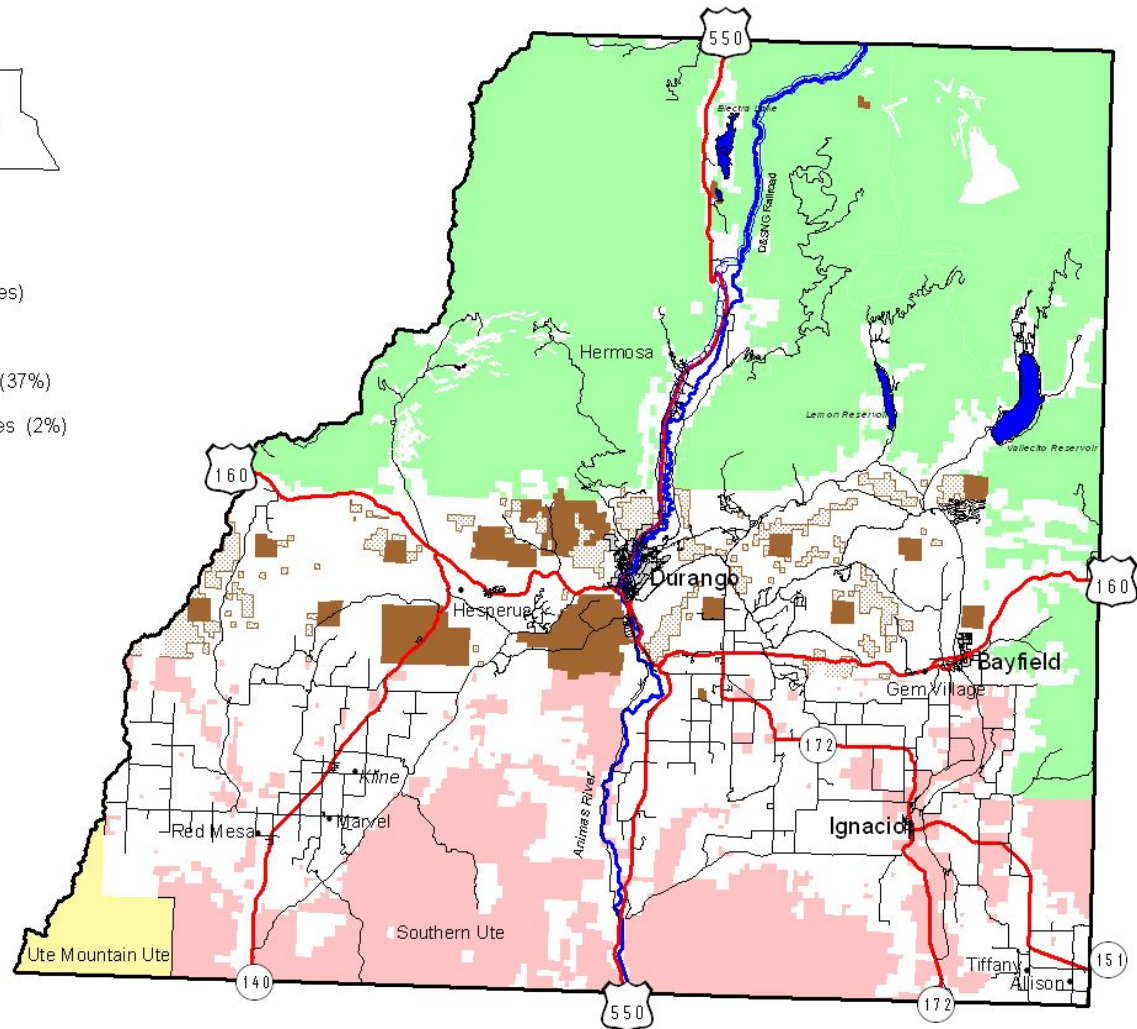


## MAP OF LA PLATA COUNTY



- Land Area - 1,088,541 acres (1700sq. miles)
- Private Lands- 433,929 acres (40%)
  - San Juan National Forest- 400,370 acres (37%)
  - Bureau of Land Management- 21,824 acres (2%)
  - State Lands- 26,988 acres (2%)
  - Southern Ute Tribe- 179,055 (16%)
  - Ute Mtn Ute Tribe - 1,685 (0.1%)



## 5. La Plata County

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## CEDS DEDICATION

Ed Morlan is retiring from Region 9 EDD in 2016 after 27 years as Executive Director. Ed's accomplishments are too long to list but include: five terms as a Bayfield Town Board member, recipient of the Economic Development Council of Colorado's Economic Development Achievement Award, is a Leadership High School La Plata founder, served on the Colorado PTAC founding Board of Directors and is a recipient of the Leadership La Plata Barbara Conrad Award. It goes without saying that he is well respected by his staff and peers throughout the State. During Morlan's tenure, Region 9 developed a Growth Company Initiative to assist emerging growth companies; assisted the Town of Silverton devastated by huge layoffs due to the closure of local mines; launched economic development offices in each county; spearheaded improvements to the region's telecommunication infrastructure; and assisted the Durango/Silverton Narrow Gauge Railroad survive the wildfires of 2002. Under his leadership the loan fund has dispersed over \$22 million dollars to area businesses. He resides in Bayfield with his wife Jackie.



*This is the fifth, 5 year update of our region's Comprehensive Economic Development Strategy (CEDS) that I have participated in during my twenty-seven year career with Region 9. The process and the product have come a long way over that time. It is fulfilling that the value and use of the CEDS has evolved as it has.*

*I would like to dedicate this publication to, and thank all the people and agencies who have contributed their time, funding, energy and interest to assist Region 9 in achieving the goal of being an effective Economic Development District. A special note of appreciation to Laura Marchino, Deputy Director of Region 9 EDD, and Donna Graves of Information Services, who took all the input and information from a multitude of sources and created this superlative publication.*

*The primary funding for the Comprehensive Economic Development Strategy (CEDS) comes from an Economic Development Administration (EDA) Planning and Technical Assistance grant. While the funding and EDA guidelines help the Region 9 staff and consultants provide the framework for the CEDS, it is the local citizens and elected officials that fill in the detail. This is your plan. Public input into the process was facilitated by the county economic development organizations and local governments. In addition, the CEDS was incorporated into the State's Blueprint planning process, integrating rather than overlapping.*

*A primary intent of the document is to provide a detailed analysis of historical socio-economic trends along with a current inventory of public infrastructure needs, strengths, weaknesses, opportunities and threats; enabling decision makers to plan strategies and actions in an informed context. The Community Development Action Plan (CDAP) component of the CEDS identifies specific projects targeted for accomplishments in the next two years. The CDAPs have become essential in each county as a roadmap for community development. A secondary intent of the CEDS is to be a vital resource of community information to those seeking grant funding. The Healthy Community Index has expanded the scope of community data to complement the CEDS.*

*I hope you find this 2016 update of the region's Comprehensive Economic Development Strategy to be a useful and valuable document.*

*Sincerely,*

A handwritten signature in blue ink that reads "Ed Morlan".

*Ed Morlan, Executive Director*

## WHAT IS A COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY?

A Comprehensive Economic Development Strategy (CEDS) is the result of a local planning process designed to guide the economic growth of an area. In July of 1995, the Region 9 Economic Development District of Southwest Colorado (Region 9) launched southwest Colorado's initial 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.

The purpose of the CEDS is to create direction for retaining and creating better paying jobs, fostering stable and more diversified economies, as well as maintaining and improving the quality of life in southwest Colorado, which includes the five counties of Archuleta, Dolores, La Plata, Montezuma and San Juan, plus the Southern Ute and Ute Mountain Ute Indian Tribes. This CEDS planning process provides an opportunity for economic developers, key community stakeholders, and the community at large, to unite behind a vision that works towards long-term economic resilience and sustainability, while protecting the natural and social assets that make the region distinct and attractive. The process, and the resulting CEDS document, is useful for everyone who desires to understand their local economy and work to improve the community in which they live.

The full CEDS is updated every five years; this 2016 document is the fifth full edition. Community Development Action Plans (CDAPs), which are the lists of identified projects, are updated on a two-year cycle. Annual CEDS Progress Reports are also submitted to the Economic Development Administration (EDA).

While the document is a product of Region 9, and is required to qualify for Economic Development Administration (EDA) assistance, the CEDS document is meant to be a working plan for all local governments, community entities and respective economic development organizations. A list of organizations that partner with Region 9 to provide economic resources and services can be found in [Appendix A](#). An acknowledgement of participants and contributors to the CEDS process is located in [Appendix B](#). Region 9 also works to disseminate the CEDS information to state, local, and regional organizations.

This CEDS information is a result of public input, meetings, personal interviews, surveys, a systematic review of draft documents, and active feedback from the EDA. The process was enhanced by the [Colorado Blueprint](#), a statewide strategy to spur Colorado's economy, help businesses grow and attract new jobs to the state. This strategy was developed through a bottom-up process and focuses on growth in key industries across all regions. The **Blueprint** has given Colorado a framework to build a comprehensive economic development plan that aligns existing efforts and identifies opportunities for growth and focused investments. This CEDS builds upon that Initiative, specifically by:

- Summarizing the economic conditions of each county in Region 9 and putting local economic development interests in a regional and international context.
- Identifying viable economic development projects and initiatives.
- Facilitating eligibility for federal and state economic development funding.
- Developing goals and strategies for implementing economic development projects and initiatives, and
- Identifying and recognizing trends, either positive or negative as they occur.

## KEY HIGHLIGHTS AND PRIORITY ECONOMIC GOALS

***“La Plata County will be the premier Rocky Mountain destination to start, own, or grow a business, all while enjoying a superior quality of life.” Stakeholder Vision***

***“To serve as the gateway for individuals looking to start, grow or relocate their business to La Plata County by providing advocacy, relevant information and resources at the local, state and national level.”  
– La Plata Economic Development Alliance Mission***

Is La Plata County future ready? The La Plata Economic Development Alliance (Alliance) has identified three strategic initiatives that they believe will help provide the foundation for a thriving economy going forward. **These include high speed internet for every home and business in La Plata County, developing new locations for office and light industrial companies to grow, and better air service through a new terminal and additional flights.**

Why high speed internet service? Only 67% of households are currently served with high speed internet in the County. Affordable, high speed internet is vital for residents, and increasingly data-driven businesses. Advancing the telecommunications infrastructure throughout the region has been a documented priority for well over a decade. With the decline of energy revenues and employment, diversifying the economy is especially critical in the coming years. The ability of regional businesses and residents to access new technologies and telecommunications services is essential to fostering economic growth. Home-based workers have increased to 10% of La Plata County’s workforce, but could be much higher if broadband was available.

Why more space for businesses to grow? Businesses, particularly industrial firms like construction companies and small manufacturers, struggle to find affordable space to buy, lease or build. This hurts the ability of local firms to grow and create quality jobs for residents and families. It is estimated that the County could add 1,500 to 3,000 office and light-industrial jobs by 2025, depending on the ability of the local economy to accommodate job growth. However, recent findings suggest that rather than building a new business park in the County, which would require substantial investments in infrastructure, it might be better to identify a location for low intensity industrial users such as storage yards to relocate and redevelop underutilized lots in Bodo Park for higher density office and light industrial businesses.

Why a new airport terminal? According to CDOT, the Durango/La Plata County Airport (DRO) contributes almost \$282 million to the regional economy and helps support up to 2,600 jobs. DRO is currently updating its Airport Master Plan, which will study the facility needs to meet projected aeronautical demand for the next 20 years and recommend a plan that prepares the airport to serve as the preferred gateway and economic catalyst for the Four Corners region. The current terminal was designed for 100,000 enplanements, so it is too small for the 200,000 enplanements and 15 flights per day it currently serves. A new terminal is needed to meet current demand for both passengers and commercial air service. A new terminal will sustain the region’s economic resiliency, enable better service for passengers, airlines, and general aviation, and easily expand if the airport continues to grow.

The provision of affordable housing is also a key issue in economic development. A healthy community is one in which families and individuals of all income levels live in safe and affordable housing. Housing experts agree that ideally a family should not spend more than one-third of their income on housing costs. Wages and employment is highly dependant on service sector jobs (41% of employment and 34% of employment income). Many of the jobs in La Plata County are in accommodation and food services, with an average annual wage of \$19,725. This is only 73% of the estimated livable wage (\$27,012) for one adult.

Additionally, the median home price in La Plata County is over \$400,000. While wages have grown, they have not kept pace with rising home prices. In order to obtain housing many people are forced to commute long distances to their workplaces, which increases transportation costs, adds to traffic congestion and air pollution, and takes more time away from their families. There are many obstacles to providing affordable and attainable housing in the County, including a lack of developable land, discretionary development standards, a lack of infrastructure or funds to provide infrastructure; and economic issues such as the rapidly escalating cost of land and construction.

These issues, as well as other current initiatives, are also addressed in a document provided by a consortium of local governments and industries.<sup>1</sup>

## **STRATEGIC PLANNING**

### **SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis**

The starting point for a credible economic development strategic plan is an assessment of the strengths and weaknesses of the county. By working with La Plata County stakeholders and communities, including the La Plata Economic Alliance, the following was identified:

#### **Strengths**

- Low property taxes
- Scenic and vast public lands and natural resources
- Lifestyle - climate/weather, sense of community, healthy and active lifestyle, livable communities, high degree of civic engagement
- Highly educated workforce
- Collaborative business community
- Regional hub - health facilities, strong base of goods/services, banking, arts/entertainment/culture
- Tourism and recreational assets
- Fort Lewis College and Southwest Colorado Community College to generate well-educated workforce
- Southern Ute Indian Tribe and their economic success through the Growth Fund
- Infrastructure- regional airport, water, transportation hub
- Having a county level economic development group
- Southern Ute Indian Tribe

#### **Weaknesses**

- Reliance on oil and gas revenues
- Low paying jobs and economic disparity
- High housing costs
- Government inefficiencies including expensive and time consuming permitting processes
- Lack of telecommunications and broadband infrastructure in rural areas
- Lack of transportation facilities such as highways
- Identification of and cost of land for commercial use
- Gap between educational attainment and business needs
- Underemployment of skilled workers
- Lack of treatment facilities for substance and mental health concerns
- Distance to larger markets such as Denver and Phoenix
- Economic leakage to internet sales and Farmington, NM

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<sup>1</sup> [http://www.durangobusiness.org/uploads/3/9/2/7/39274993/2016\\_local\\_initiatives.elections-whitepaper.pdf](http://www.durangobusiness.org/uploads/3/9/2/7/39274993/2016_local_initiatives.elections-whitepaper.pdf)

## Opportunities

- Geographic centrality to other rural markets that serves as a regional “hub”
- Air Service – planned terminal expansion: increase market share and secure more flights
- Utilizing the area’s quality of life to attract and retain entrepreneurs, creative class talent, and well educated, younger workers
- Broadband- extend throughout County
- Development of telecommuter businesses
- Widely diverse, well-educated population contributing to sustainability and growth of anchor businesses and institutions in the community (in areas such as education, health care, higher education, agriculture, etc.)
- Higher Education opportunities– MA/MBA programs, continuing education
- Continuous stream of college graduates who would like to stay in the area
- Entrepreneurial orientation
- Lake Nighthorse and abundant water supply for additional growth
- Health care services- Mercy/Axis/Animas Surgical, abundance of alternative choices, regional medical industries, and medical tourism
- Vital downtown in Durango
- Growing population

## Threats

- Decline of oil and gas development
- Gold King Mine spill and resulting clean-up efforts
- Funding cuts in higher education, transportation, public health and human service programs
- Aging population
- Natural Resource Management
- Drought, wildfires, and beetle kill
- Regulatory environment
- Volatility of business cycle
- Potential for urban sprawl to impact the natural environment and tourism
- Real estate market- continued high prices
- Erosion of local control/state regulation
- Potential for lack of collaboration locally
- Ability to retain local businesses

## RESILIENCY INITIATIVES

The SWOT analysis has identified a number of vulnerabilities in the county that have (or could) lead to major economic disruptions. A number of these have been addressed in the updated Regional Disaster Preparedness section of the CEDS ([Appendix C](#)), as well as the *Southwest Colorado All-Hazards Region Homeland Security Strategic Framework*, adopted October 15, 2015 ([Appendix D](#)). The goals and strategies outlined in that document provide the foundation for improving All-Hazards preparedness and resiliency, leading to fewer lives lost, reduced economic impacts in affected communities, improved response capabilities, and faster recovery time.

