

Comprehensive Economic Development Strategy

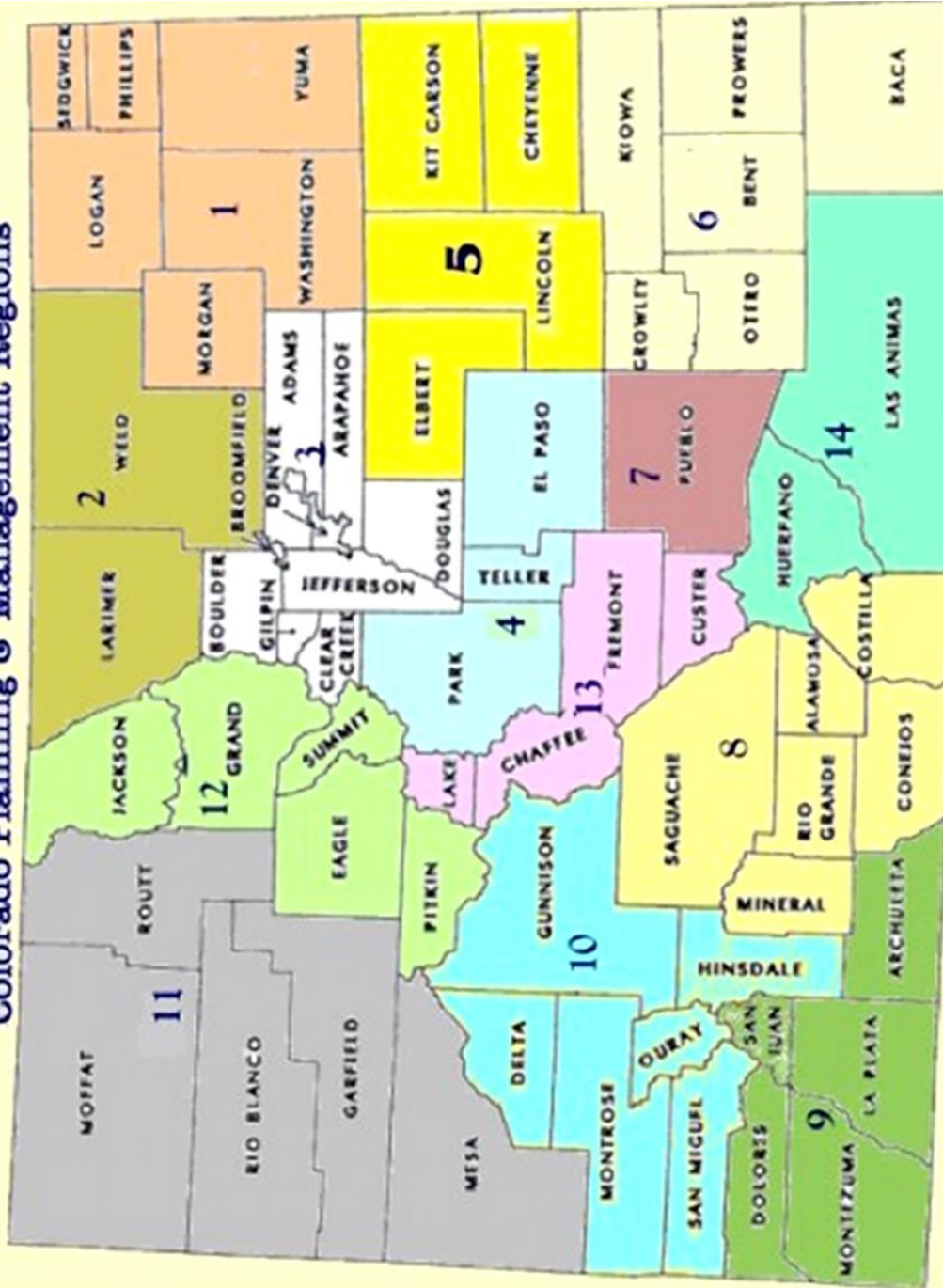


*East Central
Council of Governments
Colorado*

June 2015

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Colorado Planning & Management Regions



East Central Council of Local Governments Planning & Management Region 5



COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

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Executive Summary:

A Comprehensive Economic Development Strategy (CEDS) is the result of a local planning process designed to guide the economic stabilization and growth of an area. The original five-year CEDS for Elbert, Lincoln, Kit Carson and Cheyenne County was adopted in December of 2009. This 2015-2020 Comprehensive Economic Development Strategy builds on that earlier plan. The purpose of the CEDS is to construct a plan for retaining and creating jobs, encouraging a stable but more diversified economy, and maintaining and improving the quality of life in East Central Colorado.

This Comprehensive Economic Development Strategy (CEDS) for East Central Colorado:

- Summarizes the economic conditions of the region
- Guides and coordinates local economic development interests and efforts region-wide
- Facilitates eligibility for various federal and state economic/community development funding at both the local and regional levels
- Develops goals and strategies for implementing economic development projects
- Identifies viable economic development projects and initiatives
- Outlines the standards for the evaluation of the program
- Sets forth an economic resiliency plan as a “plan within a plan”

This CEDS process was guided by an officially designated CEDS/EDD (Economic Development District) Committee. The CEDS Committee members also served (along with others) as the region’s Blueprint Committee to further the Governor’s Office of Economic Development and International Trade’s (OED-IT) Blueprint Program. It was further guided by the governing boards of both the East Central Council of Governments (ECCOG) and the Prairie Development Corporation (PDC). These three guiding forces are comprised of individuals representing many diverse groups including, but not limited to, business, industry, civic organizations, economic development organizations, and the education community, as well as county and municipal governments. The CEDS/Blueprint Committee continues to meet to discuss economic development issues. The Committee will recommend additional or modified priorities and action items to the ECCOG Board as updates to the CEDS strategies and priorities are indicated.

While the document is a product of the East Central Council of Governments (and is required to qualify for Economic Development Administration assistance), the CEDS document is meant to be a working plan for all local governments, community entities and respective economic development organizations. The Council also works to disseminate the CEDS information to state, local, and regional organizations. It is useful for all area residents desiring to understand their local economies and working to improve the communities in which they live.

Chapter 1-Introduction and Region

A. PURPOSE

The ECCOG Comprehensive Economic Development Strategy (CEDS) will develop a framework to support and enhance regional economic development opportunities in east central Colorado: Elbert, Lincoln, Kit Carson and Cheyenne Counties. The CEDS has three objectives:

- Develop a database to better understand and describe Colorado's Central Plains in terms of its geographic, economic and social relationships;
- Identify and prioritize regional development issues / challenges / opportunities;
- Develop strategies to address selected issues.

B. VISION STATEMENT

Colorado's Central Plains provide a quality of life which will be enhanced and preserved for future generations to come. As these communities continue to grow, so will cutting-edge jobs in agriculture, energy, education and health. Existing business and industry will strengthen and expand.

C. MISSION STATEMENT

Mission:

In collaboration with public and private partners, the East Central Council of Local Governments Economic Development District will encourage and facilitate the success of entrepreneurship, agriculture, business, industry and innovation in Colorado's Central Plains...Elbert, Lincoln, Kit Carson and Cheyenne counties. We will strive to assist with the needed resources, financial incentives, collaboration and creation of additional opportunities for startups, expansions or relocation to this area. The success of this mission will be measured by sustained stability and economic growth in the Colorado's Central Plains: Elbert, Lincoln, Kit Carson and Cheyenne counties.

Goals/Strategies:

1. Build a Business-Friendly Environment

- Development Broadband to the highest standards throughout the Region
- Encourage dialogue among local government to examine existing regulations in regard to impacts on business retention, expansion, and attraction
- Educate elected officials and citizens on the value of energy development
- Develop affordable workforce housing

2. Recruit, Grow and Retain Business

- Maintain/expand the current Enterprise Zone Boundaries
- Work with the Small Business Development Center to assist existing businesses with the challenges of today's economy
- Continue marketing resources to promote Colorado's Central Plains for investment and business growth

- Market state and local incentives including the Enterprise Zone Program to prospective new, existing and expanding businesses
- Encourage and support community and downtown improvement efforts
- Promote and implement the 2015 established Foreign-Trade Zone
- Encourage the development of home-based businesses within the region
- Develop Business Resiliency Plan/mitigation alternatives to address natural, manmade or economic disasters

3. Increase Access to Capital

Bridge the gap for businesses to qualify for bank financing by continuing to expand use of Prairie Development Corporation Loan Fund including the DIB (Drought Impacted Business) and ABE (Agricultural Business Entrepreneur) loan programs

4. Create and Market a Stronger Colorado Central Plains/Colorado Brand/Promote and expand tourism/travel industry within the Region with emphasis on historical, cultural, recreational, agricultural and eco-tourism resources and events

- Promote eco-tourism, signature community events, and the cultural heritage of the Colorado Central Plains through joint branding and promotional marketing
- Encourage local business and industry to promote the state business image and branding
- Create a Colorado Central Plains brand by building on the *Our Journey* and *Here's Its Easier to See What's Important* logos and tag lines

5. Educate and Train the Future Workforce

- Encourage partnerships and cooperative efforts between the business community and education
- Advocate for continued existence of the Community College “mini-campuses” for the Colorado Central Plains
- Champion the “Colorado Sectors” process and develop private business driven Sectors as appropriate

6. Cultivate Innovation and Technology

Explore opportunities in innovation and technology that can be applied to economic development efforts within Colorado’s Central Plains

7. Plan for Energy Opportunities:

- Promote the energy resources, both traditional and new, of the area which will invigorate the economy, create new jobs and protect natural resources
- Promote rural leadership for sustainable energy by educating local governments and economic development groups about the potential benefits of the renewable energy sector
- Support development of alternative energies from agricultural products and by-products



8. Plan and Be Ready for Transportation Corridors Development and Expansion:

- Participate with local government and other groups in providing guidance to the Colorado Department of Transportation and the Federal Railroad Administration regarding the importance of highway maintenance and expansion, public transit and the continuation and maintenance of Short Line and Class 1 railroad operations in the region
- Educate local governments, community leaders and economic development groups on the potential economic benefits of the transportation system and its connection to urban and global markets
- Develop regional public private partnerships to expand economic opportunities provided by inter-regional transportation corridors
- Develop the necessary public private partnerships to expand opportunities for local and regional bicycle and pedestrian “trails”

9. Offer Technical Assistance:

- Maintain an active CEDS advisory committee to identify and address regional economic development issues
- Assist local/county governments and economic development groups in identifying and securing financial and other resources that enable positive results for their respective programs as well as on the entire region

- Help local governing officials locate resources necessary to deal with unexpected economic issues
- Assist local/county governments and economic development groups in identifying and securing resources for mitigation of local Brownfield sites and blight
- Assist local governments in identifying and securing resources for the development/expansion of a geographic information system (GIS) throughout the region

D. HISTORY OF REGION

For more than a century, an 8,400 square mile patch of high prairie just east of the Rocky Mountains has been known by its political names, Cheyenne, Elbert, Kit Carson and Lincoln counties, Colorado. For the casual observer, this large parcel of land appears to be a homogeneous mass.

And it's true, these counties have a great deal in common. Even after thousands of get-rich-quick gold miners somehow crossed the plains to set up mining communities with local governments in the mountains, this high prairie land remained, for the most part, unpopulated. It was saddled in 1820 with the name "The Great American Desert," and Horace Greeley, on his way to see the gold rush for himself in the 1860s, told the folks on the east coast that this area "is a land of sterility and thirst."

However, one man's junk is another man's treasure, and it wasn't long before cattlemen arrived to establish huge ranches, and entrepreneurs in the East pushed through stagecoach routes and sent coaches full of passengers and mail through this wild land. And around this time, the "permanent" residents of this new bonanza realized it was time to set up housekeeping on their own. The area was removed from Kansas Territory and became Colorado Territory in 1861.

The new territory created its own counties. Some of them, especially those furthest from the Rocky Mountains, were immense in size because of their limited populations. The 8,400 square miles in East Central Colorado made up one-half, or less, of two large counties: Douglas and Huerfano, both extending from the Front Range to the Kansas state line, and Huerfano extending south to the New Mexico-Oklahoma line. A large area in the middle of these two counties was reserved for the use of the Cheyenne and Arapaho Indian tribes.

The tribal reservation was short-lived; it was gone by 1870 and newly created Greenwood and Bent counties replaced it and part of Huerfano County. In fact, another new county was in place, also, Las Animas County, and except for a small island of land to the southwest of Pueblo County, Huerfano County was gone, as well.

There were high hopes for Greenwood County, named for a Kansas Pacific railroad official. The new road pushed through Greenwood and Douglas counties to Denver, and eager businessmen who settled along the new line had visions of big cities dotting the plains. The town of Kit Carson already was fairly large by Colorado Territorial standards; it was the new county's seat of government and more train tracks were run south from Kit Carson to Las Animas.

But the track moved on west, with all the railroad construction employees and all the saloons, grocers, and other businesses that came to serve those employees moving west also. Soon, Kit Carson was very quiet, indeed, and all the other stops along the line were...just stops. It became apparent in Greenwood County that its citizens now numbered too few to support a county government, and in 1874, Greenwood County became the only Colorado county to go from whence it came.

Into the void stepped another new county, Elbert County, which took over most of Douglas County to the state line, along with about half of Greenwood County. Bent County expanded north to absorb the rest of Greenwood County. Kiowa and Hugo, the oldest communities in their respective areas, both began where stage stations were established around 1859. Later, for a few years, both were the primary towns in Elbert County, and a few Hugo citizens were elected to Elbert County offices, working from the county seat at Kiowa. A couple of these officials were appointed to office in the new Lincoln County, when it was created with Hugo as the county seat.

Lincoln County, along with Kit Carson and Cheyenne counties, was carved out of Elbert and Bent counties in 1889. This arrangement of counties in East Central Colorado has remained unchanged to the present day in spite of occasional efforts to further divide them.

Regardless of stage stations and cattle ranches, this area really was a negligible entity until the railroads came. In 1914, Elisha Talbot (a publicist for the Rock Island Railroad) had this to say about the early days: “Not long ago this entire region was a vast cattle range and considered valueless for any other purpose. The homesteader and the speculator alike turned it down as unworthy of consideration. It was too unpromising for the theorist and too big for the rainmaker. In other words, it had no friends.”

But the railroads proved to be the area’s friends. The Kansas Pacific (later Union Pacific) and the Rock Island lines sunk wells and platted towns at regular intervals as the tracks were laid. It might be said that the town locations were dictated by the needs of steam locomotives as much as by any other factor. These towns, then, caused the current counties to be created.

Elbert County was different. Its communities arrived before the railroads, and were located more because of the availability of water than for any other reason. And unlike the other three counties, Elbert County was blessed with trees, and an early timber and sawmill industry thrived there.

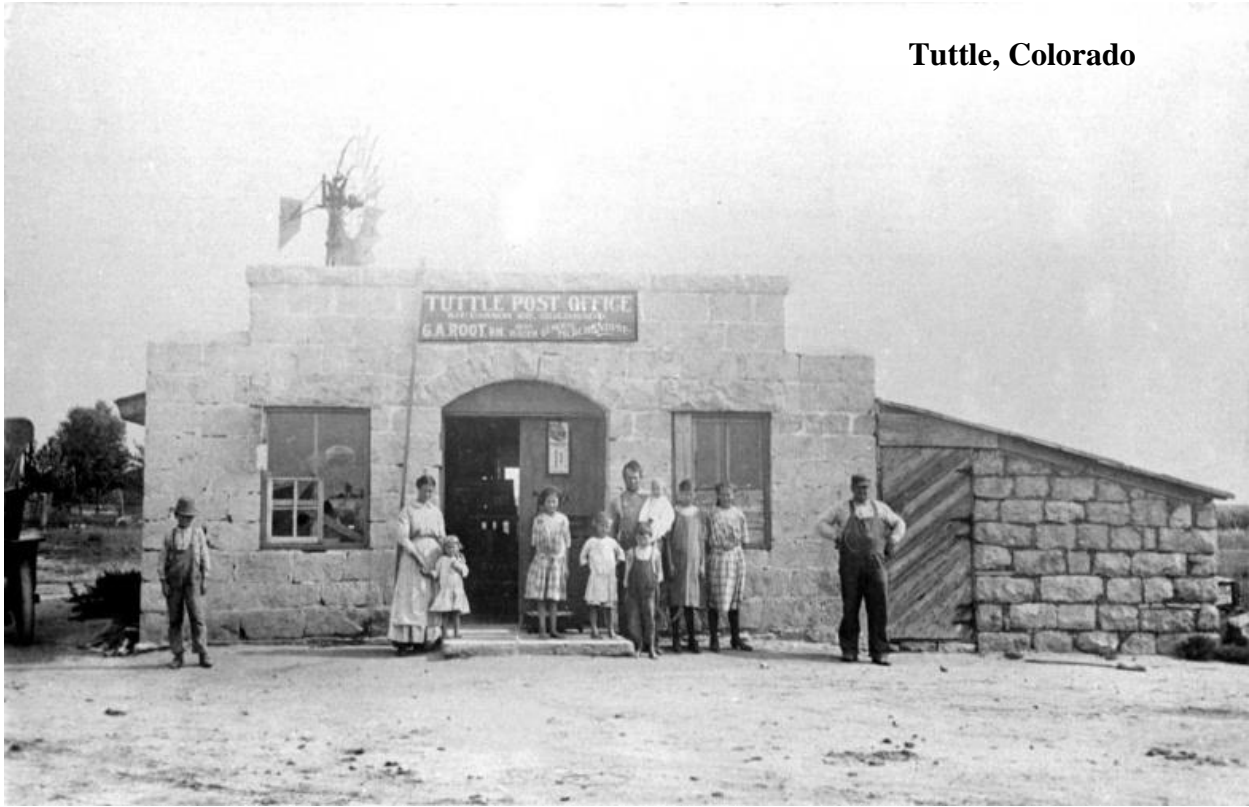
The first communities were hardly settled when the first schools were established. In the early 1870s, most of this region still was in Elbert County, and the first school in that large land area was at the unlikely community of Tuttle. In those days, Tuttle stood alone, nearer to Kansas than to Denver, with a store, post office and school. This school is believed to be the first in Elbert County, with a Hugo woman as teacher. In the course of time, Tuttle ended up in Kit Carson County, its location now described as 20+ miles “northwest of Burlington.”

Latter day historians use the present county boundaries to determine “firsts,” and therefore, Rock Butte School southeast of Elizabeth, opened in 1874, is now considered the first school in Elbert County. Elbert County also had a school at Hugo around this same time. Hugo’s school district, Number 7 in Elbert County, was District Number 1 when Lincoln County was created in the Spring of 1889.

Not counting Tuttle, there seems to be agreement that Kit Carson County’s first school was in Burlington in 1886. The community was small, then, as the railroad had not yet arrived.

Cheyenne County’s situation is not as clear-cut. In spite of numerous histories and tales surrounding the early days in Cheyenne County, very few writers discuss schools there in the 19th Century. One writer said the first school in Cheyenne Wells opened in a rented building in 1888, and until other evidence comes forward, this must be considered the first school in the county. Kit Carson was a larger town in

Tuttle, Colorado



1870, boasting 510 citizens when the federal census was taken. At the time, the community had 31 children of school age (6 through 16), but the census taker found no teachers, which may mean there was no school yet. There was no minister, either, but the town had 134 railroad employees and 14 saloonkeepers! In all of the counties, the earliest fiscal bases (timber and railroads) were replaced over the years by a strong agricultural economy. Much of rural Elbert County is devoted to the raising of livestock. Cheyenne and Lincoln counties sustain both livestock and dryland farming, while Kit Carson County is best known for its irrigated farms, watered from deep wells served by the Ogallala aquifer.

But now, 130+ years later, the four counties sit astride major highway systems heading all directions, and both the trucking industry and the tourism industry continue to increase their contributions to the regional economy.

All four counties have benefited from oil and gas production. Taxes paid by these producers did much to help counties keep pace with their infrastructure needs.

Also in Cheyenne County is the second largest helium production facility in the nation.

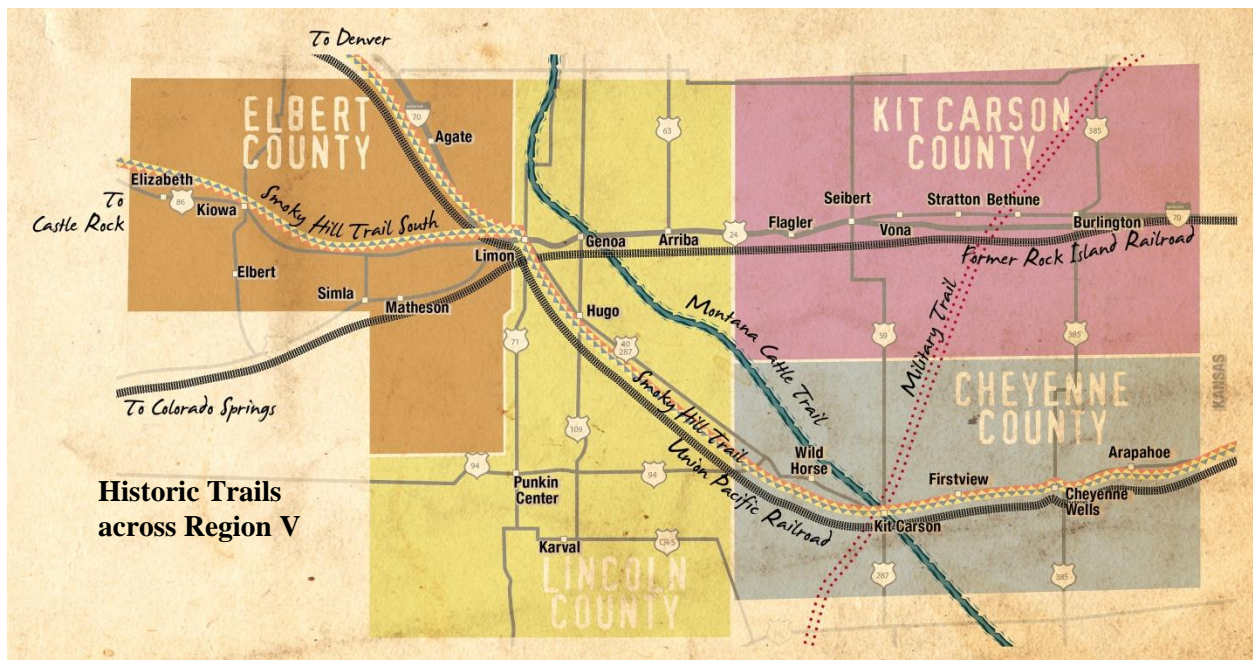
The wind is another natural source of energy being harnessed in this region; more details about this new industry can be found later in this document.

Thanks to its proximity to the Colorado Springs and Denver metropolitan areas, and to its intrinsic scenic attractions, Elbert County became the residential choice of many city workers who wanted to escape the hectic hustle of city life and perhaps keep a horse or two at home. Subdivisions sprouted across western

Elbert County, to the delight of local merchants but causing local elected officials to burn the midnight oil to provide expected county services.

Now, wireless technologies have made urban professionals realize they can do their work from any location, and many are escaping to the rural communities where they join the ranks of the “lone eagles.” Unfortunately, broadband service is minimal in parts of the region; a Broadband analysis and plan to address these deficiencies is underway in the region now.

There are centennial farms and ranches in this region, owned by the same families for 100 years or more. The families stay on their land because they can, and because they love it. Hopefully, current planning for the future will result in other families remaining in the region, regardless of their careers or lifestyles, because they can...and because they love it, as well.



E. 2015 OVERVIEW of REGION

Colorado's Central Plains region (Colorado Planning and Management Region 5) is comprised of Lincoln, Elbert, Kit Carson and Cheyenne counties. Agriculture is the base economic driver in each of the four counties, but the 8,000 square-mile region has a very diverse geography. The population of the region in 1990 was 23,712. The State Demography Office's 2012 population estimate for the region was 39,039. However, 95% of that growth was concentrated in 3% of the geographical area within the region (the very northwest corner of Elbert County continues to experience high residential growth, with much of that population commuting to jobs in Denver).

Throughout the region opportunities exist to capitalize on renewable energy resources; value-added agriculture, oil and gas development/production, transportation, tourism, and entrepreneurial business expansion/attraction services.

Between 2010 and 2013, the population of the overall region remained virtually unchanged with an increase of 379 or 0.98%. Cheyenne and Elbert counties each posted modest gains.

The majority of this growth took place in the northwest corner of Elbert County, within commuting distance of metro Denver. Kit Carson and Lincoln each posted small declines.

Jobs and the Economy

The principal employers in all four counties are public: schools, health services, and local and county governments. The Limon Correctional Facility is also public. The Kit Carson County Correctional Facility is the largest private employer in the region with 175 - 200 full time employees depending on the inmate count. The tax base throughout the region is predicated on agriculture. Farming is preeminent in Kit Carson County, whereas ranching is primary in the other three; never the less, all four counties exhibit a mixture of both farms and ranches. Like rural plains communities throughout the Midwest, many of Colorado's Central Plains' towns have main streets filled with vacant storefronts. Households are often single older persons whose grocery and basic needs are less. As small "Mom and Pop" stores that have provided basic services for years come up for sale, there are few interested buyers. While such a business may still have cash flow under the original owner, that owner probably also has limited debt. Added debt for the new buyer plus the impact of an ever declining market means the continued existence of the small hardware stores and grocery stores in towns with a population under 1,000 becomes doubtful. The current economy makes this even more unlikely. Oil and gas valuations (impacting Cheyenne County and more recently to both Lincoln and Elbert counties) are unstable but drilling activity has continued to increase throughout 2013 and into 2014. New technology (particularly horizontal drilling) is enabling old fields to be reexamined and new areas to be developed.

Housing

Suburban development in western Elbert County is changing the overall housing profile for the region. For the balance of Elbert County and the other counties within this region, housing stock is affordable but generally older. This available and attainable housing is a leading asset for the region's proposed people attraction strategy. Fair market rental housing continued to be very limited and when available more expensive than the market can justify...thus increasing availability of work-force housing stock is a principal objective of the Region. Even adjusting for substandard housing there is still significant room to attract new population with existing housing stock. Other critical infrastructure ranging from water supply to schools has adequate surplus capacity to absorb this level of growth. Such development could significantly enhance tax bases, workforce availability and domestic markets.

Agriculture

The agricultural economy throughout the region was severely impacted by the 2011--2012 drought. While parts of the region remained under drought conditions through 2013, the region has a whole has seen improvement. The 2014 wheat crop (planted in the fall of 2013) was one of the best in recent history. 2014 fall crops should be average or above because of adequate moisture during late spring and summer. However, the impacts of the drought will continue. Cattle herds that were liquidated due to lack of (or high cost of) feed will continue to take several years to build back up. Crop prices continue to be high but corn is much lower than a year ago while the price of cattle during the fall of 2014 is very high. The hay production in 2014 in Colorado's Central Plains is abundant (as it is elsewhere in Colorado) thus the price of hay in 2014 is much lower than in 2013. Prices were still below "break-even" costs in early 2015.

Clean Energy

Opportunities exist for the development of renewable energy sources on Colorado's Central Plains. The necessary electric power transmission lines are the limiting factor to the development of wind power. Farmers or ranchers who own the parcels on which the turbines are placed benefit annually. The counties' tax bases have increased. Construction jobs related to development of wind farms are substantial but there will be far fewer permanent jobs once the wind farms are in operation. Strategies must be developed that will creatively capitalize on this new industry. Already four (4) wind farms including 510 wind towers with a production capacity of 852 MW have been constructed in Lincoln County, and another 300.1 MW utilizing 176 towers is in the permitting process. In Kit Carson County, a 150 MW wind farm began construction in 2015. Solar farms and bio-diesel plants also are realistic industries to capture and develop in the coming years. Ethanol has never been a target industry due to its dependence on corn. As alternatives to corn are developed for ethanol, it may become an emerging industry, but that is still doubtful due to the high water needs.

Helium Production

The second largest Helium production facility in the nation is located near Cheyenne Wells.

As the DCP Midstream Ladder Creek plant is not currently operating at capacity, there still exists the strong possibility that additional helium supplies will be developed, increasing the plant's production.

