

Lake County Economic Development Strategic Plan

Phase III – Final Recommendations and Action Plan



Prepared by Better City, LLC

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Executive Summary

Lake County is a community that has seen its share of ups and downs, booms and busts, hard winters and deep snows. Yet through it all, Lake County's residents have developed a strength and resiliency that defines them. That community strength and pride is evident everywhere and will be the most important asset as Lake County moves forward to create a more prosperous future.

Because of its history, climate, geography and people, Lake County has a unique character. Borne of its heritage, this character has authenticity and while still a rough-cut gem will become the foundation of what becomes the Lake County "brand". A brand is a reflection of what a community truly is. Building a truly great community will create the brand and that identity will open the way for economic prosperity. Being a great place to live will be critical to attracting the entrepreneurs, remote workers and the creative class who will drive the economy of the future.

Many of the recommendations in this report focus on putting in place the building blocks for becoming a great place to live. These projects are the important prerequisites to the job growth that will follow.

The specific project recommendations included in this report are a result of information gathered from nearly one hundred interviews, a thorough review of economic and social data and analysis of key industry clusters. It must be acknowledged that in our interviews with key community stakeholders, many meritorious ideas were presented. However, it is important to focus the community's effort on just a few key catalytic projects so many of the great suggestions that were provided were not selected for implementation.

The projects that have been identified are the building blocks of future success. For example, in the long-term Lake County can become the location of choice for location-neutral workers who value outdoor recreation. Before that can become a reality, however, progress will need to be made in housing, retail and public amenities. Once these pieces are in place, Leadville will have an incredibly compelling story that will attract location neutral workers from across the country.

While implementing these recommendations may not lead to a large number of new jobs immediately, they will create the foundation on which Lake County's future economy can be built. These strategic projects will be catalytic in creating a cycle of economic prosperity, investment and jobs.

Projects

The recommended catalytic projects are as follows:

Recreational Tourism

Having a destination resort in Lake County would be a significant economic driver. The resort would expose more vacationers to the splendor of Lake County and increase its visibility as a vacation destination. The natural beauty in the County is its own best recruitment tool. As people get to know all that Lake County offers and its unique, fun, inclusive culture, more and more will want to locate here.

Having high-end hotel rooms will also prove the market for mid-range hotels that can cater to business and brand-sensitive travelers. Having hotels in this middle tier will provide opportunities to attract more tourists. The resort must be appropriately scoped with sufficient unique and high-quality amenities that it becomes a regional draw.

In addition to a general recreational resort, a health and wellness themed resort should also be explored. Living at altitude provides weight-loss and appetite-suppression physiological impacts that should be marketed for the development of a weight loss resort development.

Workforce Housing

Lake County has an acute need for housing within certain price points of the market. Before a serious effort can be initiated to recruit location neutral workers to Lake County, there needs to be attractive housing available between the \$200k and \$250k price range. Having this housing becomes a pre-requisite for being able to expand the economy. See the sections below on the new hospital and Mining Museum facilities for new housing development opportunities.

Airport / Industrial Park

The industrial park is critical to helping cottage industries and budding entrepreneurs scale their production as well as supporting expansion at the airport and attracting more avionics testing customers. Natural gas, 3-phase power and sewer service will need to be delivered to the airport and on to the industrial park. There are several grants that can be secured to leverage local dollars for infrastructure build-out. The next step is to apply for the grants and arrange all of the financing for the projects.

Recreation Hub

Among the most-cited and consistent responses when members of the community were asked what was lacking in Lake County was, “we need more things to do – especially during the winter.” While there is a wealth of outdoor recreation activities in the County – especially during the winter, there is very little to do with smaller children or on days when it is too cold or too stormy to be outside.

A facility should be developed that provides both indoor recreation opportunities and community space for gathering. Combining this multi-purpose facility with the GoCo Grant that Build a Generation has been awarded would provide the funding to include a “Hub” – a center of learning and opportunity to help children (especially economically disadvantaged) to experience and learn to love the outdoors.

Historic Downtown

Leadville has a fantastic downtown that is full of potential. With the current level of economic activity on Harrison Avenue, however, the retailers struggle and the building owners cannot generate sufficient capital to undertake much-needed renovations. Most of the second and third floors are vacant while there is an acute need for attractive housing.

The creation of a Downtown Development Authority (DDA) and/or Urban Renewal Authority (URA) would provide the mechanism by which downtown redevelopment could be undertaken. Having the DDA/URA will enable tax increment from projects to be reinvested in the downtown and create a pool of capital for building owners to upgrade their building and create housing on the upper floors.

Bringing density to the downtown will create more demand for retailers and building values throughout the area will increase – allowing for a virtuous cycle of investment and increasing demand.

Location-Neutral Worker Recruitment

Location-neutral workers are one of the fastest-growing segments of the workforce. Lake County has a unique value-proposition for remote workers because it offers so many opportunities for outdoor recreation and has such a great, entrepreneurial culture.

Many of the recommendations are geared toward enhancing the desirability of Lake County as a destination for location-neutral workers.

Additional Recommendations

In addition to the projects, the following are recommendations for the County:

Perpetual Funding Source for Economic Development

Secure a consistent long-term funding source for the EDC to ensure continuity for the development and local business community. To the extent allowable, empower the EDC and its board with sufficient private sector seats so it is not subject to changing political winds.

State Participation to Address Negative Externalities

Lake County is home to many of the low-income resort workforce from resort communities and bears a disproportionate share of costs in providing municipal services to this population group. The State needs to help ameliorate this unfair burden.

County GIS System

Enhance local GIS capabilities to develop an online interactive map that provides users with parcel level data including ownership, land, improvement, transaction, and assessment data.

Annexation & Consolidation of Services

Revisit current City boundaries and create an annexation plan that maximizes future economic growth and development.

Work to consolidate and eliminate duplicative services through intergovernmental agreements between the City of Leadville and the County.

Lake County School District

Engage the community to work together to make the Lake County School District successful.

Catalytic Hospital Development

Construction of the new hospital is a once-in-a-generation opportunity to place a marquis community facility in a location where it can provide the most benefit to the community and the local economy. The new hospital can be a gateway project that helps bring infrastructure and development to a location where it will eliminate blight and catalyze further growth.

Poverty Flats Development

The Poverty Flats development is a promising development that can redefine the City's gateway. As a mixed-use commercial and residential development, it is critical that uses at the site be compatible and synergistic.

Mining Museum "Conference Center"

Assess the underlying land of this facility to assess whether the current improvements at this location are at its highest and best use.

Retail Development

Improve outreach to the Hispanic community and create a brand.

Tabor Opera House

Perform a feasibility study to determine market opportunities for the adaptive reuse of the facility to accommodate a self-sustaining business model with potential private sector investment and operation.

SkiCooper

Pursue GOCO grants to help with infrastructure needs and facility upgrades.

Film Commission

Establish a film commission through the EDC to assist with film production.

Twin Lakes.

Secure a grant to provide increased sewer capacity for Twin Lakes.

Study Solid Waste Options

Do a study to determine the potential savings and benefits from privatization or franchising.

Mt. Massive Golf Course

Support development and improvement of the golf course as well as looking at the area's potential as a site for health and wellness resorts and hospitality.

Resiliency

The community should plan for the future and put in place ways to enhance economic resiliency. Part of a CEDS Plan is to create a framework to ensure that the community is resilient against economic and industry shocks as well as natural disasters.

Lake County has tremendous potential and by starting on the path that is detailed in this report can create a compelling and vibrant future that is true to its identity while preparing for a great tomorrow.

Recommended Projects

Recreational Tourism

The tourism industry is one whose importance to a community transcends its direct economic impact. Tourism jobs typically have lower wages and often its workers do not earn enough to adequately sustain their families. Consequently, it is not a good economic development strategy to pursue tourism as a way to create jobs.

At present, Lake County is suffering the downside consequences of tourism by providing housing for the low-income workers but is not reaping any of the benefits. That needs to change.

Tourism can have profound benefits for a community, however. For example, a tourism or hospitality project that is a catalyst for other investments or repositions the community can create an economic inflexion point.

In October of 2012, the Evergreen Land Company announced plans for the 200,000 acre, full-service, four star AltaColorado Lodge. The plans for the lodge include a 227-room hotel, a conference center, a spa and fitness center, a themed indoor water park, a zip line, a fishing pond, running and biking trails and a beginner's ski slope.

The AltaColorado Lodge would be a catalytic project for Lake County in many ways at detailed below:

Direct Employment. The Lodge is estimated to have a total of 269 employees when it is fully operational. 130 would be in hospitality with average wages of \$28,100 per year, 100 in food and beverage with average annual earnings of \$18,900 and 69

in recreation with average annual earnings of \$22,900. The total direct annual earnings of employees would be \$6.5M.

While the average wage of \$24,300 of Lodge employees would be dilutive to the County's current median annual income of \$46,200, the total net economic impact combined with the strategic importance of the project mitigates the low wages. Furthermore, there are many Lake County residents who have long commutes to neighboring communities for similar wages. These workers would be grateful to work closer to their homes and would benefit financially from not having the expense of the commute.

Indirect Employment. Studies have shown that there is an employment multiplier of 1.5¹ for the hospitality industry and a sales multiplier of 1.7². This means that for every job created in the hospitality industry there is half a job created in ancillary support industries like businesses that provide food and beverages, HVAC repair and service, telecommunications, utilities, linen washing, etc. Similarly, for every dollar in revenue that is generated by the hotel, there is \$1.7 in total new revenue for the community.

Evans, Carroll & Associates performed a study of the economic impact of the proposed AltaColorado Lodge and concluded that besides the 269 hotel employees there would be an addition of another 172 indirect jobs for an employment multiplier of 1.64. The total annual output of the Lodge and directly attributable activities would be \$43.1M and the total payroll \$13.1M. It is important to note that the average salary of the indirect workers would be \$39,100 per year.

Induced Impacts. The rising tide of increased economic activity will lift many throughout the community. For example, if new workers move into the area to work at the

¹ www.labor.ny.gov/stats/PDFs/enys0405.pdf

² msu.edu/course/prr/840/econimpact/multipliers.htm

Lodge and new housing needs to be built to accommodate them then not only is there the direct economic impact of the home building but also the benefits to local governments from impact fees and incremental property taxes.

Other induced impacts would include:

- Increase retail sales as tourists venture beyond the resort to explore the surrounding area and experience Leadville,
- Increased revenue from lodging tax for the Tourism Board which would enable increased promotion of the area, and
- Increased landings at the airport.

Another indirect impact would be that the Lodge would bring other hospitality development. At present, Lake County doesn't have a hospitality product that is higher than three stars or a nationally flagged hotel that would be considered business class. Hotel developers are reluctant to be the first movers and prefer to have someone else prove the market for them. Having a successful four-star hotel in the market with room rates over \$200 would provide the requisite market validation that a middle-tier, nationally-flagged hotel would be successful.

Adding mid-tier, business-class hotels is important for attracting tourists who are less price-sensitive and prefer the perceived assurance of quality that comes from staying at a national chain. At present, the closest hotel for such tourists is 30 miles away in Frisco. Similarly, business travelers would need to stay in Frisco or Breckenridge for a national hotel that offers business-class accommodations. The lack of business-class hotels is often cited as a challenge for business travelers who come to the County.

Because of the scale and complexity of the project, the AltaColorado Lodge project has encountered challenges and

isn't moving as quickly as had been anticipated. The project is moving forward, however, and Evergreen Land Company is determined to bring it to fruition.

The Lodge is exactly the kind of project that Lake County needs to establish itself as the family-friendly, affordable recreation option and to introduce many more people to the splendors of the County. It is designed with the necessary scale to make it a compelling destination resort but because of that scale it isn't able to achieve appropriate market rates of return. It will have an enormous impact on the local economy and create year-round demand for goods and services in the community.

Because the Lodge will become a tremendous community asset and because there are so many positive externalities that would accrue from it, the local taxing entities should be prepared to provide support for the project. It is likely that the project will require the vast majority of the tax increment generated from the project in order for it to be feasible. The taxing entities should also be prepared to lobby the state on behalf of the project in order to secure State incentives.

Hospitality			
		Highest Priority = ★★★★★ Lowest Priority = ☆☆☆☆☆	
Project	Action Item	Priority	Cost / Funding
AltaColorado Lodge	Assist in establishment of URA and taxing entity participation for the project to be feasible. (Better City)	★★★★★	N/A
AltaColorado Lodge	Seek State funding and other incentives. (Better City)	★★★★★	Cost to be borne by developer.

