

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 Montezuma County CDAP has a total of 45 projects that were developed by stakeholders and subsequently approved by the County Commissioners on August 24th, 2021, signed by Jim Candelaria – 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	Maintain & Expand Agricultural Sector & Local Food Economy	High
2	Homegrown Talent Initiative- Montezuma-Cortez High School	High
3	Solar Array	High
4	Area Attractions & Visitation in Dolores	High
5	Ute Mountain Industrial Park	High
9	Pueblo Community College Southwest	High
10	Southwest Memorial Hospital	High
15	Paths to Mesa Verde Trail	High
16	Lake McPhee Recreation Plan	High
17	Pursue County-wide Trails Plan	High
20	Town of Dolores Water & Wastewater Infrastructure	High
21	Planned Forest Service Road Projects	High
23	Forest Health, Water & Wildfire Risks	High
24	Broadband Fiber Optic Connections	High
26	Establish Work & Technology Training Infrastructure Project	High
27	Housing Manufacturing	High
28	Agriculture Industry: Supportive Businesses	High
35	Public Services & Infrastructure: Town of Mancos	High
36	Business/Commercial Development: Town of Mancos	High
37	Walkability, Streetscape & Wayfinding: Town of Mancos	High
38	Ute Mountain Ute Tribe Comprehensive Economic Development Strategy 2019-2024	High
42	Outrider stops and shelter improvements in Mancos & Cortez	High
43	US 160 wildlife fencing and underpass	High
44	US 160 and CR 30.1 intersection improvements at Phil's World	High
45	CO 145/US 160 Cortez, Dolores, Rico Heater Re-pave	High
6	Vacant Business Spaces in Mancos	Med
7	20-acre Industrial Park in Cortez	Med
8	Montezuma County Schools	Med
11	Calkins School Building in Cortez	Med
12	Historic Mancos Opera House	Med
13	Home Ownership & Educational Programs	Med
14	City of Cortez Land Use Code	Med
19	Main St. Bridge in Mancos	Med
33	Low-elevation Public Shooting Ranges	Med
34	Marketing, Arts & Culture: Town of Mancos	Med
39	Painted Hand Pueblo	Med
40	Grazing Yellow Jacket, Flodine	Med
41	BLM Aqueduct Trail System	Med
18	Address Native Fishery Health Below McPhee Reservoir	Low
22	Jurisdiction of Dolores Norwood Road USFS Road 526	Low
25	Expand Transit Networks throughout County	Low
29	Film Industry	Low
30	Expand utilities	Low
31	Rail Connection	Low
32	Public Events	Low

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CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
1	Maintain & Expand Agricultural Sector & Local Food Economy	High	Agriculture	Leverage the Unique Assets of Rural Colorado	Future Ready Economy & Workforce (EW2) Agriculture & Food Security (AF3)	Co. State Univ. Cooperative Extension CSU Research Center Local area growers Mesa Verde Country Local Chambers of Commerce SW Farm Fresh Cooperative Montezuma Food Coalition Montezuma Orchard Restoration Project National Young Farmers Coalition Montezuma Land Trust Conservancy	Grants USDA CSU SW Co. Research Center Local producers GoCO	N/A	N/A	1) Re-establish fruit industry by expanding products. 2) Integrate fresh pack & juicing operations. 3) Retain rural character of the county. 4) Protect lands for grazing. 5) Host regional networking & educational events. 6) CSU Extension & Mesa Verde partnership on agritourism programs. 7) Estate & succession planning for agricultural producers. 8) Increase jobs in Ag sector using 2018 as baseline. 9) Promote agricultural use of small land parcels. 10) Implement Montezuma Coalition Funds to sustain & grow local food economy. 11) Provide business education for farmers. 12) Collaborate with healthcare sector on organic & healthy foods. 13) Expand buy-local opportunities. 14) Educate media & consumers on complexity of Ag's economic impact. 15) Sustain local Farmers' Markets. 16) Educate & engage youth with outdoors & agriculture. 17) Genetic testing of fruit through Montezuma Orchard Restoration

