



"Bottom-Up" 2011 County Economic Development Summary Top Five Economic Development Goals & Strategies For Ouray County, Colorado"

(Readable Version)

Goal #1: Diversify Our Ouray County Economy (Business Retention/ Expansion/Development) to achieve Sustainable Economic Development that is Harmonious with our Ouray County Community Values, Rural Character, Master Plans, and Environmental Values

Strategies

- **Form a Strong County-wide Economic Development Organization/Corporation (EDO/EDC).**
- Encourage development of clean renewable energy resources and advance energy efficiency (in ag/ranching sector, businesses, and residences).
- Strengthen Agriculture to Increase outputs and products and consumption of locally/regionally produced foods.
- Encourage mining and development of natural resources.
- Encourage multi-faceted tourism including cultural-festivals-special events, education/self-improvement/arts, and heritage (mining/ranching/railroads/American Indian history) tourism, outdoor recreation tourism and hot springs tourism.

Actions

- Work with Region 10 to obtain a grant for the Region 10 counties to obtain Stronger Economies Together (SET) training in Fall 2011.
- Begin education and outreach on the purpose, goals, and possible models of a county-wide EDO/EDC for community members, local governments, chambers, and businesses. From this effort, form a "formation committee" for an EDO/EDC.
- Form subcommittees of interested community members to begin working on the top 5 Bottom-Up goals; continue to meet as Bottom-Up Initiative monthly.



- Facilitate formation of subcommittees to tackle initiatives to focus on core, unique business sectors in Ouray County including:
 - Business Expansion & Retention of businesses within the County
 - Marketing of County
 - Relocation Package
 - Achieving Better Transportation for citizens, visitors, workforce, goods & services
 - Natural Resource Industries including Mining
 - Agriculture, Local Foods, Beverages
 - Outdoor Recreation Tourism and Public Lands
 - Creative Industries; arts-related tourism
 - Heritage Tourism (mining, ranching, railroad history)
 - Health-care Industries/Self-Improvement Classes & Related Tourism
 - Renewable Energy Industries
 - Green Building Architecture/Design and Construction
 - Education/Lifelong Learning including arts classes, specialty education/mentoring/internships
 - Events and Festivals, attracting Conferences, Retreats, Weddings, etc.; cultural tourism
 - Home, Real Estate Sales; and affordable workforce housing

Expected Outcomes/Measurable Results

- Sustainable and Appropriate Economic Growth that is Harmonious with Community and Environmental Values and Master Plans
- Preservation of Traditional Agricultural Land Use & Water Use, Open Spaces, Ouray County Character
- Job Creation/Increased Jobs and Employment
- Increase Year-Round Population Making a Living Wage
- Increase Personal Wealth of Each Resident Annually
- Well-Planned and Attractive Healthy Communities
- Retention of our youth who will come back to live/work after college
- Reduce exodus of experienced professionals who leave seeing places with more communication infrastructure, friendlier business environment, more collaborative atmosphere, or more affordable air travel, available elsewhere.
- Enhanced Quality of Life
- Better Governmental Services

Primary Partners

- County-wide (EDO/EDC)
- Community members
- Local businesses, including mining, ranching, farming, energy, creative industries, health care, self improvement, and museums.



- Local Chambers
- Local Governments
- Region 10
- Ouray and Ridgway School Boards
- State of Colorado (Dept. of Tourism, OEDIT, DOLA, Agriculture, CSU Extension, Colorado Workforce, CDOT)
- Small Business Development Center (SBDC) of Ouray County
- USDA, NRCS
- Local utility companies
- Governor's Energy Office / OutReach Colorado
- CSU Extension & 4H program
- Shavano Soil Conservation District
- Public Lands agencies (State, BLM, USFS)
- Uncompahgre Water Users Association, Colorado River District, Tri-County Water
- Painted Sky Resource Council
- The S.O.I.L. Academy (www.soilacademy.com)
- Local trail and biking groups, and local arts organizations
- Public Lands Partnership

Available Resources

- Very motivated volunteers
- Interested local governments
- Pristine/unique county setting and character
- Local talent and organizations