A number of vulnerabilities were also identified in an Exploratory Scenario Planning workshop, sponsored by the Southwest Colorado Council of Governments ([SWCCOG](#)), held July 2015. The scenario planning process was designed to identify a range of possible futures or scenarios that could manifest in the region’s future.

The participants in the workshop developed potential sets of options to respond to uncertainties, to build community resilience and adaptive capacity to whatever challenges and opportunities that may lie ahead.

As a regional economic development organization Region 9 is particularly concerned with post-disaster economic recovery. Long-term recovery efforts focus on redeveloping communities and restoring the economic viability of disaster areas, including:

- Restoring the economic base of disaster-impacted communities, including lost jobs and employment opportunities.
- Identifying hazard mitigation opportunities and implementing long-term hazard mitigation plans, projects and measures (e.g., land use plans, hazard-zone restrictions and building codes).

More details regarding building economic resilience can be found in the [Regional Overview](#) of the CEDS Update.

## **STRATEGIC DIRECTION – La Plata County Goals, Objectives and Actions**

La Plata County goals and objectives are a result of public input, meetings, personal interviews, surveys, a systematic review of draft documents, and an update of the **Community Development Action Plan (CDAP)**. The CDAP has a total of 80 projects/objectives, in a range of categories that were ranked and approved by the County Commissioners on March 8, 2016, (signed by Brad Blake – Chairperson). The process was enhanced by the [Colorado Blueprint](#), a statewide strategy to spur Colorado's economy, help businesses grow and attract new jobs to the state. This strategy was developed through a bottom-up process and focuses on growth in key industries across all regions. The **Blueprint** has given Colorado a framework to build a comprehensive economic development plan that aligns existing efforts and identifies opportunities for growth and focused investments. Goals are presented below and the objectives are linked to specific projects in the CDAP.

### **Goal 1: Expand Public Infrastructure to Support Current Needs and Anticipate the Needs of Future Growth**

**Rationale** – Adequate infrastructure should be available and ready to use in order to provide the foundation for a thriving economy. Businesses need accessible locations with utilities in which they can grow, or else a lack of infrastructure will force growing businesses to relocate elsewhere.

**Objectives:**

1. Provide 100% high speed internet to every home and business in La Plata County (Alliance Initiative, CDAP Projects # 62, 63, 64).
2. Construct a new airport terminal building to meet air service needs in the future (Alliance initiative, CDAP Projects #66, 68, 71, 75).
3. Support airport efforts to attract new service and lower fares for passengers (CDAP Project #65).
4. Work with CDOT and local governments to upgrade roads, sidewalks, etc. to improve access to businesses (CDAP Projects #42,46, 47, 48, 67,68, 69, 70, 72, 73, 74, 76, 77, 78, 79, 80).
5. Identify new locations for business development and expansions (Alliance Initiative, CDAP Projects #4, 44).
6. Expand water supply and wastewater treatment facilities to growth areas (CDAP Projects # 37, 43, 46 ,51 ,52 ,54 ,56 ,57 ,58 ,59 ,60).
7. Cultivate Innovation and Technology (Colorado Blueprint #6, CDAP Projects #49, 50).
8. Recruit, Retain and Grow Businesses (Colorado Blueprint #2).
9. Create and Market a Stronger Colorado Brand (Colorado Blueprint #4, CDAP Projects #1, 2, 3, 7, 26).
10. Revitalize “Main Street,” Downtown and Town Centers for each Municipality.



## **Goal 2: Address Socio-Cultural Needs of the Community**

**Rationale** – Facilities and programs for affordable housing, childcare, education, health care, recreation, and senior care are necessary to ensure a high quality of life in any community.

**Objectives:**

1. Increase affordable and safe housing opportunities (CDAP Projects #20, 21, 22, 23, 24, 25).
2. Increase pool of qualified child care providers including nontraditional hours.
3. Develop educational facilities and needed programs (CDAP Project #8, 9, 10, 11).
4. Ensure that proper services are available for the aging population (CDAP Projects #13).
5. Improve access to affordable, quality healthcare, including mental health (CDAP Projects #12, 14, 15, 16, 17, 18, 19).
6. Provide adequate governmental facilities for public administration and programs (CDAP Projects #38, 39, 40, 41, 45, 53, 55).
7. Connect people to outdoor recreational opportunities (CDAP Projects #33, 34, 35, 36, 45, 61).
8. Generate community support for diverse cultural and artistic opportunities and experiences (CDAP Projects #2, 26).

## **Goal 3: Build a Business Friendly Environment (Colorado Blueprint #1)**

**Rationale** – Integrating and leveraging resources between key economic development agencies, county/town planning agencies will improve customer service and ease resource navigation.

**Objective:**

1. Create a more consistent and timely access planning and approval process (CDAP Projects #27, 28, 29, 30, 31, 32).
2. Continue to provide “gap” financing and equity for local businesses (Colorado Blueprint #3, CDAP Projects #25).

## **Goal 4: Recruit, Grow and Retain Diverse Businesses (Colorado Blueprint #2)**

**Rationale** – Having jobs for the residents of La Plata County is imperative to ensuring a high quality of life. Diverse economies are sustainable economies, so one industry’s decline does not negatively affect the entire economy. By diversifying the local economy, we are less susceptible to seasonal fluctuations and economic cycles.

**Objective:**

1. Recruit businesses that are compatible with, and in support of, core values of different areas of the County (CDAP Projects #5, 6).
2. Identify and work with growth companies to support their needs to keep the in the County.
3. Support the Southwest Small Business Development Center to provide technical assistance to existing and new businesses.
4. Provide incentives for business expansion and relocation including EZ tax credits.
5. Identify preferred companies for expansion and recruitment and provide extra resources toward those companies.
6. Expand support to entrepreneurs and small businesses through the SBDC and SCAPE.
7. Development of strategies to protect and diversify the county’s agricultural economy.
8. Provide locally produced food for La Plata County School District lunches.

## **Goal 5: Reduce Leakage of Sales to Outside the County**

**Rationale** – Sales leakage are symptomatic of services sought either by residents or businesses that cannot be provided in the local community. This reduces sales taxes that could be collected in retail, and can also reduce the business services in a region that are needed for a healthy climate for economic growth.

**Objective:**

1. Work to bring retail and professional service firms that are typically sought outside the County into the County.

2. Promote local purchases.

**Goal 6: A Well-Trained, Skilled Workforce will be Available to Support Business Employment Needs (Colorado Blueprint #5)**

**Rationale** – Providing a well-trained, skilled workforce is vital to the economy. Recruitment of skilled workers, as well as education and training programs will enable a diverse workforce for businesses to draw from. Skilled workers also command higher wages.

**Objective:**

1. Develop a talent identification, recruitment and retention program that gets and keeps talented workers who will demand and command higher wages here in La Plata County (Alliance Initiative).
2. Strengthen Fort Lewis College and Southwest Colorado Community College programming to meet regional workforce needs for quality and expanded degrees and certificate programs.
3. Identify the gaps between future jobs and emerging technologies and the types of companies that are being recruited or expanding, and the current workforce skills. Communicate this to the training and educational programs in order to improve curriculum development compatible with workforce training.
4. Coordinate SW Colorado Workforce Center programs with other regional job programs.

### CDAP Project Ranking Summary

This table provides a summary of the 80 projects listed in the 2016 La Plata County Community Development Action Plan. These projects have been linked to the goals and objectives presented above.

Project	Priority	Project Description
3. Business Development:	High	Complete Bayfield Priorities in Downtown Colorado Inc. Plan through Circuit Rider Position
4. Business Development:	High	Determine Feasibility of Industrial Business Park Locations & Infrastructure
7. Business Development:	High	Revitalize Downtown Ignacio through Use of Circuit rider
21. Housing:	High	Complete Rock Creek Housing Project in Ignacio
28. Land Use:	High	Revise & Update the La Plata County Land Use Code
29. Land Use:	High	Revise & Update the Town of Bayfield Comprehensive Plan
31. Land Use:	High	Update the City of Durango Comprehensive Plan
32. Land Use:	High	Update the La Plata County Comprehensive Plan
38. Public Infrastructure:	High	Complete Federal Courthouse Remodel Project
52. Public Infrastructure:	High	Municipal Wastewater Treatment System & Plant Improvements in Durango
63. Telecommunications:	High	Provide Rural Areas with High Speed Connections & Fiber
67. Transportation:	High	Complete Priority Highway Transportation Projects
68. Transportation:	High	Complete Priority La Plata County Based Transportation Projects
71. Transportation:	High	Complete New Durango/La Plata County Airport Terminal & Infrastructure
1. Arts & Culture:	Med	Art In Public Places in Durango
5. Business Development:	Med	Explore/Pursue Major Employer with Primary Jobs in Bayfield
9. Education:	Med	Complete Geo Physical Sciences Building
16. Health & Human Services:	Med	Expand Mercy Regional Telemedicine Services
20. Housing:	Med	Analyze Housing Issues within the City of Durango
22. Housing:	Med	Complete Fox Farm Village in Bayfield
25. Housing:	Med	Provide Second Mortgage Loans for Low & Moderate Families
27. Land Use:	Med	Revise the City of Durango Sign Code
30. Land Use:	Med	Revise & Update the Town of Bayfield Land Use Code
33. Parks & Recreation:	Med	Continue Development of Animas River Trail
34. Parks & Recreation:	Med	Continue Development of SMART 160 Trail in Durango
36. Parks & Recreation:	Med	Develop & Open Lake Nighthorse for Recreation
37. Public Infrastructure:	Med	City of Durango Water System Expansion
39. Public Infrastructure:	Med	Implement County Facilities Master Plan

Project	Priority	Project Description
40. Public Infrastructure:	Med	Remodel Jail & Sheriff Offices
41. Public Infrastructure:	Med	Development of Southwest Regional Recycling Facility (SRRF)
43. Public Infrastructure:	Med	Expand Domestic Water System for East La Plata County
47. Public Infrastructure:	Med	Identify & Improve Accessibility for Persons with Disabilities
54. Public Infrastructure:	Med	Rural Water System for West Side of County
55. Public Infrastructure:	Med	Secure Site for La Plata County Multi-Use Events Center
56. Public Infrastructure:	Med	South Durango Sanitation District Infrastructure Expansion
61. Public/Private Lands:	Med	Maintain Sustainability of Ponderosa Pine & Pinon Forest
62. Telecommunications:	Med	Enhance the Fiber Optic Backbone in Town of Bayfield
64. Telecommunications:	Med	Provide Wireless Services in Downtown Durango
65. Transportation:	Med	Add Additional Airline Flight(s) and Round Trip routes
66. Transportation:	Med	Complete Priority Durango Transportation Projects
74. Transportation:	Med	Expand Transit Connection Network
75. Transportation:	Med	Improvements to Durango/ La Plata County Airport
2. Arts & Culture:	Low	Complete Durango STEAM Park Cultural Master Plan
6. Business Development:	Low	Recruit National Chain Retail Stores to Bayfield
8. Education:	Low	Build new Southern Ute Head start Facility
10. Education:	Low	Construction of New Primary School Facility in Bayfield
11. Education:	Low	Increase Enrollment & Course Offerings for SW Colorado Community College
12. Health & Human Services:	Low	Build Dental Health Care & Education for Adults
13. Health & Human Services:	Low	Construct Hospice Care Facility & Patient/ Family Residence
14. Health & Human Services:	Low	Create a Health Information Exchange
15. Health & Human Services:	Low	Establish Medical Research Program at Mercy Regional Medical Center
17. Health & Human Services:	Low	Implementation of La Plata County Behavioral Health Plan
18. Health & Human Services:	Low	Network with Major Medical Facility to Provide Neurological Services
19. Health & Human Services:	Low	Promote "Connect for Health" Insurance Marketplace & Expansion of Medicaid
23. Housing:	Low	Develop Supportive Housing Project
24. Housing:	Low	Make Energy Efficiency Improvements on 160 Homes
26. Land Use:	Low	Create Character Districts within the City of Durango
35. Parks & Recreation:	Low	Develop Park, Open Space & Trails Master Plan in Bayfield
42. Public Infrastructure:	Low	Durango Intermodal Facility (Project Live)
44. Public Infrastructure:	Low	Explore Potential Industrial Park Locations for Bayfield
46. Public Infrastructure:	Low	50/50 Sidewalk Replacement Cost Share
49. Public Infrastructure:	Low	Install Scrubber Recycle System in Railroad Roundhouse
50. Public Infrastructure:	Low	Installation of Solar Arrays at City Facilities
51. Public Infrastructure:	Low	Install Water Re-use System at Wastewater Treatment Facility
53. Public Infrastructure:	Low	Replace Greenmount Parks Shop
57. Public Infrastructure:	Low	Storm Drainage Improvements in Bayfield
58. Public Infrastructure:	Low	Storm Drainage Improvements in Durango
59. Public Infrastructure:	Low	Storm Drainage Master Plan
60. Public Infrastructure:	Low	Waterline Replacement & Water Isolation Value Project in Bayfield
70. Transportation:	Low	Connection of Pedestrian and ADA Facilities
72. Transportation:	Low	Construct Intersections for Bayfield Parkway/US 160 East & West of Bayfield
73. Transportation:	Low	Development of Commuter Trails between Durango & Bayfield
76. Transportation:	Low	Improvements to 32nd Street Durango connecting to CR 250
77. Transportation:	Low	Sustain Roadrunner Regional Bus Service
78. Transportation:	Low	Pedestrian and Bicycle Improvements Around Needham Elementary in Durango
79. Transportation:	Low	Reconstruct CR 320 to Urban Standards
80. Transportation:	Low	Replace Twin Bridges on Bayfield Parkway & Install Pedestrian Bike & Walking Underpass and Path Extension
45. Public Infrastructure:	NR	Explore Improvements & Possible Relocation of Multi-Agency Gun Range
48. Public Infrastructure:	NR	Implement North Main Mobility Plan Phases
69. Transportation:	NR	Complete Southern Ute Long Range Transportation Plan Update & Tribal Safety Plan

## 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 the Economic Development Administration (EDA). These regular updates keep the strategic direction and action plan outlined in the CEDS current and the plan as a whole 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 - 2014

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. **Items in bold have been completed since the 2012 CDAP document was approved.**

##### La Plata County

- Established La Plata County Economic Development Action Partnership
- Fort Lewis College Expansion: Center of Southwest Studies, Hesperus Hall, Student Life Center, Berndt Hall expansion, Clock Tower construction
- Adopted County Trail Plan
- La Plata County Fairgrounds Redevelopment
- Completed Durango Community Recreation Center
- Ignacio Volunteer Emergency Squad Building
- Fire Protection District's Consolidation Study
- Livestock Processing Facility
- Construction of Fort Lewis College Child Development Center
- Construction of Mercy Regional Medical Center Facilities
- Provide additional space for La Plata County Road and Bridge Maintenance Shops
- Assisted the Durango Silverton Narrow Gauge and Durango Mountain Resort
- Sunshine Gardens Expansion
- Miles for Smiles Mobile Dental Clinic
- Construction of New Bayfield Town Hall
- Construction of Crossroads Psychiatric Facility
- Opened Boys & Girls Club in Durango
- Construction of Senior Center in Bayfield
- County Jail Expansion
- Upgraded and Expanded Senior Center in Durango
- Established Durango Community Learning Center Partnership (The Commons Building)
- Provide Transit between Durango and Bayfield
- City of Durango Comprehensive Plan
- Enhance Fort Lewis College *Econometer* Publication
- Construct City of Durango Transit Center
- Expand Bayfield Sanitation District
- Expanded Regional Air Service
- Van Den Berg Metro District Improvements
- Add 4<sup>th</sup> lane to Farmington Hill

- Permanent Facility for Bayfield Early Education Program
- Implementation of Children Youth & Family Master Plan
- Renovate historic power plant into Durango Discovery Museum
- Emergency Operations Plan completed for Pandemic and Emergency Planning and Preparedness
- Install Electronic Medical Records System (EMR) at Mercy Regional
- Develop La Plata Health Care Strategic Plan to Meet Primary Health Care Needs for Underserved
- Completed Ignacio Area Corridor Access Plan
- Complete runway extension, reconstruction of terminal roads & general aviation parking apron at Durango / La Plata County Airport
- **Expanded Recycling Services in Durango (single stream)**
- **Addressed infiltration in Bayfield Waste water collection system**
- **Completed storm and waste water system in Bayfield**
- **Decommission Waste Water lagoons, Bayfield**
- **Construct new Middle School in Ignacio**
- **Formalized a donated medical care program for indigent populations (La Plata Integrated Care)**
- **Complete Smith Sports Complex at FLC**
- **Completed redevelopment of the Whitewater Park in Durango**
- **Welcome Center relocated to downtown Durango**
- **Installed photovoltaic Solar Power System on Bayfield Senior Center**
- **Completed Energy Efficient lighting retrofits on Animas River Trail**
- **Hired full-time Durango Central Business District Director**
- **Completed Animas River Access Corridor Plan**
- **Completed Lightner Creek Bridge Replacement, 24<sup>th</sup> St. Bridge**
- **Complete Phase 3 gas line replacement in Bayfield**
- **Medical Clinic opened in Bayfield**
- **Updated Durango Land Use Development Code**
- **Replace Greyhound route between Durango & Grand Junction**
- **Expanded parking and Departure Lounge at Durango/LaPlata County Airport**
- **Recruited Grocery, Pharmacy & General Merchandise Store in Ignacio**

## 2. Enterprise Zone Annual Report

Region 9 administers the [Southwest Enterprise Zone](#) program. Accordingly, targets are established by county for the number of jobs created in various sectors, as well as the tax credits and dollars invested through the EZ program. Region 9 will continue to set and measure these targets with communities. The information provides a very concrete tool for measuring success of goals related to job creation and business expansion. This report is done annually and is filed with the state Office of Economic Development and International Trade.