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2	Homegrown Talent Initiative- Montezuma-Cortez High School	High	Education	Fulfill Every Child's Potential	Future Ready Economy & Workforce (EW3-5)	M-C High School Colorado Education Initiative (CEI) Colorado Succeeds Pueblo Community College-SW Region 9 EDD Fort Lewis College Numerous industry partners	Homegrown Talent Initiative School District RE1 Fundraising	Approximately \$100,000 \$50,000 HTI 2-1 match by HTI for local funds raised Fundraised & match \$30,000	1 PT internship coordinator	1) Enhance work-based learning through job shadow, mentorships, internships, and capstones. 2) Build leadership capacity with students and staff. 3) Create regionally aligned, industry-aligned career tech education (CTE) opportunities.
3	Solar Array	High	Business Development	Support Local Community Success in Energy Transition	Building and Infrastructure Sustainability (BI1)	Montezuma County Empire Electric Ute Mt Ute Tribe	Montezuma County Private investment & businesses Grants	N/A	N/A	Build Solar Array in Montezuma County. 1) Seeking private partners & investment. 2) Feasibility being determined. 3) Available land & sunlight capacity.
4	Area Attractions & Visitation in Dolores	High	Business Development	Leverage the Unique Assets of Rural Colorado	Future Ready Economy & Workforce (EW3)	Town of Dolores Dolores Chamber Businesses	Town SBDC	N/A	N/A	Utilize Area Attractions to Increase Visitation in Dolores. 1) Create & implement plan for the sustainability & retention of Town of Dolores businesses. 2) Reduce retail leakage. 3) Increase visitation to Boggy Draw & McPhee. 4) increased number of jobs located in Dolores.

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5	Ute Mountain Industrial Park	High	Business Development	Leverage the Unique Assets of Rural Colorado	Future Ready Economy & Workforce (EW3) Community Capacity (CC1)	Ute Mt Ute Tribe	Tribe Region 9 EDD County & municipalities Private industry	N/A	15	Fill Ute Mountain Industrial Park. 1) increased number of new businesses by at least 3 in county/tribal land. 2) Diversify the economy. 3) Available space for industry.
6	Vacant Business Spaces in Mancos	Med	Business Development	Build on Successful Economic Development Programs	Future Ready Economy & Workforce (EW3)	Mancos DoLA	Town OEDIT EZ Tax credits & other incentives REDI Grant	N/A	15	Recruit Businesses to Fill Vacant Spaces in Mancos. 1) Increase sales tax revenue for Mancos. 2) Utilize Creative District Designation to increase diversity of variety of goods & services.
7	20-acre Industrial Park in Cortez	Med	Business Development	Build on Successful Economic Development Programs	Future Ready Economy & Workforce (EW3)	Cortez	State & federal funding Incentives	N/A	N/A	Recruit Businesses to 20-acre Industrial Park in Cortez. 1) increased number of jobs in County. 2) Diversify economy. 3) Create & maintain inventory of available commercial & industrial properties. 4) Market & sell lots.
8	Montezuma County Schools	Med	Education	Fulfill Every Child's Potential	Future Ready Economy & Workforce (EW4) Community Capacity (CC2)	Cortez Dolores & Mancos School Districts Ute Mt Ute Tribe	Gateway to College Program School Accountability Committees BEST grant	N/A	1 FTE	1) Expand continuum of service from early childhood to high school. 2) Increase school readiness. 3) Identify and address student and teacher retention issues. 4) Collaborate with Ute Mountain Ute Tribe on programming. 5) Seek funding opportunities.

