

“Bottom-Up” 2011 County Economic Development Summary

Top Five Economic Development Goals & Strategies

For Custer County, Colorado

As part of Governor Hickenlooper’s Bottom Up Economic Development strategy, we are requesting that each county develop or update its economic development plan based on current input from local citizens, businesses and other interested stakeholders. The objective of the county plan is to identify **up to five** economic development goals and strategies of the county, utilizing information gathered from the online public survey, the public county meetings and comments, and the most current economic development plans in the county (town, city, or county). These county plans will be rolled up and incorporated into fourteen regional plans that together will assist in developing an overall statewide economic development plan.

Goal(s) ⁱ	<u>#1</u> Tourism	<u>#2</u> Downtown Colorado, Inc.	<u>#3</u> Telecommunications Infrastructure	<u>#4</u> Clean Energy	<u>#5</u> State Veterans Cemetery
Strategy(ies) ⁱⁱ	<p>Create internal and external awareness promoting traffic throughout Custer County</p> <p>Signage</p> <p>Create more recreational opportunities.</p> <p>Create a more viable Commercial District</p>	<p>Create a viable and sustainable business district along main street and adjacent two blocks through Silver Cliff and Westcliffe (aka ‘Cliffs Commercial District referred to as “District” below)</p>	<p>Stimulate deployment of competitive (with Front Range) telecommunications infrastructure throughout Custer County but most importantly in any area where development and growth is desired.</p>	<p>Establish a significant renewable energy generation capability and supporting infrastructure in Custer County.</p>	<p>Stimulate the establishment of a State Veterans Cemetery in Custer County.</p>
Action(s) ⁱⁱⁱ	<ul style="list-style-type: none"> • Identify restrictions to accessing key natural resources that hinder tourism • Identify target tourism audiences (ie, young families; 40+; small business conferences; destination weddings; family reunions) • Attend trade shows outside area to recruit these targeted audiences 	<ul style="list-style-type: none"> • Identify properties that are not utilized or under-utilized in District (2011) • Develop a master plan of viable business uses in District (2011) • Work with property owners in District to package available properties for desired uses (2011) 	<ul style="list-style-type: none"> • Define required telecommunications infrastructure to stimulate development and commercial growth. • Identify infrastructure gap for recruiting targeted businesses and tourism activity • Understand utility company plans for infrastructure improvement in next 5 years 	<ul style="list-style-type: none"> • Conduct studies to support the establishment of a commercial solar generation capability. • Establish the technical feasibility • Identify candidate installation locations. • Identify the potential economic impact. 	<ul style="list-style-type: none"> • Continue to promote the establishment among the appropriate County, State and Federal agencies and elected officials. • Develop funding alternatives to compliment conventional Federal and State funding support.

	<ul style="list-style-type: none"> • Form strategic partnerships with those who can help us build tourism business with targeted audience • Hone our message on what is available • Develop passion among citizens and businesses for promoting successful tourism • Develop activities/events September through May • Ensure that all entities who provide lodging pay “pillow tax” 	<ul style="list-style-type: none"> • Develop resource materials to pursue targeted businesses (2011) • Work with State Office of Economic Development on relocations from other states (2012) • Work with partners in private sector who can assist with locating and recruiting desired businesses (i.e. local realtors, large commercial realtors, professional trade organizations) (2012) • Work with local partners to remove obstacles to success (i.e. townships, county, utility providers, etc) (2012) 	<ul style="list-style-type: none"> • Define alternatives to utility company for telecommunications infrastructure development/deployment • Develop plan for closing gap between needs and current status 	<ul style="list-style-type: none"> • implement energy masters and Take Charge! Programs to educate our kids to enter into a new job workforce. • Identify renewable energy potential areas for Educating the public • Communication with partners 	<ul style="list-style-type: none"> • Identify the potential economic impact. • Maintain visibility within the community of the continuing development efforts.
<p>Expected Outcome(s), i.e., Measurable Results^{iv}</p>	<ul style="list-style-type: none"> • Cohesive plan for tourism • Increased tourism In targeted areas • New activities/events September through May • Pathway/Access from east side of mountain to west 	<ul style="list-style-type: none"> • Fewer vacant storefronts on main street (baseline 2011; outcomes 2013) • Longer term of sustainability of main street businesses (baseline 2011; outcome 2013) 	<ul style="list-style-type: none"> • Solid infrastructure of telecommunications that will allow us to fulfill our capabilities to support our citizens as well tourism, existing and future business growth and stability. 	<ul style="list-style-type: none"> • Supplement our current local and state energy sources. • Provide skilled jobs in construction and support of the capability. 	<p>Establish a State Veterans Cemetery that would provide a proper resting place for our veterans while strengthening the community through its contribution to the year round economy of Custer County and the adjoining counties.</p>

