

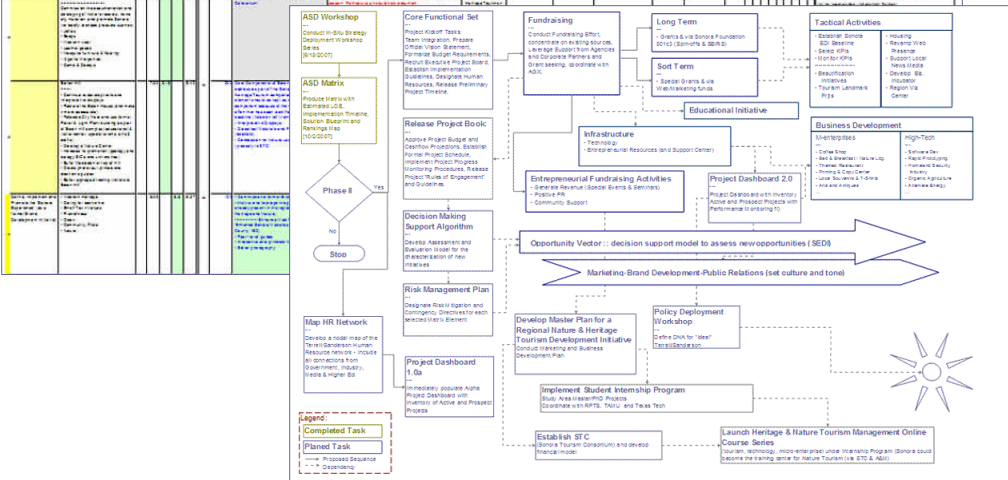
CONFIDENTIAL

SONORA, TEXAS
SONORA INDUSTRIAL DEVELOPMENT CORPORATION

Economic Development Initiative ASD

Project Deliverables
[Project Principal: Mr. Max Howorth]

ASD Project	ASD Description	ASD Start	ASD End	ASD Status	ASD Manager	ASD Budget	ASD Risk	ASD Impact
ASD Project 1	ASD Description 1	ASD Start 1	ASD End 1	ASD Status 1	ASD Manager 1	ASD Budget 1	ASD Risk 1	ASD Impact 1
ASD Project 2	ASD Description 2	ASD Start 2	ASD End 2	ASD Status 2	ASD Manager 2	ASD Budget 2	ASD Risk 2	ASD Impact 2
ASD Project 3	ASD Description 3	ASD Start 3	ASD End 3	ASD Status 3	ASD Manager 3	ASD Budget 3	ASD Risk 3	ASD Impact 3



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Executive Summary

In May 2007, the Sonora Industrial Development Corporation commissioned AdventGX Corporation to provide guidance and assistance in the implementation of a regional Economic Development Initiative, and in planning its short and long term strategies and supporting infrastructure. Toward this end, AdventGX facilitated a series of Master Plan Definition Workshops on Saturday, June 23rd, Sunday June 24th, and Monday June the 25th 2007 at the Wellness Center at Hudspeth Memorial Hospital and at the Sonora Civic Center in Sonora, Texas. Through these workshops, AdventGX gained significant insight into the needs, dreams, aspirations, concerns and fears of the people of Sonora regarding economic development, tourism, community development and lifestyle enhancement in their county. The workshops afforded AdventGX the opportunity to engage over 40 representatives of the community in meaningful discussion of the specific issues they are facing, as well as prospective solutions to identified challenges.

Workshop participants were very forthcoming with their vision for the community and through the course of all the workshops showed a strong solidarity in their vision. To ensure information collected through the workshops was indeed reflective of individual perspectives, AdventGX conducted a prioritization survey of selected workshop participants, gathering individual feedback regarding priorities of various functions identified in the workshops.

In summary, it is clear from both the workshops and the surveys that Sonora has a remarkably strong leadership, and the collective vision to continue to prosper while becoming a model for rural economic development. The community's resolve is reflected not only in the insightful and emotional perspectives provided during the workshops, but also in their actions. The community has recently taken a number of key steps to continue to improve the quality of life of its residents, its remarkable healthcare facilities, the renewed support for the rodeo arena, continued investment in Eaton Hill, and a number of relevant infrastructure projects are examples of such commitment and readiness to embrace progress.

It is clear that the community has the drive to achieve the objectives identified in the workshops. Among the highest ranking opportunities and concerns are:

- Improve Infrastructure
- Attract New Businesses
- Define, Implement and Promote the "Sonora Experience" (as a formal Brand Development Initiative)
- Support and Promote the Sonora Caverns
- Attract Continued Education Establishments
- Develop Contingency Plan to Address the Potential of a Petroleum Industry Downturn
- Support Current Business Owners
- Quality of Life Preservation and Improvement
- Festivals & Special Events
- Youth Development
- Develop Housing
- Further Development and Utilization of Historic District Complex
- Promote Sonora as Retirement Community
- Community Clean Up (Litter Abatement)
- Develop Sonora as a Nature & Heritage Tourism destination

After element consolidation tasks AdventGX identified Best Developmental Opportunities (BDOs) using the following key drivers:

- Matrix Ranking
- Impact
- Implementation Stage
- Leadership
- Feasibility (and funding)

The following are the resulting BDOs:

- Develop Sonora as a Nature & Heritage Tourism destination
- Define, Implement and Promote the "Sonora Experience" (as a formal Brand Development Initiative)
- Improve Infrastructure
- Attract New Businesses
- Develop Housing
- Attract Continued Education Institutions
- Support Current Business Owners
- Festivals & Special Events
- Rodeo Arena & Park Enhancements
- Tourism Friendly Access to Sonora
- Youth Development
- Further Development and Utilization of Historic District Complex
- Promote Sonora as Retirement Community
- Community Clean Up (Litter Abatement)
- Support the continued expansion of the Hudspeth Memorial Hospital
- Landscaping Initiative

Furthermore, AdventGX has identified the following opportunity vectors, items that should be the initial focus of the Sonora Economic Development Initiative:

- Nature & Heritage Tourism
- Regional Brand Development
- Housing
- Infrastructure Improvements
- Attract New Businesses - Incubators (Retail and IT)

To achieve these primary and other secondary objectives, AdventGX has identified three critical functions to the success and sustainability of a robust Economic Development Initiative (EDI) for Sonora. First, the identification of sources for and acquisition of funding for the various efforts outlined in this report. As such, AdventGX has invested considerable time identifying prospective grants, loans and other programs that represent potential funding sources for the community. Identified sources are summarized in this report.

Second, we recommend the establishment of a community development foundation, the "Sonora Foundation". This non-profit (501(c)3) organization would open up funding opportunities not

currently available to the city, county or other local government entities and can provide a home for management of opportunistic initiatives that are in the best interest of Sonora and its region.

Third, we will propose the formation of an entity that will promote local (and regional) tourism venues at a national and international level. This novel model should be instituted as the Sonora Tourism Consortium (STC) made out of private investors with similar objectives focusing on the direct and indirect marketing, development and support of nature and heritage tourism venues. The proposed model must allow for not only the development of shared resources but also a built-in mechanism to ensure sustainability and benefits to all its members whether active or passive.

The complete findings of Phase I of the project are presented in this report as deliverables associated with the Master Plan Definition Workshop and include the following:

- Resulting Workshop Matrix with Priority Rankings, Projected Implementation Levels Of Effort and Suggested Implementation Methods
- Projected Budget
- Suggested Implementation Timeline
- Suggested Implementation Blueprint
- ASD Rankings Map

In addition to the standard deliverables listed above we have included in this report information regarding the areas that we consider critical for the successful implementation of a robust Economic Development Initiative. These sections include:

- Establish the Sonora Foundation
- Formation of the Sonora Tourism Consortium
- Fundraising

Finally, for reference the appendix to this document includes:

- Executive Project Board Roster
- ASD Workshop Packet

Background: Sonora Economic Development Strategy Deployment Workshops

As a standard function of all projects, AdventGX facilitates workshops in order to garner a sense for and appreciation of the interests, perspectives, dreams, aspirations, fears and concerns of both direct and indirect beneficiaries of any given initiative. In this case, through a series of three workshops and one additional executive review session, we gained significant insight into the vision that the people of Sonora have for their community. A brief review of the workshop objectives and deliverables will set the stage for the discussion of findings and recommendations presented in this report.

Workshop Objectives

As part of AdventGX's standard Strategy Deployment methodology, the main objectives of the Master Plan Definition Workshop can be identified as follows:

- To identify key initiative expectations.
- To introduce Sonora EDI Project Board Members to baseline rural economic drivers, experiential tourism opportunities, related services, and business alternatives.

Specific Sonora Economic Development Initiative objectives are:

- Develop a comprehensive and sustainable economic development strategy
- Identify Sonora's "Best Developmental Opportunities" given its unique assets coupled with ongoing efforts involving its Main Street revitalization and the tourism development initiatives (Heritage and Nature Tourism, Pecos Trail, THC, etc.) taking place in West Texas.
- Map community needs and expectations by conducting strategy and policy deployment workshops involving the community leadership. Identify areas of consensus to support the development of a unified community development vision statement.
- Leverage Sonora's rich history and implement a Community Identity Creation and Preservation plan as part of a robust Community Brand Development Strategy.
- Integrate an efficient Marketing strategy taking advantage of state and private network of contacts as well as the use of emerging Internet enabled marketing tools.
- Identify federal, state, and NGO (Non Governmental Organizations) funding sources - consider commercial sponsorships and public / private ventures.

