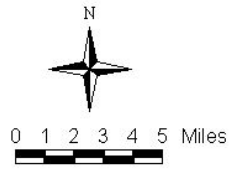
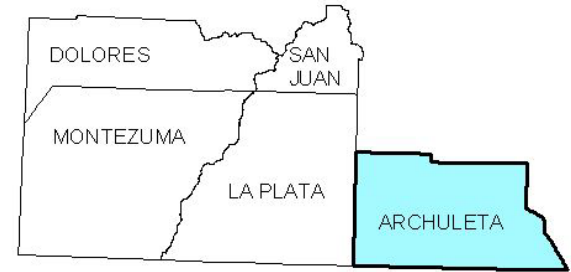


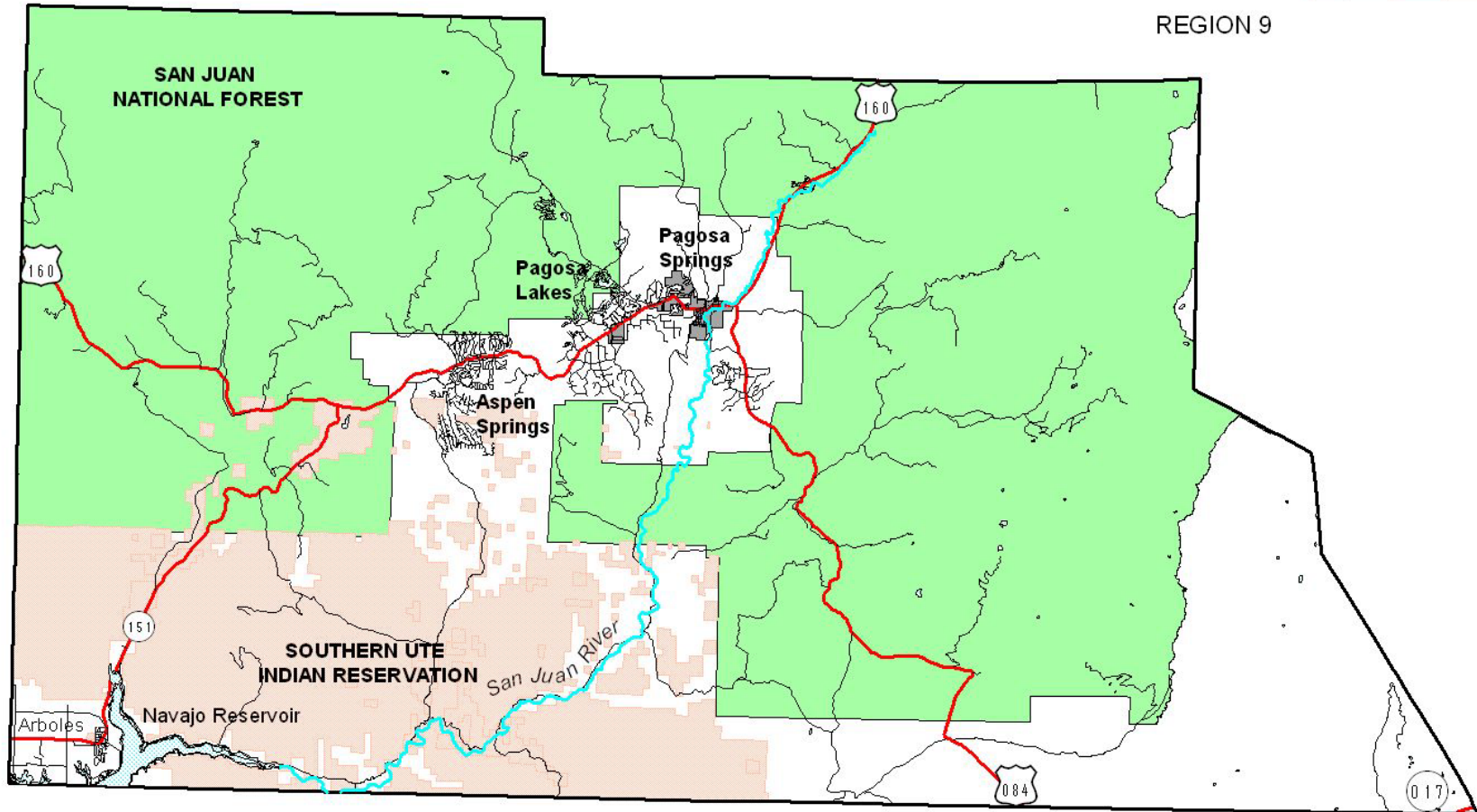
MAP OF ARCHULETA COUNTY



- Land Area - 867,263 acres (1,355 sq. miles)
- Private Lands- 270,660 acres (31%)
- San Juan National Forest- 421,497 acres (49%)
- Southern Ute Tribal Lands- 125,706 acres (14%)



REGION 9



3. ARCHULETA COUNTY

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(3) Public Comment Received (July 15th to August 15th)

(1) “Infrastructure needs to be built in Pagosa similar to LaPlata / Durango. Not sure why Durango is able to pull so many great projects and Pagosa isn’t. Secondly more programs and attractions for young population and adults to attract them to Pagosa. Aging population in Archuleta is a concern. Who is going to staff Medical Center, stores, restaurants if majority of people are retirees?”

(2) “we need support for our manual labor controlling thistles on Crowley Ranch Reserve.

Authors Comment – This public comment (#3) was received after Sections 1 and 2 were repaginated, thus some portions reflect comments on the Introduction to CEDS (Section 1) , and others to the Regional Overview (Section 2). We have included the comments in both sections, with current page numbers. We appreciate the well thought out comments and hope that readers of this CEDS document will consider their content as they review this plan.

(3) “A few comments to consider meeting state priorities, as goals have been sidestepped (see regional response, which is repeated here below). These comments are given from the viewpoint of a business manager/owner who has conducted business in the county and in Pagosa Springs for more than a decade.

Page 3 (**Section 3, p.1**) – “Archuleta County and the Town of Pagosa Springs have identified several strategic priorities. These include: • availability of affordable and attainable housing...” The current housing developments being built in Pagosa are untenable at best. The “low-income housing” across from the Community Center is being built with the “out” that the developers can build on that choice property, claim it is for low income, and then sell for higher prices while only paying a fine. With this type of “rule” in place, it is an incentive to circumvent the “priority.”

As stated in my comments for page 11 – (**Section 2, p.5**) of the Regional Plan: Regional stakeholders have expressed a preference to use the terms Priorities (rather than goals) and Projects (rather than objectives).” This is not recognized as an effective way to guide planning – by either funders or local stakeholders. This quoted statement means you go can sidestep the real needs of the region by setting priorities and then not have to meet any “stated goals;” and that you can fund projects, whether they meet strategic objectives or not. So of course, regional stakeholders that have power favor this approach. I'm a regional stakeholder and I think this is a damaging statement about our governing stakeholders who openly choose not to be responsible or accountable to taxpayers (not all companies or stakeholders are taxpayers).

Page 3 (**Section 3, p.1**) – “Stakeholders continue to seek out grant opportunities to address last mile buildout and increase job creation through home-based businesses.” Repeatedly, area corporations have accepted federal and state funds to expand broadband into rural communities and then have instead used those funds to expand their suburban markets. The internet, and for that matter basic phone services, throughout Southwest Colorado remains intermittent and poor at best. These services are not even remotely adequate to encourage business or to sustain existing business in our communities.

Page 5 (**Section 3, p.3-4**) – Weaknesses: Socio-cultural & Infrastructure: Add lack of appropriate County and Town infrastructure and other funding to adequately support older adults, which make up a significant part of the area population. Governmental: Add Lack of Accountability – there is rife “old boy network” protection – you need only to read the papers and court records to demonstrate this is true. Without a shift in accountability that removes the ability to manipulate the system for the benefit of a few, there will never be a sustainable, responsible community in Archuleta County. This is true across all departments.

Threats: “Special district decisions in relation to cost of doing business.” This is much too broad a description to be useful. As with regulation, if a company or agency cannot do business without doing harm, then it cannot bear the cost of doing business in that location. Many special decisions relate to those types of controls on business. However, there are other types of special decisions that are politically driven that do indeed pose threat. I recommend refinement of the phrase “special district decisions in relation to cost of doing business” to reflect the threats that are politically or otherwise manipulatively driven, rather than those that are ethical or best practices driven (such as environmental controls that positively impact the community for both short and long-term). And finally, there is a distinct lack of goals and priority setting around older adults. Our County population of older adults is growing rapidly and represents a large slice of our population, yet the funding for senior programs is declining regionally, county-wide, and from the Town. Senior living facilities are NOT the only priority that should be set. Funding and infrastructure for active older adults, especially those falling in below middle-income brackets, should be considered, and expanded considerably (set a goal of funding full demand in our County and meet it).

KEY HIGHLIGHTS AND PRIORITY ECONOMIC GOALS

Archuleta County should retain its outstanding scenic and natural qualities while providing quality employment, housing, education, and recreation to its residents. Tourism, recreation, and agriculture will remain major segments of the economy, but attempts will be made to diversify and encourage other types of economic development. The majority of youth should be able to have a career and eventually raise a family without being forced to leave. A healthy and vibrant community will continue to evolve and the rural character and small-town atmosphere will be preserved.

Archuleta County Community Plan Update 2017

Archuleta County and the Town of Pagosa Springs have identified several strategic priorities. These include:

- availability of affordable and attainable housing
- expansion of broadband capacity
- improving public infrastructure
- fostering natural resources.

Housing affordability/attainability is a long term, ongoing priority. The lack of work force housing continues to impact economic growth and diversity when businesses cannot recruit employees because there is no place for them and their families to live. Rising rents, simultaneous increases in vacation rentals by owners and decreases in long-term rentals, a lack of low-price housing stock and low wages have been identified as factors contributing to a housing crisis. Housing experts agree that ideally a family should not spend more than one-third of their income on housing costs. Many (12%) of the service jobs in Archuleta County support tourism in accommodations (lodging) and food services with an average annual wage of \$21,855. This is only 40% of the estimated livable wage (\$54,496) for a family of four (one working adult, a preschooler and one school age child). Policy considerations and long-term funding is needed to address this important issue. A housing workgroup has been exploring options for potential solutions. The Archuleta County Housing Authority is building a 34-unit complex on Hot Springs Blvd to serve people earning 60% and below AMI (completion in late 2021). The Town of Pagosa Springs has purchased a half-acre vacant parcel to build 8-12 units of workforce housing. And, Habitat for Humanity has received eleven lots from the county to develop as attainable housing.

The expansion of broadband technology continues to be a priority for Archuleta County, and is considered crucial for furthering the county's economic and educational growth. The Archuleta County Broadband Services Management Office (BSMO) focuses on many projects around the Archuleta County area and broader region.¹ Working with local and regional Internet Service Providers as well as local governments, utilities, and banks, the BSMO strives to work with all stakeholders to increase broadband speed, reliability and accessibility while maintaining an affordable cost to access broadband in the county. Stakeholders continue to seek out grant opportunities to address last mile buildout and increase job creation through home-based businesses.

