

MONTEZUMA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2016

Project	Rank	Primary Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
1. Agriculture: Build Market for Ute Mt Ute Cornmeal Product	High	<ul style="list-style-type: none"> • Ute Mt Ute Tribe • US Dept. of Ag • Bow & Arrow Brand 	<ul style="list-style-type: none"> • USDA grant • EDA • OEDIT • Region 9 EDD 	N/A	Create up to 10 new jobs	<ul style="list-style-type: none"> • Corn mill facility constructed. • Corn meal products in local stores, looking to expand nationally. • GMO Product by Ute Mtn Ute Tribe. • Increase product line & marketing efforts.
2. Agriculture: Marketing Area Products & Crop Diversification	High	<ul style="list-style-type: none"> • Co. State Univ. Cooperative Extension • CSU Research Center • Local growers 	<ul style="list-style-type: none"> • Grants • USDA • Local producers 	N/A	Retain and grow the 3,199 jobs in agribusiness per 2015 data	<ul style="list-style-type: none"> • Expand agricultural sector opportunities. • Re-establish fruit industry by expanding products. • Integrate fresh pack and juicing operations. • Retain/maintain rural character of the county. • Look at wine grape opportunities that match elevation & temperature requirements. • Protect lands for grazing.

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3. Agriculture: Sustain & Grow Local Food Economy	Med High	<ul style="list-style-type: none"> • SW Farm Fresh Cooperative • Area growers 	<ul style="list-style-type: none"> • SBDC • CSU SW Co. Research Center • CSU Extension 	Undetermined	Retain and grow the 3,199 jobs in agribusiness per 2015 data	<ul style="list-style-type: none"> • Promote agriculture use of small land parcels. • Maintain & expand agricultural sector. • Farmer education around running a business. • Collaborate with healthcare sector on organic & healthy foods. • Expand buy local opportunities. • Educate media & consumers on complexity of Ag's cause & effect on economy. • Continue and expand Farmer's Markets in area.
4. Arts & Culture: Mancos - Obtain Creative District Certification	Med	<ul style="list-style-type: none"> • Mancos • Mancos Chamber • Mancos Arts Council • Mancos Historical Society • Mancos School of the West 	<ul style="list-style-type: none"> • OEDIT • Colorado Creative Industries • Boettcher Foundation 	Undetermined	Indirect job creation	<ul style="list-style-type: none"> • Promote & celebrate Mancos arts, culture and heritage. • Develop a strategic plan and budget. • Track data on artists and impact of the "creatives". • Leverage Creative Industries program to attract visitors, and help businesses be sustainable throughout Mancos Valley.
5. Business Development: Build Solar Array in Montezuma County	High	<ul style="list-style-type: none"> • Montezuma County • MCEDA • Region 9 EDD • Ute Mt Ute Tribe 	<ul style="list-style-type: none"> • County • Private investment & businesses • Empire Electric 	Undetermined	Undetermined	<ul style="list-style-type: none"> • Seeking private partners and investment. • Feasibility being determined. • Available land and sunlight capacity
6. Business Development: Business Development Plan for Dolores	High	<ul style="list-style-type: none"> • Dolores • Dolores Chamber • Businesses 	<ul style="list-style-type: none"> • Town • MCEDA • SBDC 	Undetermined	N/A	<ul style="list-style-type: none"> • Create & implement plan for the sustainability and retention of Town of Dolores businesses. • Reduce retail leakage.