Project Deliverables

Resulting Strategy Deployment Matrix

The centerpiece of our methodology, the resulting Strategy Deployment Matrix lists all the perceived wants and needs expressed by the Executive Project Board, the Advisory Committee and the local leaders that participated in our workshop series. Each Matrix row denotes a specific function, feature, attribute or policy relevant to the successful implementation of a sustainable community development initiative. We have incorporated the priority rankings assigned by each stakeholder representative along with specific comments contributed by the Executive Board. The priority section (column) of the Matrix consolidates under a single "User" column the combined "Ranking" grades provided by our Board & Advisory Committee members. Different user groups can have different "weights" depending on their proximity or "closeness" to the project. Under its present format, for instance, Sonora's Existing Businesses (non-tourism related), represented by

Ms. Becky Covington, as Chamber of Commerce representative, has a 2X weight while entities from outside the community have a 1X weight. Administrative and Development priority columns are provided in order to influence the inclusion of specific elements based on their technical or strategically relevant merits.

The Sonora EDI Matrix, presented on page 31 of this report, is sorted listing the highest “User” priority ranked elements at the top. Based on a specific cut-off parameter (better than 7.8 grade) the top elements have been marked with an asterisk (*) under the “Inclusion” column. For further clarification, following is an explanation of the contents of each column of the matrix starting from the leftmost column.

- The thin yellow column on the far left of the matrix includes either a “sideways v” representing a workshop vector or directive derived from one of the Strategy Deployment workshops, or a “sideways s”, indicating that the element is actually a sub component.
- The “Main Function” column represents the category/function to be addressed.
- In the “Components” column, you’ll find the elements that comprise the Main Function listed in the previous column.
- “Res” represents “Resources” assigned to a given function. These assignments will be preliminarily defined if/when the project moves into Phase II Implementation.
- The “Priority” column includes columns representing User, Administrative and Developmental rankings. Ranks provided by each User group provide the rankings for a given function. When an adjusted ranking is required from an administrative or developmental perspective, the two associated columns are used to adjust the ranking.
- The “p(f)” column shows the overall ranking of a given function.
- The Inclusion column will show an “*” if the function ranked at or above the project cut-off parameter, in this case 7.8 or better.
- Estimated Effort Levels (in days) have been assigned to each element. These estimates are based on AdventGX’s previous experience in this field and should only be considered as reference metrics (although they often prove quite valuable during this early stage).
- The “Method” column contains our suggested implementation approach for each element. The “Notes” column lists all the comments provided by the Executive Board and the initials of the contributor prefix each item. The “Dependencies” column indicates if there are any early-identified direct correlations between Matrix elements (i.e. prerequisites).
- The remaining “Blue” columns are provided for future use (project implementation and progress monitoring) once the project hits its formal implementation stages.
- On the last section (to the right of the Matrix) all the user rankings are listed and identified by contributor name and role.

Projected Budget

Derived from the Resulting Workshop Matrix, this budget lists all the Matrix components and an estimated implementation cost for each. Totals are provided for two scenarios, the first takes into account all of the elements in the Matrix. The second is computed using only the items selected (marked with an asterisk (*)) as high priority. A Daily Base cost of \$870.00 is used in order to calculate financial costs taking into account standard internal (to the institution; SIDC) G&A (General and Administrative) fully burdened costs. Additionally, a parameter could be used to account for technology integration costs is also provided (20%), thus equipment costs can be considered as included (and neglected/omitted at this level).

It is important to note that this “Top Level” method for estimating levels of effort (LOEs) and Costs accounts, in a homogeneous fashion, for internal versus outsourced costs and implementation particulars (like the salaries of the support personnel; while the hiring process clearly does not account for the typical full time fully burdened cost [i.e. 25k to 40k per year], the actual tasks that resource performs do account for the full cost to the project). This also allows for “swapping” of internal versus outsourced resource assignments as needed.

Suggested Implementation Timeline

The timeline positions the proposed project tasks in a time scale (in one month units). Please notice that there should be a 30 to 50 percent “buffer” between “Effort” days and Calendar days to allow for holidays and down time. Please also note that only the ‘startup’ term of the timeline was rendered in this report (extending to May of 2009).

Suggested Implementation Blueprint

This document provides a high level depiction of the suggested implementation strategy. It is intended to provide a way to visualize the chain of events and expected project “workflow.”

ASD Rankings Map

The Rankings Map illustrates the correlation between user groups and project components and provides a visual guide to priorities and sensitivities of various user groups. In the case of Sonora, the high ranking of top priorities across the board is shown in the Rankings Map by the abundance of maroon (representing a ranking between 8-10) on the leftmost third of the map. With only a very few exceptions (represented by gray and white), the balance of the Rankings Map shows that the majority of the elements received a ranking higher than 6 (with the average ranking being 7.25). The few areas where there are lighter colors represent topics with less support from the given stakeholder group. For instance, the white region on the right of the map shows that stakeholders in the Region may not be as supportive of increasing the number of parks, an area for program managers to be sensitive to when dealing with Regional Partners as it may be perceived as increased competition.

For visualization and analysis purposes, given the high volume of initiatives identified by the community, only the top 43 Matrix items are included in the Rankings Map.

Findings and Recommendations

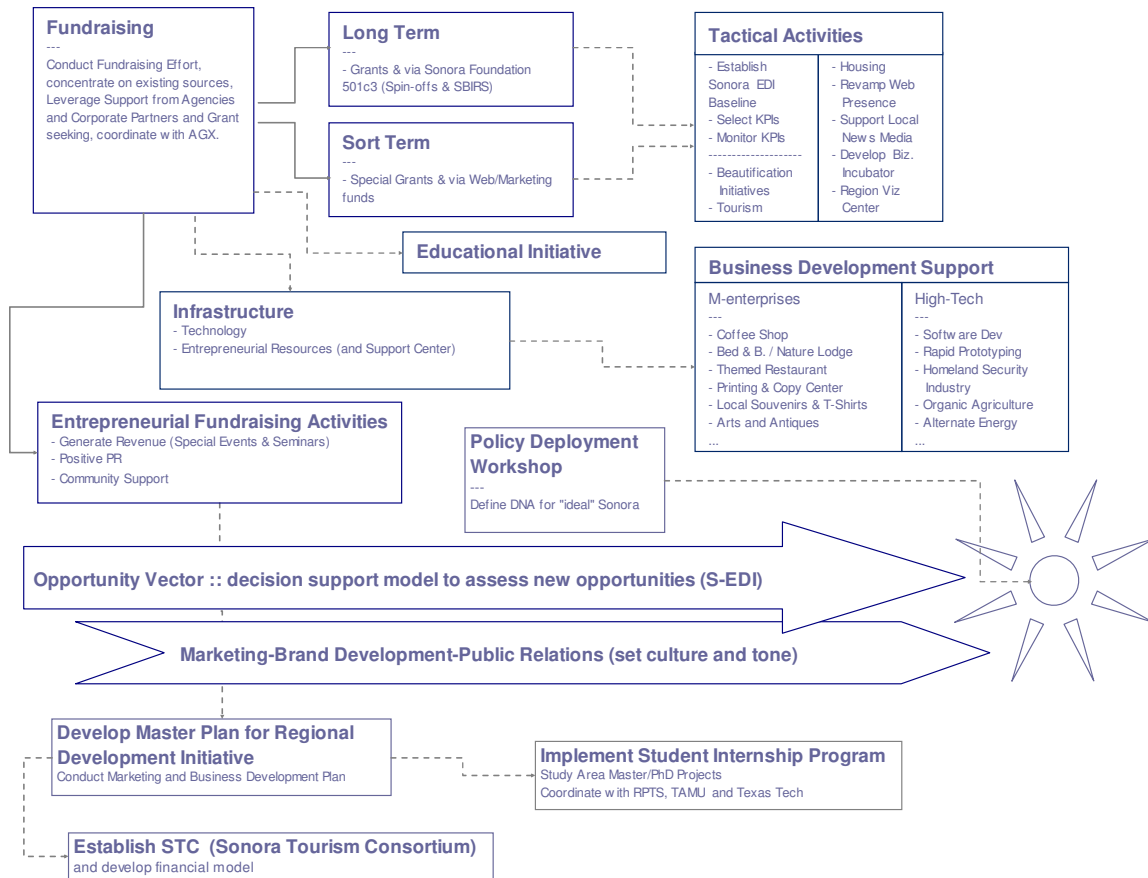
Sonora's unique geographic setting along with its rich western heritage possesses a very particular combination of inherent assets that prove very appealing to both national and international tourists. Even though there are some obvious gaps in tourism infrastructure and traveler services, the potential exists for the development of key components that could make the town and the region a "showcase" for sustainable rural economic development based on nature and heritage tourism –an initiative that, of properly managed, will help protect Sonora's unique natural, cultural and historic features.

In order to increase the potential success and sustainability of its Economic Development Initiative (EDI), AdventGX recommends that Sonora focuses on:

- Acquiring adequate funding (i.e. identifying appropriate partners or creating a grant seeking plan for the its EDI)
- Developing a staged iterative approach to project implementation in order to minimize risks and maximize the support from its somewhat limited human resource pool.
- Implementing a strategy that leverages current opportunities of its region, in particular the concerted support for Nature and Heritage Tourism as a centerpiece of this initiative.
- Show early success and build upon the support that the community is providing to this initiative
- Engage the private sector in as much as possible in order to shift the responsibility for sustainability to local industry, and when applicable, use as means to recruit new businesses to the community.

The EDI is a significant initiative that will involve a large number of ongoing activities and require the integration of numerous new opportunities. It is worth noting that, from experience, a typical economic development initiative for a rural community results in 30 to 40 'significantly' unique elements or components, in this particular case we originally derived more than 50 components (or development opportunities). After a summarization effort we were able to eliminate and in most cases integrate components within other efforts resulting in 45 final components, a rather large number for a rural community.

The resulting Workshop Matrix provides a 'blueprint' and a road map to accomplish the tactical and community objectives that were identified during the workshops. However, because of the large number of objectives it would be difficult to present the overall project strategy without overwhelming the reader. Thus, in the following page we have included a high-level representation of the "EDI opportunity space" and the primary economic development strategy recommended by AdventGX, providing a conceptual road map for this important and noble Initiative. We also encourage the reader to consult the full version of the implementation blueprint in the deliverables version of this document.



