

Archuleta Community Development Action Plan (CDAP) 2024-2026

Region 9 Economic Development District of SW CO www.region9edd.org (970) 247-9621	Offices: Durango 135 Burnett Dr. Unit 1 Pagosa Springs 46 Eaton Dr. #4 Cortez 20 W Main St.
---	--

Part of the region's Comprehensive Economic Development Strategy (CEDS) is the evaluation framework. It answers the question "how are we doing"? There are several measures we use to address this question. One is the CDAP which is a list of priority projects from Archuleta County and communities. The CDAP is not meant to capture every single project, rather, it represents projects from a range of organizations that have been prioritized for economic development and resiliency and align with existing community plans.

The CDAP is reviewed and updated every two years to gauge progress.

Progress from the 2021-2023 cycle is listed below followed by a review of the CDAP for 2024-2026.

2021-2023 had 48 Projects

19 were completed

Category	Project	Outcomes / Impacts
Business Development	Pagosa Springs Community Development Corporation (CDC)	Strengthen the economic development organizational presence in the region. 1) Retain staff to accomplish priority community projects. 2) Implement micro-loan fund.
Community Communications	Town Website and Citizen Portal	Consolidate and Update Town Web Site and I-Compass/Citizen Portal for Customer Ease of Use.
Community Communications	Public Engagement Portal	Roll Out Online Public Engagement Portal through Bang the Table.
Community Development	Land Use and Development Code	Complete update to LUDC.
Community Development	Hill Top Cemetery	Make improvements to Hill Top Cemetery (road gravel, new signage, map and rules at entrance kiosk, surveying of plots).
Community Development	Geothermal Greenhouses	Ensure that Pagosa's Geothermal Greenhouses serve as tourist attraction, community asset, and economic driver. 1) Provide locally grown food to community markets and schools. 2) Serve as an educational resource for K 12 students and college students for sustainable practices, including geothermal, solar, composting, recycling and aquaponic technologies.
Economic Development	Biomass Utilization	1) Collect and reduce fuels. 2) Improve forest health maintenance. 3) Bolster biomass utilizations. 4) Refer to Biomass Utilization Study recommendations.

Historic Preservation Downtown	Rumbaugh Creek Bridge Stabilization	Complete Rumbaugh Creek Bridge stabilization Phase II.
Parks & Recreation	Implement Parks, Recreation, Open Space, Trails Plan (PROST)	Build trails to get the bicyclists and pedestrians off the roadways. 1) Provide safe non-motorized transportation and recreation in the Lakes area and link to USFS trail systems in the Turkey Springs area of the San Juan National Forest. 2) Build amphitheater by Vista Lake Clubhouse.
Parks & River Access; Streets, Sidewalks and Trails	Yamaguchi South Master Plan	Master planning for Yamaguchi South.
Parks & River Access; Streets, Sidewalks and Trails	Riverwalk West Trail to 6th	Rebuild Riverwalk West Trail/extension of the trail to 6th St.
Parks & River Access; Streets, Sidewalks and Trails	Hermosa St. Trail to First St. Bridge	Build Hermosa St. Trail to First Street Bridge
Parks & River Access; Streets, Sidewalks and Trails	Cotton Hole Park	Make Enhancements to Cotton Hole Park
Parks & River Access; Streets, Sidewalks and Trails	Dr. Mary Fisher Park	Dr. Mary Fisher Park Improvements, Turf, Irrigation, Trees, etc.
Public Infrastructure	Pump Station SCADA System	Install SCADA system upgrades at pump stations.
Public Infrastructure	Sanitation District	Provide essential sanitation collection and treatment services that are financially viable, future oriented, and maximize the existing assets. 1) Evaluate results and recommendations from Roaring Fork Engineering Study to develop phased long term strategic plan. 2) Complete an updated rate study. 3) Consider consolidating with Pagosa Area Water & Sanitation District (PAWS).
Road Maintenance	Street Maintenance	Perform Street Maintenance on Select Town Streets (Crack Sealing, Seal Coating), Mill and Overlays or Reconstruction on Select Streets
Streets, Sidewalks and Trails	Repaving Projects	Repave River Center and Visitor Center parking Lots.
Transportation	McCabe Creek Culvert	Replace HWY 160 culvert at McCabe Creek in Pagosa Springs.

