

Implementation Plans

Montezuma County Outdoor Recreation Use and Economic Impact Study

April 2024



Introduction to Outdoor Recreation Implementation Plans

The findings from the Montezuma County Outdoor Recreation Use and Economic Impact Study pointed toward five tangible projects aimed at optimizing economic benefits from outdoor recreation and heritage tourism. The purpose of the implementation plans is to develop the project ideas such that they could be resources for the next stage of planning and for grant applications. Informal communications with select project partners rounded out the background research. Each implementation project includes the following:

- Summary cover page with the project highlights
- Project description
- Desired outcomes of the project
- Market demand factors pointing toward the projects
- Potential project partners
- Implementation plan in matrix format

The projects span a broad range of approaches toward the goal of getting better economic results from outdoor recreation and heritage tourism in the county:

- Marketing program focused on Canyons of the Ancients National Monument
- Maps and descriptions of outdoor recreation and heritage assets
- Retail-shopping entrepreneurship platform
- Improvements to McPhee Reservoir for hand launched paddle craft
- South Broadway gateway monumentation, parking area, kiosk and easy trail

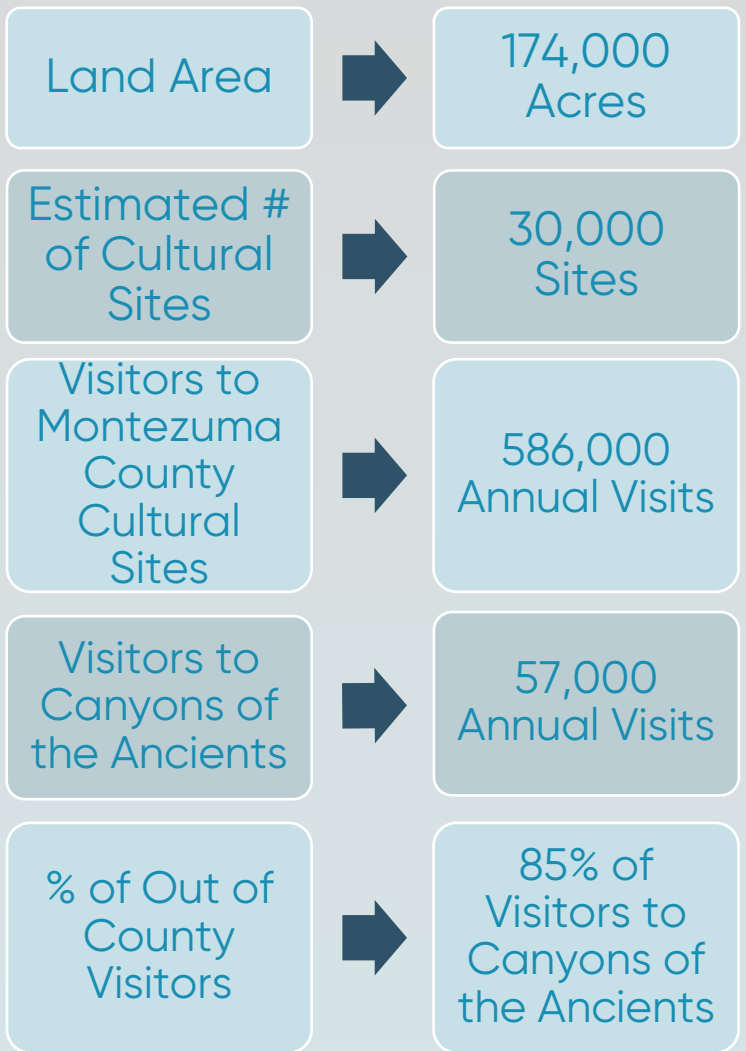
Marketing campaign focused on Canyons of the Ancients National Monument

Purpose: Increase visitation to Canyons of the Ancients National Monument by implementing a tourism and outdoor recreation marketing campaign.

Outcomes and Benefits

- Increased visitation to a high quality, low use attraction.
- Increased off-season visits and overnight visits
- Extend the length of stay
- Inspire repeat visitation
- Promote "visit with respect"

Market Demand and Need



Tasks

Select destination worthy attractions and sites

Develop drive tour routes that access multiple destination worthy sites

List the assets that will be promoted within Canyons of the Ancients National Monument

Develop the marketing campaign strategy.

Launch the marketing campaign.



Partners

Maps and descriptions of outdoor recreation and heritage assets

Create digital and print maps and descriptions of Montezuma County outdoor recreation and heritage assets that are posted and distributed through the most effect channels and regularly updated.

Desired Outcomes

- Disperse outdoor recreation use strategically
- Promote off-season use
- Enhance visitor experience
- Inspire repeat visitation
- Extend the length of stay
- Increase overnight visits

Market Demand

The Montezuma County Outdoor Recreation Use and Impact Study registered 395,700 annual uses of USFS and BLM outdoor recreation sites and travel routes in Montezuma County. This visitation includes 79,380 parties visiting from outside of Montezuma County per year. At recreation assets managed by Colorado Parks and Wildlife and National Parks Service, there are 560,300 annual uses including 101,600 parties visiting from outside of Montezuma County. On average, there are 2.7 people per outdoor recreation or heritage tourism visitor party in Montezuma County.

