



IGNACIO TOWN BOARD MEETING AGENDA
Monday, December 13, 2021 – 6:30 PM
Abel F. Atencio Community Room, 570 Goddard Avenue
or via Remote Public Meeting

*The remote meeting is hosted by Zoom and requires Attendees to login to the Zoom meeting website at the following address: <https://zoom.us/j/94552120320>, or Attendees wishing to participate by phone shall call: **346-248-7799** and key in Webinar ID Number: **945 5212 0320**.*

*There is a Zoom Etiquette file on the Town website that details how Zoom meetings work and what is expected of Attendees. All Attendees will be able to hear and/or see the Town Board meeting. Attendees will be muted until the Mayor takes Attendee comments. Attendees wanting to comment must click on the "Raised Hand" tab at the bottom of the screen, or callers will have to enter *9. The Mayor will acknowledge which Attendee is to speak (by name or phone number) and the meeting host will allow them to speak. The meeting host will unmute the Attendee (or notify the Attendee if they need to unmute themselves by entering *6). The Attendee shall first provide their name and address before they begin their comments. Failure to follow directions or maintain meeting decorum will result in the muting of your connection.*

- I. CALL REGULAR MEETING TO ORDER:** Pledge of Allegiance
- II. ROLL CALL**
- III. PUBLIC COMMENTS:** *The Town Board values public comment and allows this time for citizens to voice their thoughts and concerns. The Mayor will open the comment period and prior to addressing the Board, state your name and address, and limit your comments to five (5) minutes. Meeting decorum will be maintained and failure to maintain composure and respect will result in the closure of your comment period. The Town Board and/or staff may respond to your comments or take your comments under advisement. Please do not comment on items listed on the Agenda, as opportunity will be given to comment during these discussions. Thank you.*
- IV. CONSENT AGENDA**
 - A. Regular Town Board Meeting Minutes from November 15, 2021
 - B. Financial Records – November Check Register and Accounting Reports
 - C. Pinon Liquors Liquor License Renewal Application
- V. UNFINISHED BUSINESS:** None
- VI. NEW BUSINESS**
 - A. Dancing Spirit Funding Request
 - B. TDL Recycling Contract
 - C. Professional Services Agreement with HomesFund
 - D. Public Hearing for Potential Utility Rate Changes
 - E. Resolution 05-2021 – Certifying the Mill Levy for 2022
 - F. Resolution 06-2021 – Adopting 2022 Budget
 - G. Ordinance 348 - Appropriating Funds for the 2022 Budget
 - H. Land Use and Development Code Update – Public Hearing
 - I. Dixie Melton Proclamation
 - J. COVID-19 Update
- VII. STAFF REPORTS**
 - A. Police Department
 - B. Public Works
 - C. Clerk / Treasurer
 - D. Town Manager
 - E. Attorney
- VIII. TRUSTEE REPORTS**
- IX. MISCELLANEOUS**
- X. ADJOURNMENT**

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Report ID: AP300

Check #	Type	Vendor #/Name	Check Amount	Date Issued	Period Redeemed	Claim #	Claim Amount
-98288	E	1187 Cardmember Service (TBK Bank)	99.00	11/09/21	11/21	CL 15157	99.00
-98287	E	1187 Cardmember Service (TBK Bank)	52.00	11/09/21	11/21	CL 15158	52.00
-98286	E	1187 Cardmember Service (TBK Bank)	27.30	11/09/21	11/21	CL 15159	27.30
-98285	E	1187 Cardmember Service (TBK Bank)	37.69	11/09/21	11/21	CL 15160	37.69
-98284	E	1187 Cardmember Service (TBK Bank)	24.27	11/09/21	11/21	CL 15161	24.27
-98283	E	1187 Cardmember Service (TBK Bank)	42.02	11/09/21	11/21	CL 15162	42.02
-98282	E	1187 Cardmember Service (TBK Bank)	18.37	11/09/21	11/21	CL 15163	18.37
-98281	E	1187 Cardmember Service (TBK Bank)	5.21	11/09/21	11/21	CL 15164	5.21
-98280	E	1187 Cardmember Service (TBK Bank)	90.00	11/09/21	11/21	CL 15165	90.00
-98279	E	1187 Cardmember Service (TBK Bank)	49.16	11/09/21	11/21	CL 15166	49.16
-98278	E	1187 Cardmember Service (TBK Bank)	43.73	11/09/21	11/21	CL 15167	43.73
-98277	E	1187 Cardmember Service (TBK Bank)	50.98	11/09/21	11/21	CL 15168	50.98
-98276	E	1187 Cardmember Service (TBK Bank)	7.38	11/09/21	11/21	CL 15169	7.38
-98275	E	1187 Cardmember Service (TBK Bank)	22.14	11/09/21	11/21	CL 15170	22.14
-98274	E	1187 Cardmember Service (TBK Bank)	151.88	11/09/21	11/21	CL 15171	151.88
-98273	E	1187 Cardmember Service (TBK Bank)	75.94	11/09/21	11/21	CL 15172	75.94
-98272	E	1187 Cardmember Service (TBK Bank)	88.09	11/09/21	11/21	CL 15173	88.09
-98271	E	1187 Cardmember Service (TBK Bank)	57.19	11/09/21	11/21	CL 15174	57.19
-98270	E	1187 Cardmember Service (TBK Bank)	100.00	11/09/21	11/21	CL 15175	100.00
-98269	E	1187 Cardmember Service (TBK Bank)	19.34	11/09/21	11/21	CL 15176	19.34
-98268	E	1187 Cardmember Service (TBK Bank)	72.08	11/09/21	11/21	CL 15177	72.08
-98267	E	1187 Cardmember Service (TBK Bank)	63.80	11/09/21	11/21	CL 15178	63.80
-98266	E	1187 Cardmember Service (TBK Bank)	444.93	11/09/21	11/21	CL 15179	444.93
-98265	E	1187 Cardmember Service (TBK Bank)	90.00	11/09/21	11/21	CL 15180	90.00

TOWN OF IGNACIO
Check Register for Checking
For the Accounting Period: 11/21

Claim Checks

Check #	Type	Vendor #/Name	Check Amount	Date Issued	Period Redeemed	Claim #	Claim Amount
-98264	E	1187 Cardmember Service (TBK Bank)	84.80	11/09/21	11/21	CL 15181	84.80
-98263	E	1187 Cardmember Service (TBK Bank)	84.44	11/09/21	11/21	CL 15182	84.44
-98262	E	1187 Cardmember Service (TBK Bank)	66.78	11/09/21	11/21	CL 15183	66.78
-98261	E	1187 Cardmember Service (TBK Bank)	69.77	11/09/21	11/21	CL 15184	69.77
-98260	E	1187 Cardmember Service (TBK Bank)	8.14	11/09/21	11/21	CL 15185	8.14
-98259	E	1187 Cardmember Service (TBK Bank)	51.53	11/09/21	11/21	CL 15186	51.53
-98258	E	1187 Cardmember Service (TBK Bank)	68.46	11/09/21	11/21	CL 15187	68.46
-98257	E	1187 Cardmember Service (TBK Bank)	54.00	11/09/21	11/21	CL 15188	54.00
-98256	E	1187 Cardmember Service (TBK Bank)	66.90	11/09/21	11/21	CL 15189	66.90
-98255	E	1187 Cardmember Service (TBK Bank)	59.82	11/09/21	11/21	CL 15190	59.82
-98254	E	1187 Cardmember Service (TBK Bank)	56.59	11/09/21	11/21	CL 15191	56.59
-98253	E	1187 Cardmember Service (TBK Bank)	63.69	11/09/21	11/21	CL 15192	63.69
-98252	E	1187 Cardmember Service (TBK Bank)	63.34	11/09/21	11/21	CL 15193	63.34
-98251	E	1187 Cardmember Service (TBK Bank)	45.13	11/09/21	11/21	CL 15194	45.13
-98250	E	1187 Cardmember Service (TBK Bank)	77.39	11/09/21	11/21	CL 15195	77.39
-98249	E	1187 Cardmember Service (TBK Bank)	66.17	11/09/21	11/21	CL 15196	66.17
-98248	E	1187 Cardmember Service (TBK Bank)	72.09	11/09/21	11/21	CL 15197	72.09
-98247	E	1187 Cardmember Service (TBK Bank)	45.88	11/09/21	11/21	CL 15198	45.88
-98246	E	1187 Cardmember Service (TBK Bank)	49.10	11/09/21	11/21	CL 15199	49.10
-98245	E	1187 Cardmember Service (TBK Bank)	47.00	11/09/21	11/21	CL 15200	47.00
-98244	E	1187 Cardmember Service (TBK Bank)	60.80	11/09/21	11/21	CL 15201	60.80
-98243	E	1187 Cardmember Service (TBK Bank)	43.00	11/09/21	11/21	CL 15202	43.00
-98242	E	1187 Cardmember Service (TBK Bank)	59.50	11/09/21	11/21	CL 15203	59.50
-98241	E	1187 Cardmember Service (TBK Bank)	50.17	11/09/21	11/21	CL 15204	50.17

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TOWN OF IGNACIO
Check Register for Checking
For the Accounting Period: 11/21

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Claim Checks

Check #	Type	Vendor #/Name	Check Amount	Date Issued	Period Redeemed	Claim #	Claim Amount
-98240	E	1187 Cardmember Service (TBK Bank)	37.41	11/09/21	11/21	CL 15205	37.41
-98239	E	1187 Cardmember Service (TBK Bank)	33.74	11/09/21	11/21	CL 15206	33.74
-98238	E	1187 Cardmember Service (TBK Bank)	31.93	11/09/21	11/21	CL 15207	31.93
-98237	E	1187 Cardmember Service (TBK Bank)	32.44	11/09/21	11/21	CL 15208	32.44
-98236	E	1187 Cardmember Service (TBK Bank)	32.92	11/09/21	11/21	CL 15209	32.92
-98235	E	1187 Cardmember Service (TBK Bank)	33.86	11/09/21	11/21	CL 15210	33.86
-98234	E	1187 Cardmember Service (TBK Bank)	39.14	11/09/21	11/21	CL 15211	39.14
-98233	E	1187 Cardmember Service (TBK Bank)	199.00	11/09/21	11/21	CL 15212	199.00
-98232	E	1187 Cardmember Service (TBK Bank)	19.99	11/09/21	11/21	CL 15213	19.99
-98231	E	1187 Cardmember Service (TBK Bank)	32.00	11/09/21	11/21	CL 15214	32.00
-98230	E	1187 Cardmember Service (TBK Bank)	25.95	11/09/21	11/21	CL 15215	25.95
-98229	E	1187 Cardmember Service (TBK Bank)	19.99	11/09/21	11/21	CL 15216	19.99
-98228	E	1187 Cardmember Service (TBK Bank)	67.90	11/09/21	11/21	CL 15217	67.90
-98227	E	1187 Cardmember Service (TBK Bank)	537.58	11/09/21	11/21	CL 15218	537.58
-98226	E	1187 Cardmember Service (TBK Bank)	127.80	11/09/21	11/21	CL 15219	127.80
-98225	E	1187 Cardmember Service (TBK Bank)	10.00	11/09/21	11/21	CL 15220	10.00
-98224	E	1187 Cardmember Service (TBK Bank)	143.64	11/09/21	11/21	CL 15221	143.64
-98223	E	1187 Cardmember Service (TBK Bank)	42.97	11/09/21	11/21	CL 15222	42.97
-98222	E	1187 Cardmember Service (TBK Bank)	71.70	11/09/21	11/21	CL 15223	71.70
-98221	E	1187 Cardmember Service (TBK Bank)	59.31	11/09/21	11/21	CL 15224	59.31
-98220	E	1187 Cardmember Service (TBK Bank)	173.18	11/09/21	11/21	CL 15225	173.18
-98219	E	1187 Cardmember Service (TBK Bank)	60.00	11/09/21	11/21	CL 15226	60.00
-98218	E	1187 Cardmember Service (TBK Bank)	1436.48	11/09/21	11/21	CL 15227	1436.48
-98217	E	1211 Morton Electric, Inc.	93268.12	11/09/21	11/21	CL 15243	93268.12

TOWN OF IGNACIO
Check Register for Checking
For the Accounting Period: 11/21

Claim Checks

Check #	Type	Vendor #/Name	Check Amount	Date Issued	Period Redeemed	Claim #	Claim Amount
-98216	E	845 HOME DEPOT CREDIT SERVICES	273.75	11/09/21	11/21		
-98215	E	845 HOME DEPOT CREDIT SERVICES	69.78	11/09/21	11/21	CL 15254	273.75
-98214	E	845 HOME DEPOT CREDIT SERVICES	45.50	11/09/21	11/21	CL 15255	69.78
-98213	E	143 STATE OF COLORADO-SALES TAX	1432.39	11/09/21	11/21	CL 15256	45.50
-98212	E	517 PURCHASE POWER	503.50	11/09/21	11/21	CL 15265	1432.39
-98211	E	1211 Morton Electric, Inc.	135809.26	11/23/21	11/21	CL 15267	503.50
-98210	E	974 LA PLATA ELECTRIC ASSN INC	2009.94	11/23/21	11/21	CL 15271	135809.26
-98209	E	845 HOME DEPOT CREDIT SERVICES	155.41	11/23/21	11/21	CL 15272	2009.94
5672 *	S	53 AUTO PARTS INC	39.77	11/09/21	11/21	CL 15277	155.41
5673	S	220 BALLANTINE COMMUNICATIONS INC	82.68	11/09/21	11/21	CL 15248	39.77
						CL 15236	13.26
						CL 15237	12.87
						CL 15238	26.52
						CL 15239	25.74
						CL 15240	4.29
5674	S	999999 BARBARA BURCH	82.02	11/09/21	-----	CL 15259	82.02
5675	S	91 BRENNAN OIL COMPANY	192.48	11/09/21	11/21	CL 15231	192.48
5676	S	921 CASCADE WATER	28.40	11/09/21	11/21	CL 15230	28.40
5677	S	764 COLORADO MUNICIPAL LEAGUE	775.00	11/09/21	11/21	CL 15262	775.00
5678	S	1119 DUB'S AUTO BODY	1795.00	11/09/21	11/21	CL 15250	1795.00
5679	S	971 FASTTRACK COMMUNICATIONS INC	126.95	11/09/21	11/21	CL 15232	126.95
5680	S	257 FOUR CORNERS WELDING & GAS SUPPLY	6187.17	11/09/21	11/21	CL 15257	6187.17
5681	S	263 GALLS, LLC.	143.32	11/09/21	11/21	CL 15247	143.32
5682	S	695 GFL Environmental	2689.78	11/09/21	11/21	CL 15266	2689.78
5683	S	279 GREEN ANALYTICAL LABORATORIES	275.00	11/09/21	11/21	CL 15246	275.00
5684	S	981 HI PERFORMANCE CARWASH LLC	104.88	11/09/21	11/21	CL 15261	104.88
5685	S	1125 IGNACIO FAMILY MEDICINE	330.00	11/09/21	11/21	CL 15245	165.00
						CL 15258	165.00

Check #	Type	Vendor #/Name	Check Amount	Date Issued	Period Redeemed	Claim #	Claim Amount
5686	S	1216 Jennifer Coates	243.75	11/09/21		CL 15235	243.75
5687	S	999999 JULIE ALBRIGHT	191.19	11/09/21	11/21	CL 15260	191.19
5688	S	894 KRISTIN ROEHRS	406.25	11/09/21	11/21	CL 15241	406.25
5689	S	1046 LAW OFFICE OF DAVID LIBERMAN	321.30	11/09/21	11/21	CL 15253	321.30
5690	S	1155 LAWSON PRODUCTS	946.70	11/09/21		CL 15233	946.70
5691	S	394 LEWIS TRUE VALUE MERCANTILE	707.96	11/09/21	11/21	CL 15244	707.96
5692	S	1192 Mitel Networks, Inc.	382.63	11/09/21	11/21	CL 15269	382.63
5693	S	788 S & S LOCK SERVICE LLC	1382.50	11/09/21	11/21	CL 15228 CL 15229	1310.00 72.50
5694	S	590 SAN JUAN BASIN HEALTH DEPARTMENT	35.00	11/09/21	11/21	CL 15263	35.00
5695	S	1213 Schmueser Gordon Meyer, Inc. dba SGM	1310.68	11/09/21	11/21	CL 15249	1310.68
5696	S	600 SOUTHERN UTE UTILITIES DIVISION	66871.72	11/09/21	11/21	CL 15264	66871.72
5697	S	650 TOWN OF IGNACIO	454.37	11/09/21	11/21	CL 15268	454.37
5698	S	969 USA BLUE BOOK	216.44	11/09/21	11/21	CL 15234	216.44
5699	S	675 UTILITY NOTIFICATION CENTER OF CO	52.80	11/09/21	11/21	CL 15242	52.80
5700	S	920 VANDEGRIFT DIESEL	712.26	11/09/21	11/21	CL 15252	712.26
5703 *	S	728 AXIS HEALTH SYSTEMS	446.88	11/23/21		CL 15289	446.88
5704	S	99 C & J GRAVEL PRODUCTS INC	2051.98	11/23/21		CL 15284	2051.98
5705	S	921 CASCADE WATER	14.20	11/23/21	11/21	CL 15279	14.20
5706	S	902 FORT LEWIS COLLEGE	326.00	11/23/21		CL 15286	326.00
5707	S	257 FOUR CORNERS WELDING & GAS SUPPLY	98.96	11/23/21		CL 15278	98.96
5708	S	263 GALLS, LLC.	772.10	11/23/21		CL 15283	772.10
5709	S	1046 LAW OFFICE OF DAVID LIBERMAN	1332.39	11/23/21		CL 15276	1332.39
5710	S	1155 LAWSON PRODUCTS	1770.90	11/23/21	11/21	CL 15282	1770.90

12/08/21
14:21:44

TOWN OF IGNACIO
Check Register for Checking
For the Accounting Period: 11/21

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Claim Checks

Check #	Type	Vendor #/Name	Check Amount	Date Issued	Period Redeemed	Claim #	Claim Amount
5711	S	1087 MARK GARCIA - GOV-PLUS LLC	10290.00	11/23/21			
5712	S	999999 NEAL LOTT	63.75	11/23/21		CL 15288	10290.00
5713	S	1188 NEO Connect	2318.75	11/23/21		CL 15290	63.75
5714	S	999999 PERFECTO QUINTANA	106.32	11/23/21		CL 15275	2318.75
5715	S	1134 SHARON CRAIG	882.08	11/23/21		CL 15270	106.32
5716	S	1172 Short Elliott Hendrickson, Inc.	3484.75	11/23/21		CL 15281	882.08
						CL 15273	1866.00
5717	S	1147 TDL RECYCLING, LLC	2334.00	11/23/21	11/21	CL 15274	1618.75
5718	S	969 USA BLUE BOOK	61.34	11/23/21		CL 15280	2334.00
5719	S	692 WALKER DO IT BEST HARDWARE	23.71	11/23/21	11/21	CL 15285	61.34
5720	S	1145 Dickensheet & Associates, Inc.	5550.00	11/23/21		CL 15287	23.71
						CL 15291	5550.00
Total for Claim Checks			358999.68				
Count for Claim Checks			127				

* denotes missing check number(s)

of Checks: 127 Total: 358999.68

12/08/21
14:21:45

TOWN OF IGNACIO
Fund Summary for Claim Check Register
For the Accounting Period: 11/21

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Fund/Account	Amount
100 GENERAL FUND	
110230	\$56,527.36
300 CAPITAL IMPROVEMENT FUND	
110230	\$230,943.38
500 ECONOMIC DEVELOPMENT FUND	
110230	\$2,318.75
610 WATER FUND	
110230	\$10,118.78
620 GAS FUND	
110230	\$24,995.79
630 SEWER FUND	
110230	\$34,057.94
640 IRRIGATION FUND	
110230	\$37.68
Total:	\$358,999.68



Summary Statement

November 30, 2021

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Investor ID: CO-01-0721

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**Town of Ignacio
PO Box 459
Ignacio, CO 81137-0459**

COLOTRUST

PLUS+

Average Monthly Yield: 0.0266%

		Beginning Balance	Contributions	Withdrawals	Income Earned	Income Earned YTD	Average Daily Balance	Month End Balance
CO-01-0721-8001	GENERAL FUND	1,020,607.96	100,000.00	0.00	24.38	345.21	1,113,953.59	1,120,632.34
CO-01-0721-8002	WATER FUND	14,733.32	0.00	0.00	0.31	6.53	14,733.48	14,733.63
CO-01-0721-8003	SEWER FUND	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CO-01-0721-8004	GAS FUND	73,986.22	0.00	0.00	1.60	32.34	73,987.03	73,987.82
CO-01-0721-8005	IRRIGATION FUND	10,366.49	0.00	0.00	0.26	4.69	10,366.62	10,366.75
CO-01-0721-8006	CAPITAL IMPROVEMENT FUND	316,336.37	0.00	0.00	6.93	139.25	316,339.88	316,343.30



Summary Statement

November 30, 2021

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Investor ID: CO-01-0721

Town of Ignacio
PO Box 459
Ignacio, CO 81137-0459

PLUS+ - (continued)

		Beginning Balance	Contributions	Withdrawals	Income Earned	Income Earned YTD	Average Daily Balance	Month End Balance
CO-01-0721-8007	CONSERVATION TRUST FUND	69,191.36	0.00	0.00	1.55	30.47	69,192.15	69,192.91
CO-01-0721-8010	ECONOMIC DEVELOPMENT FUND	60,688.83	0.00	0.00	1.31	26.74	60,689.49	60,690.14
CO-01-0721-8011	American Rescue Plan Fund	114,122.69	0.00	0.00	2.52	12.42	114,123.97	114,125.21
TOTAL		1,680,033.24	100,000.00	0.00	38.86	597.65	1,773,386.21	1,780,072.10



Account Statement

November 30, 2021

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Account Number: CO-01-0721-8001

GENERAL FUND

Account Summary

Average Monthly Yield: 0.0266%

	Beginning Balance	Contributions	Withdrawals	Income Earned	Income Earned YTD	Average Daily Balance	Month End Balance
PLUS+	1,020,607.96	100,000.00	0.00	24.38	345.21	1,113,953.59	1,120,632.34

Transaction Activity

Transaction Date	Transaction Description	Contributions & Income Earned	Withdrawals	Balance	Transaction Number
11/01/2021	Beginning Balance			1,020,607.96	
11/03/2021	Contribution	100,000.00			6259297
11/30/2021	Income Dividend Reinvestment	24.38			
11/30/2021	Ending Balance			1,120,632.34	



Account Statement

November 30, 2021

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Account Number: CO-01-0721-8002

WATER FUND

Account Summary

Average Monthly Yield: 0.0266%

	Beginning Balance	Contributions	Withdrawals	Income Earned	Income Earned YTD	Average Daily Balance	Month End Balance
PLUS+	14,733.32	0.00	0.00	0.31	6.53	14,733.48	14,733.63

Transaction Activity

Transaction Date	Transaction Description	Contributions & Income Earned	Withdrawals	Balance	Transaction Number
11/01/2021	Beginning Balance			14,733.32	
11/30/2021	Income Dividend Reinvestment	0.31			
11/30/2021	Ending Balance			14,733.63	



Account Statement

November 30, 2021

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Account Number: CO-01-0721-8004

GAS FUND

Account Summary

Average Monthly Yield: 0.0266%

	Beginning Balance	Contributions	Withdrawals	Income Earned	Income Earned YTD	Average Daily Balance	Month End Balance
PLUS+	73,986.22	0.00	0.00	1.60	32.34	73,987.03	73,987.82

Transaction Activity

Transaction Date	Transaction Description	Contributions & Income Earned	Withdrawals	Balance	Transaction Number
11/01/2021	Beginning Balance			73,986.22	
11/30/2021	Income Dividend Reinvestment	1.60			
11/30/2021	Ending Balance			73,987.82	



Account Statement

November 30, 2021

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Account Number: CO-01-0721-8005

IRRIGATION FUND

Account Summary

Average Monthly Yield: 0.0268%

	Beginning Balance	Contributions	Withdrawals	Income Earned	Income Earned YTD	Average Daily Balance	Month End Balance
PLUS+	10,366.49	0.00	0.00	0.26	4.69	10,366.62	10,366.75

Transaction Activity

Transaction Date	Transaction Description	Contributions & Income Earned	Withdrawals	Balance	Transaction Number
11/01/2021	Beginning Balance			10,366.49	
11/30/2021	Income Dividend Reinvestment	0.26			
11/30/2021	Ending Balance			10,366.75	



Account Statement

November 30, 2021

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Account Number: CO-01-0721-8006

CAPITAL IMPROVEMENT FUND

Account Summary

Average Monthly Yield: 0.0266%

	Beginning Balance	Contributions	Withdrawals	Income Earned	Income Earned YTD	Average Daily Balance	Month End Balance
PLUS+	316,336.37	0.00	0.00	6.93	139.25	316,339.88	316,343.30

Transaction Activity

Transaction Date	Transaction Description	Contributions & Income Earned	Withdrawals	Balance	Transaction Number
11/01/2021	Beginning Balance			316,336.37	
11/30/2021	Income Dividend Reinvestment	6.93			
11/30/2021	Ending Balance			316,343.30	



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Account Number: CO-01-0721-8007

CONSERVATION TRUST FUND

Account Summary

Average Monthly Yield: 0.0266%

	Beginning Balance	Contributions	Withdrawals	Income Earned	Income Earned YTD	Average Daily Balance	Month End Balance
PLUS+	69,191.36	0.00	0.00	1.55	30.47	69,192.15	69,192.91

Transaction Activity

Transaction Date	Transaction Description	Contributions & Income Earned	Withdrawals	Balance	Transaction Number
11/01/2021	Beginning Balance			69,191.36	
11/30/2021	Income Dividend Reinvestment	1.55			
11/30/2021	Ending Balance			69,192.91	



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Account Number: CO-01-0721-8010

ECONOMIC DEVELOPMENT FUND

Account Summary

Average Monthly Yield: 0.0266%

	Beginning Balance	Contributions	Withdrawals	Income Earned	Income Earned YTD	Average Daily Balance	Month End Balance
PLUS+	60,688.83	0.00	0.00	1.31	26.74	60,689.49	60,690.14

Transaction Activity

Transaction Date	Transaction Description	Contributions & Income Earned	Withdrawals	Balance	Transaction Number
11/01/2021	Beginning Balance			60,688.83	
11/30/2021	Income Dividend Reinvestment	1.31			
11/30/2021	Ending Balance			60,690.14	



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Account Number: CO-01-0721-8011

American Rescue Plan Fund

Account Summary

Average Monthly Yield: 0.0266%

	Beginning Balance	Contributions	Withdrawals	Income Earned	Income Earned YTD	Average Daily Balance	Month End Balance
PLUS+	114,122.69	0.00	0.00	2.52	12.42	114,123.97	114,125.21

Transaction Activity

Transaction Date	Transaction Description	Contributions & Income Earned	Withdrawals	Balance	Transaction Number
11/01/2021	Beginning Balance			114,122.69	
11/30/2021	Income Dividend Reinvestment	2.52			
11/30/2021	Ending Balance			114,125.21	



COLOTRUST

PLUS+

Date	Dividend Rate	Daily Yield
11/01/2021	0.000000687	0.0251%
11/02/2021	0.000000518	0.0189%
11/03/2021	0.000000688	0.0251%
11/04/2021	0.000000688	0.0251%
11/05/2021	0.000002064	0.0251%
11/06/2021	0.000000000	0.0251%
11/07/2021	0.000000000	0.0251%
11/08/2021	0.000000686	0.0251%
11/09/2021	0.000000688	0.0251%
11/10/2021	0.000001376	0.0251%
11/11/2021	0.000000000	0.0251%
11/12/2021	0.000002061	0.0251%
11/13/2021	0.000000000	0.0251%
11/14/2021	0.000000000	0.0251%
11/15/2021	0.000000689	0.0251%
11/16/2021	0.000000688	0.0251%
11/17/2021	0.000000688	0.0251%
11/18/2021	0.000000741	0.0271%
11/19/2021	0.000002163	0.0263%
11/20/2021	0.000000000	0.0263%
11/21/2021	0.000000000	0.0263%
11/22/2021	0.000000803	0.0293%
11/23/2021	0.000000817	0.0298%
11/24/2021	0.000001540	0.0281%
11/25/2021	0.000000000	0.0281%
11/26/2021	0.000002556	0.0311%
11/27/2021	0.000000000	0.0311%
11/28/2021	0.000000000	0.0311%
11/29/2021	0.000000852	0.0311%
11/30/2021	0.000000886	0.0324%

Performance results are shown net of all fees and expenses and reflect the reinvestment of dividends and other earnings. Many factors affect performance including changes in market conditions and interest rates and in response to other economic, political, or financial developments. Investment involves risk including the possible loss of principal. No assurance can be given that the performance objectives of a given strategy will be achieved. **Past performance is no guarantee of future results. Any financial and/or investment decision may incur losses.**

TOWN OF IGNACIO

2020			2021			% up/down from PYM	Year-To-Date	Difference	% up/down from PYT
City Sales Tax	Month	Year-To-Date	City Sales Tax	Month	Difference				
Jan	32,498.91	32,498.91	1 Jan	39,505.29	7,006.38	21.56%	39,505.29	7,006.38	21.56%
Feb	30,883.13	63,382.04	2 Feb	45,778.54	14,895.41	23.50%	85,283.83	21,901.79	34.56%
Mar	29,756.06	93,138.10	3 Mar	34,956.77	5,200.71	5.58%	120,240.60	27,102.50	29.10%
Apr	29,891.22	123,029.32	4 Apr	34,875.59	4,984.37	4.05%	155,116.19	32,086.87	26.08%
May	38,046.33	161,075.65	5 May	40,256.52	2,210.19	1.37%	195,372.71	34,297.06	21.29%
June	37,833.96	198,909.61	6 Jun	39,924.32	2,090.36	1.05%	235,297.03	36,387.42	18.29%
July	39,765.51	238,675.12	7 July	40,842.76	1,077.25	0.45%	276,139.79	37,464.67	15.70%
Aug	38,659.53	277,334.65	8 Aug	47,265.88	8,606.35	3.10%	323,405.67	46,071.02	16.61%
Sept	44,580.08	321,914.73	9 Sept	46,527.60	1,947.52	0.60%	369,933.27	48,018.54	14.92%
Oct	38,046.92	359,961.65	10 Oct	41,298.20	3,251.28	0.90%	411,231.47	51,269.82	14.24%
Nov	37,617.48	397,579.13	11 Nov	44,132.78	6,515.30	1.64%	455,364.25	57,785.12	14.53%
Dec	36,860.79	434,439.92	12 Dec	46,196.31	9,335.52	2.15%	501,560.56	67,120.64	15.45%
2020 City Total	434,439.92		2021 City Total	501,560.56					20.19%
2020 BUDGET		330,000.00	2021 BUDGET			9.09% Inc	360,000.00		

2020			2021			% up/down from PYM	Year-To-Date	Difference	% up/down from PYT
County Sales Tax	Month	Year-To-Date	County Sales Tax	Month	Difference				
Jan	74,268.00	74,268.00	1 Jan	77,691.00	3,423.00	4.61%	77,691.00	3,423.00	4.61%
Feb	83,760.00	158,028.00	2 Feb	94,839.00	11,079.00	7.01%	172,530.00	14,502.00	9.18%
Mar	67,251.00	225,279.00	3 Mar	78,241.00	10,990.00	4.88%	250,771.00	25,492.00	11.32%
Apr	63,809.00	289,088.00	4 Apr	75,662.00	11,853.00	4.10%	326,433.00	37,345.00	12.92%
May	92,195.00	381,283.00	5 May	93,841.00	1,646.00	0.43%	420,274.00	38,991.00	10.23%
June	65,965.00	447,248.00	6 June	88,608.00	22,643.00	5.06%	508,882.00	61,634.00	13.78%
July	76,727.00	523,975.00	7 July	99,100.00	22,373.00	4.27%	607,982.00	84,007.00	16.03%
Aug	86,975.00	610,950.00	8 Aug	109,515.00	22,540.00	3.69%	717,497.00	106,547.00	17.44%
Sept	94,258.00	705,208.00	9 Sept	112,626.00	18,368.00	2.60%	830,123.00	124,915.00	17.71%
Oct	92,253.00	797,461.00	10 Oct	105,307.00	13,054.00	1.64%	935,430.00	137,969.00	17.30%
Nov	97,837.00	895,298.00	11 Nov	109,105.00	11,268.00	1.26%	1,044,535.00	149,237.00	16.67%
Dec	87,221.00	982,519.00	12 Dec		-87,221.00	-8.88%	1,044,535.00	62,016.00	6.31%
2020 County Total	982,519.00		2021 County Total	1,044,535.00					12.79%
2020 BUDGET		820,000.00	2021 BUDGET			3.66% Inc	850,000.00		

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TOWN OF IGNACIO
Cash Report
For the Accounting Period: 11/21

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Fund/Account	Beginning Balance	Received	Transfers In	Disbursed	Transfers Out	Ending Balance
100 GENERAL FUND						
110100 Petty Cash	100.00	0.00	0.00	0.00	0.00	100.00
110230 Operating Account	141,450.45	177,675.91	42.70	111,805.52	162,907.70	44,455.84
110250 Savings Account	185,303.84	24.37	0.00	0.00	0.00	185,328.21
110270 Investment Account	1,134,730.65	100,026.90	0.00	0.00	0.00	1,234,757.55
Total Fund	1,461,584.94	277,727.18	42.70	111,805.52	162,907.70	1,464,641.60
300 CAPITAL IMPROVEMENT FUND						
110230 Operating Account	198,236.49	22,066.40	0.00	0.00	230,943.38	-10,640.49
110270 Investment Account	316,336.37	6.93	0.00	0.00	0.00	316,343.30
Total Fund	514,572.86	22,073.33			230,943.38	305,702.81
400 CONSERVATION TRUST FUND						
110230 Operating Account	6,522.08	0.00	0.00	0.00	0.00	6,522.08
110270 Investment Account	69,191.36	1.55	0.00	0.00	0.00	69,192.91
Total Fund	75,713.44	1.55				75,714.99
500 ECONOMIC DEVELOPMENT FUND						
110230 Operating Account	-25,358.57	0.00	0.00	0.00	2,318.75	-27,677.32
110270 Investment Account	60,688.83	1.31	0.00	0.00	0.00	60,690.14
Total Fund	35,330.26	1.31			2,318.75	33,012.82
610 WATER FUND						
110230 Operating Account	6,879.42	30,504.87	209.40	0.00	10,118.78	27,474.91
110270 Investment Account	14,733.32	0.31	0.00	0.00	0.00	14,733.63
Total Fund	21,612.74	30,505.18	209.40		10,118.78	42,208.54
620 GAS FUND						
110230 Operating Account	70,950.44	36,271.47	0.00	0.00	26,910.56	80,311.35
110270 Investment Account	73,986.22	1.60	0.00	0.00	0.00	73,987.82
Total Fund	144,936.66	36,273.07			26,910.56	154,299.17
630 SEWER FUND						
110230 Operating Account	-111,367.15	48,031.83	1,609.58	0.00	34,057.94	-95,783.68
640 IRRIGATION FUND						
110230 Operating Account	122.39	6,440.27	53.09	0.00	37.68	6,578.07
110270 Investment Account	10,366.49	0.26	0.00	0.00	0.00	10,366.75
Total Fund	10,488.88	6,440.53	53.09		37.68	16,944.82
910 PAYROLL CLEARING FUND						
110230 Operating Account	10,917.52	0.00	106,380.34	106,124.07	0.00	11,173.79
930 CLAIMS CLEARING FUND						
110230 Operating Account	9,114.36	0.00	358,999.68	338,459.76	0.00	29,654.28
Totals	2,172,904.51	421,053.98	467,294.79	556,389.35	467,294.79	2,037,569.14

*** Transfers In and Transfers Out columns should match, with the following exceptions:

- 1) Cancelled electronic checks increase the Transfers In column. Disbursed column will be overstated by the same amount and will not balance to the Redeemed Checks List.
- 2) Payroll Journal Vouchers including local deductions with receipt accounting will reduce the Transfers Out column by the total amount of these checks.

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TOWN OF IGNACIO
Statement of Revenue Budget vs Actuals
For the Accounting Period: 11 / 21

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Fund	Received Current Month	Received YTD	Estimated Revenue	Revenue To Be Received	% Received
100 GENERAL FUND	177,742.23	1,893,424.13	1,647,512.00	-245,912.13	115 %
300 CAPITAL IMPROVEMENT FUND	22,073.33	603,617.95	818,320.00	214,702.05	74 %
400 CONSERVATION TRUST FUND	1.55	6,552.54	79,500.00	72,947.46	8 %
500 ECONOMIC DEVELOPMENT FUND	1.31	26.74	220.00	193.26	12 %
610 WATER FUND	25,916.02	253,715.94	365,970.00	112,254.06	69 %
620 GAS FUND	52,654.08	329,019.22	257,400.00	-71,619.22	128 %
630 SEWER FUND	42,445.76	439,878.23	536,050.00	96,171.77	82 %
640 IRRIGATION FUND	313.26	40,151.69	40,510.00	358.31	99 %
Grand Total:	321,147.54	3,566,386.44	3,745,482.00	179,095.56	95 %

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TOWN OF IGNACIO
Statement of Revenue Budget vs Actuals
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100 GENERAL FUND

Account	Received Current Month	Received YTD	Estimated Revenue	Revenue To Be Received	% Received
331000 TAXES/UNRESTRICTED COUNTY-STATE REV.					
331100 Property Tax	0.00	35,550.68	37,179.00	1,628.32	96 %
331120 Tribe Pmt In Lieu Of Property Tax	0.00	469.33	450.00	-19.33	104 %
331200 Specific Ownership Tax	0.00	3,511.06	3,000.00	-511.06	117 %
331310 City Sales Tax	44,132.78	455,364.25	360,000.00	-95,364.25	126 %
331330 County Sales Tax	109,105.00	1,044,535.00	850,000.00	-194,535.00	123 %
331420 Cigarette Tax	218.76	1,765.97	1,800.00	34.03	98 %
331510 CO HUTF - Highway Users	0.00	25,645.87	22,857.00	-2,788.87	112 %
331520 LP County Motor Vehicle License	231.88	6,475.39	5,000.00	-1,475.39	130 %
331530 LP County Road & Bridge	0.00	3,066.92	3,000.00	-66.92	102 %
331810 Severence Tax	0.00	915.58	12,000.00	11,084.42	8 %
331820 Franchise tax	31.91	270.89	500.00	229.11	54 %
331830 CO Fed Mineral Dist Tax	0.00	8,692.66	10,000.00	1,307.34	87 %
Account Group Total:	153,720.33	1,586,263.60	1,305,786.00	-280,477.60	121 %
332000 LICENSES / PERMITS					
332100 Business License Fee	1,175.00	1,865.00	2,200.00	335.00	85 %
332110 Liquor License Fee	350.00	1,975.00	2,500.00	525.00	79 %
332210 Building Permit & Inspection Fee	0.00	5,190.36	4,000.00	-1,190.36	130 %
332250 Vendor Permit Fee	0.00	160.00	200.00	40.00	80 %
332260 Animal License Fee	155.00	360.00	300.00	-60.00	120 %
332270 Business Service License	300.00	2,810.00	2,250.00	-560.00	125 %
332275 Excavation Permit Fee	10.00	70.00	150.00	80.00	47 %
Account Group Total:	1,990.00	12,430.36	11,600.00	-830.36	107 %
333000 GRANTS / RESTRICTED FUNDS					
333158 HIDTA	0.00	90,670.40	100,440.00	9,769.60	90 %
333400 LGGF	0.00	46,016.00	46,016.00	0.00	100 %
333405 DS Monies	0.00	0.00	5,000.00	5,000.00	0 %
333530 Snow Removal	0.00	0.00	2,000.00	2,000.00	0 %
333590 DOLA Coronavirus Relief Fund	17,093.73	17,093.73	0.00	-17,093.73	** %
Account Group Total:	17,093.73	153,780.13	153,456.00	-324.13	100 %
334000 FINES & FEES					
334110 Court Costs, Fines & Citations	100.00	898.68	1,000.00	101.32	90 %
334130 Plan/Zone Fee	0.00	0.00	1,500.00	1,500.00	0 %
334140 Reproduction Fee	0.00	0.00	20.00	20.00	0 %
334160 NSF Fee	0.00	140.00	100.00	-40.00	140 %
334170 Notary Public Fee	0.00	10.00	100.00	90.00	10 %
334240 VIN Inspection	20.00	60.00	150.00	90.00	40 %
334400 Residential Trash	3,375.30	36,336.97	40,000.00	3,663.03	91 %
334401 Recycle	268.00	2,790.00	2,400.00	-390.00	116 %
Account Group Total:	3,763.30	40,235.65	45,270.00	5,034.35	89 %
336000 Other Income					
336050 Misc Income	1,123.60	2,295.60	100.00	-2,195.60	*** %
336060 Police Department Reimbursement	0.00	3,067.68	4,000.00	932.32	77 %
336061 Resource Officer - School District	0.00	94,500.00	126,000.00	31,500.00	75 %
336100 Interest Income	51.27	636.11	1,200.00	563.89	53 %
336300 Building Space Rental	0.00	215.00	100.00	-115.00	215 %

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TOWN OF IGNACIO
Statement of Revenue Budget vs Actuals
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100 GENERAL FUND

Account	Received Current Month	Received YTD	Estimated Revenue	Revenue To Be Received	% Received
Account Group Total:	1,174.87	100,714.39	131,400.00	30,685.61	77 %
Fund Total:	177,742.23	1,893,424.13	1,647,512.00	-245,912.13	115 %

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300 CAPITAL IMPROVEMENT FUND

Account	Received Current Month	Received YTD	Estimated Revenue	Revenue To Be Received	% Received
333000 GRANTS / RESTRICTED FUNDS					
333415 Capital Improvement - Sales Tax	22,066.40	603,478.70	818,000.00	214,521.30	74 %
Account Group Total:	22,066.40	603,478.70	818,000.00	214,521.30	74 %
336000 Other Income					
336100 Interest Income	6.93	139.25	320.00	180.75	44 %
Account Group Total:	6.93	139.25	320.00	180.75	44 %
Fund Total:	22,073.33	603,617.95	818,320.00	214,702.05	74 %

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Statement of Revenue Budget vs Actuals
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400 CONSERVATION TRUST FUND

Account	Received Current Month	Received YTD	Estimated Revenue	Revenue To Be Received	% Received
333000 GRANTS / RESTRICTED FUNDS					
333100 GoCo Grant	0.00	0.00	72,000.00	72,000.00	0 %
333580 Lottery Income	0.00	6,522.07	7,200.00	677.93	91 %
Account Group Total:	0.00	6,522.07	79,200.00	72,677.93	8 %
336000 Other Income					
336100 Interest Income	1.55	30.47	300.00	269.53	10 %
Account Group Total:	1.55	30.47	300.00	269.53	10 %
Fund Total:	1.55	6,552.54	79,500.00	72,947.46	8 %

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TOWN OF IGNACIO
Statement of Revenue Budget vs Actuals
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500 ECONOMIC DEVELOPMENT FUND

Account	Received Current Month	Received YTD	Estimated Revenue	Revenue To Be Received	% Received
336000 Other Income					
336100 Interest Income	1.31	26.74	220.00	193.26	12 %
Account Group Total:	1.31	26.74	220.00	193.26	12 %
Fund Total:	1.31	26.74	220.00	193.26	12 %

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TOWN OF IGNACIO
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610 WATER FUND

Account	Received Current Month	Received YTD	Estimated Revenue	Revenue To Be Received	% Received
334000 FINES & FEES					
334120 Late Fee	900.00	5,090.00	5,000.00	-90.00	102 %
334419 Reconnect Fee	900.00	3,050.00	1,500.00	-1,550.00	203 %
334420 Metered Water Sales	21,332.99	230,285.81	318,795.00	88,509.19	72 %
334430 Tap Fee	1,750.00	3,500.00	7,600.00	4,100.00	46 %
334440 Ready To Serve Fee	1,032.72	11,783.60	8,000.00	-3,783.60	147 %
Account Group Total:	25,915.71	253,709.41	340,895.00	87,185.59	74 %
336000 Other Income					
336100 Interest Income	0.31	6.53	75.00	68.47	9 %
Account Group Total:	0.31	6.53	75.00	68.47	9 %
339000 In House Transfer					
339100 Transfer In	0.00	0.00	25,000.00	25,000.00	0 %
Account Group Total:	0.00	0.00	25,000.00	25,000.00	0 %
Fund Total:	25,916.02	253,715.94	365,970.00	112,254.06	69 %

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TOWN OF IGNACIO
Statement of Revenue Budget vs Actuals
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620 GAS FUND

Account	Received Current Month	Received YTD	Estimated Revenue	Revenue To Be Received	% Received
334000 FINES & FEES					
334412 Gas Residential	24,688.63	193,285.32	160,000.00	-33,285.32	121 %
334413 Gas Commercial	21,630.79	102,469.34	75,000.00	-27,469.34	137 %
334415 Gas Stand By Fee	926.25	9,998.75	5,000.00	-4,998.75	200 %
334430 Tap Fee	1,781.00	3,562.00	0.00	-3,562.00	** %
334470 Gas Tax	3,625.81	19,671.47	17,000.00	-2,671.47	116 %
Account Group Total:	52,652.48	328,986.88	257,000.00	-71,986.88	128 %
336000 Other Income					
336100 Interest Income	1.60	32.34	400.00	367.66	8 %
Account Group Total:	1.60	32.34	400.00	367.66	8 %
Fund Total:	52,654.08	329,019.22	257,400.00	-71,619.22	128 %

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TOWN OF IGNACIO
Statement of Revenue Budget vs Actuals
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630 SEWER FUND

Account	Received Current Month	Received YTD	Estimated Revenue	Revenue To Be Received	% Received
334000 FINES & FEES					
334430 Tap Fee	950.00	1,900.00	2,500.00	600.00	76 %
334460 Sewage Collection	41,495.76	437,978.23	508,550.00	70,571.77	86 %
Account Group Total:	42,445.76	439,878.23	511,050.00	71,171.77	86 %
339000 In House Transfer					
339100 Transfer In	0.00	0.00	25,000.00	25,000.00	0 %
Account Group Total:	0.00	0.00	25,000.00	25,000.00	0 %
Fund Total:	42,445.76	439,878.23	536,050.00	96,171.77	82 %

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TOWN OF IGNACIO
Statement of Revenue Budget vs Actuals
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640 IRRIGATION FUND

Account	Received Current Month	Received YTD	Estimated Revenue	Revenue To Be Received	% Received
334000 FINES & FEES					
334430 Tap Fee	287.00	861.00	500.00	-361.00	172 %
334480 Irrigation Water	26.00	39,286.00	40,000.00	714.00	98 %
Account Group Total:	313.00	40,147.00	40,500.00	353.00	99 %
336000 Other Income					
336100 Interest Income	0.26	4.69	10.00	5.31	47 %
Account Group Total:	0.26	4.69	10.00	5.31	47 %
Fund Total:	313.26	40,151.69	40,510.00	358.31	99 %
Grand Total:	321,147.54	3,566,386.44	3,745,482.00	179,095.56	95 %

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Statement of Expenditure - Budget vs. Actual Report
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Fund	Committed Current Month	Committed YTD	Original Appropriation	Current Appropriation	Available Appropriation	% Committed
100 GENERAL FUND	174,713.22	1,570,772.77	1,998,408.00	1,998,408.00	427,635.23	79 %
300 CAPITAL IMPROVEMENT FUND	230,943.38	585,349.90	925,000.00	925,000.00	339,650.10	63 %
400 CONSERVATION TRUST FUND	0.00	0.00	120,000.00	120,000.00	120,000.00	0 %
500 ECONOMIC DEVELOPMENT FUND	2,318.75	35,016.21	0.00	0.00	-35,016.21	*** %
610 WATER FUND	4,284.96	238,996.26	314,457.00	314,457.00	75,460.74	76 %
620 GAS FUND	24,995.79	267,491.61	255,382.00	255,382.00	-12,109.61	105 %
630 SEWER FUND	28,224.12	444,851.98	541,034.00	541,034.00	96,182.02	82 %
640 IRRIGATION FUND	37.68	33,016.17	45,344.00	45,344.00	12,327.83	73 %
Grand Total:	465,517.90	3,175,494.90	4,199,625.00	4,199,625.00	1,024,130.10	76 %

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100 GENERAL FUND

Account	Object	Committed Current Month	Committed YTD	Original Appropriation	Current Appropriation	Available Appropriation	% Commit
411000	Legislative						
411000	Legislative						
1150	Town Board Salaries	600.00	6,600.00	7,200.00	7,200.00	600.00	92 %
2200	FICA	37.20	409.20	446.00	446.00	36.80	92 %
2250	Medicare	8.72	95.92	104.00	104.00	8.08	92 %
2500	Unemployment Insurance	1.83	20.13	22.00	22.00	1.87	92 %
5800	Travel, Training & Meetings	0.00	150.00	3,000.00	3,000.00	2,850.00	5 %
5810	Hosting Joint Meetings	0.00	0.00	1,500.00	1,500.00	1,500.00	%
	Account Total:	647.75	7,275.25	12,272.00	12,272.00	4,996.75	59 %
	Account Group Total:	647.75	7,275.25	12,272.00	12,272.00	4,996.75	59 %
412000	Judicial						
412000	Judicial						
3200	Professional Service - Judge	0.00	1,450.00	3,000.00	3,000.00	1,550.00	48 %
5800	Travel, Training & Meetings	882.08	932.08	1,000.00	1,000.00	67.92	93 %
	Account Total:	882.08	2,382.08	4,000.00	4,000.00	1,617.92	60 %
	Account Group Total:	882.08	2,382.08	4,000.00	4,000.00	1,617.92	60 %
415000	ADMINISTRATION SALARIES & BENEFITS						
415000	ADMINISTRATION SALARIES & BENEFITS						
1100	Manager Salaries	0.00	0.00	83,200.00	83,200.00	83,200.00	%
1101	Clerk/Treasurer Salaries	4,630.40	54,407.20	60,195.00	60,195.00	5,787.80	90 %
1102	Deputy Clerk/Treasurer	3,057.60	35,162.44	39,749.00	39,749.00	4,586.56	88 %
1103	Admin Assist/Fin Coordinator	4,298.12	40,331.54	83,000.00	83,000.00	42,668.46	49 %
1200	Overtime	0.00	0.00	1,987.00	1,987.00	1,987.00	%
2100	Health Insurance	1,101.54	10,985.61	15,292.00	15,292.00	4,306.39	72 %
2101	Life Insurance	5.60	61.60	67.00	67.00	5.40	92 %
2102	Dental Insurance	42.00	462.00	504.00	504.00	42.00	92 %
2103	Vision Insurance	6.00	66.00	72.00	72.00	6.00	92 %
2104	Aflac	405.30	4,458.30	3,924.00	3,924.00	-534.30	114 %
2200	FICA	746.09	8,088.66	16,624.00	16,624.00	8,535.34	49 %
2250	Medicare	174.48	1,891.67	3,888.00	3,888.00	1,996.33	49 %
2300	Retirement	384.40	4,420.60	9,157.00	9,157.00	4,736.40	48 %
2500	Unemployment Insurance	36.20	392.45	430.00	430.00	37.55	91 %
2502	Enterprise Salary & Benefit	0.00	-123,777.00	0.00	0.00	123,777.00	%
	Account Total:	14,887.73	36,951.07	318,089.00	318,089.00	281,137.93	12 %
	Account Group Total:	14,887.73	36,951.07	318,089.00	318,089.00	281,137.93	12 %
416000	ADMINISTRATION OPERATING						
416000	ADMINISTRATION OPERATING						
2600	Insurance - Worker's	0.00	37,546.73	38,974.00	38,974.00	1,427.27	96 %
2700	Insurance - Property &	0.00	34,668.79	34,414.00	34,414.00	-254.79	101 %
3000	Contract Work / Hydro	10,290.00	102,210.00	10,000.00	10,000.00	-92,210.00	*** %
3201	Legal Service - Attorney	1,653.69	4,227.25	10,000.00	10,000.00	5,772.75	42 %
3203	Professional Service - Audit	0.00	15,150.00	14,250.00	14,250.00	-900.00	106 %
4110	Utilities - Water	191.48	2,417.89	3,300.00	3,300.00	882.11	73 %
4120	Utilities - Sewer	76.97	923.30	2,500.00	2,500.00	1,576.70	37 %
4130	Utilities - Electric	0.00	4,625.43	8,200.00	8,200.00	3,574.57	56 %
4150	Utilities - Gas	459.13	2,327.47	2,200.00	2,200.00	-127.47	106 %
4160	Telephone	509.58	6,019.90	5,912.00	5,912.00	-107.90	102 %
4162	Cell Phone	129.22	5,427.88	7,100.00	7,100.00	1,672.12	76 %

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100 GENERAL FUND

Account	Object	Committed Current Month	Committed YTD	Original Appropriation	Current Appropriation	Available Appropriation	% Commit
4164	IT Services & Maintenance	0.00	15,148.55	11,769.00	11,769.00	-3,379.55	129 %
4165	Internet Line	77.90	924.80	2,315.00	2,315.00	1,390.20	40 %
4166	IT Equipment & Supplies	0.00	-16,851.12	1,000.00	1,000.00	17,851.12	*** %
4191	Recording fees	0.00	10.00	200.00	200.00	190.00	5 %
4304	Building R & M	1,310.00	4,019.40	2,500.00	2,500.00	-1,519.40	161 %
4444	Intergovernmental Payments	0.00	20,308.00	23,008.00	23,008.00	2,700.00	88 %
4950	Miscellaneous Expense	106.32	271.60	1,200.00	1,200.00	928.40	23 %
4951	Community Christmas	0.00	0.00	200.00	200.00	200.00	%
4952	Community Support	65.93	1,193.84	1,500.00	1,500.00	306.16	80 %
5400	Advertising/Public Notice	82.68	982.66	2,500.00	2,500.00	1,517.34	39 %
5420	Cleaning Service	345.31	3,399.99	3,500.00	3,500.00	100.01	97 %
5430	Office equipment L & M	1,436.48	2,659.70	1,452.00	1,452.00	-1,207.70	183 %
5440	Publication Legal Notice	0.00	634.52	0.00	0.00	-634.52	%
5500	Printing Service	59.31	4,076.46	4,000.00	4,000.00	-76.46	102 %
5550	Bank Service Charge	137.88	1,321.52	800.00	800.00	-521.52	165 %
5600	Office Supplies	175.64	4,710.39	4,000.00	4,000.00	-710.39	118 %
5650	Operating Supplies	64.27	2,011.26	4,000.00	4,000.00	1,988.74	50 %
5800	Travel, Training & Meetings	60.00	1,321.37	3,000.00	3,000.00	1,678.63	44 %
5820	Special Events	0.00	0.00	1,000.00	1,000.00	1,000.00	%
6150	Postage	533.02	3,803.62	4,500.00	4,500.00	696.38	85 %
6260	Gas & Oil	194.04	1,566.99	1,500.00	1,500.00	-66.99	104 %
6450	Membership Fees	1,200.00	8,754.00	8,250.00	8,250.00	-504.00	106 %
6455	Enterprise General Service	0.00	-32,999.25	0.00	0.00	32,999.25	%
9000	Capital Outlay	0.00	149,780.94	0.00	0.00	-149,780.94	%
Account Total:		19,158.85	392,593.88	219,044.00	219,044.00	-173,549.88	179 %
Account Group Total:		19,158.85	392,593.88	219,044.00	219,044.00	-173,549.88	179 %
419000	COMMUNITY DEVELOPMENT						
419000	COMMUNITY DEVELOPMENT						
2501	Professional Service -	1,862.50	17,451.62	20,000.00	20,000.00	2,548.38	87 %
5650	Operating Supplies	0.00	0.00	500.00	500.00	500.00	%
5800	Travel, Training & Meetings	0.00	30.25	500.00	500.00	469.75	6 %
6450	Membership Fees	0.00	0.00	250.00	250.00	250.00	%
Account Total:		1,862.50	17,481.87	21,250.00	21,250.00	3,768.13	82 %
Account Group Total:		1,862.50	17,481.87	21,250.00	21,250.00	3,768.13	82 %
420000	PUBLIC SAFETY SALARIES & BENEFITS						
420000	PUBLIC SAFETY SALARIES & BENEFITS						
1106	Chief Salaries	8,620.80	108,837.60	112,070.00	112,070.00	3,232.40	97 %
1107	Sergeant Salaries	7,002.30	79,990.98	85,675.00	85,675.00	5,684.02	93 %
1108	Officers Salaries	30,743.40	328,530.22	337,750.00	337,750.00	9,219.78	97 %
1110	Resource Officer	4,567.92	50,247.12	103,215.00	103,215.00	52,967.88	49 %
1180	P/T Clerk Salaries	174.72	1,921.92	2,000.00	2,000.00	78.08	96 %
1200	Overtime	5,214.54	36,317.60	52,664.00	52,664.00	16,346.40	69 %
2100	Health Insurance	6,851.22	66,007.13	81,600.00	81,600.00	15,592.87	81 %
2101	Life Insurance	23.38	237.58	269.00	269.00	31.42	88 %
2102	Dental Insurance	597.00	6,273.00	4,032.00	4,032.00	-2,241.00	156 %
2103	Vision Insurance	88.00	926.00	576.00	576.00	-350.00	161 %
2104	Aflac	0.00	-0.01	9,600.00	9,600.00	9,600.01	%
2130	Legal Insurance	0.00	1,178.50	2,100.00	2,100.00	921.50	56 %
2200	FICA	10.83	119.13	124.00	124.00	4.87	96 %

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100 GENERAL FUND

Account	Object	Committed Current Month	Committed YTD	Original Appropriation	Current Appropriation	Available Appropriation	% Commit
2250	Medicare	750.33	8,063.19	9,290.00	9,290.00	1,226.81	87 %
2350	Police Pension	3,491.43	37,481.58	44,764.00	44,764.00	7,282.42	84 %
2450	Death & Disability	1,283.48	14,018.53	17,884.00	17,884.00	3,865.47	78 %
2500	Unemployment Insurance	168.98	1,818.77	1,916.00	1,916.00	97.23	95 %
	Account Total:	69,588.33	741,968.84	865,529.00	865,529.00	123,560.16	86 %
	Account Group Total:	69,588.33	741,968.84	865,529.00	865,529.00	123,560.16	86 %
421000	PUBLIC SAFETY OPERATING						
421000	PUBLIC SAFETY OPERATING						
3415	Clinic & Hospital	0.00	880.00	500.00	500.00	-380.00	176 %
4306	Vehicle R & M	2,752.75	16,343.57	7,000.00	7,000.00	-9,343.57	233 %
4444	Intergovernmental Payments	446.88	15,406.31	15,163.00	15,163.00	-243.31	102 %
4950	Miscellaneous Expense	0.00	500.00	300.00	300.00	-200.00	167 %
4980	Animal Control	0.00	0.00	300.00	300.00	300.00	%
5420	Cleaning Service	60.94	600.01	585.00	585.00	-15.01	103 %
5650	Operating Supplies	860.53	5,920.35	10,000.00	10,000.00	4,079.65	59 %
5800	Travel, Training & Meetings	729.13	5,482.18	3,000.00	3,000.00	-2,482.18	183 %
6110	Uniforms	772.10	1,273.76	3,000.00	3,000.00	1,726.24	42 %
6160	Dispatch (Radio) Service	0.00	0.00	10,000.00	10,000.00	10,000.00	%
6230	Firearms & Supplies	0.00	1,395.13	1,500.00	1,500.00	104.87	93 %
6260	Gas & Oil	1,565.97	15,132.47	17,000.00	17,000.00	1,867.53	89 %
6450	Membership Fees	0.00	3,122.50	4,930.00	4,930.00	1,807.50	63 %
8400	Contribution	0.00	0.00	200.00	200.00	200.00	%
9000	Capital Outlay	0.00	0.00	30,000.00	30,000.00	30,000.00	%
9010	Capital - Vehicles	-1,101.28	42,562.21	36,000.00	36,000.00	-6,562.21	118 %
	Account Total:	6,087.02	108,618.49	139,478.00	139,478.00	30,859.51	78 %
	Account Group Total:	6,087.02	108,618.49	139,478.00	139,478.00	30,859.51	78 %
430000	PUBLIC WORKS SALARIES & BENEFITS						
430000	PUBLIC WORKS SALARIES & BENEFITS						
1109	Public Works Director Salaries	5,474.00	43,546.45	62,400.00	62,400.00	18,853.55	70 %
1111	Foreman Salaries	3,698.46	46,279.41	42,598.00	42,598.00	-3,681.41	109 %
1112	Maintenance Worker I Salaries	6,677.00	71,116.84	71,198.00	71,198.00	81.16	100 %
1200	Overtime	390.00	7,135.14	5,690.00	5,690.00	-1,445.14	125 %
2100	Health Insurance	2,694.20	23,890.10	35,041.00	35,041.00	11,150.90	68 %
2101	Life Insurance	11.20	117.60	134.00	134.00	16.40	88 %
2102	Dental Insurance	126.00	1,176.00	1,512.00	1,512.00	336.00	78 %
2103	Vision Insurance	18.00	168.00	216.00	216.00	48.00	78 %
2104	Aflac	85.28	1,465.52	3,000.00	3,000.00	1,534.48	49 %
2200	FICA	1,001.30	10,374.63	10,924.00	10,924.00	549.37	95 %
2250	Medicare	234.17	2,426.33	2,555.00	2,555.00	128.67	95 %
2300	Retirement	668.44	7,017.88	8,810.00	8,810.00	1,792.12	80 %
2500	Unemployment Insurance	49.26	510.44	529.00	529.00	18.56	96 %
2502	Enterprise Salary & Benefit	0.00	-111,156.75	0.00	0.00	111,156.75	%
	Account Total:	21,127.31	104,067.59	244,607.00	244,607.00	140,539.41	43 %
	Account Group Total:	21,127.31	104,067.59	244,607.00	244,607.00	140,539.41	43 %

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100 GENERAL FUND

Account	Object	Committed Current Month	Committed YTD	Original Appropriation	Current Appropriation	Available Appropriation	% Commit
431000	PUBLIC WORKS OPERATING						
431000	PUBLIC WORKS OPERATING						
3000	Contract Work / Hydro	11,667.64	13,140.14	12,500.00	12,500.00	-640.14	105 %
3415	Clinic & Hospital	330.00	675.00	500.00	500.00	-175.00	135 %
3910	Residential Trash	2,689.78	28,728.21	32,000.00	32,000.00	3,271.79	90 %
3911	Recycle	2,334.00	2,780.00	2,000.00	2,000.00	-780.00	139 %
4130	Utilities - Electric	619.24	1,460.51	300.00	300.00	-1,160.51	487 %
4225	Rental Equipment & Supplies	0.00	1,254.81	1,000.00	1,000.00	-254.81	125 %
4300	Equipment R & M	39.77	14,939.10	8,000.00	8,000.00	-6,939.10	187 %
4306	Vehicle R & M	786.08	5,724.10	5,000.00	5,000.00	-724.10	114 %
4308	Building & Property R & M	2,725.88	4,080.40	500.00	500.00	-3,580.40	816 %
4309	Mosquito Control	0.00	9,558.40	9,560.00	9,560.00	1.60	100 %
4313	Street Repairs	2,051.98	13,070.53	50,000.00	50,000.00	36,929.47	26 %
4316	Street Lights - Electric	1,360.00	16,731.78	20,000.00	20,000.00	3,268.22	84 %
4318	Street Signs	0.00	2,201.20	2,000.00	2,000.00	-201.20	110 %
4365	Seasonal Decorations	0.00	204.84	500.00	500.00	295.16	41 %
4950	Miscellaneous Expense	0.00	3,748.38	0.00	0.00	-3,748.38	%
5800	Travel, Training & Meetings	1,310.68	4,368.00	500.00	500.00	-3,868.00	874 %
6003	Supplies R & M	89.49	4,521.72	4,000.00	4,000.00	-521.72	113 %
6004	Tools	7,897.48	9,528.52	500.00	500.00	-9,028.52	*** %
6110	Uniforms	0.00	2,580.17	3,000.00	3,000.00	419.83	86 %
6260	Gas & Oil	1,019.63	8,515.42	5,000.00	5,000.00	-3,515.42	170 %
7450	Small Equipment/Vehicle	5,550.00	8,550.00	0.00	0.00	-8,550.00	%
	Account Total:	40,471.65	156,361.23	156,860.00	156,860.00	498.77	100 %
	Account Group Total:	40,471.65	156,361.23	156,860.00	156,860.00	498.77	100 %
452000	PARKS						
452000	PARKS						
1114	Seasonal Worker Salaries	0.00	1,455.00	15,080.00	15,080.00	13,625.00	10 %
2200	FICA	0.00	90.21	935.00	935.00	844.79	10 %
2250	Medicare	0.00	21.10	219.00	219.00	197.90	10 %
2500	Unemployment Insurance	0.00	4.37	45.00	45.00	40.63	10 %
6003	Supplies R & M	0.00	1,501.79	1,000.00	1,000.00	-501.79	150 %
	Account Total:	0.00	3,072.47	17,279.00	17,279.00	14,206.53	18 %
	Account Group Total:	0.00	3,072.47	17,279.00	17,279.00	14,206.53	18 %
	Fund Total:	174,713.22	1,570,772.77	1,998,408.00	1,998,408.00	427,635.23	79 %

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300 CAPITAL IMPROVEMENT FUND

Account	Object	Committed Current Month	Committed YTD	Original Appropriation	Current Appropriation	Available Appropriation	% Commit
930000	CAPITAL IMPROVEMENT						
930000	CAPITAL IMPROVEMENT						
3204	Professional Services -	0.00	0.00	25,000.00	25,000.00	25,000.00	%
6454	CIP Transfer Out	0.00	0.00	50,000.00	50,000.00	50,000.00	%
9202	Project/Labor Match	230,943.38	585,349.90	750,000.00	750,000.00	164,650.10	78 %
9230	Professional Service - Capital	0.00	0.00	100,000.00	100,000.00	100,000.00	%
	Account Total:	230,943.38	585,349.90	925,000.00	925,000.00	339,650.10	63 %
	Account Group Total:	230,943.38	585,349.90	925,000.00	925,000.00	339,650.10	63 %
	Fund Total:	230,943.38	585,349.90	925,000.00	925,000.00	339,650.10	63 %

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400 CONSERVATION TRUST FUND

Account	Object	Committed Current Month	Committed YTD	Original Appropriation	Current Appropriation	Available Appropriation	% Commit
700000							
700452	CONSERVATION TRUST						
	9000 Capital Outlay	0.00	0.00	120,000.00	120,000.00	120,000.00	%
	Account Total:	0.00	0.00	120,000.00	120,000.00	120,000.00	%
	Account Group Total:	0.00	0.00	120,000.00	120,000.00	120,000.00	%
	Fund Total:	0.00	0.00	120,000.00	120,000.00	120,000.00	%

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Statement of Expenditure - Budget vs. Actual Report
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500 ECONOMIC DEVELOPMENT FUND

Account	Object	Committed Current Month	Committed YTD	Original Appropriation	Current Appropriation	Available Appropriation	% Commit
500000							
500463	ECONOMIC DEVELOPMENT						
3207	DCI Grant	2,318.75	35,016.21	0.00	0.00	-35,016.21	%
	Account Total:	2,318.75	35,016.21	0.00	0.00	-35,016.21	%
	Account Group Total:	2,318.75	35,016.21	0.00	0.00	-35,016.21	%
	Fund Total:	2,318.75	35,016.21	0.00	0.00	-35,016.21	%

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610 WATER FUND

Account	Object	Committed Current Month	Committed YTD	Original Appropriation	Current Appropriation	Available Appropriation	% Commit
610000							
610416	WATER OPERATIONS						
3000	Contract Work / Hydro	-5,833.82	3,329.63	7,500.00	7,500.00	4,170.37	44 %
3204	Professional Services -	0.00	0.00	25,000.00	25,000.00	25,000.00	%
5800	Travel, Training & Meetings	0.00	1,074.33	500.00	500.00	-574.33	215 %
5901	Enterprise Salary & Benefit	0.00	69,665.25	92,886.00	92,886.00	23,220.75	75 %
5902	Enterprise General Services	0.00	12,222.00	16,296.00	16,296.00	4,074.00	75 %
6003	Supplies R & M	505.60	13,830.34	1,500.00	1,500.00	-12,330.34	922 %
6004	Tools	0.00	319.99	500.00	500.00	180.01	64 %
6025	Water Tests	310.00	2,354.00	3,000.00	3,000.00	646.00	78 %
6100	Purchased Water	9,303.18	113,825.72	167,000.00	167,000.00	53,174.28	68 %
6450	Membership Fees	0.00	275.00	275.00	275.00	0.00	100 %
9000	Capital Outlay	0.00	22,100.00	0.00	0.00	-22,100.00	%
	Account Total:	4,284.96	238,996.26	314,457.00	314,457.00	75,460.74	76 %
	Account Group Total:	4,284.96	238,996.26	314,457.00	314,457.00	75,460.74	76 %
	Fund Total:	4,284.96	238,996.26	314,457.00	314,457.00	75,460.74	76 %

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620 GAS FUND

Account	Object	Committed Current Month	Committed YTD	Original Appropriation	Current Appropriation	Available Appropriation	% Commit
620000							
620416	GAS OPERATIONS						
3000	Contract Work / Hydro	52.80	330.76	6,000.00	6,000.00	5,669.24	6 %
3410	CDOT Physicals & Drug Tests	0.00	0.00	500.00	500.00	500.00	%
4300	Equipment R & M	0.00	991.50	1,000.00	1,000.00	8.50	99 %
4306	Vehicle R & M	0.00	0.00	500.00	500.00	500.00	%
4950	Miscellaneous Expense	0.00	0.00	500.00	500.00	500.00	%
5800	Travel, Training & Meetings	0.00	1,214.37	1,500.00	1,500.00	285.63	81 %
5901	Enterprise Salary & Benefit	0.00	69,665.25	92,886.00	92,886.00	23,220.75	75 %
5902	Enterprise General Services	0.00	12,222.00	16,296.00	16,296.00	4,074.00	75 %
6003	Supplies R & M	0.00	3,985.93	2,000.00	2,000.00	-1,985.93	199 %
6004	Tools	0.00	15,729.01	0.00	0.00	-15,729.01	%
6210	Natural Gas Purchase	23,510.60	148,829.11	115,000.00	115,000.00	-33,829.11	129 %
6220	Gas Sales Tax	1,432.39	12,738.65	15,500.00	15,500.00	2,761.35	82 %
6250	Energy Outreach Colorado	0.00	1,687.50	1,500.00	1,500.00	-187.50	113 %
6260	Gas & Oil	0.00	0.00	2,000.00	2,000.00	2,000.00	%
6450	Membership Fees	0.00	97.53	200.00	200.00	102.47	49 %
	Account Total:	24,995.79	267,491.61	255,382.00	255,382.00	-12,109.61	105 %
	Account Group Total:	24,995.79	267,491.61	255,382.00	255,382.00	-12,109.61	105 %
	Fund Total:	24,995.79	267,491.61	255,382.00	255,382.00	-12,109.61	105 %

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630 SEWER FUND

Account	Object	Committed Current Month	Committed YTD	Original Appropriation	Current Appropriation	Available Appropriation	% Commit
630000							
630416	SEWER OPERATIONS						
3000	Contract Work / Hydro	-5,833.82	9,552.98	5,000.00	5,000.00	-4,552.98	191 %
3204	Professional Services -	0.00	0.00	25,000.00	25,000.00	25,000.00	%
5800	Travel, Training & Meetings	0.00	893.96	500.00	500.00	-393.96	179 %
5901	Enterprise Salary & Benefit	0.00	69,665.25	84,886.00	84,886.00	15,220.75	82 %
5902	Enterprise General Services	0.00	6,111.00	8,148.00	8,148.00	2,037.00	75 %
6003	Supplies R & M	0.00	-444.36	2,000.00	2,000.00	2,444.36	-22 %
6004	Tools	0.00	0.00	500.00	500.00	500.00	%
6240	SUIT - Treatment	34,057.94	359,073.15	415,000.00	415,000.00	55,926.85	87 %
	Account Total:	28,224.12	444,851.98	541,034.00	541,034.00	96,182.02	82 %
	Account Group Total:	28,224.12	444,851.98	541,034.00	541,034.00	96,182.02	82 %
	Fund Total:	28,224.12	444,851.98	541,034.00	541,034.00	96,182.02	82 %

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640 IRRIGATION FUND

Account	Object	Committed Current Month	Committed YTD	Original Appropriation	Current Appropriation	Available Appropriation	% Commit
640000	IRRIGATION SALARIES & BENEFITS						
640416	IRRIGATIONS OPERATIONS						
3000	Contract Work / Hydro	0.00	0.00	2,000.00	2,000.00	2,000.00	%
3204	Professional Services -	0.00	0.00	500.00	500.00	500.00	%
4315	Water Rights	0.00	2,841.32	3,000.00	3,000.00	158.68	95 %
5901	Enterprise Salary & Benefit	0.00	25,938.00	34,585.00	34,585.00	8,647.00	75 %
5902	Enterprise General Services	0.00	2,444.25	3,259.00	3,259.00	814.75	75 %
6003	Supplies R & M	37.68	1,792.60	2,000.00	2,000.00	207.40	90 %
	Account Total:	37.68	33,016.17	45,344.00	45,344.00	12,327.83	73 %
	Account Group Total:	37.68	33,016.17	45,344.00	45,344.00	12,327.83	73 %
	Fund Total:	37.68	33,016.17	45,344.00	45,344.00	12,327.83	73 %
	Grand Total:	465,517.90	0.00				
			3,175,494.90	4,199,625.00	4,199,625.00	1,024,130.10	76 %

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TOWN OF IGNACIO
Payroll Summary For Payrolls from 11/01/21 to 11/30/21

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Total for Payroll Checks

	Employee	Employer	Amount
	-----	-----	-----
COMA HOURS (Comp Time Accumulated)	51.75		
COMP HOURS (Comp Time Used)	72.00		1,626.22
HOL HOURS (Holiday Pay)	127.00		3,952.12
J004 HOURS (CELL PHONE ALLO)	0.00		147.68
*Non Taxable (added to gross wages, no addition to SS, Med, FIT & SIT bases)			
J015 HOURS (IN LIEU OF INSU)	0.00		277.14
OVER HOURS (Overtime)	120.00		5,889.54
REG HOURS (Regular Time)	2,250.50		67,602.40
SICK HOURS (Sick Time)	106.00		3,073.20
VACA HOURS (Vacation Time Used)	124.00		2,987.32
GROSS PAY	85,555.62	0.00	
NET PAY	59,888.40	0.00	
NET PAY (CHECKS)	2,836.68		
NET PAY (DIRECT DEPOSIT)	57,051.72		
AFLAC-AFTERTAX	231.48	440.26	
AFLAC-PRETAX	1,000.78	50.32	
CEBT DENTAL	0.00	765.00	
CEBT HEALTH	3,760.18	10,369.82	
CEBT LIFE	116.45	40.18	
CEBT VISION	0.00	112.00	
FIT	7,312.23	0.00	
FPPA	4,658.97	3,491.43	
FPPA DROP	991.40	0.00	
FPPA-457	804.52	0.00	
FPPA-AD&D	0.00	1,283.48	
GARNISHMENT2	46.14	0.00	
ICMA RET 401	964.72	1,052.84	
MEDICARE	1,167.70	1,167.70	
SIT	2,817.23	0.00	
SOCIAL SECURITY	1,795.42	1,795.42	
UNEMPL. INSUR.	0.00	256.27	
BANK 4	3,791.36	0.00	
BANK 8-SAVINGS	3,316.68	0.00	
COMM BANK OF CO	8,182.99	0.00	
FIRST NATIONAL	69.26	0.00	
SANDIA LAB FCU	100.00	0.00	
USAA	4,141.19	0.00	
WELLS FARGO	35,051.15	0.00	
WELLS FARGO N.A	69.26	0.00	
WELLS FARGO NEV	69.26	0.00	
WELLS FARGO OR	2,260.57	0.00	
FIT/SIT BASE	73,110.92	0.00	
MEDICARE BASE	80,530.53	0.00	
SOC SEC BASE	28,958.38	0.00	
UN BASE	85,407.94	0.00	

Total 20,824.72
Total Payroll Expense (Gross Pay + Employer Contributions): 106,380.34

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TOWN OF IGNACIO
Payroll Summary For Payrolls from 11/01/21 to 11/30/21

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Check Summary

Payroll Checks Prev. Out. \$1,736.26
Payroll Checks Issued \$2,882.82
Payroll Checks Redeemed \$2,882.82
Payroll Checks Outstanding \$1,736.26
Electronic Checks \$103,241.25

Deductions Accrued		Carried Forward From Previous Month	Deduction Checks Issued	Difference	Liab Account
-----		-----	-----	-----	-----
Social Security	3590.84		3590.84		221700
Medicare	2335.40		2335.40		221710
Unempl. Insur.	256.27	245.24		501.51	221760
FIT	7312.23		7312.23		221720
SIT	2817.23		2817.23		221730
FPPA	8150.40		8150.40		221742
AFLAC-PRETAX	1051.10		1051.10		221757
EMPL WEAPONS AD	0.00				221782
FPPA-457	804.52		804.52		221742
FPPA-AD&D	1283.48		1283.48		221743
ICMA RET 401	2017.56		2017.56		221741
AFLAC-AFTERTAX	671.74		671.74		221757
CEBT DENTAL	765.00		765.00		221754
CEBT HEALTH	14130.00		14130.00		221751
CEBT LIFE	156.63		156.63		221755
CEBT VISION	112.00		112.00		221756
GARNISHMENT2	46.14		46.14		221781
FPPA DROP	991.40		991.40		221742
Total Ded.	46491.94	245.24	46235.67	501.51	

**** Carried Forward column only correct if report run for current period.

Submit to Local Licensing Authority

PINON LIQUORS
PO BOX 1230
Ignacio CO 81137-1230

Fees Due	
Renewal Fee	227.50
Storage Permit \$100 X _____	\$
Sidewalk Service Area \$75.00	\$
Additional Optional Premise Hotel & Restaurant \$100 X _____	\$
Related Facility - Campus Liquor Complex \$160.00 per facility	\$
Amount Due/Paid	\$

Make check payable to: Colorado Department of Revenue. The State may convert your check to a one-time electronic banking transaction. Your bank account may be debited as early as the same day received by the State. If converted, your check will not be returned. If your check is rejected due to insufficient or uncollected funds, the Department may collect the payment amount directly from your banking account electronically.

Retail Liquor or Fermented Malt Beverage License Renewal Application

Please verify & update all information below

Return to city or county licensing authority by due date

Licensee Name SOL ENTERPRISES INC		Doing Business As Name (DBA) PINON LIQUORS		
Liquor License # 09-92855-0000	License Type Liquor Store (city)	Sales Tax License # 09928550000	Expiration Date 01/03/2022	Due Date 11/19/2021
Business Address 125 GODDARD AVENUE Ignacio CO 81137-9765				Phone Number 9705634083
Mailing Address PO BOX 1230 Ignacio CO 81137-1230			Email ,	
Operating Manager <i>Chris Oshing</i>	Date of Birth	Home Address		Phone Number
1. Do you have legal possession of the premises at the street address above? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Are the premises owned or rented? <input checked="" type="checkbox"/> Owned <input type="checkbox"/> Rented* *If rented, expiration date of lease _____				
2. Are you renewing a storage permit, additional optional premises, sidewalk service area, or related facility? If yes, please see the table in upper right hand corner and include all fees due. <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No				
3a. Since the date of filing of the last application, has the applicant, including its manager, partners, officer, directors, stockholders, members (LLC), managing members (LLC), or any other person with a 10% or greater financial interest in the applicant, been found in final order of a tax agency to be delinquent in the payment of any state or local taxes, penalties, or interest related to a business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No				
3b. Since the date of filing of the last application, has the applicant, including its manager, partners, officer, directors, stockholders, members (LLC), managing members (LLC), or any other person with a 10% or greater financial interest in the applicant failed to pay any fees or surcharges imposed pursuant to section 44-3-503, C.R.S.? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No				
4. Since the date of filing of the last application, has there been any change in financial interest (new notes, loans, owners, etc.) or organizational structure (addition or deletion of officers, directors, managing members or general partners)? If yes, explain in detail and attach a listing of all liquor businesses in which these new lenders, owners (other than licensed financial institutions), officers, directors, managing members, or general partners are materially interested. <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No				
5. Since the date of filing of the last application, has the applicant or any of its agents, owners, managers, partners or lenders (other than licensed financial institutions) been convicted of a crime? If yes, attach a detailed explanation. <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No				
6. Since the date of filing of the last application, has the applicant or any of its agents, owners, managers, partners or lenders (other than licensed financial institutions) been denied an alcohol beverage license, had an alcohol beverage license suspended or revoked, or had interest in any entity that had an alcohol beverage license denied, suspended or revoked? If yes, attach a detailed explanation. <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No				
7. Does the applicant or any of its agents, owners, managers, partners or lenders (other than licensed financial institutions) have a direct or indirect interest in any other Colorado liquor license, including loans to or from any licensee or interest in a loan to any licensee? If yes, attach a detailed explanation. <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No				

Affirmation & Consent

I declare under penalty of perjury in the second degree that this application and all attachments are true, correct and complete to the best of my knowledge.

Type or Print Name of Applicant/Authorized Agent of Business

Title

Signature

Date

Report & Approval of City or County Licensing Authority

The foregoing application has been examined and the premises, business conducted and character of the applicant are satisfactory, and we do hereby report that such license, if granted, will comply with the provisions of Title 44, Articles 4 and 3, C.R.S., and Liquor Rules.

Therefore this application is approved.

Local Licensing Authority For

Date

Signature

Title

Attest

Tax Check Authorization, Waiver, and Request to Release Information

I, Chris Cushing am signing this Tax Check Authorization, Waiver and Request to Release Information (hereinafter "Waiver") on behalf of Prion Liquors (the "Applicant/Licensee") to permit the Colorado Department of Revenue and any other state or local taxing authority to release information and documentation that may otherwise be confidential, as provided below. If I am signing this Waiver for someone other than myself, including on behalf of a business entity, I certify that I have the authority to execute this Waiver on behalf of the Applicant/Licensee.

The Executive Director of the Colorado Department of Revenue is the State Licensing Authority, and oversees the Colorado Liquor Enforcement Division as his or her agents, clerks, and employees. The information and documentation obtained pursuant to this Waiver may be used in connection with the Applicant/Licensee's liquor license application and ongoing licensure by the state and local licensing authorities. The Colorado Liquor Code, section 44-3-101, et seq. ("Liquor Code"), and the Colorado Liquor Rules, 1 CCR 203-2 ("Liquor Rules"), require compliance with certain tax obligations, and set forth the investigative, disciplinary and licensure actions the state and local licensing authorities may take for violations of the Liquor Code and Liquor Rules, including failure to meet tax reporting and payment obligations.


The Waiver is made pursuant to section 39-21-113(4), C.R.S., and any other law, regulation, resolution or ordinance concerning the confidentiality of tax information, or any document, report or return filed in connection with state or local taxes. This Waiver shall be valid until the expiration or revocation of a license, or until both the state and local licensing authorities take final action to approve or deny any application(s) for the renewal of the license, whichever is later. Applicant/Licensee agrees to execute a new waiver for each subsequent licensing period in connection with the renewal of any license, if requested.

By signing below, Applicant/Licensee requests that the Colorado Department of Revenue and any other state or local taxing authority or agency in the possession of tax documents or information, release information and documentation to the Colorado Liquor Enforcement Division, and is duly authorized employees, to act as the Applicant's/Licensee's duly authorized representative under section 39-21-113(4), C.R.S., solely to allow the state and local licensing authorities, and their duly authorized employees, to investigate compliance with the Liquor Code and Liquor Rules. Applicant/Licensee authorizes the state and local licensing authorities, their duly authorized employees, and their legal representatives, to use the information and documentation obtained using this Waiver in any administrative or judicial action regarding the application or license.

Name (Individual/Business) <u>Solo Ent Inc / Prion Liquors</u>		Social Security Number/Tax Identification Number	
Address <u>Box 1080 / 125 Goddard Ave</u>			
City <u>Ignacio</u>		State <u>CO</u>	Zip <u>81137</u>
Home Phone Number		Business/Work Phone Number <u>970 563 4083</u>	
Printed name of person signing on behalf of the Applicant/Licensee <u>Chris Cushing</u>			
Applicant/Licensee's Signature (Signature authorizing the disclosure of confidential tax information) <u>Chris Cushing</u>			Date signed <u>11-13-21</u>

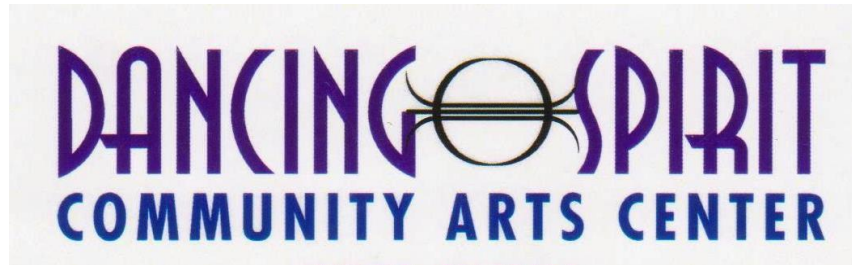
Privacy Act Statement

Providing your Social Security Number is voluntary and no right, benefit or privilege provided by law will be denied as a result of refusal to disclose it. § 7 of Privacy Act, 5 USCS § 552a (note).

TO: Ignacio Town Board of Trustees
FROM: Kirk Phillips, Chief of Police 
DATE: December 2, 2021
RE: Pinion Liquors – License Renewal

.....

There have been no violations at this establishment in the last year.



November 29, 2021

Dear Town Of Ignacio Trustees

Dancing Spirit Community Arts Center is requesting a \$1500 donation in support of the capital campaign we are starting on December 3, 2021. The goal of this campaign is to allow us to purchase the American Legion (currently the Kitchen Warehouse) building at 500 Goddard, Ignacio CO.

As you may know, Dancing Spirit has been a part of the Town of Ignacio since 2010, and is the only entity in the area that offers an open pottery studio with a wheelchair accessible pottery wheel, children's art camps and therapeutic art. We are also the only art co-op within a 45 mile radius where artists can host openings, sell art and make connections in the community. We want to meet our community needs of safe, healthy children's and adult's programming, and to be able to create an incubator where co-op artists can contribute to our local economy as well as to teach others to tap into the healing power of art. To do this, we absolutely need to have a visible, accessible, permanent home, and we believe that the American Legion Building will fit our needs as well as bring life into that space.

The price for the building has been set at \$235, 000 with an additional \$122,000 to meet occupancy and ADA compliance. We are working with the United States Department of Agriculture to secure a loan for the building, but also need to raise the money for the down payments and to make the necessary repairs to allow us to occupy and successfully host classes and events in the building. Our initial goal is to raise \$5000 on or before the end of December. Following that, we will be hosting a black-tie fundraising dinner with a goal of raising \$50,000 by February 12, 2022. We have already been blessed by the offer of a match donation for this initial \$50,000.

Thank you for considering a donation to this project with good faith that the end result will bring business, community and creativity to the town of Ignacio. Please feel free to contact Dancing Spirit with any questions you may have.

Sincerely,

A handwritten signature in blue ink that reads "Kasey Correia".

Kasey Correia
Executive Director

P.O. Box 414 • 115 Ute Street, Ignacio, CO 81137 • 970-563-4600

dancingspiritgallery@gmail.com • www.dancingspiritcommunityartscenter.org

RECYCLING COLLECTION CONTRACT

THIS AGREEMENT is made and entered into this 13th day of December 2021 between the TOWN OF IGNACIO, a Municipal Corporation of La Plata County, Colorado, (hereafter the Town) and TDL Recycling (hereafter the Contractor).

I

AUTHORITY AND GENERAL PROVISIONS

1. AUTHORITY

The Town does hereby retain the services of the Contractor and the Contractor hereby agrees to perform Recycling Collection services for the Town in accordance with considerations, terms and conditions set forth in this Contract.

2. DEFINITIONS

“CPI” shall mean the Consumer Price Index for All Urban Consumers (CPI-U), all items, published by the United States Department of Labor, Bureau of Labor Statistics 1982-1984 = 100. In the event the United States Department of Labor, Bureau of Labor Statistics ceases to publish the CPI, the parties agree to substitute another equally authoritative measure of change in the purchasing power of the U.S. dollar as may be then available.

“Environmental Law” means any applicable law, rule, regulation or ordinance concerning environmental protection including all requirements pertaining to reporting, licensing, permitting, investigation, removal or remediation of emissions, discharges, releases, or threatened releases of chemical substances, pollutants or contaminants or relating to the manufacture, generation, processing, distribution, use, recycling, treatment, storage, disposal, transport, or handling of Regulated Materials, chemical substances, pollutants or contaminants, including, without limitation, the Comprehensive Environmental Response, Compensation and Liability Act of 1980 (“CERCLA”), the Toxic Substance Control Act (“TSCA”), the Resource Conservation and Recovery Act (“RCRA”), the Clean Air Act (“CAA”), the Clean Water Act (“CWA”), the Endangered Species Act (“ESA”), the Occupational Safety and Health Act (“OSHA”), the Safe Drinking Water Act (“SDWA”), the Hazardous Materials Transportation Act (“HMTA”), the Emergency Planning and Community Right to Know Act (“EPCRA”) and the Federal Insecticide, Fungicide, Rodenticide Act (“FIFRA”), and their state law counterparts, all as may have been amended.

“Hazardous Waste” shall include, but not be limited to, any amount of waste listed or characterized as hazardous in any Environmental Law.

“Nonconforming Waste” shall mean all Hazardous Waste, radioactive, volatile, highly flammable, explosive, toxic waste, certain pathological and biological wastes, and other material deemed by law or in Contractor’s reasonable discretion to be a danger or threat to the environment. Regarding Industrial and Special Waste, Nonconforming Waste shall also include such Industrial Waste or Special Waste in quantities exceeding the quantities identified by the Town to Contractor.

“Special Waste” shall include any Waste which requires special handling, management or disposal methods under any Environmental Law, over and above those requirements set forth for Municipal Solid Waste.

3. TERM

Subject to termination as herein provided the term of this Contract shall be for two (2) years with services of the Contractor to commence at 12:01 a.m. on the 1st day of January, 2022, and to terminate on the 31st day of December, 2023 at the hour of 11:59 p.m. The Town may renew this Contract for additional years by giving notice to that effect to the Contractor no less than three (3) months prior to the expiration of the current term. Nothing contained herein shall prevent the Town from seeking other bids or negotiating with the Contractor to amend the terms of this agreement, at the end of the term of this agreement.

4. **INDEPENDENT CONTRACTOR**

The parties acknowledge and agree that the Contractor shall carry out all the terms of this Contract as an independent contractor, and not as an agent, servant, employee, or partner of the Town or any of the Town's employees, agents or elected officials.

II
SPECIFIC OBLIGATIONS OF CONTRACTOR

5. **SERVICE**

The contractor shall:

- (a) Provide complete and adequate Recycling Collection service to customers and entities in the Town of Ignacio entitled to such services under the provisions agreed upon by customers.
- (b) Provide information to the Town and customers on specific Recycling content that will be collected.
- (c) Collect and handle all Recycling from designated customers under the laws of the State of Colorado.
- (d) Furnish all labor, tools, apparatus, office facilities, equipment and handling sites necessary to provide such Recycling Collection and handling services.
- (e) Regularly scheduled Recycling Collection service to residential areas not less than once per week. In the event the scheduled service day falls on a holiday, then the service shall be provided on the day after the holiday.
- (f) Offer regularly scheduled Recycling Collection service to commercial areas, and establish frequency of collection and container capacity as are necessary to adequately effect such service which shall be subject to separate agreement with the owners of commercial property.
- (g) Respond promptly to any request of the Town for special service caused by failure of the Contractor to provide regular service.
- (h) Not litter any street or premises in the process of providing Recycling Collection service and promptly remove and clean up any spillage.
- (i) Subject to reasonable modifications which the Town may require, commence residential Recycling Collection service no earlier than 7:00 a.m. and terminate such service not later than 5:00 p.m.
- (j) Without delay, after removing Recycling from any container, cause such container to be replaced at its designated position in an upright position.
- (k) Exercise reasonable care in the handling of Recycling disposal bins and containers.
- (l) Require its employees and personnel to avoid crossing private or public planted and landscaped areas and to avoid climbing or jumping over hedges, fences or shrubbery.
- (m) Require its employees and personnel to make all collections in a quiet and orderly manner, to avoid unnecessary noise and disturbances, yelling or shouting, and to avoid unnecessary banging or throwing of containers, squealing of tires or brakes, blowing of horns and other unnecessary noise.
- (n) Comply with any other provisions specified in the Recycling Collection requests for proposals from the Town and the proposal submitted to the Town which are made a part of this agreement by this reference.

- (o) Provide Recycling services during Town sponsored events in accordance with negotiated terms and conditions.
- (p) Have drivers check with Town Hall prior to leaving Town on any collection day to determine whether there have been any reports of missed residences so that they can be serviced.
- (q) Place stickers or other designation on the handicapped or disabled customer containers so that the driver can roll the container to the truck and back to the customer.

6. COLLECTION EQUIPMENT

- (a) The Contractor shall use only serviceable collection equipment. Equipment serviceability shall be determined by the Town Manager in his or her reasonable judgment. Collection equipment shall completely, adequately and fully accommodate the use of approved dumpsters, including any covered, commercial type Recycling containers. Contractor agrees to meet all federal and state Air Pollution Emission Standards as they apply to equipment.
- (b) All trucks or other equipment used in collecting recycling shall be thoroughly cleaned at least once a week and deodorized or disinfected when necessary to maintain such equipment in a sanitary and non-offensive condition.
- (c) All trucks and collection equipment shall be clearly identified with the Contractor's firm name and telephone number affixed thereto. Collection trucks shall be painted uniform colors and shall be equipped with such safety devices and warning lights as shall be required by Colorado law or Town ordinances. Each collection truck shall be equipped with a shovel and a broom for picking up spilled Recycling or refuse. All vehicles shall be equipped with a fire extinguisher and appropriate first aid kit.
- (d) The Contractor shall not transfer, sell, assign, lease, surrender, abandon, or permit to lapse his title or right of possession in and to any real or personal property used in the performance of the work required. Any attempt to do so without such permission shall constitute a material breach of the Contract.
- (e) The Contractor shall properly maintain all Contractor-owned collection equipment, vehicles, and containers, and endeavor to keep the same serviceable. When they are no longer serviceable, these items of equipment should be replaced as provided in sub-paragraph (d) above.

7. RIGHT OF EQUIPMENT INSPECTION

The Town reserves the right to inspect the vehicles, equipment and containers used by the Contractor in carrying out the requirements of this Contract and to require corrections of conditions found to be in violation of Town ordinances or State or Federal law.

8. STANDARD CONTAINERS: LOCATION OF CONTAINERS

- (a) The Contractor shall provide each residence with a standard sixty-four (64) gallon Poly Kart, which shall be owned and maintained by the Contractor as further provided herein.
- (b) In addition to the residential containers, the Contractor shall provide the Town with a sixty-four (64) gallon Poly Kart at Town Hall and Town Shop, which shall be serviced weekly without charges to the Town.
- (c) Contractor shall not collect Recycling from containers which do not conform with the requirements of the Ignacio Town Code for the Poly Kart as to size, weight, type, condition, etc. Contractor shall inform the Town Manager of all non-standard containers, or of containers which exceed restrictions in weight and size, and shall further place on each such container a tag to be furnished by the Town

indicating that the container is improper, overweight, or otherwise in violation of the applicable ordinances or rules and regulations.

- (d) Contractor shall collect Recycling which has been placed at curb-side or within ten (10) feet of the edge of the street or edge of the alley in accordance with the provisions of the Town Code. In the event alley access is inaccessible due to poor condition caused by weather or other reasons, the Contractor may require customers to deposit Recycling at the curb for pick-up; however, the Contractor must first receive the consent of the Town Manager before discontinuing any alley service.

9. **MAINTENANCE OF CONTAINERS**

- (a) The Contractor shall perform all maintenance and repairs upon all Poly Karts and all other Recycling containers necessary to maintain them in proper operating order.
- (b) Upon receipt of a written directive from the Town, the Contractor shall repair, clean or sanitize any containers requiring such maintenance.
- (c) The Contractor shall be entitled to seek restitution for all maintenance and repairs occasioned by the negligent or intentional acts of third parties from such responsible third persons.

10. **CONTRACTORS PERSONNEL**

Contractor shall:

- (a) Employ and retain supervisors and employees who are experienced and qualified to assure performance of this Contract;
- (b) Provide adequate operating and safety training for all of its employees and personnel;
- (c) Furnish, upon reasonable request of the Town, information to the Town concerning the background and experience of any supervisor, agent or employee of the contractor;
- (d) Require employees to wear a clean uniform bearing the contractor's name;
- (e) Discipline, as appropriate to the circumstances, and at request of the Town, any employee who has been deliberately or wantonly negligent, rude, or discourteous in the performance of his or her duties, who is unnecessarily noisy or who violates the Motor Vehicle Codes;
- (f) Encourage that at least one (1) employee on each collection crew be trained in first aid;
- (g) Comply with all applicable State and Federal laws pertaining to employment including minimum wage, hour laws, Worker's Compensation and laws pertaining to working conditions;
- (h) Assure that each employee who drives or operates vehicles or equipment is properly trained in the operation thereof and that each such employee shall be in possession of any appropriate vehicle or equipment license required for the operation thereof;
- (i) Exonerate, indemnify and hold harmless, the Town from and against and shall assume all responsibility for payment of all wages or salary and all Federal, State and local taxes or contributions imposed or required under Unemployment Insurance, Social Security, Income Tax Laws, Worker's Compensation Laws with respect to the Contractor's employees;
- (j) Not discriminate against any employee or applicant for employment because of race, creed, color, sex, or national origin;

- (k) Comply with the provisions of any governing affirmative action program to ensure that applicants are employed, and that employees are treated during employment without regard to their race, creed, color or national origin.

11. OFFICE AND COMPLAINT PROCEDURE

- (a) The Contractor shall maintain an office with a local phone number for inquiries and complaints, which will be open during regular business hours. The Contractor shall provide notice to all customers within the Town of the address, phone number and complaint procedures.
- (b) All complaints shall be promptly investigated as soon as possible, and in any event before the close of business of the next succeeding business day, and resolved as quickly as feasible and practical. Contractor shall have available, at all times, competent personnel who shall have the authority to represent the Contractor in its relations with the Town and the public. The Contractor shall supply the Town with copies of all complaints on a form approved by the Town and indicate the disposition of each. Such records shall be forwarded monthly to the Town for its inspection. When a complaint is received on the day preceding a holiday or on a Saturday, it shall be serviced no later than the next working day.
- (c) The Contractor agrees to advertise in the local news media periodically advising residents of the Town of the special pickup services made available to the public by the Contractor.

12. PERMITS AND LICENSES

The Contractor shall obtain at his own expense all permits and licenses required by law or ordinance to effect the performance of this Contract and maintain same in full force and effect.

13. NO ADDITIONAL COMPENSATION ALLOWED

The Contractor shall not, nor shall permit any agent, employee, or sub-contractor employee to request, solicit, demand or accept, either directly or indirectly, any compensation or gratuity for the collection of waste material as herein defined, except such compensation as may herein be provided by the Contract or as permitted herein.

14. DISPOSAL AND TRANSFER OF ALL RECYCLING

- (a) The Contractor shall take title to all Recycling when it is placed in the Contractor's trucks. The Contractor shall not take title to any nonconforming refuse or waste, which shall remain with the customer.
- (b) The Contractor shall deliver Recycling to recycling handling companies or business who will process and utilize recycling as intended by customers who pay additional fees for these Recycling services.
- (c) The Contractor shall provide the Town such operating information as the Town may from time to time reasonably request relating to the recycling handling companies or businesses who handle and process Recycling generated by this Contract.

15. OPERATION AS A SEPARATE ENTITY

The operations of the Contractor under this Contract shall be conducted separate and apart from any other business enterprise in which the Contractor may be engaged independently.

16. **SUPERVISION**

Performance of the provisions of the Contract shall be under the direction and supervision of the Town Manager for the Town and the person signing this contract for the Contractor. Both representatives agree to communicate and work effectively to execute all provisions of this contract.

17. **COMPLIANCE WITH LAW**

In its performance of the terms and conditions of this Contract, the Contractor shall comply with all Town, County, State and Federal Laws, ordinances and regulations which are now or which may hereafter regulate the activities which are the subject of this Contract, concerning the Recycling Collection. The Contractor shall keep itself informed of all existing and future State and National laws and Municipal ordinances and regulations which in any material manner affect those engaged or employed in the work, or the materials used in the work, or which in any material way affect the conduct of the work, and of all such orders and decrees of bodies or tribunals having any jurisdiction or authority over the same. Contractor shall at all times observe and comply with and shall cause all agents and employees to observe and comply with all such existing and future laws, ordinances, regulations, orders and decrees, and shall protect and indemnify the Town and all of its officers and agents and servants against any claim or liability arising from or based on the violation or any such law, ordinance, regulation, order and decree whether by himself or his employees.

18. **INDEMNIFICATION: MINIMUM INSURANCE REQUIREMENTS**

The Contractor assumes all risk of loss or injury to property or persons arising from any of its operations under this Contract, and agrees to indemnify and hold harmless the Town, and its employees, agents, and appointed and elected officials from all claims, demands, suits, judgments, costs or expenses arising from any such loss or injury. It is expressly understood that the foregoing provisions shall not in any way limit the liability of the Contractor. The Contractor agrees to procure and maintain policies of insurance sufficient to insure against all liability, claims, demands and other obligations assumed by the Contractor pursuant to this agreement, including policies in the following minimum amounts:

- (a) General Liability Insurance with minimum combined single limits of \$5,000,000.00 each occurrence and \$5,000,000.00 aggregate. The Policy shall be applicable to all premises and operations. The policy shall include coverage for bodily injury, broad form property damage, personal injury, blanket contractual, independent contractor, products and completed operations.
- (b) Comprehensive Automobile Liability Insurance with minimum combined single limits of for bodily injury and property damage of not less than \$5,000,000.00 each occurrence and \$5,000,000.00 aggregate with respect to each of Contractor's owned, hired or non-owned vehicles assigned to or used in the performance of the services.
- (c) The Contractor shall also comply with the provisions of the Worker's Compensation Act of Colorado. The Contractor shall procure and maintain during the life of the Contract complete Worker's and Employer's Liability in accordance with Colorado laws and regulations. The Town, its officers, or employees will not be responsible for any claims or actions occasioned by the failure of the Contractor to comply with the provisions of this paragraph. Before starting the work, Contractor shall file with the Town certificates of such insurance, acceptable to the Town. These certificates shall contain provisions that the coverage afforded under the policies will not be canceled or materially changed until at least fifteen (15) days prior written notice has been given to the Town.
- (d) The policies referenced in section Paragraph (a) shall be issued by companies authorized to conduct business in the State of Colorado and shall be endorsed to include the Town and the Town's employees, officers and elected officials as additional insured and shall insure the Town in the same general forms and to the same general effect as the foregoing agreement of Contractor to indemnify and hold harmless the Town and certificates evidencing such insurance contracts shall be deposited

with the Town. Limits provided herein shall be reviewed at annual intervals from the date hereof and may then be adjusted, at the option of the Town, to the same limits of liability as are specified in the Tort Claims Act and the Governmental Immunity Act. The policy must contain a provision requiring the insurer to notify the Town at least thirty (30) days prior to cancellation of the policy.

- (e) The parties hereto understand and agree that the Town is relying on and does not waive or intend to waive by any provision of this Contract, the monetary limitations of or any other rights, immunities and protections provided by the Colorado Governmental Immunity Act, as from time to time amended, which is available to the Town, its officers or its employees.

III SPECIFIC OBLIGATIONS OF THE TOWN

19. PAYMENT TO CONTRACTOR

The Town agrees to pay, and the Contractor agrees to accept in full payment for the residential collection work to be done, the amount specified below per month for each residence using the Recycling Collection services of the Contractor.

64 Gallon Poly Kart ten and 00/100 dollars (\$10.00)

The amounts paid to the Contractor shall be subject to escalation as provided in Paragraph 22. Except as provided herein, any taxes, licenses or other governmental fees and charges are the responsibility of the Contractor, to be paid out of this payment, and no further or add-on charges will be paid by the Town; *provided, however*, that any taxes, licenses, or governmental fees or charges that are either (a) imposed for the first time after the date of this agreement, or (b) increased after the date of this agreement shall be directly passed through to the Town without any increase or mark-up by the Contractor. Payment to the Contractor for each month's services shall be made no later than ten (10) days after the end of the month in which such services were rendered. All billing of individual residential customers shall be the obligation of the Town and the Contractor shall not have any obligation to bill residential customers.

The Contractor shall provide the Town with a list of those residences being served on a monthly basis and that shall serve as the basis for the payment from the Town to the Contractor.

IV MUTUAL AGREEMENTS

20. INTERRUPTION OF SERVICE

An interruption of service due to the request of a customer lasting less than fourteen (14) days will be deemed a continuation of service for the entire month and will not be the subject of credit on the customer's billing. Interruptions of service requested by the customer of greater than fourteen (14) days will be adjusted on the customer's billing on a pro rata basis.

21. DUTY OF CONTRACTOR TO NOTIFY TOWN OF CONDITION OF STREETS

Contractor agrees to cooperate with Town by notifying Town of any problem areas in streets and alleys. Contractor shall notify the Town Manager in writing of any street or alley which is impassable.

22. RATE CHANGES

- (a) **Escalation.** The rates paid to the Contractor by the Town as previously specified shall be subject to escalation or reduction annually on the anniversary of the effective date of this contract. The Contractor shall submit to the Town Manager a request for rate escalation or reduction within 90 days

of the anniversary date and provide details adequately substantiating the request. The Town Board will review the rate change request and determine whether the request shall be acceptable and affect the resulting rate accordingly. The Town will notify the Contractor of any objections to rate escalation or reduction within 60 days of the submission of the subject request.

- (c) **Town's Discretion.** Nothing contained herein shall restrict in any way the Town's full exercise of discretion in establishing charges to its citizens for Recycling Collection to any premises in the corporate limits of the Town of Ignacio.

23. **PERFORMANCE BOND - TOWN MAY WITHHOLD PAYMENT**

- (a) The monies to be collected monthly by the Town from customers shall constitute a cash performance bond for assurance and guarantee to the Town of the faithful performance by Contractor of all the terms and conditions of this Contract. The Town may in good faith apply a portion of or all of such cash performance bond to cover Town's expenses incurred by reason of default of Contractor or to pay labor and material liens used to affect the performance of this Contract.
- (b) The Contractor shall furnish and keep in effect at all times during the Contract period a corporate surety bond in the amount of ten thousand dollars (\$10,000), which shall act as a performance bond guaranteeing faithful performance by Contractor of the Contract terms.

24. **PERFORMANCE STANDARDS**

Subject to the right of the Contractor to appeal to the Town Board for abuse of discretion, the Town Manager shall have the right to accept or reject performance or workmanship, and to determine when the Contractor has complied with the condition of the Contract.

25. **ASSIGNMENT**

This contract shall not be assigned by the Contractor either voluntarily or by operation of law without the prior written consent of the Town. In the event the Contractor becomes insolvent or bankrupt then the rights authorized hereby shall be immediately canceled and annulled and the Town shall have the right to take over said business or substitute another Contractor in its place and stead in the manner provided by law.

26. **SUB-CONTRACTORS**

Contractor shall not subcontract or assign any portion of the work or services under this agreement without the prior written consent of the Town.

27. **DEFAULT**

- (a) The parties mutually agree and recognize that for the health, safety, and well-being of the residents of the Town of Ignacio it is necessary to have an efficient, regular and continuous Recycling Collection service. It is further recognized that alleviation or cessation of such service entered for even a short period of time adversely and materially affects the health of the people of the Town.
- (b) In the event that either party fails to perform any of the provisions hereof, the non-breaching party shall give the breaching party written notice specifying the provisions hereof that have been breached or defaulted. The breaching party shall have ten (10) days from receipt of such notice from the non-breaching party within which to correct any such breach or default. In the event the breaching party does not make such correction within said ten (10) day period as hereinabove provided, then the non-breaching party may order the termination of the Contract (and, in the case of the Town being the non-breaching party, after public hearing upon the matter of Contractors default before the Town Board following not less than five (5) days notice of such hearing to the Contractor).

- (c) In the event of Contractor's default as provided herein, the Town may, in addition to any other remedy provided for herein, take possession of the Refuse containers and make any arrangements it deems proper to have the accounts serviced. The Town shall then be allowed to collect, in addition to any other damages, all costs incurred in servicing the accounts.

V

MISCELLANEOUS PROVISIONS

28. RESERVATION

This Contract is subject to the limitations now or hereafter provided by law. The Town reserves the right to alter and amend the ordinance and the Ignacio Town Code in any manner necessary for the safety and welfare of the public, or to protect public interests; provided, however, that no such alteration shall operate to infringe on the rights of Contractor as such rights exist at the time of execution of this Agreement. This Contract is subject to the provisions of the Constitution and laws of the State of Colorado and all ordinances enacted by the Town Board of the Town of Ignacio.

29. ILLEGAL PROVISIONS

If any provision of the Contract shall be declared illegal, void, or unenforceable, the other provisions shall not be affected but shall remain in full force and effect.

30. NOTICE

A letter addressed and sent by certified United States mail to either party at its business address shown herein shall be sufficient notice whenever required for any purpose in this Contract. The address of the Town for the purpose of this Contract is: Town of Ignacio, Attention: Town Manager, P. O. Box 459, Ignacio, Colorado 81137. The address of the Contractor for the purpose of this Contract is: 40644 Hwy 160, Bayfield, Colorado 81122.

31. NUMBER OF COPIES

This Contract may be executed in any number of counterparts, all of which shall have full force and effect of an original for all purposes.

32. LAW TO GOVERN

This Contract shall be governed by the laws of the State of Colorado, both as to interpretation and performance.

33. MODIFICATION

This Contract constitutes the entire agreement and understanding between the parties hereto, and it shall not be considered modified, altered, changed or amended in any respect unless in writing and signed by the parties hereto.

34. RIGHT TO REQUIRE PERFORMANCE

The failure of either party at any time to require performance by the other party of any provisions hereof shall in no way affect the rights of each party to enforce same, nor shall waiver of any breach of any provisions hereof be taken or held to be a waiver of any succeeding breach of such provision or as a waiver of any provision itself.

35. **POINT OF CONTACT**

All dealings, contracts, etc., between the Contractor and the Town shall be directed by the Contractor to the Town or designee.

IN WITNESS WHEREOF, the parties have hereunto set their hands and seals this 13th day of December 2021.

TOWN OF IGNACIO:

By: _____
Stella Cox, Mayor

Attest:

By: _____
Tuggy Dunton, Town Clerk

CONTRACTOR – TDL Recycling

By: _____
Antwan Whitehead

Attest:

By: _____
Tuggy Dunton, Town Clerk

PROFESSIONAL SERVICES AGREEMENT

This Professional Services Agreement (the “Agreement”) is executed effective December 13, 2022 by and between the Town of Ignacio (“Town”), whose business address is 540 Goddard Avenue Ignacio, CO 81137 (mailing address is PO Box 459 Ignacio, CO 81137) and HomesFund, (“HF”), whose address is 124 E 9th Street, Durango, CO 81301. The Town and HF shall collectively be referred to herein as the “Parties” or individually as a “Party.”

RECITALS

A. HF is a Colorado non-profit corporation whose purpose is to support the creation and provision of housing affordable to lower income households in La Plata County and surrounding communities.

B. The Town wishes to provide homeownership assistance to lower income households in the Town of Ignacio.

C. HF is willing to provide these services to the town on the terms and conditions as set forth in this Agreement.

AGREEMENT

NOW THEREFORE, in consideration of the mutual covenants and agreements contained herein, the receipt and sufficiency of which is hereby acknowledged, the Parties hereby agree as follows:

1. *HF’s Duties.* HF shall furnish the Services to Town as described in Exhibit A, Scope of Services, attached hereto and by reference incorporated herein. HF warrants that the quality of its Services under this Agreement shall conform to the level of professional quality performed by experts regularly rendering this type of service.

2. *Compensation and Invoices.* The Town shall pay HF \$1,808 annually for the Services described in Exhibit A. The full fee shall be paid no later than February 1st of each year.

3. *Term of Agreement.* Unless terminated earlier by either Party hereto, the period during which HF shall provide services to Town under this Agreement shall be from **January 1, 2022** until **December 31, 2022** (the “Term”). The Term may be extended at any time by mutual written consent, upon such terms as are mutually agreed to.

4. *Termination.* The Parties may terminate this Agreement prior to the expiration of the Term as hereinafter provided:

a. *Termination for Lack of Appropriation.* This Agreement shall be subject to

annual appropriation by the Town and is contingent upon continued availability of funds for payment of the Services called for herein. The obligations of the Parties shall not constitute a general obligation, indebtedness or multi-year direct or indirect debt, or other financial obligation whatsoever within the meaning of the constitution or the laws of the State of Colorado. Therefore, the Town may terminate this Agreement in the event of non-appropriation by providing HF at least thirty days prior notice of such termination. In the event this Agreement is terminated for non-appropriation, the Town shall compensate HF for all Services performed prior to termination. HF shall not be responsible for providing any Services following receipt of notice by the Town of termination for non-appropriation.

b. *Termination for Cause.* Either Party may terminate this Agreement for cause upon ten days written notice to the other Party, and the notified Party's failure to cure or correct the cause of the termination notice, to the reasonable satisfaction of the notifying Party, within thirty days of the receipt of said notice. In the event this Agreement is terminated for cause, the Town shall compensate HF for all Services performed prior to termination. HF shall provide Services up to the date of termination.

c. *No Waiver.* Town's approval of any Services or any payment hereunder shall not in any way relieve HF of the responsibility for the accuracy and completeness of the services, or for compliance with the terms, requirements, and specifications applicable thereto; and no such approval shall constitute a waiver of any rights of Town under this Agreement, or of any cause of action arising out of or in any way connected with this Agreement.

5. *Agreement to Perform Services as an Independent Contractor.* The Parties hereto acknowledge that HF is an independent contractor according to the IRS definition. It is understood through this Agreement that HF is contracting with the Town to provide specific services and this Agreement should in no way be interpreted that HF is an employee of the Town.

6. *Autonomy.* HF shall, at all times, maintain independent decision-making authority and autonomy over its activities and the fulfillment of its obligations hereunder; provided, however, that in those instances where HF is assisting the Town in the fulfillment of the Town's obligations under contracts with third parties, HF shall perform its duties in strict compliance with the terms and conditions of such third party agreements. The HF Board shall direct all aspects of the services to be supplied herein, and make all decisions including, but not limited to policy matters, loan approvals, new products, business plans, and budgets. HF shall perform said services in its own way in the pursuit of independent calling and not as an employee of Town, and shall be solely responsible for the means and methods and the proper performance of the services in compliance with the terms, requirements, and specifications of this Agreement.

7. *W-9 and Licensing.* HF's Federal employer I.D. number or social security number is 800266636. HF shall maintain all required business licenses during the term of

this Agreement.

8. *Records.* HF shall maintain records that indicate the date, time, and nature of the services rendered. HF shall make available for inspection by the Town or its auditors all records, books of account, memoranda, and other documents pertaining to the Town upon reasonable request. The Town, or a duly authorized representative from the Town shall until three years after final payment under this Agreement, have access to and the right to examine any of HF's directly pertinent books, documents, papers, or other records involving transactions related to this Agreement.

If a contract is being funded in whole or in part by assistance from a federal agency, then the contractor or subcontractor at any tier are required to maintain for three years from the date of the final payment, or as required by the grantor, all books, documents, papers, and records pertinent to the contract; and to provide to the Town, the federal grantor agency, the Comptroller General of the United States, or any of their duly authorized representatives access to such books, documents, papers, and records for the purposes of examining, auditing, and copying them.

9. *Indemnification and Release.* HF agrees to indemnify and hold harmless the Town, and its officers and its employees, from and against any and all liability, claims, demands, and expenses, including court costs and attorney fees, on account of any injury, loss, or damage, which arise out of or are in any manner connected with the services to be provided under this Agreement, if such injury, loss, or damage is caused in whole or in part by, or is claimed to be caused in whole or in part by, the act, omission, or other fault of HF, any subcontractor of HF, or any officer, or agent of HF.

10. *Notices.* Any notice this Agreement requires must be in writing and shall be deemed received when mailed by U.S. Certified mail, return receipt requested, to the receiving Party at the address listed above.

11. *Assignment.* Neither Party may assign this Agreement without the express written consent of the other Party, which consent shall not be unreasonably withheld.

12. *Enforceability.* If any term or provision of this Agreement shall be adjudicated to be invalid, illegal or unenforceable, this Agreement shall be deemed amended to delete therefrom the term or provision thus adjudicated to be invalid, illegal or unenforceable and the validity of the other terms and provisions of this Agreement shall not be affected thereby so long as the purposes of this Agreement can be met.

13. *Execution.* This Agreement may be executed in two or more counterparts, each of which shall be deemed to be an original and all of which together shall constitute but one and the same original instrument.

14. *Governing Law.* The terms and conditions of this Agreement shall be construed, interpreted and enforced in accordance with the applicable laws of the State of

Colorado. If any legal action is necessary to enforce the terms and conditions of this Agreement, the Parties agree that the jurisdiction and venue for bringing such action shall be in the appropriate court in La Plata County, Colorado.

15. *Entire Agreement.* The Parties agree that this Agreement constitutes the entire Agreement between the Parties and supersedes any and all prior oral representations, promises, covenants, understandings and other agreements, if any, between the Parties and their agents and may not be modified in any manner except by an instrument in writing executed by both Parties.

16. *Waiver.* No failure by either Party to exercise any right it may have shall be deemed to be a waiver of that right or of the right to demand exact compliance with the terms of this Agreement.

17. *Construction.* This Agreement's final form resulted from review and negotiations among the Parties and/or their attorneys and no part of this Agreement shall be construed against any Party on the basis of authorship.

18. *Signatory's Authority.* Each person signing this Agreement in a representative capacity expressly represents that the signatory has the subject Party's authority to so sign and that the subject Party will be bound by the signatory's execution of this Agreement.

19. *Third Party Beneficiaries.* The Parties to this Agreement do not intend to benefit any person not a Party to this Agreement. No person or entity, other than the Parties to this Agreement shall have any right, legal or equitable, to enforce any provision of this Agreement.

IN WITNESS WHEREOF, the undersigned have executed this agreement effective as of the date first listed above.

TOWN OF IGNACIO

Attest:

By: _____
Tuggy Dunton
Clerk/Treasurer

By: _____
Stella Cox
Mayor

HOMESFUND

By: _____
James K. Wotkyns
President

EXHIBIT A: SCOPE OF SERVICES

Homebuyer Assistance Program

HF will offer a comprehensive Homebuyer Assistance Program to empower low- and moderate-income residents with the tools and resources to achieve homeownership in La Plata County. In furtherance thereof, HF will each year of the Term:

1. Provide a minimum of eleven Homebuyer Education Classes in La Plata County, with at least one class conducted within the corporate limits of Bayfield. HF will hold at least one outreach event in the Town of Ignacio. The class will cover developing workable budgets, understanding credit scoring and ways to repair and/or improve credit; understanding mortgage loan options; obtaining a mortgage; working with Realtors; and understanding the home purchase transaction.
2. Provide individual pre-purchase counseling to at least 85 La Plata County families. The counseling program shall include assisting clients with developing a homeownership action plan, creating debt-reduction plans, improving credit, and understanding strategies for accumulating wealth through homeownership.
3. Underwrite, close, and service at least 15 mortgage assistance loans to homebuyers in La Plata County, providing at least \$300,000 in loan capital.
4. Educate local lenders and realtors about below-market products available.

Dear Town of Ignacio

I would like to protest the \$470⁰⁰ sewer bill each month for more than 2 years. We charge \$1²⁵ for 4 min of water. The sewer is clean because we have mud tanks that we pump and haul off. When it gets really cold we have a weep system that keeps the lines from freezing. It also keeps the sewer lines from freezing.

We have been in business 40 years. Please try to adjust our bills.

Our car wash in Bayfield has 3 bays instead of 2 and the sewer is \$124²⁸.

Carol Jameson and Cash Sales Co.

RESOLUTION NO. 05-2021

**A RESOLUTION TO SET MILL LEVIES NECESSARY TO DETERMINE
PROPERTY TAX REQUIRED TO HELP DEFRAY THE COSTS OF
GOVERNMENT FOR THE TOWN OF IGNACIO, COLORADO,
FOR THE 2022 BUDGET YEAR**

WHEREAS, the Ignacio Town Board of Trustees will adopt the annual budget in accordance with the Local Government Budget Law, on December 13, 2021, and;

WHEREAS, the 2021 valuation for assessment for the Town of Ignacio as certified by the La Plata County Assessor is \$8,825,720.

NOW, THEREFORE, BE IT RESOLVED by the Board of Trustees of the Town of Ignacio, Colorado:

Section 1. For the purpose of meeting general operating expenses of the Town of Ignacio during the 2022 budget year, there is hereby levied a tax of 4.448 mills upon each dollar of the total assessed valuation for all taxable property within the Town for the year 2022.

Section 2. The Budget Officer is hereby authorized and directed to certify the mill levies for the Town of Ignacio, and forward this Resolution to the La Plata County Assessor/Treasurer upon approval by the Ignacio Board of Trustees.

ADOPTED, this 13th day of December 2021.

TOWN OF IGNACIO, COLORADO

Stella Cox, Mayor

ATTEST:

Tuggy Dunton, Town Clerk

RESOLUTION NO. 06-2021

A RESOLUTION SUMMARIZING BUDGETED REVENUES AND EXPENDITURES FOR ALL FUNDS AND ADOPTING A BUDGET FOR THE TOWN OF IGNACIO, COLORADO, FOR THE 2022 CALENDAR YEAR.

WHEREAS, the Ignacio Board of Trustees and Town staff have worked to prepare and submit the proposed budget of said governing body at the proper time, and;

WHEREAS, the Town Staff prepared a proposed budget and published notice of a public hearing to review the proposed 2022 Town of Ignacio budget, and;

WHEREAS, upon due and proper notice, the draft budget was presented during the published public hearing on November 13, 2021, and subject budget was available for public review at Town Hall during business hours, and;

WHEREAS, noticed work sessions with the Board of Trustees were completed to refine the budget and adjust revenues and expenditures in accordance with department and capital improvement needs, and;

WHEREAS, a final budget has been reviewed by the Board of Trustees and is now ready for adoption, and details estimated revenues and expenditures for all funds for the 2022 calendar year.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF TRUSTEES OF THE TOWN OF IGNACIO:

Section 1. Estimated expenditures for each fund are as follows:

General Fund	\$ 1,966,513
Capital Improvement Fund	\$ 175,000
Conservation Trust Fund	\$ 120,000
Economic Development Fund	\$ 10,000
Water Fund	\$ 295,929
Gas Fund	\$ 309,854
Sewer Fund	\$ 515,538
Irrigation Fund	\$ 37,133
Total	\$ 3,429,967

Section 2. Estimated revenues and beginning fund balances for each fund are as follows:

General Fund:

From sources other than General Property Tax	\$ 1,945,491
General Property Tax	\$ 39,274
Estimated Beginning Balance	\$ 1,712,018
Total	\$ 3,696,783

Conservation Trust Fund:

Lottery Income	\$	8,400
Interest	\$	50
<u>Estimated Beginning Balance</u>	\$	<u>77,598</u>
Total	\$	85,998

Capital Improvement Fund:

CIP Income/Project Funding	\$	230,000
Interest	\$	180
<u>Estimated Beginning Balance</u>	\$	<u>428,686</u>
Total	\$	658,866

Economic Development Fund:

Income	\$	0
Interest	\$	50
<u>Estimated Beginning Balance</u>	\$	<u>61,337</u>
Total	\$	61,387

Water Fund:

Fees	\$	5,000
Transfer In	\$	25,000
Metered Sales	\$	275,000
Ready to serve fees	\$	13,000
Reconnect fees	\$	1,500
Tap Fees	\$	7,600
Interest	\$	25
<u>Estimated Beginning Balance</u>	\$	<u>17,206</u>
Total	\$	344,331

Gas Fund:

Gas sales residential	\$	186,000
Gas sales commercial	\$	80,000
Gas stand-by fee	\$	9,000
Gas taxes	\$	18,000
Interest	\$	55
<u>Estimated Beginning Balance</u>	\$	<u>137,724</u>
Total	\$	430,779

Sewer Fund:

Tap Fees	\$	2,500
Sewage Collection	\$	501,000
Transfers In	\$	25,000
Interest	\$	0
<u>Estimated Beginning Balance</u>	\$	<u>2,389</u>
Total	\$	530,889

Irrigation Fund:

Unmetered water	\$	40,000
Tap Fees	\$	500
Interest	\$	25
<u>Estimated Beginning Balance</u>	<u>\$</u>	<u>9,066</u>
Total	\$	49,591

Section 3. The budget as herein above summarized by fund, is hereby approved and adopted as the budget of the Town of Ignacio for the 2022 calendar year.

Section 4. The budget hereby approved and adopted shall be signed by Mayor Stella Cox and made a part of the public records of the Town.

ADOPTED, this 13th day of December, 2021.