The model positions fundraising as the central driver for the EDI at early stages, placing emphasis on securing funding for both traditional (infrastructure) and non-traditional (entrepreneurial) forms of development. AdventGX sees a significant opportunity to advance new businesses using an entrepreneurial model that can focus on a number of businesses including traditional, tourism and service, agricultural and high-tech. AdventGX, as part of our standard economic and community development engagements is already studying the potential for the opening of an AdventGX office in Sonora, and AdventGX is identifying prospective high-tech businesses to relocate or incubate in locally (a fairly long term process but quite feasible in this case). All of these represent the recommended opportunistic approach to economic development.

The model includes both long-term and short-term fundraising efforts and includes revenue generation, public relations and community support as key strategies or factors for bolstering the fundraising efforts.

Separate from fundraising but certainly within the EDI opportunity space are both Tactical and Business Development activities. Tactical activities are those low-level, practical tasks that must be performed in order to achieve Sonora's economic development vision but that might otherwise be overlooked and not accounted for in the estimation of level of effort. Developing a set of baseline performance measures, such as the number of business in the county, the number of professional jobs, the number of internships, etc., is one example of a tactical activity. In this case AdventGX recommends focusing business development activities on micro-enterprises and high tech (IT in particular) opportunities.

Finally, at the bottom of the model are two arrows representing activities fundamental to the success of the initiative and that will span the life of the EDI. The "decision support model to

assess new opportunities” is a proposed evaluation tool to be used by the SIDC to determine the “best prospects” for new businesses (and a suggested ‘incentives’ package, if needed). The decision support tool will employ a mathematical model that will score opportunities as they arise in order to minimize risks associated with subjective evaluation methods inherent to traditional economic development assessment tools. This approach will be an adaptation of the methods developed by one of our AdventGX principals for the Texas A&M University Technology Transfer and Commercialization Initiative.

The final element of the diagram, the arrow entitled “Marketing-Brand Development, Public Relations” represents the ongoing opportunity to leverage, if embraced, the revolutionary nature of the Sonora’s EDI to gain statewide, national and international attention. In turn, media coverage will afford new funding opportunities and position Sonora as a showcase for rural economic development.

While community development issues were among the most discussed topics in the workshops, these issues are not depicted in the high-level model of the proposed economic development strategy. This is not to imply that community development issues are outside the scope of this effort, nor should one infer that community development is considered a lesser priority by AdventGX or the SIDC. On the contrary, workshop participants, the local government and AdventGX all recognize significant environmental and social challenges within the community and fully intend to continue to pursue them. Similarly, there is a consensus among stakeholders that a focus on tourism development is vital to the EDI’s success. That strategy, based on our evaluation, is to move forward with community development efforts with full diligence —while remaining cognizant of the various other interests expressed by the community.

AdventGX recommends a focus on economic development that is mindful of the community development needs, and believes that a focus on fundraising and tourism development will yield both economic and community development results. The following opportunity vectors will address the very top items identified by the community as top project components.

Nature & Heritage Tourism (Develop Sonora as a Nature & Heritage Tourism destination)

Ranking high in the Matrix this component enjoys the support of the community at large. Properly conceived and developed this could result in Sonora becoming the premier Nature and Heritage destination in the South West Texas region – a magnet for special events and tourists wanting to experience the history and nature of the region.

The following opportunities were derived from our workshop series:

- Hunting
- Nature Photography
- Educational Events
- City Tours (Walking & Driving)
- Museums and Historic District
- Horse Shoeing
- Butterfly gardens
- Bike and Jeep Trails
- Working Farms (for urban families)
- Cemetery Tours
- Period dressed 'actors' at staged western events (bring back the "Wild Bunch")
- Promote Sonora as place for Western Weddings
- Sonora Caverns
- Nature Trails
- Festivals and Special Events
- Wagon Tours
- Educational Events
- Partner with property owners (NT & Ranch Tours)
- Birding
- Horseback and Concessions
- Skeet Ranges
- Wild Turkey

The following proposed implementation steps center around the opportunity to develop a network of N&H Tourism attractions with international and educational relevance, in short, to appeal to national and international (mostly European) markets seeking to experience the true West Texas:

- Create a detailed inventory of existing and prospect Nature & Heritage Tourism attractions and produce a comprehensive Nature Tourism Marketing Study and Development Plan.

- With the results from the Marketing Study determine the feasibility of creating a for profit entity to implement and promote tourism venues in Sonora and its region - as such, the Sonora Tourism Consortium (STC) , can be seeded by a local grant and funded under a cooperative model. The STC will focus on Education, Marketing and Performance Support of its members under the following model:

- 1- Issue \$400,000 Dollars in shares, sell \$370,000 to local existing and prospect Nature Tourism and Hospitality entities and use the rest for entity development matching funds.
- 2- STC to develop educational materials, seminars, 'start-up' kits, bookings call center, travel guide and marketing materials (leveraged by a strong web presence)
- 3- STC generates revenues via 10% to 15% commission on internet and phone bookings, regionally branded product sales as well as tour operation revenue, travel guide ads and seminar fees.
- 4- Earnings get distributed to STC members at the end of each year.

The Sonora Tourism Consortium could be a great candidate as an inaugural EDI locally incubated entity.

It is important to note that the Rodeo Arena currently enjoys the support of a strong group of leaders. As such it will be important to support (and leverage) their efforts within the realm of this opportunity vector. Furthermore, AdventGX researched aspects relevant to risk mitigation at special events involving life stock, a report in the form of a white paper will be made available to the SIDC for their use when evaluating the possible risk associated with the production of rodeo events.

Regional Brand Development (Identity Creation and Preservation)

A clear indication of the strong collective awareness of the community, that such an important intangible component placed high in the Matrix.

The SIDC should commission a formal Brand Development Initiative and leverage the great components already present in the region (West Texas Heritage and Nature) – in addition the following steps should be taken to enhance Sonora's web presence as soon as the brand development effort is completed:

- Enhance Sonora Websites (Chamber, City, County, ISD, SIDC)
- Post travel guides
- Interactive and printable Maps
- Better photography

Special care should be given to make sure the branding strategy fits well within the ongoing regional tourism development efforts like the Texas Pecos Trail and the South West Texas Tourism Partnership.

Develop Housing (infill solutions, affordable, quality, rapid availability)

Community leaders in rural Texas and the AdventGX team recognize that housing types (brick and mortar as compared to mobile/pre-fab) will affect the community's appeal to prospective industries and the people that work in them. It is also important to note that the reason single family housing at Sonora is so important at this time is not only because of the obvious high demand and very low supply; it also has to do with the opportunity that additional housing affords to the community in the form of increased tax base, the prospect of more students for its school district and the fact that good quality housing increases the appeal of the community to those young families looking to relocate (not to mention prospect new 'knowledge workers' looking for small communities to relocate). During our Sonora and College Station workshops the following attributes related to housing were identified:

- Affordability
- Quality Housing
- Rapid Availability
- Properly Themed Architecture

AdventGX recommends that the community evaluates three separate initiatives in tandem:

- 1) Develop a small scale planned community concept with land owned by a public entity (or ideally by the Sonora Foundation), managed by a private entity, and lots leased by home owners and investors; with all landscaping done by the management company. Sell Model "Park" homes ranging in price from \$37,000 to \$140,000 from an 'authorized' list of models.
- 2) Create incentives to encourage infill construction projects [i.e. Termed Tax Freeze, Micro 'Service' Grants].
- 3) Consider designating a residential development area near Sonora, perhaps in partnership with other communities in the region.

After the SIDC gets an opportunity to consider the options listed above it may be best to proceed with a hybrid approach combining components 1 & 2. Our proposed strategy addresses residential revitalization in general and specifically seeks to reduce the number of "low end" trailer homes in favor of new model homes or brick and mortar buildings in Sonora as follows:

- Focus on in-fill housing
- Examine rezoning as way to discourage less desirable housing
- Allow the market to drive the process
- Provide incentives for removal/relocation of manufactured homes.
- Empower the non-profit Sonora Foundation to acquire lots to build new homes
- Employ a geographic information system (GIS) to digitize zones of priority and focus efforts on areas of the community that will affect the quality of the "Sonora experience"
- Examine funding and financing programs available from HUD and other state programs
- As appropriate, and under a separate effort, initiate innovative community housing projects (e.g. Habitat for Humanity, Youth Build, etc.)

To further illustrate the suggested model incorporating components 1 & 2, let's consider a very simple concept dealing with the following factors:

- Deployment Speed [being able to rapidly install housing units, this concept allows for orders to be placed and taking delivery 30 to 45 days after deposit, and the units get assembled, on site, in 3 to 5 days]
- Low Cost [the ability to keep unit costs between 37k and 120k depending on square footage]
- Aesthetics [the units need to look nice, inviting and, above all, 'neat']
- Environmental Adequacy [landscaping must not rely on heavy water consumption or high maintenance components]
- Go for quality versus quantity [smaller units that look & 'feel' better]
- A Robust Risk Management Strategy [scale on demand, transfer upkeep burden to the resident, and have the ability to liquidate inventory as needed]

Our concept relies (rather heavily) on the ability to acquire units that look very neat, are quite unique (so that the property does not look like a trailer park (even though the units are indeed manufactured homes transported on wheels and some are double-wides)). This is actually a proven property development model and thrives in a market mostly driven by retirement age individuals.

- A Simple Story -

The community selects a property that is large enough to accommodate a small 'Park' concept with walking trails and walkways to create a close and strong community concept. The entrances are 'themed' and very nice; the units are close together and fully integrated into the walkway model. All the landscape is maintained by the property manager and the initial (lets say 3) units are only available for rent, but you grow the property by selling units to new residents.

