

ECONOMIC DEVELOPMENT PLAN ELEMENT-GOALS AND STRATEGIES

This document contains the first draft of the Comprehensive Plan Economic Development Element goals and strategies. These goals and strategies were developed using information and input gathered from the Community Vision Workshops; interviews with city residents, business owners, and organization leaders, and a focus group meeting with economic development partners. The intention of these goals is to diversify and grow the economy in Alamosa, increase job opportunities and decrease poverty while maintaining the integrity and community atmosphere of Alamosa.

COMMUNICATIONS, ORGANIZATION AND PARTNERSHIPS

GOAL 1 – IMPROVE THE COORDINATION AMONG ECONOMIC DEVELOPMENT PARTNERS.

Strategy – Increase and formalize the communications process between economic development partners to promote accountability and action and assign specific tasks based on organizational capacity.

Strategy – The City of Alamosa plays a leadership role in economic development in the city.

Strategy – Consider options for staffing an economic development position at City of Alamosa.

BUSINESS SUPPORT AND RETENTION

GOAL 2 – RETAIN EXISTING BUSINESSES ACROSS ALL SECTORS AND HELP THEM ADAPT AND EXPAND.

Strategies – Forthcoming

GOAL 3 – IMPROVE AND INCREASE SUPPORT FOR MAJOR EMPLOYERS IN ALAMOSA.

Strategy – Ensure that workforce development efforts and programs are integrated with major employers in Alamosa.

Strategy – Organize a regular venue for large employers to discuss challenges and opportunities.

Strategy – Coordinate with major employers on innovative work campuses to raise the bar on physical planning in Alamosa.



GOAL 4 – BETTER UNDERSTAND THE BUSINESS BASE AND IDENTIFY RESOURCES NEEDED TO PROVIDE ASSISTANCE FOR SUCCESSFUL RETENTION, EXPANSION, CREATION AND ATTRACTION OF JOBS.

Strategy – Survey businesses to discover financial and technical needs.

Strategy – Promote business-support services to the business and entrepreneur community.

Strategy – Provide information on financing and incentives for businesses.

GOAL 5 – SUPPORT EFFORTS TO DEVELOP BUSINESS SUPPORT AND TRAINING SERVICES.

Strategy – Support business-to-business networking and collaborative marketing, emphasize collaboration and communication between large employers.

Strategy – Strengthen access to funding for business expansion and training.

Strategy – Encourage and support business workshops, individual training and mentorships.

GOAL 6 – IMPROVE THE PROFESSIONALISM, KNOWLEDGE, AND ABILITIES OF THE LOCAL WORKFORCE.

Strategy – Develop workforce and entrepreneurial training programs that target the specific workforce needs in the City of Alamosa and promote these programs to businesses, entrepreneurs and public schools.

Strategy – Work with economic development and education partners to establish education and training programs that align with opportunities for primary job industries:

- Transportation
- Agriculture
- Food processing and distribution
- Recreation
- Aviation and aeronautics
- Healthcare
- Higher education

Strategy – Increase adult education opportunities that will increase adult literacy, provide primary and secondary education opportunities and career building.



ECONOMIC DIVERSIFICATION

GOAL 7 – TARGET AND RECRUIT SPECIFIC BUSINESSES AND ORGANIZATIONS THAT ARE APPROPRIATE FOR THE CITY OF ALAMOSA.

Strategy – Identify target industries and businesses interested in Alamosa that fit with the local lifestyle and market the local lifestyle, environment and economic assets to these businesses and industries. Examples:

- E-commerce and telecommuting
- Recreation-equipment research, design and manufacturing
- Mountain science and engineering
- High-altitude training
- Aviation
- Outdoor education
- Value added agriculture

Strategy – Characterize the competitive advantages of the local lifestyle compared to other communities that offer similar assets and lifestyles and document the advantages in promotional materials.

Strategy – Promote financial incentives for prospective, new or expanding businesses that meet defined thresholds for job creation, capital investments and public infrastructure.

Strategy – Create a tagline, messaging, logos, website and print materials to articulate Alamosa’s brand, to solidify its identity and attract the interest of prospective businesses and residents. The Alamosa brand needs to play to its strengths:

- Family-oriented community
- Small-town lifestyle, positive and helpful community
- In-town recreation
- Center of events and celebrations
- Business friendly
- Regional rural center; Alamosa is the full service city in San Luis Valley
- Affordable property/cost of living/moderate taxes
- Quality healthcare
- Great schools and higher education

Strategy – Create and map a full inventory of city-owned land and identify land that could be developed for economic development purposes.



Strategy – Promote the existing vacant light industrial/business park land.

REGIONAL CENTER

GOAL 8 – EXPAND ALAMOSA’S ROLE AS RETAIL REGIONAL CENTER IN CONTEXT OF THE SAN LUIS VALLEY AS A WHOLE.

