional FASTER transit funds. Archuleta County was awarded \$120,000 for a 21-passenger "green" transit bus in fiscal year 2011.

Airport - Stevens Field is a publicly-owned general aviation facility located three miles northwest of Pagosa Springs, and operated by Archuleta County. It does not have a terminal building, but a new Fixed Base Operator Building (FBO) was constructed in 2006. The facility includes an 8,100-foot-long asphalt runway and Phase I of a parallel taxiway was completed in 2009. There are expansion plans in the works that will include new hangars, and Phase II of the parallel taxiway.

Intercity Bus Service - *Mountain Express* provides a fixed transportation route within Pagosa Springs and surrounding areas. Operated by Archuleta County, Mountain Express began in 1999 under a Job Access Reverse Commute grant. The transit service serves employment services, childcare providers, schools, shopping centers, and lodging facilities.

Specialized Transit - *Archuleta County Senior Services* provides demand-response service in Pagosa Springs for senior citizens and persons with disabilities for medical, shopping, and nutrition trips, as well as shopping trips to Durango and Farmington, New Mexico, a "medical shuttle" to Durango, and trips for the Meals on Wheels Program. The agency operates an 18-passenger bus with wheelchair accessibility.

Sources:

Southwest Regional Planning Commission -- *Southwest TPR 2035 Regional Transportation Plan*, CDOT, January 2008.

ARCHULETA COUNTY PROFILE

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 employs a staff of 162 full time equivalent employees in 2011.

Expenditures

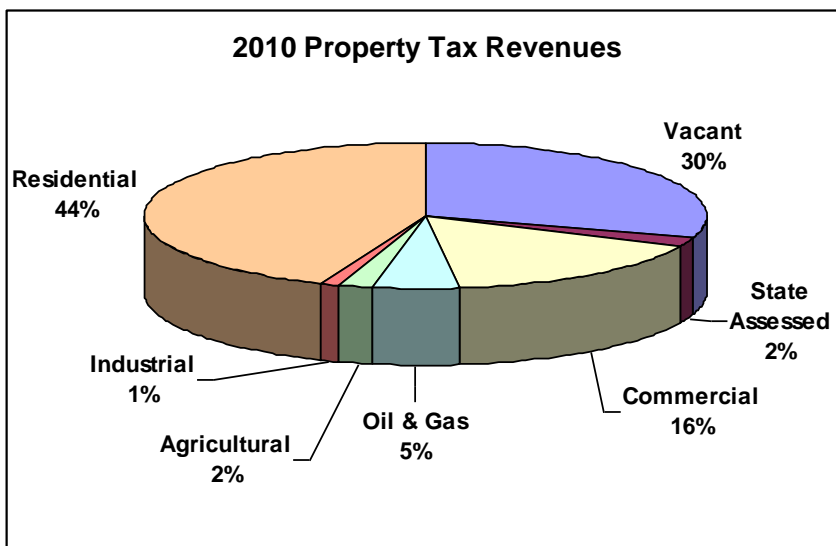
Archuleta County provides many different services to its' citizens, including public safety, roads and bridges, and health and welfare. Budgeted expenditures for 2011 were \$26,253,384.

Revenues

The County estimated \$24,241,307 in revenues in 2011, with \$6,526,689 in 2010 ending fund balances. Revenues are produced from a variety of sources, including non - local tax sources such as federal and state funding for social services programs, highway user taxes and sales taxes generated by visitors to the County or user fees and service charges.

A 4% sales tax is estimated to generate \$2,905,500 for Archuleta County in 2011. These revenues are distributed as follows: 2% to the Town of Pagosa; and 2% to the county, with county revenues divided between the General Fund and the Road Capital Improvement Fund.

Property taxes account for 32% of County revenues in 2011. The following figure shows the proportionate contributions of different kinds of properties for 2011. Property tax is based on the market value of the property times the assessment rate divided by the assessed value. Oil and gas production and equipment is assessed at 85% of the actual value of production, as opposed to a 7.95% assessment ratio for residential properties and 29% for all other properties. Mill levies are the rates of taxation set by each taxing district.



- Property tax revenues are distributed among municipalities, school districts and special districts (i.e. fire protection and sanitation). Special Districts, such as fire protection, sanitation and school districts set additional tax levies.
- The Archuleta County property tax levy rate is currently 18.233 (2011)

Source: Archuleta County Adopted Budget 2011.

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

Police & Fire Departments - Pagosa Springs is the only incorporated town 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.

Telephone - The area is served by Century Tel.

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

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

Major Employers - 2010 Top 10 Employers: School District 50 JT (214), Archuleta County (162), City Market (105), Upper San Juan Hospital District (87), Parelli Natural Horsemanship (85), Fairfield Pagosa (79), Pine Ridge Extended Care Center (50), Pagosa Resort (56), MasterCorp (45), US Forest Service (42). [Calls to employers by Region 9]. The Wolf Creek Ski area reports its employment in Mineral County but does employ 232 seasonal employees from Archuleta County.

Recreation Facilities - (2010) The Pagosa Springs Park and Recreation Dept. has 2 softball fields (2 lighted), 2 soccer fields, and 1 baseball field. In Fall of 2006 there will be a new sports complex which will include another 2 soccer fields and 1 baseball/softball field. There are also 2 fishing ponds (1 used for ice skating in winter), and a 160 acre Mountain Park used for hiking and biking. Currently there are 1½ miles of River Trail. The new Community Center supports other recreational activities. In addition, there are surrounding public lands (San Juan National Forest).

Educational Facilities - Archuleta County Education Center. Archuleta County District 50 JT; K – 12 (Fall 2010 enrollment 1,492) [Colo. Dept. of Education]. Southwest Colorado Community College /Pagosa Springs Campus

Child Care Availability - 204 Total Slots (Ages 0-5). No Providers offer 24 hour or weekend care. [Durango 4-C Council, Inc]

Long term care facilities for Seniors - In 2010 Pine Ridge Extended Care Facility has 68 beds. [San Juan Basin Area Agency on Aging]

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 2000, the estimated rate of growth has slowed down to about 2% annually, with most of the growth in the unincorporated areas of the county. The majority of the county's population is concentrated within the Town of Pagosa

	Census 2000	Census 2010	% Change 2000-2010
Archuleta	9,898	12,084	22.1%
Pagosa Springs	1,591	1,727	8.5%
Unincorporated	8,307	10,357	24.7%

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.

Source: Colorado State Demography Office 3-2011

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

Population Forecasts					
Archuleta	2010	2015	2020	2025	2030
Population	12,084	15,001	17,805	20,866	24,110
Avg. Ann. % Change		4.4%	3.5%	3.2%	2.9%

Source: Colorado State Demography Office 3-2011

The **American Community Survey** (ACS) is a large, continuous demographic survey conducted by the Census Bureau that will eventually provide accurate and up-to-date profiles of America's communities every year. Questionnaires are mailed to a sample of addresses to obtain information about households -- that is, about each person and the housing unit itself. The survey produces annual and multi-year estimates of population and housing characteristics and produces data for small areas, including tracts and population subgroups. The following topics are drawn from the ACS, but do not include all available information. For a more comprehensive look at the demographics of Archuleta County go to <http://www.census.gov/acs/www/>.

Population: In 2005-2009, Archuleta County had a total population of 12,000 - 5,400 (44 percent) females and 6,800 (56 percent) males. The median age was 21.7 years. Forty-three percent of the population was under 18 years and 13 percent was 65 years and older.

Households and Families: In 2005-2009 there were 2,700 households in Archuleta County. The average household size was 4.5 people. Families made up 75 percent of the households in Archuleta County. This figure includes both married-couple families (66 percent) and other families (9 percent). Non-family households made up 25 percent of all households in Archuleta County. Most of the non-family households were people living alone, but some were composed of people living in households in which no one was related.

Education: In 2005-2009, 91 percent of people 25 years and over had at least graduated from high school and 35 percent had a bachelor's degree or higher. Nine percent were dropouts; they were not enrolled in school and had not graduated from high school.

Poverty and Participation in Government Programs: In 2005-2009, 15 percent of people lived in poverty. Twenty percent of related children under 18 were below the poverty level, compared with 8 percent of people 65 years old and over. Eight percent of all families and 64 percent of families with a female householder and no spouse present had incomes below the poverty level.

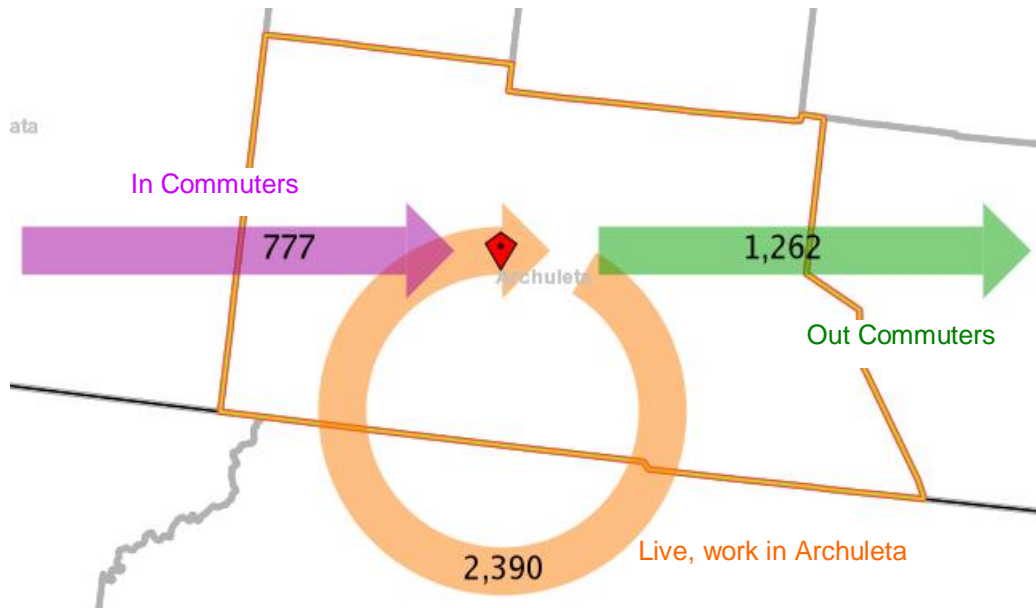
The Local Economy

Unemployment Rates

Archuleta County generally follows statewide and national trends with regard to unemployment rates. In 2010, county rates (10.2%) are higher than the state (8.9%) and nation (9.6%) due to the national economic recession which hit the area hard in 2009 and continues in what has been termed a “jobless recovery”. The seasonally adjusted labor force was 6,138 in 2010. For a look at how Archuleta County compares with the rest of the region from 1999 to 2010 please refer to the Regional Overview.

Commuting - Wage and Salary Jobs

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. Neighboring La Plata County is clearly an important source of employment.



Who works in Archuleta?		Where do Archuleta residents work?	
Place	Share	Place	Share
Archuleta County, CO	75.5%	Archuleta County, CO	65.4%
La Plata County, CO	5.5%	La Plata County, CO	11.5%
Rio Grande County, CO	2.6%	San Juan County, NM	2.8%
Montezuma County, CO	1.7%	Mesa County, CO	2.1%
Alamosa County, CO	1.4%	Montezuma County, CO	1.9%
Arapahoe County, CO	1.2%	Denver County, CO	1.7%
El Paso County, CO	0.9%	Rio Arriba County, NM	1.6%
Montrose County, CO	0.9%	El Paso County, CO	1.1%
Jefferson County, CO	0.9%	Adams County, CO	0.8%
San Juan County, NM	0.7%	Jefferson County, CO	0.7%
All Other Locations	8.8%	All Other Locations	10.3%

Source: US Census Bureau LEHD

Employment and Income 2009

The following table 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 2009 is the latest available data.

Archuleta County 2009 Total Employment	# of Jobs	% of Jobs	Income (\$000)	% of Inc.	Avg. ann. wage
Agriculture	209	4%	\$ (1,253)	-1%	*
Mining & Utilities	102	2%	\$ 6,794	4%	\$ 66,608
Construction	785	14%	\$ 22,947	12%	\$ 29,232
Manufacturing	93	2%	\$ 1,736	1%	\$ 18,667
Transportation & Warehousing	32	1%	\$ 1,799	1%	\$ 56,219
Wholesale & Retail Trade	831	15%	\$ 32,073	17%	\$ 38,596
Information	42	1%	\$ 2,965	2%	\$ 70,595
Finance, Insurance & Real Estate	565	10%	\$ 24,602	13%	\$ 43,543
Services	2343	41%	\$ 63,790	34%	\$ 27,226
Government	709	12%	\$ 33,369	18%	\$ 47,065
Total	5711	100%	\$ 188,822	100%	

Source: Colorado State Demography Office 3-11

*Agricultural income reflects net losses from livestock and crop production

F, I & RE - Finance, Insurance & Real Estate

From this table we see that proprietors (owners) form a substantial part of the total number of jobs, especially in agriculture, construction, and transportation and warehousing sectors.