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9	Pueblo Community College Southwest	High	Education	Make Critical Investment in Community Infrastructure	Future Ready Economy & Workforce (EW5) Community Capacity (CC3)	Pueblo Community College Southwest (PCCSW) Regional School Districts Fort Lewis College Local businesses	Colorado Community College Carl Perkins Grant & Amendment 50 PCCSW Regional school districts Donations Student fees	N/A	Retain existing staff	1) Provide local jobs by retaining existing faculty positions & increasing staff through adjunct & part time employees as program enrollment demands. 2) Increased offerings to students through concurrent enrollment and career tech education (CTE) pathways. 3) Collaborate with regional organizations to explore ways to address out-migration of youth. 4) Seek capital investments for program start-ups, upgrades & new technologies.
10	Southwest Memorial Hospital	High	Health & Human Services	Save Coloradoans' Money on Healthcare	Community Capacity (CC3)	Southwest Memorial Hospital Foundation Colorado Rural Health Center Axis Health System Southwest Health Net	Colorado Rural Outreach Placement Grants Federal Rural Health Clinic Program EZ Project designation	N/A	Maintain & grow current employee numbers	Sustain Southwest Memorial Hospital as a Primary Rural Provider. 1) Sustain medical community's ability to accept new Medicaid patients. 2) Sustain medical community's ability to accommodate growing aging population 3) Implementation of tele-video capabilities through Axis Health Systems to allow patients access to specialty services such as psychiatry. 4) Keep Southwest Memorial Hospital Foundation as an Enterprise Zone Project. 5) Implement recommendations from Economic Impact Study on Hospital job impact.

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11	Calkins School Building in Cortez	Med	Historic Preservation	Make Critical Investment in Community Infrastructure	Building and Infrastructure Sustainability (B15)	Cortez School District Cortez Historic Preservation Board Montezuma Housing Authority Calkins Redevelopment LLC	Cortez School District Colorado Historical Society State, Federal & private sources Private developer Montezuma Housing Authority	N/A	Construction jobs	Complete Restoration & Reuse of Calkins School Building in Cortez. 1) Restore the building to an historic & functioning state. 2) Encourage redevelopment of other historic buildings. 3) Submit National Register designation. 4) Develop surrounding 6-acre parcel.
12	Historic Mancos Opera House	Med	Historic Preservation	Make Critical Investment in Community Infrastructure	Building and Infrastructure Sustainability (B15)	VFW Post Mancos Mancos Valley Historical Society	Town State Historical Fund Mancos Valley Historical Society	N/A	Construction jobs	1) Restore the building for public use.
13	Home Ownership & Educational Programs	Med	Housing	Make Critical Investment in Community Infrastructure	Housing Attainability (HA2)	HomesFund Habitat for Humanity	CDFI CDBG Private contributions	N/A	Workforce recruitment/ retain	1) Collaborate with County and towns to explore ways to meet changing housing needs. 2) Increase the homebuyer education classes in Montezuma County over the prior year.
14	City of Cortez Land Use Code	Med	Land Use	Build on Successful Economic Development Programs	Community Capacity (CC3)	Cortez Community Advisory Team	Orton Family Foundation Gates Family Foundation Cortez DoLA American Planning Association	N/A	One part-time Project Coordinator & one Planner position	Complete Rewrite City of Cortez Land Use Code 1) Released the Draft Comprehensive Plan updates for review. 2) Strengthen long-term economic viability.

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15	Paths to Mesa Verde Trail	High	Parks and Recreation	Leverage the Unique Assets of Rural Colorado	Building and Infrastructure Sustainability (BI1)	Montezuma County Recreation Committee Cortez Mancos National Park Service Mesa Verde National Park Bureau of Land Mgt CDOT	CDOT Enhancement Funds Federal highway funds GoCO	Mancos to Mesa Verde \$5.8 M for 6 Miles of 10' wide crusher fines ADA Pathway. Cortez to Mesa Verde; \$14 M 11 miles 10' wide crusher fines ADA pathway, bridges, and highway underpass.	N/A	1) Develop a 7-mile multi-use trail from Denny Lake to the Montezuma Fairgrounds. 2) Continue trail from fairgrounds to Mesa Verde Visitor Center. 3) Continue path into Mancos.
16	Lake McPhee Recreation Plan	High	Public Lands	Leverage the Unique Assets of Rural Colorado	Building and Infrastructure Sustainability (BI4)	Montezuma County Recreation Committee Dolores Colorado US Forest Service CPW-USFWS Dolores Water Conservation District Colorado State Parks	GoCO USFS CPW-USFWS USDA	\$500,000 for 900' Wave Eater wave attenuation system	N/A	1) Create a comprehensive development plan. 2) Relocate & rebuild marina. 3) Recruit marina services.

