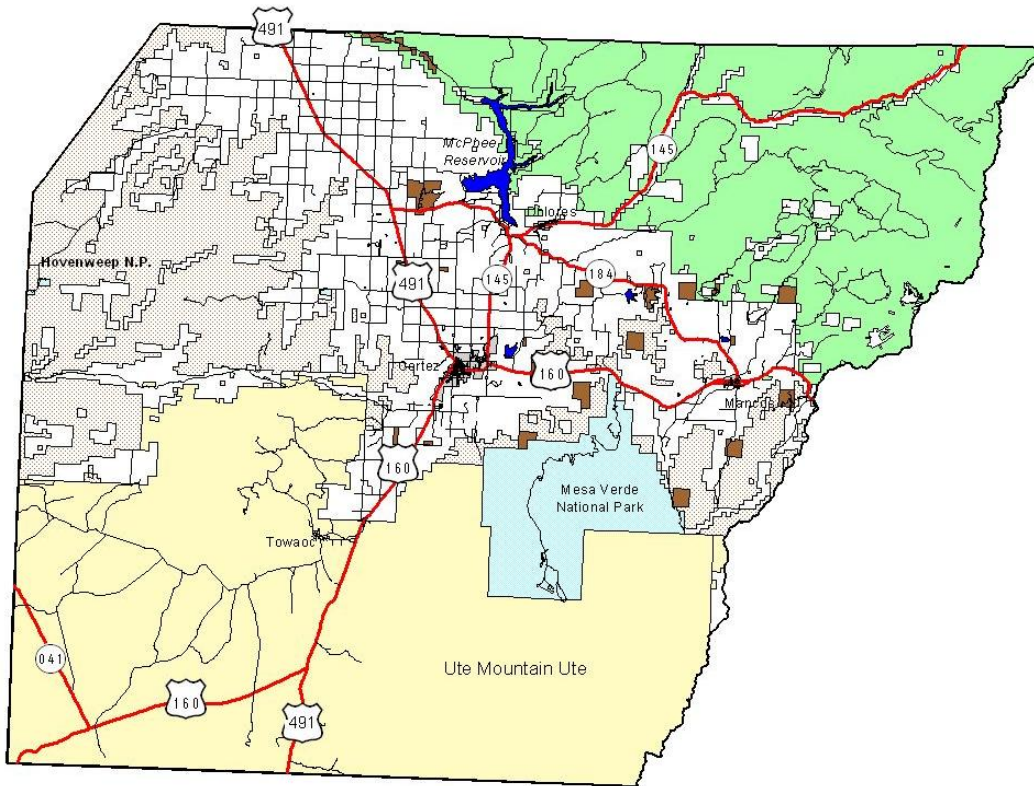


# MAP OF MONTEZUMA COUNTY



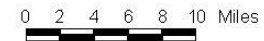
Montezuma County



REGION 9

Land Area - 1,307,673 acres (2,043 sq. miles)

	Private Lands- 352,976 acres (27%)
	San Juan National Forest- 257,626 acres (20%)
	Bureau of Land Management- 182,487 acres (14%)
	State Lands- 8,988 acres (0.7%)
	National Park Service- 53,720 (4%)
	Ute Mtn Ute Tribe - 439,996 (34%)



Information Services  
 File c:\gis\data\region 9\ceds  
 acreage estimates from <http://www.nrel.colostate.edu/projects/comap/index.html>

## 6. Montezuma County

### TABLE OF CONTENTS

INTRODUCTION .....	1
EXECUTIVE SUMMARY.....	1
BACKGROUND .....	2
Ute Mountain Ute Indian Tribe.....	2
Cortez.....	2
Dolores .....	3
LOCAL ISSUES.....	4
Agriculture .....	4
Education .....	5
Environment .....	6
Health Care .....	9
Housing .....	10
Livable Wages.....	11
Telecommunications.....	11
Transportation .....	12
MONTEZUMA COUNTY PROFILE .....	15
Montezuma County Government .....	15
Infrastructure and Services .....	16
Demographics .....	17
The Local Economy.....	18
Unemployment Rates.....	18
Commuting .....	18
Employment and Income 2009 .....	19
Economic Drivers.....	20
Economic Clusters .....	21
Total Personal Income Trends.....	22
Employment Sector Trends 1980 - 2009.....	23
STRATEGIC PLANNING .....	35
Montezuma County Vision & Mission Statements.....	35
SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis .....	35
Key Economic Development Directions.....	36
Goals, Actions & Implementation .....	38
BOTTOM UP – ECONOMIC DEVELOPMENT STRATEGY.....	42

## INTRODUCTION

The purpose of the Comprehensive Economic Development Strategy (CEDS) is to create a plan for retaining and creating better paying jobs, fostering stable and more diversified economies, as well as maintaining and improving the quality of life in Southwest Colorado, and Montezuma County. The purpose of this section is to provide specific information on Montezuma County, and how it fits into the region.

## EXECUTIVE SUMMARY

Because of its location within the Four Corners area, Cortez has developed as a tourist crossroads and regional trade center for surrounding communities and unincorporated areas, including nearby Indian reservation lands (Ute Mountain Utes and the Navajo Nation). Cortez also serves as the county seat. The Town of Dolores is located near McPhee reservoir, which was built in the 1980s, allowing increased agricultural production and enhanced recreational opportunities for locals and tourists. The Town of Mancos, located near Mesa Verde National Park, retains a heritage based on ranching, the manufacture of timber products, and nearby recreational opportunities. In addition, a portion of the Ute Mountain Ute Tribe's land is located in Montezuma County. The Ute Mountain Ute Tribe is a major contributor to the regional economy.

Key issues in Montezuma County addressed in this section include agriculture, education, environment, healthcare, housing, livable wages, telecommunications and transportation.

Between 2000 and 2010, Montezuma County grew from 23,830 to 25,535 people (7.2%) with most of the growth occurring in Mancos. The annual average rate of growth is expected to increase, and then slowly decline over the next 20 years, based on local and national trends. A population of about 28,000 is forecast by 2015.

In 2010, county unemployment rates (9.2%) were higher than the state (8.9%) and lower than the nation (9.6%). The Service sector accounts for 34% of jobs and 27% of employment income, but provides the lowest average wage of all sectors. The Trade sector accounts for 14% of jobs and 13% of employment income. Government is also an important sector, providing 25% of employment and 29% of employment income in 2009. Most Montezuma County residents (75%) work in the county, and 25% commute elsewhere for their paychecks, with the highest percentage (10%) going to La Plata County. Proprietors (owners) make up 32% of total employment, while wage and salary jobs account for 68%.

In 2009, Montezuma had a per capita personal income ([PCPI](#)) of \$32,502. This PCPI ranked 42nd in the state and was 78 percent of the state average, \$41,895, and 82 percent of the national average, \$39,635.

In 2009, Montezuma had a total personal income ([TPI](#)) of \$824,513,000. This TPI ranked 25th in the state and accounted for 0.4 percent of the state total.

## **BACKGROUND**

Montezuma County was formed in 1889 out of part of La Plata County. Culturally the area is an ethnic mix of Hispanic, Native American and Anglo populations. By the turn of the century, the Ute Mountain Ute Tribe had been moved to their current Reservation in the southern part of Montezuma County. The tribe established its headquarters at Towaoc, 12 miles south of Cortez. Just across the borders of Utah, New Mexico and Arizona is the Navajo Nation. These two tribes have significant cultural and economic impacts on Montezuma County.

### **Ute Mountain Ute Indian Tribe**

The planning and management area of Region 9 includes two Indian reservations, including the Southern Ute and the Ute Mountain Ute Indian Tribes. Historically, the Utes roamed throughout the Four Corners and Western Colorado in several distinct hunter-gatherer bands. The Southern Ute divisions were the Muache, Capote, and Weeminuche. As a result of the Dawes Act in 1887, and the subsequent Act of 1895, the previously defined Southern Ute reservation lands were broken into two distinct units. Most of the Muache and Capote Utes accepted farming allotments in the eastern portion, which became known as the Southern Ute Indian Reservation with agency headquarters at Ignacio, in La Plata County. The Weeminuche Utes, led by Chief Ignacio, refused to accept allotments and moved to the western portion, which became known as the Ute Mountain Ute Indian Reservation with agency headquarters at Towaoc, in Montezuma County.

The Ute Mountain Ute Tribe's land is located in southwest Colorado and eastern Utah, and covers 910 square miles. The land is held in trust by the United States Government. The Tribal enrollment in 2011 was 2,095 with the majority of the members living on the reservation in Towaoc, Colorado (Montezuma County), and in White Mesa, Utah. The Tribal census shows the largest percentage of the members are in their early twenties and younger.

The Ute Mountain Ute Tribe is a major contributor to the regional economy. In 2011, the Tribe was one of the largest employers in Montezuma County with 1,578 jobs in all aspects of tribal government and operations, and at their Ute Mountain Casino and RV Park. The Weeminuche Construction Authority has become one of the most successful and largest construction companies in the Four Corners area. The Colorado Ute Water Settlement Act of 1988 mandated, through the building of the Dolores Project and McPhee Reservoir, that drinking and irrigation water be provided to the reservation. This has dramatically expanded farming and ranching operations. Other tribal resources include income from oil and gas wells, and tribal enterprises that revolve around tourism such as the Tribe's Ute Mountain Ute Tribal Park and pottery factory. The Tribe has updated their *Ute Mountain Ute Tribe Comprehensive Economic Development Strategy* (2010).

### **Cortez**

Mining and logging settlements (Rico and Dolores) at higher altitudes created a demand for agricultural products that could only be grown at lower elevations in the richer soils of the Montezuma Valley. The challenge was water, with an average annual rainfall of only 13". The Dolores River, which originally ran through the Montezuma Valley and connected with the McElmo drainage, had been turned north by a geologic uplift in prehistoric times leaving the Montezuma Valley without a major river. The developers of the Montezuma Valley Irrigation Company punched through the uplift near the "Big Bend" bringing water into the valley for irrigation, as well as water to support the growth of Cortez, established in 1886.

The growth that Cortez experienced in the 1950s and '60s was spurred by the development of the "Aneth Oil Field" in Southeastern Utah, which was accessed via McElmo Canyon. With Cortez as the nearest full service town, many of the oil field workers and their families made it their home. It was during the oil boom that streets were paved, schools were built and several subdivisions were developed in Cortez. The development and paving of Highways 666 (now Hwy 491) and 160 opened up Cortez as a regional trade center for the surrounding agricultural areas and Indian Tribes. When the energy boom busted in the 1960s, Cortez gradually developed a tourism economy based on the presence of Mesa Verde National Park and its location on Highway 160, the major east/west corridor in the area.

In the 1980s the Bureau of Reclamation began construction on McPhee Reservoir, which when completed in 1995 provided irrigation water to 35,000 newly irrigated acres (including 7,500 acres on the Ute Mountain Ute Reservation) and supplemental water to 25,000 acres in the Montezuma Valley irrigation system. This project, known as the Dolores Project, also provides long-term water supplies to Towaoc, Cortez and Dolores.

### **Dolores**

Big Bend was the original town along the Dolores River. When the Rio Grande Southern Railway (RGS) bypassed the town, Big Bend was abandoned and the town's population moved upstream to found the present Town of Dolores. The RGS carried supplies and miners heading for the silver mines of Rico and Telluride. By the turn of the century, the mining boom had played out and the remaining settlers turned to subsistence agriculture and the export of agricultural and timber products. The mining boom had left behind a narrow gauge rail network that connected Dolores and Mancos with Durango and markets in Denver and the Midwest.

Between 1924 and 1944, the mill town of McPhee (linked to Dolores by rail) was harvesting Ponderosa Pine and was one of the largest mills in the West. By the end of World War II, the mill had burned down and McPhee was virtually abandoned.

In the 1980s the construction of McPhee Reservoir (the Dolores Project), and its extensive irrigation systems, allowed increased agricultural production and enhanced recreational opportunities for locals and tourists.

### **Mancos**

The Mancos Valley was settled by ranching families in the early 1880s, including the Quaker Wetherill Family from Pennsylvania. The Wetherills ranched in the Southern part of the Mancos Valley and were the first non-natives to extensively explore the cliff dwellings of Mesa Verde. In 1891 the Rio Grande Southern Railway reached Mancos on its way to the silver mines of Telluride and Rico. Mancos boomed, becoming a thriving commercial center based on lumber, cattle and produce grown in the Montezuma Valley. When the energy boom busted in the 1960s, Mancos developed a growing tourism economy based on the presence of Mesa Verde National Park.

Presently, the Town of Mancos retains a heritage based on ranching and the manufacture of timber products. The area also provides many recreational opportunities within the San Juan National Forest, and Jackson Gulch Lake, which is located in the Mancos State Recreation Area.

## LOCAL ISSUES

The following information takes a closer look at some of the key issues identified for the county.

### Agriculture

Agriculture is a very important base industry in Montezuma County. The county has consistently ranked first in agricultural production in Region 9 based on the Census of Agriculture Statistics. The 1997 census indicated that approximately \$9,000,000 in crops (including nursery crops) and \$13,000,000 in livestock and poultry were produced in the county. This follows the traditional livestock base of the county. However, the 2007 census shows that about \$17,300,000 in crops and \$9,400,000 in livestock were produced. This reversal in production dominance invites investigation according to Tom Hooten, the CSU Extension Agent in the county. At this time however, details are lacking.

It is difficult (for many reasons) to obtain accurate data for measuring the economic impact of agriculture in the county. Traditionally, economic impact is measured by number of jobs, percent of total economy, income generated, and average annual wage. These numbers for agriculture are often among the lowest when compared with other sectors. However, agriculture continues to contribute to the economic development of Montezuma County. An important measure to consider is the amount of total land used in agriculture ("farmland" by the Ag Census). Farmland accounted for 70.1% of all land in Montezuma County according to the 1997 Ag Census (a very significant percentage), but declined to 52.8 % for the 2007 Ag Census (still rather significant). Although this decline is of concern, it also bears further investigation and does not detract from the relevance of land in agriculture. Indeed, "The amount of land in farms is at least as important to Montezuma County for its nonproductive attributes (e.g., wildlife habitat, rural lifestyle, water quality, open space, etc.) as for its value in agricultural production." (Department of Agricultural and Resource Economics, Colorado State University, Fort Collins, CO, June 2004-EDR 04-02). The next Ag Census is due in 2012.

Tourism also has a direct link with agriculture and agricultural land as it is driven by the natural, rural amenities mentioned above. These amenities are also attractive to second home developments and retirees, other important contributors to Montezuma County's economy.

A number of trends can be identified in the agricultural arena of Montezuma County. Most noticeable is the influx and growth of small-scale direct market producers coupled with the increasing interest in local food production and marketing. This is exemplified by the existence of three farmers' markets in the county, with the beginnings of a fourth market in 2011. The Cortez Farmers' Market is by far the largest and continues to increase its' number of vendors each year with a projection of 57 vendors for 2011. This is in contrast to a limited customer base (small, local population) to support the market(s). There has also been an increase in the number of sales of small-scale tractors at the John Deere dealership (now called Central Implement, Inc.) according to a sales manager. However, the sales manager also mentioned that finding implements designed for smaller tractors was challenging.

Following are some individual examples that may indicate trends in Montezuma County. There are at least six alpaca ranches in the county and one retail outlet for alpaca fiber products. There has been steady interest in alpacas in the county, and a significant development has been the formation of a very active Alpaca 4-H Community Club. There are currently 11 members in the club and they have been involved in many community projects, including Colorado State University's Ag Adventures program at the Four States Agricultural Exposition. The Four States Ag Expo is another indication of the importance of agriculture to Montezuma County. Although attendance was slightly down in 2011 compared to 2010, the Ag Expo is one of the largest and most visible agricultural expositions in the region. A number of new, ag-related businesses have also recently been established in Montezuma County, including: The Farm (a locally-owned and

operated lunch bistro that specializes in a local, mostly-organic lunch menu), Let It Grow Nursery and Garden Market; and the new Big R Farm and Ranch store. When Big R was investigating the possibility of opening a store in Cortez, representatives drove around the county and when they saw the prevalence of agriculture, they were convinced that Cortez should be the new location. There is also growth and continuing interest in wine grape production and wineries in the county. According to Doug Caskey of the Colorado Wine Industry Development Board, Montezuma County is “the next, big area for (wine grape) development.” There is increased interest in oil-seed crops, due to the initiation of the oil processing facility in Dove Creek. The Southwestern Colorado Research Center in Yellow Jacket has also responded to the interest with continuing research in oil-seed crops.

