



City of Raton, New Mexico

# Economic Development Strategic Plan FY 2015 – FY 2020

Adopted by the City Commission on April 14, 2015

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# PLAN OVERVIEW

This plan represents the work of 65 concerned citizens who took the initiative to participate in various committee and community meetings facilitated by *GrowRaton!* over a period of more than one year. Two community meetings were held, the first on May 22, 2014 and the second on August 6, 2014, to gain feedback from the general public. The initial draft plan was then reviewed by a blue ribbon committee of community leaders and also presented to the City Manager along with various City Department Heads and employees who were identified as having a potential role in the proposed plan. After taking into account all the feedback received, this final version was then presented to the City Commission for its approval and adoption on April 14, 2015.

Since it is necessary to improve conditions within the City in order to foster economic growth throughout the area, this plan contains goals and initiatives for both Community Development and Economic Development in separate sections. The Vision Statement which precedes those two sections represents our dreams and hopes for the City of Raton in the year 2020. The goals which follow are the result of using the S.M.A.R.T. goals formula (i.e. Specific, Measurable, Attainable, Relevant, and Time-Framed). Each of the initiatives specified for a given goal are intended to help achieve that goal by identifying for each initiative a potential “Champion,” recommended “Resources,” “Metrics” by which to measure success, and a proposed time-frame in which to “Finish” the initiative (for the most part, the time-frames are expressed in terms of quarters of the fiscal year which runs from July 1<sup>st</sup> to June 30<sup>th</sup> annually). However, the various elements of this plan are not meant to be seen as set in stone but rather as a living document subject to change as circumstances warrant over the life of this plan.

In the second public meeting, the participants were also asked to vote on the various goals in each section to determine priorities for both the Community and Economic Development goals. These priorities have been expressed in terms for the goal number for each section (e.g. CD 1.0 is the top priority for Community Development). Individual initiatives are numbered by inserting a decimal point to the right of the goal number followed by the number of the initiative (e.g. CD 1.1 is the first initiative under the top priority goal for Community Development.) Due to the fact that many initiatives may be undertaken during a given time-frame, no attempt has been made to prioritize the individual initiatives under a given goal. However, the initiatives under an individual goal have been ordered to reflect the desired “Finish” date.

While *GrowRaton!* is listed as the initial Champion for a number of Initiatives, the primary role of this organization in those cases will be to recruit individuals who will Champion specific initiatives or become resources for those Champions. It is important to note that the ultimate success of the endeavors outlined in this plan will depend on the degree to which City employees and Raton residents identify with the individual goals and initiatives and are willing to become participants in these efforts. The extent to which individuals step forward because of their interest and willingness to participate in a given segment of the plan will be the determining factor in how this plan is implemented. It will surely take a concerted effort on the part of a large number of people to successfully implement this plan in its entirety.



# Raton's Target Industries & Markets

Raton's economy currently includes:

- Agriculture
- Arts, Entertainment, and Recreation
- Business and Professional Services
- Education
- Forest and Wood Products
- Government
- Healthcare and Medical Services
- Hospitality
- Information Technology
- Light Manufacturing
- Research and Development
- Retail

Raton is ideally suited for opportunities in:

- Aircraft Maintenance
- Back Office Operations
- Call Centers
- Consulting
- Cultural, Heritage, and Historical Tours
- Distribution and Logistics
- E-Commerce
- Film Locations
- Firearms Manufacturing and Sales
- Food Processing
- Outdoor Recreational Goods
- Renewable Energy

# Vision Statement for the City of Raton for the Year 2020

Whether you stay for a day, a year, or a lifetime, Raton offers an affordable alternative to the hustle and bustle of big city life. With stunning landscapes, cool mountain air, and pure water, it is an outdoor recreation destination for all ages. Easily accessible by Interstate, AMTRAK, and general aviation, businesses are growing because of its strategic location, low cost of living, and entrepreneurial spirit. A revitalized downtown historic district, anchored by the Palace Hotel, nurtures a thriving arts and culture community along with numerous examples of late 19<sup>th</sup> and early 20<sup>th</sup> century architecture. Our level-three trauma hospital offers high quality 24-hour emergency room service, and the regional behavioral health center provides both in-patient and out-patient care. Modern technology enhances the high quality educational services which produce a workforce prepared for the future; and seniors find Raton a desirable place to retire. We treasure our reputation as one of the best small towns in America, where residents and visitors alike are greeted by heart-felt smiles and friendly hellos.



