
Region 9 Report-2011

November 2011

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INTRODUCTION

The Region 9 Economic Development District of Southwest Colorado, Inc. provides economic and community development services to southwest Colorado. 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 2009 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 2009 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 <http://www2.fortlewis.edu/ober/FourCornersEconomicQuarterly.aspx>.

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. People in the area often commute long distances to take advantage of better employment opportunities; better shopping, or lower real estate prices. Expanding regional transit is being explored to help alleviate impacts to roadways given the high number of commuters. A transit study is available at http://www.scan.org/transportation_planning.html.

Sustainable economic development is a high priority for the region. The businesses we attract to our community and the ways in which people participate in our economy have financial, societal, and environmental benefits and costs associated with them. These costs and benefits must be carefully weighed for all economic development activities.

Several regional priorities were identified during Colorado Governor John Hickenlooper’s “Bottom-up” Economic Development Initiative, and released as the *Colorado Blueprint*. In southwest Colorado, three regional meetings were held bringing representatives from numerous state agencies to assist. County plans were drafted based on community meetings and information received from an on-line survey promoted to area residents.

The top five regional priorities include: the expansion of broadband /fiber optics infrastructure; the improvement of community amenities necessary to attract, retain and grow business; diversifying the economy; and improving access to markets. More information is available at www.advancecolorado.com.

Population Trends – The population within the five counties of Region 9 grew at a rate of about 36% from 1990 to 2000, and about 15% between 2000 and 2010. Much of this growth can be attributed to what is being termed "amenity migration".

Some people move here for economic reasons, such as the availability of jobs. Others cite quality of life issues, such as clean air and water, and outdoor recreation opportunities. 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 1980 to 2010. 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			
	1980-1990	1990-2000	2000-2010
Archuleta	4.6%	8.5%	2.2%
Dolores	-0.9%	2.3%	1.3%
La Plata	1.9%	3.6%	1.7%
Montezuma	1.4%	2.7%	0.8%
San Juan	-1.1%	-2.5%	2.5%
Region 9	1.8%	3.7%	1.5%

Source: Colorado State Demography Office 3-2011

From 2000 to 2010 the growth rate slowed down in most counties, except San Juan County, which welcomed slow growth rather than the declines seen in the prior decades.

	Census 2000	Census 2010	Avg. Annual % Change
Archuleta	9,898	12,084	2.2%
Dolores	1,844	2,064	1.3%
La Plata	43,941	51,334	1.7%
Montezuma	23,830	25,535	0.8%
San Juan	558	699	2.5%
Region 9	80,071	91,716	1.5%
Colorado	4,339,019	5,029,196	1.5%

Growth isn't going to stop in the coming decades, although predictions are that it will eventually slow down.

Population Forecasts					
Region 9	2010	2015	2020	2025	2030
Population	91,716	104,998	118,743	132,488	145,802
Avg. Ann. % Change		2.7%	2.5%	2.2%	1.9%

As a region we must find ways to plan for and manage growth. The challenge is to align population, and 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 only La Plata County was below state and national levels in 2010. Historically Dolores and San Juan Counties have higher unemployment rates than the rest of the region. This is probably due in part to their low populations. These rates are seasonally adjusted because unemployment rates are generally much higher during the winter months.

Unemployment Rates 2010	
Archuleta	10.2%
Dolores	17.5%
La Plata	7.2%
Montezuma	9.2%
San Juan	10.8%
Colorado	8.9%
National	9.6%

Source: Colorado Dept. of Labor

Historically, industry sectors such as mining, agriculture and forestry supported the southwest Colorado economy, but currently these industries provide less than 7% of employment earnings. These base industries have been replaced over time by tourism.

In 2009 the service sector provided 39% of jobs and 33% of job income in the region. These services jobs include highly paid professionals as well as lower paying unskilled labor. Government is also important in the regional economy, providing 20% of jobs and 22% of job income.

Region 9 2009 Total Employment	# of Jobs	% of Jobs	Income (\$000)	% of Inc.
Agriculture	1,782	3%	19,654	1%
Mining & Utilities	1,311	3%	136,864	6%
Construction	5,096	10%	271,766	12%
Manufacturing	1,135	2%	43,315	2%
T & W	1,068	2%	57,270	3%
Trade	6,844	13%	256,599	12%
Information	570	1%	32,671	1%
F,I & RE	3,371	7%	164,550	8%
Services	19,877	39%	713,117	33%
Government	10,048	20%	485,996	22%
Total	51,102	100%	2,181,802	100%

Source: Colorado State Demography Office 3-11

T & W - Transportation & Warehousing

F,I & RE - Finance, Insurance & Real Estate

Base Analysis – Base analysis distinguishes which industries are responsible for overall growth and change. 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. See the **Glossary** for a more complete explanation of base analysis.

For example, to provide a more accurate picture of the agricultural sector we can link agricultural production to other segments of the economy that directly and indirectly support agriculture. This cluster of industries is known as *agribusiness*, and includes services such as processing food products, trucking, storage, sales of farm equipment and supplies; as well as impacts on credit institutions and commodity brokers.

Tourism is another prime example because it generates jobs in a range of industries including accommodations, food services, admissions, transportation and shopping.

Regional services include hospitals, airports or regional construction industries that build highways or other infrastructure.

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 2009 Base Industries	# of Jobs	% of Jobs
Agribusiness	2,596	7%
Mining	1,165	3%
Manufacturing	596	2%
Government	3,077	9%
Regional Services	5,894	16%
Tourism	8,628	24%
Households	8,445	23%
Indirect Unassigned	5,704	16%
Total	36,105	100%

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.