Archuleta County 2009 Total Employment	% of Wage/ Salary Jobs	% of Proprietors
Agriculture	24%	76%
Mining & Utilities	73%	27%
Construction	28%	72%
Manufacturing	59%	43%
Transportation & Warehousing	46%	73%
Wholesale & Retail Trade	81%	19%
Information	89%	15%
Finance, Insurance & Real Estate	52%	48%
Services	63%	37%
Government	100%	0%
Total	77%	23%

The service sector employs about 41% of workers in the county, and represents 34% of the earnings. The service sector is composed of many types of jobs, and very different wage scales. These include highly paid professionals, as well as entry level wage earners. Many of the service jobs in Archuleta County support tourism, accommodation (lodging) and food services.

Archuleta County 2009 Service Sectors	# of Jobs	% of Jobs	Income (\$000)	% of Inc.	Avg. ann. wage
Professional, Scientific, Technical	613	26%	\$ 17,113	27%	\$ 27,917
Education, Health, Social Assistance	325	14%	\$ 8,689	14%	\$ 26,735
Arts, Entertainment, Recreation	156	7%	\$ 1,797	3%	\$ 11,519
Accommodation, Food Service	694	30%	\$ 16,690	26%	\$ 24,049
Other Services	555	24%	\$ 19,501	31%	\$ 35,137
Total	2,343	100%	\$ 63,790	100%	\$ 27,226

Source: Colorado State Demographer 3-11

Economic Drivers

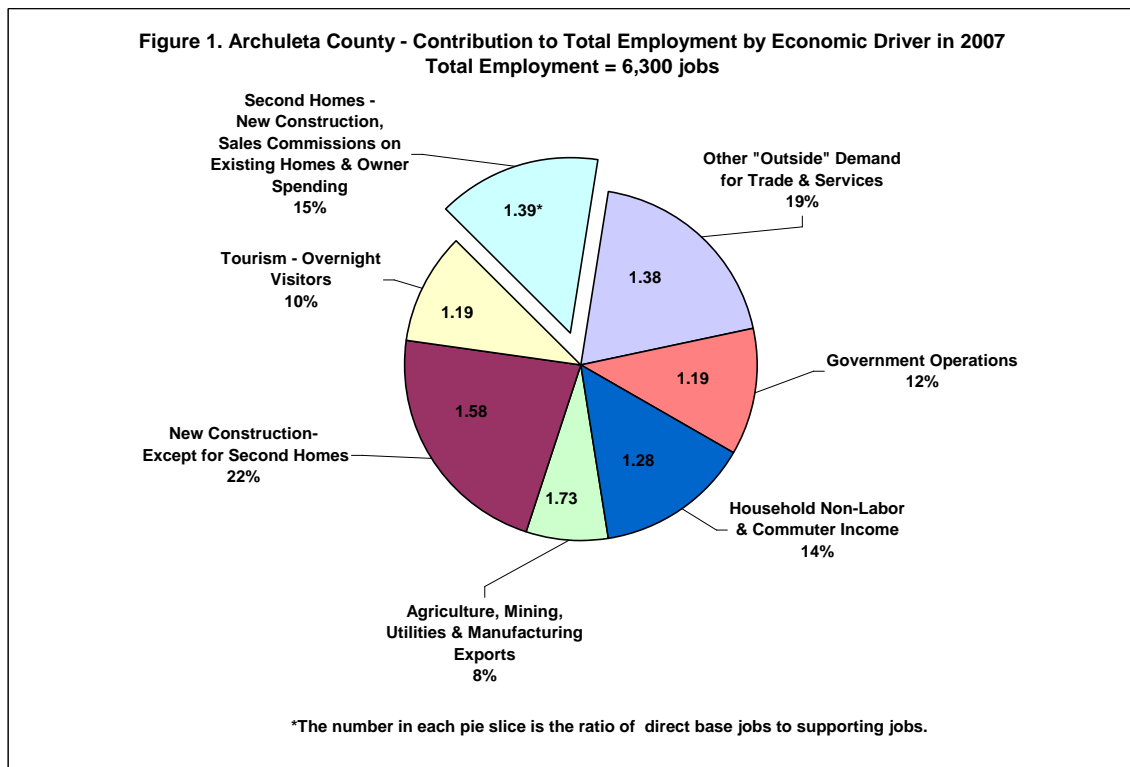
The following narrative is drawn from a report prepared by Lloyd Levy Consulting for Region 9. An explanation of economic drivers and how they function in a local economy is provided in the Regional Overview section of this document. The full report, including multipliers specific to Archuleta County, can be found at http://www.scan.org/regional_data.html. Although the numbers of jobs are down 12% from 2007 to 2009, the proportions of jobs in each sector are very similar, thus we believe the drivers identified here are still pertinent.

A 2006 study by the Region 9 Economic Development District (Region 9 EDD) estimated that about 38% of single family homes in Archuleta County were owned by someone whose primary residence was outside of the county (this figure does not include time shares). The analysis applied a common-sense rule: If the County Assessor mails the tax bill to an owner of a residential unit at a non-county address, the unit is counted as a second home.

The Economic Drivers study grew out of a desire to estimate how many jobs are associated with the building, sales and maintenance of these homes. To put this information in context we must also examine the other important parts, or “drivers” of the county economy. This research is designed to give numerical answers to three key questions about a county economy:

- What share of total employment is generated by each economic driver?
- How important is each driver, compared to all the other drivers, in terms of its total employment effect?
- How much total employment is generated in response to one basic job within a given economic driver, or in other words what is the ratio of total to direct employment for each economic driver?

This figure depicts the size, relative importance and total employment ratio for Archuleta County's economic drivers in 2007.



Economic Clusters

The identification of these drivers also allows us to refine our understanding of regional economic clusters. In recent years, “cluster strategies” have become a popular economic development approach among state and local policymakers and economic development practitioners. An industry cluster is “a group of firms, and related economic actors and institutions that are located near one another and that draw productive advantage from their mutual proximity and connections”. Cluster analysis can help diagnose a region’s economic strengths and challenges and identify realistic ways to shape the region’s economic future.

www.brookings.edu/metro/pubs/20060313_clusters.pdf

In Pagosa Springs a potential cluster has been identified that focuses on the geothermal hot springs. The springs are already a draw for tourists as well as locals, and heat a number of governmental buildings. Plans are in the works for a community greenhouse, possible aquaculture, energy production, and offering the hot water as heat for private residences and businesses.

Per Capita Income

Per Capita Income 2009		
	PCI 2009	% of USA
USA	\$ 39,635	100%
Colorado	\$ 41,895	106%
Archuleta	\$ 29,344	74%
Dolores	\$ 31,385	79%
La Plata	\$ 39,769	100%
Montezuma	\$ 32,502	82%
San Juan	\$ 38,705	98%

Total personal income divided by the total number of residents in the county gives us an estimate of per capita income (PCI). In 2009 Archuleta had a per capita personal income (PCPI) of \$29,344. This PCPI ranked 55th in the state and was 70 percent of the state average (\$41,895), and 74 percent of the national average (\$39,635).

Source: Bureau of Economic Analysis

Total Personal Income

Archuleta		% of Total
2009 Total Personal Income (\$000)		
Employment Earnings	\$ 160,629	44%
Residency Adjustment	\$ 10,865	3%
Dividends, Interest & Rent	\$ 125,169	34%
Transfer Payments	\$ 68,080	19%
Estimated TPI	\$ 364,743	100%

In 2009, Archuleta had a total personal income (TPI) of \$364,743, which ranked 38th (of 64 counties) in the state and accounted for 0.2 percent of the state total income.


Estimated payments to retirees accounted for almost 21% of the estimated TPI in Archuleta County in 2009. That was \$76,596,030!


Source: Bureau of Economic Analysis


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

Total Personal Income Trends

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.

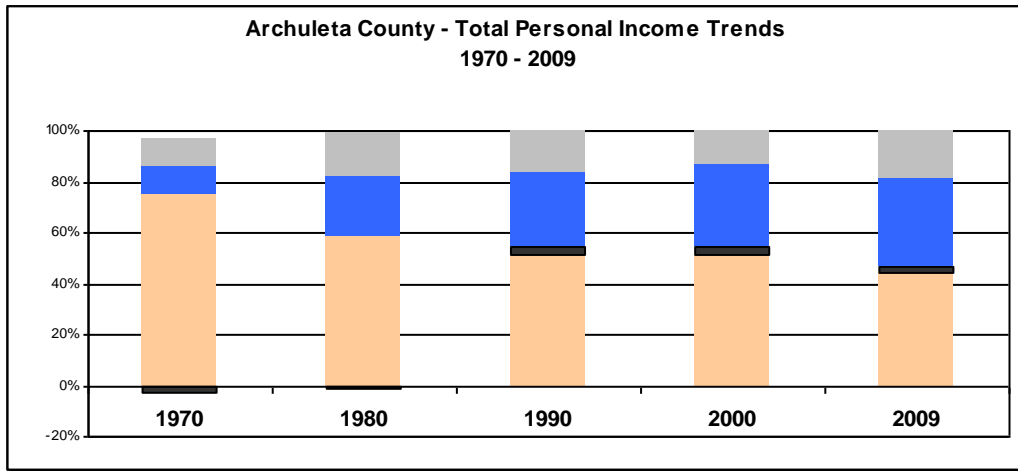
 Transfer payments consist primarily of retirement and disability benefit payments, medical payments (i.e. Medicare and Medicaid), income maintenance benefits, unemployment insurance, veteran’s benefits and payments to nonprofit institutions.

 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.

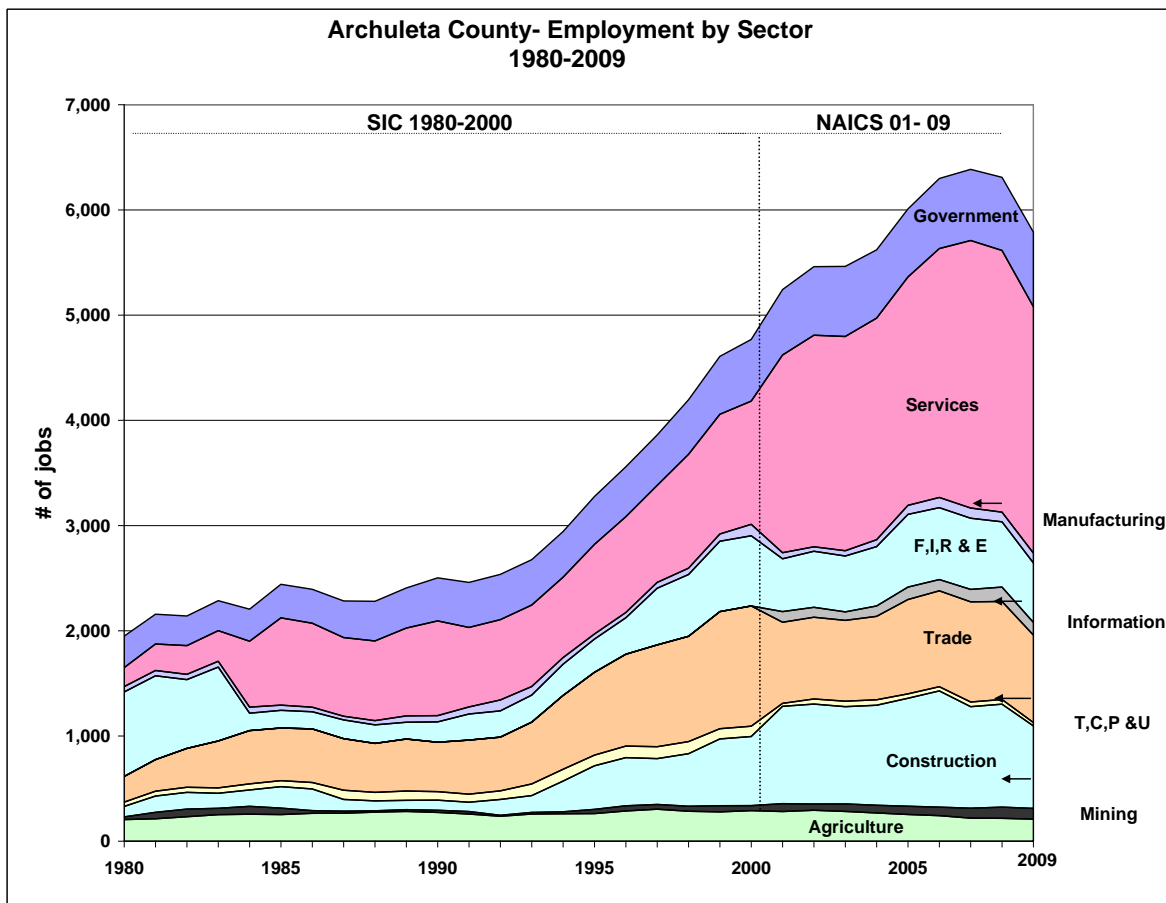
Generally, from 1970 to 2009, we see a trend of decreasing employment income, and increasing income from dividends, interest and rent, and transfer payments. Residency adjustments illustrate how the economy of each county is tied to others as people commute to where the jobs are, but take their paychecks home. <http://www.bea.gov/regional/reis/> (Table CA04)



Employment Sector Trends 1980 - 2009

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 trends presented here reflect the Standard Industrial Code (SIC) job classifications used from 1980 to 2000. In 2001, the North American Industry Classification System (NAICS) replaced the (SIC) system. NAICS groups the economy into 20 broad sectors, instead of the 10 divisions of the SIC system. NAICS was developed jointly by the U.S., Canada, and Mexico to compare business activity across North America.