# COMMUNITY DEVELOPMENT GOALS & INITIATIVES

## Infrastructure

| GOAL CD 1.0 |   | Over the next five years, provide City of Raton with infrastructure to insure future growth. |  |  |                  |
|-------------|---|--|--|--|------------------|
| INITIATIVES |   | RECOMMENDED CHAMPION   | SUGGESTED RESOURCES  | METRICS  | FINISH           |
| 1.1         | Inventory the City's existing infrastructure to determine current life expectancy.  | City Public Works Department   | City Public Works employees, City Manager                        | Completion of inventory  | 2Q<br>FY 2016    |
| 1.2         | Prioritize items in need of repair or upgrade within the next five years.   | City Public Works Department   | City Public Works employees, City Manager                        | List of priorities   | 3Q<br>FY 2016    |
| 1.3         | Prepare budget plan for next five years based on being current with all repairs and upgrades by the 4Q FY 2019 and present first year of that plan to City Commission as part of annual budget process.   | City Public Works Department   | City Manager & City Commission                                   | Presentation to City Commission  | April<br>FY 2016 |
| 1.4         | Continue to revise and update the five-year budget plan for the City's infrastructure needs and present 2 <sup>nd</sup> year of that plan to City Commission as part of the annual budget process.  | City Public Works Department   | City Manager & City Commission                                   | Presentation to City Commission  | April<br>FY 2017 |
| 1.5         | Anticipate additional infrastructure needed in FY 2017 thru FY 2019 to accommodate growth and coordinate with Colfax County Public Works, then present revised 3 <sup>rd</sup> year of the budget plan to the City Commission as part of its annual budget process. | City Public Works Department   | Public Works employees, City Manager, County Public Works        | List of new infrastructure needs & presentation to the City Commission | April<br>FY 2018 |
| 1.6         | Develop a five-year master plan for City's infrastructure, including budget requirements and long-term financing, to maintain and upgrade all the City's existing and proposed infrastructure beginning in FY 2020.   | City Public Works Department   | City Public Works employees, City Manager, and City grant writer | Five-year infrastructure master plan                                   | 3Q<br>FY 2019    |
| 1.7         | Present new five-year infrastructure master plan to City Commission for its approval.   | City Public Works Department   | City Manager & City Commission                                   | Presentation to City Commission  | April<br>FY 2020 |

## Code Enforcement

| GOAL CD 2.0 |  | Over the next five years, provide for vigorous code enforcement that will enhance and improve the value and appearance of City neighborhoods. |   |   |               |
|-------------|--|---|---|---|---------------|
| INITIATIVES |  | RECOMMENDED CHAMPION  | SUGGESTED RESOURCES   | METRICS   | FINISH        |
| 2.1         | Identify properties within the City limits that are an eyesore and/or unfit for occupancy.   | Fire Department   | Fire Department employees and other City workers                                | Develop a list by areas of the City                           | 4Q<br>FY 2015 |
| 2.2         | Prioritize the properties on that list using a score sheet to rank severity of problems and historical significance.   | Fire Department   | Fire Department employees and State Historic Preservation Office                | Development of score sheet and priority ranking of properties | 1Q<br>2016    |
| 2.3         | Work with willing property owners who are eligible under the <i>GrowRaton!</i> Housing Task Force and USDA guidelines to get assistance in improving the appearance of their properties and livability of their homes. | <i>GrowRaton!</i>   | Raton Housing Authority, <i>GrowRaton!</i> , USDA grants, and City grant writer | Number of property owners assisted                            | Ongoing       |
| 2.4         | Identify owners for properties that are an eyesore and in violation of City codes, issuing citations, and taking whatever actions may be appropriate under existing codes.   | Fire Department   | Fire Department employees and other City workers                                | Citations issued and fines collected.                         | Ongoing       |
| 2.5         | Make recommendations to Planning and Zoning Board where existing codes may not be adequate to remediate blighted properties.   | Fire Department   | Planning & Zoning Board and City Commission                                     | New codes adopted   | Ongoing       |
| 2.6         | Bring to the attention of the City Commission those buildings which cannot be remediated in any other way than by an order for demolition.   | Fire Department   | Fire Department employees and City Commission                                   | Actual demolition of buildings identified                     | Ongoing       |

