



Southwest Colorado's Comprehensive Economic Development Strategy

2021



www.region9edd.org

Prepared by:

Region 9 Economic Development District of Southwest Colorado, Inc.

With Assistance from:

Donna K. Graves, Information Services, Inc.

With Financial Support from:

The Economic Development Administration U.S. Department of Commerce
Planning & Technical Assistance Grand | Federal Grant Number 05-83-05399-02

TABLE OF CONTENTS
REGION 9 CEDS UPDATE 2021
(Links to Sections)

1 – INTRODUCTION TO CEDS

2 – REGIONAL OVERVIEW

3 – ARCHULETA COUNTY

4 – DOLORES COUNTY

5 – LA PLATA COUNTY

6 – MONTEZUMA COUNTY

7 – SAN JUAN COUNTY

APPENDIX A – PARTNERS IN ECONOMIC DEVELOPMENT

APPENDIX B – CEDS PARTICIPANTS

APPENDIX C – DISASTER PREPAREDNESS

APPENDIX D – ENVIRONMENTAL UPDATE

APPENDIX E – CEDS PUBLIC INPUT PROCESS

1 – INTRODUCTION TO CEDS

TABLE OF CONTENTS

WHAT IS A COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY?	1
Economic Resiliency as a Framework	2
What are the Benchmarks of a Sustainable Community?	3

Authors Comment – This public comment (#6) was received after Sections 1 and 2 were repaginated, thus some portions reflect comments on the Introduction to CEDS (Section 1) , and others to the Regional Overview (Section 2). We have included the comments in both sections, with current page numbers. We appreciate the well thought out comments and hope that readers of this CEDS document will consider their content as they review this plan.

(6) “As a professional risk manager and community member, I am responding to point out that there are a number of statements in this draft that do not hold up to scrutiny and in some cases are patently misleading or not addressed in the plan goals. In order to publish a reliable and valid report, the authors should consider the following

With reference. Page 10 (**Section 2, p.4**) – SWOT analysis: Weaknesses – these are accurate, though the focus in inadequate infrastructure does not properly address the lack of support for seniors in a community where that population makes up a significant proportion of the area population. Threats – this is one of the most telling items in the plan – it indicates that “Regulatory Barriers” are viewed as a “Threat.” Regulation is NOT a threat – the actual threat is the failure of industry and businesses in those sectors to self-govern and conduct themselves in an ethical and same manner. That is why regulation is imposed on those industries.

Regional Overview Page 11 - 2 – (**Section2, p.5**) STRATEGIC DIRECTION – Regional Priorities and Projects Regional stakeholders have expressed a preference to use the terms Priorities (rather than goals) and Projects (rather than objectives).” This is not recognized as an effective way to guide planning – by either funders or local stakeholders. This quoted statement means you go can sidestep the real needs of the region by setting priorities and then not have to meet any “stated goals;” and that you can fund projects, whether they meet strategic objectives or not. So of course, regional stakeholders that have power favor this approach. I’m a regional stakeholder and I think this is a damaging statement about our governing stakeholders who openly choose not to be responsible or accountable to taxpayers (not all companies or stakeholders are taxpayers).

The bottom line with the earlier description sections of the plan that talk about our region is that, this report is a pretty story being told rather than actual fact about the real circumstances on the ground in our region. I have supported businesses in our region for nearly 15 years and speak from experience.

Authors Comment – the ideas expressed in Section 1, p.3-4 reflects a future vision rather than a current reality. These principles were submitted by focus groups during the 2011 CEDS Update, and we believe they continue to reflect a regional philosophy based on stakeholder input.

Page 5 (**Section 1, p. 3**) – “A sustainable community meets the basic needs of all people. These include air, water, food, shelter, health, safety, autonomy, connectedness, meaning and purpose.” While this

statement is correct – these are the hallmarks of a sustainable community – Region 9 falls short on many of these basic needs, including the basics of food, shelter, health, safety, autonomy, and connectedness. Workers in our region do not have affordable housing and often have to choose between shelter and safety (e.g., living in a boarding house with individuals who are dangerous to their health and safety – this is not conjecture, but known fact). Domestic violence is rife in our region (read the police reports). Autonomy is challenged in our region by the “old boy network” that runs the state, region, and the county.

Page 5 (**Section 1, p. 3**) – “Damage from invasive weeds has been reduced and our native species are thriving. As extractive industries develop and decline, disturbed lands are successfully reclaimed and utilized.” This is simply unfounded. Invasive weeds are a significant and mounting problem in SW Colorado, and in Archuleta County. This problem has been radically mismanaged for the past decade and we are seeing the dramatic impact from those practices on the ground now. Page 5 – “Our agricultural industry is thriving as a result of increased local markets and innovative programs that ensure agricultural viability without regulations that diminish land value.” Developments are being allowed in flood plains and are taking place without proper regard to water needs. Development is displacing agricultural land.

Page 6 (**Section 1, p. 3**) – “Diversity in our community is valued and celebrated. People from different age groups, cultures, backgrounds, and interest frequently come together to participate in local activities, events, and projects. The local economy provides opportunities for all people, young and old, to grow their families, advance their careers and be productive members of the community. Our communities provide opportunities such as lifelong learning programs, quality recreational facilities, available childcare, and equal access to affordable health care and housing.” In fact, older adults are not valued overall in our region (especially Archuleta County). affordable housing is NOT available throughout our region and is a significant barrier for hiring and stable employment, negatively impacting both employers and employees. This shortage also forces choices for health decisions and ability to afford health care that are detrimental to those in all age groups who fall into lower income brackets (not just poverty level, but below middle class income).

Page 7 (**Section 2, p. 1**) – “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.” Region 9 CEDS Mission Statement. Neither of these mission elements are being met - small town has welcomed Walmart (just for instance) - and we've seen the downfall of local businesses across the region. Opportunities to stay are hampered by high housing costs and employment obstacles, many related to inadequate affordable housing (both long term rental and purchase).

Page 8 (**Section 2, p. 2**) – discussion about internet: Repeatedly, area corporations have accepted federal and state funds to expand broadband into rural communities and then have instead used those funds to expand their suburban markets. The internet, and for that matter basic phone services, throughout Southwest Colorado remains intermittent and poor at best. These services are not even remotely adequate to encourage business or to sustain existing business in our communities.

Page 9 (**Section 2, p. 3**) – with reference to “business retention/expansion” – “If every business were able to support one additional employee, communities would see tremendous benefits. A related set of strategies focuses on improving the competitiveness of local firms.” This is a laughable statement in a market where existing businesses cannot find reliable or even appropriately trainable employees, even with good wages and benefits. See also note about page 8 on Broadband services.

Page 9 (**Section 2, p. 3**) – “Our region is serious about helping business recovery, and we need to back our intentions with real money utilizing all programs in the Federal business support toolkit such as...” Since the pandemic and the changes that has exerted on our regional economy, these sources have tightened considerably. For example, USDA Region 9 rules have been stringently tightened around low interest loans for infrastructure development.

WHAT IS A COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY?

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

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

The full CEDS is updated every five years; this 2021 document is the sixth full edition. Community Development Action Plans (CDAPs), which are the lists of identified projects, are updated on a two-year cycle. Annual CEDS Progress Reports are also submitted to the Economic Development Administration (EDA).

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

This CEDS information is a result of public input, meetings, personal interviews, surveys, a systematic review of planning documents, and active feedback from the EDA. The process was guided by the [Colorado Rural Economic Blueprint](#), a statewide strategy to spur Colorado's economy in communities outside of the front range. It is focused on expanding rural access to broadband services, tackling high health care costs, repairing rural roads and bridges, investing in rural economic development, and supporting our farming and ranching communities by connecting them to new markets. Further, it is dedicated to fulfilling every child's potential, and ensuring all Coloradans can benefit from the transition to cheaper and cleaner renewable energy sources. The CEDS process also integrates the [2020 Colorado Resiliency Framework](#). This Framework examines risks and vulnerabilities across four themes: adapting to our changing climate, understanding risks from natural and other hazards, addressing social inequities and unique community needs, and pursuing economic diversity and vibrancy.

This 2021 CEDS update builds upon state and local initiatives by:

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

Economic Resiliency as a Framework

As a society we are recognizing more and more the ways in which unexpected events disrupt our environmental, social, and economic systems and change our communities. Often, we do not have the power to stop these events, but we can prepare for them. Events such as a housing bubble or a recession, changes to our water quality and availability, or epidemic scale health concerns can move our region into unfamiliar and potentially costly scenarios. As such, strategies meant to encourage economic development in this region must be flexible and resilient so as to be able to respond to the unexpected and open our eyes to emerging opportunities.

Economic resilience has been defined as the ability of a region or communities to anticipate, withstand, and bounce back from any shocks to its businesses and overall economy, including:

- Pandemic
- Natural disasters or hazards (i.e., flooding or wildfires).
- The closure of a large employer (i.e., the oil and gas industry).
- The decline of an important industry (i.e., tourism).
- Changes in the workforce (i.e., out migration of skilled workers).
- Climate change (i.e., increasing temperatures, decreasing water availability).

These types of events can be divided into “steady-state” initiatives and “responsive” initiatives. **Steady-state** initiatives tend to be long-term efforts that seek to bolster the community or region’s ability to withstand or avoid a shock. These might include integrated planning efforts that involve extensive participation from the community to define a collective vision, diversifying the economic base, or by adapting business retention and expansion programs (such as economic gardening) to assist firms with economic recovery post disruption. Planning for and implementing resilience through specific goals or actions are addressed in this region through the SWOT analysis and strategic plan prepared for each county, which have identified a number of vulnerabilities that could lead to major economic disruptions.

Responsive initiatives include establishing strategies to address the region’s recovery needs following an incident. Responses to natural and other disasters (such as the COVID-19 pandemic) have been addressed in the updated Regional Disaster Preparedness section of the 2021 CEDS ([Appendix C](#)). The goals and strategies outlined in that document provide the foundation for improving all-hazards preparedness and resiliency, leading to fewer lives lost, reduced economic impacts in affected communities, improved response capabilities, and faster recovery time. That document is due for an update after county emergency plan revisions have been fully developed. In addition, the region follows the guidelines provided by the Colorado Division of Homeland Security & Emergency Management.¹

To unify the region in disaster recovery, Region 9 funds support a variety of regional initiatives. First, Southwest Colorado Disaster Assistance (SWCODA) is a grassroots effort that shares resources and raises awareness during emergencies by matching those who want to help, with those who need help. This website was previously used during emergencies such as the 416 Fire in 2018 that primarily impacted La Plata and San Juan Counties. It was reactivated in response to the COVID-19 pandemic and expanded to include all five counties and two Native American tribes in southwest Colorado.² Region 9 supports this website as the new hub for all five counties' recovery work. One key purpose it serves is to reduce duplication of resources and provide tools for communities that do not have the financial or technical support needed for today's on-line communications. The SWCODA website provides a much-needed platform that ties them into the larger regional recovery efforts and resources.

¹ <https://dhsem.colorado.gov/>.

² <https://www.swcoda.org/>.

In addition to being proactive through the development of strategic plans for each community, as a regional economic development organization Region 9 is particularly concerned with post-disaster economic recovery. Long-term recovery efforts focus on redeveloping communities and restoring the economic viability of disaster areas, including:

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

Region 9's Rise and Recover funding focuses staff efforts to help ensure the region recovers and thrives with measurable progress beyond the two-year grant cycle. Region 9 participates on the county recovery taskforces to engage in recovery efforts that serve the local communities and align strategically to the region's efforts.

What are the Benchmarks of a Sustainable Community?

A sustainable community is one that preserves and restores the integrity of its natural environment, nurtures healthy human and other living systems, and maintains a vital self-reliant economy, generation after generation. Environmental considerations play a key role in southwest Colorado's economic development activities. Residents of our communities value the high quality of life provided here, including clean air and water and scenic views. An environmental overview of the region is provided in [Appendix D](#).

A sustainable community meets the basic needs of all people. These include air, water, food, shelter, health, safety, autonomy, connectedness, meaning and purpose. Meeting these needs in a sustainable way also entails meeting the needs of all life in the local environment. These principles were examined by focus groups during the 2011 CEDS Update, and we believe they continue to reflect a regional philosophy. In addition, comments were solicited during a public review process from July 15th through August 15th, 2021. These comments were incorporated into the 2021 CEDS Update and are found in Appendix E.

Where would we like to be in the foreseeable future?

The vision is that our region develops on principles that respect and protect our private property rights, our natural, cultural, and heritage assets while providing opportunities for our diverse population to thrive in southwest Colorado. We take a big picture view in planning and employ effective principles to achieve our desired development patterns. To protect our rural lifestyle, we grow around designated centers integrating new and old neighborhoods while supporting agricultural lands. These centers are serviced by a well-planned infrastructure and multimodal transportation system. Groups work together to maximize scarce resources. Local governments guide development in a way that is symbiotic with local municipalities, sovereign nations, neighborhood communities and property owners.

Our local businesses are prosperous, our economy is diverse, and our counties are fiscally healthy. We approach economic development with a long-term view and seek cooperative, integrated, and creative solutions to foster regional economic growth. Businesses support a work environment that values productive employees, innovative personnel practices, and continuous workforce development to ensure services are delivered in an efficient, ethical, and responsible manner.

Our communities support the protection and enhancement of a healthy natural environment on a local, regional, and global scale. We are a leader in environmental stewardship for our proactive and balanced approach to conserving natural resources. We enjoy a healthy environment with clean air and water, and dark night skies. Wildlife corridors connect natural areas throughout the region, creating ecosystem linkages and improving wildlife vitality. Damage from invasive weeds has been reduced and our native species are thriving. As extractive industries develop and decline, disturbed lands are successfully reclaimed and utilized.

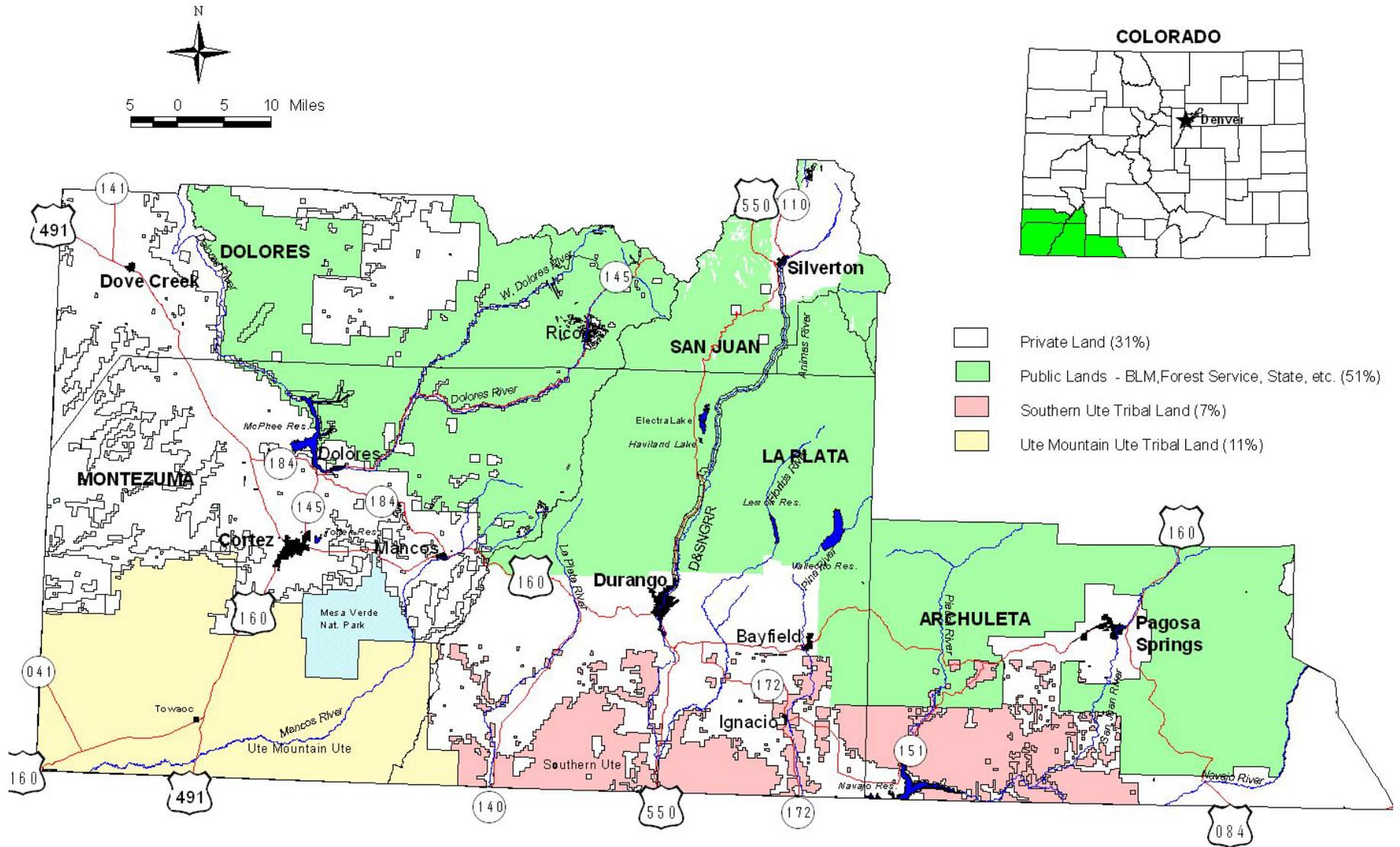
Our agricultural industry is thriving as a result of increased local markets and innovative programs that ensure agricultural viability without regulations that diminish land value. Our agricultural system is an important provider of food to our community and to the world. We recognize water is a finite resource and plan based upon that understanding. We are proactive in addressing impacts of drought and potential water shortages. Our planning considers the unique characteristics and needs of each watershed and ensures a reliable water supply for all users.

We are a national leader in conventional and renewable energy industries. As a region we invest in efficient, safe, and healthy resource technologies. Thus, we are renowned for our energy independence and as an exporter of conventional/traditional and renewable energy. Locally we reduced energy demand through efficiency, conservation, and design.

Within each county, and throughout the region, we ensure efficient multi-modal transportation systems that complement our land use strategies. Walking, cycling, and equestrian routes connect our neighborhoods, towns, and employment. Roads and public transportation networks are well planned to enable people of all ages and abilities to get around safely, efficiently, and conveniently through the county. Our airports connect us to the rest of the world, contributing to our economic vitality. Our region is a vibrant and exciting destination that shows off our natural assets, rich heritage, and diverse cultures.

Diversity in our community is valued and celebrated. People from different age groups, cultures, backgrounds, and interest frequently come together to participate in local activities, events, and projects. The local economy provides opportunities for all people, young and old, to grow their families, advance their careers and be productive members of the community. Our communities provide opportunities such as lifelong learning programs, quality recreational facilities, available childcare, and equal access to affordable health care and housing.

MAP OF REGION 9



2 – Regional Overview

TABLE OF CONTENTS

KEY HIGHLIGHTS AND ECONOMIC PRIORITIES.....	1
STRATEGIC PLANNING	4
SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis.....	4
STRATEGIC DIRECTION – Regional Priorities and Projects.....	5
EVALUATION AND MEASUREMENT	6
SUMMARY BACKGROUND	8
Demographics	8
Snapshot of the Regional Economy	9
Unemployment Rates	9
Employment Trends.....	10
2019 Employment.....	11
Livable Wages	13
Economic Base Analysis	15
Per Capita Income.....	16
Total Personal Income	16
Total Personal Income Trends 1970-2019	17

(1) Public Comment Received (July 15th to August 15th)

Authors Comment – This public comment (#6) was received after Sections 1 and 2 were repaginated, thus some portions reflect comments on the Introduction to CEDS (Section 1) , and others to the Regional Overview (Section 2). We have included the comments in both sections, with current page numbers. We appreciate the well thought out comments and hope that readers of this CEDS document will consider their content as they review this plan.

(6) “As a professional risk manager and community member, I am responding to point out that there are a number of statements in this draft that do not hold up to scrutiny and in some cases are patently misleading or not addressed in the plan goals. In order to publish a reliable and valid report, the authors should consider the following

With reference. Page 10 (**Section 2, p.4**) – SWOT analysis: Weaknesses – these are accurate, though the focus in inadequate infrastructure does not properly address the lack of support for seniors in a community where that population makes up a significant proportion of the area population. Threats – this is one of the most telling items in the plan – it indicates that “Regulatory Barriers” are viewed as a “Threat.” Regulation is NOT a threat – the actual threat is the failure of industry and businesses in those sectors to self-govern and conduct themselves in an ethical and same manner. That is why regulation is imposed on those industries.

Regional Overview Page 11 - 2 – (**Section2, p.5**) STRATEGIC DIRECTION – Regional Priorities and Projects Regional stakeholders have expressed a preference to use the terms Priorities (rather than goals) and Projects (rather than objectives).” This is not recognized as an effective way to guide planning – by either funders or local stakeholders. This quoted statement means you go can sidestep the real needs of the region by setting priorities and then not have to meet any “stated goals;” and that you can fund projects, whether they meet strategic objectives or not. So of course, regional stakeholders that have power favor this approach. I’m a regional stakeholder and I think this is a

damaging statement about our governing stakeholders who openly choose not to be responsible or accountable to taxpayers (not all companies or stakeholders are taxpayers).

The bottom line with the earlier description sections of the plan that talk about our region is that this report is a pretty story being told rather than actual fact about the real circumstances on the ground in our region. I have supported businesses in our region for 15 years and speak from experience.

Authors Comment – the ideas expressed in Section 1; p.3-4 reflects a future vision rather than a current reality. These principles were submitted by focus groups during the 2011 CEDS Update, and we believe they continue to reflect a regional philosophy based on stakeholder input.

Page 5 (**Section 1, p. 3**) – “A sustainable community meets the basic needs of all people. These include air, water, food, shelter, health, safety, autonomy, connectedness, meaning and purpose.” While this statement is correct – these are the hallmarks of a sustainable community – Region 9 falls short on many of these basic needs, including the basics of food, shelter, health, safety, autonomy, and connectedness. Workers in our region do not have affordable housing and often have to choose between shelter and safety (e.g., living in a boarding house with individuals who are dangerous to their health and safety – this is not conjecture, but known fact). Domestic violence is rife in our region (read the police reports). Autonomy is challenged in our region by the “old boy network” that runs the state, region, and the county.

Page 5 (**Section 1, p. 3**) – “Damage from invasive weeds has been reduced and our native species are thriving. As extractive industries develop and decline, disturbed lands are successfully reclaimed and utilized.” This is simply unfounded. Invasive weeds are a significant and mounting problem in SW Colorado, and in Archuleta County. This problem has been radically mismanaged for the past decade and we are seeing the dramatic impact from those practices on the ground now. Page 5 – “Our agricultural industry is thriving as a result of increased local markets and innovative programs that ensure agricultural viability without regulations that diminish land value.” Developments are being allowed in flood plains and are taking place without proper regard to water needs. Development is displacing agricultural land.

Page 6 (**Section 1, p. 3**) – “Diversity in our community is valued and celebrated. People from different age groups, cultures, backgrounds, and interest frequently come together to participate in local activities, events, and projects. The local economy provides opportunities for all people, young and old, to grow their families, advance their careers and be productive members of the community. Our communities provide opportunities such as lifelong learning programs, quality recreational facilities, available childcare, and equal access to affordable health care and housing.” In fact, older adults are not valued overall in our region (especially Archuleta County). affordable housing is NOT available throughout our region and is a significant barrier for hiring and stable employment, negatively impacting both employers and employees. This shortage also forces choices for health decisions and ability to afford health care that are detrimental to those in all age groups who fall into lower income brackets (not just poverty level, but below middle-class income).

Page 7 (**Section 2, p. 1**) – “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.” Region 9 CEDS Mission Statement. Neither of these mission elements are being met - small town has welcomed Walmart (just for instance) - and we've seen the downfall of local businesses across the region. Opportunities to stay are hampered by high housing costs and employment obstacles, many related to inadequate affordable housing (both long term rental and purchase).

Page 8 (**Section 2, p. 2**) – discussion about internet: Repeatedly, area corporations have accepted federal and state funds to expand broadband into rural communities and then have instead used those funds to expand their suburban markets. The internet, and for that matter basic phone services, throughout Southwest Colorado remains intermittent and poor at best. These services are not even remotely adequate to encourage business or to sustain existing business in our communities.

Page 9 (**Section 2, p. 3**) – with reference to “business retention/expansion” – “If every business were able to support one additional employee, communities would see tremendous benefits. A related set of strategies focuses on improving the competitiveness of local firms.” This is a laughable statement in a market where existing businesses cannot find reliable or even appropriately trainable employees, even with good wages and benefits. See also note about page 8 on Broadband services.

Page 9 (**Section 2, p. 3**) – “Our region is serious about helping business recovery, and we need to back our intentions with real money utilizing all programs in the Federal business support toolkit such as...” Since the pandemic and the changes that has exerted on our regional economy, these sources have tightened considerably. For example, USDA Region 9 rules have been stringently tightened around low interest loans for infrastructure development.

KEY HIGHLIGHTS AND ECONOMIC PRIORITIES

“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.” Region 9 CEDS Mission Statement

The southwest corner of Colorado includes a five-county area known as Region 9. The region includes Archuleta, Dolores, La Plata, Montezuma, and San Juan Counties, as well as the Southern Ute and Ute Mountain Ute Indian Tribes, and encompasses 6,584 square miles, or 6.3% of the total land area in Colorado.

Environmental considerations play a key role in the area’s economic development activities. The residents of Region 9 value the high quality of life, including clean air and water, scenic views and easy access to public lands. A healthy environment also enhances the region’s economic development efforts by providing an attractive place to live and work, and a draw to tourists and outdoor enthusiasts. Land ownership strongly influences the local economy. Publicly managed lands make up 45% of the District; 38% is in private ownership and 17% are tribal lands. The public lands include the San Juan National Forest, an area of over 1.8 million acres including the 499,771-acre Weminuche Wilderness-the largest designated wilderness area in Colorado.

The region is home to Mesa Verde National Park, as well as four national monuments. Public lands and open space are considered vital economic assets across the region, providing direct employment that supports agricultural/natural resource development enterprises, recreation, and tourism.

Currently the region is experiencing extreme drought of epic proportions, second only to a lengthy dry spell in the 1500s. Add complications with climate change, which is expected to move storms farther north and raise temperatures in the Southwest, and concerns about water availability and intensified wildfire seasons.

Another area of concern for Southwest Colorado, like many rural areas of the country, has been the growing and on-going substance use trends. The region has no local inpatient substance use facility, transitional residential treatment, or stepdown programs to address or manage recovery from opioid and substance use disorder. The impact of substance abuse is felt in our jails, court systems, workforce and families and has been exacerbated as a result of the pandemic. This poses a very real economic development challenge impacting existing workforce shortages.

The regional population totaled 99,197 in 2019, averaging 0.9% annual growth since 2010. The area is rural, so communities depend on one another to provide goods and services within the larger regional economy. La Plata County (specifically Durango) is the regional work center, with more workers commuting into the county than out. Locals often commute long distances to a neighboring state to take advantage of job opportunities, better shopping, or lower real estate prices. The resulting inter-connected economy extends to the entire "Four Corners" area, including southwest Colorado, northwest New Mexico, northeast Arizona, and southeast Utah.

Job growth in the region was steady at about 2 – 4% per year until the recession of 2007–2009. Employment reached a low of 50,280 jobs in 2010, the depth of the recession in the local area. It took 10 years for the region to reach prerecession job levels. In 2019 there were an estimated 57,375 jobs, including those held by commuters. Top employment sectors vary by county: in Archuleta it is retail trade; in Dolores it is agriculture; in La Plata and Montezuma Counties local governments provide the greatest employment share and in San Juan it is accommodation and food services. The fastest-growing industries through 2022 are projected to be other Services (except Public Administration), Manufacturing, Educational Services, and Management of Companies and Enterprises according to EMSI, an economic modeling firm. Obviously the COVID-19 pandemic may change these projections.

Equation for Economic Recovery

Like much of the state, southwestern Colorado has seen enormous growth and change in recent years, providing a catalyst for new opportunities. Region 9 works within this framework to encourage flexible and resilient economic development strategies. A long-standing regional goal has been to minimize the relative impact of any sudden change in fortunes, hence employment, of any (large) firm or industry. Events such as a housing bubble or a recession, changes to water quality and availability, or catastrophic events such as wildfires or a global pandemic, can move the region into unfamiliar and potentially costly scenarios. As such, strategies meant to encourage economic development in this rural region must be flexible and resilient to respond to the unexpected and be open to emerging opportunities. History suggests that economic shocks are unavoidable. In Region 9 the decline of mining /energy industries, manmade disasters like the Gold King Mine Spill, weather events like floods, drought, avalanches, and the ongoing wildfires have threatened economic stability.

The COVID-19 pandemic-related economic shock is new for all of us, but its impacts have similarities to past economic crises. Locally, economic developers have embraced the principals of *Coping with Adversity: Regional Economic Resilience and Public Policy* (Wolman et al. 2017), which assesses over 1,500 disasters between 1978 and 2014 and how impacted communities responded. This includes events such as the downturn of the steel industry, the Great Recession, the 1980s savings and loan crisis, and numerous weather disasters.

The good news is there is no “secret sauce” for economic recovery. The strategies proposed by Wolman and his colleagues are based on core economic development practices. When studying those 1,500 disasters, researchers looked at how each community recovered and what common components were present in the communities that were the most successful. **The formula for economic recovery and resilience success is this equation: Recovery equals talent plus infrastructure, plus entrepreneurship, plus business retention/expansion (Recovery = T + I + E +BRE).**

Talent development was important before COVID-19 and will continue to be so. Recovery occurs when talented people build/rebuild great companies that generate new jobs and new wealth for a community. This means that continued and expanded investments in workforce and education programs are essential. Yes, there will be new ways of working such as more remote workers, and according to the Colorado Demography Office, recruiting remote workers is now a top focus for rural counties throughout the country. Region 9 has the natural and built amenities to attract talent.

Prior to COVID-19, most of our discussions on talent development related to training and education. That emphasis will remain relevant, but we are also going to have to think more broadly about how to provide a stronger social safety net for workers, especially those engaged in the gig economy or the independent workforce. Communities and regions might consider their own social safety net programs (e.g., such as housing or health care support or subsidies) as one means to attract or retain talent. Investments in community amenities (as noted above) will also be a core part of these talent-focused strategies.

In terms of **infrastructure**, the COVID-19 crisis has made it clear that broadband is the missing amenity and closing this gap needs to be top priority for any underserved location. The pandemic has forced many people working in various industries to work from home via the internet. It also has drastically changed school operations throughout our region and Colorado, with many students attending school partially or fully online.

In October 2020, The U.S. Department of Agriculture announced it is awarding \$6.3 million to expand broadband internet access in Dolores, San Miguel, and Montezuma counties. The funding will be provided to Emery, a Utah-based telecommunications company, for use in expanding internet access in southwest Colorado. The grant is a part of the USDA’s ReConnect Program, which aims to expand broadband infrastructure and internet access throughout rural America. According to the agency, the grant will be used to expand high-speed broadband to more than 1,600 people living in the three counties. In addition to connecting residents and households to broadband, the USDA said the broadband infrastructure expansion will connect 91 farms, 52 businesses, three fire stations and two post offices throughout the area. Moving forward, our region works to treat broadband as truly essential infrastructure.

Entrepreneurship is also key in the recovery equation. Can someone who wants to live in our community find a job, and if not, create their own? Many communities have co-working spaces, accelerators, incubators, and the business support tools to grow their entrepreneurial landscape. In today's changing world, jobs are following people rather than people following jobs so easing the transition to open and grow a business is critical. Post COVID-19, this means assisting with ownership transitions. Many business owners, primarily baby boomers, are thinking now would be a good time to retire. Instead of closing these businesses, we need to help new entrepreneurs take over. New owners tend to be more innovative, see new opportunities and have new ideas and energy.

We are already seeing a continued return to localism and an emphasis on supporting local business. As more people work from home or pursue independent work, the hunger for connections will also grow. We expect investment in "third places" where home-based workers can convene, connect, and collaborate. These new third places, which might be coworking sites or other convening spaces, will serve as a lifeline for local workers and help to build stronger business networks as well.

Finally, there is **business retention/expansion**. In recovery we need to invest in strengthening local companies already in business. Small businesses are more likely than large businesses to fail after a major disaster. Existing businesses are already invested and committed to a community, and it is cheaper to retain companies than to recruit new ones. If every business were able to support one additional employee, communities would see tremendous benefits. A related set of strategies focuses on improving the competitiveness of local firms. Major global firms were already rethinking the globalization of supply chains before COVID-19, and efforts to restore and secure supply chains is something for even rural areas to explore where local companies already fit or could fit in new supply chain structures.

Enhancing the local talent base will help here, but firms will also benefit from strategies that help them capture new markets, develop new products and services, and learn new skills. We have lots of excellent programs in our toolkit already. These include Federal programs like the Manufacturing Extension Partnership, which provides consulting support to small manufacturers, the Small Business Development Center network, and various export promotion programs that help firms identify and capture new global markets. At the local level, various Business Retention and Expansion (BRE) programs help provide opportunities to check in and invest in strengthening local companies.

Our region is serious about helping business recovery, and we need to back our intentions with real money utilizing all programs in the Federal business support toolkit such as the Manufacturing Extension Partnership (MEP), Small Business Administration (SBA), Economic Development Administration (EDA), and the U.S. Department of Agriculture (USDA). In addition, state and local government efforts will need additional support that can be quickly deployed through existing program infrastructure, such as the Community Development Block Grant (CDBG). All of these programs have a proven track record and can provide an essential lifeline to struggling businesses. The communities in Region 9 aim to be more than just survivors, we will be leaders in recovery and beyond.

STRATEGIC PLANNING

SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis

The starting point for a credible economic development strategic plan is an assessment of the strengths and weaknesses of the Region. By working with the CEDS Strategy Committee, area governments, county-level economic development groups and other stakeholders, the following was identified:

Strengths

- Entrepreneurial spirit
- Support for entrepreneurs
- Diversity and beauty of landscape
- Scenic beauty (agricultural and public lands)
- Local cultural, historical assets
- Small-town living and lifestyle
- Recreational opportunities
- Fort Lewis College & other institutions of higher learning
- Climate
- Retirees that bring assets such as pensions

Weaknesses

- Few opportunities for jobs, higher wages
- Economies that are highly dependent on one or two sectors or seasons
- Loss of open space and a decline in the agriculture sector (related issues)
- Lack of telecommunications infrastructure in the outlying areas
- Lack of available technically trained workforce
- Housing, healthcare and childcare costs challenge business retention and relocation
- Growing and on-going substance use trends
- Inadequate public infrastructure in some areas
- Lack of resources to deal with the most challenging issues (e.g., housing, and other infrastructure needs)

Opportunities

- Tourist destination with major attractions
- Availability of air service
- Value-added marketing, strategies for enhancing agriculture
- Development of business incubators
- Healthy Lifestyles of residents
- Amenity migration ~ people want to live and work here
- Growing number of home-based businesses
- Widely diverse, well-educated population
- Networking among companies for mutual support and benefit.

