

Economic Agenda

Imagine Clear Creek County



PHOTO: DUSTIN SCHAEFER



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Acknowledgements

Thanks to over 44 stakeholders who provided input to the process through meetings and/or one-on-one interviews.

Economic development needs everyone at the table, supporting and collaborating to move forward with a vision to create a healthy business environment. The stakeholder involvement showed the interest and dedication to creating a more robust economy.

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Bob Pagano	Karen Vieira	Phyllis Adams
Bryce Romig	Kristin Crowell	Rob Goodell
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Dana Abrahamson	Lynn Miller	Tara Hosick
David Bence	Marie Claude Williams	Tina Smith
Ed Rapp	Mark Graybill	Tom Hale
Fred Lyssy	Marvin Geisness	Tom Hayden
Fred Rollenhagen	Mary Jane Loevlie	Tim Mauck
Jack Morgan	Mary Pat Young	William Crowell
Jill Howard	Michael McDonald	

Executive Summary

Executive Summary

Clear Creek County has a wonderful quality of life for resident and visitors, but faces challenges in creating economic prosperity for the community.

The Clear Creek Economic Development Corporation embarked on an economic development strategy to identify potential business targets that would consider Clear Creek for a business location to help mitigate the economic impact loss with Henderson Mine closing in 10-12 years. The assignment assessed the county’s assets from an economic development standpoint and developed an economic agenda to address challenges and strategic initiatives to move forward on opportunities based on those assets.



Background

A community assessment was conducted by Chabin Concepts, Inc. and Applied Economics, Inc. to identify the county’s key assets and opportunities as well as challenges for business and job development. These findings are reported in the *Economic Development Community Assessment Findings Phase I Report*. Chart 1 is an overview of challenges faced by the communities, and challenges for businesses seeking to operate and/or locate in the county.

Chart 1 – Challenges for creating economically healthy community

Community Challenges	Business Challenges
<ul style="list-style-type: none"> ▪ Population is Declining ▪ Population is Aging ▪ Limited Housing Availability ▪ Housing Affordability ▪ Lack of Quality Jobs ▪ Labor Force, commuter labor force ▪ Lack of Economic Diversification ▪ Business Seasonality ▪ Henderson Mine’s Future ▪ High Percent of Part-time Residents 	<ul style="list-style-type: none"> ▪ Location for certain businesses not close enough to urban metros ▪ Limited properties (buildings/sites) for expanding or new businesses ▪ In some cases appropriate zoning not in place for business sites and buildings causing extensive time in processing ▪ Infrastructure upgrades needed (broadband, water and wastewater) ▪ Commercial Land Protection not in place ▪ Workforce Basic Skills ▪ I-70 Image ▪ Way Finding Signage needed to promote assets ▪ High Retail Sales Leakage (est. \$35.0 million)

Based on the assessment findings, further research was conducted on key location factors as they relate to a business location decision and created a strengths and weakness chart to identify those factors that require improvement to create a competitive location for business, Chart 2.

Chart 2 – Clear Creek Competitive Location Chart, plotting weaknesses to strengths



Additional research was conducted to identify potential business target clusters as well as retail market targets given the high sales leakage estimates of nearly \$35 million (March 2014), Charts 3 & 4.

The Business Target Cluster lists businesses that might be the best fit for Clear Creek. In identifying those specific businesses to target within these clusters the best potential will be with smaller, emerging businesses that can start in Clear Creek County and grow. A few of the clusters align with current vacant facilities and with the outdoor/recreation/tourism opportunities already taking hold in Clear Creek County. As the Denver and metro markets grow with software programming, information technology, Clear Creek could be a good location for “satellite offices” because of the lifestyle these employees desire – this is becoming a trend in almost all metro areas where tech has grown substantially. Instead of outsourcing work overseas they are opening satellite offices that are close to headquarters, provide the lifestyle desired by employees and have a lower cost of operations. A challenge is having the broadband they will need, the right space for a 25-75 person office and affordable housing for workers.

