

Crowley County



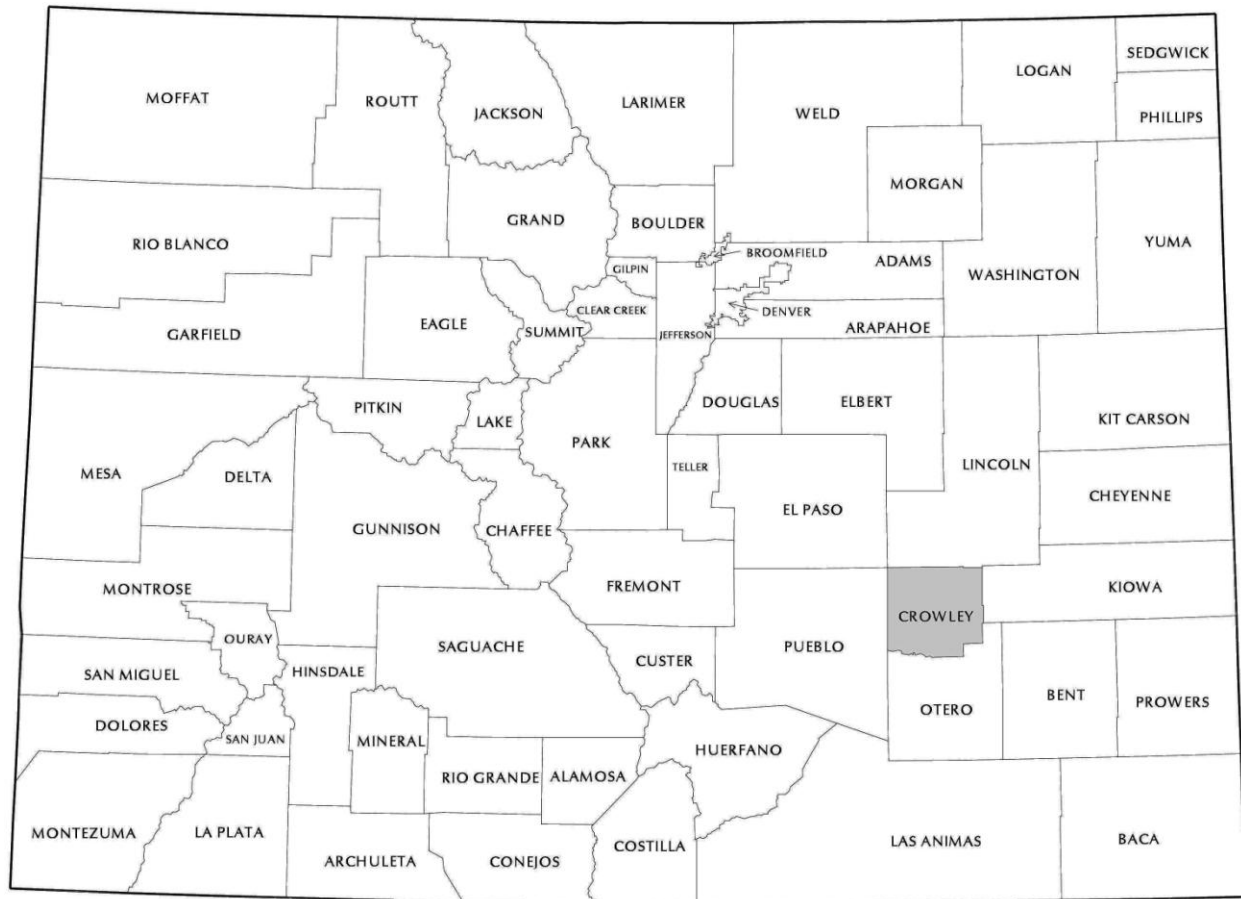
2010 CEDS

Prepared by Southern Colorado Economic Development District
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719-545-8680

Table of Contents

Crowley County	3
Transportation.....	4
Population Trends	5
Population by Race	5
Crowley County Prison Population	6
Population by Age	6
Population by Community	6
Poverty	7
Personal Transfer Receipts	7
Housing.....	8
Housing Statistics.....	8
Foreclosure.....	8
Education.....	9
Agriculture.....	10
Travel Impact.....	11
County Government	12
Retail Sales	12
General Revenue and Expenses	12
Revenues by Source.....	13
Local Economy	14
Labor Force	14
Employment by Sector.....	14
Wages.....	15
Median Household Income.....	15
Per Capita Personal Income	16
Proprietors	17
Strategic Planning.....	18
Community Assessment	18
Community Survey	19
County Development Strategy.....	25
Bottom Up Economic Development Strategy.....	30

Crowley County



Crowley County is located in the Southeastern region of Colorado. The county is 800 square miles with a population density of 8.2 per square mile. The average elevation is 4,300 feet.

Crowley County was established in 1911 when it split off from Otero and Bent Counties. The area features rolling prairies, farms and ranchlands. The county's open spaces appeal to visitors from around the region. Serene lakes, reservoirs and nearby grasslands attract water sports enthusiasts, fishermen, hunters, campers and bird watchers.

County Commissioners:

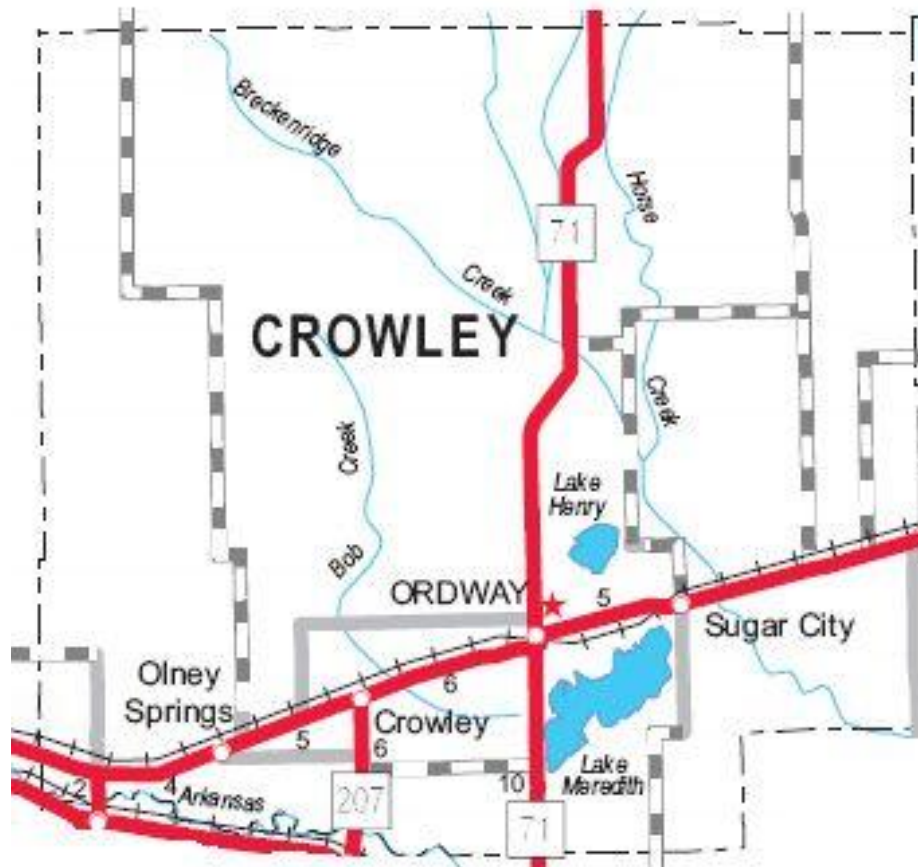
Tobe Allumbaugh
Frank Grant
Gary Gibson

Legislative Districts:

Congressional District: 4
Senate District: 2
House District: 63

County Seat: Ordway

Transportation



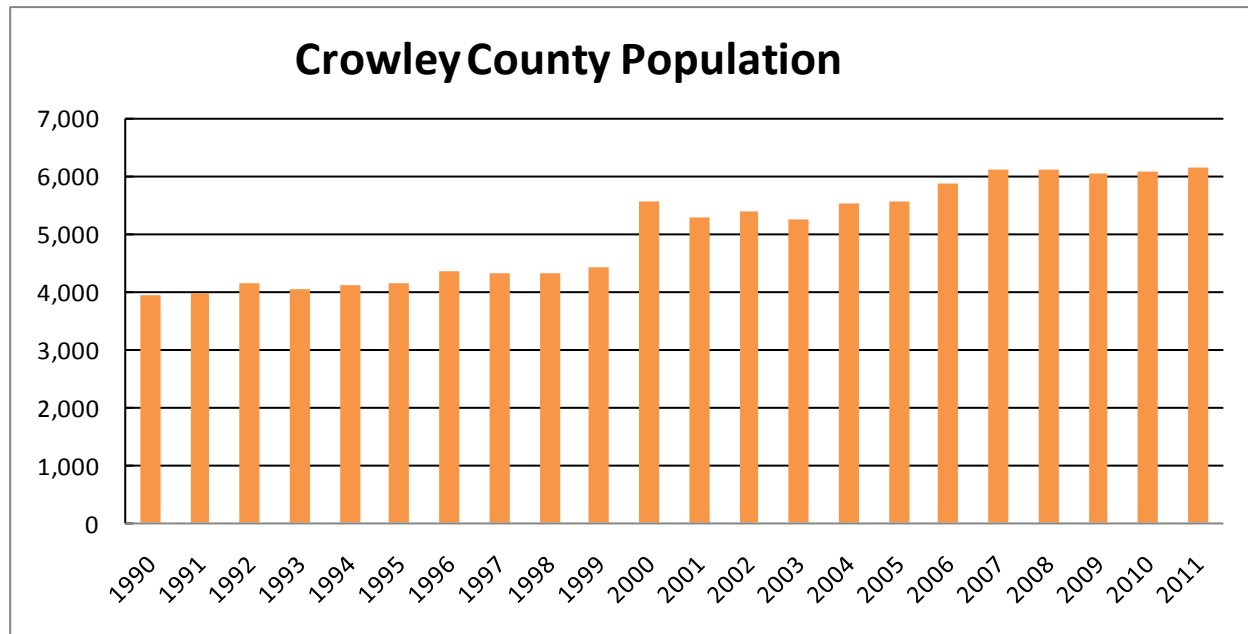
LEGEND

HIGHWAYS		MULTILANE DIVIDED, ACCESS FULL-CONTROLLED		INTERSTATE HIGHWAYS		REST AREAS
		MULTILANE DIVIDED		BUSINESS LOOP (Shown only on Insets)		HANDICAPPED FACILITIES
		MULTILANE UNDIVIDED		U.S. HIGHWAYS		CAMPING
		2 LANE PAVED		U.S. BUSINESS ROUTES		SCENIC AND HISTORIC BYWAYS
		TOLL ROAD		STATE HIGHWAYS		SKI AREAS
		UNPAVED		HOSPITAL		PARK AND RIDE
		TUNNEL		Emergency Department		EMERGENCY CLINIC (after hours, inquire locally)
LOCAL ROADS		MULTILANE DIVIDED		MOUNTAIN PASSES		COMMERCIAL AIRPORTS
		MULTILANE UNDIVIDED		CONTINENTAL DIVIDE		MILITARY AIRPORTS
		2 LANE PAVED		SUPERVISOR, FOREST RANGER HEADQUARTERS		PUBLIC USE AIRPORTS
		UNPAVED				
		4WD, HIGH CLEARANCE VEHICLES ONLY				

CDOT State Travel Map

Population Trends

The Department of Local Affairs (DOLA) estimates the 2011 population of Crowley County at 6,141, which is approximately .12% of the State's population. DOLA estimates, from 2007 to 2011, the population of Crowley County will increase by approximately 1% and the State by 7%.



Data retrieved from State Demography Office-DOLA
<http://www.dola.state.co.us>
 5/18/2011

In 2010, the US Census reports some growth over 2000. In the early 1980's Crowley County suffered out migration with the sale of water rights in the area. Since that time the Census reports a 49% growth.

1920	1930	1940	1950	1960	1970	1980	1990	2000	2010
6,383	5,934	5,398	5,222	3,978	3,086	2,988	3,946	5,518	5,823

Population by Race

The 2010 Census reports 77.4% of Crowley County's population is White, 9.6% African American, 2.4% American Indian and 10.5% reporting other or two or more races.

	2006	2007	2008	2009	2010
White Alone or in Combination	4,717	5,641	5,372	5,415	4,509
Black or African American Alone or in Combination	393	671	622	643	559
American Indian & Alaska Native Alone or in Combination	164	194	198	203	139
Asian Alone or in Combination	47	71	70	70	59
Native Hawaiian & Other Pacific Islander Alone or in Combination	1	1	1	1	0
Some Other Race Alone or in combination with one or more races	64	65	69	71	456
Two or More Races	N/A	N/A	N/A	N/A	101

Crowley County Prison Population

As we review population statistics, it is important to remember that prison populations are included in the data. The prison census can distort the assessment because prisoners rarely require the same community services as residents. In 2010, almost 44% of the population was incarcerated.