	<p>side of mountain for foot, bike, ATV traffic</p> <ul style="list-style-type: none"> • Increased sales tax and pillow tax revenues • Increased hits on tourism website (CCTB) 	<ul style="list-style-type: none"> • Successful recruitment of targeted businesses (2013) • Increased tax revenue (sales and property tax) (baseline 2011; outcomes 2013) • Positive improvement on satisfaction survey of business owners in District (baseline 2011; outcomes 2013) 			
Primary Partners^v	<ul style="list-style-type: none"> • State and Federal agencies regulating access to natural resources (BLM, Forestry Services) • Colorado Tourism Board • 5 County Tourism Board • Custer County Tourism Board (CCTB) • Towns of Silver Cliff and Westcliffe • Custer County • Custer County Merchants and Chamber of Commerce (CCMCC) • Lodging Establishments in County • Retail Businesses targeted to tourism in County • Service providers for tourism activities 	<ul style="list-style-type: none"> • Property Owners in District • Existing businesses in District • Townships and County • County Extension Agent • Downtown Colorado Inc (DCI) • 'Cliffs Commercial District Board of Directors (aka CART) • State Department of Economic Development • Custer County Chamber of Commerce (CCMCC) • Real Estate Brokers 	<ul style="list-style-type: none"> • Outside telecommunication providers, potential local operating units. • Local and remote users of resultant capabilities. 	<ul style="list-style-type: none"> • Colorado State University • Governors Energy Office • Federal Gov't., • Utility companies • Land owners. 	<ul style="list-style-type: none"> • USG, Veterans Administration • Colorado, Department of Veterans Affairs • State and Federal Elected officials • Existing land owner of candidate property • Citizens of Custer County and adjacent counties

<p>Available Resources^{vi}</p>	<ul style="list-style-type: none"> • Bountiful and beautiful natural resources • Energized and talented volunteer base • Existing tourism infrastructure • CCTB • CCMCC • Towns of Silver Cliff and Westcliffe • Custer County • City of Crestone 	<ul style="list-style-type: none"> • DCI Report • CART Board of Directors and Economic Restructuring Committee • County Extension Agent • CCMCC • Local Real Estate Brokers 		<ul style="list-style-type: none"> • States requirements for electrical generation from alternative methods. • Interest and need to establish additional electrical generation capability. • Energy masters and Take Charge programs. • SSP documentation 	<ul style="list-style-type: none"> • Documentation from National Veterans Cemetery campaign. • Visibility and support from campaign for National Veterans Cemetery • Willingness for donation of land.
<p>Needed Resources & identified issues or barriers^{vii}</p>	<ul style="list-style-type: none"> • Signage on key routes into area • Program regulations • Increasing restrictions to our access to natural resources • Access to a route over the mountain to Crestone 	<ul style="list-style-type: none"> • Professional assistance in determining the appropriate mix of businesses to create a viable District • Funds to create an appealing recruitment package • Introductions to key contacts and organizations to accomplish goals 	<ul style="list-style-type: none"> • Acquire land from BLM to designate tower construction • State assistance in working with and providing incentives to utility providers to provide needed infrastructure and services 	<ul style="list-style-type: none"> • External support for up front studies. • Capability and support to market potential investors in capability. • Coordination with local and regional sources to provide supporting infrastructure and transmission network. • Misconception on what clean energy is. 	<ul style="list-style-type: none"> • Recognition of the limited capacity of existing state cemeteries. • The limited capability for required state support of continuing operations.
<p>Timeline^{viii}</p>		<ul style="list-style-type: none"> • See action items • Positive plan outcomes in 2013 		<p>Training and Education 2012. Establish generation capability 2015-2018.</p>	<p>Dependent on improvement in state economic condition</p>

A few more questions.... When completing this template, please provide a written response to these questions, as applicable

1. What current federal, state and local programs or initiatives hinder your local economic development efforts?

RED TAPE! Focus on economic development in Front Range; Much planning – less cohesive action of all entities pulling together for outcomes; absentee landlords;

2. What resources/actions do you need from the State of Colorado to assist your effort in implementing a county economic development plan?

Buy in from State and Local Governments; Networking outside of our valley, county, region and state; Political emphasis with key stakeholders to encourage their assistance;

3. Identify innovative economic development programs and partners in the county or region that can be replicated across the state?

BUY LOCAL CAMPAIGNS; Sustainable Ways; CART (DCI Report Implementation Board);

ⁱGoals are expressions of the desires of the community; a future condition or state that it's aiming for – a concise statement that articulates the desired future. For example:

"Update and expand marketing efforts for economic development in Custer County"

ⁱⁱStrategies provide direction and framework for how to go about achieving the goal. For example, "Craft and finance strong, ongoing major marketing promotions."

ⁱⁱⁱActions or implementation steps will carry out the strategy in a systematic way. For example, "Brand _____ County and its communities through the use of an agreed-upon economic development logo and slogan" or "Develop a focused marketing program which consists of email, social networks, and blogs to promote the county."

^{iv}Expected outcomes and measurable results should reflect a realistic feedback of how well the strategy is working. How do we know we're making progress? This includes building results into the action plans – relating back to the goal. For example, for marketing efforts, "Number of inquiries stating they saw our ad/website/news release/story, etc. etc."

^vIdentify partners with something to contribute/gain from involvement in this effort – e.g. Chambers, trade associations, non-profits, etc. etc

^{vi}Available resources can, and should, include more than funding. Students, volunteers, business sponsorships, strategic grants, can all be considered. Also, ways to leverage resources.

^{vii}Needed resources should be based on gaps existing after all available resources have been considered. The more innovative, creative use of resources without requiring additional funding will be the most expeditious in the short run. Issues or barriers are items that need to be addressed in order to realize goal.

^{viii}Timeline-some goals may be long-term. These may be broken down into intermediate steps with identified timelines for each action step. Short-term goals or specific projects may have a definite timeline. This is a way of keeping the process on track and reinvigorating efforts if a timeline slips, so that it doesn't get forgotten.

This County Plan was submitted on _____ by the county team (please list the county team members below):

1. Lynn Attebery, Custer County Commissioner
2. Kathy Seei, Business Representative (Over the Brim Inn)
3. Charles Bogle, Economic Developer
4. Dee Hoag, Member At Large
5. Robin Young, State Partner