

Region 10 Comprehensive Economic Development Strategy

2000

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I. INTRODUCTION

Region 10 League for Economic Assistance & Planning submitted an initial Overall Economic Development Program (OEDP) to the US Department of Commerce – Economic Development Administration in June 1977. Since then, the OEDP has been updated annually, with major revisions occurring in 1982, 1992, and now in 2000.

Although with this revision the name has changed from the OEDP to the Comprehensive Economic Development Strategy or CEDS, the document provides the groundwork for economic development in the Region. It also fulfills the statutory requirement that projects located in the Region and funded by EDA be consistent with the approved Region 10 CEDS.

This document examines the economic climate of the Region and includes opportunities and constraints to development. It also defines goals, objectives, and implementation strategies for regional and individual county and community economic development projects. The goal of this document and the vision statement of the Region is to:

“Identify problems and constraints and work cooperatively toward solutions that maintain and enhance the economy, quality of life, and environmental health, within Region 10.”

Region 10 staff, the Board of Directors (acting as the CEDS committee), and a working group composed of the Region's six county administrators, the Region 10 Executive Director and Community Development Coordinator will continue to update and revise this document annually. Annual revisions are conducted through working with interested participants within their jurisdiction to review, comment, and gather input on the current document for its revision.

Please note that background and historic information on the Region's economy and economic development goals is available in past Region 10 OEDPs. These documents are available through Region 10.

II. EXECUTIVE SUMMARY

The Region 10 Comprehensive Economic Development Strategy

A Comprehensive Economic Development Strategy, as noted by the Economic Development Administration in their CEDS Guidelines is:

“A document that emerges from a continuous planning process developed with broad based and diverse community participation that addresses the economic problems and potential of an area.”

The goal of this document and the vision statement of the Region is to:

“Identify problems and constraints and work cooperatively toward solutions that maintain and enhance the economy, quality of life, and environmental health, within Region 10.”

This is the first major revision of the document since 1992. An Overall Economic Development Plan (OEDP) was first developed in the Region in 1977. The CEDS is the OEDP's predecessor. As with the OEDP, the CEDS will be updated annually through a working committee that gathers input from communities within the Region. Projects must be listed in the CEDS to be eligible to request funds from the Economic Development Administration.

Organization & Staffing

Region 10 League for Economic Assistance and Planning is a technical assistance and information clearinghouse that serves Delta, Gunnison, Hinsdale, Montrose, Ouray, and San Miguel Counties in western Colorado.

Historical Overview of the Region's Development

Early development in the Region began with the discovery of precious metals in the mountain counties. Extractive industries and agriculture were wealth industries for many years. After WWII, the Region experienced a poor level of economic performance due to the decline in its wealth industries.

Trends in the 1970's and 1980's showed an in-migration of people to the Sunbelt areas including the Region 10 area. The energy industry prospered.

In the mid-1970's, agriculture experienced a decline with the closure of the Holly Sugar plant in Delta, a closure that highlighted national trends in agriculture. The mid 1980's brought additional agricultural woes with the discontinuation of the Coor's contract to purchase barley grown in areas of the Region. Alternative crops were introduced during this time in hopes of revitalizing the Region's agricultural base, but many of the new crops later failed for a number of reasons.

Many communities took advantage of the slow growing years of the late 1980's to plan for the future and to work together on regional cooperative efforts such as the rural enterprise zone and the Southwest Colorado Travel Region.

During the 1990's the Region experienced tremendous population growth that required even more cooperative planning dealing with land use, transportation, service provision and economic development.

The Region and Its Economy

Region 10 includes six counties in western Colorado; Delta, Gunnison, Hinsdale, Montrose, Ouray, and San Miguel. The major population centers are Montrose, Delta, and Gunnison.

The Region's estimated population in 1998 was 81,766. The average per capita personal income in 1997 was \$20,684. The Region's unemployment rate in 1999 was 4.7%, well above the State's unemployment rate of 2.9%.

The largest employment sectors in Region 10 during 1998 were Retail, Services, and Government, followed by construction and manufacturing. The Region's average annual wage across all employment sectors was only 72% of the average for the State of Colorado.

Strengths, Weaknesses, Opportunities, and Threats

The following were developed through numerous public meetings.

Strengths	VIII. Weaknesses
<ul style="list-style-type: none"> ● Public Lands ● Tourism & Recreation ● Educated Labor Force ● Agricultural Heritage ● Intergovernmental Cooperation ● Educational Facilities and Programs ● Environmental Quality & Scenic Beauty 	<ul style="list-style-type: none"> ● Lack of Adequate Infrastructure and Planning ● Lack of Adequate Telecommunications ● Business Financing ● Surface Transportation ● Housing Costs ● Lack of Skilled Workforce ● Lack of Diversified Economies & Low Wages ● Public Lands
Opportunities	Threats
<ul style="list-style-type: none"> ● Active Economic Development Organizations ● Under Employed Workforce ● Tourism Development ● Recreational Related Businesses ● Historic Preservation/Heritage Tourism ● Public Lands ● Value Added Agriculture ● Telecommunications & Business Development 	<ul style="list-style-type: none"> ● Water ● State Mandated Planning ● Governmental Constraints ● Environmental Quality ● Agricultural Land Development

Regional Economic Development Goals, Objectives, and Strategies

Through a public input process, local governments, development groups and citizens identified problems and issues to be addressed within Region 10. Goals, objectives and strategies were then developed. Listed below are the goal topics through which objectives and strategies were formed. The various communities and counties all had vary differing opinions on what was most important to them and therefore the following goals appear in no particular order.

- Affordable Housing
- Agricultural Preservation
- Business Financing and Assistance
- Community Pride and Appearance
- Education and Workforce Development
- Economic Diversification
- Economic Development Marketing and Promotion
- Facilities, Services, and Planning
- Historic Preservation
- Information Exchange and Coordination
- Public Lands & Open Space Preservation
- Recreation and Cultural Facilities
- Small Communities Assistance
- Telecommunications Development
- Tourism Management
- Transportation Development and Improvements

III. ORGANIZATION & STAFFING

The Organization

Region 10 League for Economic Assistance & Planning, Inc. is a Colorado non-profit organization serving as an alliance of government and business. The organization was originally established in 1972 to provide its members with a vehicle for regional cooperation. Today the mission of the organization remains in step with the original purpose

“Region 10 will serve as a clearinghouse, resource center and facilitator of mandated and targeted community or regional programs on behalf of the membership. Region 10 will present a regional voice and unified position to local, state, and federal government, industries and organizations.”

The Economic Development District is administered as part of Region 10. In 1988, The Region 10 Economic Development District and the District 10 Regional Planning Commission combined to form what is today Region 10 League for Economic Assistance & Planning, Inc.

Region 10 is a cash funded technical assistance organization to a regional membership. Funding is obtained through contracts for service, grants, and membership dues.

A list of member governments is included in the appendix of this document.

Board of Directors

Governance is by and through a Board of Directors comprised of public and private sector members from all walks of life. The Board adopted EDA approved by-laws in the Fall of 1987 to begin operations as Region 10 LEAP on January 1, 1988.

The Region 10 Board of Directors, which also functions as the CEDS Committee, oversees the EDA applications review and revisions to the CEDS document. Local input to the CEDS was received through public meetings of the Region 10 Board of Directors and meetings in each county and with most of the Region's municipalities. Written notices were sent to each municipality in the Region to solicit input on the development of the CEDS as well.

An annual progress report/update of the CEDS, with local input from each of the counties will be completed annually and submitted to the Economic Development Administration.

A complete list of the current Board of Directors and their respective community affiliations are provided in the Appendix of this document.

Staffing of the Organization

The professional economic development planning and staff consist of the following:

- *Executive Director:* Responsibilities include direct oversight and management of the organization, programs, and staff.
- *Community Development Coordinator:* Responsible for day to day operations of the Economic Development Planning program, development and maintenance of the Comprehensive Economic Development Strategy, submitted progress reports to EDA, and assisting government with the economic development planning activities outlined in the CEDS.
- *Director of the Revolving Loan Fund/Coordinator of Economic Development:* Responsibilities include managing the Region 10 Revolving Loan Fund and assisting government, business and industry with carrying out economic development goals and objectives.

Support staff include the *fiscal officer, administrative assistant and secretary-receptionist*. Their primary roles are to assist the professional economic development staff with administrative duties.

Working Relationships

Economic development involves many agencies, organizations, community groups, and individuals. During the development of this CEDS revision, much regional and community dialogue took place as to how to gather input for this plan. Solicitation of input and feedback takes place through the following mechanisms:

- **Community Meetings** – Various community meetings throughout the Region took place to discuss and develop individual and regional community and economic development goals and implementation strategies. These meetings include a number of county commissioner meetings, planning commission meetings, community forums, municipal/county meetings, and Region 10 Board of Directors meetings.
- **Comprehensive Mailing List** – Region 10 maintains a mailing list with over 500 entries, which includes individuals that have shown interest in the Region's programs, businesses, economic development organizations, municipal and county governments, chambers of commerce, state and federal organizations, etc. Although the CEDS is not mailed to this entire list, they do receive our newsletters, which have followed the progress of the CEDS and most receive meeting notices.
- **Cross Representation of Board Members** – The Region 10 Board of Directors are also members of other program and governmental boards, including economic development councils, chambers of commerce, community organizations, planning and zoning, board of realtors, trails commissions, transportation committees, and city councils, boards of trustees, and county commissions. Through these cross ties, input, coordination, and knowledge about other programs, plans and activities are shared and discussed.

- Local Economic Development and Community Efforts – Region 10 shares information, plans, reports, etc. with the Region's economic development agencies and local government personnel. This is done through telephone, fax, e-mail, websites, and face-to-face contacts. One strategy mentioned in the plan is to start pulling these organizations together throughout the year to discuss economic development in the Region.
- Project Partnerships – Region 10 has been in existence for over 25 years and has developed relationships and partnerships with numerous local, regional, state, and federal level programs and organizations that continue to be beneficial in completing specific projects and tasks that relate to community and economic development.

IV. HISTORICAL OVERVIEW OF REGION'S DEVELOPMENT

Early Development and Trends Before 1970

Settlement of the counties comprising the Region began in the 1860's and 1870's with the discovery of precious metals in the mountain counties—Gunnison, Hinsdale, Ouray, and San Miguel. In the 1880's, settlement of what are now Delta and Montrose Counties began when ranchers, farmers, and fruit-growers moved into the Uncompahgre and North Fork Valleys and established an irrigated agricultural economy.

In 1900, the six counties' population was 27,072, with 63% of the people living in the mountain counties. Decline in the mining industry, however, led to an out-migration from the mountain areas. By the time the Region's population reached 39,549, in 1920, 645 of the residents lived in the agriculturally based counties, Delta and Montrose.

Through the 1930's, the Region's economy continued to be based on exports and extractive industries, with agriculture the leading source of income, and mining and lumber products contributing to the overall economy. Except to serve ranches and farms, there were essentially no manufacturing, wholesaling, or financial enterprises within the Region.

After World War II, when the United States and Colorado's population and economy expanded rapidly, the counties in the Region entered a period of stagnation or decline. From 1940 to 1970, every county except Gunnison and Montrose lost population. Not only did population decline, but per capita income fell from 70% of Colorado per capita income in 1950 to 65% of Colorado per capita income in 1970. Unemployment rates throughout that period were consistently higher than the rate for Colorado as a whole.

By 1970, it was clear that the Region was experiencing a relatively poor level of economic performance at a time when much of Colorado was moving into a period of unprecedented prosperity. While new industries and opportunities were developing in other parts of the State, region 10's employment in agriculture and mining was plummeting without a corresponding increase in other basic economic sectors. Out-migration, unemployment, and low income had become serious problems.

Developments from 1970 to 1980

The Region reached a low point in 1971. From 1970 to 1980, population increased at a relatively rapid rate of about 3% per year for the Region as a whole. Some new industries came into the area, and rising personal income led to increased opportunities for consumer sales and services.

From 1970 to 1974, employment increased in manufacturing (+34%); wholesale and retail trade (+48%); finance, insurance, and real estate (+49%); services (+39%); and contract construction (+104%); while employment declined in mining (-3%) and in agriculture (-11%).

In line with national trends of significant migration into “sunbelt” areas, from 1971 to 1981, people moved into the Region at a rate greater than the rate of job growth, creating a constant gap between the number of people seeking work and the number of jobs available. For example, unemployment rates in the Region averaged 7.1% in 1976, compared to 5.9% for Colorado. Contributing to the job gap during that period is the significant increase in labor force participation rates, especially for women.

Although total personal income rose during those years, in 1979, the Region per capita income remained about 30% less than Colorado. At the same time, living expenses were quite high in the Region due to excessive transportation costs for both businesses and consumers; high rents induced by chronic housing shortages; and lack of economies of scale in retail sales and services.

A significant problem during the 1970’s was that, after decades of decline, communities did not have the necessary basic infrastructure—water, sewer, energy, transportation, education facilities, or health services to accommodate a desirable level of economic growth. Some towns were using public facilities installed more than 50 years before and found it difficult to serve new business, industry and the ensuing increased population.

Mining

Large-scale development of the Region’s coal resources began in earnest in the 1970’s. While coal mining in Delta and Gunnison Counties employed only 200 persons in 1974, by 1978 there were 631 workers, and in 1980 there were 860 working in the North Fork Valley fields.

Several old mines were re-opened and others were expanded. Although the North Fork Valley coal development brought in new income for merchants, construction trades, transportation, and service industries as well as for miners, unemployment rates in Delta County remained high (6.8%, 1980 Region 10 average, compared to about 3.5% for the whole State).

Jobs did not come into the area rapidly enough to keep up with employment needs. On the contrary, it appeared that people were migrating to the area in expectation of work when there was little to be found. Many locally unemployed people were not trained or inclined to work in underground coalmines. Additionally, communities in the North Fork Valley were not prepared, in terms of schools, housing, social services, law enforcement, or public utilities to handle sudden population growth. In order for the Valley to realize a net benefit from coal development, public services had to be improved, local people had to be trained as coal miners, and rational community planning had to be undertaken to ensure reasonable protection for and maximum community benefits from land, air, and water resources.

Fluctuating uranium development in the West End of Montrose County had significant impact on the economy of that area. Between 1977 and 1980, miners and their families came in to the area. During the early 1980’s many local governments improved infrastructure in anticipation of the uranium and coal boom. Four new high schools were built in Delta County, as were new town halls in Paonia and Hotchkiss. 1981 uranium prices dropped sharply due to an

international glut and to uncertainties about the future of nuclear power production. Most of the mines were closed for an indefinite period. The town of Nucla, Naturita, Norwood, and Uravan were again affected by the boom/bust cycle that had plagued them for years.

Although communities in the North Fork Valley and the West End were ultimately to benefit from the employment and income associated with mining, in the short run, they had difficulty maintaining their physical and environmental quality of life. These small towns found it nearly impossible to raise the “front end” money necessary to expand the public services needed to accommodate growth. Because several governmental units were involved in each energy-impacted area, and several companies caused the impact, coordinated planning and problem solving were particularly difficult.

Agriculture

In 1976, Holly Sugar announced the closing of its sugar refinery in Delta. This closure resulted in a loss of 50 permanent and up to 200 seasonal jobs, as well as the elimination of the sugar beet crop that had provided more than 15% of the agricultural income for Delta and Montrose Counties.

The closing highlighted a regional trend during that decade – the decline of agriculture as a dominant sector of the local economy. While total number of acres in production had not been reduced significantly, the number of persons employed had declined sharply and thus the percentage of total personal income had lessened dramatically.

Water

In addition to the trends in mining and agriculture, another regional concern was the need and competition for water within the Region. As the population grew and mining, manufacturing, and electrical generation expanded, available water sources became over-subscribed. The extremely dry winters of 1976-1977 added emphasis that the generally abundant water of the previous 20 or so years was no longer a certainty.

The need for comprehensive planning to ensure efficient use of existing water became increasingly obvious. It was clear that a variety of issues had to be addressed including total water supply and allocation, maintenance of water quality for recreational and residential use, measures to reduce excess salinity, and non-polluting means of waste water treatment.

Dry winters also clearly demonstrated the drastic need to diversify the economies in counties dependent on skiing as a major source of income. A decline in skiing numbers not only directly affects the skiing industry, but also affects governments that depend on sales tax revenues and nearly all other sectors of the economy that depend on visitors to purchase goods and services.

Retail

A final trend noticed in the Region during the 1970's and early 1980's was the arrival of national chain stores like K-Mart, Coast to Coast, and Burger King. Since these chains are most often owned by parties outside the Region, they export profits, but do contribute to sales taxes collected and increased employment.

In an organized attempt to alleviate hardship and improve the general level of economic performance, two counties in the Region prepared Overall Economic Development Programs (precursors to the Regional OEDP and now CEDS) and designated Redevelopment Areas.

Delta County prepared its program in 1972 and, with EDA assistance, achieved several important objectives by establishing an industrial park, opening a vocational-education facility, constructing a new hospital, and improving sewer systems. San Miguel County completed its OEDP in mid-1976.

During the period from 1970 to 1982, a surge in economic development activity occurred on county and municipal levels, with several local governments hiring full-time staff to plan for and encourage development. Throughout the Region, citizens became increasingly interested in diversifying the economy to cushion their financial lives from the boom-bust cycles experienced in the skiing, agriculture and mining industries.

In addition, there occurred a growing awareness of the need for all kinds of planning and the development of appropriate regulatory tools. The Region was mentally, emotionally, and, to a degree, politically ready for more concerted economic development efforts during the next few years.

Developments from 1980 to 1990

Although the Region had set the stage for a more directed campaign of economic development, national and international externalities negatively impacted the energy and mining industries causing disastrous effects in west central Colorado. Lay-offs of uranium employees in western Montrose and San Miguel Counties inflated their unemployment rates to 10% and 12% respectively. The coal industry slump hit Delta County with an unemployment rate of 12%. Finally, the decline of precious metal mining in Ouray resulted in 19% unemployment. In 1982, the Region's overall unemployment rate was 11%, up from 7% in 1981, and compared to the State's rate of 7%.

From 1982 to 1988 Unemployment rates remained in the double digits (around 10%) while the State of Colorado as a whole has had an unemployment rate between 5% and 7%. In 1988 and 1989 unemployment rates in the Region dropped to 8.8% and 7.6% respectively.

Region 10's per capita income has consistently lagged behind the State's since 1950. That trend continued and created an ever-widening gap. In 1988, per capita income in the Region was \$11,537, compared to \$16,768 for the State, or 69% of the State's level (1989 Constant Dollars).

Agriculture also continued to suffer nationally as well as regionally during the 1980's. Coors, a major purchaser of western Colorado barley discontinued its contract with local growers in 1985.

In an effort to combat local decline, and find a proactive solution to agriculture crises, growers in Montrose and Delta Counties embarked on a crop diversification program. Broccoli, cauliflower, a local hybrid of sweet corn, and other commercial vegetable crops were planted experimentally and offered farmers alternative cash crops.

In the late 1980's, the growers organized State marketing orders for broccoli and sweet corn. Such orders are associations of growers and address quality control and research issues to make the Region's vegetable crops more competitive.

The need to bring additional value adding to local raw products was critical and several enterprises investigated such opportunities. Bottled spring water and dehydrated fruits and vegetables brought other added value to resources found in the Valley.

The "bust" of the mineral and energy industries resulted in declining school enrollments, high unemployment, and low municipal revenue with which to pay off debt and to continue to upgrade infrastructure. Thus, infrastructure needs in the Region were as critical as ever.

Higher education in the Region was impacted by State policies of consolidation. Western State College in Gunnison experienced declining enrollment and lost its graduate programs in business and education. On a more positive note, the Montrose Higher Education Center was incorporated into Mesa State College as a satellite campus.

During the economic slump in the mid-eighties, several communities took advantage of the "quiet" years to develop master plans for future growth. Recognizing that "boom" years bring severe development pressures, jurisdictions such as Montrose County, the Town of Olathe, and Ouray County drafted comprehensive plans, development codes, and various regulations by which development could be more easily managed.

The opening of the Ridgway State Recreation Area (now Ridgway State Park) motivated the Town of Ridgway, located in Ouray County, to initiate a comprehensive planning process. Private development in that area experienced a sharp increase in the late 80's and early 90's.

Strong development pressure in the Telluride region was evident at this time as well.

Continued developments in regional cooperation included the designation of the Region as a State of Colorado Rural Enterprise Zone. Benefits to new and expanding industries include tax credits for new job creation or purchase of machinery and tool and other incentives.

And, collaboration between Regions 9 (Southwestern Colorado) and 10 resulted in the creation of the Southwest Colorado Travel Region. These 11 local governments and 2 Indian Tribes initiated a Comprehensive Tourism Marketing plan for the Southwest area of the state.

That same alliance of public and private interests created the Southwest Colorado Film Commission. The Commission based out of Durango, markets southwestern Colorado to the film and television commercial industries.

Development in the 1990s

The 1990 Census showed a slight recovery of the Region from the economic downturn of the early 1980's with respect to population growth. The 1980 Census of 61,791 was barely exceeded by the 1990 count of 62,091. Although not a strong gain over the decade from 1980 to 1990, the 1990 Census revealed that out-migration and loss of population due to busts in the mining industry had stopped, or that new resident relocations had exceeded that out-migration. A major population growth occurred during the 1990's. The estimated 1998 population of the Region 10 area was 81,766, an overall increase of 32% over the 1990 Census figure.

Other economic indicators such as unemployment and per capita income show the Region to still be trailing the State average.

Energy/Mining

The bankruptcy of the Colorado-Ute Corporation and subsequent sale to Tri-State Generation and Transmission Company saw a climb in the unemployment figures in Montrose County, but only a temporary one as Tri-State reactivated dormant operations in the early 90's. In the later 1990's Tri-State relocated its offices out of Montrose to Denver, which caused the loss of hundred's of well-paying jobs and definitely impacted the local economy.

The closure of the Mid-Continent mine in Pitkin County severely impacted the coal industry and related employment primarily throughout the Roaring Fork (Garfield/Pitkin Counties) and the North Fork Valleys (Delta/northwestern Gunnison Counties).

But, again in 1999, two of the North Fork coalmines applied for and received permission to expand their mining operations, which will have a positive economic impact for both Gunnison and Delta Counties.

The New Horizon Mine located in Nucla continues its operation and had employment of 40 in 2000. Historically coal mining has experienced an unstable "boom-bust" cycle of the energy/mineral development industries. Most communities have worked to diversify their economies so as not to be as susceptible to the boom-bust cycle of the energy industries.

Agriculture

Commercial fruit and vegetable production continues to thrive, particularly the popular varieties of sweet corn (Olathe Sweet). Broccoli production has basically ceased. A severe hailstorm in July 1992, resulted in the designation by the state of parts of Montrose and Delta Counties as disaster areas, resulting in limited federal assistance.

Several years of late frosts have also impacted the Region's fruit production, but the area remains one the top fruit producing areas of the state.

Exotic livestock ranching emerged as a trend in agriculture during the early 1990's. Llamas, ostriches, elk, and other "non-traditional" livestock crops have brought new income to local ranchers. In the late 1990's Elk seem to be the most sustainable exotic livestock, much to the ability of local ranchers to develop value added products like elk jerky, choice elk cuts, and snack meat sticks.

Value adding in the way of agriculture processing is constantly sought after. In the late 1990's, Montrose Economic Development Council and Delta Area Development partnered to look into ways they could help sustain agriculture in the Uncompahgre Valley and develop value added products with the Region's agricultural products. The development of "the Best of the West Food Fest", which is a showcase of the Region's products where culinary chefs create recipes using local products, pinto beans, onions, elk, etc. The first event was in 1998 and was held again in 1999. It is scheduled to be an annual event and allows Front Range restaurant buyers to see and taste Western Slope food products.

Public Lands

Public land management during the 90's was and remains today a critical concern to local communities that rely on multiple use of National Forests to support their economies. Proposed grazing fee increases, potential loss of competitive timber sources, the impact of the demand for recreation, and the pressure for environmental protection continues to cause local governments to question and reassess the stability of traditional extractive industry revenue sources.

Tourism and Recreation

The slump in the traditional economies of agriculture and mining resulted in the Region's communities diversifying into other, more growth-oriented, sectors. Recreation-based tourism promoted in the late 80's and today through the establishment of the Southwest Colorado Travel Region, has provided growth opportunities in all 6 counties.

Most Counties market their gold-medal fishing opportunities. The Telluride Region and Crested Butte areas, known for their skiing, have also develop summer recreational opportunities including mountain biking and festival series. Ouray and Lake City are strong summer mountain resort locations, with expanding

winter seasons. Ouray has developed a world-renowned ice-climbing park and Lake City is well known for its rugged snowmobiling terrain and haute system. In 1999, the Black Canyon of the Gunnison National Park was dedicated and will be a selling point in the Region's tourism advertisements.

In the early 1990's, the Region saw the west designation of 6 Scenic Byways, all targeting the improvement of the visitor experience to west central Colorado. Communities are actively promoting historical, recreational and cultural sites along these corridors. For example, the west ends of Montrose and San Miguel Counties (Nucla, Naturita, and Norwood) continue to develop a joint marketing plan focusing on their heritage as the "Working West". Retail sales growth reflects the impact of this sector in local economies.

Infrastructure

The region continues to feel the effects of differed infrastructure development and maintenance, but is working to correct historic problems and developing facilities that will handle future growth.

Pressure on infrastructure resulting from growth, coupled with additional pressure from State and Federal agencies to meet water and sewer regulations, have prompted such investment.

All three of the Region's commercial airports have made substantial capital investments and continue to develop new facilities and services to attract new businesses to the area.

V. THE REGION AND ITS ECONOMY

Description of the Region

Region 10 consists of six west-central Colorado counties, Delta, Gunnison, Hinsdale, Montrose, Ouray, and San Miguel, covering an area larger than the state of New Jersey and extending from the Continental Divide westward to the Utah border. The total land area equals 9,569 square miles. Throughout the Region, rugged and varied topography creates an ever-changing landscape, with slickrock canyonlands, broad fertile valleys, high plateaus of open rangeland, and jagged, snowcapped mountains reaching over 14,000 feet.

In the Uncompahgre and North Fork Valleys, growing seasons extend over 150 days and summer temperatures frequently reach into the '90's and occasionally the 100's. In high elevation valleys or parks, there may be as few as 45 days between killing frosts. Average annual precipitation varies from less than 8 inches in lower valleys to 40 inches, mostly in the form of snow, on the high plateaus and mountains above 10,000 feet. Farmers and domestic water users depend heavily on snow run-off captured in reservoirs and transported by pipelines or canals. Sunny days are the norm most of the year, and the Region has a climate most people find attractive.

Urban Centers

The major urban centers of the Region are the City of Montrose (1998 Population estimate 12,585, the City of Delta (1998 population estimate 6,253), and the City of Gunnison (1998 population estimate, 5,392). Gunnison is secluded in a high valley 60 miles east of Montrose, while Delta and Montrose are joined by a 20-mile stretch of four-lane Highway 50. Scattered throughout the Region are towns with populations ranging from less than 100 up to 2,800 people, a few smaller communities (Pitkin, Ophir), and other unincorporated settlements (Redvale, Colona).

According to estimates prepared by the State Demography Section for 1998, forty-eight percent (48% or 38,947) of the people in Region 10 live in incorporated places, and the three largest communities, Delta, Gunnison, and Montrose, contain thirty percent (30% or 24,230) of the Region's population. The three largest communities serve as county seats for the most populous counties, provide the only hospitals in the region, and account for fifty-three percent (\$744 million) of all retail sales in the region (1998 total for the Region, \$1.4 billion). The Delta and Montrose economies are based on the provision of consumer retail and wholesale goods, consumer services, farm equipment and supplies, government, medical, and transportation services to a large area of the Region. Delta and Montrose also provide most of the manufacturing employment in the Region. Gunnison serves a much smaller local market, but "exports" sales and services to college students and tourists: Western State College is the largest employer in that community. Delta, Gunnison, and Montrose all provide offices for most of the Federal and State agencies in the Region, though many other communities in the Region also house various Federal and State agencies.

The secondary population centers in the Region serve a variety of functions. Crested Butte, Mt. Crested Butte, and Telluride are primarily winter destination ski resorts with expanding summer tourism and currently a very strong construction industry.

Lake City and Ouray are summer resorts that do most of their business from May to October, and provide very limited employment in the off-season. Both of these communities are attempting to attract more winter recreationalists. Ouray has developed an internationally recognized ice-climbing park and ice-climbing festival that attracts climbers from all over the world. Lake City focuses on the use of the surrounding public lands for hunting, snowmobiling, snow shoeing, and cross country skiing with promotion of the Hinsdale County Haute Systems.

Paonia, Hotchkiss, and Crawford in Delta County's North Fork Valley, and Cedaredge, on the slope of Grand Mesa, are in the center of one of Colorado's most extensive fruit-growing areas and are labor sources for neighboring coalmines. More recently, the area has begun to serve as a bedroom community for workers who commute to the Roaring Fork Valley, which includes the community of Aspen.

In the West End of Montrose County, Naturita and Nucla experience continued development impacts as uranium exploration and mining fluctuate through boom/bust cycles. These communities also provide a fairly limited range of goods and services to the surrounding population. Norwood is a retail and agriculture supply center for ranches in western San Miguel and Montrose Counties. All three also provide housing for workers who commute to Telluride.

