
VII. REGIONAL GOALS AND OBJECTIVES

A. Definition of Goals and Objectives

In the 2007 CEDS guidelines, goals and objectives are intended to "... define regional expectations," and provide the necessary means to "... solve the economic problems, or capitalize on the resources, of the region." Furthermore, they emphasize that --- "Any strategic project, program, or activity identified in the CEDS should work to fulfill these goals and objectives." Goals are defined as "... broad, primary regional expectations," and --- "Objectives are more specific than goals, clearly measurable, and stated in realistic terms considering what can be accomplished over the 5-year timeframe of the CEDS."

B. Selection Process

Draft goals and objectives for selected review, discussion, revisions, and approval by the 2007 Strategy Committee Core Members are based on the following:

- Draft goals and objectives reflected in the preliminary 2008 and 2009 EDA Planning Grant Scope of Work commitments. This was done to ensure an adequate response to EDA's major emphasis on job creation and private sector investment in the performance measures.
- Draft goals and objectives synthesized and selected from the One Land, One Plan sessions in 2005 and 2006.
- Draft goals and objectives considered still relevant or requiring only minimal change as selected by a staff review of the 2002 CEDS goals and objectives.
- Draft goals and objectives recommended by staff based on the analysis of problems and needs, State economic development programs, and other sources.

C. Applicable Visions and Aspirations

Regional expectations are also reflected in the vision statements expressed in the previous CEDS, and are being reaffirmed by the Strategy Committee for notation in the 2007 CEDS. Excerpts from these visions are still relevant and are as follows:

- Communities and people are self-sufficient and working at safe, year-round jobs at or above livable wages.
- We want sustainable growth, but don't want the Valley to be overrun with people.
- Governments, businesses, non-profits, and citizens are working cooperatively towards proactively planned growth.

- Agriculture remains a major part of our economic base, and we see more value-added and niche markets helping agriculture.
- We want the Valley's water supply to be stable and secure, and will be vigilant in protecting this resource for human, community, and economic stability.
- Higher education institutions to have a stronger role in workforce development.
- Affordable housing should be available to all.
- We see transportation systems that meet our needs and grow our economy, and envision a Valley wide transit system.
- Expand tourism in a managed fashion, but not to dominate the economy.
- Our cultural heritage, arts, natural surroundings, and recreational opportunities are unique to our region and can be utilized to bring in more income and jobs.
- We care about the environment, and want to find ways to make sure that economic development does no harm to the natural surroundings.
- Quality healthcare is accessible and affordable to all.
- We care about youth, those with special needs, and the elderly.

D. Regional Goals/Expectations and Objectives

Renewable Energy

Goal: Develop the region's extensive solar and other renewable energy potentials in order to establish a competitive position for the Valley in the national energy distribution markets; create locally produced supplies of green energy; diversify the economic base; and create upgraded job opportunities, private investment, and tax base expansion.

Objective: Create upgraded job opportunities and private investment by developing solar- and wind-powered electrical energy production potentials.

Objective: Create upgraded job opportunities and private investment by pursuing opportunities for region-based manufacturing, distribution, repair, or assembly of solar- and wind-powered equipment, components, and materials.

Objective: Create upgraded job opportunities and private investment by developing potentials for renewable energy production including those based on biodiesel fuels; cellulosic ethanol; wood biomass; geothermal resources; biomass gasification; and other technologies.

Objective: Create an appropriate legal structure to ensure participation and governance by local governments, organizations, and residents in the planning, implementation, and benefits of renewable energy projects.

Objective: Ensure that the electrical energy being produced from renewable energy resources can be delivered to local and national markets, and also ensure that development and transmission of the renewable energy being produced does not result in community and environmental impacts which are more than minimal.

Objective: Create upgraded job opportunities and private investment by developing a business network of supplier and service industries in support of the renewable energy developments.

Objective: Create upgraded job opportunities and private investment by developing production opportunities based on the byproducts of renewable energy production.

Workforce Development

Goal: Ensure adequate workforce preparation and availability for the education, training, skills, and technical abilities required for job opportunities in the renewable energy sector and other industry sectors.

Objective: Coordinate workforce and training requirements of renewable energy and other industry sectors with prospective employers and training institutions.

Objective: Ensure that the workforce needs of the agricultural sector and farm workers are being met.

Objective: Ensure participation of the public school districts across the region to inform students of local job opportunities in emerging industries, and the preparation, skills, and requirements needed to compete for jobs.

Objective: Ensure that an adequate transition of students into the workforce and higher education pursuits to qualify for renewable energy and other jobs is being made.

Agriculture and Related

Goal: Create or retain upgraded job opportunities and private investment within the agricultural sector by adding value and developing new products and markets.

Objective: Provide for the funding and completion of feasibility studies for prospective value-added, new product, and new market projects.

Objective: Expand opportunities for production based on the byproducts of value-added processing.

Objective: Identify opportunities for aquaculture and hydroponics.

Tourism and Related

Goal: Create or retain upgraded job opportunities and private investment by capturing a greater share of tourism market potentials, identifying new markets, improving tourism services and infrastructure, and enhancing tourist attractions and amenities.

Objective: Support the continued operation of existing tourist railroads and assess feasibility for other tourist rail developments.