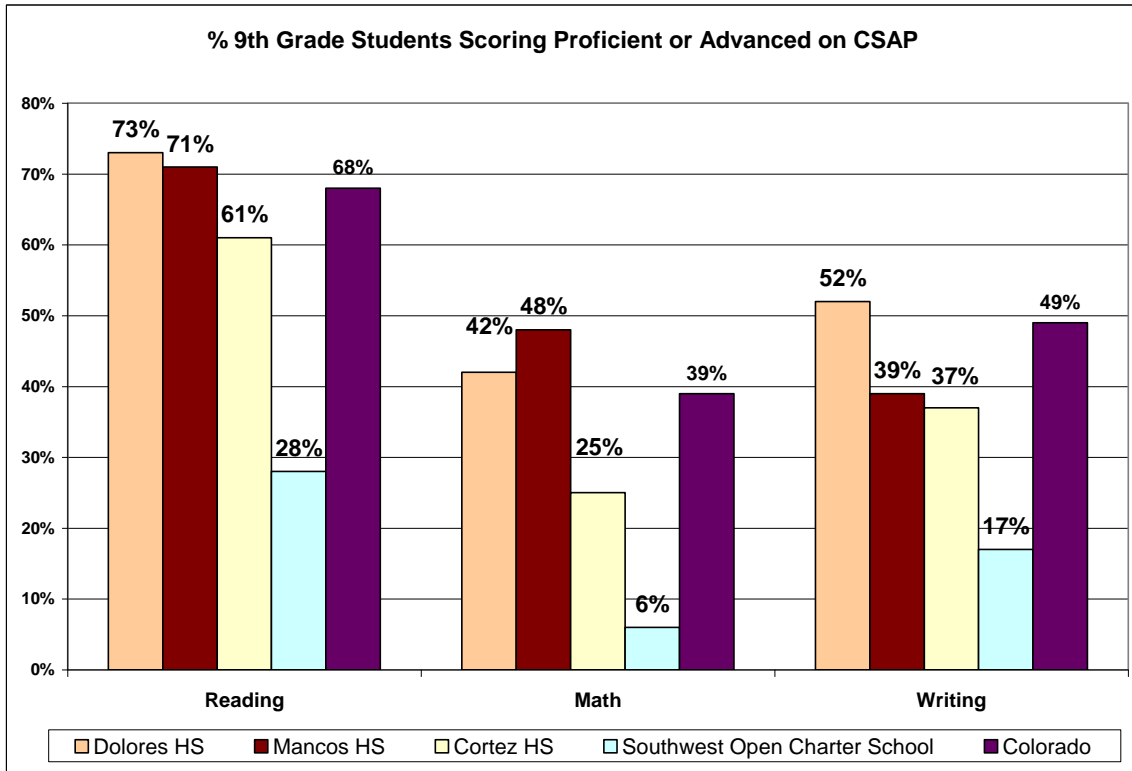
The search for alternative and specialty crops in Montezuma County continues to be an issue of primary importance for both large and small scale agricultural producers. Among the perceived threats to agriculture are rising costs and restrictive regulations. While the future challenge to keep agriculture viable in southwest Colorado is constantly on the horizon, an identified primary economic strength of the area is its’ agricultural lands and open space. It is most everybody’s hope that resources can be utilized and strategies developed that will support and enhance the agricultural sector of the region.

## **Education**

Since the last CEDS report, there have been significant changes in the way Colorado schools are rated, as well as in the State Standards and Assessments. A landmark education reform initiative known as “Colorado’s Achievement Plan for Kids,” or CAP4K, was signed into law in 2008 to align the state public education system from preschool through postsecondary. The Education Accountability Act of 2009 aligns the accountability system to focus on the CAP4K goals: holding the state, districts and schools accountable on a set of consistent, objective measures and report performance. (See Regional Overview on Education for more detail on these reforms.)

District and school Unified Improvement Plans (UIP) are based on four performance indicators: academic achievement; academic growth; gaps in growth levels for a variety of historically disadvantaged subgroups; and success in preparing students for postsecondary and workforce readiness (based on dropout rates, graduation rates and scores on the ACT college entrance exam). Based on these indicators, the Colorado Department of Education (CDE) determines if each district (and the district in turn, their schools) exceeds, meets, approaches or does not meet the indicators. According to the 2010 one-year performance reports (first time the UIP format was required), Montezuma-Cortez RE-1 is Accredited with Priority Improvement Plan, and Mancos RE-6 and Dolores RE-4a are Accredited. (View full reports on all districts at <http://www.schoolview.org/performance.asp>.)

Dolores High School 9<sup>th</sup> graders showed CSAP scores (Colorado Student Assessment Program) on par with the better-performing high schools in Region 9 such as Durango and Pagosa Springs, and they scored better than the state averages in all three subjects of Reading, Math and Writing. Mancos High School 9<sup>th</sup> graders scored better on CSAP Reading and Math tests than the state averages, while 9<sup>th</sup> graders at Montezuma-Cortez High School and Southwest Open Charter School both scored below state averages in all three subjects of Reading, Math and Writing.



The newly required ICAP (Individual Career and Academic Plan) for high school students states that students should identify “Contextual and Service Learning Opportunities,” or, “activities performed by the student that establish connections between school-based instruction and the world of work, careers, and learning that occurs beyond the school itself.” A Career Center at Montezuma-Cortez High School, the go-to source for M-CHS students to find out more information about career pathways, scholarships, and summer learning opportunities, is a helpful resource in meeting this goal.

### Environment

This county’s milder climate, still-affordable land, homes, and scenic and cultural amenities make it desirable for newcomers. A local land trust, the Montezuma Land Conservancy (MLC), is actively working to preserve open space. Since 1998, the MLC has helped to permanently protect more than 30,600 acres of irrigated farm and ranch land, dry land farms, river valleys, wetlands, wildlife habitat, desert canyons, and sagebrush in the southwest corner of Colorado.

The San Juan National Forest and Bureau of Land Management’s -- working together as the San Juan Public Lands Center (SJPLC) -- management plan revision, currently underway, will outline the types of uses that will occur such as: identifying where commercial timber will be harvested, where grazing will occur and to what levels, and locations where motorized recreation is allowed. A full 70% of this county’s lands are public. In public meetings about the plan, a number of key issues were identified: wildfire and growth in the Wildland Urban Interface; providing for adequate opportunities for both motorized and non-motorized recreation; maintaining the remaining commodity oriented business (ranching, timber); viability of the Gunnison Sage Grouse; beetle and fungus infestations; balancing the ecological and fish health of the Dolores River below McPhee Dam; water rights; and gas development in Canyon of the Ancients National Monument.



The SJPLC received over 18,000 comments on the Draft Land Management Plan and Draft Environmental Impact Statement that was published in December of 2007. Significant information surfaced during review of public comments and industry feedback, and it was determined that the emerging potential for oil and gas exploration had not been adequately addressed. The USFS and BLM decided it was necessary to publish a Supplement to the DEIS. The Supplement should be available for public review in the fall of 2011, and it is anticipated that the Final Environmental Impact Statement and Land Management Plan will be published in the summer of 2012.

Sudden Aspen Decline (SAD) is estimated to affect nearly 20 percent of Colorado's aspen forests and is especially severe in southwestern Colorado. The forest mortality is well above natural fluctuations and seems to be strongly linked to regional drought and temperature stress. A Fort Lewis College (Durango) biology professor, Dr. Erin Lehmer, says areas hard hit by sudden aspen decline are likely to be home to deer mice, chief carriers of a hantavirus strain that is often fatal to humans. Lehmer's field work was done in June and July 2009 and 2010 near Mancos. The field crew trapped hundreds of deer mice, and forty percent of those tested in areas with heavy aspen loss carried hantavirus, compared with 11 to 12 percent of the mice found in the other test areas. Lehmer, winner of the Fort Lewis College New Faculty Award in 2010, plans to return to the area in coming years to further study the phenomenon. She said five years of study would provide a solid base of information.

Air quality is an emerging issue in Montezuma County. Regional haze is caused by a collection of fine particles, smoke, dust, and moisture suspended in the air. Emissions from power plants, burning of fossil fuels, soot from natural and manmade fires, and airborne dust from disturbed soils all contribute to this pollution, which respects no borders and can travel great distances. Haze affects wide geographical areas, often far away from the original emission point, and is therefore called "regional haze".

The Environmental Protection Agency (EPA) has established a visibility protection program to protect Class 1 areas "of great scenic importance", including Mesa Verde National Park, from impairment due to manmade air pollution. Visibility at Mesa Verde National Park is impaired due to haze. When the air is clean, natural visibility conditions in most of the western United States are in the range of approximately 110 to 140 miles. However, when regional haze is present, visibility is reduced to about 33-90 miles. Poor visibility is often an indicator that there are other impacts that we cannot directly observe, such as human health affects.

[http://vista.cira.colostate.edu/improve/Overvoew/hazeRegsOverview\\_files/frame.htm](http://vista.cira.colostate.edu/improve/Overvoew/hazeRegsOverview_files/frame.htm)  
[http://www.ct.gov/dep/cwp/view.asp?a=2684&q=400742&depNav\\_GID=1619](http://www.ct.gov/dep/cwp/view.asp?a=2684&q=400742&depNav_GID=1619)

Colorado adopted a [Regional Haze Plan](#) in 2010 and 2011 that specifies long-term strategies to restore visibility in Class I areas to natural conditions. The plan includes reduction of emissions and new controls for oxides of nitrogen at power and cement plants. These nitrogen oxide controls will also benefit ozone reduction efforts. <http://www.cdphe.state.co.us/ap/ozone.htm>. Montezuma County conducts ozone monitoring at the Cortez County Health Building and publishes monthly reports.

Mercury is a naturally-occurring element found in air, water, and soil. It can also be a toxic air pollutant. Coal-fired power plants are the largest human source of mercury to the air in the United States. Mercury in the air eventually settles to the ground, where it can be washed into aquatic ecosystems, such as lakes, streams, and wetlands. Bacteria in wetlands and lake bottoms can change mercury into a highly-toxic form, methyl mercury, which affects functioning of nerve cells. The methyl mercury accumulates, increasing in concentrations up the food chain [according](#) to the Mountain Studies Institute (MSI).  
([http://www.mountainstudies.org/sites/default/files/pdf/education/Air\\_Quality\\_Book\\_2009.pdf](http://www.mountainstudies.org/sites/default/files/pdf/education/Air_Quality_Book_2009.pdf)).

Fish consumption advisories for mercury contamination are in effect for three bodies of water in Montezuma County: Narraguinnep, McPhee, and Toten Reservoirs. Many believe that the regional coal-fired power plants are contributing to this problem.

The MSI has also reported on air quality at Mesa Verde National Park. The Park has recorded some of the highest mercury concentrations in the nation. There is currently no human health or environmental standard for mercury in air, rain, or snow. However, the EPA is developing new rules to regulate mercury from coal-fired power plants. During the last update of this report, there were concerns about environmental impacts, including air quality, from a potential new coal-fired power plant in northern New Mexico called the Desert Rock Energy Project. The Desert Rock Energy Project was permitted by the EPA in July of 2008. Several environmental groups appealed the permit, and the EPA appeals board essentially voided the permit, returning it to the EPA's regional office for reconsideration, based on five environmental issues, including air quality. The EPA informed the permit applicant of the need for additional information, but to date has not received a complete record. The applicant has not officially canceled the application, but it is not being actively processed. There are concerns in Montezuma County regarding air pollution from power plants in New Mexico and the lack of political pressure to stop it.

There has been recent history in Montezuma County of conflict due to competing interests on public lands. For example, some county residents view public lands as available for uncontrolled access by all modes of travel, while others see a need for some regulation. This has led to actions by some County officials that are not necessarily in line with the views of other County officials. Coordination is needed within the County and between the County and the USFS and BLM. To facilitate such coordination, the Montezuma County Commissioners recently established the Public Land Coordination Commission, which meets regularly to discuss topics of concern on public lands.

Oil and gas production contributes significantly to Montezuma County's economic development. Approximately one-half of the tax revenue in the county for the past several years has been generated from this source. Agency coordination regarding the oil and gas industry is being accomplished through the Public Land Coordination Commission. It is believed that improvements in technology have reduced some environmental impacts of oil and gas development.

During revision of the Montezuma County land use plan, public input indicated that commercial/industrial zoning would be beneficial. There were comments that the lack of zoning leaves potential investors unsure of the county's requirements. The planning commission has developed a proposal that envisions commercial/industrial zones along highway corridors in Pleasant View, Lewis, Arriola, Summit Lake, Dolores, Mancos and the entrance to Mesa/Verde National Park. They also plan to streamline the development permitting process, reducing processing time. The planning department scheduled public meetings, and comments can also be made on-line and by calling the planning office. A draft commercial/industrial zoning plan is scheduled to be presented to the county commissioners in the fall of 2011.

Montezuma County is home to several successful programs, including the Federal Lands Program, that bring diverse and sometimes opposing interests together to solve environmental, land stewardship, and economic issues. The County is working with the U.S. Forest Service and Colorado Division of Wildlife to build a breakwater constructed of old tires and other flotation devices at McPhee Reservoir to decrease wave action from boats for safe entry and exit of the lake. Construction of the breakwater is expected in the summer of 2011. The County is also working with the BLM to expand and improve parking at the Sand Canyon trailhead in McElmo Canyon. This popular trail through redrock country dotted with cliff dwellings of ancestral Puebloans is used extensively by hikers and mountain bikers. Land has already been acquired for the additional parking.

## Health Care

Montezuma County faces similar challenges with health care access as other rural communities in the region, state, and nation. The percentage of uninsured in Montezuma County is estimated at 24%, and the all-ages poverty rate is 17%. For FY 2009-10, 17% of children were enrolled in CHP+, and 42% were enrolled in Medicaid – the highest percentage of children enrolled in Medicaid in Region 9.

There are several assets in the county regarding the health care situation, one being Southwest Memorial Hospital, which heightened its service levels in 2009 with technological upgrades and facility remodels. Access to primary care improved in the county with the opening of a Rural Health Clinic (RHC), which had 10,188 patient visits in 2009. The RHC serves groups on public insurance programs and the uninsured. Montezuma County qualifies as a Medically Underserved Area due to the percentage of residents who are lower income. The RHC also allows the hospital keep these patients in their system and help private physicians to improve their payer mixes.

The county is also served by a Community Health Clinic in Mancos, managed by Valley Wide Health Systems out of Alamosa. In 2010, 1,726 patients were seen at this clinic, 55% of whom were on Medicare, Medicaid, or a sliding-fee scale. Cortez School District RE-1 operates a school-based health clinic at the Southwest Open School, which had 1,495 patient visits in 2009-10. Montezuma County Public Health offers some basic services for low-income children and pregnant women with limited access to care. The Ute Mountain Health Center in Towaoc provides health services for the Ute Mountain Ute Tribe.

Elderly care and end-of-life care in Montezuma County are offered through several venues. Hospice of Montezuma County provided hospice care to 133 patients and Home Care services to 113 people in 2010. Home Care includes cooking, cleaning, and laundry; some recipients are disabled with mental or physical challenges, others are getting older and may have dementia. Southwest Home Health Care, a service of Southwest Memorial, had 11,233 home health visits in 2009, offering skilled nursing care to homebound patients. There are at least 4 other agencies in the county offering home health care.

Other area efforts to help with health care-related issues include: Montezuma County Sheriff's Department and Montezuma County Teen Maze are community partners in the Colorado Meth Project, a prevention program aimed at reducing first-time meth use through public service announcements, public policy and outreach. Axis Health System broke ground on a new facility in Cortez in 2011, which will establish and support the first fully integrated healthcare operation in the region and in the state. It is scheduled to open in January of 2012.

### Sources:

- Colorado Children's Campaign [www.coloradokids.org](http://www.coloradokids.org)
- Small Area Health Insurance Estimates 2007  
<http://www.census.gov/did/www/sahie/index.html>
- Small Area Income and Poverty Estimates 2009 <http://www.census.gov/cgi-bin/saie/saie.cgi>
- Southwest Memorial Hospital [www.swhealth.org](http://www.swhealth.org)
- Montezuma County <http://www.co.montezuma.co.us/newsite/healthchildprograms.html>
- Axis Health System <http://axishealthsystem.org/>
- Hospice of Montezuma County (970) 565-4400
- Valley Wide Health Systems (719) 587-1022
- Southwest Open School Clinic (970) 565-1150

## Housing

In the 4<sup>th</sup> quarter of 2010, Montezuma County had a foreclosure rate of 21% of occupied housing units. It is important to note, however, that counties with small populations are prone to very volatile foreclosure rates as a small rise or fall in the total number of foreclosures can significantly change the foreclosure rate in terms of a percentage. Foreclosures in rural resort counties also often reflect 2<sup>nd</sup> homes or time shares. According to the county assessor's office, the median home price for a single family residential unit was \$160,000.