Affordable Housing

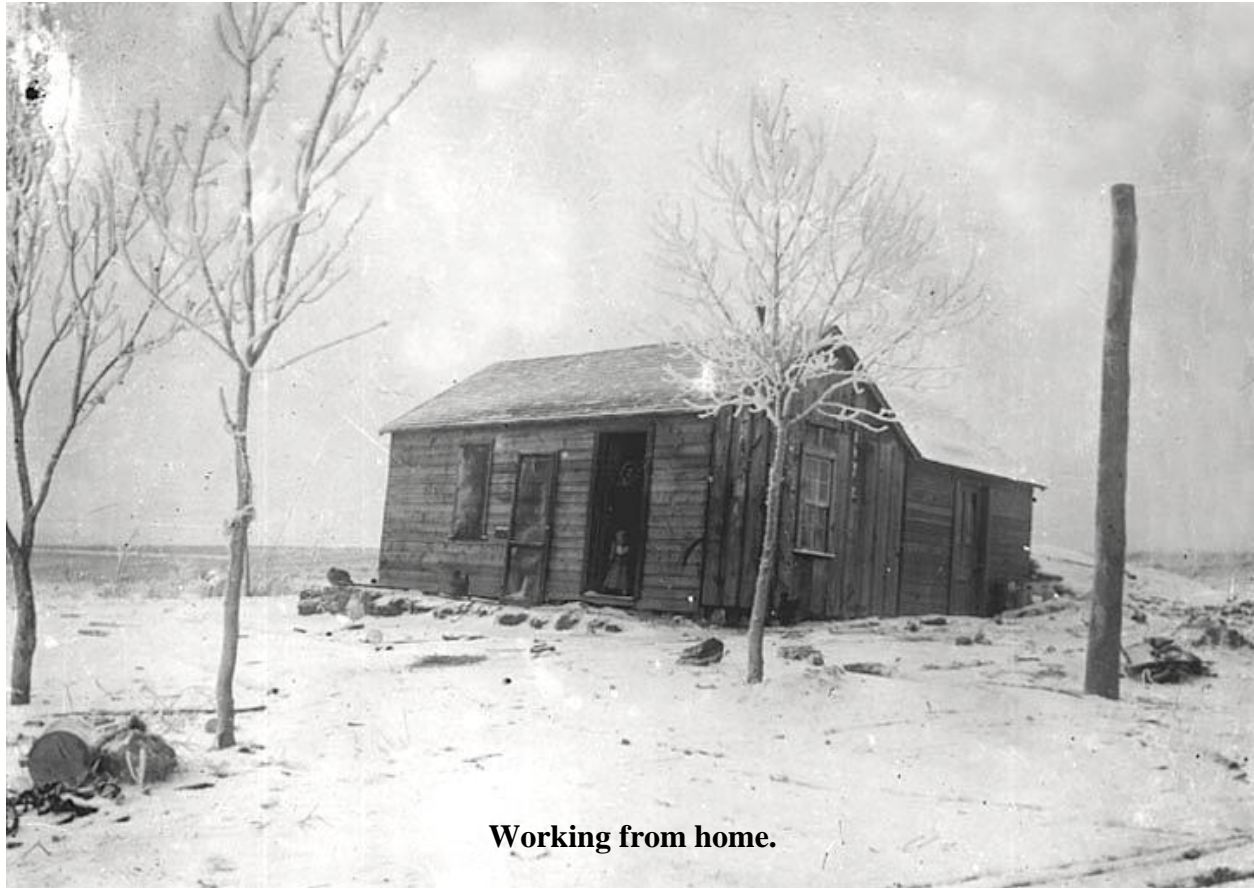
Home Sweet Prairies (www.homesweetprairies.com) continued to be built upon. The four counties are promoting the availability of affordable housing units throughout Colorado's Central Plains. This grass roots economic development effort capitalizes on the homes and the area's traditional and valued rural lifestyle. The target audiences are retirees and "lone eagles" wanting to work from home.

The greatest economic development need within the region is economic stabilization and diversification. Each area within the region needs to capitalize on its assets. Retention and expansion of existing businesses are the primary goals. Growing from within has a greater chance of success than bringing new business and industry to the area, but efforts to attract new jobs from outside the region also must be continued. Broadband service is minimal in parts of the region, and if business and industry are to be retained and public safety needs met, Broadband services must be upgraded.

The Region will undertake a Broadband analysis and develop an overall plan to address Broadband deficiencies during the last quarter of 2014. The area's CEDS (Comprehensive Economic Development Strategy) was updated during 2015.

The area, through its various economic development organizations, will work in 2015 to try and simplify the access for businesses to the complex network of financing programs for small business.

Additional partnerships should be explored among communities within the region. Some of the smallest towns must consider becoming great neighborhoods to the larger communities down the road. Standing and working together is even more important in areas of limited population and services.



Working from home.

F. ECONOMIC DEVELOPMENT DISTRICT DESIGNATION

The four counties comprising the East Central Council of Local Governments' service area were designated a Planning and Management Region under executive order of the Governor of Colorado in 1972. ECCOG was officially incorporated in 1973 under Chapter 88 of the Colorado Revised Statutes. This Region sought and was granted designation from the Economic Development Administration as an Economic Development District in 2009. To meet the criteria for this designation, the make-up of the East Central Council of Local Governments Board of Directors was changed to meet EDD criteria. The Articles of Association were amended by Resolution on April 1, 2009 to add five non-governmental member seats. The ECCOG Board is now comprised of 13 directors: eight local government representatives and five non-government representatives.



Typical board members

2015 ECCOG/EDD Board Membership Roster

1. GOVERNMENT REPRESENTATIVES (51 – 65%)

Elected officials and/or employees of a general purpose unit of state, local or Indian tribal government who have been appointed to represent the government.

Name	Government	Position
Nancy Bogenhagen	Cheyenne County	Commissioner
Larry Ross	Elbert County	Commissioner
Dave Hornung	Kit Carson County	Commissioner
Greg King	Lincoln County	Commissioner
Maarten van Zoren	Town of Simla	Trustee
Jack Hendricks	Town of Limon	Trustee
Harrison Nelson	Town of Cheyenne Wells	Town Council Member
Harvey Martin	Town of Flagler	Town Council Member

2. NON-GOVERNMENT REPRESENTATIVES (35 – 49%)

A. Private Sector Representatives: *Any senior management official or executive holding key decision-making position, with respect to any for-profit enterprise. (At least one required)*

Name	Company/Enterprise	Position
Gary Beedy	Beedy Farms	Owner
Troy McCue	Cattle Yak Ranch	Owner
Monica Halde	Monica's Beauty Salon	Owner
Nancy Harris	Coach- Lite Motel	Co-Owner

B. Stakeholder Organization Representatives: *Executive directors of chambers of commerce, or representatives of institutions of post-secondary education, workforce development groups or labor groups. (At least one required)*

Name	Organization	Position
Valerie Rhoades	Morgan Community College, Burlington	Director

3. AT-LARGE REPRESENTATIVES: *Other individuals who represent the principal economic interests of the region. (no minimum required)*

Name	Area of Interest	Background

CALCULATIONS

<u>Per Cent</u>	<u>Number</u>	
1. Government Representatives (51-65%)	62%	8
2. Non-Government Representatives (35-49%)	38%	
A. Private Sector Representatives (at least 1)		4
B. Stakeholder Organization Representatives (at least 1)		1
3. At-Large Representatives (0-14%)		0
Total Board Membership	100%	13

2015 Strategy Committee Roster

1. PRIVATE SECTOR REPRESENTATIVES (at least 51%)

Any senior management official or executive holding a key decision-making position with respect to any for-profit enterprise.

Name	Company	Position
Kyle Fenner	Fenner Web Design	Owner
Marilyn Ward	Eastern Colorado Bank	AVP Deposit Operations
Pat White	Eastern Slope Rural Telephone Association	General Manager
Rol Hudler	Hudler Consulting	Owner
Dorothy Stone	Dorothy C. Stone Attorney at Law	Owner

2. REPRESENTATIVES OF OTHER ECONOMIC INTERESTS (No more than 49%)

Persons who provide additional representation of the main economic interests of the region. These may include, but are not limited to: public officials, community leaders, representatives of workforce development boards, institutions of higher education, minority and labor groups, and private individuals.

Name	Area of Interest	Position
Gary Koop	Kit Carson County	County Commissioner
Melody Bolton	Limon Workforce Center	Director
Rachel Hodgson	Town of Elizabeth	Community Development Director
Joe Kiely	Ports-to-Plains Alliance	V.P. of Operations

CALCULATIONS

	<u>Number</u>	<u>Percent</u>
Private Sector Representatives (at least 51%)	5	55%
Representatives of Other Economic Interests (no more than 49%)	4	45%
Total Committee Membership	9	100%

ECCOG Staffing/Management Structure

The management objectives of the ECCOG are to:

1. Develop and maintain adequate staff capacity
2. Build staff technical capabilities
3. Stabilize long-term agency financing

ECCOG relies on a variety of sources to support its staff and/or work plan, including membership dues, grant and loan administration funds, service contracts, etc. An organizational chart can be found as Attachment C at the end of this document.

G. REGIONAL RELATIONSHIPS



During the past four decades, the East Central Council of Local Governments staff, Board of Directors and various advisory groups have established relationships with numerous state and federal agencies, including but not limited to the Governor's Office of Economic Development and International Trade, the Colorado Department of Local Affairs, the Colorado Division of Housing, USDA Rural Development, CSU Regional Technical Assistance, the Colorado Division of Aging and Adult Services, the Colorado Department of Transportation, the Eastern Transportation Planning Region, the Eastern Colorado Work Force Region, RC&D, the Colorado Tourism Office, the History Colorado, Ports to Plains Alliance, High Plains Highway, and the Colorado Division of Local Government. ECCOG and its divisions (i.e. partners) including the East Central Area Agency on Aging, the Outback Express Transit System, the East Central Enterprise Zone, and the Prairie Development Corporation Business Loan Fund meet several times annually with their counterparts throughout the State for information exchange and training.

The Prairie Development Corporation was created in 1986 as a public-private partnership but with its own board of directors and 501(c) (3) designation. ECCOG staffs the Prairie Development Corporation through a Professional Services Agreement. PDC is the development counterpart of the ECCOG and operates a business loan fund that emphasizes job creation and retention in cooperation with the ECCOG and the four counties. The loan fund utilizes federal CDBG grant funds awarded to the State of Colorado and then subcontracted to Lincoln County on behalf of the region. PDC also operates a smaller housing loan fund for rehabilitation and home buyer assistance, and takes the lead in the region in development of Our Journey, the multi-jurisdictional heritage and marketing program.

There are limited formal local Economic Development groups with in the four counties. The Lincoln County ED Corp is the only countywide group and is professionally staffed. The Cheyenne Wells Community Growth Committee reorganized recently and is staffed by volunteers. Kit Carson Rural Development promotes community economic development for the town of Kit Carson and has been very successful in developing several housing and blight removal projects. The Hugo Improvement Partnership also works with an all-volunteer staff. The City of Burlington and the Town of Limon both employ a part-time Economic Development Director. The staffs (both professional and volunteer) of these groups meet bi-monthly through Blueprint/CEDS to discuss mutual challenges and projects.

The historic nature of the working relationships among the local governments and economic development groups is real and genuine. These relationships didn't need to be created for this CEDS effort; they have been sustained for more than 40 years. These long-standing relationships brought great strength to the CEDS process, and this strong partnership, "To Do Together What We Can't Do Alone," will assure a quality implementation of the CEDS in the years to come.

H. PAST ACCOMPLISHMENTS

Much has been accomplished in the Region since the adoption of the initial CEDS (December 2009). A sampling of those accomplishments follows:

ECCOG continues to promote several small housing grant programs overseen by the Prairie Development Corporation.

The Home Sweet Prairies project was developed to promote opportunities for "lone eagles" to come to the Central Plains region and work from their "affordable homes" that were marketed by linking to the realtors in the four county area. www.homesweetprairies.com

15,000 Events Guides and "Places" Guides (historic structures, register sites, bed and breakfast establishments, antique shops) promoting the summer heritage tourism season throughout the District are printed and distributed May through September.

ECCOG contracts annually with a PR firm in Denver to obtain television, radio and print media coverage of events, attractions and economic development opportunities in the four county area. Promoting the Central Plains to the Front Range is a realistic target for economic development/expansion. Public relations coverage by media is a much less expensive option that purchasing "often unread or unseen paid advertising".

The **Silver Journey** Project was created to market opportunities for pre-arranged small bus tours to area attractions for senior citizens. **Tours 'R Us** is a similar effort aimed at youth groups.

An electronic data library was created as a result of the original 2009 CEDS. The electronic library is updated in early spring each year to provide current social/economic/population information to CEDS advisory committee members, local governments, ECCOG and PDC Board members. The access to the library can then be shared with these individuals respective constituents and/or economic development groups.

ECCOG is the driving force behind the Blueprint process in Elbert, Lincoln, Kit Carson and Cheyenne Counties. Staff develops the agenda, notifies interested parties of upcoming meetings. ECCOG was asked to serve as the fiscal agent for the Region for the Sectors Summit II held in 2014 in Denver and to

coordinate a team from the Region to participate in the conference. Sectors is an agenda item at each Blueprint meeting. ECCOG was successful in bringing together the major health care providers together after the Sectors conference to determine if those hospitals/clinics could create a working group to coordinate and share best practices. That group was formed.

Each year, ECCOG assists several entities in writing private and public grant requests. Staff circulates all grant announcements and workshop information, and continues to provide extensive information and guidance on developing a strong project that will compete well for grant funding.

When the Community Development Block Grant for the regional Business Loan Fund ended January 31, 2014, ECCOG staff drafted a new four-county application to the Governor's Office of Economic Development and International Trade for \$300,000 in new capital for PDC Business loans. This was awarded and then amended in 2015 to add another \$250,000.

The concept for a mini-grant "drought impacted business" (DIB) loan program initiated by ECCOG staff resulted to date in 33 loans totaling \$405,111.

PDC also approved an Agricultural Business Entrepreneurs (ABE) program to help agricultural producers diversify to other ag-related businesses for supplementary income. Two loans totaling \$69,000 were made in 2014. Additional funding is still available for both DIB and ABE.

East Central COG staff provides some one-on-one business consulting services as in-kind match towards the Small Business Development Center program that serves the COG area out of the University of Northern Colorado. This enables SBDC services to be offered regularly in all four counties. The Prairie Development Corporation also contributes \$5000 to the SBDC to help with their cash match.

The PDC Board accepted ECCOG staff's recommendation and provided \$6,900 to provide a live webinar series for area business owners. The series features presenter Jon Schallert, small business strategist. Three webinars were held for small businesses...April 10, May 1 and June 5 in 2014. Each session had over 30 attendees.

The Prairie Development website that provides business financing, startup and consulting information to new and expanding businesses was significantly updated in 2014 and is now updated bi-monthly to assure that it remain current and relevant.

ECCOG is overseeing a Broadband Planning Initiative which will be completed in the fall of 2015.

Promotion of the East Central Enterprise Zone and the various tax credits continues annually. ECCOG, the Enterprise Zone administrative agency for this Region developed extensive educational/promotional materials to make area taxpayers aware of new rules requiring pre-certification.

The Region is currently developing a full application asking for re-designation of most of the four-county area as a Colorado Enterprise Zone. The current boundaries and zone designations expire on December 31, 2015.

An application was submitted in 2014 to the Foreign-Trade Zones (FTZ) Board by the Town of Limon and Lincoln County to establish a foreign-trade zone under the Alternative Site Framework (ASF) at sites in Limon, Colorado, including a service area covering major portions of Elbert and Lincoln counties, and the ability to create subzone in the rest of the Region. It was approved by the U. S. Secretary of Commerce on June 11, 2015.

I. THE COLORADO BLUEPRINT AND CENTRAL PLAINS REGIONAL BLUEPRINT

The Colorado Blueprint is a statewide effort to create jobs and expand companies across the state. The key strategy, built on the foundation of the Colorado Blueprint, was developed through the “Bottom-Up” process initiated by the Colorado Office of Economic Development and International Trade in early 2011...centering on growth in Colorado’s key industries across all regions in the state. The Blueprint is the statewide plan to spur Colorado’s economy, help businesses grow and attract new jobs to the state. The Blueprint has given the State of Colorado a framework to build a comprehensive economic development plan that aligns existing effort and identifies opportunities for growth and focused investments/efforts.

As Blueprint was developing, it became apparent to the East Central Council of Governments CEDS process and the Blueprint process needed to work in partnership so as to assure that the regional Blueprint Goals and the CEDS Goals were in sync. Thus by 2013, the Blueprint Committee was a working group within the official CEDS Committee with some participants officially serving on both groups. The 2015 Blueprint vision, mission and goals developed for the Colorado’s Central Plains Region (East Central Council of Governments) mirror the vision, mission and goals of this Comprehensive Economic Development Strategy. These are:

Blueprint Goals

1. Build a Business-Friendly Environment



Business friendly environment?

2. Recruit, Grow and Retain Business
3. Increase Access to Capital
4. Create and Market a stronger Colorado Central Plains/Colorado Brand/Promote and expand tourism/travel industry within the Region with emphasis on historical, cultural, recreational, agricultural and eco-tourism resources and events
5. Educate and Train the Future Workforce
6. Cultivate Innovation and Technology
7. Plan for Energy Opportunities
8. Plan and Be Ready for Transportation Corridors Development and Expansion
9. Offer Technical Assistance

East Central Colorado consists of four counties (Cheyenne, Elbert, Kit Carson and Lincoln) and 15 incorporated communities (Cheyenne Wells and Kit Carson in Cheyenne County; Elizabeth, Kiowa and Simla in Elbert County; Bethune, Burlington, Flagler, Seibert, Stratton and Vona in Kit Carson County; and Arriba, Genoa, Hugo and Limon in Lincoln County). The Western portions of this region, particularly in Elbert County, are greatly impacted by the Denver/Colorado Springs Metropolitan Areas. Major transportation corridors provide ready access to Elbert County via Interstate 70, Colorado 86 and U.S. 24. Significant acreage and subdivision development has occurred and is likely to continue once the current recession has passed. The region's geographic location relative to the Front Range is a significant development consideration including both opportunities and challenges.

This region is part of the high plains grasslands ecosystem and it is semi-arid where climate and water are central development issues. The region's climate is continental in nature with four distinct seasons. Major weather systems moving across the Continental Divide can create rapidly changing weather illustrated by spring blizzards and summer time thunderstorms. From a development standpoint, the East Central High Plains of Colorado does have a relatively favorable climate from a people attraction standpoint. Summers can be hot but typically are moderate. Winters can be cold with snow, but there are extended periods of sunshine and Indian summer temperatures.

The region has a history of natural disasters primarily related to drought, winter storms, summer tornados and thunderstorms, with flash flooding during high precipitation periods.

Land use patterns vary across this region. Large farms, ranches and numerous small towns dominate the eastern areas. Industrial and commercial development is relatively limited. Major transportation corridors with associated highway and rail development cross the region. The western portions of the region are experiencing increasing urbanization as the Denver and Colorado Springs Metropolitan Areas are pushing out, resulting in acreages, subdivisions, associated commercial development and an increasing number of hobby and niche farms/ranches.

B. ENVIRONMENTAL & NATURAL RESOURCE PROFILE

There are no wilderness areas, wild or scenic rivers or national grasslands within this region.

Agricultural lands are addressed in other sections of this report. This region has productive lands but they are vulnerable to deterioration due to the arid climate and light soils. Wind erosion can be a particular problem. Soil development and renewal requires strong stewardship and aggressive fertilizer inputs when intensively cropped for feed grains.

There are limited State recreational areas within the region. However, this region does offer extensive seasonal hunting opportunities for selected species.

The region has important archeological, historic and cultural resources associated with both historic Native American and contemporary western settlements. Colorado's Central Plains has a number of State and National Register historic sites. Heritage and cultural tourism is a priority for the region, and these assets are addressed in greater depth in other sections of this report.

There are no superfund sites, officially designated brownfield sites or significant hazardous materials challenges within the region.

Groundwater is critically important to the region and drinking water supplies are tied to individual and public well fields. An inventory of these resources is available.

The region has very limited year-round flowing waterways and these are primarily associated with the Republican River Basin. Due to over appropriation within this basin, there is a legal settlement requiring fundamental changes in its use and that of associated aquifers. The Region has numerous seasonal riverbeds that flow only during periods of intense rain often associated with warmer weather thunderstorms. Flash flooding associated with these dry river and streambeds can pose seasonal challenges. These challenges are mitigated by the relatively small population base and level of urbanization.

More environmental information can be found in the ECCOG/CEDS Electronic Library:

<http://www.energizingentrepreneurs.org/portal>

Login:

ecco

Password:

Foundation1

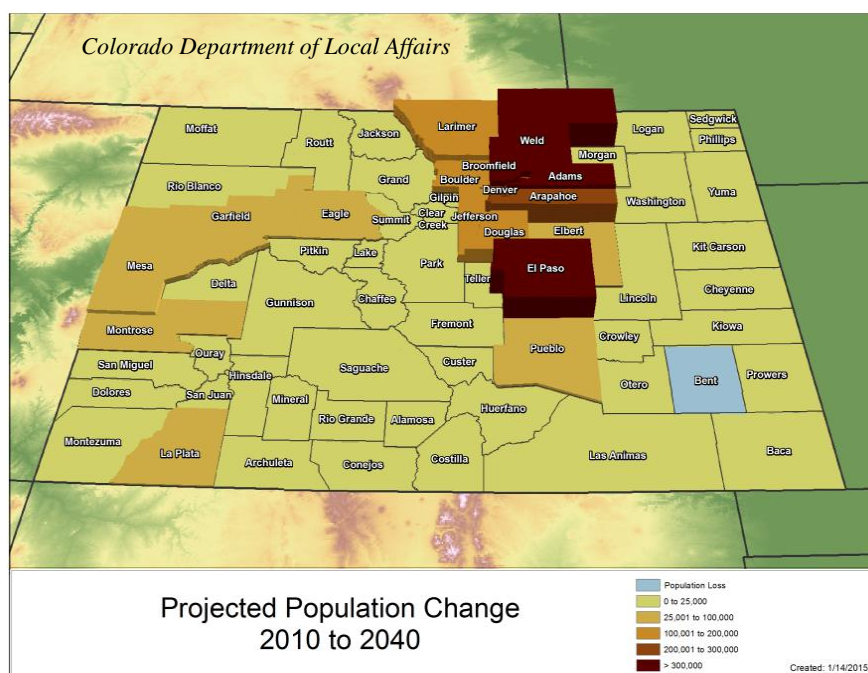
C. DEMOGRAPHIC AND SOCIO-ECONOMIC CHARACTERISTICS

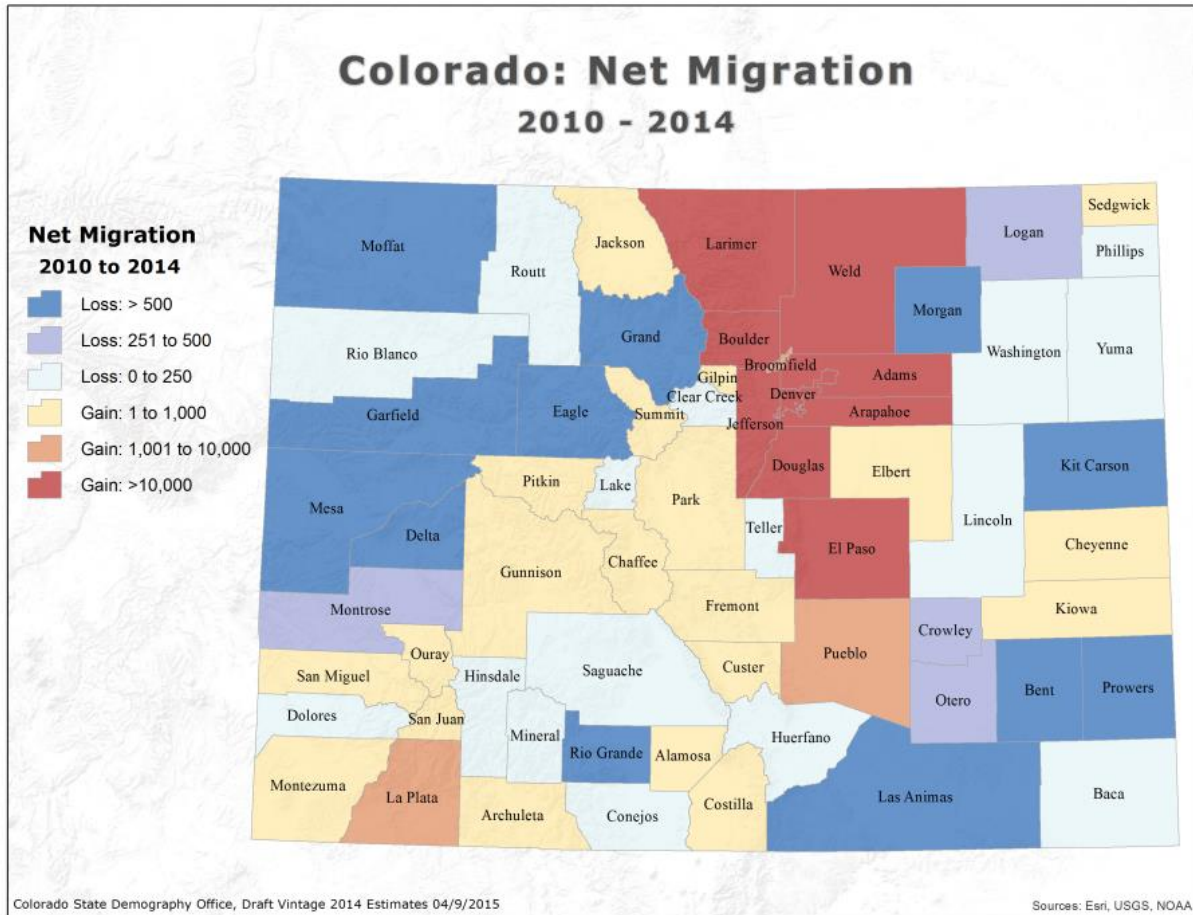
Population is an important indicator for a region. The Region saw important population growth between 1970 and 2007, from slightly more than 20,000 in 2007 to nearly 38,000 residents.

Region's County Populations

	2000	2010	2011	2012	2013
REGION 5	36,458	38,682	38,698	38,815	39,039
Cheyenne	2,216	1,834	1,870	1,876	1,887
Elbert	20,104	23,107	23,233	23,396	23,680
Kit Carson	7,975	8,267	8,194	8,104	8,052
Lincoln	6,163	5,474	5,401	5,439	5,420

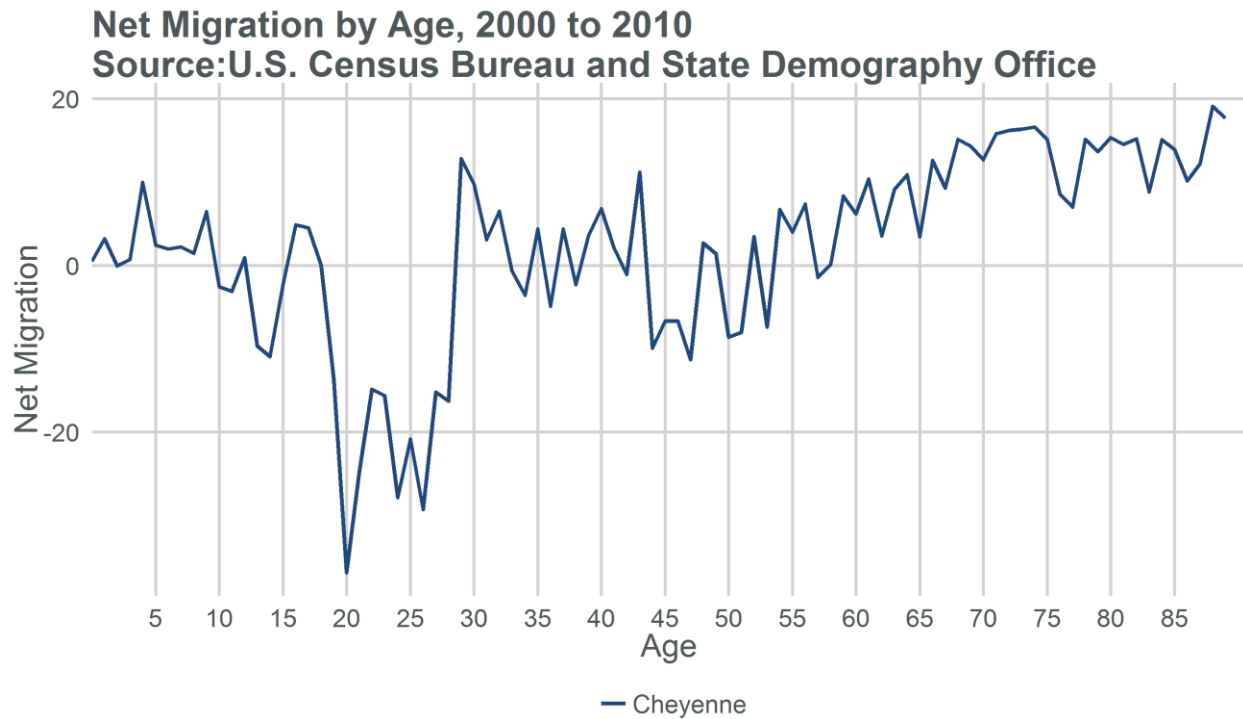
Colorado Department of Local Affairs





Colorado Department of Local Affairs

Cheyenne County



Colorado Department of Local Affairs

Cheyenne County QuickFacts

People QuickFacts	Cheyenne County	Colorado
Population, 2014 estimate	NA	5,355,866
Population, 2013 estimate	1,890	5,272,086
Population, 2010 (April 1) estimates base	1,836	5,029,324
Population, percent change - April 1, 2010 to July 1, 2014	NA	6.5%
Population, percent change - April 1, 2010 to July 1, 2013	2.9%	4.8%
Population, 2010	1,836	5,029,196
Persons under 5 years, percent, 2013	8.0%	6.4%
Persons under 18 years, percent, 2013	25.2%	23.5%
Persons 65 years and over, percent, 2013	17.4%	12.3%
Female persons, percent, 2013	49.8%	49.8%
White alone, percent, 2013 (a)	96.5%	88.0%
Black or African American alone, percent, 2013 (a)	0.6%	4.4%
American Indian and Alaska Native alone, percent, 2013 (a)	1.3%	1.6%
Asian alone, percent, 2013 (a)	0.5%	3.0%
Native Hawaiian and Other Pacific Islander alone, percent, 2013 (a)	0.1%	0.2%
Two or More Races, percent, 2013	1.0%	2.8%
Hispanic or Latino, percent, 2013 (b)	12.2%	21.0%