Region 9 - Percentage of Jobs in Base Industries					
2009	Archuleta	Dolores	La Plata	Montezuma	San Juan
Agribusiness	6%	29%	6%	10%	0%
Mining	1%	0%	4%	2%	1%
Manufacturing	1%	1%	1%	3%	1%
Government	3%	6%	11%	5%	3%
Regional Services	9%	11%	16%	21%	6%
Tourism	32%	5%	26%	14%	57%
Households	32%	35%	16%	36%	26%
Indirect Unassigned	17%	13%	19%	8%	6%
Total # jobs	4,368	624	22,052	8,776	284

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. The Colorado Demographers Office provided estimates for TPI in 2009.

As this table illustrates, the five counties in southwest Colorado vary in their composition. Most income is job based (employment), though significant amounts of income enter our economy from other sources, such as transfer payments and dividends, interest and rents. Payments to retirees (60+) accounted for almost 15% of the estimated TPI in the region in 2009. That was \$502,828,950!

2009 Total Personal Income						
	Employment Income	Residency Adjustment	Div., Int & Rent	Transfer Payments	Total (\$000)	60+ Share
Archuleta	44%	3%	34%	19%	\$ 364,743	21%
Dolores	41%	15%	19%	24%	\$ 60,887	16%
La Plata	64%	-1%	24%	12%	\$ 2,046,678	14%
Montezuma	47%	11%	21%	21%	\$ 824,513	16%
San Juan	47%	11%	24%	17%	\$ 21,481	15%
Region 9	57%	3%	25%	15%	\$ 3,318,302	15%

Source: Bureau of Economic Analysis
<http://www.bea.gov/regional/reis/>

Per Capita Income (PCI) – All income in a region is added together (TPI), and then divided by the number of residents. PCI in most of our counties, with the exception of La Plata, are still not on a par with state and national incomes.

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

Source: Bureau of Economic Analysis

ARCHULETA COUNTY

From 1990 to 2000, the population of Archuleta County grew by 8.5% annually, and was ranked 5th of 63 Colorado counties (14th nationwide) for rate of growth. Since 2000, the estimated rate of growth has slowed down to about 2.2% annually, with most of the growth in the unincorporated areas of the county. The majority of the county's population is concentrated within the Town of Pagosa Springs and its surrounding subdivisions. These population figures do not reflect the large number of seasonal visitors, many of whom own 2nd homes in the area.

	Census 2000	Census 2010	% Change 2000-2010
Archuleta	9,898	12,084	22.1%
Pagosa Springs	1,591	1,727	8.5%
Unincorporated	8,307	10,357	24.7%

Source: Colorado State Demography Office 3-2011

The population is expected to continue its moderate growth rate through 2030, presenting ongoing challenges for the provision of adequate facilities and infrastructure.

Population Forecasts					
Archuleta	2010	2015	2020	2025	2030
Population	12,084	15,001	17,805	20,866	24,110
Avg. Ann. % Change	4.4%	3.5%	3.2%	2.9%	

Source: Colorado State Demography Office 3-2011

Economic Trends – Archuleta County developed as a result of a unique combination of natural resources and natural attributes (i.e. geothermal 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.

Primarily, people moving in for quality of life issues or "amenity migration" drove population growth in the 1990s, and 2nd home ownership became an economic driver.

Employment and Income – Archuleta County generally follows statewide and national trends with regard to unemployment rates. In 2010, county rates (10.2%) are higher than the state (8.9%) and nation (9.6%) due to the national economic recession which hit the area hard in 2009 and continues in what has been termed a "jobless recovery". The seasonally adjusted labor force was 6,138 in 2010.

The U.S. Census Bureau estimates that in 2010 there were 1,262 people commuting out of the county for work, primarily to La Plata County (11.5%) and San Juan County, New Mexico. In contrast, 777 people were commuting in for work, primarily from La Plata County (5.5%) and Rio Grande County (2.6%).

The following table includes wage earners as well as proprietors (owners). About 77% of total employment is by wage earners, while 23% is through proprietors.

Archuleta County 2009 Total Employment	# of Jobs	% of Jobs	Income (\$000)	% of Inc.	Avg. ann. wage
Agriculture	209	4%	\$ (1,253)	-1%	*
Mining & Utilities	102	2%	\$ 6,794	4%	\$ 66,608
Construction	785	14%	\$ 22,947	12%	\$ 29,232
Manufacturing	93	2%	\$ 1,736	1%	\$ 18,667
T & W	32	1%	\$ 1,799	1%	\$ 56,219
Wholesale & Retail Trade	831	15%	\$ 32,073	17%	\$ 38,596
Information	42	1%	\$ 2,965	2%	\$ 70,595
F, I & RE	565	10%	\$ 24,602	13%	\$ 43,543
Services	2,343	41%	\$ 63,790	34%	\$ 27,226
Government	709	12%	\$ 33,369	18%	\$ 47,065
Total	5,711	100%	\$ 188,822	100%	

Source: Colorado State Demography Office 3-11

*Agricultural income reflects net losses from livestock and crop production

F, I & RE - Finance, Insurance & Real Estate

T & W - Transportation & Warehousing

The service sector employs about 41% of workers in the county, and represents 34% 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, in accommodation (lodging) and food services.