Workforce Housing

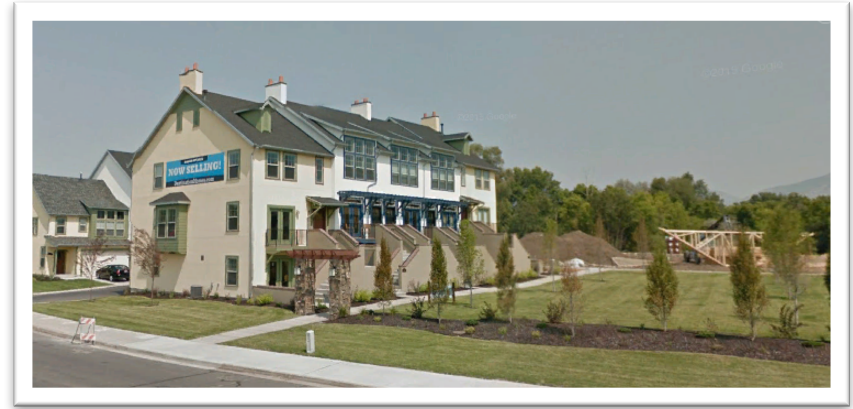
One of the most consistent concerns that was cited during interviews with the public when talking about the obstacles to growth in the County was the lack of affordable housing.

From March 2015 through March 2016, there were a total of 28 homes sold in Lake County in the price range from \$180,000 to \$260,000. The average days on the market for homes in this range was just 37.7 days. The average days on the market for homes in all the other price ranges was 112.8. The sales data combined with anecdotal evidence from realtors corroborates the housing shortage.

Typically, the free market would recognize the demand for more housing and supply the homes. In Lake County, however, there is a market failure and there is insufficient inventory under construction and in planning to meet the growing demand. It is not uncommon for rural communities to have underserved housing needs because they cannot support the size of projects that are preferred by larger developers and because smaller developers don't have the expertise nor access to capital to undertake projects of sufficient scale to make a difference in the market.

In such cases of market failure, it is necessary for public efforts to 'prime the pump' by creating projects of the appropriate scale that prove the market. Once it has been demonstrated that housing projects can be successful and the model proven, private investment will follow.

The housing product that we recommend for the Lake County market would be a development of 2 to 3 bedroom townhomes with 1 or 2 car garages. The design allows for good housing density while also maximizing the amount of common green space. The design allows for a livable, community-oriented experience that provides the ease of townhome living while also providing for ample green space.



It is critical that all public-sponsored development be leveraged to create the maximum positive public impact and externalities. The two preferred locations for these housing projects would be the current St. Vincent Hospital site at 822 W 4th Street and the old high school at 117 W 10th Street.

The construction of the new St. Vincent's Hospital is a once-in-a-generation opportunity for Lake County. There are very few occasions when a community asset of the size and importance of a hospital is built. The best way to leverage this opportunity is to locate the hospital where it can be the catalyst for other growth and community development.

The property known as "Poverty Flats" is a critical gateway to Leadville yet today is blighted and an eyesore. It is not an acceptable entrance to one of the great historic downtowns in the state. While there has been commercial interest in the property, the costs of bringing utilities to the site and of changing the intersection at 12th and Poplar are financial impediments that are too large to allow for development.

If the new hospital was built at Poverty Flats, commercial and retail development along Poplar street could proceed without having to bear the cost of the infrastructure. The new hospital would be a fantastic anchor tenant for further development and would make an area that is currently unsightly into an attractive showcase of the County's progress.

The current hospital site would need to be demolished because the presence of asbestos makes it a costly liability and coupled with its purpose-specific configuration would make it too costly to repurpose. After the demolition, the site would be sold to a private developer – bringing this property onto the tax rolls.

The site is very marketable for a housing development because of its proximity to the high school, the Mineral Belt and Huck Finn Park, its incredible views of Mt. Massive and Mt. Elbert and the attached forested area that would be perfect for walking trails.

The hospital would be able to finance the demolition, site acquisition costs and development costs through federal 40 year loans at less than 3% interest.

The old high school building on 10th Street also has asbestos that would need to be remediated as well as a boiler that would need to be replaced. Though the building is in good shape, the cost of renovating it to adaptively reuse it exceeds its value. The best use of the land would be to demolish the building, and sell it to a private developer.

The old high school site is another ideal residential location because of its location next to a park and the Mineral Belt, proximity to Westpark Elementary School and astonishing views of Homestead Peak and Savage Peak. By selling the property to a private developer, the land would come on to the

tax rolls and provide around \$70,000 in annual property taxes.

A housing feasibility study should be commissioned to explore the redevelopment of these sites. In all of these projects and any others identified in this report, the bidding processes for any construction work performed should include a local-preference stipulation. The local preference acknowledges the indirect community benefits provided by local firms and permits contracts to be awarded to local firms even if they are not the low bidder. Supporting and sustaining local businesses will be a key source of organic growth that leverages the significant investment that the community is making in these projects.

Single-Family Attached Housing		Highest Priority = ★★★★★★ Lowest Priority = ☆☆☆☆☆☆	
Project	Action Item	Priority	Cost / Funding
Single-Family Attached Housing	Housing feasibility study for single family attached product type between \$200k - \$250k at current hospital site and old high school site. (Better City)	★★★★★★	No extra cost if selected for Phase IV.
Current Hospital & Old High School Site	Determine the hospital's disposition to locate to Poverty Flats, and willingness of other property owners to participate. (Better City)	★★★★★★	No extra cost if selected for Phase IV.
Current Hospital & Old High School Site	Project pre-development: recruit residential developer, establish URA's if necessary, etc. (Better City)	☆☆★★★	Better City to perform as part of implementation contract.

Airport / Industrial Park

The Lake County Airport is located on 605 acres while directly to the east is 114 acres of County-owned land that has been set aside for a future industrial park.

The airport has shown growth in operations over the past year and the new hangar has led to increased activity at the airport. In fact, the new hangar is already fully booked for most of the summer by companies wanting to do altitude testing. Brad Palmer, Director of Lake County's Road and Bridge Department and Zach Dawson, Airport Operations Technician, have been aggressive in marketing the airport for testing and initial responses indicate that there is untapped demand for more testing.

In order to take advantage of the demand, however, there will need to be upgrades to the facility. The Airport Master Plan, (completed in December 2015) recommends the following upgrades:

- 3-phase power,
- Natural gas lines,
- Sewer lines,
- Fiber optic lines,
- and an additional testing hangar.³

The hangar is a significant investment that will require specialized studies and funding that are beyond the scope of this project. Delivering the utility infrastructure, on the other hand, are improvements that are attainable. There are USDA and EDA grants that are available for these types of infrastructure projects and the county can use in-kind labor towards its match requirements.

The investment in this infrastructure is important not only for the growth it could bring to the airport but also because it would bring utilities to the industrial park and be the first step toward bringing the park online.

A feasibility study for the industrial park would need to be performed to prove its market viability and as a requirement for securing grant funding to develop the park. The feasibility study could be paid for by the Colorado Department of Local Affairs (DOLA) Rural Economic Development Initiative (REDI) grant.

If the feasibility study confirms the market viability of the industrial park, funding to develop the park could be secured through a combination of USDA, EDA, and DOLA grants but would also require some local matches. The County Public Works Department could provide in-kind services such as excavation, curb and gutter and road construction that would count towards the local match.

Having industrial lots available for manufacturers is a requirement before any companies could be recruited to the area or local businesses assisted in expansion plans. A manufacturing incubator is a powerful tool for helping small industrial and light manufacturing companies grow from ideas or home-based businesses into commercially viable businesses. As Paul Tate, Research Director and Executive Editor with Frost & Sullivan's Manufacturing Leadership Council noted,

"If you want to start up a new hi-tech software business, all you really need is a powerful laptop, a fast network connection, a desk (and even that's optional), and a good idea. Easy, right?"

³ Leadville-Lake County Airport Master Plan, Section 3.4.1

But if you want to start up an innovative new manufacturing business, the chances are you're going to need a lot more space, a lot more complex equipment, and access to a few more like-minded people to make it happen.”⁴

Manufacturing incubators create a collaborative and supportive ecosystem that foster innovation and help bring together the technical, logistical and business acumen necessary to help make a new business successful. Creating an innovation ecosystem is especially important for manufacturing of advanced materials – which is the industry segment which has the greatest future potential.

According to Deloitte, “Advanced Materials Systems describes a new approach for manufacturing sectors to pursue opportunities in large markets, enabled by materials technologies, wherein innovation moves beyond the frontier of new molecules and materials.

The AMS framework calls for leveraging inventive combinations of materials, process technologies, business models, partnerships, and collaborations. The key insight is that global megatrends have opened up significant opportunities to capture value in new markets through functional solutions and that these solutions are achievable through systems-level engineering versus discovery of new molecules and materials.”⁵

Advances in technology and the accessibility of information through open sourcing collaborations are changing the dynamics of global manufacturing. These changes bode well

for remote sites like Lake County because geographic location is becoming far less important than innovation.

A report by the World Economic Forum studied globalization of manufacturing and determined that,

“A number of factors have enabled this rapid globalization, including a significant change in geopolitical relations between East and West, the widespread growth of digital information, physical and financial infrastructure, computerized manufacturing technologies, and the proliferation of bilateral and multilateral trade agreements. These factors, along with others, have permitted the disaggregation of supply chains into complex global networks allowing a company to interact in the design, sourcing of materials and components, and **manufacturing of products from virtually anywhere – while satisfying customers almost anywhere.**”⁶ (Emphasis added.)

The changes that are enabling disaggregation of manufacturing on a global scale also mean that innovative entrepreneurs in Lake County can be competitive on a global scale if they have access to the necessary resources.

The creation of an industrial park with a manufacturing incubator could be a key driver of future economic prosperity for Lake County.

⁴ www.gilcommunity.com/discussion/can-manufacturing-incubators-help-drive-next-wave-manufacturing/

⁵ www2.deloitte.com/global/en/pages/manufacturing/articles/reigniting-growth-advanced-materials-systems.html

⁶ www3.weforum.org/docs/WEF_MOB_FutureManufacturing_Report_2012.pdf

Airport / Industrial Park		Highest Priority = ★★★★★	Lowest Priority = ☆☆☆☆☆
Project	Action Item	Priority	Cost / Funding
Utility Infrastructure	Prepare a grant application for running natural gas, fiber optic cable, 3-phase power and sewer to the airport.	★★★★★	\$3,000 - DOLA REDI Grant
Industrial Park	Prepare feasibility study for the industrial park.	★★★★★	\$35,000 - DOLA REDI Grant
Industrial Park	Apply for grants for industrial park development.	☆☆★★★	\$500,000 - \$1,000,000 USDA or EDA Grants / Local Match (In-kind labor counts toward match)
Manufacturing Incubator	Prepare feasibility study for manufacturing incubator.	☆☆★★★	\$40,000 - DOLA REDI Grant
Manufacturing Incubator	Apply for grants for manufacturing incubator.	☆☆★★★	\$500,000 - \$1,000,000 - USDA or EDA Grants / DOLA Grants / Local Match
Company Recruitment	Recruit businesses to the manufacturing incubator and industrial park.	☆☆★★★	Implementation at \$7,500 per month. DOLA REDI Grant

Recreation Hub

Overview

There is significant public interest in a Recreation Hub in the Leadville area. Many feel that having recreation opportunities available for Lake County residents – especially during the long winter months – would significantly add to the quality of life and make it easier to attract workers to the area. There is also a need for a Community Center that has space for public meetings and events. Finally, as part of Build a Generation's GoCo grant there is a desire to build a Hub where youth can be introduced to enjoying the outdoors.

The Vision

One of the keys to creating public amenities that become valuable assets to the community is to ensure that they are built with the appropriate scale to be and remain a viable attraction for many years. The biggest risk on such projects is to under-build rather than to over-build.

One way to hit critical mass while saving on construction costs is to create multi-purpose facilities that can serve many functions and have construction economies of scale. The vision of the multi-purpose center would be to host in one location functions that would typically be found in recreation centers, senior citizen's centers, community centers and a GoCo Hub.