Threats

- Natural disasters (wildfires, drought etc.)
- Growth could ruin or compromise the qualities that make the region where people want to live
- Transportation & public infrastructure's capacity unable to meet demands of growth
- Natural resource management
- Funding cuts at State and Federal agencies
- Regulatory barriers

STRATEGIC DIRECTION – Regional Priorities and Projects

Recognizing that the COVID pandemic will impact the economy for years to come, this CEDS focuses on aligning regional strategies with state strategies for addressing equitable and resilient economic growth. Our region’s vast geography and diverse economies impact the region’s assets and limitations. The pandemic accelerated certain trends that further exposed our strengths, weaknesses, opportunities, and threats. Each county revised their SWOT from the previous CEDS (2016) to reflect desires and priorities in the current environment and for the future. Each county prepared a Strategic Direction and Community Development Action Plan (CDAP) outlining the economic and community development projects and action items dedicated to meeting their specific needs. The CDAP projects were aligned with the Colorado Rural Economic Blueprint and the Colorado Resiliency Framework.

Regional stakeholders agreed to use the terms Priorities, Projects, Outcomes, and Impacts to express the goals, objectives, actions, and anticipated deliverables of addressing economic recovery, resilience, and development because they are more closely aligned with terms used in the state frameworks.

The Colorado [State Rural Economic Blueprint](#) priorities are listed below. They represent the general intentions and broad outcomes of state, regional and community aspirations for economic prosperity. More than 200 projects have been identified region-wide and aligned with these priorities when appropriate. For specific projects please refer to the CDAPs in the county sections of this document.

- Leverage the Unique Assets of Rural Colorado
- Save Coloradoans Money on Healthcare
- Fulfill Every Child’s Potential
- Support Local Community Success in Energy Transmission
- Make Critical Investment in Community Infrastructure
- Invest in Roads and Bridges
- Build on Successful Economic Development Programs
- Community Identified Priorities – this was added for projects aligned more closely with local planning strategies

The CDAP projects were also linked to six resiliency strategies identified in the [Colorado Resiliency Framework](#), which addresses potential and interrelated economic, social and environmental risks and vulnerabilities. Abbreviations are listed next to the strategies in the CDAPs along with a number representing the supporting strategy. Please refer to the Colorado Resiliency Framework document for details.

1. Future Ready Economy & Workforce (EW)
2. Climate & Natural Hazard Resiliency (CN)
3. Building & Infrastructure Sustainability (BI)
4. Agriculture & Food Security (AF)
5. Housing Attainability (HA)
6. Community Capacity (CC)
7. Internal to Community (IC) - this was added for projects aligned more closely with local resiliency strategies

EVALUATION AND MEASUREMENT

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

There are many different types of projects and actions listed in the strategic plans developed by each county, each requiring either a qualitative or quantitative evaluation strategy. Thus, several evaluation strategies are used including: 1) documenting the progress or completion of individual CDAP projects; 2) ranking counties against all other U.S. counties based on a human capital and creation index; and 3) ranking county’s economic performance indicators such as prosperity, annual wages, labor mobilization, employment, unemployment, and poverty rates against all other U.S. counties.

To track progress in intervening years other evaluation tools will include:

Annual Comprehensive Economic Development Strategy (CEDS) & EDA Progress Report

The purpose of this report is to evaluate the organization’s implementation of the CEDS and its impact on the regional economy. The District will address progress within each of the Colorado Rural Economic Blueprint Priorities and the State Resiliency Framework strategies.

The Region 9 Report

Region 9 publishes the *Region 9 Report*, which tracks such data as population growth or decline, employment and income, labor force statistics, retail sales, total personal income, and per capita income for each county in the region. This information provides a regional snapshot of each county’s progress. This report is updated every other year with the last update in 2020. This report is available at https://www.region9edd.org/uploads/Final_Report_Economic_Snapshot_2020.pdf

Economic Data Dashboard

The Region 9 website hosts a dashboard that provides updated information on regional logistics & accessibility, industry advantages, a regional explorer, the current business climate, workforce data, and a demographic map. This user- friendly format is available at <https://www.region9edd.org/dashboards>.

Colorado Business Economic Outlook

This annual publication by the Leeds School of Business (University of Colorado Boulder) serves as a forecasting tool for decision makers. It provides an international, national, statewide, and regional context in which to analyze changes that have occurred in all economic sectors and looks at the opportunities and challenges that shape population, employment, and the overall economy. Region 9 contributes to this publication each year to furnish details regarding southwest Colorado. <https://cber.co/>.

The Southwest Economic Outlook Annual Forum

Region 9 presents regional economic data at this annual forum hosted by Fort Lewis College. <https://www.fortlewis.edu/academics/schools-departments/school-of-business-administration/community-engagement/southwest-economic-outlook>.

Regional Transportation Plans

The Colorado Department of Transportation (CDOT) has updated the Region's 2045 Transportation Plan. The Southwest Colorado Council of Governments (SWCCOG) administers the Southwest Regional Transportation Planning Commission and participates on the Regional Transit Coordinating Council. Both entities have approved plans and identified priority transportation projects including intersections, transit, and design work. The completion of the listed priorities will be used to track regional progress in transportation. More information about regional transportation is available at https://www.codot.gov/programs/your-transportation-priorities/assets/regional-transportation-plans/sw-rtp_public-review-draft_050120.pdf.

Enterprise Zone Annual Report

Region 9 administers the Southwest Enterprise Zone program. Accordingly, targets are established by county for the number of jobs created in various sectors, as well as the tax credits and dollars invested through the EZ program. Region 9 will continue to set and measure these targets with communities. The information provides a very concrete tool for measuring success of goals related to job creation and business expansion. This report is done annually and is filed with the state Office of Economic Development and International Trade. More information regarding this program is available at <https://www.region9edd.org/enterprise-zone>.

SUMMARY BACKGROUND

Demographics

Population – A look at the annual average population change for each county gives an idea of growth trends in the region from 1970 to 2019. The population within the five counties of Region 9 grew at a rate of about 1.4% annually from 2000 to 2010, and 0.9% between 2010 and 2019, with most of the growth consistently seen in Archuleta County. 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 homeowners that bring along their pensions and other retirement benefits. This "new" money impacts the local economy positively as it is spent on new homes and goods and services.

Average Annual % Change					
	1970-1980	1980-1990	1990-2000	2000-2010	2010-2019
Archuleta	3.0%	3.8%	6.4%	2.0%	1.7%
Dolores	0.1%	-1.0%	2.1%	1.1%	-0.12%
La Plata	3.5%	1.7%	3.1%	1.6%	1.0%
Montezuma	2.5%	1.2%	2.5%	0.7%	0.3%
San Juan	0.0%	-1.1%	-2.8%	2.3%	0.3%
Region 9	2.9%	1.6%	3.2%	1.4%	0.9%

Source: Colorado State Demography Office

	2010	2019	Ann. Avg % Change 2010-19
Archuleta	12,060	14,002	1.7%
Dolores	2,060	2,037	-0.12%
La Plata	51,441	56,272	1.0%
Montezuma	25,532	26,160	0.3%
San Juan	709	726	0.3%
Region 9	91,802	99,197	0.9%
Colorado	5,050,332	5,763,976	1.5%

Source: Colorado State Demography Office

Population declines throughout the region were common during the national recession as people followed jobs. Most of the communities in the region have seen slow growth since 2010. Declining population in Dolores County may be a result of a loss of jobs in the mining industry. Region 9 is forecast to grow at a higher percentage rate (1.3% to 1.6%) than the state (1.1% to 1.4%) through 2035.

	Archuleta	Dolores	La Plata	Montezuma	San Juan
Median Age	51	51.8	39.9	44.4	52.1
Working from Home	10%	14%	8%	7%	5%
Median Household Income	\$ 50,753	\$ 41,714	\$ 64,372	\$ 46,797	\$ 46,563
Median Home Price	\$ 333,000	\$ 135,000	\$ 385,000	\$ 234,000	\$ 272,000
Homeownership	75%	81%	71%	71%	67%
Non-white Population	16%	3%	12%	19%	1%
Poverty Rate	11%	14%	9%	16%	5%
Bachelors Degree or Higher	39%	21%	44%	29%	35%

Other pertinent demographics of La Plata County are provided by the American Community Survey (ACs 2018).

Median home price is from Local MLS (through November 2020).

Snapshot of the Regional Economy

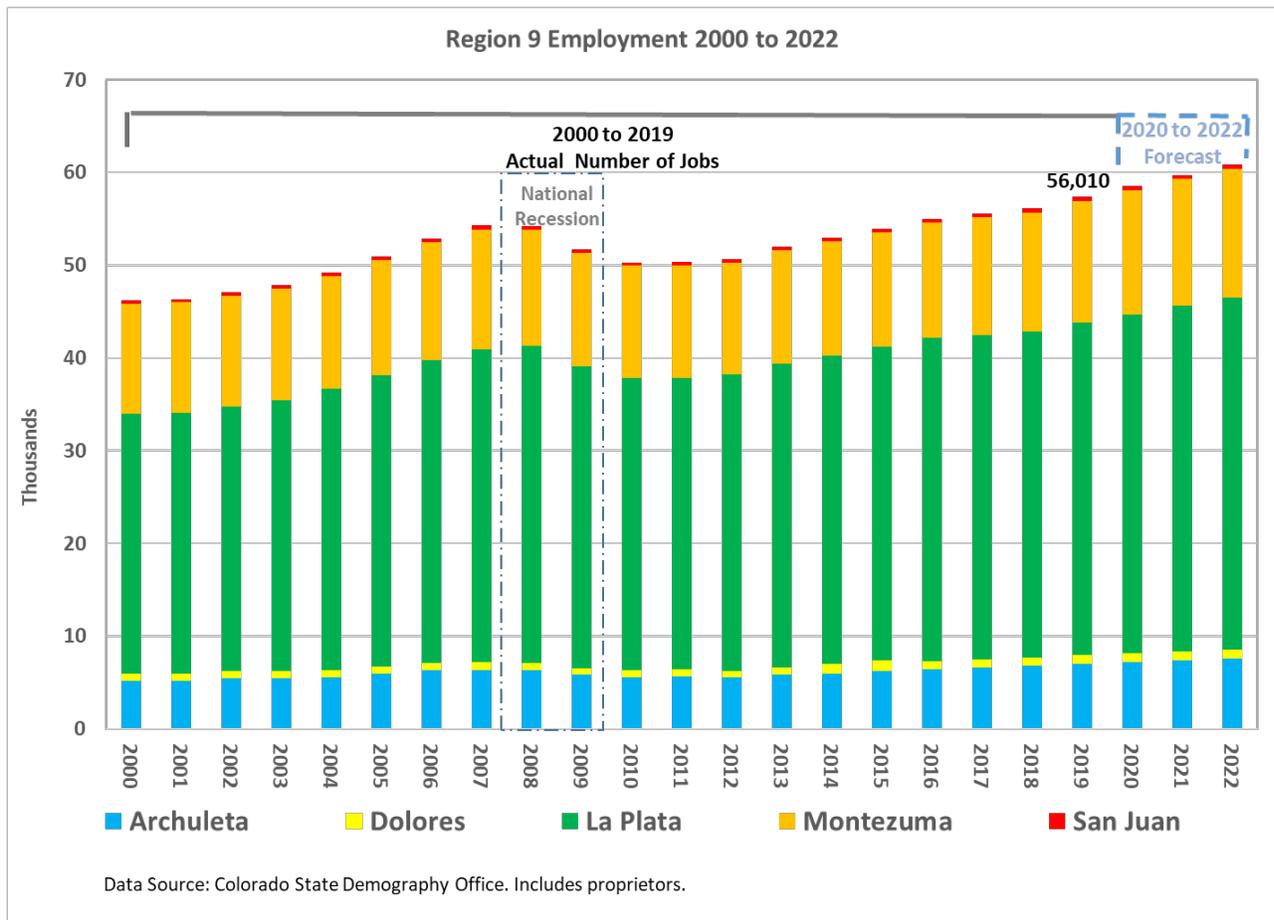
Unemployment Rates

Unemployment Rates 2019				
Location	Labor Force	Employed	Unemployed	Unemployment Rate
USA				3.9%
Colorado				2.8%
Archuleta	6,937	6,717	220	3.2%
Dolores	1,164	1,129	35	3.0%
La Plata	32,305	31,495	810	2.5%
Montezuma	13,038	12,486	552	4.2%
San Juan	570	553	17	3.0%

In 2019, unemployment rates in Archuleta, Dolores, Montezuma, and San Juan Counties were higher than the state (2.8%).

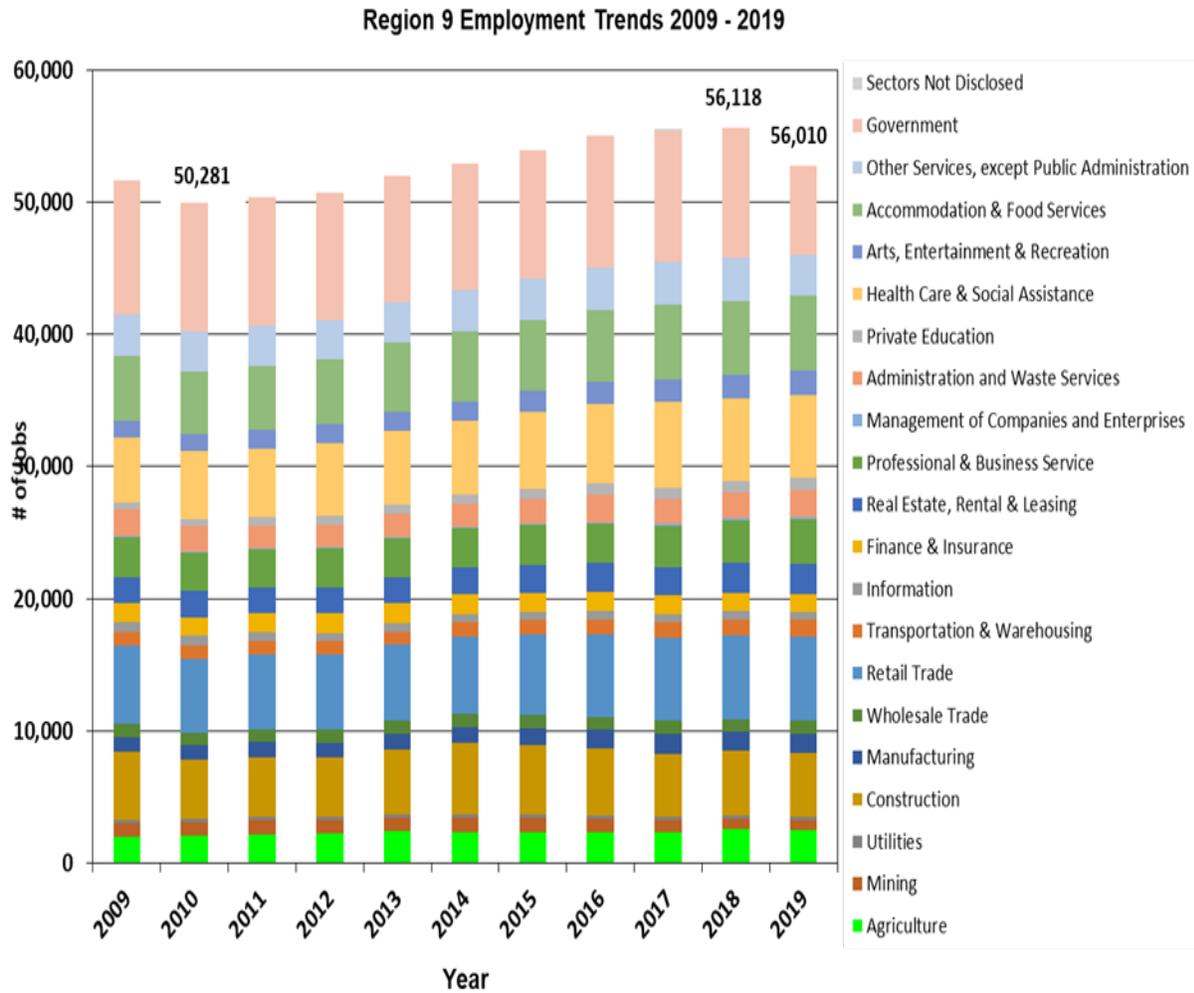
Source: Colorado Labor Market CDLE-LMI

Job growth in the region was steady at about two to four percent per year until the national recession of 2007-2009. SW Colorado’s recession lagged the nation and Employment reached a regional low of 50,281 jobs in 2010. It took the region 10 years to recover from the recession.



Employment Trends

An employment “sector” combines jobs into categories that are alike, and allows us to measure the relative strength of that industry in the local economy. Using trend analysis we can see how those industries have grown or declined within a specific timeframe.



2019 Employment

Government jobs are important in the regional economy and include federal jobs through the U.S. Forest Service and National Parks. These estimates include proprietors as well as wage and salary workers.

Region 9 2019 Total Employment	# of Jobs	% of Jobs	*Average Ann. Wage	# Jobs % Change 2014-2019
Agriculture	2,507	4%	\$ 35,816	7%
Mining	732	1%	\$ 77,214	-32%
Utilities	254	0.5%	\$ 82,128	-3%
Construction	4,886	9%	\$ 44,700	-9%
Manufacturing	1,423	3%	\$ 41,603	15%
Wholesale Trade	996	2%	\$ 55,043	-1%
Retail Trade	6,372	11%	\$ 26,322	9%
Transportation & Warehousing	1,266	2%	\$ 52,428	22%
Information	559	1%	\$ 65,553	-17%
Finance Activities	1,365	2%	\$ 63,352	-5%
Real Estate	2,287	4%	\$ 34,566	12%
Professional & Business Services	3,345	6%	\$ 54,777	13%
Management of Companies and Enterprises	200	0.4%	\$ 92,944	77%
Administration and Waste Management	2,065	4%	\$ 33,689	15%
Private Education	911	2%	\$ 30,593	34%
Health Services	6,276	11%	\$ 35,580	13%
Arts, Entertainment, and Recreation	1,810	3%	\$ 40,377	24%
Accommodation and Food	5,658	10%	\$ 24,785	6%
Other Services, except Public Administration	3,029	5%	\$ 24,498	-2%
Government	10,064	18%	\$ 42,155	5%
Sectors Not Disclosed (ND)	5	0.0%		
Total	56,010	100%	\$ 36,925	6%

2019 Employment Share by Wage - 56,010 Jobs

Avg. Annual Wage	Low Wage	Mid Wage	High Wage	Livable Wage
\$36,925	< \$29,540	\$29,541 - \$44,310	> \$44,311	\$61,828
	27%	49%	24%	

Low Wage < 80% of AAW; Mid Wage > 80% and < 120% of AAW; High Wage > 120% of AAW

Wages by Job Sector – Since all working-age families meet their income needs with employment, a crucial question is whether the jobs available provide sufficient wages. The highlighted cells in this table indicate that the average annual wage for that industry provides a livable wage for a family of four in that county.

Region 9 - Average Annual Wage by Sector

2019	Archuleta	Dolores	La Plata	Montezuma	San Juan	Region 9	Colorado
Agriculture	\$38,358	ND	\$ 34,173	\$34,917	ND	\$35,816	\$ 40,404
Mining	\$38,983	\$62,296	\$ 135,050	\$72,528	ND	\$77,214	\$ 124,748
Utilities	\$86,247	ND	\$ 90,840	\$69,297	ND	\$82,128	\$ 95,680
Construction	\$39,448	\$50,440	\$ 53,939	\$38,434	\$41,240	\$44,700	\$ 64,636
Manufacturing	\$30,909	\$56,680	\$ 44,105	\$34,716	ND	\$41,603	\$ 73,944
Wholesale Trade	\$50,330	ND	\$ 57,579	\$57,221	ND	\$55,043	\$ 90,376
Retail Trade	\$27,946	\$20,852	\$ 31,569	\$30,659	\$20,586	\$26,322	\$ 33,800
Transportation & Warehousing	\$35,725	\$37,492	\$ 62,526	\$73,969	ND	\$52,428	\$ 59,956
Information	\$46,110	\$53,703	\$ 112,678	\$49,720	ND	\$65,553	\$ 106,808
Finance Activities	\$51,442	ND	\$ 90,980	\$47,635	ND	\$63,352	\$ 101,868
Real Estate	\$42,583	\$19,990	\$ 45,633	\$39,759	\$24,863	\$34,566	\$ 61,152
Professional & Business Services	\$74,139	\$51,814	\$ 69,285	\$ 51,466	\$ 27,179	\$54,777	\$ 103,168
Management of Companies and Enterprises	\$88,350	ND	\$ 100,474	\$ 90,009	ND	\$92,944	\$ 148,616
Administration and Waste Management	\$26,563	\$45,344	\$ 33,943	\$ 28,904	ND	\$33,689	\$ 45,864
Private Education	\$14,094	ND	\$ 44,158	\$ 33,526	ND	\$30,593	\$ 49,140
Health Services	\$32,296	\$21,856	\$ 51,249	\$ 36,920	ND	\$35,580	\$ 55,068
Arts, Entertainment, and Recreation	\$20,356	ND	\$ 22,482	\$ 88,480	\$ 30,188	\$40,377	\$ 36,816
Accommodation and Food	\$21,855	\$38,740	\$ 21,462	\$ 18,575	\$ 23,292	\$24,785	\$ 24,856
Other Services, except Public Administration	\$30,474	\$16,115	\$ 32,332	\$ 24,989	\$ 18,578	\$24,498	\$ 42,380
Government	\$50,584	\$ 33,124	\$ 52,675	\$ 39,387	\$ 35,006	\$ 42,155	\$ 58,968
Average Annual Wage	\$ 36,660	\$ 35,308	\$ 47,944	\$ 37,223	\$ 27,508	\$ 36,929	\$ 61,828
Livable Wage*	\$ 54,496	\$51,022	\$ 55,598	\$ 52,187	\$ 56,701		\$ 59,300

Jobs in the Mining & Utilities sectors provide a good income in each county where they exist, though they accounted for only 2% of jobs in the region. Construction jobs in Montezuma County (9% of county jobs), and Finance and Insurance sectors in Archuleta (2% of all county jobs) and La Plata Counties (3% of all county jobs) also provide sufficient wages. Please note that QCEW wages do not include earnings by proprietors (owners).

Livable Wages

A healthy community has a diverse and sustainable economy that pays livable wages and offers meaningful work. But what level of income is necessary to support a given size and type of household? A livable wage addresses the essential financial needs for basic living tools such as shelter, healthcare, childcare, and nutrition. When one earns less than a livable wage, he or she is forced to make undesirable choices such as working two or more jobs, working longer hours, making longer commutes, or sharing a residence.

According to a report prepared by the Massachusetts Institute of Technology (MIT), in Colorado the amount needed to be economically self-sufficient varies by geographic location. We found that in Region 9, Dolores County is the least expensive (\$51,022 annually), and La Plata County is the most expensive place to live (\$55,598 annually) for family of four (one working adult and two children – one preschooler and one school aged child).

Region 9 - 2019	¹ Avg Annual Wage	² Livable Wages		
		Adult	Adult + Preschooler	2 Adults (1 working)+ Preschooler + School-age
Archuleta County	\$ 36,660	\$ 25,875	\$ 54,184	\$ 54,496
Dolores County	\$ 35,308	\$ 23,733	\$ 50,710	\$ 51,022
La Plata County	\$ 47,944	\$ 26,957	\$ 55,266	\$ 55,598
Montezuma County	\$ 37,223	\$ 24,045	\$ 51,854	\$ 52,187
San Juan County	\$ 27,508	\$ 27,331	\$ 56,368	\$ 56,701
Colorado	\$ 61,828	\$ 58,989	\$ 59,301	\$ 59,300

¹LMI - 2019 Quarterly Census of Employment and Wages (QCEW) - all industries

² MIT Liveable Wage Calculator <https://livingwage.mit.edu>

Colorado Minimum Wage \$11.10			2 Adults (1 working)+
Region 9 - 2019 Livable Hourly Wage by Area	Adult	Adult + Preschooler	Preschooler + School-age
Archuleta County	\$ 12.44	\$ 26.05	\$ 26.20
Dolores County	\$ 11.41	\$ 24.38	\$ 24.53
La Plata County	\$ 12.96	\$ 26.57	\$ 26.73
Montezuma County	\$ 11.56	\$ 24.93	\$ 25.09
San Juan County	\$ 13.14	\$ 27.10	\$ 27.26
Colorado	\$ 13.43	\$ 28.36	\$ 28.51

hourly wage x 2080 for annual wage

Using housing costs specific to each community we found that many families across the region are unable to afford a median priced home in their community.

Regional Median Housing Prices 2020

Jurisdiction	¹ Purchase Price 30 year fixed loan 10% Down 3% Interest Rate	Qualifying Annual Income 30% DTI	³ % of Families with less than Qualifying Income	Number Sold Listings
Archuleta County - Pagosa Springs all	\$ 410,000	\$ 75,994	69%	431
Dolores County - all	\$ 179,500	\$ 37,206	32%	20
Dove Creek	\$ 116,750	\$ 26,646	19%	6
Rico	NA			
La Plata County - all	\$ 492,253	\$ 89,835	47%	939
Bayfield	\$ 330,000	\$ 62,532	29%	73
Durango	\$ 569,500	\$ 102,834	62%	194
Ignacio	\$ 247,000	\$ 48,565	38%	10
Montezuma County - all	\$ 259,000	\$ 50,584	43%	397
Cortez	\$ 220,000	\$ 44,021	42%	234
Dolores	\$ 319,000	\$ 60,681	54%	89
Mancos	\$ 352,700	\$ 66,351	59%	63
San Juan County - Silverton all	\$ 300,000	\$ 57,483	49%	31

¹ Purchase Price based on median home prices (Single Family) through November 2020 - MLS.

² Qualifying Annual Income courtesy of The Homes Fund Serving SW Colorado (30% Debt to Income Ratio)

³ Based on estimates of Family Household Income from the 2019 American Community Survey (Census Table DP03)

When we compare these housing costs to the salaries of essential workers such as teachers, we see that the income needed to purchase a home is out of reach. The provision of affordable/attainable housing is a critical issue in every community across the region.

¹ Avg Teacher Salary 2019 - 2020	² Median Home Price	³ Annual Income Needed
ARCHULETA COUNTY 50 JT	\$ 48,942	\$ 410,000
DOLORES COUNTY RE NO.2	\$ 39,577	\$ 179,500
DURANGO 9-R	\$ 48,428	\$ 569,500
BAYFIELD 10 JT-R	\$ 48,229	\$ 330,000
IGNACIO 11 JT	\$ 40,081	\$ 247,000
MONTEZUMA-CORTEZ RE-1	\$ 39,448	\$ 220,000
DOLORES RE-4A	\$ 41,335	\$ 319,000
MANCOS RE-6	\$ 43,473	\$ 352,700
SILVERTON 1	\$ 38,105	\$ 300,000
SAN JUAN BOCES	\$ 59,703	
REGION 9	\$ 44,732	
STATE	\$ 57,746	

¹ <https://www.cde.state.co.us/cdereval/staffcurrent>

² Purchase Price based on median home prices through November 2020 (MLS).

³ Courtesy of the Homes Fund serving SW Colorado

Economic Base Analysis

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.

Region 9 Base Industries 2019	# of Jobs	% of Jobs
Agribusiness	3,469	9%
Mining	865	2%
Manufacturing	612	2%
Government	3,115	8%
Regional Services	7,209	19%
Tourism	9,746	26%
Households	12,285	33%
Total	37,301	100%

In Region 9 the largest base employment industries are households (33%) that spend money earned elsewhere (i.e., retirees) and tourism (26%).

Region 9 - Percentage of Jobs in Base Industries 2019						
	Archuleta	Dolores	La Plata	Montezuma	San Juan	Region 9
Agribusiness	9%	30%	7%	12%	0%	9%
Mining	1%	2%	3%	2%	0%	2%
Manufacturing	1%	3%	1%	3%	1%	2%
Government	3%	5%	11%	5%	3%	8%
Regional Services	16%	11%	20%	21%	11%	19%
Tourism	31%	7%	30%	16%	59%	26%
Households	39%	42%	28%	40%	23%	33%
Total # jobs	4,930	905	21,767	9,343	356	37,301

Each county in the region has varying numbers of jobs in base industries. 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 County, yet provide little employment income.

Data on employment and earnings in agriculture is unusually difficult to obtain for several reasons. First, agricultural producers (farmers) are not required to report their employees under the Employment Security program. While some do, the reporting that does occur covers only a small fraction of the actual employment. Second, the industry includes large numbers of proprietor-operators (farmers) and their families, and there are no good estimates on the numbers of these that represent full-time workers. Finally, farm income fluctuates widely with market prices and changes in inventories. Thus, the income data are not necessarily an accurate measure of activity as they are in other industries.

Local economic development efforts work to achieve diversity among key local base industries. The successful result of this objective is to minimize the relative impact of any sudden change in fortunes, and hence employment, of anyone (large) firm or industry. Region 9 hopes that this information will provide a starting point for public discussions to review the data and plan for the future – for each county and the region – of the potential strengths, weaknesses, opportunities, and threats accompanying each economic driver.

Per Capita Income

Per Capita Income Comparison		
	2019	% of USA
USA	\$ 56,490	100%
Colorado	\$ 61,157	108%
Archuleta	\$ 43,088	76%
Dolores	\$ 38,005	67%
La Plata	\$ 58,216	103%
Montezuma	\$ 43,542	77%
San Juan	\$ 47,933	85%

All income in a region is added together (total personal income), 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.

Source: Bureau of Economic Analysis

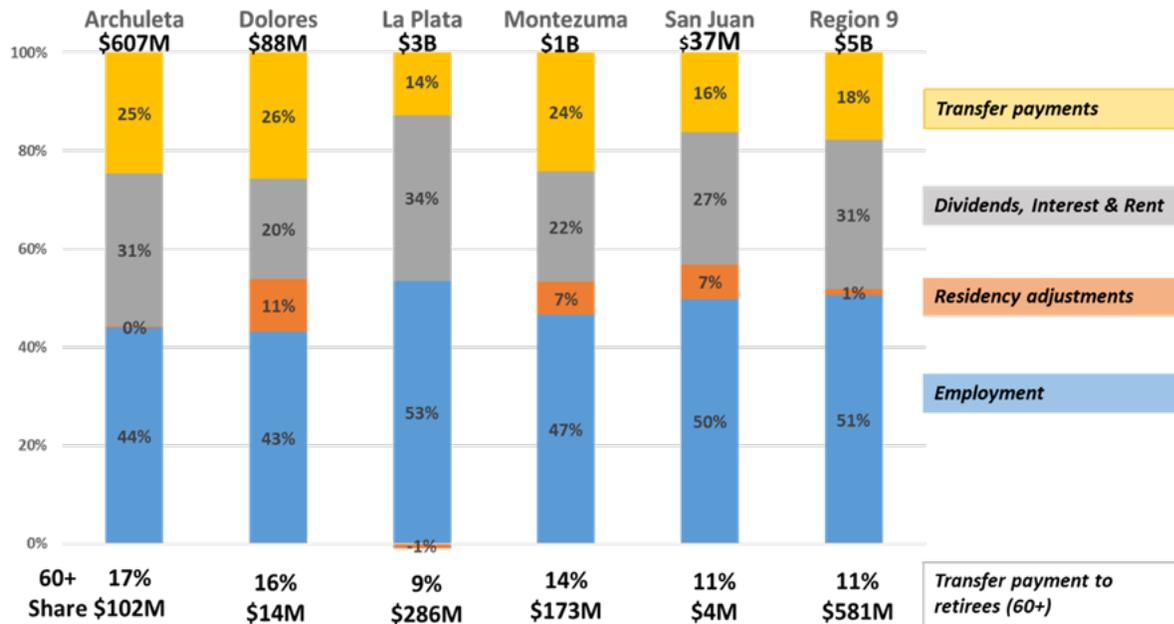
Total Personal Income

Region 9 2019 Total Personal Income (\$000)		% of Total
Employment Earnings	\$ 2,624,609	51%
Residency Adjustment	\$ 65,544	1%
Dividends, Interest & Rent	\$ 1,588,221	31%
Transfer Payments	\$ 917,646	18%
Estimated TPI	\$ 5,196,020	100%

In 2019, Region 9 had a total personal income (TPI) of \$5,196,020,000. Estimated payments to retirees accounted for about 11% of the estimated TPI in the region in 2019. That was \$581,054,000.

Source: Bureau of Economic Analysis

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.



Total Personal Income Trends 1970-2019

(TPI) is another important tool to understand our local economy. Total personal income is divided into four main components.

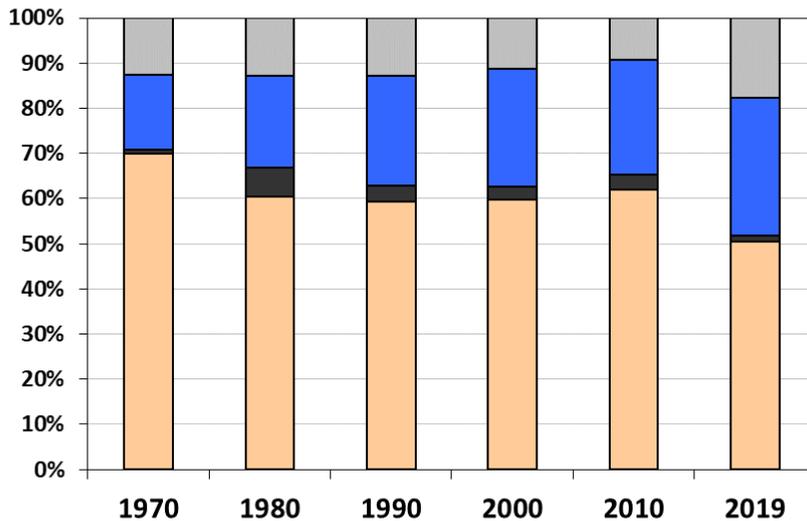
- Transfer payments consist primarily of retirement and disability benefit payments, medical payments (i.e., Medicare and Medicaid), income maintenance benefits, unemployment insurance, veteran’s benefits, and payments to nonprofit institutions.

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

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

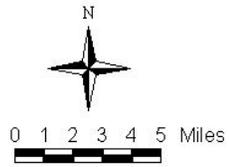
- Earned income is derived by place of work, including farm and non-farm earnings (minus social security contributions).

Region 9 - Total Personal Income Trends 1970 - 2019



This chart allows us to see how the components of Total Personal Income have changed over the long term. We see a trend of decreasing employment income, and increasing income from dividends, interest, and rent. Transfer payments are also growing, as more baby boomers retire and start receiving retirement benefits. Residency adjustments illustrate how the economy of each county is tied to others as people commute to where the jobs are but take their paychecks home.

