

8. APPENDICES

TABLE OF CONTENTS

APPENDIX 1 – ACKNOWLEDGEMENTS.....	2
APPENDIX 2 – COMMUNITY PARTICIPATION.....	3
APPENDIX 3 – LIST OF ACRONYMS.....	4
APPENDIX 4 – COMPLETED CDAP PROJECTS 2000 - 2005.....	5
APPENDIX 5 – CEDS RESOURCES.....	7
Region 9 Economic Development District	7
Region 9 EDD Programs, Services & Partnerships	7
County-Level Economic Development Organizations.....	9
Economic Development Organizations.....	10
Chambers of Commerce	10
Data Sources and Contacts.....	11

APPENDIX 1 – ACKNOWLEDGEMENTS

Region 9 EDD would like to thank the volunteers who served on the Regional CEDS Advisory Committee. This council met regularly to design the CEDS planning process and final product under the auspices of Region 9's Board of Directors. Their volunteer time is appreciated. The participants are:

Regional CEDS Advisory Committee

Bart Mitchell, Archuleta County Development Association (business, economic development)

Bobby Lieb, Director, La Plata County Economic Development Partnership (economic development)

Bruce Johnson, Region 9 EDD Board of Directors (finance, business)

Carla Harper, Montezuma County Office of Economic Development (agriculture, women)

Clyde Church, Dolores County Economic Development (industry, utilities)

Dawn Farrington, Southern Ute Community Action Programs/The Training Advantage (disabilities, unemployment, labor)

Laura Lewis, Assistant Director - Region 9 Economic Development District (transportation, community organization)

Ed Morlan, Executive Director, Region 9 Economic Development District (finance, elderly)

Erick Aune, La Plata County Long Range Planner (land use planning, transportation)

Hal Shepherd, City Manager, Cortez (local government, economic development)

Jaki Polich, Rural Development Manager, USDA Rural Development (local government, community organization)

Karen Midkiff, Chief Development Officer, Mercy Health Foundation (women, health)

Peter McKay, San Juan County Commissioner/San Juan 2000 Development Association (economic development, local government)

Robert Sonora Ph.D., Professor of Economics, Fort Lewis College (education, minorities)

Shannon South, San Juan Basin Technical College (professions, underemployed)

Thurman Wilson, San Juan National Forest (public lands, environment)

Troy Ralstin, Planner, Ute Mountain Ute Indian Tribe (minorities)

The consultants and staff on the project include:

Operation Healthy Communities

Marsha Porter-Norton, Project Consultant

Donna K. Graves, Information Services

Region 9 EDD would also like to thank all of the economic development organizations in the region that gave input and reviewed the CEDS document, the groups and individuals who helped create the Community Development Action Plans (CDAPs), and also, all of the citizens who attended CEDS community meetings.

APPENDIX 2 – COMMUNITY PARTICIPATION

The CEDS is the result of a wide variety of community input through meetings, telephone calls, e-mails and personal contacts of key community stakeholders. The following is a list of the groups, persons and governments that were outreached in this process. (We apologize if we inadvertently forgot anyone.)

Archuleta County Commissioners	Montezuma County Economic Development Office
Archuleta County staff	Montezuma County Manager
Archuleta Economic Development Association Board, director	Office of Community Services
CEDS Advisory Committee	Operation Healthy Communities
City of Durango manager, planner	Partners of Montezuma County
City of Durango Mgr. of Parking & Transit Services	Region 9 EDD Board of Directors
Community Visioning Committee	Regional Resource Collaborating Committee
CSU Extension Office – Dove Creek	San Juan Resource Conservation & Development Council
Dolores County Attorney	San Juan 2000 Development Association
Dolores County Commissioners	San Juan Basin Health Dept.
Dolores County Development Corporation	San Juan Biodiesel Cooperative
Dolores Montezuma Community Summit Coordinator	San Juan County Commissioners
Durango Adult Education Center	San Juan County staff
Durango Arts Center staff	San Juan National Forest staff
Durango Discovery Museum staff	Small Business Development Center at FLC
Fort Lewis College School of Business	Southern Ute Community Action Programs
Jaki Polich, USDA Rural Development	Southern Ute Community Recreation Center
Ken Charles, Field Officer DOLA	Southwest Memorial Hospital staff
La Plata Community Summit Coordinating Committee	The Pinon Project staff
La Plata County Commissioners	Town of Bayfield staff
La Plata County Economic Development Partnership Executive Committee, director	Town of Dolores Board, staff
La Plata County Senior Services	Town of Dove Creek staff
La Plata County staff	Town of Ignacio Board
Mancos Public Library	Town of Ignacio staff
Mancos School District	Town of Mancos Board
Mercy Health Foundation	Town of Mancos staff
Montezuma County Commissioners	Town of Pagosa Springs Board
	Town of Pagosa Springs staff
	Town of Rico Board
	Town of Rico staff