Olathe, a farm service community, is located halfway between Delta and Montrose on the rapidly developing Highway 50 corridor. Ridgway, along the same corridor, between Montrose and Ouray, is the home of the Ridgway State Park. The remaining communities in the Region are primarily very small towns, some with very seasonal populations, providing a limited range of services for tourists or local farmers and ranchers.

The largest three towns are logical development centers and will probably experience most of the future growth in the Region. However, due to the long distances and topographical barriers separating many of the communities, and the distinct development potential of some of the smaller towns, the opportunity for successful growth and development in all of the Region's communities remains a very real possibility. Furthermore, economic development efforts in the outlying population centers will help strengthen employment and business opportunities throughout the Region.

Environmental Overview

The Region 10 CEDS discusses issues, strengths, weaknesses, threats, and opportunities later in the document. In order to understand those constraints and opportunities, information on the environmental character of the Region and contemporary environmental issues are presented.

The following information will help balance economic development and environmental character of the Region and contemporary environmental issues are presented.

This information will help balance economic development and environmental conservation. Not only are issues that may impede development identified, but those which will enhance that development, provided proper local planning is implemented, are also included.

Land Use

Residential development occurs throughout the Region on all types of private lands. The densest development is located along river corridors with scattered low-density sites in the foothills and alpine areas.

Traditional agricultural pursuits of farming and ranching exist along valley floors. The principal development centers of Gunnison, Delta and Montrose are located in these areas. Commercial development follows highway corridors and industrial uses are located in industrial parks or on isolated sites throughout the valleys. Higher and mountainous elevations are principal sites for summer and winter recreation development, timbering and grazing livestock, although water sports in reservoirs and along the river courses occur throughout the Region. Highway corridors connect the Region in a grid, forming a cross pattern in the area. Rail follows the river courses in Delta and Montrose Counties. The average population density for the Region 10 area in 1998 was 8.5 people per square mile, up from 6.5 people per square mile in 1990. The most densely populated counties in the Region in 1998 were Delta and Montrose, 23 and 14 people per square mile respectively.

Approximately 71 percent of the Region 10 area is controlled by either State or Federal governments. These agencies are responsible for establishing extensive land use and management plans for various public and private uses.

Land and Building Constraints

Many, though not all, communities within Region 10 have various land use and zoning codes in force. Economic development goals and specific projects are reviewed within those local constraints.

Historic Preservation

Four communities (Lake City, Ouray, Telluride, and Crested Butte) have historical districts on the National Register of Historic Places, and many other buildings have State and National registries designations. Many communities in the Region also have local historical societies/review committees. All projects seeking state designation are submitted to the State Historical Society for review of historical significance as part of preliminary development review.

Agricultural Water Availability

Several different raw water distribution systems exist in Region 10. State water rights, administered by the Department of Natural Resources, govern all municipal, industrial and agricultural areas. A system of water referees and courts review projects requiring substantial changes in water use.

Public Utilities

All cities and towns and some rural areas are served by domestic water systems. These systems are regulated by the State and Federal Governments and operated in accordance with those rules and regulations. EPA standards for public drinking water are included in those operating guidelines.

Municipal sanitary sewer service is available in the incorporated areas and several systems serve areas outside incorporated limits. County and State regulations are in place to assure adequate on-site systems are in place outside established service areas.

Water Quality

Region 10, by its very location, can be considered a sensitive water quality area. Since many streams originate in the high peaks, land uses must be sensitive to water issues. Regulations concerning both project review and standards for discharges are promulgated by the State. EPA guidelines are incorporated into State Standards and reviews are made by both the Water Quality Control Commission and State Health Department.

Companion water regulations and specific designations are also contained in Federal land management agency plans. Issues such as minimum stream flows for fisheries, conservation pools behind dams, etc., are all reviewed against specific guidelines contained in State and Federal regulation.

Air Quality

The Intermodal Surface Transportation Efficiency Act (ISTEA) of 1991 and now the Transportation Equity Act for the Twenty-first Century (TEA-21) of 1998, tied with the Clean Air Act Amendments of 1990 (CAAA) have placed a new emphasis on improving air quality. While CAAA required areas to meet national air quality standards by a specified date, ISTEA and now TEA-21 have provided greater flexibility (in terms of funding) to local and state governments to effectively meet established benchmarks and mitigate transportation-related air pollution. Air quality issues then must be carefully considered at the planning stage for any transportation project.

The National Ambient Air Quality Standards requires areas to meet certain requirements for ozone, carbon monoxide, and particulate matter. Particulate matter is the primary concern within the Region 10 area.

According to the Colorado Department of Public Health and Environment's, *Colorado 1997 Air Quality Data Report*², in July 1997, the Environmental Protection Agency (EPA) announced revisions to the particulate matter (PM) standards that were necessary to protect the public health and environment. The primary standards were revised to add two new PM_{2.5} (particulate matter less than 2.5 microns in aerodynamic diameter) standards, which set 15 micrograms per cubic meter as an annual average and 65 micrograms per cubic meter as a 24-hour standard. In addition to the PM_{2.5} standard, the form of the PM₁₀ (particulate matter less than 10 microns in aerodynamic diameter) standard was changed. The 24-hour standard was changed to where the 3-year average of the 99th percentile can not exceed 150 micrograms per cubic meter. The annual standard level is set at 50 micrograms per cubic meter and calculated as the average of the 4 quarterly means for each year in a 3-year period.

The State of Colorado Air Quality Control Commission, pursuant to EPA regulations, submitted a preliminary assessment in June, 1998 concerning which monitors in Colorado are attaining or violating the revised PM₁₀ National Ambient Air Quality Standards (NAAQS). Within the Region the only area noted in the assessment was Mt. Crested Butte. The report noted that the monitor located there has only been in operation since November 1996, therefore additional monitoring under the revised PM₁₀ NAAQS (which requires three complete years of monitoring) will be necessary before the determination of attainment can be made.

In 1997, the monitor at Mt. Crested Butte recorded 4 actual exceedances of the 24-hour PM₁₀ standard, but due to the number of missed sampling days the estimated number of exceedances was 9.69 for 1997. After reviewing the historic data and mitigation being done by the town of Mt. Crested Butte, the Air Quality Control Division has estimated that Mt. Crested Butte *will attain* the revised standard and *will not* be classified as a non-attainment area.

The Town of Telluride is a PM₁₀ non-attainment area that is now meeting the current revised standards. This is, in part, due to the revision to the standards as well as mitigation that has occurred to lower the airborne particulate matter such as improved street cleaning, sanding techniques, requiring paving of new subdivisions, paving some heavily traveled streets, and prohibiting solid-fuel burning devices in the Telluride region.

As noted earlier, two new standards for PM_{2.5} were introduced and implemented in 1998 and 1999. The primary goal of the State PM_{2.5} monitoring network is to determine if areas are meeting or not meeting the new health based National Ambient Air Quality Standards (NAAQS) for PM 2.5 (particulate matter less than 2.5 microns in aerodynamic diameter) in Colorado. These particles are mainly associated with combustion sources such as gasoline and diesel exhaust from motor vehicles and equipment, wood smoke, and emissions from industrial processes. Other monitoring goals include collecting data to assess long range transport of particulate matter, determining background concentrations of pollutants, conducting chemical speciation to determine source contributions

(which consists of analyzing the monitoring station's air filter for types of pollutants present), assessing the success of pollution prevention programs and control measures, and to respond to air quality complaints from the public.

There are two PM_{2.5} monitors in the Region, one located in Telluride and the other in Delta. These are special purpose monitors that were installed in 1999 with a sampling frequency of once every three days. Also, there are three monitors within the Region that collect information on regional haze. These monitors are located in the Black Canyon of the Gunnison National Park, the Maroon Bells Wilderness, and the Weminuche Wilderness. These regional haze monitors were installed in 1998 and have a sampling frequency of once every three days. More information on air quality issues for the Region can be obtained from Colorado Dept. of Health and Environment, Air Pollution Control Division.

Solid and Hazardous Wastes

No hazardous waste facilities are located in the Region 10 area. The West End of Montrose County has been proposed and continues to be looked at as a site for low-level radioactive waste storage. Any classified wastes are disposed of in EPA approved facilities in nearby states.

Three "Superfund" cleanup projects exist in Region 10 (Gunnison, Telluride, and Naturita). Two involve uranium mill tailings and the third deals with mining activities dating back to the late 1800's.

Licensed Solid Waste Facilities in Region 10

Landfill Name	County	Owner/Lessor	Operator
Adobe Buttes Landfill	Delta	Delta County Commissioners	Delta County Commissioners
Six Mile Landfill	Gunnison	Gunnison County Commissioners	Gunnison County Commissioners
Broad Canyon Landfill	Montrose	TS Landfill Corp. Jim Stover	TS Landfill, Inc. Jim Stover
Montrose SWDS	Montrose	Waste Management	Waste Management
Tri-State Generation Ash Disposal	Montrose	Tri-State	Tri-State

Source: Colorado Dept. of Public Health & Environment, September 1998.

Environmental Review

State, Federal and/or local government jurisdictions make the following environmental reviews:

- Historical Properties and Sites – State Review
- Flood Plain Management and Designation – State and Local
- 404 System Permit Review, Army Corps of Engineers – Federal
- Water Quality Control Commission – State
- Air Quality Control Commission – State
- Wetland Protection – State and Federal

- Farmland Protection – Local and Soil Conservation Service
- Endangered Species – State and Federal
- Zoning Restrictions and Exclusions – Local

Transportation

Movement within and through the Region is primarily by two-lane state highway. County roads and municipal streets make up the balance of an extensive road network.

Three commercial airports, Montrose, Gunnison, and Telluride provide scheduled air service for the Region. Commuter and connector flights are available year round. Direct flights from places all over the United States are available during the winter ski season. Airfreight, general aviation, fuel, and maintenance services exist as well. Small general aviation airfields are maintained at Delta, Nucla, Paonia, and Crawford.

Public transportation, other than air, to Grand Junction and Denver, where connections can be made to other parts of the country, is minimal.

The Union Pacific Railroad currently maintains freight service south from Grand Junction to Delta and Montrose and east from Delta to the head of the North Fork Valley. The rail spur terminating in Montrose carries raw materials and products for Russell-Stover Candies, lumber, scrap metal, and agricultural products such as fertilizers. The spur east to the North Fork Valley of Delta County and northwest Gunnison County functions to serve the coal mines located there. Union Pacific made major improvements to the North Fork line in 2000 in anticipation of increased traffic due to expansion of the North Fork coals mines.

Commercial freight and passenger bus services exist along Highways 50 and 550 through the Region. The Telluride-Montrose and Crested Butte-Gunnison corridors have van services for skiers. The Towns of Crested Butte and Mt. Crested Butte are served by Mountain Express Transit. The Town of Telluride operates Galloping Goose Transit and the Town of Mountain Village operates Metro District Transit. The Towns of Telluride and Mountain Village are also connected by the United State's only free gondola system that functions as a mode of public transportation.

Transportation is a challenge in the Region. Distances are great and transportation costs are general high due to lack of backhaul opportunities and insufficient economies of scale. The local agriculture industry, in particular, has aggressively tackled the problem by offering mixed commodity loads to its customers in order to cut losses from half-empty tractor-trailer backhaul.

For more information on the Region's transportation system, please consult the Gunnison Valley Regional 2020 Transportation Plan and the Regional Transit Development Program, both completed in 1999 and available from Region 10, local governments, and most public libraries.

Population

The Region's population remained virtually unchanged from 1950 (43,360) until 1970 (44,927), indicating a significant out-migration of residents from the area. During that period, Colorado's population grew by 67%, while the Region grew only 3.6%. The Region constituted 3.3% of Colorado's population in 1950, but only 2.0% in 1970.

This pattern dramatically reversed between the 1970 and 1980 Census. During these 10 years, the population of the Region increased by 37.5% (to 61,791), while the population of the State as a whole grew 30.8%.

Between 1970 and 1980, the Region experienced an average population growth of more than 3.0% per year. After 1980, the pace of growth declined rapidly and the average growth rate from 1980 to 1987 was 1.0%. Over that time period, trends indicate a healthy growth of 2.3% up until 1983. This growth was followed by a loss of population (-0.3%) from 1983 to 1986 as a result of a downturn in the uranium and coal markets. 1986 still saw a negative growth rate of -0.2%, but 1987 and 1988 reveal a more positive rate of .6% respectively. A decrease from those years is shown for 1990 (-3%). Overall, the Region experienced a growth rate of 0.5% from 1980 to 1990.

From 1970 to 1990, the Region's population characteristics differ from Colorado's in several important aspects such as its urban population, population of incorporated places, and others.

Relative to Colorado's population, Region 10 continues to be significantly more rural and Caucasian. However it is clear that the non-white population in the Region has increased, although not as rapidly as for the State in general. The 1980 Census made a concerted attempt to count minorities. The increased percentages of non-whites reflect improved techniques as well as actual growth in numbers. It is interesting to note that, according to Census definition, the Region had become more rural in nature from 1970 – 1980, with a greater proportion of people living outside incorporated places. This is due primarily to growth in population in the nearby urban service areas surrounding Delta, Montrose, and Gunnison, rather than a growth in agricultural or other rural activities. From 1980 to 1990, the population in the Region continued to be primarily rural in nature.

1998 population estimates show that 48 percent (or 38,950 people) of the Region's total population (81,766 people) lives in the unincorporated areas of the Region

The proportion of residents in the Region 60 years and older (senior) changed slightly from 1970 to 1980 and was significantly greater than the State average and this trend continues into the 1990's. In 1998, the 60+ senior population total for Region 10 was estimated to be 14,568, or 18% of the Region's total population. The State of Colorado's 60+ population total was 535,424, or 13% of the total population.

Delta and Montrose County in particular, have very high concentrations of people 60 years and older, 45% and 41% respectively. Much of this is attributable to in-migration of 60+ residents choosing the area for retirement, but some is also due to the out-migration of the younger population due to the lack of employment and educational opportunities.

Increasing Medicare enrollments and decreasing school enrollments indicate the shift from a younger population base to an older one.

1990 school enrollments for the Region indicate a loss of 2% from 1980 enrollments. Several school districts such as Hinsdale County and the West End of Montrose County continue to experience declines due to lack of employment opportunities and an aging population. Enrollment data can be found in the statistical section of this document.

It is interesting to note that there is quite a variation in median age among the counties of the Region, i.e., Delta and Montrose as compared to San Miguel and Gunnison Counties. This discrepancy is due not only to out-migration for employment purposes, but also to the presence of a student population at Western State College in Gunnison and the youth-oriented cultures of the ski towns of Telluride and Crested Butte.

In past years, people have been attracted to the Region by its scenery, attractive climate, and casual lifestyle, and this trend continues. Often individuals continue to take significant reduction in personal income in order to enjoy living on the Western Slope. Many of the new residents are well-educated, urban refugees filling openings in government agencies, utility companies, and school systems, or retired people who have spent their careers in other parts of the country. The infrastructure of many of the communities of Region 10 is being stressed not only by the numbers of incoming people, but by the fact that many newcomers exhibit lifestyles and values which demand increased urban services as compared to the needs of long-time residents.

Income

Per capita income in Region 10 continues to be below the average for Colorado.

Per capita income in the Region, as measured by the Bureau of Economic Analysis, has ranged from 28% to 35% below Colorado per capita income since 1950. In 1979, the regional average was 32% below that of the State. In two counties, 1979 per capita income was severely below the State average: Hinsdale – 57% below and San Miguel – 50% below. In some of the Region's counties, per capita income has remained virtually static during the past years in spite of inflationary trends. Per capita income for the Region in 1990 was \$14,044, or 74% of the State's (\$18,810). In 1997, the Region's average per capita income was \$20,684, or 77% of the state average (\$27,015).

An indicator of personal income in the Region is the percentage of families classified as "below poverty level."

In 1970, more than 9% of the Region's families lived below poverty level. The State's overall percentage was 11.8%. In 1980, the estimate for the Region was 9.2% and the State's was 6.2%. 1990 saw the Region's rate at 11% and the State's, 8.6%, again a spread of approximately 2 percentage points.

A factor that continues to impact the ability of low-income families to meet ends is that living costs in Western Colorado are as high or higher than many of the State's metropolitan areas. Due to a relatively small market size with little opportunity for economies of scale, and expensive transportation costs into the Region, merchandise, particularly, consumer durables, are frequently more expensive than in major urban centers. Furthermore, rural families and people in outlying towns drive long distances to trade centers, increasing their real costs for goods and services. As the Region's population continues to grow and spread further from trade centers, the cost of housing, utilities, and public services also increase.

Particularly hard-pressed by inflation are the large numbers of people over 65 years old who are living on fixed incomes. Many of these people find it increasingly difficult to meet expenses for their basic needs.

Labor Force

In 1970, the Region's labor force numbered 17,743 with an annual average unemployment rate of 4.8% for Colorado as a whole. Between 1970 and 1980, the labor force grew 46% to a total of 25,963. 1980 Census data indicate the steady increase in labor force size and participation rates have occurred more quickly than new employment opportunities have developed.

The Region's unemployment rate annual averages during the 1970's ran between a low of 4.3% in 1973 to a high of 7.9% in 1975 and 1976. The Region average was consistently significantly higher than the State average, usually about 1.4 percentage points higher. In the '80's, the "bust" of the energy industry produced a skyrocketing unemployment rate of 11.4% in 1982, a rate 3.7% higher than the State's average. The Region's rate fell slightly to approximately 9.5% from 1983 – 1985, but again was the double-digit figure of 10% - 11% for 1986 – 1987. This rate has remained about 3% - 4% above the State's average since 1982.

In 1999, the total labor force of the Region was 41,300 with an unemployment rate of 4.7%, well above the statewide average of 2.9% unemployment. The 1990 unemployment rate was 6.4%. Over the past several years, the Region's unemployment rate has consistently run approximately 2 percentage points above the State average.

Within the Region in 1999, Montrose County had the highest unemployment rate (5.3%), followed by Gunnison County (4.8%), Delta County (4.5%), San Miguel County (4.2%), Ouray County (3.7%) and the lowest unemployment rate was in Hinsdale County (2.3%).

Viewed county by county, the Region has quite a variety of employment patterns. On a long-term basis, Gunnison and Hinsdale Counties exhibit the most stable full employment, whereas Delta and Montrose Counties show a consistently high level of unemployment. The figures for Ouray and San Miguel counties demonstrate that they are victims the seasonal and unpredictable nature of the tourist industry.

Labor force skill levels in the Region have been fairly high. Many new migrants to the area have college degrees and are qualified for skilled white-collar positions; many of these people are currently underemployed and would be available for management and professional positions, as opportunities become available. One problem noted by many employers and economic development groups are the lack of skilled workers in the industrial and manufacturing trades, such as welders.

More labor force information is also available in the Statistical Information section of the Region 10 CEDS.

Economic Sectors

Historically Region 10's economy has been based on extractive industries such as agriculture, timber, and mining. But in 1982, local, State, and Federal governments were the greatest contributors of earned personal income. Retail and wholesale trade provided the second largest amount, with mining and services tied for third place.

This pattern remained fairly constant from 1970 to 1980, with slow but steady gains made by finance, services, and transportation. Construction has also made gains, although in a more fluctuating manner. Mining held more or less constant, with sporadic fluctuation until the early 1980's.

Agriculture, on the other hand, during the 1970's experienced a steady and rather rapid decline in economic importance when compared with other sectors. In 1969, agriculture accounted for 16.1% of total earned personal income, whereas by 1978 this had dropped to 6.4% and about 5.1% in 1979.

As a source of total personal income in the Region, property income (dividends, interest, and rent) and transfer payments (Social Security, welfare, unemployment compensation, etc.) grew more rapidly than most sources of earned income in the 1970's and early 1980's. Property income grew from 16.4% in 1969 to 20.01% in 1978. Thus both of these categories provided a greater percentage of total income than any other category.

Compared to the United States' non-metropolitan counties, the Region had gotten a relatively high proportion of its income from agriculture, government, mining, property income, and transfer payments. The area received a relatively small percentage of its income from manufacturing and a "normal" percentage of income from construction, utilities, wholesale and retail trades, services, and finance, insurance and real estate.

In 1990, Farming and mining contributed minimally to total personal income (4.1% and 2.7%, respectively). During the same period, Manufacturing contributed a relatively small percent (3%) to the economy, but it, unlike agriculture and mining, has remained stable since 1975.

The greatest contributors to total personal income in 1990 in Region 10 were, in descending order, Dividends, Interest, and Rent Payments (22%); Transfer Payments (19.4%); Government (12.9%); Services (11.8%); and Retail Trade (7.8%).

According to the US Bureau of Economic Analysis, 1997 agriculture was only 2% of the Region's total personal income. Mining was 5% of the Region's Personal Income and construction was approximately 10%. The largest two categories, transfer payments and dividends, interest and rent combined contributed 45% of the Region's personal income.

Agriculture

It is clear that the economic importance of agriculture in the Region declined during the 1970's. The Region's percentage of Colorado's agricultural value produced declined and production expenses increased more rapidly than value of production. Between 1969 and 1974, the total agricultural value in Delta and Montrose Counties grew by 84%, compared to 65% for the Region as a whole, and 76% for Colorado. Between, 1974 and 1979, this pattern slowed significantly with only a 14% growth rate for Delta and Montrose, 14% for the Region, and 9% for the State. Compared to the period 1969-1974 when area farmers were doing fairly well, the years 1974-1979 were difficult and presented a net loss of value when adjusted for inflation and increased production costs.

Although agriculture remains an important sector of the economy, it is expected that its relative importance will continue to decline as other sectors such as tourism, recreational development, and retirement grow.

Delta and Montrose Counties grow virtually all the commercial field crops in the Region, except hay, due to the short growing season found in the other counties. In past years, sugar beets, dry beans, barley, onions, and corn have been the most valuable cash crops. At present, cash crops contributing the most to local economies include hay, corn, dry beans, and a variety of fruits and vegetables.

Sugar beets are attempting to make a comeback in Delta County due to a number of test plots planted through a cooperative effort of the CSU Extension and local growers. Sugar beets have not been grown in the area since the closing of the processing facility in Delta. Historically barely had been a major contributor to the economy, but basically stopped being grown when Coors withdrew from the area as a major purchaser in the mid-80's.

The agriculture community continues to look for opportunities to diversify its crops. In 1984, growers in Montrose and Delta Counties began growing vegetables for commercial markets. New crops included broccoli, sweet corn, lettuce, onions, and other vegetables. Currently sweet corn, onions, and pinto beans are the most commonly grown in the area.

Agriculture processing is another attempt by local growers to enhance the products grown in the area. Value added agricultural products recently have been an attempt to diversify the local agricultural economy and improve the financial status of local growers. Agriculture feasibility studies have also been completed on such industries as sheep milk cheese processing; controlled atmosphere of fresh fruit; garlic production; bulk onion packaging; and poultry production, a shared processing facility, and an agricultural value-added incubator facility in San Miguel County.

Many varieties of commercial fruit such as apples, peaches, pears, apricots, cherries, and raspberries are grown in Delta and Montrose Counties. The potential for increasing production per acre in the future is great, particularly in the case of apples. In reality, though, the market has actually caused growers to refrain from replacing old trees with new or expanding orchard acreage, and has forced some to sell agricultural land off for other uses such as residential or commercial development.

Ranching is the leading agricultural pursuit in Gunnison, Hinsdale, Ouray, and San Miguel Counties and is important in Delta and Montrose as well. From 1969 to 1974, agriculture expenses in the four counties where ranching was dominant grew by 27% while production value increased less than 11%; many ranchers lost money. In 1982, production expenses for the Region grew by 52% over the 1978 level and value increased by 32%. Net farm income, therefore, saw a modest increase of 7% over that period of time.

Inventories of animals show that the number of cattle and calves being raised in the Region has dropped, while the State total has increased slightly. There was strong growth between 1975 and 1979 in the number of hogs and pigs being raised (72%), compared to a 48% increase statewide. 1985 figures reveal an increase of stock sheep in the Region by 3.5%. Statewide, stock sheep decreased by 27%. The number of stock sheep in the Region has declined significantly since 1970 with a 12% decline between 1975 and 1980. This compares with a 7% decline statewide. In 1985, the Region and the State both saw a 48% decrease in the number of hogs and pigs.

Also, exotic livestock ranching including elk, ostrich, emu, buffalo, and llama became popular in the late 1980's and early 1990's. A down turn in most of these markets caused a number of the exotic ranching operations to fail, however due to a number of value added products and successful marketing, elk ranching has been extremely successful in the Region.

Of total personal income in 1990, farm income contributed approximately 4%, and Agriculture Services contributed 1.8% to earnings in the Region. In 1997 those figures decreased to just 2%.

Please see the statistics section for the most recent information on from the 1997 Census of Agriculture.

Mining

During the 1970's, mineral wealth played an important role in the Region's economy, and constituted about 13% of the Region's earned income in 1981. Employment in mining tended to be erratic as mineral prices fluctuated and the industry expanded and contracted. Uranium Mining during the mid-1980's took a major downturn with the glut in the international uranium market and has never recovered. Uranium mill tailings clean-up activities in Naturita and Gunnison through the UMTRA program did employ ex-miners, but those activities are now completed. Jobs in this sector have greatly fluctuated, but should

increase slightly due to the approval of two Northfork coals mines to expand and increase production.

Energy and mineral developments affecting region 10 can be broken down into three categories; base and precious metals, coal production, and the production of oil and gas.

There is currently no oil and gas production within Region 10.

Base and precious metal production is almost non-existent. The Grizzly Bear mine in Ouray County continues sporadic mining activities, but is currently closed. No other major operations currently exist.

Some limestone quarrying continues in San Miguel County to supply the Coal Fluidized Bed Plant in Nucla owned now by Tri-State Transmission and Generation Company. New Horizon mine in Nucla supplies coal to the plant.

In the spring of 2000, a survey of the Region's operating coalmines revealed the following employment figures and projections:

County/Mine	Current Employees	Projected Employees (2003)
Delta		
Bowie Resources	157	168
Gunnison		
Mountain Coal	285	359
Oxbow Mining	215	215
Montrose		
New Horizons	40	40
Region's Total	697	782

There is no coal mining activity underway in Hinsdale, San Miguel, or Ouray Counties at this time.

Like agriculture, mining has historically been a major component to the Region's economy, but communities are realizing the volatility of the market and continue to look to other opportunities to diversify their economies. As with agriculture, further local processing of mineral products would increase the economic benefits of mining to the economy.

Government

Local, State and Federal governments have historically been the largest employers in Region 10, but this changed midway through the 1990's as the Region's economy shifted to a service base and the push for less government. In 1998, the government sector was the third largest employer behind the retail and service sectors.

The large contribution of government is easily accounted for when it is realized that 71% of the Region's land belongs to Federal agencies such as the U.S. Forest Service, the Bureau of Land Management, and the National Park Service. Western State College in Gunnison provides a large payroll as do all school districts in the Region.

The advantages of all these government jobs to the local economy are steady employment and relatively high pay scales. Government payroll represents outside money coming into and circulating through the local economy just as if a product had been exported.

On the negative side, however, there is very little local people can do to alter the level of state and federal spending in their communities or determine where or how the money is spent. A significant portion of the government sector in the local economy is subject to somewhat unpredictable fluctuations in appropriations by state and national legislatures, leaving communities highly vulnerable to government budget reductions. And, in recent years, reductions in employee numbers at federal and state district offices have occurred. In addition, consolidation of these same offices into regions around the state and country has forced the closure and/or relocation of some facilities out of the Region.

Services

Services accounted for about 13% of the Region's earned income in 1982, up from about 9% in 1969. The Services sector in Region 10 has remained relatively stable since 1982, hovering between the 1982 figure of 13% and the 1990 figure of 11.8%. The figure jumped to 13.3% of the Region's total income in 1996.

The two largest employment fields in the Services sector are lodging and health services. Business services and nursing/personal care facilities also provide a large portion of employment in the Services sector. Tourism continues to account for the demand for lodging services in the Region and has constituted a major segment of Service employment for many years.

As population increases, opportunities for Service sector employment should grow correspondingly. And, as the population ages, we may continue to see strong growth in the health services sector. The Region clearly should provide considerably more employment opportunities in service fields in future years.

Wholesale and Retail Trade

Over the years 1969-1978, the share of earned income produced by these sectors remained fairly constant, averaging over 10%. As the population grew and market size increased, opportunities in wholesaling and retailing continued to grow, keeping a larger percentage of local income in the local economy. From 1972 to 1976, total personal income increased 67% while retail sales increased nearly 75%.

From 1979 to 1990, these combined sectors have remained at approximately 9% of total personal income. Due to disclosure reasons in the wholesale trade sector, more current figures are unavailable. Retail in 1996 contributed approximately 9% of the Region's total personal income.

Retail trade is not only an important source of employment and income in the Region as a whole, but is the primary economic function of some of the Region's smaller communities which serve as trade centers for surrounding rural areas. The larger trade centers, Delta, Gunnison, and Montrose, serve as major sources of consumer durable - furniture, appliances, automobiles - for the entire Region, and account for more retail sales than would be expected based on the income in their respective counties. This means that a sizable percentage of the income in Hinsdale, Ouray, and San Miguel Counties "leaks out" to the other areas. In a similar manner, many residents of the Region frequently purchase items from Grand Junction and other locations outside the Region. Recently, more discount department and chain grocery stores such as Super Wal-Mart, Country General, and Safeway have been locating in the Region. This will keep shoppers within the Region, as competition drives prices to more reasonable levels.

