7. SAN JUAN COUNTY

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7 – San Juan County CEDS
Ed Morlan is retiring from Region 9 EDD in 2016 after 27 years as Executive Director. Ed’s accomplishments are too long to list but include: five terms as a Bayfield Town Board member, recipient of the Economic Development Council of Colorado’s Economic Development Achievement Award, is a Leadership High School La Plata founder, served on the Colorado PTAC founding Board of Directors and is a recipient of the Leadership La Plata Barbara Conrad Award. It goes without saying that he is well respected by his staff and peers throughout the State. During Morlan’s tenure, Region 9 developed a Growth Company Initiative to assist emerging growth companies; assisted the Town of Silverton devastated by huge layoffs due to the closure of local mines; launched economic development offices in each county; spearheaded improvements to the region’s telecommunication infrastructure; and assisted the Durango/Silverton Narrow Gauge Railroad survive the wildfires of 2002. Under his leadership the loan fund has dispersed over $22 million dollars to area businesses. He resides in Bayfield with his wife Jackie.

This is the fifth, 5 year update of our region’s Comprehensive Economic Development Strategy (CEDS) that I have participated in during my twenty-seven year career with Region 9. The process and the product have come a long way over that time. It is fulfilling that the value and use of the CEDS has evolved as it has.

I would like to dedicate this publication to, and thank all the people and agencies who have contributed their time, funding, energy and interest to assist Region 9 in achieving the goal of being an effective Economic Development District. A special note of appreciation to Laura Marchino, Deputy Director of Region 9 EDD, and Donna Graves of Information Services, who took all the input and information from a multitude of sources and created this superlative publication.

The primary funding for the Comprehensive Economic Development Strategy (CEDS) comes from an Economic Development Administration (EDA) Planning and Technical Assistance grant. While the funding and EDA guidelines help the Region 9 staff and consultants provide the framework for the CEDS, it is the local citizens and elected officials that fill in the detail. This is your plan. Public input into the process was facilitated by the county economic development organizations and local governments. In addition, the CEDS was incorporated into the State’s Blueprint planning process, integrating rather than overlapping.

A primary intent of the document is to provide a detailed analysis of historical socio-economic trends along with a current inventory of public infrastructure needs, strengths, weaknesses, opportunities and threats; enabling decision makers to plan strategies and actions in an informed context. The Community Development Action Plan (CDAP) component of the CEDS identifies specific projects targeted for accomplishments in the next two years. The CDAPs have become essential in each county as a roadmap for community development. A secondary intent of the CEDS is to be a vital resource of community information to those seeking grant funding. The Healthy Community Index has expanded the scope of community data to complement the CEDS.

I hope you find this 2016 update of the region’s Comprehensive Economic Development Strategy to be a useful and valuable document.

Sincerely,

Ed Morlan, Executive Director
WHAT IS A COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY?

A Comprehensive Economic Development Strategy (CEDS) is the result of a local planning process designed to guide the economic growth of an area. In July of 1995, the Region 9 Economic Development District of Southwest Colorado (Region 9) launched southwest Colorado’s initial CEDS process by offering county-level data, a strategic planning component with visions, goals, and specific strategies for reaching those goals, and identified community projects.

The purpose of the CEDS is to create direction 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, which includes the five counties of Archuleta, Dolores, La Plata, Montezuma and San Juan, plus the Southern Ute and Ute Mountain Ute Indian Tribes. This CEDS planning process provides an opportunity for economic developers, key community stakeholders, and the community at large, to unite behind a vision that works towards long-term economic resilience and sustainability, while protecting the natural and social assets that make the region distinct and attractive. The process, and the resulting CEDS document, is useful for everyone who desires to understand their local economy and work to improve the community in which they live.

The full CEDS is updated every five years; this 2016 document is the fifth full edition. Community Development Action Plans (CDAPs), which are the lists of identified projects, are updated on a two-year cycle. Annual CEDS Progress Reports are also submitted to the Economic Development Administration (EDA).

While the document is a product of Region 9, and is required to qualify for Economic Development Administration (EDA) assistance, the CEDS document is meant to be a working plan for all local governments, community entities and respective economic development organizations. A list of organizations that partner with Region 9 to provide economic resources and services can be found in Appendix A. An acknowledgement of participants and contributors to the CEDS process is located in Appendix B. Region 9 also works to disseminate the CEDS information to state, local, and regional organizations.

This CEDS information is a result of public input, meetings, personal interviews, surveys, a systematic review of draft documents, and active feedback from the EDA. The process was enhanced by the Colorado Blueprint, a statewide strategy to spur Colorado’s economy, help businesses grow and attract new jobs to the state. This strategy was developed through a bottom-up process and focuses on growth in key industries across all regions. The Blueprint has given Colorado a framework to build a comprehensive economic development plan that aligns existing efforts and identifies opportunities for growth and focused investments. This CEDS builds upon that Initiative, specifically by:

- Summarizing the economic conditions of each county in Region 9 and putting local economic development interests in a regional and international context.
- Identifying viable economic development projects and initiatives.
- Facilitating eligibility for federal and state economic development funding.
- Developing goals and strategies for implementing economic development projects and initiatives, and
- Identifying and recognizing trends, either positive or negative as they occur.
KEY HIGHLIGHTS AND PRIORITY ECONOMIC GOALS

"We work from our strengths as a mountain community to build a year-round, diverse, and prosperous economy." – Economic vision from the Silverton/San Juan County Master Plan

San Juan County’s location high in the San Juan Mountains, its extensive mining history, and a very limited land base suitable for residential development has resulted in a variety of opportunities as well as challenges. Key economic development priorities and goals revolve around the environment, housing, infrastructure and telecommunications.

Within its 389 square miles, San Juan County is home to some of the most stunning mountain vistas in the United States. Only 11% of this county’s land is in private ownership while the rest is public land. Consequently there is a very limited land base suitable for residential and commercial development, and the property tax base for San Juan County is inadequate to fund infrastructure maintenance and improvements or provide some basic services.

The population of San Juan County peaked at about 5,000 in 1910. Since that time the population has followed the boom and bust cycles that are characteristic of mining communities, fluctuating between 750 and 1,000 people from 1960 until the last working mine closed in 1991. San Juan County continues to be the least populated county in the state. The population has stabilized at about 700 year-round residents, primarily within the Town of Silverton (the only town in the county. Maintaining an adequate number of students in the school district continues to be a priority as funding is based on the number of students enrolled; currently there are only about 65 pupils K-12.

Seasonal residents are not included in population figures. Many (65%) of the residential units in the county are owned by people whose primary mailing address is outside of the county – 2nd Homeowners. These part-time residents purchase 2nd homes in the area in order to enjoy the rural amenities of life in the high country. This phenomenon, known as "amenity migration" has produced wide-ranging economic impacts on the community.

Tourists and 2nd homeowners are drawn to the rugged beauty of the area, as well as the historic structures and cultural amenities that foster a heritage tourism economy. However, the local community has little say in the management of the surrounding public lands and feels constrained by what is perceived as a hostile regulatory environment by state and federal governments. Preserving and enhancing the natural environment has reached a critical juncture with the Gold King Mine Release of August 5th, 2015 in which about three million gallons of contaminated water was inadvertently released by EPA contractors into Cement Creek; and subsequently impacted the watersheds of downstream communities in three states.

The community is expected to undergo tremendous changes as a result of the impending Super Fund designation. They are concerned that the designation and bad press resulting from the spill will impact the robust tourist economy, which is the County’s primary economic driver. Economic development efforts will support retaining current businesses and infrastructure throughout the recovery efforts.

The lack of housing in the County for year round residents as well as a seasonally transient workforce demands resolution. A lack of developable land, infrastructure costs and a small market due to low population has hindered development efforts. In addition, wages and employment is highly dependent on generally low paying service sector jobs (50% of employment and 41% of employment income). Many of the jobs in San Juan County/Silverton are in accommodation and food services, with an average annual wage of $15,955. This is only 54% of the estimated livable wage ($24,684) for one adult. It is not yet known how the influx of workers required by the Superfund mitigation will affect housing demand and availability.
In an effort to **increase housing opportunities**, the County requested proposals in 2015 to build single and multi-family housing for all or part of the County owned Anvil Mountain property, a 16 acre development that would include affordable/attainable housing. To date, the County has accepted a development proposal that includes a mix of single family and multifamily units ranging in price from affordable, attainable and market rates. In addition, the county is looking at developing 12-20 apartment units.

**Adequate infrastructure** such as roads, water, electricity and fuel are not readily available for residential and commercial expansion. Consequently, it is difficult to recruit and grow businesses, or attract new residents to the County. Transportation is high on San Juan County’s priority list. The town has the highest potential for isolation due to avalanche-related road closure of any populated community in the lower 48 United States. With U.S. Highway 550 allowing the county’s only paved access to the rest of the region, weather during severe winters regularly closes the highway down in one or both directions, thereby delaying the delivery of mail, goods and services, while keeping residents isolated to the area.

Only 4% of households in San Juan County are served by **advanced telecommunications capability**, limiting their ability to fully participate in the economy. Due to its geographic isolation, the Town of Silverton has severely limited telecommunications connectivity to the rest of the region and the world. One of the highest priority projects identified by the community was the completion of the primary fiber path into and out of Silverton. The school and County are connected as of this report.
STRATEGIC PLANNING

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. By working with San Juan County stakeholders the following was identified:

Strengths

- Physical attributes of land
- Potential of raw materials and natural resources
- Attractive community
- Tourism assets
- Quality school system
- Strong volunteerism within community
- Government is accessible
- We welcome growth
- Democracy – ability to make a difference

Weaknesses

- Isolation from major markets, interstates and rail lines
- Geographic proximity from state and federal agencies
- Lack of up-to-date telecommunications infrastructure/fiber optic technology
- Affordable/workforce housing is in short supply
- Lack of economic diversification
- Need to diversify the economy and focus on building year-round jobs that pay family wages
- Access to local capital—mortgage banker
- Infrastructure
- Lack of continuing education and job training
- Seasonality
- Low population to support infrastructure, including schools
- Relationship with federal agencies
- Lack of some basic services
- Cheap building permits
- Absentee owners
- Lack of human capital
- Don’t always look “open” for business
- Lack of money to fund projects
Opportunities

- Revitalization of the San Juan Development Association
- Strong community involvement and success in accomplishing community initiatives
- Natural beauty, surrounding Public Lands, resources and recreation
- Historic structures and cultural amenities that further foster a heritage tourism economy
- Expanding the visitor season to include shoulder seasons and the winter months
- Utilization of the school to promote community vitality and population growth
- Revitalization of mining industries
- Repository for mountain research and field campus’, Mountain Studies Institute
- Cottage industries
- Avalanche/backcountry education opportunities
- Packaging the community to tourists
- Marijuana industry

Threats

- Improper, non-sustainable natural resource management
- Over-reliance on the tourism industry and Railroad
- Funding cuts in federal/state services
- Wildfires
- Bark beetle
- Excessive permitting requirements, a one-size fits all regulatory scheme that works to the detriment of small communities, and a hostile regulatory environment at the state and federal levels
- Volatility of business cycle

RESILIENCY INITIATIVES

The SWOT analysis has identified a number of vulnerabilities in the county that have (or could) lead to major economic disruptions. A number of these have been addressed in the updated Regional Disaster Preparedness section of the CEDS (Appendix C), as well as the Southwest Colorado All-Hazards Region Homeland Security Strategic Framework, adopted October 15, 2015 (Appendix D). The goals and strategies outlined in that document provide the foundation for improving All-Hazards preparedness and resiliency, leading to fewer lives lost, reduced economic impacts in affected communities, improved response capabilities, and faster recovery time.