Chart 3 – Potential Business Target Clusters

<p>Natural Resources</p> <ul style="list-style-type: none"> • Renewable Energy <p>Education</p> <ul style="list-style-type: none"> • Private or trade school • Sports training facilities • Short-term training related to hospitality industry <p>Professional Services</p> <ul style="list-style-type: none"> • Software development • Custom programming • Environmental consulting <p>Artisan Goods</p> <ul style="list-style-type: none"> • Craft breweries • Craft distilleries • Specialty foods • Artists & crafters 	<p>Organic Products</p> <ul style="list-style-type: none"> • Food products (non-perishable) • Nutraceuticals and supplements <p>Specialty Sporting Equipment</p> <ul style="list-style-type: none"> • Skis and snowboards • Cables and harnesses for zip lining • Mountain bikes • Apparel and gear for mountain biking • Rafting gear • Fishing lures and tackle <p>Hospitality</p> <ul style="list-style-type: none"> • Resort hotel and spa • Art studios • Rafting guides/boat rentals
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Chart 4 – Potential Retail Business Mix Targets

Food	Goods	Services	Entertainment
Bakery	Bicycle shop	Acupuncture/ massage/ alternative health care	Arts/cultural center
Breakfast/lunch restaurant/cafe	Bookstore	Chiropractic services	Civic uses (ex library)
Brewpub	Casual women’s apparel	Computer repair	Live music
Deli	Florist	Doctors & dentists	Movie theater
Family dining	Furniture store	Health clinic	Senior center
Healthy/natural	Garden supplies	Lodging (ex B&Bs)	Youth center
Farm to Table	Grocery stores	Photography	
	Home décor/ accessories	Shoe repair	
	Nutritional store	Tax preparation	
	Pet store	Tutoring	
	Quality consignment apparel		
	Shoe store		
	Sporting goods		
	Unique cards & gifts		

Creating an Economic Agenda for Clear Creek County

As part of Phase I Community Assessment several work sessions¹ were held with stakeholders and the County Commissioners to review findings, consultant observations and priorities.

Given limitations of land and buildings and a clear need to take action for economic growth and revenue, economic development in Clear Creek County needs to be very strategic to achieve economic growth. Stakeholders and government need to take on a philosophy of creating their own opportunities with very focused and collaborative efforts around assets and the eclectic eco-system. Consultant presented four observations to change the economic future:

Chart 5 Consultant Community Assessment Observations

<p>Catalyst Project</p>	<p>To really kick-start economic development Clear Creek County needs a Catalyst Project that creates attention to the commitment and entrepreneurship of the community.</p> <p><i>What is needed:</i> Pro-active government, incentives, need to <u>make it happen</u></p>
<p>Image</p>	<p>Community appearance, particularly from I-70, masks the community’s characteristics and charm.</p> <p><i>What is needed:</i> inviting, attractive, landscaped entrance</p>
<p>Land Bank</p>	<p>Sites & Buildings portfolio is small and mixed, very limited for generating economic activities. These properties need to be productive, generating dollars. Local control is important to get properties ready for investment and to hold for the right economic opportunities. Surplus properties should be banked.</p> <p><i>What is needed:</i> Land bank the few commercial opportunities for future opportunities – an economic development land bank already exists with the Clear Creek Economic Development Corporation.</p>
<p>Create a Draw</p>	<p>Along with a Catalyst Project, government and business need to create a business <u>brand</u> that Clear Creek is an “entrepreneur ecosystem”.</p> <p><i>What is needed:</i> Create a niche marketing plan that matches the land, buildings, and catalyst projects to target businesses and creates a value proposition for those businesses to be in Clear Creek County.</p>

¹ See Community Assessment Findings Presentation – CCEDC & Commissioners, appendix

In addition to the Consultant Observations, the stakeholders discussed actions. Driving the urgency of action is the Henderson Mine slow closure, anticipated in 2026, and the economic impact the closure will have on County revenues and local businesses. In line with observations, stakeholders reviewed actions that would begin creating new economic drivers in the County:

Chart 6: Stakeholder Phase I Review of Actions to Create Short-Term and Long-Term Economic Opportunity

Taking Action

1. Create an outward facing business friendly environment
 - Balance policies – enhance collaboration among organizations, education, government and individuals – create positive messaging – look for some easy wins – develop and be known for entrepreneur ecosystem
2. Garner attention
 - Create a unique project, reusing existing assets and infrastructure, such as, a catalyst project
3. Be ready for opportunities
 - Know the near term opportunities of each site and bldg – Land bank priority commercial sites – improve infrastructure – assist with building upgrades