7 were removed or integrated into the 2024-2026 CDAP projects

Category	Project	Reasoning
Business Development	Downtown Pagosa Springs	Now part of the Main St. Program
Economic Development	Southern Ute Indian Tribe CEDS 2018-2022	The Tribe published a CEDS update in 2023. The CDAP will be published on Region 9 EDD's website.
Housing	Tiny Homes	Moved under workforce housing project for 2024-2026
Parks & Recreation	Implement Parks, Rec- recreation, Open Space, Trails Plan (PROST)	Now part of Parks and Trail maintenance
Public Infrastructure & Services	Geothermal Assets: Town of Pagosa Springs Geothermal Heating System	Longer term vision with no dedicated resources planned for the 2024-2026 CDAP cycle
Streets, Side- walks and Trails	Sidewalk Repair & Replacement	Now part of Town 2024-26 Town Goals & Objectives
Transportation	Model Traffic Code	Now part of Town 2024-26 Town Goals & Objectives

21 projects are progressing and recommended to remain on the CDAP, and 7 new projects were added totaling 28 projects for the 2024-2026 cycle.

We believe the well-being of the residents of Region 9 depends upon a healthy, growing economy. The goal of a CEDS is to assist people, organizations and programs that support equitable job and wealth creation across the region. This requires alignment of actions across government agencies, businesses, organizations, and community members. The CEDS and each county's CDAP are two convenient, practical tools for this important work.

The CDAP document is aimed at county and town economic development practitioners, business leaders, elected officials, and community stakeholders. It provides strategic direction for decisions and projects that will evolve over the next two years. It provides data that can be used to obtain grants for local projects. It also helps to solicit funds collaboratively to meet changing economic and business conditions in the region. Projects being listed in an approved CDAP is required for many state and federal funding sources.

Recognizing that the COVID-19 pandemic will impact the economy for years to come, there is focus on aligning regional and state strategies for addressing equitable and resilient economic growth. Region 9 EDD matched the CDAP projects with the Colorado Resiliency Framework Strategies.

There are six resiliency strategies identified in the Colorado Resiliency Framework, which addresses potential and interrelated economic, social, and environmental risks and vulnerabilities. Please refer to the [Colorado Resiliency Framework document](#) for details.

1. Future Ready Economy & Workforce	4. Agriculture & Food Security
2. Climate & Natural Hazard Resiliency	5. Housing Attainability
3. Building & Infrastructure Sustainability	6. Community Capacity
7. Internal to Community - added for projects aligned more closely with local resiliency strategies	

CDAP Project Ranking

- 1) Project aligns with community master plans or state resiliency priorities for economic or community development.
- 2) Project is within the community's and primary partners ability to influence.
- 3) Project metrics address progress and impact.
- 4) Metrics are comparable to other counties, regions, the state.
- 5) Project data is readily available and accessible to community members.

Rank		
High	Medium	Low
Meets at least 4 criteria	Meets at least 3 criteria	Meets at least 2 criteria

CDAP #	Project	Rank
	TOWN	
1	Workforce Housing	High
2	Traffic, Parking, Roads	High
3	Parks & Trails	High
4	Downtown Riverwalk Master Plan	High
5	Trail from Pagosa Lakes to downtown Pagosa Springs	Med
6	East Side Gateway Plan	Med
7	Pioneer Cemetery	Med
8	Public River Launch Sites	Med
9	Bike & Walk Route Maps & Signs	Med
10	Drainage/Culvert Drainage	Med
11	Street Maintenance	Med
12	Harman Hill Phase T2L Trail	Med
13	Wayfinding & Signage Plan	Med
14	Short Term Rentals	Low
	COUNTY	
15	County Landfill	High
16	Transit Services	High
17 NEW	Public Health Department	Med
18 NEW	County Administration Building	Low
	LARGE EMPLOYERS & COMMUNITY ORGANIZATIONS	
19	Pagosa Springs Community Development Corporation	High
20 NEW	Archuleta School District	High
21	Vocational School to Career Programs	Med
	REGIONAL PARTNERSHIPS	
22	Broadband	High
23 NEW	Opioid Abatement	High
24	Forest Health	High
25	San Juan Basin Integrated Water Management Plan, Phase III	High
26 NEW	US 160 Wolf Creek Pass Fiber & Safety Systems	High
27 NEW	US 160 Priority Culverts	High
28 NEW	CO 151 Emergency Culvert North of Arboles	High