The provision of adequate housing continues to be a concern in Montezuma County. The following information was drawn from a recent report prepared for the Southwest Colorado Housing Collaborative, in an effort to create a regional housing strategy (*Southwest Colorado Housing Plan*. Report prepared by Economic & Planning Systems. Draft January 21, 2010. p 6-7).

“Montezuma County, the City of Cortez, and the Towns of Dolores and Mancos recently completed a housing needs assessment for the County in June of 2010. The needs assessment found two main housing needs in the County. First is the lack of rental units in the County, specifically for renters at the lowest income levels (below 30 percent of AMI) and renters that earn enough income to afford buying a house but do not own or want to own (80 to 120 percent of AMI). Specifically, there is an estimated 350 unit gap for renters earning less than 50 percent of AMI. However, there is a surplus of rental units affordable for households earning 50 to 80 percent of AMI. There could be an opportunity to find a way to allow the lowest income households obtain units in this surplus. Households earning 30 to 50 percent of AMI and renting are likely renting units that create a cost burden for their household. The Montezuma County Housing Authority has been proactive in developing low-income rental units and could benefit from help accessing sites for building projects.”

“The second area of need was finding ways to allow residents interested in buying a home or selling their current home and finding another home to access credit that they currently cannot. According to the needs assessment, there is an ample supply of homes affordable for households who currently rent. However, results from surveys conducted for the needs assessment found that the main reasons that residents couldn't obtain financing to buy a home was because they lacked a down payment, had bad credit, or had too low of a debt to income ratio. There are several programs that could help these interested buyers but households that would benefit are not getting their needs met.”

“Another issue facing the County is the poor condition of the housing. A survey of residents in the needs assessment found that most would prefer energy efficiency improvements to their home if they were going to make a repair or improvement.”

## Livable Wages

Within our region, Pagosa Springs (Archuleta County) and Silverton (San Juan County) are the least expensive places for a family to live, while Rico (Dolores County) and Durango (La Plata County) are the most expensive places to live. Since 2007 the cost of living has actually decreased in Montezuma County. This is due primarily to decreasing rents and declines in prices of some consumer goods and services. The complete report can be seen at [www.scan.org](http://www.scan.org).

<b>Montezuma County Cortez</b>	<b>Single Person renting 1 bdrm \$450 per month</b>	<b>Single Parent, 1 child renting 2 bdrm \$600 per month</b>	<b>Family of 4 renting 3 bdrm \$800 per month</b>
Basic Expenditures (excluding rent)	\$ 16,270	\$ 30,873	\$ 39,024
2010 Rent Expense	\$ 5,400	\$ 7,200	\$ 9,600
<sup>2</sup> Child Care (\$3.05 x 2080 per child)		\$ 6,344	\$ 12,688
Total Living Expense	\$ 21,670	\$ 44,417	\$ 61,312
<sup>3</sup> Livable wage per hour	\$ 10.42	\$ 21.35	\$ 29.48
# of jobs at minimum wage (\$7.24)	1.4	2.9	4.3

<b>Montezuma County Dolores</b>	<b>Single Person renting 1 bdrm \$537* per month</b>	<b>Single Parent, 1 child renting 2 bdrm \$850 per month</b>	<b>Family of 4 renting 3 bdrm \$1000 per month</b>
Basic Expenditures (excluding rent)	\$ 16,270	\$ 30,873	\$ 39,024
2010 Rent Expense	\$ 6,444	\$ 10,200	\$ 12,000
<sup>2</sup> Child Care (\$3.05 x 2080 per child)		\$ 6,344	\$ 12,688
Total Living Expense	\$ 22,714	\$ 47,417	\$ 63,712
<sup>3</sup> Livable wage per hour	\$ 10.92	\$ 22.80	\$ 30.63
# of jobs at minimum wage (\$7.24)	1.5	3.1	4.5

<b>Montezuma County Mancos</b>	<b>Single Person renting 1 bdrm \$500 per month</b>	<b>Single Parent, 1 child renting 2 bdrm \$600 per month</b>	<b>Family of 4 renting 3 bdrm \$950 per month</b>
Basic Expenditures (excluding rent)	\$ 16,270	\$ 30,873	\$ 39,024
2010 Rent Expense	\$ 6,000	\$ 7,200	\$ 11,400
<sup>2</sup> Child Care (\$3.05 x 2080 per child)		\$ 6,344	\$ 12,688
Total Living Expense	\$ 22,270	\$ 44,417	\$ 63,112
<sup>3</sup> Livable wage per hour	\$ 10.71	\$ 21.35	\$ 30.34
# of jobs at minimum wage (\$7.24)	1.5	2.9	4.4

**Notes:**

The minimum wage for Colorado is currently at \$7.24 per hour, effective January 1, 2010.

<sup>2</sup> Source: Tricounty Headstart Early Childhood Programs.

<sup>3</sup> Total Living Expenses/2080 hour work year.

\* Local rent estimates not available. Fair Market Rent provided by HUD.

Family of four assumes two children requiring full-time day care.

## Telecommunications

The fiber optic telecommunications infrastructure and demand for broadband services in Montezuma County are concentrated in the municipalities of the county. The majority of county offices and community anchor institutions are located in the City of Cortez. The County maintains partnerships with the Towns of Dolores and Mancos and the City of Cortez to provide many government services. The County retains a small Information Technology (IT) staff to support county-owned equipment and applications, and contracts with the City of Cortez for more advanced telecommunications services and network support. The Ute Mountain Ute Tribe has it's own IT Department.

The City of Cortez is constructing fiber and wireless infrastructure to implement a private, intra-community network. Cortez will operate a multi-service, open network that will bring fiber directly to homes and businesses and provide transport services for private service providers to reach locations throughout the city. The network already serves city and county facilities, the local hospital, fire district, and school district. The current phase of the project will significantly increase the linear feet of fiber in the city and install necessary electronic equipment. The majority of community anchor institutions in the city are served by fiber optic infrastructure, and the remaining institutions will be connected during subsequent stages of the city's network infrastructure project.

Government facilities, community anchor institutions, businesses and residents of the Towns of Mancos and Dolores currently receive all services via wireless infrastructure. The Town of Mancos owns microwave equipment that provides services from the town hall to the school district, fire district, and library. There is no community-owned wireless or fiber infrastructure in Dolores.

The City of Cortez, and the Towns of Mancos and Dolores are participants in the Southwest Colorado Council of Governments (SWCCOG), and the SWCCOG telecommunications infrastructure development project, the Southwest Colorado Access Network (SCAN). The SCAN project has identified 38 community anchor institutions in the City of Cortez, 11 in the Town of Mancos, and 10 in the Town of Dolores as potential participants in intra-community private government networks. These and other institutions in the area are also potential purchasing consortium members for the SCAN project. The County, municipal governments, and community anchor institutions will have input into the type of infrastructure and services are appropriate for their community's broadband needs. Fiber optic infrastructure owned by Tri-State Generation and Transmission runs north of Mancos and south of Dolores, and the SCAN project will explore the possibility of running fiber into the towns from Tri-State regeneration stations near both towns.

## Transportation

Highways are the lifeline between cities, counties, and towns in rural Montezuma County. It is estimated that 70% of the Town of Dolores commutes to Cortez on a daily basis to work. However, besides a senior bus and a bus used by the Ute Mountain Ute Indian Tribe, transit services are non-existent in the county.

**Highways** - According to data provided by the CDOT Region 5 Pavement Manager, 71.5 percent of the state highway miles in Montezuma County were rated poor in 2010. Maintaining the existing transportation system is a high priority for the Colorado Transportation Commission, and a large percentage of state and federal transportation dollars are spent on reconstruction and resurfacing projects. Upcoming surface treatment projects on state highways that are planned in Montezuma County within the next six years are as follows: 1) concrete paving on US Highway 160, southwest of Cortez; 2) reconstruction of a section of US Highway 160 between Towaoc and Cortez; 3) passing lanes on US 160/US 491, south of Towaoc; 4) resurfacing sections of US Highway 160, between Mancos and Mancos Hill, Cortez and Mesa Verde, and Mesa Verde and Mancos; and 5) reconstruction of a section of US Highway 491, north of Cortez. These projects will improve the pavement condition in several areas of the county.

In addition, the list of projects below includes reconstruction or overlay of 63 percent of the state highway system within the Ute Mountain Ute Indian reservation during an eight-year timeframe. The work includes 33.5 miles of highway improvements and a total expenditure in excess of \$62.4 million.

## CONSTRUCTED

- US 160, Aztec Creek

This project included four miles of full-depth reclamation and six inches of asphalt from Mileposts 8 to 12. In addition, the roadway was realigned to address icing issues.

- US 160/US 491, South of Towaoc Passing Lanes

This project added a 1.6-mile northbound passing lane, which was incorporated into 3.7 miles of reconstruction and overlay from Mileposts 21.4 to 26.6.

## CURRENTLY IN CONSTRUCTION

- US 160, Aztec Creek, Phase II

This project continues from the terminus of the previous Aztec Creek project at Milepost 12 and extends 6.3 miles to the intersection with US 491. An innovative form of cold recycling is being used on the project that pulverizes the existing roadway surface, providing a highly-stable base for the new asphalt layer. Fifty culverts will be extended or replaced as part of the project.

## PLANNED

- US 160 towards Cortez

The project includes roadway leveling and an asphalt overlay from the casino intersection improvements at Mike Wash Road, to north of the reservation boundary.

- US 160/US 491 to South of Towaoc Passing Lanes

This highway improvement project will begin at the intersection of US 160 and US 491 where the Aztec Creek Phase II project ended and continue to Milepost 21.4, where the northbound passing lane ended. Funding in the amount of \$300,000 for design of this project is programmed in the fiscal years 2012-2017 Statewide Transportation Improvement Program (STIP), CDOT's six-year plan for the region, includes a project in fiscal year 2017. The project was added to the STIP at the recommendation of the Ute Mountain Ute Indian Tribe.

- US 160, Four Corners to Aztec

The project involves highway reconstruction from the New Mexico state line to Milepost 8, where the first Aztec Creek project ended. This project will complete the improvements to US 160 within the Ute Mountain Ute Indian Reservation. The Colorado Department of Transportation recently submitted an application for \$9.5 million of federal Public Lands Highways funding to supplement the allocated funding for the project.

**Intersections** - In 1998, the regional CDOT office first conducted an analysis of intersections needing improvement, and has updated the study two times since then. CDOT requests potential study locations from the counties in the region and hires a consultant to perform an objective study, based on parameters such as accident rate, congestion, truck usage, cost/benefit, and local funding participation. A ranking of priorities is made, and projects are basically funded in order of ranking in the study. CDOT has programmed funding for two intersection improvement projects in Montezuma County in the next six years: 1) SH 145 at County Road P in the amount of \$520,000 in 2015; and 2) US Highway 491 at County Road 25 (Lebanon Road) in the amount of \$440,000 in 2015.

**Partnerships and Colorado FASTER** - In this time of limited transportation funding in Colorado, partnerships between agencies are encouraged to stretch the available dollars. An example of such an arrangement is a current intersection improvement project at SH 145 and Montezuma County Road M, from the intersection study described above. The project was primarily funded with \$1.5 million Colorado FASTER money, and the County contributed \$50,000 for construction of a left-turn lane and new access at the Sale Barn. Another partnership was a traffic signal

installation project at 7<sup>th</sup> Street and US 160 in Cortez, in which CDOT donated recycled signal poles to offset project costs.

In the spring of 2011, CDOT rehabilitated a poor-rated section of U.S. Highway 160 near Aztec Creek between Mileposts 11 and 18 on the Ute Mountain Ute Reservation. The work involved highway widening, roadway realignment, and drainage improvements on a section of roadway that was rated poor. The project included \$858,462 of Colorado FASTER funds for shoulder widening.

**Airports** – The *Cortez Municipal Airport* is a commercial-service facility located in Montezuma County five miles southwest of the city of Cortez, at an elevation of 5,914 feet. Access to the airport is by County Road G, via US 160/491. It is a publicly-owned, commercial-service facility operated by the City of Cortez. The facility has a terminal building and a 7,205-foot runway. The commercial carrier serving the facility is Great Lakes Airlines, with daily non-stop flights on to Denver. Car rental services are available.

**Transit Service** - The *Montezuma County Senior Services* provides on-demand service to seniors, the general public, and persons with disabilities. The service area includes the entire county. The agency operates seven vehicles, ranging from 7- to 13-passenger capacity. The Ute Mountain Ute Tribe provides four scheduled routes from Towaoc to Cortez, five days a week, to the general public, seniors, and persons with disabilities.



# MONTEZUMA COUNTY PROFILE

## Montezuma County Government

Montezuma County is one of 64 counties created by the State of Colorado. The responsibilities of implementing state law and managing county business are shared by elected officials including: Assessor, Clerk and Recorder, Coroner, Sheriff, County Surveyor, and Treasurer. An elected three member Board of County Commissioners is the chief legislative and executive body of the County. Their duties include overseeing county budget, land use policy, social services, road maintenance and construction, and public health programs. In addition to these nine elected officials, the county employed a staff of 225 full time employees in 2010.

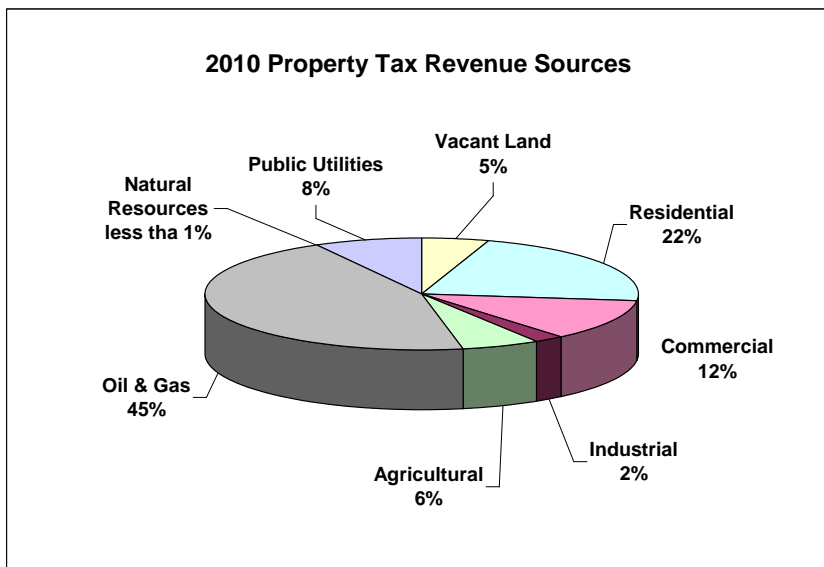
### Expenditures

Montezuma County provides many different services to its citizens, including roads and bridges, public safety and health and welfare. Estimated expenditures for Montezuma County are \$33,155,504 in 2011.

### Revenues

The county expects to receive revenues of \$31,356,489 in 2011. Revenues are produced from a variety of sources, including property taxes, non-local tax sources such as federal and state funding for social services programs and highway user taxes, and a lodging tax of 1.9%.

The total assessed valuation for properties in Montezuma County totaled \$543,765,410 for 2010. Property taxes accounted for 26% of County revenues. Oil, gas and other natural resources produced 45% of property tax revenues. Oil and gas production and equipment is assessed at 87.5% of the actual value of production, as opposed to a 9.15% assessment ratio for residential properties and 29% for all other properties (including oil & gas equipment).



- Property tax revenues are distributed among municipalities, school districts, special districts such as fire protection, sanitation, and school districts set additional tax levies. (confusing)
- The Montezuma County property tax levy rate is 14.254.
- The Montezuma County Law Enforcement Authority is 1.45 levied on all properties in the unincorporated areas.

## Infrastructure and Services

**Electric** - The entire county is served by Empire Electric Association.

**Natural Gas** - The area is served by Atmos Energy and various propane distributors.

**Water** - Depending on location, the area is served by the Montezuma Water Co.; Summit Ridge Water District; Mancos Rural Water Co.; and the Montezuma Water District. Others have their own wells.

**Wastewater** - In Cortez, Mancos and Dolores there are municipal sewage treatment facilities. Many rural residents have their own septic systems. Some mobile home parks do have wastewater treatment facilities.

**Solid Waste** - Cortez provides trash pick-up. Most of the rural area is served by Waste Management. There are also a variety of private waste haulers for the Town of Mancos. Transit Waste and Waste Management provide service for the Town of Dolores.

**Police & Fire Departments** - Cortez and Mancos employ police personnel. The balance of the county depends on the Sheriff's Department and rural fire departments. Fire Protection Districts are located in Cortez, Dolores, Lewis-Arriola, Mancos and Pleasant View.