Following the work session with stakeholders, a similar work session was held with Commissioners discussing their potential role and leadership participation (within their control and where they could play a key role):

Chart 7: Commissioner Phase I Review of Potential County Role

1. **Balance** – greenway and business development (parallel paths)
2. **Collaboration** – use a shared value concepts with all parties
3. **Message** – welcome business
4. **Catalyst Project** – make it happen
5. **Sites & Buildings** – assist with creating market-ready opportunities for business (infrastructure, buildings)
6. **Local control of site** – land bank business opportunity sites
7. **Image** – I-70 Corridor, create the sense of place

Clear Creek Economic Agenda & Strategic Initiatives

I. Economic Agenda Key Initiatives

Why create an economic agenda and strategic initiatives?

Every community works on improving their economic prosperity for a variety of reasons: creating better paying jobs, increasing the tax base, increasing median income, supporting local businesses, improving education – Clear Creek County's is a little more compelling than most. Stakeholders and Commissioners are well aware of the significant negative impact that will occur over the next 10-12 years as the Henderson Mine ceases to operate.

What is important is to begin now working towards creating other economic opportunities that support local businesses, contribute to the tax base and generate new job opportunities.

Creating 100 new jobs (1 company or several companies) that generate an average annual payroll of \$4 million will create an annual economic impact of **\$36.4 million** to the local economy.

100 direct local jobs with an annual payroll of \$4 million will create...

98 indirect jobs
in this sector

\$7.7M payroll
(direct and indirect)

\$7M supported in annual
household spending

SOURCE: Applied Economics Model, Economic Impact of 100 Jobs.

Strategic Initiatives

The purpose of strategic initiatives is to help guide implementation of the economic development agenda on multi-fronts to focus investment and action around the best opportunities. For Clear Creek replacing or even mitigating the loss of the Henderson Mine will be a major challenge coupled with few tools and opportunities to find similar reinvestment.

Initiatives require public and private collaboration and commitment, both the short-term and long-term, addressing policies, funding, planning, creative thinking and at times “risk”.

Based on the assessment and stakeholder input, five strategic initiatives are proposed for Clear Creek County:

1. **Competitive Location** – protect and enhance limited business development lands.
2. **Catalyst Projects** – create projects that will generate awareness and other related business.
3. **Site x Site / Market x Market** – identify best potential uses for available sites and buildings, focus on attraction of those market opportunities.
4. **Tourism & Arts Market** – continue and enhance visitor and tourism marketing to target audience, target attracting arts and artisan companies to stretch visitor stays.
5. **Henderson Mine** – continue to work with Henderson Mine to identify the best reuse opportunities (a long-term, collaborative project).

Strategic initiatives are key to making changes and moving forward on an agenda that creates the desired results. On the following pages each initiative is outlined with an explanation of why this initiative is important, how it can be implemented, expected outcomes and specific actions to achieve those outcomes.

Protect the limited land available for business development.



why?

Clear Creek must take action now to attract new businesses and jobs to begin to mitigate the negative impact of the Henderson Mine closure. There are limited locations for new, expanding or emerging businesses to locate as well as infrastructure deficiencies.

how?

Strategically address protecting and controlling the available commercial land. Inventory and fund infrastructure improvements. Create a “welcome business” reputation.

outcome

By ensuring we have space, the latest in broadband infrastructure, consistent zoning and a fast tracked permitting process, we will become an attractive location and an option for businesses considering expanding or locating.

COMPETITIVE LOCATION

Strategic Initiative 1

Land Bank Limited Commercial Properties

- Similar to purchasing open space, review, acquire and control commercial lands that can be developed or redeveloped for future economic growth.
- Utilize the Clear Creek EDC Land Bank, a 501(c)(3) which operated under the umbrella of the Clear Creek Economic Development Corporation (CCEDC), operates under its own bylaws and with a separate Board of Directors. This unique structure is in place and offers the immediate opportunity to pursue business opportunities with the control of commercial sites.
- Sign a Memorandum of Understanding between the County and the CCEDC for actively implementing strategic actions for economic growth and managing the Land Bank.

