
VI. GOALS, PRIORITIES, AND REGIONAL ACTION PLAN

A. Priority Selection Process for Goals and Objectives

“Economic development town meetings” as described in Chapter II provided opportunity for Valley residents in all six of our counties to participate in the goal selection process. An experienced community facilitator led the visioning discussions and exercises at these meetings to develop goals and project recommendations for each county. The foregoing S.W.O.T. analysis and vision statement reflect regional summaries of the county input.

A survey of the county and regional CEDS Committee membership, DRG Board, and selected community stakeholders was conducted in May to identify regional priorities based on summaries of the county level input, project recommendations from a February Board retreat, and current work program. Survey results on the priorities selected were presented to the CEDS Committee and DRG Board for review at the June quarterly meeting, and form the basis for the goals and objectives included in the 5-year Regional Action Plan.

Priorities were also influenced by the Amended Investment Policy Guidelines of October 2, 2001 from Assistant Secretary for Economic Development, David A. Sampson, which emphasize seven points of investment criteria. Efforts were made in the process 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.
- Maximize return on taxpayer investment.

B. County Input on Goals and Objectives

Summaries containing the input we received from each county, and potential types of DRG assistance or recognition for county-specific objectives, are included in section VIII.

C. Strategies

The strategies (or programs, projects, and activities) are the action steps detailed by the staff and approved by the CEDS Committee to accomplish the regional goal priorities and objectives. The level of staff resources, ongoing

program commitments, time required to meet objectives, and estimated degree of other agency participation and resources were primary considerations in designing strategies.

Availability of funds or potential funding to carry out strategies, staff experience and skills, and past performance of various programs and activities were also taken into account. In general, lower ratings were given when the lead role was considered more appropriate for other agencies, and were not intended to reflect on the intrinsic value of the goals and objectives selected.

D. Regional Action Plan

The following Regional Action Plan lists the goals, objectives, and strategies in a tabular format with timeframes, priorities, potential funding sources, and potential participation of other agencies indicated by symbols and acronyms. We included many projects in this listing for their value as future reminders in the event a higher priority and DRG direct involvement is needed during the 5-year planning cycle.

While all 10 goals carry a high rating and are more or less equal in weight, the order presented does imply a relatively higher degree of direct response potential to the "Sampson Seven" investment criteria. Those having a specific industry sector focus, including agribusiness, non-ag sectors, and tourism are listed first, with the idea in mind of building on existing industries. Business recruitment is focused mainly on finding diversification, although some is also possible through new product lines in the existing sectors as well.

The ongoing financial and business assistance programs such as the RLF are regarded mainly as the essential tools needed to accomplish other goals, without which advancement in many projects could not be made. While Infrastructure also has to be in place before other projects can be accommodated or advanced, the goal was listed in 6th place due to a lead for these projects (with the exception of ag waste treatment) usually taken by other agencies.

The goal for capacity building and communications received a high rating, but was not intended to produce direct results in terms of jobs and economic improvements. The agency lead logic also follows in the listing order for the community services and natural resources goals, but no one would deny the importance of such items as water, health care, and the other services and resources listed. Data and information is a mainstay for all projects, and is not listed last because it was seen to represent a less important staff function.

Keys to acronyms used in the plan are as follows:

Timeframe: **ST** = Short-term (one year); **IT** = Intermediate-term (2-3 years); **LT** = Long-term (4-5 years); **OG** = Ongoing (programs and activities with commitments exceeding the 5-year scope of the CEDS).

Priority: **H** = High; **M** = Medium; **L** = Low.

Potential funding sources and agency participation:

- **ACDC** = Alamosa Chamber Development Corporation; **Action 22** = Action 22 southern Colorado association of counties; **ASC** = Adams State College; **AURA** = Alamosa Uptown and River Association.
- **Beanpole** = Beanpole funds appropriated by State Legislature; **BLM** = Bureau of Land Management.
- **CCED** = Costilla County Economic Development; **CDBG** = Community Development Block Grant; **CDA-MD** = Colorado Department of Agriculture, Marketing Division; **CDLE** = Colorado Department of Labor & Employment; **CDOH** = Colorado Division of Housing; **CDOT** = Colorado Department of Transportation; **CDOT-E** = CDOT Enhancement funds; **CDOT-TD** = CDOT Transit Division; **CDOW** = Colorado Division of Wildlife; **CDPHE** = Colorado Department of Public Health & Environment; **CDWR** = Colorado Division of Water Resources; **CHFA** = Colorado Housing Finance Authority; **City** = City Government; **County** = County Government; **COC** = Chamber of Commerce; **CON-CEPTs** = Conejos-Community, Economy & Environment Progressing Together; **CRDC** = Colorado Rural Development Council; **CRHDC** = Colorado Rural Housing Development Corporation; **CSU** = Colorado State University; **CUBAC** = University of Colorado Business Assistance Center; **CWDC** = Colorado Workforce Development Center.
- **DHSS** = U.S. Department of Health & Social Services; **DLG-DS** = Colorado Division of Local Government, Demography Section; **DOE** = U.S. Department of Energy; **DOLA** = Colorado Department of Local Affairs.
- **EDA** = U.S. Economic Development Administration (Public Works, Economic Adjustment, or TA grants); **EDC** = Colorado Economic Development Commission; **EPA** = U.S. Environmental Protection Agency; **EMIAF** = Energy & Mineral Impact Assistance Fund; **Ezone** = SLV Enterprise Zone.
- **FEMA** = Federal Emergency Management Agency.
- **GIS** = SLV GIS/GPS Authority; **GOCO** = Great Outdoors Colorado grants.
- **HUD** = U.S. Department of Housing and Urban Development.
- **LCA** = Los Caminos Antiguos Scenic & Historic Byway; **LTB** = County Lodging Tax Boards.
- **MEP** = Micro Enterprise Loan Program; **Museum** = SLV Museum committee; **MVURA** = Monte Vista Urban Renewal Authority.
- **NPS** = National Park Service.
- **OED** = Colorado Office of Economic Development & International Trade.
- **Private** = Businesses, Banks, Local investors, Venture capital, and Private foundations.
- **RCAC** = Rural Community Assistance Corporation; **RC&D** = Resource Conservation & Development; **RBEG** = Rural Business Enterprise Grant; **RBOG** = Rural Business Opportunity Grant; **RGNF** = Rio Grande National Forest; **RGWCD** = Rio Grande Water Conservation District; **RLF** = SLV Revolving Loan Fund.
- **SBDC** = Small Business Development Center; **ScSEED** = Saguache County Sustainable Environment and Economic Development; **SD** = School District; **SER** = Colorado Jobs for Progress; **SLVTAB** = SLV Telecommunications Authority Board; **SLVTC** = SLV Transit Coalition; **SLVWA** = SLV Welfare Advocates; **Silver** = Silver Thread Scenic Byway.
- **Telar** = El Telar Rural Telecommunications Project; **TNC** = The Nature Conservancy; **Town** = Town Government; **TSJC** = Trinidad State Junior College, Valley Campus.
- **USDA-RD** = U.S. Department of Agriculture, Rural Development; **USFWS** = U.S. Fish & Wildlife Service.
- **VWHS** = Valley Wide Health Services.
- **WSD** = Water & Sanitation District.

REGIONAL ACTION PLAN

Goals/Objectives/Strategies	Time-frame	Priority	Potential funding/ partners
Agribusiness			
Goal: Create or retain higher paying jobs within the agribusiness sector by adding value and developing new products and markets.		H	
Objective: Expand opportunities for value-added processing.		H	
<u>Strategy:</u> Provide RLF assistance and other assistance for renewed and expanded production operations at the Sunshine dehy plant in Center by Idaho Pacific.	ST	H	CDBE, EDC, OED Private, RLF
<u>Strategy:</u> Explore potentials for value-added production of high-end starches, beta-carotene, and organic pharmaceuticals.	LT	H	CSU, Private
<u>Strategy:</u> Provide assistance as necessary, to advance prospects identified for barley malting and brewing.	IT	H	Private, RLF
<u>Strategy:</u> Assist new prospects for value-added processing with feasibility studies, gap financing, and other services.	IT	H	CDA-MD, EDC RBEG, RLF
<u>Strategy:</u> Monitor operations at the bottled water plant and any possibilities for second phase development of a distillery and malting plant.	ST	M	Private
<u>Strategy:</u> Assist in the search for new prospects for the Colorado Gourmet potato plant.	IT	M	Private
<u>Strategy:</u> Assist in development of carrot processing and utilization of the plant in Center.	IT	L	Private
Objective: Expand opportunities for new markets, niche markets, and new products.		H	
<u>Strategy:</u> Provide financing and other assistance as needed to develop and expand new marketing techniques, packaging, or new forms of product, such as potatoes ready for microwaving.	ST	H	CDA-MD, EDC, OED RLF, Private
<u>Strategy:</u> Identify niche-market opportunities, and support research on the higher nutritional values and anti-oxidant properties of crops grown at higher altitudes.	IT	H	CSU
<u>Strategy:</u> Monitor capacity of the processing plant waste stream for any byproduct opportunities.	LT	M	Private
<u>Strategy:</u> Explore potential for establishing a cooperative market approach for SLV organic and value-added products.	LT	M	CDA-MD, RBEG
<u>Strategy:</u> Explore market potentials for production of organic crops and livestock.	LT	M	CDA-MD, RBEG
<u>Strategy:</u> Assist in identifying sources of financing, feasibility studies, and related services for alternative crops.	LT	L	CDA-MD