In Region 9, three of five counties meet economic distress criteria making them eligible as Enterprise Zones. According to this statute, to be designated an Enterprise Zone a designated rural area must have a

population of less than 150,000 persons and meet one of the following criteria: an unemployment rate at least 25% above the state average; a population growth rate less than 25% of the state average; and a per capita income (PCI) less than 75% of the state average.

County	Population Requirement	2010 - 2014 Pop. Growth	2014 Unemp. Rate	2014 PCI	EZ Qualify
Archuleta	Yes	No	No	No	No
Dolores	Yes	Yes	No	Yes	Yes
La Plata	Yes	No	No	No	No
Montezuma	Yes	Yes	No	Yes	Yes
San Juan	Yes	Yes	Yes	No	Yes
Data Source	DoLA	DoLA	ACS	ACS	

DoLA: Colorado Department of Local Affairs.

ACS: American Community Survey Five Year Estimates 2010-2014.

Based on these criteria, Dolores, Montezuma and San Juan Counties are within the guidelines for designated Enterprise Zones. Because La Plata and Archuleta were not eligible on a county level, each census tract was evaluated individually on the economic distress criteria.

A number of local Enterprise Zone objectives were identified several years ago to help determine if the Enterprise Zone status is helping our economy. Those objectives continue to be tracked on an annual basis.

**Objective 1** - Unemployment rates for each of the counties should be equal to or less than the state unemployment rate. La Plata County met this objective in 2014.

**Objective 2** - Per Capita Income (PCI) for each of the counties should be equal to or greater than the state PCI. La Plata County did not meet this objective in 2014.

**Objective 3** - Each County will have an active economic development organization (EDO) with staff and funding to focus efforts in each county and assist Region 9 EDD with its delivery of services. The La Plata Economic Development Alliance is in place in La Plata County.

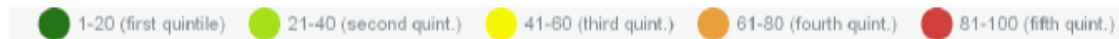
**Objective 4** - Increase the number of businesses that participate in the EZ in each county using 2005 as a base year. In 2015, La Plata County had 94 participating businesses; the same number as in 2014, though some of the businesses changed.

**Objective 5** - Target all businesses involved in other Region 9 programs and inform them about the Investment and other EZ tax credits, and track how many utilize the credits. In 2015, there were seven companies that worked with Region 9 in La Plata County claiming EZ tax credits, though the number of participating companies total 54 since 2009 (base year).

### 3. La Plata County Performance compared to the State of Colorado

These performance measures are drawn from a national database that compares key indicators across counties, states and the nation.

[http://clustermapping.us/region/county/la\\_plata\\_county\\_co/performance](http://clustermapping.us/region/county/la_plata_county_co/performance)



Ranks are by percentile from 1-100 among all 3,221 U.S. Counties.

Ranks are by percentile from 1-50 among all 50 U.S. states.



**Gross Domestic Product (GDP)** is the monetary value of all of the finished goods and services produced within a specific time period. Source of Data: [Moody's economy.com](http://moodyseconomy.com)



**Annual Wage** is the average payroll divided by total employment. Average payroll includes all forms of compensation, such as salaries, wages, reported tips, commissions, bonuses, vacation allowances, sick-leave pay, employee contributions to qualified pension plans, and the value of taxable fringe benefits. **It does not include profit or other compensation of proprietors or partners.** Payroll is reported before deductions for social security, income tax, insurance, union dues, etc. Source of Data: [U.S. Census Bureau's County Business Patterns](http://census.gov).

## **SUMMARY BACKGROUND**

### **Southern Ute Tribe**

The planning and management area of Region 9 includes two Indian reservations, including the Southern Ute and the Ute Mountain Ute Indian Tribes. 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.

### **Durango**

The county seat of Durango was established in 1881. The historic district of downtown Durango was platted by the railroad that established the narrow gauge Denver and Rio Grande Railroad. Durango became a rail hub because it had the combination of the Animas River and nearby coal sources needed to fuel a smelter and coal driven steam engines to process ore from the mines in San Juan County. With the dedication of the "Million Dollar Highway" in July of 1924, the transportation of gold, silver, lead, copper and zinc moved from the narrow gauge train to Highway 550 which connects Durango to Silverton.

Beginning in the late 1950s, the rail line that had carried ore down from Silverton began, instead, to carry tourists up from Durango to enjoy the spectacular scenery. Train ridership was 180,773 in 2015; a portion of these trips were to seasonal destinations short of Silverton, i.e. the Great Pumpkin Patch and the Polar Express. Durango also developed as a hub for other modes of transportation. Durango is at the intersection of Highway 160, the major east-west arterial in Southwest Colorado and Highway 550 a major north-south arterial in southwest Colorado. Durango / La Plata County also developed the most extensive air hub in southwest Colorado with 189,329 enplanements in 2015. Because of its location within the larger region, Durango has become a tourist crossroads and regional trade center



## **Bayfield**

The early residents of the Pine River Valley were the Ute Indians. Their descendants are still in the area, primarily on the Southern Ute Reservation and in the Ignacio area at the south end of the valley. The Pine River Valley was settled by non-Native Americans in the late 1800s. The first cattle were brought into the valley in 1875. The area gradually opened up as ranchers discovered the fertile valley. Much of the land was homesteaded by squatters rights.

The Town of Bayfield was incorporated in 1906. The town has experienced the tragedies of fire (1902, 1905, 1920, and 1946) and floods (1911, two in 1927, and 1957). After the floods of 1927, a proposal was written for a dam on the Pine River for flood control and irrigation. Vallecito Dam was built in 1939 and its lake now provides recreation as well as flood control and irrigation.

Bayfield has since served as a supply town and social center for area farmers and ranchers, and more recently as a bedroom community for Durango. It has remained a quiet town, riding the booms and busts that are typical of Colorado's economy. In recent years, it has experienced rapid growth and has become the fastest growing municipality in southwestern Colorado.

## **Ignacio**

The early residents of the Ignacio area were the Ute Indians, primarily the Weminuche band. Their traditional territory extended west of the continental divide to the Blue Mountains and canyon lands of southeast Utah, and north of the San Juan River, which generally marked their boundary with the Navajos. Although the boundaries of the Ute Reservation have changed with the passing of various treaties, the original "Ignacio Agency" for the Southern Ute Tribe was founded in 1877 amidst a permanent population of Spanish Americans (Hispanics), Navajos, Paiutes, Anglos and Jicarilla Apaches living in the area. Within a few months of the founding of the Ignacio Agency a greater influx of Spanish American settlers arrived from communities in northern New Mexico and the San Luis Valley to the east. In 1913, Ignacio was incorporated.

At present Ignacio remains a tri-ethnic community, composed of Southern Utes, Hispanics and Anglos. Today the town serves as a supply center for the surrounding reservation and ranches and is a crossroads for the gas and oil industry. The Southern Ute Tribal headquarters is located just north of the town limits and provides administration and services to tribal members. Services and facilities provided by the Tribe are, for the most part, separate from those provided by the Town of Ignacio and are not specifically addressed in this profile.

## La Plata County Government

La Plata 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, Coroner and Surveyor. 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 10 elected officials the county employed a staff of 424 in 2015.

### Expenditures

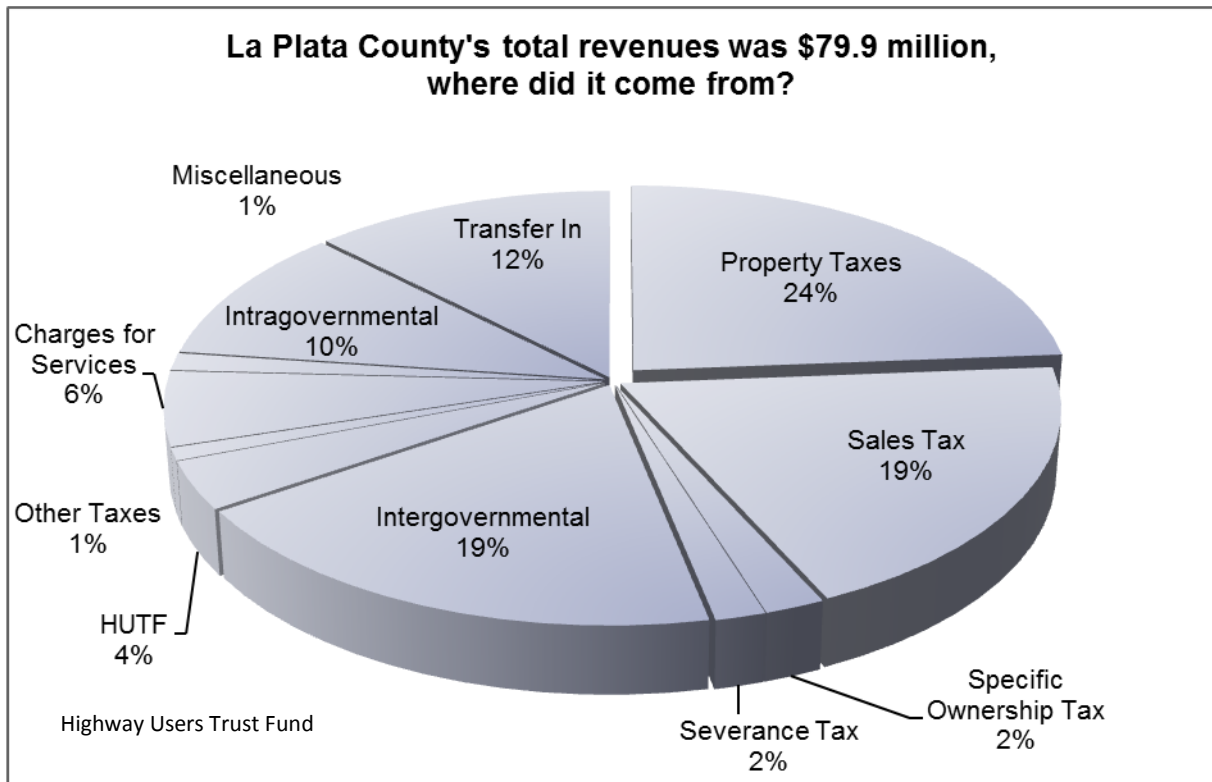
La Plata County provides many different services to its citizens, including public safety, roads and bridges, and health and welfare. Estimated expenditures for La Plata County total \$104,703,970 million for 2016.

### Revenues

The County expects to receive revenues of about \$80 million in 2016. Approximately \$45.5 million, or 56.8%, will come from non-local tax sources such as federal and state funding for social service programs, highway users taxes, grants and sales taxes generated by visitors to the county. The balance of \$34.5 million will come from sales and property taxes paid by local citizens.

Property tax revenues are distributed among municipalities, school districts and special districts (i.e. fire protection and sanitation). Special Districts set additional tax levies.

The La Plata County property tax levy rate is 8.50.



Source: La Plata County 2016 Budget.

## **Infrastructure and Services**

**Electric** - The county is served by the La Plata Electric Association.

**Natural Gas** - Most of the county is served by Atmos Energy or various propane distributors. The Town of Ignacio owns and operates its own natural gas distribution system.

**Water** - Durango and Bayfield have municipal water systems. Ignacio contracts water through the Southern Ute Tribe. Other residents are served by several other rural water districts, such as Forest Lakes Metropolitan District, La Plata Archuleta Water District and Lake Durango Water District, or have their own wells.

**Wastewater** - Durango and Bayfield have municipal wastewater systems. Ignacio contracts wastewater treatment through the Southern Ute Tribe. Others are served by rural water or sanitation districts or have their own septic systems.

**Solid Waste** - Most of the area is served by Waste Management and Phoenix Recycling. The City of Durango also provides trash pick up and curbside recycling services for City residents. WCA (Waste Corporation of America) operates the Bondad landfill in the southern part of the county. La Plata County offers two Transfer Station locations for trash and recycling drop off.

**Police & Fire Departments** - Durango, Bayfield, Ignacio and the Southern Ute Tribe each have police personnel. The balance of the county depends on the Sheriff's Department. For fire protection, the Durango Fire Protection District serves Durango, Hermosa and Hesperus areas; Upper Pine River Fire Protection District serves, Bayfield, Forest Lake and Vallecito Lake area; Los Pinos Fire Protections District serves Ignacio, Allison and Tiffany(southeastern la Plata County); and Fort Lewis Mesa Fire Protection District serves Breen, Marvel, Kline (western La Plata County).

**Telecommunications** - There are a variety of providers that serve the county.

**Medical Facilities** - Mercy Regional Medical Center provides ICU/critical care/cardiology services that are available 24 hrs. a day, 7days a week. Mercy is a Level III trauma center and is licensed for 82 private beds. The privately owned Animas Surgical Hospital provides facilities for surgeries and outpatient care, diagnostic imaging, urgent care and operates an emergency room. There are numerous medical practices in the various municipalities.

**Business Parks** - **Durango** (Bodo Industrial Park, the Durango Tech Center, Animas Air Park and Rancho Vedado Phase I & II {Grandview}). The Airport Business Park is in "preliminary approval" status; the conceptual plan has been approved, but no development agreement has been made. La Plata County, the City of Durango and property owners on CR 213 are studying economic benefits of creating a Business Park on CR 213, east of Animas Air Park. **Bayfield** (Bayfield Business Center): **Ignacio** (No business parks).

**Major Employers** - 2014 Top 10 Employers: Mercy Regional Medical Center (1,200), Southern Ute Indian Tribe – Administration (845), Durango School District 9-R (632), Mercury Payment Systems (630), Fort Lewis College (570), Durango Mountain Resort (479), Sky Ute Lodge and Casino, Museum (400), La Plata County (401), Crossfire (322), and BP America (221). Data Source: Region 9 Economic Development District.

**Recreation Facilities** – (2014) **Durango** community facilities include soccer fields, baseball and softball fields, tennis courts, skate park and whitewater park. Facilities at Chapman Hill include a refrigerated ice-rink as well as a ski hill. Durango has a 71,560 square foot community recreation center. There are 8 access points to the Animas River. Durango has over 93 miles of soft surface trails and 14.5 miles of hard surface trails. Durango has 38 parks comprising 288 acres and 3,001 acres of open space. Data Source: City of Durango.