## Public Safety

| GOAL CD 3.0 |  | Fully staff and equip public safety services for a town the size of Raton by the end of 4Q FY2020. |   |   |  |
|-------------|--|--|---|---|--|
| INITIATIVES |  | RECOMMENDED CHAMPION   | SUGGESTED RESOURCES   | METRICS   | FINISH                                   |
| 3.1         | Project over the next five years the appropriate police staff and equipment needs for Raton.   | City Police Department   | City police staff   | Completion of 5-year plan   | 4Q FY2015                                |
| 3.2         | Project over the next five years the appropriate fire staff and equipment needs for Raton.   | City Fire Department   | City fire staff   | Completion of 5-year plan   | 4Q FY2015                                |
| 3.3         | Project over the next years the appropriate EMS staff and equipment needs for Raton.   | City Fire Department   | City Fire Chief and EMS Supervisor  | Completion of 5-year plan   | 4Q FY2015                                |
| 3.4         | Identify potential funding sources for police, fire, and EMS services so that the City can gradually increase to full staffing and equipment by 4Q FY2020. | City Fire and Police Departments   | Federal and state grants, City Manager and City grant writer                                | Annual budgets that move toward 100% of staff and equipment needs for FY 2020 | FY 2016<br>FY 2017<br>FY 2018<br>FY 2019 |
| 3.5         | Establish a regional Wildfire Training Academy and Base Camp serving northern NM and southern CO   | City and County Fire Departments   | Cimarron facility & expanded runway at airport, federal and state grants, City grant writer | First recruits train and are ready to respond                                 | 4Q 2019                                  |
| 3.6         | Review projected needs annually and be prepared to request adjustments accordingly during the budgeting process.   | City Fire and Police Departments   | City Manager and City grant writer  | Annual budgets that moves toward 100% staff and equipment needs for FY 2020   | Annually during 3Q each year             |

## Recreational Facilities - Management

| GOAL CD 4.0 |   | Over the next five years, develop and implement a Master Plan for the use and upkeep of the City's current and future recreational facilities. |   |  |                     |
|-------------|---|--|---|--|---------------------|
| INITIATIVES |   | RECOMMENDED CHAMPION   | SUGGESTED RESOURCES                                       | METRICS                                | FINISH              |
| 4.1         | Assess and prioritize maintenance, safety, rehabilitation, and/or modernization needs of the City's existing recreational facilities based on population and/or utilization adjustments.  | Parks & Recreation Department  | Parks & Recreation Board, City Manager                    | List of current assets and their needs | 1Q<br>FY 2016       |
| 4.2         | Develop a five-year capital outlay funding plan for the safety, maintenance, rehabilitation, and/or modernization of the existing recreational facilities.  | Parks & Recreation Department  | Parks & Recreation Board, City Manager, City grant writer | Development of 5-year plan             | 3Q<br>FY 2016       |
| 4.3         | Present assessment and five-year plan to City Commission as part of the budgeting process.  | Parks & Recreation Department  | City Commission   | Presentation to the City Commission    | April<br>FY 2016    |
| 4.4         | Create a Master Plan for new recreational facilities in Roundhouse Memorial Park to include Frisbee golf, basketball, racquetball, volleyball, a "pump track" for bicycles, an outdoor water splash facility and a fitness circuit with built in wellness equipment, and prioritize them according to ease of implementation and feasibility. | Parks & Recreation Department  | Parks & Recreation Board, City Manager                    | List of future priorities              | Ongoing             |
| 4.5         | Update five-year capital outlay/funding plan to include new recreational facilities for the City.   | Parks & Recreation Department  | Parks & Recreation Board, City Manager, City grant writer | Updated 5-year plan                    | Ongoing             |
| 4.6         | Prepare annual recreational budget and updated plan for the City Commission as part of the budgeting process.   | Parks & Recreation Department  | City Manager and Commission                               | Presentation to the City Commission    | April of<br>Each FY |

## Workforce Development

| GOAL CD 5.0 |  | Complete development of a self-sufficient, business-driven, workforce development center by Q4 FY 2017. |  |  |               |
|-------------|--|---|--|--|---------------|
| INITIATIVES |  | RECOMMENDED CHAMPION  | SUGGESTED RESOURCES  | METRICS  | FINISH        |
| 5.1         | Identify and recruit partners to support the development of a full-time workforce development center   | Chamber of Commerce   | Business leaders   | Partners identified  | 4Q<br>FY 2015 |
| 5.2         | Recruit and organize a Business Roundtable to discuss workforce development needs.   | Chamber of Commerce   | Local businesses   | Establishment of Business Roundtable   | 1Q<br>FY 2016 |
| 5.3         | Presentations to Business Roundtable on resources available for workforce development.   | Chamber of Commerce   | Colfax Workforce Development Center, Luna CC, TSJC, & NMHU staff, State & Federal employees                      | Number of presentations and workshops  | Ongoing       |
| 5.4         | Create a workforce development online resource based on recommendations of Business Roundtable   | Business Roundtable   | Colfax Workforce Development Center, <i>Grow Raton!</i> , Luna CC, TSJC, & NMHU staff, State & Federal employees | Development and publishing on the web of workforce development online resource | 2Q<br>FY 2016 |
| 5.5         | Develop and conduct training for public/private employees and high school students in customer service, ethical behavior, and other professional practices | Chamber of Commerce   | Holiday Inn Express, business leaders  | Number of participants and trainings held                                      | Ongoing       |
| 5.6         | Collaborate with area civic organizations to increase training "footprint."  | <i>GrowRaton!</i>   | Kiwanis, Lions, Rotary, FCCLA, FFA & YES   | Number of organizations involved and additional trainings held                 | Ongoing       |
| 5.7         | Collaborate with partners to identify and solicit funding for progress to a full-time workforce development center.  | Business Roundtable   | Business leaders   | Funding identified   | 4Q<br>FY 2017 |