Goals/Objectives/Strategies	Time-frame	Priority	Potential funding/partners
Objective: Identify opportunities for aquaculture and hydroponics .		L	
<u>Strategy:</u> Assist with aquafarm expansion and new startups where job creation is indicated, including those utilizing geothermal or coldwater sources.	IT	L	RLF, Private, TSJC
<u>Strategy:</u> Assist with any prospects identified for hydroponic tomato production and other vegetables.	IT	L	Private, RLF
Non-Ag Industry Sectors			
Goal: Create or retain higher paying jobs in the non-ag sectors by upgrading skills, applying new technologies, closing sales gaps, supporting new products and marketing methods, and replacing mine and sawmill closures with new industries.		H	
Objective: Explore potentials for industry replacement due to mining and sawmill closures, and assist in the retention of threatened operations which meet job, wages, and other CEDS criteria.		H	
<u>Strategy:</u> Provide RLF or other assistance as may be feasible as a retention measure for the Colorado Aggregate pet division.	ST	H	EDA, Private, RLF
<u>Strategy:</u> Provide RLF or other assistance as may be feasible for new business prospects locating in the former Forest Industries sawmill site in South Fork, which is currently being developed as an industrial park.	ST	H	CDBG, DOLA, EDA EMIAF, OED Private, Town, RLF
<u>Strategy:</u> Explore possibilities in the region for brownfields redevelopment projects.	IT	M	CDBG, EDA, GIS RC&D
<u>Strategy:</u> Assist with projects designed to offset the negative impacts of mine closures and mining activities, such as Battle Mountain and Summitville.	IT	M	DOLA, EMIAF Private, RC&D, RLF
Objective: Provide a stronger role for the Valley's labor force in the development process to understand skill levels; skill demands; training potential for emerging technologies; and supportive service needs.		H	
<u>Strategy:</u> Promote the Valley's availability of labor and training institutions as an advantage for development.	ST	H	Ezone
<u>Strategy:</u> Initiate a labor force study to guide further actions and improvements needed.	IT	H	EDA, USDA-RD TSJC
<u>Strategy:</u> Improve workforce training opportunities by partnering with academic institutions.	IT	M	ASC, CWCD, TSJC
<u>Strategy:</u> Explore potentials for a consolidated labor pool and technical assistance model to meet fluctuating small business workforce needs, and overcome seasonal employment gaps for workers.	LT	M	CDLE, CWDC, SER
Objective: Increase the number of technology-based businesses and jobs as may be permitted by infrastructure limitations.		H	
<u>Strategy:</u> Provide assistance to viable business prospects for technology-based industry including call centers, customer-support services, or other ventures.	IT	H	CDBG, City, County DOLA, EDA, EDC EMIAF, Private OED, RLF