Improving public infrastructure is clearly a high priority, as evidenced by the number and scope of projects listed in the 2021 Community Development Action Plan (CDAP). These include sanitation plant maintenance, roads, trails, river access, and parks. Maximizing the San Juan Riverwalk area, and associated parks and trails, will increase the desirability of downtown as a tourist and shopping destination.

Natural resources are an important economic driver. The community is taking steps to ensure that there is enough water to support infrastructure during drought cycle by partnering with Inter Basin Compact Committee (IBCC) for San Juan Basin to assist with implementation; and there are plans to build a 7.3-mile pipeline from Town to create a more reliable system and take pressure off the oldest plant.

¹ <https://archuletacountybroadband.com>

Forest health is also an issue. Timber-Salvage Sales contracts for clearing the greatest area of beetle infestations in the highest elevations near Wolf Creek Ski Resort. - Fall Creek & Wolf Creek Trails areas have already been awarded. The Region (including outside Archuleta County) is benefitting from "Collaborative Forest Landscape Restoration"; two federal grants, \$4M & \$1M each over the next 2 – 10 years. The beetle killed pines and mitigating wildfire risks have inadvertently presented opportunities for use of biomass from dead trees as a power plant fuel as well as material for manufactured wood products. Geothermal resources are also seen as a potential catalyst for economic diversification and job creation.

The Southern Ute Indian Reservation presence in Archuleta County includes 125,706 acres. The four strategies they have identified for economic growth and diversification follow the environmental analysis (SWOT) conducted through the CEDS process. These strategies include:

- Encourage and support Tribal member entrepreneurship
- Optimize under-utilized Tribal resources
- Create comprehensive community development plan incorporating Ute identity, culture, and education
- Create long term financial stability and growth for the Tribe and its membership through an expanded Tribal/regional diversified and resilient economy.

STRATEGIC PLANNING

SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis

The starting point for a credible economic development strategic plan is a SWOT analysis. By working with Archuleta County stakeholders the following was identified:

Strengths

Atmosphere/Ambience

- Casual, family, healing, equestrian, small town, ranching, active
- Pedestrian-friendly historic downtown
- Tourism assets
- Attractive communities and quality of life
- Green energy mentality with leading innovators in geothermal, biomass and solar
- Entrepreneurial culture

Amenities

- Community center
- Historic modernized movie theater
- Center for the arts
- Public library
- Hospital
- Publicly owned general aviation airport
- Brewpubs & restaurants
- Large conventional grocery stores and small organic grocery stores
- Wal-Mart
- Outdoor sporting goods stores
- Proximity to ski areas, national parks, narrow gauge railroads and scenic byways

Physical Attributes

- Geothermal hot springs
- Wide array of recreational opportunities
- Vast public lands
- San Juan River
- Climate
- San Juan Mountains and largest roadless wilderness areas in Colorado
- Chimney Rock National Monument
- Navajo Lake State Park

Economic

- Cost of living compared to other resort communities
- Small business entrepreneurialism
- Renewable energy potential
- Strong rapidly growing health care facility
- A “Fly to Community” as well as “Drive To Community”
- Large influx of capital from tourism and second home owners
- Quality school system

Socio-Cultural/Population

- Educated population
- Cultural diversity
- Multi-faceted demographics including retirees, second homeowners and young families
- Strong volunteerism in philanthropic and civic organizations
- Social support for aging population
- Strong/growing arts and culture

Weaknesses

Economic/Marketing

- Underemployment
- Workforce housing availability
- Access to markets
- Transportation network including commercial air transportation
- Lack of skilled work force
- Lack of higher paying jobs
- Lack of diverse economy
- Marketing of community
- Special event coordination
- Geographic isolation of community

Socio-Cultural

- Impacts from aging population and second homeowners
- Lack of activities/programs for youth
- Poverty
- Childcare demands outpace availability
- Old guard versus newcomers

Facilities

- Higher education
- Commercial service airport
- Lack of conferencing facilities
- Lack of childcare facilities

Infrastructure

- Water supply/distribution/waste costs
- Electricity interruptions
- Rough non-paved and paved roads
- Lack of consistent high-bandwidth broadband

Opportunities

Economic

- Adding value to existing businesses
- Diversification of economy
- Tourism development
- More events, especially sports/recreation
- Expansion of hotels to include conferencing facilities
- Marketing/development of adventure and motorized sports
- Small technical support call centers
- Available commercial land and buildings
- Growing population
- Southern Ute Indian Tribe drilling on eastern portion of their reservation
- Commercial business development at the airport and downtown
- Community Development Corporation Micro-loan program
- Cloman Industrial Park (currently at about 25% capacity)

Governmental

- Unified government and constituency with mission/vision between Town and County
- Streamline building and planning processes for both Town and County
- Strengthen land use regulations
- Development and preservation of healthy downtown core

Socio-cultural

- Number and quality of performing arts venues
- Provide recreation center
- Recruit a post-secondary educational facility
- Ensure availability of health care
- Ensure availability of childcare

Infrastructure

- Expand and improve reliability and coverage of broadband and telecommunication infrastructure
- Ensure water capacity for growing population

Threats

- Land use/zoning decisions
- Natural resource management
- Special district decisions in relation to cost of doing business
- Infrastructure deficiencies
- Rising cost of business
- Aging population resulting in need for increased services
- Seasonality of business cycle
- Dependency on outside dollars from tourism and second homeowners
- Lack of commercial real estate on Main Street

STRATEGIC DIRECTION – Archuleta County Priorities and Projects

Archuleta County priorities and projects are developed through review of current projects, planning documents, small group discussions and interviews with community stakeholders, and those working on community projects. The CDAPs are presented at various community and public meetings and distributed for public comment for a period of one month. The CDAP has a total of 48 projects that were approved by the County Commissioners on August 17th, 2021, signed by Alvin Schaaf – Chairperson. The Archuleta CDAP is included in this document on page 21.

The CDAP projects were aligned with the [State Rural Economic Blueprint](#). Priorities from the State Blueprint are assigned to specific projects in the CDAP. Priorities are numbered below for reference rather than level of importance.

- 1. Leverage the Unique Assets of Rural Colorado**
- 2. Save Coloradoans Money on Healthcare**
- 3. Fulfill Every Child’s Potential**
- 4. Support Local Community Success in Energy Transmission**
- 5. Make Critical Investment in Community Infrastructure**
- 6. Invest in Roads and Bridges**
- 7. Build on Successful Economic Development Programs**
- 8. Community Identified Priorities – this was added for projects aligned more closely with local economic priorities**

The CDAP projects were also linked to six resiliency strategies identified in the [Colorado Resiliency Framework](#), which addresses potential and interrelated economic, social and environmental risks and vulnerabilities. Abbreviations are listed next to the strategies in the CDAP along with a number representing the supporting strategy. Please refer to the Colorado Resiliency Framework for details.

- 1. Future Ready Economy & Workforce (EW)**
- 2. Climate & Natural Hazard Resiliency (CN)**
- 3. Building & Infrastructure Sustainability (BI)**
- 4. Agriculture & Food Security (AF)**
- 5. Housing Attainability (HA)**
- 6. Community Capacity (CC)**
- 7. Internal to Community (IC) - this was added for projects aligned more closely with local resiliency strategies**

1: Leverage the Unique Assets of Rural Colorado

Linkage – Climate & Natural Hazard Resiliency (CN), Building & Infrastructure Sustainability (BI)

Projects:

1. Yamaguchi South Master Plan (CDAP #23, Resiliency BI).
2. Riverwalk West Trail to 6th (CDAP #24, Resiliency BI1).
3. Hermosa St. Trail to First St. Bridge (CDAP #25, Resiliency BI1).
4. Cotton Hole Park (CDAP #26, Resiliency BI1).
5. Dr. Mary Fisher Park (CDAP #27, Resiliency BI1).
6. Public River Launch Sites (CDAP #28, Resiliency BI1).
7. Bike & Walk Route Maps & Signs (CDAP #29, Resiliency BI1).
8. Geothermal Assets: Town of Pagosa Springs Geothermal Heating System (CDAP #40, Resiliency BI1, BI5).
9. Biomass Utilization (CDAP #45, Resiliency CN3).

2: Save Coloradoans Money on Healthcare

Linkage –

Projects: None listed

3: Fulfill Every Child's Potential

Linkage – Future Ready Workforce (EW)

Projects:

1. Develop Vocational Training Opportunities at Pagosa Springs High School (CDAP #39, Resiliency EW4, EW5).

4: Support Local Community Success in Energy Transmission

Linkage – Community Capacity (CC)

Projects:

1. Geothermal Assets: Geothermal Greenhouses (CDAP #46, Resiliency CC2).

5: Make Critical Investment in Community Infrastructure

Linkage – Building & Infrastructure Sustainability (BI), Housing Attainability (HA), Climate and Natural Hazard Resiliency (CN),

Projects

1. Workforce Housing (CDAP #3, Resiliency HA2).
2. Trail from Pagosa Lakes to downtown Pagosa Springs (CDAP #5, Resiliency BI1).
3. San Juan River Headwaters Project (SJRHP) (CDAP #6, Resiliency CN2).
4. Expand County Landfill (CDAP #10, Resiliency BI1).
5. Forest Health (CDAP #11, Resiliency CN1, CN4).
6. Broadband Expansion (CDAP #12, Resiliency BI1, EW1).
7. Establish park and ride utilizing existing parking infrastructure where possible (CDAP #13, Resiliency BI1).
8. Tiny Homes (CDAP #36, Resiliency HA2).
9. Vacation Rental/Short Term Rental (STR) (CDAP #37, Resiliency HA1).
10. Downtown Pagosa Springs (CDAP #38, Resiliency BI1, BI5).
11. Grow Public, Senior and Wolf Creek Transit Services (CDAP #41, Resiliency BI1).
12. Build 4 Bus Stop Shelters in Pagosa Springs (CDAP #42, Resiliency BI1).
13. Pump Station SCADA System (CDAP #43, Resiliency BI1).
14. Implement Parks, Recreation, Open Space, Trails Plan (PROST) (CDAP #47, Resiliency BI1).

6: Invest in Roads and Bridges

Linkage – Building & Infrastructure Sustainability (BI)

Projects

1. Implement Downtown Riverwalk Master Plan (CDAP #4, Resiliency BI1).
2. East Side Gateway Plan (CDAP #16, Resiliency BI1).
3. Rumbaugh Creek Bridge Stabilization (CDAP #17, Resiliency BI1).
4. Hill Top Cemetery (CDAP #19, Resiliency BI1).
5. McCabe Creek Culvert (CDAP #20, Resiliency BI1).
6. Pioneer Cemetery (CDAP #21, Resiliency BI1).
7. Model Traffic Code (CDAP #22, Resiliency BI1).
8. Drainage/Culvert Drainage (CDAP #30, Resiliency BI1).
9. Street Maintenance (CDAP #31, Resiliency BI1).
10. Sidewalk Repair & Replacement (CDAP #32, Resiliency BI1).
11. Harman Hill Phase T2L Trail (CDAP #33, Resiliency BI1).
12. Wayfinding & Signage Plan (CDAP #34, Resiliency BI1).
13. Repaving Projects (CDAP #35, Resiliency BI1).

