
Region 9 Report-2009

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INTRODUCTION

The Region 9 Economic Development District of Southwest Colorado, Inc. provides economic and community development services to a five county area, which includes Archuleta, Dolores, La Plata, Montezuma and San Juan Counties, as well as the Southern Ute and Ute Mountain Ute Indian Tribes. Region 9 encompasses 6,584 square miles, 6.3% of the total land area in the State of Colorado (104,247 sq. miles). Of the total, 45% are public lands, 38% are private lands and 17% are tribal lands. Geographically the area is located in a transitional zone between the southwestern edge of the Rocky Mountains and the eastern edge of the Colorado Plateau.

The purpose of this *Report* is to present some of the significant aspects and trends of the regional economy. This *Report* summarizes demographic and economic information for the region as a whole, and for each of the individual counties.

Notes on Sources - The Demography Section - Colorado Division of Local Government (CDLG) provided employment and income estimates using 2007 data from the Colorado Department of Labor (ES202) and information from the Bureau of Economic Analysis (BEA). That data was provided in the framework of the North American Industry Classification System (NAICS). Unfortunately, the release of economic information is always about two years behind the current year, so 2007 is the benchmark year for this report. A **Glossary** is included to provide a better understanding of key terms and concepts used in this report.

Another valuable resource, which provides frequently updated economic information about the region, is the *Four Corners Economic Quarterly*. This online publication, produced by Fort Lewis College, is available at soba.fortlewis.edu/FCEQ/fceq/index.htm.

REGION 9 OVERVIEW

Community Vision – We strive to encourage economic development that preserves our small-town and traditional heritage, takes care of our natural resources, and provides opportunities for our children to stay in Southwest Colorado.

The regional economy encompasses a five county area including Archuleta, Dolores, La Plata, Montezuma and San Juan Counties, as well as the Southern Ute and Ute Mountain Ute Indian Tribes. The Tribes are major economic forces with their diversified tribal enterprises, and provide employment for tribal members as well as others within the regional community.

The larger economy actually includes the entire "Four Corners" area, including southwest Colorado, northwest New Mexico, northeast Arizona, and southeast Utah. People in the area often commute long distances to take advantage of better employment opportunities, better shopping, or lower real estate prices.

Sustainable economic development is a high priority for the region. The challenge is to grow our economy in a way that balances the needs of the environment and society with those of economic growth and development. These three areas overlap, and are inseparable. Understanding the economic base of each our counties is a key issue. Detailed analysis of La Plata County base industries in the context of second homes is now complete, and provides another method to examine other counties in the region.

If our goal is to foster a sustainable economy, we need to develop more diversity to improve the number, quality, and variety of jobs that are available to local residents. Sustainable economies should be diverse so that one industry's decline does not negatively affect the entire economy. In turn, a well trained workforce is essential to provide the necessary skills that will draw desirable employment industries into the region.

If you are interested in learning more about the issues and economic trends in our region go to our Southwest Colorado Access Network (SCAN) www.scan.org to view the latest publications and review historical data in our archives.

Population Trends - The population within the five counties of Region 9 grew at a rate of about 36% from 1990 to 2000, and about 13% between 2000 and 2007. Much of this growth can be attributed to what is being termed "amenity migration".

Newcomers are moving in to take advantage of the area's unique natural resources, quality of life, and other amenities that the region offers. Many of these newcomers are retirees or 2nd home-owners that bring along their pensions and other retirement benefits. This "new" money impacts the local economy as it is spent on new homes and goods and services.

A look at the annual average population change for each county gives an idea of growth trends in Region 9 from 1970 to 2000. The 1980 – 1990 declines seen in Dolores and San Juan Counties are due to the closure of the mines in those areas, resulting in job and population losses.

Average Annual % Change			
	1970-1980	1980-1990	1990-2000
Archuleta	3.4%	4.6%	8.5%
Dolores	0.1%	-0.9%	2.3%
La Plata	4.2%	1.9%	3.6%
Montezuma	2.7%	1.4%	2.7%
San Juan	0.0%	-1.1%	-2.5%
Region 9	3.3%	1.8%	3.7%

Source: Colorado Demography Section estimates 10-08

From 2000 to 2007 we see slower growth rates but the impacts of growth are apparent in our towns and on our roadways. The natural environment, and the amenities it provides, are behind much of the growth and have become the larger region's chief economic asset.

	Census 2000	Estimates 2007	Avg. ann. % Change
Archuleta	9,898	12,625	3.9%
Dolores	1,844	1,937	0.7%
La Plata	43,941	49,758	1.9%
Montezuma	23,830	25,561	1.0%
San Juan	558	571	0.3%
Region 9	80,071	90,452	1.9%

Source: Colorado Demography Section estimates 10-08

The regional population will continue to grow, albeit slowly, based on forecasts by Colorado Demography Section.

Population Forecasts					
Region 9	2010	2015	2020	2025	2030
Population	94,824	107,849	123,431	137,538	151,042
Avg. Ann. % Change	2.6%	2.7%	2.2%	1.9%	

Source: Colorado Demography Section estimates 10-08

The challenge is to align economic growth and development in ways that will enhance the quality of our lives and protect our natural environment and rural lifestyles.

Employment and Income - When unemployment rates are compared, we see that La Plata County was below state and national levels in 2008, and that all counties showed improvement from 2004 to 2007. The impacts from the current recession are just beginning to become apparent.

These rates are seasonally adjusted because unemployment rates are generally much higher during the winter months than they are during the summer.

Unemployment Rates Compared 2004 - 2008					
	2004	2005	2006	2007	2008
Archuleta	4.9%	4.8%	4.2%	3.9%	5.2%
Dolores	7.7%	7.0%	6.6%	5.1%	7.3%
La Plata	4.1%	3.9%	3.4%	2.9%	3.6%
Montezuma	5.3%	5.3%	4.5%	4.0%	5.4%
San Juan	11.1%	7.5%	4.9%	4.4%	5.5%
Colorado	5.3%	5.0%	4.4%	3.9%	4.9%
National	5.5%	5.1%	4.6%	4.6%	5.8%

Source: Colorado Dept of Labor

Region-wide, in 2007, 77% of jobs are wage and salary employment, while 23% is through proprietors (owners).

The service sector provided 38% of jobs and 30% of job income in the region. These jobs include highly paid professionals such as engineers, as well as lower paying unskilled labor. Government employment is also important in the regional economy, providing 18% of jobs and 23% of job income.

Region 9 2007 Total Employment	# of Jobs	% of Jobs	Income (\$000)	% of Inc.
Agriculture	2,020	4%	-3,972	0%
Mining & Utilities	1,277	2%	115,830	7%
Construction	6,627	12%	230,819	14%
Manufacturing	1,339	2%	34,896	2%
Transport. & Warehousing	1,075	2%	43,772	3%
Wholesale & Retail Trade	7,519	14%	193,683	11%
Information	751	1%	32,229	2%
F,I & RE	3,981	7%	149,223	9%
Services	20,877	38%	511,103	30%
Government	9,835	18%	383,242	23%
Total	55,301	100%	\$ 1,690,825	100%

Source: Colorado Demography Section 5-09

*Agricultural income reflects net losses from livestock and crop production
F,I & RE - Finance, Insurance & Real Estate

Base Analysis - Base analysis distinguishes which industries are responsible for overall growth and change. In 2007, about \$1.16 billion came into the Region as new dollars being drawn into the local economy through jobs in **base industries**.

Base industries produce exports or derive their sales or income *directly* from outside sources, or *indirectly* by providing supplies to export industries. These activities **bring in outside dollars** to circulate within the local economy. These are the industries that benefit communities the most.

The Archuleta, La Plata and San Juan County economies are based primarily on tourism. Agriculture related services and forestry remain significant sources of employment for certain parts of the region, especially Dolores and Montezuma Counties, yet provide relatively little employment income. Please note that there are some limitations with using BEA data to establish agricultural income.