White alone, not Hispanic or Latino, percent, 2013	85.0%	69.4%
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Living in same house 1 year & over, percent, 2009-2013	86.0%	80.7%
Foreign born persons, percent, 2009-2013	8.5%	9.7%
Language other than English spoken at home, pct age 5+, 2009-2013	11.4%	16.8%
High school graduate or higher, percent of persons age 25+, 2009-2013	87.0%	90.2%
Bachelor's degree or higher, percent of persons age 25+, 2009-2013	21.3%	37.0%
Veterans, 2009-2013	137	399,458
Mean travel time to work (minutes), workers age 16+, 2009-2013	13	24.5
Housing units, 2013	963	2,247,238
Homeownership rate, 2009-2013	76.5%	65.4%
Housing units in multi-unit structures, percent, 2009-2013	5.0%	25.9%
Median value of owner-occupied housing units, 2009-2013	\$81,700	\$236,200
Households, 2009-2013	839	1,977,591
Persons per household, 2009-2013	2.55	2.53
Per capita money income in past 12 months (2013 dollars), 2009-2013	\$23,647	\$31,109
Median household income, 2009-2013	\$51,641	\$58,433
Persons below poverty level, percent, 2009-2013	7.2%	13.2%
Business QuickFacts	Cheyenne County	Colorado
Private nonfarm establishments, 2012	60	153,112
Private nonfarm employment, 2012	678	2,035,803
Private nonfarm employment, percent change, 2011-2012	-27.0%	3.2%
Nonemployer establishments, 2012	191	440,482

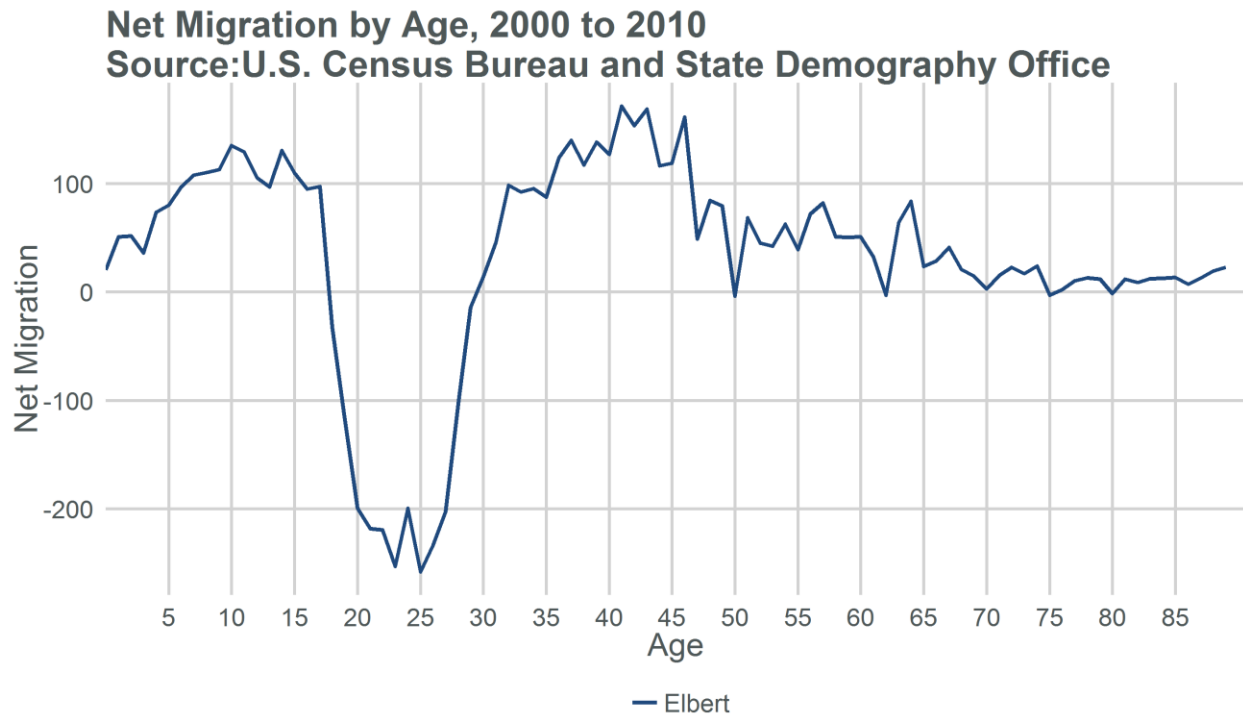
Total number of firms, 2007	304	547,770
Black-owned firms, percent, 2007	F	1.7%
American Indian- and Alaska Native-owned firms, percent, 2007	F	0.8%
Asian-owned firms, percent, 2007	F	2.6%
Native Hawaiian and Other Pacific Islander-owned firms, percent, 2007	F	0.1%
Hispanic-owned firms, percent, 2007	F	6.2%
Women-owned firms, percent, 2007	S	29.2%

Manufacturers shipments, 2007 (\$1000)	0	46,331,953
Merchant wholesaler sales, 2007 (\$1000)	51,173	53,598,986
Retail sales, 2007 (\$1000)	12,958	65,896,788
Retail sales per capita, 2007	\$7,276	\$13,609
Accommodation and food services sales, 2007 (\$1000)	407	11,440,395
Building permits, 2013	0	27,517

Geography QuickFacts	Cheyenne County	Colorado
Land area in square miles, 2010	1,778.28	103,641.8

		9
Persons per square mile, 2010	1	48.5
FIPS Code	17	8

Elbert County



Colorado Department of Local Affairs

Elbert County QuickFacts

People QuickFacts	Elbert County	Colorado
Population, 2014 estimate	NA	5,355,866
Population, 2013 estimate	23,733	5,272,086
Population, 2010 (April 1) estimates base	23,086	5,029,324
Population, percent change - April 1, 2010 to July 1, 2014	NA	6.5%
Population, percent change - April 1, 2010 to July 1, 2013	2.8%	4.8%
Population, 2010	23,086	5,029,196
Persons under 5 years, percent, 2013	4.1%	6.4%
Persons under 18 years, percent, 2013	23.0%	23.5%
Persons 65 years and over, percent, 2013	13.1%	12.3%
Female persons, percent, 2013	49.9%	49.8%
White alone, percent, 2013 (a)	95.7%	88.0%
Black or African American alone, percent, 2013 (a)	0.7%	4.4%

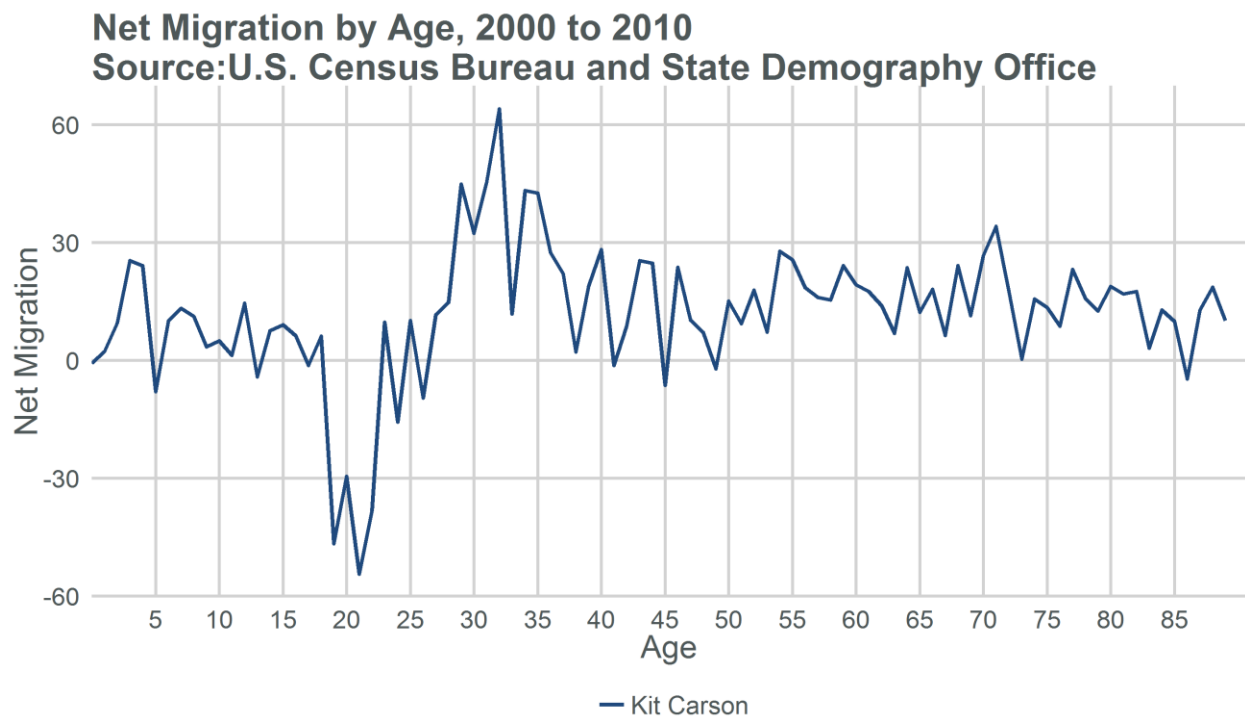
American Indian and Alaska Native alone, percent, 2013 (a)	0.7%	1.6%
Asian alone, percent, 2013 (a)	0.9%	3.0%
Native Hawaiian and Other Pacific Islander alone, percent, 2013 (a)	0.2%	0.2%
Two or More Races, percent, 2013	1.8%	2.8%
Hispanic or Latino, percent, 2013 (b)	6.3%	21.0%
White alone, not Hispanic or Latino, percent, 2013	90.0%	69.4%

Living in same house 1 year & over, percent, 2009-2013	88.8%	80.7%
Foreign born persons, percent, 2009-2013	4.1%	9.7%
Language other than English spoken at home, pct age 5+, 2009-2013	5.2%	16.8%
High school graduate or higher, percent of persons age 25+, 2009-2013	96.6%	90.2%
Bachelor's degree or higher, percent of persons age 25+, 2009-2013	29.6%	37.0%
Veterans, 2009-2013	2,328	399,458
Mean travel time to work (minutes), workers age 16+, 2009-2013	41.3	24.5
Housing units, 2013	8,999	2,247,238
Homeownership rate, 2009-2013	90.4%	65.4%
Housing units in multi-unit structures, percent, 2009-2013	1.3%	25.9%
Median value of owner-occupied housing units, 2009-2013	\$333,600	\$236,200
Households, 2009-2013	8,240	1,977,591
Persons per household, 2009-2013	2.81	2.53
Per capita money income in past 12 months (2013 dollars), 2009-2013	\$36,077	\$31,109
Median household income, 2009-2013	\$82,118	\$58,433
Persons below poverty level, percent, 2009-2013	6.5%	13.2%
Business QuickFacts	Elbert County	Colorado
Private nonfarm establishments, 2012	545	153,112
Private nonfarm employment, 2012	2,083	2,035,803
Private nonfarm employment, percent change, 2011-2012	7.8%	3.2%
Nonemployer establishments, 2012	2,565	440,482
Total number of firms, 2007	3,269	547,770
Black-owned firms, percent, 2007	F	1.7%
American Indian- and Alaska Native-owned firms, percent, 2007	F	0.8%
Asian-owned firms, percent, 2007	F	2.6%
Native Hawaiian and Other Pacific Islander-owned firms, percent, 2007	F	0.1%
Hispanic-owned firms, percent, 2007	S	6.2%
Women-owned firms, percent, 2007	26.2%	29.2%

Manufacturers shipments, 2007 (\$1000)	0	46,331,953
Merchant wholesaler sales, 2007 (\$1000)	13,792	53,598,986

Retail sales, 2007 (\$1000)	80,718	65,896,788
Retail sales per capita, 2007	\$3,558	\$13,609
Accommodation and food services sales, 2007 (\$1000)	6,884	11,440,395
Building permits, 2013	79	27,517
Geography QuickFacts	Elbert County	Colorado
Land area in square miles, 2010	1,850.85	103,641.89
Persons per square mile, 2010	12.5	48.5
FIPS Code	39	8

Kit Carson County



Colorado Department of Local Affairs

Kit Carson County QuickFacts

People QuickFacts	Kit Carson County	Colorado
Population, 2014 estimate	NA	5,355,866
Population, 2013 estimate	8,037	5,272,086
Population, 2010 (April 1) estimates base	8,270	5,029,324
Population, percent change - April 1, 2010 to July 1, 2014	NA	6.5%
Population, percent change - April 1, 2010 to July 1, 2013	-2.8%	4.8%
Population, 2010	8,270	5,029,196

Persons under 5 years, percent, 2013	6.3%	6.4%
Persons under 18 years, percent, 2013	22.3%	23.5%
Persons 65 years and over, percent, 2013	17.1%	12.3%
Female persons, percent, 2013	44.9%	49.8%

White alone, percent, 2013 (a)	94.3%	88.0%
Black or African American alone, percent, 2013 (a)	2.3%	4.4%
American Indian and Alaska Native alone, percent, 2013 (a)	1.1%	1.6%
Asian alone, percent, 2013 (a)	0.8%	3.0%
Native Hawaiian and Other Pacific Islander alone, percent, 2013 (a)	0.2%	0.2%
Two or More Races, percent, 2013	1.4%	2.8%
Hispanic or Latino, percent, 2013 (b)	18.8%	21.0%
White alone, not Hispanic or Latino, percent, 2013	76.6%	69.4%

Living in same house 1 year & over, percent, 2009-2013	83.2%	80.7%
Foreign born persons, percent, 2009-2013	9.0%	9.7%
Language other than English spoken at home, pct age 5+, 2009-2013	15.2%	16.8%
High school graduate or higher, percent of persons age 25+, 2009-2013	84.0%	90.2%
Bachelor's degree or higher, percent of persons age 25+, 2009-2013	13.5%	37.0%
Veterans, 2009-2013	799	399,458
Mean travel time to work (minutes), workers age 16+, 2009-2013	12.5	24.5
Housing units, 2013	3,480	2,247,238
Homeownership rate, 2009-2013	65.8%	65.4%
Housing units in multi-unit structures, percent, 2009-2013	11.2%	25.9%
Median value of owner-occupied housing units, 2009-2013	\$121,600	\$236,200
Households, 2009-2013	3,046	1,977,591
Persons per household, 2009-2013	2.43	2.53
Per capita money income in past 12 months (2013 dollars), 2009-2013	\$21,850	\$31,109
Median household income, 2009-2013	\$44,157	\$58,433
Persons below poverty level, percent, 2009-2013	13.8%	13.2%

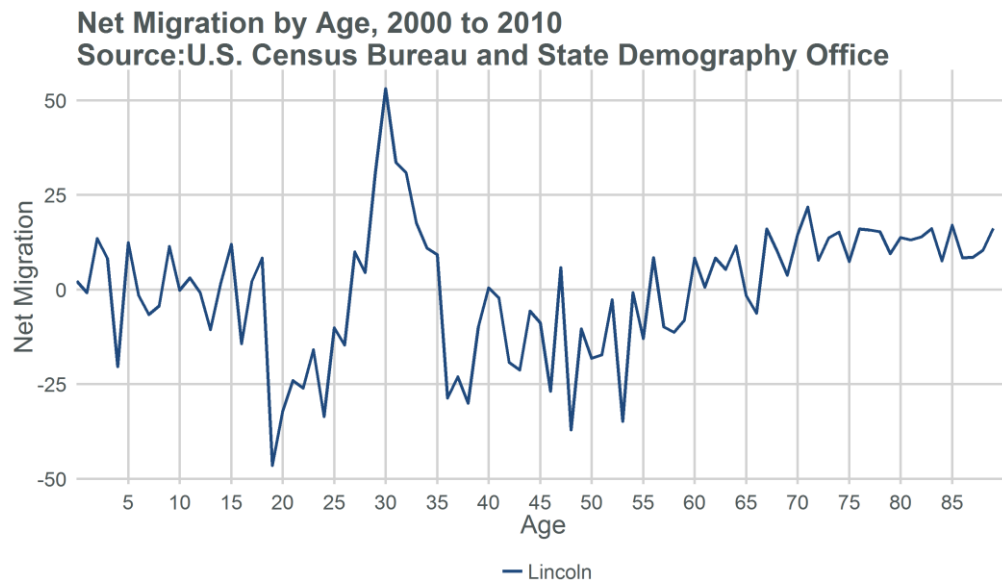
Business QuickFacts	Kit Carson County	Colorado
Private nonfarm establishments, 2012	262	153,112
Private nonfarm employment, 2012	1,939	2,035,803
Private nonfarm employment, percent change, 2011-2012	4.2%	3.2%
Nonemployer establishments, 2012	636	440,482

Total number of firms, 2007	834	547,770
Black-owned firms, percent, 2007	F	1.7%
American Indian- and Alaska Native-owned firms, percent, 2007	F	0.8%
Asian-owned firms, percent, 2007	F	2.6%
Native Hawaiian and Other Pacific Islander-owned firms,	F	0.1%

percent, 2007		
Hispanic-owned firms, percent, 2007	F	6.2%
Women-owned firms, percent, 2007	39.3%	29.2%

Manufacturers shipments, 2007 (\$1000)	0	46,331,953
Merchant wholesaler sales, 2007 (\$1000)	166,345	53,598,986
Retail sales, 2007 (\$1000)	84,356	65,896,788
Retail sales per capita, 2007	\$10,717	\$13,609
Accommodation and food services sales, 2007 (\$1000)	10,306	11,440,395
Building permits, 2013	24	27,517
Geography QuickFacts	Kit Carson County	Colorado
Land area in square miles, 2010	2,160.82	103,641.89
Persons per square mile, 2010	3.8	48.5
FIPS Code	63	8
Metropolitan or Micropolitan Statistical Area	None	

Lincoln County



Colorado Department of Local Affairs

Lincoln County QuickFacts

People QuickFacts	Lincoln County	Colorado
Population, 2014 estimate	NA	5,355,866
Population, 2013 estimate	5,430	5,272,086
Population, 2010 (April 1) estimates base	5,467	5,029,324
Population, percent change - April 1, 2010 to July 1, 2014	NA	6.5%
Population, percent change - April 1, 2010 to July 1, 2013	-0.7%	4.8%
Population, 2010	5,467	5,029,196

Persons under 5 years, percent, 2013	5.7%	6.4%
Persons under 18 years, percent, 2013	19.5%	23.5%
Persons 65 years and over, percent, 2013	17.6%	12.3%
Female persons, percent, 2013	41.1%	49.8%

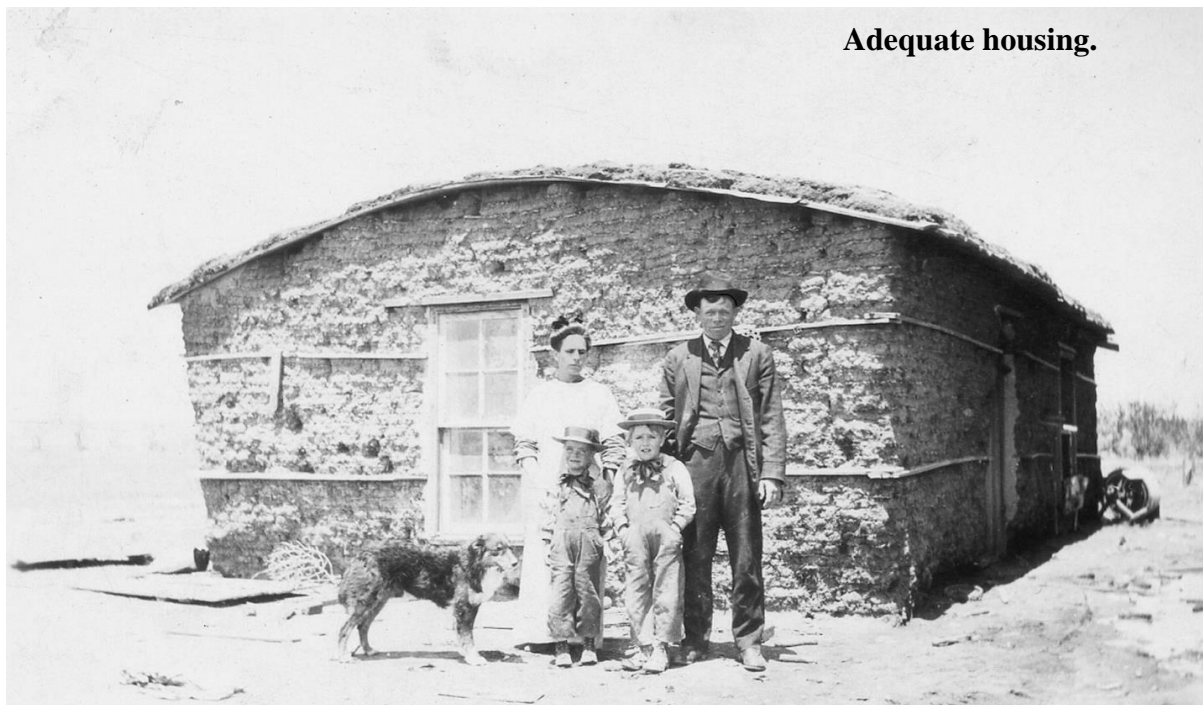
White alone, percent, 2013 (a)	91.0%	88.0%
Black or African American alone, percent, 2013 (a)	5.5%	4.4%
American Indian and Alaska Native alone, percent, 2013 (a)	1.1%	1.6%
Asian alone, percent, 2013 (a)	0.9%	3.0%
Native Hawaiian and Other Pacific Islander alone, percent, 2013 (a)	0.1%	0.2%
Two or More Races, percent, 2013	1.4%	2.8%
Hispanic or Latino, percent, 2013 (b)	12.8%	21.0%
White alone, not Hispanic or Latino, percent, 2013	79.3%	69.4%

Living in same house 1 year & over, percent, 2009-2013	82.9%	80.7%
Foreign born persons, percent, 2009-2013	5.4%	9.7%
Language other than English spoken at home, pct age 5+, 2009-2013	10.9%	16.8%
High school graduate or higher, percent of persons age 25+, 2009-2013	81.5%	90.2%
Bachelor's degree or higher, percent of persons age 25+, 2009-2013	15.6%	37.0%
Veterans, 2009-2013	486	399,458
Mean travel time to work (minutes), workers age 16+, 2009-2013	18.3	24.5
Housing units, 2013	2,406	2,247,238
Homeownership rate, 2009-2013	68.3%	65.4%
Housing units in multi-unit structures, percent, 2009-2013	11.5%	25.9%
Median value of owner-occupied housing units, 2009-2013	\$115,000	\$236,200
Households, 2009-2013	1,845	1,977,591
Persons per household, 2009-2013	2.11	2.53
Per capita money income in past 12 months (2013 dollars), 2009-2013	\$19,703	\$31,109
Median household income, 2009-2013	\$41,910	\$58,433
Persons below poverty level, percent, 2009-2013	13.7%	13.2%
Business QuickFacts	Lincoln County	Colorado
Private nonfarm establishments, 2012	124	153,112
Private nonfarm employment, 2012	1,136	2,035,803
Private nonfarm employment, percent change, 2011-2012	-7.6%	3.2%
Nonemployer establishments, 2012	394	440,482
Total number of firms, 2007	626	547,770
Black-owned firms, percent, 2007	F	1.7%
American Indian- and Alaska Native-owned firms, percent, 2007	F	0.8%
Asian-owned firms, percent, 2007	F	2.6%
Native Hawaiian and Other Pacific Islander-owned firms, percent, 2007	F	0.1%
Hispanic-owned firms, percent, 2007	F	6.2%
Women-owned firms, percent, 2007	29.4%	29.2%

Manufacturers shipments, 2007 (\$1000)	0	46,331,953
Merchant wholesaler sales, 2007 (\$1000)	D	53,598,986
Retail sales, 2007 (\$1000)	134,696	65,896,788
Retail sales per capita, 2007	\$25,671	\$13,609
Accommodation and food services sales, 2007 (\$1000)	8,400	11,440,395
Building permits, 2013	5	27,517

Geography QuickFacts	Lincoln County	Colorado
Land area in square miles, 2010	2,577.63	103,641.89
Persons per square mile, 2010	2.1	48.5
FIPS Code	73	8
Metropolitan or Micropolitan Statistical Area	None	

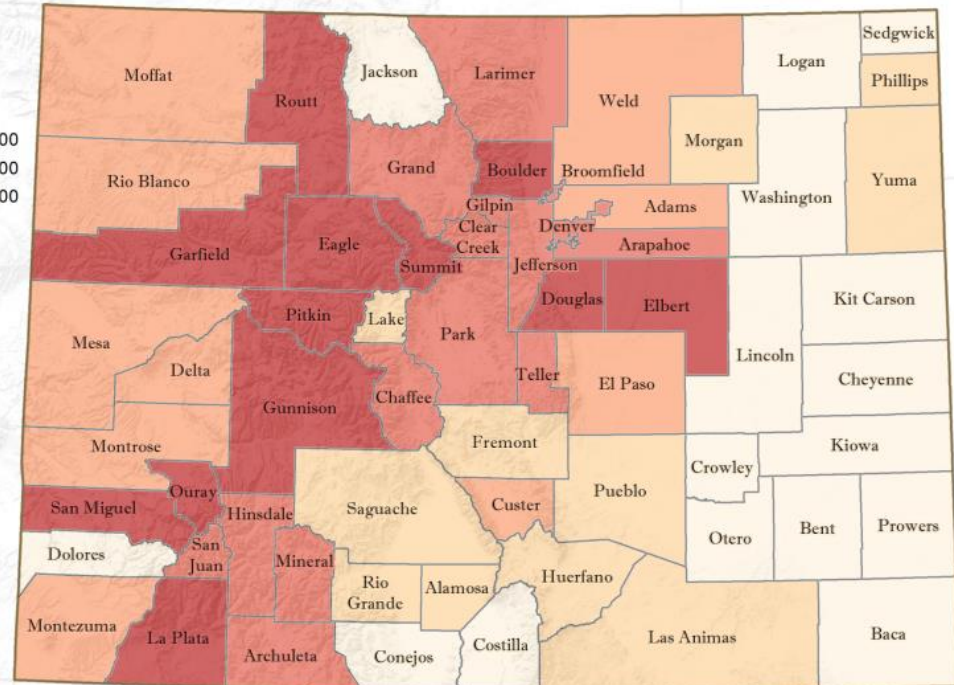
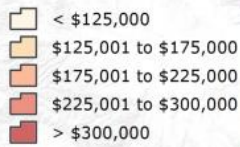
D. HOUSING



Colorado: Median Home Value

American Community Survey 2009 - 2013

Median Home Value



Colorado State Demography Office, 01/27/2015

Colorado Department of Local Affairs

Cheyenne County

Cheyenne County Total Housing Units 2013

2013	Cheyenne County	Total Housing Units	977
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Cheyenne County Vacant Housing Units 2013

2013	Cheyenne	Vacant Housing Units	168
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Cheyenne County Housing Vacancy Rate 2013

2013	Cheyenne	Housing Vacancy Rate	17.20 %
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Cheyenne County Net Building Permits 2013

2013	Cheyenne	Net Building Permits	1
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Cheyenne County Group Quarters 2013

2013	Cheyenne	Group Quarters Population (July)	42
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Elbert County

Elbert County Total Housing Units 2013

2013	Elbert County	Total Housing Units	9,055
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Elbert County Vacant Housing Units 2013

2013	Elbert	Vacant Housing Units	459
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Elbert County Housing Vacancy Rate 2013

2013	Elbert	Housing Vacancy Rate	5.07 %
------	--------	----------------------	--------

Elbert County Net Building Permits

2013	Elbert	Net Building Permits	45
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Elbert County Group Quarters 2013

2013	Elbert	Group Quarters Population (July)	73
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Kit Carson County

Kit Carson County Total Housing Units 2013

2013	Kit Carson County	Total Housing Units	3,529
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Kit Carson Vacant Housing Units 2013

2013	Kit Carson	Vacant Housing Units	472
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Kit Carson County Housing Vacancy Rate 2013

2013	Kit Carson	Housing Vacancy Rate	13.37 %
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Kit Carson County Net Building Permits

2013	Kit Carson	Net Building Permits	0
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Kit Carson County Group Quarters 2013

2013	Kit Carson	Group Quarters Population (July)	809
------	------------	----------------------------------	-----

Lincoln County

Lincoln County Total Housing Units 2013

2013	Lincoln County	Total Housing Units	2,435
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Lincoln County Vacant Housing Units

2013	Lincoln	Vacant Housing Units	505
------	---------	----------------------	-----

Lincoln County Housing Vacancy Rate 2013

2013	Lincoln	Housing Vacancy Rate	20.74 %
------	---------	----------------------	---------

Lincoln County Net Building Permits

2013	Lincoln	Net Building Permits	8
------	---------	----------------------	---

Lincoln County Group Quarters 2013

2013	Lincoln	Group Quarters Population (July)	1,023
------	---------	----------------------------------	-------

E. INFRASTRUCTURE AND OTHER SERVICES



Transportation Systems. There is detailed information developed by the Eastern Transportation Planning Region and the Colorado Department of Transportation for all regional transportation modes. These include layered maps and databases. This information can be obtained at the following web links:

[Cheyenne County Infrastructure](#)

[Elbert County Infrastructure](#)

[Kit Carson County Infrastructure](#)

[Lincoln County Infrastructure](#)

The Council's due diligence considered a wide range of infrastructure and other services considerations. These are listed below. Not all of these considerations are relevant to this Region and were not explored in further depth (e.g., National Parks or Wilderness Areas).

Infrastructure includes:

Highways	Paved	Bladed	Gravel
Congested	Railroads	Rivers/Streams	City Limits
County Lines	Township Lines	Lakes	Public Lands
State Lands	Forests and Parks	Wilderness Area	Wildlife Area
National Parks	Indian Reservations	Military Bases	

Regional Utilities and Services. The Council has identified and assessed available information for the Region's electric utilities, natural gas services, rural water systems and regional landfills.

Comprehensive information exists on current electric, natural gas and land fill services. The following summarizes the major providers:

Electricity

K.C. Electric Association
Intermountain Rural Electric
Southeast Colorado Power Association
Eastern Colorado Utility Company
Mountain View Electric Association
Public Service of Colorado

Natural Gas

Black Hills Energy

Natural gas services are available primarily in incorporated areas. Rural areas have access to LPG, propane and bottled gas through private for-profit suppliers.