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17	Pursue County-wide Trails Plan	High	Parks and Recreation	Leverage the Unique Assets of Rural Colorado	Building and Infrastructure Sustainability (B11)	Montezuma County Recreation Committee Montezuma County Greater Dolores Action US Forest Service Bureau of Land Mgt Municipalities	Grants & donations GoCO Private businesses	N/A	Indirect jobs from increased tourism and greater County livability	Pursue County-wide Trails Plan. 1) Interconnect communities in Montezuma County by developing multi-use trails. 2) Identify & mark trails for mountain biking & hiking. 3) Attract & promote bicycling. 4) Produce maps & promote through Visitor Center, Chambers, & recreation businesses. 5) Attract residents & visitors to 4WD, OHV & bicycle through 160 miles on a motorized route from Sage Hen on existing roads that would tie into the Rimrocker Trail from Montrose to Moab.
18	Address Native Fishery Health Below McPhee Reservoir	Low	Public Infrastructure	Leverage the Unique Assets of Rural Colorado	Building and Infrastructure Sustainability (B12)	Montezuma County Lower Dolores Plan working group – Legislative Subcommittee Implementation team Water users Conservation groups Recreation users Gov. entities	State & Federal funding sources	N/A	N/A	Address Native Fishery Health Below McPhee Reservoir. 1) Continue work on the 2013 Implementation Monitoring & Evaluation Plan for Native Fish. 2) Continued discussions on ways that the native fish can be protected in the context of water supplies, Dolores Project contracts & Colorado water law. 3) Provide community education.

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19	Main St. Bridge in Mancos	Med	Public Infrastructure	Make Critical Investment in Community Infrastructure	Building and Infrastructure Sustainability (BI1)	Mancos	Town CDOT (\$1M grant) DoLA (\$193,000)	\$2M	Construction jobs	<p>Reconstruct Main St. Bridge in Mancos.</p> <ol style="list-style-type: none"> 1) Meet safety & structure needs into the future. 2) Build conduit for future fiber optic installation. 3) Widen bridge for two lanes and two sidewalks to ensure safe crossing for pedestrians and motorists. 4) Lengthen by 10 feet. 5) Improve the riverbed. 6) Reinforce area between the bridge and the Bauer Bank Building to maintain structural integrity. 7) Match brick to resemble historic bank building nearby and incorporate the iconic 1912 stamp from the current bridge.
20	Town of Dolores Water & Wastewater Infrastructure	High	Public Infrastructure	Make Critical Investment in Community Infrastructure	Building and Infrastructure Sustainability (BI3)	Town of Dolores DoLA	DoLA State & Federal grants Town Dolores State Bank	\$800,000: DoLA grant-\$292,363 CDPHE grant-\$25,000 Remaining costs-Town reserves and a loan from Dolores State Bank	Construction jobs	<p>Upgrade Town of Dolores Water & Wastewater Infrastructure.</p> <ol style="list-style-type: none"> 1) Move wastewater treatment from Lagoon to facility. 2) Increase water delivery systems, pressure & quantity. <p>*Future priority needs for the water and wastewater pipeline system in Dolores are estimated to cost \$2.7 million, according to a recent assessment from SGM Engineering.</p>

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21	Planned Forest Service Road Projects	High	Public Lands	Invest in Roads and Bridges	Building and Infrastructure Sustainability (BI1)	US Forest Service Bureau of Land Mgt Montezuma County	Cooperative agreement between USFS & area counties BLM Federal Highway Administration	N/A	Supports construction, recreation, tourism & timber jobs	Complete Planned Forest Service Road Projects. 1) Support upcoming timber sales. 2) Resurfacing & brushing on Taylor Creek Road (NFSR 545).
22	Jurisdiction of Dolores Norwood Road USFS Road 526	Low	Public Lands	Invest in Roads and Bridges	Building and Infrastructure Sustainability (BI1)	US Forest Service Montezuma County	Grants County US Forest Service	Not defined	N/A	Resolve Jurisdiction of Dolores Norwood Road USFS Road 526. 1) Gravel completed on 4 miles of road. 2) Define/resolve maintenance & usage responsibilities between parties. 3) Resolve historic use rights.