Goals/Objectives/Strategies	Time-frame	Priority	Potential funding/partners
<p><u>Strategy:</u> Support technology training and education.</p> <p>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.</p>	LT	L H	ASC, Private, Telar TSJC
<p><u>Strategy:</u> Support downtown development and revitalization initiatives to make the mainstreets and downtowns more attractive places to shop.</p>	IT	H	ACDC, AURA, City CDOT-E, COC, EDA MVURA, Private RLF, Town
<p><u>Strategy:</u> Encourage "buy local" campaigns and customer relations training.</p> <p>Objective: Explore opportunities for marketing Valley products and cottage production.</p>	LT	L M	COC
<p><u>Strategy:</u> Identify the business lines and products where cottage production is most feasible, and develop more information on the skill levels and characteristics of potential at-home workers.</p>	IT	M	Private, TSJC
<p><u>Strategy:</u> Participate in regional initiatives to promote Valley arts and crafts; tie-in where possible with "Colorado Proud."</p>	IT	M	AURA, CCED, COC CON-CEPTs ScCEED
<p><u>Strategy:</u> Launch a marketing campaign for Valley-made products, using the Internet as a resource.</p> <p>Objective: Identify opportunities for development based on physical setting.</p>	IT	M M	" "
<p><u>Strategy:</u> Identify opportunities for local production of solar energy components based on the Valley's past experience as one of the leading areas in the Nation for solar energy applications.</p>	IT	M	DOE, EDA, RBEG
<p><u>Strategy:</u> Promote the use of geothermal, solar, and wind energy resources as a competitive location advantage for business, and supplemental energy source for home, farm, and public facility use.</p>	LT	M	CUBAC, DOE
<p><u>Strategy:</u> Evaluate potentials for geothermal resources in South Fork.</p>	IT	M	DOE, DOLA, EMIAF
<p><u>Strategy:</u> Assist projects focused on high-altitude or steep-terrain sports training, or cooler summer climate.</p> <p>Objective: Support the development of new product lines for lumber and wood products.</p>	LT	M M	RLF
<p><u>Strategy:</u> Encourage and assist as needed the development of value-added products such as furniture, wood pallets, or other sustainable wood-based operations.</p>	IT	M	Private, RLF
<p><u>Strategy:</u> Support development of innovative products, such as organic wood preservatives to treat lumber used in playground equipment.</p>	LT	L	CUBAC, Private RLF
<p>Objective: Identify business opportunities based on the substantial flows of income to the Valley's economy from retirees, second-home owners, and other non-earned income sources.</p>		L	
<p><u>Strategy:</u> Study the characteristics and spending patterns of retirees and second-home owners.</p>	LT	L	DLG-DS

Goals/Objectives/Strategies	Time-frame	Priority	Potential funding/partners
Tourism			
Goal: Capture a greater share of tourism market potentials and jobs by identifying new markets, improving services and infrastructure, and enhancing tourist attractions and amenities.		H	
Objective: Participate in the planning and development of tourism projects.		H	
<u>Strategy:</u> Continue assistance for the development of the Valley Gateway Center convention, museum, and visitor complex, both as a tourism project and facility for Valley residents.	ST	H	ACDC, CDOT-E, City COC, County, LTB Museum Private
<u>Strategy:</u> Participate with various groups in the annual Tourism Summit.	ST	H	CDOW, COC, LCA LTB, NPS, Private RGNF, Silver USFWS
<u>Strategy:</u> Increase Valleywide tourism opportunities by assessing the feasibility for potential projects, providing assistance through the RLF, and other assistance.	ST	M	EDA, RLF
<u>Strategy:</u> Support and expand tourism support structure and amenities such as signage, rest areas, and information centers.	ST	M	CDOT, CDOT-E, COC
<u>Strategy:</u> Provide pass-through funding services for the Los Caminos Antiguos Scenic Byway.	LT	M	LCA
Objective: Support existing tourist railroads and assess feasibility for other tourist rail developments.		H	
<u>Strategy:</u> Support and assist the Cumbres & Toltec Scenic Railroad in obtaining grants for track upgrades and other improvements.	ST	H	CDOT-E, EDA Private
<u>Strategy:</u> Monitor progress of a proposed tourist and recreational train on the South Fork-Creede segment, and proposals for other rail segments.	IT	M	CDOT, City, County COC, Private
Objective: Identify and assist in the introduction of new types of tourism providing a new source of income and job benefits.		M	
<u>Strategy:</u> Develop nature-based (or eco-tourism) as a low-impact form which offers a higher return on investment and new job opportunities. Coordinate these activities with the CDOW's Watchable Wildlife program, and any Statewide efforts to establish birding trails and other amenities.	IT	M	BLM, CDOW, DOLA RGNF, TNC, USFWS
Business Recruitment			
Goal: Recruit new businesses and industries to diversify the Valley's economic base, create higher paying jobs and skills, and enhance other community goals and strategies.		H	
Objective: Participate in recruitment efforts sponsored or promoted by the Colorado Office of Economic Development (OED).		H	
<u>Strategy:</u> Join the Sangre de Cristo Marketing Partnership with Pueblo and southeastern Colorado counties to generate a greater number of business prospects for the Valley.	ST	H	OED

