

RPI CONSULTING, LLC

Durango, Colorado



TOWN OF MANCOS, COLORADO

**BUSINESS DEVELOPMENT AND
ECONOMIC GROWTH STRATEGY**

June, 2019

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EXECUTIVE SUMMARY

The Town of Mancos engaged RPI Consulting and subconsultant DHM Design to develop the town's first ever Business Development and Economic Growth Strategy. The Town of Mancos has developed numerous planning documents over the years, all have touched on economic development in some form, whether it is town infrastructure, updating the land use code or quality of life assets such as trails and parks. The previous planning efforts have culminated in the awareness that the town needs a dedicated plan that focuses solely on creating and maintaining a strong local economy. Few processes have been as inclusive as the development of this plan, it involved a complete review and synthesis of past plans, a business survey that contacted over 60 businesses operating in Mancos, interviews with key implementation partners and a market assessment that evaluates the current local market conditions and economic opportunities. The culmination of this lengthy process resulted in four primary business development goals:

1. Expand day-to-day shopping and services for area residents.
2. Attract tourists to explore Mancos.
3. Build on Mancos's own business clusters.
4. Make products to sell here or to export.

There are two main focus areas that will help accomplish these goals: having supportive physical assets, and having a supportive environment for business growth. Accomplishing these goals will ensure the town has an environment that encourages business success and appeals to entrepreneurs. The town will need to work with regional partners to accomplish the goals outlined in this plan. The sections of this plan are briefly described below. See each section for more detail.

Asset Mapping: This is a cultivated list of the assets that the Town of Mancos has, the list of the good things the town has that create the quality of life and positive economic environment in the town. This includes physical assets as well as less tangible assets such as capacity and skills.

Market Study: The market study looks at the local economy, the current business makeup and the opportunities that exist today. The local market consists of two main interrelated components: the retail market, and the base industries. The retail, eating and drinking component of the local economy serves both residents and visitors alike. The base industries bring new dollars into the local economy by exporting goods and services or making sales to visitors. The market assessment defines the regional market as roughly the Mancos Valley. The residents in this area are the primary customers for Mancos businesses. Improving the products and services for this population is the immediate market opportunity. The residents of this area are customers year-round and they are the ones who will make purchases in the winter and off-season. Businesses must be able to weather the winter when there is little to no tourism, in order to succeed.



Business Survey: The best way to understand the current business makeup and the current business environment is to communicate with the businesses directly. This is equally as important as understanding the market. RPI Consulting conducted a primarily in-person business survey in early March 2019. The survey questions identify challenges, opportunities, priorities for businesses in town. The results were used to develop actionable strategies to achieve positive economic outcomes in the Town of Mancos. In total, 62 businesses completed the survey.

Key findings from the survey include:

- There is a strong history of entrepreneurialism, 57% of businesses surveyed started their business in Mancos from scratch.
- Many businesses surveyed expressed an interest/need for specialized training including marketing/advertising, social media, and finance/tax training.
- A majority of respondents feel the town could benefit from additional tourist marketing materials, lodging, and tourist-oriented retail.

Core Infrastructure and Placemaking: Placemaking is key to creating an appealing environment for residents and visitors alike. People have infinite choices as to where they choose to live, work, or visit, placemaking is essential to attracting and keeping residents and visitors. The physical elements in this section combined will create an identifiable and consistent character throughout town and capture the attention of passersby and attract them into town. The strategies in this section prioritize affordable improvements and capitalize on the creative culture in town. Elements of this section include: wayfinding/signage, circulation & walkability, streetscape, a defined public realm, and trails and recreation.

Strategic Plan: This is the element of the plan that details the goals, focus areas, objectives, and action items. The strategic plan takes all of the research and input gathered throughout the planning process and creates a detailed workplan for the Town of Mancos to complete with help from implementation partners and other stakeholders. This workplan is a living document, as action items are completed, the priorities will change and new items may be added. In order to accomplish what is outlined in this plan presently, even with the help of partners, it will require significant town staff time over multiple years (likely three).

Appendix A – Plan Synthesis: The Town of Mancos has spent considerable time and money on a number of planning efforts in recent years. This synthesis pulls the relevant physical and strategic economic development strategies from all of the plans into one document. While the focus of these plans is not specifically on business development and economic growth, many of the strategies address various elements of economic development in the Town of Mancos. This initial synthesis set the stage for development of this Business Development and Economic Growth Strategy. The history of planning has directly led to the development of this project, which focuses solely on economic development.



Appendix B – Key Implementation Partners Interview Summary: The onus for a successful local economy does not lie solely with the town, there are a number of organizations and other entities that are involved in economic development locally and that have capacity to help implement the strategies outlined in the Strategic Plan. RPI Consulting contacted the key implementation partners identified by the town and conducted structured interviews. These interviews included question about organizational capacity, their role in economic development and what they think is the town’s role in economic development. The information collected from these interviews help identify existing capacity and assign implementation partners to specific objectives and action items in the Strategic Plan. RPI was able to reach and interview staff/directors of the following organizations:

- Mancos Library District
- Mancos Valley Chamber
- Mancos Creative District
- Mt. Lookout Grange
- Mancos Hose Company #1
- Mancos Valley Resources

Appendix C – Business Inventory: This is a complete list of all businesses currently located in the Town of Mancos. A variety of sources were used to create this comprehensive list including: ESRI Business Analyst Online, Mancos Valley Chamber of Commerce business listings, Town of Mancos business listings, and Google searches. The resulting inventory lists 96 active businesses in the Town of Mancos. In addition to the businesses, the Mancos Creative District includes over 150 artists.

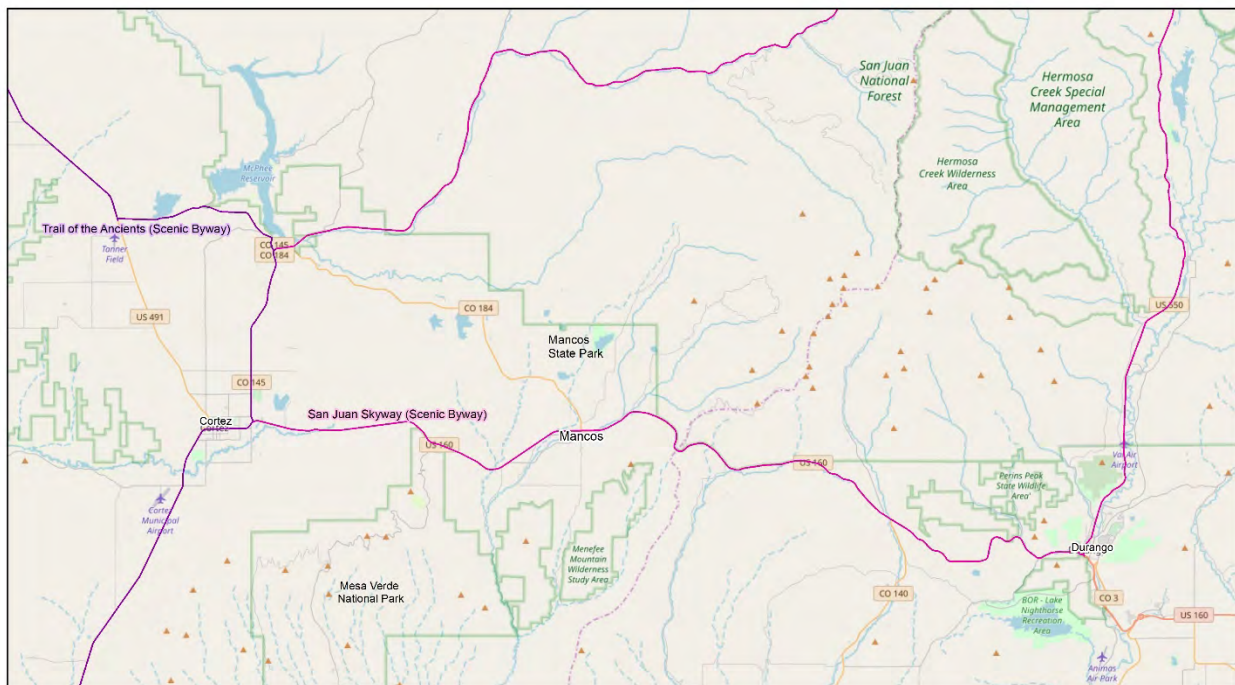


MANCOS ASSET MAPPING

Asset mapping provides information about the resources and strengths available in a community to support residents, business owners and visitors. These assets collectively create a town's unique draw and distinguish its character from other locations. The Town of Mancos has numerous attributes and marketable qualities that make it an ideal location for new and relocating businesses. As a full-service municipality it provides a range of municipal services which include water, sewer, streets, public safety and parks and recreational. It is located in the Mancos Valley in southwestern Colorado between Cortez and Durango on Highway 160 and is within ten minutes of Mesa Verde National Park. Other key attributes include Community Character, Culture, Organizations and Key Partnerships, Mancos RE-6 School District, and Healthcare. The assets listed below create the quality of life and resources that appeal to businesses and residents, and make Mancos a wonderful place to live, raise a family and work. When marketing the town to prospective residents and entrepreneurs, these are the qualities and assets to market.

GEOGRAPHIC POSITION

The Town of Mancos is located on US Hwy 160 in southwestern Colorado and is part of the San Juan Skyway, one of the most popular scenic byways in Colorado. This route links Mancos with other iconic Colorado towns, such as Durango, Ouray and Silverton. Nearby attractions include: Mesa Verde National Park (900,000 annual visitors), Mancos State Park, McPhee Reservoir, the San Juan National Forest in the La Plata Mountain Range, the Trail of the Ancients and the Chicken Creek Nordic Ski Area.



Residents and businesses in the Town of Mancos may also easily access neighboring towns of Cortez and Durango within a thirty-minute drive. These towns provide Mancos residents with additional opportunities for education and employment.

Significance – The Town of Mancos is well-positioned in rural, southwestern Colorado to allow residents and business owners to craft a quality of life based on small mountain town living with immediate access to surrounding towns and numerous recreational amenities.

COMMUNITY CHARACTER

The Town of Mancos has a visible agricultural history, based in the surrounding rangeland, pastures and mountains, with outdoor recreation and commercial activity in the downtown area. Businesses downtown offer a mix of artist galleries, roasted coffee, gift shops with homemade goods, a nationally renowned bakery and café (the Absolute Bakery) and fine or casual dining opportunities, all within a one-block span. Three historic buildings, each listed on the National and State Historic Registers are also located in downtown Mancos: the Bauer Bank Building, built in the 1890's; the Mancos High School, built in 1909; and the Mancos Opera House, built in 1910. The Mancos River runs right through downtown and presents additional opportunities for use and enjoyment of a downtown river.

Among the most unique of Mancos's attributes are its gravel streets. In addition to adding this unique character, gravel streets and swales make good sense from a stormwater management perspective by allowing runoff to be naturally filtered and absorbed as groundwater in the mostly flat terrain in town.

The Highway 160 corridor through town presents opportunities and challenges. The challenges revolve around access and mobility and getting passersby to stop and enjoy Mancos. The opportunity lies in the fact that thousands of regional residents and visitors drive through Mancos each day on Highway 160 and that development opportunities exist along this busy corridor.

Significance – The Town of Mancos provides residents, business owners and visitors a unique twist of modern commercial offerings with rural, southwest Colorado's unique heritage and flair. The cultural amenities in Mancos contribute to the town's unique vibrancy as well as to the benefits of starting, relocating or expanding a business in Mancos. The town is ideal for a variety of businesses in the arts and culture sector, tourism, outdoor recreation and light manufacturing, as well as to families who desire a non-urban lifestyle.

CULTURE, ORGANIZATIONS & KEY PARTNERSHIPS

Numerous organizations are currently working throughout Mancos to ensure the needs of residents and business owners are met. Organizations exist to expand the impact of culture and arts, meet the needs of the underserved, preserve and expand recreational opportunities, renovate historical buildings to better serve the community and more. Many



of these activities occur through a strategic partnership between multiple organizations that have joined to leverage their individual impacts. For example, Mancos Valley Resources partners with numerous individuals and other organizations to provide administrative oversight and support as needed. Although the following list is not exhaustive, it indicates the number of active organizations and dedicated individuals who are partnering to better the Town of Mancos.

ARTISANS OF MANCOS

This artist-owned cooperative is comprised of 20 artists who share the daily responsibilities of operating the gallery. Participating artists display their works at the gallery, which include: jewelry, block prints, paintings, photography, stained & fused glass, calligraphy, mixed media, wood art, fabric and woven art, furniture, pottery, sculpture, lamps and more.

ECONOMIC DEVELOPMENT ORGANIZATIONS

Several organizations provide business development and support services to the Mancos area. The Region 9 Economic Development District of Southwest Colorado is a nonprofit public-private partnership that promotes and coordinates economic development efforts throughout five counties in Southwest Colorado, including Montezuma. Services include business financing through loan funds, tax incentive assistance and technical assistance to existing and future business owners. The Small Business Development Center (SBDC) also assists business owners anywhere in the business process, from start-up to expansion. The SBDC provides regular trainings and workshops and also offers free online learning videos.

FOUR CORNERS FILM OFFICE

The Four Corners Film Office is a leading resource to connect production crews for film, television and digital media projects to Southwest Colorado's production resources. The office provides free services and local expertise to speed the production processes and reduce costs and also refers local talent.

MANCOS CREATIVE DISTRICT

Approximately 150 artists facilitate the Mancos Creative District, which originated in 2014. The Creative District aims to be a “catalyst in creating a vibrant and sustainable economic hub benefitting the Mancos Valley by empowering our diverse creative community and honoring our rich cultural heritage.” Eight galleries, the Mancos Opera House and numerous locally owned businesses comprise the district. The District also includes a Makers Space.

MANCOS OPERA HOUSE

The Mancos Opera House dates to 1910 when partners A.J. Ames and George Woods established the now historic building. Supporters partnered in 1987-1988 to list the site on



the Colorado State Register of Historic Properties and the National Register of Historic Places. Today, numerous local partners are in the midst of a multi-phase restoration intended to restore the building to a community arts hub with a multi-use ground floor with capacity to support a variety of commercial endeavors.

MANCOS PUBLIC LIBRARY

The Mancos Public Library is a non-profit organization that provides resources such as business support and information, grant guides/resources, games, internet/computer access, youth programming, the online library that is available 24/7 with free e-books from Project Gutenberg, a free online resume creator, online driving tests and manuals and more.

MANCOS SCHOOL OF THE WEST

The Mancos School of the West is a non-profit organization that provides art training to the public through classes and workshops. The school is entirely operated with a volunteer base.

MANCOS WATER CONSERVANCY DISTRICT

The Mancos Water Conservancy District has served Montezuma County since founders established the district in 1941. The organization aims to promote long-term sustainable use and protection of the Mancos River Watershed by providing educational, financial and technical assistance to meet its conservation goals.

MANCOS VALLEY CHAMBER OF COMMERCE

The Mancos Valley Chamber of Commerce exists to unite Mancos Valley residents to achieve and sustain a high quality of life and a healthy tourist-based economy consistent with the heritage of the area. The Chamber boasts a strong membership base of 191 businesses and organizations located throughout the region. Aside from promoting the local business community, the Chamber administers the Mancos Visitors Center and visitor kiosks, organizes subsidized group advertising for members and represents its members on the Mesa Verde Country tourism board. The Chamber also maintains the website, MancosValley.com, a centrally-based site complete with visitor-guides, maps, a calendar of events and other local information to showcase the community and its numerous assets.

MANCOS VALLEY HISTORICAL SOCIETY

The Mancos Valley Historical Society, a non-profit organization, consists of over 60 members who are dedicated to preserving the historical heritage of the Town of Mancos and Mancos Valley. Current projects include the Historical Society Museum reestablishment, providing support to restore the Opera House, Times Building and Mancos Common Press and conducting a comprehensive inventory of the town's historic buildings.



MANCOS VALLEY RESOURCES

Mancos Valley Resources (MVR), founded in 1995, is a community-based nonprofit charitable organization dedicated to preserving and enhancing the cultural, historical, recreational, educational and charitable assets of the Mancos Valley. The organization accomplishes its mission by advocating, facilitating and supporting the efforts of others to meet defined needs through grants and other funding sources, primarily by acting as a pass-through fiscal sponsor for grants and donations. The organization also provides grant-writing support, management and financial review/tax reporting to sponsored projects. Without this support, many startup projects would not have the financial and managerial support required by state and federal granting agencies. Current projects include:

- **The Belonging Project:** provides educational opportunities and dialogue to increase the experience and knowledge of creating a diverse and inclusive community.
- **Chicken Creek Nordic Trails:** provides and maintains classic and skate-style Nordic skiing track on U.S. Forest land near Mancos each winter. Approximately 3,000 to 3,500 skiers visit the site each winter. The track doubles as trails for hiking and horseback riding during the summer months.
- **Four Corners Social Justice Collaborative:** mobilizes communities throughout the region to address the root causes of inequity and health disparities by providing accessible opportunities for social justice education, relationship and network building and leadership development.
- **The Giving Tree:** provides gifts, food and utility vouchers to Mancos Valley residents in need during the holiday season. The Giving Tree is approaching 20 years of service to the Mancos Valley.
- **High Desert Conservation District:** partners to protect the Montezuma County agricultural lifestyle through a whole-farm approach to agricultural conservation. The district also provides oversight to soil sampling procedures and evaluations.
- **Mancos Docfest:** a film festival based in the Mancos Opera House.
- **Mancos Farmers' Market:** a collaboration of local growers who provide locally grown and seasonally available produce, in addition to other locally-sourced and crafted products, to Mancos Valley residents.
- **Mancos Foodshare:** addresses hunger and food insecurity in the Mancos Valley by working to improve families' access to healthy food through education, distribution and production. Foodshare also operates the USDA Commodities Distribution in Mancos and facilitates food distribution to community members in need.
- **Mancos Grain Elevator:** MVR is working with partners to stabilize, rehabilitate and restore the 1934 grain elevator to its original use and to be open to the general public.



- **Mancos Trails Group:** provides recreational paths that connect Boyle and Cottonwood Parks for residents and visitors.
- **Mancos Valley Chorus:** provides two semiannual concert series at various local venues and operates as a nonprofit organization under the MVR umbrella.
- **Mancos Valley Dragonfly Preschool:** a pre-school with a Waldorf-inspired curriculum that aims to raise imaginative and mindful human beings to become advocates for the earth and humanity.
- **Montezuma School to Farm:** a Mancos Conservation District project that originated in 2009 with the goal to provide integrated, hands-on school garden classes in Montezuma County at its 2+ acre school production area. Project partners include Garden Coordinators and AmeriCorps members.
- **Painted Turtle Studio:** a community arts center that provides arts education, programming and other resources to area youth and adults. The Painted Turtle Studio annually services 700-800 customers who range in age between 6-months and 95-years.
- **The Pay it Forward Fund:** a community support fund for Mancos Valley residents who need financial support to handle unexpected medical expenses.
- **The Raven Narratives:** a collective of people of all colors, ages and perspectives who are committed to sharing their authentic experiences through the ancient art of storytelling in front of a live audience.

MOUNT LOOKOUT GRANGE

Mount Lookout Grange exists to improve the well-being, social connectedness and quality of life for agricultural producers and all in the rural Mancos community. The Mancos Grange chapter members re-convened the organization in 2013. Since then, members gather regularly to promote and facilitate educational activities, encourage intergenerational connections and support agriculture through presentations, workshops and skills trainings.

Significance – The Town of Mancos has an abundance of community organizations, services and resources. The town’s commitment to fostering its creative sector is evident in the number of art and culture-related organizations and activities. Mancos Valley Resources is a key partner that ensures the community has the administrative capacity to carry out numerous projects that promote and enhance the quality of life and experience in southwestern Colorado for residents and visitors of Mancos. New and existing business owners can also find the resources they need to start or expand their operations in the Mancos Valley.

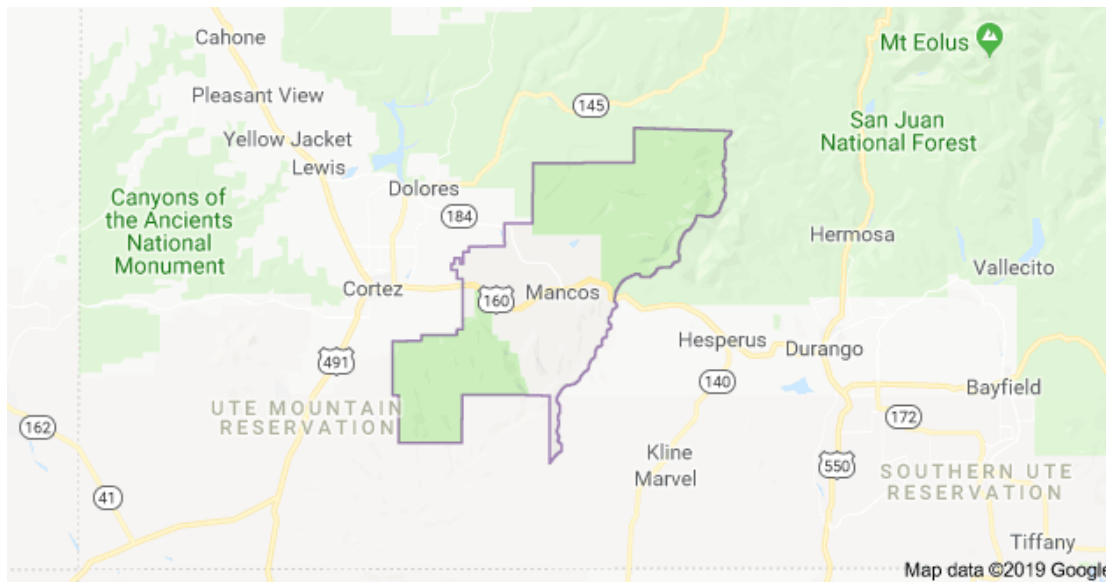


MANCOS RE-6 SCHOOL DISTRICT

The Mancos RE-6 School District sits between Cortez, Dolores and Hesperus, in the Mancos Valley as shown in the district map, below. The district provides a comprehensive education for students in a remote-rural town setting and is a significant source of community pride. The high school, constructed in 1909, is the longest continuously used high school in the State of Colorado and is one contributing source of pride.

The district's mission is: "In partnership with our community, we will foster safe, positive and rigorous learning experiences." This statement is made true through the commitment of teachers, parent-volunteers and with the many activities and programs available to students at the district's four schools: the Mancos Early Learning Center and Pre-Kindergarten, the Mancos Elementary School, Mancos Middle School and Mancos High School. The Mancos School District provides a wide range of extracurricular activities for students, including sports, the Science Fair and Knowledge Bowl. Upper-classmen at Mancos High School may enroll concurrently at the Southwest Colorado Community College in Cortez or Fort Lewis College in Durango. Both campuses are within 30-miles of the town.

Approximately 453 students enrolled in the Mancos RE-6 School District during the 2017-2018 school year: 234 in the elementary school, 105 in the middle school, and 114 in the high school. The school's student-teacher ratio is 15:1. The 2018 graduation rate was 88.9% (Colorado Department of Education).



Significance – The school district contributes significantly to communities' vibrancy by playing an active role in developing the next generation of residents, business owners and leaders. The Mancos RE-6 School District has strengthened the value it offers local students by coordinating educational partnerships with surrounding colleges. The school district is also an economic anchor institution as families throughout the district commute to school during the week and often on weekends for sports and other extracurricular



activities. A quality education is an important consideration when families and businesses consider locating somewhere new. Parents want to know their children will have access to the resources and education that will prepare them for the future and the Mancos Re-6 School District provides that assurance. The school district also defines a potential boundary for Mancos and its community with a baseline on which the town's economic success can be monitored.

PUBLIC SERVICES, FACILITIES & HEALTH

The Town of Mancos is a full-service municipality that provides water and sewer utilities, in addition to snow removal and streets maintenance. The Public Works department is also upgrading the storm drainage system and has an adopted Water Management Plan to ensure residents and businesses are adequately equipped to manage drought seasons. Town staff are planning to expand the water and wastewater infrastructure to prepare for a growing population and business community. Other public services and utilities available to residents in the Town of Mancos include energy and waste/recycling companies, as well as 15 internet service providers. Companies include:

- Atmos Energy: natural gas
- Countryside Disposal: waste removal services
- Empire Electric: electricity cooperative
- Four Corners Recycling Initiative: recycling services

POLICE

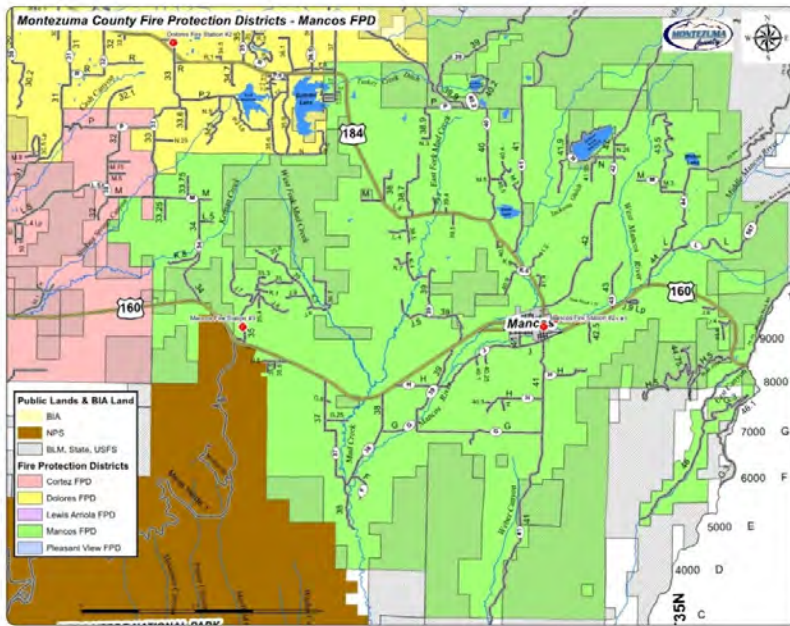
The Mancos Marshal's Office provides professional law enforcement services to the Mancos community within town limits. The Marshal's Office is centrally located in the town. Mancos's law enforcement staff includes one Marshal and two Deputy Marshals. Emergency response is available 24/7. The department regularly cooperates with the Montezuma County Sheriff's Office to meet the region's law enforcement needs. Deputies are committed to a community policing approach and strategically focus on prevention efforts through business checks and by building strong relationships with business owners and residents. The Marshal's Office looks forward to adding two deputies in 2019.

FIRE DEPARTMENT AND EMS

Mancos Fire and Rescue (MFR) is a volunteer fire agency with approximately twenty volunteer firefighters and one volunteer chief. The department's jurisdiction covers 45 square miles and operates from two stations, one in Mancos and the other in Cedar Mesa Subdivision. Firefighters provide structural and wildland fire protection, emergency medical services (EMS), fire prevention and other educational services to the businesses and residents of Mancos and the surrounding area. In 2018, MFR responded to



approximately 350 calls, 230 of which were EMS related.



PUBLIC FACILITIES

The Town of Mancos operates several public facilities, including: the Community Center, Boyle Park, Cottonwood Park, Grand & Main Corner Park, Pioneer Plaza, and the Mancos Skate Park.

Mancos Town Hall: Located at 117 N. Main Street. Services provided include: utility billing, building inspections, code enforcement and planning and zoning. The Marshal's Office is also located in Town Hall.

Mancos Community Center: The Town of Mancos oversees the community center's use, scheduling and maintenance. The community center is centrally located at 130 W. Grand Ave. and is available to book for public use.

Public Parks: The Town maintains two public parks in central Mancos: Cottonwood Park and Boyle Park, in addition to the park at the corner of Grand & Main Streets.

Pioneer Plaza: The plaza serves as a central gathering place for many community events.

Mancos Skate Park: The skate park is located at 35 N. Spruce Street.

