

**“Bottom-Up” 2011 County Economic Development Summary
Top Five Economic Development Goals & Strategies
For Delta 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	#1 Retain and support all local sustainable businesses/industries including agriculture.	#2 Retain and create jobs that add value for Delta County	#3 Gain Statewide, Regional, & National recognition emphasizing healthy lifestyle, tourism, retirement, and recreation	#4 Improve and increase infrastructure capabilities that promote a business friendly environment	#5 Improve and beautify towns and highways including main street revitalization.
Strategy(ies)ⁱⁱ	1S1) Implement County-wide support for buying locally including schools, government and businesses 1S2) Amend commercial property taxes to support & encourage local businesses 1S3) Explore business financing alternatives, including revolving loans, micro loans and community supported business (CSB), to re-energize and expand local businesses & industries. 1S4) Increase awareness and influence regulatory and legislative action that could adversely effect the county’s economic	2S1) Establish growth and development tolerance values in each community 2S2) Entice and encourage desirable businesses into the county	3S1) Brand and emphasize healthy lifestyle, tourism, retirement, and recreation.	4S1) Fill gaps and correct weaknesses in communication, energy and transportation that are inhibiting business and individual development opportunities.	5S1) Find and implement ways to improve the appearance along highways and in towns

	<p>1S5) Identify and Coordinate with all of the existing economic efforts from all sectors of the county, as well as with surrounding counties to determine where partnerships could occur.</p>				
<p>Action(s)ⁱⁱⁱ</p>	<p>1A1-1) Create a county-wide marketing campaign to change buying behaviors and to promote and monitor local buying decisions.</p> <p>1A1-2) Provide training for business owners to help them make their business more attractive to local residents.</p> <p>1A2-1) Create a task force to explore alternatives to commercial property tax options for businesses</p> <p>1A3-1) Research business financing alternatives and report to the communities (DCED)</p> <p>1A3-2) Take steps to develop community funding resources (community fund, endowment fund, bonds, etc.)</p> <p>1A4-1) Form a task force that includes business, industry and local government representatives to monitor and advocate for the county</p>	<p>2A1-1) Conduct community surveys to assess growth tolerances and desirable businesses</p> <p>2A1-2) Define and promote “good growth” in the communities</p> <p>2A2-1) Develop and implement an incentive program for businesses to settle in Delta County.</p> <p>2A2-2) Develop a proactive approach and marketing outreach package to attract new businesses.</p> <p>2A2-3) Create a business friendly environment by lowering tax requirements for businesses that create new employment opportunities.</p> <p>2A2-4) Revise property tax structure in towns to make Delta county more attractive to businesses</p>	<p>3A1-1) Create a task force to do market research on Delta County products, services and tourism offerings.</p> <p>3A1-2) Implement a regional marketing campaign to attract visitors (including tourists, potential new residents who share the local values).</p> <p>3A1-3) Publish measured changes in # of visitors, revenues, and perceptions of Delta County.</p> <p>3A1-4) Enhance recreational venues per Rec Board Master Plans</p>	<p>4A1-1) Perform a baseline analysis of existing services for communications, energy, transportation to assess current services, identifying gaps and weaknesses.</p> <p>4A2) Implement recommendations from 4A1-1 for transformations in infrastructure to optimize services and to support the communities of the future.</p>	<p>5A1-1) Implement main street revitalization in towns (Implement Downtown CO Inc. Strategies prepared for Delta & Cedaredge)</p> <p>5A1-2) Support North Fork Valley in applying for Orton Foundation Heart & Soul Grant and Downtown CO, Inc. programs</p> <p>5A1-3) Form a task force to find ways to improve appearance along county roads and scenic byways.</p> <ul style="list-style-type: none"> - Build awareness in the county about the impact of unsightly viewsheds on tourism and economic development <p>5A1-4) Identify & address town infrastructure deficiencies related to general appearance</p> <ul style="list-style-type: none"> - Seek funding to make improvements

	<p>1A4-2 Document and let our publics, decision makers and policy makers aware of the economic drivers in our county.</p> <p>1A4-3 Provide economic, social and science based data for local, state and national policy makers.</p> <p>1A4-4 Provide substantive input and participate in development of scoping and other public comment processes.</p> <p>1A5-1 Update these drivers as data becomes available.</p> <p>1A5-2 Clearly communicate all of the economic drivers of our county. (Agriculture, Healthcare, government, mining, etc)</p>				<p>5A1-5) Enhance recreational venues per Rec Board Master Plan</p> <p>5A1-6) Have building owners and realtors enlist local artists to fill the windows of vacant buildings. Substitute a database for “For Sale” signs to create a more attractive view of towns.</p>
<p>Expected Outcome(s), i.e., Measurable Results^{iv}</p>	<p>County \$\$ stay in the county</p> <p>Measurable increase in sales tax revenues</p> <p>Measurable increase in revenues in business, industry and agriculture sectors</p> <p>Change in demographics demonstrates shift toward working population</p> <p>Decrease in unemployment rate</p>	<p>County \$\$ stay in the county</p> <p>Measurable increase in sales tax revenues</p> <p>Measurable increase in revenues in business, industry and agriculture sectors</p> <p>Change in demographics demonstrates shift toward working population</p> <p>Decrease in unemployment rate</p>	<p>Measurable increase in # of visitors</p> <p>Measurable increase in revenues from visitors</p> <p>Measurable increase in jobs in business and industries that serve visitors</p> <p>Expect to attract people with values consistent with healthy lifestyle</p>	<p>Measure progress in infrastructure improvements</p>	<p>Survey residents and visitors at intervals</p> <p>Chronicle the progress through visual media</p>