Private Prisons	Dec-01	Dec-02	Dec-03	Dec-04	Jan-05	Jan-06	Jan-07	Jan-08	Jan-09	Jan-10
Arkansas Valley Correctional Facility	996	1,006	999	993	1,000	1,004	1,001	994	1,011	1,012

Public Prisons	Dec-01	Dec-02	Dec-03	Dec-04	Jan-05	Jan-06	Jan-07	Jan-08	Jan-09	Jan-10
Crowley County Correctional Facility	613	638	874	488	551	1,199	1,537	1,483	1,662	1,637
Total Prison Population	1,609	1,644	1,873	1,481	1,551	2,203	2,538	2,477	2,673	2,649

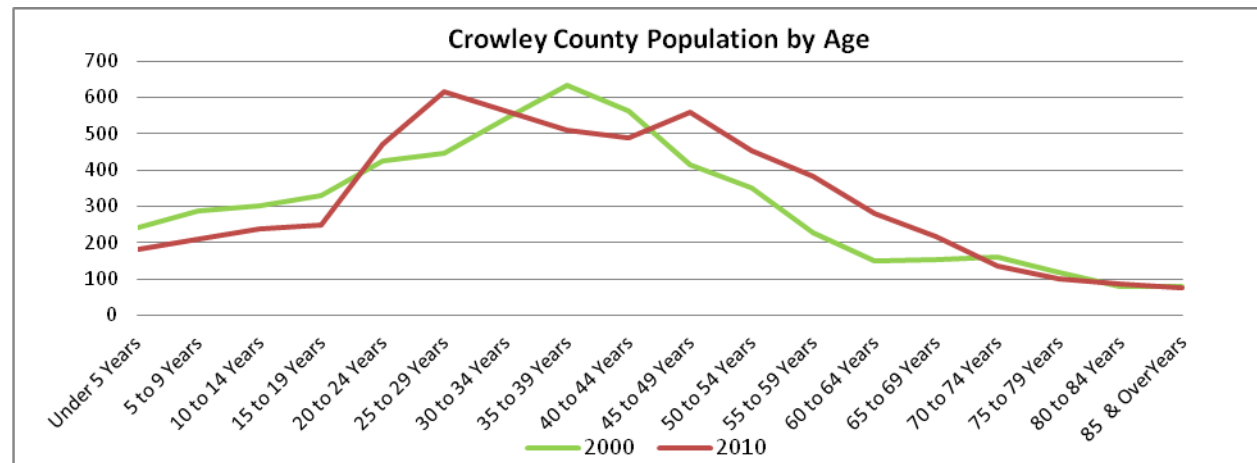
Colorado Dept. of Corrections

<http://www.doc.state.co.us>

8/4/2010

Population by Age

DOLA estimates the median age for Crowley County at 38.5, with an average life expectancy at age 77.1. The chart below represents the age distribution as reported by the Census. Crowley County's population shows an increase in the age groups of 20-34 and 45-69, with a loss in the age groups below 20.



<http://www.factfinder.census.gov>

6/29/2011

Population by Community

The 2010 Census reports 68% of Crowley County's population is located in the unincorporated areas with the County seat, Ordway, showing 19%.

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Crowley	187	181	181	179	182	184	183	180	177	173	176
Olney Springs	389	376	374	370	374	365	361	354	349	339	345
Ordway	1,248	1,199	1,189	1,174	1,181	1,147	1,133	1,109	1,094	1,066	1,080
Sugar City	279	270	272	270	274	266	264	261	257	254	258
Unincorporated Area	3,415	3,227	3,328	3,163	3,421	3,475	3,772	4,003	4,016	3,971	3,964
Total	5,518	5,253	5,344	5,156	5,432	5,437	5,713	5,907	5,893	5,803	5,823

2000 & 2010 Data from Census Bureau

<http://factfinder.census.gov>

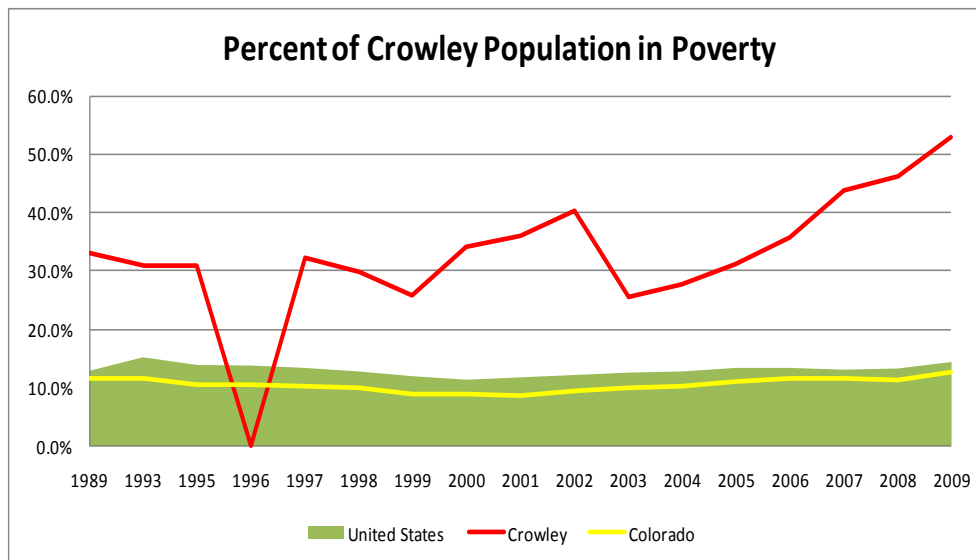
2001 - 2009 DOLA Estimates

<http://dola.state.co.us>

8/17/2011

Poverty

A survey of Crowley County residents reveals the low cost of living is an asset to the community. However, poverty is high compared to the State. In 2009, Kids Count reported almost 67% of school age children qualified for free/reduced lunch compared to 38.4% in the State and almost 37% of children under 18 years of age were living in poverty compared to 16.6% in the State.

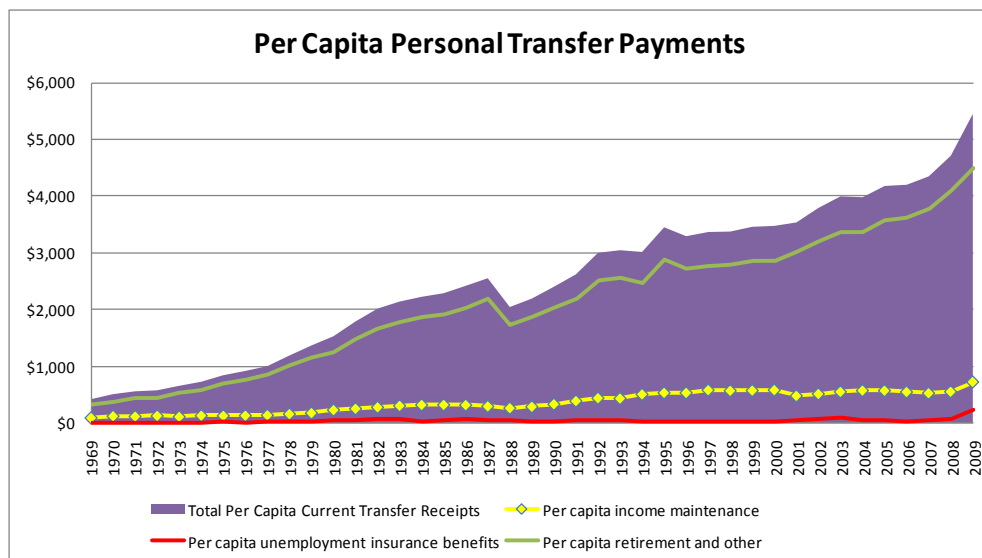


The US Census Small Area Income and Poverty Estimates report 53% of Crowley County's population lives in poverty compared to 12.6% in the State and 14.3% in the Nation. Crowley County has the highest poverty level in the District.

US Census-Data for 1996 is not available
5/16/2011

Personal Transfer Receipts

Federal programs attempt to alleviate poverty and are tracked as transfer payments. In 2009, federal transfer payments were almost \$6,000 for every man, woman and child in Crowley County. Slightly over 83% of the total transfer payments are from retirement programs like Social Security. Income maintenance (TANF) accounts for approximately 13% of total payments.



Bureau of Economic Analysis
8/18/2011

Additional reports affecting poverty reveal:

- Food assistance program participation is slightly under 12%
- In 2007, almost 15% of the population was uninsured, compared to the State at 18%
- Teen births are low, with less than three being reported

Housing

The average household size is 2.59 compared to an average family size of 3.12.

Household Type	2005	2006	2007	2008	2009	2010
Household Population (July)	3,320	3,288	3,228	3,180	3,099	3,141
Housing Vacancy Rate	18.90	19.91	21.49	23.02	24.97	16.20
Total Households	1,279	1,267	1,242	1,224	1,193	1,306
Total Housing Units	1,577	1,582	1,582	1,590	1,590	1,559
Vacant Housing Units	298	315	340	366	397	253

<http://www.dola.state.co.us>

11/8/2010

2010 data from - <http://factfinder2.census.gov>

7/28/2011

Housing Statistics

The 2000 housing affordability index, as reported by Headwaters, states in order to purchase the average house a person in Crowley County needed to earn a little over \$16,000; the median household income was approximately \$26,000. Approximately 60% of housing is valued between \$50,000 and \$149,000, with 26% less than \$50,000; almost 80% of rental housing costs between \$300 and \$1,000. Housing appears to be affordable in Crowley County. However, almost 60% of housing is over 50 years old, which is well past its prime without significant maintenance.

Year Structure Built	Total	Percent
2005 or Later	24	1.5
2000 to 2004	35	2.2
1990 to 1999	185	11.6
1980 to 1989	194	12.2
1970 to 1979	159	10.0
1960 to 1969	82	5.2
1950 to 1959	114	7.2
1940 to 1949	181	11.4
1939 or earlier	618	38.8

2005 - 2009 American Community Survey

<http://factfinder.census.gov>

8/12/2011

Building permit requests remain low. The US Census reports three requests in 2010.

According to the National Low Income Housing Coalition, affordable rent represents the generally accepted standard of not spending more than 30% of gross income on gross housing costs. The fair market rent in 2011 for Crowley County is \$596 for a two bedroom home. In order to afford rent at this amount, a household in Crowley County must earn \$11.46 per hour or \$23,840 annually; at minimum wage, it would take 1.6 wage earners in the household.

Foreclosure

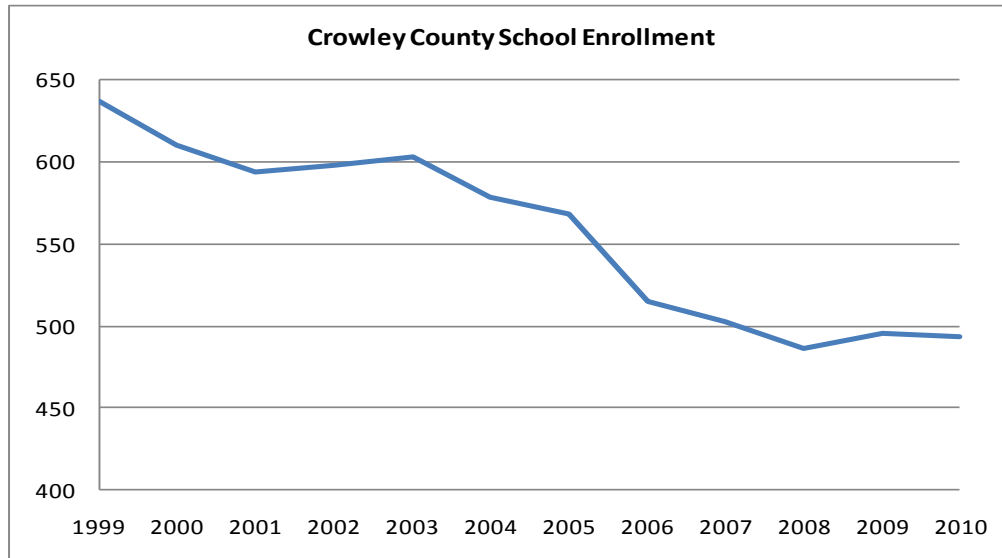
	2006	2007	2008	2009	2010
Filings	22	7	20	16	12
Sales	9	6	10	5	12

<http://www.dola.state.co.us/cdh/researchers/index.htm#foreclosure>

7/19/2011

Education

The rural nature of Crowley County warrants only one school district to provide K-12 education. Higher education is only available out of town in La Junta or Pueblo.



School enrollments have decreased 24% in the last decade. However they have remained fairly steady in the last three years.

A noticeable trend seen throughout many counties in the SCEDD region is the decline in school enrollments, compared to the number of school age children living in the County. The 2010 Census reports there are 700 school age children (5-19 years of age) living in the county and the Department of Education reports there are 493 students enrolled in Crowley County schools. County residents believe one reason for the decline is because there are fewer families with young children.

Enrollment

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Crowley County RE-1-J	610	594	598	603	579	568	515	503	486	495	493

The 2005-2009 Census American Community Survey estimates 72.9% of the total population 25 years of age and older has attained a high school diploma or higher; 14.6% have attained a Bachelor's Degree or higher.