**Bayfield** community facilities include a community gymnasium and a senior center. Joe Stephenson Park includes a playground, baseball fields, a skate ramp and a soccer/football/track field. Other athletic fields (football, baseball) are at the High School. Recent additions include a trail system. Bayfield has 6 parks. Bayfield is considering adding some white water rafting features.

**Ignacio** community facilities include access to the SunUte Community Center with a gymnasium, fitness and aquatic facility, and the Town Park. Ignacio has 2 parks, used for Baseball leagues in the summer and the Youth Football League in the fall. There are picnic tables and grills, a tennis court (being re-built) with a basketball hoop at one end for half court play, a short River Trail, and children's play equipment. Ben Nighthorse Community Park has a large playing field for running, ball throwing, etc, and children's play equipment. There is a stand alone basketball court at the south end of downtown.

Throughout the county there are surrounding public lands as well as several school athletic fields including Fort Lewis College.

**Housing** – (2015) In La Plata County the median price for a residence was \$345,000; in town for Durango the median was \$425,000; and in town Bayfield the median was \$272,000. Data Source: Durango Area Association of Realtors®

**Child Care Availability** – (2016) In La Plata County there are 57 licensed child care programs with 2,891 Total Slots (Ages 0-5). Data Source: Childcare Resource and Referral.

**Long term care facilities** - (2014) There are 5 facilities with a total of 266 beds, 169 are in skilled nursing facilities and 97 are in assisted living facilities. Data Source: San Juan Basin Area Agency on Aging

**Estimated number of persons without health insurance** – (2015) 17% of the county's population under age 65 is without health insurance. Data Source: U.S. Census Bureau

## Demographics

**Population** – Between 2000 and 2010, La Plata County grew from 43,941 to 51,335 people (17%) with

	2010	2014	Ann. Avg % Change 2010-2014
<b>La Plata</b>	51,441	54,014	1.6%
<b>Bayfield</b>	2,357	2,530	2.4%
<b>Durango</b>	16,901	17,818	1.8%
<b>Ignacio</b>	699	719	0.9%
<b>Unincorporated</b>	31,484	32,947	1.5%

State Demographers Office

most of the growth occurring in Bayfield and Durango. Ignacio saw slower growth, as did unincorporated areas of the county. These population figures, however, do not reflect the large number of seasonal visitors, many of whom own 2<sup>nd</sup> homes in the county.

### Population Forecasts

The population is expected to grow at a moderate rate through 2035.

<b>La Plata</b>	2015	2020	2025	2030	2035
Population	55,920	63,480	71,627	78,487	85,261
Avg. Ann. % Change		2.6%	2.3%	1.9%	1.7%

## Snapshot of the Local Economy

### Unemployment Rates

In 2015, county unemployment rates (3.5%) were higher than the state (3.2%) and less than the nation (5.3%).

2015	Unemployment Rate
Archuleta	4.0%
Dolores	3.1%
La Plata	3.5%
Montezuma	5.6%
San Juan	4.1%
Colorado	3.2%
National	5.3%

Sources: Colorado Labor Market;  
Bureau of Economic Analysis

Per Capita Income	
County	2014
Archuleta	\$ 36,679
Dolores	\$ 41,652
La Plata	\$ 47,784
Montezuma	\$ 35,870
San Juan	\$ 31,900
Colorado	\$ 48,869
National	\$ 46,049

<http://www.bea.gov/regional/bearfacts>

### Per Capita Income

In 2014, La Plata had a per capita personal income (PCPI) of \$47,784. This PCPI ranked 16th in the state and was 98 percent of the state average, \$48,869, and 104 percent of the national average, \$46,049.

### 2014 Employment Snapshot

Wages and employment are highly dependant on service sector jobs (41% of employment and 34% of employment income). Government jobs provide 17% of employment and 20% of employment income.

Proprietors (owners) make up 20% of total employment, while wage and salary jobs account for 80%.

La Plata County 2014 Total Employment	# of Jobs	% of Jobs	Income (\$000)	% of Inc.
Agriculture	941	3%	\$ 2,025	0%
Mining	749	2%	\$ 132,198	9%
Utilities	143	0%	\$ 13,534	1%
Construction	3,311	10%	\$ 162,539	11%
Manufacturing	722	2%	\$ 27,549	2%
Wholesale Trade	682	2%	\$ 39,029	3%
Retail Trade	3,548	11%	\$ 106,035	7%
Transportation & Warehousing	712	2%	\$ 57,478	4%
Information	484	1%	\$ 27,017	2%
Finance Activities	1,121	3%	\$ 113,102	7%
Real Estate	1,255	4%	\$ 24,272	2%
Services	13,651	41%	\$ 513,753	34%
Government	5,732	17%	\$ 305,987	20%
Total	33,051	100%	\$ 1,524,518	100%

<b>La Plata County 2014 Service Sectors</b>	<b># of Jobs</b>	<b>% of Jobs</b>	<b>Income (\$000)</b>	<b>% of Inc.</b>
Professional and business services	2,101	15%	\$ 135,427	26%
Management of companies and enterprises	56	0.4%	\$ 7,012	1.4%
Administration and waste management	1,225	9%	\$ 32,722	6%
Education	425	3%	\$ 10,858	2%
Health Services	3,572	26%	\$ 176,865	34%
Arts	1,172	9%	\$ 25,016	5%
Accommodation and food	3,387	25%	\$ 71,309	14%
Other services, except public administration	1,713	13%	\$ 54,544	11%
<b>Total</b>	<b>13,651</b>	<b>100%</b>	<b>\$ 513,753</b>	<b>100%</b>

The service sector is composed of many types of jobs, and very different wage scales. Many of the service jobs support Health Services and Tourism.

## Commuting

People commute to where the jobs are, but take their paychecks home. This has an effect on how we evaluate employment, whether by place of work or by residence. In 2014 most of the workers commuting out of the county for jobs are going to San Juan County, NM (5%). Most of the workers commuting in to La Plata County for jobs are also from San Juan County, NM (4%).



Who works in La Plata?			Where do La Plata Residents work?		
In Commuters	Count	Share	Out Commuters	Count	Share
Total All Jobs*	25,160	100%	Total All Jobs*	23,356	100%
La Plata County, CO	17,711	70%	La Plata County, CO	17,711	76%
San Juan County, NM	1,127	4%	San Juan County, NM	1,098	5%
Montezuma County, CO	1,078	4%	Montezuma County, CO	654	3%
Archuleta County, CO	448	2%	Mesa County, CO	441	2%
El Paso County, CO	367	1%	Denver County, CO	344	1%
Denver County, CO	300	1%	Jefferson County, CO	261	1%
Montrose County, CO	283	1%	El Paso County, CO	256	1%
Mesa County, CO	280	1%	Montrose County, CO	239	1%
Arapahoe County, CO	240	1%	Archuleta County, CO	218	1%
Larimer County, CO	176	1%	Adams County, CO	153	1%
All Other Locations	3,150	13%	All Other Locations	1,981	8%

Source: US Census Bureau LEHD 2014

\*Wage and salary employment, proprietors not included

## Livable Wages

In this region La Plata County is the most expensive place for a family to live (\$58,500 annually).<sup>2</sup>

<b>LA PLATA COUNTY</b> <sup>1</sup> MONTHLY COSTS	<b>Adult</b>	<b>Adult + Preschooler</b>	<b>2 Adults + Preschooler + School-age</b>
<sup>2</sup> Housing	\$ 900	\$ 1,040	\$ 1,040
<sup>3</sup> Childcare \$4.04/hr x 176	\$ -	\$ 711	\$ 711
<sup>4</sup> Utilities	\$ 129	\$ 129	\$ 129
Food	\$ 318	\$ 482	\$ 997
Transportation	\$ 255	\$ 263	\$ 501
Health Care	\$ 157	\$ 456	\$ 528
Miscellaneous	\$ 147	\$ 291	\$ 397
Taxes	\$ 345	\$ 719	\$ 839
Earned Income Tax Credit (-)	\$ -	\$ -	\$ -
Childcare Tax Credit (-)	\$ -	\$ (50)	\$ (100)
Child Tax Credit (-)	\$ -	\$ (83)	\$ (167)
<b>LIVABLE WAGE</b>			
HOURLY	\$ 12.79	\$ 22.49	\$ 27.70
# of jobs at minimum wage (\$8.23)	1.55	2.73	3.37
Monthly Costs	\$ 2,251	\$ 3,958	\$ 4,875
ANNUAL	\$ 27,012	\$ 47,496	\$ 58,500

Many people that live in and around Bayfield commute to Durango for work.

<b>BAYFIELD</b> <b>LA PLATA COUNTY</b> <sup>1</sup> MONTHLY COSTS	<b>Adult</b>	<b>Adult + Preschooler</b>	<b>2 Adults + Preschooler + School-age</b>
<sup>2</sup> Housing	\$ 715	\$ 1,017	\$ 1,017
<sup>3</sup> Childcare \$4.04/hr x 176	\$ -	\$ 711	\$ 711
<sup>4</sup> Utilities	\$ 129	\$ 129	\$ 129
Food	\$ 318	\$ 482	\$ 997
Transportation	\$ 255	\$ 263	\$ 501
Health Care	\$ 157	\$ 456	\$ 528
Miscellaneous	\$ 147	\$ 291	\$ 397
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Childcare Tax Credit (-)	\$ -	\$ (50)	\$ (100)
Child Tax Credit (-)	\$ -	\$ (83)	\$ (167)
<b>LIVABLE WAGE</b>			
HOURLY	\$ 11.74	\$ 22.36	\$ 27.57
# of jobs at minimum wage (\$8.23)	1.43	2.72	3.35
Monthly Costs	\$ 2,066	\$ 3,935	\$ 4,852
ANNUAL	\$ 24,792	\$ 47,220	\$ 58,224

<sup>2</sup> Livable Wages – 2015 Southwest Colorado Index [http://scan.org/uploads/Livable\\_Wages\\_2015.pdf](http://scan.org/uploads/Livable_Wages_2015.pdf)



Durango is the most expensive community in the region for a family of four (\$28.45 per hour) due primarily to the high cost of housing.

<b>DURANGO LA PLATA COUNTY 1 MONTHLY COSTS</b>	<b>Adult</b>	<b>Adult + Preschooler</b>	<b>2 Adults + Preschooler + School-age</b>
<sup>2</sup> Housing	\$ 1,014	\$ 1,172	\$ 1,172
<sup>3</sup> Childcare \$4.04/hr x 176	\$ -	\$ 711	\$ 711
<sup>4</sup> Utilities	\$ 129	\$ 129	\$ 129
Food	\$ 318	\$ 482	\$ 997
Transportation	\$ 255	\$ 263	\$ 501
Health Care	\$ 157	\$ 456	\$ 528
Miscellaneous	\$ 147	\$ 291	\$ 397
Taxes	\$ 345	\$ 719	\$ 839
Earned Income Tax Credit (-)	\$ -	\$ -	\$ -
Childcare Tax Credit (-)	\$ -	\$ (50)	\$ (100)
Child Tax Credit (-)	\$ -	\$ (83)	\$ (167)
<b>LIVABLE WAGE</b>			
HOURLY	\$ 13.44	\$ 23.24	\$ 28.45
# of jobs at minimum wage (\$8.23)	1.63	2.82	3.46
Monthly Costs	\$ 2,365	\$ 4,090	\$ 5,007
ANNUAL	\$ 28,380	\$ 49,080	\$ 60,084

We did not include a breakout of the two Indian tribes in our region as many of their costs are subsidized. The Town of Ignacio is adjacent to the tribal headquarters of the Southern Ute Indian Tribe.

<b>IGNACIO LA PLATA COUNTY 1 MONTHLY COSTS</b>	<b>Adult</b>	<b>Adult + Preschooler</b>	<b>2 Adults + Preschooler + School-age</b>
Housing	\$ 740	\$ 921	\$ 921
<sup>3</sup> Childcare \$4.04/hr x 176	\$ -	\$ 711	\$ 711
<sup>4</sup> Utilities	*	*	*
Food	\$ 318	\$ 482	\$ 997
Transportation	\$ 255	\$ 263	\$ 501
Health Care	\$ 157	\$ 456	\$ 528
Miscellaneous	\$ 147	\$ 291	\$ 397
Taxes	\$ 345	\$ 719	\$ 839
Earned Income Tax Credit (-)	\$ -	\$ -	\$ -
Childcare Tax Credit (-)	\$ -	\$ (50)	\$ (100)
Child Tax Credit (-)	\$ -	\$ (83)	\$ (167)
<b>LIVABLE WAGE</b>			
HOURLY	\$ 11.15	\$ 21.08	\$ 26.29
# of jobs at minimum wage (\$8.23)	1.35	2.56	3.19
Monthly Costs	\$ 1,962	\$ 3,710	\$ 4,627
ANNUAL	\$ 23,544	\$ 44,520	\$ 55,524

Fair Market Rent was used for this community. Utilities are included in that estimate.

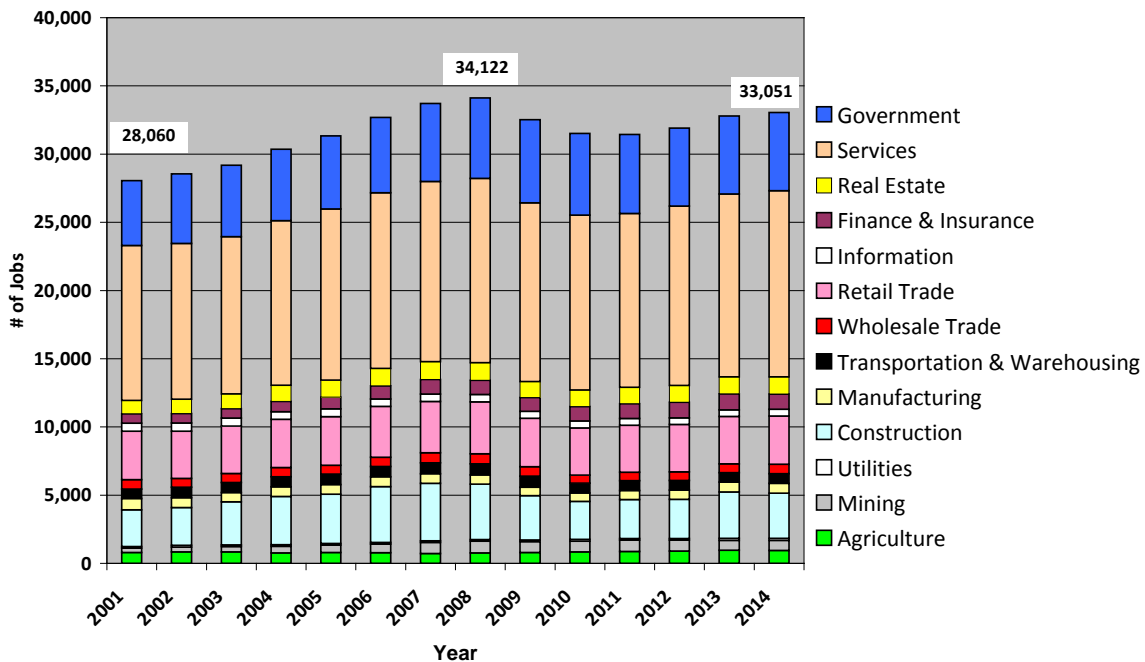
## Economic Trends

Historically, La Plata County developed as a result of "traditional west" commodities such as minerals, cattle and timber. Since the 1970's La Plata County has been in transition from a traditional rural county 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 1990's, a trend still seen today. Because of its location within the larger region, Durango is now a tourist crossroads and regional trade center, as well as being the county seat.

Bayfield has served as a supply town and social center for area farmers and ranchers, and more recently as a bedroom community for Durango. Ignacio is a crossroads for the oil and gas industry, and serves as a supply center for the surrounding Indian reservation. The Southern Ute Indian Tribal headquarters is located just north of Ignacio and provides administration and numerous services to tribal members.