Rural Water Systems

This Region is serviced by a combination of municipal and private water supply and waste water systems. Additional information on these systems is available through the Council office.

Landfills

Elbert County Transfer Station/Elizabeth (No Landfill in Elbert County)
Lincoln County Landfill - Lincoln County
Kit Carson County Burlington Landfill - Kit Carson County
Kit Carson County Transfer Stations at Flagler, Seibert & Stratton
First View Landfill - Cheyenne County

Telecommunications. The Region is serviced by multiple national, regional and local telephone, cable, cellular phone and Internet service providers. Information on those services that are regulated by either the federal or state governments is readily available. However, given the rural nature of this area, information on Internet, cell phone and cable television services is less available. As a general rule these services are available at reasonable costs and levels in the more populated areas of the Region. However, access, quality and competitive options are concerns existing in the less populated and more rural areas. There is a need for a more comprehensive assessment of this critical infrastructure in the future (particularly given the Region's strategy focus on people attraction).

Health and Social Services. The following Figure summarizes the primary health and social service institutions within the Region.

Table of Health Care/Assisted Living Services

County	Community	Type	Name
Cheyenne	Cheyenne Wells	Hospital	Keefe Memorial Hospital
Cheyenne	Cheyenne Wells	Nursing Home	Cheyenne Manor
Elbert	Elizabeth	Assisted Living	Goodwin Manor
Elbert	Parker	Assisted Living	Country Home
Elbert	Simla	Nursing Home	Good Samaritan Society
Kit Carson	Burlington	Hospital	Kit Carson County Memorial
Kit Carson	Burlington	Nursing Home	Grace Manor Care Center
Kit Carson	Burlington	Assisted Living	Burlington Care Center, Inc.
Kit Carson	Burlington	Assisted Living	The Legacy at Burlington
Kit Carson	Flagler	Assisted Living	Aspen Leaf
Kit Carson	Stratton	Assisted Living	Golden Wheat
Lincoln	Hugo	Hospital	Lincoln Community Hospital
Lincoln	Hugo	Nursing Home	Lincoln Community Nursing Home
Lincoln	Hugo	Assisted Living	Lincoln Park
Lincoln	Limon	Assisted Living	Carla's Cluster Care, Inc.
Lincoln	Limon	Assisted Living	Limon Village Assisted Living

East Central Council of Governments. The Region is served by the standard State (Federal) supported public social services. Because of the Region's relatively small market size, the incidence of private and for-profit social services is limited. There are comprehensive private and for-profit social services available in both the Colorado Springs and Denver Metropolitan Areas.

All three hospitals offer specialty clinics on a regular basis. Specialty physicians come from Denver or Colorado Springs. In-patient health care services are also available in communities adjacent to this Region, including La Junta and Lamar to the south, selected communities in Western Kansas, Sterling and Fort Morgan to the North and a complete range of high-end health care services in both Denver and Colorado Springs. Travel distances to these services from some locations in the Region could be an issue, but there is excellent and diverse care availability.

East Central Council of Governments



Human Services Information & Resource Directory

Attachment B contains the Region's directory of services

F. LABOR FORCE CHARACTERISTICS/BUSINESS & INDUSTRY

The Region, despite its relative small population base, has been able to create significant new employment. Since this data is measuring both wage and salary jobs as well as proprietor jobs, this is an important consideration. Mainly, it is the number of jobs being measured, not the number of people. A common economic strategy in rural areas is multiple job holding. It is believed there is a mix of new job creation coupled with increases in multiple job holdings.

Commuting Patterns. Colorado's Central Plains, like other Great Plains regions, has large geographic workforce regions. Given economic needs and the right opportunities, rural workers will travel relatively long distances to access work. When compared to urban commuting times, these commutes are not unrealistic due to uncongested highways.

Many workers in Elbert County must travel outside of the county to find employment. This is a function of residential development in western Elbert County and residents traveling back into the Denver and Colorado Springs Metropolitan Areas for work.

Commuting patterns for Kit Carson County balance out with a near equal in and out flow of commuting related income.

Lincoln County, because of its prison and transportation corridor related services, is an employment hub attracting workers from the larger region resulting in the net outflow of earnings to other communities.

Production Agriculture. This region is supported by a historic and traditional production agriculture sector dominated by cattle, wheat, corn for grain and livestock forages.

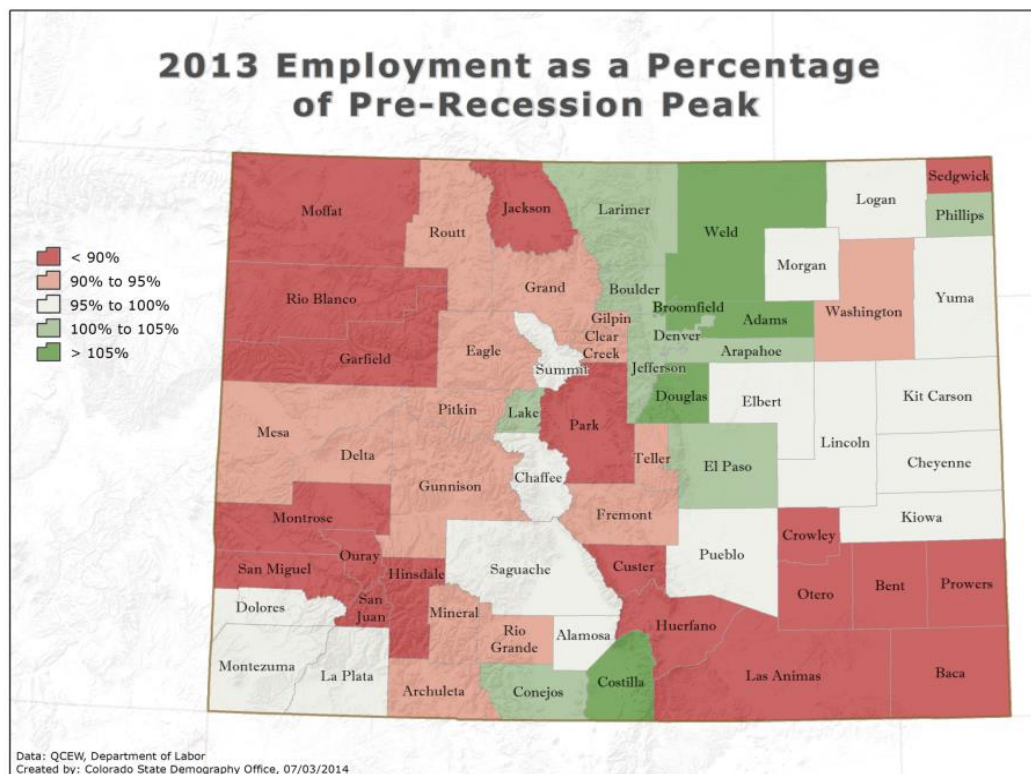
The eastern portion of the region tends to have larger farms and ranches. However, suburbanization of the Western portions of Elbert County provides a different profile with increasing numbers of smaller operations in the 10 to 49 acre and 50 to 179 acre ranges. This urbanization is creating additional smaller farms and also resulting in traditional farm and ranch land being converted to urban uses.

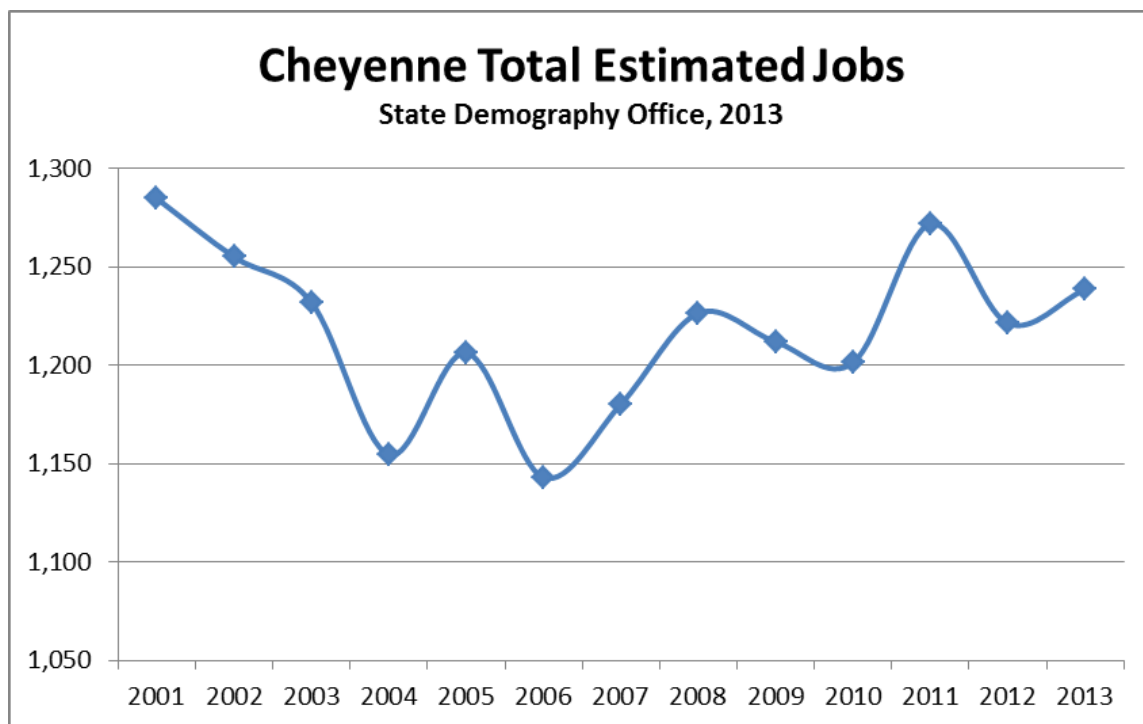
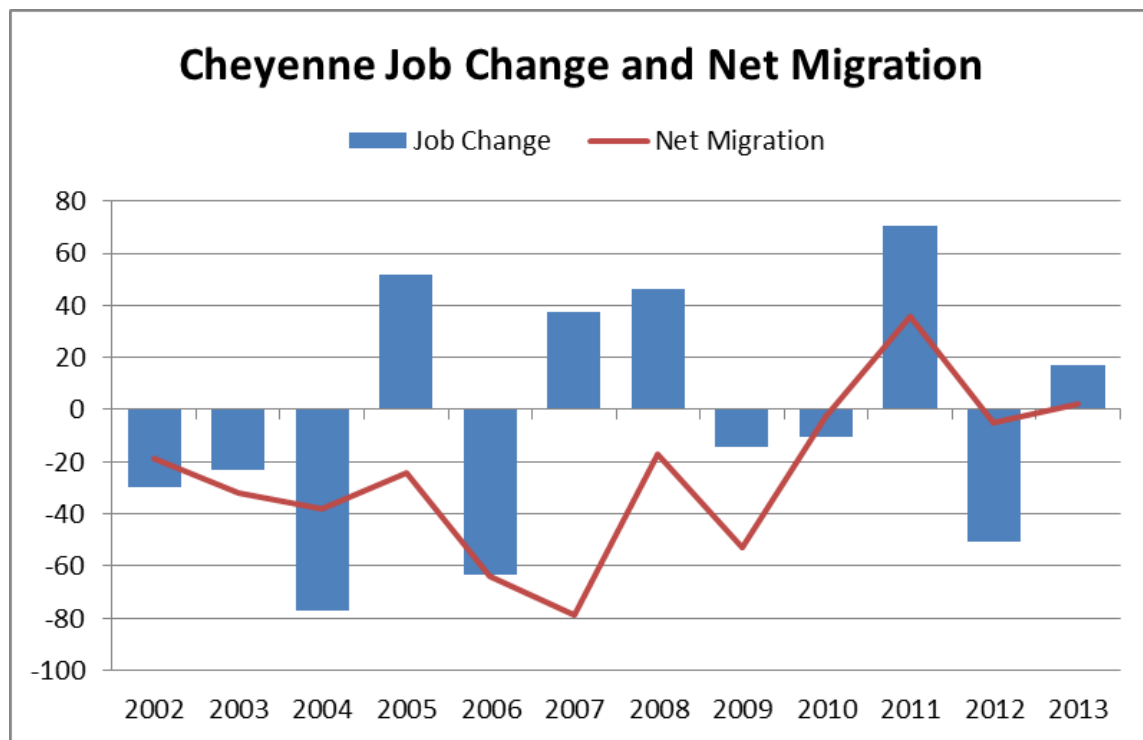
Irrigation is particularly important to some producers of corn for grain and forages. Current and future restrictions on ground water pumping adversely impacts the irrigated ground productivity, corresponding producer incomes and total area economic activity. Movement to production methods requiring less or no irrigation water will be an important development challenge.

Heritage and Cultural Tourism. The Region has prioritized “heritage and cultural tourism” as a development priority. Funds were secured to enable the development of a comprehensive heritage tourism program strategy and associated marketing materials in partnership with the Prairie Development Corporation.

An estimated five million consumers are within reasonable motor vehicle distance of this region concentrated in the Denver and Colorado Springs Metropolitan Areas. Additionally, travelers in the hundreds of thousands pass through the Region via Interstate 70 and other transportation corridors. A small percentage of these residents and travelers attracted to the Region for tourism can greatly increase the size and impact of this potential industry on the Region.

Note: the following maps and graphs are courtesy of the Colorado Department of Local Affairs, unless otherwise noted.

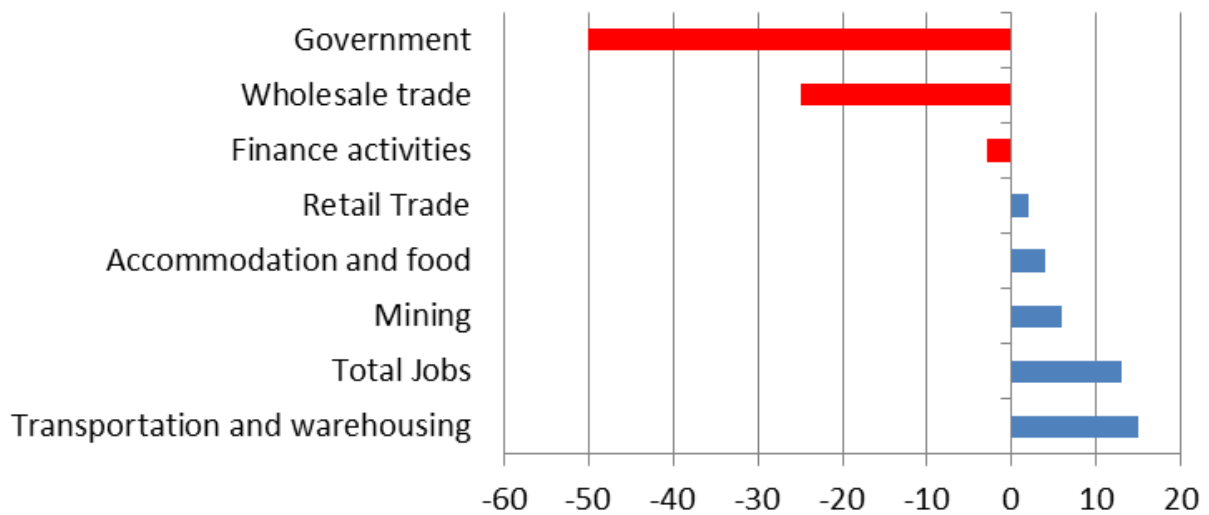




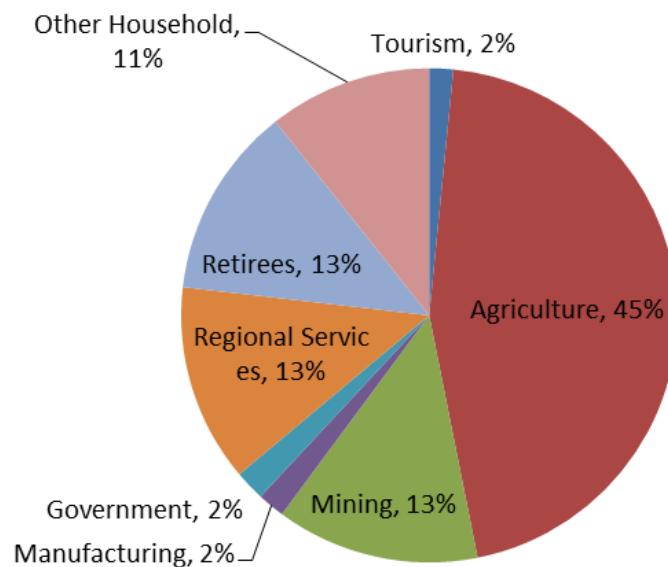
Industry detail is limited due to data disclosure.

Cheyenne County Employment Change

2008 - 2013



Cheyenne Base Industries, 2013



State Demography Office

Cheyenne County

Employment Wage Statistics

Area Name	*Total Average Employment	*Average Hourly Wage	*Average Weekly Wage	*Average Annual Wage
Cheyenne County, Colorado	704	\$18.65	\$746	\$38,792

Area Labor Force, Employment and Unemployment Data

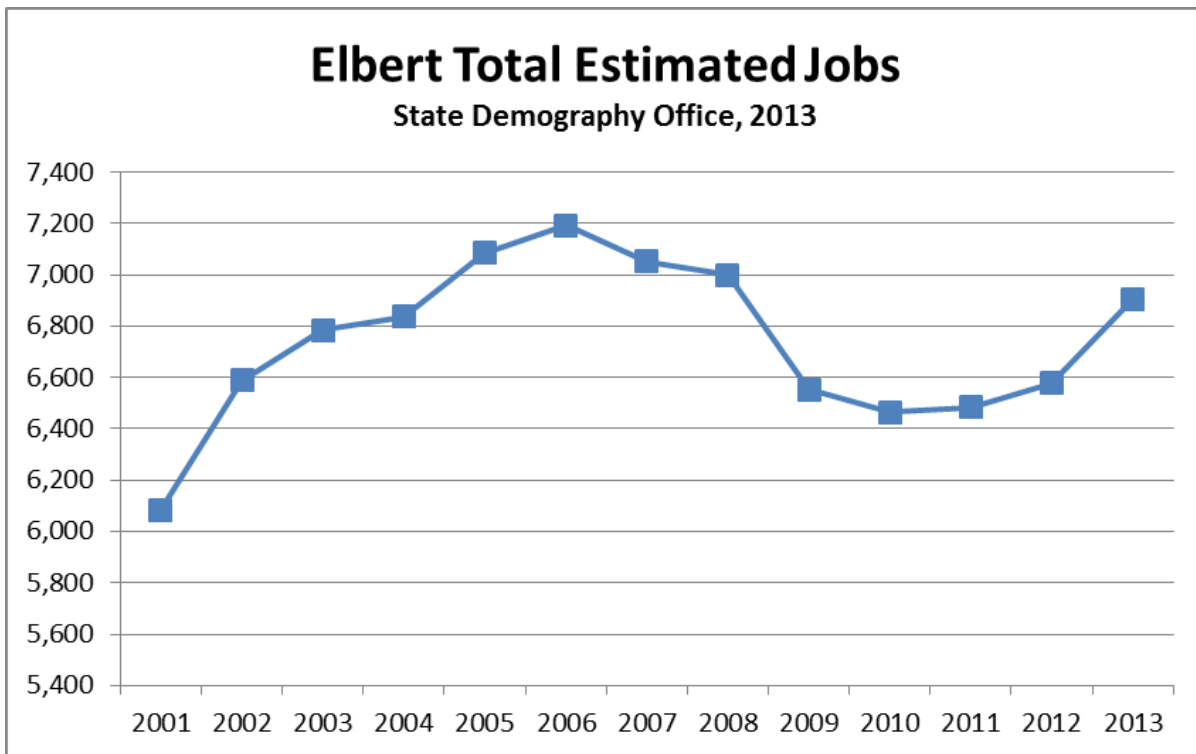
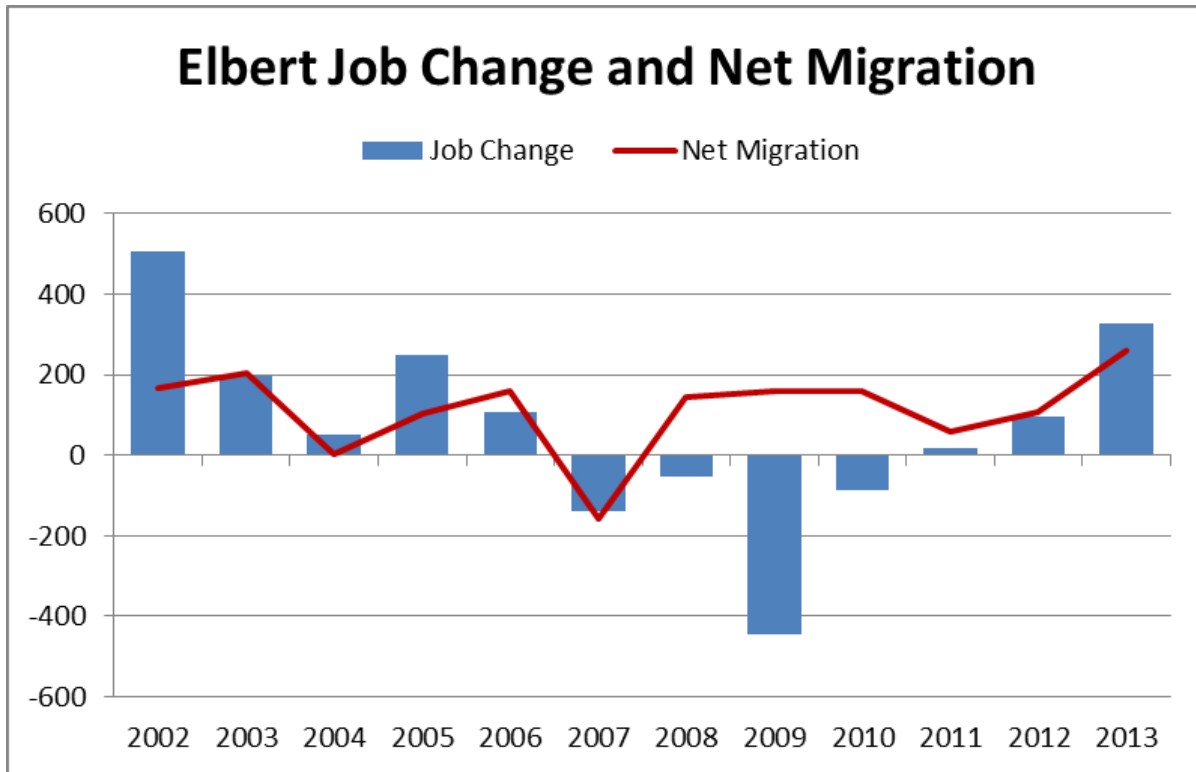
Area Name	Civilian Labor Force	Number Employed	Number Unemployed	Unemployment Rate	Preliminary Data
Cheyenne County	1,433	1,411	22	1.5%	Yes

Current Jobs Available

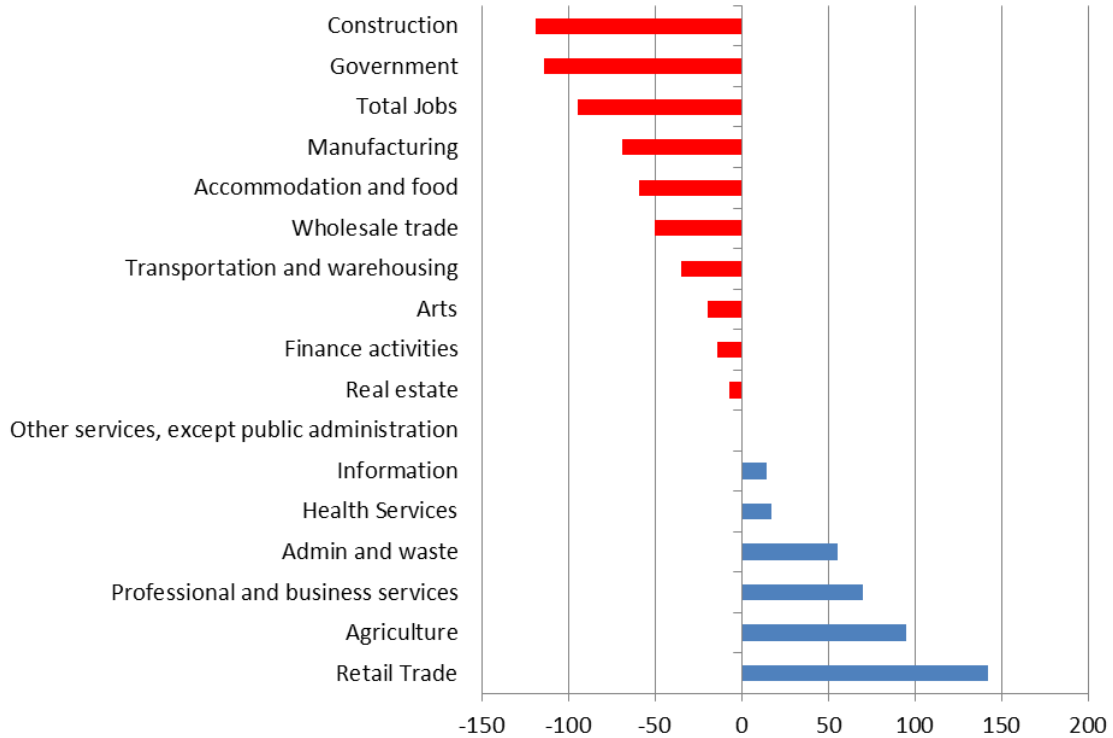
There are 20 job openings advertised online in Cheyenne County, Colorado on March 25, 2015 (Jobs De-duplication Level 1).

Employment Wage Statistics

The Preliminary average weekly wage for Cheyenne County, Colorado in 3rd quarter, 2014 was \$746. This would be equivalent to \$18.65 per hour or \$38,792 per year, assuming a 40-hour week worked the year around.

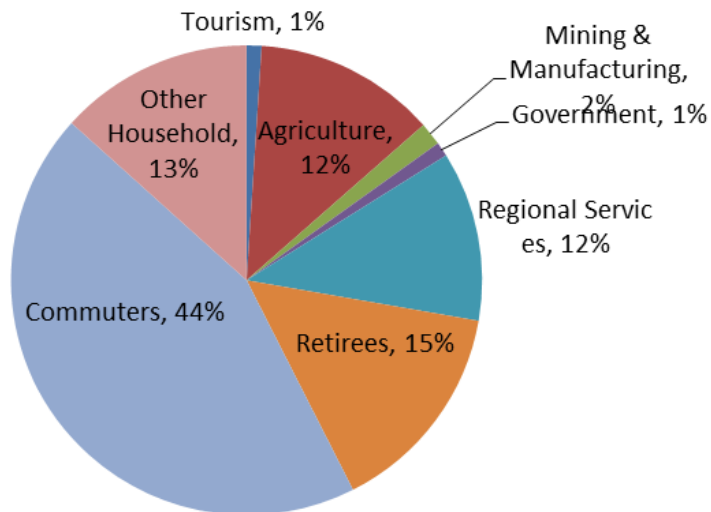


Elbert Employment Change 2008 - 2013



Elbert Base Industries, 2013

State Demography Office



Elbert County

Employment Wage Statistics

The table below shows Preliminary estimated average wage information Elbert County, Colorado for the 3rd quarter, 2014.

Area Name	*Total Average Employment	*Average Hourly Wage	*Average Weekly Wage	*Average Annual Wage
Elbert County, Colorado	3,355	\$16.73	\$669	\$34,788

Area Labor Force, Employment and Unemployment Data

The table below shows preliminary estimated labor force, employment and unemployment information in Elbert County, Colorado for November, 2014. These figures are not seasonally adjusted.

Area Name	Civilian Labor Force	Number Employed	Number Un- employed	Unemployment Rate	Preliminary Data
Elbert County	13,159	12,717	442	3.4%	Yes

Current Jobs Available

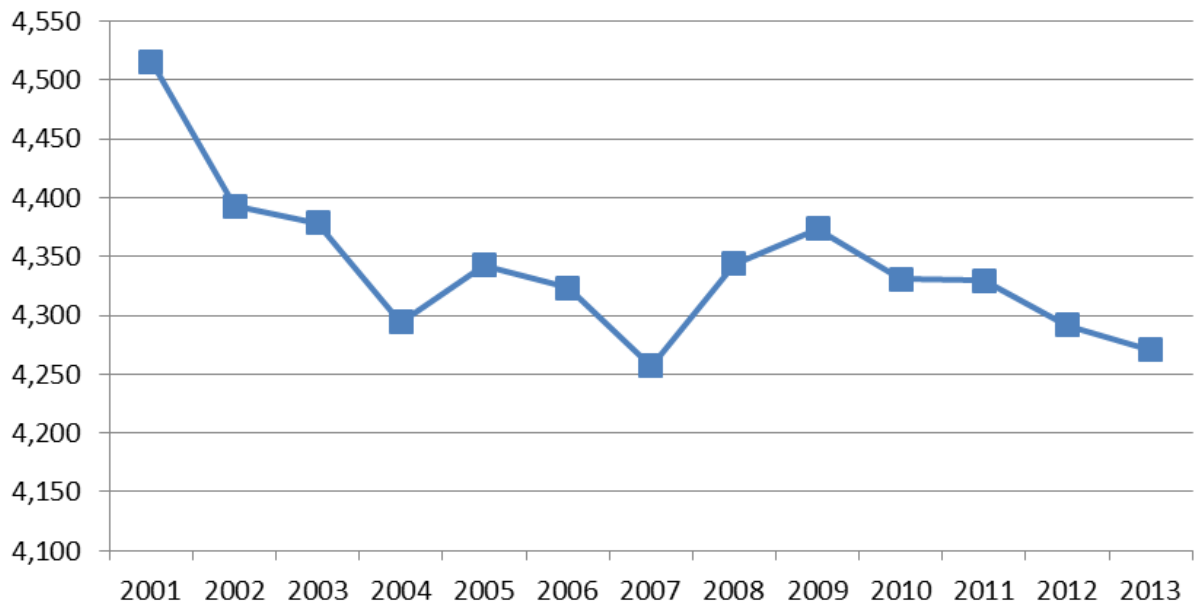
There are 97 job openings advertised online in Elbert County, Colorado on March 25, 2015 (Jobs De-duplication Level 1).