2007 Base Industries Region 9	# of Jobs	% of Jobs	Income (\$000)	% of Inc.
Agribusiness	2,862	7%	\$ 26,873	2%
Mining	1,110	3%	\$ 98,530	8%
Manufacturing	723	2%	\$ 17,375	1%
Regional Services	6,205	16%	\$ 210,785	18%
Tourism	9,841	26%	\$ 216,458	19%
Government	2,967	8%	\$ 135,828	12%
Households	8,274	22%	\$ 242,078	21%
Indirect Unassigned	6,245	16%	\$ 215,029	18%
Total	38,226	100%	\$ 1,162,956	82%

Source: Colorado Demography Section 5-09

Another base industry is created by households that spend money earned elsewhere. For example, a retiree whose income comes from outside of the county is supporting many traditional local resident services jobs; however, since their income is from outside the local economy, the local resident service jobs are also considered basic.

Region 9 - Percentage of Jobs in Base Industries					
2007	Archuleta	Dolores	La Plata	Montezuma	San Juan
Agribusiness	7%	32%	6%	10%	1%
Mining	1%	0%	4%	1%	0%
Manufacturing	1%	1%	1%	4%	0%
Regional Services	9%	11%	16%	21%	12%
Tourism	34%	6%	28%	15%	59%
Government	2%	8%	10%	5%	2%
Households	28%	27%	15%	34%	20%
Indirect Unassigned	17%	13%	19%	9%	6%
Total #jobs	4,706	841	23,009	9,312	358

An additional \$5.2 million in job income was generated through *local resident services*. Local resident services provide services to residents and also **re-circulate dollars** within the local economy. Resident services include industries that take care of the local community, such as health services, education, and employment at the local grocery store. Residential industries are *industries* because they create jobs, which, in turn, create demands for worker housing and services.

Total Personal Income (TPI) - TPI is the sum of all income paid to residents of Region 9 from various sources. Components include employment income, transfer payments, dividends, interest and rent, and residency adjustments.

Region-wide, TPI amounted to almost \$2.6 billion in 2007, down about 10% from 2006. This is due primarily to decreased employment income and diminished transfer payments. As we see from the table below each county has its own mix of income sources, which can change over time. Retirees brought in about \$38.6 million (14%) of this income through transfer payments and dividends, interest and rent.

Region 9 - Total Personal Income Components by County - 2007					
	Employment Income	Residency Adjustment	Div., Int & Rent	Transfer Payments	Total (\$000)
Archuleta	54%	4%	21%	22%	\$ 261,575
Dolores	48%	19%	10%	23%	\$ 44,722
La Plata	72%	-1%	14%	14%	\$1,630,927
Montezuma	55%	14%	13%	19%	\$ 616,647
San Juan	60%	14%	12%	14%	\$ 14,350
Region 9	66%	4%	14%	16%	\$2,568,221

Source: Bureau of Economic Analysis

Per Capita Income (PCI) - All income in a region is added together (TPI), and then divided by the number of residents. PCI continues to increase in most of our counties (except Dolores) but still is not on a par with state and national incomes.

Per Capita Income 2006		
	PCI 2006	% of USA
USA	\$ 36,714	100%
Colorado	\$ 39,491	108%
Archuleta	\$ 25,145	68%
Dolores	\$ 25,347	69%
La Plata	\$ 36,493	99%
Montezuma	\$ 28,547	78%
San Juan	\$ 30,096	82%

Source: Bureau of Economic Analysis

ARCHULETA COUNTY

Population - In 2000 the county's population was 9,898. According to the 2000 Census the median age was 40.8. Males comprised 51% and females comprised 49% of the total population. The average household size was 2.47 people.

The majority of the county's population is concentrated within the Town of Pagosa Springs and its surrounding subdivisions. Most of the growth, however, is occurring in unincorporated areas of the county. These population figures do not reflect the large number of seasonal residents in this area. Archuleta is one of the fastest growing counties in the state.

	Census 2000	Estimates 2007	% Change 2000-2007
Archuleta	9,898	12,625	27.6%
Pagosa Springs	1,591	1,760	10.6%
Unincorporated	8,307	10,865	30.8%

Source: Colorado Demography Section estimates 10-08

The annual average growth rate in Archuleta County is expected to decrease over the next 20 years, however the population is projected to almost double by 2030.

Population Forecasts					
Archuleta	2010	2015	2020	2025	2030
Population	14,107	17,045	20,455	23,851	27,168
Avg. Ann. % Change	3.9%	3.7%	3.1%	2.6%	

Source: Colorado Demography Section estimates 10-08

Economic Trends - Archuleta County developed as a result of a unique combination of natural resources and natural attributes, i.e. the Hot Springs located in Pagosa Springs. Initially these resources were "traditional west" commodities such as timber, cattle and minerals. In 1970, manufacturing (primarily wood products) provided 30% of the county's total work income and generated \$7.4 million in earnings. Over the next 20 years manufacturing wages decreased. The decline of the timber industry in the late 1970's played a large role in this decrease.

The 1980's were a time of relative stability in terms of population and economy, reflecting the "flat" state and national economies. Since that time, Archuleta County has been in transition from a traditional rural community to a more urban environment in which tourism is the number one industry. Employment trends from 1980 to 2005 are also available in the CEDS Publication¹.

Employment and Income - The unemployment rate was lower than state and national levels from 2004 to 2007, but rose in 2008. The current economy supports relatively low unemployment, although seasonal fluctuations are seen in the winter months, when unemployment rises.

Unemployment Rates Compared 2004 - 2008					
	2004	2005	2006	2007	2008
Archuleta	4.9%	4.8%	4.2%	3.9%	5.2%
Colorado	5.3%	5.0%	4.4%	3.9%	4.9%
National	5.5%	5.1%	4.6%	4.6%	5.8%

Source: Colorado Dept of Labor

The U.S. Census Bureau estimates that in 2000 there were 466 people commuting out of the county for work, primarily out of state (152) and to La Plata County (248). In contrast, 335 people were commuting in for work, primarily from out of state (58); La Plata County (110) and Rio Grande County (70). A regional transit study is currently underway that might help to alleviate impacts to roadways given the high numbers of commuters.

The following table includes wage earners as well as proprietors (owners). About 64% of total employment is by wage earners, while 36% is through proprietors.

Archuleta County 2007 Total Employment	# of Jobs	% of Jobs	Income (\$000)	% of Inc.	Avg. ann. wage
Agriculture	268	4%	\$ (4,565)	-3%	*
Mining & Utilities	94	1%	4,651	3%	\$ 49,479
Construction	960	15%	\$ 21,670	15%	\$ 22,573
Manufacturing	94	1%	\$ 1,502	1%	\$ 15,979
Transport & Warehousing	45	1%	\$ 1,197	1%	\$ 26,600
Wholesale & Retail Trade	962	15%	\$ 23,897	17%	\$ 24,841
Information	83	1%	\$ 3,393	2%	\$ 40,880
F, I & R E	681	11%	\$ 22,076	16%	\$ 32,417
Services	2,565	40%	\$ 42,294	30%	\$ 16,489
Government	675	11%	\$ 25,311	18%	\$ 37,498
Total	6,427	100%	\$141,426	100%	

Source: Colorado Demography Section 5-09

*Agricultural income reflects net losses from livestock and crop production
F, I & R E - Finance, Insurance & Real Estate

The service sector employs about 40% of workers in the county, and represents 30% of the earnings. The service sector is composed of many types of jobs, and very different wage scales. These include highly paid professionals, as well as entry level wage earners. Many of the service jobs in Archuleta County support tourism, accommodation (lodging) and food services.

Archuleta County 2007 Service Sectors	# of Jobs	% of Jobs	Income (\$000)	% of Inc.	Avg. ann. wage
Professional, Scientific, Technical	660	26%	\$13,170	31%	\$ 19,924
Education, Health, Social Assistance	396	15%	\$ 6,461	15%	\$ 16,316
Arts, Entertainment, Recreation	181	7%	\$ 2,029	5%	\$ 11,210
Accommodation, Food Service	776	30%	\$11,224	27%	\$ 14,463
Other Services	552	22%	\$ 9,410	22%	\$ 17,047
Total	2,565	100%	\$42,294	100%	\$ 16,489

Base Analysis - Base analysis distinguishes which industries are responsible for overall growth and change. In 2007 more than \$99 million came into Archuleta County as new dollars being drawn into the local economy through jobs in **base industries**.