## Employment Sector Trends 2001 - 2014

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 2014 is the latest available data. This chart demonstrates fluctuating job numbers from 2001 to 2014. During that time period 2008 was a strong year for job growth, but declined to a low point in 2011 (31,437 jobs) – the depth of the recession in the local area. Services, Government and Retail sectors have accounted for the largest proportion of the jobs in La Plata County since 2001.




## Total Personal Income


La Plata 2014 Total Personal Income (\$000)		% of Total
Employment Earnings	\$1,805,680	70%
Less: Contributions for Social Insurance	\$181,377	-7%
Plus: Residency Adjustment	-\$69,625	-3%
Plus: Dividends, Interest & Rent	\$718,322	28%
Plus: Transfer Payments	\$306,790	12%
<b>Total Personal Income</b>	<b>\$2,579,790</b>	
Per Capita Personal Income	\$47,784	


In 2014, La Plata had a total personal income (TPI) of \$2,579,790,000. This TPI ranked 15th in the state and accounted for 1.0 percent of the state total. Estimated payments to retirees accounted for 5.1 % of the estimated TPI in La Plata County in 2014. That was \$131,470,000.


## Total Personal Income Trends 1970 - 2014

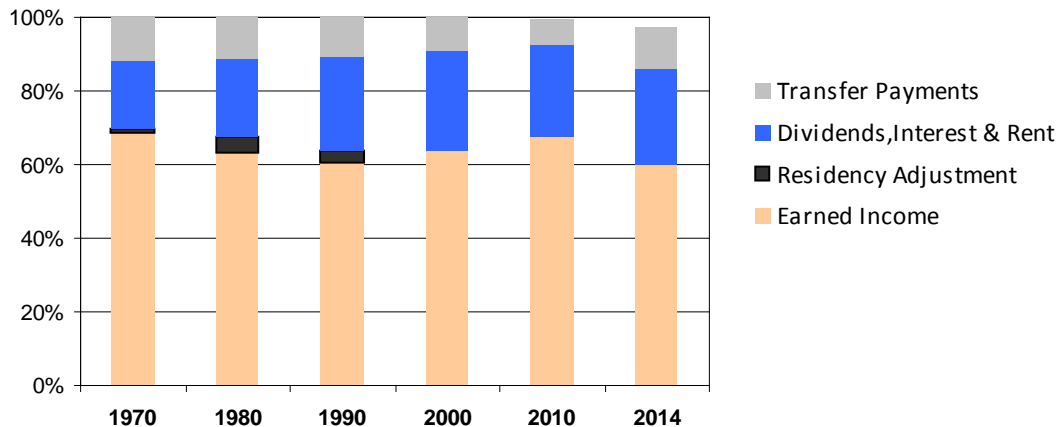
In addition to employment income, money enters the local economy from other sources. Total Personal Income (TPI) is the sum of all personal income that flows into the county. The following chart examines the components of TPI and how the proportions of this income have changed over time.

 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.



Generally, from 1970 to 2014, we see trends 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 <http://www.bea.gov/regional/reis/> (Table CA04).

## 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 the current project list, interviews with key community stakeholders, and those working on, or planning, community projects. The CDAPs are presented at various community and public meetings, and distributed for public comment. The final drafts are presented to each county's Board of Commissioners for approval. The approved copies are included as part of this document as part of the Strategic Plan implementation. 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 CDAP categories include, but are not limited to:

Public Infrastructure (Goal 1)  
Programs and facilities (Goal 2)  
Business Expansion and Retention (Goal 3, 4, 5)  
Workforce Development/Training (Goal 6)  
Agriculture  
Education  
Tourism  
Public Lands

Within these broad categories there are sub-components that have been added throughout the years in response to community feedback. Currently, the format lists: the project, primary partners, available resources (including funding), expected outcomes and action steps. In this CDAP update, a "number of jobs" section has been added where applicable. The CDAP also provides a column for each County's Board of Commissioners to rank each project as a "high, medium or low" priority rather than providing more specific prioritization and time frames. The reasons include:

Even a low priority project will be completed before a high priority one if funding is available.  
Projects get behind schedule.  
Listing specific timeframes cause the CDAP to quickly look inaccurate and not be utilized.  
Listing specific timeframes requires too much guesswork.  
Listing a project on the CDAP is a way to make it a community priority.

### 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?

The La Plata County CDAP has a total of 78 projects/objectives, in a range of categories that were ranked and approved by the County Commissioners on March 8, 2016 (Signed by Chair Brad Blake).

LA PLATA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2016

Project	Rank	Primary Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
<b>1. Arts &amp; Culture:</b>  Art In Public Places in Durango	Med	<ul style="list-style-type: none"> <li>• <b>City of Durango – Public Arts Commission</b></li> </ul>	<ul style="list-style-type: none"> <li>• Donations &amp; grants</li> <li>• Creative District funding -- State</li> <li>• Durango</li> </ul>	\$30K (2015) \$10K (2016)	N/A	<ul style="list-style-type: none"> <li>• Funding for public art included in Durango's FY2016 Proposed Budget.</li> <li>• Durango's collection of public art has been mapped and geo-coded, including locations for additional placements.</li> <li>• Collection is now included in DATO's walking tour app</li> <li>• Condition assessment and maintenance plan initiated in 2015.</li> </ul>
<b>2. Arts &amp; Culture:</b>  Complete Durango STEAM Park Cultural Master Plan	Low	<ul style="list-style-type: none"> <li>• <b>Durango STEAM Park</b></li> <li>• Powerhouse Science Center</li> <li>• Durango Arts Center</li> <li>• City of Durango</li> </ul>	<ul style="list-style-type: none"> <li>• DoLA grant</li> <li>• Private &amp; public funding</li> </ul>	\$25 -\$33M	Undetermined	<ul style="list-style-type: none"> <li>• Completed feasibility analysis for a <b>Science, Theatre, Education, Arts &amp; Music</b> cultural part for Durango.</li> <li>• Determine the best physical site for the project.</li> <li>• Confirm commitment of site.</li> <li>• Complete Master plan.</li> <li>• Build community awareness of project &amp; arts/culture master plan.</li> <li>• Strengthen collaboration across all entities/partners.</li> <li>• Develop a fundraising strategy.</li> </ul>

## LA PLATA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2016

Project	Rank	Primary Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
<b>3. Business Development:</b>  Complete Bayfield Priorities in Downtown Colorado Inc. Plan	High	<ul style="list-style-type: none"> <li>• <b>Town of Bayfield</b></li> <li>• Downtown Business Association</li> <li>• DoLA</li> </ul>	<ul style="list-style-type: none"> <li>• State Historical Funds</li> <li>• Bayfield</li> <li>• DoLA –circuit rider Colorado Main St. Program</li> <li>• Bayfield Chamber</li> <li>• USDA – Business &amp; Industry loans</li> <li>• Downtown Colorado Inc.</li> </ul>	Year 1 – \$75K grant (\$25K local match)  Year 2 - \$50Kgrant \$50K local	1 part-time coordinator	<ul style="list-style-type: none"> <li>• Complete branding effort for community.</li> <li>• Completed Downtown Colorado Inc assessment.</li> <li>• Implement DCI priority recommendations.</li> <li>• Comprehensive street and sidewalk renewal.</li> <li>• Beautification projects on Mill Street including signage, historic plaques, benches &amp; trash containers.</li> <li>• Increase amenities for tourism.</li> <li>• Improved appearance and pedestrian safety throughout business district.</li> </ul>
<b>4. Business Development:</b>  Determine Feasibility of Industrial Business Park Locations & Infrastructure	High	<ul style="list-style-type: none"> <li>• <b>La Plata Economic Alliance</b></li> <li>• Durango Industrial Development Foundation</li> <li>• La Plata County</li> <li>• City of Durango</li> </ul>	<ul style="list-style-type: none"> <li>• EDA</li> <li>• DoLA</li> <li>• Bank participation</li> <li>• DIFF</li> <li>• County</li> <li>• Alliance</li> <li>• Region 9 EDD</li> </ul>	Up to \$27,500 from EDA matched 50/50 by Alliance	Undetermined	<ul style="list-style-type: none"> <li>• Determine demand for an industrial park, price point and roadmap.</li> <li>• Airport Business Park will continue to pursue conceptual planning &amp; development processes.</li> <li>• Determine feasibility of sites.</li> <li>• Alliance worked with City and County on La Posta Road study.</li> </ul>

## LA PLATA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2016

Project	Rank	Primary Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
<b>5. Business Development:</b>  Explore/Pursue Major Employer with Primary Jobs in Bayfield	Med	<ul style="list-style-type: none"> <li>• <b>Town of Bayfield</b></li> <li>• La Plata County</li> <li>• La Plata Economic Alliance</li> <li>• Region 9 EDD</li> </ul>	<ul style="list-style-type: none"> <li>• Region 9 EDD</li> <li>• State &amp; federal funding sources</li> <li>• DoLA</li> <li>• Bayfield</li> <li>• OEDIT</li> </ul>	Undetermined	Undetermined	<ul style="list-style-type: none"> <li>• Pursue major employer for Bayfield.</li> <li>• Identify prospective employers, explore potential sites &amp; structure favorable leases.</li> <li>• Average salaries would be well over 125% of local average.</li> </ul>
<b>6. Business Development:</b>  Recruit National Chain Retail Stores to Bayfield	Low	<ul style="list-style-type: none"> <li>• <b>Town of Bayfield</b></li> <li>• Region 9 EDD</li> <li>• Bayfield Chamber</li> <li>• Area businesses</li> <li>• Gem Village</li> </ul>	<ul style="list-style-type: none"> <li>• Bayfield</li> <li>• La Plata Economic Development Alliance (Alliance)</li> <li>• CDOT</li> </ul>	Undetermined	Undetermined	<ul style="list-style-type: none"> <li>• Increase town tax revenue &amp; address substantial source of retail marketing leakage.</li> <li>• Hire retail consulting firm.</li> <li>• Explore potential sites &amp; structure favorable leases.</li> <li>• Town of Bayfield is conducting a visioning exercise to determine direction and character of community before recruitment.</li> <li>• Downtown Colorado Inc. recommendation.</li> </ul>
<b>7. Business Development:</b>  Revitalize Downtown Ignacio	High	<ul style="list-style-type: none"> <li>• <b>Town of Ignacio</b></li> <li>• DoLA</li> <li>• Southern Ute Indian Tribe</li> <li>• Ignacio Chamber</li> </ul>	<ul style="list-style-type: none"> <li>• DoLA –Main Street grants</li> <li>• Ignacio</li> <li>• Downtown Colorado Inc.</li> <li>• Ignacio Chamber</li> <li>• School Bond</li> </ul>	Year 1 -\$75K grant (\$25K local match)  Year 2 - \$50Kgrant \$50K local	1 part-time position for 2 years	<ul style="list-style-type: none"> <li>• Design streetscape plan per assessment recommendations.</li> <li>• Seek grants.</li> <li>• Implement first steps of IACAP project at Ute Street one-way.</li> <li>• Sustain downtown businesses.</li> <li>• Promote Business façade improvement loan program.</li> <li>• Replace and update Welcome signage.</li> <li>• Complete on-going priorities for downtown revitalization and beautification.</li> </ul>

## LA PLATA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2016

Project	Rank	Primary Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
<b>8. Education:</b>  Build new Southern Ute Head start Facility	Low	<ul style="list-style-type: none"> <li>• <b>Southern Ute Indian Tribe</b></li> <li>• SUCAP</li> </ul>	<ul style="list-style-type: none"> <li>• SUCAP</li> <li>• Southern Ute Tribe</li> <li>• USDA –Community Facilities</li> <li>• EZ Tax credits</li> <li>• Head State facilities grant</li> </ul>	Undetermined	Undetermined	<ul style="list-style-type: none"> <li>• Capital Campaign to raise funds.</li> <li>• Construct new Head start facility to replace 100 year old building.</li> <li>• Building site under consideration.</li> </ul>
<b>9. Education:</b>  Complete Geo Physical Sciences Building	Med	<ul style="list-style-type: none"> <li>• <b>Fort Lewis College</b></li> </ul>	<ul style="list-style-type: none"> <li>• FLC Foundation</li> <li>• Co. Dept. of Education</li> </ul>	\$35M	Undetermined	<ul style="list-style-type: none"> <li>• Complete construction in 2016.</li> <li>• Provide state-of-the-art laboratories, research spaces and classrooms.</li> <li>• Increase student enrollment in STEM fields (Science, Technology, Engineering, and Mathematics).</li> <li>• Increase FLC's competitive advantage in student &amp; staff recruitment.</li> </ul>
<b>10. Education:</b>  Construction of New Primary School Facility in Bayfield	Low	<ul style="list-style-type: none"> <li>• <b>Bayfield School District</b></li> <li>• Town of Bayfield</li> </ul>	<ul style="list-style-type: none"> <li>• Bayfield School District</li> <li>• BEST grant</li> <li>• Town</li> <li>• Co. Dept. of Education</li> </ul>	Undetermined	Undetermined	<ul style="list-style-type: none"> <li>• Gain voter approval in Nov. 2016 for construction.</li> <li>• Apply for BEST grant.</li> <li>• Have 40 acre site available.</li> <li>• Identify current Downtown School site's future uses.</li> </ul>



LA PLATA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2016

Project	Rank	Primary Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
<b>11. Education:</b>  Increase Enrollment & Course Offerings for SW Colorado Community College	Low	<ul style="list-style-type: none"> <li>• <b>Southwest Colorado Community College</b></li> <li>• Area School Districts</li> </ul>	<ul style="list-style-type: none"> <li>• State funding</li> <li>• Pueblo Comm. College system</li> <li>• Area high schools</li> <li>• Private &amp; public donations</li> <li>• Student fees</li> </ul>	Undetermined	Retain jobs at Mancos & Durango campus'	<ul style="list-style-type: none"> <li>• Create "campus without walls" to deliver curriculum in community locations. (Manna, Durango High School etc.)</li> <li>• Increase early college courses available to students studying concurrently.</li> <li>• Reach FTE enrollment of 550 students across East and West campus'.</li> <li>• Seamless college system that complements four-year institutions &amp; allows for students to progress between institutions.</li> <li>• Strengthen partnerships with businesses, school districts &amp; industry.</li> <li>• Provide technical &amp; vocational opportunities that result in local workforce preparation &amp; advancement.</li> <li>• Develop local fundraising.</li> <li>• Increase offerings of hybrid and video conferencing courses to reach more students.</li> </ul>
<b>12. Health &amp; Human Services:</b>  Build Dental Health Care & Education for Adults	Low	<ul style="list-style-type: none"> <li>• <b>AXIS Health Systems</b></li> <li>• San Juan Basin Health Dental Clinic</li> <li>• Mercy Regional Medical Center</li> <li>• Community Health Action Coalition</li> </ul>	<ul style="list-style-type: none"> <li>• Area dentists</li> <li>• State funding</li> <li>• County</li> <li>• Healthy Lifestyles La Plata</li> <li>• HIRSA grant for oral health</li> </ul>	Undetermined	Create dental positions to meet demand	<ul style="list-style-type: none"> <li>• Implement reduced fee dental care program that begins with adult clients.</li> <li>• Explore recruitment to meet needs of seniors needing dental care.</li> </ul>

## LA PLATA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2016

Project	Rank	Primary Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
<b>13. Health &amp; Human Services:</b> Construct Hospice Care Facility & Patient/ Family Residence	Low	<ul style="list-style-type: none"> <li>• <b>Mercy Health Foundation</b></li> <li>• Mercy Home Health &amp; Hospice</li> <li>• Mercy Regional Medical Center</li> <li>• Centura Health</li> </ul>	<ul style="list-style-type: none"> <li>• CDBG funding – Region 9 EDD</li> <li>• Fundraising Campaign</li> <li>• DoLA</li> </ul>	\$4 Million	15 positions for facility but some shared with hospital	<ul style="list-style-type: none"> <li>• Construct Mercy Regional Medical Center Hospice facility adjacent to the hospital.</li> <li>• Provide short-term housing for families of Mercy Regional Medical Center patients.</li> </ul>
<b>14. Health &amp; Human Services:</b> Create a Health Information Exchange	Low	<ul style="list-style-type: none"> <li>• Mercy Regional Medical Center</li> <li>• Axis Health</li> <li>• Durango Network</li> <li>• CORHIO</li> </ul>	<ul style="list-style-type: none"> <li>• CORHIO</li> <li>• Mercy Regional Medical Center</li> <li>• Area providers &amp; hospitals</li> </ul>	Undetermined	Undetermined	<ul style="list-style-type: none"> <li>• Complete upgrade of electronic health record systems.</li> <li>• Create a safe &amp; secure electronic platform that enables providers and hospitals to share patient information that improves care coordination &amp; controls costs.</li> <li>• HIE (health information exchange) and EMR (electronic medical record) connected for 98% of medical communities in Southwest Colorado via grant to Mercy Health Foundation.</li> </ul>