7: Build on Successful Economic Development Programs

Linkage – Community Capacity (CC2)

Projects

1. Town Website and Citizen Portal (CDAP #14, Resiliency CC2)
2. Public Engagement Portal (CDAP #15, Resiliency CC2)
3. Land Use and Development Code (CDAP #18, Resiliency CC3)
4. Pagosa Springs Community Development Corporation (CDC) (CDAP #44, Resiliency CC2).
5. Southern Ute Indian Tribe CEDS 2018-2022 (CDAP #48, Resiliency All).

EVALUATION FRAMEWORK

The evaluation framework serves as a mechanism to gauge progress on the successful implementation of the overall CEDS while providing information for the CEDS Annual Performance Report, as required by Economic Development Administration (EDA). These regular updates keep the strategic direction and action plan outlined in the CEDS current and the plan relevant. The evaluation framework is an important element of the ongoing planning process and should answer the questions “How are we doing?” and “What can we do better?”

Performance Measures

1. CDAP Project Completion 2001 - 2020

As part of the Comprehensive Economic Development Strategy process, completed projects from the Community Development Action Plans (CDAP) are removed when completed and included below. This allows us to track the progress of proposed projects to see if they have advanced through the action steps required for project completion

Archuleta County

Expand Capacity for Dutton Ditch
Adopt County Trails Plan
Archuleta County Fairgrounds improvements
Rebuild Pagosa Lakes Electrical System
Develop Historic Preservation Guidelines
Improved 911 Service
Hot Springs Blvd. Master Plan
Construction of Critical Access Care Hospital
Master Plan for the Town of Pagosa Springs Downtown Core Area
Master Plan for Parks, Open Space, and Recreation
Adopted Building Codes for Town & County
Updated Town of Pagosa Springs Land Use and Development Code
Airport completed 3100 feet of parallel taxiway investing \$5.2 million
Establish a Nuisance Ordinance
Installed a Pedestrian Bridge over the San Juan River
Highway 160 Access Management Plan
Pagosa Mountain Hospital built
Construct Animal Shelter, Phase 1
Second Home Study
Reverse 911 System in place
Community College education available locally
Designation of Chimney Rock as a National Monument
Development of SCAN broadband project
Seeds of Learning Facility completed

Resurfaced 6.2 miles on Piedra Road, Safety improvements near Hurt Drive; priority culverts and West Cat Creek Rd

Improved 911 Emergency land line and cellular service

Completed Town Capital Improvement Plan

San Juan River Restoration Project

Development of Cloman Blvd. open space

Yamaguchi Park, improvements

Reservoir Hill improvements

Expanded primary care resources

Telemedicine access for Neurology and cardiac care

Complete Archuleta County Airport Economic Impact Study

County Administrative Building

Projects Completed Between 2016-2018

Business Development

- Complete Archuleta County Airport Marketing Project
- Complete Geothermal Greenhouse Project Infrastructure

Education

- Open Charter School Fall 2017
- Create Early Childcare and Education Committee and Hire a Coordinator
- Obtain BEST Grant for High School Safety & Security

Health & Human Services

- Complete Pagosa Springs Medical Center Primary Care Expansion

Parks & Recreation

- Town to Lakes Trail – Phase I Completed April 2018

Public Lands

- Complete Chimney Rock National Monument Management Plan

Tourism

- Implement Tracks Across Borders Scenic & Historic Byway (TABB) Conceptual Plan

Transportation

- Complete Transportation & Intersection Priority Projects in Archuleta County
- Complete Reconditioning of the first 3 miles of Piedra Road

Projects Completed Between 2018-2020

Education

- Implement BEST Grant to Enhance Safe Facilities for Archuleta School District: Completed Sept of 2019. All buildings are secure and have key card access instead of metal keys.

Healthcare

- Update current heating, air conditioning, ventilation, electrical, plumbing and radiological equipment: HVAC completed Nov. 2020. Updated vestibule to accommodate screening as mandated by the State of Colorado and added negative pressure rooms, both in response to the pandemic.

Land Use

- Utilize 7.5 Acres/Hwy 84 Property Development: Property on HWY 84 sold.

Public Infrastructure

- Public Infrastructure: Improve Western Heritage Event Center.
- Complete Courthouse and Justice Center Projects: Justice center groundbreaking in December 2020.

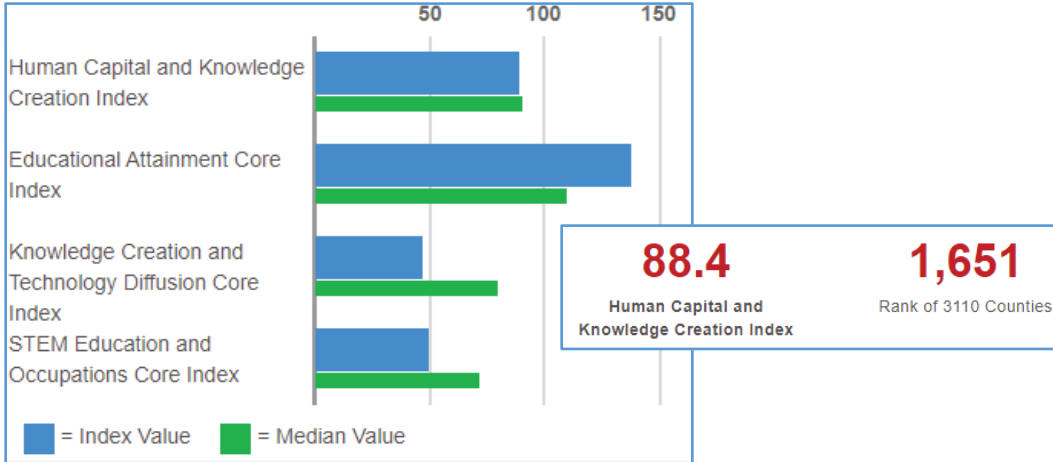
Telecommunications

- Pagosa Broadband Project: Voter approval for SB152 Opt Out

Transportation

- Complete intersection improvements at N. Pagosa and County Center

2. Archuleta County Human Capital and Creation Index Compared to All Other U.S. Counties



Measure	Index	Rank
📍 "Salad Days" Population Growth (Ages 25-44)	87.8	1,830
Educational Attainment Core Index	137.3	554
📍 High School Attainment (Ages 18-24)	105.3	1,634
📍 Some College, No Degree (Age 25+)	124.5	1,146
📍 Associate Degree (Age 25+)	79.9	2,153
📍 Bachelor's Degree (Age 25+)	193.0	173
📍 Graduate Degree (Age 25+)	183.9	270
Knowledge Creation and Technology Diffusion Core Index	46.4	2,357
📍 Patent Technology Diffusion	139.2	559
📍 University-Based Knowledge Spillovers	0.0	2,124
📍 Business Incubator Spillovers	0.0	2,415
STEM Education and Occupations Core Index	49.2	2,713
📍 STEM Degree Creation (per 1,000 Population)	0.0	802
📍 Technology-Based Knowledge Occupation Clusters	62.6	2,836
📍 High-Tech Industry Employment Share	85.2	1,778

Human capital and knowledge creation affect the degree to which a county's labor force is able to engage in innovative activities. Growth in a county's workforce ages 25 to 44 signifies that a county is becoming increasingly attractive to younger (arguably more energetic) workers—those more likely to contribute to innovation. Counties with high levels of human capital are those with enhanced knowledge, measured by educational attainment, patent diffusion, knowledge spillover, business incubator presence, STEM degree holders and occupations, and the share of high-tech employment. Higher levels of human capital are associated with higher levels of innovation and faster diffusion of technology.

3. Archuleta County Economic Performance Compared to All Other U.S. Counties

https://clustermapping.us/region/county/archuleta_county_co/performance

Ranks are by percentile from 1-100 among all 3221 U.S. counties:
 ● 1-20 (first quintile) ● 21-40 (second quint.) ● 41-60 (third quint.) ● 61-80 (fourth quint.) ● 81-100 (fifth quint.)

Performance

Regional economic performance can be measured by indicators of overall performance directly related to the standard of living in a region, as well as intermediate indicators of economic activity that may or may not translate into a region's standard of living.

Outcomes



SUMMARY BACKGROUND

History and Economic Trends

The Anasazi (Ancestral Puebloan) people were the earliest known inhabitants of Archuleta County and the surrounding area. Archaeological evidence at the Chimney Rock Indian ruins indicates a thriving community in and around the site until about 1125 AD. Following the Anasazi were the Navajo, Ute, and Apache peoples who have lived and hunted in the area for centuries. Revered by the Indians, the Pagosa (a Ute word meaning boiling water) Hot Springs were frequented by many of the tribes. Accounts from the early Anglo explorers describe well-worn trails from all directions converging on the springs, with depressions and sweat lodges located around the seeps and cavities near the big spring.

Spanish explorers and missionaries, as well as the French, visited the area seeking gold and religious converts prior to 1848 when Mexico ceded the area to the United States. The U.S. Government then established relations with the Indians and through a series of Treaties (1848, 1868, 1873, 1880), "bought" most of their land. In the Brunot Treaty of 1873, the Southern Ute Reservation was established in its present location, which included the southwestern part of what later became Archuleta County, formed from part of Conejos County in 1885.

Fort Lewis was established in 1878 near the Pagosa hot springs to protect settlers and travelers from the Indians. The town grew around the fort and remained after the fort moved west. The Town of Pagosa Springs was platted and surveyed in 1883 and incorporated in 1891. It remains the only incorporated town in the county.

Hispanic settlers reached the area about the same time as Anglo settlers. They settled the southern part of the county along the rivers. Hispanic communities such as Trujillo, Juanita, Pagosa Junction, and Carracas were settled with the arrival of the Denver & Rio Grande Railroad in 1881. According to the 1990 Census, the Hispanic population comprised about 23% of the total population.

With the advent of the railroad running between Silverton, Durango, Chama and points east along the southern boundary of the county, the lumber industry flourished and became the dominant sector of the economy. The railroad also boosted ranching by providing a practical way to ship cattle and sheep to market. The growth of cattle and sheep ranching, as well as the development of the lumber industry, led to a booming economy in the 1890s and early 1900s. With the opening of Wolf Creek Pass on August 21, 1916 the entire San Juan Basin was opened to greater economic development and commerce.