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23	Forest Health, Water & Wildfire Risks	High	Public/Private Lands	Leverage the Unique Assets of Rural Colorado	Climate & Natural Hazard Resiliency (CN2)	US Forest Service Bureau of Land Mgt Colorado State Forest Service Colorado State Extension Office Wildfire Adapted Partnership Montezuma County Federal Lands Program Montezuma County Recreation Committee Fire Protection Districts Timber Industry Ute Mt Ute Tribe	County National Fire Plan funds Fire hazard mitigation contractors USDA if private land USFS BLM	N/A	Supports construction, recreation, tourism & timber jobs	Address Forest Health, Water & Wildfire Risks. 1) Reduce fire risk. 2) Strengthen timber products industry. 3) Improve forest health. 4) Reduce risk to life & property & protect watershed/community infrastructure. 5) Defensible space education resulting in defensible space created around values at risk. 6) Reduce negative impacts of insect infestation. 7) Complete USFS projects per SOPAs for 2021-2023 8) Engage in the Rocky Mountain Restoration Initiative. 9) Engage with the Collaborative Forest Landscape Restoration Project for the purpose of encouraging the collaborative, science-based ecosystem restoration of priority forest landscapes.

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24	Broadband Fiber Optic Connections	High	Telecomm	Make Critical Investment in Community Infrastructure	Building and Infrastructure Sustainability (BI2) Future Ready Economy & Workforce (EW1)	SW Colorado Council of Governments Cortez Dolores Mancos Montezuma County	DoLA Cortez Rural Electric Cooperatives Long distance carriers Rural Utility Service Funds USDA- Broadband funding	~\$10-14M for Cortez projects	One general manager position	<p>Expand Broadband Fiber Optic Connections Cortez & Montezuma County.</p> <ol style="list-style-type: none"> 1) Regional broadband plan. 2) Cortez broadband feasibility study. 3) Cortez Fiber Project – Fiber to The Home (FTTH) to meet needs of businesses, residents & home-based businesses. 4) SWCCOG partnership with CDOT for funding opportunities through FCC Rural Healthcare to expand regional broadband backbone. Will include dark fiber available for leasing. 5) Higher bandwidth, increased speeds & services throughout the County. 6) Advanced, enhanced telecom services. 7) Develop alternatives to the incumbent carriers to provide competition & redundancy. 8) Fiber from Mancos Town Hall to water tank to increase capacity for ISP providers and wireless capacity for entire town. 9) Finish fiber installation & loop in the Town of Dolores.

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25	Expand Transit Networks throughout County	Low	Transportation	Make Critical Investment in Community Infrastructure	Building and Infrastructure Sustainability (BI1)	Regional Transit Providers Montezuma County SW Colorado Council of Governments CDOT Municipalities Ute Mt Ute Tribe	CDOT FHWA Area governments SWCCOG	\$100K for existing public transit provider	Create a part-time mobility manager position	<ol style="list-style-type: none"> 1) Develop a public transit system that addresses commuter population needs. 2) Grow partnerships with existing transit systems & providers to meet growing transit needs between Communities. 3) Participate in regional transit planning. 4) Maintain current transit services. 5) Implement recommendation from SWCCOG Transit Feasibility Report to create intercity fixed route between Durango & Cortez with stops at Durango West, Mancos & the SW Colorado Community College.
26	Establish Work & Technology Training Infrastructure Project	High	Workforce Development	Make Critical Investment in Community Infrastructure	Future Ready Economy & Workforce (EW3) Community Capacity (CC2)	Ute Mt Ute Tribe SW Workforce Centers Southwest Small Business Dev. Center	SEEDS Grant (Sustainable Employment & Economic Development Strategies)-- Dept of Health & Human Services HPOG (Health Professional Opportunity Grant) Ute Mt Ute Tribe	\$8.5 M over 5 years	10 to complete Entrepreneur Incubator program 15 youth to complete technical internships	<p>Establish Work & Technology Training Infrastructure Project.</p> <ol style="list-style-type: none"> 1) Grow jobs & develop businesses on the Ute Mountain Ute Tribal reservation. 2) Create Entrepreneur incubator to encourage business start-ups. 3) Raise high school graduation rates. 4) Coach & tutor in computer/IT applications, provide business training & mentors, STEM internships & case management. 5) Increased number of tribal members in high paying technical & professional careers.