Archuleta County 2009 Service Sectors	# of Jobs	% of Jobs	Income (\$000)	% of Inc.
Professional, Scientific, Technical	613	26%	\$ 17,113	27%
Education, Health, Social Assistance	325	14%	\$ 8,689	14%
Arts, Entertainment, Recreation	156	7%	\$ 1,797	3%
Accommodation, Food Service	694	30%	\$ 16,690	26%
Other Services	555	24%	\$ 19,501	31%
Total	2,343	100%	\$ 63,790	100%

Base Analysis – Base analysis distinguishes which industries are responsible for overall growth and change. 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. In Archuleta the largest base employment industries are tourism and households that spend money earned elsewhere.

Archuleta 2009 Base Industries	# of Jobs	% of Jobs
Agribusiness	262	6%
Mining	44	1%
Manufacturing	42	1%
Government	130	3%
Regional Services	394	9%
Tourism	1,386	32%
Households	1,379	32%
Indirect Unassigned	731	17%
Total	4,368	100%

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

Top Employers Archuleta County 2010		# of Jobs
Archuleta County School Dist. 50 JT		214
Archuleta County		155
Dillon Companies Inc.		105
Upper San Juan Hospital District		87
Parelli Natural Horsemanship Inc.		85
Pagosa Resort and Spa		70
Pine Ridge Extended Care Center		50
Mastercorp		45
Town of Pagosa Springs		33
T2 Marketing Inc.		29

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. Retirees brought in \$76.5 million (21%) of TPI through transfer payments and dividends, interest and rent.

Archuleta 2009 Total Personal Income (\$000)		% of Total
Employment Earnings	\$ 160,629	44%
Residency Adjustment	\$ 10,865	3%
Dividends, Interest & Rent	\$ 125,169	34%
Transfer Payments	\$ 68,080	19%
Estimated TPI	\$ 364,743	100%

Source: Bureau of Economic Analysis
<http://www.bea.gov/regional/reis/>.

Per Capita Income (PCI) – The latest figure from the Bureau of Economic Analysis is from 2009, when PCI was estimated at \$29,344.

Per Capita Income 2009		
	PCI 2009	% of USA
USA	\$ 39,635	100%
Colorado	\$ 41,895	106%
Archuleta	\$ 29,344	74%

Source: Bureau of Economic Analysis

Livable Wages – In 2010 a minimum of \$10.56/hr provided a livable wage in Pagosa Springs, if you were a single person renting a one-bedroom apartment.

Education – There have been significant changes in the way Colorado schools are rated. Unified Improvement Plans (UIP) now rate Districts, and individual schools, on four performance indicators: academic achievement; academic growth; gaps in growth by any historically disadvantaged subgroups; and success preparing students for the workforce.

According to the 2010 one-year performance reports Archuleta County 50 JT is accredited and meets the academic achievement, academic growth, and gaps indicators; it is approaching the postsecondary and workforce readiness indicator. Of note is the fact that Pagosa High School scored the highest of all high schools in Region 9 in the Academic Achievement indicator, with the highest percentages scoring Proficient and Advanced in the CSAP subjects of Reading, Math and Writing. View full reports on Archuleta County 50 JT and its schools at <http://www.schoolview.org/performance.asp>.

Housing – According to the State Demographers office, in 2010 there were 8,773 total housing units. Of these, 60% were occupied and 40% were vacant. According to the county assessor’s office, the median home price for a single family residential unit was \$206,570, and the average price was \$262,962 in 2010.

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.

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

DOLORES COUNTY

Population – From 1990 to 2000, the population of Dolores County grew by 2.3% annually. Since 2000, the estimated rate of growth has slowed down to about 1% annually, with most of the growth in the Rico area. Unincorporated areas, particularly around Cahone, and Dove Creek continue to see some growth as well.

	Census 2000	Census 2010	% Change 2000-2010
Dolores	1,844	2,064	11.9%
Dove Creek	698	735	5.3%
Rico	205	265	29.3%
Unincorporated	941	1,064	13.1%

Source: Colorado State Demography Office 3-2011

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 2000 to 2010 Dove Creek averaged 0.53% annual growth. Rico, located on the east-side of the county, averaged 2.9% annual growth from 2000 to 2010. Rico continues to grow based largely on people who commute to Telluride, which has undergone rapid expansion as a resort area. County-wide, slow to moderate growth is forecast for the next several decades.

Population Forecasts					
Dolores	2010	2015	2020	2025	2030
Population	2,064	2,134	2,336	2,564	2,776
Avg. Ann. % Change		0.7%	1.8%	1.9%	1.6%

Economic Trends – The Dolores County economy is dominated by agriculture, and was built upon the production of dry land crops. Production crops still focus on wheat, pinto beans, alfalfa and the relative newcomers sunflowers and safflowers. The latter two crops were a direct result of the Oil Crush Plant built in Dove Creek in 2008, but the plant is no longer operating. Growers have found that sunflowers and safflowers have a significant place in the ecology of dry-land crop rotation.

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 and Income – Dolores County generally follows statewide and national trends with regard to unemployment rates. In 2010, county rates (17.5%) were higher than the state (8.9%) and nation (9.6%) due to the national economic recession which hit the area hard in 2009 and continues in what has been termed a “jobless recovery”. The seasonally adjusted labor force was 1,012 in 2010. For a look at how Dolores County compares with the rest of the region from 1999 to 2010 please refer to the Regional Overview.

The U.S. Census Bureau estimates that in 2010 there were 245 people commuting out of the county for work, primarily to Montezuma County (12%). In contrast 92 people were commuting in for work, primarily from Montezuma County (10%).