Recreation Assets Managed by USFS and BLM	Annual Visitor Parties (Tourists)
USFS Trails and Roads	48,330
BLM Trails and Roads	15,720
Upper Dolores River, McPhee Reservoir, other water recreation sites	5,290
USFS Campgrounds	3,940
Canyons of the Ancients Visitor Center	6,100
Total	79,380

Recreation Assets Managed by National Park Service and Colorado Parks and Wildlife	Annual Visitor Parties (Tourists)
Mancos State Park	8,850
Mesa Verde National Park	88,360
Hovenweep National Monument	4,380
Total	101,590

On average each visitor party spends an average of \$551 per trip in Montezuma County. Visitors to USFS and BLM recreation sites spend \$43.7 million annually in Montezuma County and visitors to National Park Service and Colorado Parks and Wildlife recreation sites spend \$34.7 million annually in Montezuma County.

Montezuma County Visitor Segment	Annual Visitor Spending (Tourists)
USFS and BLM Visitor Parties	\$43,738,380
National Park Service and CO Parks and Wildlife Visitor Parties	\$34,714,550
Total Spending	\$78,452,930

Partners

San Juan National Forest manages the majority of outdoor recreation resources in Montezuma County on over 254,000 acres in Montezuma County. There is a decades long history of cooperation and partnership between Montezuma County and San Juan National Forest.

Tres Rios BLM manages just under 181,000 acres in Montezuma County including Canyons of the Ancients National Monument and the visitors center. While Canyons of the Ancients National Monument is the largest and most significant piece of BLM land in the county, several smaller BLM parcels are situated within and surrounded by privately owned land. The BLM parcels where single track trails systems have been built, such as Phil’s World and Aqueduct Trails, see some of the highest levels of recreation use in the county. Formal and informal cooperation and coordination between BLM, Montezuma County and the Ute Mountain Ute Tribe underpins BLM’s management strategies.

Montezuma County is the taxing authority which collects the lodging tax that provides funding to Mesa Verde Country. In addition to having in-house knowledge of the entire county, Montezuma County also owns and maintains most of the roads used to access BLM and USFS lands and travel routes. Montezuma County has the premier GIS system and data in the county and will be instrumental in providing geographic data and mapping expertise.

Mesa Verde Country is Montezuma County’s primary tourism marketing organization and is funded by county lodging tax. Mesa Verde Country owns and maintains the premier Montezuma County tourism marketing website. In 2020, Mesa Verde Country was a key participant in the Colorado Tourism Office CRAFT Studio 101 which laid the groundwork for this important project.

Public Land Management Agency	Acres in Montezuma County
USFS	254,654
BLM	180,950
National Park Service	53,335
State Land	7,549
Total Public Lands	496,488

Policy Support

San Juan National Forest – The San Juan National Forest Land and Resource Management Plan specifically addresses marketing recreation resources in Chapter 2.14 Recreation as follows: “Marketing – A cornerstone of successful management will be developing and providing effective public information about recreation opportunities and settings on the SJNF. Targeted marketing efforts can boost the likelihood that people could more easily find and participate in their desired recreation activities within the planning area. Marketing will also help to increase appropriate uses in underused areas while, at the same time, relieving conflicts and impacts on overused places. Marketing venues will be varied and include the use of maps, guidebooks, the internet, information signs, brochures, and other marketing tools. Interpretive signing (existing and future) will also contribute to visitors’ understanding and enjoyment of their surroundings while visiting the SJNF.”

The San Juan National Forest Land and Resource Management Plan, like the BLM Resource Management Plan, also addresses partnerships with communities as follows: "Local communities and partners have strong ties with SJNF. These communities and partners have become ever more critical in helping SJNF managers address complex resource management situations, declining recreation budgets, and meeting the demands of growing communities that seek to benefit economically from recreation and tourism on SJNF lands. Efforts in this area will focus on building partnerships with communities interested in protecting and enhancing public land recreation access while sustainably using the SJNF for their economic, scenic, and recreation benefits."

BLM Tres Rios Field Office – The recreation section of the Tres Rios BLM Resource Management Plan lists "Desired Outcomes" for recreation as follows: "Recreation tourism provides economic and social benefits to local communities and to the region; this is consistent with sustainable land practices, the protection of sense of place, and the market demand for TRFO-related values. The BLM collaborates with local communities, educational institutions, businesses, non-profit organizations, volunteers, and others interested in the planning area in order to market recreation opportunities effectively and appropriately, consistent with BLM goals."

Montezuma County – The county's comprehensive plan Ch. 12 Federal Lands in Montezuma County includes the following policy statement "2. Economic Diversity. The county recognizes that virtually all sectors of the local economy depend on multiple use of federal lands. Key sectors include the livestock industry, agricultural and municipal/industrial water users, the timber industry, the mining industry, the oil and gas industry, the tourism, recreation and hunting industries and archeological research and education industries. The policy of the county is to keep all of these industries viable, and to seek compatibility among these various uses of federal lands."

Implementation Plan

Task 1 – Develop and disseminate maps that promote off-season outdoor recreation and heritage tourism.

Objective 1: Select outdoor recreation and heritage sites and travel routes that are accessible and appropriate for off-season outdoor recreation.				
Activity	Implementation Team	Start Date	End Date	Outcomes
Identify outdoor recreation roads and trails that are typically passable during off-season.	BLM/CANM, USFS, Montezuma County			List of off-season assets
Identify heritage sites and other recreation destinations that are most often accessible during off-season.	BLM/CANM, USFS, Montezuma County			List of off-season assets
Identify snow-based winter recreation routes and destinations.	BLM/CANM, USFS, Montezuma County			List of snow-based assets

Objective 2: Assemble and create GIS data coverage of off-season outdoor recreation routes and destinations.				
Activity	Implementation Team	Start Date	End Date	Outcomes
Assemble existing GIS data available from BLM, USFS, Montezuma County.	BLM/CANM, USFS, Montezuma County			GIS database assembled
Identify gaps in GIS data coverage of off-season routes and destinations and create data to fill those gaps.	BLM/CANM, USFS, Montezuma County			New data sets created