HEALTHCARE SERVICES

Both traditional and holistic healthcare services are available in Mancos. Mancos area families have access to several primary providers that offer comprehensive primary and preventative healthcare. Many local options exist for natural healthcare and wellness providers as well. Additional health-related services available in Mancos include physical therapy, chiropractic care and massage therapy.



Significance – Business attraction and retention requires adequate public services. The Town of Mancos is a full-service municipality that provides water, sewer and trash utilities. Natural gas and electric companies and internet providers ensure that residential and commercial activity will be served by adequate infrastructure. The Marshal’s Office and Mancos Fire and Rescue provide the necessary law enforcement, fire protection and emergency medical services to protect and sustain a healthy, vibrant community. Both agencies provide services that are critical and necessary to attract and sustain future business growth. Business owners know that their customers, employees, and property have readily available law enforcement, fire protection and emergency medical services. Access to healthcare is also a critical component to a thriving and vibrant community and business environment. The healthcare services available in Mancos provide residents and visitors with the advantage and option to receive care in town without having to travel to surrounding communities.



RETAIL MARKET ASSESSMENT

This plan element evaluates two interrelated components the local economy: the first is the retail, eating and drinking component which provides goods and services to people who live and/or work in the market area and to visitors and pass-through traffic, the second component focuses on the economic base industries that provide goods or services to customers from outside the regional economy and that bring new dollars into the economy. The findings show that there is latent demand from residents that is currently unmet and this signals opportunity for existing businesses to expand and new businesses to locate in town.

Retail Market – The retail market assessment examines the existing conditions of both the demand-side and supply-side of the Mancos retail, eating and drinking market. The purpose of the retail market assessment is to analyze Mancos’s existing market capture and opportunities for the Town of Mancos to capture more local, regional and visitor spending. This assessment defines Mancos’s market area, determines retail spending patterns and examines existing strengths and weaknesses of the retail, food and drink sectors. The goal of this report is to highlight opportunities to ensure that Mancos has a healthy mix of appropriate businesses.

Base Industries – Base industries bring new dollars into the local economy by exporting goods and services or making sales to visitors who also inject new dollars into the economy. This report includes a description of base industries that are already in place in Mancos and a discussion about expanding upon and diversifying the existing base.

The following is a description of the sections in this market assessment.

- **Market Geography** – Defines Mancos’s market area, the geographic area from which Mancos generates most of its local (residential) customers.
- **Consumer Demographic Profile** – Describes the demographics of the population within the town and the market area.
- **Retail Market Opportunity Assessment** – Retail leakage analysis for the Town of Mancos boundary and the Mancos market area, shows which retail categories exhibit leakage and which categories exhibit a surplus.
- **Base Industry Market Assessment** – Examines base industry opportunities appropriate for the town.

MARKET GEOGRAPHY

Consultants conducted a market analysis on the Town of Mancos and the market area surrounding and including Mancos to determine which retail sectors are exhibiting leakage and surplus sales.

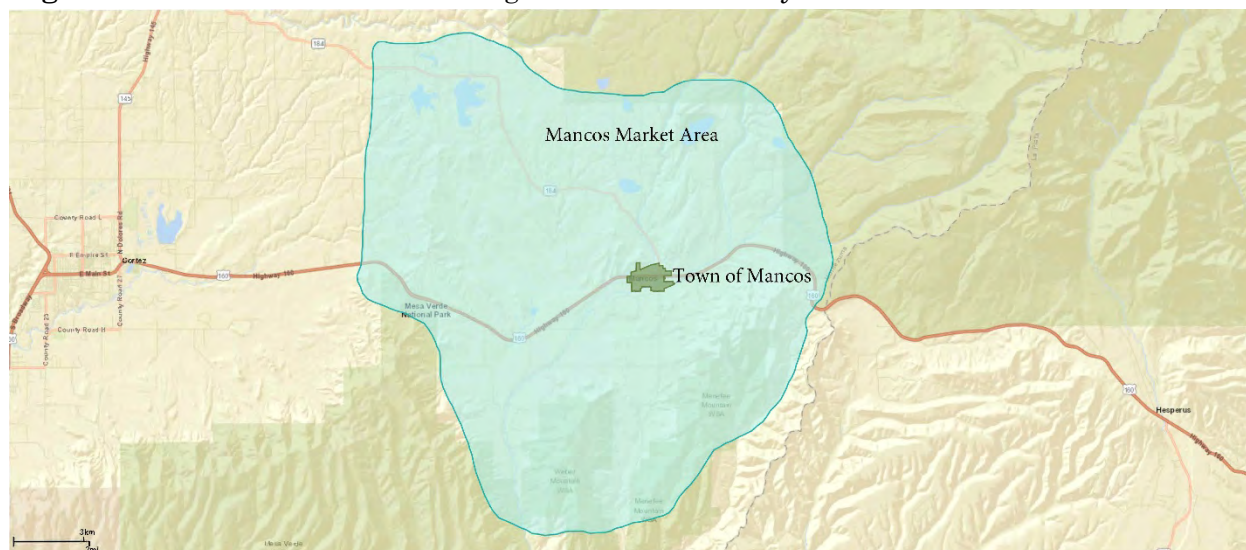


Two geographic boundaries were utilized for the market analysis:

Town of Mancos – Analysts use the town boundary to examine demand from residents for retail goods and services by category, the town has an estimated population of 1,714.

Mancos Market Area – The regional market generally includes the Mancos Valley extending from the Mesa Verde interchange east to Mancos Hill and from the Mancos Valley south of town to the residential/agricultural areas north of town, including Summit and Puett reservoirs. This is the target market for businesses in the Town of Mancos. The market area has an estimated population of 3,926 people.

Figure 1 – Town of Mancos and Target Market Boundary



Source: ESRI BAO, 2018

Figure 2 – Town of Mancos and Market Area Populations

| Boundary | Population | Source |
|----------------|------------|--|
| Town of Mancos | 1,714 | U.S. Census Bureau, 2017 Population Estimate |
| Market Area | 3,926 | ESRI BAO |

DATA SOURCES

The Mancos market analysis relies on data compiled by ESRI, an industry leader specializing in mapping and data analytics. Analysts used ESRI's Business Analyst Online (BAO) tool to gather and analyze economic data about the Town of Mancos and the market area. BAO provides baseline data for custom site evaluation and market analysis. Utilizing extensive demographic, consumer-spending, and business data, BAO provides detailed information and insights about consumers, their lifestyles and buying behavior, and businesses in the market area. Other data sources include the Town of Mancos, Census on the Map, and the Colorado Department of Transportation.

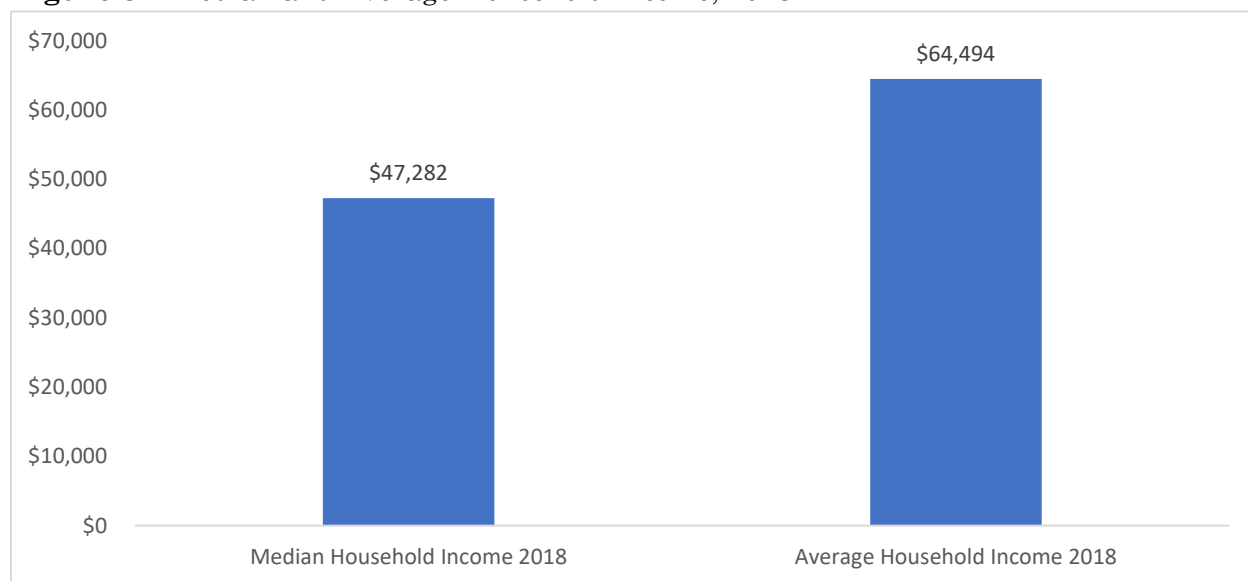


CONSUMER DEMOGRAPHIC PROFILE

This section provides demographics for the Mancos market area including household income, household types, educational attainment, and commuter patterns. The population within the market area (including the population in Mancos) is the target local resident market for businesses in Mancos.

Households in the Mancos market area have an annual median income of \$47,282. The annual average household income in the market area is \$64,494.

Figure 3 – Median and Average Household Income, 2018

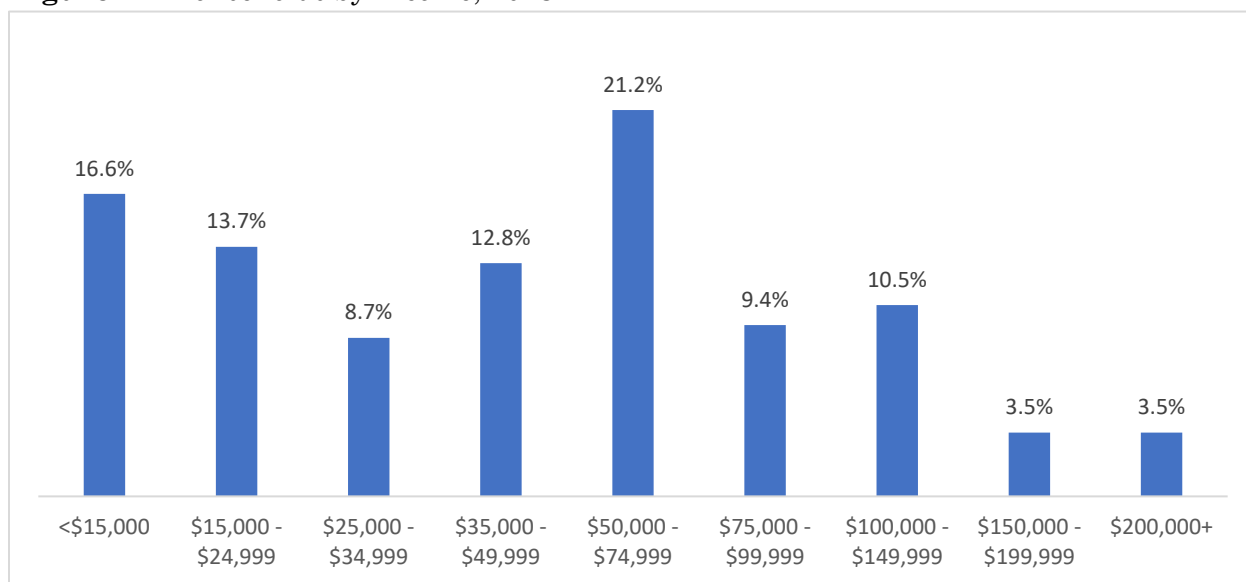


Source: ESRI BAO, 2019

Over half of households in the Mancos market area (52%) have an annual income under \$50,000. Thirty-one percent (31%) of households in the market area have an annual income between \$50,000 and \$99,999 and eighteen percent (18%) of households have an annual income of \$100,000 or higher.



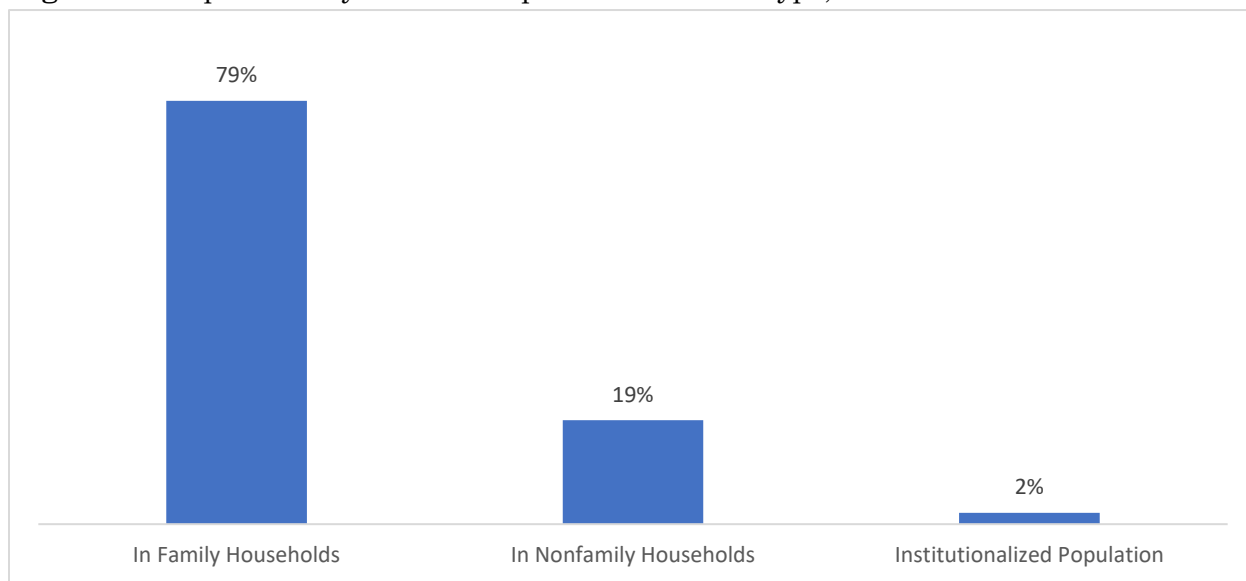
Figure 4 – Households by Income, 2018



Source: ESRI BAO, 2019

In 2010, the Mancos market area had mostly family households, 79% of all households in the market area were family households. In 2018, the average household size was 2.26 people. Of all households in the market area, 26% of households contained children in 2018.

Figure 5 – Population by Relationship and Household Type, 2010

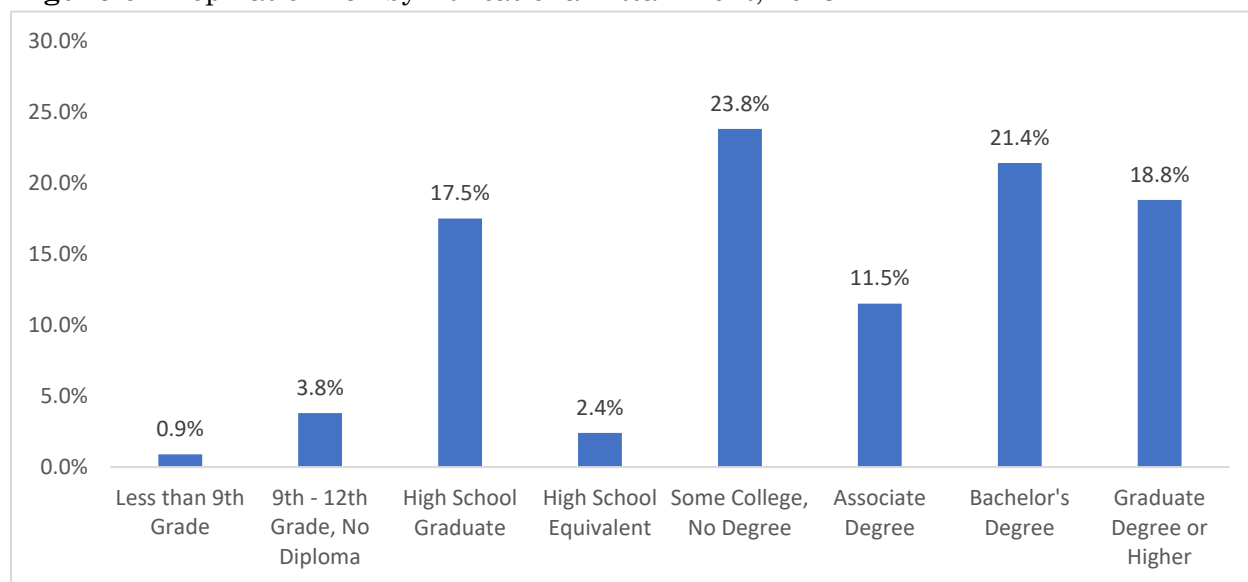


Source: ESRI BAO, 2019

Ninety-five percent (95%) of the market area population age 25 or older have a high school diploma or higher. Just over half of the market area population age 25 or higher (52%) have some form of higher education degree (associates, bachelors, or professional).



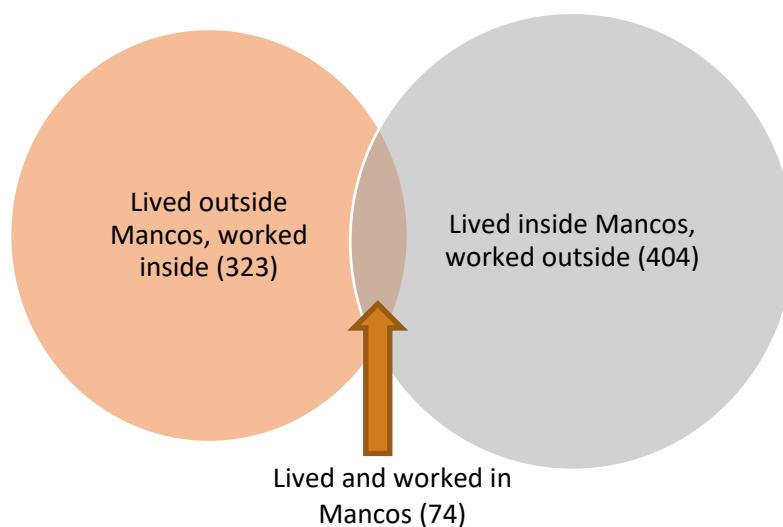
Figure 6 – Population 25+ by Educational Attainment, 2018



Source: ESRI BAO, 2019

There were 478 employed people living in Mancos in 2015, according to Census on the Map. Of those 478 employed people, 74 of them lived and worked in Mancos and 404 of them commuted to jobs outside of Mancos. An additional 323 people lived outside Mancos and commuted to jobs located in Mancos according to Census on the Map. In-commuters not only fill jobs in town, they have the potential to make purchases at Mancos businesses during the workday. Out-commuters are typically gone during the weekday, the best opportunities for capturing their spending are evenings and weekends.

Figure 7 – Commuter Trends in the Town of Mancos, 2015



Source: U.S. Census on the Map, 2019



RETAIL MARKET OPPORTUNITY ASSESSMENT

The retail leakage analysis for the Town of Mancos boundary and the Mancos market area shows which retail categories exhibit leakage and which categories exhibit a surplus. The retail market analysis is run within the Town of Mancos boundary and within the Mancos market area. The results show supply (sales by retail businesses) and demand (retail spending by residents).

Below are the definitions of key terminology in the market assessment:

Demand – The dollar value of spending on retail products generated by residents of the Town of Mancos and the surrounding market area.

Supply – The actual sales captured by business establishments in the Town of Mancos and in the target market area delineated in Figure 1.

Surplus – The amount of sales occurring in the Town of Mancos that exceeds spending by Mancos and market area residents. A surplus indicates that people or businesses located in other areas are spending money in the Town of Mancos.

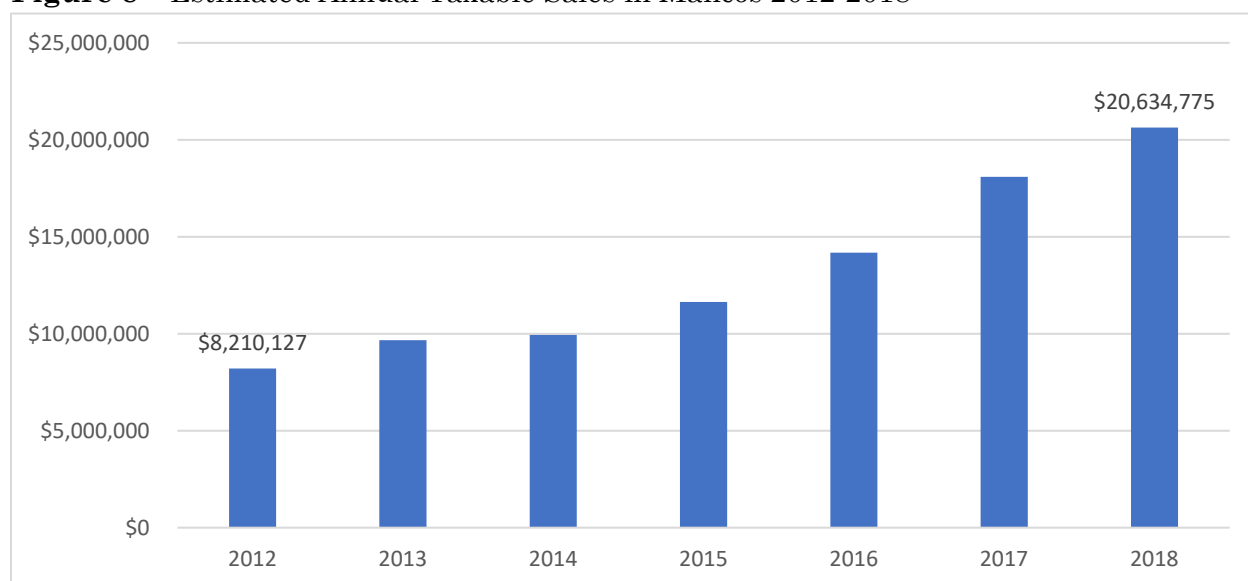
Leakage – The amount of money that Town of Mancos residents and those in the surrounding market area are spending elsewhere. When demand is greater than supply, leakage is occurring and may point to opportunities for business expansion or new businesses. Leakage indicates that residents within the market boundary are purchasing goods outside of the boundary.

TOWN OF MANCOS RETAIL ANALYSIS

This section analyzes taxable sales and resident spending in the Town of Mancos. Estimated taxable sales in the Town of Mancos appear to be growing year over year. Part of this growth can be attributed to retail marijuana sales. Continued growth in retail sales will require a deliberate effort to market Mancos and increase the diversity of retail options that would attract more customers and prompt higher sales.



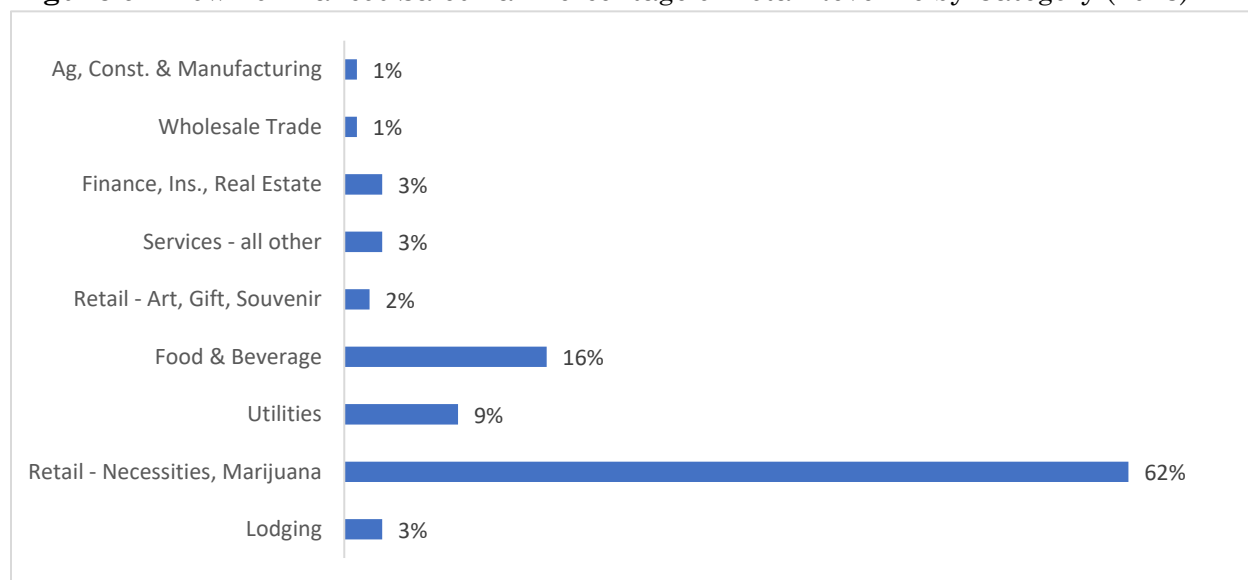
Figure 8 – Estimated Annual Taxable Sales in Mancos 2012-2018



Source: Town of Mancos

The Town of Mancos collects a 4% sales tax. In 2018, the retail-necessities and marijuana category contributed 62% of the town's sales tax revenues, the food and beverage category contributed 16% of the town's sales tax revenues. The retail-art, gift and souvenir category contributed 2% of the town's sales tax revenue.

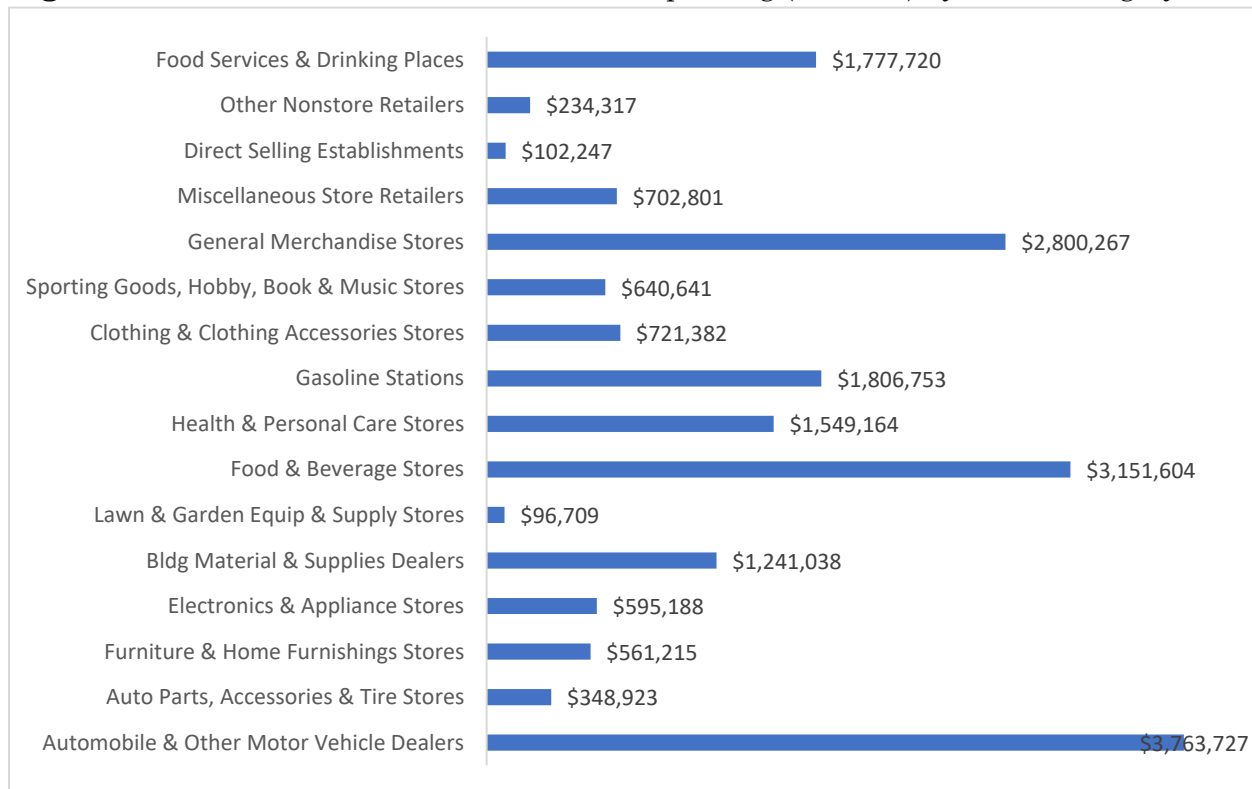
Figure 9 – Town of Mancos Sales Tax Percentage of Total Revenue by Category (2018)



Source: Town of Mancos

Retail spending by residents of Mancos totals \$20.1 million annually according to ESRI BAO. Figure 10 shows Mancos resident spending by category. For example, residents of Mancos spend \$1.5 million on health and personal care each year. Taxable sales in Mancos (estimated to total \$20.6 million in 2018) are slightly higher than resident demand.