Manufacturing

The manufacturing sector in region 10 began to see gradual growth in 1983. As of 1996 it contributed approximately 3.6% to the Region's total personal income and remains a small part of the economy. Most manufacturing is devoted to processing locally produced raw materials: food processing, metal milling, and lumber milling. During the 1990's manufacturing had been recruited for relocation to the area that are not dependent on local products, such as General Industrial Diamond (industrial grinding wheels); TEI (mining equipment) Galiso (hydrostatic test equipment and cryogenic services); and Hauck Engineering/Ross Reels (fishing reels). Many have relocated to the area, not because of raw product, but for quality of life concerns.

Most non-raw materials processing industries are faced with several problems that limit the attractiveness of the Region to manufacturers, a major issue usually raised is the high cost transportation of goods and products to markets. Primary attractions to the Region are quality of life, business growth potential, relatively low labor costs, community attitudes toward business, and the pleasant rural environment. A positive step towards enhancing the manufacturing sector of the Region's economy is its designation in 1986 as a State of Colorado Rural Enterprise Zone. This designation, established under the Colorado Urban and Rural Enterprise Zone Act, provides incentives for private enterprise to expand and for new businesses to locate in Region 10.

Construction

Construction trades grew from 4.8% of the Region's income in 1969 to a peak of 9.3% in 1977. From 1977 to 1981, construction declined slightly in importance, primarily because of the completion of several large Federal water projects. After 1981, the construction industry continued to decrease until 1983 when it experienced an upswing, as of 1986, construction contributed approximately 6.3% of total personal income as indicated by the graph in the Statistical Section

of the report. Construction activity in the Region tends to fluctuate with energy development and population growth and, as of 1990, its contribution to total personal income was 3.1%.

During the 1990's the construction sector was one of the fastest growing in all areas of the Region due to the population growth and business development. In 1996, the construction sector was 7.6% of the Region's total personal income. According to figures from BEA ES202 data from 1998, construction was one of the highest paying sectors and fastest growing sectors of the Region's economy in the late 1990's.

More information is available in the Statistical Section of the CEDS.

Transportation, Utilities and Communications

This sector grew most rapidly in the Region, in terms of its contribution to local income, increasing from 5% of earned income in 1969 to almost 10% in 1979. In 1990, the percentage of total personal income supplied by this sector was 4.6%. In 1996, this sector contributed to 4% of the Region's total personal income.

Finance, Insurance and Real Estate

This economic sector serves a local market and, although providing vital services, makes only a small contribution to employment and income (note graph in statistical section of this document). As the Region's population increases, this sector is bound to grow, and a large percentage of these services, which were imported, will be found within the Region. The growth of this sector has been slow and steady, gaining about .3% of the Region's total earned income each year up until 1982. In 1996 this sector provided 4.1% of the Region's personal income.

Dividends, Interest and Rent

Although this sector is not a traditional one, it is important to point out its expanding role in total personal income as other sectors dry up. The steadily upward trend of this sector indicates its replacement of other declining sources such as agriculture and mining. At 17% in 1975, this sector provided 22% of total personal income in 1990. In 1996 this sector provided 24.4% of the Region's total personal income. The rise in this sector is expected to continue.

Tourism

During the last decade, tourism as an economic resource has been given increased attention in Colorado and in Region 10. Although it is not a traditional economic sector or commodity, tourism is an "export" in that income earned locally through tourism comes from outside the immediate area just as if a product had been exported.

Today a larger number of communities in Region 10 are actively pursuing the promotion of tourism. In some cases chambers of commerce have taken on this task, while in other areas, resort associations, tourism councils, or convention and visitor bureaus have developed. Some promotional programs - for example those in the Crested Butte and Telluride areas - involve significant investments designed to market to the out-of-state visitor. Other communities - like Montrose - support a more modest program aimed primarily at attracting visitors from Colorado's highly populated Front Range.

In March 1988, the State of Colorado created 6 travel regions to facilitate the promotion of tourism in distinct areas of the State. Region 10 makes up approximately 1/2 of the Southwest Colorado Travel Region. The program is based on wide distribution of promotional materials and advertisements including a media relations campaign and programs designed to lengthen the stay of visitors. This promotional program has been very effective; Southwest Colorado scored a 5% to 10% gain in tourism during summer 1989, when Colorado as a whole stayed flat.

During the late 1980's and early 1990's Colorado was one of the top destinations in the Nation, constantly ranking in the top 10 and often the top 5 states visited nationally. In 1993, the State of Colorado passed a referendum that abolished the state funding for tourism. Feeling the affects of no state tourism promotion funding, in 1997 the State of Colorado's visitation dropped to 19th nationally and had the second lowest tourism promotion budget of the 50 states.

In a report prepared by the Colorado Tourism Board and the Colorado Travel and Tourism Authority in 1999, they cited the direct benefits of tourism with the following: total spending of 7.1 billion, a payroll of \$1.5 billion, over 112,000 jobs, and tax receipts totaling nearly \$400 million.

The economies of nearly every county in the Region are dependent on tourism, but specifically Hinsdale, Ouray, and San Miguel. Gunnison County and to a lesser degree Delta and Montrose Counties, are also strongly affected by the tourism industry, although they are more diversified than the other three counties.

Generally, two major problems arise from tourist-based economies in the Region: seasonality and low wages for tourism-related employees.

The problem of seasonality has been tackled by several communities in the area -- both Telluride and the Crested Butte area have enjoyed success in increasing summer business through the offering of special events and festivals. Telluride has achieved a nearly equal balance between summer and winter business and Crested Butte has made progress in this direction. On the other hand, some communities continue to suffer from this difficulty - notably Ouray and Lake City which remain heavily oriented to the summer season with little winter activity. This lack of year-round business makes it difficult for both business owners and employees to "make it" on a sustained basis, and also makes it hard for local governments to sustain the infrastructure required to host large numbers of visitors during a single short season.

Traditionally, relatively low wages have been paid for tourism-related service jobs. Low pay is developing into a serious problem in resort areas throughout Colorado and Region 10. As property values increase, it is becoming increasingly difficult for workers to afford to live in places like Telluride or Crested Butte.

Needless to say at some point the charm of living in a high mountain town full of recreational opportunities begins to fade away, particularly when several jobs must be held just to make ends meet.

Accurately documenting the effects of tourism on the regional economy is difficult: statistics normally available do not allow the separation of tourist spending from non-tourist spending. Good information can only be developed by conducting "spending" and "length of stay" surveys on visitors and combining these results with estimates of visitation gained through highway and admission counts. The State Demography Section has recently started an economic development model that will break out the impact of tourism in the local and state economies. The Regional Economic Design Project or REDP is listed in the Statistical Section of this document and shows some of the direct impact from tourism and other the impacts of other sectors on each economy.

Tourism in Region 10 will continue to gain importance as an industry. Additional attention will be paid to actualizing the potential through expanded marketing and the development of more facilities for tourists. More cooperation between towns, counties, and regions will assist in achieving goals that are attainable only through joint effort.

Financial Profile

Between 1980 and 1990, commercial bank assets for the Region grew by 75%. The ratio of loans to deposits in the Region grew from 67.0 to 73.8. Total deposits within Region 10 increased 20% from 1985 - 1991.

In the 1990's, consolidation was a major trend and turned many local financial institutions into branches of national or regional chains. Due to this consolidation, collecting information on deposits and assets on the Region's banks is practically impossible. According to the Federal Reserve Bank of Kansas City, Missouri, information is now only available on "local" banks that are head quartered in the Region. The most recent information available from the Federal Reserve is that, as of 1998, there were 11 banks that have their headquarters in the Region, down from 12 in 1997. In 1998 total assets were \$461.2 million, total deposits were \$403.0 million, and total loans were \$290.2 million.

In addition to the banks, the Region has financing for new or expanding industry through the Region 10 Revolving Loan Fund. Originally started in 1984, Region 10 administers five different loan programs that can assist small businesses, agricultural producers and processors and industry with a manufactured product. Some of the loan programs involve participation with a financial institution, while other programs can be on a direct basis between Region 10 and the business. Region 10 requires a

business plan as part of the loan application process. There are different guidelines and requirements for each of the loan funds. All loans are subject to the availability of funds at the time of the request.

The Region 10 Revolving Loan Funds for Business Loans funds include:

- Small Business Administration Microloan
- Operation Enterprise Microloan
- Community Development Block Grant
- Recycled Dollars
- Energy Efficiency

A special loan fund called the Community Development Revolving Loan Fund was established to provide low interest loans to governments and non-profit organizations providing assistance to projects with a clear community purpose.

Other sources of lendable dollars available are the Small Business Administration (SBA), Colorado Housing Finance Administration (CHFA), US Rural Development, and the Colorado Office of Economic Development.

Another program to assist economic development in the Region is the Region 10 Enterprise Zone. The Region 10 Rural Enterprise Zone boundaries were redefined in 1997. The current boundaries are as follows:

Delta County:	All incorporated and unincorporated areas
Gunnison County:	City of Gunnison and unincorporated areas
Hinsdale County:	All incorporated and unincorporated areas
Montrose County:	All incorporated and unincorporated areas
Ouray County:	All incorporated and unincorporated areas
San Miguel County:	Town of Norwood and the unincorporated areas

At present, the benefits of the Region 10 Enterprise Zone are as follows:

- Three-percent State investment tax credit.
- \$500 job tax credit or refund.
- Double job tax credit or refund for agricultural processing.
- \$200 job tax credit for employee health insurance.
- Exemption from State sales tax and use tax for manufacturing equipment.
- 25% tax credit to rehabilitate vacant building at least 20 years old.
- 25% tax credit for private contributions to Enterprise Zone projects up to \$100,000.
- 10% tax credit for job training.
- Research and Development Tax Credits
- Local government tax incentives on local sales tax and local property tax.

Public financing capability in the Region depends on the assessed valuation and net taxable retail sales in the various counties and municipalities.

The smaller communities in Region 10 have very little capability of raising money, whether through direct property taxation, general obligation or revenue bonds, or increased sales tax. Their population and sales bases are too small to raise the amount of money require for community development projects at today's costs. Raising "front end" money to finance improvements needed to accommodate future growth is nearly impossible for small towns.

The passage of Amendment 1, also known as the Tabor Amendment, in 1992 strictly limits local governments' ability to raise revenues beyond certain growth indicators including inflation, population, school enrollment, etc. Although some communities have locally rescinded the Tabor Amendment, this legislation's impact continues to limit government's growth and causes communities to struggle to provide basic services and maintain facilities.

Inter-Regional Opportunities

The Region's economy is heavily dependent on trends in other areas. The export of energy resources, agricultural products, and tourism are all tied to developments outside the Region that generally cannot be locally influenced. Having a small population in a remote location, the Region has to import virtually all its consumer goods and most of the resources (machinery, chemicals, tools, etc.) used in its basic industries. This dependency on outside areas causes a lot of money to leak out of the local economy to Grand Junction, Denver and beyond.

The greatest economic opportunity through inter-regional cooperation has been through working with the Region 9 EDD on a number of projects including transportation planning, telecommunications planning, and tourism and film industry marketing. Region 10 has also worked with Mesa County on the State of Colorado's Smart Growth and Development Planning in the mid to late 1990s.

Region 10 also well represented on the CLUB 20 Board of Directors and the various Club 20 committees including transportation, economic development, agriculture, public lands and water.

A representative of Region 10 also is a member of a west slope economic development panel that was developed by the Western Slope Business Development Representative of the State of Colorado Office of Economic Development (OED). On this panel economic development practitioners share information and coordinate economic development activities. OED also provides the Region's economic development organizations and communities seeking economic diversification with leads and prospects interested in locating to the Region 10 area.

As mentioned before, another effort to promote a true regional concept has come about through the rural enterprise zones of Colorado. A cooperative marketing pool has been established to promote economic development through events and advertising of the Region.

Infrastructure

Water Supply

Region 10, like other semi-arid portions of the West, must fight a continual struggle for adequate water supply. Water is in demand for agricultural, industrial, recreational, and domestic use. As the Region grows, competition for water among users is bound to increase. In addition, population growth on the Front Range of Colorado has placed demands on the Region's water supply as diversion projects are developed, particularly along the upper Gunnison Basin.

The Region's farms and ranches are irrigated by a number of systems, some privately and some publicly constructed. There have been no significant new irrigation projects constructed within the last 20 years. The Dallas Dam, which created the Ridgway Reservoir, was completed in 1986; the reservoir is now in full operation.

Several small, private irrigation dams and reservoirs are in need of rehabilitation and the agricultural users are the responsible parties to which that financial burden will fall.

At present, industrial water use in the Region is slight. Possible expansion of water use for mineral processing, electrical generation, or other industry would, however, put industry into direct competition with agriculture and/or recreation in some parts of the Region. Based on the value of their products, most industries would be able to pay more for water than agricultural users.

The provision of water varies greatly among communities in the Region. Water users in the Uncompahgre Valley from Montrose to Delta have joined together in the Project Seven Water Authority to purchase, treat, and distribute domestic water over a large area. Throughout the Region most of the smaller communities currently own enough water rights to supply their residents, although quality and sometimes quantity is questionable in dry years. Many of these water systems simply do not have adequate treatment capacity to support an increase in use, although in recent years many communities have started to improve both their treatment systems and delivery infrastructure.

Wastewater Treatment

Wastewater treatment continues to need upgrading in several communities where systems are beyond capacity for a variety of reasons including population overload and severe infiltration problems. Most areas of the Region are experiencing residential development in the unincorporated areas. Often soil condition, high water tables, and/or lot size make properly operating septic systems impossible. A multitude of small lagoons or other types of treatment plants are also undesirable solutions because these plants have a high potential for improper operation. Some counties have not developed sufficient land use codes to avoid these problems, and are thus caught in a difficult situation brought on by development pressure, combined with reduced federal funding to plan and construct larger regional wastewater treatment facilities. Sewage

from septic systems also poses a problem for the region as fewer locations accept it and more regulations are applied to its disposal.

Non-point sources of water pollution range from agricultural and abandoned mine run-off to problems with septic tank systems.

Sanitary Landfills and Recycling

There are currently 4 sanitary landfills located within Region 10. With the advent of new municipal landfill regulations through Sub-Title D, RCRA, under the Environmental Protection Agency, the Region's communities were forced to explore new avenues of cooperation. Gunnison County receives Hinsdale County's refuse at the Gunnison County landfill. Montrose County is currently accepts refuse from Ouray and San Miguel Counties. Delta County operates the Adobe Buttes Landfill for it's own residents waste. There is also a privately owned landfill, Broad Canyon Landfill, in the West End of Montrose County. All have solid waste management plans.

Recycling in the region continues to change as more people participate and make it a viable option for waste diversion. The Montrose Recycling Center operated by Waste Management (WM), serves as a regional collection center for the Delta, Montrose, Ouray, and San Miguel County. Recyclables collected at the Montrose Center are trucked to WM's material recovery facility in Grand Junction; a new facility built in the spring of 2000.

Delta County also operates a mobile recycling collection center that travels to each community once or twice a month. Also located in the Cities of Delta and Montrose are newspaper collection bins, which are operated by Waste Management. Gunnison County operates a countywide recycling program. Hinsdale County offers a drop-off site for recyclables, which are then delivered to the Gunnison Recycling Center.

Housing

Census data collected in April of any given year present a distorted view of Region 10 - particularly of Ouray, San Miguel, Hinsdale, and Gunnison Counties - due to the seasonal nature of some of their communities, mainly Crested Butte, Mt. Crested Butte, Lake City, Ouray, and Telluride. Sampling in the Spring results in a high vacancy rate as compared to sampling conducted in December through March for Crested Butte, Mt. Crested Butte, and Telluride, or June through September for Ouray and Lake City.

The 1970 Census showed that a significant proportion of the Region's housing was older than the Colorado average and the median value of housing was less than 60% of the Colorado average. There was also a distinct lack of rental units available: about 26% of the total number of housing units in the Region were rentals as compared to 37% for the State.

The 1980 Census revealed that the housing situation in the Region had improved since 1970. The total number of housing units grew by 53.8%, while the population increased by only 37.6%. As a result, the ratio of population to housing units improved from 2.47:1 to 2.20:1.

The 1990 Census shows that the total number of housing units grew by 18.5% since 1980, while the population grew by 10%; a slower rate of growth than was experienced between 1970 and 1980. Thus, the ratio of population to units improved to 1.87:1.

Housing is one of the greatest needs to many of the communities in Region. The desirability of the Region as a residence coupled with the increased disposable incomes of many of the Region's newest residents have driven home prices sky-high and out of the reach of many working families.

Housing information is also available in the Statistical Section of the CEDS.

Hospitals and Clinics

Medical facilities in Region 10 are concentrated in Delta, Montrose, and Gunnison. All of these facilities are expanding and many related businesses such as assisted living, specialized care/medical facilities, etc. have started-up near by. Besides offering increased health care in the Region, they provide a growing source of employment and allow local residents to be treated near their homes rather than in Grand Junction. Delta and Montrose Counties are also well supplied with long-term care facilities.

Only emergency services and small outpatient clinics are available in Hinsdale, Ouray, San Miguel Counties and western Montrose County. These counties and other outlying parts of the Region, such as western Montrose County, depend heavily on volunteer ambulance crews and emergency medical technicians. Operating expenses for these limited services and many are currently in jeopardy of closing their doors. Communities find it difficult to raise the needed funds to maintain the facilities and staff. In the larger communities there appears to be an adequate number of physicians, as well as other health professionals such as dentists and chiropractors.

Mental health service is provided by the Center for Mental Health and Community Options through outpatient and residential care facilities. Many private mental health practitioners are also located throughout the Region.

Telecommunications

A major concern during the last few years has been the lack of adequate bandwidth or high-speed telecommunications infrastructure throughout the Region. Delta and Montrose have access to frame-relay services that are back-hauled from Denver. High-speed data lines such as T1s are very expensive and cost-prohibitive to small businesses; they are also very difficult to get installed, as there is a waiting list from US West. High-speed telecommunications are necessary now for business attraction and economic development. Many jobs have been lost in the Region due to the lack of high-speed telecommunications.

In 1999 the State of Colorado appropriated approximately \$5.0 million dollars to look into helping rural areas improve their telecommunications. This money was split between a number of projects from around the state, including projects in Region 9 (Durango) and Region 8 (San Luis Valley). A second round of planning grants were awarded in the spring of 2000 and San Miguel County partnering with western Montrose County was awarded a planning grant to develop a telecommunications development plan.

Industrial Parks and Plant Sites

Several communities in the Region have developed parks and sites suitable for location of new industrial plants (see Inventory in Statistical Section). Industrial sites are generally undeveloped, and the adequacy of utilities, buildings and other facilities at these sites varies greatly.

Education

In most areas of the Region, average daily membership (a computed figure taking into account various factors) declined during the period 1976-1979. Ouray and Telluride experienced the strongest declines - 19% and 11% respectively. From 1979 - 1989, more declines occurred, with the Norwood and West End Districts declining from 11% to 50.5% respectively. The majority of the loss in student population is probably due to the "bust" in the uranium industry. Pupil/teacher ratios improved in all school districts, from 1976 to 1979, although the ration remained above the State average in Delta and Montrose (see statistics in rear of document). As of the 1989 -1990 school year, all Region 10 districts' pupil-teacher ratios increased, as did the State as a whole.

Post-high school vocational training is provided by the Delta Montrose Area Vocational-Technical Center, opened in 1976. This facility provides residents with training in construction, mechanics, office skills, nursing, and other fields. The Vo-Tech also sponsors the local office of the Small Business Development Center, which offers business courses and counseling to small businesses located in Region 10's six counties.

Higher education in the Region is provided at Western State College in Gunnison, with about 2,260 students. Originally a teachers' college, Western State now offers degrees in liberal arts. College credit and non-credit courses are regularly offered in several communities through Mesa State - Montrose, a satellite campus for Mesa State College located in Grand Junction.

Also available to serve the Region are Mesa State College in Grand Junction and Fort Lewis College in Durango. Colorado State University and the University of Colorado also offer various classes over the Internet and some master's programs offered in association with Mesa State College and Fort Lewis College.

Energy Supply

Most electricity consumed is wholesaled to the three local associations, Delta-Montrose Electrical Association, Gunnison County Electric Association, Inc., San Miguel Power Association, Inc. by Tri-State Transmission & Generation Company.

In 1987, construction was completed on the world's first utility-scale application of a clean-coal technology called "circulating fluidized-bed" (CFB) combustion. The process is called "fluidized" because fuel and limestone are supported on a strong, upward flow of air. Under these conditions, solids behave like fluids. The Nucla Station is owned and operated by Tri-State Generation and Transmission Company.

Natural gas service is available throughout the Region except in Hinsdale and Ouray Counties.

Other Facilities and Services

Fire protection in the Region is provided by volunteer fire departments, with a minimum of paid staff. The smaller fire districts, which frequently cover large geographical areas, are generally in need of considerable upgrading in terms of equipment and buildings. Efforts are also needed to improve fire district organization, training, and financing. Improvement of fire protection should have a direct economic benefit by reducing fire insurance rates and reducing losses of uninsured buildings.

Cultural and recreational facilities have greatly improved over the last decade as more urban refugees escape to the Region. Many communities have parks and recreation plans and trail development master plans. The Federal Lands Agencies have Travel Management Plans.

Cultural events range from concerts, special events, and historical museums found in many of the Region's communities. The mountain resort communities have promoted top quality cultural events in art, music, and film to attract visitors, and expansion of these activities would benefit both business and local residents.

VI. EVALUATION

The following is a look at potentials and constraints for development. These issues were identified through a public input process that involved many counties, communities, and residents of the Region. These issues allow the Region to analyze strengths and weakness and identify opportunities and threats, then set priorities for economic development and community development.

Strengths

- **Public Lands** – The entire Region is over 70% public lands, with counties like Hinsdale composed of over 95% public lands. These public lands range from high and rugged mountains, to scenic plateaus, to adobe badlands and to dense forests. All of these areas offer a multitude of recreational opportunities including hiking, biking, horseback riding, wildlife viewing, jeeping, hunting, and fishing. The public lands are a major attraction and draw many visitors and residents to the Region.
- **Tourism and Recreation** – The Region's unspoiled environment, sunny climate and spectacular scenery combine to create potential for businesses and individuals catering to the tourists, visitors, and recreation enthusiasts. Current major attractions in the Region include the Black Canyon of the Gunnison National Park, The Telluride Ski Resort, The Crested Butte Mountain Resort Ski Area, numerous festivals, and public lands and waterways.
- **Educated Labor Force** – The Region as a whole has a very educated labor force, especially since the major in-migration of the 1990's. Many of the new residents are qualified for skilled technical and professional positions, but these types of employment opportunities are limited. Therefore many well-educated individuals are forced to accept lower-paying jobs if they choose to participate in the workforce.
- **Agricultural Heritage** – Along with mining, the Region was founded on the agricultural pursuits of farming and ranching. Agriculture provides many of the open spaces that people find so appealing and often causes them to move here.
- **Educational Facilities and Programs** – The Region is fortunate enough to have Western State College in Gunnison, the Delta-Montrose Vocational Learning Center, and the Mesa State College at Montrose. All of these institutions offer excellent educational opportunities for the Region's residents. There are also a number of educational programs given by various organizations throughout the Region, including the Small Business Development Center located at the Delta-Montrose Vo-Tech who provides small business training and business planning.
- **Intergovernmental Cooperation** – The Region's local governments have long had a history of cooperation. By pooling financial and human resources, the Region has become more effective at competing with other areas of the state and nation.

- Environmental Quality and Scenic Beauty – The Region is known for its brilliant sunshine, low humidity, and relatively moderate climate. Lower elevations have warm summers and mild winters where the snow rarely lasts more than a few days. In the mountain communities, summers are cooler and winters bring snow and cold. The semi-arid climate is a perfect backdrop for many activities and the climate variations allow residents and visitors the opportunities to select and enjoy the climate of their choice.

Weaknesses

- Infrastructure - Basic public services including water, sewer, fire protection, health care, schools, and recreational facilities, were generally neglected over the years of slow or no-growth in the Region. Although most communities have now begun addressing the issues with much success, there are still areas in the region the face an enormous burden of costly improvements to infrastructure and service provision.
- Telecommunications – The rural nature of the Region continues to be prohibitive to a company providing high-bandwidth telecommunications services to the Region. Although the State of Colorado has allocated funds to assist communities in telecommunications planning, it is difficult to entice a company to provide costly services or a community to invest in a local network without knowing the return in investment. The lack of high-speed, high-bandwidth, telecommunication services in the Region is a major economic development issue.
- Business Financing – Although the Region 10 Revolving Loan Fund's programs have assisted many individuals and companies receive financing, there are still financial barriers to major economic development projects. Issues include lack of venture capital, increasing regulatory control by state and federal governments, and to a lesser degree non-personal lending policies written by corporate headquarters, not local lenders.
- Surface and Air Transportation – The Region's remote location and long distance from major markets and sources of supplies is a major constraint aggravated by inadequacies in the surface transportation system. Slow narrow highways that travel around mountains and canyons create unusually high operating costs for carriers. Air and rail transportation often face low passenger and freight volumes and are therefore often times cost prohibitive. Improvements on Highway 50 may alleviated some of the issues for transporting goods out of the Region, but major improvements including surface treatment and safety as well as continued development of bike lanes and pedestrian routes need to occur.
- Housing Costs – Over the 1990's many of the Region's communities experienced tremendous growth in population and along with that growth an affordable housing shortage has occurred. Currently there are still some areas of affordability – specifically the Delta and Montrose areas, but even prices in those areas are growing out of the "affordable" range. Housing prices in the Region are frequently above the \$200,000 mark or higher. An affordable housing shortage in San Miguel,

Gunnison, Hinsdale, and Ouray Counties is a major constraint to economic development in those areas. Jobs cannot be developed unless there is somewhere the workers can be housed.

- Lack of Skilled Labor Force - Although the Region does have a very well educated population, it lacks a skilled labor force for the manufacturing jobs that often help to provide diversification of an economy and bring outside dollars into a community.
- Lack of Diversified Economies & Low Wage Jobs - The Region has been historically based in extractive industries such as agriculture, forestry, and mining. Over the last decade many of the communities have turned to tourism and service sector industries. Tourism is subject to seasonality and, as with the service sector, provides primarily low-wage jobs.
- Public Lands - This issue is seen as both a strength and a weakness. It is seen as a weakness due to the lack of local governmental control over these lands and the loss of revenue in property taxes, etc. Although many of the Region's governments receive PILT (payments in lieu of taxes), these payments are not enough to offset revenue losses.

Opportunities

- Active Economic Development Organizations – The Region currently has three active economic development organizations; the Montrose Economic Development Council (MEDC), Delta Area Development Inc. (DADI), and the newly formed Gunnison Valley Economic Development Council (GVEDC). Along with these three organizations many chambers and communities groups in other areas are involved with economic development activities. Region 10 acts as a coordinator for economic development and assists with technical assistance and financial assistance through the Revolving Loan Funds.
- Under Employed Workforce – As stated earlier, the Region 10 workforce is generally very well educated, but not employed to their full potential due to the lack of well paying professional jobs in the Region. The development of such jobs would be an easy fit for the Region.
- Recreational Related Businesses – The Region is home to world class ski resorts, numerous 14,000-foot mountains and rugged backcountry, National and State parks, public lands, and known for its scenic beauty. Tourism is a driving force in the economy and the development of businesses that can take advantage of the recreational opportunities in the Region and the visitors to the Region would be a great opportunity.

- Tourism Development – As noted above, the Region is a year-round tourism and visitor destination. Continued marketing of the Region through chambers of commerce, visitor's and convention bureaus, the Southwest Colorado Travel Region, and resort associations needs to happen. Expansion of these marketing efforts, in coordination with the State of Colorado, nationally and internationally may provide continued success and expand the tourism potential of the Region.
- Historic Preservation & Heritage Tourism – The Region has four communities that are designated as historic districts; Telluride, Lake City, Crested Butte, and Ouray. Along with these communities, historical societies, living history museums, etc. are found throughout the Region and are draw for people seeking insights into the history of the Region and its communities.
- Public Lands – Currently many events take place on public lands that bring outside money into the local economies; hunting, fishing, recreationalists including off-road vehicle enthusiasts, mountain bikers, hikers, etc. are a possible segment of the economy that may prove to be more of an business opportunity in the future.
- Value Added Agriculture – A partnership between the Montrose Economic Development Council and Delta Area Development Inc. has put human and fiscal resources into the development of an agricultural development program that focuses on sustaining agriculture in the area through the development of new crops and value added agricultural products and marketing of the Region's agricultural products. Many front range restaurants and restaurants across the US are now using elk and other products grown in the area. Elk antler velvet is also sought after in Asia.
- Telecommunications & Business Development – Once the Region is successful in improving and developing high-speed telecommunications, it may possibly be a major draw for the non location-dependent industries, such as the high-paying, high-tech industry. The motto, "work where you play" can be a reality in Region 10, where telecommunications and commercial air service could provide easy access to a global marketplace.

Threats

- Water – Although present water supplies are more than adequate to meet the needs of the expanding economy and population, continued threats of future slope diversions from the Region's watersheds pose serious conflicts.