Base industries produce exports or derive their sales or income *directly* from outside sources, or *indirectly* by providing supplies to export industries. These activities **bring in outside dollars** to circulate within the local economy. These are the industries that benefit communities the most.

2007 Base Industries Archuleta County	# of Jobs	% of Jobs	Income (\$000)	% of Inc.
Agribusiness	330	7%	\$ (3,298)	-3%
Mining	37	1%	\$ 1,455	1%
Manufacturing	34	1%	\$ 463	0%
Regional Services	439	9%	\$ 10,321	10%
Tourism	1,615	34%	\$ 32,886	33%
Government	115	2%	\$ 5,438	5%
Households	1,334	28%	\$ 32,578	33%
Indirect Unassigned	803	17%	\$ 19,776	20%
Total	4,706	100%	\$ 99,619	100%

Source: Colorado Demography Section 5-09

An additional \$41.8 million in employment income was generated through *local resident services*. Local resident services provide services to residents and also **re-circulate dollars** within the local economy. Resident services include industries that take care of the local community, such as health services, education, and employment at the local grocery store. Residential industries are *industries* because they create jobs, which, in turn, create demands for worker housing and services.

Top employers include the school district and county government as well as private companies.

Top Employers Archuleta County 2007	
Archuleta County 2007	# of Jobs*
Archuleta County School Dist. 50 JT	257
Archuleta County	171
Dillon Companies Inc.	116
Fairfield Communities	93
T2 Marketing	72
Pagosa Resort and Spa	66
Parelli Natural Horsemanship Inc.	54
Pine Ridge Extended Care Center	48
Matercorp	43
Sara Enterprises Inc.	43

* Annual average

Total Personal Income (TPI) - TPI is the sum of all income paid to residents of Archuleta County from various sources. Components include employment income, transfer payments, dividends, interest and rent, and residency adjustments. See the **Glossary** for a more detailed discussion of the individual components.

Archuleta 2007 Total Personal Income (\$millions)		% of Total
Employment Earnings	\$ 141.4	54%
Residency Adjustment	\$ 9.7	4%
Dividends, Interest & Rent	\$ 54.1	21%
Transfer Payments	\$ 56.3	22%
Estimated TPI	\$ 261.6	100%

Retirees brought in \$ 38.6 million (14%) of TPI through transfer payments and dividends, interest and rent.

Per Capita Income (PCI) - The latest official figure from the Bureau of Economic Analysis is from 2006, when PCI was estimated at \$25,145.

Housing - According to the State Demographers office, in 2007 there were 8,242 total housing units. Of these, 62% were occupied and 38% were vacant. About 38% of single family homes in the county are owned by 2nd homeowners that live outside of the county, according to a recent study². In 2007 the median price of a single family residential home was \$227,500, according to the Archuleta County Assessors office.

Livable Wages – The Southwest Colorado Index³ has calculated that in 2007 a minimum of \$10.92/hr provided a livable wage in Pagosa Springs, if you were a single person renting a one-bedroom apartment.

Enterprise Zones – All of Archuleta County is a designated Enterprise Zone, with the exception of the Southern Ute Reservation lands, which have been excluded following the wishes of the Southern Ute Tribal government. Archuleta County is currently listed as an Enhanced Enterprise Zone based on employment and income criteria. Businesses and eligible projects in EZ areas can benefit from state tax credits.

More detailed information regarding Archuleta County can be accessed at www.scan.org, under publications.

¹Comprehensive Economic Development Strategy (2006)

²The Social and Economic Effects of 2nd Homes in Southwest Colorado

³The 2008 Southwest Colorado Index

⁴2008 EZ Annual Report

DOLORES COUNTY

Population - From 1990 to 2000, the population of Dolores County grew by 2.3% annually. According to the 2000 Census the median age was 42.4. Males comprised 52% and females comprised 48% of the population. The average household size was 2.35 people. The population is dispersed within two topographically distinct areas. Dove Creek, the county seat, is primarily within an agricultural area located on the west-side of the county. From 1990 to 2000 Dove Creek averaged 0.85% annual growth. Rico, located on the east-side of the county, averaged 12% annual growth from 1990 to 2000. Rico continues to grow based largely on people who commute to Telluride, which has undergone rapid expansion as a resort area.

	Census 2000	Estimates 2007	% Change 2000-2007
Dolores	1,844	1,937	5.0%
Dove Creek	698	713	2.1%
Rico	205	259	26.3%
Unincorporated	941	965	2.6%

Source: Colorado Demography Section estimates 10-08

County-wide, slow growth is forecast for the next several decades.

Population Forecasts					
Dolores	2010	2015	2020	2025	2030
Population	1,998	2,187	2,391	2,611	2,841
Avg. Ann. % Change	1.8%	1.8%	1.8%	1.7%	

Source: Colorado Demography Section estimates 10-08

Economic Trends - The Dolores County economy is dominated by agriculture, and was built upon the production of dry land crops. New opportunities are being developed with the introduction of irrigated farming with water from McPhee Reservoir and the development of new crops such as sunflowers for food oil, and potentially bio-diesel fuel.

Historically, the mountainous (eastern) part of Dolores County (the Rico area) supplied a number of small saw mills and was the site of gold, silver, copper, lead, zinc and molybdenum mining in the Rico area.

Access to scenic public lands in the county provide recreational opportunities, however, the tourist base is served primarily by businesses outside of the county. Employment trends from 1980 to 2005 are also available in the CEDS Publication¹.

Employment and Income - The unemployment rate is on the rise and is the only county in the region in which the rate is higher than state and national levels. Seasonal fluctuations are seen in the winter months, when unemployment rises.

Unemployment Rates Compared 2004 - 2008					
	2004	2005	2006	2007	2008
Dolores	7.7%	7.0%	6.6%	5.1%	7.3%
Colorado	5.3%	5.0%	4.4%	3.9%	4.9%
National	5.5%	5.1%	4.6%	4.6%	5.8%

Source: Colorado Dept of Labor

The U.S. Census Bureau estimates that in 2000 there were 344 people commuting out of the county for work, primarily out of state (57); to Montezuma County (177); and to San Miguel County (84). In contrast 56 people were commuting in for work, primarily from Montezuma County (35) and San Miguel County (19).

The following table includes wage earners as well as proprietors (owners). About 56% of total employment is by wage earners, while 44% is through proprietors.

Dolores County 2007 Total Employment	# of Jobs	% of Jobs	Income (\$000)	% of Inc.	Avg ann. wage
Agriculture	236	25%	\$ (17)	0%	*
Mining & Utilities	15	2%	\$ 2,239	10%	\$ 149,267
Construction	100	11%	\$ 2,133	10%	\$ 21,330
Manufacturing	16	2%	\$ 611	3%	\$ 38,188
Transport & Warehousing	15	2%	\$ 921	4%	\$ 61,400
Wholesale & Retail Trade	97	10%	\$ 1,699	8%	\$ 17,515
Information	2	0%	\$ 1,367	6%	\$ 683,500
F,I & RE	24	3%	\$ 1,877	9%	\$ 78,208
Services	243	26%	\$ 5,384	25%	\$ 22,156
Government	200	21%	\$ 5,183	24%	\$ 25,915
Total	948	100%	\$ 21,396	100%	

Source: Colorado Demography Section 5-09

*Agricultural income reflects net losses from livestock and crop production
F,I & RE - Finance, Insurance & Real Estate

Historically the agricultural sector provided the greatest number of jobs in Dolores County, though job income was frequently offset by net losses from livestock and crop production. In 2007 services became the largest employment sector.

Dolores County 2007 Service Sectors	# of Jobs	% of Jobs	Income (\$000)	% of Inc.	Avg. annua wage
Professional, Scientific, Technical	102	42%	\$ 3,257	60%	\$ 31,931
Education, Health, Social Assistance	16	7%	\$ 404	8%	\$ 25,250
Arts, Entertainment, Recreation	3	1%	\$ 44	1%	\$ 14,667
Accommodation, Food Service	64	26%	\$ 964	18%	\$ 15,063
Other Services	58	24%	\$ 715	13%	\$ 12,328
Total	243	100%	\$ 5,384	100%	\$ 22,156

Base Analysis - Base analysis distinguishes which industries are responsible for overall growth and change. In 2007, about \$18 million came into Dolores County as new dollars being drawn into the local economy through jobs in **base industries**.

