

VII. GOALS & OBJECTIVES; STRATEGIC PROJECTS, PROGRAMS & ACTIVITIES; ACTION PLAN; and INTEGRATION WITH STATE PRIORITIES

A. Goals and Objectives

1. Definition of Goals and Objectives

In the 2013 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 five-year timeframe of the CEDS."

The goals and objective adopted in the 2013 San Luis Valley CEDS are the goals and objectives developed through the statewide process that created the Colorado Blueprint, the state's grassroots economic development plan. Aligning our regional economic development goals with the state's goals is likely to foster greater collaboration and cooperation between regional and state efforts.

2. Selection Process

Draft goals and objectives for selected review, discussion, revisions, and approval by the 2013 Strategy Committee Core Members are based on the following:

- Draft goals and objectives synthesized and selected from the Colorado Blueprint sessions from 2011 through 2013.
- Draft goals and objectives considered still relevant or requiring only minimal change as selected by a staff review of the 2007 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.

3. Applicable Visions and Aspirations

Regional expectations are also reflected in the vision statements expressed in the previous CEDS, and are reaffirmed for notation in the 2013 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.
- ❖ **GOAL ONE: Build a Business Friendly Environment – Assist state, local governments, and development organizations in their efforts to provide appropriate and adequate infrastructure for existing and incoming business.**
- OBJECTIVES:**
- Improve redundancy, reliability and resources utilization of electrical and gas transmission.
 - Inventory brownfields locations of the San Luis Valley.
 - Improve the San Luis Valley regional highway network.
 - Streamline the certification process for small and organic farming.
 - Develop affordable workforce housing.
 - Harvest beetle-kill and fire damaged timber to avert further fire and damage to Rio Grande Forest.
- ❖ **GOAL TWO: Retain, Grow, and Recruit Companies – Create a broader economic base through retention, expansion, creation and attraction of business.**
- OBJECTIVES:**
- Market state and local programs that assist local businesses.
 - Provide counseling to local businesses needing assistance.
 - Provide data services as an ongoing economic and community development tool.
 - Develop a relationship with regional markets, i.e. Pueblo, Taos, etc.
 - Develop basic business information, which could include regulations, assistance, marketing, incentives, and access to capital.
 - Focus on businesses that diversify the economy and provide lasting community benefits.
 - Create development sites that are easily marketed, ready to be developed, and located on appropriate development websites.
 - Assist businesses facing prolonged road construction.
 - Re-engaging rail shipping for transportation of locally produced/manufactured products.
 - Expand horizons and knowledge of local businesses about new business opportunities.
 - Promote locally grown food throughout the Valley to stop leakage.
- ❖ **GOAL THREE: Increase Access to Capital – Promote the development of all businesses within the San Luis Valley through appropriate capital access.**
- OBJECTIVES:**
- Bridge the gap for businesses to eventually qualify for bank financing and prepare them for traditional bank relationships.
 - Provide risk mitigation for local lenders.
 - Improve access to capital for agriculture.
- ❖ **GOAL FOUR: Create and Market a Stronger San Luis Valley/Colorado Brand – Promote and expand San Luis Valley tourism, with emphasis on our natural resources, arts/cultural, recreational, historical, agricultural and eco-tourism resources.**
- OBJECTIVES:**
- Market outdoor activities and community activities available to tourists.
 - Maintain authenticity of current tourism in all six counties.
 - Promote tourism for the San Luis Valley that highlights the uniqueness and authenticity of each county.

- Develop a communication strategy to emphasize hospitality and customer service with front line employees.
 - Create a San Luis Valley brand.
- ❖ **GOAL FIVE: Educate and Train the Workforce – Ensure adequate workforce preparation and availability with the education, training, skills, and technical abilities required for existing and future job opportunities.**
- OBJECTIVES:**
- Determine needs of all SLV businesses and industry clusters.
 - Develop strategies to support workers’ transitions from education into and through the workforce.
 - Develop services to assist all businesses to meet their need for quality, trained, and skilled workforce.
 - Ensure that the workforce needs of the agricultural sector and farm workers are being met.
 - Develop STEM education-based program in the San Luis Valley.
 - Develop renewable energy, energy efficiency, research and energy training jobs for SLV workforce.
 - Develop additional education opportunities for the healthcare industry.
- ❖ **GOAL SIX: Cultivate Innovation and Technology – Bring together local industry leader, entrepreneurs and academia to create and execute initiatives that will advance SLV industries.**
- Promote SLVDRG as the repository for research, demographics, federal and state economic development programs for the San Luis Valley.
 - Map telecom infrastructure to determine gaps and needs.