The absolute quantity of water available in the Region for all purposes, agriculture, domestic use, industry, recreation, may be a constraint on development in the foreseeable future. Water rights, storage facilities, and distribution systems currently satisfy the needs of all water users in most drainage basins. However, as the demand for water in other areas of the state and downstream in major metropolitan areas, the debate among competing water users will escalate.

- State Mandated Planning – Most communities in the Region are actively involved in land-use planning for their municipalities and counties, however, most have limited staff or pay a consultant and have little or no fiscal resources to plan. Mandated planning without financial assistance would bankrupt many small communities and would impose front-range restrictions and values on small western-slope communities.
- Governmental Constraints – The passage of Amendment 1, known as the Tax-Payers Bill Of Rights or TABOR, severely limits a local government’s ability to raise revenues beyond certain growth indicators including inflation, population, school enrollment, etc. Although some communities and counties have been able to repeal TABOR, known as de-Brucing (for Douglas Bruce – the amendments author) through a local referendum process, many communities have not and have been forced to cut staff and offer less services to residents.

In 2000, a new referendum, drafted by TABOR author Douglas Bruce, will be on the state ballot, which calls for an annual tax-cut of \$25.00 by every tax-collecting agency with no sunset. This proposed amendment would bankrupt local governments and special districts within a few years.

- Environmental Quality – The Region's distant horizons and rugged topography seem to offer plenty of room for varied economic activity, but environmental degradation is a concern for many communities and residents of the Region. Narrow valleys and frequent winter inversions combine to produce a high air pollution potential in some areas of the Region. The arid and semi-arid, and alpine tundra portions of the Region are particularly noted for the inability of their soil and vegetation to withstand concentrated human and animal use without experiencing rapid deterioration. Steep, unstable slopes and expansive soils in many places put a definite constraint on development activities. Water quality is a concern as more growth continues. As growth continues to occur in the Region it brings with it urban environmental threats that may not seem like major threats now, but soon could be in the all to near future.
- Agricultural Land Development – As it becomes more difficult for farmers and ranchers in the Region to make a living at agriculture they are often forced to sell off part or all of their land for residential development. Development causes a decrease in the amount of perceived open space; it removes wildlife habitat, and removes viable agricultural land from production.

VII. GOALS, OBJECTIVES, & STRATEGIES

The goals, objectives and strategies found in this section represent a dynamic economic development planning process that was started in the 1970s and continues on today. This revision includes new goals, objectives, and strategies and a number that have been revised from past OEDPs/CEDS. They were developed and revised through a region-wide public input process that sought input from community groups, local and county government boards, economic development organizations, educational institutions, the Region 10 Board of Directors, other regional organizations, and residents of the Region.

The list of goals has been expanded to now include 16 targeted goals. Each of these goals represents an end, aim or purpose that a person, organization, or group seeks to accomplish and is perceived as important to communities in the Region. It was noted throughout the development of this document that some of the targeted goals are not of major importance to all counties or communities in the Region. Many communities noted that the Region is very diverse both socially and economically and by prioritizing these goals on a region-wide basis their community interests and individuality may be compromised. Therefore the goals do not appear in a prioritized order.

The Region 10 Targeted Goal areas include:

1. Affordable Housing
2. Agricultural Preservation
3. Business Financing and Assistance
4. Community Pride and Appearance
5. Education and Workforce Development
6. Economic Diversification
7. Economic Development Marketing and Promotion
8. Facilities, Services, and Planning
9. Historic Preservation
10. Information Exchange and Coordination
11. Public Lands & Open Space Preservation
12. Recreation and Cultural Facilities
13. Small Communities Assistance
14. Telecommunications Development
15. Tourism Management
16. Transportation Development and Improvements

Preceding each goal is a statement of need that defines the problem. Following each goal are the milestones for evaluation purposes. Following the list of milestones is a list of resources expected to be used in fulfilling the specific goal.

The objectives were formed from each goal and are considered a measurable, realistic statement of intent related to a goal. Some goals have more than one objective.

The strategies listed after each objective describe specific tasks that must be completed to achieve the aims of the objective. Please note that many of the strategies listed are outside the control of Region 10, but where considered important by the Region's communities and are therefore listed in the document.

The strategies also include the primary agency working on the task, other potential resources to be utilized, an expected result from completing the specific task or strategy, and an estimated time frame in which the task is anticipated to be completed.

Affordable Housing

The Need: There is a lack of good quality housing and affordable housing for residents of the region - especially in the resort areas where housing costs force workers to commute long distances.

The Goal: The development of an adequate, attainable, and affordable housing supply to meet the needs of the communities of Region 10.

Milestone #1: Conduct a housing needs assessment for all counties in the Region. (1-3 Years)

Milestone #2: Establish a prioritized list of housing projects from the housing needs assessment. (1-3 Years)

Milestone #3: Assist communities, counties and the WCHDO in the development of affordable housing as identified by the housing needs assessment. (3-5 Years/On-going)

Resources: West Central Housing Development Organization, Local Housing Authorities, Municipalities, Counties, Division Of Housing, Colorado Housing Finance Administration (CHFA), Region 10, Local Economic Development Organizations, the Private Sector, and HUD

Objectives: Develop both adequate and affordable housing for residents, employers, employees, seniors, and others.

Strategies:

<i>Jurisdiction</i>	<i>Task to be implemented</i>	<i>Agency or organization implementing</i>	<i>Other potential resources to be used</i>	<i>Expected Result</i>	<i>Time Line</i>
Regionwide	Encourage the construction of good quality housing and help provide for permanent housing, both new construction and improvement of existing structures	WCHDO	Region 10, State of Colorado, Counties, Municipalities, Housing Authorities, HUD, CHFA	Improved housing stock	On-going
Regionwide	Support West Central Housing Development Organization.	Region 10	Counties and Municipalities, HUD, State of Colorado, Housing Authorities, CHFA	Coordinated regional housing development and program delivery	On-going
Regionwide	Form county housing authorities where they are wanted, but do not exist	WCHDO	Region 10, Counties, Municipalities, State of Colorado, Housing Authorities, CHFA	Promote low/moderate income housing projects	On-going
Regionwide	Continue the construction of seasonal farmworker housing projects in the Uncompahgre Valley.	WCHDO	Montrose County Housing Authority, Montrose County, Municipalities, State of Colorado, CHFA	Safe and affordable migrant worker housing	On-going

Regionwide	Develop housing for employees by expanding the total housing inventory.	WCHDO	Housing Authorities, Counties, Counties, Municipalities, State of Colorado, HUD, CHFA	Expanding of total housing inventory for provision of worker housing	On-going
Regionwide	Address the affordable housing needs within the Region.	WCHDO	Housing Authorities, Counties, Counties, Municipalities, State of Colorado, HUD, CHFA	Affordable and attainable housing development within the Region	On-going
Regionwide	Encourage the West Central Community Housing Development Organization to complete a region-wide or county level housing assessment to verify issues such as: 1) Lack of employee housing; 2) Need for additional senior housing; 3) Demand for housing for mentally handicapped persons currently being de-institutionalized 4) The need for migrant farm worker housing; and, 5) The need for affordable housing.	WCHDO	Housing Authorities, Counties, Counties, Municipalities, State of Colorado, HUD, CHFA, Region 10	Housing assessment that allows the WCHDO and communities to plan for affordable housing development	1-3 Years
Regionwide	Integrate the Colorado Department of Housing's <i>Affordable Housing Market Needs & Housing Needs Survey</i> and the <i>Comprehensive Housing Affordability Study</i> into future local and regional housing plans where appropriate.	WCHDO	Housing Authorities, Counties, Counties, Municipalities, State of Colorado, HUD, CHFA	State data integrated into local planning processes	On-going
Regionwide	Encourage the siting of affordable housing near employment centers	WCHDO	County Housing Authorities, Municipalities, Counties	Minimize transportation requirements and utilize existing infrastructure	On-going
Delta	Investigate the opportunities for service worker housing (that would include a car-pooling component) in the North Fork to accommodate commuters to and from Roaring Fork resorts such as Aspen and Snowmass.	WCHDO	Town of Paonia, Delta County	Provision of affordable housing for service workers	On-going
Delta	Develop senior housing in the North Fork area	WCHDO	Town of Hotchkiss, Town of Paonia, Town of Crawford, Delta County	Senior Housing for North Fork Valley residents	1-3 Years
Delta	Create Short Term housing opportunities for students of the Delta-Montrose Vo-Tech	Vo-Tech	WCHDO, City of Delta, Delta County, DADI	Student Housing	Long-term
Delta	Continue to construct or rehabilitate housing for first-time homeowners, renters, and migrant workers.	WCHDO	Delta County and Municipalities	Affordable housing for residents	On-going
Gunnison	Provide incentives to keep students on campus to utilize existing campus housing that is not price competitive.	Western State College	City of Gunnison, Gunnison County Housing Authority	Use of existing housing stock and maintenance	On-going
Gunnison	Cooperate with Gunnison Home Association and Independent Care Center to provide senior housing in conjunction with the Gunnison Health Care Center . County Housing Authority	Gunnison County	Municipalities, CHFA, State of Colorado, Gunnison Housing Authority	The development of senior housing in Gunnison County	On-going

Gunnison	Work through the Gunnison Housing Authority and Habitat for Humanity to continue to develop affordable housing projects throughout the Gunnison Valley	County and Municipalities	Gunnison Housing Authority, WCHDO	New affordable/attainable housing for Gunnison County residents	On-going
Gunnison	Support workforce retention programs	Gunnison County Housing Authority	GWED, Gunnison County, City of Gunnison, WCHDO	Affordable housing for working people	On-going
Gunnison	Support rental rehabilitation programs to preserve existing housing stock and provide worker housing	Gunnison Housing Authority	Gunnison County, Municipalities, WCHDO	Affordable rental housing for working people	On-going
Gunnison	Construct more year-round housing that working people can afford.	Gunnison Housing Authority	Gunnison County, Municipalities, WCHDO	Year-round affordable housing for working people	On-going
Gunnison	Develop Infrastructure for an employee housing development in Crested Butte.	Town of Crested Butte	Gunnison County	Affordable housing for year round residents	1-3 years
Hinsdale	Develop a housing task force	Lake City & Hinsdale County	WCHDO, Region 10, State of Colorado	A county-wide task force that will examine options and develop possible solutions for housing in the Lake City and Hinsdale County area	1-3 Years
Hinsdale	Construct more year-round housing that seniors and working people can afford.	Lake City & Hinsdale County	State of Colorado, WCHDO, Region 10, private sector	Affordable housing development	On-going
Hinsdale	Develop employee designated housing units for both year-round and seasonal residents.	Lake City & Hinsdale County	WCHDO, State of Colorado, Region 10	Affordable housing for year-round and seasonal populations	Long-term
Hinsdale	Develop a housing winterization program.	Hinsdale County	WCHDO, Lake City, State of Colorado, Region 10	Winterized housing units	On-going
Hinsdale	Work with the WCHDO to provide first time homeowners assistance.	Lake City & Hinsdale County	WCHDO, Region 10, State of Colorado	Improve home ownership in Hinsdale County	On-going
Montrose	Make financing more readily available for home ownership and the development of rental units.	WCHDO	Montrose County Housing Authority, Region 10, State of Colorado, HUD, CHFA	Increase possibility of home ownership and the development of more rental housing	On-going
Montrose	Rehabilitate existing housing units that are in need of repair.	Montrose County Housing Authority	WCHDO, State of Colorado, HUD, CHFA	Improved housing stock	On-going
Montrose	Construct senior citizen living units.	Montrose County Housing Authority	WCHDO, State of Colorado, HUD, CHFA, City of Montrose, Montrose County, Private Sector	Development of more senior units in Montrose County	On-going
Montrose	Investigate employee housing projects for Nucla, Naturita, and Norwood.	WCHDO	Montrose County, San Miguel County, Municipalities, State of Colorado, CHFA, private sector	Employee housing development	3-5 Years
Montrose	Construct affordable single family dwellings that utilize existing municipal infrastructure.	WCHDO	City of Montrose, Montrose County Housing Authority, Private Sector, CHFA	Affordable housing utilizing existing infrastructure	On-going
Ouray	Provide adequate mobile home facilities in Ouray County where people can lease or purchase lots.	Ouray County	Municipalities, private sector	Development of mobile home sites as a means of affordable housing	3-5 Years

Ouray	Provide permanent housing in Ouray following an architectural code and theme.	WCHDO	Ouray County and Municipalities	Good quality housing for residents	On-going
Ouray	Provide middle income rental housing in Ridgway and Ouray to assist industry and provide employee housing for seasonal business.	WCHDO	Ouray County and Municipalities, private sector	Affordable rental housing for employees	On-going
Ouray	Review the Ouray County Land use Code to determine what areas might be amended to enhance opportunities for an increase in "affordable housing," such as "guest houses."	Ouray County		Policies that support the development of affordable housing	1-3 Years
Ouray	Conduct a feasibility study for the development of senior housing in Ouray County	WCHDO	Region 10, State of Colorado, Ouray County, Municipalities, HUD	Understanding of potential for senior housing development in Ouray County	Long-term
San Miguel	Provide more opportunities for low-income residents to obtain affordable housing.	San Miguel County Housing Authority	WCHDO, Region 10, State of Colorado	More housing for low-income individuals and families	Ongoing
San Miguel	New multi-family, accommodations, and commercial development should provide affordable housing for a portion of new employees needed to serve the development..	County and Municipalities	San Miguel Housing Authority, private sector	New development providing affordable housing	On-going
San Miguel	Provide continued development of affordable employee housing within the Telluride Region	WCHDO	San Miguel Housing Authority, Municipalities, San Miguel County, private sector	Affordable employee housing	On-going
San Miguel	Utilize identified publicly owned property in the Town of Telluride as a mechanism for the development of affordable housing in the Telluride area.	Town of Telluride	WCHDO, San Miguel Housing Authority	Development of affordable housing in the Telluride Region	On-going
San Miguel	Locate new housing developments and sites of major employment such that both are efficiently served by regional transportation.	San Miguel County and Municipalities	Private Sector, WCHDO, San Miguel Housing Authority	Better use of existing infrastructure, less reliance on personal automobile, and less traffic congestion	On-going

Agriculture Preservation

The Need: Throughout the Region, increases in residential development and land costs provide a disincentive to continue agricultural production and threaten the viability of the Region's agricultural industry and available open space. Also, producers and ranchers need assistance in developing value-added products and finding markets for their product.

The Goal: Ensure the sustainability of the agricultural economy and the agricultural land base of the Region.

Milestone #1: Complete an inventory of available agricultural land (1-3 Years)

Milestone #2: Identify needs and resources of producers and ranchers as related to value-added agricultural products (1-3 Years)

Resources: Local Economic Development Groups, Ranchers, Producers, Other Private Sector Businesses, Land Conservancy Agencies, Municipalities, Counties, State Of Colorado, U.S. Department Of Agriculture, Colorado State University Extension Offices, Agricultural Cooperatives, Public Lands Agencies, Region 10, Etc.

Objective: Preserve and enhance agricultural production within the Region by creating new markets for products, land preservation options, and other unique mechanisms that ensure the viability of agriculture and its land base.

Strategies:

<i>Jurisdiction</i>	<i>Task to be implemented</i>	<i>Agency or organization implementing</i>	<i>Other potential resources to be used</i>	<i>Expected Result</i>	<i>Time Line</i>
Regionwide	Encourage local governments to work with developers and landowners to direct development toward non-agricultural land.	Region 10	Counties, Municipalities, Economic Development Groups, Landowners,	Preservation of land in production	On-going
Regionwide	Explore incentives available to agricultural landowners to maintain production on their land, rather than sell to developers	Economic Development Groups	Region 10, Counties, Municipalities, Land Conservancy Organizations,	Preservation of land in production	On-going
Regionwide	Work with existing agri-business to diversify	Region 10 and Economic Development Groups	State of Colorado, Counties, Municipalities, USDA,	Maintain the agricultural economy of the Region	On-going
Regionwide	Explore alternative production methods that may be available to diversify products, decrease costs and provide sustainability to the industry.	Economic Development Groups	USDA, Local Co-ops, Region 10 , CSU Extension Agency, Counties, Municipalities,	Diversified agricultural sector	On-going

Regionwide	Continue to explore value-added	Economic	USDA, Local Co-ops,	Diversified agricultural sector	On-going
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	opportunities for the Region's agricultural products	Development Groups	Region 10 , CSU Extension Agency, Counties, Municipalities		
Regionwide	Encourage and develop funding sources and new ways in which agriculture can operate as growth occurs (GOCO, conservation easements, etc...)	Land Trusts, AFT, Various Organizations and local governments	USDA, Local Co-ops, Region 10 , CSU Extension Agency, Counties, Municipalities	Ensure the sustainability of agricultural production within in the Region	On-going
Regionwide	Encourage the Region to recognize the link between preserving agriculture, open space, recreational uses and tourism	Region 10	Counties, Municipalities, Ranchers, Economic Development Groups, Land Conservancy Organizations, State of Colorado, Public Lands Agencies	Understanding of the way the Regional economy works and the role that open space and agriculture play in offering recreation and attracting visitors to the Region	On-going
Regionwide	Assist in the development of programs to purchase and/or preserve open space and agricultural lands, particularly where scenic, historic, or character defining features of the Region are involved	Region 10	Counties, Municipalities, Ranchers, Economic Development Groups, Land Conservancy Organizations, State of Colorado, Public Lands Agencies	Preservation of significant open space and agricultural lands	On-going
Regionwide	Develop an inventory of open space lands, character defining features, outdoor recreation resources, and other physical features that should be preserved in order to sustain the tourism industry and maintain the rural character of the Region	Region 10	Counties, Municipalities, Ranchers, Economic Development Groups, Land Conservancy Organizations, State of Colorado, Public Lands Agencies	An inventory of significant open space in need of preservation	On-going
Regionwide	Develop a USDA processing plant for local ranchers	DADI/MEDC	CSU Extension, Delta County, Montrose County and Municipalities, USDA, Co-ops, State of Colorado, Region 10	Broaden the marketability of products and offer a local opportunity for meat processing	1-5 Years
Delta	Increase profitability for area producers and growers through the introduction of crops suited to the area and that are more profitable to grow (ie: spelt-sugar beets)	DADI	CSU Extension, Delta County and Municipalities, USDA, Co-ops, State of Colorado, Region 10	Maintaining agriculture in the Uncompahgre Valley	On-going
Delta	Develop a waste treatment plant for area producers that meet all government requirements- Develop a method of treatment and disposal for animal waste products.	DADI	CSU Extension, Delta County and Municipalities, USDA, Co-ops, State of Colorado, Region 10	Maintain agriculture through compliance with waste disposal regulations	1-5 Years
Delta	Research and create opportunities for new agricultural product development and product marketability.	DADI	CSU Extension, Delta County and Municipalities, USDA, Co-ops, State of Colorado, Region 10	New agricultural products and markets for local producers	On-going
Delta	Identify new market-based opportunities for current agricultural products	DADI	CSU Extension, Delta County and Municipalities, USDA, Co-ops, State of Colorado, Region 10	New products and uses and therefore new business opportunities for area producers.	On-going
Delta	Conduct a feasibility study on an Ethanol Facility in Delta County.	DADI	CSU Extension, Delta County, State of Colorado	A market for agricultural products while producing energy	1-2 years
Delta	Develop an Incubator Kitchen to support value added food processors.	DADI	CSU Extension, Delta County	Provide support for value added food product. Business start-ups	On-going
Gunnison	Preserve open space and agricultural land through the Land Preservation Board	Land Preservation Board	Gunnison County, Municipalities	Preserved agricultural land and open space	On-going

Gunnison	Support the completion of a master plan for the Van Tuyl Ranch, owned by the City of Gunnison	City of Gunnison	Chamber of Commerce Cooperative Extension	Preservation of Ranch	1-3 years
Gunnison	Continue to support efforts in the Crested Butte/Mt Crested area to conserve agriculture land	Crested Butte Land Trust	County, Municipalities	Open Space	On-going
Gunnison	Assist the Gunnison Ranchland Legacy Project to leverage additional dollars to preserve agricultural lands in the Gunnison watershed	Gunnison Ranchland Legacy Project	Gunnison County, Municipalities, organizations, State of Colorado,	Preserved agricultural land and open space	On-going
Hinsdale	Preserve the rural character of the South end of Hinsdale County	Hinsdale County	Residents of Southern Hinsdale County	Preservation of rural character	On-going
Hinsdale	Complete Lower Valley Comprehensive Plan	Hinsdale County	Citizens Committee	Develop long term plan that supports the ranching and agricultural culture of the Valley	1-3 years
Montrose	Increase profitability for area producers and growers through the introduction of crops suited to the area and that are more profitable to grow (i.e.: sugar beets)	MEDC	CSU Extension, Montrose County and Municipalities, USDA, Co-ops, State of Colorado, Region 10	Maintaining agriculture in the Uncompahgre Valley	On-going
Montrose	Research and create opportunities for new agricultural product development and product marketability.	MEDC	CSU Extension, Montrose County and Municipalities, USDA, Co-ops, State of Colorado, Region 10	New agricultural products and markets for local producers	On-going
Montrose	Identify new market-based opportunities for current agricultural products	MEDC	CSU Extension, Montrose County and Municipalities, USDA, Co-ops, State of Colorado, Region 10	New products and uses and therefore new business opportunities for area producers.	On-going
Montrose	Continue to promote and protect agriculture and ranching as a key components of Montrose County's economy	Montrose County	MEDC	Maintain the viability of agriculture	On-going
Montrose	Continue to protect the natural and cultural resources that define Montrose County's rural character	Montrose County	MEDC, Land Trusts	Protection of defining characteristics of Montrose County	On-going
Ouray	Work to preserve open space through preserving ranching and agriculture in the County	Ouray County	Land Trusts	Continuation of ranching and agriculture and the preservation of open space	On-going
Ouray	Educate land owners of tax incentives to preserve open space and ranch land.	Ouray County	Land Trusts, Region 10	Open space	On-going
Ouray	Continue to support the Ridgway Farmers Market	Town of Ridgway	Ridgway Chamber of Commerce, Ouray County	Market for local agricultural products and fresh produce for residents	On-going
San Miguel	Develop an inventory of open space lands, character defining features, outdoor recreation resources, and other physical features that should be preserved in order to sustain the tourism industry and maintain the rural character of the Region	San Miguel County	Municipalities, Land Conservation organizations, public lands agencies, State of Colorado, Colorado Historical Society, GOCO, Region 10	An inventory of significant open space in need of preservation	On-going
San Miguel	Assist in the development of programs to purchase and/or preserve open space and agricultural lands, particularly where scenic, historic, or character defining features of the region are involved.	San Miguel County	Municipalities, Land Conservation organizations, public lands agencies, State of Colorado, Colorado Historical Society, GOCO, Region 10	Preservation of significant open space and agricultural lands	On-going
San Miguel	Secure the entrance to the Town of Telluride through condemnation of the Valley Floor	Town of Telluride	Land conservation organizations	Preserve open space of significant value to the Town.	1-3 years

San Miguel	Support the creation of a Farmers Market in Placerville and its sustainability	Citizens group San Miguel County	Town of Telluride & Mountain Village	Support area growers while providing fresh fruits and vegetables to the residents	On-going
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Business Financing and Assistance

The Need: Small-scale industry, business and agricultural ventures are generally met with challenges in obtaining financing, business education and technical assistance, and business incentives.

The Goal: A variety of financing methods, education and technical assistance programs and incentives should be available to businesses within Region 10.

Milestone #1: Inventory existing business assistance opportunities (1-3 Years)

Milestone #2: Continue the partnership with the identified business assistance providers and develop an aggressive public relations campaign regarding business assistance opportunities within the Region. (1-3 Years)

Milestone #3: If deemed necessary and practical, work toward the development of new programs to assist business. (3-5 years)

Resources: Financial Institutions, municipalities, counties, State of Colorado, Economic Development Organizations, Chambers of Commerce, Region 10, Small Business Development Center, Economic Development Administration, US Department of Agriculture, Foundations, Colorado Housing Finance Administration, Downtown Development Authorities, Professional Organizations, and Educational Institutions.

Objective 1: Public and private sector financing institutions should cooperate and coordinate to establish and expand financing opportunities in the Region.

Strategies:

<i>Jurisdiction</i>	<i>Task to be implemented</i>	<i>Agency or organization implementing</i>	<i>Other potential resources to be used</i>	<i>Expected Result</i>	<i>Time Line</i>
Regionwide	Continue existing financing programs for businesses through the Region 10 Revolving Loan Fund	Region 10	SBA, State of Colorado, Operation Enterprise, Financial Institutions	A variety of financing options for business development	On-going
Regionwide	Promote the Region 10 Revolving Loan Fund throughout the six-county area	Region 10	Member jurisdictions, local media, Chambers of Commerce, Service Clubs, SBDC	Increased awareness of Revolving Loan Fund activities	On-going
Regionwide	Expand other "gap" financing opportunities within Region 10	Region 10	USDA, EDA, State of Colorado, Financial Institutions, Non-profit foundations	More financing options for business development	On-going

Regionwide	Encourage lenders to support the financial needs of business and industry in Region 10	Region 10	SBDC, RLF Committee, Businesses	Business financing availability	On-going
Regionwide	Develop a database for venture capital opportunities in Region 10	Region 10	Private investors, Financial Institutions, SBDC	Information on available venture capital opportunities	2002
Regionwide	Provide financial assistance to new and established business and industry	Region 10	Financial Institutions, Private Investors, Region 10, Venture Capitalist	Business Financing opportunities	On-going
Regionwide	Create a method of Financing Agricultural expansions and automation	Region 10	Financial Institutions, private investors, State	Agricultural produces that are better able to compete	On-going
Hinsdale	Work with financial institutions and Region 10 to improve access to capital for business start-ups and expansion	Lake City/Hinsdale County	Region 10, Financial Institutions, State of Colorado	Improved access to business capital	On-going
Montrose	Develop a venture capital fund	MEDC	Region 10, Private Sector	Entrepreneurial Job Development	2001
Ouray	Establish relationships with financial institutions and lenders	Ouray County	Region10, Financial Institutions, CHFA	Improve financing possibilities with local lenders	On-going

Objective 2: Create and provide business education opportunities for lenders, small business and industry in the six-county area. Provide technical assistance as needed to support business and industry.

Strategies:

<i>Jurisdiction</i>	<i>Task to be implemented</i>	<i>Agency or organization implementing</i>	<i>Other potential resources to be used</i>	<i>Expected Result</i>	<i>Time Line</i>
Regionwide	Educate financial institutions about the financial needs of business in the Region	Region 10, SBDC	State of Colorado, Chambers of Commerce, Local Economic Development groups, Professional organizations	Increased awareness of business financial needs	On-going
	Educate businesses about the capital opportunities available in the Region	Region 10, SBDC, Chambers of Commerce	Financial Institutions, Realtors, Local Economic Development groups,	Increased awareness of business financing opportunities	On-going
	Promote the services of the Small Business Development Center	Region 10, SBDC	Region 10, Local Economic Development groups, Chambers of Commerce, SBA	Increased awareness of services available throughout the SBDC	On-going
	Utilize the resources of the educational institutions to provide additional assistance to small businesses	Region 10, SBDC	Mesa State College-Montrose, Western State College, Vo-Tech	Enhanced business assistance and business education opportunities	On-going
	Support and expand the Business Development programs of the SBDC	Region 10, SBDC	SBA, Vo-Tech, State of Colorado	Increased service delivery	On-going
	Develop a Region 10 Business Technical Assistance program to support the RLF activity	Region 10	SBA, State of Colorado, SBDC, Financial Institutions, RLF Committee	Enhanced Region 10 program and services and increased assistance for business	On-going

	Increase awareness of Colorado Leading Edge Program and other business training opportunities	Region 10, SBDC, State of Colorado, Local Economic Development groups	Chambers of Commerce, Educational Institutions	Business training and assistance for specific needs	On-going
Hinsdale	Provide "business basics" education classes to new business owners and possible entrepreneurs	Region 10, SBDC	Financial Institutions, Chamber of Commerce, State of Colorado	Increased assistance and information for businesses in Hinsdale County	On-going
	Encourage outreach from Western State College and the Small Business Development Center	Lake City, Hinsdale County, SBDC, Region 10	Chamber of Commerce, GVED, State of Colorado	Increased assistance and information for businesses in Hinsdale County	On-going
Montrose	Implement an "incubator without walls" and business incubator	MEDC	Region 10, SBDC, Mesa State College, State of Colorado	Entrepreneurial Job Development	2002

Objective 3: Utilize, when appropriate, the variety of business incentives available in Region 10.