A number of vulnerabilities were also identified in an Exploratory Scenario Planning workshop, sponsored by the Southwest Colorado Council of Governments (SWCCOG), held July 2015. The scenario planning process was designed to identify a range of possible futures or scenarios that could manifest in the region’s future. The participants in the workshop developed potential sets of options to respond to uncertainties, to build community resilience and adaptive capacity to whatever challenges and opportunities that may lie ahead.

As a regional economic development organization Region 9 is particularly concerned with post-disaster economic recovery. Long-term recovery efforts focus on redeveloping communities and restoring the economic viability of disaster areas, including:

- Restoring the economic base of disaster-impacted communities, including lost jobs and employment opportunities.
- Identifying hazard mitigation opportunities and implementing long-term hazard mitigation plans, projects and measures (e.g., land use plans, hazard-zone restrictions and building codes).

More details regarding building economic resilience can be found in the Regional Overview of the CEDS Update.
STRATEGIC DIRECTION – San Juan County Goals, Objectives and Actions

San Juan County goals and objectives are a result of public input, meetings, personal interviews, surveys, a systematic review of draft documents, and an update of the Community Development Action Plan (CDAP). The CDAP has a total of 36 projects/objectives, in a range of categories that were ranked and approved by the County Commissioners on November 15, 2015 (signed by Ernest Kuhlman – Chairperson). The process was enhanced by the Colorado Blueprint, a statewide strategy to spur Colorado’s economy, help businesses grow and attract new jobs to the state. This strategy was developed through a bottom-up process and focuses on growth in key industries across all regions. The Blueprint has given Colorado a framework to build a comprehensive economic development plan that aligns existing efforts and identifies opportunities for growth and focused investments. The goals are presented below and in most cases the objectives are linked to specific projects:

Goal 1: Preserve and Enhance the Natural Environment – the Key Economic Asset of the Area

Rationale – Preserving the environment is the County’s top economic development. This issue has reached a critical juncture with the Gold King Mine Release of August 5, 2015.

Objectives:
1. Improve Upper Animas Water Shed (CDAP Project #6, 23 – pending Superfund status).
2. Improve water quality standards (CDAP Project #25).
3. Complete comprehensive planning process for BLM land parcel (CDAP Project #18).
4. Complete long range management plan for upper Animas River and corridor (CDAP Project #31).
5. Continue collaborative partnership building efforts that will support sustainable economies based on the public lands (CDAP Projects #17, 20, 28-30).
6. Attract industries that preserve and enhance the county’s natural and environmental features, whose processes require minimal water consumption and generate nominal ambient air or water degradation, and where applicable, recycle waste products (CDAP Project #1).
7. Cultivate Innovation and Technology (Colorado Blueprint #6).

Goal 2: Increase Housing Opportunities for Residents and Seasonal Workers

Rationale – A healthy community is one in which families and individuals of all income levels live in safe and affordable housing. The limited housing stock has constrained San Juan County’s potential for growth and ability to respond to economic opportunities.

Objectives:
1. Approve Westside Improvement District (CDAP Project #15).
2. Develop Anvil Mountain affordable housing (CDAP Project #16).
3. Retain, Grow and Recruit companies (Colorado Blueprint #2).

Goal 3: Expand/Improve Infrastructure such as Roads, Water, Electricity and Fuel Available for Residential and Commercial Use

Rationale – Make sure that adequate infrastructure is available and ready for use in order to provide the foundation for a growing economy. A limited tax base constrains public infrastructure projects.

Objectives:
1. Replace/build bridges to connect transportation systems (CDAP Project #21, 26, 27).
2. Improve drainage and water flow in Silverton (CDAP Project #24).
3. Support the town and county in their efforts to target infrastructure improvements that increase the desirability of downtown as a tourist and shopping destination (CDAP Projects #19, 22, 26).
4. Identify potential grants for the purpose of improving, expanding and upgrading needed infrastructure.
5. Support the expansion and sustainability of locally-based transportation services.
6. Support local businesses in their infrastructure needs by being a conduit with the utility companies, CDOT and other agencies to improve process time.
7. Build a Business Friendly Environment (Colorado Blueprint #1).
8. Retain, Grow and Recruit Companies (Colorado Blueprint #2).
Goal 4: Advance Telecommunications Infrastructure to Increase Economic Opportunities  
**Rational** – Areas without adequate internet access have fewer opportunities for businesses to start, grow and succeed, and are less desirable places to live for employees and families. The expansion of broadband is crucial for furthering San Juan County’s economic and educational growth.

**Objectives:**
1. Complete primary fiber path into and out of Silverton (CDAP Project #32).
2. Connect anchor institutions to primary fiber path.
3. Support improved “last mile” telecommunications that would allow for the recruitment and success of home-based businesses or home occupations that allow people to live and work from home.
4. Cultivate Innovation and Technology (Colorado Blueprint #6).
5. Build a Business Friendly Environment (Colorado Blueprint #1).

Goal 5: Strengthen and Work to Sustain Economic Development Organizations Efforts  
**Rational** – A strong economic development organization is necessary to enhance the economic well-being of a community based on their unique set of assets and resources available to address challenges.

**Objectives:**
1. Strengthen and fund economic development structure/organization (San Juan Development Association) to accomplish items in County’s Community Development Action Plan (CDAP Project #5).
2. Work with partners in the community to review economic indicators, and meet annually to review and develop strategy plans for the county’s economic development direction.
3. Work with federal, state and regional economic development agencies to provide incentives to businesses that are direct based in nature, support the local environment, provide higher, livable wages, and fill needed niche markets in San Juan County.
4. Build a Business Friendly Environment (Colorado Blueprint #1).

Goal 6: Expand Tourism Diversity in County  
**Rational** – Tourism is the primary economic engine/industry and backbone in San Juan County and brings new money and visitors into the community.

**Objectives:**
1. Expand promotion of Silverton/San Juan County & Improve Brand (CDAP Project #33, Colorado Blueprint #4).
2. Complete Blair Street Improvement District Projects (CDAP Project #35).
3. Create more visibility of Silverton lodging on travel websites (CDAP Project #2).
4. Grow and sustain the tourism industry by ensuring tourism-related land uses, and attracting, creating, or expanding tourism-related businesses, events and marketing (CDAP Projects #11-14, 34).
Goal 7: Improve Access to Capital (Colorado Blueprint #3).

Rational – Access to capital will facilitate the retention and expansion of current businesses, and support the establishment of new businesses. Improved access to capital will also help to support public infrastructure projects.

Objectives:
1. Continue to work with Regional, State and Federal Agencies to increase access to capital.
2. Increase loan programs from the Region 9 EDD and SJDA to provide financial help and technical assistance to local businesses.
3. Region 9 to promote the Southwest Enterprise Zone and increase the number of businesses utilizing tax credits.
4. Provide funded position to focus on economic development and economic development sustainability.
5. Continue to work with the Southwest Small Business Development Center to mentor local business owners, and offer opportunities for business trainings.
6. Build a Business Friendly Environment (Colorado Blueprint #1).
7. Retain, Grow and Recruit Companies (Colorado Blueprint #2).

Goal 8: Support, Retain and Expand Existing Education Programs and Health Services

Rational - Access to healthcare and education should be available to all segments of the community. Good schools and health services cause our communities to be more vibrant, and our citizens to become more engaged.

Objectives:
1. Sustain education programs such as: the Silverton Avalanche School, Center for Snow & Avalanche Studies, Silverton Learning Center, Silverton Summer Youth Program, Silverton School, and Mountain Studies Institute (CDAP Projects #7-9).
2. Create community based health center (CDAP Project# 10).
3. Educate and Train the Workforce of the Future (Colorado Blueprint # 5).
CDAP Project Ranking Summary

This table provides a summary of the projects listed in the 2015 San Juan County Community Development Action Plan. These projects have been linked to the goals and objectives presented above.