B. Strategic Projects, Programs and Activities

1. CEDS Guidelines

CEDS guidelines for this section call for the identification of all suggested regional projects, programs, and activities designed to implement the Goals and Objectives of the CEDS; the projected number of jobs to be created as a result; and the lead organizations with responsibility to implement. They further ask for a prioritization of “vital” projects, programs, and activities that address the region’s greatest needs or that will best enhance the region’s competitiveness; and funding sources not necessarily limited to EDA programs.

2. Our Approach

Based on community input from the Bottom Up process used to develop the Colorado Blueprint and other input, a list of suggested projects is listed under Projects, Programs, Activities on Table VII-1, with their priority noted in the next column. The projects, programs and activities align with the priorities for the region outline in the Colorado Blueprint.

Prioritization of the projects was based on several factors, considerations, and judgments including: likelihood of their ability to meet the CEDS performance measures of creating/retaining jobs and private investment; likelihood of being accomplished within a five-year timeframe from 2013-2018; and the available or potential availability of funding, personnel, partnerships, and other resources needed to carry them out. Consistency with state and local government economic and community development plans was also taken into account.

C. Regional Action Plan

1. Project Selection for the Regional Action Plan

The Regional Action Plan includes the Projects, Programs, Activities selected to implement the goals and objectives of the 2013 CEDS and assigns a priority to each, which were recommended to the Strategy Committee and San Luis Valley Development Resources Group Executive Board for final approval. A Draft Action Plan was submitted to the Strategy Committee on March 1, 2014, and finalized before submission of the completed CEDS document at the end of March.

Table VII-1 outlines each project, its priority, anticipated job-creation, resources/lead agencies, and provides an evaluation, if appropriate.

Our selection was also reviewed in response to emphasis in the 2013 CEDS guidelines for a plan, which implements the goals and objectives of the CEDS in a manner that:

- Promotes economic development and opportunity;
- Fosters effective transportation access;
- Enhances and protects the environment;
- Maximizes effective development and use of the workforce consistent with any applicable State or local workforce investment strategy;
- Promotes the use of technology in economic development, including access to high-speed telecommunications.
- Balances resources through sound management of physical development; and
- Obtains and utilizes adequate funds and other resources.

The implementation plan also reflects sensitivity to the Amended Investment Policy Guidelines of October 2, 2001 from Assistant Secretary for Economic Development, David A. Sampson, which emphasizes seven points of investment criteria to ensure that our proposed investments were designed to:

- Be market based;
- Be proactive in nature and scope;
- Look beyond the immediate economic horizon, anticipate economic changes, and diversify the economy;
- Maximize attraction of the private sector through EDA participation;
- Have a high probability of success including matching funds, commitment of elected officials, and a high level of human resources talent to produce outcomes;
- Result in higher paying jobs; and
- Maximize return on taxpayer investment.

2. Acronyms

The following acronyms and abbreviations were used in Table VII-1 to describe potential partners:

- **ACEDC** = Alamosa County Economic Development Corporation;
- **ASU** = Adams State University;
- **CCEDC** = Costilla County Economic Development Council;
- **CDA** = Colorado Department of Agriculture;
- **CDOT** = Colorado Department of Transportation;
- **CHFA** = Colorado Housing Finance Authority;
- **CPAC** = Colorado Potato Administrative Committee
- **CRHDC** = Colorado Rural Housing Development Corporation;
- **DOLA** = Colorado Department of Local Affairs.
- **OEDIT** = Colorado Office of Economic Development & International Trade.
- **SBA** = Small Business Administration

- **SBDC** = Small Business Development Center;
- **ScSEED** = Saguache County Sustainable Environment and Economic Development;
- **SLV BOCC** = San Luis Valley Boards of County Commissioners;
- **SLV REC** = San Luis Valley Rural Electric Cooperative;
- **SLV TPR** = San Luis Valley Transportation Planning Region;
- **SLVCOG** = San Luis Valley Council of Governments;
- **TSJC** = Trinidad State Junior College, Valley Campus.
- **URGED** = Upper Rio Grande Economic Development Council;
- **USDA-RD** = U.S. Department of Agriculture, Rural Development.