TOWN OF IGNACIO, COLORADO

Stella Cox, Mayor

ATTEST:

Tuggy Dunton, Town Clerk/Treasurer

GENERAL FUND REVENUES							
			2020 Actual	2021 Budget	2021 Estimates	2022 Budget	Notes
Fund #100							
GENERAL GOVERNMENT REVENUES							
Taxes / Unrestricted County-State:							
100.331100	Property Tax		34,965	37,179	37,179	39,274	1
100.331120	Tribe Pmt in Lieu of Taxes		450	450	469	450	1
100.331200	Specific Ownership Tax		3,571	3,000	3,992	3,000	1
100.331310	Town Sales Tax		456,342	360,000	493,244	460,000	2
100.331330	County Sales Tax		997,021	850,000	1,089,066	1,000,000	3
100.331420	Cigarette Tax		1,513	1,800	1,740	1,800	
100.331510	CO HUTF Highway Users		23,084	22,857	28,018	29,703	
100.331520	LP Co Motor Vehicle License		4,928	5,000	6,227	5,000	
100.331530	LP County Road & Bridge		2,971	3,000	3,000	3,000	
100.331810	Severance Tax		19,865	12,000	916	2,000	
100.331820	Franchise Tax		338	500	314	500	
100.331830	Co Fed Mineral Dist. Tax		8,010	10,000	8,693	10,000	
Total Taxes/Unrestricted County-State:			1,553,058	1,305,786	1,672,858	1,554,727	
Licenses & Permits:							
100.332100	Business License Fee		2,545	2,200	1,800	2,200	
100.332110	Liquor License Fee		2,893	2,500	2,500	2,500	
100.332210	Building Permit Fee		6,110	4,000	6,887	4,000	
100.332250	Vendor Permit Fee		75	200	200	200	
100.332260	Animal License Fee		525	300	530	300	
100.332270	Business Service License		2,730	2,250	3,000	2,250	
100.332275	Excavation Permit Fee		30	50	60	-	
100.332275	Other Permit Fee		-	100		100	
Total Licenses and Permits:			14,907	11,600	14,977	11,550	
Grants / Restricted Funds:							
100.333158	HIDTA		92,029	100,440	90,670	92,712	4
100.333400	LGGF Gaming Grant		138,455	46,016	46,016	10,444	5
100.333405	DS (Drug & Seizure) Monies			5,000		5,000	
100.333530	Snow Removal			2,000		2,000	6
100.333590	DOLA Coronavirus Relief Fund		55,141		29,912	-	
100.333591	DOLA American Rescue Plan Act				114,113	114,113	
Total Grants / Restricted Funds:			285,625	153,456	280,711	224,269	
Fines / Fees:							
100.334110	Court Costs/Fines/Citations		691	1,000	1,000	1,000	
100.334130	Plan / Zone Fees		-	1,500		1,500	
100.334140	Reproduction Fees		85	20	-	20	
100.334150	Other Legal Service		-				
100.334160	NSF Fees		315	100	210	100	
100.334170	Notary Public Fees		15	100	20	100	
100.334240	VIN Inspections		10	150	-	150	
100.334400	Residential Trash		39,857	40,000	35,796	40,000	7
100.334401	Recycling		2,636	2,400	2,728	2,400	7
Total for Fines / Fees:			43,609	45,270	39,754	45,270	
Other Income:							
100.336040	Equipment Sales			-	-	-	
100.336050	Misc. Income		84	100	1,172	100	
100.336060	Police Department Reimbursemen		3,359	4,000	3,868	4,000	

GENERAL FUND REVENUES							
			2020 Actual	2021 Budget	2021 Estimates	2022 Budget	Notes
	Fund #100						
	100.336061	Resource Officers - School Dist	63,000	126,000	94,500	144,000	8
	100.336100	Interest Income	307	1,200	705	750	
	100.336300	Building Space Rental	20	100	215	100	
	100.336500	Enterprise Salary & Benefit Alloc	296,396				
	100.336501	Enterprise General Services Alloc	45,303				
		Total Other Income:	408,469	131,400	100,460	148,950	
	In House Transfers:						
	100.339100	Transfers In	-			-	
		Total In House Transfers In:	-	-	-	-	
		Total Administration Revenues & Transfers:	2,305,669	1,647,512	2,108,761	1,984,765	

GENERAL FUND - ADMINISTRATION EXPENSES							
			2020 Actual	2021 Budget	2021 Estimates	2022 Budget	Notes
	Fund #100						
	Administration Expenses						
	Legislative:						
	100.411000.1150	Town Board Salaries	7,200	7,200	7,200	7,200	
	100.411000.2200	FICA	446	446	446	446	
	100.411000.2250	Medicare	105	104	104	105	
	100.411000.2500	Unemployment Insurance	22	22	22	22	
	100.411000.5800	Travel, Training, Meetings	8,600	3,000	3,000	3,000	
	100.411000.5810	Hosting Joint Meetings	-	1,500	1,500	1,500	
		Total Legislative:	16,373	12,272	12,272	12,273	
	Judicial:						
	100.412000.3200	Professional Service - Judge	550	3,000	1,500	3,000	
	100.412000.5800	Travel, Training, Meetings	-	1,000	300	1,000	
		Total Judicial:	550	4,000	1,800	4,000	
	Elections:						
	100.414000.1105	Election Judges	1,000	-	-	1,250	
	100.414000.4600	Election Supplies	853	-	-	1,000	
		Total Elections:	1,853	-	-	2,250	
	Administration Salaries & Benefits:						
	100.415000.1100	Salaries Manager	-	83,200	-	83,200	
	100.415000.1101	Salaries Clerk/Treasurer	57,687	60,195	60,467	62,608	
	100.415000.1102	Salaries Deputy Clerk/Treasurer	38,539	39,749	38,849	41,330	
	100.415000.1103	Salaries Admin Assist/Fin Coord	45,490	83,000	38,263	55,874	
	100.415000.1200	Overtime	116	1,987	-	2,066	9
	100.415000.2100	Health Insurance	16,435	15,292	15,292	15,078	
	100.415000.2101	Life Insurance	67	67	67	67	
	100.415000.2102	Dental Insurance	483	504	504	504	
	100.415000.2103	Vision Insurance	69	72	72	60	
	100.415000.2104	Aflac	3,662	3,924	4,352	4,864	
	100.415000.2200	FICA	9,610	16,624	9,700	15,195	
	100.415000.2250	Medicare	2,098	3,888	2,100	3,554	
	100.415000.2300	Retirement	4,902	9,157	5,000	9,983	
	100.415000.2500	Unemployment Insurance	434	430	435	490	
	100.415000.2502	Enterprise Salary / Benefit Alloc.		(165,036)	(165,036)	(133,181)	
		Total Administration Salaries & Benefits:	179,592	153,054	10,065	161,692	
	Administration Operating:						
	100.416000.2600	Workers Compensation Ins.	42,445	38,974	38,974	36,489	10
	100.416000.2700	Insurance / PC	30,831	34,414	34,414	41,662	10
	100.416000.3000	Contract Work	110,490	10,000	122,560	10,000	11
	100.416000.3201	Legal Service - Attorney	13,964	10,000	10,000	10,000	
	100.416000.3203	Prof. Service - Audit	15,800	14,250	15,150	17,000	
	100.416000.4110	Utilities - Water	3,108	3,300	3,200	3,300	
	100.416000.4120	Utilities - Sewer	1,473	2,500	1,500	2,500	
	100.416000.4130	Utilities - Electric	5,630	8,200	6,636	8,200	
	100.416000.4150	Utilities - Gas	2,070	2,200	2,388	2,200	
	100.416000.4160	Telephone	2,560	5,912	6,725	5,912	
	100.416000.4162	Cell Phone - AT&T	6,639	7,100	6,806	7,100	
	100.416000.4164	IT Services & Maintenance	11,575	11,769	15,149	16,769	12

GENERAL FUND - ADMINISTRATION EXPENSES							
			2020 Actual	2021 Budget	2021 Estimates	2022 Budget	Notes
	Fund #100						
	100.416000.4165	Internet Line	3,153	2,315	1,025	2,315	
	100.416000.4166	IT Equipment & Supplies	18,351	1,000	1,500	6,000	
	100.416000.4191	Recording Fees	116	200	200	200	
	100.416000.4304	Building R & M	18,332	2,500	2,709	2,500	13
	100.416000.4444	Intergovernmental Payments	20,148	23,008	20,308	28,008	14
	100.416000.4950	Misc. Expense	3,689	1,200	150,347	1,200	15
	100.416000.4951	Community Christmas	-	200	200	200	
	100.416000.4952	Community Support	2,319	1,500	1,500	1,500	
	100.416000.5400	Advertising / Public Notices	1,391	2,500	1,420	2,500	
	100.416000.5420	Cleaning Service	3,461	3,500	4,175	3,500	
	100.416000.5430	Office Equipment L & M	2,625	1,452	1,404	1,452	
	100.416000.5440	Publication Legal Notice	-	-	700	1,000	
	100.416000.5500	Printing Services	3,938	4,000	4,000	4,000	
	100.416000.5550	Bank Service Charges	1,470	800	1,061	800	
	100.416000.5600	Office Supplies	4,351	4,000	6,700	7,000	
	100.416000.5650	Operating Supplies	4,228	4,000	4,000	4,000	
	100.416000.5800	Travel, Training, Meetings	924	3,000	1,682	3,000	
	100.416000.5820	Special Events / Swag	-	1,000	-	2,000	
	100.416000.6150	Postage	4,098	4,500	4,361	4,500	
	100.416000.6260	Gas, Oil, Etc.	953	1,500	1,640	1,500	
	100.416000.6450	Membership Fees / Subscriptions	11,677	8,250	8,250	11,035	16
	100.416000.6453	Flexile Spending Account (FSA)	-	-	-	413	
	100.416000.6455	Enterprise General Service Alloc.		(43,999)	(43,999)	(51,427)	
	100.416000.9140	Transfer Out	110,000		90,000	200,000	17
		Total Administration Operating:	461,809	175,045	526,686	398,328	
	Community Development:						
	100.419000.1104	Building Inspect/Code Enforcem	4,847				
	100.419000.1200	Overtime					
	100.419000.2100	Health Insurance					
	100.419000.2101	Life Insurance					
	100.419000.2102	Dental Insurance					
	100.419000.2103	Vision Insurance					
	100.419000.2104	Aflac					
	100.419000.2200	FICA	297				
	100.419000.2250	Medicare	69				
	100.419000.2300	Retirement					
	100.419000.2500	Unemployment Insurance	14				
	100.419000.2501	Prof. Services Planning Services	9,780	20,000	20,000	20,000	18
	100.419000.3205	Prof. Services BldgInsp/CodeEnf		-		-	
	100.419000.5650	Operating Supplies	-	500	-	500	19
	100.419000.5800	Travel, Training, Meetings	364	500	-	1,000	
	100.419000.6450	Membership Fees/Subscriptions	-	250	-	250	20
		Total Community Development:	15,372	21,250	20,000	21,750	
		Total Administration Expenses:	675,549	365,621	570,823	600,293	

GENERAL FUND - PUBLIC SAFETY EXPENSES							
			2020 Actual	2021 Budget	2021 Estimates	2022 Budget	Notes
	Fund #100						
	Public Safety Salaries & Benefits:						
	100.420000.1106	Salaries Chief	119,290	112,070	122,128	113,194	
	100.420000.1107	Salaries Sergeant	86,760	85,675	88,531	89,107	
	100.420000.1108	Salaries Officers	334,426	337,750	357,301	337,106	21
	100.420000.1110	School Resource Officer	52,379	103,215	60,906	124,773	22
	100.420000.1180	P/T Clerk	2,159	2,000	2,097	2,201	
	100.420000.1200	Overtime	37,447	52,664	37,324	55,099	23
	100.420000.2100	Health Insurance	57,107	81,600	69,740	88,242	
	100.420000.2101	Life Insurance	237	269	254	269	
	100.420000.2102	Dental Insurance	6,383	4,032	7,026	4,032	
	100.420000.2103	Vision Insurance	943	576	1,000	480	
	100.420000.2104	Aflac	12,838	9,600	-	9,600	
	100.420000.2130	Legal Insurance	1,988	2,100	1,307	2,100	
	100.420000.2200	FICA	134	124	130	136	
	100.420000.2250	Medicare	8,305	9,290	8,803	9,663	
	100.420000.2350	Police Pension	35,438	44,764	40,702	49,589	
	100.420000.2450	Death & Disability	15,391	17,884	15,269	21,254	
	100.420000.2500	Unemployment Insurance	1,877	1,916	1,985	1,443	
	Total Public Safety Salaries & Benefits:		773,103	865,531	814,503	908,287	
	Public Safety Operating:						
	100.421000.3415	Clinic & Hospital	-	500	880	600	
	100.421000.4306	Vehicle R & M	7,461	7,000	15,273	7,000	
	100.421000.4444	Intergovernmental Payments	18,397	15,163	15,163	14,163	24
	100.421000.4950	Misc. Expense	159	300	500	300	
	100.421000.4980	Animal Control	-	300		300	
	100.421000.5420	Cleaning Service	858	585	654	585	
	100.421000.5650	Operating Supplies	9,755	10,000	6,105	10,000	
	100.421000.5800	Travel, Training, Meetings	2,650	3,000	5,911	3,000	
	100.421000.6110	Uniforms	2,073	3,000	700	3,000	
	100.421000.6140	Other DS Costs	1,661	-		-	
	100.421000.6160	Dispatch (Radio) Services	-	10,000		10,000	
	100.421000.6230	Firearm Supplies	791	1,500	1,300	1,500	
	100.421000.6260	Gas, Oil, Etc.	12,737	17,000	15,805	17,000	
	100.421000.6450	Membership Fees/Subscriptions	4,929	4,930	4,930	6,065	25
	100.421000.6453	Flexible Spending Account (FSA)	-	-	-	-	
	100.421000.8400	Contributions to Institutions	51	200		200	
	100.421000.9000	Capital Outlay	-	30,000		30,000	26
	100.421000.9010	Capital Outlay - Vehicles	34,024	36,000	42,562	36,000	27
	Total Public Safety Operating:		95,544	139,478	109,783	139,713	
	Total Public Safety Expenses:		868,647	1,005,008	924,286	1,048,000	

GENERAL FUND PUBLIC WORKS - PARKS EXPENSES							
	Fund #100		2020 Actual	2021 Budget	2021 Estimates	2022 Budget	Notes
	Public Works Salaries & Benefits:						
	100.430000.1109	Salaries Public Works Director	52,394	62,400	51,672	70,720	
	100.430000.1111	Salaries Foreman	36,144	42,598	51,843	49,754	
	100.430000.1112	Salaries Maintenance Worker I	95,706	71,198	77,600	84,365	
	100.430000.1113	Salaries Maintenance Worker II	6,634	-	-	-	
	100.430000.1200	Overtime	4,468	5,690	8,105	6,706	28
	100.430000.2100	Health Insurance	28,330	35,041	26,584	34,698	
	100.430000.2101	Life Insurance	135	134	127	134	
	100.430000.2102	Dental Insurance	1,760	1,512	1,232	1,512	
	100.430000.2103	Vision Insurance	255	216	176	180	
	100.430000.2104	Aflac	2,937	3,000	1,726	2,000	
	100.430000.2200	FICA	11,634	10,924	11,179	12,700	
	100.430000.2250	Medicare	2,721	2,555	2,614	2,970	
	100.430000.2300	Retirement	8,502	8,810	7,575	10,739	
	100.430000.2500	Unemployment Insurance	579	529	550	423	
	100.430000.2502	Enterprise Salary / Benefit Alloc.		(148,209)	(148,209)	(148,371)	
	Total Public Works Salaries & Benefits:		252,198	96,399	92,775	128,530	
	Public Works Operating:						
	100.431000.3000	Contract Work / Hydro Excavation	19,083	12,500	13,140	12,500	29
	100.431000.3415	Clinic & Hospital	530	500	545	500	
	100.431000.3910	Residential Trash	31,726	32,000	31,132	32,000	30
	100.431000.3911	Recycle	1,902	2,000	595	2,000	
	100.431000.4130	Utilities	262	300	258	300	
	100.431000.4225	Rental Equipment / Supplies	530	1,000	1,123	1,000	
	100.431000.4300	Equipment R & M	10,604	8,000	15,000	8,000	
	100.431000.4306	Vehicle R & M	4,816	5,000	5,000	5,000	
	100.431000.4308	Bldg. & Prop. R & M	739	500	627	500	
	100.431000.4309	Mosquito Control	9,280	9,560	9,558	9,560	
	100.431000.4313	Street Repairs	36,761	50,000	7,036	50,000	31
	100.431000.4316	Street Lights - Electric	16,195	20,000	16,890	20,000	
	100.431000.4318	Street Signs	2,372	2,000	2,201	2,000	
	100.431000.4365	Seasonal Decorations	58	500	500	500	
	100.431000.4950	Miscellaneous Expense	2,830		918		
	100.431000.5800	Travel, Training, Meetings	1,072	500	2,491	1,000	
	100.431000.6003	R & M Supplies	3,790	4,000	5,537	4,000	
	100.431000.6004	Tools	1,112	500	2,131	500	
	100.431000.6110	Uniforms	1,781	3,000	3,440	3,000	
	100.431000.6260	Gas, Oil, Etc.	5,307	5,000	8,910	5,000	
	100.431000.6450	Memberships / Subscriptions				1,000	32
	100.431000.6453	Flexible Spending Account (FSA)	-	-	-	1,551	
	100.431000.7450	Small Equip/Vehicle Purchases			3,000	5,000	
	Total Public Works Operating:		150,752	156,860	130,033	164,911	
	Parks Expenses:						
	100.452000.1114	Salaries Seasonal Worker		15,080	1,455	15,080	
	100.452000.1200	Overtime					
	100.452000.2200	FICA		935	90	935	
	100.452000.2250	Medicare		219	21	219	
	100.452000.2500	Unemployment Insurance		45	4	45	
	100.452000.6003	R & M Supplies	258	1,000	1,502	1,000	
	100.452000.7110	Grounds Improvement / Tree Care	171			5,000	
	100.452000.7180	Trails				2,500	
	Total Parks Operating:		429	17,279	3,072	24,779	
	Total Public Works and Parks Expenses:		403,379	270,538	225,880	318,220	

GENERAL FUND SUMMARY				
	2020 Actual	2021 Budget	2021 Estimates	2022 Budget
Fund #100				
BEGINNING FUND BALANCES	946,154	936,686	1,324,247	1,712,018
Total Gen Fund Revenues & Transfers In:	2,305,669	1,647,512	2,108,761	1,984,765
Administration Expenses	675,549	365,621	570,823	600,293
Public Safety Expenses	868,647	1,005,008	924,286	1,048,000
Public Works and Parks Expenses	403,379	270,538	225,880	318,220
Total Gen Fund Expenses & Transfers Out	1,947,575	1,641,167	1,720,989	1,966,513
Total General Fund Net Revenues	358,093	6,345	387,771	18,253
ENDING FUND BALANCE	1,304,247	943,031	1,712,018	1,730,271
TABOR Reserve (3% of Expenditures)	58,427	49,235	51,630	58,995
Unallocated Operating Reserve	1,245,820	893,796	1,660,389	1,671,276
TOTAL ENDING FUND BALANCE	1,324,247	943,031	1,712,018	1,730,271

WATER FUND							
			2020 Actual	2021 Budget	2021 Estimates	2022 Budget	Notes
	Fund #610						
	REVENUES						
	Fines / Fees / Utilities:						
	610.334120	Late Fees	2,050	5,000	5,316	5,000	
	610.334419	Reconnect Fees	750	1,500	3,585	1,500	
	610.334420	Metered Water Sales	241,613	318,795	251,221	275,000	
	610.334430	Tap Fees	-	7,600	3,000	7,600	
	610.334440	Ready to Serve Fees	8,768	8,000	12,988	13,000	
	610.334495	Special Meter Read					
	610.333449	Infrastructure DOLA Grant					
		Total Fines / Fees / Utilities:	253,181	340,895	276,110	302,100	
	Other Income:						
	610.336100	Interest Income	0	75	10	25	
		Total Other Income:	0	75	10	25	
	In House Transfers:						
		Transfers In from Capital Improv. Fund		25,000		25,000	33
		Transfers In from General Fund	50,000				34
	610.339100	Transfers In from Gas Fund	42,000				34
		Total In House Transfers:	92,000	25,000	-	25,000	
		Total Water Revenue	345,181	365,970	276,120	327,125	
	EXPENSES						
	Water Operations:						
	610.610416.3000	Contract Work / Hydro Excavation	1,081	7,500	4,500	7,500	
	610.610416.3204	Prof. Service - Engineer	1,519	25,000		25,000	
	610.610416.5800	Training, Travel & Meetings	1,013	500	874	1,000	
	610.610416.5901	Enterprise Salary & Benefit Allocation	88,176	92,886	90,000	88,107	
	610.610416.5902	Enterprise General Services Allocation	16,779	16,296	16,000	19,047	
	610.610416.6003	R & M Supplies	827	1,500	11,217	1,500	
	610.610416.6004	Tools	47	500	320	500	
	610.610416.6025	Water Tests	2,180	3,000	1,727	3,000	
	610.610416.6100	Purchased Water	125,823	167,000	134,914	150,000	35
	610.610416.6450	Membership Fees/Subscriptions	565	275	275	275	
	610.610416.7450	Small Equipment Purchases					
	610.610416.9000	Capital Outlay	16,974		22,100		36
		Total Water Operations:	254,983	314,457	281,927	295,929	
		Total Water Expenses	254,983	314,457	281,927	295,929	
		Water Fund Beginning Fund Balance	14,259	14,727	23,013	17,206	
		Revenues	345,181	365,970	276,120	327,125	
		Expenses	254,983	314,457	281,927	295,929	
		Water Fund Subtotal	104,457	66,240	17,206	48,402	
		Water Fund Total Ending Balance:	23,013	66,240	17,206	48,402	

GAS FUND							
			2020 Actual	2021 Budget	2021 Estimates	2022 Budget	Notes
	Fund #620						
	REVENUES						
	Fines / Fees / Utilities:						
	620.334412	Gas Residential	185,763	160,000	221,360	186,000	
	620.334413	Gas Commercial	79,053	75,000	95,747	80,000	
	620.334415	Gas Stand-By Fees	11,733	5,000	10,893	9,000	
	620.334430	Tap Fees	-		3,500		
	620.334470	Gas Taxes	17,286	17,000	19,243	18,000	
		Total Fines / Fees / Utilities:	293,834	257,000	350,743	293,000	
	Other Income:						
	620.336050	Misc Income	15,648	-			
	620.336100	Interest Income	0	400	40	55	
		Total Other Income:	15,648	400	40	55	
		Total Gas Fund Revenue	309,482	257,400	350,783	293,055	
	EXPENSES						
	Gas Fund Operations:						
	620.620416.3000	Contract Work / Hydro Excavation	681	6,000	327	6,000	
	620.620416.3204	Prof. Service - Engineer					
	620.620416.3410	CDOT Physicals, Drug Tests	-	500		500	
	620.620416.4300	Equipment R & M	-	1,000	992	1,000	
	620.620416.4306	Vehicle R & M	-	500		500	
	620.620416.4950	Misc Expense	-	500		500	
	620.620416.5800	Travel, Training, Meetings	-	1,500	1,214	1,500	
	620.620416.5901	Enterprise Salary & Benefit Allocation	87,191	92,886	90,000	88,107	
	620.620416.5902	Enterprise General Services Allocation	16,779	16,296	16,000	19,047	
	620.620416.6003	R & M Supplies	1,414	2,000	2,845	3,000	
	620.620416.6004	Tools	56		15,729	300	
	620.620416.6210	Natural Gas Purchases	104,490	115,000	166,191	170,000	37
	620.620416.6220	Gas Sales Tax	12,056	15,500	14,664	15,500	
	620.620416.6250	Energy Outreach Colorado	671	1,500	1,688	1,700	38
	620.620416.6260	Gas, Oil, Etc.	-	2,000		2,000	
	620.620416.6450	Membership Fees / Subscriptions	38	200	98	200	
	620.620416.8400	Contribution					
	620.620416.9000	Capital Outlay - Gas Line					
	620.620416.9010	Capital Outlay - Vehicle					
	620.620416.9140	Transfer Out	42,000				39
		Total Gas Fund Operations:	265,376	255,382	309,747	309,854	
		Total Gas Fund Expenses & Transfers	265,376	255,382	309,747	309,854	
		Gas Fund Beginning Fund Balance	78,320	73,955	96,688	137,724	
		Revenues	309,482	257,400	350,783	293,055	
		Expenses	265,376	255,382	309,747	309,854	
		Gas Fund Subtotal	122,427	75,973	137,724	120,924	
		Gas Fund Total Ending Balance:	96,688	75,973	137,724	120,924	

SEWER FUND							
			2020 Actual	2021 Budget	2021 Estimates	2022 Budget	Notes
	Fund #630						
	REVENUES						
	Fines / Fees / Utilities:						
	630.334430	Tap Fees	-	2,500	1,900	2,500	
	630.334460	Sewage Collection	433,491	508,550	473,402	501,000	
		Total Fines / Fees / Utilities:	433,491	511,050	475,302	503,500	
	Other Income:						
	630.336100	Interest Income			-	-	
		Total Other Income:	-	-	-	-	
	In House Transfers:						
		Transfer In CIP Fund		25,000		25,000	40
	630.339100	Transfer In General Fund	60,000		90,000		41
		Total In House Transfers:	60,000	25,000	90,000	25,000	
		Total Sewer Operating Revenue	493,491	536,050	565,302	528,500	
	EXPENSES						
	Sewer Operations:						
	630.630416.3000	Contract Work / Hydro Excavation		5,000	9,553	5,000	
	630.630416.3204	Prof. Service - Engineer/Filming	4,933	25,000		25,000	
	630.630416.5800	Travel, Training, Meetings	-	500	894	500	
	630.630416.5901	Enterprise Salary & Benefit Allocat	88,176	84,886	84,000	80,014	
	630.630416.5902	Enterprise General Services Alloca	8,389	8,148	8,100	9,524	
	630.630416.6003	R & M Supplies	2,486	2,000	444	2,000	
	630.630416.6004	Tools	-	500		500	
	630.630416.6240	SUIT - Treatment	444,477	415,000	387,345	393,000	42
	630.630416.7450	Small Equipment Purchases					
		Total Sewer Operations	548,460	541,034	490,336	515,538	
		Total Sewer Fund Expense:	548,460	541,034	490,336	515,538	
		Sewer Fund Beginning Fund Balance	(17,607)	-	(72,576)	2,389	
		Revenues	493,491	536,050	565,302	528,500	
		Expenses	548,460	541,034	490,336	515,538	
		Sewer Fund Subtotal	(72,576)	(4,984)	2,389	15,352	
		Sewer Fund Total Ending Balance:	(72,576)	(4,984)	2,389	15,352	

IRRIGATION FUND							
			2020 Actual	2021 Budget	2021 Estimates	2022 Budget	Notes
	Fund #640						
	REVENUES						
	Fines / Fees / Utilities:						
	640.334430	Tap Fees	237	500	861	500	
	640.334480	Irrigation Water Charges	39,715	40,000	39,718	40,000	
		Total Fines / Fees / Utilities:	39,952	40,500	40,579	40,500	
	Other Income:						
	640.336100	Interest Income	0	10	10	25	
		Total Other Income:	0	10	10	25	
	In House Transfers:						
	640.339100	Transfer In					
		Total In House Transfers:	-	-	-	-	
		Total Irrigation Fund Revenue	39,952	40,510	40,589	40,525	
	EXPENSES						
	Irrigation Operations:						
	640.640416.3000	Contract Work / Hydro Excavation	-	2,000		2,000	
	640.640416.3204	Prof. Service - Engineer	-	500		500	
	640.640416.4315	BIA Water Rights	2,814	3,000	3,335	3,500	43
	640.640416.5400	Advertising/Public Notices					
	640.640416.5901	Enterprise Salary & Benefit Allocation	33,206	34,585	34,000	25,324	
	640.640416.5902	Enterprise General Services Allocation	3,356	3,259	3,200	3,809	
	640.640416.6003	R & M Supplies	1,535	2,000	1,850	2,000	
	640.640416.9000	Capital Outlay - Infrast. Impr. Proj.	-				
		Total Irrigation Operations:	40,911	45,345	42,385	37,133	
		Total Irrigation Fund Expenses	40,911	45,345	42,385	37,133	
		Irrigation Fund Beginning Fund Balance	11,821	10,362	10,862	9,066	
		Revenues	39,952	40,510	40,589	40,525	
		Expenses	40,911	45,345	42,385	37,133	
		Irrigation Fund Subtotal	10,862	5,527	9,066	12,458	
		Irrigation Fund Total Ending Balance:	10,862	5,527	9,066	12,458	

CAPITAL IMPROVEMENT FUND							
			2020 Actual	2021 Budget	2021 Estimates	2022 Budget	Notes
	Fund #300						
	REVENUES						
	Grants / Restricted Funds						
	300.333415	Sales Tax Revenue	228,171	180,000	246,622	230,000	44
		ISD Contribution		110,000	110,000		45
		CDOT Contribution		528,000	528,000		46
	Total Grants / Restricted Funds:		228,171	818,000	884,622	230,000	
	Other Income:						
	300.336100	Interest Income	2	320	160	180	
	Total Other Income:		2	320	160	180	
	In House Transfers:						
	300.339100	Transfer In Utility Funds					
	Total In House Transfers:		-	-	-	-	
	Total Capital Fund Revenues		228,173	818,320	884,782	230,180	
	EXPENSES						
	Capital Improvement:						
	300.930000.3204	Prof Svs - Engineer/Consultant		25,000		25,000	
	300.930000.6454	CIP Transfer Out	-	50,000		50,000	47
	300.930000.9202	Goddard/Becker Crosswalk Pro	88,251	750,000	780,000	-	
	300.930000.9230	Capital Projects		100,000		100,000	48
	Total Capital Improvement Expenses		88,251	925,000	780,000	175,000	
	Capital Improvement Fund Beginning Fund Balance		183,982	316,202	323,904	428,686	
		Revenues	228,173	818,320	884,782	230,180	
		Expenses	88,251	925,000	780,000	175,000	
	ENDING FUND BALANCE		323,904	209,522	428,686	483,866	
		<i>Restricted Operating Reserve</i>	<i>323,904</i>	<i>209,522</i>	<i>428,686</i>	<i>483,866</i>	
	Capital Improvement Fund Total Ending Balance:		323,904	209,522	428,686	483,866	

CONSERVATION TRUST FUND							
			2020 Actual	2021 Budget	2021 Estimates	2022 Budget	Notes
	Fund #400						
	REVENUES						
	Grants / Restricted Funds:						
	400.333100	GOCO Grant	-	72,000		72,000	49
	400.333580	Lottery Funds	7,467	7,200	8,400	8,400	
	Total Grants / Restricted Funds:		7,467	79,200	8,400	80,400	
	Other Income:						
	400.336100	Interest Income	0	300	35	50	
	Total Other Income:		0	300	35	50	
	Total Conservation Trust Fund Revenue		7,467	79,500	8,435	80,450	
	EXPENSES						
	Conservation Trust:						
	400.700452.9000	GOCO Grant Expenditure	-	120,000	-	120,000	
	Total Conservation Trust Fund Expenses		-	120,000	-	120,000	
	Conservation Trust Fund Beginning Fund Balance		61,696	69,162	69,163	77,598	
		Revenues	7,467	79,500	8,435	80,450	
		Expenses	-	120,000	-	120,000	
	CTF Ending Fund Balance		69,163	28,662	77,598	38,048	
	Conservation Trust Fund Total Ending Balance:		69,163	28,662	77,598	38,048	

ECONOMIC DEVELOPMENT FUND							
			2020 Actual	2021 Budget	2021 Estimates	2022 Budget	Notes
	Fund #500						
	REVENUES						
	Grants / Restricted Funds:						
	500.333851	DOLA Broadband Grant			25,000		50
	500.333851	DOLA Housing Study Grant			25,000		51
	Total Grants / Restricted Funds:		-	-	50,000	-	
	Other Income:						
	500.336100	Interest Income	0	220	32	50	
	Total Other Income:		0	220	32	50	
	In House Transfers:						
	500.339100	Transfers In					
	Total In House Transfers:		-	-	-	-	
	Total Economic Development Fund Revenues		0	220	50,032	50	
	EXPENSES						
	500.500463.3207	Planning Grants	49,358		50,000	10,000	52
	Total		49,358	-	50,000	10,000	
	Total Economic Development Fund Expenses		49,358	-	50,000	10,000	
	Economic Development Fund Beginning Balance		110,663	60,663	61,305	61,337	
	Revenues		0	220	50,032	50	
	Expenses		49,358	-	50,000	10,000	
	Ending Fund Balance		61,306	60,883	61,337	51,387	
	Economic Development Fund Total Ending Balance:		61,305	60,883	61,337	51,387	

2022 FUNDS SUMMARY

	Estimated Beginning Fund Balance	2022 REVENUES	2022 EXPENSES	Estimated Ending Fund Balance
FUND				
General	1,712,018	1,984,765	1,966,513	1,730,271
Capital Improvement	428,686	230,180	175,000	483,866
Conservation Trust	77,598	80,450	120,000	38,048
Economic Development	61,337	50	10,000	51,387
Total Governmental Funds	2,279,639	2,295,445	2,271,513	2,303,572
ENTERPRISE				
Water	17,206	327,125	295,929	48,402
Gas	137,724	293,055	309,854	120,924
Sewer	2,389	528,500	515,538	15,352
Irrigation	9,066	40,525	37,133	12,458
Total Enterprise Funds	166,385	1,189,205	1,158,454	197,136
TOTAL ALL FUNDS:	2,446,024	3,484,650	3,429,966	2,500,708

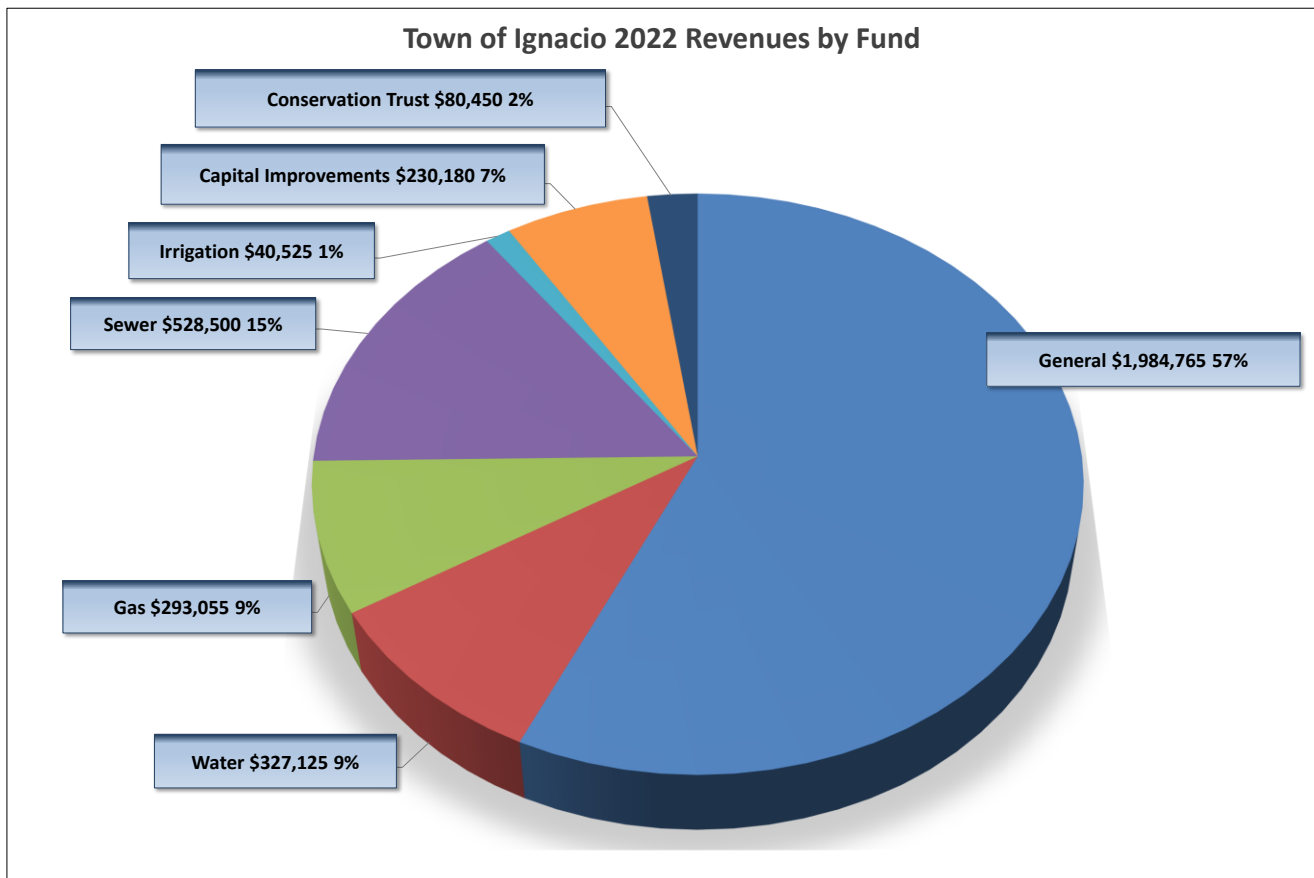
Note #	BUDGET NOTES
1	2020 mill levy was 4.197; 2021 mill levy is 4.305; 2022 mill levy is 4.448.
2	Town sales tax rate is 2%.
3	Town receives 3.55% of the 2% La Plata County sales tax.
4	Grant funding for one (1) full-time officer including salary, benefits and overtime hours.
5	Local Government Limited Gaming Impact Grant.
6	Snow removal compensation from CDOT and Library.
7	Residential trash and recycling billing revenue.
8	Reimbursement from Ignacio School District for School Resource Officer.
9	Overtime calculated at 5% of Deputy Clerk's salary.
10	CIRSA Worker's Compensation and Property & Casualty Insurance for Town and Enterprise Funds.
11	Contracted Town Manager (offset by Admin Manager Salary) and other contractor expenses.
12	IT for Town Administration, Public Safety, Public Works and Enterprise Funds.
13	Town Hall flooring replacement \$15,638 (budgeted 10K in 2019 but project completed in 2020).
14	2020: SOCO 15,000, Axis 1000, Comm Conn 1200, HF 1808; 2021: SOCO \$15,000, Axis \$1000, Comm Conn \$2500, HF \$1808, Ignacio Creative District \$1000, and SASO \$1700; 2022: SoCoCAA \$15,000, Axis \$1000, Comm. Connections \$2500, Homesfund \$1808, Ignacio Creative District \$5000, and SASO \$2700.
15	2021: Capital Outlay Lot 2 Williams Subdivision property acquisition (\$144,780.94).
16	CML, R9, SWCCOG, La Plata Economic Alliance, RHA, Ignacio Chamber of Commerce, POB renewal, IIMC, CMCA, Durango Herald, Fort Lewis CSBDC, CCCMA, CGFOA, Amazon Prime.
17	2020 Transfers out \$60K to Sewer Fund and \$50K to Water Fund for fund balance support. 2021 Transfer out \$90K to Sewer Fund for fund balance support. 2022 potential ELHI purchase.
18	2020: Contract Planning services.
19	Census materials.
20	Colorado/International Code Council Membership.
21	Salaries for 5 full-time officers with one position funded through HIDTA.
22	Two School Resource Officer for Ignacio School District.
23	Overtime is calculated at 10% of officer-only salaries.
24	2020 & 2021: IGA Detox \$7189 & Youth Services Contributions \$9800; 2022: \$5362.50 IGA Detox & Youth Services Contributions \$8800.
25	RMS eForce, CCNC, Wolfcom, Lexipol, CPPA, IPSA, NTOA, Sams Club, Justice Clearinghouse, and Colorado Association of Chiefs (CACF).
26	2019: IPD Supplies; 2021: Radios for IPD.
27	2021-2022: IPD car purchases.
28	Overtime is calculated at 5% of salaries except PW Director who is exempt.
29	Hydro excavation services.
30	Trash hauling fees charged to the Town.
31	Street paving, patching, crack sealing.
32	2022: Environmental Systems Research Institute (ESRI) gis mapping.
33	2021: CIP Fund transfer in for Water Feasibility Study extended to 2022.
34	2020: General Fund transfer in and Gas Fund transfer in for water meter replacement and for fund balance support.
35	Purchased water expense from Southern Ute Utility Department with new water rates since October 2019.
36	2020: \$42,000 water meter replacement.
37	Natural gas purchased from Southern Ute Utility Department.
38	Energy Outreach contributions for low income customer gas bill payment assistance.
39	2020: Transfer out \$42,000 to Water Fund for water meter replacement.
40	2021: CIP Fund transfer in for Water Feasibility Study extended to 2022.
41	2020: Transfer in \$60K from General Fund for fund balance support. 2021: Transfer in \$90K from General Fund for fund balance support.
42	Wastewater treatment cost from Southern Ute Utility Department with new rate structure since October 2019.
43	Raw water irrigation charge from the Bureau of Indian Affairs.
44	Beginning July 2018, sales tax revenue of 1% restricted for Capital Improvement Projects.
45	2021 Contribution: \$110,000 from Ignacio School District for Becker/Goddard Intersection Project.
46	2021 Contribution: \$528,000 Colorado Department of Transportation for Becker/Goddard Intersection Project.
47	2021: Transfer out for water and sewer feasibility studies (\$25,000 each).
48	2022 Capital Projects to be determined by Town Board members.
49	2021 GOCO Planning Grant for Ben Nighthorse Campbell Park (60/40% Funding/Match) extended to 2022.
50	2021 DOLA Broadband grant to be closed by December for one-time reimbursement.
51	2021 DOLA Housing Study grant to be closed by December for one-time reimbursement.
52	U.C. Technician Assistant Program.

2022 Enterprise Salary & Benefit and General Service Allocations						
Manager Salary & Benefits	103,574	Admin - 59%	61,109	General Service Expenses		Amounts
		Water - 12%	12,429	Town Board		7,773
		Gas - 12%	12,429	Audit		17,000
		Sewer - 12%	12,429	Workman Comp		36,489
		Irrigation - 5%	5,179	Insurance / PC		41,662
Clerk/Treasurer Salary & Benefit	80,316	Admin - 59%	47,386	Attorney		10,000
		Water - 12%	9,638	Utilities Water		3,300
		Gas - 12%	9,638	Utilities Sewer		2,500
		Sewer - 12%	9,638	Utilities Electric		8,200
		Irrigation - 5%	4,016	Utilities Gas		2,200
Dep Clerk/Treasurer Salary & Benefit	56,282	Admin - 59%	33,206	Telephone		5,912
		Water - 12%	6,754	Cell Phone		7,100
		Gas - 12%	6,754	IT Services & Maintenance		16,769
		Sewer - 12%	6,754	Internet Line		2,315
		Irrigation - 5%	2,814	IT Equipment & Supplies		6,000
Admin Assist/Fin Cord Salary & Benefit	63,110	Admin - 45%	28,399	Advertising/Public Notice		2,500
		Water - 17%	10,729	Office Equipment L&M		1,452
		Gas - 17%	10,729	Printing Services		4,000
		Sewer - 17%	10,729	Bank Service Charges		800
		Irrigation - 4%	2,524	Uniforms		6,000
PW Director Salary & Benefits	89,478	Public Works - 45%	40,265	Office Supplies		4,000
		Water - 18%	16,106	Postage		4,500
		Gas - 18%	16,106	Total		190,472
		Sewer - 15%	13,422			
		Irrigation - 4%	3,579	2022 General Services Allocation		
Foreman	65,797	Public Works - 45%	29,609	Administration	37%	70,475
		Water - 18%	11,843	Public Work (Streets&Parks)	16%	30,475
		Gas - 18%	11,843	Public Safety	20%	38,094
		Sewer - 15%	9,870	Irrigation	2%	3,809
		Irrigation - 4%	2,632	Sewer	5%	9,524
MW I (2 FTE)	114,490	Public Works - 45%	51,521	Gas	10%	19,047
		Water - 18%	20,608	Water	10%	19,047
		Gas - 18%	20,608	Total	100%	190,472
		Sewer - 15%	17,174			
		Irrigation - 4%	4,580	Enterprise General Service Allocation	27%	51,427
MW II	0	Public Works - 45%	0			
		Water - 18%	0	2022 Enterprise Salary & Benefit Allocation		
		Gas - 18%	0	Admin (non-Enterprise)		170,101
		Sewer - 15%	0	Admin (Enterprise)		133,181
		Irrigation - 4%	0	Public Works (non-Enterprise)		121,394
Total:	573,047		573,047	Public Works (Enterprise)		148,371
				Total:		573,047
				Water		88,107
				Gas		88,107
				Sewer		80,014
				Irrigation		25,324



Town of Ignacio 2022 Revenues by Fund

General	\$1,984,765
Water	\$327,125
Gas	\$293,055
Sewer	\$528,500
Irrigation	\$40,525
Capital Improvements	\$230,180
Conservation Trust	\$80,450
Economic Development	\$50
TOTAL:	\$3,484,650

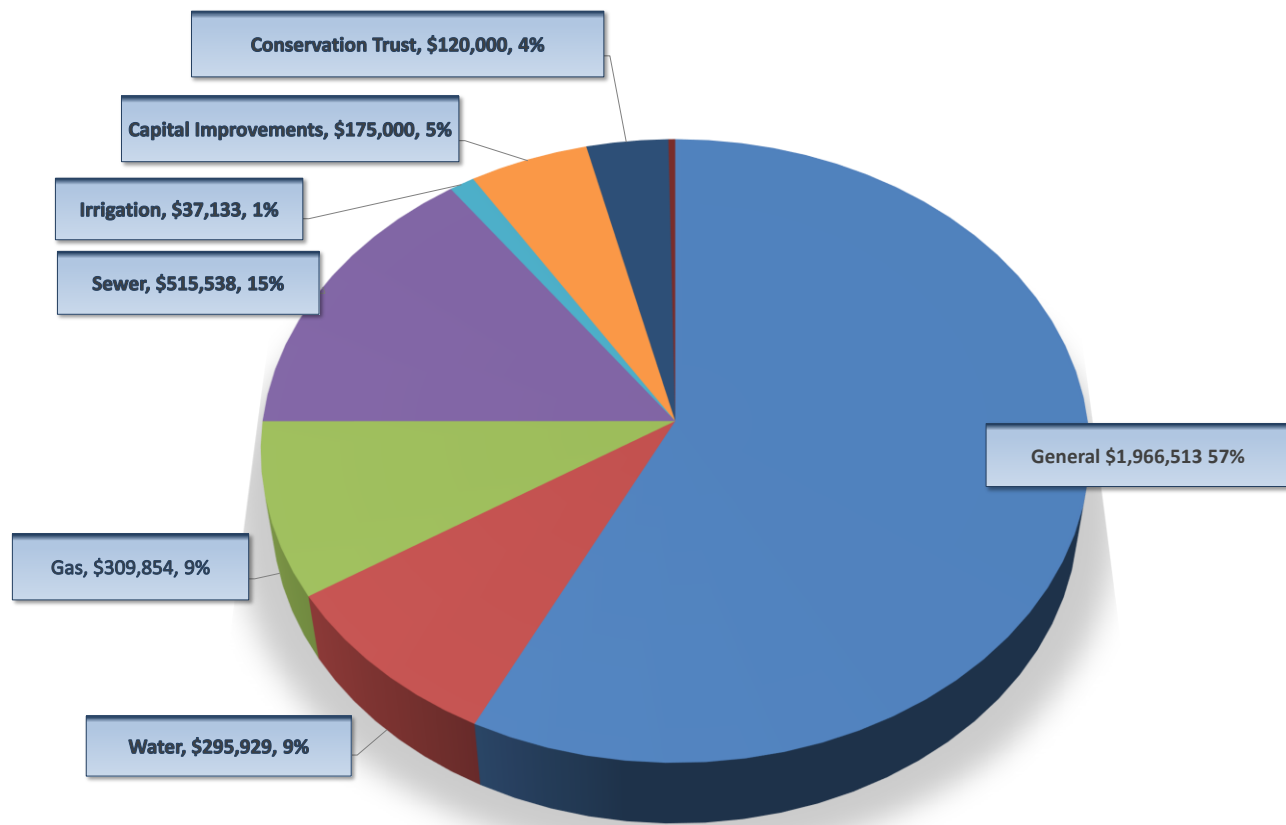




Town of Ignacio 2022 Expenses by Fund

General	\$1,966,513
Water	\$295,929
Gas	\$309,854
Sewer	\$515,538
Irrigation	\$37,133
Capital Improvements	\$175,000
Conservation Trust	\$120,000
Economic Development	\$10,000
TOTAL:	\$3,429,966

Town of Ignacio 2022 Expenses by Fund



ORDINANCE NO. 348

AN ORDINANCE APPROPRIATING ADDITIONAL SUMS OF MONEY TO THE VARIOUS FUNDS AND SPENDING AGENCIES, IN THE AMOUNTS AND FOR THE PURPOSES AS SET FORTH BELOW, FOR THE TOWN OF IGNACIO, COLORADO FOR THE 2022 BUDGET YEAR.

WHEREAS, the Board of Trustees has made provisions for revenues in an amount equal to or greater than the total proposed expenditures as set forth in the 2022 budget, and;

WHEREAS, in order to ensure the essential operations of the Town and as required by law, the necessary revenues are appropriated into the budget as described below.

NOW THEREFORE BE IT RESOLVED by the Board of Trustees of the Town of Ignacio Colorado;

Section 1. The following sums are hereby appropriated from the revenues of respective funds for the expenditures and purposes detailed in the 2022 Town of Ignacio Budget.

GENERAL FUND:

Administration, Public Safety and Public Works Expenses	\$ 1,966,513
<u>Transfers Out</u>	<u>\$ 200,000</u>
Total	\$ 2,166,513

CONSERVATION TRUST FUND:

Operating expenses	\$ 120,000
<u>Transfers Out</u>	<u>\$ 0</u>
Total	\$ 120,000

CAPITAL IMPROVEMENT FUND:

Capital Projects	\$ 175,000
<u>Transfers Out</u>	<u>\$ 0</u>
Total	\$ 175,000

ECONOMIC DEVELOPMENT FUND:

Operating expenses	\$ 10,000
<u>Transfers</u>	<u>\$ 0</u>
Total	\$ 10,000

WATER FUND:

Current Operating expenses	\$ 295,929
Capital Projects	\$ 0
<u>Transfers</u>	<u>\$ 0</u>
Total	\$ 295,929

GAS FUND:

Current Operating expenses	\$ 309,854
Capital Projects	\$ 0
<u>Transfers Out</u>	<u>\$ 0</u>
Total	\$ 309,854

SEWER FUND:

Current operating expenses	\$ 515,538
Capital Projects	\$ 0
<u>Transfers</u>	<u>\$ 0</u>
Total	\$ 515,538

IRRIGATION FUND:

Current operating expenses	\$ 37,133
Capital Projects	\$ 0
<u>Transfers</u>	<u>\$ 0</u>
Total	\$ 37,133

ADOPTED, this 13th day of December, 2021.

TOWN OF IGNACIO, COLORADO

Stella Cox, Mayor

ATTEST:

Tuggy Dunton, Town Clerk

10/05/2021

Town of Ignacio Land Use Code



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CHAPTER II: Land Use and Development Code

Section 1: General Provisions

1) TITLE and EFFECTIVE DATE

This chapter of the Ignacio Municipal Code shall be officially known as the “Land Use and Development Code,” and is referred to throughout this document as “this Land Use Code.” This Land Use Code shall become effective _____, 2021.

2) AUTHORITY

- a) This Land Use Code is adopted pursuant to the authority contained in the Colorado Revised Statutes (C.R.S.), and the Colorado Constitution, Article XX, Section 6. Local governments are provided broad authority to plan for and regulate the use of land within their jurisdictions, as authorized in Title 29, Article 20, et seq. and Title 31, Article 23, et seq. of the C.R.S., as amended. Additional statutory authority may also exist for specific types of land use regulation.
- b) Whenever a section of the Colorado Revised Statutes that is referred to in this Land Use Code is later amended or superseded, this Land Use Code is deemed amended to refer to the amended section or section that most nearly corresponds to the superseded section.

3) PURPOSE of THIS LAND USE CODE

This Land Use Code is adopted for the purpose of promoting the public health, safety, morals, convenience, order, prosperity, and welfare of the present and future inhabitants of the Town of Ignacio. The intent of this Land Use Code is not to create or establish contradictory or problematic requirements or processes.

4) APPLICABILITY and JURISDICTION

- a) The provisions of this Land Use Code shall apply to all development of land within the municipal boundaries of the Town, unless expressly and specifically exempted or provided otherwise in this Code. No development shall be undertaken without prior and proper approval or authorization pursuant to the terms of this Code. All development shall comply with the applicable terms, conditions, requirements, standards, and procedures established in this Code.
- b) Except as herein provided, no building, structure, or land shall be used and no building or structure or part thereof shall be erected, constructed, reconstructed, altered, repaired, moved or structurally altered except in conformance with the regulations herein specified for the zone district in which it is located, nor shall a yard, lot, or open space be reduced in dimensions or area to an amount less than the minimum requirements set forth herein.
- c) This Code establishes procedural and substantive rules for obtaining the necessary approval to develop land and construct buildings and structures. Development

applications will be reviewed for compliance with any adopted [Comprehensive Plan](#) and with all adopted regulations, policies, and other guidelines.

5) CONFLICTING PROVISIONS

- a) CONFLICT WITH OTHER PUBLIC LAWS, ORDINANCES, REGULATIONS, OR PERMITS – This Land Use Code is intended to complement other local, state, and federal regulations that affect land use. This Land Use Code is not intended to revoke or repeal any other public law, ordinance, regulation, or permit. However, where conditions, standards, or requirements imposed by any provision of this Land Use Code are either more restrictive or less restrictive than comparable standards imposed by any other public law, ordinance, or regulation, the provisions that are more restrictive or that impose higher standards or requirements shall govern.
- b) CONFLICT WITH PRIVATE AGREEMENTS – This Land Use Code is not intended to revoke or repeal any [easement](#), covenant, or other private agreement. However, where the regulations of this Land Use Code are more restrictive or impose higher standards or requirements than such easement, covenant, or other private agreement, then the requirements of this Land Use Code shall govern. Nothing in this Land Use Code shall modify or repeal any private covenant or deed restriction, but such covenant or restriction shall not excuse any failure to comply with this Land Use Code. In no case shall the Town be obligated to enforce the provisions of any easements, [covenants](#), or agreements between private parties.

6) ENFORCEMENT

- a) ENFORCING OFFICIAL – The provisions of this Chapter shall be administered and enforced by the officers or departments designated by the Town Manager. For the purposes of this code, the person assigned shall hereafter be referred to as “Code Administrator” or “Administrator.”
- b) ENFORCEMENT PROCEDURE – All alleged violations of any of the provisions of this Chapter shall be investigated by the Administrator. It is the policy of the Town to work with citizens to obtain compliance in the most neighborly and efficient process possible. If a violation is found to exist it shall be corrected in one or more of the following ways:
 - i. The Administrator will first notify the property owner and any other persons responsible for the violation, in person if possible, and give options for compliance. Should compliance not be obtained, the Administrator will then notify the party in writing and order the necessary correction, complete with a schedule for compliance.
 - ii. The Building Official may issue a stop work order by notice in writing posted on the building or property in or upon which such violation is occurring, as provided by the [Building Code](#) adopted by the Town.
 - iii. Failure to comply with any of the provisions of this Chapter, shall constitute a violation of the Code and subject to citation into the Town Municipal Court.

7) FEES

Reasonable fees sufficient to cover the costs of administration, inspection, publication of notice and similar matters will be charged to [applicants](#) for permits, [plat](#) approvals, zoning amendments, variances, and other administrative relief. The Town Board will periodically adopt the fee schedule. The fee schedule is available from the Town.

8) SEVERABILITY

If any part, section, subsection, sentence, clause, or phrase of this Code is for any reason held to be invalid, such invalidity shall not affect the validity of the remaining sections of the Code. The Town Board hereby declares that it would have passed the Code including each part, section, subsection, sentence, clause, or phrase thereof, irrespective of the fact that one or more parts, sections, subsections, sentence, clauses, or phrases be declared invalid.

9) COMPUTATION of TIME

In computing a period of days, the first day is excluded and the last day is included. If a deadline or required date of action falls on a Saturday, Sunday, or holiday observed by the Town, the deadline or required date of action shall be the next day that is not a Saturday, Sunday, or holiday observed by the Town. References to days are calendar days unless otherwise stated.

10) DECISION-MAKING BODIES

a) TOWN BOARD

The Town Board shall have the Land Use review and decision-making responsibilities listed in [Table 2.2.1](#) and shall exercise their authority in accordance with the terms of this Land Use Code.

b) PLANNING COMMISSION

The Planning Commission is established pursuant to the authority of CRS 31-23-201 et sec. The Planning Commission shall have all powers granted and shall perform all the duties imposed by statutes of the State of Colorado. The Planning Commission shall have the review and decision-making authorities listed in Table 2.2.1, and in addition shall have the following duties and responsibilities:

- i. Develop and recommend to the Town Board new policies, administrative procedures, and other processes or improvements pertaining to land use;
- ii. Conduct studies and recommend to the Town Board, any other new plans, goals, and objectives relating to growth, development, and redevelopment of the Town;
- iii. Perform any other duties assigned by the Town Board.
- iv. Members and Terms of Office
 - (1) The Planning Commission shall consist of five (5) members and two (2) alternate members, who shall be appointed by the Town Board by resolution.

- (2) Members shall be Town residents or property owners within the Town. Preference for appointments will be given to residents and property owner appointments shall not exceed two (2) members. No vote shall pass with a majority of property owner votes, which could be the case with a 3-person quorum and two property owners voting.
- (3) Members of the Commission shall serve terms of four (4) years and until their successors have been appointed. Terms shall be arranged so that the term of at least one (1) member shall expire each year.
- (4) The members of the Planning Commission shall serve in such capacity without compensation.
- (5) The Town Board shall, by resolution, fill vacancies, designate alternate members, and may remove members for cause in accordance with State Statutes. The office of any regular member of the Planning Commission shall be deemed vacant if that member misses three consecutive regular meetings unless the absences are excused by the Chairperson. Vacancies may be filled for the unexpired terms only. Members may be reappointed to successive terms without limitation.

c) **BOARD OF ADJUSTMENT**

The Board of Adjustment is established pursuant to the authority of CRS 31-23-307 et. sec. The Board of Adjustment shall have all powers granted and shall perform all the duties imposed by statutes of the State of Colorado. The Board of Adjustment shall have the review and decision-making authorities listed in Table 2.2.1. The Board of Adjustment conducts proceedings in a quasi-judicial manner.

i. **Members and Terms of Office**

- (1) The Board of Adjustment shall consist of five (5) members and two (2) alternate members, who shall be appointed by the Town Board by resolution.
- (2) Members shall be Town residents or property owners within the Town. Preference for appointments will be given to residents and property owner appointments shall not exceed two (2) members.
- (3) The members of the Board of Adjustments shall serve in such capacity without compensation.
- (4) The Town Board shall, by resolution, fill vacancies, designate alternate members, and may remove members for cause in accordance with State Statutes. The office of any regular member of the Board of Adjustment shall be deemed vacant if that member misses three consecutive regular meetings unless the absences are excused by the Chairperson. Vacancies may be filled for the unexpired terms only. Members may be reappointed to successive terms without limitation.

11) MEETINGS and HEARINGS GENERALLY

This Section shall apply to the Planning Commission and Board of Adjustments established under this Chapter, unless otherwise provided in this Land Use Code:

a) **MEETINGS**

i) **Chairperson and Vice Chairperson**

Annually, at the first regular meeting of the year, the Planning Commission and Board of Adjustments shall elect, by majority vote, from its membership a Chairperson and Vice-Chairperson, with each being eligible for re-election, and each serving a one-year term in such capacity. The Chairperson of each commission or board shall preside at all meetings and [public hearings](#) and shall decide all points of order and procedure. The Vice-Chairperson shall assume the duties of the Chairperson in the absence of the Chairperson and shall act in the capacity of Chairperson of all special committees created by the commission or board. Should the Vice-Chairperson and the Chairperson be absent from a meeting or public hearing, the majority of the commission or board shall appoint a member to be the presiding officer. Any vacancy from the position of Chairperson or Vice-Chairperson shall be filled in the same manner as such positions are established.

ii) **Establishment of Meeting Schedule**

The commission and board shall establish a meeting schedule that meets frequently and regularly. All meetings shall be open to the public, and the agenda for each meeting shall be made available in advance. In lieu of a meeting schedule, the Board of Adjustment must convene a meeting within 45 days of receipt by the Administrator of a completed variance or appeal application.

iii) **Notice of Meetings**

The Town Hall shall be the designated public place for posting meeting notices. A posted meeting agenda may be amended by a majority vote. The agenda of any regular meeting at which a quorum is expected shall be posted no less than 24 hours in advance of the meeting.

iv) **Special Meetings**

Special meetings may be called as necessary by the Chairperson or a majority of the commission or board. The agenda of any special meeting at which a quorum is expected shall be posted no less than 24 hours in advance of the meeting.

b) **SUBCOMMITTEES**

The Planning Commission or Board of Adjustments may establish committees as it deems advisable and assign each committee specific duties or functions. The chairperson of each commission or board may designate the members of each committee and may name the chairperson of each committee. The chairperson may fill vacancies on committees as they are created.

c) **ACTIONS BY MEMBERS**

i) **Quorum**

A quorum for each commission or board shall consist of three-fifths of the regular and alternate members present for the properly noticed meeting. A quorum must

exist before the commission or board can take official action. In cases where a member may be permitted to withdraw from the meeting without being properly excused, that member shall be counted as present for the purpose of a quorum.

ii) **Use of Alternate Members**

An alternate member shall be seated as a voting member when designated by the Chairperson to fill an absence of a regular member. An alternate member shall remain seated as a voting member either for the duration of the meeting, or until the absent member arrives. In the event a regular member arrives late, the alternate member shall remain seated until a new agenda item is taken up. If, in the course of a meeting where an alternate member is seated, a [public hearing](#) is “continued” to a later meeting, that alternate member shall also be seated for the continuation of the public hearing, but not for any other agenda items unless absences of other regular members necessitate. A regular member who was absent from a public hearing that is continued shall remain unseated at the continued public hearing but shall retain his or her seat for all other business conducted at the meeting.

d) **VOTING**

i) **Planning Commission**

All actions taken by the Planning Commission will require a majority vote by a quorum of the Commission. No vote shall pass with a majority of property owner votes, which could be the case with a 3-person quorum and two property owners voting.

ii) **Board of Adjustment**

A concurring vote of four-fifths of the membership is necessary to reverse any order, requirement, decision, or determination by the Administrator, or to decide in favor of any [applicant](#) on any matter that is required to pass under this Land Use Code. All other actions taken by the Board of Adjustment will require a majority vote by a quorum of the Board. No vote shall pass with a majority of property owner votes, which could be the case with a 3-person quorum and two property owners voting.

iii) **Withdrawals from Voting**

- (1) A member of the Planning Commission or Board of Adjustments may be excused from voting on a particular issue only if he or she determines they would have a conflict of interest, or he or she would be violating the State Code of Ethics.
- (2) A member of the Commission or Board may be allowed to withdraw from the remainder of a meeting by receiving a majority vote from the remaining members present. A meeting withdrawal is allowed for any sufficient reason other than the member’s desire to avoid voting on matters to be considered during the meeting. A motion to allow a member to be excused from the remainder of the meeting is proper only if made by or initiated by the member directly affected.

e) **RECORDING OFFICIAL ACTIONS**

The Designated Town Staff shall be responsible for working with the Chairperson and Administrator to ensure all required information requiring official action is provided and retained for proper record keeping. Each commission and board shall act on all of the below items:

- i) Approval of regular and special meeting agendas and minutes; and
- ii) Detail all actions requiring official recommendations or approvals as dictated by this Chapter.

CHAPTER II: Land Use and Development Code

Section 2: Administration

This section outlines the common and specific procedures required for all types of land use review. The Administrator or Planning Commission has the ability to refer any application to the next higher level of decision authority if they deem the project impacts are substantial and necessitate a higher level of review.

1. SUMMARY TABLE OF PROCEDURES

Table 2.2.1 Summary Table of Procedures

R=Review (Review or Recommend) D=Decision (Responsible for Final Decision) H=Public Hearing Required A=Appeal (Decision Appeal Authority)					
PLANNING AND ZONING					
Procedure	Section	Administrator	PC	BOA	Town Board
Comprehensive Plan, Adoption, and Amendments			R - H		D - H
Rezone and Initial Zoning		R	R - H		D - H
Annexation		R	R		D - H
Code Interpretation		D		A - H	
Special Use Permits		D	A - H		
Conditional Use Permits		R	D - H		A
Variances		R	R	D - H	
Site Plan, Major		R	D		A - H
Site Plan, Minor		D	A		
Sign Permit		D	A		
Sign Program		R	D		A - H
Appeals of Administrative Decisions				D - H	

Table 2.2.1 Summary Table of Procedures (continued)

R=Review (Review or Recommend) D=Decision (Responsible for Final Decision) H=Public Hearing Required A=Appeal (Decision Appeal Authority)					
SUBDIVISION					
Minor Subdivision		R-D		A	
Major Subdivision Sketch plan		R	D - H		A
Major Subdivision Prelim. Plat		R	R		D
Major Subdivision Final Plat		D			A
Vacation of ROW		R	R		D - H
Amended Plats/Boundary Adjustments		R	R		D - H
Condominium/Townhouse Plat		R			D - H
Vested Rights					D - H

2) COMMON DEVELOPMENT REVIEW PROCEDURES

a) PRE-APPLICATION CONFERENCE (OPTIONAL)

i) Purpose

The purpose of a pre-application conference is to provide an opportunity for an informal evaluation of the [applicant's](#) proposal and to familiarize the applicant and the Administrator with the applicable provisions of this Land Use Code, any Comprehensive or other applicable Town Plans or Policies, [infrastructure](#) requirements, and any other issues that may affect the applicant's proposal.

ii) Pre-Application Conference

The potential [applicant](#) shall request a pre-application conference with the Administrator and pay the required fees, if any. With the request for a pre-application conference, the applicant shall provide to the Administrator a description of the [character](#), location, and magnitude of the proposed development and any other available supporting materials, such as maps, drawings, or models. It is the applicant's responsibility to provide sufficiently detailed plans and descriptions of the proposal for the Administrator to make informal recommendations regarding the proposed project. At the conference, the applicant, the Administrator or designee, and any other persons the Administrator deems appropriate to attend shall discuss the proposed development and the applicable requirements of this Land Use Code, based on the information provided by the applicant. The informal evaluation and comments provided by the Administrator at the conference are not binding upon the applicant or the Town but are intended to guide the applicant through the application and submittal

process and advise the applicant in advance of issues that may be relevant to the respective board or commission.

b) APPLICATION

i) Application Requirements

A uniform application is used for every process under this Code. However, additional information may be required at each level of a multi-level application such as a subdivision. Each and every application under this Code shall include, or be accompanied by, the following information, unless waived by the Administrator:

- (1) The name, mailing address, and telephone numbers of the applicant for the permit.
- (2) The owner of the property upon which the improvement or use is to take place.
- (3) Any agents authorized to act on behalf of the owner or the applicant.
- (4) Any contractor retained or to be retained to accomplish any portion of the improvement.
- (5) Proof of ownership of the property in question and concurrence in the purpose of the application by the owner.
- (6) Legal description of the property in question, to include: survey number, tract number or other recorded identifying parcel number.
- (7) Current zoning classification of the parcel.
- (8) A copy of a certified survey plat may be required or a sketch plan which shows the relative location of existing and proposed improvements, buildings, structures, roads, driveways, parking, ditches, utilities, fences, and other significant features.
- (9) A written description of the nature of the improvement planned, if any.
- (10) Architect or engineer drawings, floor plans, and diagrams as may be required by the Administrator.
- (11) Proof that a request for a driveway permit has been submitted to the Colorado Department of Highways, if a new access road or driveway to the property intersects with a state highway.

c) AUTHORITY to FILE APPLICATIONS

Unless otherwise specified in this Land Use Code, applications for review and approval may be initiated by the owner of the property that is the subject of the application, the owner's authorized agent. When an authorized agent files an application under this Land Use Code on behalf of a property owner, the agent shall provide the Town with written, notarized documentation that the owner has authorized the filing.

d) DEVELOPMENT REVIEW FEES

i) Recovery of Costs

Development review fees are established for the purpose of recovering the costs incurred by the Town in processing, reviewing, and recording development

applications submitted pursuant to this Land Use Code. An applicant shall reimburse the Town for all costs incurred in review of an application, including review fees from consultants acting as staff and fees from review agencies. The development review fees imposed pursuant to this Section shall be paid at the time of submittal of any development application and are non-refundable. All final approvals shall be contingent on the applicant reimbursing the Town any additional required fees within 30 days of a decision.

ii) **Development Review Fee Schedule**

The Town Board shall establish development review and recording fees. The schedule of fees shall be reviewed annually and shall be adjusted, if necessary, by the Town Board and adopted by resolution.

iii) **Fee Waivers**

A waiver of development review fees may be granted by the Town Board upon written request by an applicant. The waiver will only be granted when, in the opinion of the majority of the Town Board, the public benefit and need of the project warrants such a waiver.

e) **SUBMITTAL REQUIREMENT WAIVER**

The Administrator may waive certain submittal requirements if it is deemed unnecessary for the review of the project and associated development impacts. The Administrator will provide a report detailing the exact waivers and explanation on why they are not necessary, and the report will become part of the application and project file.

f) **ADDITIONAL INFORMATION**

Additional application-specific information, beyond that specified, may be required by the Administrator, Planning Commission, and/or Town Board, as necessary and appropriate to evaluate fully whether an application complies with the requirements of this Land Use Code.

g) **INACTIVE FILES**

If an applicant fails to submit required information or request a hearing date within six (6) months from the application date, the file may become void and the re-submittal of a new application and fees may be required. The Administrator may grant extensions of time to this provision, upon a written request by the applicant.

h) **DETERMINATION OF APPLICATION COMPLETENESS**

The Administrator shall only initiate the review and processing of complete applications. The Administrator will decide application completeness within 15 days of receipt of the application by the Administrator. If the application is determined to be complete, the application shall then be processed according to the procedures set forth in this Land Use Code. If an application is determined to be incomplete, the Administrator shall provide notice to the applicant along with an explanation of the application's deficiencies. No further processing of an incomplete application shall occur until the deficiencies are corrected in a future re-submittal.

- i) An application will be considered complete if it is submitted in the required form, includes all mandatory information, including all supporting materials, and is accompanied by the applicable fee. Information shown must clearly indicate compliance with applicable development standards, or in the case of a request for a variance or modification to certain standards, the degree to which the application will be non-compliant.
 - ii) Any supplemental technical reports and special studies that are submitted following the original application must be received at least 30 days prior to the first hearing to be held on the application. The Town may postpone and reschedule a hearing or approval deadline if such reports and studies are submitted less than 30 days prior to a hearing. Copies of such additional materials shall be delivered to all reviewers who received the original application packet.
- i) **ADMINISTRATOR REVIEWS APPLICATION AND PREPARES STAFF REPORT**
After determining that a development application is complete, the Administrator shall refer the development application to the appropriate board or commission, ensure all required notices are completed, review the development application, and prepare a Staff Report. The Staff Report shall be made available for inspection and copying by the applicant and the public prior to any scheduled public hearing(s) on the application. The Staff Report shall indicate whether, in the opinion of the Administrator, the development application complies with all applicable standards of this Land Use Code.
- j) **NOTICE OF PUBLIC HEARING(S)**
- i) **Content of Notices**
Notice of all [public hearings](#) required under this Land Use Code shall: (1) identify the date, time, and place of the public hearing, (2) if applicable, describe the property involved in the application by street address or by legal description; (3) describe the nature, scope, and purpose of the proposed action; (4) indicate that interested parties may appear at the hearing and speak on the matter; and (5) indicate where additional information on the matter may be obtained.
 - ii) **Summary of Notice Requirements**
Table 2.2.2 lists the notice requirements for all procedures in this Chapter.
 - (1) **Published Notice**
When Table 2.2.2 requires that notice be published, the Town Clerk shall publish notice of a public hearing in a newspaper of general circulation at least 15 days prior to the scheduled hearing date.
 - (2) **Written Notice**
When Table 2.2.2 requires that written notice be provided, such notice shall be mailed by the Town no less than 15 days before the public hearing, by first class United States mail, to the applicant, appellant, or [landowners](#) subject to a land use application, subject property, neighboring property owners whose properties are within 200 feet of the lot that is the subject of the application

or appeal (based on information found in the La Plata County tax records), and any other person who makes a written request for such notice.

(3) Posted Notice

When Table 2.2.2 requires a posted notice, the applicant shall post at least one sign on the lot, [parcel](#), or tract of land, and such sign shall remain on the property for a period of at least 15 days prior to the public hearing. The sign shall be posted in a prominent place, clearly visible from the most heavily traveled [adjacent](#) street or public way. The Administrator may require that additional signs be posted depending on the access and configuration of the property.

(4) Notice to Mineral Estate Owners and Lessees

When Table 2.2.2 requires that notice be provided to mineral estate owners and lessees, the applicant shall provide notice of the application by certified mail, return receipt requested, to all mineral estate owners and lessees on the subject property in accordance with C.R.S. Section 24-65.5-103. Such notice shall be provided not less than 30 days prior to the initial public hearing, or not less than 30 days prior to the final decision if the application does not require a public hearing. It shall be the applicant's responsibility to conduct the necessary research to determine mineral estate owners and lessees on the subject property.

(5) Constructive Notice

Minor defects in any notice shall not impair the notice or invalidate proceedings pursuant to the notice if a bona fide attempt has been made to comply with applicable notice requirements. Minor defects in notice shall be limited to errors in a legal description or typographical or grammatical errors that do not impede communication of the notice to affected parties. In all cases, however, the requirements for the timing of the notice and for specifying the time, date, and place of a hearing shall be correctly conveyed. Failure of a party to receive written notice shall not invalidate subsequent action. If questions arise at the hearing regarding the adequacy of notice, the decision-making body shall make a formal finding as to whether there was substantial compliance with the notice requirements of this Land Use Code.

Table 2.2.2 Notice Requirements

PLANNING AND ZONING		X - Denotes Required Notice			
Procedure	Section	Published	Written	Posted	Mineral
Rezone and Initial Zoning		X	X	X	
Annexations		X	X	X	
Code Interpretation		X			
Special Use Permits		X	X	X	
Conditional Use Permits		X	X	X	
Variances		X	X	X	
Site Plan, Major		X	X	X	
Site Plan, Minor					
SUBDIVISIONS					
Minor Subdivision		X	X	X	X
Major Subdivision Sketch Plan		X	X	X	
Major Subdivision Preliminary Plat		X	X	X	X
Major Subdivision Final Plat					
Vacation of ROW		X	X	X	
Amended Plats/Boundary					
Condominium/Townhouse Plat					
Vested Rights					

k) DECISION AND FINDINGS

i) Approval Criteria

To approve a development application, the respective board, commission, or Administrator shall find that the development application has satisfied and followed the applicable requirements of this section and all the approval criteria required for the applicable development application.

ii) Decision

After consideration of the development application, the Staff Report, comments received from other reviewers (if applicable), and the evidence from the public hearing (if applicable), the decision-maker designated in Table 2.1.1 shall approve, approve with conditions, or deny the application based on the applicable approval criteria. The Administrator shall provide written notification of the decision to the applicant within seven (7) days after the decision.

iii) Conditions of Approval

Unless otherwise specified in this Land Use Code, the respective board or commission may impose such conditions on the approval of the application as may be necessary to reduce or minimize any potential adverse impact upon other property in the area, or to carry out the general purpose and intent of any adopted [Comprehensive Plan](#), other adopted Town plans, and this Land Use Code. In such cases, any conditions attached to approvals shall be directly related to the impacts of the proposed use or development and shall be roughly proportional in both nature and extent to the anticipated impacts of the proposed use or development. No conditions of approval shall be less restrictive than the requirements of this Land Use Code, except where the Land Use Code allows deviations from the express requirements of the Land Use Code.

iv) **Findings**

All decisions shall include at the least the following elements:

- (1) A clear written statement of approval, approval with conditions, or denial, whichever is appropriate; and
- (2) A clear statement of the basis upon which the decision was made, including specific written findings of fact with reference to the relevant standards of this Land Use Code.

v) **Record of Proceedings**

(1) **Recording of Public Hearing**

The respective board or commission conducting the [public hearing](#) shall record the public hearing by any appropriate means. A copy of the public hearing record may be acquired by any person upon application to the Administrator, and payment of a fee to cover the cost of duplication of the record.

(2) **The Record**

The record shall consist of the following, all of which shall be kept by the Town for a length of time prescribed in the Town's adopted records retention schedule:

- (a) All exhibits, including, without limitation, all writings, drawings, maps, charts, graphs, photographs, and other tangible items received or viewed during the proceedings;
- (b) All minutes of the proceedings; and
- (c) If available, a transcript and/or audio or video recording of the proceedings.

vi) **Recording of Decisions**

Once approved, and after the appeal period has expired, the decision shall be filed with the Town Clerk.

l) **AMENDMENTS to PERMITS or OTHER FORMS of APPROVAL**

i) **Minor Amendments**

Unless otherwise specified in this Section, minor amendments to any permit or other form of approval issued by the Administrator, the Planning Commission, or

the Town Board may be approved, approved with conditions, or denied administratively by the Administrator and may be authorized without additional public hearings. Such minor amendments may be authorized by the Administrator if the development approval, as so amended, continues to comply with the standards of this Land Use Code, at least to the extent of its original compliance (so as to preclude any greater deviation from the standards of this Land Use Code by reason of such amendments). Minor amendments shall consist of any of the following:

- (1) Any change to any permit or other form of approval that was originally subject only to administrative review and was approved by the Administrator, provided such change would not have disqualified the original application from administrative review had it been requested at that time; and provided that the minor amendment does not result in an increase of more than ten percent in the amount of square footage of a land use or structure and does not result in a change in the types of uses in the project.
- (2) Any change to any permit or other form of approval that was originally subject to final review by and was approved by the Planning Commission, provided that:
 - (a) The minor amendment does not result in an increase in the approved number of [dwelling units](#);
 - (b) The minor amendment does not result in an increase in the amount of square footage of a non-residential land use or structure;
 - (c) The minor amendment does not result in a change in the housing mix or use mix ratio;
 - (d) The minor amendment does not result in a change in the [character](#) of the development;
 - (e) The minor amendment does not decrease [setbacks](#) or increase height; and
 - (f) In either (1) or (2) above, the Administrator may refer the amendment to the Planning Commission.

ii) **Major Amendments**

Amendments to any permit or other form of approval that are not determined by the Administrator to be minor amendments under Section 2.2(l) shall be deemed major amendments. Major amendments shall be reviewed and processed in the same manner as required for the original application for which the amendment is sought.

m) **LAPSE of APPROVAL**

If applicable, the lapse of approval time frames established in Section 2.3. may be extended only when all the following conditions exist:

- i) The provisions of this Land Use Code must expressly allow the extension;
- ii) An extension request must be filed prior to the applicable lapse-of-approval deadline;

- iii) The extension request must be in writing and include justification; and
 - iv) Unless otherwise noted, authority to grant extensions of time shall rest with the decision-making body that granted the original approval being extended.
- n) **SUBSEQUENT APPLICATIONS**
- Following denial of an application, the respective Board or Commission shall not consider the same or substantially the same application within one year of the date of denial. The respective Board, Commission, or Administrator may waive the one year waiting period if, after review of a written request, shows good cause. The respective Board or Commission must approve this waiver by an affirmative vote of the majority of its members.
- o) **APPEALS**
- i) **Purpose**
- This Section sets forth the process for appealing final decisions made under this Land Use Code. Appeals of land use decisions are available at each step of review and decision-making process. Administrative decisions may be appealed to the Board of Adjustment, except for administrative approvals of minor [site plans](#), [temporary use](#) permits, sign permits, and final [subdivision](#) plats. Decisions of the Planning Commission may be appealed to the Town Board, as further set forth in this Section.
- ii) **Types of Appeals**
- (1) **Appeals from Final Decisions by the Administrator**
- A party-in-interest may appeal a final decision made by the Administrator in administering or interpreting this Code. All such appeals shall be taken to the Board of Adjustment, except that appeals from the Administrators decisions on temporary use permits, minor [site plans](#), sign permits, and final subdivision plats shall be taken to either the Planning Commission or Town Board, as applicable.
- (2) **Appeals from Final Decisions by the Board of Adjustment**
- A party-in-interest may appeal a final decision made by the Board of Adjustment. All such appeals shall be taken to a Colorado court of competent jurisdiction.
- (3) **Appeals from Final Decisions by the Planning Commission**
- A party-in-interest may appeal a final decision made by the Planning Commission to the Town Board.
- (4) **Appeals from Final Decisions by the Town Board**
- A party-in-interest may appeal a final decision made by the Town Board to a Colorado court of competent jurisdiction.
- (5) **Appeals from Enforcement Actions**
- Appeals from issuance of a notice of violation or stop work order shall be taken to a Colorado court of competent jurisdiction.

iii) **Grounds for Appeal**

The permissible grounds for appeal shall be limited to allegations that the Approval Authority committed one (1) or more of the following errors:

(1) Failed to properly interpret and apply relevant provisions of this Code.

(2) Failed to conduct a fair hearing in that:

(a) The Original or Appellate Approval Authority abused its discretion as contained in this Code;

(b) The Original or Appellate Approval Authority substantially ignored its formally established rules of procedure resulting in a denial of procedural due process; or

(c) The Original or Appellate Approval Authority based its decision on evidence which was substantially false or grossly misleading.

iv) **Notice of Appeal**

Appeals shall be made within ten (10) days of the final decision which is the subject of the appeal. All appeals shall be filed in writing with the Town Clerk and shall include the reasons for the appeal.

v) **Burden of Proof**

Any final decisions of the Approval Authority shall be presumed to be correct. The appellant has the burden of proof to show that a preponderance of the evidence introduced before the Approval Authority supports the conclusion that the decision should be overturned.

vi) **Appeal Hearing**

(1) The Administrator shall schedule a [public hearing](#) on the appeal no later than sixty (60) days after the date the appeal was filed with the Town Clerk. The appeal hearing may be extended up to ninety (90) days after the filing of the appeal if agreed to by both the Administrator and the appellant.

(2) Notice of the public hearing shall be published as required for the original decision.

vii) **Appeal Criteria**

The Board of Adjustment or Town Board shall reverse, amend, or remand a decision upon a finding that at least one of the grounds for appeal set forth in Section 2.2.o.iii occurred, and that the final decision being appealed was materially affected thereby.

viii) **Decision**

Following the public hearing, the Board of Adjustment or Town Board may, in whole or in part, affirm, reverse, or amend the decision being appealed based on the appeal criteria set forth in Section 2.2.o.vii herein, and to that end the Board of Adjustment or Town Board shall have all the powers of the Approval Authority. The Board of Adjustment or Town Board may also remand the matter back to the Approval Authority, as deemed appropriate, for further proceedings consistent with the Land Use Code. The final decision shall be stated in writing in the body's minutes as well as in a written order to be delivered to the appellant and shall

include specific findings of fact with specific reference to relevant standards as set forth in this Land Use Code.

(1) **Notification to Applicant**

The Administrator shall provide notification of the final decision to the parties in the appeal within ten (10) days of the decision.

p) **VESTED RIGHTS**

i) **Purpose**

The purpose of this Section is to provide the procedures necessary to implement the provisions of Article 68 of Title 24, C.R.S., as amended.

ii) **Definition**

For purposes of Article 68 of Title 24, C.R.S., a [site specific development plan](#) means a document that complies with all requirements of this Section and consists of one of the following:

(1) A final [subdivision](#) plat approved pursuant to Section 2.3.b.iii.5; or

(2) A site plan approved pursuant to Section 2.3.g.

iii) **Notice and Hearing**

To obtain a [site specific development plan](#), the developer must seek from the Town Board approval of the project at a public hearing conducted at the request of the [landowner](#), which hearing follows the successful approval of the development at all other required stages of the development review process. The public hearing shall be preceded by written notice of such public hearing pursuant to Section 2.3.k. Such notice may, at the Town's option, be combined with the notice required for any other required notice. At such public hearing, interested persons shall have an opportunity to be heard. Failure of the landowner to request such a hearing renders the approval not a "site specific development plan," and no [vested rights](#) shall be deemed to have been created.

iv) **Approval, Effective Date and Amendments**

A [site specific development plan](#) shall be deemed approved upon the effective date of the approved plan. In the event amendments to a site-specific development plan are proposed and approved, the effective date of such amendments, for purposes of duration of a vested property right, shall be the date of the approval of the original site-specific development plan, unless the Town Board specifically finds to the contrary and incorporates such finding in its approval of the amendment. The Town Board may, by agreement with the [developer](#), designate an approval other than the final development plan or final [plat](#) to serve as the site-specific development plan approval for a specific project.

v) **Notice of Approval**

Each map, plat, [site plan](#), or other document constituting a site-specific development plan shall contain the following language: "Approval of this Plan may create a vested property right pursuant to Article 68 of Title 24, C.R.S." Failure of the map, plat, or site plan to contain this statement shall invalidate the creation of the vested property right. In addition, a notice describing the type and intensity

of use approved, the specific parcel or parcels of property affected, and stating that a vested property right has been created, shall be published once, not more than 14 days after approval of the site-specific development plan, in a newspaper of general circulation within the Town.

vi) **Duration**

A vested property right approved pursuant to this Section shall last a period of three (3) years, unless otherwise agreed upon by the Town and the applicant.

vii) **Payment of Costs**

In addition to any and all other fees and charges imposed by the Town, the applicant for approval of a site-specific development plan shall pay all costs incurred by the Town as a result of the site-specific development plan review, including publication of notices, public hearing, and review costs.

viii) **Other Provisions Unaffected**

Approval of a site-specific development plan shall not constitute an exemption from, or waiver of, any other provisions of the Code pertaining to the development and use of property.

ix) **Limitations**

Nothing in this Section is intended to create any vested property right, but only to implement the provisions of Article 68 of Title 24, C.R.S. In the event of the repeal of said state law or a judicial determination that said law is invalid or unconstitutional, this Section shall be deemed to be repealed, and the provisions hereof no longer effective.

3) **SPECIFIC PROCEDURES and APPROVAL CRITERIA**

a) **AMENDMENTS to the OFFICIAL ZONING MAP**

i) **Purpose**

Amendments to the Official [Zoning Map](#) may be made to reflect changes in zoned district boundaries or for creation of new [zone districts](#). Amendments to the zoning map are not intended to relieve hardships, nor to confer special privileges or rights to a person or parcel, but instead to make adjustments to the Official Zoning Map that are necessary in light of changed conditions, public policy, annexations, or that are necessary to advance the general welfare of the Town.

ii) **Applicability**

Amendments to the Official Zoning Map may be approved by the Town Board following review and recommendation by the Planning Commission.

iii) **Criteria for General Rezoning**

The Town Board may approve rezoning, and the Planning Commission may recommend approval, if the rezoning meets the following criteria:

- (1) The rezoning will promote the public health, safety, and general welfare;
- (2) The rezoning is consistent with any adopted [Comprehensive Plan](#), or other adopted Plan and Policy and the purposes of this Land Use Code;

- (3) The rezoning is consistent with the stated purpose of the proposed zoning district(s);
- (4) Facilities and services (including roads and transportation, water, gas, electricity, police and fire protection, and sewage and waste disposal, as applicable) will be available to serve the subject property while maintaining adequate levels of service to existing development;
- (5) The rezoning is not likely to result in significant adverse impacts upon the natural environment, including air, water, noise, stormwater management, wildlife, and vegetation, or such impacts will be substantially mitigated; and
- (6) The rezoning is not likely to result in significant adverse impacts upon other property in the vicinity of the subject tract.

iv) **Protests**

Any owner of property affected by a proposed amendment to the Official Zoning Map may protest the amendment pursuant to the statutory requirements of C.R.S. Section 31-23-305.

v) **Approval Actions**

The Town Board shall approve a [zoning map](#) change by ordinance and the Town Clerk shall prepare a new zoning map to reflect the approved changes. The new Official Zoning Map shall contain the date and number of the ordinance amending it, the date the map was amended to reflect each amendment and the initials of the person who checked and approved the change to the map.

b) **SUBDIVISION**

i) **General Provisions**

(1) **Purpose**

The purpose of the [subdivision](#) review procedures is to ensure compliance with the standards and requirements in Section 6, Subdivision Design and Improvement Standards, and encourage quality development consistent with all adopted Town goals, policies, and objectives.

(2) **General Applicability**

The procedures of this Section, and the standards in Section 6, Subdivision Design and Improvements, shall apply to all subdivisions that result in the portioning, dividing, combining, or altering of any lot, parcel, or tract of land, including subdivisions created by an exercise of the power of eminent domain by an agency of the State or Town, unless specifically excluded by state law.

(3) **Subdivision Approval is Prerequisite to Other Approvals**

No building permit or certificate of occupancy may be issued for any building, structure, or improvement located within a subdivision, and no plat for a subdivision may be recorded, until:

- (a) A plan for the subdivision has been approved and all required [dedications](#) of land have been made, and all required improvements have been installed in accordance with the procedures and requirements of this Section; or

- (b) A plan for the subdivision of land has been approved and a subdivision Development Agreement has been executed that provides for future improvements pursuant to standards adopted by the Town.
 - (c) The Town shall not accept or maintain any street and shall not extend or connect any services to any subdivision of land until the plat for the subdivision has been approved and recorded in accordance with the requirements set forth in this Section.
- (4) **Restriction on Sale or Transfer of Subdivided Land Without Approved Plat**

No person shall subdivide, transfer, sell, agree to sell, or negotiate to transfer or sell any land by reference to a metes and bounds description or subdivision [plat](#) before such description or plat has been approved pursuant to this Land Use Code and recorded in the Office of the La Plata County Clerk and Recorder.
- (5) **Acceptance of [Dedications](#)**

All plans, plats, and plat amendments of land laid out in subdivision or building lots, and that include streets, highways, [sidewalks](#), [alleys](#), [open space](#), or other areas intended to be dedicated to a [public use](#), shall be submitted for review and subsequent approval, conditional approval, or denial, unless this Land Use Code authorizes approval through the Minor Subdivision/Plat Amendment process. No plat shall be recorded that does not bear, by endorsement or otherwise, the approval of the Town Board. Execution of the approved final plat in accordance with this Section shall constitute the Town's acceptance of any public [dedication](#).
- (6) **Existing Lots of Record**

No provision of this Section or Section 6 applies to any lot in a subdivision legally created and recorded before the effective date of this Land Use Code.
- ii) **Minor Subdivision/Plat Amendment**
 - (1) **The minor subdivision procedure is allowed for the following:**
 - (a) [Subdivisions](#) creating five (5) or fewer lots, provided that parcels are eligible for minor subdivision only once. Further subdivisions of the original or newly created parcels shall be processed instead as major subdivisions;
 - (b) Subdivisions that create individual town home lots or individual duplex or [single-family attached](#) lots in a [multi-family](#) or planned development that has already been approved by the Town;
 - (c) Consolidation of two or more lots in a previously recorded subdivision plan;
 - (d) Boundary/lot line adjustments or other minor amendments to an approved final plat.
 - (2) **Limitations**
 - (a) There shall be no public [right-of-way dedication](#) or [public improvements](#) allowed with a minor subdivision; provided, however, that the Administrator may determine that such an application may still be processed as a minor subdivision if adequate security is provided to

ensure that the dedication will be received, and/or the public improvements installed.

- (b) The minor subdivision may not involve any modifications or variances to the subdivision design standards in Section 6.
- (c) If a proposed minor subdivision would result in conditions that do not comply with Section 6, or any other provision of the Code, or other conditions of the final plat approval imposed by the Town Board, or results in changes affecting parties other than the applicant, the application shall require review and approval through the major subdivision process.

(3) Approval Criteria – Minor Subdivisions

The Administrator shall approve the minor subdivision application if it meets the following criteria:

- (a) The minor subdivision is consistent with the any adopted [Comprehensive Plan](#) and other adopted Town plans;
- (b) The minor subdivision is consistent with and implements the intent of the specific zoning district in which it is located;
- (c) As applicable, the minor subdivision is consistent with the terms and conditions of any previously approved development plan;
- (d) The minor subdivision complies with all applicable use, development, and design standards set forth in this Land Use Code; and
- (e) Adequate and sufficient public safety, transportation, utility facilities and services, recreation facilities, parks, and schools are available to serve the subject property, while maintaining sufficient levels of service to existing development.

(4) Approval Criteria – Boundary/Lot Line Adjustments or Other Plat Amendments

The Administrator shall approve the plat amendment application if it meets the following criteria:

- (a) The adjustment does not increase the number of lots or parcels or create new lots or parcels;
- (b) The adjustment does not affect a recorded easement without the prior approval of the easement holder;
- (c) Street locations will not be changed;
- (d) The adjustment will not create any nonconformities or increase the degree of nonconformity of any existing structure or use;
- (e) The adjustment shall comply with all other applicable requirements of this Land Use Code and all other applicable regulations and requirements.

(5) Appeal

The applicant can appeal Administrator decisions on minor subdivisions, boundary/lot line adjustments or other plat amendments in accordance with Table 2.1.1. A formal appeal must be submitted in accordance with Section 2.2.o.

(6) Recording

Following the approval of a minor subdivision or plat amendment, the minor subdivision shall be signed by the town's authorized representative. The Town Clerk shall then record the minor subdivision in the office of the County Clerk and Recorder. Minor subdivisions shall be recorded within one (1) year of approval.

iii) **Major Subdivision/Planned Unit Development**

(1) **Applicability**

The major subdivision procedure is required for a proposed division of land when any one or more of the following conditions exist:

- (a) [Dedication](#) of public [right-of-way](#), other public tracts, or [public improvements](#) (unless the Administrator determines it shall be processed as a minor subdivision in accordance with Section 2.3.b.ii;
- (b) The resultant subdivision will produce six or more lots; or
- (c) The subdivision is not otherwise eligible for the minor subdivision process.

(2) **Overview of Procedure**

The major subdivision process consists of three steps:

- (a) Sketch plan, requires approval by the Planning Commission and may be submitted concurrently with the Preliminary Plat
- (b) Preliminary plat requires a recommendation by the Planning Commission and approval by the Town Board.
- (c) Final plat requires approval by the Administrator, unless substantial changes are proposed from the Preliminary Plat, in which case the Final Plat application requires a recommendation by the Planning Commission and approval by the Town Board of Trustees.

(3) **Sketch Plan**

(a) **Purpose**

A sketch plan represents a general land use plan and layout for the area proposed to be included within a subdivision. It allows for an evaluation of a proposed subdivision before detailed planning and engineering work has been undertaken and before substantial expenses have been incurred. Material submitted for a sketch plan may not constitute a complete application for a preliminary plat unless it meets the requirements for a preliminary plat application.

(b) **Approval Criteria**

The Planning Commission shall evaluate the applicant's sketch plan application to determine whether:

- (i) The land use mix within the project conforms to the Zoning District Map and any adopted Comprehensive Plan or Policy.
- (ii) The sketch plan represents a functional system of land use and is consistent with the rationale and criteria set forth in this Code and any adopted Comprehensive Plan or Policy.

- (iii) The utility and transportation design are adequate, given existing and planned capacities of those systems.
- (iv) Negative impacts on [adjacent](#) land uses have been identified and satisfactorily mitigated.
- (v) There is a need or desirability within the community for the applicant's development and the development will help achieve a balance of land use and/or housing types within the Town.
- (vi) The proposed subdivision complies with all applicable use, [density](#), development, and design standards set forth in this Land Use Code that have not otherwise been modified or waived pursuant to this Chapter and that would affect or influence the layout of lots, [blocks](#), and streets. Applicants shall avoid creating lots or patterns of lots in the subdivision that will make compliance with such development and design standards difficult or infeasible.
- (vii) The general layout of lots, roads, driveways, utilities, drainage facilities, and other services within the proposed subdivision is designed to maximize efficient use of the land, avoid hazard areas, protect sensitive natural resources, and otherwise accomplish the purposes and intent of this Land Use Code.

(c) **Lapse of Approval**

Approval or conditional approval of a sketch plan shall be effective for one (1) year unless otherwise expressly approved by the Planning Commission.

(4) **Preliminary Plat**

(a) **Purpose**

The purpose of the preliminary plat is to provide the Town with an overall development plan for the proposed subdivision.

(b) **Procedure**

The common procedures are described in Section 2.2. Specific additions and modifications to the common review procedures are identified below.

(c) **Submittal Timing**

The application must be submitted no more than one (1) year after approval of the sketch plan unless otherwise approved by the Planning Commission.

(d) **Approval Criteria**

The Planning Commission and Town Board shall evaluate the applicant's request based on whether the application is consistent with the approved sketch plan, conforms to the sketch plan approval criteria of this Land Use Code, and incorporates the Planning Commission's recommendations and conditions of approval on the sketch plan.

- (i) The proposed subdivision complies with all applicable use, [density](#), development, and design standards set forth in this Land Use Code that have not otherwise been modified or waived pursuant to this

Chapter and that would affect or influence the layout of lots, [blocks](#), and streets.

- (ii) The general layout of lots, roads, driveways, utilities, drainage facilities, and other services within the proposed subdivision is designed to maximize efficient use of the land, avoid hazard areas, protect sensitive natural resources, and otherwise accomplish the purposes and intent of this Land Use Code.
 - (iii) The applicant has provided evidence that provision has been made for a public water supply system or, if other methods of water supply are proposed, adequate evidence that the water supply is sufficient in terms of quantity, quality, and dependability for the type of subdivision proposed.
 - (iv) The applicant has provided evidence that provision has been made for a public sewage disposal system or, if other methods of sewage disposal are proposed, adequate evidence that such system shall comply with state and local laws and regulations.
 - (v) The applicant has provided evidence that the drainage/stormwater system has been designed to meet all requirements of this code and will not adversely affect downstream properties.
 - (vi) The applicant has provided evidence to show that all areas of the proposed subdivision that may involve soil or topographical conditions presenting hazards or requiring special precautions have been identified by the [subdivider](#) and that the proposed use of these areas are compatible with such conditions.
 - (vii) The application provides a clear assumption of responsibility for maintaining all roads, [open spaces](#), and other public and common facilities in the subdivision.
 - (viii) As applicable, the proposed phasing for development of the subdivision is rational in terms of available [infrastructure](#) capacity and financing.
 - (ix) The subdivision is consistent with any adopted Town policies and plans, including any adopted comprehensive plan, transportation plan or streets/roadway plan.
- (e) **Lapse of Approval**
- (i) Approval or conditional approval of a preliminary plat shall be effective for one (1) year. The applicant can request an extension and shall submit an application for “Extension of Preliminary Subdivision Plan” prior to preliminary plan approval expiration date. The Town Board shall consider such extension application.
 - (ii) An approved preliminary plat shall lapse and be void if a complete final plat application for the subdivision or a [phase](#) of the subdivision has not been submitted within one (1) year after the preliminary plat

approval date or within an alternate time-frame specified by the Town Board. In the case of partial final plat submission, the approval of the remaining portion of the preliminary plat shall automatically gain an extension of one year, up to a maximum number of years specified by the Town Board at the time of approval of the initial phase.

(5) Final Plat

(a) Purpose

The purpose of the final plat is to complete the subdivision of land consistent with the Town's adopted technical development standards.

(b) Procedure

The common procedures are described in Section 2.3. Specific additions and modifications to the common review procedures are identified below.

(c) Submittal Timing

The application must be submitted no more than one year after approval of the preliminary plat, unless otherwise approved by the Town Board.

d) Administrator's Review and Decision

The Administrator shall review each proposed final plat application based on the applicable approval criteria listed below. All construction plans for subdivision-related [public improvements](#) shall be referred to the Town Engineer for review and approval. Based on the results of those reviews, the Administrator shall act to approve, approve with conditions, or deny the proposed final plat.

e) Final Plats Not in Substantial Compliance with Approved Preliminary Plats

If the final plat is found not to be in substantial compliance with the approved preliminary plat or is submitted more than one (1) year after approval of the preliminary plat, in the Administrator's sole discretion, the Administrator may deny the application or may refer the application to the Planning Commission. The applicant may appeal the denial of a final plat to the Planning Commission in accordance with Section 2.2.p.iii.

f) Approval Criteria

The Administrator shall approve final plats that comply with all the following criteria:

- (i) The final plat conforms to the approved preliminary plat and incorporates all recommended changes, modifications, and conditions attached to the approval of the preliminary plat;
- (ii) The development will substantially comply with all sections of the Code; and
- (iii) All applicable technical standards adopted by the Town have been met.

(g) Post-Approval Actions

Upon approval of the final plat, the applicant shall submit the following documentation to the Administrator:

- (i) Documentation that areas designated as [open space](#) shall be protected by a deed restriction or other appropriate method to ensure that they cannot be subdivided or developed in the future and will remain as open space in perpetuity;
- (ii) Other payments, certificates, affidavits, enforcements, or deductions, as required by the Planning Commission or Town Board.
- (iii) All [public improvements](#) shall be constructed, or adequate financial guarantee shall be demonstrated prior to recordation of the plat.

(h) Recording of Plats

If approved, the Administrator shall request one original Mylar of any final plat ready for signatures as required by the Town to sign and then record. Execution of the approved final plat in accordance with this Section shall constitute the Town's acceptance of any public dedication. The mylar of the final plat shall be recorded by the Town Clerk in the Office of the La Plata County Clerk and Recorder. A signed copy with the reception number shall be retained by the Town. The recording fee shall be paid by the applicant.

(6) Condominium Subdivision and Conversion

(a) Purpose

The purpose of this Section is to ensure that [condominium subdivisions](#) and conversions will comply with the adopted [building code](#), C.R.S. 38-33.3-101 et sec and all applicable provisions of this Land Use Code.

(b) Procedure

- (i) The procedure and standards for review and approval of a condominium subdivision or conversion shall be the same as that specified for subdivisions within this Section 2.3.b. The applicable review procedures (minor or major subdivision) shall be determined by the number of condominium units created.
- (ii) Conversion of an existing building located on a previously subdivided parcel to condominium ownership without a change in type of use, expansion of use, or increase in intensity of use shall be reviewed as a minor subdivision regardless of the number of units or size of the parcel proposed for conversion.
- (iii) Subsequent changes in approved use(s) for an existing condominium subdivision require re-approval through the minor subdivision process in Section 2.3.b.ii.
- (iv) Notwithstanding anything in this Section to the contrary, no requirement for [public improvements](#), [dedication](#) of land to public use, or other subdivision requirement shall be imposed as a condition of approval for a condominium subdivision or common interest community that would not be imposed upon a physically-identical development under a different form of ownership. This provision shall

not be construed to prevent the Town from imposing the review requirements of this Section upon any change of use, expansion of use, increase in intensity of use, or other change in a condominium or common interest community unrelated to its form of ownership.

(c) Standards for Condominium Conversion

Prior to recording a subdivision plat that would convert an existing development to condominium units, the owner of such property shall meet with the Town Building Official regarding the proposed conversion and shall demonstrate that the project complies with the adopted [building code](#) and the following provisions have been met:

- (i) The structure subject to the proposed condominium conversion shall meet current off-street parking requirements for the underlying [zone district](#) found in Table 5-5-1. Each residential condominium unit shall be considered a separate [dwelling unit](#) for purposes of determining parking compliance.
- (ii) A minimum one-hour fire wall may be required between units as a condition of Town approval of any condominium plat involving a condominium conversion.
- (iii) Owners of properties proposed for condominium conversion shall notify all residential tenants in writing of the conversion at least 90 days prior to termination of any residential tenancy in accordance with § 38-33-112, C.R.S., as amended. Copies of the notice shall be filed with the Town Clerk as proof of notification.

(d) Criteria for Review of Condominium Subdivisions and Conversions

- (i) Condominium subdivisions and conversions shall comply with the review standards applied to subdivisions as specified in Section 2.3.b.iii.4.d.
- (ii) In addition, condominium subdivisions and conversions may be required to evaluate the traffic impacts of the proposed condominium subdivision and any impacts to the [neighborhood](#) must be mitigated. A traffic mitigation plan may be submitted and approved by the Administrator prior to approval of the condominium subdivision.

(e) Condominium Plat Processing

The Town is primarily concerned with land use, pertaining to the suitable design of the development evidenced by the preliminary condominium plat. Additional drawings, declarations, and documentation not subject to Town review are necessary to comply with State condominium laws. At the developer's request, the final condominium plat may be held for recording until other associated documents are also ready for recording or until the applicant can record an "as-built" plat, but no longer than one (1) year.

c) VACATION of RIGHT-OF-WAY and OTHER PUBLIC EASEMENTS

i) Applicability

This Section shall apply to all requests to vacate all rights, interests, or title of the Town in and to any [right-of-way](#) (street, road, [alley](#), or other public way), access easement, or other easement located within the Town. Title to vacated roadways shall vest in accordance with C.R.S. Section 43-2-302, as may be amended.

ii) **Procedure**

The common procedures are described in Section 2.3. Specific additions and modifications to the common review procedures are identified below.

(1) **Planning Commission Hearing, Review, and Recommendation**

The Planning Commission shall conduct a [public hearing](#) and consider the comments and evidence presented at the hearing along with the Administrators recommendations and recommend that the Town Board approve, conditionally approve, or deny the vacation, based on the approval criteria below.

(2) **Town Board Public Hearing, Review, and Decision**

The Town Board shall conduct a public hearing and consider the comments and evidence presented at the hearing along with recommendations from the Planning Commission and the Administrator, and approve, conditionally approve, or deny the vacation, based on the approval criteria below. The Town Board shall have the right to vacate all or a portion of the total area requested for vacation. Rights-of-way or easements may be reserved for the continued use of existing sewer, gas, water, or similar pipelines and [appurtenances](#), for ditches and canals and similar appurtenances, and for electric, telephone, and similar lines and appurtenances.

iii) **Approval Criteria**

The Town Board may approve a [right-of-way](#) or public [easement](#) vacation if it finds that all the following have been met:

- (1) The vacation is consistent with any Comprehensive Plan and other adopted Town policies and plans, including any adopted transportation plan or streets/roadway plan;
- (2) The land to be vacated is no longer necessary for the public use and convenience;
- (3) The vacation will not leave any land-locked parcels; and
- (4) The vacation will not adversely impact the health, safety, and/or welfare of the general community, or reduce the quality of [public facilities](#) or services provided to any parcel of land, including but not limited to police/fire protection, access, and utility service.

iv) **Approval and Recording**

The Town Board shall approve vacations by ordinance and the ordinance shall be recorded in the Office of the La Plata County Clerk and Recorder.

d) **CONDITIONAL USE PERMITS**

i) **Purpose**

This Section provides a discretionary approval process for conditional uses, which is a use that is not guaranteed (or as-right use). The procedure encourages public review and evaluation of a use's operating characteristics and site development features and is intended to ensure that proposed conditional uses will not have an adverse impact on surrounding uses or on the community-at-large. Specific conditional uses allowed in each [zone district](#) are listed in Table 4-1, Table of Allowed Uses.

ii) **Approval Criteria**

The Planning Commission may approve a proposed conditional use that meets all the following criteria:

- (1) The proposed use is consistent with all applicable provisions of this Land Use Code and applicable state and federal regulations;
- (2) The proposed use is consistent with the purpose and intent of the zoning district in which it is located and any applicable use-specific standards of this Land Use Code;
- (3) The proposed use is compatible with [adjacent](#) uses in terms of scale, site design, and operating characteristics such as hours of operation, traffic generation, lighting, noise, odor, dust, and other external impacts;
- (4) Any significant adverse impacts anticipated to result from the use will be mitigated or offset to the maximum extent practicable;
- (5) Facilities and services (including sewer, water, gas, electricity, police and fire protection, and roads and transportation, as applicable) will be available to serve the subject property while maintaining adequate levels of service for existing development; and
- (6) Adequate assurances of continuing maintenance have been provided.

iii) **Subsequent Ownership**

Successors and/or assigns of issued conditional use permits may continue the conditional use permit and must abide by all the terms and conditions of the permits, unless otherwise stipulated in the approval process.

(1) **Lapse of Approval**

- (a) A conditional use permit shall lapse and have no further effect one (1) year after its effective date or at such alternate time specified in the approval unless one or more of the following criteria has been met:
 - (i) A building permit has been issued and construction diligently pursued;
 - (ii) A certificate of occupancy has been issued;
 - (iii) The use has been established and in continuous operation; or
 - (iv) The conditional use permit is renewed.
- (b) A conditional use permit shall lapse upon termination of a project or expiration of a building permit.
- (c) A conditional use permit shall lapse if the rights granted by it are discontinued for 180 consecutive days or other period of time as specified in the original approval.

e) **SPECIAL USE PERMITS**

i) **Purpose**

This Section provides a discretionary approval process for special uses, which have unique or widely varying operating characteristics or unusual site development features that are generally considered compatible but may need additional discretion before approval. Specific special uses allowed in each zone district are listed in Table 4-1, Table of Allowed Uses.

ii) **Approval Criteria**

The Administrator may approve a proposed special use or may choose to forward the proposed use to the Planning Commission for review and approval. Below are the criteria that shall be met by all proposed uses:

- (1) The proposed use is consistent with all applicable provisions of this Land Use Code and applicable state and federal regulations;
- (2) The proposed use is consistent with the purpose and intent of the zoning district in which it is located and any applicable use-specific standards of this Land Use Code;
- (3) The proposed use is compatible with adjacent uses in terms of scale, site design, and operating characteristics (such as, but not limited to, hours of operation, traffic generation, lighting, noise, odor, dust, and other external impacts);
- (4) Any significant adverse impacts anticipated to result from the use will be mitigated or offset to the maximum extent practicable;
- (5) Facilities and services (including sewer, water, gas, electricity, police and fire protection, emergency service and roads and transportation, as applicable) will be available to serve the subject property while maintaining adequate levels of service for existing development; and
- (6) Adequate assurances of continuing maintenance have been provided.

iii) **Subsequent Ownership**

Successors and/or assigns of issued special use permits may continue the special use permit and must abide by all the terms and conditions of the permits, unless otherwise stipulated in the approval process.

(1) **Lapse of Approval**

- (a) A special use permit shall lapse and have no further effect one (1) year after its effective date or at such alternate time specified in the approval unless one or more of the following criteria has been met:
 - (i) A building permit has been issued and construction diligently pursued;
 - (ii) A certificate of occupancy has been issued;
 - (iii) The use has been established and in continuous operation; or
 - (iv) The special use permit is renewed.
- (b) A special use permit shall lapse upon termination of a project or expiration of a building permit.

- (c) A special use permit shall lapse if the rights granted by it are discontinued for 180 consecutive days or other period of time as specified in the original approval.
- f) **SITE PLAN (MINOR)**
- i) **Purpose**
The purpose of the Minor [Site Plan](#) process is to ensure compliance with the development and design standards of this Land Use Code prior to the issuance of a building permit or concurrent with other required permits, and to encourage quality development that is reflective of the goals and objectives of this Land Use Code.
- ii) **Applicability**
Review is required for any development requiring a building permit that does not meet the criteria for a Major Site Plan process.
- iii) **Approval Criteria**
The Administrator will review and approve, or approve with conditions, the site plan and ensure compliance with this Land Use Code. The Administrator will provide necessary guidance to the applicant during the minor site plan review process and work to achieve Land Use Code compliance, however the application may be denied if compliance cannot be achieved.
- g) **SITE PLAN (MAJOR)**
- i) **Purpose**
The purpose of the Major [Site Plan](#) process is to ensure compliance with the development and design standards of this Land Use Code prior to the issuance of a building permit or concurrent with other required permits, and to encourage quality development that is reflective of the goals and objectives of this Land Use Code.
- ii) **Applicability**
Review is required for:
- (1) All new commercial and [mixed use](#) development;
 - (2) All new [multi-family](#) residential development including condominiums, townhomes, and apartments;
 - (3) Any change of use from one primary use classification to another (for example, residential use to commercial use);
 - (4) Any expansion of existing development, not including [single-family](#), that results in an increase to a building footprint of more than 5,000 square feet;
 - (5) All publicly owned and operated buildings.
- iii) **Administrative Review**
The Administrator may review projects that include any expansion of existing development that results in a change to a building footprint of less than 5,000 square feet.
- (1) **Procedure for Administrative Review**

The common procedures are described in Section 2.2. Specific additions and modifications to the common review procedures are identified below.

(a) Administrator's Review and Decision, or Referral to Planning Commission

The Administrator shall review each Administrative Review application based on the approval criteria listed below and shall act to approve, approve with conditions, or deny the application. The Administrator also may refer the decision to the Planning Commission to be processed under the Major Review procedure.

(b) Approval Criteria

The Administrator shall approve an Administrative Review application if all the following criteria are met:

- (i) The site plan complies with all applicable development and design standards set forth in this Land Use Code.
- (ii) The site plan is consistent with any previously approved subdivision plat, planned development, or any other precedent plan or land use approval as applicable; and
- (iii) The site plan is consistent with other adopted Town policies and plans, including any adopted transportation plan or streets/roadway plan.

(c) Lapse of Approval

The site plan shall be effective for a period of three (3) years from the date of approval, unless stated otherwise in such approval. Building permits shall not be issued based on site plans that have an approval date more than three (3) years old.

iv) Procedure for Planning Commission Review

The common procedures are described in Section 2.2. Specific additions and modifications to the common review procedures are identified below.

(1) Planning Commission Review and Decision

The Planning Commission shall consider the application and the recommendation from the Administrator, and approve, conditionally approve, or deny the application, based on the criteria below.

(2) Approval Criteria

The Planning Commission may approve a Major Review application if all the following criteria are met:

- (a) The site plan is consistent with the intent of all adopted Town plans;
- (b) The site plan complies with all applicable development and design standards set forth in this Land Use Code,
- (c) The site plan will not substantially alter the basic [character](#) of the surrounding area or jeopardize the development or redevelopment potential of the area; and
- (d) The site plan is consistent with any previously approved subdivision plat, planned development, or any other precedent plan or land use approval as applicable.

(3) Post Approval

After review and approval by the Planning Commission, the applicant shall submit a revised set of final site plans based on any conditions of approval.

(4) Lapse of Approval

The site plan shall be effective for a period of three (3) years from the date of approval, unless stated otherwise in such approval. Building permits shall not be issued based on site plans that have an approval date more than three years old. For [multi-phased](#) site plans, building permits shall not be issued based on an approval date more than three (3) years from the date of Phase I approval.

h) VARIANCES

i) Purpose

The Board of Adjustment shall hear and decide all requests for a variance from the requirements of this Land Use Code, unless otherwise provided in this Section. The variance process is intended to provide limited relief from the requirements of this Land Use Code in those cases where strict application of a particular requirement will create a practical difficulty or unnecessary hardship prohibiting the use of land in a manner otherwise allowed under this Land Use Code. It is not intended that variances be granted to (1) allow a use in a [zone district](#) where it is not permitted by this Land Use Code; or (2) merely remove inconveniences or financial burdens that the requirements of this Land Use Code may impose on property owners in general. Variances are intended to provide limited relief where the requirements of this Land Use Code render the land difficult or impossible to use due to unique physical attribute of the property or some other factor unique to the property for which the variance is requested. State and/or federal laws or requirements may not be varied by the Town.

ii) Applicability

A variance may be initiated only by the property owner or the designated representative. The application must state with particularity the relief sought and must specify the facts or circumstances that are alleged to show that the application meets the approval criteria below.

iii) Approval Criteria

The Board of Adjustment may approve a variance only upon finding that all the criteria below have been met:

- (1) There are exceptional or extraordinary circumstances or conditions applicable to the property.
- (2) That such a variance is necessary for the preservation and enjoyment of a substantial property right possessed by other property in the same vicinity and zone and denied to the property in question.
- (3) That the granting of such variance will not be materially detrimental to the public welfare or injurious to the property improvements in the vicinity.

iv) Lapse of Approval

Within one (1) year from the approval of the variance, the property owner shall have commenced development and/or obtained the necessary permits to fulfill the approved variance. The variance shall be considered null and void if the property owner has not taken any actions.

v) **Variance to Sign Regulations**

When a sign owner seeks a variance from the standards contained in the sign regulations in Section 8.14, such request shall be heard and acted upon by the Planning Commission only after all other administrative procedures required for issuance of a sign permit have been completed. The Planning Commission is authorized to grant a variance when it finds that unique situations require a deviation from the provisions and that the purpose and intent of the sign regulations of Section 8.1 have not been violated. A request for an increase in sign size shall not be subject to the procedures in this subsection but shall be processed as a standard variance as set forth in Section 2.2.h of this Chapter.

CHAPTER II: Land Use and Development Code

Section 3: Zoning Districts

1) ZONING MAP

- a) The boundaries and classifications of defined zoning districts are detailed on a map entitled Town of Ignacio Zoning District Map which shall be revised, updated, or redrafted when Town Board approved changes occur. The official Zoning District Map shall bear the most recent date of revision and has been signed by the Chair of the Planning Commission and the Mayor.
- b) Upon approval of any ordinance annexing and establishing zoning or modifying existing zoning for any property, the prior existing official Zoning District Map shall be amended to reflect the changes denoted in the adopting ordinance. The official Zoning District Map shall contain in table form, the date and number of the ordinance amending it, the date the map was amended to reflect each amendment and the initials of the person who checked and approved the change to the map.
- c) The official Zoning District Map shall be available and on display at the Town Hall during normal business hours and on the Town's website.

2) ZONING DISTRICTS ESTABLISHED

This Section establishes the zoning districts and contains basic information pertaining to the districts, including statements of purpose. Section 4, Use Regulations, and Section 5, Dimensional Standards, identify the uses allowed within the districts and the dimensional standards applying to development in the districts, respectively. Section 6,

Development Standards, identifies any district-specific development standards applying to development in the districts. The following zoning districts are established:

TABLE 3.2.1: ZONING DISTRICTS

District	Abbreviation
Single Family Residential District	R-1
Multi-Family Residential District	R-2
Manufactured Home Residential District	R-3
Mixed Use District	MU
Industrial District	I
Agricultural District	AG
Community/Public District	CP
Planned Unit Development	PUD

3) PURPOSE and INTENT of EACH ZONING DISTRICT

a) SINGLE FAMILY RESIDENTIAL DISTRICT - R1

The intent of this district is to provide an area in which only single-family homes are permitted.

b) MULTI-FAMILY RESIDENTIAL DISTRICT - R2

The intent of this district is to provide an area in which multi-family [dwelling units](#) are permitted as well as single-family homes.

c) MANUFACTURED/MOBILE HOME RESIDENTIAL - R3

The intent of this district is to provide an area where manufactured/[mobile homes](#) are permitted in a subdivision or in a mobile home park. Single-family homes are allowed in this district.

d) MIXED USE DISTRICT - MU

The intent of this district is to provide an area with a mixture of complimentary land uses that includes existing single family residential, retail, offices, commercial and civic uses, which collectively create economic and social vitality.

i) Residential uses are permitted on upper stories and on ground floors when placed behind a commercial use. Other residential uses require a conditional use permit.

ii) Residential uses shall not exceed 30 percent (30%) of the ground floor building area per lot.

e) INDUSTRIAL DISTRICT – I

The intent of this district is to provide an area for [industrial](#) and distribution uses which can be accommodated inside a structure without odor, smoke, or glare.

f) **AGRICULTURAL DISTRICT – AG**

The intent of this district is to provide an area with [agricultural uses](#) excluding feed lots and dairies. Also permitted in this district are single family residential homes on large lots.

g) **COMMUNITY/PUBLIC DISTRICT - CP**

The intent of this district is to provide an area with designated uses for community and [public facilities](#), parks and other venues serving public functions and needs. These include government buildings, nonprofit and quasi-governmental uses, schools, libraries, and parks.

h) **PLANNED UNIT DEVELOPMENT - PUD**

The intent of this district is to provide for flexibility and innovation in the use of land to meet the growing demands of the population by allowing for greater variety in type, design, and layout of buildings and the more efficient use of open space, protection of unique site features, affordable housing or other benefits that the Town determines are in the best interest of the community.

CHAPTER II: Land Use and Development Code

Section 4: Use Regulations

1) **USE CHARTS BY DISTRICT**

The tables below identify common uses and associate allowances. The tables do not identify all uses and the Administrator shall utilize a similar use and allowance for uses not identified in the table.

TABLE 4.1: LAND USE CHART BY DISTRICT

Use Chart by District		Residential Districts			Mixed-Use Districts	Other Districts			Use-Specific Standards
P = Permitted Use C = Conditional Use	S= Special Use A= Permitted as Accessory Blank Cell = Prohibited Use								
Use Category	Use Type	R-1	R-2	R-3	MU	Public	I	AG	
RESIDENTIAL USES									
Household Living	Dwelling, duplex		P		C				
	Dwelling, live/work				P				
	Dwelling, manufactured/modular/mobile home installed on a temporary foundation			P					
	Dwelling, manufactured/modular/mobile home installed on a permanent foundation	P	P	P	C			P	
	Dwelling, multi-family		P		C				
	Dwelling, single-family attached		P	P	C				
	Dwelling, single-family detached	P	P	P	C			P	
	Vacation Rental	S	S	S	P				
	Mobile home park			P					
Group Living	Adult day care	C	C	C				C	
	Assisted living facility	C	C	C				C	
	Group home	C	C	C				C	
	Nursing home	C	C	C				C	

Use Chart by District		Residential Districts			Mixed-Use Districts	Other Districts			Use-Specific Standards
P = Permitted Use C = Conditional Use	S= Special Use A= Permitted as Accessory Blank Cell = Prohibited Use								
COMMERCIAL USES									
Agriculture and Animal-related Services	Animal husbandry							P	
	Apiaries	P	P	P	P	P	P	P	
	Commercial farming, plant husbandry, commercial greenhouse				C		C	P	
	Community garden	P	P	P	P	P	P	P	
	Kennel							P	
	Sale of produce and plants raised on premises	P	P	P	P	P	P	P	
	Veterinary Clinic				P			C	

Use Chart by District		Residential Districts			Mixed-Use Districts		Other Districts			Use-Specific Standards	
P = Permitted Use C = Conditional Use	S= Special Use A= Permitted as Accessory Blank Cell = Prohibited Use										
COMMERCIAL USES											
Retail Sales	Building materials, feed, supply store						P	P	C		
	Convenience store, without fuel						P				
	Handicraft Shops with On-Premises Sales				P		P	P			
	Food and Beverage Production with On-Premises Consumption				P		C	P			
	Grocery store				P						
	Liquor store				P						
	LPG storage or sale - less than 2000 gallons				C			C	C		
	Retail, general				P						
	Wholesale material sales				C			P	P		
Arts	Art gallery with associated retail				P		P				
	Instructional or performing arts studio				P		P				
Parking Lots	Commercial parking lot (surface or structured)				P		P				
Food and Beverage Services	Bar, tavern, or lounge				P						
	Microbrewery, distillery, and/or tasting room				P			P			
	Restaurant				P		P				
	Restaurant, with outdoor dining				P		P				
Funeral Services	All uses		C		P			P			
Lodging Facilities	Bed and breakfast	C	C	C					C		
	Vacation rental	C	C	C	P				C		
	Boardinghouse		C		P				C		
	Hotel/Motel				P			P			
	Hostel				P			P			
Offices, Business, Professional Services	Bank, financial institution				P		P				
	Mail or package delivery service				P		P				
	Printing shop, blueprinting, and copies				P		P				
	Professional, government, or administrative office				P		P				

Use Chart by District		Residential Districts			Mixed-Use Districts	Other Districts			Use-Specific Standards
P = Permitted Use C = Conditional Use	S= Special Use A= Permitted as Accessory Blank Cell = Prohibited Use								
COMMERCIAL USES									
Hemp	Hemp/CBD center				P		C		
	Hemp infused product manufacturer				C				
	Hemp cultivation premises				P				
	Hemp cultivation facility				C		C	P	
	Hemp products manufacturing facility				C				
	Retail hemp/CBD store				P		C		
	Hemp testing facility				C		P		
	Mail or package delivery service				P				
Maintenance and Repair Services	Repair establishment				P		P		
Adult Entertainment	Adult Entertainment Establishments								
Personal Services	Commercial laundry and dry cleaning				P		P		
	Dry cleaning pick-up				P		P		
	Personal service, general				P		P		
	Self-service laundromat				P		P		
Recreation and Entertainment, Indoor	Health club				P	P	P		
	Indoor recreational facility				P	P	P		
	Theater				P	P	P		
Recreation and Entertainment, Outdoor	Campground and RV park				C	C		C	
	Commercial outdoor facility				C	C	C		
Vehicles and Equipment	Automotive fuel sales				C	P	P		
	Automotive parts and accessory sales				P	P	P		
	Automotive repair shop				P	P	P		
	Automotive sales or leasing				P	P	P		
	Auto wash				P		P		
	Equipment sales and leasing				P		P	P	
	Small engine repair				C		P	P	

Use Chart by District		Residential Districts			Mixed-Use Districts	Other Districts			Use-Specific Standards
P = Permitted Use C = Conditional Use	S= Special Use A= Permitted as Accessory Blank Cell = Prohibited Use								
COMMERCIAL USES									
Marijuana	Medical Marijuana Store								
	Retail Marijuana Store								
	Medical Marijuana Production Facility								
	Retail Marijuana Production Facility								
	Medical Marijuana Cultivation Facility								
	Retail Marijuana Cultivation Facility								
	Medical Marijuana Testing Facility								
	Recreation Marijuana Testing Facility								

Use Chart by District		Residential Districts			Mixed-Use Districts	Other Districts			Use-Specific Standards
P = Permitted Use C = Conditional Use	S = Special Use A = Permitted as Accessory Blank Cell = Prohibited Use								
Use Category	Use Type	R-1	R-2	R-3	MU	Public	I	AG	
PUBLIC, INSTITUTIONAL, AND CIVIC USES									
Community and Cultural Facilities	Business Incubator				P	P			
	Civic building				P	P			
	Club or lodge				P	P			
	Community center					P			
	Convention hall					P			
	Police Station/Fire Station				P	P	P	C	
	Library				P	P			
	Museum				P	P			
	Religious use	C	C	C	P	P		C	
Transit Uses	Transit Stop	P	P	P	P	P	P		
	Transit terminal or station		P		P	P	P		
Child Care Facilities	Day care - fewer than seven children	P	P	P	P	P		P	
	Day care - seven children or more	C	C	C	C	P		C	
Health Care Facilities	Hospital				P	P			
	Medical or dental clinic				P	P			
Educational Facilities	School, public or private	C	C			P			
	Vocation School or training center		P		P	P	P		
Parks and Open Space	Park, playground, open space	P	P	P	P	P	P		

Use Chart by District		Residential Districts			Mixed-Use Districts	Other Districts			Use-Specific Standards
P = Permitted Use C = Conditional Use	S= Special Use A= Permitted as Accessory Blank Cell = Prohibited Use								
Use Category	Use Type	R-1	R-2	R-3	MU	Public	I	AG	
INDUSTRIAL USES									
Industrial Services	Asphalt and concrete batch plant operation				C		C		
	Bulk storage of LPG - 2,000 gallons or more						P		
	Contractor construction yard or facility								
	Gravel and mineral extraction and processing				P		P	c	
	Motor or railroad freight depot				C		P		
	Printing and publishing facility				P		C		
Manufacturing and Production	Assembly, fabrication, manufacturing, testing						P		
	Brewery, bottling plant				C		C		
	Food processing plant - over 2500 sf building				C		P		
	Food processing plant - up to 2500 sf building						P		
Storage and Warehousing	Outdoor storage						P	C	
	Self-storage facility (mini storage)						P		
	Shipping, receiving, and distribution facility				C		P		
	Warehousing				C		P		
Waste and Salvage	Automotive salvage yard								
	Construction waste recycling and compacting facility								
	Recycling of metals, paper, plastic or automotive oil								
Utilities	Radio or television tower	C	C	C	C	C	C	C	
	Solar energy production, primary use					C	C	C	
	Substation, receiving station, or switching station	C	C	C	C	C	P	C	
	Water and wastewater treatment facility					C	C	C	
	Water reservoir					C		C	
	Water storage tank	C	C	C	C	C	C	C	

Use Chart by District		Residential Districts			Mixed-Use Districts	Other Districts			Use-Specific Standards
P = Permitted Use C = Conditional Use	S = Special Use A = Permitted as Accessory Blank Cell = Prohibited Use								
Use Category	Use Type	R-1	R-2	R-3	MU	Public	I	AG	
ACCESSORY USES									
	Accessory dwelling unit	S	S	S	P			S	
	Automatic teller machine (ATM)				P	P	P		
	Garage, carport, or utility shed	A	A	A	A	A	A	A	
	Home occupation (commercial)	S	S	S	P		P	S	
	Home occupation, no employees or customers	A	A	A	A		A	A	
	Outdoor storage, accessory storage container	C	C	C	C	C	P	C	
	Solar energy device, accessory use	P	P	P	P	P	P	P	
	Wind energy conversion system (WECS)						C		
	Other accessory uses determined by the Administrator to comply with associated code sections	A	A	A	A	A	A	A	

Use Chart by District		Residential Districts			Mixed-Use Districts	Other Districts			Use-Specific Standards
P = Permitted Use C = Conditional Use	S = Special Use A = Permitted as Accessory Blank Cell = Prohibited Use								
Use Category	Use Type	R-1	R-2	R-3	MU	Public	I	AG	
TEMPORARY USES									
	Mobile vendor		S		S	S	S		
	Regularly operated open-air and/or farmer's market				S	S	S	S	
	Temporary office space and equipment storage				S	S	S		
	Temporary special event	S	S	S	S	S	S	S	
	Tent structure for single-vehicle parking	A	A	A	A		A	A	

2) USE SPECIFIC STANDARDS

a) ACCESSORY DWELLING UNITS (ADUs)

An accessory dwelling unit may be allowed by Special Use Permit in any single-family dwelling, provided the following requirements are met:

- i) The home is conforming to all code requirements including setbacks, density, height, and lot size.
- ii) Off-Street Parking is provided for both units in compliance with this code.
- iii) Only one accessory dwelling unit is allowed per lot.
- iv) The accessory dwelling may not exceed 800 sq. ft.
- v) The accessory dwelling shall not involve design modifications to the exterior of the principal building that make their presence obvious. Where exterior doors provide direct access to the integrated unit, such doors shall be designed, located, and configured in a manner that is typical for secondary access to a single-family building (e.g., side doors, French doors, etc.). External stairs are not allowed to provide access to a second story ADU. If a building is expanded to accommodate an attached or integrated ADU, the expansion shall be designed in a manner that is comparable to the principal building.
- vi) Accessory dwelling unit may be located in a detached accessory building or garage provided all the above standards, and the following standards, are met.
 - (1) The accessory building or dwelling unit will, in no case, be located closer to the street than the principal structure, unless incorporated into an existing garage.
 - (2) If a new structure is proposed for the accessory dwelling unit, it will be located in the rear half of the parcel, or above an approved garage structure.

b) HOME BUSINESSES

i) Generally

The use of a dwelling unit for business purposes is allowed pursuant to the standards of this Section. These regulations do not apply to the use of workspaces in live/work units or to a residential structure that has been legally converted to a commercial use.

ii) Requirements and Limitations

These requirements are intended to protect the residential function and physical character of the [neighborhood](#) in which the use is located, including, but not limited to, the quiet enjoyment of nearby residential property by its occupants.

(1) Physical Features and Building [Character](#). The following are not allowed:

- (a) The posting or installation of signs larger than 1 sq. ft. to advertise the business.
- (b) Modifications to the principal building that alter its residential character.
- (c) Construction of [accessory buildings](#) or structures that alter the residential character of the lot.
- (d) New, separate entrances to the building that provide access only to the area used for the business.
- (e) [Outdoor storage](#) of business merchandise or equipment that would not normally be stored on a residential property.