CDAP #	Project	Rank	Category	CO Resiliency Framework Priority	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
	TOWN								
1	Workforce Housing	High	Housing	Housing Attainability	Town Housing Division County Pagosa Springs Community Development Corp. (CDC)	Federal, State, local	\$50K for Coordinator	1 FTE Housing Coordinator Constructions Jobs	Increase community workforce housing inventory. 1) Hire a housing coordinator. 2) Establish public-private partnerships to build units. 3) Develop an inventory of short term housing units to fill housing gaps. 4) Review tiny homes as opportunity for housing alternatives.
2	Traffic, Parking, Roads	High	Public Infrastructure & Services	Building & Infrastructure Community Capacity	Town County CDOT Main St. Advisory Board Pagosa Area Tourism Board Downtown Businesses	State, local	TBD	TBD	Ensure safe and efficient roadways while exploring opportunities to increase road and parking networks that support a robust economy. 1) Seek input from partners to inform traffic, parking, and road research. 2) Use traffic, parking, and road research and recommendation to inform LUDC update. 3) Update Access Control Plan with CDOT. 4) Support Streets Division of Public Work through staffing and equipment. 5) Update the Pavement Plan. 6) Main St. Project 7) Piedra Rd. Project
3	Parks & Trails	High	Public Infrastructure & Services	Building & Infrastructure Community Capacity	Town	Town	TBD	TBD	Enhance community pride and town culture through the upkeep of current parks, trails, open spaces, and right of way through proper staffing levels, equipment, and community partnerships. 1) Develop designs for the built environment that factor in limited water for irrigation and adequate maintenance for upkeep. 2) Develop resource recommendations to address staffing in Public Works, Parks Maintenance Division, and Parks and Rec recreation Department including alternative options such as interns and volunteer networks. 3) Develop resource recommendations to address projects for beautification, safety, and cleanliness.
4	Downtown Riverwalk Master Plan	High	Public Infrastructure & Services	Building and Infrastructure	Town CDOT	County Town GoCO CDOT Impact Fees	TBD	Construction jobs	Continue the buildout of the River Walk along the San Juan River between the southwestern and the northeastern Pagosa Springs boundary. 1) Build pedestrian access on McCabe Creek. 2) Repave/redesign of downtown HWY 160 corridor (especially along McCabe Creek).
5	Trail from Pagosa Lakes to downtown Pagosa Springs	Med	Public Infrastructure & Services	Building and Infrastructure Sustainability	Town County CDOT Private homeowners & HOAs	Town County CDOT Pagosa Lakes Property Assoc GoCO	TBD	Construction jobs	1) Construct trail from Pagosa Lakes to downtown Pagosa Springs.

CDAP #	Project	Rank	Category	CO Resiliency Framework Priority	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
6	East Side Gateway Plan	Med	Public Infrastructure & Services	Building and Infrastructure Sustainability	Town		\$18K	TBD	1) Develop neighborhood plan for east side gateway that considers traffic and pedestrian access, beautification and functionality.
7	Pioneer Cemetery	Med	Public Infrastructure & Services	Building and Infrastructure Sustainability	Town		\$15K	TBD	1) Archaeological assessment and update sign and install new fence and gate at Pioneer Cemetery.
8	Public River Launch Sites	Med	Public Infrastructure & Services	Building and Infrastructure Sustainability	Town	TBD	\$7.5K	TBD	1) Acquire/develop public river launch sites.
9	Bike & Walk Route Maps & Signs	Med	Public Infrastructure & Services	Building and Infrastructure Sustainability	Town	TBD	\$1K	TBD	1) Complete bike and walking route map and install proper signage and striping.
10	Drainage/Culvert Drainage	Med	Public Infrastructure & Services	Building and Infrastructure Sustainability	Town	TBD	\$18K	TBD	1) Address dog alley drainage/culvert issue. 2) Address Aspen Village drainage issue.
11	Street Maintenance	Med	Public Infrastructure & Services	Building and Infrastructure Sustainability	Town	TBD	\$469K (2024)	TBD	1) Perform street maintenance on select town streets (crack sealing, seal coating), mill and overlays or reconstruction on select streets.
12	Harman Hill Phase T2L Trail	Med	Public Infrastructure & Services	Building and Infrastructure Sustainability	Town	TBD	\$1.3M	TBD	1) Determine alignment for Harman Hill Phase T2L Trail and complete design and easement acquisition.
13	Wayfinding & Signage Plan	Med	Public Infrastructure & Services	Building and Infrastructure Sustainability	Town	TBD	\$10K	TBD	1) Implement wayfinding and signage plan.
14	Short Term Rentals	Low	Housing	Housing Attainability	Town	TBD	\$7,500	TBD	1) Ensure vacation rental licensing and compliance.