D. Plan Integration with State Priorities

A. Colorado Economic Development Planning

In 2011, Gov. John Hickenlooper’s administration began developing the Colorado Blueprint, “a comprehensive economic development plan that aligns existing efforts and identifies opportunities for growth and focused investments.” Through a series of meetings held throughout the state in all 64 counties, input and comments were collected and a statewide economic plan created.

According to the Colorado Office of Economic Development and International Trade (OEDIT):

“Every county put together a summary expressing the needs, priorities, vision, strengths and weaknesses of its local economy. These county summaries were rolled up into fourteen regional statements, which formed the basis for the six core objectives identified below:

I. Build a Business-Friendly Environment

Coloradans deserve a government that is responsive to their concerns and priorities, frugal with their tax dollars and promotes economic development. That means knowing when to regulate, how to regulate, and when to get out of the way. This is one of the important roles of government. To this end, the Hickenlooper Administration is focused on the Three E’s of good government: efficiency, effectiveness and elegance.

II. Retain, Grow and Recruit Companies

Colorado is a great place to do business and grow a company. Through a more analytical understanding of and focus on our key industry clusters, as well as increased coordination within the economic development community, Colorado is poised for economic growth. It is also important to focus on aligning infrastructure improvements with economic development priorities to ensure economic vitality in communities from every corner of Colorado.

III. Increase Access to Capital

Every single county and region expressed the need for capital formation and increased access to capital, whether that takes the form of debt financing, equity investment or access to grants – and often all three. The state is expanding current venture and angel capital programs, while also designing a new cash collateral program to support companies trying to get loans to grow and expand

IV. Create and Market a Stronger Colorado Brand

Colorado is one of the best states to live in or visit, being a premier place to work, play, explore and conduct business. Together, people across Colorado can define a vision for how we preserve and enhance the Colorado Advantage. A common brand and vision for all of Colorado will provide a strong foundation for increasing Colorado’s market share in direct investment, overnight visitors and relocating companies — both on a national and global level.

V. Educate and Train the Workforce of the Future

One of Colorado's key economic drivers is a highly educated population and world-class institutions of higher education. To maintain and grow this globally competitive talent, we need to align the resources of a strong and coordinated education system with economic development and workforce development stakeholders, leveraging the boot-strapping "can-do" attitude of all Coloradans.

VI. Cultivate Innovation and Technology

There is a strong spirit of innovation found around Colorado, with lots of bright and adventurous people making discoveries and working to get new ideas to thrive. It is the administration's vision to foster Colorado's community of innovators, entrepreneurs and creative thinkers. It is also recognized that most regions of the state require improved communications technologies, including broadband, as a foundation of economic development and innovation.

We are also committed to regional empowerment and the alignment of resources. We will investigate best practices in regional governance from other states around the country in pursuit of a regional structure for Colorado that will strengthen the voice of local and regional stakeholders. Through strategic alignment and a reduction in redundancy, regions can be more focused and effective in guiding their own development.

B. Regional Cooperation with Colorado Blueprint

San Luis Valley Development Resources Group cooperated with OEDIT to convene Colorado Blueprint planning meetings in the region and to ensure participation by leading stakeholder groups. The same goals adopted by the Colorado Blueprint process have been adopted for this region bringing regional goals in alignment with statewide goals.

C. Economic Development cooperation with state agencies

San Luis Valley Development Resources Group maintains a close working relationship with several state agencies and offices. Among those are:

1. Colorado Office of Economic Development and International Trade

Finance Division of OEDIT

For many years, OEDIT has been a major economic development partner providing a source of funding, reviewing potential strategies to advance projects, advising on technical and compliance issues, and providing access and participation at the highest levels of state government. Frequent meetings with various OEDIT directors and staff enables us to keep informed on priorities and the status of programs, present requests for assistance, discuss CEDS initiatives and implementation, and identify potentials for partnership funding with EDA on projects of mutual interest or priority.