Enhance Infrastructure

- Inventory infrastructure improvements needed for vacant and available properties and identify methods to improve the infrastructure to make it attractive for investment.
- Make broadband infrastructure a priority with phased plans for improving service to all existing businesses and new properties.
- Assess opportunities and develop plans to improve the physical community entrances along the I-70 Corridor, add way finding signs to attract visitors to stay and explore (beautification).

Create Business-Friendly Climate

- County Commissioners should authorize staff to research and bring back plans and policies for consistent zoning policies and methods to fast-track permitting process.
- Advocate balanced development paths of greenways and business/economic growth (parallel paths).
- Invest in the opportunity for economic transformation.
- Encourage collaboration that creates “**shared value**” for all in projects and initiatives.
- Promote policies and actions creating economic opportunities.
- Be forward-thinking.

Protect the limited land available for business development.



why?

Clear Creek has limited properties to attract businesses, particularly a major company. Creating a unique setting for emerging companies that value Clear Creek's lifestyle would differentiate Clear Creek from other locations. Clear Creek is already on the map for recreation enthusiasts building on "new experiences" will also draw more visitors.

how?

Closed high schools throughout the nation have been repurposed moving school buildings back into productive reuse – creating businesses and jobs, or community services and generating revenue. Other underutilized sites and buildings can be repurposed to generate a longer stay by a visitor.

outcome

Differentiate Clear Creek business environment to an entrepreneur ecosystem consist with its outdoor personality.

CATALYST PROJECTS

Strategic Initiative 2

Create an Impact Hub

- Transform the closed **Clear Creek High School** into a multi-use impact hub. A closed school is a cost in maintenance to avoid blight. Switching from maintenance to repurposing investment leads to economic growth.
- Impact Hubs² are collaborative opportunities to create impact. Designed as part innovation lab, part business incubator and part community and learning centers, they are unique to a community's ecosystem with a goal to inspire, connect and enable.
- Identify key Champions, both in the community and outside, ones that value the region, education, environment and entrepreneurs.
- Form a school district, economic development and County collaborative to aggressively move forward with a business plan to develop a public/private partnership:
 - Identify design concept and potential facility uses, such as learning venues, beer camps, craft brewers, niche food, culinary, indoor hot houses for fresh foods, technology, back office, outdoor recreation and education, STEM, etc.
 - Conduct feasibility analysis to define repurposing costs.
 - Identify potential funding sources – local, state, federal, philanthropic, etc.
 - Draft business plan including repurposing, operations, services, budget and resources needed for businesses.

Manage our Assets for Prosperity (MAP)

- Based on hotel feasibility report, target market hotel use for Georgetown Lake property.
- Properties held by the County which are currently under-utilized are candidates for repurposing in use or events, such as, the County already identified reuse opportunities for the Fairgrounds to increase visitors and revenue.
- Identify, research and capitalize on unique reuse opportunities that draw visitors and businesses.

² <http://www.impacthub.net/what-is-impact-hub>

Attracting businesses with a limited real estate portfolio will require strategic positioning.



why?

The need for business and job development is clear. Attracting businesses, even small, will 1) begin to diversify the local economy and 2) get Clear Creek on the radar screen that they are open for business.

how?

Build a value proposition for each available property and building and market those to specific businesses in markets that best fit Clear Creek.

outcome

Begin to attract interest from investors and businesses in creating economic value in properties and businesses.

SITExSITE / MARKETxMARKET

Strategic Initiative 3

Build a Real Estate Property Portfolio

- There are 15± sites and buildings identified as available in the County. Working with a team and using a planning matrix, the CCEDC should fully document each site as to infrastructure, building constraints, marketability (short-term/long-term) and market costs (fully understand the constraints of any property).
- Next, identify best use or reuse for each space and site (create a profile of each site/building and its future potential). The business and retail target lists can be used as a guide for identifying and selecting potential uses.
- The inventory above will assist in determining low-hanging fruit to begin marketing to potential users. The Team should start with those properties with highest potential for business location, i.e., the properties which are ready-to-go.