## LA PLATA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2016

Project	Rank	Primary Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
<b>15. Health &amp; Human Services:</b>  Establish Medical Research Program at Mercy Regional Medical Center	Low	<ul style="list-style-type: none"> <li>• <b>Mercy Regional Medical Center</b></li> <li>• Fort Lewis College</li> <li>• Area higher education providers</li> <li>• Southern Ute Indian Tribe</li> </ul>	<ul style="list-style-type: none"> <li>• Mercy Regional Medical Center</li> <li>• Southern Ute Indian Tribe</li> </ul>	Undetermined	Undetermined	<ul style="list-style-type: none"> <li>• Elevate medical center credibility by establishing program where physicians can get involved in research and publication of projects.</li> <li>• Increase retention &amp; high quality reputation.</li> <li>• Provide opportunities for student internships, undergraduate research, and faculty research through Fort Lewis College.</li> </ul>
<b>16. Health &amp; Human Services:</b>  Expand Mercy Regional Telemedicine Services	Med	<ul style="list-style-type: none"> <li>• <b>Mercy Regional Medical Center</b></li> <li>• Local health providers &amp; physicians</li> <li>• Tele-communications/ Internet Service Providers</li> <li>• Pagosa Springs Medical Center</li> <li>• Axis Health System</li> </ul>	<ul style="list-style-type: none"> <li>• Grants</li> <li>• User charges</li> <li>• Fast Track fiber runs by hospital site</li> <li>• Region 9 EDD</li> <li>• SWCCOG</li> </ul>	Undetermined	Increase the current number of Mercy employees (about 1,200)	<ul style="list-style-type: none"> <li>• Provide medical outreach to rural areas of region via telephone &amp; internet.</li> <li>• Provide trainings for medical personnel.</li> <li>• Provide telemedicine link between Axis to enhance access to emergency assessments.</li> <li>• Mercy telemedicine for cardiology established at Pagosa Springs Medical Center.</li> <li>• Outreach clinics being explored at SW Memorial, Cortez with Mercy Regional Medical Center.</li> <li>• Develop Mercy into the regional hub for tele-medical allowing high quality coverage in a large, rural, geographic area.</li> </ul>

LA PLATA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2016

Project	Rank	Primary Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
<b>17. Health &amp; Human Services:</b>  Implementation of La Plata County Behavioral Health Plan	Low	<ul style="list-style-type: none"> <li>• <b>Citizens Health Action Coalition</b></li> <li>• Axis Health Systems</li> <li>• SWCAHEC</li> <li>• SJBDH</li> <li>• CO State University Extension Program</li> <li>• La Plata Youth Services</li> </ul>	<ul style="list-style-type: none"> <li>• CHAC funded through March 31, 2016 from TCHF</li> <li>• State &amp; Federal funding sources</li> <li>• Private industry &amp; medical partners</li> </ul>	Undetermined	Undetermined	<ul style="list-style-type: none"> <li>• Seek funding for implementation.</li> <li>• Provide community education on the Eight Dimensions of Wellness.</li> <li>• Reduce Stigma associated with behavioral health.</li> <li>• Increase access to integrated health care.</li> <li>• Decrease normalization of alcohol and drugs in the community.</li> </ul>
<b>18. Health &amp; Human Services:</b>  Network with Major Medical Facility to Provide Neurological Services	Low	<ul style="list-style-type: none"> <li>• Catholic Health Initiatives</li> <li>• Mercy Regional Medical Center</li> </ul>	<ul style="list-style-type: none"> <li>• Mercy Regional Medical Center</li> <li>• Grants &amp; donations</li> </ul>	Undetermined	Undetermined	<ul style="list-style-type: none"> <li>• Create partnership with Neurological clinics by robotic device technology.</li> <li>• Establish protocols to implement program and better assist patients.</li> </ul>
<b>19. Health &amp; Human Services:</b>  Promote “Connect for Health” Insurance Marketplace & Expansion of Medicaid	Low	<ul style="list-style-type: none"> <li>• <b>Community Health Action Coalition</b></li> <li>• Durango Chamber</li> <li>• San Juan Basin Health Dept.</li> </ul>	<ul style="list-style-type: none"> <li>• Healthy Lifestyles La Plata</li> </ul>	Undetermined	Undetermined	<ul style="list-style-type: none"> <li>• Provide education on the development of the Connect for Health Colorado.</li> <li>• Increase insurance enrollment and/or decrease number of uninsured.</li> <li>• Promote worksite wellness.</li> <li>• Mercy Employee Wellness/insurance incentive program established.</li> </ul>

## LA PLATA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2016

Project	Rank	Primary Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
<b>20. Housing;</b>  Analyze Housing Issues within the City of Durango	Med	<ul style="list-style-type: none"> <li>• <b>City of Durango</b></li> <li>• Regional Housing Alliance</li> <li>• Fort Lewis College</li> </ul>	<ul style="list-style-type: none"> <li>• Durango</li> </ul>	Undetermined	N/A	<ul style="list-style-type: none"> <li>• Analyze &amp; establish policies, funding, and regulatory mechanisms to foster development of affordable/attainable housing &amp; public improvements in support of housing.</li> <li>• Establish partnership with Fort Lewis College focusing on college housing issues.</li> </ul>
<b>21. Housing:</b>  Complete Rock Creek Housing Project in Ignacio	High	<ul style="list-style-type: none"> <li>• <b>Town of Ignacio</b></li> <li>• Regional Housing Alliance</li> <li>• Southern Ute Indian Tribe</li> <li>• Habitat for Humanity</li> </ul>	<ul style="list-style-type: none"> <li>• Ignacio</li> <li>• DoLA</li> </ul>	Undetermined	Construction jobs during project	<ul style="list-style-type: none"> <li>• Develop 60 units on 5.5 Acres.</li> <li>• Determine feasibility of product types for development.</li> <li>• Solicit development partner.</li> <li>• Secure funding and commence construction.</li> </ul>
<b>22. Housing:</b>  Complete Fox Farm Village in Bayfield	Med	<ul style="list-style-type: none"> <li>• Town of Bayfield</li> <li>• <b>Habitat for Humanity of La Plata County</b></li> </ul>	<ul style="list-style-type: none"> <li>• Colorado Dept. of Housing</li> <li>• DoLA</li> <li>• Habitat ReStore and donations</li> </ul>	@\$720K per 4 units	Undetermined	<ul style="list-style-type: none"> <li>• Complete final 18 homes for project at the rate of 2 to 4 units (duplex) a year.</li> <li>• Meet workforce housing needs.</li> </ul>

## LA PLATA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2016

Project	Rank	Primary Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
<b>23. Housing:</b>  Develop Supportive Housing Project	Low	<ul style="list-style-type: none"> <li>• <b>Regional Housing Alliance</b></li> <li>• Volunteers of America</li> <li>• Housing Solutions of the SW</li> <li>• La Plata County</li> </ul>	<ul style="list-style-type: none"> <li>• VA-HUD Vash Vouchers</li> <li>• State, federal &amp; local funding</li> <li>• Medicaid</li> <li>• TANF</li> </ul>	\$8 Million	36 construction jobs 10 permanent FTE	<ul style="list-style-type: none"> <li>• Create up to 30 additional supportive housing opportunities (units) for veterans and homeless families and individuals.</li> <li>• Increase perceptions of safety in downtown shopping district.</li> <li>• Reduce local cost for emergency services.</li> <li>• Lumien Apt Phase II of 40 units planned.</li> </ul>
<b>24. Housing:</b>  Make Energy Efficiency Improvements on 160 Homes	Low	<ul style="list-style-type: none"> <li>• 4CORE</li> <li>• Housing Solutions</li> <li>• Housing Resources of Western Colorado</li> </ul>	<ul style="list-style-type: none"> <li>• City of Durango</li> <li>• EPA</li> <li>• Utility Rebates</li> <li>• Dept. of Energy</li> <li>• Business support</li> </ul>	Dependent on organizational budgets	Create jobs in energy audit sector.	<ul style="list-style-type: none"> <li>• Improve health and Safety issues in homes.</li> <li>• Reduce utility costs.</li> <li>• Improve health.</li> <li>• Reduce consumption of energy.</li> <li>• Build affordable energy efficient homes.</li> </ul>
<b>25. Housing:</b>  Develop Workforce Housing	High	<ul style="list-style-type: none"> <li>• <b>Regional Housing Alliance</b></li> <li>• La Plata Homes Fund</li> <li>• La Plata County</li> <li>• City of Durango</li> </ul>	<ul style="list-style-type: none"> <li>• DoLA</li> <li>• CHFA</li> <li>• Co Division of Housing</li> <li>• Private Activity Bonds</li> <li>• CDFI</li> </ul>	\$25 Million	120 construction jobs  30 permanent FTE	<ul style="list-style-type: none"> <li>• Create up to 100 affordable housing opportunities by 2020 in La Plata County.</li> </ul>

## LA PLATA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2016

Project	Rank	Primary Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
<b>26. Housing:</b>  Provide Second Mortgage Loans for Low & Moderate Families	Med	<ul style="list-style-type: none"> <li>• <b>La Plata Homes Fund</b></li> <li>• Regional Housing Alliance</li> <li>• Habitat for Humanity</li> <li>• La Plata County</li> <li>• City of Durango</li> </ul>	<ul style="list-style-type: none"> <li>• CDFI</li> <li>• CDBG</li> <li>• Private contributions</li> <li>• City of Durango</li> <li>• La Plata County</li> </ul>	\$20K to \$50K per unit	Workforce recruitment/retainment	<ul style="list-style-type: none"> <li>• Create affordable home ownership opportunities.</li> <li>• Explore ways to meet changing housing needs of aging population.</li> <li>• Provide up to 25 loans of \$350K annually.</li> <li>• Expand program to five county region in 2016.</li> </ul>
<b>27. Land Use:</b>  Create Character Districts within the City of Durango	Low	<ul style="list-style-type: none"> <li>• <b>City of Durango</b></li> </ul>	<ul style="list-style-type: none"> <li>• Durango</li> </ul>	\$25K	N/A	<ul style="list-style-type: none"> <li>• The Durango City Council has designated 11 Character Districts with City limits.</li> <li>• Most of the Character District are existing neighborhoods that have improvement potential with the City of Durango.</li> </ul>
<b>28. Land Use:</b>  Revise the City of Durango Sign Code	Med	<ul style="list-style-type: none"> <li>• <b>City of Durango</b></li> </ul>	<ul style="list-style-type: none"> <li>• Durango</li> </ul>	\$10K	N/A	<ul style="list-style-type: none"> <li>• Durango Sign Code has not been updated since 1989.</li> <li>• The Sign Code regulates all commercial, public &amp; residential signage within the City of Durango.</li> </ul>
<b>29. Land Use:</b>  Revise & Update the La Plata County Land Use Code	High	<ul style="list-style-type: none"> <li>• <b>La Plata County</b></li> </ul>	<ul style="list-style-type: none"> <li>• County</li> </ul>	N/A	N/A	<ul style="list-style-type: none"> <li>• Clarify &amp; simplify existing land use code.</li> <li>• Explore county permitting process to identify bottlenecks for businesses building or locating in the County.</li> <li>• Develop process to reduce bottlenecks &amp; streamline process.</li> <li>• Install improved database application to simplify process.</li> </ul>

## LA PLATA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2016

Project	Rank	Primary Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
<b>30. Land Use:</b>  Revise & Update the Town of Bayfield Comprehensive Plan	High	<ul style="list-style-type: none"> <li>• <b>Town of Bayfield</b></li> </ul>	<ul style="list-style-type: none"> <li>• Bayfield</li> <li>• DoLA</li> </ul>	\$100K	N/A	<ul style="list-style-type: none"> <li>• Creates a shared vision for future development in the community.</li> <li>• Established goals to guide planning in the coming years.</li> </ul>
<b>31. Land Use:</b>  Revise & Update the Town of Bayfield Land Use Code	Med	<ul style="list-style-type: none"> <li>• <b>Town of Bayfield</b></li> </ul>	<ul style="list-style-type: none"> <li>• Bayfield</li> </ul>	N/A	N/A	<ul style="list-style-type: none"> <li>• Revise land use code for consistency with the Comprehensive Plan.</li> </ul>
<b>32. Land Use:</b>  Update the City of Durango Comprehensive Plan	High	<ul style="list-style-type: none"> <li>• <b>City of Durango</b></li> </ul>	<ul style="list-style-type: none"> <li>• Durango</li> <li>• DoLA</li> </ul>	\$150K	N/A	<ul style="list-style-type: none"> <li>• Provides the vision &amp; framework for future development in and adjacent to the City of Durango.</li> <li>• Establishes policies &amp; strategies to guide planning in and adjacent to the City.</li> </ul>
<b>33. Land Use:</b>  Update the La Plata County Comprehensive Plan	High	<ul style="list-style-type: none"> <li>• <b>La Plata County Planning Commission</b></li> <li>• La Plata County</li> </ul>	<ul style="list-style-type: none"> <li>• County</li> </ul>	Undetermined	N/A	<ul style="list-style-type: none"> <li>• Establish a framework for long-range planning for County.</li> <li>• Creates a shared vision for future development in the community.</li> <li>• Recognizes diverse perspectives on land use and property rights.</li> <li>• Established goals to guide planning in the coming years.</li> </ul>
<b>34. Parks &amp; Recreation:</b>  Continue Development of Animas River Trail	Med	<ul style="list-style-type: none"> <li>• <b>City of Durango</b></li> <li>• CDOT</li> </ul>	<ul style="list-style-type: none"> <li>• Durango</li> <li>• CDOT</li> <li>• Colorado State Trails Program</li> </ul>	\$4.120M	Construction jobs retained	<ul style="list-style-type: none"> <li>• 32<sup>nd</sup> Street to Oxbox Park &amp; Preserve Design &amp; Construction.</li> <li>• Santa Rita to CR 210 design &amp; construction.</li> </ul>



## LA PLATA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2016

Project	Rank	Primary Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
<b>35. Parks &amp; Recreation:</b>  Continue Development of SMART 160 Trail in Durango	Med	<ul style="list-style-type: none"> <li>• City of Durango</li> <li>• CDOT</li> <li>• FHWA</li> <li>• La Plata County</li> <li>• BLM</li> </ul>	<ul style="list-style-type: none"> <li>• Durango</li> <li>• CDOT</li> <li>• FHWA</li> <li>• County</li> <li>• FTA 5320 grant</li> </ul>	\$11.5M	Construction jobs retained	<ul style="list-style-type: none"> <li>• Build Crader section.</li> <li>• Design, environmental &amp; ROW plans for Animas River Trail to Farmington Hill.</li> <li>• Preliminary design Farmington Hill to future 550/160 Interchange.</li> </ul>
<b>36. Parks &amp; Recreation:</b>  Develop Park, Open Space & Trails Master Plan in Bayfield	Low	<ul style="list-style-type: none"> <li>• Town of Bayfield</li> <li>• La Plata County</li> </ul>	<ul style="list-style-type: none"> <li>• Bayfield</li> <li>• DoLA</li> <li>• Gates Foundation</li> <li>• GoCO</li> <li>• Conservation Trust</li> </ul>	Undetermined	Related construction jobs	<ul style="list-style-type: none"> <li>• Extend pedestrian/bike trail to include Homestead Trails &amp; Gem Village.</li> <li>• Develop trails between Forest Lakes &amp; Ignacio.</li> <li>• Increase recreational &amp; healthy amenities in community.</li> <li>• Complete final design for Joe Stephenson Park.</li> <li>• Explore ditch-to-trail easements for trail development.</li> </ul>
<b>37. Parks &amp; Recreation:</b>  Develop & Open Lake Nighthorse for Recreation	Med	<ul style="list-style-type: none"> <li>• City of Durango</li> <li>• Bureau of Reclamation</li> <li>• La Plata County</li> <li>• State of Colorado</li> <li>• S. Ute &amp; Ute Mt Ute Tribes</li> </ul>	<ul style="list-style-type: none"> <li>• Durango</li> <li>• Bureau of Reclamation</li> <li>• County</li> <li>• Community</li> <li>• National Guard</li> </ul>	\$5.635M	Consultant & construction jobs	<ul style="list-style-type: none"> <li>• Implement Lake Nighthorse Recreation Master Plan for phased project.</li> <li>• Initiation of development pending IGA with BOR.</li> </ul>