Needed Resources & Identified Issues or Barriers

- Commitment of open-mindedness, collaboration, partnership, and transparency from local governments, chambers, businesses, public lands agencies to work together at the county-wide scale -- territorialism, protectionism and past negative attitudes are barriers.
- Outreach and education to community members, local governments, chambers, and businesses on Economic Development concepts, and goals of an EDO/EDC.
- Resources to form the EDO/EDC. Will an all volunteer board be able to be successful? Resources to hire qualified staff such as an Executive Director.
- Expertise to design and implement this goal -- forming an EDO/EDC; creating a comprehensive economic development plan, marketing, IT training for small businesses
- Communication infrastructure (broadband bandwidth and redundancy)
- Transit services to take workers to and from jobs regionally



Timeline

- By late April/early May 2011 Identify potential SET trainees for the grant application process with Region 10.
- Immediately begin education and outreach on the purpose, goals, and possible models of a county-wide EDO/EDC for community members, local governments, chambers, and businesses. From this effort, form a "formation committee" for an EDO/EDC.
- Immediately form subcommittees of interested community members to begin working on the top 5 Bottom-Up goals; continue to meet as Bottom-Up Initiative monthly
- As soon as practicable prioritize and facilitate the formation of subcommittees to tackle list of diversification initiatives



Goal #2: Brand Ouray County

Strategies

- Work together on goals common to all areas of the County. Come up with 1 logo based on what Ouray County has to offer (our unique strengths) and communicate.
- Define who our customers are and promote our businesses and products to them.
- Develop a marketing package designed to communicate a friendly business climate and quality of life to allow consideration of new businesses that are synergistic with existing core and unique business sectors.
- Form a Strong County-wide EDO/EDC

Actions

- Facilitate collaborative, county-wide subcommittee to create a county-wide brand and logo to promote lifestyle and products based on what makes Ouray County special and unique. Include Ouray County heritage of Ute Indian tribe, Mining, Agriculture, Natural Resources (geothermal, geology that has shaped the county), and Scenic Beauty.
- Form EDO/EDC.
- Market and outreach to region, state, and beyond.

Expected Outcomes/Measurable Results

- Promotion and marketing of Ouray County's scenic beauty and unique destination/tourism qualities, Ouray County goods and services, events, visual and performing arts, amenities and quality of life resulting in increased recognition of Ouray County opportunities by visitors and locals.
- Community pride with increase in shopping local by locals.
- Increase awareness of citizens and visitors of products and opportunities in Ouray County.
- Increase retention and expansion of existing businesses and local jobs.
- Increase potential for successful attraction of new compatible businesses.

Primary Partners

- County-wide (EDO/EDC)
- Community members
- Local businesses, including mining, ranching, farming, energy, recreation
- Local Chambers
- Local Governments
- Ouray and Ridgway School Boards
- Region 10
- State of Colorado (Dept. of Tourism, OEDIT, DOLA, Agriculture, CSU Extension)
- Small Business Development Center (SBDC) of Ouray County
- USDA



- CSU Extension

Available Resources

- Very motivated volunteers
- Ouray County Community Calendar could be a start or incorporated
- Unique heritage, character of the county; creative and talented arts community; spectacular outdoor recreation and heritage/cultural/event tourism opportunities.

Needed Resources & Identified Issues or Barriers

- Past experiences and attitudes of not working together; territorialism and protectionism
- Understanding purpose of branding at county scale
- Understanding/defining roles of EDO/EDC, Chambers, Businesses, Local Governments

Timeline

- ASAP begin education and outreach
- ASAP form subcommittee; dovetail with formation of EDO/EDC



Goal #3: Use HB 11-1031 to Define a Creative District within Ouray County to Obtain Funding to Promote Creative (Artistic) Industries and Cultural Heritage

Strategies

- Form a subcommittee to follow-up on how the State will implement HB 11-1031. Be involved in the state development process.
- Work together on goals and a vision to promote and expand the creative industries throughout Ouray County.
- Formulate a plan and outreach broadly county-wide.
- Fine-tune and submit as application to OEDIT, Creative Industries for deadline, anticipated June 2012.

Actions

- Learn specifics about HB 11-1031.
- Outreach and educate subcommittee and County stakeholders; learn about the concept, successful creative districts elsewhere, models and opportunities.
- Identify desires from community and creative industries, local governments, and chambers existing within the county.
- Agree on vision and implementation plan.
- Submit application to State via OEDIT.

Expected Outcomes/Measurable Results

- Increase creative industry related tourism.
- Increase job opportunities in creative industries.
- Increase profitability of creative industries.
- Promote Ouray County's scenic beauty and unique advantages through visual and performing arts.
- Retain, expand and attract compatible businesses and industries.
- Increase local spending and support of creative industry products and cultural events.