Goals/Objectives/Strategies	Time-frame	Priority	Potential funding/partners
<u>Strategy:</u> Participate in the International Food trade show, marketing campaigns, and selected prospecting trips, and explore the prospect of an IFT trade show in the Valley.	ST	M	Ezone, OED
<u>Strategy:</u> Prepare response packages for business leads provided by OED as may be appropriate.	ST	M	OED
Objective: Initiate other recruitment efforts and provide for associated supporting activities.		M	
<u>Strategy:</u> Provide cooperation and assistance as may be requested for business prospects identified by local development groups.	ST	M	ACDC, CCED, City County, CON-CPETs ScCEED
<u>Strategy:</u> Participate in a targeted industry study with Resource Conservation & Development (RC&D) and the GIS/GPS Authority.	IT	M	GIS, RC&D
<u>Strategy:</u> Encourage and develop new location incentives, such as land donations and service installation waivers based on level of jobs and wages offered.	IT	M	City, County
<u>Strategy:</u> Provide cost-benefit analysis of proposed projects through staff connections with the OED office.	ST	M	OED
<u>Strategy:</u> Participate in efforts to identify and inventory potential sites suitable for development.	ST	M	AURA, GIS, RC&D Private
<u>Strategy:</u> Participate in making arrangements and hosting visits for desired prospects.	ST	M	ACDC, CCED, City County, MVURA ScCEED
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.		H	
Objective: Maintain and expand the Revolving Loan Fund as an ongoing tool for the advancement of other CEDS goals and projects.		H	
<u>Strategy:</u> Implement the RLF program with RLF revenue sources to provide gap financing for job creation and retention projects	OG	H	Private, SBDC
<u>Strategy:</u> Maintain an adequate level of capitalization in the EDA-funded and CDBG-funded RLF programs by preparing applications for recapitalization grants, and explore secondary market sources as may be necessary.	ST	H	CDBG, OED
<u>Strategy:</u> Evaluate resource levels and management requirements for adding Huerfano County to the RLF service area.	ST	M	County, OED
<u>Strategy:</u> Provide Micro Enterprise Program (MEP) loans for low or moderate income business owners.	OG	L	MEP, SBDC
Objective: Administer Colorado Enterprise Zone tax certifications as an ongoing tool.		H	
<u>Strategy:</u> Operate the program in accordance with State guidelines to provide tax credits and exemptions as an incentive to invest in business facilities and equipment, create jobs, and provide other benefits in defined Zone areas.	OG	H	Ezone

Goals/Objectives/Strategies	Time-frame	Priority	Potential funding/partners
<u>Strategy:</u> Provide tax benefits to increase contributions and advance the development of qualified Zone projects.	OG	H	Ezone, Private
<u>Strategy:</u> Market and promote the program with funds supplied for this purpose.	OG	H	Ezone
Objective: Explore feasibility for developing a business incubator as a means to increase higher success rates for business startups through shared overhead, marketing, and other costs.		H	
<u>Strategy:</u> Identify regional business needs, theme, market justification, agency commitments, location, costs, and ongoing support for a business incubator.	IT	H	EDA, OED, Private
<u>Strategy:</u> Identify potential sources of financing and participate in further development.	IT	H	EDA, OED, Private
Objective: Identify and develop other sources of project financing.		H	
<u>Strategy:</u> Maintain contacts with local, State, Federal, non-profit, and private agencies and organizations to assess availability of funds, program requirements, timeframes, and interest in the project. Source examples include banks, ag lenders, EDA, OED, DOLA, CHFA, USDA Rural Development, SBA, HUD, private business, and private foundations.	OG	H	
<u>Strategy:</u> Establish new contacts and explore new financing sources.	IT	H	
Objective: Co-sponsor Leading Edge business classes with the Adams State College Small Business Development Center to increase business planning and management skills of potential business clients and prospects.		H	
<u>Strategy:</u> Continue providing regular classes and introduce a new Agricultural Leading Edge class.	ST	H	Ezone, SBDC
Objective: Provide other types of non-financial business assistance to advance projects.		M	
<u>Strategy:</u> Participate with the SBDC and other agencies in development of other business technology and assistance programs.	IT	M	OED, SBDC
<u>Strategy:</u> Continue to offer a standard package of services to business prospects including a review of business plans; data profiles; referrals for financing and other services; types of assistance potentially available; and other information.	OG	M	
Infrastructure			
Goal: Assist with physical infrastructure improvements to support economic and community development, improve system quality and capacity, and ensure that future needs are met.		H	
Objective: Assist in the development and upgrading of agricultural wastewater treatment facilities to support ag processing expansion.		H	
<u>Strategy:</u> Identify potential financing sources needed to reopen the Staley starch plant and upgrade primary treatment facilities.	IT	H	EDA, OED, Private USDA-RD
<u>Strategy:</u> Explore potential for further utilization of the Center Ag Treatment facility.	IT	M	Town, WSD
<u>Strategy:</u> Apply for USDA grants or other funding to develop ag treatment collection lines for new processing plants.	LT	L	RBEG