<table>
<thead>
<tr>
<th>Project</th>
<th>Rank</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>32. Telecommunications</td>
<td>Very High</td>
<td>Complete Primary Fiber Path into and out of Silverton</td>
</tr>
<tr>
<td>15. Housing</td>
<td>Very High</td>
<td>Approve Westside Improvement District</td>
</tr>
<tr>
<td>16. Housing</td>
<td>Very High</td>
<td>Develop Anvil Mountain Affordable Housing Project</td>
</tr>
<tr>
<td>2. Business Expansion</td>
<td>High</td>
<td>Create more Visibility of Silverton Lodging on Travel Websites</td>
</tr>
<tr>
<td>4. Business Retention</td>
<td>High</td>
<td>Complete Community Priorities in Downtown Colorado Inc. Plan</td>
</tr>
<tr>
<td>18. Parks &amp; Recreation</td>
<td>High</td>
<td>Complete Comprehensive Planning Process for BLM Land Parcel</td>
</tr>
<tr>
<td>21. Public Infrastructure</td>
<td>High</td>
<td>Replace Lackawanna Bridge</td>
</tr>
<tr>
<td>24. Public Infrastructure</td>
<td>High</td>
<td>Improve Drainage &amp; Water Flow in Silverton</td>
</tr>
<tr>
<td>25. Public Infrastructure</td>
<td>High</td>
<td>Improve Water Quality Standards</td>
</tr>
<tr>
<td>33. Tourism</td>
<td>High</td>
<td>Expand Promotion of Silverton/San Juan County &amp; Improve Brand</td>
</tr>
<tr>
<td>35. Tourism</td>
<td>High</td>
<td>Complete Blair Street Improvement District Projects</td>
</tr>
<tr>
<td>7. Education</td>
<td>Med</td>
<td>Create Summer School Program &amp; Enrichment Program</td>
</tr>
<tr>
<td>8. Education</td>
<td>Med</td>
<td>Create Youth Sports Collaborative</td>
</tr>
<tr>
<td>9. Education</td>
<td>Med</td>
<td>Develop Field Station &amp; Mountain Research Center</td>
</tr>
<tr>
<td>10. Health &amp; Human Services</td>
<td>Med</td>
<td>Create Community Based Health Center</td>
</tr>
<tr>
<td>11. Historic Preservation</td>
<td>Med</td>
<td>Complete Restoration &amp; Improvements at Mayflower Mill</td>
</tr>
<tr>
<td>12. Historic Preservation</td>
<td>Med</td>
<td>Complete Old Miners Hospital Building Renovation</td>
</tr>
<tr>
<td>19. Parks &amp; Recreation</td>
<td>Med</td>
<td>Complete Trail System in Town of Silverton</td>
</tr>
<tr>
<td>20. Parks &amp; Recreation</td>
<td>Med</td>
<td>Improve Eureka Campground &amp; Facilities</td>
</tr>
<tr>
<td>22. Public Infrastructure</td>
<td>Med</td>
<td>Restoration, Repair &amp; Maintenance of Community Buildings including Visitor Center &amp; Town Hall</td>
</tr>
<tr>
<td>23. Public Infrastructure</td>
<td>Med</td>
<td>Improve Headwaters Serving Silverton</td>
</tr>
<tr>
<td>27. Public Infrastructure</td>
<td>Med</td>
<td>Replace Bridge at Cement Creek</td>
</tr>
<tr>
<td>28. Public Lands</td>
<td>Med</td>
<td>Alpine Wetland Restoration</td>
</tr>
<tr>
<td>29. Public Lands</td>
<td>Med</td>
<td>Develop Trail from Molas Lake to Town</td>
</tr>
<tr>
<td>30. Public Lands</td>
<td>Med</td>
<td>Seek Resources for Toilet Facilities along San Juan Skyway</td>
</tr>
<tr>
<td>1. Business Development</td>
<td>Low</td>
<td>Recruit Data Storage Company to San Juan County</td>
</tr>
<tr>
<td>3. Business Expansion</td>
<td>Low</td>
<td>Revitalize Mining District</td>
</tr>
<tr>
<td>17. Land Use</td>
<td>Low</td>
<td>Complete Master Plan for Biking/Hiking Non-motorized Trails</td>
</tr>
<tr>
<td>26. Public Infrastructure</td>
<td>Low</td>
<td>Construct Pedestrian Bridges</td>
</tr>
<tr>
<td>34. Tourism</td>
<td>Low</td>
<td>Rebuilding a 2 1/2 mile portion of the Silverton Northern Railroad</td>
</tr>
<tr>
<td>36. Transportation</td>
<td>Low</td>
<td>Expand Transportation Network</td>
</tr>
</tbody>
</table>

EVALUATION FRAMEWORK

The evaluation framework serves as a mechanism to gauge progress on the successful implementation of the overall CEDS while providing information for the CEDS Annual Performance Report, as required by EDA. These regular updates keep the strategic direction and action plan outlined in the CEDS current and the plan as a whole relevant. The evaluation framework is an important element of the ongoing planning process and should answer the questions “How are we doing?” and “What can we do better?”
Performance Measures

1. CDAP Project Completion 2001 - 2014

As part of the Comprehensive Economic Development Strategy process, completed projects from the Community Development Action Plans (CDAP) are removed when completed and included below. This allows us to track the progress of proposed projects to see if they have advanced through the action steps required for project completion. Items in bold have been completed since the 2012 CDAP was approved.

- Update local phone service
- Establish Mountain Studies Institute
- Establish Silverton Community Learning Center
- Establish Comprehensive Family Center and Licensed Preschool
- Complete Red Mountain Project
- Implement Silverton Outdoor Learning and Recreation Center
- Complete Mining Museum
- Redeveloped Molas Lake Park
- Augmentation of Town Water Storage in Multiple Locations
- Create Water Storage Source – Improvements completed on Molas Lake Dam
- Decrease winter freeze issues on Empire St.
- Use untreated water for irrigation
- Locate a public transportation service provider
- Roof and Truss repair of Kendall Rec building
- Separate land ownership into distinct parcels so that the county can proceed with a gravel pit.
- Roof Repairs to Community buildings including Kendall Recreation Center,
- Town Hall & Carriage House
- Reclamation of old dump site for open space
- Empire Street Water Line Replacement
- 50 acres BLM land adjacent to Molas
- Reconstruct Columbine Park
2. Enterprise Zone Annual Report

Region 9 administers the Southwest Enterprise Zone program. Accordingly, targets are established by county for the number of jobs created in various sectors, as well as the tax credits and dollars invested through the EZ program. Region 9 will continue to set and measure these targets with communities. The information provides a very concrete tool for measuring success of goals related to job creation and business expansion. This report is done annually and is filed with the state Office of Economic Development and International Trade.

In Region 9, three of five counties meet economic distress criteria making them eligible as Enterprise Zones. According to this statute, to be designated an Enterprise Zone a designated rural area must have a population of less than 150,000 persons and meet one of the following criteria: an unemployment rate at least 25% above the state average; a population growth rate less than 25% of the state average; and a per capita income (PCI) less than 75% of the state average.

Based on these criteria, Dolores, Montezuma and San Juan Counties are within the guidelines for designated Enterprise Zones. Because La Plata and Archuleta were not eligible on a county level, each census tract was evaluated individually on the economic distress criteria.

A number of local Enterprise Zone objectives were identified several years ago to help determine if the Enterprise Zone status is helping our economy. Those objectives continue to be tracked on an annual basis.

Objective 1 - Unemployment rates for each of the counties should be equal to or less than the state unemployment rate. San Juan County did not meet this objective in 2015.

Objective 2 - Per Capita Income (PCI) for each of the counties should be equal to or greater than the state PCI. San Juan County did not meet this objective in 2015.

Objective 3 - Each County will have an active economic development organization (EDO) with staff and funding to focus efforts in each county and assist Region 9 EDD with its delivery of services. San Juan County does not currently have an EDO, though the Silverton Stakeholder group is working to revitalize an organization with Region 9 assistance.

Objective 4 - Increase the number of businesses that participate in the EZ in each county using 2005 as a base year. In 2015 six companies in San Juan County participated in the EZ, up from four in 2014.

Objective 5 – Target all businesses involved in other Region 9 programs and inform them about the investment and other EZ tax credits, and track how many utilize the credits. In 2015 only one company in San Juan County claimed EZ tax credits.
3. San Juan County Performance compared to the State of Colorado

These performance measures are drawn from a national database that compares key indicators across counties, states and the nation.
http://clustermapping.us/region/county/san_juan_co/performance

Ranks are by percentile from 1-100 among all 3,221 U.S. Counties.

San Juan County, CO
GDP Per Capita, 2005 real dollars 1998-2013

Gross Domestic Product (GDP) is the monetary value of all of the finished goods and services produced within a specific time period. Source of Data: Moody’s economy.com

Annual Wage is the average payroll divided by total employment. Average payroll includes all forms of compensation, such as salaries, wages, reported tips, commissions, bonuses, vacation allowances, sick-leave pay, employee contributions to qualified pension plans, and the value of taxable fringe benefits. It does not include profit or other compensation of proprietors or partners. Payroll is reported before deductions for social security, income tax, insurance, union dues, etc. Source of Data: U.S. Census Bureau’s County Business Patterns.
SUMMARY BACKGROUND

History
San Juan County is located high in the San Juan Mountains in Southwest Colorado. The county boasts 12 of the 54 mountain peaks over 14,000 feet in Colorado, and has the highest mean elevation of any county in the United States.

In 1861, Captain Charles Baker led a group of prospectors into the upper reaches of the Animas River Basin and thereafter the park-like area became known as "Baker's Park." His discovery of gold was followed by a late-breaking gold rush in the 1870s. More than 1500 mining claims had been staked by 1873.

After the signing of the Brunot Treaty with the Ute Indians in 1874, the Town of Silverton was established in the center of Baker's Park. Silverton became incorporated in 1876. At that time Howardsville, four miles to the northeast, was the county seat. Legend has it that Silverton became the county seat after county records disappeared during an all-night blowout in Howardsville and turned up in Silverton. Today Howardsville is a ghost town with only a few buildings left standing. Silverton remains the county seat as well as the only incorporated town in San Juan County.

In the early days, one of the greatest difficulties was to get supplies across the high mountains into Silverton. The Stony Pass wagon road became a toll road in 1879 and supplies came in over the Continental Divide from Del Norte. The Denver and Rio Grand Railroad reached Silverton from Durango in 1882, allowing for the movement of large quantities of supplies and the transport of ore to the smelter in Durango. The population of San Juan County peaked at about 5,000 in 1910. Since that time the population has followed the boom and bust cycles that are characteristic of mining communities, fluctuating between 750 and 1,000 people from 1960 until the last working mine closed in 1991.

With the dedication of the "Million Dollar Highway" in July of 1924 the transportation of gold, silver, lead, copper and zinc moved from the narrow gauge train to Highway 550 which connects Silverton to Montrose (60 miles to the north) and to Durango (50 miles to the south). Beginning in the late 1950s the rail line that had carried ore down to Durango began, instead, to carry tourists up from Durango to enjoy the spectacular scenery and the heritage that has made Silverton a National Historic Landmark. Visitors by train are supplemented by people who come to Silverton via Highway 550, which is part of the "San Juan Skyway," one of the premier scenic by-ways in the United States.

