



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 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 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 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 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 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 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 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 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 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 FY 2017 FY 2018 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 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 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 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 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 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 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 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 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 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 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 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 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 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 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 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 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 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 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 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 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 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 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 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 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 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 1Q 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 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 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 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 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 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 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 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 FY 2018
3.4	Construction of initial facilities.	Developer	Local contractors & building material suppliers	Completion of initial housing construction	4Q FY 2019
3.5	First residents move in to active adult community housing.	Developer	Promotional marketing	# of residents	1Q 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 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 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 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 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 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 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 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 FY 2016
5.5	Completion of Multi-Modal Transportation Center on 1 <sup>st</sup> Street	Raton MainStreet	NMEDD, consultant & contractor	Grand Opening	4Q 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 FY 2017
5.7	Re-open Palace Hotel.	Raton MainStreet	NMEDD, <i>GrowRaton!</i>	Grand Opening	4Q 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 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 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 FY 2016
7.4	Complete first CHDO project.	Raton CHDO	CHDO Board Members, local contractors	Completion of first CHDO projection	2Q 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 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