Primary Partners

- Local artists and performing artists
- Local creative and performing arts organizations
- Local Chambers
- Local Governments
- Ridgway & Ouray Library Districts
- Ridgway & Ouray School Districts
- Wright Opera House



- State of Colorado/OEDIT
- Small Business Development Center (SBDC) of Ouray County
- Region 10

Available Resources

- Very motivated volunteers
- Good relationship with OEDIT
- Prolific arts community with studios for glass-blowers, sculpture, art galleries, etc.
- Arts organizations, including Weehawken Arts, Ouray County Arts Association, Ouray County Performing Arts Guild, and Art Partners.
- Historic Wright Opera House and Sherbino Theater venues for performing arts and classes.
- Ouray County 4-H Event Center, Ouray Community Center, Ridgway Community Center, Ridgway Library, Ouray Library and local schools for events and performances.

Needed Resources & Identified Issues or Barriers

- Time
- Understanding of HB 11-1031
- Strong application package

Timeline

- **ASAP -- Identify** how to participate in OEDIT Creative Industries 11-1031 implementation process
- **ASAP form subcommittee**; dovetail with formation of EDO/EDC
- **ASAP begin education and outreach; study models**
- **6 months to 1 year -- develop detailed vision, plan, and cost** to incorporate into an application to OEDIT
- **13 months -- finalize application package** and submit to OEDIT



Goal #4: Expand Recreational Tourism Assets and Overall Industry Profitability

Strategies

- Form a group of volunteers to perform a feasibility study (45 day window)
- Develop new tourism options (12 month window)
- Market Ouray County recreation opportunities including active, passive, and historic (ongoing)
- Encourage State of Colorado and Federal Government to adequately fund our public lands agencies to allow for good stewardship, timely planning, healthy landscapes and forests, and being open to the public.
- Communicate to U.S. Forest Service and public specific examples of how existing policies are preventing or hindering better use of current trail systems, advocate policy and implementation changes.

Actions

- Catalog current assets (i.e. document every trail, every event and every business that applies to recreational tourism).
- Determine opportunities to expand (ice park, Ironton trails, regional bike links, kayak park, stand-up paddle/windsurf/water ski at State Park, etc.).
- Establish infrastructure and access requirements (i.e. can we support a large influx of mountain bikers? Where will they stay? Do need access to more land and if so, how would we secure it? etc.)
- Work with local governments and businesses to prioritize, fund and develop new assets. (i.e. trails, artificial boulders for climbing, campgrounds, etc.).
- Develop a consistent, unified brand and corresponding collateral to market Ouray County to outsiders.
- Identify and solicit sources of information within targeted industries (i.e. target MountainBiker magazine for a write up on mountain biking in Ouray County, similar for ice climbing, trail running, cross-country skiing, snowshoeing, kayaking, fishing, hunting, etc).

Expected Outcomes/Measurable Results

- Increase visitation of Ouray County by recreational enthusiasts.
- Increase lodging occupancy rates.
- Increase revenues for local businesses.
- Retain, expand and attract compatible businesses and industries.
- Increase awareness of citizens and visitors of products and opportunities in Ouray County and the Ouray County brand.

Primary Partners

- Recreational Enthusiasts



- County-wide EDC
- Local Chambers
- Public Lands agencies
- Local Governments
- Local including local outfitters and guide services
- Small Business Development Center (SBDC) of Ouray County
- Local, state, and national recreational industry
- Region 10
- Colorado Department of Tourism
- Southwest Colorado Travel (Region 9, Region 10, Co. Dept. of Tourism)
(<http://www.swcolotravel.org/>)
- Ouray Ice Park, Top of the Pines
- Ouray & Ridgway Trails Groups, TRED/COPMOBA, Nordic Ski Council, 4-Wheelers clubs, etc.
- Public Lands Partnership
- Public Access Group

Available Resources

- Very motivated volunteers connected to recreational industry
- Good relationships with Public Lands partners
- Excellent location and terrain

Needed Resources & Identified Issues or Barriers

- Time
- Marketing resources
- Brand creation
- Resources to form the EDO/EDC and have professional staff

