

RPI CONSULTING, LLC

Durango, Colorado



HOTCHKISS, COLORADO

PROSPERITY PLAN

September, 2019

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EXECUTIVE SUMMARY

The Town of Hotchkiss, known as the “Friendliest Town Around” is true to its motto. It is a unique town with character. The recently completed Town of Hotchkiss Community Master Plan (2018) includes the following strategy “Support the idea of the Town being the HUB of the North Fork physically, culturally and economically.” Hotchkiss is well-positioned geographically, at the center of the North Fork Valley, to actualize the idea of being the Hub of the North Fork Valley. The town has a commercial base to build on and a strong sense of community. This Prosperity Plan builds from this idea, outlines the opportunities in Hotchkiss, and includes an actionable workplan.

The development of this plan involved a complete synthesis and review of past plans, a business and building inventory (the building and business inventory is not included in this document as it is a living document in excel format that links businesses to their building and identifies vacant commercial buildings), a business survey that 60 businesses in Hotchkiss completed, two community meetings (kickoff and final community meeting) and seven stakeholder group meetings throughout the project timeline. The Stakeholder Group included representatives from the Town of Hotchkiss, Delta County Economic Development, Delta County Government, Region 10 Economic Planning and Assistance, Hotchkiss Chamber of Commerce, and various local businesses. The planning process resulted five focus areas:

1. Readiness for Light Manufacturing
2. Center for Visitor Supplies and Services for Recreation, Local Food, and Agricultural/Heritage Outings
3. Readiness and Recruitment of Retail Serving Both Locals and Visitors
4. Downtown Physical Improvements
5. Build Capacity for Entrepreneurial Support and Existing Business Support

Accomplishing the objectives under each focus area will ensure the town has an environment that encourages economic prosperity.

The sections of the plan are described below.

Market Assessment: The market assessment looks at the local economy, and the opportunities that exist today. The current market consists of two interrelated component: the retail market, and base industries. The retail, eating and drinking component serves both locals and visitors. The base industries bring new dollars into the local economy by exporting goods or services or making sales to visitors. The market assessment defines the Hotchkiss market area the North Fork valley and extends south to the county line and includes Rogers and Redlands Mesas. The residents living in this area are the primary customer base for Hotchkiss businesses, they are year-round customers who make



purchases during the winter and off-season. Improving products serving this customer base is an immediate opportunity.

Business Survey: RPI Consulting conducted a primarily in-person business survey in November 2018. Communicating with business owners and managers directly through an in-person survey is one of the best ways to gather information about the current business makeup and the business environment in Hotchkiss. The survey questions asked about challenges, opportunities and priorities for businesses in town. A total of 60 businesses completed the survey.

Key findings from the survey include:

- There have been four new businesses opening in town in 2018 alone and a large percentage of owners/operators began their business from scratch, showing that the long history of entrepreneurialism in Hotchkiss continues today.
- On average, 54% of sales at Hotchkiss businesses are to local residents living in Hotchkiss and regional residents living in the area and the remainder are to customers located outside the region and visitors/tourists. This diversified mix of resident customers, remote customers and visitors adds resilience to the economy.
- Strong support exists among respondents for base industries related to agriculture and tourism-related sales and services.
- Hiring and attracting/maintaining qualified employees registered as the greatest challenge for businesses who responded to the survey.

Work Plan: This element of the plan details the focus areas, objectives, and action items. The work plan takes all of the research and input gathered throughout the planning process and creates a workplan for the Town of Hotchkiss to complete with help from implementation partners and other stakeholders. The action items are prioritized using a scale of 1-3. This workplan is a living document, as action items are completed, the priorities will change and new items may be added. In order to accomplish what is outlined in this plan, it will take diligent work by the Town of Hotchkiss with the help of other implementation partners and stakeholders.

Appendix A – Plans Synthesis: The Town of Hotchkiss and its partners have spent significant time developing number of planning documents including the Town of Hotchkiss Community Master Plan, Delta County Master Plan, and the Community Downtown Core and Highway Corridors Improvement Plan. While these plans are not specifically focused on economic development, many of the strategies in these plans address various elements of economic development. The plan synthesis pulls the relevant strategies into one document.

Appendix B – Business Inventory: This is a complete list of all businesses located in the Town of Hotchkiss. A variety of sources were used to create this comprehensive list including: ESRI Business Analyst Online, Town of Hotchkiss business listings, and Google searches. The resulting inventory lists 100 businesses in the Town of Hotchkiss spanning a wide array of business types.



MARKET ASSESSMENT

The market assessment regards the local economy as two interrelated components: 1) the retail, eating and drinking component providing goods and services to people who live and/or work in the market area or to visitors and 2) economic base industries that provide goods or services to customers outside of the market area and that bring in new dollars into the economy.

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

Base Industries - The retail sector in Hotchkiss primarily serves local and regional residents, meaning that it is a secondary industry fueled by spending of incomes earned in the area. As an agricultural community and rail town, Hotchkiss has a long history of contributing to the economic base and the community wants to continue to be a place with its own economic base. This report includes a description of base industries that are already in place in Hotchkiss and a discussion about expanding upon and diversifying the existing base.

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

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

MARKET GEOGRAPHY

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

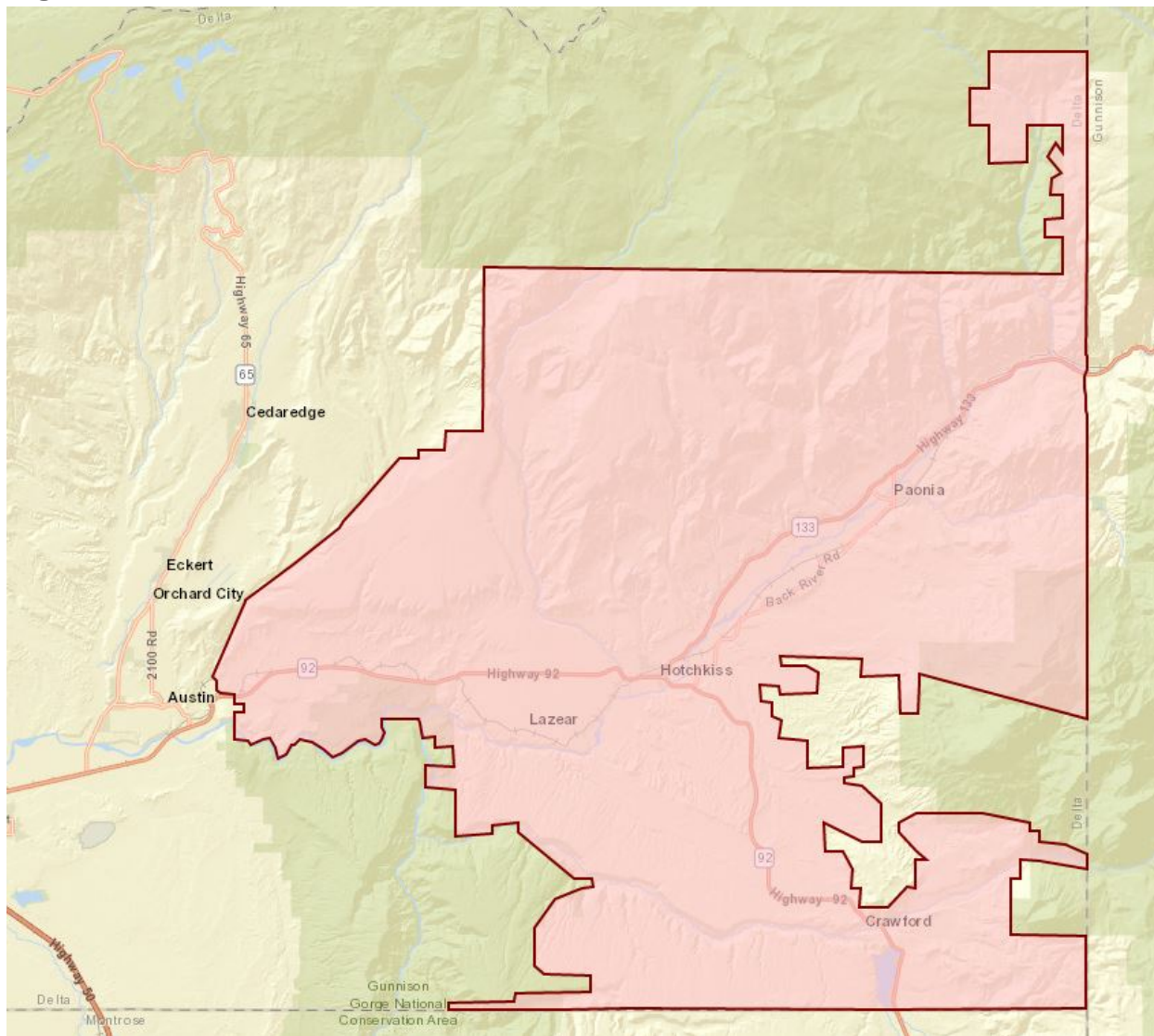


Two geographic boundaries were utilized for the market analysis:

Town of Hotchkiss – Analysts use the town boundary to examine demand from residents for retail goods and services by category, the town has an estimated population of 895.

Hotchkiss Market Area – The Hotchkiss Market Area includes the North Fork Valley and extends south to the county line including Crawford area and encompasses Rogers and Redlands Mesas to the north and west (Figure 1). This is the target market for businesses in the town of Hotchkiss. Hotchkiss, Cedaredge and Paonia have long been connected to each other economically because residents move fluidly between them for work, leisure, shopping and visiting family and Hotchkiss lies in the center of this distinctly interconnected area within the larger context of the Western Slope regional economy. The market area has an estimated population of 8,891 people. Added to the full-time population are leisure travelers who visit or pass through Hotchkiss each year.

Figure 1 –Hotchkiss Market Area



Source: ESRI BAO, 2018



Figure 2 – Town of Hotchkiss and Market Area Populations

| Boundary | Population | Source |
|-------------------|------------|--|
| Town of Hotchkiss | 895 | U.S. Census Bureau, 2017 Population Estimate |
| Market Area | 8,891 | ESRI BAO |

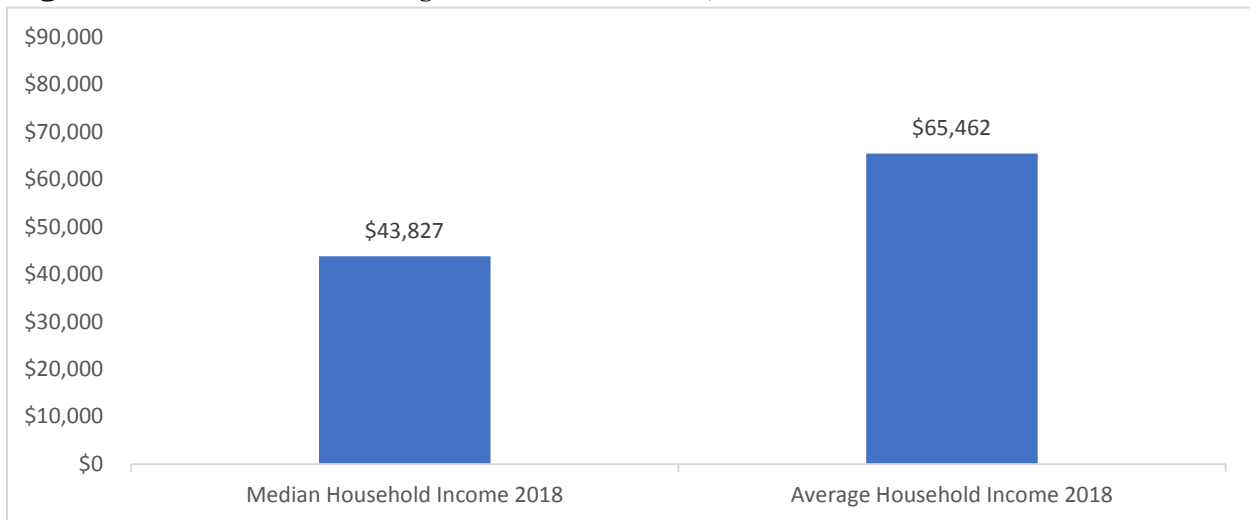
DATA SOURCES

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

CONSUMER DEMOGRAPHIC PROFILE

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

Households in the Hotchkiss market area have an annual median income of \$43,827. The annual average household income in the market area is \$65,462.

Figure 3 – Median and Average Household Income, 2018

Source: ESRI BAO, 2019

Over half of households in the Hotchkiss market area (55%) have an annual income under \$50,000. Twenty-seven percent (27%) of households in the market area have an annual



income between \$50,000 and \$99,999 and eighteen percent (18%) of households have an annual income of \$100,000 or higher.

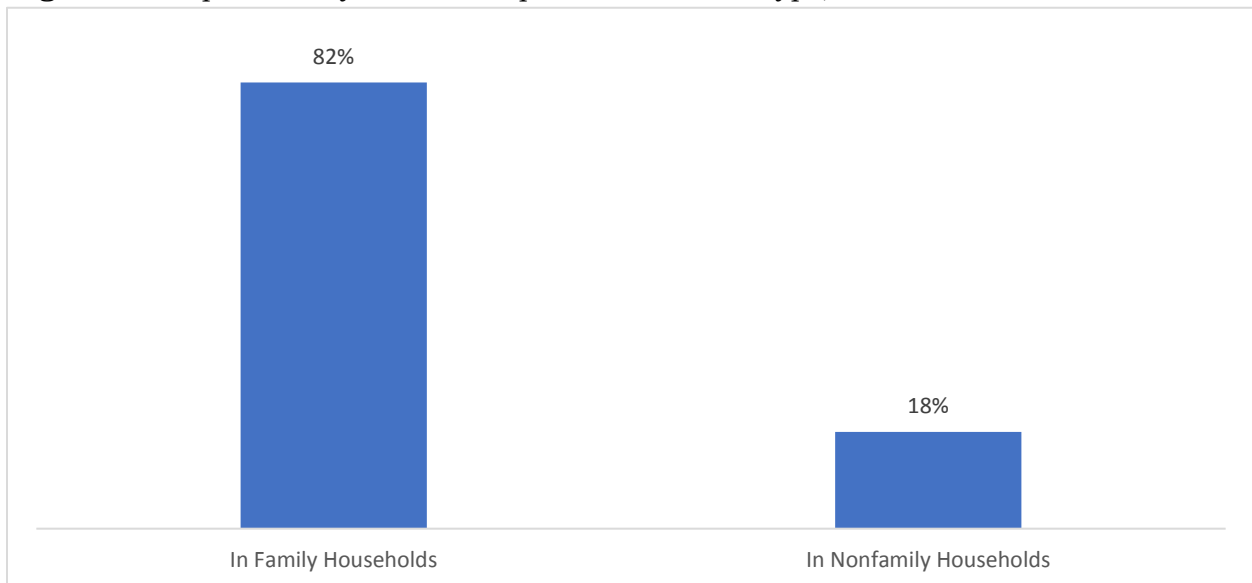
Figure 4 – Households by Income, 2018



Source: ESRI BAO, 2019

In 2010, the Hotchkiss market area had mostly family households, 82% of all households in the market area were family households. In 2018, the average household size was 2.34 people. Of all households in the market area, 26% of households contained children.

Figure 5 – Population by Relationship and Household Type, 2010

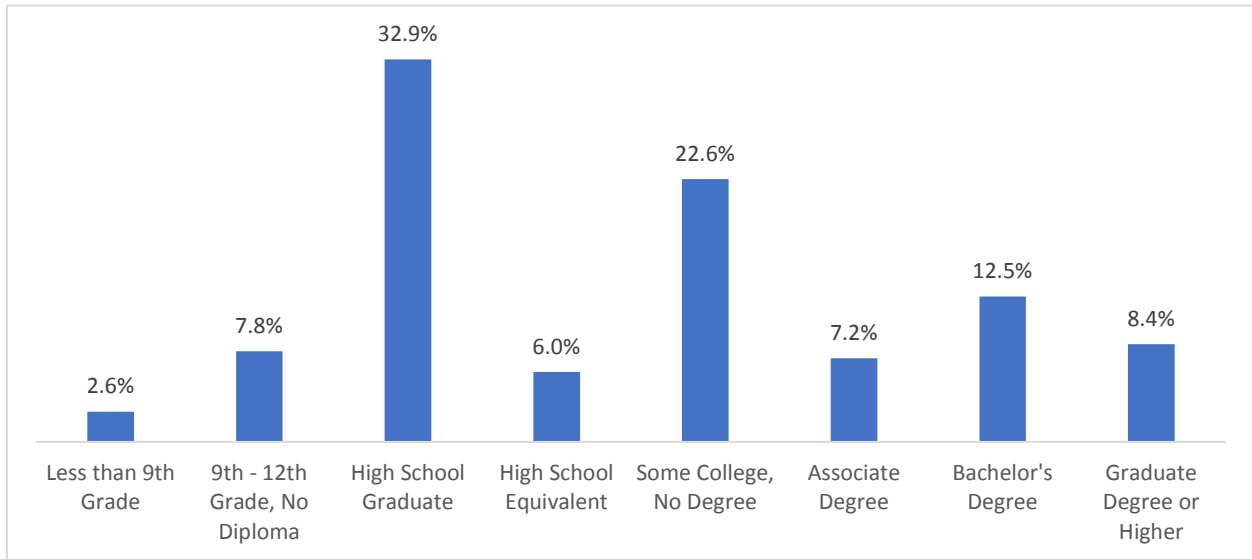


Source: ESRI BAO, 2019

Ninety percent (90%) of the market area population age 25 or older have a high school diploma or higher. Just over a quarter of the market area population age 25 or higher (28%) have some form of higher education degree (associates, bachelors, or professional).



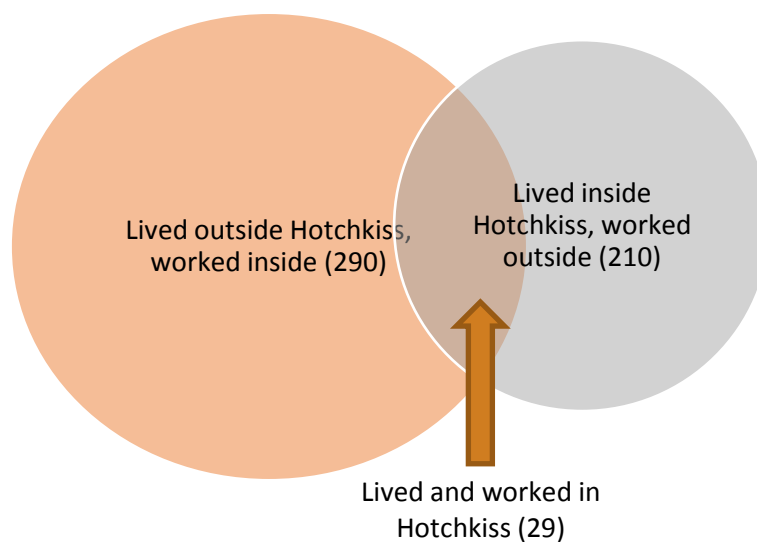
Figure 6 – Population 25+ by Educational Attainment, 2018



Source: ESRI BAO, 2019

There were 239 employed people living in Hotchkiss in 2015, according to Census on the Map. Of those 239 employed people, 29 of them lived and worked in Hotchkiss and 210 of them commuted to jobs outside of Hotchkiss. An additional 290 people lived outside Hotchkiss and commuted to jobs located in Hotchkiss according to Census on the Map. In-commuters not only fill jobs in town, they have the potential to make purchases at Hotchkiss businesses during the workday. Out-commuters are typically gone during the weekday, the best opportunities for capturing their spending are evenings and weekends.