Strategies:

Regionwide	Continue to participate in the Colorado Enterprise Zone program.	Region 10	State of Colorado, Local Governments, Professional Organizations	Business tax credits	On-going
Regionwide	Evaluate the boundaries of the Region 10 Rural Enterprise Zone to ensure that activities are directed to targeted areas	Region 10, Local Governments	State of Colorado, Local Governments	Targeted approach for the Enterprise Zone program	2001-2002
Regionwide	Promote the Enterprise Zone program and its benefits throughout the six-county area	Region 10, State of Colorado	Chambers of Commerce, Local Economic Development Groups, SBDC, Financial Institutions, Professional Organizations	Increased awareness of resources available to businesses	On-going
Regionwide	Develop a database of incentives available to business and industry in the six-county area	Region 10, Local Economic Development groups	SBDC, Local Governments, State of Colorado	Consolidate resource for business in the Region	2002-2003
Delta	Develop and implement a Downtown Business enhancement program	Delta Chamber	City of Delta DADI	Retain existing business and recruit new business	1-5 years
Gunnison	Work with the Mt. Crested Butte Downtown Development Authority to investigate and implement using tax increment funds for exterior and façade improvements by existing businesses in Mt. Crested Butte	Town of Mt. Crested Butte	Mt. Crested Butte DDA	Exterior and façade improvements	Long-term
Gunnison	Convene City/County/EDC work group to develop incentives to attract new business.	GVEDC	County and Municipalities	A coordinated incentive program for business attraction	2002-2003
Gunnison	Investigate micro loan and tax credit opportunities for existing businesses to rehabilitate older structures	GVEDC	Municipalities, Region 10, State of Colorado	Funds to rehabilitate buildings	1-3 Years
Montrose	Revise and focus local business incentives	MEDC, City of Montrose, Montrose County	Public and Private Sector	Support job investment and expansion	2000-2003

Ouray	Implement training opportunities to enlighten the business leaders in Ouray County about financial incentives	Ouray County	Region 10, Chambers, State of Colorado	An understanding about business incentives available in the Region	On-going
Ouray	Work with Region 10 to develop incentives for business expansion and development	Ouray County	Region 10, State of Colorado	Incentives for economic development in Ouray County	On-going

Community Pride & Appearance

The Need: Community pride and sense of community in many parts of the Region are eroding. Improving a community's physical appearance often helps to instill a sense of community pride in its residents and makes the community a more attractive place to live and work.

The Goal: Make Region 10 communities more attractive and livable by continuing to improve the physical appearance and health of the community.

Milestone #1: Revise the Region 10 Marketing Plan. (1-3 Years)

Resources: Local Economic Development Groups, private sector businesses, municipalities, counties, State of Colorado, Special Districts, Chambers of Commerce, Region 10, etc.

Objective: Instill a sense of community pride in the Region's residents by continuing to improve the appearance of the communities.

Strategies:

<i>Jurisdiction</i>	<i>Task to be implemented</i>	<i>Agency or organization implementing</i>	<i>Other potential resources to be used</i>	<i>Expected Result</i>	<i>Time Line</i>
Regionwide	Promote the Region as a good place to live with strong community pride	Region 10	Counties, Municipalities, Economic Development Organizations, Chambers of Commerce	Positive promotion of the Region	On-going
Regionwide	Encourage cooperation and networking among Region 10 communities to foster a stronger regional awareness	Region 10	Counties, Municipalities, Economic Development Organizations, Chambers of Commerce	Regional coordination of issues	On-going
Delta	Continue to improve the appearance of approaches into most Delta County communities	Delta County	Municipalities, DADI, Region 10, Chambers of Commerce	Visual improvements to community gateways	On-going
Delta	Establish landscaping/visual standards for new commercial developments and develop a program to encourage compliance with existing businesses	Delta County	Municipalities, DADI, Region 10, Chambers of Commerce	Development of landscaping standards for businesses	1-3 years
Delta	Develop enforceable guidelines to improve/ensure the visual appeal of new development	Delta County	Municipalities, DADI, Region 10, Chambers of Commerce	Improved community appearance through enforceable guidelines	1-3 Years
Delta	Encourage residents to improve community neighborhood appearance through zoning/code enforcement/building code regulation	Municipalities Delta County	Region 10, Chamber of Commerce	A clean and well maintained community	On-going
Delta	Develop corridor management plans for the Scenic Byways in Delta County	Scenic Byway group	Municipalities, DADI, Region 10, Chambers of Commerce	Plans that outline improvements and management strategies for the Scenic Byways	On-going

Gunnison	Monitor wood burning as it relates to air pollution	Gunnison County	Municipalities	Avoidance of air pollution	On-going
Gunnison	Plan and implement a cooperative effort between the county and all municipalities to clean-up and beautify the communities	Gunnison County	Municipalities	Community Beautification	On-going
Gunnison	Improve general appearance of the Industrial Zone	City of Gunnison	Private Sector, GVEDC	More attractive business location	On-going
Gunnison	Support the Mt. Crested Butte Downtown Development Authority's efforts in implement and encourage public and private landscaping and public arts efforts	Town of Mt. Crested Butte	Mt. Crested Butte DDA, Local Businesses, Chamber of Commerce, GVEDC	Community Beautification	On-going
Gunnison	Promote maintenance and upgrade of industrial sites in the City of Gunnison to protect property values using such incentives as the CityScape grant program	City of Gunnison	GVEDC – Private Sector	Improve visual appearance of industrial sites to protect property values and encourage economic development	On-going
Gunnison	Develop a Main Street Program in Downtown Gunnison	City of Gunnison	Chamber of Commerce, Local Businesses	A Gunnison Downtown that is vibrant and healthy	On-going
Gunnison	Improve the appearance of Downtown Crested Butte	Town of Crested Butte	Local Businesses and Chamber of Commerce	A more pleasing and accessible downtown	On-going
Hinsdale	Develop a funding mechanism to plant and maintain the Lake City owned trees	Lake City		Maintenance of Town owned trees.	On-going
Hinsdale	Avoid Light Pollution in Lake City	Lake City	Hinsdale County	Maintain the high quality of life enjoyed by Lake City residents	On-going
Montrose	West End communities should cooperate with local businesses to screen (fence) industrial uses along entrances to Towns	West End Communities	Local Businesses	Improved appearances of the communities	On-going
Montrose	Continue to utilize State Forestry tree grants to replace aging and ailing trees	West End Communities	State Forestry Department	Maintain healthy communities trees and enhanced landscape	On-going
Montrose	Continue the main street beautification project in all West End communities	West End Communities	State of Colorado, Region 10	Improved community appearance	On-going
Montrose	Educate the public on why community appearance is important to economic and tourism development	West End Communities	MEDC, Region 10	An understanding on how community appearance relates to economic and tourism development	On-going
Montrose	Encourage the continued landscaping and tree planting efforts in the City of Montrose	City of Montrose		Community Beautification	On-going
Montrose	Conduct an Olathe downtown beautification campaign	Town of Olathe	State of Colorado, Region 10	Attractive downtown	On-going
Montrose	Continue the development and landscaping of the new community park/festival grounds	Town of Olathe	GOCO, State of Colorado	Improved public facilities	On-going
Ouray	Landscaping of closed county landfill site/Land Use Office at Ridgway	Ouray County		Enhance views and screen county facilities	On-going
Ouray	Maintain an aggressive weed control program	Ouray County		Decrease/eliminate noxious weeds	On-going
San Miguel	Encourage policies and practices that help prevent air and water pollution in the Telluride Region/San Miguel Canyon	San Miguel County	Municipalities, CDOT	Maintain and improve air and water quality	On-going
San Miguel	Develop a river restoration plan for the San Miguel River with the Town of Telluride	San Miguel County	Town of Telluride	Improved river health	On-going

San Miguel	Improve the appearance of the west Town of Telluride entrance through attractive signage about the Telluride area	Town of Telluride	San Miguel County	Improve community appearance and tourism information	On-going
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Education & Workforce Development

The Need: Individuals seeking specific skills training, post-secondary, or continuing education are often forced to travel outside of their area or the Region.

The Goal: Primary, secondary and post-secondary schools and facilities should be competitive with educational facilities of similar areas competing for economic development opportunities.

Milestone #1: Inventory existing training and educational opportunities within the Region. (1-3 Years)

Milestone #2: Working with existing providers, continue to develop and enhance workforce training and educational programs. (1-5 Years)

Resources: Western State Collage, Mesa State Montrose Campus, Delta/Montrose Vo-tech, Colorado Workforce Development Centers, Small Business Development Center, Municipalities, Counties, State of Colorado, Economic Development Organizations, Region 10, and School Districts

Objective #1: Provide and promote workforce development through improving educational opportunities in the Region

Strategies:

<i>Jurisdiction</i>	<i>Task to be implemented</i>	<i>Agency or organization implementing</i>	<i>Other possible resources to be used</i>	<i>Expected Result</i>	<i>Time Line</i>
Regionwide	Promote expansion of vocational, technical, continuing and specialized education throughout the Region	Workforce Development Centers	Region 10, Vo-Tech and Colleges, Economic Development Organizations,	Better prepared workforce	On-going
Regionwide	Inventory workforce training opportunities and identify needed programs where gaps in training exist	Workforce Development Centers	Region 10, SBDC, Vo-tech, Mesa State College, Western State College	Expanded opportunities for education	On-going
Regionwide	Work with the State Commission of Higher Education to meet the needs of existing and desired industry through the region's colleges and Vo-tech	Western and Mesa Colleges, Delta-Montrose Vo-tech	Workforce Development Centers, SBDC	Better prepared workforce	On-going
Regionwide	Encourage the region's colleges and Vo-tech to be more involved and provide assistance to communities the region.	Western and Mesa Colleges, Delta-Montrose Vo-tech	Workforce Development Centers, SBDC	Improved community assistance	On-going
Regionwide	Develop and Implement a Workforce Development Strategy for the Region 10 area that serves the interests of the business community, embraces and plans for the future and maximizes the human potential of the residents of the area	Region 10 DADI, GVEDC, MEDC	School Districts, Business Community, Counties, Chambers, and Towns	Comprehensive effort to develop an educated workforce	On-going

Delta	Provide educational opportunities addressing value added agricultural products	DADI	MEDC, SBDC, Vo-Tech, Delta County	Diversified agricultural sector	On-going
Delta	Provide educational opportunities for small business development	SBDC, Chamber of Commerce	DADI, Region 10	Stronger small businesses and better retention	On-going
Delta	Continue to enhance computer literacy	Vo-Tec, School District	SBDC, Region 10	Better trained workforce	On-going
Gunnison	Encourage Western State College to provide telecommunications enhanced education, applied research, community service, life-long learning and other educational services.	Western State College	GVEDC Municipalities, County	Improved educational development possibilities	On-going
Gunnison	Encourage educational opportunities that support economic development and diversity (summer classes, advanced degrees, etc.)	GVEDC	Municipalities, County, Western State College, Watershed School District	Educational opportunities that support economic development and diversity	On-going
Gunnison	Support Western State College retention, growth and expansion.	GVEDC, County, Town, Business Community,	State and Foundations	Stronger curriculum opportunities for residents of western Colorado	On-going
Hinsdale	Continue to expand class offerings via tele-learning	Hinsdale County School District	Town of Lake City, Hinsdale County, neighboring school districts and colleges	Expanded class offerings	On-going
Hinsdale	Develop skills training for specialized workers in the Lake City area (hospitality industry, construction, etc)	Lake City Chamber of Commerce	Lake City, Hinsdale County, Vo-tech, Western State College	Trained workforce that understands the industry in which they are employed	On-going
Hinsdale	Provide computer training for residents of the county	School District	Lake City, Hinsdale County, Vo-tech, WSC	Workforce Development	On-going
Hinsdale	Promote Colorado Workforce Centers	Workforce Centers	Region 10, SBDC	Promotion of workforce services available to residents	On-going
Hinsdale	Develop transportation options (carpools, etc.) for workforce of Gunnison and Creed that commute to the Lake City area	Lake City Area Chamber of Commerce	Gunnison, Hinsdale, and Mineral County, Region 10, CDOT	Efficient and environmentally friendly workforce transportation	On-going
Hinsdale	Develop a school to career program	School Districts of Hinsdale and Gunnison	Businesses, Local Governments, etc	Youth prepared to enter the workforce	3-5 Years
Montrose	The number of "underemployed" needs to be qualified and quantified and economic development should be targeted to utilize the underemployed workforce	MEDC	Workforce Development, Region 10, SBDC	Better utilization of current employment base	On-going
Montrose	Continue the development of Mesa State-Montrose Campus	Mesa State	MEDC, City of Montrose, Montrose County,	Local access to higher education and training	On-going
Montrose	Target industries that will increase wage opportunities in the Montrose area	MEDC	Local government, Region 10	Improved income for local work force	On-going
Montrose	Work with the Delta-Montrose Vo-tech and Mesa State-Montrose in providing various types of specialized training, such as machinist training.	Delta-Montrose Vo-Tech, Mesa State-Montrose	MEDC, SBDC	Skilled workforce	On-going
Montrose	Provide credit, non-credit, and certification classes via the internet and video conferencing to the west-end of Montrose		Nucla, Naturita, West-End School District, Montrose County, Mesa State College-Montrose	Increased possibilities for continuing education	On-going
Montrose	Support the development of a technology center in the West End	West End Communities	Montrose County, MEDC, West End School District	Computer training and education	On-going

Montrose	Develop an adult education program for working adults in the West End utilizing existing facilities	West End School District	Towns of Nucla and Naturita, MEDC, Montrose County	Skills training and educational opportunities for working adults	On-going
Montrose	Continue technical support for charter schools	West End Communities	West End School District, Montrose County	Alternative educational opportunities for children	On-going
Montrose	Support the development of a Jobs Corps facility in the West End of Montrose County	West End Communities	Job Corps Program, Montrose County, MEDC, State of Colorado, Region 10	Economic Development and diversification for the West End communities	On-going
Montrose	Provide small business education classes in the West End	SBDC	Local Banks, Region 10, MEDC	Business education	On-going
Ouray	Provide a broader high school curriculum in both Ouray and Ridgway through the use of telecommunications and applied learning	Ouray & Ridgway School Districts	Local governments	Expanded curriculum and accesses	On-going
Ouray	Develop local continuing education opportunities, especially relating to developing workforce skills needed current economy (ie: tourism, ranching, construction) that offer both degree and non-degree programs	Ouray County	School Districts, Municipalities	Local continuing education opportunities	3-5 Years
San Miguel	Support the child care provider training program and the development of similar programs	San Miguel County	Municipalities, Workforce Development Centers	Increased possibilities for continuing education	On-going
San Miguel	Provide training on how to use the internet	San Miguel County	US West WOW	Computer/internet literate population	On-going
San Miguel	Provide credit , non-credit, and certification classes via the internet and video conferencing to the west-end of Montrose and San Miguel Counties	School Districts	San Miguel County, Municipalities,	Increased possibilities for continuing education	On-going
San Miguel	Support the development of a technology center and adult education program in the west-end of Montrose and San Miguel Counties	San Miguel County	Municipalities, School Districts, Montrose County and West-end Communities	Increased possibilities for continuing education	On-going

Economic Diversification

The Need: Many communities within the region are dependent on a single sector economic base, often one of a seasonal nature.

The Goal: Retain, diversify and expand employment opportunities for the region's residents by diversifying economies.

Milestone #1: Inventory perceived gaps in local economies. (1-3 Years)

Milestone #2: Develop a strategy to "fill" the inventoried gaps. (3-5 Years)

Milestone #3: Expand and develop the available data regarding economic diversification (On-going).

Resources: Municipalities, Counties, Local Economic Development Groups, Region 10, Private Sector, Small Business Development Center, Utility Providers, Federal Programs, Colorado Rural Development Council, Chambers of Commerce, Educational Institutions, and the State of Colorado

Issue # 1: New and existing businesses need to be encouraged to fill gaps in local economies. If these gaps are unknown, feasibility studies need to be conducted.

Strategies:

<i>Jurisdiction</i>	<i>Task to be implemented</i>	<i>Agency or organization implementing</i>	<i>Other potential resources to be used</i>	<i>Expected Result</i>	<i>Time Line</i>
Regionwide	Inventory existing resources, Identify the gaps, and expand the range of goods and services available to year-round residents	Economic Development Groups	Local governments, Region 10, State of Colorado,	More complete local economies	On-going
Regionwide	Encourage the governmental entities and economic development organizations to recruit and promote businesses that pay a livable wage	Local Government and Economic Development Organizations	Region 10, State of Colorado	Employees being able to live where they work and having incomes that allow them to purchase goods beyond just necessities	On-going
Regionwide	Survey the labor force to identify where employment needs exist and which skill levels are predominate	Economic Development Groups	Local governments, Region 10, State of Colorado,	An inventory of existing skills within the labor force	On-going
Regionwide	Promote cooperation between state and federal land management agencies regarding the development of recreational opportunities	Local governments	Region 10, State of Colorado, federal land management agencies	Cooperation among local governments and state and federal land management agencies	On-going
Regionwide	Establish a regional small business resource list	Region 10	SBDC, Economic Development Groups, State of Colorado	Identify opportunities for bid pooling, etc.	On-going

Regionwide	Utilize the Regional Economic Design Project data (AKA: Base Industry Analysis) to assist in economic diversification	Region 10	Local and county government, Local Economic Development Groups, State of Colorado	A diversified economy planned and based on economic indicators and facts	On-going
Delta	Encourage existing businesses in downtown areas to develop "business survival plans" to ensure sustainability	DADI	County and Municipalities, Region 10, State of Colorado	Ensure sustainability of downtowns	
Delta	Encourage retail businesses to work together to create a healthy retail environment. ie common hours of operation	Delta Chamber	DADI	Consistent retail product	On-going
Delta	Canvass agricultural producers to assess the local industry for gaps that could be filled by new companies providing a food processing capability	DADI	Delta County, Region 10, State of Colorado	Value-added products and improved agri-business climate	On-going
Delta	Find new sources for use of coal in the agricultural processing industry	DADI	Coal industry, Delta County, Region 10, State of Colorado	Efficient use of available resources	On-going
Delta	Improve telecommunications service and increase available bandwidth	DADI	DMEA, US West, Delta County Telcom, Private Sector, Region 10, State of Colorado, CRDC, Federal programs	Improved telecommunications capabilities	1-3 years
Delta	Develop high tech incubator/dream works facility in Delta County	DADI	Region 10, State of Colorado, Delta County, Municipalities, Federal Programs	Diversification of economy through developing/attracting high-technology companies	Long-term
Delta	Explore and incorporate ways to capitalize on economic and recreational opportunities from the increased visitors to the Black Canyon of the Gunnison National Park and National Conservation Area	DADI	Delta County Tourism Board and Chambers, Delta County, Municipalities, State of Colorado, Region 10	New and expanded businesses that capitalize on visitors and recreationalists to the area	On-going
Delta	Implement the City of Delta's Commercial Master Plan	City of Delta	Delta Chamber of Commerce, DADI	Improved commercial sector in Delta	On-going
Delta	Investigate opportunities for diversification of the coal industry	DADI	Coal industry, Delta County, Gunnison County, Region 10, State of Colorado	Diversification of economy	On-going
Delta	Continue to recruit clean businesses and industry to Delta in order to create Jobs	DADI	State of Colorado, Region 10	Higher paying jobs for the community	On-going
Gunnison	Create a directory of local wood products manufacturers to serve the construction industry	GVEDC	Homebuilders Association, Local Government, Chamber of Commerce	Promote use of local materials to stimulate economy	On-going
Gunnison	Investigate opportunities for diversification of the coal industry	Gunnison County	Coal Industry, Delta County, DADI, Region 10, State of Colorado	Diversification of economy	On-going
Gunnison	Develop and maintain an inventory of industrial and commercial sites available for development or Evaluate and publish available	GVEDC	City of Gunnison, Gunnison County, Private Sector	Inventory of available sites for Economic Development potential	2001

	commercial/industrial land/sites using the GVEDC SWOT assessment of June 2000.				
Gunnison	Include heritage tourism related businesses in targeting industry	GVEDC	City of Gunnison, Gunnison County	Expanded offering for tourists	On-going
Gunnison	Develop a financially strong and attractive Central Business District	City of Gunnison County Chamber of Commerce	City of Gunnison, GVEDC, Gunnison County	Viable Central Business District	On-going
Gunnison	Develop a business park/light industry complex	Gunnison County	GVEDC, Gunnison County	Site development for economic development	On-going
Gunnison	Develop programs to encourage small businesses and light industry to add diversity to the tourism and recreational economy	GVEDC	City of Gunnison	Encourage economic diversification	On-going
Gunnison	Develop a Science and Technology Center	Gunnison County, GVEDC	City of Gunnison, Private Foundations, Western State College, Region 10	A facility that encourages educational and tourism development	1-5 years
Gunnison	Recruit a movie theatre to the City of Gunnison	GVEDC, City of Gunnison	Gunnison County, Private Sector	Encourages diversification while supporting retention at WSC	1-3 years
Gunnison	Develop a targeted industry analysis	GVEDC	County, Region 10, City of Gunnison	A smart and effective business recruitment effort	1-3 years
Hinsdale	Improve variety of goods and services available in Lake City	Lake City Chamber	Local Government, Region 10	Enhances benefits of residency	On-going
Hinsdale	Identify and developing possible cottage industries	Lake City	Region 10	Identification of possible new industry	On-going
Hinsdale	Work toward the diversification of the Lake City economy to non-seasonal opportunities	Lake City	Private sector, Lake City Chamber of Commerce, Hinsdale County	Sustainable, year-round economy that attracts new money to the local economy	On-going
Hinsdale	Develop affordable day care in Lake City	Lake City	Private Sector	Allow those with young children to work if they desire	On-going
Hinsdale	Attract clean industry	Lake City/Hinsdale County	Private Sector, Lake City Chamber of Commerce, Region 10, State of Colorado	Maintain attractiveness and environment of Hinsdale County	On-going
Hinsdale	Conduct local market studies	Lake City	Hinsdale County, Western State College, Region 10, State of Colorado	Identification of possible new or niche markets	On-going
Hinsdale	Develop an economic development plan that looks at various ED options and includes ways of implementation	Lake City Area Chamber of Commerce	Town of Lake City, Hinsdale County	Plan for Economic Development	1-3 years
Hinsdale	Investigate current gaps in service – what is currently not available for services and goods within the community.	Lake City Area Chamber of Commerce	Town of Lake City, Hinsdale County, Region 10, Western State College	An inventory of available services and an understanding of gaps in services	On-going
Montrose	Continue to develop the Montrose area as a regional service center	Montrose Chamber of Commerce	MEDC, MAMA, City of Montrose	Increased sales tax revenue	On-going
Montrose	Produce an inexpensive and easily updated directory of businesses in the West End of Montrose County	Nucla-Naturita Chamber of Commerce	Region 10, MEDC	Promote utilization of local resources	On-gong
Montrose	Expand the range of available goods and services in the West End and initiate a “buy locally” campaign	Nucla-Naturita Chamber of Commerce	Region 10, MEDC	Promote utilization of local resources	On-going
Montrose	Acquire and develop underutilized property adjacent to the Montrose Regional Airport for industrial use	MEDC	City of Montrose	More effective use of valuable industrial property	On-going

Montrose	Develop technology park and incubator	MEDC	City and County of Montrose	Better paying jobs	Long term
Ouray	Expand the range of goods and services available to year-round residents	Ouray County and municipalities	Chambers of Commerce	Enhances benefits of residency	On-going
Ouray	Identify ways of creating a more diverse business community and economic base	Ouray County and municipalities	Chambers of Commerce	Create sustainable and attractive year-round economy	On-going
Ouray	Coordinate economic development in Ouray County	Ouray County	Municipalities, Chambers of Commerce	Ensure the maintenance of community interests, how to enhance current businesses, agree on placement of new industry, and be effective in County-wide Economic Development	On-going
Ouray	Analyze current economy to ensure compatible economic development then target those businesses for relocation and/or development	Ouray County	Municipalities, Chambers of Commerce	Compatible economic development	On-going
Ouray	Develop programs to assist existing businesses in expanding	Ouray County	Municipalities, Chambers of Commerce	Incentives for current businesses and industries to expand	1-3 Years
Ouray	Continue to encourage businesses to locate within the incorporated areas of the Ouray County	Ouray County	Municipalities, Chambers of Commerce	Efficient use of existing infrastructure	On-going
Ouray	Study the impacts of home-based businesses on the local economy (jobs created, revenues, etc)	City of Ouray	Ouray County	Understand of home-based businesses contribution to the local economy	1-3 Years
Ouray	Investigate the pros and cons of City Businesses licenses – what communities' have/don't have them, fees, etc.	City of Ouray	Ouray Chamber Resort Association	Enough information to make an informed decision on whether or not to implement City business licenses	1-3 Years
San Miguel	Encourage the development of light industrial businesses in designated areas	San Miguel County	Municipalities	Economic Diversification of economy	On-going
San Miguel	Create a construction staging area in the Telluride Region	San Miguel County	Towns of Mtn. Village and Telluride	Mitigate congestion created by an abundance of commuting construction worker vehicles	Long-term

Issue # 2: Existing and potential ~~industries~~ **businesses** should be encouraged and assisted to expand or start-up while maintaining the character of the area.

Strategies:

<i>Jurisdiction</i>	<i>Task to be implemented</i>	<i>Agency or organization implementing</i>	<i>Other potential resources to be used</i>	<i>Expected Result</i>	<i>Time Line</i>
Regionwide	Ensure new regulations, at all levels, do not force existing small business out, or prevent expansion, provided adherence to regulations and public health is not threatened	Counties and municipalities	Economic Development Groups, Region 10, State of Colorado	Conforming development and expanded employment opportunities	On-going
Regionwide	Ensure that the balance of economic opportunity provided by the Region 's public lands is sustained, including maintaining or enhancing the balance between recreation and extractive	Counties and municipalities	Economic Development Groups, Region 10, State of Colorado	Maintenance of multiple-use public lands	On-going

	industry uses.				
Regionwide	Encourage liveable, sustainable wages and salaries throughout the Region	Counties and Municipalities	Economic Development Groups, Region 10, State of Colorado	Increased area wages and an improved economy	On-going
Hinsdale	Develop a "Code of the West" type of document that relates specifically to Hinsdale County	Hinsdale County	Lake City	Provide newcomers an understanding of the rural west	1-3 Years
Montrose	Continue to distribute the Montrose County "Code of the West" document to residents and potential residents	Montrose County		Provide an understanding of the rural west	On-going
Montrose	Maintain and improve the traditional, old-fashioned "working west" ambience of communities and keep new development within existing communities where appropriate	West End Communities	Montrose County	Compatible new development	On-going
Ouray	Encourage "mom & pop" stores, specifically restaurants, to develop/locate to the currently franchise free City of Ouray	City of Ouray	Ouray County	Maintain current sense of community	On-going

Economic Development Marketing & Promotion

The Need: New and expanding businesses are generally unaware of potential communities for new locations. In addition, economic development professionals will not be the only initial contacts for business representatives. Therefore, residents, local governments, businesses and chambers should be able to find or know the answers to many of the questions of prospective businesses expressing an interest in their community.

The Goal: The production of economic development promotional and marketing information about the region's communities to be available and prepared in a manner that it may be used by residents, local governments, businesses and economic development professionals

Milestone #1: Revise the Region 10 Marketing Plan. (1-3 Years)

Milestone #2: Utilize the Region 10 Enterprise Zone Marketing Funds to promote regional marketing campaigns, (On-going)

Milestone #3: Identify the need and use of community profiles. (1-3 Years)

Milestone #4: Conduct monthly updates to the Region 10 Website to ensure appropriate and working links. (Annual)

Resources: Local Economic Development Groups, Chambers of Commerce, Municipalities, Counties, State of Colorado, Private Sector, Economic Development Administration, Community Groups, SBDC, SWCTR, Region 10, etc.

Objective: Development and maintenance of marketing and promotional information for economic development.