The following table includes wage earners as well as proprietors (owners). About 60% of total employment is by wage earners, while 40% is through proprietors.

Dolores County 2009 Total Employment	# of Jobs	% of Jobs	Income (\$000)	% of Inc.
Agriculture	150	23%	\$ 1,666	6%
Mining & Utilities	12	2%	\$ 3,075	12%
Construction	64	10%	\$ 2,201	8%
Manufacturing	12	2%	\$ 1,010	4%
T & W	21	3%	\$ 1,092	4%
Wholesale & Retail Trade	75	11%	\$ 2,559	10%
Information	1	0%	*	
F, I R & E	6	1%	\$ 2,928	11%
Services	125	19%	\$ 5,211	20%
Government	198	30%	\$ 6,649	25%
Total	664	100%	\$26,391	100%

Source: Colorado State Demography Office 3-11

* not disclosed

*Agricultural income reflects net losses from livestock and crop production

F, I & RE - Finance, Insurance & Real Estate

T & W - Transportation and warehousing

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 2009 government became the largest employment sector.

2009 Government Sectors	# of jobs
Federal government, civilian	12
Military	5
Other government	8
Local government	172
Total	197

Base Analysis – Base analysis distinguishes which industries are responsible for overall growth and change. 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. In Dolores the largest base employment industries are agriculture and households that spend money earned elsewhere.

Dolores 2009 Base Industries	# of Jobs	% of Jobs
Agribusiness	180	29%
Mining	0	0%
Manufacturing	9	1%
Government	36	6%
Regional Services	69	11%
Tourism	34	5%
Households	217	35%
Indirect Unassigned	79	13%
Total	624	100%

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

Top Employers Dolores County 2010		# of Jobs
Dolores County		63
Dolores School Dist. RE2J		48
Dove Creek Suprette Inc.		25
Dove Creek Implement Inc.		16
Dunton Hot Springs Inc.		14
Dolores County Health Assoc.		13
Hankins Stone Company Inc.		8

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.

Retirees brought in \$9.7 million (16%) of TPI through transfer payments and dividends, interest and rent.

Dolores 2009 Total Personal Income (\$000)		% of Total
Employment Earnings	\$ 24,950	41%
Residency Adjustment	\$ 9,345	15%
Dividends, Interest & Rent	\$ 11,864	19%
Transfer Payments	\$ 14,728	24%
Estimated TPI	\$ 60,887	100%

Source: Bureau of Economic Analysis
<http://www.bea.gov/regional/reis/>.

Per Capita Income (PCI) – The latest official figure from the Bureau of Economic Analysis is from 2009, when PCI was estimated at \$31,385.

Per Capita Income 2009		
	PCI 2009	% of USA
USA	\$ 39,635	100%
Colorado	\$ 41,895	106%
Dolores	\$ 31,385	79%

Source: Bureau of Economic Analysis

Livable Wages – In 2010 a minimum of \$11.99/hr provided a livable wage in Dove Creek, and \$12.25/hr in Rico, if you were a single person renting a one-bedroom apartment.

Education – There have been significant changes in the way Colorado schools are rated. Unified Improvement Plans (UIP) now rate Districts, and individual schools, on four performance indicators: academic achievement; academic growth; gaps in growth by any historically disadvantaged subgroups; and success preparing students for the workforce.

According to the 2010 one-year performance reports (the first year the UIP format was required); Dolores County RE No. 2 is accredited with Improvement Plan. The district meets one of the four indicators (postsecondary and workforce readiness) and is approaching meeting the academic achievement and academic growth indicators. It does not meet the academic growth gaps indicator. (View full district report at <http://www.schoolview.org/performance.asp>.)

Housing – According to the State Demographers office, in 2010 there were 1,468 total housing units. Of these 61% were occupied and 39% were vacant. Although there were a small number of single family residential homes sold in Dolores County in 2010, we can characterize their median prices by geographic area. In Cahone the median was \$107,300; in Dove Creek the median was \$54,500; in Rico the median was \$82,000. Elsewhere in the county the median was \$112,000 – this included rural properties with acreage, according to the Dolores County Assessor.

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.

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

LA PLATA COUNTY

Population – Between 2000 and 2010, La Plata County grew from 43,941 to 51,335 people (17%) with most of the growth occurring in Bayfield and Durango. Ignacio saw slower growth, as did unincorporated areas of the county. These population figures, however, do not reflect the large number of seasonal visitors, many of whom own 2nd homes in the county.

	Census 2000	Census 2010	% Change 2000-2010
La Plata	43,941	51,334	16.8%
Bayfield	1,549	2,333	50.6%
Durango	13,922	16,887	21.3%
Ignacio	669	697	4.2%
Unincorporated	27,801	31,417	13.0%

Source: Colorado State Demography Office 3-2011

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	51,334	58,921	66,720	73,983	80,772
Avg. Ann. % Change		2.8%	2.5%	2.1%	1.8%

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.

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. More information about the Tribe is provided on page 16 of this report.

Employment and Income – La Plata County generally follows statewide and national trends with regard to unemployment rates. In 2010, county rates (7.2%) are lower than the state (8.9%) and nation (9.6%). The seasonally adjusted labor force was 32,446 in 2010. For a look at how La Plata County compares with the rest of the region from 1999 to 2010 please refer to the Regional Overview.

The U.S. Census Bureau estimates that in 2010 there were 4,118 people commuting out of the county for work, primarily to San Juan County, New Mexico (4.4%) and to Mesa (2.5%) and Montezuma (2.3%) counties. In contrast, a higher number of people (5,016) were commuting in for work, primarily from San Juan County, New Mexico (4.3%), Montezuma County (4.3%) and Archuleta County (2.1%).