Objective: Assist startup, expansion, and retention of viable tourism operations through various economic development tools and services.

Objective: Support Heritage Tourism program developments.

Objective: Identify and assist in the advancement of nature-based and eco-tourism developments.

Objective: Identify and assist in the introduction of new types of tourism providing a new source of income and job benefits.

Other Non-Ag Industry Sectors

Goal: Create or retain upgraded job opportunities and private investment within various non-agricultural industry sectors by applying new technologies, reducing sales gaps, and advancing new products and marketing methods.

Objective: Provide for or conduct research and feasibility studies to identify new development opportunities.

Objective: Monitor plans and progress of large-scale development projects to determine potential impacts and needs for community assistance.

Objective: Increase the number of technology-based businesses and jobs as may be permitted by limitations in the telecommunications infrastructure.

Objective: Advance the development of new and existing product lines for lumber and wood products.

Objective: Assist businesses in the trade and service sectors with potential to fill market niches, provide a local source of supply, or reduce sales leakage.

Objective: Identify business opportunities based on the substantial flows of income to the regional economy from retirees, second-home owners, and other non-earned income sources.

Objective: Advance opportunities for development based on the Valley's physical setting.

Objective: Explore opportunities for cooperative marketing of Valley products and cottage production.

Business and Industry Recruitment

Goal: Create upgraded job opportunities and private investment by recruitment of new businesses and industries to diversify the regional economy, strengthen various economic clusters, and enhance other goals and strategies.

Financial and Business Assistance

Goal: Ensure an adequate level of financial and non-financial resources, tools, and services to assist business development, expansion, upgrading, and retention.

Objective: Maintain and expand the Business Loan Fund as an ongoing tool for creating and retaining jobs and private investment, and for the advancement of other CEDS goals and projects.

Objective: Administer Colorado Enterprise Zone tax certifications as an ongoing tool for generating private investment in farm and business expansions, and taxpayer contributions to eligible community projects.

Objective: Maintain existing channels of financing for economic development, infrastructure, and other projects, and identify and develop new sources of financing.

Objective: Provide for co-location of various business-serving agencies and programs to increase interagency coordination, and ensure adequate levels of assistance needed in the startup phase.

Transportation Infrastructure and Transit Services

Goal: Participate in regional transportation planning to ensure transportation needs are being addressed and priorities selected support economic development and community plans.

Objective: Assist with meeting arrangements of the State-appointed SLV Transportation Planning Region and Regional Planning Commission, and provide various liaison, communication, and related tasks for the Colorado Department of Transportation.

Goal: Encourage the development of transit services for job commuters and the general public through an appropriate institutional and governance structure.

Objective: Provide for studies needed to ensure release of a contingent commitment for transit operating subsidies, and establish a governance structure best able to raise matching funds and willing to administer the program.

Other Infrastructure Assistance

Goal: Assist with physical infrastructure improvements to support economic and community development, improve system quality and capacity, and ensure that future needs are being met.

Objective: Assist in the development of a high-volume natural gas pipeline to the Town of Center for the development and expansion of value-added processing plants, and to create a redundant service capacity for the town and ag warehousing, shipping, and support industries.

Objective: Identify funding sources and provide other assistance to support local infrastructure initiatives, particularly those essential for planned business expansions or new locations.

Objective: Identify needs and sources of support for upgrading telecommunications infrastructure.

Capacity Building and Communications

Goal: Increase the capacity of local governments and county-based development groups to plan for desired futures, and improve the level of communications and cooperation among and between them.

Objective: Sponsor technical workshops and training to provide direct involvement and technical support for projects, and explore potential sources of funding.

Objective: Create more opportunities for public, private, and non-profit entities to provide input in the planning process and share information.

Community Services and Facilities

Goal: Improve the quality of life and capacity for future development by upgrading and expanding a wide range of community services, facilities, and amenities.

Objective: Support main street and central business district revitalization and improvement initiatives.

Objective: Support efforts to improve the availability, accessibility, and affordability of health care services.

Objective: Support efforts to improve the quality of education.

Objective: Assist in project and planning activities designed to prevent and/or mitigate the impacts of natural disasters.

Objective: Support efforts to develop recreational and community facilities.

Objective: Support efforts to improve local safety and emergency responses.

Objective: Support efforts to improve availability of affordable housing for workers.

Natural Resources and Environment

Goal: Protect and enhance the environmental assets of the San Luis Valley; assist conservation groups in maintaining the resource base; and support sustainable and environmentally sound management practices and use of natural resources.

Objective: Support measures to conserve water, prevent permanent loss due to over-appropriation, and protect against exportation.

Objective: Provide reviews of proposed projects to ensure that site locations are appropriate and environmental impacts are minimized.

Objective: Participate and assist with conservation and outdoor projects on a selected basis.

Objective: Support sustainable levels of land use and natural resources, and the management practices needed to ensure their protection for current and future generations.

Data Collection, Management, and Research

Goal: Maintain and expand the District data collection, management, dissemination, and research capacity to meet the information needs essential for decisions and development.

Objective: Provide data services as an ongoing economic development tool.

Objective: Expand the District research capacity needed to understand existing or projected impacts, define situations and assistance needs, and provide additional information to advance projects, or support new investments and funding applications.

Objective: Increase data accessibility and community awareness.