Following are some details about what the Multi-Purpose Center could offer:

GoCo Hub – Lake County offers amazing opportunities to interact with and enjoy nature. Yet, many children in the area don't ever get the opportunity to learn about and experience all the recreational opportunities that the County has to offer. More than 60% of Lake County students qualify for free or reduced lunches. The biggest impediment for economically

disadvantaged youth to participate in outdoor activities is having the necessary equipment. Even something as simple as tubing down a hill is not possible if you don't have a snow tube and a good pair of gloves. For families that are struggling to put food on the table and make their rent payments, gloves and snow tubes are unobtainable luxuries. Having a Hub that provides education about and means-tested rentals of equipment for outdoor recreation would open the door to these youths to all the wonderful opportunities nature has to offer.

Following is a list of equipment that the Hub could offer for rent (or for free to disadvantaged youth):

- Snow shoes
- Cross-country skis
- Tubes
- Kayaks
- Downhill skis
- Snowboards
- Mountain bikes
- Canoes
- Paddleboards
- Winter wear (gloves, hats, ski pants, parkas, etc.)
- Fishing poles and gear
- Golf clubs
- Tennis rackets
- Pickleball rackets
- Road bikes

The hub could also host a Nature Center where classes and instruction are provided for students, Scouts, church youth groups and community groups about eco systems, the environment and everyone's stewardship responsibility to preserve the environment.

Recreation Center – A community recreation center with the following amenities:

- Fitness center
- Weights
- Ellipticals
- Stationary bikes
- Treadmills
- Pool
- Yoga / Dance / Pilates / Aerobics Studios
- Climbing wall
- Multi-use courts
- Basketball
- Volleyball
- Pickleball
- Jogging track

Passes could be provided at subsidized rates or at no charge to disadvantaged youth.

Community Center / Senior Citizen's Center – A Community Center would have space for community events and would be available for rent to the public for family reunions, quinceañeras, bat mitzvahs, company parties, gala events, etc.

Space would also be provided for senior citizens to have a gathering place and access to services of interest to them.

The best practice would be to co-locate the library to create a comprehensive community gathering place where mothers could drop off children at reading time and go to a yoga class or a father could bring his children to swim while he reads in the library.

Funding

The project would be funded through various grants and public financing mechanisms including:

- GoCo Inspire Grant
- USDA Community Facilities Grant (the inclusion of the library may be required to qualify for this grant)
- Colorado Department of Local Affairs
- CECFA – Colorado and Cultural Facilities Authority (low interest-loan)
- Creation of a recreation district to pay for ongoing operating expenses

Recreation Hub		Highest Priority = ★★★★★	Lowest Priority = ☆☆☆☆☆
Project	Action Item	Priority	Cost / Funding
Recreation Hub	Determine if Multi-Purpose Community Center fits within Build a Generation's vision for GoCo grant. (Better City / EDC)	★★★★★	Time
Recreation Hub	Perform feasibility study. (Better City)	★★★★★	\$40,000 - DOLA REDI Grant
Recreation Hub	Based on the feasibility study, creation of a recreation district in the County may be necessary. District would need to be placed on the ballot in November. (Lake County / Better City)	☆★★★★	\$0 - \$5,000 - Elections Clerk and Recorder's Office
Recreation Hub	Determine sources of financing, apply for grants, loans and other financial instruments as necessary. (Better City)	☆★★★★	N/A
Recreation Hub	Secure contract with developer. Commence construction. (Better City)	☆☆★★★★	Implementation at \$7,500 per month. DOLA REDI Grant

Historic Downtown

Leadville's iconic downtown is a treasure for Lake County. A community's downtown is a critical component of its economy. Andy Kitsinger noted in www.plannersweb.com that "In most cases downtowns serve as the engine for local economies. However, downtowns are much more than a profit center to cities. They also represent the image and character of a city to the rest of the world. Downtowns are unique in that they are typically the only neighborhood that belongs to and is shared by everyone in the region."⁷

Downtown Leadville is the face of Lake County to the world and its success means much more than the prosperity of a few shop owners. Revitalizing Leadville's downtown will have positive spillover effects in raising property values and creating a sense of economic inertia that will improve consumer confidence and enhance Leadville's unique sense of place. All of this works together to create a culture and an energy that will be attractive to entrepreneurs and location-neutral workers looking for a great place to live.

The downtown renaissance will require catalytic projects that bring residents, retailers and commercial businesses downtown. Because of the low levels of commerce at present, building owners do not have sufficient cash flow to justify costly upgrades to their buildings. Renovating the second and third floors, however, would provide additional cash flow to the building owners and would enhance the vitality of downtown as either office workers or residents who occupy the upper levels would walk, eat, and relax in the downtown.

An efficient way to provide the capital to these building owners to undertake the renovations is to create either an Urban

Renewal Authority (URA) or Downtown Development Authority (DDA). These urban renewal entities could collect the tax increment from projects in the target area and use those funds to catalyze other investment in the area. Increased investment will bring greater levels of economic activity and catalyze a virtuous cycle of investment.

Besides designating the downtown as a redevelopment area, the City can help to foster growth through considering waiving permit fees for any projects in the target area. The City or Chamber of Commerce could also work with building owners to create a program where resident artists are allowed to occupy vacant storefronts to display their artwork and to use as studios. This program fills the dual purpose of improving the appearance of downtown while also supporting local artists.

The Tabor Opera House is the most recognizable icon of downtown Leadville and is the anchor for the whole area. Successfully rehabilitating and utilizing the Tabor is critical to restoring the vibrancy of the downtown. A feasibility study needs to be commissioned on how to best leverage this critical community asset. Bringing performances, theater, concerts, movies and conferences to the Tabor Opera House will bring much-needed foot traffic to downtown and a restored building will be a destination for tourists.

Finally, the gateways to downtown need to be cleaned up to remove blight and present a more presentable face to visitors. This report has provided recommendations for the Poverty Flats area that should be implemented. A concerted effort should be made to rehabilitate the Union Pacific property at the south end of Harrison Avenue. This location would be an ideal place for the Justice Center and the State could help with

⁷ www.plannersweb.com/2013/09/healthy-downtown-key-strong-community/

the cost of remediation and removing the blight of this important area that is contiguous to the downtown.

Historic Downtown			
		Highest Priority = ★★★★★	Lowest Priority = ☆☆☆☆☆
Project	Action Item	Priority	Cost / Funding
Downtown Revitalization	Create a URA or DDA for the downtown area. (City of Leadville)	★★★★★	\$10,000 - \$15,000
Artists in Storefronts	Create a program to allow artists to occupy vacant storefronts. (City of Leadville / Chamber of Commerce)	☆☆★★★	Time
Union Pacific Property	Do a feasibility study on locating the Justice Center on the Union Pacific Property. (Better City)	☆☆★★★	TBD

Location-Neutral Workers

Lake County has many of the building blocks to become a uniquely attractive destination for remote and location-neutral workers who are able to live anywhere. The most important assets are natural beauty, a wealth of outdoor recreation opportunities and a vibrant, fun, inclusive culture. None of these characteristics could be created from nothing and are the natural endowments that the County has been blessed with.

There are still, however, some critical missing pieces that need to be put in place before Lake County is the great place to work and live that it will ultimately become. Having the whole package in place will be essential to being able to attract a high volume of location neutral workers, entrepreneurs and the creative class to the County. While there are some location neutral workers who are moving into the area now, in order for that trickle to become a flow large enough to begin to diversify the economy, housing, year-round indoor recreational opportunities, a vibrant retail environment, improved public education, co-working space, networking opportunities and mentoring will need to be addressed.

Other areas of this report focus on housing, recreational opportunities, retail and public education. It cannot be overstated how important these areas are in creating the kind of climate that will attract the target workers.

In this section, the focus will be on co-working space, networking opportunities and mentoring.

Co-working Space

As noted in the Phase II report, the image of a solitary remote worker pecking away at her laptop from her couch while in her pajamas is not descriptive of the majority of remote workers. Most remote workers are social beings who while enjoying being free from the restrictions of office work (and the

commutes) still enjoy social interaction and want to work among other people.

To create affordable office space where entrepreneurs and remote workers can work independently but also have access to shared resources as well as social interaction is, therefore, critical.

There are two possible locations for the co-working space. The first is at 1205 Harrison Avenue – two blocks north of the mining museum while the second would be at a yet-to-be-determined location in the downtown section of Harrison Avenue.

The location at 1205 Harrison has two important benefits:

- It would require only minimal upgrades and reconfiguration to make it a workable co-working space,
- It has two rental apartments as part of the property that would pay half of the monthly mortgage. The total monthly cost of the mortgage, net of the rentals would be around \$500.

The critical drawback is the location. Every effort should be made to locate all workers in the downtown area to increase foot traffic, enhance vibrancy in the downtown corridor and create density. 1205 is over the hill and more than four blocks distant from the core of downtown. For this reason, if this location is selected because of its relatively low start-up costs, then it should be viewed as a temporary, short-term situation.

In the long-term (within two to three years) the co-working space needs to be located along the main section of Harrison Avenue. If a suitable downtown location can be found that could quickly and cost effectively be converted into co-working space, then that location should be given preference.

One possibility would be to locate the co-working space in the upper floors of the Tabor Opera House. This should be one of the possibilities considered during the Opera House's feasibility study.

Networking Opportunities

Communities that are successful in attracting remote workers invariably have organizations or forums where the remote workers can get together, network, commiserate and feel like they are part of something larger.

A networking group for location-neutral workers, remote workers and entrepreneurs needs to be formed. The group should meet once per month for a social gathering and have quarterly workshops or presentations. With local business icons like Ken Clouber, Fritz Howard, savvy marketing professionals like Judy Green, international business executives like Stephanie Spong and great community leaders, there should be no shortage of really compelling presenters.

The networking group can be sponsored by either the Chamber of Commerce or the Economic Development Corporation. Care must be taken, however, to ensure that it retains an independent identity and not be dominated by leaders in the "establishment". To this end, an energetic and engaged chair needs to be identified who is a remote worker or an entrepreneur and who can network to recruit others into the organization so that it hits critical mass quickly.

Mentoring

The Phase II Report mentioned the advent of the local SCORE chapter and its importance in providing support to entrepreneurs. While in the short term there would not be sufficient activity to justify the existence of a permanent incubator, with functional co-working space and the mentoring of the SCORE executives a de facto incubator would exist.

Mentoring and supporting entrepreneurs must be seen as mission critical for not just the EDC but every public institution. The long-term success of Lake County is tied directly to the success of its entrepreneurs and creative class. The EDC should be empowered to marshal any resources it needs to give entrepreneurs every chance to succeed.

In the next phase, the creation of a commercial kitchen incubator should be a priority. There are several home-based businesses that are successful but will require assistance to make the next step and scale their operations. The commercial kitchen would need to have the necessary equipment and be available to lease on an hourly basis.

Likewise, once the industrial park is established, we recommend that a manufacturing incubator be established. With the improvements in 3D printing, the small scale, specialty manufacturing industries are experiencing disruptive changes and Lake County businesses could thrive in this space. The manufacturing incubator would need to have basic tooling and equipment and be available to lease on an hourly basis as needed.

Location/Neutral Worker Recruitment		Highest Priority = ★★★★★	Lowest Priority = ☆☆☆☆☆
Project	Action Item	Priority	Cost / Funding
Affordable / Attractive Housing	Increase inventory of affordable and attractive housing. (Better City)	★★★★★	(See Project #1 above)
Multipurpose Center	Create a venue for indoor recreational opportunities. (Better City)	★★★★★	(See Project #4 above)
Co-working Space	Apply for DOLA REDI Grant for Feasibility Study. (EDC)	☆★★★★	\$10,000 - DOLA REDI Grant
Co-working Space	Determine location for initial co-working space. (Better City / EDC)	☆☆★★★★	No extra cost if selected for Phase IV.
Co-working Space	Secure building (lease or purchase). (EDC)	☆☆☆★★★	\$450,000 – USDA Loan
Co-working Space	Repurpose building. (EDC)	☆☆☆★★★	\$20,000 - \$100,000 – USDA Grant / Loan
Co-working Space	Recruit tenants. (EDC)	☆☆☆☆★★	Time
Networking	Identify sponsoring organization of networking group. (Better City / EDC)	☆★★★★	Time
Networking	Select chair. (Sponsoring organization)	☆★★★★	Time
Commercial Kitchen	Establish commercial kitchen as an incubator.	☆☆☆☆★★	~\$100,000

Other Recommendations

Following are recommendations that do not apply directly to any of the projects that have been identified but are nonetheless important for the County's economic development. The recommendations are not presented in any particular order.