Figure 10 – Town of Mancos Resident Annual Spending (Demand) by Retail Category

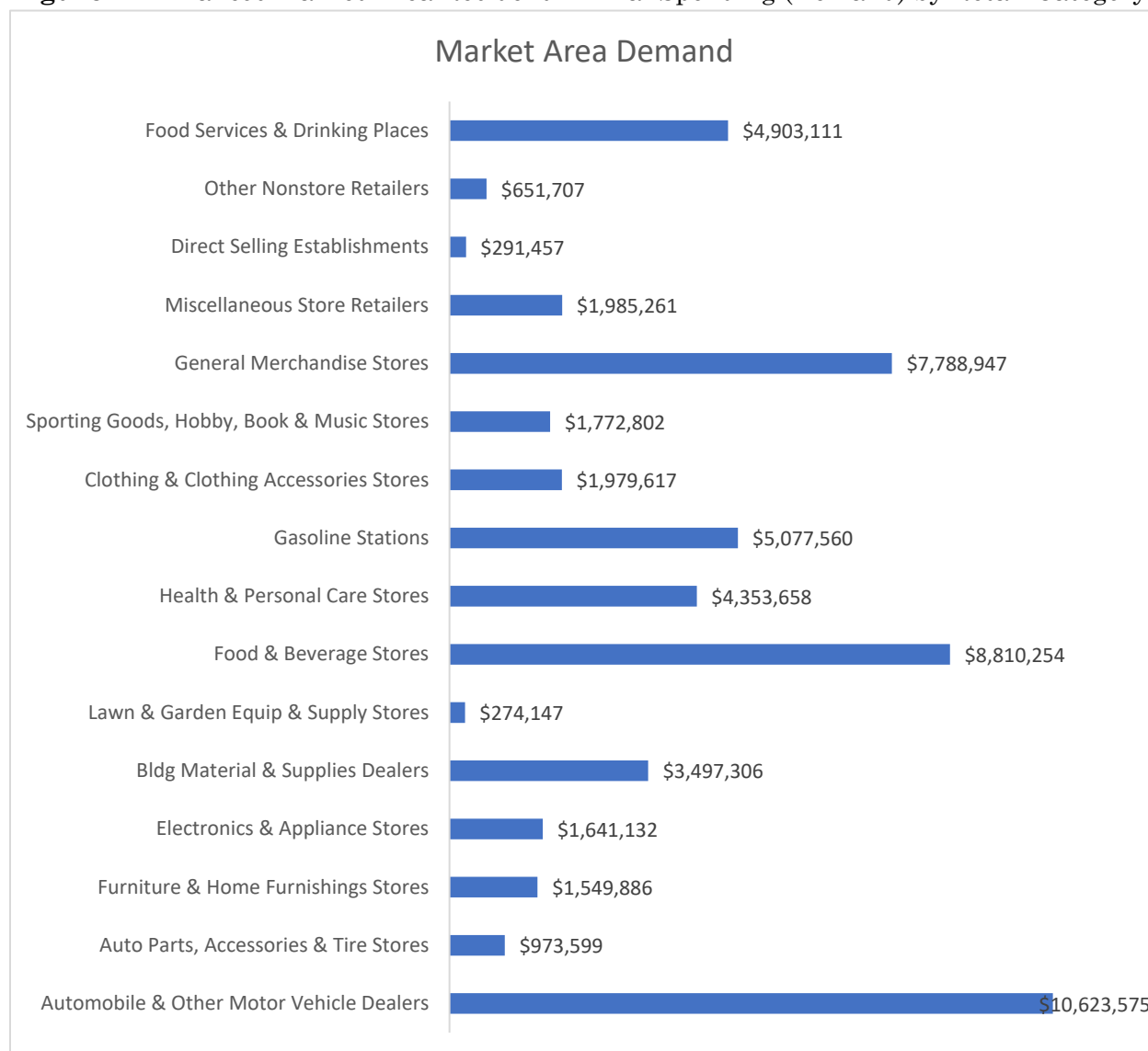
Source: ESRI BAO, 2019

MANCOS MARKET AREA RETAIL ANALYSIS

The Mancos market area analysis includes the entire town but also extends beyond the town boundaries to include spending by residents and sales at businesses in the area surrounding the town as delineated in Figure 1. The market area is the area in which the majority of local customers live. Residents within the market area provide year-round sales in Mancos. Residents living in the market area spend \$56.2 million on retail, food and drink purchases annually. Figure 11 shows what market area residents spend annually by category.



Figure 11 – Mancos Market Area Resident Annual Spending (Demand) by Retail Category

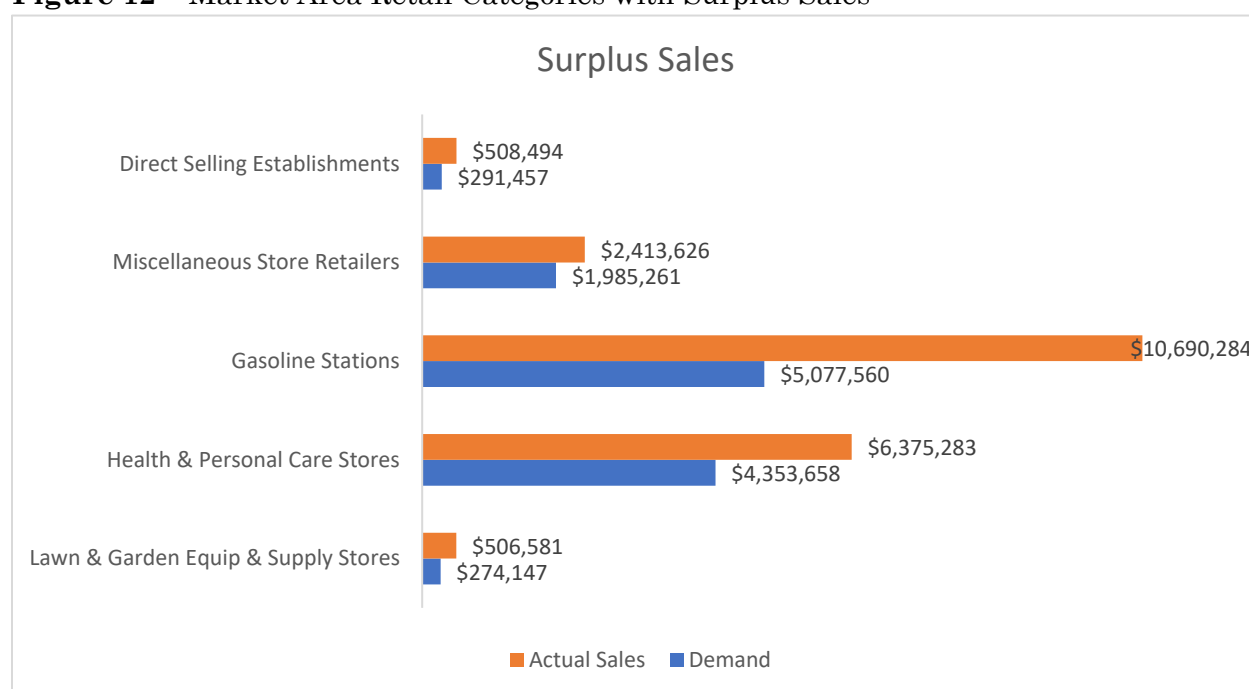


Source: ESRI BAO, 2019

There are five categories in the market area where there are more sales than demand resulting in surpluses as shown in Figure 12. This is most likely the result of regional residents living outside the market area, passers through, and visitors making purchases at businesses in the market area. Despite overall surplus sales, the category of miscellaneous store retailers has three subcategories where leakage is still occurring (office supplies, stationery & gift stores; florists; and used merchandise stores). It should be noted that even though these categories have surpluses, they could still present opportunities for expansion.



Figure 12 – Market Area Retail Categories with Surplus Sales

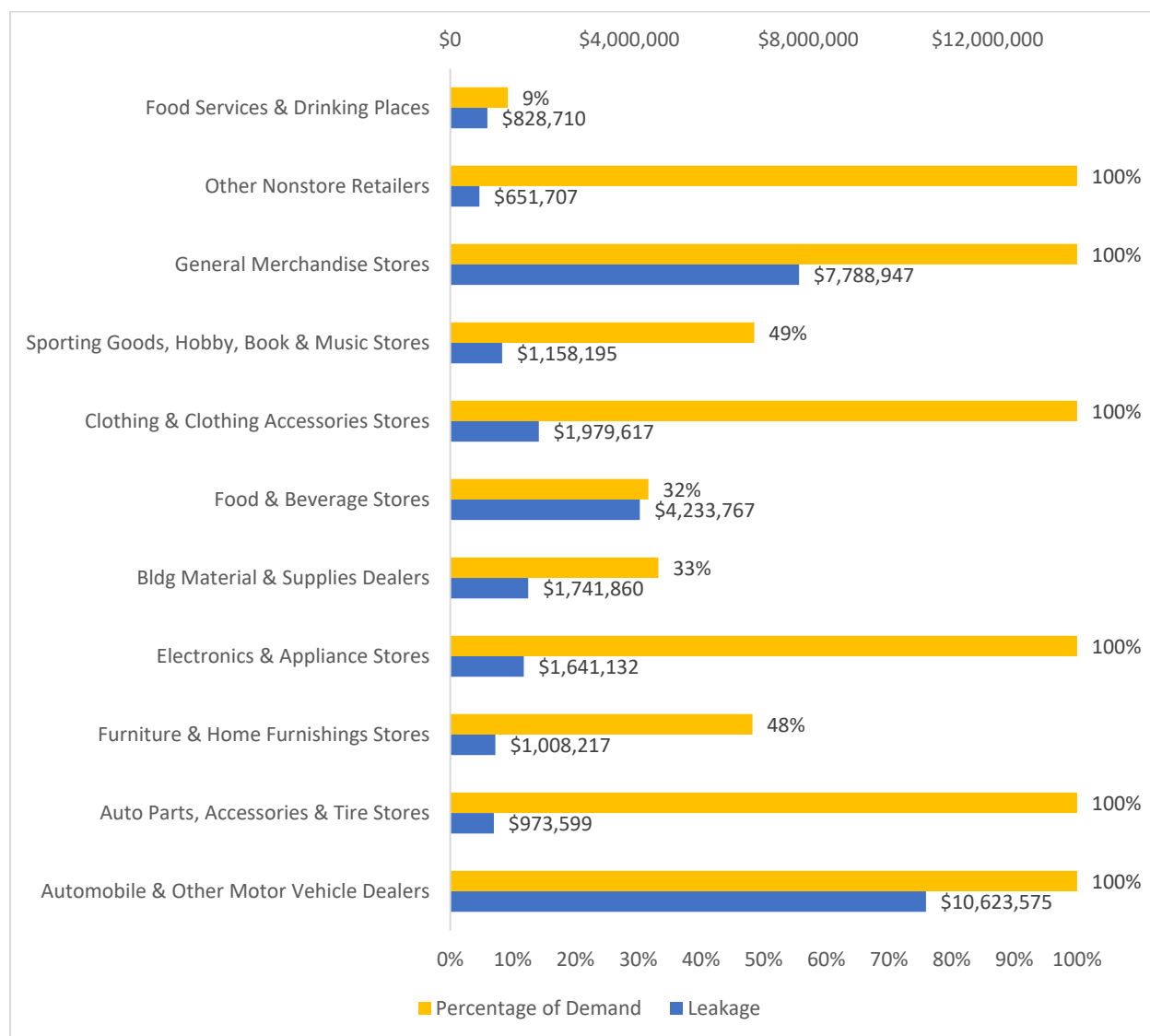


Source: ESRI BAO, 2019

Leakage indicates that resident needs are being met elsewhere, that residents living in the market area are shopping at businesses outside of the Mancos market area or online. Figure 13 shows the total retail sales leakage (dollars) and what percent of the total demand is currently unmet by retailers in the Mancos market area. Figure 13 shows the retail categories that contribute to the \$33.1 million in sales leakage occurring from the Mancos market area annually. For example, there is \$4.2 million in leakage in the food and beverage stores category which represents 32% of what residents in the market area are spending on groceries annually. This means that while 68% of market area resident spending on groceries occurs in the market area, residents are shopping in other communities or online for 32% of their groceries. It represents the opportunity for expanding/diversifying existing businesses or starting new businesses.



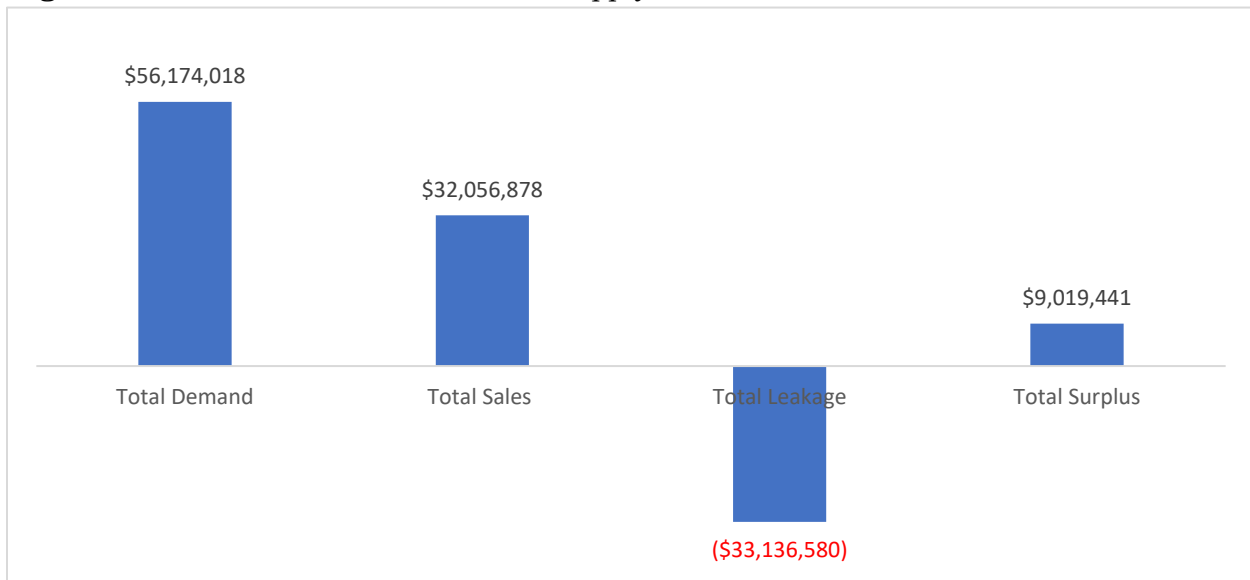
Figure 13 – Mancos Market Area Retail Categories with Leakage



Source: ESRI BAO, 2019

In aggregate, the retail, food and drink spending (demand) from market area residents totals \$56.2 million annually according to ESRI BAO, as shown in Figure 14. Total sales occurring at businesses in the market area are lower (\$32 million) than the spending by residents in the market area resulting in retail, food and drink sales leakage of \$33.1 million annually (see Figure 13 for detailed leakage by category). Despite this leakage, there are five retail, food and drink categories shown in Figure 12 contribute \$9 million in surplus sales annually.



Figure 14 – Mancos Market Area Total Supply and Demand

Source: ESRI BAO, 2019

MANCOS EXISTING BUSINESSES

Mancos has nearly 100 businesses (see Appendix C for a detailed list). In addition to the businesses listed, there are a number of nonprofits that act in similar manner as businesses and the Mancos Creative District has identified over 150 artists in the area. The business inventory represents Mancos' supply-side position in the market. The businesses in town serve local and regional residents, visitors, and pass-through traffic on Highway 160. According to the results of the Mancos Business Survey, at least 13 new businesses have opened in Mancos since the start of 2016. Business survey respondents show over half of owners/operators (57%) started their business from scratch in Mancos, showing a pattern of entrepreneurialism.

Figure 15 – Mancos Business Listings

| Business Type | |
|-----------------------|------------------------------------|
| Art Gallery/Studio, 5 | Lodging, 7 |
| Automotive, 3 | Manufacturing, 1 |
| Bank, 1 | Medical, 7 |
| Childcare, 1 | Printing/Publishing, 5 |
| Construction, 6 | Professional, 9 |
| Dispensary/Grow, 4 | Real Estate, 3 |
| Gas Station, 1 | Restaurant/Bar, 11 |
| Grocery, 2 | Retail, 7 |
| Gym/Studio, 3 | Salon/Spa/ Barbershop/ Skincare, 6 |
| Health/Wellness, 3 | Veterinary, 1 |
| Liquor Store, 2 | Other, 7 |



RETAIL OPPORTUNITY ASSESSMENT

The following table lists retail categories with leakage in the market area and identifies the categories that represent opportunities for Mancos

| Business Type | Market Area Leakage | Appropriate for Mancos | Category Description |
|--|---------------------|------------------------|--|
| Automobile & Other Motor Vehicle Dealers | \$10,623,575 | No | Automobile Dealers, Other Motor Vehicle Dealers (RV, Motorcycle, ATV, Boat) |
| Auto Parts, Accessories & Tire Stores | \$973,599 | Yes | Auto Parts, Accessories & Tire Stores |
| Furniture & Home Furnishings Stores | \$1,008,217 | Yes | Household Furniture, Baby Furniture, Outdoor Furniture, Office Furniture, Flooring, Window Coverings, Bath Shops, Kitchen Ware, Linens. Glassware, China, Picture Frame Stores |
| Electronics & Appliance Stores | \$1,641,132 | Yes | Household Appliances, Appliance Repair, Sewing Machines, Vacuums, TVs, Stereo Equipment, Computer Stores, Photography Equipment, Mobile Phones, Video Games |
| Bldg Material & Supplies Dealers | \$1,741,860 | Yes | Home Centers, Paint and Wallpaper Stores, Hardware Stores |
| Food & Beverage Stores | \$4,233,767 | Yes | Grocery Stores, Specialty Food Stores; Beer, Wine and Liquor Stores |
| Clothing & Clothing Accessories Stores | \$1,979,617 | Yes | Clothing, Clothing Accessories, Wig Stores, Neckwear, Costume Shops, Bridal Stores, Swimwear, Uniform Supply, Non-specialty shoe retailers |
| Sporting Goods, Hobby, Book & Music Stores | \$1,158,195 | Yes | Sporting Goods Stores, Hobby Stores, Musical Instrument Stores, Book Stores, News Dealers and News Stands. |
| General Merchandise Stores | \$7,788,947 | Yes | Department Stores Excluding Leased Depts. (Stores with Multiple Consumer Merchandise Lines, Non-discount Department Stores), Other General Merchandise Stores (Dollar Stores, General Stores, Catalog Showrooms, Variety Stores) |
| Nonstore Retailers | \$651,707 | Potentially | Internet and Catalog Retail, Vending Machine Operations, Direct Selling Establishments (Merchandise Sold Direct to Customer Via In-House, Truck Sales, And Portable Stalls) |
| Food Services & Drinking Places | \$828,710 | Yes | Full Service Restaurants, Limited-Service Restaurants, Mobile Food Services, Bars, Caterers, Cafeterias |

BASE INDUSTRY MARKET ASSESSMENT

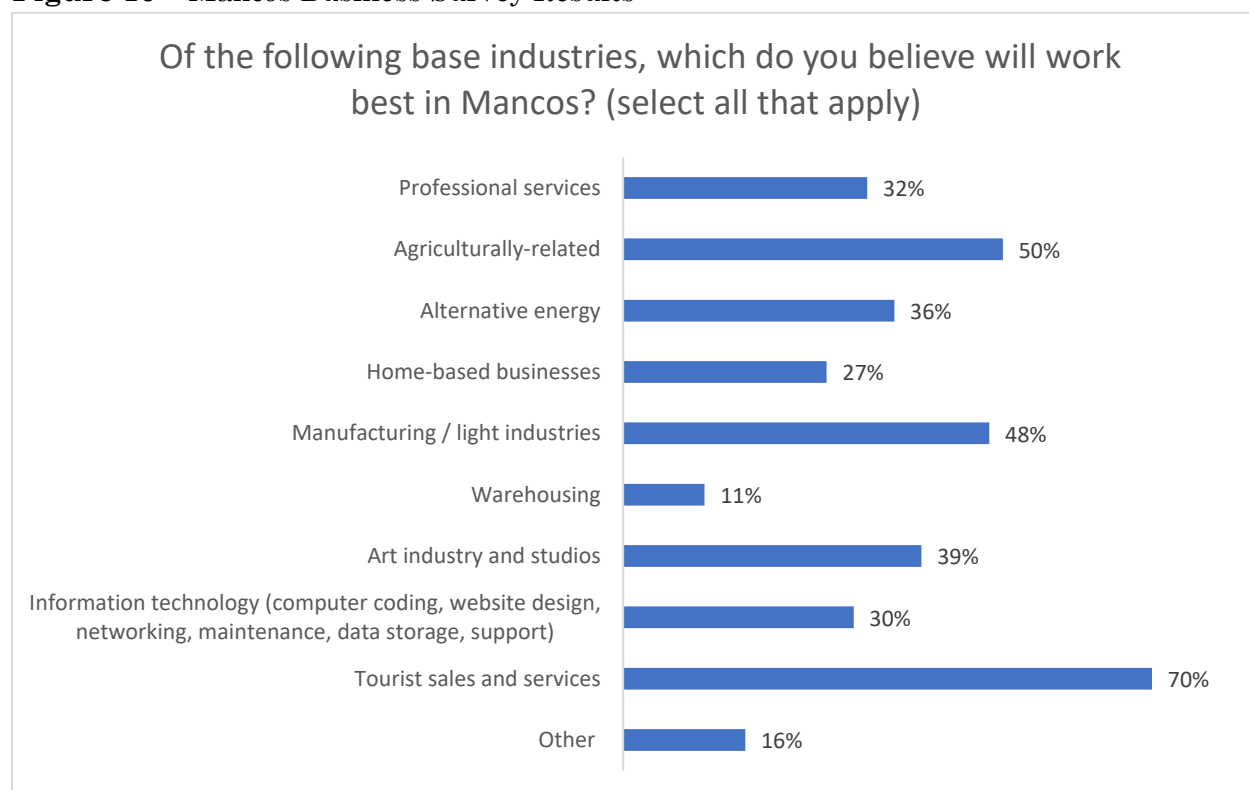
This section examines the existing inventory of base industry businesses currently located in Mancos and identifies opportunities for diversification and expansion. Base industries bring new money into a market area by selling goods or services to customers from outside



of the market area. Base industries that currently exist in Mancos are tourist-oriented sales and services; agriculturally related businesses; manufacturing/light industry; location-neutral industry; and the professional services sector. Growth in base industries means more money in circulation in the Mancos area in the form of paychecks and business-to-business spending.

When asked what base industries they think would work best in Mancos, respondents to the business survey showed strong support for tourist sales and services, but also showed support for agriculturally related business and manufacturing and light industry.

Figure 16 – Mancos Business Survey Results



Tourist-Oriented Sales and Services

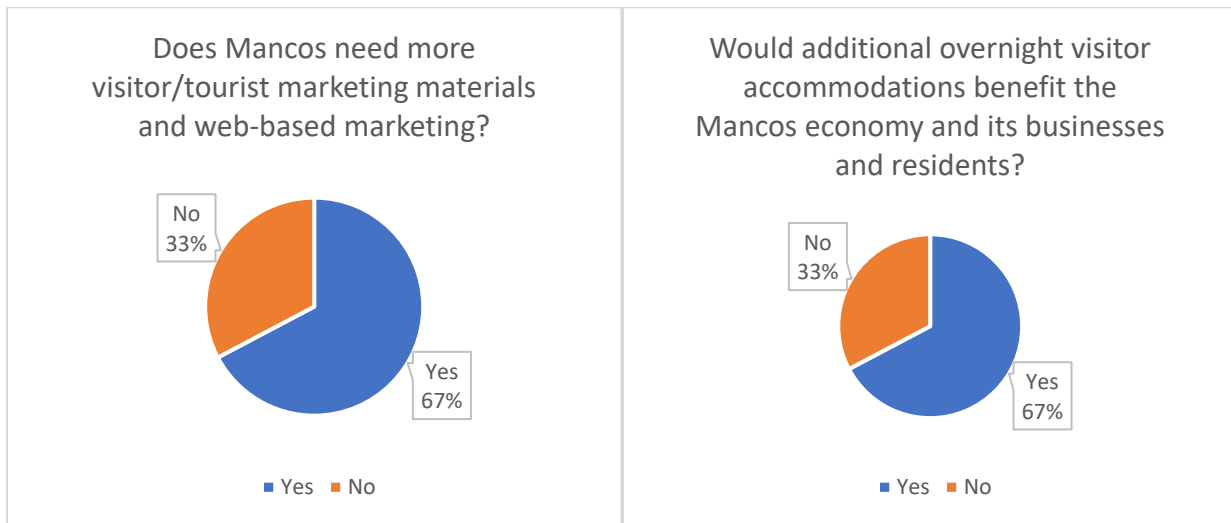
Tourist-oriented sales and services is a base industry as service providers and retailers serve customers who reside outside the local market. Money from sales to visitors/tourists circulates locally in the economy and stimulates other industries. Two-thirds of business survey respondents support additional visitor marketing materials and additional lodging.

Mancos is located on US Hwy 160 along the San Juan Skyway, one of the most popular scenic byways in Colorado linking Mancos with other iconic Colorado towns, such as Durango, Ouray and Silverton. Nearby outdoor recreation attractions include: Mesa Verde National Park (900,000 annual visitors), Mancos State Park, McPhee Reservoir, the San Juan National Forest in the La Plata Mountain Range, the Trail of the Ancients and the Chicken Creek Nordic Ski Area. The link between these outdoor recreation assets and visitation to the town is important. These assets bring people to the region and to Mancos.



Further development in the tourism industry is possible and should align with the character and history of the town. The Creative District boasts multiple galleries and approximately 150 talented artists. The School of the West offers classes and workshops, and art-tourism has great growth potential. A community of artisans requires affordable spaces to produce and sell their art and crafts and a supportive and creative climate. The cluster of artists in Mancos and the Mancos Creative District have helped encourage a creative and artistic environment. This naturally attracts more artists to the area as well as art-tourism. Agritourism and outdoor recreation tourism are also feasible given the presence of both industries in the market area.

Figures 17 & 18 – Business Survey Results



The annual average daily trips (AADT) on Highway 160 in 2017 was 6,700 vehicle passes near the eastern junction of Highway 160 and the Business Route. These are annual averages so traffic during the peak season is higher and winter/cooler season traffic is lower. While local residences and businesses generate a large share of the traffic on Highway 160, there is also a constant stream of traffic heading through Mancos on their way to other destinations. Getting a fractional increase in the amount of pass-through traffic to stop park and visit businesses on the highway corridor and downtown would generate measurable impact for businesses.