CDAP #	Project	Rank	Category	CO Resiliency Framework Priority	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
COUNTY									
15	County Landfill	High	Public Infrastructure & Services	Building and Infrastructure Sustainability	County CDPHE Private property owners	County Town Waste Disposal Service Providers USDA Solid Waste Management Grants	~\$1M	TBD	Expand the capacity of the county landfill. 1) Add one cell. 2) Expand the current acreage through land acquisition. 3) Relocate the transfer station to a centralized and more convenient location for residents.
16	Transit Services	High	Public Infrastructure & Services	Building and Infrastructure Sustainability	County Town Region 9 EDD	Federal Grants CDOT Private Donations County Human Services Area Agency on Aging Town County Region 9 EDD	~\$4M total for transit center \$80K shelters \$250K vehicles \$20K marketing \$40k to SOCO \$750K grant for low emissions busses	4 PT	Increase safety and accessibility of public transportation. 1) Establish locations for bus stop shelters. (Designs are complete). 2) Procure materials and build 4 bus stop shelters and wayfinding kiosks. 3) Improved emergency and nonemergency medical transportation services for Arboles. 4) Establish a park n ride facility in Harman Park. This would also support Bustang services. 5) Integrate two low emissions (propane) busses into the county fleet and provide employee training.
17	Public Health Department	Med	Public Infrastructure & Services	Community Capacity Future Ready Workforce Internal to Community	County CDPHE	County	TBD	TBD	Increase the quantity and quality of public health services to Archuleta County residents. Metrics will evolve over the course of this CDAP cycle due to the new structure for Archuleta County Public Health.
18	County Administration Building	Low	Public Infrastructure & Services	Building and Infrastructure Community Capacity Future Ready Workforce Internal to Community	County	County	~\$7M	TBD	Increase the capacity and quality of a county administration building. 1) Select a design concept. (Designs completed) 2) Explore public private partnerships for development. 3) Explore potential property for a new building.
LARGE EMPLOYERS & COMMUNITY ORGANIZATIONS									
19	Pagosa Springs Community Development Corporation	High	Economic Development	Community Capacity Future Ready Workforce Housing Attainability Building and Infrastructure Sustainability	County Town Businesses Community Organizations Region 9 EDD	County Town Businesses Grants	\$30K County County donated 43 lots \$40K Town	2 FTE 1 PTE	Provide support for accomplishing priority community projects through a robust membership program, grant writing, and public-private partnerships. 1) Manage middle mile broadband infrastructure projects for partners. 2) Manage the Main Street Program and implement its projects. 3) Support housing projects with partners. 4) Support workforce development projects with partners.