## Recreational Facilities - Other

| GOAL CD 6.0 |  | Over the next five years, develop additional outdoor recreational opportunities in other areas of the City for youth and active adults including “high visibility” venues on land along the west side of the I-25 corridor. |   |  |               |
|-------------|--|---|---|--|---------------|
| INITIATIVES |  | RECOMMENDED CHAMPION  | SUGGESTED RESOURCES   | METRICS  | FINISH        |
| 6.1         | Communicate with Jackson Stables in Raton and ranches nearby Raton about horseback riding opportunities for residents and tourists.  | Horseback Riding Enthusiast   | Jackson Stables, nearby ranches, land-owners along trails, & horseback riding enthusiasts                                   | Offer horseback riding to the public as a form of outdoor western recreation | 4Q<br>FY 2015 |
| 6.2         | Develop bicycle pathways connecting Raton with the NRA Whittington Center and Sugarite Canyon State Park.  | Parks & Recreation Department   | Parks & Recreation Board, NMDOT, Landowners along pathway, Sugarite Canyon State Park, NRAWC, and City & County Commissions | Completion of these two bicycle pathways                                     | 4Q<br>FY 2016 |
| 6.3         | Develop skateboard park near intersection of Legion Drive and 2nd Street between the "tank" and picnic area behind Gabriele Field (preferred location to allow drive-by "supervision" by Raton Police Department).         | Parks & Recreation Department   | Parks & Recreation Board, skateboard enthusiasts, & City Commission   | Completion of skateboard park  | 4Q<br>FY 2017 |
| 6.4         | On the land along the west side of the I-25 corridor , develop a master plan for recreational facilities easily visible from the Interstate such as a driving range, miniature golf, batting cage, and rock climbing wall. | Parks & Recreation Department   | Parks & Recreation Board, Planning & Zoning Board, golfers and other sports enthusiasts                                     | Completion of I-25 recreation complex  | 4Q<br>FY 2018 |
| 6.5         | Communicate with Angel Fire Resort about their zipline and explore what land in the Raton area might be suitable for a zip-line complex  | Zipline Enthusiast  | Landowners in proximity to proposed zipline, City and/or County Commissions, & zipline enthusiasts                          | Identify land and plan for zipline in Raton area                             | 4Q<br>FY 2019 |
| 6.6         | Recruit a firm to develop and market a zipline course as a community outdoor recreation opportunity  | <i>GrowRaton!</i>   | Landowners in proximity to proposed zipline, City and/or County Commissions, & zipline enthusiasts                          | Completion of zipline course   | 4Q<br>FY 2020 |

## Energy

| GOAL CD 7.0 |   | Over the next three years, promote development in our community which supports energy self-sufficiency and green building initiatives. |   |  |                      |
|-------------|---|--|---|--|----------------------|
| INITIATIVES |   | RECOMMENDED CHAMPION   | SUGGESTED RESOURCES                                 | METRICS  | FINISH               |
| 7.1         | Increase the utilization of available funds through renovation and weatherization programs for low-income people.             | <i>GrowRaton!</i>  | Raton Housing Authority, Ministerial Alliance, USDA | # of individuals who successfully apply & projects completed | Ongoing              |
| 7.2         | Facilitate educational workshops for consumers and business owners regarding energy use and conservation.                     | <i>GrowRaton!</i>  | ConservFirst, USDA                                  | # of workshops & attendees                                   | Beginning 2Q FY 2016 |
| 7.3         | Facilitate workshops for contractors to increase number who are certified under the Green Advantage standards.                | Luna Community College, Springer and TSJC  | ConservFirst, local contractors                     | # of contractors certified                                   | Beginning 3Q FY 2016 |
| 7.4         | Facilitate training for real estate appraisers to use the Green Appraisal Form  | Luna Community College, Springer and TSJC  | ConservFirst, local real estate appraisers          | # of real estate appraisers trained                          | Beginning 1Q FY 2017 |
| 7.5         | Educate consumers and business owners on the advantages of incorporating energy-saving techniques when renovating properties. | ConservFirst   | Green certified contractors                         | # of workshops & attendees                                   | Beginning 2Q FY 2017 |