OEDIT administers CDBG funding for non-entitlement areas in rural Colorado, which provide re-capitalization grants for the Business Loan Fund program and infrastructure grants and loans for projects with economic significance. As a sub-recipient of CDBG funds through Rio Grande County, the SLVDRG manages the day-to-day operations of the BLF, which require frequent contacts with OEDIT staff to share financial analysis on loan applications, obtain clearance on compliance issues, and submit drawdowns and reports. OEDIT also provides updates on program priorities and plans at semi-annual meetings of the state's BLF Administrators. Large funding requests and requests for program modifications are reviewed by a financial review committee to determine consistency with department priorities as a part of the decision process.

For the state's Enterprise Zone program, periodic reviews are also conducted to determine performance, compliance with tax laws, and consistency with State priorities in program use. The Enterprise Zone reflects a long-standing state priority in providing state tax incentives for business location and expansion in non-residential areas of the State meeting unemployment, low per capita income, lower assessed valuation, and

lagging population growth. To encourage investment in community projects serving some economic development purpose in the zone areas, the contributions made by donors are also eligible for tax benefits. All six San Luis Valley counties also have Enhanced Rural Enterprise Zone designation, which offers additional incentives.

Regional Development Director

The Regional Development Director ensures that OEDIT program resources reach their intended targets, new resources are introduced at the local level, and assistance is provided where needed to advance OEDIT priorities. The RDD also participates as a member of the extended CEDS Strategy Committee, and plays a critical role in presenting funding requests from the region to the OEDIT, including those generated in part by the CEDS planning process.

2. Colorado Department of Local Affairs

Regional Manager

We rely on a close and long-standing partnership with the DOLA Regional Manager on projects requiring Energy Impact Assistance funding and other DOLA resources, and which cover a broader range of assistance for infrastructure improvements in addition to a mutual interest in economic development. Discussions with the Regional Manager in the early planning stages of a project enables us to integrate resources in a cooperative way in order to identify appropriate funding sources; define work steps and partnership roles; and implement delegated work roles. In the past, this led to the establishment of a region-wide E-911 authority; development of the Rio Grande Hospital; the Concentrating Solar Plant Feasibility Study; and many other successful efforts.

DOLA Technical Assistance Grant

In addition to our EDA Planning Grant, a Technical Assistance Grant from DOLA provides a key element in our staffing budget, which allows us to carry out a slightly different spectrum of program activities and projects, many of which were identified in the CEDS planning process. Our partnership with the Regional Manager plays an essential role in the formulation of a scope of work, which responds to the State's priorities, and in reviews of the grant requests.

3. Colorado Energy Office

To advance renewable energy and energy efficiency projects, the Colorado Energy Office offers expertise in programs and funding. The CEO represents the implementation arm of the governor's policies on renewable energy, and we anticipate their involvement to achieve a closer match of our regional priorities.

4. Colorado Department of Transportation

San Luis Valley Transportation Planning Region

Our assistance to the San Luis Valley Regional Planning Commission and CDOT in carrying out their planning mission for the San Luis Valley TPR gives us the opportunity to provide information on CEDS planning as it relates to transportation planning; provide input on needs for road and safety improvements as they may affect CEDS projects; and convey and seek resolution on various transportation issues and concerns. For example, the intersection or other improvements needed to address heavy truck or job commuter traffic anticipated with development of one of our CEDS prospects can be discussed ahead of time in order for planning and funding priorities to be put in place.

Table VII-1
Goals & Objectives; Strategic Projects, Programs & Activities; Action Plan; and Integration with State Priorities