Timeline

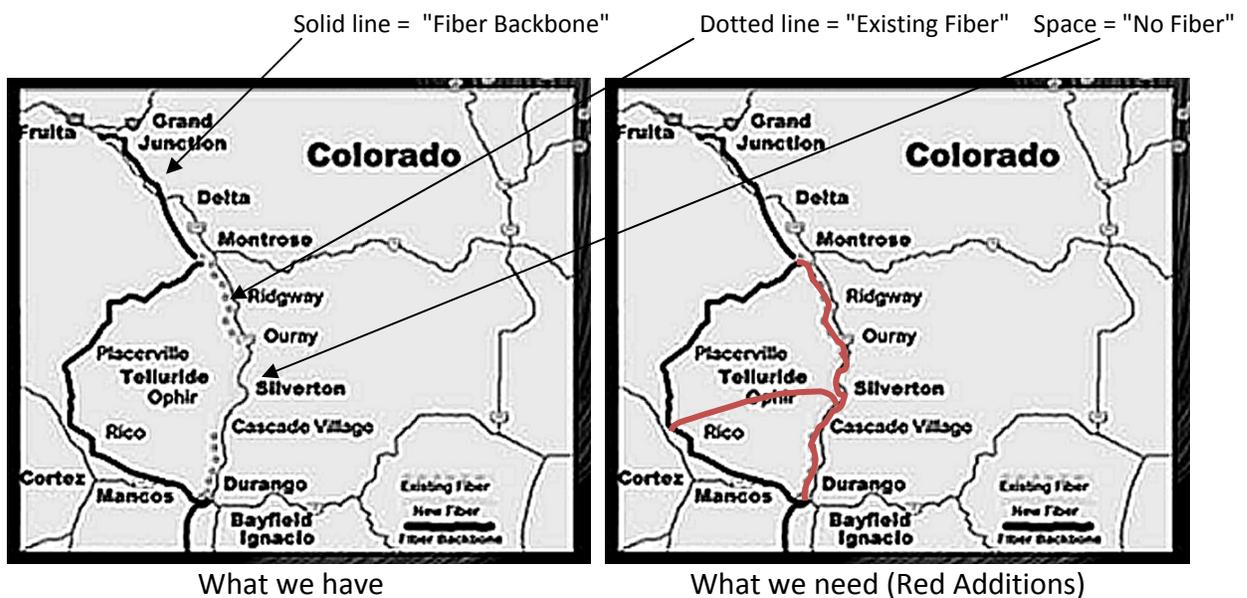
- ASAP -- 1 year; and every year thereafter



Goal #5: Make Ouray County More Viable For Business and Tourists -- Obtain Broadband Bandwidth & Redundancy

Strategies

- Work with Operation Link-Up from Silverton and utilities to achieve wired broadband from Ouray to Durango and over Ophir Pass to provide badly needed reliable high-speed internet to San Juan County and redundancy from having multiple closed loops on the western slope between Grand Junction and Cortez/Durango. Currently data has no direct pathway from Ouray to Durango, or New Mexico, etc.



- Promote reliable internet/data infrastructure to retain, expand and attract new businesses.
- Promote reliable internet/data infrastructure to attract higher education opportunities.
- Promote reliable internet/data infrastructure to tourists who will not travel here unless we have it, because people work while on vacation.

Actions

- Achieve local understanding current infrastructure situation
- Outreach and education state and federal officials about situation
- Work with utilities to assist in getting fiber additional infrastructure

Expected Outcomes/Measurable Results

- Obtain broadband bandwidth and redundancy sufficient for existing part-time residents who are business owners to relocate their businesses here, and sufficient for tourists who need reliable high-speed internet to come.



- Obtain speeds as fast as Denver.
- Increase business retention and expansion opportunities.
- Increase higher educational opportunities.
- Attract new businesses compatible with our county.
- Increased productivity for existing businesses, schools, local government, and health care providers who suffer with unreliable and much slower internet than actually paid for through Qwest.

Primary Partners

- State of Colorado, Office of Information Technology Broadband Data & Development Program
- Operation Link-up
- Utilities including Qwest, San Miguel Power Association, Delta-Montrose Electric Association, etc.
- Region 10 & Region 9
- Local Governments
- Federal Government

Available Resources

- Very motivated volunteers with IT backgrounds
- Good relationships with Public Lands partners
- Excellent location and terrain

Needed Resources & Identified Issues or Barriers

- Understanding from State that lack of broadband in southwestern Colorado is a barrier to economic development and reliable data transfer for the entire state.
- Favorable outcome of existing San Juan County/Silverton/Qwest lawsuit.