## Community Participation

| GOAL CD 8.0 |  | Increase participation of Raton residents in community activities by 10% each year over the next five years. |   |                                       |               |
|-------------|--|--|---|---------------------------------------|---------------|
| INITIATIVES |  | RECOMMENDED CHAMPION   | SUGGESTED RESOURCES   | METRICS                               | FINISH        |
| 8.1         | Start a "One Hundred New Things" program for Raton to give residents a chance to suggest positive changes for our community.   | <i>GrowRaton!</i>  | City of Raton   | # of participant suggestions          | 4Q<br>FY 2015 |
| 8.2         | Organize an annual Founders Celebration to be held toward the end of August which, besides being a festive celebration, would also give non-profits, community activities, and City Boards a chance to promote community service and volunteering. | Founders Celebration Committee   | Community leaders, non-profits, activity participants, City Boards, and City Commission | Establishment of Founders Celebration | 1Q<br>FY 2016 |
| 8.3         | Increase number of community service volunteers by 10% each year with FY 2015 as the base line.  | <i>GrowRaton!</i>  | Community leaders, non-profits, activity participants, and City Boards                  | Increase in # of people involved      | 4Q<br>FY 2020 |

## One of America's Best Small Towns

| <b>GOAL CD 9.0</b> |   | Within next five years, be recognized by the media as one of America's best small towns, known for its culture, historical architecture, entrepreneurial spirit, outdoor recreational opportunities, and desirability as a place to live. |   |  |               |
|--------------------|---|---|---|--|---------------|
| INITIATIVES        |   | RECOMMENDED CHAMPION  | SUGGESTED RESOURCES                     | METRICS  | FINISH        |
| 9.1                | Explore criteria used by various media to rank "America's Best Small Towns."  | <i>GrowRaton!</i>   | Publications, websites and social media | Lists of criteria                                  | 4Q<br>FY 2015 |
| 9.2                | Based on various criteria uncovered, adapt Economic Development Strategic Plan to incorporate achieving qualifying status | <i>GrowRaton!</i>   | EDSP Oversight Committee                | EDP Changes  | 4Q<br>FY 2015 |
| 9.3                | Start marketing campaign to have Raton recognized as "One of America's Best Small Towns"                                  | Lodgers Tax Advisory Board  | <i>GrowRaton!</i>                       | Marketing campaign                                 | 1Q<br>FY 2016 |
| 9.4                | Achieve recognition as "One of America's Best Small Towns."   | <i>GrowRaton!</i>   | Publications, websites and social media | Recognition by at least one publication or website | 4Q<br>FY 2020 |



# ECONOMIC DEVELOPMENT GOALS & INITIATIVES

## Business Friendly

| GOAL ED 1.0 |   | By the end of fiscal year 2016, become a "business friendly" City which encourages businesses to start and/or relocate to Raton. |  |  |                           |
|-------------|---|--|--|--|---------------------------|
| INITIATIVES |   | RECOMMENDED CHAMPION   | SUGGESTED RESOURCES                                | METRICS                                | FINISH                    |
| 1.1         | Revise the Local Economic Development Act (LEDA) ordinance to have a more diverse Raton Economic Development Board (REDB) and update LEDA ordinance by incorporating state revisions to the state act.        | <i>GrowRaton!</i>  | NMEDD and City Commission                          | New LEDA ordinance                     | 4Q<br>FY 2015             |
| 1.2         | Prepare "boiler plate" information in advance to minimize time needed to respond to business inquiries and Potential Relocation Opportunities (PRO's).  | <i>GrowRaton!</i>  | Previous PRO responses & <i>GrowRaton!</i> website | Structure & wording for basic response | 4Q<br>FY 2015             |
| 1.3         | Determine any local incentives Raton is prepared to offer new or expanding businesses under the LEDA ordinance per jobs created with an incentives application on both the City & <i>GrowRaton!</i> websites. | City Commission  | <i>GrowRaton!</i> and City Manager                 | List of specific incentives            | 4Q<br>FY 2015             |
| 1.4         | Develop a "One Stop Shop" approach for information on starting a new business.  | <i>GrowRaton!</i>  | Fire Department and <i>GrowRaton!</i>              | Creation of "One Stop Shop"            | 1Q<br>FY 2016             |
| 1.5         | Review and update ordinances to make Raton more "business friendly."  | Ordinance Review Committee   | <i>GrowRaton!</i> and City Commission              | New and/or revised ordinances          | Beginning<br>1Q<br>FY2016 |
| 1.6         | Collaborate with the Colfax County's economic development efforts to achieve best possible utilization of resources   | City Manager   | Colfax County Economic Developer                   | Level of collaboration                 | Ongoing                   |