The establishment of two large lumber mills, and many smaller ones, helped to bring the railroad to Pagosa Springs in 1900, facilitating travel and movement of trade and commerce. The lumber boom lasted almost into the 1920's, by which time the easily accessible timber had all been logged. The exploitation of natural resources (such as ranching, mineral production, lumber and recreational attractions) supported Archuleta County up to the mid- to late 1970s. In 1970, manufacturing (primarily wood products) provided 30% of the county's total work income and generated \$7.4 million in earnings. The decline of the timber industry in the late 1970s played a large role in this decrease. The 1980s were a time of relative stability in terms of population and economy, reflecting the "flat" state and national economies.

Economic Trends

Archuleta County developed as a result of a unique combination of natural resources and natural attributes (i.e. geothermal hot springs located in Pagosa Springs). Initially these resources were "traditional west" commodities such as timber, cattle and minerals. Since that time Archuleta County has been in transition to a more urban environment in which tourism is the number one industry. People moving in for quality of life issues or "amenity migration" drove population growth in the 1990s, and 2nd home ownership became an economic driver. The designation of the Chimney Rock Archeological Area as a National Monument in 2012 has, as expected, increased the number of visitors to the area, like observations at other National Monument sites throughout the west.

Southern Ute Indian Tribe

The planning and management area of Region 9 includes two Indian reservations, including the Southern Ute and the Ute Mountain Ute Indian Tribes. A portion of the Southern Ute Reservation (125,706 acres) lies within Archuleta County.

Historically, the Utes roamed throughout the Four Corners and Western Colorado in several distinct hunter-gatherer bands. The Southern Ute divisions were the Muache, Capote, and Weeminuche. As a result of the Dawes Act in 1887, and the subsequent Act of 1895, the previously defined Southern Ute reservation lands were broken into two distinct units. Most of the Muache and Capote Utes accepted farming allotments in the eastern portion, which became known as the Southern Ute Indian Reservation with agency headquarters at Ignacio, in La Plata County. The Weeminuche Utes, led by Chief Ignacio, refused to accept allotments, and moved to the western portion, which became known as the Ute Mountain Ute Indian Reservation with agency headquarters at Towaoc, in Montezuma County.

The Southern Ute Tribal enrollment is currently about 1,500, with the majority of the members living on the reservation. The reservation land base includes 750,000 acres, seven major rivers, and the Navajo State Park. Tribal headquarters are located adjacent to the Town of Ignacio, in La Plata County.

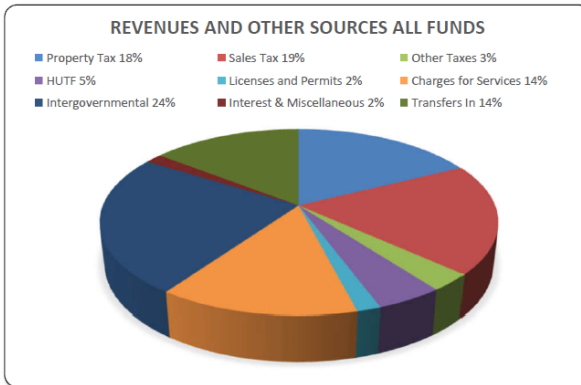
Over the past 25 years, the Southern Ute Indian Tribe has become a major player in the local, state, and national economy. The Tribe is aggressively creating and operating new businesses both on and off-Reservation in the areas of oil and gas production, natural gas gathering, real estate development, housing construction, sand and gravel products, media, and gaming. The Tribe currently is the largest employer in La Plata County. The Sky Ute Lodge and Casino opened in 2008. Through contributions of a percentage of its annual gaming revenue, the Tribe is a supporter of many area non-profit organizations. The Southern Ute Growth Fund was started in 1999 and has investments spanning America and Canada. The Growth Fund reports a portfolio of over \$1 billion. In summary, Tribal activity, including gaming, generates millions of dollars per year in La Plata County, in direct and indirect economic activity.

The Tribe has prepared its first CEDS (2018 – 2022) with strategies for economic growth and diversification. These include:

- Encourage and support Tribal member entrepreneurship
- Optimize under-utilized Tribal resources
- Create comprehensive community development plan incorporating Ute identity, culture, and education
- Create long term financial stability and growth for the Tribe and its membership through an expanded Tribal/regional diversified and resilient economy.

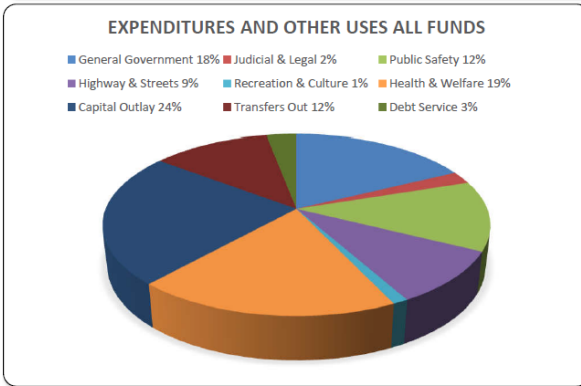
Archuleta County Government

Archuleta County is one of 64 counties created by the State of Colorado. The responsibilities of implementing state law and managing county business are shared by elected officials including: Assessor, Clerk and Recorder, District Attorney, Sheriff, Treasurer, Surveyor and Coroner. An elected three member Board of County Commissioners is the chief legislative and executive body of the County. Their duties include overseeing county budget, land use policy, social services, and road maintenance and construction, and public health programs. In addition to these ten officials, the county employed a staff of 132 full time equivalent employees in 2019.



Revenues and Other Sources All Funds

Type	Legend Title (Auto Updates)	Amount	%
Property Tax	Property Tax 18%	6,486,791	18%
Sales Tax	Sales Tax 19%	7,063,357	19%
Other Taxes	Other Taxes 3%	1,105,078	3%
HUTF	HUTF 5%	1,710,152	5%
Licenses and Permits	Licenses and Permits 2%	615,000	2%
Charges for Services	Charges for Services 14%	5,081,500	14%
Intergovernmental	Intergovernmental 24%	8,902,428	24%
Interest & Miscellaneous	Interest & Miscellaneous 2%	609,535	2%
Transfers In	Transfers In 14%	5,327,500	14%
Capital Contributions		-	0%
Total		36,901,341	100%



Expenditures and Other Uses All Funds

Type	Legend Title (Auto Updates)	Amount	%
General Government	General Government 18%	8,082,702	18%
Judicial & Legal	Judicial & Legal 2%	1,015,418	2%
Public Safety	Public Safety 12%	5,704,831	12%
Highway & Streets	Highway & Streets 9%	4,330,664	9%
Recreation & Culture	Recreation & Culture 1%	501,521	1%
Health & Welfare	Health & Welfare 19%	8,543,160	19%
Capital Outlay	Capital Outlay 24%	10,818,502	24%
Transfers Out	Transfers Out 12%	5,327,500	12%
Debt Service	Debt Service 3%	1,361,576	3%
Pass Thru	Pass Thru 0%	-	0%
Total		45,685,874	100%

Infrastructure and Services

This information was provided through local interviews unless otherwise noted in text.

Electric - The entire county is served by La Plata Electric Association.

Natural Gas - The area is served by Black Hills Energy and various propane distributors.

Water - Most of the area is served by the Pagosa Area Water and Sanitation District (PAWSD) or Town of Pagosa Sanitation (TOPS); others are served by rural water districts or have their own wells.

Wastewater - Most of the area is served by the Pagosa Area Water and Sanitation District (PAWS); others are served by rural water districts or have their own septic systems.

Solid Waste & Recycling – Residential and commercial solid waste collection is provided by At Your Disposal, Waste Management, Elite Recycling Disposal and the Archuleta County Recycling and Transfer Station. The community’s main landfill is in the county.

Police & Fire Departments - Pagosa Springs is served by a municipal police department and County Sheriff's Office. Most of the County fire protection is provided by the Pagosa Fire Protection District that has seven rural fire stations. The Sheriff's Office has the statutory designated responsibility for wildland fires.

Telecommunications - Currently, there are 8 providers in Pagosa Springs with home service. If you include business Internet, that's a total of 15 companies available locally, like CenturyLink and XFINITY from Comcast. (Some may be "double entries" as many companies list home and business service under separate branches.) The area is served by Visionary Broadband, CenturyLink and others. [Broadbandnow.com]

Medical Facilities - The Pagosa Springs Medical Center is a rural hospital with 24/7 emergency services as well as a health clinic, surgical center, and infusion and cancer treatment. Axis Health System has a local office and provides integrated health services including mental health, counseling, and diagnostics. Pagosa Medical Group offers acute medical services. Pine Ridge Extended Care Facility has 60 beds providing complete medical support to the elderly.

Business Parks - Cloman Industrial Park is designated for heavy commercial and light industrial land uses. It is located near Archuleta County Airport. Mountain Crossing is located at the intersection of two major highways and offers light manufacturing with re-zoning approval.

Major Employers - 2019 Top 10 Employers: Upper San Juan Hospital District (280), School District 50 JT (210), Walmart (148), USDA Forest Service (138), Archuleta County (132), Visiting Angels (122), City Market (118), Wyndham Pagosa (73), Springs Resort LTD (54), Pine Ridge Extended Care Center (53). The Wolf Creek Ski area reports its employment in Mineral County but does employ seasonal employees from Archuleta County.

Recreation Facilities - Pagosa Springs and Archuleta Parks and Recreation Departments have a myriad of facilities serving all age ranges in the community including: 2 lighted baseball fields, 4 soccer fields, 2 fishing ponds, seasonal skating rink, 2 disc golf courses, and an array of cross country ski tracks and snowmobile trails, as well as a 160 acre Mountain Park, in the heart of downtown, used for hiking, biking and a summer concert venues. In addition, Pagosa Springs is home to the world's deepest hot springs and is located less than an hour from Wolf Creek Ski Area.

Educational Facilities - Archuleta County Education Center, Archuleta County District 50 JT; K – 12, Pagosa Peak Open School (K-5) - (2020-21 enrollment for Archuleta School District 1,599 [Colo. Dept. of Education]), Southwest Colorado e-School, Goal Academy, Our Savior Lutheran School (K-5), as well as an active homeschool community. "Build Pagosa" is a program dedicated to teaching high school students trade skills for the construction industry.

Early Childhood Education and Child Care - 250 Total Slots (Ages 0-5). No Providers offer 24 hour or week-end care. [Early Childhood Council of La Plata County.] Wings Early Childhood Center, Seeds of Learning with National Association for the Education of Young Children (NAEYC) accreditation, Our Savior Lutheran Preschool, The Pagosa Early Childhood Center (Headstart), and private in-home daycares.

Long term care facilities for Seniors - In 2021 Pine Ridge Extended Care Facility has 60 beds. [facility website] For more information on resources for seniors visit <https://www.sjbaaa.org/archuleta-county-senior-resources>

Estimated number of persons without health insurance – 1,401, 10.7% [ACS 2015-2019 US Census Bureau]

Demographics

Population -- From 1990 to 2000, the population of Archuleta County grew by 8.5% annually, and was ranked 5th of 6 Colorado counties (14th nationwide) for rate of growth. Since 2010, the estimated rate of growth has slowed down to less than 2% annually.