Figure 7 – Commuter Trends in the Town of Hotchkiss, 2019



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



RETAIL MARKET OPPORTUNITY ASSESSMENT

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

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

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

Supply – The actual sales captured by business establishments in the Town of Hotchkiss and in the surrounding market area.

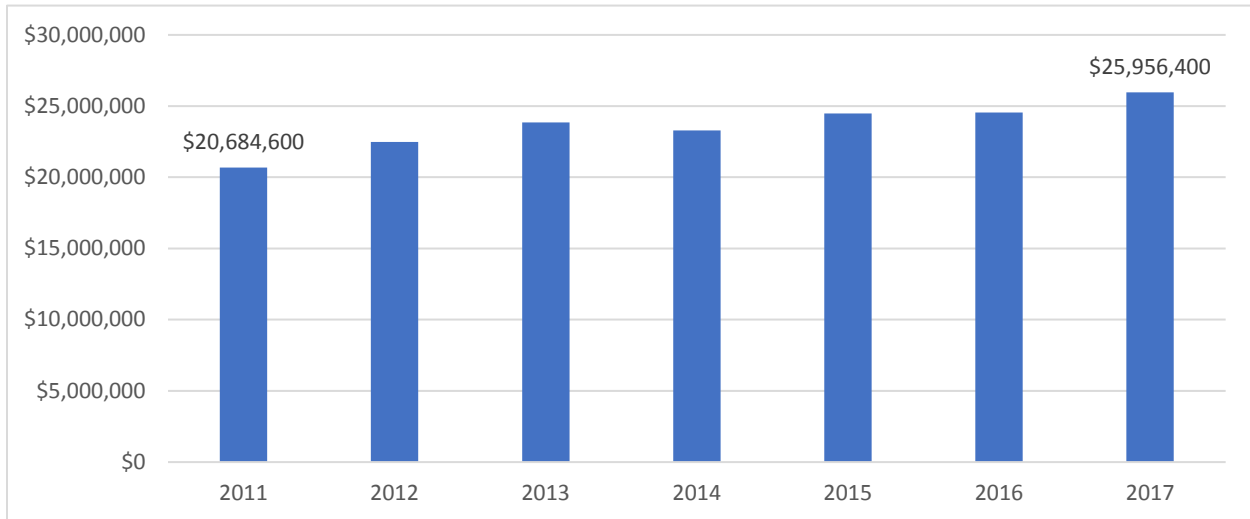
Surplus – The amount of sales occurring in the Town of Hotchkiss that exceeds spending by Hotchkiss and market area residents. A surplus indicates that people or businesses located in other areas are spending money in Town of Hotchkiss.

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

TOWN OF HOTCHKISS RETAIL ANALYSIS

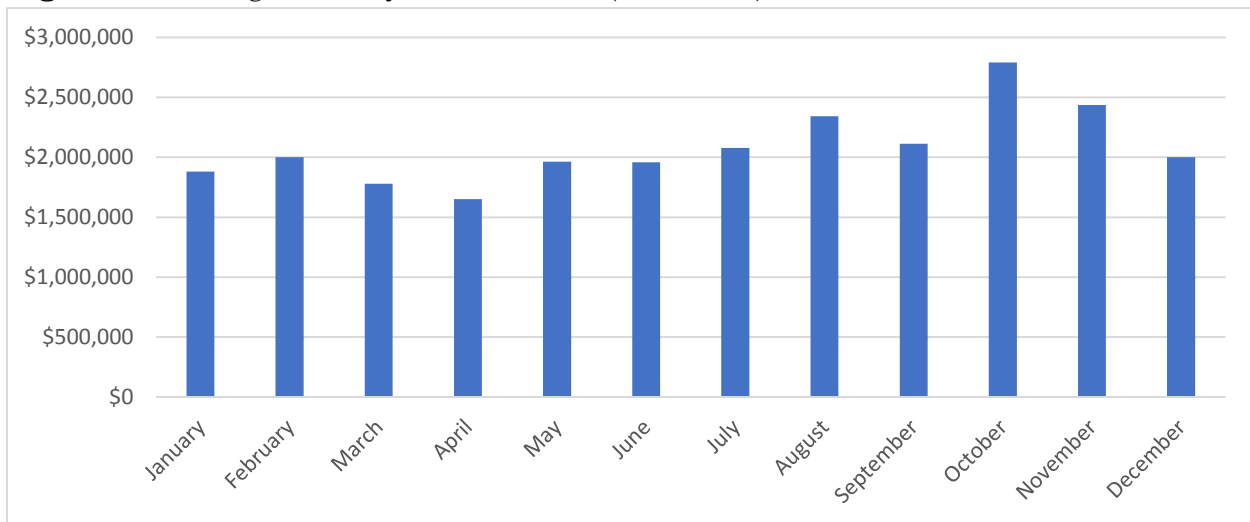
This section analyzes taxable sales and resident spending in the Town of Hotchkiss. Estimated taxable sales in the Town of Hotchkiss appear to be relatively flat in recent years. Achieving steady growth in retail sales will require deliberate effort to market Hotchkiss and improve the diversity of retail options that would attract more customers and prompt higher sales. Business survey respondents support development of more retail, lodging, and bus industries in Hotchkiss.



Figure 8 –Annual Taxable Sales in Hotchkiss 2011-2017

Source: Town of Hotchkiss

Average monthly taxable sales (2015-2017) show fluctuations throughout the year with peak sales in late summer and fall. A third of business survey respondents identified seasonal swings in sales as a challenge for their business. Local and regional residents are the year-round customers for businesses in Hotchkiss and capturing more of their spending can reduce seasonal fluctuations.

Figure 9 – Average Monthly Taxable Sales (2015-2017)

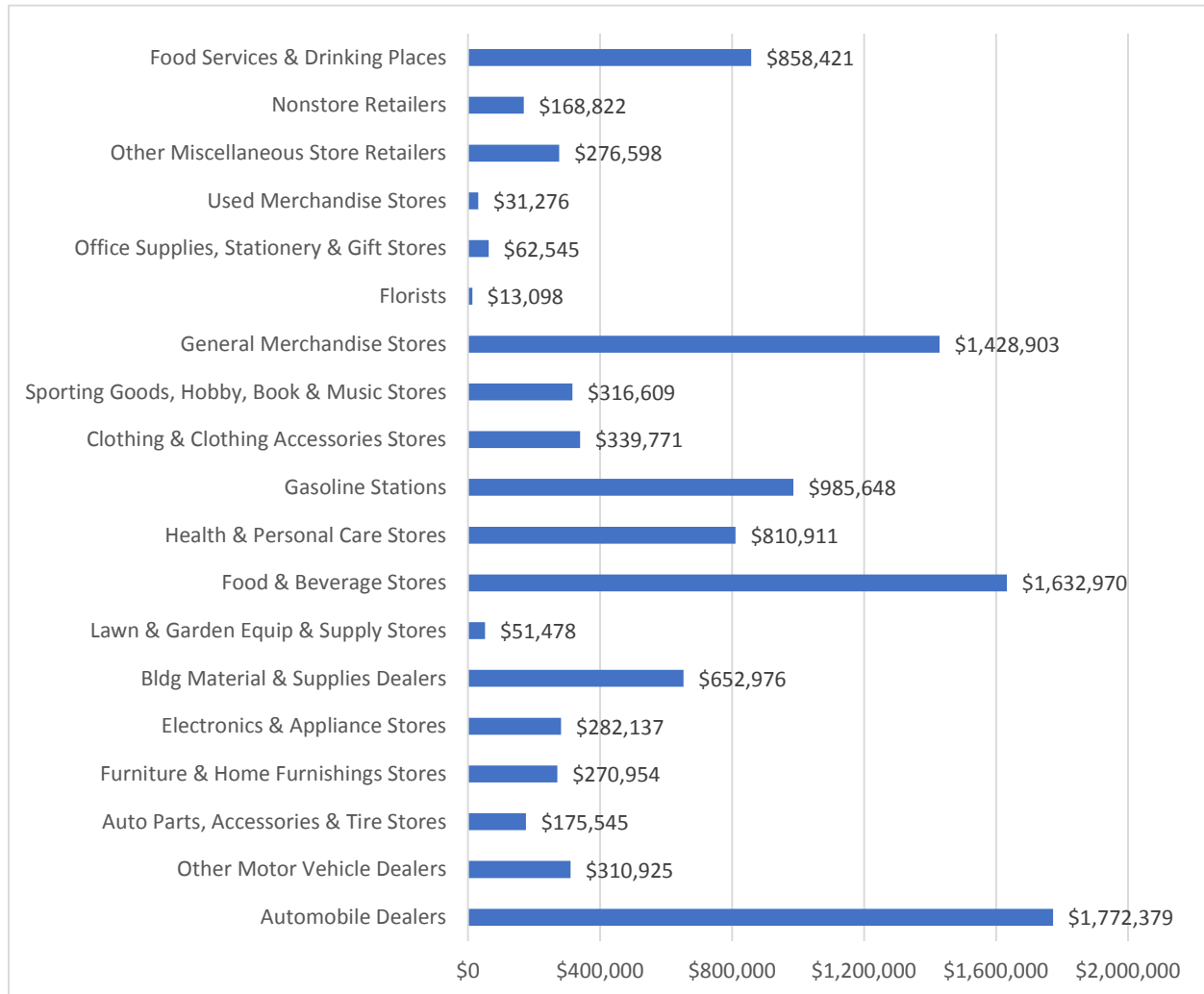
Source: Town of Hotchkiss

Retail spending by residents of Hotchkiss totals \$10.4 million annually according to ESRI BAO. Figure 10 shows Hotchkiss resident spending by category. For example, residents of Hotchkiss spend nearly \$810,911 on health and personal care each year. Taxable sales in Hotchkiss (nearly \$26 million in 2017) are more than double what residents of Hotchkiss are spending, which indicates there are surplus sales occurring in the town. The likely



explanation is that regional residents from outside the town, visitors, and passers through on Highway 133 are travelling to businesses in Hotchkiss to make purchases.

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



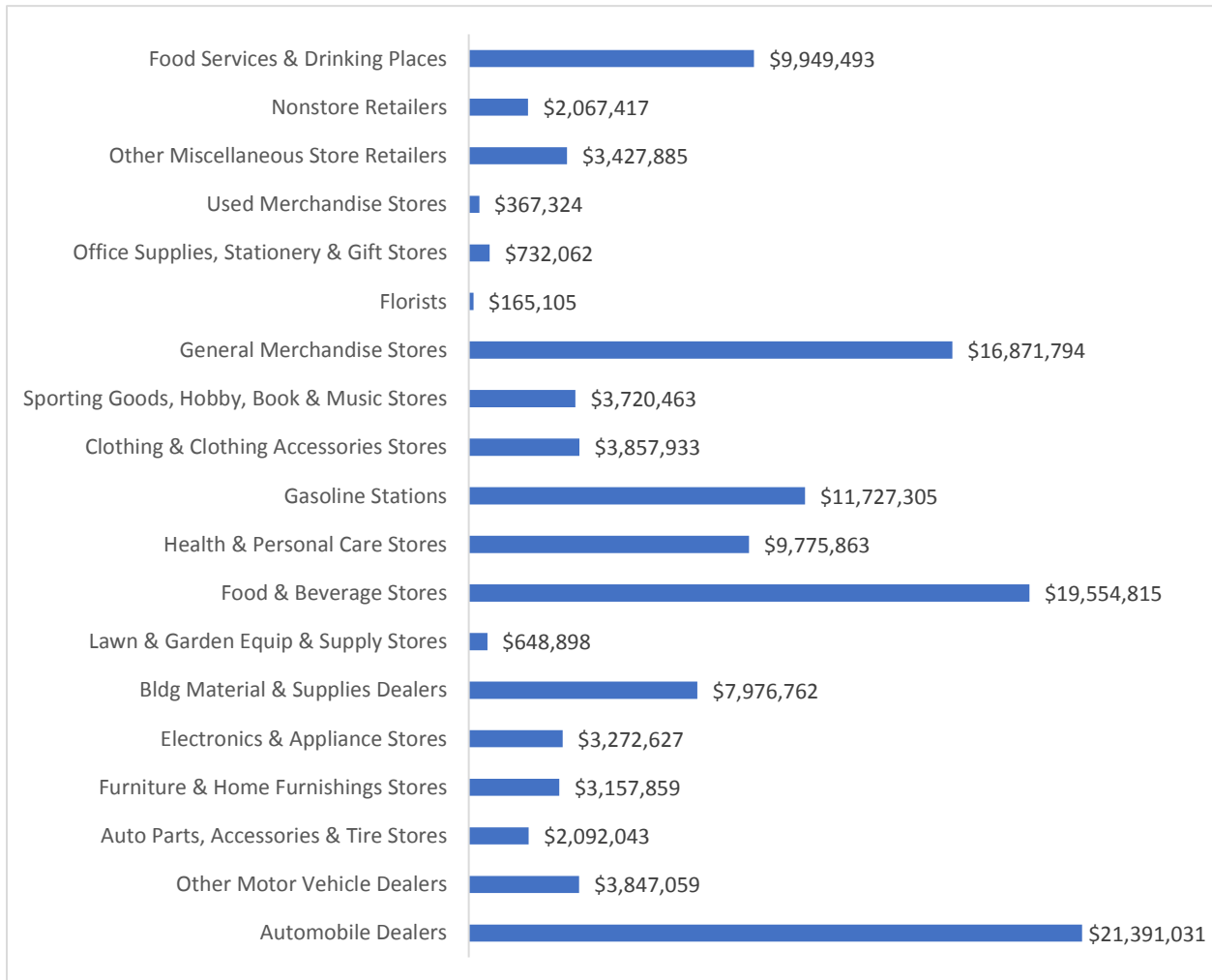
Source: ESRI BAO, 2018

HOTCHKISS MARKET AREA RETAIL ANALYSIS

The Hotchkiss market area analysis includes the entire town but also extends beyond the town boundaries to include residents and businesses in the North Fork Valley, Crawford area, and Rogers and Redlands Mesas as shown in Figure 1. The market area is the area in which the majority of local customers live. Residents within the market area provide year-round sales in Hotchkiss. Residents living in the market area spend \$124.6 million on retail, food and drink purchases annually. Figure 11 shows what market area residents spend annually by category.



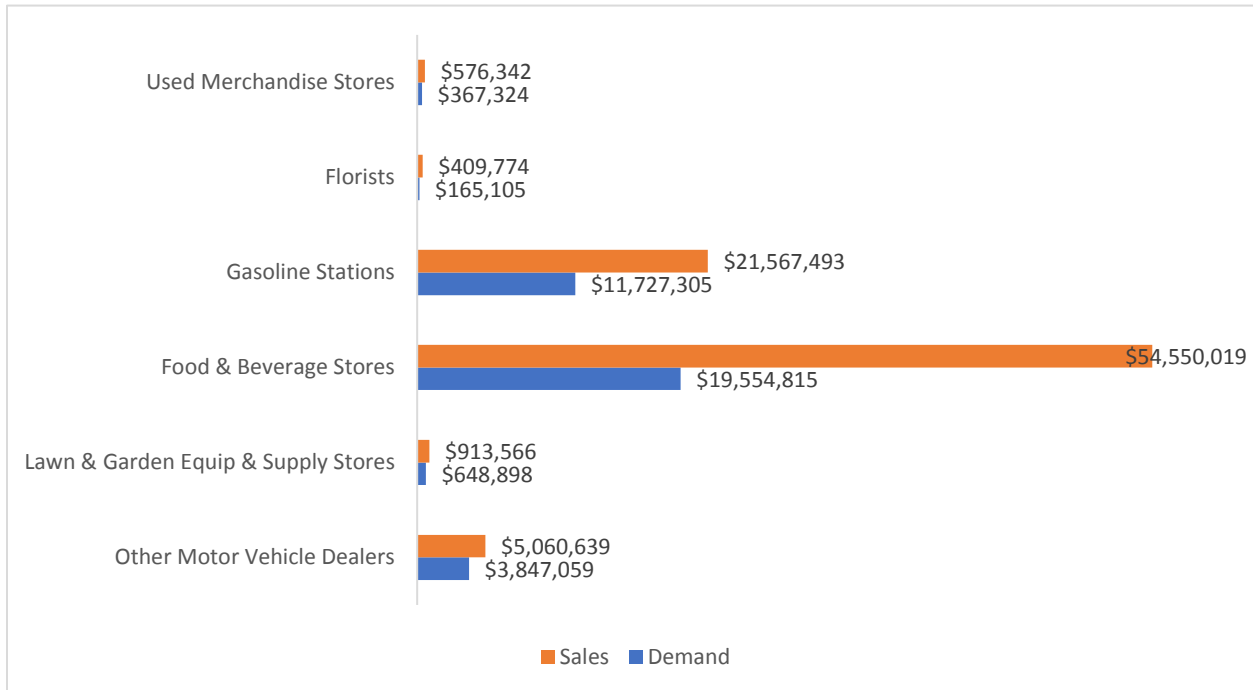
Figure 11 – Hotchkiss Market Area Resident Annual Spending (Demand) by Retail Category



Source: ESRI BAO, 2019

There are six categories where there are more sales than demand resulting in surpluses. This is most likely the result of regional residents living outside the market area, passers through, and visitors making purchases at businesses in the market area. It should be noted that even though these categories have surpluses, they could still present opportunities for expansion. The other motor vehicle dealers category includes recreation vehicle dealers, motorcycle, boat, and ATV dealers.