Base industries produce exports or derive their sales or income *directly* from outside sources, or *indirectly* by providing supplies to export industries. These activities **bring in outside dollars** to circulate within the local economy. These are the industries that benefit communities the most.

2007 Base Industries Dolores County	# of Jobs	% of Jobs	Income (\$000)	% of Inc.
Agribusiness	272	32%	1,509	8%
Mining	2	0%	\$ 688	4%
Manufacturing	9	1%	\$ 243	1%
Regional Services	91	11%	\$ 1,715	9%
Tourism	53	6%	\$ 1,770	10%
Government	71	8%	\$ 1,942	11%
Households	230	27%	\$ 7,395	41%
Indirect Unassigned	113	13%	\$ 2,922	16%
Total	841	100%	\$ 18,184	100%

Source: Colorado Demography Section 5-09

An additional \$3.2 million in employment income was generated through *local resident services*. Local resident services provide services to residents and also **re-circulate dollars** within the local economy. Resident services include industries that take care of the local community, such as health services, education, and employment at the local grocery store. Residential industries are *industries* because they create jobs, which, in turn, create demands for worker housing and services.

Top employers include the school district and county government as well as private companies.

Top Employers Dolores County 2007		# of Jobs*
Dolores County		72
Dolores School Dist. RE2J		62
Dove Creek Suprette Inc.		25
Dove Creek Implement Inc.		16
Hendricks Family Restaurants Inc.		16
Dolores County Health Assoc.		15
Dunton Hot Springs Inc.		15
American Safety Consultants Inc.		14
Bryce James Tree Farm Inc.		12
Hankins Stone Company Inc.		11

* Annual average

Total Personal Income (TPI) - TPI is the sum of all income paid to residents of Dolores County from various sources. Components include employment income, transfer payments, dividends, interest and rent, and residency adjustments. See the **Glossary** for a more detailed discussion of the individual components.

Dolores 2007 Total Personal Income (\$millions)		% of Total
Employment Earnings	\$ 21.4	48%
Residency Adjustment	\$ 8.5	19%
Dividends, Interest & Rent	\$ 4.4	10%
Transfer Payments	\$ 10.4	23%
Estimated TPI	\$ 44.7	100%

Retirees brought in about \$7.1 million (16%) of TPI through transfer payments and dividends, interest and rent. This is the highest percentage in the region.

Per Capita Income (PCI) - The latest official figure from the Bureau of Economic Analysis is from 2006, when PCI was estimated at \$25,347.

Housing - According to the State Demographers office, in 2007 there were 1,240 total housing units. Of these 67% were occupied and 33% were vacant. About 44% of single family homes in the county are owned by 2nd homeowners that live outside of the county, according to a recent study². In 2007 the median price of a single family residential home in the rural areas of the county was \$126,800, according to the Dolores County Assessors office. In Rico however, the median price was \$275,000.

Livable Wages – The Southwest Colorado Index³ has calculated that in 2007 a minimum of \$11.45/hr provided a livable wage in Dove Creek, and \$11.48/hr in Rico, if you were a single person renting a one-bedroom apartment.

Enterprise Zones – All of Dolores County is a designated Enterprise Zone, and is currently listed as an Enhanced Enterprise Zone based on employment and income criteria. Businesses and eligible projects in EZ areas can benefit from state tax credits.

More detailed information regarding Dolores County can be accessed at www.scan.org, under publications.

¹Comprehensive Economic Development Strategy (2006)

²The Social and Economic Effects of 2nd Homes in Southwest Colorado

³The 2008 Southwest Colorado Index

⁴2008 EZ Annual Report

LA PLATA COUNTY

Population - In 2000 the county's population was 43,941. According to the 2000 Census the median age was 35.6, youngest in the region. Males comprised 51% and females comprised 49% of the total population. The average household size was 2.43 people. The Town of Bayfield has seen the highest percentage of growth since 2000, but Durango has grown more in actual numbers. Unincorporated areas of the county include the Southern Ute Indian Tribe, headquartered near Ignacio

	Census 2000	Estimates 2007	% Change 2000-2007
La Plata	43,941	49,758	13.2%
Bayfield	1,549	1,941	25.3%
Durango	13,922	16,169	16.1%
Ignacio	669	736	10.0%
Unincorporated	27,801	30,912	11.2%

Source: Colorado Demography Section estimates 10-08

The annual average growth rate in La Plata County is expected to increase, and then slowly decline over the next 20 years, based on local and national trends.

Population Forecasts					
La Plata	2010	2015	2020	2025	2030
Population	51,517	58,707	67,672	74,989	81,828
Avg. Ann. % Change	2.6%	2.9%	2.1%	1.8%	

Source: Colorado Demography Section estimates 10-08

Economic Trends - Historically, La Plata County developed as a result of "traditional west" commodities such as minerals, cattle and timber. Since the 1970's La Plata County has been in transition from a traditional rural county to a more urban environment in which tourism is the number one industry. People moving in for quality of life issues or "amenity migration" drove population growth in the 1990's, a trend still seen today. Employment trends from 1980 to 2005 are also available in the CEDS Publication¹.

Because of its location within the larger region, Durango has developed as a tourist crossroads and regional trade center, as well as being the county seat. Bayfield has served as a supply town and social center for area farmers and ranchers, and more recently as a bedroom community for Durango. Ignacio is a crossroads for the oil and gas industry, and serves as a supply center for the surrounding Indian reservation. The Southern Ute Indian Tribal headquarters is located just north of Ignacio and provides administration and services to tribal members.

Employment and Income - The current strength of the economy supports a low unemployment rate, although seasonal fluctuations are seen in the winter months, when unemployment rises. La Plata County has seen lower rates than the state and the nation since 2002, probably due to its diversified economy.

Unemployment Rates Compared 2004 - 2008					
	2004	2005	2006	2007	2008
La Plata	4.1%	3.9%	3.4%	2.9%	3.6%
Colorado	5.3%	5.0%	4.4%	3.9%	4.9%
National	5.5%	5.1%	4.6%	4.6%	5.8%

Source: Colorado Dept of Labor

The U.S. Census Bureau estimates that in 2000 there were 1,267 people commuting out of the county for work, primarily out of state (876) and to Montezuma (134) and Archuleta Counties (110). In contrast, a higher number of people (2,331) were commuting in for work, primarily from out of state (1,195); Montezuma County (619) and Archuleta County (248). Expanding regional transit is being explored to help alleviate impacts to roadways given the high number of commuters – a study is currently underway.

The following table includes wage earners as well as proprietors (owners). About 81% of total employment is by wage earners, while 19% is through proprietors.

La Plata County 2007 Total Employment	# of Jobs	% of Jobs	Income (\$000)	% of Inc.	Avg ann. wage
Agriculture	691	2%	\$ (2,966)	0%	*
Mining & Utilities	940	3%	\$ 94,206	8%	\$100,219
Construction	4,199	12%	\$ 164,016	14%	\$ 39,061
Manufacturing	703	2%	\$ 19,288	2%	\$ 27,437
Transport & Warehousing	802	2%	\$ 34,096	3%	\$ 42,514
Wholesale & Retail Trade	4,561	13%	\$ 124,320	11%	\$ 27,257
Information	542	2%	\$ 24,158	2%	\$ 44,572
F,I & R E	2,603	8%	\$ 109,166	9%	\$ 41,939
Services	13,568	40%	\$ 372,883	32%	\$ 27,483
Government	5,728	17%	\$ 241,921	20%	\$ 42,235
Total	34,337	100%	\$ 1,181,088	100%	

Source: Colorado Demography Section 5-09

*Agricultural income reflects net losses from livestock and crop production
F,I & R E - Finance, Insurance & Real Estate

The service sector employs about 40% of workers in the county, and represents 32% of the earnings. The service sector is composed of many types of jobs, and very different wage scales.