LA PLATA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2016

Project	Rank	Primary Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
<b>38. Public Infrastructure:</b>  City of Durango Water System Expansion	Med	<ul style="list-style-type: none"> <li>City of Durango</li> </ul>	<ul style="list-style-type: none"> <li>Durango</li> <li>User fees</li> </ul>	Undetermined	Undetermined	<ul style="list-style-type: none"> <li>Water main extension construction for treatment plant.</li> <li>Construct pipelines to serve future Ridges Basin Water treatment plant from Ridges Basin dam.</li> <li>Complete conceptual design for raw water outlet pipeline.</li> </ul>
<b>39. Public Infrastructure:</b>  Complete Federal Courthouse Remodel Project	High	<ul style="list-style-type: none"> <li>La Plata County</li> <li>U.S. General Services Administration</li> </ul>	<ul style="list-style-type: none"> <li>County general fund</li> <li>U.S. General Services Administration</li> </ul>	\$5.3 Million	Undetermined	<ul style="list-style-type: none"> <li>Address existing courtroom and space needs of the Sixth Judicial District plus relocate federal courthouse facility to better serve current needs.</li> <li>La Plata County negotiated with the General Services Administration to lease space for use by the U.S. District Court, U.S. Probation and U.S. Marshal.</li> <li>Remodel basement for District Attorney office to bring them back into building.</li> </ul>

LA PLATA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2016

Project	Rank	Primary Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
<b>40. Public Infrastructure:</b>  Implement County Facilities Master Plan	Med	<ul style="list-style-type: none"> <li><b>La Plata County</b></li> </ul>	<ul style="list-style-type: none"> <li>County general fund</li> </ul>	Undetermined	N/A	<ul style="list-style-type: none"> <li>Facility Master Plan completed to accommodate future space needs.</li> <li>Property purchased and remodeled for County offices on E. 2<sup>nd</sup> Ave.</li> <li>Purchased building in Durango Tech Center for staff consolidation including: Building and Planning Departments and Dept. of Human Services.</li> <li>Considering additional implementation strategies.</li> </ul>
<b>41. Public Infrastructure:</b>  Remodel Jail & Sheriff Offices	Med	<ul style="list-style-type: none"> <li><b>La Plata County</b></li> </ul>	<ul style="list-style-type: none"> <li>County</li> </ul>	\$480K for Jail and Sheriff Offices \$364K for jail control room and new camera system.	1 job lost due to efficiencies	<ul style="list-style-type: none"> <li>Remodel space within the jail wings to accommodate prisoners housed in original jail building.</li> <li>Build new control center and camera system in new jail wings to create more efficient prisoner supervision and more efficient working areas for Sheriff operations.</li> </ul>

## LA PLATA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2016

Project	Rank	Primary Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
<b>42. Public Infrastructure:</b>  Development of Southwest Regional Recycling Facility (SRRF)	Med	<ul style="list-style-type: none"> <li>• <b>Phoenix Recycling</b></li> <li>• San Juan Basin Recycling Association</li> <li>• RRP LLC</li> <li>• SW Colorado Council of Governments (SWCCOG)</li> </ul>	<ul style="list-style-type: none"> <li>• County</li> <li>• SWCCOG</li> <li>• SJBRA</li> <li>• RREO funds</li> <li>• 4CORE</li> <li>• Private sector</li> <li>• Region 9 EDD</li> </ul>	\$2.5 Million	Undetermined	<ul style="list-style-type: none"> <li>• Explore regional partners to increase recycling throughout county and region.</li> <li>• Diversify waste recycling options.</li> <li>• New site will be needed for expansion beyond City single stream efforts.</li> <li>• Twenty-nine acre site secured for development of materials recovery facility.</li> <li>• Build off SWCCOG Waste Study 2014.</li> <li>• Design processing facility to serve region to centralize recycling and increase economies of scale.</li> </ul>
<b>43. Public Infrastructure:</b>  Durango Intermodal Facility (Project Live)	Low	<ul style="list-style-type: none"> <li>• <b>City of Durango</b></li> </ul>	<ul style="list-style-type: none"> <li>• SB228 funds</li> <li>• Durango</li> </ul>	Undetermined	Undetermined	<ul style="list-style-type: none"> <li>• Construction intermodal parking structure to enhance existing Transit Center that includes: Secure, covered &amp; heated bicycle storage; and 12 charging stations for electric vehicles.</li> <li>• Serve as a park-n-ride for regional transit commuters and interstate riders.</li> <li>• Structure roof will include photovoltaic panels to generate enough power to fully offset all electricity costs of the Transit Center &amp; intermodal structure.</li> </ul>

## LA PLATA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2016

Project	Rank	Primary Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
<b>44. Public Infrastructure:</b>  Expand Domestic Water System for East La Plata County	Med	<ul style="list-style-type: none"> <li>• <b>LAPLAWD</b></li> <li>• Pine River Irrigation District</li> <li>• La Plata County</li> <li>• Town of Bayfield</li> <li>• Southern Ute Indian Tribe</li> </ul>	<ul style="list-style-type: none"> <li>• Water rights</li> <li>• USDA funding</li> <li>• BBC Research &amp; Consulting</li> <li>• Southern Ute Indian Tribe</li> <li>• CWCB</li> <li>• DoLA</li> </ul>	Undetermined	Undetermined	<ul style="list-style-type: none"> <li>• Town of Bayfield and LAPLAWD Joint Water Treatment Facility under construction.</li> <li>• Anticipated completion date April 2016.</li> <li>• LAPLAWD has constructed first phase of water distribution line to rural area.</li> <li>• LAPLAWD plans to extend water line through Gem Village back to CR 509, completing loop in water system.</li> </ul>
<b>45. Public Infrastructure:</b>  Explore Potential Industrial Park Locations for Bayfield	Low	<ul style="list-style-type: none"> <li>• <b>Town of Bayfield</b></li> </ul>	<ul style="list-style-type: none"> <li>• Bayfield</li> <li>• Alliance</li> </ul>	Undetermined	N/A	<ul style="list-style-type: none"> <li>• Explore potential sites in East Bayfield &amp; Gem Village.</li> <li>• Expand industrial overlay in Gem Village.</li> </ul>
<b>46. Public Infrastructure:</b>  Explore Improvements & Possible Relocation of Multi-Agency Gun Range		<ul style="list-style-type: none"> <li>• <b>La Plata County</b></li> <li>• City of Durango</li> </ul>	<ul style="list-style-type: none"> <li>• County</li> <li>• Durango</li> <li>• DoLA planning grant</li> </ul>	\$450K split by City and County	N/A	<ul style="list-style-type: none"> <li>• Facility to be shared with local, state and federal agencies.</li> <li>• Explore relocation to less populated area.</li> <li>• Conduct feasibility study for potential sites, stakeholders and training needs.</li> </ul>

## LA PLATA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2016

Project	Rank	Primary Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
<b>47. Public Infrastructure:</b>  Identify & Improve Accessibility for Persons with Disabilities	Med	<ul style="list-style-type: none"> <li>City of Durango</li> </ul>	<ul style="list-style-type: none"> <li>FTA 5304</li> <li>CDOT</li> </ul>	Undetermined	Construction jobs Consultant Hired for ADA Transition Plan	<ul style="list-style-type: none"> <li>Improve access to city facilities &amp; infrastructure through ADA Transition Plan.</li> <li>N. Main ADA Handicapped Ramp project. (17<sup>th</sup> to 33<sup>rd</sup> St.)</li> <li>Implementation of SRTS Needham Connect including improved sidewalks &amp; ADA ramps.</li> </ul>
<b>48. Public Infrastructure:</b>  Implement North Main Mobility Plan Phases		<ul style="list-style-type: none"> <li>City of Durango</li> <li>Co. Dept. of Transportation</li> </ul>	<ul style="list-style-type: none"> <li>Durango</li> <li>CDOT</li> <li>State &amp; federal grant opportunities</li> </ul>	Undetermined	In-direct job creation & retention	<ul style="list-style-type: none"> <li>Improvements to enhance mobility, improve safety, &amp; increase walking and biking.</li> <li>Encourage redevelopment and improve gateway to community.</li> <li>Re-stripe N. Main to create bike lanes.</li> <li>Widen sidewalks and improve pedestrian crossings.</li> <li>Improve and add wayfinding signage.</li> <li>Complete N. Main Character Analysis &amp; Development Assessment</li> </ul>
<b>49. Public Infrastructure:</b>  Install Scrubber Recycle System in Railroad Roundhouse	Low	<ul style="list-style-type: none"> <li>Durango &amp; Silverton Narrow Gauge Railroad</li> <li>Train Smoke Mitigation Task Force</li> </ul>	<ul style="list-style-type: none"> <li>San Juan Resource Conservation District Council</li> <li>Durango</li> <li>Railroad</li> <li>EDA</li> <li>Community fundraising</li> <li>USDA funds</li> </ul>	At least \$1.5M	N/A	<ul style="list-style-type: none"> <li>Update design &amp; engineering costs.</li> <li>Construct scrubber system in roundhouse &amp; over ash pit.</li> <li>Reduce coal emissions from Train(s).</li> </ul>

LA PLATA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2016

Project	Rank	Primary Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
<b>50. Public Infrastructure:</b> Installation of Solar Arrays at City Facilities	Low	<ul style="list-style-type: none"> <li>City of Durango</li> <li>La Plata Electric</li> </ul>	<ul style="list-style-type: none"> <li>Durango</li> </ul>	Undetermined	Related installation jobs	<ul style="list-style-type: none"> <li>Install solar on city water treatment plan, recycle center and Cemetery.</li> </ul>
<b>51. Public Infrastructure:</b> Install Water Re-use System at Wastewater Treatment Facility	Low	<ul style="list-style-type: none"> <li>Town of Bayfield</li> </ul>	<ul style="list-style-type: none"> <li>Bayfield</li> </ul>	\$30K	Design & Construction jobs	<ul style="list-style-type: none"> <li>Reduced use of treated potable water for Wastewater Treatment Plant maintenance.</li> </ul>
<b>52. Public Infrastructure:</b> Municipal Wastewater Treatment System & Plant Improvements in Durango	High	<ul style="list-style-type: none"> <li>City of Durango</li> </ul>	<ul style="list-style-type: none"> <li>Durango</li> <li>State Revolving Loan Funds (SRF)</li> </ul>	Up to \$68M	Undetermined	<ul style="list-style-type: none"> <li>Reconstruct Santa Rita Plant.</li> <li>Issue bonds to be paid off using user fee revenues collected by the sewer utility.</li> </ul>
<b>53. Public Infrastructure:</b> Replace Greenmount Parks Shop	Low	<ul style="list-style-type: none"> <li>City of Durango</li> </ul>	<ul style="list-style-type: none"> <li>Durango</li> </ul>	\$2.200M	Design & construction jobs	<ul style="list-style-type: none"> <li>Removal &amp; replacement of Parks office and shop. (9,460 sq foot facility).</li> </ul>

## LA PLATA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2016

Project	Rank	Primary Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
<b>54. Public Infrastructure:</b>  Rural Water System for West Side of County	Med	<ul style="list-style-type: none"> <li>• <b>La Plata West Water Company</b></li> <li>• SW Water Conservancy District</li> <li>• Animas/La Plata Water Conservation District</li> <li>• La Plata Water Conservancy District</li> <li>• Southern Ute Indian Tribe</li> <li>• Ute Mountain Ute Indian Tribe</li> <li>• Lake Durango Water Authority</li> </ul>	<ul style="list-style-type: none"> <li>• Colorado Water Conservation Board</li> <li>• USDA</li> <li>• Southern Ute Indian Tribe</li> <li>• Ute Mt Ute Indian Tribe</li> <li>• San Juan RC &amp; D</li> <li>• State Water Fund</li> <li>• CDBG</li> <li>• DoLA</li> <li>• Colorado Water Resources and Power Development Authority</li> <li>• LPWWC</li> <li>• SWWCD</li> <li>• ALPWCD</li> <li>• LDWA</li> </ul>	Phase 1 estimated at \$3.85 to \$5 million	Construction related jobs	<ul style="list-style-type: none"> <li>• Goal is to create rural water system supplying water from Hesperus to the New Mexico state line.</li> <li>• Completed special district formation.</li> <li>• Complete project design and associated agreements providing for LDWA to provide treated water for initial LPWWA users.</li> <li>• Complete phased distribution system design for the LPWWA distribution system.</li> <li>• Sign up required number of property owners to participate.</li> </ul>
<b>55. Public Infrastructure:</b>  Secure Site for La Plata County Multi-Use Events Center	Med	<ul style="list-style-type: none"> <li>• <b>La Plata County</b></li> <li>• Bureau of Land Managment</li> </ul>	<ul style="list-style-type: none"> <li>• USDA</li> <li>• County</li> <li>• Potential sponsorships &amp; grants</li> <li>• BLM</li> </ul>	Undetermined	Construction jobs	<ul style="list-style-type: none"> <li>• La Plata County has submitted a formal application for the BLM under the Recreation and Public Purposes Act to acquire property for the multi-events center and is currently in the administrative process with BLM.</li> <li>• Exploring possible Ewing Mesa location.</li> </ul>



## LA PLATA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2016

Project	Rank	Primary Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
<b>56. Public Infrastructure:</b>  South Durango Sanitation District Infrastructure Expansion	Med	<ul style="list-style-type: none"> <li>• <b>South Durango Sanitation District</b></li> <li>• San Juan Basin Health</li> <li>• Southern Ute Indian Tribe</li> <li>• Homeowners</li> </ul>	<ul style="list-style-type: none"> <li>• User fees</li> <li>• USDA</li> <li>• State of Colorado</li> <li>• Environmental Protection Agency</li> </ul>	Undetermined	Construction & contractor jobs	<ul style="list-style-type: none"> <li>• Expand sewer service to Koshak Mesa and Animas Airpark so that development can occur.</li> <li>• Complete necessary water, road &amp; infrastructure improvements to meet demands of usage and future growth.</li> </ul>
<b>57. Public Infrastructure:</b>  Storm Drainage Improvements in Bayfield	Low	<ul style="list-style-type: none"> <li>• <b>Town of Bayfield</b></li> </ul>	<ul style="list-style-type: none"> <li>• Bayfield</li> <li>• FEMA</li> <li>• CWCB</li> <li>• DoLA</li> </ul>	\$1M	Design & construction jobs	<ul style="list-style-type: none"> <li>• Complete improvements identified in the Master Drainage Plan.</li> </ul>
<b>58. Public Infrastructure:</b>  Storm Drainage Improvements in Durango	Low	<ul style="list-style-type: none"> <li>• <b>City of Durango</b></li> </ul>	<ul style="list-style-type: none"> <li>• Durango</li> <li>• Grant funds</li> <li>• FEMA</li> </ul>		Consultant/contractors	<ul style="list-style-type: none"> <li>• 13<sup>th</sup> St. from north Point Mall to Animas River.</li> <li>• N. Main Avenue inlet replacement.</li> <li>• 32<sup>nd</sup> St. &amp; Holly extended drainage basin.</li> <li>• Clovis Dr. storm drain improvements.</li> <li>• Crestview Ditch stabilization.</li> </ul>
<b>59. Public Infrastructure:</b>  Storm Drainage Master Plan	Low	<ul style="list-style-type: none"> <li>• <b>City of Durango</b></li> </ul>	<ul style="list-style-type: none"> <li>• Durango</li> <li>• Grant funding</li> <li>• FEMA</li> </ul>	Phase I \$100K	Consultant	<ul style="list-style-type: none"> <li>• Phase I: Storm Drainage criteria &amp; submittal requirements.</li> </ul>
<b>60. Public Infrastructure:</b>  Waterline Replacement & Water Isolation Value Project in Bayfield	Low	<ul style="list-style-type: none"> <li>• <b>Town of Bayfield</b></li> </ul>	<ul style="list-style-type: none"> <li>• Bayfield</li> <li>• DoLA</li> </ul>	\$500K	Design & construction jobs	<ul style="list-style-type: none"> <li>• Town awarded DoLA funds.</li> <li>• Project scheduled for bid in early 2016.</li> <li>• More reliable water service &amp; ability to better isolate sections of water system.</li> </ul>