Retail home prices vary starting at 37K (approx 370 sf), here are pictures of the inexpensive homes (please note, they are NOT set, just neatly parked for display to prospect customers):



During our research we came across places like Arizona where the homes are not sold are actually rented (there is a golf club and swimming pool in the property) for \$3K/month fully furnished - in our case the units can be leased at \$140/day (sleeps 4 persons in two separate rooms) or leased for \$1.4K fully furnished. The following pictures show the low price units in their full setting:



The key will be to develop a master community plan and seed it with 2 to 5 units (for rent), then let individuals purchase new units, have strict upkeep and residential rules, outsource the financing of the homes (the manufacturer will be happy to help with this) and charge a small monthly 'community association' fee to take care of the upkeep. Home owners could actually treat this as an investment if they decide to let the 'property management' company rent the units (taking a 25 to 40 percent commission depending on the contract length (again, being very strict regarding tenants and cost).

The following pictures should illustrate the actual 'look and feel' of the project:





A young professional would have a choice to purchase a brand new home (small but nice) for let's say \$47,000 with a monthly mortgage payment of \$440 to \$500 dollars, a place that, if the young professional moves to another community, could be rented at a profit. Given the shortage in housing, the independent school district could become a 'seeding' party along with the hospital and purchase the first units.

The homes could be managed and maintained under at the same 'park' development or under a distributed model at available lots (infill) throughout the community.

This component of the Matrix is a difficult item to address from a public policy point of view since the private sector should really be the driving force behind it. At this point we wanted to provide a feasible plan to address this need but recognize that, due to the inherent risks of housing development projects, the SIDC may not elect to directly support this component of the initiative.

Infrastructure Improvements

The highest ranking component from a community perspective is currently being addressed by a multimillion dollar set of city projects. The following are the elements that received the most attention during our workshop series:

City Works:

- Power Distribution
- Water System improvements
- Sewer System repairs
- Modernize Sewer Plant
- Roads
- Fiber network

Airport Improvements

- Refurbish service installations
- Install self service fuel pumps
- Refurbish existing hangars

Per City Manager's comments most of the elements of this component are currently being addresses.

"The City is embarking on a massive infrastructure improvement project (\$9 million) to replace wastewater collection and water distribution systems. As project continues streets will be restored to good condition; plans call for redoing streets as pipelines are installed so no road trenches develop. Some wastewater treatment plant improvements are going to be done during this project but vast majority of these improvements will have to be done on another effort, the focus now is to improve infrastructure. The City has embarked on a grease trap program to reduce the grease load from restaurants; this is working and paying off. The City has accepted the offer from TCEQ to participate in the sanitary sewer overflow (SSO) program; TCEQ is giving Sonora a 10 year moratorium on enforcement while it improves infrastructure. AEP needs to be brought on board for electrical improvements." - - *Jim Polonis, City Manager, Sonora Texas.*

This is a great 'opportunity vector' to support and highlight for several reasons, one of them being that it is an ongoing effort, it is properly funded, and its full implementation should be leveraged to recruit new companies to Sonora. As a highly opportunistic component, we recommend that there should be a concerted effort by the City and County leadership to approach and get the support of AEP with improvements to power distribution system.

The following are recommendations relevant to the Sonora Airport:

- Commission an Airport Market Study (can be subsidized by TEEX).
- If relocation is recommended then conduct an (in or near) airport grounds housing and/or lodging study (taking into account FAA & TxDOT restrictions and guidelines), such a project could create much needed increased traffic from nature tourism entities.
- Look for applicable Homeland Security and Emergency Response programs.
- Consult with other communities in the region in order to evaluate the prospect of developing a regional airport.

Attract New Businesses - Incubators (Retail and IT)

Not a high ranking component from a community perspective but, in our opinion, an important part of a robust economic development initiative, attracting high tech companies and freelancers will prove very rewarding (specially given AdventGX's own network within the high tech industry). Sonora has a clear advantage being on I-10 to position itself as an ideal center for new and/or specialized high tech 'boutique' operations. Sonora's location, combined with its natural beauty and pleasant climate can be positioned to attract companies seeking to leave the congestion of big cities. This could be fully fledged operation centers or 'development camps' used on a seasonal basis.

In addition to discussion of creating its own regional office in Sonora, AdventGX has identified a number of prospective companies that may be well suited to the area. Examples of such prospects include:

- A hospitality technology company that distributes one of the most sophisticated reservation management systems developed for the resort industry.
- A digital content distribution company that produces and distributes web-based media in support of economic development, high tech marketing and public relations.
- A homeland security industry company specializing in high-tech start-ups.

The following aspects surfaced during our workshops::

- Promote community Assets to potential businesses like quality of life and quality of schools
- Provide Incentives to potential businesses for location in Sonora (define a profile for 'preferred' industries to be targeted, i.e. clean manufacturing, distribution, small size (5 to 50 employees), high asset, knowledge based, high paying jobs)
- Incubate Companies

Our recommendations follow:

- Conduct a Market Research Study (based on Sonora's assets and infrastructure), contact industries that are looking for relocation (via T-MAC and Economic Development at the office of the Governor).
- Develop "Marketing Package" and "Incentives Package".
- Create Incubation System that focuses on both Retail and High Tech (IT) companies
- House a Retail and an Arts & Crafts Incubator (locally branded products, Antiques, with Gallery and Educational Art Shop - Target Tourists)
- Market Sonora to Information Technology companies (leveraged by, once available, high quality internet access infrastructure)
- Partner with a university to create a "virtual" Entrepreneurship Center
- Hire "startup" expert (or company) to assist new entrepreneurs

Focus on Fundraising

As previously discussed, fundraising is the centerpiece of a robust economic development initiative and should be approached in a focused, yet opportunistic fashion in order to gain the most support for Sonora's economic development efforts. Because fundraising is fundamental to the initiative, we have dedicated the remainder of this section and the following section of this report to the presentation of our related findings and recommendations. The conventional fundraising recommendations are covered in the next section, The following lists our second fundraising component (previously outlined under the executive summary of this report).

Establishment of a Community Development Foundation, the "Sonora Foundation".

Properly instituted this non-profit (501(c)3) organization would open up funding opportunities not currently available to local government agencies and provide a home for management of opportunistic initiatives that are in the best interest of Sonora and its region. Sources for funding vary from wealthy individuals with ties to the region to other foundations and NGOs. Properly promoted the foundation should also be able to capture contributions from local businesses and residents.

Special care should be given to the selection of a strong board of directors and when appropriate an endowment should be created in order to provide continued support to the community under a predictable (budgeted) model. Once the foundation reaches maturity both in its operations and, most importantly, on its level of funding, a full time foundation president should be hired.

Mechanisms should be put in place to assure the continued funding of the foundation. Initiatives where the foundation contributes to the development of, for instance, festivals, special events, housing, and business incubation should incorporate a mechanism to "give back" to the foundation.

Conventional Fundraising in Support of the Sonora Economic Development Initiative

Recognizing that Sonora is just beginning its economic development initiative AdventGX recommends an aggressive, multifaceted and opportunistic approach for raising funds to support the EDI. Specifically, AdventGX recommends that the SIDC pursues three fundraising tracks, based on specific functional objectives, priorities and opportunities that will arise as the initiative progresses:

- Grant Writing: Sonora and the SIDC should pursue grants from both government and private sources. Grant prospects should be identified based on identified priorities, while always remaining mindful of broader community and economic objectives so as not to miss relevant grants prospects.
- Traditional Financing: Bank and government financing may be appropriate to support some aspects of the EDI, particularly those relating to establishing new businesses and industries.
- Non-traditional financing: AdventGX has considerable entrepreneurial experience and can support non-traditional fundraising efforts as appropriate, particularly in relation to new start up ventures.

The AdventGX team understands that the success of the Sonora EDI is dependent upon proper funding. As such, we are continually and aggressively researching a variety of funding opportunities. Upon authorization of Phase II of the Sonora EDI our team will prepare a comprehensive proposal/solicitation package including descriptions of:

- Opportunities and needs,

- One or more prospective demonstration projects
- Prospective grants, financing options
- Timeline and evaluation procedures.

Following is a sampling of the fundraising prospects identified to date. For many of these grants, 2007 deadlines have already passed or are rapidly approaching but similar grant announcements are anticipated in 2008.

Grant Resources

Cyber-Infrastructure Team Demonstration Projects – National Science Foundation

This solicitation seeks **two** types of project proposals, both aimed at the preparation of a diverse, cyberinfrastructure-savvy science and engineering workforce. One type of proposal, the *Demonstration Project*, is exploratory in nature and may be somewhat limited in scope and scale. *Demonstration Projects* have the potential to serve as exemplars to effective larger-scale implementation activities in the future. The other project type, the *Implementation Project*, is generally larger in scope or scale and draws on prior experience with the activities or the teams proposed. *Implementation Projects* are expected to deliver sustainable learning and workforce development activities that complement ongoing NSF investment in cyber-infrastructure.

Deadline: August 27,2008

Additional Info: <http://www.nsf.gov/pubs/2007/nsf07564/nsf07564.htm>

The federal government's Computers for Learning Program

Computers for Learning (CFL) provides schools and educational nonprofit organizations a place to request excess computer equipment. It also provides a quick and easy way for government agencies and the private sector to donate that equipment to schools and educational nonprofits. The result is a benefit to schools who receive much needed computers. Registration for the program can be done online.

Additional info: <http://computersforlearning.gov/>

Community Connect Grant Program

Grants for communities without broadband service to provide residential service and connect facilities such as police and fire stations, health care, libraries and schools. The Community-Oriented Connectivity Broadband Grant Program is designed to provide financial assistance to furnish broadband service in rural, economically challenged communities where such service does not currently exist. Grant funds may be utilized to deploy broadband transmission service to critical community facilities, rural residents, and rural businesses and to construct, acquire, or expand, equip, and operate a community center that provides free access to broadband services to community residents for at least two years. Grants will be awarded, on a competitive basis, to entities serving communities of up to 20,000 inhabitants to ensure rural consumers enjoy the same quality and range of telecommunications service as are available in urban and suburban communities.