La Plata County 2007 Service Sectors	# of Jobs	% of Jobs	Income (\$000)	% of Inc.	Avg. ann. wage
Professional, Scientific, Technical	3,662	27%	\$134,912	36%	\$ 36,841
Education, Health, Social Assistance	3,480	26%	\$127,237	34%	\$ 36,562
Arts, Entertainment, Recreation	1,045	8%	\$ 18,448	5%	\$ 17,654
Accommodation, Food Service	3,522	26%	\$ 54,798	15%	\$ 15,563
Other Services	1,859	14%	\$ 37,488	10%	\$ 20,166
Total	13,568	100%	\$372,883	100%	\$ 27,483

Base Analysis - Base analysis distinguishes which industries are responsible for overall growth and change. In 2007, about \$800 million came into La Plata County as new dollars being drawn into the local economy through jobs in **base industries**. A recently completed project, ⁵*The La Plata County Economic Drivers Study*, identifies specific industries and their contributions to the local economy. Results of the study emphasize the overall health and diversity of the economy.

2007 Base Industries La Plata County	# of Jobs	% of Jobs	Income (\$000)	% of Inc.
Agribusiness	1,300	6%	\$ 19,380	2%
Mining	938	4%	\$ 88,728	11%
Manufacturing	318	1%	\$ 7,635	1%
Regional Services	3,654	16%	\$145,833	18%
Tourism	6,528	28%	\$ 154,054	19%
Government	2,318	10%	\$ 102,872	13%
Households	3,480	15%	\$ 116,651	15%
Indirect Unassigned	4,473	19%	\$ 165,357	21%
Total	23,009	100%	\$ 800,510	100%

Source: Colorado Demography Section 5-09

An additional \$380 million in employment income was generated through *local resident services*. Local resident services provide services to residents and **re-circulate dollars** within the economy. Resident services include industries that take care of the local community, such as health services, education, and employment at the local grocery store.

Top employers include a school district, the Southern Ute Indian Tribe and the regional hospital, as well as local governments and private companies.

Top Employers	
La Plata County 2007	# of Jobs*
Durango School Dist. 9R	823
Southern Ute Indian Tribe - Admin.	805
Mercy Hospital	750
Fort Lewis College	655
City of Durango	487
La Plata County	400
Wal Mart Stores Inc.	393
Southern Ute Indian Tribe - Casino	307
DSC Purgatory LLC	303
Flint Energy Services	214

* Annual average

Total Personal Income (TPI) - TPI is the sum of all income paid to residents of La Plata County from various sources. Components include employment income, transfer payments, dividends, interest and rent, and residency adjustments. See the **Glossary** for a more detailed discussion of the individual components.

La Plata		% of Total
2007 Total Personal Income (\$millions)		
Employment Earnings	\$ 1,181.1	72%
Residency Adjustment	\$ (13.2)	-1%
Dividends, Interest & Rent	\$ 233.1	14%
Transfer Payments	\$ 230.0	14%
Estimated TPI	\$ 1,630.9	100%

Retirees brought in about \$177 million (11%) of TPI through transfer payments and dividends, interest and rent. A negative residency adjustment means that more people are commuting into the county for employment than are commuting out.

Per Capita Income (PCI) - The latest official figure from the Bureau of Economic Analysis is from 2006, when PCI was estimated at \$36,493.

Housing - According to the State Demographers office, in 2007 there were 26,045 total housing units. Of these, 76% were occupied and 24% were vacant. About 17% of single family homes in the county are owned by 2nd homeowners that live outside of the county, according to a recent study². These second homes account for 7% of base industry jobs⁵. In 2007 the median price of a single family residential home in Durango was \$325,000; in Bayfield \$240,950; and in Ignacio \$123,500 according to the *Real Estate Watch*, a monthly publication that tracks real estate sales.

Livable Wages - The Southwest Colorado Index³ has calculated that in 2007 a minimum of \$10.78/hr provided a livable wage in Bayfield, \$11.18/hr in Durango, and \$11.39/hr in Ignacio, if you were a single person renting a one-bedroom apartment.

Enterprise Zones - Agricultural parcels, as well as some census tracts, within the county have been designated as Enterprise Zones. The Southern Ute Reservation lands have been excluded following the wishes of the Southern Ute Tribal government. Businesses and eligible projects in EZ areas can benefit from state tax credits.

More detailed information regarding La Plata County can be accessed at www.scan.org, under publications.

¹Comprehensive Economic Development Strategy (2006)

²The Social and Economic Effects of 2nd Homes in Southwest Colorado

³The 2008 Southwest Colorado Index

⁴2008 EZ Annual Report

⁵La Plata County Economic Drivers Study.

MONTEZUMA COUNTY

Population - From 1990 to 2000 Montezuma County saw a 2.7% annual average growth rate. According to the 2000 Census, the median age was 38. Males comprised 49% and females comprised 51% of the total population. The average household size was 2.54 people. From 2000 to 2007, Montezuma County as a whole has seen slow but steady population growth, with about 1% average annual change. The Town of Mancos has seen the most growth during this time period.

	Census 2000	Estimates 2007	% Change 2000-2007
Montezuma	23,830	25,561	7.3%
Cortez	7,977	8,900	11.6%
Dolores	857	943	10.0%
Mancos	1,119	1,288	15.1%
Unincorporated	13,877	14,430	4.0%

Source: Colorado Demography Section estimates 10-08

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

The rate of growth is projected to rise and then decrease over the next 20 years based on local and national trends.

Population Forecasts					
Montezuma	2010	2015	2020	2025	2030
Population	26,645	29,317	32,293	35,449	38,556
Avg. Ann. % Change	1.9%	2.0%	1.9%	1.7%	

Source: Colorado Demography Section estimates 10-08

Economic Trends - Historically, Montezuma County developed as a result of providing mining towns in the San Juan Mountains with supplies. The extensive timber resources in the Dolores area were harvested to supply mine timbers and building lumber. The Town of Mancos built up around cattle raised to feed the mining communities. The lower elevations of the Montezuma Valley supplied agricultural products, with the City of Cortez developing as a center due to the creation of the Montezuma Valley Irrigation Company. By the turn of the 20th century the mining boom had played out and the remaining settlers turned to subsistence agriculture and the export of agricultural and timber products. In the 1980's, the construction of McPhee Reservoir (the Dolores Project) and its extensive irrigation systems allowed increased agricultural production and enhanced recreational opportunities for locals and tourists. Employment trends from 1980 to 2005 are also available in the CEDS Publication¹.

Employment and Income – The current strength of the economy supports a low unemployment rate, although seasonal fluctuations are seen in the winter months, when unemployment rises. The unemployment rate has been declining since 2002, although it is currently higher than state levels.

Unemployment Rates Compared 2004 - 2008					
	2004	2005	2006	2007	2008
Montezuma	5.3%	5.3%	4.5%	4.0%	5.4%
Colorado	5.3%	5.0%	4.4%	3.9%	4.9%
National	5.5%	5.1%	4.6%	4.6%	5.8%

Source: Colorado Dept of Labor

The U.S. Census Bureau estimates that in 2000 there were 1,503 people commuting out of the county for work – with the greatest number of workers going to La Plata County; and 668 people commuting in to the county for work – primarily from Dolores County.

The following table includes wage earners as well as proprietors (owners). About 78% of total employment is by wage earners, while 22% is through proprietors.

Montezuma County 2007 Total Employment	# of Jobs	% of Jobs	Income (\$000)	% of Inc.	Avg ann. wage
Agriculture	825	6%	\$ 3,575	1%	*
Mining & Utilities	227	2%	\$ 14,696	4%	\$ 64,740
Construction	1,263	10%	\$ 41,631	12%	\$ 32,962
Manufacturing	523	4%	\$ 13,305	4%	\$ 25,440
Transport & Warehousing	211	2%	\$ 7,460	2%	\$ 35,355
Wholesale & Retail Trade	1,853	14%	\$ 42,726	13%	\$ 23,058
Information	124	1%	\$ 3,288	1%	\$ 26,516
F,I & R E	660	5%	\$ 15,822	5%	\$ 23,973
Services	4,292	33%	\$ 87,466	26%	\$ 20,379
Government	3,160	24%	\$ 108,404	32%	\$ 34,305
Total	13,138	100%	\$ 338,373	100%	

Source: Colorado Demography Section 5-09

*Agricultural income reflects net losses from livestock and crop production
F,I & RE - Finance, Insurance & Real Estate

The service sector employs about 33% of workers in the county, and represents 26% of the earnings. The service sector is composed of many types of jobs, and very different wage scales. These include highly paid professionals, as well as entry level wage earners.