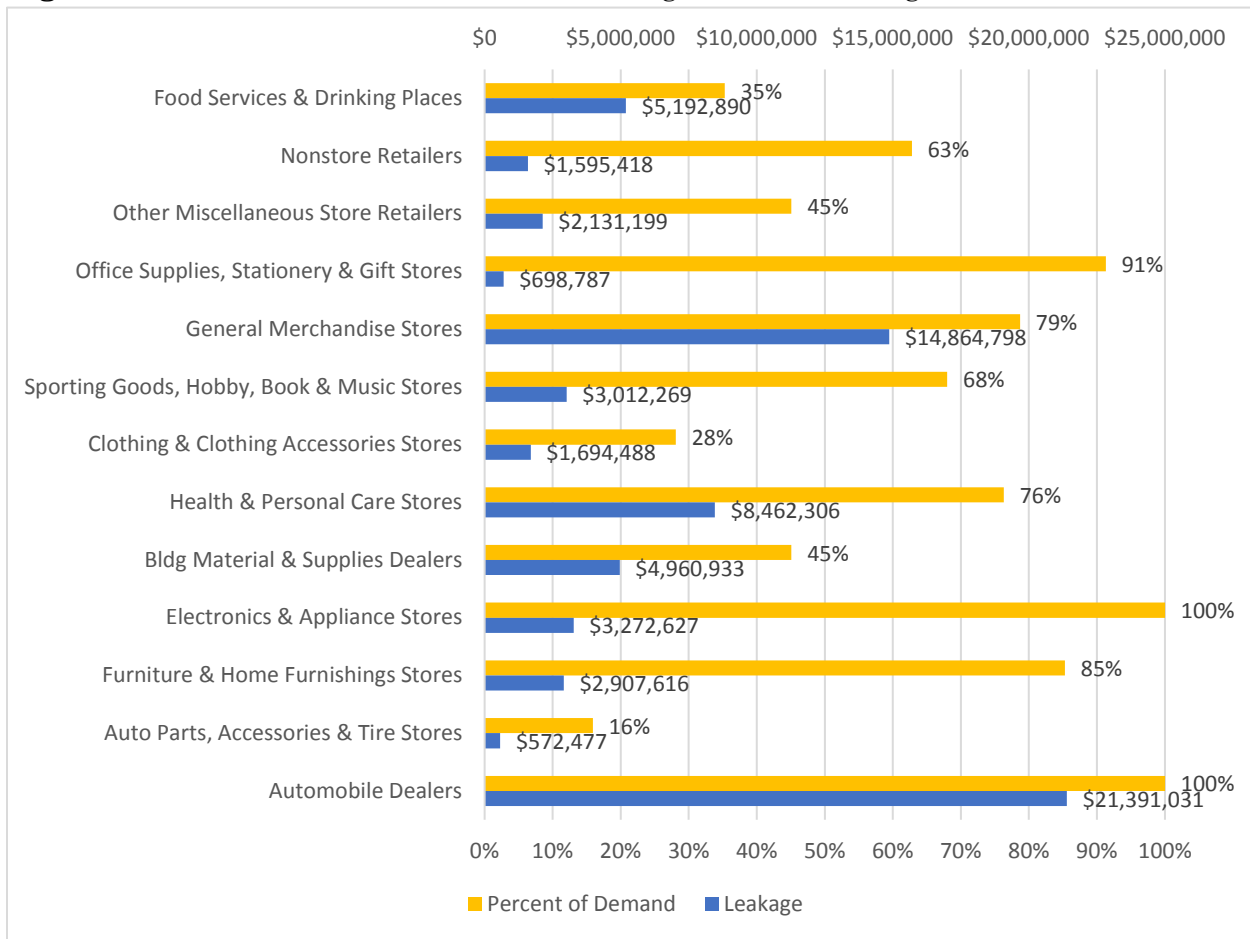


Figure 12 – Market Area Retail Categories with Surplus Sales

Source: ESRI BAO, 2019

Leakage indicates that resident needs are being met elsewhere, that residents living in the market area are shopping at businesses outside of the Hotchkiss market area or online. Figure 13 shows the total retail sales leakage (dollars) and what percent of the total demand is currently unmet by retailers in the Hotchkiss market area. Figure 13 shows the retail categories that contribute to the \$71.2 million in leakage occurring in the Hotchkiss market area annually. For example, there is \$8.5 million in leakage in the health and personal care category which represents 76% of what residents in the market area are spending on health and personal care annually. This means that while 24% of market area resident spending on health and personal care occurs in the market area, residents are shopping in other communities or online for 76% of their health and personal care needs. It represents the opportunity for expanding/diversifying existing businesses or starting new businesses. The business survey asked what types of commercial development are needed in Hotchkiss. Over half of respondents selected entertainment, general retail/shopping, and lodging/overnight accommodations received the most support (55% each), followed by visitor-oriented retail and services (49%), art and crafts (29%) and restaurants (29%).

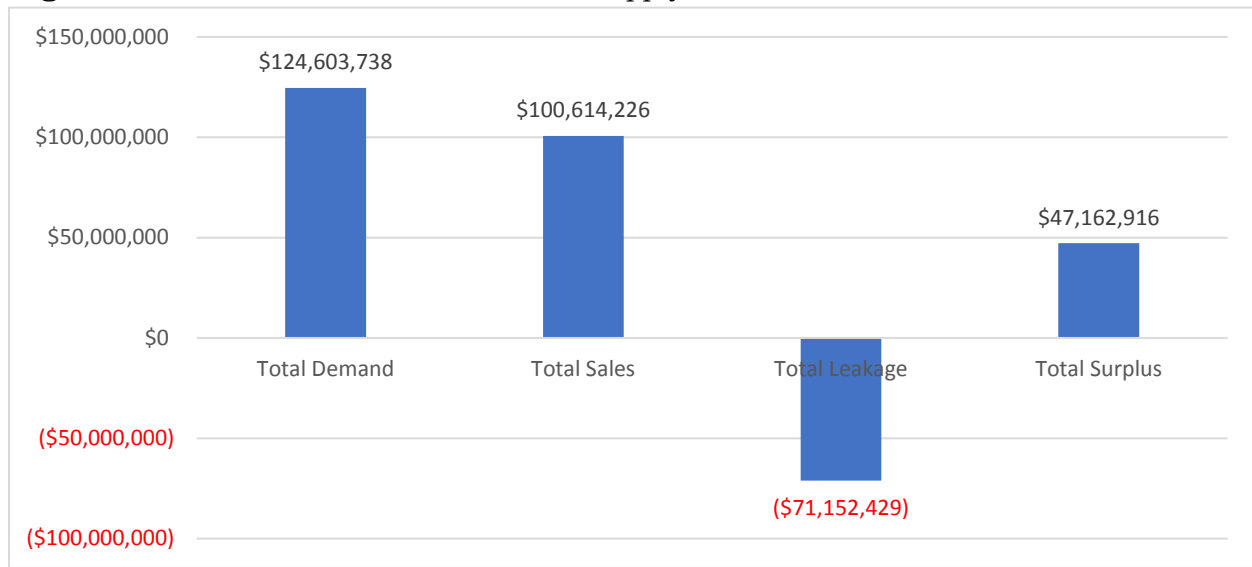


Figure 13 – Hotchkiss Market Area Retail Categories with Leakage

Source: ESRI BAO, 2019

In aggregate, the retail, food and drink spending from market area residents totals \$124.6 million annually according to ESRI BAO, as shown in Figure 14. Total sales occurring at businesses in the market area are lower (\$100.6) than the spending by residents in the market area resulting in retail, food and drink sales leakage of \$71.2 million annually (see Figure 13 for detailed leakage by category). Despite this leakage, the six retail categories shown in Figure 12 contribute \$47.2 million in surplus sales annually.



Figure 14 – Hotchkiss Market Area Total Supply and Demand

Source: ESRI BAO, 2019

HOTCHKISS EXISTING BUSINESSES

Hotchkiss has 100 businesses. The businesses primarily serve local and regional residents. The business inventory represents Hotchkiss's supply-side position in the market. Appendix B lists the businesses and business descriptions in detail. The businesses in town serve local and regional residents, visitors and passers through on Highway 133. In 2018, there were four new businesses that opened in Hotchkiss, according to business survey results. Business survey responses show a large percentage (46%) of owners/operators began their business from scratch, showing a long history of entrepreneurialism in Hotchkiss.

Figure 15 – Hotchkiss Business Listings

| Business Type | Number of Businesses |
|------------------------|----------------------|
| Agriculture | 4 |
| Arts | 4 |
| Bank | 4 |
| Construction | 4 |
| Funeral Service | 1 |
| Grocery/Specialty Food | 4 |
| Health/Wellness | 7 |
| Liquor | 1 |
| Lodging | 4 |
| Medical | 3 |
| Nonprofit | 2 |
| Professional | 18 |
| Recreation | 1 |



| | |
|------------|----|
| Rental | 1 |
| Restaurant | 12 |
| Retail | 12 |
| Salon | 2 |
| Service | 10 |
| Storage | 1 |
| Veterinary | 1 |
| Other | 3 |

RETAIL OPPORTUNITY ASSESSMENT

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

| Business Type | Market Area Leakage | Appropriate for Hotchkiss | Category Description |
|--|---------------------|---------------------------|--|
| Automobile Dealers | \$21,391,031 | No | Automobile Dealers |
| Auto Parts, Accessories & Tire Stores | \$572,477 | Yes | Auto Parts, Accessories & Tire Stores |
| Furniture & Home Furnishings Stores | \$2,907,616 | Potentially | Household Furniture, Baby Furniture, Outdoor Furniture, Office Furniture, Flooring, Window Coverings, Bath Shops, Kitchen Ware, Linens. Glassware, China, Picture Frame Stores |
| Electronics & Appliance Stores | \$3,272,627 | Yes | Household Appliances, Appliance Repair, Sewing Machines, Vacuums, TVs, Stereo Equipment, Computer Stores, Photography Equipment, Mobile Phones, Video Games |
| Bldg Material & Supplies Dealers | \$4,960,933 | Yes | Home Centers, Paint and Wallpaper Stores, Hardware Stores |
| Health & Personal Care Stores | \$8,462,306 | Yes | Pharmacies/Drug Stores, Cosmetics, Beauty Supplies, Optical Goods, Health Supplements, Hearing Aids, Home Medical Equipment |
| Clothing & Clothing Accessories Stores | \$1,694,488 | Yes | Clothing, Clothing Accessories, Wig Stores, Neckwear, Costume Shops, Bridal Stores, Swimwear, Uniform Supply, Non-specialty shoe retailers |
| Sporting Goods, Hobby, Book & Music Stores | \$3,012,269 | Yes | Sporting Goods Stores, Hobby Stores, Musical Instrument Stores, Book Stores, News Dealers and News Stands. |
| General Merchandise Stores | \$14,864,798 | Potentially | Department Stores Excluding Leased Depts. (Stores with Multiple Consumer Merchandise Lines, Non-discount Department Stores), Other General Merchandise Stores (Dollar Stores, General Stores, Catalog Showrooms, Variety Stores) |
| Office Supplies, Stationery & Gift Stores | \$698,787 | Yes | Office Supplies, Stationery & Gift Stores, |
| Other Miscellaneous Store Retailers | \$2,131,199 | Yes | Other Miscellaneous Store Retailers |



| | | | |
|---------------------------------|-------------|-------------|--|
| Nonstore Retailers | \$1,595,418 | Potentially | Internet and Catalog Retail, Vending Machine Operations, Direct Selling Establishments (Merchandise Sold Direct to Customer Via In- House, Truck Sales, And Portable Stalls) |
| Food Services & Drinking Places | \$5,192,890 | Yes | Full Service Restaurants, Limited-Service Restaurants, Mobile Food Services, Bars, Caterers, Cafeterias |

BASE INDUSTRY MARKET ASSESSMENT

This section examines the existing inventory of base industry businesses currently located in Hotchkiss and identifies opportunities for diversification and expansion. Base industries bring new money into a market area by selling goods or services to customers outside of the market area. Base industries that currently exist in the Town of Hotchkiss are: agriculture; tourist-oriented sales and services; outdoor recreation; location-neutral industry; and the professional services sector. Expanding on these base industries and diversifying beyond them is a key component of sustainable economic growth. Growth in base industries means more money will be in circulation in the Hotchkiss area, in the form of pay checks and business-to-business spending.

When asked what base industries they would most support, respondents to the business survey showed strong support for agricultural businesses, but also showed significant support for tourist-oriented sales and services. Both base industries are currently strong and prevalent in Hotchkiss.

Figure 16 –Hotchkiss Business Survey Results



Source: Hotchkiss Business Survey Results, 2019



AGRICULTURE & AGRICULTURAL MANUFACTURING/VALUE-ADDED INDUSTRY

Agricultural production, manufacturing and value-added industry are prevalent and established base industries in and around Hotchkiss. The 2018 Town of Hotchkiss Community Master Plan (THCMP) identified agriculture as one of three primary sectors that comprise the Hotchkiss economy and estimated that 1,433 current jobs are related to agriculture in Delta County. Much of the agricultural production occurs in the unincorporated areas, while in-town businesses provide agricultural support, supplies, services, retail and manufacturing. Seventy-one percent (71%) of business survey respondents strongly support the agricultural industry and its continued growth.

Agricultural production in the Hotchkiss market area includes a wide array of commodities that are mostly exported. Grains (oilseeds, dry beans and dry peas), dry edible beans, vegetables (including onions and green beans), melons, potatoes, fruits, tree nuts, berries, poultry and eggs, beef, milk, hogs/pigs, horses, aquaculture and corn for grain are among the many products grown, harvested, and shipped to external markets (USDA, 2012 Census of Agriculture). One of the area's most widely distinguished agricultural products is organic produce. Organic food accounts for more than five percent of total food sales in the nation according to the Organic Trade Association (OTA). Nationally, organic sales increased in 2017 by 6.4% from 2016 and the conventional food market increased by 1.1% during the same period (OTA). Organic sales in Delta County are 4.3% of total crop sales compared to the nation's 1.5% and the state's 0.9% (USDA, 2012 Census of Agriculture). Value added organic sales in Delta County totaled \$1.4 million in 2014, an approximate \$620,000 increase in sales from 2008, or 14% growth rate per year (Delta County Feasibility Study: Food Manufacturing Facility).

Big B's Fabulous Juices manufacturing and distribution plant is located in the Town of Hotchkiss. Big B's produces and sells hard cider, pommeau (apple wine brandy), fresh and pasteurized juices, raw vinegar and wood pellet products across Colorado and nationally through Kroger, United Natural Foods and Alberts Organics. The company is entering its 15th year of production and distribution under the newest owner and currently employs nine full-time positions, two part-time positions and up to six seasonal positions. Big B's Delicious Orchards provides an agri-tourism attraction at its orchards along Highway 133. Visitors can camp by tent, car, camper or RV in the orchards. The farm hosts the Annual Colorado Hard Cider Fest in October and this fall will be its 8th annual event.

A number of additional producers, family farms and wholesale operations are based in or near Hotchkiss. These entities offer specialty products, some of which are exported. Regional farm stands near Hotchkiss include: Ela Family Farms, Princess Beef, Hardin's Natural Foods, Hummin' Bird Farms, the Rogers Mesa Fruit Company and the Thistle Whistle Farm. Princess Beef just entered its 20th year of operations and exports products across Colorado and the nation. Elevation Mountain Grown Herbal Tea launched in 2015 in the Hotchkiss market boundary. The new tea company grows its own ingredients and sources additional ingredients from area orchards when necessary. Its tea is available in select locations across Colorado and online. Farm Runners, based in the Town of Hotchkiss,



opened a wholesale distribution operation in 2015 and currently distributes local conventional and organic produce to Mesa, Montrose, Delta, Pitkin and Gunnison counties. Farm Runners expanded its distribution area to include San Miguel County in January 2019.

Value-added operations are also prevalent in and around the Hotchkiss area. Sixteen wineries, five tasting rooms, one distillery and two hard cider producers are located in Delta County. Leroux Creek Inn & Vineyards, Mesa Winds Farm & Winery, Liliputian Winery, North Fork Cellars & Delicious Orchards Farmers' Market and Jack Rabbit Hill Farm are all located in the Hotchkiss market boundary. Each vineyard grows various grape strains to produce a wide array of wines that are shipped outside of the area. The wineries are also supporting and marketing North Fork agritourism when representing the community and its products at wine-related events in Colorado and beyond.

The agricultural industry in Hotchkiss is both well-established and positioned to capitalize on recent regional industry development efforts and market analysis to build and diversify. Agricultural development efforts will also overlap with other base industries such as tourism and location neutral business development.

TOURIST-ORIENTED SALES AND SERVICES

Tourist-oriented sales and services is a base industry as service providers and retailers provide goods and services to customers who reside outside the local market. Money from sales to visitors/tourists circulates within the local economy, stimulating local spending in other industries. There are already many types of businesses in Hotchkiss that serve tourists, both directly and indirectly. The Town of Hotchkiss Master Plan acknowledged tourism as a major source of residents' income and stated that the town should "Encourage and participate with the Hotchkiss community to embrace and create a tourism friendly environment" (p. 34). Additionally, the master plan states that the town should draft a tourism plan to promote tourism including hunting, fishing, camping, snowmobiling and agricultural tourism. More tourism activity in the region will generate a growing need for additional tourism-related services such as retail, restaurants, lodging and entertainment.

Business survey respondents estimated that on average, 20% of their sales are to visitors/tourists and 35% are to customers who reside outside the region. Sixty-three percent (63%) of business survey respondents favored additional tourist-oriented sales and services as a base industry that is viable for the Hotchkiss market. The Hotchkiss Inn, Leroux Creek Inn/Vineyard, Colwell Cedars Retreat, the Mesa Winds Farm and Winery and Rogers Mesa Store & RV Park provide overnight accommodations for the Hotchkiss area. Fifty-five percent (55%) of business survey respondents said that more lodging and overnight accommodations will support the Hotchkiss economy.

Further development in the tourism-industry is possible and should occur in alignment with any future tourism plans. Agritourism and tourism related to outdoor recreation are especially viable, given the presence of both industries in the Hotchkiss market area.



Additional lodging and accommodations may be necessary to support increased tourism activity.

OUTDOOR RECREATION

The outdoor recreation industry accounts for \$412 billion in economic activity nationally. The State of Colorado created the Colorado Outdoor Recreation Industry Office (OREC) in 2015 to support and expand the outdoor recreation industry. According to OREC, \$28 billion in consumer spending is related to outdoor recreation across Colorado. The industry provides 229,000 direct jobs in Colorado. These jobs equate to \$9.7 billion in wages and salaries and \$2 billion in state and local tax revenues. The most popular outdoor activities near Hotchkiss are camping, trail sports and fishing (OREC).

Hotchkiss is primed for additional outdoor recreation. The Delta County Recreation Master Trails Plan stated that “Hotchkiss is a hub for winter and summer activities bounded by the North Fork of the Gunnison River and Hanson and Rogers Mesa” (p. 44). Trail, river and lake access is immediately available from the town. Recent grant funding from Great Outdoors Colorado created The Nature Connection, a nonprofit organization that provides environmental education, outdoor training and equipment to area youth. The North Fork Pool, Park and Recreation District, located near the Hotchkiss High School, provides a major recreational asset and programming to both Hotchkiss residents and visitors. Several recreation-oriented businesses operate in Hotchkiss as well, including: Western Slope SUP, Backcountry Goods Trading, Cowboy Collectibles, Gambles Ace Hardware and Weekender Sports. Sixty-six percent (66%) of business survey respondents prioritized infrastructure improvements related to parks, recreation and trails. Improvements in these areas can directly improve and leverage the existing outdoor recreation industry in Hotchkiss. New opportunities to develop recreational businesses, include services and light manufacturing.

LOCATION NEUTRAL BUSINESSES

Broadband services are newly available in the Town of Hotchkiss. This infrastructure equips existing businesses to better compete in the national and international market with internet speeds sufficient to handle most demands. The new infrastructure also creates an opportunity to attract location-neutral businesses to Hotchkiss. Location neutral business is a rapidly expanding industry sector in which business owners can live locally, but their customers do not have to be local. Employees can also enjoy the same freedoms, living in Hotchkiss but working for companies outside the town, region, state or even country. Location neutral businesses have the potential to contribute to the diversity and vibrancy of a local economy.

Lightworks Fiber & Consulting, LLC established in 2011 near Hotchkiss is an example of a location-neutral operation because they go to their customers from their base. The company has since become a large area employer with 122 full-time and 15 part-time positions. While locating a company is a complex decision, companies like Lightworks can locate to a large degree based on lifestyle and amenity preference.



PROFESSIONAL SERVICES

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



BUSINESS SURVEY RESULTS SUMMARY

INTRODUCTION AND KEY FINDINGS

As part of the planning process, RPI Consulting designed a business survey specific to businesses in Hotchkiss. The Survey asked questions about business challenges, priorities and opportunities. The survey provided businesses in Hotchkiss an opportunity to share their views, participate in local economic planning and provide feedback in a non-intimidating manner without having to leave work. This section summarizes the responses from 60 businesses to the Hotchkiss Business Survey. The survey was primarily conducted in person from November 27 through November 30; business owners and managers could also complete the survey online. Questions 1 through 7 asked for business contact information (business name, owner name, email, phone number...etc.) in order to establish an up-to-date business inventory. The details collected in questions 1 through 7 were included in the business inventory but are not included in this summary.