- (f) Outdoor displays or business merchandise or equipment.
- (2) **Limitations on Business Operations.** The following are not allowed:
 - (a) Solicitation, advertising, or promotion of the business in a manner that generates commercial traffic, either vehicular or pedestrian, that is inconsistent with the residential character of the [neighborhood](#).
 - (b) Parking demands that are inconsistent with the residential use of the neighborhood.
 - (c) Use of areas outside of the principal or [accessory buildings](#) for business purposes, except parking.
 - (d) Business use of a garage in a manner that reduces available parking on the lot to less than that required by this code.
 - (e) Pick-up or delivery of products or machinery by commercial vehicles or heavy trucks other than parcel pick-up and delivery services.
 - (f) Production of noise, vibration, light, dust, odor, fumes, smoke, or other comparable effects that are detectable outside the dwelling unit.
 - (g) Storage of hazardous, combustible, or volatile materials in amounts that are greater than typically stored for home use.
 - (h) Storage of motor fuels in amounts that are greater than typically stored for home use. Storage of more than five gallons of gasoline or diesel fuel on site, or storage of more than 15 gallons of biodiesel on site, shall be presumed to be in violation of this requirement if related to a home-based business.
 - (i) No vehicles associated with the business, other than a personal vehicle (car, pickup, or van) shall be stored at the home location.
 - (j) No vehicles associated with the business may be parked on residential streets.
 - (k) Professional services, instruction, or counseling to more than one person at one time unless it meets Section 2.4.1.
- (3) **Employees**
 - (a) A business use of the home may employ any resident of the dwelling unit, plus one (1) additional employee who does not reside in the dwelling unit.
 - (b) Employees who work off-site shall not regularly gather at the dwelling unit for transportation to off-site locations.
- (4) **Small Groups**
 - (a) Professional services, instruction, or counseling to small groups of up to four (4) persons may be allowed if the following are met:
 - (i) The total number of small groups' gatherings shall not exceed two (2) times per week.
 - (ii) The small groups shall not be scheduled on the same day of the week.
- (5) **Building and Fire Code Compliance**

The principal building within which the home business is located shall comply with all applicable building and fire codes, as amended from time to time.

iii) **Business License Required**

The use of a dwelling unit for business purposes requires a business license from the Town.

iv) **Continuation of Established Business Use of the Home**

Any lawful business use of the home which is operating on the effective date, which has a current, valid business license, shall be permitted to continue notwithstanding the provisions of this Section; provided, however, that such use is not expanded or modified in a manner that creates a greater impact on the [neighborhood](#). Future expansions or modification of the principal building or use or change in the business license shall thereafter comply with all applicable provisions of this code.

v) **Home Businesses Use Requiring a Conditional Use Permit**

The intent of these regulations is to minimize impact on residential neighborhoods while allowing Town residents to establish and grow new businesses from their homes. Should one or more of the above standards be exceeded by any proposed home business, the business may seek a conditional use permit in accordance with Section 2.3.d. The applicant must demonstrate that the home business can be operated in a manner that preserves the residential character of the existing dwelling and neighborhood. In all cases, the business owner/operator must reside in the dwelling.

c) **VACATION RENTALS**

Vacation rental homes may be allowed with the issuance of a special use permit in the AG, R-1, R-2, and R-3 zones.

i) **Purpose**

The provisions of this subsection are necessary to prevent unreasonable burdens on services and impacts on residential neighborhoods posed by vacation rental homes. Special regulation of these uses is necessary to ensure that they will be compatible with surrounding residential uses and will not act to harm and alter the neighborhoods in which they are located. Maintenance of Ignacio's existing residential neighborhoods is essential to its continued economic strength. It is the intent of this subsection to minimize the impact of vacation rentals on adjacent residences, and to minimize the impact of the commercial character of vacation rentals.

ii) **Occupancy**

- (1) A dwelling unit for which a vacation rental home use is approved may alternatively be used as a full-time residence for the owner or a lessee. However, during vacation rental tenancies, the building shall not be used for any other purpose (e.g., [home occupation](#) or temporary event).
- (2) The Administrator shall specify the maximum number of occupants allowed in each individual vacation rental. The maximum number of occupants allowed in a vacation rental home shall not exceed the lesser of:
 - (a) Three (3) persons per parking space; or

- (b) Two (2) persons, plus two (2) persons per bedroom.
- iii) **Appearance and Visibility**

The vacation rental home use shall not change the residential character of the outside of a dwelling unit, either by the use of colors, materials, signage, lighting, or by the construction of accessory structures or garages that are visible off-site and not of the same architectural character as the residence. Vacation rental homes shall not emit noise, glare, flashing lights, vibrations, or odors not commonly experienced in residential areas.
- iv) **Parking**
 - (1) All parking associated with a vacation rental home shall be entirely on the same lot as the vacation rental home (e.g., in the garage or driveway).
 - (2) Vacation rental homes with three (3) or more bedrooms may reduce the required parking by one space as long as the following conditions are met:
 - (a) The number of vehicles allowed by the occupants of the vacation rental home is restricted to the number of spaces provided.
 - (b) All advertising for the vacation rental home will clearly display the restriction in the number of vehicles allowed.
- v) **Local Contact Person / Property Manager**
 - (1) A designated property manager, who may be the owner of the vacation rental home or the owner's agent, shall reside in Ignacio or La Plata County.
 - (2) The property manager shall be available 24 hours per day to ensure that the property is maintained and operated as required by this Code, including but not limited to:
 - (a) Ensuring that the number of tenants does not exceed the limitations of subsection above.
 - (b) Ensuring that the number of vehicles parked by tenants does not exceed the number of parking spaces on the lot; and
 - (c) Ensuring that tenants do not violate noise restrictions.
 - (3) The name, address, and telephone number(s) of the property manager shall be submitted to the Administrator. Any change in the local contact person's address or telephone number(s) shall be promptly furnished.
 - (4) If the local contact person is unavailable or fails to respond to a call from a tenant or the Administrator, then the police department will be contacted. The police will attempt to contact the property manager at the phone numbers on file. If the police are unable to contact the property manager, the owner shall be subject to the applicable penalties set out in Section 2.1.6.
- vi) **Facilities.** All bedrooms must have a [floor area](#) of at least 70 sf.
- vii) **Outdoor Storage.** Storage of [recreational vehicles](#), motorcycles, snowmobiles, boats, jet skis, vehicles such as modified jeeps that may not be legally operated on public streets, and other similar vehicles, machines, or recreational devices, is allowed on off-street paved parking surfaces on the same lot as the vacation rental home, in the same manner as allowed for other dwelling units in the same

- zone. These items may not be stored within the public [right-of-way](#). If there is not enough legal on-site parking for the storage or parking of recreational vehicles, the rental tenants or owner must provide alternative arrangements for their storage. The determination of what constitutes a vehicle or device, as described above, shall be determined by the Administrator.
- viii) **Trash and Recycling.** All vacation rental homes must have trash containers and curbside recycling containers on site in a convenient and discrete location.
 - ix) **Fire Extinguishers.** A fire extinguisher that is in good working order shall be maintained at all times on the premises of all vacation rental homes.
 - x) **Required Notices**
 - (1) The following notices shall be posted in a conspicuous location inside the rental unit:
 - (a) A copy of the vacation rental home permit;
 - (b) The name, address, and telephone number(s) of the property manager;
 - (c) The location of the fire extinguisher; and
 - (d) Information on the trash and curbside recycling programs including:
 - (i) Pickup schedules;
 - (ii) A notice that trash and recycling containers must not be stored outside or placed at the curb (or in the [alley](#)), except between 6:00 AM and 6:00 PM on the day of scheduled trash or recycling pickup.
 - (2) The vacation rental home permit number is required to be clearly displayed on all advertisements and listings of the unit including online advertisements.
 - xi) **Non-Transferability.** Vacation rental home special use permits shall be granted solely to the Applicant and shall not be transferable to any other person or legal entity. The use shall be terminated automatically upon the sale or change of ownership of the property for which a special use permit has been issued.
 - xii) **Relationship to Other Ordinances**
 - (1) Each vacation rental home, including those in existence on the effective date of this code, shall obtain a sales tax license, business license, and fulfill all stipulations of this subsection.
 - (2) The owner of the vacation rental home shall apply for licenses within 60 days of the effective date of this code.
 - (3) If the business license has not been requested within the time frames set forth in this subsection, then fines and penalties may apply.
 - (4) Vacation rental homes must meet the standards of the Town's adopted residential building codes, as amended from time to time.
 - (5) Vacation rental homes are subject to the same safety and health inspections that apply to other licensed places of accommodation.
 - d) **OCCUPYING RECREATIONAL VEHICLES**

No [recreational vehicle](#) shall be occupied or used for overnight accommodations for more than seven (7) consecutive days, and a total of 21 days per year unless located in an approved recreational vehicle park. No overnight parking of recreational

vehicles for the purpose of overnight accommodations shall occur on Goddard Avenue.

e) **RECREATIONAL VEHICLE PARK and CAMPGROUND STANDARDS**

[Recreational vehicle parks](#) and campgrounds shall conform to the following standards.

i) **Maximum [density](#)**

- (1) Recreational vehicle parks, 15 spaces per acre (gross).
- (2) Camp sites, 30 sites per acre (gross).

ii) **Setbacks**

- (1) Along perimeter.
- (2) Abutting public right-of-way, twenty-five feet (25');
- (3) Abutting state or federal highway, city arterial, fifty feet (50');
- (4) Abutting exterior boundaries other than the above, fifteen feet (15');
- (5) Minimum distance between recreational vehicles, sixteen feet (16');
- (6) Minimum distance from lot line (dividing spaces) eight feet (8');
- (7) Recreational vehicles or other camping units must be parked so as not to obstruct roadways or [walkways](#) and must be parked on a designated site or space.

iii) **Circulation**

- (1) All access roads shall meet Town road standards.
- (2) One-way interior roads shall have a minimum width of twenty feet (20').
- (3) Two-way interior roads shall have a minimum width of thirty-two feet (32'), twenty-four feet (24') of which shall be paved.
- (4) Access roads to each camp unit space shall be provided.
- (5) Walkways shall be provided when necessary to assure safe pedestrian circulation.
- (6) Major walkways and roadways shall be lighted at night to assure safe access.

iv) **Parking**

- (1) Number of spaces - one (1) space per camping unit.
- (2) Size of spaces - 10 feet by 20 feet (minimum).

v) **Open space allocation**

- (1) All [recreational vehicle parks](#) or campgrounds shall have a minimum of twenty percent (20%) of the gross area which is landscaped and left as open space.

vi) **Service buildings**

- (1) A minimum of one (1) [service building](#) adequately equipped with flush toilets, lavatories, showers, and laundry facilities is required. This must meet the minimum state health department standards.
- (2) Service buildings shall be well lighted and well ventilated (with screened openings) at all times.
- (3) Service buildings shall be subject to approval by the state health department.

vii) **Sewage disposal**

The San Juan Basin Health Unit and the Colorado Department of Health must approve any public and private system prior to development and such system shall not function to create a nuisance or health hazard.

viii) **Refuse disposal**

- (1) Type of containers: fly-tight, water-tight, rodent-proof.
- (2) There shall be common refuse collection points adequate to serve all the users of the park or campground.

ix) **Electric**

A minimum of 110 volts or 100/220 volts shall be provided by an electrical outlet to each recreational vehicle site. Installations shall comply with all state and local and electrical regulations. All utilities, except major power transmission lines, shall be underground.

f) **MOBILE HOME DEFINITION AND ALLOWANCES**

Mobile homes by definitions are structures that can be mobile and are constructed before 1972. Mobile homes that are occupied, set to Town standards, and connected to Town utilities prior to the adoption of this code are permitted and considered non-conforming structure. Replacement of allowed mobile homes is not permissible by this code.

g) **MANUFACTURED HOME DEFINITION AND ALLOWANCES**

Manufactured homes by definitions are structures that are constructed to HUD standards adopted in 1972. Manufactured homes that are occupied, set to Town standards, and connected to Town utilities prior to the adoption of this code are permitted. Manufactured homes placed following the adoption of this code must be in accordance with this code and are 20 years old or less from the date of installation.

h) **MANUFACTURED HOME PARK STANDARDS**

The restrictions, requirements and standards as set forth in this Code shall not apply to any mobile home parks established prior to the adoption of this Code or prior to September 1, 1983. A new manufactured home park permit may be issued if the following requirements are met:

- i) The proposed location shall follow this Code and all applicable Town rules and regulations.
- ii) All utilities providing service to the manufactured home park shall be in accordance with Town rules and regulations.
- iii) The manufactured home park shall conform to the following standards:
 - (1) Setbacks: Along perimeter (all to be landscaped)

(a) Abutting public right-of-way	25 feet
(b) Abutting state or federal highway, city arterial	50 feet
(c) Abutting exterior boundaries other than above	15 feet
 - (2) Separation between manufactured homes (enclosed additions shall be considered part of the manufactured home):

(a) Minimum distance between homes	10 feet
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- (b) Minimum distance if parked end-to-end 20 feet
- (c) Minimum distance from lot line 8 feet
- (3) Manufactured homes must be parked so as not to obstruct access, roadways or walkways and must be parked on a designated manufactured home space. All manufactured home spaces and accessory buildings must abut an interior roadway.
- (4) Minimum manufactured home space: 4,000 square feet. The dimensions of the space shall be such that the width is at least 1/3 the depth. Space requirements exclude guest parking, allocated open space, and similar features.
- (5) Access and Circulation:
 - (a) Access and roads to manufactured home parks shall meet Town standards.
 - (b) Internal roadways of 24 feet minimum width shall be provided to each manufactured home space and shall be paved if the manufactured home park has more than five (5) spaces.
 - (c) Walkways shall use hard surfaces and provide safe pedestrian circulation.
 - (d) All roadways and walkways shall be well lighted at night with dark sky compliant lighting.
- (6) Parking (A combination of off- and on-street parking may be allowed):
 - (a) Off-Street
 - (i) Two (2) parking spaces minimum per manufactured home site.
 - (ii) Parking space sizes shall be a minimum of 10 feet x 20 feet.
 - (b) On-Street (May be permitted in place of off-street parking by widening the roadways.)
 - (i) Two (2) parking spaces minimum per manufactured home.
 - (ii) Parking space size must equal the minimum area required for an equal number of off-street spaces.
- (7) Storage areas: (Excluding space beneath mobile homes)
 - (a) Outdoor, surfaced area for boats, boat trailers, camping units, and horse trailers; 50 sq. ft./mobile home space shall be provided within the park.
 - (b) Enclosed personal storage area: 50 sq. ft./mobile home space shall be provided either individual or in common, within the park.
 - (c) Storage areas shall be lighted as necessary to permit night use.
- (8) Five percent (5%) of the twenty-five percent (25%) open space of the gross mobile home park area is required for common contiguous recreation space. The area allocated shall not include roadways, storage areas, mobile home spaces, setbacks, required parking spaces, and other similar features.
- (9) Drainage conditions shall be such that downstream users do not experience detrimental runoff.

- (10) Mobile home parks must be equipped with adequate working fire extinguishing equipment as specifically required by the local fire prevention authority or to satisfy fire regulations.
 - (11) The San Juan Basin Health Unit and Colorado Department of Health must approve any public and private system prior to development and such system shall not function to create a nuisance or health hazard.
 - (12) Refuse Disposal:
 - (a) Type of containers: fly-tight, water-tight, animal- and rodent-proof.
 - (b) There shall be common refuse collection points adequate to serve all mobile home users.
 - (13) A minimum of 110 volts or 100/220 volts shall be provided by electrical outlet to each mobile home space. Installation shall comply with all state and local electrical regulations.
 - (14) All utilities, except major power transmission lines (outlet supplying a minimum of 100 volts or 100/220 volts) shall be underground unless specifically exempted by the Town.
 - (15) Twenty-five percent (25%) of the gross mobile home park area shall be open space. Landscaping and/or some other type of screening shall be provided around the perimeter or mobile home parks, sufficient to act as a buffer between adjacent uses (including public streets) and the mobile home park. When necessary, other methods of screening may be required to provide sufficient noise and visual buffers. Of the twenty-five percent (25%) open space, five percent (5%) shall be a contiguous open space.
- i) **STORAGE USES**
- i) In single family zones storage is allowed in a garage, enclosed shed, or behind a visual barrier, such as a fence, not a tarp, so storage items are screened from public view.
 - ii) Shipping or Storage containers.
 - (1) Business district restrictions:
 - (a) Placement must comply with any applicable design code requirements.
 - (b) Shipping containers on a permanent foundation become a building addition and must meet all other codes for its purpose and the design codes.
 - (c) Conditional Use permits are required for shipping container storage use provided that the use complies with Section 2.2. 3(d).
 - (2) Residential districts restrictions
 - (a) Conditional Use permits are required, and placement must meet all setback and other code requirements. Screening, painting, or other mitigation measures may be required to mitigate impacts on neighboring properties.

CHAPTER II: Land Use and Development Code

Section 5: Dimensional Requirements

1) TABLE of DIMENSIONAL STANDARDS

All primary and accessory structures are subject to the dimensional standards set forth in table 5.1.1. These general standards may be further limited or modified by other applicable sections of this Land Use Code. General rules for measurement and exceptions are in Section 2.5.2.

TABLE 5.1.1: DIMENSIONAL STANDARDS

Type of Minimum	R-1	R-2	R-3 (MH)	B/MU	I	A
Minimum Land	6,000 sf	5,000 sf	6,000 sf	6,000 sf	6,000 sf	2 ac
Minimum Width	60'	50'	50'	50'	60'	150'
Minimum Depth	100'	100'	100'	100'	100'	150'
Minimum Front Yard Setback (depth to garage face)	20'	20'	20'	0'	10'	25'
Minimum Front Setback (depth to structure except garage)	15'	15'	15'	0'	10'	20'
Minimum Rear Yard Setback (5' in Candelaria Addition and Heights Second Addition)	10'	10'	10'	10'	10'	100'
Minimum Side Yard Setback	5'	5'	5'	0'	5'	25'
Minimum Street Frontage Per Lot	60'	50'	50'	50'	60'	150'
Minimum Parking Spaces Per Dwelling	2	2	2	n/a	2	2
Minimum Distance (between multiple units on single lot or parcel where permitted)	10'	10'	10'	n/a	n/a	10'
Maximum Height	30'	30'	30'	35'	35'	30'
Maximum Lot Coverage by Structures	50%	50%	50%	90%	60%	10%
Minimum Landscaped Area	10%	10%	10%	10%	5%	n/a

2) DENSITY/LOT SIZE

a) UNIT DENSITY

Unit density is the number of units allowed for each gross acre of land and is determined by dividing the number of units on a site by the gross acreage of the site, including dedicated rights-of-way. In the determination of the number of units to be allowed on a specific parcel of land, a fractional unit equal to or greater than one-half of a unit shall be rounded up to equal a full unit.

i) Units Allowed

The number of dwelling units allowed on a site is based on the presumption that all other applicable standards of this Land Use Code shall be met.

ii) Minimum Lot Dimensions

Any lot that is created, developed, used, or occupied shall meet the minimum lot size and frontage requirements in Table 5.1.1 for the zoning district in which it is located, except as otherwise established in this Land Use Code for particular uses. New lots shall also meet the development standards set forth in Section 2.6.3.c, Lots and Blocks. Any lot or building site shall be deemed to meet the minimum area requirements of the zone in which it is located when:

- (1) It existed as an entire lot, or as an entire parcel, for which either a deed was of record in the office of the County Clerk or a bona fide contract of sale was in full force and effect prior to the effective date of this Ordinance.
- (2) It is not the result of a division of land in violation of any State land law or Town Ordinance.

iii) Number of Principal Buildings or Uses Per Lot

- (1) Only one (1) main building for single-family or duplex use, with permitted [accessory buildings](#), may be located upon a lot or unplatted tract. Every dwelling shall face or front upon and have legal means of access to a street or officially approved place.
- (2) Where a lot or tract of land is used for multiple-family, [mixed use](#), commercial, or [industrial](#) purposes, more than one (1) main building may be located upon the lot but only when such buildings conform to all requirements of this Land Use Code applicable to the uses and district, and when all main buildings face upon a street or otherwise approved place.
- (3) Lots located in agricultural zoned districts may exhibit a density no greater than one (1) residential unit per lot. Accessory buildings may be permitted.
- (4) R-3 zoning districts allow for densities greater than (1) one unit per lot. The dimensions of such lots are subject to the Mobile Home Park Standards outlined in Section 2.4.1.

3) SETBACKS

Except as provided in this Land Use Code, every required front, side, and rear setback space shall be open and unobstructed from the ground to the sky.

a) SETBACKS on CORNER LOTS

A corner lot abutting upon two (2) streets in a residential zone shall have a minimum [setback](#) of ten (10) feet from the side lot line [adjacent](#) to the side street to all buildings.

b) SETBACKS MEASURED from PROPERTY LINES

Verification of boundaries is the responsibility of the owner. In all zones, which require front, side, and/or rear yards, the required depth of said yards shall be measured from the [property line](#) along a line perpendicular to the property line.

c) IRREGULARLY SHAPED LOTS

- i) In the case of lots having more than four (4) lot lines or lots which vary considerably from a rectilinear or trapezoidal shape, the rear lot line shall be considered as the line most nearly opposite from and parallel with the street line on which the lot abuts.
- ii) In the case of a triangular shaped lot, the rear lot line shall be considered as a straight line fifteen feet (15) in length which:
 - (1) Is parallel to the front lot line or its chord; and
 - (2) Intersect the two (2) side lot lines at points most distant from the front lot line.

d) PERMISSIBLE COVERAGE of REQUIRED REAR YARD

[Accessory buildings](#), canopies, or roofs in any combination in a required rear yard shall in no case occupy more than forty percent (40%) of the required rear yard area.

e) STRUCTURES PERMITTED to INTRUDE INTO REQUIRED YARD SETBACK AREA

The following structures may intrude into any required yard which is five (5) feet or greater in width or depth, provided however, that no such structure shall intrude into the required yard a distance greater than is permitted in this Section:

- i) [Cornices](#), [eaves](#), [vigas](#), sills, buttresses, or other similar architectural features – one and one-half feet (1½).
- ii) Fireplace structures not wider than eight (8) feet measured in the general direction of the wall of which it is part – one and one-half feet (1½).
- iii) Open stairways, balconies, and fire escapes – one and one-half feet (1½).
- iv) Uncovered porches and platforms which do not extend above the floor level of the first floor – one and one-half (1½) feet into required side and rear yards and six feet (6) into required front yards.
- v) Permanent planters not exceeding forty-two inches in height – one and one-half feet (1½).
- vi) Portable sheds or small storage units 120 sq. ft. or less in size and not on a permanent foundation are allowed to encroach on rear and side [setbacks](#). They may not be located in the front setback or create snow shed, drainage or other issues for neighbors.
- vii) Little free libraries, other similar free boxes, and [temporary uses](#) such as lemonade stands are permitted in the front setback area as long as they do not obstruct the public right of way.

f) FRONT YARD REQUIREMENTS DEEMED MET

Any front yard requirement shall be deemed to be met when the depth of the front yard provided at least equals the average of that established by existing buildings which occupy fifty percent (50%) or more of the lots within the same block or zone.

g) **SEPARATE YARDS**

No yard or other open space provided about any building or structure for the purpose of complying with these regulations shall be considered as providing a yard or open space for any other building or structure on the same property or on contiguous properties.

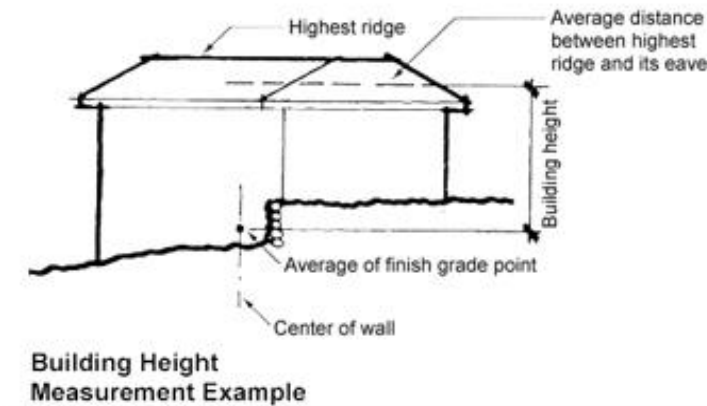
h) **PUBLIC UTILITY LINES**

This Land Use Code is not intended to limit or interfere with the installation, maintenance and operation of any [public utility](#) lines providing water, irrigation, sewage disposal, electric, gas, telephone, internet or cable services to the public, provided such lines are installed, maintained, and/or operated in accordance with all other applicable laws.

4) **[BUILDING HEIGHT](#)**

No building shall be erected or altered that will exceed the height limit for the respective zoning district, unless otherwise provided for below or elsewhere in this Land Use Code.

- a) The following building elements and [appurtenances](#) may exceed the height limits, but only to the minimum degree necessary to achieve compliance with applicable [building codes](#), or if not regulated by building codes, to provide for appropriate function:
 - i) Chimneys, vents, attic fans, cupola vents, plumbing vents, solar panels, and light collection domes for daylighting systems.
- b) The following may extend up to 10 feet above the height plane, provided that, collectively, they do not occupy more than 10 percent of the area of the roof (measured horizontally):
 - i) Non-habitable towers, spires, belfries, and domes;
 - ii) Screened mechanical equipment;
 - iii) Green roof vegetation;
 - iv) Roof access, elevator, and stair towers; and
 - v) Clock towers or other similar structures.
- c) Barns and silos with AG zoning are not subject to building height limits, provided that the buildings are set back at least one foot for each two feet of building height.



5) OFF-STREET PARKING

Off-street parking shall be provided in compliance with Section 2.5.5 of this Land Use Code and applicable provisions of the Ignacio Construction Standards, whenever any building is erected, altered, remodeled, enlarged, converted, or with any change of use within the building or any portion thereof.

a) Required Parking

The number of off-street parking spaces required shall be based on the particular use or occupancy within the building(s) and shall not be less than the quantities set forth in Table 5.5.1. Uses not specifically identified in table 5.5.1 shall be classified within the USE group which most nearly resembles the actual use.

TABLE 5.5.1: PARKING REQUIREMENTS

USE	NUMBER OF PARKING SPACES REQUIRED
ASSEMBLY	1 per 200 square feet of gross floor area
BUSINESS/OFFICE	1 per 600 square feet of gross floor area
MEDICAL OFFICE	1 per 300 square feet of gross floor area
EDUCATIONAL	1 per faculty member, 1 per full time employee, 1 per 3.5 seats in assembly rooms
FACTORY and INDUSTRIAL	1 per 800 square feet of gross floor area
INSTITUTIONAL	1 per 3 beds
MERCANTILE	1 per 400 square feet of gross floor area
RESIDENTIAL-Single-family	2 per dwelling unit
RESIDENTIAL- Multi-family	1 bedroom/studio – 1 per dwelling unit 2 bedrooms and up – 1.5 per dwelling unit
WAREHOUSE	1 per 800 square feet of gross floor are
GYM/HEALTH CLUB	1 per 400 square feet of gross floor area
HOTEL/MOTEL	1 per sleeping room, 1 per full time employee

- i) Each business shall be divided into the specific uses/occupancy type (as described in the building code) and associated [gross square footage](#) within the occupied space.
- ii) Cross reference with Table 5.5.1 for required parking spaces for each specific use. Add the required number of parking spaces together resulting in the total required parking for the business. See below example for parking space calculation:

Example: John's Barbeque occupies 3,000 gross square feet of the floor. The 3,000 square feet comprises: 1,000 sq. ft. of dining area (assembly occupancy), 1,000 sq. ft. storage area (warehouse/storage occupancy), and 1,000 sq. ft. of kitchen/office/dishwashing areas (business occupancy). Assembly occupancy requires 1:200 equating to 5 parking spaces; warehouse/storage occupancy requires 1:800 equating to 1.25 parking spaces; and the business occupancy requires 1:600 equating to 1.66 parking spaces. Total parking required is 8 parking spaces.

b) Location of Lot

The required parking spaces shall be provided on the same lot as the associated use, or on a shared lot not more than 500 feet away from the main entry point into the building as measured from the nearest point of the parking facility.

c) Accessible Spaces

Accessible parking spaces and passenger loading zones shall be provided and constructed in accordance with the Town's building code requirements and with ANSI 117.1.

d) Parking Facility Design

Parking facilities shall be designed in accordance with the following requirements:

i) Stall Width.

Each parking stall shall have a minimum width of nine (9) feet.

(1) Exceptions:

- (a) Compact parking stalls shall be permitted to be eight (8) feet wide.
- (b) Parallel parking stalls shall be permitted to be eight (8) feet wide.
- (c) Accessible parking spaces shall be designed in accordance with ANSI 117.1.

ii) Stall Length

Each parking stall shall have a minimum length of twenty (20) feet.

(1) Exceptions:

- (a) Compact parking stalls shall be permitted to be eighteen (18) feet in length.
- (b) Parallel parking stalls shall be a minimum of twenty-two (22) feet in length.

iii) [Driveway](#) Width

Every parking facility shall be provided with one or more access driveways, the width of which shall be the following:

- (1) Private driveways shall be at least ten (10) feet wide.

- (2) Commercial driveways and drive lanes:
 - (a) Minimum of fourteen (14) feet driveway for one-way enter/exit.
 - (b) Minimum of twenty-four (24) feet driveway for two-way enter/exit.
 - (c) For parallel parking - 12 feet wide drive lane.
 - (d) For 30 and 45 angled parking - 15 feet wide drive lane.
 - (e) For 60 angled parking - 18 feet wide drive lane.
 - (f) For 90 angled parking - 24 feet wide drive lane.
- iv) **Driveway and Ramp Slopes**

The maximum slope of any driveway or ramp shall not exceed 12 percent.
- v) **Stall Access**

Circulation aisles within required [off-street parking areas](#) shall be so designed as to eliminate any necessity of vehicles entering a public right-of-way when passing from one aisle to another. Each required stall shall be individually and easily accessed.
- vi) **Compact-to-standard Stall Ratio**

The maximum percentage of compact stalls to standard stalls in any parking area shall not exceed 50 percent (50%). Compact spaces shall be marked for compact cars.
- vii) **Screening**

A 3-foot-high screening buffer at the public way shall be provided for all parking areas of five or more parking spaces.
- viii) **Striping**

All parking stalls shall be striped.

(1) Exception: A private garage or parking area for the exclusive use of a single-family dwelling.
- ix) **Lighting**

All lights illuminating a parking area shall be “dark sky compliant” and designed and located to direct light downward and away from any street and adjacent property.
- x) **Surfacing**

[Off-street parking areas](#) shall be paved or otherwise surfaced and maintained to eliminate dust and/or mud from being transferred onto adjacent roadways. Proper drainage is required to convey all surface water into proper drainage channels or containment facilities as required by the Town. The Town shall approve surface material. Driveways shall be offset from the [property line](#) by (3) three feet to allow for adequate drainage and snow storage unless waived by the Administrator.
- xi) **Wheel or Bumper Guards**

In commercial or [multi-family](#) developments, wheel or bumper guards shall be located so that no part of a vehicle extends beyond a parking area boundary line and intrudes on a pedestrian way, or contacts any wall, fence, or planting. A vehicular overhang may, however, intrude into a private pedestrian way located

on the perimeter of a [parking lot](#) if the pedestrian way is not less than six (6) feet in width.

xii) **Joint Use**

In the case of [mixed uses](#) in a building or on a lot, the total requirements for off-street parking facilities shall be the sum of the requirements for the various uses computed separately. Off-street parking facilities for one use shall not be considered as providing required parking facilities for any other use except as hereinafter specified for joint use.

(1) The Planning Commission may, upon application, authorize the joint use of parking facilities for the following uses or activities:

- (a) Fifty percent (50%) of the parking facilities required by this Section may be facilities of a use considered to be a night-time or off-peak use provided such reciprocal parking area shall be subject to conditions set forth below.
- (b) Conditions required for joint use:
 - (i) Parties participating in the joint use of an off-street parking facility shall provide signed agreements for such joint use and included shared maintenance provisions.
 - (ii) The applicant(s) shall show that there is no substantial conflict in the proposed uses of the off-street parking facility.

6) LANDSCAPING REQUIREMENTS

a) **INTENT**

It is the intent of these regulations to provide minimum requirements for landscaping of new development. While the requirements are minimal, developers and owners are strongly encouraged to provide landscaping to provide an attractive street frontage, preserve existing mature vegetation whenever possible, to use water conservation techniques, plant native species and soften the appearance of development with landscape features. The Town provides landscape guidelines to assist owners and developers in improving their properties.

b) **GENERAL PROVISIONS**

All land development applications shall be accompanied by an appropriate landscape plan. Building permit applications for individual single-family residences will not require landscape plans. However, all [landscaping](#) within the community shall comply with the intent of these regulations.

c) **PLANT MATERIALS**

- i) The minimum planting sizes on all required landscaping shall be two (2) inch [caliper](#) deciduous trees, one and one-half (1½) inch caliper ornamental trees, six (6) foot tall evergreen trees and five (5) gallon shrubs.
- ii) Plant materials shall be chosen from native species. No invasive or noxious plants shall be used.

d) **IRRIGATION**

All required landscaping shall be irrigated as required for plant establishment and maintenance. Irrigation shall be appropriate to the type and scope of the improvements.

- i) Use of non-treated water for irrigation is encouraged if available.
 - ii) Temporary irrigation may be used to establish native grasses and vegetation.
- e) **GUARANTEE OF INSTALLATION**
 Required landscape improvements shall be installed prior to issuance of a Certificate of Occupancy (C.O.) for all improvements. If weather conditions prevent installation, the developer shall either post a financial guarantee for the improvements or receive a temporary Certificate of Occupancy. The guarantee shall be released upon completion of the installation of the landscaping and the issuance of a Certificate of Occupancy.
- f) **MAINTENANCE**
 To provide for the ongoing health and appearance of landscape improvements, all landscaping shall be maintained and replaced by the landowner/occupant as necessary. All property owners/occupants shall be responsible for maintenance of landscaping within the portion of the public right-of-way between the back of the curb or street pavement and the adjacent property.

7) LANDSCAPING DESIGN STANDARDS

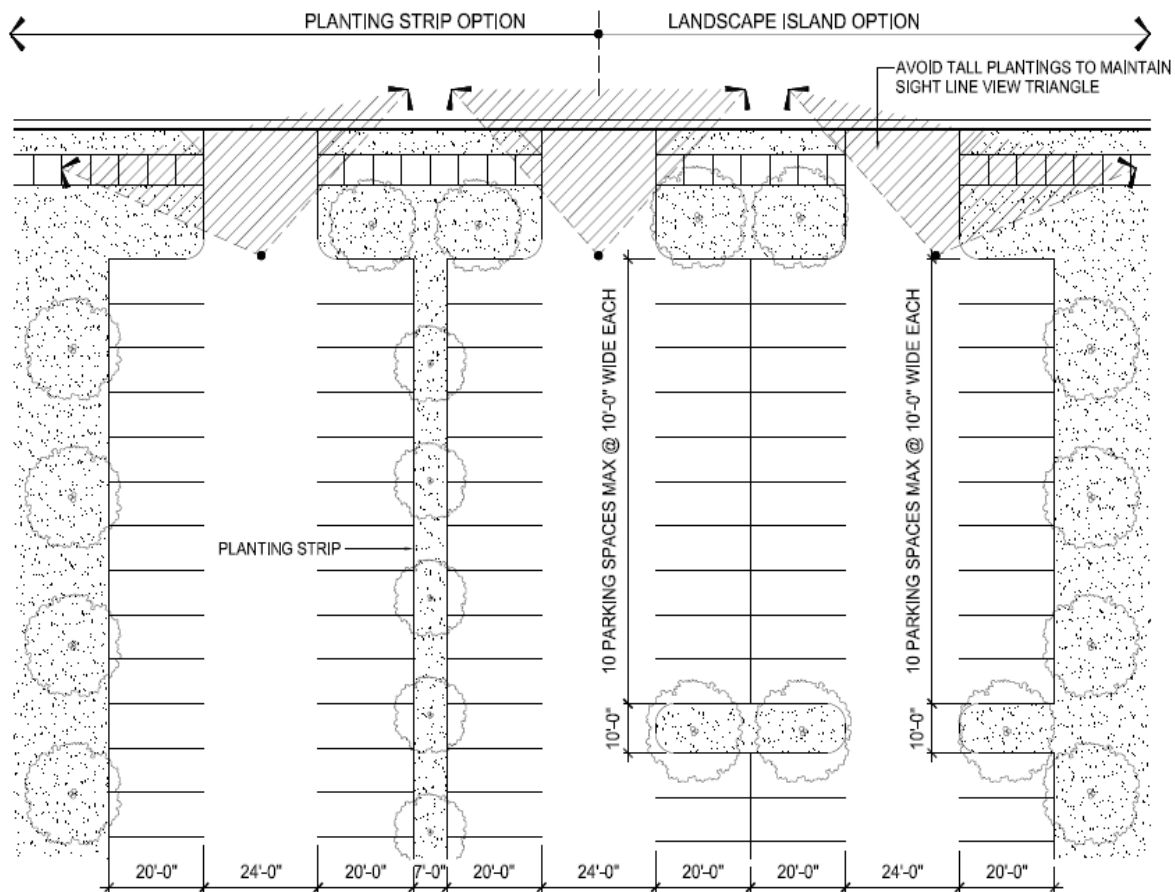
- a) **MULTI-FAMILY and MIXED-USE RESIDENTIAL LANDSCAPING STANDARDS**
 - i) In addition to right-of-way landscaping, the developer or assigns shall provide:
 - (1) Site trees – a minimum of one (1) tree per one thousand (1,000) square feet of landscaped area, distributed on the site.
 - (2) Shrubs – a minimum of one (1) shrub per one hundred fifty (150) square feet of landscaped area. Group shrubs and distribute throughout the site. Trees may be substituted for up to one-half ($\frac{1}{2}$) of the required shrubs at the rate of one (1) tree for ten (10) shrubs.
 - (3) Groundcover – irrigated turf maintained to appropriate standards for active recreation in areas that will function for active recreation. Where appropriate, use native grass for areas that will not function as active recreation areas. Native grass must be weed free and maintained at a maximum height of eight (8) inches. There shall be a minimum of seventy-five percent (75%) live materials between the front of the house and the curb unless approved otherwise by the Town.
- b) **COMMERCIAL/MIXED USE and INDUSTRIAL LANDSCAPING STANDARDS**
 - i) Landscape improvements shall be designed to enhance the overall appearance of the development and integrate the project with adjacent land uses and into the surrounding neighborhood. All improvements shall consider the people who will use the site, travel through or by the site and adjacent land uses. A minimum of ten (10) percent of the site (gross) shall be landscaped area.
 - ii) The developer or assigns shall provide:
 - (1) Site Trees – plant a minimum of one (1) tree per one thousand (1,000) square feet of landscaped area, distributed on the site.
 - (2) Shrubs – plant a minimum of one (1) shrub per one hundred fifty (150) square feet of landscaped area. Group shrubs and distribute throughout the site. Trees may be substituted for up to one-half ($\frac{1}{2}$) of the required shrubs at the rate of one (1) tree for ten (10) shrubs.

- (3) Groundcover – establish irrigated grass turf maintained to appropriate standards for active recreation in areas that will function for active recreation. Where appropriate, use native grass for areas that will not function as active recreation areas. Native grass must be weed free and maintained at a maximum height of eight (8) inches.
- (4) Screen Load Areas – screen loading areas (including vehicle being loaded), service and storage areas visible from the public right-of-way or adjacent property with an opaque screen that is an integral part of the building architecture or by landscaping. Chain link fencing with slats, tires or used building materials are not acceptable screening materials. Screening must be approved by the Administrator.
- (5) Compatibility – [integrate](#) activities on the subject property with adjacent land uses by utilizing a combination of landscaping, building orientation and appropriate architectural elements.
- iii) The building owner or occupant shall maintain the yard and landscaping within the adjacent road right-of-way.

8) COMMERCIAL LANDSCAPING DESIGN STANDARDS

Downtown landscaping is intended to provide an attractive environment for people to walk and shop. The developer shall provide:

- a) **STREETSCAPE** – a combination of window boxes, awnings, planters, trees, benches, etc. as appropriate to enhance building entries and the streetscape.
- b) **PARKING LOT LANDSCAPING STANDARDS** – [Parking lot](#) landscaping is intended to break up large expanses of pavement, create shade, buffer views of parking lots from adjacent streets and projects and enhance the appearance of each project.
 - i) **Applicability**
All parking lots with ten (10) spaces or more shall be subject to these requirements.
 - ii) The developer or assigns shall provide:
 - (1) **Site trees**
A minimum of one (1) tree per ten (10) parkingspaces. Group trees together in islands which are a minimum of ten (10) feet wide. Use the landscaping to break up large expanses of pavement and to create a tree canopy for summer shade. See the below diagram:
 - (2) **Shrubs**
A minimum of one (1) shrub per one hundred fifty (150) square feet of landscaped area. Group plantings in landscape islands.
 - (3) **Groundcover**
Limit areas of irrigated turf. Grass is discouraged in areas less than ten (10) feet wide. Install a grass buffer (native grass where possible) around the perimeter to filter runoff and improve water quality.
 - (4) **Provide a mechanism for long-term maintenance of landscaping**
All landscaping within and adjacent to parking lots shall be owned and maintained by the landowner or occupant.



CHAPTER II: Land Use and Development Code

Section 6: Subdivision Design and Improvements Standards

1) GENERAL

The provisions of this Section shall apply to all development of land within the Town of Ignacio. No development shall commence without prior and proper approval or authorization pursuant to the terms of this Land Use Code. This Section establishes procedural and substantive rules for obtaining the necessary approval to develop land and construct buildings and structures. Development applications will be reviewed for compliance with any adopted Comprehensive Plan and with adopted regulations, policies, and other guidelines.

2) PURPOSE

The requirements contained in this Section shall be the minimum requirements enacted to promote the health, safety, and general welfare of the Town of Ignacio. To these ends, such regulations are intended to assure efficient circulation, adequate improvements, sufficient [open space](#) and basic order in subdivision design by providing for the proper arrangement of lots and blocks, new and existing streets, utilities, emergency access, pedestrian movement and recreation, lighting (natural and artificial) and air movement.

3) SUBDIVISION DESIGN

a) **APPLICABILITY**

All subdivisions (major, minor, [condominium](#), and plat amendments) shall comply with all applicable provisions in this Land Use Code. Subdivisions shall be designed per all applicable standards unless a standard is modified or varied pursuant to this Land Use Code. No minor modification or variance may be granted for areas of special flood hazard or geologic hazard, nor shall a minor modification or variance be granted for utility construction specifications. To the extent not already addressed in other provisions of this Land Use Code, the additional design criteria in this Section shall apply to all subdivisions.

b) **GENERAL DESIGNS STANDARDS**

i) **Compliance with Zoning Requirements**

The general layout of lots, roads, driveways, utilities, drainage facilities, and other services within all proposed subdivisions shall be designed to maximize efficient use of the land, avoid hazard areas, protect sensitive natural resources, and otherwise accomplish the purposes and intent of this Land Use Code and of the zone district in which the subdivision is located. Applicants shall refer to the general development standards in Section 5 and shall apply them in the layout of the subdivision to avoid creating lots or patterns of lots that will make compliance with such development standards difficult or infeasible.

ii) **Suitability for Subdivision**

Land subject to hazardous conditions such as floods, mud flows, rock falls, or shallow water table, shall be identified and shall not be subdivided until the hazards have been mitigated or will be mitigated by the subdivision and construction plans.

iii) **Minimal Standards**

The design standards in this Section are minimum standards. The Town may impose more restrictive standards when it finds that they are necessary to conform the design of a proposed subdivision to sound engineering or design standards or other standards in this Land Use Code.

c) **LOTS and BLOCK**

Lot size, width, depth, shape, and orientation and minimum building [setback](#) lines shall be appropriate for the location of the subdivision and for the type of development and use contemplated and shall facilitate the placement of buildings with sufficient access, outdoor space, privacy, and view.

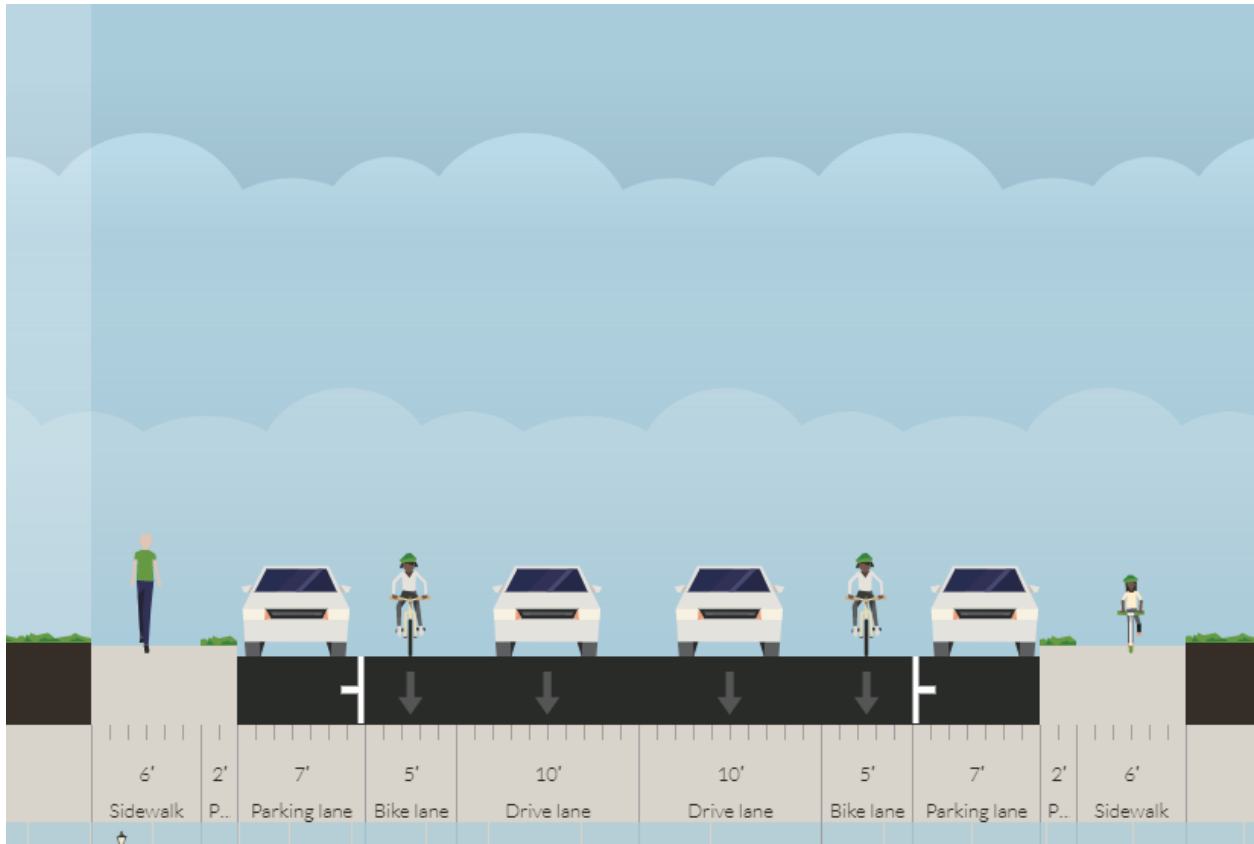
- (1) Depth and width of properties reserved or laid out for commercial and industrial purposes shall be adequate to provide for off-street parking and loading areas required by the type of use and development contemplated.
 - (2) Corner lots for residential use shall have extra width to accommodate the required building setback line on both street frontages.
 - (3) Each lot shall be provided with satisfactory access to a public street.
- d) **ARRANGEMENTS of STREETS**
- i) The arrangement, extent, width, type, and location of all streets shall be considered in their relation to existing or planned streets, to topographic conditions, to public convenience and safety and in their appropriate relation to the proposed use of land to be served.
 - ii) Local streets shall be arranged so their use by through traffic will be discouraged.
 - iii) Streets shall be extended to the boundaries of the property, except where such extension is prevented by topography or other physical conditions or where the connection of streets with existing or probable future streets is deemed unnecessary for the advantageous development of adjacent properties.
 - iv) Where future extension of a street is anticipated, a temporary turnaround having a minimum outside diameter of 90 feet shall be provided.
- e) **CUL-DE-SACS, DEAD-ENDS, and TURNAROUNDS**
- i) The maximum allowable length of [cul-de-sac](#) streets in single-family residential and multi-family residential developments shall be 600 feet per the Model Traffic Code and the International Fire Code requires special approval over 750 feet.
 - ii) Cul-de-sac streets shall be provided with circular turnarounds having a minimum outside right-of-way diameter of 106 feet and a minimum pavement of 90 feet.
- f) **INTERSECTIONS**
- i) Streets shall intersect as nearly as possible at right angles. Intersecting street center lines shall be within 20 degrees of the perpendicular for a distance extending at least 100 feet in each direction from a street intersection.
 - ii) Right-angle street intersections shall be rounded with a minimum radius of 20 feet at all intersections of streets.
 - iii) If an intersection occurs at an angle other than a right angle, it shall be rounded with a curve of a radius acceptable to the Town Engineer.
- g) **RIGHT-OF-WAY, PAVEMENT, and SIDEWALK WIDTHS**

TABLE 6.3: Minimum ROW Widths by Street Type

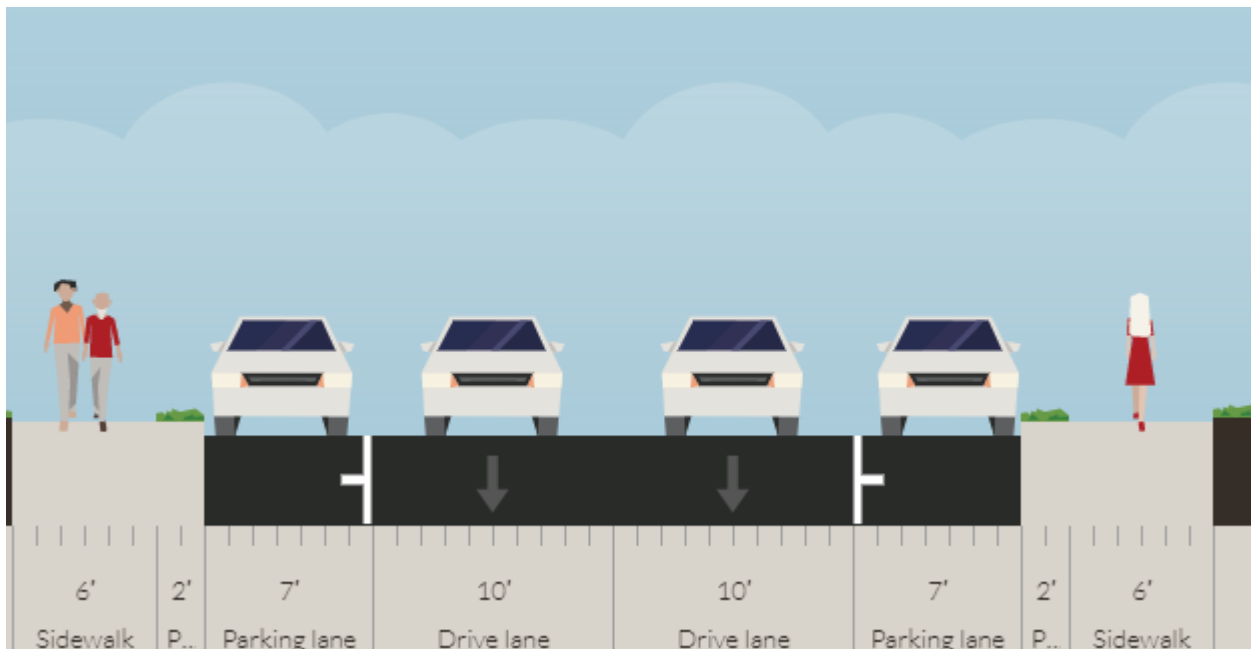
Type	Right-of-Way	Travel* F/F
Collector	60'	40'
Local**	50'	34'
Alley	25'	20'

* Measured from flow line of gutter to flow line of gutter.

** Local streets without alleys shall utilize collector street criteria.



Collector Street Example



Local Street Example

h) **VERTICAL ALIGNMENT**

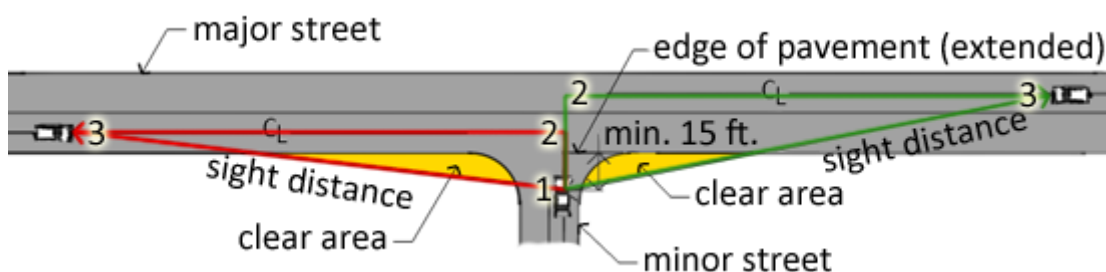
- i) No vertical [grade](#) shall be less than five-tenths percent (0.5%) to facilitate adequate drainage. Vertical curves excepted.
- ii) Maximum percent of street grade:
 - (1) [Alleys](#), ten percent (10%)
 - (2) Local Streets, eight percent (8%)
 - (3) Collector streets, seven percent (7%)
 - (4) Arterial streets, five percent (5%)
 - (5) Where a horizontal curve occurs on a grade of over five percent (5%), the maximum allowable percent of grade on the curve shall be reduced by five-tenths percent (0.5%) for each 50 feet that the curve radius is less than 400 feet.

i) **VISIBILITY REQUIREMENTS**

Corner Sight Distance: Generally, intersections shall be designed and maintained with adequate corner sight distance, pursuant to this Section. No obstructions shall be constructed, placed, or installed in the area where the horizontal clear area defined in Subsection, ii below, and the vertical clear area defined in Subsection iii, below, overlap (pedestrians, bicyclists, and operating motor vehicles are not obstructions).

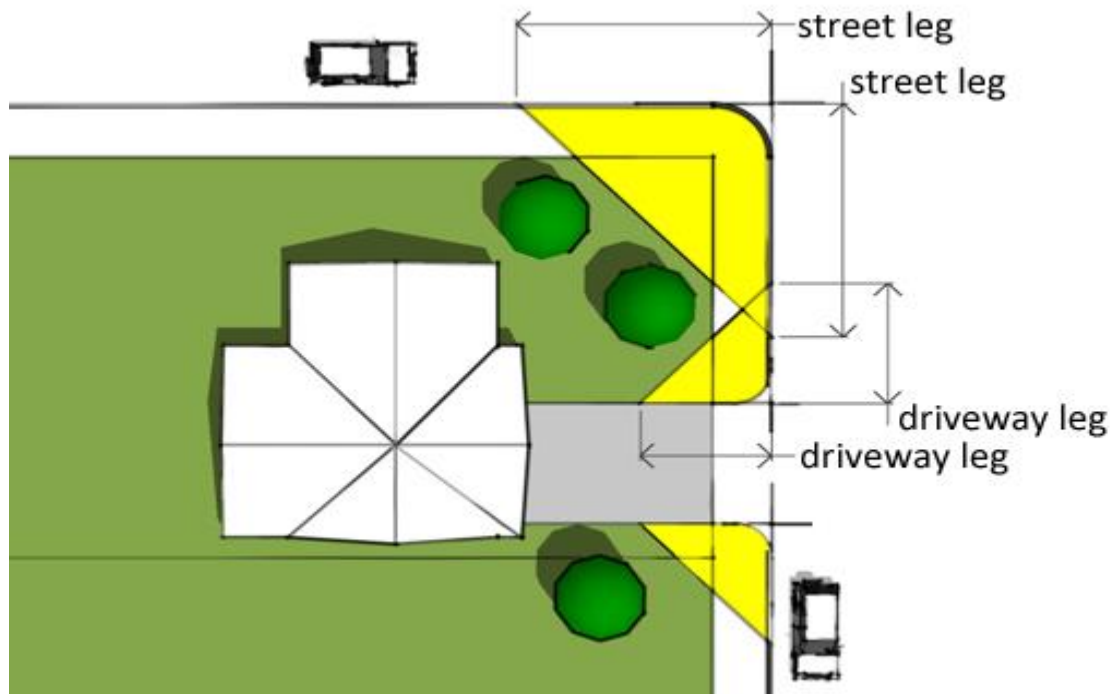
- i) Clear Areas. Clear areas are required at each corner of street intersections, with the following dimensions:
- ii) Horizontal Clear Area. Right triangles are defined in the horizontal plane by the following points detailed in the below diagram, Illustrative Horizontal Clear Area:
 - (1) Point 1 is on the centerline of the right-hand travel lane of the lower classification street, 15 feet back from the extension of the face of the curb of the major street.
 - (2) Point 2 is on the centerline of the nearest travel lane (one in each travel direction) of the intersecting major street.
 - (3) Point 3 is on the centerline of the nearest travel lane (one in each travel direction) of the intersecting major street, the required sight distance from Point 1.

Illustrative Horizontal Clear Area



- iii) Vertical Clear Area. Within the horizontal plane defined by Subsection ii, above, a clear area must be maintained from a height of 3.75 feet on the local street to a height of 4.5 feet on the centerline of the travel lanes of the major street.
- j) **SIGHT DISTANCES**
 - i) Generally, sight distances (measured from Point 1 to Point 3) shall be as follows:
 - (1) Local and Collector Streets: 200 ft.
 - (2) Arterial Streets: 350 ft.
 - (3) Engineering Discretion. The Town may require greater sight distances where necessary to ensure safety given topography and/or street curvature.
- k) **VISIBILITY TRIANGLES FOR MINOR STREETS AND DRIVEWAYS**
 - i) Generally, in addition to any corner sight distance required by Section i, Corner Sight Distance, visibility triangles are required at street intersections and intersections of streets and driveways, as provided in this Section.
 - ii) Obstructions. Visibility triangles shall be maintained free of visual obstructions, including structures and vegetation, from a height of 30 inches to a height of seven (7) feet above the centerlines of the abutting intersecting streets. The Town Engineer may waive this requirement if it is determined that:
 - (1) The requirement would result in the destruction of a healthy, mature, non-invasive tree, either by removal or by pruning that would result in structural harm to the tree, and the marginal impact of the removal or pruning of the tree on public safety is slight and may be addressed through other means, such as signage; or
 - (2) The encroachment into the sight triangle is by a healthy, mature, non-invasive tree; is slight; and results in a de minimis impact on public safety.
 - iii) Visibility Triangle Dimensions. The legs of visibility triangles are measured from the point of intersection of lines that extend along the face of the curb at street intersections and driveway-street intersections. The measurements are detailed below and illustrated in the below diagram, Illustrative Horizontal Clear Area:
 - (1) All Street Intersections (shown as "street leg" in Figure): 35 ft.
 - (2) Driveways or Alleys and Local Streets (shown as "driveway leg" in Figure): 18 ft.
 - (3) Driveways and Collector Streets: 23 ft. (both "driveway leg" and "street leg")
 - (4) Driveways and Arterial Streets: 28 ft. (both "driveway leg" and "street leg")
 - (5) Exceptions: Visibility triangles may be modified in cases where:
 - (a) Engineering standards indicate that a greater clear area is necessary, as determined by the Town Engineer; or
 - (b) The clear area does not contribute to the safe operation of the street, intersection, or driveway.

Visibility Triangle Measurement



l) **STREET NAMES**

Names of new streets shall not duplicate names of existing streets provided that new streets which are extensions of, or which are in alignment with existing streets shall bear the names of such streets.

m) **STREET LIGHTS**

Street lighting and associated underground street lighting supply circuits shall be installed. The minimum requirement shall be 2,500 lumen lamps at a maximum spacing of 400 feet, with lighting at each intersection. The street lighting plan specifying the number, line and approximate location of street lights must be included on the final construction plans. All lighting shall be dark sky compliant.

n) **SIDEWALKS**

Sidewalks shall be provided where necessary or appropriate for the safety and convenience of pedestrians. Width of sidewalks shall be as specified in the Development Standards for Public Improvements. Sidewalks shall be durably constructed with all-weather surfacing and maintained for the use contemplated. Sidewalks shall be designed to discourage parking conflicts.

o) **UTILITY EASEMENTS**

Utility easements shall be provided on at least one lot line or as otherwise determined by the Town or associated utility. Easements shall be a minimum of 10 feet in total width and usually five (5) feet on either side of the lot line.

CHAPTER II: Land Use and Development Code

Section 7: Commercial Design Standards

1) GENERAL

The organization and association between individual buildings help to define and create the Town's identity and has direct impacts on the levels of pedestrian and vehicular activity, as well as economic vitality. When architectural features (i.e., entrance location and spacing, window lines, signage, and other architectural elements) of commercial buildings are proportionally balanced, the [streetscape](#) becomes more inviting for human interaction. Building facades can impact visual continuity, cohesiveness, legibility, and aesthetic pride. The design of the facade can encourage shopping, increase a sense of security and safety, and generate pedestrian interaction. In [Mixed Use](#) zoned areas, where commercial and residential buildings exist, thoughtful consideration of scale, detailing, and material finishes, is necessary for achieving the desired streetscape setting and character.

2) PURPOSE

The objectives of these standards are to preserve business and property values, encourage new business start-up, and create a pedestrian friendly [Downtown](#) by defining architectural styles and design standards that promote a harmonious, coordinated streetscape within the Mixed Use District. Community residents are proud of their Southwest heritage and wish to promote excellent and harmonious design with new construction and significant remodels. While not required, the following styles shall be considered:

3) BUILDING STANDARDS APPLICABLE TO ALL STRUCTURES IN DOWNTOWN OVERLAY DISTRICT

The following standards are applicable to all new and remodeled structures regardless of Architectural Style:

- a) All new buildings to be constructed in the Mixed Use District shall be erected on a [permanent foundation](#) system as approved by the Administrator.
- b) Building massing and proportions shall be sensitive to the [human scale](#). New or remodeled structures shall design areas of building/human interaction, i.e., near ground level on large buildings, along street facades, entryways, etc. with sensitivity to building elements and human proportions.
- c) Allowed exterior finish materials for all new and remodeled commercial buildings:
 - i) Cementitious Stucco
 - ii) Synthetic Stucco
 - iii) [Adobe](#) or Adobe brick
 - iv) Earth Plaster
 - v) Stone (real or cultured drystack, fieldstone, or river rock)

NOTE: Aluminum, vinyl siding, mirrored glass, exposed concrete block or concrete are prohibited exterior finish materials unless an applicant requested design deviation is approved by the Planning Commission.

4) BUILDING DETAILS

- a) Window and door space combined shall not exceed 40 percent (40%) of any publicly viewable [elevation](#).
- b) Doors on street fronting elevations of buildings and structures are recommended to have divided lights not exceeding 30 inches in any dimension. Snap-in or applied [mullions](#) are permitted.

5) BUILDING SCALE and MASSING

Design consideration of building scale and massing help to establish the unique character and define the setting for the Mixed Use District. Smaller-scale buildings, or buildings perceived to be of a smaller scale, are more likely to create the atmosphere of a pedestrian friendly [streetscape](#). Human-scaled buildings generally feel more comfortable and can create an experience that enhances the marketability and social interaction necessary for the success of commercial businesses. Buildings, and their associated architectural elements, should convey a sense of [human scale](#) and create a reinforcing relationship with the [sidewalk](#), street, and pedestrians.

The height and scale of infill development and [alterations](#) to existing structures within the Mixed Use District should relate to and complement existing neighboring structures. New and remodeled structures should provide storefront windows, doors, entries, transoms, [awnings](#), [cornice](#) treatments, and other architectural features designed to complement existing and surrounding structures.

Buildings that extend greater than 50 feet along the street-side(s) shall utilize appropriate techniques to break-up the plane of the continuous building line. For example, these techniques may include, but are not limited to architectural elements, i.e., windows, doorways, staggered walls, [pilasters](#), change in materials, etc.

6) SETBACKS

Newly constructed buildings in the Mixed Use District, shall be encouraged to construct up to the [property line](#) with allowance for minimal [setback](#) at intervals appropriate to the scale, proportions, and design of the new structure. Niches or pockets for seating are encouraged for long expansive wall frontage. Refer to Section 2.5.3 for setback requirements.

7) ARCHITECTURAL STYLES and BUILDING ELEMENTS

The following design standards are based on local and regional vernacular architecture applicable to building construction and remodeling. It is desired that all new construction and exterior remodeling, incorporate one, or a mix, of the architectural styles and

building elements outlined below into the design submitted to the Town Planning Commission for approval:

a) **NAME: TERRITORIAL SOUTHWEST**

i) Characteristics:

- (1) Appearance of stucco, earth plaster or [adobe](#) exterior walls.
- (2) Square [parapets](#).
- (3) Framed windows, Victorian style.
- (4) Brick or decorative coping or parapet trim.
- (5) Square beam supports, instead of round.

b) **NAME: PUEBLO**

i) Characteristics:

- (1) Appearance of stucco, adobe, or earth plaster on exterior walls.
- (2) Rounded parapets.
- (3) Windows and doors inset a minimum of two (2) inches, plaster covers the frame of the windows, located within three (3) feet from the corner of the building, unless within an enclosed porch.
- (4) Edges and corners shall be rounded.
- (5) Primary [elevation](#)s shall be flat, varied by inset portals, projecting portals, projecting [vigas](#) or rafter tails, scuppers, flying buttresses and wooden lintels, and/or architraves and [cornices](#).
- (6) Vertical posts are round.
- (7) Carved ornamentation.
- (8) Flat or slightly pitched roofs concealed behind parapets.

c) **NAME: MISSION STYLE**

i) Characteristics:

- (1) Simple, smooth stucco or plaster siding.
- (2) Broad, overhanging [eaves](#)
- (3) Exposed rafters
- (4) Hipped or [gabled](#) tile roof
- (5) Roof [parapets](#)
- (6) Large square pillars
- (7) Twisted columns
- (8) Arched entry and windows
- (9) Covered walkways or arcades
- (10) Round or quatrefoil window
- (11) Restrained decorative elements consisting of tile, iron, and wood

d) **NAME: IGNACIO**

i) Characteristics:

- (1) Adaptations of local existing built architectural elements.

8) SCREENING WALLS, FENCES, and LANDSCAPING

Screening walls shall be predominantly constructed of the same materials and in the same style as the building. Styles may be approved if they are complementary to the building's style. Chain link and wire fencing is not acceptable for street facing fences. The height of the wall or fence shall not obscure the building facade on street-side(s).

Generally, this would be considered as *no higher* than five (5) feet as measured from the bottom visible portion. All fences must follow Town code with intersections requiring special considerations.

- a) The appearance of the wall shall change every 50 feet by six to eight inches (6-8 inches) to avoid an uninteresting plane.
- b) Landscaping on top of, or over a wall is encouraged.
- c) Landscaping may be used as an alternative to a wall where a barrier or mitigation is required. The owner of the property shall be responsible to maintain installed landscaping in a manner that conforms to the purpose for which it was approved. As an example, a hedge may serve as a barrier but must not grow taller than six (6) feet, which is the highest fence height allowed by Town code.

9) SCREENING of EQUIPMENT and APPURTENANCES

Equipment and appurtenances should be architecturally screened or integrated into the structure, color, and design of the building. Equipment includes but is not limited to: Mechanical, electrical, telephone, satellite dish, solar and other energy-collecting equipment, chimneys, flues, vents, and skylights. Glare from any equipment must not cause a safety hazard to drivers passing by the building.

10) MURALS and SIGNS

Murals and Signs are governed by Section 8.

11) EXTERIOR LIGHTING

All exterior lighting shall utilize dark sky compliant light fixtures and shall be designed to direct light downward. Lighting is not permitted to spill beyond the project [property lines](#) more than one (1) foot candle within 12 inches of the property line. Light fixture specifications and/or photometric studies may be required.

12) EXTERIOR BUILDING COLORS

Exterior building colors shall be limited to a palette of southwest colors and as approved by the Planning Commission. Earth tones with a non-glossy finish and a relatively smooth texture are recommended. Building trim may be of complementary accent colors and glossy.

13) PARKING

Parking shall be provided behind or along-side all newly constructed or remodeled commercial buildings. Parking in front of the building is strongly discouraged but the applicant may request a design deviation approved by the Planning Commission.

Exception: Existing, non-conforming buildings shall construct walls or fences as described in Section 7.8.

14) MINIMUM MAINTENANCE REQUIREMENTS

All properties shall be regularly and properly maintained by the property owner or other persons who may have legal custody and/or control of the property. Maintenance is necessary to prevent decay and deterioration and to keep the property free from structural defects.

15) DESIGN DEVIATIONS

A design deviation to the standards in this Section must meet the following additional requirements:

- a) The deviation will not damage the character of the district as outlined within these regulations, including their intent, which is to preserve property and business values through harmonious outward appearance.
- b) The deviation will strengthen the unique character of the town by providing a full range of design options that are appropriate to the Mixed Use District and fulfill the land use goals.
- c) The deviation is unique to special conditions and circumstances that are peculiar to the land or property involved and are not motivated by economic considerations.

CHAPTER II: Land Use and Development Code

Section 8: Signs

1) PURPOSE and INTENT

- a) **PURPOSE** – These sign regulations and procedures have been developed to ensure the safety, welfare, and convenience of all Ignacio residents. The Town recognizes the value of signs as a means of providing the public with necessary information. Signs can help advertise for events, provide wayfinding, and identify businesses. Too little signage can be detrimental to serving the public, while too much signage can result in hazardous or confusing conditions. The purpose of this sign code is to provide a balance for signage in the Town and encourage signs of a high utility and aesthetically pleasing variety.
- b) **INTENT** - The intent of these sign regulations is to provide proper control of signs that is in accordance with the First Amendment guarantee of free speech. It is not the intent of these regulations to regulate signs based on their content. Rather, these regulations will provide a framework for signs that is narrowly tailored to serve compelling government interests.
 - i) The Town has a compelling interest to regulate signs to ensure public safety and wellbeing. Signs that cause hazardous traffic conditions, or signs that communicate certain types of speech that are not constitutionally protected, or signs that contribute to blight or degrade the aesthetic or historic character of the Town, are signs that may negatively impact public safety and wellbeing and will therefore be regulated by this code.

- ii) In general, these regulations will apply to the:
 - (a) Size of signs
 - (b) The location of signs
 - (c) The building material of signs
 - (d) The lighting of signs
 - (e) The portability of signs
 - (f) The total number of signs
 - (g) The time restrictions of signs

2) **PROCESS**

a) **COMPLIANCE (Businesses)**

Compliance of new signs will be reviewed at the time of a new or annual renewal of the business license. Business owners that have non-permitted signs will be required to provide information on sign(s) prior to the approval of the business license. The Administrator will review all signs for compliance with this Code. A sign is categorized as non-conforming if not approved by Administrator and has been erected for over one (1) year without the proper permitting from the Town on the sign characteristics and permit requirements.

b) **APPROVAL of NEW SIGNAGE**

All new signs must obtain approval in accordance with this Section and will be reviewed and approved by the Administrator. Denied sign requests may be appealed to the Planning Commission by detailing the appeal in writing and providing a copy of the appeal to the Administrator one (1) week in advance of the next Planning Commission meeting.

c) **APPROVAL of TEMPORARY SIGNAGE**

- i) Temporary signage is any type of signage which is not permanently affixed or erected and, unless stated elsewhere in this code, may not be located upon the same property for more than 7 days out of 30.
- ii) Special event signage and hunting season signage may be displayed for the duration of the event season and two weeks prior. It does not require approval so long as it meets the requirements of this Section.

d) **SIGN APPLICATION**

Sign applications shall be provided by the Administrator and will include the following information:

- i) Owner of the proposed sign and contact information.
- ii) Proposed location for the sign.
- iii) Type of sign (for example, freestanding, mural, affixed, etc.).
- iv) Type of lighting (for example, internal, external, none, etc.).
- v) Size of sign(s) and size of frontage.
- vi) An accurate illustration, rendering or photograph of the proposed signage that includes fabrication and material details, colors, lettering, and art elements.

Engineered sign details prepared by a licensed engineer may be required by the Administrator.

vii) Incomplete information may delay your sign approval.

e) **SIGN MAINTENANCE**

- i) An existing sign that is being significantly altered or moved or voluntarily replaced shall be considered as a new sign and requires Administrator review and approval.
- ii) Signage must be maintained. Burned out lights on illuminated signs shall be replaced promptly. Existing signs shall be repaired to maintain a professional appearance and do not require a new sign permit.

3) **PERMITTED SIGNAGE** – The below table identifies permitted signs in specific zoning districts and denotes sign area allowances.

TABLE 8.1: SIGN STANDARDS

Type of Sign	Sign Area Allowances R-1, R-2, R-3 (MH)	Sign Area Allowances MU, I, A
Business Sign (includes projecting, freestanding, pole, and monument)	N/A	0.5 ft. x Building Frontage (in feet) 50 sq. ft. Maximum Sign Area per Individual Sign
Residential Neighborhood Identification Sign	24 sq. ft.	24 sq. ft.
Bulletin Board	N/A	16 sq. ft.
Home Occupation	6 sq. ft.	6 sq. ft.
Window Sign	N/A	Not to Exceed 30% of Window Area
Real Estate Signs	6 sq. ft.	6 sq. ft.
Vacancy/No Vacancy	N/A	6 sq. ft.
Construction Signs	6 sq. ft.	6 sq. ft.
No Trespassing/No Hunting/No Parking/Etc.	2 sq. ft.	2 sq. ft.
Building Identification Sign	N/A	6 sq. ft.
Yard Sale	6 sq. ft.	6 sq. ft.
Sign Height	5 ft.	24 ft. (not to extend above roofline for building mounted)
Aggregate Area of all Signs per Parcel	6 sq. ft.	2 ft. x Property Frontage (in feet) 200 sq. ft. Maximum Aggregate Area

4) PROHIBITED SIGNAGE

a) **THE FOLLOWING SIGNS and ELEMENTS of SIGNS are PROHIBITED:**

- i) Signs which are of a size, location, content, coloring, or manner of illumination which may be confused with, or construed as, a traffic-control device.
- ii) Signs that advertise unlawful activity.
- iii) Signs that block the public right-of-way or other traffic control signs or signals.
- iv) Any off-site signs.
- v) Signs or elements of signs which have animation effects that flash, blink, change color, or move in ways that may create hazardous traffic conditions (time and temperature signs and signs for national, state, tribal and religious holidays may be exempt). Specific regulations for electronic message center signs and digital display signs are explained in Section 8.7.
- vi) Temporary signage that has exceeded the timeframes permitted by this Code, or more than three (3) days beyond the dates of the event which it promoted.
- vii) Signage for a business or occupation that no longer exists. Historic or Artistic signs may be exempt, see Section 8.13.
- viii) Signs or elements which are animated by moving parts, or which feature unsecured materials or illumination.
- ix) Signs that are placed on public property or on public rights-of-way.

b) **PROHIBITED SIGNS NOTICE**

The property owner or subject business displaying prohibited signage shall be given 30 days-notice in writing via certified USPS mail to rectify the deficiency. After 45 days, the sign will be removed at the owners' expense, plus a citation may be issued and fines assessed by the Municipal Court.

5) NON-CONFORMING SIGNAGE

Non-conforming signs are those that were lawful at the time erected but no longer meet this code. Non-conforming signs must be brought into conformance when:

- a) There is a change in ownership of the business.
- b) There is a change in the business name.
- c) Sign changes occur that are compliant with this code and reduce the level of non-conformance.
- d) The sign is destroyed by accident or event, or damaged beyond 50 percent (50%) of the value required to restore the condition of the sign.
- e) In the event a sign is damaged by vandalism the sign may be replaced, repainted, or otherwise restored to its previous condition.

6) SIGN MEASUREMENT

- a) **CLASSIFICATIONS** - Freestanding and [projecting signs](#) are measured on one face only. [Awnings](#) with signing are measured as projecting signs on the sides of the awnings and wall signs on the front of the awning. V-shaped signs with an angle

greater than 30 degrees between the two faces are measured as two signs. Signs on a canopy are all wall signs.

- b) **SIGN AREA** - Sign area is the entire surface area of a sign and includes non-structural or decorative trim. It does not include structural non-decorative trim or support. In the case of an [awning](#) sign, the sign size is calculated by measuring the dimensions of a rectangle enclosing the signage. When a mural includes identification of an establishment, product, or service, that part of the mural shall be considered as a sign, and the size will be calculated by measuring the affected area.
- c) **AGGREGATE SIGN SIZE CALCULATION:**
 - i) Frontage is defined as the distance from one corner of a property to the next corner along a public street. The [alley](#) frontage may be considered for aggregate area calculations only if there is an established and code compliant access from the rear of the building and approved signage is displayed on the rear of the building.
 - ii) Total signage area allowed for a property is computed by multiplying the property frontage by two (2) square feet thus establishing a total allowable square footage area for all signs, however the maximum aggregate sign area is 200 square feet. This includes free standing, wall signs, and permitted art.
 - iii) An individual sign on any frontage may not exceed 50 square feet.
 - iv) [Shopping centers](#) or office buildings containing multiple tenants or uses requiring signage shall adhere to the Master Sign Program in see Section 8.12.
- d) **INDIVIDUAL SIGN SIZE in the BUSINESS ZONE**
 - i) Projecting or business sign: Projecting sign area is calculated by multiplying the building frontage by 0.5 feet to determine the maximum area for any one sign, however the maximum sign area shall not exceed 50 square feet. Building frontages less than 25 feet may have a projecting sign measuring up to 12 square feet.
 - ii) Bulletin board: May not exceed 16 square feet.
- e) **INDIVIDUAL SIGN SIZE in RESIDENTIAL ZONES**
 - i) Individual signs are permitted up to a total of six (6) square feet on a single property in a Residential Zone.
 - ii) Residence or [Home occupation](#) sign: Any sign for a home occupation is permitted up to a maximum of six (6) square feet.
 - iii) Residential neighborhood identification signs, such as a subdivision, multi-family complex, or manufactured home park shall be limited to 24 square feet at each entrance.

7) SIGN PLACEMENT

- a) **MEASUREMENT of [FREESTANDING SIGNS](#)** - Freestanding signs may measure up to 24 feet to the top of the sign. Freestanding signs in residential zones may measure up to five (5) feet to the top of the sign and must be of the monument variety, as

opposed to the pole type. Pole signs and monument signs are both considered free standing signs by this code.

- b) **BUILDING MOUNTED SIGNS** - No sign may extend above the roofline of any building. [Projecting signs](#) in the Goddard Business District may be approved by the Administrator if they meet other parts of this sign code.
- c) **WINDOW SIGNS** - Window signs are places within an individual window casement and must not cover more than 30 percent (30%) of any window.
- d) **GROUND CLEARANCE** - Freestanding or projecting building mounted signs must maintain 8.5 feet of clearance from their overhang to the ground.
- e) **HOME OCCUPATION SIGNS** - These signs shall be wall mounted only.
- f) **STREET CLEARANCE** - Permitted signs may not extend over streets or alleys.

8) **SIGN ILLUMINATION**

- a) **WITHIN RESIDENTIAL ZONES** - All internally illuminated signs must have an opaque background when lit.
- b) **WITHIN BUSINESS ZONES** - Internally illuminated signs under 100 square feet size must have a background that is darker than the copy. Signs 100 square feet or larger must have an opaque background.
- c) **MENU SIGNS** - Menu signs for drive-in or [drive-through restaurants](#) may have dark letters on a light background if designed and installed so as not to be read from the public right-of-way or attract attention to the business.
- d) **LIGHT DEFLECTION** - All sign illumination must be designed to minimize light from emitting skyward or off-site. External lighting must be designed such that the light is shining down, not up. Spotlights may include deflectors to meet this requirement.
- e) **ELECTRONIC MESSAGE CENTER SIGNS (EMCS)** - See Section 8.9 below.

9) **ELECTRONIC MESSAGE CENTER SIGNS AND DIGITAL DISPLAYS**

- a) **GENERALLY** - On-site permanent signs that feature digital displays that can illuminate advertisements, time and temperature, and messages are permissible on properties zoned MU, CP, and I. EMCS and digital displays that constitute a traffic hazard or are a detriment to traffic safety by reason of their animation, illumination, or brightness are prohibited.
- b) **DESIGN:**
 - i) **ILLUMINATION** - A single message or a message segment must have a static display time of at least two (2) seconds with all segments of the total message to be displayed within 10 seconds. A one-segment message may remain static on the display or message center with no duration limit. Displays shall not appear to flash, undulate, pulse, or portray explosions, fireworks, flashes of light, blinking, chasing lights, bounce, rotate, spin or twist.
 - ii) **HOURS OF OPERATION** - All digital signage may be illuminated during business hours only. Businesses operating 24 hours a day are not required to turn off their

signs. Digital signage on institutional property is exempt from these time constraints.

- iii) **BRIGHTNESS** – Illuminated electronic message center signs shall not operate at a luminance over 0.1-foot candles above ambient conditions.
- iv) **SENSORS** - All electronic message center signs shall include a sensor or other device that automatically determines the ambient illumination and is programmed to automatically dim according to ambient light conditions.
- v) **SIGN MALFUNCTION** – All digital signage is required to contain a default design to freeze the sign message in a static position of acceptable brightness if a malfunction occurs.
- c) **PUBLIC SERVICE ANNOUNCEMENTS** – Owners of electronic message center signs and digital displays are required to coordinate with local authorities to display emergency information to the travelling public when deemed appropriate. This includes, but is not limited to, Amber Alerts, Silver Alerts, and weather or other emergency information.

10) CONSTRUCTION DETAILS

- a) **CONSTRUCTION and INSTALLATION** - Signs and associated supports may be constructed from different types of materials including wood, plastics, metal and ceramics. Construction and installation must be of a professional nature, free from public hazards and aesthetically pleasing. Mounting, supports and lighting must meet all applicable building and electrical codes.
- b) **ENGINEERED PLANS** – The Administrator may require engineer developed and stamped plans if the sign has unique or detailed construction and/or installation requirements.

11) MURALS

Murals, designed for decorative and artistic value, must be approved by the Planning Commission. Murals do not count towards the total permitted signage or sign size except as stated otherwise in this Land Use Code.

12) MASTER SIGN PROGRAM

The purpose of the Master Sign Program (MSP) is to define design standards and criteria for all signs to be placed within a building or development that has multiple signs. An MSP ensures that signs have a consistent design theme that coordinates colors, materials, graphics, and textures. An MSP can also define signs for tenants within the development area.

- a) An MSP shall specify the number, size, and location of all signs to be included in the MSP. The materials, illumination method and style, and the graphic standards must also be defined in the MSP.

- b) The Administrator will assist the applicant with the development of the MSP and enforce all conditions and requirements associate with an approved MSP. The Planning Commission will review and approved an MSP.
- c) All minor amendments to an approved MSP must be submitted to the Administrator for review and approval.
- d) All major amendments to an approved Master Sign Program must be submitted to the Planning Commission for review and approval.

13) SIGN EXEMPTIONS

The following signs do not require a permit and are not in sign area calculations:

- a) Public Signs: A sign of non-commercial nature and in the public interest, erected by a public officer in the performance of duty.
- b) Temporary political signs displayed for no more than 90 days before the election and five (5) days after the election results are certified.
- c) Except where specifically prohibited, banners, pennants, streamers, sale flags and posters displayed for no more than seven (7) days out of 30.
- d) One (1) Grand Opening banner per street frontage which may be displayed for 14 days total.
- e) Real Estate signs not exceeding six (6) square feet and five (5) feet in height.
- f) Apartments and motels may have one vacancy/no vacancy sign up to four (4) square feet. If lighted, lighting must meet requirements contained in this Code.
- g) Construction signs up to six (6) square feet and only one (1) per job site.
- h) No Trespassing, No Hunting/Fishing, No Parking, etc. type signs up to two (2) square feet.
- i) Governmental flags (i.e., U.S., Colorado, Southern Ute) flown in accordance with flag protocol. Only one (1) flag for each designation is allowed per frontage or building.
- j) A building sign indicating the building name, dates of erection, etc., which is an integral part of the building and permanently affixed to the building and does not exceed six (6) square feet.
- k) The changeable lettering on permitted changeable copy signs, (if such speech is constitutionally protected and not at odds with public safety or wellbeing).
- l) Yard or Garage Sale sign placed on premises that does not exceed 10 square feet nor extend higher than three (3) feet and must not be displayed for more than 14 days annually or three (3) days in a row.
- m) Temporary window sign meeting other requirements of this ordinance.
- n) Sign painted or attached directly to a vehicle that is routinely used as transportation by the business.
- o) Signs required by this Land Use Code.
- p) Signage required by government regulation or laws (i.e., Handicapped Accessible signs).

14) SIGN REGULATION VARIANCES

When a sign owner seeks a variance from the requirements contained in this Section, such request shall be heard and acted upon by the Planning Commission only after all other administrative procedures required for issuance of a sign permit have been completed. The Planning Commission is authorized to grant a variance when it finds that unique situations allow a deviation from the requirements and that the purpose and intent of the sign regulations have not been violated. A request for an increase in sign size shall not be subject to the procedures in this subsection but shall be processed as a standard variance as set forth in Section 2.3.h of this Code.

CHAPTER II: Land Use and Development Code

Section 9: Nonconformities

1) NON-CONFORMING USES and STRUCTURES

The lawful use of any building or structure or the lawful use of any land, as existing and lawful at the time of adoption of this Land Use Code, or, in the case of an amendment to this Land Use Code, at the time of such amendment, may be continued, subject to the limitations set forth in the following paragraphs. Dwellings, which exist at the time of passage of this Ordinance are conforming uses. The following provisions of this Land Use Code shall apply to buildings, structures, land and uses which are now non-conforming and those which hereafter become non-conforming due to any reclassification of zones or land under this Land Use Code:

- a) **EXPANSION OR ENLARGEMENT.** The expansion or enlargement of a nonconforming structure shall be considered a structural [alteration](#) and shall be required to conform with the provisions of this Land Use Code. A nonconforming use may be extended throughout any part of a structure, which was arranged or designed for such activity at the time of enactment of this Land Use Code.
- b) **REPAIRS AND MAINTENANCE:** The following changes or [alterations](#) may be made to a nonconforming structure or to a conforming structure with a [nonconforming use](#):
 - i) Maintenance repairs that are needed to maintain the structure, except that if a structure has been officially condemned, it may not be restored under this provision.
 - ii) Any structural [alteration](#) that would reduce the degree of nonconformance or change the use to a conforming use.
 - iii) The addition of a solar energy device to such structure.
- c) **RESTORATION OR REPLACEMENT:** If a structure having a [nonconforming use](#) is destroyed or damaged in any manner, to the extent that the cost of restoration to its condition before the occurrence exceeds fifty percent (50%) of the cost of reconstructing the entire structure, it may be restored only if any future use housed within the structure complies with the requirements of this Land Use Code. Where a

conforming structure with a nonconforming use is damaged less than fifty percent (50%) of the cost of reconstructing the entire structure; or where a nonconforming structure is damaged less than seventy-five percent (75%) of the cost of reconstructing the entire structure, either may be repaired or restored, provided any such repair or restoration is started within twelve months and completed within eighteen months from the date of partial destruction. The cost of land or any factors other than the cost of the structure are excluded in the determination of cost of restoration for any structure or activity devoted to nonconforming use.

- d) **DISCONTINUANCE:** Whenever a nonconforming use has been discontinued for a period of six (6) months, it shall not thereafter be re-established, and any future use shall be in conformance with the provisions of this Land Use Code.
- e) **NONCONFORMING LOTS:** Nonconforming lots of record at the time of passage of this Land Use Code may be built upon providing that all other relevant requirements are met.
- f) **NON-CONFORMING USES:** A non-conforming use of a structure or lot may not be changed to another nonconforming use. A nonconforming use of a structure or lot may only be changed if the element of non-conformance is reduced and approved by the Administrator or other applicable requirements in this Land Use Code.

CHAPTER II: Land Use and Development Code

Section 10: Impact Fees (Reserved)

CHAPTER II: Land Use and Development Code

Section 11: Floodplain and Stormwater Criteria (Reserved)

CHAPTER II: Land Use and Development Code

Section 12: Annexation

1) ANNEXATION PURPOSE

The purpose of this Section is to define the annexation process for annexation of land into the Town in accordance with the Colorado Municipal Annexation Act of 1965, as amended, and this Land Use Code.

a) RESPONSIBILITIES of APPLICANT

In addition to other duties imposed upon all applicants by this Code and the Colorado Municipal Annexation Act of 1965, all applicants shall have the following responsibilities:

- i) The applicant is responsible for having a representative at all meetings where the request is reviewed. Failure to have a representative present will be cause to have the item withdrawn from the agenda of that meeting.
- b) The applicant shall consult with the Administrator to discuss any special conditions pertaining to the annexation and to obtain an annexation petition.

2) ANNEXATION PROCESS

- a) At least 15 days prior to the presentation of any annexation petition to the Town Board, the applicant shall submit to the Town an annexation petition, the annexation fee as set forth on the Town's Fee Schedule, an annexation map and plan, and all required supportive information defined by the Administrator.
- b) The Administrator shall review all documents submitted for completeness and accuracy. If all documents are complete and accurate, the Administrator shall submit the annexation petition to the Town Clerk.
- c) The Town Clerk shall present the annexation petition and a resolution initiating annexation proceedings to the Town Board, which shall establish a date for a public hearing. Upon the establishment of a public hearing date, the Town Clerk shall give appropriate public notice in accordance with the Colorado Municipal Annexation Act of 1965, as amended. The Administrator shall forward copies of the annexation petition and the resolution initiating the annexation procedure by certified mail to the Clerk of the Board of County Commissioners and to the County Attorney. Copies of the annexation petition and the resolution initiating the annexation procedure shall also be sent by certified mail to any school district or special district having territory within the annexed area. These copies shall be sent at least 25 days prior to the public hearing.
- d) Upon acceptance of the annexation petition by the Town Board, the Administrator shall furnish to the entities listed below copies of the annexation map and plan. The Administrator may also submit copies of the annexation map and plan to additional interested entities or agencies as deemed necessary. All notified entities shall be

advised of the scheduled hearing date and details that define the date in which any objections to the annexation map and plan must be submitted to the Town in writing.

- i) Telephone companies
 - ii) Franchise utility companies
 - iii) Town Engineer
 - iv) Fire Department
 - v) Town Public Works Water and Sewer Department
 - vi) State Highway Department
- e) The Planning Commission shall review the annexation map and plan, and zoning request at a public hearing and shall submit a written recommendation to the Town Board following their review.
- f) **ANNEXATION MAP.** All annexation maps shall have an engineer's scale (minimum scale to be one inch represents 100 feet) and shall be on a reproducible medium with outer dimensions of 24 inches by 36 inches. The annexation map shall contain the following information:
- i) The date of preparation, the scale and a symbol designating true north.
 - ii) The name of the annexation.
 - iii) The names, addresses and phone numbers of the applicant and the firm or person responsible for preparing the annexation map.
 - iv) The legal description.
 - v) Distinction of the boundary that is contiguous to the Town and the length of the same.
 - vi) Lot and block numbers if the area is already platted.
 - vii) Existing and proposed easements and rights-of-way.
 - viii) Existing and requested zoning and acreage of each requested zone.
 - ix) Ownership of all parcels within and adjacent to the annexation.
 - x) Appropriate certification blocks as directed by the Administrator.
- g) **ANNEXATION PLAN.** All annexation plans shall have an engineer's scale (minimum scale to be one inch represents 100 feet) and shall be on a reproducible medium with outer dimensions of 24 inches by 36 inches. The annexation plan shall contain the following information:
- i) The date or preparation, the scale and a symbol designating true north.
 - ii) The name or the annexation.
 - iii) The names, addresses and phone numbers of the applicant and the firm or person responsible for preparing the annexation plan.
 - iv) Existing and proposed easements and rights-of-way.
 - v) Existing and proposed block numbers and lot numbers with dimensions.
 - vi) Proposed gross and net lot density.
 - vii) Existing watercourses with adequate casements for flood control.
 - viii) Designation of all public sites to be reserved and dedicated.
 - ix) Existing two-foot contours.
 - x) Appropriate certification blocks as directed by the Administrator.

- xi) Supporting Information: The following supportive information shall be submitted with the annexation map and plan:
 - a) Soils description and limitation.
 - b) Preliminary utility plan.
 - c) Mailing addresses of all property owners within 300 feet of the annexation.
 - d) Affidavits concerning the amount and historical use of all water rights owned.
 - e) Vicinity map with a radius of one and one-half miles, at a minimum scale of one inch represents 2,000 feet.
 - f) Statement of community need for the proposed annexation and zoning.
 - g) For all annexations more than ten (10) acres, the applicant shall obtain from the school district governing the area to be annexed a statement of the effect of the annexation upon the school district, including an estimate of the number of students generated by the proposed annexation and the capital construction required to educate such students.

3) ANNEXATION IMPACT REPORT

- a) For all annexations more than ten (10) acres, the Town shall require the applicant to prepare an impact report regarding the proposed annexation not less than 25 days before the date of the annexation hearing. One copy of the impact report shall be filed with the Board of County Commissioners within five days thereafter. The preparation and filing of the annexation impact report may be waived upon approval of the Board of County Commissioners.
- b) The annexation impact report shall include the following:
 - i) A map or maps of the Town and adjacent territory showing the following information:
 - (1) The present and proposed boundaries of the Town in the vicinity of the proposed annexation.
 - (2) The present streets, major trunk water lines, sewer interceptors and outfalls, other utility lines and ditches and the proposed extension of such streets and utility lines in the vicinity of the proposed annexation.
 - (3) The existing and proposed land use pattern in the areas to be annexed.
- c) A copy of any draft or final annexation agreement, if available.
- d) A statement of the Town's plans for extending or providing for municipal services within the area to be annexed.
- e) A statement of the Town's plans for the financing of municipal services to be extended into the area to be annexed.
- f) A statement identifying all existing districts within the area to be annexed.
A statement of the effect of the annexation upon the school district governing the area to be annexed, as more fully set forth above.

4) ANNEXATION AGREEMENT

The Town and the annexation petitioner shall complete a detailed annexation agreement that stipulates all agreements. The Town will use an annexation agreement template which will guide the discussion and define specific criteria. The final annexation agreement becomes an exhibit in the annexation ordinance defined in Section 12.5.

5) ANNEXATION ORDINANCE

Upon the submission of documentation in accordance with this Section and upon compliance with the notice and hearing requirements as set forth in the Colorado Municipal Annexation Act of 1965, as amended, the Town Board may consider the approval of an ordinance annexing the subject property to the Town. In the event the Board of Trustees considers and disapproves such ordinance, a similar request may not be heard for a period of one (1) year from the date of denial.

6) FINAL SUBMISSION and FILING

In the event the Town Board approves an annexation ordinance, the annexation petitioner shall submit to the Administrator two Mylar of the final annexation map and plan within ten days of the effective date of the annexation ordinance. Additionally, a signed annexation agreement shall be submitted to the Administrator. The adopting ordinance, annexation map and plan and the annexation agreement are then recorded by the Town Clerk in the La Plata County Clerk and Records office.

CHAPTER II: Land Use and Development Code

Section 13: Definitions

- 1) **Accessory building** means a subordinate building or structure, the use of which is customarily incidental to that of the main building or to the main use of the land, which is located on the same lot (or on a contiguous lot in the same ownership) with the main building or use. Accessory buildings are only permitted when they are incidental or accessory to an existing and permitted principal or conditional use.
- 2) **Accessory dwelling** means an apartment integrated within a single-family dwelling, or located in a detached accessory building, such as carriage houses or agricultural-type outbuildings, located on the same lot as single-family dwellings. Accessory dwellings shall be limited to eight hundred (800) square feet in floor area. There shall not be more than one (1) accessory dwelling located on a lot in addition to the single-family dwelling.
- 3) **Accessory use** means a subordinate use, clearly incidental and related to the main structure, building, or use of land, and located on the same lot (or on a contiguous lot in the same ownership) as that of the main structure, building, or use.

- 4) **Adjacent** means meeting or touching at some point or separated from a lot or parcel by one of the following: a street, alley, or other right-of-way, lake, stream, or open space.
- 5) **Adjacent property owner** is an owner of record of any estate, right or interest in real property abutting and within three hundred (300) feet of the subject property.
- 6) **Administrator** is the officer or department designated by the Town Manager for the enforcement of this Chapter.
- 7) **Adobe** means dried block or coursing of dirt, clay, cement-modified earth, or other natural materials.
- 8) **Agricultural activity** shall mean farming, including plowing, tillage, cropping, utilization of best management practices, seeding, cultivating, or harvesting for the production of food and fiber products (except commercial logging and timber harvesting operations); the grazing or raising of livestock (except in feedlots); aquaculture; sod production; orchards; Christmas tree plantations; nurseries; and the cultivation of products as part of a recognized commercial enterprise.
- 9) **Agricultural land** means land that is being used for agricultural activities.
- 10) **Alley** means a minor or secondary way which is used primarily for vehicular service access to the back or side of properties otherwise abutting on a street.
- 11) **Alteration** means any change/addition to a building, structure, site, object, or landscape that modifies its features. Such changes include the removal of parts or features and reconstruction.
- 12) **Applicant** is the owner of land, the owner's authorized representative, or the optionee of the land, as well as mineral owners and lessees.
- 13) **Appurtenances** are the visible, functional, or ornamental objects accessory to and part of a building.
- 14) **Arcade** is a series of arches supported on piers or columns.
- 15) **Awning** means a roof-like cover of canvas or other material extending in front of a doorway or window, or over a deck, to provide protection from the sun or rain.
- 16) **Awning sign** means a wall sign which is painted, stitched, sewn, or stained onto the exterior of an awning.
- 17) **Block** means a unit of land, or a group of lots, bounded by streets or by a combination of streets and public lands, or other rights-of-way other than an alley, waterways, or any barrier to the continuity of development, or land which is designated as a block on any recorded subdivision tract.
- 18) **Board of Trustees (Board)** means the governing board of the Town.
- 19) **Building** means any permanent structure built for the shelter or enclosure of persons, animals, chattels, or property of any kind, which is governed by the following characteristics:
 - i) Is permanently affixed to the land.
 - ii) Has one (1) or more floors and a roof.
- 20) **Building code** means the set of Town adopted building codes that must be followed in the construction and remodeling of buildings and structures.

- 21) **Building height** is measured from the average of finished grade at the center of all walls of the building to the top of the parapet or highest roof beam (whichever is higher) on a flat or shed roof, to the top of the parapet or deck level (whichever is higher) of a mansard roof, or the average distance between the highest ridge and its eave of a gable, hip, or gambrel roof.
- 22) **Caliper** means the American Association of Nurserymen standard for trunk measurement of nursery stock, as measured at six (6) inches above the ground for trees up to and including four-inch caliper size, and as measured at twelve (12) inches above the ground for larger sizes.
- 23) **Character** means those attributes, qualities and features that make up and distinguish a development project and give such project a sense of purpose, function, definition, and uniqueness.
- 24) **Clinic** means a building designed and used for the diagnosis and treatment of human patients that does not include overnight care facilities.
- 25) **Compatibility** means the characteristics of different uses or activities or design which allow them to be located near or adjacent to each other in harmony. Some elements affecting compatibility include height, scale, mass, and bulk of structures. Other characteristics include pedestrian or vehicular traffic, circulation, access, and parking impacts. Other important characteristics that affect compatibility are landscaping, lighting, noise, odor, and architecture. Compatibility does not mean "the same as." Rather, compatibility refers to the sensitivity of development proposals in maintaining the character of existing development.
- 26) **Comprehensive Plan** means the plan, which was adopted by the Planning Commission and Board of Trustees in accordance with C.R.S. § 31-23-206, to guide the future growth, protection, and development of the Town, affording adequate facilities for housing, transportation, comfort, convenience, public health, safety and general welfare of its population.
- 27) **Condominium** means a single dwelling unit in a multiple unit structure, which is separately owned, and which may be combined with an undivided interest in the common areas and facilities of the property.
- 28) **Cornice** means a continuous, molded projection that crowns a wall or other construction, or divides it horizontally for compositional purposes.
- 29) **Cottage Industries** means an industry with a manufacturing connotation that produces goods that have export quality and are shipped to be further sold off-premises.
- 30) **Covenants** means a private written agreement outlining regulations specific to a development. As private restrictions, the Town does not enforce them. In the event of conflict between the covenants and this Code, this Code controls.
- 31) **Cul-de-sac** means a local street with only one outlet and having the other end for the reversal of traffic movement.
- 32) **Dark Sky Compliant** is a term used for exterior lighting used on homes, buildings and on light fixtures, and requires the orientation of all light downward and confined on the

site or premises where the light is located. Shielding can be used on lighting to meet the confinement requirements.

- 33) **Dedication** means any grant by the owner of a right to use land for the public in general, involving a transfer of property rights, and an acceptance of the dedicated property by the appropriate public agency.
- 34) **Density** means the overall average number of dwelling units located on the gross or net residential acreage (as applicable) contained within the development and calculated on a per-acre basis. Gross density is calculated by dividing the total number of units by the total acreage. Net density is calculated by dividing the [total number of units] by the [total acreage minus all publicly dedicated land].
- 35) **Developer** means any person, partnership, joint venture, limited liability company, association or corporation who participates as owner, promoter, developer or sales agent in the planning, platting, development, promotion, sale, or lease of a development.
- i) ***Development*** shall also include:
1. Any construction, placement, reconstruction, alteration of the size, or material change in the external appearance of a structure on land;
 2. Any change in the intensity of use of land, such as an increase in the number of dwelling units in a structure or on a tract of land or a material increase in the intensity and impacts of the development;
 3. Any change in use of land or a structure;
 4. Any alteration of a shore or bank of a river, stream, lake, pond, reservoir or wetland;
 5. The commencement of drilling oil or gas wells, mining, stockpiling of fill materials, filling or excavation on a parcel of land;
 6. The demolition of a structure;
 7. The clearing of land as an adjunct of construction;
 8. The deposit of refuse, solid or liquid waste, or fill on a parcel of land;
 9. The installation of landscaping within the public right-of-way, when installed in connection with the development of adjacent property; and
 10. The construction of a roadway through or adjoining an area that qualifies for protection as a wildlife or natural area.
- ii) ***Development*** shall *not* include:
1. Work by a highway or road agency or railroad company for the maintenance or improvement of a road or railroad track, if the work is carried out on land within the boundaries of the right-of-way;
 2. Work by any public utility for the purpose of inspecting, repairing, renewing or constructing, on established rights-of-way, any mains, pipes, cables, utility tunnels, power lines, towers, poles, or the like; provided, however, that this exemption shall not include work by a public entity in constructing or enlarging mass transit or fixed guide way mass transit depots or terminals or any similar traffic- generating activity;

3. The maintenance, renewal, improvement, or alteration of any structure, if the work affects only the interior or the color of the structure or the decoration of the exterior of the structure;
 4. The use of any land for an agricultural activity (refer to 1.15.A.10);
 5. A change in the ownership or form of ownership of any parcel or structure; or
 6. The creation or termination of rights of access, easements, covenants concerning development of land, or other rights in land.
- 36) **Downtown** means the original business district of Town. The boundary of downtown may change as Town continues to grow.
 - 37) **Driveway** means a constructed vehicular access serving one (1) or more properties and abutting a public or private road.
 - 38) **Dwelling, multi-family** means a dwelling containing three (3) or more dwelling units, not including hotels, motels, fraternity houses and sorority houses and similar group accommodations.
 - 39) **Dwelling, single-family** means a building designed exclusively for occupancy by one (1) family, but not including mobile home, otherwise provided herein.
 - 40) **Dwelling, single-family attached** means a residential building containing dwelling units, each of which has primary ground floor access to the outside and which are attached to each other by party walls without openings. The term is intended primarily for such dwelling types as townhouses and duplexes.
 - 41) **Dwelling, two-family** means a building occupied by two (2) families living independently of each other.
 - 42) **Dwelling unit** means one (1) or more rooms and a single kitchen and at least one (1) bathroom, designed, occupied, or intended for occupancy as separate quarters for the exclusive use of a single family for living, cooking, and sanitary purposes, located in a single-family, two-family or multi-family dwelling or mixed-use building.
 - 43) **Easement** means a right to land generally established in a real estate deed or on a recorded plat to permit the use of land by the public, a corporation, or persons for specified uses.
 - 44) **Eave** means the overhanging lower edge of a roof.
 - 45) **Elevation** means the external vertical plane of a building. Elevations are considered different if they have different roof lines, building materials, details, color, and overall stylistic expression.
 - 46) **Employees** means the total number of persons to be employed in a building during normal periods of use.
 - 47) **Environmentally sensitive areas** means aquifer recharge areas, significant wildlife habitat and migration corridors, unique vegetation and critical plant communities, and ridge lines.
 - 48) **Façade** means the face of a building, especially the principal front that is oriented towards a street or open space.
 - 49) **FEMA** means Federal Emergency Management Agency.
 - 50) **FHA** means Federal Housing Administration.

- 51) **Floodplain or flood hazard area** means areas which have been designated by the Board of Trustees, the Colorado Water Conservation Board or FEMA as susceptible to flooding.
- 52) **Floodway** means the channel of a river or other watercourse and the adjacent land areas that must be reserved in order to discharge the base flood without cumulatively increasing the water surface elevation more than one (1) foot.
- 53) **Floor area**, also called **gross floor area**, means the total square footage of the building measured along the outside walls of the building and including each floor level, but not including open balconies, garages or other enclosed automobile parking areas and basement storage areas, and not including one-half ($\frac{1}{2}$) of all storage and display areas for durable goods.
- 54) **Floor Area Ratio (FAR)** means the amount of gross floor area of all principal buildings on a lot or block, as the case may be, divided by the total area of such lot, or the block size, respectively, on which such buildings are located. For mixed-use blocks, the residential square footage shall be added to the commercial development for a total block FAR.
- 55) **Footprint**, also called **ground level footprint**, means the outline of the total area which is covered by a building's perimeter at ground level.
- 56) **Freestanding sign** means a sign which is supported by one (1) or more columns, uprights, poles, or braces extended from the ground, or which is erected on the ground and shall also include a monument sign and pole signs but does not include a sign attached to a structure.
- 57) **Functional open space** means open space which is large enough to serve a practical purpose such as recreation, wildlife habitat or preservation of areas of agricultural, archeologic, or historical significance and shall exclude areas used for off-street parking, off-street loading, service driveways and setbacks from oil and gas wells or their appurtenances, or other hazards to the public.
- 58) **Gable** means the triangular portion of wall enclosing the end of a pitched roof from cornice or eaves to ridge.
- 59) **Grade** means:
- i) The lowest point of elevation of the finished surface of the ground, paving, or sidewalk within the area between the building and the property line, when the property line is more than five (5) feet from the building, between the building and a line five (5) feet from the building.
 - ii) The degree of rise or descent of a sloping surface.
- 60) **Grade, finished** means the final elevation of the ground surface after development.
- 61) **Grade, natural** means the elevation of the ground surface in its natural state before man-made alterations.
- 62) **Gross square footage (GSF)** means the total floor area designed for occupancy and use, including basements, mezzanines, stairways, and upper floors, if any, expressed in square feet and measured from the centerline of joint partitions and from outside wall faces.

- 63) **Handicraft Shops** means a shop that has a retail component that provides custom crafted goods and/or services for sale directly to the customer, and includes fine arts and artisan crafted uses such as specialty stonemasonry, woodworking, pottery, and ceramics. Shops may have on-premises consumption and occasional classes are allowed.
- 64) **Home occupation** means an occupation or business activity which results in a product or service and is conducted in whole or in part in a dwelling unit and is subordinate to the residential use of the dwelling unit.
- 65) **Homeowners' association** means the association set up to enforce the covenants and maintain all common areas and buildings for a development. Also known as "Owners Association."
- 66) **Human scale (pedestrian scale)** means the proportional relationship between the dimensions of a building or building element, street, outdoor space or streetscape element and the average dimensions of the human body, considering the perceptions and walking speed of a typical pedestrian.
- 67) **Industrial, heavy** means uses engaged in the basic processing and manufacturing of materials or products predominately from extracted or raw materials, or a use engaged in storage of, or manufacturing processes using flammable or explosive materials, or storage or manufacturing processes that potentially involved hazardous conditions. Heavy industrial shall also mean those uses engaged in the operation, parking and maintenance of vehicles, cleaning of equipment or work processes involving solvents, solid waste or sanitary waste transfer stations, recycling establishments, and transport terminals (truck terminals, public works yard, container storage).
- 68) **Industrial, light** means uses engaged in the manufacturing, predominantly from previously prepared materials, of finished products or parts, including processing, fabrication, assembly, treatment, packaging, incidental storage, sales, or distribution of such products. Further, light industrial shall mean uses such as the manufacture of electronic instruments, preparation of food products, pharmaceutical manufacturing, research and scientific laboratories or the like. Light industrial shall not include uses such as mining and extracting industries, petrochemical industries, rubber refining, primary metal, or related industries.
- 69) **Infrastructure** means those man-made structures which serve the common needs of the population, such as: potable water systems; wastewater disposal systems; solid waste disposal sites or retention areas; storm drainage systems; electric, gas or other utilities; bridges; roadways; bicycle paths or trails; pedestrian sidewalks, paths, or trails; and transit stops.
- 70) **Integrate** means to combine or coordinate separate elements (such as housing, recreation, jobs, and shopping), to provide a harmonious, interrelated whole; organized or structured so that constituent parts function cooperatively.
- 71) **Landowner** means any owner of a legal or equitable interest in real property, and includes the heirs, successors, and assign of such ownership interests.

- 72) **Landscaping** means any combination of living plants such as trees, shrubs, plants, vegetative ground cover or turf grasses, and may include structural features such as walkways, fences, benches, works of art, reflective pools, fountains, or the like. Landscaping shall also include irrigation systems, mulches, topsoil use, soil preparation, revegetation, or the preservation, protection, and replacement of existing trees.
- 73) **Live/Work** means a residential dwelling unit that is part of a mixed-use building situated either above or below commercial uses, or a building or portion of a building that combines a dwelling unit with an integrated workspace that is principally used by one or more of the residents of the dwelling unit. The workspace is secondary or accessory to the primary residential use.
- 74) **Lot** means a designated parcel, tract or area of land established by plat or subdivision of at least a sufficient size to meet minimum requirements for use, street frontage coverage and area, and to provide required yards and other open spaces in the zoning district in which the lot is located, and which has direct access onto a public or private street.
- 75) **Lot depth** means the average distance between the front lot line and the rear lot line.
- 76) **Lot, double frontage** means lots which front on one (1) public street and back on another.
- 77) **Lot, flag** means a lot so shaped and designed that the main building site area is set back from the street on which it fronts and includes an access strip connecting the main building site with the frontage street.
- 78) **Lot line, front** means the property line dividing a lot from a street. On a corner lot only one (1) street line shall be considered as a front line, and the shorter street frontage shall be considered the front line.
- 79) **Lot line, rear** means the line opposite the front lot line.
- 80) **Lot, reverse corner** means a corner lot having its side street line substantially a continuation of the front lot line of the first lot to its rear.
- 81) **Lot line, side** means any lot lines other than the front lot line or rear lot line.
- 82) **Lot size** means the total horizontal area within the lot lines of a lot, synonymous with area of lot.
- 83) **Lot width** means the distance parallel to the front lot line, measured at the front building setback line. Lot width on a curving front lot line means the distance parallel to the tangent of the front lot line at the building setback line. The lot width and the lot frontage may have different lengths on an irregularly shaped lot as they are measured at different points on the lot.
- 84) **Manufactured home** means a structure transportable in one or more sections, which is built on a permanent chassis and is designed for use with or without a permanent foundation when connected to the required utilities, and which has certification required by the United States Secretary of Housing and Urban Development and was constructed in compliance with the requirements of 42 U.S.C. § 5401, et seq., *Manufactured Home Construction and Safety Standards*, and the regulations of

the Department of Housing and Urban Development that are promulgated thereunder. The phrase "manufactured home" does not include a recreational vehicle, nor does it include a mobile home.

- 85) **Mixed use** shall mean the development of a lot tract or parcel of land, building or structure with two (2) or more different uses including but not limited to residential, office, retail, public uses, personal service or entertainment uses, designed, planned and constructed as a unit.
- 86) **Mixed use building** means a building designed, planned, and constructed as a unit, used partially for residential use and partly for commercial uses including, but not limited to, office, retail, public uses, personal service or entertainment uses.
- 87) **Mixed use dwelling unit** means the dwelling unit in a mixed use building. For purposes of calculating residential density, each dwelling unit shall count as one-half ($\frac{1}{2}$) dwelling unit.
- 88) **Mobile Home** means structure designed to be transported after fabrication and exceeding eight (8) feet in body width or thirty-two (32) feet in body length. Such a structure is built on a chassis and retains the chassis on which it was built, whether such structure is placed on a permanent foundation. Such a structure is suitable for human habitation on a year-round basis when provided with the required plumbing, heating, and electrical facilities. Mobile homes are different from manufactured homes in that they were either constructed before the adoption of 42 U.S.C. § 5401, et seq., *Manufactured Home Construction and Safety Standards*, or are otherwise not in compliance with said federal law and its implementing regulations. The phrase "mobile home" does not include "recreational vehicle."
- 89) **Modular Home** means a form of housing that is constructed off-site and built to adopted or accepted local and state building codes. Modular homes are transported from construction facilities to the site in sections or in completed assemblies.
- 90) **Mullion** means a slender vertical member dividing the opening for a pair of double doors, sometimes removable to permit the passage of large objects, or also, a vertical member between the lights of a window.
- 91) **Municipality** means an incorporated city or town.
- 92) **Muntin** means a rabbeted member for holding the edges of windowpanes within a sash.
- 93) **Neighborhood** means a geographical area, the focus of which are residential uses, but also may include a mixture of activities that people need to live. A neighborhood may include a diversity of housing types, schools, parks, shopping, and jobs (frequently service-type), and a civic component.
- 94) **Nonconforming use** means a use that does not conform to the use regulations of this Code, but that was lawfully established under the regulations in force at the time the use was established and has been in regular use since that time.
- 95) **Off-street parking area** means all off-street areas and spaces designed, used, required, or intended to be used for the parking, storage, maintenance, service, repair, display or operation of motor vehicles, including driveways or access ways in and to such areas,

but not including any outdoor storage area used principally as a “recreational vehicle, boat or truck storage” use, storage areas for landscaping and other bulk items or public streets and rights-of-way.

- 96) **Oil or gas well** means a well, the principal production of which at the mouth of the well is oil or gas.
- 97) **Open space** means any land or water area with its surface open to the sky, which serves specific uses of providing park and recreation opportunities, conserving natural areas and environmental resources, structuring urban development form, and protecting areas of agricultural, archeologic, or historical significance. Open space shall not be considered synonymous with vacant or unused land but serves important urban functions. Usable open space shall exclude areas used for off- street parking, off-street loading, service driveways and setbacks from oil and gas wells and their appurtenances, or other hazards to the public.
- 98) **Outdoor storage** means the keeping, in an unroofed area, of any equipment, goods, junk, material, merchandise or vehicles in the same place for more than twenty-four (24) hours. Containers and semitrailers may not be used for residential, or storage uses except on construction sites.
- 99) **Parapet** means a low, protective wall at the edge of a terrace, balcony, or roof, especially that part of an exterior wall, fire wall, or party wall that rises above the roof.
- 100) **Parcel** means a tract or plot of land.
- 101) **Park** means an area open to the public and reserved for recreational, educational, or scenic purposes.
- 102) **Parking lot** means off-street parking area or vehicular use area.
- 103) **Party-in-interest** means the property owner, applicant, or an adjacent landowner regarding the purposes of an appeal of a land use decision.
- 104) **Permanent foundation** means a foundation that is constructed of durable materials (i.e., concrete, mortared masonry, or treated wood) and is site-built. Permanent foundations shall have attachment points to anchor and stabilize a mobile, manufactured, modular or site-built home, and transfer all loads to the under-lying soil or rock. Permanent foundations for mobile or manufactured homes shall be constructed in accordance with the US Department of Housing and Urban Development guide for manufactured housing. Permanent foundations for modular or site-built homes shall be constructed to adopted or accepted local and state building codes.
- 105) **Phase** means a portion of property that is being platted and engineered for development at the same time.
- 106) **Pilaster** means a rectangular support or pier treated architecturally as a column, with a base shaft and capital.
- 107) **Plan** means the map(s) and supporting documentation for a development which includes but is not limited to, lots, blocks, easements, rights-of-way, pedestrian ways, park and school sites, open space areas, and conservation areas in accordance with the requirements of this Code.

- 108) **Planned Unit Development (PUD)** means a project of a single owner or a group of owners acting jointly, involving a related group of residences, businesses, or industries and associated uses. Planned as a single entity, the project is subject to development and regulations as one (1) land-use unit rather than as an aggregation of individual buildings located on separate lots. The planned unit development includes usable, functional open space for the mutual benefit of the entire tract; and is designed to provide variety and diversity through the variation of normal zoning and subdivision standards so that maximum long-range benefits can be gained, and the unique features of the development or site preserved and enhanced while still being in harmony with the surrounding neighborhood. Approval of a planned unit development does not eliminate the requirements of subdividing and recording a plat.
- 109) **Plat** means a map of certain described land prepared in accordance with the requirements of this Code, and C.R.S. § 38-51-106 as an instrument for recording of real estate interests with the County Clerk and Recorder.
- 110) **Proof of ownership** means ownership as specified in a current title insurance commitment or policy, or certification of title, issued by a title insurance company licensed by the state of Colorado.
- 111) **Property** means all real property subject to land use regulation by the Town.
- 112) **Property line** means the boundary of any lot, parcel, or tract as the same is described in the conveyance of such property to the owner; and does not include the streets or alleys upon which the said lot, parcel or tract abuts.
- 113) **Public facilities** mean those constructed facilities, including but not limited to, transportation systems or facilities, water systems or facilities, wastewater systems or facilities, storm drainage systems or facilities, fire, police and emergency systems or facilities, electric, gas, telecommunication utilities or facilities, and publicly owned buildings or facilities.
- 114) **Public hearing** means a meeting called by a public body for which public notice has been given and which is held in a place at which the public may attend to hear issues and to express their opinions.
- 115) **Public improvement** means any drainage ditch, roadway, parkway, sidewalk, pedestrian way, tree lawn, landscaped open space, off-street parking area, lot improvement or other facility which benefits the public.
- 116) **Public open space** means an open space area conveyed or otherwise dedicated to the municipality, state or county or other public body for recreational or conservation uses. Public open spaces are to be unencumbered by oil and gas wells, their appurtenances, or other hazards to the public.
- 117) **Public school** means a free, tax supported school that is controlled and operated by the Ignacio School District.
- 118) **Public use** means uses which are owned by and operated for the public by the Town, County, state, or federal governments or by school districts.
- 119) **Public utility** means a common carrier supplying electricity, wire telephone service, natural gas, water, wastewater or storm water service or similar public services, but

shall not include railroads or other forms of rail mass transit or depots or terminals supporting the same, or wireless telecommunication facilities.

120) **Pueblo Style** means stucco walls with rounded parapets, usually with roofs and vigas extending through the exterior.

121) **Recreational vehicle (RV)** means a vehicular type of unit primarily designed as temporary living quarters for recreational, camping or travel use, which either has its own motive power or is mounted or drawn by another vehicle. The following shall be considered a recreational vehicle:

1. Camping trailer or tent trailer means a folding structure, constructed of canvas, plastic, or similar water repellent material, designed to be mounted on wheels and designed for travel and recreation.
2. Motorized camper, motor home, recreational conversion van or bus means a recreational vehicle consisting of a portable, temporary dwelling to be used for travel, recreation and vacation uses, and constructed as an integral part of a self-propelled vehicle.
3. Pick-up camper means a vehicle designed to be mounted on or loaded into a pick-up truck chassis for use as a temporary dwelling for travel and recreation.
4. Tent means a portable or temporary cover or shelter, with or without side panels, which is supported by poles and is made of canvas, plastic, or similar materials.
5. Travel trailer means a towed vehicle designed as a temporary dwelling for travel and recreation.
6. Travel trailer, self-contained means a trailer which can operate independently of connections to sewer, water, and electric systems. It contains a water-flushed toilet, lavatory, shower or bath and kitchen sink, all of which are connected to water storage and sewage holding tanks located within the trailer.

122) **Recreational vehicle park** means a parcel of land specifically developed for locating only recreational vehicles on lots on a short-term basis.

123) **Restaurant, drive-through** means any establishment in which the principal business is the sale of foods and beverages to the customer in a ready-to-consume state and in which the design or principal method of operation of all or any portion of the business is to allow food or beverages to be served directly to the customer in a motor vehicle without the need for the customer to exit the motor vehicle.

124) **Restaurant, standard** means any establishment in which the principal business is the sale of food and beverages to customers in a ready-to-consume state; where fermented malt beverages, and/or malt, special malt or vinous and spirituous liquors may be produced on the premises as an accessory use; and where the design or principal method of operation includes one (1) or both of the following characteristics:

1. Customers are served their food and/or beverages by a restaurant employee at the same table or counter at which the items are consumed; or
2. Customers order food and/or beverages at a designated location and the food or beverages are consumed within the restaurant building.

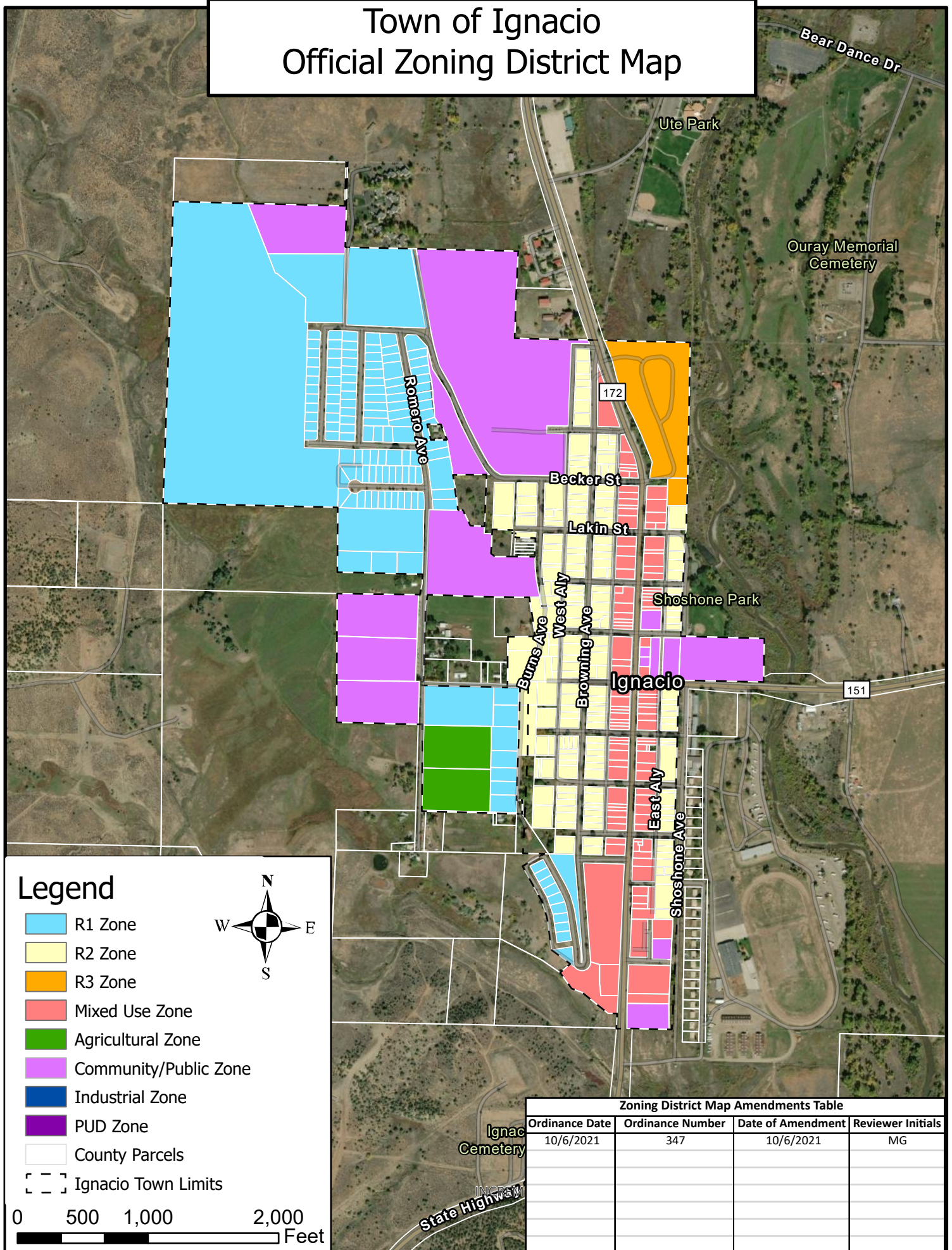
- 125) **Right-of-way** means a strip of land occupied or intended to be occupied by a street, crosswalk, railroad, road, electric transmission line, oil or gas pipeline, water main, sanitary or storm sewer main or for another special use. The usage of the term “right-of-way” for land platting purposes shall mean that every right-of-way established and shown on a final plat is to be separate and distinct from the lots or parcels adjoining such right-of-way and not included within the dimensions of such lots or parcels. Rights-of-way intended for streets, crosswalks, water mains, sanitary sewers, storm drains or any other use involving maintenance by a public agency shall be dedicated to public use on the plat on which such right-of-way is established.
- 126) **Service building** means a structure housing toilet, lavatory, bath, laundry, service sink and other such sanitary facilities as may be required.
- 127) **Setback** means the required unoccupied open space between the nearest projection of a structure and the property line of the lot on which the structure is located.
- 128) **Setback, front yard** means the distance a building or structure must be placed from
- 129) **Setback, rear yard** means the distance a building or structure must be placed from the rear lot line.
- 130) **Setback, side yard** means the distance a building or structure must be placed from the side lot line.
- 131) **Shopping center** means a group of retail and service establishments located in a complex which is planned, developed, owned, or managed as a unit, with off-street parking provided on the property.
- 132) **Sidewalk** means the hard surface path within the street right-of-way for use by pedestrians and/or bicyclists.
- 133) **Sight distance triangle** means the area at the four corners of an intersection that is to be kept free of shrubs, ground covers, berms, fences, structures, or other materials or items greater than thirty (30) inches in height. Trees shall not be planted in the triangular area. The size of the sight distance triangles is determined as follows:
1. At the intersection of any two streets or where a street intersects with an alley, a triangle measuring thirty (30) feet along each curb or edge of roadway from their point of intersection, the third side being a diagonal line connecting the first two.
 2. At the intersection of a driveway or private access and a street, a triangle measuring fifteen (15) feet in length along the edge of the driveway and along the curb or edge of roadway from their point of intersection, the third side being a diagonal line connecting the first two.
- 134) **Sign, projecting** means any sign supported by a building wall and projecting therefrom.
- 135) **Sign, wall** means any sign painted on, incorporated in, or affixed to the building wall, or any sign consisting of cut-out letters or devices affixed to the building wall with no background defined on the building wall.
- 136) **Sign, window** is a sign that is painted on, applied, or attached to a window or that can be read through the window from the public right-of-way.
- 137) **Site plan** means a scale drawing of a lot, showing the actual measurements, the size and location of any existing or proposed buildings, the location of the lot in relation to

abutting streets, and other details such as parking areas, access points, landscaped area, building areas, setbacks from lot lines, building heights, floor areas, densities, utility locations and easements.

- 138) **Site specific development plan** means the final plat of a subdivision or Final Development Plan of a PUD (Planned Unit Development) when approved by the Board of Trustees pursuant to Chapter 2 Section 6 of this Code.
- 139) **Streetscape** means the distinguishing character of a particular street, within the public right-of-way, including paved materials, and the adjacent space extending along both sides of a street including landscaping, sidewalks, medians, lighting, street furniture, and signage.
- 140) **Subdivider or developer** means any person, partnership, joint venture, limited liability company, association or corporation who participates as owner, promoter, developer or sales agent in the planning, platting, development, promotion, sale, or lease of a development.
- 141) **Subdivision** means the platting of a lot or the division of a lot, tract, or parcel of land into two (2) or more lots, plots, or sites.
- 142) **Temporary use** means a prospective use intended for limited duration, is to be in a zoning district not permitting such use and shall not include continuing a nonconforming use or building.
- 143) **Vacation home** means a dwelling unit that is rented for the purpose of lodging for terms of not less than one (1) day and not more than 29 days.
- 144) **Vegetation** means plants growing in a place, including, but not limited to trees, shrubs, vines, grasses, and groundcover.
- 145) **Vested property right** means the right to undertake and complete the development and use of property under the terms and conditions of a site-specific development plan.
- 146) **Victorian-style window moldings** means the portal usually has square beam supports rather than viga supports.
- 147) **Vigas** means logs used for ceiling support or appearing as ceiling support. A rafter or roof beam, especially a trimmed and peeled tree trunk whose end projects from an outside adobe wall.
- 148) **Walkway** means:
1. A right-of-way dedicated to public use that is not within a street right-of-way, to facilitate pedestrian access through a subdivision block by means of a hard surface path.
 2. Any portion of a parking area restricted to the exclusive use of pedestrian travel.
- 149) **Yard** means that portion of the open area on a lot extending open and unobstructed from the ground upward from a lot line for a depth or width specified by the regulations for the zone district in which the lot is located.
- 150) **Zone district** means a zone district of the Town as established in Article 3 of this Code, unless the term is used in a context that clearly indicates that the term is meant to include both the zone district(s) of the Town and the zone district(s) of an adjoining governmental jurisdiction. Also referred to as “zoning district.”

- 151) **Zoning map** means the official zoning map adopted by the Town by ordinance, as amended.

Town of Ignacio Official Zoning District Map





Dixie Melton Proclamation December 13, 2021

WHEREAS, Dixie Melton has and continues to serve the Town of Ignacio and surrounding areas as a medical professional since 1988; and

WHEREAS, Dixie Melton served as a volunteer EMT and worked for the Southern Ute Community Action Program as the Health & Safety Coordinator from 1988 until 1997 within the Town of Ignacio and surrounding areas; and

WHEREAS, Dixie Melton opened Ignacio Family Medicine in 1998 and continues to work as a Nurse Practitioner to this day; and

WHEREAS, Dixie Melton regularly volunteers her time and medical expertise for events and physical clinics for the Ignacio Schools; and

WHEREAS, Dixie Melton managed the administration of COVID-19 vaccinations for the residents of the Town of Ignacio and the broad rural area of Southwest Colorado in a unified effort to combat the pandemic, resulting in her receiving the Nightingale Award for the State of Colorado in Leadership for her efforts; and

FURTHERMORE, the time, energy, thought and care provided by Dixie Melton has resulted in enormous benefit to all.

THEREFORE LET IT BE RESOLVED, that I, Mayor Stella Cox, recognize Dixie Melton for her medical services and contributions to the Town of Ignacio.

SIGNED THIS 13TH DAY OF DECEMBER, 2021:

Stella Cox, Mayor

Alison deKay-Mayor Pro Tem, Tom Atencio-Trustee, Edward Box III-Trustee

Sharon Craig-Trustee, Sandra Maez-Trustee, Dixie Melton-Trustee

Ignacio Police Department

A handwritten signature in black ink, appearing to be 'K6' or similar, located to the right of the department name.

Monthly Report – December 2021

The “Taste of Christmas” parade was held on 12/3. There were 28 floats and the event was well attended. There were no law enforcement issues.

Officer Lott has passed his last two POST tests and is now a fully certified Colorado police officer.

The PD has been notified that we can begin spending funds to update our on-person body cameras. The funds (\$16,500) will provide 100% of the costs associated with this purchase and the money comes from a state grant.

The PD will also buy new portable radios near the first of the year and these grant funds are from a federal grant (\$35,000.)

If you have any questions or concerns, please call me at 563-4206.



Town of Ignacio

P.O. Box 459
540 Goddard Ave
Ignacio, CO 81137

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Public works Department Staff Report

12/.6/2021

Compliance

815 Shoshone Ave Certified letters mailed concerning un safe windows
El Paso # 5 trailer behind property being occupied sent letter about code violations
57 Browning Ave compliance letter sent to have trailer moved out of Town R.O. W. Trailer moved
270 Browning Vehicle moved out of Town R.O.W
870 Browning compliance issue in current contact pending

Natural Gas System

Monthly meter reads
Leak Survey
Mercaptan Testing
Energy World Net operator qualification Compliance for D.O.T. compliance
P.U.C filing and compliance
State compliance and filing
Anode readings and reports
Garry is working with Badger Daylighting service on hydro excavating for the 320A gas main extension

Sewer and Storm Drain System

Monthly line flushing
State compliance training and filing
Confined space training
H2s training
Colten is working with a plumbing contractor locating and identifying problem areas on Goddard Ave





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Drinking Water system

Monthly meter reads and re reads

Monthly water sampling

State compliance training and filing

New water meter installs and pit repairs

Meter inventory and leak survey

Lead and Copper water sampling

Garry is working with Badger Daylighting service on preliminary hydro excavating for the 320 A potable water project

Irrigation System

Irrigation turned off 10/4/2021

Various repairs around town

Blow down and winterize system

Order Material to repair the Center alley blow down valves drain pipe and vault

Parks

Sprinkler system repair

Pond and inlet maintenance at Shoshone Park

Daily inspection

Special events prep

Drain pumps blow down and winterize

Roadways and Alleys

Daily meetings with Morton Electric on Hwy 172 Becker signal

Alley Maintenance grading trimming of trees and weeds around utilities and fire hydrants

Street sweeping

Asphalt patching

Install snow removal equipment

Sand ordered and delivered





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General Maintenance

UNCC locates completed filed and reported

Daily and weekly trash collection

Daily Utilities issues and complaint call outs addressed

Maintain and clean up the burn pile area

Colten will be over seeing the Hydro Vac operation going thru Town on Goddard Ave Locating and cataloging all utilities found during this phase of the project as well as entering information into the Towns GIS mapping program

Equipment and Vehicles

Daily maintenance

Monthly maintenance

DOT Inspections completed

Lionel and Jeremy traveled to Denver to pick up an International 4300 truck with plow and dump bed as well as three Wanco portable electronic signs acquired at CDOT action

Building code enforcement

CROSS CONNECTION CONTROL PROGRAM

CDPOHE Regulation 11.93(3) Requires cross connection must be controlled 20 additional business's established and identified in the community for protection of the Town of Ignacio Public Water Supply. Letters were submitted to the identified business (list is available).