Objective 3: Create digital and print mapping products featuring off-season outdoor recreation and heritage sites.				
Activity	Implementation Team	Start Date	End Date	Outcomes
Determine the most effective channels for circulating print and digital mapping products.	Mesa Verde Country, BLM/CANM, USFS, Montezuma County			Customer channels selected
Set formats and specifications for mapping products to best fit the selected channels.	Mesa Verde Country, BLM/CANM, USFS, Montezuma County			Format template complete
Complete digital mapping products and post online.	Mesa Verde Country, BLM/CANM, USFS, Montezuma County			Web pages active, social media posts ready
Complete print mapping products and distribute according to the most effective channels.	Mesa Verde Country, BLM/CANM, USFS, Montezuma County			Final maps printed and delivered

Task 2– Develop and disseminate maps that promote underutilized outdoor recreation and heritage tourism sites and travel routes.

Objective 4: Identify outdoor recreation and heritage sites and travel routes that are generally underutilized.				
Activity	Implementation Team	Start Date	End Date	Outcomes
List outdoor recreation and heritage sites and travel routes that are underutilized.	BLM/CANM, USFS, Montezuma County			List of underutilized assets
From the list of underutilized sites and travel routes, select those that are most destination-worthy for visitors.	Mesa Verde Country, BLM/CANM, USFS, Montezuma County			Top sites and routes selected

Objective 5: Assemble and create GIS data coverage of destination-worthy, underutilized outdoor recreation routes and destinations.				
Activity	Implementation Team	Start Date	End Date	Outcomes
Assemble existing GIS data available from BLM, USFS, Montezuma County.	BLM/CANM, USFS, Montezuma County			Database assembled
Identify gaps in GIS data coverage of off-season routes and destinations and create data to fill those gaps.	BLM/CANM, USFS, Montezuma County			New data created

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Activity	Implementation Team	Start Date	End Date	Outcomes
Determine the most effective channels for circulating print and digital mapping products.	Mesa Verde Country, BLM/CANM, USFS, Montezuma County			Customer channels selected
Set formats and specifications for mapping products to best fit the selected channels.	Mesa Verde Country, BLM/CANM, USFS, Montezuma County			Templates finalized
Complete digital mapping products and post online.	Mesa Verde Country, BLM/CANM, USFS, Montezuma County			Design, program and post digital mapping products
Complete print mapping products and distribute according to the most effective channels.	Mesa Verde Country, BLM/CANM, USFS, Montezuma County			Maps printed and delivered

Task 3 – Write descriptions of underutilized and off-season outdoor recreation and heritage sites travel routes to accompany the print and digital maps.

Objective 4: Select the off-season and underutilized outdoor recreation sites and travel routes that most warrant description.				
Activity	Implementation Team	Start Date	End Date	Outcomes
Select the off-season and underutilized outdoor recreation sites and routes that are most suitable for increased out of county visitor use.	Mesa Verde Country, BLM/CANM, USFS, Montezuma County			Sites and routes chosen for descriptions
Select the off-season and underutilized outdoor recreation sites and routes that are difficult for out of county visitors to find or navigate.	Mesa Verde Country, BLM/CANM, USFS, Montezuma County			Sites and routes chosen for descriptions

Objective 5: Develop guide book style descriptions of the selected off-season and underutilized outdoor recreation sites and travel routes.				
Activity	Implementation Team	Start Date	End Date	Outcomes
Write descriptions for first-time visitors that reference digital and print maps.	Mesa Verde Country, BLM/CANM, USFS, Montezuma County			Draft descriptions
Field verify and edit descriptions as needed.	Mesa Verde Country, BLM/CANM, USFS, Montezuma County			Final descriptions

Task 4 – Implement periodic updates of maps and descriptions.

Objective 6: Reconvene the mapping team to update maps and descriptions at least once per year or when significant changes occur.				
Activity	Implementation Team	Start Date	End Date	Outcomes
Monitor for changes to outdoor recreation and heritage sites and routes.	Mesa Verde Country, BLM/CANM, USFS, Montezuma County			Monitoring schedule
Implement changes to GIS data as needed.	Mesa Verde Country, BLM/CANM, USFS, Montezuma County			GIS data updates
Distribute and post revised maps and descriptions.	Mesa Verde Country, BLM/CANM, USFS, Montezuma County			Updates distributed

Montezuma County Market Demand

Maps and descriptions of outdoor recreation and heritage assets

Purpose: Help visitors find the right activities and entice prospective visitors to book a trip.

Outcomes and Benefits

- Disperse use strategically
- Promote off-season use
- Enhance visitor experience
- Inspire repeat visitation
- Extend the length of stay
- Increased overnight visits

Total
outdoor
recreation
tourists



180,970
visitor
parties/yr.

USFS/BLM
outdoor
recreation
tourists



79,380
visitor
parties/yr.

Outdoor
recreation
tourist
spending



\$551 per
party per
trip

Outdoor
recreation
tourist
spending



\$78.5 million
per year in
Montezuma
County

Tasks

Develop and disseminate maps that promote off-season outdoor recreation and heritage tourism.

Develop and disseminate maps that promotes underutilized outdoor recreation and heritage tourism sites and travel routes.

Write descriptions of underutilized and off-season outdoor recreation and heritage site travel routes to accompany the print and digital maps.

Implement periodic updates of maps and descriptions.



Maps and descriptions of outdoor recreation and heritage assets

Create digital and print maps and descriptions of Montezuma County outdoor recreation and heritage assets that are posted and distributed through the most effect channels and regularly updated.