Montezuma County 2007 Service Sectors	# of Jobs	% of Jobs	Income (\$000)	% of Inc.	Avg. ann. wage
Professional, Scientific, Technical	915	21%	\$24,742	28%	\$27,042
Education, Health, Social Assistance	1,425	33%	\$33,987	39%	\$23,851
Arts, Entertainment, Recreation	142	3%	\$ 905	1%	\$ 6,373
Accommodation, Food Service	1,048	24%	\$13,510	15%	\$12,891
Other Services	762	18%	\$14,322	16%	\$18,820
Total	4,292	100%	\$87,466	100%	\$20,379

Source: Colorado Demography Section 5-09

Base Analysis - Base analysis distinguishes which industries are basic in the economy, and are responsible for overall growth and change. In 2007, about \$238 million came into Montezuma County as new dollars being drawn into the local economy through jobs in **base industries**. Base industries produce exports or derive their sales or income *directly* from outside sources, or *indirectly* by providing supplies to export industries. These activities *bring in outside dollars* to circulate within the local economy.

2007 Base Industries Montezuma County	# of Jobs	% of Jobs	Income (\$000)	% of Inc.
Agribusiness	957	10%	\$ 9,200	4%
Mining	132	1%	\$ 7,621	3%
Manufacturing	362	4%	\$ 8,973	4%
Regional Services	1,978	21%	\$ 52,384	22%
Tourism	1,435	15%	\$ 24,497	10%
Government	455	5%	\$ 25,274	11%
Households	3,158	34%	\$ 83,725	35%
Indirect Unassigned	835	9%	\$ 26,572	11%
Total	9,312	100%	\$ 238,246	100%

Source: Colorado Demography Section 5-09

An additional \$100 million in employment income was generated through *local resident services*. Local resident services provide services to residents and also *re-circulate dollars* within the local economy. Resident services include industries that take care of the local community, such as health services, education, and employment at the local grocery store. Residential industries are *industries* because they create jobs, which, in turn, create demands for worker housing and services.

Top employers include two of the school districts, the Ute Mountain Ute Indian Tribe, as well as local governments and private companies.

Top Employers	
Montezuma County 2007	# of Jobs*
Montezuma Cortez School Dist. RE1	542
Ute Mountain Indian Tribe - Admin.	447
Ute Mountain Indian Tribe - Casino	429
Wal Mart Stores Inc.	353
Southwest Health Systems Inc.	349
Weeminuche Construction	243
City of Cortez	212
Montezuma County	181
Western Excelsior Corp.	140
Dolores School Dist. RE 4A	128
Department of the Interior - Mesa Verde	128

* Annual average

Total Personal Income (TPI) - TPI is the sum of all income paid to residents of Montezuma County from various sources. Components include employment income, transfer payments, dividends, interest and rent, and residency adjustments. See the **Glossary** for a more detailed discussion of the individual components.

Montezuma		% of
2007 Total Personal Income (\$millions)		Total
Employment Earnings	\$ 338.4	55%
Residency Adjustment	\$ 85.7	14%
Dividends, Interest & Rent	\$ 78.1	13%
Transfer Payments	\$ 114.4	19%
Estimated TPI	\$ 616.6	100%

Retirees brought in about \$76 million (12%) of TPI through transfer payments and dividends, interest and rent.

Per Capita Income (PCI) - The latest official figure from the Bureau of Economic Analysis is from 2006, when PCI was estimated at \$28,547.

Housing - According to the State Demographers office in 2007 there were 10,839 total housing units. Of these, 91% were occupied and 9% were vacant. About 13% of single family homes in the county are owned by 2nd homeowners that live outside of the county, according to a recent study². In 2007 the median price of a single family residential home in Cortez was \$155,800; in Dolores \$190,500; in Mancos \$217,000; and rural county homes were \$275,000 according to the Montezuma County Assessor's office.

Livable Wages – *The Southwest Colorado Index*³ has calculated that in 2007 a minimum of \$10.06/hr provided a livable wage in Cortez, \$11.21/hr in Dolores, and \$11.39/hr in Mancos, if you were a single person renting a one-bedroom apartment.

Enterprise Zones – All of Montezuma County has been designated as an Enterprise Zone with the exception of the Ute Mountain Sacred Area, following the wishes of the Ute Mountain Ute Tribal government.

More detailed information regarding Montezuma County can be accessed at www.scan.org, under publications.

¹ *Comprehensive Economic Development Strategy (2006)*

² *The Social and Economic Effects of 2nd Homes in Southwest Colorado*

³ *The 2008 Southwest Colorado Index*

⁴ *2008 EZ Annual Report*

SAN JUAN COUNTY

Population - In 2000 the county's resident population was 558, though it is slowly growing. There has also been an influx of seasonal/summer residents, who purchase 2nd homes in the area in order to enjoy the rural amenities of life in the high country. Seasonal residents are not included in population figures. According to the 2000 Census the median age was 43.7. Males comprised 52.5% and females comprised 47.5 of the total population. The average household size was 2.06 people.

	Census 2000	Estimates 2007	% Change 2000-2007
San Juan	558	571	2.3%
Silverton	531	543	2.3%
Unincorporated	27	28	3.7%

Source: Colorado Demography Section estimates 10-08

A projected slow growth trend may be reversed if proposed expansion at the Durango Mountain Resort (formerly Purgatory Ski Resort) is fully implemented. The proposal calls for 1,649 new housing units, and commercial development straddling the La Plata/San Juan County line.

Population Forecasts					
San Juan	2010	2015	2020	2025	2030
Population	557	593	620	638	649
Avg. Ann. % Change	1.3%	0.9%	0.6%	0.3%	

Source: Colorado Demography Section estimates 10-08

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 Grand 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.

Employment trends from 1980 to 2005 are also available in the CEDS Publication¹.

Employment and Income – The unemployment rate has been declining since 2002, although it is currently higher than state levels.

Unemployment Rates Compared 2004 - 2008					
	2004	2005	2006	2007	2008
San Juan	11.1%	7.5%	4.9%	4.4%	5.5%
Colorado	5.3%	5.0%	4.4%	3.9%	4.9%
National	5.5%	5.1%	4.6%	4.6%	5.8%

Source: Colorado Dept of Labor

The U.S. Census Bureau estimates that in 2000 there were 73 people commuting out of the county for work – with the greatest number of workers going to La Plata County (47). There were also 47 people commuting in to the county for work, primarily from La Plata County (20).

The following table includes wage earners as well as proprietors (owners). About 78% of total employment is by wage earners, while 22% is through proprietors.

San Juan County 2007 Total Employment	# of Jobs	% of Jobs	Income (\$000)	% of Inc.	Avg ann. wage
Agriculture	0	0%	\$ 1	0%	
Mining & Utilities	1	0%	\$ 38	0%	\$ 38,000
Construction	105	23%	\$ 1,369	16%	\$ 13,038
Manufacturing	3	1%	\$ 190	2%	\$ 63,333
Transport & Warehousing	2	0%	\$ 98	1%	\$ 49,000
Wholesale & Retail Trade	46	10%	\$ 1,041	12%	\$ 22,630
Information	0	0%	\$ 23	0%	
F,I & R E	13	3%	\$ 282	3%	\$ 21,692
Services	209	46%	\$ 3,076	36%	\$ 14,718
Government	72	16%	\$ 2,423	28%	\$ 33,653
Total	451	100%	\$ 8,541	100%	

Source: Colorado Demography Section 5-09

*Agricultural income reflects net losses from livestock and crop production
F,I & R E - Finance, Insurance & Real Estate

The service sector employs about 46% of workers in the county, and represents 36% of the earnings. 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 accommodation (lodging) and food services.

San Juan County 2007 Service Sectors	# of Jobs	% of Jobs	Income (\$000)	% of Inc.	Avg. ann. wage
Professional, Scientific, Technical	25	12%	\$ 341	11%	\$13,640
Education, Health, Social Assistance	24	11%	\$ 449	15%	\$18,708
Arts, Entertainment, Recreation	26	12%	\$ 310	10%	\$11,923
Accommodation, Food Service	116	56%	\$ 1,663	54%	\$13,714
Other Services	18	9%	\$ 313	10%	\$17,389
Total	209	100%	\$ 3,076	100%	\$14,718

Base Analysis - Base analysis distinguishes which industries are basic in the economy, and are responsible for overall growth and change. In 2007, about \$6.3 million came into San Juan County as new dollars being drawn into the local economy through jobs in **base industries**.