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7. Business Development: Expand Ute Mt Ute Tribal Ventures off Reservation including Ute Pottery & Museum	Med	<ul style="list-style-type: none"> • Ute Mt Ute Tribe • MCEDA 	<ul style="list-style-type: none"> • Tribe • EDA • 	Undetermined	Employ up to 10 people from Montezuma County	<ul style="list-style-type: none"> • Opened Mesa Verde Pottery in Cortez. • Increase number of tribal jobs and tourist exposure to Ute Mt Ute Culture. • Provide museum of Ute Mt Ute culture.
8. Business Recruitment: Fill Ute Mountain Industrial Park	Med	<ul style="list-style-type: none"> • Ute Mt Ute Tribe • MCEDA 	<ul style="list-style-type: none"> • Tribe • Region 9 EDD • County & municipalities • Private industry 	Undetermined	Bring 3 new businesses employing up to 15 people	<ul style="list-style-type: none"> • Increase number of businesses in county/ tribal land. • Diversify the economy. • Available space for industry.
9. Business Recruitment: Recruit Businesses to Fill Vacant Spaces in Mancos	Med	<ul style="list-style-type: none"> • Mancos 	<ul style="list-style-type: none"> • Town • OEDIT • EZ Tax credits & other incentives 	Undetermined	Bring new businesses employing up to 15 people	<ul style="list-style-type: none"> • Fill Old Metallica West Building, old Hardware Store building and others. • Increase sales tax revenue for Mancos. • Increase diversity of variety of goods and services.
10. Business Development: Recruit Businesses to 20 acre Industrial Park in Cortez	High	<ul style="list-style-type: none"> • Cortez • MCEDA 	<ul style="list-style-type: none"> • Land • State & federal funding • Incentives 	Undetermined	Undetermined	<ul style="list-style-type: none"> • Increase number of jobs. • Diversify economy. • Create and maintain inventory of available commercial and industrial properties. • Market & Sell lots.
11. Education: Sustain Charter & Schools of Choice in County	High	<ul style="list-style-type: none"> • Children's Kiva Montessori • Private schools • Charter schools 	<ul style="list-style-type: none"> • Colorado Public Charter School • Montezuma Cortez RE-1 School District 	@\$300K per year for Kiva	Create 9 to 12 initial jobs	<ul style="list-style-type: none"> • Provide Montessori STEAM school for K-8th graders in Cortez area. • Serve education needs of all youth. • Involve community in future.
12. Education: Increase the Graduation Rate	High	<ul style="list-style-type: none"> • Cortez, Dolores & Mancos School District 	<ul style="list-style-type: none"> • Gateway to College Program • School 	Undetermined	Not defined -- Retain qualified	<ul style="list-style-type: none"> • Explore continuum of service from early childhood beyond high school.

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in Montezuma County Schools		<ul style="list-style-type: none"> Ute Mt Ute Tribe 	Accountability Committees <ul style="list-style-type: none"> Dept. of Education -BEST grants Mill levy 		workforce in community	<ul style="list-style-type: none"> Increase school readiness. Identify & address school student & teacher retention issues. Collaborate with Ute Mountain Tribe on programming. New High School facility in Cortez. Seek funding opportunities and partnerships.

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13. Education: Increase Enrollment & Course Offerings at SW Colorado Community College- West Campus	High	<ul style="list-style-type: none"> • Southwest Colorado Community College • Area School Districts 	<ul style="list-style-type: none"> • State funding • Pueblo Comm. College system • Area high schools • Private & public donations • Student fees 	Undetermined	Retain 23 staff jobs	<ul style="list-style-type: none"> • Reach FTE enrollment of 550 students across East and West campuses. • Seamless college system that complements four-year institutions and allows for students to progress between institutions. • Strengthen local business, school and community partnerships with SWCCC. • Provide technical & vocational opportunities that result in local workforce preparation and advancement. • Build local financial support. • Increase offerings of hybrid/video conferencing courses to reach more students. • Increase early college courses available to high school students staying concurrently. • Collaborate with other institutions to reduce regional duplication & increase economies of scale.