Desired Outcomes

- Disperse outdoor recreation use strategically
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Market Demand

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Implementation Plan

Task 1 – Develop and disseminate maps that promote off-season outdoor recreation and heritage tourism.

Objective 1: Select outdoor recreation and heritage sites and travel routes that are accessible and appropriate for off-season outdoor recreation.				
Activity	Implementation Team	Start Date	End Date	Outcomes
Identify outdoor recreation roads and trails that are typically passable during off-season.	BLM/CANM, USFS, Montezuma County			List of off-season assets
Identify heritage sites and other recreation destinations that are most often accessible during off-season.	BLM/CANM, USFS, Montezuma County			List of off-season assets
Identify snow-based winter recreation routes and destinations.	BLM/CANM, USFS, Montezuma County			List of snow-based assets

Objective 2: Assemble and create GIS data coverage of off-season outdoor recreation routes and destinations.				
Activity	Implementation Team	Start Date	End Date	Outcomes
Assemble existing GIS data available from BLM, USFS, Montezuma County.	BLM/CANM, USFS, Montezuma County			GIS database assembled
Identify gaps in GIS data coverage of off-season routes and destinations and create data to fill those gaps.	BLM/CANM, USFS, Montezuma County			New data sets created

Objective 3: Create digital and print mapping products featuring off-season outdoor recreation and heritage sites.				
Activity	Implementation Team	Start Date	End Date	Outcomes
Determine the most effective channels for circulating print and digital mapping products.	Mesa Verde Country, BLM/CANM, USFS, Montezuma County			Customer channels selected
Set formats and specifications for mapping products to best fit the selected channels.	Mesa Verde Country, BLM/CANM, USFS, Montezuma County			Format template complete
Complete digital mapping products and post online.	Mesa Verde Country, BLM/CANM, USFS, Montezuma County			Web pages active, social media posts ready
Complete print mapping products and distribute according to the most effective channels.	Mesa Verde Country, BLM/CANM, USFS, Montezuma County			Final maps printed and delivered

Task 2– Develop and disseminate maps that promote underutilized outdoor recreation and heritage tourism sites and travel routes.

Objective 4: Identify outdoor recreation and heritage sites and travel routes that are generally underutilized.				
Activity	Implementation Team	Start Date	End Date	Outcomes
List outdoor recreation and heritage sites and travel routes that are underutilized.	BLM/CANM, USFS, Montezuma County			List of underutilized assets
From the list of underutilized sites and travel routes, select those that are most destination-worthy for visitors.	Mesa Verde Country, BLM/CANM, USFS, Montezuma County			Top sites and routes selected

Objective 5: Assemble and create GIS data coverage of destination-worthy, underutilized outdoor recreation routes and destinations.				
Activity	Implementation Team	Start Date	End Date	Outcomes
Assemble existing GIS data available from BLM, USFS, Montezuma County.	BLM/CANM, USFS, Montezuma County			Database assembled
Identify gaps in GIS data coverage of off-season routes and destinations and create data to fill those gaps.	BLM/CANM, USFS, Montezuma County			New data created

Objective 6: Create digital and print mapping products featuring destination-worthy, underutilized outdoor recreation routes and destinations.				
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Determine the most effective channels for circulating print and digital mapping products.	Mesa Verde Country, BLM/CANM, USFS, Montezuma County			Customer channels selected
Set formats and specifications for mapping products to best fit the selected channels.	Mesa Verde Country, BLM/CANM, USFS, Montezuma County			Templates finalized
Complete digital mapping products and post online.	Mesa Verde Country, BLM/CANM, USFS, Montezuma County			Design, program and post digital mapping products
Complete print mapping products and distribute according to the most effective channels.	Mesa Verde Country, BLM/CANM, USFS, Montezuma County			Maps printed and delivered

Task 3 – Write descriptions of underutilized and off-season outdoor recreation and heritage sites travel routes to accompany the print and digital maps.

Objective 4: Select the off-season and underutilized outdoor recreation sites and travel routes that most warrant description.				
Activity	Implementation Team	Start Date	End Date	Outcomes
Select the off-season and underutilized outdoor recreation sites and routes that are most suitable for increased out of county visitor use.	Mesa Verde Country, BLM/CANM, USFS, Montezuma County			Sites and routes chosen for descriptions
Select the off-season and underutilized outdoor recreation sites and routes that are difficult for out of county visitors to find or navigate.	Mesa Verde Country, BLM/CANM, USFS, Montezuma County			Sites and routes chosen for descriptions

Objective 5: Develop guide book style descriptions of the selected off-season and underutilized outdoor recreation sites and travel routes.				
Activity	Implementation Team	Start Date	End Date	Outcomes
Write descriptions for first-time visitors that reference digital and print maps.	Mesa Verde Country, BLM/CANM, USFS, Montezuma County			Draft descriptions
Field verify and edit descriptions as needed.	Mesa Verde Country, BLM/CANM, USFS, Montezuma County			Final descriptions

Task 4 – Implement periodic updates of maps and descriptions.

Objective 6: Reconvene the mapping team to update maps and descriptions at least once per year or when significant changes occur.				
Activity	Implementation Team	Start Date	End Date	Outcomes
Monitor for changes to outdoor recreation and heritage sites and routes.	Mesa Verde Country, BLM/CANM, USFS, Montezuma County			Monitoring schedule
Implement changes to GIS data as needed.	Mesa Verde Country, BLM/CANM, USFS, Montezuma County			GIS data updates
Distribute and post revised maps and descriptions.	Mesa Verde Country, BLM/CANM, USFS, Montezuma County			Updates distributed

Retail/shopping enterprise platform

Purpose: Facilitate the growth of existing retail/shopping businesses and startups to fill market gaps and increase visitor spending.