Employment Wage Statistics

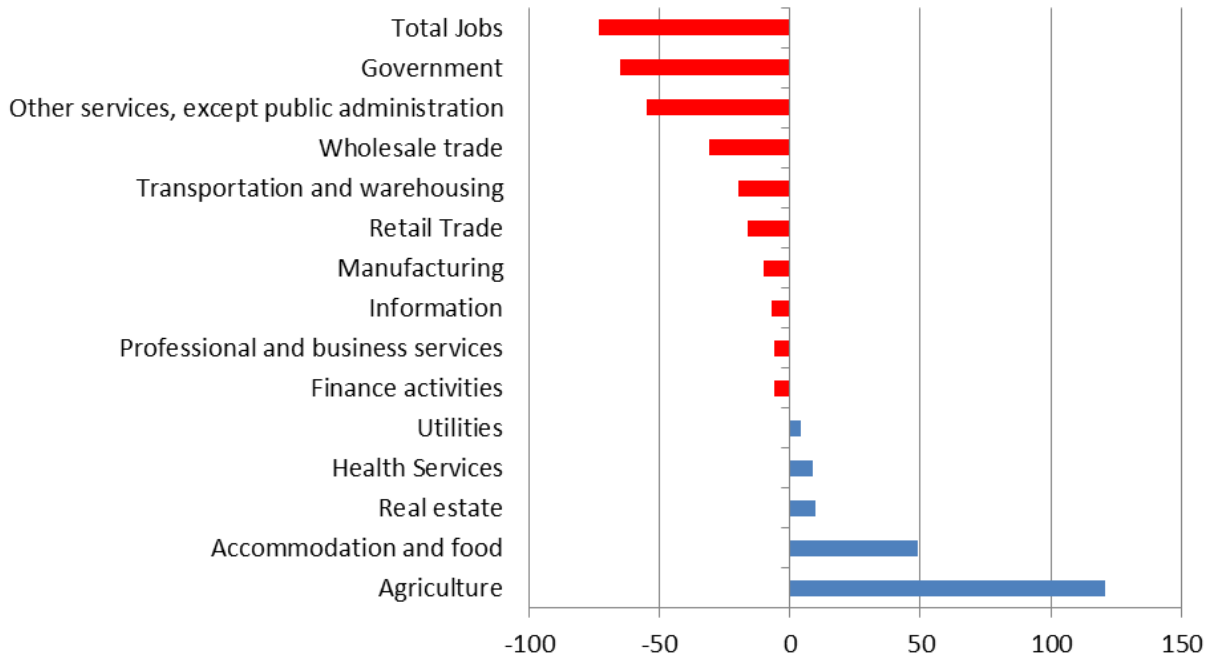
The Preliminary average weekly wage for Elbert County, Colorado in 3rd quarter, 2014 was \$669. This would be equivalent to \$16.73 per hour or \$34,788 per year, assuming a 40-hour week worked the year around.

Kit Carson Total Estimated Jobs

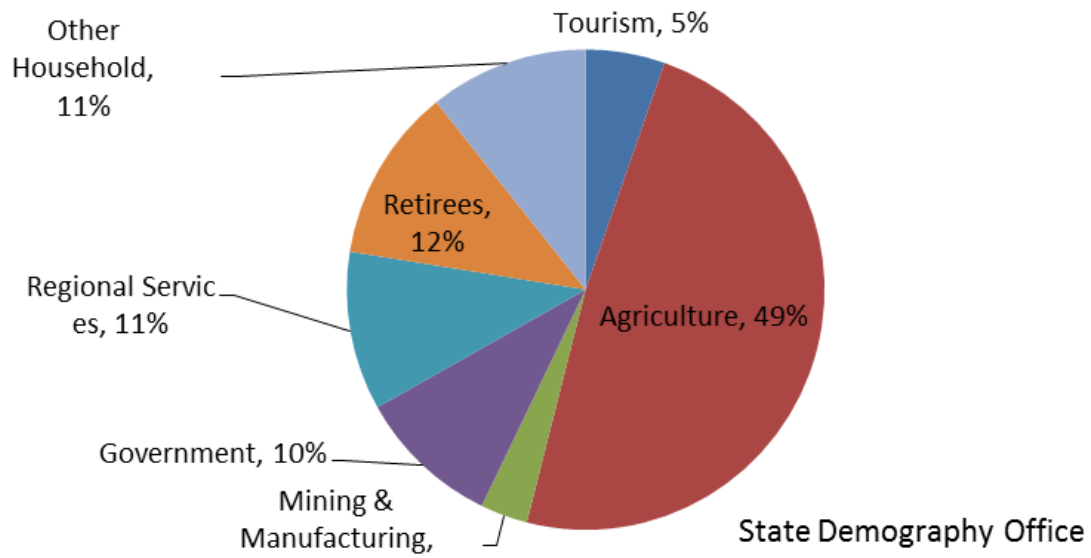
State Demography Office, 2013



Kit Carson Employment Change 2008 - 2013



Kit Carson Base Industries, 2013



Kit Carson County

Employment Wage Statistics

The table below shows Preliminary estimated average wage information Kit Carson County, Colorado for the 3rd quarter, 2014.

Area Name	*Total Average Employment	*Average Hourly Wage	*Average Weekly Wage	*Average Annual Wage
Kit Carson County, Colorado	3,013	\$16.53	\$661	\$34,372

Area Labor Force, Employment and Unemployment Data

The table below shows preliminary estimated labor force, employment and unemployment information in Kit Carson County, Colorado for November, 2014. These figures are not seasonally adjusted.

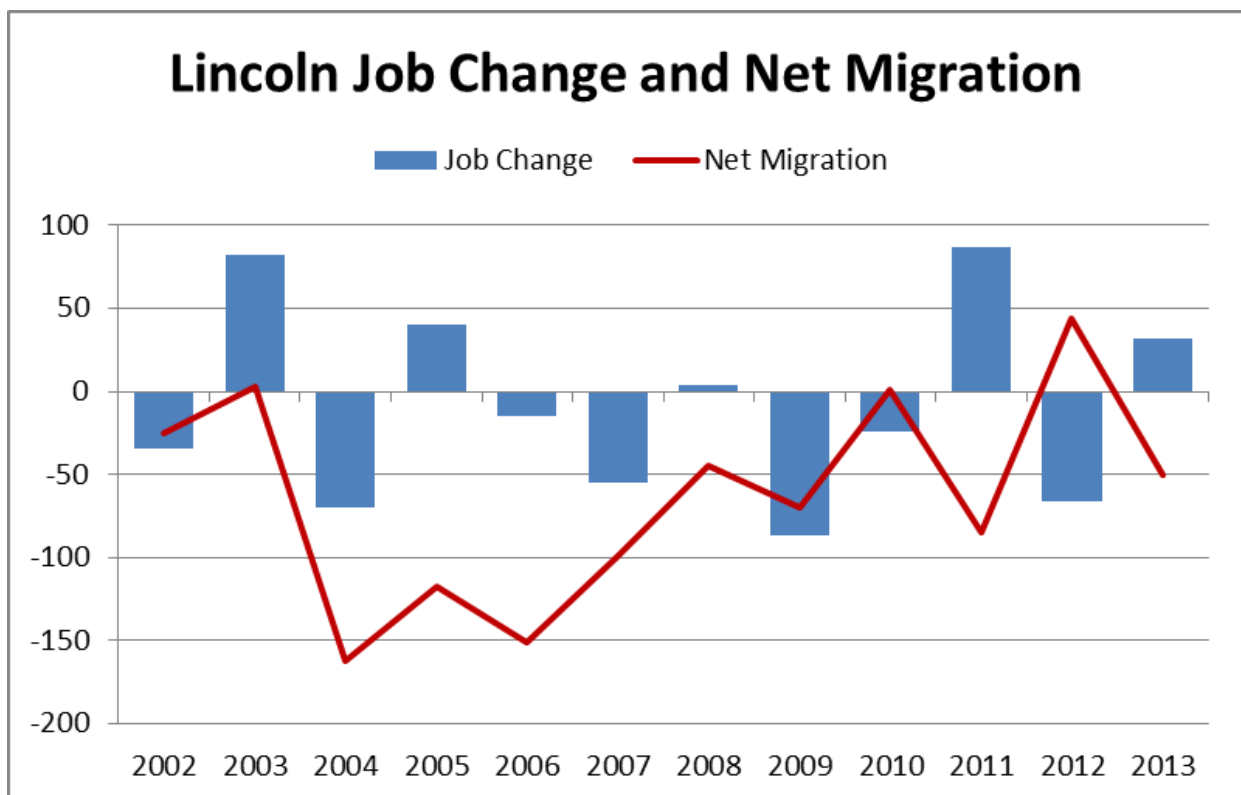
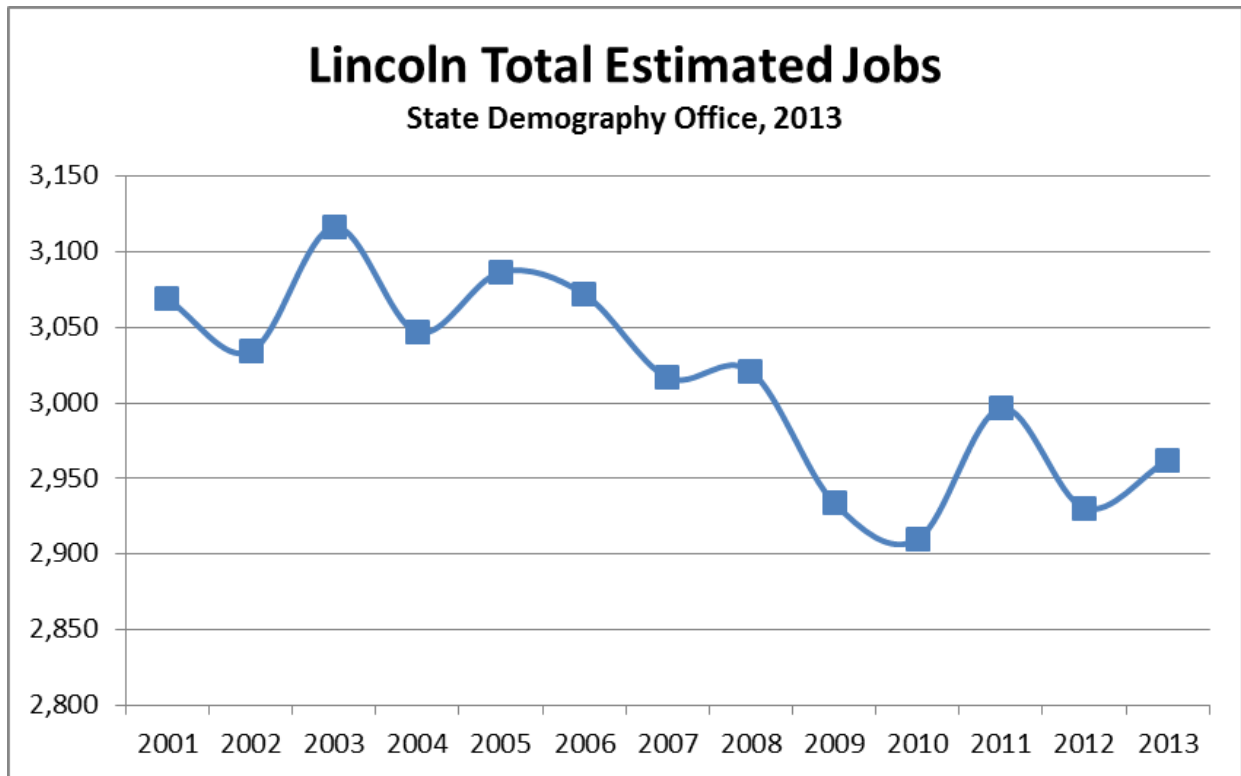
Area Name	Civilian Labor Force	Number Employed	Number Unemployed	Unemployment Rate	Preliminary Data
Kit Carson County	5,056	4,939	117	2.3%	Yes

Current Jobs Available

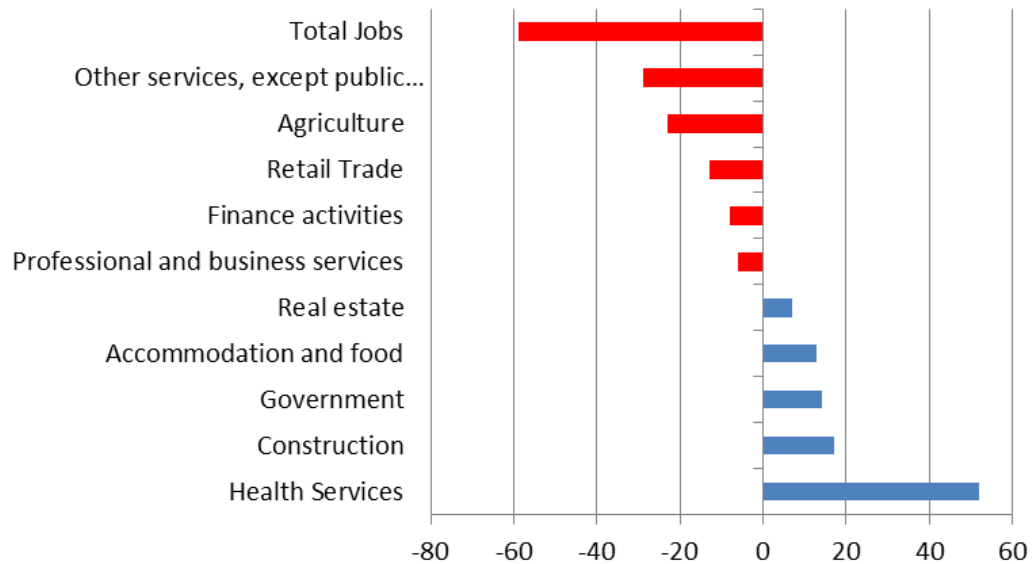
There are 128 job openings advertised online in Kit Carson County, Colorado on March 25, 2015 (Jobs De-duplication Level 1).

Employment Wage Statistics

The Preliminary average weekly wage for Kit Carson County, Colorado in 3rd quarter, 2014 was \$661. This would be equivalent to \$16.53 per hour or \$34,372 per year, assuming a 40-hour week worked the year around.

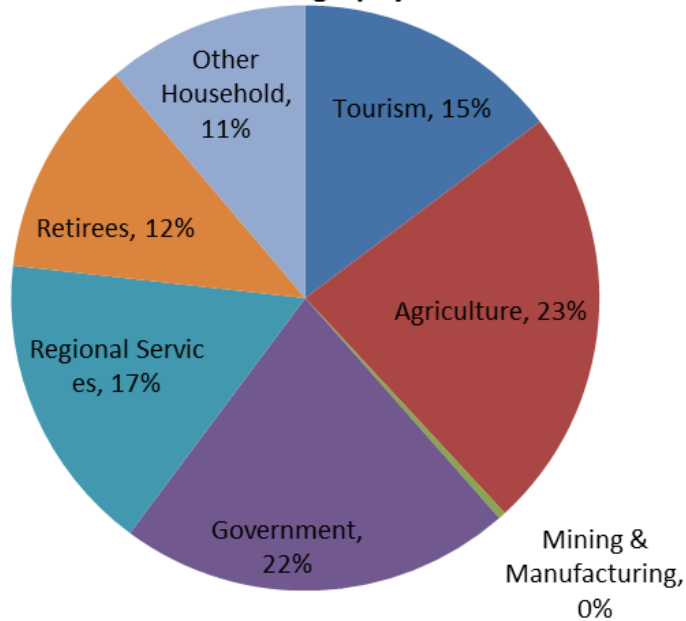


Lincoln County Employment Change 2008-2013



Lincoln Base Industries, 2013

State Demography Office



Lincoln County

Employment Wage Statistics

The table below shows Preliminary estimated average wage information Lincoln County, Colorado for the 3rd quarter, 2014.

Area Name	*Total Average Employment	*Average Hourly Wage	*Average Weekly Wage	*Average Annual Wage
Lincoln County, Colorado	2,141	\$18.28	\$731	\$38,012

Area Labor Force, Employment and Unemployment Data

The table below shows preliminary estimated labor force, employment and unemployment information in Lincoln County, Colorado for November, 2014. These figures are not seasonally adjusted.

Area Name	Civilian Labor Force	Number Employed	Number Un-employed	Unemployment Rate	Preliminary Data
Lincoln County	3,281	3,193	88	2.7%	Yes

Current Jobs Available

There are 114 job openings advertised online in Lincoln County, Colorado on March 25, 2015 (Jobs De-duplication Level 1).

Employment Wage Statistics

The Preliminary average weekly wage for Lincoln County, Colorado in 3rd quarter, 2014 was \$731. This would be equivalent to \$18.28 per hour or \$38,012 per year, assuming a 40-hour week worked the year around.

Business & Industry Clusters

Cheyenne County

Industry Employment Distributions

The table below shows the preliminary distribution of industries in Cheyenne County, Colorado for the 3rd quarter, 2014.

Rank	Industry Sector	Establishments	Employees
1	Health Care and Social Assistance	4	104
2	Mining	11	100
3	Public Administration	8	80
4	Retail Trade (44 & 45)	14	66
5	Wholesale Trade	3	46
6	Agriculture, Forestry, Fishing & Hunting	9	43
7	Transportation & Warehousing (48 & 49)	9	43
8	Accommodation and Food Services	3	27
*	Education Services	Confidential	Confidential
*	Finance and Insurance	Confidential	Confidential

Elbert County

Industry Employment Distributions

The table below shows the preliminary distribution of industries in Elbert County, Colorado for the 3rd quarter, 2014.

Rank	Industry Sector	Establishments	Employees
1	Construction	164	727
2	Education Services	9	557
3	Retail Trade (44 & 45)	40	424
4	Accommodation and Food Services	24	320
5	Public Administration	18	250
6	Professional, Scientific & Technical Svc	104	197
7	Admin., Support, Waste Mgmt, Remediation	46	149
8	Manufacturing (31-33)	18	115
9	Other Services (except Public Admin.)	38	109
10	Agriculture, Forestry, Fishing & Hunting	19	106

Kit Carson County

Industry Employment Distributions

The table below shows the preliminary distribution of industries in Elbert County, Colorado for the 3rd quarter, 2014.

Rank	Industry Sector	Establishments	Employees
1	Wholesale Trade	27	350
2	Accommodation and Food Services	26	322
3	Agriculture, Forestry, Fishing & Hunting	30	320
4	Public Administration	22	296
5	Education Services	6	293
6	Health Care and Social Assistance	21	285
7	Retail Trade (44 & 45)	37	266
8	Manufacturing (31-33)	12	138
9	Construction	20	115
*	Admin _{xx} Support, Waste Mgmt, Remediation	Confidential	Confidential

Lincoln County

Industry Employment Distribution

The table below shows the preliminary distribution of industries in Lincoln County, Colorado for the 3rd quarter, 2014

Rank	Industry Sector	Establishments	Employees
1	Public Administration	18	621
2	Retail Trade (44 & 45)	32	332
3	Health Care and Social Assistance	7	318
4	Accommodation and Food Services	24	317
5	Education Services	5	150
6	Construction	12	111
7	Finance and Insurance	7	63
8	Utilities	4	45
9	Agriculture, Forestry, Fishing & Hunting	6	30
10	Other Services (except Public Admin.)	9	30

The Region's electronic library provides detailed information on both public safety infrastructure and performance statistics. The Region is served by county, municipal and state law enforcement. Primary emergency medical and fire services are organized by community and area with availability throughout the region.

When compared to Colorado or the United States, crime rates in this Region are relatively low primarily related to theft, burglaries and auto thefts. Violent crime is relatively rare. However, a single violent crime event can create a distorted picture when benchmarked against the relatively small regional or community population.

Summary crime statistics are available through the State of Colorado or www.city-data.com.

Chapter III - Regional Goals & Implementation

A. Regional Process



As the four counties have a long history of working together, the process for developing this 2015 CEDS for Colorado's Central Plains was immediately able to capitalize on the on-going working relationships among all of the local governments, various advisory committees and the economic development groups throughout the Region. Input on how best to develop a truly regional plan was obtained from Board members of the Prairie Development Corporation and the East Central Council of Governments as well as from representatives of the member entities making up each Council/Corporation. It was determined that utilizing the Blueprint committee members as active participants in or with the ECCOG appointed CEDS Committee brought the needed expertise and continuity to the CEDS process. As this Comprehensive Economic Development Strategy would be built on the previous CEDS and the regional Blueprint work, it was determined to develop the CEDS without any paid consultants. ECCOG staff would undertake its development with the assistance of the COG's numerous partners and committees.

ECCOG staff and the CEDS/Blueprint Working Group drafted initial goals and strategies and wrote the chapters that make up the CEDS...always keeping in mind the opportunities and challenges facing the four-county area. A formal CEDS Committee was created from the Working Group in late fall of 2014. Staff met with each of the four counties and 15 municipalities to discuss and outline needed local economic development projects.

Socio/Economic research and other data development for the CEDS process were developed in part by

Tim Camarillo, with the Colorado Department of Local Affairs Technical Assistance Program, and by Colorado State Demographer Elizabeth Garner.

Once the draft document was completed it was distributed for a thirty-day public review and comment period. The CEDS was posted on the ECCOG web site on May 27, 2015 and all partners/communities/counties/committee members were notified of the availability to review and comment. Hard copies of the draft were mailed to each of the CEDS Committee Members and the Board of Directors of ECCOG. Print copies were also made available to any town or county that so requested. ECCOG thought the additional expense was justified as it is easier to review the CEDS if a written copy is readily available, and the cost of printing it from the website may have been prohibitive for some of the local governments and others. The CEDS Committee approved the CEDS June 25, 2015 and the East Central Council of Local Governments adopted the CEDS and recommended submittal to EDA at a special ECCOG Board Meeting held on June 26, 2015.

B. Development Opportunities and Challenges

Development Opportunities	Every community and region has unique development opportunities. These development opportunities are rooted in core development assets such as good conditions for production agriculture. Identification of the full range of development opportunities is the first step in building a strong economic development game plan.
Development Assets	Every community and region — even the most remote and poorest — has development assets. Inventorying these assets is the second step in building a strong development game plan. It is important to view development assets with an eye to the emerging economic trends.
Community Preferences	A community may have development opportunities and the right mix of development assets to take advantage of such opportunities. But the third consideration rests with community preferences for development. Preferred growth is rooted in what the residents of a community want with respect to development.

By considering all three factors, a community or region can more quickly identify those development projects that make the most sense and have the greatest opportunity for success. This framework can also help a community determine those projects that should wait because of limiting conditions. It is important to recognize that what is important to one community is not necessarily important to another. If a community is trying to keep its school open, then a small project such as increasing walking trails or improving the park might be a critical need to attract young teachers with children. Minor opportunities are, in most instances, just as important to most communities as the more traditional “economic develop-

ment/attraction/recruitment” opportunities

DEVELOPMENT OPPORTUNITIES

The following six major development opportunities exist throughout the Region:

- Production Agriculture.
- Front Range.
- Transportation Corridors.
- Heritage & Cultural Tourism.
- Renewable and Traditional Energy.
- People Attraction.

Production Agriculture. Production agriculture is a mainstay of East Central Colorado’s economy and way of life. The world continues to lose productive agricultural resources at the same time that the demand for food, fiber and energy is increasing. The opportunity for production agriculture to continue to thrive in this emerging world economy is substantial. However, pressures of land values, commodity prices and water resource constraints will create both challenges and opportunities.

Front Range. Front Range expansion may have slowed due to the current economic recession, but long-term there will be substantial growth. The footprint of the Denver/Colorado Springs Metroplex is likely to increase. While Elbert County has seen most of this impact, the entire Region is likely to experience development pressures and opportunities associated with Denver/Colorado Springs expansion over the next decade.

Transportation Corridors. Like other rural regions adjacent to large metro areas, East Central Colorado is crossed with numerous transportation corridors. Possibly the most important and visible corridor is Interstate 70. The Ports-to-Plains north/south corridor is also potentially significant as is the High Plains Highway. The Region is part of the Ports-to-Plains Alliance. The freight and “people” traffic moving across these three corridors, as well as across Highways 24, 40, 59, 71, 86, 287 and 385 (the High Plains Highway), are a significant economic mainstay presently and will likely present future development opportunities. Considering other rapidly growing metro areas, parts of the western end of this Region could experience development related to warehousing, trucking and wholesaling activities. Studies have been undertaken in the past decade to examine the feasibility of potentially relocating a main north-south freight line rail corridor further east of Denver to the northeast/east central plains.

Heritage and Cultural Tourism. The Front Range represents a huge potential market for heritage and cultural tourism including certain recreational activities. This Region is unlikely to become the kind of playground that one sees in the Rocky Mountains, but there is considerable potential for heritage tourism related development associated with the area’s history, plains culture and signature events. Hunting related recreation (seasonal day and short-stay visitors) is also a resource to be expanded. The continuing economic impact of the equine industry in Elbert County can be further developed.

Renewable and Traditional Energy. Wind farm projects/turbine numbers have increased significantly during the past five years, particularly in Lincoln County. This county now ranks second in the state with installed production capacity of 852 MW. Wind projects have also been completed in Kit Carson and Elbert counties. Additional wind projects for Lincoln and Kit Carson counties in 2015 have been given initial approval. The non-urbanized areas of this Region can expect continued significant wind development as additional transmission lines are constructed. There is also traditional energy production associated

with oil and natural gas production in Cheyenne and Elbert Counties. Progressive extraction practices including horizontal drilling are contributing to this opportunity in some counties. One of America's largest helium production sites is located in Cheyenne County and has much additional capacity.

People Attraction. Beyond the urbanization, occurring primarily in Elbert County, there is significant opportunity for attracting “new” people to communities throughout the Region. There is particular opportunity to encourage in-migration of both families and retirees seeking a smaller town quality of life coupled with cost of living value. Approximately 78 million Baby Boomers are beginning to retire. A significant portion will seek retirement locations that provide affordability coupled with good quality of life. Communities within the Region have assets that could enable this kind of development.

DEVELOPMENT CHALLENGES

The following six major Challenges exist in the Region

- Community Preferences.
- Water Constraints.
- Land Use.
- Infrastructure.
- Workforce.
- Power Grid.

Community Preferences. Chances are good that the vast majority of residents within this Region like their way of life. While current residents want thriving and healthy communities – they do not want their way of life and cost of living to change dramatically. They will have preferences as to the kinds of development that are acceptable. Whenever development occurs there are costs and trade-offs. Strong communication is critical to building working consensus around “acceptable” development options. For most communities, “not losing” population is the priority over “gaining population”.

Water Constraints. Colorado's Central Plains has limited annual precipitation. Dependence on ground water and limited surface water resources is critical to communities, industry, agriculture and tourism. Managing finite and sometimes over-committed water resources is a huge issue that must be considered with any development.

Land Use. A primary development asset within this Region is its land. New development can create land use challenges. Recreational and residential development can create potential conflicts with traditional production agriculture and heavy industry. Not all people see wind towers as beautiful. Forward looking land use plans and management are keys in striking a balance between desired new development and existing customs and uses.

Infrastructure. Any level of new development could create pressure on existing infrastructure within certain communities (roads, streets, water systems, schools, fire protection, etc.). While it is essential to create a “development friendly” environment within this Region – it's important to ensure new development provides the resources necessary for expanded infrastructure investments.

Workforce. This Region has a limited population base and associated workforce resource. The Region must be incremental in its development and pursue strategies that create new economic wealth and diversity without requiring substantial workforce resources. Economic development strategies like entrepre-

neurship versus industrial attraction can help the Region strike a balance between desired growth and its workforce constraints. But there is also clear evidence that the workforce available to this Region is elastic given the kind of economic development occurring. The time/distance relationship within the four-county region enables relatively long distance commuting for employment.



Workforce, at work.

Power Grid. Based on preliminary discussions, additional power grid infrastructure will be needed before region-wide wind development can expand. It is important that land use regulations in those areas that support wind energy development support both the placement of turbines and the construction of new transmission lines.

Core Development Assets. Six “core development assets” have been identified. It should also be noted that this Region provides numerous transportation corridors that generate economic rationale and activity. The most significant of these corridors are Interstate 70, the Ports-to-Plains north/south transportation corridor and the High Plains Highway.

<p>Agriculture</p>	<p>It is obvious that this landscape is well suited for production agriculture. The historic foundation for this economy is agriculture. The potential for continued livestock and crop production is strong particularly with sustained management of groundwater resources.</p>
<p>Water</p>	<p>There is a fixed amount of water on our planet. Water is a major resource and issue</p>

	in the American west. The development, management and use of this Region's water comprise a core development asset.
Land for Development	The physical size of this Region coupled with its current level of human development provides significant land for future development. Such development is illustrated with the significant urbanization of western Elbert County as the Denver metropolitan footprints extend out.
Energy	Energy, like water, is a premiere issue of the early 21 st Century. This Region enjoys high quality renewable energy resources tied to wind. There is also potential for continued oil and natural gas development and production.
Residents Human/Talent	Nearly 40,000 people (90% of the population lives on approximately 10% of the land mass) call this Region home. Census Bureau Within this population there is a wide range of human talent, experiences and connections. Economic development, in a market economy, rises from people with ideas, motivation and the ability to make things happen.
Physical Infrastructure	Four counties and 15 incorporated communities are well established within this Region. There is available physical infrastructure based in roads, streets, schools, businesses, homes and the like. This infrastructure is the foundation on which economic development grows.