Figure 19 – Highway 160 & Highway 184 Annual Average Daily Trips (AADT), 2017

| Location | Description | AADT | Traffic Year |
|----------|--|-------|--------------|
| A | ON SH 184, MAIN ST N/O SH 160, MANCOS | 3,800 | 2017 |
| B | ON SH 184, MAIN ST, CR 41 S/O SH 160, MANCOS | 2,000 | 2017 |
| C | ON SH 160 W/O SH 160 BUS RT E JCT, MANCOS | 5,800 | 2017 |
| D | ON SH 160 E/O SH 160 BUS RT E JCT, MANCOS | 6,700 | 2017 |
| E | ON SH 160 BUS RT, GRAND AVE W/O SH 184, MAIN ST, ROAD 41, MANCOS | 1,500 | 2017 |
| F | ON SH 160 BUS RT, GRAND AVE E/O SH 184, MAIN ST, ROAD 41, MANCOS | 430 | 2017 |

Source: Colorado Department of Transportation, 2019



Figure 20 – Traffic Count Locations

Source: Colorado Department of Transportation, 2019

Manufacturing/Light Industry

Nearly half of business survey respondents feel manufacturing or light industry would be a good fit in Mancos. Alpaca Rafts already manufactures recreational equipment in Mancos. Until the fire in 2017, Western Excelsior employed more than 100 workers and harvested timber to create erosion control products. The community felt the impact of such a large loss of jobs. The town has a history of manufacturing and light industry and could encourage a larger presence of this type of industry. Light industry and manufacturing can employ large numbers of workers and export goods outside the area.

Location Neutral Businesses

Location neutral business is a rapidly expanding industry sector in which business owners can live locally, but their customers do not have to be local. Employees can also enjoy this same freedom, working remotely for companies outside the town, region, state or even country. Location neutral businesses and remote employees have a small presence in Mancos already and have the potential to contribute to the diversity and vibrancy of the local economy. High speed internet is a necessary component of growing location neutral businesses.



Professional Services

The professional services sector has a small presence in the community, with room for growth. Professional businesses are in many ways less tied to the location of their clients and more tied to the location preference of the business owner. Professionals like accountants, lawyers, consultants, and financial advisors often have offices in or near their hometown but serve clients in the larger region or nationally/globally. The money coming into Mancos from clients outside of the town acts as new dollars in the economy. A number of professional services companies exist and provide financial, legal, and therapeutic. Quality, high-speed internet will further enhance the town's ability to meet the needs of professional and location-neutral businesses.



BUSINESS SURVEY RESULTS SUMMARY

INTRODUCTION AND KEY FINDINGS

As part of the planning process, RPI Consulting designed a business survey specific to businesses in Mancos. The survey asked questions about business challenges, priorities, and opportunities. This survey provided an opportunity for existing businesses in Mancos to share their views, participate in local economic planning and provide honest feedback in a non-intimidating, un-biased manner. A total of 62 businesses responded to the survey. The survey was primarily conducted in person from March 6 through March 8, 2019; business owners and managers could also complete the survey online. The results of the survey provided insight into the current business environment and identified areas where the town and its local and regional partners can provide more support for existing and future businesses. This plan element summarizes the responses to each survey question by businesses that participated in the Town of Manco Business Survey.

Questions 1 through 7 asked for business contact information (business name, owner name, email, phone number...etc.) and other details about businesses in order to establish an up-to-date business inventory for the town. The business contact information is not included in this summary.

Key findings from the Mancos Business Survey include:

- There is a diverse array of business types in Mancos.
- Over half of businesses surveyed (57%) started in Mancos from scratch.
- Businesses are busiest in the summer months.
- There are a number of businesses that are interested in specialized training, top training interests are marketing/advertising, social media, and finance/tax training. A third of respondents are not interested in/do not need specialized training.
- A majority of respondents feel the town could benefit from additional tourist marketing materials, lodging, and tourist-oriented retail.
- Respondents support base industry development in Mancos with tourist related sales and services and agriculture-related base industries as the most supported.
- When weighed against other types of infrastructure supplied by the Town of Mancos, trails and streets/vehicle circulation are ranked as the highest priority.



BUSINESS TYPE AND OPERATIONS INFORMATION

A diverse range of business types responded to the survey. Many businesses reported multiple classifications.

Question 10. Which of the following best describes the type of business you own/operate? (select all that apply)

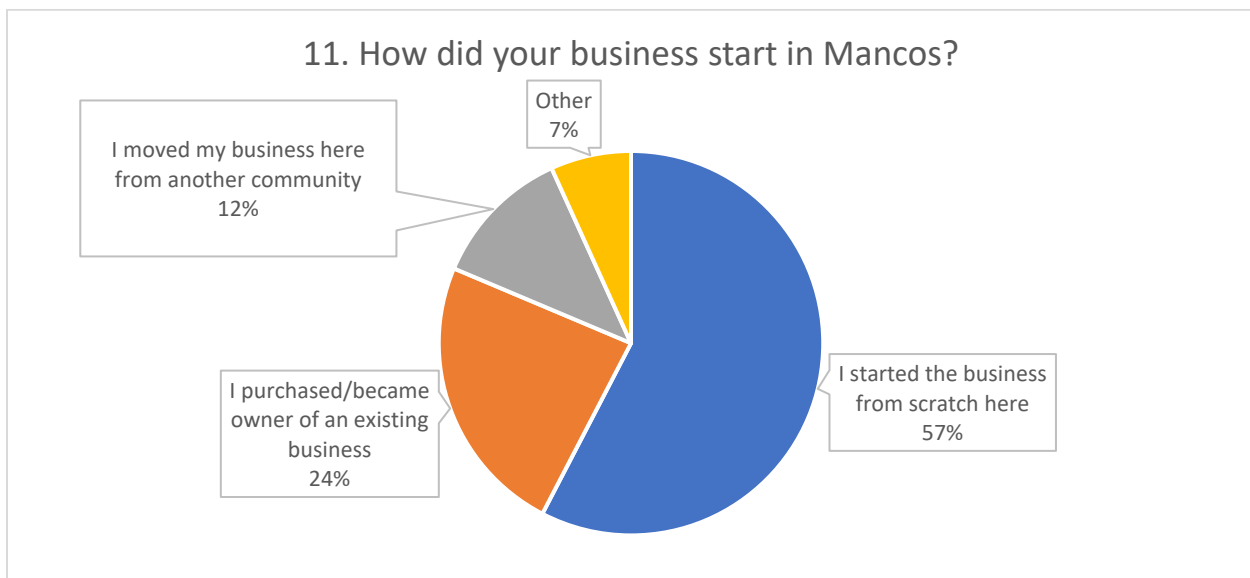
| Type of Business | Count | Percent |
|--------------------------------------|-------|---------|
| Agriculture, General | 1 | 2% |
| Antiques Retail | 2 | 3% |
| Arts and/or Crafts Retail | 10 | 16% |
| Automotive Sale and/or Services | 4 | 6% |
| Bank/or Credit Union | 1 | 2% |
| Barber Shop/Men's Hair Care | 1 | 2% |
| Catering | 2 | 3% |
| Clothing Retail | 4 | 6% |
| Coffee Shop | 3 | 5% |
| Construction | 3 | 5% |
| Daycare/Youth Programs | 2 | 3% |
| Financial Services | 3 | 5% |
| Gas Station/Convenience Store | 1 | 2% |
| Gifts Retail | 10 | 16% |
| Grocery Retail | 4 | 6% |
| Healthcare | 7 | 11% |
| Home/Garden Retail | 1 | 2% |
| Jewelry Retail | 4 | 6% |
| Local Government | 1 | 2% |
| Lodging | 3 | 5% |
| Manufacturing | 1 | 2% |
| Nonprofit | 3 | 5% |
| Office Supplies Retail | 1 | 2% |
| Realty | 3 | 5% |
| Recreation | 3 | 5% |
| Recreational Gear/Equipment Retail | 2 | 3% |
| Restaurant | 5 | 8% |
| Restaurant/Bar | 1 | 2% |
| Salon | 4 | 6% |
| Secondhand/Consignment/Auction Sales | 2 | 3% |
| Therapeutic Services | 2 | 3% |
| Veterinary Care | 1 | 2% |
| Wellness/Fitness | 5 | 8% |
| Other | 17 | 27% |



Business types in the “Other” category included:

| Other Responses |
|--|
| Bookstore |
| Day Spa |
| Dental Office |
| Art and custom framing |
| Chamber of Commerce |
| CPA |
| Dispensary |
| Entertainment, Musical Duo |
| Graphic Design / Photography |
| Grow in the back, dispensary up front |
| Leadership Consulting |
| Leasing optometry offices |
| Liquor Store |
| Recreational Gear/Equipment Retail |
| Reflexology, Spiritual wellness, Health and Empowerment Coaching |
| Salon, Waxing |
| Skincare |

Over half of survey respondents (57%) started their business from scratch. Twenty-four percent (24%) reported purchasing or becoming an owner of an existing business in Mancos. Twelve percent (12%) of respondents moved their business to Mancos from another community.



Seven percent (7%) of business survey respondents selected ‘other’ and listed the origin of their business as follows:

| Business startups listed as “Other” |
|--|
| Became an Associate of existing business, independent contractor |
| Corporate, New Location |
| Branch from Cortez |
| Remote employee of larger company |

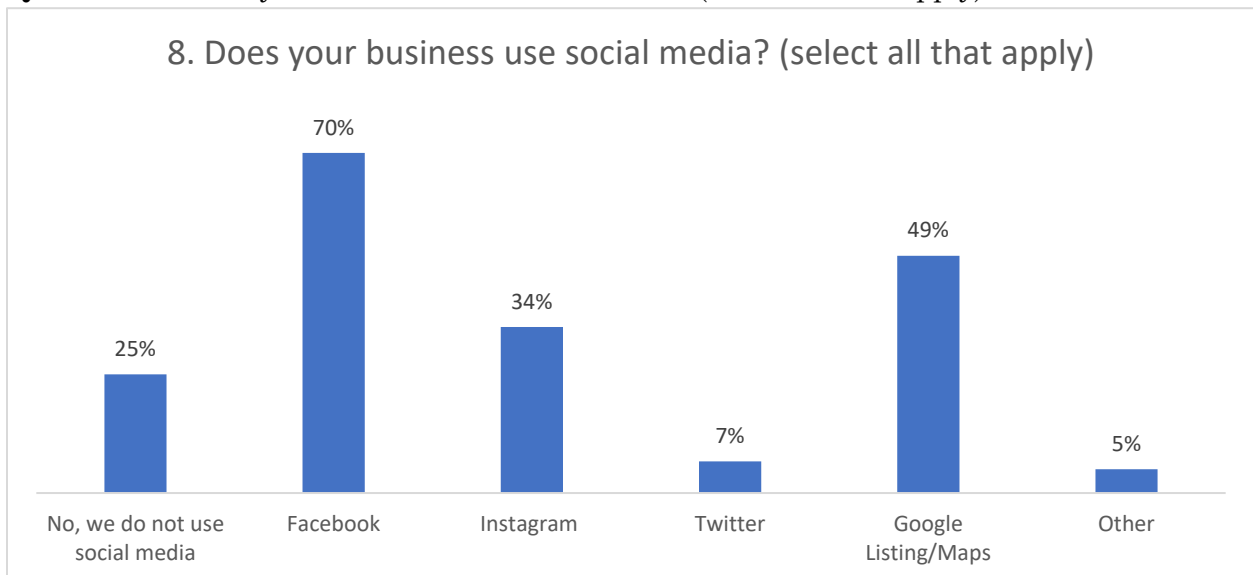
Nearly a quarter (24%) of businesses that responded to the survey have opened/started up since 2016. Forty-three percent (43%) of business respondents stated that their business started between 2000 and 2015. Thirty-three percent (33%) of business respondents have been in operation in Mancos for over 20 years.

Question 12: What Year was the business established?

| Year | # of Businesses Established |
|---------------|-----------------------------|
| Prior to 1980 | 6 |
| 1980s | 2 |
| 1990s | 10 |
| 2000-2005 | 9 |
| 2006-2010 | 4 |
| 2011-2015 | 10 |
| 2016-2018 | 13 |

Seventy-five percent of respondents use some form of social media. Facebook is the most common type of social media used by businesses (70%), Twitter is the least commonly used (7%). Nearly half of respondents indicated they have a Google listing or are on Google maps.

Question 8: Does your business use social media? (select all that apply)

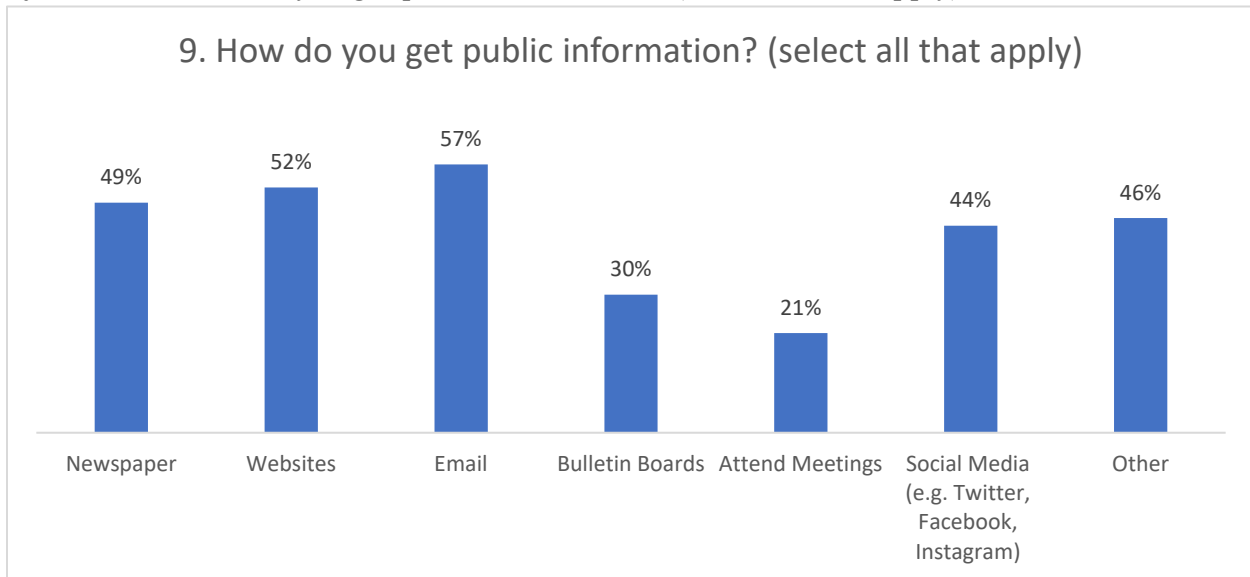


Other responses to Question 8:

| Other responses |
|---------------------------------------|
| Trip advisor |
| Constant Contact |
| Working to get Google listing updated |

Respondents use a variety of sources for getting local public information, many respondents reported using multiple methods. Websites and email are the most common methods of receiving public news.

Question 9: How do you get public information? (select all that apply)



The top two “other” methods of getting public information were from the Chamber of Commerce and word of mouth/gossip.

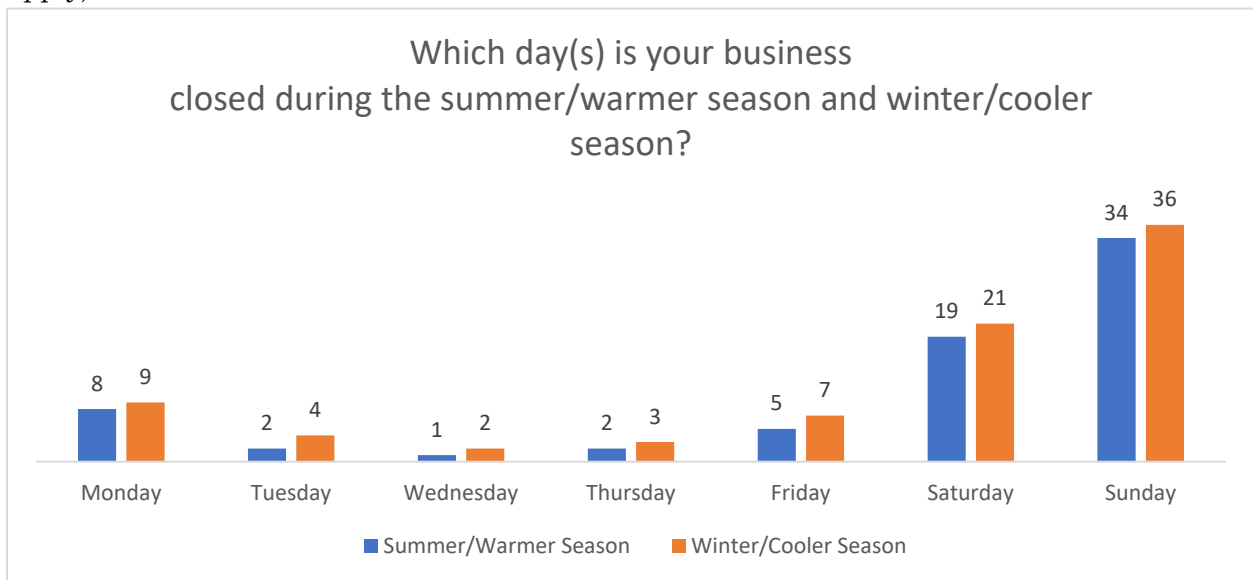
| Other Responses | Number of Responses |
|---|---------------------|
| Chamber | 5 |
| Word of Mouth | 4 |
| Chamber newsletter, word of mouth | 2 |
| Chamber used to post all the local happenings and events, now you have to go to individual websites for the cidery or brewery etc. to see what is happening. Would like more central location for checking what is happening. | 1 |
| Clients | 1 |
| Don't get local news | 1 |
| Don't get local news, would like to receive more local news. | 1 |
| Don't, Word of Mouth | 1 |
| Gossip | 1 |
| Gossip | 1 |



| | |
|--|---|
| Ignore them | 1 |
| Industry-Specific news | 1 |
| Newsletters | 1 |
| Radio, Word of Mouth | 1 |
| TripAdvisor | 1 |
| TV | 1 |
| Word of Mouth, Fliers | 1 |
| Word of mouth, gossip. It takes a long time to get info. Little direct contact from the town, want more interaction and contact. | 1 |
| Word of Mouth, Police | 1 |
| Word of mouth. Often hear about things too late. | 1 |

Slightly more than half of business respondents are closed on Sundays. There were more days closed in the winter than the summer.

Questions 13-14: Days closed in summer (warmer) and winter (cooler): (Select all that apply)



Surveyed businesses employed 191 full-time, 85 part-time, 27 seasonal and 33 owner-operators. In total, survey respondents staffed 336 positions.

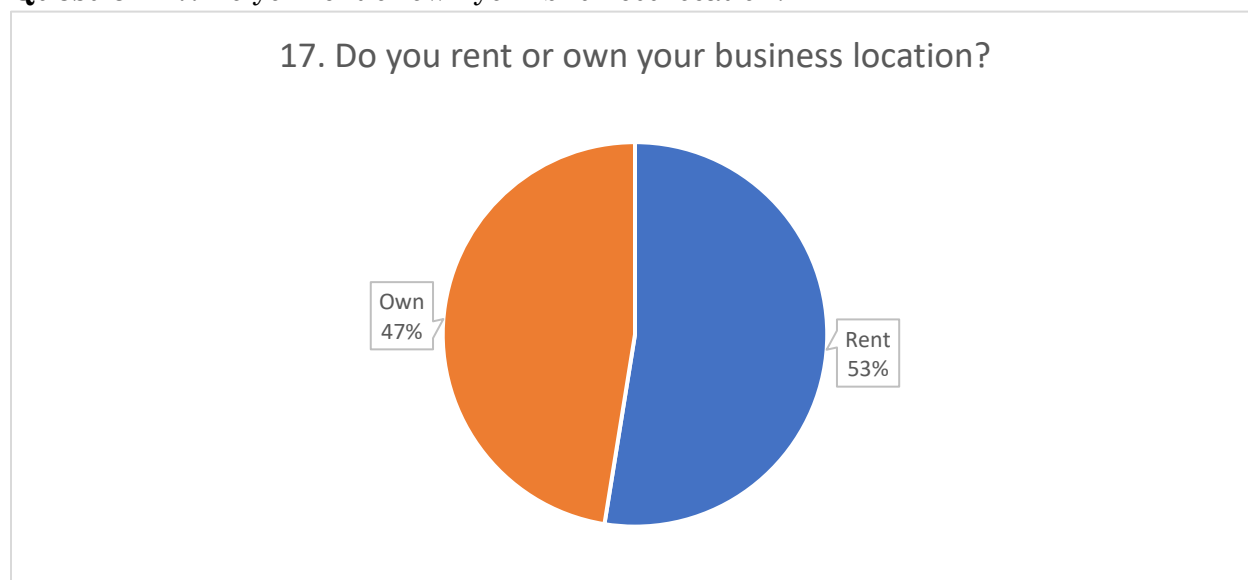
Question 16: How many employees do you currently have?

| Total Employees for all Survey Respondents | |
|--|-----|
| Owner-operator | 33 |
| Full-time | 191 |
| Part-time | 85 |
| Seasonal | 27 |



Responses to Question 17 indicated there are slightly more business respondents who rent their business location (53%).

Question 17: Do you rent or own your business location?



Results for question 18 show that sales volumes are highest during the warmer, summer months (June through September). Results for Question 19 show that lower sales month span from November through March with a majority of businesses registering January and February as the slowest months.

Figure 18: In which month(s) does your business have the highest sales volume? (select all that apply)

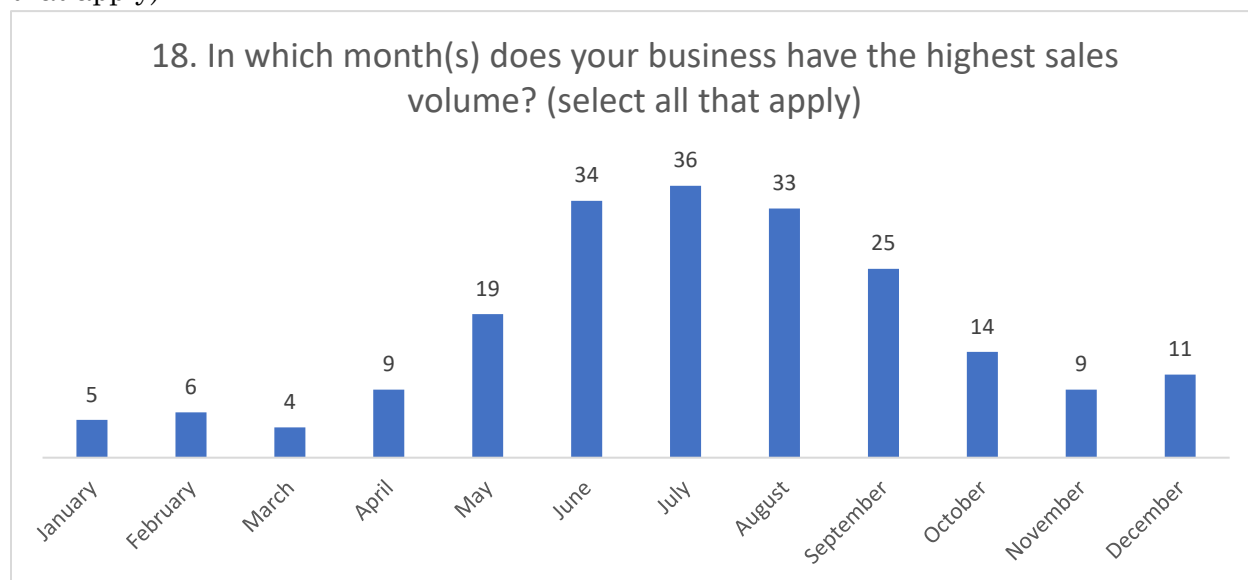
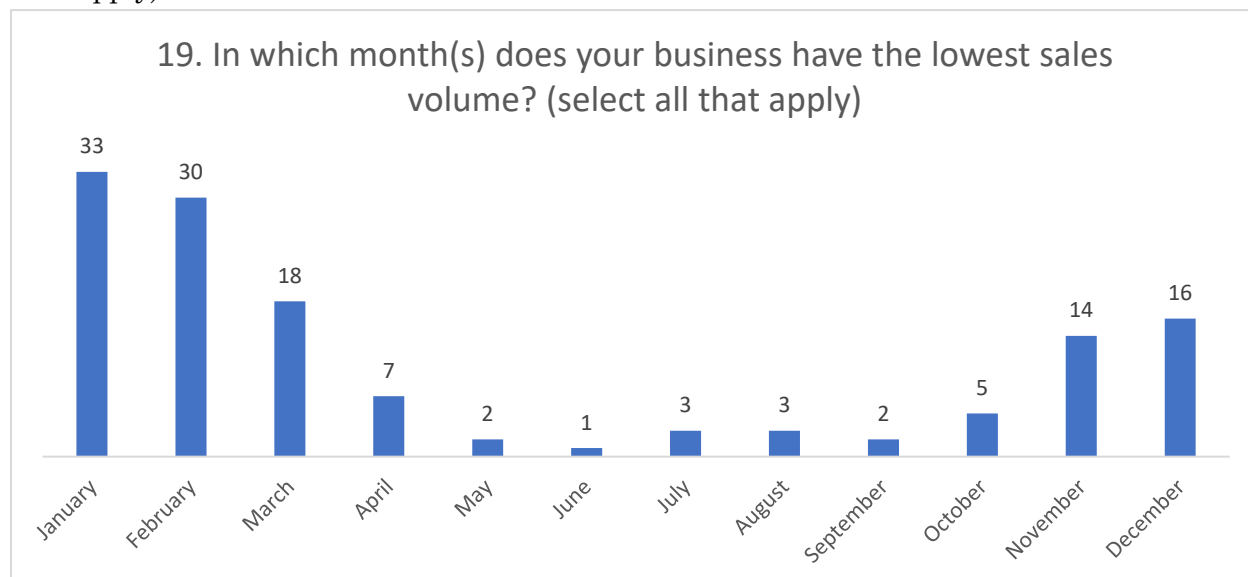
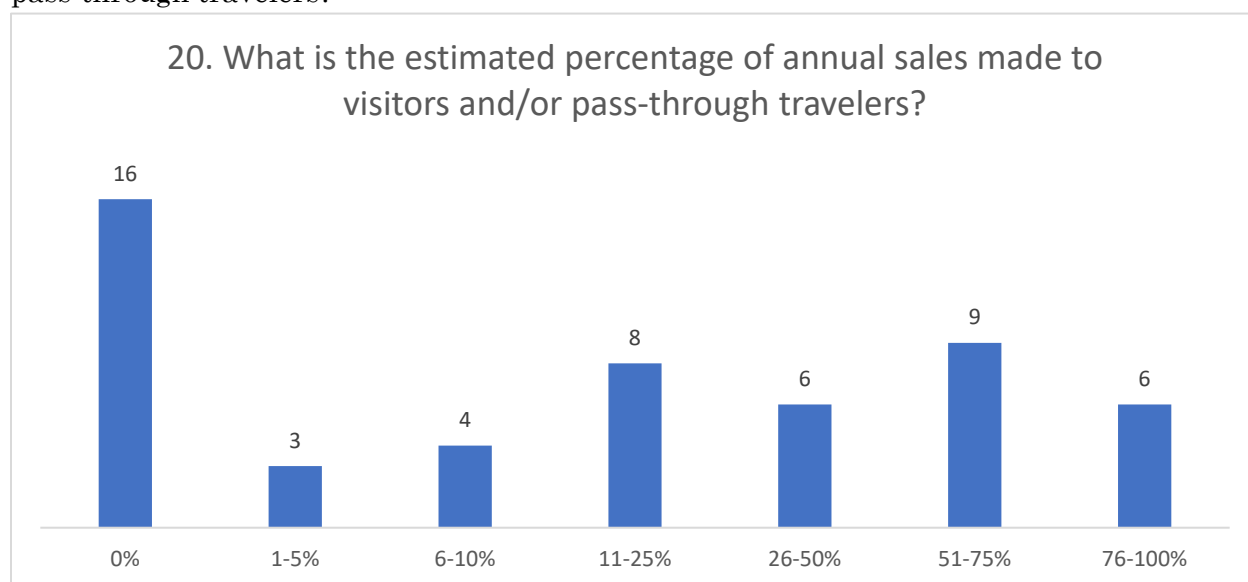


Figure 19: In which month(s) does your business have the lowest sales volume? (select all that apply)



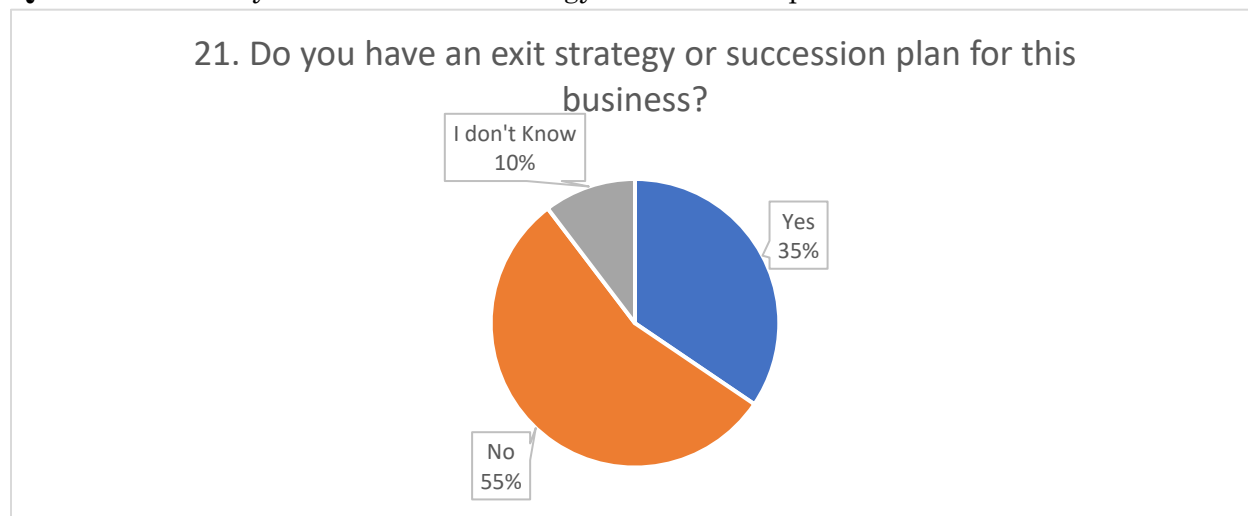
Businesses were asked to estimate the percentage of annual sales made to visitors and pass through traffic. Thirty-one percent (31%) of respondents indicated they have no sales visitors or pass-through traffic. Twenty-nine percent of respondents said between 51-100% of sales are made to visitors and pass-through traffic.