Altitude Service will be assisting to ensure installation compliance. Further information will be updated and recorded

345 Navajo roof replacements

507 Tranquillo Resident: Final inspection Certificate of Occupancy issued 11/29/2021

365 Goddard Ave business remodel space C: needs electoral inspection, drywall texture and paint statues unchanged 12/06/2021

SOCCOA (3) Modular building installation (Business) under planning review status unchanged status unchanged new bid proposal





Town Clerk / Treasurer Report

December 2021

Honorable Mayor and Trustees,

The following is a report on some of my activities since the Board Meeting in November.

Treasurer:

- The finance reports for the month of November 2021 are included in the consent agenda.
- The acceptance letter to Hinton Burdick was modified per your request and mailed on November 17. I have attached a copy of the final signed letter for your reference.
- I have attached the updated 2022 Fee Schedule. The only change that I made was on the Liquor License Application New, changing the fee from the \$750 discounted fee for 2021 to the standard \$1,000 for 2022.
- Resolution 05-2021, Certifying the Mill Levy for 2022, is in your packet.
- Resolution 06-2021, Adopting the 2022 Budget, is in your packet.
- Ordinance 348, Appropriating Funds for the 2022 Budget, is in your packet.

Utility Billing:

There will be a public hearing at tonight's Board Meeting for the potential rate changes. This public hearing was published in the Durango Herald on December 3 and December 10. I have attached a copy of the Utility Rate Change Memo that was included in the billing that was mailed on December 8. I have also attached the draft 2022 Utility Rate Sheet for your review; this rate sheet is based on the Utility Rate Change Memo and is contingent upon your approval.

Licenses:

- **Animal:** 53 current
- **Business:** 68 current
- **Business Service:** 58 current
- **Liquor Licensing:** Side Kick Lounge Liquor License Renewal Application is in the consent agenda, along with a memo from Chief Phillips.

Town of Ignacio Online:

The website and Facebook page are being kept current.

Meetings Attended:

I attended the Ignacio Chamber of Commerce Board Meeting and General Membership Meeting, as well as the Ignacio Creative District Board Meeting and Ignacio Creative District Work Session.

Region 9 has completed the Comprehensive Economic Development Strategy for 2021; this document is updated every five years. I have attached a copy of the 2021 CEDS for your review.

Events:

- Town Hall will be closed on Friday, December 24, in observance of Christmas and on Friday, December 31, in observance of New Year's Day.
- The dates, times, and locations for the 2022 Joint Work Sessions with the La Plata Board of County Commissioners are as follows:
 - March 3 at 6 PM at Willows Café
 - July 14 at 6 PM in Durango (location yet to be determined)
 - November 3 at 6 PM at Willows Café

Miscellaneous:

The National Rural Water Association has provided the USDA Drought Toolkit for Elected Officials; I have attached a copy of that toolkit for your review.

Please contact me with any questions. Thank you.

Tuggy



Town of Ignacio

P.O. Box 459
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townofignacio.com 

November 21, 2021

Hinton Burdick
ATTN: Chad Atkinson, CPA
63 S 300 E., Suite 100
St George, UT 84770

Dear Chad,

Thank you for submitting a proposal for Professional Auditing Services.
Congratulations on being selected by the Town Board as the auditing firm for our
fiscal years 2021-2023.

The Board has requested the following modifications to the timeline you proposed:

- The draft financials should be available to the Board Members by two weeks prior to the June Board meeting (the second Monday in June), so they have time to review them.
- The final audit should be available to the Board Members by two weeks prior to the July Board Meeting (the second Monday in July), so they have time to review them prior to your presentation of the audit at the July Board Meeting.

Please confirm that you will be able to meet these deadlines. Thank you.

It has been a pleasure working with you and your staff in the past. If you have any further questions, please feel free to contact Tuggy or Dee. Thank you.

Sincerely,

Stella Cox

Stella Cox, Mayor
(Signed by Tuggy Dunton in Stella's Absence)



TOWN OF IGNACIO

FEE SCHEDULE

2022

After Hours Call-Out	\$100.00/hour (1-hour minimum)
Banner Permit Fee	\$50.00 (hanging and removal)
Business License:	\$30.00 for 2 FT employees / \$5.00 each additional
2 part time employees = 1 full time employee. Annual Renewal by December 31.	
For businesses with a physical location within Town Limits.	
Business Service License:	\$50.00 per year
For businesses with no physical location within Town Limits but that provide services to Town residents.	
License will be valid for one year from date of initial application.	
Cable Television	Initial fee \$1,000.00
Annual renewal not to exceed 5% of gross subscription receipts	
Community Room Use	\$30.00 per hour / \$200 per day
Plus \$100 sanitizing fee	
Copies	\$0.10/black & white, \$0.25/color
Court Costs	\$30.00
Deferred Sentence Fee	\$25.00
Dog License Fixed: Annual Renewal by December 31	\$10.00
Dog License Unfixed/Intact: Annual Renewal by December 31	\$15.00
Failure to Appear	\$50.00
Fax Machine	\$1.00/fax
Late Fee	\$10.00/utility account
Liquor License Application New	\$1000.00 to Town of Ignacio plus \$1,550.00 to State
Liquor License Occupational Tax (Hotel/Restaurant/Tavern)	\$250.00
Liquor License Occupational Tax (Retail Store)	\$150.00
Liquor License Premise Modification Fee	\$50.00
Liquor License Renewal (Hotel/Restaurant/Tavern)	\$75.00 + license fee & appropriate occupational tax
Liquor License Renewal (Retail Store)	\$22.50 + license fee & appropriate occupational tax
Local Liquor License Fee	\$75.00
Liquor Special Event Permit (alcohol by the drink)	\$100.00 – must be non-profit organization
Liquor Tastings Application	\$100.00 initial application; \$50.00 annual renewal
Notary Public/Witness	\$5.00
NSF Fee	\$35.00
Park Restroom Key Fee	\$20.00
Parking Tickets	\$25.00
Pawn Broker License	\$50.00, must be bonded for \$5,000.00
Police Reports	\$5.00 + \$0.25/page, if more than 10 pages
Public Record Copy Fee	\$0.25/page + time, \$25.00 per audio recording
Public Record Research Fee	\$30.00/hour
Reconnect Fee (10 th of each month)	\$50.00/utility account
Reconnect after Hours/Holidays/Weekends	\$100.00/utility account
Service of papers	\$50.00
Special Meter Reading (Out-of-Cycle)	\$25.00
Vendor Permit	\$5.00/day \$20/week \$40/month \$75/year
VIN Inspections	\$10.00
Yard Clean up Fee	\$75.00/hour + \$150/hour equipment fee



Utility Rate Memorandum

REFERENCE: 2022 Utility Rate Changes

DATE: December 6, 2021

The Town of Ignacio completed rate analysis in 2019/2020 on associated service costs for the Water, Sewer, Natural Gas and Irrigation utilities operated by the Town. Simultaneously, the Southern Ute Utility Department (SUUD) imposed new water and sewer rates for the Town. This work resulted in the establishment of new water and sewer rates implemented in January of 2020. The SUUD rates have increased incrementally for the last two (2) years and the Town's base charge has remained fixed.

The sewer fund and associated rates are not keeping up with expenses and a rate increase is needed. The Town retained RPI Consulting to review sewer costs and rates and they have provided a new proposed rate aimed at establishing rate charges that cover SUUD rates and operation and maintenance costs for the Town. The new rate structure will establish Equivalent Residential Taps (ERT's) for average monthly (December–February) water usage in 3000 gallon increments. Below are the recommended rate charges for 2022:

Oct 2021 Monthly SUUD Sewer Treatment Charges	\$33,846
Estimated Dec-Feb ERTs	774
Sewer Base Rate Charge	\$18.58
ERT Charge/3000 gallons of usage	\$44
Total Town Revenue	\$34,056

Customer ERT data:

	Residential Taps	Commercial Taps	3kgals ERTs
0 to 3,000 gals	254	68	322
3,001 gals to 6,000 gals	111	7	236
6,001 gals to 9,000 gals	15	4	57
9,001 gals to 12,000 gals	7	5	48
12,001 gals to 15,000 gals	2	3	25
15,001 gals to 18,000 gals	2	1	18
18,001 gals to 21,000 gals	1	1	14
21,000 gals and over		3	54
Total	392	92	774

RPI Consulting also recommended the Town Base Charges be adjusted for inflation over the past three years since the initial study was done. The Western Colorado Inflation rate is 4.5%. Below are the recommended base charges for 2022:

	2021	2022
Water Base Rate Charge	\$26.48	\$27.67
Gas Base Rate Charge	\$23.75	\$24.82

The Town Board will be considering the RPI Consulting sewer rate recommendations during their December 13th meeting and you are encouraged to attend, or you may submit written comments to Town Hall by December 8th. Please also feel free to contact Town staff with any questions.

TOWN OF IGNACIO

2022 UTILITY RATE SHEET

SUUD Plant Investment Fee (PIF)

WATER	GAS
5/8" \$7,967.00	Res. \$971.00
3/4" \$11,344.00	Com. \$1,930.00
1" \$14,181.00	Com. \$2,413.00
1/2" \$31,909.00	Com. \$2,892.00
2" \$56,731.00	Com. \$3,860.00
3" \$127,552.00	
4" or larger tap: Negotiable	

Town of Ignacio Water and Gas Tap Fees

	In Town	Out of Town
3/4"	\$1500.00	\$1,700.00
Inspection Fee for New Taps: \$50.00 per new service		
Water Meter - \$200.00		
Gas Meter - \$231.00		

Water Rates

	<u>In-Town</u>	<u>Out-of-Town</u>
Base Charge:	\$27.67	\$27.67
Minimum Usage:	1000 gallons	1000 gallons
Rate:	\$6.00 per thousand gallons plus 10% Loss Factor and 5% Capital Factor	
	Examples: 1000 gallons = \$34.57; 3000 gallons = \$48.37; 6000 gallons = \$69.07	
Hydrant Water Rate:	\$6.00/1000 gal	
RTS Fee:	\$27.67	

Gas Rates

	<u>In-Town</u>	<u>Out-of-Town</u>
Base Charge:	\$24.82	\$24.82
Gas Usage Charge:	SUUD Monthly Rate plus 10% capital factor	

Sewer Rates

SUUD PIF: \$9,566.00

Town of Ignacio Tap Fee: \$900.00
Town for Inspection Fee: \$50.00

	<u>In-Town</u>	<u>Out-of-Town</u>
Base Charge:	\$18.58	\$18.58
Rate:	\$44.00 per ERT (1 ERT = 3,000 gallons)	
*Note: Usage is based on prior year average winter monthly (Dec/Jan/Feb) water use and rate will be fixed for 12 months		
Standby Fee:	\$18.58	

Irrigation Rates

Town of Ignacio Tap Fee: \$237-1 inch; \$387-2 inch
Town for Inspection Fee: \$50.00

Rate: \$26.00 (per month for six months)

Trash Rates

TR1 (1 cart)	\$11.40 (\$9.19 To Transit Waste + \$2.21 To Town)
TR2 (2 carts)	\$17.50 (\$9.19 + \$3.89 (for 2 nd polycart) + \$4.42)
TR3 (3 carts)	\$23.60 (\$9.19 + \$7.78 (for 2 nd & 3 rd polycart) + \$6.63)

Recycling Rates

64 Gallon Poly Cart: \$10.00

Note: This service is voluntary and customers must sign up at Town Hall.



Southwest Colorado's Comprehensive Economic Development Strategy 2021



www.region9edd.org

Prepared by:

Region 9 Economic Development District of Southwest Colorado, Inc.

With Assistance from:

Donna K. Graves, Information Services, Inc.

With Financial Support from:

The Economic Development Administration U.S. Department of Commerce
Planning & Technical Assistance Grant | Federal Grant Number 05-83-05399-02

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7 – SAN JUAN COUNTY

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APPENDIX B – CEDS PARTICIPANTS

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Authors Comment – This public comment (#6) was received after Sections 1 and 2 were repaginated, thus some portions reflect comments on the Introduction to CEDS (Section 1) , and others to the Regional Overview (Section 2). We have included the comments in both sections, with current page numbers. We appreciate the well thought out comments and hope that readers of this CEDS document will consider their content as they review this plan.

(6) “As a professional risk manager and community member, I am responding to point out that there are a number of statements in this draft that do not hold up to scrutiny and in some cases are patently misleading or not addressed in the plan goals. In order to publish a reliable and valid report, the authors should consider the following

With reference. Page 10 (**Section 2, p.4**) – SWOT analysis: Weaknesses – these are accurate, though the focus in inadequate infrastructure does not properly address the lack of support for seniors in a community where that population makes up a significant proportion of the area population. Threats – this is one of the most telling items in the plan – it indicates that “Regulatory Barriers” are viewed as a “Threat.” Regulation is NOT a threat – the actual threat is the failure of industry and businesses in those sectors to self-govern and conduct themselves in an ethical and same manner. That is why regulation is imposed on those industries.

Regional Overview Page 11 - 2 – (**Section2, p.5**) STRATEGIC DIRECTION – Regional Priorities and Projects Regional stakeholders have expressed a preference to use the terms Priorities (rather than goals) and Projects (rather than objectives).” This is not recognized as an effective way to guide planning – by either funders or local stakeholders. This quoted statement means you go can sidestep the real needs of the region by setting priorities and then not have to meet any “stated goals,” and that you can fund projects, whether they meet strategic objectives or not. So of course, regional stakeholders that have power favor this approach. I’m a regional stakeholder and I think this is a damaging statement about our governing stakeholders who openly choose not to be responsible or accountable to taxpayers (not all companies or stakeholders are taxpayers).

The bottom line with the earlier description sections of the plan that talk about our region is that, this report is a pretty story being told rather than actual fact about the real circumstances on the ground in our region. I have supported businesses in our region for nearly 15 years and speak from experience.

Authors Comment – the ideas expressed in Section 1, p.3-4 reflects a future vision rather than a current reality. These principles were submitted by focus groups during the 2011 CEDS Update, and we believe they continue to reflect a regional philosophy based on stakeholder input.

Page 5 (**Section 1, p. 3**) – “A sustainable community meets the basic needs of all people. These include air, water, food, shelter, health, safety, autonomy, connectedness, meaning and purpose.” While this

statement is correct – these are the hallmarks of a sustainable community – Region 9 falls short on many of these basic needs, including the basics of food, shelter, health, safety, autonomy, and connectedness. Workers in our region do not have affordable housing and often have to choose between shelter and safety (e.g., living in a boarding house with individuals who are dangerous to their health and safety – this is not conjecture, but known fact). Domestic violence is rife in our region (read the police reports). Autonomy is challenged in our region by the “old boy network” that runs the state, region, and the county.

Page 5 (**Section 1, p. 3**) – “Damage from invasive weeds has been reduced and our native species are thriving. As extractive industries develop and decline, disturbed lands are successfully reclaimed and utilized.” This is simply unfounded. Invasive weeds are a significant and mounting problem in SW Colorado, and in Archuleta County. This problem has been radically mismanaged for the past decade and we are seeing the dramatic impact from those practices on the ground now. Page 5 – “Our agricultural industry is thriving as a result of increased local markets and innovative programs that ensure agricultural viability without regulations that diminish land value.” Developments are being allowed in flood plains and are taking place without proper regard to water needs. Development is displacing agricultural land.

Page 6 (**Section 1, p. 3**) – “Diversity in our community is valued and celebrated. People from different age groups, cultures, backgrounds, and interest frequently come together to participate in local activities, events, and projects. The local economy provides opportunities for all people, young and old, to grow their families, advance their careers and be productive members of the community. Our communities provide opportunities such as lifelong learning programs, quality recreational facilities, available childcare, and equal access to affordable health care and housing.” In fact, older adults are not valued overall in our region (especially Archuleta County). affordable housing is NOT available throughout our region and is a significant barrier for hiring and stable employment, negatively impacting both employers and employees. This shortage also forces choices for health decisions and ability to afford health care that are detrimental to those in all age groups who fall into lower income brackets (not just poverty level, but below middle class income).

Page 7 (**Section 2, p. 1**) – “We strive to encourage economic development that preserves our small-town and traditional heritage, takes care of our natural resources, and provides opportunities for our children to stay in southwest Colorado.” Region 9 CEDS Mission Statement. Neither of these mission elements are being met - small town has welcomed Walmart (just for instance) - and we've seen the downfall of local businesses across the region. Opportunities to stay are hampered by high housing costs and employment obstacles, many related to inadequate affordable housing (both long term rental and purchase).

Page 8 (**Section 2, p. 2**) – discussion about internet: Repeatedly, area corporations have accepted federal and state funds to expand broadband into rural communities and then have instead used those funds to expand their suburban markets. The internet, and for that matter basic phone services, throughout Southwest Colorado remains intermittent and poor at best. These services are not even remotely adequate to encourage business or to sustain existing business in our communities.

Page 9 (**Section 2, p. 3**) – with reference to “business retention/expansion” – “If every business were able to support one additional employee, communities would see tremendous benefits. A related set of strategies focuses on improving the competitiveness of local firms.” This is a laughable statement in a market where existing businesses cannot find reliable or even appropriately trainable employees, even with good wages and benefits. See also note about page 8 on Broadband services.

Page 9 (**Section 2, p. 3**) – “Our region is serious about helping business recovery, and we need to back our intentions with real money utilizing all programs in the Federal business support toolkit such as...” Since the pandemic and the changes that has exerted on our regional economy, these sources have tightened considerably. For example, USDA Region 9 rules have been stringently tightened around low interest loans for infrastructure development.

WHAT IS A COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY?

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

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

The full CEDS is updated every five years; this 2021 document is the sixth full edition. Community Development Action Plans (CDAPs), which are the lists of identified projects, are updated on a two-year cycle. Annual CEDS Progress Reports are also submitted to the Economic Development Administration (EDA).

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

This CEDS information is a result of public input, meetings, personal interviews, surveys, a systematic review of planning documents, and active feedback from the EDA. The process was guided by the [Colorado Rural Economic Blueprint](#), a statewide strategy to spur Colorado's economy in communities outside of the front range. It is focused on expanding rural access to broadband services, tackling high health care costs, repairing rural roads and bridges, investing in rural economic development, and supporting our farming and ranching communities by connecting them to new markets. Further, it is dedicated to fulfilling every child's potential, and ensuring all Coloradans can benefit from the transition to cheaper and cleaner renewable energy sources. The CEDS process also integrates the [2020 Colorado Resiliency Framework](#). This Framework examines risks and vulnerabilities across four themes: adapting to our changing climate, understanding risks from natural and other hazards, addressing social inequities and unique community needs, and pursuing economic diversity and vibrancy.

This 2021 CEDS update builds upon state and local initiatives by:

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

Economic Resiliency as a Framework

As a society we are recognizing more and more the ways in which unexpected events disrupt our environmental, social, and economic systems and change our communities. Often, we do not have the power to stop these events, but we can prepare for them. Events such as a housing bubble or a recession, changes to our water quality and availability, or epidemic scale health concerns can move our region into unfamiliar and potentially costly scenarios. As such, strategies meant to encourage economic development in this region must be flexible and resilient so as to be able to respond to the unexpected and open our eyes to emerging opportunities.

Economic resilience has been defined as the ability of a region or communities to anticipate, withstand, and bounce back from any shocks to its businesses and overall economy, including:

- Pandemic
- Natural disasters or hazards (i.e., flooding or wildfires).
- The closure of a large employer (i.e., the oil and gas industry).
- The decline of an important industry (i.e., tourism).
- Changes in the workforce (i.e., out migration of skilled workers).
- Climate change (i.e., increasing temperatures, decreasing water availability).

These types of events can be divided into “steady-state” initiatives and “responsive” initiatives. **Steady-state** initiatives tend to be long-term efforts that seek to bolster the community or region’s ability to withstand or avoid a shock. These might include integrated planning efforts that involve extensive participation from the community to define a collective vision, diversifying the economic base, or by adapting business retention and expansion programs (such as economic gardening) to assist firms with economic recovery post disruption. Planning for and implementing resilience through specific goals or actions are addressed in this region through the SWOT analysis and strategic plan prepared for each county, which have identified a number of vulnerabilities that could lead to major economic disruptions.

Responsive initiatives include establishing strategies to address the region’s recovery needs following an incident. Responses to natural and other disasters (such as the COVID-19 pandemic) have been addressed in the updated Regional Disaster Preparedness section of the 2021 CEDS ([Appendix C](#)). The goals and strategies outlined in that document provide the foundation for improving all-hazards preparedness and resiliency, leading to fewer lives lost, reduced economic impacts in affected communities, improved response capabilities, and faster recovery time. That document is due for an update after county emergency plan revisions have been fully developed. In addition, the region follows the guidelines provided by the Colorado Division of Homeland Security & Emergency Management.¹

To unify the region in disaster recovery, Region 9 funds support a variety of regional initiatives. First, Southwest Colorado Disaster Assistance (SWCODA) is a grassroots effort that shares resources and raises awareness during emergencies by matching those who want to help, with those who need help. This website was previously used during emergencies such as the 416 Fire in 2018 that primarily impacted La Plata and San Juan Counties. It was reactivated in response to the COVID-19 pandemic and expanded to include all five counties and two Native American tribes in southwest Colorado.² Region 9 supports this website as the new hub for all five counties' recovery work. One key purpose it serves is to reduce duplication of resources and provide tools for communities that do not have the financial or technical support needed for today's on-line communications. The SWCODA website provides a much-needed platform that ties them into the larger regional recovery efforts and resources.

¹ <https://dhsem.colorado.gov/>.

² <https://www.swcoda.org/>.

In addition to being proactive through the development of strategic plans for each community, as a regional economic development organization Region 9 is particularly concerned with post-disaster economic recovery. Long-term recovery efforts focus on redeveloping communities and restoring the economic viability of disaster areas, including:

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

Region 9's Rise and Recover funding focuses staff efforts to help ensure the region recovers and thrives with measurable progress beyond the two-year grant cycle. Region 9 participates on the county recovery taskforces to engage in recovery efforts that serve the local communities and align strategically to the region's efforts.

What are the Benchmarks of a Sustainable Community?

A sustainable community is one that preserves and restores the integrity of its natural environment, nurtures healthy human and other living systems, and maintains a vital self-reliant economy, generation after generation. Environmental considerations play a key role in southwest Colorado's economic development activities. Residents of our communities value the high quality of life provided here, including clean air and water and scenic views. An environmental overview of the region is provided in [Appendix D](#).

A sustainable community meets the basic needs of all people. These include air, water, food, shelter, health, safety, autonomy, connectedness, meaning and purpose. Meeting these needs in a sustainable way also entails meeting the needs of all life in the local environment. These principles were examined by focus groups during the 2011 CEDS Update, and we believe they continue to reflect a regional philosophy. In addition, comments were solicited during a public review process from July 15th through August 15th, 2021. These comments were incorporated into the 2021 CEDS Update and are found in Appendix E.

Where would we like to be in the foreseeable future?

The vision is that our region develops on principles that respect and protect our private property rights, our natural, cultural, and heritage assets while providing opportunities for our diverse population to thrive in southwest Colorado. We take a big picture view in planning and employ effective principles to achieve our desired development patterns. To protect our rural lifestyle, we grow around designated centers integrating new and old neighborhoods while supporting agricultural lands. These centers are serviced by a well-planned infrastructure and multimodal transportation system. Groups work together to maximize scarce resources. Local governments guide development in a way that is symbiotic with local municipalities, sovereign nations, neighborhood communities and property owners.

Our local businesses are prosperous, our economy is diverse, and our counties are fiscally healthy. We approach economic development with a long-term view and seek cooperative, integrated, and creative solutions to foster regional economic growth. Businesses support a work environment that values productive employees, innovative personnel practices, and continuous workforce development to ensure services are delivered in an efficient, ethical, and responsible manner.

Our communities support the protection and enhancement of a healthy natural environment on a local, regional, and global scale. We are a leader in environmental stewardship for our proactive and balanced approach to conserving natural resources. We enjoy a healthy environment with clean air and water, and dark night skies. Wildlife corridors connect natural areas throughout the region, creating ecosystem linkages and improving wildlife vitality. Damage from invasive weeds has been reduced and our native species are thriving. As extractive industries develop and decline, disturbed lands are successfully reclaimed and utilized.

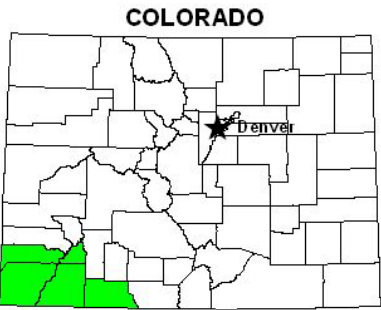
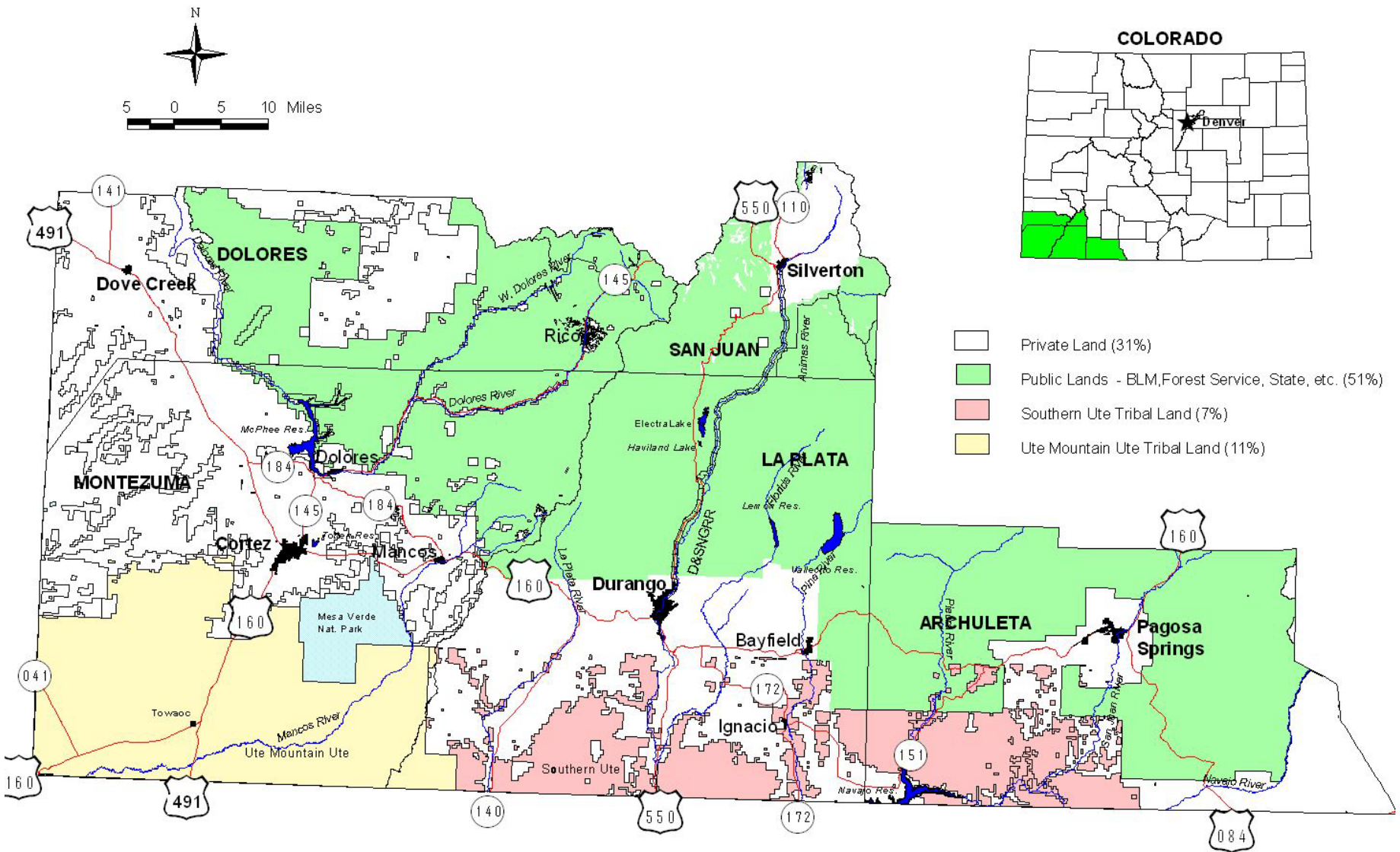
Our agricultural industry is thriving as a result of increased local markets and innovative programs that ensure agricultural viability without regulations that diminish land value. Our agricultural system is an important provider of food to our community and to the world. We recognize water is a finite resource and plan based upon that understanding. We are proactive in addressing impacts of drought and potential water shortages. Our planning considers the unique characteristics and needs of each watershed and ensures a reliable water supply for all users.

We are a national leader in conventional and renewable energy industries. As a region we invest in efficient, safe, and healthy resource technologies. Thus, we are renowned for our energy independence and as an exporter of conventional/traditional and renewable energy. Locally we reduced energy demand through efficiency, conservation, and design.

Within each county, and throughout the region, we ensure efficient multi-modal transportation systems that complement our land use strategies. Walking, cycling, and equestrian routes connect our neighborhoods, towns, and employment. Roads and public transportation networks are well planned to enable people of all ages and abilities to get around safely, efficiently, and conveniently through the county. Our airports connect us to the rest of the world, contributing to our economic vitality. Our region is a vibrant and exciting destination that shows off our natural assets, rich heritage, and diverse cultures.

Diversity in our community is valued and celebrated. People from different age groups, cultures, backgrounds, and interest frequently come together to participate in local activities, events, and projects. The local economy provides opportunities for all people, young and old, to grow their families, advance their careers and be productive members of the community. Our communities provide opportunities such as lifelong learning programs, quality recreational facilities, available childcare, and equal access to affordable health care and housing.

MAP OF REGION 9



2 – Regional Overview

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(1) Public Comment Received (July 15th to August 15th)

Authors Comment – This public comment (#6) was received after Sections 1 and 2 were repaginated, thus some portions reflect comments on the Introduction to CEDS (Section 1) , and others to the Regional Overview (Section 2). We have included the comments in both sections, with current page numbers. We appreciate the well thought out comments and hope that readers of this CEDS document will consider their content as they review this plan.

(6) “As a professional risk manager and community member, I am responding to point out that there are a number of statements in this draft that do not hold up to scrutiny and in some cases are patently misleading or not addressed in the plan goals. In order to publish a reliable and valid report, the authors should consider the following

With reference. Page 10 (**Section 2, p.4**) – SWOT analysis: Weaknesses – these are accurate, though the focus in inadequate infrastructure does not properly address the lack of support for seniors in a community where that population makes up a significant proportion of the area population. Threats – this is one of the most telling items in the plan – it indicates that “Regulatory Barriers” are viewed as a “Threat.” Regulation is NOT a threat – the actual threat is the failure of industry and businesses in those sectors to self-govern and conduct themselves in an ethical and same manner. That is why regulation is imposed on those industries.

Regional Overview Page 11 - 2 – (**Section2, p.5**) STRATEGIC DIRECTION – Regional Priorities and Projects Regional stakeholders have expressed a preference to use the terms Priorities (rather than goals) and Projects (rather than objectives).” This is not recognized as an effective way to guide planning – by either funders or local stakeholders. This quoted statement means you go can sidestep the real needs of the region by setting priorities and then not have to meet any “stated goals;” and that you can fund projects, whether they meet strategic objectives or not. So of course, regional stakeholders that have power favor this approach. I’m a regional stakeholder and I think this is a

damaging statement about our governing stakeholders who openly choose not to be responsible or accountable to taxpayers (not all companies or stakeholders are taxpayers).

The bottom line with the earlier description sections of the plan that talk about our region is that this report is a pretty story being told rather than actual fact about the real circumstances on the ground in our region. I have supported businesses in our region for 15 years and speak from experience.

Authors Comment – the ideas expressed in Section 1; p.3-4 reflects a future vision rather than a current reality. These principles were submitted by focus groups during the 2011 CEDS Update, and we believe they continue to reflect a regional philosophy based on stakeholder input.

Page 5 (**Section 1, p. 3**) – “A sustainable community meets the basic needs of all people. These include air, water, food, shelter, health, safety, autonomy, connectedness, meaning and purpose.” While this statement is correct – these are the hallmarks of a sustainable community – Region 9 falls short on many of these basic needs, including the basics of food, shelter, health, safety, autonomy, and connectedness. Workers in our region do not have affordable housing and often have to choose between shelter and safety (e.g., living in a boarding house with individuals who are dangerous to their health and safety – this is not conjecture, but known fact). Domestic violence is rife in our region (read the police reports). Autonomy is challenged in our region by the “old boy network” that runs the state, region, and the county.

Page 5 (**Section 1, p. 3**) – “Damage from invasive weeds has been reduced and our native species are thriving. As extractive industries develop and decline, disturbed lands are successfully reclaimed and utilized.” This is simply unfounded. Invasive weeds are a significant and mounting problem in SW Colorado, and in Archuleta County. This problem has been radically mismanaged for the past decade and we are seeing the dramatic impact from those practices on the ground now. Page 5 – “Our agricultural industry is thriving as a result of increased local markets and innovative programs that ensure agricultural viability without regulations that diminish land value.” Developments are being allowed in flood plains and are taking place without proper regard to water needs. Development is displacing agricultural land.

Page 6 (**Section 1, p. 3**) – “Diversity in our community is valued and celebrated. People from different age groups, cultures, backgrounds, and interest frequently come together to participate in local activities, events, and projects. The local economy provides opportunities for all people, young and old, to grow their families, advance their careers and be productive members of the community. Our communities provide opportunities such as lifelong learning programs, quality recreational facilities, available childcare, and equal access to affordable health care and housing.” In fact, older adults are not valued overall in our region (especially Archuleta County). affordable housing is NOT available throughout our region and is a significant barrier for hiring and stable employment, negatively impacting both employers and employees. This shortage also forces choices for health decisions and ability to afford health care that are detrimental to those in all age groups who fall into lower income brackets (not just poverty level, but below middle-class income).

Page 7 (**Section 2, p. 1**) – “We strive to encourage economic development that preserves our small-town and traditional heritage, takes care of our natural resources, and provides opportunities for our children to stay in southwest Colorado.” Region 9 CEDS Mission Statement. Neither of these mission elements are being met - small town has welcomed Walmart (just for instance) - and we've seen the downfall of local businesses across the region. Opportunities to stay are hampered by high housing costs and employment obstacles, many related to inadequate affordable housing (both long term rental and purchase).

Page 8 (**Section 2, p. 2**) – discussion about internet: Repeatedly, area corporations have accepted federal and state funds to expand broadband into rural communities and then have instead used those funds to expand their suburban markets. The internet, and for that matter basic phone services, throughout Southwest Colorado remains intermittent and poor at best. These services are not even remotely adequate to encourage business or to sustain existing business in our communities.

Page 9 (**Section 2, p. 3**) – with reference to “business retention/expansion” – “If every business were able to support one additional employee, communities would see tremendous benefits. A related set of strategies focuses on improving the competitiveness of local firms.” This is a laughable statement in a market where existing businesses cannot find reliable or even appropriately trainable employees, even with good wages and benefits. See also note about page 8 on Broadband services.

Page 9 (**Section 2, p. 3**) – “Our region is serious about helping business recovery, and we need to back our intentions with real money utilizing all programs in the Federal business support toolkit such as...” Since the pandemic and the changes that has exerted on our regional economy, these sources have tightened considerably. For example, USDA Region 9 rules have been stringently tightened around low interest loans for infrastructure development.

KEY HIGHLIGHTS AND ECONOMIC PRIORITIES

“We strive to encourage economic development that preserves our small-town and traditional heritage, takes care of our natural resources, and provides opportunities for our children to stay in southwest Colorado.” Region 9 CEDS Mission Statement

The southwest corner of Colorado includes a five-county area known as Region 9. The region includes Archuleta, Dolores, La Plata, Montezuma, and San Juan Counties, as well as the Southern Ute and Ute Mountain Ute Indian Tribes, and encompasses 6,584 square miles, or 6.3% of the total land area in Colorado.

Environmental considerations play a key role in the area’s economic development activities. The residents of Region 9 value the high quality of life, including clean air and water, scenic views and easy access to public lands. A healthy environment also enhances the region’s economic development efforts by providing an attractive place to live and work, and a draw to tourists and outdoor enthusiasts. Land ownership strongly influences the local economy. Publicly managed lands make up 45% of the District; 38% is in private ownership and 17% are tribal lands. The public lands include the San Juan National Forest, an area of over 1.8 million acres including the 499,771-acre Weminuche Wilderness-the largest designated wilderness area in Colorado.

The region is home to Mesa Verde National Park, as well as four national monuments. Public lands and open space are considered vital economic assets across the region, providing direct employment that supports agricultural/natural resource development enterprises, recreation, and tourism.

Currently the region is experiencing extreme drought of epic proportions, second only to a lengthy dry spell in the 1500s. Add complications with climate change, which is expected to move storms farther north and raise temperatures in the Southwest, and concerns about water availability and intensified wildfire seasons.

Another area of concern for Southwest Colorado, like many rural areas of the country, has been the growing and on-going substance use trends. The region has no local inpatient substance use facility, transitional residential treatment, or stepdown programs to address or manage recovery from opioid and substance use disorder. The impact of substance abuse is felt in our jails, court systems, workforce and families and has been exacerbated as a result of the pandemic. This poses a very real economic development challenge impacting existing workforce shortages.

The regional population totaled 99,197 in 2019, averaging 0.9% annual growth since 2010. The area is rural, so communities depend on one another to provide goods and services within the larger regional economy. La Plata County (specifically Durango) is the regional work center, with more workers commuting into the county than out. Locals often commute long distances to a neighboring state to take advantage of job opportunities, better shopping, or lower real estate prices. The resulting inter-connected economy extends to the entire "Four Corners" area, including southwest Colorado, northwest New Mexico, northeast Arizona, and southeast Utah.

Job growth in the region was steady at about 2 – 4% per year until the recession of 2007–2009. Employment reached a low of 50,280 jobs in 2010, the depth of the recession in the local area. It took 10 years for the region to reach prerecession job levels. In 2019 there were an estimated 57,375 jobs, including those held by commuters. Top employment sectors vary by county: in Archuleta it is retail trade; in Dolores it is agriculture; in La Plata and Montezuma Counties local governments provide the greatest employment share and in San Juan it is accommodation and food services. The fastest-growing industries through 2022 are projected to be other Services (except Public Administration), Manufacturing, Educational Services, and Management of Companies and Enterprises according to EMSI, an economic modeling firm. Obviously the COVID-19 pandemic may change these projections.

Equation for Economic Recovery

Like much of the state, southwestern Colorado has seen enormous growth and change in recent years, providing a catalyst for new opportunities. Region 9 works within this framework to encourage flexible and resilient economic development strategies. A long-standing regional goal has been to minimize the relative impact of any sudden change in fortunes, hence employment, of any (large) firm or industry. Events such as a housing bubble or a recession, changes to water quality and availability, or catastrophic events such as wildfires or a global pandemic, can move the region into unfamiliar and potentially costly scenarios. As such, strategies meant to encourage economic development in this rural region must be flexible and resilient to respond to the unexpected and be open to emerging opportunities. History suggests that economic shocks are unavoidable. In Region 9 the decline of mining /energy industries, manmade disasters like the Gold King Mine Spill, weather events like floods, drought, avalanches, and the ongoing wildfires have threatened economic stability.

The COVID-19 pandemic-related economic shock is new for all of us, but its impacts have similarities to past economic crises. Locally, economic developers have embraced the principals of *Coping with Adversity: Regional Economic Resilience and Public Policy* (Wolman et al. 2017), which assesses over 1,500 disasters between 1978 and 2014 and how impacted communities responded. This includes events such as the downturn of the steel industry, the Great Recession, the 1980s savings and loan crisis, and numerous weather disasters.

The good news is there is no “secret sauce” for economic recovery. The strategies proposed by Wolman and his colleagues are based on core economic development practices. When studying those 1,500 disasters, researchers looked at how each community recovered and what common components were present in the communities that were the most successful. **The formula for economic recovery and resilience success is this equation: Recovery equals talent plus infrastructure, plus entrepreneurship, plus business retention/expansion (Recovery = T + I + E + BRE).**

Talent development was important before COVID-19 and will continue to be so. Recovery occurs when talented people build/rebuild great companies that generate new jobs and new wealth for a community. This means that continued and expanded investments in workforce and education programs are essential. Yes, there will be new ways of working such as more remote workers, and according to the Colorado Demography Office, recruiting remote workers is now a top focus for rural counties throughout the country. Region 9 has the natural and built amenities to attract talent.

Prior to COVID-19, most of our discussions on talent development related to training and education. That emphasis will remain relevant, but we are also going to have to think more broadly about how to provide a stronger social safety net for workers, especially those engaged in the gig economy or the independent workforce. Communities and regions might consider their own social safety net programs (e.g., such as housing or health care support or subsidies) as one means to attract or retain talent. Investments in community amenities (as noted above) will also be a core part of these talent-focused strategies.

In terms of **infrastructure**, the COVID-19 crisis has made it clear that broadband is the missing amenity and closing this gap needs to be top priority for any underserved location. The pandemic has forced many people working in various industries to work from home via the internet. It also has drastically changed school operations throughout our region and Colorado, with many students attending school partially or fully online.

In October 2020, The U.S. Department of Agriculture announced it is awarding \$6.3 million to expand broadband internet access in Dolores, San Miguel, and Montezuma counties. The funding will be provided to Emery, a Utah-based telecommunications company, for use in expanding internet access in southwest Colorado. The grant is a part of the USDA’s ReConnect Program, which aims to expand broadband infrastructure and internet access throughout rural America. According to the agency, the grant will be used to expand high-speed broadband to more than 1,600 people living in the three counties. In addition to connecting residents and households to broadband, the USDA said the broadband infrastructure expansion will connect 91 farms, 52 businesses, three fire stations and two post offices throughout the area. Moving forward, our region works to treat broadband as truly essential infrastructure.

Entrepreneurship is also key in the recovery equation. Can someone who wants to live in our community find a job, and if not, create their own? Many communities have co-working spaces, accelerators, incubators, and the business support tools to grow their entrepreneurial landscape. In today's changing world, jobs are following people rather than people following jobs so easing the transition to open and grow a business is critical. Post COVID-19, this means assisting with ownership transitions. Many business owners, primarily baby boomers, are thinking now would be a good time to retire. Instead of closing these businesses, we need to help new entrepreneurs take over. New owners tend to be more innovative, see new opportunities and have new ideas and energy.

We are already seeing a continued return to localism and an emphasis on supporting local business. As more people work from home or pursue independent work, the hunger for connections will also grow. We expect investment in "third places" where home-based workers can convene, connect, and collaborate. These new third places, which might be coworking sites or other convening spaces, will serve as a lifeline for local workers and help to build stronger business networks as well.

Finally, there is **business retention/expansion**. In recovery we need to invest in strengthening local companies already in business. Small businesses are more likely than large businesses to fail after a major disaster. Existing businesses are already invested and committed to a community, and it is cheaper to retain companies than to recruit new ones. If every business were able to support one additional employee, communities would see tremendous benefits. A related set of strategies focuses on improving the competitiveness of local firms. Major global firms were already rethinking the globalization of supply chains before COVID-19, and efforts to restore and secure supply chains is something for even rural areas to explore where local companies already fit or could fit in new supply chain structures.

Enhancing the local talent base will help here, but firms will also benefit from strategies that help them capture new markets, develop new products and services, and learn new skills. We have lots of excellent programs in our toolkit already. These include Federal programs like the Manufacturing Extension Partnership, which provides consulting support to small manufacturers, the Small Business Development Center network, and various export promotion programs that help firms identify and capture new global markets. At the local level, various Business Retention and Expansion (BRE) programs help provide opportunities to check in and invest in strengthening local companies.

Our region is serious about helping business recovery, and we need to back our intentions with real money utilizing all programs in the Federal business support toolkit such as the Manufacturing Extension Partnership (MEP), Small Business Administration (SBA), Economic Development Administration (EDA), and the U.S. Department of Agriculture (USDA). In addition, state and local government efforts will need additional support that can be quickly deployed through existing program infrastructure, such as the Community Development Block Grant (CDBG). All of these programs have a proven track record and can provide an essential lifeline to struggling businesses. The communities in Region 9 aim to be more than just survivors, we will be leaders in recovery and beyond.

STRATEGIC PLANNING

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 Region. By working with the CEDS Strategy Committee, area governments, county-level economic development groups and other stakeholders, the following was identified:

Strengths

- Entrepreneurial spirit
- Support for entrepreneurs
- Diversity and beauty of landscape
- Scenic beauty (agricultural and public lands)
- Local cultural, historical assets
- Small-town living and lifestyle
- Recreational opportunities
- Fort Lewis College & other institutions of higher learning
- Climate
- Retirees that bring assets such as pensions

Weaknesses

- Few opportunities for jobs, higher wages
- Economies that are highly dependent on one or two sectors or seasons
- Loss of open space and a decline in the agriculture sector (related issues)
- Lack of telecommunications infrastructure in the outlying areas
- Lack of available technically trained workforce
- Housing, healthcare and childcare costs challenge business retention and relocation
- Growing and on-going substance use trends
- Inadequate public infrastructure in some areas
- Lack of resources to deal with the most challenging issues (e.g., housing, and other infrastructure needs)

Opportunities

- Tourist destination with major attractions
- Availability of air service
- Value-added marketing, strategies for enhancing agriculture
- Development of business incubators
- Healthy Lifestyles of residents
- Amenity migration ~ people want to live and work here
- Growing number of home-based businesses
- Widely diverse, well-educated population
- Networking among companies for mutual support and benefit.

Threats

- Natural disasters (wildfires, drought etc.)
- Growth could ruin or compromise the qualities that make the region where people want to live
- Transportation & public infrastructure's capacity unable to meet demands of growth
- Natural resource management
- Funding cuts at State and Federal agencies
- Regulatory barriers

STRATEGIC DIRECTION – Regional Priorities and Projects

Recognizing that the COVID pandemic will impact the economy for years to come, this CEDS focuses on aligning regional strategies with state strategies for addressing equitable and resilient economic growth. Our region's vast geography and diverse economies impact the region's assets and limitations. The pandemic accelerated certain trends that further exposed our strengths, weaknesses, opportunities, and threats. Each county revised their SWOT from the previous CEDS (2016) to reflect desires and priorities in the current environment and for the future. Each county prepared a Strategic Direction and Community Development Action Plan (CDAP) outlining the economic and community development projects and action items dedicated to meeting their specific needs. The CDAP projects were aligned with the Colorado Rural Economic Blueprint and the Colorado Resiliency Framework.

Regional stakeholders agreed to use the terms Priorities, Projects, Outcomes, and Impacts to express the goals, objectives, actions, and anticipated deliverables of addressing economic recovery, resilience, and development because they are more closely aligned with terms used in the state frameworks.

The Colorado [State Rural Economic Blueprint](#) priorities are listed below. They represent the general intentions and broad outcomes of state, regional and community aspirations for economic prosperity. More than 200 projects have been identified region-wide and aligned with these priorities when appropriate. For specific projects please refer to the CDAPs in the county sections of this document.

- Leverage the Unique Assets of Rural Colorado
- Save Coloradoans Money on Healthcare
- Fulfill Every Child's Potential
- Support Local Community Success in Energy Transmission
- Make Critical Investment in Community Infrastructure
- Invest in Roads and Bridges
- Build on Successful Economic Development Programs
- Community Identified Priorities – this was added for projects aligned more closely with local planning strategies

The CDAP projects were also linked to six resiliency strategies identified in the [Colorado Resiliency Framework](#), which addresses potential and interrelated economic, social and environmental risks and vulnerabilities. Abbreviations are listed next to the strategies in the CDAPs along with a number representing the supporting strategy. Please refer to the Colorado Resiliency Framework document for details.

1. Future Ready Economy & Workforce (EW)
2. Climate & Natural Hazard Resiliency (CN)
3. Building & Infrastructure Sustainability (BI)
4. Agriculture & Food Security (AF)
5. Housing Attainability (HA)
6. Community Capacity (CC)
7. Internal to Community (IC) - this was added for projects aligned more closely with local resiliency strategies

EVALUATION AND MEASUREMENT

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

There are many different types of projects and actions listed in the strategic plans developed by each county, each requiring either a qualitative or quantitative evaluation strategy. Thus, several evaluation strategies are used including: 1) documenting the progress or completion of individual CDAP projects; 2) ranking counties against all other U.S. counties based on a human capital and creation index; and 3) ranking county’s economic performance indicators such as prosperity, annual wages, labor mobilization, employment, unemployment, and poverty rates against all other U.S. counties.

To track progress in intervening years other evaluation tools will include:

Annual Comprehensive Economic Development Strategy (CEDS) & EDA Progress Report

The purpose of this report is to evaluate the organization’s implementation of the CEDS and its impact on the regional economy. The District will address progress within each of the Colorado Rural Economic Blueprint Priorities and the State Resiliency Framework strategies.

The Region 9 Report

Region 9 publishes the *Region 9 Report*, which tracks such data as population growth or decline, employment and income, labor force statistics, retail sales, total personal income, and per capita income for each county in the region. This information provides a regional snapshot of each county’s progress. This report is updated every other year with the last update in 2020. This report is available at https://www.region9edd.org/uploads/Final_Report_Economic_Snapshot_2020.pdf

Economic Data Dashboard

The Region 9 website hosts a dashboard that provides updated information on regional logistics & accessibility, industry advantages, a regional explorer, the current business climate, workforce data, and a demographic map. This user- friendly format is available at <https://www.region9edd.org/dashboards>.

Colorado Business Economic Outlook

This annual publication by the Leeds School of Business (University of Colorado Boulder) serves as a forecasting tool for decision makers. It provides an international, national, statewide, and regional context in which to analyze changes that have occurred in all economic sectors and looks at the opportunities and challenges that shape population, employment, and the overall economy. Region 9 contributes to this publication each year to furnish details regarding southwest Colorado. <https://cber.co/>.

The Southwest Economic Outlook Annual Forum

Region 9 presents regional economic data at this annual forum hosted by Fort Lewis College. <https://www.fortlewis.edu/academics/schools-departments/school-of-business-administration/community-engagement/southwest-economic-outlook>.

Regional Transportation Plans

The Colorado Department of Transportation (CDOT) has updated the Region's 2045 Transportation Plan. The Southwest Colorado Council of Governments (SWCCOG) administers the Southwest Regional Transportation Planning Commission and participates on the Regional Transit Coordinating Council. Both entities have approved plans and identified priority transportation projects including intersections, transit, and design work. The completion of the listed priorities will be used to track regional progress in transportation. More information about regional transportation is available at https://www.codot.gov/programs/your-transportation-priorities/assets/regional-transportation-plans/sw-rtp_public-review-draft_050120.pdf.

Enterprise Zone Annual Report

Region 9 administers the Southwest Enterprise Zone program. Accordingly, targets are established by county for the number of jobs created in various sectors, as well as the tax credits and dollars invested through the EZ program. Region 9 will continue to set and measure these targets with communities. The information provides a very concrete tool for measuring success of goals related to job creation and business expansion. This report is done annually and is filed with the state Office of Economic Development and International Trade. More information regarding this program is available at <https://www.region9edd.org/enterprise-zone>.

SUMMARY BACKGROUND

Demographics

Population – A look at the annual average population change for each county gives an idea of growth trends in the region from 1970 to 2019. The population within the five counties of Region 9 grew at a rate of about 1.4% annually from 2000 to 2010, and 0.9% between 2010 and 2019, with most of the growth consistently seen in Archuleta County. Much of this growth can be attributed to what is being termed "amenity migration". Some people move here for economic reasons, such as the availability of jobs. Others cite quality of life issues, such as clean air and water, and outdoor recreation opportunities. Many of these newcomers are retirees or 2nd homeowners that bring along their pensions and other retirement benefits. This "new" money impacts the local economy positively as it is spent on new homes and goods and services.

Average Annual % Change					
	1970-1980	1980-1990	1990-2000	2000-2010	2010-2019
Archuleta	3.0%	3.8%	6.4%	2.0%	1.7%
Dolores	0.1%	-1.0%	2.1%	1.1%	-0.12%
La Plata	3.5%	1.7%	3.1%	1.6%	1.0%
Montezuma	2.5%	1.2%	2.5%	0.7%	0.3%
San Juan	0.0%	-1.1%	-2.8%	2.3%	0.3%
Region 9	2.9%	1.6%	3.2%	1.4%	0.9%

Source: Colorado State Demography Office

	2010	2019	Ann. Avg % Change 2010-19
Archuleta	12,060	14,002	1.7%
Dolores	2,060	2,037	-0.12%
La Plata	51,441	56,272	1.0%
Montezuma	25,532	26,160	0.3%
San Juan	709	726	0.3%
Region 9	91,802	99,197	0.9%
Colorado	5,050,332	5,763,976	1.5%

Source: Colorado State Demography Office

Population declines throughout the region were common during the national recession as people followed jobs. Most of the communities in the region have seen slow growth since 2010. Declining population in Dolores County may be a result of a loss of jobs in the mining industry. Region 9 is forecast to grow at a higher percentage rate (1.3% to 1.6%) than the state (1.1% to 1.4%) through 2035.

	Archuleta	Dolores	La Plata	Montezuma	San Juan
Median Age	51	51.8	39.9	44.4	52.1
Working from Home	10%	14%	8%	7%	5%
Median Household Income	\$ 50,753	\$ 41,714	\$ 64,372	\$ 46,797	\$ 46,563
Median Home Price	\$ 333,000	\$ 135,000	\$ 385,000	\$ 234,000	\$ 272,000
Homeownership	75%	81%	71%	71%	67%
Non-white Population	16%	3%	12%	19%	1%
Poverty Rate	11%	14%	9%	16%	5%
Bachelors Degree or Higher	39%	21%	44%	29%	35%

Other pertinent demographics of La Plata County are provided by the American Community Survey (ACS 2018).

Median home price is from Local MLS (through November 2020).

Snapshot of the Regional Economy

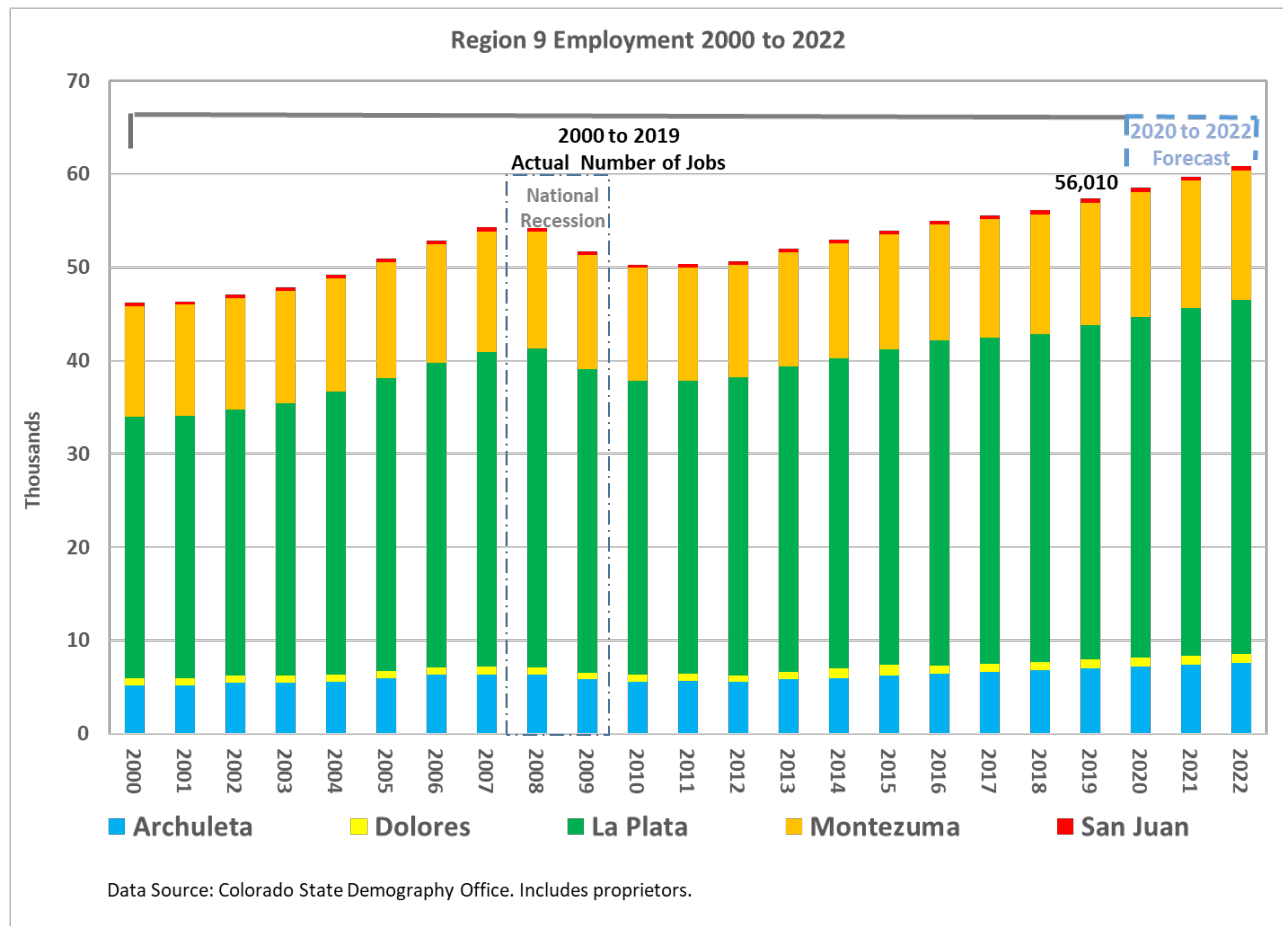
Unemployment Rates

Unemployment Rates 2019				
Location	Labor Force	Employed	Unemployed	Unemployment Rate
USA				3.9%
Colorado				2.8%
Archuleta	6,937	6,717	220	3.2%
Dolores	1,164	1,129	35	3.0%
La Plata	32,305	31,495	810	2.5%
Montezuma	13,038	12,486	552	4.2%
San Juan	570	553	17	3.0%

In 2019, unemployment rates in Archuleta, Dolores, Montezuma, and San Juan Counties were higher than the state (2.8%).

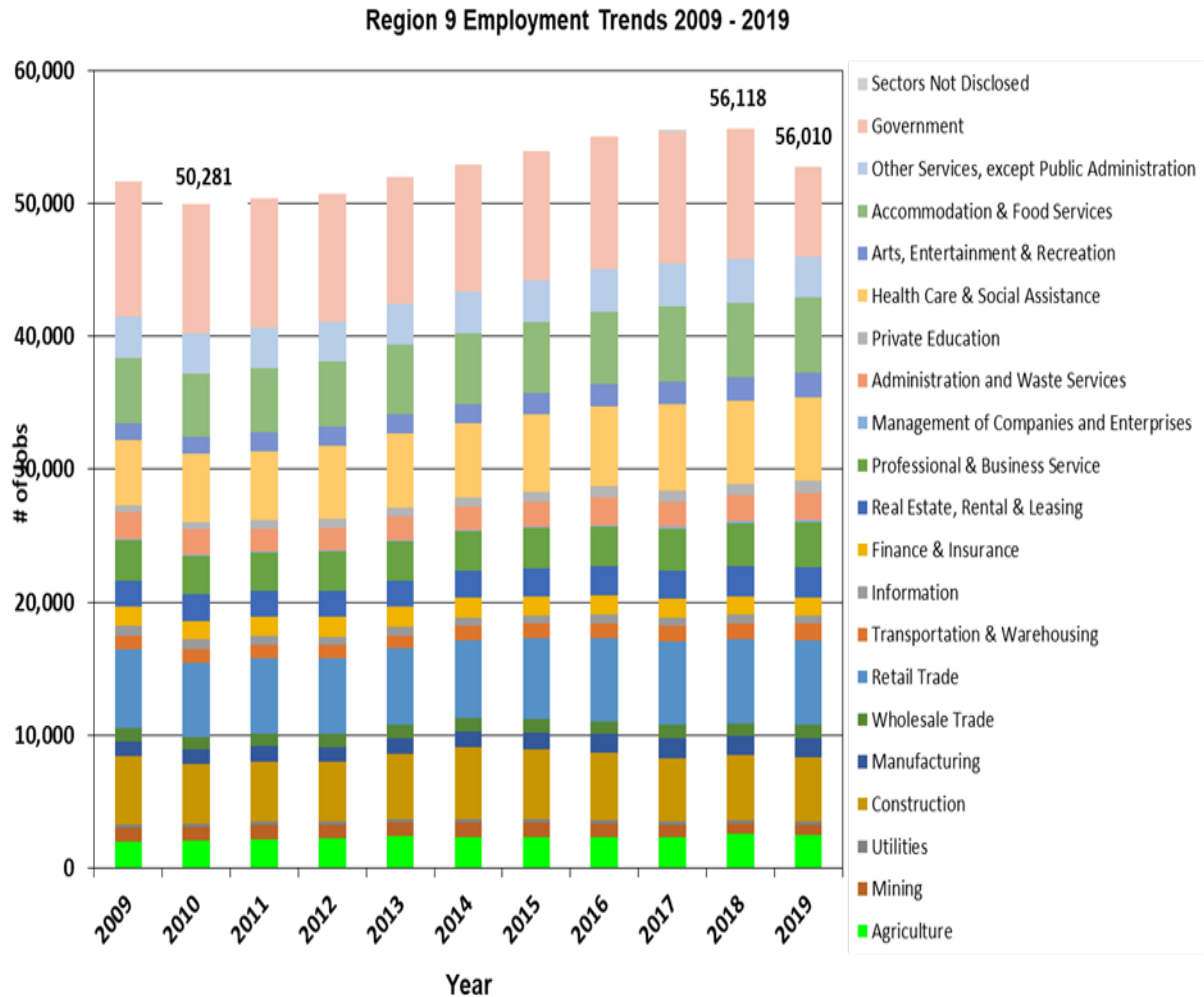
Source: Colorado Labor Market CDLE-LMI

Job growth in the region was steady at about two to four percent per year until the national recession of 2007-2009. SW Colorado's recession lagged the nation and Employment reached a regional low of 50,281 jobs in 2010. It took the region 10 years to recover from the recession.



Employment Trends

An employment “sector” combines 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.



2019 Employment

Government jobs are important in the regional economy and include federal jobs through the U.S. Forest Service and National Parks. These estimates include proprietors as well as wage and salary workers.

Region 9 2019 Total Employment	# of Jobs	% of Jobs	*Average Ann. Wage	# Jobs % Change 2014-2019
Agriculture	2,507	4%	\$ 35,816	7%
Mining	732	1%	\$ 77,214	-32%
Utilities	254	0.5%	\$ 82,128	-3%
Construction	4,886	9%	\$ 44,700	-9%
Manufacturing	1,423	3%	\$ 41,603	15%
Wholesale Trade	996	2%	\$ 55,043	-1%
Retail Trade	6,372	11%	\$ 26,322	9%
Transportation & Warehousing	1,266	2%	\$ 52,428	22%
Information	559	1%	\$ 65,553	-17%
Finance Activities	1,365	2%	\$ 63,352	-5%
Real Estate	2,287	4%	\$ 34,566	12%
Professional & Business Services	3,345	6%	\$ 54,777	13%
Management of Companies and Enterprises	200	0.4%	\$ 92,944	77%
Administration and Waste Management	2,065	4%	\$ 33,689	15%
Private Education	911	2%	\$ 30,593	34%
Health Services	6,276	11%	\$ 35,580	13%
Arts, Entertainment, and Recreation	1,810	3%	\$ 40,377	24%
Accommodation and Food	5,658	10%	\$ 24,785	6%
Other Services, except Public Administration	3,029	5%	\$ 24,498	-2%
Government	10,064	18%	\$ 42,155	5%
Sectors Not Disclosed (ND)	5	0.0%		
Total	56,010	100%	\$ 36,925	6%

2019 Employment Share by Wage - 56,010 Jobs

Avg. Annual Wage	Low Wage	Mid Wage	High Wage	Livable Wage
\$36,925	< \$29,540	\$29,541 - \$44,310	>\$44,311	\$61,828
	27%	49%	24%	

Low Wage < 80% of AAW; Mid Wage > 80% and < 120% of AAW; High Wage > 120% of AAW

Wages by Job Sector – Since all working-age families meet their income needs with employment, a crucial question is whether the jobs available provide sufficient wages. The highlighted cells in this table indicate that the average annual wage for that industry provides a livable wage for a family of four in that county.

Region 9 - Average Annual Wage by Sector

2019	Archuleta	Dolores	La Plata	Montezuma	San Juan	Region 9	Colorado
Agriculture	\$38,358	ND	\$ 34,173	\$34,917	ND	\$35,816	\$ 40,404
Mining	\$38,983	\$62,296	\$ 135,050	\$72,528	ND	\$77,214	\$ 124,748
Utilities	\$86,247	ND	\$ 90,840	\$69,297	ND	\$82,128	\$ 95,680
Construction	\$39,448	\$50,440	\$ 53,939	\$38,434	\$41,240	\$44,700	\$ 64,636
Manufacturing	\$30,909	\$56,680	\$ 44,105	\$34,716	ND	\$41,603	\$ 73,944
Wholesale Trade	\$50,330	ND	\$ 57,579	\$57,221	ND	\$55,043	\$ 90,376
Retail Trade	\$27,946	\$20,852	\$ 31,569	\$30,659	\$20,586	\$26,322	\$ 33,800
Transportation & Warehousing	\$35,725	\$37,492	\$ 62,526	\$73,969	ND	\$52,428	\$ 59,956
Information	\$46,110	\$53,703	\$ 112,678	\$49,720	ND	\$65,553	\$ 106,808
Finance Activities	\$51,442	ND	\$ 90,980	\$47,635	ND	\$63,352	\$ 101,868
Real Estate	\$42,583	\$19,990	\$ 45,633	\$39,759	\$24,863	\$34,566	\$ 61,152
Professional & Business Services	\$74,139	\$51,814	\$ 69,285	\$51,466	\$ 27,179	\$54,777	\$ 103,168
Management of Companies and Enterprises	\$88,350	ND	\$ 100,474	\$ 90,009	ND	\$92,944	\$ 148,616
Administration and Waste Management	\$26,563	\$45,344	\$ 33,943	\$ 28,904	ND	\$33,689	\$ 45,864
Private Education	\$14,094	ND	\$ 44,158	\$ 33,526	ND	\$30,593	\$ 49,140
Health Services	\$32,296	\$21,856	\$ 51,249	\$ 36,920	ND	\$35,580	\$ 55,068
Arts, Entertainment, and Recreation	\$20,356	ND	\$ 22,482	\$ 88,480	\$ 30,188	\$40,377	\$ 36,816
Accommodation and Food	\$21,855	\$38,740	\$ 21,462	\$ 18,575	\$ 23,292	\$24,785	\$ 24,856
Other Services, except Public Administration	\$30,474	\$16,115	\$ 32,332	\$ 24,989	\$ 18,578	\$24,498	\$ 42,380
Government	\$50,584	\$ 33,124	\$ 52,675	\$ 39,387	\$ 35,006	\$ 42,155	\$ 58,968
Average Annual Wage	\$ 36,660	\$ 35,308	\$ 47,944	\$ 37,223	\$ 27,508	\$ 36,929	\$ 61,828
Livable Wage*	\$ 54,496	\$51,022	\$ 55,598	\$ 52,187	\$ 56,701		\$ 59,300

Jobs in the Mining & Utilities sectors provide a good income in each county where they exist, though they accounted for only 2% of jobs in the region. Construction jobs in Montezuma County (9% of county jobs), and Finance and Insurance sectors in Archuleta (2% of all county jobs) and La Plata Counties (3% of all county jobs) also provide sufficient wages. Please note that QCEW wages do not include earnings by proprietors (owners).

Livable Wages

A healthy community has a diverse and sustainable economy that pays livable wages and offers meaningful work. But what level of income is necessary to support a given size and type of household? A livable wage addresses the essential financial needs for basic living tools such as shelter, healthcare, childcare, and nutrition. When one earns less than a livable wage, he or she is forced to make undesirable choices such as working two or more jobs, working longer hours, making longer commutes, or sharing a residence.

According to a report prepared by the Massachusetts Institute of Technology (MIT), in Colorado the amount needed to be economically self-sufficient varies by geographic location. We found that in Region 9, Dolores County is the least expensive (\$51,022 annually), and La Plata County is the most expensive place to live (\$55,598 annually) for family of four (one working adult and two children – one preschooler and one school aged child).

Region 9 - 2019	¹ Avg Annual Wage	² Livable Wages		
		Adult	Adult + Preschooler	2 Adults (1 working)+ Preschooler + School-age
Archuleta County	\$ 36,660	\$ 25,875	\$ 54,184	\$ 54,496
Dolores County	\$ 35,308	\$ 23,733	\$ 50,710	\$ 51,022
La Plata County	\$ 47,944	\$ 26,957	\$ 55,266	\$ 55,598
Montezuma County	\$ 37,223	\$ 24,045	\$ 51,854	\$ 52,187
San Juan County	\$ 27,508	\$ 27,331	\$ 56,368	\$ 56,701
Colorado	\$ 61,828	\$ 58,989	\$ 59,301	\$ 59,300

¹LMI - 2019 Quarterly Census of Employment and Wages (QCEW) - all industries

² MIT Liveable Wage Calculator <https://livingwage.mit.edu>

Colorado Minimum Wage \$11.10			2 Adults (1 working)+
Region 9 - 2019 Livable Hourly Wage by Area	Adult	Adult + Preschooler	Preschooler + School-age
Archuleta County	\$ 12.44	\$ 26.05	\$ 26.20
Dolores County	\$ 11.41	\$ 24.38	\$ 24.53
La Plata County	\$ 12.96	\$ 26.57	\$ 26.73
Montezuma County	\$ 11.56	\$ 24.93	\$ 25.09
San Juan County	\$ 13.14	\$ 27.10	\$ 27.26
Colorado	\$ 13.43	\$ 28.36	\$ 28.51

hourly wage x 2080 for annual wage

Using housing costs specific to each community we found that many families across the region are unable to afford a median priced home in their community.

Regional Median Housing Prices 2020

Jurisdiction	¹ Purchase Price 30 year fixed loan 10% Down 3% Interest Rate	Qualifying Annual Income 30% DTI	³ % of Families with less than Qualifying Income	Number Sold Listings
Archuleta County - Pagosa Springs all	\$ 410,000	\$ 75,994	69%	431
Dolores County - all	\$ 179,500	\$ 37,206	32%	20
Dove Creek	\$ 116,750	\$ 26,646	19%	6
Rico	NA			
La Plata County - all	\$ 492,253	\$ 89,835	47%	939
Bayfield	\$ 330,000	\$ 62,532	29%	73
Durango	\$ 569,500	\$ 102,834	62%	194
Ignacio	\$ 247,000	\$ 48,565	38%	10
Montezuma County - all	\$ 259,000	\$ 50,584	43%	397
Cortez	\$ 220,000	\$ 44,021	42%	234
Dolores	\$ 319,000	\$ 60,681	54%	89
Mancos	\$ 352,700	\$ 66,351	59%	63
San Juan County - Silverton all	\$ 300,000	\$ 57,483	49%	31

¹ Purchase Price based on median home prices (Single Family) through November 2020 - MLS.

² Qualifying Annual Income courtesy of The Homes Fund Serving SW Colorado (30% Debt to Income Ratio)

³ Based on estimates of Family Household Income from the 2019 American Community Survey (Census Table DP03)

When we compare these housing costs to the salaries of essential workers such as teachers, we see that the income needed to purchase a home is out of reach. The provision of affordable/attainable housing is a critical issue in every community across the region.

¹ Avg Teacher Salary 2019 - 2020		² Median Home Price	³ Annual Income Needed
ARCHULETA COUNTY 50 JT	\$ 48,942	\$ 410,000	\$ 75,994
DOLORES COUNTY RE NO.2	\$ 39,577	\$ 179,500	\$ 37,206
DURANGO 9-R	\$ 48,428	\$ 569,500	\$ 102,834
BAYFIELD 10 JT-R	\$ 48,229	\$ 330,000	\$ 62,532
IGNACIO 11 JT	\$ 40,081	\$ 247,000	\$ 48,565
MONTEZUMA-CORTEZ RE-1	\$ 39,448	\$ 220,000	\$ 44,021
DOLORES RE-4A	\$ 41,335	\$ 319,000	\$ 60,681
MANCOS RE-6	\$ 43,473	\$ 352,700	\$ 66,351
SILVERTON 1	\$ 38,105	\$ 300,000	\$ 57,483
SAN JUAN BOCES	\$ 59,703		
REGION 9	\$ 44,732		
STATE	\$ 57,746		

¹ <https://www.cde.state.co.us/cdereval/staffcurrent>

² Purchase Price based on median home prices through November 2020 (MLS).

³ Courtesy of the Homes Fund serving SW Colorado

Economic Base Analysis

Economic Base Analysis is a tool to describe economic activity by the source of revenue, whether the money generated by sales comes from outside the local economy, or from within the local economy. This type of analysis is designed to define those economic activities that drive or sustain the local economy. Base Analysis distinguishes which industries and factors are responsible for overall growth and change. There are two types of regional industries:

Base industries produce exports or derive their sales or income *directly* from outside sources, or *indirectly* by providing supplies to export industries. These activities **bring in outside dollars** to circulate within the local economy. These industries include agriculture, mining, manufacturing, national and regional services, state and federal government jobs, and tourism. Another base industry is created by households that spend money earned elsewhere. For example, a retiree whose income comes from outside of the county is supporting many traditional local resident services jobs; however, since their income is basic (from outside the local economy), the local resident service jobs are also considered basic.

Region 9 Base Industries 2019	# of Jobs	% of Jobs
Agribusiness	3,469	9%
Mining	865	2%
Manufacturing	612	2%
Government	3,115	8%
Regional Services	7,209	19%
Tourism	9,746	26%
Households	12,285	33%
Total	37,301	100%

In Region 9 the largest base employment industries are households (33%) that spend money earned elsewhere (i.e., retirees) and tourism (26%).

Region 9 - Percentage of Jobs in Base Industries 2019						
	Archuleta	Dolores	La Plata	Montezuma	San Juan	Region 9
Agribusiness	9%	30%	7%	12%	0%	9%
Mining	1%	2%	3%	2%	0%	2%
Manufacturing	1%	3%	1%	3%	1%	2%
Government	3%	5%	11%	5%	3%	8%
Regional Services	16%	11%	20%	21%	11%	19%
Tourism	31%	7%	30%	16%	59%	26%
Households	39%	42%	28%	40%	23%	33%
Total # jobs	4,930	905	21,767	9,343	356	37,301

Each county in the region has varying numbers of jobs in base industries. The Archuleta, La Plata and San Juan County economies are based primarily on tourism. Agriculture related services and forestry remain significant sources of employment for certain parts of the region, especially Dolores County, yet provide little employment income.

Data on employment and earnings in agriculture is unusually difficult to obtain for several reasons. First, agricultural producers (farmers) are not required to report their employees under the Employment Security program. While some do, the reporting that does occur covers only a small fraction of the actual employment. Second, the industry includes large numbers of proprietor-operators (farmers) and their families, and there are no good estimates on the numbers of these that represent full-time workers. Finally, farm income fluctuates widely with market prices and changes in inventories. Thus, the income data are not necessarily an accurate measure of activity as they are in other industries.

Local economic development efforts work to achieve diversity among key local base industries. The successful result of this objective is to minimize the relative impact of any sudden change in fortunes, and hence employment, of anyone (large) firm or industry. Region 9 hopes that this information will provide a starting point for public discussions to review the data and plan for the future – for each county and the region – of the potential strengths, weaknesses, opportunities, and threats accompanying each economic driver.

Per Capita Income

Per Capita Income Comparison		
	2019	% of USA
USA	\$ 56,490	100%
Colorado	\$ 61,157	108%
Archuleta	\$ 43,088	76%
Dolores	\$ 38,005	67%
La Plata	\$ 58,216	103%
Montezuma	\$ 43,542	77%
San Juan	\$ 47,933	85%

Source: Bureau of Economic Analysis

All income in a region is added together (total personal income), and then divided by the number of residents. PCI in most of our counties, with the exception of La Plata, are still not on a par with state and national incomes.

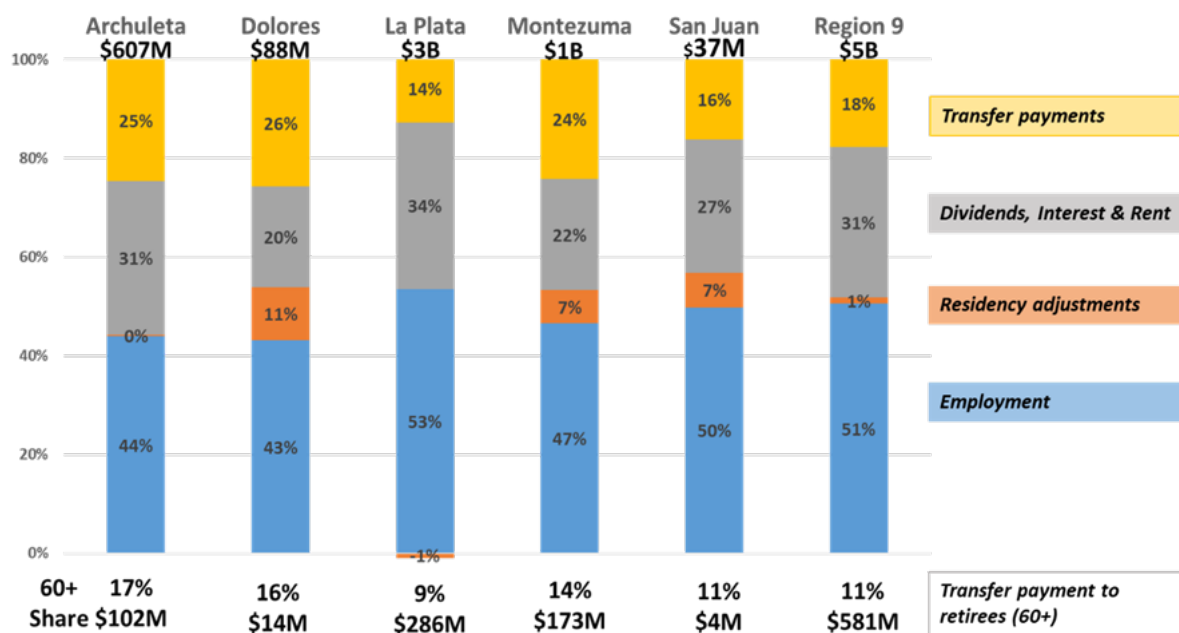
Total Personal Income

Region 9 2019 Total Personal Income (\$000)		% of Total
Employment Earnings	\$ 2,624,609	51%
Residency Adjustment	\$ 65,544	1%
Dividends, Interest & Rent	\$ 1,588,221	31%
Transfer Payments	\$ 917,646	18%
Estimated TPI	\$ 5,196,020	100%

Source: Bureau of Economic Analysis





In 2019, Region 9 had a total personal income (TPI) of \$5,196,020,000. Estimated payments to retirees accounted for about 11% of the estimated TPI in the region in 2019. That was \$581,054,000.

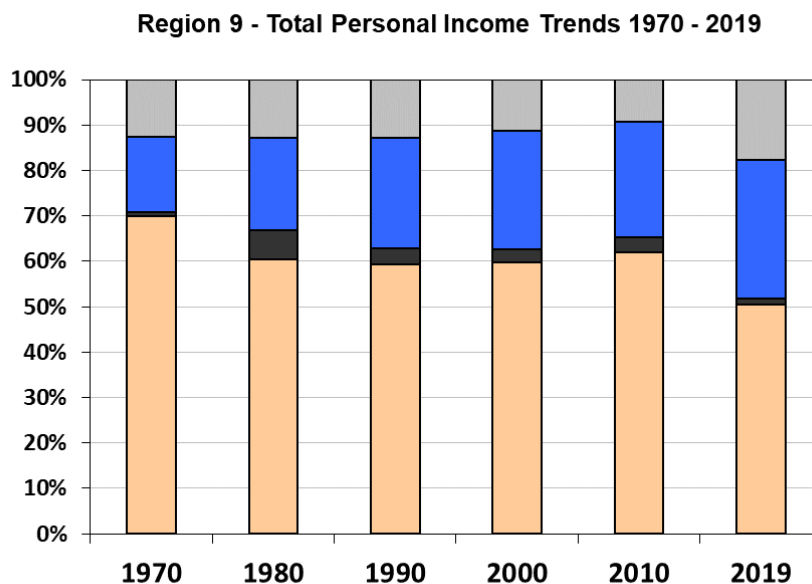
The five counties in southwest Colorado vary in their composition. Most income is job based (employment), though significant amounts of income enter our economy from other sources, such as transfer payments and dividends, interest, and rents.



Total Personal Income Trends 1970-2019

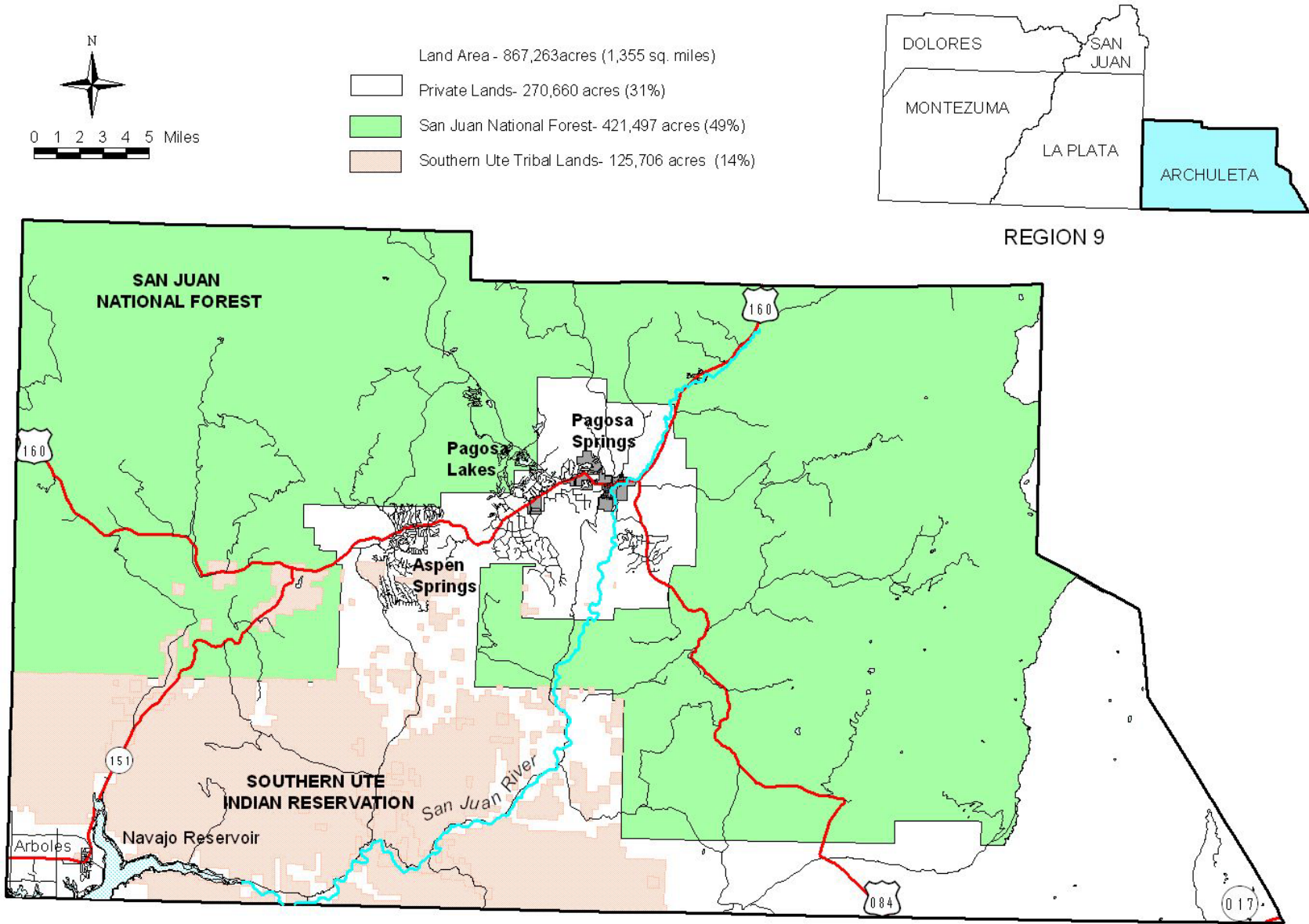
(TPI) is another important tool to understand our local economy. Total personal income is divided into four main components.

-  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.
-  Earned income is derived by place of work, including farm and non-farm earnings (minus social security contributions).



This chart allows us to see how the components of Total Personal Income have changed over the long term. We see a trend of decreasing employment income, and increasing income from dividends, interest, and rent. Transfer payments are also growing, as more baby boomers retire and start receiving retirement benefits. 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.

MAP OF ARCHULETA COUNTY



3. ARCHULETA COUNTY

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(3) Public Comment Received (July 15th to August 15th)

(1) “Infrastructure needs to be built in Pagosa similar to LaPlata / Durango. Not sure why Durango is able to pull so many great projects and Pagosa isn’t. Secondly more programs and attractions for young population and adults to attract them to Pagosa. Aging population in Archuleta is a concern. Who is going to staff Medical Center, stores, restaurants if majority of people are retirees?”

(2) “we need support for our manual labor controlling thistles on Crowley Ranch Reserve.

Authors Comment – This public comment (#3) was received after Sections 1 and 2 were repaginated, thus some portions reflect comments on the Introduction to CEDS (Section 1) , and others to the Regional Overview (Section 2). We have included the comments in both sections, with current page numbers. We appreciate the well thought out comments and hope that readers of this CEDS document will consider their content as they review this plan.

(3) “A few comments to consider meeting state priorities, as goals have been sidestepped (see regional response, which is repeated here below). These comments are given from the viewpoint of a business manager/owner who has conducted business in the county and in Pagosa Springs for more than a decade.

Page 3 (**Section 3, p.1**) – “Archuleta County and the Town of Pagosa Springs have identified several strategic priorities. These include: • availability of affordable and attainable housing...” The current housing developments being built in Pagosa are untenable at best. The “low-income housing” across from the Community Center is being built with the “out” that the developers can build on that choice property, claim it is for low income, and then sell for higher prices while only paying a fine. With this type of “rule” in place, it is an incentive to circumvent the “priority.”

As stated in my comments for page 11 – (**Section 2, p.5**) of the Regional Plan: Regional stakeholders have expressed a preference to use the terms Priorities (rather than goals) and Projects (rather than objectives).” This is not recognized as an effective way to guide planning – by either funders or local stakeholders. This quoted statement means you go can sidestep the real needs of the region by setting priorities and then not have to meet any “stated goals;” and that you can fund projects, whether they meet strategic objectives or not. So of course, regional stakeholders that have power favor this approach. I'm a regional stakeholder and I think this is a damaging statement about our governing stakeholders who openly choose not to be responsible or accountable to taxpayers (not all companies or stakeholders are taxpayers).

Page 3 (**Section 3, p.1**) – “Stakeholders continue to seek out grant opportunities to address last mile buildout and increase job creation through home-based businesses.” Repeatedly, area corporations have accepted federal and state funds to expand broadband into rural communities and then have instead used those funds to expand their suburban markets. The internet, and for that matter basic phone services, throughout Southwest Colorado remains intermittent and poor at best. These services are not even remotely adequate to encourage business or to sustain existing business in our communities.

Page 5 (**Section 3, p.3-4**) – Weaknesses: Socio-cultural & Infrastructure: Add lack of appropriate County and Town infrastructure and other funding to adequately support older adults, which make up a significant part of the area population. Governmental: Add Lack of Accountability – there is rife “old boy network” protection – you need only to read the papers and court records to demonstrate this is true. Without a shift in accountability that removes the ability to manipulate the system for the benefit of a few, there will never be a sustainable, responsible community in Archuleta County. This is true across all departments.

Threats: “Special district decisions in relation to cost of doing business.” This is much too broad a description to be useful. As with regulation, if a company or agency cannot do business without doing harm, then it cannot bear the cost of doing business in that location. Many special decisions relate to those types of controls on business. However, there are other types of special decisions that are politically driven that do indeed pose threat. I recommend refinement of the phrase “special district decisions in relation to cost of doing business” to reflect the threats that are politically or otherwise manipulatively driven, rather than those that are ethical or best practices driven (such as environmental controls that positively impact the community for both short and long-term). And finally, there is a distinct lack of goals and priority setting around older adults. Our County population of older adults is growing rapidly and represents a large slice of our population, yet the funding for senior programs is declining regionally, county-wide, and from the Town. Senior living facilities are NOT the only priority that should be set. Funding and infrastructure for active older adults, especially those falling in below middle-income brackets, should be considered, and expanded considerably (set a goal of funding full demand in our County and meet it).

KEY HIGHLIGHTS AND PRIORITY ECONOMIC GOALS

Archuleta County should retain its outstanding scenic and natural qualities while providing quality employment, housing, education, and recreation to its residents. Tourism, recreation, and agriculture will remain major segments of the economy, but attempts will be made to diversify and encourage other types of economic development. The majority of youth should be able to have a career and eventually raise a family without being forced to leave. A healthy and vibrant community will continue to evolve and the rural character and small-town atmosphere will be preserved.

Archuleta County Community Plan Update 2017

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

- availability of affordable and attainable housing
- expansion of broadband capacity
- improving public infrastructure
- fostering natural resources.

Housing affordability/attainability is a long term, ongoing priority. The lack of work force housing continues to impact economic growth and diversity when businesses cannot recruit employees because there is no place for them and their families to live. Rising rents, simultaneous increases in vacation rentals by owners and decreases in long-term rentals, a lack of low-price housing stock and low wages have been identified as factors contributing to a housing crisis. Housing experts agree that ideally a family should not spend more than one-third of their income on housing costs. Many (12%) of the service jobs in Archuleta County support tourism in accommodations (lodging) and food services with an average annual wage of \$21,855. This is only 40% of the estimated livable wage (\$54,496) for a family of four (one working adult, a preschooler and one school age child). Policy considerations and long-term funding is needed to address this important issue. A housing workgroup has been exploring options for potential solutions. The Archuleta County Housing Authority is building a 34-unit complex on Hot Springs Blvd to serve people earning 60% and below AMI (completion in late 2021). The Town of Pagosa Springs has purchased a half-acre vacant parcel to build 8-12 units of workforce housing. And, Habitat for Humanity has received eleven lots from the county to develop as attainable housing.

The expansion of broadband technology continues to be a priority for Archuleta County, and is considered crucial for furthering the county's economic and educational growth. The Archuleta County Broadband Services Management Office (BSMO) focuses on many projects around the Archuleta County area and broader region.¹ Working with local and regional Internet Service Providers as well as local governments, utilities, and banks, the BSMO strives to work with all stakeholders to increase broadband speed, reliability and accessibility while maintaining an affordable cost to access broadband in the county. Stakeholders continue to seek out grant opportunities to address last mile buildout and increase job creation through home-based businesses.

Improving public infrastructure is clearly a high priority, as evidenced by the number and scope of projects listed in the 2021 Community Development Action Plan (CDAP). These include sanitation plant maintenance, roads, trails, river access, and parks. Maximizing the San Juan Riverwalk area, and associated parks and trails, will increase the desirability of downtown as a tourist and shopping destination.

Natural resources are an important economic driver. The community is taking steps to ensure that there is enough water to support infrastructure during drought cycle by partnering with Inter Basin Compact Committee (IBCC) for San Juan Basin to assist with implementation; and there are plans to build a 7.3-mile pipeline from Town to create a more reliable system and take pressure off the oldest plant.

¹ <https://archuletacountybroadband.com>

Forest health is also an issue. Timber-Salvage Sales contracts for clearing the greatest area of beetle infestations in the highest elevations near Wolf Creek Ski Resort. - Fall Creek & Wolf Creek Trails areas have already been awarded. The Region (including outside Archuleta County) is benefitting from "Collaborative Forest Landscape Restoration"; two federal grants, \$4M & \$1M each over the next 2 – 10 years. The beetle killed pines and mitigating wildfire risks have inadvertently presented opportunities for use of biomass from dead trees as a power plant fuel as well as material for manufactured wood products. Geothermal resources are also seen as a potential catalyst for economic diversification and job creation.

The Southern Ute Indian Reservation presence in Archuleta County includes 125,706 acres. The four strategies they have identified for economic growth and diversification follow the environmental analysis (SWOT) conducted through the CEDS process. These strategies include:

- Encourage and support Tribal member entrepreneurship
- Optimize under-utilized Tribal resources
- Create comprehensive community development plan incorporating Ute identity, culture, and education
- Create long term financial stability and growth for the Tribe and its membership through an expanded Tribal/regional diversified and resilient economy.

STRATEGIC PLANNING

SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis

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

Strengths

Atmosphere/Ambience

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

Amenities

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

Physical Attributes

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

Economic

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

Socio-Cultural/Population

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

Weaknesses

Economic/Marketing

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

Socio-Cultural

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

Facilities

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

Infrastructure

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

Opportunities

Economic

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

Governmental

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

Socio-cultural

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

Infrastructure

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

Threats

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

STRATEGIC DIRECTION – Archuleta County Priorities and Projects

Archuleta County priorities and projects are developed through review of current projects, planning documents, small group discussions and interviews with community stakeholders, and those working on community projects. The CDAPs are presented at various community and public meetings and distributed for public comment for a period of one month. The CDAP has a total of 48 projects that were approved by the County Commissioners on August 17th, 2021, signed by Alvin Schaaf – Chairperson. The Archuleta CDAP is included in this document on page 21.

The CDAP projects were aligned with the [State Rural Economic Blueprint](#). Priorities from the State Blueprint are assigned to specific projects in the CDAP. Priorities are numbered below for reference rather than level of importance.

1. **Leverage the Unique Assets of Rural Colorado**
2. **Save Coloradoans Money on Healthcare**
3. **Fulfill Every Child's Potential**
4. **Support Local Community Success in Energy Transmission**
5. **Make Critical Investment in Community Infrastructure**
6. **Invest in Roads and Bridges**
7. **Build on Successful Economic Development Programs**
8. **Community Identified Priorities – this was added for projects aligned more closely with local economic priorities**

The CDAP projects were also linked to six resiliency strategies identified in the [Colorado Resiliency Framework](#), which addresses potential and interrelated economic, social and environmental risks and vulnerabilities. Abbreviations are listed next to the strategies in the CDAP along with a number representing the supporting strategy. Please refer to the Colorado Resiliency Framework for details.

1. **Future Ready Economy & Workforce (EW)**
2. **Climate & Natural Hazard Resiliency (CN)**
3. **Building & Infrastructure Sustainability (BI)**
4. **Agriculture & Food Security (AF)**
5. **Housing Attainability (HA)**
6. **Community Capacity (CC)**
7. **Internal to Community (IC) - this was added for projects aligned more closely with local resiliency strategies**

1: Leverage the Unique Assets of Rural Colorado

Linkage – Climate & Natural Hazard Resiliency (CN), Building & Infrastructure Sustainability (BI)

Projects:

1. Yamaguchi South Master Plan (CDAP #23, Resiliency BI).
2. Riverwalk West Trail to 6th (CDAP #24, Resiliency BI1).
3. Hermosa St. Trail to First St. Bridge (CDAP #25, Resiliency BI1).
4. Cotton Hole Park (CDAP #26, Resiliency BI1).
5. Dr. Mary Fisher Park (CDAP #27, Resiliency BI1).
6. Public River Launch Sites (CDAP #28, Resiliency BI1).
7. Bike & Walk Route Maps & Signs (CDAP #29, Resiliency BI1).
8. Geothermal Assets: Town of Pagosa Springs Geothermal Heating System (CDAP #40, Resiliency BI1, BI5).
9. Biomass Utilization (CDAP #45, Resiliency CN3).

2: Save Coloradoans Money on Healthcare

Linkage –

Projects: None listed

3: Fulfill Every Child's Potential

Linkage – Future Ready Workforce (EW)

Projects:

1. Develop Vocational Training Opportunities at Pagosa Springs High School (CDAP #39, Resiliency EW4, EW5).

4: Support Local Community Success in Energy Transmission

Linkage – Community Capacity (CC)

Projects:

1. Geothermal Assets: Geothermal Greenhouses (CDAP #46, Resiliency CC2).

5: Make Critical Investment in Community Infrastructure

Linkage – Building & Infrastructure Sustainability (BI), Housing Attainability (HA), Climate and Natural Hazard Resiliency (CN),

Projects

1. Workforce Housing (CDAP #3, Resiliency HA2).
2. Trail from Pagosa Lakes to downtown Pagosa Springs (CDAP #5, Resiliency BI1).
3. San Juan River Headwaters Project (SJRHP) (CDAP #6, Resiliency CN2).
4. Expand County Landfill (CDAP #10, Resiliency BI1).
5. Forest Health (CDAP #11, Resiliency CN1, CN4).
6. Broadband Expansion (CDAP #12, Resiliency BI1, EW1).
7. Establish park and ride utilizing existing parking infrastructure where possible (CDAP #13, Resiliency BI1).
8. Tiny Homes (CDAP #36, Resiliency HA2).
9. Vacation Rental/Short Term Rental (STR) (CDAP #37, Resiliency HA1).
10. Downtown Pagosa Springs (CDAP #38, Resiliency BI1, BI5).
11. Grow Public, Senior and Wolf Creek Transit Services (CDAP #41, Resiliency BI1).
12. Build 4 Bus Stop Shelters in Pagosa Springs (CDAP #42, Resiliency BI1).
13. Pump Station SCADA System (CDAP #43, Resiliency BI1).
14. Implement Parks, Recreation, Open Space, Trails Plan (PROST) (CDAP #47, Resiliency BI1).

6: Invest in Roads and Bridges

Linkage – Building & Infrastructure Sustainability (BI)

Projects

1. Implement Downtown Riverwalk Master Plan (CDAP #4, Resiliency BI1).
2. East Side Gateway Plan (CDAP #16, Resiliency BI1).
3. Rumbaugh Creek Bridge Stabilization (CDAP #17, Resiliency BI1).
4. Hill Top Cemetery (CDAP #19, Resiliency BI1).
5. McCabe Creek Culvert (CDAP #20, Resiliency BI1).
6. Pioneer Cemetery (CDAP #21, Resiliency BI1).
7. Model Traffic Code (CDAP #22, Resiliency BI1).
8. Drainage/Culvert Drainage (CDAP #30, Resiliency BI1).
9. Street Maintenance (CDAP #31, Resiliency BI1).
10. Sidewalk Repair & Replacement (CDAP #32, Resiliency BI1).
11. Harman Hill Phase T2L Trail (CDAP #33, Resiliency BI1).
12. Wayfinding & Signage Plan (CDAP #34, Resiliency BI1).
13. Repaving Projects (CDAP #35, Resiliency BI1).

7: Build on Successful Economic Development Programs

Linkage – Community Capacity (CC2)

Projects

1. Town Website and Citizen Portal (CDAP #14, Resiliency CC2)
2. Public Engagement Portal (CDAP #15, Resiliency CC2)
3. Land Use and Development Code (CDAP #18, Resiliency CC3)
4. Pagosa Springs Community Development Corporation (CDC) (CDAP #44, Resiliency CC2).
5. Southern Ute Indian Tribe CEDS 2018-2022 (CDAP #48, Resiliency All).

EVALUATION FRAMEWORK

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

Performance Measures

1.CDAP Project Completion 2001 - 2020

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

Archuleta County

Expand Capacity for Dutton Ditch
Adopt County Trails Plan
Archuleta County Fairgrounds improvements
Rebuild Pagosa Lakes Electrical System
Develop Historic Preservation Guidelines
Improved 911 Service
Hot Springs Blvd. Master Plan
Construction of Critical Access Care Hospital
Master Plan for the Town of Pagosa Springs Downtown Core Area
Master Plan for Parks, Open Space, and Recreation
Adopted Building Codes for Town & County
Updated Town of Pagosa Springs Land Use and Development Code
Airport completed 3100 feet of parallel taxiway investing \$5.2 million
Establish a Nuisance Ordinance
Installed a Pedestrian Bridge over the San Juan River
Highway 160 Access Management Plan
Pagosa Mountain Hospital built
Construct Animal Shelter, Phase 1
Second Home Study
Reverse 911 System in place
Community College education available locally
Designation of Chimney Rock as a National Monument
Development of SCAN broadband project
Seeds of Learning Facility completed

Resurfaced 6.2 miles on Piedra Road, Safety improvements near Hurt Drive; priority culverts and West Cat Creek Rd

Improved 911 Emergency land line and cellular service

Completed Town Capital Improvement Plan

San Juan River Restoration Project

Development of Cloman Blvd. open space

Yamaguchi Park, improvements

Reservoir Hill improvements

Expanded primary care resources

Telemedicine access for Neurology and cardiac care

Complete Archuleta County Airport Economic Impact Study

County Administrative Building

Projects Completed Between 2016-2018

Business Development

- Complete Archuleta County Airport Marketing Project
- Complete Geothermal Greenhouse Project Infrastructure

Education

- Open Charter School Fall 2017
- Create Early Childcare and Education Committee and Hire a Coordinator
- Obtain BEST Grant for High School Safety & Security

Health & Human Services

- Complete Pagosa Springs Medical Center Primary Care Expansion

Parks & Recreation

- Town to Lakes Trail – Phase I Completed April 2018

Public Lands

- Complete Chimney Rock National Monument Management Plan

Tourism

- Implement Tracks Across Borders Scenic & Historic Byway (TABB) Conceptual Plan

Transportation

- Complete Transportation & Intersection Priority Projects in Archuleta County
- Complete Reconditioning of the first 3 miles of Piedra Road

Projects Completed Between 2018-2020

Education

- Implement BEST Grant to Enhance Safe Facilities for Archuleta School District: Completed Sept of 2019. All buildings are secure and have key card access instead of metal keys.

Healthcare

- Update current heating, air conditioning, ventilation, electrical, plumbing and radiological equipment: HVAC completed Nov. 2020. Updated vestibule to accommodate screening as mandated by the State of Colorado and added negative pressure rooms, both in response to the pandemic.

Land Use

- Utilize 7.5 Acres/Hwy 84 Property Development: Property on HWY 84 sold.

Public Infrastructure

- Public Infrastructure: Improve Western Heritage Event Center.
- Complete Courthouse and Justice Center Projects: Justice center groundbreaking in December 2020.

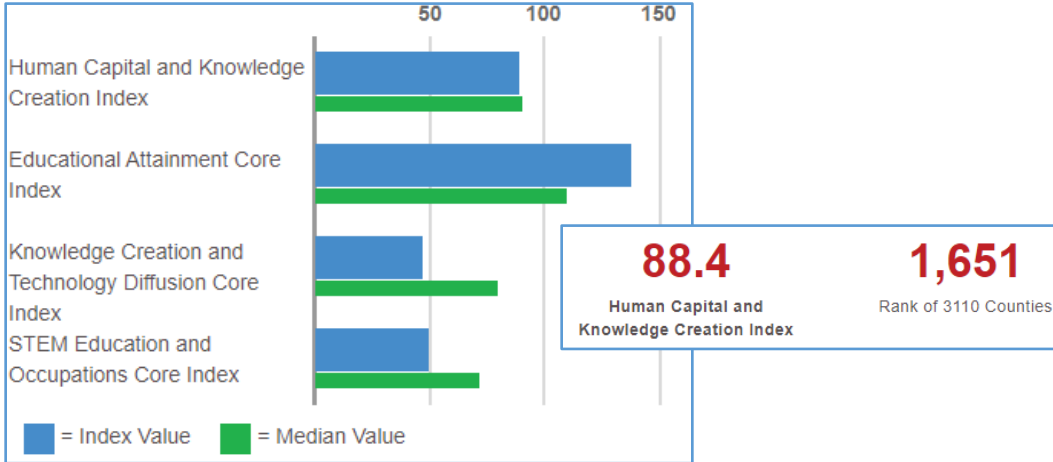
Telecommunications

- Pagosa Broadband Project: Voter approval for SB152 Opt Out

Transportation

- Complete intersection improvements at N. Pagosa and County Center

2. Archuleta County Human Capital and Creation Index Compared to All Other U.S. Counties



Measure	Index	Rank
❗ "Salad Days" Population Growth (Ages 25-44)	87.8	1,830
Educational Attainment Core Index	137.3	554
❗ High School Attainment (Ages 18-24)	105.3	1,634
❗ Some College, No Degree (Age 25+)	124.5	1,146
❗ Associate Degree (Age 25+)	79.9	2,153
❗ Bachelor's Degree (Age 25+)	193.0	173
❗ Graduate Degree (Age 25+)	183.9	270
Knowledge Creation and Technology Diffusion Core Index	46.4	2,357
❗ Patent Technology Diffusion	139.2	559
❗ University-Based Knowledge Spillovers	0.0	2,124
❗ Business Incubator Spillovers	0.0	2,415
STEM Education and Occupations Core Index	49.2	2,713
❗ STEM Degree Creation (per 1,000 Population)	0.0	802
❗ Technology-Based Knowledge Occupation Clusters	62.6	2,836
❗ High-Tech Industry Employment Share	85.2	1,778

Human capital and knowledge creation affect the degree to which a county's labor force is able to engage in innovative activities. Growth in a county's workforce ages 25 to 44 signifies that a county is becoming increasingly attractive to younger (arguably more energetic) workers—those more likely to contribute to innovation. Counties with high levels of human capital are those with enhanced knowledge, measured by educational attainment, patent diffusion, knowledge spillover, business incubator presence, STEM degree holders and occupations, and the share of high-tech employment. Higher levels of human capital are associated with higher levels of innovation and faster diffusion of technology.

3. Archuleta County Economic Performance Compared to All Other U.S. Counties

https://clustermapping.us/region/county/archuleta_county_co/performance

Ranks are by percentile from 1-100 among all 3221 U.S. counties:

● 1-20 (first quintile) ● 21-40 (second quint.) ● 41-60 (third quint.) ● 61-80 (fourth quint.) ● 81-100 (fifth quint.)

Performance

Regional economic performance can be measured by indicators of overall performance directly related to the standard of living in a region, as well as intermediate indicators of economic activity that may or may not translate into a region's standard of living.

Outcomes



SUMMARY BACKGROUND

History and Economic Trends

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

Spanish explorers and missionaries, as well as the French, visited the area seeking gold and religious converts prior to 1848 when Mexico ceded the area to the United States. The U.S. Government then established relations with the Indians and through a series of Treaties (1848, 1868, 1873, 1880), "bought" most of their land. In the Brunot Treaty of 1873, the Southern Ute Reservation was established in its present location, which included the southwestern part of what later became Archuleta County, formed from part of Conejos County in 1885.

Fort Lewis was established in 1878 near the Pagosa hot springs to protect settlers and travelers from the Indians. The town grew around the fort and remained after the fort moved west. The Town of Pagosa Springs was platted and surveyed in 1883 and incorporated in 1891. It remains the only incorporated town in the county.

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

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

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

Economic Trends

Archuleta County developed as a result of a unique combination of natural resources and natural attributes (i.e. geothermal hot springs located in Pagosa Springs). Initially these resources were "traditional west" commodities such as timber, cattle and minerals. Since that time Archuleta County has been in transition to a more urban environment in which tourism is the number one industry. 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 designation of the Chimney Rock Archeological Area as a National Monument in 2012 has, as expected, increased the number of visitors to the area, like observations at other National Monument sites throughout the west.

Southern Ute Indian Tribe

The planning and management area of Region 9 includes two Indian reservations, including the Southern Ute and the Ute Mountain Ute Indian Tribes. A portion of the Southern Ute Reservation (125,706 acres) lies within Archuleta County.

Historically, the Utes roamed throughout the Four Corners and Western Colorado in several distinct hunter-gatherer bands. The Southern Ute divisions were the Muache, Capote, and Weeminuche. As a result of the Dawes Act in 1887, and the subsequent Act of 1895, the previously defined Southern Ute reservation lands were broken into two distinct units. Most of the Muache and Capote Utes accepted farming allotments in the eastern portion, which became known as the Southern Ute Indian Reservation with agency headquarters at Ignacio, in La Plata County. The Weeminuche Utes, led by Chief Ignacio, refused to accept allotments, and moved to the western portion, which became known as the Ute Mountain Ute Indian Reservation with agency headquarters at Towaoc, in Montezuma County.

The Southern Ute Tribal enrollment is currently about 1,500, with the majority of the members living on the reservation. The reservation land base includes 750,000 acres, seven major rivers, and the Navajo State Park. Tribal headquarters are located adjacent to the Town of Ignacio, in La Plata County.

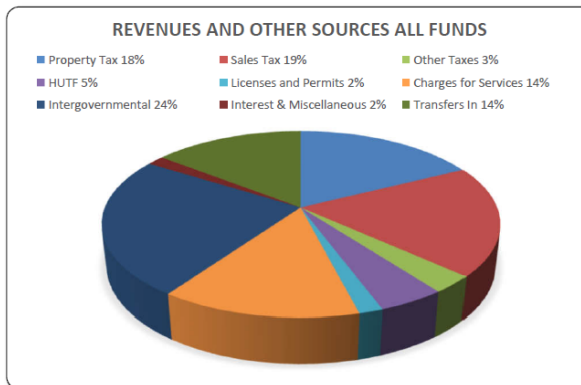
Over the past 25 years, the Southern Ute Indian Tribe has become a major player in the local, state, and national economy. The Tribe is aggressively creating and operating new businesses both on and off-Reservation in the areas of oil and gas production, natural gas gathering, real estate development, housing construction, sand and gravel products, media, and gaming. The Tribe currently is the largest employer in La Plata County. The Sky Ute Lodge and Casino opened in 2008. Through contributions of a percentage of its annual gaming revenue, the Tribe is a supporter of many area non-profit organizations. The Southern Ute Growth Fund was started in 1999 and has investments spanning America and Canada. The Growth Fund reports a portfolio of over \$1 billion. In summary, Tribal activity, including gaming, generates millions of dollars per year in La Plata County, in direct and indirect economic activity.

The Tribe has prepared its first CEDS (2018 – 2022) with strategies for economic growth and diversification. These include:

- Encourage and support Tribal member entrepreneurship
- Optimize under-utilized Tribal resources
- Create comprehensive community development plan incorporating Ute identity, culture, and education
- Create long term financial stability and growth for the Tribe and its membership through an expanded Tribal/regional diversified and resilient economy.

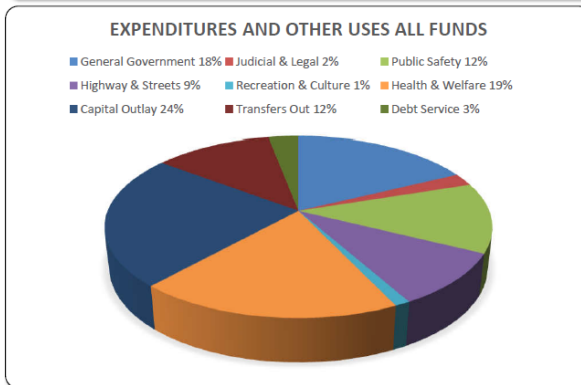
Archuleta County Government

Archuleta County is one of 64 counties created by the State of Colorado. The responsibilities of implementing state law and managing county business are shared by elected officials including: Assessor, Clerk and Recorder, District Attorney, Sheriff, Treasurer, Surveyor and Coroner. An elected three member Board of County Commissioners is the chief legislative and executive body of the County. Their duties include overseeing county budget, land use policy, social services, and road maintenance and construction, and public health programs. In addition to these ten officials, the county employed a staff of 132 full time equivalent employees in 2019.



Revenues and Other Sources All Funds

Type	Legend Title (Auto Updates)	Amount	%
Property Tax	Property Tax 18%	6,486,791	18%
Sales Tax	Sales Tax 19%	7,063,357	19%
Other Taxes	Other Taxes 3%	1,105,078	3%
HUTF	HUTF 5%	1,710,152	5%
Licenses and Permits	Licenses and Permits 2%	615,000	2%
Charges for Services	Charges for Services 14%	5,081,500	14%
Intergovernmental	Intergovernmental 24%	8,902,428	24%
Interest & Miscellaneous	Interest & Miscellaneous 2%	609,535	2%
Transfers In	Transfers In 14%	5,327,500	14%
Capital Contributions		-	0%
Total		36,901,341	100%



Expenditures and Other Uses All Funds

Type	Legend Title (Auto Updates)	Amount	%
General Government	General Government 18%	8,082,702	18%
Judicial & Legal	Judicial & Legal 2%	1,015,418	2%
Public Safety	Public Safety 12%	5,704,831	12%
Highway & Streets	Highway & Streets 9%	4,330,664	9%
Recreation & Culture	Recreation & Culture 1%	501,521	1%
Health & Welfare	Health & Welfare 19%	8,543,160	19%
Capital Outlay	Capital Outlay 24%	10,818,502	24%
Transfers Out	Transfers Out 12%	5,327,500	12%
Debt Service	Debt Service 3%	1,361,576	3%
Pass Thru	Pass Thru 0%	-	0%
Total		45,685,874	100%

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 Black Hills Energy and various propane distributors.

Water - Most of the area is served by the Pagosa Area Water and Sanitation District (PAWSD) or Town of Pagosa Sanitation (TOPS); 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 & Recycling - Residential and commercial solid waste collection is provided by At Your Disposal, Waste Management, Elite Recycling Disposal and the Archuleta County Recycling and Transfer Station. The community's main landfill is in the county.

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

Telecommunications - Currently, there are 8 providers in Pagosa Springs with home service. If you include business Internet, that's a total of 15 companies available locally, like CenturyLink and XFINITY from Comcast. (Some may be "double entries" as many companies list home and business service under separate branches.) The area is served by Visionary Broadband, CenturyLink and others. [Broadbandnow.com]

Medical Facilities - The Pagosa Springs Medical Center is a rural hospital with 24/7 emergency services as well as a health clinic, surgical center, and infusion and cancer treatment. Axis Health System has a local office and provides integrated health services including mental health, counseling, and diagnostics. Pagosa Medical Group offers acute medical services. Pine Ridge Extended Care Facility has 60 beds providing complete medical support to the elderly.

Business Parks - Cloman Industrial Park is designated for heavy commercial and light industrial land uses. It is located near Archuleta County Airport. Mountain Crossing is located at the intersection of two major highways and offers light manufacturing with re-zoning approval.

Major Employers - 2019 Top 10 Employers: Upper San Juan Hospital District (280), School District 50 JT (210), Walmart (148), USDA Forest Service (138), Archuleta County (132), Visiting Angels (122), City Market (118), Wyndham Pagosa (73), Springs Resort LTD (54), Pine Ridge Extended Care Center (53). The Wolf Creek Ski area reports its employment in Mineral County but does employ seasonal employees from Archuleta County.

Recreation Facilities - Pagosa Springs and Archuleta Parks and Recreation Departments have a myriad of facilities serving all age ranges in the community including: 2 lighted baseball fields, 4 soccer fields, 2 fishing ponds, seasonal skating rink, 2 disc golf courses, and an array of cross country ski tracks and snowmobile trails, as well as a 160 acre Mountain Park, in the heart of downtown, used for hiking, biking and a summer concert venues. In addition, Pagosa Springs is home to the world's deepest hot springs and is located less than an hour from Wolf Creek Ski Area.

Educational Facilities - Archuleta County Education Center, Archuleta County District 50 JT; K – 12, Pagosa Peak Open School (K-5) - (2020-21 enrollment for Archuleta School District 1,599 [Colo. Dept. of Education]), Southwest Colorado e-School, Goal Academy, Our Savior Lutheran School (K-5), as well as an active homeschool community. "Build Pagosa" is a program dedicated to teaching high school students trade skills for the construction industry.

Early Childhood Education and Child Care - 250 Total Slots (Ages 0-5). No Providers offer 24 hour or weekend care. [Early Childhood Council of La Plata County.] Wings Early Childhood Center, Seeds of Learning with National Association for the Education of Young Children (NAEYC) accreditation, Our Savior Lutheran Preschool, The Pagosa Early Childhood Center (Headstart), and private in-home daycares.

Long term care facilities for Seniors - In 2021 Pine Ridge Extended Care Facility has 60 beds. [facility website] For more information on resources for seniors visit <https://www.sjbaaa.org/archuleta-county-senior-resources>

Estimated number of persons without health insurance – 1,401, 10.7% [ACS 2015-2019 US Census Bureau]

Demographics

Population -- From 1990 to 2000, the population of Archuleta County grew by 8.5% annually, and was ranked 5th of 6 Colorado counties (14th nationwide) for rate of growth. Since 2010, the estimated rate of growth has slowed down to less than 2% annually.

	2010	2019	Ann. Avg % Change 2010-19
Archuleta	12,060	14,002	1.7%
Pagosa Springs	1,722	2,072	2.1%
Unincorporated	10,338	11,930	1.6%

Source: Colorado State Demography Office

Most of the county's population is concentrated within the Town of Pagosa Springs and its surrounding subdivisions. These population figures do not reflect the large number of seasonal visitors, many of whom own 2nd homes in the area. Net population growth (2010 to 2019) in the county was 12% natural causes (births and deaths), and 88% net migration.

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

The population is expected to grow at a moderate rate through 2035. A lot of the growth during that time period will be driven by the 65+ age group. Household growth will be dominated (76%) by households without kids.

Other pertinent demographics of Archuleta County are provided by the American Community Survey (ACS 2018) <http://www.census.gov/acs/www/>. Median home price is from Local MLS (2019).

Median Age	50
Working from Home	10%
Median Household Income	\$ 50,753
Median Home Price	\$ 333,000
Homeownership	75%
Non-white Population	16%
Poverty Rate	11%
Bachelors Degree or Higher	39%

Snapshot of the Local Economy

Unemployment Rates

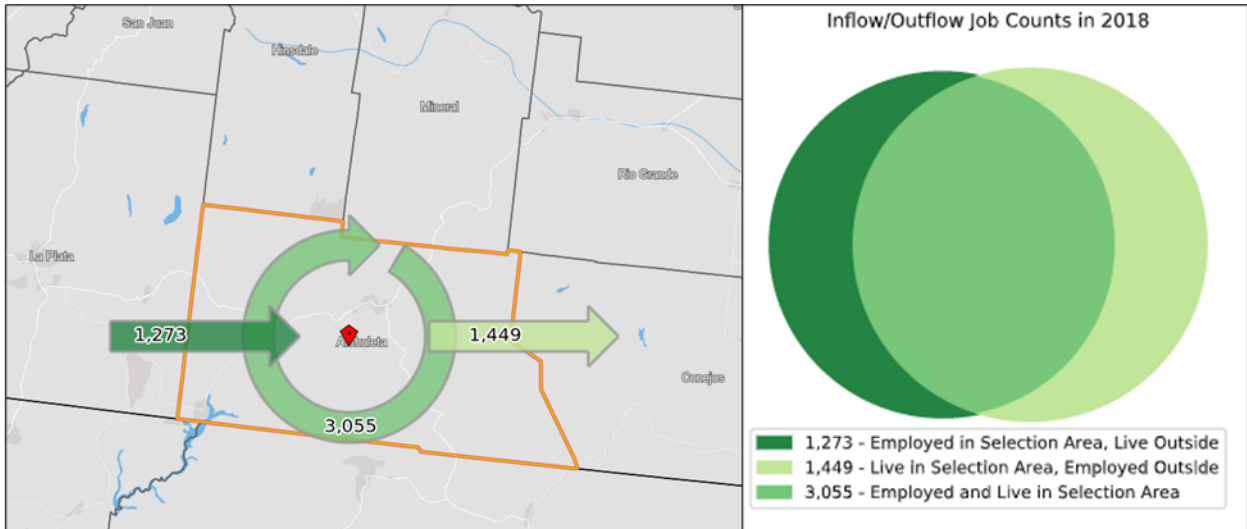
Unemployment Rates 2019				
Location	Labor Force	Employed	Unemployed	Unemployment Rate
USA				3.9%
Colorado				2.8%
Archuleta	6,937	6,717	220	3.2%
Dolores	1,164	1,129	35	3.0%
La Plata	32,305	31,495	810	2.5%
Montezuma	13,038	12,486	552	4.2%
San Juan	570	553	17	3.0%

Source: Colorado Labor Market CDLE-LMI

In 2019, county unemployment rates (3.2 %) were higher than the state (2.8%) and less than the nation (3.9%).

Commuting

People commute to where the jobs are but take their paychecks home. This influences how we evaluate employment, whether by place of work or by residence. In 2018 most of the workers commuting out of the county for jobs are going to La Plata County (4.1%). Many of the workers commuting into Archuleta County for jobs are also from La Plata County (1.5%).



Jobs Counts by Places (Cities, CDPs, etc.) Where Workers are Employed - All Jobs 2018			Jobs Counts by Places (Cities, CDPs, etc.) Where Workers Live - All Jobs 2018		
	Count	Share		Count	Share
All Places (Cities, CDPs, etc.)	4,504	100.0%	All Places (Cities, CDPs, etc.)	4,328	100.0%
Pagosa Springs town, CO	2,083	46.2%	Pagosa Springs town, CO	372	8.6%
Durango city, CO	184	4.1%	Durango city, CO	63	1.5%
Denver city, CO	80	1.8%	Colorado Springs city, CO	57	1.3%
Dulce CDP, NM	73	1.6%	Arboles CDP, CO	40	0.9%
Cortez city, CO	56	1.2%	Del Norte town, CO	35	0.8%
Grand Junction city, CO	54	1.2%	Denver city, CO	30	0.7%
Colorado Springs city, CO	50	1.1%	Cortez city, CO	26	0.6%
Farmington city, NM	45	1.0%	Farmington city, NM	24	0.6%
Montrose city, CO	28	0.6%	Montrose city, CO	23	0.5%
Bayfield town, CO	25	0.6%	Monte Vista city, CO	22	0.5%
All Other Locations	1,826	40.5%	All Other Locations	3,636	84.0%

Area Name	County	¹ Resident Population	² All Workers	² Workers Living in Area	³ Daytime Population	⁴ Daily Commuter Population
Pagosa Springs	Archuleta	2,022	1,046	940	2,128	106

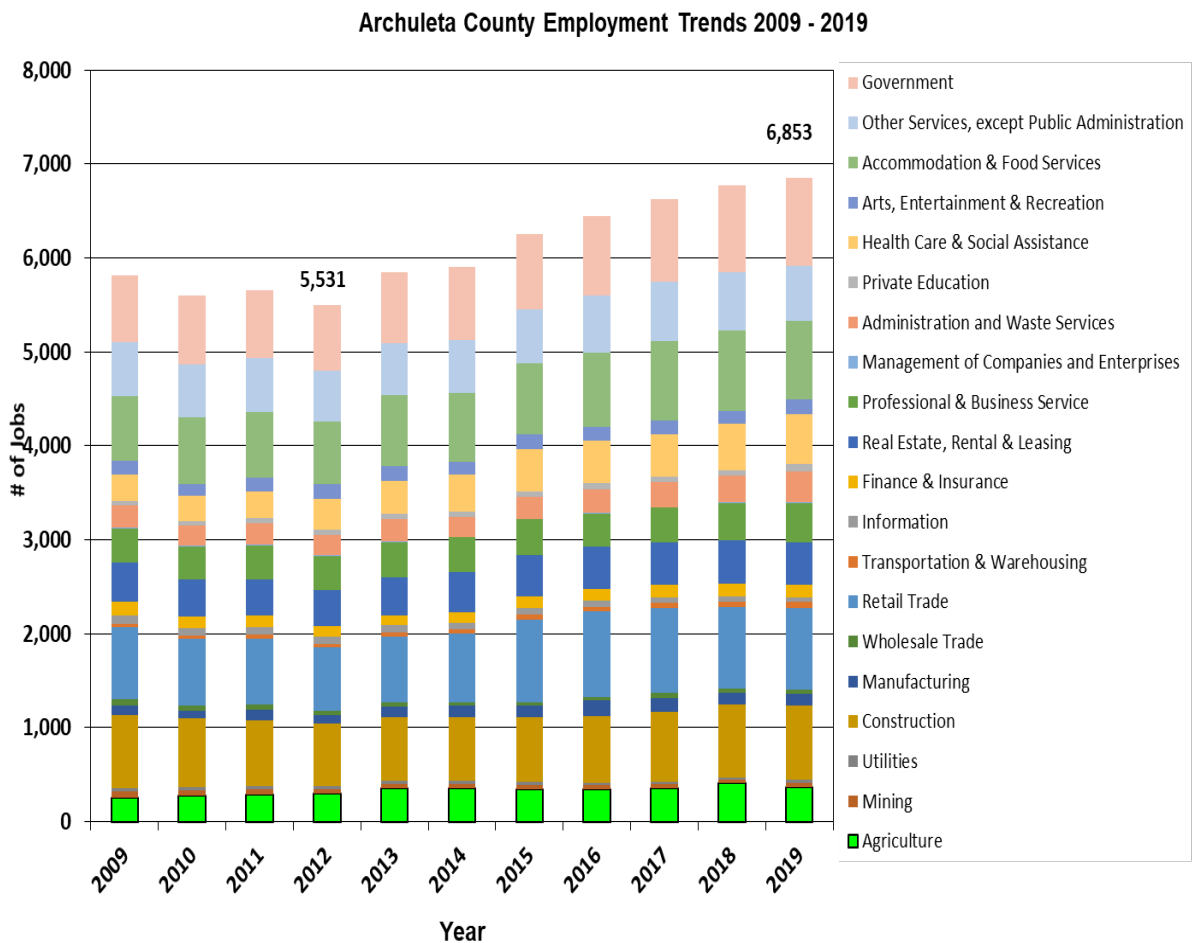
Data: ¹Co State Demographer 2018; ²On the Map Census 2018;

³ Daytime Population = (Resident Population + All Workers) - Workers Living in Area

⁴ Daily Commuter Population = Daytime Population - Resident Population

Employment Sector Trends 2009 - 2019

An employment “sector” groups jobs into categories that are alike and allows us to measure the relative strength of that industry in the local economy. Using “trend analysis” we can see how those industries have grown or declined within a specific timeframe. The following chart includes wage earners as well as proprietors (owners). Total employment refers to the numbers and types of jobs reported by place of work – which may be outside of the county, or even the state. This data is provided by the Bureau of Economic Analysis, then is adjusted and reported by the Colorado State Demographer. It lags two years behind the current year, thus 2019 is the latest available data. This chart demonstrates fluctuating job numbers from 2009 to 2019. During that time period 2009 was a strong year for job growth but declined to a low point in 2012 (5,531 jobs) – the depth of the recession in the area. Services, Construction and Retail sectors have accounted for the largest proportion of the jobs in Archuleta County since 2001.



Employment and Income

Proprietors (owners) make up 33% of total employment, while wage and salary jobs account for 67%. Wages and employment are highly dependent on generally low paying service sector jobs (42% of employment). The service sector, including all eight of the highlighted fields, is composed of many types of jobs, and very different wage scales. Many of the service jobs in Archuleta County support tourism in recreation, accommodations (lodging) and food services. Government jobs provide 14% of employment. The retail trade sector accounts for 13% of jobs. Declines in the mining sector from 2014 to 2019 reflect downturns in the oil and gas industry. The Information sector also saw declines as local publishing companies such as Parelli Natural Horsemanship downsized during the national recession.

Archuleta County 2019 Total Employment	# of Jobs	% of Jobs	*Avg. ann. wage	# Jobs % Change 2014-2019
Agriculture	373	5%	\$ 38,358	5%
Mining	40	0.6%	\$ 38,983	-18%
Utilities	29	0.4%	\$ 86,247	-3%
Construction	790	12%	\$ 39,448	16%
Manufacturing	124	2%	\$ 30,909	6%
Wholesale Trade	48	1%	\$ 50,330	20%
Retail Trade	874	13%	\$ 27,946	20%
Transportation & Warehousing	58	1%	\$ 35,725	9%
Information	46	1%	\$ 46,110	-32%
Finance Activities	140	2%	\$ 51,442	27%
Real Estate	455	7%	\$ 42,583	5%
Professional & Business Services	418	6%	\$ 74,139	15%
Management of Companies and Enterprises	6	0.1%	\$ 88,350	0%
Administration and Waste Management	330	5%	\$ 26,563	57%
Private Education	72	1%	\$ 14,094	31%
Health Services	534	8%	\$ 32,296	33%
Arts, Entertainment, and Recreation	153	2%	\$ 20,356	15%
Accommodation and Food	845	12%	\$ 21,855	15%
Other Services, except Public Administration	582	8%	\$ 30,474	3%
Government	936	14%	\$ 50,584	20%
Total	6,853	100%	\$36,670	16%

*Quarterly Census of Employment & Wages (QCEW)

Source: Colorado State Demography Office

2019 Employment Share by Wage - 6,853

Avg. Annual Wage	Low Wage	Mid Wage	High Wage	Livable Wage
\$36,670	< \$29,336	\$29,337 - \$44,004	> \$44,005	\$54,496
	52%	24%	24%	6%

Low Wage < 80% of AAW; Mid Wage > 80% and < 120% of AAW; High Wage > 120% of AAW

Livable Wage for two working adults with two children (MIT)

Data on employment and earnings in agriculture is unusually difficult to obtain for several reasons. First, agricultural producers (farmers) are not required to report their employees under the Employment Security program. While some do, the reporting that does occur covers only a small fraction of the actual employment. Second, the industry includes large numbers of proprietor-operators (farmers) and their families, and there are no good estimates on the numbers of these that represent full-time workers. Finally, farm income fluctuates widely with market prices and changes in inventories. Thus, the income data are not necessarily an accurate measure of activity as they are in other industries.