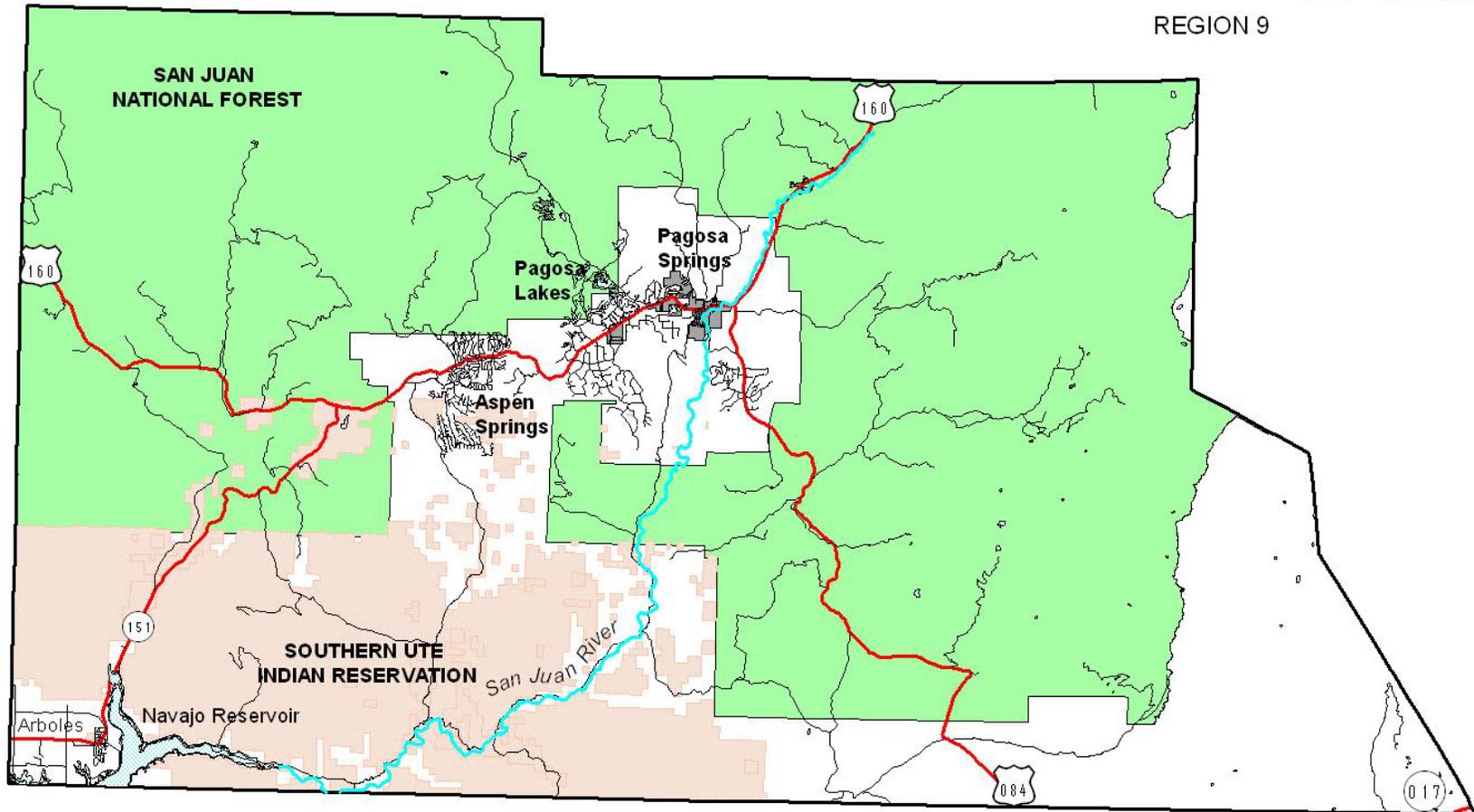
MAP OF ARCHULETA COUNTY



- Land Area - 867,263 acres (1,355 sq. miles)
- Private Lands- 270,660 acres (31%)
- San Juan National Forest- 421,497 acres (49%)
- Southern Ute Tribal Lands- 125,706 acres (14%)



REGION 9



3. ARCHULETA COUNTY

TABLE OF CONTENTS

KEY HIGHLIGHTS AND PRIORITY ECONOMIC GOALS.....	1
STRATEGIC PLANNING	2
SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis.....	2
STRATEGIC DIRECTION – Archuleta County Priorities and Projects.....	5
EVALUATION FRAMEWORK	7
Performance Measures.....	7
1.CDAP Project Completion 2001 - 2020	7
2. Archuleta County Human Capital and Creation Index Compared to All Other U.S. Counties.....	9
3.Archuleta County Economic Performance Compared to All Other U.S. Counties	10
SUMMARY BACKGROUND	11
History and Economic Trends	11
Economic Trends.....	12
Southern Ute Indian Tribe.....	12
Archuleta County Government.....	13
Infrastructure and Services	13
Demographics	15
Snapshot of the Local Economy	15
Unemployment Rates	15
Commuting.....	16
Employment Sector Trends 2009 - 2019.....	17
Employment and Income	18
Economic Base Analysis	19
Per Capita Income	19
Total Personal Income	20
Total Personal Income Trends 1970 - 2019.....	20
COMMUNITY DEVELOPMENT ACTION PLAN	21
CDAP Project Ranking	22

(3) Public Comment Received (July 15th to August 15th)

(1) “Infrastructure needs to be built in Pagosa similar to LaPlata / Durango. Not sure why Durango is able to pull so many great projects and Pagosa isn’t. Secondly more programs and attractions for young population and adults to attract them to Pagosa. Aging population in Archuleta is a concern. Who is going to staff Medical Center, stores, restaurants if majority of people are retirees?”

(2) “we need support for our manual labor controlling thistles on Crowley Ranch Reserve.

Authors Comment – This public comment (#3) was received after Sections 1 and 2 were repaginated, thus some portions reflect comments on the Introduction to CEDS (Section 1) , and others to the Regional Overview (Section 2). We have included the comments in both sections, with current page numbers. We appreciate the well thought out comments and hope that readers of this CEDS document will consider their content as they review this plan.

(3) “A few comments to consider meeting state priorities, as goals have been sidestepped (see regional response, which is repeated here below). These comments are given from the viewpoint of a business manager/owner who has conducted business in the county and in Pagosa Springs for more than a decade.

Page 3 (**Section 3, p.1**) – “Archuleta County and the Town of Pagosa Springs have identified several strategic priorities. These include: • availability of affordable and attainable housing...” The current housing developments being built in Pagosa are untenable at best. The “low-income housing” across from the Community Center is being built with the “out” that the developers can build on that choice property, claim it is for low income, and then sell for higher prices while only paying a fine. With this type of “rule” in place, it is an incentive to circumvent the “priority.”

As stated in my comments for page 11 – (**Section 2, p.5**) of the Regional Plan: Regional stakeholders have expressed a preference to use the terms Priorities (rather than goals) and Projects (rather than objectives).” This is not recognized as an effective way to guide planning – by either funders or local stakeholders. This quoted statement means you go can sidestep the real needs of the region by setting priorities and then not have to meet any “stated goals;” and that you can fund projects, whether they meet strategic objectives or not. So of course, regional stakeholders that have power favor this approach. I'm a regional stakeholder and I think this is a damaging statement about our governing stakeholders who openly choose not to be responsible or accountable to taxpayers (not all companies or stakeholders are taxpayers).

Page 3 (**Section 3, p.1**) – “Stakeholders continue to seek out grant opportunities to address last mile buildout and increase job creation through home-based businesses.” Repeatedly, area corporations have accepted federal and state funds to expand broadband into rural communities and then have instead used those funds to expand their suburban markets. The internet, and for that matter basic phone services, throughout Southwest Colorado remains intermittent and poor at best. These services are not even remotely adequate to encourage business or to sustain existing business in our communities.

Page 5 (**Section 3, p.3-4**) – Weaknesses: Socio-cultural & Infrastructure: Add lack of appropriate County and Town infrastructure and other funding to adequately support older adults, which make up a significant part of the area population. Governmental: Add Lack of Accountability – there is rife “old boy network” protection – you need only to read the papers and court records to demonstrate this is true. Without a shift in accountability that removes the ability to manipulate the system for the benefit of a few, there will never be a sustainable, responsible community in Archuleta County. This is true across all departments.

Threats: “Special district decisions in relation to cost of doing business.” This is much too broad a description to be useful. As with regulation, if a company or agency cannot do business without doing harm, then it cannot bear the cost of doing business in that location. Many special decisions relate to those types of controls on business. However, there are other types of special decisions that are politically driven that do indeed pose threat. I recommend refinement of the phrase “special district decisions in relation to cost of doing business” to reflect the threats that are politically or otherwise manipulatively driven, rather than those that are ethical or best practices driven (such as environmental controls that positively impact the community for both short and long-term). And finally, there is a distinct lack of goals and priority setting around older adults. Our County population of older adults is growing rapidly and represents a large slice of our population, yet the funding for senior programs is declining regionally, county-wide, and from the Town. Senior living facilities are NOT the only priority that should be set. Funding and infrastructure for active older adults, especially those falling in below middle-income brackets, should be considered, and expanded considerably (set a goal of funding full demand in our County and meet it).

KEY HIGHLIGHTS AND PRIORITY ECONOMIC GOALS

Archuleta County should retain its outstanding scenic and natural qualities while providing quality employment, housing, education, and recreation to its residents. Tourism, recreation, and agriculture will remain major segments of the economy, but attempts will be made to diversify and encourage other types of economic development. The majority of youth should be able to have a career and eventually raise a family without being forced to leave. A healthy and vibrant community will continue to evolve and the rural character and small-town atmosphere will be preserved.

Archuleta County Community Plan Update 2017

Archuleta County and the Town of Pagosa Springs have identified several strategic priorities. These include:

- availability of affordable and attainable housing
- expansion of broadband capacity
- improving public infrastructure
- fostering natural resources.

Housing affordability/attainability is a long term, ongoing priority. The lack of work force housing continues to impact economic growth and diversity when businesses cannot recruit employees because there is no place for them and their families to live. Rising rents, simultaneous increases in vacation rentals by owners and decreases in long-term rentals, a lack of low-price housing stock and low wages have been identified as factors contributing to a housing crisis. Housing experts agree that ideally a family should not spend more than one-third of their income on housing costs. Many (12%) of the service jobs in Archuleta County support tourism in accommodations (lodging) and food services with an average annual wage of \$21,855. This is only 40% of the estimated livable wage (\$54,496) for a family of four (one working adult, a preschooler and one school age child). Policy considerations and long-term funding is needed to address this important issue. A housing workgroup has been exploring options for potential solutions. The Archuleta County Housing Authority is building a 34-unit complex on Hot Springs Blvd to serve people earning 60% and below AMI (completion in late 2021). The Town of Pagosa Springs has purchased a half-acre vacant parcel to build 8-12 units of workforce housing. And, Habitat for Humanity has received eleven lots from the county to develop as attainable housing.

The expansion of broadband technology continues to be a priority for Archuleta County, and is considered crucial for furthering the county's economic and educational growth. The Archuleta County Broadband Services Management Office (BSMO) focuses on many projects around the Archuleta County area and broader region.¹ Working with local and regional Internet Service Providers as well as local governments, utilities, and banks, the BSMO strives to work with all stakeholders to increase broadband speed, reliability and accessibility while maintaining an affordable cost to access broadband in the county. Stakeholders continue to seek out grant opportunities to address last mile buildout and increase job creation through home-based businesses.

Improving public infrastructure is clearly a high priority, as evidenced by the number and scope of projects listed in the 2021 Community Development Action Plan (CDAP). These include sanitation plant maintenance, roads, trails, river access, and parks. Maximizing the San Juan Riverwalk area, and associated parks and trails, will increase the desirability of downtown as a tourist and shopping destination.

Natural resources are an important economic driver. The community is taking steps to ensure that there is enough water to support infrastructure during drought cycle by partnering with Inter Basin Compact Committee (IBCC) for San Juan Basin to assist with implementation; and there are plans to build a 7.3-mile pipeline from Town to create a more reliable system and take pressure off the oldest plant.

¹ <https://archuletacountybroadband.com>

Forest health is also an issue. Timber-Salvage Sales contracts for clearing the greatest area of beetle infestations in the highest elevations near Wolf Creek Ski Resort. - Fall Creek & Wolf Creek Trails areas have already been awarded. The Region (including outside Archuleta County) is benefitting from "Collaborative Forest Landscape Restoration"; two federal grants, \$4M & \$1M each over the next 2 – 10 years. The beetle killed pines and mitigating wildfire risks have inadvertently presented opportunities for use of biomass from dead trees as a power plant fuel as well as material for manufactured wood products. Geothermal resources are also seen as a potential catalyst for economic diversification and job creation.

The Southern Ute Indian Reservation presence in Archuleta County includes 125,706 acres. The four strategies they have identified for economic growth and diversification follow the environmental analysis (SWOT) conducted through the CEDS process. These strategies include:

- Encourage and support Tribal member entrepreneurship
- Optimize under-utilized Tribal resources
- Create comprehensive community development plan incorporating Ute identity, culture, and education
- Create long term financial stability and growth for the Tribe and its membership through an expanded Tribal/regional diversified and resilient economy.

STRATEGIC PLANNING

SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis

The starting point for a credible economic development strategic plan is a SWOT analysis. By working with Archuleta County stakeholders the following was identified:

Strengths

Atmosphere/Ambience

- Casual, family, healing, equestrian, small town, ranching, active
- Pedestrian-friendly historic downtown
- Tourism assets
- Attractive communities and quality of life
- Green energy mentality with leading innovators in geothermal, biomass and solar
- Entrepreneurial culture

Amenities

- Community center
- Historic modernized movie theater
- Center for the arts
- Public library
- Hospital
- Publicly owned general aviation airport
- Brewpubs & restaurants
- Large conventional grocery stores and small organic grocery stores
- Wal-Mart
- Outdoor sporting goods stores
- Proximity to ski areas, national parks, narrow gauge railroads and scenic byways

Physical Attributes

- Geothermal hot springs
- Wide array of recreational opportunities
- Vast public lands
- San Juan River
- Climate
- San Juan Mountains and largest roadless wilderness areas in Colorado
- Chimney Rock National Monument
- Navajo Lake State Park

Economic

- Cost of living compared to other resort communities
- Small business entrepreneurialism
- Renewable energy potential
- Strong rapidly growing health care facility
- A “Fly to Community” as well as “Drive To Community”
- Large influx of capital from tourism and second home owners
- Quality school system

Socio-Cultural/Population

- Educated population
- Cultural diversity
- Multi-faceted demographics including retirees, second homeowners and young families
- Strong volunteerism in philanthropic and civic organizations
- Social support for aging population
- Strong/growing arts and culture

Weaknesses

Economic/Marketing

- Underemployment
- Workforce housing availability
- Access to markets
- Transportation network including commercial air transportation
- Lack of skilled work force
- Lack of higher paying jobs
- Lack of diverse economy
- Marketing of community
- Special event coordination
- Geographic isolation of community

Socio-Cultural

- Impacts from aging population and second homeowners
- Lack of activities/programs for youth
- Poverty
- Childcare demands outpace availability
- Old guard versus newcomers

Facilities

- Higher education
- Commercial service airport
- Lack of conferencing facilities
- Lack of childcare facilities

Infrastructure

- Water supply/distribution/waste costs
- Electricity interruptions
- Rough non-paved and paved roads
- Lack of consistent high-bandwidth broadband

Opportunities

Economic

- Adding value to existing businesses
- Diversification of economy
- Tourism development
- More events, especially sports/recreation
- Expansion of hotels to include conferencing facilities
- Marketing/development of adventure and motorized sports
- Small technical support call centers
- Available commercial land and buildings
- Growing population
- Southern Ute Indian Tribe drilling on eastern portion of their reservation
- Commercial business development at the airport and downtown
- Community Development Corporation Micro-loan program
- Cloman Industrial Park (currently at about 25% capacity)

Governmental

- Unified government and constituency with mission/vision between Town and County
- Streamline building and planning processes for both Town and County
- Strengthen land use regulations
- Development and preservation of healthy downtown core

Socio-cultural

- Number and quality of performing arts venues
- Provide recreation center
- Recruit a post-secondary educational facility
- Ensure availability of health care
- Ensure availability of childcare

Infrastructure

- Expand and improve reliability and coverage of broadband and telecommunication infrastructure
- Ensure water capacity for growing population

Threats

- Land use/zoning decisions
- Natural resource management
- Special district decisions in relation to cost of doing business
- Infrastructure deficiencies
- Rising cost of business
- Aging population resulting in need for increased services
- Seasonality of business cycle
- Dependency on outside dollars from tourism and second homeowners
- Lack of commercial real estate on Main Street

STRATEGIC DIRECTION – Archuleta County Priorities and Projects

Archuleta County priorities and projects are developed through review of current projects, planning documents, small group discussions and interviews with community stakeholders, and those working on community projects. The CDAPs are presented at various community and public meetings and distributed for public comment for a period of one month. The CDAP has a total of 48 projects that were approved by the County Commissioners on August 17th, 2021, signed by Alvin Schaaf – Chairperson. The Archuleta CDAP is included in this document on page 21.

The CDAP projects were aligned with the [State Rural Economic Blueprint](#). Priorities from the State Blueprint are assigned to specific projects in the CDAP. Priorities are numbered below for reference rather than level of importance.

- 1. Leverage the Unique Assets of Rural Colorado**
- 2. Save Coloradoans Money on Healthcare**
- 3. Fulfill Every Child’s Potential**
- 4. Support Local Community Success in Energy Transmission**
- 5. Make Critical Investment in Community Infrastructure**
- 6. Invest in Roads and Bridges**
- 7. Build on Successful Economic Development Programs**
- 8. Community Identified Priorities – this was added for projects aligned more closely with local economic priorities**

The CDAP projects were also linked to six resiliency strategies identified in the [Colorado Resiliency Framework](#), which addresses potential and interrelated economic, social and environmental risks and vulnerabilities. Abbreviations are listed next to the strategies in the CDAP along with a number representing the supporting strategy. Please refer to the Colorado Resiliency Framework for details.

- 1. Future Ready Economy & Workforce (EW)**
- 2. Climate & Natural Hazard Resiliency (CN)**
- 3. Building & Infrastructure Sustainability (BI)**
- 4. Agriculture & Food Security (AF)**
- 5. Housing Attainability (HA)**
- 6. Community Capacity (CC)**
- 7. Internal to Community (IC) - this was added for projects aligned more closely with local resiliency strategies**

1: Leverage the Unique Assets of Rural Colorado

Linkage – Climate & Natural Hazard Resiliency (CN), Building & Infrastructure Sustainability (BI)

Projects:

1. Yamaguchi South Master Plan (CDAP #23, Resiliency BI).
2. Riverwalk West Trail to 6th (CDAP #24, Resiliency BI1).
3. Hermosa St. Trail to First St. Bridge (CDAP #25, Resiliency BI1).
4. Cotton Hole Park (CDAP #26, Resiliency BI1).
5. Dr. Mary Fisher Park (CDAP #27, Resiliency BI1).
6. Public River Launch Sites (CDAP #28, Resiliency BI1).
7. Bike & Walk Route Maps & Signs (CDAP #29, Resiliency BI1).
8. Geothermal Assets: Town of Pagosa Springs Geothermal Heating System (CDAP #40, Resiliency BI1, BI5).
9. Biomass Utilization (CDAP #45, Resiliency CN3).

2: Save Coloradoans Money on Healthcare

Linkage –

Projects: None listed

3: Fulfill Every Child's Potential

Linkage – Future Ready Workforce (EW)

Projects:

1. Develop Vocational Training Opportunities at Pagosa Springs High School (CDAP #39, Resiliency EW4, EW5).

4: Support Local Community Success in Energy Transmission

Linkage – Community Capacity (CC)

Projects:

1. Geothermal Assets: Geothermal Greenhouses (CDAP #46, Resiliency CC2).

5: Make Critical Investment in Community Infrastructure

Linkage – Building & Infrastructure Sustainability (BI), Housing Attainability (HA), Climate and Natural Hazard Resiliency (CN),

Projects

1. Workforce Housing (CDAP #3, Resiliency HA2).
2. Trail from Pagosa Lakes to downtown Pagosa Springs (CDAP #5, Resiliency BI1).
3. San Juan River Headwaters Project (SJRHP) (CDAP #6, Resiliency CN2).
4. Expand County Landfill (CDAP #10, Resiliency BI1).
5. Forest Health (CDAP #11, Resiliency CN1, CN4).
6. Broadband Expansion (CDAP #12, Resiliency BI1, EW1).
7. Establish park and ride utilizing existing parking infrastructure where possible (CDAP #13, Resiliency BI1).
8. Tiny Homes (CDAP #36, Resiliency HA2).
9. Vacation Rental/Short Term Rental (STR) (CDAP #37, Resiliency HA1).
10. Downtown Pagosa Springs (CDAP #38, Resiliency BI1, BI5).
11. Grow Public, Senior and Wolf Creek Transit Services (CDAP #41, Resiliency BI1).
12. Build 4 Bus Stop Shelters in Pagosa Springs (CDAP #42, Resiliency BI1).
13. Pump Station SCADA System (CDAP #43, Resiliency BI1).
14. Implement Parks, Recreation, Open Space, Trails Plan (PROST) (CDAP #47, Resiliency BI1).

6: Invest in Roads and Bridges

Linkage – Building & Infrastructure Sustainability (BI)

Projects

1. Implement Downtown Riverwalk Master Plan (CDAP #4, Resiliency BI1).
2. East Side Gateway Plan (CDAP #16, Resiliency BI1).
3. Rumbaugh Creek Bridge Stabilization (CDAP #17, Resiliency BI1).
4. Hill Top Cemetery (CDAP #19, Resiliency BI1).
5. McCabe Creek Culvert (CDAP #20, Resiliency BI1).
6. Pioneer Cemetery (CDAP #21, Resiliency BI1).
7. Model Traffic Code (CDAP #22, Resiliency BI1).
8. Drainage/Culvert Drainage (CDAP #30, Resiliency BI1).
9. Street Maintenance (CDAP #31, Resiliency BI1).
10. Sidewalk Repair & Replacement (CDAP #32, Resiliency BI1).
11. Harman Hill Phase T2L Trail (CDAP #33, Resiliency BI1).
12. Wayfinding & Signage Plan (CDAP #34, Resiliency BI1).
13. Repaving Projects (CDAP #35, Resiliency BI1).

7: Build on Successful Economic Development Programs

Linkage – Community Capacity (CC2)

Projects

1. Town Website and Citizen Portal (CDAP #14, Resiliency CC2)
2. Public Engagement Portal (CDAP #15, Resiliency CC2)
3. Land Use and Development Code (CDAP #18, Resiliency CC3)
4. Pagosa Springs Community Development Corporation (CDC) (CDAP #44, Resiliency CC2).
5. Southern Ute Indian Tribe CEDS 2018-2022 (CDAP #48, Resiliency All).

EVALUATION FRAMEWORK

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

Performance Measures

1. CDAP Project Completion 2001 - 2020

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

Archuleta County

Expand Capacity for Dutton Ditch
Adopt County Trails Plan
Archuleta County Fairgrounds improvements
Rebuild Pagosa Lakes Electrical System
Develop Historic Preservation Guidelines
Improved 911 Service
Hot Springs Blvd. Master Plan
Construction of Critical Access Care Hospital
Master Plan for the Town of Pagosa Springs Downtown Core Area
Master Plan for Parks, Open Space, and Recreation
Adopted Building Codes for Town & County
Updated Town of Pagosa Springs Land Use and Development Code
Airport completed 3100 feet of parallel taxiway investing \$5.2 million
Establish a Nuisance Ordinance
Installed a Pedestrian Bridge over the San Juan River
Highway 160 Access Management Plan
Pagosa Mountain Hospital built
Construct Animal Shelter, Phase 1
Second Home Study
Reverse 911 System in place
Community College education available locally
Designation of Chimney Rock as a National Monument
Development of SCAN broadband project
Seeds of Learning Facility completed

Resurfaced 6.2 miles on Piedra Road, Safety improvements near Hurt Drive; priority culverts and West Cat Creek Rd

Improved 911 Emergency land line and cellular service

Completed Town Capital Improvement Plan

San Juan River Restoration Project

Development of Cloman Blvd. open space

Yamaguchi Park, improvements

Reservoir Hill improvements

Expanded primary care resources

Telemedicine access for Neurology and cardiac care

Complete Archuleta County Airport Economic Impact Study

County Administrative Building

Projects Completed Between 2016-2018

Business Development

- Complete Archuleta County Airport Marketing Project
- Complete Geothermal Greenhouse Project Infrastructure

Education

- Open Charter School Fall 2017
- Create Early Childcare and Education Committee and Hire a Coordinator
- Obtain BEST Grant for High School Safety & Security

Health & Human Services

- Complete Pagosa Springs Medical Center Primary Care Expansion

Parks & Recreation

- Town to Lakes Trail – Phase I Completed April 2018

Public Lands

- Complete Chimney Rock National Monument Management Plan

Tourism

- Implement Tracks Across Borders Scenic & Historic Byway (TABB) Conceptual Plan

Transportation

- Complete Transportation & Intersection Priority Projects in Archuleta County
- Complete Reconditioning of the first 3 miles of Piedra Road

Projects Completed Between 2018-2020

Education

- Implement BEST Grant to Enhance Safe Facilities for Archuleta School District: Completed Sept of 2019. All buildings are secure and have key card access instead of metal keys.

Healthcare

- Update current heating, air conditioning, ventilation, electrical, plumbing and radiological equipment: HVAC completed Nov. 2020. Updated vestibule to accommodate screening as mandated by the State of Colorado and added negative pressure rooms, both in response to the pandemic.

Land Use

- Utilize 7.5 Acres/Hwy 84 Property Development: Property on HWY 84 sold.

Public Infrastructure

- Public Infrastructure: Improve Western Heritage Event Center.
- Complete Courthouse and Justice Center Projects: Justice center groundbreaking in December 2020.

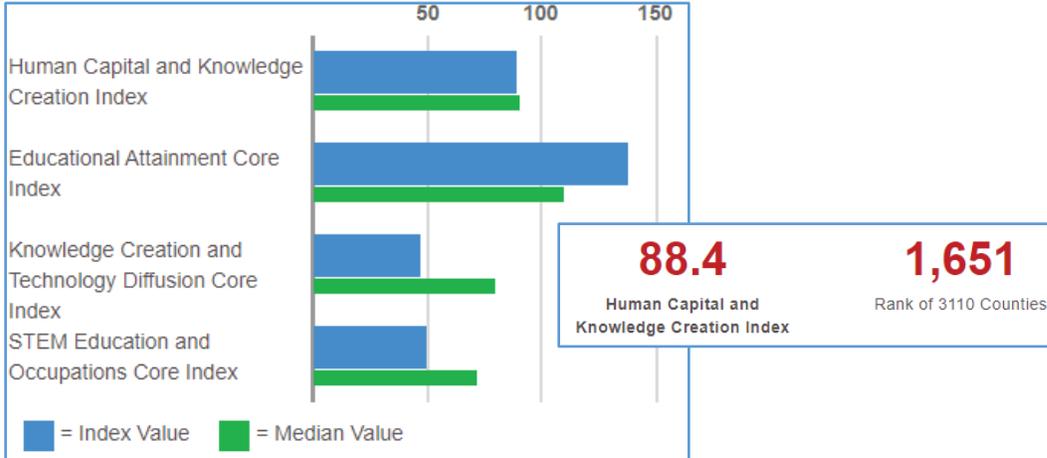
Telecommunications

- Pagosa Broadband Project: Voter approval for SB152 Opt Out

Transportation

- Complete intersection improvements at N. Pagosa and County Center

2. Archuleta County Human Capital and Creation Index Compared to All Other U.S. Counties



Measure	Index	Rank
📍 "Salad Days" Population Growth (Ages 25-44)	87.8	1,830
Educational Attainment Core Index	137.3	554
📍 High School Attainment (Ages 18-24)	105.3	1,634
📍 Some College, No Degree (Age 25+)	124.5	1,146
📍 Associate Degree (Age 25+)	79.9	2,153
📍 Bachelor's Degree (Age 25+)	193.0	173
📍 Graduate Degree (Age 25+)	183.9	270
Knowledge Creation and Technology Diffusion Core Index	46.4	2,357
📍 Patent Technology Diffusion	139.2	559
📍 University-Based Knowledge Spillovers	0.0	2,124
📍 Business Incubator Spillovers	0.0	2,415
STEM Education and Occupations Core Index	49.2	2,713
📍 STEM Degree Creation (per 1,000 Population)	0.0	802
📍 Technology-Based Knowledge Occupation Clusters	62.6	2,836
📍 High-Tech Industry Employment Share	85.2	1,778

Human capital and knowledge creation affect the degree to which a county's labor force is able to engage in innovative activities. Growth in a county's workforce ages 25 to 44 signifies that a county is becoming increasingly attractive to younger (arguably more energetic) workers—those more likely to contribute to innovation. Counties with high levels of human capital are those with enhanced knowledge, measured by educational attainment, patent diffusion, knowledge spillover, business incubator presence, STEM degree holders and occupations, and the share of high-tech employment. Higher levels of human capital are associated with higher levels of innovation and faster diffusion of technology.

3. Archuleta County Economic Performance Compared to All Other U.S. Counties

https://clustermapping.us/region/county/archuleta_county_co/performance

Ranks are by percentile from 1-100 among all 3221 U.S. counties:
 ● 1-20 (first quintile) ● 21-40 (second quint.) ● 41-60 (third quint.) ● 61-80 (fourth quint.) ● 81-100 (fifth quint.)

Performance

Regional economic performance can be measured by indicators of overall performance directly related to the standard of living in a region, as well as intermediate indicators of economic activity that may or may not translate into a region's standard of living.

Outcomes



SUMMARY BACKGROUND

History and Economic Trends

The Anasazi (Ancestral Puebloan) people were the earliest known inhabitants of Archuleta County and the surrounding area. Archaeological evidence at the Chimney Rock Indian ruins indicates a thriving community in and around the site until about 1125 AD. Following the Anasazi were the Navajo, Ute, and Apache peoples who have lived and hunted in the area for centuries. Revered by the Indians, the Pagosa (a Ute word meaning boiling water) Hot Springs were frequented by many of the tribes. Accounts from the early Anglo explorers describe well-worn trails from all directions converging on the springs, with depressions and sweat lodges located around the seeps and cavities near the big spring.

Spanish explorers and missionaries, as well as the French, visited the area seeking gold and religious converts prior to 1848 when Mexico ceded the area to the United States. The U.S. Government then established relations with the Indians and through a series of Treaties (1848, 1868, 1873, 1880), "bought" most of their land. In the Brunot Treaty of 1873, the Southern Ute Reservation was established in its present location, which included the southwestern part of what later became Archuleta County, formed from part of Conejos County in 1885.

Fort Lewis was established in 1878 near the Pagosa hot springs to protect settlers and travelers from the Indians. The town grew around the fort and remained after the fort moved west. The Town of Pagosa Springs was platted and surveyed in 1883 and incorporated in 1891. It remains the only incorporated town in the county.

Hispanic settlers reached the area about the same time as Anglo settlers. They settled the southern part of the county along the rivers. Hispanic communities such as Trujillo, Juanita, Pagosa Junction, and Carracas were settled with the arrival of the Denver & Rio Grande Railroad in 1881. According to the 1990 Census, the Hispanic population comprised about 23% of the total population.

With the advent of the railroad running between Silverton, Durango, Chama and points east along the southern boundary of the county, the lumber industry flourished and became the dominant sector of the economy. The railroad also boosted ranching by providing a practical way to ship cattle and sheep to market. The growth of cattle and sheep ranching, as well as the development of the lumber industry, led to a booming economy in the 1890s and early 1900s. With the opening of Wolf Creek Pass on August 21, 1916 the entire San Juan Basin was opened to greater economic development and commerce.

The establishment of two large lumber mills, and many smaller ones, helped to bring the railroad to Pagosa Springs in 1900, facilitating travel and movement of trade and commerce. The lumber boom lasted almost into the 1920's, by which time the easily accessible timber had all been logged. The exploitation of natural resources (such as ranching, mineral production, lumber and recreational attractions) supported Archuleta County up to the mid- to late 1970s. In 1970, manufacturing (primarily wood products) provided 30% of the county's total work income and generated \$7.4 million in earnings. The decline of the timber industry in the late 1970s played a large role in this decrease. The 1980s were a time of relative stability in terms of population and economy, reflecting the "flat" state and national economies.

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. Since that time Archuleta County has been in transition 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 1990s, and 2nd home ownership became an economic driver. The designation of the Chimney Rock Archeological Area as a National Monument in 2012 has, as expected, increased the number of visitors to the area, like observations at other National Monument sites throughout the west.

Southern Ute Indian Tribe

The planning and management area of Region 9 includes two Indian reservations, including the Southern Ute and the Ute Mountain Ute Indian Tribes. A portion of the Southern Ute Reservation (125,706 acres) lies within Archuleta County.

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

The Southern Ute Tribal enrollment is currently about 1,500, with the majority of the 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.

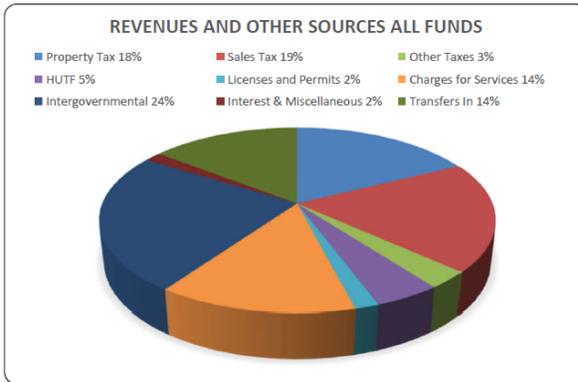
Over the past 25 years, the Southern Ute Indian Tribe has become a major player in the local, state, and national economy. The Tribe is aggressively creating and operating new businesses both on and off-Reservation in the areas of oil and gas production, natural gas gathering, real estate development, 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.

The Tribe has prepared its first CEDS (2018 – 2022) with strategies for economic growth and diversification. These include:

- Encourage and support Tribal member entrepreneurship
- Optimize under-utilized Tribal resources
- Create comprehensive community development plan incorporating Ute identity, culture, and education
- Create long term financial stability and growth for the Tribe and its membership through an expanded Tribal/regional diversified and resilient economy.

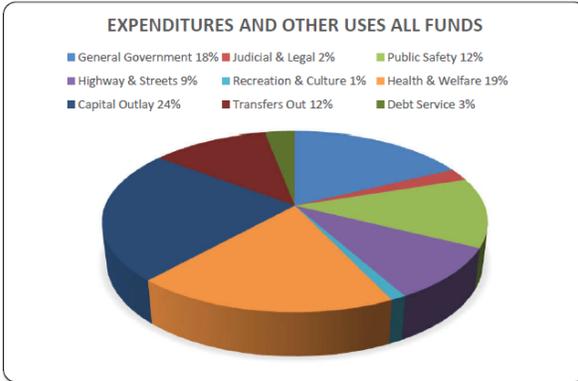
Archuleta County Government

Archuleta County is one of 64 counties created by the State of Colorado. The responsibilities of implementing state law and managing county business are shared by elected officials including: Assessor, Clerk and Recorder, District Attorney, Sheriff, Treasurer, Surveyor and Coroner. An elected three member Board of County Commissioners is the chief legislative and executive body of the County. Their duties include overseeing county budget, land use policy, social services, and road maintenance and construction, and public health programs. In addition to these ten officials, the county employed a staff of 132 full time equivalent employees in 2019.