LA PLATA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2016

Project	Rank	Primary Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
<b>61. Public/Private Lands:</b>  Maintain Sustainability of Ponderosa Pine & Pinon Forest	Med	<ul style="list-style-type: none"> <li>Colorado State Univ.</li> <li>Colorado State Forest Service</li> <li>US Forest Service</li> <li>BLM</li> <li>Fire Protection Districts</li> <li>Southern Ute Indian Tribe</li> </ul>	<ul style="list-style-type: none"> <li>National Fire Plan funds</li> <li>Fire hazard mitigation contractors</li> <li>Southwest Conservation Corps</li> <li>Region 9 EDD</li> <li>USDA if private land</li> <li>Southern Ute Tribe</li> <li>Timber Industry</li> </ul>	Undetermined	Undetermined	<ul style="list-style-type: none"> <li>Fire risk is reduced and timber products industry is strengthened.</li> <li>Improve forest health.</li> <li>Control Pine Beetle infestation.</li> <li>Reduce risk to life &amp; property &amp; protect watershed/community water supplies.</li> <li>Defensible space education resulting in defensible space created around residences.</li> </ul>
<b>62. Telecommunications:</b>  Enhance the Fiber Optic Backbone in Town of Bayfield	Med	<ul style="list-style-type: none"> <li><b>Town of Bayfield</b></li> </ul>	<ul style="list-style-type: none"> <li>Fiber internet companies</li> <li>Wireless internet companies</li> <li>Bayfield</li> <li>DoLA</li> </ul>	Undetermined	Undetermined	<ul style="list-style-type: none"> <li>100% high speed internet coverage.</li> <li>100 Mbps available for businesses.</li> </ul>

LA PLATA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2016

Project	Rank	Primary Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
<b>63. Telecommunications:</b>  Provide Rural Areas with High Speed Connections & Fiber	High	<ul style="list-style-type: none"> <li>• <b>SW Colorado Council of Governments</b></li> <li>• <b>La Plata Economic Alliance</b></li> <li>• Private Telecom Companies</li> <li>• Fort Lewis College</li> </ul>	<ul style="list-style-type: none"> <li>• DoLA</li> <li>• Municipalities</li> <li>• La Plata - \$260K set aside</li> <li>• USDA</li> <li>• Alliance</li> <li>• SWCCOG</li> <li>• Region 9 EDD</li> <li>• CAF</li> <li>• Private telecom companies</li> </ul>	\$75K DoLA grant and \$25K match SWCCOG partners	Undetermined	<ul style="list-style-type: none"> <li>• Development of redundant broadband telecommunications connections in communities for regional broadband expansion.</li> <li>• Fiber connection to airport and rural areas.</li> <li>• SWCCOG received broadband planning grant to develop operations/IT plan to better utilize SCAN Network— provide database of equipment.</li> <li>• Exploring partnerships with private firms for additional extensions.</li> <li>• Strengthen Local Technology Planning Team to assist with identifying demand for technology and fill service provider, &amp; infrastructure gaps.</li> <li>• Provide Internet Services to all Households in La Plata County</li> <li>• 100% high speed internet coverage by 2020.</li> <li>• Additional \$20-\$30 million annual in County GDP.</li> </ul>

## LA PLATA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2016

Project	Rank	Primary Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
<b>64. Transportation:</b>  Add Additional Airline Flight(s) and Round Trip routes	Med	<ul style="list-style-type: none"> <li>• <b>Durango/La Plata County Airport</b></li> <li>• Airport Commission</li> <li>• Air Carriers</li> <li>• La Plata Eco Dev. Alliance</li> <li>• La Plata County</li> <li>• City of Durango</li> <li>• Southern Ute Indian Tribe</li> </ul>	<ul style="list-style-type: none"> <li>• Private sector incentives</li> <li>• Federal Air Transportation grant</li> <li>• Local businesses</li> <li>• Local governments</li> </ul>	Undetermined	Undetermined	<ul style="list-style-type: none"> <li>• Expanded and enhanced regional air service.</li> <li>• Provide better access to East bound destinations.</li> <li>• Expand flight schedule.</li> <li>• Seek round trip route to Houston.</li> </ul>
<b>65. Transportation:</b>  Complete Priority Durango Transportation Projects	Med	<ul style="list-style-type: none"> <li>• <b>City of Durango</b></li> <li>• CDOT</li> <li>• GRVP</li> </ul>	<ul style="list-style-type: none"> <li>• Durango</li> <li>• CDOT</li> <li>• GRVP</li> </ul>	\$23Million: Wilson Gulch	Consultant/ Construction jobs retained	<ul style="list-style-type: none"> <li>• US 160 Wilson Gulch Road extension.</li> <li>• E. 2<sup>nd</sup> Ave/College Dr. traffic signal.</li> <li>• College Dr &amp; E. 8<sup>th</sup> Ave. Traffic study.</li> <li>• Update 2030 Transportation Integrated Plan (2030 TRIP with Durango and County).</li> </ul>
<b>66. Transportation:</b>  Complete Priority Highway Transportation Projects	High	<ul style="list-style-type: none"> <li>• <b>CDOT</b></li> <li>• SW Regional Transportation Planning Commission – 4P Planning</li> </ul>	<ul style="list-style-type: none"> <li>• State, federal &amp; local funding</li> <li>• TAP</li> <li>• FASTER funds</li> <li>• FAST Federal Transportation legislation</li> </ul>	\$92M	Construction jobs retained	<ul style="list-style-type: none"> <li>• Add passing lanes between Bayfield and Durango US160 Mile post 96-99.</li> <li>• Add passing lanes between Elmore's to Ignacio SH 172 Milepost 9-19.</li> <li>• Widen shoulders and bridges SH 140 Mile Post 1-23.</li> <li>• US 550 Gap CR302 to Sunnyside Mile post 9-12.</li> <li>• SH140 Mile post 1-23.</li> <li>• US 160 Mile post 73-144 wildlife mitigation.</li> </ul>

## LA PLATA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2016

Project	Rank	Primary Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
<b>67. Transportation:</b>  Complete Priority La Plata County Based Transportation Projects	High	<ul style="list-style-type: none"> <li>• <b>La Plata County</b></li> <li>• CDOT</li> <li>• Durango</li> <li>• Bayfield</li> <li>• Ignacio</li> </ul>	<ul style="list-style-type: none"> <li>• State, federal &amp; local funding</li> <li>• Enhancement funds</li> <li>• RAMP</li> <li>• CDOT</li> <li>• SUIIT</li> <li>• DoLA</li> </ul>	\$2.1M CR 517 \$1.4M CR 318 \$6.4M SH172 signalization \$1.8M Hwy160 Bayfield \$350K CR 210 \$120K CR 302	Construction jobs retained	<ul style="list-style-type: none"> <li>• SH 172/151 signalization &amp; intersection improvements.</li> <li>• Dry Creek Wildlife Crossing underway.</li> <li>• Design and reconstruct 8 tenths of a mile of CR 517 to urban standards and improve access.</li> <li>• CR 210 Boat ramp left turn lane, pending adoption of management plan by Durango.</li> <li>• CR 318 Mill and overlay of 3 miles section with almost 4,000 ave. daily trips.</li> <li>• CR 302-US 550 park &amp; ride.</li> <li>• Complete Marvel &amp; Ignacio Road &amp; Bridge equipment, storage, utility and site improvements.</li> <li>• Update 2030 Transportation Integrated plan (2030 TRIP with Durango &amp; County).</li> <li>• Bridge preventative maintenance projects.</li> </ul>
<b>68. Transportation:</b>  Connection of Pedestrian and ADA Facilities	Low	<ul style="list-style-type: none"> <li>• <b>City of Durango</b></li> <li>• CDOT</li> <li>• FTA</li> <li>• D&amp;SNGRR</li> </ul>	<ul style="list-style-type: none"> <li>• FTA 5317 Funding</li> </ul>	\$500K	Construction jobs	<ul style="list-style-type: none"> <li>• Improved access, safety, and connectivity.</li> </ul>

## LA PLATA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2016

Project	Rank	Primary Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
<b>69. Transportation:</b>  Complete New Durango/La Plata County Airport Terminal & Infrastructure	High	<ul style="list-style-type: none"> <li>• La Plata County</li> <li>• City of Durango</li> <li>• Durango/La Plata County Airport</li> <li>• CDOT - Aviation</li> <li>• FAA</li> <li>• City of Farmington</li> </ul>	<ul style="list-style-type: none"> <li>• County</li> <li>• Durango</li> <li>• CDOT-Aviary</li> <li>• Fed. Airport Improvement Funding</li> <li>• DoLA</li> <li>• Colorado Discretionary Aviation Grants</li> <li>• Airport passenger facility charge</li> <li>• Possible property tax increase</li> </ul>	Up to \$114 Million based on option chosen \$6-8M for new intersection	Undetermined	<ul style="list-style-type: none"> <li>• Study on regional economic and fiscal impacts of the airport.</li> <li>• Terminal vote expected in Nov. 2016.</li> <li>• Complete environmental assessment and conceptual design.</li> <li>• Complete Airport Master Plan Update.</li> <li>• Decision on best option, location and phasing of terminal project.</li> <li>• Potential new interested of Hwy 172 realigned to East by half mile.</li> </ul>
<b>70. Transportation:</b>  Construct Intersections for Bayfield Parkway/US 160 East & West of Bayfield	Low	<ul style="list-style-type: none"> <li>• Town of Bayfield</li> <li>• County</li> <li>• CDOT</li> </ul>	<ul style="list-style-type: none"> <li>• CDOT</li> <li>• Bayfield</li> </ul>	Undetermined	Construction jobs retained	<ul style="list-style-type: none"> <li>• Develop Bayfield Parkway and US 160 east side intersection.</li> <li>• Bayfield, County, and CDOT have IGA Access Control Plan.</li> </ul>
<b>71. Transportation:</b>  Development of Commuter Trails between Durango & Bayfield	Low	<ul style="list-style-type: none"> <li>• Trails 2000</li> <li>• La Plata County</li> <li>• CDOT</li> <li>• Bayfield</li> </ul>	<ul style="list-style-type: none"> <li>• Municipalities</li> <li>• Grants</li> </ul>	Undetermined	Consultant/ Construction jobs retained	<ul style="list-style-type: none"> <li>• Acquire right of way for bike path from Bayfield to Homestead Trails.</li> <li>• Develop shared use path on CR 501.</li> <li>• Smart 160 Trail extensions to Three Springs.</li> </ul>

## LA PLATA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2016

Project	Rank	Primary Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
<b>72. Transportation:</b>  Expand Transit Connection Network	Med	<ul style="list-style-type: none"> <li>• <b>Regional Transit Coordinating Council</b></li> <li>• Area governments</li> </ul>	<ul style="list-style-type: none"> <li>• Transit providers</li> <li>• Area governments</li> <li>• Transit Funding sources</li> <li>• SWCCOG</li> <li>• CDOT</li> </ul>	Undetermined	Undetermined	<ul style="list-style-type: none"> <li>• Focus on Park-n-ride locations.</li> <li>• Continue to work towards expanding and coordinating transit routes between communities.</li> </ul>
<b>73. Transportation:</b>  Improvements to Durango/ La Plata County Airport	Med	<ul style="list-style-type: none"> <li>• <b>City of Durango</b></li> <li>• <b>La Plata County</b></li> </ul>	<ul style="list-style-type: none"> <li>• PFC Funds</li> <li>• CDAG Grant</li> <li>• GAG Grant</li> </ul>	Undetermined	Undetermined	<ul style="list-style-type: none"> <li>• Fog seal and stripping of Runway 3/21 to increase useful life of asset.</li> <li>• Purchase airfield generator.</li> <li>• Purchase snow removal equipment.</li> <li>• Modify AARF building and relocate VOR.</li> </ul>
<b>74. Transportation:</b>  Improvements to 32nd Street Durango connecting to CR 250	Low	<ul style="list-style-type: none"> <li>• La Plata County</li> <li>• City of Durango</li> </ul>	<ul style="list-style-type: none"> <li>• County</li> <li>• Durango</li> </ul>	Undetermined	Construction jobs retained	<ul style="list-style-type: none"> <li>• Reconstruct CR 251 from Holly Ave. to CR 250 &amp; intersection of CR 251 &amp; 250 to urban standards.</li> <li>• Improved bike/pedestrian facilities.</li> <li>• Annexation by Durango upon completion.</li> </ul>
<b>75. Transportation:</b>  Sustain Roadrunner Regional Bus Service	Low	<ul style="list-style-type: none"> <li>• <b>SUCAP – Roadrunner Transit</b></li> <li>• Regional Transit Coordinating Council</li> <li>• Durango Transit</li> </ul>	<ul style="list-style-type: none"> <li>• CDOT – FTA/FASTER</li> <li>• Transit Providers</li> <li>• Transit Funding sources</li> <li>• SW Regional Transportation Planning Commission</li> <li>• Area governments</li> <li>• Southern Ute Tribe</li> <li>• SWCCOG</li> </ul>	\$50K per year	N/A	<ul style="list-style-type: none"> <li>• Reduce traffic &amp; greenhouse gases.</li> <li>• Provide inter-city transportation for community members.</li> <li>• Coordinate existing transit services.</li> </ul>

## LA PLATA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2016

Project	Rank	Primary Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
<b>76. Transportation:</b>  Pedestrian and Bicycle Improvements Around Needham Elementary in Durango	Low	<ul style="list-style-type: none"> <li>City of Durango</li> <li>CDOT</li> <li>FHWA</li> <li>Durango School District 9-R</li> </ul>	<ul style="list-style-type: none"> <li>Safe Routes to Schools</li> <li>CDOT</li> </ul>	Undetermined	Undetermined	<ul style="list-style-type: none"> <li>Improve access &amp; safety for pedestrian &amp; bicycles around Needham Elementary including Arroyo Dr., Delwood Ave., Columbine Ave. San Juan and Needham Ct.</li> <li>To be completed in 2016.</li> </ul>
<b>77. Transportation:</b>  Reconstruct CR 320 to Urban Standards	Low	<ul style="list-style-type: none"> <li>Town of Ignacio</li> <li>Ignacio School District</li> <li>La Plata County</li> </ul>	<ul style="list-style-type: none"> <li>Ignacio</li> <li>Ignacio School District</li> <li>County</li> </ul>	Undetermined	Construction jobs retained	<ul style="list-style-type: none"> <li>County road to be reconstructed to accommodate new school &amp; be annexed by Ignacio.</li> </ul>
<b>78. Transportation:</b>  Replace Twin Bridges on Bayfield Parkway & Install Pedestrian Bike & Walking Underpass and Path Extension	Low	<ul style="list-style-type: none"> <li>Town of Bayfield</li> <li>CDOT</li> </ul>	<ul style="list-style-type: none"> <li>Bayfield</li> <li>CDOT – committed \$1.647M</li> </ul>	\$4.4M	Construction jobs retained	<ul style="list-style-type: none"> <li>Replace antiquated bridges crossing the Pine River.</li> <li>Engineer has completed design for replacement.</li> <li>Bayfield &amp; CDOT have executive IGA for Off System Bridge &amp; TAP funding.</li> </ul>

Approved March 8<sup>th</sup>, 2016  
Brad Blake - Chairperson  
La Plata County Commission