Graduation Rate

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Crowley County RE-1-J	86.3	80.0	72.2	76.2	77.8	79.5	75.0	78.9	85.7	86.5	70.7

Drop Out Rate

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Crowley County RE-1-J	1.8	1.4	0.0	3.9	2.5	4.6	0.9	1.0	0.4	2.1	1.8

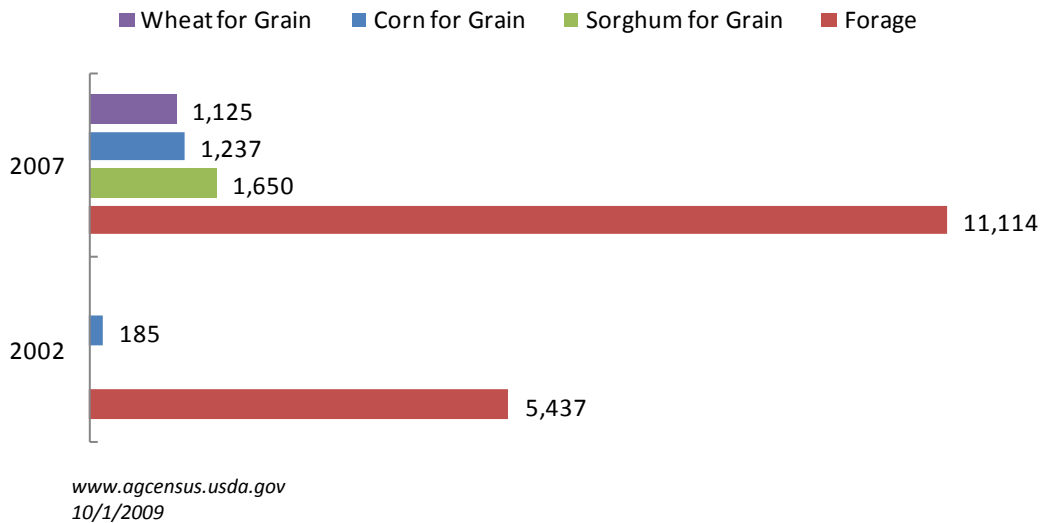
www.cde.state.co.us

5/26/2011

Agriculture

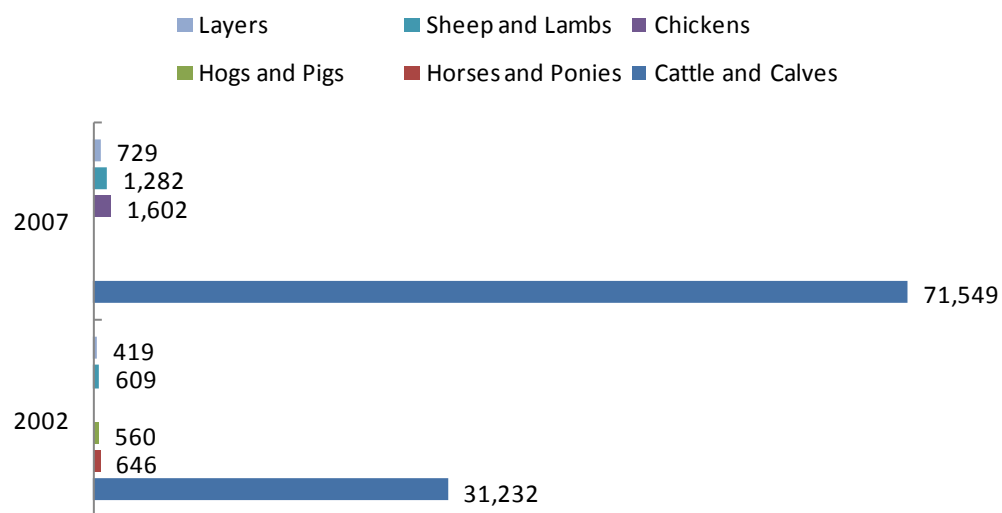
In 2007, Crowley County had 451,225 acres of agricultural land. There are 268 farms, with an average of 1,684 acres. According to the 2007 Agricultural Census, Crowley County's largest crop harvested is forage and top livestock is cattle and calves.

Top Crops Harvested In Acres



Out of sixty four counties in Colorado, Crowley County was ranked eleventh in production for Sorghum for Grain.

Top Livestock Inventory-Quantity

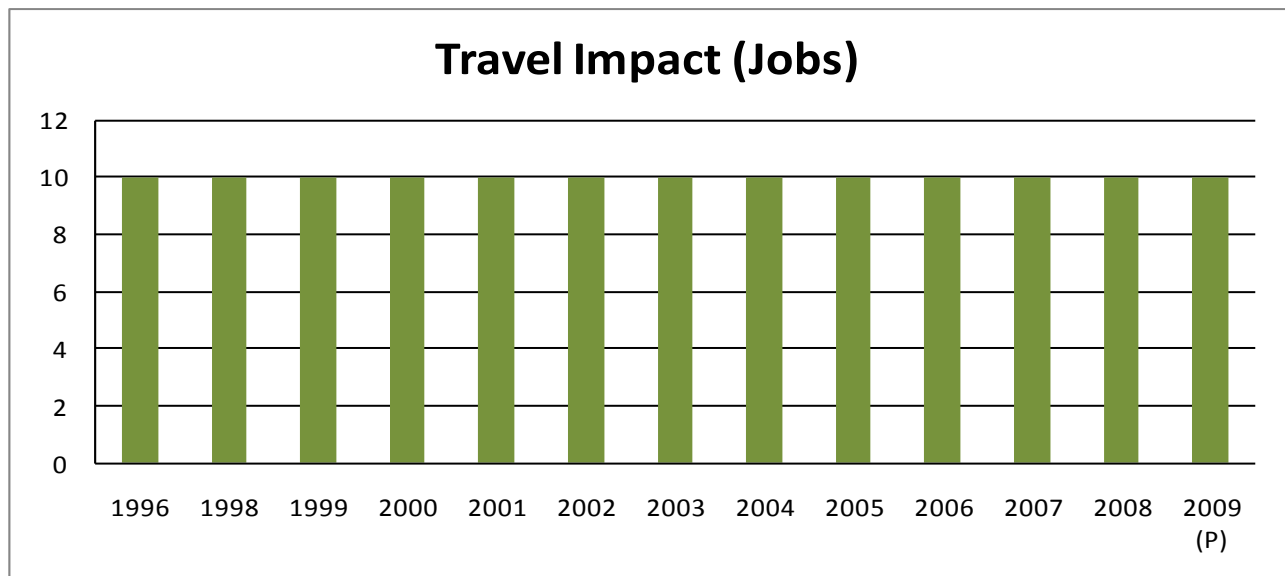
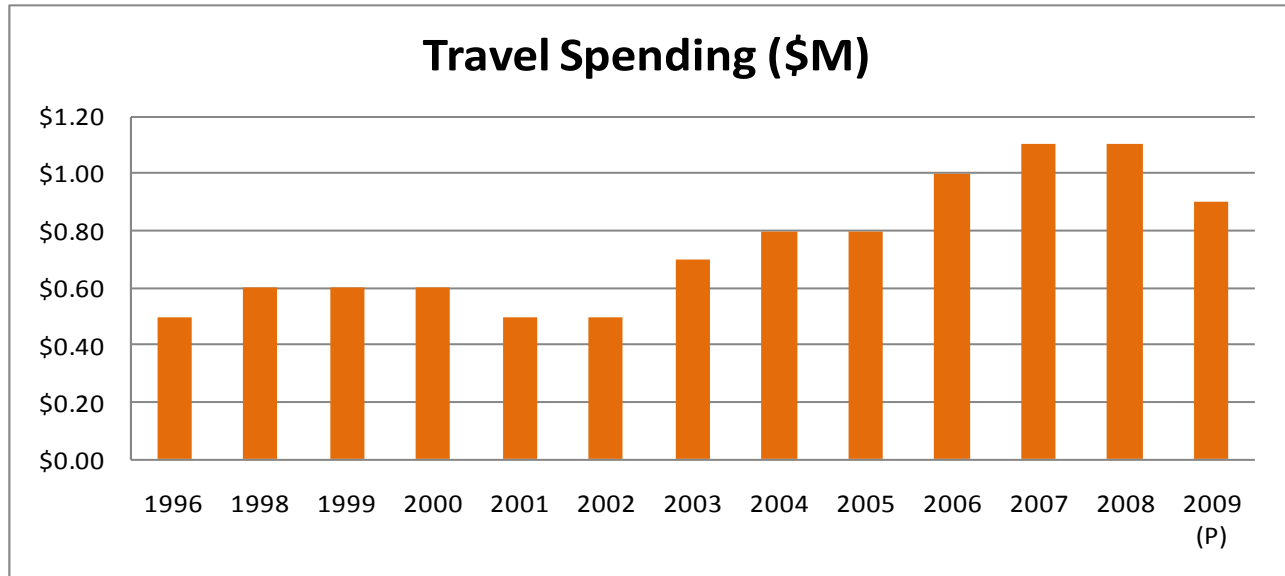


Out of sixty four counties in Colorado, Crowley County was ranked second in Chickens, fifth in Bison and eighth in Cattle and Calves.

Travel Impact

Travel and tourism is a \$13 billion industry in the State of Colorado. However, the impact of travel and tourism is insignificant in Crowley County, but may represent an opportunity in the future.

The Office of Economic Development and International Trade and Dean Runyon Associates reports just under one million dollars was spent by visitors to Crowley County in 2009, creating ten jobs.



	1996	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009 (P)
Travel Spending (\$M)	0.5	0.6	0.6	0.6	0.5	0.5	0.7	0.8	0.8	1.0	1.1	1.1	0.9
Earnings (\$M)	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.2	0.2	0.2	0.2	0.2	0.2
Employment (Jobs)	10	10	10	10	10	10	10	10	10	10	10	10	10
Local Taxes (\$M)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
State Taxes (\$M)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

Dean Runyan Associates
<http://www.deanrunyan.com>
 8/10/2010

P= Preliminary

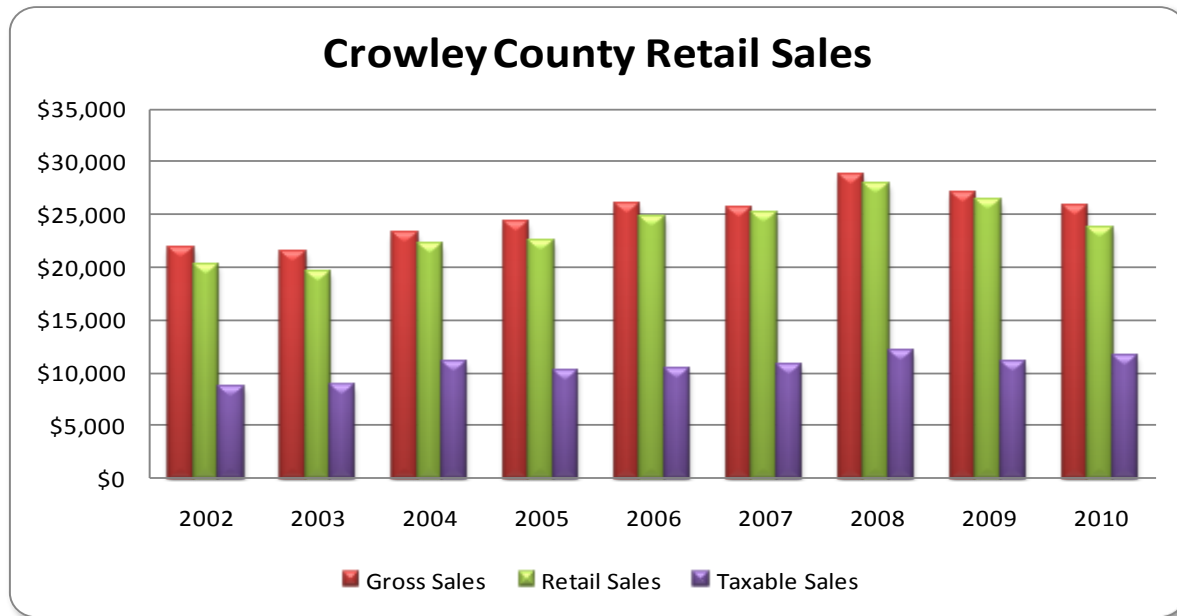
County Government

Crowley County has 2% sales tax; Colorado has a 2.9% sales and use tax.

Retail Sales

As illustrated below, gross sales and retail sales remained fairly steady, with a peak in 2008.