The following table includes wage earners as well as proprietors (owners). About 77% of total employment is by wage earners, while 23% is through proprietors.

La Plata County 2009 Total Employment	# of Jobs	% of Jobs	Income (\$000)	% of Inc.
Agriculture	738	2%	\$ 4,852	0.3%
Mining & Utilities	924	3%	\$ 103,307	7%
Construction	3,227	10%	\$ 195,677	13%
Manufacturing	621	2%	\$ 23,482	2%
T & W	812	3%	\$ 45,134	3%
Wholesale & Retail Trade	4,236	13%	\$ 164,034	11%
Information	514	2%	\$ 26,294	2%
F, I & RE	2,178	7%	\$ 116,026	8%
Services	13,136	40%	\$ 518,497	34%
Government	6,060	19%	\$ 311,747	21%
Total	32,446	100%	\$ 1,509,050	100%

Source: Colorado State Demography Office 3-11

*Agricultural income reflects net losses from livestock and crop production

F, I & RE - Finance, Insurance & Real Estate

T & W - Transportation & Warehousing

The service sector employs about 40% of workers in the county, and represents 34% of the earnings. The service sector is composed of many types of jobs, and very different wage scales. Many of the service jobs in La Plata County are technical, educational or in health services.

La Plata County 2009 Service Sectors	# of Jobs	% of Jobs	Income (\$000)	% of Inc.
Professional, Scientific, Technical	3,614	28%	\$ 179,494	35%
Education, Health, Social Assistance	3,615	28%	\$ 167,028	32%
Arts, Entertainment, Recreation	1,008	8%	\$ 23,738	5%
Accommodation, Food Service	3,132	24%	\$ 75,484	15%
Other Services	1,767	13%	\$ 72,753	14%
Total	13,136	100%	\$ 518,497	100%

Base Analysis – Base analysis distinguishes which industries are responsible for overall growth and change. 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. In La Plata the largest base employment industry is tourism.

La Plata 2009 Base Industries	# of Jobs	% of Jobs
Agribusiness	1,288	6%
Mining	955	4%
Manufacturing	247	1%
Government	2,437	11%
Regional Services	3,591	16%
Tourism	5,780	26%
Households	3,619	16%
Indirect Unassigned	4,135	19%
Total	22,052	100%

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

Top Employers	
La Plata County 2010	# of Jobs
Southern Ute Indian Tribe - Admin.	1,120
Mercy Hospital	625
Fort Lewis College	535
City of Durango	500
Mercury Payment Systems	442
La Plata County	412
Southern Ute Indian Tribe - Casino	380
Wal Mart Stores Inc.	353
DSC Purgatory LLC	346
San Juan Basin Health	226

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. Retirees brought in \$286 million (14%) of TPI through transfer payments and dividends, interest and rent.

La Plata 2009 Total Personal Income (\$000)	% of Total
Employment Earnings	\$ 1,315,750 64%
Residency Adjustment	\$ (11,754) -1%
Dividends, Interest & Rent	\$ 496,027 24%
Transfer Payments	\$ 246,655 12%
Estimated TPI	\$ 2,046,678 100%

Source: Bureau of Economic Analysis
<http://www.bea.gov/regional/reis/>.

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 \$39,769.

Per Capita Income 2009		
	PCI 2009	% of USA
USA	\$ 39,635	100%
Colorado	\$ 41,895	106%
La Plata	\$ 39,769	100%

Source: Bureau of Economic Analysis

Livable Wages – In 2010 a minimum of \$10.65/hr provided a livable wage in Bayfield, \$11.57/hr in Durango, and \$11.87/hr in Ignacio, if you were a single person renting a one-bedroom apartment.

Education – There have been significant changes in the way Colorado schools are rated. Unified Improvement Plans (UIP) now rate Districts, and individual schools, on four performance indicators: academic achievement; academic growth; gaps in growth by any historically disadvantaged subgroups; and success preparing students for the workforce.

According to the 2010 one-year performance reports (first time the UIP format was required), Bayfield 10 JT-R and Durango 9R are Accredited, and Ignacio 11 JT is Accredited with Priority Improvement Plan. (View full reports on all three districts at <http://www.schoolview.org/performance.asp>.)

Housing – According to the State Demographers office, in 2010 there were 25,908 total housing units. Of these, 82% were occupied and 18% were vacant. In 2010, in La Plata County the median price for a single family residence was \$300,000; for Durango the median was \$325,000; in Bayfield the median was \$230,000; and in Ignacio the median was \$193,000.

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.

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

SNAPSHOT OF REGION 9 – MAP

Insert center fold of map here

MONTEZUMA COUNTY

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

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

Source: Colorado State Demography Office 3-2011

Unincorporated areas of the county include the Ute Mountain Ute Indian Tribe, headquartered in Towaoc, which is located 12 miles southwest of Cortez. More information about the Ute Mountain Ute Tribe is provided on page 16 of this report. Just across the borders of Utah, New Mexico and Arizona is the Navajo Nation. These two tribes have significant cultural and economic impacts on Montezuma County.

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

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

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

The U.S. Census Bureau estimates that in 2010 there were 2,869 people commuting out of the county for work, with the greatest number of workers going to La Plata County (9.6%) and San Juan County, New Mexico (4%). There were 2,016 people commuting in to the county for work – primarily from La Plata County (5.4%).

