

Bayfield Economic Development Progress Report – October 2009  
(included as Appendix C, UC-Denver Ed Plan Nov. 2009)

Land Use, Infrastructure and Transportation

Land Use Goals

- Create new land use plan for West side: CR 501 to Gem Village – **pending County Comp Plan update**
- Partner with Gem Village business community to expand industrial overlay – **broader dialog is being sought with both the County and CDOT; one challenge is CDOT's proposed bypass to the south of Gem Village, which presents current impediments to more active planning, even as that bypass is unlikely to be constructed anytime in the next 15 years. Additionally, the County is in the process of drafting the 2010 Comp Plan, and while the Town is engaged in that higher-order process, our update of our own local Comp Plan must necessarily wait on the completion of the County's plan.**
- Establish new architectural and landscaping design standards for Hwy 160 corridor.
- Identify potential new industrial park locations within Bayfield.
- Update Codes and expand full comprehensive Land Use Plan – **2010.**
- Implement Eastside Land Use Plan – **Pending traffic study and new intersection.**
- Prepare for update of area Comprehensive Plan in 2010 – **must wait for County's plan.**
- Engage Pine River frontage property owners in discussions on long-term plan for river-front and valley floor use; examine conservation and public access easements.

Infrastructure Goals

- Secure necessary funding and build Gem Village sanitation Lift Station – **Funding secured, under construction.**
- Inventory existing infrastructure and establish long-term maintenance and replacement schedules (5 & 10 year plans) for roads, water, sewer systems, etc – **Largely Done.**
- Actively pursue broadband access to the greater Bayfield area – **In negotiations on several parallel tracks.**
- Develop Storm Drainage master plan; incorporate Mill St. before repaving
- Finalize construction standards for privately built public infrastructure – **Pending Planning Commission/Town Board adoption; a significant amount of recent development has imposed unplanned additional costs upon the Town, often from inadequately constructed infrastructure failing far ahead of schedule.**
- Riverside Park waterline upgrade – **dropped from 2010 budget cycle (-\$\$).**

Transportation Goals

- Define local area growth assumptions for meeting w/CDOT – **Eastside Land Use completed; pending eastside traffic study; westside 160B in preliminary negotiations.**
- Resolve CDOT/Commerce Dr. issues – **not fully resolved/documented; dialog on hold.**
- Define, fund, and complete:
  - Hwy 160 corridor traffic study/access control plan – **Eastside study in process.**
  - Bayfield/Gem Village/Ignacio Gas Development traffic impact study – **needed.**

- Internal Bayfield traffic study and model – will wait until growth takes off again.
- Pursue long-term funding options for construction of both Hwy 160B intersections - see immediately below.
- Examine options and liabilities (bridges) in taking over from CDOT Hwy 160 B – Town WILL take ownership of 160B from CDOT; Town to receive \$6.8million for known 20 year liabilities; funds to be used for permanent local road/bridge fund, and some ED investment, possibly some intersection investment.
- Continue to work with Road Runner to build ridership; park and ride options.
- Consider development of traffic "level of service" standard <sup>1</sup>.
- Extend pedestrian/bike trail master plan to include Homestead Trails and Gem Village – Planning grant from Nat. Park Serv. awarded to Trails 2000 of Durango to plan Dgo-Bayfield trail corridor; this is the first important step in the process of linking the two towns.
- Maintain and enforce safety on all roads, intersections, and school zones
- Advocate for Bayfield's interests and priorities with all transportation agencies – was doing more prior to Town Planner's retirement; need to re-engage monthly CDOT/Agency meetings.

### Business Development, Retention, and Recruitment

#### Business Development and Retention Goals

- Develop a critical "business needs" survey; target business-defined goals – LEAD/Region9 heading up a county-wide effort; Bayfield is partnered to this effort but will need to expand the effort locally.
- Partner with Chamber, Small Business Development Center, other agencies, to develop local management and business capacity – "Economic Gardening" – The SBDC is now offering monthly one-on-one business sessions in Bayfield; significant ongoing collaboration is occurring between area agencies; next local priority is strong focus on "Economic Gardening" disciplines.
- Identify upstream supply chains and downstream markets of each business or sector; promote local efficiencies and networking development – this will be a part of the targeted business survey being conducted by LEAD/Region 9.
- Promote common branding, marketing, website options – Town and Chamber collaborating on two new brochures (one business focused, the other tourism) and common web content; working closely with LEAD, area Chambers, and Dgo Area Tourism Office (DATO) to promote common products and service delivery.
- Partner with existing area "Buy Local" marketing and education programs – Happening; this has been one of the early successes of Bayfield's collaborative efforts; required only a determination to do so, and allocating some time and dollars to those existing programs.
- Work with CDOT to establish enhanced Hwy 160 commercial sign program – very limited options; a highly state-regulated matter; businesses with 50%+ tourist customers can apply for blue tourist info signs; no other options for general signage on State/Federal Hwys

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<sup>1</sup> Traffic LOS: Possible criteria: Wait time at intersections; maximum acceptable travel times, points A to B; etc.