APPENDIX 3 – LIST OF ACRONYMS

CDOT – Colorado Department of Transportation
DOLA – Colorado Department of Local Affairs
FAA – Federal Aviation Administration
COGO – Go Colorado grant
AEDA – Archuleta Economic Development Association
USDA – United States Department of Agriculture
CHI – Colorado Housing Inc.
NRCS – Natural Resource Conservation Service
DCDC – Dolores County Development Corporation
NWCOG – Northwest Council of Governments
CSU – Colorado State University
MCHD – Montezuma County Health District
BLF – Business Loan Fund
EPA – Environmental Protection Agency
SJBC – San Juan Biodiesel Cooperative
HUD – Department of Housing and Urban Development
San Juan RC & D – San Juan Resource Conservation & Development
CHFA – Colorado Housing & Finance Authority
SBDC – Small Business Development Center
EDA – Economic Development Association
DATO – Durango Area Tourism Organization
TANF – Technical Assistance for Needy Families
OEDIT – Office of Economic Development & International Trade
PAWS – Pagosa Area Water Services
SWRPC – Southwest Regional Transportation Planning Commission
TPR – Transportation Planning Region
CDBG – Community Development Block Grants
DOW – Division of Wildlife
LEAD – La Plata Economic Development Action Partnership

APPENDIX 4 – COMPLETED CDAP PROJECTS 2000 - 2005

A number of projects listed in the 2001 CEDS document as part of the Community Development Action Plans, have been completed. As part of the CEDS evaluation process, the number of completed projects are noted and included below. Future CEDS publications will be able to further evaluate the effectiveness of the CDAP process in the area communities.

Archuleta County

Capacity Expansion for Dutton Ditch
Adopt County Trails Plan
Improve Archuleta County Fairgrounds
Rebuild Pagosa Lakes Electrical System
Develop Historic Preservation Guidelines
Improved 911 Service
Hot Springs Blvd. Master Plan

Dolores County

Maintain Community Library
Senior Center Nutrition Program
Development of Weber Business Park
Gas Service to the Town of Rico
Elementary School in Rico
Upgraded emergency communication system

La Plata County

Establish La Plata County Economic Development Action Partnership
Fort Lewis College Expansion: Center of Southwest Studies, Hesperus Hall, Student Life Center, Berndt Hall expansion, Clock Tower construction
Adopt County Trail Plan
La Plata County Fairgrounds redevelopment
Durango Community Recreation Center
La Plata County Comprehensive Plan
Ignacio Volunteer Emergency Squad Building
Fire Protection District's Consolidation Study
Livestock Processing Facility
Construction of Fort Lewis College Child Development Center
Rebuild Mercy Medical Center facilities
Additional space for La Plata County Road and Bridge Maintenance Shops
Community contingency plan to assist the Durango & Silverton Narrow Gauge and Durango Mountain Resort
Sunshine Gardens Expansion
Miles for Smiles Mobile Dental Clinic

Montezuma County

One Stop Career Center
Shared facilities for economic Development groups in Welcome Center
New jail facility
Pave Hovenweep road
Pedestrian Master Plan
River walk along Mancos River
Dolores River Water Shed Forum
Dolores River Valley Comprehensive Plan
US Highway 160 Bypass Reconstruction Project
Establish Adult Learning Center