Goals/Objectives/Strategies	Time-frame	Priority	Potential funding/partners
Objective: Participate in regional transportation planning to ensure Valley transportation needs are being addressed and priorities selected support community plans.		H	
<u>Strategy:</u> Assist with meeting arrangements, liaison with the Colorado Department of Transportation (CDOT), and other tasks for the San Luis Valley Transportation Planning Region (including the six Valley counties plus Chaffee).	ST	H	CDOT
<u>Strategy:</u> Track the progress being made on Strategic Investment, Enhancement, and intersection projects, with particular attention to the Alamosa-Monte Vista Corridor study.	ST	M	CDOT, City, County
<u>Strategy:</u> Assist the TPR and planning commission in development and procurement of services for the 20-year plan and updates.	IT	M	CDOT
<u>Strategy:</u> Work with the Action 22 coalition of San Luis Valley and Southern Colorado EDD (SCEDD) counties to advocate 4-laning of US 160 from Kansas to Cortez.	LT	M	Action 22
<u>Strategy:</u> Encourage and support efforts to address needs for public transit services through a regional transit authority.	LT	M	CDOT-TD, SLVTC SLVWA
Objective: Identify funding sources and provide other assistance to support local infrastructure initiatives , particularly those essential for planned business expansions or locations.		H	
<u>Strategy:</u> Provide assistance to the South Fork industrial park project and any viable businesses providing jobs and benefits locating in the park.	IT	H	EDA, Private
<u>Strategy:</u> Participate with local governments and county-level development groups to improve infrastructure.	LT	H	City, County, CCED CON-CEPTs MVURA, ScCEED
<u>Strategy:</u> Work with DOLA, EDA, USDA Rural Development, and other agencies to secure funding and technical assistance for infrastructure projects affecting business development which may include affordable housing for workers; residential water and wastewater systems; solid waste disposal; utility lines; and roads.	LT	M	
<u>Strategy:</u> Explore potentials for businesses based on waste recycling.	LT	L	City, County, Town
Objective: Identify needs and sources of support for upgrading telecommunications infrastructure.		H	
<u>Strategy:</u> Participate with State agencies in pursuing funds to complete the "last mile" connection from established Points of Presence to various government facilities, schools, businesses, and other organizations.	IT	H	Beanpole, DOLA
<u>Strategy:</u> Participate on the San Luis Valley Telecommunications Authority board to review telecom issues.	LT	M	SLVTAB
<u>Strategy:</u> Support training initiatives for business use of telecom technologies.	LT	L	Private