CDAP #	Project	Rank	Category	CO Resiliency Framework Priority	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
20	Archuleta School District	High	Public Infrastructure & Services	Community Capacity Future Ready Workforce	Archuleta School District (ASD) Colorado Dept. of Education ASD Students and Families	Archuleta School District Grants	TBD	TBD	<p>Create and maintain a desirable working environment with systems of support for increased student outcomes, student and staff well being, and staff recruitment and retention.</p> <ol style="list-style-type: none"> 1) Identify and allocate available general fund dollars into recurring salaries and benefits for all staff. 2) Implement effective coaching cycles supported with professional development. 3) Implement research based highly effective curriculums in Math and Language Arts across all grade levels supported with implementation plans, agreements and professional development. 4) Implement student data analysis tool to assist in monitoring growth among all student groups to allow for program and instructional adjustments. 5) Implement Student and Staff Wellbeing plan. 6) Provide coaching and support for classroom instructional strategies that address student wellbeing and engagement. 7) Review and revise advisory programing to ensure students are explicitly taught strategies and provided resources to support student engagement.
21	Vocational School to Career Programs	Med	Economic Development	Future Ready Workforce	Pagosa Springs CDC Build Pagosa Archuleta School District Pagosa Springs Chamber	Grants Private donors	TBD	TBD	<p>Retain 18–27yearold population.</p> <ol style="list-style-type: none"> 1) Develop vocational training opportunities at Pagosa Springs High School. 2) Expand programming for vocations. 3) Expand facilities, technology, and equipment.
REGIONAL PARTNERSHIPS									
22	Broadband	High	Public Infrastructure & Services	Building and Infrastructure Sustainability Future Ready Workforce	County Town Pagosa Springs CDC Region 9 EDD La Plata Electric Telecom Providers	County Town Telecom Providers Pagosa Springs CDC Region 9 EDD Colorado Office of Information Technology FCC Rural Electric Cooperatives Rural Utility Service Funds USDA Federal Broadband Funding	\$75K Town Other TBD	Indirect job creation with advanced telecommunications	<p>Address middle mile buildout per the Region 9 EDD Broadband Plan. Continue Expansion of Middle Mile Broadband Infrastructure to Connect all Region 9 EDD municipalities.</p> <ol style="list-style-type: none"> 1) Town and County to support broadband expansion efforts through Pagosa Springs CDC. 2) Build CNL 3) Complete fiber project from Hatcher to Chris Mountain. 4) Work with Region 9 EDD to request BEAD funds to backfill Capital Project Funds. 5) Collaborate with Region 9 EDD as needed on the work with neighboring regions to complete the Alpine Loop. Construct Indefeasible Right of Use (IRU) from Denver to Grand Junction to Durango to Walsenburg back to Denver. <p>**Realistic in this CDAP Cycle: Get CNLs online and develop governance model to incorporate EDDs, COGs (and their counties and municipalities), Tribes, and CO Broadband Office.**</p>

CDAP #	Project	Rank	Category	CO Resiliency Framework Priority	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
23	Opioid Abatement	High	Public Infrastructure & Services	Community Capacity Future Ready Workforce Internal to Community	County Town Region 9 EDD	Colorado Opioid Abatement Funds Region 9 EDD	\$1.5M Year 1 and 2 (region)	\$80K 1 PT Project Coordinator	1) Provide representation on the Southwest Opioid Response District (SWORD) Council per the MOU with the State of Colorado. 2) Support implementation of the regional funding allocations and projects.
24	Forest Health	High	Public Infrastructure & Services	Climate and Natural Hazard Resiliency	State Forest Service Colorado Parks & Wildlife US Forest Service BLM Forest Health (business) San Juan Headwaters Forest Health Partnership Wolf Creek Ski Area All Hazards (Home land Security) Wildfire Adapted Partnership	US Forest Service BLM All Hazards (Homeland Security)	TBD	TBD	Improve Forest health through: 1) Reduction of hazardous fuels. 2) Controlling beetle infestation. 3) Reducing risk to life and property and protect watershed/ community water supplies. 4) Defensible space education for property owners resulting in defensible space created around residences. 5) Biomass utilization.
25	San Juan Basin Integrated Water Management Plan, Phase III	High	Public Infrastructure & Services	Climate and Natural Hazard Resiliency Community Capacity	County Town Upper San Juan Watershed Enhancement Partnership (WEP) Mountain Studies Institute (MSI) San Juan Conservation District Trout Unlimited Natural Resources Conservation Western Wildscapes Lotic Hydrological	County Conservation Trust Fund Town Service Organization Funding Town Tourism Board Infrastructure Fund Mountain Studies Institute Nature Conservancy Trout Unlimited Southwestern Water Conservation District San Juan Water Conservancy District	Outlined per project	TBD	This phased planning effort aims to compile a set of locally-defined, integrated project plans (IPP) for the purpose of implementing high priority actions for meeting diverse water use needs. Another desired outcome is that the IPPs increase the likelihood that any one of those projects receives financial assistance from the State of Colorado under Proposition DD (2019) to support state water projects. Phase III focuses on: Phase III of the WEP planning effort will synthesize data, stakeholder input and identified issues in an effort to identify projects, processes, and collaborative management opportunities for meeting and protecting existing consumptive and environmental & recreational (E&R) needs across the upper San Juan watershed.
26	US 160 Wolf Creek Pass Fiber & Safety Systems	High	Public Infrastructure & Services	Building and Infrastructure Sustainability Future Ready Workforce	CDOT County Town Region 9 EDD Paonia Contractor	CDOT Advanced Transportation and Congestion Management Technologies Deployment grant awarded by the Federal Highway Administration	\$7.9M	Construction jobs	Install fiber optic cable and additional dynamic safety signage on US 160 between Pagosa Springs and the east side of Wolf Creek Pass. 1) Connect fiber optic cable with existing fiber that was installed in 2017 along a 16-mile stretch of the US 160 mountain corridor from Wolf Creek Pass east tunnel to the community of South Fork. 2) Install new and upgraded dynamic signs providing additional safety and warning messages to all Wolf Creek Pass travelers regarding road and weather conditions, lowered speeds and the west-side hairpin turn.
27	US 160 Priority Culverts	High	Public Infrastructure & Services	Building and Infrastructure				Construction jobs	Repair and/or replacement of culverts along US 160. Aged pipes will be replaced with new concrete culverts and rehabbed culverts will receive a synthetic lining to enhance the durability and life of the structure. 1) MP 143, just east of Pagosa Springs Elementary School. 2) MP 147, three miles east of Pagosa Springs
28	CO 151 Emergency Culvert North of Arboles	High	Public Infrastructure & Services	Building and Infrastructure	CDOT County American West Construction	CDOT	TBD	Construction jobs	This emergency repair work is critical for the traveling public by ensuring safe roadways and proper water drainage systems. 1) Install two new concrete box culverts, restore the integrity of the roadway, and re-establish proper water drainage in the area.