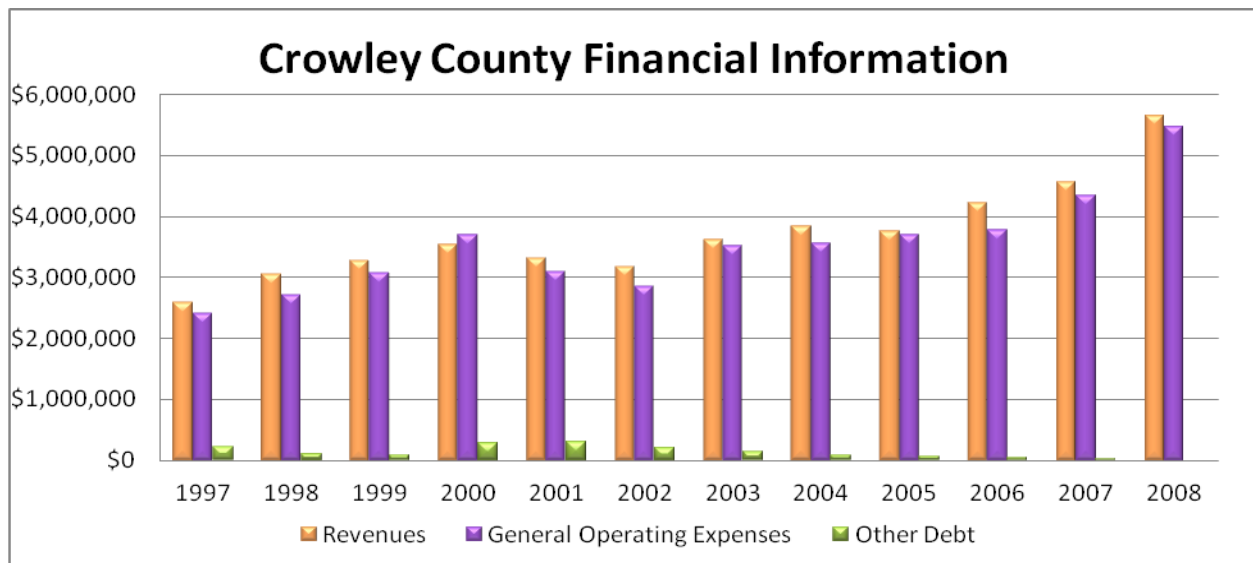
In thousands of dollars



Dept. of Revenue
<http://www.colorado.gov>
 7/12/2011

General Revenue and Expenses

The financial trend for Crowley County shows revenues exceeded expenses for most years between 1997 and 2008.



Colorado Division of Local Government
<http://www.dola.state.co.us/cedis.html>
 10/19/2010

Revenues by Source

Crowley County's economy is highly dependent on property taxes. The 2008 data reveals 25% of Crowley County's revenues are derived from property taxes.

Crowley County Revenue by Source

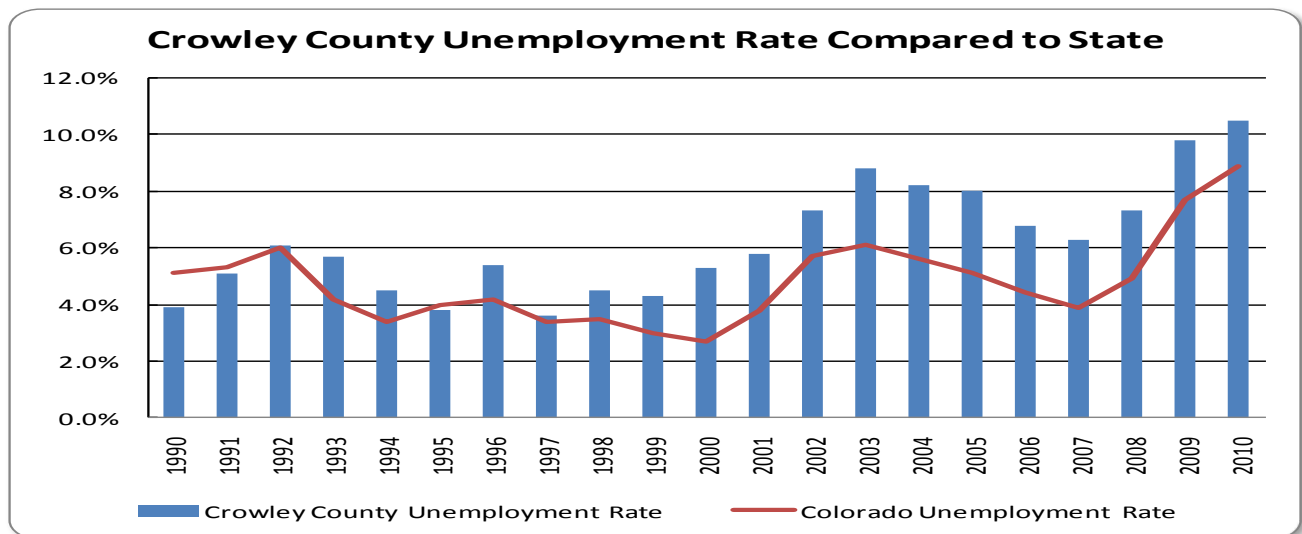


DOLA reports the 2010 assessed value of Crowley County is \$35,023,460, providing \$1,473,882 in revenues with a 42.081 mill levy.

Local Economy

Labor Force

Crowley County's unemployment rate nearly doubled in the last decade. Colorado's 2010 unemployment rate was 8.9%, while Crowley County was 10.5%; the highest unemployment rate in Crowley County in over two decades.



Colorado Workforce/LMI Gateway
<http://lmigateway.coworkforce.com>
 8/23/2011

Employment by Sector

	2001	2002	2003	2004	2005	2006	2007	2008	2009
Agriculture	230	198	216	215	230	240	240	249	256
Utilities	11	11	N/A	11	N/A	11	N/A	10	19
Construction	N/A	40	56	48	46	41	53	46	57
Manufacturing	N/A	11	9	8	N/A	12	N/A	N/A	N/A
Retail Trade	114	117	118	115	116	113	113	108	107
Transportation and warehousing	14	N/A	N/A	N/A	N/A	10	N/A	17	N/A
Information	N/A	N/A	N/A	N/A	N/A	1	N/A	N/A	N/A
Finance activities	24	24	N/A	25	23	26	27	31	28
Real estate	28	21	27	25	19	N/A	N/A	16	N/A
Professional and business services	N/A	21	22	N/A	N/A	N/A	N/A	22	N/A
Administration and waste	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	332
Education	N/A	1	N/A	N/A	N/A	N/A	1	N/A	N/A
Health Services	111	122	99	105	90	94	90	95	N/A
Arts	N/A	N/A	N/A	N/A	4	6	6	10	N/A
Accommodation and food	N/A	N/A	N/A	N/A	24	24	27	N/A	29
Other services, except public administration	83	84	90	89	87	94	102	88	87
Government	564	552	534	533	533	524	531	538	537

Department of Local Affairs
http://www.dola.state.co.us/demog_webapps/jobs_sector_naics
 1/10/2011

Wages

Wages in Crowley County are lower than the State average. In 2010, weekly wages, as reported by the Colorado Workforce, for Crowley County were 31% below the State; with Crowley County at \$688 and the State at \$1,001. The Bureau of Economic Analysis reports average annual wages for Crowley County in 2009 were 27% below the State; with Crowley County at \$34,864 and the State at \$47,622.

Average Weekly Wages by Sector

Industry	2005	2006	2007	2008	2009
Agriculture, Forestry, Fishing & Hunting	\$0	\$488	\$0	\$441	\$0
Utilities	\$442	\$451	\$437	\$529	\$486
Construction	\$450	\$857	\$889	\$1,349	\$1,034
Retail Trade	\$408	\$481	\$424	\$433	\$447
Professional & Technical Services	\$0	\$0	\$0	\$0	\$736
Health Care and Social Assistance	\$421	\$445	\$576	\$529	\$494
Accommodation and Food Services	\$387	\$450	\$459	\$510	\$478
Public Administration	\$773	\$787	\$757	\$842	\$849

Colorado Work Force/ LMI Gateway
<http://lmigateway.coworkforce.com>
1/10/2011

Average Annual Wages by Sector

Industry	2005	2006	2007	2008	2009
Natural Resources & Mining	\$25,590	ND	ND	ND	ND
Construction	\$22,881	ND	ND	ND	ND
Trade, Transportation & Utilities	\$21,783	\$25,072	\$22,551	\$23,620	\$24,173
Financial Activities	\$32,797	\$36,173	\$34,284	\$33,819	\$33,820
Education & Health Services	\$21,941	\$23,036	\$29,993	\$27,980	\$25,615
Leisure & Hospitality	\$20,324	\$23,770	\$24,175	\$26,259	\$24,557
Public Administration	\$15,735	\$16,744	\$17,097	\$18,381	\$19,396

Bureau of Labor Statistics
www.bls.gov
1/10/2011

*ND= Non Disclosable-Data does not meet BLS or State Agency disclosure standards.

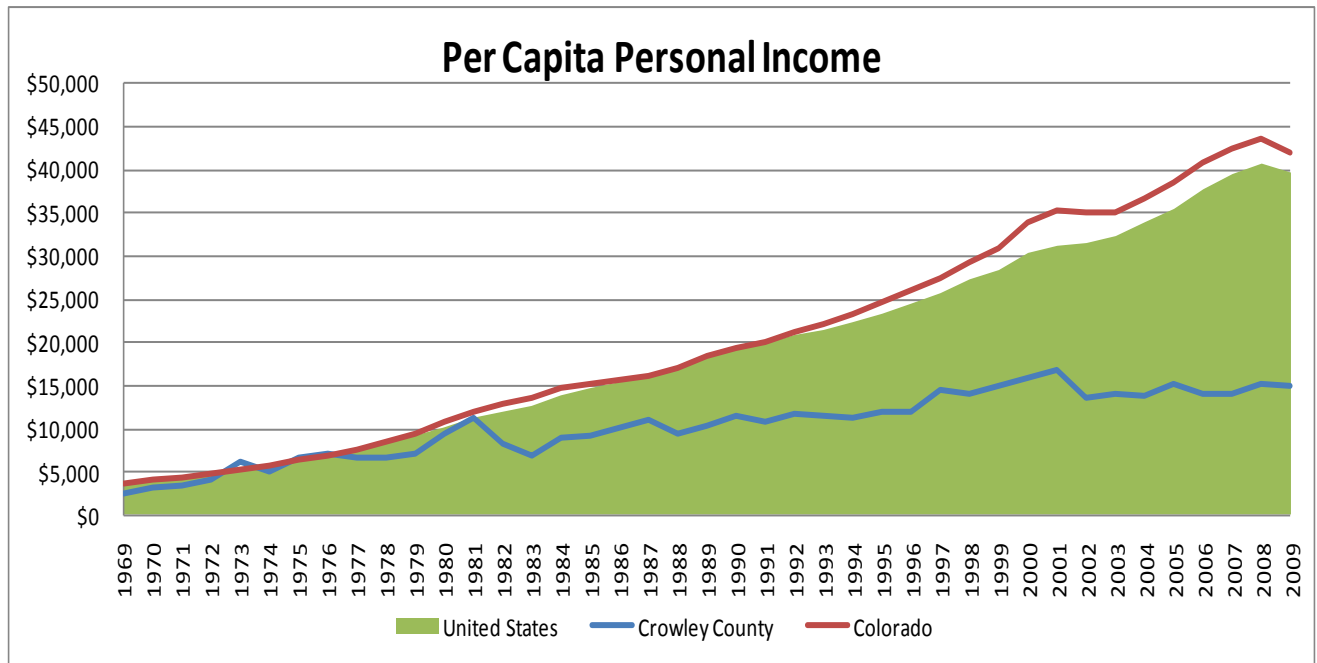
Median Household Income

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
Crowley County	\$26,953	\$25,497	\$23,963	\$23,469	\$24,435	\$27,107	\$28,375	\$30,896	\$31,603	\$29,104
Colorado	\$47,505	\$48,483	\$48,060	\$49,248	\$50,105	\$50,841	\$52,265	\$55,517	\$57,184	\$55,735

<http://www.census.gov-SAIPE>
1/11/2011

Per Capita Personal Income

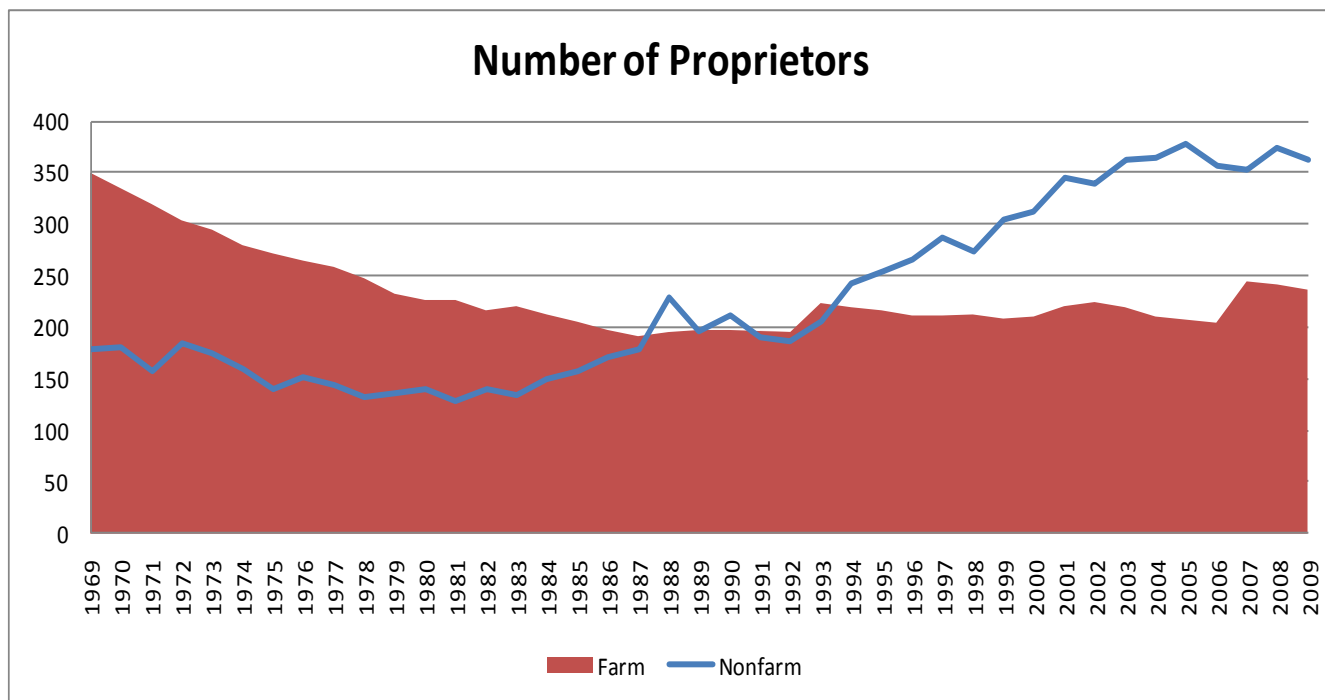
The per capita income for Crowley County is 64% below the State average. Per capita income for Crowley County in 2009 was \$15,036 compared to the State average of \$41,895.