County Specific Insights

Cheyenne County.

The County is very rural and relatively isolated with a modest and declining population base (1,888 residents in 2014 State Demography Office).

- The County is experiencing chronic depopulation typical of most rural high plains counties with an overall decline of 19% (1970 to 2014) or approximately 0.6% loss per year on average. Losses are occurring in two key demographic groups: 25-39 year olds and early retirees. Because of the loss of young adults there is also a net loss of young children.
- Employment has actually been increasing for both wage and salary workers and proprietors. There was a significant employment bump following the 2008 recession due to oil and gas exploration but

an employment decline is anticipated when final 2015 numbers are released...due (again) to oil and gas.

- Income growth has been challenged with very little progress in real earnings. Unstable farm income contributes to this challenging income picture. Non-labor income is significant (e.g., Social Security for example) accounting for 35% of all income. Bureau of Economic Analysis
- Cheyenne County's economy is somewhat specialized and highly dependent upon production agriculture, oil and gas production and associated service businesses and local government.

Primary development opportunities are associated with the following areas:

- Some movement of production agriculture from commodities to more value-added production.
- Development of renewable energy, including wind. Increased oil and gas drilling as a result of improved technologies; production of oil and natural gas will sustain portions of the county's economy assuming an increase in oil and gas production after a significant decline in late 2014 and early 2015. The DCP Midstream Helium Plant is the second largest such facility in the nation and has additional production capacity that can be capitalized on.
- There is some potential for people attraction focusing on small town and rural lifestyle assets. Additionally, there are opportunities for heritage and cultural tourism.
- Development of services related to the ever increasing number of cross country freight trucks coming through the county on either the High Plains Highway or on Highway 40-287 (includes portions of the Ports to Plains corridor).

Elbert County.

- Urbanization is a significant reality for Elbert County with population increases of more than 500% (between 1970 and 2014). These increases are four times greater than the U.S. and 2.8 times greater than the Colorado population growth rates for the same period. Population growth has slowed significantly since 2008.
- This rapid urbanization has increased both employment and income growth. The overall income profile for the county (particularly when compared to the other three counties in this Region) has become significantly more affluent. The percentage of households with higher net worth is greater in Elbert County when compared to the other three counties.
- Despite historic population growth there is the typical loss of younger adults (ages 25 to 39) and elders from the County.



Plenty of younger “adults” here.

- Non-residential assessed valuation is one of the lowest in the State. Thus, the county’s tax base is primarily residential. Residential property tax is capped in Colorado as a result of the “Gallagher Amendment”...thus it is difficult to fund the needed public services for an ever growing residential population. These trends clearly suggest that part of the growth in population is from semi- and fully-retired new residents. This is to be expected given the County’s location relative to the Denver Metro Region.
- Western Elbert County can be classified as a “bedroom” community. Typically, when there is rapid urbanization, there is a lag between residential and commercial development and commercial and industrial development. This pattern appears to be less during the past two years in parts of Elbert County.
- Production agriculture is down and likely to continue to erode as agricultural land is converted to acreages and suburban development.

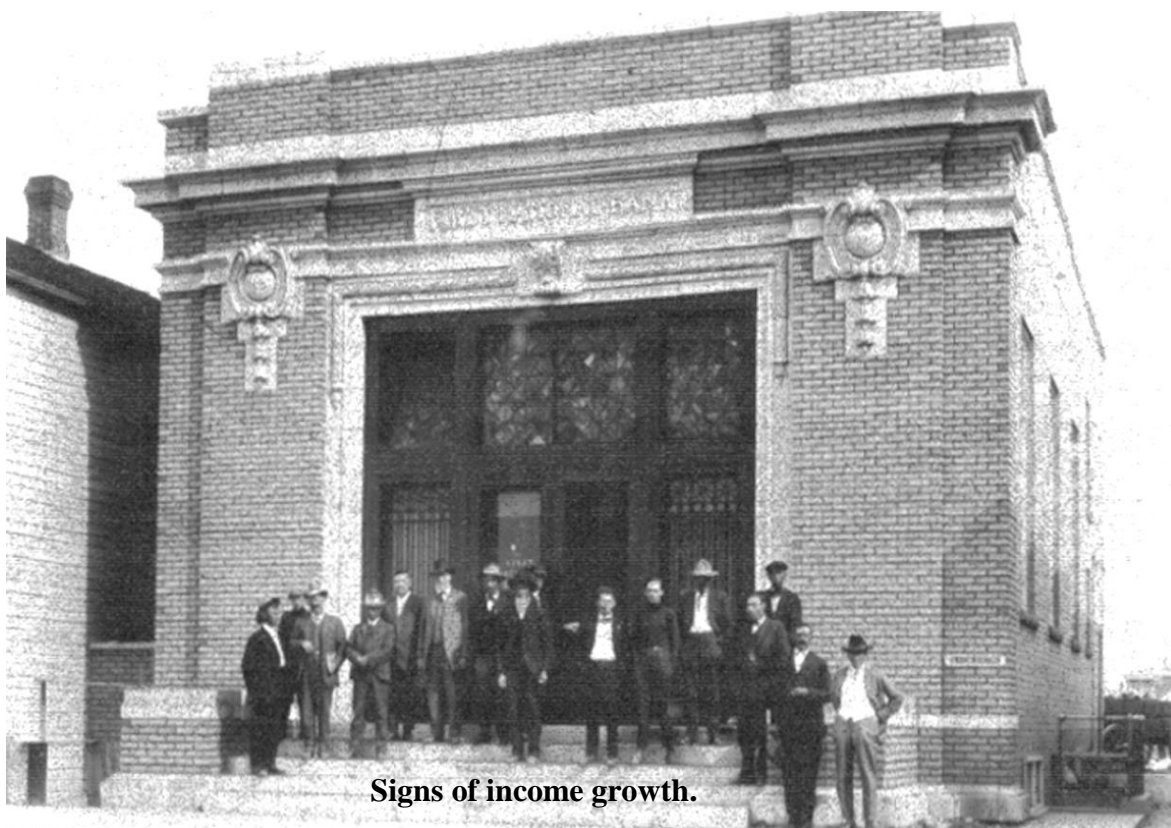
Primary development opportunities are associated with the following areas:

- While the economic recession will likely create a lull in suburban development, the longer-term trend line is likely to occur. Planning for future urbanization is critical to ensure sound long-term development.
- Because of the County’s location relative to the Denver Metro Region, there are numerous possible choices with respect to people development. Decisions around the kind of urbanization that can and does occur will directly impact the longer-term nature of the community.
- While most of this development relies on Metro employment, the opportunity exists to build indigenous employment through entrepreneurship similar to the strategy that Littleton, Colorado pursued with Economic Gardening.
- The County’s Northeastern area is part of the I-70 corridor and could enable wholesale and warehousing development.

- Given the County's association with the large metropolitan consumer base, the opportunity of niche agriculture and food production is a possibility.
- The historic fabric of downtown Elizabeth and, on a lesser level, the town of Kiowa, offers opportunities for Main Street redevelopment with continuing emphasis on the arts and antiquing.
- Renewable wind energy development, particularly at a large scale, can be incompatible with acreage, residential and commercial development in the western quadrant of the county. However, the more rural areas of the county and the area adjacent to I-70 could support this kind of industrial development.
- The relative proximity of Elbert County to the metro areas, the opportunities for heritage and cultural day visits to the county's museums, antique shops, and signature events are significant.
- The equine industry in Elbert County could be further developed.

Kit Carson County.

- The population base of this County is relatively strong for rural high plains counties. The 2014 population was just over 8100. There was depopulation between 1970 and the early 1990s, then growth followed by decline after the 2001 recession. The demographic structure for the County looks deceptively strong. But the incidence of young adults is unfortunately tied to the substantial prison populations.
- Employment growth is somewhat stronger than population change, but personal income growth is relatively weak.



- Core economic sectors for the County include production agriculture, retirees, a private prison and servicing the I-70 transportation corridor. Decisions within the Republican River Basin settlement

impacted the availability of ground water for agricultural irrigation in this area. These changes could drive significant modifications in production agriculture in the County. Burlington is home to a large private prison.

Primary development opportunities are associated with the following areas:

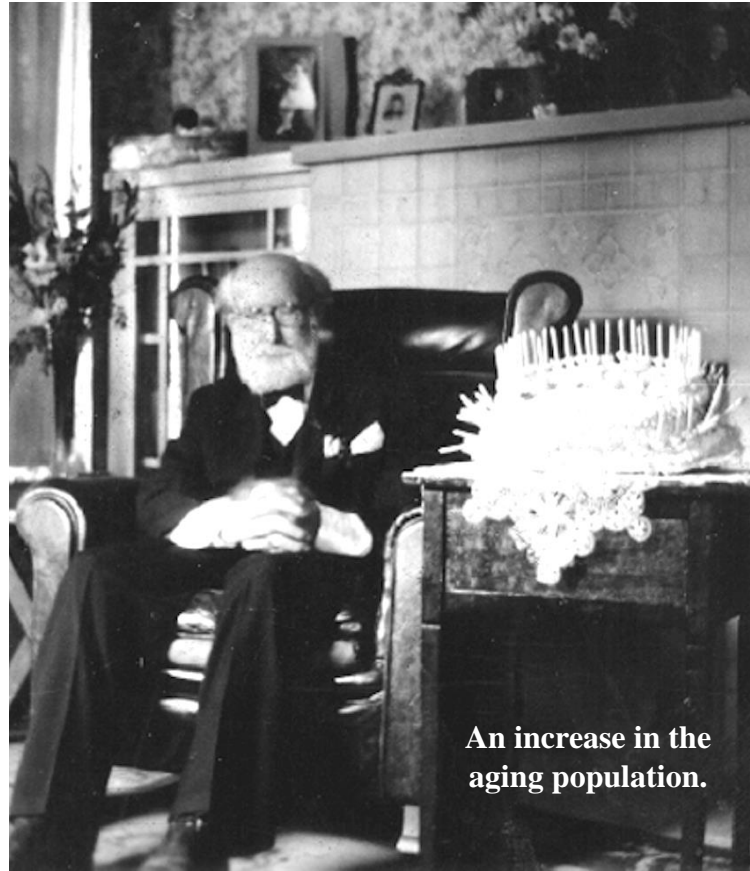
- Increasing personal income is a key development consideration. This effort should focus on increasing value-added development with respect to production agriculture, businesses aligned with the I-70 corridor and local entrepreneurial development.
- Continued development of wind energy will result in increased incomes for selected land owners within the County.
- Given good land, transportation access and association with the Denver Front Range, selected people attraction coupled with small scale entrepreneurial development could provide a strategy for both economic diversification and income enhancement. Such development would place less stress on existing infrastructure and the cost of government services (when compared with larger scale industrial and commercial development).
- Kit Carson County has significant heritage tourism assets. These assets, combined with traditional western cultural events and the adjacent I-70 location of all six communities, offer excellent opportunities for tourism expansion.

Lincoln County.

- The population base of Lincoln County is comparable but smaller when referenced to Kit Carson (5,500 residents in 2014). Population growth is somewhat stronger, but, due to the introduction of prison populations, is not resident growth.
- Employment growth has been stronger when compared to population growth likely driven by both multiple job holdings and prison related development.
- Personal income growth is weak and a primary area of concern. Real earnings are flat. The share of income related to non-labor sources (such as Social Security) is 40% of total income. This suggests a continuing increase in the aging population with relatively weak new wealth creation.
- The economy is relatively specialized and dependent upon production agriculture, the I-70 transportation corridor and government (both local and prison). There is moderate economic instability caused by net income swings in production agriculture.

Primary development opportunities are associated with the following areas:

- As is the case with Kit Carson County, focus on income improvements should be a primary focus for the County's development.
- Limon could serve as a gateway community for smaller scale recreational and heritage tourism development particularly associated with day-trippers and short overnight visits.



- Limon is home to a major and growing I-70 service center with two major truck stops (Travel America and Flying J). These and associated service facilities are an employment hub (drawing workers from a wide region) and a major generator of local sales taxes.
- A second development focus should be on increasing core or basic economic activity through smaller scale entrepreneurial development and selected people attraction.
- Increasing value from existing production agriculture and the I-70 transportation corridor offers some opportunities for both increasing incomes and economic activity.
- The County is highly suited for renewable energy development. This kind of development can create some economic growth and greatly strengthen the tax base. It can also create new income streams for existing residents who are rural landowners.
- Given the recent number of permits and amount of production, oil and gas is an economic opportunity for Lincoln County.

C. Goals/Strategies:

The following nine goals parallel the Colorado Blueprint Goals for the Colorado's Central Plains Region.

1. Build a Business-Friendly Environment

- Develop Broadband to the highest standards throughout the Region
- Encourage dialogue among local governments to examine existing regulations in regard to impacts on business retention, expansion, and attraction

- Educate elected officials and citizens on the value of energy development
- Develop affordable workforce housing

2. Recruit, Grow and Retain Business

- Maintain/expand the current Enterprise Zone Boundaries
- Work with the Small Business Development Center to assist existing businesses with the challenges of today's economy
- Continue marketing resources to promote Colorado's Central Plains for investment and business growth
- Market state and local incentives including the Enterprise Zone Program to prospective new, existing and expanding businesses
- Encourage and support community and downtown improvement efforts
- Promote and implement the 2015 established Foreign-Trade Zone
- Encourage the development of home-based businesses within the region
- Develop Business Resiliency Plan/mitigation alternatives to address natural, manmade or economic disasters

3. Increase Access to Capital

Bridge the gap for businesses to eventually qualify for bank financing by continuing to expand use of Prairie Development Corporation Loan Fund including the DIB (Drought Impacted Business) and ABE (Agricultural Business Entrepreneur) loan programs

4. Create and Market a Stronger Colorado Central Plains/Colorado Brand/Promote and expand tourism/travel industry within the Region with emphasis on historical, cultural, recreational, agricultural and eco-tourism resources and events

- Promote eco-tourism, signature community events, and the cultural heritage of the Colorado Central Plains through joint branding and promotional marketing
- Encourage local business and industry to promote the state business image and branding
- Create a Colorado Central Plains brand by building on the *Our Journey* and *Here's Its Easier to See What's Important* logos and tag lines

5. Educate and Train the Future Workforce

- Encourage partnerships and cooperative efforts between the business community and education
- Advocate for continued existence of the Community College "mini-campuses" for the Colorado Central Plains
- Champion the "Colorado Sectors" process and develop private business driven Sectors as appropriate

6. Cultivate Innovation and Technology

Explore opportunities in innovation and technology that can be applied to economic development efforts within Colorado's Central Plains

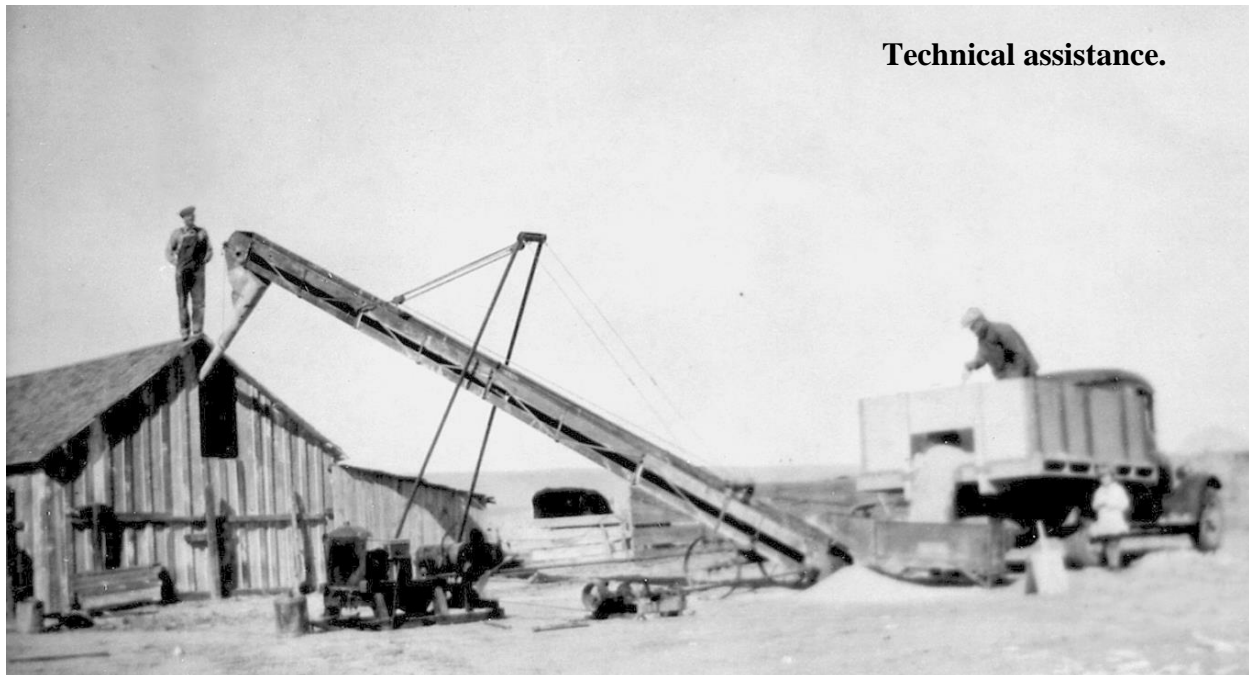
7. Plan for Energy Opportunities

- Promote the energy resources, both traditional and new, of the area which will invigorate the economy, create new jobs and protect natural resources
- Promote rural leadership for sustainable energy by educating local governments and economic development groups about the potential benefits of the renewable energy sector
- Support development of alternative energies from agricultural products and by-products

8. Plan and Be Ready for Transportation Corridors Development and Expansion

- Participate with local government and other groups in providing guidance to the Colorado Department of Transportation and the Federal Railroad Administration regarding the importance of highway maintenance and expansion, public transit and the continuation and maintenance of Short Line and Class 1 railroad operations in the region
- Educate local governments, community leaders and economic development groups on the potential economic benefits of the transportation system and its connection to urban and global markets
- Develop regional public/private partnerships to expand economic opportunities provided by inter-regional transportation corridors
- Develop the necessary public/private partnerships to expand opportunities for local and regional bicycle and pedestrian “trails”

9. Offer Technical Assistance



Technical assistance.

- Maintain an active CEDS advisory committee to identify and address regional economic development issues
- Assist local/county governments and economic development groups in identifying and securing financial and other resources that enable positive results for their respective programs as well as in the entire region

- Help local governing officials locate resources necessary to deal with unexpected economic issues
- Assist local/county governments and economic development groups in identifying and securing resources for mitigation of local Brownfield sites and blight

D. Proposed Economic Development Projects

The respective entities established the following project list as of May 2015 ranking them with a priority code of **H=High, M=Medium, L=Low**. This list will be modified as needed. Local economic conditions as well as availability of funding sources will drive the timing of the projects. It is important to keep in mind that 80% of the communities have populations of less than 1000 persons and 40% of the communities have populations less than 500. These projects are realistic and most important to these small towns.

Elbert County

- Economic Development Corridor Study for Commercial Development of I-70, Highways 86, 24, Kiowa Bennett Road, Elbert Road, Singing Hills Road, Delbert Road and County Road 194. **H**
- Pave arterial roads to encourage use of existing commercial developments, as well as the creation of new commercial development in Elbert County. **H**
- Identify lodging, convention, recreation and entertainment opportunities. **M**
- Complete Elbert County Water Supply Plan. Includes infrastructure and opportunities for renewable water and wastewater treatment. **H**
- Update Western Elbert County Transportation Plan to include all of the county. **H**
- Encourage franchise fueling station in the Simla area. **L**
- Update Zoning Regulations and streamline where possible to encourage responsible and sustainable development. **H**
- Update Master Plan. **H**
 - Transportation
 - Water/Waste water
 - Development/Zoning
- County wide Solid Waste plan. **M**
- Seek continuation of funds for well monitoring and water planning. **M**
- Create Elbert County Economic Development Committee to identify opportunities and foster collaboration with Municipalities. **M**

Kiowa

- HEAL Campaign – Complete Community Survey. **H**
- HEAL Campaign – Start 30-90 day challenges, Inaugural Kiowa 5K walk/run. **H**
- HEAL campaign - 2nd Annual Kiowa 5K walk/run – Farmers Market. **H**
- HEAL campaign – 3rd Annual Kiowa 5K walk/run – Farmers Market – start planning for a walking trail project. **H**
- HEAL campaign – 4th Annual Kiowa 5K walk/run – Farmers Market – start planning for Pedal the Plains. **H/M**
- HEAL campaign - 5th Annual Kiowa 5K walk/run – Farmers Market – continue planning for Pedal the Plains. **H/M**
- Continue yearly street repairs. **H**
- Improvements to the Kiowa Town Hall - outside sign. **M**
- Improvements to the Kiowa Town hall – replace carpet in town hall. **M**

Elizabeth

- Develop the “Gesin Property” (165 S. Main Street). **H**
- Overnight accommodations in Elizabeth (hotel, motel, bed and breakfast, etc.). **M**
- Complete paving of unpaved streets. **H**
- Elizabeth trail system. **H**
- Main Street Revitalization: street improvements, reconstructions of sidewalks, roads, design, drainage, etc. **M**
- Entry signage & way finding signage. **H/M**
- Main Street program candidate. **H**

Simla

- Market the availability of the vacant manufacturing facility. **M**
- Market the availability of vacant business locations. **M**
- Upgrade water and sewer main lines. **H**
- Replace fire hydrants. **H**
- Promote the benefits of annexation for residential and commercial growth. **M**
- Promote development of child care facilities. **L**
- Promote additional assisted living facilities for senior citizens. **L**
- Develop a website to promote the Town of Simla. **H**

Cheyenne County

- Maintain healthcare in the county. **H**
- Acquire County-owned gravel pits. **M**
- Improve perimeter roads in and around towns/schools/etc. **H**
- Equipment sharing/partnerships. **L**
- Maintain dispatch communication equipment/software systems. **H**
- Compare costs of building a new jail vs. repairing existing one or continue transporting prisoners to other counties. **L**
- Improve Highways 385 and 40/287. **H**
- Welcome any new business development (i.e. wind energy, etc.). **H**

Cheyenne Wells

- Tile playground area at Medicine Arrow Park. **H**
- 6th Street Phase II waterline/drainage project. **H**
- Waterline replacement maintenance. **M**
- Street maintenance program. **M**
- 6th Street Phase II curb/gutter replacement. **H**
- Assess equipment need. **M**
- Tree removal throughout town. **L**
- Medicine Arrow Park lighting & curb/gutter. **H**
- Walking trail/bike path project. **H**
- Splash park. **H**
- Senior citizen/thrift shop new building. **H**
- Curb/gutter & pave remaining city/county streets. **H**
- Blight removal. **M**

- Identify needs for Main St. beautification. **L**
- Recycled tire surfacing on walk path at park. **M**
- Market available vacant property. **L**
- Promote assisted living facilities to encourage housing availability. **M**
- Implement Main St. beautification. **M**

Kit Carson

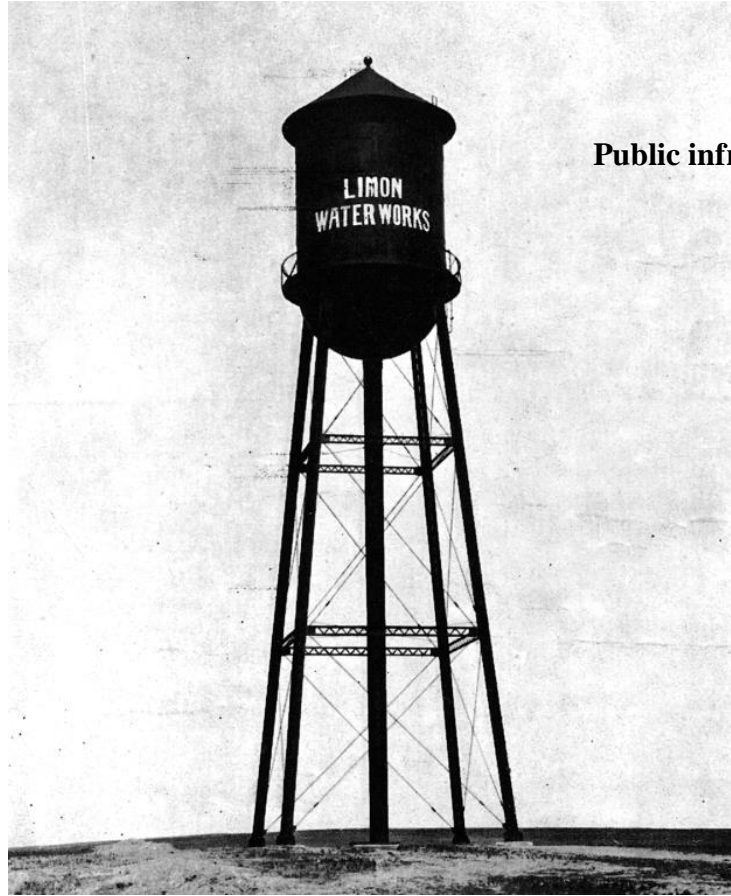
- HUD HOPE VI Main Street Grant – Awarded Fall 2014 – Creation of two new single family residences and the remodel of a third single family residence to low-income persons in Kit Carson, CO. Possibly the creation of a fourth single family home on the back of one of the lots in this project (depending on funding). **H**
- Paxson Lot – Cleared lot from EPA grant on Main Street and Hwy 40/287 in Kit Carson – Advertise for Sale or Rent to possible business. **L**
- Lampposts on Main Street – fixing solar lights on the lampposts on Main Street and possible installing more lampposts. **L**
- HUD HOPE VI Main Street Grant – Continue the management of four new single family residences owned by KCRD. Continued improvements to the exterior of all home sites – fencing, grass, landscaping, and garages. Look into possible sale of house to fund more new construction in Kit Carson. **H**
- The Town is turning some vacant lots into a park with landscaping, a gazebo, fencing, grass, sidewalk, and a sign that has “Kit Carson” written on it with metal letters along with some buffalo metal cutouts. **H**

Lincoln County

- Lincoln County Fairgrounds upgrades, specifically the construction of a lift station and tying into the town of Hugo’s wastewater treatment system. **H**
- Continued financial support for Lincoln County Economic Development Corporation. **H**
- Promote historic structures in the county, with an emphasis on the Hugo Union Pacific Railroad Roundhouse, for tourism. **M**
- Promote county to attract retired citizens as residents. **L**
- Market county for Internet-related jobs. **M**

Limon

- Highway entry enhancements. **H**
- Improved walking trail system. **H**
- Improved broadband. **H**
- Swimming pool enhancements. **H**
- Expanded community center. **M**
- Expand retail. **M**
- Improved public infrastructure. **H**



Public infrastructure.

- Diversify available housing, both high quality and affordable. **H**
- Develop marketing/recruitment program to bring primary jobs to the Limon area. **H**

Hugo

- Continue to implement wastewater improvements. **H**
- Continue replacement of water and sewer mains as needed. **H**
- Continue promotion of tourism for Lincoln County/Colorado. **H**
- Develop plan for new water well. **H**
- Construct new town water storage facility. **H**
- Promote energy efficiency in government buildings and systems. **H**
- Upgrade municipal swimming pool. **M**
- Provide continued support of community improvement efforts. **M**
- Maintain existing street integrity. **M**
- Explore trash collection options. **M**
- Upgrade maintenance equipment. **M**
- Expand exhibit space at Hedlund House Museum. **L**
- Upgrade the Coulson walking path surface and amenities. **L**
- Increase youth recreational opportunities. **L**

Youth recreation.