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14. Health & Human Services: Build New Patient Wing at Southwest Memorial Hospital	Low	<ul style="list-style-type: none"> • Southwest Memorial Hospital • Montezuma County Hospital District 	<ul style="list-style-type: none"> • SW Memorial Hospital Foundation capital campaign • USDA loan • DoLA –Energy Impact funds • Donations and grants 	\$13.1 Million	Indirect link to retaining current number of jobs	<ul style="list-style-type: none"> • Meet new patient wing to meet requirements of affordable care act. • Convert current patient wing to clinical space. • Renovate & rent clinical space for Rural Health Primary Care Clinic. • Improve facilities & strengthen market share. • Have in place by 2017 – Hospital's 100th Anniversary.
15. Health & Human Services: Increase Number of Physicians in County	High	<ul style="list-style-type: none"> • Southwest Memorial Hospital Foundation • Colorado Rural Health Center • Axis Health System • Southwest Health Net 	<ul style="list-style-type: none"> • Colorado Rural Outreach Placement Grants • Federal Rural Health Clinic Program • EZ Project designation • Cost sharing, shared recruitment & position split with Axis • Existing physicians 	Undetermined	Create 3 jobs per each new physician job	<ul style="list-style-type: none"> • Expand pediatric services locally. • Expand specialists' ability to take new patients. • Enhance medical community's ability to accept new Medicaid patients. • Expand medical community's ability to accommodate growing aging population.
16. Historic Preservation: Complete Restoration & Reuse of Calkins School Building in Cortez	Low	<ul style="list-style-type: none"> • Cortez School District • Cortez Historic Preservation Board • Montezuma Housing Authority • Calkins Redevelopment LLC 	<ul style="list-style-type: none"> • Cortez School District • Colorado Historical Society • State, Federal & private sources • Private developer • Montezuma Housing Authority 	Undetermined	Construction jobs < 20	<ul style="list-style-type: none"> • To restore the building to an historic and functioning state. • Encourage redevelopment of other historic buildings. • Submit National Register designation. • Develop surrounding 6-acre parcel.

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17. Historic Preservation: Create Montezuma Avenue Historic District	Low	<ul style="list-style-type: none"> Cortez Cortez Historic Preservation Board 	<ul style="list-style-type: none"> Grant funding Cortez 	Undetermined	N/A	<ul style="list-style-type: none"> Twenty-two properties have been added to the City Register of Historic Places. Beautification and protection of neighborhood.
18. Historic Preservation: McElmo Flume Preservation & Historic Designation	Med	<ul style="list-style-type: none"> Montezuma County SW Water Conservancy District Cortez Montezuma Valley Irrigation Co. Colorado Historical Society Cortez Historic Preservation Board Bureau of Land Mgt Bureau of Reclamation Trail of the Ancients 	<ul style="list-style-type: none"> County SW Water Conservation District Montezuma Valley Irrigation Co will donate any ownership interest in the flume Colorado Historical Society grants CDOT grants available if roadside maker designation is successful GoCO grant for trail system 	Approximately \$315K for Flume parking area and \$165K for rehabilitation	Not defined	<ul style="list-style-type: none"> Repair and preserve wooden flume that traverses McElmo Creek adjacent to Hwy 160 just west of the Montezuma County Fairgrounds. Preserve heritage of the Montezuma Valley. Construct a new stop on Trail of Ancients to interpret the water history of the Montezuma Valley. Construct parking lot with @ 14 spaces. Received historic designation.
19. Historic Preservation: Renovate Historic Mancos Opera House	Med	<ul style="list-style-type: none"> VFW Post Mancos Mancos Valley Historical Society 	<ul style="list-style-type: none"> Town State Historical Fund Mancos Valley Historical Society 	Undetermined	Jobs during construction	<ul style="list-style-type: none"> Preserve historic building for public use.