Question 20: What is the estimated percentage of annual sales made to visitors and/or pass-through travelers?



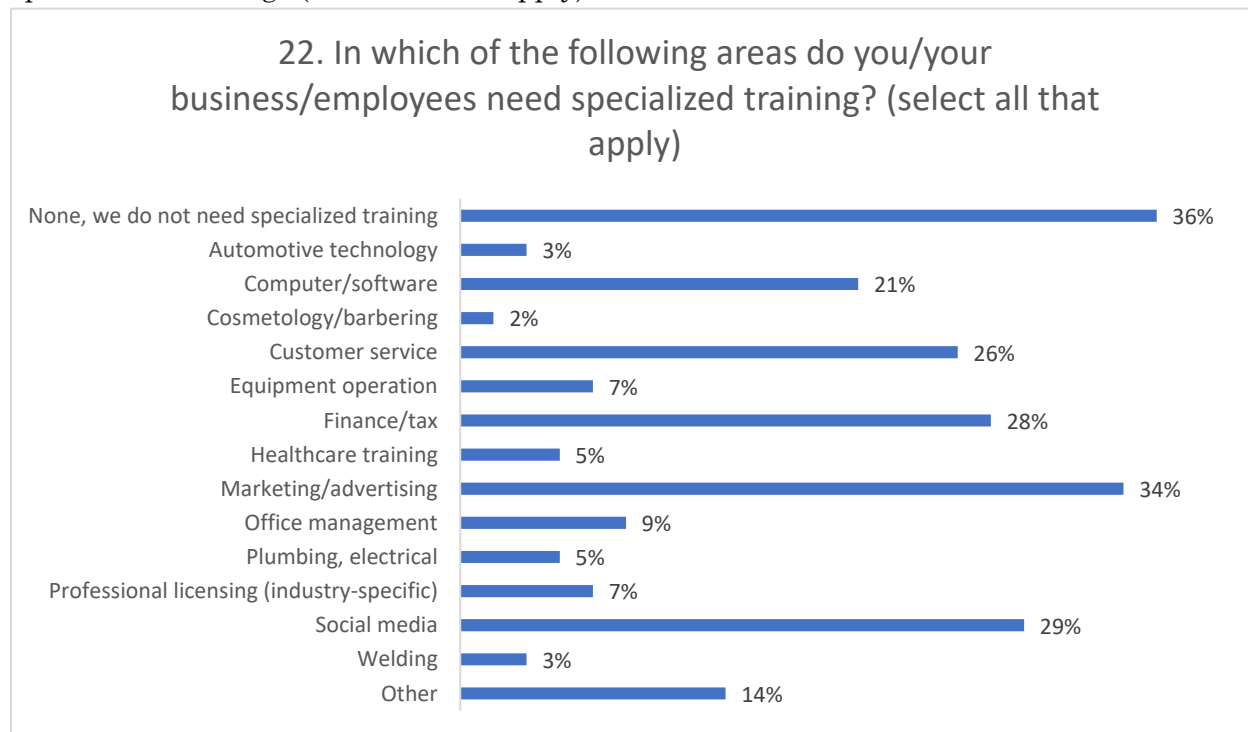
Fifty-five percent (55%) of businesses do not have an exit strategy or succession plan for their business and 10% are unsure. This means there is a risk of losing the jobs and other economic benefits these businesses provide if an owner were no longer able to sustain operations.

Question 21: Do you have an exit strategy or succession plan for this business?



Marketing/advertising training, social media, finance/tax, computer/software and customer service training all registered significantly as training needs. Just over a third of respondents (36%) indicated they do not need any specialized training.

Question 22: In which of the following areas do you/your business/employees need specialized training? (select all that apply).

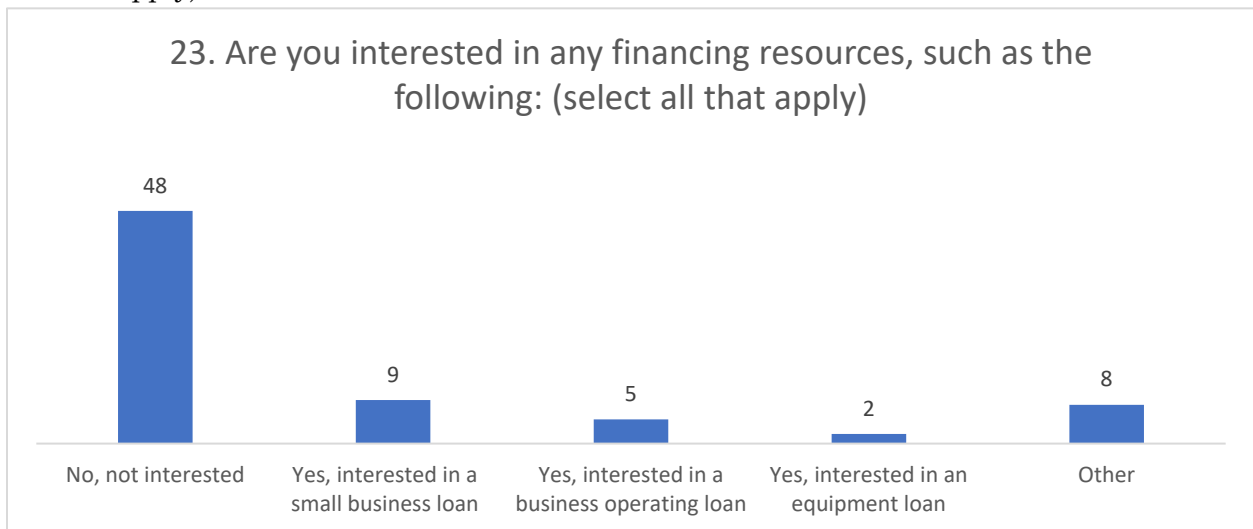


‘Other’ responses for special training:

| Other responses: |
|---|
| Judo coach certification |
| cosmetology |
| Glazing |
| Veterinary |
| Bank Training |
| Web Design, Art courses |
| San Juan Mt Association comes each year to teach about natural resources and tourism destination. |
| Grant writing (send people to region 9 and Durango Small Business for training) |
| Facilities and Operation Maintenance |

Most respondents are not interested in financing resources, yet some need exists for small business, business operating and equipment loans.

Question 23: Are you interested in any financing resources, such as the following: (select all that apply)



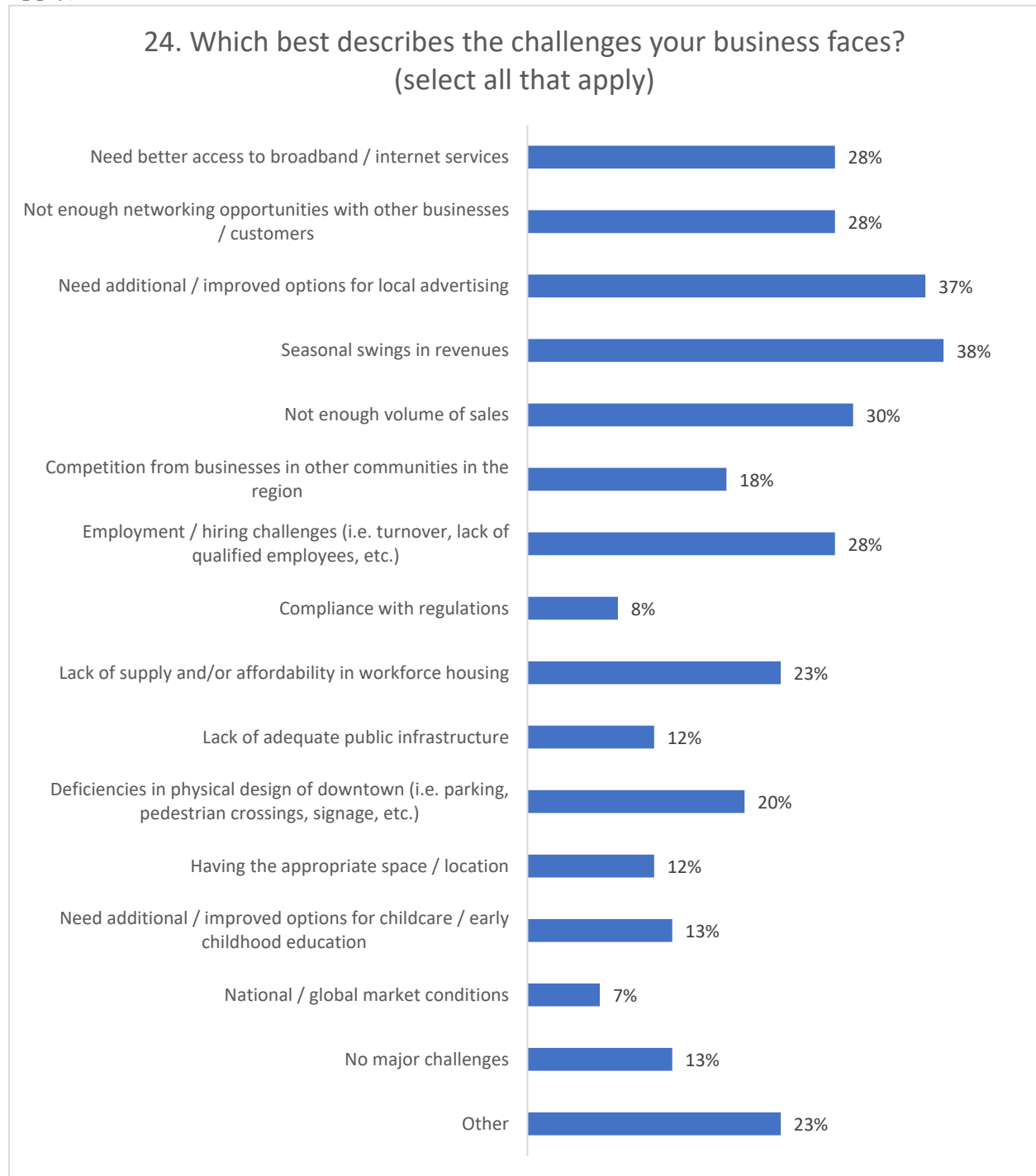
Financing needs listed in the ‘Other’ category included:

| Other financing responses: |
|--|
| local grants |
| Interested in financing. Receiving financing is difficult due to regulations of dispensaries |
| Own the property adjacent, 8 acres in biz district. Would like to build a dance hall and have apartments in the back. Would like to dedicate a portion on either side of chicken creek to the town for the trail. Would be a community space, event space, and tourist attraction. |
| We provide financing - we are a resource for small businesses, SBA, AG |
| Grants, would like to work towards a coop with multiple people and expand for a commercial kitchen. |
| More funding for tourist attraction (marketing). |
| Tax Credits & Incentives. Outdoor manufacturing in Montrose |
| Loan for marketing |



When asked what challenges their business faces, 38% said seasonal swings in revenues is a challenge, 30% said sales volumes in general were a challenge. Thirty-seven percent (37%) of respondents identified local advertising options as a challenge. The quality of the internet, networking opportunities and employment/hiring challenges were common challenges, each was chosen by 28% of respondents.

Question 24: Which best describes the challenges your business faces? (select all that apply)



‘Other’ challenges listed:

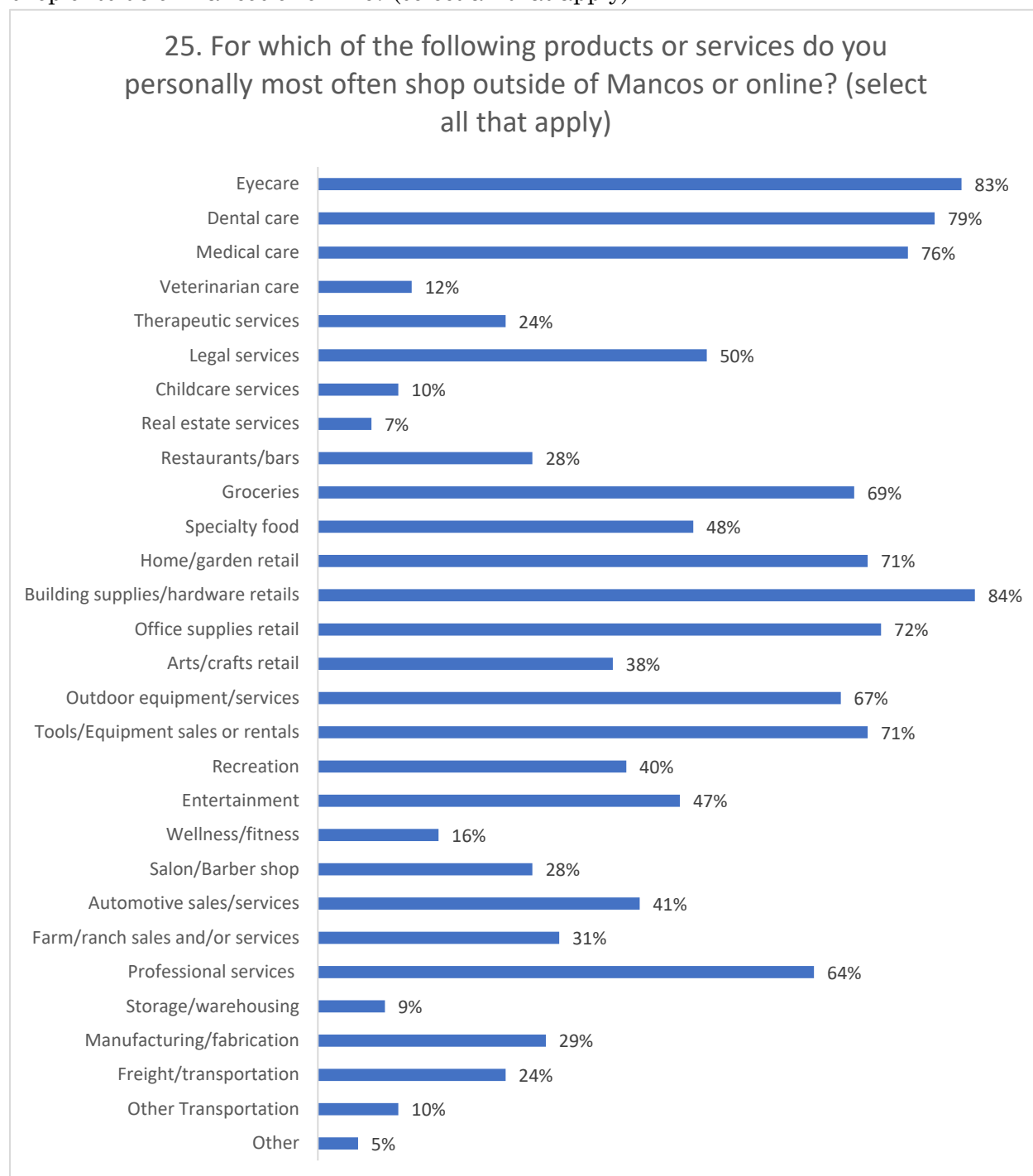
| Other Challenges |
|---|
| The population of Mancos is small, so sometimes that effects product sales and the volume of customers. I enjoy the small population, and hope that in the event that Mancos begins to grow that our water issues and availability is taken into account. Let’s not increase our population to above what our water availability can support. |
| Not as visible as the corner business location. Being just a door down makes a difference. |
| Wages willing to pay are low. Existing businesses already have clients, hard to break into the market. County economic conditions. |
| Access to hotel from Highway 160 from the West. |
| Networking - no one is talking and aligning. Need one point of communication. Park needs to stay open. Workforce housing is a very big problem. Paved roads. |
| Poor area, people will not spend money on selfcare. |
| CDOT regulations of signs and speed on highway. |
| declining insurance reimbursement with increased paperwork |
| Park closure is a major effect, Winter Visitation |
| Sign ordinance. Need daycare, need to support pre k for everyone. |
| Need training on compliance regulation |
| Recycling |
| Need social media marketing help. |
| Parking in the winter |



ABOUT THE MANCOS ECONOMY

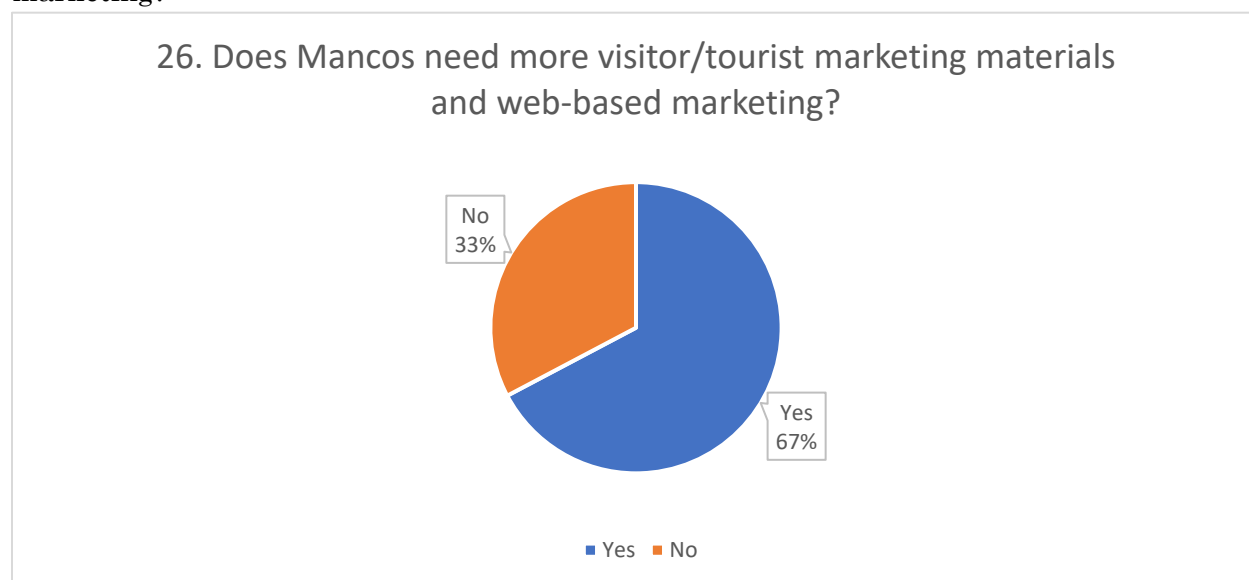
Respondents were asked what products or services they personally most often shop for outside of Mancos. Top responses were building supplies and hardware, and medical services (eyecare, dental and general medical).

Question 25: For which of the following products or services do you personally most often shop outside of Mancos or online? (select all that apply)



Respondents were asked whether the town needs more visitor/tourist marketing materials and web-based marketing. Two-thirds of businesses agreed that the town needs more marketing materials with a third saying they do not think there is a need for more.

Question 26: Does Mancos need more visitor/tourist marketing materials and web-based marketing?



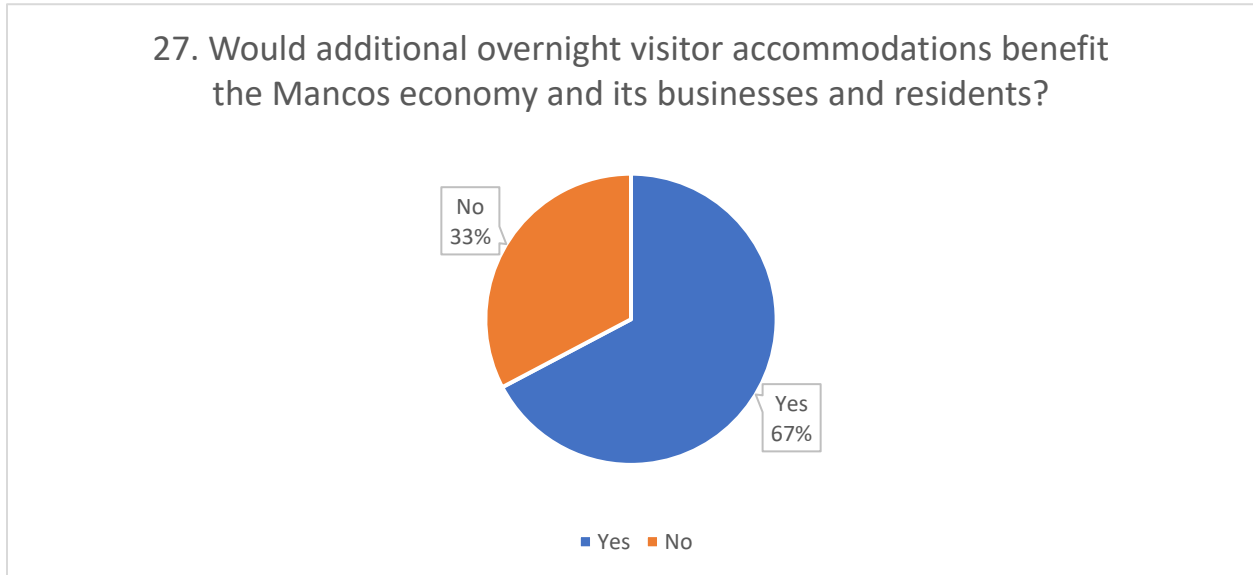
Some respondents elaborated about their responses:

| Other Responses |
|--|
| It would be great if Mancos could've come up with a one-page itinerary (think 4X6 cardstock) and pass out to Durango and radio station. Something like "stay at one of our air bnb's and enjoy: spa, breakfast at a historical place, art and galleries, grocery shop organic and finish with a five-star dining experience" |
| Website links with other local communities. People travel because people travel. |
| More website assistance and links to all our business' |
| Would like to sell locally but there isn't any money in it |
| Too vague |
| Also knowing where to go to find information, make it easier to find info about town. |
| Need more and coordinate between Chamber, Town, Creative District |
| There seems to be resistance to become more. It is a bedroom community. |
| Better communication to community |
| But not much |
| Yes! |
| Yes, but we need a completely different approach |
| Need updated and more advertising. We are a pass-through town. |
| How to communicate to everyone? |

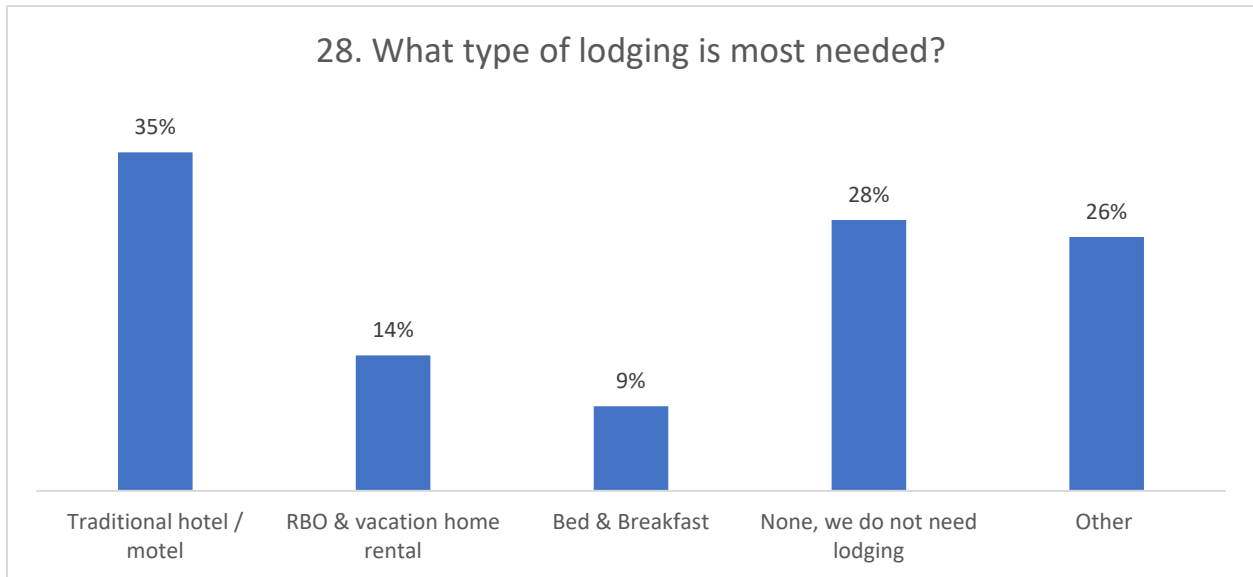


A majority of respondents (67%) felt the town, its businesses and residents would benefit from additional lodging. Question 28 asked what type of lodging is most needed. Thirty-five percent (35%) of respondents felt a traditional hotel/motel is most needed. The top ‘other’ response was a boutique hotel.

Question 27: Would additional overnight visitor accommodations benefit the Mancos economy and its businesses and residents?



Question 28: What type of lodging is most needed?