Revenues and Other Sources All Funds

Type	Legend Title (Auto Updates)	Amount	%
Property Tax	Property Tax 18%	6,486,791	18%
Sales Tax	Sales Tax 19%	7,063,357	19%
Other Taxes	Other Taxes 3%	1,105,078	3%
HUTF	HUTF 5%	1,710,152	5%
Licenses and Permits	Licenses and Permits 2%	615,000	2%
Charges for Services	Charges for Services 14%	5,081,500	14%
Intergovernmental	Intergovernmental 24%	8,902,428	24%
Interest & Miscellaneous	Interest & Miscellaneous 2%	609,535	2%
Transfers In	Transfers In 14%	5,327,500	14%
Capital Contributions		-	0%
Total		36,901,341	100%



Expenditures and Other Uses All Funds

Type	Legend Title (Auto Updates)	Amount	%
General Government	General Government 18%	8,082,702	18%
Judicial & Legal	Judicial & Legal 2%	1,015,418	2%
Public Safety	Public Safety 12%	5,704,831	12%
Highway & Streets	Highway & Streets 9%	4,330,664	9%
Recreation & Culture	Recreation & Culture 1%	501,521	1%
Health & Welfare	Health & Welfare 19%	8,543,160	19%
Capital Outlay	Capital Outlay 24%	10,818,502	24%
Transfers Out	Transfers Out 12%	5,327,500	12%
Debt Service	Debt Service 3%	1,361,576	3%
Pass Thru	Pass Thru 0%	-	0%
Total		45,685,874	100%

Infrastructure and Services

This information was provided through local interviews unless otherwise noted in text.

Electric - The entire county is served by La Plata Electric Association.

Natural Gas - The area is served by Black Hills Energy and various propane distributors.

Water - Most of the area is served by the Pagosa Area Water and Sanitation District (PAWSD) or Town of Pagosa Sanitation (TOPS); others are served by rural water districts or have their own wells.

Wastewater - Most of the area is served by the Pagosa Area Water and Sanitation District (PAWS); others are served by rural water districts or have their own septic systems.

Solid Waste & Recycling – Residential and commercial solid waste collection is provided by At Your Disposal, Waste Management, Elite Recycling Disposal and the Archuleta County Recycling and Transfer Station. The community’s main landfill is in the county.

Police & Fire Departments - Pagosa Springs is served by a municipal police department and County Sheriff's Office. Most of the County fire protection is provided by the Pagosa Fire Protection District that has seven rural fire stations. The Sheriff's Office has the statutory designated responsibility for wildland fires.

Telecommunications - Currently, there are 8 providers in Pagosa Springs with home service. If you include business Internet, that's a total of 15 companies available locally, like CenturyLink and XFINITY from Comcast. (Some may be "double entries" as many companies list home and business service under separate branches.) The area is served by Visionary Broadband, CenturyLink and others. [Broadbandnow.com]

Medical Facilities - The Pagosa Springs Medical Center is a rural hospital with 24/7 emergency services as well as a health clinic, surgical center, and infusion and cancer treatment. Axis Health System has a local office and provides integrated health services including mental health, counseling, and diagnostics. Pagosa Medical Group offers acute medical services. Pine Ridge Extended Care Facility has 60 beds providing complete medical support to the elderly.

Business Parks - Cloman Industrial Park is designated for heavy commercial and light industrial land uses. It is located near Archuleta County Airport. Mountain Crossing is located at the intersection of two major highways and offers light manufacturing with re-zoning approval.

Major Employers - 2019 Top 10 Employers: Upper San Juan Hospital District (280), School District 50 JT (210), Walmart (148), USDA Forest Service (138), Archuleta County (132), Visiting Angels (122), City Market (118), Wyndham Pagosa (73), Springs Resort LTD (54), Pine Ridge Extended Care Center (53). The Wolf Creek Ski area reports its employment in Mineral County but does employ seasonal employees from Archuleta County.

Recreation Facilities - Pagosa Springs and Archuleta Parks and Recreation Departments have a myriad of facilities serving all age ranges in the community including: 2 lighted baseball fields, 4 soccer fields, 2 fishing ponds, seasonal skating rink, 2 disc golf courses, and an array of cross country ski tracks and snowmobile trails, as well as a 160 acre Mountain Park, in the heart of downtown, used for hiking, biking and a summer concert venues. In addition, Pagosa Springs is home to the world's deepest hot springs and is located less than an hour from Wolf Creek Ski Area.

Educational Facilities - Archuleta County Education Center, Archuleta County District 50 JT; K – 12, Pagosa Peak Open School (K-5) - (2020-21 enrollment for Archuleta School District 1,599 [Colo. Dept. of Education]), Southwest Colorado e-School, Goal Academy, Our Savior Lutheran School (K-5), as well as an active homeschool community. "Build Pagosa" is a program dedicated to teaching high school students trade skills for the construction industry.

Early Childhood Education and Child Care - 250 Total Slots (Ages 0-5). No Providers offer 24 hour or week-end care. [Early Childhood Council of La Plata County.] Wings Early Childhood Center, Seeds of Learning with National Association for the Education of Young Children (NAEYC) accreditation, Our Savior Lutheran Preschool, The Pagosa Early Childhood Center (Headstart), and private in-home daycares.

Long term care facilities for Seniors - In 2021 Pine Ridge Extended Care Facility has 60 beds. [facility website] For more information on resources for seniors visit <https://www.sjbaaa.org/archuleta-county-senior-resources>

Estimated number of persons without health insurance – 1,401, 10.7% [ACS 2015-2019 US Census Bureau]

Demographics

Population -- From 1990 to 2000, the population of Archuleta County grew by 8.5% annually, and was ranked 5th of 6 Colorado counties (14th nationwide) for rate of growth. Since 2010, the estimated rate of growth has slowed down to less than 2% annually.

	2010	2019	Ann. Avg % Change 2010-19
Archuleta	12,060	14,002	1.7%
Pagosa Springs	1,722	2,072	2.1%
Unincorporated	10,338	11,930	1.6%

Source: Colorado State Demography Office

Most 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. Net population growth (2010 to 2019) in the county was 12% natural causes (births and deaths), and 88% net migration.

Age Group	Households 2015	Households 2035	% Change	Difference
18-24	176	268	52%	92
25-44	1,160	2,234	93%	1,074
45-64	2,294	3,106	35%	812
65 & Over	1,978	3,894	97%	1,916
All Households	5,583	9,520	71%	3,937

The population is expected to grow at a moderate rate through 2035. A lot of the growth during that time period will be driven by the 65+ age group. Household growth will be dominated (76%) by households without kids.

Other pertinent demographics of Archuleta County are provided by the American Community Survey (ACS 2018) <http://www.census.gov/acs/www/>. Median home price is from Local MLS (2019).

Median Age	50
Working from Home	10%
Median Household Income	\$ 50,753
Median Home Price	\$ 333,000
Homeownership	75%
Non-white Population	16%
Poverty Rate	11%
Bachelors Degree or Higher	39%

Snapshot of the Local Economy

Unemployment Rates

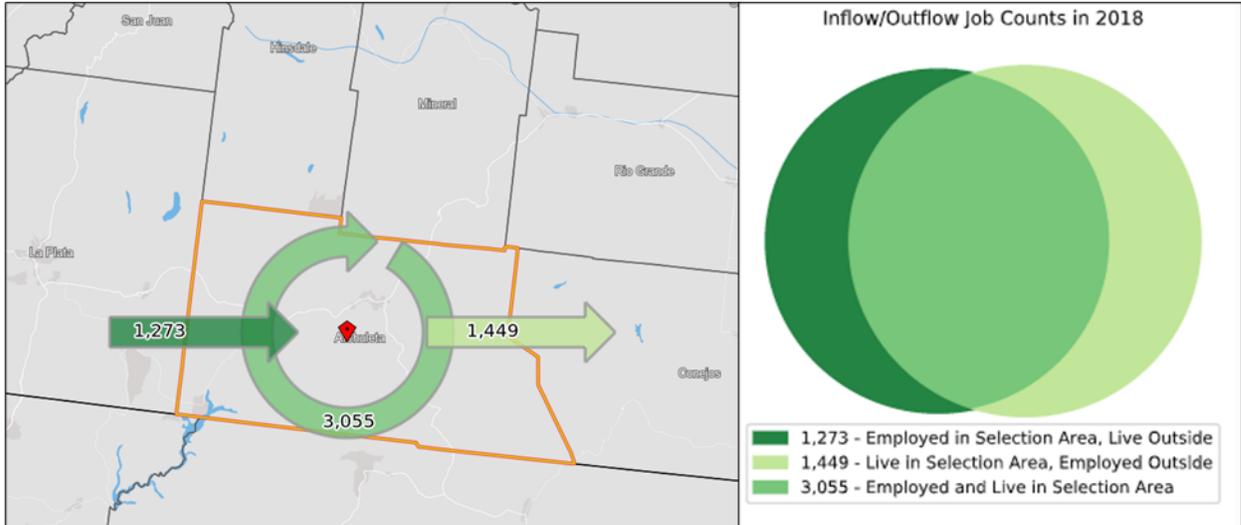
Unemployment Rates 2019				
Location	Labor Force	Employed	Unemployed	Unemployment Rate
USA				3.9%
Colorado				2.8%
Archuleta	6,937	6,717	220	3.2%
Dolores	1,164	1,129	35	3.0%
La Plata	32,305	31,495	810	2.5%
Montezuma	13,038	12,486	552	4.2%
San Juan	570	553	17	3.0%

In 2019, county unemployment rates (3.2 %) were higher than the state (2.8%) and less than the nation (3.9%).

Source: Colorado Labor Market CDLE-LMI

Commuting

People commute to where the jobs are but take their paychecks home. This influences how we evaluate employment, whether by place of work or by residence. In 2018 most of the workers commuting out of the county for jobs are going to La Plata County (4.1%). Many of the workers commuting into Archuleta County for jobs are also from La Plata County (1.5%).



Jobs Counts by Places (Cities, CDPs, etc.) Where Workers are Employed - All Jobs 2018

	Count	Share
All Places (Cities, CDPs, etc.)	4,504	100.0%
Pagosa Springs town, CO	2,083	46.2%
Durango city, CO	184	4.1%
Denver city, CO	80	1.8%
Dulce CDP, NM	73	1.6%
Cortez city, CO	56	1.2%
Grand Junction city, CO	54	1.2%
Colorado Springs city, CO	50	1.1%
Farmington city, NM	45	1.0%
Montrose city, CO	28	0.6%
Bayfield town, CO	25	0.6%
All Other Locations	1,826	40.5%

Jobs Counts by Places (Cities, CDPs, etc.) Where Workers Live - All Jobs 2018

	Count	Share
All Places (Cities, CDPs, etc.)	4,328	100.0%
Pagosa Springs town, CO	372	8.6%
Durango city, CO	63	1.5%
Colorado Springs city, CO	57	1.3%
Arboles CDP, CO	40	0.9%
Del Norte town, CO	35	0.8%
Denver city, CO	30	0.7%
Cortez city, CO	26	0.6%
Farmington city, NM	24	0.6%
Montrose city, CO	23	0.5%
Monte Vista city, CO	22	0.5%
All Other Locations	3,636	84.0%

Area Name	County	¹ Resident Population	² All Workers	² Workers Living in Area	³ Daytime Population	⁴ Daily Commuter Population
Pagosa Springs	Archuleta	2,022	1,046	940	2,128	106

Data: ¹Co State Demographer 2018; ² On the Map Census 2018;

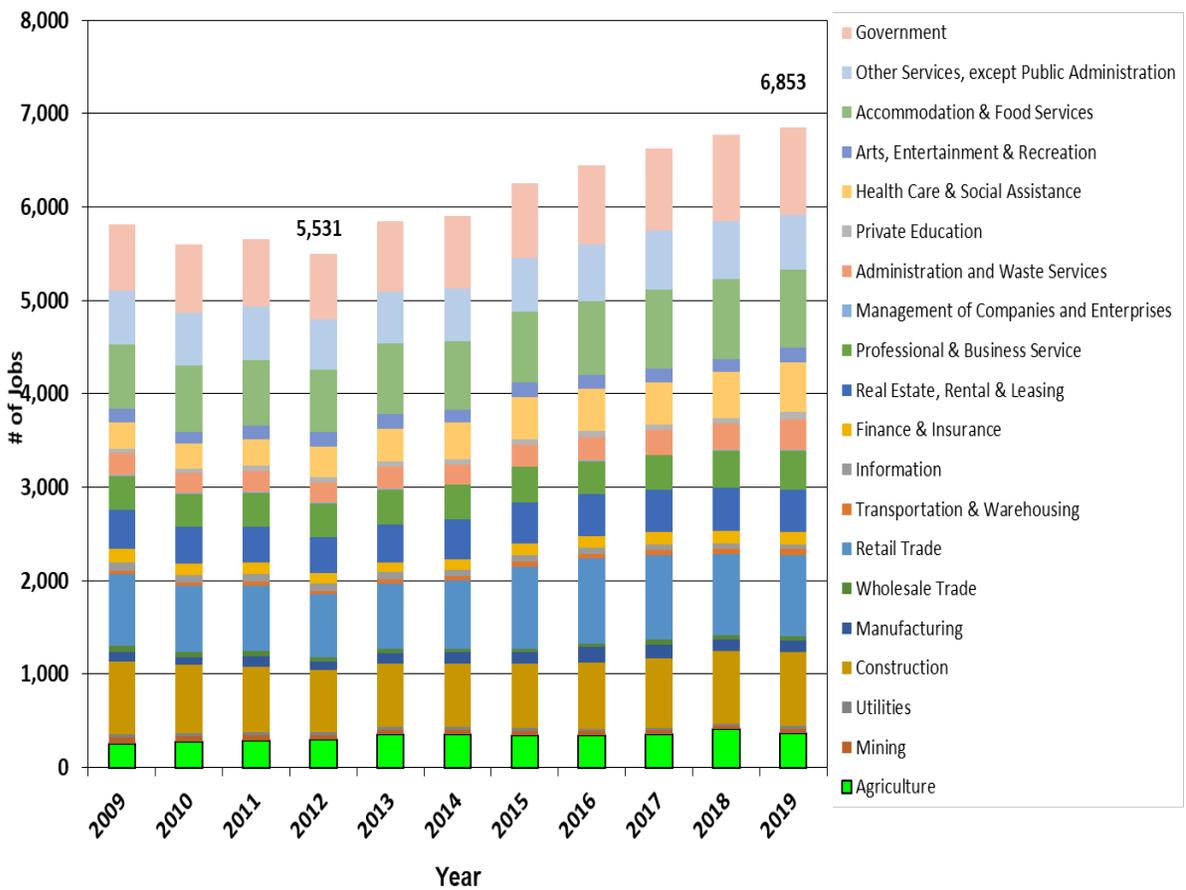
³ Daytime Population = (Resident Population + All Workers) - Workers Living in Area

⁴ Daily Commuter Population = Daytime Population - Resident Population

Employment Sector Trends 2009 - 2019

An employment “sector” groups jobs into categories that are alike and allows us to measure the relative strength of that industry in the local economy. Using “trend analysis” we can see how those industries have grown or declined within a specific timeframe. The following chart includes wage earners as well as proprietors (owners). Total employment refers to the numbers and types of jobs reported by place of work – which may be outside of the county, or even the state. This data is provided by the Bureau of Economic Analysis, then is adjusted and reported by the Colorado State Demographer. It lags two years behind the current year, thus 2019 is the latest available data. This chart demonstrates fluctuating job numbers from 2009 to 2019. During that time period 2009 was a strong year for job growth but declined to a low point in 2012 (5,531 jobs) – the depth of the recession in the area. Services, Construction and Retail sectors have accounted for the largest proportion of the jobs in Archuleta County since 2001.

Archuleta County Employment Trends 2009 - 2019



Employment and Income

Proprietors (owners) make up 33% of total employment, while wage and salary jobs account for 67%. Wages and employment are highly dependent on generally low paying service sector jobs (42% of employment) The service sector, including all eight of the highlighted fields, is composed of many types of jobs, and very different wage scales. Many of the service jobs in Archuleta County support tourism in recreation, accommodations (lodging) and food services. Government jobs provide 14% of employment. The retail trade sector accounts for 13% of jobs. Declines in the mining sector from 2014 to 2019 reflect downturns in the oil and gas industry. The Information sector also saw declines as local publishing companies such as Parelli Natural Horsemanship downsized during the national recession.

Archuleta County 2019 Total Employment	# of Jobs	% of Jobs	*Avg. ann. wage	# Jobs % Change 2014-2019
Agriculture	373	5%	\$ 38,358	5%
Mining	40	0.6%	\$ 38,983	-18%
Utilities	29	0.4%	\$ 86,247	-3%
Construction	790	12%	\$ 39,448	16%
Manufacturing	124	2%	\$ 30,909	6%
Wholesale Trade	48	1%	\$ 50,330	20%
Retail Trade	874	13%	\$ 27,946	20%
Transportation & Warehousing	58	1%	\$ 35,725	9%
Information	46	1%	\$ 46,110	-32%
Finance Activities	140	2%	\$ 51,442	27%
Real Estate	455	7%	\$ 42,583	5%
Professional & Business Services	418	6%	\$ 74,139	15%
Management of Companies and Enterprises	6	0.1%	\$ 88,350	0%
Administration and Waste Management	330	5%	\$ 26,563	57%
Private Education	72	1%	\$ 14,094	31%
Health Services	534	8%	\$ 32,296	33%
Arts, Entertainment, and Recreation	153	2%	\$ 20,356	15%
Accommodation and Food	845	12%	\$ 21,855	15%
Other Services, except Public Administration	582	8%	\$ 30,474	3%
Government	936	14%	\$ 50,584	20%
Total	6,853	100%	\$36,670	16%

*Quarterly Census of Employment & Wages (QCEW)

Source: Colorado State Demography Office

2019 Employment Share by Wage - 6,853

Avg. Annual Wage	Low Wage	Mid Wage	High Wage	Livable Wage
\$36,670	< \$29,336	\$29337 - \$44,004	>\$44005	\$54,496
	52%	24%	24%	6%

Low Wage < 80% of AAW; Mid Wage > 80% and < 120% of AAW; High Wage > 120% of AAW

Livable Wage for two working adults with two children (MIT)

Data on employment and earnings in agriculture is unusually difficult to obtain for several reasons. First, agricultural producers (farmers) are not required to report their employees under the Employment Security program. While some do, the reporting that does occur covers only a small fraction of the actual employment. Second, the industry includes large numbers of proprietor-operators (farmers) and their families, and there are no good estimates on the numbers of these that represent full-time workers. Finally, farm income fluctuates widely with market prices and changes in inventories. Thus, the income data are not necessarily an accurate measure of activity as they are in other industries.

Economic Base Analysis

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.

Archuleta County 2019 Base Industries	# of Jobs	% of Jobs
Agribusiness	454	9%
Mining	31	1%
Manufacturing	66	1%
Government	132	3%
Regional Services	789	16%
Tourism	1,531	31%
Households	1,927	39%
Total	4,930	100%

In Archuleta County the largest base employment industries are tourism (31%) and households (39%) that spend money earned elsewhere (i.e. retirees).

Local resident services provide services to residents and **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. 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. 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.

Enterprise Zones – Region 9 administers the Southwest Colorado Enterprise Zone program. The county as a whole is not an enterprise zone, though eligible areas have an Enhanced Zone status through 2020, based on employment and income criteria. The county has two ineligible census blocks, 9743003 bisects the Town of Pagosa Springs; with the north half included in the EZ, and the south half of the town generally excluded. Southern Ute Tribal lands are included in the eligible census block 9404001.

<https://www.region9edd.org/enterprise-zone>

Opportunity Zones – The County has one designated census tract, 9744.

<https://www.region9edd.org/opportunity-zones>

View the Opportunity Zone Prospectus at <https://colorado-invest.com/wp-content/uploads/2019/09/2019-Pagosa-Springs-OZ-Prospectus-Compressed.pdf>

Per Capita Income

In 2019, Archuleta had a per capita personal income (PCPI) of \$43,088. This PCPI ranked 47th in the state and was 70 percent of the state average (\$61,157), and 76 percent of the national average, \$56,490. <http://www.bea.gov/regional/bearfacts>

Per Capita Income 2019		
	PCI 2019	% of USA
USA	\$ 56,490	100%
Colorado	\$ 61,157	108%
Archuleta	\$ 43,088	76%

Source: Bureau of Economic Analysis

Total Personal Income

In 2019, Archuleta had a total personal income (TPI) of \$606,752.

Archuleta 2019 Total Personal Income (\$000)		% of Total
Employment Earnings	\$ 266,322	44%
Residency Adjustment	\$ 2,274	0.4%
Dividends, Interest & Rent	\$ 188,883	31%
Transfer Payments	\$ 149,273	25%
Estimated TPI	\$ 606,752	100%

Source: Bureau of Economic Analysis

This TPI ranked 34th in the state and accounted for 0.2 percent of the state total.* Total personal income estimates are in thousands of dollars, not adjusted for inflation. Estimated payments to retirees accounted for almost 17% of the estimated TPI in Archuleta County in 2019. That was \$102,225,000.

Total Personal Income Trends 1970 - 2019

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

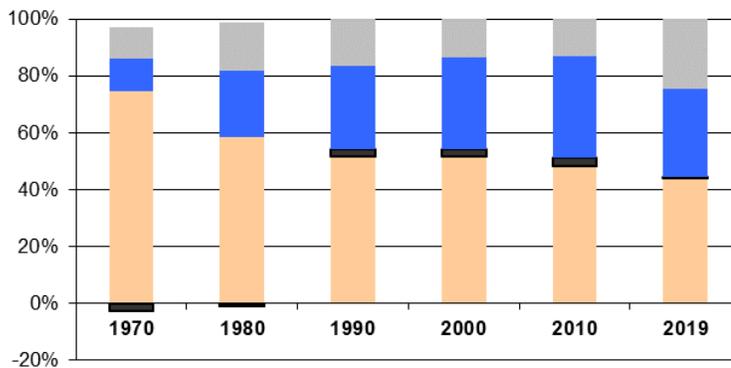
- Transfer payments consist primarily of retirement and disability benefit payments, medical payments (i.e. Medicare and Medicaid), income maintenance benefits, unemployment insurance, veteran’s benefits and payments to nonprofit institutions.

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

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

- Earnings are derived by place of work, including farm and non-farm earnings. Less Social Security contributions.

**Archuleta County - Total Personal Income Trends
1970 - 2019**



Generally, from 1970 to 2019, we see a trend of decreasing employment income, and increasing income from dividends, interest and rent, and transfer payments.

Residency adjustments illustrate how the economy of each county is tied to others as people commute to where the jobs are but take their paychecks home.

COMMUNITY DEVELOPMENT ACTION PLAN

The *Community Development Action Plan* (CDAP) is a list of short-term projects (**defined as two years or less**). Initial drafts of the CDAPs are developed through review of current projects, planning documents, small group discussions and interviews with community stakeholders, and those working on community projects. The CDAPs are presented at various community and public meetings and distributed for public comment for a period of one month. The final drafts are presented to each county's Board of Commissioners for approval. The approved copies are included as part of this document. The CDAPs are useful tools for organizations working with communities and have evolved into being the central source for listing the full range of projects that are in process or are desired. The CDAPs are used as the official community plan required for eligibility for many federal and state funding sources.

The 2021 Archuleta County CDAP has a total of 48 projects that were developed by stakeholders and subsequently approved by the County Commissioners on August 17th, 2021, signed by Alvin Schaaf – Chairperson.

Recognizing that the COVID pandemic will impact the economy for years to come, this CEDS focuses on aligning regional strategies with state strategies for addressing equitable and resilient economic growth.

The CDAP projects were aligned with the [State Rural Economic Blueprint](#). Priorities from the State Blueprint are assigned to specific projects in the CDAP. Priorities are numbered below for reference rather than level of importance.

1. **Leverage the Unique Assets of Rural Colorado**
2. **Save Coloradoans Money on Healthcare**
3. **Fulfill Every Child's Potential**
4. **Support Local Community Success in Energy Transmission**
5. **Make Critical Investment in Community Infrastructure**
6. **Invest in Roads and Bridges**
7. **Build on Successful Economic Development Programs**
8. **Community Identified Priorities – this was added for projects aligned more closely with local economic priorities**

The CDAP projects were also linked to six resiliency strategies identified in the [Colorado Resiliency Framework](#), which addresses potential and interrelated economic, social and environmental risks and vulnerabilities. Abbreviations are listed next to the strategies in the CDAP along with a number representing the supporting strategy. Please refer to the Colorado Resiliency Framework document for details.

1. **Future Ready Economy & Workforce (EW)**
2. **Climate & Natural Hazard Resiliency (CN)**
3. **Building & Infrastructure Sustainability (BI)**
4. **Agriculture & Food Security (AF)**
5. **Housing Attainability (HA)**
6. **Community Capacity (CC)**
7. **Internal to Community (IC) - this was added for projects aligned more closely with local resiliency strategies**

Currently, the CDAP list displays: Project #, Rank, Category, State Economic Development Priority, Resiliency Linkage, Primary Partners, Funding Resources, Cost Estimate, Jobs and Outcomes & Impacts.

CDAP Project Ranking

Ranking Criteria

- Is relevant to economic or community development – aligns with community master plans and priorities or state economic priorities.
- Is relevant to economic or community resiliency – aligns with state resiliency framework.
- Is within the community’s and primary partners ability to influence.
- Metrics address progress and impact.
- Metrics are comparable to other counties, regions, state.
- Data is readily available and accessible to community members.

Rank		
High	Medium	Low
Must meet at least 4 criteria	Must meet at least 3 criteria	Must meet at least 2 criteria

Guidelines for CDAP Review & Project Additions

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

Criteria for Adding CDAP Projects out of Cycle:

Is the proposed project required to be part of a community plan?

Is project happening before next CDAP revision?

Does project fit a CDAP definition?

CDAP #	Project	Rank
1	Pagosa Springs Forward April 2018	High
2	Archuleta County Community Plan 2017	High
3	Workforce Housing	High
4	Implement Downtown Riverwalk Master Plan	High
5	Trail from Pagosa Lakes to downtown Pagosa Springs	High
6	San Juan Basin Integrated Water Management Plan, Phase III	High
7-9	Removed- merged with project #6	
10	Expand County Landfill	High
11	Forest Health	High
12	Broadband Expansion	High
13	Bus Terminal	High
14	Town Website and Citizen Portal	High
15	Public Engagement Portal	High
16	East Side Gateway Plan	High
17	Rumbaugh Creek Bridge Stabilization	High
18	Land Use and Development Code	High
19	Hill Top Cemetery	High
20	McCabe Creek Culvert	High
21	Pioneer Cemetery	High
22	Model Traffic Code	High
23	Yamaguchi South Master Plan	High
24	Riverwalk West Trail to 6th	High
25	Hermosa St. Trail to First St. Bridge	High
26	Cotton Hole Park	High
27	Dr. Mary Fisher Park	High
28	Public River Launch Sites	High
29	Bike & Walk Route Maps & Signs	High
30	Drainage/Culvert Drainage	High
31	Street Maintenance	High
32	Sidewalk Repair & Replacement	High
33	Harman Hill Phase T2L Trail	High
34	Wayfinding & Signage Plan	High
35	Repaving Projects	High
36	Tiny Homes	High
37	Vacation Rental/Short Term Rental (STR)	High
41	Expand Transit Services	High
48	Southern Ute Indian Tribe CEDS 2018-2022	High
38	Downtown Pagosa Springs	Med
39	Vocational Training- School to Career Programs	Med
40	Geothermal Assets: Town of Pagosa Springs Geothermal Heating System	Med
42	Bus Stop Shelters in Pagosa Springs	Med
43	Pump Station SCADA System	Med
45	Biomass Utilization	Med
44	Pagosa Springs Community Development Corporation (CDC)	Low
46	Geothermal Assets: Geothermal Greenhouses	Low
47	Implement Parks, Recreation, Open Space, Trails Plan (PROST)	Low

ARCHULETA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
1	Pagosa Springs Forward April 2018	High	Town Comprehensive Plan	Addresses Economic Development Goals	Addresses Resiliency Initiatives	Outlined per the Pagosa Springs Forward Plan	Outlined per the Plan	Outlined per the Plan	Outlined per the Plan	Outlined per the Plan
2	Archuleta County Community Plan 2017	High	County Comprehensive Plan	Addresses Economic Development Goals	Addresses Resiliency Initiatives	Outlined per the Archuleta County Community Plan	Outlined per the Plan	Outlined per the Plan	Outlined per the Plan	Outlined per the Plan
3	Workforce Housing	High	Housing	Make Critical Investment in Community Infrastructure	Housing Attainability (HA2)	Housing organizations Archuleta County Pagosa Springs Housing Advisory Committee Housing Authority Economic & Planning Systems EPS	State, federal & local funding	N/A	Retain workers in county to raise families	Meet community workforce housing needs. 1) Fund site work and provide property for a low-income housing project.
4	Implement Downtown Riverwalk Master Plan	High	Parks & Recreation	Invest in Roads and Bridges	Building and Infrastructure Sustainability (BI1)	Pagosa Springs CDOT	Town County GoCO CDOT Impact Fees	N/A	Construction jobs	Continue the buildout of the River Walk along the San Juan River between the southwestern and the northeastern Pagosa Springs boundary. 1) Build pedestrian access on McCabe Creek. 2) Repave/redesign of downtown HWY 160 corridor (especially along McCabe Creek).

ARCHULETA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
5	Trail from Pagosa Lakes to downtown Pagosa Springs	High	Parks & Recreation	Make Critical Investment in Community Infrastructure	Building and Infrastructure Sustainability (BI1)	Pagosa Springs Archuleta County CDOT Private homeowners HOAs	Town County CDOT Pagosa Lakes Property Assoc GoCO	Based on alternative chosen	Construction jobs	1) Construct trail from Pagosa Lakes to downtown Pagosa Springs.

ARCHULETA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
6	San Juan Basin Integrated Water Management Plan, Phase III	High	Public Infrastructure	Make Critical Investment in Community Infrastructure	Climate and Natural Hazard Resiliency (CN2)	Upper San Juan Watershed Enhancement Partnership (WEP) Mountain Studies Institute (MSI) San Juan Conservation District Trout Unlimited Natural Resources Conservation	Colorado Watershed Restoration Program (CWRP) grant Water Supply Reserve Fund (WSRF) Southwest Basin Roundtable County Town Nature Conservancy Trout Unlimited Southwestern Water Conservation District San Juan Water Conservancy District	About \$100,000	Outlined per the San Juan Basin Integrated Water Mgmt. Plan	<ol style="list-style-type: none"> 1) Completion of a well-coordinated process that informs and incorporates input from stakeholders and the community as a whole. 2) Current data, models, and inventories incorporating the project areas' hydrology, E&R waterneeds, agriculture infrastructure, forest health, and climate change scenarios to enhance understanding of existing and potential future water resource conditions. 3) Identification of cooperative projects to address multiple water needs, including environmental, recreational, agricultural, and municipal. 4) Prioritized actions or projects based on community values and evaluation of benefits (e.g., ecological, economic, recreational, agricultural efficiency), direct or indirect consequences, and feasibility. 5) A comprehensive plan that describes the goals, objectives, and results from this process for other organizations or agencies to utilize, reference, and leverage for project implementation.
7-9	Removed-merged with project #6									

ARCHULETA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
10	Expand County Landfill	High	Public Infrastructure	Make Critical Investment in Community Infrastructure	Building and Infrastructure Sustainability (BI1)	Archuleta County Pagosa Springs Southwest Organization for Sustainability (SOS)	County Town Waste Disposal Service Providers USDA Solid Waste Management Grants CSU Extension	\$700,00	\$43,833	1) Build additional recycling program per SWCCOG 2014 Waste Study Expand current transfer station lease New facility on Putt Hill.
11	Forest Health	High	Public Lands	Make Critical Investment in Community Infrastructure	Climate and Natural Hazard Resiliency (CN1, CN4)	US Forest Service BLM Forest Health (business) San Juan Healthy Forests Partnership Wolf Creek Ski Area All Hazards (Homeland Security) Wildfire Adapted Partnership (formerly SW Colorado Firewise)	US Forest Service BLM All Hazards (Homeland Security)	N/A	N/A	1) Improve Forest health. 2) Control beetle infestation. 3) Reduce risk to life and property and protect watershed/ community water supplies. 4) Defensible space education resulting in defensible space created around residences. 5) Reduce hazardous fuels.

ARCHULETA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
12	Broadband Expansion	High	Telecommunications	Make Critical Investment in Community Infrastructure	Building and Infrastructure Sustainability (BI1) Future Ready Workforce (EW1)	Pagosa Springs CDC Town of Pagosa Springs Archuleta County SWCCOG Rural Electric Co-operatives ISPs	USDA FCC County Town PSCDC Telecom Providers DoLA SB232 funding SWCCOG New Aspen Springs tower Telecommunications providers Colorado Office of Information Technology State of Colorado	\$100,000 Town of Pagosa Springs	Indirect job creation with advanced telecommunications	1) Address Last mile buildout. 2) Increase job creation through home-based businesses. 3) SWCCOG and San Juan Basin Health Department partner to apply for funding via FCC to increase access for rural healthcare facilities. 4) SWCCOG, CDOT and LPEA partner to find solutions to increasing connectivity to and within the County. 5) Town of Pagosa Springs to support broadband expansion efforts through CDC.
13	Bus Terminal	High	Transportation	Make Critical Investment in Community Infrastructure	Building and Infrastructure Sustainability (BI1)	Archuleta County SWCCOG	CDOT County	\$200k (Feasibility Study-New Transit Center will determine cost) Total project estimate \$3M	Construction jobs	Increase capacity, safety, and accessibility of public transportation. 1) Establish park and ride at new bus terminal and possible County Fairgrounds utilizing existing parking infrastructure where possible.

ARCHULETA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
14	Town Website and Citizen Portal	High	Community Communications	Build on Successful Economic Development Programs	Community Capacity (CC2)	Town of Pagosa Springs	N/A	\$10,000	N/A	1) Consolidate and Update Town Web Site and I-Compass/Citizen Portal for Customer Ease of Use.
15	Public Engagement Portal	High	Community communication	Build on Successful Economic Development Programs	Community Capacity (CC2)	Town of Pagosa Springs	N/A	\$15,000	N/A	1) Roll Out Online Public Engagement Portal through Bangthe Table.
16	East Side Gateway Plan	High	Community Development	Invest in Roads and Bridges	Building and Infrastructure Sustainability (B1)	Town of Pagosa Springs		\$17,8000		1) Develop neighborhood plan for east side gateway that considers traffic and pedestrian access, beautification and functionality.
17	Rumbaugh Creek Bridge Stabilization	High	Historic Preservation Downtown	Invest in Roads and Bridges	Building and Infrastructure Sustainability (B1)	Town of Pagosa Springs		\$30,0000		1) Complete Rumbaugh Creek Bridge stabilization Phase II.
18	Land Use and Development Code	High	Community Development	Build on Successful Economic Development Programs	Community Capacity (CC3)	Town of Pagosa Springs		\$120,000		1) Complete update to LUDC.
19	Hill Top Cemetery	High	Community Development	Invest in Roads and Bridges	Building and Infrastructure Sustainability (B1)	Town of Pagosa Springs		\$10,000		1) Make improvements to Hill Top Cemetery (road gravel, new signage, map and rules at entrancekiosk, surveying of plots).
20	McCabe Creek Culvert	High	Transportation	Invest in Roads and Bridges	Building and Infrastructure Sustainability (B1)	Town of Pagosa Springs	CDOT Town	\$7.3M		1) Replace HWY 160 culvert at McCabe Creek in Pagosa Springs.