\$8.91 million is available for grants. Under 7 CFR 1739.2, the Administrator has established a minimum grant amount of \$50,000 and a maximum grant amount of \$1,000,000 for FY 2007.

Deadline: August 20, 2008

Application (to be posted in November 2007):
<http://www.usda.gov/rus/telecom/commconnect.htm>

W.K. Kellogg Foundation's Food Systems and Rural Development Program

Grants are made in the four areas of: Health, Food Systems and Rural Development, Youth and Education, and Philanthropy and Volunteerism. All programming in these four interest areas is tailored to meet the needs of each geographic region

The rural development program goal is to fund collaborative, comprehensive and inclusive approaches to rural economic development that emphasize community problem-solving, leadership development, entrepreneurship development, and delivery of human, social, and economic services. It also strives to enable rural people to raise the national awareness of rural communities' potential and problems.

Deadline: No deadline. Grants awarded on ongoing basis.

List of interest by region:
<http://www.wkkf.org/default.aspx?tabid=63&ItemID=12&NID=6&LanguageID=0>

Additional Info:

- <http://www.foodandsociety.org>
- <http://www.wkkf.org/default.aspx?tabid=54&CID=4&NID=17&LanguageID=0>

Application:
<http://wrm.wkkf.org/uWebRequestManager/UI/RequestedInfoOverview.aspx?LanguageID=0>

USDA Added Value Producer Grant

SUMMARY: The Rural Business-Cooperative Service (RBS) announces the availability of approximately \$19.3 million in competitive grant funds for fiscal year (FY) 2008 to help independent agricultural producers enter into value-added activities. Awards may be made for planning activities or for working capital expenses, but not for both. The maximum grant amount for a planning grant is \$100,000 and the maximum grant amount for a working capital grant is \$300,000.

Deadline: May 16, 2008

Additional Info:

- <http://www.rurdev.usda.gov/GA/vadg.htm>
- <http://www.rurdev.usda.gov/GA/vapg07nosa.pdf>

Rural Business Opportunity Grants from Rural Business-Cooperative Service, USDA

The RBOG program promotes sustainable economic development in rural communities with exceptional needs through provision of training and technical assistance for business development, entrepreneurs, and economic development officials and to assist with economic development planning. The maximum grant for a project serving a single states is \$50,000. The maximum grant for a project serving two or more states is \$150,000. In FY2007, approximately

\$3 million is available. To apply for funding for the RBOG program, please contact your [Rural Development State Office](#).

Deadline: None available online

Additional Information: <http://www.rurdev.usda.gov/rbs/busp/rbog.htm>

Texas Capital Fund - Real Estate Development Program

The Texas Capital Fund Real Estate Development Program is an economic development tool designed to provide financial resources to *non-entitlement cities and counties*. Funds must be used for real estate development to assist a business that commits to create and/or retain permanent jobs, primarily for low and moderate-income persons. The real estate and/or improvements must be owned by the community and leased to the business. This program encourages new business development and expansions.

Funds may be used for:

- acquisition of land and/or buildings
- construction of new buildings and site improvements
- rehabilitation of buildings and site improvements

The minimum award is \$50,000 and the maximum is \$1,000,000 inclusive of administration costs for 2007 FY

Deadlines: **March 13th, June 5th, September 11th and December 4th**

Additional Info:

- http://www.agr.state.tx.us/agr/program_render/0.1987.1848_6056_0_0.00.html?channelId=6056

WK Kellogg Philanthropy and Volunteerism Program

Grants are made in the four areas of: Health, Food Systems and Rural Development, Youth and Education, and Philanthropy and Volunteerism. All programming in these four interest areas is tailored to meet the needs of each geographic region

The W.K. Kellogg Foundation envisions a mutually responsible and just society in which all have the ability and means to contribute to the common good. In line with that vision, we fund programs that are designed to help unleash new and underused resources – programs that help people contribute in new and more effective ways.

The Kellogg Foundation defines philanthropy in the broadest sense. For us, it means the giving of time, money, and know-how. We believe that everyone gives in special ways – to organizations, causes, and each other – and that giving is a powerful force throughout society. We seek to promote new ideas, and strengthen and connect new populations of leaders and donors. We support organizations that create tools and knowledge to improve the practice of philanthropy. And we are involved in boosting the potential and long-term health of nonprofit organizations world-wide.

Deadline: No deadline.

List of interest by region:

<http://www.wkcf.org/default.aspx?tabid=63&ItemID=12&NID=6&LanguageID=0>

Additional Info:

- <http://www.foodandsociety.org>
- <http://www.wkkf.org/default.aspx?tabid=54&CID=2&NID=17&LanguageID=0>

Application:

<http://wrm.wkkf.org/uWebRequestManager/UI/RequestedInfoOverview.aspx?LanguageID=0>

Department of Housing and Urban Development, Office of Community Planning and Development

The purpose of the Youthbuild program is to assist disadvantaged young adults between the ages of 16 and 24 years of age in distressed communities to: (1) Complete their high school education; (2) provide on-site construction training experiences which result in the rehabilitation or construction of housing for homeless persons and low- and very low-income families; (3) foster leadership skills; (4) further opportunities for placement in apprenticeship programs; and (5) promote economic self-sufficiency for program participants. Program participants must be high school dropouts between the ages of 16-24. (Maximum award for rural communities is \$400,000) NOTE: Website only updated to FY 2005.

Deadline: could not find 2007 deadline available on website

Additional Info:

- <http://www.hud.gov/offices/cpd/economicdevelopment/programs/youthbuild/index.cfm>

Compassionate Capital Fund Demonstration Project

Department of Health and Human Services Administration for Children and Families seeks intermediary organizations with demonstrated ability to provide training and technical assistance to faith-based and community organizations in five critical areas of capacity building: (1) Leadership development, (2) organizational development, (3) programs/services, (4) funding, and (5) community engagement. Applicants must demonstrate the ability to provide training and technical assistance in all five areas of capacity building. This may be accomplished by a single organization, or through partnerships among several organizations. If organizations propose to collaborate to provide CCF intermediary services, they must have a well-developed working relationship and a history of working together prior to announcement of this funding opportunity. Total program is funded at \$16,900,000 with average anticipated award of \$1 million. 20% match required (in kind accepted, cash encouraged)

Deadline:

Additional Resources: http://www.acf.hhs.gov/programs/ccf/about_ccf/index.html

Libri Foundation – Books for Children

The Libri Foundation was established in 1989 for the sole purpose of helping rural libraries acquire new, quality, hardcover children's books they could not otherwise afford to buy. Since October 1990, the Foundation has donated over \$3,000,000 worth of new children's books to more than 2,300 libraries in 48 states. The Foundation supports the concept that children who learn to enjoy reading at an early age continue to read throughout their lives. In order to develop a love of reading, children must have access to books which stretch their imaginations, touch their emotions, expand their horizons. Applications can be done online through the link below, or a printed form may be printed from The Libri Foundation website.

Deadlines: January 15th, April 15th, and August 15th of every year

Additional Info: <http://www.librifoundation.org/>

Online Application Form: <http://www.librifoundation.org/LibriForm1.html>

PDF version of application form: <http://www.librifoundation.org/LibriGrantApplication.pdf>

Corning Foundation Grants

The Corning Inc. Foundation, established in 1952, develops and administers projects in support of educational, cultural, and community organizations. Over the years, the foundation has contributed more than \$83 million through its grant programs. The Foundation's areas of involvement have included community service programs for students, curriculum enrichment, student scholarships, facility improvement, and instructional technology projects for the classroom. The foundation also supports youth centers, YMCAs, and local chapters of Girl Scouts and Boy Scouts of America. All requests to the Foundation for support must be made in writing. Grant seekers are advised to submit a two-to-three page letter of inquiry, signed by the senior administrative officer of the organization

Deadlines: No deadlines

Additional Info: http://www.corning.com/inside_corning/foundation.asp

Application Info:

- http://www.corning.com/inside_corning/our_commitment/community_request.aspx

RGK Foundation Grants

RGK Foundation is an independent foundation established in 1966 by Ronya and George Kozmetsky. RGK Foundation awards grants in the broad areas of Education, Community, and Medicine/Health. The Foundation's primary interests within Education include formal K-12 education, literacy, and higher education. The Foundation's interests within Community include a broad range of human services, community improvement, abuse prevention, and youth development/educational enrichment programs. The Foundation's interests within Medicine/Health are programs that promote the health and well-being of children and families, programs that promote access to health services, and, on a more limited basis, medical research programs. All applicants must complete an electronic Letter of Inquiry from the Foundation's Web site as the first step.

Deadlines: No deadlines on electronic Letter of Inquiry which are reviewed on on-going basis
Additional Info: <http://www.rgkfoundation.org/guidelines.php>

Texas Capital Fund - Infrastructure Development Program

The Texas Capital Fund Infrastructure Development Program is an economic development tool designed to provide financial resources to non-entitlement communities. Funds from this program can be utilized for public infrastructure needed to assist a business which commits to create and/or retain permanent jobs, primarily for low and moderate income persons. This program encourages new business development and expansions. Among many things, the award maybe used for the following public infrastructure: Water and sewer lines and facilities, road/street improvements, natural gas lines, electric, telephone, and fiber optic lines, etc. The minimum amount of award given is \$50,000 and the award ceiling is \$750,000 inclusive of administration costs. Application and additional information on the award can be found online through the link listed below.