Economic Base Analysis

Economic Base Analysis is a tool to describe economic activity by the source of revenue, whether the money generated by sales comes from outside the local economy, or from within the local economy. This type of analysis is designed to define those economic activities that drive or sustain the local economy. Base Analysis distinguishes which industries and factors are responsible for overall growth and change. There are two types of regional industries:

Base industries produce exports or derive their sales or income *directly* from outside sources, or *indirectly* by providing supplies to export industries. These activities **bring in outside dollars** to circulate within the local economy. These industries include agriculture, mining, manufacturing, national and regional services, state and federal government jobs, and tourism. Another base industry is created by households that spend money earned elsewhere. For example, a retiree whose income comes from outside of the county is supporting many traditional local resident services jobs; however, since their income is basic (from outside the local economy), the local resident service jobs are also considered basic.

Archuleta County 2019 Base Industries	# of Jobs	% of Jobs
Agribusiness	454	9%
Mining	31	1%
Manufacturing	66	1%
Government	132	3%
Regional Services	789	16%
Tourism	1,531	31%
Households	1,927	39%
Total	4,930	100%

In Archuleta County the largest base employment industries are tourism (31%) and households (39%) that spend money earned elsewhere (i.e. retirees).

Local resident services provide services to residents and **re-circulate dollars** within the local economy. Resident services include industries that take care of the local community, such as health services, education, and employment at the local grocery store. Outside money enters the local economy through a variety of sources, circulates through the local area, and then leaves the local economy when we purchase goods or services from outside the area, or pay federal and state taxes. Looking at restaurants for example, when the person buying a meal is from outside the area (a tourist), it is a **direct base economic activity** and when the person is a resident using money earned in the local economy, it is a **local resident service activity**. so, restaurants are both direct based and a local resident service.

Enterprise Zones – Region 9 administers the Southwest Colorado Enterprise Zone program. The county as a whole is not an enterprise zone, though eligible areas have an Enhanced Zone status through 2020, based on employment and income criteria. The county has two ineligible census blocks, 9743003 bisects the Town of Pagosa Springs; with the north half included in the EZ, and the south half of the town generally excluded. Southern Ute Tribal lands are included in the eligible census block 9404001.

<https://www.region9edd.org/enterprise-zone>

Opportunity Zones – The County has one designated census tract, 9744.

<https://www.region9edd.org/opportunity-zones>

View the Opportunity Zone Prospectus at <https://colorado-invest.com/wp-content/uploads/2019/09/2019-Pagosa-Springs-OZ-Prospectus-Compressed.pdf>

Per Capita Income

In 2019, Archuleta had a per capita personal income (PCPI) of \$43,088. This PCPI ranked 47th in the state and was 70 percent of the state average (\$61,157), and 76 percent of the national average, \$56,490. <http://www.bea.gov/regional/bearfacts>

Per Capita Income 2019		
	PCI 2019	% of USA
USA	\$ 56,490	100%
Colorado	\$ 61,157	108%
Archuleta	\$ 43,088	76%

Source: Bureau of Economic Analysis

Total Personal Income

In 2019, Archuleta had a total personal income (TPI) of \$606,752.

Archuleta 2019 Total Personal Income (\$000)		% of Total
Employment Earnings	\$ 266,322	44%
Residency Adjustment	\$ 2,274	0.4%
Dividends, Interest & Rent	\$ 188,883	31%
Transfer Payments	\$ 149,273	25%
Estimated TPI	\$ 606,752	100%





Source: Bureau of Economic Analysis

This TPI ranked 34th in the state and accounted for 0.2 percent of the state total.* Total personal income estimates are in thousands of dollars, not adjusted for inflation.

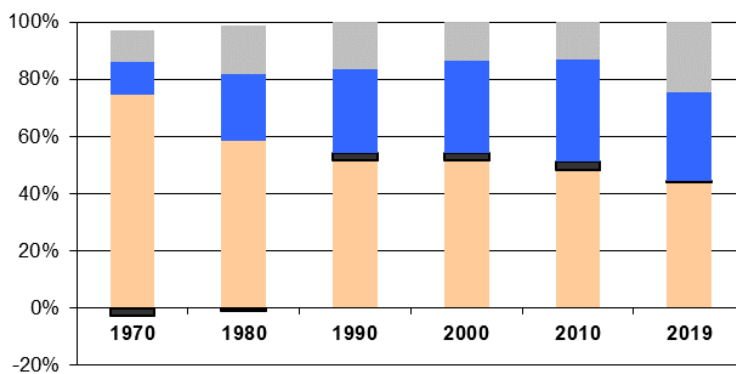
Estimated payments to retirees accounted for almost 17% of the estimated TPI in Archuleta County in 2019. That was \$102,225,000.

Total Personal Income Trends 1970 - 2019

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

-  Transfer payments consist primarily of retirement and disability benefit payments, medical payments (i.e. Medicare and Medicaid), income maintenance benefits, unemployment insurance, veteran's benefits and payments to nonprofit institutions.
-  Dividend income is income that is paid in cash or other assets to stockholders by corporations in the U.S. or abroad. Interest income consists of monies received from money market mutual funds and interest from other sources. Rental income consists of income from the rental of real property, the net income of owner - occupants of non-farm dwellings, and the royalties received from patents, copyrights, and from the rights to natural resources.
-  Residency adjustments are made when a person receives income for work performed and paid for from outside their place of residency, (i.e. commuters). Negative numbers mean that more people were coming into the county for work than were commuting out.
-  Earnings are derived by place of work, including farm and non-farm earnings. Less Social Security contributions.

Archuleta County - Total Personal Income Trends
1970 - 2019



Generally, from 1970 to 2019, 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.

COMMUNITY DEVELOPMENT ACTION PLAN

The *Community Development Action Plan* (CDAP) is a list of short-term projects (**defined as two years or less**). Initial drafts of the CDAPs are developed through review of current projects, planning documents, small group discussions and interviews with community stakeholders, and those working on community projects. The CDAPs are presented at various community and public meetings and distributed for public comment for a period of one month. The final drafts are presented to each county's Board of Commissioners for approval. The approved copies are included as part of this document. The CDAPs are useful tools for organizations working with communities and have evolved into being the central source for listing the full range of projects that are in process or are desired. The CDAPs are used as the official community plan required for eligibility for many federal and state funding sources.

The 2021 Archuleta County CDAP has a total of 48 projects that were developed by stakeholders and subsequently approved by the County Commissioners on August 17th, 2021, signed by Alvin Schaaf – Chairperson.

Recognizing that the COVID pandemic will impact the economy for years to come, this CEDS focuses on aligning regional strategies with state strategies for addressing equitable and resilient economic growth.

The CDAP projects were aligned with the [State Rural Economic Blueprint](#). Priorities from the State Blueprint are assigned to specific projects in the CDAP. Priorities are numbered below for reference rather than level of importance.

1. **Leverage the Unique Assets of Rural Colorado**
2. **Save Coloradoans Money on Healthcare**
3. **Fulfill Every Child's Potential**
4. **Support Local Community Success in Energy Transmission**
5. **Make Critical Investment in Community Infrastructure**
6. **Invest in Roads and Bridges**
7. **Build on Successful Economic Development Programs**
8. **Community Identified Priorities – this was added for projects aligned more closely with local economic priorities**

The CDAP projects were also linked to six resiliency strategies identified in the [Colorado Resiliency Framework](#), which addresses potential and interrelated economic, social and environmental risks and vulnerabilities. Abbreviations are listed next to the strategies in the CDAP along with a number representing the supporting strategy. Please refer to the Colorado Resiliency Framework document for details.

1. **Future Ready Economy & Workforce (EW)**
2. **Climate & Natural Hazard Resiliency (CN)**
3. **Building & Infrastructure Sustainability (BI)**
4. **Agriculture & Food Security (AF)**
5. **Housing Attainability (HA)**
6. **Community Capacity (CC)**
7. **Internal to Community (IC) - this was added for projects aligned more closely with local resiliency strategies**

Currently, the CDAP list displays: Project #, Rank, Category, State Economic Development Priority, Resiliency Linkage, Primary Partners, Funding Resources, Cost Estimate, Jobs and Outcomes & Impacts.

CDAP Project Ranking

Ranking Criteria

- Is relevant to economic or community development – aligns with community master plans and priorities or state economic priorities.
- Is relevant to economic or community resiliency – aligns with state resiliency framework.
- Is within the community's and primary partners ability to influence.
- Metrics address progress and impact.
- Metrics are comparable to other counties, regions, state.
- Data is readily available and accessible to community members.

Rank		
High	Medium	Low
Must meet at least 4 criteria	Must meet at least 3 criteria	Must meet at least 2 criteria

Guidelines for CDAP Review & Project Additions

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

Criteria for Adding CDAP Projects out of Cycle:

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

Is project happening before next CDAP revision?

Does project fit a CDAP definition?

CDAP #	Project	Rank
1	Pagosa Springs Forward April 2018	High
2	Archuleta County Community Plan 2017	High
3	Workforce Housing	High
4	Implement Downtown Riverwalk Master Plan	High
5	Trail from Pagosa Lakes to downtown Pagosa Springs	High
6	San Juan Basin Integrated Water Management Plan, Phase III	High
7-9	Removed- merged with project #6	
10	Expand County Landfill	High
11	Forest Health	High
12	Broadband Expansion	High
13	Bus Terminal	High
14	Town Website and Citizen Portal	High
15	Public Engagement Portal	High
16	East Side Gateway Plan	High
17	Rumbaugh Creek Bridge Stabilization	High
18	Land Use and Development Code	High
19	Hill Top Cemetery	High
20	McCabe Creek Culvert	High
21	Pioneer Cemetery	High
22	Model Traffic Code	High
23	Yamaguchi South Master Plan	High
24	Riverwalk West Trail to 6th	High
25	Hermosa St. Trail to First St. Bridge	High
26	Cotton Hole Park	High
27	Dr. Mary Fisher Park	High
28	Public River Launch Sites	High
29	Bike & Walk Route Maps & Signs	High
30	Drainage/Culvert Drainage	High
31	Street Maintenance	High
32	Sidewalk Repair & Replacement	High
33	Harman Hill Phase T2L Trail	High
34	Wayfinding & Signage Plan	High
35	Repaving Projects	High
36	Tiny Homes	High
37	Vacation Rental/Short Term Rental (STR)	High
41	Expand Transit Services	High
48	Southern Ute Indian Tribe CEDS 2018-2022	High
38	Downtown Pagosa Springs	Med
39	Vocational Training- School to Career Programs	Med
40	Geothermal Assets: Town of Pagosa Springs Geothermal Heating System	Med
42	Bus Stop Shelters in Pagosa Springs	Med
43	Pump Station SCADA System	Med
45	Biomass Utilization	Med
44	Pagosa Springs Community Development Corporation (CDC)	Low
46	Geothermal Assets: Geothermal Greenhouses	Low
47	Implement Parks, Recreation, Open Space, Trails Plan (PROST)	Low

ARCHULETA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
1	Pagosa Springs Forward April 2018	High	Town Comprehensive Plan	Addresses Economic Development Goals	Addresses Resiliency Initiatives	Outlined per the Pagosa Springs Forward Plan	Outlined per the Plan	Outlined per the Plan	Outlined per the Plan	Outlined per the Plan
2	Archuleta County Community Plan 2017	High	County Comprehensive Plan	Addresses Economic Development Goals	Addresses Resiliency Initiatives	Outlined per the Archuleta County Community Plan	Outlined per the Plan	Outlined per the Plan	Outlined per the Plan	Outlined per the Plan
3	Workforce Housing	High	Housing	Make Critical Investment in Community Infrastructure	Housing Attainability (HA2)	Housing organizations Archuleta County Pagosa Springs Housing Advisory Committee Housing Authority Economic & Planning Systems EPS	State, federal & local funding	N/A	Retain workers in county to raise families	Meet community workforce housing needs. 1) Fund site work and provide property for a low-income housing project.
4	Implement Downtown Riverwalk Master Plan	High	Parks & Recreation	Invest in Roads and Bridges	Building and Infrastructure Sustainability (BI1)	Pagosa Springs CDOT	Town County GoCO CDOT Impact Fees	N/A	Construction jobs	Continue the buildout of the River Walk along the San Juan River between the southwestern and the northeastern Pagosa Springs boundary. 1) Build pedestrian access on McCabe Creek. 2) Repave/redesign of downtown HWY 160 corridor (especially along McCabe Creek).

ARCHULETA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
5	Trail from Pagosa Lakes to downtown Pagosa Springs	High	Parks & Recreation	Make Critical Investment in Community Infrastructure	Building and Infrastructure Sustainability (BI1)	Pagosa Springs Archuleta County CDOT Private homeowners HOAs	Town County CDOT Pagosa Lakes Property Assoc GoCO	Based on alternative chosen	Construction jobs	1) Construct trail from Pagosa Lakes to downtown Pagosa Springs.

ARCHULETA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
6	San Juan Basin Integrated Water Management Plan, Phase III	High	Public Infrastructure	Make Critical Investment in Community Infrastructure	Climate and Natural Hazard Resiliency (CN2)	Upper San Juan Watershed Enhancement Partnership (WEP) Mountain Studies Institute (MSI) San Juan Conservation District Trout Unlimited Natural Resources Conservation	Colorado Watershed Restoration Program (CWRP) grant Water Supply Reserve Fund (WSRF) Southwest Basin Roundtable County Town Nature Conservancy Trout Unlimited Southwestern Water Conservation District San Juan Water Conservancy District	About \$100,000	Outlined per the San Juan Basin Integrated Water Mgmt. Plan	1) Completion of a well-coordinated process that informs and incorporates input from stakeholders and the community as a whole. 2) Current data, models, and inventories incorporating the project areas' hydrology, E&R water needs, agriculture infrastructure, forest health, and climate change scenarios to enhance understanding of existing and potential future water resource conditions. 3) Identification of cooperative projects to address multiple water needs, including environmental, recreational, agricultural, and municipal. 4) Prioritized actions or projects based on community values and evaluation of benefits (e.g., ecological, economic, recreational, agricultural efficiency), direct or indirect consequences, and feasibility. 5) A comprehensive plan that describes the goals, objectives, and results from this process for other organizations or agencies to utilize, reference, and leverage for project implementation.
7-9	Removed-merged with project #6									

ARCHULETA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
10	Expand County Landfill	High	Public Infrastructure	Make Critical Investment in Community Infrastructure	Building and Infrastructure Sustainability (BI1)	Archuleta County Pagosa Springs Southwest Organization for Sustainability (SOS)	County Town Waste Disposal Service Providers USDA Solid Waste Management Grants CSU Extension	\$700,00	\$43,833	1) Build additional recycling program per SWCCOG 2014 Waste Study Expand current transfer station lease New facility on Putt Hill.
11	Forest Health	High	Public Lands	Make Critical Investment in Community Infrastructure	Climate and Natural Hazard Resiliency (CN1, CN4)	US Forest Service BLM Forest Health (business) San Juan Healthy Forests Partnership Wolf Creek Ski Area All Hazards (Homeland Security) Wild-fire Adapted Partnership (formerly SW Colorado Fire-wise)	US Forest Service BLM All Hazards (Homeland Security)	N/A	N/A	1) Improve Forest health. 2) Control beetle infestation. 3) Reduce risk to life and property and protect watershed/ community water supplies. 4) Defensible space education resulting in defensible space created around residences. 5) Reduce hazardous fuels.

ARCHULETA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
12	Broadband Expansion	High	Telecommunications	Make Critical Investment in Community Infrastructure	Building and Infrastructure Sustainability (BI1) Future Ready Workforce (EW1)	Pagosa Springs CDC Town of Pagosa Springs Archuleta County SWCCOG Rural Electric Co-operatives ISPs	USDA FCC County Town PSCDC Telecom Providers DoLA SB232 funding SWCCOG New Aspen Springs tower Telecommunications providers Colorado Office of Information Technology State of Colorado	\$100,000 Town of Pagosa Springs	Indirect job creation with advanced telecommunications	1) Address Last mile buildout. 2) Increase job creation through home-based businesses. 3) SWCCOG and San Juan Basin Health Department partner to apply for funding via FCC to increase access for rural healthcare facilities. 4) SWCCOG, CDOT and LPEA partner to find solutions to increasing connectivity to and within the County. 5) Town of Pagosa Springs to support broadband expansion efforts through CDC.
13	Bus Terminal	High	Transportation	Make Critical Investment in Community Infrastructure	Building and Infrastructure Sustainability (BI1)	Archuleta County SWCCOG	CDOT County	\$200k (Feasibility Study-New Transit Center will determine cost) Total project estimate \$3M	Construction jobs	Increase capacity, safety, and accessibility of public transportation. 1) Establish park and ride at new bus terminal and possible County Fairgrounds utilizing existing parking infrastructure where possible.

ARCHULETA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
14	Town Website and Citizen Portal	High	Community Communications	Build on Successful Economic Development Programs	Community Capacity (CC2)	Town of Pagosa Springs	N/A	\$10,000	N/A	1) Consolidate and Update Town Web Site and I-Compass/Citizen Portal for Customer Ease of Use.
15	Public Engagement Portal	High	Community communication	Build on Successful Economic Development Programs	Community Capacity (CC2)	Town of Pagosa Springs	N/A	\$15,000	N/A	1) Roll Out Online Public Engagement Portal through Bangthe Table.
16	East Side Gateway Plan	High	Community Development	Invest in Roads and Bridges	Building and Infrastructure Sustainability (BI1)	Town of Pagosa Springs		\$17,8000		1) Develop neighborhood plan for east side gateway that considers traffic and pedestrian access, beautification and functionality.
17	Rumbaugh Creek Bridge Stabilization	High	Historic Preservation Downtown	Invest in Roads and Bridges	Building and Infrastructure Sustainability (BI1)	Town of Pagosa Springs		\$30,0000		1) Complete Rumbaugh Creek Bridge stabilization Phase II.
18	Land Use and Development Code	High	Community Development	Build on Successful Economic Development Programs	Community Capacity (CC3)	Town of Pagosa Springs		\$120,000		1) Complete update to LUDC.
19	Hill Top Cemetery	High	Community Development	Invest in Roads and Bridges	Building and Infrastructure Sustainability (BI1)	Town of Pagosa Springs		\$10,000		1) Make improvements to Hill Top Cemetery (road gravel, new signage, map and rules at entrancekiosk, surveying of plots).
20	McCabe Creek Culvert	High	Transportation	Invest in Roads and Bridges	Building and Infrastructure Sustainability (BI1)	Town of Pagosa Springs	CDOT Town	\$7.3M		1) Replace HWY 160 culvert at McCabe Creek in Pagosa Springs.

ARCHULETA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
21	Pioneer Cemetery	High	Community Development	Invest in Roads and Bridges	Building and Infrastructure Sustainability (BI1)	Town of Pagosa Springs		\$15,000		1) Archaeological assessment and update sign and install new fence and gate at Pioneer Cemetery.
22	Model Traffic Code	High	Transportation	Invest in Roads and Bridges	Building and Infrastructure Sustainability (BI1)	Town of Pagosa Springs	Town	\$1,000		1) Review and adopt new model traffic code, as appropriate.
23	Yamaguchi South Master Plan	High	Parks & River Access; Streets, Sidewalks and Trails	Leverage the Unique Assets of Rural Colorado	Building and Infrastructure Sustainability (BI1)	Town of Pagosa Springs		\$7,5000		1) Master planning for Yamaguchi South.
24	Riverwalk West Trail to 6th	High	Parks & River Access; Streets, Sidewalks and Trails	Leverage the Unique Assets of Rural Colorado	Building and Infrastructure Sustainability (BI1)	Town of Pagosa Springs		\$84,691		1) Rebuild Riverwalk West Trail/extension of the trail to 6th St.
25	Hermosa St. Trail to First St. Bridge	High	Parks & River Access; Streets, Sidewalks and Trails	Leverage the Unique Assets of Rural Colorado	Building and Infrastructure Sustainability (BI1)	Town of Pagosa Springs	N/A	\$870,000	N/A	Build Hermosa St. Trail to First Street Bridge
26	Cotton Hole Park	High	Parks & River Access; Streets, Sidewalks and Trails	Leverage the Unique Assets of Rural Colorado	Building and Infrastructure Sustainability (BI1)	Town of Pagosa Springs	N/A	1\$0,000	N/A	Make Enhancements to Cotton Hole Park

ARCHULETA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
27	Dr. Mary Fisher Park	High	Parks & River Access; Streets, Sidewalks and Trails	Leverage the Unique Assets of Rural Colorado	Building and Infrastructure Sustainability (BI1)	Town of Pagosa Springs	N/A	\$35,000	N/A	Dr. Mary Fisher Park Improvements- Turf, Irrigation, Trees, etc.
28	Public River Launch Sites	High	Parks & River Access; Streets, Sidewalks and Trails	Leverage the Unique Assets of Rural Colorado	Building and Infrastructure Sustainability (BI1)	Town of Pagosa Springs	N/A	\$7,500	N/A	Acquire/Develop Public River Launch Sites
29	Bike & Walk Route Maps & Signs	High	Parks & River Access; Streets, Sidewalks and Trails	Leverage the Unique Assets of Rural Colorado	Building and Infrastructure Sustainability (BI1)	Town of Pagosa Springs	N/A	\$1,000	N/A	Complete Bike and Walking Route Map and Install Proper Signage and Striping
30	Drainage/Culvert Drainage	High	Road Maintenance	Invest in Roads and Bridges	Building and Infrastructure Sustainability (BI1)	Town of Pagosa Springs	N/A	\$18,000	N/A	Address Dog Alley Drainage/Culvert issue and Address Aspen Village Drainage Issue
31	Street Maintenance	High	Road Maintenance	Invest in Roads and Bridges	Building and Infrastructure Sustainability (BI1)	Town of Pagosa Springs	N/A	\$469,000	N/A	Perform Street Maintenance on Select Town Streets (Crack Sealing, Seal Coating), Mill and Overlays or Reconstruction on Select Streets
32	Sidewalk Repair & Replacement	High	Streets, Sidewalks and Trails	Invest in Roads and Bridges	Building and Infrastructure Sustainability (BI1)	Town of Pagosa Springs	N/A	N/A	N/A	Develop and Implement Sidewalk Repair and Replacement Program

ARCHULETA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
33	Harman Hill Phase T2L Trail	High	Streets, Side-walks and Trails	Invest in Roads and Bridges	Building and Infrastructure Sustainability (BI1)	Town of Pagosa Springs	N/A	\$1.3M	N/A	1) Determine alignment for Harman Hill Phase T2L Trail and complete design and easement acquisition.
34	Wayfinding & Signage Plan	High	Streets, Side-walks and Trails	Invest in Roads and Bridges	Building and Infrastructure Sustainability (BI1)	Town of Pagosa Springs	N/A	\$10,000	N/A	1) Implement wayfinding and signage plan.
35	Repaving Projects	High	Streets, Side-walks and Trails	Invest in Roads and Bridges	Building and Infrastructure Sustainability (BI1)	Town of Pagosa Springs	N/A	\$53,000	N/A	1) Repave River Center and Visitor Center parking Lots.
36	Tiny Homes	High	Workforce Housing	Make Critical Investment in Community Infrastructure	Housing At-tainability (HA2)	Town of Pagosa Springs	N/A	N/A	N/A	1) Review tiny homes as opportunity for housing alternatives.
37	Vacation Rental/Short Term Rental (STR)	High	Workforce Housing: Review STR trends	Make Critical Investment in Community Infrastructure	Housing At-tainability (HA1)	Town of Pagosa Springs	N/A	\$7,500	N/A	1) Ensure vacation rental licensing and compliance.

ARCHULETA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
38	Downtown Pagosa Springs	Med	Business Development	Make Critical Investment in Community Infrastructure	Building and Infrastructure Sustainability (BI1, BI5)	Pagosa Springs Pagosa Springs Area Tourism Archuleta County Lodgers Association Pagosa Springs CDC Pagosa Chamber	Town County Downtown businesses Downtown Colorado Incorporated SW Colorado Council of Governments DoLA energy impact funds	Year 1 - \$75K grant (\$25K local match) Year 2 - \$50K grant \$50K local	Create 1 position for two years	Maintain and expand downtown Pagosa Springs as a major community asset and tourism attraction. Refer to Downtown Colorado Inc Plan 1) Improve infrastructure that improves downtown Pagosa Springs' character. 2) Fill vacant land. 3) Retain staff to implement projects. 4) Expand tourism recreation opportunities into shoulder seasons. 5) Strengthen Town/County partnerships. 6) Construct trails connecting downtown to outer areas.
39	Vocational Training- School to Career Programs	Med	Education	Fulfill Every Child's Potential	Future Ready Workforce (EW4, EW5)	Archuleta School District Build Pagosa Pagosa Springs Chamber Pagosa Springs CDC	Grants Private donors	N/A	N/A	Retain 18–27-year-old population. 1) Develop vocational training opportunities at Pagosa Springs High School. 2) Expand programming for vocations. 3) Expand facilities, technology, and equipment.

ARCHULETA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
40	Geothermal Assets: Town of Pagosa Springs Geothermal Heating System	Med	Public Infrastructure	Leverage the Unique Assets of Rural Colorado	Building and Infrastructure Sustainability (BI1, BI5)	Pagosa Springs Co School of Mines Pagosa Verde	Dept of Energy Gov- ernor's En- ergy Office Well owners DoLA CDOT	N/A	N/A	1) Expand Town of Pagosa Springs Geothermal Heating System. 2) Provide geothermal heat to 450 homes and downtown businesses in Pagosa Springs. 3) Achieve goal to be energy independent (450 homes and downtown businesses). 4) Collaborate with other geothermal efforts. 5) Differentiate the Pagosa Springs community from other areas.
41	Expand Transit Services	High	Transportation	Make Critical Investment in Community Infrastructure	Building and Infrastructure Sustainability (BI1)	Archuleta County Pagosa Springs SWCCOG	Federal Grants CDOT Private Do- nations Ar- chuleta County Hu- man Services Area Agency on Aging Town County SWCCOG	\$160K annual budget 2 Additional vehicles \$250K Marketing \$20K	4 PT	1) Establish route to Durango. 2) Non-emergency medical transportation increase services to Arboles and Aspen Springs.
42	Bus Stop Shelters in Pagosa Springs	Med	Transportation	Make Critical Investment in Community Infrastructure	Building and Infrastructure Sustainability (BI1)	Archuleta County SWCCOG	CDOT County	\$80k	N/A	Increase safety and accessibility of public transportation. 1) Build 4 bus stop shelters in Pagosa Springs.

ARCHULETA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
43	Pump Station SCADA System	Med	Public Infrastructure	Make Critical Investment in Community Infrastructure	Building and Infrastructure Sustainability (BI1)	Town of Pagosa Springs	N/A	\$179,220	N/A	1) Install SCADA system upgrades at pump stations.
44	Pagosa Springs Community Development Corporation (CDC)	Low	Business Development	Build on Successful Economic Development Programs	Community Capacity (CC2)	Pagosa Springs CDC Pagosa Springs Archuleta County Region 9 EDD Pagosa Chamber SW Small Business Development Center(SBDC)	CDC R9 EDD Continuous Funding TBD	\$60K	Retain 1 economic development specialist job	Strengthen the economic development organizational presence in the region. 1) Retain staff to accomplish priority community projects. 2) Implement micro-loan fund.
45	Biomass Utilization	Med	Business Development	Leverage the Unique Assets of Rural Colorado	Climate and Natural Hazard Resiliency (CN2, CN3)	Pagosa Springs Biochar & Briquetting and Forest Products Pagosa Springs Archuleta County	State Forest Service Colorado Parks & Wildlife US Forest Service BLM US Dept of Ag grant of \$250K (Spent)	\$5.7M Phase 1	N/A	1) Collect and reduce fuels. 2) Improve forest health maintenance. 3) Bolster biomass utilizations. 4) Refer to Biomass Utilization Study Recommendations.

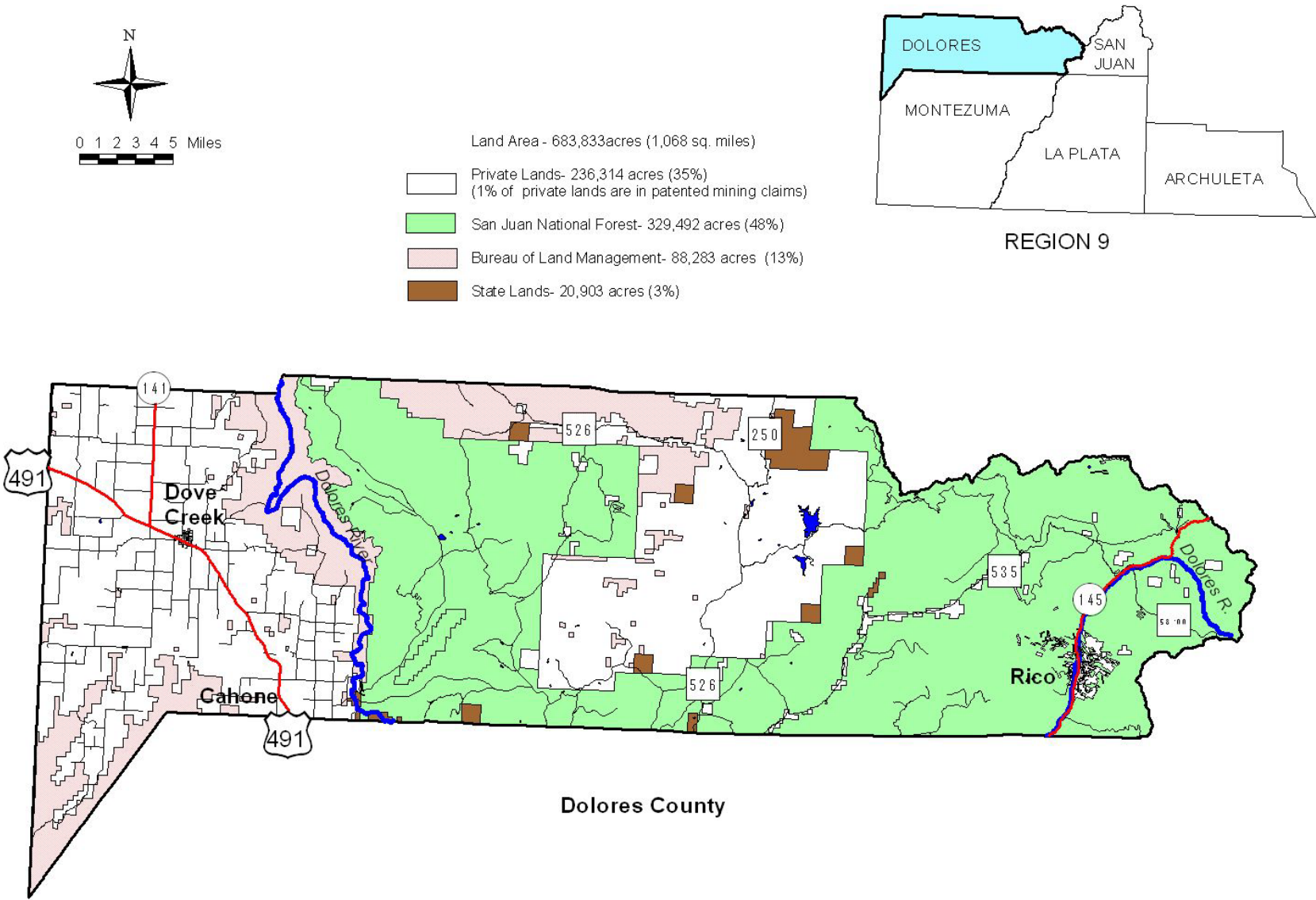
ARCHULETA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
46	Geothermal Assets: Geothermal Greenhouses	Low	Business Development	Support Local Community Success in Energy Transition	Community Capacity (CC2)	Geothermal Greenhouse Partnership Pagosa Springs Colorado State University Extension Audubon Society Santa Fe Community College Colorado School of Mines Colorado Water Conservation Board	Town & County LPEA CSU Agriculture Extension Program Food Coalition Grants Community donations Colorado Water Conservation Board	\$120k staffing \$35k operations, equipment & administration	2-3 (1 F/T, 2 P/T) Community Site Mgr. Aquaponics Grower (Needs F/T Funding)	Geothermal Greenhouses serves as an economic driver & tourist attraction via tours and workshops for the public. 1) Provide locally grown food to community markets and schools. 2) Serve as an educational partner for K- 12 students and college students for sustainable practices, including geothermal, solar, composting, recycling and aquaponic technologies.
47	Implement Parks, Recreation, Open Space, Trails Plan (PROST)	Low	Parks & Recreation	Make Critical Investment in Community Infrastructure	Building and Infrastructure Sustainability (BI1)	Pagosa Springs Pagosa Lakes Property Owner's Association Pagosa Area Trails Council Archuleta County San Juan Historical Society SW Land Alliance US Forest Service CDOT Division of Wildlife Pagosa Chamber BLM	GoCO NPS CDOT County Town Developers Parks, Recreation, Open Space, Trails (PROST)	N/A	Construction jobs	Build trails to get the bicyclists and pedestrians off the roadways. 1) Provide safe non-motorized transportation and recreation in the Lakes area and link to USFS trail systems in the Turkey Springs area of the San Juan National Forest. 2) Build amphitheater by Vista Lake Club- house.

ARCHULETA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
48	Southern Ute Indian Tribe CEDS 2018-2022	High	Economic Development	Build on Successful Economic Development Programs	Resiliency All Criteria	Tribe Region 9 Economic Development Administration (EDA) Adjoining counties/communities	Tribe Southern Ute Growth Fund Federal grants State grants Public private partnerships	Outlined per the SUIT CEDS 2018-2022	Outlined per the Plan	Outlined per the Plan

MAP OF DOLORES COUNTY



4. DOLORES COUNTY

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(2) Public Comments Received (July 15th to August 15th)

(1) “I’m a resident of Telluride, to which Dolores County’s Rico serves. I’m generally interested in the combined region 9 and region 10 areas, focused on the San Juan Skyway - but not necessarily just the tourism along that loop. Most specifically I am advocating for a continuation of the Hwy 50 corridor from Montrose to Montezuma, and on to Indian lands, Flagstaff, and Arizona - including winter organic agriculture. Housing supply is the biggest issue in the Telluride economy and Rico can play an important part of that and those transportation and transit links are crucial.

San Miguel County does NOT have a history of effective transportation advocacy and although attempts at improvement have been made those historic weaknesses persist. Telluride is the combined region 9/10’s most prominent tourist attraction, but its role as a regional destination also needs much improvement. Lastly, the split between western Dolores County and the Rico and Dunton areas is dysfunctional. This dysfunction continues north into western San Miguel County all the way to I-70. I think we need a reorganization of our County boundaries to address this, likely concurrent with a mining area County reorganization. Western San Miguel should become part of Dolores County, if not both to Montezuma. As a brainstorm I would suggest the consideration of transferring middle sections generally around the Dolores River to some sort of Ute Indian jurisdiction.”

(2) “It's both great and surprising Rico has many local issues listed here through the county yet most of it has not been addressed. We are currently focusing on the lead soil contamination and the housing crisis. I feel it's imperative for Rico and Dove Creek to communicate more and work together to improve our county as a whole.”

KEY HIGHLIGHTS AND PRIORITY ECONOMIC GOALS

“Dolores County is endowed with regional beauty and strong ties to our pioneer and agricultural heritage. Dolores County will continue to grow based on the knowledge and skills of our residents, natural resources, tourism, resource management, and agricultural growth and expansion that maintains and enhances the unique character of our county.” – Dolores County Development Corporation (DCDC).

The provision of amenities to increase the quality of life of residents and keep them in the community are paramount to the vision of the county. These amenities include healthcare, schools, community & senior centers, childcare, clean water, libraries, recreation, youth programs & places, school to career opportunities and re-skilling current workers.

The underlying goal of many of the strategies proposed in the attached Community Development Action Plan (CDAP 2021) is to achieve a diversified, sustainable, and growing economy. To realize these goals, it is essential to have adequate infrastructure such as roads, water, electricity, gas, and advanced telecommunications ready and available for commercial use. However, it is very important that community values come into play as the economies of Dove Creek and Rico are very different.

Perhaps more than any other county in Region 9, Dolores County’s economic base and people are closely tied to the lands that surround them, both public and private. This county is unique because there are two geographically and economically distinct communities. The eastern end is home to the small former mining town of Rico, which now serves primarily as a bedroom community for Telluride (located in San Miguel County). Two hours to the west, near the Utah border, is Dove Creek, a traditional farming/agriculture town. Despite their diversity, both ends of the county have significant amounts of public lands with 329,492 acres owned by the United States Forest Service and 88,283 acres owned by the Bureau of Land Management or the state. Decisions made by these agencies have direct impacts on Dolores County communities. For example, listing the Sage Grouse as a threatened species could impact agriculture, recreation, and development of other natural resources.

Natural amenities create opportunities for increasing tourism markets that build on local assets, cultural and geothermal resources. Utilization of natural surroundings/public lands for rafting, mountain biking, hiking, and hunting are seen as a way to broaden the economic base while fostering stewardship of the land. Several projects listed in the CDAP call for the development of trail systems, campgrounds/RV Parks and scenic byways. The expansion of the timber and wood fiber production also provides a viable economic driver for forest restoration and fire mitigation. In the western portion of the county agricultural land retains open space and allows opportunities for agribusiness, especially value-added products.

The population of the county has been slowly declining since 2010 and the median age is 52. Currently, the county ranks low on the Human Capital and Creation Index (2,820 of 3,110 U.S. Counties).¹ Human capital and knowledge creation affect the degree to which a county’s labor force is able to engage in innovative activities. Growth in a county’s workforce ages 25 to 44 signifies that a county is becoming increasingly attractive to younger (potentially more energetic) workers—those more likely to contribute to innovation. Higher levels of human capital are associated with higher levels of innovation and faster diffusion of technology. Thus, another important goal is to develop and implement strategies to attract and retain a well-trained, skilled workforce that will be available to support business employment needs. Stakeholders see opportunities in the provision of higher education, growing the telecommunication infrastructure, and recruitment of people who desire small communities, few regulations, and scenic beauty.

¹ <https://www.statsamerica.org/>

STRATEGIC PLANNING

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 Dolores County. This is the baseline by which the community begins to understand where they are in relation to their vision. Once the SWOT analysis is completed, strategies for solutions can be identified. By working with the Dolores County Development Corporation (DCDC) the following was identified:

Strengths

- Vast natural and cultural resources
- Agricultural land and open space
- Renewable energy potential
- Bio-diverse public lands
- Heritage areas/pioneer districts
- Headwater systems/river corridors
- Improving relationships with state and federal systems and agencies
- Small tight knit communities

Weaknesses

- Declining agriculture sector in terms of income and jobs
- Isolation from major interstates and trade centers
- Lack of sewer and water infrastructure in the Town of Rico
- Lack of housing to support worker base
- Shortage of job opportunities and workforce housing
- State regulatory issues related to extractive industries

Opportunities

- Available land
- Development of niche tourism markets that build on local assets, culture, and geothermal resources
- Utilization of natural surroundings/public lands to develop tourism for rafting, mountain biking, hiking, and hunting
- Highway #491 traffic and potential business development along Dove Creek thoroughfare
- Capitalizing on historic preservation opportunities
- Recruitment of people who desire small communities, few regulations, and scenic beauty
- Capitalize on Weber Business Park in Dove Creek and Burley Building in Rico
- Capitalize on extraction industries, gas, oil, CO2, timber, and mining in the region
- Business expansion, retention, and diversification
- Expanding services, such as housing, to seniors
- Grant funding for proposed projects, including affordable housing
- Available facility for seed crush plant in Dove Creek
- Value-added agriculture
- Capitalize on Enterprise Zone designation
- Higher education opportunities
- Growing telecommunication infrastructure
- Public Transportation options, i.e., bus service

Threats

- Economic and social disruption due to COVID19
- Declining agricultural sector, aging farmers, lack of succession
- Management of natural resources
- Relationship with federal systems and agencies that are key stakeholders with public lands and natural resource management
- Aging population resulting in increased services
- Drought and other natural disasters
- Out-migration for work
- Funding cuts in transportation, public health, and human service programs
- Governmental regulations impacting job creation
- Development projects contrary to community values

STRATEGIC DIRECTION – Dolores County Priorities and Projects

Dolores County priorities and projects are developed through review of current projects, planning documents, small group discussions and interviews with community stakeholders, and those working on community projects. The CDAPs are presented at various community and public meetings and distributed for public comment for a period of one month. The CDAP has a total of 33 projects that were approved by the County Commissioners on August 31st, 2021, signed by Floyd Cook – Chairperson. The Dolores CDAP is included in this document on page 19.

The CDAP projects were aligned with the [State Rural Economic Blueprint](#). Priorities from the State Blueprint are assigned to specific projects in the CDAP. Priorities are numbered below for reference rather than level of importance.

1. **Leverage the Unique Assets of Rural Colorado**
2. **Save Coloradoans Money on Healthcare**
3. **Fulfill Every Child's Potential**
4. **Support Local Community Success in Energy Transmission**
5. **Make Critical Investment in Community Infrastructure**
6. **Invest in Roads and Bridges**
7. **Build on Successful Economic Development Programs**
8. **Community Identified Priorities – this was added for projects aligned more closely with local economic priorities**

The CDAP projects were also linked to six resiliency strategies identified in the [Colorado Resiliency Framework](#), which addresses potential and interrelated economic, social, and environmental risks and vulnerabilities. Abbreviations are listed next to the strategies in the CDAP along with a number representing the supporting strategy. Please refer to the Colorado Resiliency Framework for details.

1. **Future Ready Economy & Workforce (EW)**
2. **Climate & Natural Hazard Resiliency (CN)**
3. **Building & Infrastructure Sustainability (BI)**
4. **Agriculture & Food Security (AF)**
5. **Housing Attainability (HA)**
6. **Community Capacity (CC)**
7. **Internal to Community (IC) - this was added for projects aligned more closely with local resiliency strategies**

Priority 1: Leverage the Unique Assets of Rural Colorado

Linkage – Agriculture & Food Security (AF), Building & Infrastructure Sustainability (BI), Climate & Natural Hazard Resiliency (CN), Community Capacity (CC), Future Ready Economy & Workforce (EW)

Projects:

1. Create agri-business opportunities in Dolores (CDAP #1, Resiliency AF4,EW4).
2. Preserve & utilize Rico's historic assets (CDAP #12, Resiliency BI5).
3. Develop an Infrastructure Ballot Initiative for the November 2021 Election (CDAP #13, Resiliency CC1).
4. Explore the possibility of increasing Rico's Water Resources (CDAP #14, Resiliency CC2-3, CN4).
5. Keep Gunnison Sage Grouse off endangered species list (CDAP #15, Resiliency CC#).
6. Create a master plan for Town of Rico owned land (CDAP #16, Resiliency CC 1-3).
7. Construct a Central Sewer System in Rico (CDAP #20, Resiliency BI2, CC3).
8. Water System Upgrade in Rico (CDAP #21, Resiliency BI2, CC3).
9. Develop designated trails around Dove Creek & western Dolores County (CDAP #22, Resiliency CC3, CN2-4).
10. Develop National Conservation Area (NCA) for Lower Dolores River (CDAP #23, Resiliency CC2-3, CN2-4).
11. Rocky Mountain Restoration Initiative <https://restoringtherockies.org/> (CDAP #24, Resiliency CC4, EW3, CN 2-4).
12. Develop designated trails around the Town of Rico (CDAP #26, Resiliency CC3, CN4).
13. Finish River Corridor project and continue work on a trail easement along the Rio Grande Southern Railroad grade (CDAP #27, Resiliency BI2, CN2-4).
14. Construct Fire Station in West Fork (CDAP #28, Resiliency CC3, CN3-4).
15. Recruit RV Park/Campgrounds to Dolores County, Dove Creek & Rico (CDAP #31, Resiliency IC).
16. Scenic Byway Initiative <https://www.codot.gov/travel/scenic-byways> (CDAP #32, Resiliency CC3).
17. Grow Dove Creek Chamber of Commerce (CDAP #33, Resiliency CC2).
18. Explore feasibility & demand for renewable energy business opportunities in Dolores County (CDAP #3, Resiliency CC3, BI1, EW4-5, CN4).
19. Expand timber and wood fiber business opportunities (CDAP #4, Resiliency CC3, EW4, CN4).
20. Recruit new businesses to Dolores County (CDAP #5, Resiliency EW3-5).

Priority 2: Save Coloradoans Money on Healthcare

Linkage – Community Capacity (CC), Internal to Community (IC)

Projects:

1. Increase tele-health services in Dolores County communities (CDAP #10, Resiliency CC1-3).
2. Provide home health care & medical assistance services in Rico (CDAP #11, Resiliency CC1-3).

Priority 3: Fulfill Every Child's Potential

Linkage – Community Capacity (CC)

Projects:

1. Provide quality education opportunities from early childhood through high school (CDAP #8, Resiliency CC3).
2. Explore the possibility of an agreement with the Dolores County School District (CDAP #9, Resiliency CC3).

Priority 4: Support Local Community Success in Energy Transmission

Linkage – Climate & Natural Hazard Resiliency (CN), Community Capacity (CC), Future Ready Economy & Workforce (EW)

Projects:

1. Rocky Mountain Restoration Initiative <https://restoringtherockies.org/> (CDAP #24, Resiliency CC4, EW3, CN2-4).
2. Explore feasibility & demand for renewable energy business opportunities in Dolores County (CDAP #3, Resiliency CC3, BI1, EW4-5, CN4).
3. Recruit new businesses to Dolores County (CDAP #5, Resiliency EW3-5).
4. Expand timber and wood fiber business opportunities (CDAP #4, Resiliency CC3, EW4, CN4).

Priority 5: Make Critical Investment in Community Infrastructure

Linkage – Building & Infrastructure Sustainability (BI), Community Capacity (CC), Housing Attainability (HA), Climate and Natural Hazard Resiliency (CN), Future Ready Economy & Workforce (EW), Internal to Community (IC)

Projects

1. Develop an Infrastructure Ballot Initiative for the November 2021 Election (CDAP #13, Resiliency CC1).
2. Create a master plan for Town of Rico owned land (CDAP #16, Resiliency CC1-3).
3. Community Garden (CDAP #2, Resiliency AF5, CC3).
4. Develop recreational opportunities for youth in Dove Creek (CDAP #19, Resiliency CC1-3).
5. Expand broadband fiber optic services to businesses & residents throughout Dolores County (CDAP #29, Resiliency EW1).
6. Upgrade Rico's access to broadband (CDAP #30, Resiliency EW1).
7. Increase tele-health services in Dolores County communities (CDAP #10, Resiliency CC1-3).
8. Provide home health care & medical assistance services in Rico (CDAP #11, Resiliency CC1-3).

Priority 6: Invest in Roads and Bridges

Linkage – Building & Infrastructure Sustainability (BI)

Projects

1. SH 145 Dolores Rico US 160 Cortez Heater Repave (CDAP #34, Resiliency BI2).

Priority 7: Build on Successful Economic Development Programs

Linkage – Community Capacity (CC2), Future Ready Economy & Workforce (EW),

Projects

1. Preserve & utilize Rico's historic assets (CDAP #12, Resiliency BI5).
2. Grow Dove Creek Chamber of Commerce (CDAP #33, Resiliency CC2).
3. Increase Rico's access to revenue (CDAP #6, Resiliency CC3).
4. Encourage and support economic development in Rico (CDAP #7, Resiliency EW3-5).
5. Update and revise Rico Land Use Code (CDAP #17, Resiliency CC1-3).
6. Establish a Protocol for Vacant Lots Impacted by Lead and Other Mining Activities (CDAP #18, Resiliency BI2, CN2-3).
7. Explore feasibility & demand for renewable energy business opportunities in Dolores County (CDAP #3, Resiliency CC3, BI1, EW4-5, CN4).
8. Expand timber and wood fiber business opportunities (CDAP #4, Resiliency CC3, EW4, CN4).
9. Recruit new businesses to Dolores County (CDAP #5, Resiliency EW3-5).

EVALUATION FRAMEWORK

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

Performance Measures

1. CDAP Project Completion 2001 - 2020

Part of the Comprehensive Economic Development Strategy (CEDS) process is tracking and evaluating the effectiveness and job creation of the Community Development Action Plan (CDAP) in your communities. Completed projects from the CDAP are listed below.

Dolores County

Maintain Community Library
Senior Center Nutrition Program
Development of Weber Business Park
Gas Service to the Town of Rico
Opened Elementary School in Rico
Upgraded emergency communication system
Conduct a county-wide housing assessment
Constructed San Juan Biodiesel as anchor to Weber Business Park
Provide limited cell within Rico Town limits
Revision of Land Use Plan occurred in March of 2008
San Juan National Forest Plan Revision
Acquired 40 acres of open space along the river corridor through Rico
Completed Van Winkle Mine and Restoration Project
Create Downtown Development Authority in Rico
Achieved a special use permit to establish a small daycare program in Rico
Reduced Fire Protection ISO in Rico
Built capacity for part-time staff in the Rico Fire Protection District
Secondary Water System Usage Water Project in Dove Creek
KSJD satellite studio established in Burley building, live broadcasting and Rico only broadcasting available
Fire station addition and repairs completed
Remodel Rico Firehouse into museum
Complete safety improvements to US 491 at CR M
Update County address system
Completed SCAN broadband project
Create economic development position for DCDC
Expand DCTV and added radio station
Dolores County Senior Services now provides public transportation
Completed walking trail around Baseball Park in Dove Creek
Improvements to Rico Town Hall
Upgraded Emergency Operations Center Facilities
Upgrade Dolores/Norwood Road
Created and grew the DCDC micro loan program
Created a West Fork Fire District (Volunteer staffed)
Completed a Multi-service facility in Dove Creek for County Shop, EMS, GIS

Constructed a Senior Center in Dove Creek
Draft Environmental Impact Statement for Burnett Trail.
Pre-disaster Mitigation Plan for County & Towns

Projects Completed between 2018 and 2020

Agriculture

- Develop Emergency Preparedness Evacuation Plan for Livestock.

Health & Human Services

- Provide & Sustain Medical, Dental & Behavioral Health Services in Dolores County

Historic Preservation

- Preserve & Utilize Rico's Historic Assets: Rico Town Hall and Rico Cemetery

Parks & Recreation

- Reopen Cabin & Ferris Campground at Bradfield Bridge & McPhee Dam
- Establish a Recreation Center with Community Meeting Facilities in Dove Creek
- Develop Recreational Opportunities for Youth in Dove Creek & Rico: completed lights at bb court Dove Creek part of Weber Park, maintenance of cross-country high alpine loop around Rico, rehabilitated the Weber Park baseball field in Dove Creek & fields at the fairgrounds, relocated pitching machine, expanded the grooming operations of Rico's Nordic trails.

Public Infrastructure

- Revamp Water Delivery & Sanitation Systems in Dove Creek

Public/Private Lands

- Expand Fire Mitigation Program

Public Safety

- Equip Emergency Operations Center in Dove Creek

Public Lands/Tourism

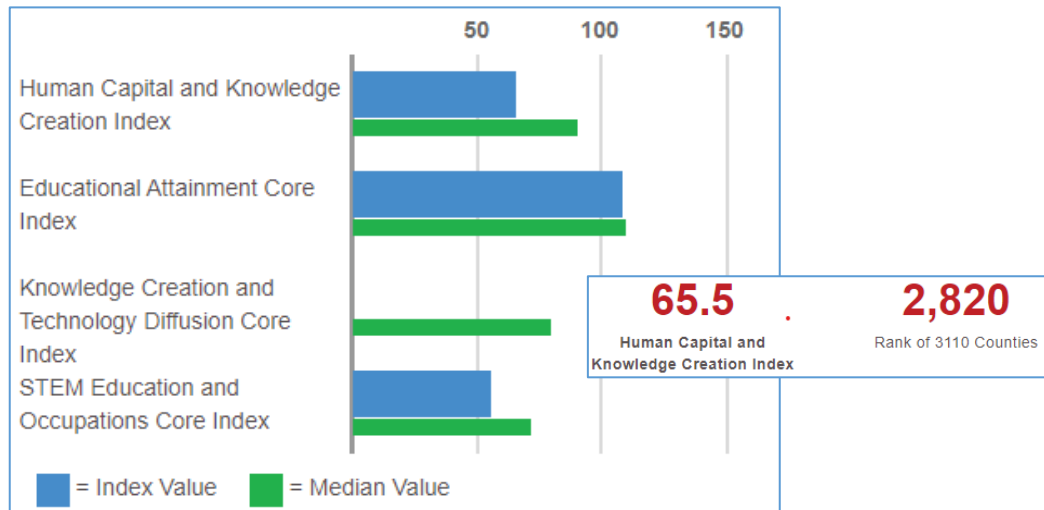
- Develop Designated Trails Around Town of Rico, Dove Creek & Western Dolores County: increased cooperation with USFA through travel management processes of non-motorized opportunities adjacent to Rico, assigned Wildcat Trail for non-motorized use, and explored ATV uses around Dove Creek

Transportation

- Coordinate Highway Projects & Maintenance Activities with Dove Creek
- Complete Priority Highway & Intersection Projects & Improve Area Roads
- Expand Transit Network throughout Dolores County

2. Dolores County Human Capital and Creation Index Compared to All Other U.S. Counties

<https://www.statsamerica.org/>



Measure	Index	Rank
"Salad Days" Population Growth (Ages 25-44)	80.6	2,117
Educational Attainment Core Index	107.9	1,620
High School Attainment (Ages 18-24)	80.3	2,315
Some College, No Degree (Age 25+)	133.0	1,011
Associate Degree (Age 25+)	93.2	1,703
Bachelor's Degree (Age 25+)	156.7	598
Graduate Degree (Age 25+)	76.1	2,326
Knowledge Creation and Technology Diffusion Core Index	0.0	2,829
Patent Technology Diffusion	0.0	2,345
University-Based Knowledge Spillovers	0.0	2,124
Business Incubator Spillovers	0.0	2,415
STEM Education and Occupations Core Index	55.5	2,290
STEM Degree Creation (per 1,000 Population)	0.0	802
Technology-Based Knowledge Occupation Clusters	80.1	2,219
High-Tech Industry Employment Share	86.4	1,709

Human capital and knowledge creation affect the degree to which a county's labor force is able to engage in innovative activities. Growth in a county's workforce ages 25 to 44 signifies that a county is becoming increasingly attractive to younger (potentially more energetic) workers—those more likely to contribute to innovation. Counties with high levels of human capital are those with enhanced knowledge, measured by educational attainment, patent diffusion, knowledge spillover, business incubator presence, STEM degree holders and occupations, and the share of high-tech employment. Higher levels of human capital are associated with higher levels of innovation and faster diffusion of technology.

3. Dolores County Economic Performance compared to all other U.S. Counties

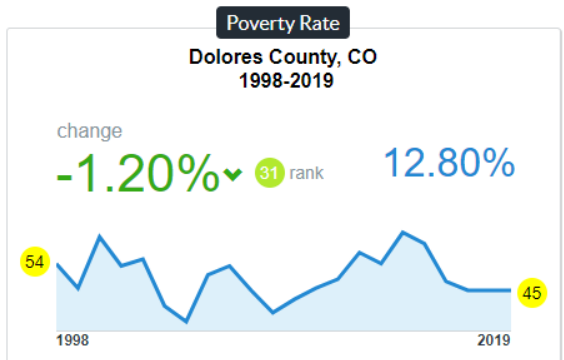
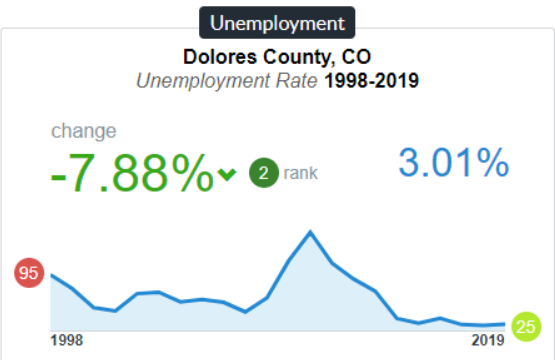
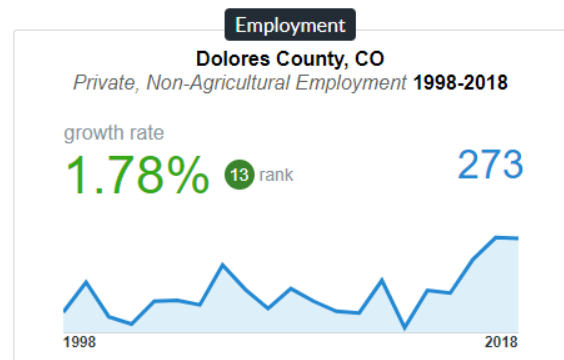
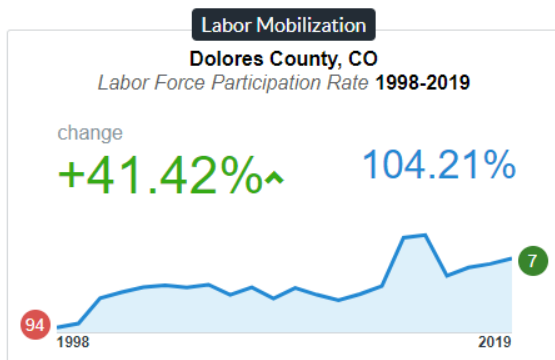
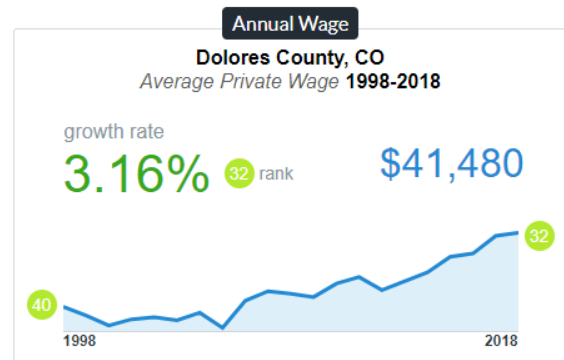
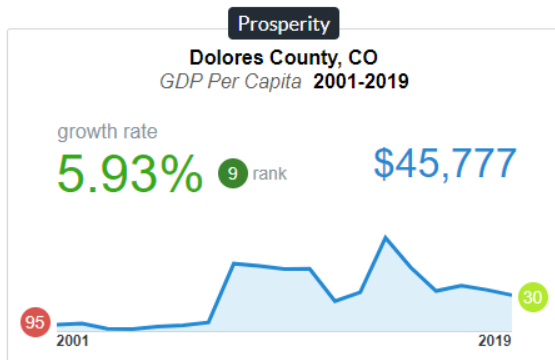
https://clustermapping.us/region/county/dolores_county_co/performance

Ranks are by percentile from 1-100 among all 3221 U.S. counties:
 ● 1-20 (first quintile) ● 21-40 (second quintile) ● 41-60 (third quintile) ● 61-80 (fourth quintile) ● 81-100 (fifth quintile)

Performance

Regional economic performance can be measured by indicators of overall performance directly related to the standard of living in a region, as well as intermediate indicators of economic activity that may or may not translate into a region's standard of living.

Outcomes



SUMMARY BACKGROUND

History and Economic Trends

Ancestral Puebloans (Anasazi) were the first known inhabitants of Dolores County and the surrounding area. Following them were the Ute, Navajo, and Paiute Indian Tribes. Members of the Escalante - Dominguez Expedition, seeking a route to the Spanish Missions of California, rested on the banks of Dove Creek in western Dolores County on August 15, 1776. By the mid - 1800s Dove Creek had become a way station for caravans of traders using the Old Spanish Trail. Dolores County was created from part of Ouray County in 1881.

Dove Creek

Western Dolores County was originally lush native grass that attracted livestock settlers beginning in the 1870s. By 1910 open range overgrazing had caused sagebrush to overtake native grasses in most of the area. In 1914 the Federal Government opened the area to homesteaders and dry land farming began in earnest. Most farming is high altitude dry land, with a strong emphasis on sunflowers and safflowers. A seed crushing plant was built in 2008 but has since closed. Dove Creek is known as the "Pinto Bean Capital of the World" for its long - standing production of high-quality pinto beans noted for their nutritional content and extended shelf life. New opportunities are constantly being explored in the agricultural sector including the development of new crops and value-added businesses. The land surrounding Dove Creek is rich in scenic open space and prehistoric cultural resources. These resources, as well as hunting and fishing opportunities, are currently being promoted to attract visitors to the area. Mining had always been an integral part of the County's economy, but this industry has seen significant employment swings due to world market prices. Presently, the reopening of a couple of uranium mines and a new area copper mine in Utah has improved the mining picture. CO2 and helium development are also on-going in the county.

Rico

Historically, the mountainous (eastern) part of Dolores County supplied a number of small sawmills with timber, and was the site of gold, silver, copper, lead, and zinc mining in the Rico area, beginning around 1869. In 1876 the Pioneer Mining District was formed, and mining became the main industry for the upper Dolores Valley and the Rico area. In 1879 the discovery of rich, oxidized silver ore on Telescope and, Blackhawk Mountain, and the signing of the Brunot Treaty when the Utes ceded much of Southwest Colorado to the United States led to the incorporation of the Town of Rico and a 320 - acre town site was platted out into streets and alleys. In 1880 the first wagon road was completed up Scotch Creek and Hermosa Park where it eventually led to Animas City and Durango. In 1891 the Rio Grande Southern Railroad (the Galloping Goose) pulled into Rico, and eventually connected the communities of Durango, Dolores, Rico, Ophir, Telluride and Ridgeway. The railroad ran for 63 years until it was abandoned in 1954.

In 1892 Rico had a population of over 2,000 people, 23 saloons, 3 blocks of red-light districts, 2 churches, 2 newspapers, a theater, the Rico State Bank and many other stores and hotels. That same year the Dolores County Courthouse was built, and Rico became the county seat, remaining so until 1946, when it was moved to the Town of Dove Creek. In 1893 Rico suffered a Silver Panic and many businesses were closed. By the turn of the century the population had declined to 811 people. The mining district had its ups and downs until 1926 when the Rico Argentine Mining Company consolidated the Town's mining industry. In 1937 the Rico Argentine Mining Company constructed a mill and eventually became the only surviving mining company of size. A sulfuric acid plant was constructed in 1953 and operated until 1965. At this time there were only about 300 people living in the town. From 1965 to 1971 the industry concentrated on lead and zinc mining and the population dropped to approximately 45. At present the mining industry is not active in the Rico area. Currently Rico (population 265) serves primarily as a bedroom community for Telluride, located 28 miles away in San Miguel County.

Dolores County Government

Dolores 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, Sheriff, Treasurer, Judge, Court Clerk 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, road maintenance and construction, and public health programs. In addition to these 10 elected officials, the county employs a staff of 114 people.

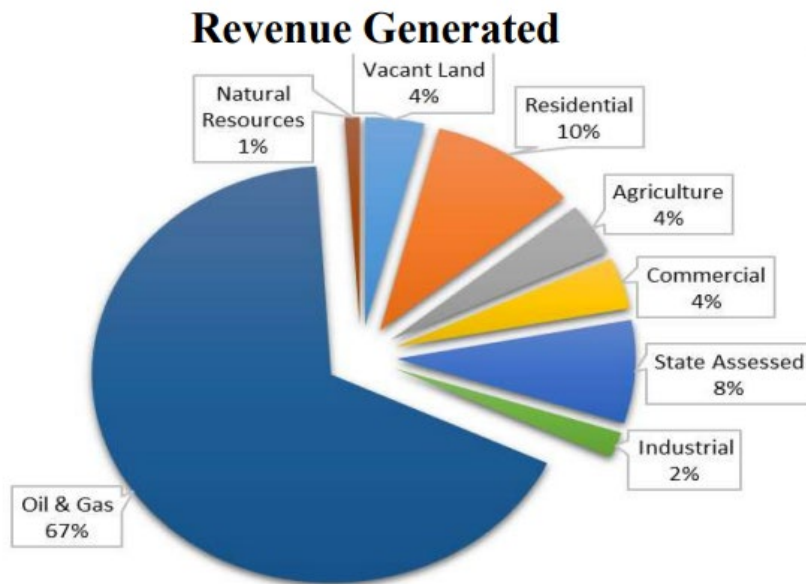
Expenditures

Dolores County provides many different services to its citizens. These expenditures include the general fund, roads and bridges, senior services, and public health. Estimated expenditures for Dolores County total \$10,927,000 for 2020.

Revenues

The County expects to receive \$9,343,000 in revenues in 2020. Revenues are produced from a variety of sources, including property taxes, non-local tax sources such as federal and state, and highway user taxes.

The total assessed valuation for properties in Dolores County totaled \$114,008,222 in 2020. The proportionate contributions of different kinds of properties for 2020 are shown in the following figure. Oil, gas, and other natural resources produced 67% of property tax revenues. Oil and gas production and equipment is assessed at 87.5% of the actual value of production, and 29% for oil & gas personal property & equipment, as opposed to an 11% assessment ratio for residential properties and 29% for all other properties.



- Property tax revenues are distributed among municipalities, school districts and special districts (i.e., fire protection and sanitation). Special Districts set additional tax levies.
- The Dolores County property tax levy rate is 28.013 mill., as compared to 14.254 in adjacent Montezuma County.

Infrastructure and Services

Local sources provided this information unless otherwise noted in text.

Business Parks – Weber Industrial Park is just west of Dove Creek.

Major Employers – 2020 Top employers: Dolores County (84), Kinder Morgan (60), Dolores County School District (54,13 subs), Dunton Hot Springs (39), Dove Creek Integrated Health Care (32), Dove Creek Superette (28), Air Products Helium (15), Thirsty Bird (7), Doves Nest Early Cares & Education (6), Dove Creek Implement (12), Town of Dove Creek (6).

Recreation Facilities – [2020] 5 baseball fields, Dove Creek Community Center, Dolores County Fairgrounds and surrounding public lands (San Juan National Forest, BLM, State Lands). Dolores County has a Seniors Program based in Cahone and offers extensive fitness opportunities for seniors.

Childcare Availability – No Providers offer 24 hour or weekend care. [Durango 4C Council]. The Doves Nest Early Care and Education Center provides 20+ children from infants to kindergarten day services.

Long term care facilities for seniors – (2020) No facilities, a recognized gap.

Electric – Most of the county, including Dove Creek, is served by Empire Electric Association. San Miguel Power Association serves Rico.

Natural Gas – Natural gas is provided to Dove Creek by Atmos Energy. Rural areas and the Town of Rico rely on propane or other heating, i.e., wood or coal.

Water – Depending on location, the area is served by the Montezuma Water Co., The Towns of Dove Creek and Rico have municipal water. Those who are not on the rural water systems use wells or haul water to below ground cisterns.

Wastewater – In Dove Creek there are municipal sewage treatment facilities. Rico and many rural residents have their own septic systems, although Rico is working towards providing sewer to residents.

Solid Waste – The area is served by Waste Management, Rowe & Sons, County Wide disposal, and the Transfer Station at Cahone is operated by Bruin Waste Management.

Police & Fire Departments – The Dolores County Sheriff's Dept. provides public safety for the entire county. Fire Protection Districts are located in Dove Creek and Rico.

Telephone – Depending on location, the area is served by Lumen, which was formerly Century Tel and Farmers Telephone. The Rico area is served by Rico Telephone.

Broadband – Farmers Telecommunications, & Zumacom offer internet services for the county. Emery Telecom has received a USDA grant to provide direct fiber to homes, the Town of Dove Creek, and surrounding areas, also to Egnar, and to Yellow Jacket from the Utah state line. Installation should begin sometime in 2021.

DCTV – Owned by Dolores County and with considerable support from the Southwest TV Translator Association, this broadcasting network transmits a public access community information channel and a classic movie channel covering most of SW Colorado and SE Utah. There is also a fully operational television studio and refeeds of Colorado Public Radio and the major TV networks.

Estimated number of persons without health insurance – 98, 5.3% [ACS 2015-2019 US Census Bureau]

Demographics

Population

From 1990 to 2000, the population of Dolores County grew by 2.3% annually. The population is dispersed within two topographically distinct areas. Dove Creek, the county seat, is primarily within an agricultural area located on the west side of the county. From 2000 to 2010 Dove Creek averaged 0.5% annual growth. Since 2010 the estimated rate of growth has declined to about -0.03% annually.

	2010	2019	Ann. Avg % Change 2010-19
Dolores	2,060	2,054	-0.03%
Dove Creek	734	727	-0.11%
Rico	264	265	0.04%
Unincorporated	1,062	1,062	0.0%

Source: Colorado State Demography Office

Rico, located on the east side of the county, averaged 2.9% growth annually from 2000 to 2010. Since 2010 the estimate rate of growth has declined to about -0.04% annually.

Unincorporated areas, particularly around Cahone, also saw declining population from 2010 to 2019. The population is expected to continue a low growth rate through 2040.

Other pertinent demographics of Dolores County are provided by the American Community Survey (ACS 2018) <http://www.census.gov/acs/www/>. Median home price is from Local MLS (2019).

Median Age	51.8
Working from Home	14%
Median Household Income	\$ 41,714
Median Home Price	\$ 135,000
Homeownership	81%
Non-white Population	3%
Poverty Rate	14%
Bachelors Degree or Higher	21%

Snapshot of the Local Economy

Unemployment Rates

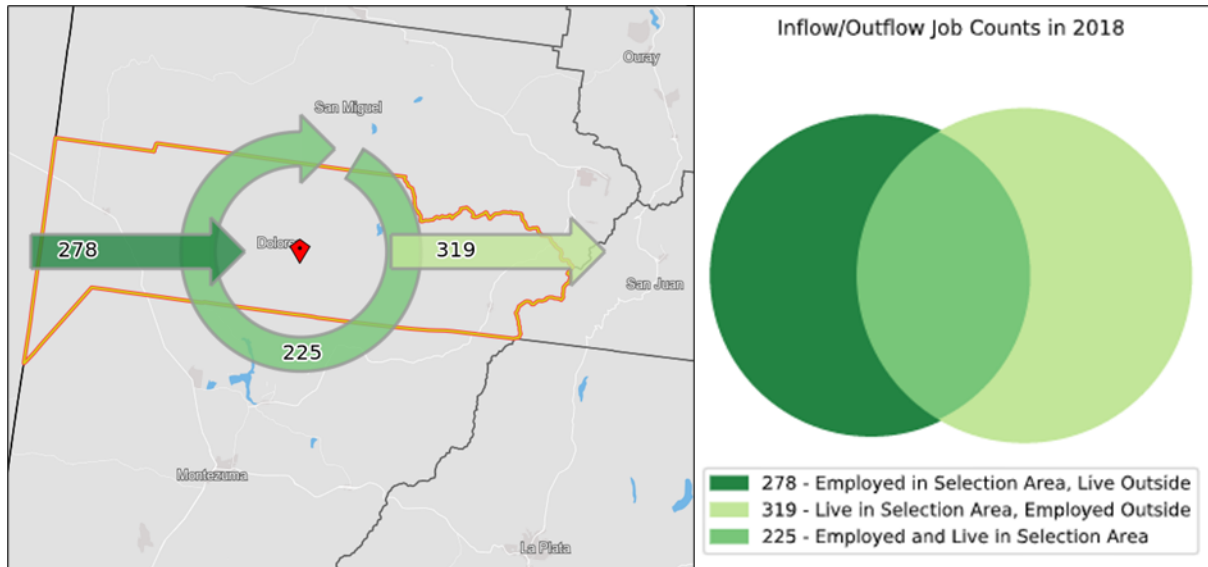
Unemployment Rates 2019				
Location	Labor Force	Employed	Unemployed	Unemployment Rate
USA				3.9%
Colorado				2.8%
Archuleta	6,937	6,717	220	3.2%
Dolores	1,164	1,129	35	3.0%
La Plata	32,305	31,495	810	2.5%
Montezuma	13,038	12,486	552	4.2%
San Juan	570	553	17	3.0%

Source: Colorado Labor Market CDLE-LMI

In 2019, county unemployment rates (3.0 %) were higher than the state (2.8%) and less than the nation (3.9%).

Commuting

People commute to where the jobs are but take their paychecks home. This influences how we evaluate employment, whether by place of work or by residence. In 2018 most of the workers commuting out of the county for jobs are going to Montezuma County (7.6%). Many of the workers commuting into Dolores County for jobs are also from Montezuma County (6.8%).



Jobs Counts by Places (Cities, CDPs, etc.) Where Workers are Employed - All Jobs 2018			Jobs Counts by Places (Cities, CDPs, etc.) Where Workers Live - All Jobs 2018		
	Count	Share		Count	Share
All Places (Cities, CDPs, etc.)	544	100.0%	All Places (Cities, CDPs, etc.)	503	100.0%
Dove Creek town, CO	141	25.9%	Dove Creek town, CO	67	13.3%
Cortez city, CO	32	5.9%	Cortez city, CO	25	5.0%
Mountain Village town, CO	28	5.1%	Rico town, CO	25	5.0%
Grand Junction city, CO	20	3.7%	Dolores town, CO	9	1.8%
Durango city, CO	15	2.8%	Durango city, CO	9	1.8%
Telluride town, CO	15	2.8%	Montrose city, CO	9	1.8%
Rico town, CO	14	2.6%	Farmington city, NM	9	1.8%
Farmington city, NM	11	2.0%	Colorado Springs city, CO	7	1.4%
Denver city, CO	9	1.7%	Monticello city, UT	6	1.2%
Dolores town, CO	9	1.7%	Denver city, CO	4	0.8%
All Other Locations	250	46.0%	All Other Locations	333	66.2%

Area Name	County	¹ Resident Population	² All Workers	² Workers Living in Area	³ Daytime Population	⁴ Daily Commuter Population
Dove Creek	Dolores	637	290	173	754	117
Rico	Dolores	232	48	47	233	1

Data: ¹Co State Demographer 2018; ² On the Map Census 2018;

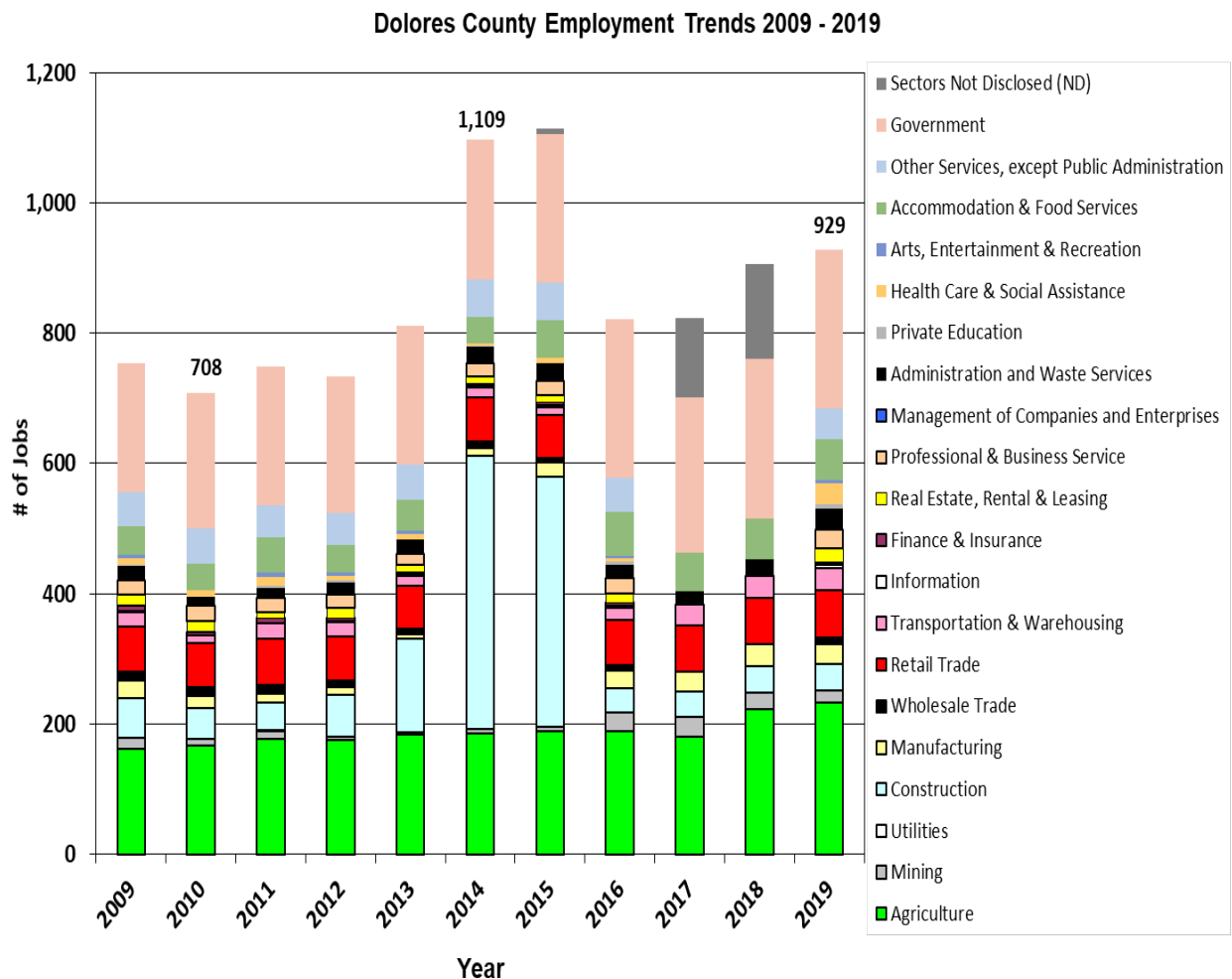
³ Daytime Population = (Resident Population + All Workers) - Workers Living in Area

⁴ Daily Commuter Population = Daytime Population - Resident Population

Employment Sector Trends 2009 - 2019

An employment “sector” groups jobs into categories that are alike and allows us to measure the relative strength of that industry in the local economy. Using “trend analysis” we can see how those industries have grown or declined within a specific timeframe. The following chart includes wage earners as well as proprietors (owners). Total employment refers to the numbers and types of jobs reported by place of work – which may be outside of the county, or even the state. This data is provided by the Bureau of Economic Analysis, then is adjusted, and reported by the Colorado State Demographer. It lags two years behind the current year, thus 2019 is the latest available data.

This chart demonstrates fluctuating job numbers from 2009 to 2019. During that time period employment declined to a low point in 2010 (708 jobs) – the depth of the recession in the local area. Agriculture and Government sectors generally account for the largest proportion of jobs in Dolores County.



2019 Employment Snapshot

About 65% of total employment in the county is by wage earners, while 35% is through proprietors (owners). Agriculture is an important industry in the eastern part of Dolores County, accounting for 25% of jobs. However, data on employment and earnings in agriculture is unusually difficult to obtain for several reasons. First, agricultural producers (farmers) are not required to report their employees under the Employment Security program. While some do, the reporting that does occur covers only a small fraction of the actual employment. Second, the industry includes large numbers of proprietor-operators (farmers) and their families, and there are no good estimates on the numbers of these that represent full-time workers. Finally, farm income fluctuates widely with market prices and changes in inventories. Thus, the income data are not necessarily an accurate measure of activity as they are in other industries.

Local Government was also a very strong employment sector, accounting for 26% of jobs. Many of the job losses from 2014 to 2019 were in higher paying industries. Declines in the construction sectors from 2014 to 2019 probably reflect completion of the Kinder Morgan Helium Plant and pipeline activities. Growth in Health Services is expected to continue as the Baby Boomer population ages. Confidentiality concerns related to the small numbers in this county limit the publicly available information about jobs and income in many sectors. **If 80% or more of the employment in an industry is in one firm, or if there are three firms or less in an industry, then the data cannot be disclosed per state statute.**

Dolores County 2019 Total Employment	# of Jobs	% of Jobs	*Avg. ann. wage	# Jobs % Change 2014-2019
Agriculture	233	25%	ND	25%
Mining	19	2%	\$ 62,296	171%
Construction	40	4%	\$ 50,440	-90%
Manufacturing	31	3%	\$ 56,680	158%
Wholesale Trade	9	1%	ND	0%
Retail Trade	73	8%	\$ 20,852	6%
Transportation & Warehousing	34	4%	\$ 37,492	143%
Information	5	1%	\$ 53,703	150%
Finance & Insurance	4	0%	ND	0%
Real Estate, Rental & Leasing	22	2%	\$ 19,990	100%
Professional & Business Service	28	3%	\$ 51,814	33%
Administration and Waste Management	32	3%	\$ 45,344	23%
Private Education	7	1%	ND	600%
Healthcare & Social Assistance	33	4%	\$ 21,856	1000%
Arts, Entertainment & Recreation	4	0.4%	ND	300%
Accommodation and Food	63	7%	\$ 38,740	58%
Other Services, except Public Administration	47	5%	\$ 16,115	-18%
Government	244	26%	\$ 33,124	7%
Total	928	100%	\$ 35,308	-16%

ND = Not Disclosed. *Quarterly Census of Employment & Wages (QCEW)

Source: Colorado State Demography Office

2019 Employment Share by Wage - 929 Jobs

Avg. Annual Wage	Low Wage	Mid Wage	High Wage	Livable Wage
\$35,308	< \$28,246	\$28,247 - \$42,369	> \$42,370	\$51,022
	NA	NA	NA	NA

Low Wage < 80% of AAW; Mid Wage > 80% and < 120% of AAW; High Wage > 120% of AAW
Livable Wage for two working adults with two children (MIT)

Economic Base Analysis

Economic Base Analysis is a tool to describe economic activity by the source of revenue, whether the money generated by sales comes from outside the local economy, or from within the local economy. This type of analysis is designed to define those economic activities that drive or sustain the local economy. Base Analysis distinguishes which industries and factors are responsible for overall growth and change. There are two types of regional industries:

Base industries produce exports or derive their sales or income *directly* from outside sources, or *indirectly* by providing supplies to export industries. These activities **bring in outside dollars** to circulate within the local economy. These industries include agriculture, mining, manufacturing, national and regional services, state and federal government jobs, and tourism. Another base industry is created by households that spend money earned elsewhere. For example, a retiree whose income comes from outside of the county is supporting many traditional local resident services jobs; however, since their income is basic (from outside the local economy), the local resident service jobs are also considered basic.

Dolores 2019 Base Industries	# of Jobs	% of Jobs
Agribusiness	271	30%
Mining	19	2%
Manufacturing	28	3%
Government	44	5%
Regional Services	101	11%
Tourism	63	7%
Households	379	42%
Total	905	100%

In Dolores County the largest base employment industries are agribusiness (30%) and households (42%) that spend money earned elsewhere (i.e., retirees).

Local resident services provide services to residents and also **re-circulate dollars** within the local economy. Resident services include industries that take care of the local community, such as health services, education, and employment at the local grocery store. Outside money enters the local economy through a variety of sources, circulates through the local area, and then leaves the local economy when we purchase goods or services from outside the area, or pay federal and state taxes. Looking at restaurants for example, when the person buying a meal is from outside the area (a tourist), it is a **direct base economic activity** and when the person is a resident using money earned in the local economy, it is a **local resident service activity**. so, restaurants are both direct based and a local resident service.

Enterprise Zones – Region 9 administers the Southwest Colorado Enterprise Zone. All of Dolores County is a designated Enterprise Zone and is currently listed as an Enhanced Enterprise Zone based on employment and income criteria through 2022. <https://www.region9edd.org/enterprise-zone>

Opportunity Zones – All of Dolores County is a designated Opportunity Zone. <https://www.region9edd.org/opportunity-zones>

Per Capita Income

Per Capita Income 2019		
	PCI 2019	% of USA
USA	\$ 56,490	100%
Colorado	\$ 61,157	108%
Dolores	\$ 38,005	67%

Source: Bureau of Economic Analysis

In 2019, Dolores had a per capita personal income (PCPI) of \$38,005. This PCPI ranked 28th in the state and was 85 percent of the state average, \$48,869, and 69 percent of the national average, \$46,049.

Total Personal Income


Dolores 2019 Total Personal Income (\$000)		% of Total
Employment Earnings	\$ 37,738	43%
Residency Adjustment	\$ 9,502	11%
Dividends, Interest & Rent	\$ 17,767	20%
Transfer Payments	\$ 22,596	26%
Estimated TPI	\$ 87,603	100%


Source: Bureau of Economic Analysis


According to the BEA, in 2019, Dolores County had a total personal income (TPI) of \$87,603,000. This personal income ranked 59th in the state and was less than 0.1 percent of the state total. Estimated payments to retirees accounted for about 16% of the estimated TPI in Dolores County in 2019. That was \$14,279,000.


Total Personal Income Trends

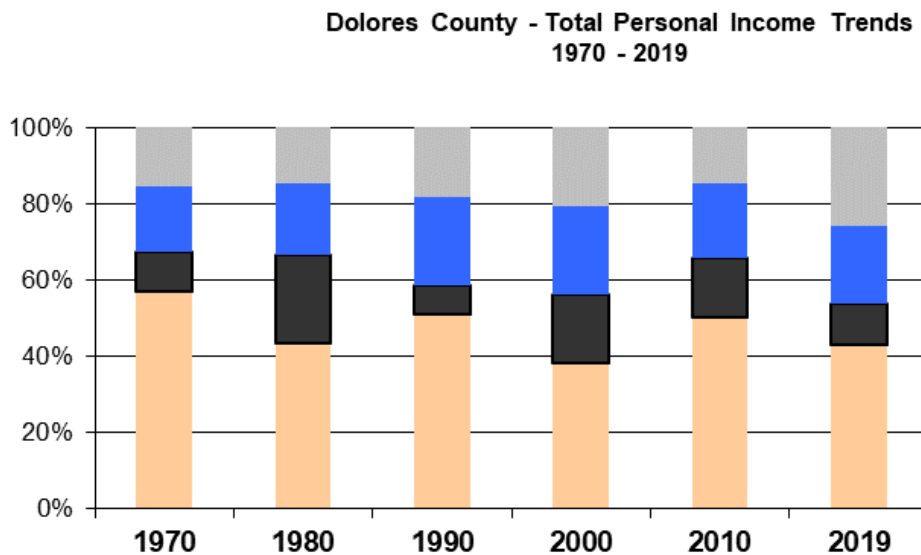
In addition to employment income, money enters the local economy from other sources. Total Personal Income (TPI) is the sum of all personal income that flows into the county. The following chart examines the components of TPI and how the proportions of this income have changed over time.

 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. Less Social Security contributions.



Generally, from 1970 to 2019, we see a trend of decreasing employment income, and increasing income from dividends, interest and rent, and transfer payments. Employment income sees a decrease from 2010 to 2019. Transfer payments were an important part of TPI in 2019.

COMMUNITY DEVELOPMENT ACTION PLAN

The *Community Development Action Plan* (CDAP) is a list of short-term projects (**defined as two years or less**). Initial drafts of the CDAPs are developed through review of current projects, planning documents, small group discussions and interviews with community stakeholders, and those working on community projects. The CDAPs are presented at various community and public meetings and distributed for public comment for a period of one month. The final drafts are presented to each county's Board of Commissioners for approval. The approved copies are included as part of this document. The CDAPs are useful tools for organizations working with communities and have evolved into being the central source for listing the full range of projects that are in process or are desired. The CDAPs are used as the official community plan required for eligibility for many federal and state funding sources.

The 2021 Dolores County CDAP has a total of 33 projects² that were developed by stakeholders and subsequently approved by the County Commissioners on August 31st. Signed by Floyd Cook – Chairperson.

Recognizing that the COVID pandemic will impact the economy for years to come, this CEDS focuses on aligning regional strategies with state strategies for addressing equitable and resilient economic growth.

The CDAP projects were aligned with the [State Rural Economic Blueprint](#). Priorities from the State Blueprint are assigned to specific projects in the CDAP. Priorities are numbered below for reference rather than level of importance.

1. **Leverage the Unique Assets of Rural Colorado**
2. **Save Coloradoans Money on Healthcare**
3. **Fulfill Every Child's Potential**
4. **Support Local Community Success in Energy Transmission**
5. **Make Critical Investment in Community Infrastructure**
6. **Invest in Roads and Bridges**
7. **Build on Successful Economic Development Programs**
8. **Other/Local – for projects that align more appropriately with local priorities than State priorities**

The CDAP projects were also linked to six resiliency strategies identified in the [Colorado Resiliency Framework](#), which addresses potential and interrelated economic, social, and environmental risks and vulnerabilities. Abbreviations are listed next to the strategies in the CDAP along with a number representing the supporting strategy. Please refer to the Colorado Resiliency Framework document for details.

1. **Future Ready Economy & Workforce (EW)**
2. **Climate & Natural Hazard Resiliency (CN)**
3. **Building & Infrastructure Sustainability (BI)**
4. **Agriculture & Food Security (AF)**
5. **Housing Attainability (HA)**
6. **Community Capacity (CC)**

Currently, the CDAP list displays: Project #, Rank, Category, State Economic Development Priority, Resiliency Linkage, Primary Partners, Funding Resources, Cost Estimate, Jobs and Outcomes & Impacts.

² Project #25 has been deleted

CDAP Project Ranking

Ranking Criteria

- Is relevant to economic or community development – aligns with community master plans and priorities or state economic priorities.
- Is relevant to economic or community resiliency – aligns with state resiliency framework.
- Is within the community's and primary partners ability to influence.
- Metrics address progress and impact.
- Metrics are comparable to other counties, regions, state.
- Data is readily available and accessible to community members.

Rank		
High	Medium	Low
Must meet at least 4 criteria	Must meet at least 3 criteria	Must meet at least 2 criteria

Guidelines for CDAP Review & Project Additions

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

Criteria for Adding CDAP Projects out of Cycle:

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

Is project happening before next CDAP revision?

Does project fit a CDAP definition?

CDAP #	Project	Rank
4	Expand timber and wood fiber business opportunities	High
6	Increase Rico's access to revenue	High
8	Provide quality education opportunities from early childhood through high school	High
10	Increase tele-health services in Dolores County communities	High
13	Develop an Infrastructure Ballot Initiative for the November 2021 Election	High
18	Establish a Protocol for Vacant Lots Impacted by Lead and Other Mining Activities	High
19	Develop recreational opportunities for youth in Dove Creek	High
20	Construct a Central Sewer System in Rico	High
21	Water System Upgrade in Rico	High
22	Develop designated trails around Dove Creek & western Dolores County.	High
28	Construct Fire Station in West Fork	High
29	Expand broadband fiber optic services to businesses & residents throughout Dolores County	High
30	Upgrade Rico's access to broadband	High
32	Scenic Byway Initiative https://www.codot.gov/travel/scenic-byways	High
34	SH 145 Dolores Rico US 160 Cortez Heater Repave	High
1	Create agri-business opportunities in Dolores County	Med
3	Explore feasibility & demand for renewable energy business opportunities in Dolores County	Med
5	Recruit new businesses to Dolores County	Med
7	Encourage and support economic development in Rico	Med
11	Provide home health care & medical assistance services in Rico	Med
12	Preserve & utilize Rico's historic assets	Med
14	Explore the possibility of increasing Rico's Water Resources	Med
15	Keep Gunnison Sage Grouse off endangered species list	Med
16	Create a master plan for Town owned land	Med
17	Update and revise Rico Land Use Code	Med
23	Develop National Conservation Area (NCA) for Lower Dolores River	Med
24	Rocky Mountain Restoration Initiative https://restoringtherockies.org/	Med
25	Prevent the Wild & Scenic Designation on the Dolores River & West Dolores River	Med
26	Develop designated trails around the Town of Rico	Med
27	Finish River Corridor project and continue work on a trail easement along the Rio Grande Southern Railroad grade	Med
31	Recruit RV Park/Campgrounds to Dolores County, Dove Creek & Rico	Med
33	Grow Dove Creek Chamber of Commerce	Med
2	Community Garden	Low
9	Explore the possibility of an agreement with the Dolores County School District	Low

DOLORES COUNTY COMMUNITY DEVELOPMENT ACTION PLAN

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
1	Create agri-business opportunities in Dolores County	Med	Agriculture	Leverage the unique assets of rural CO	Agriculture & Food Security (AF4) Future Ready Economy & Workforce (EW4)	Dolores County Development Corporation (DCDC) Dove Creek Dolores County CSU Extension Dove Creek Chamber The Community Voice	DoLA CSU Extension Region 9 EDD USDA DCDC Economic Development Administration (EDA) Office of Economic Development (OEDIT) Rural Jumpstart Opportunity Zones, Enterprise Zones	N/A	N/A	1. Recruit at least one agricultural product processing facility. 2. Pursue a partnership with Montezuma County's SW Farm Fresh program in 2021. 3. Increase agriculture job numbers.
2	Community Garden	Low	Agriculture	Make critical investments in community infrastructure	Agriculture & Food Security (AF5) Community Capacity (CC3)	Dolores County Development Corporation (DCDC) Dove Creek Dolores County CSU Extension Dove Creek Chamber The Community Voice		N/A	N/A	1. Provide educational opportunities regarding local food systems to K-12 students and community members.

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
3	Explore feasibility & demand for renewable energy business opportunities in Dolores County	Med	Business Development	Support local community success in the energy transition Leverage the unique assets of rural CO Build on current successful economic development programs	Community Capacity (CC3) Building & Infrastructure Sustainability (BI1) Future Ready Economy & Workforce (EW4-5) Climate & Natural Hazard Resiliency (CN4)	Individual landowners Dolores County US Forest Service The Community Voice	Individual landowners USDA & other granting agencies private investors	Per project	Per project	1. Implement Solar Forward Projects per grant award.
4	Expand timber and wood fiber business opportunities	High	Business Development	Support local community success in the energy transition Leverage the unique assets of rural CO Build on current successful economic development programs	Community Capacity (CC3) Future Ready Economy & Workforce (EW4) Climate & Natural Hazard Resiliency (CN4)	Dolores Watershed Resilient Forest Collaborative USDA- Rural Development Bureau of Land Mgt. Dolores County Colorado State Forest Service Tribes Private timber businesses USFS	State & Federal grants Colorado State Forest Service USDA Private businesses/donors	N/A	N/A	1. Complete a wood products market study. 2. Pursue a partnership with Montezuma County sawmill to {fill in a measurable outcome} 3. Promote available open space to attract new timber/wood fiber businesses.

DOLORES COUNTY COMMUNITY DEVELOPMENT ACTION PLAN

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
5	Recruit new businesses to Dolores County	Med	Business Development	Support local community success in the energy transition Leverage the unique assets of rural CO Build on current successful economic development programs	Future Ready Economy & Workforce (EW3-5)	Dolores County Dev. Corp. Dove Creek Dolores County Region 9 EDD Dove Creek Chamber	DCDC CSU Extension Region 9 EDD SBDC OEDIT Colorado First - SWCCC Rural Jumpstart	N/A	N/A	1. Recruit at least two businesses to fill existing current buildings by 2023. 2. Increase the number of manufacturing jobs using 2018 jobs as a baseline.
6	Increase Rico's access to revenue	High	Business Development	Build on current successful economic development programs	Community Capacity (CC3)	Town of Rico, Consultants	N/A	N/A	N/A	1. A proposal that could increase the Town's source of revenue 2. An analysis of property owned by Rico and a determination by the Trustees what if anything can/should be done with the property
7	Encourage and support economic development in Rico	Med	Business Development	Build on current successful economic development programs	Future Ready Economy & Workforce (EW3-5)	Town of Rico, Region 9 EDD	Town, Region 9 EDD	N/A	N/A	1. That more businesses take advantage of these programs
8	Provide quality education opportunities from early childhood through high school	High	Education	Fulfill every child's potential	Community Capacity (CC3)	Dolores County School District Parents Celebrating Healthy Communities Group Rico Dove Creek The Community Voice	State & Federal grants	N/A	N/A	1. Identify & address school retention issues. 2. Sustain & expand the Dove's Nest in Dove Creek 3. Increase school readiness programs using 2018 as a baseline.

DOLORES COUNTY COMMUNITY DEVELOPMENT ACTION PLAN

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
9	Explore the possibility of an agreement with the Dolores County School District	Low	Education	Fulfill every child's potential	Community Capacity (CC3)	Town, Dolores County School District	N/A	N/A	N/A	1. Explore options with Dolores School District for supporting Rico students with taxpayer funds.
10	Increase tele-health services in Dolores County communities	High	Health & Human Services	Save Coloradoans money on healthcare Make critical investments in community infrastructure	Community Capacity (CC1-3)	Axis Health, SW Memorial Hospital, Dolores County, Dove Creek, Rico, Dove Creek Health Clinic, The Community Voice, Dolores County Senior Services, PASCO & Home Health providers, VA Clinic—Grand Junction, 9 Health 365	State & Federal funding sources County	N/A	N/A	1. Establish tele-health services to address behavioral health issues. 2. Build partnerships with behavioral health providers and Axis to serve those in crisis and needing follow-up. 3. Provide training to law enforcement staff to address mental health crises.
11	Provide home health care & medical assistance services in Rico	Med	Health & Human Services	Save Coloradoans money on healthcare Make critical investments in community infrastructure	Community Capacity (CC1-3)	Dolores County Senior Services PASCO & Home Health providers VA Clinic—Grand Junction	County Towns	N/A	N/A	1. Provide transportation to medical appointments for Rico residents. 2. Explore services for seniors & and physically challenged.

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
12	Preserve & utilize Rico's historic assets	Med	Historic Preservation	Leverage the unique assets of rural CO Build on current successful economic development programs	Building & Infrastructure Sustainability (BI5)	Rico Historical Society State Historical Society Historical Society Property owners Rico	State Historical Preservation Grants Federal Historical restoration grants Rico Historic Society funds Donations CDPHE/ARCO	N/A	N/A	1. Pursue historic designation & funding for at least one building in Rico by 2023.
13	Develop an Infrastructure Ballot Initiative for the November 2021 Election	High	Infrastructure	Leverage the unique assets of rural CO Make critical investments in community infrastructure	Community Capacity (CC1-3)	Town of Rico	Town	N/A	N/A	1. Generate a preferred option from several proposals discussed at community meetings. 2. People that are new to Rico and people who have not been voting will be encouraged to register and vote. 3. A positive vote on increased funding for public works staff and projects.
14	Explore the possibility of increasing Rico's Water Resources	Med	Infrastructure	Leverage the unique assets of rural CO	Community Capacity (CC2-3) Climate & Natural Hazard Resiliency (CN4)	Town, County		\$4M	N/A	1. A definitive answer to the question of changing diversion points: is it possible or desirable? 2. The Town's ability to use water rights on Silver Creek

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
15	Keep Gunnison Sage Grouse off endangered species list	Med	Land Use	Leverage the unique assets of rural CO	Community Capacity (CC3)	Bureau of Land Mgt. San Miguel Gunnison Sage-grouse Working Group Monticello-Dove Creek Sage-grouse Working Group USDA Wildlife Services Sage Grouse County Coalition	Restore Grant, BLM, NRCS, Fish & Wildlife Service, State & federal grants, GoCo, Conservation easements \$15M currently set aside for 7 satellite populations (not just Dolores County)	Approx. \$25,000	1 PTE-seasonal	1. Implement Safe Harbor agreements with private landowners. 2. Increase the number of sage grouse per BLM Tres Rios Management Plan while balancing the need of animals with existing recreational activities.
16	Create a master plan for Town owned land	Med	Land Use	Leverage the unique assets of rural CO Make critical investments in community infrastructure	Community Capacity (CC1-3)	Town of Rico, Consultants	Town	N/A	N/A	1. A master plan of the River Corridor
17	Update and revise Rico Land Use Code	Med	Land Use	Build on current successful economic development programs	Community Capacity (CC1-3)	Town	Town	N/A	N/A	1. A more concise and user-friendly Rico Land Use Code that imposes clear restrictions on development 2. Public input on the draft revisions
18	Establish a Protocol for Vacant Lots Impacted by Lead and Other Mining Activities	High	Land Use	Build on current successful economic development programs	Building & Infrastructure Sustainability (BI2) Climate & Natural Hazard Resiliency (CN2-3)	Town, CDPHE	Town	N/A	N/A	1) Lots will be determined to be safe from contamination as per CDPHE requirements.

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
19	Develop recreational opportunities for youth in Dove Creek	High	Parks & Recreation	Make critical investments in community infrastructure	Community Capacity (CC1-3)	Dolores County Dove Creek Dolores School Dist. The Community Voice	Rec. Dept. Towns County DoLA GoCO CDOT Forest Service	N/A	N/A	1. Improve & develop parks or open spaces geared toward youth activities in Dove Creek. 2. Provide recreational programs at the Public Service Center in Dove Creek.
20	Construct a Central Sewer System in Rico	High	Public Infrastructure	Leverage the unique assets of rural CO	Building & Infrastructure Sustainability (BI2) Community Capacity (CC3)	Rico DoLA USDA Rural Development	Grants Local funds County USDA DoLA State Rural Water Fund	N/A	N/A	1. Complete next phase of this project
21	Water System Upgrade in Rico	High	Public Infrastructure	Leverage the unique assets of rural CO	Building & Infrastructure Sustainability (BI2) Community Capacity (CC3)	Rico Colorado Water Conservation Board SW Water Conservancy District	Rico CWCB SWCB Rocky Mt Health Foundation State & federal grants	N/A	N/A	A water system analysis to help Rico define & generate a water system upgrade plan Get Silver Creek infiltration gallery

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
22	Develop designated trails around Dove Creek & western Dolores County.	High	Public Lands	Leverage the unique assets of rural CO Build on current successful economic development programs	Community Capacity (CC3) Climate & Natural Hazard Resiliency (CN2-4)	Property Owners Dolores County Bureau of Land Mgmt. Forest Service Dolores County Dove Creek Dolores County Dev. Corp. Dove Creek Chamber The Community Voice	Grants	N/A	N/A	1. Develop additional recreational trails that do not interfere with traffic & utilize the area's natural resources. 2. Explore Dolores County's potential for trail development as part of the Rimrock Trail Plan. 3. Explore the potential for trail development on the McPhee Overlook Mountain Bike Trail.
23	Develop National Conservation Area (NCA) for Lower Dolores River	Med	Public Lands	Leverage the unique assets of rural CO Build on current successful economic development programs	Community Capacity (CC2-3) Climate & Natural Hazard Resiliency (CN2-4)	Dolores County, San Miguel County, Senator Bennet's Office, BLM	Pending legislation	N/A	N/A	1) Maintain current uses and recreational opportunities provided by the lower Dolores River. 2) Protect water rights for all users. 3) Prevent the Wild and Scenic designation on the lower Dolores River.

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
24	Rocky Mountain Restoration Initiative https://restoringtherockies.org/	Med	Public Lands	Leverage the unique assets of rural CO Support local community success in the energy transition	Community Capacity (CC3) Future Ready Economy & Workforce (EW3) Climate & Natural Hazard Resiliency (CN2-4)	Columbine Resilient Forest Partnership, Dolores Watershed Resilient Forest Collaborative, Colorado State Forest Service, Dolores Water Conservancy District, Mountain Studies Institute, San Juan National Forest, Wildfire Adapted Partnership		N/A	N/A	In December 2019, the Rocky Mountain Restoration Initiative unanimously selected the Southwest Colorado Project to be the focus of its first efforts. DWARF has played a key role in the development of wildfire and forest health initiatives. https://rmri2019.files.wordpress.com/2020/09/7351a-southwest-project-information-sheet-updated.pdf 1) Cooperation between federal, state, and DWARF entities.
26	Develop designated trails around the Town of Rico	Med	Public Lands	Leverage the unique assets of rural CO	Community Capacity (CC3) Climate & Natural Hazard Resiliency (CN-4)	Property Owners Rico Dolores County Bureau of Land Mgmt. Forest Service Dolores County Rico Trails Alliance		N/A	N/A	1. Explore development of public access sites for fishing and water recreation around Rico. 2. Promote winter recreational economy through Nordic trails. 3. Conduct regular maintenance on existing trails. 4. Continue build outs for new trails.

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
25	Prevent the Wild & Scenic Designation on the Lower Dolores River									REMOVED - PROJECT NAME IS NOW AN OUTCOME OF PROJECT 23
27	Finish River Corridor project and continue work on a trail easement along the Rio Grande Southern Railroad grade	Med	Public Lands	Leverage the unique assets of rural CO	Building & Infrastructure Sustainability (BI2) Climate & Natural Hazard Resiliency (CN2-4)	Town, County, CPW	Town, County, State & Federal grants	N/A	N/A	1) A survey filed in the Office of the Clerk & Recorder of Dolores County 2) A grant from Colorado Parks and Wildlife so that we can plan the trail and the bridge
28	Construct Fire Station in West Fork	High	Public Safety	Leverage the unique assets of rural CO Build on current successful economic development programs	Community Capacity (CC3) Climate & Natural Hazard Resiliency (CN3-4)	Dolores County, US Forest Service, West Fork Volunteer Fire, Dunton Hot Springs, Dolores Fire Dept.	DoLA Grant County owned land (3.6 acres from FS) US Forest Service Dunton Hot Springs Donations & grants	\$200,000 DoLA \$100,000 Dunton \$110,000 land value \$45,000 in kind from County	Construct on jobs	1) Provide fire response services in Dunton year-round, Lone Cone and Disappointment (may be seasonal) 2) Have engaged volunteers and equipment available

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
29	Expand broadband fiber optic services to businesses & residents throughout Dolores County	High	Telecommunications	Make critical investments in community infrastructure	Future Ready Economy & Workforce (EW1)	USDA Emery Telecom Dove Creek Dolores County Dolores County Dev. Corp. Dove Creek Chamber Rico CDOT The Community Voice School District	Emery Telecom USDA Farmers Telecommunications	N/A	Contractor jobs	1) Increased service, capacity & redundancy throughout western portion of the County 2) Attract telecommuters & grow the number of home-based businesses 3) Increase capacity for radio, cell, & wireless & high-speed service 4) Connect to Health Clinic, businesses & Dove Creek residents, Rico residents & businesses 5) Utilize high speed & fiber to increase accessibility to distance learning for K-12 and adult education

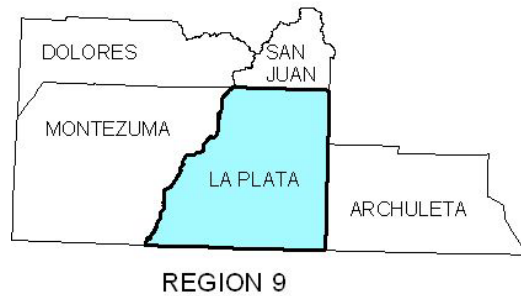
DOLORES COUNTY COMMUNITY DEVELOPMENT ACTION PLAN

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
30	Upgrade Rico's access to broadband	High	Telecommunications	Make critical investments in community infrastructure	Future Ready Economy & Workforce (EW1)	Town of Rico, Rico Telephone, Consultants	In progress	N/A	N/A	1) A list of potential funding sources and a determination as to whether or not Rico is qualified and can provide match funding 2) A cooperative plan to upgrade internet in Rico 3) A cooperative plan to upgrade internet and cell service in Rico
31	Recruit RV Park/Campgrounds to Dolores County, Dove Creek & Rico	Med	Tourism	Leverage the unique assets of rural CO Build on current successful economic development programs	Internal to Community	Dolores County Dev. Corp. Dove Creek Chamber US Forest Service Bureau of Land Mgt.	Region 9 EDD DCDC SBDC	N/A	N/A	1. Increase visitor stays using 2018 as a baseline. 2. Expand options for camping/RV using 2018 as a baseline. 3. Explore ways to track additional sales tax resulting from #s 1-2.
32	Scenic Byway Initiative https://www.colorado.gov/travel/scenic-byways	High	Tourism	Leverage the unique assets of rural CO Build on current successful economic development programs	Community Capacity (CC3)	County, Towns, CDOT	CDOT	N/A	N/A	1) Participate in Colorado's Byways Initiative as a way to promote and increase visitorship to Dolores County communities

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
33	Grow Dove Creek Chamber of Commerce	Med	Tourism	Leverage the unique assets of rural CO Build on current successful economic development programs	Community Capacity (CC2)	Dove Creek Chamber The Community Voice Dolores County Dev. Corp.	DCDC OEDIT Community Voice Region 9 EDD Local Businesses	N/A	N/A	1) Establish a visitor center in Dove Creek 2) Promotion of other outdoor recreation opportunities 3) Create promotion of SW Adventure Corridor from Moab to Telluride and ways to capture bike and raft traffic going through the area 4) Provides visitors to Dove Creek and Cahone businesses 5) Hire coordinator for downtown beautification efforts

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
34	SH 145 Dolores Rico US 160 Cortez Heater Repave	High	Transportation	Invest in roads & bridges	Building & Infrastructure Sustainability (BI2)	CDOT SW Regional Transportation Planning Commission Dolores County Rico Dove Creek SW Colorado Council of Govts.	SUR, BR, ADA	\$6.2M	Construct on jobs	<p>This project is located on SH 145, approximate MP 9- 13 and 46- 48, through the towns of Dolores and Rico in Dolores County.</p> <p>1) Heated pavement application and improvements to accesses within the project limits</p> <p>2) Remove & replace ADA curb ramps or newly constructed, through each town at 16 intersections</p> <p>This project began on March 8th and had an estimated completion date of fall 2021</p>

MAP OF LA PLATA COUNTY

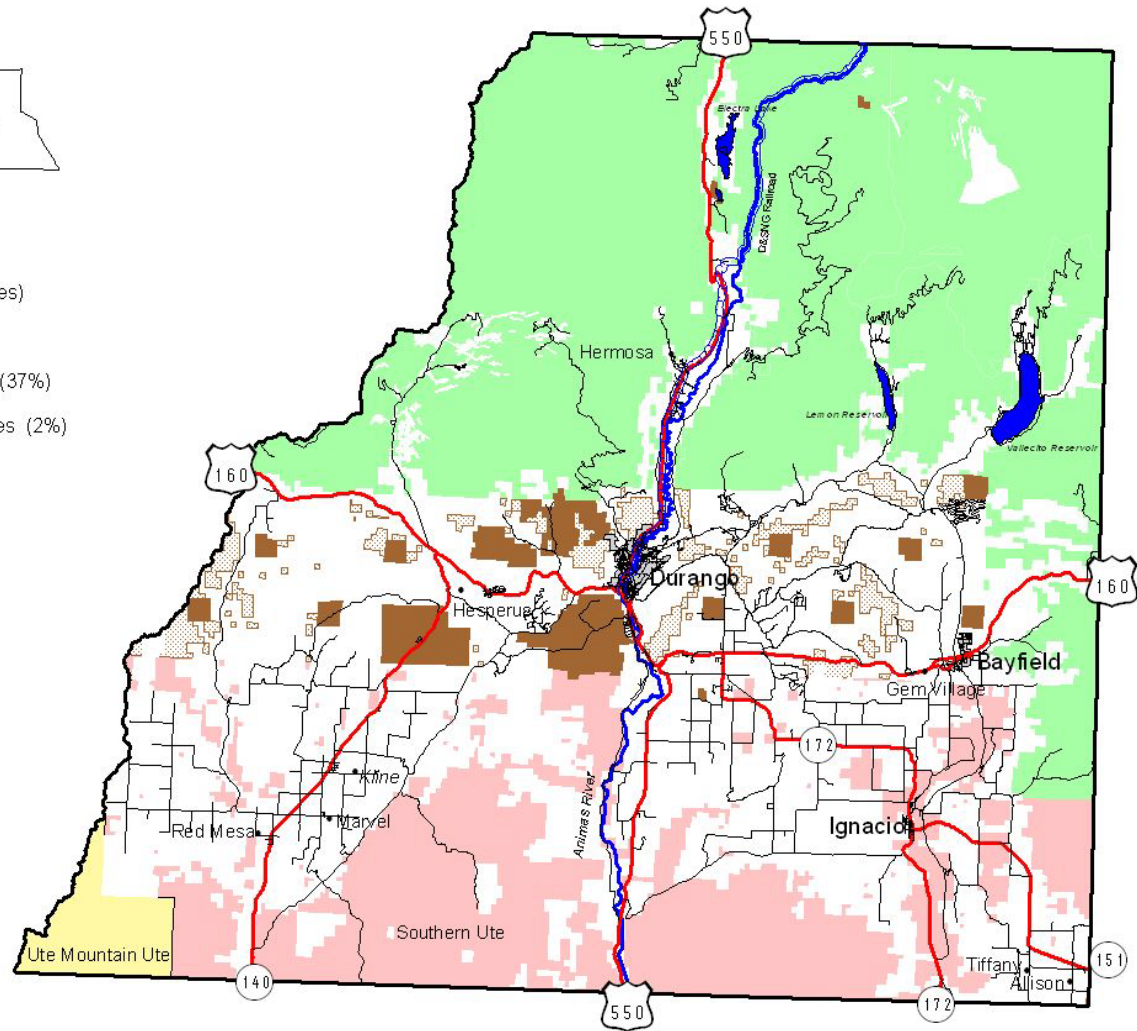


Land Area - 1,088,541 acres (1700sq. miles)

	Private Lands- 433,929 acres (40%)
	San Juan National Forest- 400,370 acres (37%)
	Bureau of Land Management- 21,824 acres (2%)
	State Lands- 26,988 acres (2%)
	Southern Ute Tribe- 179,055 (16%)
	Ute Mtn Ute Tribe - 1,685 (0.1%)



0 1 2 3 4 5 Miles



5. La Plata County

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(3) Public Comments Received (July 15th to August 15th)

- (1) “Looks thorough and well (sic)-thought out. Agree that Bayfield could use the projects outlined.”
- (2) “The estimated livable wage seems low for our region. Can we link the source to that number in the footnotes? "Across all industries the average annual wage is \$47,936. This is only 70% of the estimated livable wage (\$68,120) for two working adults with two children renting a two-bedroom unit." (pg. 5).” **Authors note – citation of the source is found on p.20.**
- (3) “Overall, the CEDS is well-researched and written. The gap (see La Plata Co input) may be the positive impact of "remote" or distributed workers that we are seeing at DurangoSpace (here in Durango) and in La Plata County. These professional women and men can work anywhere and earn higher wages and special money on housing and workspaces to support their work. In addition, the SW Colorado Accelerator Program for Entrepreneurs (SCAPE) has had a positive impact,

including the recent acquisition of MuniRevs by GovOS, that will stay here in La Plata County (SW Colorado) to grow their business and employment base. Both the "remote workers" and distributed professionals (that can work here in SW Colorado, but their companies service clients across the US and the world (in some cases) shift the business models of traditional industries and employment. Issues relate to broadband access, housing costs and transportation options."

KEY HIGHLIGHTS AND PRIORITY ECONOMIC GOALS

“La Plata County will be the premier Rocky Mountain destination to start, own, or grow a business, all while enjoying a superior quality of life.” Stakeholder Vision

Considering the ongoing COVID pandemic, economic recovery is at the top of the list in many community discussions. That emphasis will remain relevant but should include thinking more about how to provide a stronger social safety net for workers. Part of that notion is that the provision of quality, affordable childcare is an issue of primary economic importance. In La Plata County there is a broad-based coalition of educators, policy makers and citizens working on childcare initiatives.¹

The provision of affordable/attainable housing is a key issue in economic development throughout the county. Communities are struggling to provide workforce housing due to the high costs of building and low availability of housing stock, which is at least partially driven by affluent remote workers moving into the area. Housing experts agree that ideally a family should not spend more than one-third of their income on housing costs. Wages and employment in the county are highly dependent on service sector jobs (43% of employment). Many of the jobs in La Plata County are in accommodation and food services, with an average annual wage of \$21,462. Across all industries the average annual wage is \$47,936. This is only 70% of the estimated livable wage (\$68,120) for two working adults with two children renting a two-bedroom unit. The median price for a home in La Plata County in the first quarter of 2021 hit \$499,000, up from \$440,000 in the same quarter in 2020, a 13.4% increase.² And according to a faculty demand study by Fort Lewis College, based on the \$575,000 median sales price of a single-family home in Durango, a household would need an annual income of \$82,000. The average annual salary for a faculty member is \$66,838 and the average annual salary for a staff member is \$51,500.

Addressing homelessness is also an issue, particularly in Durango. According to a recent report homelessness is on the rise. The annual Point-in-Time count (PIT), mandated by the US Department of Housing and Development, found that people who are experiencing homelessness more than doubled in 2019 from the prior year's PIT count (from 91 to 192). This is considered to be an undercount by area agencies who, based on services provided, estimate the number to be closer to 300.³ Housing availability and a network of related services must be strategically aligned to reverse the trend in Durango.

The need for regional infrastructure improvements, including broadband and transportation, are reflected in the number of projects listed in the attached Community Development Action Plan (CDAP 2021). These include investments in roads and bridges as well as multi-modal transportation. In addition, a \$90 M bond issue for School District 9R (Durango) for facility upgrades and reconstruction just passed voter approval and moves towards implementation.

The county has many natural amenities that are also being considered in economic planning processes, recognizing that public lands are an important economic driver. The available natural resources make the county an attractive place to live and work and are a draw to outdoor enthusiasts. There are several proposed initiatives that encourage the appropriate use, development and responsible management of forest health, water, and wildfire risks. These include attracting timber related industries and associated jobs.

¹ https://buellfoundation.org/wp-content/uploads/2020/08/Buell_Report_Digital_Original_Optimized.pdf pages 41-43.

² <https://www.durangoherald.com/articles/bayfield-acts-to-address-housing-costs/>

³ <https://www.durangogov.org/DocumentCenter/View/16571/D-LPC-Strategic-Plan-on-Homelessness---Final>

STRATEGIC PLANNING

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 county. By working with La Plata County stakeholders and communities the following was identified:

Strengths

- Scenic and vast public lands and natural resources
- Lifestyle - climate/weather, sense of community, healthy and active lifestyle, livable communities, high degree of civic engagement
- Highly educated workforce
- Collaborative business community
- Regional hub - health facilities, strong base of goods/services, banking, arts/entertainment/culture
- Tourism and recreational assets
- Fort Lewis College and Pueblo Community College to generate well-educated workforce
- Southern Ute Indian Tribe and their economic success through the Growth Fund
- Infrastructure- regional airport, water, transportation hub
- Having a county level economic development group
- Southern Ute Indian Tribe
- Entrepreneurial orientation
- Lake Nighthorse
- Vital downtown in Durango
- Large and engaged volunteer network
- **Creation of a Wildfire Advisory Board with a strong volunteer presence**
- Overcoming reliance on oil and gas revenues

Weaknesses

- Low paying jobs and economic disparity
- High housing costs
- Lack of telecommunications and broadband infrastructure in rural areas
- Lack of robust transportation networks such as rail and highways
- Lack of transit for commuters
- Underemployment of skilled workers
- Lack of treatment facilities for substance and mental health concerns
- Distance to larger markets such as Denver and Phoenix
- Economic leakage to internet sales and Farmington, NM

Opportunities

- Geographic centrality to other rural markets that serves as a regional “hub”
- Balanced tax base drawing from property and sales tax
- Air Service – continued terminal expansion, increase market share and secure more flights
- Utilizing the area’s quality of life to attract and retain entrepreneurs, creative class talent, and well educated, younger workers
- Development of telecommuter businesses
- Well-educated population contributing to sustainability and growth of anchor businesses and institutions in the community (in areas such as education, health care, higher education, agriculture, etc.)
- Higher Education opportunities– MA/MBA programs, continuing education
- Pipeline of college graduates who would like to stay in the area
- Health care services – adding services, regional medical industries, and medical tourism
- Closing the gap between educational attainment and business needs
- Regulatory environment becoming more responsive to community needs
- Continued improvements to expensive and time-consuming permitting processes
- Natural Resource Management
- Durango’s URA, and other federal and state economic incentive programs that can be initiated throughout the county
- Identification of and cost of land for commercial use
- Economic and community development in Ignacio and Bayfield
- Redevelopment of the La Plata County Fairgrounds

Threats

- Economic and social disruption due to COVID
- Decline of oil and gas development for revenue, jobs
- High dependence on tourist & service industries
- Dependent populations outnumbering working age population
- Drought, wildfires, and beetle kill, which add ancillary costs to government budgets and homeowners (i.e., insurance), and threaten neighborhoods and key infrastructure
- Volatility of business cycle
- Potential for urban sprawl to impact the natural environment and tourism assets
- High housing costs and lack of diverse housing inventory
- Outmigration of working-class population
- Inadequate broadband infrastructure
- Disparity of access to high-speed internet
- Balancing local control with state regulation
- Ability to retain local businesses
- Finite water supply for development

STRATEGIC DIRECTION – La Plata County Priorities and Projects

La Plata County priorities and projects are developed through review of current projects, planning documents, small group discussions and interviews with community stakeholders, and those working on community projects. The CDAPs are presented at various community and public meetings and distributed for public comment for a period of one month. The CDAP has a total of 63 projects that were approved by the County Commissioners on September 14, 2021, signed by Marsha Porter-Norton – Chairwoman. The La Plata CDAP is included in this document on page 23.

The CDAP projects were aligned with the [State Rural Economic Blueprint](#). Priorities from the State Blueprint are assigned to specific projects in the CDAP. Priorities are numbered below for reference rather than level of importance.

1. **Leverage the Unique Assets of Rural Colorado**
2. **Save Coloradoans Money on Healthcare**
3. **Fulfill Every Child's Potential**
4. **Support Local Community Success in Energy Transmission**
5. **Make Critical Investment in Community Infrastructure**
6. **Invest in Roads and Bridges**
7. **Build on Successful Economic Development Programs**
8. **Community Identified Priorities – this was added for projects aligned more closely with local economic priorities**

The CDAP projects were also linked to six resiliency strategies identified in the [Colorado Resiliency Framework](#), which addresses potential and interrelated economic, social, and environmental risks and vulnerabilities. Abbreviations are listed next to the strategies in the CDAP along with a number representing the supporting strategy. Please refer to the Colorado Resiliency Framework for details.

1. **Future Ready Economy & Workforce (EW)**
2. **Climate & Natural Hazard Resiliency (CN)**
3. **Building & Infrastructure Sustainability (BI)**
4. **Agriculture & Food Security (AF)**
5. **Housing Attainability (HA)**
6. **Community Capacity (CC)**
7. **Internal to Community (IC) - this was added for projects aligned more closely with local resiliency strategies**

1: Leverage the Unique Assets of Rural Colorado

Linkage – Agriculture & Food Security (AF), Building & Infrastructure Sustainability (BI), Climate & Natural Hazard Resiliency (CN), Community Capacity (CC), Future Ready Economy & Workforce (EW)

Projects:

1. Infrastructure development for support of the designation of an "Economic Development Area" in proximity of the airport (CDAP #30, Resiliency CN1).
2. Implement initiatives that encourage the appropriate use, development and responsible management of natural resources including protection, preservation, and restoration (CDAP #31, Resiliency CN2).
3. Re-write Chapter 90 of the County Code (Natural Resources) (CDAP #32, Resiliency BI4).
4. Implement food systems planning and coordination at the food system and community level (CDAP #33, Resiliency AF1, AF5).
5. Stabilization and preservation of the Old Main Post Office (CDAP #36, Resiliency B15).
6. Service extension to serve "Economic Development Areas" as defined in the Land Use Code (CDAP #41, Resiliency BI4).
7. Create Rural Water System for West Side of County (CDAP #42, Resiliency BI4, CN2).

8. Pursue mitigation efforts to protect the Wildland Urban Interface (CDAP #45, Resiliency BI4, CN4).
9. Forest Health, Water and Wildfire Risks (CDAP #46, Resiliency CN3).
10. Develop Durango Mesa Park phase 1 (CDAP #47, Resiliency EW4, CC3).

2: Save Coloradoans Money on Healthcare

Linkage – Community Capacity (CC), Internal to Community (IC)

Projects:

1. Expand Mercy Regional Medical Center Heart & Vascular Care (CDAP #34, Resiliency IC).
2. Expand Mercy Regional Telemedicine Service (CDAP #35, Resiliency CN4, CC3).

3: Fulfill Every Child's Potential

Linkage – Building & Infrastructure Sustainability (BI), Community Capacity (CC), Future Ready Economy & Workforce (EW)

Projects:

1. Homegrown Talent Initiative-Durango High School (CDAP #63, Resiliency EW).
2. Implement Bond Measures for Durango Schools (CDAP #64, Resiliency BI1, CC3).

4: Support Local Community Success in Energy Transmission

Linkage – Climate & Natural Hazard Resiliency (CN), Community Capacity (CC)

Projects:

1. Implement initiatives that encourage the appropriate use, development and responsible management of natural resources including protection, preservation, and restoration (CDAP #31, Resiliency CN2).
2. Re-write Chapter 90 of the County Code (Natural Resources) (CDAP #32, Resiliency CN4, CC3).
3. Service extension to serve "Economic Development Areas" as defined in the Land Use Code (CDAP #41, Resiliency CN4).

5: Make Critical Investment in Community Infrastructure

Linkage – Building & Infrastructure Sustainability (BI), Community Capacity (CC), Housing Attainability (HA), Climate and Natural Hazard Resiliency (CN), Future Ready Economy & Workforce (EW), Internal to Community (IC)

Projects

1. Infrastructure development for support of the designation of an "Economic Development Area" in proximity of the airport (CDAP #30, Resiliency CN1).
2. Expand Mercy Regional Telemedicine Service (CDAP #35, Resiliency CN4, CC3).
3. Downtown Bayfield (CDAP #2, Resiliency BI1, BI5).
4. Major Employer with Primary Jobs in Bayfield (CDAP #3, Resiliency EW1, EW4).
5. Recruit National Chain Retail Stores to Bayfield (CDAP #4, Resiliency EW4).
6. Complete Fox Farm Village in Bayfield (CDAP #5, Resiliency HA).
7. Improve Storm Drainage in Bayfield (CDAP #6, Resiliency CN2, CN4).
8. Fiber Optic Backbone in Town of Bayfield (CDAP #7, Resiliency EW1).
9. Affordability & Economic Opportunity (CDAP #10, Resiliency HA1, HA2).
10. Affordable & Attainable Housing Development for Families & Workforce (CDAP #24, Resiliency HA1, HA2, HA3).
11. Improved Infrastructure with Future Vision & Planning (CDAP #26, Resiliency EW1, CC3).
12. Manageable Utility Rates through Independence or Adjustment (CDAP #27, Resiliency CN4, HA4, CC3).
13. Revitalization of the Regional Housing Alliance (CDAP #37, Resiliency HA1, HA2, HA3, HA4).
14. Secure funding for upgrades for County roads experiencing increased traffic (CDAP #39, Resiliency IC).
15. Support Special Districts in meeting service requirements within their defined service areas (CDAP #40, Resiliency BI1).
16. Rural High-Speed Connections & Fiber (CDAP #48, Resiliency EW1, BI6).

17. La Plata County - Durango Strategic Plan on Homelessness 2020 (CDAP #62, Resiliency HA1, HA2).
18. Implement Bond Measures for Durango Schools (CDAP #64, Resiliency CC, BI1).

6: Invest in Roads and Bridges

Linkage – Building & Infrastructure Sustainability (BI)

Projects

1. Construct Intersections for Bayfield Parkway/US 160 East & West of Bayfield (CDAP #8, Resiliency BI1).
2. Mobility: Accessibility, Transit, Transportation System (CDAP #15, Resiliency BI1).
3. Sanitation: water, sewer, stormwater, solid waste, recycling (CDAP #16, Resiliency BI1).
4. US 160 West Diamond Grind- 21750 (CDAP #19, Resiliency BI1).
5. US 550 and 30th Street Durango (CDAP #20, Resiliency BI2).
6. SH 172 at County Road 318- 21015 (CDAP #28, Resiliency BI1).
7. Southwest Colorado US 550-US 160 Connection South Design-Build Project (CDAP #51, Resiliency BI1).
8. US 550 intersection and pedestrian improvements from 9th Street to 12th Street in Durango (CDAP #52, Resiliency BI1).
9. US 160 and CR 225 intersection improvements (roundabout and safety improvements) Durango (CDAP #53, Resiliency BI1).
10. US 160 Elmore's East improvements including widening, access improvements, and wildlife mitigation (CDAP #54, Resiliency BI1).
11. US 160 Dry Creek improvements including widening, new structures, realignment of CR 223, shoulder widening, and access consolidation (CDAP #55, Resiliency BI1).
12. US 160 safety and mobility improvements including passing lanes, turn lanes, shoulders, and wildlife mitigation from CR 225 to Dry Creek (CDAP #56, Resiliency BI1).
13. Outrider stops and shelter improvements in Durango, Mancos, Cortez, Dolores, and Rico (CDAP #57, Resiliency BI1).
14. Outrider bus service between Durango and Pagosa Springs (CDAP #58, Resiliency BI1).
15. Outrider bus service between Durango and Dove Creek (CDAP #59, Resiliency BI1).
16. Durango Transit Zone 7 route expansions from city limits to Durango/La Plata County Airport, Hermosa, Durango West, Hesperus, and Edgemont (CDAP #60, Resiliency BI1).

7: Build on Successful Economic Development Programs

Linkage – Community Capacity (CC2), Future Ready Economy & Workforce (EW)

Projects

1. Implement food systems planning and coordination at the food system and community level (CDAP #33, Resiliency AF1, AF5).
2. Stabilization and preservation of the Old Main Post Office (CDAP #36, Resiliency B15).
3. Forest Health, Water and Wildfire Risks (CDAP #46, Resiliency CN3).
4. Develop Durango Mesa Park phase 1 (CDAP #47, Resiliency EW4, CC3).
5. Downtown Community Revitalization & Business Development (CDAP #22, Resiliency EW3, CC2, CC3).

8: Community Identified Priorities

Linkage – Internal to Community

Projects

1. Plan Bayfield 2018 (CDAP #1, Resiliency IC).
2. City of Durango Strategic Plan 2021 (CDAP #9, Resiliency IC).
3. Diversity, Equity Inclusion (CDAP #11, Resiliency CC1).
4. Enhanced Livability & Sense of Place (CDAP #12, Resiliency IC).
5. Environmental & Social Sustainability (CDAP #13, Resiliency IC).
6. Aviation (CDAP #17, Resiliency IC).
7. Asset Management and Facility Needs (CDAP #18, Resiliency IC).