ARCHULETA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
21	Pioneer Cemetery	High	Community Development	Invest in Roads and Bridges	Building and Infrastructure Sustainability (B1)	Town of Pagosa Springs		\$15,000		1) Archaeological assessment and update sign and install new fence and gate at Pioneer Cemetery.
22	Model Traffic Code	High	Transportation	Invest in Roads and Bridges	Building and Infrastructure Sustainability (B1)	Town of Pagosa Springs	Town	\$1,000		1) Review and adopt new model traffic code, as appropriate.
23	Yamaguchi South Master Plan	High	Parks & River Access; Streets, Sidewalks and Trails	Leverage the Unique Assets of Rural Colorado	Building and Infrastructure Sustainability (B1)	Town of Pagosa Springs		\$7,5000		1) Master planning for Yamaguchi South.
24	Riverwalk West Trail to 6th	High	Parks & River Access; Streets, Sidewalks and Trails	Leverage the Unique Assets of Rural Colorado	Building and Infrastructure Sustainability (B1)	Town of Pagosa Springs		\$84,691		1) Rebuild Riverwalk West Trail/extension of the trail to 6th St.
25	Hermosa St. Trail to First St. Bridge	High	Parks & River Access; Streets, Sidewalks and Trails	Leverage the Unique Assets of Rural Colorado	Building and Infrastructure Sustainability (B1)	Town of Pagosa Springs	N/A	\$870,000	N/A	Build Hermosa St. Trail to First Street Bridge
26	Cotton Hole Park	High	Parks & River Access; Streets, Sidewalks and Trails	Leverage the Unique Assets of Rural Colorado	Building and Infrastructure Sustainability (B1)	Town of Pagosa Springs	N/A	1\$0,000	N/A	Make Enhancements to Cotton Hole Park

ARCHULETA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
27	Dr. Mary Fisher Park	High	Parks & River Access; Streets, Sidewalks and Trails	Leverage the Unique Assets of Rural Colorado	Building and Infrastructure Sustainability (B1)	Town of Pagosa Springs	N/A	\$35,000	N/A	Dr. Mary Fisher Park Improvements-Turf, Irrigation, Trees, etc.
28	Public River Launch Sites	High	Parks & River Access; Streets, Sidewalks and Trails	Leverage the Unique Assets of Rural Colorado	Building and Infrastructure Sustainability (B1)	Town of Pagosa Springs	N/A	\$7,500	N/A	Acquire/Develop Public River Launch Sites
29	Bike & Walk Route Maps & Signs	High	Parks & River Access; Streets, Sidewalks and Trails	Leverage the Unique Assets of Rural Colorado	Building and Infrastructure Sustainability (B1)	Town of Pagosa Springs	N/A	\$1,000	N/A	Complete Bike and Walking Route Map and Install Proper Signage and Striping
30	Drainage/Culvert Drainage	High	Road Maintenance	Invest in Roads and Bridges	Building and Infrastructure Sustainability (B1)	Town of Pagosa Springs	N/A	\$18,000	N/A	Address Dog Alley Drainage/Culvert issue and Address Aspen Village Drainage Issue
31	Street Maintenance	High	Road Maintenance	Invest in Roads and Bridges	Building and Infrastructure Sustainability (B1)	Town of Pagosa Springs	N/A	\$469,000	N/A	Perform Street Maintenance on Select Town Streets (Crack Sealing, Seal Coating), Mill and Overlays or Reconstruction on Select Streets
32	Sidewalk Repair & Replacement	High	Streets, Sidewalks and Trails	Invest in Roads and Bridges	Building and Infrastructure Sustainability (B1)	Town of Pagosa Springs	N/A	N/A	N/A	Develop and Implement Sidewalk Repair and Replacement Program

ARCHULETA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
33	Harman Hill Phase T2L Trail	High	Streets, Sidewalks and Trails	Invest in Roads and Bridges	Building and Infrastructure Sustainability (BI1)	Town of Pagosa Springs	N/A	\$1.3M	N/A	1) Determine alignment for Harman Hill Phase T2L Trail and complete design and easement acquisition.
34	Wayfinding & Signage Plan	High	Streets, Sidewalks and Trails	Invest in Roads and Bridges	Building and Infrastructure Sustainability (BI1)	Town of Pagosa Springs	N/A	\$10,000	N/A	1) Implement wayfinding and signage plan.
35	Repaving Projects	High	Streets, Sidewalks and Trails	Invest in Roads and Bridges	Building and Infrastructure Sustainability (BI1)	Town of Pagosa Springs	N/A	\$53,000	N/A	1) Repave River Center and Visitor Center parking Lots.
36	Tiny Homes	High	Workforce Housing	Make Critical Investment in Community Infrastructure	Housing Attainability (HA2)	Town of Pagosa Springs	N/A	N/A	N/A	1) Review tiny homes as opportunity for housing alternatives.
37	Vacation Rental/Short Term Rental (STR)	High	Workforce Housing: Review STR trends	Make Critical Investment in Community Infrastructure	Housing Attainability (HA1)	Town of Pagosa Springs	N/A	\$7,500	N/A	1) Ensure vacation rental licensing and compliance.

ARCHULETA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
38	Downtown Pagosa Springs	Med	Business Development	Make Critical Investment in Community Infrastructure	Building and Infrastructure Sustainability (BI1, BI5)	Pagosa Springs Pagosa Springs Area Tourism Archuleta County Lodgers Association Pagosa Springs CDC Pagosa Chamber	Town County Downtown businesses Downtown Colorado Incorporated SW Colorado Council of Governments DoLA energy impact funds	Year 1 - \$75K grant (\$25K local match) Year 2 - \$50K grant \$50K local	Create 1 position for two years	Maintain and expand downtown Pagosa Springs as a major community asset and tourism attraction. Refer to Downtown Colorado Inc Plan 1) Improve infrastructure that improves downtown Pagosa Springs' character. 2) Fill vacant land. 3) Retain staff to implement projects. 4) Expand tourism recreation opportunities into shoulder seasons. 5) Strengthen Town/County partnerships. 6) Construct trails connecting downtown to outer areas.
39	Vocational Training- School to Career Programs	Med	Education	Fulfill Every Child's Potential	Future Ready Workforce (EW4, EW5)	Archuleta School District Build Pagosa Pagosa Springs Chamber Pagosa Springs CDC	Grants Private donors	N/A	N/A	Retain 18–27-year-old population. 1) Develop vocational training opportunities at Pagosa Springs High School. 2) Expand programming for vocations. 3) Expand facilities, technology, and equipment.

ARCHULETA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
40	Geothermal Assets: Town of Pagosa Springs Geothermal Heating System	Med	Public Infrastructure	Leverage the Unique Assets of Rural Colorado	Building and Infrastructure Sustainability (BI1, BI5)	Pagosa Springs Co School of Mines Pagosa Verde	Dept of Energy Governor's Energy Office Well owners DoLA CDOT	N/A	N/A	1) Expand Town of Pagosa Springs Geothermal Heating System. 2) Provide geothermal heat to 450 homes and downtown businesses in Pagosa Springs. 3) Achieve goal to be energy independent (450 homes and downtown businesses). 4) Collaborate with other geothermal efforts. 5) Differentiate the Pagosa Springs community from other areas.
41	Expand Transit Services	High	Transportation	Make Critical Investment in Community Infrastructure	Building and Infrastructure Sustainability (BI1)	Archuleta County Pagosa Springs SWCCOG	Federal Grants CDOT Private Donations Archuleta County Human Services Area Agency on Aging Town County SWCCOG	\$160K annual budget 2 Additional vehicles \$250K Marketing \$20K	4 PT	1) Establish route to Durango. 2) Non-emergency medical transportation increase services to Arboles and Aspen Springs.
42	Bus Stop Shelters in Pagosa Springs	Med	Transportation	Make Critical Investment in Community Infrastructure	Building and Infrastructure Sustainability (BI1)	Archuleta County SWCCOG	CDOT County	\$80k	N/A	Increase safety and accessibility of public transportation. 1) Build 4 bus stop shelters in Pagosa Springs.

ARCHULETA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
43	Pump Station SCADA System	Med	Public Infrastructure	Make Critical Investment in Community Infrastructure	Building and Infrastructure Sustainability (BI1)	Town of Pagosa Springs	N/A	\$179,220	N/A	1) Install SCADA system upgrades at pump stations.
44	Pagosa Springs Community Development Corporation (CDC)	Low	Business Development	Build on Successful Economic Development Programs	Community Capacity (CC2)	Pagosa Springs CDC Pagosa Springs Archuleta County Region 9 EDD Pagosa Chamber SW Small Business Development Center (SBDC)	CDC R9 EDD Continuous Funding TBD	\$60K	Retain 1 economic development specialist job	Strengthen the economic development organizational presence in the region. 1) Retain staff to accomplish priority community projects. 2) Implement micro-loan fund.
45	Biomass Utilization	Med	Business Development	Leverage the Unique Assets of Rural Colorado	Climate and Natural Hazard Resiliency (CN2, CN3)	Pagosa Springs Biochar & Briquetting and Forest Products Pagosa Springs Archuleta County	State Forest Service Colorado Parks & Wildlife US Forest Service BLM US Dept of Ag grant of \$250K (Spent)	\$5.7M Phase 1	N/A	1) Collect and reduce fuels. 2) Improve forest health maintenance. 3) Bolster biomass utilizations. 4) Refer to Biomass Utilization Study Recommendations.

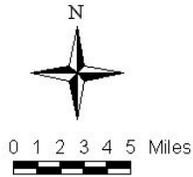
ARCHULETA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
46	Geothermal Assets: Geothermal Greenhouses	Low	Business Development	Support Local Community Success in Energy Transition	Community Capacity (CC2)	Geothermal Greenhouse Partnership Pagosa Springs Colorado State University Extension Audubon Society Santa Fe Community College Colorado School of Mines Colorado Water Conservation Board	Town & County LPEA CSU Agriculture Extension Program Food Coalition Grants Community donations Colorado Water Conservation Board	\$120k staffing \$35k operations, equipment & administration	2-3 (1 F/T, 2 P/T) Community Site Mgr. Aquaponics Grower (Needs F/T Funding)	Geothermal Greenhouses serves as an economic driver & tourist attraction via tours and workshops for the public. 1) Provide locally grown food to community markets and schools. 2) Serve as an educational partner for K- 12 students and college students for sustainable practices, including geothermal, solar, composting, recycling and aquaponic technologies.
47	Implement Parks, Recreation, Open Space, Trails Plan (PROST)	Low	Parks & Recreation	Make Critical Investment in Community Infrastructure	Building and Infrastructure Sustainability (BI1)	Pagosa Springs Pagosa Lakes Property Owner's Association Pagosa Area Trails Council Archuleta County San Juan Historical Society SW Land Alliance US Forest Service CDOT Division of Wildlife Pagosa Chamber BLM	GoCO NPS CDOT County Town Developers Parks, Recreation, Open Space, Trails (PROST)	N/A	Construction jobs	Build trails to get the bicyclists and pedestrians off the roadways. 1) Provide safe non-motorized transportation and recreation in the Lakes area and link to USFS trail systems in the Turkey Springs area of the San Juan National Forest. 2) Build amphitheater by Vista Lake Club- house.

ARCHULETA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
48	Southern Ute Indian Tribe CEDS 2018-2022	High	Economic Development	Build on Successful Economic Development Programs	Resiliency All Criteria	Tribe Region 9 Economic Development Administration (EDA) Adjoining counties/communities	Tribe Southern Ute Growth Fund Federal grants State grants Public private partnerships	Outlined per the SUIT CEDS 2018-2022	Outlined per the Plan	Outlined per the Plan

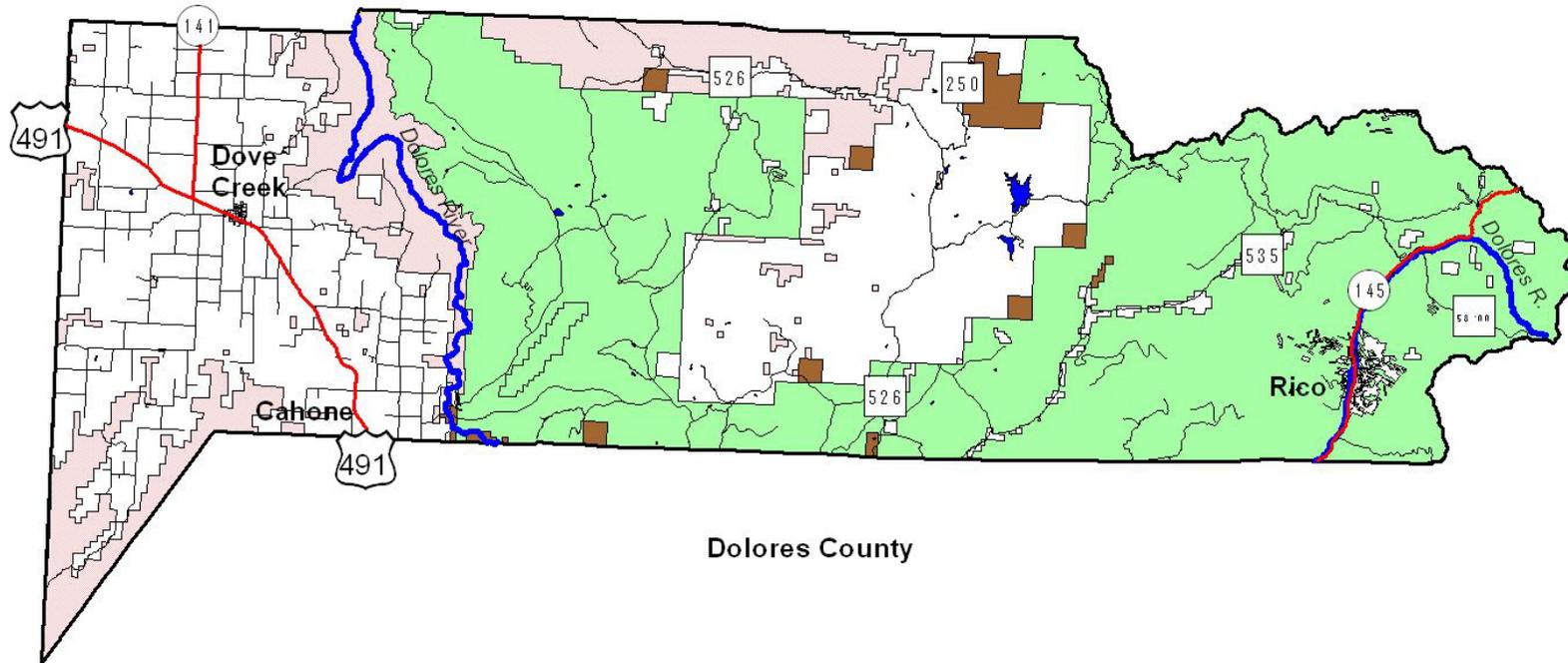
MAP OF DOLORES COUNTY



- Land Area - 683,833 acres (1,068 sq. miles)
- Private Lands- 236,314 acres (35%)
(1% of private lands are in patented mining claims)
 - San Juan National Forest- 329,492 acres (48%)
 - Bureau of Land Management- 88,283 acres (13%)
 - State Lands- 20,903 acres (3%)



REGION 9



Dolores County

4. DOLORES COUNTY

TABLE OF CONTENTS

KEY HIGHLIGHTS AND PRIORITY ECONOMIC GOALS.....	1
STRATEGIC PLANNING	2
SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis.....	2
STRATEGIC DIRECTION – Dolores County Priorities and Projects	3
EVALUATION FRAMEWORK	6
Performance Measures.....	6
1. CDAP Project Completion 2001 - 2020.....	6
2. Dolores County Human Capital and Creation Index Compared to All Other U.S. Counties.....	8
3. Dolores County Economic Performance compared to all other U.S. Counties	9
SUMMARY BACKGROUND	10
History and Economic Trends	10
Dove Creek	10
Rico	10
Dolores County Government	11
Infrastructure and Services.....	12
Demographics	13
Snapshot of the Local Economy.....	13
Unemployment Rates	13
Commuting.....	14
Employment Sector Trends 2009 - 2019.....	15
2019 Employment Snapshot.....	16
Economic Base Analysis	17
Per Capita Income	17
Total Personal Income	18
Total Personal Income Trends.....	18
COMMUNITY DEVELOPMENT ACTION PLAN	19
CDAP Project Ranking	19

(2) Public Comments Received (July 15th to August 15th)

(1) “I’m a resident of Telluride, to which Dolores County's Rico serves. I'm generally interested in the combined region 9 and region 10 areas, focused on the San Juan Skyway - but not necessarily just the tourism along that loop. Most specifically I am advocating for a continuation of the Hwy 50 corridor from Montrose to Montezuma, and on to Indian lands, Flagstaff, and Arizona - including winter organic agriculture. Housing supply is the biggest issue in the Telluride economy and Rico can play an important part of that and those transportation and transit links are crucial.

San Miguel County does NOT have a history of effective transportation advocacy and although attempts at improvement have been made those historic weaknesses persist. Telluride is the combined region 9/10's most prominent tourist attraction, but its role as a regional destination also needs much improvement. Lastly, the split between western Dolores County and the Rico and Dunton areas is dysfunctional. This dysfunction continues north into western San Miguel County all the way to I-70. I think we need a reorganization of our County boundaries to address this, likely concurrent with a mining area County reorganization. Western San Miguel should become part of Dolores County, if not both to Montezuma. As a brainstorm I would suggest the consideration of transferring middle sections generally around the Dolores River to some sort of Ute Indian jurisdiction.”

(2) “It's both great and surprising Rico has many local issues listed here through the county yet most of it has not been addressed. We are currently focusing on the lead soil contamination and the housing crisis. I feel it's imperative for Rico and Dove Creek to communicate more and work together to improve our county as a whole.”

KEY HIGHLIGHTS AND PRIORITY ECONOMIC GOALS

“Dolores County is endowed with regional beauty and strong ties to our pioneer and agricultural heritage. Dolores County will continue to grow based on the knowledge and skills of our residents, natural resources, tourism, resource management, and agricultural growth and expansion that maintains and enhances the unique character of our county.” – Dolores County Development Corporation (DCDC).

The provision of amenities to increase the quality of life of residents and keep them in the community are paramount to the vision of the county. These amenities include healthcare, schools, community & senior centers, childcare, clean water, libraries, recreation, youth programs & places, school to career opportunities and re-skilling current workers.

The underlying goal of many of the strategies proposed in the attached Community Development Action Plan (CDAP 2021) is to achieve a diversified, sustainable, and growing economy. To realize these goals, it is essential to have adequate infrastructure such as roads, water, electricity, gas, and advanced telecommunications ready and available for commercial use. However, it is very important that community values come into play as the economies of Dove Creek and Rico are very different.

Perhaps more than any other county in Region 9, Dolores County’s economic base and people are closely tied to the lands that surround them, both public and private. This county is unique because there are two geographically and economically distinct communities. The eastern end is home to the small former mining town of Rico, which now serves primarily as a bedroom community for Telluride (located in San Miguel County). Two hours to the west, near the Utah border, is Dove Creek, a traditional farming/agriculture town. Despite their diversity, both ends of the county have significant amounts of public lands with 329,492 acres owned by the United States Forest Service and 88,283 acres owned by the Bureau of Land Management or the state. Decisions made by these agencies have direct impacts on Dolores County communities. For example, listing the Sage Grouse as a threatened species could impact agriculture, recreation, and development of other natural resources.

Natural amenities create opportunities for increasing tourism markets that build on local assets, cultural and geothermal resources. Utilization of natural surroundings/public lands for rafting, mountain biking, hiking, and hunting are seen as a way to broaden the economic base while fostering stewardship of the land. Several projects listed in the CDAP call for the development of trail systems, campgrounds/RV Parks and scenic byways. The expansion of the timber and wood fiber production also provides a viable economic driver for forest restoration and fire mitigation. In the western portion of the county agricultural land retains open space and allows opportunities for agribusiness, especially value- added products.

The population of the county has been slowly declining since 2010 and the median age is 52. Currently, the county ranks low on the Human Capital and Creation Index (2,820 of 3,110 U,S Counties).¹ Human capital and knowledge creation affect the degree to which a county’s labor force is able to engage in innovative activities. Growth in a county’s workforce ages 25 to 44 signifies that a county is becoming increasingly attractive to younger (potentially more energetic) workers—those more likely to contribute to innovation. Higher levels of human capital are associated with higher levels of innovation and faster diffusion of technology. Thus, another important goal is to develop and implement strategies to attract and retain a well-trained, skilled workforce that will be available to support business employment needs. Stakeholders see opportunities in the provision of higher education, growing the telecommunication infrastructure, and recruitment of people who desire small communities, few regulations, and scenic beauty.

¹ <https://www.statsamerica.org/>

STRATEGIC PLANNING

SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis

The starting point for a credible economic development strategic plan is an assessment of the strengths and weaknesses of Dolores County. This is the baseline by which the community begins to understand where they are in relation to their vision. Once the SWOT analysis is completed, strategies for solutions can be identified. By working with the Dolores County Development Corporation (DCDC) the following was identified:

Strengths

- Vast natural and cultural resources
- Agricultural land and open space
- Renewable energy potential
- Bio-diverse public lands
- Heritage areas/pioneer districts
- Headwater systems/river corridors
- Improving relationships with state and federal systems and agencies
- Small tight knit communities

Weaknesses

- Declining agriculture sector in terms of income and jobs
- Isolation from major interstates and trade centers
- Lack of sewer and water infrastructure in the Town of Rico
- Lack of housing to support worker base
- Shortage of job opportunities and workforce housing
- State regulatory issues related to extractive industries

Opportunities

- Available land
- Development of niche tourism markets that build on local assets, culture, and geothermal resources
- Utilization of natural surroundings/public lands to develop tourism for rafting, mountain biking, hiking, and hunting
- Highway #491 traffic and potential business development along Dove Creek thoroughfare
- Capitalizing on historic preservation opportunities
- Recruitment of people who desire small communities, few regulations, and scenic beauty
- Capitalize on Weber Business Park in Dove Creek and Burley Building in Rico
- Capitalize on extraction industries, gas, oil, CO₂, timber, and mining in the region
- Business expansion, retention, and diversification
- Expanding services, such as housing, to seniors
- Grant funding for proposed projects, including affordable housing
- Available facility for seed crush plant in Dove Creek
- Value-added agriculture
- Capitalize on Enterprise Zone designation
- Higher education opportunities
- Growing telecommunication infrastructure
- Public Transportation options, i.e., bus service

Threats

- Economic and social disruption due to COVID19
- Declining agricultural sector, aging farmers, lack of succession
- Management of natural resources
- Relationship with federal systems and agencies that are key stakeholders with public lands and natural resource management
- Aging population resulting in increased services
- Drought and other natural disasters
- Out-migration for work
- Funding cuts in transportation, public health, and human service programs
- Governmental regulations impacting job creation
- Development projects contrary to community values

STRATEGIC DIRECTION – Dolores County Priorities and Projects

Dolores County priorities and projects are developed through review of current projects, planning documents, small group discussions and interviews with community stakeholders, and those working on community projects. The CDAPs are presented at various community and public meetings and distributed for public comment for a period of one month. The CDAP has a total of 33 projects that were approved by the County Commissioners on August 31st, 2021, signed by Floyd Cook – Chairperson. The Dolores CDAP is included in this document on page 19.

The CDAP projects were aligned with the [State Rural Economic Blueprint](#). Priorities from the State Blueprint are assigned to specific projects in the CDAP. Priorities are numbered below for reference rather than level of importance.

1. **Leverage the Unique Assets of Rural Colorado**
2. **Save Coloradoans Money on Healthcare**
3. **Fulfill Every Child’s Potential**
4. **Support Local Community Success in Energy Transmission**
5. **Make Critical Investment in Community Infrastructure**
6. **Invest in Roads and Bridges**
7. **Build on Successful Economic Development Programs**
8. **Community Identified Priorities – this was added for projects aligned more closely with local economic priorities**

The CDAP projects were also linked to six resiliency strategies identified in the [Colorado Resiliency Framework](#), which addresses potential and interrelated economic, social, and environmental risks and vulnerabilities. Abbreviations are listed next to the strategies in the CDAP along with a number representing the supporting strategy. Please refer to the Colorado Resiliency Framework for details.

1. **Future Ready Economy & Workforce (EW)**
2. **Climate & Natural Hazard Resiliency (CN)**
3. **Building & Infrastructure Sustainability (BI)**
4. **Agriculture & Food Security (AF)**
5. **Housing Attainability (HA)**
6. **Community Capacity (CC)**
7. **Internal to Community (IC) - this was added for projects aligned more closely with local resiliency strategies**

Priority 1: Leverage the Unique Assets of Rural Colorado

Linkage – Agriculture & Food Security (AF), Building & Infrastructure Sustainability (BI), Climate & Natural Hazard Resiliency (CN), Community Capacity (CC), Future Ready Economy & Workforce (EW)

Projects:

1. Create agri-business opportunities in Dolores (CDAP #1, Resiliency AF4,EW4).
2. Preserve & utilize Rico’s historic assets (CDAP #12, Resiliency BI5).
3. Develop an Infrastructure Ballot Initiative for the November 2021 Election (CDAP #13, Resiliency CC1).
4. Explore the possibility of increasing Rico’s Water Resources (CDAP #14, Resiliency CC2-3, CN4).
5. Keep Gunnison Sage Grouse off endangered species list (CDAP #15, Resiliency CC#).
6. Create a master plan for Town of Rico owned land (CDAP #16, Resiliency CC 1-3).
7. Construct a Central Sewer System in Rico (CDAP #20, Resiliency BI2, CC3).
8. Water System Upgrade in Rico (CDAP #21, Resiliency BI2, CC3).
9. Develop designated trails around Dove Creek & western Dolores County (CDAP #22, Resiliency CC3, CN2-4).
10. Develop National Conservation Area (NCA) for Lower Dolores River (CDAP #23, Resiliency CC2-3, CN2-4).
11. Rocky Mountain Restoration Initiative <https://restoringtherockies.org/> (CDAP #24, Resiliency CC4, EW3, CN 2-4).
12. Develop designated trails around the Town of Rico (CDAP #26, Resiliency CC3, CN4).
13. Finish River Corridor project and continue work on a trail easement along the Rio Grande Southern Railroad grade (CDAP #27, Resiliency BI2, CN2-4).
14. Construct Fire Station in West Fork (CDAP #28, Resiliency CC3, CN3-4).
15. Recruit RV Park/Campgrounds to Dolores County, Dove Creek & Rico (CDAP #31, Resiliency IC).
16. Scenic Byway Initiative <https://www.codot.gov/travel/scenic-byways> (CDAP #32, Resiliency CC3).
17. Grow Dove Creek Chamber of Commerce (CDAP #33, Resiliency CC2).
18. Explore feasibility & demand for renewable energy business opportunities in Dolores County (CDAP #3, Resiliency CC3, BI1, EW4-5, CN4).
19. Expand timber and wood fiber business opportunities (CDAP #4, Resiliency CC3, EW4, CN4).
20. Recruit new businesses to Dolores County (CDAP #5, Resiliency EW3-5).

Priority 2: Save Coloradoans Money on Healthcare

Linkage – Community Capacity (CC), Internal to Community (IC)

Projects:

1. Increase tele-health services in Dolores County communities (CDAP #10, Resiliency CC1-3).
2. Provide home health care & medical assistance services in Rico (CDAP #11, Resiliency CC1-3).

Priority 3: Fulfill Every Child’s Potential

Linkage – Community Capacity (CC)

Projects:

1. Provide quality education opportunities from early childhood through high school (CDAP #8, Resiliency CC3).
2. Explore the possibility of an agreement with the Dolores County School District (CDAP #9, Resiliency CC3).

Priority 4: Support Local Community Success in Energy Transmission

Linkage – Climate & Natural Hazard Resiliency (CN), Community Capacity (CC), Future Ready Economy & Workforce (EW)

Projects:

1. Rocky Mountain Restoration Initiative <https://restoringtherockies.org/> (CDAP #24, Resiliency CC4, EW3, CN2-4).
2. Explore feasibility & demand for renewable energy business opportunities in Dolores County (CDAP #3, Resiliency CC3, BI1, EW4-5, CN4).
3. Recruit new businesses to Dolores County (CDAP #5, Resiliency EW3-5).
4. Expand timber and wood fiber business opportunities (CDAP #4, Resiliency CC3, EW4, CN4).

Priority 5: Make Critical Investment in Community Infrastructure

Linkage – Building & Infrastructure Sustainability (BI), Community Capacity (CC), Housing Attainability (HA), Climate and Natural Hazard Resiliency (CN), Future Ready Economy & Workforce (EW), Internal to Community (IC)

Projects

1. Develop an Infrastructure Ballot Initiative for the November 2021 Election (CDAP #13, Resiliency CC1).
2. Create a master plan for Town of Rico owned land (CDAP #16, Resiliency CC1-3).
3. Community Garden (CDAP #2, Resiliency AF5, CC3).
4. Develop recreational opportunities for youth in Dove Creek (CDAP #19, Resiliency CC1-3).
5. Expand broadband fiber optic services to businesses & residents throughout Dolores County (CDAP #29, Resiliency EW1).
6. Upgrade Rico’s access to broadband (CDAP #30, Resiliency EW1).
7. Increase tele-health services in Dolores County communities (CDAP #10, Resiliency CC1-3).
8. Provide home health care & medical assistance services in Rico (CDAP #11, Resiliency CC1-3).

Priority 6: Invest in Roads and Bridges

Linkage – Building & Infrastructure Sustainability (BI)

Projects

1. SH 145 Dolores Rico US 160 Cortez Heater Repave (CDAP #34, Resiliency BI2).

Priority 7: Build on Successful Economic Development Programs

Linkage – Community Capacity (CC2), Future Ready Economy & Workforce (EW),

Projects

1. Preserve & utilize Rico’s historic assets (CDAP #12, Resiliency BI5).
2. Grow Dove Creek Chamber of Commerce (CDAP #33, Resiliency CC2).
3. Increase Rico’s access to revenue (CDAP #6, Resiliency CC3).
4. Encourage and support economic development in Rico (CDAP #7, Resiliency EW3-5).
5. Update and revise Rico Land Use Code (CDAP #17, Resiliency CC1-3).
6. Establish a Protocol for Vacant Lots Impacted by Lead and Other Mining Activities (CDAP #18, Resiliency BI2, CN2-3).
7. Explore feasibility & demand for renewable energy business opportunities in Dolores County (CDAP #3, Resiliency CC3, BI1, EW4-5, CN4).
8. Expand timber and wood fiber business opportunities (CDAP #4, Resiliency CC3, EW4, CN4).
9. Recruit new businesses to Dolores County (CDAP #5, Resiliency EW3-5).

EVALUATION FRAMEWORK

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

Performance Measures

1. CDAP Project Completion 2001 - 2020

Part of the Comprehensive Economic Development Strategy (CEDS) process is tracking and evaluating the effectiveness and job creation of the Community Development Action Plan (CDAP) in your communities. Completed projects from the CDAP are listed below.

Dolores County

Maintain Community Library
Senior Center Nutrition Program
Development of Weber Business Park
Gas Service to the Town of Rico
Opened Elementary School in Rico
Upgraded emergency communication system
Conduct a county-wide housing assessment
Constructed San Juan Biodiesel as anchor to Weber Business Park
Provide limited cell within Rico Town limits
Revision of Land Use Plan occurred in March of 2008
San Juan National Forest Plan Revision
Acquired 40 acres of open space along the river corridor through Rico
Completed Van Winkle Mine and Restoration Project
Create Downtown Development Authority in Rico
Achieved a special use permit to establish a small daycare program in Rico
Reduced Fire Protection ISO in Rico
Built capacity for part-time staff in the Rico Fire Protection District
Secondary Water System Usage Water Project in Dove Creek
KSJD satellite studio established in Burley building, live broadcasting and Rico only broadcasting available
Fire station addition and repairs completed
Remodel Rico Firehouse into museum
Complete safety improvements to US 491 at CR M
Update County address system
Completed SCAN broadband project
Create economic development position for DCDC
Expand DCTV and added radio station
Dolores County Senior Services now provides public transportation
Completed walking trail around Baseball Park in Dove Creek
Improvements to Rico Town Hall
Upgraded Emergency Operations Center Facilities
Upgrade Dolores/Norwood Road
Created and grew the DCDC micro loan program
Created a West Fork Fire District (Volunteer staffed)
Completed a Multi-service facility in Dove Creek for County Shop, EMS, GIS

Constructed a Senior Center in Dove Creek
Draft Environmental Impact Statement for Burnett Trail.
Pre-disaster Mitigation Plan for County & Towns

Projects Completed between 2018 and 2020

Agriculture

- Develop Emergency Preparedness Evacuation Plan for Livestock.

Health & Human Services

- Provide & Sustain Medical, Dental & Behavioral Health Services in Dolores County

Historic Preservation

- Preserve & Utilize Rico’s Historic Assets: Rico Town Hall and Rico Cemetery

Parks & Recreation

- Reopen Cabin & Ferris Campground at Bradfield Bridge & McPhee Dam
- Establish a Recreation Center with Community Meeting Facilities in Dove Creek
- Develop Recreational Opportunities for Youth in Dove Creek & Rico: completed lights at bb court Dove Creek part of Weber Park, maintenance of cross-country high alpine loop around Rico, rehabilitated the Weber Park baseball field in Dove Creek & fields at the fairgrounds, relocated pitching machine, expanded the grooming operations of Rico’s Nordic trails.