Key findings from the Hotchkiss Business Survey include:

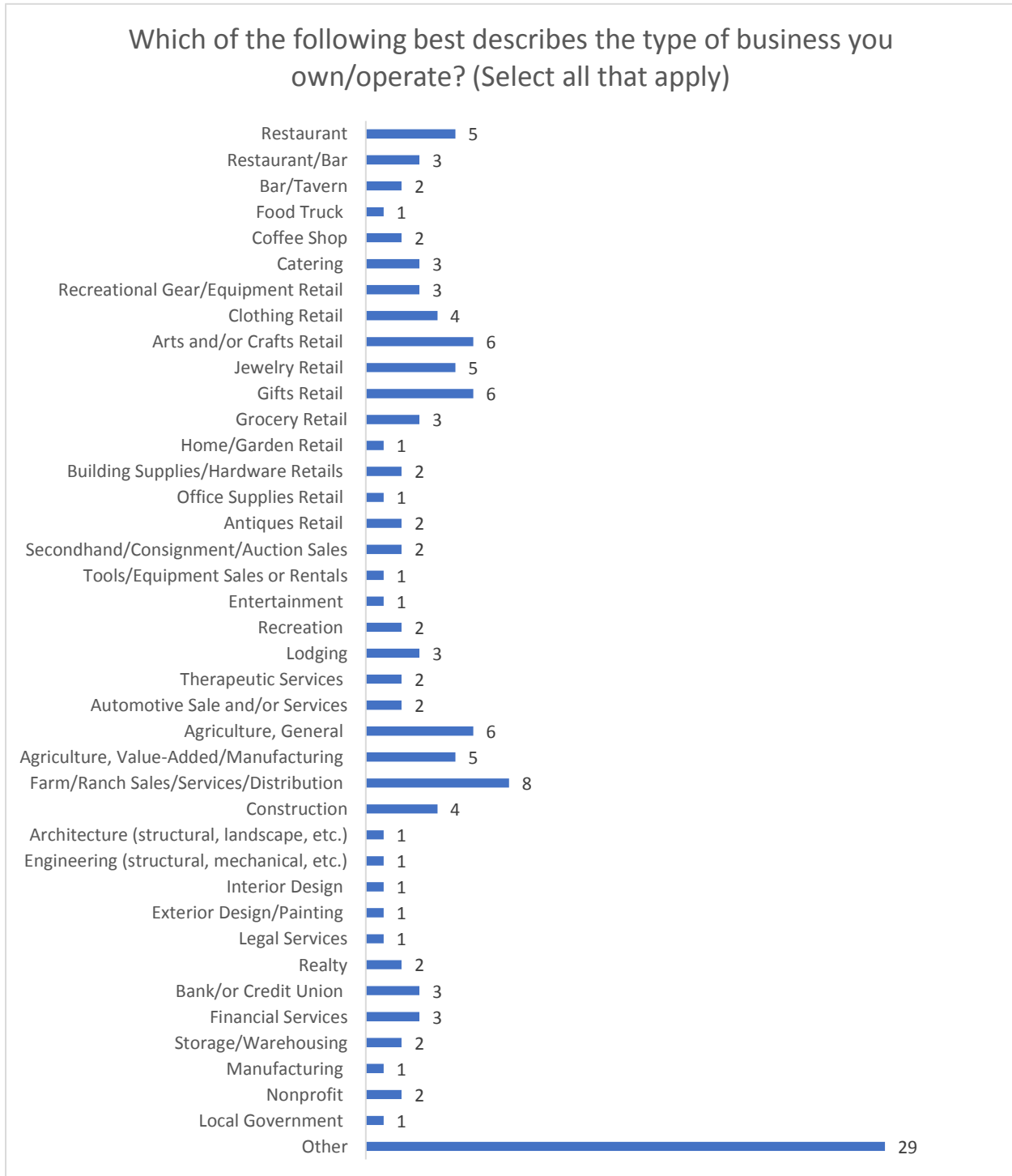
- Businesses surveyed staff approximately 587 positions and there is a diverse array of business types in Hotchkiss.
- There have been four new businesses opening in town in 2018 alone and a large percentage of owners/operators began their business from scratch, showing that the long history of entrepreneurialism in Hotchkiss continues today.
- Summer months are busiest for most businesses and sales are lowest during winter.
- On average, 54% of sales at Hotchkiss businesses are to local residents living in Hotchkiss and regional residents living in the area and the remainder are to customers located outside the region and visitors/tourists. This diversified mix of resident customers, remote customers and visitors adds resilience to the economy.
- Hiring and attracting/maintaining qualified employees registered as the greatest challenge for businesses who responded to the survey.
- Business owners surveyed communicated a desire to change the “highway” feel and impact of Highway 133 on downtown businesses with improved streetscaping, sidewalk furnishings and greenspace.
- Strong support exists among respondents for base industries related to agriculture and tourism-related sales and services.
- Respondents support commercial development in the areas of entertainment, general retail/shopping and lodging/overnight accommodations.
- When weighed against other types of infrastructure supplied by the Town of Hotchkiss, parks, recreation and trails infrastructure improvements ranked as the highest priority.



BUSINESS TYPE AND OPERATIONS INFORMATION

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

Question 9: Which of the following best describes the type of business you own / operate:
(Select all that apply)



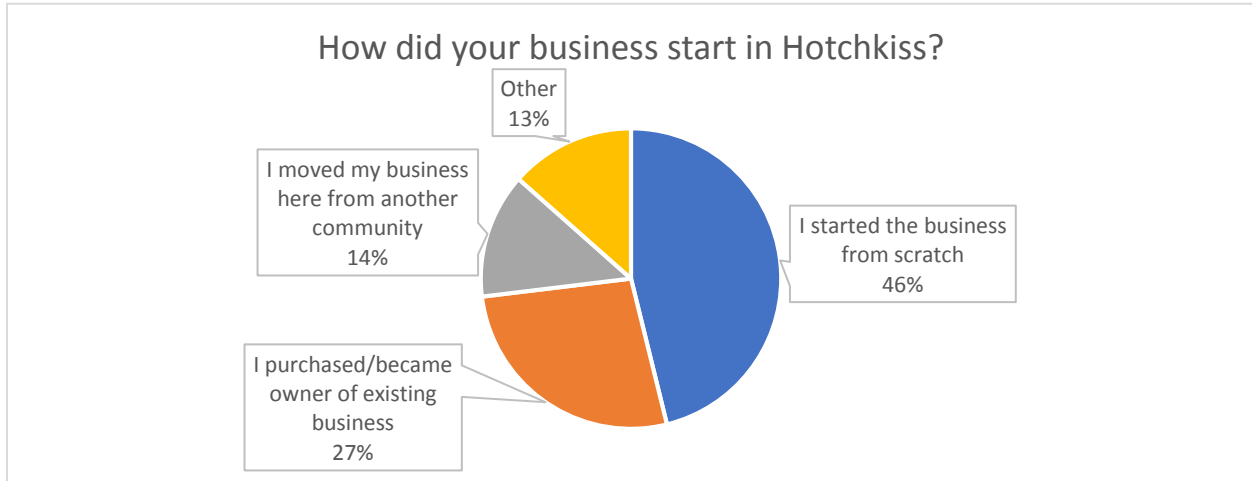
Business types in the “Other” category included:

| Business type listed as “Other” |
|---|
| Equipment & party rentals |
| Distributor (2) |
| Fire arms & ammunition; hunting gear |
| Laser & custom engraving |
| Hardwood construction |
| Flowers/plants retail |
| Used books retail |
| Community newspaper |
| Arcade |
| Architecture/Engineering—lighting |
| Communication, Prepaid Cellular Services & Phones/Accessories |
| Special District |
| Psychotherapy-counseling |
| Building/office space owner/manager |
| Money wires |
| Car wash |
| Liquor store |
| Baking, Specialty foods |
| Powersports |
| Marketing |
| Energy installation systems |
| Ornamental Blacksmithing |
| Telecommunications |
| Transportation/taxi/medical transportation |
| Winery |
| Insurance |
| Powersports |
| Commercial space owner |



Nearly half of survey respondents (46%) started their business from scratch. Twenty-seven percent (27%) reported purchasing or becoming an owner of an existing business in Hotchkiss. Fourteen percent (14%) of respondents moved their business to Hotchkiss from another community.

Question 10: How did your business start in Hotchkiss?



Thirteen-percent (13%) of business survey respondents selected ‘other’ and listed the origin of their business/organization as follows:

| Business startups listed as “Other” |
|---|
| Both from scratch and moved business here. |
| Corporate owned/corporate decision (2). |
| The organization originated through a GOCO grant with local match funding. |
| The organization is a special district that voters established in 1994. |
| The former owner began the business from scratch 15 years ago prior to selling to current owners. |
| Purchased an existing business after moving from out-of-town and opened a direct marketing business from scratch after. |

Sixteen percent (16%) of businesses who responded to the survey have operated less than five years, 16% for between five and ten years, 32% have operated between 10 and 20 years and 37% of respondents have been in business for over 20 years. Four respondents established a new business in Hotchkiss in 2018.

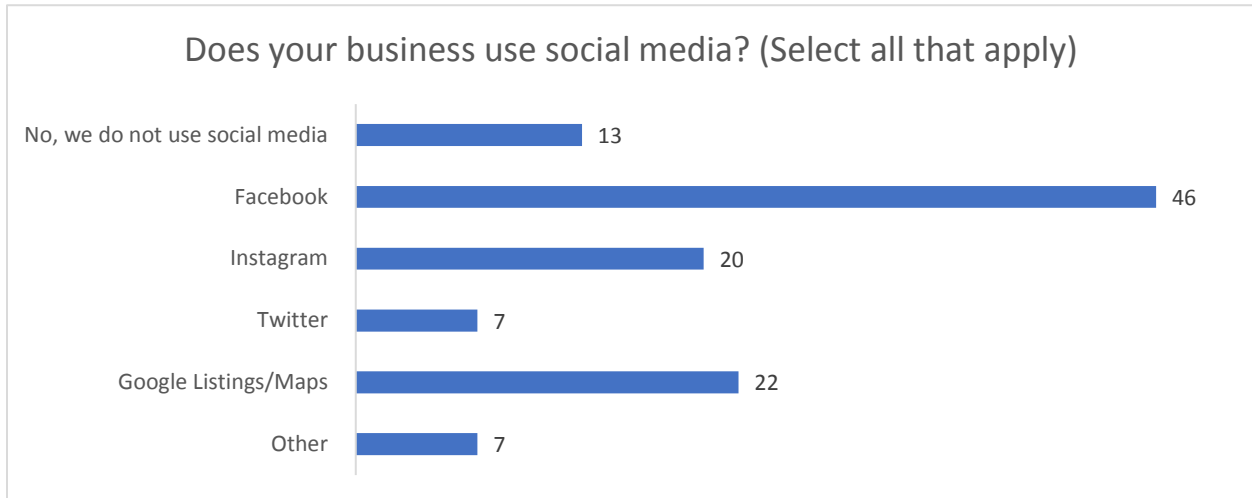
Question 11: In what year did this business first establish?

| Year | # of Businesses Established |
|---------------|------------------------------------|
| Prior to 1980 | 4 |
| 1980s | 9 |
| 1990s | 12 |
| 2000-2005 | 9 |
| 2006-2010 | 8 |
| 2011-2015 | 9 |
| 2016-2018 | 6 |



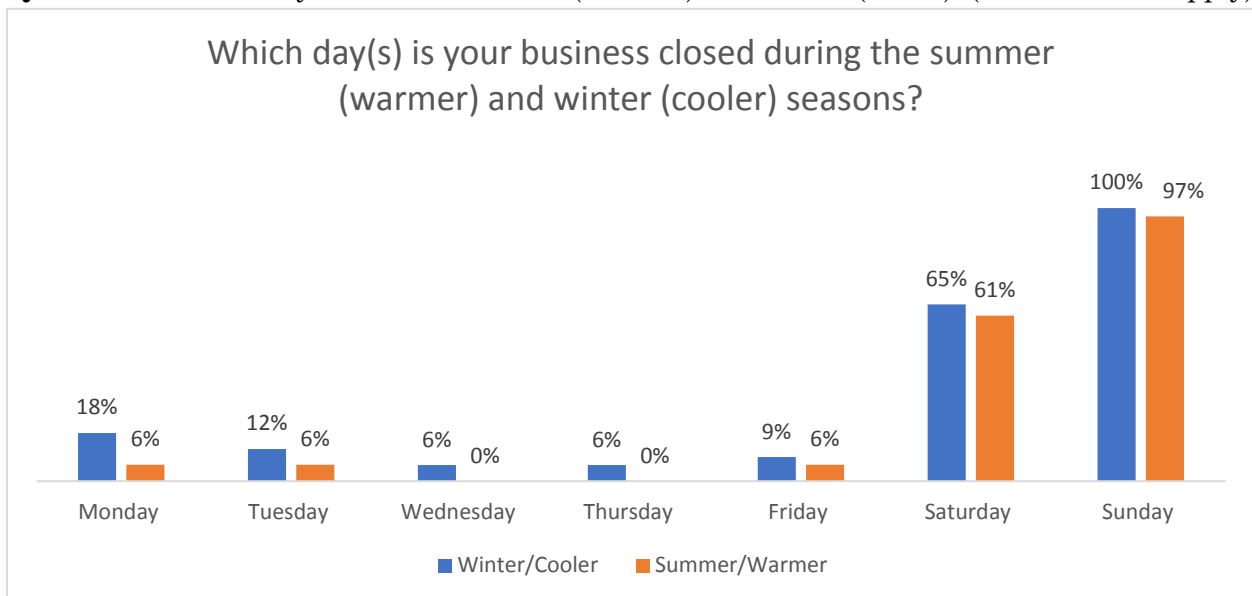
Question 8 showed 89% of respondents use some form of social media. Facebook is the most common type of social media businesses used (40%) and Twitter is the least commonly used. Social media listed as “other” included Linked-In, booking.com and banner ads.

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



Hotchkiss businesses exhibit a small degree of variation in business hours by season with two businesses closed during winter and a slightly higher number of businesses closed on weekends during the winter months. Most businesses remain open during weekdays during the summer and most businesses close for weekends year round. All responding businesses are closed on Sunday in the winter and just two are open on Sunday during summer.

Questions 12-13: Days closed in summer (warmer) and winter (cooler): (Select all that apply)

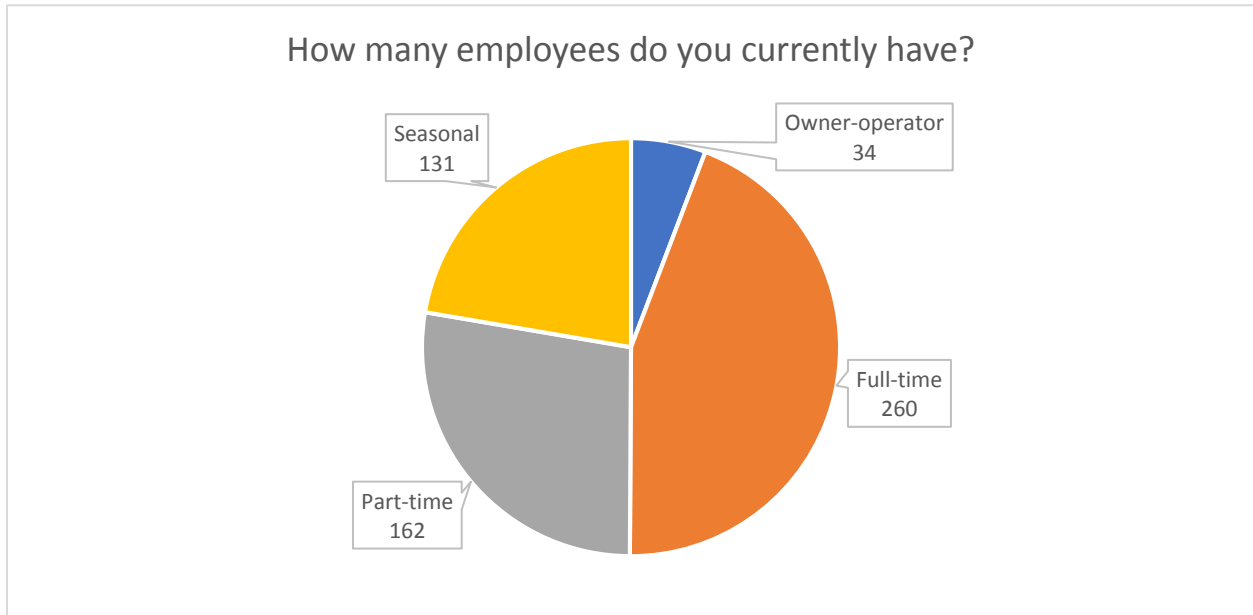


Question 14 asked respondents to list their summer and winter business hours and the results show very little difference between summer and winter business hours with 70% of respondents keeping the same business hours throughout the year.



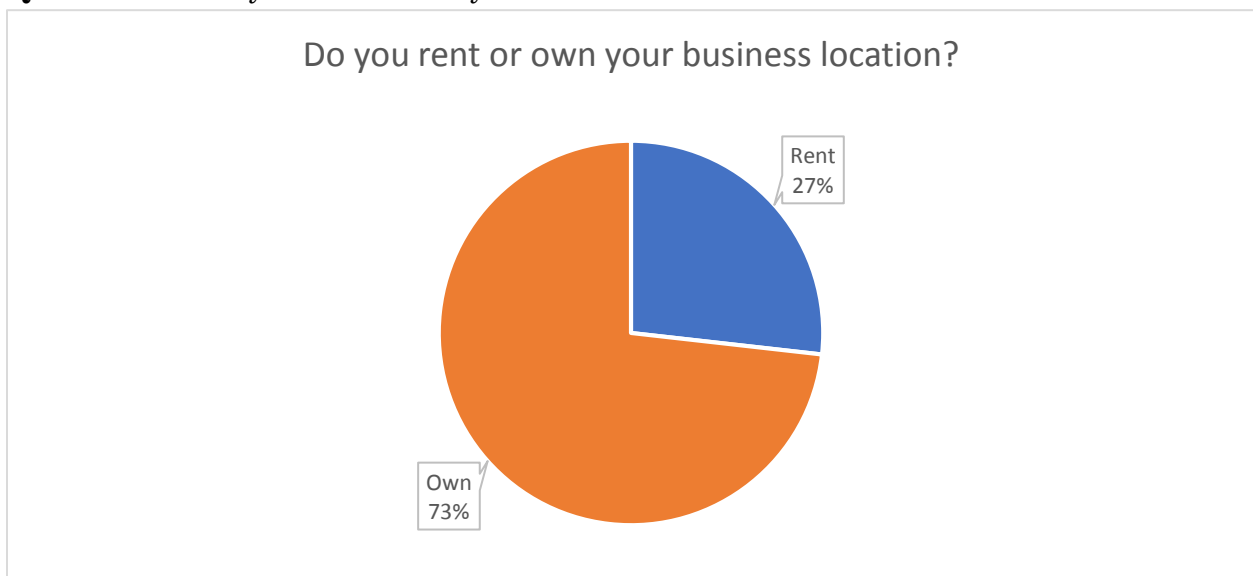
Surveyed businesses employed 260 full-time employees, 162 part-time employees, 126 seasonal employees and 34 owner-operators at the time of the survey. In total, survey respondents staffed 548 positions.