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



There was a peak in the number of jobs in 2007 (6,427), and subsequent declines associated with the current U.S. recession.

When we compare job growth from 2001 to 2009 using the NAICS system, we see that the most growth has been in manufacturing, mining and utilities and service sectors. There have also been declines in some job sectors since 2001, in agriculture and construction.

Archuleta County	# of Jobs		% change 01 - 09
	2001	2009	
Agriculture	282	209	-26%
Mining & Utilities	75	102	36%
Construction	925	785	-15%
Manufacturing	58	93	61%
Transportation & Warehousing	28	32	13%
Trade	771	831	8%
Information	101	121	20%
Finance, Insurance & Real Estate	502	565	12%
Services	1,879	2,343	25%
Government	622	709	14%
Total Employment	5,243	5,790	10%

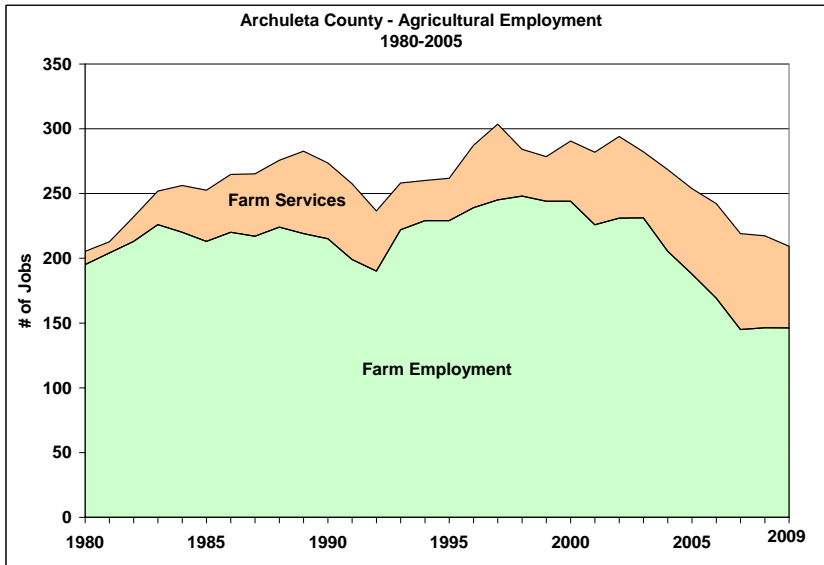
To fully understand the ups and downs of each sector, we need to look at them in greater detail. In the following pages each of these sectors is broken into subgroups for further definition of job type. Some sub sectors have been grouped into "other" categories in order to abide by non-disclosure rules. The rule by state statute is that employment can't be disclosed if there are three or fewer firms in a sector or one firm comprises more than 80% of sector employment.

Remember that the closure of even one business may appear to create dramatic "ups and downs" within sectors in the following charts. Especially when looking at small populations, be sure to notice the scale of the numbers of jobs. Differences can also arise from reclassification of jobs within a business over time.

To provide detail for the intervening years, the following table tracks changes in each sector from 2005 to 2009.

Archuleta County	% Change			
	05-06	06-07	07-08	08-09
Agriculture	0.4%	3.1%	-24.3%	3.0%
Mining & Utilities	3.9%	19.0%	13.8%	-4.7%
Construction	22.3%	-18.7%	1.9%	-19.7%
Manufacturing	28.2%	-13.8%	-1.1%	0.0%
Transport. & Warehousing	-4.4%	4.7%	-4.4%	-25.6%
Wholesale & Retail Trade	-4.3%	4.9%	-2.4%	-11.5%
Information	-4.3%	23.9%	6.0%	-52.3%
F,I & R E	15.2%	-7.3%	-8.8%	-9.0%
Services	11.0%	4.9%	-2.7%	-6.2%
Government	2.8%	1.0%	2.7%	2.3%
Total	9.3%	-1.2%	-2.6%	-8.8%

While employment and earnings are traditionally used to measure the “strength” of an industry, there are some drawbacks with using employment data to measure the agricultural sector. Employment and earnings in non-agricultural sectors are derived from unemployment compensation reports of average wages and employment, which is supplemented by the sampling of tax returns to estimate proprietor employment and income. Family operated farms and ranches are not required to file unemployment compensation reports, and it is very difficult to accurately estimate earnings from limited sampling of income tax returns.



For example, there was about \$900,000 reported in farm services income in the county in 2009, but a net loss of -\$2,153,000 in crop and livestock production, resulting in a negative income of -\$1,253,000.

In light of the shortcomings described above, we see that the agricultural sector has had fairly steady employment since 1980, but has seen declines in employment from 1997 to 2009.

To provide a more accurate picture of the agricultural sector we can expand agricultural industry analysis by linking production to other segments of the economy that directly and indirectly support

Agribusiness 2009	Employment	Income (\$000)
Crops and Livestock	146	\$ (2,153)
Farm Services	63	\$ 900
Food and beverage product manufacturing	30	\$ 423
Wholesale Trade - Agricultural Processing	3	\$ 500
Agribusiness transportation	20	\$ 306
Agribusiness related administrative services	37	\$ 985
Total	299	\$ 961

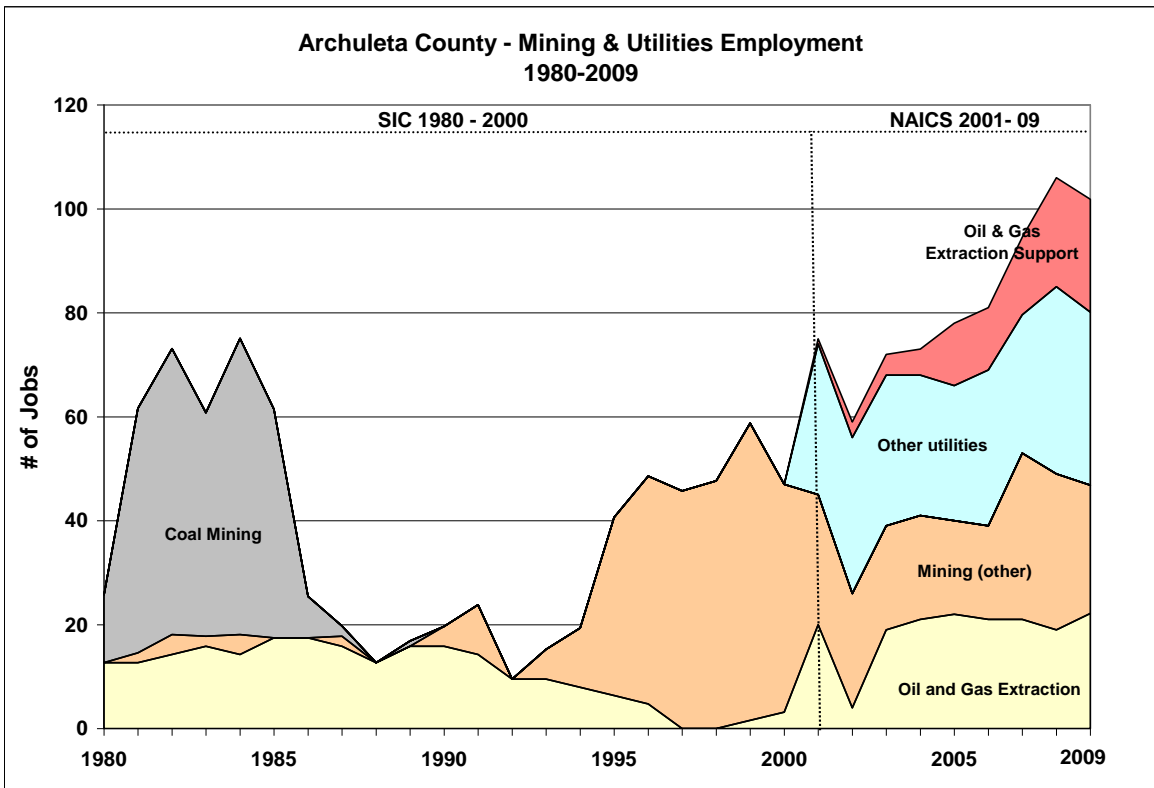
agriculture. These industries are known as *agribusiness*, and include services such as processing food products, trucking, storage, sales of farm equipment and supplies; as well as impacts on credit institutions and commodity brokers.

One of the most important sources of agricultural data is the **Census of Agriculture**, which takes place every 5 years (most recently 2007). Overall, a comparison of selected characteristics from

Indicator/Measure	Archuleta			% Change
	1997	2002	2007	1997-2007
# of Farms	227	258	306	35%
Land in Farms (acres)	112,670	103,075	149,584	33%
Average Size of Farms (acres)	460	400	489	6%
Average Age of Farmer	55.3	55.1	58.5	6%

Source: Census of Agriculture www.nass.usda.gov.gov/co

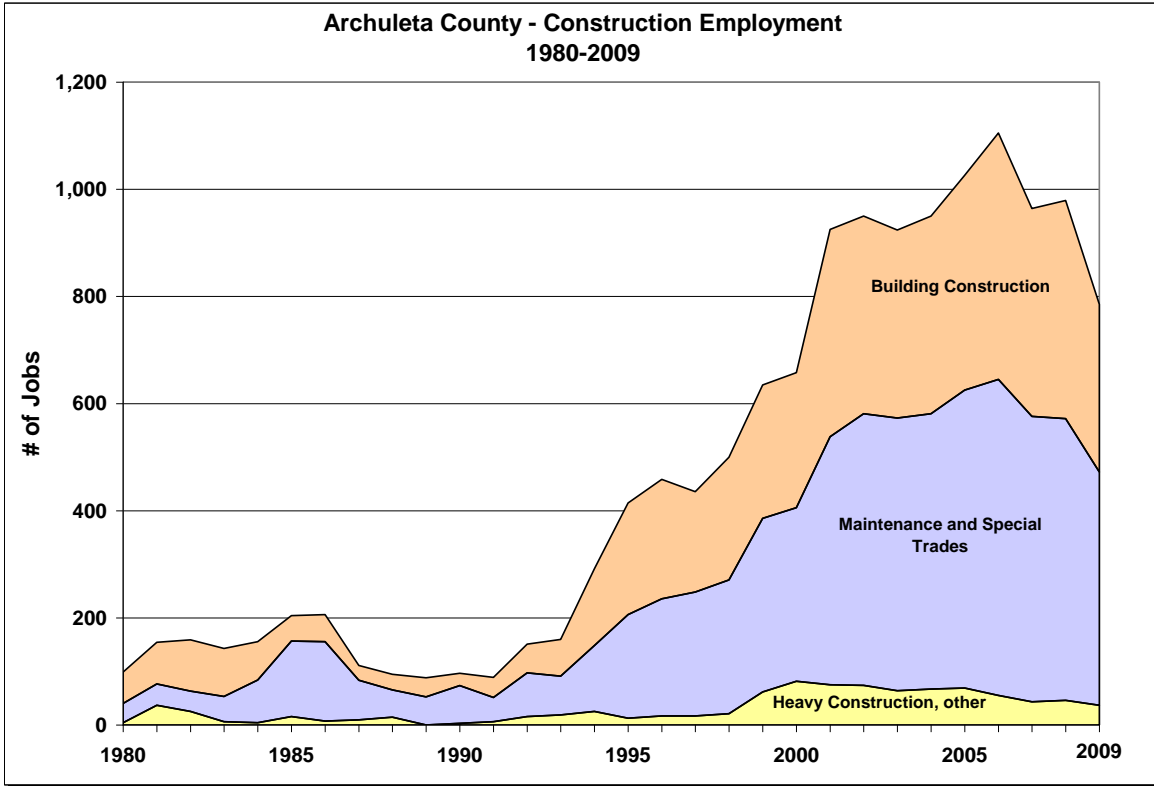
1997 to 2007 shows an increase in the numbers of farms, and an increase in the size of farms. The average age of farmers is also higher, possibly a reflection of our generally older population.