Public Infrastructure

- Revamp Water Delivery & Sanitation Systems in Dove Creek

Public/Private Lands

- Expand Fire Mitigation Program

Public Safety

- Equip Emergency Operations Center in Dove Creek

Public Lands/Tourism

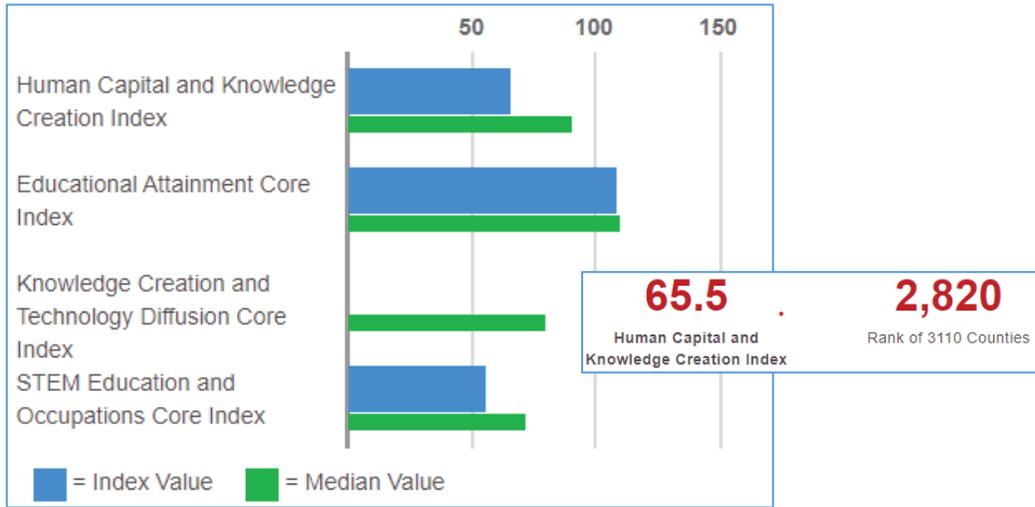
- Develop Designated Trails Around Town of Rico, Dove Creek & Western Dolores County: increased cooperation with USFA through travel management processes of non-motorized opportunities adjacent to Rico, assigned Wildcat Trail for non-motorized use, and explored ATV uses around Dove Creek

Transportation

- Coordinate Highway Projects & Maintenance Activities with Dove Creek
- Complete Priority Highway & Intersection Projects & Improve Area Roads
- Expand Transit Network throughout Dolores County

2. Dolores County Human Capital and Creation Index Compared to All Other U.S. Counties

<https://www.statsamerica.org/>



Measure	Index	Rank
📍 "Salad Days" Population Growth (Ages 25-44)	80.6	2,117
Educational Attainment Core Index	107.9	1,620
📍 High School Attainment (Ages 18-24)	80.3	2,315
📍 Some College, No Degree (Age 25+)	133.0	1,011
📍 Associate Degree (Age 25+)	93.2	1,703
📍 Bachelor's Degree (Age 25+)	156.7	598
📍 Graduate Degree (Age 25+)	76.1	2,326
Knowledge Creation and Technology Diffusion Core Index	0.0	2,829
📍 Patent Technology Diffusion	0.0	2,345
📍 University-Based Knowledge Spillovers	0.0	2,124
📍 Business Incubator Spillovers	0.0	2,415
STEM Education and Occupations Core Index	55.5	2,290
📍 STEM Degree Creation (per 1,000 Population)	0.0	802
📍 Technology-Based Knowledge Occupation Clusters	80.1	2,219
📍 High-Tech Industry Employment Share	86.4	1,709

Human capital and knowledge creation affect the degree to which a county's labor force is able to engage in innovative activities. Growth in a county's workforce ages 25 to 44 signifies that a county is becoming increasingly attractive to younger (potentially more energetic) workers—those more likely to contribute to innovation. Counties with high levels of human capital are those with enhanced knowledge, measured by educational attainment, patent diffusion, knowledge spillover, business incubator presence, STEM degree holders and occupations, and the share of high-tech employment. Higher levels of human capital are associated with higher levels of innovation and faster diffusion of technology.

3. Dolores County Economic Performance compared to all other U.S. Counties

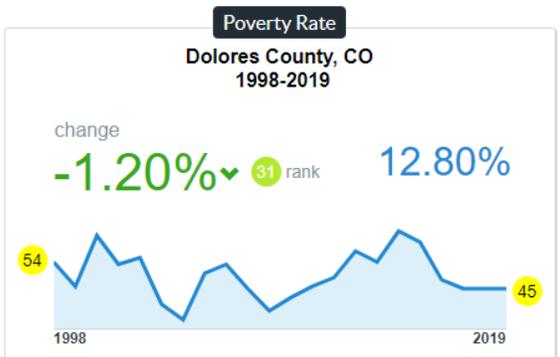
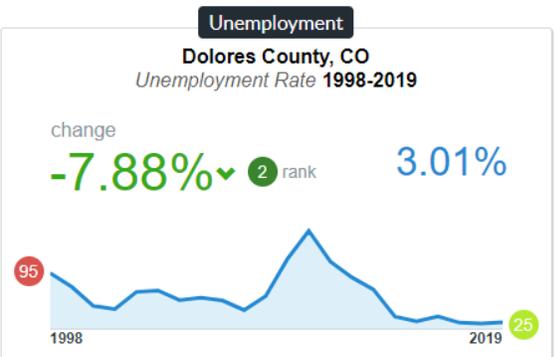
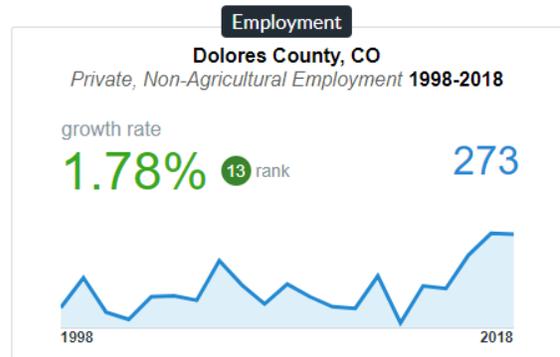
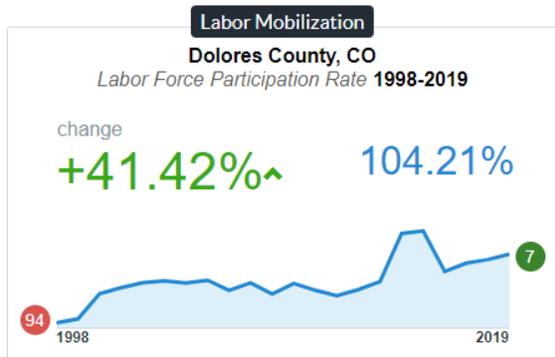
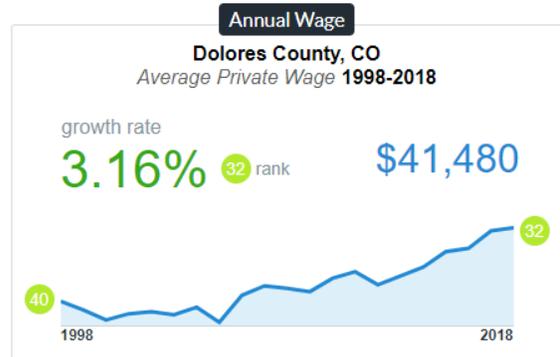
https://clustermapping.us/region/county/dolores_county_co/performance

Ranks are by percentile from 1-100 among all 3221 U.S. counties:
 ● 1-20 (first quintile) ● 21-40 (second quint.) ● 41-60 (third quint.) ● 61-80 (fourth quint.) ● 81-100 (fifth quint.)

Performance

Regional economic performance can be measured by indicators of overall performance directly related to the standard of living in a region, as well as intermediate indicators of economic activity that may or may not translate into a region's standard of living.

Outcomes



SUMMARY BACKGROUND

History and Economic Trends

Ancestral Puebloans (Anasazi) were the first known inhabitants of Dolores County and the surrounding area. Following them were the Ute, Navajo, and Paiute Indian Tribes. Members of the Escalante - Dominguez Expedition, seeking a route to the Spanish Missions of California, rested on the banks of Dove Creek in western Dolores County on August 15, 1776. By the mid - 1800s Dove Creek had become a way station for caravans of traders using the Old Spanish Trail. Dolores County was created from part of Ouray County in 1881.

Dove Creek

Western Dolores County was originally lush native grass that attracted livestock settlers beginning in the 1870s. By 1910 open range overgrazing had caused sagebrush to overtake native grasses in most of the area. In 1914 the Federal Government opened the area to homesteaders and dry land farming began in earnest. Most farming is high altitude dry land, with a strong emphasis on sunflowers and safflowers. A seed crushing plant was built in 2008 but has since closed. Dove Creek is known as the "Pinto Bean Capital of the World" for its long - standing production of high-quality pinto beans noted for their nutritional content and extended shelf life. New opportunities are constantly being explored in the agricultural sector including the development of new crops and value-added businesses. The land surrounding Dove Creek is rich in scenic open space and prehistoric cultural resources. These resources, as well as hunting and fishing opportunities, are currently being promoted to attract visitors to the area. Mining had always been an integral part of the County's economy, but this industry has seen significant employment swings due to world market prices. Presently, the reopening of a couple of uranium mines and a new area copper mine in Utah has improved the mining picture. CO2 and helium development are also on-going in the county.

Rico

Historically, the mountainous (eastern) part of Dolores County supplied a number of small sawmills with timber, and was the site of gold, silver, copper, lead, and zinc mining in the Rico area, beginning around 1869. In 1876 the Pioneer Mining District was formed, and mining became the main industry for the upper Dolores Valley and the Rico area. In 1879 the discovery of rich, oxidized silver ore on Telescope and, Blackhawk Mountain, and the signing of the Brunot Treaty when the Utes ceded much of Southwest Colorado to the United States led to the incorporation of the Town of Rico and a 320 - acre town site was platted out into streets and alleys. In 1880 the first wagon road was completed up Scotch Creek and Hermosa Park where it eventually led to Animas City and Durango. In 1891 the Rio Grande Southern Railroad (the Galloping Goose) pulled into Rico, and eventually connected the communities of Durango, Dolores, Rico, Ophir, Telluride and Ridgeway. The railroad ran for 63 years until it was abandoned in 1954.

In 1892 Rico had a population of over 2,000 people, 23 saloons, 3 blocks of red-light districts, 2 churches, 2 newspapers, a theater, the Rico State Bank and many other stores and hotels. That same year the Dolores County Courthouse was built, and Rico became the county seat, remaining so until 1946, when it was moved to the Town of Dove Creek. In 1893 Rico suffered a Silver Panic and many businesses were closed. By the turn of the century the population had declined to 811 people. The mining district had its ups and downs until 1926 when the Rico Argentine Mining Company consolidated the Town's mining industry. In 1937 the Rico Argentine Mining Company constructed a mill and eventually became the only surviving mining company of size. A sulfuric acid plant was constructed in 1953 and operated until 1965. At this time there were only about 300 people living in the town. From 1965 to 1971 the industry concentrated on lead and zinc mining and the population dropped to approximately 45. At present the mining industry is not active in the Rico area. Currently Rico (population 265) serves primarily as a bedroom community for Telluride, located 28 miles away in San Miguel County.

Dolores County Government

Dolores County is one of 64 counties created by the State of Colorado. The responsibilities of implementing state law and managing county business are shared by elected officials including Assessor, Clerk and Recorder, Sheriff, Treasurer, Judge, Court Clerk and Coroner. An elected three-member Board of County Commissioners is the chief legislative and executive body of the County. Their duties include overseeing county budget, land use policy, social services, road maintenance and construction, and public health programs. In addition to these 10 elected officials, the county employs a staff of 114 people.

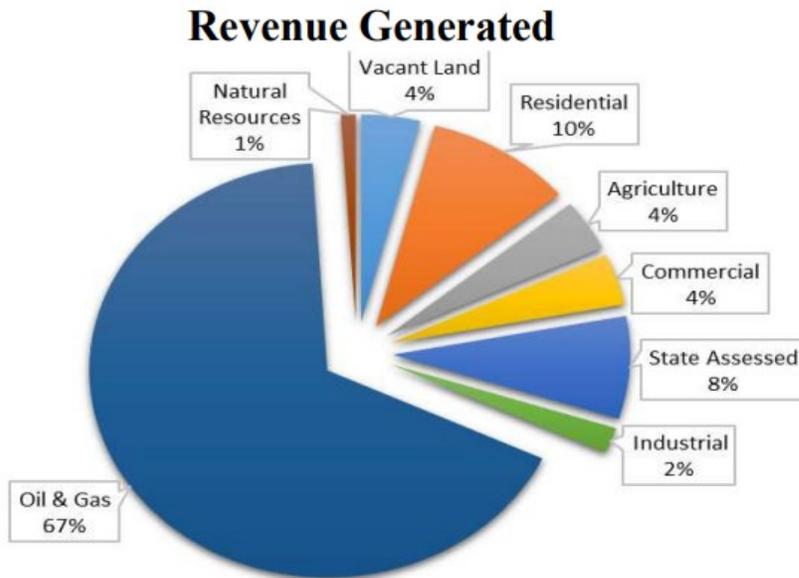
Expenditures

Dolores County provides many different services to its citizens. These expenditures include the general fund, roads and bridges, senior services, and public health. Estimated expenditures for Dolores County total \$10,927,000 for 2020.

Revenues

The County expects to receive \$9,343,000 in revenues in 2020. Revenues are produced from a variety of sources, including property taxes, non-local tax sources such as federal and state, and highway user taxes.

The total assessed valuation for properties in Dolores County totaled \$114,008,222 in 2020. The proportionate contributions of different kinds of properties for 2020 are shown in the following figure. Oil, gas, and other natural resources produced 67% of property tax revenues. Oil and gas production and equipment is assessed at 87.5% of the actual value of production, and 29% for oil & gas personal property & equipment, as opposed to an 11% assessment ratio for residential properties and 29% for all other properties.



- Property tax revenues are distributed among municipalities, school districts and special districts (i.e., fire protection and sanitation). Special Districts set additional tax levies.
- The Dolores County property tax levy rate is 28.013 mill., as compared to 14.254 in adjacent Montezuma County.

Infrastructure and Services

Local sources provided this information unless otherwise noted in text.

Business Parks – Weber Industrial Park is just west of Dove Creek.

Major Employers – 2020 Top employers: Dolores County (84), Kinder Morgan (60), Dolores County School District (54,13 subs), Dunton Hot Springs (39), Dove Creek Integrated Health Care (32), Dove Creek Superette (28), Air Products Helium (15), Thirsty Bird (7), Doves Nest Early Cares & Education (6), Dove Creek Implement (12), Town of Dove Creek (6).

Recreation Facilities – [2020] 5 baseball fields, Dove Creek Community Center, Dolores County Fairgrounds and surrounding public lands (San Juan National Forest, BLM, State Lands). Dolores County has a Seniors Program based in Cahone and offers extensive fitness opportunities for seniors.

Childcare Availability – No Providers offer 24 hour or weekend care. [Durango 4C Council]. The Doves Nest Early Care and Education Center provides 20+ children from infants to kindergarten day services.

Long term care facilities for seniors – (2020) No facilities, a recognized gap.

Electric – Most of the county, including Dove Creek, is served by Empire Electric Association. San Miguel Power Association serves Rico.

Natural Gas – Natural gas is provided to Dove Creek by Atmos Energy. Rural areas and the Town of Rico rely on propane or other heating, i.e., wood or coal.

Water – Depending on location, the area is served by the Montezuma Water Co., The Towns of Dove Creek and Rico have municipal water. Those who are not on the rural water systems use wells or haul water to below ground cisterns.

Wastewater – In Dove Creek there are municipal sewage treatment facilities. Rico and many rural residents have their own septic systems, although Rico is working towards providing sewer to residents.

Solid Waste – The area is served by Waste Management, Rowe & Sons, County Wide disposal, and the Transfer Station at Cahone is operated by Bruin Waste Management.

Police & Fire Departments – The Dolores County Sheriff's Dept. provides public safety for the entire county. Fire Protection Districts are located in Dove Creek and Rico.

Telephone – Depending on location, the area is served by Lumen, which was formerly Century Tel and Farmers Telephone. The Rico area is served by Rico Telephone.

Broadband – Farmers Telecommunications, & Zumacom offer internet services for the county. Emery Telecom has received a USDA grant to provide direct fiber to homes, the Town of Dove Creek, and surrounding areas, also to Egnar, and to Yellow Jacket from the Utah state line. Installation should begin sometime in 2021.

DCTV – Owned by Dolores County and with considerable support from the Southwest TV Translator Association, this broadcasting network transmits a public access community information channel and a classic movie channel covering most of SW Colorado and SE Utah. There is also a fully operational television studio and refeeds of Colorado Public Radio and the major TV networks.

Estimated number of persons without health insurance – 98, 5.3% [ACS 2015-2019 US Census Bureau]

Demographics

Population

From 1990 to 2000, the population of Dolores County grew by 2.3% annually. 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 0.5% annual growth. Since 2010 the estimated rate of growth has declined to about -0.03% annually.

	2010	2019	Ann. Avg % Change 2010-19
Dolores	2,060	2,054	-0.03%
Dove Creek	734	727	-0.11%
Rico	264	265	0.04%
Unincorporated	1,062	1,062	0.0%

Source: Colorado State Demography Office

Rico, located on the east side of the county, averaged 2.9% growth annually from 2000 to 2010. Since 2010 the estimate rate of growth has declined to about -0.04% annually. Unincorporated areas, particularly around Cahone, also saw declining population from 2010 to 2019. The population is expected to continue a low growth rate through 2040.

Other pertinent demographics of Dolores County are provided by the American Community Survey (ACS 2018) <http://www.census.gov/acs/www/>. Median home price is from Local MLS (2019).

Median Age	51.8
Working from Home	14%
Median Household Income	\$ 41,714
Median Home Price	\$ 135,000
Homeownership	81%
Non-white Population	3%
Poverty Rate	14%
Bachelors Degree or Higher	21%

Snapshot of the Local Economy

Unemployment Rates

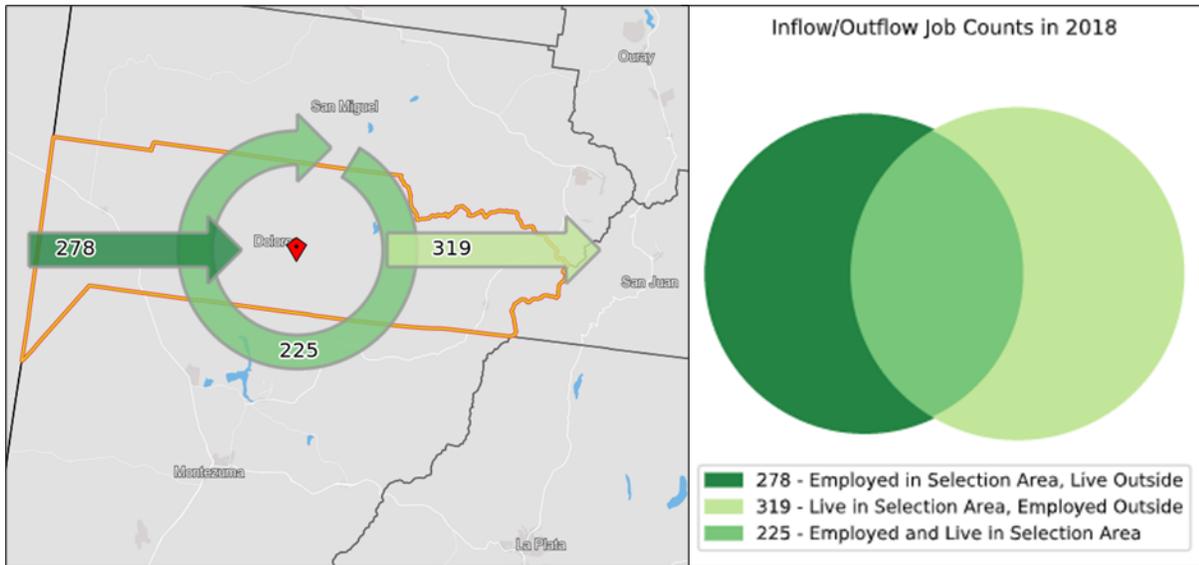
Unemployment Rates 2019				
Location	Labor Force	Employed	Unemployed	Unemployment Rate
USA				3.9%
Colorado				2.8%
Archuleta	6,937	6,717	220	3.2%
Dolores	1,164	1,129	35	3.0%
La Plata	32,305	31,495	810	2.5%
Montezuma	13,038	12,486	552	4.2%
San Juan	570	553	17	3.0%

Source: Colorado Labor Market CDLE-LMI

In 2019, county unemployment rates (3.0 %) were higher than the state (2.8%) and less than the nation (3.9%).

Commuting

People commute to where the jobs are but take their paychecks home. This influences how we evaluate employment, whether by place of work or by residence. In 2018 most of the workers commuting out of the county for jobs are going to Montezuma County (7.6%). Many of the workers commuting into Dolores County for jobs are also from Montezuma County (6.8%).



Jobs Counts by Places (Cities, CDPs, etc.) Where Workers are Employed - All Jobs 2018			Jobs Counts by Places (Cities, CDPs, etc.) Where Workers Live - All Jobs 2018		
	Count	Share		Count	Share
All Places (Cities, CDPs, etc.)	544	100.0%	All Places (Cities, CDPs, etc.)	503	100.0%
Dove Creek town, CO	141	25.9%	Dove Creek town, CO	67	13.3%
Cortez city, CO	32	5.9%	Cortez city, CO	25	5.0%
Mountain Village town, CO	28	5.1%	Rico town, CO	25	5.0%
Grand Junction city, CO	20	3.7%	Dolores town, CO	9	1.8%
Durango city, CO	15	2.8%	Durango city, CO	9	1.8%
Telluride town, CO	15	2.8%	Montrose city, CO	9	1.8%
Rico town, CO	14	2.6%	Farmington city, NM	9	1.8%
Farmington city, NM	11	2.0%	Colorado Springs city, CO	7	1.4%
Denver city, CO	9	1.7%	Monticello city, UT	6	1.2%
Dolores town, CO	9	1.7%	Denver city, CO	4	0.8%
All Other Locations	250	46.0%	All Other Locations	333	66.2%

Area Name	County	¹ Resident Population	² All Workers	² Workers Living in Area	³ Daytime Population	⁴ Daily Commuter Population
Dove Creek	Dolores	637	290	173	754	117
Rico	Dolores	232	48	47	233	1

Data: ¹Co State Demographer 2018; ² On the Map Census 2018;

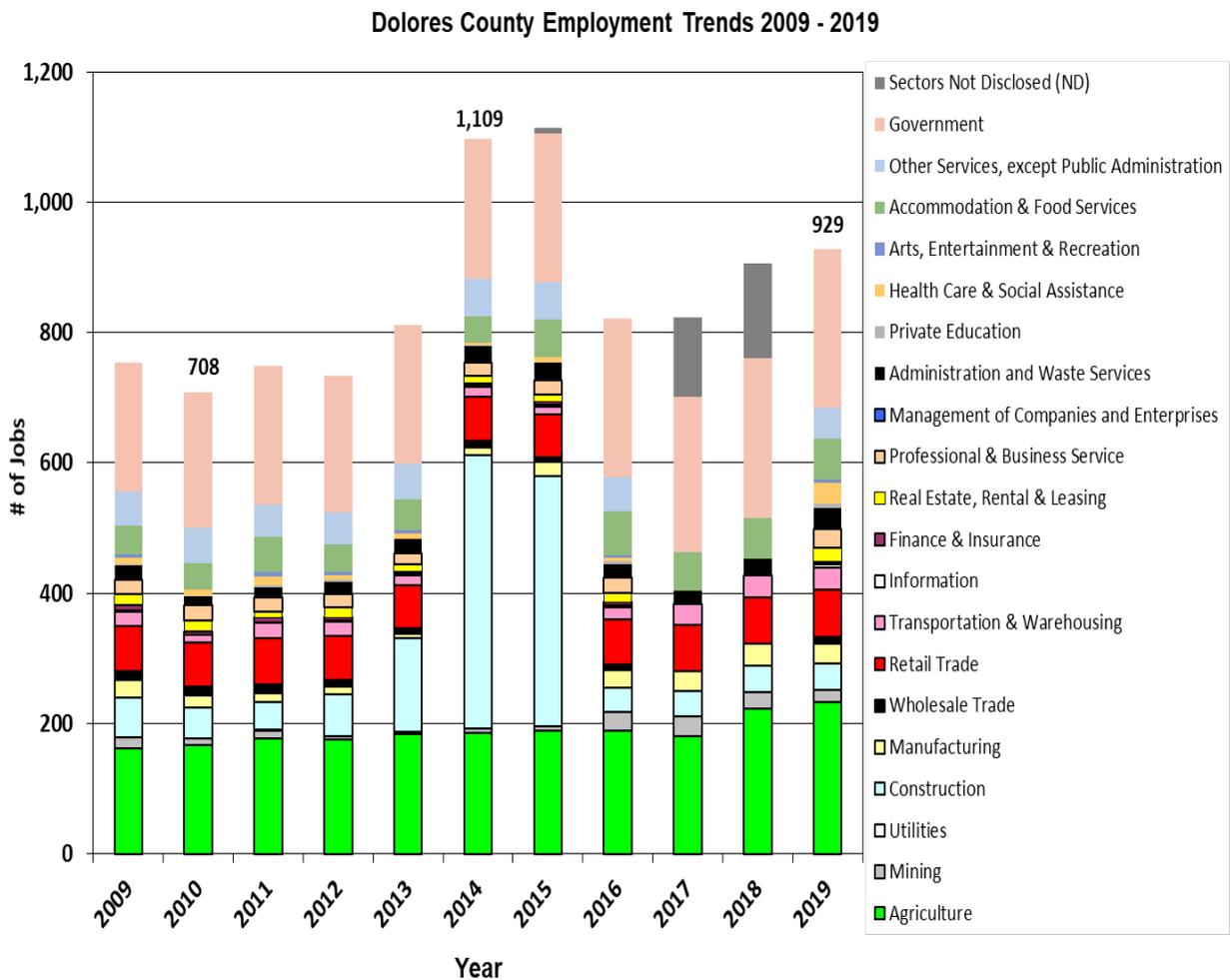
³ Daytime Population = (Resident Population + All Workers) - Workers Living in Area

⁴ Daily Commuter Population = Daytime Population - Resident Population

Employment Sector Trends 2009 - 2019

An employment “sector” groups jobs into categories that are alike and allows us to measure the relative strength of that industry in the local economy. Using “trend analysis” we can see how those industries have grown or declined within a specific timeframe. The following chart includes wage earners as well as proprietors (owners). Total employment refers to the numbers and types of jobs reported by place of work – which may be outside of the county, or even the state. This data is provided by the Bureau of Economic Analysis, then is adjusted, and reported by the Colorado State Demographer. It lags two years behind the current year, thus 2019 is the latest available data.

This chart demonstrates fluctuating job numbers from 2009 to 2019. During that time period employment declined to a low point in 2010 (708 jobs) – the depth of the recession in the local area. Agriculture and Government sectors generally account for the largest proportion of jobs in Dolores County.



2019 Employment Snapshot

About 65% of total employment in the county is by wage earners, while 35% is through proprietors (owners). Agriculture is an important industry in the eastern part of Dolores County, accounting for 25% of jobs. However, data on employment and earnings in agriculture is unusually difficult to obtain for several reasons. First, agricultural producers (farmers) are not required to report their employees under the Employment Security program. While some do, the reporting that does occur covers only a small fraction of the actual employment. Second, the industry includes large numbers of proprietor-operators (farmers) and their families, and there are no good estimates on the numbers of these that represent full-time workers. Finally, farm income fluctuates widely with market prices and changes in inventories. Thus, the income data are not necessarily an accurate measure of activity as they are in other industries.

Local Government was also a very strong employment sector, accounting for 26% of jobs. Many of the job losses from 2014 to 2019 were in higher paying industries. Declines in the construction sectors from 2014 to 2019 probably reflect completion of the Kinder Morgan Helium Plant and pipeline activities. Growth in Health Services is expected to continue as the Baby Boomer population ages. Confidentiality concerns related to the small numbers in this county limit the publicly available information about jobs and income in many sectors. **If 80% or more of the employment in an industry is in one firm, or if there are three firms or less in an industry, then the data cannot be disclosed per state statute.**

Dolores County 2019 Total Employment	# of Jobs	% of Jobs	*Avg. ann. wage	# Jobs % Change 2014-2019
Agriculture	233	25%	ND	25%
Mining	19	2%	\$ 62,296	171%
Construction	40	4%	\$ 50,440	-90%
Manufacturing	31	3%	\$ 56,680	158%
Wholesale Trade	9	1%	ND	0%
Retail Trade	73	8%	\$ 20,852	6%
Transportation & Warehousing	34	4%	\$ 37,492	143%
Information	5	1%	\$ 53,703	150%
Finance & Insurance	4	0%	ND	0%
Real Estate, Rental & Leasing	22	2%	\$ 19,990	100%
Professional & Business Service	28	3%	\$ 51,814	33%
Administration and Waste Management	32	3%	\$ 45,344	23%
Private Education	7	1%	ND	600%
Healthcare & Social Assistance	33	4%	\$ 21,856	1000%
Arts, Entertainment & Recreation	4	0.4%	ND	300%
Accommodation and Food	63	7%	\$ 38,740	58%
Other Services, except Public Administration	47	5%	\$ 16,115	-18%
Government	244	26%	\$ 33,124	7%
Total	928	100%	\$ 35,308	-16%

ND = Not Disclosed. *Quarterly Census of Employment & Wages (QCEW)

Source: Colorado State Demography Office

2019 Employment Share by Wage - 929 Jobs

Avg. Annual Wage	Low Wage	Mid Wage	High Wage	Livable Wage
\$35,308	< \$28,246	\$28,247 - \$42,369	> \$42,370	\$51,022
	NA	NA	NA	NA

Low Wage < 80% of AAW; Mid Wage > 80% and < 120% of AAW; High Wage > 120% of AAW
Livable Wage for two working adults with two children (MIT)

Economic Base Analysis

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.

Dolores 2019 Base Industries	# of Jobs	% of Jobs
Agribusiness	271	30%
Mining	19	2%
Manufacturing	28	3%
Government	44	5%
Regional Services	101	11%
Tourism	63	7%
Households	379	42%
Total	905	100%

In Dolores County the largest base employment industries are agribusiness (30%) and households (42%) that spend money earned elsewhere (i.e., retirees).

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. 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. 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.

Enterprise Zones – Region 9 administers the Southwest Colorado Enterprise Zone. All of Dolores County is a designated Enterprise Zone and is currently listed as an Enhanced Enterprise Zone based on employment and income criteria through 2022. <https://www.region9edd.org/enterprise-zone>

Opportunity Zones – All of Dolores County is a designated Opportunity Zone. <https://www.region9edd.org/opportunity-zones>

Per Capita Income

Per Capita Income 2019		
	PCI 2019	% of USA
USA	\$ 56,490	100%
Colorado	\$ 61,157	108%
Dolores	\$ 38,005	67%

In 2019, Dolores had a per capita personal income (PCPI) of \$38,005. This PCPI ranked 28th in the state and was 85 percent of the state average, \$48,869, and 69 percent of the national average, \$46,049.

Source: Bureau of Economic Analysis

Total Personal Income

Dolores 2019 Total Personal Income (\$000)		% of Total
Employment Earnings	\$ 37,738	43%
Residency Adjustment	\$ 9,502	11%
Dividends, Interest & Rent	\$ 17,767	20%
Transfer Payments	\$ 22,596	26%
Estimated TPI	\$ 87,603	100%

According to the BEA, in 2019, Dolores County had a total personal income (TPI) of \$87,603,000. This personal income ranked 59th in the state and was less than 0.1 percent of the state total. Estimated payments to retirees accounted for about 16% of the estimated TPI in Dolores County in 2019. That was \$14,279,000.

Source: Bureau of Economic Analysis

Total Personal Income Trends

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

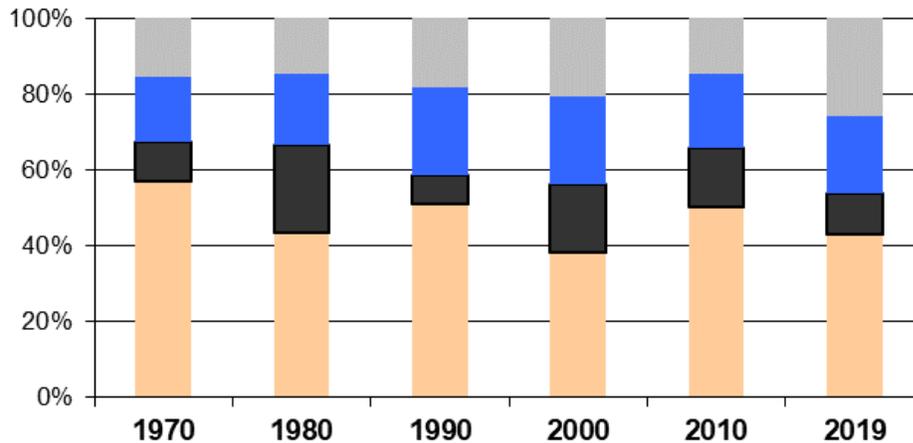
- Transfer payments consist primarily of retirement and disability benefit payments, medical payments (i.e., Medicare and Medicaid), income maintenance benefits, unemployment insurance, veteran’s benefits, and payments to nonprofit institutions.

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

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

- Earnings are derived by place of work, including farm and non-farm earnings. Less Social Security contributions.

**Dolores County - Total Personal Income Trends
1970 - 2019**



Generally, from 1970 to 2019, we see a trend of decreasing employment income, and increasing income from dividends, interest and rent, and transfer payments. Employment income sees a decrease from 2010 to 2019. Transfer payments were an important part of TPI in 2019.

COMMUNITY DEVELOPMENT ACTION PLAN

The *Community Development Action Plan* (CDAP) is a list of short-term projects (**defined as two years or less**). Initial drafts of the CDAPs are developed through review of current projects, planning documents, small group discussions and interviews with community stakeholders, and those working on community projects. The CDAPs are presented at various community and public meetings and distributed for public comment for a period of one month. The final drafts are presented to each county's Board of Commissioners for approval. The approved copies are included as part of this document. The CDAPs are useful tools for organizations working with communities and have evolved into being the central source for listing the full range of projects that are in process or are desired. The CDAPs are used as the official community plan required for eligibility for many federal and state funding sources.

The 2021 Dolores County CDAP has a total of 33 projects² that were developed by stakeholders and subsequently approved by the County Commissioners on August 31st. Signed by Floyd Cook – Chairperson.

Recognizing that the COVID pandemic will impact the economy for years to come, this CEDS focuses on aligning regional strategies with state strategies for addressing equitable and resilient economic growth.

The CDAP projects were aligned with the [State Rural Economic Blueprint](#). Priorities from the State Blueprint are assigned to specific projects in the CDAP. Priorities are numbered below for reference rather than level of importance.

1. **Leverage the Unique Assets of Rural Colorado**
2. **Save Coloradoans Money on Healthcare**
3. **Fulfill Every Child's Potential**
4. **Support Local Community Success in Energy Transmission**
5. **Make Critical Investment in Community Infrastructure**
6. **Invest in Roads and Bridges**
7. **Build on Successful Economic Development Programs**
8. **Other/Local – for projects that align more appropriately with local priorities than State priorities**

The CDAP projects were also linked to six resiliency strategies identified in the [Colorado Resiliency Framework](#), which addresses potential and interrelated economic, social, and environmental risks and vulnerabilities. Abbreviations are listed next to the strategies in the CDAP along with a number representing the supporting strategy. Please refer to the Colorado Resiliency Framework document for details.

1. **Future Ready Economy & Workforce (EW)**
2. **Climate & Natural Hazard Resiliency (CN)**
3. **Building & Infrastructure Sustainability (BI)**
4. **Agriculture & Food Security (AF)**
5. **Housing Attainability (HA)**
6. **Community Capacity (CC)**

Currently, the CDAP list displays: Project #, Rank, Category, State Economic Development Priority, Resiliency Linkage, Primary Partners, Funding Resources, Cost Estimate, Jobs and Outcomes & Impacts.

² Project #25 has been deleted

CDAP Project Ranking

Ranking Criteria

- Is relevant to economic or community development – aligns with community master plans and priorities or state economic priorities.
- Is relevant to economic or community resiliency – aligns with state resiliency framework.
- Is within the community’s and primary partners ability to influence.
- Metrics address progress and impact.
- Metrics are comparable to other counties, regions, state.
- Data is readily available and accessible to community members.