## Recruitment Goals

- Actively Pursue:
  - Expanded, more cost competitive grocery options
  - Lodging options
  - Family medical options
- Engage Retail Recruiter – Town priority for 2010
- Inventory all commercially zoned property, including contact information – still needs to be consolidated and cataloged.
- Identify all businesses in Bayfield; include type of bus; sq. ft; other criteria – targeting a re-vamped 2010 business license renewal application as the first pass on this; will then cross reference with monthly Colo. Dept. of Rev. sales tax accounts.
- Identify and maintain current Bayfield area demographics – updated demographics and market profile produced, see Town website; included in new brochures. 2010 US Census begins next iteration of most accurate demographic inventory: please promote local awareness and full participation – the number one users of US census info are US businesses.
- Catalog all Enterprise Zone incentives available to new or expanding businesses – currently available through the Region 9 Economic Development District; or contact Jack at Town Hall.
- Identify all possible Town incentives and circumstances of application – Ongoing discussions at the Town Board and staff levels; ED "best-practices" strongly suggest public sector priorities remain in critical infrastructure – roads, water/sewer, telecom partnerships; avoid subsidizing single firms, focus on broad, general benefits to industry sectors; attraction of critical amenities such as a grocery store may warrant more narrowly targeted incentives.
- Establish single-desk for information, marketing, and initial recruitment products; establish linkages across all local information access points – LEAD and the Bayfield and Ignacio Chambers are working to fund a shared, 40 hour position that will cover the day-to-day professional support duties of the three entities; additionally, all local agencies are working to establish a common, seamless, first-response network for business and family relocation inquiries; linked also to DATO for tourism inquiries.
- Develop funding/personnel to operate Chamber Visitor Center with regular hours – see immediately above for Chamber personnel; the Bayfield Chamber Board of Directors, of whom I am one, has decided to abandon the recurrent attempts to staff the roadside park office. In the absence of dedicated volunteers, and there are none, there is simply no feasible way to staff this building; our limited resources will go a great deal further by partnering in the manner defined above.
- Pursue Business Incubator and new business park options – LEAD is looking to establish a business incubator somewhere in the county, but likely placement will be closer to Durango and Fort Lewis College. There are new commercial and light industrial areas defined within the adopted Eastside Master Plan, pending the opening of the north leg of the eastside Hwy 160 intersection; additional discussions are ongoing with property owners between Bayfield and Gem Village.

- Examine options for redevelopment of old Middle School property as business incubator – high cost, limited resources, but still a good idea if substantial grant funding could be brought to the project.
- Pursue local campus development for San Juan Votech – see below, under Workforce.
- Explore potential for alternative energy business development; partner with existing local energy firms and entrepreneurs – opportunities abound, but carbon energy markets need to strengthen before this sector gets going again.
- Identify and catalogue Energy Rebate programs available for local homes and businesses; promote training of local insulators, green-tech installers – this is the low-hanging fruit of sustainability; it would be a top priority of a local Votech campus. Local residential program has been administered by Housing Solutions of the SW, in Durango, 970-259-1086 ext 23.

### Workforce Development, Early Education, and Housing

#### Workforce Development Goals

- Continue working with Region 9 ED sponsored workforce assessment group – Regional workforce group meets quarterly; critical participants hold common goals; new State-sponsored Regional Service Assoc (RSA) addressing similar issues; need to streamline, eliminate redundancies, define priorities and lead agencies.
- Survey local employers for workforce needs; enlist Chamber, Rotary, others – partner with and extend LEAD county-wide (selected) business survey, planned for 2010.
- Partner with area schools, colleges, vo-techs, and agencies to target workforce improvement and needed skills development – center of gravity has, or needs to, shift to RSA, covered immediately above, but local private sector efforts to better integrate schools and employers remain critical; the Business and Education Talent Readiness Project (BETR) has begun a local program that brings teachers into the business environment in order to better illuminate current business needs for educators, with the goal of teachers taking those insights back to the classroom and ultimately into the active curriculum. For more info on the BETR project, contact Steve Otter of San Juan Board of Cooperative Services, (970) 749-6400.
- Recruit local campus for vo-tech training – initial contacts made and interests expressed; we need continued coordination with area energy employers, school boards, Region 9 ED District, RSA, and others, in order to identify best location for possible new/expanded facility.
- Examine workforce daycare needs and options.