Strategy – Identify regional center market opportunities using market research companies and other methods such as regional consumer surveys.

Strategy – Share retail market information with owners of vacant or underutilized commercial buildings; retail, entertainment and restaurant entrepreneurs who have been successful in the region; real estate brokers; bankers and national retail companies.

Strategy – Identify vacant land that is suitable for medium and large format retail establishments that can be cost effectively served with water and sewer infrastructure and which possess safe and convenient street or highway access.

GOAL 9 – EXPAND ALAMOSA’S REGIONAL ROLE IN HEALTHCARE, TRANSPORTATION, EDUCATION AND PROFESSIONAL INDUSTRIES.

Strategy – Support additional development of healthcare resources in Alamosa.

Strategy – Promote railway as an economic asset for freight and tourism.

Strategy – Increase commercial aviation opportunities at San Luis Valley Airport

Strategy – Emphasize role of downtown as a hub for education, civic, and professional services serving residents in the San Luis Valley.

INFRASTRUCTURE AND SERVICES

GOAL 10 – PROVIDE INFRASTRUCTURE AND ASSETS TO SERVE EXISTING RESIDENTS AND BUSINESSES AND TO ATTRACT BUSINESSES, EMPLOYEES, AND NEW RESIDENTS.

Strategy – Prioritize efforts and work with local, state, and federal governments and commercial air service providers to establish and maintain reliable commercial air service to San Luis Valley Airport.

Strategy – Work with service providers to improve and expand high speed internet service and cellular phone service.

Strategy – Continue to improve and connect in-town recreation opportunities for working professionals with limited time.

Strategy – Increase childcare options for working parents through the development of home based and large scale daycare centers or “nanny” training programs.



Strategy – Build and improve recreation trails and pathways, place signage and improve or develop trailheads accessing them.

Strategy - Maintain and promote the golf course.

Strategy – Improve safety, connectivity and convenience for cyclists and pedestrians.

PROMOTING COMMUNITY ASSETS TO PROSPECTIVE RESIDENTS, EMPLOYEES AND BUSINESSES

GOAL 11 - PROMOTE COMMUNITY ASSETS TO PROSPECTIVE RESIDENTS, EMPLOYEES AND BUSINESSES.

Strategy - Identify the most important community assets for attracting new residents:

- In-town recreation assets
- Small town lifestyle/sense of community
- Public schools and higher education
- Healthcare
- Heritage and visible, valued history
- Volunteer opportunities
- Arts, entertainment and events
- Downtown
- Restaurants

Strategy – Develop a strategic marketing plan to market community assets to prospective residents, employees and businesses:

1. Identify target markets (prospective residents, employees and businesses)
2. Develop a brand and message that speak to the target markets
3. Create and compile marketing materials, including web and print collateral
4. Develop a promotion and outreach plan

GOAL 12 – DEVELOP A SENSE OF PRIDE IN ALAMOSA RESIDENTS AND BUSINESSES.

Strategy – Establish taglines and messaging that instills a sense of pride for living in Alamosa.

Strategy – Expand and improve events/festivals focused on regional residents and businesses that celebrate the community and give participants a sense of community pride.



TOURISM DEVELOPMENT AND MARKETING

GOAL 13 – ENTICE VISITORS AND LODGING GUESTS TO EXPLORE ALAMOSA.

Strategy – Maintain and enhance the visitor infrastructure: restrooms, way-finding/signage, parking, public parks, public gathering places.

Strategy – Establish a consistent streetscape with visual clues that encourage highway motorists to not simply pass thru downtown including: consistent plantings and pedestrian walkways/pathways, lighting, banners, directional signage and other visual clues to direct and entice more people to Alamosa’s core.

Strategy – Improve gateway signage and develop tourist-oriented and way-finding directional signage towards downtown Alamosa, historic sites, open space, parks, recreation facilities, and cultural resources.

Strategy – Develop a strategic tourism marketing plan and implement it through web and print materials, and coordinated outreach by taking the following steps:

5. Identify target markets
6. Develop a brand and message that speak to the target market
7. Create and compile marketing materials, including web and print materials
8. Develop an outreach plan

Strategy – Work with tourism marketing partners to organize materials and talking points for lodging front desk managers and restaurant staff to inform visitors about downtown, historic sites, parks and recreation facilities, open space and cultural resources offered in Alamosa.

Strategy – Encourage and facilitate special events that attract both locals and visitors.

Strategy- Better utilize existing special events notification systems to reach more valley residents.

BUSINESS FRIENDLY CODES AND REGULATIONS

GOAL 14 –FACILITATE BUSINESS DEVELOPMENT BY REVISING THE LAND DEVELOPMENT CODE PROCESSES AND STANDARDS TO MAKE THE CODE CLEAR, PREDICTABLE, FAIR, CONSISTENT, TIMELY AND COST-EFFECTIVE.

Strategies - Forthcoming