Timeline

- ASAP



A few more questions.... When completing this template, please provide a written response to these questions, as applicable

1. What current federal, state and local programs or initiatives hinder your local economic development efforts?

- Inadequate funding of Public Lands agencies (State & Federal). Funding for adequate public facilities, planning, management of our public lands is essential, as well as funding for managing for the ecological health of our public lands. Ouray County's outdoor recreation, agriculture, heritage tourism, and natural resource industries are connected to healthy forests, soils, and watersheds.
- Navigation of Federal and State opportunities for grants to assist with development of a strong EDC, branding, marketing, creative industries campaign.
- Lack of broadband (wired) infrastructure in rural areas. No loops, no dead ends. Wireless through cell companies is not the same thing.
- Higher airfare for trips originating from MTJ vs. flying into MTJ.
- Lack of planning for adequate safe shoulders along state highways; underfunding of state highway system.
- Threat of funding for local schools (from State/PILT/SRS). Schools are a key component of attractive, healthy, and livable communities that will anchor efforts for business retention, expansion and relocation.
- Lack of capital for businesses or residential loans.
- Lack of higher education opportunities (a college).
- Lack of cooperation by the U.S. Forest Service, CDOT, BLM.
- Not enough focus on regional/local agriculture; too much focus on exporting commodities.
- Cutting of CSU Extension service agents' jobs.
- Town of Ridgway and Ouray County off-site signage regulations

2. What resources/actions do you need from the State of Colorado to assist your effort in implementing a county economic development plan?

- Adequate and predictable funding of State Parks, Colorado Department of Tourism, DOLA, SBDC, OEDIT, and other state agencies.
- Keep Ridgway State Park open.
- Make connecting rural areas and providing wire broadband bandwidth and redundancy a priority. This is badly needed in the San Juan Mountain region.
- A "navigator" especially for rural counties to assist with navigating opportunities for grants to assist with rural community and economic development and planning; and successfully getting such grants and financial resources to form a strong EDC, branding, marketing, creative industries campaign; have excellent master planning, etc.
- Leverage and airline guarantee or other programs to ensure that rural communities are accessible with reasonable airfare for residents (i.e. local business owners and entrepreneurs) and visitors.



- Better highway maintenance.
- Add bike friendly shoulders or bike lanes along state and U.S. highways -- U.S. 550, SHWY 62, SHWY145, U.S. 50 -- if there were regional bike lanes or pathways this would be a national and international attraction.
- Adequate and predictable funding for local schools, a key component of attractive, healthy, and livable communities that will anchor efforts for business retention, expansion and relocation.
- Loans--access to capital to grow businesses and to be able to construct or mortgage residences.
- Assistance in creating higher or specialized education opportunities within Ouray County.
- Assistance in creating job training opportunities.
- Web, Facebook, Twitter training for existing businesses
- Expert to help create a comprehensive county-wide economic development plan and show us how to do successful economic gardening.

3. Identify innovative economic development programs and partners in the county or region that can be replicated across the state?

- SBDC support has remained in business (20% increase)
- Wright Opera House - friends of opera house pulled funds together, purchase building and make it performing arts center
- WEEHAWKEN - local creative arts, non-profit; with hundreds of classes for kids and adults including dance, photography, creative writing, etc.
- Region 9 -- how they partner with SBDC and La Plata Chamber, Workforce Board and others; network of cultivated relationships and partnerships that is enviable; seem to be transparent and work well together
- Lake City D.I.R.T.
- Carbondale Creative Industries
- Ouray Ice Park -- example of capitalizing on a unique feature
- Fruita Mountain Bike Trails; interconnecting mountain and road bike trail systems
- Valley Organic Growers Association from North Fork Valley -- showcase products, training, marketing
- Southwest Colorado Travel web site (<http://www.swcolotravel.org/>) -- partnership of Region 9, Region 10 and Co. Dept. of Tourism



This County Plan was submitted on April 15th by the county team (please list the county team members below):