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

Although the numbers of jobs in the mining sector are relatively low, average annual income in the mining sector was \$66,608 in 2009, among the highest wages of all sectors in the local economy. About 27% of employment in the industry is through proprietors (owners).

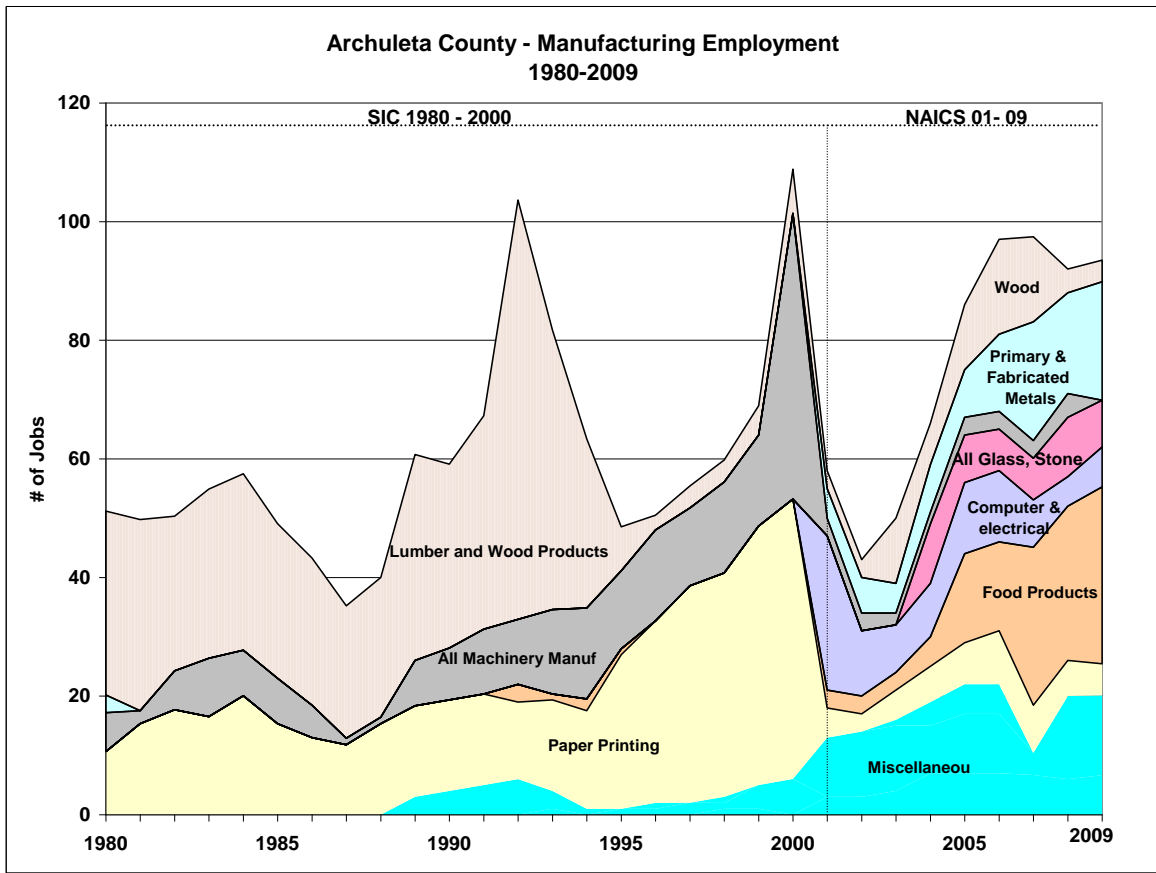
Mining & Utilities Sectors	# of Jobs		% change 01 - 09
	2001	2009	
Oil and gas extraction	20	22	11%
Mining (other)	25	25	0%
Oil and gas extraction support	1	22	2075%
Other utilities, except water supply and irrigation	29	33	15%
Total	75	102	36%



In the 1990s there was substantial growth in the construction sector, supporting rapid population growth, and providing housing for 2nd homeowners who are buying land, building new homes, and taking advantage of the quality of life found in southwest Colorado, also known as "amenity migration". A study conducted by Region 9 found that about **59%** of property in Archuleta County was owned by non-locals in 2005 – this is the largest percentage in the region. A substantial number (220) of construction jobs in 2007 are attributed to the building of 2nd homes according to a base industry analysis funded by Region 9. This sector continued to see strong employment growth from 2001 to 2007, but has been declining since that time due to downturns in local and nationwide economies.

Average annual income in this sector was \$29,232 in 2009. About 72% of those employed in this sector are proprietors (owners).

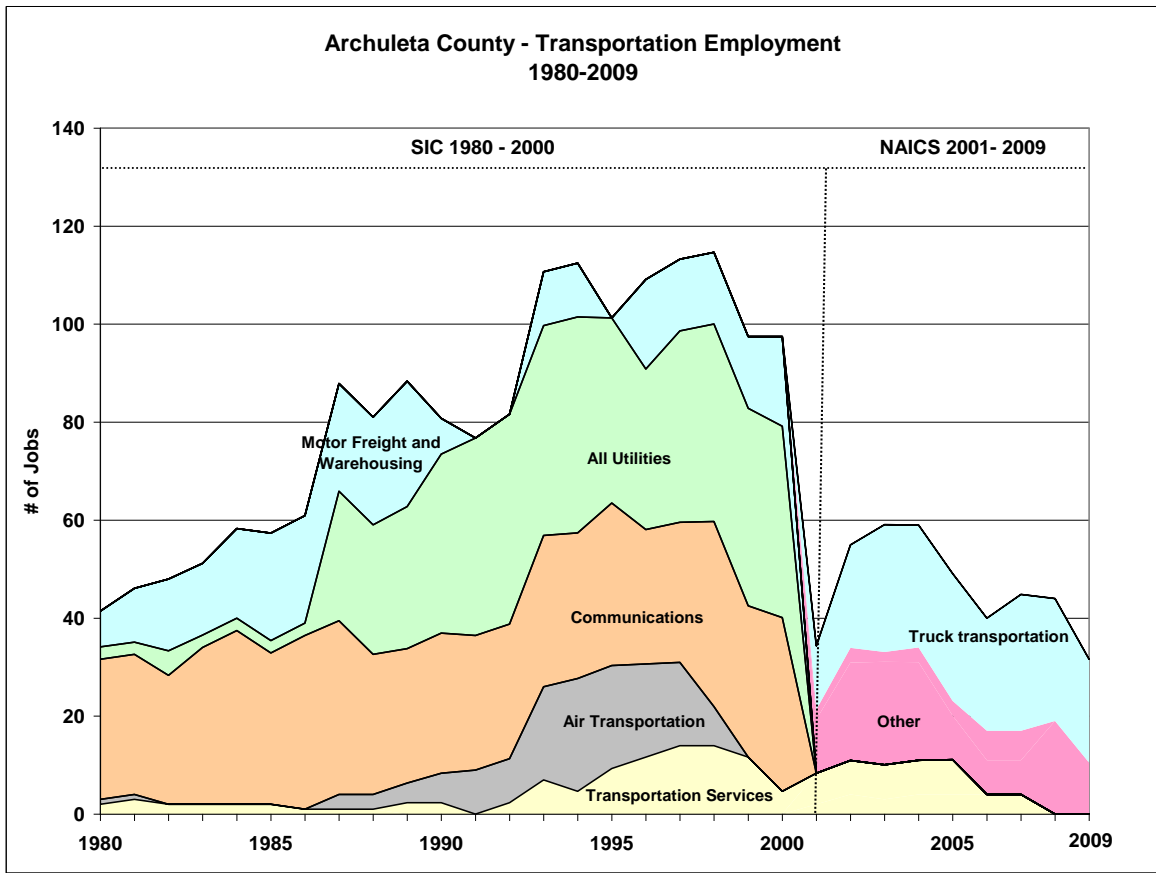
Construction Sectors	# of Jobs		% change 01 - 09
	2001	2009	
Construction of buildings	387	313	-19%
Heavy Equipment and civil engineering construction	75	36	-52%
Special trade contractors	463	435	-6%
Total	925	784	-15%



This chart illustrates the ups and downs of manufacturing employment in the county. Manufacturing has not been a strong sector since the timber industry declined in the 1970s. Wood products accounted for a relatively large number of jobs until the San Juan lumber mill ceased production around 1993. Many jobs in the printing industry (i.e. publishing) have been moved into the Information segment of the service sector in NAICS. Growth industries include food products and textiles and primary and fabricated metal manufacture. Overall, there has been about 76% growth since 2001.

Average annual income in this sector was \$18,667 in 2009. About 40% of those employed in this sector are proprietors (owners).

Manufacturing Sectors	# of Jobs		% change
	2001	2009	01 - 09
Wood product and furniture	3	4	21%
Nonmetallic mineral products	0	8	800%
Primary and fabricated metal	5	20	300%
Machinery	3	0	-100%
Computer and electrical equipment	26	7	-74%
Miscellaneous	15	18	20%
Food and beverage product	3	30	894%
Textile mills and product, apparel, and leather	3	7	122%
Total	58	93	60%

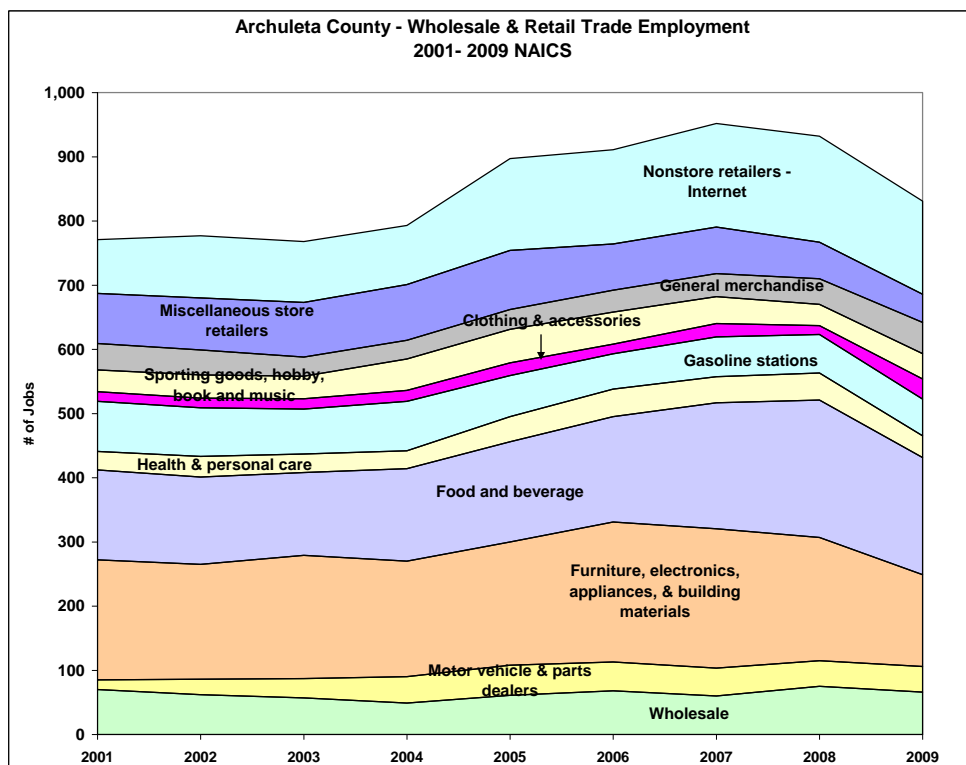
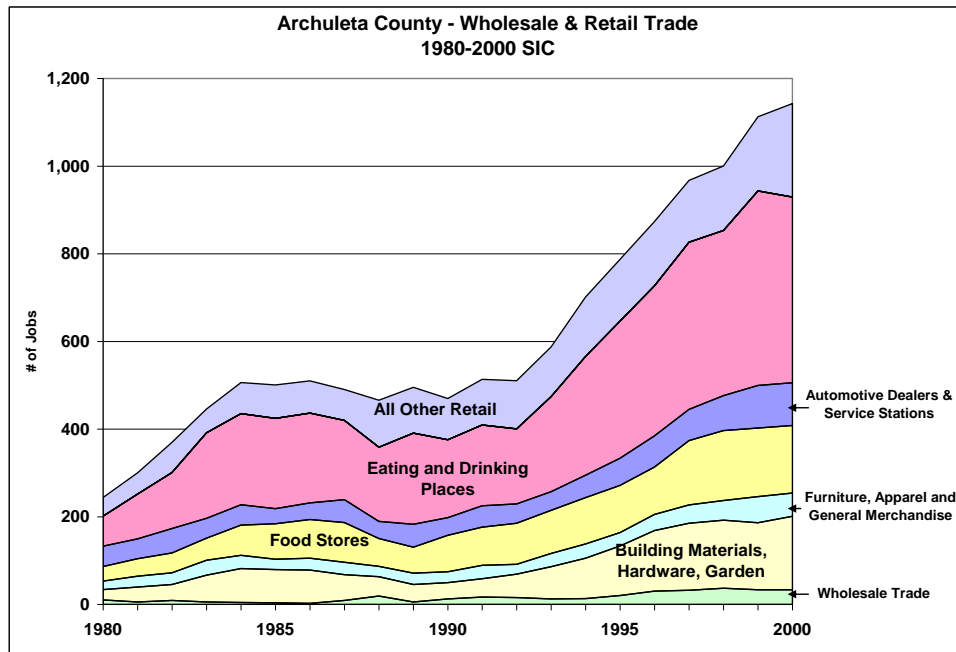