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27	Housing Manufacturing	High	Housing	Make Critical Investment in Community Infrastructure	Housing Attainability (HA1) Future Ready Economy & Workforce (EW3)	Montezuma County	County State Incentives	N/A	N/A	1) Recruit housing manufacturing companies.
28	Agriculture Industry: Supportive Businesses	High	Agriculture	Leverage the Unique Assets of Rural Colorado	Future Ready Economy & Workforce (EW3) Agriculture & Food Security (AF3)	Montezuma County	N/A	N/A	N/A	1) Value added Ag industry, supportive businesses, and processing
29	Film Industry	Low	Tourism / Economic Development	Leverage the Unique Assets of Rural Colorado	Future Ready Economy & Workforce (EW3)	Colorado Film Commission Regional Film Commissions Mesa Verde Country Private Filmmakers Municipalities Public Lands Agencies	Grants Private promotion	N/A	N/A	1) Connect with Film Industry. 2) Supports local businesses, rentals, food, lodging. 3) Build community reputation and brand through marketing outreach.
30	Expand utilities	Low	Business Development	Make Critical Investment in Community Infrastructure	Building and Infrastructure Sustainability (BI4)	N/A	N/A	N/A	N/A	1) Work with county partners and utility providers to develop utilities in expanding areas of county.

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31	Rail Connection	Low	Transportation	Make Critical Investment in Community Infrastructure	Building and Infrastructure Sustainability (BI1)	State of New Mexico Navajo Nation Ute Nation State of Utah	Federal Transportation Grants	N/A	Construction jobs	1) Rail Connection from Gallup to Cortez to Moab. 2) Expand agricultural sector by increasing exports. 3) Grow jobs in the manufacturing sector. 4) Expand job opportunities through access to transportation.
32	Public Events	Low	Tourism / Economic Development	Leverage the Unique Assets of Rural Colorado	Future Ready Economy & Workforce (EW3)	Municipalities USFS BLM Local Advocacy Groups/Clubs Local Chambers Montezuma County	Local Advocacy Groups Local Businesses Non-profits	N/A	N/A	1) Hosting athletic events in Montezuma County such as cross-country triathlons. 2) The recreation and tourism sector of the economy get a boost from the notoriety and reputation that come with popular competitive events. 3) Public events provide indirect benefits by supporting local jobs in recreation and tourism, hospitality, retail, and specialty sporting goods. *Likely very little capital investment required if relying on existing infrastructure. Some cost associated with administration, legal, planning, permitting, insurance, marketing, and community outreach and buy-in.

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33	Low-elevation Public Shooting Ranges	Med	Parks and Recreation	Leverage the Unique Assets of Rural Colorado	Future Ready Economy & Workforce EW3)	CPW BLM USFS	CPW	\$500,000 for capital improvements for at least two public outdoor shooting ranges	N/A	1) Create a safe, designated, all season outdoor range(s) for target shooting and for shooting competitions. 2) Grow jobs in the retail and hospitality industry. 3) Competitive events provide indirect benefits to local retailers and benefit the hospitality industry.
34	Marketing, Arts & Culture: Town of Mancos	Med	Marketing, Arts & Culture	Make Critical Investment in Community Infrastructure	Community Capacity (CC3)	Per the Plan: Mancos Business Development and Economic Growth Strategy 6-20-2019	Per the Plan	Per the Plan	Per the Plan	1) Develop an organization that champions the downtown and also coordinates downtown planning, events, revitalization, and improvement projects. 2) Fund downtown planning, marketing, events, revitalization, and improvement projects. 3) Market the Town of Mancos, business opportunities and events. 4) Implement a clear system for communicating information to the community. 5) Maximize sales to resident market. 6) Establish Mancos as a destination for events, arts, culture, fun and heritage in order to attract visitors and encourage business sustainability. 7) Promote citizen/community engagement. 8) Better understand, attract, and cater to the Mancos visitor/customer base.