At the present time, San Juan County is almost entirely dependent upon tourism, primarily during the summer months when the train is running, though the Silverton Mountain Ski Area has helped to expand economic opportunities during the winter months. In the foreseeable future, the community is expected to undergo tremendous change as a result of the impending Super Fund designation in the wake of the Gold King Mine spill of August 2015. It is expected that a number of jobs will be created during the mitigation process. How many of these will be filled by locals, and how many will be filled by those living outside of the area is not yet known.
Local Issues

San Juan County has some definite areas of strength and weakness as compared to the region. The following information takes a closer look at some of the key issues for the county.

Environment

Within its 389 square miles (248,772 acres), San Juan County is home to some of the most stunning mountain vistas in the United States. Only 11% of this county’s land is in private ownership, while the rest is owned by the United States Forest Service (71%), Bureau of Land Management (18%), and State Lands (0.5%). Revisions to The San Juan National Forest Land and Resource Management Plan (Forest Plan) were released in September 2013. The Forest Plan provides a strategic vision and guides long term management of the entire San Juan National Forest. It outlines the types of uses that can 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. In San Juan County, the following key issues were identified as part of the revision process: abandoned mine reclamation, recreation, water quality, mining history preservation, recreational residences on patented mine lands, and fens (extremely rare wetland plant communities).

On August 5, 2015, the Environmental Protection Agency (EPA) was conducting an investigation of the Gold King Mine near Silverton, Colorado, to: assess the on-going water releases from the mine, treat mine water, and assess the feasibility of further mine remediation. While excavating above the old adit, pressurized water began leaking above the mine tunnel, spilling about three million gallons of water stored behind the collapsed material into Cement Creek, a tributary of the Animas River. The creek has long been considered one of the worst sources of metals contamination in the upper Animas River Basin, because heavy metals from abandoned mines (and from natural sources) in the Gladstone area, some which operated in the late 1800s to early 1900s, are believed to be polluting the creek.

The EPA is conducting a site reassessment to determine if the complex of mines near Gladstone could qualify for the National Priorities List, which would make it eligible for the so-called Superfund. Previously, many in the Silverton community felt that the stigma of such a Superfund designation would negatively affect the area’s tourism and potential mining industry. Now, after extensive community input, and a vote by Silverton and San Juan County officials, Superfund status is going forward.

The community is expected to undergo tremendous changes as a result of the impending Super Fund designation and the County and Town staffs are overwhelmed by the special demands from the Gold King Mine spill situation in addition to their regular duties. They are ill equipped to handle the strains on transportation corridors, open space, public lands and housing stock, not to mention meeting the current needs of businesses. Economic development efforts will support retaining current businesses and infrastructure throughout the recovery efforts. More timely information is available at the County website Gold King Mine Spill.

Region 9 has been awarded almost $58,000 by the EDA to fund economic recovery efforts, including hiring a Recovery Coordinator. The Coordinator will be responsible for working with county businesses and assisting them to successfully remain open and navigate the community’s transition from the Gold King Mine Spill disaster to a long term Superfund cleanup. San Juan County is primarily tourism based and the Coordinator will develop a resiliency plan for existing businesses, and identify opportunities for economic diversification. The Coordinator will also be a central in the communication and dissemination of accurate information to the community, and will function as a liaison for the community at the plethora of meetings occurring both in and outside of San Juan County by numerous agencies and organizations is a critical component of the position.
Housing
The provision of adequate housing continues to be a concern in San Juan County. The County and the Town of Silverton had a housing needs assessment completed in 2008. There were two major housing needs identified in that report. First there was a lack of housing units available for purchase to households earning below 100 percent of AMI. The second major finding was an overall lack of housing in the County for residents. Compounding this issue is a large stock of old homes that are not desirable to purchasers due to their age, condition, and the corresponding heating costs (which can equal or exceed monthly rents).

Construction of new housing stock for the County workforce is needed and was a recommendation from the housing needs assessment. In 2015 the County requested proposals to build single and multi-family housing for all or part of the Anvil Mountain property, a 16 acre development that would include affordable/attainable housing. To inform prospective bidders on the project, a market study was undertaken by Information Services that included: 1) a summary of existing residential housing unit types, distribution and ownership; 2) an overview of current market conditions; 3) estimates of housing demand based on population projections; and 4) an evaluation of survey responses received from current residents of the County. To date, the County has accepted a development proposal that includes a mix of single family and multifamily units ranging in price from affordable, attainable and market rates. In addition, the county is looking at developing 12-20 apartment units.

Telecommunications
Due to its geographic isolation, the Town of Silverton has severely limited telecommunications connectivity to the rest of the region. One of the highest priority projects identified by the community was the completion of the primary fiber path into and out of Silverton. The school is now connected, though public offices are not. The Federal Communications Commission (FCC) periodically updates its performance measurement for broadband speeds. By definition, “advanced telecommunications capability” requires consumers to have access to actual download (i.e., to the customer) speeds of at least 25 Mbps and actual upload (i.e., from the customer) speeds of at least 3 Mbps (25 Mbps/3 Mbps).

<table>
<thead>
<tr>
<th># of Households w/ Advanced Telecommunications Capability*</th>
<th>Total # of Households</th>
<th>% of Households Served</th>
</tr>
</thead>
<tbody>
<tr>
<td>Archuleta</td>
<td>1,160</td>
<td>5,209</td>
</tr>
<tr>
<td>Dolores</td>
<td>1</td>
<td>900</td>
</tr>
<tr>
<td>La Plata</td>
<td>14,081</td>
<td>21,101</td>
</tr>
<tr>
<td>Montezuma</td>
<td>7,373</td>
<td>10,491</td>
</tr>
<tr>
<td>San Juan</td>
<td>14</td>
<td>343</td>
</tr>
</tbody>
</table>

When we compare the number of households in the county with advanced telecommunications capability (4%) to other rural regions (69%), as well as to the balance of the state (93%) it is clear that San Juan County is underserved.

Entire Region 59.5 %
Entire State 93 %
Entire State - Rural areas only 68.8 %

Transportation
Transportation is high on San Juan County’s priority list. With U.S. Highway 550 (US 550) allowing the county’s only paved access to the rest of the region, weather during severe winters regularly closes the highway down in one or both directions, thereby delaying the delivery of mail, goods and services, while keeping residents isolated to the area. The town has the highest potential for isolation due to avalanche-related road closure of any populated community in the lower 48 United States. There is no intercity bus service and no fixed-route transit service between Durango and Silverton. Moreover, in 2010, the Greyhound passenger line that previously provided passenger service from Montrose to Durango via US 550 was redirected over Lizard Head pass via Colorado Highway 145 (bypassing Silverton).
San Juan County Government

San Juan County is one of 64 counties created by the State of Colorado. Eight elected officials, share the responsibilities of implementing state law and managing county business. These include; the Assessor, Clerk and Recorder, Sheriff, Treasurer and Coroner. An elected three member Board of County Commissioners is the chief legislative and executive body of the county. Their duties include overseeing the county budget, land use policy, social services, road maintenance, buildings and public health programs. The County employed a staff of 24 (including elected officials) people in 2015.

Expenditures
San Juan County provides many different services to its citizens, including roads and bridges, public safety, and health and welfare. Expenditures for San Juan County totaled $3,221,272 in 2015, with $4,850,235 estimated for 2016.

Revenues
The County received $3,369,304 in revenues in 2015 and estimates $4,850,235 from 2016 revenues. Revenues are produced from a variety of sources, including non-local tax sources such as federal and state funding for social services programs, highway user taxes and sales taxes generated by visitors to the county or user fees and service charges. There is a 7.9% sales tax in San Juan County. Of this 2.9% goes to the state and 4% is split between the County and the Town of Silverton. Taxes collected within the town are disbursed to the town; taxes collected elsewhere in the county are disbursed to the county. Additionally a 1% sales tax is dedicated to be used for emergency services. Sales tax generated for the County was $113,031 in 2015, and $110,000 is estimated for 2016.

The property tax base for San Juan County is impacted by the high percentage of public lands within the county. San Juan County’s location high in the San Juan Mountains, its extensive mining history, and a very limited land base suitable for residential development have resulted in a skewed land ownership pattern.

There are 28,000 acres of private land (11%); 172,000 acres of Forest Service (San Juan National Forest) land (69); and 49,000 acres of BLM land (19%) out of a total land base of 251,000 acres (392 sq. miles).

It is important to note that most of the land in private ownership is in patented mining claims. In spite of the limited land tax base, property taxes accounted for 36% ($828,392) of the county’s general operating revenue in 2015, on real properties assessed at $43,965,426.

Property tax is based on the appraised value of the property times the assessment ratio times the mill levy. Mill levies are the rates of taxation set by each taxing district.

- Property tax revenues are distributed among municipalities and school districts.
- The mill levy for San Juan County is 19.641.
Update 2016

Infrastructure and Services

**Electric** – The County is served by San Miguel Power Association, Inc.

**Natural Gas** – There is no natural gas in Silverton/San Juan County. Silverton LP Gas Co. distributes propane to many of the newer homes that rely on gas for heating and other energy needs. But numerous government offices, commercial spaces and residential dwellings – still rely upon coal as their primary heating source. Wood and biomass pellet stoves are also commonly used for heat in the winter and cooler months.

**Water** – Within the Town of Silverton, water is provided by the town. Outside of Silverton, people use wells or get water from lakes and streams/springs.

**Wastewater** – Within the Town of Silverton, wastewater is handled by the town; septic tanks are used outside of town.

**Solid Waste** – Bruin Waste Management, of Naturita, CO provides for the community's solid waste services, which include commercial collections, operation of the Town-administrated transfer station and recycling.

**Police & Fire Departments** – Police services in both the Town and County are provided by the San Juan County Sheriff’s Department. Fire services are provided by Silverton/San Juan County Fire Authority, a local volunteer fire department.

**Telecommunications** – CenturyLink Communications, formerly Qwest, provides local calling services and Brainstorm provides internet services.

**Medical Facilities** – The Silverton Clinic is staffed by a Nurse Practitioner and provides free medical services once a week. The County Public Health department provides limited medical care and vaccinations. Emergency medical services are provided by the Silverton-San Juan Ambulance Association, which has paid Paramedics and EMT volunteers. A local non-profit Search and Rescue team also provides some emergency medical services.

**Educational Facilities** – San Juan County School District #1 (includes the K-12 Silverton School population of 65 students in 2016).