Develop a Business Case for Each Property

- Each of the properties will have different “market” opportunities, some will be retail, visitor-oriented or potentially office, commercial or light industrial business.
- Given there will be different markets opportunities the goal is to maximize the property potential for creating economic prosperity.
- Develop a “business case” for each property profile, i.e., *why this property is an ideal location for the target business* and what other resources, assistance available to help the business. The business case becomes the main sales tool to meet with potential businesses, investors or developers.

Marketing & Attraction

- Given the small portfolio, marketing should be on a case-by-case basis.
- Promote to regional leaders, brokers and partners, such as CAPCO, to promote location opportunities and resources to emerging businesses.
- Identify specific businesses to target to present business case. *Similar strategy to marketing the hotel site.*

Seek potential reuses for the Henderson Mine that will add economic value to the County.



why?

Henderson Mine is the County's major economic driver. As with all natural resource mines, at some point the life span of the mine ends. There is always the possibility new technology will allow additional extraction but that is not in the foreseeable future. Finding a reuse that adds value is a long-term venture.

how?

Henderson Mine officials have researched other mine closures and reuse. Mine reuse is challenging and will require collaboration of not only local, but state and federal officials to identify and move forward a plan.

outcome

Engagement at all levels to identify potential and viable reuse options and financial feasibility analysis.

HENDERSON MINE

Strategic Initiative 4

Create a long-term Reuse Plan

- This initiative has already been started but must be continued engaging state and federal agency involvement to research and assess reuse options which will best benefit the land and the County.
- Invite state and federal agencies to be part of a Henderson Reuse Project Team to review options and opportunities of reuse plan:
 - Local state representatives
 - Colorado Division of Reclamation, Mining & Safety
 - Colorado Dept. of Local Affairs, Energy/Mineral
 - University researchers, such as, MIT
 - Federal agencies to consider – Dept of Energy, Dept of Defense, EPA, Bureau of Land Management, Economic Development Administration and USDA
- Any reuse project will require technical and financial assistance. Getting all agencies involved in the process early will help to access both state and federal funds, such as, updating an EDA Comprehensive Economic Development Strategy for the region or County to include project stage and need for funding.
- Examples of potential site reuse have included:
 - Renewable energy – wind, solar and biomass
 - Recreational, both active and passive. Active structured recreation includes facilities, golf courses³, fields, equipment, sports, resorts, etc. Passive recreation includes hunting, camping, hiking, skiing, biking, fishing, etc.
 - Scientific research and pharmaceutical production underground (an ideal environment for accelerating plant based production)⁴
 - Wetland Banking⁵
- San Juan County's Animas River Corridor Revitalization Planning process could provide insight and lessons learned for Clear Creek's planning process.
- Taking the lead from successful mine rehabilitation efforts worldwide.

³ Anaconda Smelter, Anaconda, Montana

⁴ <http://www.subterrallc.com/html/plant-based-production.html>

⁵ Fact Sheet, Wetland Banking at Former Mine Lands, an Ecological Solution with Economic Benefits

Leverage existing location and resources for attracting visitors and creating sense of place.



why?

For Clear Creek the visitor market can help to diversify the local economy. The natural assets attract visitors. For tourism to be profitable must focus on attracting the right kind of visitors and getting them to stay longer, which translates to additional spending:

1. *Getting passers-by to stop;*
2. *Create ways to keep them longer, additional spending;*

Overnight visitors spend 3 times more than a day visitor.

how?

Becoming an overnight and multi-day destination is a challenge with lots of competition. Continue to enhance the promotion of Clear Creek as a destination and support the visitor experience by attracting artisans who also become a draw to the visitor.

outcome

More aggressive marketing of Clear Creek outdoor sports and experiences will increase the image and recognition as an outdoor destination.

Creating diverse experiences for visitors when they visit will encourage them to have longer stays.

TOURISM & ARTS MARKET

Strategic Initiative 5

Create an Outdoor Brand through Marketing & Visitor Targeting

- Continue to aggressively market Clear Creek as an outdoor destination, host magazine and association FAM tours.
- Host events that promote the local outdoor venues and sports (tournaments), targeting youth.
- Inventory signage and appearance, *will it draw the passers-by to stop?*
- Work to have Clear Creek listed along with other Rocky Mountain communities, such as Alamosa, Fruita, Gunnison, Salida and Silverton in the 101 Best Outdoor Towns book and other key internet sources, such as, Best Adventure Towns, National Geographic, 10 Best Places for Outdoorsy Types to Live, Favorite Outdoor Small Towns (Sunset).