## Tourism

| GOAL ED 2.0 |  | Maximize the economic impact of tourism to the Raton area by promoting Raton as a great stopping place for the passing traveler, as well as refining and packaging our many assets and activities toward making the area a destination for the recreational and cultural tourist by March 31, 2016. |   |   |               |
|-------------|--|---|---|---|---------------|
| INITIATIVES |  | RECOMMENDED CHAMPION  | SUGGESTED RESOURCES   | METRICS   | FINISH        |
| 2.1         | Chamber's Tourism Coordinator to collaborate with individuals and organizations promoting events in Raton to maintain a master calendar of events. | Raton Chamber of Commerce   | Organizations and individuals who promote events,   | Create a master calendar for Raton events                       | Ongoing       |
| 2.2         | Develop a specific marketing plan for the "passing traveler."  | Raton Chamber of Commerce   | Arts & Culture District Advisory Committee, Chamber's Tourism Coordinator, owners seeking to have their businesses promoted | Creation of a marketing plan for the "passing traveler."        | 1Q<br>FY 2016 |
| 2.3         | Develop a specific marketing plan to attract recreational, cultural heritage and eco-tourists.   | Raton Chamber of Commerce   | Arts & Culture District Advisory Committee, Chamber's Tourism Coordinator   | Creation of a marketing plan for cultural and heritage tourists | 2Q<br>FY 2016 |
| 2.4         | Continue marketing to conventions and large meetings   | Raton Chamber of Commerce   | Chamber's Tourism Coordinator & groups in Raton that have regional meetings   | # of times Convention Center is booked                          | Ongoing       |
| 2.5         | Contact institutions of higher education regarding tours for their students in archeology, architecture, geology, and related fields.              | Raton Chamber of Commerce   | Chamber's Tourism Coordinator   | # of tours scheduled  | 3Q<br>FY 2016 |
| 2.6         | Develop a comprehensive methodology for evaluating the impact of tourism on Raton's economy.   | Raton Chamber of Commerce   | Chamber's Tourism Coordinator, business owners and those promoting events   | Creation of an annual Tourism Report                            | 4Q<br>FY 2016 |
| 2.7         | Work with LTAB and City Commission to increase the investment in tourism based on increased results.   | Raton Chamber of Commerce   | Chamber's Tourism Coordinator, business owners and those promoting events   | Increased funding to support tourism                            | 4Q<br>FY 2016 |

## Active Adult Community

| GOAL ED 3.0 |  | Develop an active adult community and related amenities for adults ages 55+ by the 1st Quarter of FY 2020. |   |  |               |
|-------------|--|--|---|--|---------------|
| INITIATIVES |  | RECOMMENDED CHAMPION   | SUGGESTED RESOURCES                             | METRICS                                    | FINISH        |
| 3.1         | Identify available property for future development of active adult facilities through out the area for individuals age 55+ which would include groupings of patio homes, a manufactured home park, an upscale RV park, and related amenities | <i>GrowRaton!</i>  | Local land owners                               | List of available land for development     | 2Q<br>FY 2016 |
| 3.2         | Have land designated for active adult community age 55+ and related amenities  | <i>GrowRaton!</i>  | Planning and Zoning Board & City Commission     | Appropriate zoning designations            | 4Q<br>FY 2017 |
| 3.3         | Recruit a firm to develop and market the active adult community properties and amenities to individuals age 55+  | <i>GrowRaton!</i>  | RFP for project                                 | Selection of developer                     | 2Q<br>FY 2018 |
| 3.4         | Construction of initial facilities.  | Developer  | Local contractors & building material suppliers | Completion of initial housing construction | 4Q<br>FY 2019 |
| 3.5         | First residents move in to active adult community housing.   | Developer  | Promotional marketing                           | # of residents                             | 1Q<br>FY 2020 |