<i>Jurisdiction</i>	<i>Task to be implemented</i>	<i>Agency or organization implementing</i>	<i>Other potential resources to be used</i>	<i>Expected Result</i>	<i>Time Line</i>
Regionwide	Continue to maintain and enhance a regional economic development marketing strategy	Region 10	Local ED groups, chambers of commerce, local and county government	An understanding of the Region's economic development potential	On-going
Regionwide	Determine the attributes of each county and communities that should be emphasized in the regional marketing strategy	Communities	Region 10, Local ED groups, chambers of commerce, local and county government	Promotion of unique attributes of each community	On-going
Regionwide	Collect and present information the information that new business representatives generally need to assess the region's communities' economic development potential	Region 10	Local ED groups, chambers of commerce, local and county government	Readily available information for economic development	On-going

Regionwide	Market Region 10 communities by utilizing all forms of media, including the internet	SWCTR	Local ED groups, Region 10, chambers of commerce, local and county government	Coordinated tourism development and promotion	On-going
Regionwide	Sell visitors on the total region through planned tours and other extended-stay programs	SWCTR	Local ED groups, chambers of commerce, local and county government, Region 10	Coordinated tourism development and promotion	On-going
Regionwide	Assess the feasibility of a Region 10 film or video with an economic development focus	Region 10	Local ED groups, chambers of commerce, local and county government	Promotion of the Region's economic development potential	1-3 Years
Regionwide	Encourage writers and other publicists to explore the region for potential marketing exposure	SWCTR	SWC-Film Commission, Local ED groups, chambers of commerce, local and county government, Region 10	National and international exposure for the Region	On-going
Regionwide	Continue to publish and expand the Region 10 Review	Region 10	State of Colorado, EDA	Readily available information on the Region's economy	On-going
Regionwide	Assist small communities in developing local focus informational brochures to assist in dealing with business development prospects	Region 10	Local ED groups, chambers of commerce, local and county government, State of Colorado	Local capacity building for economic development purposes	On-going
Regionwide	Strengthen tourism networking opportunities within the region	Region 10	Local ED groups, SWCTR, chambers of commerce, local and county government, public lands agencies, VCBs	The development of new relationships that may assist in marketing the Region	On-going
Regionwide	Utilize the Base Industry Analysis data in the marketing and promotion of the region	Region 10	Local ED groups, chambers of commerce, local and county government, public lands agencies, VCBs	Locally developed and refined information on the Region's economy	On-going
Regionwide	Offer trade/travel show exhibitor's training within the Region	Region 10	Local ED groups, chambers of commerce, local and county government, public lands agencies, VCBs	Prepared business/industry for product promotion	1-3 Years
Regionwide	Create a best practices Econ. Development bulletin from success stories with in the Region regarding business incentives and development	Region 10	Local ED groups, chambers of commerce, local and county government, public lands agencies, VCBs	Case studies of working economic development activities	1-3 Years
Delta	Utilize Delta Area Development, Inc. (DADI) as a clearinghouse for data collection and disbursement of local information	Delta County and municipalities	DADI	Coordinated economic development	On-going
Gunnison	Update the information in the Gunnison Chamber of Commerce study on leakage as a basis to identify and attract additional commercial activities	Gunnison Country Chamber of Commerce	Gunnison County and City of Gunnison	Understanding of how the communities economy can be improved	1-3 Years
Gunnison	Take advantage of advertising opportunities at the Gunnison County Airport	GVEDC	County and Municipalities	Enhanced economic development promotion	On-going
Gunnison	Utilize Gunnison Valley Economic Development as a clearinghouse for Economic Development leads	GVEDC	City of Gunnison, Chamber of Commerce, Gunnison County	One-stop-shop for county-wide economic development information	2000-04 2002-2003

Gunnison	Create a community economic profile using existing websites of Chamber and City of Gunnison	GVEDC	City of Gunnison, WSC, Chambers	Better Data for Marketing purposes	2000-01 2002-2003
Gunnison	Create a Economic Development Website	GVEDC, City of Gunnison	Chambers, Gunnison County	Recruitment data universally distributed	2003
Hinsdale	Develop an Economic Development plan	City of Gunnison and Chamber of Commerce		Identification economic diversification options including implementation options	2003
Hinsdale	Develop an Economic Development information packet	Town of Lake City, Hinsdale County	Lake City Area Chamber of Commerce, Community Groups, Region 10	Available information for attracting new business	1-3 Years
Hinsdale	Promote community amenities	Lake City Area Chamber of Commerce	Town of Lake City, Hinsdale County	Promote an attractive community for Economic Development purposes	On-going
Hinsdale	Develop a Community Indicators Project	Hinsdale County	Town of Lake City, Lake City Area Chamber of Commerce, Region 10, State of Colorado	Track growth, development, and changes in the local economy	1-3 Years
Hinsdale	Work with local businesses and non-profits, especially Camp Redcloud and the Elderhostel, to distribute Economic Development and tourism marketing information to their customers	Lake City Area Chamber of Commerce	Lake City, Hinsdale County	Improved distribution of promotional materials	On-going
Montrose	Organize a Chamber of Commerce in the Town of Olathe	Private Sector	Town of Olathe, MEDC, Region 10	Sustain and enhance business climate	1-5 Years
Montrose	Work towards developing retail sales and service sector with in the Town of Olathe	Town of Olathe	Region 10, SBDC, private sector	Enhanced business climate	On-going
Montrose	Continue the development and expand the City of Montrose Community Profile	MEDC	City of Montrose	Readily available information for Economic Development purposes	Annually
Montrose	Work with MEDC and Region 10 on developing and promoting the area for economic development	West End Communities	MEDC, Region 10	Utilization of available resources for economic development	On-going
Montrose	Market the area as being between Telluride and Moab, Utah, specifically to recreationalist	Nucla-Naturita Chamber of Commerce	West End Communities	Capitalize on recreational possibilities	1-5 Years
Montrose	Improve and purchase the current Visitor's Center and utilize it as an information center	Nucla-Naturita Chamber of Commerce	West End Communities, State of Colorado, Region 10	Development and expansion of information center for promotion and marketing	2001
Montrose	Produce an inexpensive and easily updated directory of businesses in the West End	Nucla-Naturita Chamber of Commerce	West End businesses and organizations	A listing of local businesses available	1-3 Years
Ouray	Support local and regional projects to expand information distribution, especially via the Internet	Ouray Chamber Resort Association & Ridgway Chamber of Commerce	City of Ouray and Ouray County, SWCTR	Accessible information on Ouray County	On-going
San Miguel	Promote the area to small, light industries dependent upon tourism that may have a regional character identification potential	San Miguel County	Municipalities, Chambers of Commerce	Economic Development that is compatible to the current economy	On-going

Facilities, Services, & Planning

The Need: The combined lack of affordable housing, educational and training opportunities and inadequacy of the present infrastructure create barriers to stable economic development throughout the Region.

The Goal: The development of services, facilities, infrastructure, and other activities that will make the Region's communities attractive to new residents and businesses.

Milestone #1: Inventory the Region's Capital Improvement Plans. (1-2 Years)

Milestone #2: Assist communities in identifying funding for desired projects. (On-going)

Milestone #3: Utilize the Enterprise Zone as a tool to assist rural health care facilities. (On-going)

Milestone #4: Assist communities in the planning of telecommunications, specifically identifying funding and potential providers to the Region. (1-5 Years)

Resources: Municipalities, Counties, Local Economic Development Groups, Region 10, Private Sector, Economic Development Organizations, US Rural Development, Educational and Medical Facilities, GOCO, Various Federal Programs, and the State of Colorado

Objective: Communities desiring economic development should develop water, sewer, emergency, educational, recreation and other basic services to adequately serve existing residents and provide additional capacity for new growth and industries.

Strategies:

<i>Jurisdiction</i>	<i>Task to be implemented</i>	<i>Agency or organization implementing</i>	<i>Other potential resources to be used</i>	<i>Expected Result</i>	<i>Time Line</i>
Regionwide	Encourage location of industry to where necessary infrastructure is already available.	Counties and Municipalities	Economic Development Groups, Region 10	Use of existing utilities	On-going
Regionwide	Utility Companies should encourage resource conservation by residents and businesses	Utility Companies		Conserved Resources	On-going
Regionwide	Conduct regional public capital improvements inventory to determine priorities and capacity for community match	Region 10	Counties and Municipalities	Prioritized capital improvements and better planned communities	On-going

Regionwide	Preserve and strengthen the role of local and county government in land use decisions.	Region 10 and local and county government	CCI, CML, lobbyists	Strengthen land-use regulations and better planned communities	On-going
Regionwide	Encourage use of public school facilities in communities where public recreation facilities are not available	Local and county governments	School districts	Increased utilization of existing public facilities	On-going
Regionwide	Continue local and regional solid waste and recycling activities planning	Region 10 and local and county governments	State of Colorado and industry representatives	Improved solid waste and recycling facilities and services	On-going
Regionwide	Encourage the adoption of water conservation plans by local governments and special districts	Local governments and special districts		Conservation of resources	On-going
Regionwide	Support medical providers in the Region to maintain and enhance the quality of service	Local governments	Region 10, State of Colorado	Improved medical services	On-going
Regionwide	Encourage enhanced telecommunications development	Local governments and economic development groups	Region 10, State of Colorado	Attractive communities for economic development	On-going
Delta	Develop a comprehensive countywide domestic water and sewer plan	County and municipalities	Region 10 and State of Colorado	Improved water and sewer facilities	Long-term
Delta	Plan, design and construct at least two additional industrial park sites	County and municipalities	EDA, State of Colorado, Region 10	Attract business	1-5 Years
Delta	Develop a Delta County area capital improvements plan in conjunction with the County master plan and community growth plans	County and municipalities	DADI	Planned provision of public facilities and services	1-5 Years
Delta	Improve County and Municipal Roads	County and municipalities	CDOT, Region 10, Coal Companies	Safer roads with less hazards	On-going
Delta	Establish landscaping/visual standards for new commercial construction and develop a program to encourage existing businesses to comply	DADI	County and Municipalities, Region 10	Improved visual appearance of businesses and community	1-3 Years
Delta	Develop a trail network into North Delta Corridor Plan and to Confluence Park – Integrate all trails into a single plan	City of Delta	DADI	New trails and comprehensive trail planning document	1-3 Years
Delta	Develop a waste treatment plant for area producers that meets governmental regulations	DADI	County and Municipalities,	Preservation of Agriculture through the development of waste treatment facilities that comply with governmental regulations	1-5 Years
Delta	Develop Feasibility Study of a regional sewer plant for the Towns of Cedaredge and Orchard City	Delta County and Municipalities	Region 10 DOLA., State	Efficient and cost effective wastewater treatment	1-3 years
Delta	Develop youth sports complex in the City of Delta and the Town of Hotchkiss	Delta County and Municipalities	Region 10, GOCO, State	A better Standard of Life	1-3 years
Delta	Improve and enhance municipal water and wastewater systems	Delta County and Municipalities	Region 10, DOLA, USDA, State	Safer and Cleaner water, waste treatment that meets the increased needs of the community.	On-going
Delta	Continue various improvements to the Delta County Library System	Delta County Library District	Delta County, Municipalities	Improved library services	On-going
Delta	Develop infrastructure that supports business and industrial sites throughout the incorporated area of Delta County	DADI	Delta County and Municipalities	New businesses throughout the County	On-going
Gunnison	Encourage the use of school facilities for public recreation	County and municipalities	School District	Increased utilization of existing public facilities	On-going
Gunnison	Evaluate, publish, and make available commercial/industrial land/sites using the GVEDC SWOT assessment	GVEDC	City of Gunnison, Gunnison County	Inventory and promotion of available land/sites	1-3 Years

Gunnison	Take an aggressive role in encouraging development of infrastructure where gaps exist, especially in the industrial zone	GVEDC	City of Gunnison, Gunnison County	Improved infrastructure	On-going
Gunnison	Work closely with Gunnison County to extend infrastructure within the urban growth boundary	City of Gunnison	Gunnison County	Provision of infrastructure for growth	On-going
Gunnison	Build a community recreation facility in the City of Gunnison	City of Gunnison	Gunnison County, GOCO, State of Colorado	Enhanced recreational opportunities for residents	Long-term
Gunnison	Adopt Intergovernmental agreements between Gunnison County and the municipalities three-mile plans as they are developed and implemented	County, Crested Butte and Mt. Crested Butte	Region 10	Coordinated planning efforts	1-3 Years
Gunnison	Extend water, sewer, and electric facilities to light industrial development areas in the southwestern quadrant of the City of Gunnison	City of Gunnison	EDA, State of Colorado	Prepare for future growth and development	On-going
Gunnison	Expand and extend water and sewer service to the unincorporated areas surrounding the City of Gunnison	County and City of Gunnison	State of Colorado, EDA, Rural Development	Alleviate health hazards, to become compliant with existing 201 plan and three mile plans	On-going
Gunnison	Ensure all communities have an adequate and safe water supply and distribution system and sewer system	County and municipalities	State of Colorado, Region 10, EDA, Rural Development	Alleviate potential health hazards and provide adequate sewage system to handle peak loads and new development	On-going
Gunnison	Explore regional conference opportunities through the development of additional conferencing facilities	City of Gunnison	WSC GVEDC, Private Sector	Development of a facility that will attract major conventions and meetings	On-going
Gunnison	Implement the City of Gunnison's Park, Recreation, and Open Space Plan (December 1996)	City of Gunnison		Implementation of plan	On-going
Gunnison	Develop and implement a corridor plan for the West Elk Scenic Byway	Various Governments and organizations		Planned improvement for scenic byway	On-going
Gunnison	Encourage businesses to participate in the planning process	City of Gunnison	Private sector	Better participation in the planning process	On-going
Gunnison	Investigate the creation of a light industrial business park within the City of Gunnison	City of Gunnison		Provision of planned development specifically for economic development	On-going
Hinsdale	Encourage the use of school facilities for public recreation	County and municipalities		Increased utilization of existing public facilities	On-going
Hinsdale	Develop a year-round combined indoor recreation and continuing education center for Lake City	Lake City	Hinsdale County, GOCO, State of Colorado	Enhanced recreational and educational opportunities for residents	On-going
Hinsdale	Continue capital investments and improvements to water delivery system in Lake City	Lake City	Hinsdale County, State of Colorado	An improved water delivery system	On-going
Hinsdale	Continue to install new water meters throughout the Town	Lake City		Efficient use of water	1-3 Years
Hinsdale	Investigate/Develop raw water irrigation system	Lake City		Treated water conservation	Long-term
Hinsdale	Continue to improve and expand community medical services and fire protection	Lake City	Hinsdale County, Special Districts, State of Colorado	Improved emergency services	On-going
Hinsdale	Extend city services to light industrial development areas in preparation for future growth	Lake City	Hinsdale County, State of Colorado	Creation of attractive business climate	On-going
Hinsdale	Develop a recreation plan regarding land uses and interfaces	Lake City	Hinsdale County, Public Lands Agencies	Planned recreation development	Long-term
Hinsdale	Expand Law Enforcement staff and capabilities	Hinsdale County	Lake City	Enhanced law enforcement and better protected community	On-going
Hinsdale	Bury current utilities	Lake City		Improved safety and delivery	Long-term

Hinsdale	Develop a day care facility in the Town of Lake City	Private Sector	Lake City, Hinsdale County	Child care for working parents	3-5 Years
Hinsdale	Improve County park with the addition of restrooms, landscaping, etc.	Hinsdale County	Lake City	Improved public facilities	On-going
Hinsdale	Continue to support the Lake City medical clinic – add family planning component	Lake City and Hinsdale County	Lake City Medical Clinic, Region 10 Enterprise Zone	Improved and utilized medical facilities	On-going
Hinsdale	Improve sidewalks/boardwalks and develop where appropriate	Lake City	Lake City Chamber of Commerce	Improved safety and appearance of the Lake City Downtown	On-going
Hinsdale	Develop youth services programs	Lake City	Gunnison County Social Services, Hinsdale County, School Districts	Expanded opportunities for the Youth of Hinsdale County	On-going
Hinsdale	Update aerial photos of Hinsdale County/Lake City	Hinsdale County	Lake City	View changes of landscape, realize growth and development	1-3 Years
Hinsdale	Define and develop special event parking areas	Lake City	Hinsdale County	Defined parking for special events	1-3 Years
Hinsdale	Add dumping stations for RVs	Lake City/Hinsdale County	Lake City Chamber of Commerce	Improved visitor services	
Montrose	Develop business opportunities for the existing industrial parks an extend/improve infrastructure where needed	MEDC	City of Montrose, Montrose County	Creation of attractive business climate	On-going
Montrose	Encourage the creation of additional industrial parks in the Montrose area, particularly at the Montrose Regional Airport	MEDC	City of Montrose, Montrose County	Creation of attractive business climate	On-going
Montrose	Expand town services to all residents of Olathe	Town of Olathe	State of Colorado, Rural Development, EDA	Alleviate potential health hazards and provide adequate sewage system	On-going
Montrose	Assist those areas that border the Town of Olathe with improved infrastructure	Town of Olathe	Montrose County, State of Colorado, Rural Development, EDA	Alleviate potential health hazards and provide adequate sewage system	On-going
Montrose	Update and implement a Master Plan, zoning regulations, and subdivision regulations	Town of Olathe	Montrose County, Region 10, State of Colorado	Better planned community	On-going
Montrose	Improve Hopkins Field airport facilities in Nucla to include lighting, navigation control, industrial park siting, visual (landscaping) Improvements, and runway improvements	Montrose County	Town of Nucla, Town of Naturita	Improved and attractive aviation facilities for the west-end of Montrose County	Long-term
Montrose	Develop and enhance parks and recreational opportunities in Naturita	Town of Naturita	Montrose County, GOCO, State of Colorado	Enhanced recreational opportunities	On-going
Montrose	Complete paving of streets within the municipal boundaries of Nucla	Town of Nucla	Montrose County	Improved infrastructure	On-going
Montrose	Establish a locally generated public radio station in western Montrose County	Towns of Nucla and Naturita		Locally generated community radio	On-going
Montrose	Implement a raw water irrigation system for Naturita	Town of Naturita	Montrose County, State of Colorado	Avoid irrigating with treated water	On-going
Montrose	Continue upgrading the Naturita wastewater treatment facility	Town of Naturita	State of Colorado, Rural Development	Improved system delivery	On-going
Montrose	Implement the suggested improvements from the Nucla-Naturita domestic water facilities study	Towns of Nucla and Naturita	State of Colorado	Cooperation between the two communities and more efficient water delivery	Long-term

Montrose	Investigate acquiring an intern or Americorps Volunteer to develop a local community development plan/ community assistance program	Towns of Nucla and Naturita	State of Colorado, Americorps Program	Development and implementation of community improvements	On-going
Ouray	Enlarge fire district	Fire District	County and Municipalities	Expanded service area	On-going
Ouray	Continue to improve the system for avalanche danger determination, notification, control and mitigation	Ouray Mountain Rescue	County and Municipalities	Improved danger notification	On-going
Ouray	Implement the Ouray Corridor Master Plan	Ouray County	Municipalities	Planned development	On-going
Ouray	Review insurance program for volunteer emergency medical services and search and rescue operations	Ouray County	Municipalities	Ensure adequate coverage	On-going
Ouray	Plan for North Ouray Corridor utility extensions	City of Ouray	San Miguel Power		1-3 Years
Ouray	Continue Uncompahgre River channel stabilization project	City of Ouray	GOCO, CWGB, State of Colorado	Improved river flow and community beautification	1-3 Years
Ouray	Review consistency of purpose and policy in municipal and county master plans concerning Economic Development	County and municipalities	Chambers of Commerce, Region 10, State of Colorado	Consistency of message for Economic Development	On-going
Ouray	Identify “spheres of influence” around municipalities that will require joint cooperation with county in reviewing development plans	County and municipalities		Coordinated development	On-going
Ouray	Amend the Ouray County land use code to include and define standards for all recreational, commercial, and light industrial business activities	Ouray County	Municipalities	Better defined planning policy	1-3 Years
Ouray	Investigate the potential of expanding the Colona Zone to provide additional opportunities for low and median income housing and commercial interests	Ouray County		Expand opportunities for low/moderate income housing and economic development	On-going
Ouray	Coordinate development plans for northern Ouray County with Montrose County plans	Ouray County	Montrose County	Coordinated development	On-going
Ouray	Continue implementation of a recycling program that is consistent with the Montrose County recycling program	Ouray County	Municipalities	Coordinated recycling efforts	On-going
Ouray	Review the feasibility and if appropriate, implement a special use tax on such items as building materials, motor vehicles and manufactured homes that are brought into Ouray County, but purchased outside of the county	Ouray County	Municipalities	Off set costs of additional infrastructure	On-going
Ouray	Develop and implement an impact fee schedule on new development within Ouray County	Ouray County	Municipalities	Reduce the impact of new development on existing residents and businesses	On-going
Ouray	Revise County Visual Impact Regulations to ensure they are meeting the objectives of the Master Plan – include road construction as part of regulations	Ouray County		Review and expand regulations	On-going
San Miguel	Plan and improve roads and streets in west San Miguel County through cooperative municipal and county projects.	San Miguel County and municipalities	CDOT	Improved Roads	On-going

San Miguel	Encourage environmental diversification	San Miguel County		Sustainable Environment	On-going
San Miguel	Re-evaluate current zoning categories	San Miguel County	Municipalities	Better land-use planning	On-going
San Miguel	Improve telecommunications infrastructure	San Miguel County and municipalities	Region 10, San Miguel Power, State of Colorado	Attractive communities for economic development	On-going
San Miguel	Develop a communications system to notify residents and visitors of snow conditions on highways	County, Town of Telluride, Town of Mtn. Village	CDOT	Reduction of accidents	On-going
San Miguel	Improve air quality/reduce PM10 load in the Telluride Region, including implementing elements of the air quality study.	County, Town of Telluride, Town of Mtn. Village	CDOT	Improved air quality	On-going
San Miguel	Develop streetscape plan for Telluride	Town of Telluride		Planned improvements	1-3 Years
San Miguel	Develop surface drainage system for Telluride	Town of Telluride		Improved drainage	3-5 Years
San Miguel	Continue to monitor the Idarado remediation project and funding	Town of Telluride and San Miguel County	State of Colorado	Ensure proper remediation of mining site	On-going
San Miguel	Investigate the need and interest of a central water treatment and distribution plant for Sawpit and Placerville	San Miguel County, Sawpit, and Placerville	State of Colorado, Region 10	Improved domestic water system	On-going
San Miguel	Continue planning and facilities development in the Town of Mountain Village including, but not limited to, an outdoor amphitheater, an ice-skating rink, and enhancements to the Conference Center	Town of Mountain Village	State of Colorado, Various federal programs, San Miguel County, Town of Telluride, Telluride Chamber of Commerce	Development of facilities for residents and visitors	Long-term

Historic Preservation

The Need: As the region and its communities continue to grow, more of the area's history and historic landmarks are threatened and/or destroyed.

The Goal: Foster the preservation of the Region's history and it's historic landmarks

Milestone #1: Complete an inventory of the Region's historic structures and landmarks. (3-5 Years)

Milestone #2: Provide technical assistance to historic boards and commissions. (On-going)

Resources: Local Historical Societies, Municipalities, Counties, State of Colorado, Colorado Historical Society, Region 10, Chambers of Commerce, and the SWCTR.

Objective: Communities interested in historic preservation should engage in activities that promote and foster historic preservation efforts.

Strategies:

<i>Jurisdiction</i>	<i>Task to be implemented</i>	<i>Agency or organization implementing</i>	<i>Other potential resources to be used</i>	<i>Expected Result</i>	<i>Time Line</i>
Regionwide	Encourage the development of local preservation commissions	Region 10	Colorado Historical Society	Locally driven preservation measures	On-going
Regionwide	Identify state and federal funding available to communities who wish to undertake historic preservation efforts	Region 10	State of Colorado, Various funding sources	Funding for historic preservation	On-going
Regionwide	Assist communities in becoming certified local governments in historic preservation.	Various	Region 10, Colorado Historical Society, Local historical societies	Inventory of historically significant structures and landmarks	On-going
Regionwide	Encourage tourism promotion efforts to educate visitors regarding the Region's history	Various	Region 10, Chambers, Counties, Municipalities, Colorado Historical Society, SWCTR	Historical and heritage related tourism promotion	On-going
Gunnison	Continue to work with the Colorado Historical Society in preserving areas historic landmarks	Various	Gunnison County and Municipalities, Historical Preservation Entities	Strategies to preserve open space and public access	On-going
Gunnison	Collaborate with the historical preservation entities to market heritage tourism	City of Gunnison	Gunnison Pioneer Museum, City Historical Preservation Committee	Tourism development	On-going
Gunnison	Investigate CLG status for the City of Gunnison	City of Gunnison	Business community	More appreciation for the Historic structures within the City.	2003-2004

Hinsdale	Continue to preserve and enhance the period architecture and colorful atmosphere of the Lake City business district	Lake City	Hinsdale County, Historical Society, Lake City Chamber,	Historic preservation and compatible new development	On-going
Hinsdale	Expand and Promote the historic walking tour of the Lake City area	Lake City Historical Society	Lake City Area Chamber of Commerce, Town of Lake City	Promotion and education of Lake City's landmark heritage	On-going
Montrose	Continue historic preservation efforts in the Montrose Downtown area	Montrose Downtown Association	MAMA, Montrose Chamber of Commerce, City of Montrose	Continued historic preservation	On-going
Montrose	Construct historical interpretive sites along the Uruvan mining corridor	Scenic Byway Association	Nucla-Naturita Chamber of Commerce, State of Colorado	Improved signage and historic preservation	On-going
Montrose	Work with the Colorado Historical Society to receive historical designations on various buildings in the Nucla/Naturita area	West-end Historical Society	Towns of Nucla and Naturita, Nucla-Naturita Chamber of Commerce	Preservation of historically significant structures	On-going
Ouray	Continue historic preservation efforts and encourage new construction to incorporate existing architecture	City of Ouray	Ouray County	Maintain community and architectural character	On-going
Ouray	Continue improvements to the Ouray County Courthouse to restore the historical value and tourism appeal	Ouray County	Colorado Historical Society and other sources	Restoration of historic landmark	On-going
Ouray	Continue the efforts to preserve historic mining sites and buildings.	Red Mountain Task Force.	Ouray County	Preserve sites for tourism attraction and preservation of heritage	On-going
San Miguel	Conduct a mining structure <u>inventory</u>	Telluride Historical Museum	Town of Telluride, San Miguel County, Colorado Historical Society, Other local organizations	Inventory of mining structures	On-going

Information Exchange & Coordination

The Need: Many communities face similar problems under similar circumstances. Some communities are familiar with the problems and solutions to various issues, but other communities are just beginning to address some of these same issues and might find it advantageous to seek the experience of other communities that have dealt with a specific issue.

The Goal: Information and assistance should be exchanged between local governments and other organizations within Region 10

Milestone #1: Complete two forums per year of special interest to the Region's communities and counties. (annual)

Milestone #2: Develop a "best practices" example guidebook for economic development. (1-3 Years)

Milestone #3: Continue Administrator meetings at least twice a year. (annual)

Milestone #4: Once available, distribute census data and provide educational programs on how to best utilize the data. (3-5 Years)

Resources: Municipalities, Counties, Local Economic Development Groups, Community Non-Profit Organizations, Chambers of Commerce, Public Lands Agencies, Special Districts, Educational Institutions, State of Colorado, Region 10, etc.

Objective: Communities, counties and organizations can be valuable resources for other communities on how to deal with various municipal and county issues.

Strategies:

<i>Jurisdiction</i>	<i>Task to be implemented</i>	<i>Agency or organization implementing</i>	<i>Other potential resources to be used</i>	<i>Expected Result</i>	<i>Time Line</i>
Regionwide	A list of topics for discussion should be developed and evaluated Annually.	Region 10	Counties, Municipalities, Economic Development Organizations, Chambers, Special Districts, Non-profits,	An agenda for regional discussions	On-going
Regionwide	Single or related topic discussions should be held periodically.	Region 10	Counties, Municipalities, Economic Development Organizations, Chambers, Special Districts, Non-profits	Facilitated Regional Discussions on specific subjects	On-going
Regionwide	Forums should be hosted by individual towns throughout the Region and coordinated through the Region 10 office.	Region 10	Counties, Municipalities, Economic Development Organizations, Chambers, Special Districts, Non-profits, public lands agencies	Facilitated regional Discussions on various subjects	On-going

Regionwide	Actively promote and participate in opportunities to address common issues at a regional level.	Region 10	Counties, Municipalities, Economic Development Organizations, Chambers, Special Districts, Non-profits, public lands agencies	Coordinated solutions at a regional level	On-going
Regionwide	Region 10 should continue to have retreats and seminars at least annually.	Region 10	Counties, Municipalities, Economic Development Organizations, Chambers, Special Districts, Non-profits, public lands agencies	Capacity building for the organization as well as its members	On-going
Regionwide	Utilize the Internet and GIS capabilities as a medium for information exchange.		Region 10, Counties, Municipalities, Economic Development Organizations, Chambers, Special Districts, Non-profits, public lands agencies	Regional information exchange	On-going
Regionwide	Region 10 should act as a facilitator and convener to provide the forum to discuss regional economic development "turf" issues.	Region 10	Municipalities, Counties, Economic Development Organizations, Chambers of Commerce	Coordinated economic development	On-going
Regionwide	Encourage state staff (Local Affairs and Office of Economic Development) to provide agendas for regional meetings.	Region 10	State of Colorado	State issues discussed at local and regional levels	On-going
Regionwide	Encourage State offices to hold meetings within the Region when possible	Region 10	State of Colorado	Decrease the amount of travel to Denver.	On-going
Regionwide	Create a regional list-serve on the Web.	Region 10	Counties, Municipalities, Economic Development Organizations, Chambers, Special Districts, Non-profits	Promote on-going dialogue among the Region's local governments	1-3 Years
Regionwide	Establish mechanisms for sharing GIS Mapping information between communities in the Region	GIS users group	Region 10, Southwest Colorado Data Center, Municipalities, Counties, public lands agencies	Information sharing between local governments and public lands agencies	1-5 Years
Regionwide	Develop and maintain a list of basic information resources in or near each community in the Region	Region 10	Counties, Municipalities, Economic Development Organizations, Chambers, Special Districts, Non-profits	Inventory of information resources for the Region	On-going
Regionwide	Develop and maintain a list of contact persons for specific information needed by interested businesses.	Region 10	Economic Development Organizations, Chambers of Commerce, Counties, Municipalities, and the State of Colorado	A contact list for economic development activities	On-going
Regionwide	Incorporate the Delta-Montrose Vo-Tech Operation Enterprise program as a resource for small business.	Operation Enterprise	SBDC, Region 10	A resource for small business assistance	On-going
Regionwide	Region 10 should develop and implement the most cost effective and accessible way to maintain promotional material.	Region 10	Chambers of Commerce, Economic Development Organizations and Professional Groups	A promotion information clearing house offering up-to-date data.	On-going
Regionwide	Host annual meeting of all of the Region's Economic Development Organizations	Region 10	Economic Development Organizations, Chambers of Commerce, Counties, Municipalities	Coordinate and educate each other on business prospecting and lead development	1 Year
Regionwide	Complete an annual survey of the Region's economic development organizations to identify informational needs	Region 10	Economic Development Organizations, Chambers of Commerce, Counties, Municipalities	Delivery of needed services	1 Year

Regionwide	Develop a weekly e-mail bulletin of time sensitive information for the Region	Region 10	Counties, Municipalities, Economic Development Organizations, Chambers, Special Districts, Non-profits, public lands agencies	Effective delivery of time sensitive information	1 Year
Regionwide	Work with CML and CCI to hold meetings within the Region or somewhere other than Denver	Region 10	Municipalities and Counties	Decreased travel time	On-going
Delta	Coordinate and work together with all Chambers of Commerce in Delta County	DADI	Region 10, Delta County, Municipalities, Chambers of Commerce	Coordinated Chamber events and economic development activities	On-going
Gunnison	Coordinate GIS-based database among Gunnison County's local governments (share information and data).	Gunnison County	Municipalities and special districts	Information sharing among local governments	On-going
Gunnison	Encourage information exchange through the continuation of Gunnison County Mayor/Manager meetings.	Gunnison County	Municipalities and Western State College	Information exchange among local governments	On-going
Gunnison	Encourage networking among federal, state and local government land managers	City of Gunnison, U.S. Forest Service, BLM, Colorado Department of Natural Resource, County & Municipalities	Other State Agencies,	Better communication between entities involved with Public Lands and their impacts.	On-going
Hinsdale	Work with the Southwest Data Center to develop GIS maps for Hinsdale County and Lake City	Hinsdale County and Lake City	Southwest Data Center, Public Lands Agencies, Region 10	GIS maps for Hinsdale County and Lake City	1-3 Years
Hinsdale	Work with neighboring counties to develop Manager/ Commissioner/ Trustee meetings	Hinsdale County	Lake City, Gunnison County, Silverton, Creed, Mineral County, San Juan County, Region 10	Governmental coordination	1-3 Years
Montrose	Coordinate with various entities within the County and Region to make communication links that offer opportunities to share information, particularly relative to GIS information.	Montrose County	Region 10, Municipalities, other Region 10 Counties/Communities, Southwest Data Center	Information sharing and coordination	On-going
Montrose	Improve cross-jurisdictional cooperation for the West End of Montrose and San Miguel Counties	Towns of Nucla, Naturita, and Norwood	Montrose and San Miguel County	Better working relationship between similar communities	On-going
Ouray	Coordinate with various entities within the County and Region to make communication links that offer opportunities to share information, particularly relative to GIS information.	Ouray County	Region 10, Municipalities, other Region 10 Counties/Communities, Southwest Data Center, Public Lands Agencies	Information sharing among governments	On-going
Ouray	Provide the Southwest Data Center's GIS information to libraries within the Region and the state.	Southwest Data Center	Libraries	GIS information sharing	On-going

Ouray	Participate in a multi-county project to inventory and assess the resources of the Uncompahgre River as a basis for developing and comprehensive plan for management of the river from its headwaters to the confluence with the Gunnison River.	Ouray County	Municipalities, Montrose County, Delta County	Improved river health	On-going
Ouray	Establish a citizen community taskforce to provide input on policy, regulations, and decision making	Ouray County	Municipalities	Coordinated community development	1-3 Years
San Miguel	Work with neighboring Montrose County West End communities in telecommunications development	San Miguel County	West End communities, Montrose County, CRDC, Region 10	Telecommunications development for economic development purposes	2000-2002
San Miguel	Continue the Town/County meetings	San Miguel County	Municipalities	Forum for discussion of issues effecting San Miguel County and its municipalities	On-going

Natural Resource Development and Sustainability

The Need: Throughout the Region, there are new pressures on the natural resources that contribute greatly to the area's economic well being. Population growth in the area creates demand for more resources such as land and water. New mining initiatives create conflicts between economic opportunity, resource protection and the quality of life.