**Business Parks** – The Powerhouse Industrial Park, which includes ten sites developed by the Historical Society, houses a cross country ski manufacturer and a woodworking shop, a snowboard manufacturer, a printing supply business, and a small lumber sawmill. Three sites are occupied by building contractors, and four sites are currently vacant.

**Major Employers** – [2014] Core Mountain Enterprises LLC (Silverton Mountain)(40), San Juan County (26), Handlebars Restaurant (26), Silverton School District #1 (12), Town of Silverton (22), Pickle Barrel Restaurant (10), Brown Bear Café (22)

**Recreation Facilities** – One baseball field; one gymnasium (at the school); Kendall Mt Ski Area (downhill skiing, ice-skating and ice hockey), and trails for cross-country and snow-shoeing. In Silverton, the Memorial Park has a track, tennis courts, volleyball, soccer and horseshoes. Facilities at Molas Lake include fishing, camping and picnicking. The Silverton Mountain Ski area offers world class back country ski terrain. The surrounding mountains offer many recreational opportunities – 86% of the county is public land!
**Update 2016**

**Housing** – (2014) Median ($265,000) and average ($236,000) sales prices are on the rise in the Town of Silverton for single family residential homes. Townhomes sales are relatively rare, and unit types such as condos or cabins are not common within the town.

**Childcare Availability** – (2016) 26 Total Slots (Ages 0-5). No Providers offer 24 hour or weekend care. [Childcare Resource and Referral]

**Long Term Care for Seniors** – (2016) None. [San Juan Basin Area Agency on the Aging]

**Estimated number of persons without health insurance** – (2014) 168/26% [US Census Bureau]

**Demographics**

**Population** – In 2000 the county’s resident population was 558, though it has grown by 28% from 2000 to 2014. There has also been an influx of seasonal residents, many of whom have purchased 2nd homes in the area in order to enjoy the rural amenities of life in the high country. This phenomenon, known as “amenity migration”, has produced wide ranging economic impacts on the community. However, seasonal residents are not included in population figures. Many (65%) of the residential units in the county are owned by people whose primary mailing address is outside of the county – 2nd Homeowners.

![Table](https://example.com/table.png)

The annual average rate of growth is expected to increase slightly, and then decrease over the next 20 years, based on local and national trends. In 2015 the county’s resident population is estimated to be 702, with slow growth forecast through 2035, when it is expected to reach 765 people. The number of households is projected to grow from 350 to 371 by 2035, about one household per year. There is an average of two people per household.

**Snapshot of the Local Economy**

**Unemployment Rates**

In 2015, county unemployment rates (4.1 %) were higher than the state (3.2%) and less than the nation (5.3%).

![Unemployment Rates Table](https://example.com/unemployment_table.png)

Sources: Colorado Labor Market; Bureau of Economic Analysis
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. In 2014 there is a larger labor force living in San Juan County than there are jobs. Most of the workers commuting out of the county for jobs are going to San Miguel County (11%). Most of the workers commuting in to San Juan County for jobs are from Montrose County (30%).

<table>
<thead>
<tr>
<th>In Commuters</th>
<th>Count</th>
<th>Share</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total All Jobs*</td>
<td>182</td>
<td>100%</td>
</tr>
<tr>
<td>San Juan County, CO</td>
<td>66</td>
<td>36%</td>
</tr>
<tr>
<td>Montrose County, CO</td>
<td>55</td>
<td>30%</td>
</tr>
<tr>
<td>La Plata County, CO</td>
<td>12</td>
<td>7%</td>
</tr>
<tr>
<td>Delta County, CO</td>
<td>5</td>
<td>3%</td>
</tr>
<tr>
<td>Denver County, CO</td>
<td>5</td>
<td>3%</td>
</tr>
<tr>
<td>Mesa County, CO</td>
<td>4</td>
<td>2%</td>
</tr>
<tr>
<td>San Miguel County, CO</td>
<td>4</td>
<td>2%</td>
</tr>
<tr>
<td>Eagle County, CO</td>
<td>3</td>
<td>2%</td>
</tr>
<tr>
<td>Ouray County, CO</td>
<td>3</td>
<td>2%</td>
</tr>
<tr>
<td>Salt Lake County, UT</td>
<td>3</td>
<td>2%</td>
</tr>
<tr>
<td>All Other Locations</td>
<td>22</td>
<td>12%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Out Commuters</th>
<th>Count</th>
<th>Share</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total All Jobs*</td>
<td>271</td>
<td>100%</td>
</tr>
<tr>
<td>San Juan County, CO</td>
<td>66</td>
<td>24%</td>
</tr>
<tr>
<td>Montrose County, CO</td>
<td>29</td>
<td>11%</td>
</tr>
<tr>
<td>Mesa County, CO</td>
<td>26</td>
<td>10%</td>
</tr>
<tr>
<td>Montrose County, CO</td>
<td>24</td>
<td>9%</td>
</tr>
<tr>
<td>La Plata County, CO</td>
<td>21</td>
<td>8%</td>
</tr>
<tr>
<td>San Juan County, NM</td>
<td>20</td>
<td>7%</td>
</tr>
<tr>
<td>Ouray County, CO</td>
<td>18</td>
<td>7%</td>
</tr>
<tr>
<td>Grand County, UT</td>
<td>6</td>
<td>2%</td>
</tr>
<tr>
<td>Montezuma County, CO</td>
<td>5</td>
<td>2%</td>
</tr>
<tr>
<td>Archuleta County, CO</td>
<td>4</td>
<td>1%</td>
</tr>
<tr>
<td>All Other Locations</td>
<td>52</td>
<td>19%</td>
</tr>
</tbody>
</table>

Source: US Census Bureau LEHD 2014
*Wage and salary employment, proprietors not included
Economic Trends

The discovery of gold in the county by Charles Baker in 1860 was followed by a late breaking gold rush in the 1870's. After the signing of the Brunot Treaty with the Ute Indians in 1874, the Town of Silverton was established and it remains the only community in San Juan County. The Denver and Rio Grande Railroad reached Silverton from Durango in 1882. With the dedication of the "Million Dollar Highway" in July of 1924 the transportation of gold, silver, lead, copper and zinc moved from the narrow gauge train to Highway 550 which connects Silverton to Montrose and to Durango. Beginning in the late 1950's the rail line began instead to carry tourists up from Durango to enjoy the spectacular scenery. At the present time San Juan County has become almost entirely dependent upon tourism, primarily during the summer months when the Durango & Silverton Narrow Gauge Railroad is running. However, winter tourism is growing since the opening of the Silverton Mountain Ski Area, which is also the largest employer in the county.

Employment Sector Trends 2001 - 2014

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 following chart 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 2014 is the latest available data. This chart demonstrates fluctuating job numbers from 2001 to 2014. During that time period 2007 was a strong year for job growth, but declined to a low point in 2010 (337 jobs) – the depth of the recession in the local area. Government, Services and Retail sectors have accounted for the largest proportion of the jobs in San Juan County since 2001. Manufacturing has been on the decline since 2003.
2014 Employment Snapshot

Wages and employment are highly dependent on generally low paying service sector jobs (50% of employment and 41% of employment income). Government jobs provide 22% of employment and 32% of employment income. The retail trade sector accounts for 11% of jobs and 9% of employment income. Proprietors (owners) make up 20% of total employment, while wage and salary jobs account for 80%.

<table>
<thead>
<tr>
<th>San Juan County 2014 Total Employment</th>
<th># of Jobs</th>
<th>% of Jobs</th>
<th>Income ($000)</th>
<th>% of Inc.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture</td>
<td>0</td>
<td>0%</td>
<td>$ -</td>
<td>0%</td>
</tr>
<tr>
<td>Mining</td>
<td>0</td>
<td>0%</td>
<td>$ -</td>
<td>0%</td>
</tr>
<tr>
<td>Utilities</td>
<td>0</td>
<td>0%</td>
<td>$ -</td>
<td>0%</td>
</tr>
<tr>
<td>Construction</td>
<td>32</td>
<td>9%</td>
<td>$ 1,219</td>
<td>12%</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>6</td>
<td>2%</td>
<td>$ 238</td>
<td>2%</td>
</tr>
<tr>
<td>Wholesale Trade</td>
<td>5</td>
<td>1%</td>
<td>$ 182</td>
<td>2%</td>
</tr>
<tr>
<td>Retail Trade</td>
<td>40</td>
<td>11%</td>
<td>$ 934</td>
<td>9%</td>
</tr>
<tr>
<td>Transportation &amp; Warehousing</td>
<td>0</td>
<td>0%</td>
<td>$ 17</td>
<td>0%</td>
</tr>
<tr>
<td>Information</td>
<td>0</td>
<td>0%</td>
<td>$ 39</td>
<td>0%</td>
</tr>
<tr>
<td>Finance Activities</td>
<td>4</td>
<td>1%</td>
<td>$ 121</td>
<td>1%</td>
</tr>
<tr>
<td>Real Estate</td>
<td>13</td>
<td>4%</td>
<td>$ 93</td>
<td>1%</td>
</tr>
<tr>
<td>Services</td>
<td>182</td>
<td>50%</td>
<td>$ 4,166</td>
<td>41%</td>
</tr>
<tr>
<td>Government</td>
<td>78</td>
<td>22%</td>
<td>$ 3,245</td>
<td>32%</td>
</tr>
<tr>
<td>Total</td>
<td>361</td>
<td>100%</td>
<td>$ 10,254</td>
<td>100%</td>
</tr>
</tbody>
</table>

The service sector is composed of many types of jobs, and very different wage scales. Many of the service jobs in San Juan County support tourism in recreation, accommodations (lodging) and food services.

Per Capita Income

<table>
<thead>
<tr>
<th>Per Capita Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>County</td>
</tr>
<tr>
<td>Archuleta</td>
</tr>
<tr>
<td>Dolores</td>
</tr>
<tr>
<td>La Plata</td>
</tr>
<tr>
<td>Montezuma</td>
</tr>
<tr>
<td>San Juan</td>
</tr>
<tr>
<td>Colorado</td>
</tr>
<tr>
<td>National</td>
</tr>
</tbody>
</table>

In 2014, San Juan had a per capita personal income (PCPI) of $31,900. This PCPI ranked 57th in the state and was 65 percent of the state average, $48,869, and 69 percent of the national average, $46,049. [http://www.bea.gov/regional/bearfacts](http://www.bea.gov/regional/bearfacts)
**Livable Wages**

The 2015 Colorado minimum wage is $8.23 per hour, which amounts to $17,382 per year working full time. Many of the jobs in San Juan County/Silverton are in accommodation and food services, with an average annual wage of $15,955. This is only 54% of the livable wage for one adult. More details regarding this report are available at [http://www.swcommunityfoundation.org/Building-Community](http://www.swcommunityfoundation.org/Building-Community).