**Telephone** - Depending on location, the area is served by Qwest, Century Tel, and Farmers Telephone.

**Medical Facilities** - Southwest Memorial Hospital in Cortez provides ICU/critical care, a medical-surgical unit, a Family Birthing Center, a same day care unit, as well as emergency room services that are available 24 hrs a day, 7 days a week. There are also physicians providing a wide variety of medical specialties. Southwest Memorial is a Level III trauma center and is licensed for 49 beds. Dolores Medical Center in the Town of Dolores provides family practice, has one physician and one physicians assistant. There is 24-hour coverage of practice patients, but no 24-hour emergency services (open Monday-Friday 9-4).

**Business Parks** - Cortez has an industrial "zone" (61 acres composed of private and city land-infrastructure in place). There is also a privately owned Cortez Light Industrial Park (24 acres-infrastructure readily available). As part of a cooperative agreement the City of Cortez and the county are developing a business park (26 acres will be reserved for county use, 10 acres will be available for private development).

**Major Employers** - [2010] Top 10 Employers: Ute Mountain Ute Tribe (1,578), Cortez School District RE-1 (425), Wal-Mart (350), Southwest Memorial Hospital (346), Montezuma County (225), City of Cortez (210), Weminuche Construction Authority (126), Western Excelsior Corp (120), National Parks Service (116), Dolores School Dist RE 4A (100), City Market (100). [Colo. Dept of Labor and Employment]

**Recreation Facilities** - [2010] Cortez has a community recreation center, 11 soccer fields, and 8 baseball fields (6 with lights). Cortez also has pedestrian and bike trails. Dolores has one soccer field with an accompanying playground, one baseball field and 2 softball fields (one with lights), and a community center. Mancos has 1 softball field, and is currently upgrading its parks and community center. There are also school facilities that include track, football and other fields, garden & play equipment. Surrounding public lands include the San Juan National Forest, BLM, State Lands, Mesa Verde National Park.

**Housing** - According to the County Assessor's office, the median home price for a single family residential unit in Cortez was \$160,000 in 2010, \$163,700 in Mancos and the Town of Dolores had too few sales to evaluate.

**Childcare Availability** - Montezuma: 547 Total Slots (Ages 0-5). Two providers offer 24 hour care and two providers offer weekend care. Data Source: Childcare Resource and Referral.

**Long term care facilities for seniors** - (2010) There are 7 facilities with a total of 349 beds. Data Source: San Juan Basin Area Agency on Aging

**Estimated number of persons without health insurance** - (2007) 4,985. Data Source: U.S. Census Bureau

## Demographics

Between 2000 and 2010, Montezuma County grew from 23,830 to 25,535 people (7.2%) with most of the growth occurring in Mancos.

	Census 2000	Census 2010	% Change 2000-2010
<b>Montezuma</b>	23,830	25,535	7.2%
<b>Cortez</b>	7,977	8,482	6.3%
<b>Dolores</b>	857	936	9.2%
<b>Mancos</b>	1,119	1,336	19.4%
<b>Unincorporated</b>	13,877	14,781	6.5%

Unincorporated areas of the county include the Ute Mountain Ute Indian Tribe, headquartered in Towaoc.

Source: Colorado State Demography Office 3-2011

The annual average rate of growth is expected to increase, and then slowly decline over the next 20 years, based on local and national trends. A population of about 28,000 is forecast by 2015.

Population Forecasts					
Montezuma	2010	2015	2020	2025	2030
Population	25,535	28,347	31,263	34,434	37,496
Avg. Ann. % Change		2.1%	2.0%	2.0%	1.7%

Source: Colorado State Demography Office 3-2011

The **American Community Survey** (ACS) is a large, continuous demographic survey conducted by the Census Bureau that will eventually provide accurate and up-to-date profiles of America's communities every year. Questionnaires are mailed to a sample of addresses to obtain information about households -- that is, about each person and the housing unit itself. The survey produces annual and multi-year estimates of population and housing characteristics and produces data for small areas, including tracts and population subgroups. The following topics are drawn from the ACS, but do not include all available information. For a more comprehensive look at the demographics of Montezuma County go to <http://www.census.gov/acs/www/>.

**Population:** In 2005-2009, Montezuma County had a total population of 25,000 - 13,000 (51 percent) females and 12,000 (49 percent) males. The median age was 41.4 years. Twenty-four percent of the population was under 18 years and 15 percent was 65 years and older.

**Households and families:** In 2005-2009 there were 10,000 households in Montezuma County. The average household size was 2.5 people. Families made up 71 percent of the households in Montezuma County. This figure includes both married-couple families (56 percent) and other families (15 percent). Non-family (need a hyphen?) households made up 29 percent of all households in Montezuma County. Most of the non-family households were people living alone, but some were composed of people living in households in which no one was related to the householder.

**Education:** In 2005-2009, 87 percent of people 25 years and over had at least graduated from high school and 24 percent had a bachelor's degree or higher. Thirteen percent were dropouts; they were not enrolled in school and had not graduated from high school.

**Poverty and participation in government programs:** In 2005-2009, 17 percent of residents were in poverty. Twenty-five percent of related children under 18 were below the poverty level, compared with 7 percent of people 65 years old and over. Fourteen percent of all families and 40 percent of families with a female householder and no husband present had incomes below the poverty level.

## The Local Economy

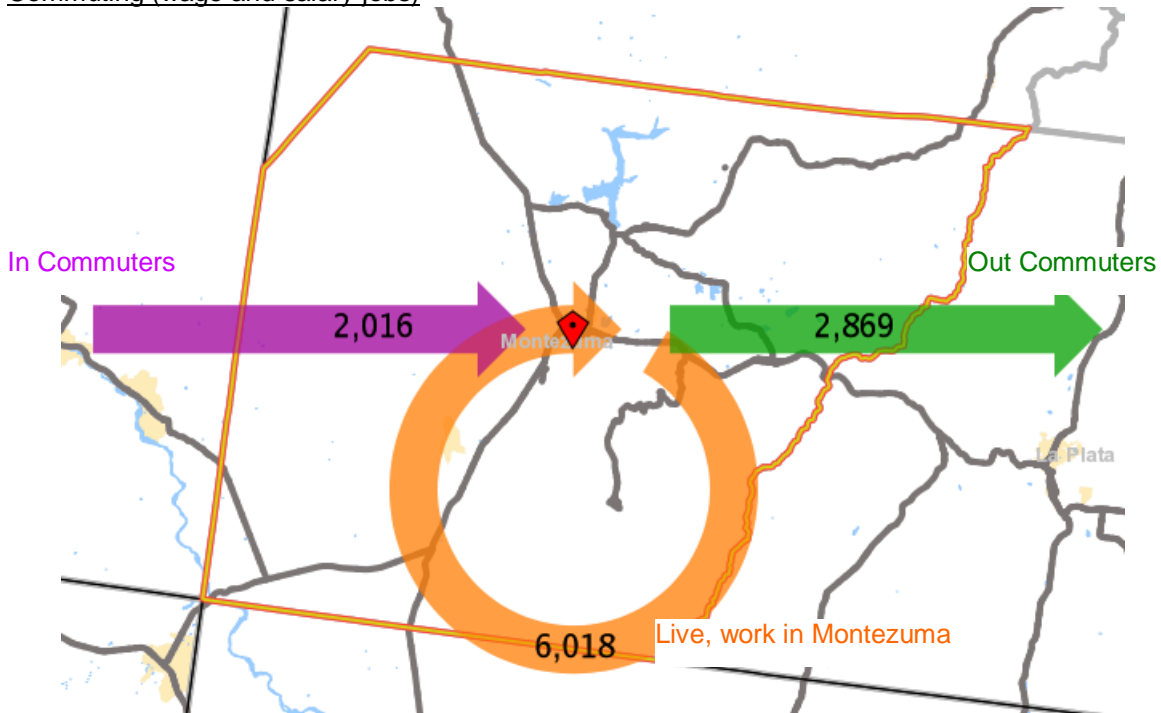
### Unemployment Rates

Montezuma County generally follows statewide and national trends with regard to unemployment rates. In 2010, county rates (9.2%) are higher than the state (8.9%) and lower than the nation (9.6%). The seasonally adjusted labor force was 13,437 in 2010. For a look at how Montezuma County compares with the rest of the region from 1999 to 2010 please refer to the Regional Overview.

### Commuting

People commute to where the jobs are, but take their paychecks home. This has an effect on how we evaluate employment, whether by place of work or by residence. Most Montezuma County residents (75%) work in the county, and 25% commute elsewhere for their paychecks, with the highest percentage (10%) going to La Plata County.

#### Commuting (wage and salary jobs)



Who works in Montezuma?		Where do Montezuma residents work?	
Place	Share	Place	Share
Montezuma County, CO	74.9%	Montezuma County, CO	67.7%
La Plata County, CO	5.4%	La Plata County, CO	9.6%
San Juan County, NM	4.3%	San Juan County, NM	4.0%
Mesa County, CO	2.0%	Mesa County, CO	3.3%
Montrose County, CO	1.4%	El Paso County, CO	1.3%
Denver County, CO	1.3%	Denver County, CO	1.3%
El Paso County, CO	1.0%	Montrose County, CO	1.2%
Arapahoe County, CO	0.9%	San Juan County, UT	0.9%
Archuleta County, CO	0.9%	Garfield County, CO	0.8%
Delta County, CO	0.9%	Jefferson County, CO	0.8%
All Other Locations	7.1%	All Other Locations	9.0%

Source: US Census Bureau LEHD

### Employment and Income 2009

The following table includes wage earners as well as proprietors (owners). Total employment refers to the numbers and types of jobs reported by place of work – which may be outside of the county, or even the state. This data is provided by the Bureau of Economic Analysis then is adjusted and reported by the Colorado State Demographer. It lags two years behind the current year, thus 2009 is the latest available data.

Montezuma County 2009 Total Employment	# of Jobs	% of Jobs	Income (\$000)	% of Inc.	Avg ann. wage
Agriculture	684	6%	\$ 14,389	3%	*
Mining & Utilities	270	2%	\$ 23,098	5%	\$ 85,548
Construction	997	8%	\$ 49,145	11%	\$ 49,293
Manufacturing	406	3%	\$ 17,007	4%	\$ 41,889
Transportation & Warehousing	203	2%	\$ 9,220	2%	\$ 45,419
Wholesale & Retail Trade	1,663	14%	\$ 56,444	13%	\$ 33,941
Information	110	1%	\$ 4,171	1%	\$ 37,918
Finance, Insurance & Real Estate	612	5%	\$ 20,772	5%	\$ 33,941
Services	4,088	34%	\$121,202	27%	\$ 29,655
Government	3,012	25%	\$131,206	29%	\$ 43,561
<b>Total</b>	<b>12,045</b>	<b>100%</b>	<b>\$446,654</b>	<b>100%</b>	

From this table we see that proprietors (owners) form a substantial part of the total number of jobs, especially in agriculture, and information sectors.

Montezuma County 2009 Total Employment	% of Wage/ Salary Jobs	% of Proprietors
Agriculture	28%	72%
Mining & Utilities	87%	13%
Construction	57%	43%
Manufacturing	89%	11%
Transportation & Warehousing	53%	47%
Wholesale & Retail Trade	87%	13%
Information	47%	53%
Finance, Insurance & Real Estate	59%	41%
Services	72%	28%
Government	100%	0%
<b>Total</b>	<b>68%</b>	<b>32%</b>

The service sector employs about 34% of workers in the county, and represents 27% of the earnings. The service sector is composed of many types of jobs, and very different wage scales. These include highly paid professionals, as well as entry level wage earners. Many of the service jobs in Montezuma County support tourism, in recreation, accommodations (lodging) and food services.

Montezuma County 2009 Service Sectors	# of Jobs	% of Jobs	Income (\$000)	% of Inc.	Avg ann. wage
Professional, Scientific, Technical	820	20%	\$ 28,727	24%	\$ 35,033
Education, Health, Social Assistance	1,451	35%	\$ 45,390	37%	\$ 31,282
Arts, Entertainment, Recreation	133	3%	\$ 1,096	1%	\$ 8,241
Accommodation, Food Service	947	23%	\$ 19,076	16%	\$ 20,144
Other Services	737	18%	\$ 26,913	22%	\$ 36,517
<b>Total</b>	<b>4,088</b>	<b>100%</b>	<b>\$121,202</b>	<b>100%</b>	<b>\$ 29,648</b>

## Economic Drivers

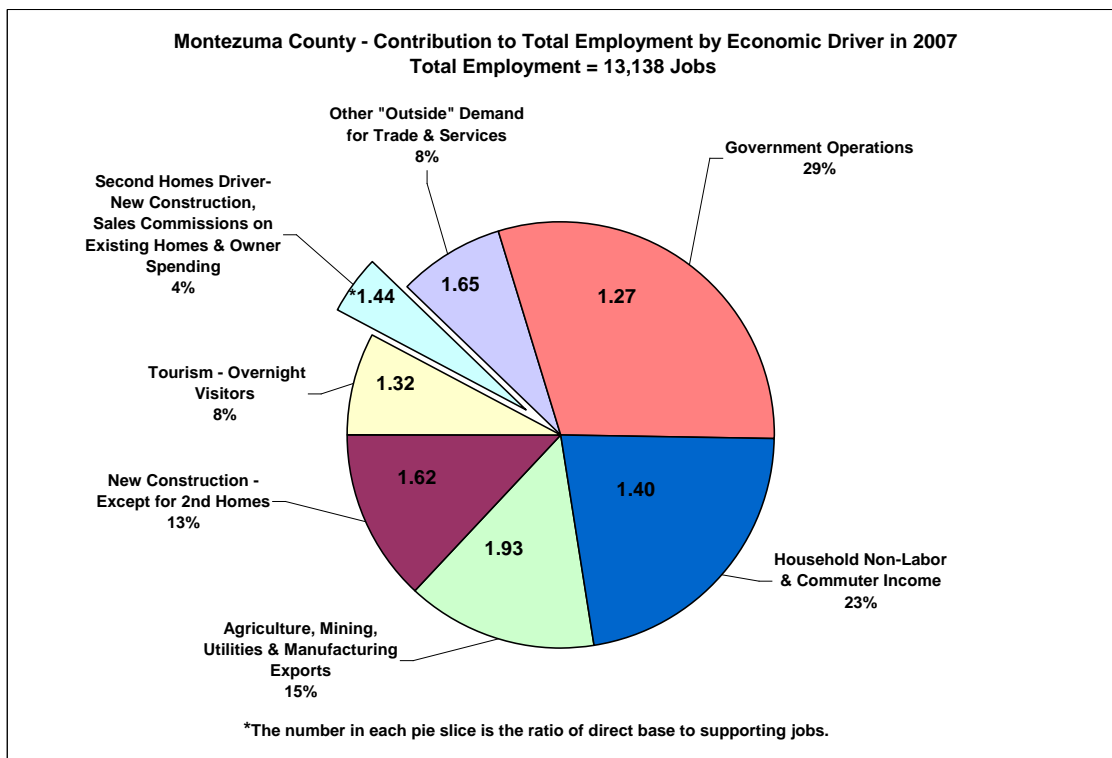
The following narrative is drawn from a report prepared by Lloyd Levy Consulting for Region 9. An explanation of economic drivers and how they function in a local economy is provided in the Regional Overview section of this document. The full report, including multipliers specific to Montezuma County, can be found at [http://www.scan.org/regional\\_data.html](http://www.scan.org/regional_data.html). Although the numbers of jobs are down almost 9% from 2007 to 2009, the proportions of jobs in each sector are very similar, thus we believe the drivers identified here are still pertinent.

A 2007 study by Region 9 estimated that about 13% of single family homes (and 21% of all properties) in Montezuma County were owned by someone whose primary residence was outside of the county (this figure does not include time shares). The analysis applied a common-sense rule: If the County Assessor mails the tax bill to an owner of a residential unit at a non-county address, the unit is counted as a second home.

The Economic Drivers study grew out of a desire to estimate how many jobs are associated with the building, sales and maintenance of these homes. To put this information in context we must also examine the other important parts, or “drivers” of the county economy. This research is designed to give numerical answers to three key questions about a county economy:

- What share of total employment is generated by each economic driver?
- How important is each driver, compared to all the other drivers, in terms of its total employment effect?
- How much total employment is generated in response to one basic job within a given economic driver, or in other words what is the ratio of total to direct employment for each economic driver?

This figure depicts the size, relative importance and total employment ratio for Montezuma County's economic drivers in 2007.



## Economic Clusters

The identification of these drivers also allows us to refine our understanding of regional economic clusters. In recent years, “cluster strategies” have become a popular economic development approach among state and local policymakers and economic development practitioners. An industry cluster is “a group of firms, and related economic actors and institutions that are located near one another and that draw productive advantage from their mutual proximity and connections”. Cluster analysis can help diagnose a region’s economic strengths and challenges and identify realistic ways to shape the region’s economic future.