Goal One: Build a Business Friendly Environment

Strategy		Regional Action Plan				
Cluster	Objectives	Projects, Programs, Activities	Priority	Jobs	Resources/Lead agencies	Evaluation
Assist state, local governments, and development organizations in their efforts to provide appropriate and adequate infrastructure for existing and incoming business						
Agri, health, tourism, education	Improve redundancy, reliability and resource utilization of electrical and gas transmission	Support planning and development of energy providers to provide energy redundancy, etc	High	0	SLV REC, Xcel, SLVDRG, Counties, Municipalities	Ongoing
	Facilitate reviews and public presentations for renewable energy projects	Facilitate reviews and public presentations for renewable energy projects	Medium	0	SLV REC, Xcel, SLVDRG, SLVCOG, Counties, Municipalities, private business	Number of meetings, number of attendees
	Establish SLV Power Authority for the planning, implementation, production, and benefits of renewable energy	Establish SLV Power Authority for the planning, implementation, production, and benefits of renewable energy	Medium	0	SLVDRG, SLVCOG, Counties	Power Authority completed
	Assess SLV renewable energy resources	Assess SLV renewable energy resources	Low	0	SLVCOG, SLV REC, Xcel, private business	Assessment completed
	Creation of locally owned solar generating facility	Creation of locally owned solar generating facility	Medium	200 construction, 25 annually	SLVDRG, SLVCOG, Counties, private business for financing	Facility completed and on line, amount of private investment, amount of public investment, number of jobs
Inventory brownfields locations of the San Luis Valley	Write grant request to complete mapping of all brownfields location in SLV	Write grant request to complete mapping of all brownfields location in SLV	Low	2	SLVDRG, Colorado Brownfields, CHFA	Grant is complete
	Complete mapping	Complete mapping	Low	2		Mapping is complete
	Create revolving loan fund to address needs of brownfield sites	Create revolving loan fund to address needs of brownfield sites	Low	2		Revolving loan fund is in place
Agri, tourism	Improve the San Luis Valley regional highway network	Provide in put into CDOT 2040 plan and transit planning	High	0	CDOT, SLVTPR, SLVDRG, SLVCOG, SLVBCCC	12 STAC meeting/year, 6 SLV meetings/year, completion of 2040 Transportation plan
Agri	Streamline the certification process for small and organic farming	Determine existing certification process that need or can be streamlined	Medium	0	SLV Food Coalition, CPAC, USDA, CDA	List of certifications to be changed
		Determine state agencies that need to be part of the streamlining process	Medium	0	SLV Food Coalition, CPAC, USDA, CDA	List of agencies to be contacted and determine how to change
		Develop suggestions for streamlining and time line	Medium	0	SLV Food Coalition, CPAC, USDA, CDA	Needs for changes are completed and ready for public vetting
		Develop legislative bills to effect the streamlining needed or proposals to state agencies to change the process	Medium	25	SLV Food Coalition, CPAC, USDA, CDA	Process is streamlined to meet small producers abilities
Agri, health, tourism, education	Develop affordable workforce housing	Using the SLV Housing Assessment, develop plan to rehabilitate or build existing housing stock to meet workforce needs	Medium	TBD	SLV Housing Coalition, SLVCOG, USDA	Number of remodeled/new housing stock developed, amount of private investment, amount of public investment
Agri, tourism	Harvest beetle kill and fire damaged timber to avert further fires and damage to Rio Grande Forest.	Work with federal and state partners to expedite permits to harvest beetle kill timber and/or fire damaged timber.	High	30	Forest Service, Bureau of Land Management, private industry	Number of timber harvesting permits approved, amount of private investment to harvest timber, amount of public investment

**Table VII-1
Goals & Objectives; Strategic Projects, Programs & Activities; Action Plan; and Integration with State Priorities
Goal Two: Retain, Grow, and Recruit Companies**

Strategy		Regional Action Plan				
Create a broader economic base through retention, expansion, creation and attraction of		Projects, Programs, Activities	Priority	Jobs	Resources/Lead agencies	Evaluation
Cluster	Objectives					
Agri, health, education	Market state and local programs that assist local businesses	Enterprise Zone tax credits Revolving Loan Fund and other gap financing programs Small Business Development Center, Center for Business Excellence	High High High	50 100 75	SLVDRG SLVDRG, CRHDC SBDC	Number of jobs created, total of local investment Number of loans processed, number of jobs created/retained, total of local investment Number of business assisted, number of jobs created/retained
	Provide counseling to local businesses needing assistance	Support SBDC and Center for Business Excellence to assist businesses in need of counseling	High	50	SBDC, SLVDRG, ASU, TSIC	Number of clients counseled
Agri, health, tourism, education	Provide data services as an ongoing economic and community development tool	Demographic and other data services available to governments, private business, and non profits daily	Low	0	SBDC, ASU, TSIC	Number of services provided
Agri, health, tourism, education	Develop a relationship with regional markets (i.e. Pueblo, Taos, etc.).	Host informational meetings between cluster industries to ascertain needs. Identify common needs and abilities to fill them between markets	Medium Medium	0 25	Local marketing districts, Chambers of commerce, SLVDRG, SBDC Local marketing districts, Chambers of commerce, SLVDRG, SBDC	Number of meetings Identified partnerships that are created between industry clusters
Agri, health, tourism, education	Develop basic business information which will include regulations, assistance, marketing, incentives, and access to capital	Develop resource manual Develop/update website to provide information in an easy format	High Medium	0 0	SLVDRG, SBDC, EDC organizations, lenders, CRHDC SLVDRG, SBDC, EDC organizations, lenders, CRHDC	Completion of "manual" Completion of website