Goals/Objectives/Strategies	Time-frame	Priority	Potential funding/partners
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.		H	
Objective: Use the District resources to build capacity by sponsoring technical workshops and training , providing direct involvement and technical support for projects, and exploring potential sources of funding.		H	
<u>Strategy:</u> Provide information and technical assistance relevant to the planning initiatives of local government and county-based development groups including CON-CEPTS; Costilla County planning initiatives; ScSEED; ACDC; AURA; MVURA; and any other groups having prioritized, locally-defined development projects.	LT	H	DOLA, RCAC, RBOG
<u>Strategy:</u> Assist with specific projects, including but not limited to the Conejos County Empowerment Zone/Enterprise Community application.	IT	H	RBOG
<u>Strategy:</u> Sponsor a summit on land use planning with county planning directors and land use administrators, GIS/GPS Authority, State planning departments, and others to increase regional cooperation in land use planning and share information on the tools and resources needed to do the job.	ST	H	City, County, DOLA GIS, Town
<u>Strategy:</u> Encourage completion of county and city master plans.	IT	H	DOLA
<u>Strategy:</u> Communicate and promote the CEDS plan.	ST	M	
<u>Strategy:</u> Identify sources of financing to assist in cooperative planning ventures.	ST	M	DOLA, EDA, OED USDA-RD
Objective: Create more opportunities for these entities to communicate and share information.		H	
<u>Strategy:</u> Develop more DRG- or partnership-sponsored regional forums, summits, workshops, training sessions, and events covering development and planning topics of mutual interest.	ST	H	ASC, DOLA, EDA GIS, TSJC
<u>Strategy:</u> Identify, present, and select successful techniques and models of communication used in other regions for trial in the Valley.	ST	H	DOLA, EDA, CRDC
<u>Strategy:</u> Identify and promote more opportunities for networking.	ST	M	DOLA, EDA, CRDC
Community Services and Facilities			
Goal: Improve the quality of life and capacity of the Valley for future development by upgrading and expanding a wide range of community services, facilities, and amenities.		H	
Objective: Support efforts to improve the availability, accessibility, and affordability of health care services .		H	
<u>Strategy:</u> Continue providing assistance for development of the Rio Grande hospital.	IT	H	DHSS, DOLA EMIAF, HUD Private, RLF
<u>Strategy:</u> Encourage a regional approach to health care planning and resource distribution.	LT	M	VWHS

Goals/Objectives/Strategies	Time-frame	Priority	Potential funding/partners
<u>Strategy:</u> Encourage research on methods to reduce health insurance costs for Valley residents.	LT	M	VWHS
Objective: Support efforts to preserve the Valley's historic and cultural heritage .		H	
<u>Strategy:</u> Participate with local historians and others in applying for National Heritage Area designation of the Los Caminos Antiguos Scenic Byway.	IT	H	LCA, NPS
<u>Strategy:</u> Encourage the development of adequate signage and interpretive exhibits.	IT	M	CDOT
Objective: Assist in project and planning activities designed to prevent and/or mitigate the impacts of natural disasters .		H	
<u>Strategy:</u> Participate with the GIS/GPS Authority and other agencies in projects designed to prepare for and mitigate the impacts of fire, flood, and other hazards.	LT	H	County, EDA, FEMA GIS
Objective: Provide other assistance to community planners .		H	
<u>Strategy:</u> Apply the Enterprise Zone tool to advance eligible projects.	LT	H	
<u>Strategy:</u> Provide guidance on endowment planning, and review examples of successful projects.	LT	M	
<u>Strategy:</u> Prepare rough approximations of the project's economic impacts to assist in fundraising, and identify other sources of financing.	ST	M	
Objective: Support efforts to improve the quality of education .		M	
<u>Strategy:</u> Encourage reviews of the school systems to determine the adequacy of preparation for career and work roles.	IT	M	SD
<u>Strategy:</u> Encourage the upgrading of school buildings.	LT	L	City, Town
Objective: Participate on State and National organizations with a rural community focus and potential funding connections for Valley projects.		M	
<u>Strategy:</u> Maintain membership and participation in the Colorado Rural Development Council (CRDC), National Rural Development Partnership (NRDP), and Colorado Association of Nonprofit Organizations (CANPO).	LT	M	
Objective: Support efforts to develop recreational and community facilities .		M	
<u>Strategy:</u> Participate on the Valley Gateway Center convention center and museum committee.	IT	M	
<u>Strategy:</u> Encourage development and participate in projects designed to provide community recreation, activities targeted on youth and senior citizens, and other public-access recreational or community facilities.	LT	M	CDBG, DOLA EMIAF
Objective: Support efforts to improve safety and emergency services .		M	
<u>Strategy:</u> Partner with DOLA and other agencies to identify sources of financing to improve services and facilities for law enforcement, ambulance, and fire departments.	LT	M	CDBG, DOLA EMIAF