<table>
<thead>
<tr>
<th>SILVERTON SAN JUAN COUNTY</th>
<th>Adult</th>
<th>Adult + Preschooler</th>
<th>2 Adults + Preschooler + School-age</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing (FMR)</td>
<td>$ 759</td>
<td>$ 1,027</td>
<td>$ 1,027</td>
</tr>
<tr>
<td>1 Childcare $2.42 x 176</td>
<td>-</td>
<td>$ 426</td>
<td>$ 426</td>
</tr>
<tr>
<td>4 Utilities</td>
<td>*</td>
<td>*</td>
<td>*</td>
</tr>
<tr>
<td>Food</td>
<td>$ 291</td>
<td>$ 442</td>
<td>$ 914</td>
</tr>
<tr>
<td>Transportation</td>
<td>$ 256</td>
<td>$ 264</td>
<td>$ 502</td>
</tr>
<tr>
<td>Travel Expense² (4 trips X 100 miles X .575)</td>
<td>$ 230</td>
<td>$ 230</td>
<td>$ 230</td>
</tr>
<tr>
<td>Health Care</td>
<td>$ 157</td>
<td>$ 456</td>
<td>$ 528</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>$ 125</td>
<td>$ 231</td>
<td>$ 332</td>
</tr>
<tr>
<td>Taxes</td>
<td>$ 239</td>
<td>$ 393</td>
<td>$ 570</td>
</tr>
<tr>
<td>Earned Income Tax Credit</td>
<td>$ -</td>
<td>$ (81)</td>
<td>$ (38)</td>
</tr>
<tr>
<td>Childcare Tax Credit</td>
<td>$ -</td>
<td>$ (65)</td>
<td>$ (100)</td>
</tr>
<tr>
<td>Child Tax Credit</td>
<td>$ -</td>
<td>$ (83)</td>
<td>$ (167)</td>
</tr>
</tbody>
</table>

**LIVABLE WAGE**

| HOURLY                  | $ 11.69 | $ 18.41 | $ 24.00 |
| # of jobs at minimum wage ($8.23) | 1.42 | 2.24 | 2.92 |
| Monthly Costs           | $ 2,057 | $ 3,240 | $ 4,224 |
| ANNUAL                  | $ 24,684 | $ 38,879 | $ 50,688 |

Fair Market Rent was used for this community. Utilities are included in that estimate.

**Total Personal Income**

<table>
<thead>
<tr>
<th>San Juan 2014 Total Personal Income ($000)</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employment Earnings</td>
<td>$11,959</td>
</tr>
<tr>
<td>Less: Contributions for Social Insurance</td>
<td>$1,291</td>
</tr>
<tr>
<td>Plus: Residency Adjustment</td>
<td>$860</td>
</tr>
<tr>
<td>Plus: Dividends, Interest &amp; Rent</td>
<td>$7,347</td>
</tr>
<tr>
<td>Plus: Transfer Payments</td>
<td>$4,093</td>
</tr>
<tr>
<td>Total Personal Income</td>
<td>$22,968</td>
</tr>
</tbody>
</table>

*Total personal income estimates are in thousands of dollars, not adjusted for inflation.

According to the BEA, in 2014, San Juan had a total personal income (TPI) of $22,968*. This TPI ranked last in the state and was less than 0.1 percent of the state total.

Estimated payments to retirees accounted for 8.6% of the estimated TPI in San Juan County in 2014. That was $1,979,000.
Total Personal Income Trends 1970 - 2014

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. Less Social Security contributions.

Generally, from 1970 to 2014, 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/](http://www.bea.gov/regional/reis/) (Table CA04)
COMMUNITY DEVELOPMENT ACTION PLAN

The Community Development Action Plan (CDAP) is a list of short-term projects (defined as two years or less). Initial drafts of the CDAPs are developed through review of the current project list, interviews with key community stakeholders, and those working on, or planning, community projects. The CDAPs are presented at various community and public meetings, and distributed for public comment. The final drafts are presented to each county’s Board of Commissioners for approval. The approved copies are included as part of this document. The CDAPs are useful tools for organizations working with communities, and have evolved into being the central source for listing the full range of projects that are in process, or are desired. The CDAPs are used as the official community plan required for eligibility for many federal and state funding sources. The CDAP categories include, but are not limited to:

- Public Lands (Goal 1)
- Housing (Goal 2)
- Infrastructure (Goal 3)
- Telecommunications (Goal 4)
- Economic Development (Goal 5)
- Tourism (Goal 6)
- Access to Capital (Goal 7)
- Programs and Services (Goal 8)

Within these broad categories there are sub-components that have been added throughout the years in response to community feedback. Currently, the format lists: the project, primary partners, available resources (including funding), expected outcomes and action steps. In this CDAP update, a “number of jobs” section has been added where applicable. The CDAP also provides a column for each County’s Board of Commissioners to rank each project as a “high, medium or low” priority rather than providing more specific prioritization and time frames. The reasons include:

- Even a low priority project will be completed before a high priority one if funding is available.
- Projects get behind schedule.
- Listing specific timeframes cause the CDAP to quickly look inaccurate and not be utilized.
- Listing specific timeframes requires too much guesswork.
- Listing a project on the CDAP is a way to make it a community priority.

Guidelines for CDAP Review & Project Additions

Region 9 updates and monitors the Community Development Action Plans (CDAPs) for Archuleta, Dolores, La Plata, Montezuma and San Juan Counties in an ongoing cycle every two years. County Commissioners may update their CDAP at any time and provide the update to Region 9. If a project is submitted out of cycle due to timing or grant applications, the project must have the support of that County’s Commissioner and can be added as an addendum.

Criteria for Adding CDAP Projects out of Cycle:

Is the proposed project required to be part of a community plan?
Is project happening before next CDAP revision?
Does project fit a CDAP definition?

The San Juan County CDAP has a total of 36 projects/objectives, in a range of categories that were ranked and approved by the County Commissioners on November 15, 2015 (signed by Ernest Kuhlman – Chairperson).
<table>
<thead>
<tr>
<th>Project</th>
<th>Rank</th>
<th>Primary Partners</th>
<th>Funding Resources</th>
<th>Cost Estimate</th>
<th>Jobs</th>
<th>Outcomes &amp; Impacts</th>
</tr>
</thead>
</table>
| 1. **Business Development:** Recruit Data Storage Company to San Juan County | Low | • Economic development group (SJDA)  
• Private businesses | • OEDIT  
• Private business  
• Region 9 EDD | Unknown | Undetermined | • Niche business utilizing natural resources.  
• Create jobs.  
• Diversify economy.  
• Cooling/refrigeration opportunities for technology storage. |
| 2. **Business Expansion:** Create more Visibility of Silverton Lodging on Travel Websites | High | • Silverton Chamber | • Colorado Tourism Office – matching marketing  
• Hotel owners | Not determined | 1 job | • Have Silverton lodging options come up in internet searches so more tourists know they can stay here.  
• Market Silverton as a lodging destination.  
• Raise the quality of existing options.  
• Received matching marketing grant from Colorado Tourism Office. |
| 3. **Business Expansion:** Revitalize Mining District | Low | • Mining Companies  
• State of Colorado  
• San Juan County  
• Environmental Protection Agency | • Facility at Howardsville  
• Mining properties with/without mining permits  
• Experienced management & operating personnel base in the community  
• EPA | N/A | Up to 10 new jobs | • Year-round employment with better paying jobs.  
• Increased local purchasing.  
• Increased population base.  
• Increased school enrollment. |
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<th>Funding Resources</th>
<th>Cost Estimate</th>
<th>Jobs</th>
<th>Outcomes &amp; Impacts</th>
</tr>
</thead>
</table>
| 4. Business Retention: Complete Community Priorities in Downtown Colorado Inc. Plan | High | • Silvertown  
• San Juan County  
• SW Colorado Council of Governments  
• Merchants  
• Silverton Chamber  
• Citizens  
• Dept. of Local Affairs | • State Historical Funds  
• Town  
• DoLA – circuit rider  
• Colorado Main St. Program  
• Downtown Colorado Inc.  
• DoLA | Year 1 - $75K grant ($25K local match)  
Year 2 - $50K grant $50K local | Possibly create 1 part-time position for two years | • Provide programs to encourage property maintenance by business owners.  
• Implement ordinance to prohibit boarded up storefronts.  
• Install sidewalks, historic lighting, benches and other beautification projects to core business district.  
• Fill currently empty commercial facilities.  
• Increase amenities for tourism.  
• Improved appearance and pedestrian safety of business district.  
• Blair Street has matching funding. |
## SAN JUAN COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2015