Outcomes and Benefits

- Existing business growth
- New business startups
- Expanded livelihoods
- Shopping variety
- Regional market growth
- Increased visitor spending
- Downtown vitality
- Enhanced visitor experience
- Local government revenues

Montezuma County Market Demand

Colorado outdoor rec. tourists who shop



47% shop for souvenirs

Montezuma outdoor rec. tourists who shop



23% shop for souvenirs

Colorado outdoor rec. tourist spending



\$63 on leisure shopping per person per trip

Montezuma outdoor rec. tourist spending



\$15 on leisure shopping per person per trip

Tasks

Leisure shopping supply-side and demand-side market assessment.

Develop a business plan for the retail/shopping enterprise platform.

Develop a facility plan.

Launch the enterprise platform.



EDA

Partners

Retail/Shopping Enterprise Platform

This implementation plan outlines the steps to develop a platform for fostering entrepreneurship in the retail/shopping sector in Montezuma County. Although the project will begin with idea exploration and business planning, a business incubator appears to be best suited for this purpose at this stage. Ideally it would include a downtown retail space to test products and concepts in a pop-up or cubby format. Business incubators typically include mentoring, education/training, networking and learning opportunities and are geared toward graduation within one to three years.

Desired Outcomes

- Existing business growth
- New business startups
- Expanded livelihoods
- Shopping variety
- Regional market growth
- Increased visitor spending
- Downtown vitality
- Enhanced visitor experience
- Local government revenues

Market Demand

According to Colorado Tourism Office, 47% of overnight outdoor recreation visitors shop for souvenirs, 26% shop at boutiques and 15% go antiquing, and they spend \$63 per person per trip on leisure shopping. According to the Montezuma County Outdoor Recreation Intercept Survey, 23% of overnight outdoor recreation visitors bought gifts or souvenirs, spending an average of \$15 per person per trip on leisure shopping. The lower participation in leisure shopping and lower spending amounts in Montezuma County compared to the state as a whole signal potential for additional retail/shopping sales to outdoor recreation visitors. Currently, Montezuma County outdoor recreation visitors buy \$4.5 million of gifts, souvenirs per year with a total economic output, including multipliers, of \$6.2 million and 56 jobs. This retail market niche has potential to grow, which would increase the economic output.

Partners

Region 9 Economic Development will be an important partner for the retail/shopping enterprise platform. Southwest Colorado Accelerator Program for Entrepreneurs (SCAPE) is a Region 9 program. The operations plan would likely consider the option of creating a Montezuma County retail/shopping enterprise module within SCAPE. Notwithstanding potential interface with SCAPE, the knowledge and experience around enterprise platforms at Region 9 will be a valuable resource.

DOLA (Colorado Department of Local Affairs) offers Rural Economic Development Initiative (REDI) Grants, which have been awarded for enterprise platform development in other communities. DOLA offers a range of assistance and funding that will be a great resource for the enterprise platform.

City of Cortez, Town of Mancos and Town of Dolores have the vast majority of retail establishments and all three have downtowns that are charming in their own unique ways.

The local governments are a driving force for downtown vitality and will be key supporters and partners of the retail/shopping enterprise platform.

EDA (Economic Development Administration) offers grant programs that have awarded capital and start-up funding to multiple incubator projects throughout the country and in Colorado as well.

Policy Support

City of Cortez – The City of Cortez Comprehensive Plan lists the following goal and objectives:

“Goal: Sustain A Well-Balanced and Diverse Local Economy

Objective: To improve Cortez as a regional retail, service, recreation, and convention hub.

Objective: To incubate the development and expansion of niche goods and services.”

Town of Mancos – The Town of Mancos Comprehensive Plan lists the following goal and objectives:

“Goal: Support a thriving, diverse retail sector that meets the retail needs of residents and visitors.”

Objective: Retain and expand local businesses and attract retail establishments to increase revenues and create local jobs.”

Town of Dolores – The Comprehensive Economic Development Plan by Region 9 Economic Development contains the following guidance for Town of Dolores:

“Utilize Area Attractions to Increase Visitation in Dolores. 1) Create & implement plan for the sustainability & retention of Town of Dolores businesses. 2) Reduce retail leakage. 3) Increase visitation to Boggy Draw & McPhee.”

Implementation Plan

Task 1 – Leisure shopping supply-side and demand-side market assessment.

Objective 1: Conduct a supply-side leisure shopping market assessment.				
Activity	Implementation Team	Start Date	End Date	Outcomes
Complete a leisure shopping retail establishment inventory.	City of Cortez Town of Dolores Town of Mancos DOLA			Draft and final inventory
Conduct interviews and/or a survey to gauge interest and identify need for a retail/shopping enterprise platform.	City of Cortez Town of Dolores Town of Mancos DOLA			Interview summary
List the businesses that indicated interest or need in an enterprise program and characterize the business opportunities and services needed.	City of Cortez Town of Dolores Town of Mancos Region 9 DOLA			List of existing businesses that are potential enterprise platform clients.

Objective 2: Conduct a leisure shopping demand side market assessment and opportunity analysis.				
Activity	Implementation Team	Start Date	End Date	Outcomes
Conduct a retail market analysis of regional resident spending focused on leisure shopping and gift purchases.	City of Cortez Town of Dolores Town of Mancos OEDIT			Retail market report and data files
Develop questionnaire and conduct a downtown/main street customer survey aimed at identifying unmet needs and charting retail/shopping preferences among visitors and locals.	City of Cortez Town of Dolores Town of Mancos OEDIT			Survey results summary
List the leisure shopping retail market opportunities and rank the viability of each.	City of Cortez Town of Dolores Town of Mancos OEDIT			Summary of top market opportunities

Task 2– Develop a business plan for the retail/shopping enterprise platform.