Question 15: How many employees do you currently have?



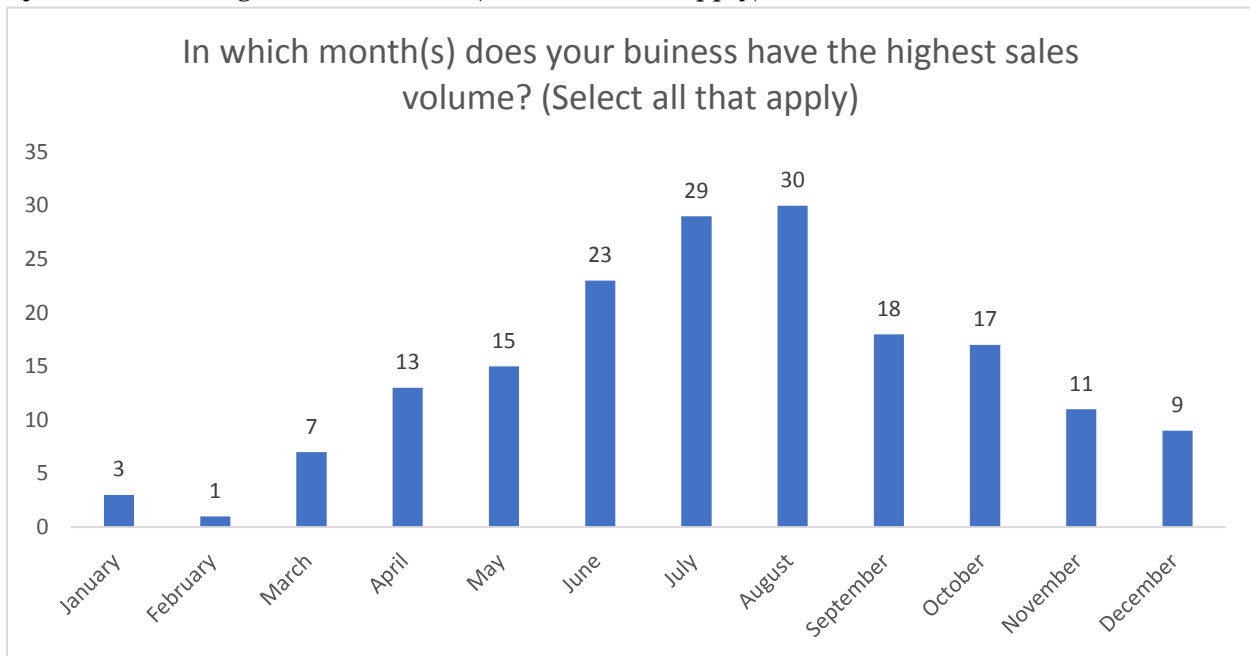
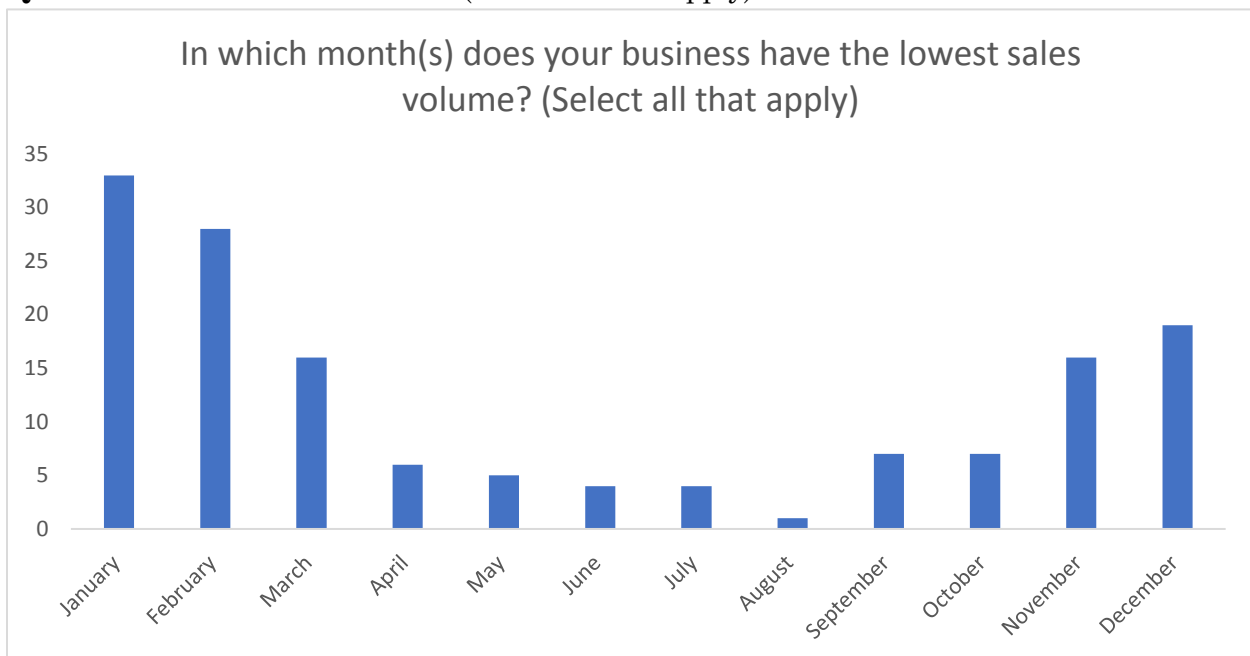
Responses to Question 16 indicated that a majority of respondents owned their current business location.

Question 16: Do you rent or own your business location?



Results for Question 17 show that sales volumes are highest during the warmer, summer months (June through August). Results for Question 18 show that lower sales months span from November through February and that January and February are the slowest months.



Question 17: High sales months: (Select all that apply)**Question 18: Low sales months: (Select all that apply)**

Businesses were asked to estimate the percentage of their total sales by customer type: local customers who live in Hotchkiss, regional customers who live in the area near Hotchkiss, customers outside of the Hotchkiss region (remote customers), and visitors/tourists. Responses to Question 19 show most sales are made to people who live in the area with an average of 54% of sales made to local customers and 28% of sales to regional customers. People who live in the area are not the only customer base for



Hotchkiss businesses as many businesses registered a significant portion of sales to visitors/tourists and sales to remote customers who live outside of the area.

Question 19: Estimated percentage of sales by customer type

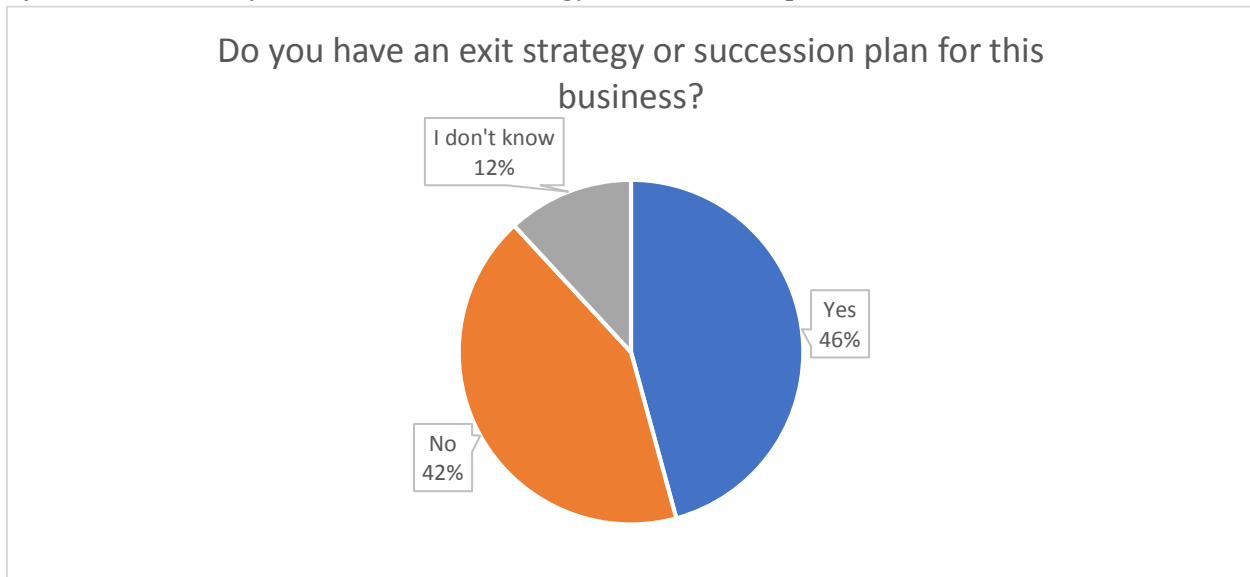
| Respondent | Estimated percentage of total sales by customer type: | | | | |
|----------------|---|--------------------|------------------------------|---------------------|-------|
| | Local Customers | Regional Customers | Customers Outside the Region | Visitors / Tourists | Other |
| Respondent 1. | 30% | 70% | - | - | - |
| Respondent 2. | 90% | - | - | 10% | - |
| Respondent 3. | 90% | - | 5% | 5% | - |
| Respondent 4. | 10% | 40% | 20% | 30% | - |
| Respondent 5. | 20% | 30% | 25% | 25% | - |
| Respondent 6. | 0.5% | 1% | 97.5% | 1% | - |
| Respondent 7. | - | - | - | 100% | - |
| Respondent 8. | 85% | - | - | 15% | - |
| Respondent 9. | 75% | - | - | 25% | - |
| Respondent 10. | 75% | - | - | 25% | - |
| Respondent 11. | 40% | 20% | - | 20% | - |
| Respondent 12. | 35% | 35% | - | 30% | - |
| Respondent 13. | 30% | 70% | - | - | - |
| Respondent 14. | 40% | 20% | - | 40% | - |
| Respondent 15. | 60% | 15% | - | 25% | - |
| Respondent 16. | 100% | - | - | - | - |
| Respondent 17. | 5% | - | 95% | - | - |
| Respondent 18. | 75% | 15% | 5% | 5% | - |
| Respondent 19. | 100% | - | - | - | - |
| Respondent 20. | 80% | 10% | 10% | - | - |
| Respondent 21. | 50% | 25% | 25% | - | - |
| Respondent 22. | 70% | 10% | 20% | - | - |
| Respondent 23. | 80% | - | 10% | 10% | - |
| Respondent 24. | 50% | - | - | 50% | - |
| Respondent 25. | 60% | 10% | 10% | 20% | - |
| Respondent 26. | 95% | - | 5% | - | - |
| Respondent 27. | 85% | - | 10% | 5% | - |
| Respondent 28. | 20% | 40% | 40% | - | - |
| Respondent 29. | 40% | - | 60% | - | - |
| Respondent 30. | 68% | 14% | 5% | 3% | - |
| Respondent 31. | 75% | 25% | - | - | - |
| Respondent 32. | 75% | - | 25% | - | - |
| Respondent 33. | 2% | 6% | 92% | - | - |
| Respondent 34. | 50% | 20% | - | 30% | - |
| Respondent 35. | 5% | 95% | - | - | - |
| Respondent 36. | 90% | 5% | - | 5% | - |
| Respondent 37. | 60% | 5% | - | 20% | - |
| Respondent 38. | 50% | 20% | 10% | 10% | - |



| | | | | | |
|----------------|------|-----|-----|-----|---|
| Respondent 39. | 90% | - | - | 10% | - |
| Respondent 40. | 75% | 10% | 5% | 10% | - |
| Respondent 41. | 35% | 50% | 10% | 5% | - |
| Respondent 42. | 60% | 10% | - | 30% | - |
| Respondent 43. | - | 95% | 5% | - | - |
| Respondent 44. | 20% | 80% | - | - | - |
| Respondent 45. | 48% | 4% | 48% | - | - |
| Respondent 46. | 100% | - | - | - | - |
| Respondent 47. | 5% | 5% | 80% | 5% | - |
| Respondent 48. | 15% | 15% | - | 70% | - |
| Respondent 49. | 70% | 25% | 5% | - | - |
| Respondent 50. | - | 15% | 75% | 10% | - |
| Respondent 51. | 1% | 2% | 96% | 1% | - |
| Respondent 52. | 5% | - | 90% | 5% | - |
| Respondent 53. | 90% | 10% | - | - | - |
| Respondent 54. | 30% | 70% | - | - | - |
| Respondent 55. | 100% | | | | |

Forty-two percent (42%) of businesses do not have an exit strategy or succession plan for their business and 12% are unsure. This means there is a risk of losing the jobs and other economic benefits these businesses provide if an owner were no longer able to sustain operations.

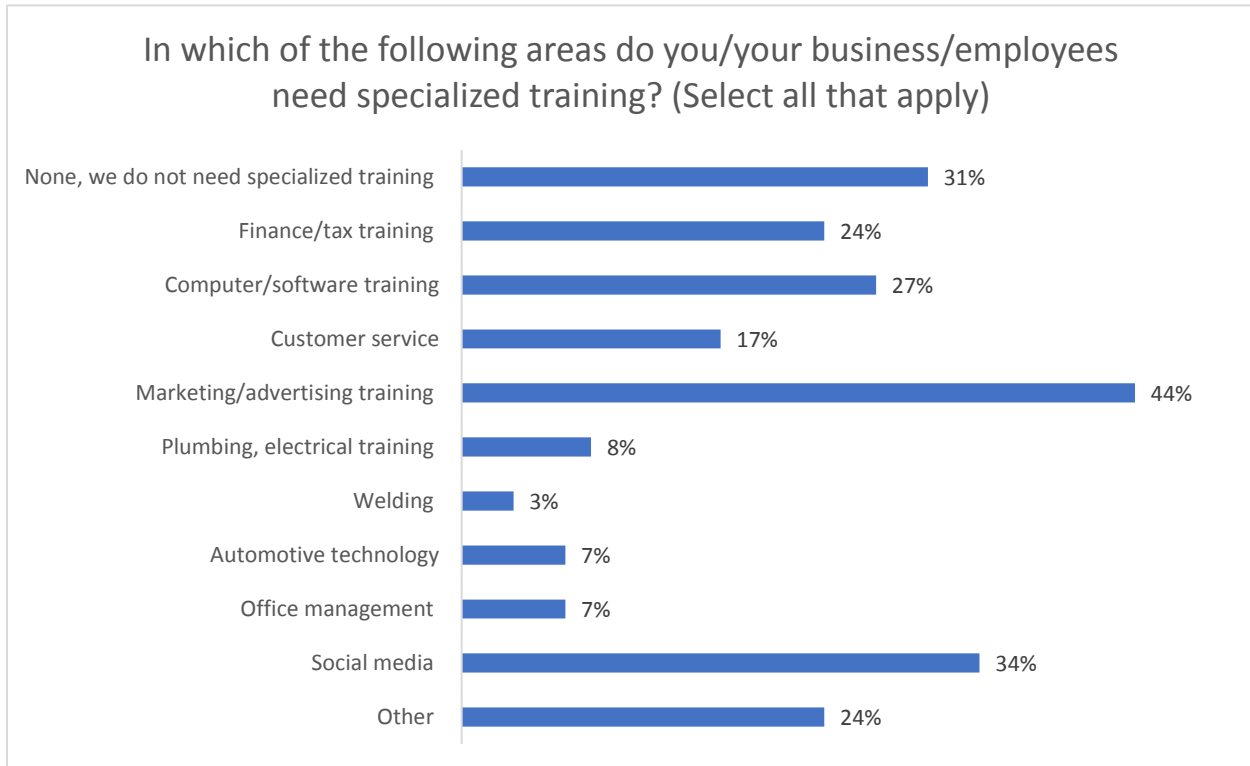
Question 20: Do you have an exit strategy or succession plan for this business?



ABOUT BUSINESS CHALLENGES

Most businesses cited the need for specialized training related to business operations, but 31% registered no need for training. Marketing, advertising, social media and computer/software training appears to be the highest need.

Question 21: In which of the following areas do you/your business/employees need specialized training? (Select all that apply)



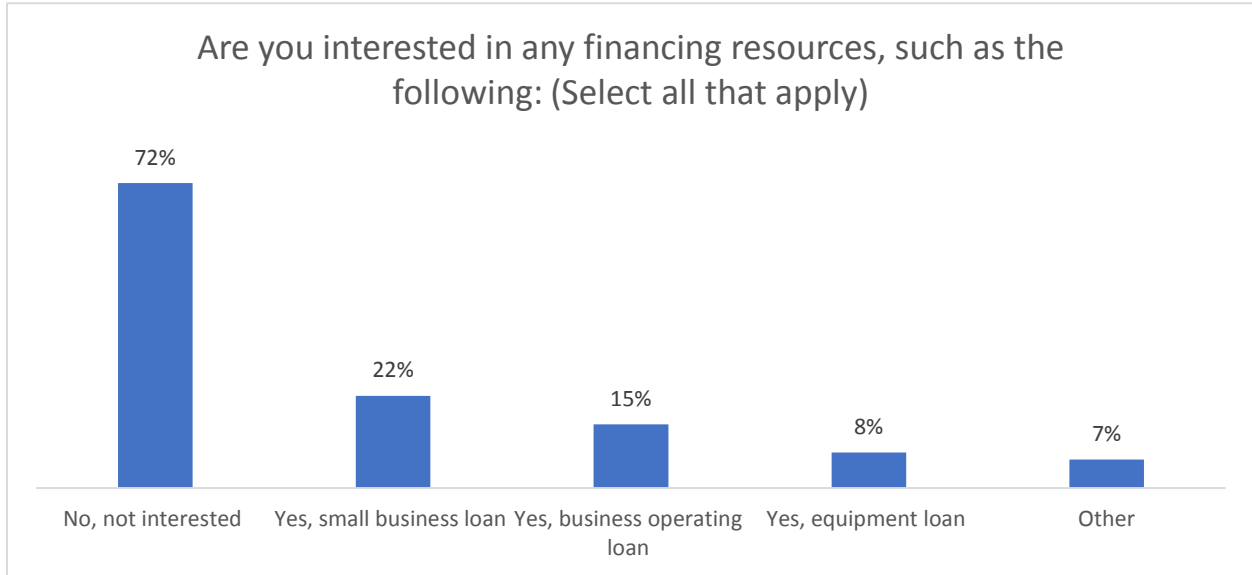
Training needs listed in the “Other” category are listed below.

| Training type listed as “Other” |
|---|
| Industry-specific continuing education |
| Life guard and swim instructor certification |
| Business management |
| Equipment maintenance |
| Produce handling |
| Food safety (2) |
| Food produce knowledge |
| Farming practices |
| ID training (alcohol sales) |
| Telecommunications |
| PUC licensing |
| Local knowledge/expertise |
| Research & development with specialization in agriculture |
| Wholesale knowledge |



Although most businesses are not interested in financing resources, some need exists for small business loans, business operating loans and equipment loans.