#### Early Education

- Secure funding for acquisition and development of dedicated Early Ed space – ongoing.
- Identify and acquire land for Early Ed facility – Bayfield Early Learning Program (BEEP), Carol Blatnick, and others have largely succeeded here.
- Define daycare needs and options.
- Examine possible elder care synergies.

## Housing Goals

- Continue to work with Regional Housing Alliance (RHA) to develop and reach affordability goals – local programs continue to assist families in buying their own homes in Bayfield.
- Continue to develop Town standards that promote affordability options – understanding that affordability is not solely the cost of a home on closing day but includes all the future utility costs of annual operations; higher standards on the latter can actually produce lower overall annual costs for the family, even if sale price is somewhat higher.
- Examine new models for Green codes, higher-density development, and affordability - sustainability.
- Streamline and clarify development and builder permitting processes, fee schedules – development processes have been examined and these goals are being addressed; new, but not necessarily lower, fees are under consideration; long-time Town Planner has retired and that position remains unfilled pending clarification of Town financial position in the coming year (1<sup>st</sup> quarter 2010). Professional planning and smart growth policies remain key to long-term community viability/prosperity.

## Historic Mill St. Revitalization

- Define general and specific renewal goals – Done.
- Finalize code revisions for higher density second floor residential – adopted by Town Board.
- Engage design services in updating comprehensive streetscape design plans – preliminary presentation for Town staff occurred in June; landscape architect continues to develop plans as time and resources allow; in current economic environment new investments of this type are unlikely, pending a significant improvement in local economy, although if substantial outside resources could be brought to the project, the current environment would be an excellent time for downtown renewal.
- Incorporate Storm Drainage master plan considerations into redevelopment plans.
- Continue outreach and engagement of Mill St. business and resident community – several recent projects have brought town staff and members of the Mill St. business community into contact, if not in formal meetings; still need to update all pertinent contact info and establish open, ongoing forum. The pending completion of the long-awaited historic downtown walking tour will be a significant milestone for the district; expected in December, 2009.
- Enroll in and utilize resources of Colorado Main Street program – this program may not, in the end, be the best fit for Bayfield and/or the Mill St. district.

## Community Development, Parks and Rec, Special Events, and Tourism

### Parks and Recreation Goals

- Secure funding for one new staff position for senior center operations and programs – Done.
- Complete final design plans for Joe Stephenson Park (or merge with Mill St plans) – In process
- Develop Town-wide Master Park Plan

- Continue to develop new athletic tournaments – a second iteration of the successful Bayfield – Ignacio loop bicycle race should be pursued.
- Develop River Trail plan; pursue easements and future funding options.
- Identify location and facility needs for new northeast park.
- Explore Ditch-to-Trail easements for trail development.
  - the challenge of all these enhanced Parks and Rec goals is that each new goal comes with a permanent new liability in the way of time and resource requirements: we simply do not presently have the staff to take on more acres of parks, play lots, and ball fields, even as the community benefits so clearly from having these assets in adequate number.