- Explore community sidewalk replacements program. **L**

Genoa

- Develop a use plan for city-owned Main Street buildings. **H**
- Upgrade Genoa Main Street surface and drainage. **H**
- Establish a museum for Genoa history collections. **H**
- Study the feasibility of an affordable housing complex. **H**
- Implement a hydrology study for current and future water supply. **L**
- Plan for a community building. **L**
- Replace existing street lights with solar powered lights. **M**
- Promote energy efficiency in government buildings and systems. **M**
- Develop a cemetery directory for Genoa Community Cemetery. **M**
- Study and plan for drainage improvements. **M**

Karval

- Keep local school in Karval open and operational. **H**
- Keep Karval post office open and operational. **H**
- Establish a short grass prairie education center in Karval. **H**

- Bring more young families into Karval. **H**
- Bring business opportunities to Karval. **M**
- Bring gas & direct fueling station to Karval. **M**
- Bring restaurant to Karval. **M**
- Bring Mountain Plover professional researchers to Karval. **H**
- Establish and construct affordable housing choices for young families and professionals in Karval. **H**

Arriba

- Install a community sign to direct traffic to the museums and businesses. **H**
- Rectify blighted properties through demolition or restoration to rent or to resell. **H**
- Develop a community garden. **H**
- Repair sidewalks throughout Arriba. **M**
- Enhance playground equipment for youths, particularly those 8-12 years old. **M**
- Make improvements to College Avenue. **L**
- Provide free local network television access and local Wi-Fi areas for Arriba residents. **L**
- Expand the Town Park and community building. **L**

Kit Carson County

- Road 30 pavement project – 5.25 miles south of Stratton. **H**
- Fairgrounds enhancement project. **H**
- Chip seal Road 30 for 12.5 miles. **H**
- Road 40 pavement project – North of Bethune including chip seal the following year. **H**
- Update ambulances and equipment. **H**
- Close cell at landfill and open a new cell. **H**
- Intergovernmental Agreements with all Town and Special Districts for Emergency Management. **H**
- Fairgrounds Enterprise Zone – Encourage Use. **H**
- Courthouse & annex improvements – increase handicapped parking, increase signage and replace windows throughout, crack seal parking lot. **H**
- New Morgue Cooler. **M**
- Lighting and window project for Fairgrounds. **H**
- Update ambulances, equipment, and training and availability of paramedics. **H**
- Two miles of overlay and 2 miles of chips seal annually. **H**
- Road 48 project. **H**
- Close unused gravel pits. **H**
- Encourage Oil and Gas Production. **M**

Burlington

- Upgrade electrical & lighting to LED for Lincoln Avenue, Rose Avenue, and Main Street (14th St). **M**
- Improve sidewalks, curb and gutter on Lincoln Avenue, Rose Avenue and Main Street (14th St). **M**
- Work with local housing authority to develop additional workforce housing. **H**
- Improve activities and recreation facilities, including upgrade the lighting, backdrops, seating overhangs at the ball fields and improving the swimming pool. **M**
- Explore and develop a Water Treatment Facility plan. **H**
- Improve all Streets. **M**

- Assist the improvements of the Midway Theater. **H**

Stratton

- Water system improvements. **H**
- Stratton Park improvements. **H**
- Stratton Park playground equipment - seek grant from Cooper-Clark. **H**
- Drainage improvements – First St. for 4 blocks. **M**
- Street improvements. **H**
- Water well tie-in and development. **L**
- Town Hall improvements – office and restroom modifications. **L**

Bethune

- Upgrade playground equipment. **H**

Vona

****No projects submitted****

Flagler

- Completely repave Main Ave. **H**
- New street lights along Main Ave. **M**
- Replace lights in the main Town Park. **H**
- Replace water tower. **L**
- Place flower boxes along Main Ave. **L**
- Repave some of the side streets. **H**
- Tear out and replace sidewalk along Main Ave. **M**
- Replace older sewer lines approx. 10,000 linear feet. **H**

Seibert

- Tear down old Town shop and adjacent buildings and construct new, smaller and energy efficient senior center and resource center on open space in the business district. **H**
- Grade down Colorado Avenue from First Street to Fourth Street and replace with new surface, curb and gutter where necessary. (This is the main street for businesses in town). **M**
- Curb and gutter around the park. **M**
- New lighting and landscaping along the Main Street, Colorado Avenue. **L**
- Continual removal of blight within Town. **L**

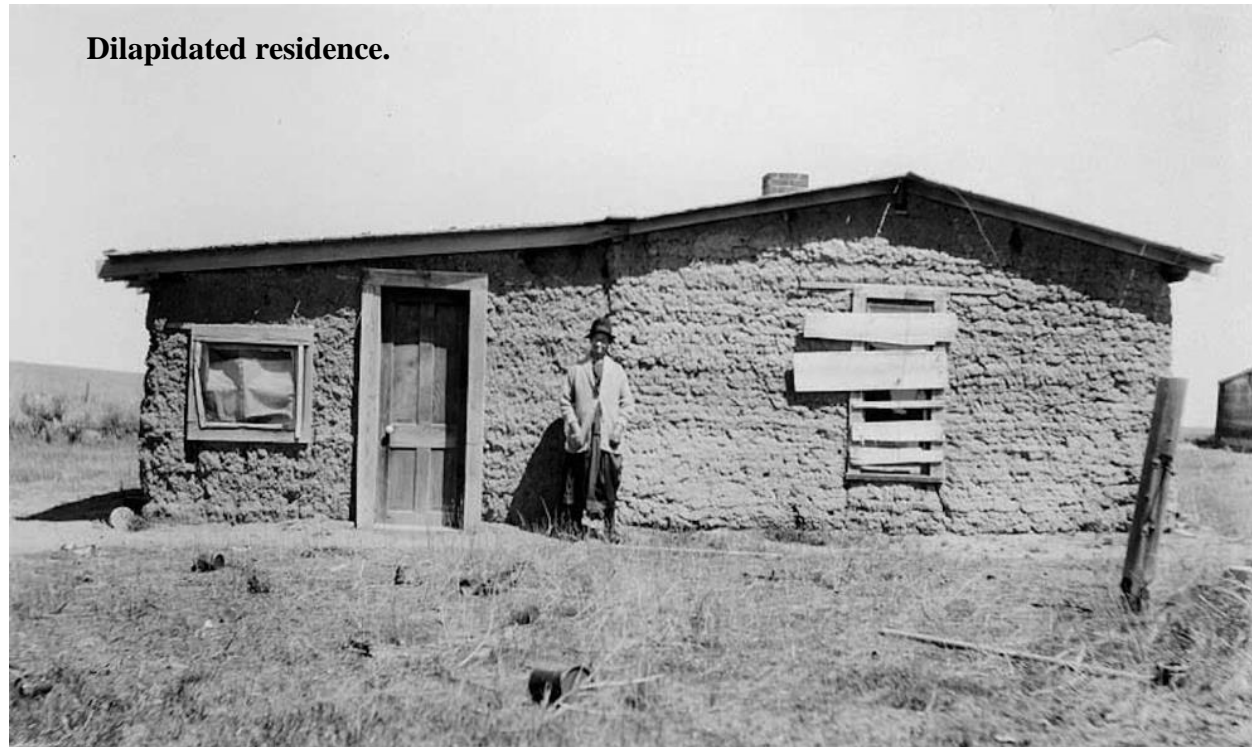
Prairie Development Corporation

- Maintain Business Loan Fund through re-capitalization
- Increase Off the Beaten Trail sites
- Promote Our Journey Heritage Tourism locally and along the Front Range
- Develop new housing partnership opportunities
- Improve use of Little Houses on the Prairie marketing campaign
- Create a Home-based Businesses Database

- Partner with SBDC on workshops to help small businesses progress and grow

East Central Council of Governments

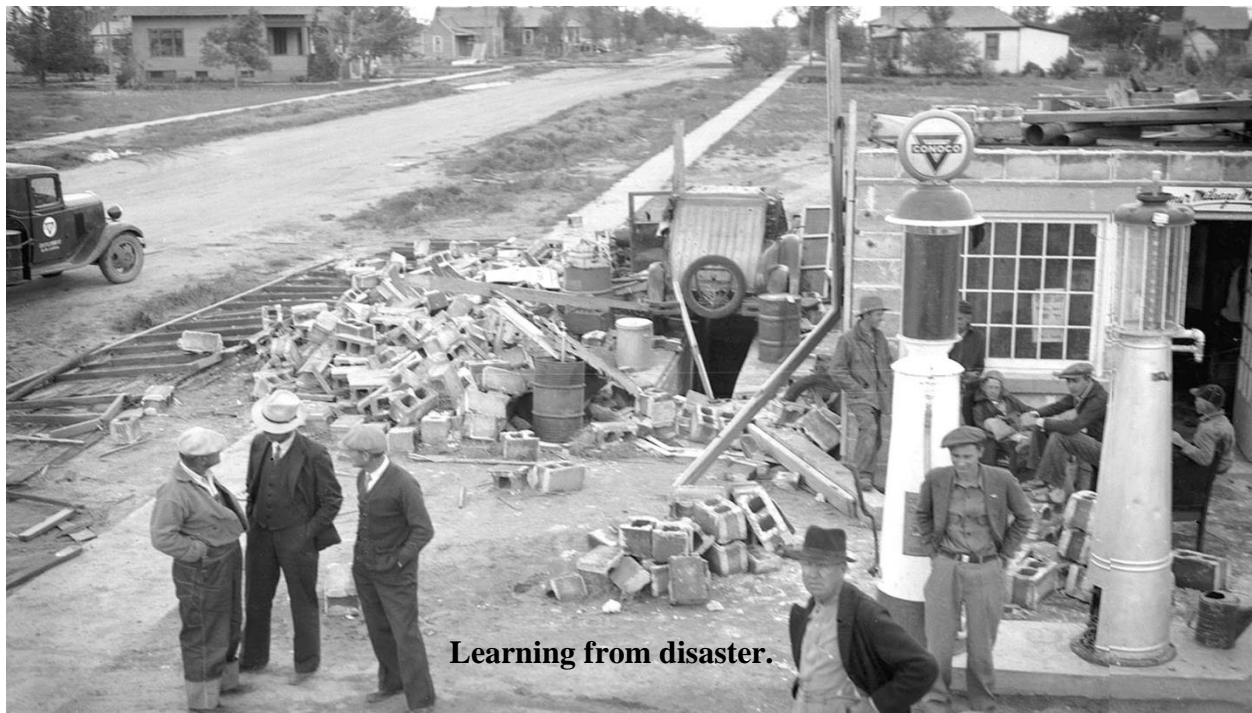
- Build Broadband Plan to assist regional partners in economic development efforts
- Develop a regional “Purchase and Scrape” program for dilapidated residential and commercial structures in selected communities throughout the four-county area



- Review Annually and Revise Regional CEDS as needed
- Maintain Enterprise Zone boundaries

Chapter IV- Economic Resiliency

One of the guiding principles underpinning American disaster preparedness programs is to facilitate community resilience and sustainability. While communities establish prevention program and policies, it is important to recognize that they will not be able to prevent every threat or disaster. For this reason, enhancing resilience has become a national priority, for by doing so, communities will be able to sustain themselves during a disaster, maintain critical functions, and accelerate their return to a “new normal”. One of the ways that communities can accomplish this is by learning from disasters and translating that knowledge into actionable changes. Because of the role that local business and regional economic development programs can play in supporting and leading a community’s recovery following a disaster, it is important that community leaders understand the interdependencies that exist and ensure that resilience is incorporated into integrated economic planning efforts.



Natural “disasters” that impact Colorado’s Central Plains are more than tornadoes, blizzards and floods. In addition to the “big three”...nature is cruel in other ways: extensive wind causing erosion and severe damage to growing crops; too much moisture (not floods) rotting growing crops; not enough moisture causing crops and pastures to die; grasshoppers, prairie fires, and dust storms. Production agriculture includes livestock. Therefore, potential economic disasters include pests or other threats to grassland or pastures for livestock; plummeting costs for livestock that can lead to the sale of entire herds that could take several years to recover to full capacity. When an area’s economic base is agriculture, some economic disasters are not visible unless you are the agricultural producer who sees his/her crops destroyed by early freezes; by weather too hot or too cold, hail, etc. Local, State and Federal disaster declarations encompass the ravages of weather and nature but such designations do not address the impact of economic disruptions created by other causes such as low commodity prices, high fuel prices, the ever-changing values in oil and gas extraction, and impacts from state and or national recessions. Economic diversification is a primary tool to integrate economic resiliency and accelerate recovery from natural disasters and other

events that impose major threats to the local and regional economies.

When a region also relies on travel related services as an important economic sector and sales tax base, natural and economic disasters are forever challenging business owners and local governments. Snow storms that result in the closing of principal roadways (particularly I-70) are not as prevalent as the stereotyped perception...and the region is often truly “open for business” when the perception is that the roads are closed. When roads are closed by CDOT, communities at both ends of the closing have the temporary benefit from restaurant and lodging “guests”. As fuel prices go up, truck and automobile traffic go down...impacting the sales tax that is so dependent on the travelling public. The negative economic impact from events that result in fewer travel expenditures again supports the need for economic diversification.

In October of 2014, the East Central Council of Local Governments’ existing CEDS (adopted in December of 2009) was reviewed by a technical assistance team funded by EDA to review existing economic recovery plans and to identify trends and best practices related to the issue of resilience.

The findings by the team’s review of the then existing ECCOG Comprehensive Economic Development Strategy were identified for each of the seven key areas for economic resilience. The report also stated there were opportunities to further expand and strengthen those efforts already underway in each of the key areas. During the preparation of the initial draft of the 2015 CEDS, ECCOG staff met again with a team member for additional guidance on resiliency planning. Thus this Comprehensive Economic Development Strategy (2015) includes the following:

Research and Knowledge-Building: The 2015 CEDS has detailed demographic and economic statistics. The plan summarizes the current strengths, weaknesses, opportunities and threats to the economic stabilization and diversity to the region and includes strengths and opportunities (as well as a number of “challenges”) county by county. The ECCOG Electronic Library includes historical information on past natural disasters.

A past natural disaster.



Planning: Included in this CEDS are references and links to each county's emergency/disaster plan. The ECCOG CEDS explicitly references the potential for disasters. The CEDS working group reached out to multiple stakeholders throughout the ECCOG Region who then worked with ECCOG and the CEDS groups to assure that the planning efforts for CEDS and Blueprint were coordinated and not duplicative. There is a monitoring plan in this ECCOG CEDS to evaluate/adjust the strategies throughout all or parts of the Region as the need arises.

Governance: ECCOG staffs the Prairie Development Corporation, a public-non-profit partnership that advances and implements economic development strategies in the region. The CEDS plan provides a comprehensive list of relationships that are maintained with a wide array of stakeholders (many of whom are various public agencies) to guide and implement activities.

Infrastructure: The CEDS provides high-level infrastructure and utility information and connects utilities to economic importance. It also discusses the improvement of transportation resources for the economy.

Workforce Support: The CEDS discusses educating the workforce through relationship with local educational institutions and improving the economy for workforce retention. The District assists in employment opportunities/gaps in the health care sector.

Economic Diversification: Agriculture is identified as the main economic driver in the region, and the CEDS heavily promotes diversification and identifies sectors for diversification (e.g., tourism, renewable energy, etc.).

Counseling and Technical Assistance. The CEDS discusses the Colorado Small Business Development Center (SBDC) Network resources and other technical assistance programs for businesses. ECCOG and PDC partner to contribute funds and in-kind staff services to the East Central SBDC to assist with their

matching requirements.

Each of the four counties in the ECCOG region has an emergency response/management plan in place. These plans were developed by municipal leaders, emergency response volunteers/staff and stakeholders and are continually modified, updated, etc. The plans summarize their respective counties' disaster history, monetary loss, type of declaration, etc. Links to the four plans follow:

Cheyenne County—<http://www.co.cheyenne.co.us/countydepartments/emergencypreparedness.html>

Kit Carson County: http://www.kitcarsoncounty.org/Emergency_Management.html

Elbert County: http://www.elbertcounty-co.gov/emergency_managment

Lincoln County: http://lincolncountyco.us/emergency_manager/emergency_manager.html



Next: economic recovery.

The role that the District/ECCOG has in economic recovery from man-made or natural events is that of being able to provide information to the impacted county emergency disaster staff/volunteers or to individual businesses as to types of resources available to businesses **AFTER** the initial disaster is over and clean-up is complete...and make referrals introductions to the lending/granting/technical assistance agencies or individuals that can best fit the business/industry need. This information will be communicated through a well-established network of economic development interests. All fifteen communicates and each of the four counties provides financial support to ECCOG and to PDC and each of those nineteen entities has a named liaison with COG and PDC. Initial contacts are only a click away from getting the word out. Additionally, the PDC Board members are initial and direct contacts with the private financing opportunities in the Region. Four of the nine PDC members are bankers. Perhaps the greatest advantage ECCOG has in providing information in a timely manner is the relatively small size of the region. This combined with over four decades of partnerships assures that gaps in information provision are kept to a

bare minimum.

The role that the District has in Economic Resiliency is more defined and is interwoven into the CEDS. Areas/counties/communities will be more resilient to disaster if their economic base is well diversified. In striving towards diversification the CEDS Goals/Strategies include:

In **Build a Business Friendly Environment**, the focus on development of Broadband services relates to the infrastructure support for business diversification and growth. It is also a key element in expanding economic development infrastructure and building telecommunications redundancy. ECCOG considers this initiative an economic resiliency measure.

In **Recruit, Grow and Retain Business**, efforts to diversify the regional economy by developing new energy sectors, tourism attractions and diversified and expanded agriculture sector businesses, is considered by ECCOG as direct support for integrating resilience into the economic growth and sustainability of the region. The strategy of promoting and implementing the Foreign-Trade Zone that was established in 2015 is an excellent example of regional collaboration to support economic development and diversification and should be noted as a resiliency strategy and action.

This micro-loan program strategy in the **Increase Access to Capital** is also considered a resiliency measure and is further defined in the Steady-State and Responsive sections of this Chapter 4...Economic Resiliency.

Under **Create and Market a Stronger Colorado Central Plains**...The work accomplished and planned to diversify and grow the visitor industry and to diversify the brand of the region should also be considered an economic resiliency measure. It is directly related to building external communications systems and building steady-state strategies that can help accelerate recovery after an economic disruption. The collaborative effort and the details of how organizations have worked collaboratively to build the brand is included as an example in the Governance section of this Chapter 4 resilience discussion.



Educate and Train the Future Workforce includes the challenges (housing or others) as well as the opportunities in assuring that a diverse workforce is available as economic diversity becomes more prevalent within the region. This addresses the resiliency of the workforce and is discussed further in the Steady-State section of this Chapter 4.

The **Plan for Energy Opportunities** goal should also be viewed as another resiliency measure. Development of traditional and new energy resources hedges potential stressors – such as fluctuation in oil prices – and protection of natural resources builds a more resilient industry and economy.

The strategies to assist in implementing **Plan and Be Ready for Transportation Corridors Development and Expansion** are important to economic resiliency. Without well-maintained transportation corridors, business development, workforce attraction and entrepreneurship are all limited.

The strategies that address **Offer Technical Assistance** all include elements of economic resilience. In particular, the development of financial resources and identifying resources to address unexpected economic issues/economic disruptions are important resiliency measures.

Potential Economic Resiliency Steady-State and Responsive Initiatives Steady-State:**

- Identification of stakeholders and assessment of the capacity and resources offered by stakeholders to identify their roles in preparedness, response and recovery.
- Broadband study and development.
- Efforts to diversify the economy and build on the Region's unique assets and competitive strengths
- Integration of economic development databases with those of local emergency management to facilitate engagement of businesses in emergency management planning and exercises and to accelerate the assessment of economic impact following a disaster event.
- Integration of CEDS and economic development strategies with those of emergency management planning processes.
- Support and promotion of procurement training for businesses in the region, and development of a "buy local" program that includes a mechanism to identify local businesses that can provide needed products and services for disaster response and post-disaster recovery.
- Collaboration with the SBDC and other partners to promote business continuity planning.
- Development of alternatives that address the shortage of workforce housing that exists throughout the region. The location of "location neutral" businesses should be encouraged that employees may be more able to purchase a home rather than rent. Alternatives include work with high schools to convey the importance of learning basic work ethics to enable more age 16 plus students to fill the numerous service jobs in the travel industry; development of alternatives to encourage "in-migration" and to slow "out-migration" of skilled workers; and identification and engagement of a regional workforce board and other partners to provide skills training, financial literacy and other capacity-building initiatives.

**Steady-State: a state or condition of an area that does change over time

Responsive:

- Circulation of information on the Prairie Development Corporation micro-loan program developed after the 1990 Limon Tornado and later modified to address the adverse business impacts of the 2011-2012 droughts. This program allows impacted businesses from a natural or economic disaster to borrow up to \$15,000 from the Prairie Development Corporation for up to five years at a fixed rate set by PDC. These loans are issued on a promissory note only (no collateral required) and a check can be

issued within 48 hours of a simple application. Basic requirement is economic injury of some sort and a minimum credit score of 650. Exceptions to the credit score can be made on a case by case basis.

- Exploring potential ways to continue to build and implement the PDC Micro-loan program funding resource going forward.
- Potential development of an economic recovery plan for all of East Central Colorado by defining key stakeholders (e.g. Small Business Development Center, University of Northern Colorado, Department of Local Affairs, Office of Economic Development and International Trade, ECCOG, North East Colorado Association of Local Governments, etc.) and roles and responsibilities for key pre- and post-disaster activities.
- Circulation of information as to “best practices”...ways in which the counties and communities in the East Central region or adjacent regions or counties in western Kansas can support one another in time of disasters. Some counties have pre-identified shelters to house evacuees from other counties or during road closures. Some communities and counties exchange needed heavy equipment and operators with neighboring entities.

CHAPTER V - EVALUATION PLAN

The true success or progress being made in implementing the CEDS is to be able to establish an actual link between the planning of and the status of a certain project or projects. Therefore, the East Central Council of Governments plans to employ a two-tiered evaluation approach that will help both ECCOG and economic development stakeholders gauge the status of ongoing economic development activities and the status of priority projects identified during the CEDS planning process.

The first tier will focus on funded CEDS regional district activities, showing progress or lack thereof in the short term for each work program task. The second tier will be the evaluation of the region's priority projects, many of which will be local in nature rather than regional.

Each community and county will be contacted annually as to the progress being made for projects that were identified. Regional projects or projects where there is direct involvement from the ED District/ECCOG will be monitored on a more regular basis. ECCOG will determine the overall status of each project by describing it as one of the following: **On Course; Making Substantial Progress; Re-evaluated and Revised/New Initiative; Increased Focus Needed; or On Hold/Will be Re-evaluated.**

The yearly evaluation reports will be shared with the CEDS Blueprint Committee, the ECCOG governing board and the Prairie Development Corporation Board. At least twice annually, the ECCOG Board will include in its Board's agenda, a specific agenda item(s) to discuss general regional economic development successes, needs, and to outline any needed amendments/adjustments to the project list and/or to the CEDS.

Measuring Goals and Objectives

For each economic development goal, the regional action plan in this CEDS details actions, expected outcomes (with measurable results) and a timeline. The annual report will provide progress on each of these goals and items. These performance factors are subject to refinement and revisions as part of the on-going CEDS process. These performance factors will include:

- Number of jobs created as a result of CEDS implementation
- Number of jobs retained as a result of CEDS implementation
- Number of new businesses in the region; new emerging industries in the region
- Amount of capital that existing businesses have accessed/acquired as a result of the CEDS program implementation
- New capital-accessing programs implemented Amount of private sector investment in the region as a result of CEDS implementation
- Amount of jobs/businesses created in the renewable energy industry
- Amount/value of new infrastructure built in the region as a result of CEDS implementation
- New workforce development/training programs initiated in the region as a result of CEDS implementation
- Changes in the economic environment of the region
- Recommendations concerning changes, revisions, deletions needed for goals, objectives, and strategies that are not producing the desired level of outcomes or are no longer relevant
- Recommendations regarding new goals, objectives, and strategies needed to pursue new opportunities
- Economic development staff will collect, monitor, analyze and present data and information on economic conditions in the region in an on-going manner and share this information as a resource to

stakeholders in the region. This data and information will include economic indicators such as labor force, jobs, unemployment, wages, changes in industries, retail sales, population, real estate activity, as well as national and state trends.

Electronic Research Library

Today, more and more information central to the development of a CEDS is available online through a series of web resources and electronic research documents. In our desire to enhance environmental quality, we have elected to organize our supporting research in a CEDS Electronic Library.

The ECCOG/CEDS Electronic Library can be reached here:

<http://www.energizingentrepreneurs.org/portal>

Login:

ecco

Password:

Foundation1

Attachment A – Supporting Research Directory

In this section we provide information about different agencies and organizations used for the preparation of this analysis. This section follows the table of contents layout used for Chapter II.

CHAPTER II – THE REGION AND ITS ECONOMY

A. Geography & Climate Data

Organization	Description	Website	Navigation for document used
Microsoft MapPoint North America 2009	Microsoft's mapping software has population and land area data. Population density by zip-code was generated using Microsoft's mapping software.	http://www.microsoft.com/MapPoint/en-us/default.aspx	
City-Data.com	This web-site provides information about average temperatures, precipitation, humidity, wind speed, snow fall, sunshine and cloudy days by month. This web-site gathers information from over 4,000 different weather stations.	http://www.city-data.com	Go to the home page. Click on 'Colorado' then, choose a city. Climate statistics are under "Average climate in ..."

B. Environmental and Natural Resource Profile

Organization	Description	Website	Navigation for document used
Colorado Department of Natural Resources	Lists information on wildlife and land and water.	http://wildlife.state.co.us/	On the web-site click on the Maps. Click on 'MapIt! Interactive Maps' to access information about wildlife, reservoirs, streams and etc.
Colorado State Parks	Lists parks in Colorado	http://parks.state.co.us/	On the home page click on the map to see state parks.
Colorado Department of Natural Resources	Lists water resources	http://dnr.state.co.us/	Please click here to access the report used in this study.

C. Demographic & Socio-Economic Characteristics

Organization	Description	Website	Navigation for document used
U.S. Census Bureau	<ul style="list-style-type: none"> - historical population characteristics and economic - economic conditions - historical -latest 2000 	http://www.census.gov	On Census' home page click on 'American fact Finders'. Choose 'Get Data' under 'Decennial Census'. Choose from Summary Files 1 through 4.
Headwaters Economics	This web-site provides detailed socioeconomic profiles of different geographic landscapes. It gathers data from different organizations.	http://www.headwaterseconomics.org/eps/	Under 'Economic Profiles Systems' click on Colorado on the U.S. map. Click on 'Report' under 'Links' to see reports, or you can click on the following to see the specific county reports. Elbert County Headwaters Report Lincoln County Headwaters Report Kit Carson County Headwaters Report Cheyenne County Headwaters Report
Citi-data.com	This web-site provides information on residents with income below the poverty level in 2007	http://www.city-data.com/	On the home page enter the county name and state name and click on find to get information on poverty level.
Department of Local Affairs	It provides state, county and municipal level historical and forecasted population, demographic, economic and labor force information to different local government agencies and non-profit organizations. Please click here if you would like to obtain more information about State Demography Office's roles, responsibilities and types of programs they provide.	http://dola.colorado.gov/index.html	Follow the instructions to access historical or forecasted data on population, economy or labor force: Go to Department of Local Affairs' home page → under 'Divisions' click on 'Local Government' → under 'Division of Local Government' click on 'State Demography Office' → under 'State Demography Office' click on the section of interest.
Bureau of Economic Analysis (BEA)	This web-site provides economic accounts data for different geo-	http://www.headwaterseconomics.org/eps/	On the home page click on 'Regional'. Then, click on 'Local Area

	graphic landscapes.		Personal Income and Employment’.
Colorado Department of Higher Education	Lists of four-year institutions, local district community colleges, and two-year and community colleges can be found	http://highered.colorado.gov/Academics/Colleges/default.html	Under ‘Public Institutions’ choose the desired institution type to find institutions in the study area.

D. Housing

Organization	Description	Website	Navigation for document used
U.S. Census Bureau	Provides housing information	www.census.gov	Click on ‘American Fact Finders’ on Census’ home page. Then, click on ‘Get Data’ under ‘Decennial Census’. Choose Summary File 4 to get detailed housing unit characteristics.
U.S. Census Bureau-Building Permits Survey	Provides data for Building permits.	http://censtats.census.gov/bldg/bldgprmt.shtml	Click on web-link on left and select monthly, annual, place/county and State.
Department of Local Affairs, Division of Housing	Provides county level information on housing data and foreclosure rates.	http://dola.colorado.gov/cdh/researchers/index.htm	Click ‘What’s “Affordable Housing” in Your Area?’ under Housing Data. Or, Click on ‘Colorado 4 th Quarter 2008 Foreclosure Report’ under Foreclosure Reports.
Department of Local Affairs 2014 Regional Profiles	Provides regional analysis in Colorado.	http://dola.colorado.gov/demog-cms/content/region-profiles	Click on web-link on the left side to select information on desired region.
Department of Local Affairs, State Demography Office	Colorado Household Projections 2010 to 2040	https://dola.colorado.gov/households/forecastsParameters.jsf	Click on web-link on left hand side and select desired information.
Citi-data.com	Lists detailed housing statistics.	http://www.city-data.com	On the home page choose the county or the city of interest.
U.S. Housing and Urban Development	Provides information on Housing, transportation and Location Affordability	http://locationaffordability.info/lai.aspx	Click on the web-link located on the left side to access information on City, County, State or Zip Code.
Home Sweet Prairies	Provides local information on Realtors	http://www.homesweetprairies.com/	

E. Infrastructure and Other Services

Organization	Description	Website	Navigation for document used
Colorado Department of Transportation	This organization is responsible for maintaining and improving highway systems and bridges in Colorado.	http://www.dot.state.co.us/	click here to access the 2035 'Statewide Plan Booklet'.
Colorado Department of Transportation Location Affordability Portal Version 2	Provides information regarding infrastructure; highways, paved, bladed, gravel, congested, railroads, rivers/streams, city limits, county lines, township lines (PLSS), lakes, public lands - Bureau of Land Management, state lands, forests and parks, wilderness area/wildlife area, national parks, Indian Reservations, military bases	http://www.dot.state.co.us	Cheyenne County Infrastructure Elbert County Infrastructure Kit Carson County Infrastructure Lincoln County Infrastructure
United States Environmental Protection Agency (EPA)	The mission of the EPA is "to protect human health and the environment". They do have detailed inventory data by water systems types.	http://www.epa.gov	Click here to access their groundwater and drinking water database. Detailed inventory data can be downloaded by clicking on 'detailed inventory MS Excel Pivot Tables' on the website.
Colorado Water Knowledge of Colorado State University	It provides information regarding water basins.	http://waterknowledge.colostate.edu/	Click on 'Source, Uses, management and Conservation' under 'Colorado Water' to access data on basins.
Colorado Division of Water Resources	This web site provides an online data tool to access different statistics regarding water.	http://water.state.co.us/pubs/datasearch.asp#tabData	On the web-site different tools can be chosen to access water data.
Colorado Watershed Assembly	Nonprofit organization.	http://www.coloradowater.org/	Click here to access '2008 State of the Watershed Report'
United States Department of Agriculture, Natural Resources Conservation Service (NRCS)	Lists information on NRCS Colorado Field Service Centers (FSC)	http://www.co.nrcs.usda.gov/programs/FSC-locations-all-pgms.htm	Names of watersheds in the study Region are Upper South Platte River Watershed, Upper Arkansas River Watershed, Republican River Watershed and Lower Arkan-

			sas Rivershed
Colorado Water Science Center	This web-site provides information regarding streamflow, ground water, water quality, and etc.	http://co.water.usgs.gov/	Under ‘Water Resources of Colorado’ choose either stream flow, water-quality or ground-water levels to access information.
Department of Regulatory Agencies	This organization regulates public utilities in Colorado.	http://www.dora.state.co.us/PUC/	Click here http://www.dora.state.co.us/PUC/telecom/TelecomExchangeMap.pdf to see a map of “Colorado’s Telephone Service Providers.”
U.S. Census Bureau	Small Area Health Insurance Estimates, 2005 Health Insurance Coverage Status for all Counties	http://www.census.gov/did/www/sahie/	Click here to access 2005 Health Insurance Coverage Status for Colorado Counties.
Colorado Department of Public Health and Environment	This web site provides statistics about health and health related issues.	http://www.cdphe.state.co.us/h/datahome.html	Click on the subject matter that is in interest under ‘Colorado Health Data’
Colorado Department of Human Services	The Colorado Child Care Assistance Program (CCCAP) provides child care reports and statistics.	http://www.cdhs.state.co.us/childcare/cccap_home.htm	Click on ‘Counties’ or ‘CCCAP Annual Program Information for 2008’
U.S. Department of Health and Human Services, Health Resources and Services Administration	Lists ‘Health Professional Shortage Areas’ (HPSA) by discipline; primary medical care, dental and mental health.	http://hpsafind.hrsa.gov/	On the web site choose Colorado as the state. Then, choose the county and discipline to see shortages.
Colorado Enterprise Zone 2014 Annual Report	List information by County for Enterprise Zone credits	http://www.advancecolorado.com/sites/default/files/Incentives/Program Annual Reports/EZ/EZ Annual Report 2014.pdf	Click on left hand link for information on Enterprise Zone credits.
History Colorado National and State Registers	List by County of Historic Preservation Sites	http://www.historycolorado.org/archaeologists/listings-county	Click on web-link on left side and select listings by County.