Question 22: Are you interested in any financing resources, such as the following: (Select all that apply)



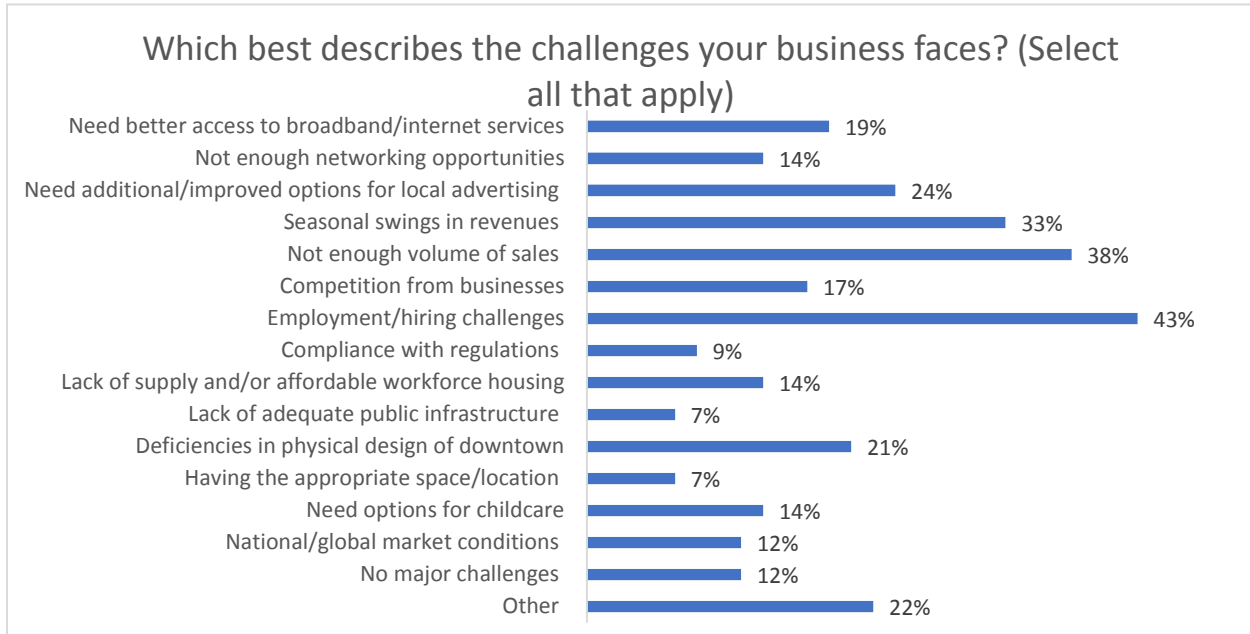
Financing needs listed in the “Other” category included:

| “Other” financing needs: |
|---|
| To assist with maintaining facility |
| Operating or independent loan |
| Bridge loan for construction |
| Low interest loan for energy-efficiency building improvements: solar, windows, etc. |



When asked what challenges their business faces, 43% of respondents said it is difficult to find and keep qualified employees. The volume of sales and seasonal fluctuations in revenues are the next most common challenges faced by survey respondents. About one-quarter of business respondents cited the need for local advertising options and one in five cited deficiencies in the physical design of downtown, particularly the highway-like “feel” of the highway on Bridge Street.

Question 23: Which best describes the challenges your business faces? (Select all that apply)



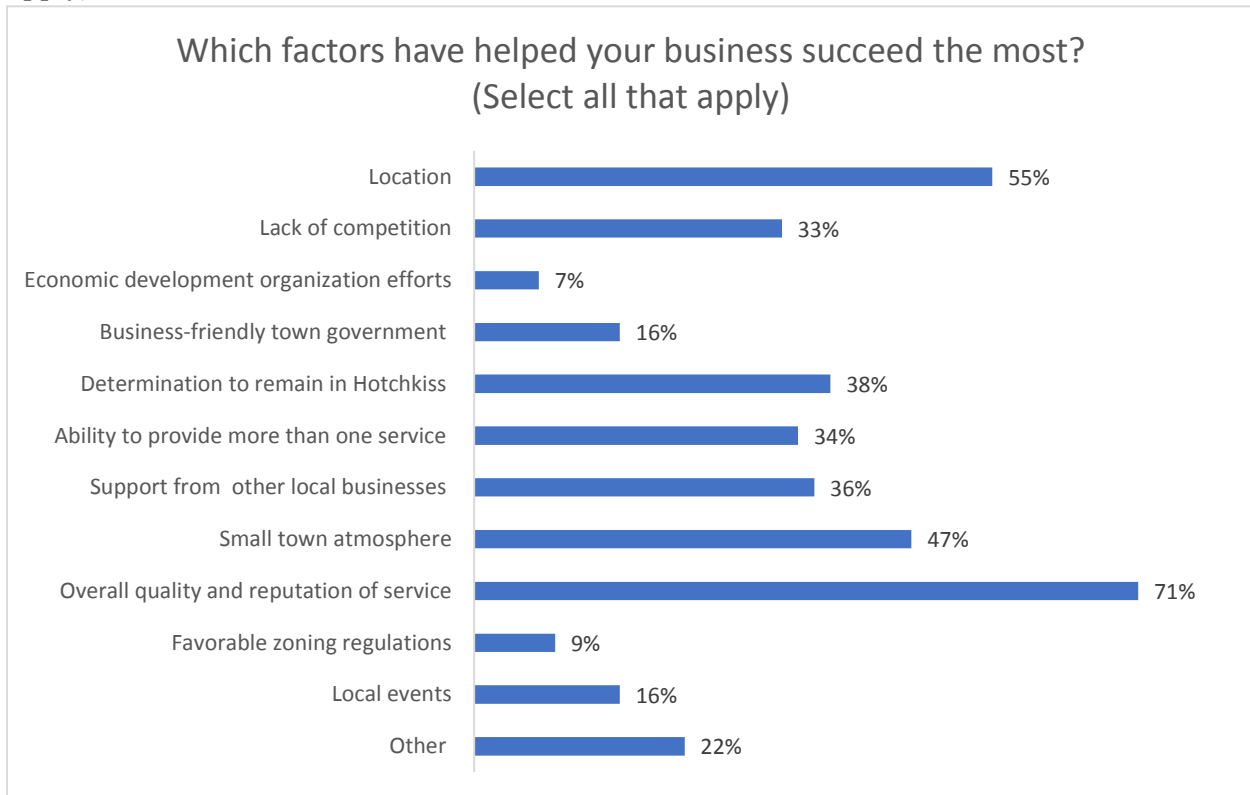
Other” challenges listed included:

| “Other” Challenges |
|--|
| Bringing a new industry (adventure tourism) to the area. |
| Local recognition/cognizance that we exist. |
| Although festivals are great for the town, parking does become limited which negatively impacts my business. |
| Location on a state highway. |
| Having additional competition would be detrimental to my business. |
| State laws. |
| Need parking enforcement. |
| Educating businesses about their PR and marketing options available to them. |
| People aren’t incredibly receptive to the service I provide. |
| I don’t accept Medicaid. |
| Even though I abide by local taxing rules applicable to my business, I am aware of others who do not. |
| Need people to take climate change more seriously. |
| Media impacts tourism, especially during natural disasters like fires and blizzards. |
| Marketing and national sales. |
| I need a building that is better tailored to meet the needs for the service I provide. |
| We need greater access to refrigerator trucks. |



Overall quality and reputation of service, location, the small-town atmosphere, determination to remain in Hotchkiss and support from other local businesses were the most commonly cited success factors. It is worth noting that the most common success factors are all conditions that businesses are able to determine on their own.

Question 24: Which factors have helped your business succeed the most? (Select all that apply)



“Other” specific factors in businesses’ success included:

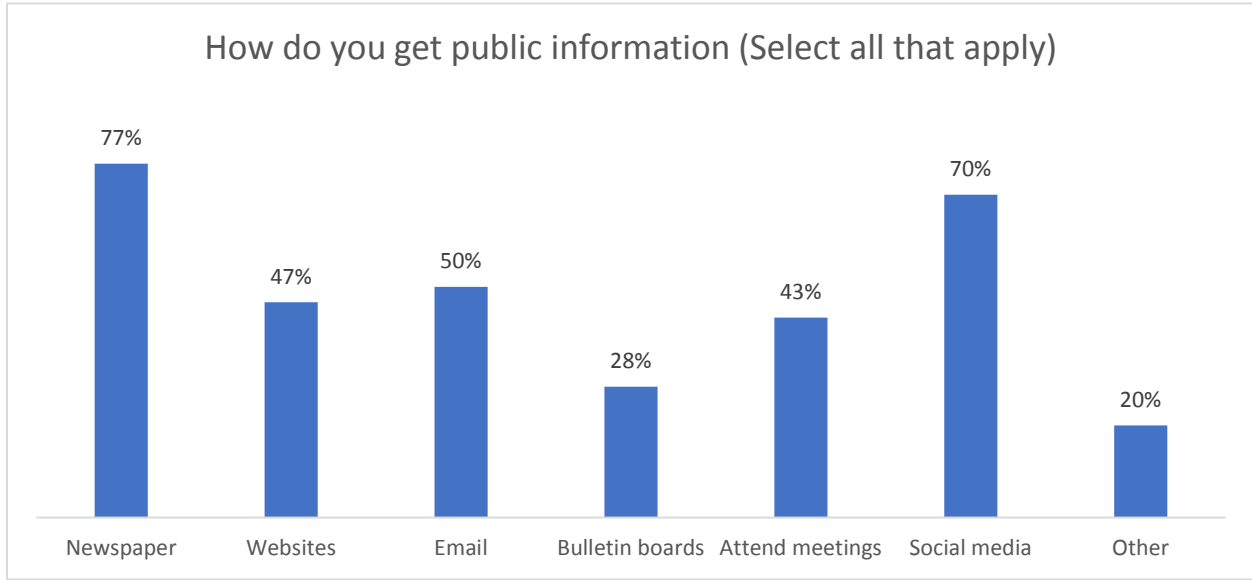
| Specific “Other” business success factors: |
|---|
| Word of mouth from satisfied customers |
| Zoning has hurt us |
| Mostly workers in the area |
| Word of mouth |
| KVNF advertisement |
| We fill a niche market |
| Fire starters (in the winter) |
| There is no zoning; we need zoning countywide |
| Referrals |
| Collaboration with SEI |
| Our people/employees |
| Word of mouth, referrals, internet |



ABOUT DOWNTOWN / ECONOMY

Most respondents receive their public information from the newspaper (77% of respondents). Many respondents also utilize social media, email and websites to get public information. “Other” ways businesses receive public information included word-of-mouth, the High Country Shopper, radio and the Chamber of Commerce website.

Question 25: How do you get public information? (Select all that apply)



Respondents were asked whether Hotchkiss needs more community-wide and print marketing collateral in Question 26. Most businesses called for more community-wide marketing materials with just 17% of respondents saying that Hotchkiss does not need more. “Other” comments included:

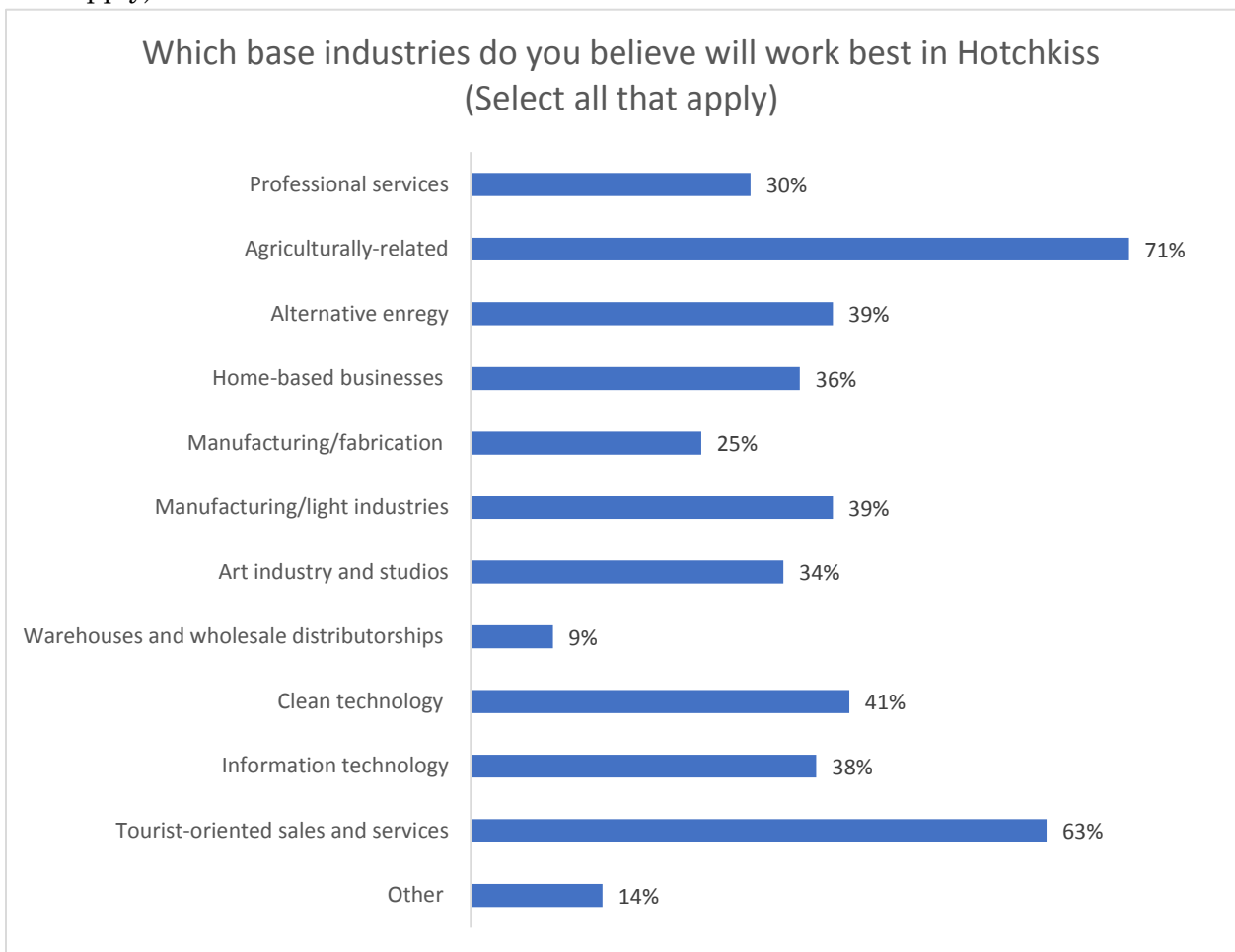
| “Other” comments: |
|--|
| I don’t really know what materials are out there. |
| More Hotchkiss-focused things, local businesses, events, promotions to know about and get involved with. |
| Continue the marketing that exists. |
| Higher quality, not necessarily quantity (3). |
| Need to market local events/fair better. Usually we don’t get the information for them until after-the-fact. |
| Something other than the County Shopper. |
| We have plenty local guides/materials but not much (any?) targeted at people outside the area. |
| Our organization needs to be acknowledged/included in what print materials are created (including maps). |
| Yes, but this doesn’t necessarily apply to my business. |
| We need an easy business information hub. |
| I believe businesses market for themselves and would attract more business in town. |
| More social media. |
| We should define who we are, first. |



| |
|--|
| Tourist economy. |
| Needs to get out to people so they know the town exists. |
| Meh. |
| More communication on town happenings. |
| We need to let people know that we exist beyond just driving through us; we need to show them why they should stop here. |
| More information is better. |
| The town website is scary; who would this be? |
| Central clearing house for information as a one-stop-shop/convenience. |

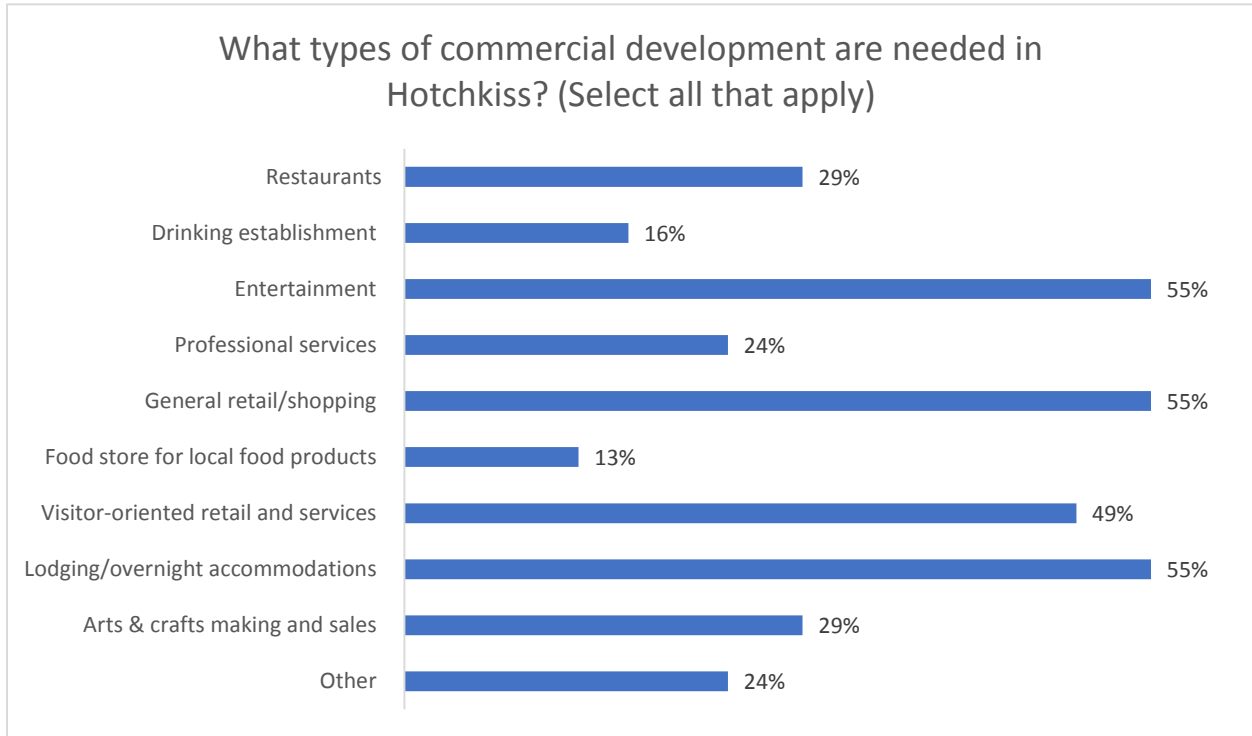
Question 27 asked survey respondents to indicate which base industries (those supporting goods/services and bringing new dollars into the economy) they believe will work best in Hotchkiss. Although all base industry types were selected by some businesses, 71% believe agriculturally-related base industries are best suited for Hotchkiss and 63% selected tourist-oriented sales and services.

Question 27: Which base industries do you believe will work best in Hotchkiss? (Select all that apply)



Survey respondents equally favored three types of commercial development in the town of Hotchkiss: lodging/overnight accommodations, general retail and shopping, and entertainment. Nearly half of respondents supported visitor-oriented retail and services-related commercial development, as shown in Question 28.

Question 28: What types of commercial development are needed in Hotchkiss (Select all that apply)?