RESOLUTION 2024 - 18

RESOLUTION OF THE BOARD OF COUNTY COMMISSIONERS OF ARCHULETA COUNTY, COLORADO, ADOPTING THE ARCHULETA COUNTY 2024 COMMUNITY DEVELOPMENT ACTION PLAN (CDAP)

WHEREAS, in 1995, the Region 9 Economic Development District of Southwest Colorado launched southwest Colorado’s initial Comprehensive Economic Development Strategy (“CEDS”) process by offering county-level data, a strategic planning component with visions, goals, and specific strategies for reaching those goals, and identified community projects; and,

WHEREAS, the full CEDS is updated every five years; and;

WHEREAS, the CEDS includes Community Development Action Plans (“CDAPs”), which are the lists of identified projects and which are updated on a two-year cycle; and,

WHEREAS, CDAPs are useful tools for organizations working within Archuleta County and can be one central source for understanding the full range of projects that are in process or are desired; and,

WHEREAS, the CDAP is required for many state and federal funding sources; and,

WHEREAS, the CDAP serves as a tool for Archuleta County by outlining and ranking projects according to specified categories including but not limited to: Public Infrastructure, Public Services, Transportation, Telecommunications, Education & Culture, Land Use, Economic Development, Public Safety, Agriculture, and Housing; and,

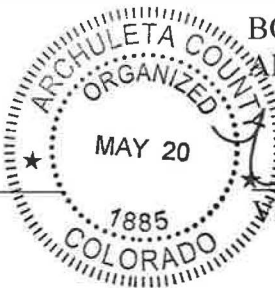
WHEREAS, projects are reviewed by community groups, governments, citizens and stakeholders and then confirmed or revised by the Board of County Commissioners.

NOW THEREFORE, be it resolved that the Board of County Commissioners of Archuleta County, Colorado hereby adopts the Archuleta County 2024 Community Development Action Plan (CDAP) attached hereto as Exhibit A.

APPROVED AND ADOPTED this 20th day of February, 2024.

ATTEST:

Kristy Archuleta
by Mary Helminski,
Deputy Clerk
Clerk to the Board



BOARD OF COUNTY COMMISSIONERS
ARCHULETA COUNTY, COLORADO
Veronica Medina
Veronica Medina, Chair