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35	Public Services & Infrastructure : Town of Mancos	High	Public Services & Infrastructure	Make Critical Investment in Community Infrastructure	Building and Infrastructure Sustainability (BI2) Community Capacity (CC3)	Per the Plan: Mancos Business Development and Economic Growth Strategy 6-20-2019	Per the Plan	Per the Plan	Per the Plan	<ol style="list-style-type: none"> 1) Improve and maintain town infrastructure to meet existing and future business demands. 2) Develop an action plan/budget to coordinate, prioritize and secure resources for downtown improvement projects. 3) Support business development efforts with business-friendly codes, policies, and procedures, plans and other guides. 4) Position Town of Mancos as a hub for trail-related tourism and recreation. 5) Leverage the Mancos River as a key development asset and attraction in town by linking downtown businesses with the river corridor.
36	Business / commercial Development: Town of Mancos	High	Business/Commercial Development	Make Critical Investment in Community Infrastructure	Community Capacity (CC3)	Per the Plan: Mancos Business Development and Economic Growth Strategy 6-20-2019	Per the Plan	Per the Plan	Per the Plan	<ol style="list-style-type: none"> 1) Generate economic vitality in Town of Mancos. 2) Address retail opportunities and leakage. 3) Promote conditions for a vibrant, sustainable business community with economic development partners.

MONTEZUMA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
37	Walkability, Streetscape & Wayfinding: Town of Mancos	High	Walkability, Streetscape & Wayfinding	Make Critical Investment in Community Infrastructure	Community Capacity (CC3)	Per the Plan: Mancos Business Development and Economic Growth Strategy 6-20-2019	Per the Plan	Per the Plan	Per the Plan	<ol style="list-style-type: none"> 1) Improve the look/feel of downtown Mancos for shoppers, visitors, and residents. 2) Establish welcoming entrances that convey the sense of arrival in a unique community. 3) Improve wayfinding. 4) Improve pedestrian safety.

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38	Ute Mountain Ute Tribe Comprehensive Economic Development Strategy 2019-2024	High	Economic Development	Build on Successful Economic Development Programs	All aspects of the Resiliency Initiatives	CEDS Strategy Committee and the UMU Tribal Council	Per the Plan: Ute Mountain Ute CEDS	Per the Plan	Per the Plan	<ol style="list-style-type: none"> 1) Utilize new funding streams and construction methods to achieve housing goals. 2) Increase self-sufficiency among the most vulnerable UMUT members. 3) Increase the development of youth leadership and multimedia career skills. 4) Preserve and protect UMUT tribal culture, land, and language. 5) Improve mental health and wellness by establishing a behavioral health Center and evidence-based programs on the UMUT Reservation. 6) Improve access to high-speed broadband internet on the UMUT Reservation. 7) Increase deployment of solar energy throughout the UMUT Reservation. 8) Increase entrepreneurial activity on the UMUT Reservation. 9) Increase employment related to conservation and cultural heritage. 10) Increase access to capital for Tribal residents and businesses.