Support Tourism by Attracting Artisans

- Attract artists and artisan companies that also draw visitors, including, craft brewers, craft distilleries, specialty foods and artists.
- Identify specific locations for crafters and artists, either individual space or co-locations where resources can be shared.
- Consider a proactive program such as Paducah, KY., a national Artist Relocation Program⁶ model targeting artists to create an art hub with live/work spaces.
- Similarly become a Colorado Creative District – a designation currently sought after by many Colorado communities.
- Consider a craft brewer attraction strategy.
- Consider organizing a Mini-Makers Faire. Relatively new, attracts the small entrepreneur in all fields to network with other “makers”.
- Attend Denver’s Maker Movement Faire to identify potential entrepreneurs perfect for Clear Creek.

⁶ <http://www.paducahalliance.org/lowertown-arts-district>

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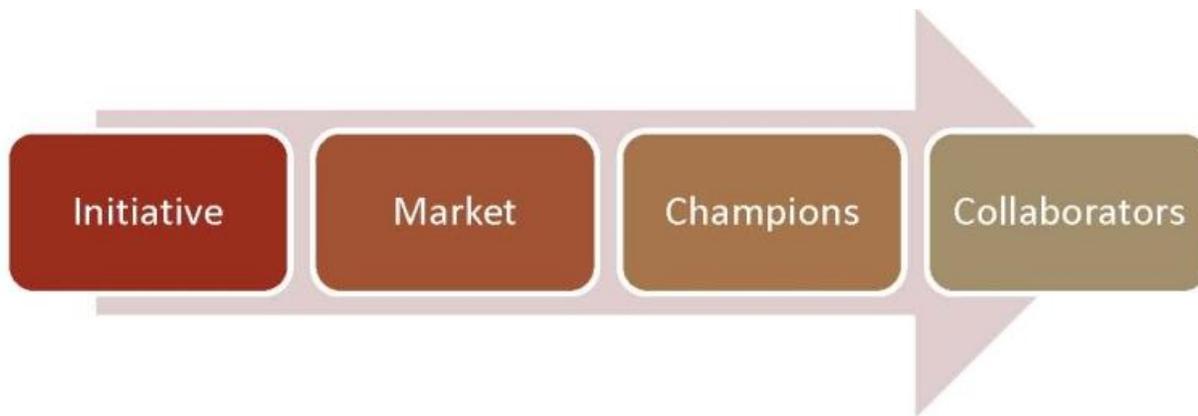
II. Implementation

Clear Creek County has a unique set of circumstances with the future closure of the Henderson Mine and a limited portfolio of development properties to create economic prosperity — traditional economic development tactics will not work.

The strategic agenda for creating future economic prosperity will require a high level of collaboration among different organizations both public and private. For Clear Creek County, economic development must be very forward-thinking, creative and built on a **shared-value** of what can be accomplished.

The good news is there are some opportunities with key assets that would continue to show that Clear Creek County is a unique niche location in Colorado, perfect for businesses that are looking for that business lifestyle.

The Economic Agenda may look overwhelming, however, focusing on *key initiatives* (low hanging fruit first), always understanding the *market opportunities*, finding *champions* to lead the initiatives and engaging *collaborators* will result in a continuum of accomplishments building upon itself and creating a buzz in the market place that Clear Creek County owns their destiny.