	2010	2019	Ann. Avg % Change 2010-19
Archuleta	12,060	14,002	1.7%
Pagosa Springs	1,722	2,072	2.1%
Unincorporated	10,338	11,930	1.6%

Source: Colorado State Demography Office

Most of the county's population is concentrated within the Town of Pagosa Springs and its surrounding subdivisions. These population figures do not reflect the large number of seasonal visitors, many of whom own 2nd homes in the area. Net population growth (2010 to 2019) in the county was 12% natural causes (births and deaths), and 88% net migration.

Age Group	Households 2015	Households 2035	% Change	Difference
18-24	176	268	52%	92
25-44	1,160	2,234	93%	1,074
45-64	2,294	3,106	35%	812
65 & Over	1,978	3,894	97%	1,916
All Households	5,583	9,520	71%	3,937

The population is expected to grow at a moderate rate through 2035. A lot of the growth during that time period will be driven by the 65+ age group. Household growth will be dominated (76%) by households without kids.

Other pertinent demographics of Archuleta County are provided by the American Community Survey (ACS 2018) <http://www.census.gov/acs/www/>. Median home price is from Local MLS (2019).

Median Age	50
Working from Home	10%
Median Household Income	\$ 50,753
Median Home Price	\$ 333,000
Homeownership	75%
Non-white Population	16%
Poverty Rate	11%
Bachelors Degree or Higher	39%

Snapshot of the Local Economy

Unemployment Rates

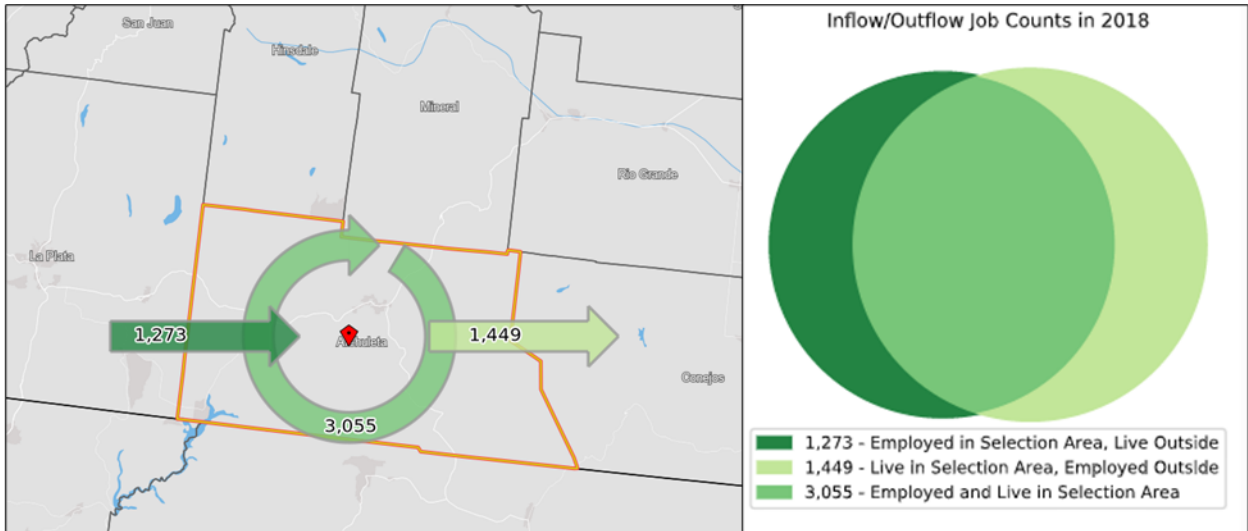
Unemployment Rates 2019				
Location	Labor Force	Employed	Unemployed	Unemployment Rate
USA				3.9%
Colorado				2.8%
Archuleta	6,937	6,717	220	3.2%
Dolores	1,164	1,129	35	3.0%
La Plata	32,305	31,495	810	2.5%
Montezuma	13,038	12,486	552	4.2%
San Juan	570	553	17	3.0%

Source: Colorado Labor Market CDLE-LMI

In 2019, county unemployment rates (3.2 %) were higher than the state (2.8%) and less than the nation (3.9%).

Commuting

People commute to where the jobs are but take their paychecks home. This influences how we evaluate employment, whether by place of work or by residence. In 2018 most of the workers commuting out of the county for jobs are going to La Plata County (4.1%). Many of the workers commuting into Archuleta County for jobs are also from La Plata County (1.5%).



Jobs Counts by Places (Cities, CDPs, etc.) Where Workers are Employed - All Jobs 2018

	Count	Share
All Places (Cities, CDPs, etc.)	4,504	100.0%
Pagosa Springs town, CO	2,083	46.2%
Durango city, CO	184	4.1%
Denver city, CO	80	1.8%
Dulce CDP, NM	73	1.6%
Cortez city, CO	56	1.2%
Grand Junction city, CO	54	1.2%
Colorado Springs city, CO	50	1.1%
Farmington city, NM	45	1.0%
Montrose city, CO	28	0.6%
Bayfield town, CO	25	0.6%
All Other Locations	1,826	40.5%

Jobs Counts by Places (Cities, CDPs, etc.) Where Workers Live - All Jobs 2018

	Count	Share
All Places (Cities, CDPs, etc.)	4,328	100.0%
Pagosa Springs town, CO	372	8.6%
Durango city, CO	63	1.5%
Colorado Springs city, CO	57	1.3%
Arboles CDP, CO	40	0.9%
Del Norte town, CO	35	0.8%
Denver city, CO	30	0.7%
Cortez city, CO	26	0.6%
Farmington city, NM	24	0.6%
Montrose city, CO	23	0.5%
Monte Vista city, CO	22	0.5%
All Other Locations	3,636	84.0%

Area Name	County	¹ Resident Population	² All Workers	² Workers Living in Area	³ Daytime Population	⁴ Daily Commuter Population
Pagosa Springs	Archuleta	2,022	1,046	940	2,128	106

Data: ¹Co State Demographer 2018; ² On the Map Census 2018;

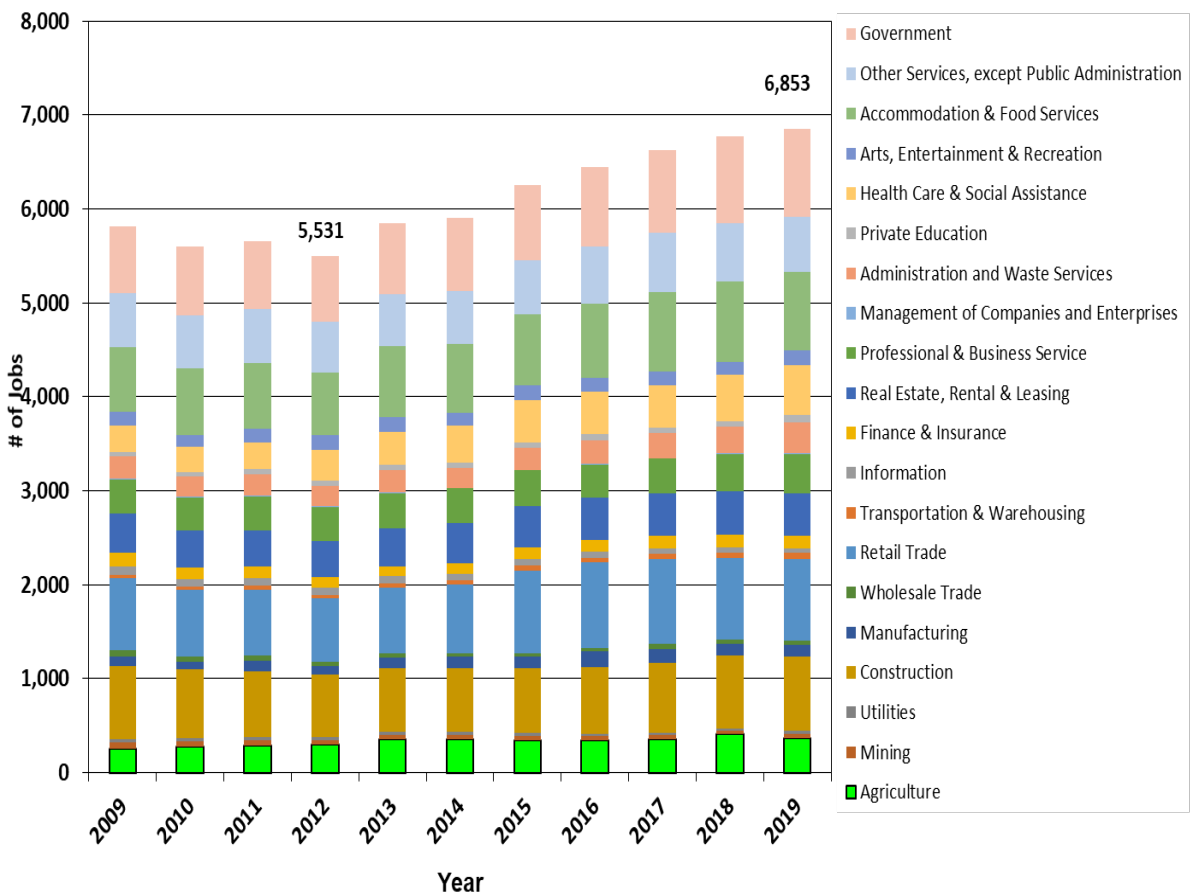
³ Daytime Population = (Resident Population + All Workers) - Workers Living in Area

⁴ Daily Commuter Population = Daytime Population - Resident Population

Employment Sector Trends 2009 - 2019

An employment “sector” groups jobs into categories that are alike and allows us to measure the relative strength of that industry in the local economy. Using “trend analysis” we can see how those industries have grown or declined within a specific timeframe. The following chart includes wage earners as well as proprietors (owners). Total employment refers to the numbers and types of jobs reported by place of work – which may be outside of the county, or even the state. This data is provided by the Bureau of Economic Analysis, then is adjusted and reported by the Colorado State Demographer. It lags two years behind the current year, thus 2019 is the latest available data. This chart demonstrates fluctuating job numbers from 2009 to 2019. During that time period 2009 was a strong year for job growth but declined to a low point in 2012 (5,531 jobs) – the depth of the recession in the area. Services, Construction and Retail sectors have accounted for the largest proportion of the jobs in Archuleta County since 2001.

Archuleta County Employment Trends 2009 - 2019



Employment and Income

Proprietors (owners) make up 33% of total employment, while wage and salary jobs account for 67%. Wages and employment are highly dependent on generally low paying service sector jobs (42% of employment) The service sector, including all eight of the highlighted fields, is composed of many types of jobs, and very different wage scales. Many of the service jobs in Archuleta County support tourism in recreation, accommodations (lodging) and food services. Government jobs provide 14% of employment. The retail trade sector accounts for 13% of jobs. Declines in the mining sector from 2014 to 2019 reflect downturns in the oil and gas industry. The Information sector also saw declines as local publishing companies such as Parelli Natural Horsemanship downsized during the national recession.