[www.brookings.edu/metro/pubs/20060313\\_clusters.pdf](http://www.brookings.edu/metro/pubs/20060313_clusters.pdf)

For example, to provide a more accurate picture of the agricultural sector we can expand agricultural industry analysis by linking production to other segments of the economy that directly and indirectly support agriculture. These industries are known as *agribusiness*, and include services such as processing food products, trucking, storage, sales of farm equipment and supplies; as well as impacts on credit institutions and commodity brokers. Similarly, the oil and gas industry employs heavy construction and excavation firms to clear sites, trucking and pipeline companies to transport products, chemists, electricians, welders and a complex supply chain to support that industry. It is hoped that the same labor force and supply chains will feed the “new energy” economy of solar, wind and hydroelectric power.

Per Capita Income 2009		
	PCI 2009	% of USA
USA	\$ 39,635	100%
Colorado	\$ 41,895	106%
Archuleta	\$ 29,344	74%
Dolores	\$ 31,385	79%
La Plata	\$ 39,769	100%
Montezuma	\$ 32,502	82%
San Juan	\$ 38,705	98%

In 2009 Montezuma had a per capita personal income (PCPI) of \$32,502. This PCPI ranked 42nd in the state and was 78 percent of the state average, \$41,895, and 82 percent of the national average, \$39,635.

Source: Bureau of Economic Analysis

In 2009 Montezuma had a total personal income (TPI) of \$824,513,000. This TPI ranked 25th in the state and accounted for 0.4 percent of the state total. The largest proportion of TPI is generated through employment.

Montezuma 2009 Total Personal Income	(\$000)	% of Total
Employment Earnings	\$ 384,667	47%
Residency Adjustment	\$ 94,365	11%
Dividends, Interest & Rent	\$ 175,168	21%
Transfer Payments	\$ 170,313	21%
<b>Estimated TPI</b>	<b>\$ 824,513</b>	<b>100%</b>


Source: Bureau of Economic Analysis


<http://www.bea.gov/regional/reis/>


Estimated payments to retirees accounted for almost 16% of the estimated TPI in Montezuma County in 2009. That was \$131,922,080!

## Total Personal Income Trends

In addition to employment income, money enters the local economy from other sources. Total Personal Income (TPI) is the sum of all personal income that flows into the county. The following chart examines the components of TPI and how the proportions of this income have changed over time.

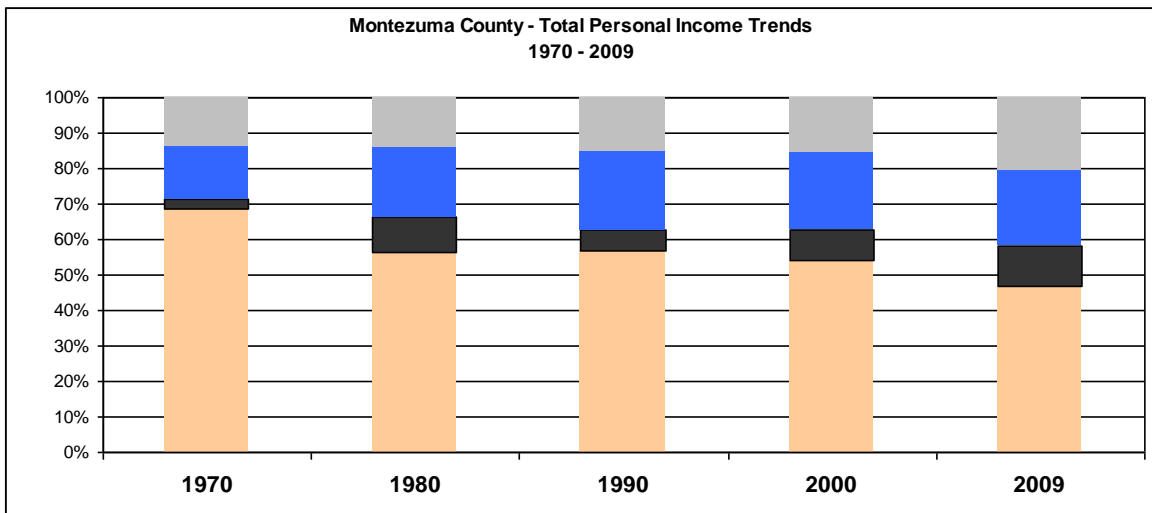
 Transfer payments consist primarily of retirement and disability benefit payments, medical payments (i.e. Medicare and Medicaid), income maintenance benefits, unemployment insurance, veteran's benefits and payments to nonprofit institutions.

 Dividend income is income that is paid in cash or other assets to stockholders by corporations in the U.S. or abroad. Interest income consists of monies received from money market mutual funds and interest from other sources. Rental income consists of income from the rental of real property, the net income of owner - occupants of non-farm dwellings, and the royalties received from patents, copyrights, and from the rights to natural resources.

 Residency adjustments are made when a person receives income for work performed and paid for from outside their place of residency, (i.e. commuters). Negative numbers mean that more people were coming into the county for work than were commuting out.

 Earnings are derived by place of work, including farm and non-farm earnings.

Generally, from 1970 to 2009, we see a trend of decreasing employment income, and increasing income from dividends, interest and rent, and transfer payments. Residency adjustments illustrate how the economy of each county is tied to others as people commute to where the jobs are, but take their paychecks home. <http://www.bea.gov/regional/reis/> (Table CA04)

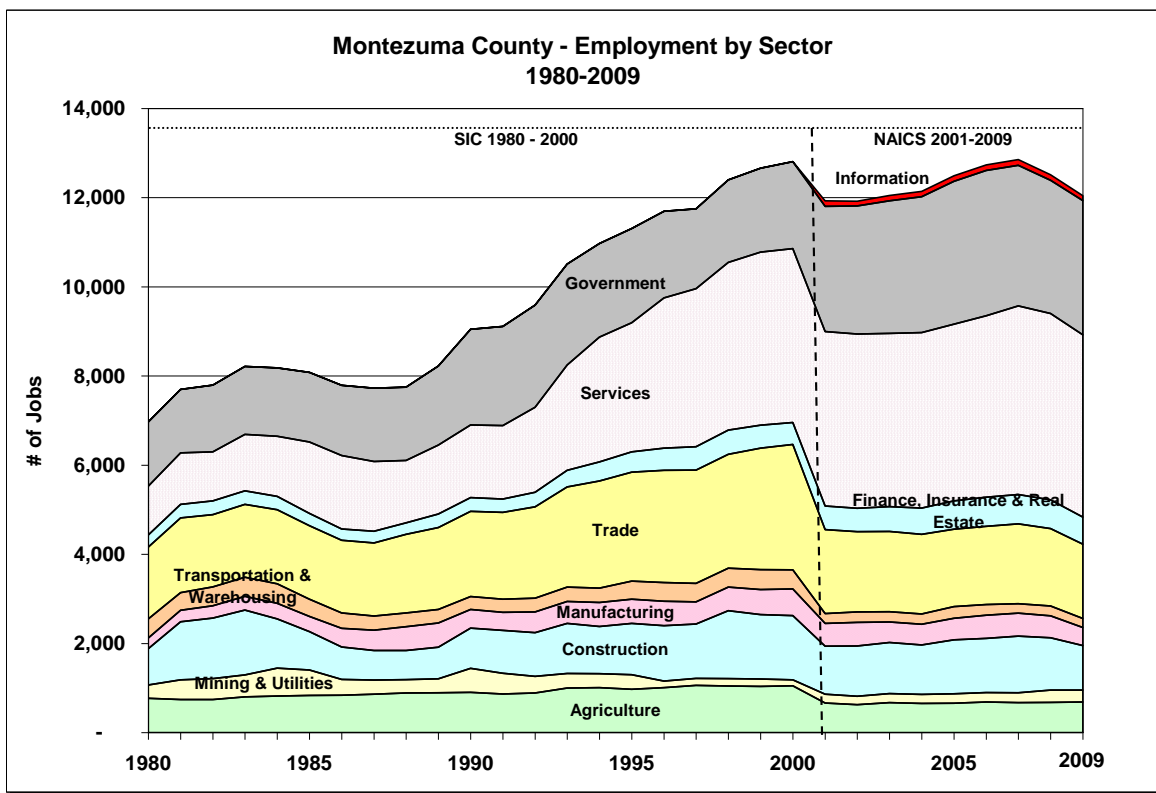




### Employment Sector Trends 1980 - 2009

An employment “sector” groups jobs into categories that are alike and allows us to measure the relative strength of that industry in the local economy. Using “trend analysis” we can see how those industries have grown or declined within a specific timeframe. The trends presented here reflect the Standard Industrial Code (SIC) job classifications used from 1980 to 2000. In 2001, the North American Industry Classification System (NAICS) replaced the (SIC) system. NAICS groups the economy into 20 broad sectors, instead of the 10 divisions of the SIC system. NAICS was developed jointly by the U.S., Canada, and Mexico to compare business activity across North America.

The primary differences between the two classification systems is that the mining sector now includes utilities; eating and drinking (food services) have been moved from retail trade to the service sector; and the service sector includes new categories.



There was a peak in the number of jobs in 2007 (34,337), and subsequent declines associated with the current U.S. recession. The dip in 2002 probably reflects repercussions of the widespread drought, local wildfires and impacts to the national economy from the terrorist attacks of 9/11/01.

When we compare job growth from 2001 to 2009 using the NAICS system, we see that the most growth has been in mining and utilities; and finance, insurance and real estate sectors. There have also been declines in some job sectors since 2001, namely in manufacturing, trade and information.

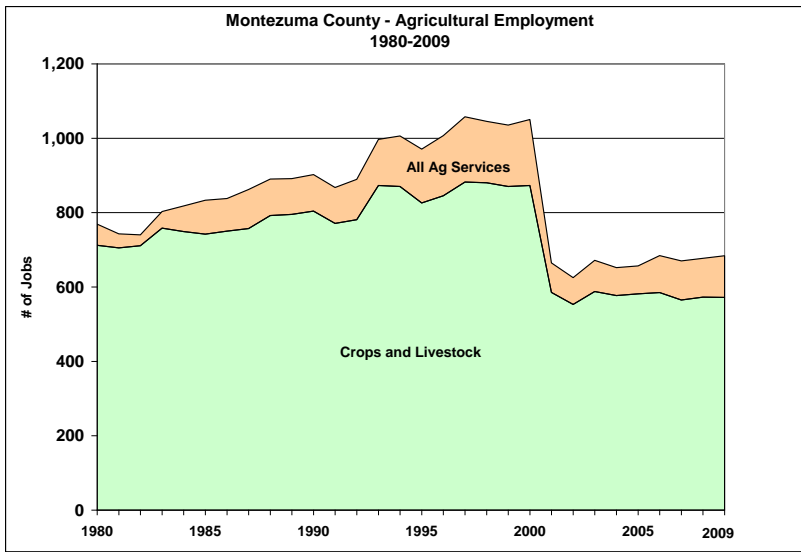
Montezuma County	# of Jobs		% change
	2001	2009	01 - 09
Agriculture	665	684	3%
Mining & Utilities	195	270	38%
Construction	1,079	997	-8%
Manufacturing	509	406	-20%
Transportation & Warehousing	222	203	-9%
Trade	1,885	1,663	-12%
Information	122	110	-10%
Finance, Insurance & Real Estate	528	612	16%
Services	3,991	4,088	2%
Government	2,812	3,012	7%
<b>Total Employment</b>	<b>12,008</b>	<b>12,045</b>	<b>0.3%</b>

To fully understand the ups and downs of each sector, we need to look at them in greater detail. In the following pages each of these sectors is broken into subgroups for further definition of job type. Some sub sectors have been grouped into "other" categories in order to abide by non-disclosure rules. The rule by state statute is that employment can't be disclosed if there are three or fewer firms in a sector or one firm comprises more than 80% of sector employment.

**Remember that the closure of even one business may appear to create dramatic "ups and downs" within sectors in the following charts. Be sure to notice the scale of the numbers of jobs. Differences can also arise from reclassification of jobs within a business over time.**

To provide detail for the intervening years, the following table tracks changes in each sector from 2005 to 2009.

Montezuma County	% Change			
	05-06	06-07	07-08	08-09
Agriculture	-3.0%	1.4%	-12.6%	-5.1%
Mining & Utilities	-4.1%	9.1%	20.3%	-1.1%
Construction	11.4%	1.6%	-7.8%	-14.3%
Manufacturing	5.3%	0.8%	-4.4%	-18.8%
Transport. & Warehousing	-1.7%	-10.2%	1.4%	-5.1%
Wholesale & Retail Trade	-6.7%	4.6%	-5.5%	-5.1%
Information	8.2%	4.2%	-1.6%	-9.8%
F,I & R E	11.6%	-3.5%	-2.7%	-4.7%
Services	3.0%	5.7%	-1.7%	-3.1%
Government	1.7%	-3.1%	-7.1%	2.6%
Total	1.9%	1.7%	-4.5%	-4.0%



While employment and earnings are traditionally used to measure the “strength” of an industry, there are some drawbacks with using employment data to measure the agricultural sector. Employment and earnings in non-agricultural sectors are derived from unemployment compensation reports of average wages and employment, which is supplemented by the sampling of tax returns to estimate proprietor employment and income. Family operated farms and

ranches are not required to file unemployment compensation reports, and it is very difficult to accurately estimate earnings from limited sampling of income tax returns. In light of the shortcomings described above, we see that the agricultural sector had fairly steady growth till about 2000, with sharp declines in 2001. This may be due, in part, to job reclassifications.

Agribusiness is a cluster of industries, and includes services such as processing food products, trucking, storage, sales of farm equipment and

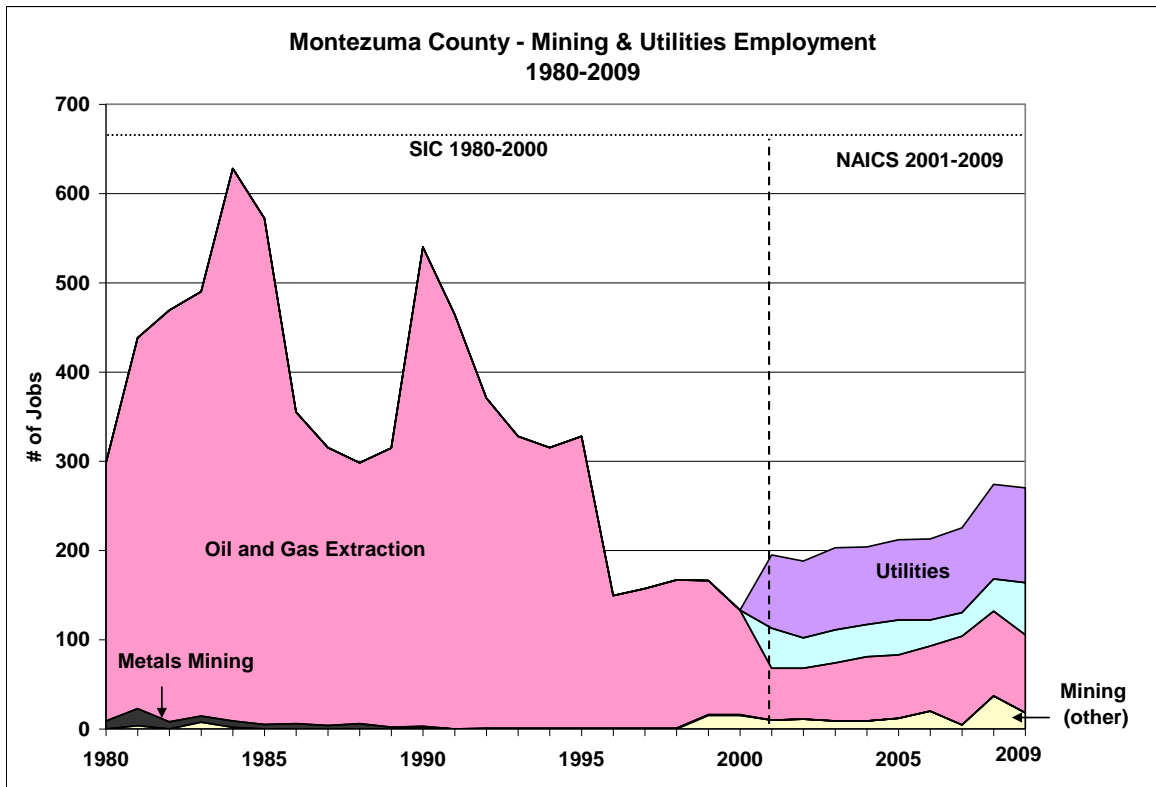
Montezuma Agribusiness 2009	Employment	Income (\$000)
Crops and Livestock, Farm Services	684	\$ 14,389
Food and Beverage Product Manufacturing	55	\$ 1,713
Ag Related Warehousing and storage	0	\$ 34
Wholesale Trade - Agricultural Inputs	77	\$ 974
Wholesale Trade - Agricultural Processing	26	\$ 1,069
<b>Total</b>	<b>841</b>	<b>\$ 18,179</b>

supplies; as well as impacts on credit institutions and commodity brokers. Ag inputs and processing are businesses (wholesale trade) that provide products and services to farmers, i.e. chemicals, seed, fertilizer, feed, fuel, machinery and crop processing or marketing.