<table>
<thead>
<tr>
<th>Project</th>
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<th>Cost Estimate</th>
<th>Jobs</th>
<th>Outcomes &amp; Impacts</th>
</tr>
</thead>
</table>
| 5. **Economic Development:** Strengthen Economic Development Structure/Organization to Accomplish Items in County’s Community Development Action Plan | **Very High** | - Region 9 EDD  
- San Juan County  
- Silverton  
- Silverton Chamber  
- Silverton Stakeholders | - USDA  
- Region 9 EDD  
- CDBG  
- Grants & donations  
- EDA | Bring in at least $30K for staffing | Create shared position | - Sustainability of county-level economic development organization.  
- Retain San Juan Development Association non-profit structure.  
- Have coordination/staff to accomplish priority community projects.  
- Provide needed business support services and assist governments with little staff capacity.  
- Meet economic development needs in county.  
- Have coordination/staff around grants for community projects.  
- Increase communication to Silverton stakeholders. |
| 6. **Economic Development:** Address Upper Animas Water Shed | **Very High** | - San Juan County  
- Silvertown  
- Environmental Protection Agency  
- Bureau of Land Mgt  
- Forest Service  
- Colorado Dept. of Health  
- San Juan Basin Health | - EPA  
- Region 9 EDD  
- EDA- Recovery Coordinator  
- Animas River Stakeholders  
- State & federal grants  
- CDPHE | Undetermined | Create Coordinator position | - Address mining impacts and acid mine drainage.  
- Coordinate communication with all involved agencies/entities/governments. |
| 7. **Education:** Create Summer School Program & Enrichment Program | **Med** | - Silvertown Schools | - Fees  
- Grants  
- Parents  
- Citizens | Undetermined | 3-5 new jobs  
10 part-time | - Fill summer childcare needs.  
- Sustainability of Silvertown by providing youth programing and supervision.  
- Create enrichment opportunities. |
<table>
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<th>Jobs</th>
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</tr>
</thead>
<tbody>
<tr>
<td>8. Education: Create Youth Sports</td>
<td>Med</td>
<td>- Silverton Schools</td>
<td>- 21st Century Grant</td>
<td>Undetermined</td>
<td></td>
<td>• Develop programming and physical activity programs.</td>
</tr>
<tr>
<td>Collaborative</td>
<td></td>
<td>- Business owners</td>
<td>- Fees</td>
<td></td>
<td></td>
<td>• Fill 3 week gap after and before school starts.</td>
</tr>
<tr>
<td>9. Education: Develop Field Station &amp;</td>
<td>Med</td>
<td>- Mountain Studies Institute</td>
<td>- Grants</td>
<td>Undetermined</td>
<td></td>
<td>• Strengthen and expand research and education in the San Juan Mountains.</td>
</tr>
<tr>
<td>Mountain Research Center</td>
<td></td>
<td>- Partner Universities</td>
<td>- Donations &amp; Fees</td>
<td></td>
<td></td>
<td>• Explore faculty &amp; organizational collaborations.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- San Juan County</td>
<td>- Region 9 EDD</td>
<td></td>
<td></td>
<td>• Conduct economic impact study.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Silverton</td>
<td>- EZ Contribution Project</td>
<td></td>
<td></td>
<td>• Utilize acquisition fund.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Grants</td>
<td>- MSI acquisition-escrow</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10. Health &amp; Human Services:</td>
<td>Med</td>
<td>- Silverton Schools</td>
<td>- Grants</td>
<td>Undetermined</td>
<td></td>
<td>• Expand Medical Services for youth.</td>
</tr>
<tr>
<td>Create Community Based Health Center</td>
<td></td>
<td>- Silverton</td>
<td>- Healthcare partnerships</td>
<td></td>
<td></td>
<td>• Increase mental health services.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- San Juan County</td>
<td>- Area medical &amp; mental facilities and providers</td>
<td></td>
<td></td>
<td>• Meet identified needs as yet unable to serve.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Human Services</td>
<td></td>
<td></td>
<td></td>
<td>• Increase partnerships with health care organizations.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• More local providers including dental and physician.</td>
</tr>
<tr>
<td>11. Historic Preservation:</td>
<td>Med</td>
<td>- San Juan Historical Society</td>
<td>- Grants</td>
<td>Undetermined</td>
<td>n/a</td>
<td>• Add Zip-line to create additional activity for visiting families.</td>
</tr>
<tr>
<td>Complete Restoration &amp; Improvements at</td>
<td></td>
<td>- Private business</td>
<td>- Private business</td>
<td></td>
<td></td>
<td>• Work with BLM on engineering.</td>
</tr>
<tr>
<td>Mayflower Mill</td>
<td></td>
<td></td>
<td>- BLM</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project</td>
<td>Rank</td>
<td>Primary Partners</td>
<td>Funding Resources</td>
<td>Cost Estimate</td>
<td>Jobs</td>
<td>Outcomes &amp; Impacts</td>
</tr>
<tr>
<td>---------</td>
<td>------</td>
<td>------------------</td>
<td>-------------------</td>
<td>---------------</td>
<td>------</td>
<td>-------------------</td>
</tr>
<tr>
<td>12. Historic Preservation: Complete Old Miners Hospital Building Renovation</td>
<td>Med</td>
<td>San Juan Historical Society, San Juan County</td>
<td>80% of space is leased, County, State Historical Society</td>
<td>$600K</td>
<td>Related construction jobs</td>
<td>Renovation of historic structure. Completed renovations for main floor for use as a medical clinic. Funding for a chair lift. Building still needs considerable amount of renovation work. Provides office space for nonprofits.</td>
</tr>
<tr>
<td>Project</td>
<td>Rank</td>
<td>Primary Partners</td>
<td>Funding Resources</td>
<td>Cost Estimate</td>
<td>Jobs</td>
<td>Outcomes &amp; Impacts</td>
</tr>
<tr>
<td>----------------------------------------------</td>
<td>--------</td>
<td>-------------------------------------------------------</td>
<td>------------------------------</td>
<td>---------------</td>
<td>----------------------------------</td>
<td>--------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Approve Westside Improvement District</td>
<td>Very High</td>
<td>Silverton, Affected Landowners, Environmental Protection Agency</td>
<td>Town, Area land owners, USDA, EPA</td>
<td>Undetermined</td>
<td>Related construction jobs and serves to keep workers in the community.</td>
<td>Provide affordable rental and owner occupied units. Provide workforce housing units. Build homeowner pipeline. Secure a developer(s) Increased number of affordable housing units available in Silverton, both rental and homeownership. Sensible regulations of short-term rentals to maintain availability of limited local rental stock.</td>
</tr>
<tr>
<td>16. Housing:</td>
<td>Very High</td>
<td>San Juan County, Region 9 EDD, Silverton, Housing organizations, Environmental Protection Agency</td>
<td>Regional Housing groups, Town, County, DoLA, Private sector, State &amp; Federal grants EPA</td>
<td>Undetermined</td>
<td>N/A</td>
<td>Develop plan and timeline to complete projects and make sure there is coordination among groups.</td>
</tr>
<tr>
<td>Develop Anvil Mountain Affordable Housing Project</td>
<td></td>
<td>San Juan County, Region 9 EDD, Silverton, Housing organizations, Environmental Protection Agency</td>
<td>Regional Housing groups, Town, County, DoLA, Private sector, State &amp; Federal grants EPA</td>
<td>Undetermined</td>
<td>N/A</td>
<td>100 acre parcel to be conveyed to Town via BLM. Work to Improve and Expand Kendall Mountain Ski Area.</td>
</tr>
<tr>
<td>17. Land Use:</td>
<td>Low</td>
<td>Silverton, San Juan County, Bike Club, BLM/Forest Service, Mountain Studies Institute</td>
<td>Grants, Donations, MSI</td>
<td>Undetermined</td>
<td>N/A</td>
<td>Develop plan and timeline to complete projects and make sure there is coordination among groups.</td>
</tr>
<tr>
<td>Complete Master Plan for Biking/Hiking Non-motorized Trails</td>
<td></td>
<td>Silverton, San Juan County, Bike Club, BLM/Forest Service, Mountain Studies Institute</td>
<td>Grants, Donations, MSI</td>
<td>Undetermined</td>
<td>N/A</td>
<td>100 acre parcel to be conveyed to Town via BLM. Work to Improve and Expand Kendall Mountain Ski Area.</td>
</tr>
<tr>
<td>18. Parks &amp; Recreation:</td>
<td>High</td>
<td>Silverton, San Juan County, Bureau of Land Mgt</td>
<td>Town/County, CDPHE, Colorado Brownfields Foundation, GoCO</td>
<td>Trade</td>
<td>N/A</td>
<td>100 acre parcel to be conveyed to Town via BLM. Work to Improve and Expand Kendall Mountain Ski Area.</td>
</tr>
</tbody>
</table>
### Project 19. Parks & Recreation:
Complete Trail System in Town of Silverton

<table>
<thead>
<tr>
<th>Rank</th>
<th>Primary Partners</th>
<th>Funding Resources</th>
<th>Cost Estimate</th>
<th>Jobs</th>
<th>Outcomes &amp; Impacts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Med</td>
<td>San Juan County</td>
<td>Grants</td>
<td>Undetermined</td>
<td>N/A</td>
<td>Utilize existing Animas River corridor and Silverton Trails plans to develop and maintain summer-winter trail system, from town for family opportunities and to connect town to the backcountry. Connect the visitor center on the south side of town with the established trail system.</td>
</tr>
<tr>
<td></td>
<td>Silverton</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Mountain Studies Institute</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Silverton Chamber</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Silverton Schools</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>GoCO</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Community Volunteers</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Project 20. Parks & Recreation:
Improve Eureka Campground & Facilities

<table>
<thead>
<tr>
<th>Rank</th>
<th>Primary Partners</th>
<th>Funding Resources</th>
<th>Cost Estimate</th>
<th>Jobs</th>
<th>Outcomes &amp; Impacts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Med</td>
<td>Animas River Stakeholders</td>
<td>Existing gravel pit near the proposed site</td>
<td>Undetermined</td>
<td>n/a</td>
<td>River stabilization near old Eureka town site. Provide gravel for County roads. Ensure water quality.</td>
</tr>
<tr>
<td></td>
<td>San Juan County</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Bureau of Land Mgt</td>
<td>Road and Bridge Dept. expertise and equipment</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>US Army Corps of Engineers</td>
<td>EPA or Army Corps of Engineers Funding</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Sunnyside Gold Corp</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Environmental Protection Agency</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Project 21. Public Infrastructure:
Replace Lackawanna Bridge

<table>
<thead>
<tr>
<th>Rank</th>
<th>Primary Partners</th>
<th>Funding Resources</th>
<th>Cost Estimate</th>
<th>Jobs</th>
<th>Outcomes &amp; Impacts</th>
</tr>
</thead>
<tbody>
<tr>
<td>High</td>
<td>Silverton</td>
<td>Town</td>
<td>$1,330,000 estimate</td>
<td>Construction job retention</td>
<td>Fix safety issue.</td>
</tr>
<tr>
<td></td>
<td>San Juan County</td>
<td>County</td>
<td>$1,060,000 federal &amp; $266,000 San Juan County Match</td>
<td></td>
<td>Find the 20% match for CDOT funds.</td>
</tr>
<tr>
<td></td>
<td>CDOT</td>
<td>$1,060,000 federal &amp; $266,000 San Juan County Match</td>
<td></td>
<td>County / Town would need to get us a design cost estimate.</td>
<td></td>
</tr>
</tbody>
</table>
## SAN JUAN COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2015