Rank		
High	Medium	Low
Must meet at least 4 criteria	Must meet at least 3 criteria	Must meet at least 2 criteria

Guidelines for CDAP Review & Project Additions

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

Criteria for Adding CDAP Projects out of Cycle:

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

CDAP #	Project	Rank
4	Expand timber and wood fiber business opportunities	High
6	Increase Rico's access to revenue	High
8	Provide quality education opportunities from early childhood through high school	High
10	Increase tele-health services in Dolores County communities	High
13	Develop an Infrastructure Ballot Initiative for the November 2021 Election	High
18	Establish a Protocol for Vacant Lots Impacted by Lead and Other Mining Activities	High
19	Develop recreational opportunities for youth in Dove Creek	High
20	Construct a Central Sewer System in Rico	High
21	Water System Upgrade in Rico	High
22	Develop designated trails around Dove Creek & western Dolores County.	High
28	Construct Fire Station in West Fork	High
29	Expand broadband fiber optic services to businesses & residents throughout Dolores County	High
30	Upgrade Rico's access to broadband	High
32	Scenic Byway Initiative https://www.codot.gov/travel/scenic-byways	High
34	SH 145 Dolores Rico US 160 Cortez Heater Repave	High
1	Create agri-business opportunities in Dolores County	Med
3	Explore feasibility & demand for renewable energy business opportunities in Dolores County	Med
5	Recruit new businesses to Dolores County	Med
7	Encourage and support economic development in Rico	Med
11	Provide home health care & medical assistance services in Rico	Med
12	Preserve & utilize Rico's historic assets	Med
14	Explore the possibility of increasing Rico's Water Resources	Med
15	Keep Gunnison Sage Grouse off endangered species list	Med
16	Create a master plan for Town owned land	Med
17	Update and revise Rico Land Use Code	Med
23	Develop National Conservation Area (NCA) for Lower Dolores River	Med
24	Rocky Mountain Restoration Initiative https://restoringtherockies.org/	Med
25	Prevent the Wild & Scenic Designation on the Dolores River & West Dolores River	Med
26	Develop designated trails around the Town of Rico	Med
27	Finish River Corridor project and continue work on a trail easement along the Rio Grande Southern Railroad grade	Med
31	Recruit RV Park/Campgrounds to Dolores County, Dove Creek & Rico	Med
33	Grow Dove Creek Chamber of Commerce	Med
2	Community Garden	Low
9	Explore the possibility of an agreement with the Dolores County School District	Low

DOLORES COUNTY COMMUNITY DEVELOPMENT ACTION PLAN

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
1	Create agri-business opportunities in Dolores County	Med	Agriculture	Leverage the unique assets of rural CO	Agriculture & Food Security (AF4) Future Ready Economy & Workforce (EW4)	Dolores County Development Corporation (DCDC) Dove Creek Dolores County CSU Extension Dove Creek Chamber The Community Voice	DoLA CSU Extension Region 9 EDD USDA DCDC Economic Development Administration (EDA) Office of Economic Development (OEDIT) Rural Jumpstart Opportunity Zones, Enterprise Zones	N/A	N/A	1. Recruit at least one agricultural product processing facility. 2. Pursue a partnership with Montezuma County's SW Farm Fresh program in 2021. 3. Increase agriculture job numbers.
2	Community Garden	Low	Agriculture	Make critical investments in community infrastructure	Agriculture & Food Security (AF5) Community Capacity (CC3)	Dolores County Development Corporation (DCDC) Dove Creek Dolores County CSU Extension Dove Creek Chamber The Community Voice		N/A	N/A	1. Provide educational opportunities regarding local food systems to K-12 students and community members.

DOLORS COUNTY COMMUNITY DEVELOPMENT ACTION PLAN

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
3	Explore feasibility & demand for renewable energy business opportunities in Dolores County	Med	Business Development	Support local community success in the energy transition Leverage the unique assets of rural CO Build on current successful economic development programs	Community Capacity (CC3) Building & Infrastructure Sustainability (BI1) Future Ready Economy & Workforce (EW4-5) Climate & Natural Hazard Resiliency (CN4)	Individual landowners Dolores County US Forest Service The Community Voice	Individual landowners USDA & other granting agencies private investors	Per project	Per project	1. Implement Solar Forward Projects per grant award.
4	Expand timber and wood fiber business opportunities	High	Business Development	Support local community success in the energy transition Leverage the unique assets of rural CO Build on current successful economic development programs	Community Capacity (CC3) Future Ready Economy & Workforce (EW4) Climate & Natural Hazard Resiliency (CN4)	Dolores Watershed Resilient Forest Collaborative USDA- Rural Development Bureau of Land Mgt. Dolores County Colorado State Forest Service Tribes Private timber businesses USFS	State & Federal grants Colorado State Forest Service USDA Private businesses/ donors	N/A	N/A	1. Complete a wood products market study. 2. Pursue a partnership with Montezuma County sawmill to {fill in a measurable outcome} 3. Promote available open space to attract new timber/wood fiber businesses.

DOLORES COUNTY COMMUNITY DEVELOPMENT ACTION PLAN

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
5	Recruit new businesses to Dolores County	Med	Business Development	Support local community success in the energy transition Leverage the unique assets of rural CO Build on current successful economic development programs	Future Ready Economy & Workforce (EW3-5)	Dolores County Dev. Corp. Dove Creek Dolores County Region 9 EDD Dove Creek Chamber	DCDC CSU Extension Region 9 EDD SBDC OEDIT Colorado First - SWCCC Rural Jumpstart	N/A	N/A	1. Recruit at least two businesses to fill existing current buildings by 2023. 2. Increase the number of manufacturing jobs using 2018 jobs as a baseline.
6	Increase Rico's access to revenue	High	Business Development	Build on current successful economic development programs	Community Capacity (CC3)	Town of Rico, Consultants	N/A	N/A	N/A	1. A proposal that could increase the Town's source of revenue 2. An analysis of property owned by Rico and a determination by the Trustees what if anything can/should be done with the property
7	Encourage and support economic development in Rico	Med	Business Development	Build on current successful economic development programs	Future Ready Economy & Workforce (EW3-5)	Town of Rico, Region 9 EDD	Town, Region 9 EDD	N/A	N/A	1. That more businesses take advantage of these programs
8	Provide quality education opportunities from early childhood through high school	High	Education	Fulfill every child's potential	Community Capacity (CC3)	Dolores County School District Parents Celebrating Healthy Communities Group Rico Dove Creek The Community Voice	State & Federal grants	N/A	N/A	1. Identify & address school retention issues. 2. Sustain & expand the Dove's Nest in Dove Creek 3. Increase school readiness programs using 2018 as a baseline.

DOLORES COUNTY COMMUNITY DEVELOPMENT ACTION PLAN

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
9	Explore the possibility of an agreement with the Dolores County School District	Low	Education	Fulfill every child's potential	Community Capacity (CC3)	Town, Dolores County School District	N/A	N/A	N/A	1. Explore options with Dolores School District for supporting Rico students with taxpayer funds.
10	Increase tele-health services in Dolores County communities	High	Health & Human Services	Save Coloradoans money on healthcare Make critical investments in community infrastructure	Community Capacity (CC1-3)	Axis Health, SW Memorial Hospital, Dolores County, Dove Creek, Rico, Dove Creek Health Clinic, The Community Voice, Dolores County Senior Services, PASCO & Home Health providers, VA Clinic—Grand Junction, 9 Health 365	State & Federal funding sources County	N/A	N/A	1. Establish tele-health services to address behavioral health issues. 2. Build partnerships with behavioral health providers and Axis to serve those in crisis and needing follow-up. 3. Provide training to law enforcement staff to address mental health crises.
11	Provide home health care & medical assistance services in Rico	Med	Health & Human Services	Save Coloradoans money on healthcare Make critical investments in community infrastructure	Community Capacity (CC1-3)	Dolores County Senior Services PASCO & Home Health providers VA Clinic—Grand Junction	County Towns	N/A	N/A	1. Provide transportation to medical appointments for Rico residents. 2. Explore services for seniors & and physically challenged.

DOLORES COUNTY COMMUNITY DEVELOPMENT ACTION PLAN

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
12	Preserve & utilize Rico's historic assets	Med	Historic Preservation	Leverage the unique assets of rural CO Build on current successful economic development programs	Building & Infrastructure Sustainability (BI5)	Rico Historical Society State Historical Society Historical Society Property owners Rico	State Historical Preservation Grants Federal Historical restoration grants Rico Historical Society funds Donations CDPHE/ARCO	N/A	N/A	1. Pursue historic designation & funding for at least one building in Rico by 2023.
13	Develop an Infrastructure Ballot Initiative for the November 2021 Election	High	Infrastructure	Leverage the unique assets of rural CO Make critical investments in community infrastructure	Community Capacity (CC1-3)	Town of Rico	Town	N/A	N/A	1. Generate a preferred option from several proposals discussed at community meetings. 2. People that are new to Rico and people who have not been voting will be encouraged to register and vote. 3. A positive vote on increased funding for public works staff and projects.
14	Explore the possibility of increasing Rico's Water Resources	Med	Infrastructure	Leverage the unique assets of rural CO	Community Capacity (CC2-3) Climate & Natural Hazard Resiliency (CN4)	Town, County		\$4M	N/A	1. A definitive answer to the question of changing diversion points: is it possible or desirable? 2. The Town's ability to use water rights on Silver Creek

DOLORES COUNTY COMMUNITY DEVELOPMENT ACTION PLAN

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
15	Keep Gunnison Sage Grouse off endangered species list	Med	Land Use	Leverage the unique assets of rural CO	Community Capacity (CC3)	Bureau of Land Mgt. San Miguel Gunnison Sage-grouse Working Group Monticello-Dove Creek Sage-grouse Working Group USDA Wildlife Services Sage Grouse County Coalition	Restore Grant, BLM, NRCS, Fish & Wildlife Service, State & federal grants, GoCo, Conservation easements \$15M currently set aside for 7 satellite populations (not just Dolores County)	Approx. \$25,000	1 PTE-seasonal	1. Implement Safe Harbor agreements with private landowners. 2. Increase the number of sage grouse per BLM Tres Rios Management Plan while balancing the need of animals with existing recreational activities.
16	Create a master plan for Town owned land	Med	Land Use	Leverage the unique assets of rural CO Make critical investments in community infrastructure	Community Capacity (CC1-3)	Town of Rico, Consultants	Town	N/A	N/A	1. A master plan of the River Corridor
17	Update and revise Rico Land Use Code	Med	Land Use	Build on current successful economic development programs	Community Capacity (CC1-3)	Town	Town	N/A	N/A	1. A more concise and user-friendly Rico Land Use Code that imposes clear restrictions on development 2. Public input on the draft revisions
18	Establish a Protocol for Vacant Lots Impacted by Lead and Other Mining Activities	High	Land Use	Build on current successful economic development programs	Building & Infrastructure Sustainability (BI2) Climate & Natural Hazard Resiliency (CN2-3)	Town, CDPHE	Town	N/A	N/A	1) Lots will be determined to be safe from contamination as per CDPHE requirements.

DOLORS COUNTY COMMUNITY DEVELOPMENT ACTION PLAN

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
19	Develop recreational opportunities for youth in Dove Creek	High	Parks & Recreation	Make critical investments in community infrastructure	Community Capacity (CC1-3)	Dolores County Dove Creek Dolores School Dist. The Community Voice	Rec. Dept. Towns County DoLA GoCO CDOT Forest Service	N/A	N/A	1. Improve & develop parks or open spaces geared toward youth activities in Dove Creek. 2. Provide recreational programs at the Public Service Center in Dove Creek.
20	Construct a Central Sewer System in Rico	High	Public Infrastructure	Leverage the unique assets of rural CO	Building & Infrastructure Sustainability (BI2) Community Capacity (CC3)	Rico DoLA USDA Rural Development	Grants Local funds County USDA DoLA State Rural Water Fund	N/A	N/A	1. Complete next phase of this project
21	Water System Upgrade in Rico	High	Public Infrastructure	Leverage the unique assets of rural CO	Building & Infrastructure Sustainability (BI2) Community Capacity (CC3)	Rico Colorado Water Conservation Board SW Water Conservancy District	Rico CWCB SWCB Rocky Mt Health Foundation State & federal grants	N/A	N/A	A water system analysis to help Rico define & generate a water system upgrade plan Get Silver Creek infiltration gallery

DOLORS COUNTY COMMUNITY DEVELOPMENT ACTION PLAN

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
22	Develop designated trails around Dove Creek & western Dolores County.	High	Public Lands	Leverage the unique assets of rural CO Build on current successful economic development programs	Community Capacity (CC3) Climate & Natural Hazard Resiliency (CN2-4)	Property Owners Dolores County Bureau of Land Mgmt. Forest Service Dolores County Dove Creek Dolores County Dev. Corp. Dove Creek Chamber The Community Voice	Grants	N/A	N/A	1. Develop additional recreational trails that do not interfere with traffic & utilize the area's natural resources. 2. Explore Dolores County's potential for trail development as part of the Rimrock Trail Plan. 3. Explore the potential for trail development on the McPhee Overlook Mountain Bike Trail.
23	Develop National Conservation Area (NCA) for Lower Dolores River	Med	Public Lands	Leverage the unique assets of rural CO Build on current successful economic development programs	Community Capacity (CC2-3) Climate & Natural Hazard Resiliency (CN2-4)	Dolores County, San Miguel County, Senator Bennet's Office, BLM	Pending legislation	N/A	N/A	1) Maintain current uses and recreational opportunities provided by the lower Dolores River. 2) Protect water rights for all users. 3) Prevent the Wild and Scenic designation on the lower Dolores River.

DOLORS COUNTY COMMUNITY DEVELOPMENT ACTION PLAN

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
24	Rocky Mountain Restoration Initiative https://restoringtherockies.org/	Med	Public Lands	Leverage the unique assets of rural CO Support local community success in the energy transition	Community Capacity (CC3) Future Ready Economy & Workforce (EW3) Climate & Natural Hazard Resiliency (CN2-4)	Columbine Resilient Forest Partnership, Dolores Watershed Resilient Forest Collaborative, Colorado State Forest Service, Dolores Water Conservancy District, Mountain Studies Institute, San Juan National Forest, Wildfire Adapted Partnership		N/A	N/A	In December 2019, the Rocky Mountain Restoration Initiative unanimously selected the Southwest Colorado Project to be the focus of its first efforts. DWARF has played a key role in the development of wildfire and forest health initiatives. https://rmri2019.files.wordpress.com/2020/09/7351a-southwest-project-information-sheet-updated.pdf 1) Cooperation between federal, state, and DWARF entities.
26	Develop designated trails around the Town of Rico	Med	Public Lands	Leverage the unique assets of rural CO	Community Capacity (CC3) Climate & Natural Hazard Resiliency (CN-4)	Property Owners Rico Dolores County Bureau of Land Mgmt. Forest Service Dolores County Rico Trails Alliance		N/A	N/A	1. Explore development of public access sites for fishing and water recreation around Rico. 2. Promote winter recreational economy through Nordic trails. 3. Conduct regular maintenance on existing trails. 4. Continue build outs for new trails.

DOLORS COUNTY COMMUNITY DEVELOPMENT ACTION PLAN

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
25	Prevent the Wild & Scenic Designation on the Lower Dolores River									REMOVED - PROJECT NAME IS NOW AN OUTCOME OF PROJECT 23
27	Finish River Corridor project and continue work on a trail easement along the Rio Grande Southern Railroad grade	Med	Public Lands	Leverage the unique assets of rural CO	Building & Infrastructure Sustainability (BI2) Climate & Natural Hazard Resiliency (CN2-4)	Town, County, CPW	Town, County, State & Federal grants	N/A	N/A	1) A survey filed in the Office of the Clerk & Recorder of Dolores County 2) A grant from Colorado Parks and Wildlife so that we can plan the trail and the bridge
28	Construct Fire Station in West Fork	High	Public Safety	Leverage the unique assets of rural CO Build on current successful economic development programs	Community Capacity (CC3) Climate & Natural Hazard Resiliency (CN3-4)	Dolores County, US Forest Service, West Fork Volunteer Fire, Dunton Hot Springs, Dolores Fire Dept.	DoLA Grant County owned land (3.6 acres from FS) US Forest Service Dunton Hot Springs Donations & grants	\$200,000 DoLA \$100,000 Dunton \$110,000 land value \$45,000 in kind from County	Construct on jobs	1) Provide fire response services in Dunton year-round, Lone Cone and Disappointment (may be seasonal) 2) Have engaged volunteers and equipment available

DOLORS COUNTY COMMUNITY DEVELOPMENT ACTION PLAN

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
29	Expand broadband fiber optic services to businesses & residents throughout Dolores County	High	Telecommunications	Make critical investments in community infrastructure	Future Ready Economy & Workforce (EW1)	USDA Emery Telecom Dove Creek Dolores County Dolores County Dev. Corp. Dove Creek Chamber Rico CDOT The Community Voice School District	Emery Telecom USDA Farmers Telecommunications	N/A	Contractor jobs	1) Increased service, capacity & redundancy throughout western portion of the County 2) Attract telecommuters & grow the number of home-based businesses 3) Increase capacity for radio, cell, & wireless & high-speed service 4) Connect to Health Clinic, businesses & Dove Creek residents, Rico residents & businesses 5) Utilize high speed & fiber to increase accessibility to distance learning for K-12 and adult education

DOLORS COUNTY COMMUNITY DEVELOPMENT ACTION PLAN

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
30	Upgrade Rico's access to broadband	High	Telecommunications	Make critical investments in community infrastructure	Future Ready Economy & Workforce (EW1)	Town of Rico, Rico Telephone, Consultants	In progress	N/A	N/A	1) A list of potential funding sources and a determination as to whether or not Rico is qualified and can provide match funding 2) A cooperative plan to upgrade internet in Rico 3) A cooperative plan to upgrade internet and cell service in Rico
31	Recruit RV Park/Campgrounds to Dolores County, Dove Creek & Rico	Med	Tourism	Leverage the unique assets of rural CO Build on current successful economic development programs	Internal to Community	Dolores County Dev. Corp. Dove Creek Chamber US Forest Service Bureau of Land Mgt.	Region 9 EDD DCDC SBDC	N/A	N/A	1. Increase visitor stays using 2018 as a baseline. 2. Expand options for camping/RV using 2018 as a baseline. 3. Explore ways to track additional sales tax resulting from #s 1-2.
32	Scenic Byway Initiative https://www.colorado.gov/travel/scenic-byways	High	Tourism	Leverage the unique assets of rural CO Build on current successful economic development programs	Community Capacity (CC3)	County, Towns, CDOT	CDOT	N/A	N/A	1) Participate in Colorado's Byways Initiative as a way to promote and increase visitorship to Dolores County communities

DOLORS COUNTY COMMUNITY DEVELOPMENT ACTION PLAN

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
33	Grow Dove Creek Chamber of Commerce	Med	Tourism	Leverage the unique assets of rural CO Build on current successful economic development programs	Community Capacity (CC2)	Dove Creek Chamber The Community Voice Dolores County Dev. Corp.	DCDC OEDIT Community Voice Region 9 EDD Local Businesses	N/A	N/A	1) Establish a visitor center in Dove Creek 2) Promotion of other outdoor recreation opportunities 3) Create promotion of SW Adventure Corridor from Moab to Telluride and ways to capture bike and raft traffic going through the area 4) Provides visitors to Dove Creek and Cahone businesses 5) Hire coordinator for downtown beautification efforts

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
34	SH 145 Dolores Rico US 160 Cortez Heater Repave	High	Transportation	Invest in roads & bridges	Building & Infrastructure Sustainability (B12)	CDOT SW Regional Transportation Planning Commission Dolores County Rico Dove Creek SW Colorado Council of Govts.	SUR, BR, ADA	\$6.2M	Construct on jobs	<p>This project is located on SH 145, approximate MP 9- 13 and 46- 48, through the towns of Dolores and Rico in Dolores County.</p> <p>1) Heated pavement application and improvements to accesses within the project limits</p> <p>2) Remove & replace ADA curb ramps or newly constructed, through each town at 16 intersections</p> <p>This project began on March 8th and had an estimated completion date of fall 2021</p>

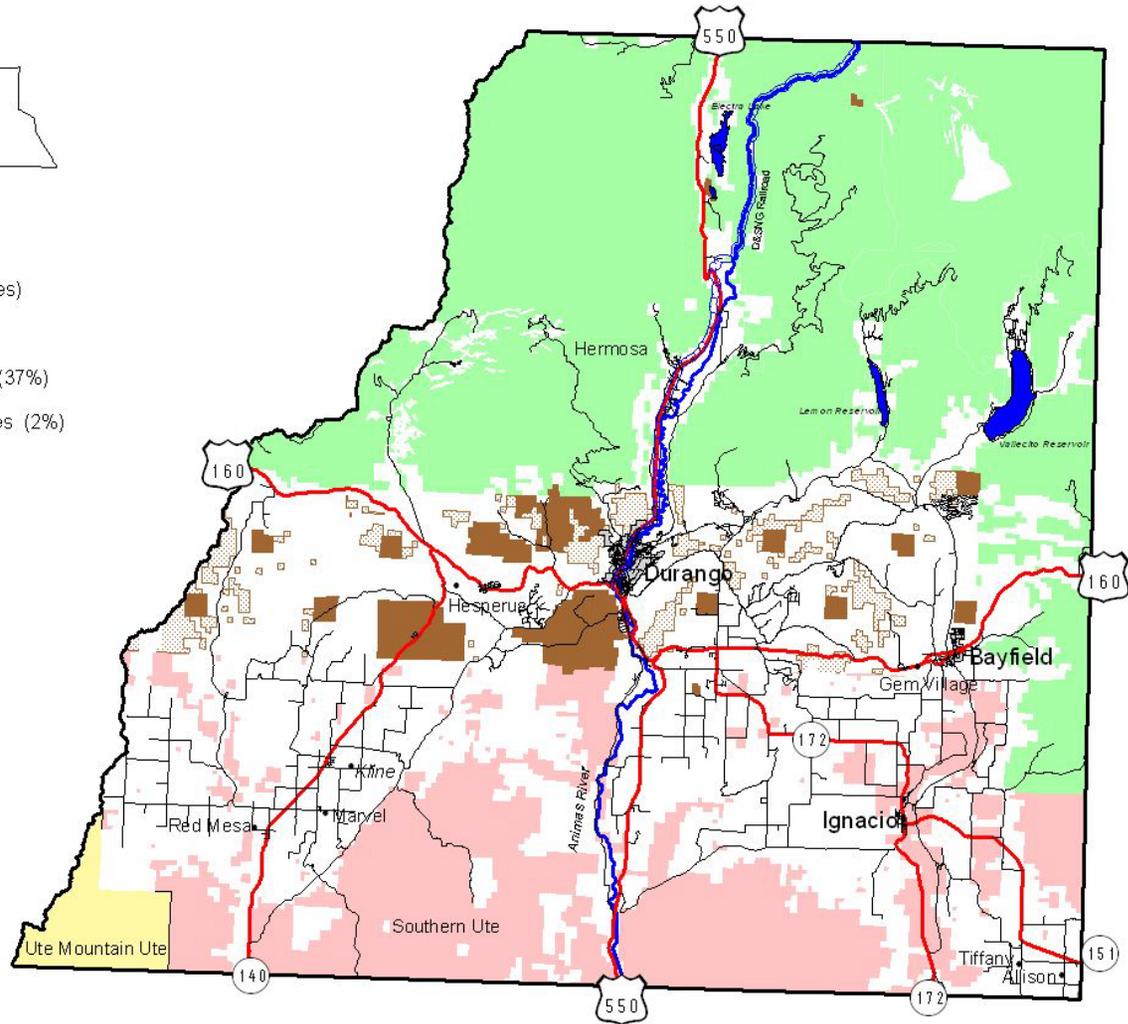
MAP OF LA PLATA COUNTY



- Land Area - 1,088,541 acres (1700sq. miles)
- Private Lands- 433,929 acres (40%)
 - San Juan National Forest- 400,370 acres (37%)
 - Bureau of Land Management- 21,824 acres (2%)
 - State Lands- 26,988 acres (2%)
 - Southern Ute Tribe- 179,055 (16%)
 - Ute Mtn Ute Tribe - 1,685 (0.1%)



0 1 2 3 4 5 Miles



5. La Plata County

TABLE OF CONTENTS

KEY HIGHLIGHTS AND PRIORITY ECONOMIC GOALS.....	1
STRATEGIC PLANNING	2
SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis.....	2
STRATEGIC DIRECTION – La Plata County Priorities and Projects	4
EVALUATION FRAMEWORK	7
Performance Measures.....	7
1.CDAP Project Completion 2001 - 2020	7
2. La Plata County Human Capital and Creation Index	11
3.La Plata County Economic Performance compared to all Other U.S. Counties	12
SUMMARY BACKGROUND	13
History and Economic Trends	13
Southern Ute Indian Tribe.....	13
Ute Mountain Ute Indian Tribe.....	13
Durango	14
Bayfield	14
Ignacio.....	14
La Plata County Government	15
Infrastructure and Services	15
Demographics	17
Snapshot of the Local Economy.....	17
Unemployment Rates	17
Commuting.....	18
Employment Sector Trends 2009 - 2019.....	19
2019 Employment	20
Economic Base Analysis	21
Per Capita Income.....	21
Total Personal Income	22
Total Personal Income Trends 1970 - 2019.....	22
COMMUNITY DEVELOPMENT ACTION PLAN	23
CDAP Project Ranking	24

(3) Public Comments Received (July 15th to August 15th)

- (1) “Looks thorough and well (sic)-thought out. Agree that Bayfield could use the projects outlined.”
- (2) “The estimated livable wage seems low for our region. Can we link the source to that number in the footnotes? "Across all industries the average annual wage is \$47,936. This is only 70% of the estimated livable wage (\$68,120) for two working adults with two children renting a two-bedroom unit." (pg. 5).” **Authors note – citation of the source is found on p.20.**
- (3) “Overall, the CEDS is well-researched and written. The gap (see La Plata Co input) may be the positive impact of "remote" or distributed workers that we are seeing at DurangoSpace (here in Durango) and in La Plata County. These professional women and men can work anywhere and earn higher wages and special money on housing and workspaces to support their work. In addition, the SW Colorado Accelerator Program for Entrepreneurs (SCAPE) has had a positive impact,

including the recent acquisition of MuniRevs by GovOS, that will stay here in La Plata County (SW Colorado) to grow their business and employment base. Both the "remote workers" and distributed professionals (that can work here in SW Colorado, but their companies service clients across the US and the world (in some cases) shift the business models of traditional industries and employment. Issues relate to broadband access, housing costs and transportation options."

KEY HIGHLIGHTS AND PRIORITY ECONOMIC GOALS

“La Plata County will be the premier Rocky Mountain destination to start, own, or grow a business, all while enjoying a superior quality of life.” Stakeholder Vision

Considering the ongoing COVID pandemic, economic recovery is at the top of the list in many community discussions. That emphasis will remain relevant but should include thinking more about how to provide a stronger social safety net for workers. Part of that notion is that the provision of quality, affordable childcare is an issue of primary economic importance. In La Plata County there is a broad-based coalition of educators, policy makers and citizens working on childcare initiatives.¹

The provision of affordable/attainable housing is a key issue in economic development throughout the county. Communities are struggling to provide workforce housing due to the high costs of building and low availability of housing stock, which is at least partially driven by affluent remote workers moving into the area. Housing experts agree that ideally a family should not spend more than one-third of their income on housing costs. Wages and employment in the county are highly dependent on service sector jobs (43% of employment). Many of the jobs in La Plata County are in accommodation and food services, with an average annual wage of \$21,462. Across all industries the average annual wage is \$47,936. This is only 70% of the estimated livable wage (\$68,120) for two working adults with two children renting a two-bedroom unit. The median price for a home in La Plata County in the first quarter of 2021 hit \$499,000, up from \$440,000 in the same quarter in 2020, a 13.4% increase.² And according to a faculty demand study by Fort Lewis College, based on the \$575,000 median sales price of a single-family home in Durango, a household would need an annual income of \$82,000. The average annual salary for a faculty member is \$66,838 and the average annual salary for a staff member is \$51,500.

Addressing homelessness is also an issue, particularly in Durango. According to a recent report homelessness is on the rise. The annual Point-in-Time count (PIT), mandated by the US Department of Housing and Development, found that people who are experiencing homelessness more than doubled in 2019 from the prior year’s PIT count (from 91 to 192). This is considered to be an undercount by area agencies who, based on services provided, estimate the number to be closer to 300.³ Housing availability and a network of related services must be strategically aligned to reverse the trend in Durango.

The need for regional infrastructure improvements, including broadband and transportation, are reflected in the number of projects listed in the attached Community Development Action Plan (CDAP 2021). These include investments in roads and bridges as well as multi-modal transportation. In addition, a \$90 M bond issue for School District 9R (Durango) for facility upgrades and reconstruction just passed voter approval and moves towards implementation.

The county has many natural amenities that are also being considered in economic planning processes, recognizing that public lands are an important economic driver. The available natural resources make the county an attractive place to live and work and are a draw to outdoor enthusiasts. There are several proposed initiatives that encourage the appropriate use, development and responsible management of forest health, water, and wildfire risks. These include attracting timber related industries and associated jobs.

¹ https://buellfoundation.org/wp-content/uploads/2020/08/Buell_Report_Digital_Original_Optimized.pdf pages 41-43.

² <https://www.durangoherald.com/articles/bayfield-acts-to-address-housing-costs/>

³ <https://www.durangogov.org/DocumentCenter/View/16571/D-LPC-Strategic-Plan-on-Homelessness---Final>

STRATEGIC PLANNING

SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis

The starting point for a credible economic development strategic plan is an assessment of the strengths and weaknesses of the county. By working with La Plata County stakeholders and communities the following was identified:

Strengths

- Scenic and vast public lands and natural resources
- Lifestyle - climate/weather, sense of community, healthy and active lifestyle, livable communities, high degree of civic engagement
- Highly educated workforce
- Collaborative business community
- Regional hub - health facilities, strong base of goods/services, banking, arts/entertainment/culture
- Tourism and recreational assets
- Fort Lewis College and Pueblo Community College to generate well-educated workforce
- Southern Ute Indian Tribe and their economic success through the Growth Fund
- Infrastructure- regional airport, water, transportation hub
- Having a county level economic development group
- Southern Ute Indian Tribe
- Entrepreneurial orientation
- Lake Nighthorse
- Vital downtown in Durango
- Large and engaged volunteer network
- **Creation of a Wildfire Advisory Board with a strong volunteer presence**
- Overcoming reliance on oil and gas revenues

Weaknesses

- Low paying jobs and economic disparity
- High housing costs
- Lack of telecommunications and broadband infrastructure in rural areas
- Lack of robust transportation networks such as rail and highways
- Lack of transit for commuters
- Underemployment of skilled workers
- Lack of treatment facilities for substance and mental health concerns
- Distance to larger markets such as Denver and Phoenix
- Economic leakage to internet sales and Farmington, NM

Opportunities

- Geographic centrality to other rural markets that serves as a regional “hub”
- Balanced tax base drawing from property and sales tax
- Air Service – continued terminal expansion, increase market share and secure more flights
- Utilizing the area’s quality of life to attract and retain entrepreneurs, creative class talent, and well educated, younger workers
- Development of telecommuter businesses
- Well-educated population contributing to sustainability and growth of anchor businesses and institutions in the community (in areas such as education, health care, higher education, agriculture, etc.)
- Higher Education opportunities– MA/MBA programs, continuing education
- Pipeline of college graduates who would like to stay in the area
- Health care services – adding services, regional medical industries, and medical tourism
- Closing the gap between educational attainment and business needs
- Regulatory environment becoming more responsive to community needs
- Continued improvements to expensive and time-consuming permitting processes
- Natural Resource Management
- Durango’s URA, and other federal and state economic incentive programs that can be initiated throughout the county
- Identification of and cost of land for commercial use
- Economic and community development in Ignacio and Bayfield
- Redevelopment of the La Plata County Fairgrounds

Threats

- Economic and social disruption due to COVID
- Decline of oil and gas development for revenue, jobs
- High dependence on tourist & service industries
- Dependent populations outnumbering working age population
- Drought, wildfires, and beetle kill, which add ancillary costs to government budgets and homeowners (i.e., insurance), and threaten neighborhoods and key infrastructure
- Volatility of business cycle
- Potential for urban sprawl to impact the natural environment and tourism assets
- High housing costs and lack of diverse housing inventory
- Outmigration of working-class population
- Inadequate broadband infrastructure
- Disparity of access to high-speed internet
- Balancing local control with state regulation
- Ability to retain local businesses
- Finite water supply for development

STRATEGIC DIRECTION – La Plata County Priorities and Projects

La Plata County priorities and projects are developed through review of current projects, planning documents, small group discussions and interviews with community stakeholders, and those working on community projects. The CDAPs are presented at various community and public meetings and distributed for public comment for a period of one month. The CDAP has a total of 63 projects that were approved by the County Commissioners on September 14, 2021, signed by Marsha Porter-Norton – Chairwoman. The La Plata CDAP is included in this document on page 23.

The CDAP projects were aligned with the [State Rural Economic Blueprint](#). Priorities from the State Blueprint are assigned to specific projects in the CDAP. Priorities are numbered below for reference rather than level of importance.

- 1. Leverage the Unique Assets of Rural Colorado**
- 2. Save Coloradoans Money on Healthcare**
- 3. Fulfill Every Child's Potential**
- 4. Support Local Community Success in Energy Transmission**
- 5. Make Critical Investment in Community Infrastructure**
- 6. Invest in Roads and Bridges**
- 7. Build on Successful Economic Development Programs**
- 8. Community Identified Priorities – this was added for projects aligned more closely with local economic priorities**

The CDAP projects were also linked to six resiliency strategies identified in the [Colorado Resiliency Framework](#), which addresses potential and interrelated economic, social, and environmental risks and vulnerabilities. Abbreviations are listed next to the strategies in the CDAP along with a number representing the supporting strategy. Please refer to the Colorado Resiliency Framework for details.

- 1. Future Ready Economy & Workforce (EW)**
- 2. Climate & Natural Hazard Resiliency (CN)**
- 3. Building & Infrastructure Sustainability (BI)**
- 4. Agriculture & Food Security (AF)**
- 5. Housing Attainability (HA)**
- 6. Community Capacity (CC)**
- 7. Internal to Community (IC) - this was added for projects aligned more closely with local resiliency strategies**

1: Leverage the Unique Assets of Rural Colorado

Linkage – Agriculture & Food Security (AF), Building & Infrastructure Sustainability (BI), Climate & Natural Hazard Resiliency (CN), Community Capacity (CC), Future Ready Economy & Workforce (EW)

Projects:

1. Infrastructure development for support of the designation of an "Economic Development Area" in proximity of the airport (CDAP #30, Resiliency CN1).
2. Implement initiatives that encourage the appropriate use, development and responsible management of natural resources including protection, preservation, and restoration (CDAP #31, Resiliency CN2).
3. Re-write Chapter 90 of the County Code (Natural Resources) (CDAP #32, Resiliency BI4).
4. Implement food systems planning and coordination at the food system and community level (CDAP #33, Resiliency AF1, AF5).
5. Stabilization and preservation of the Old Main Post Office (CDAP #36, Resiliency B15).
6. Service extension to serve "Economic Development Areas" as defined in the Land Use Code (CDAP #41, Resiliency BI4).
7. Create Rural Water System for West Side of County (CDAP #42, Resiliency BI4, CN2).