Table VII-1
Goals & Objectives; Strategic Projects, Programs & Activities; Action Plan; and Integration with State Priorities
Goal Two: Retain, Grow, and Recruit Companies

		Regional Action Plan			
		Projects, Programs, Activities	Priority	Jobs	Resources/Lead agencies
<i>Strategy</i>					
<i>Create a broader economic base through retention, expansion, creation and attraction of</i>					
Cluster	Objectives				Evaluation
	Focus on businesses which diversify the economy and provide lasting community benefits	Use data mining sources to identify sales leakages Using information, approach prospective businesses	Medium Medium	0 25	ACEDC, SLVDRG, URGED, SCSEED, CCEDC, MGDC ACEDC, SLVDRG, URGED, SCSEED, CCEDC, MGDC Number of businesses recruited
	Create development sites that are easily marketed, ready to be developed, and located on appropriate development websites	Development of a shovel ready certification program comparable to the Build Now-NY Program Marketing and use of Colorado Economic Development tool /nSite	Medium Medium	0 0	SLVDRG, SLVCOG OEDIT, SLVDRG, ACEDC, URGED, SCSEED Development of program, number of development sites completing program Number of persons attending training, number of trainings, number of sites listed
Tourism	Assist businesses facing prolonged road construction	Marketing of Cone Zone Survival Guide to affected businesses Development on ongoing workshops for business about to be affected by prolonged road construction Engagement with municipality, CDOT and contractor of road construction projects	High High High	0 0 0	SLVDRG, CDOT, Municipalities SLVDRG, CDOT, Municipalities SLVDRG, CDOT, SLVTPR, Municipalities Number of businesses using Cone Zone Number of workshops offered in communities experiencing road construction Number of meetings with affected parties
Agri	Re-engaging rail shipping for transportation for locally produced/manufactured products	Convene series of meetings between SLRG and agricultural entities to discuss, determine, issues and develop strategies to increase use of rail for agricultural products.	Medium	0	Increased in the number of rail cars exiting the valley with locally produced/manufactured products if the meetings determine it is viable for both parties CPAC, Colorado Fresh, SLVDRG, private business
Agri	Expand horizons and knowledge of local businesses about new business opportunities.	Scholarship program to send business owners to trade shows	Low	10	Number of businesses started/expanded, amount of private/public investment, number of jobs created/retained SLVDRG, local EDC organizations, private business
Agri	Promote locally grown food, paper goods, and laundry products to medical, government, and education institutions to develop stronger local market	Develop marketing and collaboration between local producers and institutional purchasers of food and supplies	Medium	5	Number of jobs created, amount of private investment, amount of public investment SLVDRG, medical and education institutions, local governments, private business

**Table VII-1
Goals & Objectives; Strategic Projects, Programs & Activities; Action Plan; and Integration with State Priorities
Goal Three: Increased Access to Capital**

Strategy		Regional Action Plan					
		Objectives	Projects, Programs, Activities	Priority	Jobs	Resources/Lead agencies	Evaluation
Agri, tourism	Bridging the financing gap for businesses and preparing them for traditional bank relationships	Bridge the gap for businesses which will eventually qualify for bank financing and prepare them for traditional bank relationships.	SLV Revolving Loan Fund and Colorado Rural Housing and Development Business Loans	High	50	SLVDRG, CRHDC, local lenders	Number of loans made, total of loans made, number of jobs created/retained, amount of personal investment
			SLVDRG/CDC - SBA 504 lender	High	50	SLVDRG, SBA	Number of loans made, total of loans made, number of jobs created/retained, amount of personal investment
			SLVDRG/SBA 7a Packaging Assistance	Low	15	SLVDRG, SBA	Number of loans made, total of loans made, number of jobs created/retained, amount of personal investment
	Provide risk mitigation for local lenders	Guarantee programs through governments programs	High	50	SLVDRG, SBA, USDA - RD	Number of loans made, total of loans made, number of jobs created/retained, amount of personal investment	
Agri	Improve access to capital for agriculture	Investigation into need for additional access to capital for agriculture beyond "normal" programs	High	0	SLVDRG, local lenders, USDA, Farm Credit, CDA	Outcome and determination of need for additional access	
		If investigation determines need for additional access to capital, development of revolving loan fund for agricultural projects	Medium	25	SLVDRG, local lenders, USDA, Farm Credit, CDA	Establishment of Agricultural revolving loan fund	
Agri, tourism	Bridging the financing gap for businesses and preparing them for traditional bank relationships	SLV Revolving Loan Fund, CRHDC	High	50	SLVDRG, SBDC, CRHDC, local lenders	Existing gap participants are offered business loans without additional government/gap support	