Archuleta County 2019 Total Employment	# of Jobs	% of Jobs	*Avg. ann. wage	# Jobs % Change 2014-2019
Agriculture	373	5%	\$ 38,358	5%
Mining	40	0.6%	\$ 38,983	-18%
Utilities	29	0.4%	\$ 86,247	-3%
Construction	790	12%	\$ 39,448	16%
Manufacturing	124	2%	\$ 30,909	6%
Wholesale Trade	48	1%	\$ 50,330	20%
Retail Trade	874	13%	\$ 27,946	20%
Transportation & Warehousing	58	1%	\$ 35,725	9%
Information	46	1%	\$ 46,110	-32%
Finance Activities	140	2%	\$ 51,442	27%
Real Estate	455	7%	\$ 42,583	5%
Professional & Business Services	418	6%	\$ 74,139	15%
Management of Companies and Enterprises	6	0.1%	\$ 88,350	0%
Administration and Waste Management	330	5%	\$ 26,563	57%
Private Education	72	1%	\$ 14,094	31%
Health Services	534	8%	\$ 32,296	33%
Arts, Entertainment, and Recreation	153	2%	\$ 20,356	15%
Accommodation and Food	845	12%	\$ 21,855	15%
Other Services, except Public Administration	582	8%	\$ 30,474	3%
Government	936	14%	\$ 50,584	20%
Total	6,853	100%	\$36,670	16%

*Quarterly Census of Employment & Wages (QCEW)

Source: Colorado State Demography Office

2019 Employment Share by Wage - 6,853

Avg. Annual Wage	Low Wage	Mid Wage	High Wage	Livable Wage
\$36,670	< \$29,336	\$29337 - \$44,004	>\$44005	\$54,496
	52%	24%	24%	6%

Low Wage < 80% of AAW; Mid Wage > 80% and < 120% of AAW; High Wage > 120% of AAW

Livable Wage for two working adults with two children (MIT)

Data on employment and earnings in agriculture is unusually difficult to obtain for several reasons. First, agricultural producers (farmers) are not required to report their employees under the Employment Security program. While some do, the reporting that does occur covers only a small fraction of the actual employment. Second, the industry includes large numbers of proprietor-operators (farmers) and their families, and there are no good estimates on the numbers of these that represent full-time workers. Finally, farm income fluctuates widely with market prices and changes in inventories. Thus, the income data are not necessarily an accurate measure of activity as they are in other industries.

Economic Base Analysis

Economic Base Analysis is a tool to describe economic activity by the source of revenue, whether the money generated by sales comes from outside the local economy, or from within the local economy. This type of analysis is designed to define those economic activities that drive or sustain the local economy. Base Analysis distinguishes which industries and factors are responsible for overall growth and change. There are two types of regional industries:

Base industries produce exports or derive their sales or income *directly* from outside sources, or *indirectly* by providing supplies to export industries. These activities **bring in outside dollars** to circulate within the local economy. These industries include agriculture, mining, manufacturing, national and regional services, state and federal government jobs, and tourism. Another base industry is created by households that spend money earned elsewhere. For example, a retiree whose income comes from outside of the county is supporting many traditional local resident services jobs; however, since their income is basic (from outside the local economy), the local resident service jobs are also considered basic.

Archuleta County 2019 Base Industries	# of Jobs	% of Jobs
Agribusiness	454	9%
Mining	31	1%
Manufacturing	66	1%
Government	132	3%
Regional Services	789	16%
Tourism	1,531	31%
Households	1,927	39%
Total	4,930	100%

In Archuleta County the largest base employment industries are tourism (31%) and households (39%) that spend money earned elsewhere (i.e. retirees).

Local resident services provide services to residents and **re-circulate dollars** within the local economy. Resident services include industries that take care of the local community, such as health services, education, and employment at the local grocery store. Outside money enters the local economy through a variety of sources, circulates through the local area, and then leaves the local economy when we purchase goods or services from outside the area, or pay federal and state taxes. Looking at restaurants for example, when the person buying a meal is from outside the area (a tourist), it is a **direct base economic activity** and when the person is a resident using money earned in the local economy, it is a **local resident service activity**. so, restaurants are both direct based and a local resident service.

Enterprise Zones – Region 9 administers the Southwest Colorado Enterprise Zone program. The county as a whole is not an enterprise zone, though eligible areas have an Enhanced Zone status through 2020, based on employment and income criteria. The county has two ineligible census blocks, 9743003 bisects the Town of Pagosa Springs; with the north half included in the EZ, and the south half of the town generally excluded. Southern Ute Tribal lands are included in the eligible census block 9404001.

<https://www.region9edd.org/enterprise-zone>

Opportunity Zones – The County has one designated census tract, 9744.

<https://www.region9edd.org/opportunity-zones>

View the Opportunity Zone Prospectus at <https://colorado-invest.com/wp-content/uploads/2019/09/2019-Pagosa-Springs-OZ-Prospectus-Compressed.pdf>

Per Capita Income

In 2019, Archuleta had a per capita personal income (PCPI) of \$43,088. This PCPI ranked 47th in the state and was 70 percent of the state average (\$61,157), and 76 percent of the national average, \$56,490. <http://www.bea.gov/regional/bearfacts>

Per Capita Income 2019		
	PCI 2019	% of USA
USA	\$ 56,490	100%
Colorado	\$ 61,157	108%
Archuleta	\$ 43,088	76%

Source: Bureau of Economic Analysis

Total Personal Income

In 2019, Archuleta had a total personal income (TPI) of \$606,752.

Archuleta 2019 Total Personal Income (\$000)		% of Total
Employment Earnings	\$ 266,322	44%
Residency Adjustment	\$ 2,274	0.4%
Dividends, Interest & Rent	\$ 188,883	31%
Transfer Payments	\$ 149,273	25%
Estimated TPI	\$ 606,752	100%

Source: Bureau of Economic Analysis

This TPI ranked 34th in the state and accounted for 0.2 percent of the state total.* Total personal income estimates are in thousands of dollars, not adjusted for inflation. Estimated payments to retirees accounted for almost 17% of the estimated TPI in Archuleta County in 2019. That was \$102,225,000.

Total Personal Income Trends 1970 - 2019

In addition to employment income, money enters the local economy from other sources. Total Personal Income (TPI) is the sum of all personal income that flows into the county. The following chart examines the components of TPI and how the proportions of this income have changed over time.

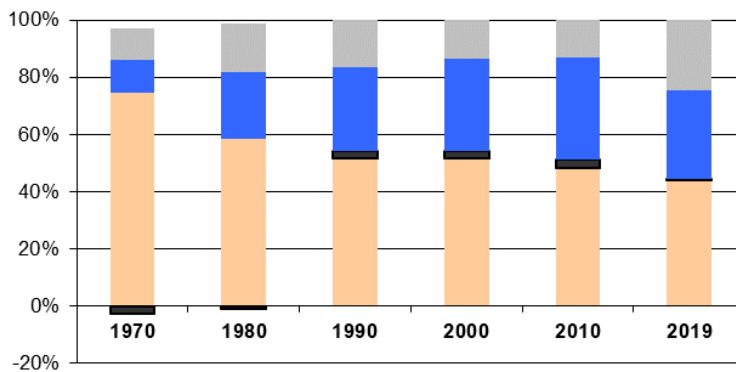
- Transfer payments consist primarily of retirement and disability benefit payments, medical payments (i.e. Medicare and Medicaid), income maintenance benefits, unemployment insurance, veteran’s benefits and payments to nonprofit institutions.

- Dividend income is income that is paid in cash or other assets to stockholders by corporations in the U.S. or abroad. Interest income consists of monies received from money market mutual funds and interest from other sources. Rental income consists of income from the rental of real property, the net income of owner - occupants of non-farm dwellings, and the royalties received from patents, copyrights, and from the rights to natural resources.

- Residency adjustments are made when a person receives income for work performed and paid for from outside their place of residency, (i.e. commuters). Negative numbers mean that more people were coming into the county for work than were commuting out.

- Earnings are derived by place of work, including farm and non-farm earnings. Less Social Security contributions.

Archuleta County - Total Personal Income Trends
1970 - 2019



Generally, from 1970 to 2019, we see a trend of decreasing employment income, and increasing income from dividends, interest and rent, and transfer payments.

Residency adjustments illustrate how the economy of each county is tied to others as people commute to where the jobs are but take their paychecks home.

COMMUNITY DEVELOPMENT ACTION PLAN

The *Community Development Action Plan* (CDAP) is a list of short-term projects (**defined as two years or less**). Initial drafts of the CDAPs are developed through review of current projects, planning documents, small group discussions and interviews with community stakeholders, and those working on community projects. The CDAPs are presented at various community and public meetings and distributed for public comment for a period of one month. The final drafts are presented to each county's Board of Commissioners for approval. The approved copies are included as part of this document. The CDAPs are useful tools for organizations working with communities and have evolved into being the central source for listing the full range of projects that are in process or are desired. The CDAPs are used as the official community plan required for eligibility for many federal and state funding sources.

The 2021 Archuleta County CDAP has a total of 48 projects that were developed by stakeholders and subsequently approved by the County Commissioners on August 17th, 2021, signed by Alvin Schaaf – Chairperson.

Recognizing that the COVID pandemic will impact the economy for years to come, this CEDS focuses on aligning regional strategies with state strategies for addressing equitable and resilient economic growth.

The CDAP projects were aligned with the [State Rural Economic Blueprint](#). Priorities from the State Blueprint are assigned to specific projects in the CDAP. Priorities are numbered below for reference rather than level of importance.

1. **Leverage the Unique Assets of Rural Colorado**
2. **Save Coloradoans Money on Healthcare**
3. **Fulfill Every Child's Potential**
4. **Support Local Community Success in Energy Transmission**
5. **Make Critical Investment in Community Infrastructure**
6. **Invest in Roads and Bridges**
7. **Build on Successful Economic Development Programs**
8. **Community Identified Priorities – this was added for projects aligned more closely with local economic priorities**

The CDAP projects were also linked to six resiliency strategies identified in the [Colorado Resiliency Framework](#), which addresses potential and interrelated economic, social and environmental risks and vulnerabilities. Abbreviations are listed next to the strategies in the CDAP along with a number representing the supporting strategy. Please refer to the Colorado Resiliency Framework document for details.

1. **Future Ready Economy & Workforce (EW)**
2. **Climate & Natural Hazard Resiliency (CN)**
3. **Building & Infrastructure Sustainability (BI)**
4. **Agriculture & Food Security (AF)**
5. **Housing Attainability (HA)**
6. **Community Capacity (CC)**
7. **Internal to Community (IC) - this was added for projects aligned more closely with local resiliency strategies**

Currently, the CDAP list displays: Project #, Rank, Category, State Economic Development Priority, Resiliency Linkage, Primary Partners, Funding Resources, Cost Estimate, Jobs and Outcomes & Impacts.