Indicator/Measure	Montezuma			% Change 97 - 07
	1997	2002	2007	
# of Farms	763	829	1,123	47%
Land in Farms (acres)	935,330	818,677	704,261	-25%
Average Size of Farms (acres)	1,215	988	627	-48%
Average Age of Farmer	54.9	56.0	57.6	5%

[http://www.agcensus.usda.gov/Publications/2007/Online\\_Highlights/County\\_Profiles/Colorado/cp08083.pdf](http://www.agcensus.usda.gov/Publications/2007/Online_Highlights/County_Profiles/Colorado/cp08083.pdf)

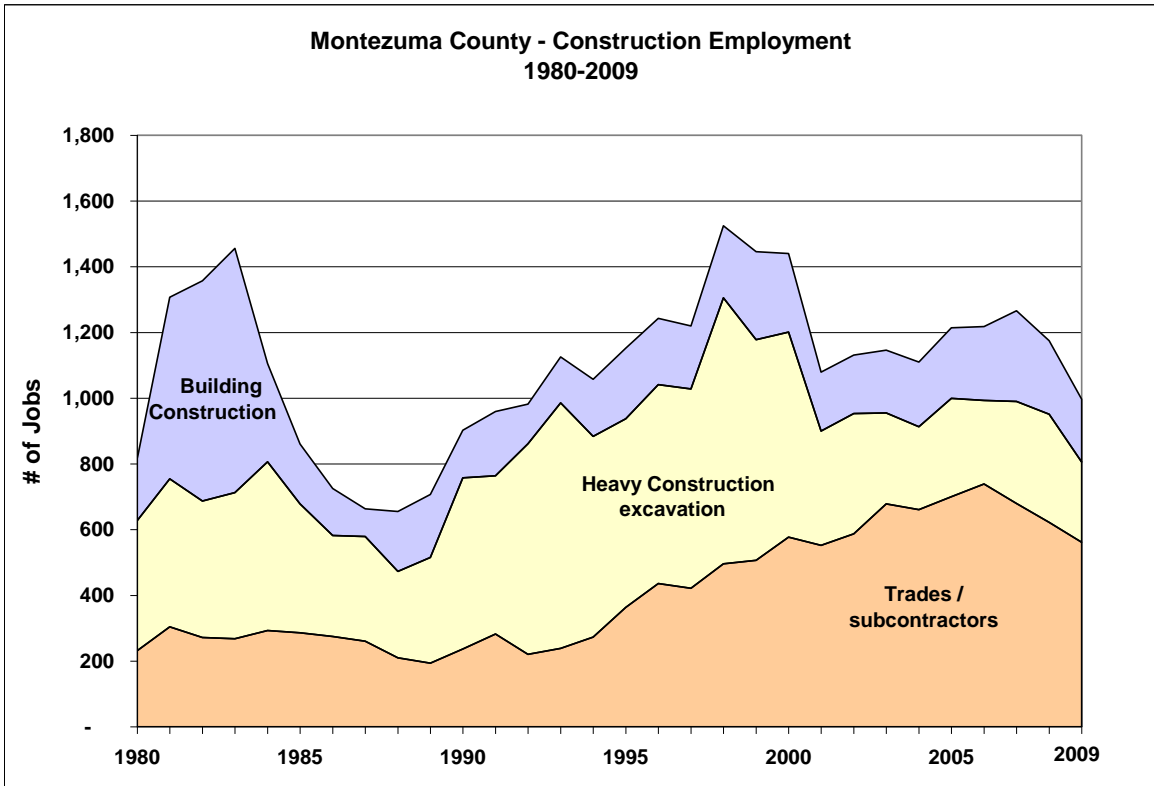
One of the most important sources of agricultural data is the **Census of Agriculture**, which takes place every 5 years (most recently 2007). Overall, a comparison of selected characteristics from 1997 to 2007 shows an increase in the numbers of farms, and a decrease in the size of farms. This may be the result of County subdivision rules in which 35 acres were the smallest portion allowable. Many of these 35 acre tracts remain classified as agricultural lands since land owners report some agricultural activities (agricultural lands are taxed at a lower rate than residential properties). It may also be more economically viable to focus resources on smaller, more productive acreages – depending on the crop. The age of farmers is increasing.



Ups and downs of the oil & gas industry reflect the time periods when wells are being drilled and developed, and when they go into production and maintenance. Oil & gas extraction support is a new category in NAICS. Utilities have been moved from the transportation sector to the mining sector in the NAICS system.

Although the numbers of jobs in the mining sector are relatively low, average annual income in the mining and utilities sector was \$85,548 in 2009, the highest wages of all sectors in the local economy. About 13% of employment in the industry is through proprietors (owners).

Mining & Utilities Sectors	# of Jobs		% change 01 - 09
	2001	2009	
Oil and gas extraction	58	87	50%
Mining (other)	10	19	90%
Oil and gas extraction support	45	58	29%
Other utilities	82	106	29%
<b>Total</b>	<b>195</b>	<b>270</b>	<b>38%</b>

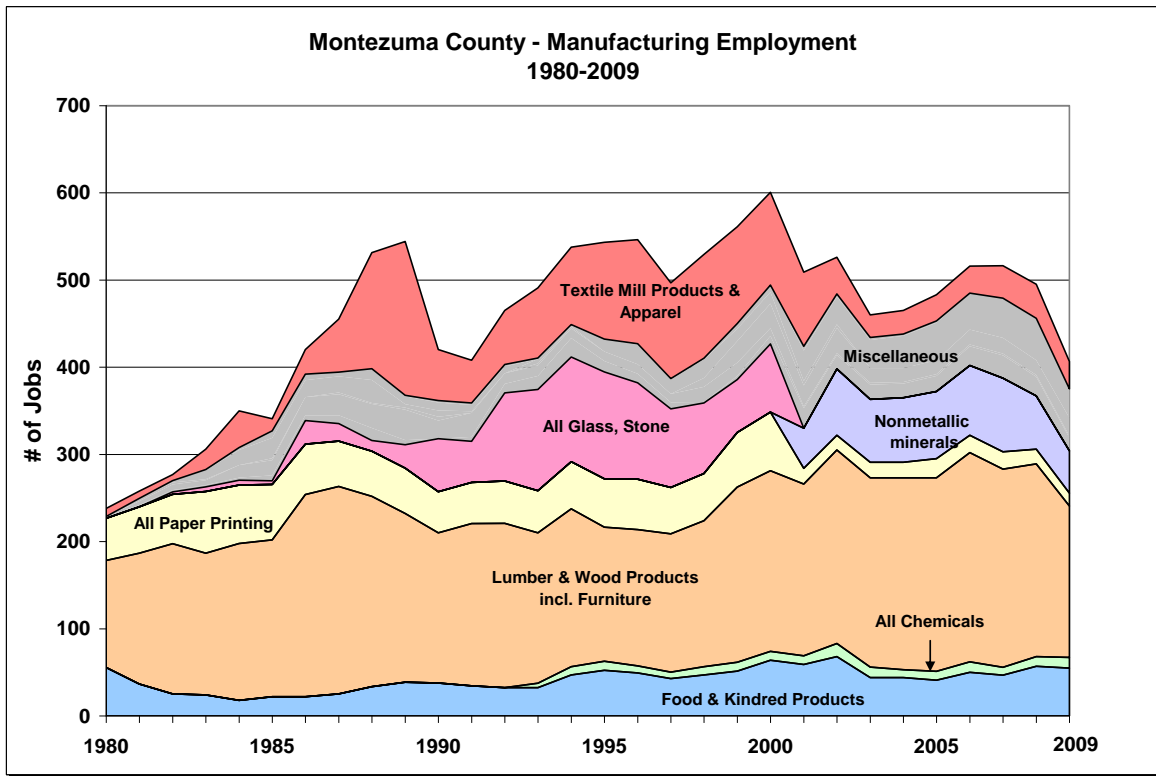


Montezuma County is the home of regionally significant construction companies, particularly for excavation and heavy construction projects, i.e. highways and pipelines. In the construction sector, the early '80s were driven by resources development, i.e. natural gas. In the 1990s through 2007 housing, subdivision, highway, and commercial growth were strong drivers.

This sector also supports newcomers who are buying land, building new homes, and taking advantage of the quality of life found in southwest Colorado, also known as "amenity migration". A substantial number (41) of construction jobs are attributed to the building of 2<sup>nd</sup> homes in 2007, according to the driver analysis performed by Lloyd Levy. This sector continued to see strong employment growth from 2001 to 2007, but has declined as the housing industry "bubble" burst.

Construction jobs have declined from a high point in 1998. Average annual income in this sector was \$49,293 in 2009. About 43% of those employed in this sector are proprietors (owners).

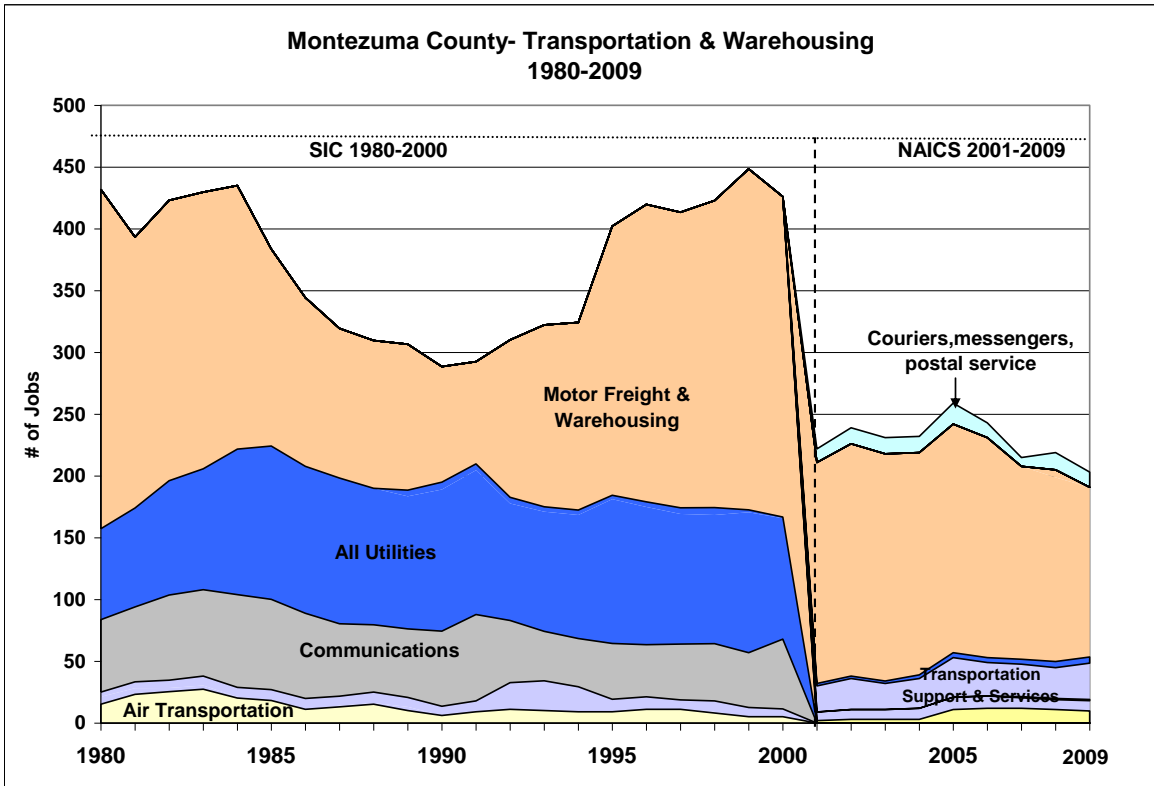
Construction Sectors	# of Jobs		% change 01 - 09
	2001	2009	
Construction of buildings	179	191	7%
Heavy Equipment and civil engineering construct	348	245	-30%
Special trade contractors	552	561	2%
<b>Total</b>	<b>1,079</b>	<b>997</b>	<b>-8%</b>



Many jobs in the printing industry (i.e. publishing) have been moved into the Information segment of the service sector in NAICS. Lumber and wood products has fluctuated but is still going strong in 2009. Stone, clay and glass emerged as a strong segment in the mid 90's, but dropped out of the local economy in recent years.

Average annual income in this sector was \$41,889 in 2009. About 11% of those employed in this sector are proprietors (owners).

Manufacturing Sectors	# of Jobs		% change 01 - 09
	2001	2009	
Food and Kindred Products	59	55	-7%
Lumber and Wood Products incl. Furniture	197	174	-12%
All Paper Printing	18	15	-17%
Rubber, Plastics and Leather	5	0	-100%
Miscellaneous manufacturing	35	33	-6%
Primary and Fabricated Metals	23	15	-35%
Nonmetallic mineral product manufacturing	46	49	7%
Motor vehicle and transportation manufacturing	24	21	-13%
Other Manufacturing	102	43	-58%
<b>Total</b>	<b>509</b>	<b>405</b>	<b>-20%</b>

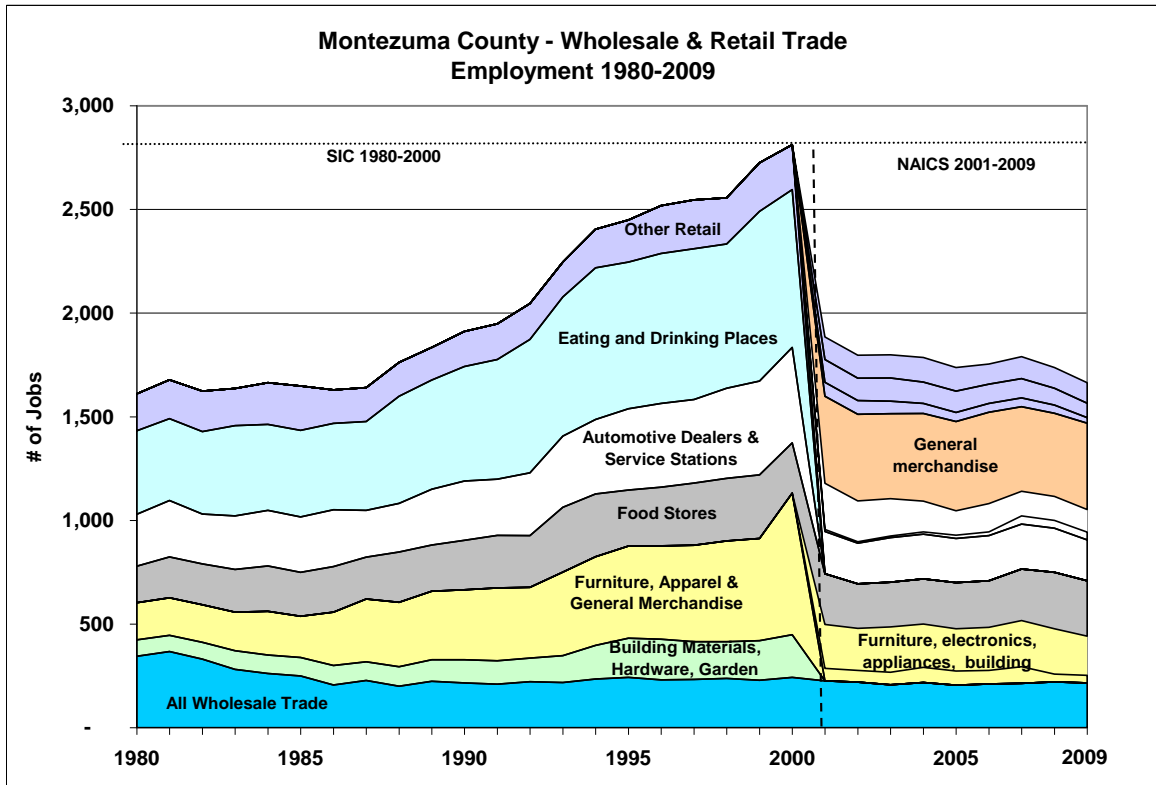


While at first glance it appears that there have been drastic declines in this industry, in fact many of the jobs have been reclassified under the NAICS system. The utilities segment of this industry has been moved to the mining sector. The communications segment of this industry is now included in information. Overall there has been about an 8% decline in this sector since 2001.

Average annual income in this sector was \$45,419 in 2009. About 47% of those employed in this sector are proprietors (owners).