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20.Land Use: Complete Rewrite City of Cortez Land Use Code to reflect Heart & Soul Community Value-based Outcomes	Low	<ul style="list-style-type: none"> • Cortez • Community Advisory Team – Heart & Soul 	<ul style="list-style-type: none"> • Orton Family Foundation • Gates Family Foundation • Cortez • DoLA • American Planning Association 	N/A	One part-time Project Coordinator and one planner position created	<ul style="list-style-type: none"> • Adopted a values-based Land Use Code. • Update the Comprehensive Plan. • Identify the “Heart & Soul” of Cortez to drive decision-making. • Strengthen long-term economic viability.
21.Parks and Recreation: Complete Colorado Trail Connection to Town of Mancos	High	<ul style="list-style-type: none"> • US Forest Service • Bureau of Land Mgt • Colorado Parks Division • SW Conservation Corps • Mancos 	<ul style="list-style-type: none"> • GoCO Funding • USDA grant • Colorado Trails grant • Volunteer groups 	Undetermined	Construction jobs	<ul style="list-style-type: none"> • Connect the Colorado Trail to the town of Mancos and Cottonwood Park. • Connect Mancos to state-wide trail network. • Position Mancos as a hub for trail related tourism and recreation activities.
22.Parks and Recreation: Complete Path to Mesa Verde Trail	High	<ul style="list-style-type: none"> • Montezuma County • Cortez • Mancos • National Park Service • Mesa Verde National Park • Bureau of Land Mgt. 	<ul style="list-style-type: none"> • CDOT Enhancement Funds • Federal highway funds • GoCO 	Undetermined	N/A	<ul style="list-style-type: none"> • Develop a 7 mile multi-use trail from Denny Lake to the Montezuma Fairgrounds and then to the new Mesa Verde Visitor Center. • Continue path into Mancos. • Make improvements to Cottonwood Park & Aqueduct Property and other projects in Mancos Trails Master Plan.

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23.Parks and Recreation: Lake McPhee Recreation Plan	High	<ul style="list-style-type: none"> • Montezuma County • Dolores • Colorado • US Forest Service • Bureau of Land Mgt • Dolores Water Conservation District • Colo. State Parks 	<ul style="list-style-type: none"> • GoCO • USFS • BLM • USDA • Region 9 EDD 	Undetermined	N/A	<ul style="list-style-type: none"> • Relocate/build a new marina for Lake McPhee. • Continue to act on short-term issues. • Create comprehensive development plan. • Recruit business marina services.
24.Parks and Recreation: Pursue County-wide Trails Plan	High	<ul style="list-style-type: none"> • Greater Dolores Action • US Forest Service • Bureau of Land Mgt. • Montezuma County 	<ul style="list-style-type: none"> • Grants & donations • GoCO • Private businesses 	Undetermined	N/A	<ul style="list-style-type: none"> • Interconnect communities in Montezuma. • Identify & mark trails for mountain biking and hiking. • Develop more multi-use trails throughout the county. • Attract and promote bicycling in county.
25.Public Infrastructure: Address Native Fishery Health Below McPhee Reservoir	Low	<ul style="list-style-type: none"> • Montezuma County • Lower Dolores Plan working group – Legislative Subcommittee • Implementation team • Water users • Conservation groups • Recreation users • Gov. entities 	<ul style="list-style-type: none"> • State & Federal funding sources when/if applicable 	Undetermined	N/A	<ul style="list-style-type: none"> • Continue work on the 2013 Implementation Monitoring & Evaluation Plan for Native Fish. • Continued discussions on ways that the native fish can be protected in the context of water supplies, Dolores Project contracts and Colorado water law. • Community education.
26.Public Infrastructure: Construct New Courthouse	Low	<ul style="list-style-type: none"> • Montezuma 	<ul style="list-style-type: none"> • County 	Undetermined	Construction jobs	<ul style="list-style-type: none"> • Combine the county and district courts into one building. • Complete architectural design. • Construct building.