‘Other’ responses about lodging types:

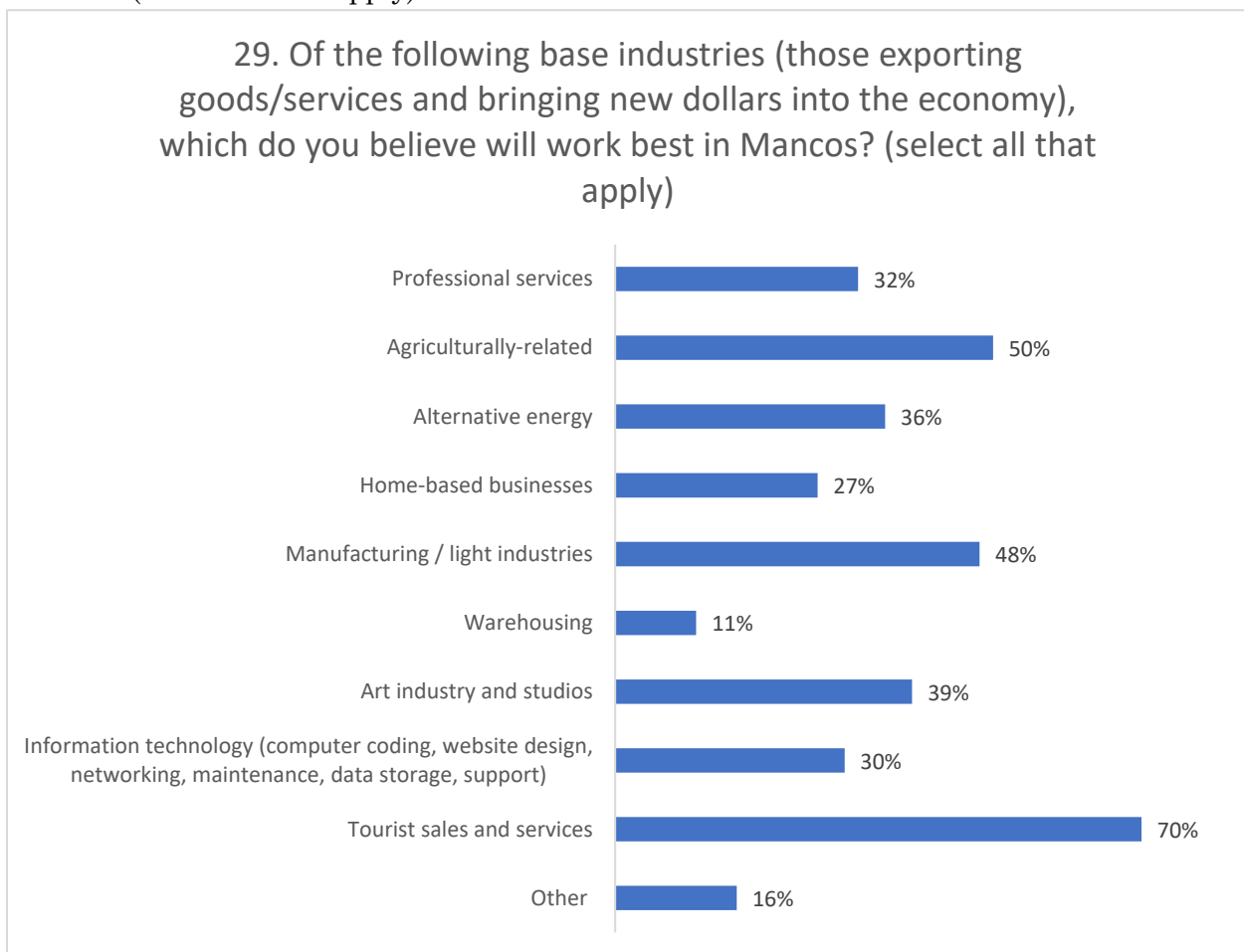
| Other Responses | Count |
|-----------------|-------|
| Boutique Hotel | 4 |
| RV parks | 2 |
| RV Hookups | 1 |



| | |
|--|---|
| RV Park should be open all year round. | 1 |
| Town would benefit from additional lodging in general but a boutique hotel would be a particularly good fit. | 1 |
| Update the lodging | 1 |
| Any lodging | 1 |
| All lodging needed | 1 |
| With growth we could need a traditional hotel | 1 |
| Boutique Inn & Shops located on the corner of Grand and Main etc. | 1 |
| More lodging of all types. | 1 |

Question 29 asked survey respondents to indicate which base industries (those exporting goods and services and importing new dollars in to the economy) they believe will work best in Mancos. Although all base industry types were selected by some respondents, 70% believe tourist sales and services are best suited for Mancos and 50% selected agriculturally-related base industries. Just under half of respondents feel manufacturing/light industries would work well in Mancos.

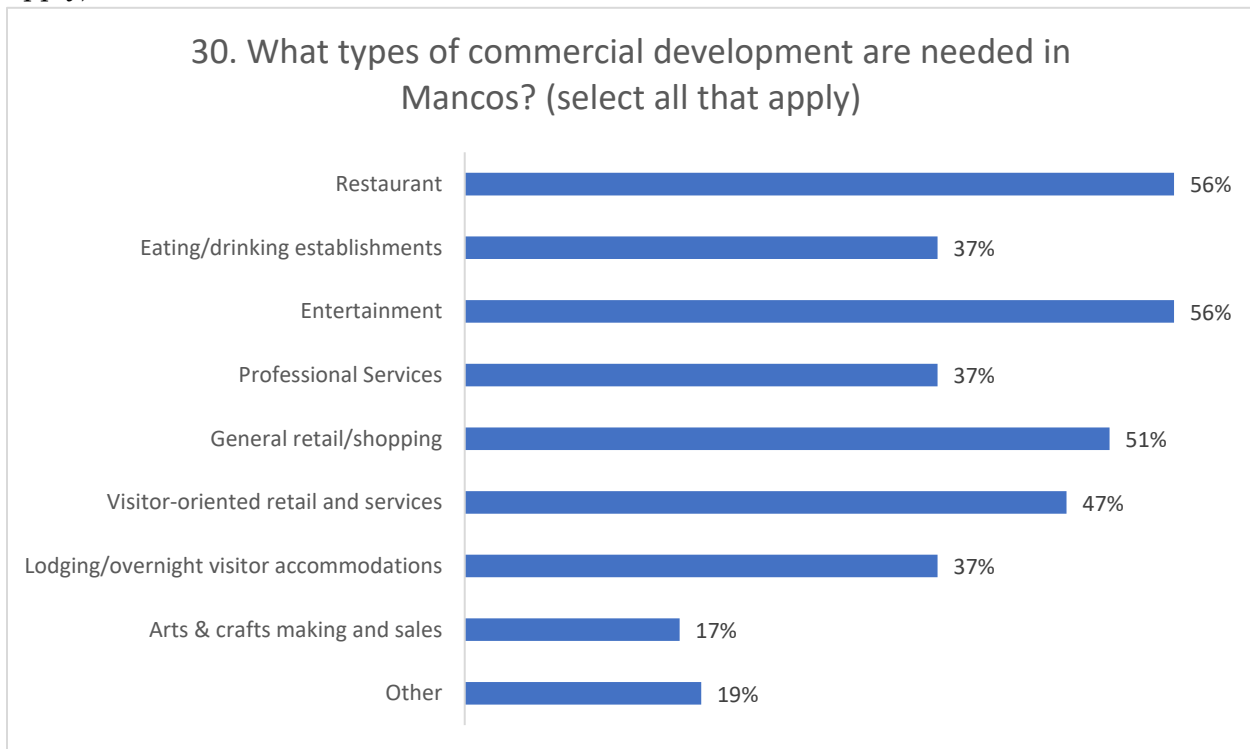
Question 29: Of the following base industries, which do you believe will work best in Mancos? (select all that apply)



| Other Responses |
|---|
| Tool shop/hardware |
| Light manufacturing timber related, like cabinetry or something wood-based. |
| Farm & Ranch |
| Need business incubator for home-based businesses. Also, horseback, Jeep & ATV tours. |
| Timber company, something in manufacturing or hemp. |
| Jeep tours. Manufacturing but it is hard with our isolation. |
| Manufacturing, but not downtown |
| Ag tourism. |
| Jeep, ATV, hikes, foraging. |

Survey respondents equally favored restaurants and entertainment as the two top types of commercial development needed in Mancos. General retail (51%) and visitor-oriented retail and services (47%) also received support by around half of respondents.

Question 30: What types of commercial development are needed in Mancos? (select all that apply)



'Other' responses included:

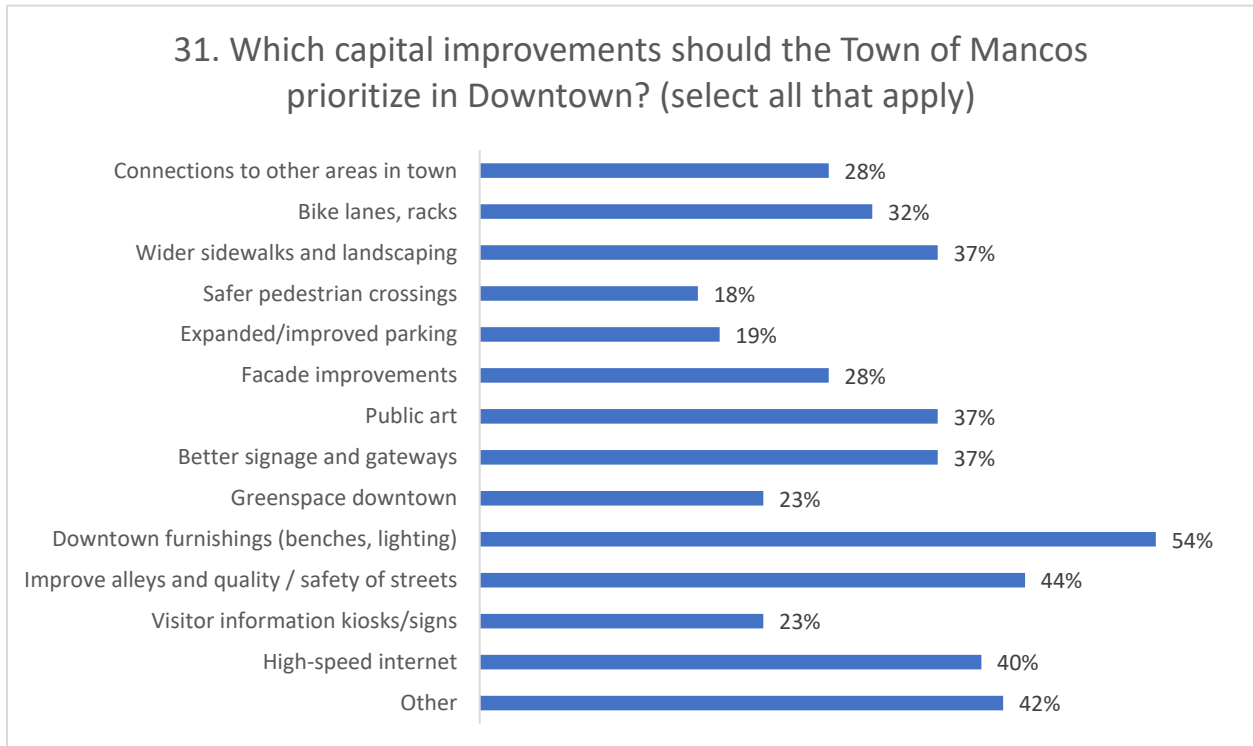
| Other Responses |
|----------------------------------|
| Rec Center |
| Have all the basics here already |
| We need a cafe |
| Another breakfast restaurant |



| |
|---|
| Activities, things to do. |
| Rec store with rentals |
| More buildings filled |
| Hardware store, pharmacy |
| Specialty shop, not a tourist and art shop. |
| No chain stores. Need a bookstore. |
| More lunch and dinner options and open Monday |

Survey respondents prioritized downtown furnishings (54%) and improving the quality and safety of streets and alleys downtown (44%). Highspeed internet (42%), sidewalks (37%), public art (37%) and better signage and gateways (37%) also received support.

Question 31: Which capital improvements should the Town of Mancos prioritize in Downtown? (select all that apply)



Specific comments in the 'Other' category included:

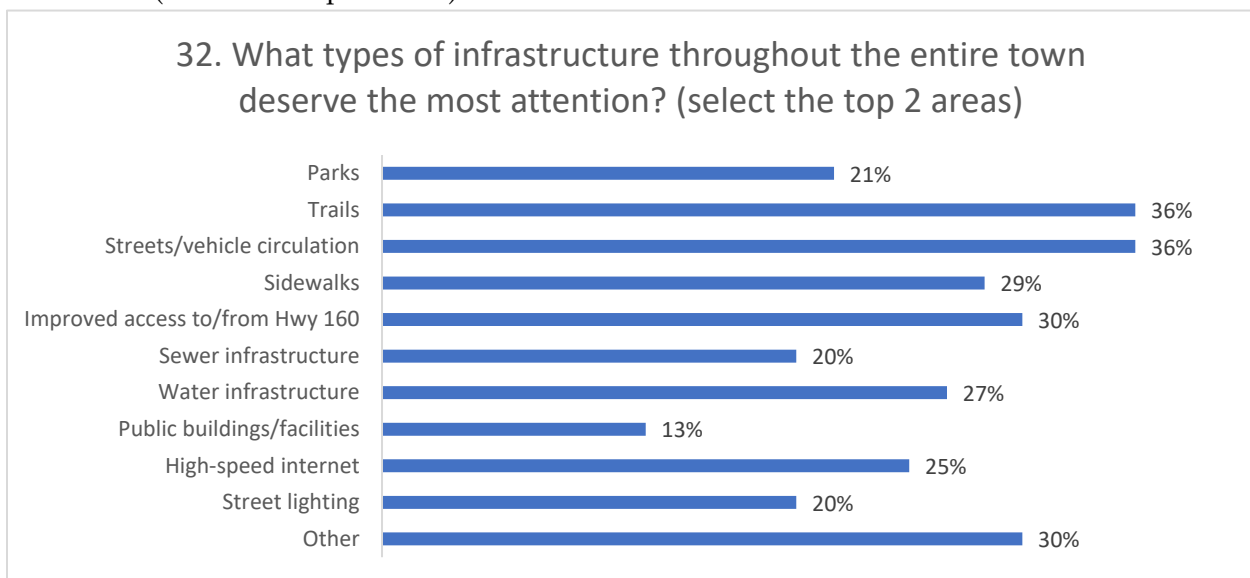
| Other Responses |
|--|
| Better road maintenance |
| Need to fix the existing sidewalks and rough roads |
| I like it the way that it is |
| enforce existing public codes to clean town up |
| Streetscape |
| Paved Streets |
| Sidewalks, old-time street lamps |



| |
|---|
| Repair sidewalks. Need public restrooms and bus/RV parking with signage. Bring in tour busses that come from Mesa Verde etc. |
| Gas lamps in downtown core, fiber optic in downtown to all local businesses. Maintain sidewalks. |
| Vegetation, flowers etc. |
| Expand the downtown, it is small and could grow. |
| Downtown Streetscape |
| Would like a kiosk at each hotel |
| Aesthetics of downtown |
| Cuteness factor downtown |
| Improve alley/street behind Grand Ave buildings. Bus/RV Parking, they pass through and can't stop and park. |
| More sidewalks |
| Don't like the choices of green space the town has chosen. More murals. |
| Fill empty lots with businesses with western flair |
| Curb improvements, sidewalk improvements (fix the ones we have) Neat & Tidy downtown like Grand Junction, Bump outs. Trees |
| Connections to other areas in town, bike lanes, rack, kiosks that exist are in the wrong place. Pave the streets or at least regrade. Fix existing sidewalks. |
| Walkability, pedestrian friendly, aesthetics of growth, functional art. |
| Benches but not lighting |

While Question 31 focused on downtown, Question 32 asked survey respondents to prioritize the top infrastructure improvement areas throughout the entire town that deserve the most attention. Trails and streets/vehicle circulation equally received the most support with 36% followed by improved access to and from Highway (30%) and sidewalks (29%).

Question 32: What types of infrastructure throughout the entire town deserve the most attention? (select the top 2 areas)



Specific responses in the ‘Other’ category included:

| Other Responses |
|---|
| Paved Streets |
| Improved access to the highway in front of the dollar store. |
| Like to see trail to Cortez, paved streets. |
| Pave streets |
| Advertising the town. |
| Pave Streets |
| Maintenance of existing trails |
| Public transport |
| Old fashioned street lighting |
| Signage in town and on highway. Paved streets with lighting. |
| More streets maintenance |
| All are equally important as long as you pay attention to consequences of one project on future projects. |
| Trees, street trees |
| Pave the streets |
| Walkability |
| Trails - Connect to town. |
| Less lights at night |

The final survey question provided a space to share additional thoughts that respondents had regarding economic growth and opportunities for development in Mancos. The specific comments are provided below.

| 33. Please share any additional thoughts you have regarding economic growth and opportunities for development in Mancos: |
|--|
| Also the empty lot-Ballentine needs lighting & landscaping! Also the empty lots. More Signage to parks. Maybe more tourism promotion on Alpine Loop-Indian Trails, Four Corners Regional Advertising |
| As a business owner I think it is imperative to consider the impact on business owners that improvements will have on their financial capabilities. Asking a business to create off street parking is NOT an option for any business' in town. because there simply isn't the space or the money to create such an option. Street parking is actually part of the charm that Mancos has. Be careful not to put unmanageable demands on local business' that are already often times struggling to survive. |
| Change law on resident only "in town" town council |
| Don't get along with the town. N. Vs South of Highway in town. North makes money and south gets all the benefits. |
| Everything is well covered with this survey, thanks. |
| Expand the downtown. There is potential for development out by the brewery. Expanding projects and involve other commercial areas with downtown. It is difficult to start a business. It is cute and small but it gets boring fast. There is a lack of reciprocating support between businesses. |
| I think hotels, restaurants and internet are the 3 biggest needs and rental housing!!! |



| |
|--|
| Image of Mancos for Highway. Parking lot. |
| Improving businesses. There are more new businesses that are opening and staying open and succeeding, not failing after a year or two. |
| Industry specific - the dispensary is often asked where the taxes charged at the dispensary go to, what they are used for. Would like to have a little more transparency about tax collection and use. Need more housing options. |
| Keep it western, horse drawn carriages etc. Want design standards to preserve western facade |
| Mancos has a highway presence that shouts, "Don't exit the highway here." The hog fencing is super low-class, and access to highway businesses is troublesome. A lack of confidence in commercial ventures stems from the old school, "don't listen to the citizens and enforce the civic code" crowd that dominates our town council. Mancos is where the Mess Still Lives. Our streets are off-road obstacle courses. The county is growing and Mancos is stuck without a direction forward. |
| Mancos is a special place bc it IS NOT over run by box store mentality and tourist shops, and it offers something different the most towns bc of this. There are so many people who live here and we need services for them, the locals, not just tourists! The cider and bakery are perfect examples if local business that bring locals together and also served tourists. Catering to tourists alone makes a town nonOlivable for locals and un-appealing. Keep Mancos special but keeping it different and not allowing FAMILY DOLLAR and other chain stores. |
| Montezuma County has a van for senior services that could be used to transport people from Cortez, Dolores and Mancos on Friday nights to prevent drinking and driving and encourage more integration and customers for music and entertainment. Could charge bars a small fee every Friday (\$25.00) to pay for gas. Businesses need to use the internet, have posted menus, events, reviews. Businesses need to market themselves better, need to learn how. |
| More small business create better local economy & community growth. Would enjoy more hardware & retail opportunities. |
| Need hardware and pharmacy. No Chains! Town stage by property on the river (amphitheater for music). More communication between the town, chamber and merchants. Rack cards with business hours. |
| Need to get people to reinvest in Mancos, use local services. Lights for town signs. More kiosks with lots more information. |
| Ok with the town not growing or growing slowly |
| On one hand business owners certainly want more traffic and sales. More marketing of what our awesome little community has to offer. Arts, organic foods, beer, cider, wines, etc. On the other hand, as a home owner, I don't necessarily want a boom that gentrifies the community and ends up with high property values and taxes. Our community is unique in that there are allot of creatives: artists, musicians, writers, organic farmers, etc per capita. THIS IS WHAT NEEDS TO BE MARKETED IN THE REGION! For the most part, it is a conscious, progressive, and spiritually attuned community. Another awesome aspect is that our community has many diverse backgrounds, beliefs, gender orientations, and political views, YET, there is acceptance and community unity. |
| Please look into paved streets for Mancos. Also improved looks along the highway so people know there is a town here. work to promote more recreational opportunities that are here; trails biking, xc skiing and hiking. |
| Property taxes are high, would love to see it higher. Would like to be more on the map, more known as a destination. The time for a training or project would be the slower months/winter. |



| |
|---|
| Riverfront property needs to be developed into park - access to river. Currently looks like a pit. Need to get people to walk around town. There is a general lack of tidiness. Better town website with hours & activities and a "tourist button" Kiosks we have now are in the wrong place. More trees! |
| Safety of the streets. Need something to bring people into the town. |
| School of the West could be hyped across the country and attract people. Lack of outdoor adventure marketing, we are at the center of numerous attractions - Navajo & McPhee, Mesa Verde... Not highlighted enough. Could support another RV park. We could have a boutique hotel. The town needs to say "how can we help?" instead of "no, no, no". Give the people the paperwork that needs to get filled out and let them know what needs to get done for people to have events/get things done. Need to change the attitude from kneejerk reactions to "How can we make this work?". Would like a musician downtown in the summer, carriage rides, town needs to be amenable. Downtown events have been successful because the street is closed, safer too for pedestrians. Would like to have a reasonable (clear and streamlined) procedure for getting the street closed (Grand Ave 1 block closure), put the work on the people involved in an event. |
| Since we have a limited water supply, this community will be somewhat limited in growth. For those who live here or are trying to live here, affordable housing, particularly rentals, seem to be in short supply, so we have a problem when it comes to keeping younger people and young families. They also need affordable goods and services and a good, local school system (ours is pretty good), along with good-paying jobs. Studies show that when a town loses its school, the town withers, so we need to be as supportive as possible. It seems like we might be able to capitalize more on our proximity to Mesa Verde by offering services to visitors who might be tempted to stay here rather than in Cortez. We have a good start with good restaurants, cidery & brewery. Perhaps movies/programs at the Opera House or development of winter activities in the area to balance out the slow/busy seasons? |
| Space across from bakery should stay open/park. People can't find visitor center, need wayfinding. Public parking, where people park and walk around town. Maybe have two places around town, and have kiosk at public parking. |
| The town looks drab. Old vehicles, trailers and trash are scattered throughout the town in people's yards. Codes do not get enforced. It would be nice to live in a town where people take pride in where they live. We need a light industry employer who could employ up to 100 people so that more people who live here, can work here. Providing benefits would also be a plus. |
| The town needs to allow more businesses in other than just art-based business. We also need a fast food restaurant or two. Another full-service gas station would be fair. |
| There is a division between the downtown businesses and highway corridor businesses. Feel the divide is the divide, where is the community of Mancos? Routing people to downtown but there are businesses on the highway too. Would like downtown kiosks to highlight the businesses on the highway corridor, want signage validating businesses on highway. |
| Tourists are fine, people moving in not so much. The streets are fine, it's cool because they are ruddy. |
| Verbal |
| Want more coordination between the Chamber, Creative District, businesses, and the Town. More cooperation and appreciation. Town wouldn't pay for trees & lights, don't want to spend to make the town cheerful. The businesses keep the town alive. |
| We have enough lodging here with all the air b n bs had the inns. I'm also creating a space for overnight lodging with an expansion in my business |
| Worried about our lack of water and sustainability. Also have concerns about our sewer system and its not functioning properly. |



Would like to see hemp and a focus on renewable energy.

Would like to see the Chamber, Town and Creative District to have a representative of each at meetings. Chamber and Creative attend town meetings, town attends chamber etc. Would like to know what the 10-year town vision is, what will the town focus on and go towards.



CORE INFRASTRUCTURE & PLACEMAKING

Placemaking as an economic development strategy uses a community's public amenities to make economic progress. Physical improvements and placemaking together build an inviting, high quality look and identity for the Town of Mancos. These improvements are fundamental to the appearance, function and economic success of the town. The following physical elements combined, will create an identifiable and consistent character throughout the town, attracting passersby to spend more time in town by capturing their attention quickly and easily:

- Wayfinding/Signage
- Circulation & Walkability
- Streetscape
- Defined Public Realm
- Trails and Recreation

WAYFINDING/SIGNAGE

Wayfinding is an important component of any successful town. It directs people toward a town and into desired locations, using signage and other visual cues. Wayfinding guides help people get to the places they seek, but also brings awareness to previously unknown places or amenities. Once in the town, many visitors have a destination, be it a gas station, motel, or eating establishment. In many cases, visitors frequent these destinations, and the traveler then leaves the town.



Figure 1: walkyourcity.org walking signs

Wayfinding is a way to draw a visitor in for longer, to enjoy Mancos, and to engage with more than the destination amenity they stopped for. By engaging the visitor, Mancos spreads the wealth by drawing people to underutilized areas. Wayfinding also assists in traffic controls, helping draw visitors through complimentary streets and destination areas, and helps link a single destination to a bundle of opportunities; a simple stop to stretch one's legs can turn into shopping at the grocery store, and a picnic in the park.

Mancos would benefit from developing a comprehensive wayfinding plan that covers gateways (existing and future), directions to downtown, parking areas, recreational opportunities, historic sites, and town amenities. As the town grows in size and complexity, so should the town's wayfinding.



Additionally, because Mancos is steeped in history, it benefits the town to direct visitors to some of the more historic sites. By traveling from site to site, visitors pass galleries, restaurants and services which may engage them further. Often, it is our history that is drawing tourists to the region to begin with, and additional information about the town is an easy draw to build upon.

How to get started:

- Burma-Shave style signs under the electrical wire easement along the highway, notifying passer's by where the town entrances are.
- Visit WalkYourCity.org to plan and design inexpensive walking signs that can be zip tied to existing sign posts that direct pedestrians to the town's amenities and hotspots.
- Place framed write ups in the windows of significant buildings to inform visitors of the history and stories of the town.



Figure 2: Wayfinding signs help traffic driving through know of a town's amenities

Circulation & Walkability

Mancos has many destinations, however, several of the economic cores are detached and not easily accessible from one another. Accessibility hinges on three factors; knowing where something is (which is addressed by wayfinding and signage), knowing how to clearly get from one area to another, and having the amenities to be able to get between those destinations. Years of growth, without a comprehensive circulation plan, have led to a variety of obstacles to entering into, and to travel within, the Town of Mancos.



Figure 3: Volunteers place temporary bike lanes on the street.

A Circulation Plan emphasizes the hierarchy of streets and allows for an interconnected system for both vehicles and pedestrians. A designed plan will emphasize visual and physical connectivity to parks, schools, amenities, and historic destinations, and will assist in designing the most intuitive way to get people around town. Instinctively knowing what is a main thoroughfare versus an alleyway also helps businesses properly 'front' themselves for visibility.

Once a hierarchy of circulation is determined, Mancos can focus its infrastructure resources on the highest trafficked streets. Pedestrian infrastructure such as continuous sidewalks and bicycle parking assist in pedestrian circulation. Once a sidewalk has a break, visitors



are more likely to turn around than to continue down a path; leaving the businesses on the other side of that broken connection with significantly less visibility. Three of the most significant thoroughfares: Main Street, Grand Ave. and the Hwy 160 E. Frontage Road, all have spotty sidewalk continuity and keep pedestrians from easily moving from one business to another.

How to get started:

- Paint a ‘pop-up’ bike lane throughout town with washable paint to see if it is an amenity that would be used. These lanes can connect different destinations throughout town. If people use the lanes, consider making them permanent.
- Help major streets become destinations with temporary ‘road diets’. Use chalk paint to color in proposed bump outs for traffic calming – don’t make it boring: outline the bump out but paint the inside with colorful dots or geometric designs, use the bump outs to slow traffic and increase the ‘creative’ identity of the town.
- Create and implement a Bicycle and Pedestrian Masterplan. Use that masterplan to focus on pedestrian amenities, like bike racks, and benches, on areas that will draw people through commercial corridors. A bench and planters on each end of a street let visitors know that there is commercial activity up until that point.



Figure 4: Painted bump outs slow traffic and increase pedestrian safety.