Perpetual Funding Source for Economic Development

Lake County is very fortunate to have a high-functioning Economic Development Corporation (EDC) lead by a Director who is passionate about the community and very well-connected with business and local leaders. At present, funding for the EDC is not guaranteed past the fiscal year. It is imperative that the EDC have a perpetual funding source so that it can ensure its partners and developers that it is a permanent entity and will be available to work with them over the long run.

There are three options for long-term funding:

1. URA/DDA – Among the acceptable uses of the tax increment generated in an Urban Renewal Authority (URA) or Downtown Development Authority (DDA) is 'administration'. As long as the EDC is the administering entity of the URA or DDA then at least partial funding could come from the tax increment or administration.
2. LMD – Local Marketing Districts can be formed through a mill levy on hotel rooms of up to 4 mills. These funds can be used for promotion of tourism and economic development. This approach is currently being used by Moffat County to institutionalize economic development and strategic project development in their community.
3. Colorado Development Corporation – There is provision in state law for the creation of a local

Development Corporation that sells shares to stockholders and uses the capital to invest in local economic development or redevelopment projects. Part of the proceeds can be used to pay for administration.

State Participation to Address Negative Externalities

The State of Colorado reaps tremendous financial benefits from the resort communities that surround Lake County. Lake County is home to much of the low-income resort workforce and bears a disproportionate share of costs in providing municipal services to this population group.

Local political leaders need to exert political influence to ensure that Lake County's unfair burden is understood at the State level and that the State owes the County disproportionate assistance to create new industries and to promote tourism.

Lake County offers a breadth of recreational opportunities that maybe unparalleled in the state – affordable skiing, alpine and cross country, renowned golf course, hiking, camping, 14ers, and outdoor educational institutions. There is a great opportunity for the state to enhance its promotion of the County.

An appropriation for catalytic projects or carve-out legislation allowing Lake County and Leadville to establish an additional source of revenue should also be solicited from the State in order to ameliorate the negative externalities created by the resort industry in surrounding counties and born by Lake County.

County GIS System

The County has a GIS system that has parcels identified, but the land that is not taxable is not broken out by owner. As the

County needs to identify potential tracts for development or sale, it will be critical to be able to easily determine ownership.

It is recommended that a project be initiated to enhance local GIS capabilities to develop an online interactive map that provides users with parcel-level data including ownership, land, improvement, transaction, and assessment data. Many communities have developed a system that can be licensed at an affordable rate.

Annexation & Consolidation of Services

Annexation should be driven by fairness. To the extent possible, the entity that provides the services should receive the sales tax revenues.

Most of Leadville's 2600 residents shop at Safeway, O'Reilly Auto Parts, True Value Hardware, CARQUEST Auto Parts and the four service stations along Highway 24 as it comes into town. Yet, the City receives no sales tax from these purchases. The best practice is to create city boundaries that encompass the densest concentrations of residents in an area and that also contain the contiguous retail establishments.

The City has a heavy load to lift in helping to reinvigorate Harrison Avenue and the Tabor Opera House and needs to expand its tax base to be able to do it. Having a revitalized downtown is a rising tide that will lift all boats – including the County's property tax receipts.

Annexation policies and practices have limited the City of Leadville and are an impediment to the community's future growth, development, and economic prosperity. An annexation plan should be developed that would significantly expand the City's geographic area by future annexation of surrounding neighborhoods, commercial areas, and developable land.

Concurrent with right-sizing the City boundaries, the County and City should work to consolidate and eliminate duplicative services through intergovernmental agreements. Cost savings should then be used to facilitate catalytic projects designed to expand the tax base.

Lake County School District

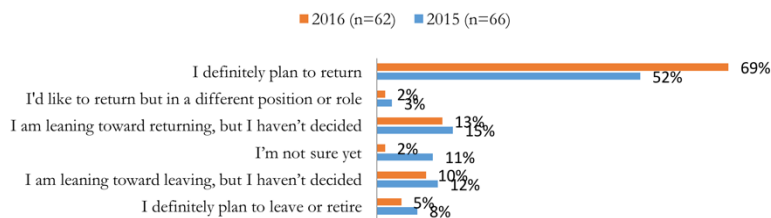
The challenges facing the public school system in Lake County were identified in the Phase 1 Report. Having schools that underperform and are perceived to have deficiencies in safety is a serious impediment to economic development because potential new entrepreneurs and remote workers could be dissuaded from coming to Lake County because of concerns for their school-aged children.

The Lake County School District is making great progress, however, and is undergoing tremendous changes that will change the trajectory of the schools. In fact, the greatest shortcoming of the schools right now may be their failure to adequately communicate all of the progress that they are making.

Consider the following:

Teacher recruitment and retention: LCSD has been focusing on recruiting high quality educators who are a good fit for Leadville, and then retaining them. These efforts are paying off as the district's teacher turnover rate has declined significantly in two years, and projections for teacher retention for the 2016-17 school year are positive. For example, 100% of the 3rd-6th grade general and specials classroom teachers at LCIS have committed to return next year. District-wide, teachers' self-reported plans are also encouraging and improving from a year ago:

LCSD Teacher Self-reported plans, spring 2015 vs spring 2016



The district has also completely revised its teacher recruitment and hiring strategy in the past two years. Rather than simply using interviews, the district now invites candidates for an entire day during which they participate in many activities, including teaching a lesson, receiving feedback and re-teaching the lesson. The new hiring process has resulted in hiring teachers who are a much better fit for Leadville and LCSD.

Administrative leadership: LCSD has continued to have some administrative turnover, but is benefitting from the consistent leadership of a Superintendent who has been in the role for four years, and a principal at LCIS who has been in the district for three years. The district is also making significant progress in developing an internal pipeline of principal candidates by training and mentoring them during their tenure as assistant principals. Finally, the district’s statewide reputation for reform and innovation is impacting administrator hiring. There were many strong candidates for the high school principal opening this spring, all of whom had principal or assistant principal experience. The district was successful in hiring a candidate to fill the role who has a significant reputation in the state.

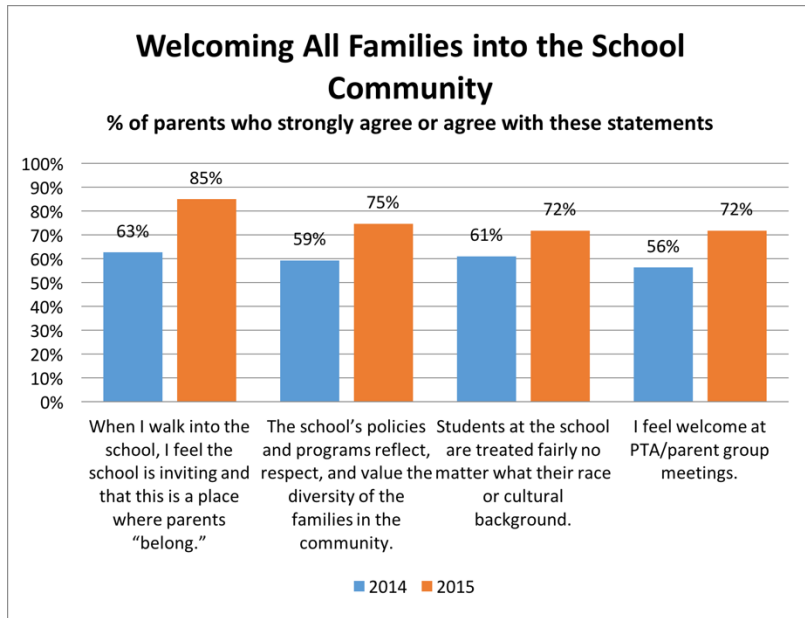
State and National Awards for healthy and “green” school efforts: The district’s schools and students have won several prestigious awards for their efforts in this area. Lake County Intermediate School was named the healthiest school

in the state in 2016 by a collaborative led by the Colorado Education Initiative and the Governor’s Office; West Park and Lake County High School also won awards. These awards reflect the schools’ efforts to provide healthier food and more physical movement. Required movement breaks at LCIS, for instance, have directly contributed to reducing behavior referrals. In addition, a group of fourth graders known as the Styrofoam Stoppers successfully worked with district administration, food service and the school board to ban Styrofoam from LCSD. Their work garnered a national award from the Environmental Protection Agency. Finally, all schools have robust recycling and composting programs up and running.

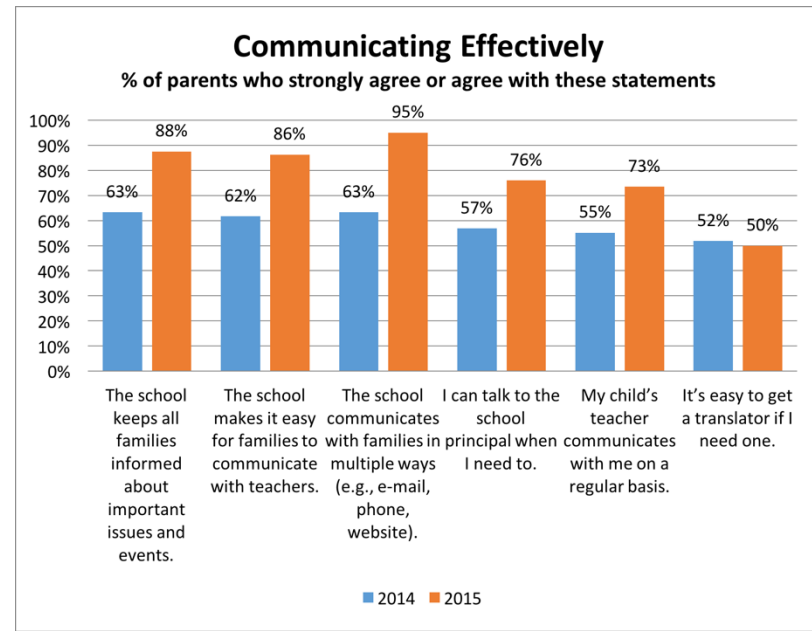
College and career readiness: LCSD has started the Lake County Pre-Collegiate Program, which works with Lake County High School students who are interested in post-secondary education to achieve their goals and go on to two- and four-year colleges and universities. The high school’s partnership with CMC is very strong, with many students taking advantage of dual enrollment courses. In 2016, three LCHS students received their Associates degree from CMC at the same time as their high school diploma. The school’s work with CMC now also includes a welding class offered to LCHS students where they can learn a marketable career skill as well as earning college credit.

Expeditionary Learning implementation & impacts on culture and climate: The district’s strategy to turn around its schools has started with deep work to improve culture and climate in the schools. Expeditionary Learning has been a key partner in implementing systems and structures to promote character development and a sense of positive community. Parents and staff members both report anecdotally that the schools “feel” much different, and more positive, as these reforms take hold. The progress the district is making in

creating a welcoming school environment is also evident in its Parent Survey results:



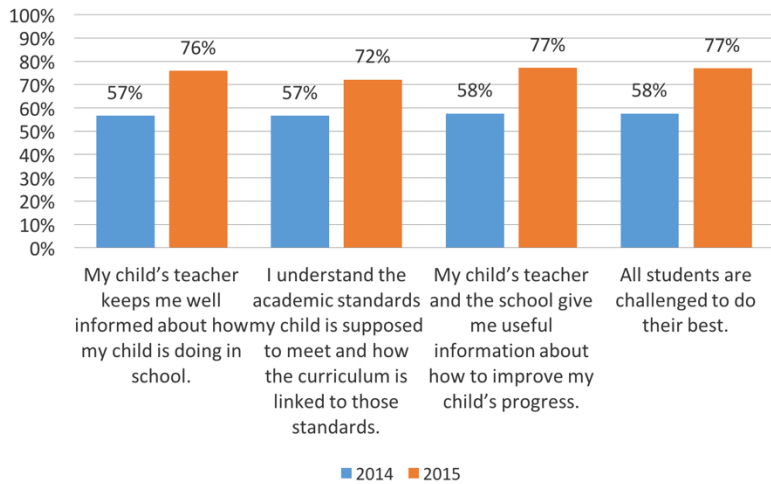
Parent & community outreach: Three years ago the district had a reputation for poor communication with parents and other stakeholders. Since then, it has implemented a new website; a strong social media presence; an annual report to the community; Sunday night phone calls from each school to parents; bi-annual Parent Summits with the Board of Education using a new format; and more regular communication from schools. Data from the district's parent survey confirm that these efforts are paying off.