<table>
<thead>
<tr>
<th>Project</th>
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<th>Cost Estimate</th>
<th>Jobs</th>
<th>Outcomes &amp; Impacts</th>
</tr>
</thead>
</table>
| **22. Public Infrastructure:**               | Med  | • San Juan County  
• Silverton  
• 4CORE  
• Governor’s Energy Office | • San Juan Historical Society  
• County  
• Town  
• Energy Management Asst. Program (EMAP)  
• Trident Energy | Undetermined | 32 new jobs are generated for every $1 million spent on preservation of historic buildings |
| Restoration, Repair & Maintenance of Community Buildings including Visitor Center & Town Hall |      |                                                                                        |                                                             |               | Historic integrity of community buildings would be preserved.  
Buildings would be repaired and maintained.  
Address exterior of the Visitor Center.  
Weatherize Town Hall and improve energy efficiency of municipal buildings to decrease utility bills and provide reliable heat. |
| **23. Public Infrastructure:**               | Med  | • Silverton                             | • Town                                                                          | Undetermined | N/A | Increase flow capacity of Silverton’s main water line to ensure adequate water pressure year round.  
Relocate Bear Creek Raw Water Supply used at school & park. |
<p>| Improve Headwaters Serving Silverton         |      |                                                                                        |                                                             |               |      |                                                                                  |</p>
<table>
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<tr>
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<th>Funding Resources</th>
<th>Cost Estimate</th>
<th>Jobs</th>
<th>Outcomes &amp; Impacts</th>
</tr>
</thead>
</table>
| 24. Public Infrastructure:                  |      | • Silverton                                           | • Town                                    | Undetermined  | N/A  | • Culvert improvements to Greene Street/Hwy 550 to increase flow conveyance to improve drainage and prevent potential flooding to adjacent residential units.  
• Boulder Creek head gate.  
• Relocate Bear Creek Raw Water.  
• Loop dead end portions of Town’s water system to improve fire flows and reduce water line freeze problems.  
• Complete Infrastructure Plan for street water looping and drainage.  
• Run water/sewer line to power house.                                                                 |
| Improve Drainage & Water Flow in Silverton   | High | • San Juan County                                    | • County                                  |               |      |                                                                                                                                                                                                                  |
|                                              |      | • SW Water Conservation District                      | • USDA                                    |               |      |                                                                                                                                                                                                                  |
|                                              |      |                                                       | • DOLA                                    |               |      |                                                                                                                                                                                                                  |
|                                              |      |                                                       | • SW Water Conservation District          |               |      |                                                                                                                                                                                                                  |
|                                              |      |                                                       | • Historical Society                     |               |      |                                                                                                                                                                                                                  |
|                                              |      |                                                       | • Silverton                              |               |      |                                                                                                                                                                                                                  |
|                                              |      |                                                       | • San Juan County                        |               |      |                                                                                                                                                                                                                  |
|                                              |      |                                                       | • SW Water Conservation District          |               |      |                                                                                                                                                                                                                  |
|                                              |      |                                                       | • Historical Society                     |               |      |                                                                                                                                                                                                                  |
| 25. Public Infrastructure:                  | High | • Animas River Stakeholders                           | • USDA                                    | Undetermined  | N/A  | • Meeting water quality standards over the next 20 years.  
• Molas Lake tested year-round.  
• The Animas River Stakeholders continue to meet regularly to strategize on water quality improvement approaches for the upper Animas and its tributaries.                                           |
<p>| Improve Water Quality Standards              |      | • Landowners                                           | • Federal agencies (EPA, CDPHE)           |               |      |                                                                                                                                                                                                                  |
|                                              |      | • Silverton                                           | • Mining companies                        |               |      |                                                                                                                                                                                                                  |
|                                              |      |                                                       | • Animas River Stakeholders              |               |      |                                                                                                                                                                                                                  |
|                                              |      |                                                       | • Landowners                             |               |      |                                                                                                                                                                                                                  |
|                                              |      |                                                       | • Silverton                             |               |      |                                                                                                                                                                                                                  |
|                                              |      |                                                       | • San Juan County                       |               |      |                                                                                                                                                                                                                  |
|                                              |      |                                                       | • SW Water Conservation District          |               |      |                                                                                                                                                                                                                  |
|                                              |      |                                                       | • Historical Society                     |               |      |                                                                                                                                                                                                                  |
|                                              |      |                                                       | • Animas River Stakeholders              |               |      |                                                                                                                                                                                                                  |
|                                              |      |                                                       | • Landowners                             |               |      |                                                                                                                                                                                                                  |
|                                              |      |                                                       | • Silverton                             |               |      |                                                                                                                                                                                                                  |
|                                              |      |                                                       | • San Juan County                       |               |      |                                                                                                                                                                                                                  |
|                                              |      |                                                       | • SW Water Conservation District          |               |      |                                                                                                                                                                                                                  |
|                                              |      |                                                       | • Historical Society                     |               |      |                                                                                                                                                                                                                  |
| 26. Public Infrastructure:                  | Low  | • Silverton                                           | • GoCo                                    | Undetermined  |      | • Add/improve pedestrian bridges by Memorial Park and courthouse.                                                                                                                                                 |
| Construct Pedestrian Bridges                 |      | • San Juan County                                    | • BLM land transfer creates cash match    |               |      |                                                                                                                                                                                                                  |
|                                              |      |                                                       | • GoCo                                    |               |      |                                                                                                                                                                                                                  |</p>
<table>
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<th>Jobs</th>
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| **27. Public Infrastructure:** Replace Bridge at Cement Creek | Med | • Silverton  
• San Juan County  
• Co. Dept. of Transportation | • Silverton  
• San Juan County  
• CDOT | Undetermined | Construction job retention | • Improved northern entrance to town by courthouse. |
| **28. Public Lands:** Alpine Wetland Restoration | Med | • Mountain Studies Institute | • State & federal grants  
• Private donations  
• MSI | Undetermined as within annual budget | n/a | • Restore damaged and degraded wetlands. |
| **29. Public Lands:** Develop Trail from Molas Lake to Town | Med | • Silverton  
• High Country Pathfinders  
• Bureau of Land Mgt | • GoCO  
• Town  
• High Country Pathfinders  
• BLM  
• Private land owners | Undetermined | 1-3 positions | • Provide hiking opportunity for Town residents.  
• Work with BLM regarding the acquisition of 50 acres adjacent to the lake.  
• Increase winter traffic of snowmobilers into Town.  
• Develop long-term plan for Molas Lake.  
• Find long-term lesers/operators/concessionaire for campground. |
| **30. Public Lands:** Seek Resources for Toilet Facilities along San Juan Skyway | Med | • Forest Service  
• BLM  
• San Juan County  
• Silverton | • Forest Service  
• BLM  
• CDOT  
• GoCO  
• Private business | Unknown | At least one position | • Retain bathroom facilities on Molas lookout and other areas as determined.  
• Seek long-term contractor to provide facility maintenance/service. |
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• Silverton  
• San Juan County  
• Bureau of Land Mgt  
• Durango & Silverton Railroad | • Forest Service  
• BLM  
• Town  
• County  
• GoCO  
• DoLA  
• BLM  
• Railroad  
• State & Federal grants  
• CDPHE  
• EPA | Undetermined | N/A | • Restoration of Lackawanna Mill Building.  
• Restore wetlands & riparian habitat along corridor. |
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| **32. Telecommunications:**  
Complete Primary Fiber Path into and out of Silverton | Very High | & San Juan County  
Silverton  
SW Colorado Council of Governments  
Region 9 EDD  
San Miguel Power  
Club 20  
Eagle Net Alliance  
Century Link Corp. | & SWCCOG  
Eagle-Net Alliance  
DoLA  
Town  
County | Undetermined | Create jobs associated with new businesses that require high speed internet  
Finish uncompleted segments of in-ground fiber cable by EagleNet Alliance (ENA themselves or possible partnership to use dark fiber already in place).  
Eagle Net to fix five mile gap between Cascade and Durango.  
SWCCOG applied for broadband planning to develop operations/IT plan to better Utilize SCAN Network—provide database of equipment.  
Increased service, capacity and redundancy.  
Attract telecommuters.  
Finalize all connections and light the system.  
System testing is successful  
School connection open & functioning. |  

| 33. Tourism:  
Expand Promotion of Silverton/San Juan County & Improve Brand Identity | High | & Silverton Chamber  
Region 9 EDD | & Town  
County  
Colorado Tourism Office  
Region 9 EDD  
EPA | Undetermined | Create p/t assistant job  
Work to repair any brand damage from Gold King Mine spill.  
Expand visitor outreach of Silverton/San Juan County. |  

Items in bold indicate lead partner
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| **34. Tourism:**  
Rebuilding a 2 1/2 mile portion of the Silverton Northern Railroad | Low | • San Juan Historical Society  
• San Juan County  
• Silverton | • EDA funds  
• OEDIT  
• Private foundations | $1 million | 8 seasonal and 8 year-round jobs | • Increase sales tax through the number of visitors.  
• Short inexpensive trip when in Silverton.  
• Keep communication open with D&SNGRR about the project.  
• Plans to lay 300 feet of track along the old Silverton Northern rail line between the Power Station and Howardville are underway.  
• Grade is built for demonstration track.  
• Caboose in place and $20K already raised. |
| **35. Tourism:**  
Complete Blair Street Improvement District Projects | High | • Silverton  
• Blair St. Improvement District  
• San Juan Historical Society | • Ben Nighthorse Campbell match  
• State Historical Society  
• Firemen  
• DoLA  
• GoCO  
• EPA  
• Private businesses | $250K | Construction related | • Restoration & weatherization of Old Town Hall.  
• Conduct design and engineering study of Blair Street for lighting, board walks and possibly drainage.  
• Install historic lighting and build new restrooms at Columbine Park.  
• Utilize funding from DoLA for Downtown Colorado Inc. projects.  
• Received $8,500 to do Historic Structure Assessment on Old Town Hall.  
• Complete historic assessment.  
• Conduct feasibility study. |
## SAN JUAN COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2015

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| 36. Transportation: Expand Transportation Network | Low | • Regional Transit Providers  
• SW Colorado Council of Governments  
• Co. Dept. of Transportation | • CDOT  
• Private business | Undetermined | At least 1 local transit provider | • Transit providers that addresses commuter population and community needs.  
• Partnerships with existing transit systems & providers to meet growing transit needs between Communities.  
• Participation in regional transit planning.  
• Address freight needs & barriers in County. |

Approved this day: November 15, 2015  
San Juan County Commission  
Ernest Kuhlman, Chairperson