Streetscape

Streetscape is a term that is used to describe the natural and built fabric of the street, and a design that defines that street through visual effect. The concept recognizes that a street, and its sidewalks, are places where people interact, and it ultimately helps define a community’s aesthetic quality, economic activity, health and sustainability.

A successful streetscape has multiple aspects depending on where it lands in the circulation hierarchy. Because all roads have multiple users, and serve many functions, each streetscape must be context-sensitive. Signs, curbs, fences, landscaping, bump outs, benches, lighting and bike amenities, can be used to effectively create an inclusive, yet safe environment that provides a sense of physical comfort for the diverse users, as well as provide



Figure 5: Streetscaping can connect a main street to a side street and increase the area defined as commercial.



definition between the more public/commercial realm of a town, and the more private/residential area.



Figure 6: Ridgway, CO implemented a streetscape plan and has seen a significant increase in visitation and visitor spending.

Defining the street hierarchy first is key: A streetscape along the highway 160 corridor may want to focus on directing travelers into commercial corridors by emphasizing street corners and the connectivity to side streets. It will prove itself successful if traffic is directed to town destinations. Designs for a commercial street like Main and Grand, however, may focus on pedestrian comfort through the use of street trees and benches. Comfort through shade or the ability to rest in place will allow people to linger in the commercial districts comfortably, and for longer.

Sidewalks with businesses open at night should focus on unique lighting, both to draw attention to their storefront, and to increase the safety of their visitors. Streetscapes do not always have to be grand endeavors like changing where a curb is or planting street trees, small design interventions can be affordable ways to define a district and increase the length of stay.

Where to start:

- Take a cue from Olio and hang interesting lighting on the overhangs of covered sidewalks: light balls, chandeliers, antique lamps in commercial windows, trees decorated with white lights, etc... This not only creates a beautiful ambiance, but improves neighborhood safety.
- Have a competition for the designing and making of unique street furniture: benches, planters, trash cans, etc... and award funding for the buildout of the top pieces of work. Utilize the abundance of local artisans and let art define the commercial, as well as creative, districts.
- Have a Streetscape Masterplan drawn up to assist in raising funds. Quality streetscapes with traffic calming, tree planting and improved bike and pedestrian facilities, increase business performance by 25%.



Figure 7: Ridgway, CO put out a call for artists and had most all of their public amenities designed by local artists.



Defining the Public Realm

The term ‘public realm’ is meant to refer to the public places where town inhabitants and visitors engage in social processes. Streets, parks, town squares, and sidewalks provide a place for persons different from one another to come together to engage and grow as a community. These are places to see, and to be seen; to speak and to be heard. The more inviting these spaces are, the more engaged a community is with itself and with its visitor.

Increased engagement increases public conversation and community understanding.



Figure 8: Once plain electrical boxes are now a form of public art.



Figure 9: Murals add life to lesser used spaces.

To assist in defining the public realm areas you must focus on the accessibility of the space, the comfort of the space, and creating opportunities for sociability. Because Mancos is a designated Creative District, it would benefit the town to have some of that creativity spill into the public realm. By increasing public expression of creativity, a town identity emerges, and engages the public in a dialogue about that identity.

Public expressions of creativity can widely range in cost and effect. To test the waters, and see if more creative common spaces are useful in creating identity and dialogue, the town can focus on small, inexpensive alterations to purely public amenities.

Where to start:

- Have local artists paint the utility boxes around town. A small committee of artists can become the curators of all submissions and choose the most fitting design for that location.
- Support additional murals to be painted throughout town. Buildings that side to empty lots are ideal places for murals, as they create a greater sense of ‘place’ and remove the ‘abandoned’ feel of some lots.
- Use strategic up-lighting and colored lights to emphasize the town’s historic architecture – light up the town for special events during the evening, or on weekends.
- Support public art in all of its forms, and in many different places: in walls, in trees, on street corners, etc... The more Mancos can identify as creative, the



Figure 10 Public art does not need to be elaborate or expensive to draw attention and bring life to a space.

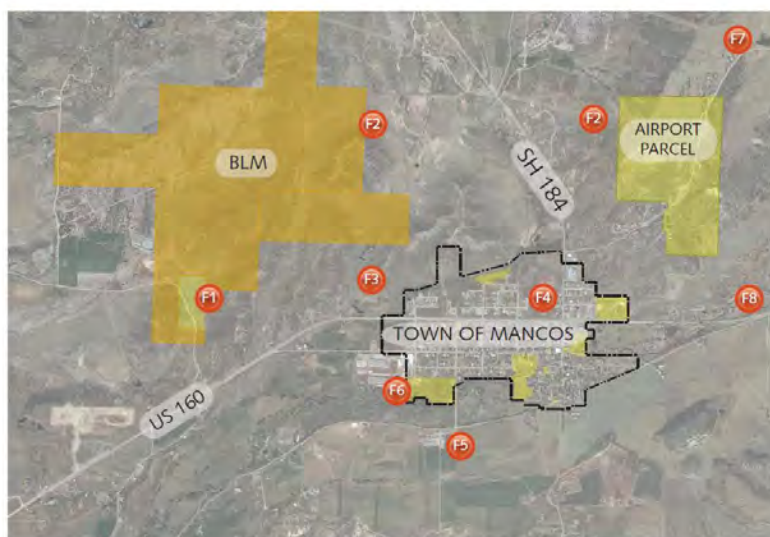


more visitors will want to see what is happening there, and the more the public is engaged.

Trails and Recreation

Mancos is rich in recreation opportunities, both in town with its parks and breweries, and in the region as a whole with its hiking, biking, fishing etc... However, the average visitor may be at a loss to find all of the recreational amenities that may extend their stay from a few hours, to a few days. A comprehensive recreation plan would assist residents and visitors alike, learn about how to use Mancos as a base camp for all of their SW Colorado adventuring. Increased stays would boost outfitter and grocery sales as well as restaurant and overnight traffic, bring an overall boon to the local economy.

In 2012, the Town of Mancos commissioned DHM Design to develop an integrated community system for non-motorized, hiking and biking trails. It was a high priority for the community and the document provided a master plan the included specific feasible alignments for a trail system, trail cross section concepts, cost estimates and phasing priorities. After a series of public meetings several priorities came to the top and today's Mancos has the opportunity to focus on some of those projects. A defined set of trails both inside of the town, and connecting to surrounding trail systems, helps Mancos define itself as an outdoor recreation destination.



Future Improvements Enlargement Map

SCALE: NTS

Future Opportunities
Future opportunities are meant to take place once all of the trail priorities (list on previous pages) have been completed.

- F1 BMX course at old landfill.
- F2 Connection from BLM to Airport property along gas line easement.
- F3 Connect Chicken Creek to old railroad grade loop.
- F4 Complete sidewalks in neighborhood north of US160.
- F5 Add safety improvements on County Roads out of town limits.
- F6 Improve Cottonwood Park, add a trail loop in at new wetlands, add platform for wildlife viewing and possibly a off-leash area.
- F7 Trail connection to the Colorado Trail.
- F8 Trail connection to the eastern Montezuma County public lands.

TOWN OF MANCOS
TRAILS MASTER PLAN



Where to start:

- Connect Boyle park to Cottonwood park along the Mancos River. This connection would provide in-town access to the river and create a destination spot for outdoor education and recreation.
- The ‘Path’s to Mesa Verde’ project is an ongoing, and much anticipated, trail system for cyclists and joggers. This project should stay in the forefront of a Mancos Trail Plan.
- Work toward an in-town trailhead with a full map of all regional trails and destinations. A clear visual of all of the region’s recreational opportunities will convey the various activities offered at times when the visitor center is not open.

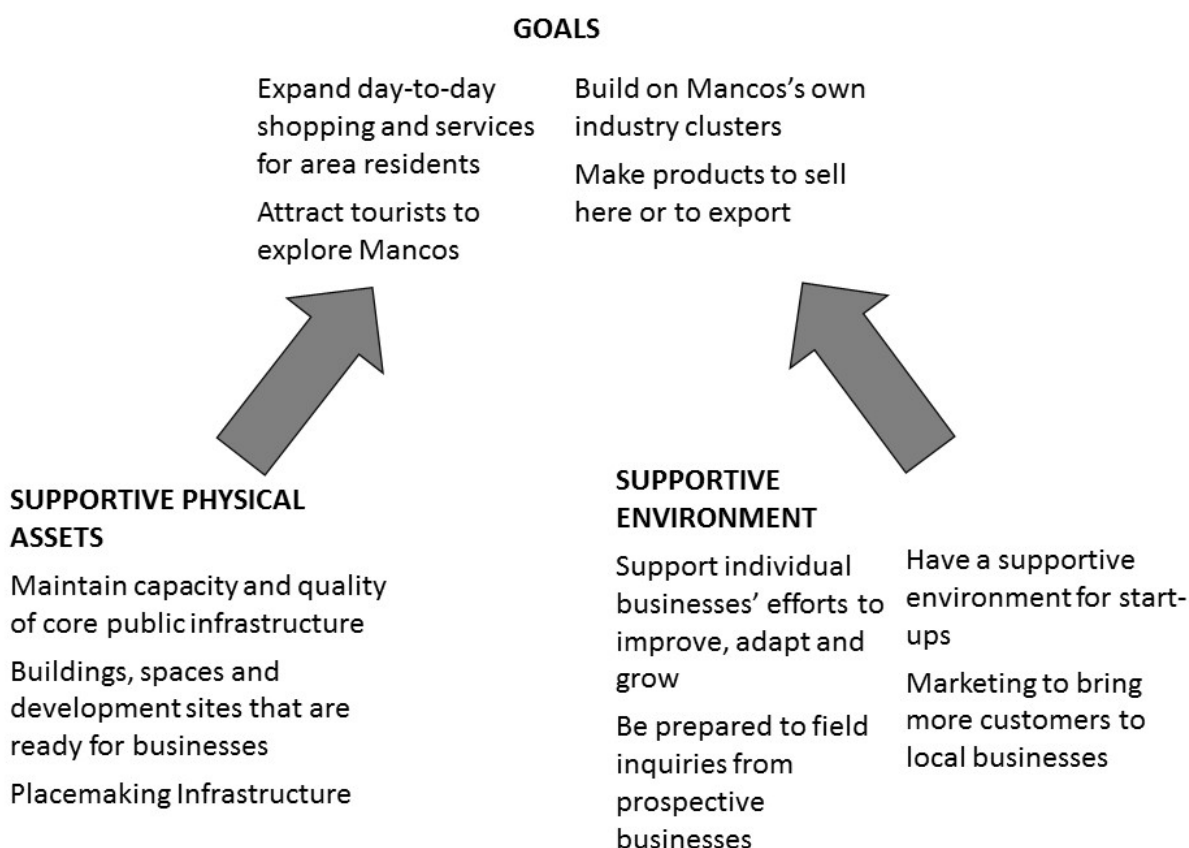


STRATEGIC PLAN

This plan element is the culmination of the entire planning process. This section details the workplan that will, once complete, ensure the town has supportive physical assets and a supportive environment. The strategic plan is a living document and is intended to be updated as needed by the town as priorities change and the town and its implementation partners complete action items.

BUSINESS DEVELOPMENT GOALS

The business development goals are desired outcomes that will require a supportive environment for business growth and physical assets that will accommodate and support growth. The Strategic Plan is focused on fostering the supportive environment and maintaining the physical assets needed to accomplish these goals.



Supportive Environment for Business Growth

Objective 1.1 – Be prepared to field inquiries from prospective businesses

Objective 1.2 – Support individual businesses' efforts to improve, adapt and grow



Objective 1.3 – Have a supportive environment for start-ups and other new businesses

Objective 1.4 – Community-scale marketing to bring more customers to businesses

Objective 1.5 – Workforce training/education and recruitment/placement

Supportive Physical Assets

Objective 2.1 – Maintain capacity and quality of core public infrastructure

Objective 2.2 – Placemaking infrastructure

Objective 2.3 – Buildings, spaces and development sites that are ready for businesses



FOCUS AREA #1 – SUPPORTIVE ENVIRONMENT FOR BUSINESS GROWTH

| Objective 1.1 – Be prepared to field inquiries from prospective businesses | | | |
|--|---|----------------|-------|
| Action Items | Stakeholder Resources | Priority (1-3) | Notes |
| A. Establish a central point of contact for inquiries from prospective businesses and a single website. | Town of Mancos | | |
| B. Maintain and regularly update the ‘how to start a business’ webpage and handout. | Town of Mancos | | |
| C. Maintain and update the complete inventory of Mancos businesses and post as a directory. | Town of Mancos Mancos Valley Chamber of Commerce | | |
| D. Inventory available businesses spaces, buildings, and development sites and update on a quarterly basis. | Town of Mancos Montezuma County Assessor’s Office | | |
| E. Educate prospective businesses about incentives and other business resources and provide assistance with accessing those resources. | Town of Mancos Mancos Valley Chamber of Commerce Region 9 Economic Development Colorado Office of Economic Development and International Trade | | |



| Objective 1.2 – Support individual businesses’ efforts to improve, adapt and grow | | | |
|--|--|----------------|-------|
| Action Items | Stakeholder Resources | Priority (1-3) | Notes |
| A. Conduct regular visits to local businesses to learn about them and to inform owners about resources, projects and events. | Town of Mancos Mancos Valley Chamber of Commerce | | |
| B. Educate local businesses about financing and grants for business property improvements and assist interested businesses with the application process. | Town of Mancos Region 9 Economic Development Local banks Mancos Public Library | | |
| C. Educate local businesses about financing and grants available for operating capital (e.g. staffing, inventory, marketing, etc.). | Town of Mancos Region 9 Economic Development Local banks Mancos Public Library | | |
| D. Research opportunities for trainings and classes focused on helping local businesses develop succession plans or exit strategies. | Town of Mancos Region 9 Economic Development Southwest Colorado SBDC Office of Economic Development and International Trade | | |
| E. Facilitate communications and networking among businesses with meet-ups and cooperative projects. | Town of Mancos Mancos Valley Chamber of Commerce Mancos Public Library | | |
| F. Classes, meet-ups, mash-ups | Town of Mancos Mancos Public Library Mancos Valley Chamber of Commerce | | |



| Objective 1.3 – Have a supportive environment for start-ups and other new businesses | | | |
|--|--|----------------|-------|
| Action Items | Stakeholder Resources | Priority (1-3) | Notes |
| A. Establish a central point of contact and assistance to potential business start-ups to help them access available resources. | Town of Mancos Southwest Colorado Accelerator Program for Entrepreneurs Southwest Colorado SBDC Region 9 Economic Development | | |
| B. Form a network of local/regional mentors for start-ups: <ul style="list-style-type: none"> A panel of mentors that meets on a regular basis One-on-one mentoring Online network of mentors | Town of Mancos Southwest Colorado SBDC Mancos Valley Chamber of Commerce Southwest Colorado Accelerator Program for Entrepreneurs | | |
| C. Establish a vision, conceptual business model and feasibility analysis for coworking space. | Town of Mancos Mancos Public Library Mount Lookout Grange | | |
| D. Adopt and maintain a clear, consistent, efficient and predictable land use and development code. | Town of Mancos | | |

| Objective 1.4 – Community-scale marketing to bring more customers to businesses | | | |
|---|---|----------------|-------|
| Action Items | Stakeholder Resources | Priority (1-3) | Notes |
| A. Become a well-known stop for regional multi-destination travelers (e.g. San Juan Skyway, Creative Corridor, Trails of the Ancients, Colorado Hot Springs Loop, National Parks/Monuments) | Town of Mancos Mancos Valley Chamber of Commerce Mancos Creative District Town of Mancos | | |



| | | | |
|--|---|--|--|
| B. Focus community marketing resources on a single website and coordinated visitor marketing on social media and web-based travel platforms. | Town of Mancos Mancos Valley Chamber of Commerce Mancos Creative District Town of Mancos | | |
| C. Market Mancos' unique value to visitors: <ul style="list-style-type: none"> • Outpost for multi-use recreation in the West La Plata Mountains • Creative products made/sold here • Local farms, food and drink • Visible heritage | Town of Mancos Mancos Valley Chamber of Commerce Town of Mancos Mancos Creative District | | |
| D. Promote the benefits of shopping locally. <ul style="list-style-type: none"> • Highlight economic benefits. • Educate customers on what is available in town • Design a printed business directory and post online and at kiosks | Mancos Valley Chamber of Commerce Town of Mancos | | |

Objective 1.5 – Workforce training/education and recruitment/placement

| Action Items | Stakeholder Resources | Priority (1-3) | Notes |
|---|---|----------------|-------|
| A. Compile a directory of workforce placement and training opportunities and educate and connect businesses to these resources. | Town of Mancos Region 9 Colorado Workforce Center Pueblo Community College Unlimited Learning Inc | | |



FOCUS AREA #2 – SUPPORTIVE PHYSICAL ASSEST

| Objective 2.1 – Maintain capacity and quality of core public infrastructure | | | |
|---|--|----------------|-------|
| Action Items | Stakeholder Resources | Priority (1-3) | Notes |
| A. Create and implement a streets circulation plan <ul style="list-style-type: none"> • Defines streets functional hierarchy • Interconnected system for both vehicles and pedestrians • Visual and physical connectivity between destinations • Easy and obvious parking | Town of Mancos CDOT Colorado Department of Local Affairs | | |
| B. Create and implement a bicycle and pedestrian master plan | Town of Mancos CDOT Colorado Department of Local Affairs | | |
| C. Continue to develop high speed internet infrastructure and service. | Town of Mancos Colorado Department of Local Affairs | | |

| Objective 2.2 – Placemaking infrastructure | | | |
|---|--|----------------|-------|
| Action Items | Stakeholder Resources | Priority (1-3) | Notes |
| A. Create and implement a wayfinding plan <ul style="list-style-type: none"> • Gateways • Directions to downtown • Directions to parking areas • Recreational opportunities • Historic sites | Town of Mancos CDOT Mancos Creative District Colorado Department of Local Affairs | | |



| | | | |
|--|--|--|--|
| <p>B. Define the public realm</p> <ul style="list-style-type: none"> • Paint the utility boxes around town • Additional murals • Strategic up-lighting and colored lights • Public art in many different places | <p>Town of Mancos CDOT Mancos Creative District</p> | | |
| <p>C. Streetscape enhancements</p> <ul style="list-style-type: none"> • Different strategies for street based on streets hierarchy (e.g. US 160 emphasizes connections to commercial districts, commercial streets may emphasize comfort for pedestrians and easy vehicle circulation/parking). • Streetscape elements: Signs, curbs, fences, landscaping, bump outs, benches, lighting and bike amenities | <p>Town of Mancos CDOT Mancos Creative District</p> | | |
| <p>D. Trails – Implement top strategies of 2012 Mancos Trails Master Plan</p> <ul style="list-style-type: none"> • Connect Boyle park to Cottonwood park along the Mancos River • In-town trailhead with a full map of all regional trails and destinations • Path's to Mesa Verde | <p>Town of Mancos Mancos Trails Group Trails 2000 BLM USFS Great Outdoors Colorado</p> | | |

Objective 2.3 – Buildings, spaces and development sites that are ready for businesses

| Action Items | Stakeholder Resources | Priority (1-3) | Notes |
|--|-----------------------|----------------|-------|
| A. Produce a business space and property inventory identifying available spaces and sites. | Town of Mancos | | |
| B. Quarterly updates of inventory of available spaces or sites for lease or sale | Town of Mancos | | |



APPENDIX A – SYNTHESIS OF PLANS AND STUDIES

INTRODUCTION

This document thematically synthesizes physical and strategic economic development strategies for the Town of Mancos to establish the context for the strategic business and economic development plan. The strategies captured in this report have been collected from planning documents which date from 2011 to the present. These strategies appeared in the following plans: 2011 Mancos Comprehensive Plan; 2012 Town of Mancos Trails Master Plan; 2012 DCI Technical Assistance Report; 2015 Mancos Creative District Strategic Plan; 2016 Region 9 Southwest Colorado’s Comprehensive Economic Development Strategy; and the 2016 Montezuma County Community Development Action Plan (CDAP). Although the focus for each plan reviewed is not specifically on business and economic development in Mancos, many of the strategies directly apply to the Town of Mancos or otherwise address issues relevant to economic development in town.

The matrix below is organized by planning themes. Common strategies, action items or considerations are organized by topic under each theme. Details provided next to each strategy reference the context or descriptions provided in the planning documents. The “Plan Source” column lists the planning document titles in which the strategy is included.

Overarching themes include:

- **Streets Design & Parking:** strategies pertain to functionality, design, quality, safety and inadequacies specific to vehicle circulation and parking.
- **Walkability, streetscaping and wayfinding:** strategies pertain to the functionality, design, quality, visual appearance, safety of sidewalks and public rights of way, pedestrian safety, and the ease in which a pedestrian/commuter navigates the downtown businesses and area.
- **Business/commercial development:** strategies about business support and retention efforts intended to strengthen businesses, attract new business to the area, fill vacant buildings/spaces and generate more business activity. Strategies also address opportunities to increase local revenues by plugging retail leakage.
- **Public services and infrastructure:** strategies about infrastructure development, public services and support strategies and maintenance that will encourage and enhance downtown business activities.
- **Marketing, Arts and Culture:** strategies about community branding, events, communication and marketing strategies, in addition to strategies to develop and sustain the Mancos Creative District.



STREETS DESIGN & PARKING

| Strategies, Action Items or Considerations | Details | Plan Source | Implementation Status |
|--|---|--|--|
| Provide a safe, attractive and healthy transportation system that is connected by strategic roadways which support a vibrant business environment. | <ul style="list-style-type: none"> -Design Main Street and Grand Avenue improvements as a traditional 'Main Street' with low speeds to accommodate vehicles/pedestrians -Improve the physical/visual separation of Highway 160 Frontage Road and Highway 160 -Improve safety at Main Street intersection for pedestrians and cyclists -Reduce Highway 160's eastbound turning cue onto Highway 184 and replace portions with island refuges designed to accommodate pedestrians and cyclists -Explore pedestrian safety alternatives for Highway 160 with CDOT -Assess costs/benefits of assuming ownership of business loop from CDOT -Require bicycle lanes on new arterial and collector roads -Install bicycle racks near popular destinations -Plan for special event parking | <ul style="list-style-type: none"> -2011 Mancos Comprehensive Plan -2012 DCI Technical Assistance -2015 Mancos Creative District Strategic Plan | -Town is working with CDOT on Highway 160 Corridor Mobility and Improvement Plan |
| Improve the travelers' first impression of Mancos along the highway corridor to better attract travelers into town. | <ul style="list-style-type: none"> - Revise building standards and guidelines in the land use code for the highway business zone district to extend the historic downtown commercial core district characteristics toward the highway. -Replace CDOT fence along Highway 160 frontage road (e.g. "Adopt a Panel" program) | -2012 DCI Technical Assistance Report | |
| Establish transit between the towns of Durango, Cortez and Mancos. | <ul style="list-style-type: none"> -Support SWCCOG to create intercity fixed route transportation with a Mancos stop. | <ul style="list-style-type: none"> -2016 Montezuma County Community Development Action Plan -2016 Region 9 CEDS | |



WALKABILITY, STREETSCAPE & WAYFINDING

| Strategies, Action Items or Considerations | Details | Plan Source | Implementation Status |
|---|---|---|--|
| Improve the look/feel of downtown Mancos for shoppers, visitors and residents. | <ul style="list-style-type: none"> -Identify, design and construct streetscape improvements (e.g. seating, public gathering spaces, trees/flowers, lighting, bike racks and public art, historic wagons) to make downtown more pedestrian friendly and desirable to visit/shop; work with artist community to develop - Test permanent designs with temporary streetscape installations -Explore funding strategies (grants and property tax rebates) to incentivize businesses to complete façade improvements -Encourage and support restaurants to develop outdoor seating | <ul style="list-style-type: none"> -2011 Mancos Comprehensive Plan -2012 DCI Technical Assistance Report -2015 Mancos Creative District Strategic Plan -2016 Montezuma County Community Development Action Plan | -Town adopted economic development incentives to encourage business owners to complete façade improvements with matching mini-grants |
| Establish welcoming entrances that convey the sense of arrival in a unique community. | <ul style="list-style-type: none"> -Work with art community to design entry features that convey Mancos' western small-town character -Use the Mancos "brand" -Include pedestrian and bicycle refuge islands with proposed entry features -Work with CDOT to design and construct clearly delineated entry features at the three entry points to the Town on US Highway 160 and State Highway 184 | <ul style="list-style-type: none"> -2011 Mancos Comprehensive Plan -2012 DCI Technical Assistance Report | |
| Improve wayfinding. | <ul style="list-style-type: none"> - Develop a wayfinding plan that includes potential funding sources -Complete wayfinding & access improvements -Include trail signage -Complete installations | <ul style="list-style-type: none"> -2011 Mancos Comprehensive Plan -2012 DCI Technical Assistance Report -2012 Town of Mancos Trails Master Plan | |
| Improve pedestrian safety. | <ul style="list-style-type: none"> - Complete sidewalk improvements and develop maintenance plan with special attention to sidewalks and street crossings on Main Street, Highway 160, Grand Avenue and Bauer Avenue and continue from the Highway 160/Main Street intersection | <ul style="list-style-type: none"> -2011 Mancos Comprehensive Plan | |



| | | | |
|--|--|---------------------------------------|--|
| | <p>along the frontage roads and on Highway 184 north of Highway 160</p> <ul style="list-style-type: none"> -Investigate possibilities for planning/financing construction of pedestrian overpass or underpass across highway -Add curb extensions at school crossings and downtown intersections | -2012 DCI Technical Assistance Report | |
|--|--|---------------------------------------|--|