Academic rigor: LCSD's top strategic priority is improving academic outcomes for students, and it is training its teachers on increasing the rigor of instruction and using student data to drive it. Though the impact of this work on standardized test scores will take time, by working with nationally recognized partners, implementing weekly student data reviews, and driving for a culture of excellence, the district is doing what it believes is the right work toward this outcome. Parents clearly see this change occurring, as well:

Supporting Student Success

% of parents who strongly agree or agree with these statements



School-Based Health Center: In the fall of 2015, LCSD opened a School-Based Health Center at Lake County High School in partnership with a local medical provider. Students and their families, as well as staff members and their families, now have access to medical, dental and behavioral health services within the district. Services are also provided without requiring a co-pay, making care more affordable and accessible.

District committees on diversity and bullying: The district recognizes that diversity / cultural competence and bullying are issues it needs to continue to work on. It has active working groups on both topics that are developing plans to improve schools' outcomes in both areas. It has also created positions at all three schools for behavior coaches or assistant principals who are focused on motivating positive behavior

and quickly addressing discipline concerns. In 2015, 93% of parents reported that they understand the rules and requirements for student behavior, up from 80% the year prior.

The Arts: LCSD's visual arts, music and drama programs are bright spots in its academic performance. Students at the high school level are regularly winning awards for their efforts, and the high-quality work being produced in drama, band and choir productions, as well as the visual arts, is very evident.

New playgrounds at LCIS & West Park: Community agencies and volunteers have come together in the past two years and have partnered with the district to renovate one playground and raise the funds to renovate a second. This strong support and partnership has been an excellent model that has allowed capital improvements for children that the district would not have been able to fund on its own.

Investments in technology: In the past three years the district has made major investments in both technology infrastructure and student-facing technology devices. At Lake County High School, every student in grades 7th-12th may check out a Google Chromebook for use both at school and at home. Putting a device in every student's hands has accelerated the district's ability to use technology to meet the Colorado Academic Standards.

The community needs to understand that there is a latency in school reform. Teachers must adapt to the new systems and requirements. They must be trained and determine if they can embrace the changes. Once the teaching professionals are trained and engaged, it takes time for the students to adapt to the new methodologies and for the improved learning to be reflected in test scores.

While test scores should improve slightly this year, the true measure of whether the District is succeeding will come with the test results from the following two years.

Community engagement or disengagement in the schools often becomes a self-fulfilling prophecy. If the community thinks its schools are doing a good job and becomes engaged then that creates a virtuous cycle where parental and community involvement improves educational outcomes and improved educational outcomes increases the excitement of the community and their willingness to engage. The cycle has the opposite polarity when a community is convinced their schools are failing and disengages.

The Lake County School District and the children it teachers are far too important to just write off. The community needs to come together to stand by its schools and inject the Lake County civic pride that is so evident in other aspects of the community.

Specifically:

- The County Commissioners and Mayor of Leadville should meet with the Superintendent of the Schools at least quarterly and ask what they can do to help.
- The Lake County School District should create metrics by which it judges its progress and share those metrics with the community.
- The Lake County School District should engage in a community outreach effort to educate the community on what changes have been made and what is happening in the schools.
- All parents in Lake County who have enrolled their children in other school districts should educate themselves on what is happening in the schools and consider returning their children to the schools. Today the schools are not the same as they were even two years ago. The schools and the new administration

deserve another chance to educate all Lake County students. Bringing the kids back to the schools, many of whom were high achievers, could be the most important single step in turning around the schools.

Catalytic Hospital Development

Current development plans for the new hospital have been guided by the prudent wisdom of the hospital board to right-size the facility to the marketplace thereby ensuring its ongoing operational success.

The proposed site for the new hospital should be examined in the context of maximizing community and economic benefits. A new hospital and its associated low-interest, long-amortizing financing available through the USDA, should be a catalytic project that can be leveraged to eliminate blight and induce private sector investment. This can be accomplished by relocating the new hospital to the proposed Poverty Flats development. At this location, the new hospital will be a gateway project that enhances the visual appeal of the commercial corridor and can absorb costs of preliminary site development that have been significant impediments to private sector investment.

In addition to the costs of a new facility, the hospital financing should cover the cost to demolish the former hospital building and perform site work to make this site shovel-ready for new development. Ongoing maintenance, utilities, and asbestos remediation at the existing hospital facility create an ongoing liability and administrative burden that should be avoided. As the building has no significant historic architecture, complete demolition and redevelopment appears to be the most rationale option.

At the new site in Poverty Flats, the hospital financing should include costs for infrastructure and the development of a controlled intersection. With the hospital district absorbing

these costs, the planned Poverty Flats development could move forward, bringing in tens of millions of dollars in new private sector investment with both commercial and residential uses as well as expansion of the tax base.

The site of the existing hospital, when razed and made shovel-ready, should be assembled with surrounding developable acreage. This site is surrounded by existing residential neighborhoods, the high school, and is close to City parks making it an ideal site for new residential development. The site should be used for a new residential subdivision development that provides housing in the \$200k - \$250k price range. Lot sale revenue should be used to offset costs of demolition, assemblage, and site readiness and any excess proceeds for strategic catalytic projects. Assuming 50 lots with an average sales price of \$225k, this would equate to \$11.25 million in new residential development and an expansion of the tax base. Tax increment from the new residential improvements should also be captured for strategic catalytic projects.

In this way, the new hospital can be catalytic in facilitating significant private sector investment in the community, expanding its customer base, addressing the shortage of affordable housing in the community, and providing an expansion of the tax base for other taxing entities that have been vocal supporters of the new hospital.

Poverty Flats Development

The Poverty Flats development is a promising development that can redefine the City's gateway. As a mixed-use commercial and residential development, it is critical that uses at the site be compatible and synergistic. A Justice Center, for example, would be a detractor for commercial tenancy and residents alike. Key recommendations for this development include:

- Establishing design standards that establish a new level of sophistication for the community and are authentic to its historic Victorian-era architecture;
- Providing acreage for the new hospital, with infrastructure and controlled intersection costs being covered under the hospital's USDA financing;
- Annexing into the City to expand its tax base;
- Establishing a URA to provide market rate returns to the development community;

Mining Museum "Conference Center"

The underlying land of this facility should be assessed as to whether the current improvements at this location are at its highest and best use. This facility has significant deferred maintenance issues, aged systems, and is limited in options for adaptive reuse. Although useful as a community meeting space, it is not self-sufficient – meeting rental revenue has been insufficient to maintain the property. Furthermore, its location is too far removed from the downtown and provides minimal benefit to downtown businesses. Lastly, the adjacent park is underutilized and surrounding acreage is vacant or fits many criteria for blight.

The Tabor Opera House is a much better option for community meeting space as it is located in the downtown, has historical significance, and can accommodate large groups that have been patronizing the Mining Museum facility. Meetings that have historically been accommodated at the Mining Museum "Conference Center" should be moved to the Tabor Opera House.

The highest and best use for the "Conference Center" land is residential product in the \$200k - \$250k price range. Redevelopment of this site and assemblage of surrounding acreage and blighted property would provide for sufficient space to accommodate a 50-unit residential subdivision.

Assuming 50 lots with an average sales price of \$225k, this would equate to \$11.25 million in new residential development and an expansion of the tax base. Lot sale revenue should be used to offset costs of demolition, assemblage, and site readiness and any excess proceeds for strategic catalytic projects. Tax increment from the new residential improvements should also be captured for strategic catalytic projects.

In this way, a potential ongoing community liability can be averted, additional demand for the Tabor Opera House can be created, activation of the underutilized park can be achieved, blight eliminated or prevented, and the tax base increased.

Retail Development

There are two areas in which Lake County could make significant improvements in its retail environment.

The first is in outreach to Hispanic community. As highlighted in the Phase I report, Hispanics represent 40% of the population but from extensive interviews it is evident that the Latino community does not feel a connection to their local community and do the vast majority of their shopping outside of the County.

There is very little effort by the business community to reach out to Hispanics. Businesses and organizations need to be educated on the business opportunity that is available to them if they can connect with the Hispanic community. This is especially true for the banking, real estate and health care industries.

Outreaching includes hiring bi-lingual employees – especially of Latino origin, including Spanish in marketing pieces and conducting focus groups to understand the needs of the Hispanic community. Even something as simple as a “Se habla español” sign would be a welcomed sign of outreach.

The second area of opportunity is branding. Lake County is a unique place in the very best sense. It is a bit quirky (consider the Mosey), does things its own way (think Ken Clouber), is comfortable in its own skin (Melanzana), and is a place that loves to have fun (skijoring anyone?). It is a place that is in touch with its history (the Mining Museum) but also has fun with it (the Steampunk movement). Its history is one of hard times making tough people. Because of the climate, the elevation and the booms and the busts only the toughest survive.

In all of that there is a story that needs to be distilled down to one line and then the story needs to be told.

Whether it is:

- Tough enough for Leadville
- Leadville Tough
- Certified Leadville

(It should be noted that the brand should probably center around Leadville because the City is much more recognized and already has an identity established.)

The brand must embrace the difficulty of living in Leadville and make it a badge of honor. It may even cast aspersions at wannabe’s – “Are you tough enough for Leadville?” This exclusivity will create its own demand. Those who are ‘tough enough’ will want to be in a place that requires grit of its residents and want the world to know that they live in Leadville.

Leadville is a great place where people can be themselves and have fun but where only the strong survive. That’s a fantastic brand and it must be distilled into a phrase, become a part of the community and communicated consistently.

Tabor Opera House

A feasibility study should be performed to determine market opportunities for the adaptive reuse of the facility to accommodate a self-sustaining business model with potential private sector investment and operation. Opportunities for third floor office or residential tenancy should also be explored. Local residents that are knowledgeable in the regional live entertainment industry should be heavily involved in the development of a feasibility study and strategy formation for the project. Content creation and entertainment companies should be actively approached about relocation or participation in the ongoing use and tenancy of the property.

A broader master plan of surrounding properties should also be considered. For example, the adjacent gas station should be relocated and property redeveloped with a more suitable use that complements the Tabor Opera House. The building adjacent to the Tabor Opera House should also be historically renovated and re-tenanted.

SkiCooper

Resort management should be commended for their ability to grow their customer base and revenue and operate profitability while maintaining the resort's identity. SkiCooper is unique in that it is a publicly owned and non-profit operated ski resort. As such, GOCO grants should be pursued to help with infrastructure needs and facility upgrades like the planned yurt and patio at the top of the ski hill.

Film Commission

The unparalleled natural beauty of Lake County along with Leadville's historic downtown represent unique settings for film production. The Colorado Office of Film, Television, and Media are very supportive of the idea of attracting film production companies to Lake County. To that end, a film

commission should be established through the EDC to assist with marketing to and coordination with film production companies. Furthermore, the Tabor Opera House would be a very unique venue for independent film premiers and viewings.

Twin Lakes

Twin Lakes is surpassingly beautiful and has been a waystation for tourists traveling through Independence Pass to Aspen and other communities. Due to the closing of the Pass during the winter, Twin Lakes suffers from large seasonal fluctuations and must increase summer month capacity in order for businesses to be successful. The limited capacity of the current sewer / septic system is an impediment that keeps enterprising residents from expanding their businesses. A grant to provide increased septic capacity for the area would be transformational for the Twin Lake community.

With increased capacity to accommodate tourism, other opportunities could open up for Twin Lakes such as winter tours, Park & Ride service to Aspen via either snow cat or snowmobile, and guided tours of InterLaken.

Study Solid Waste Options

With environmental regulations changing every year the costs and complexities of running solid waste collection and disposal operations are constantly increasing. More than ever, there are significant economies of scale for both operations and also in understanding and complying with regulations.

We recommend that the City and County pursue an RFP to privatize or franchise their solid waste collection and transfer their waste to a landfill outside of the County. In addition to potential cost savings, privatizing would free the local government entities from potentially costly liability.

Better City has significant experience in solid waste and could conduct the study on a performance basis where payment would be based on cost savings.

Mt. Massive Golf Course Development

The Mt. Massive Golf Course is a well-run community asset with tremendous potential. In order to develop further, the golf course will need to increase its available water. We recommend that this expansion and or any projects to further develop the golf course be supported because of the importance of the golf course to the community.

The Mt. Massive Golf Course would also be an ideal location for a health and wellness resort or a hospitality development. Any development in this area would enhance the utilization and profitability of the course and enable it to become an even better asset for the community.