Overview – Economic Agenda Five Strategic Initiatives

Initiatives	Strategies	Outcomes
Competitive Location	<ul style="list-style-type: none"> ▪ Land Bank Limited Commercial Properties ▪ Enhance Infrastructure ▪ Create Business-friendly Climate 	<ul style="list-style-type: none"> ▪ <i>Protect income generation properties, local control of properties to move quickly.</i> ▪ <i>Facilitate broadband enhancements.</i> ▪ <i>Create a positive reputation.</i>
Catalyst Projects	<ul style="list-style-type: none"> ▪ Create a Impact Hub, repurposing the high school ▪ Identify and Reuse Under-utilized Properties 	<ul style="list-style-type: none"> ▪ <i>Create a unique location opportunity by reusing existing assets that result in creating jobs and/or more visitors.</i>
Site x Site Market x Market	<ul style="list-style-type: none"> ▪ Build a Real Estate Property Portfolio ▪ Develop a Business Case for each property ▪ Marketing & Attraction 	<ul style="list-style-type: none"> ▪ <i>Strategically market to and attract businesses to properties that will create economic prosperity.</i>
Tourism & Arts Market	<ul style="list-style-type: none"> ▪ Create Outdoor Brand ▪ Support Tourism by Attracting Artisans 	<ul style="list-style-type: none"> ▪ <i>Become overnight and multi-day destination.</i> ▪ <i>Increase visitor stays to increase spending.</i> ▪ <i>Add new, unique attractions.</i>
Henderson Mine	<ul style="list-style-type: none"> ▪ Create long-term Reuse Plan (starting now) 	<ul style="list-style-type: none"> ▪ <i>Identify viable options for reuse.</i> ▪ <i>Engagement of local, state and federal agencies and representatives to find the best options that will continue to add value to the economy.</i>

Research

- America Outdoors Association, <http://www.americaoutdoors.org/outfitter/>
- Association of Outdoor Recreation & Education, www.aore.org
- Bridges: Back to School: Communities Ace Adaptive Reuse Test, <https://www.stlouisfed.org/publications/br/articles/?id=707>
- Cabell County to Develop Incubator School for Expeditionary Learning, <http://wvpublic.org/post/cabell-county-develop-incubator-school-expeditionary-learning>
- DPS Unveils preliminary Details of New Urban Farm Initiative at the Site of a Former School, <http://detroitk12.org/content/2014/03/13/dps-unveils-preliminary-details-of-new-urban-farm-initiative-at-the-site-of-a-former-school-during-major-property-developers/>
- Expeditionary Learning, Engaging Students, Transforming Schools, <http://elschools.org/>
- Fact Sheet, Wetland Banking, <http://www.epa.gov/aml/revital/wlfact.pdf>
- Outdoor Industry Association, University Seminars, <http://outdoorindustry.org/education/ou.php>
- Penn Design, New Life for Old Schools, Philadelphia School Reuse Studio, <https://www.design.upenn.edu/city-regional-planning/graduate/work/new-life-old-schools-philadelphia-school-reuse-studio>
- Policy Best Practices, School Reuse; http://issuu.com/pennpraxis/docs/new_life_for_old_schools_final_report_2013
- Scientists Launch riverside's First Brewery Incubator, <http://riversideoed.com/news-media/article/scientists-launch-riversides-first-brewery-incubator>
- Urban farm planned for shuttered Kettering High School, <http://www.freep.com/article/20140312/NEWS01/303120108/kettering-high-school-detroit-urban-farm>
- Vacant Schools in Englewood, Open Doors for Economic Growth Opportunities, White Paper, <http://ragenglewood.files.wordpress.com/2013/12/white-paper-vacant-schools-in-englewood.pdf>
- Washington High School, Now Leasing <http://washingtonhighschoolpdx.com/>
- What is Impact Hub, www.impacthub.net
- What is the Maker Movement and Why Should You Care? <http://www.scholastic.com/browse/article.jsp?id=3758336>
http://www.huffingtonpost.com/brit-morin/what-is-the-maker-movement_b_3201977.html
- Why the Maker Movement is Important to America's Future, <http://time.com/104210/maker-faire-maker-movement/>

Mine Research

Note all mine research was conducted, not just underground mining, to identify best practices of public-private partnership in reuse of mine sites.