BUSINESS/COMMERCIAL DEVELOPMENT

| Strategies, Action Items or Considerations | Details | Plan Source | Implementation Status |
|---|--|---|-----------------------|
| Generate economic vitality in Town of Mancos. | <ul style="list-style-type: none"> -Develop a commercial buildings/property inventory with maps and promote available sites -Develop and implement vacant site/parcel-specific redevelopment strategies with landowners; include financial plans -Prioritize vacant site/parcel redevelopment with community-developed standards/requirements -Recruit businesses to in-fill vacant commercial spaces and parcels with special attention to the Old Metallics West Building, Old Hardware Store Building & others -Formalize and structure business attraction and retention programs -Develop a Downtown Mancos Revitalization Incentive Program, application, benchmarks/performance standard, monitoring and compliance requirements and review process -Promote tax credits and other incentives available to companies who do business in Mancos such as the Enterprise Zone program | <ul style="list-style-type: none"> -2011 Mancos Comprehensive Plan -2012 DCI Technical Assistance Report -2016 Montezuma County Community Development Action Plan -2016 Region 9 CEDS | |



| | <ul style="list-style-type: none"> -Identify and recruit retail and office businesses that complement and diversify existing business mix in downtown, support the town's economic base and create primary jobs for residents -Increase diversity of goods & services available in town | | |
|---|---|---|--------------------------------|
| Address retail opportunities and leakage. | <ul style="list-style-type: none"> -Conduct a "leakage" impact analysis -Develop priority rankings by targeted industry clusters | -2011 Mancos Comprehensive Plan | |
| Promote conditions for a vibrant, sustainable business community with economic development partners. | <ul style="list-style-type: none"> -Seek opportunities to partner with economic development stakeholders and regional partners to achieve common goals and economic vitality -Work with the SBDC and Region 9 Economic Development District to attract businesses and industry -Examine revenue-sharing potential with neighboring communities | <ul style="list-style-type: none"> -2011 Mancos Comprehensive Plan -2012 DCI Technical Assistance Program | |
| PUBLIC SERVICES & INFRASTRUCTURE | | | |
| Strategies, Action Items or Directions | Details | Plan Source | Implementation Status |
| Improve and maintain town infrastructure to meet existing and future business demands. | <ul style="list-style-type: none"> -Complete the Main Street Bridge replacement -Install Infrastructure for town-wide high-speed internet -Complete the Mancos Corridor Improvement/Access Control Plan for Highway 160 -Work with partner agencies to find ways to creatively restore and reuse historic buildings | <ul style="list-style-type: none"> -2011 Mancos Comprehensive Plan -2016 Region 9 CEDS -2016 Montezuma County Community Development Action Plan -2016 Region 9 CEDS | |
| Develop an action plan/budget to coordinate, prioritize and secure resources for downtown improvement projects. | <ul style="list-style-type: none"> -Funding sources could include severance and mineral lease funding, grants, sales tax allocations -Consider future opportunities (BMX course, new connections, sidewalks and safety improvements) | <ul style="list-style-type: none"> -2012 DCI Technical Assistance Report -2012 Town of Mancos Trails Master Plan | |
| Support business development efforts with business-friendly codes, | <ul style="list-style-type: none"> - Designate sufficient land area in the Future Land Use Plan to accommodate complementary commercial uses that strengthen the local retail market relate to retail categories with largest leakage | <ul style="list-style-type: none"> -2011 Mancos Comprehensive Plan -2012 DCI Technical Assistance Report | Mancos Land Use Code Update is |



| | | | |
|---|--|--|--|
| <p>policies and procedures, plans and other guides.</p> | <ul style="list-style-type: none"> -Encourage and adopt mixed use zoning or overlay zone districts; develop a user handbook -Establish density bonuses and expedited approval for residential development in downtown -Maintain and enhance an efficient, timely and predictable development review and building permit process -Remove barriers to infill & development in land use code -Revise the building standards and guidelines in the Land Use Code for the highway business zone district in order to extend the characteristics of the historic Downtown commercial core to the highway -Clearly define geographic limits of historic downtown for planning/development purposes -Conduct a risk assessment that analyzes the impacts of climate change on the local economy | | <p>currently underway</p> |
| <p>Position Town of Mancos as a hub for trail-related tourism and recreation.</p> | <ul style="list-style-type: none"> -Connect the Town of Mancos to the statewide trails network -Complete trail connection recommendations in the Mancos Trail Master Plan -Complete Cottonwood Park & Aqueduct property improvements & other projects listed in Mancos Trail Master Plan -Require trail easements as a condition to any development approval on properties adjacent to bodies of water in future land use plans -Obtain necessary river trail easements -Improve trail signage/wayfinding -Incorporate river and habitat restoration projects | <ul style="list-style-type: none"> -2011 Mancos Comprehensive Plan -2012 DCI Technical Assistance Report -2012 Town of Mancos Trails Master Plan -2016 Montezuma County Community Development Action Plan -2016 Region 9 CEDS | <ul style="list-style-type: none"> -Trails Master Plan created in 2012 - Mancos Land Use Code Update is currently underway |
| <p>Leverage the Mancos River as a key development asset and attraction in town by linking downtown businesses with the river corridor</p> | <ul style="list-style-type: none"> -Implement the trail alignment that connects the town's commercial core with the existing River Trail as recommended in the Community Trails Plan -Determine the feasibility of reclaiming the river corridor to improve accessibility and use -Conduct public clean-up days along the river | <ul style="list-style-type: none"> -2012 DCI Technical Assistance Report -2012 Town of Mancos Trails Master Plan | |



| | <ul style="list-style-type: none"> -Create incentives for private property owners with riverfront property to clean up properties -Explore easements to grant public use of the river and its banks -Require enhanced water quality measures for new and existing developments | | |
|--|---|---|---|
| MARKETING, ARTS & CULTURE | | | |
| Strategies, Action Items or Directions | Details | Plan Source | Implementation Status |
| Develop a downtown organization that champions the downtown and also coordinates downtown planning, events, revitalization and improvement projects. | <ul style="list-style-type: none"> -Run the organization as a membership/investor-based organization to build financial sustainability -Seek financial and in-kind support from the town and partner organizations or from corporate/private donors -Create an advisory board -Consider becoming a Main Street Candidate Community | -2012 DCI Technical Assistance Report | |
| Fund downtown planning, marketing, events, revitalization and improvement projects | <ul style="list-style-type: none"> - Establish a Community Development Corporation (CDC) to provide oversight of downtown revitalization and improvement projects and assist in land acquisition and development -Consider benefits of a Downtown Development Authority (DDA) | <ul style="list-style-type: none"> -2011 Mancos Comprehensive Plan -2012 DCI Technical Assistance Report -2015 Mancos Creative District Strategic Plan | -Town hired an Economic Development Coordinator in 2014 |
| Market the Town of Mancos, business opportunities and events | <ul style="list-style-type: none"> -Brand and market the town's image through internet, newsletters, press releases and other media; include print materials, online and special events; -Create a Downtown Mancos website/separate web page with information for vacant properties, store opportunities, funding/grants, marketing opportunities and available resources -Add tourist/visitor information to the town's website (other additions include photographs and blog) -Market local events to increase attendance | -2012 DCI Technical Assistance Report | |



| | | | |
|---|---|--|--|
| Implement a clear system for communicating information to the community. | <ul style="list-style-type: none"> -Operate as a communication clearinghouse Create a single point of contact -Coordinate information for businesses and patrons and provide leadership to businesses/community | -2012 DCI Technical Assistance Report | |
| Maximize sales to resident market. | <ul style="list-style-type: none"> -Establish a marketing plan to broaden the customer base of existing local businesses -Participate in and develop shop local or 'buy local' campaigns and develop a local discount card -Coordinate shop local information on relevant websites | <ul style="list-style-type: none"> -2011 Mancos Comprehensive Plan -2012 DCI Technical Assistance Report | |
| Establish Mancos as a destination for events, arts, culture, fun and heritage in order to attract visitors and encourage business sustainability. | <ul style="list-style-type: none"> -Increase and support opportunities/events in downtown and near Mancos that showcase local creative endeavors; work to increase event attendance -Streamline and coordinate events promotions in one place with a committee of stakeholders -Create a volunteer program and materials to coordinate local passion for arts & culture and other civic engagement opportunities -Obtain Creative District Designation; ensure long-term financial sustainability and establish as a non-profit organization (501-C-3). -Renovate Historic Mancos Opera House -Create/redevelop a space to accommodate working artists' gallery, a live music and spoken word performance space, museum, theater, and meetings -Support the Mancos School of the West -Develop more ways for artists to create, sell and show their work -Create an outdoor public arts program to display sculptures and other outdoor friendly artwork to the public to enhance the town's aesthetic appeal -Work with ranchers who drive cattle through town to create an event around the cattle drive and attract visitors/tourists to watch | <ul style="list-style-type: none"> -2011 Mancos Comprehensive Plan -2012 DCI Technical Assistance Report -2015 Mancos Creative District Strategic Plan -2016 Montezuma County Community Development Action Plan -2016 Region 9 CEDS | |



| | | | |
|--|---|---------------------------------------|--|
| Promote citizen/community engagement | <ul style="list-style-type: none"> -Encourage business and public input throughout community development efforts -Create a volunteer program and volunteer attraction materials to engage residents in the community and with community organizations -Inventory business/organization volunteer needs to match volunteers with organizations or businesses -Record/report volunteer program outcomes | -2012 DCI Technical Assistance Report | |
| Better understand, attract and cater to the Mancos visitor/customer base | <ul style="list-style-type: none"> -Conduct a business survey at the cash register (a point-of-sale survey) to determine where customers are from and how the local business community can better meet their needs; create and implement recommendations based on survey findings; use findings to inform the community marketing plan | -2012 DCI Technical Assistance Report | |



APPENDIX B – KEY COMMUNITY PARTNERS INTERVIEW SUMMARY

As part of the Mancos Business Development and Economic Growth Strategy, RPI Consulting contacted Community Partners and conducted short phone interviews. The questions posed to each of the community partners asked about organizational capacity, their economic contributions and focus, as well as what competitive advantages and opportunities exist, and what challenges there are for businesses and economic growth in Mancos. A total of seven organizations were contacted, members of six organizations were interviewed:

- Mancos Library District
- Mancos Valley Chamber
- Mancos Creative District
- Mt. Lookout Grange
- Mancos Hose Company #1
- Mancos Valley Resources

This document contains a summary of the results of the interviews broken down by theme.

ORGANIZATIONAL CAPACITY/ECONOMIC ASSETS

Grange - Our mission is to serve the community. Provide an economical space for the community. Commodities, low income families, organizations can rent affordably. Support the affordable resources. Have a commercial kitchen and have capacity to grow. Have one person who does the rentals and schedules and need more staff time if it will grow. Keep it affordable. We do a monthly community dinner. Diverse in age group. 20's-80's. Our membership is \$38 a year. Space is \$10 a day to rent for members.

Mancos Valley Chamber and Visitor Center - Promotes local businesses and tourism. Our chamber fee is \$30 sign up and \$55/year. Market the heck out of businesses, you don't do social media, we can put your stuff out, but we have 300 members. Doubled the Facebook following. Each business is mentioned 6 times a year, and more if they post. Local photography and events, what's going on at the school, town news, storm coming. Have Instagram page is Mancos photography, marketing Mancos in general. Attractive pictures.

MVR – Focused on smaller projects getting a start without having to become a nonprofit on their own. Support their projects accomplishing their mission. Have a bunch of graduates. We are part of Pay-it forward. Help get people to medical appointments, give gas money, cover bills for people who lost jobs after fire. Soon they are going to be able to be a middle man with energy companies, and disseminate more help.



Library - Working on a strategic plan at the moment. Last plan was 2014, have completed 90% of old plan. Seeing a lot of feedback from community for more resources and networking opportunities for nonprofits and businesses. Starting to see that they need resources about legal topics, how to set up 501C, networking...etc. The library is going to support this. Historical resources. Determine what the culture is and has been, help them understand the community and better serve the needs of businesses. Both meeting rooms are free. Large community meeting room is 50 people seated, and a small study room. Community meeting room can be accessed without entering the library. They can come in after hours. Outfitted for 50 chairs and tables, and have laptop and large screen tv and white board. It is regularly booked up, there is limited space during the week, freer on the weekends.

Hose Company #1 – Provide fire and EMS services at a low cost 24/7. Provide safety services, ensure community and businesses are safe and protected. At the fire department, we support the local grocery store when we have a need for meals or open house or an event, try to purchase locally, fuel and chain saws and all the other needs but we are dedicated to supporting them.

Creative District – Creative District Mission: We are the catalyst in creating a vibrant and sustainable economic hub benefitting the Mancos Valley by empowering our diverse creative community and honoring our rich cultural heritage. As an organization we are still trying to figure our role. Most of funding is grant funding. Key roles that we can play are marketing and special events, collaboration between nonprofits, Grange, Chamber. Opportunities to work together, there hasn't been an organization that is ready or willing to take the lead on that. Working as a partner to get state historical funding to renovate the opera house, and also have Walters who are invested in making the place what it used to be. Involved in the Public Arts and youth education program.

COMPETITIVE ADVANTAGES

Biggest recent growth is overflow from Durango. More people who are living in Mancos and working in Durango. Supportive community. Being in a small community, connect with peers. Sense of place here is really valuable. Farmers, the focus on Agriculture, and local organic food. Growing the farmer's market, cidery, brewery, Olio's. Local producers.

We have a \$25 million school campus renovation. Hired regional company and a bunch of people working on the ground. Once it is renovated it will be a huge draw for people who want to live here.

Environment, Mesa Verde, Outdoor Recreation Access

Location and access to outdoors, our proximity Mesa Verde.

Our location, this is a place on the tourist route, access to Dolores River, Mesa Verde.

Always amazed that we don't seem to service the Park much. Why are we not capturing more? Mesa Verde is a huge opportunity. Getting more to come here and stay or spend



time here instead of Cortez. Could be lack of lodging, only have three motels. Not aware of the marketing, It is probably a big part of it. I have seen Mancos in the tourist magazines but could use more and more targeted.

Mesa Verde is considered the home of Ancestral Puebloans and that could really be a powerful connection. There is a lot of opportunity to make the connections more visible. Had the 100 anniversaries of the park in 2006, was an entry at the beginning, was a representative from each Pueblo. The history is connected to Mancos and our heritage. Exploring and awareness and having more knowledge. People coming in don't know about the culture that is and was here.

Creative District/Arts

The Creative District Designation. Since the designation, have had a number of people stop in because they heard about it.

Competitive advantages, we have a maker's community. Focused on Made in Mancos, and Meet Me in Mancos. Advantages in close proximity to communities with wealth and attracting them to our town. School of the West, a slew of opportunities to offer classes and spend more time in town, still new, less than five year operating. Right now, it is 40 classes with 200 students participated.

There is a place the Creative District has a lease on that got grant funding to do some renovations to it. Has potential as a Mancos Makers Space, doesn't have power yet. Could be a hub for art or events. Town has a lease on the lot adjacent to commons press, has lots of potential.

OPPORTUNITIES

We have a bunch of restaurants, we need another breakfast place, bakery is always full.

Would love another dining in the evenings. Thai restaurant or an Indian restaurant, it is really limited. Seeing some positive growth in that way.

Mancos trails, making the signage and bringing the trail all the way to Mancos (Colorado Trail) there is a spot to go to Durango or Mancos.

See the improvement of working together as a community in terms of events or small things, we are working together and have the same goal, don't view as competition and more view them as partners. Mancos is evolving rapidly; can we get on the same page.

There is a Hispanic population here, that is not on the radar. Missing the boat focusing on monochromatic. Would like more diversity represented and as a tourist would want to see more.

One of the plusses that we have to play on, there are a lot of small rural towns with a bunch of old people where young move away. We have the opposite, we have young people who want to have a scaled down rural life and raise kids. We also get tourism, we are near Mesa Verde.



INFRASTRUCTURE NEEDS

High speed internet, T-line would be amazing.

Know the town has been trying to address sewer, water, electricity. Particularly with our remote location, if something happens, we are low on the priority. Power outage for a whole day can be huge impact.

Power and water and sewer are all critical. Has been concern by town and businesses that the sewer system is antiquated and needs to be replaced.

There was an instance where something failed at the water plant. It took almost a week for a fix. Food businesses were really hit hard.

There are some empty spaces on Main, old hat place burned down and there is a wall with a mural, Visitor center, could do more.

EXISTING BARRIERS AND CHALLENGES

Location, in terms of isolation from Interstate, tourists getting here.

Winter, it is really tricky, the people are not there, could build on the winter activities.

We have a lot of galleries and not much else. The problem is we don't have a big enough population for much else, want a pharmacy, etc, but not population to sustain things like this.

People don't stop, pass-through town. Working on wayfinding starting this spring.

Its hard to get housing here, if you are coming there are not a lot of affordable rentals. Affordable buying is becoming tougher, it is rising in price.

No organization that supports summer youth activities in Mancos. Kids need more options than just library. Creative District has small GOCO grant. If you are trying to bring in families you have to have activities.

Finding a job here, a lot of people piece it together with multiple jobs.

People are self-sufficient, grow our own food and raising meat and not spending as much at local grocery stores. People are cheap and being so far off the beaten path, it can be expensive to make purchases. Cost is high because there is a lack of numbers. Challenge to get people out and spend money. People leave town to run errands. Need a hardware store. Lack of access to daily goods.

Population/Demographics

Small community, small businesses have a small pool of people, it can be a struggle. Not wealthy – high-end can be difficult.

Old west and new west clash right now. It is pretty dramatic, the lack of awareness. Those are the old and now we will be modern and all this has to change, there is a different group coming in and what was old.



Probably the strength and weakness. Because it has a long history of traditional and farming and typically conservative. New transplants, they have a new view. Trying to balance the needs of two groups of people. Some want paved streets and chain grocery. Others just want it to stay as it is. As a town, balance those needs but not go too far to upset some residents. Can be a struggle.

There is an age gap going on there are older people and then younger people coming here from Durango and live here but still linked in Durango. They aren't connected as much, have a lack of engagement.

Better overlap with old-timers, there are not very many places where you see young people hanging out with old-timers, The Grange is working on this a little, old timers remember the Grange from childhood. Cidery is doing this too, not sure why but the mingling of groups is happening there.

TOWN'S ROLE IN ECONOMIC DEVELOPMENT

Don't know what resources the town has. Would like more engagement. More interaction between town and businesses.

Mancos valley signs need maintenance. Supporting the businesses, have more board member presence in town events and activities.

Simplify the processes for zoning and variances, making it less cumbersome.

To be inclusive, culturally. Inviting to other people and cultures. Mancos doesn't really care about others.

Ultimately the main role of the town is negotiating the needs of businesses and residents. Don't drive people away but we are growing.

Loosen up the sign ordinance, it is onerous, painful process. Reevaluate for simplicity and allowances. Make it as easy as possible to let people open and market their business.

Would love for there to be a "You're applying for a business license, here is your packet of what is offered and who to contact" when businesses are applying for a license they could know about the options/resources. A physical packet would be important, [as well as online version].

They need to have a certain amount of outreach so businesses know what is available. They send people to the chamber and suggest they join. Local businesses that have never seen town staff in the businesses or at events.

More money to advertise for the Chamber. Heather has been positive towards economic development. Creative District and Chamber have both been doing marketing, bring tourism in. We are getting a lot more communication between the three groups, so we all know what is going on and see what the town can and cannot do, and what they can maintain. Want this to be a positive relationship and that we are working together to alleviate challenges. E.g.- closing downtown for events, town is limited by regulations,



having more communication means people understand what limitations/regulations Town faces.

The town has its codes and has to live by its codes. People come with an idea; town says no because they are restricted. Then people are mad at the town.

The town could do more, sometimes the town focusses on “the town” know they get the sales tax from town businesses, but would like them to recognize that businesses outside the town that bring people to the area will create sales for town businesses too.

The role of the town is infrastructure, if you build it, they will come. Have to have the key infrastructure. An area that could use improvement is public transportation. A man had talked about doing a tour company.

Town could use incentive packages; how can the incentives help existing businesses and new businesses.

Housing, how the town could help support the development.

Town has gone to online content and depend on that more than a note on the water bill, it is online based so there are fewer people that are looking, you have to go find the information and it is not easy to navigate the website.

Know the town has been changing, in terms of being more cooperative and collaborative. It is not wealthy; they don't have much financing. But their attitude has changed, they are more welcoming. Should be receptive and try to make it work when something comes along. They offered a small amount of funding if businesses fixed up façade. But the businesses are limited financially so that is a factor.

The town has certain capacity and availability to information that nonprofits and businesses do not have access to. Right now, the town has limited capacity/staff time. That will only work for a couple years, if the town had an administrator and more staff capacity, they could help source businesses and developers. There are not people who have that capacity.

WHAT COULD BE PROVIDED/WHAT DO BUSINESSES AND ENTREPRENEURS NEED IN ORDER TO GROW OR GET STARTED?

Possibly some access to low interest loans.

There are all these resources and classes that the library, SBDC, Region 9 offer. They are going on all the time. When I talk to the businesses, they just give me a stare. They're resistant to getting help, and they are not aware. Reluctance to admit they don't know things. Part of it is eliminating the fears to say “I need a business loan”, or “I need to learn to set up a website”. Make them aware the resources are there and encourage them to use them.

Use the town resources that we already have. The communication is the key. What works the best is taking advantage of the resources that are available, like as a chamber, we have



a community calendar that shares with town and library. The community calendar becomes more relevant the more it is used.

Space is a big element having physical buildings, not vacant, would have to develop. Also, housing. Lack of money means not much chance for development. Lack of interest in Mancos prevents the vacant lots getting developed.

Engagement and Marketing

MARKETING

It is a lot of work if you are already doing X. If you just check your email 3/week you can't increase if you aren't using social media. You don't just put an add up and get people in the door. It is like a farm, don't plant seeds Tuesday and expect plants on Wednesday. It is long process and it has to be maintained. It would be nice to have the resources to send people to the classes, most are \$20-\$50 dollars, they just don't have the money.

Creative District is working on promotion of businesses and marketing, doing some cooperative stuff. Lots of businesses don't have the budget and are intimidated by the process, we can help move those things along. We work with a graphic designer and she gets things done. The Chamber does lots of social media for other businesses and organizations. There could be some potential for businesses establishing a voice and what content they want and someone works with multiple businesses.

Lack of technological use, people don't use it to their advantage. Things are more marketed and promoted in Durango and Cortez compared to Mancos. Digital marketing is lacking.

Most of the small businesses don't have email, or website, or ways to contact. A lot of it is lack of knowledge, don't know the resources, don't understand the Chamber, or what Region 9, you can't move here and put a sign up and call it good.

A number of businesses don't have websites, they have been doing business through websites for years and the town businesses are lacking.

LEVERAGING RESOURCES

Creative District is collaborating with downtown businesses to do grand summer nights, going to use the lot across from Artisans of Mancos. Going to try to expand on the event.

Several years ago, had a summit that brought people to the table. The reason was to answer this question. Things have happened as a result of that summit. One that comes to mind now is that entities got together and did all the signage for the Kiosk boards, cut out photo stations. We have talked about doing that again, having more summits. Summit was useful, we have had the rural philanthropy come here, that was amazing, a lot of people were here. All the local Mancos nonprofits were there.

A profit and nonprofit interface, have more interaction because the two can get divided.



Improve the communication between entities so we are not duplicating but improving. The Chamber and Creative District could be the go-to for running monies specific to arts or education or entities. The chamber would manage inquiries in business and Creative District would manage the arts.

Working at it, the Creative District and chamber have gotten together to promote evening summer events and get galleries to stay open. There is some conversation to come up with a signature event for the town that would draw people from outside the town and would be unique and unusual. But this is just in conversation stage.

There is a collaborative process that seems to be working and if it keeps going then it will come up with more opportunities.

There are also issues where organizations do their own thing, will schedule something on top of another event. Could be handled better, checking you are not conflicting with another event.

MISCELLANEOUS

CO enacted new sales tax laws that started in December, state made sales tax based on where the buyer is located. With this new law, I am supposed to remit sales taxes based on where the buyer is. This law is a problem for internet businesses but towns are seeing this differently, Amazon boxes mean revenue for town. Not a town issue, it is across towns and businesses. If you get the local sales tax from internet sales, then we still need the people shopping local, that is the local jobs in addition to the sales tax. The state has caused this complicated. If you have to pay the accountant more than sales tax charges. This might hurt some of the small businesses that sell on Etsy and other websites.



APPENDIX C – MANCOS BUSINESS LIST

| Business Type | Company Name | Business Type |
|---------------------------|---|--------------------------|
| Art Gallery, 4 | Artisans of Mancos | Art Gallery |
| | Kilgore American Indian Art | Art Gallery |
| | Raven House Gallery | Art Gallery |
| | Veryl Goodnight Gallery | Art Gallery |
| Art Studio, 1 | Painted Turtle Studio Inc. | Art Studio |
| Automotive, 3 | B & N Repair LLC | Automotive |
| | Greg's Auto Repair | Automotive |
| | Valley Repair, LLC | Automotive |
| Bank, 1 | Dolores State Bank | Bank |
| Childcare, 1 | Theresa's Family Child Care | |
| Construction, 6 | Amorelli Plumbing | Plumbing |
| | D&M Roofing | Construction |
| | Four Corners Cabinetry | Construction |
| | Integrity Glass | Construction, Automotive |
| | La Plata Insulation | Construction |
| | BE CO. | Construction |
| Dispensary/Grow, 4 | Blend, LLC | Dispensary |
| | Bud Farm | Dispensary/Grow |
| | Livwell Mancos-rcrtnl | Dispensary |
| | New Millennium | Marijuana Grow |
| Gas Station, 1 | Cox Conoco | Gas Station |
| Grocery, 2 | P&D Grocery & Mancos Pizza | Grocery |
| | Zuma Natural Foods & Deli | Grocery |
| Gym/Studio, 3 | Hachi Sakura Judo Club | Judo |
| | Momentum 24/7 Fitness | Gym |
| | The River Studio | Yoga Studio |
| Health/Wellness, 3 | Harmony Tree Holistic Healing Arts | Health/Wellness |
| | Spirit Works | Health/Wellness |
| | Path Healing Arts | Health/Wellness |
| Liquor Store, 2 | Mancos Liquor, LLC | Liquor Store |
| | Log Cabin Liquors | Liquor Store |
| Lodging, 7 | Enchanted Mesa Motel (E.M. Management LLC) | Lodging |
| | Mancos Inn, LLC | Lodging |
| | Mesa Verde Motel | Lodging |
| | Ms. Kitty's Country Inn (Recycled Dreams LLC) | Lodging |
| | Riverwood RV Resort | Lodging |
| | The Valley Inn | Nursing Home |



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|-------------------------------|---|----------------------------|
| | Mancos Property | Real Estate |
| Manufacturing, 1 | Alpacka Raft | Manufacturing |
| Medical, 7 | Essence of Healing, PC | Medical |
| | Lawrence Speech & Hearing | Medical |
| | Mancos Chiropractic | Chiropractic |
| | Mancos Family Dentistry | Medical |
| | Melinda Bronson PC | Medical |
| | Mullikin Physical Therapy P.C. | Medical |
| | Southwest Health System/Southwest Medical Group | Medical |
| Printing/Publishing, 5 | Brand Central/Southwest Printing/Southwest Design | Printing/Publishing |
| | Budget Business Forms & More | Printing/Publishing |
| | Mancos Common Press | Printing/Publishing |
| | Tribal College Journal | |
| Professional, 9 | Charles Cole, Attorney | Legal |
| | Chilcott & Associates, LLC | Accountant |
| | Four Corners IT Consulting | IT Consulting |
| | Hello Zark | Branding/Design |
| | Look Look Design | Graphic Design |
| | Online Web Services US Inc | Web Services |
| | Padilla Law P.C. | Legal |
| | Parry Accounting Service | Accountant |
| | Atlas LLC | Financial Services |
| Real Estate, 3 | Coldwell Banker | Real Estate |
| | Colorado Ranch & Home Realty | Real Estate |
| | Remax Mesa Verde Realty | Real Estate |
| Restaurant/Bar, 11 | Absolute Bakery | Restaurant |
| | Chavalo's Mexican Restaurant | Restaurant |
| | Fahrenheit Coffee | Coffee Shop |
| | Fenceline Cider | Cidery |
| | GreenTable LLC | Food Truck/Restaurant |
| | Hamburger Haven | Restaurant |
| | Mancos Brewing | Brewery |
| | Mancos Pizza, CO | Restaurant |
| | Millwood Junction Inc. | Restaurant |
| | Olio, LLC | Restaurant |
| | Columbine | Bar |
| Retail, 7 | Absolute Book Collection (In Absolute Bakery) | Retail |
| | BOMDIGGITY, LLC | Retail |
| | Dolores River Rifles | Rec Gear/ Equipment Retail |
| | Family Dollar | Retail |



| | | |
|---|--------------------------------------|------------------------------|
| | Mancos Valley Thrift Store | Retail |
| | Creatures All Great & Small | Thrift Store/Antiques |
| | Sprouting Eclectics Secondhand Shop | Thrift Store/Antiques |
| Salon/Spa/ Barbershop/ Skincare, 6 | Ann's Waxing | Waxing |
| | Becky's Salon | Salon/Spa/Barbershop |
| | Beehive | Salon/Spa/Barbershop |
| | Cellar Cuts | Salon/Spa/Barbershop |
| | Skincare by Thia | Skincare |
| | Solutions: Eco Friendly Hair | Salon/Spa/Barbershop |
| Veterinary, 1 | Mancos Valley Vet Hospital | Veterinary |
| Other, 7 | Custom Calligraphy & Frame | Framing |
| | Integral Resources, Inc. | Unknown |
| | MBNR, Inc. | Leasing Optometry Offices |
| | Mancos Valley Chamber of Commerce | Chamber of Commerce |
| | Roscoe Acoustic Blues & Swing | Musical Group |
| | Genesis Advisors LLC (Remote office) | Leadership Consulting |
| | Premier Weed Management | Weed Management |