The following table includes wage earners as well as proprietors (owners). About 68% of total employment is by wage earners, while 32% is through proprietors.

Montezuma County 2009 Total Employment	# of Jobs	% of Jobs	Income (\$000)	% of Inc.
Agriculture	684	6%	\$ 14,389	3%
Mining & Utilities	270	2%	\$ 23,098	5%
Construction	997	8%	\$ 49,145	11%
Manufacturing	406	3%	\$ 17,007	4%
T & W	203	2%	\$ 9,220	2%
Wholesale & Retail Trade	1,663	14%	\$ 56,444	13%
Information	110	1%	\$ 4,171	1%
F,I & RE	612	5%	\$ 20,772	5%
Services	4,088	34%	\$121,202	27%
Government	3,012	25%	\$131,206	29%
Total	12,045	100%	\$446,654	100%

Source: Colorado State Demography Office 3-11

*Agricultural income reflects net losses from livestock and crop production

F,I & RE - Finance, Insurance & Real Estate

T & W - Transportation and Warehousing

The service sector employs about 34% of workers in the county, and represents 27% of the earnings. The service sector is composed of many types of jobs, and very different wage scales. These include highly paid professionals, as well as entry level wage earners. Many of the service jobs in Montezuma County support education, health and social assistance.

Montezuma County 2009 Service Sectors	# of Jobs	% of Jobs	Income (\$000)	% of Inc.
Professional,Scientific,Technical	820	20%	\$ 28,727	24%
Education,Health,Social Assistance	1,451	35%	\$ 45,390	37%
Arts,Entertainment,Recreation	133	3%	\$ 1,096	1%
Accommodation,Food Service	947	23%	\$ 19,076	16%
Other Services	737	18%	\$ 26,913	22%
Total	4,088	100%	\$121,202	100%

Base Analysis – Base analysis distinguishes which industries are responsible for overall growth and change. 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. In Montezuma the largest base employment industry are households that spend money earned elsewhere.

Montezuma 2009 Base Industries	# of Jobs	% of Jobs
Agribusiness	865	10%
Mining	163	2%
Manufacturing	295	3%
Government	466	5%
Regional Services	1,823	21%
Tourism	1,267	14%
Households	3,155	36%
Indirect Unassigned	742	8%
Total	8,776	100%

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

Top Employers	
Montezuma County 2010	# of Jobs
Montezuma Cortez School Dist. RE1	425
Ute Mountain Indian Tribe - Admin.	*384
Ute Mountain Indian Tribe - Casino	*455
Wal Mart Stores Inc.	350
Southwest Health Systems Inc.	346
City of Cortez	210
Montezuma County	225
Weeminuche Construction	126
Western Excelsior Corp.	126
Department of the Interior - Mesa Verde	118

* Estimated

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.

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

Source: Bureau of Economic Analysis

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

Retirees brought in \$131 million (16%) 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 2009, when PCI was estimated at \$32,502.

Per Capita Income 2009		
	PCI 2009	% of USA
USA	\$ 39,635	100%
Colorado	\$ 41,895	106%
Montezuma	\$ 32,502	82%

Source: Bureau of Economic Analysis

Livable Wages – In 2010 a minimum of \$10.42/hr provided a livable wage in Cortez, \$10.92/hr in Dolores, and \$10.71/hr in Mancos, if you were a single person renting a one-bedroom apartment.

Education – There have been significant changes in the way Colorado schools are rated. Unified Improvement Plans (UIP) now rate Districts, and individual schools, on four performance indicators: academic achievement; academic growth; gaps in growth by any historically disadvantaged subgroups; and success preparing students for the workforce.

According to the 2010 one-year performance reports (first time the UIP format was required), Montezuma-Cortez RE-1 is Accredited with Priority Improvement Plan, and Mancos RE-6 and Dolores RE-4a are Accredited. (View full reports on all districts at <http://www.schoolview.org/performance.asp>.)

Housing – According to the State Demographers office in 2010 there were 12,094 total housing units. Of these, 87% were occupied and 13% were vacant. According to the county assessor's office, the median home price for a single family residential unit was \$160,000.

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.

SAN JUAN COUNTY

Population – In 2000 the county's resident population was 558, though it has grown by 25% over the last decade. There has also been an influx of seasonal/summer 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. Seasonal residents are not included in population figures.

	Census 2000	Census 2010	% Change 2000-2010
San Juan	558	699	25.3%
Silverton	531	637	20.0%
Unincorporated	27	62	129.6%

Source: Colorado State Demography Office 3-2011

The annual average rate of growth is expected to decrease, and then rise slowly over the next 20 years, based on local and national trends.

Population Forecasts					
San Juan	2010	2015	2020	2025	2030
Population	699	595	619	641	648
Avg. Ann. % Change		-3.2%	0.8%	0.7%	0.20%

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. However, winter tourism is growing since the opening of the Silverton Mountain Ski Area, which is also the largest employer in the county.

Employment and Income – In 2010, county unemployment rates (10.8%) are higher than the state (8.9%) and nation (9.6%). The seasonally adjusted labor force was 329 in 2010. For a look at how San Juan County compares with the rest of the region from 1999 to 2010 please refer to the Regional Overview.

The U.S. Census Bureau estimates that in 2010 there were 135 people commuting out of the county for work – with the greatest number of workers going to La Plata County (13.5%). There were also 34 people commuting in to the county for work, primarily from La Plata County (8.9%).

The following table includes wage earners as well as proprietors (owners). About 65% of total employment is by wage earners, while 35% is through proprietors.