Utilities were moved to the mining sector under the NAICS system in 2000, and many other jobs were reclassified into new categories. The communications segment of this industry is now included in information, in the service sector. Thus the rapid decline of this sector in 2000 probably does not necessarily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

Average annual income in this sector was \$56,219 in 2009. About 60% of those employed in this sector are proprietors (owners).

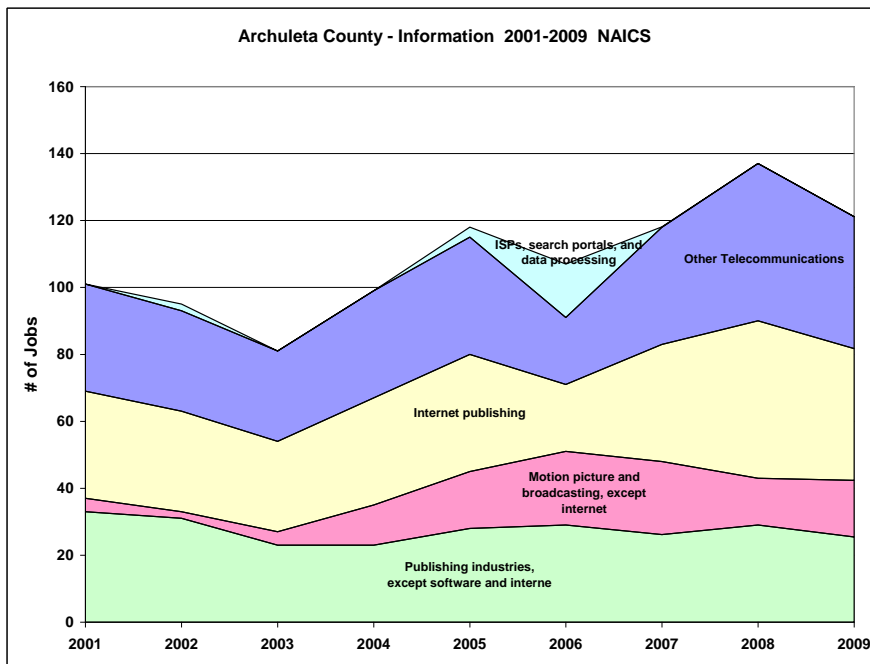
Transportation Sectors	# of Jobs		% change 01 - 09
	2001	2009	
Truck transportation (except agriculture)	13	22	71%
Support for transportation	11	10	-9%
Transit and ground passenger transportation	4	0	-100%
Total	28	32	15%

NAICS redefines the boundaries between Retail and Wholesale Trade. The NAICS definition emphasizes what the establishment does, rather than to whom it sells. The SIC system defined retailers as those establishments that sold primarily to consumers while wholesalers were those establishments that sold primarily to business customers. The trade sector changed dramatically under the NAICS system. The primary difference is the removal of restaurants from retail trade (now found in the Service Sector). In addition, many of the general groups have been split into finer detail, so it is difficult to compare trends in the various retail sectors.



When we consider the newly defined sectors, however, we see 8% overall growth from 2001 to 2009. Average annual income in retail trade was \$36,801, in wholesale trade it was \$59,393. About 19% of those employed in retail trade are proprietors (owners); for wholesale trade this figure is higher at 39%

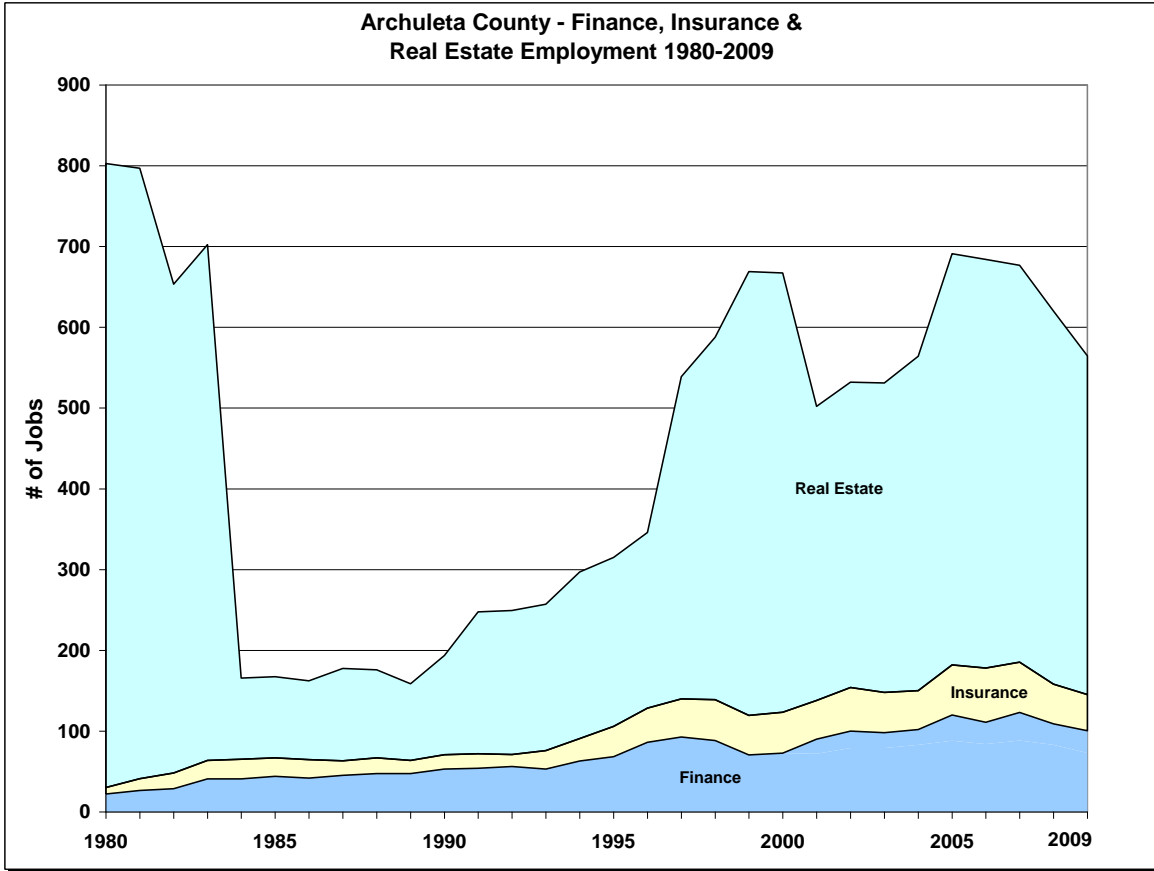
Wholesale & Retail Trade Sectors	# of Jobs		% change
	2001	2009	01 - 09
Wholesale	70	66	-6%
Motor vehicle and parts dealers	15	40	165%
Furniture, electronics, appliances, and building materials	187	143	-23%
Food and beverage stores	140	182	30%
Health and personal care stores	29	34	16%
Gasoline stations	78	57	-27%
Clothing and clothing accessories stores	15	31	108%
Sporting goods, hobby, book and music stores	34	39	16%
General merchandise stores	41	49	19%
Miscellaneous store retailers	78	44	-44%
Nonstore retailers	84	145	73%
Total	771	831	8%



Perhaps the most important change in NAICS is the recognition of a new Information sector. This sector includes establishments that create, disseminate, or provide the means to distribute information, and establishments that provide data processing services.

Average annual income in this sector was \$70,595 in 2009. About 15% of those employed in this sector are proprietors (owners).

Information Sectors	# of Jobs		% change
	2001	2009	01 - 09
Publishing industries	33	25	-23%
Motion picture and broadcasting, except internet	4	17	323%
Internet publishing	32	39	23%
Telecommunications	32	39	23%
Total	101	121	20%



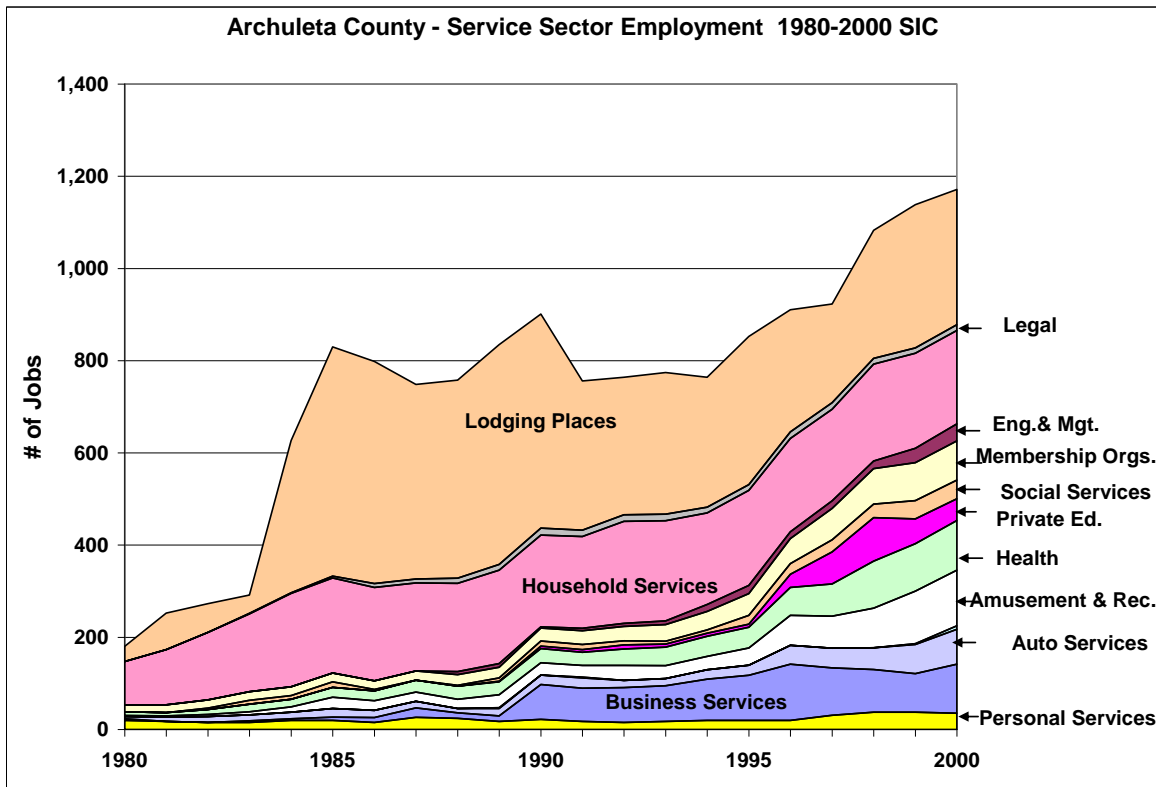
The large numbers reported employed in the real estate sector may reflect the way jobs are reported, (i.e. all employees of a large resort area (Fairfield / Wyndam)).