San Juan County

Update local phone service

Establish Mountain Studies Institute

Establish Silverton Community Learning Center

Establish Comprehensive Family Center and Licensed Preschool

Complete Red Mountain Project

Implement Silverton Outdoor Learning and recreation center

Complete Mining Museum

APPENDIX 5 – CEDS RESOURCES

Region 9 Economic Development District

Region 9 EDD is a non-profit community economic development corporation serving the counties of Archuleta, Dolores, La Plata, Montezuma and San Juan as well as the Southern Ute and Ute Mountain Ute Indian Tribes. Region 9 EDD works to promote and coordinate economic development in Southwest Colorado. Region 9 EDD is comprised of memberships from all the local governments in the region as well as private individuals from the five county area. The members include:

Archuleta County

Town of Pagosa Springs

Dolores County

Town of Dove Creek

Town of Rico

La Plata County

City of Durango

Town of Bayfield

Town of Ignacio

Montezuma County

City of Cortez

Town of Dolores

Town of Mancos

San Juan County

Town of Silverton

Southern Ute Indian Tribe

Ute Mountain Ute Indian Tribe

Region 9 EDD Programs, Services & Partnerships

Economic Development Planning and Technical Assistance — Region 9 EDD assists local governments and community groups with planning, technical assistance, economic development efforts, and publishes a five-year plan called the CEDS (Comprehensive Economic Development Strategy) with annual updates.

Business Revolving Loan Fund (BLF) Program — a low interest revolving loan fund for eligible applicants, which is frequently used as “gap financing” to assist with small business expansion and job retention/creation.

Micro-Enterprise Loan Fund Program — offers loans up to \$50,000 for qualifying small businesses, with 5 or fewer employees. Grants up to \$2,500 in technical assistance are also available to the small business on a matching funds basis.

Southwest Colorado Enterprise Zone Tax Credit Program — a program enacted by the Colorado State Legislature in 1986 to assist economically distressed areas. The EZ program offers special tax incentives to businesses that expand or locate in the zones. The purpose of the tax credit is to create new jobs and investments. Not all businesses reside in eligible areas.

Southwest Colorado Enterprise Zone Marketing Program — as the Southwest Colorado Enterprise Zone administrator, Region 9 EDD receives an annual contract from the State Economic Development Commission to provide matching grant funds to market economic development programs, events and strategies in the region.

Southwest Colorado Regional Transportation Planning Commission (RPC) is comprised of regional government representatives that evaluate and prioritize regional projects to be funded by the Colorado Department of Transportation. Region 9 provides administrative support to this group, which evaluates and prioritizes transportation projects, and develops the twenty-year strategic transportation plan.

Special Projects — Region 9 will partner with community groups, governments, and the private sector to assist in the development of special projects. Region 9 will help groups access federal and state grants for infrastructure improvements, partner on projects that result in job creation or retention, and projects that are of economic benefit to a community.

Partnerships – Region 9 EDD works to maximize effectiveness through partnerships with various regional and local community development organizations to assist and coordinate efforts. This networking strategy continues to be further refined and expanded in the new Comprehensive Economic Development Strategy (CEDS).

1. **The Regional Resource Coordinating Committee**
Regional Resource Coordinating Committee (RRCC) consists of regional community and economic development groups that share information on various local projects in the region. This allows the group to coordinate technical and financial assistance to help communities achieve projects identified in their Community Development Action Plans (CDAP). The result is a thoughtful consideration of a variety of resources; in several cases, this group interaction has accomplished for small communities what no single agency could. The participating members in addition to Region 9 EDD are: Colorado Department of Local Affairs (DOLA) Field Representative; USFS Rural Community Assistance; USDA Rural Development; San Juan Resource Conservation and Development; Small Business Development Center; Housing Solutions of the Southwest; and the Office of Community Services (funded by Fort Lewis College and DOLA Technical Assistance).
2. **Small Business Development Center**
The Small Business Development Center is a key partner of Region 9 by offering one-on-one counseling to businesses, technical assistance, training and support. Their services allow Region 9 to focus on business loans and equity projects. Region 9 and SDBC have collaborated on several grants and projects to strengthen regional businesses.