San Juan County 2009 Total Employment	# of Jobs	% of Jobs	Income (\$000)	% of Inc.	Avg ann. wage
Agriculture	1	0%	\$ -	0%	\$ -
Mining & Utilities	3	1%	D	\$-	\$ -
Construction	23	7%	\$ 1,796	17%	\$ 78,087
Manufacturing	3	1%	D	\$-	\$ -
T & W	0	0%	\$ 25	0%	\$ -
Wholesale & Retail Trade	39	12%	\$ 1,489	14%	\$ 38,179
Information	0	0%	D	\$-	\$ -
F, I & RE	10	3%	D	\$-	\$ -
Services	186	56%	\$ 4,417	41%	\$ 23,747
Government	69	21%	\$ 3,025	28%	\$ 43,841
Total	334	100%	\$10,752		

Source: Colorado State Demography Office 3-11

D - wages can not be disclosed

F, I & RE - Finance, Insurance and Real Estate

T & W - Transportation and warehousing

The service sector employs about 56% of workers in the county, and represents 41% 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 2009 Service Sectors	# of Jobs	% of Jobs	Income (\$000)	% of Inc.
Professional, Scientific, Technical	19	10%	\$ 581	13%
Education, Health, Social Assistance	18	10%	\$ 596	13%
Recreation, Accommodation, Food Services	141	76%	\$ 2,757	62%
Other Services	8	4%	\$ 483	11%
Total	186	100%	\$ 4,417	100%

Base Analysis – Base analysis distinguishes which industries are basic in the economy, and are responsible for overall growth and change. 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. In San Juan the largest base employment industries are tourism, and households that spend money earned elsewhere.

San Juan 2009 Base Industries	# of Jobs	% of Jobs
Agribusiness	1	0%
Mining	3	1%
Manufacturing	3	1%
Government	8	3%
Regional Services	17	6%
Tourism	161	57%
Households	75	26%
Indirect Unassigned	16	6%
Total	284	100%

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

Top Employers	
San Juan County 2010	# of Jobs*
Core Mountain Enterprises LLC	35
San Juan County	26
Handlebars	20
Silverton School Dist. 1	17
Town of Silverton	15
Natalias of Silverton Inc.	15
Bent Elbow	10
Triangle Service Station	9
Brown Bear Café	7
DSC Purgatory LLC	7
Pickle Barrel Inc	6

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.

San Juan 2009 Total Personal Income (\$000)		% of Total
Employment Earnings	\$ 10,048	47%
Residency Adjustment	\$ 2,435	11%
Dividends, Interest & Rent	\$ 5,243	24%
Transfer Payments	\$ 3,755	17%
Estimated TPI	\$ 21,481	100%

Source: Bureau of Economic Analysis
<http://www.bea.gov/regional/reis/>.

Retirees brought in \$3.2 million (15%) 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 2009, when PCI was estimated at \$38,705.

Per Capita Income 2009		
	PCI 2009	% of USA
USA	\$ 39,635	100%
Colorado	\$ 41,895	106%
San Juan	\$ 38,705	98%

Source: Bureau of Economic Analysis

Livable Wages – In 2010 a minimum of \$12.20/hr provided a livable wage in Silverton if you were a single person renting a one-bedroom apartment.

Education – There have been significant changes in the way Colorado schools are rated. Unified Improvement Plans (UIP) now rate Districts, and individual schools, on four performance indicators: academic achievement; academic growth; gaps in growth by any historically disadvantaged subgroups; and success preparing students for the workforce. According to the 2010 one-year performance reports Silverton is Accredited. View full district report at <http://www.schoolview.org/performance.asp>.

Silverton is currently in process of rehabilitating its school facilities. The Rehabilitation Project for Silverton School is a comprehensive project, using design and construction to promote energy efficiency, green building, and healthy facilities that reduce operations and maintenance efforts, relieve operational costs, and extend the service life of the District's capital assets.

Housing – According to the State Demographers office in 2010 there were 757 total housing units. Of these, 46% were occupied and 54% were vacant. The high vacancy rate probably reflects the large number of seasonal and 2nd homes in the area. According to the county assessor, in 2010, the median price for a single family residence was \$170,000, based on only five sales.

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 San Juan County can be accessed at www.scan.org, under publications.

TRIBAL POPULATIONS

History – The planning and management area of Region 9 includes two Indian reservations, lands of 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 – In 2010, the Southern Ute Tribal enrollment was 1,400, with the majority of their members living on the reservation. The reservation land base includes 750,000 acres, seven major rivers, and the Navajo State Park. Tribal headquarters are located adjacent to the Town of Ignacio, in La Plata County.

Over the past 25 years, the Southern Ute Indian Tribe has become a major player in the local, state, and national economy. The Tribe is aggressively creating and operating new businesses both on and off Reservation in the areas of oil and gas production, natural gas gathering, real estate development, housing construction, sand and gravel products, media, and gaming. The Tribe currently is the largest employer in La Plata County. The Sky Ute Lodge and Casino opened in 2008. Through contributions of a percentage of its annual gaming revenue, the Tribe is a supporter of many area non-profit organizations.

The Southern Ute Growth Fund was started in 1999 and has investments spanning America and Canada. The Growth Fund reports a portfolio of over \$1 billion. In summary, Tribal activity, including gaming, generates millions of dollars per year in La Plata County, in direct and indirect economic activity.

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

The Ute Mountain Ute Tribe is a major contributor to the regional economy. In 2011, the Tribe was one of the largest employers in Montezuma County with 1,578 jobs in all aspects of tribal government and operations, and at their Ute Mountain Casino and RV Park.