Base industries produce exports or derive their sales or income *directly* from outside sources, or *indirectly* by providing supplies to export industries. These activities **bring in outside dollars** to circulate within the local economy.

2007 Base Industries San Juan County	# of Jobs	% of Jobs	Income (\$000)	% of Inc.
Agribusiness	3	1%	\$ 82	1%
Mining	1	0%	\$ 38	1%
Manufacturing	-	0%	\$ 61	1%
Regional Services	43	12%	\$ 532	8%
Tourism	210	59%	\$ 3,251	51%
Government	8	2%	\$ 302	5%
Households	72	20%	\$ 1,729	27%
Indirect Unassigned	21	6%	\$ 402	6%
Total	358	100%	\$ 6,397	94%

Source: Colorado Demography Section 5-09

An additional \$2.1 million in employment income was generated through *local resident services*. Local resident services provide services to residents and also **re-circulate dollars** within the local economy. Resident services include industries that take care of the local community, such as health services, education, and employment at the local grocery store. Residential industries are *industries* because they create jobs, which, in turn, create demands for worker housing and services.

Top employers include private companies and the school district, as well as local governments.

Top Employers	
San Juan County 2007	# of Jobs*
Brian Fullmer Constructions LLC	24
Silverton School Dist. 1	24
DSC Purgatory LLC	18
San Juan County	18
Town of Silverton	15
Core Mountain Enterprises LLC	11
William T Macdougall	10
Natalias of Silverton Inc.	10
Mark B Enterprises Inc.	10
TJ Company LLC	10

* Annual average

Total Personal Income (TPI) - TPI is the sum of all income paid to residents of San Juan County from various sources. Components include employment income, transfer payments, dividends, interest and rent, and residency adjustments. See the **Glossary** for a more detailed discussion of the individual components.

San Juan 2007 Total Personal Income (\$millions)		% of Total
Employment Earnings	\$ 8.5	60%
Residency Adjustment	\$ 2.0	14%
Dividends, Interest & Rent	\$ 1.7	12%
Transfer Payments	\$ 2.1	14%
Estimated TPI	\$ 14.4	100%

Retirees brought in about \$1.3 million (9%) of TPI through transfer payments and dividends, interest and rent.

Per Capita Income (PCI) - The latest official figure from the Bureau of Economic Analysis is from 2006, when PCI was estimated at \$30,096.

Housing - According to the State Demographers office in 2007 there were 740 total housing units. Of these, 37% were occupied and 63% were vacant. About 53% of single family homes in the county are owned by 2nd homeowners that live outside of the county, according to a recent study². In 2007 the median price of a single family residential home was \$300,000, according to the San Juan County Assessor's office.

Livable Wages – *The Southwest Colorado Index*³ has calculated that in 2007 a minimum of \$11.59/hr provided a livable wage in Silverton if you were a single person renting a one-bedroom apartment.

Enterprise Zones – All of San Juan County has been designated as an Enterprise Zone, as well as an Enhanced Enterprise Zone.

More detailed information regarding Montezuma County can be accessed at www.scan.org, under publications.

¹ *Comprehensive Economic Development Strategy (2006)*

² *The Social and Economic Effects of 2nd Homes in Southwest Colorado*

³ *The 2008 Southwest Colorado Index*

⁴ *2008 EZ Annual Report*

TRIBAL POPULATIONS

History - The planning and management area of Region 9 includes two Indian reservations, including the Southern Ute Indian Tribe and the Ute Mountain Ute Tribe.

Historically, the Utes roamed throughout the Four Corners and Western Colorado in several distinct hunter-gatherer bands. The Southern Ute divisions were the Muache, Capote, and Weeminuche. As a result of the Dawes Act in 1887, and the subsequent Act of 1895, the previously defined Southern Ute reservation lands were broken into two distinct units. Most of the Muache and Capote Utes accepted farming allotments in the eastern portion, which became known as the Southern Ute Indian Reservation with agency headquarters at Ignacio, in La Plata County.

The Weeminuche Utes, led by Chief Ignacio, refused to accept allotments and moved to the western portion, which became known as the Ute Mountain Ute Indian Reservation with agency headquarters at Towaoc, in Montezuma County.

Southern Utes - The Southern Ute Tribal enrollment in 2009 is 1,445, with the majority of the members living on the reservation. The 2000 Census shows the largest percentage of the members are in their early twenties and younger. The reservation land base includes 750,000 acres, seven major rivers, and the Navajo State Park. More recently, the Tribe purchased land near Durango (La Plata County) and is building the Three Springs housing and commercial center on 681 acres, which will have 2,283 homes and many thousands of square feet of new commercial/office space.

The Southern Ute Indian Tribe is a significant economic engine in La Plata County and the region. Tribal headquarters are located adjacent to the Town of Ignacio, southeast of Durango (in La Plata County). The Tribe is one of the largest employers in the county. Their oil and gas operations, gaming enterprises at the Sky Ute Lodge and Casino, land and housing development, and tourism-related businesses bring jobs and income to Tribal and non-Tribal residents. A new casino hotel and convention center opened in 2008.

The Southern Ute Growth Fund was started in 1999 and has vast investments spanning America and Canada. The Growth Fund reports a portfolio of over \$1 billion.

Natural resources on the reservation include extensive gas reserves, coal, timber, and agriculture. These resources provide the basis for a diversified Tribal economic base. Tribal energy resources, particularly in the form of natural gas, have played the largest role in the reservation economy over the past decade.

Ute Mountain Utes - The Ute Mountain Ute Tribe's land covers 993 square miles, and is located in southwest Colorado, eastern Utah and northern New Mexico. The land is held in trust by the United States Government. The Tribal enrollment in 2009 was 2,091 with the majority of the members living on the reservation in Towaoc, Colorado (Montezuma County), and in White Mesa, Utah (San Juan County). The Tribal census shows the largest percentage of the members are in their early twenties and younger.

The Ute Mountain Ute Tribe is a major contributor to the regional economy, and is one of the largest employers in Montezuma County with 1,345 jobs. Their enterprises include the Ute Mountain Casino Hotel and Resort and the Weeminuche Construction Authority, which has become one of the most successful and largest construction companies in the Four Corners area.

The Colorado Ute Water Settlement Act of 1988 mandated, through the building of the Dolores Project which included McPhee Reservoir, that drinking and irrigation water be provided to the reservation. The completion of this project dramatically expanded farming and ranching operations with the creation of the Farm & Ranch Enterprise. This enterprise utilizes state of the art technology in the production of agricultural products.

Other tribal resources include revenue from natural resource development, including oil and gas wells, mineral development and tribal enterprises that revolve around tourism, such as the Tribe's Ute Mountain Ute Tribal Park and pottery factory. The Tribe has recently updated their *Ute Mountain Ute Tribe Comprehensive Economic Development Strategy* (2008).