## Industrial Parks

| GOAL ED 4.0 |  | Over the next five years, develop two settings which can serve as industrial parks to attract new businesses or activities. |   |  |               |
|-------------|--|---|---|--|---------------|
| INITIATIVES |  | RECOMMENDED CHAMPION  | SUGGESTED RESOURCES   | METRICS  | FINISH        |
| 4.1         | Explore development of plans for an industrial park on the land near Crews Field previously given by the City to the Raton Chamber of Commerce for that purpose. | <i>GrowRaton!</i>   | Raton Chamber of Commerce, Planning & Zoning Board, and City Commission | Agreement of parties to transfer land to <i>GrowRaton!</i> | 4Q<br>FY 2015 |
| 4.2         | Explore needs of potential transfer operation with Crews Field serving as a hub.   | <i>GrowRaton!</i>   | Warehousing & distribution operations and Airport FBO                   | Interest by one or more parties                            | 2Q<br>FY 2016 |
| 4.3         | Explore needs of potential Wildfire Training Academy & Base Camp using Crews Field as a refueling station for airborne firefighting equipment.                   | County Fire Department  | <i>GrowRaton!</i> & Airport FBO   | Authorization to develop refueling station                 | 2Q<br>FY 2017 |
| 4.4         | Secure funding to develop industrial park adjacent to Crews Field.   | City of Raton & <i>GrowRaton!</i>   | City grant writer, federal & state funding                              | Funds obtained   | 4Q<br>FY 2018 |

## Historic District

| GOAL ED 5.0 |  | Work with owners of vacant downtown properties to revitalize the appearance of the Historic District by June 30, 2019. |   |                                      |               |
|-------------|--|--|---|--------------------------------------|---------------|
| INITIATIVES |  | RECOMMENDED CHAMPION   | SUGGESTED RESOURCES   | METRICS                              | FINISH        |
| 5.1         | Inventory vacant properties and their owners in the Historic District.   | Raton MainStreet   | Raton MainStreet records, Fire Chief, County Assessors Office | List completed                       | 4Q<br>FY 2015 |
| 5.2         | Contact owners, educate them regarding finance opportunities, and seek their cooperation in working with potential businesses and local artists. | Raton MainStreet   | Raton Main Street, <i>GrowRaton!</i>                          | # of meetings held                   | 4Q<br>FY 2015 |
| 5.3         | Where permitted by the owners, engage local artists to paint scenes on large pieces of plywood to be placed in empty windows.                    | Raton MainStreet   | Local artists, Raton MainStreet, <i>GrowRaton!</i>            | # of storefronts utilizing paintings | 1Q<br>FY 2016 |
| 5.4         | Designate a Metropolitan Redevelopment Area which includes the Palace Hotel on 1 <sup>st</sup> Street.   | Raton MainStreet   | NMEDD, <i>GrowRaton!</i> City Commission                      | Creation of MRA                      | 2Q<br>FY 2016 |
| 5.5         | Completion of Multi-Modal Transportation Center on 1 <sup>st</sup> Street  | Raton MainStreet   | NMEDD, consultant & contractor                                | Grand Opening                        | 4Q<br>FY 2016 |
| 5.6         | Work with local owner or find a developer to purchase, renovate, and open the Palace Hotel.  | Raton MainStreet   | NMEDD, <i>GrowRaton!</i>                                      | Contract signed by developer         | 4Q<br>FY 2017 |
| 5.7         | Re-open Palace Hotel.  | Raton MainStreet   | NMEDD, <i>GrowRaton!</i>                                      | Grand Opening                        | 4Q<br>FY 2019 |

## Entrepreneurs

| GOAL ED 6.0 |  | Develop an ongoing program to encourage and support potential business owners to become entrepreneurs in Raton with initial classes to be held by March 31, 2015. |   |                                     |                         |
|-------------|--|---|---|-------------------------------------|-------------------------|
| INITIATIVES |  | RECOMMENDED CHAMPION  | SUGGESTED RESOURCES   | METRICS                             | FINISH                  |
| 6.1         | Hold seminars on how to start your own business, write a business plan, and develop a succession plan. | <i>GrowRaton!</i>   | NMHU, SBDC, Luna Community College at Springer, SCORE                       | # of classes held & # of attendees  | Beginning by 1Q FY 2016 |
| 6.2         | Establish mentoring program for entrepreneurs using the SCORE model.                                   | <i>GrowRaton!</i>   | SCORE, Taos Entrepreneur Network (TEN), current and retired business owners | # of entrepreneurs being mentored   | Beginning by 2Q FY 2016 |
| 6.3         | Provide assistance in developing business plans and finding financing.                                 | <i>GrowRaton!</i>   | NMHU, SBDC, Luna Community College at Springer, SCORE                       | # of entrepreneurs assisted         | Beginning by 3Q FY 2016 |
| 6.4         | Identify businesses that can thrive in Raton and advertise for potential business owners.              | <i>GrowRaton!</i>   | NMEDD   | # of responses to marketing         | Beginning by 4Q FY 2016 |
| 6.5         | Create a business incubator within the City of Raton.  | <i>GrowRaton!</i>   | NMEDD, USDA, and City grant writer  | Establishment of business incubator | 4Q FY 2017              |