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27. Public Infrastructure: Replace Cortez City Hall	Low	<ul style="list-style-type: none"> • Cortez 	<ul style="list-style-type: none"> • Cortez • Grants • DoLA 	\$4.6 million	Construction jobs	<ul style="list-style-type: none"> • Purchase Cortez Journal building for new Town Hall. • Remodel 2016 for 2017 move in.
28. Public Infrastructure: Reconstruct Main St. Bridge in Mancos	Med	<ul style="list-style-type: none"> • Mancos 	<ul style="list-style-type: none"> • Town • CDOT 	\$1M minimum	Supports construction jobs	<ul style="list-style-type: none"> • Meet safety and structure needs into the future. • Secure match for CDOT off-system Bridge replacement program.
29. Public Infrastructure: Upgrade County Fairgrounds Facility	Med	<ul style="list-style-type: none"> • Montezuma County 	<ul style="list-style-type: none"> • County • USDA • GoCO • DoLA 	Undetermined	N/A	<ul style="list-style-type: none"> • Provide a fairgrounds facility better equipped for the population and county's growing needs & increased use.
30. Public Lands: Complete Forest Service Road Projects	Med	<ul style="list-style-type: none"> • US Forest Service • Bureau of Land Mgt • Montezuma County 	<ul style="list-style-type: none"> • USFS • BLM • Federal Highway Administration • Cooperative agreement between Forest Service & area Counties. • County 	Undetermined	Supports construction, recreation, tourism & timber jobs	<ul style="list-style-type: none"> • Resurface Echo Basin Road (NFSR 566) -2 miles. • Support upcoming timber sales. • Resurfacing and brushing on Taylor Creek Road (NFSR 545).
31. Public Lands: Resolve Jurisdiction of Dolores Norwood Road	High	<ul style="list-style-type: none"> • US Forest Service • Montezuma County 	<ul style="list-style-type: none"> • Grants • County • US Forest Service 	Not defined	N/A	<ul style="list-style-type: none"> • West Dolores Road (NFSR 535) CR 31 – Dolores Norwood Rd. • Pave/gravel 4 miles of road. • Define/resolve maintenance and usage responsibilities between parties. • Resolve historic use rights.

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32.Public/Private Lands: Combat/Control Tamarisk & Other Noxious Weeds	High	<ul style="list-style-type: none"> San Juan Resource Conservation & Development Council Dolores River Restoration Partnership Ute Mt Ute Tribe Montezuma County Tres Rios BLM Mancos River Stakeholders Private landowners 	<ul style="list-style-type: none"> San Juan RC & D Dolores River Stakeholders USDA – Community projects Dolores River Restoration Partnership Project Montezuma Cost Share program 	Not defined	Not defined	<ul style="list-style-type: none"> Reduce the amount of tamarisk and/or other non-native plant species around area waterways including the upper McElmo Canyon and the Dolores River.
33.Public/Private Lands: Maintain Sustainability of Ponderosa Pine & Pinon Forest	High	<ul style="list-style-type: none"> Colorado State Forest Service Colorado State Univ. US Forest Service Bureau of Land Mgt Montezuma County Federal Lands Program State Forestry Fire Protection Districts Timber Industry Ute Mt Ute Tribe 	<ul style="list-style-type: none"> County Comprehensive Plan National Fire Plan funds Fire hazard mitigation contractors USDA if private land USFS BLM 	Undetermined	Supports construction, recreation, tourism & timber jobs	<ul style="list-style-type: none"> Fire risk is reduced and timber products industry is strengthened. Improve forest health. Control Pine Beetle infestation. Reduce risk to life and property and protect watershed/community water supplies. Defensible space education resulting in defensible space created around residences.

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34. Telecommunications: Expand Broadband Fiber Optic Connections Cortez & Montezuma County	Very High	<ul style="list-style-type: none"> • SW Colorado Council of Governments (SCAN project) • Cortez • Dolores • Mancos • Montezuma County 	<ul style="list-style-type: none"> • DoLA • Cortez • Rural Electric Cooperatives • Long distance carriers • Rural Utility Service Funds • USDA-Broadband funding 	\$2M for Cortez Project (\$1M DoLA) \$32K planning grant	One general manager position	<ul style="list-style-type: none"> • SWCCOG applied for broadband planning to develop operations plan to better Utilize SCAN Network – provide database of equipment. • \$2 M Cortez Fiber to the Business Phase II project scheduled for 2016 to complete Cortez Fiber to the Home network to meet needs of residents and home based businesses. • Higher bandwidth and increased speeds throughout the County. • Advanced, enhanced telecom services. • Develop alternatives to the incumbent carriers to provide competition and redundancy. • Finish fiber installation and loop in the Town of Dolores. • Increased service & capacity.
35. Transportation: Wayfinding & Pedestrian Access Improvements	Med	<ul style="list-style-type: none"> • Mancos • Mancos Chamber 	<ul style="list-style-type: none"> • CDOT • Mancos • Chamber 	About \$900 per sign. Other costs undetermined based on phasing	N/A	<ul style="list-style-type: none"> • Install Mancos wayfinding signage. • Identify areas in most immediate need of new sidewalk construction or rehabilitation. • Include maintenance plan.