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39	Painted Hand Pueblo	Med	Public Lands	Leverage the Unique Assets of Rural Colorado	Building and Infrastructure Sustainability (BI2) Community Capacity (CC3)	Colorado Scenic Byways BLM County Towns	State grants	N/A	N/A	1) Widening and graveling a short section of existing BLM road, constructing less than a mile of new BLM road around private property, and upgrading a parking area to allow for year-round access, accommodate more vehicles, and enable large vehicles to turn around. 2) Addition of a restroom, picnic tables with shade, and interpretive signage, along with closing a short section of steep trail.
40	Grazing Yellow Jacket, Flooding	Med	Public Lands	Leverage the Unique Assets of Rural Colorado	All aspects of the Resiliency Initiatives	BLM Montezuma County Ute Mountain Ute Tribe	Federal funds	N/A	2 FTE	1) Reauthorize term grazing on two Canyons of the Ancients National Monument allotments as per the Monument Proclamation.
41	BLM Aqueduct Trail System	Med	Public Lands	Leverage the Unique Assets of Rural Colorado	Community Capacity (CC3)	BLM Town of Mancos Montezuma County	State grants	N/A	N/A	1) Build an 11.7-mile trail system on the BLM Aqueduct parcel 2 miles northwest of Mancos. 2) Trails will be open to non-motorized uses and e-bikes.
42	Outrider stops and shelter improvements in Mancos & Cortez	High	Transportation	Make Critical Investment in Community Infrastructure	Building and Infrastructure Sustainability (BI1)	CDOT Montezuma County Dolores County Municipalities	CDOT	\$0.4M	Construction jobs	1) Stop and shelter improvements in Durango, Mancos, Cortez, Dolores, and Rico. Stop and shelter locations are all located along the Outrider Durango to Grand Junction route.
43	US 160 wildlife fencing and underpass	High	Transportation	Make Critical Investment in Community Infrastructure	Building and Infrastructure Sustainability (BI1)	CDOT Montezuma County La Plata County Municipalities	CDOT	\$2.88M	Construction jobs	1) Wildlife fencing and underpass, brush removal, sight distance improvements between Cortez and Durango (near CR 30.1)

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CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
44	US 160 and CR 30.1 intersection improvements at Phil's World	High	Transportation	Make Critical Investment in Community Infrastructure	Building and Infrastructure Sustainability (BI1)	CDOT Montezuma County Municipalities	CDOT	\$1.5M	Construction jobs	1) Improve the intersection of US 160 and CR 30.1, the entrance to Phil's World, a nationally renowned mountain biking area. Improvements may include turn, deceleration, and acceleration lanes.
45	CO 145/US 160 Cortez, Dolores, Rico Heater Repave	High	Transportation	Make Critical Investment in Community Infrastructure	Building and Infrastructure Sustainability (BI1)	CDOT Montezuma County Dolores County Municipalities	CDOT	\$6.2M	Construction jobs	1) Resurfacing and planning the asphalt along the gutter edges and across the full roadway width along certain roadway segments to create a smoother driving surface. 2) Some of the Americans with Disabilities Act (ADA) curb ramps will be removed and replaced through Cortez, Dolores, and Rico, at a total of 16 intersections.

RESOLUTION 12-2021

Approving Comprehensive Economic Development Strategy for Region 9

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,

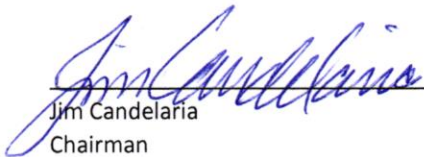
WHEREAS, CDAPs are useful tools for organizations working within Montezuma County and can be one central source for understanding the full range of projects that are in process or are desired; and,

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

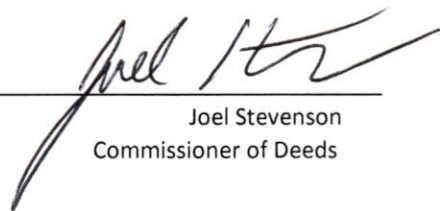
WHEREAS, the CDAP serves as a tool for Montezuma County by outlining and ranking projects according to specified categories including but not limited to: Public Infrastructure, Public Lands, Land Use, Transportation, Telecommunications, Education, Arts & Culture, Economic Development, Parks & Recreation, Tourism, and Housing; and,

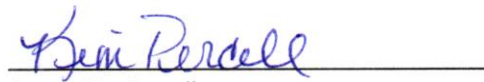
WHEREAS, projects are reviewed by community groups, governments, citizens and stakeholders and then confirmed or revised by the Board of County Commissioners.

NOW THEREFORE, be it resolved that the Board of County Commissioners of Montezuma County, Colorado hereby adopts the Montezuma County 2021 Community Development Action Plan (CDAP) attached hereto as Exhibit A.


Jim Candalaria
Chairman


Kent Lindsay
Vice-Chair


Joel Stevenson
Commissioner of Deeds


Attest: Kim Percell
County Clerk