In the 1990s there was substantial growth in the real estate sector, supporting rapid population growth, and providing housing for 2nd homeowners who were buying land, building new homes, and taking advantage of the quality of life found in SW Colorado, also known as "amenity migration". A study conducted by Region 9 found that about 59% of property in Archuleta County was owned by non-locals in 2005. This number does not include the timeshare condominiums at Fairfield / Wyndam, which has a local mailing address. A substantial number of jobs in the construction (220 jobs) and real estate (22 jobs) sectors in 2007 are attributed to the ownership of 2nd homes, according to a base industry analysis funded by Region 9. This sector continued to see strong employment growth from 2001 to 2009, especially in the finance sectors.

Average annual income in this sector was \$43,543 in 2009. About 48% of those employed in this sector are proprietors (owners).

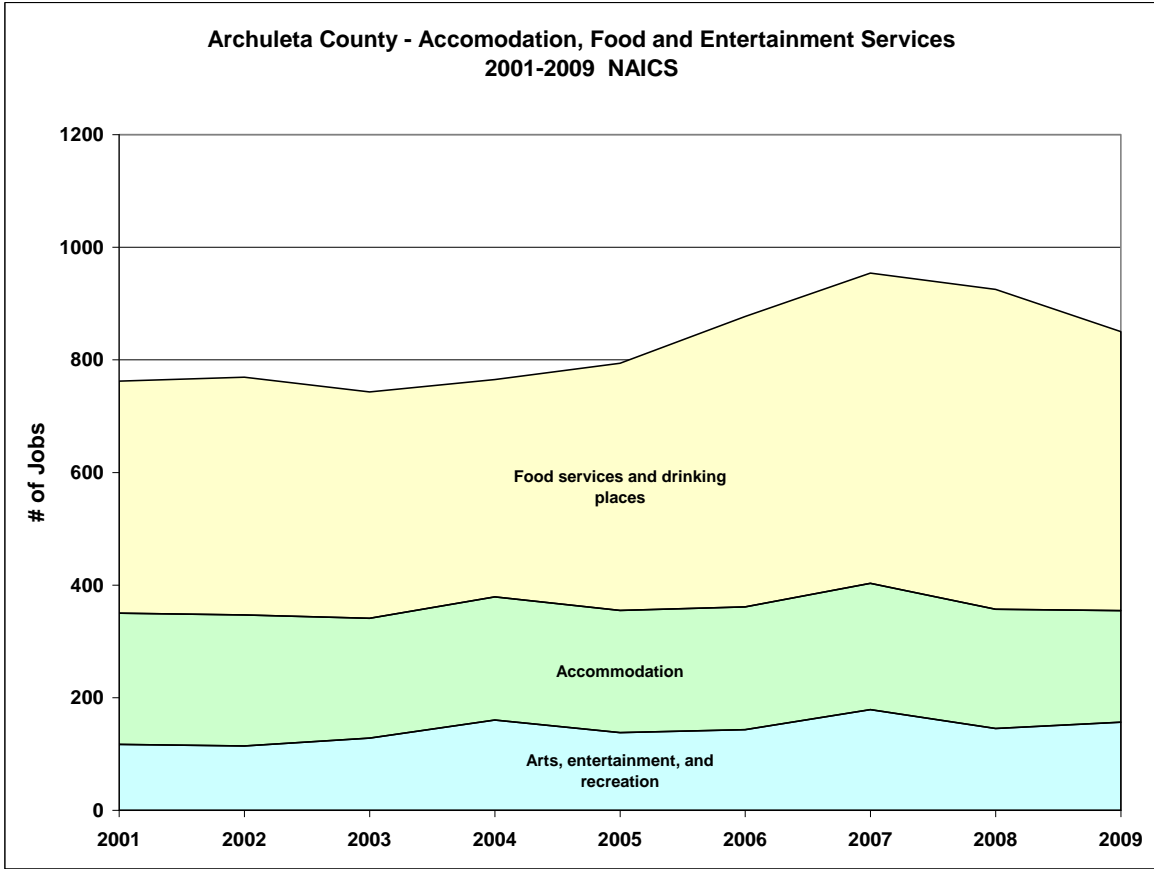
Finance, Insurance & Real Estate Sectors	# of Jobs		% change
	2001	2009	01 - 09
Monetary authorities and credit intermediation	72	73	1%
Securities, commodity contracts and investments	18	27	53%
Insurance carriers, funds, trusts, and other	48	45	-6%
Real estate	364	419	15%
Total	502	565	12%

The service sector is the largest single segment of all sectors in the local economy, accounting for 41% of total employment. For historical perspective we have included the SIC system showing trends from 1980 to 2000. The new categories of services under the NAICS system are grouped into separate charts for 2001 to 2009.



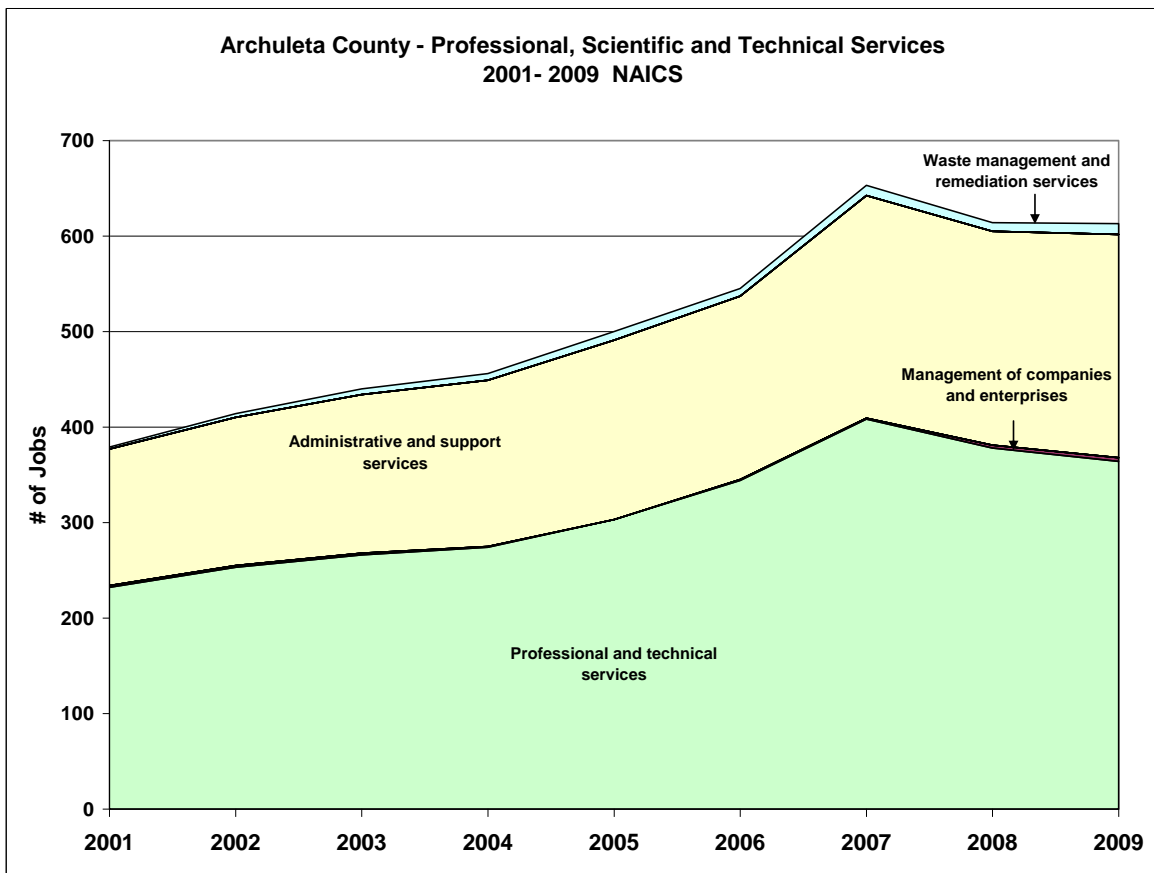
Service sector growth in the 1980s reflects resort & hotel development. Miscellaneous and other services grow to accommodate tourists and new residents. The rise in business services in 1990 reflects one new company providing building maintenance services.

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



Average annual income in this sector was \$24,049 in 2009.

Accommodation, Food & Entertainment Services	# of Jobs		% change 01 - 09
	2001	2009	
Arts, entertainment, and recreation	117	156	34%
Accommodation	233	198	-15%
Food services and drinking places	412	495	20%
Total	762	850	12%



Professional Services is a growth sector, showing 62% overall growth from 2001 to 2009.

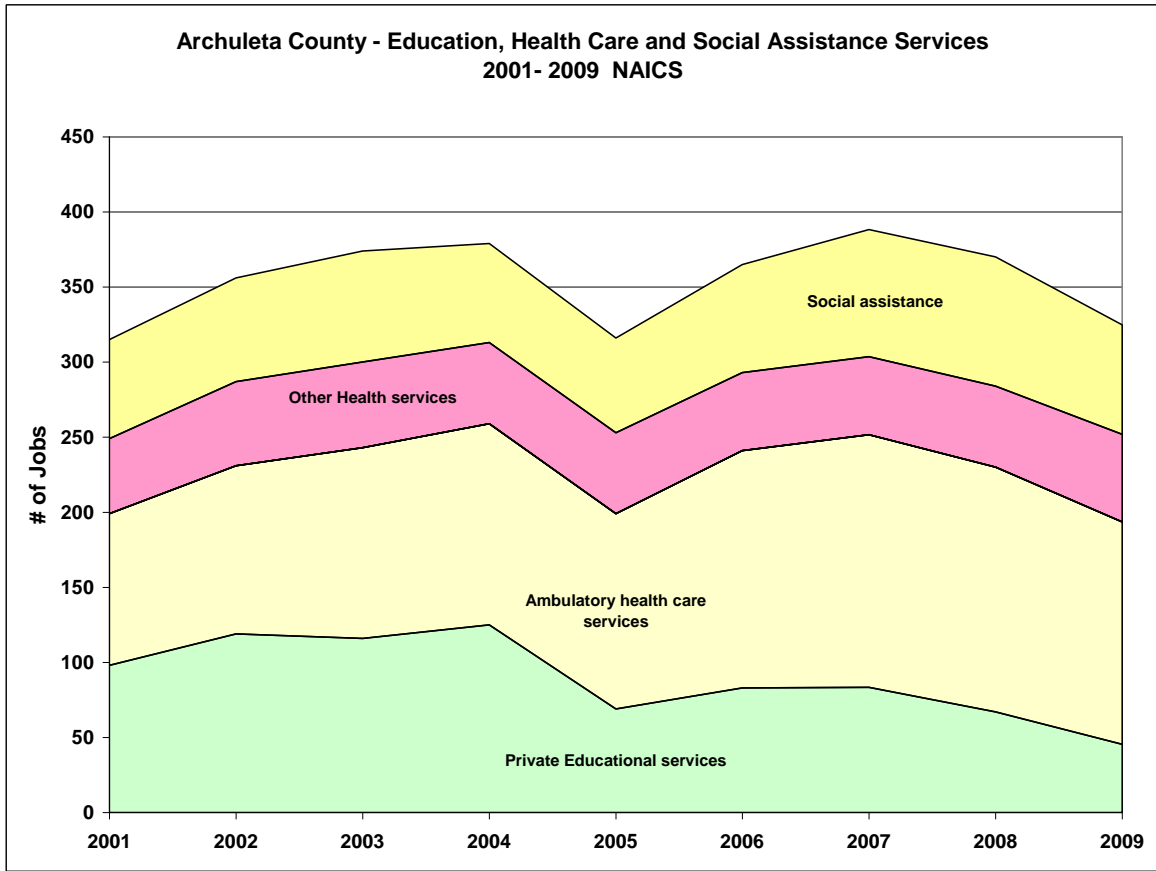
Professional and technical services (such as accountants, architects and engineers) added 132 jobs from 2001 to 2009 with 63% of these being proprietors. Average annual income in this segment was \$27,917 in 2009.

Average annual wage for Managers of companies and enterprises was \$212,250.

In the administrative and support services segment 54% are proprietors. Average annual income in this segment was \$12,427 in 2009.

In the waste management and remediation services segment 26% are proprietors. Average annual income in this segment was \$108,090 in 2009.