The Ute Mountain Ute Tribe's Farm and Ranch Enterprise is an irrigated agricultural project designed for 7,634 acres of Ute Mountain Reservation land. The purpose of the project is to operate a market-oriented agricultural enterprise that maximizes successful commercial ventures in addition to providing skilled, year-round employment.

The Weeminuche Construction Authority is a commercial construction enterprise owned and operated by the Ute Mountain Ute Indian Tribe. Projects include oil and gas field construction, residential and commercial buildings, heavy construction, road building, canals and water systems, sand and gravel, and municipal improvements.

The Ute Mountain Casino opened in September of 1992, creating hundreds of new jobs for the tribe and others in the Four Corners area. After expenses, casino revenues are allotted to the Tribal Programs and Operations, Education, Economic Development, and Social and Family programs. The Sleeping Ute RV Park opened in April of 1994 and is located within a short walking distance of the casino. The 84-site park hosts full-service recreation vehicle sites, as well as tent and teepee areas.

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 updated their *Ute Mountain Ute Tribe Comprehensive Economic Development Strategy* in 2010.

GLOSSARY OF KEY TERMS

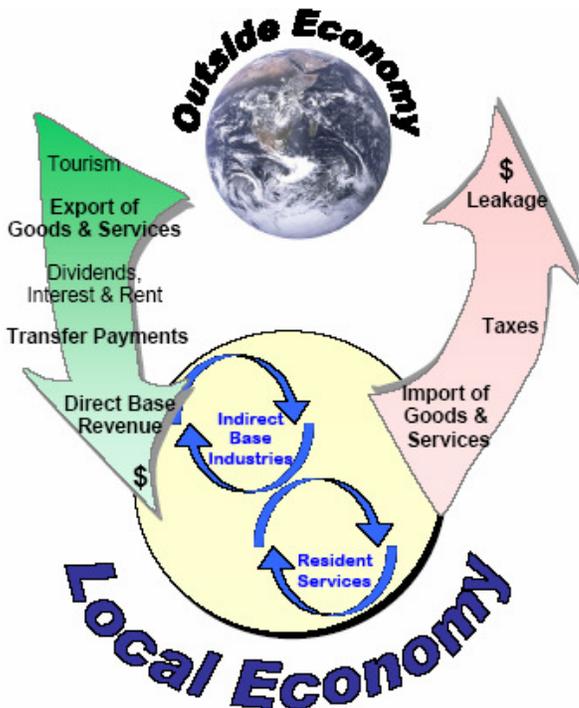
Economic Base Analysis is a tool to describe economic activity by the source of revenue, whether the money generated by sales comes from outside the local economy, or from within the local economy. This type of analysis is designed to define those economic activities that drive or sustain the local economy. 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 southwest 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 is 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) 247-7205
e-mail: keck_j@fortlewis.edu
<http://sbdcfortlewis.org>

Pagosa Springs Community Development Corp.
PO Box 1183
Pagosa Springs, CO 81147
970-731-1443
www.pagosaspringscdc.org

San Juan Economic Development Association
P.O. Box 722
Silverton, CO 81433
Phone (970) 387-5101
Fax (970) 387-0282
www.sanjuandevelopment.org
swanson4@fidnet.com – Greg Swanson, Chair

Dolores County Development Corp.
PO Box 860
Dove Creek, CO 81328
www.dolorescounty.org
bc_signs@hotmail.com – Bryce Capron, Chair

Ute Mountain Ute Indian Tribe
P.O. Box 52
Towaoc, CO 81334
Phone (970) 565-3751
Fax (970) 565-7412
www.utemountainute.com

Montezuma Community Economic
Development Association
c/o Cortez Chamber
928 E. Main or PO Box 968
Cortez, CO 81321
Phone (970) 565-3414
Fax (970) 565-4828
<http://montezumaceda.org>
cortezchamber@cityofcortez.com – Dena
Guttridge

La Plata Economic Development Alliance
Roger Zalneraitis
1150 A. Main Ave.
Durango, CO 81301
Phone (970) 259-1700
Fax (970) 385-5005
www.yesLPC.com
roger@yeslpc.com

Region 9 Economic Development District
Ed Morlan
259A Girard St
Durango, CO 81303
Phone (970) 247-9621
FAX (970) 247-9513
e-mail: ed@scan.org
www.scan.org

Chambers of Commerce

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

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

Bayfield Chamber of Commerce
P.O. Box 7
Bayfield, CO 81122
Phone (970) 884-6022
Fax (970) 884-2614
www.bayfieldchamber.org
bayfieldchamber@frontier.net

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

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

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

Pagosa Chamber of Commerce
PO Box 787
Pagosa Springs, CO 81147
Phone (970) 264-2360
Fax (970) 264-4625
www.pagosaspringschamber.com
Director@pagosachamber.com

Ignacio Chamber of Commerce
PO Box 1223
Ignacio, CO 81137
<http://ignaciochamber.org>
ignaciochamber@gmail.com

Dove Creek Chamber of Commerce
PO Box 111
Dove Creek, CO 81324
dovecrcham@yahoo.com

Silverton Chamber of Commerce
PO Box 565
Silverton, CO 81433
1.800-752-4494
www.silvertoncolorado.com
info@silvertoncolorado.com

Vallecito Chamber of Commerce
17252 CR 501
Bayfield, CO 81122
970-247-1573
www.vallecitolakechamber.com
info@vallecitolakechamber.com