F. Labor Force Characteristics/Business & Industry

Organization	Description	Website	Navigation for document used
United States Department of Agriculture	The U.S. Department of Agriculture every five years publishes ‘The Census of Agriculture’. The latest one is available for the year 2007. This survey publishes statis-	http://www.agcensus.usda.gov	Click on the web link on the left hand side. Choose ‘2007 Census’ under ‘Census Years’.

	tics on the current trends among farmers and farm operations.		Click on 'More' under 'Guide to Census Products'. Under '2007 Census Full report' section click on 'County Level Data' then, choose Colorado. The full report can be view by clicking on either Text or PDF right next to 'Volume 1, Complete Report, All Tables'.
U.S. Census Bureau	Labor information in detail	www.census.gov	Click on 'American Fact Finders' on Census' home page. Then, click on 'Get Data' under 'Decennial Census'. Choose Summary File 3 to get detailed employment statistics.
U.S. Census Bureau	County Business Patterns provides employment size information by establishment size. Also, industry specific payroll information	http://censtats.census.gov/cbpnaic/cbpnaic.shtml	Under County Business Patterns select Colorado. Then, select one of the counties.
Department of Local Affairs	It provides state, county and municipal level historical and forecasted population, demographic, economic and labor force information to different local government agencies and non-profit organizations. Click here if you would like to obtain more information about State Demography Office's roles, responsibilities and types of programs they provide.	http://dola.colorado.gov/index.html	Go to Department of Local Affairs' home page → under 'Divisions' click on 'Local Government' → under 'Division of Local Government' click on 'State Demography Office' → under 'State Demography Office' click on the section of interest. Choose the location of interest from 'the Labor Force'
Colorado Department of Local Affairs-Economic Base Analysis	This web-link provides information on base analysis.	https://dola.colorado.gov/demogwebapps/ebaParameters.jsf	Click on the website and select County for information on Economic Base.
LMI Gateway	This website provides information	http://lmigateway.coworkforce.com/lmigateway/	Under 'Analyst and

	regarding industry, income and wage, and occupation.		Researcher' section time-series information can be found about labor market, economic and demographic data.
Colorado Department of Labor and Employment	Provides information on labor market, employment and training statistics	http://www.coworkforce.com/cwdc/CWDC.asp	
Colorado Prospects	Provides Community level employment, unemployment and education data.	http://www.coloradogisprospector.com/ed.asp?bhcp=1	Under 'Select by County and City' select the county or city of desire.
Headwaters Economics	This web-site provides detailed socioeconomic profiles of different geographic landscapes. It gathers data from different organizations.	http://www.headwaterseconomics.org/eps/	Under 'Economic Profiles Systems' click on Colorado on the U.S. map. Click on 'Report' under 'Links' to see reports.
Bureau of Labor Statistics	Provides information regarding labor economics and statistics.	www.bls.gov	On the web-site choose from 'The Subject Area's'.

G. Public Safety

Organization	Description	Website	Navigation for document used
Colorado Law Enforcement Agency	This web-site provides county and city level information on crime and arrests by type. The information is gathered through local law enforcement agencies. It covers 1980 to 2005 time frame.	http://www.disastercenter.com/colorado/crime/index.html	Click on the web-link on the left hand site and choose the place to find information regarding crime.
Colorado Bureau of Investigation	This web-site provides county and city statistics on crime and arrests. The information is gathered through local law enforcement agencies. Annual statistics is available from 1998 to 2007.	http://cbi.state.co.us/	On the home page choose 'Annual Reports' under Features. Click on the desired year. Then under "Agency Statistics" click on 'Agencies'. Choose the desired location.

City-Data.com	This web-site provides information regarding crime statistics for the years 2005 and 2006.	http://www.city-data.com	Go to www.city-data.com Click on Colorado, then choose the desired location. Crime statistics are under 'Crime in' section.
Colorado Emergency Preparedness Partnership	This web-site provides information on upcoming events on upcoming CEPP and Community Events in Colorado	https://thecepp.org/upcoming-events.html	Click on the web-link on the left hand side for upcoming events.

H. Resiliency/Recovery

Organization	Description	Website	Navigation for document used
U.S. Department of Homeland Security	This web-site provides information on the National Business Emergency Operations Center.	http://www.fema.gov/media-library-data/20130726-1852-25045-2704/fema_factsheet_nbeoc_final_508.pdf	Click on the web-link on the left hand site and choose the place to find information on the National Business Emergency Center.
Susan L. Cutter, Christopher T. Emrich, and Christopher G. Burton Hazards & Vulnerability Research Institute	This web-site Power point provides information on how to measure Resiliency in Recovery	http://www.resilientus.org/wp-content/uploads/2013/03/Susan_Cutter_1248296816.pdf	Click on the web-link on the left hand site to find information on Baseline Indicators for Disaster Resilient Communities
Wilson Center-Measuring Community Resilience: Implications for Development Aid	This web-site article provides information on Measuring Community Resilience	http://www.newsecuritybeat.org/2013/05/measuring-community-resilience-implications-development-aid/	Click on the web-link on the left hand site to find information on measuring community resilience.
American Red Cross Ready Rating	This Web-site provides information on workplace readiness.	http://www.readyrating.org/	Click on the web-link on the left hand site to take assessment on readiness.
Colorado Department of Local Affairs-Community Development Block Grant: Disaster Recovery	This web-site provides links for disaster recovery.	http://dola.colorado.gov/cdbg-dr/content/small-business-and-workforce-development-program	Click on the web-link on the left hand side for links in disaster recovery.

Attachment B – Information and Resource Directory

East Central Council of Local Governments



Human Services
Information & Resource Directory

June 2015

GENERAL INFORMATION

East Central Council of Local Govts
128 Colorado Avenue, PO Box 28
Stratton, CO 80836
(719) 348-5562
Toll Free.....1-800-825-0208
<http://www.eccog.com>

Division of Insurance
1560 Broadway, Suite 850
Denver, CO 80202
(303) 894-7499
Toll Free.....1-800-930-3745
<http://www.dora.state.co.us/insurance>

Rocky Mountain Poison Center
Toll Free.....1-800-332-3073
<http://www.rmpdc.org>

Colorado State Patrol
Dispatch.....(303) 239-4501
Castle Rock Office.....(303) 688-3115
Limon Office.....(719) 775-2964

AARP Colorado State Office
Information Center
1117 South Prairie Avenue
Pueblo, CO 81005
(719) 543-8876
Email: aarpinfo@prodigy.net

Public Utilities Commission
1560 Broadway, Suite 250
Denver, CO 80202
Toll Free.....1-800-888-0170
<http://www.dora.state.co.us/PUC/>

Colo. Office of Emergency Management
Emergency line.....303-273-1622

IREA (Intermountain Rural Electric)
(303) 622-9231

USDA Rural Development
P.O. Box 405
247Clay Street, Suite #2

Wray, CO 80758
(970) 332-3107
<http://www.rurdev.usda.gov/CO>

Better Business Bureau
P.O. Box 48179
Denver, CO 80204-4039
Phone (303) 758-2100
<http://www.bbb.org>

Red Cross.....(719) 632-3563

Black Hills Natural Gas
1-800-303-0357

Agate Mutual Telephone Co-op Assn
(719) 764-257

Eastern Slope Rural Telephone
(719) 743-2441

El Paso County Telephone
(719) 683-2323

CenturyTel Telephone Company
1-253-851-8118

Big Sandy Telephone Company
(719) 541-2261

Plains Cooperative Telephone Assn
(970) 358-4211

Qwest Telephone Company
1-800-573-1311

K C Electric Association
(719) 743-2431

Mountain View Electric Association
(719) 775-2861

Southeast Power Association
(719) 384-2551

Cheyenne County

East Central Area Agency on Aging
128 Colorado Ave., P.O. Box 28
Stratton, CO 80836
(719) 348-5562
Toll Free.....1-800-825-0208
<http://ecaaa.tripod.com>
Senior Centers/Nutrition Sites
Cheyenne Wells(719) 767-5445
Kit Carson.....(719) 962-3468

Outback Express Public Transit
128 Colorado Ave., P.O. Box 28
Stratton, CO 80836
(719) 348-5562
Toll Free.....1-800-825-0208
<http://outbackexpress.tripod.com>

Colo. East Community Action Agency
1114 Main Street #C
Limon, CO 80828
(719) 775-8586
<http://www.cecaa.org>

Baby Bear Hugs
151 South 1st West
Cheyenne Wells, CO 80810
(719) 767-2006
<http://www.babybearhugs.org>

Burlington Work Force Center
(Cheyenne & Kit Carson Counties)
1490 Martin Avenue
Burlington, CO 80807
(719) 346-5331

Cheyenne County Dept. of Human Services
P.O. Box 146, 51 South 1st
Cheyenne Wells, CO 80810
(719) 767-5629

CSU Extension Office
425 South 7th West, P.O. Box 395
Cheyenne Wells, CO 80810
(719) 767-5716
<http://www.ext.colostate.edu>

Eastern Colorado Services for the Developmentally Disabled, Inc.
1490 Martin, Avenue
Burlington, CO 80807
<http://www.easterncoloradoservices.org>

Options for Long Term Care/
ADRC – Aging & Disability Resources
252 S. 14th Street, P. O. Box 70
Burlington, CO 80807
(719) 346-7158

Office of Emergency Management
23200 Hwy. 385
Burlington, CO 80807
Office: 719/346-8538 or 719/346-5619
Email: janssen@wildblue.net

Town Government

Cheyenne Wells(719) 767-5865
Kit Carson.....(719) 962-3248

Cheyenne County Government

Clerk.....(719) 767-5685
Administrator(719) 767-5872
Veterans Service Office(719) 767-5808

Fire/Emergency Services

Emergency.....dial 911

Fire Department

Cheyenne Wells(719) 767-5633
Kit Carson.....(719) 767-5633

Cheyenne County Sheriff's Office
91 East First St.
Cheyenne Wells, CO 80810
(719) 767-5633

Medical/Health Services

Cheyenne County Public Health
P.O. Box 38
615 North 5th West
Cheyenne Wells, CO 80810-0038
(719) 767-5616

Keefe Memorial Hospital
602 North 6th W St. , P.O. Box 578

Cheyenne Wells, CO 80810
(719) 767-5661
<http://www.keefememorial.com>

Prairie View Clinic
P.O. Box 578
Cheyenne Wells, CO 80810
(719) 767-5669

Centennial Mental Health
602 North 6th
Cheyenne Wells, CO 80810
(719) 346-8183
<http://www.centennialmhc.org>

91 East First St.
Cheyenne Wells, CO 80810
(719) 767-5633

Medical/Health Services

Cheyenne County Public Health
P.O. Box 38
615 North 5th West
Cheyenne Wells, CO 80810-0038
(719) 767-5616

Keefe Memorial Hospital
602 North 6th W St. , P.O. Box 578
Cheyenne Wells, CO 80810
(719) 767-5661
<http://www.keefememorial.com>

Prairie View Clinic
P.O. Box 578
Cheyenne Wells, CO 80810
(719) 767-5669

Centennial Mental Health
602 North 6th
Cheyenne Wells, CO 80810
(719) 346-8183
<http://www.centennialmhc.org>

Elbert County

East Central Area Agency on Aging
128 Colorado Ave., P.O. Box 28
Stratton, CO 80836

(719) 348-5562
Toll Free 1-800-825-0208
<http://ecaaa.tripod.com>

Senior Centers/Nutrition Sites

Kiowa.....(303) 621-2561
Simla.....(719) 541-2525
Elbert.....(303) 648-9894

Outback Express Public Transit
128 Colorado Ave., P.O. Box 28
Stratton, CO 80836
(719) 348-5562
Toll Free.....1-800-825-0208
<http://outbackexpress.tripod.com>

Colo. East Community Action Agency
1114 Main Street #C
Limon, CO 80828
(719) 775-8586
<http://www.cecaa.org>

CSU Extension Office
Box 189
Kiowa, CO 80117-0189
(303) 621-3162
Email: Elbert@ext.colostate.edu

Simla Office
325 Pueblo Ave.
P.O. Box 128
Simla, CO 80835
(719) 541-2361

Elbert County Department of Human Services
214 Comanche, St., P.O. Box 544
Kiowa, CO 80117
(303) 621-3149

Simla Office
P.O. Box 6, 325 Pueblo Ave
Simla, CO 80835
(719)-541-2369

Elbert County District Attorney
Family Support
Criminal Services
(720) 874-8700

Options for Long Term Care

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4500 Cherry Creek Dr. South, Suite 500
Denver, CO 80246
(720) 974-0032

Elizabeth Workforce Center
392 Main St., P.O. Box 538
Elizabeth, CO 80107
(303) 646-2783

Office of Emergency Management
751 Ute Avenue
P.O. Box 295
Kiowa, CO 80117
Office: 303/805-6132
Email: OEM@elbertcounty-co.gov

Fire/Emergency Services

Emergency...dial 911

Fire Department

Agate.....(719) 764-2320
Calhan(719) 347-3057
Deer Trail.....(303) 769-4567
Elbert.....(303) 648-3000
Elizabeth(303) 646-3800
Kiowa(303) 621-2233
North Central(303) 621-2901
Rattlesnake Dist.....(303) 841-5863
Simla & Matheson(719) 541-2883

Elbert County Sheriff
(303) 621-2027

Police

Kiowa Police.....(303) 621-2100
Simla Police(719) 541-3900
Elizabeth Police ..(303) 646-4664 ext. 302

Medical/health services

Elbert County Public Health
205 Comanche
P.O. Box 201
Kiowa, CO 80117
(303) 621-3167

Elbert County Public Health
Simla Office

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East Central Council of Governments***

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606 Pueblo Street
Simla, CO 80835
(719) 541-2575

Eastern Colorado Home Care
352 Bannock
Sterling, CO 80757
1-877-357-4239 or (970) 522-3911

Centennial Mental Health
349 East Washington
Elizabeth, CO 80107
(303) 646-4519
<http://www.centennialmhc.org>

Elizabeth Family Health PC
34061 Forest Park Dr.
Elizabeth, CO 80107
(303) 646-4701

Peak Vista
320 Comanche
Kiowa, CO 80117
(720) 389-9763

Town Government

Kiowa.....(303) 621-2366
Simla(719) 541-2468
Elizabeth(303) 646-4166

Elbert County Government

Clerk(303) 621-3116
Administrator(303) 621-3132
Victim Advocate(303) 621-2027
Veterans Service Office.....(303) 621-3149

Kit Carson County

East Central Area Agency on Aging
128 Colorado Ave., P.O. Box 28
Stratton, CO 80836
(719) 348-5562
Toll Free.....1-800-825-0208
<http://ecaaa.tripod.com>

Senior Centers/Nutrition Sites

Flagler.....(719) 765-4516
Stratton(719) 349-0150
Burlington.....(719) 346-7986
Seibert.....(970) 664-2325

Outback Express Public Transit
128 Colorado Ave., P.O. Box 28
Stratton, CO 80836
(719) 348-5562
Toll Free.....1-800-825-0208
<http://outbackexpress.tripod.com>

Colo. East Community Action Agency
1114 Main Street #C
Limon, CO 80828
(719) 775-8586
<http://www.cecaa.org>

Kit Carson County Health & Human Services
252 S. 14th Street, P.O. Box 70

Burlington, CO 80807
(719) 346-7158

Options for Long Term Care/
ADRC – Aging & Disability Resources
252 S. 14th Street, P.O. Box 70
Burlington, CO 80807
(719) 346-7158

AARP Local Chapter
McArthur Sr. Center
350 Hollowell St.
Burlington, CO 80807
(719) 346-7986

Burlington Work Force Center
(Kit Carson & Cheyenne counties)
1490 Martin Avenue
Burlington, CO 80807
(719) 346-5331
Email: burlington@cwfc.net

CSU Cooperative Extension
251 16th Street, Suite 101
Burlington, CO 80807
(719) 346-5571
<http://goldenplains.colostate.edu>

Fire/Emergency Services

Emergency...dial 911

Fire Department

Flagler(719) 346-9325
Stratton.....(719) 346-9325
Seibert.....(719) 346-9325
Vona.....(719) 346-9325
Burlington.....(719) 346-9325

Ambulance Service

Burlington.....(719) 346-7878
Flagler.....(719) 765-4508
Burlington.....(719) 346-5512

Kit Carson County Sheriff's Office
251 16th Street, Suite 302

Burlington, CO 80807
(719) 346-8934

Police

Burlington.....(719) 346-8353
Stratton.....(719) 348-5612

Kit Carson County HAZMAT
(719) 342-1421

Office of Emergency Management
PO Box 160
Burlington, CO 80807
Office: 719/343-0911

Town Government

Burlington.....(719) 346-8652
Bethune.....(719) 346-7593
Stratton.....(719) 348-5612
Seibert.....(970) 664-2323
Vona.....(970) 664-2453
Flagler.....(719) 765-4571

Kit Carson County Governments

Clerk(719) 346-8638
Administrator.....(719) 346-8133
Victim's Advocate.....(719) 346-8876

Medical/health services

Environmental Health Department
252 S. 14th Street
Burlington, CO 80807
(719) 346-7158

*Comprehensive Economic Development Strategy
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Options for Long Term Care/
ADRC – Aging & Disability Resources
252 S. 14th Street, P.O. Box 70
Burlington, CO 80807
(719) 346-7158

Kit Carson County Memorial Hospital
286 16th Street
Burlington, CO 80807
(719) 346-5311
<http://www.kccmh.org>

Veterans Service Office..(719) 440-2183

Medical Clinic
291 15th Street
Burlington, CO 80807
(719) 346-5301

Parke Health Center
286 16th Street
Burlington, CO 80807
(719) 346-9481

Flagler Family Practice
305 Pawnee Ave.
Flagler, CO 80815
(719) 765-4340

Stratton Medical Clinic
500 Nebraska Avenue
Stratton, CO 80836
(719) 348-4650

Eastern Colorado Home Care
352 Bannock
Sterling, CO 80757
1-877-357-4239 or (970) 522-3911

Kit Carson County Caring Hands Hospice
286 16th Street
Burlington, CO 80807
(719) 346-5311

Parke Wellness Center
182 16th Street
Burlington, CO 80807
(719) 346-0366

High Plains Sexual Assault Center
418 Chestnut Street
PO Box 106
Sterling, CO 80751
(970) 521-2722
24-Hour Crisis Line (866) 532-0377

Lincoln County

East Central Area Agency on Aging
128 Colorado Ave., P.O. Box 28
Stratton, CO 80836
(719) 348-5562
Toll Free.....1-800-825-0208
<http://ecaaa.tripod.com>

Senior Centers/Nutrition Sites

Arriba.....(719) 768-3384
Limon.....(719) 775-2721
Hugo(719) 743-2273

Outback Express Public Transit
128 Colorado Ave., P.O. Box 28
Stratton, CO 80836
(719) 348-5562
Toll Free.....1-800-825-0208
<http://outbackexpress.tripod.com>

Colo. East Community Action Agency
1114 Main Street #C
Limon, CO 80828
(719) 775-8586
<http://www.cecaa.org>

Options for Long Term Care/
ADRC – Aging & Disability Resources
252 S. 14th Street, P.O. Box 70
Burlington, CO 80807
(719) 346-7158

Baby Bear Hugs
326 8th St., P.O. Box 125
Hugo, CO 80821
(719) 743-2526

CSU Cooperative Extension
326 8th Street
Hugo, CO 80821-0068
(719) 743-2542

Email: lincoln@ext.colostate.edu

Lincoln County Department of Human Services
103 3rd Ave.
P.O. Box 37
Hugo, CO 80821
(719) 743-2404

Limon Workforce Center
P.O. Box 875
Limon, CO 80828-0875
(719) 775-2387
Email: Limon@cwfc.net

Fire/Emergency Services

Emergency...dial 911

Fire Department

Hugo(719) 743-2770
Genoa.....911
Limon.....(719) 775-8155
Northeast Lincoln(719) 768-3344
Edison911
Karval(719) 446-5344

Lincoln County Sheriff's Office
103 3rd Ave
Hugo, CO 80821
(719) 743-2426

Police

Limon.....(719) 775-9211
Hugo(719) 743-2485

Office of Emergency Management
P.O. Box 39
Hugo, CO 80821
(719) 743-2426 or 866-5375
Email: lclanduse@lincolncountyco.us

Medical/health services

Lincoln County Public Health
326 8th Street
P.O. Box 125
Hugo, CO 80821-0125
(719) 743-2426

Lincoln Park Living Center
111 6th Street
Hugo, CO 80821
(719) 742- 2421

Peak Vista of Limon
820 1st. Street, P. O. Box 1120
Limon, CO 80828
(719) 775-2367
<http://www.peakvista.org/locations/limon>

LCH Family Practice
2110 6th Street
Limon, CO 80828
(719) 775-8662

Eastern Colorado Home Care
352 Bannock
Sterling, CO 80757
1-877-357-4239 or (970) 522-3911

Ambulance Service

Limon.....(719) 775-2256
Hugo(719) 743-2770
Karval(719)446-5344

Town Government

Arriba.....(719) 768-3381
Genoa.....(719) 763-2313
Hugo(719) 743-2485
Limon.....(719) 775-2346

Lincoln County Government

Clerk(719) 743-2444
Administrator(719) 743-2810
Emergency Mgt(719) 743-2337
Victim Advocate(719) 743-2889
Veterans Service Office.....(719) 743-2448

East Central Council of Local Governments

Organization Chart



Attachment D – Photo Information

The historic photographs featured in this document reflect our region's belief in the value of heritage tourism as an economic development strategy as well as our belief in making any job as enjoyable as possible. The photos are provided courtesy of the Lincoln County Historical Society (LCHS). Their use in this document is tongue-in-cheek, of course, but following are the real stories connected with these photos:

Cover—This artwork was on the cover of a Montgomery Ward & Co. catalog and instruction book for customers building rural telephone lines, published in 1900. This copy was made from a reprint of the Ward's book, owned by Karen Kravig. The reprint was made about 40 years ago by Glen Razak, one-time manager of the Eastern Slope Rural Telephone Association, headquartered in Hugo.

Page 9—The stagecoach era in eastern Colorado lasted for about a decade, from the days of the gold rush to the arrival of the railroad from the east. This photo looks pretty good to be that old...because it's not. This stagecoach had a brief run in Kit Carson County during the filming of a Four Roses Bourbon television commercial in April 1988.

Page 12—This is the Tuttle store and last post office. The photo was taken in 1910 with the Root family pictured in front, from left: Aaron Burkart, "Mother Flora," Alma, Doyne, Greta, "Albert, father holding baby Carl," little boy Edgar, Vern, Eva, and mail carrier Culberson. Liz Whipple provided this photo for a history of Tuttle that she wrote for the East Central Council of Governments' newsletter in 1983.

Page 16—Early Genoa-area photographer Minnie Martin took this photo of an unidentified homestead. It does a good job of depicting the hard existence of early Plains pioneer women, who may be forgiven for considering the place barren and bleak, especially in winter.

Page 17—These men no doubt would make excellent board members, but we like the picture because they look like they could be responsible for determined immigrant pioneers. And so they are; they are the Knutson brothers from Norway, from left, Knut, Torkel, Ole and Lars (twins). Ole was great grandfather of the late Cora (Knutson) Freeman of Bovina and Genoa, Colorado. The photo is from Mrs. Freeman's collection.

Page 20—Watermelon in the summertime surely provided the "pause that refreshes" during hot summer months on the Plains 100 years ago. Photo is from the Gloria Beedy collection.

Page 23—Early Cheyenne County cowboy Jack Keppel had a varied career, ranging from chuck wagon cook when President Theodore Roosevelt came to Hugo in 1903, to his days as a traveling salesman for the Daniels & Fisher Company of Denver. In 1912, he had a financial interest in this mercantile store in Englewood, Colorado when Mother Nature came calling.

Page 37—East Central Colorado was singularly devoid of natural building materials, but the enterprising homesteaders cut blocks of sod from the Prairie and used those to build their homes. The sods proved to be very warm in winter and cool in summer, but sometimes there were issues with small animals and other pests...not to mention rain...coming through the roof! Photo is from the LCHS collection.

Page 43—There being a shortage of bathrooms and of running water to serve them in pioneer days on the Plains, baths were difficult, at best, and didn't come around nearly as often as they should have. One al-

ternative for cooling off on a hot summer day was a quick stop beside a creek or pond for a dip. Minnie Martin is credited with this photo, from the Gloria Beedy collection.

Page 64—Red Smith, who could fix or build almost anything at his Arriba shop, was also known for his pet coyote. Photo is from the Eunice Burge collection.

Page 66—Kenneth and Fairie Wolverton apparently have the weight advantage over Aileen Kelsey and LaVerne Wolverton on this homemade teeter-totter at the Wolverton homestead south of Genoa. Photo is from the Dennis Schoonover collection.

Page 70—When the grasshopper crisis hit east central Colorado in the 1930s, there was a battalion of fighters already on hand to deal with it. These men, employed under the Works Progress Administration during the Great Depression, load poisoned grasshopper bait into this pickup for delivery. The *Eastern Colorado Plainsman* photo is from the LCHS collection.

Page 73—These folks aren't really one large family of homesteaders. These are members of the Go-Getters Poultry Club in Lincoln County, c. 1930. The photo was taken by county extension agent L. C. Gilbert and is from the LCHS collection.

Page 74—The first bank in what now is Lincoln County was the Lincoln County Bank. By the 1920s, when this picture was taken, the bank had grown into a nice brick structure and had national bank status. This bank continues to operate 112 years later. Photo was copied from the Limon Memorial Library collection.

Page 76—George B. Griffey, shown here with his birthday cake, was part of the aging population of East Central Colorado in 1928. His photo was published in the *Eastern Colorado Plainsman* on the occasion of his 105th birthday. Photo is from the LCHS collection.

Page 78—Apparently storing grain are these early farmers: Marquis (Mark) Lockwood, on the roof; William Dockendorf, in the truck; and Anna Lee Dockendorf, on the ground near the truck. This photo is from the **Where The Wagons Rolled** picture file at the Lincoln County Museum in Hugo.

Page 82—Another early photographer in the area was T. A. Pershing, son of W. S. Pershing, founder of Limon. Pershing took this picture of Limon's first water storage facility, known c. 1911 as "the stand-pipe." Photo is from the LCHS collection.

Page 83—These unidentified youngsters apparently have all they need for a great croquet match...except for a close-cropped lawn. Sand had to do the job. Photo is from the LCHS collection.

Page 86—Another sod house sat on the Schneider homestead in north Lincoln County. When this photo was taken in May 1930, the soddy was long-abandoned. Still, sod houses held up well under the elemental onslaughts, and a few can still be found across the Plains in the 21st Century. Photo is attributed to Minnie Martin, from the Lorena Felzien collection.

Page 87—On a sunny afternoon in June 1938, a tornado touched down in the Arriba business section, damaging several structures. The recently completed Ballard Oil Co. service station was one of the hardest hit, being effectively demolished. There were no serious injuries to the town's residents. The *Eastern Colorado Plainsman* photo is from the LCHS collection.

Page 89—Methodists of the small community of Boyero, Colorado raised enough money to build a new church building in 1917, and were looking forward to a long period of fellowship in the building. However a strong wind came in April of that year, removing the roof and blowing down the concrete block walls. The congregation refused to accept defeat, however, and by that fall had another new building ready for occupancy. Photo is from the Lloyd Holbrook collection.

Page 90—Sixty-six years before a tornado destroyed Limon's main business district in 1990, an early morning fire on an icy New Year's Day in 1924 demolished and/or damaged a number of commercial structures on the same street. This photograph of the fire in progress was scanned from the front page of *The Eastern Colorado Leader*, Limon's newspaper at the time.

Page 91—This picture proves there is occasional snow in eastern Colorado. The size of these 1930s drifts doesn't seem to bother these two men, who posed beside their coupe with the "Hugo" standing proudly on the headlight bar. The photo is from the LCHS collection.