Monitoring Results

Large and catalytic economic development projects, such as those described herein, are a major undertaking and some elements of each project may take several years to fully come to fruition. Throughout implementation there will be many moving parts and small victories, yet much of it will occur out of the public's eye. As a result, some communities struggle to implement game-changing projects because public interest wanes and elected officials become distracted by day-to-day activities that often appear more urgent than implementation. To overcome these challenges, the following is recommended:

Establish Expectations

Using public meetings and press releases, communicate clearly to the general public that implementation is a multi-year investment and that public support and engagement will be a necessity. It will be important to communicate that the projects that will lead to long-term change are complex, and many milestones need to be met before construction ever begins.

It may be helpful to describe to the general public the importance of prioritization, and the irony of how small projects (e.g. downtown beautification, façade improvements, new secondary employers, etc.) are quickly visible, but by themselves fail to change the economic framework of the community. Because the economic framework is unchanged, local businesses will continue to face the same issues (e.g. weak demand, seasonal traffic, etc.) that they faced before the small projects were undertaken. Investing in catalytic projects provides the greatest probability of realizing long-term change and improvement.

Establish a Timeline and Stewardships

There are six project recommendations and 14 other recommendations. Once the EDC decides on the projects to be implemented and their priorities, a timeline must be created for each project with defined completion dates and assigned parties. The EDC must manage this timeline and hold the parties responsible to meet their delivery dates.

Recruit Local Champions

All of the projects in this report will require local champions to help push the project forward. These champions can include local appointed and elected officials, but should also include influential citizens and business owners that have caught the vision of what can occur. The local champions should be strategically selected and invited to participate wherever possible in planning and carrying out implementation activities. Support and championing from local individuals will go a long way in fostering general public support.

Celebrate Progress

Whereas it may take several years before the public sees cranes in the air for the catalytic projects, there will be many "wins" along the way that will create excitement and momentum if communicated. For example, milestone events such as the completion of a feasibility study, securing interest from a developer/operator, obtaining a signed development agreement, establishing a strategic partnership, securing a portion of financing, etc. are all significant "wins" and should be communicated through local newspapers, websites, and public meetings. The news articles should be written carefully to ensure that the message is communicated in a positive light, and that it includes details regarding overall progress toward the end-goal.

Resilience

“It is becoming increasingly apparent that regional economic prosperity is linked to an area’s ability to prevent, withstand, and quickly recover from major disruptions (i.e., ‘shocks’) to its economic base.”

Economic Development Administration, “Economic Resilience”⁸

The three phases of Lake County’s Economic Development Strategic Plan qualify as a Comprehensive Economic Development Strategy (CEDS) per the definitions of the Economic Development Administration⁹. Having a CEDS plan makes the County eligible to apply for EDA grants for implementation of projects identified in the plan.

Part of a CEDS Plan is to create a framework to ensure that the community is resilient against economic and industry shocks as well as natural disasters.

Two of the most important aspects of creating resiliency in a community are:

1. Creating economic diversification, and
2. Establishing a process for regular communication, monitoring, and updating of business community needs and issues.

By commissioning this Economic Development Strategic Plan and committing to implementation of key projects, Lake County is taking a decisive and affirmative step towards increasing industry diversification.

Few communities have as well-established business networks as Lake County. The “Wednesday Coffees” are just one example of forums where business and community leaders get together regularly to discuss issues and stay abreast of developments. Having a mechanism to keep the collective ‘ear to the ground’ to anticipate shocks to the community is an important way to create a resilient economy.

Following are recommendations for Lake County to maintain and improve its economic resilience:

- Continue close coordination with representatives from Freeport McMoRan to stay abreast of developments at the Apex Mine.
- Continue to prioritize the “Wednesday Coffees” and other formal and informal forums to maintain a constant flow of information between business and community leaders.
- Create a disaster action plan. (See Colorado Economic Resilience Plan¹⁰).

⁸ www.eda.gov/ceds/content/economic-resilience.htm

⁹ www.eda.gov/ceds/

¹⁰ www.eda.gov/about/files/disaster-recovery/EDA_CO-Economic-Resilience-Planning_Oct2014.pdf

Appendix A: Available Grants, Loans, & Incentive Programs

Federal Programs

Eligibility

Most of Lake County (the “County”) is currently eligible for federal programs designed to assist economically distressed communities and the entire County is eligible for other programs that are rural community specific. In addition, there are other programs that do not require economic distress criteria and are generally available to all communities.

Economically distressed criteria include unemployment, lower-than-average household income, and recent job losses.

Funding applications for programs that are specific to rural communities, defined as areas with a population below a certain threshold, are reviewed using a series of scoring criteria, which allows communities experiencing economic distress to receive higher scores. The higher the score the more competitive an application becomes and the greater likelihood that the application will be approved.

Funding availability under each program is subject to change. Lake County should inquire with the specific Federal entity regarding the availability of funding prior to completing a funding application.

Sources

The primary sources of Federal funding available to Lake County include the following:

- Department of Commerce’s Economic Development Agency (EDA)
- Department of Agriculture (USDA) Rural Development
- Small Business Innovation Research (SBIR) Program
- Department of Housing and Urban Development (HUD)
- Department of Homeland Security (DHS)
- Department of Labor (DOL)
- Department of Energy (DOE)
- Department of the Treasury
- Small Business Administration (SBA)
- Department of Health and Human Services (HHS)

Uses

These programs are available for a variety of uses including economic development studies, planning, infrastructure investments, research, housing development, the redevelopment of blighted areas, financing, and credit enhancements. A brief overview of programs available under these sources is listed below.

EDA

Lake County is eligible for four programs with the EDA:

EDA Programs: County Eligible

Program	Description
Public Works Program	EDA's Public Works program helps distressed communities revitalize, expand, and upgrade their physical infrastructure. This program enables communities to attract new industry; encourage business expansion; diversify local economies; and generate or retain long-term, private-sector jobs and investment through the acquisition or development of land and infrastructure improvements needed for the successful establishment or expansion of industrial or commercial enterprises.
Economic Adjustment Assistance	This program can be used for construction and non-construction assistance (including public works, technical assistance, economic recovery strategies, and revolving loan fund (RLF) projects) in regions experiencing severe economic dislocations that may occur suddenly or over time.
Short Term Planning	This program provides assistance to eligible recipients to create regional economic development plans in order to stimulate and guide the economic development efforts of a community.
Local Technical Assistance	This program helps eligible recipients fill the knowledge and information gaps that may prevent leaders in the public and nonprofit sectors in economically distressed regions from making optimal decisions on local economic development.

USDA

There are three USDA programming sources that are available to Lake County:

1. Business Programs,
2. Housing Programs, and
3. Community Programs.

Lake County is eligible for each program offered under the Business and Housing programming sources and some of the programs offered under the Community programming source.

USDA Business Programs

These programs are available to municipalities with a population of less than fifty thousand, except for the IRP, which has a population limit of twenty-five thousand. There are eight separate programs under USDA Business Programs:

USDA Business Programs

Program	Description
Intermediary Relending Program (IRP)	An intermediary makes direct loans to businesses from its revolving loan fund. The intermediary pays one percent for thirty years. Loans can be used for community development projects, the establishment or expansion of businesses, and the creation or saving of rural jobs.
Rural Economic Development Loans and Grants (REDLG)	The intermediary, electric or telephone cooperatives makes direct loans or grants to profit or non-profit business and public bodies for rural economic development and job creation projects. Loans are up to one million dollars at zero percent interest with a term of ten years. The grant is up to three hundred thousand dollars and must be used on a community facility. If the grant is repaid it can

	be used as a revolver to fund additional projects within the community.
Rural Micro-entrepreneur Assistance Program (RMAP)	This program provides training, technical assistance or small loans to new and existing rural small businesses.
Business and Industry Loan Guarantees (B&I)	Businesses can apply for a guaranteed loan through federal or state-chartered banks, credit unions, or savings & loan associations. Loans can be provided for most business purposes except production agriculture. Loan proceeds can be used for the acquisition, start-up and expansion of businesses that create rural employment.
Renewable Energy and Efficiency Grants (REAP)	This program pays up to 25% of project costs including wind, solar, biomass, geothermal, or other renewable energy sources. It also can be used to make energy efficiency improvements.
Value-Added Producer Grants (VAPG)	Agricultural producers and producer organizations can use this program to conduct feasibility analyses, develop business and marketing plans, and conduct other types of studies to help establish a viable value-added business venture. This program can also be used to establish working capital accounts.

USDA Housing Programs

Municipalities with a population of less than twenty thousand are eligible for these programs. There are seven separate programs under the USDA Housing Programs, four of which are for individuals and families, and the remaining three for public bodies, non-profits, for profits, and other entities.

USDA Housing: For Individuals and Families

Program	Description
Single Family Home Ownership Guaranteed Loans	Through a private lender, eligible homebuyer applicants can receive a loan guarantee up to 100% of market value.
Single Family Home Ownership Loans	A direct loan program through the USDA Rural Development office to provide loans up to 100% of market value, amortized over 33 years.
Single Family Home Repair Loans and Grants	Provides very low-income applicants with loans and grants to make essential repairs and remove health and safety hazards. Loan terms of up to 20 years at 1%, up to \$20,000. Maximum grant is \$7,500.
Mutual Self-Help Housing Grants	Designed to assist applicants with building homes as a group with construction guidance from non-profit organizations. Loans are provided for site, material, and skilled labor. Applicants receive a direct loan while the non-profit housing organization receives a grant to hire a supervisor and pay other administrative expenses.
Rural Housing Site Loans	Section 524 loans are made to acquire and develop sites for low- or moderate-income families, with no restriction as to the method of construction.
Single Family Housing Repair Loans & Grants	Also known as the Section 504 Home Repair program, this provides loans to very-low-income homeowners to repair, improve or modernize their homes or grants to elderly

very-low-income homeowners to remove health and safety hazards.

[USDA Housing: For Public Bodies, Non-Profits, and For-Profits, and Other Entities](#)

Program	Description
Housing Preservation	A two-year grant term to repair and rehabilitate single-family housing or rental properties.
Rental Housing for Families and Elderly Direct Loans and Loan Guarantees	A direct loan or loan guarantee program for the new construction or substantial renovation of rental housing.
Farm Labor Housing	To provide farm, farm organizations and corporation, non-profits, Tribes, and public agencies with direct loans and grants for the new construction or substantial rehabilitation of farm labor housing.

[Community Programs](#)

Lake County is eligible for four separate programs under USDA Community Programs:

[USDA Housing: For Public Bodies, Non-Profits, and For-Profits, and Other Entities](#)

Program	Description
Rural Broadband Loan and Loan Guarantee	A grant, direct loan, or loan guarantee for the construction, acquisition and improvement of broadband transmission facilities and equipment, and land and buildings used in providing broadband service. Eligible applicants are legally

organized entities providing or proposing to provide broadband service in eligible rural communities.

Electric and Telecommunication

A direct loan or loan guarantee for generation, bulk transmission facilities, and distribution of electric power. Loans and loan guarantees are also available to enhance 911 emergency service, digital switching equipment, and fiber-optic cable, along with traditional main system telecommunications service. Eligible applicants are non-profit and cooperative associations, public bodies, and other utilities.

Distance Learning and Telemedicine

A grant to fund telecommunications-enabled information, audio and video equipment, and related technologies to encourage and improve telemedicine and distance learning services in rural areas. Eligible applicants are incorporated organizations or partnerships, libraries, public bodies, and tribes or tribal organizations.

Community Facilities Program

A direct loan, loan guarantee, or grant to build facilities, buy essential equipment, public safety, schools, libraries, and hospitals. Eligible applicants are public bodies and non-profit groups.

[USDA Agricultural Programs](#)

These programs are available to agricultural producers, non-profits and local governments to support agricultural activities. The following programs fall under the USDA Agricultural Marketing Service:

USDA Agricultural Programs

Program	Description
Specialty Crop Block Grant Program (SCBGP)	A grant administered by state departments of agriculture that enhances the competitiveness of specialty crops (fruits, vegetables, tree nuts, dried fruits, horticulture, nursery crops, and floriculture), including locally grown and consumed specialty crops. Funds can be used for research and feasibility studies, business planning, marketing and promotion, and training and technical assistance.
Sustainable Agriculture Research and Education (SARE)	A grant intended to advance sustainable innovations in American agriculture. Supports research and feasibility studies apart from business planning, training, and technical assistance on topics such as on-farm renewable energy, pest and weed management, sustainable communities, agro-forestry, marketing, and more.
Beginning Farmer and Rancher Development Program (BFRDP)	A grant or costs associated with education, training, outreach, and mentoring beginning farmers and ranchers, as long as the costs are normally allowable and reasonable. May be used for acquisition of non-fixed equipment for use on the project, including high tunnels.
Environmental Quality Incentives Program (EQIP)	A grant that provides financial and technical assistance for planning and implementing conservation practices that address threats to soil, water, air, and other natural resources on farm and ranch lands.