Professional, Scientific and Technical Services	# of Jobs		% change
	2001	2009	01 - 09
Professional and technical services	232	364	57%
Other Professional services	2	4	100%
Administrative and support services	143	234	63%
Waste management and remediation services	2	11	467%
Total	379	613	62%

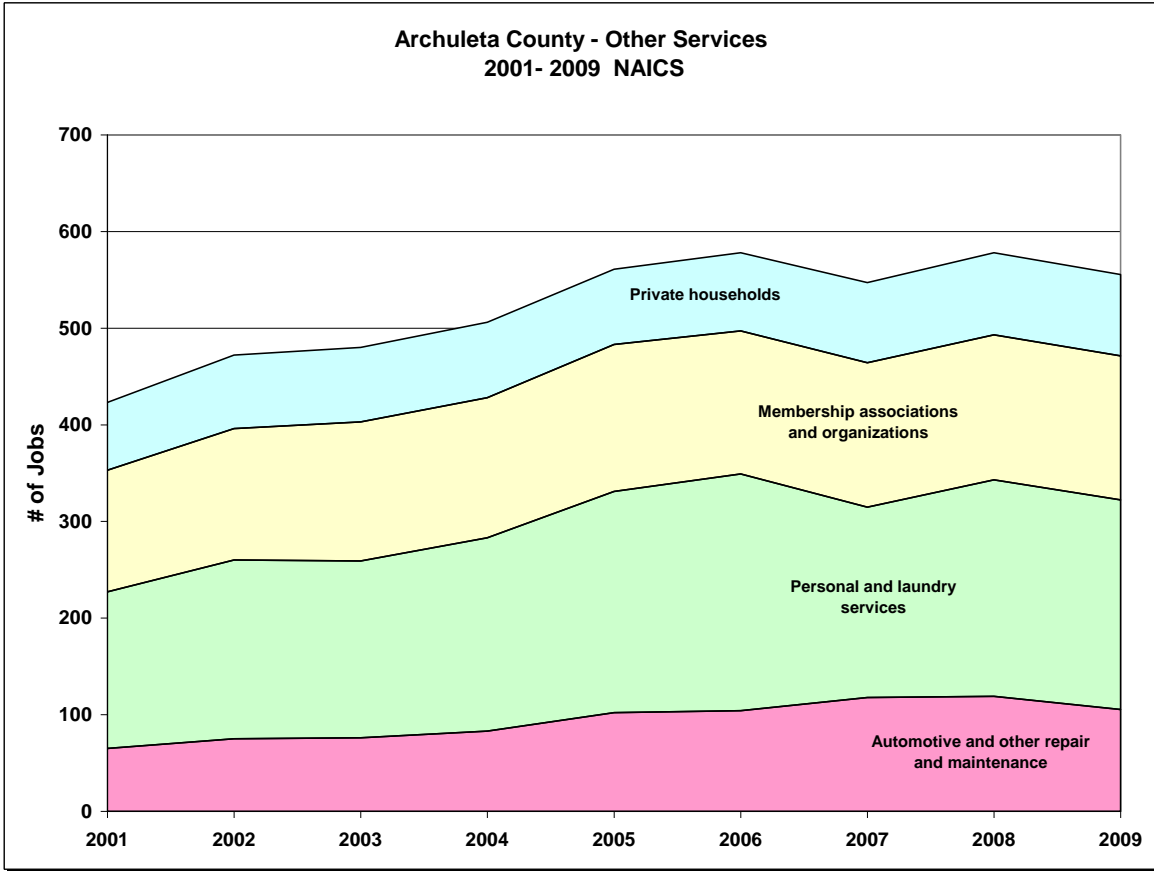


This is a relatively stable sector overall, although there were -54% declines in private education services from 2001 to 2009. Average annual income in this segment was \$26,735 in 2009.

Ambulatory health services grew 47% during this same time period. Average annual income in this segment was \$33,108 and 53% were proprietors in 2009.

Average annual wage in social assistance was \$19,479 and 26% were proprietors.

Education, Health and Social Assistance Services	# of Jobs		% change 01 - 09
	2001	2009	
Private educational services	98	45	-54%
Ambulatory health care services	101	148	47%
Hospitals	0	0	
Other Health services	50	58	16%
Social assistance	66	73	10%
Total	315	325	3%



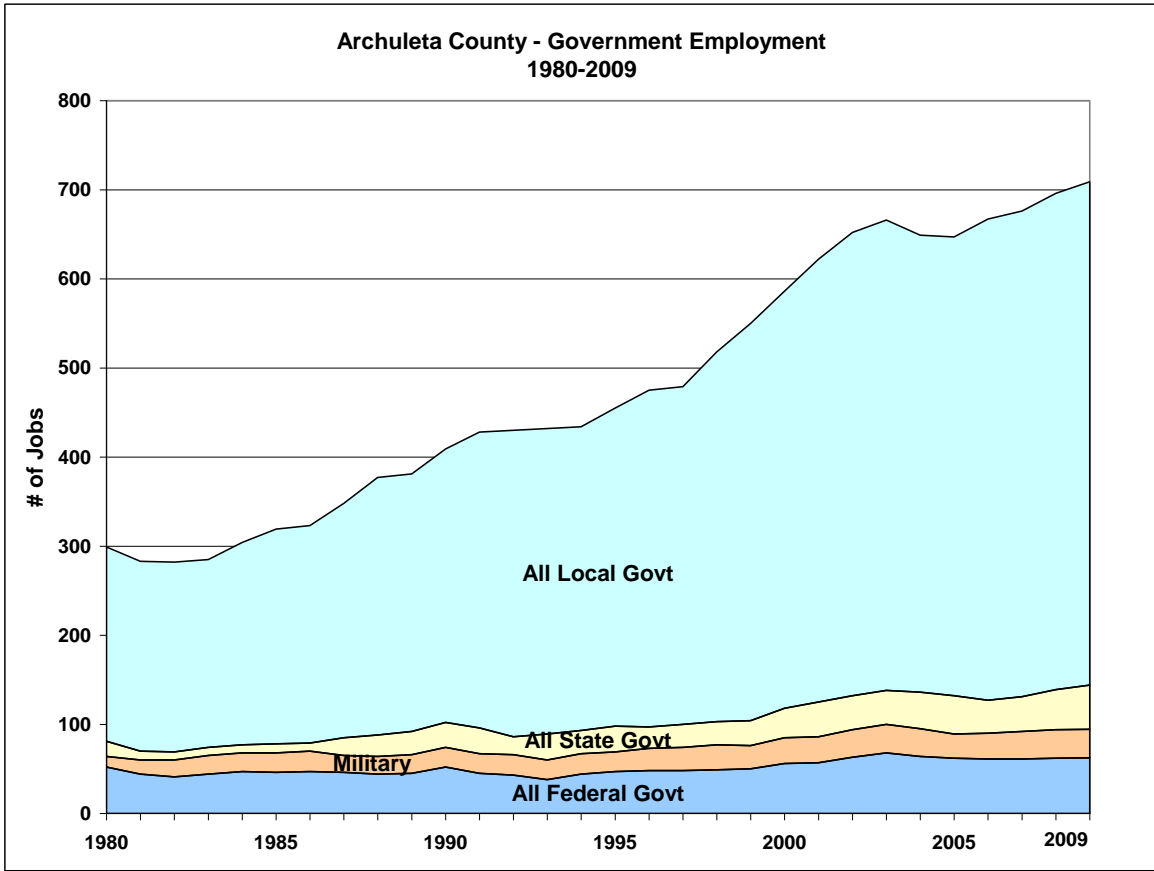
Other Services is a growth sector, showing 31% overall growth from 2001 to 2009. Average annual income in this segment was \$35,137 in 2009.

From 2001 to 2009, the automotive and other repair and maintenance segment grew 62% and average annual income was \$36,328. About 52% of those employed in this sector are proprietors (owners).

In the personal and laundry services segment 92% are proprietors. Average annual income in this segment was \$34,981 in 2009.

The membership associations and organizations segment grew 18%. Average annual income was \$38,409 in 2009. About 12% of those employed in this sector are proprietors (owners). Membership organizations include unions, chambers of commerce, business and fraternal organizations, humane societies, and in Archuleta County, the Southern Ute Tribe.

Other Services	# of Jobs		% change
	2001	2009	01 - 09
Automotive and other repair and maintenance	65	105	62%
Personal and laundry services	162	217	34%
Membership associations and organizations	126	149	18%
Private households	70	84	20%
Total	423	555	31%



Government employment, particularly local government, increases in response to growing population and management needs. The highest rate of growth during this period was seen in state government at 27%.

The average yearly income in 2009 was \$47,065 for all government jobs.

Government Sectors	# of Jobs		% change
	2001	2009	01 - 09
Federal government, civilian	57	62	10%
Military	29	32	10%
State government	39	50	27%
Local government	497	565	14%
Total	622	709	14%

STRATEGIC PLANNING

This Strategic Plan has been created in conjunction with the Region 9 EDD five-year planning cycle. It is based upon statistics and analysis of the Archuleta County economy by Region 9 and the community input received from the Governor's Bottom-Up economic development plan submitted earlier in 2011. It summarizes the strategies that will guide our economic development over the next five years or more.

The plan was written by a team representing the Pagosa Springs Community Development Corporation (PSCDC), Pagosa Springs Town Government, Archuleta County Government and concerned citizens. The implementation of the Archuleta County Strategic Plan will be managed by the PSCDC, which will track and report progress on a quarterly basis.

Once finalized, a Community Development Action Plan (CDAP) will be created with input from community stakeholders to capture the projects to be completed over the next two years to make progress on implementing the strategies outlined here.

From the CDAP, a Community Development Scorecard, Accountability Matrix and Timeline will be created with quarterly projects and milestones.

Each quarter, an open community meeting will be held to review progress against the plan, make adjustments as necessary and review the upcoming quarter. The community can give feedback or provide input in the meeting, or by email. The goal is to get more community buy-in and engagement.

Scope

The scope of this 2011 strategic plan is broad and involves the entire community: Town, County, PSCDC, Pagosa Mountain Hospital, and the Archuleta County School District, the Education Center, Non-Profit Organizations, Business Organizations and interested citizens. .

Although the PSCDC will track progress against the plan, many different groups will be involved in implementing portions of the plan.

Community Values

1. Archuleta County treasures and preserves its past, its heritage and the uniqueness of our local community.
2. The community embraces and encourages demographic diversity and is noted for its connection and appreciation for the natural, healing, creative, healthful, social and spiritual.
3. We have an appreciation for open space, big views, wildlife, outdoor recreation and of the pristine natural environment.
4. We are proud of the work/life/play balance that our community offers.
5. We strive for a cohesive community that, while we may have differences, can come together for the good of the whole community.
6. We seek cooperation between our local governmental, educational and business entities to move our community forward.
7. 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.

Archuleta County Vision and Mission Statements

Vision -- Our vision statement must encompass a shared vision - one that is a broad but concise description of what we as a community want to be in the future in regards to economic development. The vision statement describes the assets and values and focuses on moving the community toward achieving our goals for the future. Following is the economic development vision for Archuleta County:

“Archuleta County will promote community values and quality of life for our residents, retain grow and support our local businesses, and encourage a diverse economic base.”

Mission -- The mission statement clarifies the purpose and function for our community and its organizations in relation to economic development. It is the filter that we use to ensure everything we do is focused on achieving the vision. The economic development mission for Archuleta County is the following:

“To enhance the quality of life for the citizens of Pagosa Springs and Archuleta County by creating quality new jobs; encouraging new capital investment, and creating an environment that increases tourism”

SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis

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

Strengths

Atmosphere/Ambience

- Casual, family, healing, equestrian, small town, ranching, mining
- Pedestrian friendly historic downtown
- Tourism assets
- Attractive communities and quality of life

Physical Attributes

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

Economic

- Affordable lodging
- Overall cost of living
- Underemployment
- Small business entrepreneurialism
- Housing availability
- Renewable Energy potential
- Growing health care facility
- A “Fly to Community” as well as “Drive To Community”

Socio-Cultural/Population

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

Weaknesses**Economic/Marketing**

- Access to markets
- Transportation network
- Lack of skilled work force
- Lack of higher paying jobs
- Lack of diverse economy
- Lack of incentives for businesses
- Marketing of community
- Special event coordination
- Geographic isolation of community
- No commercial air transportation

Socio-Cultural

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

Facilities

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

Infrastructure

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

Leadership/Vision

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

Opportunities

Economic

- Adding value to existing businesses
- Leading Edge business training program
- Diversification of economy
- Tourism development
- Cloman Industrial Park
- More events, especially sports/recreation
- Expansion of hotels to include conferencing facilities
- Marketing/development of adventure sports
- Small technical support call centers
- Available land and buildings
- Growing population
- Commercial business development at the airport

Governmental

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

Socio-cultural

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

Infrastructure

- Expand broadband and telecommunication infrastructure
- Water capacity
- Capital Improvement Planning of airport improvement projects

Threats

- Local government decisions, primarily land use/zoning, sprawl
- Natural resource management
- Special district decisions in relation to cost of doing business
- Infrastructure deficiencies
- Rising cost of business
- Aging population – resulting in increased services
- Volatility of business cycle
- Vacant main streets
- Neighboring Counties large commercial development (Wolf Creek)

Key Economic Development Directions

1. Diversify the economic base and create new jobs.
2. Encourage growth of existing business and industries.
3. Encourage “Main Street”, downtown and town center revitalization.
4. Create a more business-friendly climate.
5. Create a strong entrepreneurial culture.
6. Maximize the tourism opportunity.
7. Create a well-trained, skilled and available workforce.
8. Address socio-cultural needs of the community.
9. Ensure adequate Infrastructure is available and attainable for businesses.