Objective 3: Complete a business model.				
Activity	Implementation Team	Start Date	End Date	Outcomes
List enterprise platform program offerings and associated value propositions	City of Cortez Town of Dolores Town of Mancos Region 9 DOLA			Clearly articulated vision and purpose
List target clients for programs and services	City of Cortez Town of Dolores Town of Mancos Region 9 DOLA			Clients and leads list
Identify channels for communicating with target clients.	City of Cortez Town of Dolores Town of Mancos Region 9 DOLA			Networks, media and other channels
Develop operations plan, staffing plan and cost estimates	City of Cortez Town of Dolores Town of Mancos Region 9 DOLA			Draft and final operations plan and cost spreadsheets
Revenue streams and financial feasibility	City of Cortez Town of Dolores Town of Mancos Region 9 DOLA			Cash-flow projection spreadsheets

Objective 4: Facility plan.				
Activity	Implementation Team	Start Date	End Date	Outcomes
List the needed facility components.	City of Cortez Town of Dolores Town of Mancos Region 9 DOLA			Facility needs list
Engage a realtor/broker	City of Cortez Town of Dolores Town of Mancos Region 9 DOLA			Engagement contract
List the top three property prospects	City of Cortez Town of Dolores Town of Mancos Region 9 DOLA			Realtor's profiles

Site visit and assessment	City of Cortez Town of Dolores Town of Mancos Region 9 DOLA			Site visit summary
Identify needed facility repairs or upgrades	City of Cortez Town of Dolores Town of Mancos Region 9 DOLA			Work program
Facility cost and funding strategy	City of Cortez Town of Dolores Town of Mancos DOLA EDA			Budget spreadsheets

Task 3 - Launch the enterprise platform

Objective 5: Launch the enterprise platform.				
Activity	Implementation Team	Start Date	End Date	Outcomes
Hire core staff.	City of Cortez Town of Dolores Town of Mancos EDA			Employment contracts
Develop program curricula	City of Cortez Town of Dolores Town of Mancos Region 9 DOLA EDA			Draft and final curricula
Develop and finalize application process.	City of Cortez Town of Dolores Town of Mancos DOLA EDA			Application posted online
Grand opening and outreach campaign	City of Cortez Town of Dolores Town of Mancos EDA			Digital promotion deployed
Accept initial members and launch programing	City of Cortez Town of Dolores Town of Mancos EDA			Inaugural cycle

McPhee Reservoir Improvements for Hand Launched Watercraft

Montezuma County Market Demand

Purpose: Enhance existing access points for hand launch craft, such as paddle boards, kayaks, and canoes.

Outcomes and Benefits

- Increase visitation to an underutilized asset.
- Diversification of recreational opportunities.
- Increased visits and overnight visits
- Inspire repeat visitation
- Extend the length of stay

Paddle sports uses



29,150/year

Trailerred, inspected launches at McPhee



4,800/year

Trailerred, inspected launches at House Creek



459 in 2021
463 in 2022

Spending by paddle sports visitors



\$2 million per year in Montezuma County

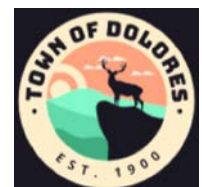
Tasks

Improvements for hand launch paddle craft at House Creek Recreation Complex.

Identify shoreline access points and other site improvements.

Address NEPA regulations covering construction of improvements.

Plan for long term maintenance and operations.



Partners

House Creek Improvements for Hand Launched Watercraft

This implementation plan outlines the steps to enhance existing access points for hand launch paddle craft, such as paddle boards, kayaks, and canoes at House Creek Recreation Complex, McPhee Reservoir. Proposed amenities include a paddle craft launch dock, floating islands, and improved shoreline access for picnics. House Creek Recreation Complex is a sensible location because the site is in a cove, which is somewhat protected from the weather, and because House Creek offers multiple activities such as boating, camping and trail activities. User counts indicate that House Creek could accommodate more use than it has seen in recent years. The proposed amenities need to be supported by additional staffing, and updates to existing infrastructure like restrooms, parking, campsites, and group sites.

Desired Outcomes

- Increase visitation to an underutilized asset.
- Diversification of recreational opportunities.
- Increased visits and overnight visits
- Inspire repeat visitation
- Extend the length of stay

Market Demand

McPhee Reservoir, the Dolores River above the Town of Dolores and several smaller reservoirs such as Summit and Totten Reservoirs offer convenient options for paddle sports in Montezuma County. Annually, 29,150 paddle sports uses occur on these recreation assets. Canoeing and kayaking participation is 9.4% of adults in Southwest Colorado according to the 2019-2024 SCORP (Colorado Parks and Wildlife), with higher rates for stand-up paddle boarding (13.3%) and whitewater rafting (16.5%). Not only Montezuma County locals take advantage of the paddle sports opportunities. An estimated 3,670 visitor parties (average party size is 2.9 people) participate in paddle sports on Montezuma County's reservoirs and on the Dolores River. These visitors spend around \$2 million in Montezuma County each year. On average, 4,800 trailered, inspected vessels are launched at McPhee Reservoir each year. During 2021 and 2022, only about one out of ten of the trailered, inspected watercraft launched from House Creek, while the vast majority launched from the McPhee Main Boat Ramp. House Creek could accommodate more use as it is today and even more use with the recommended improvements for hand launch paddle craft.