CDAP Project Ranking

Ranking Criteria

- Is relevant to economic or community development – aligns with community master plans and priorities or state economic priorities.
- Is relevant to economic or community resiliency – aligns with state resiliency framework.
- Is within the community’s and primary partners ability to influence.
- Metrics address progress and impact.
- Metrics are comparable to other counties, regions, state.
- Data is readily available and accessible to community members.

Rank		
High	Medium	Low
Must meet at least 4 criteria	Must meet at least 3 criteria	Must meet at least 2 criteria

Guidelines for CDAP Review & Project Additions

Region 9 updates and monitors the Community Development Action Plans (CDAPs) for Archuleta, Dolores, La Plata, Montezuma and San Juan Counties in an ongoing cycle every two years. County Commissioners may update their CDAP at any time and provide the update to Region 9. If a project is submitted out of cycle due to timing or grant applications, the project must have the support of that County’s Commissioner and can be added as an addendum.

Criteria for Adding CDAP Projects out of Cycle:

Is the proposed project required to be part of a community plan?

Is project happening before next CDAP revision?

Does project fit a CDAP definition?

CDAP #	Project	Rank
1	Pagosa Springs Forward April 2018	High
2	Archuleta County Community Plan 2017	High
3	Workforce Housing	High
4	Implement Downtown Riverwalk Master Plan	High
5	Trail from Pagosa Lakes to downtown Pagosa Springs	High
6	San Juan Basin Integrated Water Management Plan, Phase III	High
7-9	Removed- merged with project #6	
10	Expand County Landfill	High
11	Forest Health	High
12	Broadband Expansion	High
13	Bus Terminal	High
14	Town Website and Citizen Portal	High
15	Public Engagement Portal	High
16	East Side Gateway Plan	High
17	Rumbaugh Creek Bridge Stabilization	High
18	Land Use and Development Code	High
19	Hill Top Cemetery	High
20	McCabe Creek Culvert	High
21	Pioneer Cemetery	High
22	Model Traffic Code	High
23	Yamaguchi South Master Plan	High
24	Riverwalk West Trail to 6th	High
25	Hermosa St. Trail to First St. Bridge	High
26	Cotton Hole Park	High
27	Dr. Mary Fisher Park	High
28	Public River Launch Sites	High
29	Bike & Walk Route Maps & Signs	High
30	Drainage/Culvert Drainage	High
31	Street Maintenance	High
32	Sidewalk Repair & Replacement	High
33	Harman Hill Phase T2L Trail	High
34	Wayfinding & Signage Plan	High
35	Repaving Projects	High
36	Tiny Homes	High
37	Vacation Rental/Short Term Rental (STR)	High
41	Expand Transit Services	High
48	Southern Ute Indian Tribe CEDS 2018-2022	High
38	Downtown Pagosa Springs	Med
39	Vocational Training- School to Career Programs	Med
40	Geothermal Assets: Town of Pagosa Springs Geothermal Heating System	Med
42	Bus Stop Shelters in Pagosa Springs	Med
43	Pump Station SCADA System	Med
45	Biomass Utilization	Med
44	Pagosa Springs Community Development Corporation (CDC)	Low
46	Geothermal Assets: Geothermal Greenhouses	Low
47	Implement Parks, Recreation, Open Space, Trails Plan (PROST)	Low

ARCHULETA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
1	Pagosa Springs Forward April 2018	High	Town Comprehensive Plan	Addresses Economic Development Goals	Addresses Resiliency Initiatives	Outlined per the Pagosa Springs Forward Plan	Outlined per the Plan	Outlined per the Plan	Outlined per the Plan	Outlined per the Plan
2	Archuleta County Community Plan 2017	High	County Comprehensive Plan	Addresses Economic Development Goals	Addresses Resiliency Initiatives	Outlined per the Archuleta County Community Plan	Outlined per the Plan	Outlined per the Plan	Outlined per the Plan	Outlined per the Plan
3	Workforce Housing	High	Housing	Make Critical Investment in Community Infrastructure	Housing Attainability (HA2)	Housing organizations Archuleta County Pagosa Springs Housing Advisory Committee Housing Authority Economic & Planning Systems EPS	State, federal & local funding	N/A	Retain workers in county to raise families	Meet community workforce housing needs. 1) Fund site work and provide property for a low-income housing project.
4	Implement Downtown Riverwalk Master Plan	High	Parks & Recreation	Invest in Roads and Bridges	Building and Infrastructure Sustainability (BI1)	Pagosa Springs CDOT	Town County GoCO CDOT Impact Fees	N/A	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).

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5	Trail from Pagosa Lakes to downtown Pagosa Springs	High	Parks & Recreation	Make Critical Investment in Community Infrastructure	Building and Infrastructure Sustainability (BI1)	Pagosa Springs Archuleta County CDOT Private homeowners HOAs	Town County CDOT Pagosa Lakes Property Assoc GoCO	Based on alternative chosen	Construction jobs	1) Construct trail from Pagosa Lakes to downtown Pagosa Springs.

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6	San Juan Basin Integrated Water Management Plan, Phase III	High	Public Infrastructure	Make Critical Investment in Community Infrastructure	Climate and Natural Hazard Resiliency (CN2)	Upper San Juan Watershed Enhancement Partnership (WEP) Mountain Studies Institute (MSI) San Juan Conservation District Trout Unlimited Natural Resources Conservation	Colorado Watershed Restoration Program (CWRP) grant Water Supply Reserve Fund (WSRF) Southwest Basin Roundtable County Town Nature Conservancy Trout Unlimited Southwestern Water Conservation District San Juan Water Conservancy District	About \$100,000	Outlined per the San Juan Basin Integrated Water Mgmt. Plan	<ol style="list-style-type: none"> 1) Completion of a well-coordinated process that informs and incorporates input from stakeholders and the community as a whole. 2) Current data, models, and inventories incorporating the project areas' hydrology, E&R waterneeds, agriculture infrastructure, forest health, and climate change scenarios to enhance understanding of existing and potential future water resource conditions. 3) Identification of cooperative projects to address multiple water needs, including environmental, recreational, agricultural, and municipal. 4) Prioritized actions or projects based on community values and evaluation of benefits (e.g., ecological, economic, recreational, agricultural efficiency), direct or indirect consequences, and feasibility. 5) A comprehensive plan that describes the goals, objectives, and results from this process for other organizations or agencies to utilize, reference, and leverage for project implementation.
7-9	Removed-merged with project #6									

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10	Expand County Landfill	High	Public Infrastructure	Make Critical Investment in Community Infrastructure	Building and Infrastructure Sustainability (BI1)	Archuleta County Pagosa Springs Southwest Organization for Sustainability (SOS)	County Town Waste Disposal Service Providers USDA Solid Waste Management Grants CSU Extension	\$700,00	\$43,833	1) Build additional recycling program per SWCCOG 2014 Waste Study Expand current transfer station lease New facility on Putt Hill.
11	Forest Health	High	Public Lands	Make Critical Investment in Community Infrastructure	Climate and Natural Hazard Resiliency (CN1, CN4)	US Forest Service BLM Forest Health (business) San Juan Healthy Forests Partnership Wolf Creek Ski Area All Hazards (Homeland Security) Wildfire Adapted Partnership (formerly SW Colorado Firewise)	US Forest Service BLM All Hazards (Homeland Security)	N/A	N/A	1) Improve Forest health. 2) Control beetle infestation. 3) Reduce risk to life and property and protect watershed/ community water supplies. 4) Defensible space education resulting in defensible space created around residences. 5) Reduce hazardous fuels.

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12	Broadband Expansion	High	Telecommunications	Make Critical Investment in Community Infrastructure	Building and Infrastructure Sustainability (BI1) Future Ready Workforce (EW1)	Pagosa Springs CDC Town of Pagosa Springs Archuleta County SWCCOG Rural Electric Co-operatives ISPs	USDA FCC County Town PSCDC Telecom Providers DoLA SB232 funding SWCCOG New Aspen Springs tower Telecommunications providers Colorado Office of Information Technology State of Colorado	\$100,000 Town of Pagosa Springs	Indirect job creation with advanced telecommunications	1) Address Last mile buildout. 2) Increase job creation through home-based businesses. 3) SWCCOG and San Juan Basin Health Department partner to apply for funding via FCC to increase access for rural healthcare facilities. 4) SWCCOG, CDOT and LPEA partner to find solutions to increasing connectivity to and within the County. 5) Town of Pagosa Springs to support broadband expansion efforts through CDC.
13	Bus Terminal	High	Transportation	Make Critical Investment in Community Infrastructure	Building and Infrastructure Sustainability (BI1)	Archuleta County SWCCOG	CDOT County	\$200k (Feasibility Study-New Transit Center will determine cost) Total project estimate \$3M	Construction jobs	Increase capacity, safety, and accessibility of public transportation. 1) Establish park and ride at new bus terminal and possible County Fairgrounds utilizing existing parking infrastructure where possible.

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14	Town Website and Citizen Portal	High	Community Communications	Build on Successful Economic Development Programs	Community Capacity (CC2)	Town of Pagosa Springs	N/A	\$10,000	N/A	1) Consolidate and Update Town Web Site and I-Compass/Citizen Portal for Customer Ease of Use.
15	Public Engagement Portal	High	Community communication	Build on Successful Economic Development Programs	Community Capacity (CC2)	Town of Pagosa Springs	N/A	\$15,000	N/A	1) Roll Out Online Public Engagement Portal through Bangthe Table.
16	East Side Gateway Plan	High	Community Development	Invest in Roads and Bridges	Building and Infrastructure Sustainability (B1)	Town of Pagosa Springs		\$17,8000		1) Develop neighborhood plan for east side gateway that considers traffic and pedestrian access, beautification and functionality.
17	Rumbaugh Creek Bridge Stabilization	High	Historic Preservation Downtown	Invest in Roads and Bridges	Building and Infrastructure Sustainability (B1)	Town of Pagosa Springs		\$30,0000		1) Complete Rumbaugh Creek Bridge stabilization Phase II.
18	Land Use and Development Code	High	Community Development	Build on Successful Economic Development Programs	Community Capacity (CC3)	Town of Pagosa Springs		\$120,000		1) Complete update to LUDC.
19	Hill Top Cemetery	High	Community Development	Invest in Roads and Bridges	Building and Infrastructure Sustainability (B1)	Town of Pagosa Springs		\$10,000		1) Make improvements to Hill Top Cemetery (road gravel, new signage, map and rules at entrancekiosk, surveying of plots).
20	McCabe Creek Culvert	High	Transportation	Invest in Roads and Bridges	Building and Infrastructure Sustainability (B1)	Town of Pagosa Springs	CDOT Town	\$7.3M		1) Replace HWY 160 culvert at McCabe Creek in Pagosa Springs.

