

"Bottom-Up" 2011 County Economic Development Summary

Top Five Economic Development Goals & Strategies

For Costilla 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[i]	#1 <i><u>Promote Tourism and Develop Tourism Marketing Plan</u></i>	#2 <i><u>Retain/Expand/Attract Businesses</u></i>	#3 <i><u>Strengthen Local Agriculture Industry</u></i>	#4 <i><u>Develop and Enhance Local Renewable Energy Sources</u></i>	#5 <i><u>Improve Infrastructure</u></i>
Strategy(ies) ii[ii]	<ul style="list-style-type: none"> -Develop and promote tourism: heritage asset tourism, religious asset tourism, agri-tourism, recreation-based tourism, art tourism, and cultural tourism -Create tourism marketing plan incorporating scripted tours with a guide and self-guided 	<ul style="list-style-type: none"> -Improve access to capital. -Create business marketing plan. -Work with CDOT to improve signage for local businesses. -Promote/support energy efficient retrofits for existing businesses. -Identify and market viable commercial space (Costilla County 	<ul style="list-style-type: none"> -Improve access to natural/organic markets. -Promote local ag products. -Promote agri-tourism with emphasis on organic/natural crops, acequia 	<ul style="list-style-type: none"> -Develop small-scale solar, wind and micro-hydro projects for on-farm and commercial locations. -Make locally produced biodiesel more available for community use. -Investigate commercial solar development near power lines and substations. 	<ul style="list-style-type: none"> -Obtain reliable and affordable broadband internet and cell phone service. -Improve transportation services. -Improve water and waste water services. -Improve roads within

	<p>walking tours.</p> <ul style="list-style-type: none"> -Support and enhance Visitors' Centers. -Work with CDOT to improve signage for historical and other points of interest. -Create Information Kiosks directing tourists to local businesses and other sites 	<p>EDC/SLV DRG).</p> <ul style="list-style-type: none"> -Create marketing package for small businesses to locate to the area. -Help grow our own businesses. -Support existing businesses -Research business incubator facility. 	<p>irrigation and heirloom varieties.</p> <ul style="list-style-type: none"> -Explore potato-based vodka distillery. -Develop marketing plan that identifies and lists all Costilla County products and opportunities for new and value added products. 		<p>populated areas.</p> <ul style="list-style-type: none"> -Improve solid waste disposal services. -Bring natural gas to the county. -Achieve consistent bottom-line funding for K-12 and higher ed.
Action(s)iii[iii]	<ul style="list-style-type: none"> -Collaborate with the Sangre de Cristo NHA, religious organizations, artists, existing community organizations. -Develop a calendar of events shared locally and regionally to better highlight the region -Promote celebrations and festivals -Emphasize oldest town, house, business, church, water right. -Highlight arts, acequias, fort 	<ul style="list-style-type: none"> -Fill and preserve vacant buildings. -Implement ambassador training programs. -Diversify job/career training in public schools -Work with CDOT on signage issues -Develop marketing plan and branding efforts -Complete a feasibility study for a business incubator 	<ul style="list-style-type: none"> -Assist and support organic certification -Create commercial kitchen space for local use. -Market biodiesel co-products. -Develop method to collect fees for agritourism. -Support small, community, organic gardens. 	<ul style="list-style-type: none"> -Identify land with strong solar, wind, micro-hydro potential. -Expand biodiesel production by adding additional labor shifts. -Create list of potential incentives to renewable energy developers. 	<ul style="list-style-type: none"> -Develop recycling/salvage center. -Improve 911 service on cell phones -Improve information on physical locations. -Work with state agencies, e.g. CDOT, GEO for faster reimbursement process. -Improve housing options and availability. -Utilize school facilities for