Deadlines: March 13th, June 5th, September 11th and December 4th

Additional Info / Application:

- http://www.agr.state.tx.us/agr/program_render/0,1987,1848_6054_0_0,00.html?channelId=6054

Housing Preservation Grants

The HPG program is a grant program which provides qualified public agencies, private nonprofit organizations, and other eligible entities grant funds to assist very low- and low-income homeowners in repairing and rehabilitating their homes in rural areas. In addition, the HPG program assists rental property owners and cooperative housing complexes in repairing and rehabilitating their units if they agree to make such units available to low- and very low-income persons.

Deadlines: May 13, 2008 (unconfirmed).

Additional Info: http://www.rurdev.usda.gov/rhs/mfh/brief_mfh_hpg.htm#App_Proc

Texas Capital Fund - Main Street Improvements Program

The Texas Capital Fund Main Street Improvements Program is designed to foster and stimulate economic development in the downtown area by providing financial assistance to non-entitlement cities for public infrastructure improvements. This program aids in the elimination of slum or blighted areas. Minimum award is \$50,000 and award ceiling is \$150,000 and matching funds must be provided. Application for the award can be found online through the link listed below.

Deadline: July 10, 2008 (projected)

Additional Info:

- http://www.agr.state.tx.us/agr/program_render/0,1987,1848_6053_0_0,00.html?channelld=6053

Kresge Foundation Bricks and Mortar Program

The Kresge Foundation, an independent, private foundation, was created in 1924 by Sebastian S. Kresge "to promote the well-being of mankind." The Foundation funds projects such as construction and/or renovation of facilities, and purchase of major equipment.

Deadline : No deadline. The Foundation will accept proposals throughout the year, but only one per institution in any twelve-month period.

Additional info:

- http://www.raconline.org/funding/funding_details.php?funding_id=264
- <http://www.kresge.org/content/displaycontent.aspx?CID=41>

National Endowment for the Humanities

Implementation grants for museums and Historical Organizations. These grants support interpretive museum exhibitions (both long-term and traveling) and the interpretation of historic sites, and include support for accompanying publications, websites, and public humanities programming. Public humanities programs support lifelong learning in history, literature, comparative religion, philosophy, and other fields of the humanities for broad public audiences. Applicants for implementation grants should have already done most of the planning for their projects

Deadline: Announced Fall 2007

Additional Information: <http://www.neh.gov/grants/guidelines/implement-museums.html>

Texas Parks and Wildlife Outdoor Recreation Grants

This program has provided 50% matching grant funds to acquire and develop parkland or to renovate existing public recreation areas. The maximum grant awarded is \$500,000. Eligible sponsors include cities, counties, MUDs, and other special districts. Projects must be completed within three years of approval. \$500,000 max. 50% match required.

NOTE: TPWD has scheduled public hearings to review proposed changes to the following Recreation Grants: Outdoor, Indoor, Small Community, Regional, Community Outdoor Outreach Program, Trails, and Boating Access. All hearings will be from 9:00 a.m. to Noon on Sep. 11, 13, 18, 20, 25.

Additional Information: <http://www.tpwd.state.tx.us/business/grants/>

Texas Parks and Wildlife Recreational Trail Grants

In 1992 Texas Parks & Wildlife Department received authority from the Texas Governor to allocate funds from the National Recreational Trail Fund through a provision in the Federal Highway Bill. The National Recreational Trail Grants provides 80% matching funds (maximum \$100,000) to build trails in local communities for hikers, cyclists, horseback riders, off-road motor vehicles, and nature enthusiasts. Max \$100,000. 20% match required.

Deadline: June 1 of each year.

Additional Information: <http://www.tpwd.state.tx.us/business/grants/trpa/#trail>

Business Development Financing

Intermediary Relending Program, USDA

The purpose of the IRP program is to alleviate poverty and increase economic activity and employment in rural communities. Under the IRP program, loans are provided to local organizations (intermediaries) for the establishment of revolving loan funds. These revolving loan funds are used to assist with financing business and economic development activity to create or retain jobs in disadvantaged and remote communities. Intermediaries are encouraged to work in concert with State and regional strategies, and in partnership with other public and private organizations that can provide complimentary resources.

An intermediary may borrow up to \$2 million under its first financing and up to \$1 million at a time thereafter. Total aggregate debt is capped at \$15 million. For purposes of Fiscal Year 2007, the maximum loan request that an intermediary may borrow is \$750,000. An ultimate recipient borrower may borrow up to \$250,000.

Deadline: Not applicable.

Additional Information: <http://www.rurdev.usda.gov/rbs/busp/irp.htm>

Other Potential Funding Sources

The following granting organizations can be evaluated for supporting the Regional Tourism and Business Innovation Center Pilot Project.

Alcoa Foundation: Has a funding “area of excellence” entitled “Sustainability and Conservation” demonstrating a “commitment to conservation by educating young leaders, protecting our forests, promoting sound public policy research, and understanding the linkages between business and the environment. Alcoa Foundation is looking for exemplary programs/projects that will present new models with effective metrics, outcomes and impacts that will address urgent issues of global concern. *Sustainability is defined to include the three pillars of sustainability – economic, environmental and social.” http://www.alcoa.com/global/en/community/info_page/foundation.asp

The Ben & Jerry’s Foundation: The Foundation will only consider proposals from grassroots, constituent-led organizations that are organizing for systemic social change. They support programs and projects that are examples of creative problem-solving.
<http://www.benjerry.com/foundation/>

Chevron/Texaco Foundation: Through Touch Science, ChevronTexaco creates rewarding partnerships with schools and science education institutions, including museums, science centers, nature centers, zoos, aquariums and planetariums.

http://www.chevrontexaco.com/social_responsibility/community/programs_touch.asp

Ford Foundation: Two funding interest areas including “Environment and Development” may be relevant, however the “Community Development” focus is likely a better fit. Ford seeks “to improve the quality of life and opportunities for positive change in urban and rural communities. We support community-based institutions that mobilize and leverage philanthropic capital, investment capital, social capital and natural resources in a responsible and fair manner.”
<http://www.fordfound.org/program/community.cfm>

The Turner Foundation, Inc.: Although the Turner Foundation has specific geographic areas that it prefers, their focus fits well with the approach outlined for Sonora and may justify a “special exception” for a grant. The Turner Foundation, Inc. has four grant making programs through which it supports national, regional and state-specific work: “Safeguarding Habitat”, “Growing the Movement”, “Creating Solutions for Sustainable Living”, and “Healthy Planet, Healthy Communities”.
<http://www.turnerfoundation.org/>

The Rockwell Fund, Inc. Is a private foundation that supports a variety of charities most of which are located in the environs of Houston and the Texas Gulf Coast. The Fund’s special emphasis is education. Other fields of interest are the arts, health, civic, religious and human services.) <http://www.rockfund.org>

The Fondren Foundation

P.O. Box 2558, Houston, TX 77252-8037
Telephone: (713) 216-4513
Contact: Charlene D. Slack
no web site found

The Brown Foundation Inc. A grant proposal to the Brown Foundation should focus on the experiential learning opportunities afforded in the Texas Mountain region and opportunities with Texas A&M and Texas State Universities.

P.O. Box 130646
Houston, Texas 77219-0646
(713) 523-6867
FAX: (713) 523-2917
Contact: Nancy Pittman - Exec. Dir. (<http://www.brownfoundation.org>)

The Cynthia & George Mitchell Foundation

2002 Timberloch Pl., Ste. 260, The Woodlands, TX 77380
Contact: Meredith Mitchell Dreiss - Mgr.
Additional Info: *Application address:* 101 W. 6th St., Ste. 803, Austin, TX 78701
(512) 477-8004 no web site found

While AdventGX is prepared to support the development and implementation of the fundraising strategy for the Sonora EDI as part of the Phase II effort, the following additional resources may be of value in the interim, or if the EDC chooses another contractor:

Texas Nonprofits
www.texasnonprofits.com/

The NonProfit Center of Texas
<http://www.nprc.org/newsite/index2.html>

Communities Foundation of Texas
www.cftexas.org/

Environmental Grantmakers Assoc.
<http://www.ega.org/>

The Chronicle of Philanthropy
<http://philanthropy.com/2free/?ABAN1>

GrantsAlert.com
<http://www.grantsalert.com/index.cfm>

Conclusions

Ideally positioned to become the primer center for nature and heritage tourism in South West Texas, Sonora is in the cusp of becoming a showcase for rural economic development strategies. The strategy outlined within this report and related project deliverables comprise a staged approach to tourism and economic development that leverages opportunistic events and builds on success. The approach reduces a complex set of functional components to a set of manageable tasks. By focusing on prioritized objectives as outlined in the enclosed project matrix, the community will realize early successes and quickly begin to solidify its position as a leader in rural economic development.

While AdventGX advocates a focus on economic and tourism development, we also recommend facilitation of a non-intrusive and non-intimidating "community" dialog for collaboration building with an aim to protect the community's vision. The ASD workshops were the starting point for this process. This "dialog" will compliment the current activities of the SIDC (and other regional organizations), but will establish Sonora in a pivotal role. Having peripheral opportunity paths that add value to the process in an intrinsic way will assure the adoption of new strategies for enhancing opportunities for the community, landowners and entrepreneurs. Specifically, AdventGX suggests that the SIDC consider creating "stakeholder partnership" paths (three should suffice) to enable the various stakeholders to participate in the process of re-casting the development of Sonora and eventually the Texas Pecos region. Stakeholder participatory processes are very user centric and mostly based on the individual's perception and expectations. Thus, a critically important success factor will be the development of a mediated approach. The big challenge here is the conceptualization of each Stakeholder Experience Path and then the proper "presentation" of these paths to the individuals in a non-threatening, non-imposing fashion.

AdventGX has enjoyed the privilege of playing a small part in the evolution of Sonora learning about the rich history, natural beauty and proud people of a community that is indeed very fortunate to enjoy the support of its caring, self-detached and progressive leadership. It is our intention that this document will serve as the roadmap for moving beyond this first strategy deployment phase into implementation of the community's vision. As Sonora takes the next step, it would be our honor to support the community in this noble initiative.