Bureau of Economic Analysis
www.bea.gov
8/17/2011

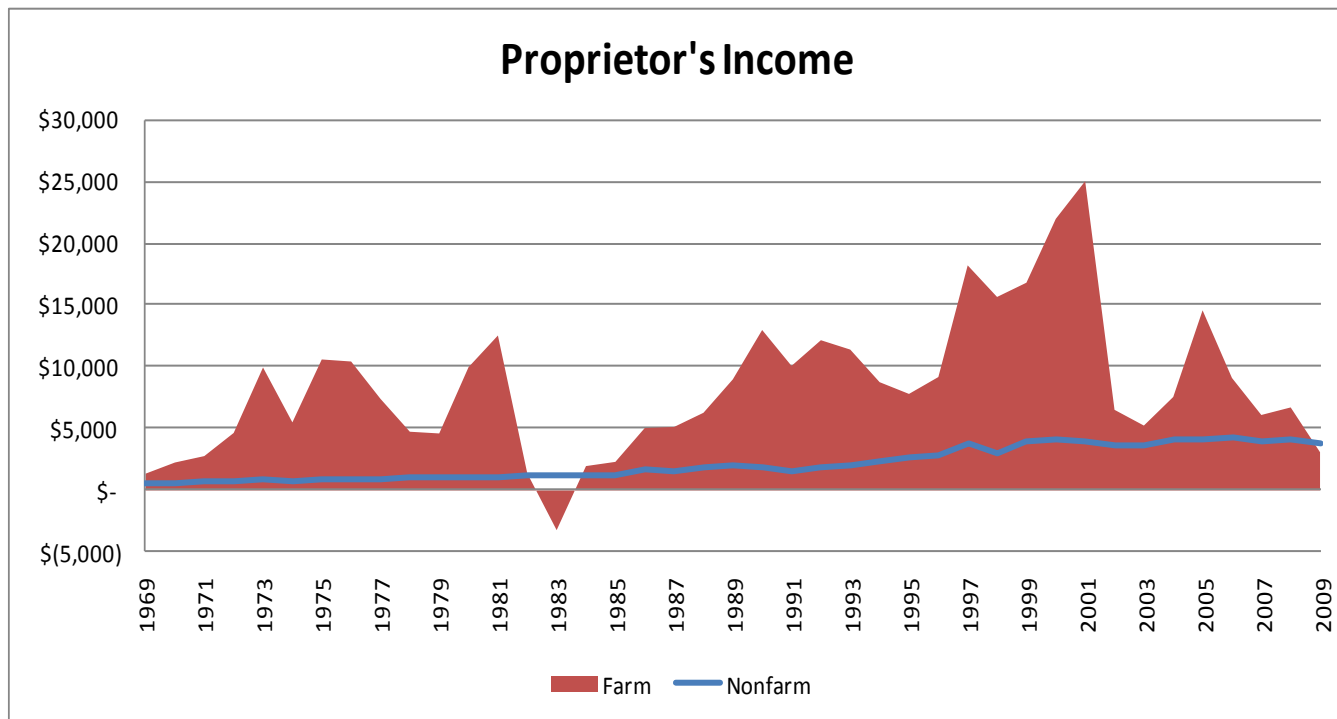
Proprietors

The number of nonfarm proprietors has almost doubled, while that of farm proprietors has declined.



Bureau of Economic Analysis
8/17/2011

Nonfarm proprietor's income is very low in comparison with the number of proprietors. Prior to the drought in 2002, farm income was at its highest point in over two decades. Average income for all proprietors was very low.



Strategic Planning

The 2010 CEDS has been created to provide a road map for coordinating economic activities, monitoring and evaluating long and short term economic goals and encouraging economic growth in Crowley County over the next five years and beyond. The plan is based on the data and analysis of the county's economy, community needs and input, local government input and the Colorado State Governor's Bottom Up Plan. The overall goal is to diversify the economy while supporting local businesses, stabilize the population and create a foundation for future growth and prosperity in the County.

Community Assessment

The first step in creating the plan is to assess the community's strengths and weaknesses. Information gathered from town hall meetings, local leaders and the Bottom Up Plan was utilized to create the list below.

Strengths

- Low cost of living
- Mild climate
- Nexus of two state highways
- Prisons
- Microenterprise Development Center
- Outdoor recreation

Weaknesses

- Lack of skilled labor force
- Lack of economic growth
- Prison employees do not live in the County
- Lack of water
- Lack of jobs
- Low wages
- Lack of affordable housing
- Lack of health care
- Economy dependent on the prisons
- Lack of goods/services
- Lack of access to funding sources

Opportunities

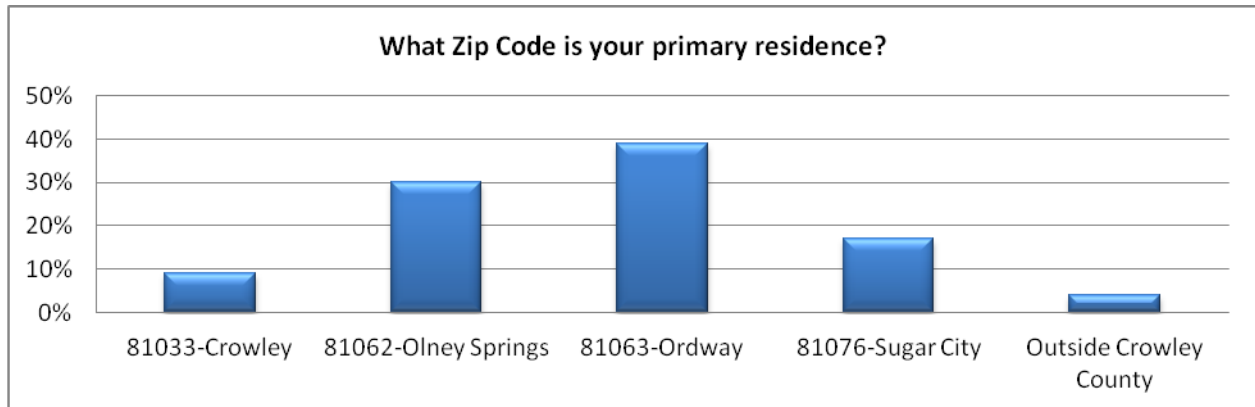
- Explore renewable energy options
- Recruit new business
- Improve housing
- Recruit healthcare professionals
- Increase population
- Improve broadband access

Threats

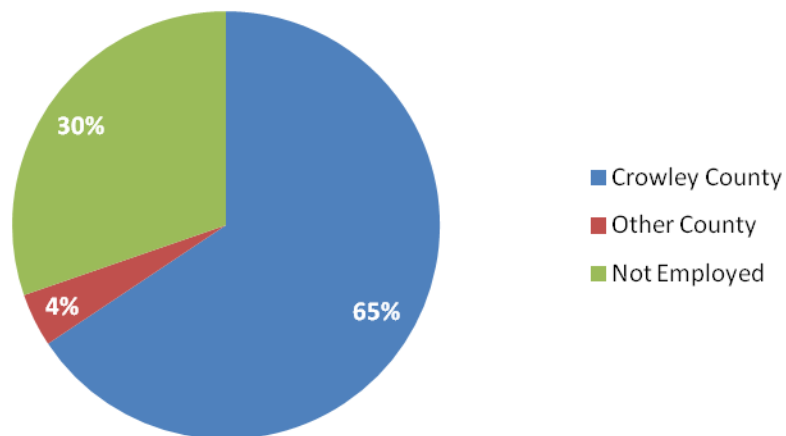
- Prison closure
- Consolidated schools

Community Survey

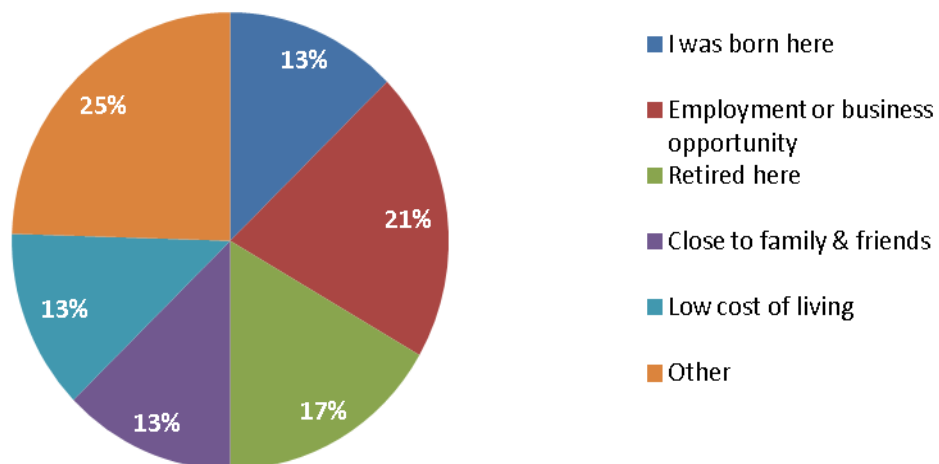
SCEDD solicited community participation during the town hall meetings utilizing the Audience Response System. A Power Point presentation provided demographic data and analysis, with questions to poll the audience on various issues. Below are the results of the survey.

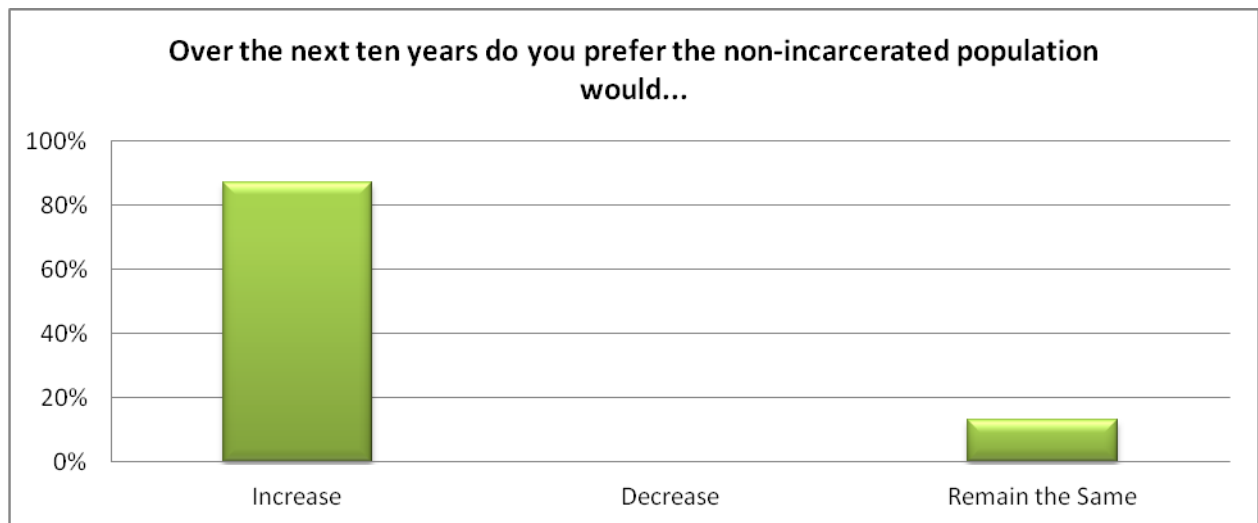


Where do you work?