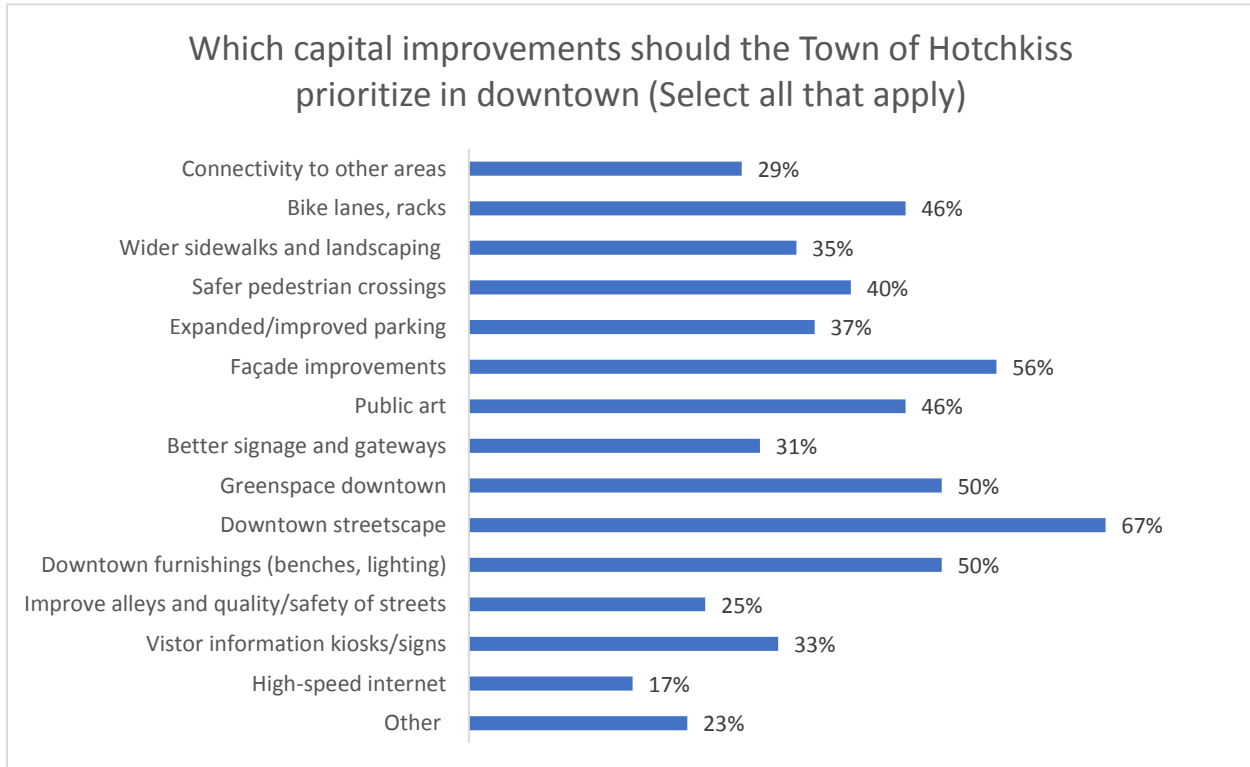
Several respondents who selected “Other” indicated the belief that adequate development exists and the focus should be to improve the existing options. “Other” category responses included:

| Specific “Other” new business needed: |
|--|
| We need variety/quality of new retail |
| Specifically, restaurants |
| Creative lodging options, like more Airbnb’s |
| Airbnb |
| More entertainment like live music and bigger acts at the Creamery |
| Food-based businesses |
| We need a teen/youth center. |
| We need them all, and higher quality. |
| Drug store |
| Assisted living |
| Need to ensure we have adequate critical mass. |
| We already have all this, just need to improve it. |



Survey respondents strongly indicated downtown streetscape (67%) as an improvement priority in response to Question 29. Façade improvements (56%), downtown furnishings (50%) and downtown greenspace (50%) also registered significantly as priority downtown improvements.

Question 29: Which capital improvements should the Town of Hotchkiss prioritize in downtown? (Select all that apply):



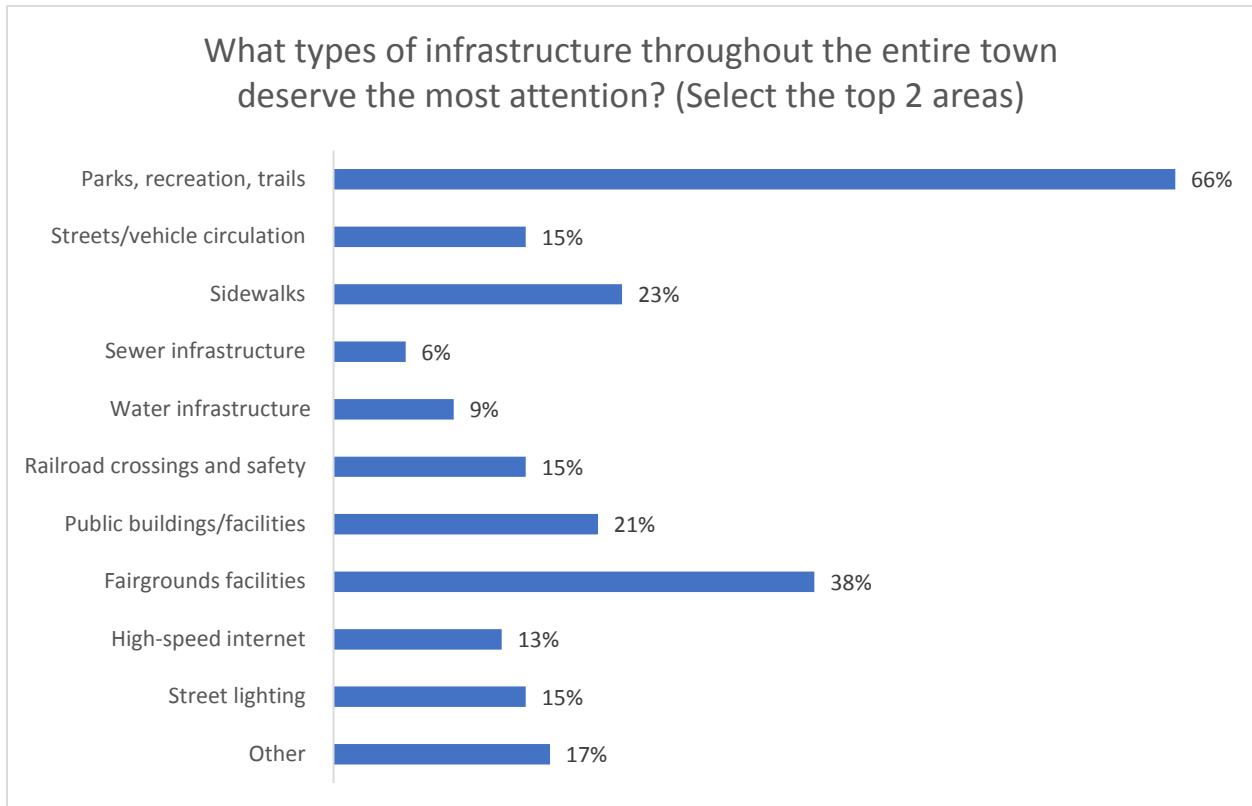
Specific capital improvement opportunities in the “Other” category included:

| Specific “Other” commercial development options: |
|--|
| Trees and vegetation! It’s so hot to park here in the summer. Line the streets with trees and that would boost morale. |
| Bike racks |
| Address highway issues throughout town |
| Bike trails, not lanes |
| We desperately need a sense of intimacy and engagement in the downtown area. |
| Fix streets (133) through town. |
| Make Bridge Street property owners clean up buildings and look presentable. |
| Wish we had a better park. |
| Need to completely refurbish our fairgrounds to have a better park for kids. |
| Need an adequate water/water systems. |
| Community solar |
| Façade zoning requirements |
| Building next to BOCO |
| Need better signage and gateways indicating the fairgrounds. |



While Question 29 was focused on downtown, Question 30 asked survey respondents to indicate the top two infrastructure-improvement areas that deserved the most attention throughout the entire town. Businesses overwhelmingly prioritized parks, recreation and trails as the top infrastructure need throughout Hotchkiss (66%). The second highest-priority need is the fairgrounds (38%), which is also primarily a recreational facility. Respondents gave sewer and water infrastructure the lowest priorities for improvements (6% and 9%, respectively).

Question 30: What types of infrastructure throughout the entire town deserve the most attention? (Select the top 2 areas)



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

Question 31: Please share any additional thoughts you have regarding economic growth and opportunities for development in Hotchkiss.

| Additional thoughts on economic growth and opportunities for development in Hotchkiss |
|--|
| We should want to make this a better town for the people who live here. Public art + green space = wow. Alley between Pat's diner with a pretty tree would be amazing to develop into a public area/hideaway. Develop more community garden space; people like me would volunteer gardening time to help w/ beautification. This was attempted a few years ago w/ flower boxes, but they weren't that good. They need somebody with some vision/talent for what works. |
| Light industrial zoning changes. |
| Ownership of location across alley is an issue. Business moved here in May, 2018. Many of these options in the survey depend on higher population, which Hotchkiss doesn't have. Busy road/hwy-corridor is an issue, we need to get cars to stop / slow down going down Bridge/Hwy 133. |
| Tom Wills was the "City Planner" for Hotchkiss for a while and wrote the Master Plan! Master Plan includes a survey also, which has some ideas we can use for our downtown economic plan. |
| We need more trails and visual things to make people want to pull over and stay in Hotchkiss. Draw people into the town. More color and attractive gateways. |
| We need an architectural review board for Bridge Street. Metal buildings in the downtown corridor doesn't have a good curb appeal. |
| It will be important to create visual appeal and entertainment / events downtown. In order to get people to spend more time/money here. |
| More opportunity for housing; rental availability is almost non-existent and it limits qualified employees from moving here. |
| I like the idea of filling the gaps with new businesses. |
| Look into incentives for business owners/retail space owners in form of temporary tax breaks, or??? Look into Creative District. |
| Hwy 92 should continue off Rogers Mesa onto Hotchkiss Avenue to the fairgrounds then merge with Hwy 92 between Crawford & Paonia. |
| I think the town needs to improve its looks. Take more pride in its appearance so when people are here they want to stay and do some business because they feel welcomed, safe and happy kind of life (Disneyland). We would be open to host some fund raisers for 4-H or FFA like we did in the past-or another group that we can believe in. City of Hotchkiss should invest in hanging flower baskets in the summer. |
| People to take the opportunities and people to work! |
| I want to see Hotchkiss stay a "small town" but add jobs/industries that support a living wage. We really need to focus on identity. Improving downtown area will help alot. I think downtown should be from coaltrain to the fairgrounds. Bringing businesses that support a living wage will add to the tax base both via property taxes and sales taxes. |
| Need to be more tourist & visitor friendly. |
| The design of Hotchkiss is to move traffic through which we need a design that encourages more local visits instead of just a thoroughfare. |
| I think we have the most perfect opportunity to light up the downtown area during the holidays or even Christmas--we have such a nice stretch that could be attractive with lights/trees, for a nice |



ambiance. Add a skating pond or coffee shop that was open at night to attract more downtown evening activity. There is no childcare here. We need a daycare center.

Primary interest/concerns: Better/more coordination with Paonia Plan to address traffic through town and appearance of town (plan to include building standards of what is and what is not allowed) Energy efficiencies in regard to water and general energy consumption.

Bike trails to take people to back roads Need to clean up the town; Need to have an overall direction we're going; Develop a corner (Coyote corner) and the spaces that look abandoned Make the town more pedestrian friendly, more inviting.

Making Hotchkiss look like an interesting town.



WORK PLAN

This plan element is the culmination of the entire planning process. This workplan is a living document and is intended to be updated as needed by the town as priorities change and the town and its implementation partners complete action items. The topic areas and objectives are listed in strategic plan format on the following pages and are summarized briefly here:

Focus Area #1 – Readiness for Light Manufacturing

Objective 1.1 - Community Education and Messaging

Objective 1.2 - Downtown-Friendly Light Industry

Objective 1.3 - Planning for Light Industry Sites

Focus Area #2 - Center for Visitor Supplies and Services for Recreation, Local Food, and Agricultural/Heritage Outings

Objective 2.1 - North Fork Valley Tourism and Recreation Marketing

Objective 2.2 - Recruit Events at the Fairgrounds

Objective 2.3 - Provisional Analysis of Overnight Accommodations Supply and Feasibility

Focus Area #3 - Readiness and Recruitment of Retail Serving Both Locals and Visitors

Objective 3.1 - Inventory available buildings and sites

Objective 3.2 - Identify target market/sectors

Objective 3.3 - Informative handout/web post: sites/buildings, market data, incentives, financing, broadband

Objective 3.4 - Recruitment of retail businesses

Focus Area #4 – Downtown Physical Improvements

Objective 4.1 – Implement near-term cost-effective improvements to downtown streetscape, pedestrian safety and signage.

Objective 4.2 – Develop a downtown improvements master plan with a thorough public involvement program that charts strategies for improving streetscape, signage/wayfinding, walkability and pedestrian/bike safety.

Focus Area #5 – Build Capacity for Entrepreneurial Support and Existing Business Support

Objective 5.1 – Establish staffed organizational capacity

Objective 5.2 – Explore options for establishing a co-working facility



FOCUS AREA #1 – READINESS FOR LIGHT MANUFACTURING

| Objective 1.1 - Community Education and Messaging | | | |
|---|--|-----------------------|--------------|
| Action Items | Stakeholder Resources | Priority (1-3) | Notes |
| 1.1.1 – Initiate communications among the Board of Trustees to explore the level of support and parameters for light industry in town. | Town of Hotchkiss Merchant’s group Chamber of Commerce | 1 | |
| 1.1.2 – Conduct a formal zoning and development code assessment focused on evaluating how well the regulations align with the goal to grow light industry. Recommend code amendments as needed. | Town of Hotchkiss Region 10 | 1 | |
| 1.1.3 – Develop and launch an educational campaign centered on informing residents, business owners and organizations about the zoning and development regulations currently in place. | Town of Hotchkiss | 3 | |
| 1.1.4 – Organize community meetings, listening sessions, podcasts and other outreach to educate the community about light industry and to listen to feedback. | Town of Hotchkiss Region 10 Chamber of Commerce | 1 | |



| Objective 1.2 - Downtown-Friendly Light Industry | | | |
|---|--|----------------|-------|
| Action Items | Stakeholder Resources | Priority (1-3) | Notes |
| 1.2.1 – Conduct a formal zoning and development code assessment focused on evaluating how well the regulations align with the goal to attract workshop/storefront and small-scale, indoor manufacturing downtown. Recommend code amendments as needed. (Also see 1.1.2 above) | Town of Hotchkiss Region 10 DOLA REDI Program | 1 | |
| 1.2.2 – Establish a vision and conceptual business model for a maker-space coworking facility in downtown Hotchkiss. Also see Objective 5.2 – Explore options for establishing a co-working facility. | Town of Hotchkiss Delta County Delta County ENGAGE Region 10 DOLA REDI Program | 1 | |
| 1.2.3 – Using the conceptual business model, evaluate the feasibility and long-term sustainability of a maker-space coworking facility in downtown Hotchkiss. Also see Objective 5.2 – Explore options for establishing a co-working facility. | Town of Hotchkiss Delta County Delta County ENGAGE Region 10 DOLA REDI Program | 1 | |

| Objective 1.3 - Planning for Light Industry Sites | | | |
|--|---------------------------|----------------|-------|
| Action Items | Stakeholder Resources | Priority (1-3) | Notes |
| 1.3.1 - Evaluate the feasibility of locating new light industry in the southern portion of Hotchkiss given the property configuration, ownership, zoning regulations and infrastructure. | Town of Hotchkiss CDOT | 3 | |



FOCUS AREA #2 – CENTER FOR VISITOR SUPPLIES AND SERVICES FOR RECREATION, LOCAL FOOD, AND AGRICULTURAL/HERITAGE OUTINGS

Objective 2.1 - North Fork Valley Tourism and Recreation Marketing

| Action Items | Stakeholder Resources | Priority (1-3) | Notes |
|--|---|----------------|-------|
| 2.1.1 – Promote and support a culture of hospitality and inform local businesses and employees with talking points about attractions, activities and services in the area. | Chamber of Commerce Town of Hotchkiss | 2 | |
| 2.1.2 – Conduct a comprehensive review of locations for distributing print collateral and ensure that distribution is optimized. | Chamber of Commerce Town of Hotchkiss Tourism Cabinet | 2 | |

Objective 2.2 - Recruit Events at the Fairgrounds

| Action Items | Stakeholder Resources | Priority (1-3) | Notes |
|--|---|----------------|-------|
| 2.2.1 – Contact organizations that hold events at fairgrounds and at similar events centers on the Western Slope and gauge the interest of their organizations for holding events at the Delta County Fairgrounds. | Delta County Chamber of Commerce Fairgrounds Utilization Committee | 1 | |

Objective 2.3 - Provisional Analysis of Overnight Accommodations Supply and Feasibility

| Action Items | Stakeholder Resources | Priority (1-3) | Notes |
|--|--|----------------|-------|
| 2.3.1 – Work with Delta County to promote the campsites at the Delta County Fairgrounds to visitors. | Delta County Chamber of Commerce Town of Hotchkiss | 3 | |



| | | | |
|--|---|---|--|
| 2.3.2 – Develop a conceptual business plan and funding strategy for enhancing the campsites at the fairgrounds. | Delta County Chamber of Commerce Town of Hotchkiss | 3 | |
| 2.3.3 – Establish a complete North Fork Valley lodging inventory that includes traditional lodging, bed and breakfast, and vacation rental by owner units. | Delta County Assessor Chamber of Commerce Town of Hotchkiss Town of Paonia Town of Crawford | 2 | |

FOCUS AREA #3 - READINESS AND RECRUITMENT OF BUSINESSES SERVING BOTH LOCALS AND VISITORS

Objective 3.1 - Inventory available buildings and sites

| Action Items | Stakeholder Resources | Priority (1-3) | Notes |
|--|-----------------------|----------------|-------|
| 3.1.1 Update the inventory of vacant commercial buildings in town on a quarterly basis and post on the 'how to start a business' webpage (see Action Item 3.3.1) | Town of Hotchkiss | 1 | |

Objective 3.2 - Identify target market/sectors

| Action Items | Stakeholder Resources | Priority (1-3) | Notes |
|--|---|----------------|-------|
| 3.2.1 Conduct a survey of Hotchkiss customers to identify satisfaction levels and to flag specific needs in the retail and services markets. | Town of Hotchkiss Region 10 Chamber of Commerce | 3 | |



Objective 3.3 - Informative handout/web post: sites/buildings, market data, incentives, financing, broadband

| Action Items | Stakeholder Resources | Priority (1-3) | Notes |
|--|--|----------------|--|
| 3.3.1 – Create a ‘how to start a business’ page on the town’s website and as a handout that lists the requirements and incentives for new businesses. | Town of Hotchkiss Region 10 DCED | 1 | Town of Hotchkiss could assemble the requirements, Delta County EDC could assemble the incentives. |
| 3.3.2 – Promote the value propositions to move to and/or start a business in Hotchkiss: <ul style="list-style-type: none"> • Small town quality of life • Low cost of living for Colorado • Availability of broadband • High traffic counts through town | Town of Hotchkiss Region 10 DCED | 2 | |

Objective 3.4 – Recruitment of retail businesses

| Action Items | Stakeholder Resources | Priority (1-3) | Notes |
|---|---|----------------|-------|
| 3.4.1 – Use the target market/sectors to establish a leads list of businesses that have potentially replicable business models that could be successful in Hotchkiss. | Town of Hotchkiss Region 10 DCED DOLA REDI Program | 1 | |
| 3.4.2 – Contact the most viable leads and provide information about site/locations, requirements and incentives. | Town of Hotchkiss Region 10 DCED DOLA REDI Program | 1 | |