Partners

San Juan National Forest: San Juan National Forest Dolores District manages the majority of outdoor recreation resources in Montezuma County on over 254,000 acres in the County including McPhee Reservoir. Management of McPhee Reservoir is a multi-agency undertaking. The US Bureau of Reclamation operates the dam and flood safety infrastructure, and Dolores Water Conservation District manages the water. USFS manages the land around the reservoir and the access points so this means that USFS has been the agency charged with managing recreation.

Montezuma County: Montezuma County owns and maintains County Road 31 which is the main road accessing the Boggy Draw area and the House Creek Recreation Complex. In

addition, Montezuma County provides law enforcement and search and rescue throughout the county.

Town of Dolores: Nearly all vehicles drive through Town of Dolores to get access House Creek Recreation Area. Dolores is the closest community for supplies and recreational needs and is geographically positioned to benefit from sales to visitors to McPhee and Bogy Draw.

Policy Support

United States Forest Service – The San Juan National Forest Land and Resource Management Plan lists “desired conditions” which express the vision for the future for certain resources and areas under management by USFS. The most recent plan update in 2021 contains the following desired conditions statements for McPhee Reservoir:

“The McPhee Reservoir area is one of the Four Corners’ “recreation gems.” A strong connection exists between the reservoir and the town of Dolores.”

“McPhee offers diverse recreation for communities while, at the same time, preserving archeological and paleontological resources.”

Montezuma County – The county’s comprehensive plan Ch. 12 Federal Lands in Montezuma County includes the following policy statement “2. Economic Diversity. The county recognizes that virtually all sectors of the local economy create demand on multiple use of federal lands. Key sectors include the livestock industry, agricultural and municipal/industrial water users, the timber industry, the mining industry, the oil and gas industry, the tourism, recreation and hunting industries and archeological research and education industries. The policy of the county is to keep all of these industries viable, and to seek compatibility among these various uses of federal lands.”

Implementation Plan

Task 1: Improvements for hand launch paddle craft at House Creek Recreation Complex.

Objective 1: Identify shoreline access points and other site improvements				
Activity	Implementation Team	Start Date	End Date	Outcomes
Identify sites for hand launch areas including areas for potential paddle craft launch dock.	USFS, Montezuma County, State of Colorado			Best sites determined
Expand parking and other infrastructure as needed to serve additional use.	USFS, Montezuma County, State of Colorado			List of infrastructure maintenance or other improvement needs
Prepare full design package for improvements.	USFS, Montezuma County, State of Colorado			Draft and final design.

Objective 2: Address NEPA* regulations covering construction of improvements improvements.				
Activity	Implementation Team	Start Date	End Date	Outcomes
Determine categorical exclusions and a determination of NEPA adequacy provisions.	USFS, Montezuma County, State of Colorado			Environmental studies complete and approvals issued.

*NEPA is a procedural statute intended to ensure Federal agencies consider the environmental effects of their actions in their decision-making process.

Task 2: Plan for long term maintenance and operations.

Objective 3: Establish a joint maintenance agreement.				
Activity	Implementation Team	Start Date	End Date	Outcomes
Maintenance Plan	USFS, State of Colorado, Local Governments			Draft and final maintenance plan
Research the feasibility of cost-sharing initiatives for maintenance	USFS, State of Colorado, local governments			Draft and final cost sharing feasibility study
Joint service agreement or maintenance agreement with key partners	USFS, State of Colorado, local governments			Draft and final maintenance agreement

Implementation Plan – South Broadway Gateway, Parking Area, Kiosk and Easy Trail

Purpose: Easy to find outdoor recreation and cultural/heritage roadside stop at the gateway to City of Cortez

Outcomes and Benefits

- Improved South Broadway gateway
- Low-effort, easy-to-find trail
- Cultural sites stewardship and interpretive messaging
- Native plant stewardship and interpretive messaging

Montezuma County Market Demand

Visits to
Cultural
Sites in
County



586,000
Annual
Visits

Outdoor
Recreation
Visits in
County



370,000
Annual
Visits

Traffic US
491 South
of Cortez



7,886
Average
Daily Trips

County
Lodgers Tax
Growth



145%
Increase
2018 to
2023

Tasks

Land acquisition feasibility, strategy and public outreach.

Create plan package and install improvements.

Develop and implement an operations and maintenance plan.