- Identification and Evaluation of Community Involvement Activities in Abandoned Mine Land Communities, EPA, SRA International Inc. http://www.epa.gov/aml/downloads/aml_comm_involvement.pdf
- Abandoned Mine Lands: A New Legacy http://www.blm.gov/pgdata/etc/medialib/blm/wo/MINERALS_REALTY_AND_RESOURCE_PROTECTION_aml/aml_documents.Par.81686.File.dat/AML_NewLegacy.pdf
- Developing solar Energy on Abandoned Mine Lands, EPA, <http://www.epa.gov/aml/revital/amlSolarfact.pdf>
- Colorado State Office, Abandoned mine Land Workplan, FY 2007-2013, http://www.blm.gov/pgdata/etc/medialib/blm/wo/MINERALS_REALTY_AND_RESOURCE_PROTECTION_aml/aml_strategic_plan.Par.71847.File.dat/AMLStrategicPlan%20Colorado.pdf
- Alternative Energy Provides a Second Wind, EPA, http://www.epa.gov/aml/revital/wind_energy.pdf
- Renewable Energy Development Opportunities, ASARCO Mission Mine Tailing Area, EPA, <http://www.epa.gov/aml/revital/asarco-solar.pdf>
- Beatty Area Renewable Energy Project, <http://www.beattynv.info/pdf/bedc.pdf>
- Animas River Corridor Revitalization Project, <http://www.epa.gov/aml/revital/msl/pdfs/animwkshp.pdf>
- Healing the UP's scars: The reuse of former mining operations; <http://up.secondwavemedia.com/features/reusingmines92612.aspx>
- Kelly's Creek National Demonstration Project, http://www.epa.gov/aml/revital/msl/pdfs/kellys_overview.pdf, http://www.epa.gov/aml/revital/msl/pdfs/kellys_flow.pdf

- Out of the Dust: Recreational Reuse After Vermiculite Mining, <http://www2.epa.gov/sites/production/files/2014-06/documents/libby-asbestos-case-study-final-5-15-2014.pdf>
- Mine Site Cleanup for Brownfields Redevelopment: A Three-Part Primer, <http://www.brownfieldstsc.org/pdfs/mining.pdf>
- Mine-Scarred Land Revitalization, Models Through Partnerships, http://www.epa.gov/brownfields/policy/MSL_Report.pdf
- New Energies: Utility-scale Solar, Questa, New Mexico; <http://www.epa.gov/aml/tech/questa-solar-case.pdf>
- Planning for the Future, Reuse Assessment, [http://yosemite.epa.gov/r9/sfund/r9sfdocw.nsf/3dc283e6c5d6056f88257426007417a2/defa7016a01e05cc8825782d0055fe4f/\\$FILE/Reuse%20Assessment%20June%202010.pdf](http://yosemite.epa.gov/r9/sfund/r9sfdocw.nsf/3dc283e6c5d6056f88257426007417a2/defa7016a01e05cc8825782d0055fe4f/$FILE/Reuse%20Assessment%20June%202010.pdf)
- Return to Use Initiative, 2012 Demonstration Project, <http://www.epa.gov/superfund/programs/recycle/pdf/rtu12-silverbowcreek.pdf>
- SubTerra, LLC, Plant Based Production; <http://www.subterrallc.com/html/plant-based-production.html>
- Mine-scarred lands (MSL) Initiative Tool Kit; <http://www.epa.gov/aml/revital/msl/>

About the Project Team

Chabin Concepts' core competency is in realistic, achievable and measurable actions. Our goal is to assist in positioning cities, counties, regions and states to win new jobs and investment by engaging the community and leadership in strategic thinking **and** tactical implementation – *delivering a “Roadmap” to accomplish their mission.*

The Chabin Project Team included:



Audrey Taylor, President and CEO, Chabin Concepts

With over 34 years experience, Audrey has assisted over 350 communities from the east coast to the west coast including Hawaii and Alaska in developing and executing economic development action strategies. Her unique understanding of strategy development comes from her work with companies on research, expansion, and locations which include global companies such as 3M, Graphic Packaging International and Sony as well as closely-held companies such as Sierra Nevada Brewery, Spectra-Physics and Springboard Biodiesel. She has served five California Governors in different appointment capacities.

audrey@chabinconcepts.com



Sarah Murley, Co-Founding Partner, Applied Economics

Sarah has over 30 years' experience in urban and regional economic analysis, particularly in economic development and public finance. She has conducted economic base analyses, business climate assessments, target industry analyses, supplier identification strategies, occupational assessments and labor market analyses, and community improvement plans for numerous cities, counties, and economic development agencies throughout the US.

smurley@appliedeconomics.net

Chabin's Project Teams *deliver strategic solutions, tactics and tools.*