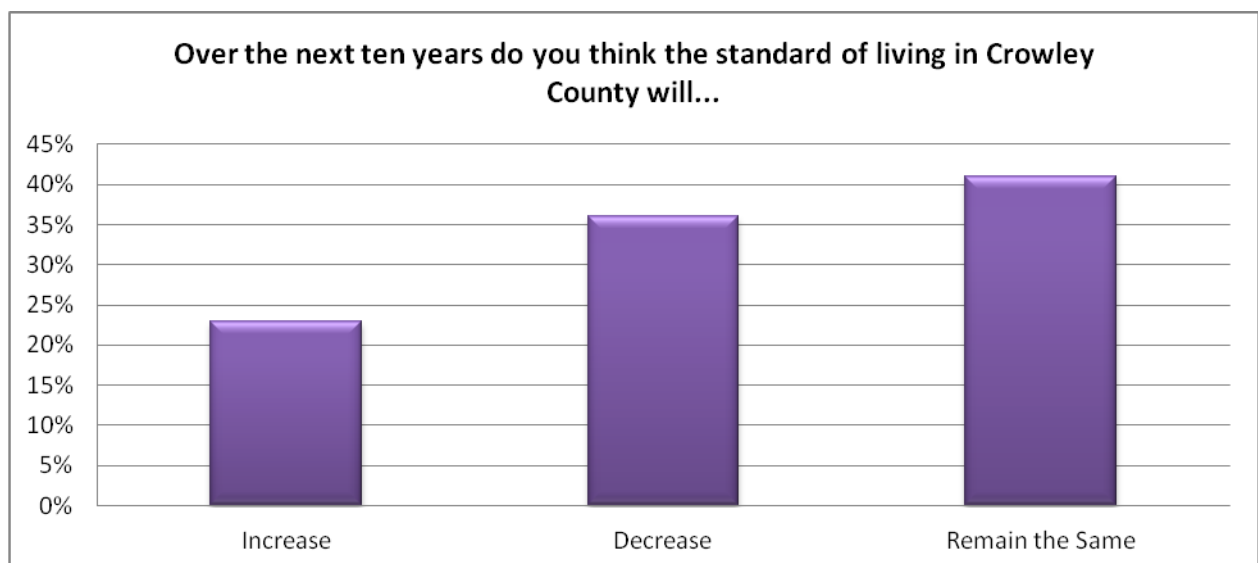
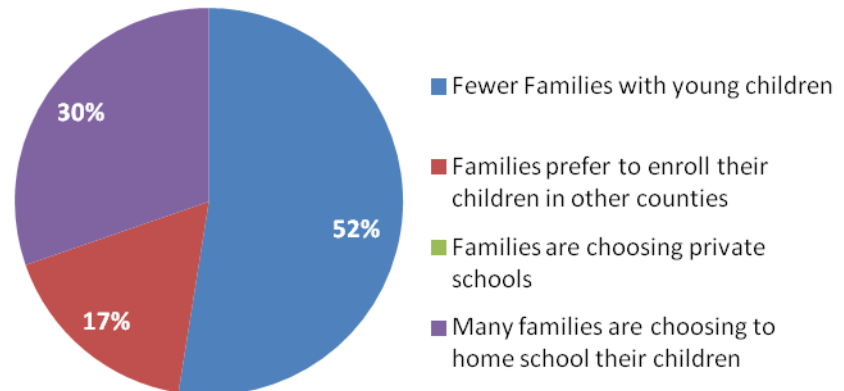


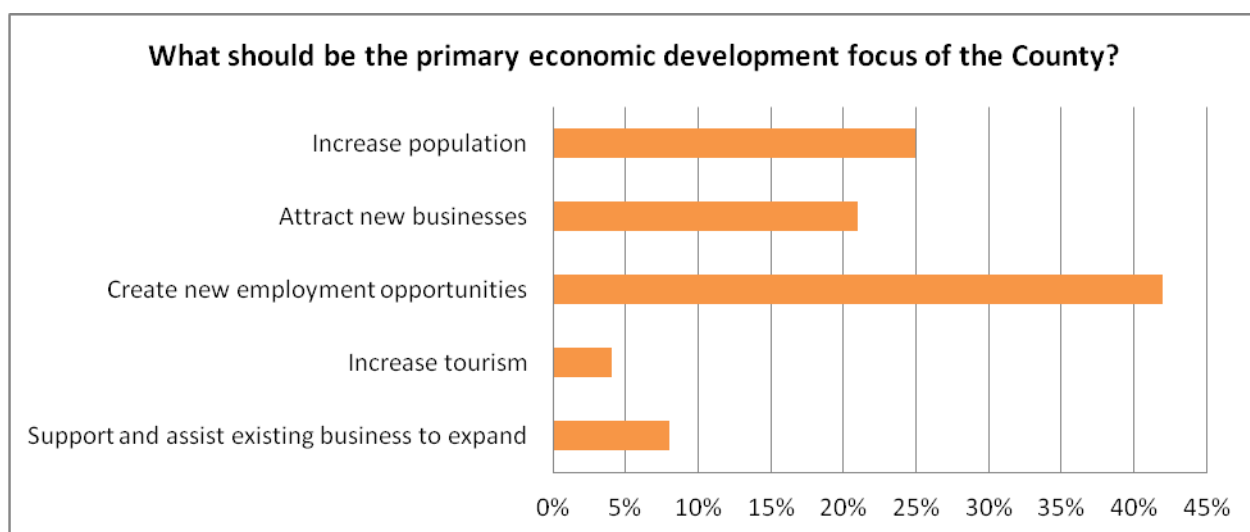
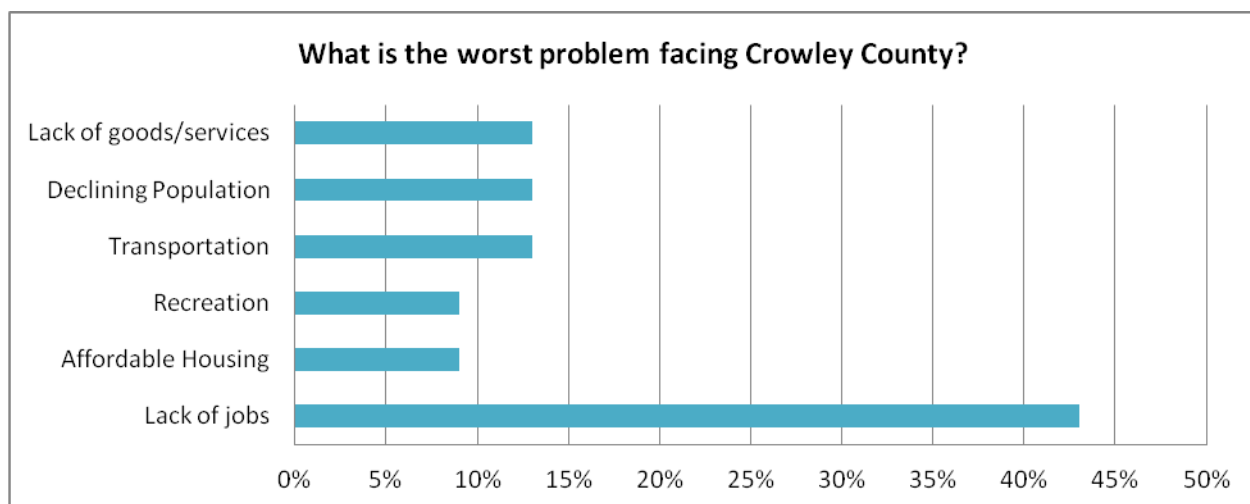
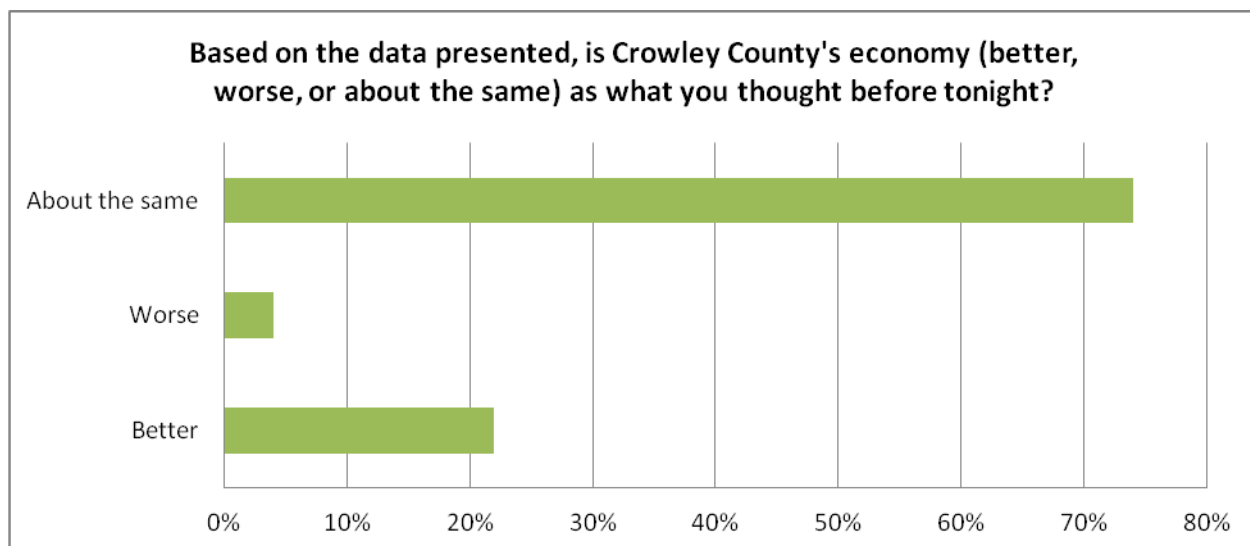
Why do you live in Crowley County?

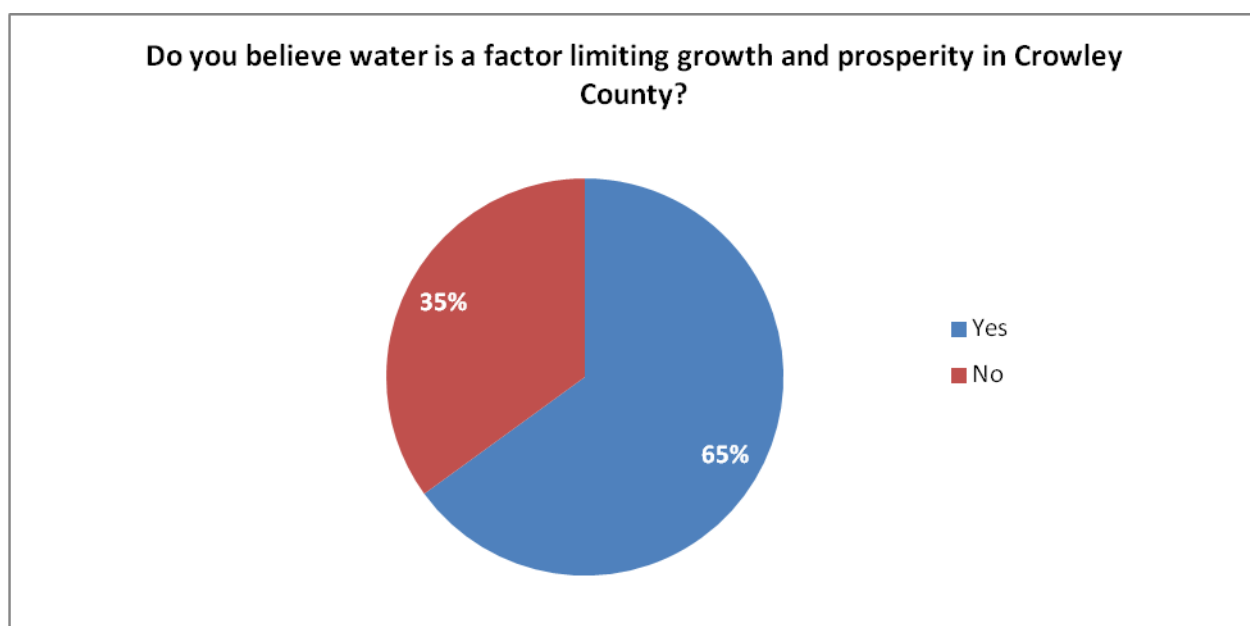
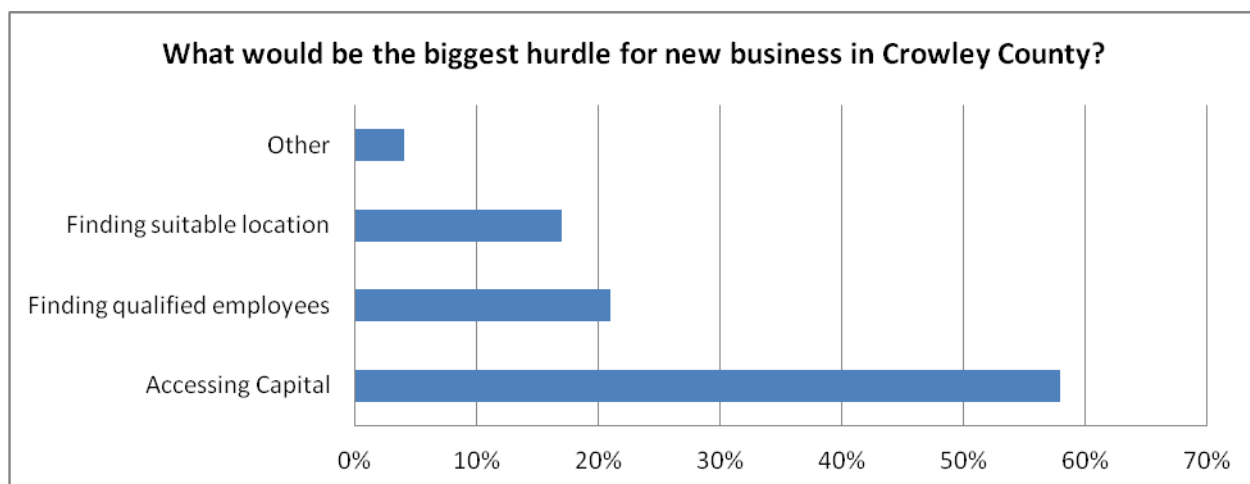
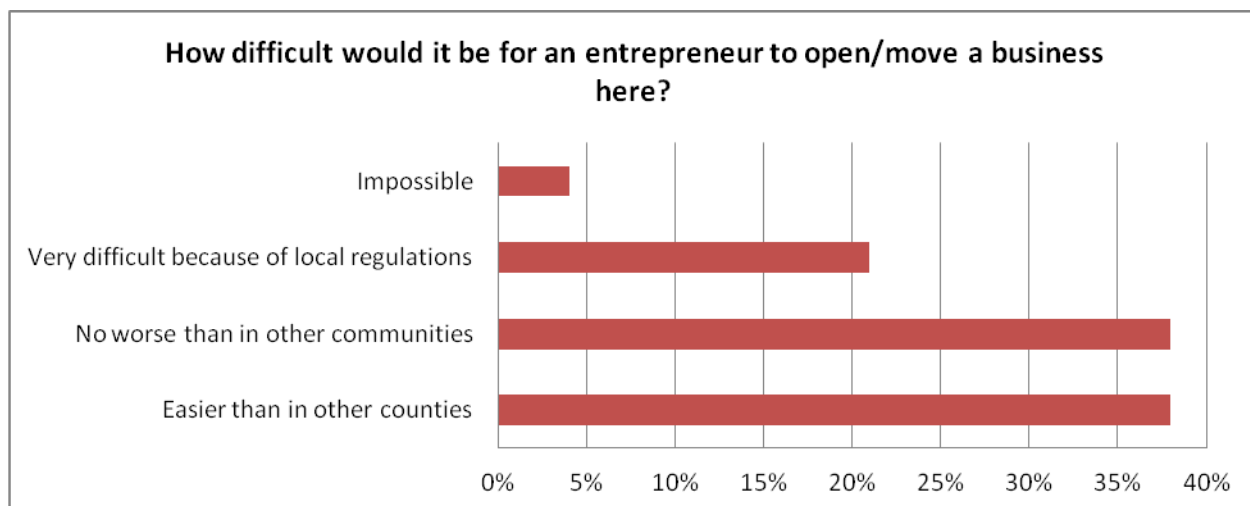