FOCUS AREA #4 – DOWNTOWN PHYSICAL IMPROVEMENTS

| Objective 4.1 – Implement near-term cost-effective improvements to downtown streetscape, pedestrian safety and signage. | | | |
|--|--|-----------------------|--------------|
| Action Items | Stakeholder Resources | Priority (1-3) | Notes |
| 4.1.1 Work with CDOT and request that they install directional signage along the highway for the following types of destinations: <ul style="list-style-type: none"> • Public parking lot(s) • Public facilities • Community non-profits (museum, chamber of commerce, library etc..) | Town of Hotchkiss Region 10 CDOT | 1 | |
| 4.1.2 – Work with CDOT to make safe highway crossing improvements such as rectangular rapid flashing beacons. | Town of Hotchkiss CDOT Region 10 | 1 | |
| 4.1.3 – Incrementally develop unique lighting along sidewalks and inside of businesses (e.g. light balls, chandeliers, antique lamps in commercial windows, trees decorated with white lights). | Town of Hotchkiss Downtown Businesses Region 10 | 1 | |
| 4.1.4 – Continue efforts to incorporate street furniture and plantings along downtown sidewalks. | Town of Hotchkiss Downtown Businesses Local Artists Region 10 | 1 | |
| 4.1.5 – Work with CDOT to incorporate ADA improvements to sidewalks and intersections beyond the highway right-of-way in downtown. | Town of Hotchkiss CDOT Region 10 | 2 | |



Objective 4.2 – Develop a downtown improvements master plan with a thorough public involvement program that charts strategies for improving streetscape, signage/wayfinding, walkability and pedestrian/bike safety.

| Action Items | Stakeholder Resources | Priority (1-3) | Notes |
|--|--|----------------|-------|
| 4.2.1 – Identify strategies and conceptual designs to improve pedestrian comfort through the use of street trees, plantings, benches and lighting. | Town of Hotchkiss DOLA's UTA Program CDOT Region 10 | 2 | |
| 4.2.2 – Articulate strategies and conceptual designs to improve street corners along Highway 92 to establish visible connectivity to side streets connecting with Hotchkiss Avenue and Main Street. | Town of Hotchkiss DOLA's UTA Program CDOT Region 10 | 2 | |
| 4.2.3 – Develop recommendations and conceptual design for coordinated wayfinding/signage that covers gateways, directions to downtown businesses, parking areas, recreational opportunities, historic sites, public facilities and town amenities. | Town of Hotchkiss DOLA's UTA Program CDOT Region 10 | 2 | |
| 4.2.4 – List strategies and create conceptual design for pedestrian infrastructure such as continuous sidewalks, safe street crossings and pedestrian connections from public parking areas to downtown businesses and destinations. | Town of Hotchkiss DOLA's UTA Program CDOT Region 10 | 2 | |



FOCUS AREA #5 – BUILD CAPACITY FOR ENTREPRENEURIAL SUPPORT AND EXISTING BUSINESS SUPPORT

| Objective 5.1 – Establish staffed organization capacity. | | | |
|--|--|-----------------------|--------------|
| Action Items | Stakeholder Resources | Priority (1-3) | Notes |
| 5.1.1 – Poll business owners/managers to get an initial estimate of the needs and level of demand for business support services. | Region 10 | 1 | |
| 5.1.2 – Establish a point of contact for potential business start-ups and a system for referring start-ups and other new businesses to resources. | Town of Hotchkiss DCED Region 10 | 2 | |
| 5.1.3 – Be a more active voice and participant in Delta County Economic Development (DCED). | Town of Hotchkiss DCED Region 10 | 1 | |
| 5.1.4 – Work with the Delta County School District’s High School Internship Program and Work Ready Communities initiative to connect motivated students with local businesses. | Town of Hotchkiss Delta County School District Region 10 | 2 | |



| Objective 5.2 – Explore options for establishing a co-working facility. | | | |
|---|--|-----------------------|--------------|
| Action Items | Stakeholder Resources | Priority (1-3) | Notes |
| 5.2.1 – Establish a vision and conceptual business model for a maker-space, sales space, coworking facility downtown Hotchkiss. | Town of Hotchkiss Delta County Delta County ENGAGE Region 10 SBDC DOLA REDI Program | 1 | |
| 5.2.2 – Using the conceptual business model established in 5.2.1, evaluate the feasibility and long-term sustainability of a maker-space coworking facility in downtown Hotchkiss. Also see 2.3.3 | Town of Hotchkiss Delta County Delta County ENGAGE Region 10 SBDC DOLA REDI Program | 1 | |
| 5.2.3 – Explore partnerships with regional organizations focused on starting and growing manufacturing enterprises. | ICELab at Western State Catapult Outdoor Accelerator (Western State) Colorado Outdoors (Montrose) The Business Incubator (Grand Junction, CO) ENGAGE SBDC | 1 | |



APPENDIX A – SYNTHESIS OF PLANS AND STUDIES

Many insights from existing planning documents by the Town of Hotchkiss and its partners apply to the town’s future economic development efforts. Existing plans relevant to business growth and development in the Town of Hotchkiss include: the Town of Hotchkiss Community Master Plan, the Delta County Master Plan and the Community Downtown Core and Highway Corridors Improvement Plan (2014-2019). These plans and related insights are described in this document.

TOWN OF HOTCHKISS COMMUNITY MASTER PLAN (REVISED, 2018)

The Town of Hotchkiss’s Community Master Plan, prepared by the Hotchkiss Planning Commission, establishes the town’s vision, goals and implementation strategies for the next five to ten years. Town Council adopted the revised master plan in March 2018; the original plan dates to 2006. One revision occurred in 2012. The report includes five sections, including: historical context for the plan and its findings; a summary of the town’s geographic features, demographics, infrastructure, community services and facilities; the community vision statement; goals, strategies and timeframes; and a section on the components of implementation.

DELTA COUNTY MASTER PLAN (2018)

Delta County recently adopted a new master plan in May 2018. RPI Consulting conducted the master planning process and wrote the plan with guidance from the Delta County Planning Commission, the Board of County Commissioners and Delta County residents. The plan provides direction for decisions about economic development, land use and development, infrastructure and facilities planning for unincorporated Delta County. However, it is critical to align the town’s development efforts and address potential impacts in a coordinated manner with neighboring communities and governmental entities such as Delta County. The Delta County Master Plan provides direction for methods and means of coordination with partner agencies and governmental organizations.

COMMUNITY DOWNTOWN CORE AND HIGHWAY CORRIDORS IMPROVEMENT PLAN (2014-2019)

The Town of Hotchkiss’s Community Downtown Core and Highway Corridors Improvement Plan is an addendum to the 2012 revision of the Hotchkiss Community Master Plan. The Hotchkiss Planning Commission, town council and staff prepared the plan with input from citizens, the Hotchkiss Community Chamber of Commerce and business owners. Core development zones are identified in the plan. Each zone is reviewed in the context of existing conditions, followed by recommended improvements in the plan. Improvement



themes include: facilitating safe and efficient multimodal transportation and establishing the downtown corridor as a pedestrian/customer-friendly environment. Many strategies outlined in this plan remain relevant to Hotchkiss business development and diversification efforts today.

ECONOMIC DEVELOPMENT STRATEGIES

The following section outlines several business development, infrastructure, marketing and placemaking strategies related to the Town of Hotchkiss. Key strategies are geared toward supporting existing businesses while establishing the town as an attractive location for a diversified range of new businesses; improving and expanding core infrastructure in order to accommodate future growth and marketing the community to existing residents and visitors/tourists in order to generate more commercial activity and vibrancy in the downtown area.

BUSINESS DEVELOPMENT STRATEGIES

Establish the Town of Hotchkiss as the “HUB” of the North Fork. Hotchkiss residents and business owners desire an economically stable, diverse and vibrant business community that functions as the hub of the North Fork physically, culturally and economically. Implementation tactics include: link businesses with available resources; locate new businesses in designated areas according to land use and zoning regulations; connect existing businesses with relevant resources and improvement opportunities, including historic preservation resources; improve public outreach; enhance economic vitality of main street corridors and historic downtown; and support the organizations and partnerships that work to attract new business to Hotchkiss such as the Delta County Economic Development and the Hotchkiss Chamber of Commerce.

Establish Hotchkiss as a competitive and attractive home for new businesses. Establish the Town of Hotchkiss as a competitive and attractive location for new businesses by creating and implement an incentive program to support business attraction efforts that align with the town’s identity and comply with all regulations.

PHYSICAL & INFRASTRUCTURE STRATEGIES

Support future growth and development with adequate public facilities and services. Well-maintained and adequate infrastructure is a key component to ensuring a vibrant business community. A 5-year capital improvement plan will help guide the town’s capital expenditures in order to ensure both maintenance of existing infrastructure and new development needs are addressed. Subdivision regulations, zoning codes and land development regulations should reinforce the town’s capital improvement plan.

Ensure future development is appropriately located. Business growth and development benefits a community when businesses’ locations are appropriately located in



relation to existing businesses and residential areas. Clearly defining an industrial zone in the town will ease business planning processes and site location efforts as well as reduce conflicting/adjacent uses.

Facilitate the efficient and safe movement of people, goods and services throughout town via multiple transportation modes (pedestrian, bicycles and all vehicle types). Ease of movement throughout a community is critical to conducting business well. New development in Hotchkiss should incorporate and address transportation needs in accordance with existing and adopted plans including: land use requirements, trails, sidewalks, public transportation and future use. Support measures that will calm traffic along Bridge Street/Highway 92 and 133; also support measures that will enhance the walkability in the eastern portion of town and improve access to parking. Install signage to direct commuters to parking. Install bike racks near the post office and identify locations for other bike rack installations. Construct curb extensions along Bridge Street at 1st and 2nd street corners in a coordinated effort with CDOT and the Bridge Street reconstruction. Replace sidewalks where designated. Eventually redirect through highway traffic from Bridge Street to Hotchkiss Avenue.

Enhance recreational amenities. Providing opportunities for recreation within a community can be a tool to attract visitors and regional residents to town. Work with recreational partners to improve recreational facilities. Create a public parks plan and include the pocket park concept; consider developing a town park near Highway 133/92. Require new development to include trail designs/sidewalks where appropriate. Construct a multi-modal trail between Hotchkiss High School and Middle School. Construct a trailhead with parking from the Hotchkiss Waste Water Treatment property.

Create an attractive and vibrant downtown corridor. Relocate the town's public works shop from Bridge Street; transition the property to an attractive retail/commercial use that will improve downtown. Facilitate and implement a streetscaping and downtown capital improvement plan with partners such as the Town of Hotchkiss, the Chamber of Commerce and businesses. In relation to the streetscaping and capital improvement plans, complete sidewalk improvements, install public benches, street trees and flower planters, improve parking, install pedestrian crossings and decorative street lighting in the downtown core.

Pursue a multi-purpose community center located in Hotchkiss. Community centers provide critical amenities that support economic development efforts. Establish a community partnership to design and construct a community/youth center.

MARKETING & PLACEMAKING STRATEGIES

Activate the Delta County Fairgrounds. Located in Downtown Hotchkiss, the Delta County Fairgrounds provide a major infrastructural asset and visitor attraction amenity to the town. Increase the use at the facilities and support the Delta County Fair. Improve the fairgrounds as a visitor/resident attraction by installing new playground equipment.



Increase visits to Hotchkiss through special events. Special events attract visitors to town and generate commercial activity and vitality within host communities. Hotchkiss residents desire to support existing festivals, carnivals and other social events and to create new events. Effectively communicate community event and recreational opportunities to residents and visitors.

Attract visitors to the Hotchkiss area. Promote recreational tourism and activities including hunting, fishing, camping and snowmobiling. Identify opportunities to facilitate and support agritourism activities in the community.

Encourage residents/visitors to spend more time in the downtown area.

Incorporate public art in alley-way parks, such as Bernie Fair Park; incorporate public art in public areas. Initiate a community banner program. Encourage walking tours and pedestrian activity by installing historic displays throughout town at designated sites.

Emphasize a community-oriented culture and town pride. Support and facilitate community engagement activities that generate increased pride in the town, such as town cleanup days.



APPENDIX B - HOTCHKISS BUSINESS INVENTORY

| Businesses Type | Business Name | Business Descriptions |
|---------------------------------------|--|--|
| Agriculture, 4 | Princess Beef | Agricultural Value-Added / Manufacturing, Farm/Ranch Sales / Services / Distribution |
| | Big B's Fabulous Juices & Delicious Orchards | Agricultural Value-Added / Manufacturing |
| | North Fork Organics | Agriculture, General, Farm/Ranch Sales / Services / Distribution |
| | Farm Runners-Whole Sale side | Agriculture, General, Farm/Ranch Sales / Services / Distribution, Storage / Warehousing, wholesaling |
| Arts, 4 | Hotchkiss Fine Arts | Arts |
| | Church of Art | Arts and/or Crafts Retail, Gifts Retail |
| | Art Glass Studio | Arts and/or Crafts Retail, Jewelry Retail |
| | Wills Gallery & Used Book Store | Arts and/or Crafts Retail, Used book store |
| Bank, 4 | Delta County Federal Credit Union | Bank /or Credit Union |
| | First State Bank of Colorado | Bank /or Credit Union |
| | Bank of Colorado | Bank /or Credit Union, Financial Services |
| | North Fork Bank Center | Financial Services |
| Construction, 4 | Rocky Mountain Granite | Construction |
| | Empowered Energy Systems LLC | Construction, energy installation systems |
| | Jim Richardson Hardwood | Construction, hardwood |
| | Lightworks Fiber & Consulting, LLC | Construction, telecommunications |
| Funeral Service, 1 | Taylor Funeral Svc & Crematory | Funeral Home |
| Grocery/ Specialty Food, 4 | Hotchkiss Meats | Butcher Shop |
| | City Market | Grocery Retail |
| | Abarrotes Aiya | Grocery Retail, Financial Services, wire money |
| | Farm Runners- Retail | Restaurant, Coffee Shop, Catering, Grocery Retail, Agriculture, General, Agricultural Value-Added / Manufacturing, Farm/Ranch Sales / Services / Distribution, Storage / Warehousing |
| Health/ Wellness, 7 | Yoga Tree | Fitness/Wellness |
| | Levels Gym | Gym/Health & Wellness |
| | Shape Shop Pilates & Fitness | Health and wellness/fitness |
| | Advanced Therapeutic Massage | Therapeutic Services |
| | Danielle Kemper, MSW, LCSW | Therapeutic Services, Psychotherapy-counseling |
| | North Fork Therapeutic Center | Therapy Center |



| | | |
|-------------------------|--|--|
| | North Fork Fitness | Wellness/Fitness Center |
| Liquor, 1 | Tri-R Liquors | Liquor Store |
| Lodging, 4 | North Fork Motel | Hotel/Motel |
| | Hotchkiss Inn | Lodging |
| | Uber Taxi, & My Fare Lady Medical Taxi & Airbnb | Lodging, transportation taxi, medical taxi & Airbnb |
| | Mountain Valley Meadows RV | RV Park |
| Medical, 3 | North Fork Family Dentistry | Dental Clinic |
| | Delta County Physical Therapy (Delta County Memorial Hospital) | Physical therapy, health, medical |
| | North Fork Vision Center | Vision Center, Healthcare |
| Nonprofit, 2 | The Nature Connection | Nonprofit |
| | Hotchkiss Lions Club | Organization |
| Other, 3 | Hotchkiss Crawford Historical Society | Historical Society |
| | Hotchkiss Holdings, LLC | Unknown |
| | Hotchkiss Chamber of Commerce | |
| Professional, 18 | Ira Houseweart Metalworks | Architecture (structural, landscape, etc.), Engineering (structural, mechanical, etc.), Ornamental Blacksmithing |
| | Light Notes Inc. | Architecture/Engineering--lighting |
| | North Fork Merchant Herald | Community Newspaper |
| | Rocky Mountain Farmers Union (RMFU) | Farmers Union |
| | AVERA Capital Wealth Management (AXA Investments) | Financial Services |
| | Ronald L. Smith, CPA | Financial Services |
| | Niki Richardson Graphics | Graphic Design |
| | Western Insurance Group, Inc. | Insurance office |
| | Steven K. Harper, LLC | Legal Services |
| | Over the Hill Media, LLC | Marketing |
| | Alterra Home Loans | Mortgage Lender |
| | ERO Resources | Professional Services |
| | McGregor Insurance | Professional services and insurance |
| | Allstate Insurance Company (Western Group, Inc.) | Professional Services/Insurance |
| | Mountain Valley Realty | Real Estate |
| | Shaffer Real Estate | Real Estate |
| | United Country Real Estate | Real Estate |
| | WesternColoradoRealty.com | Realty |
| Recreation, 1 | Western Slope SUP | Recreation |
| Rental, 1 | Hotchkiss Rentals | Equipment & party rentals |
| Restaurant, 12 | Blue Sky Baking | Baking, specialty foods |
| | Sacred Bean Coffee Drive-Thru | Food Truck, Coffee Shop |



| | | |
|----------------------|--|---|
| | 133 Burger | Restaurant |
| | Coaltrain Coffeehouse & Roasting Co. LLC | Restaurant |
| | Saddleback | Restaurant |
| | Taco Hut | Restaurant |
| | Zack's BBQ | Restaurant |
| | PJs Pub | Restaurant / Bar |
| | Pat's Bar & Grill | Restaurant / Bar, Catering |
| | Old Coyote | Restaurant, Agriculture, General |
| | Tucker's Pizza, Pub & Arcade | Restaurant / Bar, Catering, Arcade |
| | Subway | Restaurant / Fast Food |
| Retail, 12 | Creamery Arts Center | Retail, Arts and/or Crafts, Jewelry, Gifts, Entertainment, Nonprofit |
| | Snowcap Decorative Hardware | Building Supplies / Hardware Retailers |
| | The Wilder Rose Co. | Clothing Retail, Secondhand |
| | Shadescapes Americas | Distributor |
| | Family Dollar | General Retailer |
| | House of Flowers | Jewelry Retail, Gifts Retail, Flowers / Plants |
| | Green Valley Herbal, LLC | Natural health/beauty products |
| | Hotchkiss Business Center/Pack Shack | Office Retail & Mailing/Shipping |
| | Weekender Sports | Powersports |
| | Cowboy Collectibles | Retail, Consignment, Antiques, Gifts, Auction Sales, Interior Design, Exterior Design |
| | Backcountry Goods Trading | Retail |
| | Gambles Ace Hardware | Retail |
| Salon, 2 | Strands Styling Salon | Salon |
| | Who Does Your Hair? Carlla! | Salon |
| Service, 10 | Elite Auto Works, LLC | Auto mechanic |
| | Duckworks Auto Part | Automotive Sale / Services |
| | Hotchkiss Automotive | Automotive Sale / Services |
| | Mike's Barber Shop | Barber Shop |
| | High Country Car Wash | Car Wash |
| | Best Cellular | Prepaid Cellular Service & Phones/Accessories |
| | Ultramat | Laundromat |
| | Rocky Mountain Lock & Key | Locksmith |
| | JM Plumbing | Plumbing & Heating |
| | Kwiki Tire | Tire Shop |
| Storage, 1 | Hotchkiss Self Storage | Storage |
| Veterinary, 1 | Houseweart Veterinary Clinic | Veterinary Clinic |