#### Community Development & Special Events Goals

- Enlist Heritage Days group as basis for this working group – the private, volunteer Bayfield Heritage Days committee succeeded tremendously in pulling together one of the best events ever, in 2009; the hours and effort invested were huge; unfortunately, many such efforts appear to fall on the same small group of dedicated individuals, and the longevity of those personal commitments is not unlimited. Together with a thin but equally dedicated Parks and Rec staff, the community and the Town are working to better define the critical roles of each, in relation to how we can best support the ongoing weekly activities of the department and the various special events that enhance those core offerings; this is an ongoing process.
- Delineate Town (staff time) contributions to facilitating various special events – a clearer understanding of needs and expectations is emerging following de-briefs held subsequent to some of our recent special events; communication and work must continue on this front so that needs, expectations, and performance of all parties, are known in advance and consistent in outcome.
- Reinvigorate existing events; develop new events – Overall, 2009 has been a good year for special events, beginning with the 2<sup>nd</sup> annual Pine River Classic Youth Basketball Tournament (March), the Bayfield Garage Sale (May), July 4<sup>th</sup>, the Bayfield 3000 Soapbox Classic (Labor Day; sponsored by the Dove Ranch subdivision), and Bayfield Heritage Days (Sept). On top of the great family fun, all contributed noticeably to our local economy. Re-establishing an annual or twice-yearly bicycle race in the valley could also bring in a considerable number of enthusiasts and their families (no, I am not a bike racer).
- County Fairgrounds: Identify potential locations and advocate for area location – Requires 100+ acres with water and sewer; will likely remain close to the county-center of Durango.
- Create one common Pine River Valley Community Calendar: Vallecito to Arboles – under development; still needs greater collaboration; should benefit from joint area Chamber board meeting scheduled for January 2010.
- Enlist Bayfield High School events and boosters – larger Parks and Rec events typically tap into the high school's sports clubs for staff support and in return contribute to supporting those budgets; Homecoming 2009 coincided with Heritage Days, and while some "competition" for attendees was a concern, it is thought the overlap was likely a net positive for all involved; many more collaborative opportunities remain available.
- Examine development of equestrian-oriented recreation and tourism assets – a good idea in need of a big purse.

## Tourism Goals

- Websites, Websites, Websites – Chamber working to launch new website in November; the Town has been co-developing content and will share links and other resources; working also with LEAD and DATO to streamline collaborative efforts and create seamless network of response to all inquiries.
- Area, County, and Regional collaboration opportunities (Bayfield Heritage Days and 4<sup>th</sup> of July, Vallecito and Navajo Lakes, Pagosa Hot Springs, Sky Ute Casino, Durango & Silverton Railroad, Mesa Verde N.P., Purgatory at DMR and Wolf Creek Ski Areas, Ignacio Bike Week, Ironhorse Bicycle Classic, Ride the Rockies, Bayfield 3000 Soapbox Classic; etc.) – the Town of Bayfield, the Bayfield Area Chamber and our sister Chambers, LEAD and DATO, are all presently collaborating to a greater degree than has ever previously occurred. We all understand that tomorrow's newly arrived business owner/employer will most likely first walk through the front door called "Tourism."

## Finance, Planning, and Project Implementation

### Finance Goals

- Examine tax increment financing (TIF), special districts/authorities, and other Town options for funding these Economic Development efforts – options under review by Town staff.
- Partner with County, Region 9, local businesses, to secure various portions of funding – eastside property developers and Town have now committed to jointly fund traffic study; other co-funding partnerships being actively pursued include regional hi-speed fiber backbone, GIS services, and a shared 40 hour position for LEAD and the Ignacio and Bayfield Chambers.
- Identify estimated costs of each goal established herein, whether in human hours, in dollars, in trade-offs, or other costs – all Town programs and investments undergo a rigorous financial critique prior to being pursued or set aside; most of the ED efforts identified above remain centered at Town Hall, and so we at least have a consistent eye and process for integrating goals and establishing priorities for the limited resources at hand.

### Planning Goals

- Finalize Economic Development Strategic Plan by December 2008 – Done.
- Continue to actively pursue and enlist support for each goal outlined herein – as can be seen throughout, significant progress is being made across a variety of fronts, but general outreach and engagement efforts have remained weak.
- Partner with other Pine River Valley communities, City of Durango, La Plata County, and Region 9 Economic Development efforts – occurring at highest level ever.
- Host ED Meeting in Gem Village – still need to do this; prior or concurrent CDOT meeting highly desirable; also needed is County's concurrence on expansion of Gem Village industrial overlay, but as the latter is a unique category within the County, and as the County is presently immersed in the thorough updating of the County Comprehensive Plan, actual expansion of the industrial "status" will likely have to wait the completion of the County Comp Plan; we will remain engaged and supportive of those efforts.

### Implementation Goals

- Establish/Grow dedicated ED position – Town Manager and staff are spending a considerable amount of time on these matters, particularly in collaborating with County and regional agencies, state-based funding agencies, and in networking between our various local interests.
- Define precisely who is committed to and responsible for each goal – original plan was to have at least one elected Town Board member on each working group, supported by staff, with additional business and community volunteers; in the absence of better outreach and engagement strategies, staff has pursued priorities as time and resources have allowed.
- Enlist the many capable individuals and local entities necessary to fulfill these tasks – ongoing opportunities remain available for all interested parties; see above.
- Establish reasonable timelines for deliverables – the progress outlined above represents about three-quarters of a year's effort; many important programs and relationships have been initiated, and with reasonable levels of follow-through, 2010 should see an even greater tangible list of successes.
-