Goals, Actions & Implementation

Goal 1: Diversify the Economic Base and Create New Jobs

Build on our current base in tourism, real estate, construction and second homes. To diversify and add jobs to the economy, we will identify, support and create industry clusters which are focused around community assets to attract and grow new businesses. 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 and retail leakage can be reduced.

Actions:

1. Work with partners in the community to create economic indicators. A sustainable economy is reliant on flexible, adaptive networks in the community and metrics provide a critical tool for learning and evaluation to figure out "what works". Review them periodically.
2. Determine what industries will diversify the economy and provide higher direct-based wages. Develop strategies and a marketing campaign to attract them to the county or grow using local talent.
3. Identify, support and expand thriving industry or economic clusters that already exist in the community—particularly focused around community assets such as geothermal and biomass. ([see Appendix II SWOT](#)). Use them to help attract or recruit other like-minded businesses.
4. Work with the Colorado Office of Economic Development and International Trade, town and county to provide incentives to businesses to invest or locate here, that are direct-based in nature, support the local environment, provide higher wages and fill needed niche markets in Archuleta County.
5. Market the quality of life and recreational opportunities to tourists—especially those free to telecommute or retire here.
6. Continue to expand the Pagosa Mountain Hospital’s health services to attract specialty niches and retain more of our local healthcare dollars.
7. Ensure the economic development website is professionally created, easy to use, and caters toward local business owners and site selectors.
8. Promote and support all phases of Cloman Industrial Park, and work to fill the development with companies that diversify our economy.

9. Complete the studies required to determine the feasibility of increasing our geothermal resource capabilities including the design and development of a town heating system.

Goal 2: Encourage Growth of Existing Business and Industries

Leverage community and regional resources to create an “economic garden” to encourage and support growth strategies for our local businesses and industries to increase jobs. Foster personal community involvement that expands and improves the community’s economic vitality.

Actions:

1. Leverage the Small Business Development Center at Fort Lewis College to mentor local business owners, and offer opportunities for business engagement.
2. Continue business classes offered through the Pagosa Springs Chamber of Commerce and offer mentoring from successful local entrepreneurs through a local Business Advisory Network (BAN).
3. Identify potential existing business that could expand and provide new opportunities to the Reservoir Hill project.
4. Create a “Business Elevation Program” (using an “economic garden” (EG) model) to be a virtual business incubator and help growing businesses beyond start-up grow to thrive and create jobs. Leverage other community resources to support local businesses and create business peer networks around industry clusters. Measure and report results—especially jobs created.
5. Get national and state EG industry recognition for the Business Elevation Program and network with similar programs and resources available through the Edward Lowe Foundation and the National Center for Economic Gardening by certifying an EG program administrator/business coach and the Archuleta County Business Elevation Program.
6. Nurture ongoing Business Elevation Center coaching relationships over time—become a trusted business advisor/partner and source of business information.
7. Assist town with the Waste Water Treatment Plant, utilizing local businesses.
8. Increase availability of local capital and information about available tax credits and incentives.
9. Energetically encourage and support a local purchasing preference with the local governmental agencies as well as local business projects. Develop a recognition program for major local wins.
10. Encourage retail businesses to extend hours and stay open on Sunday’s to better accommodate tourists and capture more of tourist wallet-share.

Goal 3: Encourage “Main Street,” Downtown and Town Center Revitalization

Improve the Town’s infrastructure, streetscape and business appeal to revive and reinvigorate the downtown core. Create activities that increase visitor and tourist excitement and entice them to extend the length of stay.

Actions:

1. Influence and support Pagosa Springs in their efforts to target infrastructure improvements that increase the desirability of downtown as a tourist and shopping destination. Prepare a five (5) year Capital Improvement Plan.

2. Revise the downtown plan or Main Street program to incorporate usage of space by the existing school district. Explore the creation of a “Marketplace on Main” retail incubator.
3. Support the development of Reservoir Hill as a vital downtown focus for tourists and residents alike.
4. Create and activate a plan to utilize Lewis Street to its optimum.
5. Identify potential grants for the purpose of promoting available infrastructure.
6. Maximize the San Juan River and Riverwalk area and associated parks as a recreation area and hub of events for both tourists and locals.
7. Make small investments in event-related infrastructure for town parks and Reservoir Hill.

Goal 4: Create a More Business-Friendly Climate

Develop town, county and community partnerships, streamline land use, planning and permitting processes, expand tax incentives and find other ways to retain, expand, start or attract new businesses and jobs.

Actions:

1. Work with the Town and County to jointly develop a uniform application, for both jurisdictions, with a step-by-step user-friendly guide that can be included with all inquiries.
2. Continue Town Tax Rebate Program and expand to include County businesses.
3. Work with the local governments, both town and county, to influence and support governmental actions and policies in promoting a pro-business environment.
4. Foster cooperative partnerships with town and county to ensure economic development initiatives are coordinated, completed, and monitored.
5. Establish a metrics and tracking tool to define and analyze data for the Planning and Building departments.
6. Review *Land Use Development Code* to see if building and planning process could be better streamlined for new developments and businesses without compromising environmental quality. Aim not to over-regulate, especially with limited budgets to enforce.
7. Work with town and county to ensure that development code supports home occupations/businesses.
8. Develop relationships with the Southern Ute Indian Tribe in an effort to create partnerships on economic development issues.
9. Provide support to town and county when necessary on *Downtown Master Plan*, *Town Comprehensive Plan*, and County Community Plans.

Goal 5: Create a Strong Entrepreneurial Culture

Create a “we are all in this together” spirit among the local businesses and support organizations within the community. Collaborate to innovate and succeed. 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.

Actions:

1. Support the creation of a community entrepreneurial culture by seamlessly integrating all community resources to support local businesses.
2. Create peer networks using industry clusters—local interconnected businesses with an overlapping business focus to exchange success strategies, overcome challenges and support one another.
3. Create a business recognition program to highlight up and coming businesses and recognize success.
4. Develop a Contact Crew and reference materials for existing or new businesses.
5. Encourage state to create a county level lending group for start up and entrepreneurial businesses.
6. Successfully execute the Colorado Rural Entrepreneurial Marketplace and begin plans for the 4th Annual event.
7. Publish success stories, encourage local media to participate and communicate the successes in our community.

Goal 6: Maximize the Tourism Opportunity

Sustain the Town Tourism Committee, County Tourism Committee, Visitor’s Center and expand the winter-season events and recreational opportunities. Support more annual events that appeal to various tourist groups and interests across all seasons. Leverage Town Center revitalization and engage the local arts community, retailers, and others to capitalize on the tourist trade.

Actions:

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, etc.
2. Work with local recreational activity hosts, lodgers, restaurants and retailers to create tourist packages.
3. Create a survey to “learn from our visitors” what we can do to increase repeat and new visitors to our Town.
4. Encourage and support development of a strategic plan for the long-term sustainability of the tourism industry by working with the Town of Pagosa Springs Tourism Committee.
5. Through the business licensing program, monitor the tourism-based businesses to ensure all tourist needs for products and services are met.
6. Work with partners in the community to create economic & marketing indicators for the tourism industry, and meet yearly to review and develop strategic plans. Measure and

monitor current marketing efforts using these indicators to establish performance measures for the expenditure of public monies.

7. Work with the Town of Pagosa Springs Tourism Committee to focus a portion of visitor-related capital and marketing investments on those improvements and programs that will increase visitation.
8. Support the arts organizations of Archuleta County by providing mentoring advocacy and technical assistance to ensure their success.
9. Support the local business organizations to efficiently and effectively work together to increase tourist spending and reduce leakage.
10. Grow and sustain the tourism industry by ensuring tourism-related land uses, and attracting, creating, or expanding tourism-related businesses, events and marketing.

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

Sustain and improve educational opportunities ranging from community college classes, trade school and alternative education formats. Continue to leverage the SBDC to provide business education to current and prospective business owners. Gather knowledge of the available workforce for businesses interested in relocating here or for local businesses in need.

Actions:

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

10. Assist 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.

Goal 8: Address Socio-Cultural Needs of the Community

Establish and sustain programs that focus on the needs of the community, such as affordable housing, healthcare, facilities, parks and recreation, as well as services and activities for the aged and for children, to ensure a high-quality of life for current and prospective residents of the community.

Actions:

1. Provide support to government, organizations, businesses or investors as needed to help them create socio-cultural facilities, ordinances and/or resolutions.
2. Support Archuleta County Housing Authority, Habitat for Humanities, Colorado Housing Incorporated and other organizations that seek to create adequate affordable housing.
3. Study the impacts of the aging population to ensure the proper services are available.
4. Support the creation of new activities & programs for youth where needed.
5. Identify potential grants for Early Education to improve and increase opportunities for all preschool children.
6. Continue to improve and create the parks and recreation opportunities within our community.

Goal 9: Ensure adequate Infrastructure is Available and Attainable for Businesses

Address business and community infrastructure needs such as good roads, safe and attractive sidewalks, bandwidth, telecommunications, utilities, etc.

Actions:

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

Implementation

Strategic planning is an on-going process. As the Pagosa Springs Community Development Corporation (PSCDC) begins to work with other organizations, the towns and county, it is clear that modifications and adjustments will be necessary.

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

For Archuleta County, the Pagosa Springs Community Development Corporation (PSCDC) is charged with ensuring the completion of the plan, with support from Region 9. This will be done by coordinating, participating, and/or overseeing the various committees and organizations working in each of the key areas as necessary.

Once the Strategic Plan is finalized, a Community Development Action Plan (CDAP) will be created with input from community stakeholders to capture the projects to be completed over the next two years to make progress on implementing the strategies outlined here.

From the CDAP, a Community Development Scorecard, Accountability Matrix and Timeline will be created with quarterly projects and milestones.

Each quarter, an open community meeting will be held to review progress against the plan, make adjustments as necessary and review the upcoming quarter's action plan. The community can give feedback or provide input in the meeting, or by email. The goal is to get more community buy-in and engagement.

BOTTOM UP – ECONOMIC DEVELOPMENT STRATEGY



“Bottom-Up” 2011 County Economic Development Summary Top Five Economic Development Goals & Strategies For Archuleta County, Colorado

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

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

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

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

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

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

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

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

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

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

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

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

¹Goals are expressions of the desires of the community; a future condition or state that it's aiming for – a concise statement that articulates the desired future. For example:

"Update and expand marketing efforts for economic development in _____ County"

²Strategies provide direction and framework for how to go about achieving the goal. For example, "Craft and finance strong, ongoing major marketing promotions."

³Actions or implementation steps will carry out the strategy in a systematic way. For example, "Brand _____ County and its communities through the use of an agreed-upon economic development logo and slogan" or "Develop a focused marketing program which consists of email, social networks, and blogs to promote the county."

⁴Expected outcomes and measurable results should reflect a realistic feedback of how well the strategy is working. How do we know we're making progress? This includes building results into the action plans – relating back to the goal. For example, for marketing efforts, "Number of inquiries stating they saw our ad/website/news release/story, etc. etc."

⁵Identify partners with something to contribute/gain from involvement in this effort – e.g. Chambers, trade associations, non-profits, etc. etc

⁶Available resources can, and should, include more than funding. Students, volunteers, business sponsorships, strategic grants, can all be considered. Also, ways to leverage resources.

⁷Needed resources should be based on gaps existing after all available resources have been considered. The more innovative, creative use of resources without requiring additional funding will be the most expeditious in the short run. Issues or barriers are items that need to be addressed in order to realize goal.

⁸Timeline-some goals may be long-term. These may be broken down into intermediate steps with identified timelines for each action step. Short-term goals or specific projects may have a definite timeline. This is a way of keeping the process on track and reinvigorating efforts if a timeline slips, so that it doesn't get forgotten.

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

1. _____

2. _____

3. _____