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36. Transportation: Expand Transit Networks throughout County	Low	<ul style="list-style-type: none"> • Regional Transit Providers • Montezuma County • SW Colorado Council of Governments • CDOT • Municipalities • Ute Mt Ute Tribe 	<ul style="list-style-type: none"> • CDOT • FHWA • Area governments • SWCCOG 	\$100K for existing public transit provider	Create a part-time mobility manager position	<ul style="list-style-type: none"> • A public transit system that addresses commuter population needs. • Partnerships with existing transit systems & providers to meet growing transit needs between Communities. • Participation in regional transit planning. • Maintain current transit services. • Recommendation from SWCCOG Transit Feasibility Report was to create intercity fixed route between Durango and Cortez with stops at Durango West, Mancos and the SW Colorado Community College.
37. Transportation: Complete Mancos Corridor Improvement/Access Control Plan for Highway 160	Low	<ul style="list-style-type: none"> • Mancos • CDOT 	<ul style="list-style-type: none"> • CDOT • Mancos 	\$30K design plan – Additional Funding not yet secured	N/A	<ul style="list-style-type: none"> • Complete planning phase and design. • Secure funds. • Construct project.

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38. Transportation: Complete Priority Highway & Intersection Improvements	High	<ul style="list-style-type: none"> • CDOT • Montezuma County • Municipalities • Ute Mt Ute • Businesses transporting goods in and through the region 	<ul style="list-style-type: none"> • Local match (Montezuma) • CDOT funding -- RAMP • SW Regional Transportation Planning Commission 	\$29.1 Million	Retain CDOT jobs and construction jobs during the project	<ul style="list-style-type: none"> • Completed 14 miles US 491/160 Surface Treatment Project from NM State Line to Towaoc (estimated \$19M). • CDOT to complete intersection study & begin work on priority intersections in County. • Intersection & turn lane improvements at County Road P (Estimated \$2.6M). • US 491 Cortez to CR M which includes relocation of utilities, re-alignment of CR25 with US 491 & repaving (Estimated \$7.5M). • SH 145 at CR P intersection improvements and turn lanes. • Complete access control plan through Town of Cortez. • Consider the transportation of goods (freight) from & through the region when making road improvements.

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39. Workforce Development: Establish Work & Technology Training Infrastructure Project	High	<ul style="list-style-type: none"> • Ute Mt Ute Tribe • SW Workforce Centers • Southwest Small Business Dev. Center 	<ul style="list-style-type: none"> • SEEDS Grant (Sustainable Employment and Economic Development Strategies)-- Dept of Health & Human Services • HPOG (Health Professional Opportunity Grant) • Ute Mt Ute Tribe 	\$8.5 M over 5 years	10 to complete Entrepreneur Incubator program 15 youth to complete technical internships	<ul style="list-style-type: none"> • Grow jobs and develop businesses on the Ute Mountain Ute Tribal reservation. • Create Entrepreneur incubator to encourage business start-ups. • Raise high school graduation rates. • Coach & tutor in computer/IT applications, provide business training and mentors, STEM internships and case management. • Increase number of tribal members in high paying technical and professional careers.

Approved this day March 7, 2016

Montezuma County Commission



 Larry Don Suckla, Chairman