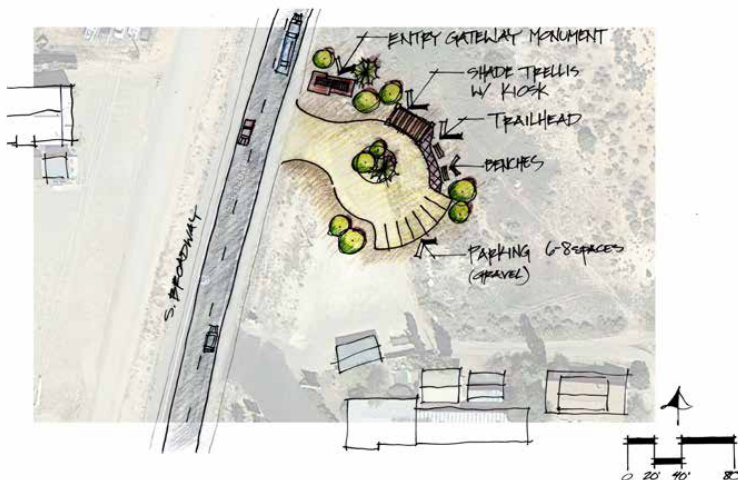
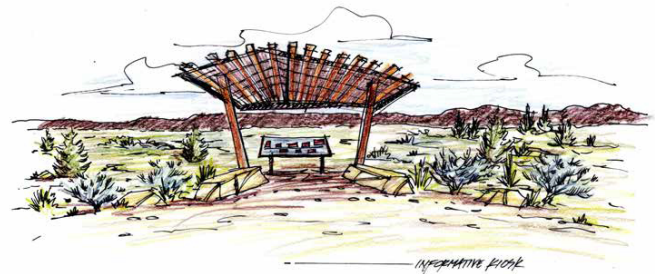
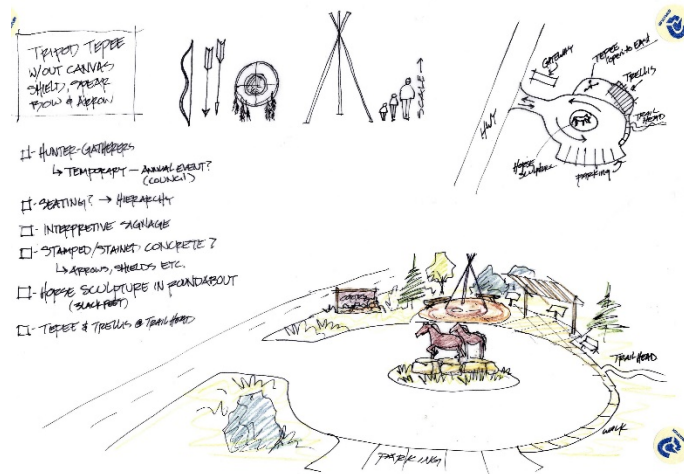


Cortez
Cultural
Center

Partners

South Broadway Gateway, Parking Area, Kiosk, and Easy Trail

The properties along South Broadway in Cortez have been incrementally cleaned up and improved over the years and there is a renewed interest in the southern gateway into the city. A gateway monument on South Broadway originally identified in the 2013 Cortez Conceptual Gateway Plan could also offer a low-effort, easy-to-find, short hike on the western edge of Hawkins Preserve. The gateway monument would reflect the entire community with various elements representing the different cultures that have made Cortez their home. The design would include a vehicle pull-off and parking area on South Broadway and an art installation and a kiosk with informational signage, a map of the city with places to go and things to do while visiting Cortez. The short trail would emphasize desert canyon scenery, flora and fauna and interpretive displays about cultural resources in the area. Some examples of that art and concepts created by DHM are shown below.



Conceptual Sketches of Gateway and Access opportunities. (Cortez Gateway Conceptual Plan & Broadway Median Beautification - 2013)

Desired Outcomes

Improved arrival gateway on South Broadway (US 491)

Low-effort, easy-to-find trail with scenery and heritage site attractions in the City of Cortez.

New trails link to Hawkins Preserve

Cultural heritage interpretive messaging

Native plant stewardship and interpretive messaging

Market Demand

There are 586,000 annual visits to cultural sites in Montezuma County and another 370,000 outdoor recreation visitors. This gateway, vehicle pull-off and parking area on South Broadway is an exciting opportunity to provide an easy to find outdoor recreation and cultural/heritage opportunity right at the gateway to City of Cortez. South Broadway has 7,886 average daily vehicle trips year-round, with higher volumes during the warm seasons. The combination of outdoor recreation, trails, cultural resources and scenery attracts visitors in Montezuma County. A comparable site is the paved pathway to Escalante Pueblo at the Canyon of the Ancients Visitor Center. This pathway includes interpretive information, sees 14,000 uses annually. Most of the hotels in Montezuma County are located in Cortez and this in-town attraction would likely entice more visitors to stay in Cortez.

Partners

City of Cortez – The project would most likely be located in the city and any development would need to comply with the city's regulations, standards and specifications. The city's support and leadership are paramount.

Colorado Department of Transportation – CDOT has authority over the US 491 right-of-way and access driveways along the highway.

Montezuma County – The county supports the efforts of its municipalities and in this case, the city and the county both have portions of the South Broadway corridor under their jurisdiction.

Implementation Plan

Task 1: Land acquisition feasibility, strategy and public outreach.

Activity	Implementation Team	Start Date	End Date	Outcomes
Determine property ownership, easements, restrictions and feasibility of acquisition.	City of Cortez, Montezuma County, Montezuma Land Conservancy, CDOT, Property Owners			Property status report
Develop an acquisition funding strategy	City of Cortez, Montezuma County, Montezuma Land Conservancy, Cortez Cultural Center			Funding partners committed.
Outreach to stakeholders and public.	City of Cortez, Montezuma County, Cortez Cultural Center			Public outreach plan completed.

Task 2: Create plan package and install improvements:

Activity	Implementation Team	Start Date	End Date	Outcomes
Creation of implementation team and leaders	City of Cortez, Cortez Cultural Center, Montezuma County			Implementation team and leaders committed
Develop a project scope, program, and budget	City of Cortez, Montezuma County			Draft and final project profile.
Complete plans package and bidding.	City of Cortez, Montezuma County			Release RFPs, select contractors.
Construction	City of Cortez, Montezuma County			Facility ready for occupancy

Task 3: Develop and implement an operations and maintenance plan.

Activity	Implementation Team	Start Date	End Date	Outcomes
Operations and maintenance team development	City of Cortez, Cortez Cultural Center			Operations and maintenance team committed for at least one year.
Develop a long-term operations and maintenance plan	City of Cortez, Montezuma County, CDOT			Draft and final operations, maintenance and funding plan.
Regularly update the information kiosk promoting areas attractions and business to visitors.	City of Cortez, Mesa Verde Country, Cortez Cultural Center, Southwest Colorado Canyons Alliance			Draft and final kiosk information update plan.