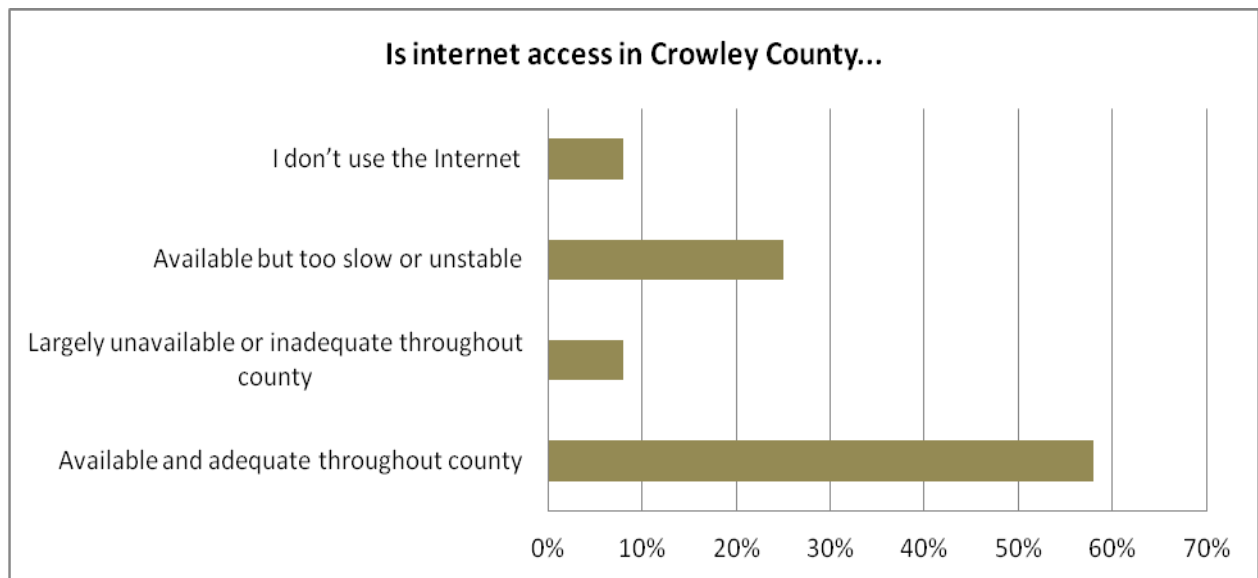


Why are school enrollments declining?

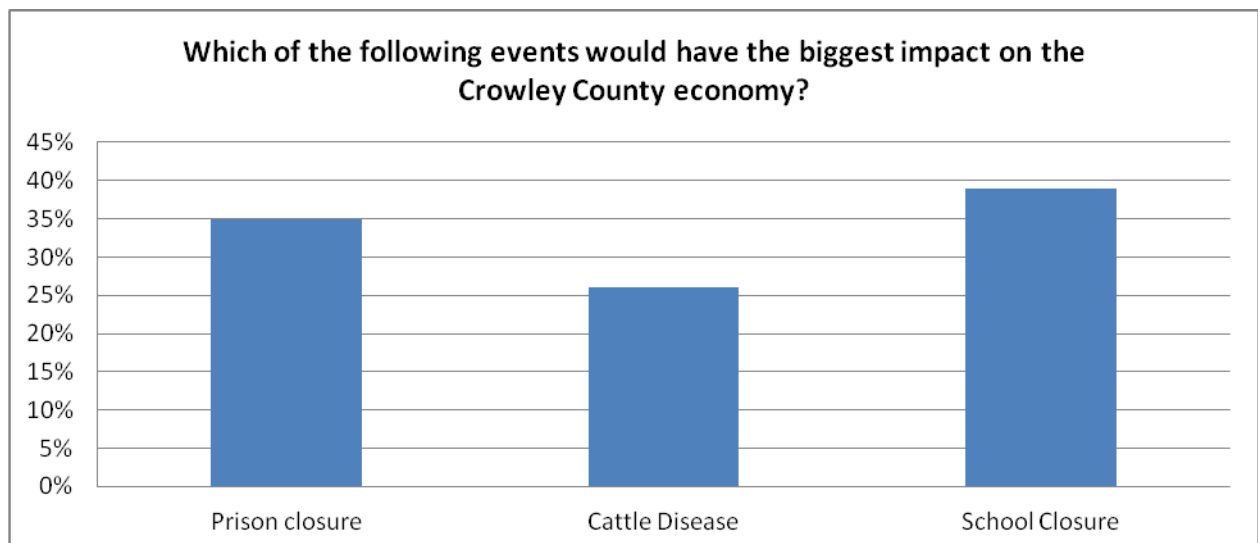
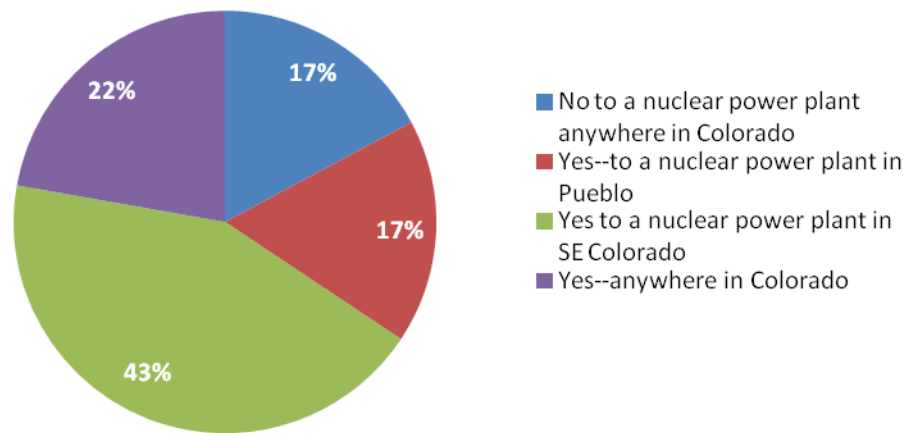


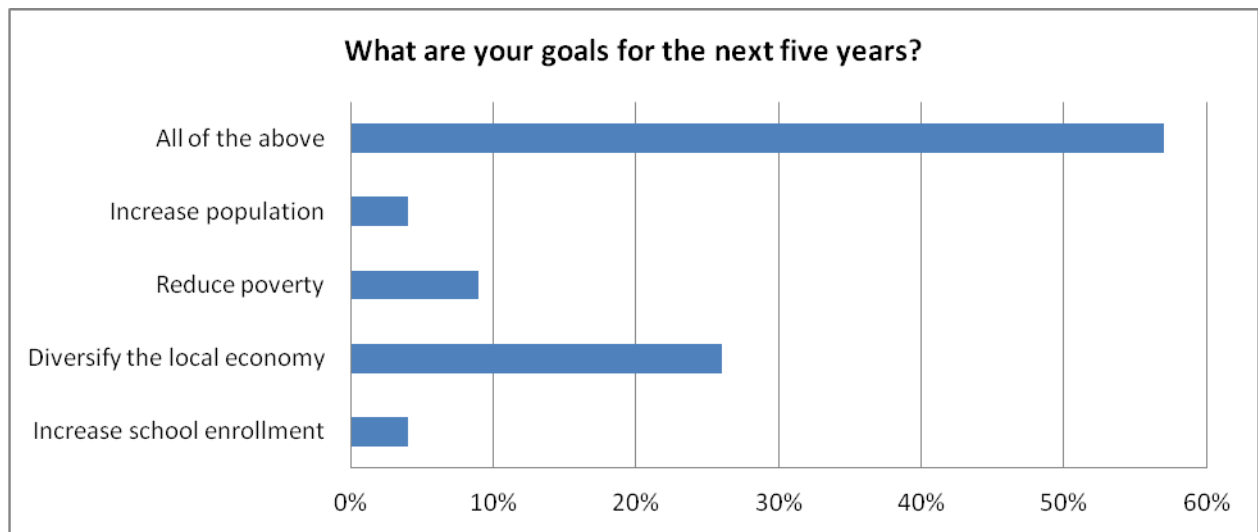






What are your thoughts on construction of a nuclear power plant?





County Development Strategy

Crowley County is the most depressed county in the SCEDD District; reporting an aging population, the highest poverty rate, low wages, aging housing and an unemployment rate of over 10%. Census data reports some growth in population. However, it is important to remember the prison population distorts the population figures.

As noted in previous CEDS, the transfer of water resources has drastically affected the economy of Crowley County. The need to diversify the economy in Crowley County is a priority, but the lack of water hinders development on many levels. The agricultural community consists of mainly forage and cattle. Competition from Pueblo and Otero County make it difficult to recruit primary employers and the lack of an industrial park and infrastructure further encumbers economic growth. In an effort to explore options “outside of the box”, retain local businesses and improve the quality of life in Crowley County, an economic development organization was formed. While plans to rejuvenate the community and create new jobs are a top priority, funding for the projects will be a roadblock to the County’s progress.

Although there are some challenges to economic growth, the county possesses some unique qualities. Crowley County enjoys a mild climate and low cost of living. Resources the county can take advantage of are: available transportation, local businesses, prisons and recreation opportunities.

Colorado Highways 96 and 71 intersect at Ordway, providing good highway transportation and connections to Interstate 25 and Interstate 70. General air service is available twelve miles away in Rocky Ford and commercial services are an hour away in Pueblo.

Small businesses are a strong economic driver in a community. Revitalization of the downtown and retention of small businesses will be a priority for the county. Efforts to recruit primary employers will continue as well. However, if improvements in the community are not made first those efforts will be ineffective.

Two prisons provide several hundred jobs in Crowley County and is the main support for the economy. However, a change in requirements allows for employees to live outside of the County. This has caused a hardship between the community and the prisons. Efforts have been ongoing to negotiate “response time” rules which would require a higher percentage of those working at the facilities to live in Crowley County.

Two lakes are located in Crowley County; Lake Henry and Lake Meredith. The two lakes provide fishing, skiing and boating opportunities for the locals. The addition of restrooms, campsites and trails would increase the recreational opportunities for locals and tourists. In addition to the lakes, the grasslands are a prime territory for hunting and bird watching enthusiasts. Increased marketing of these resources would greatly increase tourist traffic and provide a much needed boost to the economy.

County leaders have made some progress since the 2002 CEDS. Improvements have been made to the downtown streetscape and film crews have visited the area for future productions. One major development was the creation of a Microenterprise Center. The \$1 million facility is being funded by a HUD grant in collaboration with Otero Junior College. The one-stop-shop will provide services to the community and businesses in Crowley County.