8. Town of Ignacio Strategic Plan 2021-2023 (CDAP #21, Resiliency IC).
9. Community Engagement & Collaboration (CDAP #23, Resiliency CC2).
10. Stable & Effective Organizational Leadership (CDAP #25, Resiliency CC1, CC2, CC3).
11. La Plata County Comprehensive Plan 2017 (CDAP #29, Resiliency IC).
12. Add Airline Flight(s) & Round-Trip Routes at Durango-La Plata County Airport (CDAP #49, Resiliency BI1).
13. Continue Capital improvements to Durango/ La Plata County Airport (CDAP #50, Resiliency BI1).
14. Southern Ute Indian Tribe CEDS 2018-2022 (CDAP #61, Resiliency IC).
15. Facilities assessment for highest and best use of underutilized county properties (CDAP #65, Resiliency IC).

EVALUATION FRAMEWORK

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

Performance Measures

1.CDAP Project Completion 2001 - 2020

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

La Plata County

Projects Completed Between 2001-2016

Established 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
Adopted County Trail Plan
La Plata County Fairgrounds Redevelopment
Completed Durango Community Recreation Center
Ignacio Volunteer Emergency Squad Building
Fire Protection District's Consolidation Study
Livestock Processing Facility
Construction of Fort Lewis College Child Development Center
Construction of Mercy Regional Medical Center Facilities
Provide additional space for La Plata County Road and Bridge Maintenance Shops
Assisted the Durango Silverton Narrow Gauge and Durango Mountain Resort
Sunshine Gardens Expansion
Miles for Smiles Mobile Dental Clinic
Construction of New Bayfield Town Hall
Construction of Crossroads Psychiatric Facility
Opened Boys & Girls Club in Durango
Construction of Senior Center in Bayfield
County Jail Expansion
Upgraded and Expanded Senior Center in Durango

Established Durango Community Learning Center Partnership (The Commons Building)
Provide Transit between Durango and Bayfield
City of Durango Comprehensive Plan
Enhance Fort Lewis College *Econometer* Publication
Construct City of Durango Transit Center
Expand Bayfield Sanitation District
Expanded Regional Air Service
Van Den Berg Metro District Improvements
Add 4th lane to Farmington Hill
Permanent Facility for Bayfield Early Education Program
Implementation of Children Youth & Family Master Plan
Renovate historic power plant into Durango Discovery Museum
Emergency Operations Plan completed for Pandemic and Emergency Planning and Preparedness
Install Electronic Medical Records System (EMR) at Mercy Regional
Develop La Plata Health Care Strategic Plan to Meet Primary Health Care Needs for Underserved
Completed Ignacio Area Corridor Access Plan
Complete runway extension, reconstruction of terminal roads & general aviation parking apron at Durango / La Plata County Airport
Expanded Recycling Services in Durango (single stream)
Addressed infiltration in Bayfield Wastewater collection system
Completed storm and wastewater system in Bayfield
Decommission Wastewater lagoons, Bayfield
Construct new Middle School in Ignacio
Formalized a donated medical care program for indigent populations (La Plata Integrated Care)
Complete Smith Sports Complex at FLC
Completed redevelopment of the Whitewater Park in Durango
Welcome Center relocated to downtown Durango
Installed photovoltaic Solar Power System on Bayfield Senior Center
Completed Energy Efficient lighting retrofits on Animas River Trail
Hired full-time Durango Central Business District Director
Completed Animas River Access Corridor Plan
Completed Lightner Creek Bridge Replacement, 24th St. Bridge
Complete Phase 3 gas line replacement
Medical Clinic opened in Bayfield
Updated Durango Land Use Development Code
Replace Greyhound route between Durango & Grand Junction
Expanded parking and Departure Lounge at Durango/LaPlata County Airport
Recruited Grocery, Pharmacy & General Merchandise

Projects Completed Between 2016-2018

Business Development

- Completed Wayfinding and Signage Plan – Bayfield
- Completed Business Park Feasibility Study – Durango/La Plata County
- Pursue Major Employer with Primary Jobs – Tailwind Nutrition relocated to Bayfield
- Revitalize Downtown Ignacio – designed streetscape plan, implemented first steps of IACAP project at Ute Street one-way, promoted business façade improvement loan program.

Education

- Completed Geo Physical Sciences Building at Fort Lewis College
- Constructed New Intermediary School Facility in Bayfield (acquired BEST Grant and voters approved property tax increase in 2016).

Health & Human Services

Update 2021

- Constructed Hospice Care Facility & Patient Family Residence - Mercy Regional Medical Center
- Create a Health Information Exchange - Mercy Regional Medical Center.

Housing

- Analyzed Housing Issues within the City of Durango, adopted Housing Plan

Land Use

- Created 11 Character Districts within the City of Durango
- Revised & Updated the Town of Bayfield Comprehensive Plan
- Updated the City of Durango Comprehensive Plan
- Updated the La Plata County Comprehensive Plan.

Parks & Recreation

- Completed Development of SMART 160 Trail Section in Durango – Crader, Animas River Trail to Farmington Design
- Developed Park, Open Space & Trails Master Plan in Bayfield
- Developed & Opened Lake Nighthorse for Recreation – Durango.

Public Infrastructure

- Completed Federal Courthouse Remodel in Durango
- Completed Remodel of Former Vectra Bank to be new County Administration Building
- Developed Southwest Regional Recycling Facility
- Explored Improvements & Possible Relocation of Multi-Agency Gun Range (study completed in 2017 did not reveal a viable site)
- Identified & Improved Accessibility for Persons with Disabilities – N. Main handicapped ramp project 17th – 33rd streets and Safe Routes to School Needham Connect Phase I in Durango
- Implemented Partial North Main Mobility Plan Phases – restriped roads to improve bike & pedestrian safety, completed N. Main Character District Plan
- Installed Water Reuse System at Wastewater Treatment Facility – Bayfield
- Waterline Replacement & Water Isolation Valve Project – Bayfield.

Transportation

- Pedestrian and Bicycle Improvements Needham Connect Phase I - Durango
- Reconstruct CR 320 to Urban Standards – Ignacio
- Replace Twin Bridges on Bayfield Parkway & Install Pedestrian Bike & Walking Underpass & Path Extension – Bayfield
- CR 302 Mill & Overlay – County
- Intersection Improvements (25 + paved approaches at County Roads and State Highways) – County.

Projects Completed Between 2018-2020

Business Development

- Revitalize Downtown: updated welcome signage, prioritized revitalization, and beautification – Ignacio
- Determine Feasibility of Industrial Business Park Locations & Infrastructure.

Education

- Respond to regional school district and community priorities for college and workforce training: Pueblo Community College of SW Colorado increased concurrent enrollment in Durango 9-R high schools with the opening of Durango Site. Developed & delivered FLEXible delivery to all students due to COVID-19 so students could attend in person or from home. Opened PCC Bayfield Site in September 2019.

Update 2021

Housing

- Provide Second Mortgage Loans for Low & Moderate Families in La Plata County (Homesfund)
- Energy efficient improvements on homes in La Plata County (4CORE)

Land Use

- Continue Character District Projects within the City of Durango: North Main, Camino Del Rio and South Fork Character Districts are completed. College & 8th Character District were slated for completion but were delayed due to COVID.
- Revise the City of Durango Sign Code: update completed in 2019
- Revise & Update the La Plata County Land Use Code
- Implemented emergency watershed protection program

Public Infrastructure

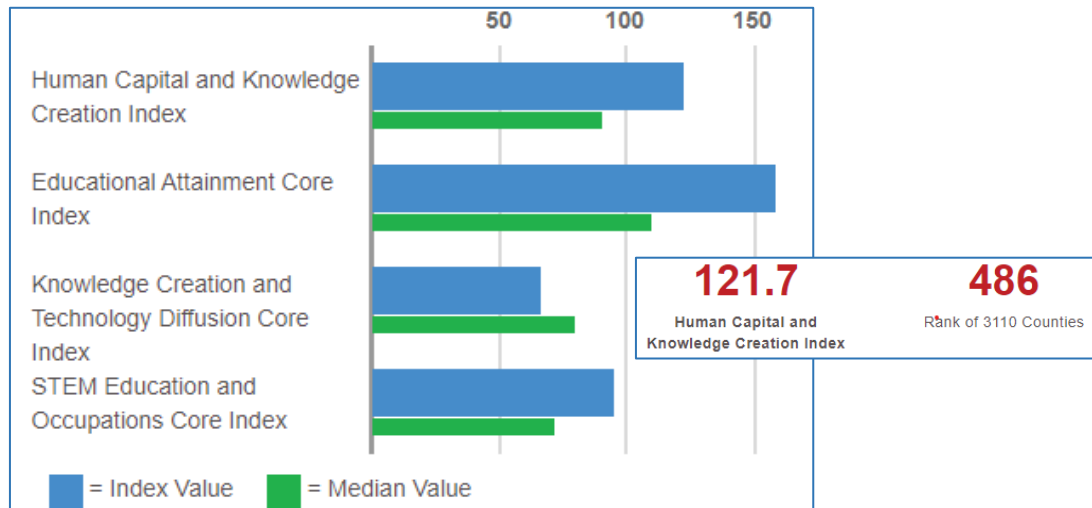
- Complete Feasibility Study & Develop a Plan for Installation of Solar Arrays at City Facilities-Durango
- Complete Municipal Wastewater Treatment System & Plant in Durango
- Replace Greenmount Parks Shop-Durango
- Improve Storm Drainage in Durango-Phase I completed
- Complete County Facilities Master Plan Projects: Remodel Courthouse facility to better serve state and federal needs. Construct building for the Assessor/Clerk/Treasurer offices. Remodel the old National Guard Armory to house Sheriff's office staff and Search and Rescue personnel. Remodel county administration building
- Implement Master Plan for La Plata County Multi-Use Events Center: Secure site for multi-use event center. Develop recreational and event space and facilities.

Transportation

- CR 502 Box Culvert project: Replace two irrigation culverts with box culverts – Bayfield
- Connect Pedestrian & ADA Facilities: Improved access, safety, and connectivity – Durango
- Complete Phase II Pedestrian & Bicycle Improvements in Durango: Improve access and safety for pedestrian and bicycles around Needham Elementary.

2. La Plata County Human Capital and Creation Index

<https://www.statsamerica.org/>

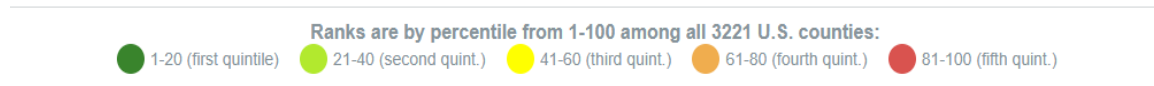


Measure	Index	Rank
📍 "Salad Days" Population Growth (Ages 25-44)	186.1	247
Educational Attainment Core Index	158.2	94
📍 High School Attainment (Ages 18-24)	161.2	549
📍 Some College, No Degree (Age 25+)	140.3	894
📍 Associate Degree (Age 25+)	92.7	1,728
📍 Bachelor's Degree (Age 25+)	199.2	55
📍 Graduate Degree (Age 25+)	197.6	118
Knowledge Creation and Technology Diffusion Core Index	66.1	1,869
📍 Patent Technology Diffusion	119.7	909
📍 University-Based Knowledge Spillovers	0.0	2,124
📍 Business Incubator Spillovers	78.7	1,874
STEM Education and Occupations Core Index	94.9	851
📍 STEM Degree Creation (per 1,000 Population)	95.9	250
📍 Technology-Based Knowledge Occupation Clusters	97.4	1,549
📍 High-Tech Industry Employment Share	91.6	1,449

Human capital and knowledge creation affect the degree to which a county's labor force can engage in innovative activities. Growth in a county's workforce ages 25 to 44 signifies that a county is becoming increasingly attractive to younger (arguably more energetic) workers—those more likely to contribute to innovation. Counties with high levels of human capital are those with enhanced knowledge, measured by educational attainment, patent diffusion, knowledge spillover, business incubator presence, STEM degree holders and occupations, and the share of high-tech employment. Higher levels of human capital are associated with higher levels of innovation and faster diffusion of technology.

3. La Plata County Economic Performance compared to all Other U.S. Counties

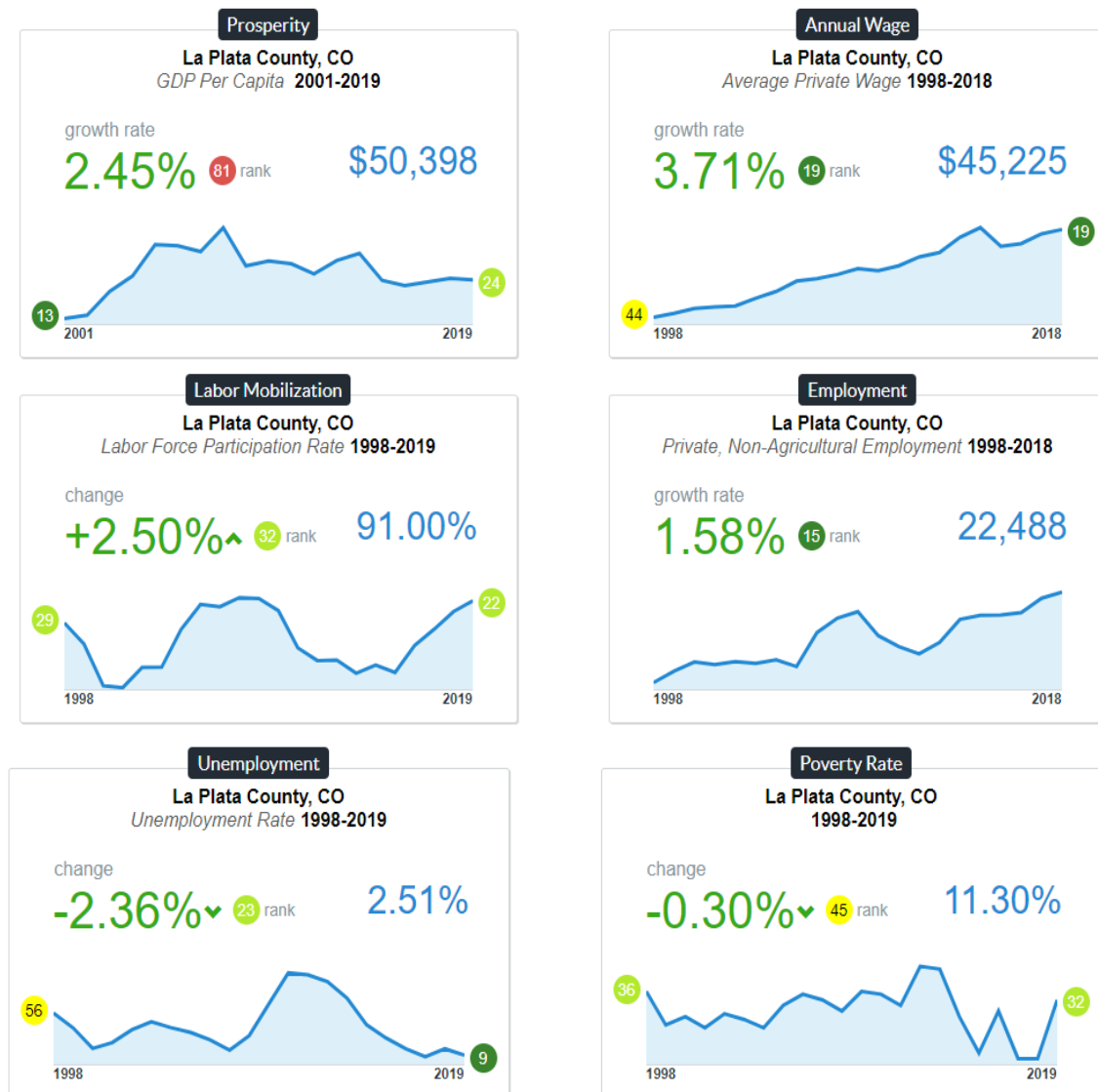
https://clustermapping.us/region/county/la_plata_county_co/performance



Performance

Regional economic performance can be measured by indicators of overall performance directly related to the standard of living in a region, as well as intermediate indicators of economic activity that may or may not translate into a region's standard of living.

Outcomes



SUMMARY BACKGROUND

History and Economic Trends

The planning and management area of Region 9 includes two Indian reservations, including the Southern Ute and the Ute Mountain Ute Indian Tribes. A portion of the Southern Ute Reservation (125,706 acres) lies within La Plata County, as does a portion of the Ute Mountain Ute Reservation (1,685 acres).

Historically, the Utes roamed throughout the Four Corners and Western Colorado in several distinct hunter-gatherer bands. The Southern Ute divisions were the Muache, Capote, and Weeminuche. As a result of the Dawes Act in 1887, and the subsequent Act of 1895, the previously defined Southern Ute reservation lands were broken into two distinct units. Most of the Muache and Capote Utes accepted farming allotments in the eastern portion, which became known as the Southern Ute Indian Reservation with agency headquarters at Ignacio, in La Plata County. The Weeminuche Utes, led by Chief Ignacio, refused to accept allotments, and moved to the western portion, which became known as the Ute Mountain Ute Indian Reservation with agency headquarters at Towaoc, in Montezuma County.

Southern Ute Indian Tribe

The Southern Ute Tribal enrollment is currently about 1,500, with most of the members living on the reservation. The reservation land base includes 750,000 acres, seven major rivers, and the Navajo State Park. Tribal headquarters are located adjacent to the Town of Ignacio, in La Plata County.

Over the past 25 years, the Southern Ute Indian Tribe has become a major player in the local, state, and national economy. The Tribe is aggressively creating and operating new businesses both on and off-Reservation in the areas of oil and gas production, natural gas gathering, real estate development, housing construction, sand and gravel products, media, and gaming. The Tribe currently is the largest employer in La Plata County. The Sky Ute Lodge and Casino opened in 2008. Through contributions of a percentage of its annual gaming revenue, the Tribe is a supporter of many area non-profit organizations. The Southern Ute Growth Fund was started in 1999 and has investments spanning America and Canada. The Growth Fund reports a portfolio of over \$1 billion. In summary, Tribal activity, including gaming, generates millions of dollars per year in La Plata County, in direct and indirect economic activity. The Tribe has prepared its first CEDS (2018 – 2022) with strategies for economic growth and diversification.

Ute Mountain Ute Indian Tribe

The Ute Mountain Ute Tribe's land is in southwest Colorado and eastern Utah and covers 910 square miles. The land is held in trust by the United States Government. The Tribal enrollment in 2019 was 2,134 with most of the members living on the reservation in Towaoc, Colorado (Montezuma County), and in White Mesa, Utah. The Tribal census shows the largest percentage of the members are in their early twenties and younger.

The Ute Mountain Ute Tribe is a major contributor to the regional economy. In 2019, the Tribe was one of the largest employers in Montezuma County with ~1,300 jobs in all aspects of tribal government and operations, and at their Ute Mountain Casino and RV Park. The Colorado Ute Water Settlement Act of 1988 mandated, through the building of the Dolores Project and McPhee Reservoir, that drinking, and irrigation water be provided to the reservation. This has dramatically expanded farming and ranching operations. Other tribal resources include income from oil and gas wells, and tribal enterprises that revolve around tourism such as the Tribe's Ute Mountain Ute Tribal Park and the Ute Mountain Indian Trading Company & Gallery. The Tribe has updated their *Ute Mountain Ute Tribe Comprehensive Economic Development Strategy* (2019 - 2024).

Durango

The county seat of Durango was established in 1881. The historic district of downtown Durango was platted by the railroad that established the narrow-gauge Denver and Rio Grande Railroad. Durango became a rail hub because it had the combination of the Animas River and nearby coal sources needed to fuel a smelter and coal driven steam engines to process ore from the mines in San Juan County. With the dedication of the "Million Dollar Highway" in July of 1924, the transportation of gold, silver, lead, copper, and zinc moved from the narrow-gauge train to Highway 550 which connects Durango to Silverton.

Beginning in the late 1950s, the rail line that had carried ore down from Silverton began, instead, to carry tourists up from Durango to enjoy the spectacular scenery. Train ridership was 1 in 2015; a portion of these trips were to seasonal destinations short of Silverton, i.e., the Great Pumpkin Patch and the Polar Express. Durango also developed as a hub for other modes of transportation. Durango is at the intersection of Highway 160, the major east-west arterial in Southwest Colorado and Highway 550 a major north-south arterial in southwest Colorado. Durango / La Plata County also developed the most extensive air hub in southwest Colorado. Because of its location within the larger region, Durango has become a tourist crossroads and regional trade center

Bayfield

The early residents of the Pine River Valley were the Ute Indians. Their descendants are still in the area, primarily on the Southern Ute Reservation and in the Ignacio area at the south end of the valley. The Pine River Valley was settled by non-Native Americans in the late 1800s. The first cattle were brought into the valley in 1875. The area gradually opened as ranchers discovered the fertile valley. Much of the land was homesteaded by squatters' rights.

The Town of Bayfield was incorporated in 1906. The town has experienced the tragedies of fire (1902, 1905, 1920, and 1946) and floods (1911, two in 1927, and 1957). After the floods of 1927, a proposal was written for a dam on the Pine River for flood control and irrigation. Vallecito Dam was built in 1939 and its lake now provides recreation as well as flood control and irrigation.

Bayfield has since served as a supply town and social center for area farmers and ranchers, and more recently as a bedroom community for Durango. It has remained a quiet town, riding the booms and busts that are typical of Colorado's economy. In recent years, it has experienced rapid growth and has become the fastest growing municipality in southwestern Colorado.

Ignacio

The early residents of the Ignacio area were the Ute Indians, primarily the Weminuche band. Their traditional territory extended west of the continental divide to the Blue Mountains and canyon lands of south-east Utah, and north of the San Juan River, which generally marked their boundary with the Navajos. Although the boundaries of the Ute Reservation have changed with the passing of various treaties, the original "Ignacio Agency" for the Southern Ute Tribe was founded in 1877 amidst a permanent population of Spanish Americans (Hispanics), Navajos, Paiutes, Anglos and Jicarilla Apaches living in the area. Within a few months of the founding of the Ignacio Agency a greater influx of Spanish American settlers arrived from communities in northern New Mexico and the San Luis Valley to the east. In 1913, Ignacio was incorporated.

At present Ignacio remains a tri-ethnic community, composed of Southern Utes, Hispanics, and Anglos. Today the town serves as a supply center for the surrounding reservation and ranches and is a crossroads for the gas and oil industry. The Southern Ute Tribal headquarters is located just north of the town limits and provides administration and services to tribal members. Services and facilities provided by the Tribe are, for the most part, separate from those provided by the Town of Ignacio and are not specifically addressed in this profile.

La Plata County Government

La Plata 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, Coroner and Surveyor. 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 10 elected officials the county budgeted for a staff of 422 in 2021.

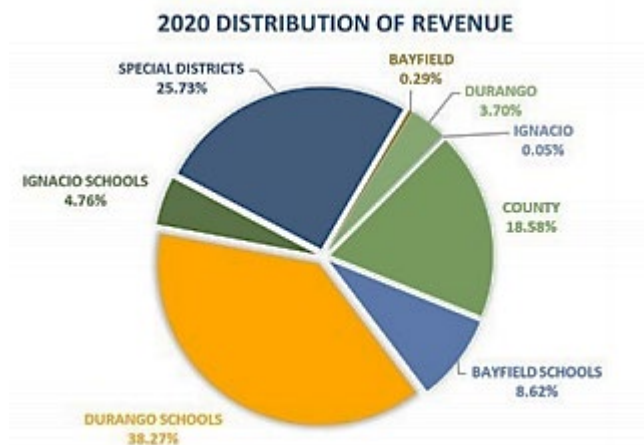
Expenditures

La Plata County provides many different services to its citizens, including public safety, roads and bridges, and health and welfare. Estimated expenditures for La Plata County total \$115,202,100 for 2021. ⁴

Revenues

The County expects to receive revenues of about \$85,730,807 in 2021. Approximately \$20 million, or 25.67%, will come from non-local tax sources such as federal and state funding for social service programs, highway users' taxes, grants and sales taxes generated by visitors to the county. The balance of \$41 million will come from sales and property taxes paid by local citizens.

Property tax revenues are distributed among municipalities, school districts and special districts (i.e., fire protection and sanitation). Special Districts set additional tax levies.



Infrastructure and Services

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

Natural Gas - Most of the county is served by Atmos Energy or various propane distributors. The Town of Ignacio owns and operates its own natural gas distribution system.

Water - Durango and Bayfield have municipal water systems. Ignacio contracts water through the Southern Ute Tribe. Other residents are served by several other rural water districts, such as Forest Lakes Metropolitan District, La Plata Archuleta Water District and Lake Durango Water District, or have their own wells.

Wastewater - Durango and Bayfield have municipal wastewater systems. Ignacio contracts wastewater treatment through the Southern Ute Tribe. Others are served by rural water or sanitation districts or have their own septic systems.

Solid Waste - Most of the area is served by Waste Management and Phoenix Recycling. The City of Durango also provides trash pickup and curbside recycling services for City residents. WCA (Waste Corporation of America) operates the Bondad landfill in the southern part of the county. La Plata County offers two Transfer Station locations for trash and recycling drop off.

⁴ <https://cms9files.revize.com/laplatacounty/assessor/Abstract%20of%20Assessment/2020%20Pamphlet%203.pdf>
5 – La Plata County CEDS

Police & Fire Departments - Durango, Bayfield, Ignacio, and the Southern Ute Tribe each have police personnel. The balance of the county depends on the Sheriff's Department. For fire protection, the Durango Fire Protection District serves Durango, Hermosa, and Hesperus areas; Upper Pine River Fire Protection District serves, Bayfield, Forest Lake and Vallecito Lake area; Los Pinos Fire Protection District serves Ignacio, Allison, and Tiffany(southeastern La Plata County); and Fort Lewis Mesa Fire Protection District serves Breen, Marvel, Kline (western La Plata County).

Telecommunications - There are a variety of providers that serve the county.

Medical Facilities - Mercy Regional Medical Center provides ICU/critical care/cardiology services that are available 24 hrs. a day, 7 days a week. Mercy is a Level III trauma center and is licensed for 82 private beds. The privately owned Animas Surgical Hospital provides facilities for surgeries and outpatient care, diagnostic imaging, urgent care and operates an emergency room. There are numerous medical practices in the various municipalities.

Business Parks - **Durango** (Bodo Industrial Park, the Durango Tech Center, Animas Air Park and Rancho Vellido Phase I & II {Grandview}). The Airport Business Park is in "preliminary approval" status; the conceptual plan has been approved, but no development agreement has been made. La Plata County, the City of Durango and property owners on CR 213 are studying economic benefits of creating a Business Park on CR 213, east of Animas Air Park. **Bayfield** (Bayfield Business Center): **Ignacio** (No business parks).

Major Employers - 2019 Top 10 Employers: Southern Ute Indian Tribe (1,545), Mercy Regional Medical Center (941), Purgatory Recreation Management LLC (850), Durango School District 9-R (788), Fort Lewis College (680), La Plata County (395), Bayfield School District #10 (390), City of Durango (354), Walmart (322), Rocky Mountain Chocolate Factory (190). Data Source: Region 9 Economic Development District.

Recreation Facilities – (2020) **Durango** community facilities include soccer fields, baseball and softball fields, tennis courts, skate park and whitewater park. Facilities at Chapman Hill include a refrigerated ice-rink as well as a ski hill. Durango has a 71,560 square foot community recreation center. There are 8 access points to the Animas River. Durango has over 93 miles of soft surface trails and 14.5 miles of hard surface trails. Durango has 38 parks comprising 288 acres and 3,001 acres of open space. Data Source: City of Durango.

Bayfield community facilities include a community gymnasium and a senior center. Joe Stephenson Park includes a playground, baseball fields, a skate ramp, and a soccer/football/track field. Other athletic fields (football, baseball) are at the High School. Recent additions include a trail system. Bayfield has 6 parks. Bayfield is considering adding some white-water rafting features.

Ignacio community facilities include access to the SunUte Community Center with a gymnasium, fitness and aquatic facility, and the Town Park. Ignacio has 2 parks, used for Baseball leagues in the summer and the Youth Football League in the fall. There are picnic tables and grills, a tennis court (being re-built) with a basketball hoop at one end for half court play, a short River Trail, and children's play equipment. Ben Night-horse Community Park has a large playing field for running, ball throwing, etc., and children's play equipment. There is a standalone basketball court at the south end of downtown.

Throughout the county there are surrounding public lands as well as several school athletic fields including Fort Lewis College.

Housing – (2020) In La Plata County the median price for a residence was \$499,000; in town for Durango the median was \$878,000; and in town Bayfield the median was \$399,000. Data Source: Durango Area Association of Realtors®

Child Care Availability – (2020) In La Plata County there are 44 licensed childcare programs with 1,201 Total Slots (Ages 0-5). Data Source: Childcare Resource and Referral.

Long term care facilities - (2020) There are 5 facilities with a total of 266 beds, 169 are in skilled nursing facilities and 97 are in assisted living facilities. Data Source: San Juan Basin Area Agency on Aging

Estimated number of persons without health insurance – 4,619, 8.4% [ACS 2015-2019 US Census Bureau]

Demographics

Population – Between 2010 and 2019, La Plata County grew from 51,441 to 56,272 people, with most of the growth occurring in Bayfield and Durango. Ignacio saw slower growth, as did unincorporated areas of the county. These population figures, however, do not reflect the large number of seasonal visitors, many of whom own 2nd homes in the county.

	2010	2019	Ann. Avg % Change 2010-19
La Plata	51,441	56,272	1.0%
Bayfield	2,357	2,708	1.6%
Durango	16,901	19,117	1.4%
Ignacio	699	718	0.3%
Unincorporated	31,484	33,729	0.8%

Source: Colorado State Demography Office

Population growth in the county was 37% natural causes (births and deaths), and 63% net migration. The population is expected to grow at a moderate rate through 2035.

Other pertinent demographics of La Plata County are provided by the American Community Survey (ACS 2018) <http://www.census.gov/acs/www/>. Median home price is from Local MLS (2019).

Median Age	39.9
Working from Home	8%
Median Household Income	\$ 64,372
Median Home Price	\$ 385,000
Homeownership	71%
Non-white Population	12%
Poverty Rate	9%
Bachelors Degree or Higher	44%

Snapshot of the Local Economy

Unemployment Rates

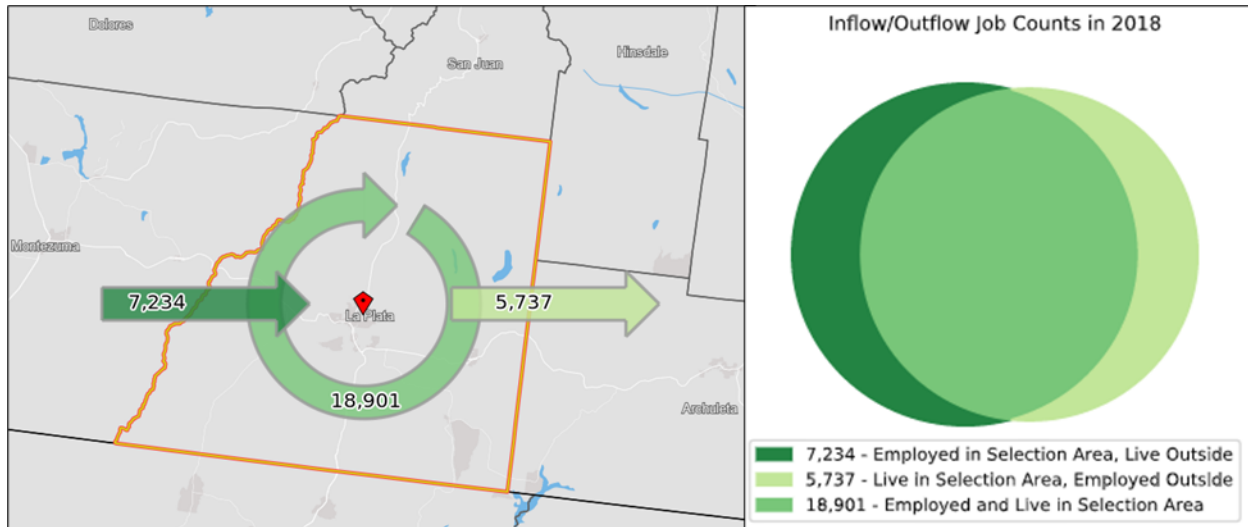
Unemployment Rates 2019				
Location	Labor Force	Employed	Unemployed	Unemployment Rate
USA				3.9%
Colorado				2.8%
Archuleta	6,937	6,717	220	3.2%
Dolores	1,164	1,129	35	3.0%
La Plata	32,305	31,495	810	2.5%
Montezuma	13,038	12,486	552	4.2%
San Juan	570	553	17	3.0%

Source: Colorado Labor Market CDLE-LMI

In 2019, county unemployment rates (2.5%) were lower than the state (2.8%) and less than the nation (3.9%).

Commuting

People commute to where the jobs are but take their paychecks home. This influences how we evaluate employment, whether by place of work or by residence. In 2018 (latest available) most of the workers commuting out of the county for jobs are going to San Juan County, NM (2.1%). Most of the workers commuting into La Plata County for jobs are also from San Juan County, NM (2.1%). It is notable that more people are commuting in for work than commuting out. La Plata County, specifically Durango, is the regional work center.



Jobs Counts by Places (Cities, CDPs, etc.) Where Workers are Employed - All Jobs 2018			Jobs Counts by Places (Cities, CDPs, etc.) Where Workers Live - All Jobs 2018		
	Count	Share		Count	Share
All Places (Cities, CDPs, etc.)	24,638	100.0%	All Places (Cities, CDPs, etc.)	26,135	100.0%
Durango city, CO	12,966	52.6%	Durango city, CO	6,915	26.5%
Bayfield town, CO	740	3.0%	Bayfield town, CO	821	3.1%
Farmington city, NM	526	2.1%	Farmington city, NM	542	2.1%
Ignacio town, CO	400	1.6%	Cortez city, CO	307	1.2%
Denver city, CO	392	1.6%	Denver city, CO	253	1.0%
Cortez city, CO	367	1.5%	Aztec city, NM	241	0.9%
Grand Junction city, CO	338	1.4%	Colorado Springs city, CO	206	0.8%
Colorado Springs city, CO	201	0.8%	Ignacio town, CO	201	0.8%
Pagosa Springs town, CO	130	0.5%	Montrose city, CO	126	0.5%
Montrose city, CO	128	0.5%	Mancos town, CO	125	0.5%
All Other Locations	8,450	34.3%	All Other Locations	16,398	62.7%

Area Name	County	¹ Resident Population	² All Workers	² Workers Living in Area	³ Daytime Population	⁴ Daily Commuter Population
Bayfield	La Plata	2,722	1,046	940	2,828	106
Durango	La Plata	19,114	17,546	8,875	27,785	8,671
Ignacio	La Plata	721	584	287	1,018	297

Data: ¹Co State Demographer 2018; ²On the Map Census 2018;

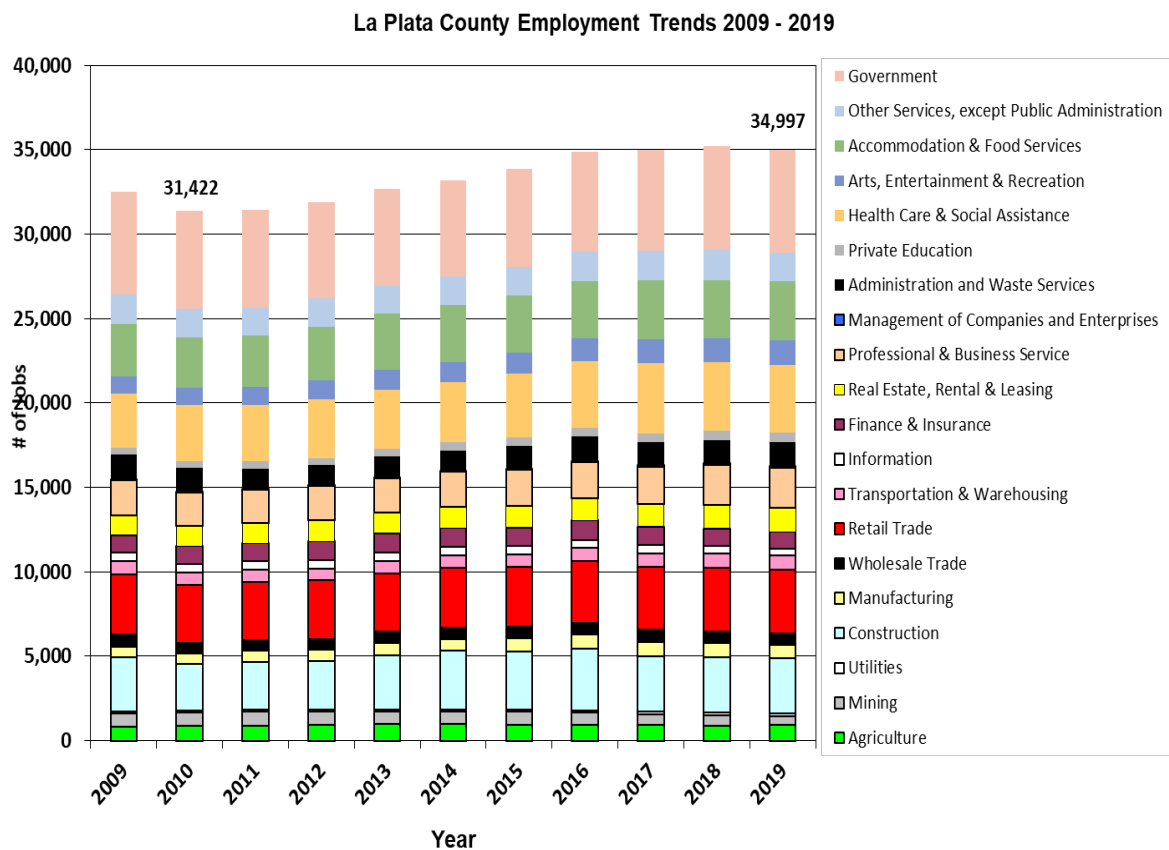
³ Daytime Population = (Resident Population + All Workers) - Workers Living in Area

⁴ Daily Commuter Population = Daytime Population - Resident Population

Employment Sector Trends 2009 - 2019

An employment “sector” groups jobs into categories that are alike and allows us to measure the relative strength of that industry in the local economy. Using “trend analysis” we can see how those industries have grown or declined within a specific timeframe. The following chart includes wage earners as well as proprietors (owners). Total employment refers to the numbers and types of jobs reported by place of work – which may be outside of the county, or even the state. This data is provided by the Bureau of Economic Analysis, then is adjusted, and reported by the Colorado State Demographer. It lags two years behind the current year, thus 2019 is the latest available data.

This chart demonstrates fluctuating job numbers from 2009 to 2019. During that time 2009 was a strong year for job growth but declined to a low point in 2010 (31,422 jobs) – the depth of the recession in the local area. Services, Government and Retail sectors have accounted for the largest proportion of the jobs in La Plata County since 2009.



2019 Employment

Proprietors (owners) make up 21% of total employment, while wage and salary jobs account for 79%. Declines in the construction and mining sectors from 2014 to 2019 reflect downturns in the oil and gas industry. Growth in Health Services is expected to continue as the Baby Boomer population ages.

Wages and employment are highly dependent on service sector jobs (43% of employment). The service sector, which includes the eight highlighted field in the table below, is composed of many types of jobs and very different wage scales. These include highly paid professionals as well as entry-level wage earners. Government jobs provide 17% of employment and relatively high wages, especially Federal jobs.

Data on employment and earnings in agriculture is unusually difficult to obtain for several reasons. First, agricultural producers (farmers) are not required to report their employees under the Employment Security program. While some do, the reporting that does occur covers only a small fraction of the actual employment. Second, the industry includes large numbers of proprietor-operators (farmers) and their families, and there are no good estimates on the numbers of these that represent full-time workers. Finally, farm income fluctuates widely with market prices and changes in inventories. Thus, the income data are not necessarily an accurate measure of activity as they are in other industries.

La Plata County 2019 Total Employment	# of Jobs	% of Jobs	*Avg. ann. wage	# Jobs % Change 2014-2019
Agriculture	940	3%	\$ 34,173	-3%
Mining	531	2%	\$ 135,050	-29%
Utilities	140	0.4%	\$ 90,840	-2%
Construction	3,253	9%	\$ 53,939	-6%
Manufacturing	824	2%	\$ 44,105	14%
Wholesale Trade	674	2%	\$ 57,579	-1%
Retail Trade	3,742	11%	\$ 31,569	6%
Transportation & Warehousing	846	2%	\$ 62,526	19%
Information	425	1%	\$ 112,678	-16%
Finance Activities	992	3%	\$ 90,980	-11%
Real Estate	1,438	4%	\$ 45,633	15%
Professional & Business Services	2,361	7%	\$ 69,285	14%
Management of Companies and Enterprises	136	0.4%	\$ 100,474	147%
Administration and Waste Management	1,390	4%	\$ 33,943	14%
Private Education	583	2%	\$ 44,158	25%
Health Services	3,971	11%	\$ 51,249	11%
Arts, Entertainment, and Recreation	1,468	4%	\$ 22,482	26%
Accommodation and Food	3,524	10%	\$ 21,462	4%
Other Services, except Public Administration	1,645	5%	\$ 32,332	-3%
Government	6,114	17%	\$ 52,675	7%
Total	34,997	100%	\$ 47,936	5%

*Quarterly Census of Employment & Wages (QCEW)

Source: Colorado State Demography Office

2019 Employment Share by Wage - 34,994 Jobs

Avg. Annual Wage	Low Wage	Mid Wage	High Wage	Livable Wage
\$47,936	< \$38,349	\$38,350 - \$57,523	> \$57,524	\$68,120
	36%	47%	17%	13%

Low Wage < 80% of AAW; Mid Wage > 80% and < 120% of AAW; High Wage > 120% of AAW
Livable Wage for two working adults with two children (MIT)

Economic Base Analysis

Economic Base Analysis is a tool to describe economic activity by the source of revenue, whether the money generated by sales comes from outside the local economy, or from within the local economy. This type of analysis is designed to define those economic activities that drive or sustain the local economy. Base Analysis distinguishes which industries and factors are responsible for overall growth and change. There are two types of regional industries:

Base industries produce exports or derive their sales or income *directly* from outside sources, or *indirectly* by providing supplies to export industries. These activities **bring in outside dollars** to circulate within the local economy. These industries include agriculture, mining, manufacturing, national and regional services, state and federal government jobs, and tourism. Another base industry is created by households that spend money earned elsewhere. For example, a retiree whose income comes from outside of the county is supporting many traditional local resident services jobs; however, since their income is basic (from outside the local economy), the local resident service jobs are also considered basic.

La Plata 2019 Base Industries	# of Jobs	% of Jobs
Agribusiness	1,593	7%
Mining	606	3%
Manufacturing	250	1%
Government	2,448	11%
Regional Services	4,300	20%
Tourism	6,434	30%
Households	6,136	28%
Total	21,767	100%

In La Plata County the largest base employment industries are tourism (30%) and households (28%) that spend money earned elsewhere (i.e., retirees).

Local resident services provide services to residents and **re-circulate dollars** within the local economy. Resident services include industries that take care of the local community, such as health services, education, and employment at the local grocery store. Outside money enters the local economy through a variety of sources, circulates through the local area, and then leaves the local economy when we purchase goods or services from outside the area, or pay federal and state taxes. Looking at restaurants for example, when the person buying a meal is from outside the area (a tourist), it is a **direct base economic activity** and when the person is a resident using money earned in the local economy, it is a **local resident service activity**. so, restaurants are both direct based and a local resident service.

Enterprise Zones – Region 9 administers the Southwest Colorado Enterprise Zone. Nineteen of the 33 census blocks in the county are designated Enterprise Zones.

Opportunity Zones – Census Tracts 9404 and 9711 are eligible in La Plata County.

More detailed information regarding La Plata County is available at www.region9edd.org.

Per Capita Income

In 2019, La Plata had a per capita personal income (PCPI) of \$58,216. This PCPI ranked 17th in the state and was 95 percent of the state average, \$61,157, and 103 percent of the national average, \$56,490.

Per Capita Income 2019		
	PCI 2019	% of USA
USA	\$ 56,490	100%
Colorado	\$ 61,157	108%
La Plata	\$ 58,216	103%

Source: Bureau of Economic Analysis

Total Personal Income

La Plata 2019 Total Personal Income (\$000)		% of Total
Employment Earnings	\$ 1,732,488	53%
Residency Adjustment	\$ (32,296)	-1%
Dividends, Interest & Rent	\$ 1,096,833	34%
Transfer Payments	\$ 443,623	14%
Estimated TPI	\$ 3,240,648	100%


Source: Bureau of Economic Analysis


In 2019, La Plata had a total personal income (TPI) of \$3,240,648,000. This personal income ranked 15th in the state and accounted for 0.9 percent of the state total.


Estimated payments to retirees accounted for about 9% of the estimated TPI in La Plata County in 2019. That was \$286,477,000.


Total Personal Income Trends 1970 - 2019

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

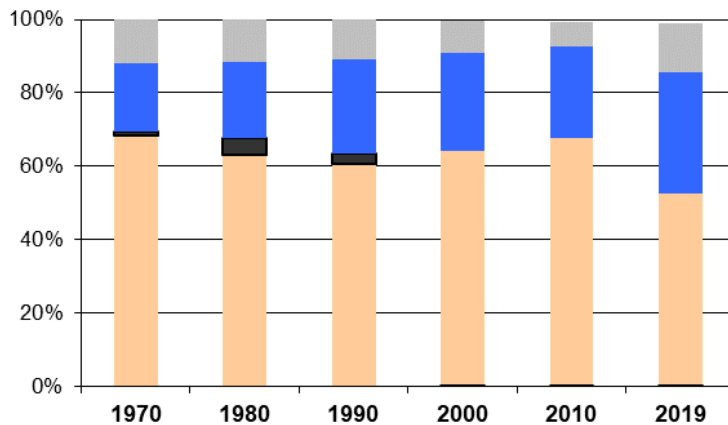
 Transfer payments consist primarily of retirement and disability benefit payments, medical payments (i.e., Medicare and Medicaid), income maintenance benefits, unemployment insurance, veteran's benefits, and payments to nonprofit institutions.

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

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

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

**La Plata County - Total Personal Income Trends
1970 - 2019**



Generally, from 1970 to 2019, we see trends 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.

COMMUNITY DEVELOPMENT ACTION PLAN

The *Community Development Action Plan* (CDAP) is a list of short-term projects (**defined as two years or less**). Initial drafts of the CDAPs are developed through review of current projects, planning documents, small group discussions and interviews with community stakeholders, and those working on community projects. The CDAPs are presented at various community and public meetings and distributed for public comment for a period of one month. The final drafts are presented to each county's Board of Commissioners for approval. The approved copies are included as part of this document. The CDAPs are useful tools for organizations working with communities and have evolved into being the central source for listing the full range of projects that are in process or are desired. The CDAPs are used as the official community plan required for eligibility for many federal and state funding sources.

The 2021 La Plata County CDAP has a total of 63 projects that were developed by stakeholders and subsequently approved by the County Commissioners on September 14, 2021, signed by Marsha Porter-Norton – Chairwoman.

Recognizing that the COVID pandemic will impact the economy for years to come, this CEDS focuses on aligning regional strategies with state strategies for addressing equitable and resilient economic growth.

The CDAP projects were aligned with the [State Rural Economic Blueprint](#). Priorities from the State Blueprint are assigned to specific projects in the CDAP. Priorities are numbered below for reference rather than level of importance.

1. **Leverage the Unique Assets of Rural Colorado**
2. **Save Coloradoans Money on Healthcare**
3. **Fulfill Every Child's Potential**
4. **Support Local Community Success in Energy Transmission**
5. **Make Critical Investment in Community Infrastructure**
6. **Invest in Roads and Bridges**
7. **Build on Successful Economic Development Programs**
8. **Community Identified Priorities – this was added for projects aligned more closely with local economic priorities**

The CDAP projects were also linked to six resiliency strategies identified in the [Colorado Resiliency Framework](#), which addresses potential and interrelated economic, social, and environmental risks and vulnerabilities. Abbreviations are listed next to the strategies in the CDAP along with a number representing the supporting strategy. Please refer to the Colorado Resiliency Framework document for details.

1. **Future Ready Economy & Workforce (EW)**
2. **Climate & Natural Hazard Resiliency (CN)**
3. **Building & Infrastructure Sustainability (BI)**
4. **Agriculture & Food Security (AF)**
5. **Housing Attainability (HA)**
6. **Community Capacity (CC)**
7. **Internal to Community (IC) - this was added for projects aligned more closely with local resiliency strategies**

Currently, the CDAP list displays: Project #, Rank, Category, State Economic Development Priority, Resiliency Linkage, Primary Partners, Funding Resources, Cost Estimate, Jobs and Outcomes & Impacts.

CDAP Project Ranking

Ranking Criteria

- Is relevant to economic or community development – aligns with community master plans and priorities or state economic priorities.
- Is relevant to economic or community resiliency – aligns with state resiliency framework.
- Is within the community's and primary partners ability to influence.
- Metrics address progress and impact.
- Metrics are comparable to other counties, regions, state.
- Data is readily available and accessible to community members.

Rank		
High	Medium	Low
Must meet at least 4 criteria	Must meet at least 3 criteria	Must meet at least 2 criteria

Guidelines for CDAP Review & Project Additions

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

Criteria for Adding CDAP Projects out of Cycle:

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

Is project happening before next CDAP revision?

Does project fit a CDAP definition?

CDAP #	Project	Rank
1	Plan Bayfield 2018	High
2	Downtown Bayfield	High
5	Complete Fox Farm Village in Bayfield	High
9	City of Durango Strategic Plan 2021	High
10	Affordability & Economic Opportunity	High
11	Diversity, Equity Inclusion	High
12	Enhanced Livability & Sense of Place	High
13	Environmental & Social Sustainability	High
14	Financial Excellence & Transparency	High
15	Mobility: Accessibility, Transit, Transportation System	High
16	Sanitation: water, sewer, stormwater, solid waste, recycling	High
17	Aviation	High
18	Asset Management and Facility Needs	High
19	US 160 West Diamond Grind- 21750	High
21	Town of Ignacio Strategic Plan 2021-2023	High
22	Downtown Community Revitalization & Business Development	High
23	Community Engagement & Collaboration	High
24	Affordable & Attainable Housing Development for Families & Workforce	High

CDAP #	Project	Rank
26	Improved Infrastructure with Future Vision & Planning	High
27	Manageable Utility Rates through Independence or Adjustment	High
28	SH 172 at County Road 318- 21015	High
29	La Plata County Comprehensive Plan 2017	High
31	Implement initiatives that encourage the appropriate use, development and responsible management of natural resources including protection, preservation, and restoration.	High
32	Re-write Chapter 90 of the County Code (Natural Resources)	High
37	Revitalization of the Regional Housing Alliance to address workforce housing	High
38	Extension of sewer service to La Posta area in support of commercial and residential development	High
43	Emergency Watershed Protection Program - Removed as Completed	High
44	Construct Search & Rescue Building - Removed as Completed	High
45	Pursue mitigation efforts to protect the Wildland Urban Interface	High
48	Rural High-Speed Connections & Fiber	High
51	Southwest Colorado US 550-US 160 Connection South Design-Build Project	High
52	US 550 intersection and pedestrian improvements from 9th Street to 12th Street in Durango	High
53	US 160 and CR 225 intersection improvements (roundabout and safety improvements)	High
54	US 160 Elmore's East improvements including widening, access improvements, and wildlife mitigation	High
55	US 160 Dry Creek improvements including widening, new structures, realignment of CR 223, shoulder widening, and access consolidation	High
56	US 160 safety and mobility improvements including passing lanes, turn lanes, shoulders, and wildlife mitigation from CR 225 to Dry Creek	High
57	Outrider stops and shelter improvements in Durango, Mancos, Cortez, Dolores, and Rico	High
58	Outrider bus service between Durango and Pagosa Springs	High
59	Outrider bus service between Durango and Dove Creek	High
60	Durango Transit Zone 7 route expansions from city limits to Durango/La Plata County Airport, Hermosa, Durango West, Hesperus, and Edgemont	High
61	Southern Ute Indian Tribe CEDS 2018-2022	High
62	LPC - Durango Strategic Plan on Homelessness 2020	High
63	Homegrown Talent Initiative-Durango High School	High
64	Implement Bond Measures for Durango Schools Infrastructure Improvements	High
65	Facilities assessment for highest and best use of underutilized county properties.	High
3	Major Employer with Primary Jobs in Bayfield	Med
6	Improve Storm Drainage in Bayfield	Med
7	Fiber Optic Backbone in Town of Bayfield	Med
20	US 550 and 30th Street Durango	Med
25	Stable & Effective Organizational Leadership	Med
33	Implement food systems planning and coordination at the food system and community level.	Med
34	Expand Mercy Regional Medical Center Heart & Vascular Care	Med

CDAP #	Project	Rank
35	Expand Mercy Regional Telemedicine Service	Med
36	Stabilization and preservation of the Old Main Post Office	Med
39	Secure funding for upgrades for County roads experiencing increased traffic	Med
40	Support Special Districts in meeting service requirements within their defined service areas.	Med
41	Service extension to serve "Economic Development Areas" as defined in the Land Use Code.	Med
42	Create Rural Water System for West Side of County	Med
46	Forest Health, Water and Wildfire Risks	Med
47	Develop Durango Mesa Park phase 1	Med
49	Add Airline Flight(s) & Round-Trip Routes at Durango-La Plata County Airport	Med
50	Continue Capital improvements to Durango/ La Plata County Airport	Med
4	Recruit National Chain Retail Stores to Bayfield	Low
8	Construct Intersections for Bayfield Parkway/US 160 East & West of Bayfield	Low
30	Infrastructure development for support of the designation of an "Economic Development Area" in proximity of the airport.	Low

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
1	Plan Bayfield 2018	High	Town Comprehensive Plan	Community Identified Priorities	Internal to Community	Outlined per the Bayfield Plan	Outlined per the Bayfield Plan	Outlined per the Bayfield Plan	Outlined per the Bayfield Plan	Outlined per the Bayfield Plan
2	Downtown Bayfield	High	Business Development	Make Critical Investment in Community Infrastructure	Building and Infrastructure Sustainability (BI1, BI5)	Town of Bayfield Downtown Business Association DoLA Bayfield Farmers' Market	State Historical Funds Bayfield DoLA Colorado Main St. Program Bayfield Chamber USDA – Business & Industry loans Downtown Colorado Inc.	Year 1, \$75K grant (\$25K local match) Year 2, \$50K grant \$50K local	1 part-time coordinator	Complete Bayfield Priorities in Downtown Colorado Inc. Plan: 1) Complete branding effort for community. 2) Implement Downtown Colorado Inc. priority recommendations. 3) Comprehensive street and sidewalk renewal. 4) Beautification projects on Mill Street including signage, historic plaques, benches, and trash containers. 5) Increase amenities for tourism. 6) Improved appearance and pedestrian safety throughout business district.
3	Major Employer with Primary Jobs in Bayfield	Med	Business Development	Make Critical Investment in Community Infrastructure	Future Ready Economy & Workforce (EW1, EW4)	Town of Bayfield La Plata County La Plata Economic Alliance Region 9 EDD	Region 9 EDD State & federal funding /incentives DoLA Bayfield OEDIT	N/A	N/A	Pursue major employer for Bayfield 1) Identify prospective employers, explore potential sites, and structure favorable leases 2) Provide broadband access.
4	Recruit National Chain Retail Stores to Bayfield	Low	Business Development	Make Critical Investment in Community Infrastructure	Future Ready Economy & Workforce (EW4)	Town of Bayfield Region 9 EDD Bayfield Chamber Area businesses	Bayfield Alliance State & federal funding sources/ incentivees CDOT Private Landowner	N/A	N/A	Recruit National Chain Retail Stores to Bayfield 1) Increase Town tax revenue and address substantial source of retail marketing leakage. 2) Hire retail consulting firm. 3) Explore potential sites and structure favorable leases.

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
5	Complete Fox Farm Village in Bayfield	High	Housing	Make Critical Investment in Community Infrastructure	Housing At-tainability (HA)	Habitat for Humanity of La Plata County Town of Bayfield	Colorado Dept. of Housing DoLA Habitat ReStore and donations	@\$720K per 4 units		Complete final 18 homes for project at the rate of 2 to 4 units (duplex) a year. Meet workforce housing needs.
6	Improve Storm Drainage in Bayfield	Med	Public Infrastructure	Make Critical Investment in Community Infrastructure	Climate & Natural Hazard Resiliency (CN2, CN4)	Town of Bayfield	Bayfield FEMA CWCBC DoLA	\$1M	Design & construction jobs	Complete improvements identified in the Master Drainage Plan.
7	Fiber Optic Backbone in Town of Bayfield	Med	Telecommunications	Make Critical Investment in Community Infrastructure	Future Ready Economy & Workforce (EW1)	Town of Bayfield Southwest Colorado Council of Governments	Fiber internet companies' Wireless internet companies Bayfield DoLA	N/A	N/A	Enhance the Fiber Optic Backbone in Town of Bayfield 1) Acquire 100% high speed internet coverage. 2) Ensure 100 Mbps available for businesses.
8	Construct Intersections for Bayfield Parkway/US 160 East & West of Bayfield	Low	Transportation	Invest in Roads & Bridges	Building & Infrastructure Sustainability (BI1)	Town of Bayfield County CDOT	CDOT Bayfield	N/A	Construction jobs retained	Develop Bayfield Parkway and US 160 east side intersection. Bayfield, County, and CDOT have IGA Access Control Plan.
9	City of Durango Strategic Plan 2021	High	City Strategic Plan	Community Identified Priorities	Internal to Community	Outlined per the Durango Plan	Outlined per the Durango Plan	Outlined per the Durango Plan	Outlined per the Durango Plan	Outlined per the Durango Plan

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
10	Affordability & Economic Opportunity	High	Affordability & Economic Opportunity	Make Critical Investment in Community Infrastructure	Housing Attainability (HA1, HA2)	Axis Health Systems City of Durango Community Compassion Outreach (CCO) La Plata County Durango Business Improvement District (BID) Durango Chamber of Commerce Durango Urban Renewal Authority Homesfund Mercy Regional Medical Center Neighbors in Need Alliance (NINA) Region 9 Economic Development Regional Housing Authority San Juan Basin Health Small Business Development Center of SW Colorado (SBDC)	Outlined per the Durango Plan	Outlined per the Durango Plan	Outlined per the Durango Plan	1) Create housing to enhance multigenerational community workforce, as well as attainable and affordable housing overall 2) Expand economic development opportunities with regional stakeholders 3) Provide job opportunities for the community 4) Address homelessness for the community * For the purpose of conserving space in this document, see City of Durango Strategic Plan 2021-2023 for project details and metrics.

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
11	Diversity, Equity Inclusion	High	Diversity, Equity Inclusion	Community Identified Priorities	Community Capacity (CC1)	City of Durango Community stakeholders	Outlined per the Durango Plan	Outlined per the Durango Plan	Outlined per the Durango Plan	1) Foster strong partnerships with community groups 2) Improve external communication for inclusivity 3) Develop systems that are internal to the city organization and workforce * For the purpose of conserving space in this document, see City of Durango Strategic Plan 2021-2023 for project details and metrics.
12	Enhanced Livability & Sense of Place	High	Enhanced Livability & Sense of Place	Community Identified Priorities	Internal to Community	City of Durango La Plata County Axis Mental Health System Southwest Auto Theft Taskforce Manna Navigation Center Durango Creative District Community stakeholders	Outlined per the Durango Plan	Outlined per the Durango Plan	Outlined per the Durango Plan	1) Safety: police, fire, emergency services (support, strengthen, enhance) 2) Improve financial viability of amenities including Durango Public Library, Parks and Recreation and work of Creative Economy Commission 3) Identifying an iconic feature (physical structure or activity) that becomes a symbol of Durango physical structure or arts center * For the purpose of conserving space in this document, see City of Durango Strategic Plan 2021-2023 for project details and metrics.

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
13	Environmental & Social Sustainability	High	Environmental & Social Sustainability	Community Identified Priorities	Internal to Community	City of Durango La Plata County State of Colorado Community stakeholders	Outlined per the Durango Plan	Outlined per the Durango Plan	Outlined per the Plan	1) Reduce the city's carbon footprint 2) Increase availability of renewable energy 3) Improve quality of natural resources 4) Social sustainability * For the purpose of conserving space in this document, see City of Durango Strategic Plan 2021-2023 for project details and metrics.
14	Financial Excellence & Transparency	High	Financial Excellence & Transparency	Make Critical Investment in Community Infrastructure	Building and Infrastructure Sustainability (BI4)	City of Durango	Outlined per the Durango Plan	Outlined per the Durango Plan	Outlined per the Durango Plan	1) Financial sustainability 2) Transparency & public trust 3) Accountability 4) Set standards for sound, effective, trained governance * For the purpose of conserving space in this document, see City of Durango Strategic Plan 2021-2023 for project details and metrics.

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
15	Mobility: Accessibility, Transit, TransportationSystem	High	Infrastructure Network	Invest in Roads & Bridges	Building and Infrastructure Sustainability (BI1)	City of Durango La Plata County CDOT Community stakeholders	Outlined per the Durango Plan	Outlined per the Durango Plan	Outlined per the Durango Plan	<p>Improve safety and connectivity for all modes of transportation Integrate Parking into Transportation Demand Management Program Identify long term funding options for transit operations Advance community accessibility and walkability City hard surface trail development in accordance with the following standards to ensure accessibility: Durango Land Use and Development Code Article 4-2-3-3, Durango Multi-Use Trail Standards, AASHTO Guide for the Development of Bicycle Facilities</p> <p>* For the purpose of conserving space in this document, see City of Durango Strategic Plan 2021-2023 for project details and metrics.</p>

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
16	Sanitation: water, sewer, stormwater, solid waste, recycling	High	Infrastructure Network	Invest in Roads & Bridges	Building and Infrastructure Sustainability (BI1)	City of Durango La Plata County Local / regional trash & recycling services Community stakeholders	Outlined per the Durango Plan	Outlined per the Durango Plan	Outlined per the Durango Plan	Water: Progress with development of water treatment capabilities 1) Baseline established by Water Master Plan in 2021 Stormwater: Adopt Stormwater Management Plan 2) Plan Construct 32nd Street Extended Detention Basin 3) Review costs, needed improvements and options for providing waste/recycling service 4) Improve aging wastewater pipes through rehabilitation 5) Address 5000 LF in 2021 Develop performance indicator score card for water and wastewater operations 6) Complete Recyclable Materials RFP 7) Complete Trash and Recycle Rate study 8) Continue to engage and educate the community on proper recycling practices and explore opportunities for expanded recycling options in order to minimize contamination of the recycling stream and improve Durango's rate of diversion from the landfill.

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
17	Aviation	High	Infrastructure Network	Community Identified Priorities	Internal to Community	City of Durango La Plata County FAA Community stakeholders	Outlined per the Durango Plan	Outlined per the Durango Plan	Outlined per the Durango Plan	Operate and maintain airport facilities in a safe, efficient, and sustainable manner to support all forms of aviation services. Work with the airlines to maintain and expand the commercial air service route network in order to promote a competitive airline environment and deliver high levels of service to the community. Implement Airport Master Plan. * For the purpose of conserving space in this document, see City of Durango Strategic Plan 2021-2023 for project details and metrics.
18	Asset Management and Facility Needs	High	Infrastructure Network	Community Identified Priorities	Internal to Community	City of Durango Community stakeholders	Outlined per the Durango Plan	Outlined per the Durango Plan	Outlined per the Durango Plan	Core services every city needs to provide these types of services efficiently and effectively and be held accountable for their impact. 1) By 2021 Develop a baseline in for the rate of availability for utility services (water, and sewer systems) 2) Percent of City-maintained roads rated as "Good," "Very Good," or "Excellent" at 60% 3) Complete Facilities Assessment by 4th quarter 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
19	US 160 West Diamond Grind-21750	High	Transportation	Invest in Roads & Bridges	Building & Infrastructure Sustainability (BI1)	CDOT SW Regional Transportation Planning Region (SWTPR) Regional Transit Coordinating Council Area governmentsSWC-COG	CDOT SUR	\$5M	Construction Jobs	This project is located on US 160 between approximate MP 37 to 40, in the City of Cortez in Montezuma County and US 160 West of the Durango Tech Center Drive. The project is a combination of ADA improvements and a diamond grind/surface rehab. 1) Milling and grinding the surface of the roadway, manhole improvements and new striping This project began in Durango on May 3rd and should be complete by September 2021.

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
20	US 550 and 30th Street Durango	Med	Transportation	Invest in Roads & Bridges	Building & Infrastructure Sustainability (BI2)	CDOT SW Regional Transportation Planning Region (SWTPR) Regional Transit Coordinating Council Area governmentsSWC-COG	MMOF	~\$195,000	Construction Jobs	<p>This project will be located on US 550, North Main Avenue, in the City of Durango in La Plata County. This project will address the lack of safe pedestrian crossings and transit stop accessibility in the North Main corridor.</p> <p>1) Pedestrian crossing between 29th and 30th Streets, at the south side of Birds restaurant near the egress.</p> <p>2) Crosswalk, ADA curb ramps, a pedestrian refuge island and a Rectangular Rapid Flashing Beacon (RRFB)</p> <p>The City of Durango and CDOT are working together to get an IGA in place for funding, and design is moving forward. Ad and construction dates are possible in CY 2021</p>
21	Town of Ignacio Strategic Plan 2021-2023	High	Town Comprehensive Plan	Community Identified Priorities	Internal to Community	Outlined per the Ignacio Plan	Outlined per the Ignacio Plan	Outlined per the Ignacio Plan	Outlined per the Ignacio Plan	Outlined per the Ignacio Plan

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
22	Downtown Community Revitalization & Business Development A. Overall B. Revitalization & Beautification: Attracting Visitors & Residents C. Attracting Businesses & Increasing Jobs D. Promote Community Gathering	High	Business Development	Build on Current Successful Economic Development Programs	Future Ready Workforce & Economy (EW3) Community Capacity (CC2, CC3)	Ignacio Creative District Ignacio Chamber of Commerce ELHI Ignacio School District SUIT La Plata Economic Development Alliance Southwest Colorado Accelerator Program for Entrepreneurs SWCO Small Business Development Center & FLC Innovation Center Region 9 Local Religious Organizations SOCOCA				Outlined per the Ignacio Plan
23	Community Engagement & Collaboration A. Community Relations & Engagement B. Tribal Collaborations	High	Community Engagement	Community Identified Priorities	Community Capacity (CC2)	Town Boards & Commissions ELHI Ignacio School District SUIT				Outlined per the Ignacio Plan

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
24	Affordable & Attainable Housing Development for Families & Workforce	High	Housing	Make Critical Investment in Community Infrastructure	Housing Attainability (HA1, HA2, HA3)	Regional Housing Authority HomesFunds Housing Solutions Ignacio School District DOLA/DOH USDA SUIT La Plata Economic Development Alliance The Durango Herald USDA				Outlined per the Ignacio Plan
25	Stable & Effective Organizational Leadership A. Permanent Town Manager B. Staff Training and Retainage C. Electeds - Board Training, Development and Effective Meeting Execution	Med	Organizational Leadership	Community Identified Priorities	Community Capacity (CC1, CC2, CC3)	Town of Ignacio Key Staff Colorado Municipal League (CML) CO Interagency Risk Sharing Association (CIRSA)				Outlined per the Ignacio Plan

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
26	Improved Infrastructure with Future Vision & Planning A. Water & Wastewater Treatment Facilities B. Broadband/Fiber Internet C. Land Use Development Plan (LUDC) D. Comprehensive Plan for the future E. Town Facilities F. Streets & Sidewalks Plan G. Parks, Open Space, Trails & Recreation H. Investments & Funding	High	Public Infrastructure	Make Critical Investment in Community Infrastructure Leverage the Unique Assets of Rural Colorado Build on Successful Economic Development Programs	Future Ready Workforce & Economy (EW1) Community Capacity (CC3)	SUIT CDOT ISD DOLA USDA GOCO CO State Trails Program & Committee SWCCOG				Outlined per the Ignacio Plan

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
27	Manageable Utility Rates through Independence or Adjustment A. Water Loss B. Tribal Negotiations C. Independence through new Town Wastewater Facilities D. Treated Water Partnerships E. Community	High	Public Infrastructure	Make Critical Investment in Community Infrastructure	Climate & Natural Hazard Resiliency (CN4) Housing Attainability (HA4) Community Capacity (CC3)	LAPLAWD USDA DOLA Water & Power Authority SUUD - Renewable Energy Resources/ Divisionns				Outlined per the Ignacio Plan
28	SH 172 at County Road 318- 21015	High	Transportation	Invest in Roads & Bridges	Building & Infrastructure Sustainability (BI2)	CDOT Town of Ignacio La Plata County	FASTER	\$2.2M	Construction Jobs	1) Widening the existing roadway to provide room for a northbound left turn lane, and small concrete median between CR 318 and Shadow Spirit East 2) Earthwork is included along with electrical work to install intersection lighting 3) Install new signage and pavement markings This project will go to Ad in June and construction is tentative for late- summer 2021.
29	La Plata County Comprehensive Plan 2017	High	County Comprehensive Plan	Community Identified Priorities	Internal to Community	Outlined per the La Plata County Plan	Outlined per the La Plata County Plan	Outlined per the La Plata County Plan	Outlined per the La Plata County Plan	Outlined per the La Plata County Plan

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
30	Infrastructure development for support of the designation of an "Economic Development Area" in proximity of the airport.	Low	Airports	Leverage the Unique Assets of Rural Colorado Make Critical Investment in Community Infrastructure	Climate & Natural Hazard Resiliency (CN1)	City of Durango, La Plata County, Economic Development Alliance, Private Developers				<p>The DRO Airport should sufficiently meet current and projected future needs of traveling public, persons and area businesses in a manner that is safe, economical, and environmentally sound.</p> <p>1) Continue to identify and promote the maintenance of infrastructure needs for the Airport throughout the County.</p> <p>2) Identify and inventory key roads and travel patterns used by the general public to access the airport from the City of Durango and surrounding areas.</p> <p>3) Develop planning strategies to identify appropriate land uses along the primary transportation corridors to, and around the airport.</p> <p>DRO and Animas Airpark should be encouraged to develop in a manner consistent with safety standards in their respective, adopted master plans.</p> <p>4) Continue to participate with updates to (both) the airports adopted master plans.</p>

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
31	Implement initiatives that encourage the appropriate use, development and responsible management of natural resources including protection, preservation, and restoration.	High	Environmental Resources	Leverage the Unique Assets of Rural Colorado Support Local Community success in the energy transition	Climate & Natural Hazard Resiliency (CN2)	City of Durango, Town of Bayfield, Town of Ignacio, Animas La Plata Water Conservancy District, Multiple Special Districts				<p>Maintain or improve the quality of La Plata County's environmental resources including flora and fauna, water, air, visual resources, open lands, and open space while accommodating growth and development.</p> <p>1) Develop responsible methods, techniques, and tools relative to the environmental resource of water in La Plata County, while recognizing the need for adequate water to support growth.</p> <p>2) Develop responsible methods, techniques, and tools relative to the environmental resource of air in La Plata County.</p> <p>3) Encourage the creation of open space and promote development that identifies and accommodates natural resources, which can help to maintain visual resources important to La Plata County's quality of life and economy.</p> <p>4) Develop and maintain responsible methods, techniques, and tools relative to development and the County's environmental resources, recognizing the need to maintain sustainable populations of desired flora and fauna for recreational hunting, fishing, and wildlife viewing opportunities and</p>

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
32	Re-write Chapter 90 of the County Code (Natural Resources)	High	Extractive Resources & Renewable Energy: Oil & Gas Development	Leverage the Unique Assets of Rural Colorado Support Local Community success in the energy transition	Building & Infrastructure Sustainability (BI4) Climate & Natural Hazard Resiliency (CN4) Community Capacity (CC3)	La Plata County, Energy Industry partners, Conservation Organizations, Health-Safety-Welfare partners, Landowners				Promote responsible oil and gas development while minimizing potential impacts to the environment and local residents. 1) Maintain and enhance cooperation with Local, State and Federal agencies; the oil and gas industry; and property owners with regard to regulating activity and mitigating impacts. 2) Protect the public health, safety and welfare of citizens while coordinating with fluid mineral extraction projects, within the limitations of local government powers and resources.

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
33	Implement food systems planning and coordination at the food system and community level.	Med	Health & Human Services	Leverage the Unique Assets of Rural Colorado Build on Current Successful Economic Development Programs	Agriculture & Food Security (AF1, AF5)	The Good Food Collective CSU Extension Fort Lewis College Environmental Center San Juan Resource Conservation & Development Council The Healthy Community Food Systems Local First Cooking Matters of Southwestern Colorado The Garden Project of Southwest Colorado Bear Smart Durango Local farmers	USDA, Colorado Health Foundation	N/A	N/A	Awarded a 3-year USDA LFPP grant to reestablish and intact regional food system that drives economic development, workforce development, environmental stewardship, and social equity. Coordination of discrete segments of the food system (production, access, economy). Develop community workshops via the LocalFood, Local Places grant.
34	Expand Mercy Regional Medical Center Heart & Vascular Care	Med	Health & Human Services	Save Coloradoans Money on Healthcare	Internal to Community	Catholic Health Initiatives Mercy Regional Medical Center Mercy Cardiology	State funding Fundraising (in progress) Grants	\$4M	~20 construction jobs ~25 combination of FT & PT	1) Decrease travel and reduce window of time for critical treatment of heart conditions. 2) Improve medical cardio outcomes 3) Add specialized provider and support staff.

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
35	Expand Mercy Regional Tele-medicine Service	Med	Health & Human Services	Save Coloradoans Money on Healthcare Make Critical Investments in Community Infrastructure	Climate & Natural Hazard Resiliency (CN4) Community Capacity (CC3)	Mercy Regional Medical Center Centura Catholic Health Initiatives Tele-communications/Internet Service Providers	Grants User charges Fast Track fiber runs by hospital site Region 9 EDD SWCCOG	N/A	6 (at least 2 FTE) in the neurological clinic in Durango	Continue to develop MMRC into the regional hub for tele-medical allowing high quality medical outreach in a large, rural, geographic area. 1) Grow network with major medical facilities to increase neurological services via telemedicine to supplant Durango clinic. 2) Create partnership with neurological medical providers by robotic device technology. 3) Provide trainings for medical personnel. 4) Provide telemedicine link between medical providers to increase and enhance access health care. 5) Build support network between SW Memorial, Cortez, and Mercy Regional Medical Center.

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
36	Stabilization and preservation of the Old Main Post Office	Med	Historic Preservation	Leverage the Unique Assets of Rural Colorado Build on Current Successful Economic Development Programs	Building & Infrastructure Sustainability (BI5)	Potential public private partnership		N/A	N/A	Preserve places/structures which carry historic significance through programs, incentives, education, and other means; as well as perform ongoing identification, documentation, evaluation, protection, and interpretation of La Plata County's considerable historic and prehistoric cultural resources. 1) Encourage regular and applicable designation of historic resources within the La Plata County Historic Register. 2) Focus efforts of preservation through public education. 3) Strengthen the local and regional historic preservation network. 4) Promote the incorporation of historic preservation principles into land use planning, in order to accommodate heritage tourism and promote protection and/or restoration of historic resources.

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
37	Revitalization of the Regional Housing Alliance to address workforce housing	High	Housing	Make Critical Investment in Community Infrastructure	Housing Attainability (HA1, HA2, HA3, HA4)	La Plata County, City of Durango, Town of Bayfield, Town of Ignacio, Homes Fund, Housing Solutions, Habitat for Humanity, and Economic Development Alliance	La Plata County, City of Durango, Town of Bayfield, Town of Ignacio, Homes Fund, Housing Solutions, Habitat for Humanity, and Economic Development Alliance	N/A	N/A	Support efforts to provide housing, which is accessible, safe, energy efficient, and affordable for all County residents. 1) Encourage and enable the private sector to provide an adequate housing supply, at a high quality, which meets the growing number of changing needs of La Plata County residents. 2) Promote compact housing development near existing central infrastructure/services which can most adequately support affordable housing development. 3) Preserve or provide for the replacement of existing affordable housing units, including mobile home parks.

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
38	Extension of sewer service to La Posta area in support of commercial and residential development	High	Infrastructure: Sewer/Solid Waste	<p>Make Critical Investment in Community Infrastructure</p> <p>Support Local Community success in the energy transition</p>	<p>Building & Infrastructure Sustainability (BI4)</p> <p>Climate & Natural Hazard Resiliency (CN4)</p>	Economic Development Alliance, City of Durango, La Plata County, Private property owners, South Durango Sanitation District				<p>Encourage and promote safe and efficient sanitary sewer and solid waste disposal systems which meet existing and projected demands, promotes, and accommodates orderly growth and development, and protects the public health of the community.</p> <p>1) Identify and promote the maintenance of existing sanitary sewer facilities and encourage the responsible use of individual waste systems where such systems are the only alternative to sanitary sewer expansion and connection.</p> <p>2) identify and promote the maintenance of existing solid waste facilities; and encourage the expansion and appropriate design of multifunctional refuse locations to adequately serve the County's demands/needs.</p>

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
39	Secure funding for upgrades for County roads experiencing increased traffic	Med	Infrastructure :Transportation	Make Critical Investment in Community Infrastructure Invest in Roads & Bridges	Internal to Community					Plan a transportation system to accommodate existing and future motorized and nonmotorized travel/circulation within La Plata County. 1) Identify and maintain the existing system of the County roadway network by mapping and articulating regularly needed improvements/maintenance.
40	Support Special Districts in meeting service requirements within their defined service areas.	Med	Infrastructure :Utility	Make Critical Investment in Community Infrastructure Support Local Community success in the energy transition	Building & Infrastructure Sustainability (BI1)	Multiple special districts throughout the County				Encourage and promote safe, efficient, and effective transmission and distribution of general utility throughout the County based on existing and projected demand, and to provide the opportunity for introduction of a utility service to the County where such opportunities can accommodate safe and secure utility delivery. 1) Identify and promote the maintenance needs of existing utility facilities and encourage safe and efficient delivery of utility services based on concurrent demands and known future needs for such services.

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
41	Service extension to serve "Economic Development Areas" as defined in the Land Use Code.	Med	Infrastructure: Water	Leverage the Unique Assets of Rural Colorado Support Local Community success in the energy transition	Building & Infrastructure Sustainability (BI4) Climate & Natural Hazard Resiliency (CN4)	Multiple special districts and municipalities				Coordinate with appropriate Federal, State, and local agencies to address current and future water sources, demand, and conservation strategies. 1) Identify and promote the maintenance of existing potable and agricultural water distribution systems, and to identify locations for the development of future water distribution systems in a concurrent manner with associated needs and demands. 2) Provide incentives toward water conservation and appropriate water re-use when opportunities for such initiatives exist.

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
42	Create Rural Water System for West Side of County	Med	Public Infrastructure	Leverage the Unique Assets of Rural Colorado	Building & Infrastructure Sustainability (BI4) Climate & Natural Hazard Resiliency (CN2)	La Plata West Water Authority (LPWWC) SW Water Conservancy District (SWWCD) Ani-mas/La Plata Water Conservation District (ALPWCD) La Plata Water Conservancy District (LPWCD) Southern Ute Indian Tribe Ute Mountain Ute Indian Tribe Lake Durango Water Authority (LDWA)	Colorado Water Conservation Board USDA Southern Ute Indian Tribe Ute Mt Ute Indian Tribe San Juan RC & D State Water Fund CDBG DoLA Colorado Water Resources and Power Development Authority LPWWC SWWCD ALP-WCD	Phase 1 estimated at \$3.85 to \$5 million	Construction related jobs	Goal is to create rural water system supplying water from Hesperus to the New Mexico state line. Completed special district formation. Complete project design and associated agreements providing for LDWA to provide treated water for initial LPWWA users. Complete phased distribution system design for the LPWWA distribution system. Signup required number of property owners to participate.
43	Emergency Watershed Protection Program Removed as Completed	High	Public Infrastructure	Leverage the Unique Assets of Rural Colorado	Building & Infrastructure Sustainability (BI4) Climate & Natural Hazard Resiliency (CN2)	La Plata County	National Resources Conservation Service DoLA Division of Homeland Security & Emergency Management	\$5M 75% federal grant from NRCS, 25% local match	Project Management, Engineering services, Construction jobs	Protection of individual lives and property. Protection of the Hermosa Watershed and affected drainages. Restoration and mitigation of the effects of the 416 Fire in the burn scar.
44	Construct Search & Rescue Building Removed as Completed	High	Public Infrastructure	Leverage the Unique Assets of Rural Colorado	Building & Infrastructure Sustainability (BI6)	La Plata County La Plata County Search and Rescue	State DoLA County Private donations	N/A	N/A	Raised funds for grant match. Location identified. Create permanent home for search and rescue staff to manage and deploy services.

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
45	Pursue mitigation efforts to protect the Wildland Urban Interface	High	Public Safety	Leverage the Unique Assets of Rural Colorado	Building & Infrastructure Sustainability (BI4) Climate & Natural Hazard Resiliency (CN4)	SWIF, RMRI, Public land agencies Private property owners,		N/A		<p>Ensure emergency preparedness planning and emergency services continues to meet or exceed the growing demands of the County's constituents and visitors.</p> <p>1) Continue to work and coordinate with public safety and emergency service providers to ensure adequate development standards are implemented.</p> <p>2) Continue to collaborate with emergency service providers to identify hazardous areas utilizing current technologies and determine appropriate mitigation requirements for development in those areas.</p> <p>3) Establish a system of measurement in order to regularly assess and evaluate level of service standards for public safety and emergency services within the County.</p>

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
46	Forest Health, Water and Wildfire Risks	Med	Public/Private Lands	Leverage the Unique Assets of Rural Colorado Build on Current Successful Economic Development Programs	Climate & Natural Hazard Resiliency (CN3)	Colorado State Forest Service Colorado State Univ. US Forest Service BLM Fire Protection Districts Southern Ute Indian Tribe Wildfire Adapted Partnership Wildfire and Watershed Protection Group (WWPG)	National Fire Plan funds Fire hazard mitigation contractors Southwest Conservation Corps Region 9 EDD USDA if private land Southern Ute Tribe Timber industry	N/A	N/A	Address Forest Health, Water and Wildfire Risks 1) Reduce fire risk. 2) Strengthen timber products industry. 3) Improve forest health. 4) Control beetle infestation. 5) Reduce risk to life and property and protect watershed/community water supplies. Defensible space education resulting in defensible space created around values at risk.

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
47	Develop Durango Mesa Park phase 1	Med	Recreation & Tourism	Leverage the Unique Assets of Rural Colorado Build on Current Successful Economic Development Programs	Future Ready Workforce & Economy (EW4) Community Capacity (CC3)	Durango Mesa Park Foundation, La Plata County, City of Durango, Visit Durango, Economic Development Alliance	Public Private Partnerships La Plata County City of Durango	Estimated \$150M total cost Phase 1 estimated \$15M (bike park and LPC fairgrounds)	N/A	Encourage public and private recreation activities which support the public health, safety, and welfare of the community. 1) Promote continued maintenance and dedication of areas where access to public lands may be impacted with increased development pressures; and recognize economic benefits of recreational/tourism components within and nearby proposed projects and development. 2) La Plata County Fairgrounds relocation.

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
48	Rural High-Speed Connections & Fiber	High	Telecommunications	Make Critical Investment in Community Infrastructure	<p>Future Ready Economy & Workforce (EW1)</p> <p>Building & Infrastructure Sustainability (BI6)</p>	<p>SW Colorado Council of Governments</p> <p>La Plata Economic Alliance</p> <p>Private Telecom Companies</p> <p>Fort Lewis College</p> <p>La Plata County Area municipalities</p>	<p>DoLA Municipalities</p> <p>La Plata - \$260K set aside</p> <p>USDA Alliance</p> <p>SWCCOG</p> <p>CAF</p> <p>Private telecom companies</p>	<p>\$75K DoLA grant and \$25K match</p> <p>SWCCOG partners</p> <p>Where/what did this financial info come from? Is this from the regional broadband plan?</p>	N/A	<p>Provide Rural Areas with High-Speed Connections & Fiber</p> <p>1) Development of redundant broadband telecommunications connections in communities for regional broadband expansion.</p> <p>2) Fiber connection to airport and rural areas.</p> <p>3) SWCCOG received broadband planning grant to develop operations/IT plan to better utilize SCAN Network—provide database of equipment. Exploring partnerships with private firms for additional extensions.</p> <p>4) Strengthen Local Technology Planning Team to assist with identifying demand for technology and fill service provider, and infrastructure gaps. Provide Internet Services to all Households in La Plata County. 100% high speed internet coverage by 2020. Additional \$20-\$30 million annual in County GDP.</p>

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
49	Add Airline Flight(s) & Round-Trip Routes at Durango-La Plata County Airport	Med	Transportation	Community Identified Priorities	Building & Infrastructure Sustainability (BI1)	Durango/La Plata County Airport Airport Commission La Plata Economic Alliance Air Carriers La Plata County City of Durango Southern Ute Indian Tribe	Private sector incentives Federal Air Transportation grant Local businesses Local government	N/A	N/A	Expanded and enhanced regional air service. Provide better access to East bound destinations. Expand flight schedule. Seek round trip route to Houston.
50	Continue Capital improvements to Durango/ La Plata County Airport	Med	Transportation	Community Identified Priorities	Building & Infrastructure Sustainability (BI1)	City of Durango La Plata County FAA CDOT - Aviation	Airport Revenues FAA Airport Improvement Program Grants CDOT Discretionary Aviation Grants Airport passenger facility charges	\$34 million in capital projects identified through 2025	N/A	Rehabilitate Taxiway A. Repair automobile parking lot pavements. Repair public roadways. Upgrade access control and surveillance. Purchase new Aircraft Rescue Firefighting (ARFF) vehicle. Construct improvements to water and wastewater systems.

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
51	Southwest Colorado US 550-US 160 Connection South Design-Build Project	High	Transportation	Invest in Roads & Bridges	Building & Infrastructure Sustainability (BI1)	CDOT La Plata County City of Durango Southern Ute Indian Tribe Southern Ute Tribe Growth Fund SWCCOG	FASTER/ SB 267/ SUR/ RPP State of Colorado DOLA Southern Ute Tribe Growth Fund County Durango CDOT	\$99.6M estimated total cost	Contractor jobs	This project is focused on the US Highway 550 connection to US Highway 160 in La Plata County. The connection will realign US 550 directly into the existing US 160 interchange, eliminating the steep and windy grade of the current US 550 Farmington Hill and improving roadway geometry. The project will include wildlife highway mitigation features which will reduce animal-vehicle collisions. Current work is focusing on construction of the bridge piers and bridge caps, earthwork operations, erosion control measures as work progresses and relocation of the 8"HP gas main. Construction began in August 2020 with an estimated completion date in fall 2022

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
52	US 550 intersection and pedestrian improvements from 9th Street to 12th Street in Durango	High	Transportation	Invest in Roads & Bridges	Building & Infrastructure Sustainability (BI1)	CDOT SW Regional Transportation Planning Region (SWTPR) Regional Transit Coordinating Council Area governments SWC-COG	Transit providers Area governments Transit Funding sources SWC-COG CDOT	\$4M	Construction jobs	1) Intersection improvements from 9th Street to 12th Street 2) At 9th Street, replacement of the existing signal, extension of the westbound right turn lane, new ADA curb ramps, and mill and fill 3) At 12th Street, upgrades to the existing pedestrian hybrid beacon (HAWK), removal of channelizing island, and mill and fill 4) Between 8th Street and 14th Street, new concrete medians, and the installation of new electrical conduit. This project has been awarded and construction is scheduled for summer 2021.
53	US 160 and CR 225 intersection improvements (roundabout and safety improvements)	High	Transportation	Invest in Roads & Bridges	Building & Infrastructure Sustainability (BI1)	CDOT SW Regional Transportation Planning Region (SWTPR) Regional Transit Coordinating Council Area governments SWCCOG	CDOT - State & Federal Funds Area Governments	\$5M	Construction jobs	Outlined per the SW Regional Transportation Plan

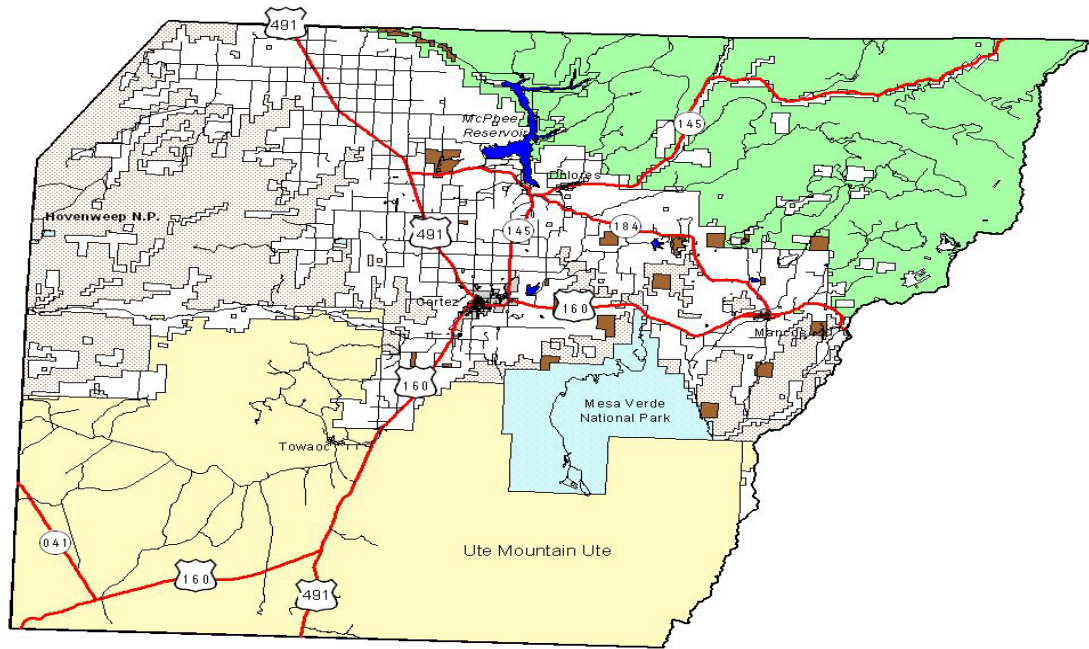
CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
54	US 160 Elmore's East improvements including widening, access improvements, and wildlife mitigation	High	Transportation	Invest in Roads & Bridges	Building & Infrastructure Sustainability (BI1)	CDOT SW Regional Transportation Planning Region (SWTPR) Regional Transit Coordinating Council Area governments SWCCOG	CDOT - State & Federal Funds Area Governments	\$34.53M	Construction jobs	Outlined per the SW Regional Transportation Plan
55	US 160 Dry Creek improvements including widening, new structures, realignment of CR 223, shoulder widening, and access consolidation	High	Transportation	Invest in Roads & Bridges	Building & Infrastructure Sustainability (BI1)	CDOT SW Regional Transportation Planning Region (SWTPR) Regional Transit Coordinating Council Area governments SWCCOG	CDOT - State & Federal Funds Area Governments	\$36M	Construction jobs	Outlined per the SW Regional Transportation Plan
56	US 160 safety and mobility improvements including passing lanes, turn lanes, shoulders, and wildlife mitigation from CR 225 to Dry Creek	High	Transportation	Invest in Roads & Bridges	Building & Infrastructure Sustainability (BI1)	CDOT SW Regional Transportation Planning Region (SWTPR) Regional Transit Coordinating Council Area governments SWCCOG	CDOT - State & Federal Funds Area Governments	\$21M	Construction jobs	Outlined per the SW Regional Transportation Plan

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
57	Outrider stops and shelter improvements in Durango , Mancos, Cortez, Dolores, and Rico	High	Transportation	Invest in Roads & Bridges	Building & Infrastructure Sustainability (BI1)	CDOT SW Regional Transportation Planning Region (SWTPR) Regional Transit Coordinating Council Area governments	Transit providers Area governments Transit Funding sources SWC-COG CDOT	\$0.40M	Construction jobs	Outlined per the SW Regional Transportation Plan
58	Outrider bus service between Durango and Pagosa Springs	High	Transportation	Invest in Roads & Bridges	Building & Infrastructure Sustainability (BI1)	CDOT SW Regional Transportation Planning Region (SWTPR) Regional Transit Coordinating Council Area governments	Transit providers Area governments Transit Funding sources SWC-COG CDOT	\$2.69M	Construction jobs	Outlined per the SW Regional Transportation Plan
59	Outrider bus service between Durango and Dove Creek	High	Transportation	Invest in Roads & Bridges	Building & Infrastructure Sustainability (BI1)	CDOT SW Regional Transportation Planning Region (SWTPR) Regional Transit Coordinating Council Area governments	Transit providers Area governments Transit Funding sources SWC-COG CDOT	\$2.05M	Construction jobs	Outlined per the SW Regional Transportation Plan

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
60	Durango Transit Zone 7 route expansions from city limits to Durango/La Plata County Airport, Hermosa, Durango West, Hesperus, and Edgemont	High	Transportation	Invest in Roads & Bridges	Building & Infrastructure Sustainability (BI1)	CDOT SW Regional Transportation Planning Region (SWTPR) Regional Transit Coordinating Council Area governmentsSWC-COG	Transit providers Area governments Transit Funding sources SWC-COG CDOT	\$8.0M	Construction jobs	Outlined per the SW Regional Transportation Plan
61	Southern Ute Indian Tribe CEDS 2018-2022	High	Comprehensive vet Economic Development Plan	Community Identified Priorities	Internal to Community	Outlined per the SUI Plan	Outlined per the SUI Plan	Outlined per the SUI Plan	Outlined per the SUI Plan	Outlined per the SUI Plan
62	LPC - Durango Strategic Plan on Homelessness 2020	High	LPC - Durango Strategic Plan on Homelessness	Addresses Economic Development Goals	Addresses Resiliency Initiatives	Outlined per the Homeless Plan	Outlined per the Homeless Plan	Outlined per the Homeless Plan	Outlined per the Homeless Plan	Outlined per the Homeless Plan

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
63	Homegrown Talent Initiative-Durango High School	High	Education	Fulfill Every Child's Potential	Future Ready Economy & Workforce (EW3-5)	Durango High School Colorado Education Initiative (CEI) Colorado Succeeds Region 9 EDD La Plata Economic Alliance Fort Lewis College Pueblo Community College Numerous industry partners	Homegrown Talent Initiative Durango School District 9R Fundraising	Approximately \$100,000 \$50,000 HTI 2-1 match by HTI for local funds raised Fundraised & match \$30,000	1 PT internship coordinator	1) Enhance work-based learning through job shadow, mentorships, internships and capstones. 2) Build leadership capacity with students and staff. 3) Create regionally aligned, industry-aligned career tech education (CTE) opportunities.
64	Implement Bond Measures for Durango Schools	High	Education	Fulfill Every Child's Potential	Building & Infrastructure Sustainability (BI4) Community Capacity (CC3)	Durango School District 9R, City of Durango	Voter Approved Bond Issue	\$ 90 M	Outlined per the Plan under development	Repair and replace aging school district infrastructure
65	Facilities assessment for highest and best use of underutilized county properties.	High	Land Use	Leverage the Unique Assets of Rural Colorado	Building & Infrastructure Sustainability (BI2) Climate & Natural Hazard Resiliency (CN3)	La Plata County	La Plata County	N/A	N/A	More efficient use of county property.

MAP OF MONTEZUMA COUNTY



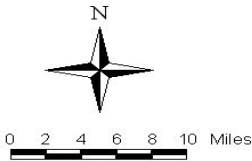
Montezuma County



REGION 9

Land Area - 1,307,673 acres (2,043 sq. miles)

	Private Lands- 352,976 acres (27%)
	San Juan National Forest- 257,626 acres (20%)
	Bureau of Land Management- 182,487 acres (14%)
	State Lands- 8,988 acres (0.7%)
	National Park Service- 53,720 (4%)
	Ute Mtn Ute Tribe - 439,996 (34%)



6. MONTEZUMA COUNTY

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(5) Public Comments Received (July 15th to August 15th)

- (1) "I think the weaknesses identified are accurate."
- (2) "Great information and very useful."
- (3) "Its ok."
- (4) "Another weakness to be aware of is the three towns putting in restrictive regulations to control economy and housing."
- (5) "the goal of the Montezuma Heritage Museum is to build on the diversity of our community. The community entails both Montezuma and Dolores county as well as, parts of New Mexico , Arizona, and Utah. The museum has been caught up in a difficult time period of Colorado History because of the COVID pandemic and the lack of workers who were willing to work during that time, but we are finally able to move forward with planning and building exhibits and displays in the new museum. The museum will be an economic driver for the city of Cortez and the County of Montezuma and will feature other communities as well. i believe the placement of the museum in a long- term place should be of higher position of importance to the economy of the area."

KEY HIGHLIGHTS AND PRIORITY ECONOMIC GOALS

Each of the communities in the county have expressed unique as well as shared visions.

- City of Cortez 2020 Vision statement - *Centrally located in a rural landscape of agriculture and rich public lands, the City of Cortez provides outstanding and innovative public services while demonstrating the values of our thriving community. Taking pride in our history, diversity, and environment, our friendly community is full of opportunity, making housing, goods, and services universally attainable. The City's safe, efficient, and effective leadership maintains a small-town atmosphere where diversity and a sense of community coexist in integrated livable neighborhoods and a vivacious downtown.*
- Ute Mountain Ute Tribe Economic Vision statement - *Community and economic development programs provide greater opportunities for Ute Mountain people together with community improvements that will be in keeping with the highest traditions of the Ute Mountain Ute Tribal culture and generally improve the quality of life on the Ute Mountain Ute Reservation.*
- Preserving the county's historic heritage (Mancos).
- Having supportive physical assets and having a supportive environment for business growth (Mancos).
- Preservation of natural beauty and access to recreation (all communities).

Economic development efforts throughout the county continue to be focused on diversification of the local economy. The goal is to develop more diversity to improve the number, quality, and variety of jobs that are available to residents through the retention and growth of existing businesses as well as the recruitment of new businesses. Many of the job losses from 2014 to 2019 were in higher paying industries such as mining and construction. Declines in these sectors reflect downturns in the oil and gas industry. Growth in Health Services is expected to continue as the Baby Boomer population ages.

Areas without adequate internet access have fewer opportunities for businesses to start, grow and succeed, and are fewer desirable places to live for employees and families. The City of Cortez already has an open access network and can provide broadband services to some of its businesses. Countywide there are plans to expand broadband fiber optic connections in Mancos and the Town of Dolores to provide higher bandwidth, increased speeds and more services.

Leveraging the unique assets of the area incorporates the development of a Lake McPhee Recreation Plan by building a new marina and recruiting associated businesses. An ambitious trails plan will interconnect communities in Montezuma County and beyond by developing multi-use trails for hiking, biking, OHV and 4WD visitors. Jobs in the recreation industry are distributed through Federal employment at National Parks and Monuments as well as other tourism employment.

Maintaining the rural character of the county is highly valued. Agricultural sector priorities include:

- Re-establishing the once vibrant fruit industry by expanding value added products to Integrate fresh pack and juicing operations.
- Protect lands for grazing.
- Regional networking and educational events-Ag Economic Summit & beef cow symposium.
- CSU Extension & Mesa Verde partnership on agritourism programs.
- Estate & succession planning for agricultural producers.

The feasibility of capitalizing on the solar potential of Southwest Colorado's sunny climate and high elevation is also under discussion. Nearby transmission lines to the national grid are seen as an advantage, and the solar power could be tied into Empire Electric lines if transformers are sufficient. Interested parties are seeking private partners and investment.

STRATEGIC PLANNING

SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis

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 county. This is the baseline by which a community begins to understand where they are in relation to their vision. Once the SWOT analysis is completed, strategies for solutions can be identified. By working with the Montezuma County stakeholders, and incorporating the goals of the Mesa Verde County tourism office, Town of Mancos Economic Coordinator, Municipalities, County Planning, Natural Resources Director, the following was identified:

Strengths

- Centrally Located to four of the fastest growing major metropolitan areas
- Vast natural and cultural resources
- Availability of water resources through the Dolores Project
- Native American heritage
- Established large scale agriculture.
- Climate (300+ days of sunshine, Dark Skies)
- Few natural hazards
- Year around, four season playgrounds with good access to public lands
- Responsive local government
- Active forest resources collaboration with USFS and 4 lumber mills
- Established construction trade workforce
- Agricultural land and open space aesthetic
- Below average cost of living and housing prices for Colorado
- Regional cooperation related to transportation for medical and mental health services
- Collaboration between school districts, PCC and workforce centers

Weaknesses

- Lack of large employers
- Lack of well-trained high-tech skilled workforce
- Childcare services unable to meet the demand
- Lack of job advancement opportunities
- Communities value of a quality, well-funded primary school system
- Lack of telecommunications infrastructure in the outlying areas
- Commuting between communities for work
- No railroad

Opportunities

- Solar and Wind potential utilizing Tri-State energy corridor
- Engage young retirees and lifestyle immigrants as a force for innovation and start-ups
- High value crop agriculture. Meat and food processing plants
- Industrial parks to accommodate new businesses (growth plans needed for expansion & development)
- Expand local online (telehealth) healthcare resources
- Foster higher education opportunities. Develop a local apprenticeship program
- Availability of land
- Develop retiree villages and older adult services (good climate for Colorado)
- Revive our attractive communities and downtown revitalization initiatives
- Quality of life attractions. Continue to encourage arts and entertainment venues
- Succession planning as the baby boomer population retires (Farms, local businesses, trades)
- Increased collaboration and dialogue between federal, state, tribal and local entities to resolve key regional issues

Threats

- Oil and gas decline
- Drug use & abuse
- Drought
- Service industry decline as a result of COVID
- Major economic downturn/recession
- Youth leaving the community
- Volatility of business cycle
- Infrastructure capacity
- Conversion of water shares to non-agricultural uses
- Federal, state and local regulations (within incorporated towns)
- Funding cuts in higher education, transportation, public health and human service programs
- Aging population

STRATEGIC DIRECTION – MONTEZUMA COUNTY PRIORITIES AND PROJECTS

Montezuma County priorities and projects are developed through review of current projects, planning documents, small group discussions and interviews with community stakeholders, and those working on community projects. The CDAPs are presented at various community and public meetings and distributed for public comment for a period of one month. The CDAP has a total of 45 projects that were approved by the County Commissioners on August 24th, 2021, signed by Jim Candelaria – Chairperson. The Montezuma CDAP is included in this document on page 22.

The CDAP projects were aligned with the [State Rural Economic Blueprint](#). Priorities from the State Blueprint are assigned to specific projects in the CDAP. Priorities are numbered below for reference rather than level of importance.

1. **Leverage the Unique Assets of Rural Colorado**
2. **Save Coloradoans Money on Healthcare**
3. **Fulfill Every Child's Potential**
4. **Support Local Community Success in Energy Transmission**
5. **Make Critical Investment in Community Infrastructure**
6. **Invest in Roads and Bridges**
7. **Build on Successful Economic Development Programs**
8. **Community Identified Priorities – this was added for projects aligned more closely with local economic priorities**

The CDAP projects were also linked to six resiliency strategies identified in the [Colorado Resiliency Framework](#), which addresses potential and interrelated economic, social, and environmental risks and vulnerabilities. Abbreviations are listed next to the strategies in the CDAP along with a number representing the supporting strategy. Please refer to the Colorado Resiliency Framework for details.

1. **Future Ready Economy & Workforce (EW)**
2. **Climate & Natural Hazard Resiliency (CN)**
3. **Building & Infrastructure Sustainability (BI)**
4. **Agriculture & Food Security (AF)**
5. **Housing Attainability (HA)**
6. **Community Capacity (CC)**
7. **Internal to Community (IC) - this was added for projects aligned more closely with local resiliency strategies**

1: Leverage the Unique Assets of Rural Colorado

Linkage – Agriculture & Food Security (AF), Building & Infrastructure Sustainability (BI), Climate & Natural Hazard Resiliency (CN), Community Capacity (CC), Future Ready Economy & Workforce (EW)

Projects:

1. Agricultural Sector Opportunities (CDAP #1, Resiliency AF3, EW2).
2. Local Food Economy (CDAP #2, Resiliency AF3).
3. Area Attractions & Visitation in Dolores (CDAP #4, Resiliency EW3).
4. Ute Mountain Industrial Park (CDAP #5, Resiliency CC1, EW3).
5. Paths to Mesa Verde Trail (CDAP #15, Resiliency BI1).
6. Lake McPhee Recreation Plan (CDAP #16, Resiliency BI4).
7. Pursue County-wide Trails Plan (CDAP #17, Resiliency BI1).
8. Address Native Fishery Health Below McPhee Reservoir (CDAP #18, Resiliency BI2).
9. Forest Health, Water & Wildfire Risks CDAP #23, Resiliency CN2).
10. Agriculture Industry: Supportive Businesses (CDAP #28, Resiliency AF3, EW3).
11. Film Industry (CDAP #29, Resiliency EW3).
12. Low-elevation Public Shooting Ranges (CDAP #33, Resiliency EW3).

13. Painted Hand Pueblo (CDAP #39, Resiliency BI1, CC3).
14. Grazing Yellow Jacket, Flodine (CDAP #40, Resiliency all).
15. BLM Aqueduct Trail System (CDAP #41, Resiliency CC3).

2: Save Coloradoans Money on Healthcare

Linkage – Community Capacity (CC)

Projects:

1. Southwest Memorial Hospital (CDAP #10, Resiliency CC3).

3: Fulfill Every Child's Potential

Linkage – Future Ready Economy & Workforce (EW), Community Capacity (CC)

Projects:

1. Montezuma County Schools (CDAP #8, Resiliency EW4, CC2).

4: Support Local Community Success in Energy Transmission

Linkage – Building & Infrastructure Sustainability (BI)

Projects:

1. Solar Array (CDAP #3, Resiliency BI1).

5: Make Critical Investment in Community Infrastructure

Linkage – Building & Infrastructure Sustainability (BI), Community Capacity (CC), Housing Attainability (HA), Climate and Natural Hazard Resiliency (CN),

Projects

1. Pueblo Community College Southwest: Distance Course Offerings & Student Enrollment in Early College Concurrent Courses in Academic & CTE programs (CDAP #9, Resiliency EW5, CC3).
2. Calkins School Building in Cortez (CDAP #11, Resiliency BI5).
3. Historic Mancos Opera House (CDAP #12, Resiliency BI5).
4. Affordable Home Ownership & Educational Programs (CDAP #13, Resiliency HA2).
5. Main St. Bridge in Mancos (CDAP #19, Resiliency BI1).
6. Town of Dolores Water & Wastewater Infrastructure (CDAP #20, Resiliency BI3).
7. Broadband Fiber Optic Connections (CDAP #24, Resiliency BI1, EW1).
8. Expand Transit Networks throughout County (CDAP #25, Resiliency BI1).
9. Establish Work & Technology Training Infrastructure Project (CDAP #26, Resiliency CC2, EW1).
10. Housing Manufacturing (CDAP #27, Resiliency EW3, HA1).
11. Expand utilities (CDAP #30, Resiliency BI4).
12. Rail Connection (CDAP #31, Resiliency BI1).
13. Marketing, Arts & Culture: Town of Mancos (CDAP #34, Resiliency CC3).
14. Public Services & Infrastructure: Town of Mancos (CDAP #35, Resiliency BI2, CC3).
15. Business/Commercial Development: Town of Mancos (CDAP #36, Resiliency CC3).
16. Walkability, Streetscape & Wayfinding: Town of Mancos (CDAP #37, Resiliency CC3).
17. Outrider stops and shelter improvements in Mancos & Cortez (CDAP #42, Resiliency BI1).
18. US 160 wildlife fencing and underpass (CDAP #43, Resiliency BI1).
19. US 160 and CR 30.1 intersection improvements at Phil's World (CDAP #44, Resiliency BI1).
20. CO 145/US 160 Cortez, Dolores, Rico Heater Re-pave (CDAP #45, Resiliency BI1).

6: Invest in Roads and Bridges

Linkage – Building & Infrastructure Sustainability (BI)

Projects

1. Planned Forest Service Road Projects (CDAP #21, Resiliency BI1).
2. Jurisdiction of Dolores Norwood Road USFS Road 526 (CDAP #22, Resiliency BI1).

7: Build on Successful Economic Development Programs

Linkage – Community Capacity (CC2), Future Ready Economy & Workforce (EW),

Projects

1. Vacant Business Spaces in Mancos (CDAP #6, Resiliency Ew3).
2. 20-acre Industrial Park in Cortez (CDAP #7, Resiliency EW3).
3. City of Cortez Land Use Code (CDAP #14, Resiliency CC3).
4. Ute Mountain Ute Tribe 2019 – 2024 CEDS (CDAP #38, Resiliency all initiatives).

EVALUATION FRAMEWORK

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

Performance Measures

1. CDAP Project Completion 2001 - 2020

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

Completed CDAP Projects 2001-2020

Montezuma County

Part of the Comprehensive Economic Development Strategy (CEDS) process is tracking and evaluating the effectiveness and job creation of the Community Development Action Plan (CDAP) in your communities. Completed projects from the CDAP are listed below.

Items listed on the following page under bold headings have been completed since the last approved CDAP cycle from 2018-2020.

Projects Completed Between 2001-2016

One Stop Career Center
Shared facilities for economic development groups in Welcome Center
Built new jail facility
Pave Hovenweep Road
Pedestrian Master Plan
Dolores River Water Shed Forum
Dolores River Valley Comprehensive Plan
US Highway 160 Bypass Reconstruction Project
Establish Adult Learning Center
Forest Service HWY designation for the Dolores/Norwood Road
Enterprise Zone project designation for the Pinon Project Family Resource Center
Constructed Sophia Retreat & Conference Center in Dolores
Upgrades to Montezuma County Fairgrounds
Improvements to Lewis Arriola Community Center
Constructed sidewalks along Railroad Avenue, Dolores
Housing Needs Assessment
Constructed Town of Dolores Maintenance Facility
Obtained Forest Service Building in Dolores
Dolores Water Tank Stabilization
Complete Regional Transit Feasibility Study
Complete safety improvements to US 491 and County Road M,
Dolores Sidewalks down Central Ave. from 3rd Street to 11th Street
Creation of Southwest Colorado Community College
New Wastewater Treatment Plant in Mancos
Construct Integrated Health and Mental facility

Mancos Watershed Planning Project
Preserve Montezuma Valley Bank Building in Downtown Cortez
Constructed Micro-hydro Plant northeast of Cortez
Construct Breakwater for McPhee Reservoir
Completed priority highway and intersection improvements planned throughout County
Sustain Independent Law enforcement Agency in Mancos
Upgraded Mancos Community Center
Expanded parking facilities for Mancos schools
Complete Sidewalk Project in Downtown Dolores
Keep Community Health Clinic in Mancos
Downtown Dolores Revitalization Project
Staff position for Montezuma Community Economic Development Association
Expanded County buildings
Maintained commuter air service
Develop Bike lanes through Cortez
Completed 14 miles US 491/160 Surface Treatment Project from NM State Line to Towaoc
SH 145 at CR P intersection improvements and turn lanes

Projects Completed Between 2016-2018

Agriculture

- Build Market for Ute Mt Ute Cornmeal Product

Arts & Culture

- Mancos - Obtain Creative District Certification

Education

- Sustain Charter & Schools of Choice in County - Children's Kiva Montessori
- New High School Facility in Cortez

Health & Human Services

- Build New Patient Wing at Southwest Memorial Hospital
- Increase Number of Physicians in County – Axis Health Systems created 3 new FTEs and implemented tele-video capabilities to allow patients access to specialty services such as psychiatry.

Historic Preservation

- McElmo Flume Preservation & Historic Designation

Public Infrastructure

- Construct New Courthouse
- Replace Cortez City Hall

Public/Private Lands

- Combat/Control Tamarisk & Other Noxious Weeds
- Resurface Echo Basin Road (NFSR 566) -2 miles

Telecom

- Cortez Fiber Project Phase I - construction of Phase 1 fiber to the business

Transportation

- Complete Mancos Corridor Improvement/Access Control Plan for Highway 160
- Complete Priority Highway & Intersection Improvements:
 - US 491 Cortez to CR M which included relocation of utilities, re-alignment of CR25 with US 491 & repaving

Projects Completed Between 2018-2020

Health & Human Services

- Host a Community Health Clinic on the Dolores High School Campus
- Collective Impact Initiative –Team UP Builds Cradle to Career Collective Impact Partnerships to Serve At-Risk Children
- Create Montezuma Avenue Historic District

Historic Preservation

- Remodel County Social Services Building to House the Montezuma Heritage Museum

Housing

- Complete New Building and Implement New Programs for The Bridge Shelter

Parks and Recreation

- Rebuild Playground at Joe Rowell Park

Public Infrastructure

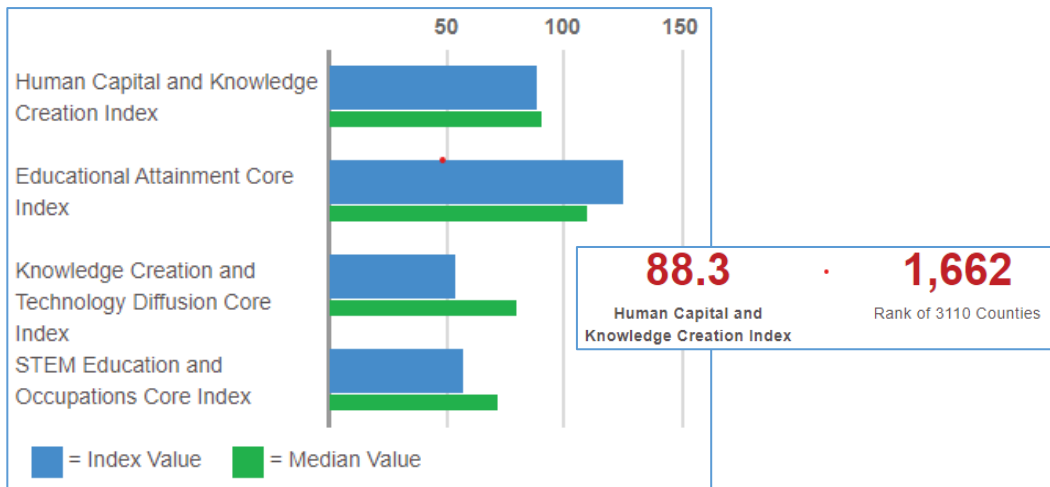
- Upgrade County Fairgrounds Facility & Explore Construction of a Convention Center

Transportation

- Complete Priority Highway, County Road & Intersection Improvements
- Implement Priority Projects in Capital Inventory Asset Plan – Town of Mancos

2. Montezuma County Human Capital and Creation Index Compared to All Other U.S. Counties

<https://www.statsamerica.org/>



Measure	Index	Rank
📍 "Salad Days" Population Growth (Ages 25-44)	107.1	1,261
Educational Attainment Core Index	124.5	979
📍 High School Attainment (Ages 18-24)	51.3	3,026
📍 Some College, No Degree (Age 25+)	178.7	329
📍 Associate Degree (Age 25+)	89.1	1,856
📍 Bachelor's Degree (Age 25+)	133.3	850
📍 Graduate Degree (Age 25+)	170.1	390
Knowledge Creation and Technology Diffusion Core Index	53.1	2,145
📍 Patent Technology Diffusion	85.1	1,550
📍 University-Based Knowledge Spillovers	0.0	2,124
📍 Business Incubator Spillovers	74.1	2,390
STEM Education and Occupations Core Index	56.8	2,213
📍 STEM Degree Creation (per 1,000 Population)	0.0	802
📍 Technology-Based Knowledge Occupation Clusters	87.8	1,932
📍 High-Tech Industry Employment Share	82.7	1,950

Human capital and knowledge creation affect the degree to which a county's labor force is able to engage in innovative activities. Growth in a county's workforce ages 25 to 44 signifies that a county is becoming increasingly attractive to younger (arguably more energetic) workers—those more likely to contribute to innovation. Counties with high levels of human capital are those with enhanced knowledge, measured by educational attainment, patent diffusion, knowledge spillover, business incubator presence, STEM degree holders and occupations, and the share of high-tech employment. Higher levels of human capital are associated with higher levels of innovation and faster diffusion of technology.

3. Montezuma County Economic Performance Compared to All Other U.S. Counties

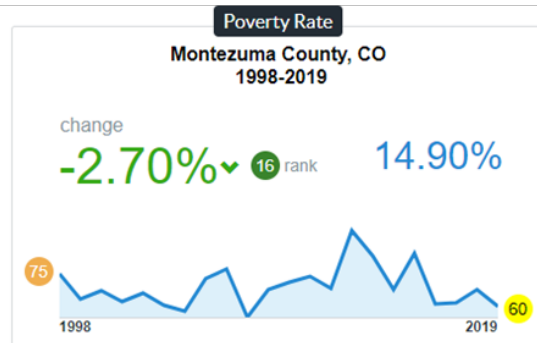
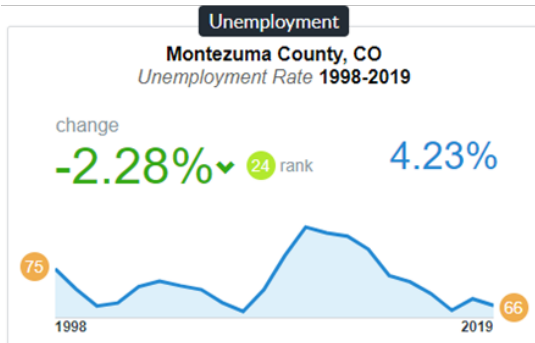
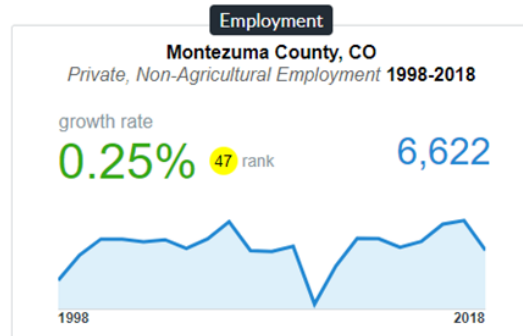
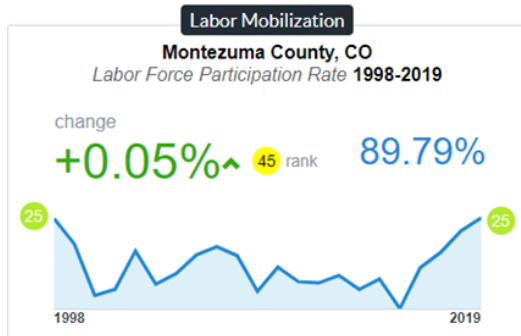
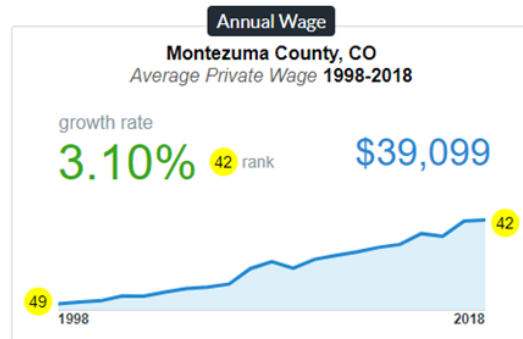
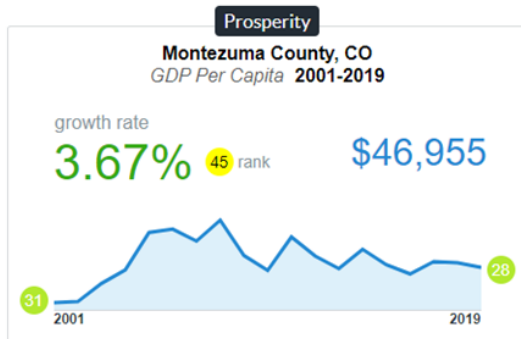
https://clustermapping.us/region/county/montezuma_county_co/performance

Ranks are by percentile from 1-100 among all 3221 U.S. counties:
 ● 1-20 (first quintile) ● 21-40 (second quintile) ● 41-60 (third quintile) ● 61-80 (fourth quintile) ● 81-100 (fifth quintile)

Performance

Regional economic performance can be measured by indicators of overall performance directly related to the standard of living in a region, as well as intermediate indicators of economic activity that may or may not translate into a region's standard of living.

Outcomes



SUMMARY BACKGROUND

History and Economic Trends

Montezuma County was formed in 1889 out of part of La Plata County. Culturally the area is an ethnic mix of Hispanic, Native American and Anglo populations. By the turn of the century, the Ute Mountain Ute Tribe had been moved to their current Reservation in the southern part of Montezuma County. The tribe established its headquarters at Towaoc, 12 miles south of Cortez. Just across the borders of Utah, New Mexico and Arizona is the Navajo Nation. These two tribes have significant cultural and economic impacts on Montezuma County.

Ute Mountain Ute Indian Tribe

The planning and management area of Region 9 includes two Indian reservations, including the Southern Ute and the Ute Mountain Ute Indian Tribes. Historically, the Utes roamed throughout the Four Corners and Western Colorado in several distinct hunter-gatherer bands. The Southern Ute divisions were the Muache, Capote, and Weeminuche. As a result of the Dawes Act in 1887, and the subsequent Act of 1895, the previously defined Southern Ute reservation lands were broken into two distinct units. Most of the Muache and Capote Utes accepted farming allotments in the eastern portion, which became known as the Southern Ute Indian Reservation with agency headquarters at Ignacio, in La Plata County. The Weeminuche Utes, led by Chief Ignacio, refused to accept allotments and moved to the western portion, which became known as the Ute Mountain Ute Indian Reservation with agency headquarters at Towaoc, in Montezuma County.

The Ute Mountain Ute Tribe's land is in southwest Colorado and eastern Utah and covers 910 square miles. The land is held in trust by the United States Government. The Tribal enrollment in 2019 was 2,134 with most of the members living on the reservation in Towaoc, Colorado (Montezuma County), and in White Mesa, Utah. The Tribal census shows the largest percentage of the members are in their early twenties and younger.

The Ute Mountain Ute Tribe is a major contributor to the regional economy. In 2019, the Tribe was one of the largest employers in Montezuma County with ~1,300 jobs in all aspects of tribal government and operations, and at their Ute Mountain Casino and RV Park. The Colorado Ute Water Settlement Act of 1988 mandated, through the building of the Dolores Project and McPhee Reservoir, that drinking and irrigation water be provided to the reservation. This has dramatically expanded farming and ranching operations. Other tribal resources include income from oil and gas wells, and tribal enterprises that revolve around tourism such as the Tribe's Ute Mountain Ute Tribal Park and the Ute Mountain Indian Trading Company & Gallery. The Tribe has updated their *Ute Mountain Ute Tribe Comprehensive Economic Development Strategy* (2019 - 2024).

Cortez

Mining and logging settlements (Rico and Dolores) at higher altitudes created a demand for agricultural products that could only be grown at lower elevations in the richer soils of the Montezuma Valley. The challenge was water, with an average annual rainfall of only 13". The Dolores River, which originally ran through the Montezuma Valley and connected with the McElmo drainage, had been turned north by a geologic uplift in prehistoric times leaving the Montezuma Valley without a major river. The developers of the Montezuma Valley Irrigation Company punched through the uplift near the "Big Bend" bringing water into the valley for irrigation, as well as water to support the growth of Cortez, established in 1886. The growth that Cortez experienced in the 1950s and '60s was spurred by the development of the "Aneth Oil Field" in Southeastern Utah, which was accessed via McElmo Canyon. With Cortez as the nearest full-service town, many of the oil field workers and their families made it their home. It was during the oil boom that streets were paved, schools were built, and several subdivisions were developed in Cortez.

The development and paving of Highways 666 (now Hwy 491) and 160 opened Cortez as a regional trade center for the surrounding agricultural areas and Indian Tribes. When the energy boom busted in the 1960s, Cortez gradually developed a tourism economy based on the presence of Mesa Verde National Park and its location on Highway 160, the major east/west corridor in the area. In the 1980s the Bureau of Reclamation began construction on McPhee Reservoir, which when completed in 1995 provided irrigation water to 35,000 newly irrigated acres (including 7,500 acres on the Ute Mountain Ute Reservation) and supplemental water to 25,000 acres in the Montezuma Valley irrigation system. This project, known as the Dolores Project, also provides long-term water supplies to Towaoc, Cortez and Dolores.

Dolores

Big Bend was the original town along the Dolores River. When the Rio Grande Southern Railway (RGS) bypassed the town, Big Bend was abandoned, and the town's population moved upstream to found the present Town of Dolores. The RGS carried supplies and miners heading for the silver mines of Rico and Telluride. By the turn of the century, the mining boom had played out and the remaining settlers turned to subsistence agriculture and the export of agricultural and timber products. The mining boom had left behind a narrow-gauge rail network that connected Dolores and Mancos with Durango and markets in Denver and the Midwest. Between 1924 and 1944, the mill town of McPhee (linked to Dolores by rail) was harvesting Ponderosa Pine and was one of the largest mills in the West. By the end of World War II, the mill had burned down, and McPhee was virtually abandoned. In the 1980s the construction of McPhee Reservoir (the Dolores Project), and its extensive irrigation systems, allowed increased agricultural production and enhanced recreational opportunities for locals and tourists.

Mancos

The Mancos Valley was settled by ranching families in the early 1880s, including the Quaker Wetherill Family from Pennsylvania. The Wetherills ranched in the Southern part of the Mancos Valley and were the first non-natives to extensively explore the cliff dwellings of Mesa Verde. In 1891 the Rio Grande Southern Railway reached Mancos on its way to the silver mines of Telluride and Rico. Mancos boomed, becoming a thriving commercial center based on lumber, cattle and produce grown in the Montezuma Valley. When the energy boom busted in the 1960s, Mancos developed a growing tourism economy based on the presence of Mesa Verde National Park. Presently, the Town of Mancos retains a heritage based on ranching and the manufacture of timber products. The area also provides many recreational opportunities within the San Juan National Forest, and Jackson Gulch Lake, which is in the Mancos State Recreation Area.

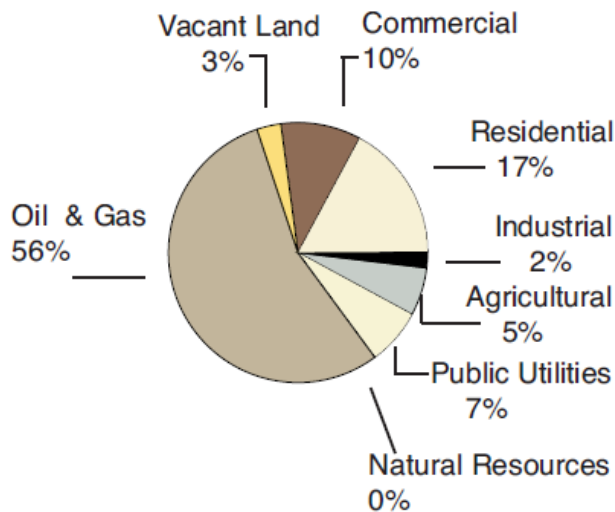
Montezuma County Government

Montezuma 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, Coroner, Sheriff, County Surveyor, and Treasurer. An elected three-member Board of County Commissioners is the chief legislative and executive body of the County. Their duties include overseeing county budget¹, land use policy, social services, road maintenance and construction, and public health programs. In addition to these nine elected officials, the county employed a staff of 215 full time employees in 2019.

Expenditures

Montezuma County provides many different services to its citizens, including roads and bridges, public safety and health and welfare. ² Property tax revenues are distributed among municipalities, school districts, and special districts such as fire protection and sanitation.

Where The County Revenue Comes From



Revenues are produced from a variety of sources, including property taxes, non-local tax sources such as federal and state funding for social services programs and highway user taxes, and a lodging tax of 1.9%.

Property taxes accounted for 31% of County revenues. Oil, gas and other natural resources produced 62% of property tax revenues. Oil and gas production and equipment is assessed at 87.5% of the actual value of production, as opposed to a 9.15% assessment ratio for residential properties and 29% for all other properties (including oil & gas equipment).

Infrastructure and Services

Electric - The entire county is served by Empire Electric Association.

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

Water - Depending on location, the area is served by the Montezuma Water Co.; Summit Ridge Water District; Mancos Rural Water Co.; and the Montezuma Water District. Many individuals have their own wells.

¹ <https://montezumacounty.org/wp-content/uploads/2020/09/2020-Adopted-Budget.pdf>

² https://montezumacounty.org/wp-content/uploads/2021/01/PROOF-MZ-CTY-ASSESSOR-LEVIES-2020-Printed-jan-2021_MZ-CTY-ASSESSOR-LEVIES.pdf

Wastewater - In Cortez, Mancos and Dolores there are municipal sewage treatment facilities. Many rural residents have their own septic systems. Some mobile home parks also have wastewater treatment facilities.

Solid Waste - Cortez provides trash pick-up. Most of the rural area is served by Waste Management, Countryside Disposal, Rowe & Sons, County Landfill, York Industries Recycling, Uncle Junkies Junk Removal. There are also a variety of private waste haulers for the Town of Mancos. Waste Management provides service for the Town of Dolores.

Police & Fire Departments - Cortez and Mancos employ police personnel. The balance of the county depends on the Sheriff's Department and rural fire departments. Fire Protection Districts are in Cortez, Dolores, Lewis-Arriola, Mancos and Pleasant View.

Telephone - Depending on location, the area is served by Century Link, and Farmers Telephone.

Medical Facilities - Southwest Memorial Hospital in Cortez provides ICU/critical care, a medical-surgical unit, a Family Birthing Center, a same day care unit, as well as emergency room services that are available 24 hrs. a day, 7 days a week. There are also physicians providing a wide variety of medical specialties. Southwest Memorial is a Level III trauma center and is licensed for 49 beds. Dolores Medical Center in the Town of Dolores provides family practice, has one physician and one nurse practitioner. There is 24-hour coverage of practice patients, but no 24-hour emergency services (open Monday-Tuesday-Thursday 9-4; Wednesday and Friday 9-1).

Business Parks - Cortez has an industrial "zone" (61 acres composed of private and city land-infrastructure in place). There is also a privately owned Cortez Light Industrial Park (24 acres-infrastructure readily available). As part of a cooperative agreement the City of Cortez and the county are developing a business park (26 acres will be reserved for county use, 10 acres will be available for private development).