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21	Pioneer Cemetery	High	Community Development	Invest in Roads and Bridges	Building and Infrastructure Sustainability (B1)	Town of Pagosa Springs		\$15,000		1) Archaeological assessment and update sign and install new fence and gate at Pioneer Cemetery.
22	Model Traffic Code	High	Transportation	Invest in Roads and Bridges	Building and Infrastructure Sustainability (B1)	Town of Pagosa Springs	Town	\$1,000		1) Review and adopt new model traffic code, as appropriate.
23	Yamaguchi South Master Plan	High	Parks & River Access; Streets, Sidewalks and Trails	Leverage the Unique Assets of Rural Colorado	Building and Infrastructure Sustainability (B1)	Town of Pagosa Springs		\$7,5000		1) Master planning for Yamaguchi South.
24	Riverwalk West Trail to 6th	High	Parks & River Access; Streets, Sidewalks and Trails	Leverage the Unique Assets of Rural Colorado	Building and Infrastructure Sustainability (B1)	Town of Pagosa Springs		\$84,691		1) Rebuild Riverwalk West Trail/extension of the trail to 6th St.
25	Hermosa St. Trail to First St. Bridge	High	Parks & River Access; Streets, Sidewalks and Trails	Leverage the Unique Assets of Rural Colorado	Building and Infrastructure Sustainability (B1)	Town of Pagosa Springs	N/A	\$870,000	N/A	Build Hermosa St. Trail to First Street Bridge
26	Cotton Hole Park	High	Parks & River Access; Streets, Sidewalks and Trails	Leverage the Unique Assets of Rural Colorado	Building and Infrastructure Sustainability (B1)	Town of Pagosa Springs	N/A	1\$0,000	N/A	Make Enhancements to Cotton Hole Park

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27	Dr. Mary Fisher Park	High	Parks & River Access; Streets, Sidewalks and Trails	Leverage the Unique Assets of Rural Colorado	Building and Infrastructure Sustainability (B1)	Town of Pagosa Springs	N/A	\$35,000	N/A	Dr. Mary Fisher Park Improvements-Turf, Irrigation, Trees, etc.
28	Public River Launch Sites	High	Parks & River Access; Streets, Sidewalks and Trails	Leverage the Unique Assets of Rural Colorado	Building and Infrastructure Sustainability (B1)	Town of Pagosa Springs	N/A	\$7,500	N/A	Acquire/Develop Public River Launch Sites
29	Bike & Walk Route Maps & Signs	High	Parks & River Access; Streets, Sidewalks and Trails	Leverage the Unique Assets of Rural Colorado	Building and Infrastructure Sustainability (B1)	Town of Pagosa Springs	N/A	\$1,000	N/A	Complete Bike and Walking Route Map and Install Proper Signage and Striping
30	Drainage/Culvert Drainage	High	Road Maintenance	Invest in Roads and Bridges	Building and Infrastructure Sustainability (B1)	Town of Pagosa Springs	N/A	\$18,000	N/A	Address Dog Alley Drainage/Culvert issue and Address Aspen Village Drainage Issue
31	Street Maintenance	High	Road Maintenance	Invest in Roads and Bridges	Building and Infrastructure Sustainability (B1)	Town of Pagosa Springs	N/A	\$469,000	N/A	Perform Street Maintenance on Select Town Streets (Crack Sealing, Seal Coating), Mill and Overlays or Reconstruction on Select Streets
32	Sidewalk Repair & Replacement	High	Streets, Sidewalks and Trails	Invest in Roads and Bridges	Building and Infrastructure Sustainability (B1)	Town of Pagosa Springs	N/A	N/A	N/A	Develop and Implement Sidewalk Repair and Replacement Program

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33	Harman Hill Phase T2L Trail	High	Streets, Sidewalks and Trails	Invest in Roads and Bridges	Building and Infrastructure Sustainability (BI1)	Town of Pagosa Springs	N/A	\$1.3M	N/A	1) Determine alignment for Harman Hill Phase T2L Trail and complete design and easement acquisition.
34	Wayfinding & Signage Plan	High	Streets, Sidewalks and Trails	Invest in Roads and Bridges	Building and Infrastructure Sustainability (BI1)	Town of Pagosa Springs	N/A	\$10,000	N/A	1) Implement wayfinding and signage plan.
35	Repaving Projects	High	Streets, Sidewalks and Trails	Invest in Roads and Bridges	Building and Infrastructure Sustainability (BI1)	Town of Pagosa Springs	N/A	\$53,000	N/A	1) Repave River Center and Visitor Center parking Lots.
36	Tiny Homes	High	Workforce Housing	Make Critical Investment in Community Infrastructure	Housing Attainability (HA2)	Town of Pagosa Springs	N/A	N/A	N/A	1) Review tiny homes as opportunity for housing alternatives.
37	Vacation Rental/Short Term Rental (STR)	High	Workforce Housing: Review STR trends	Make Critical Investment in Community Infrastructure	Housing Attainability (HA1)	Town of Pagosa Springs	N/A	\$7,500	N/A	1) Ensure vacation rental licensing and compliance.

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38	Downtown Pagosa Springs	Med	Business Development	Make Critical Investment in Community Infrastructure	Building and Infrastructure Sustainability (BI1, BI5)	Pagosa Springs Pagosa Springs Area Tourism Archuleta County Lodgers Association Pagosa Springs CDC Pagosa Chamber	Town County Downtown businesses Downtown Colorado Incorporated SW Colorado Council of Governments DoLA energy impact funds	Year 1 - \$75K grant (\$25K local match) Year 2 - \$50K grant \$50K local	Create 1 position for two years	Maintain and expand downtown Pagosa Springs as a major community asset and tourism attraction. Refer to Downtown Colorado Inc Plan 1) Improve infrastructure that improves downtown Pagosa Springs' character. 2) Fill vacant land. 3) Retain staff to implement projects. 4) Expand tourism recreation opportunities into shoulder seasons. 5) Strengthen Town/County partnerships. 6) Construct trails connecting downtown to outer areas.
39	Vocational Training- School to Career Programs	Med	Education	Fulfill Every Child's Potential	Future Ready Workforce (EW4, EW5)	Archuleta School District Build Pagosa Pagosa Springs Chamber Pagosa Springs CDC	Grants Private donors	N/A	N/A	Retain 18–27-year-old population. 1) Develop vocational training opportunities at Pagosa Springs High School. 2) Expand programming for vocations. 3) Expand facilities, technology, and equipment.

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40	Geothermal Assets: Town of Pagosa Springs Geothermal Heating System	Med	Public Infrastructure	Leverage the Unique Assets of Rural Colorado	Building and Infrastructure Sustainability (BI1, BI5)	Pagosa Springs Co School of Mines Pagosa Verde	Dept of Energy Governor's Energy Office Well owners DoLA CDOT	N/A	N/A	1) Expand Town of Pagosa Springs Geothermal Heating System. 2) Provide geothermal heat to 450 homes and downtown businesses in Pagosa Springs. 3) Achieve goal to be energy independent (450 homes and downtown businesses). 4) Collaborate with other geothermal efforts. 5) Differentiate the Pagosa Springs community from other areas.
41	Expand Transit Services	High	Transportation	Make Critical Investment in Community Infrastructure	Building and Infrastructure Sustainability (BI1)	Archuleta County Pagosa Springs SWCCOG	Federal Grants CDOT Private Donations Archuleta County Human Services Area Agency on Aging Town County SWCCOG	\$160K annual budget 2 Additional vehicles \$250K Marketing \$20K	4 PT	1) Establish route to Durango. 2) Non-emergency medical transportation increase services to Arboles and Aspen Springs.
42	Bus Stop Shelters in Pagosa Springs	Med	Transportation	Make Critical Investment in Community Infrastructure	Building and Infrastructure Sustainability (BI1)	Archuleta County SWCCOG	CDOT County	\$80k	N/A	Increase safety and accessibility of public transportation. 1) Build 4 bus stop shelters in Pagosa Springs.

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43	Pump Station SCADA System	Med	Public Infrastructure	Make Critical Investment in Community Infrastructure	Building and Infrastructure Sustainability (BI1)	Town of Pagosa Springs	N/A	\$179,220	N/A	1) Install SCADA system upgrades at pump stations.
44	Pagosa Springs Community Development Corporation (CDC)	Low	Business Development	Build on Successful Economic Development Programs	Community Capacity (CC2)	Pagosa Springs CDC Pagosa Springs Archuleta County Region 9 EDD Pagosa Chamber SW Small Business Development Center(SBDC)	CDC R9 EDD Continuous Funding TBD	\$60K	Retain 1 economic development specialist job	Strengthen the economic development organizational presence in the region. 1) Retain staff to accomplish priority community projects. 2) Implement micro-loan fund.
45	Biomass Utilization	Med	Business Development	Leverage the Unique Assets of Rural Colorado	Climate and Natural Hazard Resiliency (CN2, CN3)	Pagosa Springs Biochar & Briquetting and Forest Products Pagosa Springs Archuleta County	State Forest Service Colorado Parks & Wildlife US Forest Service BLM US Dept of Ag grant of \$250K (Spent)	\$5.7M Phase 1	N/A	1) Collect and reduce fuels. 2) Improve forest health maintenance. 3) Bolster biomass utilizations. 4) Refer to Biomass Utilization Study Recommendations.

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46	Geothermal Assets: Geothermal Greenhouses	Low	Business Development	Support Local Community Success in Energy Transition	Community Capacity (CC2)	Geothermal Greenhouse Partnership Pagosa Springs Colorado State University Extension Audubon Society Santa Fe Community College Colorado School of Mines Colorado Water Conservation Board	Town & County LPEA CSU Agriculture Extension Program Food Coalition Grants Community donations Colorado Water Conservation Board	\$120k staffing \$35k operations, equipment & administration	2-3 (1 F/T, 2 P/T) Community Site Mgr. Aquaponics Grower (Needs F/T Funding)	Geothermal Greenhouses serves as an economic driver & tourist attraction via tours and workshops for the public. 1) Provide locally grown food to community markets and schools. 2) Serve as an educational partner for K-12 students and college students for sustainable practices, including geothermal, solar, composting, recycling and aquaponic technologies.
47	Implement Parks, Recreation, Open Space, Trails Plan (PROST)	Low	Parks & Recreation	Make Critical Investment in Community Infrastructure	Building and Infrastructure Sustainability (BI1)	Pagosa Springs Pagosa Lakes Property Owner's Association Pagosa Area Trails Council Archuleta County San Juan Historical Society SW Land Alliance US Forest Service CDOT Division of Wildlife Pagosa Chamber BLM	GoCO NPS CDOT County Town Developers Parks, Recreation, Open Space, Trails (PROST)	N/A	Construction jobs	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.

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48	Southern Ute Indian Tribe CEDS 2018-2022	High	Economic Development	Build on Successful Economic Development Programs	Resiliency All Criteria	Tribe Region 9 Economic Development Administration (EDA) Adjoining counties/communities	Tribe Southern Ute Growth Fund Federal grants State grants Public private partnerships	Outlined per the SUIT CEDS 2018-2022	Outlined per the Plan	Outlined per the Plan