Farmers Market Promotion Program (FMPP)	Grant program designed to facilitate and promote farmers markets and other direct-to-consumer market channels for agricultural products. Funds can be used for research and feasibility studies, business planning, equipment purchase, and training and technical assistance.
Federal-State Marketing Improvement Program (FSMIP)	Provides matching funds to States to explore barriers, challenges, and opportunities in marketing, transporting, and distributing food and agricultural products. Funds can be used for research and feasibility studies, business planning, marketing and promotion, equipment rental, building or room rental, and training and technical assistance.
Community Food Projects Competitive Grant Program (CFP)	Designed to increase food security in low-income communities by developing linkages between sectors of the food system, supporting the development of entrepreneurial projects, and encouraging communities' long-term planning. Funds can be used for research and feasibility studies, business planning, construction, working capital, and marketing and promotion.
Agriculture and Food Research Initiative (AFRI): Global Food Security	AFRI has seven "challenge" areas; one program area relevant to food hubs is "Sustainable Food Systems to Reduce Hunger and Food Insecurity." This program supports integrated research, education, and extension projects that increase food security by having access to improved sustainable local and regional food systems. Projects could include

	components such as, sustainable food production, processing, distribution, marketing, addressing policy and consumer issues, healthy food choices, farmer prosperity, and natural resource issues, such as increased biodiversity, clean water, and healthy soils. Funds are available to universities and can be used for research, education, and extension integrated projects, conference, and strengthening grants.
Farm Storage Facility Loan Program	This program provides low-interest financing for producers to build or upgrade on-farm storage and handling facilities. Finances the purchase, construction, or refurbishment of farm storage facilities including on-site storage, cooling, cribs, bins, safety equipment, and cooling and monitoring devices, including off-farm labor and materials. Funds can be used for research and feasibility studies, business planning (attorney or archeological fees permitted), construction, and equipment purchase.
Risk Management Education and Outreach Partnership Cooperative Agreements Program	Funds risk management strategies related to production (including crop insurance), marketing, legal, human, and financial issues.

Small Business Innovation Research (SBIR) Program

Program	Description
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The Small Business Innovation Research (SBIR)	The SBIR program stimulates technological innovation in the private sector by strengthening the role of small business concerns in meeting Federal research and development needs, increasing the commercial application of federally supported research results, and fostering and encouraging participation by socially and economically disadvantaged and women-owned small businesses. The program is structured in three phases to take a project from R&D to commercialization.
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HUD and FHA

HUD & FHA: Programs for Lake County

Program	Description
State Administered CDBG	Also known as the Small Cities CDBG program, States award grants to smaller units of general local government that carry out community development activities. Annually, each State develops funding priorities and criteria for selecting projects. Lake County is considered a non-entitlement community under the CDBG program.
CDBG Section 108 Loan Guarantee Program	Provided that the State of Colorado agrees to pledge CDBG funds necessary to secure a Section 108 loan, Lake County as a non-entitlement community may apply for a loan. Applicants may receive a loan guarantee directly or designate another public entity, such as an industrial development authority, to carry out their Section 108 assisted project.

HOME Investment Partnership Program	HOME is the largest Federal block grant to State and local governments designed exclusively to create affordable housing for low-income households. HOME funds are often used to fill the financing gap of projects using Low-Income Housing Tax Credits. Local jurisdictions, such as Lake County, may be eligible for this program.
Choice Neighborhoods	Choice Neighborhoods grants primarily fund the transformation of severely distressed public and/or HUD-assisted housing developments through rehabilitation, demolition, and new construction. Lake County may be eligible depending on the number of public and /or HUD-assisted housing development within the County.

[HUD & FHA: Programs for Individuals](#)

Program	Description
Section 3	Provides job training and other assistance to very-low and low-income individuals.
203k Rehabilitation Mortgage Insurance	The Section 203(k) program is HUD's primary program for the rehabilitation and repair of single-family properties. As such, it is an important tool for community and neighborhood revitalization and for expanding homeownership opportunities. Applicants can be single-family homeowners and non-profits.

[HUD & FHA: Programs for Non-Profits](#)

Program	Description
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Self-help Homeownership Opportunity Program (SHOP)	SHOP awards grant funds to eligible national and regional non-profit organizations and consortia to purchase home sites and develop or improve the infrastructure needed to set the stage for sweat equity and volunteer-based homeownership programs for low-income persons and families. These grantees include Habitat for Humanity and the Housing Assistance Council, which provide services nationwide.
Federal Home Loan Bank Challenge Grants	Grantees include non-profits that administer the program with affiliate organizations.
203k Rehabilitation Mortgage Insurance	The Section 203(k) program is HUD's primary program for the rehabilitation and repair of single-family properties. As such, it is an important tool for community and neighborhood revitalization and for expanding homeownership opportunities. Applicants can be single-family homeowners and non-profits.

[HUD & FHA: For Developers](#)

Program	Description
FHA Loan	Through lenders, this program provides loan guarantees for multi-family housing unit developers to reduce the financing costs and equity required to construct multi-family properties and to provide affordable housing.

[Department of Homeland Security](#)

[US Citizen and Immigration Services - EB-5 Immigrant Visa](#)

Program	Description
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US Citizen and Immigration Services - EB-5 Immigrant Visa	<p>As a rural community, Lake County is eligible for the EB-5 program. The EB-5 program provides accredited foreign investors with an opportunity to start on the path towards US citizenship by investing in small business enterprises that create jobs in the US. Much of Lake County is defined as a Targeted Employment Area (TEA) and the minimum qualifying investment in a TEA is \$0.5 million. The investment must result in the creation of ten jobs. There are ten regional centers in the State of Colorado that coordinate investments for EB-5 investors:</p> <ol style="list-style-type: none"> 1. Civitas Denver Regional Center, LLC 2. CMB Colorado Regional Center, LLC 3. Colorado Growth Fund, LLC 4. Colorado Regional Center, LLC 5. EB5 Affiliate Network State of Colorado Regional Center, LLC 6. Encore Colorado RC, LLC 7. Front Range Regional Center, Inc. 8. InvestAmerica EB-5 9. Live in America - Colorado Regional Center LLC 10. Rocky Mountain High Regional Center
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Federal Emergency Management Administration (FEMA) – Federal Insurance and Mitigation (FIMA)

Program	Description
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National Flood Insurance Program (NFIP)	<p>The National Flood Insurance Program aims to reduce the impact of flooding on private and public structures. It does so by providing affordable insurance to property owners and by encouraging communities to adopt and enforce floodplain management regulations. These efforts help mitigate the effects of flooding on new and improved structures. Overall, the program reduces the socio-economic impact of disasters by promoting the purchase and retention of general risk insurance, but also of flood insurance, specifically.</p>
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Pre-Disaster Mitigation (PDM)	<p>The PDM Program is designed to assist States, territories, Federally-recognized tribes, and local communities in implementing a sustained pre-disaster natural hazard mitigation program. This program awards planning and project grants and provides opportunities for raising public awareness about reducing future losses before disaster strikes.</p>
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Hazard Mitigation Grant Program (HMGP)	<p>The purpose of the HMGP program is to help communities implement hazard mitigation measures following a Presidential major disaster declaration. Hazard mitigation is any action taken to reduce or eliminate long term risk to people and property from natural hazards.</p>
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Department of Labor

Employment and Training Administration (ETA)

Program	Description
Pay for Success	Under the Pay for Success program, a government agency commits funds as the financial funding agency to pay for specific target outcomes that are achieved within a given timeframe. A key feature of the Pay for Success concept is that the financial capital to cover the total operating costs of achieving the target outcome is provided by independent private, philanthropic, or other social investors for the entire period of performance of the project. The investors' motivation for accepting the risks of funding the project is an expectation of a return on their investment. Payment of the committed funds by the government agency is contingent on achievement of results. Depending on the payment criteria and outcomes used, the investor may achieve a positive return in addition to repayment of the principal investment.
Work Opportunity Tax Credit	The Work Opportunity Tax Credit is a Federal tax credit incentive that Congress provides to employers for hiring individuals from certain target groups who have consistently faced significant barriers to employment.

Department of Energy

Loan Guarantees

Program	Description
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Loan Guarantees	The Department of Energy offers loan guarantees to eligible companies using innovative green technology. Although not specifically available to the County, this loan guarantee program may be available to eligible companies within Lake County.
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Department of the Treasury

Community Development Financial Institution (CDFI) Fund

The CDFI Fund was created for the purpose of promoting economic revitalization and community development through investment in and assistance to CDFI's. Through monetary awards and the allocation of tax credits, the CDFI Fund helps promote access to capital and local economic growth in urban and rural low-income communities across the nation.

Through its various programs, the CDFI Fund enables locally based organizations to further goals such as: economic development (job creation, business development, and commercial real estate development); affordable housing (housing development and homeownership); and community development financial services (provision of basic banking services to underserved communities and financial literacy training).

Programs offered through the CDFI Fund

Program	Description
Bank Enterprise Award (BEA) Program	The BEA Program complements the community development activities of insured depository institutions (i.e., banks and thrifts) by providing financial incentives to expand investments in CDFIs and to increase lending, investment, and service activities within economically distressed communities. Providing monetary awards for increasing community development activities leverages CDFI Fund dollars and puts more capital to

	work in distressed communities throughout the nation.
Capital Magnet Fund (CMF) Program	CMF awards can be used to finance affordable housing activities as well as related economic development activities and community service facilities. Awardees will be able to utilize financing tools such as loan loss reserves, loan funds, risk-sharing loans, and loan guarantees to produce eligible activities whose aggregate costs are at least ten times the size of the award amount.
Community Development Financial Institutions (CDFI) Program	The purpose of the CDFI Program is to use federal resources to invest in CDFIs and to build their capacity to serve low-income people and communities that lack access to affordable financial products and services. Through the CDFI Program, the CDFI Fund provides two types of monetary awards to CDFIs - Financial Assistance awards and Technical Assistance awards.
Financial Assistance (FA) Awards	The CDFI Fund makes awards of up to \$2 million to certified CDFIs under the FA component of the CDFI Program. A CDFI may use the award for financing capital, loan loss reserves, capital reserves, or operations. FA awards are made in the form of equity investments, loans, deposits, or grants, and the CDFI is required to match its FA award dollar-for-dollar with non-federal funds of the same type as the award itself. This requirement enables CDFIs to leverage private capital to meet the demand for affordable financial products and services in economically distressed communities.

Technical Assistance (TA) Awards	TA grants allow certified CDFIs and established entities seeking to become certified to build their capacity to provide affordable financial products and services to low-income communities and families. Grants may be used for a wide range of purposes. For example, awardees can use TA funds to purchase equipment, materials, or supplies; for consulting or contracting services; to pay the salaries and benefits of certain personnel; and/or to train staff or board members. The CDFI Fund makes awards of up to \$100,000 under the TA component of the CDFI Program.
Financial Education and Counseling (FEC) Program	Through the FEC Pilot Program, the CDFI Fund provides grants to eligible organizations to enable them to provide a range of financial education and counseling services to prospective homebuyers.
New Markets Tax Credit (NMTC) Program	The NMTC Program provides tax credit incentives to investors for equity investments in certified Community Development Entities, which invest in low-income communities. The credit equals 39% of the investment paid out (5% in each of the first three years, then 6% in the final four years, for a total of 39%) over seven years (more accurately, six years and one day of the seventh year). The latest Notice of Allocation Availability (NOAA), made available \$5 billion of NTMC investment authority, with no more than \$100 million in tax credit investment authority available to any one organization.

An organization wishing to receive awards (an “Allocatee”) under the NMTC Program must be certified as a CDE by the Fund. To qualify as a CDE, an organization must:

- Be a domestic corporation or partnership at the time of the certification application;
- Demonstrate a primary mission of serving, or providing investment capital for, low-income communities or low-income persons; and
- Maintain accountability to residents of low-income communities through representation on a governing board of or advisory board to the entity.