Project Deliverables

- Resulting Workshop Matrix
- Projected Budget
- Suggested Implementation Timeline
- Suggested Implementation Blueprint
- ASD Rankings Map

Activity	Priority	Start Date	End Date	Estimated Duration	Estimated Cost	Estimated Efficacy	Notes	7	8	9	1	2	3	4	5	6	7	8	9		
Develop Competency Plan to Address the Potential of a Petroleum Industry Downtown	A	6.15	5	6.57			Focus on Industry Diversification (Tourism, Logistics & Transportation, etc.) - Explore new energy sources (wind, solar, etc.) - Leverage high "quality of life" factors to attract "knowledge workers" and small IT companies - Establish an educational institution working on rural health and establish a research & training center														
Quality of Life	A	6.07	5	6.53			Remain open to rural community - Care for each other - Small town values - Safety - Health facilities - Main Street - Stockman's Paradise - Nature and wildlife, an every day experience														
Main Street Improvements	A	6.53		6.53			- Make Main Street a pedestrian only street (Walking Mall Concept) - promote the creation of retail and eating establishments														
Offer Fine Dining/Lodging Experiences	A	6.48		6.48			Encourage the creation and promote: - Bed and Breakfast - High-end Nature Lodging (\$170+ night) - Artisan and High End Foods - Gourmet coffee & pastries - Healthy natural foods - Natural Bier steakhouse														
Public Relations & Information	A	6.39		6.39			Online community/informational news website - Local TV Station, Community Access Channel Conduct two to three town meetings														
Create Center for Technical Excellence	A	6.34		6.34			Sponsor to become known for expertise (educated workforce) in: - Diesel - Welding - Computers														
Expand Library Services	A	6.11		6.11			- Services for travelers - New promotional center (to help plan regional trips, access to information on local flora and fauna)														
Share with Chamber of Commerce to Downtown	A	5.35		5.35			Once new access to downtown has been established from 110 and 277														
Animal Shelter	A	5.28		5.28			- Integrate Educational activities - Petting area - Offer boarding - Sponsor dog parade during Sutton County Days														
Workshop Component	Yellow				15000.00																
Best Workshop Component	Green				3042.00																
Relevant Note / Promotion	Light Green				3381.00																
Sub-Component	Light Yellow				20328.00																
Low Ranking Components - Not Included in ASD Detail	Light Purple																				
Demotion	Purple																				
Total Development Days							36205.00														
Total Development Days							3042.00														
Total Development Days							3381.00														
Total Development Days							20328.00														

Total Development Days

Total Development Days

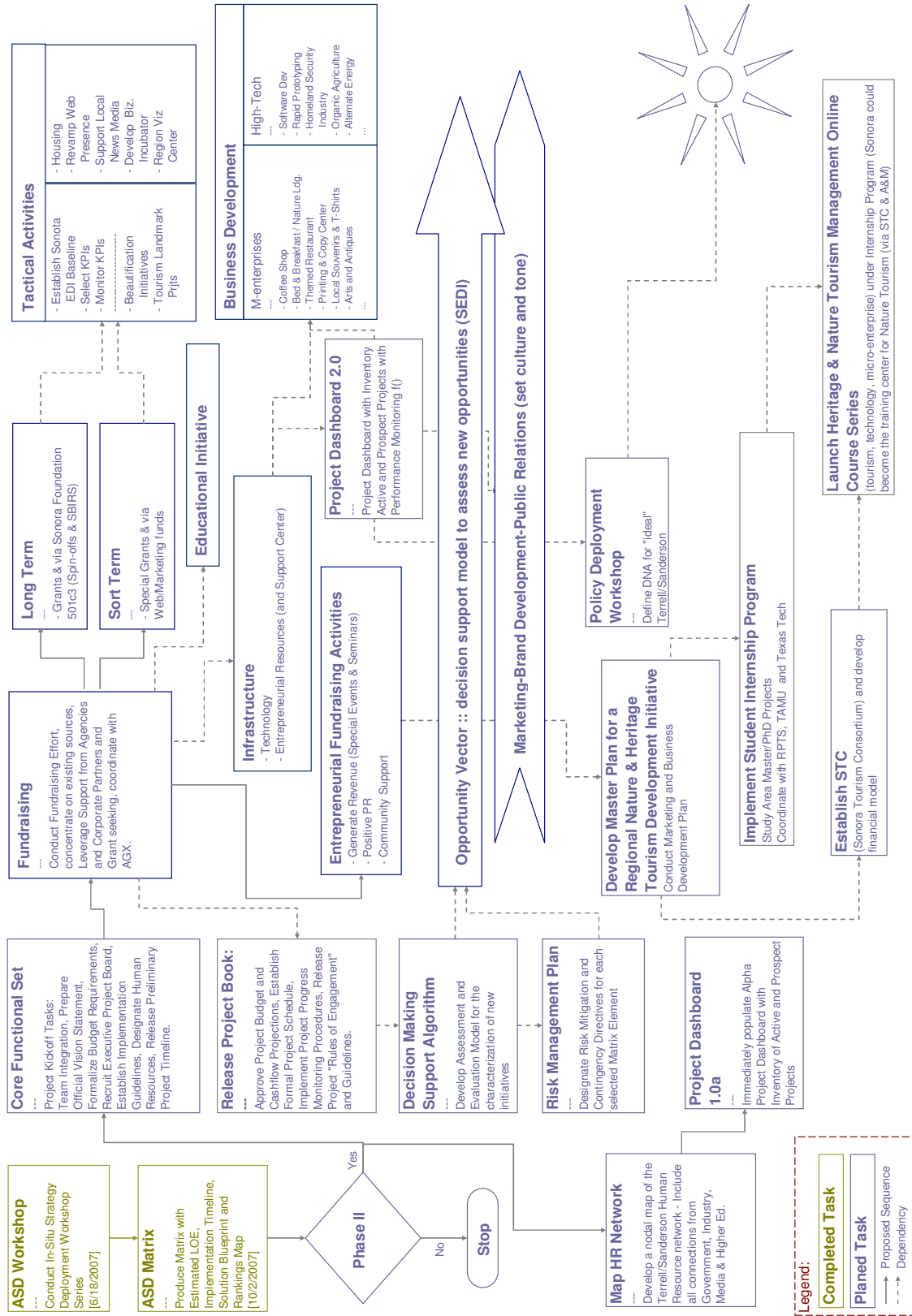
Estimated Integration & Documentation Days