County-Level Economic Development Organizations

The region's county level economic development organizations are highly active and committed to their communities. Their common strategy is to spend more time and effort assisting each of their local communities to maintain viable economic/community development. The role of Region 9 EDD is to help sustain the county level economic development groups by providing resources and technical assistance.

Region 9 EDD works closely with **San Juan 2000** to expand their local micro-loan program and implement other local ED projects. Based on the local community levels of distress, Region 9 EDD has provided capital to the local loan program, and assisted the group during their executive director transition. Region 9 EDD works closely with their active board of directors on potential projects in the community, including securing Economic Development Administration (EDA) funding to develop a business park and incubator. San Juan 2000 is a designated Enterprise Zone development organization.

The **La Plata Economic Development Action Partnership (LEAD)** has successfully sustained a full-time director position, and the group's active board of directors has taken a true leadership role coordinating efforts in La Plata County. While LEAD is working on numerous projects, recent efforts focus on a new business park by the Durango-La Plata County Airport. Region 9 EDD serves as an "Ex-Officio" member of the Board of Directors. LEAD is a designated Enterprise Zone development organization.

Montezuma County's Economic Development organization was restructured in 2006 and currently includes a part-time staff member employed by the county. The **Montezuma County Office of Economic Development** is successfully getting public input on the county's desired future direction. Region 9 EDD assists the organization with community assessments, a business owner survey process, and technical assistance with area businesses, to supplement their local services. The long-time Montezuma County Economic Development Council is currently dormant, but remains a designated Enterprise Zone development organization.

The **Archuleta Economic Development Association (AEDA)** is riding a wave of success. Their organization continues to grow, strengthen and actively serve area businesses, as well as effectively network with Region 9 EDD. AEDA's primary project is the development of a business park, and structure and more pro business environment in the county. AEDA is a designated Enterprise Zone development organization.

The **Dolores County Economic Development Council (DCDC)** has strengthened in the last several years with a dedicated staff person. Region 9 EDD, through a RHED grant, has financially supported economic development consultant work with area businesses, and the development of the Weber Business Park. The DCDC's main focus is on maintaining and enhancing the agricultural sector, the county's largest employment base.

Region 9 EDD provides communication between local communities and the state in a number of additional programs such as transportation planning with the Colorado Department of Transportation (CDOT), and other grant programs with the Department of Local Affairs, and the USDA Rural Development programs. Region 9 EDD considers the state **Office of Economic Development & International Trade(OEDIT)** as a partner in the Community Development Block Grant and the Enterprise Zone administration programs. In the same manner, Region 9 EDD considers the **Economic Development Administration (EDA)** a partner in the Planning and Technical Assistance Program. Region 9 EDD also provides coordination and support for other EDA program applications and projects.

Economic Development Organizations

For business and relocation assistance contact Region 9, one of the specific community economic development organizations, or a Chamber of Commerce listed below. If your business needs technical assistance, the SW Colorado Small Business Development Center offers the following services: SBA/Business Loan Preparation Assistance, Business Plan Reviews, Access to Training Assistance Programs, Seminars on Various Topics, General Consulting, and many other services.

Small Business Development Center
Joe Keck-Director
1000 Rim Dr.
Durango, CO 81301
Phone (970) 247-7009
FAX (970) 247-7623
e-mail: keck_j@fortlewis.edu
<http://www.fortlewis.edu/soba/sbdc>

Archuleta Economic Dev. Assoc.
Bart Mitchell
P.O. Box 305
Pagosa Springs, CO 81147
Phone (970) 264-4171
Fax (970) 264-4327
www.archuletaeconomicdevelopment.org

San Juan 2000 Economic
Development
Karen Hoskins
P.O. Box 117
Silverton, CO 81433
Phone (970) 387-5101
Fax (970) 387-0282
www.sanjuan2000.org