## Housing

| GOAL ED 7.0 |  | Develop affordable housing with multiple housing opportunities which will make remodeling and home construction a significant economic contributor for Raton within the next five years. |  |  |               |
|-------------|--|--|--|--|---------------|
| INITIATIVES |  | RECOMMENDED CHAMPION   | SUGGESTED RESOURCES  | METRICS  | FINISH        |
| 7.1         | Establish a Habitat for Humanity operation in Raton and use it to remodel existing properties and build new affordable housing within the City limits under Habitat for Humanity guidelines.                     | <i>GrowRaton!</i>  | Habitat for Humanity, service clubs and other concerned citizens                         | Establishment of operation and at least one project completed              | 2Q<br>FY 2016 |
| 7.2         | Create a non-profit Community Housing Development Organization (CHDO) to acquire uninhabitable properties beginning in the original township for fix-up and sell as single family dwellings for under \$100,000. | Raton CHDO   | Raton CHDO Task Force members, City grant writer   | Incorporation of CHDO & establishing Board of Directors per HUD guidelines | 3Q<br>FY 2016 |
| 7.3         | Identify properties for acquisition and enlist the cooperation of the property owners in this project.   | Raton CHDO   | CHDO Board Members, City grant writer, and concerned citizens                            | Obtain funding allocation from HUD   | 3Q<br>FY 2016 |
| 7.4         | Complete first CHDO project.   | Raton CHDO   | CHDO Board Members, local contractors  | Completion of first CHDO projection  | 2Q<br>FY 2017 |
| 7.5         | Continuation of Habitat for Humanity and CHDO operations.  | Local Habitat for Humanity Chapter and Raton CHDO  | Habitat for Humanity members, CHDO Board Members, local contractors & concerned citizens | # of projects completed  | Ongoing       |

## Public-Private Partnership

| <b>GOAL ED 8.0</b> | Continue developing a public-private partnership between the City of Raton and the Greater Raton Economic Development Corporation dba <i>GrowRaton!</i> characterized by collaboration and cooperation. |                      |                                  |   |          |
|--------------------|---|----------------------|----------------------------------|---|----------|
| INITIATIVES        |   | RECOMMENDED CHAMPION | SUGGESTED RESOURCES              | METRICS   | FINISH   |
| 8.1                | Continue developing a public-private partnership between the City of Raton and the Greater Raton Economic Development Corporation dba <i>GrowRaton!</i> characterized by collaboration and cooperation. | <i>GrowRaton!</i>    | City Manager and City Commission | Increase in levels of collaboration and cooperation | On-going |

## Branding

| GOAL ED 9.0 |  | Engage the community in creating a brand which represents why individuals enjoy living in Raton to be used to attract people and businesses to Raton beginning April, 2016. |                                       |  |                      |
|-------------|--|---|---------------------------------------|--|----------------------|
| INITIATIVES |  | RECOMMENDED CHAMPION  | SUGGESTED RESOURCES                   | METRICS  | FINISH               |
| 9.1         | Educate the public as to what a brand is and why it is important   | <i>GrowRaton!</i>   | Branding Team                         | Public Forums held<br>Media presentations                          | 06/30/2015           |
| 9.2         | Have a "Why I enjoy living in Raton" contest throughout the community (those selected will be invited to do video interviews). | <i>GrowRaton!</i>   | Branding Team                         | Receive at least 25 entries that meet brand criteria               | 09/31/2019           |
| 9.3         | Have a Logo and Slogan contest throughout the community (based on content selected for video interviews).                      | <i>GrowRaton!</i>   | Branding Team, KRTN, and social media | Contest held   | 12/31/2016           |
| 9.4         | Develop community buy-in through public use of video interviews.   | <i>GrowRaton!</i>   | Branding Team, KRTN, and social media | Produce at least 10 video interviews for use in marketing campaign | 03/31/2017           |
| 9.5         | Finalize a logo and slogan which reflect the brand selected  | Lodgers Tax Advisory Board  | LTAB Members and Branding Team        | Selection of logo and slogan                                       | 03/31/2016           |
| 9.6         | Launch marketing campaign based on the brand   | Lodgers Tax Advisory Board  | LTAB Members and Branding Team        | Launch of actual marketing campaign                                | Beginning 04/01/2016 |