Transportation & Warehousing Sectors	# of Jobs		% change 01 - 09
	2001	2009	
Other Transportation	43	66	53%
Truck transportation (except ag)	178	79	-56%
Agribusiness transportation	0	58	
<b>Total</b>	<b>221</b>	<b>203</b>	<b>-8%</b>

NAICS redefines the boundaries between Retail and Wholesale Trade. The new NAICS definition emphasizes what the establishment does, rather than to whom it sells. The SIC system defined retailers as those establishments that sold primarily to consumers while wholesalers were those establishments that sold primarily to business customers.

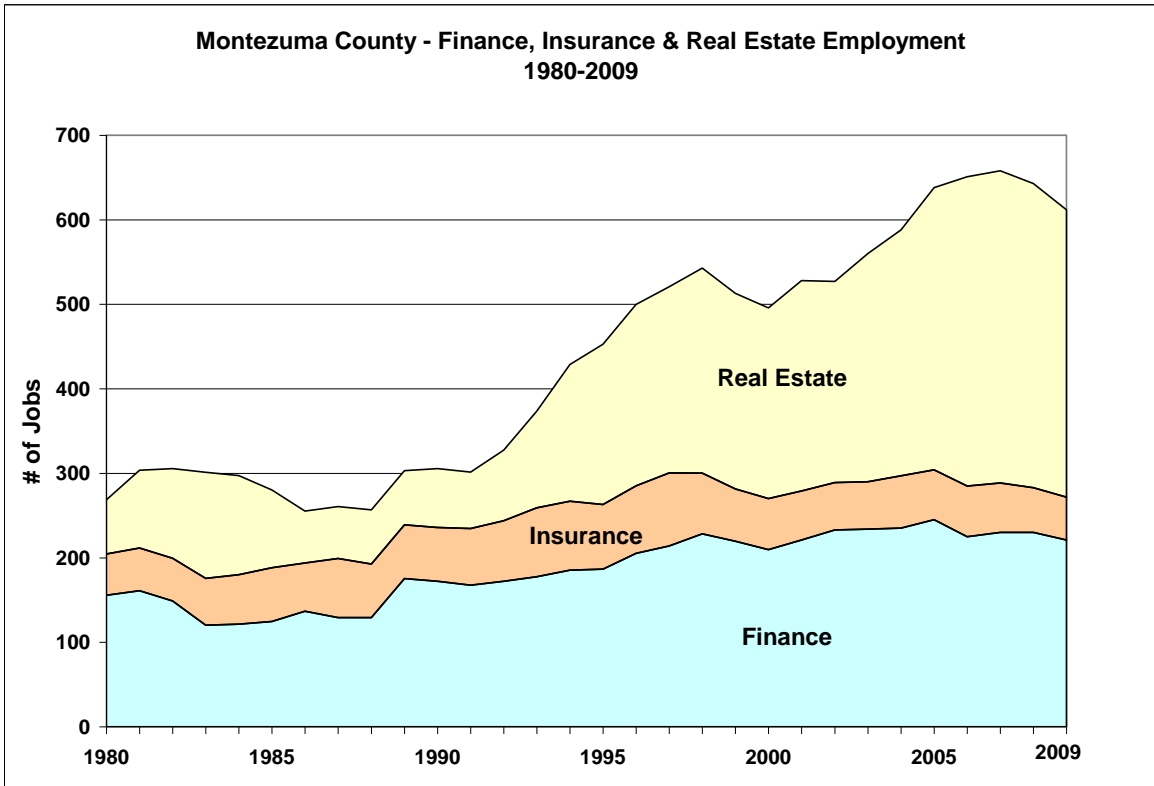


The trade sector changed dramatically under the NAICS system. The primary difference is the removal of restaurants from retail trade. Restaurants are now combined with accommodations to form a new sector in NAICS, Accommodation and Food Services. In addition, many of the general groups have been split into finer detail, so it is difficult to compare trends in the various retail sectors. When we consider the newly defined sectors, however, we see a -12% decline from 2001 to 2009.

Average annual income was \$33,941. About 13% of those employed in trade are proprietors (owners).

Wholesale & Retail Trade Sectors	# of Jobs		% change
	2001	2009	01 - 09
Wholesale	226	216	-4%
Motor vehicle and parts dealers	204	197	-3%
Furniture, electronics, appliances, and building	212	189	-11%
Food and beverage stores	244	267	9%
Health and personal care stores	10	37	270%
Gasoline stations	223	109	-51%
Clothing and clothing accessories stores	60	36	-40%
Sporting goods, hobby, book and music stores	68	26	-62%
Other Retail	419	417	0%
Miscellaneous store retailers	110	70	-36%
Nonstore retailers	109	99	-9%
<b>Total</b>	<b>1,885</b>	<b>1,663</b>	<b>-12%</b>



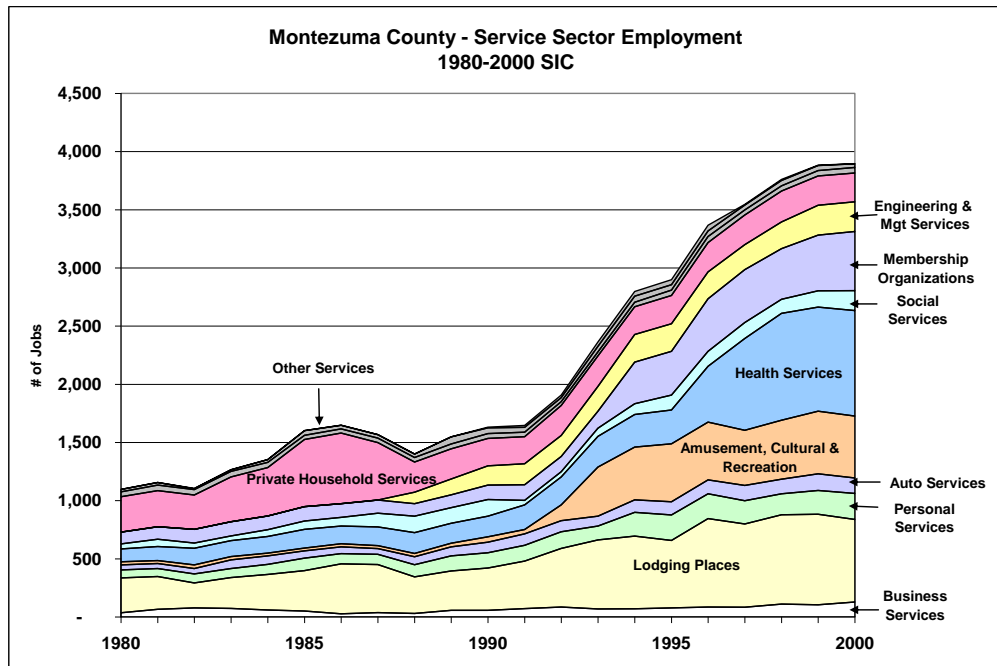


Since about 1998 there has been substantial growth in the real estate sector, supporting population growth, and providing housing for 2<sup>nd</sup> homeowners who are buying land, building new homes, and taking advantage of the quality of life found in southwest Colorado, also known as "amenity migration". A study conducted by Region 9 found that 21% of property in Montezuma County was owned by non-locals in 2005. Six jobs are attributed to the ownership of 2<sup>nd</sup> homes according to a study by Lloyd Levy. This sector continued to see strong employment growth from 2001 to 2007, especially in the real estate and finance sectors.

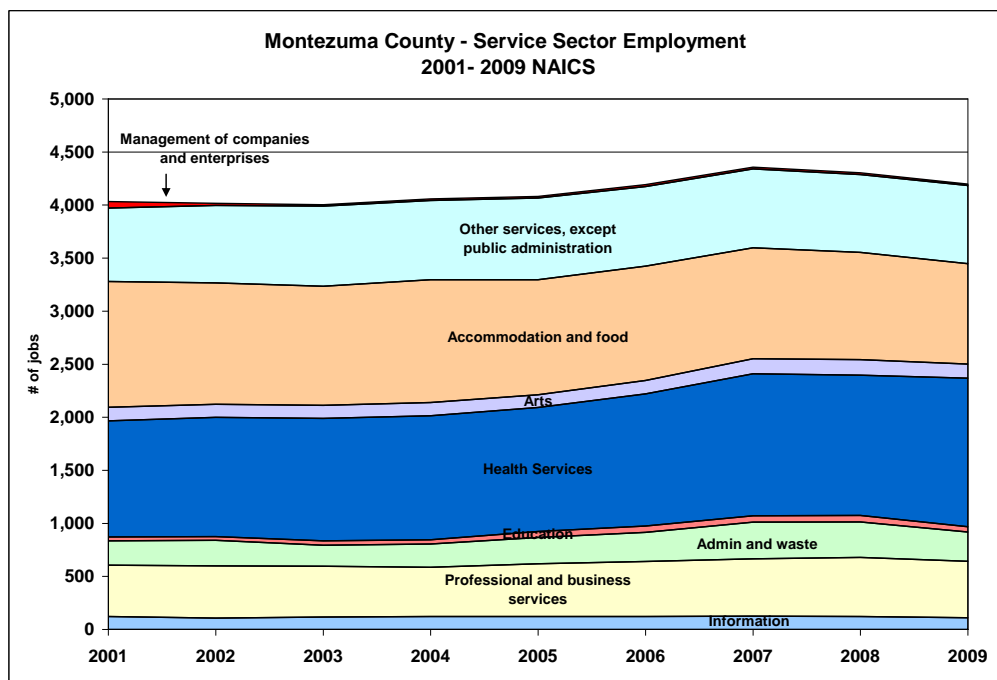
Average annual income in this sector was \$33,941 in 2009. About 41% of those employed in this sector are proprietors (owners).

Finance, Insurance & Real Estate Sectors	# of Jobs		% change 01 - 09
	2001	2009	
Monetary authorities and credit intermediation	197	195	-1%
Securities, commodity contracts and investments	24	26	9%
Insurance carriers, funds, trusts, and other	58	51	-12%
Real estate inc rental and leasing services	249	340	37%
<b>Total</b>	<b>528</b>	<b>612</b>	<b>16%</b>

The service sector is the largest single segment of all sectors in the local economy, accounting for 34% of total employment. For historical perspective we have included the SIC system showing trends from 1980 to 2000. The new categories of services under the NAICS system are grouped into separate charts for 2001 to 2005.



Food services (previously included in SIC Retail Trade - eating and drinking), is now in the service sector. The appearance of engineering and management services reflects a new element in the local economy. Amusement & Recreation employment grew with the opening of the Ute Mountain Ute Casino.



Average annual income in the service sector was \$29,655 in 2009. About 27% of those employed in this sector are proprietors (owners).

<b>Professional, Scientific and Technical Services</b>	<b># of Jobs</b>		<b>% change</b>
	<b>2001</b>	<b>2009</b>	<b>01 - 09</b>
Professional and technical services	484	531	10%
Management of companies and enterprises	62	13	-79%
Administrative and support services	198	255	29%
Waste management and remediation services	30	21	-30%
<b>Total</b>	<b>774</b>	<b>820</b>	<b>6%</b>

<b>Education, Health and Social Assistance Services</b>	<b># of Jobs</b>		<b>% change</b>
	<b>2001</b>	<b>2009</b>	<b>01 - 09</b>
Private educational services	37	51	38%
Ambulatory health care services	381	574	51%
Other Healthcare	292	337	15%
Nursing and residential care facilities	254	255	0%
Social assistance	167	234	40%
<b>Total</b>	<b>1,131</b>	<b>1,451</b>	<b>28%</b>

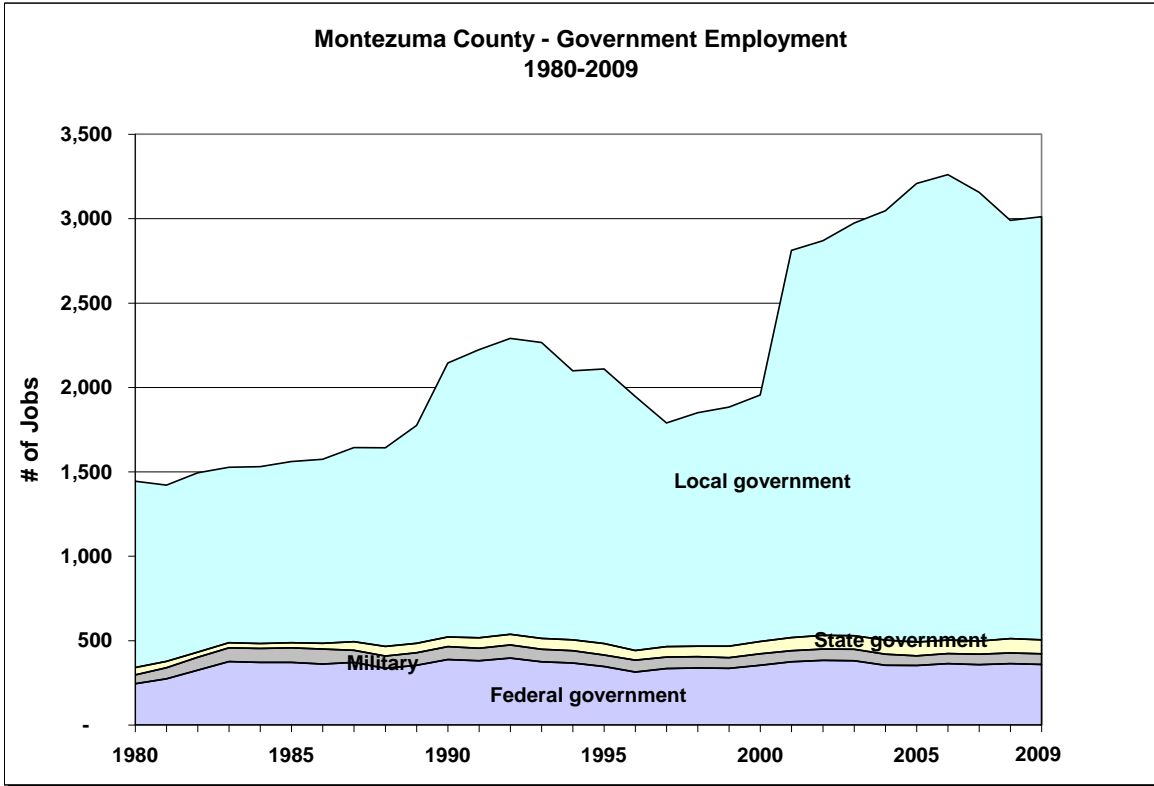
<b>Accommodation, Food &amp; Entertainment Services</b>	<b># of Jobs</b>		<b>% change</b>
	<b>2001</b>	<b>2009</b>	<b>01 - 09</b>
Arts, entertainment, and recreation	128	133	4%
Accommodation	489	278	-43%
Food services and drinking places	697	669	-4%
<b>Total</b>	<b>1,314</b>	<b>1,080</b>	<b>-18%</b>

<b>Other Services</b>	<b># of Jobs</b>		<b>% change</b>
	<b>2001</b>	<b>2009</b>	<b>01 - 09</b>
Automotive and other repair and maintenance	215	206	-4%
Personal and laundry services	216	226	4%
Membership associations and organizations	191	234	23%
Private households	70	72	2%
<b>Total</b>	<b>692</b>	<b>737</b>	<b>6%</b>

Membership organizations include unions, chambers of commerce, business and fraternal organizations, humane societies, and in Montezuma County, the Ute Mountain Ute Tribe.

Perhaps the most important change in NAICS is the recognition of a new Information sector. This sector includes establishments that create, disseminate, or provide the means to distribute information, and establishments that provide data processing services.

<b>Information Sectors</b>	<b># of Jobs</b>		<b>% change</b>
	<b>2001</b>	<b>2009</b>	<b>01 - 09</b>
Telecommunications and other	122	110	-10%
<b>Total</b>	<b>122</b>	<b>110</b>	<b>-10%</b>



Government employment, particularly local government, increases in response to growing population and management needs. Government employment provided 25% of total employment in 2009. Local government includes those employed in public schools.

Average annual income in this sector was \$43,561 in 2009.

None of those employed in this sector are proprietors (owners). The alignment of the 2001 column is off.

Government Sectors	# of Jobs		% change
	2001	2009	01 - 09
Federal government, civilian	374	358	-4%
Military	66	64	-3%
State government	78	82	5%
Local government	2,294	2,507	9%
<b>Total</b>	<b>2,812</b>	<b>3,011</b>	<b>7%</b>

## **STRATEGIC PLANNING**

A vision statement must encompass a shared vision - one that is a broad but concise description of what we as a community want to be in the future in regards to economic development. The vision statement describes the assets and values and focuses on moving the community toward achieving our goals for the future.