Estimated Deployment Days

Total Estimated Efficacy in Days

Sonora Economic Development Initiative

Suggested Implementation Blueprint



ASD Rankings Map

Function Deployment Matrix - Rankings Correlation Map
June 23 - 25, 2007

Sonora Economic Development Initiative

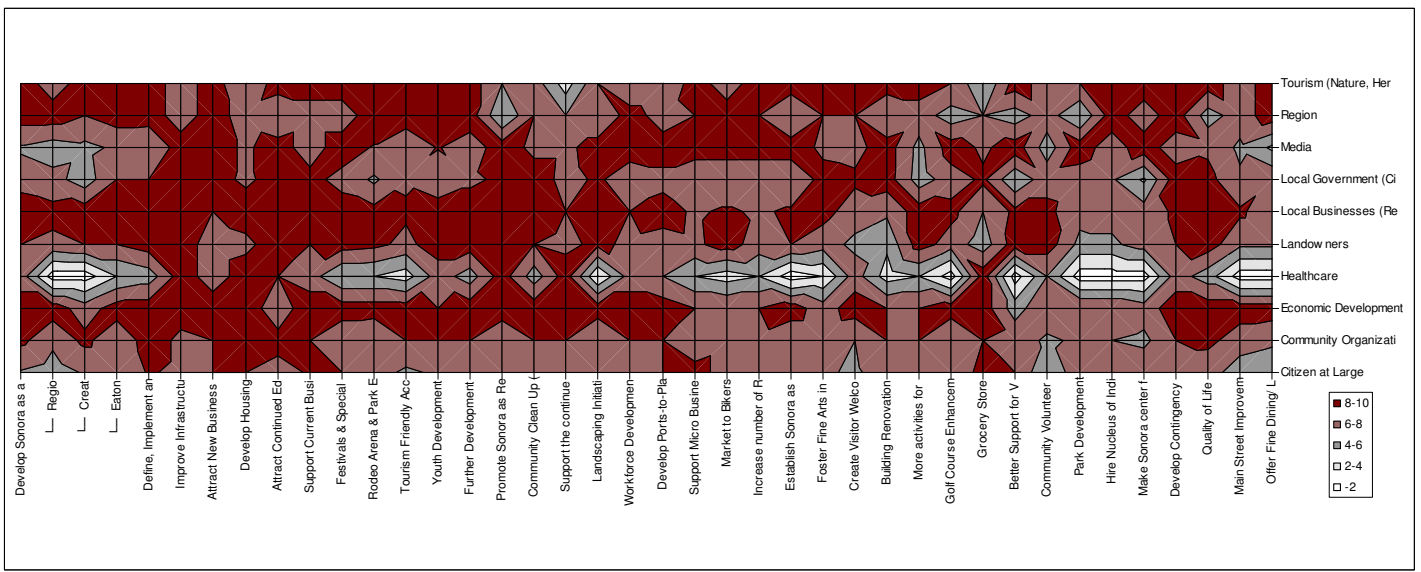
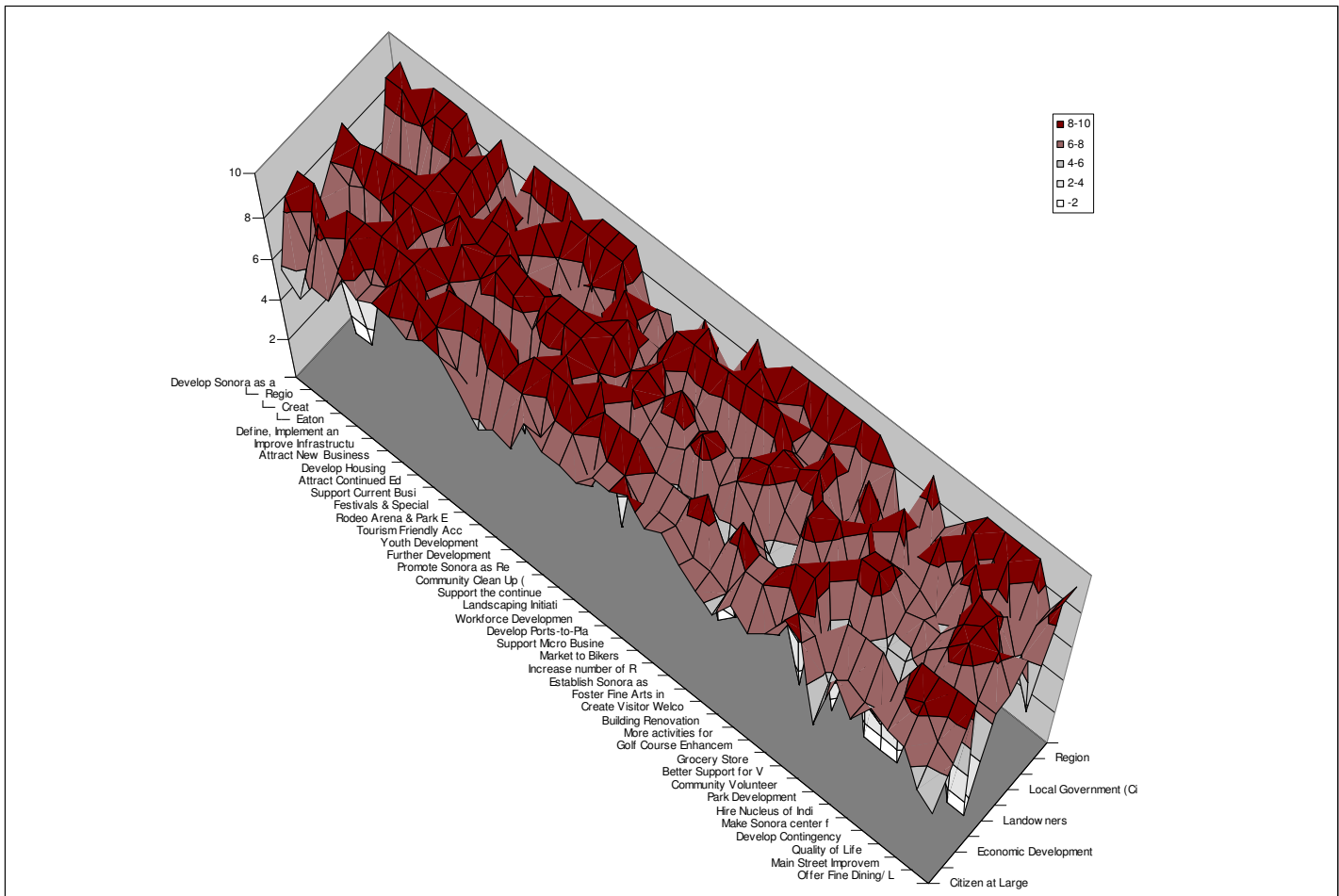
Core Functional Set	1	2	3	4	5	6	7	8	9	10
1 Develop Sonora as a Nature & Heritage Tourism destination	5.8	8.5	9	7	8	9	7.3	5.7	9	9
2 Regional Tourism Partnerships	5	6.5	9	1	7.5	8.7	6.7	5	9	7
3 Create identity preservation initiative	6.2	8.5	7	1	8	9	5	5.4	8	9
4 Eaton Hill	6.2	6.5	9	4	8	9	8	6.4	9	9
5 Define, Implement and Promote the "Sonora Experience" (a formal Brand Development Initiative)	7.5	7.5	9	9	9	9	9	9	7	7
6 Improve Infrastructure	8	8	9	7	7	8	8.7	9	9	9
7 Attract New Businesses	8	9	9	9	7.5	9	7.7	7.7	7	6
8 Develop Housing	7.5	8.5	7	8	9	8.3	8.7	9	6	9
9 Attract Continued Education Institutions	8.1	8	9	7	8	8.3	8.7	7	7	9
10 Support Current Business Owners	8	6.5	9	4	9	9	7.3	9	7	9
11 Festivals & Special Events	6.9	6	9	4	8.5	8.7	5.7	7.9	9	8
12 Rodeo Arena & Park Enhancements	5.6	8	9	3	7.5	8.3	7.7	6.6	9	9
13 Tourism Friendly Access to Sonora	6.3	8	8	7	9	9	6.7	8.1	9	9
14 Youth Development	6	8	9	5	9	9	7.7	7	9	9
15 Further Development and Utilization of Historic District Complex	8	6.5	9	9	9	9	8.3	9	4	6
16 Promote Sonora as Retirement Community	7.3	8	9	5	8	9	7.5	8	7	7
17 Community Clean Up (Litter Abatement)	7.3	8	9	7.5	8	7.3	7.5	6	3	3
18 Support the continued expansion of the Hudspeth Memorial Hospital	7	6	9	2	8.5	8.7	8.3	9	6	8
19 Landscaping Initiative	8	8	9	7	7.5	8	6.7	9	9	6
20 Workforce Development	8	8	9	6	7	9	7.3	9	7	6
21 Develop Ports-to-Plains Strategy	8.5	7	8	4	7.5	7.7	6.3	9	8	9
22 Support Micro Business	7.5	7.5	8	3	9	8.3	6.3	9	9	7
23 Market to Bikers	8	7.5	8	4	7	7.7	6.3	9	8	9
24 Increase number of RV & Camping Sites	7	6.5	9	1	8	8.3	6.3	9	6	9
25 Establish Sonora as Distribution Center for Mexican products	6.3	6.5	7	2	7	8.7	8.7	7.6	8	9
26 Foster Fine Arts in the Community	5.7	6	9	7	5.5	7	8.3	7.4	8	9
27 Create Visitor Welcome Center	7	8	8	3	4.5	6.3	9	9	6	9
28 Building Renovation	6.2	8	8	4	9	9	5	5.4	7	9
29 More activities for kids	7	6	9	1	7	8.7	7	9	5	8
30 Golf Course Enhancements	8.5	8	9	9	5	6	8.3	7.7	6	4
31 Grocery Store	8	7.5	5	1	9	8.5	4.3	9	5	9
32 Better Support for Veterans	4	5.5	8	6	9	8.5	7.3	5	7	7
33 Community Volunteer Programs	7.5	6.5	8	1	5.5	6.7	7	9	4	8
34 Park Development	6	6	8	1	5.5	7	6.3	9	7	9
35 Hire Nucleus of Individuals to Support Tourism	7.5	5.5	7	1	7	7	3.7	9	7	9
36 Make Sonora center for Equine Assisted Therapy (EAT)	7	8	9	7	8	8.3	9	7	9	9
37 Develop Contingency Plan to Address the Potential of a Petroleum Industry Downturn	6.8	8.5	9	5	9	9	8.7	7.6	5	9
38 Quality of Life	5	7	9	1	6.5	8.3	6.3	5.6	7	7
39 Main Street Improvements	4.3	6.5	9	1	6.5	6.7	7.7	3.7	9	9
40 Offer Fine Dining/Lodging Experiences	4.8	5.5	9	3	8.5	8	4.7	5.5	4	8
41 Public Relations & Information	6.1	6.5	8	3	7	7.7	5.3	6	5	8
42 Create Center for Technical Excellence	4.5	5	7	1	8.5	8.7	6.3	3	7	8
43 Expand Library Services										

==== Stake Holder Groups:

- 1 Citizens at Large
- 2 Community Organizations (Historical Society, Keep Sonora Beautiful, Main street)
- 3 Economic Development
- 4 Healthcare
- 5 Landowners
- 6 Local Businesses (Retail, Hotels, Restaurants)
- 7 Local Government (City, County)
- 8 Media
- 9 Region
- 10 Tourism (Nature, Heritage, other Attractions)

==== Roles:

Becky Covington - Local Businesses
 Carla Garner - County Government
 Delyse Jaeger - Nature Tourism
 Gloria G. Lopez - City Government
 Jalece Tedford - Local Business, Landowner
 Jim Polonis - City Government
 Jimmy Cahill - Nature tourism, Local Business, Land Owner
 JoAnn Hernandez - Historical Society
 Joe David Ross - Hotel, Landowner
 John Tedford - Local Business, Landowner
 Keith Goodwin - Region
 Keith L. Butler - Healthcare
 Mallory Roussetot - Media, Citizen at large
 Mary Ann Kay - Main street
 Max Howorth - Economic Development
 Susan Hall - Local Businesses, KSB



Appendices

Appendix B – Executive Project Board Roster

Project Board:

Max Howorth (Project Principal)

Judge Carla Garner

Mayor Gloria G. Lopez

Stake Holder Representatives:

Becky Covington - Local Businesses

Carla Garner - County Government

Delyse Jaeger - Nature Tourism

Gloria G. Lopez - City Government

Jalece Tedford - Local Business, Landowner

Jim Polonis - City Government

Jimmy Cahill - Nature tourism, Local Business, Land Owner

JoAnn Hernandez - Historical Society

Joe David Ross - Hotel, Landowner

John Tedford - Local Business, Landowner

Keith Goodwin - Region

Keith L. Butler - Healthcare

Mallory Rousselot - Media, Citizen at large

Mary Ann Kay - Main street

Max Howorth - Economic Development

Susan Hall - Local Businesses, KSB

Appendix F –ASD Workshop Packet (June. 23, 24 & 25, 2007)