GLOSSARY OF KEY TERMS

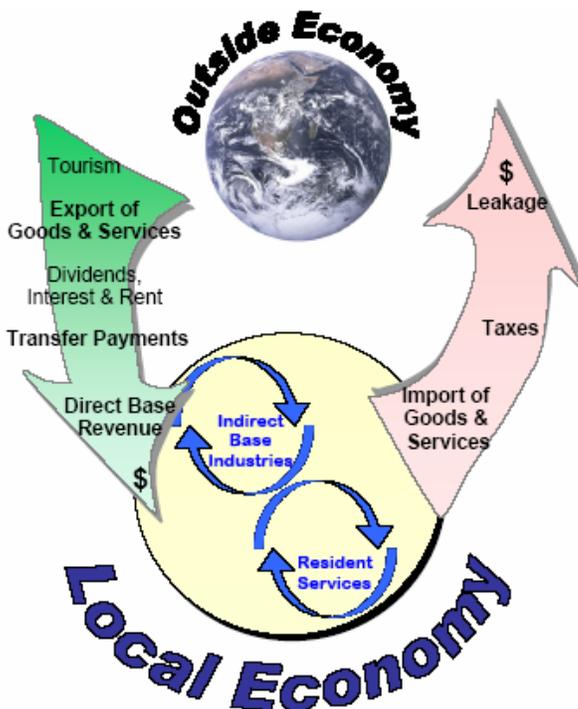
Economic Base Analysis is a tool to describe economic activity by the source of revenue, whether the money generated by sales comes from outside the local economy or from within the local economy. This type of analysis is designed to define those economic activities that drive or sustain the local economy. Base Analysis distinguishes which industries and factors are responsible for overall growth and change. There are two types of regional industries:

Base industries produce exports or derive their sales or income *directly* from outside sources, or *indirectly* by providing supplies to export industries. These activities *bring in outside dollars* to circulate within the local economy. These industries include agriculture, mining, manufacturing, national and regional services, state and federal government jobs, and tourism. Another base industry is created by households that spend money earned elsewhere. For example, a retiree whose income comes from outside of the county is supporting many traditional local resident services jobs; however, since their income is basic (from outside the local economy), the local resident service jobs are also considered basic.

Local resident services provide services to residents and also *re-circulate dollars* within the local economy. Resident services include industries that take care of the local community, such as health services, education, and employment at the local grocery store. Residential industries are *industries* because they create jobs . . . which, in turn, create demands for worker housing and services.

Outside money enters the local economy through a variety of sources, circulates through the local area, and then leaves the local economy when we purchase goods or services from outside the area, or pay federal and state taxes.

A common confusion with this type of analysis is that it focuses on the source of revenue as opposed to specific industries. Tourism is considered a direct base economic activity because the visitors are bringing their money from the outside economy and spending it in the local economy.



Looking at restaurants for example, when the person buying a meal is from outside the area (a tourist), it is a *direct base economic activity* and when the person is a resident using money earned in the local economy, it is a *local resident service activity*. So restaurants are both direct based and a local resident service.

The office of the Colorado State Demographer performs various statistical estimates, including actual surveys of businesses (calling the restaurant and asking them for estimates of how much of their sales are to residents versus tourists) to provide a percentage in various sectors of how much of their activity is direct or local resident based.

Amenity Migration is another source of direct base revenue in terms of money coming from the outside economy to buy real estate and construct homes in the local economy. The term comes from the fact that people migrate to SW Colorado because of the amenities, i.e. quality of life and environment. Some of these people are second home owners and some are telecommuters, meaning that they work for companies or clients using phone, internet, faxes, etc.

Population - Census data is collected every 10 years (i.e. 1980, 1990) so are considered actual counts of people within a region or county. The years in between are estimates made by the State Demographer. Projections are made using an assumed growth rate to predict future growth.

Total Personal Income is another important tool to understand our local economy. Total personal income (TPI) is divided into four main components. These numbers come from the Bureau of Economic Analysis (BEA).

1. **Employment earnings** are derived from wage and salary employment as well as from business proprietor's income.
2. **Dividends, Interest & Rent** - Dividend income is cash and other assets paid to stockholders who are residents of the area. Interest income consists of monies received by local residents from money market mutual funds and other sources. Rental income consists of the rental of real property, royalties received from patents, copyrights, and from the rights to natural resources paid to local residents.
3. **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 local residents.
4. **Residency adjustments** are made when a person is paid for work performed from outside their place of residency, i.e. commuters. Negative numbers indicate that more people are commuting into the county for employment than are commuting out for employment.

When we divide Total Personal Income (TPI) by the number of people in each county we get an estimate of **Per Capita Income (PCI)**. This allows us to compare the per capita income between counties in our region, the state and the nation.

Total Employment - Includes estimated employment from wages, salaries and proprietors income.

Employment by Sector - Employment (jobs) generates most of the earnings in our region, so it is important to look at the types and numbers of jobs in each of our counties. An employment "sector" groups jobs into industries that are alike. This information allows us to see how many people are employed in each sector, comparing the "strength" of that industry in each of our counties.

Employment Income by Sector - When we look at employment income by sector we can see which of the sectors pay the most, and which pay the least.

Unemployment - Labor force statistics allow us to see how many people are in the workforce, and how many are unemployed. We can use this information to compare unemployment rates at county, state, and national levels.

Enterprise Zones – Learn more about tax credits in Enterprise Zones at www.colorado.gov/oedit/enterprisezone

USEFUL CONTACTS

For business and relocation assistance contact Region 9, one of the community economic development organizations, or a Chamber of Commerce listed below. If your business needs technical assistance, the Small Business Development Center at Fort Lewis College offers numerous services.

Economic Development Organizations

Small Business Development Center

Joe Keck
1000 Rim Dr.
Durango, CO 81301
Phone (970) 247-7009; FAX (970) 247-7623
e-mail: keck_j@fortlewis.edu
<http://www.fortlewis.edu/soba/sbdc>

Archuleta Economic Development Association

Bart Mitchell
P.O. Box 1183
Pagosa Springs, CO 81147
Phone (970) 731-1443; Fax (970) 731-0853
www.archuletaeconomicdevelopment.org

San Juan Economic Development Association

Karen Hoskin
P.O. Box 722
Silverton, CO 81433
Phone (970) 387-5101; Fax (970) 387-0282
www.sanjuandevelopment.org

Dolores County Development Corp.

Dan Fernandez
PO Box 860
Dove Creek, CO 81328
www.dolorescounty.org

Montezuma County Economic Development Assoc.

c/o Cortez Chamber
928 E. Main
Cortez, CO 81321
Phone (970) 565-3414; Fax (970) 565-4828
www.cortezchamber.com

Ute Mountain Ute Indian Tribe

Joanie Buckley
P.O. Box JJ
Towaoc, CO 81334
Phone (970) 565-3751; Fax (970) 265-4637
www.utemountainute.com

La Plata Economic Development Action Partnership (LEAD)

Jack Llewellyn
P.O. Box 2587
Durango, CO 81302
Phone (970) 247-0312; Fax (970) 385-7884
www.laplatacountycolorado.org

Region 9 Economic Development District

259A Girard St
Durango, CO 81303
Phone (970) 247-9621; FAX (970) 247-9513
www.scan.org

Region 9 Staff includes:

Ed Morlan, Executive Director
ed@scan.org

Laura Lewis Marchino, Assistant Director
(Enterprise Zone Administration, Transportation
Planner)
laura@scan.org

Jenny Stollar, Business Loan Officer
jenny@scan.org

Shirley Jones, Accountant & Office Manager
shirley@scan.org

Cassie Paquin, Business Development Specialist
(Small Business Development Center, Growth Company
Initiative)
cassie@scan.org

Donna Graves, Information Services
(Research consultant)
dkgis@frontier.net

Chambers of Commerce

Bayfield Chamber of Commerce

P.O. Box 7
Bayfield, CO 81122
Phone (970) 884-6022
Fax (970) 884-2614
www.bayfieldchamber.org

Dove Creek & Rico Visitor Information

www.ricocolorado.org
www.dolorescounty.org

Pagosa Chamber of Commerce

Box 787
Pagosa Springs, CO 81147
Phone (970) 264-2360
Fax (970) 264-4625
www.pagosa.com

Cortez Chamber of Commerce

928 E. Main
Cortez, CO 81321
Phone (970) 565-3414
Fax (970) 565-4828
www.cortezchamber.com

Durango Chamber

P.O. Box 2587
Durango, CO 81302
Phone (970) 247-0312
Fax (970) 385-7884
www.durangobusiness.org

Silverton Chamber

P.O. Box 565
Silverton, CO 81433
Phone (970) 387-5654
Fax (970) 387-0282
www.silvertoncolorado.com

Dolores Chamber

P.O. Box 602
Dolores, CO 81323
Phone (970) 882-7717
Fax (970) 882-2224
www.doloreschamber.com

Mancos Valley Chamber

P.O. Box 494
Mancos, CO 81328
Phone (970) 533-7070
Fax (970) 533-7727
www.mancoscolorado.com

Vallecito Chamber of Commerce

P.O. Box 804
Bayfield, CO 81122
Phone (970) 884-9782
Fax (970) 884-9856
www.vallecitolakechamber.com