Dolores County Development Corp.
Clyde Church/Dennis McMahon
PO Box 860
Dove Creek, CO 81328
cpchurch@ekiva.net

Montezuma County EDC
109 W. Main, Room 302
Cortez, CO 81321
Phone (970) 565-8227
Fax (970) 565-1155
charper@co.montezuma.co.us

Ute Mountain Ute Indian Tribe
Troy Ralstin
P.O. Box 52
Towaoc, CO 81334
Phone (970) 565-3751
Fax (970) 565-7412

La Plata Economic Development
Action Partnership (LEAD)
P.O. Box 3874
Durango, CO 81302
Phone (970) 259-5064
Fax (970) 385-5005
www.laplatacountycolorado.org

Region 9 Economic Development
District
259A Girard St
Durango, CO 81301
Phone (970) 247-9621
FAX (970) 247-9513
e-mail: ed@scan.org
<http://www.scan.org>

Staff includes:
Ed Morlan - Executive Director (Loan & Enterprise Zone Administrator)
Laura Lewis - Asst. Director (Transportation and Economic Development Planning)
Julie Levy - Special Projects & Technical Assistance Coordinator
Jenny Stollar - Accountant, Asst. Loan Administrator
Tracy Shockley, Office Administration and Bookkeeping.

Chambers of Commerce

Cortez Chamber of Commerce
Box 968
Cortez, CO 81321
Phone (970) 565-3414
Fax (970) 565-4828
<http://www.mesaverdecountry.com>

Bayfield Chamber of Commerce
P.O. Box 7
Bayfield, CO 81122
Phone (970) 884-6022
Fax (970) 884-2614
<http://www.bayfieldchamber.org>

Durango Area Tourism Office
P.O. Box 2587
Durango, CO 81302
Phone (970) 247-0312
Fax (970) 385-7884
<http://www.durangobusiness.org>

Mancos Valley Chamber
P.O. Box 494
Mancos, CO 81328
Phone (970) 533-7070
Fax (970) 533-7727
<http://www.mancoscolorado.com>

Dolores Chamber
P.O. Box 602
Dolores, CO 81323
Phone (970) 882-7717
Fax (970) 882-2224
<http://www.doloreschamber.com>

Pagosa Chamber of Commerce
Box 787
Pagosa Springs, CO 81147
Phone (970) 264-2360
Fax (970) 264-4625
<http://www.pagosa.com>

Vallecito Chamber of Commerce
P.O. Box 804
Bayfield, CO 81122
Phone (970) 884-9782
Fax (970) 884-9856
<http://www.vallecitolakechamber.com>

Silverton Chamber
P.O. Box 565
Silverton, CO 81433
Phone (970) 387-5654
Fax (970) 387-0282
<http://www.silvertoncolorado.com>

Dove Creek Chamber of Commerce
P.O. Box 613
Dove Creek, CO 81324
Phone (970) 677- 2245
Fax (970) 677-2271

Data Sources and Contacts

Bureau of Economic Analysis

Total Personal Income (TPI) and Per Capita Income

<http://www.bea.doc.gov/bea/regional/bearfacts/countybf.cfm>

Colo. Dept. of Education

District information

<http://www.cde.state.co.us>

Colo. Dept of Labor and Employment

Employment Statistics (unemployment)

<http://www.coworkforce.com/lmi/ali/lfpag.asp>

Contact: Bill Harris (303-620-4940)

Colorado Dept. of Revenue

Contact: Susan Conwell – Office of Research and Analysis

sconwell@spike.dor.state.co.us

Colorado Division of Local Government – Demography Section

Population and Employment Statistics

<http://dola.gov/demog/demog/cfm>

Contact -Cindy De Groen (303-866-3004)

Operation Healthy Communities

Pathways to Healthier Communities 2005

www.operationhealthycommunities.org

Southwest Colorado 2035 Transportation Plan (2007)

Prepared for the SW Colorado Regional Planning Commission

Prepared by URS Corporation

LSC Transportation Consultants, Inc.