**Table VII-1
Goals & Objectives; Strategic Projects, Programs & Activities; Action Plan; and Integration with State Priorities
Goal Four: Create and Market a Stronger San Luis Valley/Colorado Brand**

Strategy		Regional Action Plan				
Cluster	Objectives	Projects, Programs, Activities	Priority	Jobs	Resources/Lead agencies	Evaluation
Agriculture, health, tourism, education	Promote and expand SLV tourism, with emphasis on our natural resources, arts/cultural, recreational, historical, heritage, agricultural and eco-tourism	Completion of the Great Outdoors Trails Initiative to update existing Trails and Recreation Master Plan	High	0	Rio Grande County, SLV Great Outdoors, SLVDRG, SLVCOG, Root Consultants	Completion of plan
		Distribution of GO Trails plan	High	0	Rio Grande County, SLV Great Outdoors, SLVDRG, SLVCOG, private business	Plan is distributed and used by local tourism industry, number of ads
		Development of heritage tourism	Medium	15	Local marketing and tourism districts, ALMD, ACEDC, URGED, SCSEED, CEEDC, SLVDRG, TSJC, ASU, SLVCOG, private business	Number of heritage tourism sites available, readiness of existing heritage tourism sites, public investment in public sites
Agriculture, health, tourism, education	Promote tourism for the San Luis Valley that highlights the uniqueness and authenticity of each county	Develop tourism marketing plan	High	TBD	Local marketing and tourism districts, ALMD, ACEDC, URGED, SCSEED, CEEDC, SLVDRG, private business	Marketing plan is created and updated annually, amount of public and private investment in marketing
		Conduct periodic self assessments/inventory of tourism opportunities and infrastructure needs	High	10	Local marketing and tourism districts, ALMD, ACEDC, URGED, SCSEED, CEEDC, SLVDRG, private business, ASU, TSJC	Self assessments are completed on an annual basis
		Develop coordinated communication strategy for businesses and front line employees	Medium	0	Local marketing and tourism districts, ALMD, ACEDC, URGED, SCSEED, CEEDC, SLVDRG, TSJC, ASU, private business	Communication plan is complete, number of employee trainings, amount of public/private investment for training
Agriculture, health, tourism, education	Create San Luis Valley brand	Convene local marketing/tourism boards to develop SLV Brand logo	Low	0	Local marketing and tourism districts, ALMD, ACEDC, URGED, SCSEED, CEEDC, SLVDRG, TSJC, ASU, SLVCOG, private business	Number of meetings convened
		Agree upon logo, presentation to communities during public meetings	Low	0	Local marketing and tourism districts, ALMD, ACEDC, URGED, SCSEED, CEEDC, SLVDRG, TSJC, ASU, SLVCOG	Logo is accepted by majority of communities
		Copy right brand logo and create standards for use	Low	0	Local marketing and tourism districts, ALMD, ACEDC, URGED, SCSEED, CEEDC, SLVDRG, TSJC, ASU, SLVCOG	Number of websites using logo, advertising, brochures, local use

Table VII-1
Goals & Objectives; Strategic Projects, Programs & Activities; Action Plan; and Integration with State Priorities
Goal Five: Educate and Train the Workforce