Certification – Community Development Entity (CDE)

Organizations that are certified Community Development Financial Institutions (CDFIs) by the CDFI Fund and/or Specialized Small Business Investment Companies (SSBICs) by the Small Business Administration automatically qualify as CDEs. Colorado has seven certified CDE’s with various subsidiaries. The certified CDE’s are:

- Capmark Community Development Fund LLC
- Colorado Growth and Revitalization Fund LLC
- Greenline Community Development Fund, LLC
- Hospitality Fund
- Mercy Loan Fund
- Structured Products Group CDE LLC
- The Rose Urban Green Fund, LLC

The Greenline Community Development Fund is the only of the Colorado certified CDEs that has significant remaining allocation (approximately \$45M). The following list show’s national CDEs with remaining allocation that have historically operated in Colorado.

- Waveland Community Development, LLC (\$7.5M)
- ESIC New Markets Partners LP (\$5M)
- Capital Impact Partners (\$8.78M)
- National Cities Fund, LLC (\$14M)
- Community Hospitality Healthcare Services LLC (\$20M)

Certification – Community Development Financial Institution (CDFI)

Colorado has six certified CDFI’s:

1. Colorado Enterprise Fund
2. Colorado Housing Assistance Corporation
3. Colorado Housing Enterprise
4. First nations OWEESTA Corporation
5. Mercy Loan Fund
6. Mile High Community Loan Fund

Low-Income Housing Tax Credits (LIHTC)

The Low-Income Housing Tax Credit is an incentive program created to encourage the construction or rehabilitation of buildings for low-income tenants. States can only allocate credits within their state boundaries, and the Colorado Housing and Finance Authority (CHFA) administers these credits.

State Small Business Credit Initiative (SSBCI)	Businesses with less than 500 employees that have been turned down for traditional credit resources can qualify for a loan participation or loan guarantee through the SSBCI. CHFA administers the US Treasury’s State Small Business Credit Initiative. Eligible applicants can get up to 80% guaranteed of a principal loan amount with terms of up to 7 years.
Business Energy Investment Tax Credit (ITC)	In general, credits are available for eligible solar, fuel cell, small wind turbines, geothermal systems, micro-turbines, and combined heat and power systems placed in service on or before December 31, 2016.

Small Business Administration

Programs offered through the Small Business Administration

Program	Description
Small Business Investment Company	SBICs are privately owned and managed investment funds, licensed and regulated by SBA, that use their own capital plus funds borrowed with an SBA guarantee to make equity and debt investments in qualifying small businesses. The U.S. Small Business Administration does not invest directly into small business through the SBIC Program, but provides funding to qualified investment management firms with expertise in certain sectors or industries. There are currently no qualified SBICs in Colorado. However, a number of SBICs operate outside of the State where they are located.

Department of Health and Human Services

Programs offered through the Department of Health and Human Services

Program	Description
Community Economic Development Grants (CED)	Provides technical and financial assistance for the creation of employment and business opportunities in low-income communities. Serves the dual purposes of facilitating access to healthy food options and creating job and business development opportunities in low-income communities. Includes projects addressing the elimination of food deserts and that finance grocery stores, farmer’s markets, and other retail sources that provide access to fresh nutritious food. Funds can be used for construction, marketing and promotion, working capital, training, technical assistance, equipment purchase, and land lease or purchase.

Colorado State Programs

Some applicable state funding programs include:

Colorado Tourism Office

Programs offered through the Colorado Tourism Office

Program	Description
Matching Grant Program	The CTO has a matching grant program that provides assistance to the tourism industry for marketing efforts. Travel regions throughout the state are eligible for these grant dollars, as well as statewide associations, organizations and other nonprofit entities that engage in

promoting travel throughout the entire state. These grants are competitive and are awarded annually.

Department of Agriculture

Programs offered through the Department of Agriculture

Program	Description
Beginning Farmer Program	The Colorado Agricultural Development Authority (CADA) loan program, known as the Beginning Farmer Program, involves a three-way transaction between the lender, the borrower and CADA. Through the issuance of a tax-exempt bond by CADA to the lender, all interest paid by the borrower is tax exempt. The result is an interest rate to the borrower below commercial rates. Funds can only be used for the purchase of agricultural land and depreciable agricultural property.
Enrich Colorado Ag Grant Program	The Program was created by the Colorado Department of Agriculture (CDA) to provide necessary funding for technical and operational issues, research, sales and marketing needs for food and agricultural products that are grown, raised or processed in Colorado. The grant has a 50% match requirement and is for amounts up to \$15,000.
Advancing Colorado's Renewable Energy (ACRE3) Program	The ACRE3 program promotes the development and implementation of renewable energy and energy efficiency projects for Colorado's agricultural producers and processors under the direction of the Colorado Agricultural Value-Added Development Board. The Colorado

Department of Agriculture has identified the following three priorities: Agricultural Hydropower, Energy Efficiency, and Renewable Heating & Cooling.

Department of Transportation

Programs offered through the Department of Transportation

Program	Description
2015 Transportation Investment Generating Economic Recovery (Tiger II) Program	Through this program, Discretionary grants will fund capital investments in surface transportation infrastructure and will be awarded on a competitive basis to projects that will have a significant impact on the nation, a region, or metropolitan area.

Department of Local Affairs

Programs offered through Department of Local Affairs

Program	Description
Rural Economic Development Initiative (REDI) Program	The purpose of the Rural Economic Development Initiative (REDI) Program is to help eligible rural communities develop plans and undertake projects to create jobs, drive capital investment, and increase wages to help grow and create resiliency and diversity in the local economy. The program will fund community asset analysis to determine potential economic development opportunities, stakeholder convening for solution development resulting in new or updated local plans competitive grant funding for community infrastructure, business facilities and job training.

Colorado Blueprint 2.0	The Blueprint 2.0 program is an initiative from the Office of Economic Development and International Trade that pairs communities with specific economic development needs with resources from corresponding State agencies.
The HOME Investment Partnership Program	The HOME Investment Partnership Program (HOME) was created by the National Affordable Housing Act of 1990 and HOME funds provide competitive funding to local government, non-profit, and private developers. The purpose of the HOME Program is to provide a wide range of activities that build, buy, and/or rehabilitate affordable housing for rent or ownership or provide direct rental assistance to low-income people.
Housing Development Grand & Loan Funds	These funds consist of monies appropriated to the Colorado Affordable Housing Construction Grants and Loan Fund by the General Assembly. Use of HDG/HDLF funds requires a 50% match. HDG/HDLF provides funds for acquisition, rehabilitation, and new construction through a competitive application process to improve, preserve or expand the supply of affordable housing and to finance foreclosure prevention activities in Colorado, as well as to fund the acquisition of housing and economic data necessary to advise the State Housing Board on local housing conditions.
Private Activity Bond Program	Private Activity Bonds are tax-exempt bonds issued for specific purposes including manufacturing “small issue” industrial

	development, single-family mortgages, qualified redevelopment projects, qualified residential rental projects, exempt facility projects, mortgage credit certificates and student loans.
Conservation Trust Fund (CTF)	CTF monies from net lottery proceeds are distributed to more than 400 eligible local governments: counties, cities, towns and special districts that provide park and recreation services in their service plans. Funding can be used for interests in land and water; for park or recreation purposes; for all types of open space, including but not limited to flood plains, green belts, agricultural lands or scenic areas; or for scientific, historic, scenic, recreational, aesthetic or similar purpose.
Energy & Mineral Impact Assistance Fund (EIAF)	The EIAF program provides grants and loans for planning, construction and maintenance of public facilities, and the provision of public services. Eligible recipients are political subdivisions socially or economically impacted by the development, processing or energy conversion of minerals and mineral fuels. Projects funded include but are not limited to water and sewer improvements, road improvements, construction/improvements to recreation centers, senior centers and other public facilities, fire protection buildings and equipment, and local government planning.

The Department of Natural Resources

Programs offered through the Department of Natural Resources

Program	Description
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Colorado Healthy Rivers Fund Grants	Established jointly by the Colorado Water Conservation Board and the Water Quality Control Commission, in cooperation with the Colorado Watershed Assembly, the Program helps support local watershed organizations in their efforts to provide clean water, protect habitat, and improve recreation and accessibility.
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Office of Economic Development and International Trade
Programs offered through the Office of Economic Development and Trade

Program	Description
Strategic Fund	The Strategic Fund is a cash incentive program; businesses must create and maintain permanent net new jobs for one year before receiving an incentive. More generally, the Colorado Office of Economic Development and International Trade (OEDIT) supports recruitment, retention and economic growth throughout the state, offering a variety of financial resources including financing programs, incentives, grants and tax credits.
Advanced Industries Accelerator Grants	The Advanced Industries (AI) Accelerator Programs promote growth and sustainability in Colorado's 7 advanced industries by helping drive innovation, accelerate commercialization, encourage public-private partnerships, increase access to early stage capital and create a strong ecosystem that increases the state's global competitiveness. Target Industries are: <ul style="list-style-type: none"> • Advanced manufacturing

	<ul style="list-style-type: none"> • Aerospace • Bioscience • Electronics • Energy and natural resources • Infrastructure engineering • Technology and information
Job Growth Incentive Tax Credit	The performance-based Job Growth Incentive Tax Credit provides a state income tax credit to businesses undertaking job creation projects that would not occur in Colorado without this program. Tax credits are available for companies creating at least 20 jobs in any county or five jobs in an Enhanced Rural Enterprise Zone.
Job Growth Incentive Tax Credit – Higher Education Partnership	Job Growth Incentive Tax Credit (JGITC) Higher Education Partnership (HEP) is a performance-based job creation incentive program centered on companies partnering with State Higher Education Institutions to support job growth, academic development and economic expansion. More generally, the Colorado Office of Economic Development and International Trade (OEDIT) supports recruitment, retention and economic growth throughout the state, offering a variety of financial resources including financing programs, incentives, grants and tax credits.
Enterprise Zone Tax Credit	Colorado's Enterprise Zone (EZ) program provides tax incentives to encourage businesses to locate and expand in designated economically distressed areas of the state.
Colorado FIRST / Existing Industry	These programs increase transferable job skills that support both the company's economic competitiveness and enhance

Customized Training Program	worker's resumes and long-term employment opportunities.
Infrastructure Assistance	The infrastructure assistance program is designed to create new permanent jobs and retain existing jobs, primarily for low to moderate income persons in rural areas.
Manufacturing Sales and Use Tax Exemption	Colorado provides an exemption from state sales and use tax on purchases of manufacturing machinery, machine tools and parts.
Advanced Industry Investment Tax Credit	The Colorado Advanced Industry Investment Tax Credit helps Colorado's advanced industry companies receive more capital from Colorado investors.
Tourism Office Matching Grant Program	This matching grant program provides assistance to the tourism industry for marketing efforts. Travel regions throughout the state are eligible for these grant dollars, as well as statewide associations, organizations and other nonprofit entities that promote travel throughout Colorado.
Film Incentive Program	The Office of Film, Television & Media attracts and facilitates content creation in the state in order generate economic growth and job creation in all of its communities. The office administers a 20% performance-based rebate.
Creative Industries Grants and Programs	Colorado Creative Industries promotes, supports and expands the creative industries to drive Colorado's economy, grow jobs and enhance our quality of life.
Regional Tourism Act (RTA)	The Regional Tourism Act (RTA) establishes a program that gives local governments the opportunity to apply with the Economic Development Commission (EDC) for approval

	of a large scale Regional Tourism Project that is of an extraordinary and unique nature, is anticipated to result in a substantial increase in out-of-state tourism, and that generates a significant portion of the sales tax revenue by transactions with nonresidents of the zone.
Venture Capital Authority (VCA)	The Colorado Venture Capital Authority (VCA) was established in 2004 to make seed- and early-stage capital investments in businesses. The VCA was allocated \$50 million in premium tax credits, which it subsequently sold to insurance companies. The VCA selected fund manager High Country Venture, LLC, and established Colorado Fund I and Colorado Fund II, each with approximately \$25 million.
CDBG Planning and Feasibility Studies	The federally-funded CDBG Planning and Feasibility Study grant program provides funding to determine the feasibility of a project or to plan for a project to be located in Colorado. These projects need to meet an economic development objective, and create or retain permanent jobs primarily for low- and moderate-income persons. OEDIT has \$75,000 available annually to fund requests.