Alice Leeper, Beecher Threatt, Bob Larson, Bob Risch, Brian Scranton, Caroline Lescorart, Connie Hunt, Craig Fetterolf, Dave Drew, Debbie Cokes, Dee Williams, Dharma Craft, Ed Folga, Ellen Hunter, Eric Johnson, Gary Hansen, Glynn Williams, Heidi Albritton, Howard Greene, Irwin Borof, Jane Bennett, Jason Merkley, Jen Coates, Jen Smith, Jennifer Mandaville, John Clark, John Ferguson, Joshua Gowans, Joyce Linn, Judi Snelling, Kate Burke, Katie Merkley, Keith Meinert, Ken Lipton, Ken Lipton, Leif Juell, Lezah Saunders, Lyn Meinert, Lynn Padgett, Mariah Kornberg, Michael Mccullough, Lucy Mccullough, Mike Fedel, Pat Willits, Patsy Miller, Peter Shelton, Pollyanna Mangold, Rick Noll, Rick Weaver, Rose Walsh, Samantha Tisdell Wright, Sara Coulter, Scott & Sheelagh Williams, Shirley Diaz, Sid Pope, Susie Opdahl, Tammee Tuttle, Thomas Emilson, and Tim Manzagol.

Paul Gray, Region 10; Ray Lucero, Colorado Workforce; and Beth Taylor, OEDIT; were very helpful, attended most meetings, and contributed valuable support and information during this process.

Because of all the individuals listed above and several more whose names were not captured, this has been a successful process for Ouray County.

Note: As of April 15, this plan has not been formally accepted or adopted by any local government or organization in Ouray County as it has not been formally presented to BOCC, City/Town Councils, or Chambers' Boards of Directors, etc.

Our Ouray County Process: Ouray County hosted 4 meetings to date at the 4H Event Center. Between 25 and 50 people attended the meetings. The meetings were noticed, discussed in local newspapers, and emails were sent to participants and citizens on the county's email distribution list. The Town and City Managers for Ouray and Ridgway were asked to forward emails to their lists and council members. Efforts were made to involve representatives of both Chambers of Commerce, the community at large, and the business community. A fairly diverse cross section of citizens were present at the meetings, with interests ranging from tourism, natural resources, alternative energy, hard rock mining, agriculture and locally grown foods, schools, business owners, Realtors, outdoor recreation enthusiasts, arts and cultural organizations, environment, retirees, and others. In addition, Ray Lucero of the Western Colorado Workforce, Paul Gray of Region10, and Beth Taylor of OEDIT were regular participants and provided helpful background information and were very supportive during this process.

Goals identified and considered during voting on March 28 (as voted on at a County-wide meeting) were displayed on posters. You can see the posters [HERE](#)

Goal #1 = Diversify Our Economy (Tourism, Agriculture, Natural Resource, Creative Industries, Health Care, Technology, Alternative Power/Renewable Energy, Public Lands) (p2)

- **Strengthen Agriculture Industry to Increase Outputs and Products, Create Jobs, Save Traditional Land Use & Water Use (p8)**



- Increase Year-Round Population Making a Living Wage (p4)
- Increase Personal Wealth of Each Resident Annually (p3)

Goal #2 = **Brand Ouray County with 1 County-wide Logo** (p1)

Goal #3 = **Use HB-1031 & OEDIT incentives to Define a Creative District Within Ouray County to Obtain Funding to Promote Cultural Growth & Attract Artistic Industries** (p12)

Goal #4 = **Expand Recreational Tourism Assets & Overall Industry Profitability** (p9)

Goal #5 = **Form A Strong Economic Development Corporation or Committee or Group and Cooperate as a County** (p6)

- Reduce Leakage of Spending Outside of Ouray County (p5)

Goal #6 = **Obtain Broadband Bandwidth & Redundancy** (p7)

Goal #7 = **Encourage Well-Planned & Attractive Healthy Communities** (p13)

Goal #8 = **Ensure that Economic Development Takes Place In Harmony with Community & Environmental Values** (p10)

Goal #9 = **Achieve Better Transportation** (car, rail, air, shipping, etc) and Transportation Infrastructure (p11)

Goal #10 = **Obtain Affordable ("Workforce") Housing** (p14)

The State provided "template" was filled out recognizing that some of these "Goals" were incorporated into strategies or actions. It was determined that the width of the template columns made it unreadable to participants, so the Document format was substituted.

A Ouray County Bottom-Up web page has been created at

<http://www.ouraycountycolorado.org/bottomup.html> to have all of the meeting materials, summaries, presentations, and other relevant information discussed organized in one place. The core group has indicated they wish to meet monthly to continue pursuing the top-5 goals and other goals identified in this process. The next meeting is being planned for May 9 and will focus on EDO/EDCs with several speakers invited. The entire Ouray City Council, Ridgway Town Council, Board of County Commissioners, local school boards and local chamber boards will be encouraged to attend.