Goals/Objectives/Strategies	Time-frame	Priority	Potential funding/partners
Objective: Support efforts to improve availability of affordable housing for workers.		L	
<u>Strategy:</u> Participate with housing agencies to identify potential sources of funding for communities experiencing significant worker housing shortages.	LT	L	CDOH, CHFA CRHDC
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.			
<u>Strategy:</u> Consult with the State Division of Water Resources to assess water availability and appropriate siting for business prospects requiring more than minimum use.	ST	H	CDWR
<u>Strategy:</u> Participate with the Rio Grande Water Conservation District and other water conservation groups to defend against water exportation or other threats.	LT	H	RGWCD
<u>Strategy:</u> Be an advocate for maintaining a high standard of water quality.	LT	M	CDPHE
Objective: Provide reviews of proposed projects to ensure that site locations are appropriate and environmental impacts are minimized.			
<u>Strategy:</u> Conduct environmental reviews for RLF, infrastructure, and other projects as required by funding sources for clearance of funding requests.	ST	H	CDBG, EDA, EPA OED, RLF
<u>Strategy:</u> Promote and accommodate projects which are compatible with the sites chosen, scaled appropriately for water resources available, and do not present extensive impacts, public costs, and risk to workers.	ST	H	
<u>Strategy:</u> Promote the consideration for open space, greenbelts, wildlife and natural areas, and public access points in land use planning.	LT	H	
<u>Strategy:</u> Re-establish the agency review and comment functions once carried out by the RDPC for subdivision proposals and other developments.	LT	M	
Objective: Assist with conservation and outdoor recreation projects .			
<u>Strategy:</u> Plan for implementation of trails and recreation projects using the Trails and Recreation Master Plan.	IT	H	DOLA, GIS
<u>Strategy:</u> Continue work with the Rio Grande Headwaters Trust to promote conservation easements and set-asides for private landowners.	LT	H	
<u>Strategy:</u> Participate with the SLV Wetlands Area Focus Committee in various watershed enhancements and wetlands conservation projects.	IT	M	
<u>Strategy:</u> Explore potentials for partnerships on nature-based projects with various agencies.	IT	M	GOCO, TNC

Goals/Objectives/Strategies	Time-frame	Priority	Potential funding/partners
Objective: Support sustainable levels of land use and natural resources, and the management practices needed to ensure their protection for current and future generations.		H	
<u>Strategy:</u> Monitor status of large-scale proposals such as the Blanca biomass plant, Village at Wolf Creek, and coal shipment transfers.	LT	H	CDOT, County RGNF, Town
<u>Strategy:</u> Participate in the review of plan alternatives for the Rio Grande National Forest, Bureau of Land Management, US Fish & Wildlife Service, Colorado Division of Wildlife, and other agencies.	IT	M	
<u>Strategy:</u> Provide input to plan alternatives for the Sand Dunes National Park upgrade.	IT	M	NPS
Data Collection, Management, and Research			
Goal: Maintain and expand the District data collection, management, and research capacity to meet the information and analysis needs essential for development.		H	
Objective: Provide data services as an ongoing economic development tool.		H	
<u>Strategy:</u> Continue to maintain designation as a State Data Center Affiliate with the Demography Section.	OG	H	DLG-DS
<u>Strategy:</u> Provide ongoing data management functions including dissemination of Census and other data, updating and expanding the data collection, developing new contacts and sources of information, and responding to an estimated 520 requests/year.	OG	H	
Objective: Conduct research needed to advance projects or support new investments and funding applications.		H	
<u>Strategy:</u> Explore potential funding sources for research and studies on the labor skills, market opportunities, surveys to generate local data, and feasibility studies.	IT	H	ASC, CDLE, EDA TSJC
<u>Strategy:</u> Work with the GIS/GPS Authority to address special requests and studies requiring maps.	OG	H	
<u>Strategy:</u> Provide additional assistance needed for data projects through internships or research commissions.	IT	H	ASC, CSU, Private
Objective: Increase data accessibility and community awareness.		H	
<u>Strategy:</u> Upload the CEDS document and portions of the data collections to the DRG website.	IT	H	
<u>Strategy:</u> Prepare data summaries and profiles.	OG	M	
<u>Strategy:</u> Prepare presentations of economic analysis and study results to local governments, schools, and community groups.	LT	M	ASC, City, County DLG-DG, TSJC Town