### **Montezuma County Vision & Mission Statements**

***“To educate, advocate, and to oversee the implementation of ongoing economic development in Montezuma County that achieves a community vision of overall prosperity and a sustainable quality of life.”***

If the vision sets the direction for our community and its organizations, then the mission statement should clarify the purpose and function for our community and its organizations in relation to economic development. It is the filter that we use to ensure everything we do is focused on achieving the vision. The economic development mission for the Montezuma Community Economic Development Association is :

*“To provide support for new and expanding economic opportunities throughout Montezuma County in order to nurture a diverse, local, year-round economy that enhances the needs, values, and quality of life of our communities, and provides opportunities for future generations to prosper in Southwest Colorado.”*

### **SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis**

The starting point for a credible economic development strategic plan is an assessment of the strengths and weaknesses of the county. This is the baseline by which a community begins to understand where they are in relation to their vision. Once the SWOT analysis is completed, strategies for solutions can be identified. By working with the Montezuma County community, Governor Hickenlooper’s Bottom Up Economic Development Strategy, the following was identified:

#### **Strengths**

- Vast natural and cultural resources
- Tourism Assets
- Public lands
- Agricultural land and open space
- Native American heritage
- Attractive communities
- Higher education opportunities

#### **Weaknesses**

- Isolation from major interstates and rail lines and proximity to markets
- Possibility of future reduced air service
- Lack of telecommunications infrastructure in the outlying areas and small communities
- Childcare services unable to meet the demand
- Declining Agriculture
- Commuting between communities for work
- Quality, well funded school system
- Well-trained workforce
- Few large employers

## **Opportunities**

- Availability of land
- Development of industrial parks to attract new businesses
- Growing tourism opportunities with the Canyon of the Ancients National Monument tied to McPhee Reservoir, Mesa Verde National Park, Lowry, Hovenweep and other archaeological and recreational resources
- Regional cooperation related to transportation for medical, mental health, and youth detention services
- Opportunities to develop retiree and older adult services due to availability and cost of land, and a warmer climate
- Increased collaboration and dialogue between all parties (federal, state, tribal and local) to resolve key issues related to the public and private lands
- Availability of water resources through the Dolores Project
- Development of telecommunications infrastructure and improvements
- Promote collaborations of school districts and workforce centers
- Quality of life
- Aging population resulting in increased services

## **Threats**

- Federal, state and local regulations
- Youth leaving the community
- Volatility of business cycle
- Vacant main streets
- Declining agricultural sector and open space
- Pressures associated with growth (e.g. impact on county roads)
- Infrastructure capacity
- Drought and other natural disasters
- Funding cuts in higher education, transportation, public health and human service programs

## **Key Economic Development Directions**

- 1) Encourage the growth of existing business and industry.
- 2) Identify land potentially suitable for commercial zoning and existing infrastructure.
- 3) Build local economic development group into an organization that can implement CEDS-identified and county-identified goals.
- 4) Continue helping new and existing businesses gain access to capital through the Region 9 EDD Business Loan Fund and look at developing additional funding sources.
- 5) Build a broader tourism base utilizing all national monuments, parks, forest lands and the new Canyon of the Ancients National Monument linked with local collaborative efforts to existing attractions and destinations.
- 6) Ensure air transportation is accessible and viable in the future to support economic and community development.
- 7) Address key infrastructure issues, including increasing sewer capacity, fire protection and transportation systems (i.e., county roads) to meet the demands of growth.
- 8) Develop innovative, educational locally-based strategies for keeping agricultural resources viable and implementing strategies that will support and enhance the sector as a whole.

- 9) Continue collaborative partnership-building efforts that will support sustainable economies based on the public lands.
- 10) Grow and sustain the oil and gas base in the county.
- 11) Improve access to affordable/quality healthcare.
- 12) Increase job skills of local labor force.
- 13) Improve school system & funding.
- 14) Increase cooperation between the county and local municipalities related to growth issues, particularly in the urbanizing areas in and near the towns.
- 15) Continue to develop the Cortez area as a regional trade center.
- 16) Explore what a county master plan would entail and how to integrate it with Landowner Initiated Zoning.

## Goals, Actions & Implementation

Ideally, the goals of a community should reflect its vision statement. A goal is a specific statement of what the community would like to be or achieve. Goals should be focused on the priority issues impacting the development of the community. The actions should then reflect the steps needed to accomplish the goal. By taking the economic development directions identified earlier, and applying goals and actions, we can begin taking the steps towards the Vision. Through utilizing the work done by the Montezuma Community Economic Development Association, and previous economic development initiatives, the following goals and actions have been established for Montezuma County:

### **Goal 1: Achieve a diversified, sustainable and growing economy in Montezuma County that is compatible with the local environment and small town atmosphere.**

#### **Actions:**

1. Determine what industries, skills and technology will diversify the economy, provide higher direct based, livable wages, and are compatible with Montezuma County.
2. Work with the Colorado Office of Economic Development and International Trade, towns, and county to provide incentives to businesses that are direct based in nature, support the area vision, provide livable wages, and fill needed niche markets in Montezuma County.
3. Support and recruit home-based businesses or home occupations that allow people to live and work from home. Telecommuting can produce many community benefits including new business opportunities, such as information technology development, reduced traffic congestion and reduced air pollution.
4. Develop and maintain inventory of available commercial land and facilities. Ensure, as much as possible, that land and facilities are "ready for use".
5. Create a public educational program that drives awareness of economic development and the need for a diversified, sustainable economy.
6. Foster organic and small lot farming utilizing lessons learned from other state and national communities.
7. Ensure the MCEDA website is professional, easy to use, and caters toward local business owners and site selectors.

### **Goal 2: Montezuma County contains a vibrant, growing, and sustainable tourism industry.**

#### **Actions:**

1. Encourage and support development of a strategic plan for the long-term sustainability of the tourism industry by working with the area municipalities.
2. Collaborate with partners in the community to create economic & marketing indicators for the tourism industry, and meet annually to review and develop strategic plans. Measure and monitor current marketing efforts using these indicators to establish performance measures for the expenditure of public monies.



3. Support the arts organizations of Montezuma County by providing mentoring and technical assistance to ensure their success.
4. Grow and sustain the tourism industry by ensuring tourism-related land uses, and attract, create, or expand tourism-related businesses, events and marketing.
5. Expand tourism assets by including marketing of recreational activities, such as Phil's World, Sand Canyon and birding festivals.

**Goal 3: Encourage growth of existing business and industry.**

**Actions:**

1. Create new jobs in county.
2. Continue to work with the Small Business Development Center at Fort Lewis College to mentor local business owners, and offer opportunities for business training.
3. Develop a list of local business experts representing different business fields to use as mentors for local business owners, and inform local businesses about business mentoring services being available.
4. Facilitate the business and regulatory environment for business to thrive.

**Goal 4: A well-trained, skilled workforce will be available to support business employment needs.**

***Rationale – Providing a well-trained, skilled workforce is vital to any economy. Without the necessary educational and training facilities to train workers, it is very difficult for any business to succeed. Knowledge of available workforce, and the ability to find workers is just as important.***

**Actions:**

1. Work with the K-12 schools, Southwest Colorado Community College and the CO Workforce Center to provide on-the-job training opportunities for students in an effort to keep them employable.
2. Work with the CO Workforce Center, Southwest Colorado Community College, local business owners, and education partners to identify training needs of employees, and create programs that offer the education, and life skills needed to secure gainful employment.
3. Make use of the Colorado First Training Program to aid in training employees of companies.
4. Collaborate with local schools and community college to develop transitional education opportunities.

**Goal 5: The necessary facilities and programs are available to meet the socio-cultural needs of the community.**

***Rationale – Socio-cultural needs are an important part of any community. Facilities such as affordable housing, recreational centers, health care centers, senior care facilities, childcare facilities, etc., are necessary to ensure a high quality of life in any community.***

**Actions:**

1. Study the impacts of the aging population to ensure that proper services are available.
2. Support youth through the creation of new activities and programs.

**Goal 6: Adequate infrastructure, such as roads, water, electric, gas, Internet, telecom, etc; is ready and available for commercial use.**

***Rationale – Without adequate and available infrastructure, businesses cannot function. It is the responsibility of every community to make sure that adequate infrastructure is available and ready for use in order to provide the foundation for a growing economy.***

**Actions:**

1. Support communities in their efforts to target infrastructure improvements that increase the desirability of their downtowns as a tourist and shopping destination.
2. Support local businesses in their infrastructure needs by being a conduit with the utility companies, CDOT and other agencies to improve process time.
3. Support government, community organizations and businesses where needed to ensure completion of the actions on the Community Development Action Plan (CDAP).
4. Support the expansion of the City of Cortez's new fiber optic network and increased telecommunication services throughout the rural areas of Montezuma County, so that the capacity exists for future business developments.

**Goal 7: Support the completion of all projects listed in the Montezuma County Community Development Action Plan.**

***Rationale – The Community Development Action Plan (CDAP) is a list of short-term projects that may need assistance from Region 9 EDD, government or other community and economic development agencies. Maintaining a current Community Development Action Plan (CDAP) for each community is a way to measure action.***

**Actions:**

1. Work with Region 9 EDD, towns and county to find the resources, technical assistance, and political will to complete CDAP projects.
2. Work with partners in the community to create economic indicators, and meet annually to review and develop strategy plans for the county's economic development direction.

**Goal 8: Strengthen local/regional education system.**

**Actions:**

1. Provide facilities and the technology capacity that enhances learning opportunities as well as ensure a safe environment.
2. Recruit and retain qualified and effective teachers.
3. Improve post-secondary and workforce readiness for all graduates.
4. Support and pass school bond issues.
5. Improve graduation rates.

**Goal 9: Improve access to affordable, quality healthcare.**

**Actions:**

1. Promote healthy lifestyles, health promotion and disease prevention programs for all county residents.
2. Continue to focus on recruitment and retention strategies to attract and keep healthcare providers in Montezuma County.
3. Expand upon current transportation services to include medical/ health promotion, appointments and activities county-wide.
4. Sustain availability of health care, including mental health facilities.

**Implementation Plan**

Strategic planning is an on-going process and modifications and adjustments are necessary.

The ultimate success of any strategic plan depends on how well the organizations manage the implementation of the strategic Actions. It is critical that a solid implementation plan is created and the suitable owners for each task are assigned. Only then will the Vision begin to come to life.

The economic development organization, along with Region 9 Economic Development District overseeing the process, will own the plan. For Montezuma County, the Montezuma Community Economic Development Association (MCEDA) is charged with ensuring the completion of the plan. This will be done by coordinating, participating, and/or overseeing the various committees and organizations working in each of the key areas.

## BOTTOM UP – ECONOMIC DEVELOPMENT STRATEGY



### “Bottom-Up” 2011 County Economic Development Summary Top Five Economic Development Goals & Strategies For \_\_\_\_\_ County, Colorado

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

Goal(s) <sup>i</sup>	#1 Encourage the growth of existing businesses and industries / Create new jobs	#2 Improve the local/regional school system	#3 Increase job skills of local labor force	#4 Diversify the economic base	#5 Healthcare
Strategy(ies) <sup>ii</sup>	<p>Expand tourism to include emphasis of outdoor activities and other local assets (e.g. biking and hiking)</p> <p>Facilitate business/regulatory environment for energy businesses (oil, gas, solar)</p> <p>Piggyback on new fiber optic network install in Cortez to encourage businesses that can take advantage of resource</p>	<p>Improve post-secondary and workforce readiness for all our graduates.</p> <p>Encourage community support and involvement in our school districts.</p> <p>Increase the technology capacity for our students in all of our schools.</p> <p>Recruit and retain qualified and effective teachers.</p> <p>Provide facilities that enhance learning opportunities and ensure a safe environment.</p>	<p>Promote/teach:</p> <p>Computer skills</p> <p>Work ethics/customer service</p> <p>Management/leadership skills</p> <p>Business processes</p>	<p>Promote and encourage the use of the high speed fiber optic network currently being installed in Cortez</p> <p>Foster organic and small lot farming</p>	

<p>Action(s)<sup>iii</sup></p>	<p>Promote Phil's World, Sand Canyon, local wineries, birding festivals</p> <p>Support increased visibility of Mesa Verde National Park with new Visitor Center being constructed</p> <p>Provide communication opportunities for various organizations involved in energy businesses and high speed internet</p> <p>Support Southwest Colorado Community College (SCCC) green energy job education and Empire Electric on green energy rebates and Solar farm</p>	<p>Support and participate in the Etiquette dinner.</p> <p>Encourage and support student internship opportunities.</p> <p>Participate in MCHS's Career Pathways program.</p> <p>Promote "School Spirit" banners on Main Streets at various times of the year.</p> <p>Enhance Science Fair opportunities for students on a regional basis.</p> <p>Explore grant-partnering opportunities for technology in schools.</p> <p>"Laptop for every student."</p> <p>Discuss ways to show community appreciation for teachers.</p> <p>Community Education Fund/Foundation to hire quality teachers, and provide teachers with scholarships for their</p>	<p>Chamber offer various classes on skills to community</p> <p>Support the efforts of Southwest Colorado Community College (SCCC)</p>	<p>Use website, newsletters, etc. to promote new high speed network</p> <p>Promote organic/small lot farming through existing farmers' market and to local restaurants, nursing homes, schools, etc.</p>	

		study.  Support and pass district bond issues.			
<b>Expected Outcome(s), i.e., Measurable Results<sup>iv</sup></b>	Increased tourism, student attendance and graduation statistics, number of people subscribing to Empire Electric programs, increased oil and gas tax revenues and increased royalty payments	Improved graduation rates.  Increased post-secondary enrollment.  Increased attendance in school sporting events, concerts, drama productions, and other school activities.  Increase numbers of technological units in the schools.  Improve the staff retention rate in the schools.  Build new schools.	Improved skills / class attendance, completion records, survey feedback from students and employers	Existing businesses will take advantage of internet resource and possible new businesses / report number of businesses that sign up as service becomes available	
<b>Primary Partners<sup>v</sup></b>	Cortez Retail Enhancement Association, Local area Chambers of Commerce (Cortez, Mancos, Dolores), SCCC, Empire Electric Association, Mesa Verde Country Visitor Information Bureau, City of Cortez Special Events	Southwest Colorado Community College, Area Chambers of Commerce, Montezuma Community Economic Development Association, local businesses, Work Force Development, Colorado Department of Education, Pinon	SCCC, Cortez Area Chamber of Commerce, Small Business Development Center, Content providers such as Microsoft	Cortez Area Chamber of Commerce, Montezuma Community Economic Development Association, City of Cortez, Montezuma County  Cortez Area Chamber of Commerce, Montezuma Community Economic Development	

	Coordinator	Project, Partners, Ute Mountain Ute Tribe, Crow Canyon Archaeological Center, Mesa Verde National Park		Association, local farmer cooperatives	
<b>Available Resources<sup>vi</sup></b>	Cortez Chamber website improvement - adding member web presence and opportunities for advertising  Empire Electric solar farm		Microsoft teaching resources, trained instructors, local meeting facilities (some with technology available)	Fiber optic infrastructure  Irrigated farmland	
<b>Needed Resources &amp; identified issues or barriers<sup>vii</sup></b>	Continued support of the community college system  Increased cooperation and coordination of primary partners to organize and fund promotion of outdoor activities and other events	Grant money, Federal and State grants, Non-profits, BEST grants		Funding to extend fiber optic network currently available in limited area along Main Street  Coordination and cooperation of primary partners to promote availability of fiber optic network to potential businesses interested in relocating to Cortez  Increased cooperation and coordination of primary partners to organize and fund promotion of organic and small lot farming	

Timeline <sup>viii</sup>					

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

1. What current federal, state and local programs or initiatives hinder your local economic development efforts?
2. What resources/actions do you need from the State of Colorado to assist your effort in implementing a county economic development plan?
3. Identify innovative economic development programs and partners in the county or region that can be replicated across the state?

<sup>i</sup>Goals are expressions of the desires of the community; a future condition or state that it's aiming for – a concise statement that articulates the desired future. For example:

<sup>ii</sup>"Update and expand marketing efforts for economic development in \_\_\_\_\_ County"

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

<sup>iv</sup>Actions or implementation steps will carry out the strategy in a systematic way. For example, "Brand \_\_\_\_\_ County and its communities through the use of an agreed-upon economic development logo and slogan" or

"Develop a focused marketing program which consists of email, social networks, and blogs to promote the county."

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

<sup>vi</sup>Identify partners with something to contribute/gain from involvement in this effort – e.g. Chambers, trade associations, non-profits, etc. etc

<sup>vii</sup>Available resources can, and should, include more than funding. Students, volunteers, business sponsorships, strategic grants, can all be considered. Also, ways to leverage resources.

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

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

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

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_