The Goal: Manage the Regions natural resources to assure sustainability, economic vitality and a superior quality of life.

Milestone #1: Inventory the Region's Water Rights and find out where there are gaps. 1-3 years

Milestone #2: Review current legislation that controls the mining industry and recommend changes that reflect the will of the local residents. 1-3 years.

Resources: Local Conservation Groups, Counties, State, University System, Region 10, Club 20.

Objective: Manage water resources to ensure adequate and clean water for community growth and development

Jurisdiction	Task to be implemented	Agency or organization implementing	Other potential resources to be used	Expected Result	Time Line
Region wide	Encourage local governments to maintain adequate water rights for projected growth	Counties and Municipalities	State, Cooperative Extension, Club 20, Region 10	Adequate water for residential, commercial and agricultural water users	On-going
Delta	Conduct hydrology studies that determine the impact of coal bed methane drilling on water supplies.	County and Municipalities	Region 10, EPA, State	Safeguard existing water supply	On-going
Gunnison	Determine what level of water rights are necessary to insure agricultural irrigation in drought	Water users association and County	State, USDA	Purchase new rights to avoid loss of income during drought conditions.	On-going
San Miguel	Purchase water rights for the Town of Norwood	Municipality and County	State	Safe and available water for residential and commercial development	1-3 years

Objective #2 Support the extraction of minerals and gas in a sustainable manner that is sensitive to local economic conditions and quality of life.

Jurisdiction	Task to be implemented	Agency or organization implementing	Other potential resources to be used	Expected Result	Time Line
Regionwide	Review existing legislation on mineral extraction and gas drilling	Region 10	University system, Region 11	Knowledge of regulatory system	One year
Regionwide	Produce new legislation on mineral extraction and gas drilling that provides more local control of the process	Region 10, Counties	CML, Colorado Counties	More local control	1-3 years
Delta	Support local coal mine operations	Region 10 Delta and Gunnison County	Municipalities	Healthy and sustainable coal industry	On-going

Objective #3 Sustain natural resources that support tourism development and growth.

Jurisdiction	Task to be implemented	Agency or organization implementing	Other potential resources to be used	Expected Result	Time Line
San Miguel	Encourage policies and practices that will prevent air and water pollution in the San Miguel Canyon	San Miguel County	Municipalities	Maintain and improve air quality	On-going

Public Lands & Open Space Preservation

The Need: As communities grow and develop, open space is lost and access to public lands become less available, while the preservation of open space is seen as desirable and demand for access to public lands increases.

The Goal: Encourage communities to preserve open space and work with public lands agencies to maintain access and the multiple use of public lands.

Milestone #1: Monitor the public lands management plans development processes. (On-going)

Milestone #2: Inventory municipal and county open space preservation practices. (1-3 Years)

Resources: Land Trusts, Municipalities, Counties, State of Colorado, Public Land Agencies, User-groups, Chambers of Commerce, Tourism Boards, Region 10, Public Lands Partnership, Various Funders, Economic Development Organizations, etc.

Objective: *Communities interested in preserving access to public lands and open space should engage in activities that promote and encourage preservation efforts.*

Strategies:

<i>Jurisdiction</i>	<i>Task to be implemented</i>	<i>Agency or organization implementing</i>	<i>Other potential resources to be used</i>	<i>Expected Result</i>	<i>Time Line</i>
Regionwide	Encourage communities, counties, and organizations to work with public land agencies to ensure access and use of the Region's public lands.	Region 10	Counties, Municipalities, Organizations, Public Lands Agencies	Coordinated public land planning	On-going
Regionwide	Encourage the Region to recognize the link between preserving agriculture, open space, recreational uses and tourism	Region 10	Counties, Municipalities, Ranchers, Economic Development Groups, Land Conservancy Organizations, State of Colorado, Public Lands Agencies	Understanding of the way the Regional economy works and the role that open space and agriculture play in offering recreation and attracting visitors to the Region	On-going
Regionwide	Assist in the development of programs to purchase and/or preserve open space and agricultural lands, particularly where scenic, historic, or character defining features of the Region are involved	Region 10	Counties, Municipalities, Ranchers, Economic Development Groups, Land Conservancy Organizations, State of Colorado, Public Lands Agencies	Preservation of significant open space and agricultural lands	On-going

Regionwide	Develop an inventory of open space lands, character defining features, outdoor recreation resources, and other physical features that should be preserved in order to sustain the tourism industry and maintain the rural character of the Region	Region 10	Counties, Municipalities, Ranchers, Economic Development Groups, Land Conservancy Organizations, State of Colorado, Public Lands Agencies	An inventory of significant open space in need of preservation	On-going
Regionwide	Monitor the production of public lands planning documents and management policies to ensure the access and sustainable use of public lands	Region 10	Counties, Public Land Partnership, Municipalities, Ranchers, Economic Development Groups, Land Conservancy Organizations, State of Colorado, Public Lands Agencies, User Groups	Maintained access to public lands	On-going
Regionwide	Develop an education and assistance program for landowners interested in conservation easements	Region 10 Public Land Agencies.	Counties, Municipalities, Land Conservancy Organizations, State	Preservation of open space	On-going
Delta	Continue to develop the Grand Mesa as a year-round recreation area	Public Lands Agencies	Delta County, Municipalities, Tourism Board and Chambers of Commerce	Promotion and development of the Grand Mesa	On-going
Delta	Monitor the GMUG Forest Management Plan Revision	Delta County	Municipalities, Tourism Board and Chambers of Commerce, Public Lands Partnership	Ensure appropriate forest planning and use	On-going
Gunnison	Continue to assist and support the Crested Butte Land Trust preserve open space	Towns of Crested Butte and Mt. Crested Butte	Crested Butte Land Trust, Gunnison County, Public Lands Agencies	Preserved open space	On-going
Gunnison	Preserve open space and agricultural land through the Gunnison Ranchland Legacy Land Preservation Board	Gunnison Ranchland Legacy Board	Gunnison County, Municipalities	Preserved agricultural land and open space	On-going
Gunnison	Monitor the production of the GMUG Forest Revision Plan	Gunnison County	Municipalities, Chambers of Commerce,	Ensure appropriate forest planning and use	On-going
Hinsdale	Maintain access to public lands	Hinsdale County	Lake City, Hinsdale County, Public Lands Agencies, Private Property Owners	Continued access to public lands	On-going
Hinsdale	Work with private property owners concerning right-of-way issues and public lands and trails	Hinsdale County	Lake City, Hinsdale County, Public Lands Agencies, Private Property Owners, State of Colorado	Maintain access to public lands	1-3 Years
Hinsdale	Maintain and improve habitat for wildlife, etc.	Hinsdale County	Lake City, Hinsdale County, Public Lands Agencies, Private Property Owners, State of Colorado	Improved habitat for hunting and tourism development	On-going
Montrose	Continue the development and implementation of the Montrose Green Way project	City of Montrose	GOCO, various funders	Preserve open space within and around the City of Montrose	1-5 Years

Montrose	Monitor the production of the GMUG Forest Management Plan Revision	Montrose County	Chambers of Commerce, User Groups, Public Lands Partnerships	Continued access to public lands	On-going
Montrose	Continue to promote and protect agriculture and ranching as a key components of Montrose County's economy	Montrose County	MEDC	Maintain the viability of agriculture	On-going
Montrose	Continue to protect the natural and cultural resources that define Montrose County's rural character	Montrose County	MEDC	Protection of defining characteristics of Montrose County	On-going
Ouray	Work to preserve open space through the preservation of ranching and agriculture in the County	Ouray County	Region 10	Continuation of ranching and agriculture and the preservation of open space	On-going
San Miguel	Continue open space programs including working with the US Forest Service to achieve a mutually desirable boundary condition	San Miguel County	Forest Service	Preserved open space	On-going
San Miguel	Develop an inventory of open space lands, character defining features, outdoor recreation resources, and other physical features that should be preserved in order to sustain the tourism industry and maintain the rural character of the Region	San Miguel County	Municipalities, Land Conservation organizations, public lands agencies, State of Colorado, Colorado Historical Society, GOCO, Region 10	An inventory of significant open space in need of preservation	On-going
San Miguel	Assist in the development of programs to purchase and/or preserve open space and agricultural lands, particularly where scenic, historic, or character-defining features of the region are involved.	San Miguel County	Municipalities, Land Conservation organizations, public lands agencies, State of Colorado, Colorado Historical Society, GOCO, Region 10	Preservation of significant open space and agricultural lands	On-going
San Miguel	Secure the entrance to the Town of Telluride through condemnation of the Valley Floor	Town of Telluride	Land conservation organizations	Preserve open space of significant value to the Town.	1-3 years

Recreation & Cultural Facilities

The Need: Relocating and expanding business and industry are generally attracted to communities with high-quality and diverse amenities, especially recreational and cultural opportunities.

The Goal: The development of high quality recreation and cultural facilities and programs that are competitive with facilities of other similar areas competing for economic development.

Milestone #1: Inventory existing facilities and needs. (1-3 Years)

Milestone #2: Identify funding sources. (1-3 Years)

Milestone #3: Assist communities in recreational and cultural facilities. (On-going)

Resources: Municipalities, Counties, Special Districts, User Groups, Private Sector, CDOT, Public Lands Agencies, Chambers of Commerce, Historical Societies, GOCO, State of Colorado, Region 10, Land Conservancy Organizations, and other various funding sources

Objective: Develop and establish recreational and cultural facilities and programs to make Region 10 communities more attractive to business and offer more amenities to current residents

Strategies:

<i>Jurisdiction</i>	<i>Task to be implemented</i>	<i>Agency or organization implementing</i>	<i>Other possible resources to be used</i>	<i>Expected Result</i>	<i>Time Line</i>
Regionwide	Develop better recreational and cultural facilities throughout the region including trails, swimming pools, golf courses, tennis courts, ice rinks, sports fields, and improved library facilities	Various	Local governments, special districts, GOCO, private sector, trails organizations, Region 10, State of Colorado	Make the region an attractive place to live and improved facilities	On-going
Regionwide	Develop a recreational and cultural network among communities and entities in the Region	Various	Local governments, special districts, GOCO, private sector, trails organizations, Region 10, State of Colorado	Coordinated and more efficient development of facilities	On-going
Regionwide	Develop cultural programs throughout the Region	Various	Local governments, GOCO, private sector, various non-profit organizations	Locally generated cultural education programs	On-going
Delta	Establish a multi-use corridor through the City of Delta and south to link with the Uncompahgre Riverway Trail System	City of Delta	GOCO, State of Colorado, trail groups, Delta County, foundations	Improved facilities and trail linkages	On-going

Delta	Develop a county wide trail system to link communities	Delta County and municipalities	GOCO, State of Colorado, trail groups,	County-wide trail system	On-going
Delta	Develop a master plan for a winter trail system on the Grand Mesa	Public Lands Agencies	Delta County and municipalities, GOCO, State of Colorado, trail user groups	Planned trails and facilities	On-going
Delta	Develop a trail network into the North Delta Corridor plan and to Confluence Park and integrate all trails into a single comprehensive trail plan	City of Delta	Delta County, DADI, CDOT	Planned trail/ development	3-5 Years
Delta	Develop an 18-hole golf course	City of Delta		Improved recreational opportunities for residents and visitors	2000-2004
Delta	Develop former 9-hole golf course into a sports park	City of Delta	Various funders	Improved recreational opportunities for residents and visitors	3-5 Years
Gunnison	Continue to expand the use of the Gunnison County Rodeo Grounds	Gunnison County	Municipalities	More utilized facilities	On-going
Gunnison	Construct a recreation center in Mt. Crested Butte to serve both local and tourist populations	Mt. Crested Butte	CBMR	Recreational opportunities for residents and visitors	3-5 Years
Gunnison	Improve public access to the areas flowing waters by creating a multiple use plan for the Gunnison River, Tomichi Creek, and north to Crested Butte	Gunnison County	Municipalities	Improved public access and recreational opportunities	On-going
Gunnison	Create a pedestrian and bicycle path network to expand access to public land and open spaces in Gunnison County to meet the goals of the Gunnison Valley Transportation Plan.	Gunnison County	Municipalities, GOCO, State of Colorado	Improved facilities and public land access for recreation	1-5 Years
Gunnison	Take advantage of unique, naturally occurring recreational opportunities and define these by mapping	Gunnison County	Municipalities	Expanding recreational opportunities	3-5 Years
Gunnison	Attract and support epinions options for the development of a multi purpose recreation/community center	City of Gunnison	Gunnison County	Accessible recreational opportunities	On-going
Gunnison	Develop a movie theatre in the City of Gunnison	Private Developer	City of Gunnison, CVEDC	Cultural opportunity for the residents and students of the area	1-3 years
Hinsdale	Create a pedestrian/bicycle path network to expand access to public and open space in Hinsdale County	Hinsdale County and Lake City	GOCO, Public Lands Agencies, State of Colorado	Improved public access and recreational opportunities	3-5 Years
Hinsdale	Take advantage of unique, naturally occurring recreational opportunities and define these by mapping	Hinsdale County	Lake City, GOCO, Public Lands Agencies, State of Colorado, trail groups	Expanding recreational opportunities	3-5 Years
Hinsdale	Continue the development of parks and trails in and around Lake City	Lake City	Hinsdale County, GOCO, State of Colorado	Improved public facilities	On-going
Hinsdale	Improve Arts/Theater Center	Arts Guild	Lake City, Hinsdale County	Improved facilities	On-going
Hinsdale	Develop a separate bike lane on highway 149	CDOT	Hinsdale County, Lake City	Safer trails for bicycle and pedestrian use	
Hinsdale	Work with property owners, public lands agencies, etc. to maintain public access (including back-county access) and right of way	Hinsdale County	CDOT, Town of Lake City, Public Lands Agencies, Trail Users Groups	Maintenance of access to public lands	On-going

Hinsdale	Inventory existing trails	Hinsdale County	Public Lands Agencies, user-groups	Inventory of trails for better understanding and usage	On-going
Hinsdale	Plan winter infrastructure needs (ie: a snowmobile trail out of town)	Hinsdale County/Lake City	Public Lands Agencies, User groups	Planned trail development	On-going
Montrose	Continue to expand and improve landscaping along existing bicycle/pedestrian paths through the City of Montrose	City of Montrose		Improved public facilities	On-going
Montrose	Continue the development of the Uncompahgre River Way Trail to connect with Ouray and Delta	Uncompahgre River Way Trail Group	Montrose County, Public Land Agencies, City of Montrose, Ouray County, City of Ouray, Delta County, City of Delta, State of Colorado, GOCO	Improved public facilities and community linkages	On-going
Montrose	Continue to improve the Montrose County Fairgrounds	Montrose County	Fair Board, State of Colorado	Improved public facilities	On-going
Montrose	Utilize the County Fairgrounds as a regional event center	Montrose County	Fair Board	Better utilized facilities	
Montrose	Continue the development of Baldrige Park into a multiuse facility	City of Montrose	Various Funders	Improved and expanded recreational opportunities	On-going
Montrose	Develop and expand range of recreational services currently available to west end residents	Towns of Nucla and Naturita	Montrose County, West End Recreation District, private sector	Expanded range of recreation services	On-going
Montrose	Encourage the use of the community/senior center in the Nucla/Naturita area	Towns of Nucla and Naturita		Better utilized public facilities	On-going
Montrose	Continue the expansion, improvement, promotion and maintenance of the multi-use Paradox Trail, including the development of camp-sites.	Colorado Plateau Mountain Bike Association (COPMOBA)	Other trail groups, State of Colorado, Trail Programs, Towns of Nucla and Naturita, Public Lands Agencies	Improved multi-use trail system and tourism development	On-going
Montrose	Develop and promote an annual local mountain bike ride/race	Towns of Nucla and Naturita	COPMOBA, Trail Programs, Nucla-Naturita Chamber of Commerce	Tourism development	3-5 Years
Montrose	Continue the development of a recreational river corridor on the San Miguel River	Town of Naturita	San Miguel River Shed Coalition, Montrose County, GOCO	More attractive and useable river corridor area	On-going
Montrose	Develop a recreational vehicle park/campground near Uravan	West End Communities	Various	More camping facilities and tourism development	On-going
Montrose	Continue the development of parks and recreational facilities in Naturita (swimming pool, golf course, and recreational center)	Town of Naturita	West End Recreation District	Improved and attractive public recreation facilities	Long-term
Ouray	Increase the visibility of the Visitor's Center in Ridgway and Ouray	Ouray Chamber Resort Association and Ridgway Chamber of Commerce	City of Ouray and Town of Ridgway	Improved visibility of visitor centers	On-going
Ouray	Improve Box Canyon Falls and other recreational facilities for both visitors and residents	City of Ouray	Ouray Chamber Resort Association	Improved public facilities	On-going

Ouray	Develop a master plan for the fairgrounds property in Ridgway and enhance maintenance	Fair Board	Ouray County	Facility improvement	1-5 Years
Ouray	Continue the development of the Uncompahgre River Restoration Project	City of Ouray	Various funders	Improved river health and enhanced recreational opportunities	1-3 Years
Ouray	Support the Ouray Museum activities and expand the collection	Museum Board	City of Ouray, Ouray Historical Society	Improved facility and cultural opportunities	On-going
Ouray	Continue to improve the County Fair Grounds in Ridgway	County	Town of Ridgway	Improved facilities for on-going events that reflect the heritage of the community	On-going
San Miguel	Continue the development of recreational facilities and improvements to the San Miguel River	San Miguel River Shed Coalition	San Miguel County, Montrose County, Nucla, Naturita, Norwood,	Improved recreational opportunities and coordinated planning efforts	On-going
San Miguel	Encourage a diversity of activities and events for the event center/indoor arena in Norwood	San Miguel County	Town of Norwood	Better utilized public facility	On-going
San Miguel	Encourage use of the Mountain Village Conference center for conferences and cultural events	Town of Mountain Village	San Miguel County, Visitors and Convention Bureau	Better utilized public facilities	On-going
San Miguel	Encourage the BLM and Forest Service to develop facilities to handle the growing numbers of summer visitors on public lands including interpretive programs in addition to festivals	Public Lands Agencies	San Miguel County municipalities, user groups	More public facilities to handle increasing numbers of users	1-3 Years
San Miguel	Develop a Pavilion in the Town Park that serves as a hockey rink and a multi purpose facility	Town of Telluride	State	Facility will encourage more events in the Town and provide residents with a recreation opportunity.	1-3 years

Small Communities Assistance

The Need: Smaller communities in the Region do not have the existing industry to provide adequate tax revenues, which enable towns to provide more than basic services and stabilize their employment. If they do not have an active economic development group, chamber, or community development department to find ways of improving their communities and local economies, then they will receive little attention from new businesses or government assistance programs.

The Goal: Provide small communities in the Region with special attention for economic development activities and provide access to technical assistance on an as-needed basis.

Milestone #1: Increase the ability of Region 10 to provide assistance to specific projects within the Region's communities. (1-3 Years)

Milestone #2: Facilitate two workshops per year of interest to the Region's counties and communities. (Annual)

Milestone #3: Assist communities with planning on an as needed basis. (On-going)

Resources: Local Economic Development Organizations, Municipalities, Counties, State of Colorado, Region 10, Public Lands Agencies, Private Sector, Chambers of Commerce, Special Districts, Small Business Development Center, Educational Institutions, etc.

Objective: Assist small communities in the development of infrastructure, planning, and other issues as they arise.

Strategies:

<i>Jurisdiction</i>	<i>Task to be implemented</i>	<i>Agency or organization implementing</i>	<i>Other potential resources to be used</i>	<i>Expected Result</i>	<i>Time Line</i>
Regionwide	Encourage small communities and counties to adopt or update land use regulations	Region 10	Counties, Municipalities, State of Colorado	Improve land use planning	On-going
Regionwide	Develop an award program to recognize outstanding community projects	Region 10	Counties, Municipalities, State of Colorado	Provide recognition to communities that greatly improve themselves	
Regionwide	Encourage and assist communities in the development of comprehensive development plans that consider economic development, capital improvements, environmental protection, water resource management, transportation, housing, agriculture, etc.	Region 10	Counties, Municipalities, State of Colorado	Managed growth and development	On-going

Regionwide	Encourage adoption of land use regulations and permitting systems that are clearly worded and provide a positive atmosphere for economic growth	Region 10	Counties, Municipalities, State of Colorado	Improved business atmosphere	On-going
Regionwide	Encourage the inclusion of a public lands component in land use plans	Local and County Government	Public Lands Agencies	Coordinated planning efforts	On-going
Regionwide	Create a circuit rider program that provides staff assistance in the areas of planning and administration	Region 10	HUD, State of Colorado, local government	Improved provision of services to small communities	1-3 Years
Regionwide	Utilize a "Code of the West" document in areas where it is needed and practical	Local and County Government	Region 10, State of Colorado	Better understandings of western lifestyle by new and existing residents and business	On-going
Regionwide	Conduct educational and training programs for non-profit community groups to insure their sustainability.	Region 10 and Foundations	Counties and Municipalities	Stronger community non-profit groups	On-going
Delta	Continue the countywide planning efforts and investigate zoning Delta County with local communities and planning committees.	Delta County	Local planning groups	Plan for the impacts of growth, public services and facilities, and maintain the scenic beauty and environmental health	On-going
Gunnison	Inventory current land uses. Complete update to the City of Gunnison Master Plan.	City of Gunnison	Gunnison County, GVEDC, Private sector	Identification of desirable business and industrial development areas for future development and expansion	On-going
Gunnison	Address City of Gunnison infrastructure extensions	City of Gunnison	GVED	Encourage growth and development in desired areas	On-going
Hinsdale	Create a more economically balanced year-round community in Lake City with emphasis on the shoulder (off) seasons	Town of Lake City	Hinsdale County, Region 10	Viable, year-round economy	On-going
Hinsdale	Develop an Economic Development plan to identify economic diversification options, including options for actual implementation	Lake City Chamber of Commerce	Town of Lake City, Hinsdale County, Region 10, State of Colorado	Practical plan for economic development	3-5 Years
Hinsdale	Develop a local community indicators project – incorporating the regional economic forecasting model	Hinsdale County	Lake City, Region 10, citizens	An explanation of community trends	1-3 Years
Hinsdale	Study the impact of camps and retreats on the local economy (ie: Camp Red Cloud, Elderhostel, etc.)	Lake City Area Chamber of Commerce	Lake City, Hinsdale County	An understanding of these types of organizations impacts on a community	3-5 Years
Hinsdale	Maintain access to public lands	Hinsdale County	Public Lands Agencies, Property Owners, Town of Lake City, User Groups, Region 10	Continue access to public lands for recreation, tourism, economic development potential	On-going
Hinsdale	Work with private property owners concerning right-of-way issues and public lands and trail	Hinsdale County	Public Lands Agencies, Property Owners, Town of Lake City, User Groups, Region 10	Maintain and acquire access to public lands	On-going
Montrose	Continue the expansion and development of infrastructure in and around the Town of Olathe, including developing an updated master plan	Town of Olathe	Montrose County, MEDC, State of Colorado	A community prepared for growth and development	On-going
Montrose	Continue State Forestry tree grants to replace aging trees – investigate others sources to maintain and enhance the communities landscaping	Towns of Nucla and Naturita	State Forestry	Healthy and well maintained trees and landscape	On-going
Montrose	Work with the Broad Canyon Landfill to be open for spring and fall community clean-up days	Towns of Nucla and Naturita	Broad Canyon Landfill	Incentive for residents to participate in clean-up days	Annually

Montrose	Improve cross-jurisdictional cooperation for the West End of Montrose and San Miguel Counties	Towns of Nucla, Naturita, and Norwood	Montrose and San Miguel County, Region 10	Better working relationship between similar communities	On-going
Montrose	Educate the community on the reasons for land-use planning and regulations, then create community comprehensive plans that emphasize traditional community values	West End Communities	Montrose County, Region 10, State of Colorado	A planning document and regulations emphasizing community	Long-term
Montrose	Complete a commercial/industrial property inventory of the Uravan and Vanadium Corporation of America sites for potential economic development sites	West End Communities	Montrose County, Region 10, State of Colorado	Property inventory for possible economic development use	3-5 Years
Montrose	Continue to publish promotional brochures for tourism development	West End Communities	Various Community Groups, Businesses, Region 10, State of Colorado	Promotional information on the community	On-going
Ouray	Continue to upgrade the Ouray County Land Use Code, Road Standards, and fee schedules	Ouray County	Municipalities	Up-to-date standards	On-going
Ouray	Continue to investigate the use of impact fees	Ouray County	Colorado Counties Inc.	Growth pays for itself	On-going
Ouray	Establish a joint citizen community taskforce to provide input on policy, regulations, and decision making	Ouray County	Municipalities	Coordinated community development	1-3 Years
San Miguel	Encourage the use of designated locations for the development of light industry in San Miguel County	San Miguel County	Municipalities	Utilization of available infrastructure and land	On-going
San Miguel	Continue regional efforts to complete an updated development plan for the Telluride Region	San Miguel County	Municipalities	Coordinated development plan for Telluride Region	On-going
San Miguel	Continue the development and maintenance of master plans for Norwood and Wright's Mesa	San Miguel County	Town of Norwood	An understanding of how the communities what to grow and develop	On-going
San Miguel	Identify potential locations for industrial sites	San Miguel County	Municipalities	Available sites for Economic Development	On-going

Telecommunications Development

The Need: Region 10 communities are quickly running out of bandwidth. The problem ranges from not being able to make a local call or a business not being able to process a credit card to the loss of jobs by a business or industry that requires high bandwidth/high-speed data transfers to conduct business.

The Goal: Develop improved telecommunications capabilities, availability and affordability throughout the Region.