	<p>museum, etc.</p> <p>-Coordinate volunteers effectively.</p> <p>-Develop research based heritage curriculum in public schools.</p> <p>-Promote hunter visitation and recreation resources, e.g. reservoirs, mountains, etc.</p>		<p>-Support youth programs, e.g. Sembranos Semillas.</p>		<p>community benefit.</p> <p>-Investigate mobile health care facility.</p>
<p>Expected Outcome(s), i.e., Measurable Resultsiv[iv]</p>	<p>-Complete tourism marketing plan.</p> <p>-Develop heritage center in San Luis w/office space and conference center.</p> <p>-Increased RV Park/B&B/motel/hotel occupancy rates.</p> <p>-Increased lodging tax revenue</p> <p>- Increased attendance at community celebrations, festivals and events</p> <p>-Increased sales tax revenue</p>	<p>-Complete marketing plan and branding efforts</p> <p>- Increased job opportunities and lower unemployment rates</p> <p>- Increased sales tax</p> <p>-</p>	<p>-Complete ag product and agri-tourism marketing plan.</p> <p>-Increased market for oil seed crops for local biofuel and feed production.</p> <p>-Increased sales tax</p>	<p>-Increased job opportunities due to renewable energy development.</p>	<p>-Reliable and affordable broadband and cell phone to all residents and businesses in the County.</p> <p>-Affordable, user-friendly solid waste disposal.</p>
<p>Primary Partnersv[v]</p>	<p>Costilla County Economic Development Council (CCEDC), Costilla County, Town of San</p>	<p>Costilla County Economic Development Council, Costilla County, Town of Blanca, CDOT, Town of San Luis, SLV DRG, DOLA,</p>	<p>Rio Culebra Agricultural Cooperative, USDA NRCS,</p>	<p>Costilla County, CCEDC, Costilla County Biodiesel, Colorado Governor’s Energy Office, USDA Rural Development</p>	<p>San Luis Water and Sanitation, Town of Blanca, Costilla County,</p>

	Luis, Town of Blanca, SdCNHA, Fort Garland Museum, Lodging Tax Board, Visitors' Centers, Churches, Lodging establishments, Restaurants, OEDIT - CTO, SLV DRG, SLV COG	OEDIT, SBDC, local businesses	USDA FSA, Farm Bureau, CCEDC, Local farmers and ranchers, Colorado Dept of Ag, CSU Extension Service, SLV DRG		Town of San Luis, CDOT, USDA RD
Available Resourcesvi [vi]	Volunteers, Partners listed above, Existing community Assets e.g. religious sites, historical monuments, visitors' centers, lodging, etc.)	-Local businesses, DOLA -San Luis Rio Grande Scenic Railroad -Enterprise Zones	Rio Culebra Agricultural Cooperative, USDA NRCS USDA FSA, Farm Bureau, CCEDC, Local farmers and ranchers, Colorado Dept of Ag, CSU Extension Service, SLV DRG -Quality land and water rights -Multi-generational farming - Designated Centennial Farms	Costilla County Biodiesel	USDA RD
Needed Resources &	-Continued access to State and Federal dollars e.g. State Historical Fund,	-Bonding requirements eliminate local contractors from bidding on projects.	-Liability costs restrict options for agri-	-Leveraged grant funding for renewable energy infrastructure/development projects.	-Stronger Land Use Code Enforcement

identified issues or barriersvii[vii]	DOLA, CDOT, OEDIT, CTO, USDA, etc. -Improved access to foundation funding -Inconsistent service industry hours and performance	-Davis-Bacon requirements for small communities add substantial costs to projects. -CDOT sign restrictions -Lack of communication with OEDIT and SLV DRG on potential prospects -Lack of capital -Laissez faire business attitude -Inadequate infrastructure -Inaccurate stigma of Costilla County	tourism. -High cost and paperwork with organic certification is challenging to small producers. -Protection of water rights and resources	-Net metering and meter fees.	-TABOR limits revenue options for local government. -Fluctuating education funding.
Timelineviii [viii]	1-10 years	1-20 years.	1-10 years	1-25 years	1-10 years

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

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

- **Davis-Bacon requirements add significant cost to local projects. One size does not fit all.**
- **CDOT, GEO, SHF reimbursement grants can lack timely disbursement of funds and strain small community's cash flow.**
- **TABOR**
- **Gallagher**
- **Amendment 23**

- **Unfair/disadvantage to small communities in competitive grants**
- **Unfunded mandates in programming and grant agreement requirements**
- **Inability to access local administrative costs in state and federal grants**
- **Lack of flexibility with State and Federal grants dealing with small communities**

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

- **Insurance pool program for small contactors, e.g. 3 month projects**
- **Continued energy audit and energy efficiency programs for small businesses**
- **Guidance on how to implement economic development programs and efforts**
- **Continued leverage grant funding for infrastructure/development projects**
- **Economic Development Assessment for Costilla County, Town of Blanca and Town of San Luis**
- **Sustainable funding for ongoing economic development efforts, marketing, branding, incubator facilities, visitors' centers, etc.**

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

- **CarePoint – San Luis Valley healthcare access program for small employers**

i[i]Goals 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 _____ County”

ii[ii] Strategies provide direction and framework for how to go about achieving the goal. For example, “Craft and finance strong, ongoing major marketing promotions.”

iii[iii] Actions 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[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.”

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

vi[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[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[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. Deb Downs, DOLA

2. Crestina Martinez, County Commissioner

3. Jean Butler, Blanca Town Clerk

4. Bob Rael, CCEDC

5. Ben Doon, Costilla County Biodiesel