Strategy		Regional Action Plan				
<i>Ensure adequate workforce preparation and availability with the education, training, skills,</i>		Projects, Programs, Activities	Priority	Jobs	Resources/Lead agencies	Evaluation
Agri, health, tourism, education	Objectives Determine needs of all SLV businesses and industry clusters	Through surveys and meetings, create a list of work readiness skills businesses need	High	0	Colorado Workforce Center, Training Advantage, South Central WIB, ASU, TSiC, Secondary Education	List of required and desired skills are identified
		Facilitate discussion with ASU and TSiC to develop curriculum or certificate programs	High	0	Colorado Workforce Center, Training Advantage, South Central WIB, ASU, TSiC, Secondary Education	List of curriculum and/or certificate programs created
		Develop conversation with secondary education regarding ways to increase graduating students who do not require remedial reading/math in college	High	0	Colorado Workforce Center, Training Advantage, South Central WIB, ASU, TSiC, Secondary Education	Number of students starting colleges without remedial requirements
Agri, health, tourism, education	Objectives Develop strategies to support workers' transitions from education into and through the workforce.	Institute programs such as Career Pathway programs and services to develop core academic, technical, and employability skills	High	TBD	Colorado Workforce Center, Training Advantage, South Central WIB, ASU, TSiC, Secondary Education	Implementation of Career Pathways programs in all level of education
Agri, health, tourism, education	Objectives Develop services to assist all businesses meet their need for quality, trained, and skilled workforce	Development of comprehensive Business Services program through the Colorado Workforce Centers	Medium	TBD	Colorado Workforce Center, Training Advantage, South Central WIB, Colorado Rural Workforce Consortium	Number of contacts with businesses, number of businesses assisted, number of employees placed
Agri	Objectives Ensure that the workforce needs of the agricultural sector and farm workers are being met.	Institute use of CommonCareer Technical Core standards for Career Clusters to define what students should know and be able to do after completing a program of study	Medium	TBD	Secondary Education, SLV Board of Superintendents, SLV WIB, Dept of Education	Number of students graduating from Career Cluster programs
Agri, health, education	Objectives Develop STEM education based program in the San Luis Valley	Apply for CSU STEM grant to develop education based program consisting of Clean Energy, developing and protecting Water Resources, Computer Science and Engineering.	Medium	5	ASU, Secondary Education, SLV Board of Superintendents, Colorado State University	STEM program is offered in one high school in the San Luis Valley
Agri, health, education	Objectives Develop renewable energy, energy efficiency, research and energy training jobs for SLV workforce	Explore opportunities for renewable energy and energy efficiency education, research and training programs at Adams State College, Trinidad State Junior College and CSU Extension.	Medium	50	ASU, TSiC, Secondary education, private business, CSU, SLV BOS	Completion of curriculum, graduation of students in energy fields
Health	Objectives Develop additional education opportunities for the health care industry	Create curriculum and training facilities to address health care workforce needs including lab tech, x-ray tech, ultra sound, MRI, and others	Medium	50	ASU, TSiC, Secondary education, private business, CSU, SLV BOS	Completion of curriculum, graduation of students in energy fields

**Table VII-1
Goals & Objectives; Strategic Projects, Programs & Activities; Action Plan; and Integration with State Priorities
Goal Six: Cultivate Innovation and Technology**

		Regional Action Plan				
		Priority	Jobs	Resources/Lead agencies	Evaluation	
Strategy						
<i>Bring together local industry leaders, entrepreneurs and academia to create and execute</i>						
Cluster	Objectives	Projects, Programs, Activities				
Agri, health, tourism, education	Promote SLVDRG as the repository for research, demographics, federal and state economic development programs for the San Luis Valley.	Production of annual Statistical Profile for counties/communities in the San Luis Valley Response to requests for economic and demographic information from individuals, businesses, non-profits, local and state governments.	High	0	SLVDRG	Annual publication with updates of Statistical Profile
			High	0	SLVDRG	Number of requests and timeliness of answering
Agri, health, tourism, education	Map telecom infrastructure to determine gaps and needs	Develop SLV Broadband to increase ability to write and receive grant for mapping. Apply to DoLA for funding to complete mapping. Distribute results of study/map and determine next steps	High	0	SLV Broadband, SLVDRG, DoLA	Completion of mapping project and development of next steps
			Medium	1	SLV Broadband, SLVDRG, DoLA	Funding is acquired
			Low	2	SLV Broadband, SLVDRG, DoLA	Development of plan for next steps is completed