Milestone #1: Ensure and monitor the implementation of the State Multiuse Network. (1-3 Years)

Milestone #2: Maintain the Telecommunications Development Plan. (Annual)

Milestone #3: Assist local telecommunications groups in telecommunications planning activities. (On-going)

Resources: Local Economic Development Groups, Electric Cooperatives, telephone companies, cable television providers, other private sector businesses, municipalities, counties, State of Colorado, Region 10, Colorado Rural Development Council, Private Sector, Federal Government, etc.

Objective: Improved telecommunications capacity and provide education on the economic development potential of improved telecommunications/increased bandwidth.

Strategies:

<i>Jurisdiction</i>	<i>Task to be implemented</i>	<i>Agency or organization implementing</i>	<i>Other potential resources to be used</i>	<i>Expected Result</i>	<i>Time Line</i>
Regionwide	Improve telecommunications capabilities	Region 10	Counties, Municipalities, State of Colorado, CRDC, Electric Cooperatives	Economic Development, Distance Learning, Tele-medicine, etc.	On-going
Regionwide	Establish a video-conferencing facility or facilities in the region	Various	Region 10, State of Colorado, Local Governments, Educational Facilities	More efficient use of time and reduced travel	On-going
Regionwide	Educate the region on the potential benefits of improved telecommunications	Region 10	State of Colorado, Other Regions, CRDC	An understanding of what enhanced telecommunications capabilities can mean for the Region	On-going
Regionwide	Support and assist any telecommunications development projects that are a benefit to the good of the Region	Region 10	CRDC, State of Colorado	Local driven telecommunications improvements	On-going

Delta	Create a community broad based data network	DADI	DMEA, Delta County Telcom, Delta County, Municipalities, Region 10, CRDC, State of Colorado, Federal Programs	Enhanced telecommunication services and bandwidth	Long-term
Delta	Develop a high-tech incubator/dream works facility	DADI	DMEA, Delta County Telcom, Delta County, Municipalities, Region 10, CRDC, State of Colorado, Federal programs	High-tech economic development	Long-term
Gunnison	Develop high speed telecommunications access	GVED	City of Gunnison, Gunnison County, Gunnison County Electric Co-op	Improved and affordable telecommunications access	1-3 Years
Hinsdale	Develop a local task force to work at improving service	Hinsdale County	Lake City, Region 10	Contact service provides and set parameters and possible fee increases	2000 on-going
Hinsdale	Develop an alternative power source to the Roundtop (Radio/TV) transmitter site (Solar?)	Lake City	Hinsdale County	Reliable source of power for the transmitter site	3-5 Years
Hinsdale	Identify sites and encourage cell phone service development in Hinsdale County	Hinsdale County	Lake City	Cell phone development in the County	On-going
Hinsdale	Improve Emergency Services Communications	Hinsdale County	EMS services, Lake City	Better EMS communications	On-going
Hinsdale	Plan for the proper placement of telecommunications infrastructure	Hinsdale County	Lake City	Planned infrastructure	1-5 Years
Montrose	Encourage the development of affordable high bandwidth services as a means of economic development	MEDC	Montrose County, Municipalities, Region 10,	Economic development potential	On-going
Ouray	Develop telecommunications for economic development and educational purposes	Ouray County	Municipalities, Region 10	Economic and educational enhancement	On-going
San Miguel	Work with the Colorado Rural Development Council to implement a Telecommunications Development Plan	San Miguel County	Municipalities, the West End of Montrose, CRDC, Region 10, State of Colorado	Telecommunications improvements	On-going
San Miguel	Develop a more effective public safety communications system for the County	San Miguel County	Municipalities, Districts	Better emergency communications	On-going

Tourism Enhancement

The Need: A major component of sustained unemployment in the tourism industry is the lack of a year-round base for workers who are currently employed on a seasonal basis.

The Goal: Manage tourism and ensure its sustainability by strengthening the off seasons through promoting off-season tourism development, new employment opportunities, better utilization of existing infrastructure and other appropriate measures.

Milestone #1: Support and work with the Southwest Colorado Travel Region. (On-going)

Milestone #2: Working with workforce development providers, develop a workshop on hospitality/customer service training. (1-3 Years)

Milestone #3: Working with the Workforce Development Centers, develop labor exchanges between the winter and summer workforce. (3-5 Years)

Resources: Chambers of Commerce, Visitors and Convention Bureaus, Local Economic Development Groups, Municipalities, Southwest Colorado Travel Region, Private Sector, Counties, State of Colorado, Region 10, Public Lands Agencies, Community Organizations, etc.

Objective: Develop and promote off-season tourism possibilities, employment opportunities and better utilization of existing infrastructure.

Strategies:

<i>Jurisdiction</i>	<i>Task to be implemented</i>	<i>Agency or organization implementing</i>	<i>Other potential resources to be used</i>	<i>Expected Result</i>	<i>Time Line</i>
Regionwide	Promote business/economic development through marketing a positive recreational experience or family vacation as an introduction to Region 10.	Various	SWCTR, Chambers, Visitors Bureaus, Municipalities, Counties, Public Lands Agencies, Region 10	Return and extended visitor stays within the Region	On-going
Regionwide	Maximize state and regional tourism and business development through cooperative advertising projects.	Various	SWCTR, Chambers, Visitors Bureaus, Municipalities, Counties, Public Lands Agencies, Region 10	Return and extended visitor stays within the Region	On-going

Regionwide	Encourage the tourism industry to respect and maintain those qualities of the Region that make it an attractive visitor/tourist destination.	Various	SWCTR, Chambers, Visitors Bureaus, Municipalities, Counties, Public Lands Agencies, Region 10	Recognition and respect of significant and unique characteristics of the Region	On-going
Delta	Expand visitor/recreational facilities, especially winter recreation.	Tourism Board, Chambers of Commerce	Tourism Board, Chambers of Commerce, User Groups, Public Lands Agencies, Delta County	Improved and attractive facilities that attract visitors	On-going
Delta	Emphasize development of the Grand Mesa for expanded year-round recreation.	Various	Tourism Board, Chambers of Commerce, User Groups, Public Lands Agencies, Delta County	Year-round tourism development	On-going
Delta	Promote extended stay programs through pageants and special events to allow visitors a better chance to become familiar with the County	Tourism Board, Chambers of Commerce	Commerce, User Groups, Public Lands Agencies, Delta County	Promotion of the entire county and increased tourism revenue	On-going
Delta	Encourage bicycling-related recreation activities and events in Delta County.	Tourism Board, Chambers of Commerce	User Groups, Public Lands Agencies, Delta County, Municipalities	Bicycling related tourism development and promotion	On-going
Delta	Develop marketing programs for the spring and fall seasons.	Tourism Board, Chambers of Commerce	User Groups, Public Lands Agencies, Delta County	Year-round tourism development	On-going
Gunnison	Promote and market spring, summer, and fall returns by winter recreation visitors (Cross marketing).	Chambers of Commerce	Gunnison County, GVEDC, private sector, SWCTR	Off-season tourism development	On-going
Gunnison	Encourage expansion of the Western State College summer conference schedule.	Western State College	City of Gunnison	Attract new and return visitors	On-going
Gunnison	Ensure the seasonal population pays for the public services it receives through reasonable fee structures.	Gunnison County, Crested Butte, Mt. Crested Butte	Chambers of Commerce	Visitors pay for required services, etc.	On-going
Gunnison	Explore means of providing a labor force throughout the year for seasonal economies by encouraging cottage industries, and including a provision for affordable and attainable housing.	GVEDC	Gunnison County, Municipalities,	Economic Diversification and an adequate year-round population to fill jobs	On-going
Gunnison	Build a convention/conference center in the City of Gunnison which markets the City to regional events	City of Gunnison	Private Sector, GVEDC	New economic development potential	Long-term
Gunnison	Develop and implement a Rural Transportation Authority to fund air service to the Gunnison Airport	Gunnison County, GVEDC	Municipalities	Consistent and abundant air service to the County	2003
Gunnison	Develop a financing mechanism to fund a county wide marketing effort	Gunnison County Municipalities	Chamber of Commerce	Consistent and dynamic marketing message to the outside world	2003
Hinsdale	Promote cross marketing of winter and summer visitors	Lake City Area Chamber of Commerce	Town of Lake City, Hinsdale County, SWCTR	Increase off-season tourism	On-going
Hinsdale	Market winter recreation activities such as snowmobile tours, cross-country skiing, ice climbing, etc.	Lake City Area Chamber of Commerce	Lodging Tax board, Town of Lake City, Hinsdale County	Year-round tourism development	On-going

Hinsdale	Improve promotion of Lake City as a year-round resort—snowmobile tours, cross-country skiing.	Lake City Area Chamber of Commerce	Hinsdale County, Lake City, SWCTR	Improved promotion of year-round recreation potential for Lake City	On-going
Hinsdale	Ensure the seasonal population pays for the public services it receives through reasonable fee structures.	Hinsdale County, Lake City	Lake City Chamber of Commerce	Visitors pay for required services, etc.	On-going
Hinsdale	Evaluate current tourism advertising effectiveness and reallocate resources if needed.	Lake City Area Chamber of Commerce	Hinsdale County, Lake City	Best use of limited tourism marketing funds	1-3 Years
Hinsdale	Promote the area through continued relationship with the Southwest Colorado Tourism Region.	Lake City Chamber of Commerce	Town of Lake City, Hinsdale County	Improved tourism marketing	On-going
Hinsdale	Promote low-impact tourism such as eco-tourism, mountaineering, ice-climbing, hiking, etc.	Lake City Chamber of Commerce	Town of Lake City, Hinsdale County, User-groups, recreationalists	Environmentally friendly tourism development	On-going
Hinsdale	Investigate the second home industry – pros and cons, generation of spin-off businesses (ie: caretakers, services, etc)	Lake City Chamber of Commerce	Lake City, Hinsdale County,	Better understanding of the impacts of the second-home industry	1-3 Years
Hinsdale	Promote Haute system	Lake City Chamber of Commerce	Lake City, Hinsdale County	Promotion of unique amenity	On-going
Montrose	Encourage fledgling bed & breakfasts to affiliate and form an association for collective marketing in the Nucla and Naturita area.	Nucla-Naturita Chamber of Commerce	West End Communities, Bed and Breakfasts	Improved marketing for local bed and breakfasts	On-going
Montrose	Investigate the creation of a historic stage-line in Bedrock and Paradox.	West End Communities	Nucla-Naturita Chamber of Commerce	Heritage tourism development	On-going
Montrose	Coordinate activities to provide year-round recreation (snowmobiling, rafting, hunting, cross-country skiing, and summer lodges), and market as a regional attraction for the Nucla and Naturita area.	Nucla-Naturita Chamber of Commerce	West End Communities,	Promotion of year round activities	On-going
Montrose	Promote the West End as an area desirable for photographers with emphasis on “Watchable Wildlife.”	Nucla-Naturita Chamber of Commerce	West End Communities	Attract photographers and “wildlife watchers”	On-going
Montrose	Promote Bedrock/Flintstones’s cartoon connection.	Bedrock	West End Communities	Tourism development	On-going
Montrose	Promote annual Unaweep-Tabeguache Scenic Byway event.	Scenic By-way Association	Nucla-Naturita Chamber of Commerce	Tourism development	On-going
Montrose	Promote West End Arts Guild	Nucla-Naturita Chamber of Commerce	Arts Guild	Attract and promote artisans	On-going
Ouray	Advertise the community center for small conventions or retreats.	City of Ouray	OCRA, SWCTR	Expand tourism capabilities	On-going
Ouray	Promote winter activities in Ouray: cross country skiing, snowmobiling, hot springs soaking.	OCRA	City of Ouray, SWCTR	Development of off-season tourism	On-going
Ouray	Continue to coordinate with Telluride to provide adequate services in Ouray during peak skiing period.	OCRA	City of Ouray, Telluride Visitor’s Bureau	Coordinated provision of visitor services and accommodations	On-going
Ouray	Promote Ouray as a location for international ice climbing seminars and workshops.	OCRA	City of Ouray, SWCTR	Promotion of unique event in Ouray County	On-going
Ouray	Advocate water sports activities at Ridgway State Park.	State Parks	OCRA, Ridgway Chamber of Commerce, City of Ouray, Town of Ridgway, Ouray County	Promotion of the State Park	On-going

Ouray	Continue to work with the Southwest Colorado Travel Region on tourism promotion activities	OCRA	City of Ouray, SWCTR	Tourism marketing and development	On-going
Ouray	Support the interest in Ouray County in further developing the sport of ice climbing and other "off season" recreational activities to enhance off-season tourism opportunities.	OCRA	City of Ouray, Ouray County, SWCTR	Off-season tourism development	On-going
Ouray	Develop a county wide Recreation Plan.	Ouray County	Municipalities	Planned recreational improvements	3-5 Years
Ouray	Promote extended stays and return visits through tourism marketing efforts	OCRA	City of Ouray, Ouray County, SWCTR	Increased tourism revenue	On-going
Ouray	Develop a master plan for the County Fairgrounds that will expand its use and compliment the County Wide Recreation Plan.	Fair Grounds Board	Ouray County	Improved and expanded use of facility	On-going
San Miguel	Develop year-round employment for Telluride residents through diversification of industry, including tourism and education.	San Miguel County	Municipalities, Chamber of Commerce	Increased employment opportunities	On-going
San Miguel	Support the indoor arena and events center in Norwood.	Town of Norwood	San Miguel County	Utilization of existing facilities	On-going
San Miguel	Continue regional tourism marketing efforts	Telluride Chamber of Commerce, Telluride Visitor's Services,	Town of Telluride, Town of Mountain Village, San Miguel County, SWCTR	Marketing of the Telluride Region as a destination resort	On-going
San Miguel	Create adequate worker housing and visitor bed base to support the tourism industry	San Miguel County	Telluride Chamber of Commerce, Telluride Visitor's Services, Towns of Telluride, Mountain Village	Creation of affordable employee housing and adequate visitor bed base	On-going

Transportation Development & Improvements

The Need: The Region 10 area is plagued by transportation problems due to terrain, deferred maintenance on highways, distance between communities, isolated communities, expensive and unreliable air service and dwindling rail and freight services.

The Goal: Improve all modes of the transportation system of the Region to provide better service to industry, visitors, and residents.

Milestone #1: Implement the recommendations of the Gunnison Valley 2020 Transportation Plan and Region 10 Transit Development Plan. (On-going)

Milestone #2: Act as the Gunnison Valley Transportation Planning Region and facilitate Regional transportation planning and dialog between CDOT and the Region's counties and communities. (On-going)

Resources: Municipalities, Counties, State of Colorado, Region 10, Various Federal Programs, CASTA, CDOT, Local Development Organizations, User Groups, Union Pacific Railroad, Public Utilities Commission, FAA, GOCO, Chambers of Commerce, Tourism Organizations, etc.

Note: The Gunnison Valley 2020 Regional Transportation Plan and the Regional Transit Development Program are plans that outline projects developed by the six-counties of Region 10. Copies of these plans are available from Region 10, each county, or libraries within the Region.

Objective: Encourage creative transportation solutions, regional networks, and highway improvements.

Strategies:

<i>Jurisdiction</i>	<i>Task to be implemented</i>	<i>Agency or organization implementing</i>	<i>Other potential resources to be used</i>	<i>Expected Result</i>	<i>Time Line</i>
Regionwide	Begin implementation of projects outlined in the Gunnison Valley Regional Transportation Plan.	CDOT	Region 10, Counties, Municipalities,	Implementation of Regional Transportation Plans	On-going
Regionwide	Begin to identify other funding sources available for the implementation of projects outlined in the Gunnison Valley Regional Transportation Plan	Region 10	CDOT, Counties, Municipalities	Funding to implement projects	On-going
Regionwide	Investigate the procedures and rationale of the implementation of projects outlined in the Gunnison Valley Regional Transportation Plan.	Region 10	CDOT, Counties, Municipalities	Development of procedures for implementation of projects listed in plan	On-going

Regionwide	Discourage massive amounts of spending on state primary roads and redirect more money to secondary roads.	Region 10	Counties, Municipalities	Secondary road improvements	On-going
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Regionwide	Develop ways to implement reasonable commercial airfares for trips originating from the Commercial airports in the Region.	Economic Development Organizations	Chambers of Commerce, Visitor's and Convention Bureau's, Local and County Governments	Affordable air service	Long term
Regionwide	Maintain the railroad and right-of-way from Grand Junction to Montrose.	Delta and Montrose Counties	Union Pacific, CDOT	Realize future potential of railroad right of way	On-going
Regionwide	Continue to identify opportunities to expand bicycle trail systems region-wide.		Counties, Municipalities, Public Land Agencies, Trail/User Groups	Expansion of bicycle trail systems in the region	On-going
Regionwide	Implement the Region's Transit Development Plan.	Transit Providers	Region 10, CDOT	Improved and expanded public transit	On-going
Regionwide	Consider efficient alternatives for moving workers from place to place.	Counties and Municipalities	Region 10, CDOT, Transit Providers, Private Sector	Alternative modes of workforce transportation	On-going
Regionwide	Provide for efficient movement of visitor's on our transportation system to ensure a positive experience.	CDOT	Region 10, Counties, Municipalities, Private Sector	Well maintained transportation systems to allow for efficient travel	On-going
Regionwide	Support development options which allow workers to live in the communities in which they live and work	Counties and Municipalities	Economic Development Organizations, Region 10, State of Colorado	Reduction of commuting time and congestion	On-going
Regionwide	Develop a Transportation Authority	Region 10, Ouray, Montrose, and San Miguel County	Municipalities	Funding source for transportation services and improvements in the Montrose/Telluride Corridor.	On-going
Regionwide	Participate in the development and implementation in the 2003 Strategic Investment Plan	Region 10, CDOT, Local communities	Counties and Municipalities	Plan for future transportation funding	2002-2003
Regionwide	Develop an economic impact analysis of regional airports	Region 10 State of Colorado	Counties, Municipalities, Business community	An accurate picture of the importance of our airports to the regional economy.	1-3 years
Delta	Further improve Highways 92 and 133 by widening and resurfacing where necessary.	CDOT	Delta County	Highway safety improvements	2000-2007
Delta	Create a "Valley Transit System" to better meet transit needs of county residents and expand transportation into other modes besides the automobile.	Delta County	CDOT, Region 10, Private Sector	Development of public transportation system	Long-term
Delta	Develop turning lanes in the North Delta Corridor	City of Delta	CDOT	Improve traffic flow and safety	1-3 Years
Delta	Encourage shared-ride carpooling	Delta County	Municipalities, DADI, Private Sector	Decrease congestion and single occupancy vehicles	On-going
Delta	Redesign railroad lines in the City to allow the development of a truck route off of Highway 50 around downtown Delta	City of Delta	Delta County, CDOT, Region 10, Federal Highway Administration	Decrease the number of large trucks and the amount of hazardous material that travels through downtown Delta.	Long-term
Delta	Implement Railroad Crossing Safety Improvements throughout Delta County	Delta County	Municipalities, Union Pacific Railroad, Coal Mines, CDOT, PUC, Coal Working Groups, Special Districts, Region 10	Improved railroad crossings that allow Emergency Response Services, Automobiles and pedestrians safe and efficient travel over railroad crossings	On-going, starting in 2000

Delta	Construct alternate route east of Delta to reduce traffic at intersection. Especially the Highway 50/92 intersection	City of Delta	Delta County, UP Railroad, CDOT, Special Districts, State of Colorado, Region 10	Improved traffic flow	On-going
Delta	Pave and improve I Road to N Road to Highway 50 (1875 Road)	Delta County	CDOT	Provide an alternative to Highway 65 and reduce traffic congestion	On-going
Gunnison	Maintain and expand public transportation services within Gunnison County and other surrounding areas, especially between Gunnison and the Crested Butte area.	Transit Providers	CDOT	Improved public transportation	On-going
Gunnison	Explore safe avenues for safe pedestrian traffic	City of Gunnison	CDOT	Safe pedestrian travel	On-going
Gunnison	Investigate and develop possible sites for off street parking within the City of Gunnison central business districts, including public parking for all modes of traffic (especially Recreational Vehicles)	City of Gunnison	Gunnison Chamber of Commerce, GVEDC,	Improved availability of parking	On-going
Gunnison	Continue to improve Gunnison County airport terminal and facilities.	Gunnison County Airport	FAA, CDOT, Municipalities, Gunnison County	More attractive and useable facility	On-going
Gunnison	Maintain and continue improvement (specifically widening) to the paved, year-round highway system through Gunnison County (Highways 50, 135 and 149)	CDOT	Gunnison County, Municipalities	Improved highway system	On-going
Gunnison	Establish affordable air service to and from Gunnison as outlined in the Gunnison County Transportation Plan.	Gunnison County Airport	Chambers of Commerce, Gunnison County, Municipalities, GVEDC	Affordable and expanded air service	On-going
Gunnison	Expand efforts to attract additional air service to Gunnison to fully utilize the airport facilities for both tourists and business travelers.	Gunnison County Airport	Chambers of Commerce, Gunnison County, Municipalities, GVEDC	Additional service and expanded use of the Airport	On-going
Gunnison	Coordinate freight service into the communities to lower costs for small businesses.		Chambers of Commerce, Gunnison County, Municipalities, GVEDC	Coordinated services to reduce cost	On-going
Gunnison	Encourage CDOT to purchase additional right of way for separate bicycle and pedestrian trails in their design and construction of highway improvements		Chambers of Commerce, Gunnison County, Municipalities, GVEDC	Safe passage for bicycles and pedestrians	On-going
Gunnison	Conduct a Mountain Transport Feasibility Study between Crested Butte and Mt. Crested Butte	Towns of Crested Butte and Mt. Crested Butte	Gunnison County, CBMR	Reduction of vehicular traffic on Gothic Road	1-3 Years
Hinsdale	Maintain and continue improvements (specifically widening) to the paved, year-round highway system through Hinsdale County (Highway 149)	CDOT	Hinsdale County	Maintained highway system	On-going
Hinsdale	Work with CDOT to promote more accurate info on road closures and conditions, especially as it relates to mountain passes being open/closed	Hinsdale County	Lake City, CDOT	Improved road conditions information	On-going
Hinsdale	Investigate developing a bike lane on highway 149	Hinsdale County	CDOT	Development of bike/pedestrian trail	On-going
Hinsdale	Pave un-paved streets in Lake City	Lake City		Avoid air pollution	Long-term

Hinsdale	Continue to develop the County Trail and Lake City Trail	Hinsdale County	Lake City, CDOT, User Groups	Development of a County trail system	On-going
Hinsdale	Continue to chip and seal roads in Lake City and Hinsdale County	Hinsdale County	Lake City, CDOT,	Improved roadways	On-going
Hinsdale	Maintain and improve freight service and air service (in Gunnison)	Hinsdale County	Lake City, Gunnison County, City of Gunnison, Chambers of Commerce	Enhanced and affordable freight and air service	On-going
Hinsdale	Expand use of senior van for non-senior events	Hinsdale County Jubileers	Hinsdale County, Lake City	Improved use of existing public transportation van	On-going
Hinsdale	Develop single occupancy vehicle and environmentally friendly alternatives for Lake City	Lake City	Hinsdale County, CDOT	The development of transportation alternatives	Long-term
Hinsdale	Work with CDOT to provide better maintenance to pull-outs, especially during the winter months	Hinsdale County	Lake City, CDOT, Region 10	Improved highway maintenance	On-going
Hinsdale	Work towards developing special events parking and RV parking within Lake City	Lake City	Hinsdale County, Lake City Area Chamber of Commerce	Expanded and dedicated special event and RV parking areas	Long-term
Hinsdale	Work with property owners, public lands agencies, etc. to maintain public land access and right of way	Hinsdale County	Lake City, Public Lands Agencies	Improved trail planning and the maintenance of access to public lands	On-going
Montrose	Continue to recommend that the Colorado Department of Transportation realign their organizational structure to include Ouray County, San Miguel County and the West End of Montrose County in the same engineering district as the other Region 10 counties.	Montrose County	Municipalities, Region 10	Improved regional transportation planning	On-going
Montrose	Establish a by-pass route in the Montrose area. By-pass development should consider both east/west and north/south routes.	City of Montrose	Federal Highway Administration, CDOT	Improved downtown traffic flow	1-3 Years
Montrose	Upgrade county road surfaces and right-of-ways.	Montrose County	Municipalities, CDOT,	Improved roadways	On-going
Montrose	Recruit sufficient support and service industries for both the commercial and general aviation air industries.	MEDC	Montrose County, City of Montrose, Region 10	Development and attraction of aviation support services	On-going
Montrose	Upgrade taxiways and parking aprons at the Montrose Regional Airport	Montrose County Airport	Montrose County, FAA, CDOT	Improved airport facilities	On-going
Montrose	Improve existing roads and provide an all-weather road directly from Nugal/Naturita to Montrose or Delta (Highway 90 or 25 Mesa Road).	Montrose County	West End Communities, Public Lands Agencies	Direct route to a major population center, specifically for emergencies	Long-term
Montrose	Educate the public/tourists and provide more signage to let people know that Highway 90 receives limited maintenance and is not paved	Montrose County	CDOT, Public Lands Agencies, West End Communities	An understanding that Highway 90 is not a well maintained road	On-going
Montrose	Conduct traffic studies to estimate future traffic counts on Highways; 550, 62, 145. Investigate ways to mitigate the impacts of future traffic increases future counts	Montrose/San Miguel/Ouray Counties	CDOT	Planning for impact of high volume traffic	On-Going
Ouray	Provide regular permanent freight transportation to Ouray from Denver and points in between.	Private Sector	Municipalities, Ouray County, Chambers of Commerce	Improved and reliable freight transportation	On-going
Ouray	Provide a multi-use trail corridor from Colona to Ouray.	Uncompahgre Riverway Trail Group	City of Ouray, Ouray County, CDOT, Public Lands Agencies	Development of alternatives to automobiles, a county wide trail system	On-going
Ouray	Improve streets and roads in Ouray, Ouray County and Ridgway.	County and Municipalities	CDOT	Improved roads	On-going

Ouray	Extend the Riverside Snowshed.	CDOT	Ouray County, City of Ouray	Improved highway protection	Long-term
Ouray	Develop ride-sharing programs in the Ridgway/Montrose area to encourage economical, efficient commuting.	Ouray County	Municipalities, Montrose County, City of Montrose, Chambers of Commerce	Reduction of single occupancy vehicles	1-5 Years
Ouray	Continue to recommend that the Colorado Department of Transportation realign their organizational structure to include Ouray County in the same engineering district with other Region 10 counties.	Ouray County	Region 10, Municipalities	Improved regional transportation planning	On-going
Ouray	Conduct a comprehensive study of Ouray County roads to determine their current conditions, traffic patterns, and develop a multi-year capital improvement plan to address the most critical needs.	Ouray County	Municipalities, Community Groups, Chambers of Commerce, Region 10	Understanding of transportation needs and improvements	Long-term
Ouray	Conduct traffic studies to estimate future traffic counts on Highways; 550, 62, 145. Investigate ways to mitigate the impacts of future traffic increases future traffic counts	Montrose/San Miguel/Ouray Counties	CDOT	Planning for impact of high volume traffic	On-Going
San Miguel	Continue to utilize a carrying capacity study to address Telluride's ability to create "alternative" transportation and housing in Telluride.	Town of Telluride	San Miguel County	Development of affordable housing and transit	On-going
San Miguel	Encourage the siting of affordable housing near employment centers	San Miguel County	Town of Telluride, Town of Mountain Village	Avoid the need for long commutes, more infrastructure, etc.	On-going
San Miguel	Focus the development of worker housing within the Telluride Region in locations served by public transit	Town of Telluride, Town of Mountain Village, San Miguel County	WCHDO, San Miguel Housing Authority	Improved use of existing transit systems	On-going
San Miguel	Establish scheduled stage lines to move people to the larger retail centers such as Montrose.	Various	Local Governments, private sector, Transit Providers, etc.	Improved interregional transit opportunities	On-going
San Miguel	Improve present transit system to better meet employee needs.	Various	San Miguel County, Municipalities	Responsive, user-friendly, alternative mode of transportation	On-going
San Miguel	Continue to incorporate use of alternative transportation, such as gondolas, from development clusters.	Towns of Telluride and Mountain Village	San Miguel County, Telski	Development of alternative and environmentally friendly modes of transportation	On-going
San Miguel	Support the Telluride airport and maintenance of it by increasing the number of flights, improving arrival/departure times, improving facilities, and issuing guarantees on flights.	Various	San Miguel County, Municipalities, Tourism Organizations, Private Sector	Ensure the longevity of the Airport and its use	On-going
San Miguel	Provide remote area (intercept) festival parking.	San Miguel County	Municipalities	Reduction of PM-10 and vehicular congestion, and increase transit ridership.	On-going
San Miguel	Continue trail development in the area.	San Miguel County	Municipalities	Improvement of multi-modal transportation system	On-going
San Miguel	Establish carpooling and vanpooling arrangements.	San Miguel County	Towns of Mountain Village and Telluride	Decrease single-occupancy vehicles	On-going
San Miguel	Obtain new funding sources for transportation related projects.	San Miguel County	Municipalities	Decrease reliance on CDOT funds and develop new projects	On-going

San Miguel	Establish permit parking in the Town of Mountain Village.	Town of Mountain Village		Better regulated municipal parking	1-3 Years
San Miguel	Conduct traffic studies to estimate future traffic counts on Highways; 550, 62, 145. Investigate ways to mitigate the impacts of future traffic increases future traffic counts	Montrose/San Miguel/Ouray Counties	CDOT	Planning for impact of high volume traffic	On-Going