Major Employers - [2019] Top 10 Employers: Ute Mountain Casino (400), Cortez School District RE-1 (394), Ute Mtn. Ute Tribe – Government (357), Southwest Memorial Hospital (352), Wal-Mart (280), Montezuma County (215), Weeminuche Construction Authority (150), Pasco SW Inc. (149), City of Cortez (133), , City Market (120).

Recreation Facilities - Cortez has a community recreation center, 11 soccer fields, and 8 baseball fields (6 with lights). Cortez also has pedestrian and bike trails. Dolores has one soccer field with an accompanying playground, one baseball field and 2 softball fields (one with lights), and a community center. Mancos has 1 softball field and is currently upgrading its parks and community center. There are also school facilities that include track, football and other fields, garden & play equipment. Surrounding public lands include the San Juan National Forest, BLM, State Lands, Hovenweep, Mesa Verde National Park, etc.

Housing - According to the MLS, in 2020 (through November) the median home price for a single-family residential unit in Cortez was \$352,700 in Mancos and \$319,000 in the Town of Dolores.

Childcare Availability - Montezuma: 1,682 Total Slots (Ages 0-5). Data Source: Childcare Resource and Referral.

Long term care facilities for seniors - There are 2 licensed facilities with a total of 161 beds. There are 5 assisted living facilities with 127 beds. Data Source: San Juan Basin Area Agency on Aging

Estimated number of persons without health insurance – 5,755 (23%). Data Source: U.S. Census Bureau

Demographics

Population – Between 2010 and 2019, Montezuma County grew from 25,532 to 26,160 people with most of the growth occurring in Mancos.

Unincorporated areas of the county include the Ute Mountain Ute Indian Tribe, headquartered in Towaoc, which is located 12 miles southwest of Cortez. The tribal enrollment in 2019 was estimated at 2,134 members.

	2010	2019	Ann. Avg % Change 2010-19
Montezuma	25,532	26,160	0.3%
Cortez	8,481	8,723	0.3%
Dolores	936	966	0.4%
Mancos	1,337	1,419	0.7%
Unincorporated	14,775	15,052	0.2%

Source: Colorado State Demography Office

Population growth in the county was 33% natural causes (births and deaths), and 67% net migration. The population is expected to grow at a moderate rate through 2035.

Other pertinent demographics of Montezuma County are provided by the American Community Survey (ACS 2018) <http://www.census.gov/acs/www/>. Median home price is from Local MLS (2019).

Median Age	44
Working from Home	7%
Median Household Income	\$ 46,797
Median Home Price	\$ 259,000
Homeownership	71%
Non-white Population	19%
Poverty Rate	16%
Bachelors Degree or Higher	29%

Snapshot of the Local Economy

Unemployment Rates

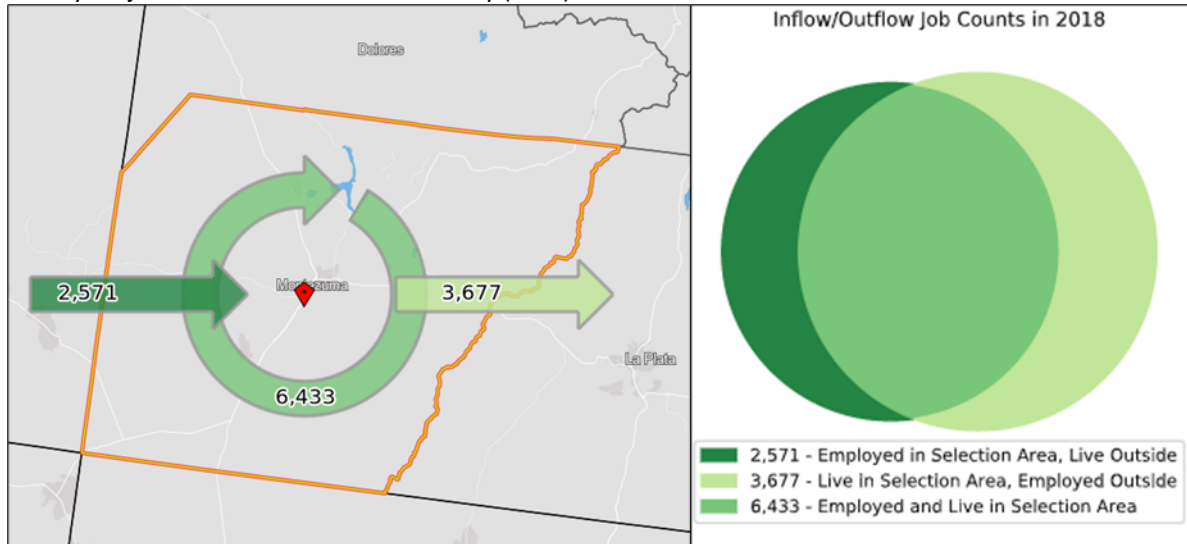
Unemployment Rates 2019				
Location	Labor Force	Employed	Unemployed	Unemployment Rate
USA				3.9%
Colorado				2.8%
Archuleta	6,937	6,717	220	3.2%
Dolores	1,164	1,129	35	3.0%
La Plata	32,305	31,495	810	2.5%
Montezuma	13,038	12,486	552	4.2%
San Juan	570	553	17	3.0%

In 2019, county unemployment rates (4.2 %) were higher than the state (2.8%) and the nation (3.9%).

Source: Colorado Labor Market CDLE-LMI

Commuting

People commute to where the jobs are but take their paychecks home. This influences how we evaluate employment, whether by place of work or by residence. In 2018 most of the workers commuting out of the county for jobs are going to La Plata County (6.8%). Many of the workers commuting into Montezuma County for jobs are also from La Plata County (2.2%).



**Jobs Counts by Places (Cities, CDPs, etc.)
Where Workers are Employed - All Jobs**

	2018	
	Count	Share
All Places (Cities, CDPs, etc.)	10,110	100.0%
Cortez city, CO	3,943	39.0%
Durango city, CO	686	6.8%
Towaoc CDP, CO	339	3.4%
Mancos town, CO	284	2.8%
Dolores town, CO	272	2.7%
Grand Junction city, CO	208	2.1%
Denver city, CO	176	1.7%
Farmington city, NM	157	1.6%
Colorado Springs city, CO	94	0.9%
Montrose city, CO	89	0.9%
All Other Locations	3,862	38.2%

**Jobs Counts by Places (Cities, CDPs, etc.)
Where Workers Live - All Jobs**

	2018	
	Count	Share
All Places (Cities, CDPs, etc.)	9,004	100.0%
Cortez city, CO	2,717	30.2%
Towaoc CDP, CO	276	3.1%
Mancos town, CO	256	2.8%
Durango city, CO	200	2.2%
Dolores town, CO	182	2.0%
Farmington city, NM	121	1.3%
Lewis CDP, CO	71	0.8%
Grand Junction city, CO	59	0.7%
Montrose city, CO	55	0.6%
Colorado Springs city, CO	53	0.6%
All Other Locations	5,014	55.7%

Area Name	County	¹ Resident Population	² All Workers	² Workers Living in Area	³ Daytime Population	⁴ Daily Commuter Population
Cortez	Montezuma	8,743	5,476	3,952	10,267	1,524
Dolores	Montezuma	963	343	314	992	29
Mancos	Montezuma	1,416	368	499	1,285	(131)

Data: ¹Co State Demographer 2018; ² On the Map Census 2018;

³ Daytime Population = (Resident Population + All Workers) - Workers Living in Area

⁴ Daily Commuter Population = Daytime Population - Resident Population

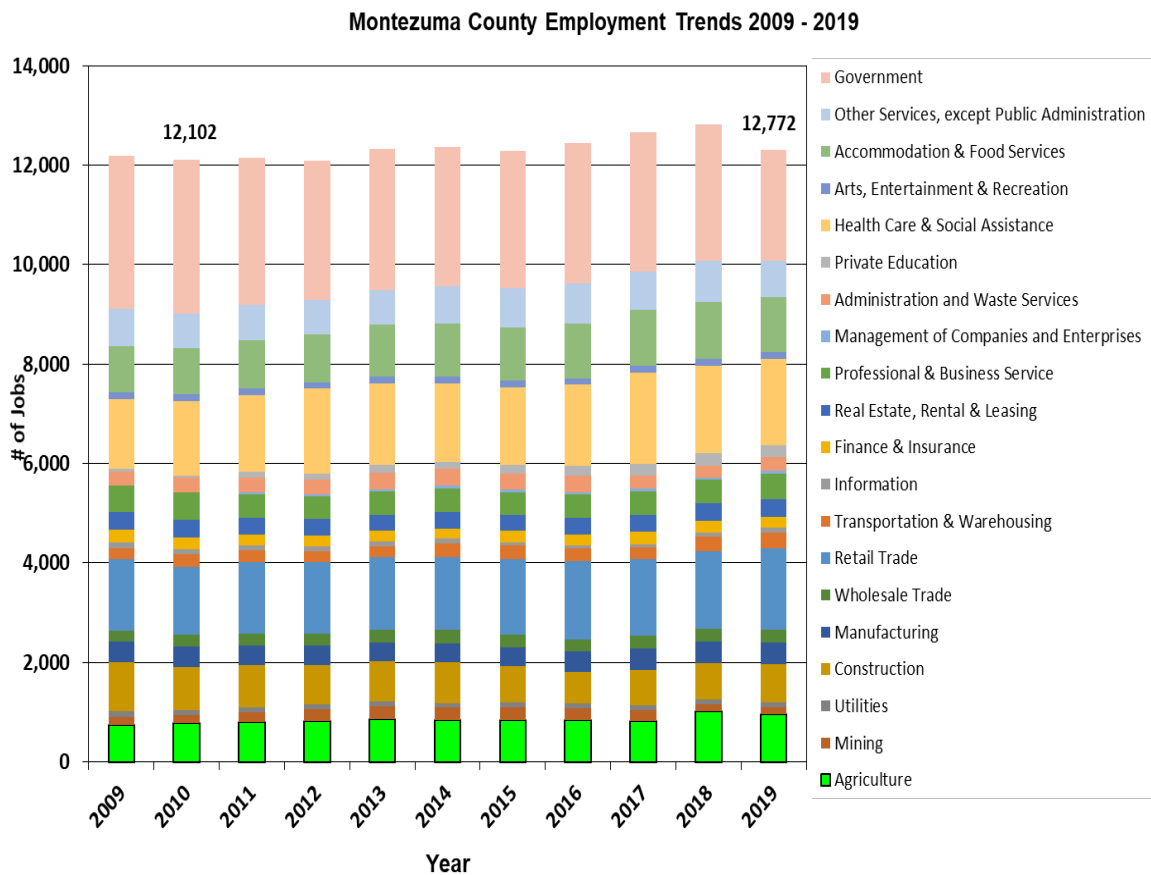
Negative commuter numbers (-131) mean that more people were coming into the community for work than were going out.

Employment Sector Trends 2009 - 2019

An employment “sector” groups jobs into categories that are alike and allows us to measure the relative strength of that industry in the local economy. Using “trend analysis” we can see how those industries have grown or declined within a specific timeframe. The following chart includes wage earners as well as proprietors (owners).

Total employment refers to the numbers and types of jobs reported by place of work – which may be outside of the county, or even the state. This data is provided by the Bureau of Economic Analysis, then is adjusted and reported by the Colorado State Demographer. It lags two years behind the current year, thus 2019 is the latest available data.

This chart demonstrates fluctuating job numbers from 2009 to 2019. Employment declined to a low point in 2010 (12,102 jobs) – the depth of the recession in the local area. Services and Government sectors have accounted for the largest proportion of the jobs in Montezuma County since 2009.



2019 Employment

Proprietors (owners) make up 24% of total employment, while wage and salary jobs account for 76%. Wages and employment are highly dependent on generally low paying service sector and retail jobs. The service sector, including all eight of the highlighted fields, employs about 38% of workers in the county. Many of the service jobs in Montezuma County support accommodation and food services and health and social assistance. Government jobs provide 21% of employment. Many of the job losses from 2014 to 2019 were in higher paying industries. Declines in the construction and mining sectors from 2014 to 2019 reflect downturns in the oil and gas industry. Growth in Health Services is expected to continue as the Baby Boomer population ages.

Montezuma County 2019 Total Employment	# of Jobs	% of Jobs	*Avg. ann. wage	# Jobs % Change 2014-2019
Agriculture	961	8%	\$ 34,917	15%
Mining	142	1%	\$ 72,528	-46%
Utilities	85	0.7%	\$ 69,297	-3%
Construction	778	6%	\$ 38,434	-5%
Manufacturing	443	3%	\$ 34,716	17%
Wholesale Trade	254	2%	\$ 57,221	-7%
Retail Trade	1,629	13%	\$ 30,659	11%
Transportation & Warehousing	327	3%	\$ 73,969	25%
Information	83	0.6%	\$ 49,720	-18%
Finance Activities	224	2%	\$ 47,635	10%
Real Estate	352	3%	\$ 39,759	8%
Professional & Business Services	512	4%	\$ 51,466	6%
Management of Companies and Enterprises	58	0.5%	\$ 90,009	12%
Administration and Waste Management	287	2%	\$ 28,904	-15%
Private Education	241	2%	\$ 33,526	65%
Health Services	1,719	13%	\$ 36,920	9%
Arts, Entertainment, and Recreation	144	1%	\$ 88,480	14%
Accommodation and Food	1,111	9%	\$ 18,575	4%
Other Services, except Public Administration	737	6%	\$ 24,989	-3%
Government	2,685	21%	\$ 39,387	-4%
Total	12,772	100%	\$ 37,223	3%

*Quarterly Census of Employment & Wages (QCEW)

Source: Colorado State Demography Office

2019 Employment Share by Wage - 12,772 Jobs

Avg. Annual Wage	Low Wage	Mid Wage	High Wage	Livable Wage
\$37,223	< \$29,778	\$29,779 - \$44,667	> \$44,668	\$52,187
	16%	49%	35%	7%

Low Wage < 80% of AAW; Mid Wage > 80% and < 120% of AAW; High Wage > 120% of AAW
Livable Wage for two working adults with two children (MIT)

Data on employment and earnings in agriculture is unusually difficult to obtain for several reasons. First, agricultural producers (farmers) are not required to report their employees under the Employment Security program. While some do, the reporting that does occur covers only a small fraction of the actual employment. Second, the industry includes large numbers of proprietor-operators (farmers) and their families, and there are no good estimates on the numbers of these that represent full-time workers. Finally, farm income fluctuates widely with market prices and changes in inventories. Thus, the income data are not necessarily an accurate measure of activity as they are in other industries.

Economic Base Analysis

Economic Base Analysis is a tool to describe economic activity by the source of revenue, whether the money generated by sales comes from outside the local economy, or from within the local economy. This type of analysis is designed to define those economic activities that drive or sustain the local economy. Base Analysis distinguishes which industries and factors are responsible for overall growth and change. There are two types of regional industries:

Base industries produce exports or derive their sales or income *directly* from outside sources, or *indirectly* by providing supplies to export industries. These activities **bring in outside dollars** to circulate within the local economy. These industries include agriculture, mining, manufacturing, national and regional services, state and federal government jobs, and tourism. Another base industry is created by households that spend money earned elsewhere. For example, a retiree whose income comes from outside of the county is supporting many traditional local resident services jobs; however, since their income is basic (from outside the local economy), the local resident service jobs are also considered basic.

Montezuma 2019 Base Industries	# of Jobs	% of Jobs
Agribusiness	1,151	12%
Mining	209	2%
Manufacturing	267	3%
Government	480	5%
Regional Services	1,986	21%
Tourism	1,517	16%
Households	3,733	40%
Total	9,343	100%

In Montezuma County the largest base employment industries are Regional Services (21%) and households (40%) that spend money earned elsewhere (i.e., retirees).

Local resident services provide services to residents and **re-circulate dollars** within the local economy. Resident services include industries that take care of the local community, such as health services, education, and employment at the local grocery store. Outside money enters the local economy through a variety of sources, circulates through the local area, and then leaves the local economy when we purchase goods or services from outside the area, or pay federal and state taxes. Looking at restaurants for example, when the person buying a meal is from outside the area (a tourist), it is a **direct base economic activity** and when the person is a resident using money earned in the local economy, it is a **local resident service activity**. so, restaurants are both direct based and a local resident service.

Enterprise Zones – Region 9 administers the Southwest Colorado Enterprise Zone program. All of Montezuma County is a designated Enterprise Zone. <https://region9edd.org/enterprise-zone>.

Opportunity Zones – Census tract 9411, which encompasses the Ute Mountain Indian Reservation, is an eligible Opportunity Zone. <https://region9edd.org/oz-projects>.

More detailed information regarding Montezuma County is available at www.scan.org under regional data.

Per Capita Income

Per Capita Income 2019		
	PCI 2019	% of USA
USA	\$ 56,490	100%
Colorado	\$ 61,157	108%
Montezuma	\$ 43,542	77%

Source: Bureau of Economic Analysis

In 2019, Montezuma had a per capita personal income (PCPI) of \$43,542. This PCPI ranked 45th in the state and was 71 percent of the state average, \$61,157, and 103 percent of the national average, \$56,490.

Total Personal Income

Montezuma 2019 Total Personal Income (\$000)		% of Total
Employment Earnings	\$ 569,383	47%
Residency Adjustment	\$ 83,443	7%
Dividends, Interest & Rent	\$ 274,585	22%
Transfer Payments	\$ 296,090	24%
Estimated TPI	\$ 1,223,501	100%


Source: Bureau of Economic Analysis


2019. That was \$173,899,000


In 2019, Montezuma had a total personal income (TPI) of \$1,223,501,000. This personal income ranked 25th in the state and accounted for 0.3 percent of the state total. Estimated payments to retirees accounted for about 14% of the estimated TPI in Montezuma County in


Total Personal Income Trends 1970 - 2019

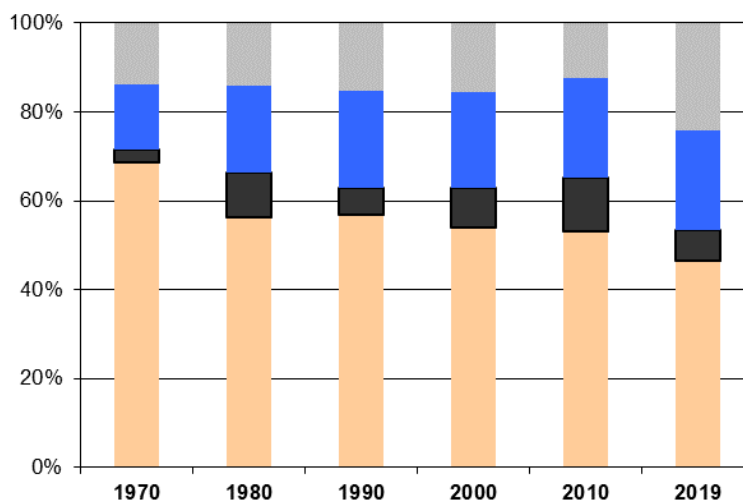
In addition to employment income, money enters the local economy from other sources. Total Personal Income (TPI) is the sum of all personal income that flows into the county. The following chart examines the components of TPI and how the proportions of this income have changed over time.

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

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

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

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



Generally, from 1970 to 2019, 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.

COMMUNITY DEVELOPMENT ACTION PLAN

The *Community Development Action Plan* (CDAP) is a list of short-term projects (**defined as two years or less**). Initial drafts of the CDAPs are developed through review of current projects, planning documents, small group discussions and interviews with community stakeholders, and those working on community projects. The CDAPs are presented at various community and public meetings and distributed for public comment for a period of one month. The final drafts are presented to each county's Board of Commissioners for approval. The approved copies are included as part of this document. The CDAPs are useful tools for organizations working with communities and have evolved into being the central source for listing the full range of projects that are in process or are desired. The CDAPs are used as the official community plan required for eligibility for many federal and state funding sources.

The 2021 Montezuma County CDAP has a total of 45 projects that were developed by stakeholders and subsequently approved by the County Commissioners on August 24th, 2021, signed by Jim Candelaria – Chairperson.

Recognizing that the COVID pandemic will impact the economy for years to come, this CEDS focuses on aligning regional strategies with state strategies for addressing equitable and resilient economic growth.

The CDAP projects were aligned with the [State Rural Economic Blueprint](#). Priorities from the State Blueprint are assigned to specific projects in the CDAP. Priorities are numbered below for reference rather than level of importance.

1. **Leverage the Unique Assets of Rural Colorado**
2. **Save Coloradoans Money on Healthcare**
3. **Fulfill Every Child's Potential**
4. **Support Local Community Success in Energy Transmission**
5. **Make Critical Investment in Community Infrastructure**
6. **Invest in Roads and Bridges**
7. **Build on Successful Economic Development Programs**
8. **Community Identified Priorities – this was added for projects aligned more closely with local economic priorities**

The CDAP projects were also linked to six resiliency strategies identified in the [Colorado Resiliency Framework](#), which addresses potential and interrelated economic, social, and environmental risks and vulnerabilities. Abbreviations are listed next to the strategies in the CDAP along with a number representing the supporting strategy. Please refer to the Colorado Resiliency Framework document for details.

1. **Future Ready Economy & Workforce (EW)**
2. **Climate & Natural Hazard Resiliency (CN)**
3. **Building & Infrastructure Sustainability (BI)**
4. **Agriculture & Food Security (AF)**
5. **Housing Attainability (HA)**
6. **Community Capacity (CC)**
7. **Internal to Community (IC) - this was added for projects aligned more closely with local resiliency strategies**

Currently, the CDAP list displays: Project #, Rank, Category, State Economic Development Priority, Resiliency Linkage, Primary Partners, Funding Resources, Cost Estimate, Jobs and Outcomes & Impacts.

CDAP Project Ranking

Ranking Criteria

- Is relevant to economic or community development – aligns with community master plans and priorities or state economic priorities.
- Is relevant to economic or community resiliency – aligns with state resiliency framework.
- Is within the community's and primary partners ability to influence.
- Metrics address progress and impact.
- Metrics are comparable to other counties, regions, state.
- Data is readily available and accessible to community members.

Rank		
High	Medium	Low
Must meet at least 4 criteria	Must meet at least 3 criteria	Must meet at least 2 criteria

Guidelines for CDAP Review & Project Additions

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

Criteria for Adding CDAP Projects out of Cycle:

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

Is project happening before next CDAP revision?

Does project fit a CDAP definition?

CDAP #	Project	Rank
1	Maintain & Expand Agricultural Sector & Local Food Economy	High
2	Homegrown Talent Initiative- Montezuma-Cortez High School	High
3	Solar Array	High
4	Area Attractions & Visitation in Dolores	High
5	Ute Mountain Industrial Park	High
9	Pueblo Community College Southwest	High
10	Southwest Memorial Hospital	High
15	Paths to Mesa Verde Trail	High
16	Lake McPhee Recreation Plan	High
17	Pursue County-wide Trails Plan	High
20	Town of Dolores Water & Wastewater Infrastructure	High
21	Planned Forest Service Road Projects	High
23	Forest Health, Water & Wildfire Risks	High
24	Broadband Fiber Optic Connections	High
26	Establish Work & Technology Training Infrastructure Project	High
27	Housing Manufacturing	High
28	Agriculture Industry: Supportive Businesses	High
35	Public Services & Infrastructure: Town of Mancos	High
36	Business/Commercial Development: Town of Mancos	High
37	Walkability, Streetscape & Wayfinding: Town of Mancos	High
38	Ute Mountain Ute Tribe Comprehensive Economic Development Strategy 2019-2024	High
42	Outrider stops and shelter improvements in Mancos & Cortez	High
43	US 160 wildlife fencing and underpass	High
44	US 160 and CR 30.1 intersection improvements at Phil's World	High
45	CO 145/US 160 Cortez, Dolores, Rico Heater Re-pave	High
6	Vacant Business Spaces in Mancos	Med
7	20-acre Industrial Park in Cortez	Med
8	Montezuma County Schools	Med
11	Calkins School Building in Cortez	Med
12	Historic Mancos Opera House	Med
13	Home Ownership & Educational Programs	Med
14	City of Cortez Land Use Code	Med
19	Main St. Bridge in Mancos	Med
33	Low-elevation Public Shooting Ranges	Med
34	Marketing, Arts & Culture: Town of Mancos	Med
39	Painted Hand Pueblo	Med
40	Grazing Yellow Jacket, Flodine	Med
41	BLM Aqueduct Trail System	Med
18	Address Native Fishery Health Below McPhee Reservoir	Low
22	Jurisdiction of Dolores Norwood Road USFS Road 526	Low
25	Expand Transit Networks throughout County	Low
29	Film Industry	Low
30	Expand utilities	Low
31	Rail Connection	Low
32	Public Events	Low

MONTEZUMA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
1	Maintain & Expand Agricultural Sector & Local Food Economy	High	Agriculture	Leverage the Unique Assets of Rural Colorado	Future Ready Economy & Workforce (EW2) Agriculture & Food Security (AF3)	Co. State Univ. Cooperative Extension CSU Research Center Local area growers Mesa Verde Country Local Chambers of Commerce SW Farm Fresh Cooperative Montezuma Food Coalition Montezuma Orchard Restoration Project National Young Farmers Coalition Montezuma Land Trust Conservancy	Grants USDA CSU SW Co. Research Center Local producers GoCO	N/A	N/A	1) Re-establish fruit industry by expanding products. 2) Integrate fresh pack & juicing operations. 3) Retain rural character of the county. 4) Protect lands for grazing. 5) Host regional networking & educational events. 6) CSU Extension & Mesa Verde partnership on agritourism programs. 7) Estate & succession planning for agricultural producers. 8) Increase jobs in Ag sector using 2018 as baseline. 9) Promote agricultural use of small land parcels. 10) Implement Montezuma Coalition Funds to sustain & grow local food economy. 11) Provide business education for farmers. 12) Collaborate with healthcare sector on organic & healthy foods. 13) Expand buy-local opportunities. 14) Educate media & consumers on complexity of Ag's economic impact. 15) Sustain local Farmers' Markets. 16) Educate & engage youth with outdoors & agriculture. 17) Genetic testing of fruit through Montezuma Orchard Restoration

MONTEZUMA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
2	Homegrown Talent Initiative- Montezuma-Cortez High School	High	Education	Fulfill Every Child's Potential	Future Ready Economy & Workforce (EW3-5)	M-C High School Colorado Education Initiative (CEI) Colorado Succeeds Pueblo Community College-SW Region 9 EDD Fort Lewis College Numerous industry partners	Homegrown Talent Initiative School District RE1 Fundraising	Approximately \$100,000 \$50,000 HTI 2-1 match by HTI for local funds raised Fundraised & match \$30,000	1 PT internship coordinator	1) Enhance work-based learning through job shadow, mentorships, internships, and capstones. 2) Build leadership capacity with students and staff. 3) Create regionally aligned, industry-aligned career tech education (CTE) opportunities.
3	Solar Array	High	Business Development	Support Local Community Success in Energy Transition	Building and Infrastructure Sustainability (BI1)	Montezuma County Empire Electric Ute Mt Ute Tribe	Montezuma County Private investment & businesses Grants	N/A	N/A	Build Solar Array in Montezuma County. 1) Seeking private partners & investment. 2) Feasibility being determined. 3) Available land & sunlight capacity.
4	Area Attractions & Visitation in Dolores	High	Business Development	Leverage the Unique Assets of Rural Colorado	Future Ready Economy & Workforce (EW3)	Town of Dolores Dolores Chamber Businesses	Town SBDC	N/A	N/A	Utilize Area Attractions to Increase Visitation in Dolores. 1) Create & implement plan for the sustainability & retention of Town of Dolores businesses. 2) Reduce retail leakage. 3) Increase visitation to Boggy Draw & McPhee. 4) increased number of jobs located in Dolores.

MONTEZUMA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
5	Ute Mountain Industrial Park	High	Business Development	Leverage the Unique Assets of Rural Colorado	Future Ready Economy & Workforce (EW3) Community Capacity (CC1)	Ute Mt Ute Tribe	Tribe Region 9 EDD County & municipalities Private industry	N/A	15	Fill Ute Mountain Industrial Park. 1) increased number of new businesses by at least 3 in county/tribal land. 2) Diversify the economy. 3) Available space for industry.
6	Vacant Business Spaces in Mancos	Med	Business Development	Build on Successful Economic Development Programs	Future Ready Economy & Workforce (EW3)	Mancos DoLA	Town OEDIT EZ Tax credits & other incentives REDI Grant	N/A	15	Recruit Businesses to Fill Vacant Spaces in Mancos. 1) Increase sales tax revenue for Mancos. 2) Utilize Creative District Designation to increase diversity of variety of goods & services.
7	20-acre Industrial Park in Cortez	Med	Business Development	Build on Successful Economic Development Programs	Future Ready Economy & Workforce (EW3)	Cortez	State & federal funding Incentives	N/A	N/A	Recruit Businesses to 20-acre Industrial Park in Cortez. 1) increased number of jobs in County. 2) Diversify economy. 3) Create & maintain inventory of available commercial & industrial properties. 4) Market & sell lots.
8	Montezuma County Schools	Med	Education	Fulfill Every Child's Potential	Future Ready Economy & Workforce (EW4) Community Capacity (CC2)	Cortez Dolores & Mancos School Districts Ute Mt Ute Tribe	Gateway to College Program School Accountability Committees BEST grant	N/A	1 FTE	1) Expand continuum of service from early childhood to high school. 2) Increase school readiness. 3) Identify and address student and teacher retention issues. 4) Collaborate with Ute Mountain Ute Tribe on programming. 5) Seek funding opportunities.

MONTEZUMA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
9	Pueblo Community College Southwest	High	Education	Make Critical Investment in Community Infrastructure	Future Ready Economy & Workforce (EW5) Community Capacity (CC3)	Pueblo Community College Southwest (PCCSW) Regional School Districts Fort Lewis College Local businesses	Colorado Community College Carl Perkins Grant & Amendment 50 PCCSW Regional school districts Donations Student fees	N/A	Retain existing staff	1) Provide local jobs by retaining existing faculty positions & increasing staff through adjunct & part time employees as program enrollment demands. 2) Increased offerings to students through concurrent enrollment and career tech education (CTE) pathways. 3) Collaborate with regional organizations to explore ways to address out-migration of youth. 4) Seek capital investments for program start-ups, upgrades & new technologies.
10	Southwest Memorial Hospital	High	Health & Human Services	Save Coloradoans' Money on Healthcare	Community Capacity (CC3)	Southwest Memorial Hospital Foundation Colorado Rural Health Center Axis Health System Southwest Health Net	Colorado Rural Outreach Placement Grants Federal Rural Health Clinic Program EZ Project designation	N/A	Maintain & grow current employee numbers	Sustain Southwest Memorial Hospital as a Primary Rural Provider. 1) Sustain medical community's ability to accept new Medicaid patients. 2) Sustain medical community's ability to accommodate growing aging population 3) Implementation of tele-video capabilities through Axis Health Systems to allow patients access to specialty services such as psychiatry. 4) Keep Southwest Memorial Hospital Foundation as an Enterprise Zone Project. 5) Implement recommendations from Economic Impact Study on Hospital job impact.

MONTEZUMA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
11	Calkins School Building in Cortez	Med	Historic Preservation	Make Critical Investment in Community Infrastructure	Building and Infrastructure Sustainability (B15)	Cortez School District Cortez Historic Preservation Board Montezuma Housing Authority Calkins Redevelopment LLC	Cortez School District Colorado Historical Society State, Federal & private sources developer Montezuma Housing Authority	N/A	Construction jobs	Complete Restoration & Reuse of Calkins School Building in Cortez. 1) Restore the building to an historic & functioning state. 2) Encourage redevelopment of other historic buildings. 3) Submit National Register designation. 4) Develop surrounding 6-acre parcel.
12	Historic Mancos Opera House	Med	Historic Preservation	Make Critical Investment in Community Infrastructure	Building and Infrastructure Sustainability (B15)	VFW Post Mancos Mancos Valley Historical Society	Town State Historical Fund Mancos Valley Historical Society	N/A	Construction jobs	1) Restore the building for public use.
13	Home Ownership & Educational Programs	Med	Housing	Make Critical Investment in Community Infrastructure	Housing Attainability (HA2)	HomesFund Habitat for Humanity	CDFI CDBG Private contributions	N/A	Workforce recruitment/ retain	1) Collaborate with County and towns to explore ways to meet changing housing needs. 2) Increase the homebuyer education classes in Montezuma County over the prior year.
14	City of Cortez Land Use Code	Med	Land Use	Build on Successful Economic Development Programs	Community Capacity (CC3)	Cortez Community Advisory Team	Orton Family Foundation Gates Family Foundation Cortez DoLA American Planning Association	N/A	One part-time Project Coordinator & one Planner position	Complete Rewrite City of Cortez Land Use Code 1) Released the Draft Comprehensive Plan updates for review. 2) Strengthen long-term economic viability.

MONTEZUMA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
15	Paths to Mesa Verde Trail	High	Parks and Recreation	Leverage the Unique Assets of Rural Colorado	Building and Infrastructure Sustainability (BI1)	Montezuma County Recreation Committee Cortez Mancos National Park Service Mesa Verde National Park Bureau of Land Mgt CDOT	CDOT Enhancement Funds Federal highway funds GoCO	Mancos to Mesa Verde \$5.8 M for 6 Miles of 10' wide crusher fines ADA Pathway. Cortez to Mesa Verde; \$14 M 11 miles 10' wide crusher fines ADA pathway, bridges, and highway underpass.	N/A	1) Develop a 7-mile multi-use trail from Denny Lake to the Montezuma Fairgrounds. 2) Continue trail from fairgrounds to Mesa Verde Visitor Center. 3) Continue path into Mancos.
16	Lake McPhee Recreation Plan	High	Public Lands	Leverage the Unique Assets of Rural Colorado	Building and Infrastructure Sustainability (BI4)	Montezuma County Montezuma County Recreation Committee Dolores Colorado US Forest Service CPW-USFWS Dolores Water Conservation District Colorado State Parks	GoCO USFS CPW-USFWS USDA	\$500,000 for 900' Wave Eater wave attenuation system	N/A	1) Create a comprehensive development plan. 2) Relocate & rebuild marina. 3) Recruit marina services.

MONTEZUMA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
17	Pursue County-wide Trails Plan	High	Parks and Recreation	Leverage the Unique Assets of Rural Colorado	Building and Infrastructure Sustainability (B11)	Montezuma County Recreation Committee Montezuma County Greater Dolores Action US Forest Service Bureau of Land Mgt Municipalities	Grants & donations GoCO Private businesses	N/A	Indirect jobs from increased tourism and greater County livability	Pursue County-wide Trails Plan. 1) Interconnect communities in Montezuma County by developing multi-use trails. 2) Identify & mark trails for mountain biking & hiking. 3) Attract & promote bicycling. 4) Produce maps & promote through Visitor Center, Chambers, & recreation businesses. 5) Attract residents & visitors to 4WD, OHV & bicycle through 160 miles on a motorized route from Sage Hen on existing roads that would tie into the Rimrocker Trail from Montrose to Moab.
18	Address Native Fishery Health Below McPhee Reservoir	Low	Public Infrastructure	Leverage the Unique Assets of Rural Colorado	Building and Infrastructure Sustainability (B12)	Montezuma County Lower Dolores Plan working group – Legislative Subcommittee Implementation team Water users Conservation groups Recreation users Gov. entities	State & Federal funding sources	N/A	N/A	Address Native Fishery Health Below McPhee Reservoir. 1) Continue work on the 2013 Implementation Monitoring & Evaluation Plan for Native Fish. 2) Continued discussions on ways that the native fish can be protected in the context of water supplies, Dolores Project contracts & Colorado water law. 3) Provide community education.

MONTEZUMA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
19	Main St. Bridge in Mancos	Med	Public Infrastructure	Make Critical Investment in Community Infrastructure	Building and Infrastructure Sustainability (BI1)	Mancos	Town CDOT (\$1M grant) DoLA (\$193,000)	\$2M	Construction jobs	Reconstruct Main St. Bridge in Mancos. 1) Meet safety & structure needs into the future. 2) Build conduit for future fiber optic installation. 3) Widen bridge for two lanes and two sidewalks to ensure safe crossing for pedestrians and motorists. 4) Lengthen by 10 feet. 5) Improve the riverbed. 6) Reinforce area between the bridge and the Bauer Bank Building to maintain structural integrity. 7) Match brick to resemble historic bank building nearby and incorporate the iconic 1912 stamp from the current bridge.
20	Town of Dolores Water & Wastewater Infrastructure	High	Public Infrastructure	Make Critical Investment in Community Infrastructure	Building and Infrastructure Sustainability (BI3)	Town of Dolores DoLA	DoLA State & Federal grants Town Dolores State Bank	\$800,000: DoLA grant-\$292,363 CDPHE grant-\$25,000 Remaining costs-Town reserves and a loan from Dolores State Bank	Construction jobs	Upgrade Town of Dolores Water & Wastewater Infrastructure. 1) Move wastewater treatment from Lagoon to facility. 2) Increase water delivery systems, pressure & quantity. *Future priority needs for the water and wastewater pipeline system in Dolores are estimated to cost \$2.7 million, according to a recent assessment from SGM Engineering.

MONTEZUMA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
21	Planned Forest Service Road Projects	High	Public Lands	Invest in Roads and Bridges	Building and Infrastructure Sustainability (BI1)	US Forest Service Bureau of Land Mgt Montezuma County	Cooperative agreement between USFS & area counties BLM Federal Highway Administration	N/A	Supports construction, recreation, tourism & timber jobs	Complete Planned Forest Service Road Projects. 1) Support upcoming timber sales. 2) Resurfacing & brushing on Taylor Creek Road (NFSR 545).
22	Jurisdiction of Dolores Norwood Road USFS Road 526	Low	Public Lands	Invest in Roads and Bridges	Building and Infrastructure Sustainability (BI1)	US Forest Service Montezuma County	Grants County US Forest Service	Not defined	N/A	Resolve Jurisdiction of Dolores Norwood Road USFS Road 526. 1) Gravel completed on 4 miles of road. 2) Define/resolve maintenance & usage responsibilities between parties. 3) Resolve historic use rights.

MONTEZUMA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
23	Forest Health, Water & Wildfire Risks	High	Public/Private Lands	Leverage the Unique Assets of Rural Colorado	Climate & Natural Hazard Resiliency (CN2)	US Forest Service Bureau of Land Mgt Colorado State Forest Service Colorado State Extension Office Wildfire Adapted Partnership Montezuma County Federal Lands Program Montezuma County Recreation Committee Fire Protection Districts Timber Industry Ute Mt Ute Tribe	County National Fire Plan funds Fire hazard mitigation contractors USDA if private land USFS BLM	N/A	Supports construction, recreation, tourism & timber jobs	Address Forest Health, Water & Wildfire Risks. 1) Reduce fire risk. 2) Strengthen timber products industry. 3) Improve forest health. 4) Reduce risk to life & property & protect watershed/community infrastructure. 5) Defensible space education resulting in defensible space created around values at risk. 6) Reduce negative impacts of insect infestation. 7) Complete USFS projects per SOPAs for 2021-2023 8) Engage in the Rocky Mountain Restoration Initiative. 9) Engage with the Collaborative Forest Landscape Restoration Project for the purpose of encouraging the collaborative, science-based ecosystem restoration of priority forest landscapes.

MONTEZUMA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
24	Broadband Fiber Optic Connections	High	Telecomm	Make Critical Investment in Community Infrastructure	Building and Infrastructure Sustainability (BI2) Future Ready Economy & Workforce (EW1)	SW Colorado Council of Governments Cortez Dolores Mancos Montezuma County	DoLA Cortez Rural Electric Cooperatives Long distance carriers Rural Utility Service Funds USDA-Broadband funding	~\$10-14M for Cortez projects	One general manager position	Expand Broadband Fiber Optic Connections Cortez & Montezuma County. 1) Regional broadband plan. 2) Cortez broadband feasibility study. 3) Cortez Fiber Project – Fiber to The Home (FTTH) to meet needs of businesses, residents & home-based businesses. 4) SWCCOG partnership with CDOT for funding opportunities through FCC Rural Healthcare to expand regional broadband backbone. Will include dark fiber available for leasing. 5) Higher bandwidth, increased speeds & services throughout the County. 6) Advanced, enhanced telecom services. 7) Develop alternatives to the incumbent carriers to provide competition & redundancy. 8) Fiber from Mancos Town Hall to water tank to increase capacity for ISP providers and wireless capacity for entire town. 9) Finish fiber installation & loop in the Town of Dolores.

MONTEZUMA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
25	Expand Transit Networks throughout County	Low	Transportation	Make Critical Investment in Community Infrastructure	Building and Infrastructure Sustainability (BI1)	Regional Transit Providers Montezuma County SW Colorado Council of Governments CDOT Municipalities Ute Mt Ute Tribe	CDOT FHWA Area governments SWCCOG	\$100K for existing public transit provider	Create a part-time mobility manager position	1) Develop a public transit system that addresses commuter population needs. 2) Grow partnerships with existing transit systems & providers to meet growing transit needs between Communities. 3) Participate in regional transit planning. 4) Maintain current transit services. 5) Implement recommendation from SWCCOG Transit Feasibility Report to create intercity fixed route between Durango & Cortez with stops at Durango West, Mancos & the SW Colorado Community College.
26	Establish Work & Technology Training Infrastructure Project	High	Workforce Development	Make Critical Investment in Community Infrastructure	Future Ready Economy & Workforce (EW3) Community Capacity (CC2)	Ute Mt Ute Tribe SW Workforce Centers Southwest Small Business Dev. Center	SEEDS Grant (Sustainable Employment & Economic Development Strategies)-- Dept of Health & Human Services HPOG (Health Professional Opportunity Grant) Ute Mt Ute Tribe	\$8.5 M over 5 years	10 to complete Entrepreneur Incubator program 15 youth to complete technical internships	Establish Work & Technology Training Infrastructure Project. 1) Grow jobs & develop businesses on the Ute Mountain Ute Tribal reservation. 2) Create Entrepreneur incubator to encourage business start-ups. 3) Raise high school graduation rates. 4) Coach & tutor in computer/IT applications, provide business training & mentors, STEM internships & case management. 5) Increased number of tribal members in high paying technical & professional careers.

MONTEZUMA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
27	Housing Manufacturing	High	Housing	Make Critical Investment in Community Infrastructure	Housing Attainability (HA1) Future Ready Economy & Workforce (EW3)	Montezuma County	County State Incentives	N/A	N/A	1) Recruit housing manufacturing companies.
28	Agriculture Industry: Supportive Businesses	High	Agriculture	Leverage the Unique Assets of Rural Colorado	Future Ready Economy & Workforce (EW3) Agriculture & Food Security (AF3)	Montezuma County	N/A	N/A	N/A	1) Value added Ag industry, supportive businesses, and processing
29	Film Industry	Low	Tourism / Economic Development	Leverage the Unique Assets of Rural Colorado	Future Ready Economy & Workforce (EW3)	Colorado Film Commission Regional Film Commissions Mesa Verde Country Private Filmmakers Municipalities Public Lands Agencies	Grants Private promotion	N/A	N/A	1) Connect with Film Industry. 2) Supports local businesses, rentals, food, lodging. 3) Build community reputation and brand through marketing outreach.
30	Expand utilities	Low	Business Development	Make Critical Investment in Community Infrastructure	Building and Infrastructure Sustainability (BI4)	N/A	N/A	N/A	N/A	1) Work with county partners and utility providers to develop utilities in expanding areas of county.

MONTEZUMA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
31	Rail Connection	Low	Transportation	Make Critical Investment in Community Infrastructure	Building and Infrastructure Sustainability (BI1)	State of New Mexico Navajo Nation Ute Nation State of Utah	Federal Transportation Grants	N/A	Construction jobs	1) Rail Connection from Gallup to Cortez to Moab. 2) Expand agricultural sector by increasing exports. 3) Grow jobs in the manufacturing sector. 4) Expand job opportunities through access to transportation.
32	Public Events	Low	Tourism / Economic Development	Leverage the Unique Assets of Rural Colorado	Future Ready Economy & Workforce (EW3)	Municipalities USFS BLM Local Advocacy Groups/Clubs Local Chambers Montezuma County	Local Advocacy Groups Local Businesses Non-profits	N/A	N/A	1) Hosting athletic events in Montezuma County such as cross-country triathlons. 2) The recreation and tourism sector of the economy get a boost from the notoriety and reputation that come with popular competitive events. 3) Public events provide indirect benefits by supporting local jobs in recreation and tourism, hospitality, retail, and specialty sporting goods. *Likely very little capital investment required if relying on existing infrastructure. Some cost associated with administration, legal, planning, permitting, insurance, marketing, and community outreach and buy-in.

MONTEZUMA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
33	Low-elevation Public Shooting Ranges	Med	Parks and Recreation	Leverage the Unique Assets of Rural Colorado	Future Ready Economy & Workforce EW3)	CPW BLM USFS	CPW	\$500,000 for capital improvements for at least two public outdoor shooting ranges	N/A	1) Create a safe, designated, all season outdoor range(s) for target shooting and for shooting competitions. 2) Grow jobs in the retail and hospitality industry. 3) Competitive events provide indirect benefits to local retailers and benefit the hospitality industry.
34	Marketing, Arts & Culture: Town of Mancos	Med	Marketing, Arts & Culture	Make Critical Investment in Community Infrastructure	Community Capacity (CC3)	Per the Plan: Mancos Business Development and Economic Growth Strategy 6-20-2019	Per the Plan	Per the Plan	Per the Plan	1) Develop an organization that champions the downtown and also coordinates downtown planning, events, revitalization, and improvement projects. 2) Fund downtown planning, marketing, events, revitalization, and improvement projects. 3) Market the Town of Mancos, business opportunities and events. 4) Implement a clear system for communicating information to the community. 5) Maximize sales to resident market. 6) Establish Mancos as a destination for events, arts, culture, fun and heritage in order to attract visitors and encourage business sustainability. 7) Promote citizen/community engagement. 8) Better understand, attract, and cater to the Mancos visitor/customer base.

MONTEZUMA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
35	Public Services & Infrastructure : Town of Mancos	High	Public Services & Infrastructure	Make Critical Investment in Community Infrastructure	Building and Infrastructure Sustainability (BI2) Community Capacity (CC3)	Per the Plan: Mancos Business Development and Economic Growth Strategy 6-20-2019	Per the Plan	Per the Plan	Per the Plan	1) Improve and maintain town infrastructure to meet existing and future business demands. 2) Develop an action plan/budget to coordinate, prioritize and secure resources for downtown improvement projects. 3) Support business development efforts with business-friendly codes, policies, and procedures, plans and other guides. 4) Position Town of Mancos as a hub for trail-related tourism and recreation. 5) Leverage the Mancos River as a key development asset and attraction in town by linking downtown businesses with the river corridor.
36	Business / commercial Development: Town of Mancos	High	Business/Commercial Development	Make Critical Investment in Community Infrastructure	Community Capacity (CC3)	Per the Plan: Mancos Business Development and Economic Growth Strategy 6-20-2019	Per the Plan	Per the Plan	Per the Plan	1) Generate economic vitality in Town of Mancos. 2) Address retail opportunities and leakage. 3) Promote conditions for a vibrant, sustainable business community with economic development partners.

MONTEZUMA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
37	Walkability, Streetscape & Wayfinding: Town of Mancos	High	Walkability, Streetscape & Wayfinding	Make Critical Investment in Community Infrastructure	Community Capacity (CC3)	Per the Plan: Mancos Business Development and Economic Growth Strategy 6-20-2019	Per the Plan	Per the Plan	Per the Plan	1) Improve the look/feel of downtown Mancos for shoppers, visitors, and residents. 2) Establish welcoming entrances that convey the sense of arrival in a unique community. 3) Improve wayfinding. 4) Improve pedestrian safety.

MONTEZUMA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
38	Ute Mountain Ute Tribe Comprehensive Economic Development Strategy 2019-2024	High	Economic Development	Build on Successful Economic Development Programs	All aspects of the Resiliency Initiatives	CEDS Strategy Committee and the UMU Tribal Council	Per the Plan: Ute Mountain Ute CEDS	Per the Plan	Per the Plan	1) Utilize new funding streams and construction methods to achieve housing goals. 2) Increase self-sufficiency among the most vulnerable UMUT members. 3) Increase the development of youth leadership and multimedia career skills. 4) Preserve and protect UMUT tribal culture, land, and language. 5) Improve mental health and wellness by establishing a behavioral health Center and evidence-based programs on the UMUT Reservation. 6) Improve access to high-speed broadband internet on the UMUT Reservation. 7) Increase deployment of solar energy throughout the UMUT Reservation. 8) Increase entrepreneurial activity on the UMUT Reservation. 9) Increase employment related to conservation and cultural heritage. 10) Increase access to capital for Tribal residents and businesses.

MONTEZUMA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
39	Painted Hand Pueblo	Med	Public Lands	Leverage the Unique Assets of Rural Colorado	Building and Infrastructure Sustainability (BI2) Community Capacity (CC3)	Colorado Scenic Byways BLM County Towns	State grants	N/A	N/A	1) Widening and graveling a short section of existing BLM road, constructing less than a mile of new BLM road around private property, and upgrading a parking area to allow for year-round access, accommodate more vehicles, and enable large vehicles to turn around. 2) Addition of a restroom, picnic tables with shade, and interpretive signage, along with closing a short section of steep trail.
40	Grazing Yellow Jacket, Flooding	Med	Public Lands	Leverage the Unique Assets of Rural Colorado	All aspects of the Resiliency Initiatives	BLM Montezuma County Ute Mountain Ute Tribe	Federal funds	N/A	2 FTE	1) Reauthorize term grazing on two Canyons of the Ancients National Monument allotments as per the Monument Proclamation.
41	BLM Aqueduct Trail System	Med	Public Lands	Leverage the Unique Assets of Rural Colorado	Community Capacity (CC3)	BLM Town of Mancos Montezuma County	State grants	N/A	N/A	1) Build an 11.7-mile trail system on the BLM Aqueduct parcel 2 miles northwest of Mancos. 2) Trails will be open to non-motorized uses and e-bikes.
42	Outrider stops and shelter improvements in Mancos & Cortez	High	Transportation	Make Critical Investment in Community Infrastructure	Building and Infrastructure Sustainability (BI1)	CDOT Montezuma County Dolores County Municipalities	CDOT	\$0.4M	Construction jobs	1) Stop and shelter improvements in Durango, Mancos, Cortez, Dolores, and Rico. Stop and shelter locations are all located along the Outrider Durango to Grand Junction route.
43	US 160 wildlife fencing and underpass	High	Transportation	Make Critical Investment in Community Infrastructure	Building and Infrastructure Sustainability (BI1)	CDOT Montezuma County La Plata County Municipalities	CDOT	\$2.88M	Construction jobs	1) Wildlife fencing and underpass, brush removal, sight distance improvements between Cortez and Durango (near CR 30.1)

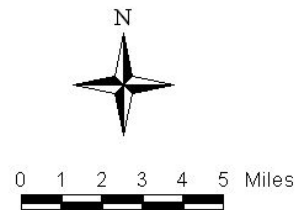
MONTEZUMA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
44	US 160 and CR 30.1 intersection improvements at Phil's World	High	Transportation	Make Critical Investment in Community Infrastructure	Building and Infrastructure Sustainability (BI1)	CDOT Montezuma County Municipalities	CDOT	\$1.5M	Construction jobs	1) Improve the intersection of US 160 and CR 30.1, the entrance to Phil's World, a nationally renowned mountain biking area. Improvements may include turn, deceleration, and acceleration lanes.
45	CO 145/US 160 Cortez, Dolores, Rico Heater Repave	High	Transportation	Make Critical Investment in Community Infrastructure	Building and Infrastructure Sustainability (BI1)	CDOT Montezuma County Dolores County Municipalities	CDOT	\$6.2M	Construction jobs	1) Resurfacing and planning the asphalt along the gutter edges and across the full roadway width along certain roadway segments to create a smoother driving surface. 2) Some of the Americans with Disabilities Act (ADA) curb ramps will be removed and replaced through Cortez, Dolores, and Rico, at a total of 16 intersections.

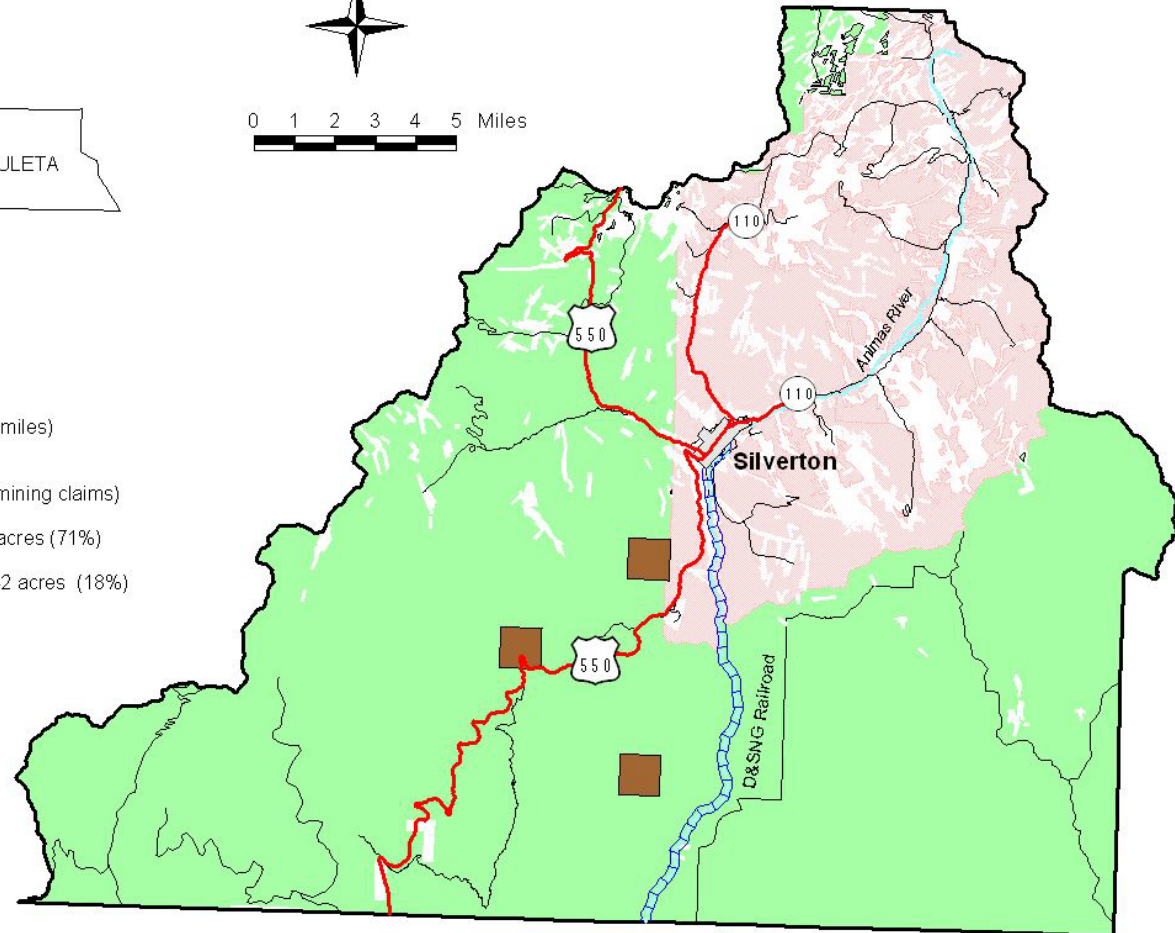
MAP OF SAN JUAN COUNTY, CO



REGION 9



- Land Area - 248,772 acres (389 sq. miles)
-  Private Lands- 27,470 acres (11%)
(most private lands are in patented mining claims)
 -  San Juan National Forest- 175,607 acres (71%)
 -  Bureau of Land Management- 44,442 acres (18%)
 -  State Lands- 1,254 acres (0.5%)



7. SAN JUAN COUNTY

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(2) Public Comment Received (July 15th to August 15th)

(1) “I have unfortunately become aware of the legal and political effects of the Animas Mine ownership on both region 9 and 10, via the legacy owner the Idarado Company and its Denver based global parent, Newmont Mining. This is a bigger subject, but I do think CERCLA liability management is having a consistent negative impact upon the integrity of our region and economy.”

(2) “I agree with the CDAP plans and priority. I would add that there seems to be many organizations trying to make incubators (creative, science focused, small business) and feel that it would be best that those were all combined into one project that meets all their needs and bring the biggest stability in use moving forward.”

KEY HIGHLIGHTS AND PRIORITY ECONOMIC GOALS

"We work from our strengths as a mountain community to build a year-round, diverse, and prosperous economy." – Economic vision from the Silverton/San Juan County Master Plan

Strategic Priorities -- Formerly a bustling mining town, when Silverton's last hard rock mine closed in 1991, the loss of this key industry brought economic hardship to the community. The town has reinvented itself through tourism, relying heavily on the summer season (June – September). While tourism is currently the main economic driver, the community has prioritized the development of a robust, year-round economy with the goals of attracting and retaining new residents and businesses and supporting the public services and facilities found in larger, more economically vibrant communities. The community seeks to address this challenge by pursuing investment and development in the priorities outlined below.

Research & Education – There is potential to capitalize on Silverton's surroundings and the legacy of hard rock mining through education and research. Mountain Studies Institute's planned Innovation Center will incubate new technologies in mining remediation, the Mountain Medicine Symposium and Silverton Avalanche School offer unique training opportunities for medical personnel and snow scientists in austere mountain environments, and the area could provide an ideal training and testing ground for outdoor gear manufacturers and athletes.

Fiber Redundancy – Silverton has lit fiber meaning that there is a very stable and direct, active fiber connection. There is currently a single fiber pathway from Durango to Silverton, and Silverton is working closely with San Miguel Power Association to create fiber redundancy to provide more stability and increase Silverton's attractiveness to location neutral workers.

Workforce Housing – Like many mountain communities, Silverton is experiencing a housing shortage. Currently more than 65% of Silverton homes sit vacant at least part of the year, as second homes or vacation rentals. Creating more workforce housing like the Anvil Mountain development, incentivizing infill with Accessory Dwelling Units, and revisiting zoning and building codes are just a few of the ways local government is addressing this issue.

Health & Human Services – Silverton needs a health care facility that can offer comprehensive care on a consistent basis. San Juan County Health Department and Silverton Clinic are open to discussing different expansion initiatives and there is potential for additional health and wellness offerings to be housed in the same facility such as a pharmacy, mental health services, and other care providers.

Outdoor Recreation – The community is embracing outdoor recreation as a strategy to simultaneously increase the quality of life for residents while diversifying the economy away from tourism. The 2019 Silverton Area Trails Plan and Kendall Mountain Recreation Area Master Plan are examples of this strategy at work.

Downtown Revitalization – The Town of Silverton has prioritized a number of revitalization projects for the downtown business district including infrastructure improvements on Historic Blair Street (sidewalks, lights, drainage), a revamp of Columbine Park (an increased park footprint, new public restroom facility and satellite visitor's center), and renovation of the Town's historic Carnegie Library. The town will also be embarking on a strategic wayfinding plan to improve signage and directional assets.

Business Support Services – Silverton business owners benefit from a regional ecosystem of business support services including the Southwest Colorado Small Business Development Center, Region 9 Economic Development District of Southwest Colorado, Southwest Colorado Accelerator Program for Entrepreneurs (SCAPE), and San Juan Development Association.

STRATEGIC PLANNING

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 San Juan County. This is the baseline by which the community begins to understand where they are in relation to their vision. Once the SWOT analysis is completed, strategies for solutions can be identified. By working with the San Juan County stakeholders, the following was identified:

Strengths

- Physical attributes of land
- Natural beauty, surrounding Public Lands, resources, and recreation
- Tourism assets
- Potential of raw materials and natural resources
- Improved packaging/promotion of the community to tourists
- High quality school system
- Strong volunteerism within community
- Government is accessible
- We welcome growth
- Democracy – ability to make a difference
- Local economic development organization with recovery coordinator

Weaknesses

- Isolation from major markets, interstates, and rail lines
- Geographic proximity from state and federal agencies
- Lack of robust telecommunications infrastructure/fiber optic technology
- Lack of economic diversification, year-round jobs, and livable wages
- Access to local capital—mortgage banker
- Infrastructure
- Lack of continuing education and job training
- Seasonality
- Low population to support infrastructure, including schools
- Relationship with federal agencies
- Lack of some basic services
- Cheap building permits
- Absentee owners
- Lack of human capital
- Lack of capital to fund projects

Opportunities

- Affordable/workforce housing
- Strong community involvement and success in accomplishing community initiatives
- Being and appearing “open” for business
- Historic structures and cultural amenities that further foster a heritage tourism economy
- Expanding the visitor season to include shoulder seasons and the winter months
- Utilization of the school to promote community vitality and population growth
- Revitalization of mining industries
- Repository for mountain research and field campus', Mountain Studies Institute
- Cottage industries
- Avalanche and backcountry education opportunities
- Marijuana industry
- Opportunity Zone

Threats

- Economic and social disruption due to COVID
- Non-sustainable natural resource management
- Over-reliance on the tourism industry and Durango Silverton Narrow Gauge Railroad (DSNGRR)
- Funding cuts in federal/state services
- Wildfires, beetle kill, drought, at-risk forests
- Excessive permitting requirements, a one-size fits all regulatory scheme that works to the detriment of small communities, and a hostile regulatory environment at the state and federal levels
- Volatility of business cycle

STRATEGIC DIRECTION – San Juan County Priorities and Projects

San Juan County priorities and projects are developed through review of current projects, planning documents, small group discussions and interviews with community stakeholders, and those working on community projects. The CDAPs are presented at various community and public meetings and distributed for public comment for a period of one month. The CDAP has a total of 35 projects that were approved by the County Commissioners on August 25th, 2021, signed by Scott Fechenhier – Chairperson. The San Juan CDAP is included in this document on page 19.

The CDAP projects were aligned with the [State Rural Economic Blueprint](#). Priorities from the State Blueprint are assigned to specific projects in the CDAP. Priorities are numbered below for reference rather than level of importance.

1. **Leverage the Unique Assets of Rural Colorado**
2. **Save Coloradoans Money on Healthcare**
3. **Fulfill Every Child's Potential**
4. **Support Local Community Success in Energy Transmission**
5. **Make Critical Investment in Community Infrastructure**
6. **Invest in Roads and Bridges**
7. **Build on Successful Economic Development Programs**
8. **Community Identified Priorities – this was added for projects aligned more closely with local economic priorities**

The CDAP projects were also linked to six resiliency strategies identified in the [Colorado Resiliency Framework](#), which addresses potential and interrelated economic, social and environmental risks and vulnerabilities. Abbreviations are listed next to the strategies in the CDAP along with a number representing the supporting strategy. Please refer to the Colorado Resiliency Framework for details.

1. **Future Ready Economy & Workforce (EW)**
2. **Climate & Natural Hazard Resiliency (CN)**
3. **Building & Infrastructure Sustainability (BI)**
4. **Agriculture & Food Security (AF)**
5. **Housing Attainability (HA)**
6. **Community Capacity (CC)**
7. **Internal to Community (IC) - this was added for projects aligned more closely with local resiliency strategies**

1: Leverage the Unique Assets of Rural Colorado

Linkage – Agriculture & Food Security (AF), Building & Infrastructure Sustainability (BI), Climate & Natural Hazard Resiliency (CN), Community Capacity (CC), Future Ready Economy & Workforce (EW)

Projects:

1. Silverton Business District Beautification Projects (CDAP #2, Resiliency BI5).
2. Upper Animas Watershed (CDAP #4, Resiliency CN2, CN4).
3. Local Farm to School/Community Programs (CDAP #8, Resiliency AF5,CC2).
4. Lackawana Mill & Bridge (CDAP #10, Resiliency BI5, CC3).
5. Conveyance of Bureau of Land Management Parcel to Town of Silverton (CDAP #13, Resiliency CC1-3).
6. Kendall Mountain Recreation Center & Ski Area Master Plan (CDAP #14, Resiliency CC1-3).
7. Eureka Campground & Facilities Improvements (CDAP #15, Resiliency CN2, CC3).
8. Molas Lake Master Plan (CDAP #16, Resiliency CN2, CC3).
9. Rehabilitate Carnegie Public Library (CDAP #17, Resiliency BI5, CC3).
10. Restoration, Repair & Maintenance of Community Buildings (CDAP #18, Resiliency BI5, CC3).
11. Improve Drainage & Water Flow in Silverton (CDAP #19, Resiliency CN2).

12. Toilet Facilities along San Juan Skyway (CDAP #21, Resiliency CC3).
13. Long Range Management Plan for upper-Animas River & Corridor (CDAP #22, Resiliency CN2).
14. Promotion of Silverton/San Juan County (CDAP #23, Resiliency CC3).
15. Blair Street Improvement District Projects (CDAP #24, Resiliency BI5, CC3).
16. Columbine Park Revitalization Plan (CDAP #26, Resiliency CC3).
17. Baker's Park Trail System (CDAP #20, Resiliency CC2-3,EW3-4).
18. Bike Skills Park (CDAP #28, Resiliency CC2-3).
19. Municipal Water (CDAP #30, Resiliency CN4, CC3).
20. Wastewater System Rehabilitation (CDAP #31, Resiliency CN4, CC3).

2: Save Coloradoans Money on Healthcare

Linkage – Community Capacity (CC)

Projects:

1. Local Access to Health Care & Mental Health Support Services (CDAP # 9, Resiliency CC1-3).

3: Fulfill Every Child's Potential

Linkage -- Community Capacity (CC)

Projects:

1. Local Farm to School/Community Programs (CDAP #8, Resiliency AF5,CC2).
2. Summer School & Enrichment Programs (CDAP #5, Resiliency CC3, EW4).

4: Support Local Community Success in Energy Transmission

Linkage

Projects: None identified

5: Make Critical Investment in Community Infrastructure

Linkage – Building & Infrastructure Sustainability (BI), Community Capacity (CC), Housing Attainability (HA), Climate and Natural Hazard Resiliency (CN), Future Ready Economy & Workforce (EW), Internal to Community (IC)

Projects:

1. Summer School & Enrichment Programs (CDAP #5, Resiliency CC3, EW4).
2. Stanley Placer Education Complex Phase I (CDAP #6, Resiliency EW5, BI6, CC3).
3. Anvil Mountain Affordable & Attainable Housing Project (CDAP #11, Resiliency HA1-2).
4. Youth Center (CDAP #29, Resiliency CC3).
5. Toilet Facilities in the Town (CDAP #33, Resiliency BI1, BI2, CC3).
6. Redundancy Fiber Path into and out of Silverton (CDAP #32, Resiliency BI2, EW1)

6: Invest in Roads and Bridges

Linkage – Building & Infrastructure Sustainability (BI)

Projects:

1. Eureka Campground & Facilities Improvements (CDAP #15, Resiliency CN2, CC3).

7: Build on Successful Economic Development Programs

Linkage – Community Capacity (CC), Future Ready Economy & Workforce (EW),

Projects:

1. Artist & Business Incubation Center (CDAP #1, Resiliency CC2-3, EW4).
2. San Juan Development Association (CDAP #3, Resiliency CC2-3, EW4).
3. Lackawana Mill & Bridge (CDAP #10, Resiliency BI5, CC3).
4. Rehabilitate Carnegie Public Library (CDAP #17, Resiliency BI5, CC3).
5. Restoration, Repair & Maintenance of Community Buildings (CDAP #18, Resiliency BI5, CC3).
6. Creative District (CDAP #25, Resiliency CC2-3, EW3).

8: Community Identified Priorities

Linkage – Internal to Community (IC), Community Capacity (CC)

Projects:

1. Mountain Studies Institute (MSI) Research and Innovation Center Phase I (CDAP #7, Resiliency CC1).
2. Silverton/ San Juan County Master Plan (CDAP #12, Resiliency CC1-3).
3. Construct Pedestrian Bridges (CDAP #20, Resiliency CC3).
4. Compass Project (CDAP #35, Resiliency All
5. Exhibit at Visitors' Center and/or San Juan Historical Museum on Native American Culture (CDAP #27, Resiliency CC3).

EVALUATION FRAMEWORK

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

Performance Measures

1. CDAP Project Completion 2001 - 2020

Part of the Comprehensive Economic Development Strategy (CEDS) process is tracking and evaluating the effectiveness and job creation of the Community Development Action Plan (CDAP). Completed projects from the CDAP are listed below.

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
Redeveloped Molas Lake Park
Augmentation of Town Water Storage in Multiple Locations
Create Water Storage Source – Improvements completed on Molas Lake Dam
Decrease winter freeze issues on Empire St.
Use untreated water for irrigation
Locate a public transportation service provider
Roof and Truss repair of Kendall Rec building
Separate land ownership into distinct parcels so that the county can proceed with a gravel pit.
Roof Repairs to Community buildings including Kendall Recreation Center, Town Hall & Carriage House
Reclamation of old dump site for open space
Empire Street Water Line Replacement
50 acres BLM land adjacent to Molas
Reconstruct Columbine Park
Complete Primary Fiber Path in and out of Silverton
Restoration of Historic Boardinghouse
Create Community Based Health Center

Projects completed between 2018-2020

Historic Preservation

- Restoration & Improvements at Mayflower Mill
- Old Miners Hospital Building Rehabilitation

Housing

- 12-unit Apartment Complex – Anvil project

Land Use

- Master Plan for a Trail System in Silverton

Opportunity Zone

- Opportunity Zone Community Prospectus Completed and Published to Co-Invest, OEDIT's investment web-site. This was not on the CDAP but was a key project that was initiated and completed during this timeframe due to the OZ program launching after the CDAP was approved.

Parks & Recreation

- Master Plan for Kendall Mountain Recreation Center & Ski Area: feasibility study completed, master plan committee formed, public input completed

Public Infrastructure

- Construct Pedestrian Bridges – completed Memorial Bridge

Public Lands

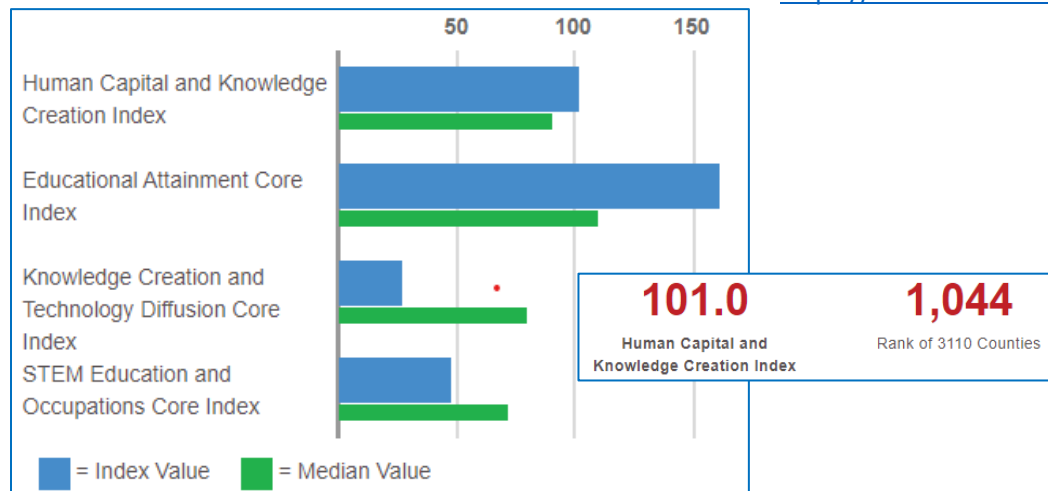
- Long Range Management Plan for upper-Animas River & Corridor

Tourism

- Blair Street Improvement District Projects - completed construction plans for major Blair Street upgrades

2. San Juan County Human Capital and Creation Index Compared to All Other U.S. Counties

<https://www.statsamerica.org/>

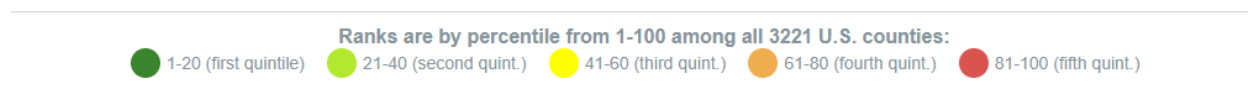


Measure	Index	Rank
📍 "Salad Days" Population Growth (Ages 25-44)	187.5	233
Educational Attainment Core Index	160.6	67
📍 High School Attainment (Ages 18-24)	180.1	207
📍 Some College, No Degree (Age 25+)	182.5	293
📍 Associate Degree (Age 25+)	164.2	522
📍 Bachelor's Degree (Age 25+)	186.7	248
📍 Graduate Degree (Age 25+)	89.3	1,487
Knowledge Creation and Technology Diffusion Core Index	26.6	2,562
📍 Patent Technology Diffusion	0.0	2,345
📍 University-Based Knowledge Spillovers	0.0	2,124
📍 Business Incubator Spillovers	79.8	1,722
STEM Education and Occupations Core Index	47.2	2,818
📍 STEM Degree Creation (per 1,000 Population)	0.0	802
📍 Technology-Based Knowledge Occupation Clusters	50.3	3,103
📍 High-Tech Industry Employment Share	91.4	1,456

Human capital and knowledge creation affect the degree to which a county's labor force is able to engage in innovative activities. Growth in a county's workforce ages 25 to 44 signifies that a county is becoming increasingly attractive to younger (potentially more energetic) workers—those more likely to contribute to innovation. Counties with high levels of human capital are those with enhanced knowledge, measured by educational attainment, patent diffusion, knowledge spillover, business incubator presence, STEM degree holders and occupations, and the share of high-tech employment. Higher levels of human capital are associated with higher levels of innovation and faster diffusion of technology.

3. San Juan County Economic Performance compared to all other U.S. Counties

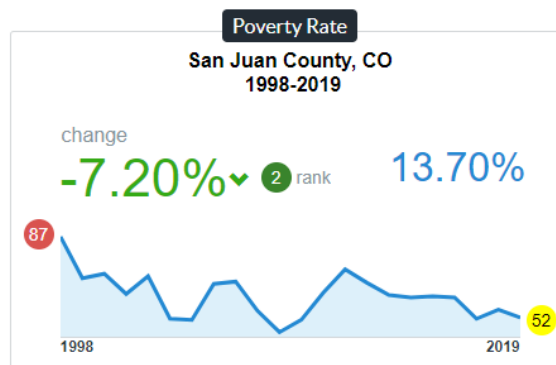
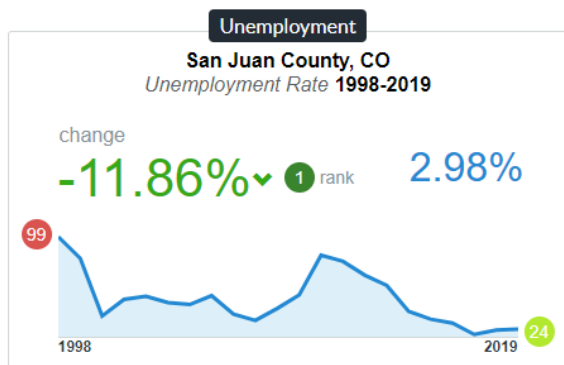
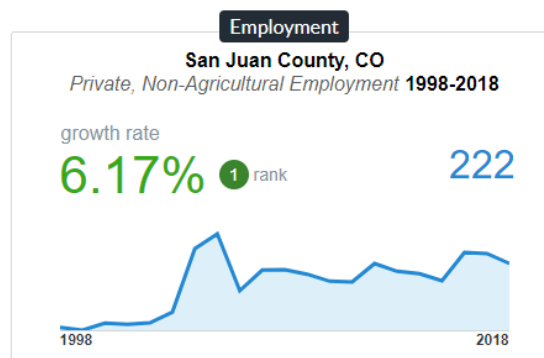
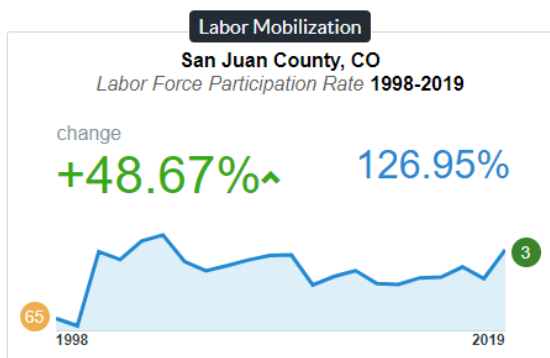
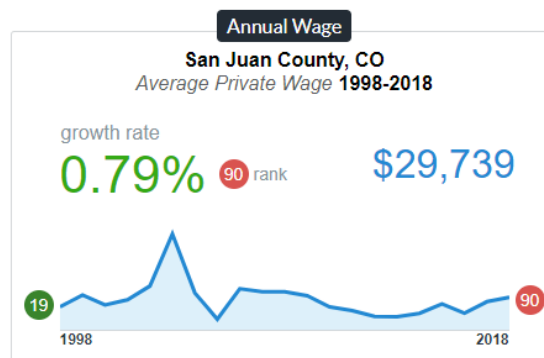
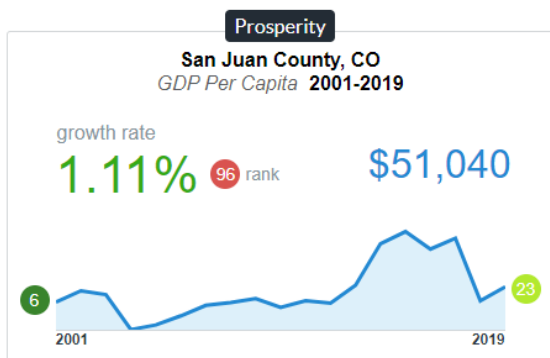
https://clustermapping.us/region/county/san_juan_county_co/performance



Performance

Regional economic performance can be measured by indicators of overall performance directly related to the standard of living in a region, as well as intermediate indicators of economic activity that may or may not translate into a region's standard of living.

Outcomes



SUMMARY BACKGROUND

History and Economic Trends

San Juan County is located high in the San Juan Mountains in Southwest Colorado. The county boasts 12 of the 54 mountain peaks over 14,000 feet in the state and has the highest mean elevation of any county in the country.

In 1861, Captain Charles Baker led a group of prospectors into the upper reaches of the Animas River Basin and thereafter the park-like area became known as "Baker's Park." His discovery of gold was followed by a late-breaking gold rush in the 1870s. More than 1500 mining claims had been staked by 1873.

After the signing of the Brunot Treaty with the Ute Indians in 1874, the Town of Silverton was established in the center of Baker's Park. Silverton became incorporated in 1876. At that time Howardsville, four miles to the north-east, was the county seat. Legend has it that Silverton became the county seat after county records disappeared during an all-night blowout in Howardsville and turned up in Silverton. Today Howardsville is a ghost town with only a few buildings left standing. Silverton remains the county seat as well as the only incorporated town in San Juan County.

In the early days, one of the greatest difficulties was to get supplies across the high mountains into Silverton. The Stony Pass wagon road became a toll road in 1879 and supplies came in over the Continental Divide from Del Norte. The Denver and Rio Grande Railroad reached Silverton from Durango in 1882, allowing for the movement of large quantities of supplies and the transport of ore to the smelter in Durango. The population of San Juan County peaked at about 5,000 in 1910. Since that time, the population has followed the boom-and-bust cycles that are characteristic of mining communities, fluctuating between 750 and 1,000 people from 1960 until the last working mine closed in 1991.

With the dedication of the "Million Dollar Highway" in July of 1924 the transportation of gold, silver, lead, copper, and zinc moved from the narrow-gauge train to Highway 550 which connects Silverton to Montrose (60 miles to the north) and to Durango (50 miles to the south). Beginning in the late 1950s the rail line that had carried ore down to Durango began, instead, to carry tourists up from Durango to enjoy the spectacular scenery and the heritage that has made Silverton a National Historic Landmark. Visitors by train are supplemented by people who come to Silverton via Highway 550, which is part of the "San Juan Skyway," one of the premier scenic by-ways in the United States.

At the present time, San Juan County is almost entirely dependent upon tourism, primarily during the summer months when the train is running, though the Silverton Mountain Ski Area has helped to expand economic opportunities during the winter months. In the foreseeable future, the community is expected to undergo change as a result of the Super Fund designation in the wake of the Gold King Mine spill of August 2015. It is expected that jobs will be created during the mitigation process. How many of these will be filled by locals, and how many will be filled by those living outside of the area is not yet known. The San Juan Development Association has been tasked with diversification of the economy through the attraction of location neutral workers and businesses.

San Juan County Government

San Juan County is one of 64 counties created by the State of Colorado. Eight elected officials, share the responsibilities of implementing state law and managing county business. These include the Assessor, Clerk and Recorder, Sheriff, Treasurer and Coroner. An elected three-member Board of County Commissioners is the chief legislative and executive body of the county. Their duties include overseeing the county budget, land use policy, social services, road maintenance, buildings, and public health programs. The County employed a staff of 29 (including elected officials) people in 2020.

Expenditures

San Juan County provides many different services to its citizens, including roads and bridges, public safety, and health and welfare. Expenditures for San Juan County totaled \$5,016,167 in 2020, with \$5,328,799 estimated for 2021.

Revenues

The County received \$4,810,712 in revenues in 2020 and estimates \$4,814,830 from 2021 revenues. 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. There is a 9.4% sales tax in San Juan County, and 1% in the Town of Silverton, totaling 10.4%. Taxes collected within the town are disbursed to the town; taxes collected elsewhere in the county are disbursed to the county. Additionally, a 2.5% sales tax is dedicated to being used for emergency services. Sales tax generated for the County was \$182,407 in 2020, and \$185,000 is estimated for 2021.

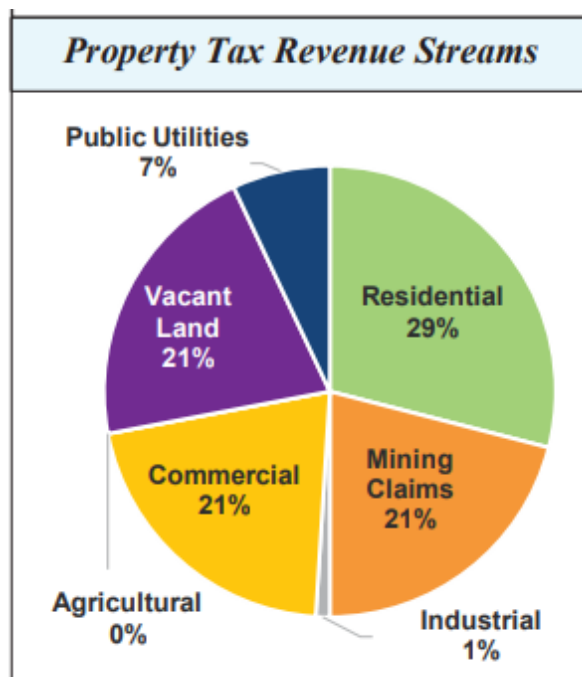
The property tax base for San Juan County is impacted by the high percentage of public lands within the county. San Juan County's location high in the San Juan Mountains, its extensive mining history, and a very limited land base suitable for residential development have resulted in an atypical land ownership pattern.

There are 28,000 acres of private land (11%); 172,000 acres of Forest Service (San Juan National Forest) land (69%); and 49,000 acres of BLM land (19%) out of a total land base of 251,000 acres (392 sq. miles).

It is important to note that most of the land in private ownership is in patented mining claims. In spite of the limited land tax base, property taxes accounted for 41% (\$866,332) of the county's general operating revenue in 2020.

Property tax is based on the appraised value of the property times the assessment ratio times the mill levy. Mill levies are the rates of taxation set by each taxing district.

- Property tax revenues are distributed among municipalities and school districts.
- The mill levy for San Juan County is 19.652.



Infrastructure and Services

Electric – The County is served by San Miguel Power Association, Inc.

Natural Gas – There is no natural gas in Silverton/San Juan County. Silverton LP Gas Co. distributes propane to many of the homes that rely on gas for heating and other energy needs. But some government offices, commercial spaces, and residential dwellings – still rely upon coal as their primary heating source. Wood and biomass pellet stoves are also commonly used for heat in the winter and cooler months.

Water – Within the Town of Silverton, water is provided by the town. Outside of Silverton, people use wells or get water from lakes and streams/springs.

Wastewater – Within the Town of Silverton, wastewater is handled by the town; septic tanks are used outside of town.

Solid Waste – Bruin Waste Management, of Naturita, CO. provides for the community's solid waste services, which include commercial collections, operation of the Town-administrated transfer station and recycling.

Police & Fire Departments – Police services in both the Town and County are provided by the San Juan County Sheriff's Department. Fire services are provided by Silverton/San Juan County Fire Authority, a local volunteer fire department.

Telecommunications – CenturyLink Communications provides local calling services and Forethought provides internet services.

Medical Facilities – The Silverton Clinic is staffed by a Nurse Practitioner and provides free medical services once a week. The County Public Health department provides limited medical care and vaccinations. Emergency medical services are provided by the Silverton-San Juan Ambulance Association, which has paid Paramedics and EMT volunteers. San Juan County's Search and Rescue team also provides backcountry rescues and emergency medical care.

Educational Facilities – San Juan County School District #1 (includes the K-12 Silverton School population of 68 students in 2021).

Business Parks – The Powerhouse Industrial Park, which includes ten sites developed by the Historical Society, currently houses a snowboard manufacturer, a print and design shop, a woodworking shop, two sawmills and a pottery shop.

Major Employers – [2019] Golden Block Brewery (35), San Juan County (29), Silverton School District 1 (30), Town of Silverton (20), Pickle Barrel Inc (14), Handlebars (14), Silverton Outdoor Learning and Rec Center (14), AK Cleaning and Staffing (10).

Recreation Facilities — One baseball field; one gymnasium (at the school); Kendall Mt Ski Area (downhill skiing, ice-skating and ice hockey), and trails for cross-country and snowshoeing. In Silverton, the Memorial Park has a track, tennis courts, volleyball, soccer, and horseshoes. Facilities at Molas Lake include fishing, camping, and picnicking. The Silverton Mountain Ski area offers world class back country ski terrain. The surrounding mountains offer many recreational opportunities – 86% of the county is public land!

Housing – (2020 through November) Median sales prices (\$272,000) are on the rise in the Town of Silverton for single family residential homes. Townhome’s sales are relatively rare, and unit types such as condos or cabins are not common within the town.

Childcare Availability – (2020) 30 Total Slots (Ages 0-5). No Providers offer 24 hour or weekend care. [Childcare Resource and Referral]

Long Term Care for Seniors – (2021) None. [San Juan Basin Area Agency on the Aging]

Estimated number of persons without health insurance – 52, 8.8% [ACS 2015-2019 US Census Bureau].

Demographics

Population – Between 2010 and 2019, San Juan County grew from 709 to 726 people There are also a number of seasonal residents, many of whom have purchased 2nd homes in the area in order to enjoy the rural amenities of life in the high country. This phenomenon, known as "amenity migration", has produced

	2010	2019	Ann. Avg % Change 2010-19
San Juan	709	726	0.3%
Silverton	646	660	0.2%
Unincorporated	63	66	0.5%

Source: Colorado State Demography Office

wide ranging economic impacts on the community. However, seasonal residents are not included in population figures. Many (65%) of the residential units in the county are owned by people whose primary mailing address is outside of the county – 2nd Homeowners. The annual average rate of growth is expected to increase slightly, and then decrease over the next 20 years, based on local and national trends.

Other pertinent demographics of Montezuma County are provided by the American Community Survey (ACS 2018) <http://www.census.gov/acs/www/>. Median home price is from Local MLS (2019).

Median Age	52.1
Working from Home	5%
Median Household Income	\$ 46,563
Median Home Price	\$ 272,000
Homeownership	67%
Non-white Population	1%
Poverty Rate	5%
Bachelors Degree or Higher	35%

Snapshot of the Local Economy

Unemployment Rates

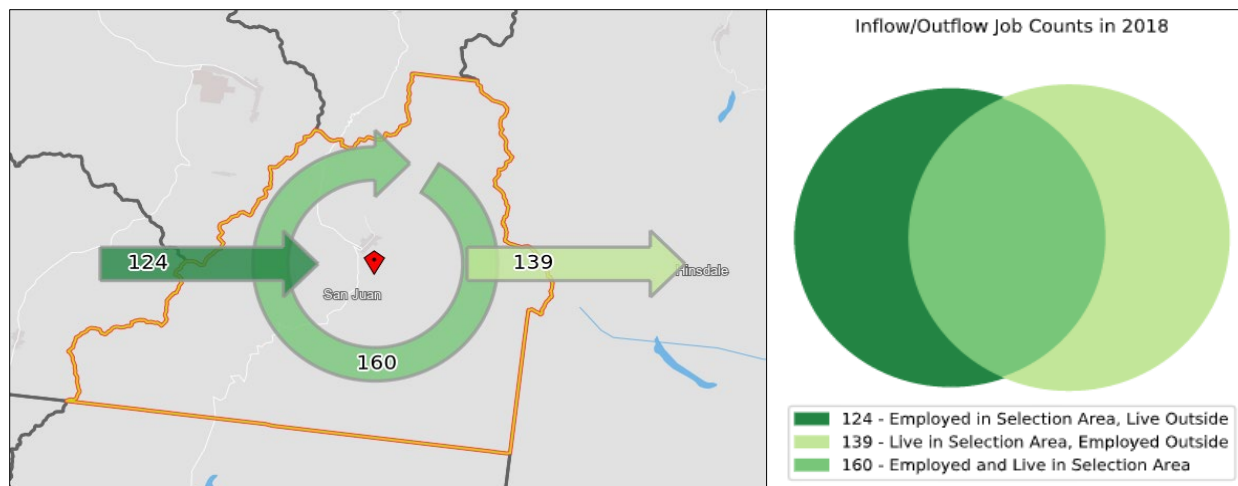
In 2019, county unemployment rates (3 %) were higher than the state (2.8%) and less than the nation (3.9%).

Unemployment Rates 2019				
Location	Labor Force	Employed	Unemployed	Unemployment Rate
USA				3.9%
Colorado				2.8%
Archuleta	6,937	6,717	220	3.2%
Dolores	1,164	1,129	35	3.0%
La Plata	32,305	31,495	810	2.5%
Montezuma	13,038	12,486	552	4.2%
San Juan	570	553	17	3.0%

Source: Colorado Labor Market CDLE-LMI

Commuting

People commute to where the jobs are but take their paychecks home. This influences how we evaluate employment, whether by place of work or by residence. In 2018 most of the workers commuting out of the county for jobs are going to Mesa County (4.3%). Many of the workers commuting into San Juan County for jobs are from La Plata County (7.4%). Negative commuter numbers (-33) mean that more people are coming into the county for



Jobs Counts by Places (Cities, CDPs, etc.) Where Workers are Employed - All Jobs 2018			Jobs Counts by Places (Cities, CDPs, etc.) Where Workers Live - All Jobs 2018		
	Count	Share		Count	Share
All Places (Cities, CDPs, etc.)	299	100.0%	All Places (Cities, CDPs, etc.)	284	100.0%
Silverton town, CO	135	45.2%	Silverton town, CO	141	49.6%
Grand Junction city, CO	13	4.3%	Durango city, CO	21	7.4%
Cortez city, CO	12	4.0%	Montrose city, CO	9	3.2%
Farmington city, NM	12	4.0%	Ridgway town, CO	5	1.8%
Durango city, CO	11	3.7%	Edwards CDP, CO	4	1.4%
Denver city, CO	7	2.3%	Denver city, CO	2	0.7%
Buena Vista town, CO	3	1.0%	Grand Junction city, CO	2	0.7%
Crested Butte town, CO	2	0.7%	Loveland city, CO	2	0.7%
Lakewood city, CO	2	0.7%	Farmington city, NM	2	0.7%
Montrose city, CO	2	0.7%	Bullhead City city, AZ	1	0.4%
All Other Locations	100	33.4%	All Other Locations	95	33.5%

work than

Area Name	County	¹ Resident Population	² All Workers	² Workers Living in Area	³ Daytime Population	⁴ Daily Commuter Population
Silverton	San Juan	693	230	263	660	(33)

are going out.

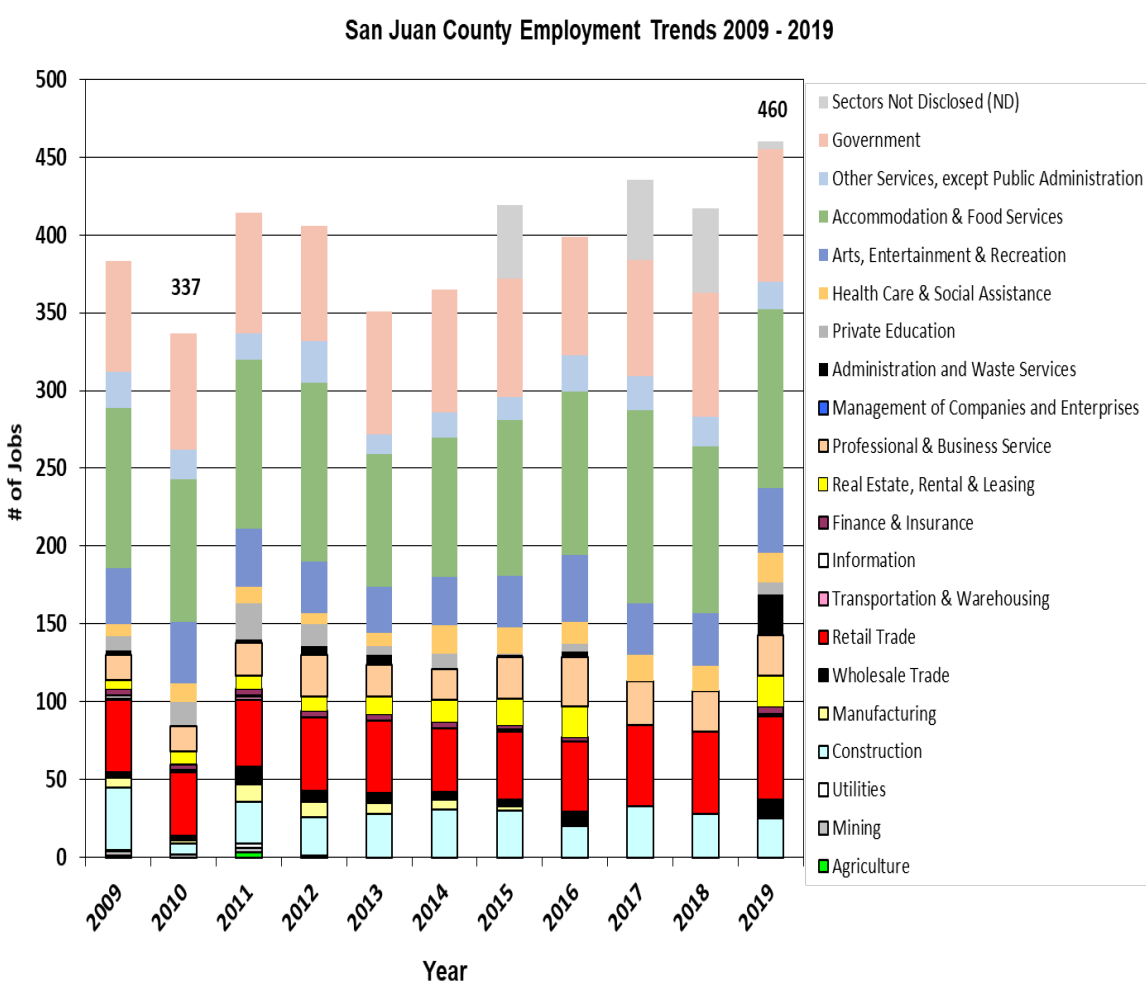
Data: ¹Co State Demographer 2018; ²On the Map Census 2018;

³ Daytime Population = (Resident Population + All Workers) - Workers Living in Area

⁴ Daily Commuter Population = Daytime Population - Resident Population

Employment Sector Trends 2009 - 2019

An employment “sector” groups jobs into categories that are alike and allows us to measure the relative strength of that industry in the local economy. Using “trend analysis” we can see how those industries have grown or declined within a specific timeframe. The following chart includes wage earners as well as proprietors (owners). Total employment refers to the numbers and types of jobs reported by place of work – which may be outside of the county, or even the state. This data is provided by the Bureau of Economic Analysis, then is adjusted, and reported by the Colorado State Demographer. It lags two years behind the current year, thus 2019 is the latest available data. This chart demonstrates fluctuating job numbers from 2009 to 2019. Employment declined to a low point in 2010 (337 jobs) – the depth of the national recession in the local area. Government, Services and Retail sectors have accounted for the largest proportion of the jobs in San Juan County since 2009.



2019 Employment

Proprietors (owners) make up 23% of total employment, while wage and salary jobs account for 77%. Wages and employment are highly dependent on generally low to mid wage service sector and retail jobs. Accommodation and food services account for 25% of employment, while Government jobs provide 18% of employment.

Many of the job losses from 2014 to 2019 were in higher paying industries. Confidentiality concerns related to the small numbers in this county limit the publicly available information about jobs and income in many sectors. **If 80% or more of the employment in an industry is in one firm, or if there are three firms or less in an industry, then the data cannot be disclosed per state statute.**

San Juan County 2019 Total Employment	# of Jobs	% of Jobs	*Avg. ann. wage	# Jobs % Change 2014-2019
Construction	25	5%	\$ 41,240	-19%
Wholesale Trade	11	2%	ND	120%
Retail Trade	54	12%	\$ 20,586	32%
Finance Activities	5	1%	ND	25%
Professional & Business Services	26	6%	\$ 27,179	30%
Real Estate	20	4%	\$ 24,863	43%
Health Services	19	4%	ND	6%
Arts, Entertainment, and Recreation	41	9%	\$ 30,188	32%
Accommodation and Food	115	25%	\$ 23,292	28%
Other Services, except Public Administration	18	4%	\$ 18,578	13%
Government	85	18%	\$ 35,006	8%
Sectors Not Disclosed (ND)	41	9%	ND	
Total	460	100%	\$ 27,489	-4%

ND = Not Disclosed. *Quarterly Census of Employment & Wages (QCEW)

Source: Colorado State Demography Office

2019 Employment Share by Wage - 460 Jobs

Avg. Annual Wage	Low Wage	Mid Wage	High Wage	Livable Wage
\$27,489	< \$21,991	\$21,991 - \$32,986	> \$32,987	\$56,700
	NA	NA	NA	NA

Low Wage < 80% of AAW; Mid Wage > 80% and < 120% of AAW; High Wage > 120% of AAW

Livable Wage for two working adults with two children (MIT)

Economic Base Analysis

Economic Base Analysis is a tool to describe economic activity by the source of revenue, whether the money generated by sales comes from outside the local economy, or from within the local economy. This type of analysis is designed to define those economic activities that drive or sustain the local economy. Base Analysis distinguishes which industries and factors are responsible for overall growth and change. There are two types of regional industries:

Base industries produce exports or derive their sales or income *directly* from outside sources, or *indirectly* by providing supplies to export industries. These activities **bring in outside dollars** to circulate within the local economy. These industries include agriculture, mining, manufacturing, national and regional services, state and federal government jobs, and tourism. Another base industry is created by households that spend money earned elsewhere. For example, a retiree whose income comes from outside of the county is supporting many traditional local resident services jobs; however, since their income is basic (from outside the local economy), the local resident service jobs are also considered basic.

San Juan 2019 Base Industries	# of Jobs	% of Jobs
Agribusiness	0	0%
Mining	0	0%
Manufacturing	1	1%
Government	11	3%
Regional Services	33	11%
Tourism	201	59%
Households	110	23%
Total	356	96%

In San Juan County the largest base employment industries are Tourism (59%) and households (23%) that spend money earned elsewhere (i.e., retirees).

Local resident services provide services to residents and also **re-circulate dollars** within the local economy. Resident services include industries that take care of the local community, such as health services, education, and employment at the local grocery store. Outside money enters the local economy through a variety of sources, circulates through the local area, and then leaves the local economy when we purchase goods or services from outside the area, or pay federal and state taxes. Looking at restaurants for example, when the person buying a meal is from outside the area (a tourist), it is a **direct base economic activity** and when the person is a resident using money earned in the local economy, it is a **local resident service activity**. so, restaurants are both direct based and a local resident service.

Enterprise Zones – Region 9 administers the southwest Colorado Enterprise Zone. All of San Juan County is a designated Enterprise Zone, and is an Enhanced Enterprise Zone through 2022.

Opportunity Zones – All of San Juan County has been designated as an Opportunity Zone.

More detailed information regarding San Juan County is available at www.scan.org under regional data.

Per Capita Income

Per Capita Income 2018		
	PCI 2019	% of USA
USA	\$ 56,490	100%
Colorado	\$ 61,157	108%
San Juan	\$ 47,933	85%

Source: Bureau of Economic Analysis

In 2019, San Juan had a per capita personal income (PCPI) of \$47,933. This PCPI ranked 35th in the state and was 78 percent of the state average, \$61,157, and 85 percent of the national average, \$56,490.

Total Personal Income


In 2019, San Juan County had a total personal income (TPI) of \$37,516,000. This personal income ranked 64th in the state and accounted for less than 0.1 percent of the state total. Estimated payments to retirees accounted for about 11% of the estimated TPI in San Juan County in 2019. That was \$4,174,000


San Juan 2019 Total Personal Income (\$000)		% of Total
Employment Earnings	\$ 18,678	50%
Residency Adjustment	\$ 2,621	7%
Dividends, Interest & Rent	\$ 10,153	27%
Transfer Payments	\$ 6,064	16%
Estimated TPI	\$ 37,516	100%


Source: Bureau of Economic Analysis


Total Personal Income Trends 1970 - 2019

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

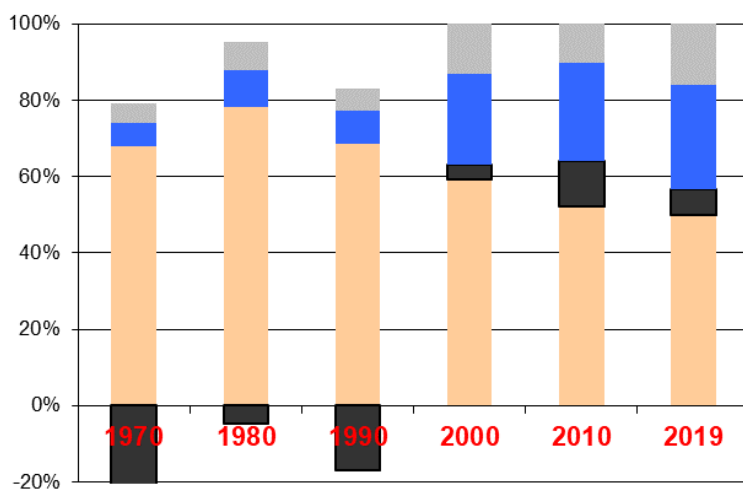
 Transfer payments consist primarily of retirement and disability benefit payments, medical payments (i.e., Medicare and Medicaid), income maintenance benefits, unemployment insurance, veteran's benefits, and payments to nonprofit institutions.

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

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

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

**San Juan County - Total Personal Income Trends
1970 - 2019**



Generally, from 1970 to 2019, 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.

COMMUNITY DEVELOPMENT ACTION PLAN

The *Community Development Action Plan* (CDAP) is a list of short-term projects (**defined as two years or less**). Initial drafts of the CDAPs are developed through review of current projects, planning documents, small group discussions and interviews with community stakeholders, and those working on community projects. The CDAPs are presented at various community and public meetings and distributed for public comment for a period of one month. The final drafts are presented to each county's Board of Commissioners for approval. The approved copies are included as part of this document. The CDAPs are useful tools for organizations working with communities and have evolved into being the central source for listing the full range of projects that are in process or are desired. The CDAPs are used as the official community plan required for eligibility for many federal and state funding sources.

The 2021 San Juan County CDAP has a total of 35 projects that were developed by stakeholders and subsequently approved by the County Commissioners on August 25th, 2021, signed by Scott Fechenhier – Chairperson.

Recognizing that the COVID pandemic will impact the economy for years to come, this CEDS focuses on aligning regional strategies with state strategies for addressing equitable and resilient economic growth.

The CDAP projects were aligned with the [State Rural Economic Blueprint](#). Priorities from the State Blueprint are assigned to specific projects in the CDAP. Priorities are numbered below for reference rather than level of importance.

1. **Leverage the Unique Assets of Rural Colorado**
2. **Save Coloradoans Money on Healthcare**
3. **Fulfill Every Child's Potential**
4. **Support Local Community Success in Energy Transmission**
5. **Make Critical Investment in Community Infrastructure**
6. **Invest in Roads and Bridges**
7. **Build on Successful Economic Development Programs**
8. **Community Identified Priorities – this was added for projects aligned more closely with local economic priorities**

The CDAP projects were also linked to six resiliency strategies identified in the [Colorado Resiliency Framework](#), which addresses potential and interrelated economic, social and environmental risks and vulnerabilities. Abbreviations are listed next to the strategies in the CDAP along with a number representing the supporting strategy. Please refer to the Colorado Resiliency Framework document for details.

1. **Future Ready Economy & Workforce (EW)**
2. **Climate & Natural Hazard Resiliency (CN)**
3. **Building & Infrastructure Sustainability (BI)**
4. **Agriculture & Food Security (AF)**
5. **Housing Attainability (HA)**
6. **Community Capacity (CC)**
7. **Internal to Community (IC) - this was added for projects aligned more closely with local resiliency strategies**

Currently, the CDAP list displays: Project #, Rank, Category, State Economic Development Priority, Resiliency Linkage, Primary Partners, Funding Resources, Cost Estimate, Jobs and Outcomes & Impacts.

CDAP Project Ranking

Ranking Criteria

- Is relevant to economic or community development – aligns with community master plans and priorities or state economic priorities.
- Is relevant to economic or community resiliency – aligns with state resiliency framework.
- Is within the community's and primary partners ability to influence.
- Metrics address progress and impact.
- Metrics are comparable to other counties, regions, state.
- Data is readily available and accessible to community members.

Rank		
High	Medium	Low
Must meet at least 4 criteria	Must meet at least 3 criteria	Must meet at least 2 criteria

Guidelines for CDAP Review & Project Additions

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

Criteria for Adding CDAP Projects out of Cycle:

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

Is project happening before next CDAP revision?

Does project fit a CDAP definition?

CDAP #	Project	Rank
3	San Juan Development Association	High
5	Summer School & Enrichment Programs	High
9	Local Access to Health Care & Mental Health Support Services	High
11	Anvil Mountain Affordable & Attainable Housing Project	High
20	Baker's Park Trail System	High
23	Promotion of Silverton & San Juan County	High
25	Creative District	High
30	Municipal Water	High
31	Wastewater System Rehabilitation	High
32	Redundancy Fiber Path into and out of Silverton	High
35	Compass Project	High
2	Silverton Business District Beautification Projects	Med
4	Upper Animas Water Shed	Med
6	Stanley Placer Education Complex Phase I	Med
7	Mountain Studies Institute Research and Innovation Center Phase I	Med
8	Local Farm to School/Community Programs	Med
13	Conveyance of Bureau of Land Management Parcel to Town of Silverton	Med
14	Kendall Mountain Recreation Center & Ski Area Master Plan	Med
16	Molas Lake Master Plan	Med
19	Improve Drainage & Water Flow in Silverton	Med
22	Long Range Management Plan for upper-Animas River & Corridor	Med
24	Blair Street Improvement District Projects	Med
26	Columbine Park Revitalization Plan	Med
28	Bike Skills Park	Med
29	Youth Center	Med
33	Toilet Facilities in the Town	Med
1	Artist & Business Incubation Center	Low
10	Lackawana Mill & Bridge	Low
12	Silverton/San Juan County Master Plan	Low
15	Eureka Campground & Facilities Improvements	Low
17	Rehabilitate Carnegie Public Library	Low
18	Restoration, Repair & Maintenance of Community Buildings	Low
21	Toilet Facilities along San Juan Skyway	Low
27	Exhibit at Visitors' Center and/or San Juan Historical Museum on Native American Culture	Low
34	Construct Pedestrian Bridges	Low

SAN JUAN COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
1	Artist & Business Incubation Center	Low	Business Development	Build on current successful economic development programs	Community capacity (CC2, CC3) Future ready economy & workforce (EW4)	Silverton Chamber Office of Economic Development and International Trade (OEDIT) San Juan Development Association (SJDA) Silverton Creative District	OEDIT	N/A	N/A	1) Establish community space for artists and start-up businesses 2) Offer programs and incentives to support home-based businesses
2	Silverton Business District Beautification Projects	Med	Business Retention	Leverage the unique assets of rural Colorado	BI5	San Juan County Town of Silverton SJDA Silverton Chamber Businesses Silverton Community Members	Silverton DoLA Lodgers Tax Staff support from SJDA	N/A	N/A	1) Increase property maintenance by business owners by offering incentives 2) Install sidewalks, lighting, and benches in the business district 3) Implement a wayfinding signage master plan
3	San Juan Development Association	High	Economic development	Build on current successful economic development programs	Community capacity (CC2, CC3) Future ready economy & workforce (EW4)	San Juan County Town of Silverton Silverton Chamber Silverton School District Region 9 Economic Development District (R9 EDD)	R9 EDD Economic Development Administration (EDA)	N/A	1 PTE	1) Maintain SJDA micro loan program 2) Coordinate economic development efforts throughout the county

SAN JUAN COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
4	Upper Animas Water Shed	Med	Economic development	Leverage the unique assets of rural Colorado	Climate & natural hazard resiliency (CN2, CN4)	San Juan County Town of Silverton Mountain Studies Institute Animas River Community Forum Environmental Protection Agency BLM US Forest Service Colorado Department of Health San Juan Basin Health	EPA R9 EDD EDA- Recovery Coordinator Animas River Community Forum MSI State & federal grants USDA Federal agencies (EPA, CDPHE)	N/A	N/A	1) Provide education on mining impacts and acid mine drainage 2) Coordinate communication with all involved agencies/entities/governments 3) Monitor Bonita Peak Superfund efforts 4) Meet water quality standards over the next 20 years 5) Test Molas Lake year-round 6) Preserve historic features in the process of reclamation) 7) Secure water rights 8) Help create a healthier ecosystem by addressing Upper Animas Water Shed water quality and the effects of reclamation on historic features
5	Summer School & Enrichment Programs	High	Education	Fulfill every child's potential Make critical investments in community infrastructure	Future ready economy & workforce (EW4) Community capacity (CC3)	Silverton Schools San Juan County Silverton Youth Center Community Members Business Owners	San Juan County TANF Fees Grants Parents Community Members	N/A	3-5 new FTE 10 PTE	1) Fill critical summer childcare needs 2) Help address the sustainability of Silverton workforce by providing youth programming and supervision 3) Create education and enrichment opportunities 4) Create Sports Collaborative 5) Fill 3-week gap after and before school starts

SAN JUAN COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
6	Stanley Placer Education Complex Phase I	Med	Education	Make critical investments in community infrastructure	Future ready economy & workforce (EW5) Building & infrastructure sustainability (BI6) Community capacity (CC3)	Silverton School District San Juan County Town of Silverton	DOLA- REDI Donations & Fees R9 EDD EZ Contribution Project MSI acquisition-escrow Public/private partnerships San Juan County Town of Silverton	Project Planner: \$200k Facility: \$12-15M total project	N/A	1) Contribute to economic diversification by building a multi-use community education complex serving K-12, families, non-profits, colleges, and artists including adjoining dormitory with capacity for 30-50 people 2) Create space for meetings, classrooms, conferences, performances, and emergency response 3) Develop a community recreation center
7	Mountain Studies Institute Research and Innovation Center Phase I	Med	Research & Non-Profit	Community Identified Priority	Community capacity (CC3)	Mountain Studies Institute (MSI) Silverton Avalanche School	DOLA REDI Grant \$50,000 MSI Fundraising \$50,000	\$100,000	N/A	1) Explore faculty & organizational collaborations 2) Conduct economic impact study
8	Local Farm to School/Community Programs	Med	Education	Leverage the unique assets of rural Colorado Fulfill every child's potential	Agriculture & food security (AF5) Community capacity (CC2)	Silverton School District Mountain Studies Institute (MSI)	Colorado Health Foundation Grant Local Contributions	\$30,000	Volunteers and Existing School District Employees	1) Expand the community greenhouse and garden 2) Carry out experiments for growing food and vegetables year-round at 9,318 feet elevation 3) Expand offering/supplementing WIC and local food shares programs

SAN JUAN COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
9	Local Access to Health Care & Mental Health Support Services	High	Health and Human Services	Save Coloradoans money on healthcare	Community capacity (CC1, CC2, CC3)	San Juan County Public Health San Juan County Social Services San Juan County Town of Silverton Silverton Schools Regional Health Care Organizations Human Services Community Health Advisory Group	Grants Partnerships w/Regional Health Providers United Way	N/A	N/A	1) Sustain community-based health center and expand services beyond one day per week 2) Develop partnerships to provide local dental care 3) Sustain nurse practitioner position 4) Formalize sponsorship of clinic with Mercy Medical Center
10	Lackawana Mill & Bridge	Low	Historic Preservation	Leverage the unique assets of rural Colorado Build on current successful economic development programs	Building & infrastructure sustainability (BI5) Community capacity (CC3)	San Juan County Historical Society BLM SJDA Town of Silverton	State Historical Funds Town of Silverton San Juan County BLM State & Federal funds Grants & donations	N/A	Jobs related to reuse	1) Create a functional facility 2) Work with BLM 3) Develop a plan and implementation strategy for preservation and adaptive reuse of this fabulous structure 4) Target for recreational and public use as part of KMRA Master Plan
11	Anvil Mountain Affordable & Attainable Housing Project	High	Housing	Make critical investments in community infrastructure	Housing attainability (HA1, HA2)	San Juan County Town of Silverton Housing Organizations Businesses Citizens State Bank	San Juan County Town of Silverton Regional Housing groups DoLA Private sector State & Federal grants USDA Citizens State Bank	N/A	N/A	1) Provide owner occupied homeownership opportunities 2) Build homeowner pipeline 3) Secure a developer(s) 4) Increased number of affordable housing units available in Silverton 5) Maintain availability of limited local rental stock

SAN JUAN COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
12	Silverton/San Juan County Master Plan	Low	Land Use	Community Identified Priority	Community capacity (CC1, CC2, CC3)	Planning Commission Town of SilvertonSan Juan County	County Planning Commission Silverton DoLA	Various based on projects needed through plan	N/A	1) Update Master Plan to reflect changes made since previous update and provide future planning 2) Integrate with Compass Project as appropriate
13	Conveyance of Bureau of Land Management Parcel to Town of Silverton	Med	Parks & Recreation	Leverage the unique assets of rural Colorado	Community capacity (CC1, CC2, CC3)	BLM Town of Silverton San Juan County	Silverton County CDPHE Colorado Brownfields Foundation GoCO	N/A	N/A	1) 93-acre parcel to be conveyed to Town via BLM for continued operation of Kendall Mountain Recreation Area (KMRA)
14	Kendall Mountain Recreation Center & Ski Area Master Plan	Med	Parks & Recreation	Leverage the unique assets of rural Colorado	Community capacity (CC1, CC2, CC3)	Town of Silverton Kendall Mountain Recreation Area Master Plan Committee San Juan County BLM Community members & youth	Silverton, GOCO, DOLA Town has secured funds from GOCO (\$37,500 grant award) and DOLA (\$6,250 grant award) for a master planning process, estimated to cost \$50,000)	Full cost of expansion unknown, master plans estimate d at \$50k	1 full time	1) Increase recreation opportunities in community 2) Increase number of visitors to Silverton/County 3) Fully utilize a community resource 4) Identify additional BLM land to be conveyed to the Town of Silverton 5) Identify priority services to offer 6) Kendall Mt becomes self-sustaining and generates revenue
15	Eureka Campground & Facilities Improvements	Low	Parks & Recreation	Leverage the unique assets of rural Colorado Invest in roads and bridges	Climate & natural hazard resiliency (CN2) Community capacity (CC3)	San Juan County BLM US Army Corps of Engineers Sunny-side Gold Corporation	Existing gravel pit near proposed site Road & Bridge Dept expertise & equipment Army Corps of Engineers	N/A	Construction Jobs	1) River stabilization near old Eureka town site 2) Provide gravel for County roads 3) Ensure water quality

SAN JUAN COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
16	Molas Lake Master Plan	Med	Parks & Recreation	Leverage the unique assets of rural Colorado	Climate & natural hazard resiliency (CN2) Community capacity (CC3)	Town of Silverton San Juan County	Silverton	N/A	N/A	1) Eliminate camping on the overlook site 2) Establish a “marriage shelter” overlook 3) Establish a year-round summer-winter lodge facility 4) Establish full RV hook-up in designated area adjacent to 550 in rock outcropping
17	Rehabilitate Carnegie Public Library	Low	Public Infrastructure	Leverage the unique assets of rural Colorado Build on current successful economic development programs	Building & infrastructure sustainability (BI5) Community capacity (CC3)	Town of Silverton	Colorado Historic Fund State & federal grants Silverton	#####	N/A	1) Mitigate mold 2) Rehabilitate historic site
18	Restoration, Repair & Maintenance of Community Buildings	Low	Public Infrastructure	Leverage the unique assets of rural Colorado Build on current successful economic development programs	Building & infrastructure sustainability (BI5) Community capacity (CC3)	San Juan County Town of Silverton Governor’s Energy Office	San Juan Historical Society County Silverton Energy Management Asst Program (EMAP) Trident Energy	N/A	32 new jobs are generated for every \$1 million spent on preservation of historic buildings	1) Preserve historic integrity of community buildings 2) Repair and maintain community buildings 3) Weatherize Town Hall and improve energy efficiency of municipal buildings to decrease utility bills and provide reliable heat 4) Town Hall brought into full ADA compliance 5) Repair windows in the Visitor Center

SAN JUAN COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
19	Improve Drainage & Water Flow in Silverton	Med	Public Infrastructure	Leverage the unique assets of rural Colorado	Climate & natural hazard resiliency (CN2)	Town of Silverton San Juan County SW Water Conservation District BLM	Silverton County BLM USDA DOLA SW Water Conservation District Historical Society		Construction Jobs	1) Culvert improvements to Greene Street/Hwy 550 to increase flow conveyance to improve drainage and prevent potential flooding to adjacent residential units 2) Storm water intercepts and flows 3) Boulder Creek head gate 4) Relocate Bear Creek Raw Water 5) Loop dead end portions of Town's water system to improve fire flows and reduce water line freeze problems 6) Complete Infrastructure Plan for street water looping and drainage 7) Run water/sewer line to powerhouse
20	Baker's Park Trail System	High	Parks & Recreation	Leverage the unique assets of rural Colorado	Community capacity (CC2, CC3) Future ready economy & workforce (EW3, EW4)	Silverton Single Track Society BLM SJC Town of Silverton	CPW GOCO Private foundations Individuals	Phase 1 \$500,000, total project \$1)5 million	N/A	1) Development of 30-mile stacked loop singletrack trails system directly adjacent to town 2) Provide health & wellness benefits to community 3) Provide beginner and intermediate level riding opportunities in close proximity to town 4) Create a draw for visitors

SAN JUAN COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
21	Toilet Facilities along San Juan Skyway	Low	Public Lands	Leverage the unique assets of rural Colorado	Community capacity (CC3)	Forest Service BLM San Juan County Town of Silverton	Forest Service BLM CDOT GoCO DSNGRR Private Businesses	N/A	At least one position	1) Retain bathroom facilities on Molas lookout and other areas as determined 2) Seek long-term contractor to provide facility maintenance/service 3) Solve for winter servicing of winter porta-potties
22	Long Range Management Plan for upper- Animas River & Corridor	Med	Public Lands	Leverage the unique assets of rural Colorado	Climate & natural hazard resiliency (CN2)	Upper Animas River Protection Group Town of Silverton San Juan County BLM Durango & Silverton Narrow Gauge Railroad (DSNGRR) Environmental Protection Agency (EPA)	Forest Service BLM Silverton County GoCO DoLA DSNGRR State & Federal Grants CDPHE EPA	N/A	N/A	1) Restoration of Lackawanna Mill Building 2) Restore wetlands & riparian habitat along corridor
23	Promotion of Silverton & San Juan County	High	Tourism	Leverage the unique assets of rural Colorado	Community capacity (CC3)	Silverton Chamber San Juan County Town of Silverton San Juan Development Association (SJDA)	Silverton County Colorado Tourism Office R9 EDD EPA	N/A	Create PT assistant position	1) Continue partnerships with regional agencies to promote tourism and outdoor recreation for an economically and environmentally sustainable future 2) Increased commerce, seen via sales taxes 3) New families moving into the area with wage earners who can telecommute 4) Sustain San Juan County businesses

SAN JUAN COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
24	Blair Street Improvement District Projects	Med	Tourism	Leverage the unique assets of rural Colorado	Building & infrastructure sustainability (BI5) Community capacity (CC3)	Blair St Improvement District San Juan Historical Society Town of Silverton	Ben Nighthorse Campbell match State Historical Society Firemen DoLA GoCO EPA Private businesses	\$250K	Construction related	1) Install historic lighting and build new restrooms at Columbine Park 2) Utilize funding from DoLA for Downtown Colorado Inc projects 3) Wayfaring signage 4) Conduct feasibility study
25	Creative District	High	Arts & Culture / Business development	Build on current successful economic development programs	Community capacity (CC2, CC3) Future ready economy & workforce (EW3)	Silverton Creative District	OEDIT	N/A	N/A	1) Increase jobs, incomes, and investments in Silverton through creativity, culture, and the arts
26	Columbine Park Revitalization Plan	Med	Public Infrastructure	Leverage the unique assets of rural Colorado	Community capacity (CC3)	Town of Silverton	Grants	N/A		1) Expansion of the park open space 2) Build a new restroom facility 3) Provide a satellite visitor's center
27	Exhibit at Visitors' Center and/or San Juan Historical Museum on Native American Culture	Low	Arts & Culture	Community Identified Priority	Community capacity (CC3)	San Juan Historical Society San Juan County (SJC) Silverton Chamber San Juan Historical Museum Ute Mountain Ute Tribe Southern Ute Indian Tribe	San Juan Historical Society Grants & donations EPA	N/A	N/A	1) Develop exhibits to recognize Native American history in San Juan County 2) Develop historical interpretive activities and/or promotional materials

Update 2021

SAN JUAN COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
28	Bike Skills Park	Med	Parks & Recreation	Leverage the unique assets of rural Colorado	Community capacity (CC2, CC3)	Silverton Single Track Society Town School District	CO Health Foundation GOCO Private foundations	\$150,000	N/A	1) Create a youth and family friendly bike park
29	Youth Center	Med	Youth Supports	Make critical investments in community infrastructure	Community capacity (CC2, CC3)	Silverton Youth Center Silverton School Silverton Family Learning Center Town of Silverton	Grants	N/A	N/A	1) Identify new location for youth center 2) Relocate youth center
30	Municipal Water	High	Public Infrastructure	Leverage the unique assets of rural Colorado	Climate & natural hazard resiliency (CN4) Community capacity (CC3)	Town of Silverton CWCB SWCD	Silverton State & Federal grants	\$54,000	N/A	1) Install test wells for potential municipal water use 2) Provide a redundant municipal water supply
31	Wastewater System Rehabilitation	High	Public Infrastructure	Leverage the unique assets of rural Colorado	Climate & natural hazard resiliency (CN4) Community capacity (CC3)	Town of Silverton USDA DoLA SRF	Town of Silverton USDA DoLA SRF		Construction job retention	1) Ensure federal water standard compliance 2) Improve water quality

SAN JUAN COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
32	Redundancy Fiber Path into and out of Silverton	High	Telecomm	Make critical investments in community infrastructure	Building and Infrastructure Sustainability (BI2) Future Ready Economy & Workforce (EW1)	San Juan County Town of Silverton Southwest Colorado Council of Governments (SWCCOG) San Miguel Power Century Link Corporation Colorado Department of Transportation (CDOT) ISPs - Brainstorm & Forethought	SWCCOG - grant admin DoLA Silverton County	N/A	Construct ion jobs Create jobs associated with new businesses that require high speed internet	1) Complete segments of in-ground fiber cable installed by EagleNet Alliance (ENA) 2) Explore potential of ENA completing the project and/or partnerships to use dark fiber already in place 3) Install redundancy between Cascade and Durango 4) CDOT or other entity to complete fiber gaps between Cascade and Durango 5) Installation of roof top wireless bridge to broadcast access throughout Silverton (school-based need for student access) 6) Explore alternative tech for broadband as it becomes available, i.e., Starlink 7) Expand access to County and Town residents
33	Toilet Facilities in the Town	Med	Public Infrastructure	Make critical investments in community infrastructure	Building & Infrastructure Sustainability (BI1, BI2) Community capacity (CC3)	Town of Silverton San Juan County	Grants	N/A	Construct ion Jobs	1) Build centrally located public restrooms in the Town of Silverton 2) Reduce stress on local businesses to provide public restrooms

SAN JUAN COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
34	Construct Pedestrian Bridges	Low	Public Infrastructure	Community Identified Priority	Community capacity (CC3)	Town of Silverton San Juan County	GoCo BLM land transfer creates cash match	\$1,330,000 estimate \$1,060,000 federal & \$266,000 San Juan County Match	Construct ion job retention	1) Add/improve pedestrian bridges near courthouse 2) Add two bridges near the confluence at Lower Cement Creek 3) Improve public safety for pedestrians 4) Increase pedestrian access to town
35	Compass Project	High	Community development	Community Identified Priority	Addresses priorities from all the resiliency strategies	San Juan County Town of Silverton Community Builders Organization Local Businesses Local community groups	Town of Silverton Federal and State Grants	N/A	N/A	1) Complete community values & visioning processes 2) Establish community priority projects 3) Dovetail Compass Project with CDAP and Town Master Plan

APPENDIX A – Partners in Economic Development

Economic Development Organizations

Southwest Colorado
Small Business Development Center
835 Main Ave. Suite 225
Durango, CO 81301
(970) 903-5424
www.sbdcfortlewis.org

Pagosa Springs Community Development
Corp. PO Box 1859
Pagosa Springs, CO 81147
(970) 264-2360
www.pagosaspringscdc.org
cdcinfo@pagosaspringscdc.org

San Juan Development Association
P.O. Box 722
Silverton, CO 81433
(970) 888-7440
www.sanjuandevlopment.com

Dolores County Development Corp.
P.O. Box 860
Dove Creek, CO 81328
www.dolorescounty.org

La Plata Economic Development Alliance
2301 Main Ave.
Durango, CO 81301
(970) 259-1700
www.yeslpc.com

Region 9 Economic Development District of
Southwest Colorado
135 Burnett Dr. Unit 1
Durango, CO 81301
(970) 247-9621
www.region9edd.org

Southern Ute Indian Tribe
116 Mouache Dr.
Ignacio, CO 81137
www.southernute-nsn.gov

Ute Mountain Ute Indian Tribe
P.O. Box JJ
Towaoc, CO 81334
(970) 565-3751
Fax (970) 565-7412
www.utemountainutetribes.com

APPENDIX B – CEDS Participants

CEDS Committee – Highlighted participants indicate a Region 9 Board member.