Additional plans for the County include: increasing the population, providing adequate and affordable housing, exploring renewable energy options, increasing broadband availability and recruiting healthcare professionals. Specific projects and goals have been listed in this CEDS to provide a guide for community leaders as they move forward with their economic plans.

Goal: **Economic Development**-Crowley County is working on expanding on current resources and creating new jobs, which will diversify the community and relieve the dependency on the prisons for revenues.

Project 1: Revitalize Main Street

Most buildings in downtown are over a hundred years old and in need of repair. Owners of the storefronts do not live in the community, which leaves storefronts empty and in disrepair. In order to retain business and encourage new developments, improvements must be made in the downtown. Buildings will need to be repaired, storefront facades improved, sidewalks repaired and streetscaping completed. A façade improvement program could encourage owners to make improvements to the buildings. This project is expected to cost approximately \$100,000.

Project 2: Business access to Main Street from Highway 96

Travelers from Highway 96 are not aware of the facilities and services available in Ordway and tend to drive through town and stop in other communities to fill up with fuel and shop. Direct access to Main Street from the highway will draw in additional business to the community.

Project 3: Marketing of services

Signage and increased marketing of the services available in the County is needed to draw in travelers to the County and downtown businesses.

Project 4: Increase broadband availability

Broadband is available, but inadequate in the county. As technology becomes a vital service to business, the importance of providing high speed internet increases. Efforts are underway to explore options to expanding broadband.

Goal: **Improve Community Facilities and Appearance**-Improving community facilities and the appearance of the community will entice travelers to visit the community and improve the quality of life for residents.

Project 1: Replace and construct bridges

This \$3 million project consists of construction and replacement of support bridges; three identified projects are at Bob Creek/Lane 14, Bob Creek/Road G and Road G/I71. While this project does not create jobs, it will improve the safety of the community.

Project 2: Administration Building

A new administration building would house the Department of Health, Department of Human Services and provide an outlet for youth and community activities. The facility will use geothermal and solar power.

Project 3: Dust control program

The dust particles from the feed lot have been identified as the cause of health issues in the community. This project would reduce the amount of dust from animal waste, furthering the quality of life for residents.

Project 4: Town Hall renovations

This is a one hundred year old building, in need of maintenance and renovations. The City has made some improvements; however, the building is not up to code and additional renovations are needed.

Project 5: Portable power units

In order to run essential medical devices and provide life support services, the nursing home needs backup generators. This will increase the services provided to residents and improve the quality of life.

Project 6: Brownfield cleanup

Several sites have been identified as possible Brownfield areas, due to storage of old tires, vehicles and chemical leakage. The environmental damage is unknown at this time. An environmental review needs to be conducted to address the issues and then cleanup of the areas will need to be completed. The removal of the refuse will open new areas for development and enhance the appearance of the community.

Project 7: Maintenance Building

There is not adequate space to house emergency, maintenance and county vehicles. A new building would protect these necessary vehicles.

Project 8: Road improvements

This project consists of several road improvements in the County. The heavy truck traffic has worn out the roads to and in the County. Over \$700,000 is needed to repair roads into town, the prisons and emergency vehicle access.

Project 9: Water/sewer system improvements

Providing an adequate supply of clean water to the county is vital to development and quality of life. An expansion of the water system would greatly improve the water delivery system in Crowley County; new lines to transport water and the creation of a backup system have been identified as priority projects. In addition, lagoons are over capacity and in need of being expanded and improvements are needed with storm sewers to relieve flooding during storms.

Project 10: Solid waste facility

The county does not currently have an open landfill. There is an increasing need for a solid waste facility within the county. The cost for such a facility is estimated at \$1.5 million. Funding for this project must be pursued; whether it is a landfill, transfer station or other solid waste program.

Goal: **Energy Development**-Researching and analyzing the available resources for energy development will be a new avenue for Crowley County. Pilot projects have been discussed, but lack the funding to begin the projects.

Project 1: Pilot project

In an effort to reduce electricity costs, the County would like to implement a program to encourage renewable energy resources. Wind and solar energy is being explored at the county level. This project would put renewable energy in place at county facilities. The end result would be to save money on the high cost of electricity and encourage the community to use renewable energy at their personal residences.

Goal: **Improve Housing**-Housing is aging in Crowley County. The need for rehabilitation and development of new housing is vital to the survival of a community.

Project 1: Development of housing

The lack of quality housing has been an obstacle to growth in the county. Improvements to housing and increasing affordable housing are vital to economic development plans. Participation in the HUD Self Help Program may address this issue.

Goal: **Expand Recreational Opportunities**

Project 1: Development of Lake Meredith and Lake Henry

As stated earlier, two lakes provide recreation opportunities in Crowley County. However the lakes are in need of sanitary facilities and camp sites.

Project 2: Develop bird trail

Bald Eagles and Snow Geese are unique to the area and a great opportunity to bring in bird enthusiasts. However, bird trails, parking and marketing of this phenomenon are needed. Increased tourism would bring in needed tourism dollars to the county.

Project 3: Renovation of the sports facility

The current building, which houses locker rooms and training equipment for the football and wrestling teams is in disrepair. The building is in need of complete renovation, including lighting and ventilation. Mold issues also need to be addressed. If renovation of the building is not cost effective, options of building new or purchasing another building will be explored.

Strategic planning in Crowley County will be an ongoing process. Projects identified in the CEDS are long term and contingent on available funds. As projects are under taken and available funds are identified, adjustments may be necessary.

Local leaders will work with their local economic development organizations as well as SCEDD, State and Federal sources to implement the plan and make adjustments as needed. Funding sources will be identified and pursued for individual projects. While some projects may not be eligible for EDA funds, USDA, DOLA, SBA, HUD, Private Foundations and Grants through the Governor's office will be researched.

In some cases, a regional approach may be more feasible. Most counties in Southeastern Colorado lack the funds for matching grants; therefore, a collaborative effort could be beneficial. In those instances, Crowley County will work with other counties and regional planners to ensure continuity between all organizations.

Crowley County will report its progress to SCEDD to be included in the annual CEDS updates. As new opportunities arise, projects or adjustments will also be included in the updated CEDS.

The State Bottom Up Economic Development Strategy is included as a supplement to the CEDS. Crowley County will continue to work on the Bottom Up Strategy at the State level, while working on CEDS projects at a Federal level. In any case, both strategies are vital to the economic growth of Crowley County and should be considered complimentary to each other.

“Bottom-Up” 2011 County Economic Development Summary Top Five Economic Development Goals & Strategies For Crowley 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	#2	#3	#4	#5
	Recruit new families and individuals to relocate to Crowley County to provide a stable economic base for current and new businesses and industries such as telecommuters. Further benefits should include an increased student population within the schools and improved/increased county assessed valuation.	Develop a plan to address the lack of quality and affordable housing in Crowley County. It is also necessary to develop a Main Street revitalization program, starting with the town of Ordway.	Develop a committee for recruitment and retention of healthcare professionals, with the intention of expanding available healthcare services and maintaining those services which are currently available.		
Strategy(ies) ⁱⁱ	Adequate and affordable housing will need to be identified in order to attract and retain new families to the area. (Please see goal #2 for more information) Additionally,	The first step in achieving our mentioned goal is to form partnerships with the local towns, school district, Chamber of Commerce, and local community	Identifying key stakeholders to form a committee will be the first step in achieving our goal. This committee will need to determine the medical needs of the community by gathering input from local and regional medical healthcare providers.		

	available services and amenities such as access to modernized technologies (i.e broadband internet and 3G cell phone service), banks, The Business Incubator, The Enterprise Zone, local business, and UPS/FedEX services should be advertised to potential families and businesses.	organizations. These partnerships will help to facilitate community buy-in.	Upon determining the needs of the community, funding and service programs will need to be sought out on the local, state and federal level.	
Action(s) ⁱⁱⁱ	In order to achieve these goal and strategies appropriate advertising markets should identified. Partnerships with local families and businesses will be imperative to the success of bringing in new families to the county.	Developing two separate plans for housing and main street revitalization will be the first plan of action. This plan will include the inputs of the local governments and active community organizations. This will help to generate the necessary community support. Community buy-in will also help to generate a volunteer list. We will then need to	Our first plan of action is to actively seek out healthcare professionals that will be able to provide the needed services previously identified. After identifying these individuals/professionals, direct marketing and research will be necessary in incentivizing healthcare professionals to relocate to the area (Programs such as Doctors without Borders or "Grow Your Own" will be researched). Our final step will be to make an offer to qualified individuals or professionals.	

		seek and secure proper funding for these plans/projects (i.e. grants and loans). At this time the county will also continue to work on the local business incubator, which will act as an example for the main street revitalization program.			
Expected Outcome(s), i.e., Measurable Results ^{iv}	It is expected that with a stable population growth, economic development will follow in forms such as increased businesses traffic, new businesses and the proliferation of home businesses.	As a result of successful implementation it is expected that a rejuvenated main street will emerge in addition to more accessible and appealing housing. With rejuvenated housing and store fronts, new families and businesses should be attracted to Crowley County, therefore increasing population, business traffic, and jobs.	Expected outcomes include, expanded healthcare services such as dental, vision, mental health, and chiropractic, as well as the retention of current healthcare services. The expansion of provided services will also help in our efforts to increase our population.		
Primary Partners ^v	Primary partnerships will include the four	Primary partnerships will include the four	Primary partnerships will include local healthcare professionals,		

	local towns, the local school district, local businesses, OJC, the Chamber of Commerce, and State agencies such as DoLA and the Office of Economic Development.	local towns, the local school district, Tri-county housing, local, DOLA, DCI businesses, the Chamber of Commerce, OJC, SCORE, SECED, SCEDD, CCA, DOC, Black Hills, and SourceGas.	neighboring governmental agencies, Tri-County Housing, the Colorado Workforce Board, the Board of Health, retirement and nursing homes, Colorado STRIPES, and local, state and federal agencies.		
Available Resources ^{vi}	Current available resources include minimum local regulations and low fee schedules, limited building restrictions, access to local governmental agencies and offices, available domestic water supply, natural resources and attractions such as Lakes, hunting and other outdoor activities and access to modernized technologies.	Available resources include the local school and students, local governments, and partnerships such as DOC, DOLA, DCI, Fort Carson, volunteer groups and Action22.	Local, state and federal funding will act as our primary resource but we will also rely heavily upon partnerships.		
Needed Resources & identified issues or barriers ^{vii}	Limitations to achieving economic development and the goals previously mentioned first begin with a lack of adequate funding	Funding for the materials necessary for clean-up and restoration is most critical. The lack of follow up by local	Funding is the largest resource needed in order to attract healthcare professionals to our community. In order to attract these professionals we will		

	<p>sources such as grants and loans for existing buildings that have been abandoned, or housing that is antiquated. Secondly, it is necessary for the local towns to become more proactive in enforcing local code ordinances. This may take form in more strictly enforced penalties for absentee or inactive landlords. Finally, equitable school funding for the local school district is necessary in helping to attract and retain new families to Crowley County by making the Crowley County school district more competitive.</p>	<p>governments, HUD, state agencies, renters, and property and business owners is also problematic, as it discourages the community from buying into the proposed plan.</p>	<p>need the assistance of a professional recruiting agency. Additionally, adequate housing for these individuals to relocate to is a must. The location of Crowley County is a large barrier to overcome, as larger metro areas are close by and offer the amenities that many families are looking for. Finally, an available skilled work force is limited in this area, making it hard for potential healthcare professionals to find the necessary assistances and office administrators.</p>		
Timeline ^{viii}	<p>Two to five years.</p>	<p>Form partnerships: 90-180 days Develop plan(s): 90-180 days Identify blight: 90 days Identify funding: 90 days</p>	<p>Identify stakeholders and form committee: 180 days Research community medical needs: 60-180+ days Solicit funding: 30-365 days Identify open facilities for</p>		

		Educate public: 180 day-continuous	medical practices: 180-365 days Create direct marketing campaign to attract healthcare professionals: 180-365 days Make offer to healthcare professionals: 180 days-2 years	
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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?

Programs and initiatives, and cuts such as No Child Left Behind, unfunded mandates, and state and federal budget cuts (i.e. cuts to the Mineral Impact Fund) hinder economic development the most in counties such as Crowley.

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

Rather than having the state assist us in conducting surveys to identify what we don't have and what we need to attract new businesses and people to move to Crowley County, it is time they become the leader. They have the expertise to locate businesses that would be a good fit for Crowley County. They should use their resources to find the businesses that would be willing to locate in our rural area and assist us in providing the incentives to get them here. In reality we probably can not attract large manufacturing companies. However, it should be possible to attract several small companies that would benefit by relocating to our area. With these small businesses would come families seeking employment. Those with children help to improve the school numbers and as the population grows so would the need for services. The requirement for services would encourage more people to relocate here to work at satisfying this need, and so on and so forth.

2b. 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!

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

Crowley County has not experienced any success as a result of our various economic programs. PEDCO in Pueblo County has been successful. Otero County's program has also been somewhat successful.

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:

ⁱⁱ "Update and expand marketing efforts for economic development in _____ County"

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

^{iv} "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."

^v "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."

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

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

^{viii} "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.

^{ix} "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. _____

2. _____

3. _____