		Average per capita personal income increased from \$29K to \$45K?			
Primary Partners^v	County Commissioners, Region 10, Club 20, DCED, SBDC, Chambers of Commerce, DOLA, Town Councils, DCTC, Workforce Center, DMTC	County Commissioners, Region 10, Club 20, DCED, SBDC, Chambers of Commerce, DOLA, Town Councils, DCTC, Workforce Center, DMTC	County Commissioners, Region 10, Club 20, DCED, SBDC, Chambers of Commerce, DOLA, Town Councils, DCTC, Workforce Center, DMTC	County Commissioners, Town Councils, DMEA, IT companies, other utility companies, DOLA, CDOT, Governor's Energy Office, USDA, EDA	Chambers of Commerce DOLA. GOCO, Rec Boards, Town Councils, DCTC, Board of Realtors, Arts community, High School classes such as art or business.
Available Resources^{vi}	County Commissioners, Region 10, Club 20, DCED, SBDC, Chambers of Commerce, DOLA, Town Councils, DCTC, Workforce Center, DMTC	County Commissioners, Region 10, Club 20, DCED, SBDC, Chambers of Commerce, DOLA, Town Councils, DCTC, Workforce Center, DMTC	County Commissioners, Region 10, Club 20, DCED, SBDC, Chambers of Commerce, DOLA, Town Councils, DCTC, Workforce Center, DMTC	County Commissioners, Town Councils, DMEA, IT companies, other utility companies, DOLA, CDOT, Governor's Energy Office, USDA, EDA	Chambers of Commerce DOLA. GOCO, Rec Boards, Town Councils, DCTC, Board of Realtors, Arts community, High School classes such as art or business.
Needed Resources & identified issues or barriers^{vii}	<p>Advocacy to amend TABOR and Gallagher Amendment to reflect current conditions</p> <p>Human resources don't match up to jobs that need to be done (funding for paid positions)</p> <p>Western Slope rural counties are not known or recognized by Front Range population or legislators</p>	<p>Advocacy to amend TABOR and Gallagher Amendment to reflect current conditions</p> <p>Multi-family affordable housing is needed to attract workforce.</p> <p>Western Slope rural counties are not known or recognized by Front Range population legislators</p> <p>More support from COEDIT to direct prospects to Delta County</p>	<p>Greater advocacy from State tourism to recognize and promote rural counties</p> <p>Western Slope rural counties are not known or recognized by Front Range population</p>	<p>Cost of replacing/upgrading infrastructure</p> <p>Local culture of "no change, we like it the way it is"</p>	<p>Cost of replacing/upgrading</p>
Timeline^{viii}	Implementation within 6 months; measure outcomes over 5 years	Implementation within 6 months; measure outcomes over 5 years			

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?

Boards and commissions are political appointments in some cases instead of science based and management based. This lend itself to agenda based policy.

Laws regarding Ag product sales.

Repeal/revise TABOR & Gallagher Amendment

Regulations for our key industries: Mining and Ag- Water Control Commission, EPA and Air Quality demands.

The budget cuts to DOLA and Energy and Mineral Impact Grant funds have had significant impacts for Delta County. This funding has previously been successful, and now hard to find other alternatives to replace this program.

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

A greater share of the annual tourism budget should be directed to rural/mountain counties for heritage and agri-tourism.

Pass SB11-258

Governor Hickenlooper could direct the Department of Regulatory Affairs to collect healthcare workforce data through its licensure process and share it with the Department of Public Health and Environment for distribution. There is money available from gifts, grants, and donations to support this work, with no cost to Colorado's taxpayers. This will help state agencies point healthcare entrepreneurs toward areas that need them in rural Colorado.

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

Local food effort, school to farm program, Public Lands Partnership, Coal Working group, Our side of the Divide

The Forest Service and BLM currently have 160,000 acres through environmental clearance ready for treatment. These acres could produce considerable biomass if a market were available.

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 _____County"

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 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} 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 Identify 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 4/28/11 by the county team (please list the county team members below):

1. Bruce Hovde, Delta County Commissioner
2. Kristin Amundson, Delta County Economic Development, Inc.
3. Robbie LeValley, CSU Extension
4. Kathleen Ann Sickles, Town Administrator, Cedaredge
5. Bill Slaughter, Business Owner, Slaughter’s Heating & Cooling
6. Elaine Brett, Business Consultant, Western CO Food & Ag Council
7. Anne Nelson, Visual Mapping and Group Facilitation
8. Kathy Welt, Mountain Coal Company, Arch Coal
9. Charlie Richmond, Forest Supervisor, GMUG
10. Kelli Hepler, Delta County Tourism Coordinator
11. Linda Sanchez, Delta Area Chamber of Commerce
12. Jean Aaro, North Fork Recreation District