First	Last	Area of Interest/Sector	Position	Geographic Representation
Adrian	Uzunian	Public Health & Environment	Director of Public Health Innovation at San Juan Basin Health	Archuleta & La Plata
Al	Huckins	Non profit	United Way of SW Colorado	Montezuma
Alex	Rugoff	Business & Government	Director of Community Development, City of Durango (former)	La Plata
Ashleigh	Tarkington	Government, Economic Development, Business	Mayor-Bayfield, Region 9 Board of Directors, Business Owner	La Plata
Bernadette	Cuthair	Ute Mountain Ute, Economic Development	Director of Planning & Development	Montezuma
Brett	Martin	Government, Economic Development	Mayor-Dove Creek, Region 9 Board of Directors	Dolores
Brittany	Cupp	Entrepreneurship, Communications & Marketing	Outreach Coordinator at SCAPE	Regional
Clyde	Church	Government, Economic Development	County Commissioner, Region 9 Board of Directors	La Plata
Colleen	O'Brien	Business, Economic Development	Business Owner, Region 9 Board of Directors	La Plata
Dan	Fernandez	Agriculture, Economic Development	Region 9 Board of Directors	Dolores
Deanne	Gallegos	Business, Public Information	Director, Silverton Chamber of Commerce Business Owner County Public Information Officer	San Juan
Dewayne	Findley	Business, Economic Development	Business Owner, Region 9 Board of Directors	Montezuma
Don	Haley	Planning	Planning Director	Montezuma
Donna	Graves	Data & trends/consultant	Owner, Information Services, Inc.	Regional
Doug	Roth	GIS	GIS Manager	Montezuma
Floyd	Cook	Government	County Commissioner	Dolores
Gloria	Kaasch-Beurger	Government, Economic Development	Town Manager-Silverton, Region 9 Board of Directors	San Juan
Gus	Westerman	Agriculture, Economic Development	Director Dolores County Extension Office	Dolores
Heather	Otter	Economic Development	Project Manager	Regional
James	Dietrich	Natural Resources	Natural Resources Planning and Public Lands Coordinator	Montezuma
Jennifer	Green	Tourism, Economic Development	Executive Director Tourism-Town of Pagosa Springs, Region 9 Board of Directors	Archuleta
Jessica	Randell	Non profit	United Way of SW Colorado, Team UP Coordinator	Regional
Jim	Candelaria	Government, Economic Development	County Commissioner, Region 9 Board of Directors	Montezuma
Joe	Theine	Healthcare	CEO, Animas Surgical Hospital	Regional
Julie	Kibel	Government	County Commissioner	Dolores
Justin	Osborn	Real Estate, Economic Development	Region 9 Board of Directors	La Plata

First	Last	Area of Interest/Sector	Position	Geographic Representation
Kari	Distefano	Government	Town Manager (former)	Rico
Kelly	Koskie	Government, Economic Development	Director of Finance, Cortez, Region 9 Board of Directors	Montezuma
Ken	Charles	Government, Economic Development	Town Manager-Dolores, Region 9 Board of Directors	Montezuma
Kiki	Hooten	Business & Higher Education	Disaster Relief Coordinator	Regional
Kim	Baxter	Government	Mayor	La Plata
Kim	White	K-12 Education, Economic Development	Superintendent, Silverton Schools	San Juan
Lisa	Branner	Business, Government, Communications & Marketing	Owner, Venture Snowboards Director of Community Development and Engagement (former)	San Juan
Margret	Daves	Government	County Administrator	Dolores
Mark	Garcia	Government	Interim Town Manager	La Plata
Martha	Mason	People with Disabilities & Elderly	Executive Director	Regional
Mary Jo	Coulehan	Economic Development	Executive Director-Pagosa Springs Chamber, Region 9 Board of Directors	Archuleta
Matthew	Farmer	Business Administration & Youth	Intern	Regional
Meade	Harbison	Southern Ute Indian Tribe, Economic Development	Business Development Southern Ute Indian Tribe Growth Fund, Region 9 Board of Directors	Regional
Mike	French	Economic Development	Executive Director	La Plata
Mike	Segrest	Government	Deputy County Manager	La Plata
Miriam	Willow-Giles	Housing, Telecom, Transportation	Executive Director	Regional
Paul	Zimmerman	Business, Economic Development	Business Owner, Region 9 Board of Directors	San Juan
Rachel	Brown	Tourism	Executive Director, Durango Area Tourism Office	Durango
Rachel	Medina	Government	County GIS Specialist, Mayor Pro Tem Cortez	Montezuma
Rachel	Marchbanks	Government, Economic Development	Economic Development Coordinator-Town of Mancos, Region 9 Board of Directors	Montezuma
Robert	Clark	Economic Development	Executive Director, Pagosa Springs Community Development Corp. (former)	Archuleta
Robert	Whitson	Business, Economic Development	Business Owner, Region 9 Board of Directors	La Plata
Roger	Zalneraitis	Economic Development	Manager, Southern Ute Economic Development (former)	Southern Ute Tribe
Sam	Dosumu	Higher Education	Dean, Pueblo Community College Southwest	Regional
Shak	Powers	Government, Economic Development	County Administrator	Montezuma
Shawn	Gregory	Business, Economic Development	Business Owner, Region 9 Board of Directors	Montezuma
Sherry	Waner	Community Banking, Economic Development	Senior Vice President, 1st Southwest Bank Board President, Pagosa Springs Community Development Corporation	Archuleta
Steve	Garchar	Government, Economic Development	County Commissioner, Region 9 Board of Directors	Dolores
Steve	Elias	Higher Education, Economic Development	Dean, School of Business Administration, Fort Lewis College, Region 9 Board of Directors	Regional
Todd	Weaver	Government, Economic Development	County Attorney, Region 9 Board of Directors	Archuleta
Tuggy	Dunton	Government, Economic Development	Town Clerk-Ignacio, Region 9 Board of Directors	La Plata
Willy	Tookey	Government, Economic Development	County Administrator, Region 9 Board of Directors	San Juan

CEDS Contributors

First	Last	Area of Interest/Sector	Position	Geographic Representation
Andrea	Phillips	Government	Town Administrator, Pagosa Springs	Archuleta
Archuleta County	Staff	Government	Various Departments	Archuleta
Becky	Joyce	Public Health	Director of San Juan County Public Health	San Juan
Beverly	Rich	Historic Restoration	Board of Directors, San Juan County Historical Society	San Juan
Board	Members	Economic Development	Dolores County Development Corporation	Dolores
Board	Members	Economic Development	Pagosa Springs Community Development Corporation	Archuleta
City of Cortez	Staff	Government, Community Development	Various Departments	Montezuma
City of Durango	Staff	Government, Community Development	Various Departments	La Plata
County	Commissioners	Government	Elected Officials	Region 9 Counties
Dolores County	Staff	Government	Various Departments	Dolores
Elizabeth	Garner	Data	Colorado State Demographer	State
Ellen	Roberts	Natural Resources, Forest Health	Natural Resources Consultant	State
Emily	Meisner	Economic Development	Program Manager, La Plata Economic Alliance	La Plata
John	Reiter	Government	Town Administrator, Town of Silverton (former)	San Juan
Kate	Hartzell	Health Education	Executive Director, Southwest Area Health Education Center	Regional
La Plata County	Staff	Government	Various Departments	La Plata
Montezuma County	Staff	Government	Various Departments	Montezuma
Pam	Flowers	Government	County Development Director	Archuleta
San Juan County	Staff	Government	Various Departments	San Juan
Shannon	Livick	Higher Education	Executive Assistant to the Dean, Pueblo Community College Southwest (former)	Regional
Town of Bayfield	Staff	Government, Community Development	Various Departments	La Plata
Town of Dove Creek	Staff	Government, Community Development	Various Departments	Dolores
Town of Ignacio	Staff	Government, Community Development	Various Departments	La Plata
Town of Mancos	Staff	Government, Community Development	Various Departments	Montezuma
Town of Pagosa	Staff	Government, Community Development	Various Departments	Archuleta
Town of Silverton	Staff	Government, Community Development	Various Departments	San Juan
Wade	Litt	Economics & Higher Education	Asst Professor of Economics, Fort Lewis College (former)	Regional

APPENDIX C – Region 9 Disaster Preparedness

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(4) Public Comments Received (July 15th to August 15th)

(1) "Disaster preparedness must include plans for diminished water resources across the region."

(2) "We need much better management of public lands for dispersed camping used by disaster and economic displacement. This would include conservation corps type programs both improving this resource and employing some of those impacted."

(3) "The county emergency director is working hard to ensure preparedness. The county commissioners do not believe a major disaster will happen and do not give the process much credit."

(4) "My response to this plan is to compliment the planners on the thoroughness of this report. They have spent considerable time in meeting best practices and, in particular, in dealing with the needs of a remote area where industry tries to drive awareness and regulations away from the very real and catastrophic nature of industrial accident threats. Thank you.

Page 2 (**Appendix C, p.1**) – Services offered for disaster relief – "Offering grant writing expertise and technical assistance to regional and local entities, both for pre-disaster resiliency initiatives as well as post-disaster recovery efforts." This was not provided during the pandemic. If this is a response, it should be made clear how organizations and agencies can access this critical resource during an emergency. Of note, from a planning viewpoint, development and industry activities in sensitive areas should/must be taken into account. An example of where this has NOT taken place in recent development is the new River Rock Estates development taking place on Light Plant Road along the San Juan River. That is clearly flood plain. It is easy to turn a blind eye to such development now during drought years – it will be harder during adequate water years and public funds will likely be involved in recovery efforts for those unfortunate (and unthinking) owners who purchase in those lots."

DISASTER PLANNING

A disaster can be defined as *any event that threatens to, or actually does, inflict damage to people or property that cannot be dealt with using only internal and mutual aid resources.*

In the event of a disaster, the Region 9 Economic Development District (Region 9), plays a support role to other partners in the planning and recovery efforts as outlined in the following strategy document. This brief summary of strategy is in no way intended to undermine or replace existing federal, state, or local disaster plans, but simply establishes Region 9's role in both pre- and post-disaster planning and recovery. Pre-disaster strategies are based on an awareness and support of already existing partnerships and emergency plans. Post-disaster strategies rely on a decision-making process consistent with local economic comprehensive plans.

In the event of a disaster, Region 9 is committed to:

- Providing local officials, business leaders, and other community partners with access to regional demographic, economic, and hazard vulnerability data.
- Developing technical expertise and economic analysis tools for conducting initial disaster assessments and long-term economic impact analysis.
- Establishing collaborative relationships with local government officials and non-government organizations that may provide data, funding, technical expertise, and other resources essential to intermediate and long-term economic recovery following a disaster event.
- Offering grant writing expertise and technical assistance to regional and local entities, both for pre-disaster resiliency initiatives as well as post-disaster recovery efforts.
- Establishing familiarity with traditional economic and community recovery funding sources, including resources for business development assistance programs, such as EDA's Revolving Loan Fund (RLF) programs as well as private, nonprofit, and philanthropic resources.
- Providing technical support to impacted businesses.
- Encouraging concepts and principles of economic resiliency strategies into the existing. planning and development plans and activities within the region.
- Leveraging assets.
- Offering a neutral forum to convene diverse stakeholders and facilitate discussion and planning initiatives around the issues of economic resiliency preparedness and recovery.

Phase I: Pre-disaster Preparedness

This phase asks communities to plan and prepare for the unexpected and build disaster-resiliency practices. Region 9 encourages the existing coordination between the organizations and regular updates to all local and regional disaster plans.

- Engage in pre-disaster recovery and mitigation planning.
- Know the community's risks and vulnerabilities.
- Inventory and organize the community's recovery resources (people, businesses, public services...etc.)
- Engage in business continuity planning.
- Ensure there are resources available for the elderly and those with special needs.
- Identify shelters, and recovery partners (Federal, state, local, and private sector), type of assistance and resources they can provide.
- Develop an interagency action plan.
- Identify what recovery activities will take place immediately, short-term, intermediate, and long-term.
- Develop and disseminate a community evacuation plan.
- Establish a communication chain.

- Engage the community. Take advantage of opportunities to communicate the process and protocols to follow in the event of a disaster and what recovery efforts will be undertaken.

Knowing where to prioritize spending requires some basic knowledge of what is covered under insurance policies, which projects will be eligible for federal reimbursement through the Public Assistance Program, which projects can be funded through grant programs, and what financial reserves can be targeted for grant matching funds or local investment. When a community begins to address its infrastructure issues as part of the initial planning process or as a pre-disaster implementation action, it can launch an assessment of county or municipal insurance policies to determine which facilities are covered and for what extent of damage. They can then use this assessment to make decisions about increasing coverage or financing repairs to uninsured structures. They can also determine whether mitigation enhancements would be covered under current policies and Public Assistance or whether additional funding would be needed.

Southwest Colorado Disaster Planning

There are several different levels of strategic disaster planning in the region that address these guidelines. It is a requirement of the State Emergency Management Grant (a funding mechanism) to have an emergency operation plan (disaster plan). Every county and tribe receives those funds and all have prepared plans of varying scope and complexity, tailored to their territories and constituents. Please see below for a list of emergency contacts within the region.

Southwest Colorado Emergency Management Contact List:

Archuleta County – Emergency Management Contact: Mike Le Roux

Office: (970) 398-0612

email: mleroux@archuletacounty.org

Dolores County – Emergency Management Contact: Keith Keesling

Office: (970) 769-0005 -24 Hour Contact: (970) 769-0005

Email: dcem@fone.net

La Plata County – Emergency Management Contact: Shawna Legarza

Office: (970) 375-6274-24 Hour Contact: (970) 385-2900

Email: shawna.legarza@co.laplata.co.us

Durango- (970) 375-4739

City of Durango – Terry Hoecker

Email: HoeckerTL@ci.durango.co.us

Cell: (970) 759-4312

Montezuma County – Emergency Management Contact: Mike Pasquin

Cell: (970) 564-4134 24 Hour Contact: (970) 565-8441

Email: mpasquin@co.montezuma.co.us

Email: dbrockus@southernute-nsn.us

San Juan County – Emergency Management

Contact: Jim Donovan

Office: (970) 387-5531 - 24 Hour Contact: (970)

387-5531,

Email: oem@sanjuancountycolorado.us

Southern Ute Indian Tribe

Emergency Management Contact: Don Brockus

Office: (970) 563-0100 ext. 2449, Fax: (970) 563-

4853

Ute Mountain Ute Tribe

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Emergency Management Contact: John Trochek

Office: (970) 564-5441

Email: jtrocheck@utemountain.org

At the regional level there is a Southwest Region All-Hazards Advisory Council (SWRAHAC), established in 2005. The Council consists of emergency managers from each tribe, county, and some municipalities, as well as representation from the following disciplines: communications, hazardous materials, fire services, emergency medical services, healthcare, Citizen Corps, transportation, education, law enforcement, and public health. Annually, SWRAHAC members participate in the State's capability review process. As part of that process, SWRAHAC members set the Southwest Colorado priorities. This is a collaborative effort to determine the best needs for the entire region as a whole. This council has prepared a document called ***The Southwest Colorado Homeland Security Strategy (SWCHSS)*** in order to develop, implement, and maintain a viable planning capability (Revised draft April 5th, 2011). That document was updated and approved as the ***Southwest Colorado All-Hazards Region Homeland Security Strategic Framework 2016 – 2018***, Adopted October 15, 2015.

Planning Departments in each county are currently in process of updating emergency plans in response to the COVID-19 pandemic, and it is expected that the Regional SWCHSS plan will be updated when that process is complete. Approved county plans are available at <https://mars.colorado.gov/mitigation/hazard-mitigation-plans/approved-plans/southwest-region>.

Region 9 has reviewed the currently available SWCHSS document and agrees with the identified areas of outstanding "SW Region" risks and vulnerabilities that must be considered and planned for. They are as follows:

Regional Risks and Vulnerabilities

Remote Location – The SW Region has approximately 85,625 citizens consisting of five counties: Archuleta, Dolores, La Plata, Montezuma, and San Juan counties, as well as the State's two Sovereign Nations, the Southern Ute Indian Tribe (SUIT) and the Ute Mountain Ute Tribe. Depending on location within the region, drive time to Denver can range from six hours to eight hours and drive time to Albuquerque can range from four to six hours. The region has two commercial airports and two private aviation airports. Because of remoteness, to provide service and protection, the SW Region often depends on internal resources, and resources from other states."

Infrastructure Challenges – The region has a number of other infrastructure challenges. There are two recreational trains; one of these trains traverses an extremely remote and rugged area. Any major incident with these trains will involve a multi-state response (The Cumbres Toltec Train straddles New Mexico and Colorado). The region also has ski areas, three of these areas are in the region, and another (Wolf Creek Ski Area) is between this region and another. The extreme western part of the region is very dependent on agriculture and its associated risks. The region has a very limited power and internet feed; a single power transmission line and a single fiber optic line serve large parts of the region. The region also has an interstate high-pressure gas pipeline, and associated compressor, that feeds all of central Colorado."

Economic Risks – "The region's economy depends heavily on tourists; other economic dependencies include agriculture and oil/gas operations. Similar to other areas of Colorado, the region's population fluctuates seasonally, including the summer and other key holiday times. This "transient" population presents unique challenges and risk."

Wildland Fire Risks – Because of the vegetation, elevation, and semi-arid climate of the inhabited areas of the region, urban interface/wildland fires are a large risk. The mid elevations of the region are mostly over grown forest; the low elevations are a volatile oak brush / juniper mix. Lightning starts most of the regions wildland fires naturally. In an average fire season, the region has at least one large wildland fire. Due to the loss of tourist revenue, every large fire has the potential to have devastating economic conquests."

Flood Risks – “All low-lying areas in the region are prone to flash flooding. The National Weather Service (NWS) uses radar, stream gauges, and rain gauges to issue products that warn of these floods. In Southwest Colorado, this is a challenge: the NWS radar system is ineffective. Many of the stream gauges are located in populated areas, not upstream, and a rain gauge network does not exist.”

The SWRAHAC Council also prepared a **Prioritization of Planning Scenarios** as an illustrative tool for determining which scenarios pose the greatest threat to the region based on the individual local criteria. Region 9 supports the strategy of focusing on building capability for the two most probable scenarios, which include toxic industrial chemicals events and major snowstorm/blizzard events. Both scenarios represent a moderate to high threat to the region and present potentially devastating consequences for our communities.

“Planning Scenario: Toxic Industrial Chemical Events: The history of toxic industrial chemical events in the region is rare, but has been catastrophic. Oil and gas exploration, has boomed in the last 10 years, bringing with it the potential for major oil/gas-related events. Three major state highways in the region are designated as hazardous materials routes (US Hwy 160, 491 and 550). These highways function as vital east-west / north-south routes for both tourists, and commercial vehicles, as well as providing access to all of the region's tribes and counties. These highways are highly traveled, and have a number of vulnerable points (tunnels, high mountain passes, landslide / avalanche areas). These highways are the primary transportation route for a wide range of toxic industrial chemicals via commercial motor carrier. The headwaters of several major water sources that service large metropolitan areas lie within the boundaries of the region as well, and a chemical attack or spill is likely to contaminate the water for large population areas such as large cities in New Mexico and Arizona, in addition to many smaller communities.”

“Planning Scenario: Major Snowstorm / Blizzard Events: The *probability* of a major snowstorm / blizzard event in the region is frequent. Multiple major snowstorms occur every year. Every one of these events temporarily isolates the five counties and two tribes of southwest Colorado from the rest of Colorado. During major snowstorms, all passes through the mountains to the North and East close. Some locations, such as Silverton, will be completely isolated. Commercially, Southwest Colorado has approximately three days of food, with the routine supply coming from Denver. With the exception of isolation, a major winter storm alone does not create too much concern in Southwest Colorado. The secondary events that very often accompany these storms are the concern. Our largest concern is power outages; in cold weather, the outcome could be catastrophic. Some other concerns include special needs population support, debris removal, isolation of individual communities, sheltering, and food/fuel supply. Another side consequence of the isolation is a negative impact to the economies of communities and to the overall region.”

Yet another level of strategic planning occurs at the State level. Colorado has prepared a State Emergency Operations Plan (2015). This plan, which addresses most, if not all, of the items identified in the following guidelines. Once again, this plan is far too lengthy to be included here, but can be perused at <http://dhsem.state.co.us/emergency-management/operations/state-emergency-operations-plan>.

Phase II: Post Disaster Planning and Implementation

This phase will include disaster assessment, the development of a recovery timeline, and the implementation of a long-term recovery plan.

The assessment phase will involve partners at the local, state and possibly federal level. Local officials have authority under their local ordinances and resolutions and Colorado Revised Statutes to take responsible and appropriate actions in the direction and control of disaster recovery activities. The role of affected state, local and tribal governments in defining and addressing risk reduction and long term recovery priorities is recognized. If an effective recovery is beyond a local jurisdiction's capability, State assistance may be required.

If the situation is beyond State and local capability, the Governor may ask for Federal assistance by requesting a Presidential Declaration of an "emergency" or "major disaster". The declaration triggers the implementation of Federal disaster assistance programs, which are coordinated by the Federal Emergency Management Agency (FEMA), in cooperation with the Division of Emergency Management (DEM). Response and recovery operations in both State- and Federally-declared disasters will be conducted in accordance with the standards set forth by the National Incident Management System (NIMS) and the National Response Framework (NRF).

These authorities should provide oversight for the following assessments:

- Assess the nature and magnitude of the disaster.
- Assess the impact on the economy (business, industry sectors, labor market...etc.).
- Assess the impact on transportation and public infrastructure.
- Assess the impact on housing, schools, and health care facilities.

Once these assessments have been made, regional partners will develop and implement a recovery timeline:

- List and prioritize recovery activities to be performed.
- Identify resources (Federal, state, local, private sector) needed for each activity.
- Determine the level and type of assistance needed.
- Identify roles and responsibilities.
- Determine the timeframe for each recovery activity:
- Establish recovery benchmarks.

Long-term recovery and mitigation efforts will be based on a variety of factors and priorities, including public safety, economic development, environmental protection, and preservation of social, cultural and historical resources:

- Identify business, economic and entrepreneurial rebuild initiatives.
- Identify workforce initiatives to employ workers and rebuild economy.
- Describe the Federal, state and local funding programs and management plans to ensure the most effective use of Federal, state, local, and private sector funds.

Region 9's Role in Economic Recovery

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

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

Post-disaster Relationships

There are many agencies, jurisdictions, and stakeholders involved in providing infrastructure, public facilities, and utility services. Before and after a disaster, these private and public entities need to establish communication and coordination procedures to ensure that long-term recovery and redevelopment occurs in an efficient and organized manner. Each agency or company should have its own recovery plan; however, if any opportunities for directing redevelopment are to be pursued then coordination and communication are critical.

Limited time, funds, and materials are going to make simultaneous redevelopment of all damaged areas difficult. In some circumstances, opportunities may arise after a disaster to move forward with planned physical economic development projects or to create new projects that take advantage of post-disaster funding, available land, or public will. Communities may want to encourage redevelopment in areas that correspond to their vision for the future and those less vulnerable to disasters by providing incentives for development in these areas. For instance, local comprehensive plans include many policies that determine where and to what extent redevelopment can, or ideally should, occur. As a starting place, affected communities can use their locally developed Comprehensive Plans, including this CEDS document, to identify specific land use codes and regulations. In addition, Region 9 has worked with each county to develop Community Development Action Plans (CDAP's) to identify priority projects, partnerships and action steps that will aid in the recovery process

A "small business" is often perceived as a family-owned business that provides services solely to the local community. Small businesses comprise the majority of businesses in the region. Small businesses are more likely than large businesses to either never reopen after a major disaster or fail shortly after reopening. Several factors may be involved in these failures, including the extent of damage to a community, timing of reopening, and lack of financial reserves. During the recovery process Region 9 will work closely with the Colorado Office of Economic Development and International Trade (OEDIT) as well as other identified partners to provide technical assistance to business owners and operators impacted by a disaster concerning economic redevelopment plans, investment strategies, small business development, and available resources and assistance to facilitate economic recovery.

Rapid resumption of existing major employers is key to a community's economic recovery after a disaster, especially as employment provides a reason for most residents to return and rebuild quickly. Region 9 will assist the Department of Labor and Employment to identify job losses and create opportunities for employment. Some of these opportunities may actually be a result of disaster impacts, such as providing adequate housing for displaced persons and long-term rebuild of public and private infrastructure (housing, roads, utilities, etc.)

When a community starts to make decisions about which structures to relocate after a disaster or which mitigation projects it should invest in pre-disaster, they should consider funding availability. Region 9 will support the Department of Local Affairs and other applicable funding sources and technical assistance partners to provide the needed technical assistance to local officials and help to identify and apply for state and federal grants that may be available.

It is essential that cultural resources be considered during recovery efforts. Engaging state and local historic preservation organizations in the planning and implementation process can ensure that the unique considerations involved with preserving and restoring historic structures and archeological sites are included in a community's recovery plan. The loss of historic resources due to a disaster can have a major impact on the community. Some losses may be unavoidable, but others could occur accidentally during recovery operations if procedures are not in place to watch for these concerns. Historic structures are particularly vulnerable to damage due to their age, and repair of these structures must meet certain requirements to maintain their character and historic designation. There may also be funding opportunities before or after a disaster for implementing mitigation measures to prevent further damage to historic resources.

To unify the region in COVID-19 recovery, Region 9 recovery funds support a variety of regional initiatives. First, Southwest Colorado Disaster Assistance (SWCODA) is a grassroots effort that shares resources and raises awareness during emergencies by matching those who want to help, with those who need help. This website¹ was previously used during emergencies such as the 416 Fire in 2018 that primarily impacted La Plata and San Juan Counties. It was reactivated in response to the COVID-19 pandemic and expanded to include all five counties and two Native American tribes in southwest Colorado. Region 9 supports this website as the new hub for all five counties' recovery work. One key purpose it serves is to reduce duplication of resources and provide tools for communities that do not have the financial or technical support needed for today's on-line communications.

Second, Region 9 maintains a dynamic, engaging tool for tracking movement on key economic and social indicators of recovery with a regional economic data dashboard. We know that providing reliable data that is easily accessible helps community leaders anticipate problems and make informed decisions around their recovery.

Third, the Pagosa Springs Community Development Corporation (Pagosa CDC) in Archuleta County recently completed a key goal from their strategic plan by hiring an Economic Development Coordinator. This funding is allowing the Pagosa CDC to lead recovery efforts, accomplish their strategic plan priorities and to fully fund an economic development professional by the end of the grant. In particular, it is fostering private and non-profit partnerships to assist in recovery planning efforts for pandemic response and recovery. Every effort is being made to enhance and not duplicate existing activities.

Fourth, there is a huge need for technical assistance and capacity building for local stakeholders impacted by the pandemic. Montezuma County has three Chambers of Commerce (Tri Chambers) serving the towns of Dolores and Mancos, and the City of Cortez. Despite limited staffing, they are collaborating around business recovery efforts. The Tri Chambers banded together dividing duties of communication, outreach, and administration for the Recovery Task Force. With businesses struggling, there are limited funds to support chambers who often provide the training, networking and education needed to help businesses reopen, recover, and succeed. This effort will connect to the regional plan by using the SWCODA website as a landing page for their recovery efforts as well as regional Rise and Recover marketing, catered to the individual needs of each county and community. In Dolores County, recovery efforts include a business microloan fund, weekly business recovery meetings hosted by the chamber. This county of less than 3,000 people requires technical assistance to move forward with recovery efforts. Region 9 aims to support their evolving situation by committing staff time dedicated to the county's recovery work. The SWCODA website provides a much-needed platform that ties them into the larger regional recovery efforts and resources. Region 9's Rise and Recover funding focuses staff efforts to help ensure the region recovers and thrives with measurable progress beyond the two-year grant cycle. Region

¹ <https://www.swcoda.org/>

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9 participates on the county recovery taskforces to engage in recovery efforts that serve the local communities and align strategically to the region's efforts.

APPENDIX D – Environmental Update**TABLE OF CONTENTS**

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(3) Public Comment Received (July 15th to August 15th)

“The growing lack of water coupled with high water usage agriculture and increased human populations in the region will result in crisis management. The need to manage outdoor recreation with much less marketing and regulation enforcement will assist in maintaining the environment (including wildlife) which residents across the region desire but are 'loving to death'. Other areas in the State of Colorado have recognized this and are taking steps to slow down the influx of people into their regions through reduction of the heavy marketing of outdoor recreation. Strategic planning should include other economic drivers which can take the place of in the economy of outdoor recreation as well as real estate development. Water resources in the future will not support current trends in human population increases and recreational growth impacts in the surrounding environment.”

(2) “we need support for our manual labor controlling thistles on Crowley Ranch Reserve.”

(3) “Page 6 (**Appendix D, p.5**) – Flood Plains: Of note, from a planning viewpoint, development and industry activities in sensitive areas should/must be taken into account. An example of where this has NOT taken place in recent development is the new River Rock Estates development taking place on Light Plant Road along the San Juan River. That is clearly flood plain. It is easy to turn a blind eye to such development now during drought years – it will be harder during adequate water years and public funds will likely be involved in recovery efforts for those unfortunate (and unthinking) owners who purchase in those lots. Flood plains provide relief when they are maintained as healthy wetlands. When developed, the exhibit extreme flooding and destruction of river and stream boundaries that can be cause failure of other adjacent infrastructure, including roads and power lines – which can in turn impact emergency services and taxpayer costs for remedies.

Page 9 (**Appendix D, p.5**) – Water Quality: Mag Chloride has been repeatedly demonstrated to be destructive to species and to water quality and yet it is still regularly applied for “dust control.” This use should be eliminated in the interest of long-term and short-term water improvement and species support along riparian areas throughout the region.

Introduction

Environmental considerations play a key role in southwest Colorado's economic development activities. Residents of our communities' value the high quality of life provided here, including clean air and water and scenic views. A healthy environment can be a selling point for a region's economic development efforts. Businesses - and their employees - like to live in a safe and healthy environment. This is increasingly true in the information technology era when businesses and jobs can relocate almost anywhere, they wish. Increasingly, areas that offer the best environmental resources are often the most attractive to business interests that have the ability to move. A healthy environment can also be a draw to tourists and outdoor enthusiasts of all kinds, from fishermen and hunters to hikers or bird watchers. Unfettered or unplanned development, by contrast, can fragment natural areas and/or deplete them of their wildlife, their pollution mitigating qualities, or their natural beauty.

Federal agencies are required to integrate environmental values into their decision-making processes by considering the environmental alternatives for their proposed actions, and reasonable alternatives to those actions pursuant to the National Environmental Policy Act (NEPA). NEPA requires agencies to first avoid and minimize negative environmental impacts and to provide compensation only after all avoidance and/or minimization efforts have been attempted. Some of the environmental factors addressed by NEPA are described in sections below.

Climate

Region 9 is located at the juncture of four states (Colorado, Arizona, New Mexico and Utah – the Four Corners); and three distinct physiographic regions; the Rocky Mountains, the Colorado Plateau and the San Juan Basin. The topography includes high mountain peaks and valleys, towering mesas, deep canyons and deserts. Southwest Colorado is intensely seasonal. Snow begins falling in the high country in late September or early October, and by Halloween, seasonal closures turn many unpaved roads into routes for snowmobiles.

The San Juan Mountains are the snowiest region of the Colorado Rockies, with average annual snowfalls approaching 400 inches in some spots. Skiers and snowboarders treasure this abundance of white gold. Winter lingers well into the season that is called spring on the calendar. In fact, the greatest snowfalls generally occur in March and April. Winter sports usually wind down in early to mid-April. At about the same time skiers are packing up their poles, the snow in the higher elevations begins to melt. Cresting streams offer thrilling, if chilling, white-water rafting and kayaking.

Summer in the mountains, is brilliant sunshine in cobalt blue skies, although even in the warmer valleys the growing season is marginal in length. Spring's last frost often occurs in June; the first frosts of fall might begin in late August. Late summer brings brief and often intense showers on many August afternoons, sometimes accompanied by dramatic thunder and lightning. In the harsh, dry climate of the mesa-and-canyon country around the Four Corners, summers are hot, winters can be windy and cold, and spring and fall are mild.

Air Quality

Air quality is important from an economic standpoint, not only because of the human health implications, but also because it affects the view sheds in a five-county area where attracting businesses and tourists is contingent on a high quality of life. Pollution sources within the Four Corners include coal-fired power plants, motorized vehicles, oil and gas operations, wildfires and intentional burning, road dust, and other sources. Under the Clean Air Act, the US Environmental Protection Agency (EPA) sets limits on certain air pollutants, using science-based standards to protect human health and the environment. A geographic area that does not meet a primary standard is called a non-attainment area. States and tribes develop State Implementation Plans that outline how they will control air pollution. Some of the air pollutants that are presenting challenges in the Four Corners area are ozone, mercury, nitrogen and sulfur oxides, and particulate matter.

Ozone is normally considered a big city issue, but it is of growing concern in the Four Corners area. In this region, ozone is mainly caused by power plants and oil and gas development (CIRA). Ground-level ozone can cause chest pain, coughing, throat irritation, and congestion and can worsen bronchitis, emphysema, and asthma. Many plant species, including crops, such as soybeans, and Ponderosa pines and Aspen trees are extremely sensitive to ozone exposure.

Historically, air quality in the San Juan Mountains has been among the cleanest in the United States. However, concerns about mercury, ground-level ozone, nitrogen, and other pollutants are growing. Mercury concentrations in precipitation are alarmingly high and several water bodies have mercury fish consumption advisories. Ozone is approaching the limit for public health, and nitrogen levels in rain and snow are increasing.¹ Mercury is a naturally occurring element found in air, water, and soil. It can also be a toxic air pollutant. Coal-fired power plants are the largest man-made source of mercury to the air in the United States. Mercury in the air eventually settles to the ground, where it can be washed into aquatic ecosystems, such as lakes, streams, and wetlands. Bacteria in wetlands and lake bottoms can change mercury into a highly-toxic form, called methyl mercury, which affects functioning of nerve cells. The methyl mercury bio-accumulates, increasing in concentrations up the food chain. Fish consumption advisories for mercury contamination are in effect for five lakes and reservoirs within Region 9 in Archuleta, La Plata, and Montezuma counties. Mesa Verde National Park recorded some of the highest mercury concentrations in the nation in 2010, and continues to monitor mercury, nitrogen, sulfur, ozone, fine particles, haze and dust. The Park is working with the Four Corners Air Quality Group, a group of state, federal and local agencies, and tribes, to develop strategies to reduce regional air pollution.²

Regional haze is caused by a collection of fine particles, smoke, dust, and moisture, suspended in the air. Emissions from power plants, burning of fossil fuels, soot from natural and manmade fires, and airborne dust from disturbed soils all contribute to this pollution, which respects no borders and can travel great distances. Haze affects wide geographical areas, often far away from the original emission point, and is therefore called “regional haze”. The EPA has established a visibility protection program to protect Class 1 areas “of great scenic importance”, including Mesa Verde National Park and the Weeminuche Wilderness Area, from impairment due to manmade air pollution. Visibility at both Mesa Verde National Park and the Weeminuche Wilderness Area are impaired due to haze. When the air is clean, natural visibility conditions in most of the western United States are in the range of approximately 110 to 140 miles. However, when regional haze is present, visibility is reduced to about 33-90 miles. Poor visibility is often an indicator that there are other impacts that we cannot directly observe, such as human health effects.³

Colorado adopted a [Regional Haze Plan](#) in 2010 and 2011 that specifies long-term strategies to restore visibility in Class I areas to natural conditions. The EPA approved the state’s plan on December 31, 2012.⁴ The plan includes reduction of emissions and new controls for oxides of nitrogen at power and cement plants. These nitrogen oxide controls will also benefit ozone reduction efforts.⁵ 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, respiratory problems, the elderly, and children whose lungs are still developing and who are more likely to have asthma and are more active outdoors.

¹ <http://www.mountainstudies.org/air-quality>

² <https://www.env.nm.gov/air-quality/fcagg/>

³ <https://cdphe.colorado.gov/environment/air-pollution-control>

⁴ <https://www.regulations.gov/document?D=EPA-R08-OAR-2011-0770-0050>

⁵ <https://cdphe.colorado.gov/environment/air-pollution-control>

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 federal Congestion Mitigation and Air Quality funding each year for activities such as paving dirt streets and purchasing street sweepers to reduce air emissions of particulate matter. The funding varies, but about \$200,000 per year is distributed between several communities in southwest Colorado (Pagosa Springs, Telluride and Mountain Village). The air shed will be monitored for PM₁₀ until at least 2021.⁶

Another source of air pollution is nitrogen and sulfur oxides from burning fossil fuels in power plants, vehicles, and other types of engines, such as those associated with oil and gas wells. Both sulfur and nitrogen oxides form acid rain. Mountain and desert ecosystems are more vulnerable than other types of ecosystems to nitrogen deposition. In addition, hydrogen sulfide occurs in natural gas and can be emitted at harmful levels from some seeps and natural gas drilling operations in the San Juan Basin. The EPA released a proposal to reduce smog-producing nitrogen oxides at the Four Corners Power Plant in Farmington, New Mexico from 45,000 tons per year to 5,800 tons per year, an 87% reduction of emissions. The plant is the nation’s largest source of nitrogen oxides.

To date, the sale of the Navajo Coal Mine from BHP Billiton to the Navajo Nation is of concern to local environmentalists.⁷ For years, BHP owned and operated the Navajo Mine outside of Farmington. The mine, which sits on Navajo Nation land, is the sole source of coal for the adjacent Four Corners Power Plant. Crippled by poverty and unemployment rates that top 40 percent, the Navajo Nation derives a significant portion of its operating income from mining proceeds. The Navajo Nation ultimately borrowed the money to purchase the mine from BHP. San Juan Citizens Alliance, with a host of partners, including Navajo tribal members, announced a controversial lawsuit in 2016 against last year’s federal decision to permit the Navajo Mine and Four Corners Power Plant to operate another 25 years. To date the controversy is ongoing.

In La Plata County, concerns about the Durango and Silverton Narrow Gauge Railroad’s coal emissions, resulted in an Air Quality Advisory Council, formed in 1998. This group was working collaboratively on finding solutions to this air quality threat and others such as oil and gas wells and rapid development. They published “*A Comprehensive Summary of Air Quality in La Plata County*” in August 2005 complete with data, studies, results from a citizen survey and recommendations for improvement. A Train Smoke Task Force was formed to help reduce emissions and several changes were implemented. Though the mitigation task force is dormant at this writing, monitoring of pollution levels continues. The next step is to secure funding for air “scrubbers” to be installed in the railroad roundhouse in Durango.

Colorado operates its own air quality program, and the Southern Ute Indian Tribe/State of Colorado Environmental Commission has been formed to oversee the development and implementation of a comprehensive program to protect air quality on the reservation. This is being accomplished through ambient monitoring, permitting of pollution sources, emissions inventories and continued research of pollution sources. The program is growing to include a permitting section that will regulate all air pollution sources within the exterior boundaries of the reservation.

⁶ <https://www.federalregister.gov/articles/2014/03/10/2014-05009/approval-and-promulgation-of-air-quality-implementation-plans-state-of-colorado-second-ten-year-pm10>

⁷ Durango Herald, April 20, 2016.

Cultural Resources

More than 40 Native American tribes have a historic interest in various parts of Colorado, including two resident tribes in portions of Archuleta, La Plata and Montezuma Counties (the Southern Ute Indian Tribe and Ute Mountain Ute Indian Tribe). The National Historic Preservation Act (NHPA) mandates that governmental agencies consult with Native American tribes during the planning of federal-aid projects both on and off Indian reservations.

The discovery of the Ancestral Puebloan (formerly known as Anasazi) ruins at Mesa Verde National Park strongly influenced the passage of the Federal Antiquities Act in 1906. The region contains thousands of important archaeological resources that are now protected, and which have become a valuable economic resource as visitors from across the globe visit the region to learn more about our prehistoric and historic past. Various federal land management agencies, such as the United States Forest Service and the Bureau of Land Management (BLM), have implemented a permit system for archaeological studies on their jurisdictional properties (including historic and prehistoric sites).

Specific guidelines have also been developed to direct the treatment of human remains found at archaeological sites. Both State and Federal legislation protects Colorado's cultural resources. The Colorado Historical Society (CHS) recognizes thousands of cultural resources in Region 9 as being eligible to the Register of Historic Places, though they are not yet listed. Region 9 also has various cultural resources that are included on the *State and/or Federal Register of Historic Places*, which is maintained by the National Park Service (established in 1966).

In 2000, the Canyon of the Ancients National Monument was established. It is administered by the Bureau of Land Management and covers over 164,000 acres with over 6,000 archeological resources recorded. A management plan for the Monument provides strategies for allowing some historic extractive uses to continue, including grazing and gas development while also managing cultural resources and recreational visits (which are increasing in great numbers each year).

On September 21, 2012, Chimney Rock, an archaeological site located 17 miles west of Pagosa Springs in southwestern Colorado, was proclaimed a National Monument by President Barack Obama. According to the literature, the site incorporates “spiritual, historic, and scientific resources of great value and significance.” The San Juan National Forest is proposing changes to the management, operations, and fee structure associated with Chimney Rock National Monument. Significant capital improvements, coupled with increased visitation and other changed conditions, point to the need for the Forest to assume greater responsibility for site management. The changes are in line with agency guidance, Recreation Enhancement Act parameters for fee collections, and management practices at comparable parks and monuments. Under this proposal, the San Juan National Forest would assume responsibility for most site operations by hiring a dedicated workforce devoted to providing visitor information, facility maintenance, resource protection, shuttle transportation, and other visitor services. Fees would be changed, and revenue would be retained by the Forest to fund operation and maintenance costs.⁸

Environmental Justice

Environmental justice is the fair treatment and meaningful involvement of all people, regardless of race, national origin, or income with respect to the development, implementation, and enforcement of environmental laws, regulations, and policies. In response to allegations by the Congressional Black Caucus in 1990 that environmental risk was higher for minority and low income populations and a subsequent study that supported the allegations, a 1994 presidential executive order directed every federal agency to make environmental justice part of its mission.

⁸ <https://www.fs.usda.gov/detail/sanjuan/specialplaces/?cid=stelprdb5390324>

There are three fundamental environmental justice principles: 1) to avoid, minimize, or mitigate disproportionately high and adverse human health and environmental effects, including social and economic effects, in minority and low-income populations; 2) to ensure full and fair participation by all potentially-affected communities in the project decision-making process; and 3) to prevent denial of, reduction in, or significant delay in the receipt of benefits by minority and low-income populations. Region 9 is fully-aware of and in agreement with the need to address environmental justice requirements in all federally-funded projects.

Farmland Protection

The National Agricultural Land Study of 1980 -81 found that millions of acres of farmland were being converted each year due to sprawling development. Much of the sprawl was the result of programs funded by the federal government. With this in mind, Congress passed the Farmland Protection Policy Act (FPPA) in 1981. A project for which farmland is acquired, such as State highway construction projects and airport expansions, or those which will indirectly lead to the conversion of farmland, are subject to the provisions of the FPPA.⁹

Floodplains

Floodplains are another critical environmental feature that can have significant impacts on land development. Floodplains are the margins of land adjacent to streams and rivers that accommodate excess water during periods of flooding. Streams and rivers are subject to periodic flooding that can damage or destroy whatever is contained in the floodplain. The presence of a floodplain in a development corridor is important as it may affect the alignment, design, construction and long-term maintenance aspects of the project. Floodplain information is readily available from local, state, and federal government agencies along with guidelines pertaining to the development or modifications of floodplain.

Hazardous Waste Sites

Identifying a community's potential for hazardous waste early in the development planning process can help avoid unexpected time delays, increased costs, and potential danger to both employees and public health and safety. Construction typically involves subsurface activities that may disturb contaminated soils, groundwater, parcels of land and businesses that are sometimes contaminated by hazardous waste. An evaluation will help reduce the possibility of encountering hazardous waste, purchasing contaminated property, and minimize liability. The evaluation should include a review of current and historic land use activities, a review of regulatory agency lists, an inventory of documented hazardous waste generators, and a field survey to assess various physical features on the property that may indicate presence of hazardous waste. In addition to evaluating the property to be acquired, adjacent properties and the surrounding area should be surveyed because contamination can come from off site. An investigation should include the identification of nearby businesses that store or use potentially hazardous materials. Region 9 is helping with Brownfield cleanup across the region

Noise

Development-related noise is regulated by federal agencies in response to the Noise Control Act of 1972 (86 U.S.C. 1234-1250). Both the US Department of Transportation and the EPA are involved in noise regulation. All federal projects must assess highway-generated noise in compliance with Federal Highway Administration (FHWA) noise abatement criteria. In most cases, the noise from vehicles is not be an issue if the speed limits are less than 30 mph or less, unless large truck traffic is extremely heavy or steep grades are associated with the roadway. Rural highways, roads, non-urban and small urban municipal streets usually have a maximum noise influence area that does not exceed 200 feet on either side of the roadway centerline. Rural Interstate highways usually have a noise influence limit of 300 feet or less on either side of the centerline.

In general, noise increases from completed transportation projects are due to capacity increases or alignment changes. For these types of projects, a noise analysis study is required if noise sensitive receivers (examples are residences, hotels, and schools) are present within a 500-foot radius from the proposed edge

⁹ <https://www.nrcs.usda.gov/wps/portal/nrcs/main/national/landuse/fppa/>

of traveled way throughout the extents of the project. Mitigation, such as noise barriers, might be required.

Each military or joint-use airfield is required by military regulations to have an Air Installation Compatibility Use Zone study which shows the noise “footprint” associated with its operations. Airports with regularly scheduled commercial airline service have a similar study required by the Federal Aviation Administration. These studies can be used by planners to assess airport noise impacts on the surrounding community.

Open Space

The environmental issue that has received the greatest public input was about the impact of growth on open space. Population increases are driving development particularly in the unincorporated areas of each county. Two non-profit conservancy organizations are active in the region and are members of the Colorado Coalition of Land Trusts (CCLT). These conservancy organizations have assisted landowners in voluntarily preserving land in Region 9 via conservation easements.

Though it is difficult to pin down the exact number of acres within these easements, a consortium of organizations called COMap have tabulated 70,795 acres within the region as “private protected” lands.¹⁰ While this protected open space represents only 2% of all land in the region, the effort is important because parcels are placed under easement based on values such as view sheds, public lands access points, wildlife corridors, and farmland preservation. The practice of conservation easements was made more attractive by State of Colorado tax credits granted in the early 2000s that allows the landowner to sell the value of the easement for cash rather than a tax write off.

Paleontology

The State Antiquities Act (24-80-401) seeks to protect all fossils on state-owned lands and lands controlled by any subdivision of state government. Protection is provided by requiring a permit to collect, damage or destroy fossils on state-owned lands. Similar laws and regulations protect fossils on federally owned lands. The majority of Colorado remains un-surveyed for fossil remains. Areas not requiring examination for fossils of scientific importance are those areas where the rocks are older than 600 million years or younger than 7,000 - 8,000 years. The remaining areas could potentially contain fossils of scientific significance.

Parklands

Parks and recreational resources play an important role in southwest Colorado. They provide opportunities for physical exercise and mental relaxation, gathering sites for community activities and events, and they draw tourists and recreationists to the area. Parks and recreational resources may be operated by local governments, state and federal agencies, and tribal governments. Federal regulations protect publicly owned parks and recreation areas from federal actions, such as transportation or other infrastructure projects, wherever prudent and feasible alternatives exist. If publicly owned parklands or recreation areas will be impacted by a transportation improvement, a mitigation plan is required.

Public Lands

Region 9 is home to a plethora of state and federal lands, including (but most definitely not limited to) the San Juan National Forest, Mesa Verde National Park, Chimney Rock National Monument, Canyons of the Ancients National Monument, Weeminuche Wilderness, Hovenweep National Monument, South San Juan Wilderness, and Lizardhead Wilderness. Public lands play a decisive role in southwest Colorado’s economies. For example, the San Juan National Forest averages 1.7 million visitor days per year, significantly contributing to the tourism industry in the Four Corners. The region is characterized by vast public lands including the following acres: 1,584,592 - United States Forest Service; 342,901 - Bureau of Land Management; 61,069 - State of Colorado; and 53,720 - National Park Service. The breakdown of public land acreage per county can be found in the county sections of this report.

¹⁰ <https://comap.cnhp.colostate.edu/>

The prosperity of rural western communities is directly tied to designated wilderness areas, national parks, and other public lands. A report, *Prosperity in the 21st Century West*, published by the Sonoran Institute, analyzed economic statistics from 400 western counties and found that new businesses, investments, and residents tend to locate near public lands.¹¹ The better managed and protected those lands are, the more they contribute to the economic well-being of local families, communities, and businesses.

The San Juan National Forest and Bureau of Land Management's Resource Management Plan Revision has been completed.¹² The plan outlines the types of uses that will occur, locations, and other land management decisions such as: identifying where commercial timber will be harvested, where grazing will occur, and locations where motorized recreation will be allowed. A unique aspect of this planning process is that it combines the BLM and USFS into one document. With the traditional land uses such as mining, grazing and logging declining in the region, the stewardship, management, and protection of our public lands is a complex topic deserving of ongoing public, community and governmental involvement and action.

Threatened and Endangered Species

Development can be harmful to plant and animal species. Impacts can result from destruction of habitat, animal mortality (including vehicle-wildlife collisions and construction activity), fragmentation of habitat, or changes in species behavior such as altering foraging or denning patterns. Extinction of a species represents an irretrievable loss of a biological resource and biodiversity. In addition to its other inherent value, this resource may have yielded powerful medicines, new genetic stock for agriculture, or provided new scientific insights.

The loss of a species reduces the resilience of the environment to respond to climatic or environmental crises. Consequently, the protection of threatened or endangered species is an essential component in any long range planning effort, and a review should be made prior to the undertaking of any economic development project to identify these species. A list of threatened and endangered species in Colorado is maintained and updated by Colorado Parks and Wildlife.¹³

To comply with the federal Endangered Species Act, agencies that might impact threatened and endangered species evaluate all possible adverse impacts and take necessary measures to avoid harming proposed, candidate and listed species before, during and after construction and maintenance activities. Appropriate compensation is utilized after all reasonable avoidance and minimization techniques have been exhausted.

Senate Bill 40 (SB40) (33-5-101-107, CRS 1973 as amended) was created primarily for the protection of fishing waters, but it does acknowledge the need to protect and preserve fish and wildlife resources associated with streams, banks and riparian areas in Colorado. This is accomplished through erosion control, water contaminate control, discharge conditions, construction procedures, vegetation manipulation and noxious weed control. These measures, when properly used, can ensure that Colorado waters remain conducive to healthy and stable fish and wildlife populations which depend on the state's rivers and streams.

¹¹ <https://sonoraninstitute.org/resource/prosperity-in-the-21st-century-west-the-role-of-protected-public-lands-executive-summary-07-10-2004/>

¹² <http://www.fs.usda.gov/main/sanjuan/landmanagement/planning>

¹³ <http://cpw.state.co.us/learn/Pages/SOC-ThreatenedEndangeredList.aspx>

Wildlife

From 2001 to 2014 the number one cause of highway accidents in Archuleta, La Plata and Montezuma Counties was wildlife. In September of 2008, as a pilot project, CDOT installed a \$1.2 million electromagnetic wildlife detection system along a one-mile stretch of US 160, in an important deer and elk migration corridor east of Durango. Then CDOT constructed a wildlife underpass at US 160 at Dry Creek, about five miles east of the junction with SH 172 (between MM 97 and MM 98). The total cost of the project—from design through construction—was \$6.5 million. The project was completed in summer of 2016.

US 160/SH 151 Wildlife Crossing Project- 22024

This project is located on US 160, between approximate MP 126.4 & 128.2, in Archuleta County. The location is roughly centered around the US 160 & SH 151 intersection. Work will include extending an existing passing lane for westbound motorists and the installation of two large game crossing structures, made of pre-cast concrete arches, to reduce wildlife-vehicle collisions in the project corridor. The structure west of the US 160/SH 151 intersection will be placed beneath the highway grade and perform as an underpass for wildlife, while the arch structure east of the intersection will be placed over US 160 to perform as an overpass for wildlife. Erecting the wildlife overpass will take place in phase two, anticipated for later this summer (2021). Other work will include installing 8 ft. exclusion fence along both sides of US 160 throughout the project limits, along with earthen escape ramps and a large deer guard on SH 151 to prevent wildlife entry into the fenced corridor. This project began in March 2021 and has an estimated completion date of fall 2021. Budget: \$11.3 million; Funding Type: SUR, CDOT/SUIT/CPW partnership.

The Colorado Division of Wildlife – Southwest Region began a five-year study in the summer of 2011 regarding bear/human conflicts, a growing concern in urban interface areas such as Durango. Results of the study are now available to the public as the research period came to an end in 2016. It is expected that the study results will be applicable statewide.¹⁴

Water Quality

The Federal Clean Water Act established programs aimed to control non-point sources of pollution, and to supplement programs addressing pollution from discharge at specific identified sites (point sources). The quality of water in primary rivers and streams are tested for point source pollutants such as metals, bacteria, sediments, nutrients, and salinity. There are several categories of non-point source activities, including: agriculture, forestry, construction runoff, urban runoff, resource extraction, land disposal and hydrologic modification.

Region 9 is contained within the San Juan River Basin, which includes the San Juan River and its principal tributaries, the Piedra, Los Pinos, Animas, La Plata, and Mancos Rivers. The San Juan and Dolores rivers ultimately reach the Colorado River, but they are considered to be within the San Juan River Basin for water quality management purposes. Although the population in the San Juan River Basin is sparse compared to other parts of the United States, increased growth and tourism are placing demands on several communities to provide adequate wastewater treatment. Several year-round resorts (the most controversial is the Village at Wolf Creek) are proposed in the upper San Juan River region, which could significantly impact future water quality.

In southwest Colorado, drought, wildfires, mining activities, agriculture, and population growth have altered the landscape from its natural condition. These changes have potentially degraded the water-quality of streams, rivers, reservoirs, and groundwater by introducing or increasing levels of metals, nutrients, synthetic organic chemicals, and sediment. There are several drainages in the region with water quality issues. In 2016, a total of 430 miles of the San Juan and Dolores River Basins, as well as 7,594 acres

¹⁴ <https://cpw.state.co.us/learn/Pages/ResearchMammalsRP-02.aspx>

of lakes and reservoirs were assessed as impaired.¹⁵ The U.S. Environmental Protection Agency requires states to develop Total Maximum Daily Loads (TMDL's) for impaired river segments. A TMDL is the maximum amount of a pollutant that a waterbody can receive and still maintain water quality standards. A list of impaired stretches is available through the Colorado Department of Public Health and Environment (CDPHE).¹⁶

In the upper reaches of the Animas River, a relatively extensive mine remediation project has been ongoing since the early 1990s, involving the plugging of mine tunnels and the relocation of mine waste. The Animas River Stakeholders Group, comprised of mining interests, local citizens, and government interests, are helping to direct and oversee the activities. On August 5, 2015, the Environmental Protection Agency (EPA) was conducting an investigation of the Gold King Mine near Silverton, Colorado, to: assess the on-going water releases from the mine, treat mine water, and assess the feasibility of further mine remediation. While excavating above the old adit, pressurized water began leaking above the mine tunnel, spilling about three million gallons of water stored behind the collapsed material into Cement Creek, a tributary of the Animas River. The creek has long been considered [one of the worst sources of metals contamination](#) in the upper Animas River Basin, because heavy metals from abandoned mines (and from natural sources) in the Gladstone area, some which operated in the late 1800s to early 1900s, are believed to be polluting the creek.

The EPA is also conducting a site reassessment to determine if the complex of mines near Gladstone (known as the Bonita Peak Mining District) could qualify for the National Priorities List, which would make it eligible for the so-called Superfund. Previously, many in the Silverton community felt that the stigma of such a Superfund designation would negatively affect the area's tourism and potential mining industry. Now, after extensive community input, and a vote by Silverton and San Juan County officials, the determination of Superfund status is going forward. More timely information is available at the County website [Gold King Mine Spill](#).

Lower in the Animas drainage, the long-proposed Animas/La Plata water diversion and storage project (A-LP) southwest of Durango has been completed. The A-LP settles Native American water-right claims and provides water for household and industrial uses to three tribes and four non-tribal entities: the Southern Ute Indian Tribe, the Ute Mountain Ute Indian Tribe, the Navajo Nation in New Mexico, the state of Colorado, the Colorado Water Resources and Power Development Authority, the San Juan Water Commission, and the La Plata Conservancy District.

The City of Durango is currently refining a management plan for the lake though the types of recreation that will be allowed are still under public debate. They have made public participation in the process available through open houses, public forums, design workshops, and a website where people can post their comments and view others' input. Some activities at the lake could include close-to-town camping, swimming, boating, trails, and riding options. A boat ramp has been constructed at Lake Nighthorse, as the State of Colorado has provided a \$3 million grant for a boat ramp with the contingency that gas-powered boats be allowed on the lake within three years of completion. A concern of many residents is the likelihood of motorized sports on the lake. People who prefer a more tranquil, natural setting are averse to the idea of speedboats and ATV's at the lake. A compromise has been reached with alternate days for motors and no motors.¹⁷

A water rights issue that is ongoing in the region involves legal challenges by property owners who sue to protect their water rights from natural gas drilling. Two local ranching families took the State Engineer's

¹⁵ <https://cdphe.colorado.gov/lakes-monitoring>

¹⁶ https://toxics.usgs.gov/photo_gallery/aml_all.html

¹⁷ <https://co-durango.civicplus.com/lakenighthorse>

Office to court for not protecting their water rights from gas wells and won in the Colorado 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 outside of these interface zones, because the water used in drilling 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.

Another facet of water quality is storm water discharge and regulation under the EPA's National Pollutant Discharge Elimination System (NPDES). The purpose of an NPDES permit is to maintain water quality by controlling the discharge of pollutants into the waters of the state. The Colorado Department of Public Health and Environment is responsible for the implementation and enforcement of these regulations.

Wetlands

Wetlands are a critical natural resource, and as such, have come under federal protection. Wetlands can vary greatly in appearance. They include riparian wetlands that are dominated by cottonwoods and willows that are adjacent to rivers and streams and montane wetlands such as beaver ponds, wet meadows, and other boggy areas. There are several types of wetlands in the region depending on the elevation, topography, and water source. Wetlands provide many important ecological functions, including water quality improvement, stream bank stabilization, fish and wildlife habitat, and aquatic food chain support. Wetlands also provide several functions important to communities, including storm water detention, groundwater recharge and discharge, and recreational opportunities.

APPENDIX E – CEDS Public Input Process

Region 9 invited the public to provide input for the 2021 Region 9 Comprehensive Economic Development Strategy (CEDS) between July 15th and August 15th, 2021. The District announced the process through its e-newsletter platform which reaches over 900 subscribers, public announcements in each county's local newspapers, verbal announcements at meetings, and social media posts on the District's Facebook page and Instagram. Several formats to provide input were made available including electronic forms, paper forms, phone calls, and emails.

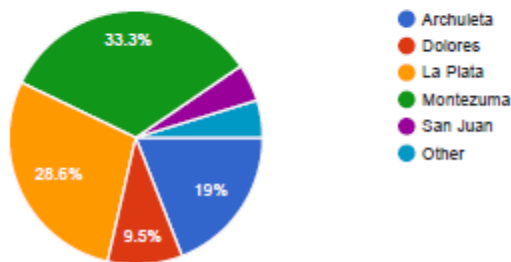
Twenty-three electronic responses were captured via Google Forms and were included in the CEDS document verbatim, on the Table of Contents page of the appropriate section. The following is a compilation of those results.

2021 Comprehensive Economic Development Strategy (CEDS) Public Input

22 responses

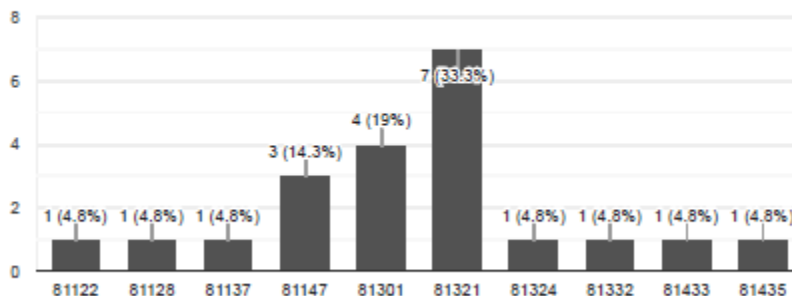
Which county do you reside and/or serve?

21 responses



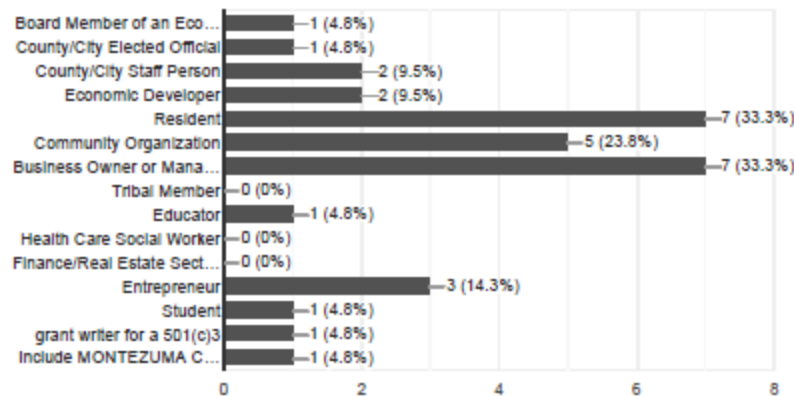
What is your zip code?

21 responses



What is your affiliation?

21 responses



Comments added by pertinent section.

1 – Introduction to the CEDS and 2 – Regional Overview

(1) Public Comment Received (July 15th to August 15th)

Authors Comment – This public comment (#6) was received after Sections 1 and 2 were repaginated, thus some portions reflect comments on the Introduction to CEDS (Section 1) , and others to the Regional Overview (Section 2). We have included the comments in both sections, with current page numbers. We appreciate the well thought out comments and hope that readers of this CEDS document will consider their content as they review this plan.

(1) “As a professional risk manager and community member, I am responding to point out that there are a number of statements in this draft that do not hold up to scrutiny and in some cases are patently misleading or not addressed in the plan goals. In order to publish a reliable and valid report, the authors should consider the following

With reference. Page 10 (**Section 2, p.4**) – SWOT analysis: Weaknesses – these are accurate, though the focus in inadequate infrastructure does not properly address the lack of support for seniors in a community where that population makes up a significant proportion of the area population. Threats – this is one of the most telling items in the plan – it indicates that “Regulatory Barriers” are viewed as a “Threat.” Regulation is NOT a threat – the actual threat is the failure of industry and businesses in those sectors to self-govern and conduct themselves in an ethical and same manner. That is why regulation is imposed on those industries.

Regional Overview Page 11 - 2 – (**Section2, p.5**) STRATEGIC DIRECTION – Regional Priorities and Projects Regional stakeholders have expressed a preference to use the terms Priorities (rather than goals) and Projects (rather than objectives).” This is not recognized as an effective way to guide planning – by either funders or local stakeholders. This quoted statement means you go can sidestep the real needs of the region by setting priorities and then not have to meet any “stated goals;” and that you can fund projects, whether they meet strategic objectives or not. So of course, regional stakeholders that have power favor this approach. I'm a regional stakeholder and I think this is a damaging statement about our governing stakeholders who openly choose not to be responsible or accountable to taxpayers (not all companies or stakeholders are taxpayers).

The bottom line with the earlier description sections of the plan that talk about our region is that, this report is a pretty story being told rather than actual fact about the real circumstances on the ground in our region. I have supported businesses in our region for nearly 15 years and speak from experience.

Authors Comment – the ideas expressed in Section 1, p.3-4 reflects a future vision rather than a current reality. These principles were submitted by focus groups during the 2011 CEDS Update, and we believe they continue to reflect a regional philosophy based on stakeholder input.

Page 5 (**Section 1, p. 3**) – “A sustainable community meets the basic needs of all people. These include air, water, food, shelter, health, safety, autonomy, connectedness, meaning and purpose.” While this statement is correct – these are the hallmarks of a sustainable community – Region 9 falls short on many of these basic needs, including the basics of food, shelter, health, safety, autonomy, and connectedness. Workers in our region do not have affordable housing and often have to choose between shelter and safety (e.g., living in a boarding house with individuals who are dangerous to their health and safety – this is not conjecture, but known fact). Domestic violence is rife in our region (read the police reports). Autonomy is challenged in our region by the “old boy network” that runs the state, region, and the county.

Page 5 (**Section 1, p. 3**) – “Damage from invasive weeds has been reduced and our native species are thriving. As extractive industries develop and decline, disturbed lands are successfully reclaimed and utilized.” This is simply unfounded. Invasive weeds are a significant and mounting problem in SW Colorado, and in Archuleta County. This problem has been radically mismanaged for the past decade and we are seeing the dramatic impact from those practices on the ground now. Page 5 – “Our agricultural industry is thriving as a result of increased local markets and innovative programs that ensure agricultural viability without regulations that diminish land value.” Developments are being allowed in flood plains and are taking place without proper regard to water needs. Development is displacing agricultural land.

Page 6 (**Section 1, p. 3**) – “Diversity in our community is valued and celebrated. People from different age groups, cultures, backgrounds, and interest frequently come together to participate in local activities, events, and projects. The local economy provides opportunities for all people, young and old, to grow their families, advance their careers and be productive members of the community. Our communities provide opportunities such as lifelong learning programs, quality recreational facilities, available childcare, and equal access to affordable health care and housing.” In fact, older adults are not valued overall in our region (especially Archuleta County). affordable housing is NOT available throughout our region and is a significant barrier for hiring and stable employment, negatively impacting both employers and employees. This shortage also forces choices for health decisions and ability to afford health care that are detrimental to those in all age groups who fall into lower income brackets (not just poverty level, but below middle class income).

Page 7 (**Section 2, p. 1**) – “We strive to encourage economic development that preserves our small-town and traditional heritage, takes care of our natural resources, and provides opportunities for our children to stay in southwest Colorado.” Region 9 CEDS Mission Statement. Neither of these mission elements are being met - small town has welcomed Walmart (just for instance) - and we've seen the downfall of local businesses across the region. Opportunities to stay are hampered by high housing costs and employment obstacles, many related to inadequate affordable housing (both long term rental and purchase).

Page 8 (**Section 2, p. 2**) – discussion about internet: Repeatedly, area corporations have accepted federal and state funds to expand broadband into rural communities and then have instead used those funds to expand their suburban markets. The internet, and for that matter basic phone services, throughout Southwest Colorado remains intermittent and poor at best. These services are not even remotely adequate to encourage business or to sustain existing business in our communities.

Page 9 (**Section 2, p. 3**) – with reference to “business retention/expansion” – “If every business were able to support one additional employee, communities would see tremendous benefits. A related set of strategies focuses on improving the competitiveness of local firms.” This is a laughable statement in a market where existing businesses cannot find reliable or even appropriately trainable employees, even with good wages and benefits. See also note about page 8 on Broadband services.

Page 9 (**Section 2, p. 3**) – “Our region is serious about helping business recovery, and we need to back our intentions with real money utilizing all programs in the Federal business support toolkit such as...” Since the pandemic and the changes that has exerted on our regional economy, these sources have tightened considerably. For example, USDA Region 9 rules have been stringently tightened around low interest loans for infrastructure development.

3 – Archuleta County

(3) Public Comments Received (July 15th to August 15th)

(1) “Infrastructure needs to be built in Pagosa similar to LaPlata / Durango. Not sure why Durango is able to pull so many great projects and Pagosa isn’t. Secondly more programs and attractions for young population and adults to attract them to Pagosa. Aging population in Archuleta is a concern. Who is going to staff Medical Center, stores, restaurants if majority of people are retirees?”

(2) “we need support for our manual labor controlling thistles on Crowley Ranch Reserve.

Authors Comment – This public comment (#3) was received after Sections 1 and 2 were repaginated, thus some portions reflect comments on the Introduction to CEDS (Section 1) , and others to the Regional Overview (Section 2). We have included the comments in both sections, with current page numbers. We appreciate the well thought out comments and hope that readers of this CEDS document will consider their content as they review this plan.

(3) “A few comments to consider meeting state priorities, as goals have been sidestepped (see regional response, which is repeated here below). These comments are given from the viewpoint of a business manager/owner who has conducted business in the county and in Pagosa Springs for more than a decade.

Page 3 (**Section 3, p.1**) – “Archuleta County and the Town of Pagosa Springs have identified several strategic priorities. These include: • availability of affordable and attainable housing...” The current housing developments being built in Pagosa are untenable at best. The “low-income housing” across from the Community Center is being built with the “out” that the developers can build on that choice property, claim it is for low income, and then sell for higher prices while only paying a fine. With this type of “rule” in place, it is an incentive to circumvent the “priority.”

As stated in my comments for page 11 – **(Section 2, p.5)** of the Regional Plan: Regional stakeholders have expressed a preference to use the terms Priorities (rather than goals) and Projects (rather than objectives).” This is not recognized as an effective way to guide planning – by either funders or local stakeholders. This quoted statement means you go can sidestep the real needs of the region by setting priorities and then not have to meet any “stated goals;” and that you can fund projects, whether they meet strategic objectives or not. So of course, regional stakeholders that have power favor this approach. I’m a regional stakeholder and I think this is a damaging statement about our governing stakeholders who openly choose not to be responsible or accountable to taxpayers (not all companies or stakeholders are taxpayers).

Page 3 **(Section 3, p.1)** – “Stakeholders continue to seek out grant opportunities to address last mile buildout and increase job creation through home-based businesses.” Repeatedly, area corporations have accepted federal and state funds to expand broadband into rural communities and then have instead used those funds to expand their suburban markets. The internet, and for that matter basic phone services, throughout Southwest Colorado remains intermittent and poor at best. These services are not even remotely adequate to encourage business or to sustain existing business in our communities.

Page 5 **(Section 3, p.3-4)** – Weaknesses: Socio-cultural & Infrastructure: Add lack of appropriate County and Town infrastructure and other funding to adequately support older adults, which make up a significant part of the area population. Governmental: Add Lack of Accountability – there is rife “old boy network” protection – you need only to read the papers and court records to demonstrate this is true. Without a shift in accountability that removes the ability to manipulate the system for the benefit of a few, there will never be a sustainable, responsible community in Archuleta County. This is true across all departments.

Threats: “Special district decisions in relation to cost of doing business.” This is much too broad a description to be useful. As with regulation, if a company or agency cannot do business without doing harm, then it cannot bear the cost of doing business in that location. Many special decisions relate to those types of controls on business. However, there are other types of special decisions that are politically driven that do indeed pose threat. I recommend refinement of the phrase “special district decisions in relation to cost of doing business” to reflect the threats that are politically or otherwise manipulatively driven, rather than those that are ethical or best practices driven (such as environmental controls that positively impact the community for both short and long-term). And finally, there is a distinct lack of goals and priority setting around older adults. Our County population of older adults is growing rapidly and represents a large slice of our population, yet the funding for senior programs is declining regionally, county-wide, and from the Town. Senior living facilities are NOT the only priority that should be set. Funding and infrastructure for active older adults, especially those falling in below middle-income brackets, should be considered, and expanded considerably (set a goal of funding full demand in our County and meet it).

4 – Dolores County

(2) Public Comments Received (July 15th to August 15th)

(1) "I'm a resident of Telluride, to which Dolores County's Rico serves. I'm generally interested in the combined region 9 and region 10 areas, focused on the San Juan Skyway - but not necessarily just the tourism along that loop. Most specifically I am advocating for a continuation of the Hwy 50 corridor from Montrose to Montezuma, and on to Indian lands, Flagstaff, and Arizona - including winter organic agriculture. Housing supply is the biggest issue in the Telluride economy and Rico can play an important part of that and those transportation and transit links are crucial.

San Miguel County does NOT have a history of effective transportation advocacy and although attempts at improvement have been made those historic weaknesses persist. Telluride is the combined region 9/10's most prominent tourist attraction, but its role as a regional destination also needs much improvement. Lastly, the split between western Dolores County and the Rico and Dunton areas is dysfunctional. This dysfunction continues north into western San Miguel County all the way to I-70. I think we need a reorganization of our County boundaries to address this, likely concurrent with a mining area County reorganization. Western San Miguel should become part of Dolores County, if not both to Montezuma. As a brainstorm I would suggest the consideration of transferring middle sections generally around the Dolores River to some sort of Ute Indian jurisdiction."

(2) "It's both great and surprising Rico has many local issues listed here through the county yet most of it has not been addressed. We are currently focusing on the lead soil contamination and the housing crisis. I feel it's imperative for Rico and Dove Creek to communicate more and work together to improve our county as a whole."

5 – La Plata County

(3) Public Comments Received (July 15th to August 15th)

(1) "Looks thorough and well (sic)-thought out. Agree that Bayfield could use the projects outlined."

(2) "The estimated livable wage seems low for our region. Can we link the source to that number in the footnotes? "Across all industries the average annual wage is \$47,936. This is only 70% of the estimated livable wage (\$68,120) for two working adults with two children renting a two- bedroom unit." (pg. 5)."
Authors note – citation of the source is found on p.20.

(3) "Overall, the CEDS is well-researched and written. The gap (see La Plata Co input) may be the positive impact of "remote" or distributed workers that we are seeing at DurangoSpace (here in Durango) and in La Plata County. These professional women and men can work anywhere and earn higher wages and special money on housing and workspaces to support their work. In addition, the SW Colorado Accelerator Program for Entrepreneurs (SCAPE) has had a positive impact, including the recent acquisition of MuniRevs by GovOS, that will stay here in La Plata County (SW Colorado) to grow their business and employment base. Both the "remote workers" and distributed professionals (that can work here in SW Colorado, but their companies service clients across the US and the world (in some cases) shift the business models of traditional industries and employment. Issues relate to broadband access, housing costs and transportation options.

6 – Montezuma County

(5) Public Comments Received (July 15th to August 15th)

- (1) "I think the weaknesses identified are accurate."
- (2) "Great information and very useful."
- (3) "Its ok."
- (4) "Another weakness to be aware of is the three towns putting in restrictive regulations to control economy and housing."
- (5) "the goal of the Montezuma Heritage Museum is to build on the diversity of our community. The community entails both Montezuma and Dolores county as well as, parts of New Mexico , Arizona, and Utah. The museum has been caught up in a difficult time period of Colorado History because of the COVID pandemic and the lack of workers who were willing to work during that time, but we are finally able to move forward with planning and building exhibits and displays in the new museum. The museum will be an economic driver for the city of Cortez and the County of Montezuma and will feature other communities as well. i believe the placement of the museum in a long- term place should be of higher position of importance to the economy of the area."

7 – San Juan County

(2) Public Comment Received (July 15th to August 15th)

- (1) "I have unfortunately become aware of the legal and political effects of the Animas Mine ownership on both region 9 and 10, via the legacy owner the Idarado Company and its Denver based global parent, Newmont Mining. This is a bigger subject, but I do think CERCLA liability management is having a consistent negative impact upon the integrity of our region and economy."
- (2) "I agree with the CDAP plans and priority. I would add that there seems to be many organizations trying to make incubators (creative, science focused, small business) and feel that it would be best that those were all combined into one project that meets all their needs and bring the biggest stability in use moving forward."

Appendix C – Disaster Preparedness

(4) Public Comments Received (July 15th to August 15th)

- (1) "Disaster preparedness must include plans for diminished water resources across the region."
- (2) "We need much better management of public lands for dispersed camping used by disaster and economic displacement. This would include conservation corps type programs both improving this resource and employing some of those impacted."
- (3) "The county emergency director is working hard to ensure preparedness. The county commissioners do not believe a major disaster will happen and do not give the process much credit."

(4) "My response to this plan is to compliment the planners on the thoroughness of this report. They have spent considerable time in meeting best practices and, in particular, in dealing with the needs of a remote area where industry tries to drive awareness and regulations away from the very real and catastrophic nature of industrial accident threats. Thank you.

Page 2 (**Appendix C, p.1**) – Services offered for disaster relief – "Offering grant writing expertise and technical assistance to regional and local entities, both for pre-disaster resiliency initiatives as well as post-disaster recovery efforts." This was not provided during the pandemic. If this is a response, it should be made clear how organizations and agencies can access this critical resource during an emergency. Of note, from a planning viewpoint, development and industry activities in sensitive areas should/must be taken into account. An example of where this has NOT taken place in recent development is the new River Rock Estates development taking place on Light Plant Road along the San Juan River. That is clearly flood plain. It is easy to turn a blind eye to such development now during drought years – it will be harder during adequate water years and public funds will likely be involved in recovery efforts for those unfortunate (and unthinking) owners who purchase in those lots."

Appendix D – Environmental Update

(3) Public Comment Received (July 15th to August 15th)

(1) "The growing lack of water coupled with high water usage agriculture and increased human populations in the region will result in crisis management. The need to manage outdoor recreation with much less marketing and regulation enforcement will assist in maintaining the environment (including wildlife) which residents across the region desire but are 'loving to death'. Other areas in the State of Colorado have recognized this and are taking steps to slow down the influx of people into their regions through reduction of the heavy marketing of outdoor recreation. Strategic planning should include other economic drivers which can take the place of in the economy of outdoor recreation as well as real estate development. Water resources in the future will not support current trends in human population increases and recreational growth impacts in the surrounding environment."

(2) "we need support for our manual labor controlling thistles on Crowley Ranch Reserve."

(3) "Page 6 (**Appendix D, p.5**) – Flood Plains: Of note, from a planning viewpoint, development and industry activities in sensitive areas should/must be taken into account. An example of where this has NOT taken place in recent development is the new River Rock Estates development taking place on Light Plant Road along the San Juan River. That is clearly flood plain. It is easy to turn a blind eye to such development now during drought years – it will be harder during adequate water years and public funds will likely be involved in recovery efforts for those unfortunate (and unthinking) owners who purchase in those lots. Flood plains provide relief when they are maintained as healthy wetlands. When developed, the exhibit extreme flooding and destruction of river and stream boundaries that can be cause failure of other adjacent infrastructure, including roads and power lines – which can in turn impact emergency services and taxpayer costs for remedies.

Page 9 (**Appendix D, p.5**) – Water Quality: Mag Chloride has been repeatedly demonstrated to be destructive to species and to water quality and yet it is still regularly applied for "dust control." This use should be eliminated in the interest of long-term and short-term water improvement and species support along riparian areas throughout the region.



U.S. DEPARTMENT OF AGRICULTURE



USDA Drought Toolkit

**for Elected Officials,
Public Officials,
and Community Leaders**

USDA is an equal opportunity provider, employer, and lender.

Introduction

We are pleased to provide you with the USDA Drought Tool Kit for Elected Officials, Public Officials, and Community Leaders¹. The USDA Drought Tool Kit is specifically designed to assist you and mitigate the impact of an ongoing drought. The Drought Tool Kit will help you access valuable resources to share with your constituents as your area recovers from drought. Thank you for allowing the USDA to support your agricultural community needs through the resources below.

USDA Office of External & Intergovernmental Affairs Contacts

We seek to continue updating and growing the number of resources that can benefit your communities. In order to do so, we rely on your feedback. Please send us your input at eia@usda.gov.

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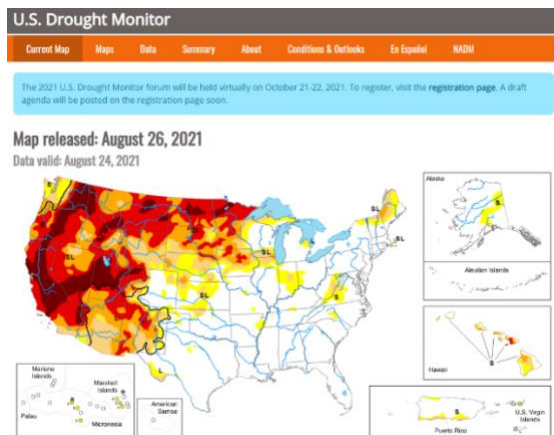
¹ The USDA Drought Tool Kit for Elected Officials, Public Officials, and Community Leaders is published by the USDA Office of External & Intergovernmental Affairs, and will be updated as new information becomes available.

Date of Drought Tool Kit issuance: December 7, 2021.

USDA Regional Climate Hubs Drought Information

The ten regional USDA Climate Hubs connect USDA research and program agencies in their delivery of timely, authoritative tools and information to agricultural producers and professionals. The [Climate Hubs website](#) is an interactive tool to help you search for information on drought, specifically filtered by various regions across the country.

U.S. Drought Monitor (Updated every Thursday)



U.S. Drought Monitor map (August 26, 2021)

Drought affects nearly every facet of USDA: reducing water quality and quantity, devastating the communities, farmers and ranchers we serve and the resources we protect. USDA works across government, non-profit, and private sectors to track drought conditions and deliver science-based solutions and technical expertise to help elected and public officials, farmers, ranchers, private landowners, and other land managers respond to these challenges. The U.S. Drought Monitor provides an interactive map and drought summary for each region across the country to keep you updated with the most current information.

Access the U.S. Drought Monitor here:

<https://droughtmonitor.unl.edu/>

USDA National Institute of Food and Agriculture (NIFA) Drought Resources

The Cooperative Extension System (CES), a part of NIFA, provides non-formal education and learning activities to people throughout the country — to farmers and other residents of rural communities as well as to people living in urban areas. It emphasizes taking knowledge gained through research and education and bringing it directly to the people to create positive changes. All universities engage in research and teaching, but the nation's more than 100 land-grant colleges and universities have a third, critical mission — extension. Through extension, land-grant colleges and universities bring vital, practical information to agricultural producers, small business owners, consumers, families, and young people. NIFA supports both universities and local offices of the Cooperative Extension System (CES) to provide research-based information to its range of audiences. As the CES federal partner, NIFA plays a key role in the mission by distributing annual congressionally-appropriated formula grants to supplement state and county funds.

State cooperative extension services have developed website clearinghouses for drought-related information. Citizens can find their state's page, USDA information, and other resources at the [Extension Disaster Education Network](#) website. In addition, every state across the country has an Extension office located within its land-grant university and a network of [county or regional offices](#). These offices are staffed by experts who provide useful, practical, and research-based information to agricultural producers, small business owners, youth, consumers, and others in rural areas and communities of all sizes.

Secretarial Disaster Designations for Severe Drought

An expedited Secretarial Disaster Designation process for drought was introduced in 2012. The streamlined process reduced paperwork and documentation requirements at the local FSA level, making the process more efficient and timely for agricultural producers. The Farm Service Agency (FSA) Fast Track [Secretarial Disaster Designations for severe drought](#), provide for a nearly automatic designation when, during the growing season, any portion of a county meets the D2 (Severe Drought) drought intensity value for eight consecutive weeks or a higher drought intensity value for any length of time as reported in the U.S. Drought Monitor.

Overview of USDA Programs

USDA has several options to provide disaster assistance as a result of drought. These programs are provided through the Farm Service Agency (FSA), Natural Resources Conservation Service (NRCS), and Risk Management Agency (RMA).

Risk Management Agency (RMA)

[Crop and Livestock Insurance](#) provides indemnity payments to growers who purchased crop insurance for production and quality losses related to drought and other weather hazards, including losses from an inability to plant caused by an insured cause of loss. [Contact an Insurance Agent to obtain](#) coverage.

National Resources Conservation Service (NRCS)

[Environmental Quality Incentives Program \(EQIP\)](#) provides agricultural producers with financial resources and one-on-one help to plan and implement improvements on the land, including financial assistance to repair and prevent the excessive soil erosion caused or impacted by natural disasters. These practices include activities like stream bank restoration, grassed waterways, and buffers. NRCS-funded conservation practices protect land from erosion, support disaster recovery and repair, and can help mitigate loss from future natural disasters. Assistance may also be available for emergency animal mortality disposal from natural disasters and other causes. Contact your local NRCS office for more information.

[Emergency Watershed Program \(EWP-Recovery\)](#) offers vital recovery options for local communities to help people reduce hazards to life and property caused by floodwaters, droughts, wildfires, earthquakes, windstorms, and other natural disasters.

- Project funds address erosion-related watershed impairments by supporting activities such as removing debris from stream channels, road culverts, and bridges; reshaping and protecting eroded banks; correcting damaged drainage facilities; repairing levees and structures; and reseeding damaged areas.
- EWP Floodplain Easements – provide an alternative to recovery efforts described above. NRCS has the authority to purchase floodplain easements (FPE) as an alternative measure to traditional Recovery where sites meet EWP-FPE eligibility criteria and it is determined that acquiring an easement in lieu of recovery is the more economical and prudent approach to reducing the threat to life or property.

Farm Service Agency (FSA)

[Conservation Reserve Program \(CRP\) Haying and Grazing](#) provides for emergency haying and grazing on certain CRP practices in a county designated as D2 or higher on the [U.S. Drought Monitor](#), or in a county where there is at least 40 percent loss in forage production. Emergency use of CRP acres is available in eligible counties if the stand is in condition to support such activity and is subject to a modified conservation plan. For producers not in an eligible county, there are options available under non-emergency haying and grazing provisions [outside of the primary nesting season](#). Producers should check with their local USDA Service Center to discuss available assistance before initiating haying or grazing on CRP acres.

[Emergency Assistance for Livestock, Honeybees and Farm-Raised Fish Program](#) provides financial assistance to eligible producers of livestock, honeybees, and farm-raised fish for losses not covered by the Livestock Forage Disaster or Livestock Indemnity Programs. In relation to drought, this program specifically covers water transportation to livestock physically located in a county designated as D-2 for eight consecutive weeks according to the U.S. Drought Monitor. Emergency Livestock Assistance Program (ELAP) now covers feed transportation costs where grazing and hay resources have been depleted, this includes in D2-Severe Drought for eight consecutive weeks, a D3 or greater drought intensity rating, or where USDA has determined a shortage of local or regional feed availability. An [online producer tool](#) is now available to assist ranchers in determining above normal feed transportation costs and estimated ELAP payments. Assistance is also available to honeybee producers for additional feed losses in counties rated as D2-Severe on the drought monitor.

[Emergency Conservation Program \(ECP\)](#) and [Emergency Forest Restoration Program](#) can assist landowners and forest stewards with financial and technical assistance to restore fencing, damaged farmland, or forests. ECP also supports emergency water conservation measures in periods of severe drought (ex. for grazing and confined livestock or existing irrigation systems for orchards and vineyards).

[USDA Farm Loans](#) provide a variety of direct and guaranteed farm loans, including operating and direct emergency farm loans, to producers unable to secure commercial financing. Loans can help producers replace essential property, purchase inputs like livestock, equipment, feed and seed, cover family living expenses or refinance farm-related debts and other needs. Additionally, FSA has a variety of loan servicing options available for borrowers who are unable to make scheduled payments on their farm loan debt to FSA because of reasons beyond their control.

[Livestock Forage Disaster Program \(LFP\)](#) provides compensation to eligible livestock producers who have suffered grazing losses due to drought on land that is native or improved pastureland with permanent vegetative cover or that is planted specifically for grazing. LFP benefits may be available for loss of grazing acres due to wildfires on federally managed lands on which a producer is prohibited, by a federal agency, from grazing normally permitted livestock. FSA maintains a list of [counties eligible for LFP](#) and makes updates each Thursday.

[Livestock Indemnity Program \(LIP\)](#) provides benefits to livestock owners and some contract growers who experience livestock deaths due to wildfires and extreme weather (in this case, extreme heat; based on an actual temperature threshold set by each FSA State Committee), and in the event of death losses caused by anthrax brought on by drought conditions.

[Noninsured Crop Disaster Assistance Program \(NAP\)](#) provides financial assistance to producers of non-insurable crops to protect against natural disasters that result in lower yields, crop losses, or prevents crop planting. Producers must have obtained NAP coverage for the crop year in which the loss occurs.

[Tree Assistance Program \(TAP\)](#) provides financial cost-share assistance to qualifying orchardists and nursery tree growers to replant or, where applicable, rehabilitate eligible trees, bushes, and vines lost by natural disasters. A qualifying mortality loss in excess of 15 percent



(in excess of normal mortality) must be sustained to trigger assistance. TAP complements NAP or federal crop insurance coverage, which covers the crop but not the plants or trees in all cases.

Tools and Resources

If you know an individual who may want additional information on drought resources throughout USDA, please see the website links below. The Farm Loan Discovery Tool and the Disaster Assistance Discovery are interactive tools which can be utilized to learn more about what specific loans and program assistance might be available.

USDA Drought Resource Center

We encourage producers to visit [this website](#) to find USDA programs that can help farmers recover from drought, manage risk, and build resilience in their operation.

- Information on the disaster assistance program information Non-English-Speaking Producers can be found here: [Language Interpretation Available at USDA Service Centers](#)
- Call the USDA Information Hotline at (202) 720-2791 for self-directed options for language interpretation.
- [The Farm Loan Discovery Tool](#) allows individuals to answer a few short questions to learn about USDA farm loans that might be right for them. Farm Loans can be used to start, expand, sustain, or make changes to a farm.

Similarly, the [Disaster Assistance Discovery Tool](#) teaches about disaster assistance programs that might be right for individuals seeking assistance. These tools are quick and easy to use, as you will see illustrated below:

The screenshot shows the top of the Farmers.gov website with a green navigation bar. Below the header is a large image of a red barn. The main heading is "Farm Loan Discovery Tool". The text below says: "Answer a few short questions to learn about USDA farm loans that might be right for you. USDA also offers other funding opportunities to help farmers, ranchers, and forest landowners finance their business. Explore the [Loans page](#) to learn about these programs."

1 Are you looking for a farm loan?
Farm Loans can be used to start, expand, sustain, or make changes to your farm.

Yes No

The screenshot shows the top of the Farmers.gov website with a green navigation bar. Below the header is a large image of a green field with white lines. The main heading is "Disaster Assistance Discovery Tool". The text below says: "Learn about USDA disaster assistance programs that might be right for you by completing five simple steps."

STEP ONE: LOSS OR DAMAGE
STEP TWO: WHEN
STEP THREE: TYPE
STEP FOUR: IMPACT
STEP FIVE: WHERE

1. Did you suffer a loss or damage as a result of a natural disaster?

Yes No

USDA Forest Service Drought Resources

Use [the US Forest Service Sustainability and Climate Drought website](#) to learn information about Forests and Rangelands management best practices during a drought.

Use these resources to learn more about drought characterization, impacts on forest and range processes and disturbances, such as insect outbreaks, and wildfire, and consequences for forest and rangeland values:

- [Effects of Drought on Forests and Rangelands in the United States: A Comprehensive Science Synthesis](#)
- [Effects of Drought on Forests and Rangelands in the United States: Translating Science into Management Responses](#)

Soil Moisture Monitoring

USDA agencies are working with partners to improve the ability to measure and track soil moisture across the nation through the [National Coordinated Soil Moisture Monitoring Network](#). In addition, NRCS maintains and makes available on the internet near real-time soil moisture monitoring through the [Soil Climate Analysis Network \(SCAN\)](#).

Encourage constituent engagement in drought monitoring efforts by directing them to one of the two websites below:

- [Become a CoCoRaHS Observer](#) and join a grassroots network of thousands of trained volunteers of all ages and backgrounds working together to improve meteorological science by measuring and reporting precipitation of all kinds. Community Collaborative Rain, Hail and Snow Network, or CoCoRaHS, is the largest provider of daily precipitation observations in the United States. The data from these observations are used by USDA and the [National Oceanic and Atmospheric Administration](#) (NOAA) for tools like the [U.S. Drought Monitor](#).
- [Submit a report to the Drought Impact Reporter](#) to describe how drought is affecting you, your communities and your livelihood. The Drought Impact Reporter is the nation's first comprehensive database of drought impacts, providing researchers and other users detail of on the ground drought impacts nationwide.

Recent USDA and Biden-Harris Administration Drought Press Releases

The current USDA and Biden-Harris Administration press releases related to drought can be found here: [Drought – Farmers.gov](#).

A few press releases are below for your reference:

- [USDA Expands Assistance to Cover Feed Transportation Costs for Drought-Impacted Ranchers](#)
- [Statement from Agriculture Secretary Tom Vilsack on the Passage of the Infrastructure Investment and Jobs Act](#)
- [Remarks by President Biden on the Bipartisan Infrastructure Law](#)

Social Media

Local leaders are encouraged to share information and links contained in the Drought Tool Kit with social media followers on your social media.

Follow the social media accounts below to stay up-to-date on the latest drought information:

- [Secretary Tom Vilsack Twitter](#) - @SecVilsack
- [Deputy Secretary Broun Twitter](#) - @DepSecBroun
- [USDA Twitter](#) - @USDA
- [USDA Farm Service Agency Twitter](#) - @USDAFSA
- [USDA Natural Resource Conservation Service Twitter](#) - @USDA_NRCS
- [USDA Risk Management Agency Twitter](#) - @USDARMA
- [USDA Farmers Twitter](#) - @FarmersGov
- [FarmersGov Facebook](#)
- [FarmersGov Instagram](#)



National Briefing on Drought Presented by USDA Chief Meteorologist Mark Brusberg

On September 2, 2021, USDA Chief Meteorologist Mark Brusberg, presented a National Briefing on Drought for elected officials and public officials. The briefing covered information on the current status of drought across the country, the latest information on the overall national drought outlook, details on the drought monitor, and an analysis of the causes of drought.

A link to the National Briefing on Drought recording can be found here: [National Briefing on Drought](#)
When prompted for a passcode, use **"SXW=sFh5"**



Town Managers Report

DATE: December 10, 2021

REPORT PERIOD: November 16, 2021 – December 10, 2021

This report focuses on items within the Town Board Meeting Agenda and also on work completed during the report period listed above.

TOWN BOARD MEETING AGENDA ITEMS

VI. NEW BUSINESS:

- A. Dancing Spirit Funding Request: There is a funding request letter in your packet from Dancing Spirits. Please review the letter, and if inclined to support this request I would recommend your funding be conditional upon the closing of the property.
- B. TDL Recycling Contract: The contract with TDL has expired and they are seeking another contract and have submitted desired contract conditions which are detailed in the draft contract included in your packet. The new contract reflects a new monthly charge of \$10/month for a 64 gallon tote. The smaller tote is no longer being offered by TDL. The contract is for a two (2) year term. Please contact Tuggy if you have any questions being she has been the main contact with TDL.

is the public hearing for the final draft of the LUDC prior to consideration of adoption. This final draft includes all the desired changes that have resulted from the work completed by the Planning Commission and the joint PC/Town Board work sessions. Nancy Dosdall and I have been through the final draft and believe we have captured all the requested changes, and also completed detail formatting work on references and links. This work also included some minor wordsmithing that did not result in substantive changes.

The final draft zoning map is also enclosed in your packet and reflects the changes that you requested. The zoning map should be considered during the public hearing and open to public comments. We have received public several comments supporting the zoning change on Browning Street.

David and I have been discussing the zoning changes and work that will be necessary after the public hearing and in advance of adoption. Once the public hearing is complete, we will work on any desired changes and prepare for the LUDC adoption in November. We will also notify affected property owners of the intended zoning changes in advance of the meeting and detail what the effects of the changes are. Please contact me with any questions.

- C. Homes Fund PSA: This is a new PSA with Homes Fund and essentially an extension of the previous PSA we had with them. Lisa Bloomquist presented at our last meeting detailing their services over the last few years. Please contact me with any questions.

- D. Utility Rate Increase – Public Hearing: The Town retained RPI consulting to review the current rate structure for the Sewer Fund and to recommend changes so the fund would operate in a positive cash-flow manner. RPI and staff discussed the current rate structure and considered some different approaches to rates. A proposed rate was developed that resulted in the establishment of an Equivalent Residential Tap (ERT) which would allow for 3000 gallons of monthly usage based off of average water usage for Dec-February. The 3000 gallon designation is approximately what the average residential usage is. Additional ERT's would be charged for usage of 3000 gallon increments. The ERT charge would be \$44 per ERT. The Town previously used ERT's which were determined by SUUD for commercial uses.

RPI also reviewed the current base charge which they calculated in previous rate work back in 2018. They recommend an increase to the base charge that would result in an \$18.58 monthly base charge, which is up from \$14.84. Additionally, RPI recommended the Town increase the base charges for the Water and Natural Gas utilities to reflect inflation since their work on these charges also back in 2018. The percentage of inflation increase since then is 4.5% and this is also a proposed increase to the Water and Natural Gas utility base charges.

A letter was sent to utility customers in the last bill that went out last week and this public hearing was also noticed in the Durango Herald. A public comment period should be completed prior to action on this item. If this proposal is acceptable to you, I would recommend approval of the new rates with an effective utility billing period in January of 2022. Please review the enclosed letter from RPI and contact Tuggy or I with any questions.

- E-G 2022 Budget Resolutions and Ordinance: The final 2022 Budget is in your packet and reflects the changes and recommendations that have occurred since our last budget work session. As you can see, we are finishing in a strong 2021 financial position and also have a balanced budget for 2022 with conservative revenue projects. Sales tax revenues are finishing up over 15% for 2021. Dee and Tuggy have been working hard on the budget and we are excited to pass another solid budget for 2022. The resolutions and ordinance are all necessary for the passage of the 2022 budget. Please contact Dee, Tuggy or I with any questions.
- H. Land Use and Development Code – Public Hearing: This is another public hearing on the final draft of the LUDC, which was posted in the Durango Herald. We are ensuring that all statutory requirements for the LUDC are being met and this hearing is scheduled such that it follows a public hearing that was scheduled with the Planning Commission on December 8th, which was also their regularly scheduled meeting date. The PC public hearing was cancelled due to a lack of a quorum. The PC meeting was also intended to result in a recommendation on the LUDC that would be forwarded to the Town Board and to be taken into consideration along with the comments from the TB public hearing.

Recommendations from the Town Attorney are to conduct another PC meeting with a public hearing and a PC recommendation on the LUDC that will be forwarded to the Town Board for consideration. As such, we will notice another PC public hearing and meeting in January. This will also be on the TB agenda for January and will include a public hearing. The TB should conduct the published public hearing and take public comments, however no action is needed otherwise. Please contact me with any questions.

- I. Dixie Melton Proclamation: A proclamation is enclosed in your packet for Dixie in acknowledgment of her recognition and healthcare work within this community.
- J. COVID-19 Update: This is an ongoing agenda item. Currently, there are high positivity rates in our region and area hospitals are at capacity. Ongoing precautionary measures are being practices. I don't have any additional information on this topic at this time.

VII.D TOWN MANAGER REPORT

Staff Work: Town staff are working hard on finishing up year-end activities and preparing for winter operations. There has been discussion by several TB members regarding staff bonuses and this was intended to be discussed at the last meeting but didn't. Can you please provide direction on staff bonus for 2021? The Town is operating at 100% capacity and staff morale is again good and everyone is working on their respective tasks.

Becker/Goddard Intersection: This project is now complete less a few punchlist items. The contractor did finish the project within budget. The estimated budget number of \$730,000 for this project will be exceed slightly and estimated to come in around \$775,000, which includes engineering, construction administration and material testing. The budget estimate was previously established without the project being bid and material testing cost estimates. Please contact Jeremey or myself with any questions.

Rock Creek Housing Plan: This plan is complete and we will have a presentation on the plan during our January meeting. I am also looking for infrastructure grant funding for this project and have submitted one grant for this project. Please contact me with any questions.

Broadband Plan: The broadband grant submitted by FastTrack Communications was denied on the basis that we are allegedly served by wireless service providers. This is extremely frustrating and we don't have a course for this grant funding at this time. However, the SUIT has submitted an NTIA grant that includes the Town, and the outcome of this grant decision should be known shortly. I have been in discussions with Bonfire on this grant and also work that they are doing through Town in advance of their project. I hope to have some news on this grant soon and will share what I find out. We do have money allocated for broadband in the 2022 budget if we need to pursue other projects. Please contact me with any questions.

Downtown Development Plan: The University of Colorado Technical Assistance work is about to begin and a kickoff meeting is scheduled for the week before Christmas. Please let me know if you want to be included in the zoom kickoff meeting. Local work will commence early in 2022. Please contact me with any questions. Thank you.

Live/Work Housing and Ignacio Creative District (ICD) Work: I do not have any new information to share on this effort and hope to hear from CCI and Artspace in early 2022. Please contact me with any questions.

Zito Media License Agreement: The draft cable franchise agreement has been completed and forwarded to Zito for their review. I have not heard from them with any comments. I will apprise you of any activities on this agreement.

MEETINGS ATTENDED – I continue to attend numerous conference calls and webinars remotely on a variety matters as well as on the local and state response to the COVID-19 crisis. I have also been actively involved in meetings and calls on the RHA and SWCCOG with both entities involved in restructuring. I continually exchange multiple emails and phone calls on related town matters and projects.

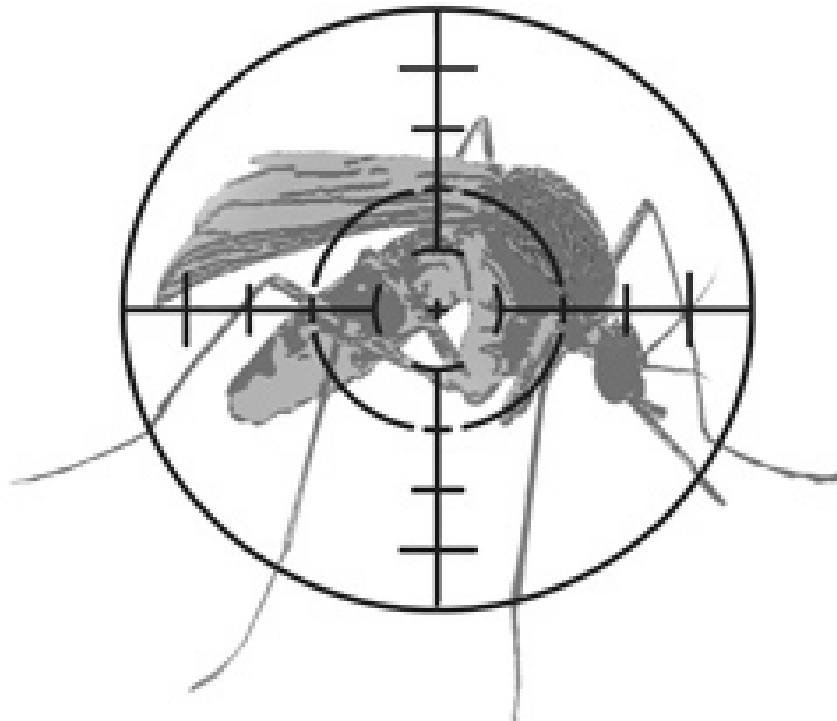
Please contact me with any questions on the above material or if in need of anything. Thanks!

2021 ANNUAL REPORT

TOWN OF IGNACIO

MOSQUITO CONTROL PROGRAM

November 2021



VECTOR DISEASE CONTROL INTERNATIONAL LLC
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TOWN OF IGNACIO MOSQUITO CONTROL PROGRAM

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***THE TOWN OF IGNACIO
MOSQUITO CONTROL PROGRAM
MISSION STATEMENT***

The Town of Ignacio completed another year of cost-effective Integrated Mosquito Management operations in 2021. Many communities across Colorado recognize the need to reduce mosquito annoyance and the risk of mosquito-borne disease associated with flood irrigation practices, urban development, and snow-melt runoff. Integrated mosquito management operations that utilize environmentally-sensitive controls and new technologies can greatly enhance the outdoor experience without negatively impacting the environment.

The need to protect residents and visitors from the health risks, severe annoyance and discomfort associated with biting mosquitoes is a chronic annual problem. The primary objective of the Town of Ignacio's Program is to suppress populations of larval mosquitoes in aquatic habitats. VDCI technicians utilize biological larvicides that reduce mosquito populations without harming non-target organisms. Additionally, monitoring of adult mosquito populations is an essential component of an Integrated Mosquito Management (IMM) program. Surveillance trapping performed in the Town of Ignacio provides data used to assess West Nile Virus risk, as well as the need for additional mosquito control measures.

VDCI HISTORY

Founded in 1992 with a single contract in central Arkansas, VDCI is headquartered in Little Rock, Arkansas. Starting with the simple idea to provide municipalities with the products and services needed to run effective mosquito control programs, VDCI now has over 25 years' experience and offices located throughout the United States.

Our mosquito control professionals have more than 100 years in combined mosquito surveillance and control experience. VDCI operates full-service surveillance and control programs on the municipal, county and state level in multiple states including Alabama, Arkansas, Colorado, California, Florida, Idaho, Illinois, Louisiana, Mississippi, Ohio, Oregon, Pennsylvania, Texas, Washington, Wyoming and more. In addition to our many long-term municipal programs VDCI is capable of quickly deploying anywhere mosquito services are needed, as we have proven during past and recent emergency responses to natural disasters and emerging disease outbreaks in the US and abroad.

VDCI In Colorado

Although new to Colorado in 2014, VDCI's partnerships with Colorado Mosquito Control and Ottertail Environmental brought together the biggest and most experienced mosquito control companies in the state. VDCI now manages mosquito control programs throughout Colorado including Homeowners Associations, Cities and Towns, Mosquito Control Districts, Counties, Indian Reservations, and more. VDCI currently has seven year-round offices in Colorado with programs that range from the southwest corner of the state to northeastern Colorado. VDCI also has programs in several mountain areas including the Town of Ignacio, Southern Ute Tribe, and the Town of Bayfield.

Since the inception of Town of Ignacio's Mosquito Control Program, efficacy of the established program has been improved through additional mosquito larval site mapping and continued adaptation to ever changing environmental conditions. VDCI has continued to provide top quality mosquito control programs to many municipalities and districts throughout Colorado. In addition, VDCI has expanded to provide service to other municipalities as new mosquito control programs were initiated. VDCI will maintain its commitment to provide top quality service, to minimize the threat of West Nile Virus to citizens and to reduce mosquito annoyance in all the areas we serve.

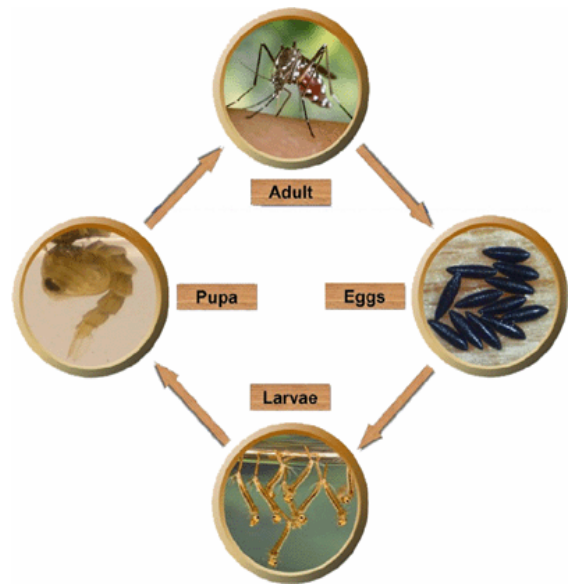
2021 SEASON PERSPECTIVE

At VDCI we know each Colorado summer will present a unique set of temperature, precipitation, irrigation, and human interactions that combine to create new and different challenges in both mosquito control and mosquito-borne disease proliferation.

The 2021 season started off drier than the 2020 and 2019 seasons. The snowpack for 2021 was less than forty percent. Warmer temperatures were consistent throughout the entire summer. There were a few precipitation events throughout the summer. Due to the warmer temperatures the mosquito larval production remained steady all season.

Most of the mosquitoes encountered during the 2021 season were of the genus *Culex* and *Aedes*. *Culex* are associated with the sewage systems, container sources that hold and catch water. As well as drainage systems and open habitats. *Culex* are also common in many areas of Colorado and are a possible vector of West Nile Virus. *Aedes* are also common in Colorado. They are associated with newly applied floodwater that occurs due to rain, agricultural irrigation, and seepage areas near rivers and streams as water levels rise and fall. Mosquito population trends are always dependent either on heavy rains or the agricultural irrigation of fields.

Anticipating and understanding snow melt runoff and significant rainfalls events and the resulting effect it will have on mosquito populations is one of VDCI's primary objectives to tailor the perfect program for the town of Ignacio. With the below average of snow melt, lack of moisture and very low water levels in late August and the rapid decline mosquito populations. The season came to an end on September 2.



2021 Field Activities

Field activities began in Mid May for the 2021 season. The earliest activity of the season involved updating and finalizing GIS maps. The Town of Ignacio added more sites in 2020 to reflect new larval production areas brought to our attention that were causing annoyance issues. Mapping larval sites is an ongoing process, every year citizen reports of standing water, new construction and site destruction result in many new sites being added or removed from the existing larval inspection routes.

For the 2021 season there was only one full time employee. As the VDCI service area continues to grow, hiring an adequate number of top-quality field technicians has become a challenge.

By the end of May, VDCI was fully staffed and had a full-time program manager fully trained and in the field. During the late May through early September time period, field mosquito control operations were in full swing. The final day for larval inspections and control was Friday September 17th.

The 2021 season there was no light trapping conducted. This is due to a shortage of dry ice that is essential in light trapping. Dry ice is what attracts the adult female mosquitoes to the light traps. Without the dry ice setting the light traps would have given inaccurate adult surveillance data. Hopefully, the 2022 season there will not be a shortage of dry ice.

WEST NILE VIRUS

Background

West Nile Virus (WNV) was first identified in Uganda in 1937. Since that time, activity has been documented throughout Africa, Europe, West and Central Asia, and areas of the Middle East. The virus made its first appearance to North America in 1999 when it was documented in New York City. WNV comes from a family of viruses known as Flaviviridae and is closely related to viruses which can have severe effects on both humans and animals such as Japanese Encephalitis and St. Louis encephalitis.

WNV has a wide range of symptoms which can range from mild flu like symptoms to death. Of humans affected, nearly 80% will show no symptoms at all. The majority of people who do show symptoms will usually suffer from flu like symptoms. However, approximately 1% of people will develop much more severe symptoms including meningitis (inflammation of the linings surrounding the brain and spinal cord), encephalitis (inflammation of the brain), or very rarely poliomyelitis which can cause paralysis in parts of the body.

Since the introduction of WNV to the United States in New York City in 1999, the virus has made a complete westward expansion to the West Coast. Starting in the Northeastern parts of the United States, the virus steadily progressed through the South, the Midwest, the Rocky Mountain region, and now the Western States. WNV activity has been documented in all US states except Alaska and Hawaii.

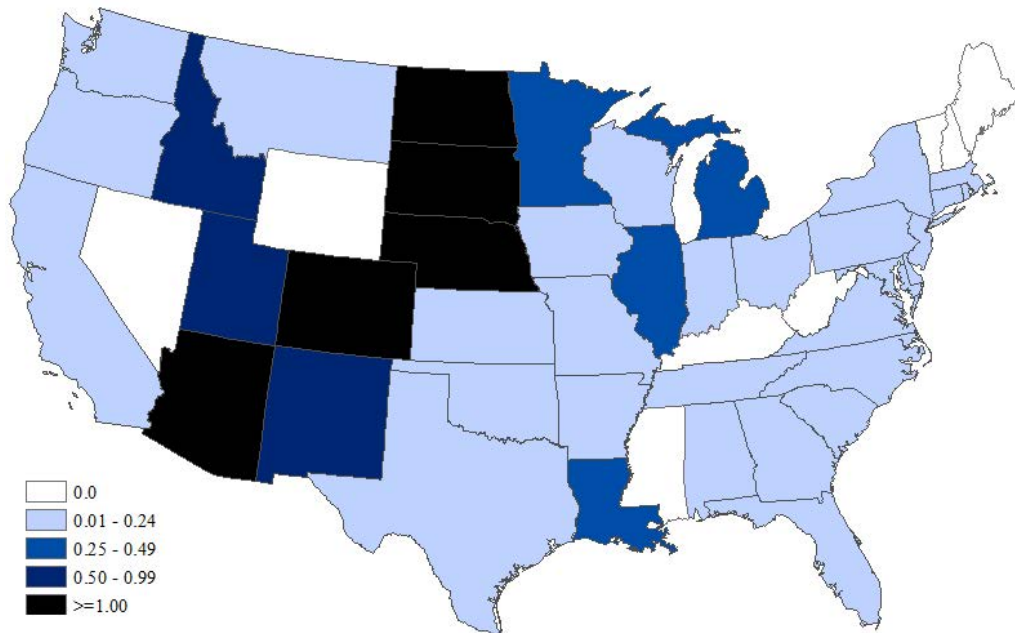
Colorado first saw activity of the virus late in the summer of 2002. In 2003 Colorado was the hardest hit state in the country, compiling 2,947 human cases and 63 deaths, most of which occurred along the Front Range. By 2004 the majority of the cases shifted to the Western Slope and the state totaled 291 cases with 4 deaths (Mesa County).

West Nile Virus 2021

As of this writing Colorado has 166 cases of human WNV. Larimer County has the highest number of human WNV cases with 26. Weld County is following with 25 cases. There are 9 reported deaths. For comparison Colorado saw 29 cases in 2020. There were 0 reported WNV deaths in 2020. La Plata County has 0 cases as of this report. In 2020 La Plata County there was only 1 case.

Nationwide there are 1,334 total cases of human WNV cases with 88 reported related death. Arizona leads the nation in total cases with 480 followed by Colorado with 166. 2020 saw 279 cases total nationwide with 1 reported death. There has been a huge jump in cases in 2021 compared to 2020 and 2019.

West Nile Virus Neuroinvasive Disease Incidence by State as of November 2, 2021

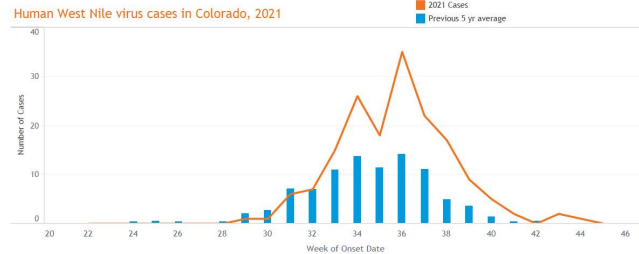


Source: <https://www.cdc.gov/westnile/statsmaps/preliminarymapsdata2021>

2021 Cases	Map: Cases per 1000 Persons	2021 Mosquito Testing	Historical human WNV cases
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West Nile virus became reportable in Colorado in 2003. A typical season runs from May through October. The CDPHE WNV website is updated weekly during the season and data will change as more information is known.

Human Cases: 166 Deaths: 9 Neuroinvasive Cases: 97 Hospitalized Cases: 107



[CLICK HERE for more information about West Nile virus in Colorado](#)

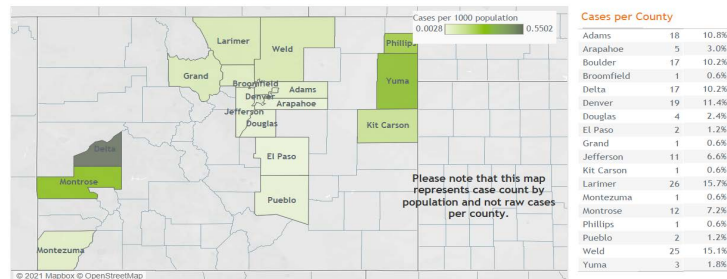
[CLICK HERE if you are a healthcare provider and would like to report a case of WNV](#)

Data Current Through: 11/9/2021
Website Last Updated: 11/10/2021



2021 Cases	Map: Cases per 1000 Persons	2021 Mosquito Testing	Historical human WNV cases
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Human West Nile virus cases per 1000 population by county of residence, 2021



Age Distribution of Cases

Avg. Age	58
Median Age	60
Max. Age	87
Min. Age	22

Number of Cases by Sex

Female	67
Male	99

LARVAL MOSQUITO CONTROL

Years of research and practical experience have shown that the most effective way to control mosquito populations is through an aggressive Integrated Pest Management (IPM) approach. This approach aims at using a variety of concepts, tools, and products to reduce a pest population to tolerable levels. Translating these ideas to mosquito control, VDCI has found the most environmentally and economically sound approach is through targeting the aquatic larval stage of the mosquito. Targeting this stage prevents the emergence of the adult mosquito and thus the inevitable result of disease and nuisance. In Colorado over 90% of VDCI operational efforts are focused on larval control.

Larval mosquito control can be achieved in several ways including biological, biochemical, chemical and mechanical means. Although there are a variety of methods for reducing larval populations, some options may have greater consequences than benefits. Mechanical or habitat modification is a technique which may be used, but the area to be modified and the extent to which the work will affect the surrounding area must be carefully assessed. Permanent ecological damage may occur if extensive habitat change has taken place. True biological controls may also have non-target effects that outweigh the benefits of their control capacity. The biological control agent, if not carefully selected and evaluated may cause an imbalance in the natural ecological community, as well as threaten population levels of other organisms.



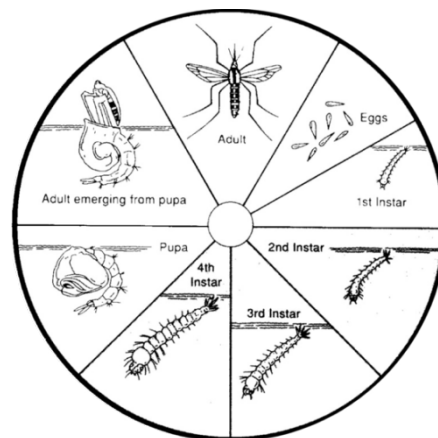
This was the case with the introduced mosquito fish (*Gambusia affinis*), an introduced species, while an effective predator on mosquito larvae it may have much larger dangers to native fish of Colorado waters. The *Gambusia* fish are very aggressive eaters and rapidly reproduce and often out-compete their native counterparts. For these reasons the Colorado Parks and Wildlife has placed restrictions on the stocking and use of *Gambusia*. However, on the Front Range VDCI has made fathead minnows (*Pimephales promelas*), a native Colorado species, available to the public to stock in irrigation and retention ponds. In general, however, predatory fish and other biological controls such as birds and bats do not provide sufficient control of mosquito populations to be used as the sole mechanism. Other measures need to be used to gain adequate mosquito population reductions.

VDCI's favored method of larval mosquito control is through bacterial biological larvicide products. The main product used by VDCI has an active ingredient that is a variety of bacteria (*Bacillus thuringiensis* var. *israeliensis*). *Bti* as it is known has become the cornerstone of mosquito control programs throughout the world. The benefits include its efficacy and lack of environmental impacts. When used properly successful control without impact to aquatic invertebrates, birds, mammals, fish, amphibians, reptiles or humans can be achieved. A broad label allows for the use of the product in the majority of natural and manmade habitats. Another bacterial product closely related to *Bti* is *Bacillus sphaericus* (*Bs*). In addition to all of the

benefits of *Bti*, *Bs* is by definition a true biological control agent in that it remains in the water column through multiple broods, or generations, of mosquitoes. Unfortunately, the residual benefit of the control comes at a cost in price and is only effective under very specific conditions and mosquito species.

Other larval control products include an insect growth regulator (methoprene) and a special mineral oil blend. Methoprene is a synthetic copy of a juvenile growth hormone in larval mosquitoes. The hormone prevents normal development of the adult mosquito in the pupal stage eventually causing death. While a good control product, the high cost makes it poor candidate to be the predominant product in a large-scale program.

All of the fore mentioned methods and products represent the essential ingredients of Integrated Pest Management. Mosquitoes are very well adapted and can be found in many different habitat types from a cattail marsh to a cup littered on the side of the road. A variety of tools must be used to prevent resistance and ensure the best method will be available for any given situation.



Larval control began Mid-May and continued though early September. Steady mosquito production was seen through the first half summer with significant increases in larval production coinciding with peak runoff in early June.



Larval Data - Summary

Start Date: 05/19/2021 End Date: 09/15/2021

Town of Ignacio

	Total Site Inspections	Wet Sites	% Wet	Sites Treated	Percentage Breeding*	Acres Treated
IG 0124	5.0	0.0	0.0%	0.0	0.0%	0.0
IG-0132	4.0	4.0	100.0%	0.0	0.0%	0.0
IG 0134	9.0	0.0	0.0%	0.0	0.0%	0.0
IG-0135	7.0	0.0	0.0%	0.0	0.0%	0.0
IG-0136	7.0	0.0	0.0%	0.0	0.0%	0.0
IG-0137	7.0	0.0	0.0%	0.0	0.0%	0.0
IG-0138	7.0	7.0	100.0%	7.0	100.0%	0.7
IG 0141	8.0	0.0	0.0%	0.0	0.0%	0.0
IG 0154	5.0	0.0	0.0%	0.0	0.0%	0.0
IG 0171	8.0	0.0	0.0%	0.0	0.0%	0.0
IG-0180	3.0	0.0	0.0%	0.0	0.0%	0.0
	70.0	11.0	15.7%	7.0	63.6%	0.7

VDCI constantly strives to improve its operations. Over the years VDCI has implemented high-tech solutions to what historically has been a particularly low-tech industry. VDCI's "CMMS" (Computerized Mosquito Management System) utilizes historical data to analyze and identify areas and sites of importance. Additionally, a sample of larvae from sites found to be breeding is collected and brought back to the lab for identification purposes. This allows for a specific knowledge of each site especially in the event of a disease outbreak where a particular species has been found to be the vector. Targeted inspections then allow for resources to be allocated efficiently.

VDCI SURVEILLANCE LABORATORY

Information on mosquito abundance and species identity is critical in the operation of a successful mosquito management program. Over the past few years identifying, packaging and sending *Culex* mosquito pool samples to the CDPHE or CSU labs for West Nile Virus testing has also become critically important in the battle against WNV and other mosquito-borne diseases. The VDCI Surveillance Laboratory, managed by Dr. Michael “Doc” Weissmann, has become the largest single source of adult and larval mosquito surveillance data in the state of Colorado. Specifically, in Colorado VDCI has 4 stereo zoom binocular microscopes, Over 100 CDC dry-ice baited Light Traps, 21 Reiter Gravid Traps and all associated equipment and hardware.



The CDC light trap uses carbon-dioxide from dry ice as bait to attract female mosquitoes seeking a blood meal from a breathing animal. Once attracted by the CO₂, the mosquitoes are lured by a small light to a fan that pulls them into a net for collection. The Gravid Trap uses a tub of highly-organic water as bait to attract female mosquitoes that are looking for a place to lay their eggs. A fan placed close to the water surface forces mosquitoes that come to the water into a collection net. Once back in the laboratory, the contents of the trap nets are counted and identified by technicians trained to recognize the Colorado mosquito species.

In 2018, VDCI monitored a statewide network of CO₂ baited light traps in which all adult mosquitoes were counted and identified to species by the VDCI Surveillance Laboratory. While individual traps provide only limited information, trap data is interpreted in the context of historical records for the same trap site, going back in time more than a decade in many cases.



Individual traps are also compared to other traps from around the region that were set on the same night and therefore exposed to similar weather conditions. Technicians working in the Surveillance Laboratory at VDCI are trained to provide accurate species-level identification of mosquito specimens, for both adults and larvae. More than 50 mosquito species are believed to occur in Colorado, and over 30 of those were identified from samples processed during the 2019 season from across the state.

Additionally, the VDCI Surveillance Laboratory conducts an intensive larval identification program with over 8,000 larval mosquito samples collected by technicians prior to larviciding being identified to species. This information is now invaluable in targeting mosquito control efforts as we

gain a greater understanding of the habitat types preferred by Colorado mosquito species and the seasonality of these habitats as sites for mosquito development.

Specimens and data collected from these traps and larval identification are used in:

- Determining effectiveness of larval control efforts. Each mosquito species prefers specific kinds of habitats for larval development. If a trap includes large numbers, it could indicate the presence of an unknown larval habitat and, based on the species identification and known habitat preference for that species, direct field technicians as to possible sources of the mosquitoes collected.
- Determining larval and adult mosquito species which helps illustrate the threat of mosquito-borne disease amplification and transmission.
- Determining where adult control efforts were necessary. While mosquito eradication is impossible, significant population reduction is achievable. In places where larval control was insufficient, especially in neighborhoods where adult mosquitoes migrated in from larval sources outside of the control area, it may be necessary to use adulticide methods such as ULV truck fogging or barrier sprays of nearby harborage areas. Trap counts that were in excess of an acceptable threshold for the area would trigger adult control measures.
- Surveillance for Mosquito-borne Disease. Historically, VDCI efforts were targeted primarily at controlling mosquito nuisance problems with limited disease surveillance. However, since the arrival of the West Nile Virus in Colorado in August of 2002, the paradigm has shifted toward disease prevention and control. Accurate species identification of the mosquitoes in the traps is important when monitoring species population trends. It also is necessary for evaluating whether a population spike represents an actual increase in disease transmission potential or only an increased nuisance level.

CDC Surveillance Light Trap Data

During the 2021 season there were no light traps set. This is due to a shortage of dry ice that occurred.

2021 ADULT CONTROL

The goal of VDCI is to provide all residents of the Town of Ignacio with the best options for safe, effective, modern mosquito management. The primary emphasis of the Town of Ignacio's Program is to control mosquitoes in the larval stage using biological control products. However, mosquito populations do sometimes reach a level where adult control measures are needed.

The Town of Ignacio's Program uses all available data from CDC light traps, Mosquito Hotline annoyance calls and field technician reports to focus mosquito control efforts to specific, very limited "targeted" areas. In parts of the community where high numbers of mosquito annoyance calls are received, "floater" CDC light traps can be set to evaluate adult population levels and species make-up. In many cases, a direct correlation is evident between areas with high complaint calls and high trap counts. While this correlation allows us to focus adult control in these areas, the emphasis is placed on finding the larval habitat sources of the trapped adults and continued larval control measures.

When municipalities do elect to spray VDCI always uses state of the art technology, calibrated application, correct timing and least-toxic products to minimize non-target effects. Using this application technique, the overall goal of minimal environmental impact and effective adult control is achieved in the targeted area. In the 2021 season a total of 15 miles were sprayed for adult mosquitoes. This is up from the 2020 season. This is due to the shortage of dry ice and no light traps being set. Adult spraying for the 2021 season was based off of customer complaints and adult activity noticed while larviciding.

TECHNOLOGY

VDCI has strived to improve the programs offered to its customers with novel and progressive advancements, continually evaluating and implementing new products and new technologies, not only with regard to control efforts but also for data processing and information reporting. VDCI shares the belief that timely information should be accessible to customers and residents, so that the people who fund the programs can access the work that is being performed. VDCI also believes that the ability to access the data will improve both the resident's and municipality's ability to stay informed about West Nile Virus risk in their community.

VDCI WEBSITE

Our website, www.vdci.net/colorado is the leading website in the State of Colorado when it comes to providing up-to-date, factual and comprehensive information on, and links to, mosquito biology and control, mosquito-borne diseases, pesticide information and a wealth of topics relating to mosquitoes. Our website continues to be an integral tool for the dissemination of operational data to the citizens we serve, minimizing the resource and time required by the city and its employees for answering or fielding public inquiries.



Protecting Public Health since 1992

Vector Disease Control International (VDCI) takes pride in providing municipalities and mosquito abatement districts with the tools they need to run effective mosquito control programs. We are determined to protect the public health of the communities in which we operate. Our mosquito control professionals have more than 100 years of combined mosquito control experience, including extensive experience in operating comprehensive Integrated Mosquito Management programs, as well as in disaster relief situations.

Our Promise to You

VDCI is committed to excellence in vector control and related contract services. We strive to improve the quality of human life through education, surveillance and the control of mosquitoes and other disease vectors.

PUBLIC OUTREACH & DATA DISSEMINATION

For 25 years, VDCI has demonstrated that Public Outreach programs, quality Data Dissemination and outstanding Customer Service standards are the keys to success in providing large-scale municipal mosquito control programs. Citizen feedback, inquiry and satisfaction surveys aid in evaluating the effectiveness of our program. VDCI constantly looks for ways to better serve the communities we work with and appreciates the citizen involvement in improving the programs we offer.

CALL NOTIFICATION & SHUTOFF SYSTEM

VDCI maintains a comprehensive Call Notification & Shutoff database and will notify residents on this list whenever ULV adulticide spray applications will be conducted within 2 blocks of their property or within the effective ULV spray drift distance (300-500 ft depending on wind speed and direction). All Shutoff locations are mapped in ArcView GIS and updated annually. Call & Shutoff forms are available online and may be submitted via the VDCI website.

FLOATER TRAP PLACEMENT

These traps are deployed for annoyance reports at resident homes in locations a significant distance from standard trapping sites, to determine adult population levels and species composition.



SUMMARY

We have learned a lot since the inception of the Town of Ignacio's program and have made some great improvements; with both nuisance control and mosquito borne disease information. Work will always continue in the arena of public education, notification and dissemination of information about personal protection and the mosquito control program itself. The VDCI website continues to be successful based on the number of "hits," favorable e-mails and requests for more information received from program residents.

The 2021 season saw an decrease in wet and producing sites than in the 2019 season. Conditions were hot and dry throughout the summer, water levels in the river dropped as the season progressed. The overall mosquito numbers were around average form previous seasons. The number of mosquitoes in the genus Culex detected were slightly higher than normal in some areas. As we continue to see highly variable water levels and changing hatch timings, we will continue to adapt and find the best ways to overcome the changing environment we are working with.

Vector Disease Control International, LLC continues to effectively serve the residents of the Town of Ignacio using Integrated Mosquito Management technology to reduce mosquito nuisance and the related potential for disease transmission including West Nile Virus. VDCI continues to promote a responsible IPM approach to mosquito management, while maintaining a cost effective and efficient program.

Vector Disease Control International, LLC would like to thank all of the Town of Ignacio residents and staff for their support and business over the years and we look forward to working with the Town of Ignacio community in the future.



Larval Surveillance Report

Start Date: 05/19/2021 End Date: 09/15/2021

Town of Ignacio

Date	Site Name	Habitat	No. Dipped	Larvicided	Mosquito Species	No. ID'd
IG-01 Town of Ignacio North						
06/02/2021	IG-0141	Irrigated Field		No		
06/02/2021	IG-0154	Ditch		No		
06/02/2021	IG-0135	Temporary Standing Water		No		
06/09/2021	IG-0135	Temporary Standing Water		No		
06/09/2021	IG-0141	Irrigated Field		No		
06/09/2021	IG-0154	Ditch		No		
06/15/2021	IG-0154	Ditch		No		
06/15/2021	IG-0135	Temporary Standing Water		No		
06/15/2021	IG-0141	Irrigated Field		No		
07/00/2021	IG-0141	Irrigated Field		No		
07/00/2021	IG-0135	Temporary Standing Water		No		
07/00/2021	IG-0132	Ditch		No		
07/20/2021	IG-0154	Ditch		No		
07/20/2021	IG-0141	Irrigated Field		No		
08/05/2021	IG-0141	Irrigated Field		No		
08/05/2021	IG-0154	Ditch		No		
08/06/2021	IG-0135	Temporary Standing Water		No		
08/06/2021	IG-0132	Ditch		No		
08/17/2021	IG-0135	Temporary Standing Water		No		
08/17/2021	IG-0132	Ditch		No		
08/17/2021	IG-0141	Irrigated Field		No		
08/26/2021	IG-0141	Irrigated Field		No		
08/26/2021	IG-0132	Ditch		No		
08/26/2021	IG-0135	Temporary Standing Water		No		
Total Site Inspections in IG-01 Town of Ignacio North:						24
IG-02 Town of Ignacio South						
06/01/2021	IG-0124	Ditch		No		
06/02/2021	IG-0171	Marsh		No		
06/02/2021	IG-0134	Temporary Standing Water		No		
06/02/2021	IG-0136	Ditch		No		
06/02/2021	IG-0137	Ditch		No		
06/02/2021	IG-0130	Ditch		Yes		
06/00/2021	IG-0134	Temporary Standing Water		No		
06/00/2021	IG-0171	Marsh		No		
06/00/2021	IG-0124	Ditch		No		

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Date	Site Name	Habitat	No. Dipped	Larvicided	Mosquito Species	No. ID'd
06/09/2021	IG-0138	Ditch		Yes		
06/09/2021	IG-0137	Ditch		No		
06/09/2021	IG-0136	Ditch		No		
06/15/2021	IG-0137	Ditch		No		
06/15/2021	IG-0136	Ditch		No		
06/15/2021	IG-0134	Temporary Standing Water		No		
06/15/2021	IG-0124	Ditch		No		
06/15/2021	IG-0171	Marsh		No		
06/15/2021	IG-0138	Ditch		Yes		
06/29/2021	IG-0124	Ditch		No		
06/29/2021	IG-0171	Marsh		No		
06/29/2021	IG-0134	Temporary Standing Water		No		
07/08/2021	IG-0180	Ditch		No		
07/08/2021	IG-0138	Ditch		Yes		
07/08/2021	IG-0171	Marsh		No		
07/08/2021	IG-0137	Ditch		No		
07/08/2021	IG-0134	Temporary Standing Water		No		
07/08/2021	IG-0136	Ditch		No		
07/20/2021	IG-0171	Marsh		No		
07/20/2021	IG-0134	Temporary Standing Water		No		
08/05/2021	IG-0134	Temporary Standing Water		No		
08/05/2021	IG-0171	Marsh		No		
08/06/2021	IG-0137	Ditch		No		
08/06/2021	IG-0124	Ditch		No		
08/06/2021	IG-0136	Ditch		No		
08/06/2021	IG-0138	Ditch		Yes		
08/17/2021	IG-0171	Marsh		No		
08/17/2021	IG-0138	Ditch		Yes		
08/17/2021	IG-0137	Ditch		No		
08/17/2021	IG-0180	Ditch		No		
08/17/2021	IG-0136	Ditch		No		
08/17/2021	IG-0134	Temporary Standing Water		No		
08/26/2021	IG-0134	Temporary Standing Water		No		
08/26/2021	IG-0136	Ditch		No		
08/26/2021	IG-0138	Ditch		Yes		
08/26/2021	IG-0137	Ditch		No		
08/26/2021	IG-0180	Ditch		No		
Total Site Inspections in IG-02 Town of Ignacio South:						46
Total Inspected:						70

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