8. Pursue mitigation efforts to protect the Wildland Urban Interface (CDAP #45, Resiliency BI4, CN4).
9. Forest Health, Water and Wildfire Risks (CDAP #46, Resiliency CN3).
10. Develop Durango Mesa Park phase 1 (CDAP #47, Resiliency EW4, CC3).

2: Save Coloradoans Money on Healthcare

Linkage – Community Capacity (CC), Internal to Community (IC)

Projects:

1. Expand Mercy Regional Medical Center Heart & Vascular Care (CDAP #34, Resiliency IC).
2. Expand Mercy Regional Telemedicine Service (CDAP #35, Resiliency CN4, CC3).

3: Fulfill Every Child's Potential

Linkage – Building & Infrastructure Sustainability (BI), Community Capacity (CC), Future Ready Economy & Workforce (EW)

Projects:

1. Homegrown Talent Initiative-Durango High School (CDAP #63, Resiliency EW).
2. Implement Bond Measures for Durango Schools (CDAP #64, Resiliency BI1, CC3).

4: Support Local Community Success in Energy Transmission

Linkage – Climate & Natural Hazard Resiliency (CN), Community Capacity (CC)

Projects:

1. Implement initiatives that encourage the appropriate use, development and responsible management of natural resources including protection, preservation, and restoration (CDAP #31, Resiliency CN2).
2. Re-write Chapter 90 of the County Code (Natural Resources) (CDAP #32, Resiliency CN4, CC3).
3. Service extension to serve "Economic Development Areas" as defined in the Land Use Code (CDAP #41, Resiliency CN4).

5: Make Critical Investment in Community Infrastructure

Linkage – Building & Infrastructure Sustainability (BI), Community Capacity (CC), Housing Attainability (HA), Climate and Natural Hazard Resiliency (CN), Future Ready Economy & Workforce (EW), Internal to Community (IC)

Projects

1. Infrastructure development for support of the designation of an "Economic Development Area" in proximity of the airport (CDAP #30, Resiliency CN1).
2. Expand Mercy Regional Telemedicine Service (CDAP #35, Resiliency CN4, CC3).
3. Downtown Bayfield (CDAP #2, Resiliency BI1, BI5).
4. Major Employer with Primary Jobs in Bayfield (CDAP #3, Resiliency EW1, EW4).
5. Recruit National Chain Retail Stores to Bayfield (CDAP #4, Resiliency EW4).
6. Complete Fox Farm Village in Bayfield (CDAP #5, Resiliency HA).
7. Improve Storm Drainage in Bayfield (CDAP #6, Resiliency CN2, CN4).
8. Fiber Optic Backbone in Town of Bayfield (CDAP #7, Resiliency EW1).
9. Affordability & Economic Opportunity (CDAP #10, Resiliency HA1, HA2).
10. Affordable & Attainable Housing Development for Families & Workforce (CDAP #24, Resiliency HA1, HA2, HA3).
11. Improved Infrastructure with Future Vision & Planning (CDAP #26, Resiliency EW1, CC3).
12. Manageable Utility Rates through Independence or Adjustment (CDAP #27, Resiliency CN4, HA4, CC3).
13. Revitalization of the Regional Housing Alliance (CDAP #37, Resiliency HA1, HA2, HA3, HA4).
14. Secure funding for upgrades for County roads experiencing increased traffic (CDAP #39, Resiliency IC).
15. Support Special Districts in meeting service requirements within their defined service areas (CDAP #40, Resiliency BI1).
16. Rural High-Speed Connections & Fiber (CDAP #48, Resiliency EW1, BI6).

17. La Plata County - Durango Strategic Plan on Homelessness 2020 (CDAP #62, Resiliency HA1, HA2).
18. Implement Bond Measures for Durango Schools (CDAP #64, Resiliency CC, B11).

6: Invest in Roads and Bridges

Linkage – Building & Infrastructure Sustainability (BI)

Projects

1. Construct Intersections for Bayfield Parkway/US 160 East & West of Bayfield (CDAP #8, Resiliency BI1).
2. Mobility: Accessibility, Transit, Transportation System (CDAP #15, Resiliency BI1).
3. Sanitation: water, sewer, stormwater, solid waste, recycling (CDAP #16, Resiliency BI1).
4. US 160 West Diamond Grind- 21750 (CDAP #19, Resiliency BI1).
5. US 550 and 30th Street Durango (CDAP #20, Resiliency BI2).
6. SH 172 at County Road 318- 21015 (CDAP #28, Resiliency BI1).
7. Southwest Colorado US 550-US 160 Connection South Design-Build Project (CDAP #51, ResiliencyBI1).
8. US 550 intersection and pedestrian improvements from 9th Street to 12th Street in Durango (CDAP #52, Resiliency BI1).
9. US 160 and CR 225 intersection improvements (roundabout and safety improvements) Durango (CDAP #53, Resiliency BI1).
10. US 160 Elmore's East improvements including widening, access improvements, and wildlife mitigation (CDAP #54, Resiliency BI1).
11. US 160 Dry Creek improvements including widening, new structures, realignment of CR 223, shoulder widening, and access consolidation (CDAP #55, Resiliency BI1).
12. US 160 safety and mobility improvements including passing lanes, turn lanes, shoulders, and wildlife mitigation from CR 225 to Dry Creek (CDAP #56, Resiliency BI1).
13. Outrider stops and shelter improvements in Durango, Mancos, Cortez, Dolores, and Rico (CDAP #57, Resiliency BI1).
14. Outrider bus service between Durango and Pagosa Springs (CDAP #58, Resiliency BI1).
15. Outrider bus service between Durango and Dove Creek (CDAP #59, Resiliency BI1).
16. Durango Transit Zone 7 route expansions from city limits to Durango/La Plata County Airport, Hermosa, Durango West, Hesperus, and Edgemont (CDAP #60, Resiliency BI1).

7: Build on Successful Economic Development Programs

Linkage – Community Capacity (CC2), Future Ready Economy & Workforce (EW)

Projects

1. Implement food systems planning and coordination at the food system and community level (CDAP #33, Resiliency AF1,AF5).
2. Stabilization and preservation of the Old Main Post Office (CDAP #36, Resiliency B15).
3. Forest Health, Water and Wildfire Risks (CDAP #46, Resiliency CN3).
4. Develop Durango Mesa Park phase 1 (CDAP #47, Resiliency EW4, CC3).
5. Downtown Community Revitalization & Business Development (CDAP #22, Resiliency EW3, CC2, CC3).

8: Community Identified Priorities

Linkage – Internal to Community

Projects

1. Plan Bayfield 2018 (CDAP #1, Resiliency IC).
2. City of Durango Strategic Plan 2021 (CDAP #9, Resiliency IC).
3. Diversity, Equity Inclusion (CDAP #11, Resiliency CC1).
4. Enhanced Livability & Sense of Place (CDAP #12, Resiliency IC).
5. Environmental & Social Sustainability (CDAP #13, Resiliency IC).
6. Aviation (CDAP #17, Resiliency IC).
7. Asset Management and Facility Needs (CDAP #18, Resiliency IC).

8. Town of Ignacio Strategic Plan 2021-2023 (CDAP #21, Resiliency IC).
9. Community Engagement & Collaboration (CDAP #23, Resiliency CC2).
10. Stable & Effective Organizational Leadership (CDAP #25, Resiliency CC1, CC2, CC3).
11. La Plata County Comprehensive Plan 2017 (CDAP #29, Resiliency IC).
12. Add Airline Flight(s) & Round-Trip Routes at Durango-La Plata County Airport (CDAP #49, Resiliency BI1).
13. Continue Capital improvements to Durango/ La Plata County Airport (CDAP #50, Resiliency BI1).
14. Southern Ute Indian Tribe CEDS 2018-2022 (CDAP #61, Resiliency IC).
15. Facilities assessment for highest and best use of underutilized county properties (CDAP #65, Resiliency IC).

EVALUATION FRAMEWORK

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

Performance Measures

1. CDAP Project Completion 2001 - 2020

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

La Plata County

Projects Completed Between 2001-2016

Established La Plata County Economic Development Action Partnership

Fort Lewis College Expansion: Center of Southwest Studies, Hesperus Hall, Student Life Center, Berndt Hall expansion, Clock Tower construction

Adopted County Trail Plan

La Plata County Fairgrounds Redevelopment

Completed Durango Community Recreation Center

Ignacio Volunteer Emergency Squad Building

Fire Protection District's Consolidation Study

Livestock Processing Facility

Construction of Fort Lewis College Child Development Center

Construction of Mercy Regional Medical Center Facilities

Provide additional space for La Plata County Road and Bridge Maintenance Shops

Assisted the Durango Silverton Narrow Gauge and Durango Mountain Resort

Sunshine Gardens Expansion

Miles for Smiles Mobile Dental Clinic

Construction of New Bayfield Town Hall

Construction of Crossroads Psychiatric Facility

Opened Boys & Girls Club in Durango

Construction of Senior Center in Bayfield

County Jail Expansion

Upgraded and Expanded Senior Center in Durango

Established Durango Community Learning Center Partnership (The Commons Building)
Provide Transit between Durango and Bayfield
City of Durango Comprehensive Plan
Enhance Fort Lewis College *Econometer* Publication
Construct City of Durango Transit Center
Expand Bayfield Sanitation District
Expanded Regional Air Service
Van Den Berg Metro District Improvements
Add 4th lane to Farmington Hill
Permanent Facility for Bayfield Early Education Program
Implementation of Children Youth & Family Master Plan
Renovate historic power plant into Durango Discovery Museum
Emergency Operations Plan completed for Pandemic and Emergency Planning and Preparedness
Install Electronic Medical Records System (EMR) at Mercy Regional
Develop La Plata Health Care Strategic Plan to Meet Primary Health Care Needs for Underserved
Completed Ignacio Area Corridor Access Plan
Complete runway extension, reconstruction of terminal roads & general aviation parking apron at Durango / La Plata County Airport
Expanded Recycling Services in Durango (single stream)
Addressed infiltration in Bayfield Wastewater collection system
Completed storm and wastewater system in Bayfield
Decommission Wastewater lagoons, Bayfield
Construct new Middle School in Ignacio
Formalized a donated medical care program for indigent populations (La Plata Integrated Care)
Complete Smith Sports Complex at FLC
Completed redevelopment of the Whitewater Park in Durango
Welcome Center relocated to downtown Durango
Installed photovoltaic Solar Power System on Bayfield Senior Center
Completed Energy Efficient lighting retrofits on Animas River Trail
Hired full-time Durango Central Business District Director
Completed Animas River Access Corridor Plan
Completed Lightner Creek Bridge Replacement, 24th St. Bridge
Complete Phase 3 gas line replacement
Medical Clinic opened in Bayfield
Updated Durango Land Use Development Code
Replace Greyhound route between Durango & Grand Junction
Expanded parking and Departure Lounge at Durango/LaPlata County Airport
Recruited Grocery, Pharmacy & General Merchandise

Projects Completed Between 2016-2018

Business Development

- Completed Wayfinding and Signage Plan – Bayfield
- Completed Business Park Feasibility Study – Durango/La Plata County
- Pursue Major Employer with Primary Jobs – Tailwind Nutrition relocated to Bayfield
- Revitalize Downtown Ignacio – designed streetscape plan, implemented first steps of IACAP project at Ute Street one-way, promoted business façade improvement loan program.

Education

- Completed Geo Physical Sciences Building at Fort Lewis College
- Constructed New Intermediary School Facility in Bayfield (acquired BEST Grant and voters approved property tax increase in 2016).

Health & Human Services

Update 2021

- Constructed Hospice Care Facility & Patient Family Residence - Mercy Regional Medical Center
- Create a Health Information Exchange - Mercy Regional Medical Center.

Housing

- Analyzed Housing Issues within the City of Durango, adopted Housing Plan

Land Use

- Created 11 Character Districts within the City of Durango
- Revised & Updated the Town of Bayfield Comprehensive Plan
- Updated the City of Durango Comprehensive Plan
- Updated the La Plata County Comprehensive Plan.

Parks & Recreation

- Completed Development of SMART 160 Trail Section in Durango – Crader, Animas River Trail to Farmington Design
- Developed Park, Open Space & Trails Master Plan in Bayfield
- Developed & Opened Lake Nighthorse for Recreation – Durango.

Public Infrastructure

- Completed Federal Courthouse Remodel in Durango
- Completed Remodel of Former Vectra Bank to be new County Administration Building
- Developed Southwest Regional Recycling Facility
- Explored Improvements & Possible Relocation of Multi-Agency Gun Range (study completed in 2017 did not reveal a viable site)
- Identified & Improved Accessibility for Persons with Disabilities – N. Main handicapped ramp project 17th – 33rd streets and Safe Routes to School Needham Connect Phase I in Durango
- Implemented Partial North Main Mobility Plan Phases – restriped roads to improve bike & pedestrian safety, completed N. Main Character District Plan
- Installed Water Reuse System at Wastewater Treatment Facility – Bayfield
- Waterline Replacement & Water Isolation Valve Project – Bayfield.

Transportation

- Pedestrian and Bicycle Improvements Needham Connect Phase I - Durango
- Reconstruct CR 320 to Urban Standards – Ignacio
- Replace Twin Bridges on Bayfield Parkway & Install Pedestrian Bike & Walking Underpass & Path Extension – Bayfield
- CR 302 Mill & Overlay – County
- Intersection Improvements (25 + paved approaches at County Roads and State Highways) – County.

Projects Completed Between 2018-2020

Business Development

- Revitalize Downtown: updated welcome signage, prioritized revitalization, and beautification – Ignacio
- Determine Feasibility of Industrial Business Park Locations & Infrastructure.

Education

- Respond to regional school district and community priorities for college and workforce training: Pueblo Community College of SW Colorado increased concurrent enrollment in Durango 9-R high schools with the opening of Durango Site. Developed & delivered FLEXible delivery to all students due to COVID-19 so students could attend in person or from home. Opened PCC Bayfield Site in September 2019.

Update 2021

Housing

- Provide Second Mortgage Loans for Low & Moderate Families in La Plata County (Homesfund)
- Energy efficient improvements on homes in La Plata County (4CORE)

Land Use

- Continue Character District Projects within the City of Durango: North Main, Camino Del Rio and South Fork Character Districts are completed. College & 8th Character District were slated for completion but were delayed due to COVID.
- Revise the City of Durango Sign Code: update completed in 2019
- Revise & Update the La Plata County Land Use Code
- Implemented emergency watershed protection program

Public Infrastructure

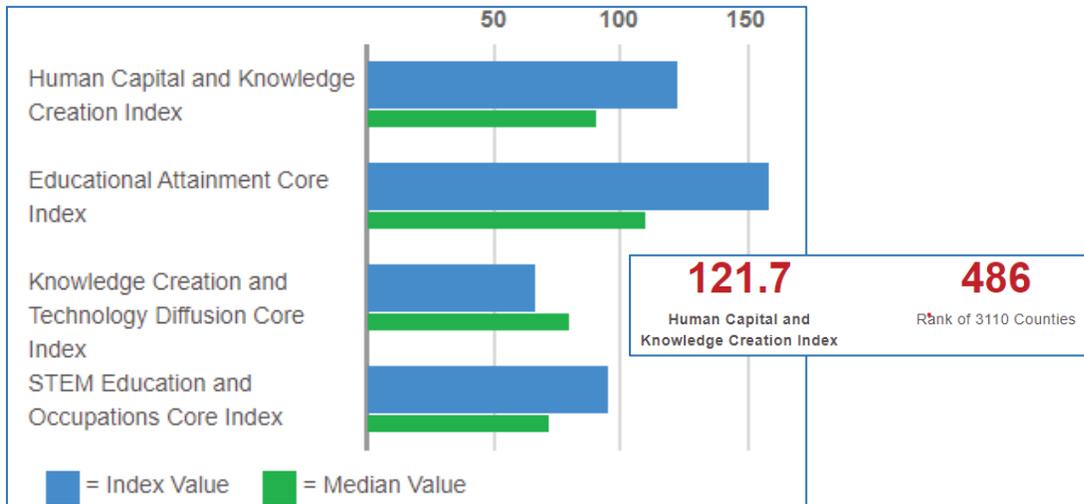
- Complete Feasibility Study & Develop a Plan for Installation of Solar Arrays at City Facilities-Durango
- Complete Municipal Wastewater Treatment System & Plant in Durango
- Replace Greenmount Parks Shop-Durango
- Improve Storm Drainage in Durango-Phase I completed
- Complete County Facilities Master Plan Projects: Remodel Courthouse facility to better serve state and federal needs. Construct building for the Assessor/Clerk/Treasurer offices. Remodel the old National Guard Armory to house Sheriff's office staff and Search and Rescue personnel. Remodel county administration building
- Implement Master Plan for La Plata County Multi-Use Events Center: Secure site for multi-use event center. Develop recreational and event space and facilities.

Transportation

- CR 502 Box Culvert project: Replace two irrigation culverts with box culverts – Bayfield
- Connect Pedestrian & ADA Facilities: Improved access, safety, and connectivity – Durango
- Complete Phase II Pedestrian & Bicycle Improvements in Durango: Improve access and safety for pedestrian and bicycles around Needham Elementary.

2. La Plata County Human Capital and Creation Index

<https://www.statsamerica.org/>



Measure	Index	Rank
"Salad Days" Population Growth (Ages 25-44)	186.1	247
Educational Attainment Core Index	158.2	94
High School Attainment (Ages 18-24)	161.2	549
Some College, No Degree (Age 25+)	140.3	894
Associate Degree (Age 25+)	92.7	1,728
Bachelor's Degree (Age 25+)	199.2	55
Graduate Degree (Age 25+)	197.6	118
Knowledge Creation and Technology Diffusion Core Index	66.1	1,869
Patent Technology Diffusion	119.7	909
University-Based Knowledge Spillovers	0.0	2,124
Business Incubator Spillovers	78.7	1,874
STEM Education and Occupations Core Index	94.9	851
STEM Degree Creation (per 1,000 Population)	95.9	250
Technology-Based Knowledge Occupation Clusters	97.4	1,549
High-Tech Industry Employment Share	91.6	1,449

Human capital and knowledge creation affect the degree to which a county's labor force can engage in innovative activities. Growth in a county's workforce ages 25 to 44 signifies that a county is becoming increasingly attractive to younger (arguably more energetic) workers—those more likely to contribute to innovation. Counties with high levels of human capital are those with enhanced knowledge, measured by educational attainment, patent diffusion, knowledge spillover, business incubator presence, STEM degree holders and occupations, and the share of high-tech employment. Higher levels of human capital are associated with higher levels of innovation and faster diffusion of technology.

3.La Plata County Economic Performance compared to all Other U.S. Counties

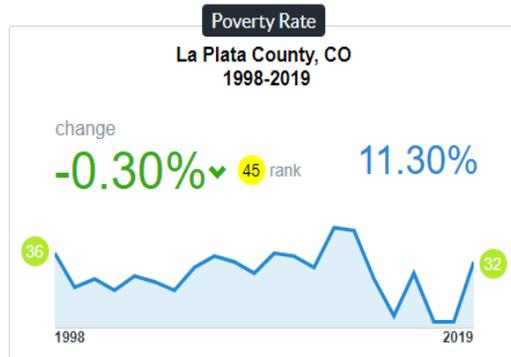
https://clustermapping.us/region/county/la_plata_county_co/performance

Ranks are by percentile from 1-100 among all 3221 U.S. counties:
● 1-20 (first quintile) ● 21-40 (second quint.) ● 41-60 (third quint.) ● 61-80 (fourth quint.) ● 81-100 (fifth quint.)

Performance

Regional economic performance can be measured by indicators of overall performance directly related to the standard of living in a region, as well as intermediate indicators of economic activity that may or may not translate into a region's standard of living.

Outcomes



SUMMARY BACKGROUND

History and Economic Trends

The planning and management area of Region 9 includes two Indian reservations, including the Southern Ute and the Ute Mountain Ute Indian Tribes. A portion of the Southern Ute Reservation (125,706 acres) lies within La Plata County, as does a portion of the Ute Mountain Ute Reservation (1,685 acres).

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 Ute Indian Tribe

The Southern Ute Tribal enrollment is currently about 1,500, with most of the 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. The Tribe has prepared its first CEDS (2018 – 2022) with strategies for economic growth and diversification.

Ute Mountain Ute Indian Tribe

The Ute Mountain Ute Tribe's land is 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 2019 was 2,134 with most 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 2019, the Tribe was one of the largest employers in Montezuma County with ~1,300 jobs in all aspects of tribal government and operations, and at their Ute Mountain Casino and RV Park. The Colorado Ute Water Settlement Act of 1988 mandated, through the building of the Dolores Project and McPhee Reservoir, that drinking, and irrigation water be provided to the reservation. This has dramatically expanded farming and ranching operations. Other tribal resources include income from oil and gas wells, and tribal enterprises that revolve around tourism such as the Tribe's Ute Mountain Ute Tribal Park and the Ute Mountain Indian Trading Company & Gallery. The Tribe has updated their *Ute Mountain Ute Tribe Comprehensive Economic Development Strategy* (2019 - 2024).

Durango

The county seat of Durango was established in 1881. The historic district of downtown Durango was platted by the railroad that established the narrow-gauge Denver and Rio Grande Railroad. Durango became a rail hub because it had the combination of the Animas River and nearby coal sources needed to fuel a smelter and coal driven steam engines to process ore from the mines in San Juan County. 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 Durango to Silverton.

Beginning in the late 1950s, the rail line that had carried ore down from Silverton began, instead, to carry tourists up from Durango to enjoy the spectacular scenery. Train ridership was 1 in 2015; a portion of these trips were to seasonal destinations short of Silverton, i.e., the Great Pumpkin Patch and the Polar Express. Durango also developed as a hub for other modes of transportation. Durango is at the intersection of Highway 160, the major east-west arterial in Southwest Colorado and Highway 550 a major north-south arterial in southwest Colorado. Durango / La Plata County also developed the most extensive air hub in southwest Colorado. Because of its location within the larger region, Durango has become a tourist crossroads and regional trade center

Bayfield

The early residents of the Pine River Valley were the Ute Indians. Their descendants are still in the area, primarily on the Southern Ute Reservation and in the Ignacio area at the south end of the valley. The Pine River Valley was settled by non-Native Americans in the late 1800s. The first cattle were brought into the valley in 1875. The area gradually opened as ranchers discovered the fertile valley. Much of the land was homesteaded by squatters' rights.

The Town of Bayfield was incorporated in 1906. The town has experienced the tragedies of fire (1902, 1905, 1920, and 1946) and floods (1911, two in 1927, and 1957). After the floods of 1927, a proposal was written for a dam on the Pine River for flood control and irrigation. Vallecito Dam was built in 1939 and its lake now provides recreation as well as flood control and irrigation.

Bayfield has since served as a supply town and social center for area farmers and ranchers, and more recently as a bedroom community for Durango. It has remained a quiet town, riding the booms and busts that are typical of Colorado's economy. In recent years, it has experienced rapid growth and has become the fastest growing municipality in southwestern Colorado.

Ignacio

The early residents of the Ignacio area were the Ute Indians, primarily the Weminuche band. Their traditional territory extended west of the continental divide to the Blue Mountains and canyon lands of south-east Utah, and north of the San Juan River, which generally marked their boundary with the Navajos. Although the boundaries of the Ute Reservation have changed with the passing of various treaties, the original "Ignacio Agency" for the Southern Ute Tribe was founded in 1877 amidst a permanent population of Spanish Americans (Hispanics), Navajos, Paiutes, Anglos and Jicarilla Apaches living in the area. Within a few months of the founding of the Ignacio Agency a greater influx of Spanish American settlers arrived from communities in northern New Mexico and the San Luis Valley to the east. In 1913, Ignacio was incorporated.

At present Ignacio remains a tri-ethnic community, composed of Southern Utes, Hispanics, and Anglos. Today the town serves as a supply center for the surrounding reservation and ranches and is a crossroads for the gas and oil industry. The Southern Ute Tribal headquarters is located just north of the town limits and provides administration and services to tribal members. Services and facilities provided by the Tribe are, for the most part, separate from those provided by the Town of Ignacio and are not specifically addressed in this profile.

La Plata County Government

La Plata County is one of 64 counties created by the State of Colorado. The responsibilities of implementing state law and managing county business are shared by elected officials, including Assessor, Clerk and Recorder, District Attorney, Sheriff, Treasurer, Coroner and Surveyor. An elected three-member Board of County Commissioners is the chief legislative and executive body of the County. Their duties include overseeing county budget, land use policy, social services, and road maintenance and construction, and public health programs. In addition to these 10 elected officials the county budgeted for a staff of 422 in 2021.

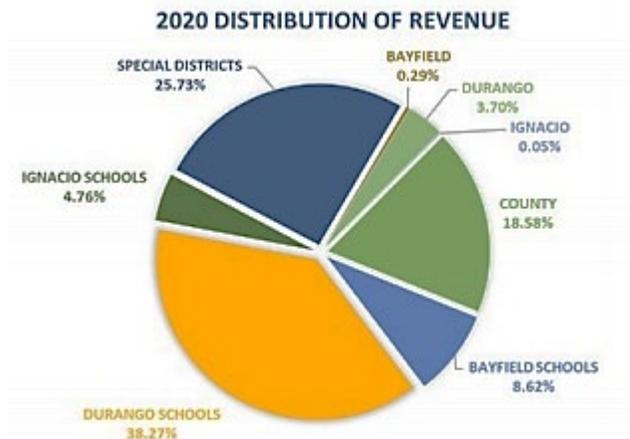
Expenditures

La Plata County provides many different services to its citizens, including public safety, roads and bridges, and health and welfare. Estimated expenditures for La Plata County total \$115,202,100 for 2021. ⁴

Revenues

The County expects to receive revenues of about \$85,730,807 in 2021. Approximately \$20 million, or 25.67%, will come from non-local tax sources such as federal and state funding for social service programs, highway users' taxes, grants and sales taxes generated by visitors to the county. The balance of \$41 million will come from sales and property taxes paid by local citizens.

Property tax revenues are distributed among municipalities, school districts and special districts (i.e., fire protection and sanitation). Special Districts set additional tax levies.



Infrastructure and Services

Electric - The county is served by the La Plata Electric Association.

Natural Gas - Most of the county is served by Atmos Energy or various propane distributors. The Town of Ignacio owns and operates its own natural gas distribution system.

Water - Durango and Bayfield have municipal water systems. Ignacio contracts water through the Southern Ute Tribe. Other residents are served by several other rural water districts, such as Forest Lakes Metropolitan District, La Plata Archuleta Water District and Lake Durango Water District, or have their own wells.

Wastewater - Durango and Bayfield have municipal wastewater systems. Ignacio contracts wastewater treatment through the Southern Ute Tribe. Others are served by rural water or sanitation districts or have their own septic systems.

Solid Waste - Most of the area is served by Waste Management and Phoenix Recycling. The City of Durango also provides trash pickup and curbside recycling services for City residents. WCA (Waste Corporation of America) operates the Bondad landfill in the southern part of the county. La Plata County offers two Transfer Station locations for trash and recycling drop off.

⁴ <https://cms9files.revize.com/laplatacounty/assessor/Abstract%20of%20Assessment/2020%20Pamphlet%203.pdf>
5 – La Plata County CEDS

Police & Fire Departments - Durango, Bayfield, Ignacio, and the Southern Ute Tribe each have police personnel. The balance of the county depends on the Sheriff's Department. For fire protection, the Durango Fire Protection District serves Durango, Hermosa, and Hesperus areas; Upper Pine River Fire Protection District serves, Bayfield, Forest Lake and Vallecito Lake area; Los Pinos Fire Protection District serves Ignacio, Allison, and Tiffany (southeastern La Plata County); and Fort Lewis Mesa Fire Protection District serves Breen, Marvel, Kline (western La Plata County).

Telecommunications - There are a variety of providers that serve the county.

Medical Facilities - Mercy Regional Medical Center provides ICU/critical care/cardiology services that are available 24 hrs. a day, 7 days a week. Mercy is a Level III trauma center and is licensed for 82 private beds. The privately owned Animas Surgical Hospital provides facilities for surgeries and outpatient care, diagnostic imaging, urgent care and operates an emergency room. There are numerous medical practices in the various municipalities.

Business Parks - **Durango** (Bodo Industrial Park, the Durango Tech Center, Animas Air Park and Rancho Vedado Phase I & II {Grandview}). The Airport Business Park is in "preliminary approval" status; the conceptual plan has been approved, but no development agreement has been made. La Plata County, the City of Durango and property owners on CR 213 are studying economic benefits of creating a Business Park on CR 213, east of Animas Air Park. **Bayfield** (Bayfield Business Center): **Ignacio** (No business parks).

Major Employers - 2019 Top 10 Employers: Southern Ute Indian Tribe (1,545), Mercy Regional Medical Center (941), Purgatory Recreation Management LLC (850), Durango School District 9-R (788), Fort Lewis College (680), La Plata County (395), Bayfield School District #10 (390), City of Durango (354), Walmart (322), Rocky Mountain Chocolate Factory (190). Data Source: Region 9 Economic Development District.

Recreation Facilities – (2020) **Durango** community facilities include soccer fields, baseball and softball fields, tennis courts, skate park and whitewater park. Facilities at Chapman Hill include a refrigerated ice-rink as well as a ski hill. Durango has a 71,560 square foot community recreation center. There are 8 access points to the Animas River. Durango has over 93 miles of soft surface trails and 14.5 miles of hard surface trails. Durango has 38 parks comprising 288 acres and 3,001 acres of open space. Data Source: City of Durango.

Bayfield community facilities include a community gymnasium and a senior center. Joe Stephenson Park includes a playground, baseball fields, a skate ramp, and a soccer/football/track field. Other athletic fields (football, baseball) are at the High School. Recent additions include a trail system. Bayfield has 6 parks. Bayfield is considering adding some white-water rafting features.

Ignacio community facilities include access to the SunUte Community Center with a gymnasium, fitness and aquatic facility, and the Town Park. Ignacio has 2 parks, used for Baseball leagues in the summer and the Youth Football League in the fall. There are picnic tables and grills, a tennis court (being re-built) with a basketball hoop at one end for half court play, a short River Trail, and children's play equipment. Ben Night-horse Community Park has a large playing field for running, ball throwing, etc., and children's play equipment. There is a standalone basketball court at the south end of downtown.

Throughout the county there are surrounding public lands as well as several school athletic fields including Fort Lewis College.

Housing – (2020) In La Plata County the median price for a residence was \$499,000; in town for Durango the median was \$878,000; and in town Bayfield the median was \$399,000. Data Source: Durango Area Association of Realtors®

Child Care Availability – (2020) In La Plata County there are 44 licensed childcare programs with 1,201 Total Slots (Ages 0-5). Data Source: Childcare Resource and Referral.

Long term care facilities - (2020) There are 5 facilities with a total of 266 beds, 169 are in skilled nursing facilities and 97 are in assisted living facilities. Data Source: San Juan Basin Area Agency on Aging

Estimated number of persons without health insurance – 4,619, 8.4% [ACS 2015-2019 US Census Bureau]

Demographics

Population – Between 2010 and 2019, La Plata County grew from 51,441 to 56,272 people, 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.

	2010	2019	Ann. Avg % Change 2010-19
La Plata	51,441	56,272	1.0%
Bayfield	2,357	2,708	1.6%
Durango	16,901	19,117	1.4%
Ignacio	699	718	0.3%
Unincorporated	31,484	33,729	0.8%

Source: Colorado State Demography Office

Population growth in the county was 37% natural causes (births and deaths), and 63% net migration. The population is expected to grow at a moderate rate through 2035.

Other pertinent demographics of La Plata County are provided by the American Community Survey (ACS 2018) <http://www.census.gov/acs/www/>. Median home price is from Local MLS (2019).

Median Age	39.9
Working from Home	8%
Median Household Income	\$ 64,372
Median Home Price	\$ 385,000
Homeownership	71%
Non-white Population	12%
Poverty Rate	9%
Bachelors Degree or Higher	44%

Snapshot of the Local Economy

Unemployment Rates

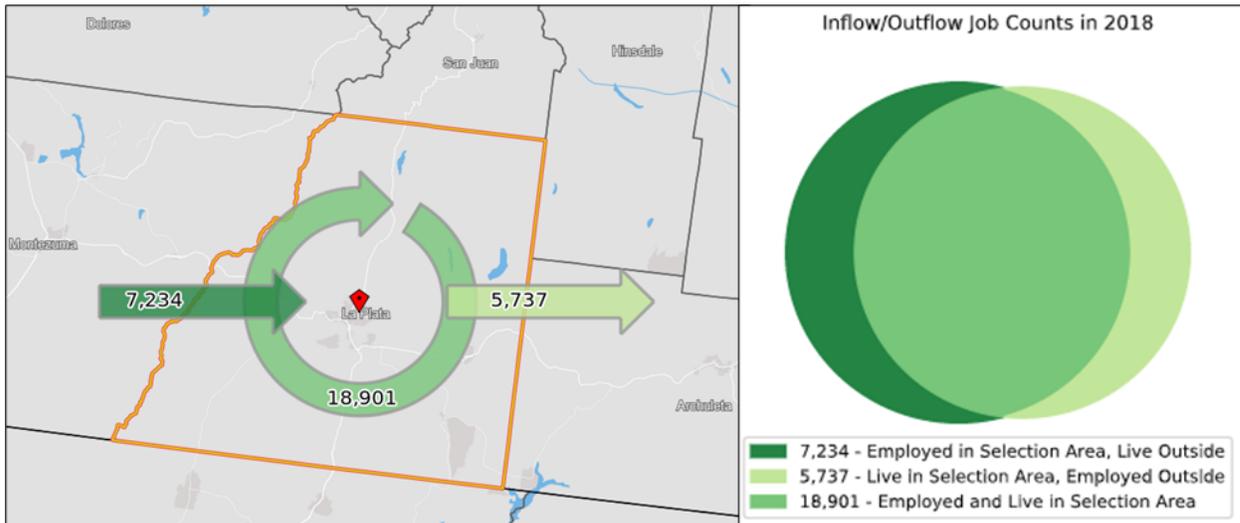
Unemployment Rates 2019				
Location	Labor Force	Employed	Unemployed	Unemployment Rate
USA				3.9%
Colorado				2.8%
Archuleta	6,937	6,717	220	3.2%
Dolores	1,164	1,129	35	3.0%
La Plata	32,305	31,495	810	2.5%
Montezuma	13,038	12,486	552	4.2%
San Juan	570	553	17	3.0%

In 2019, county unemployment rates (2.5%) were lower than the state (2.8%) and less than the nation (3.9%).

Source: Colorado Labor Market CDLE-LMI

Commuting

People commute to where the jobs are but take their paychecks home. This influences how we evaluate employment, whether by place of work or by residence. In 2018 (latest available) most of the workers commuting out of the county for jobs are going to San Juan County, NM (2.1%). Most of the workers commuting into La Plata County for jobs are also from San Juan County, NM (2.1%). It is notable that more people are commuting in for work than commuting out. La Plata County, specifically Durango, is the regional work center.



Jobs Counts by Places (Cities, CDPs, etc.) Where Workers are Employed - All Jobs 2018			Jobs Counts by Places (Cities, CDPs, etc.) Where Workers Live - All Jobs 2018		
	Count	Share		Count	Share
All Places (Cities, CDPs, etc.)	24,638	100.0%	All Places (Cities, CDPs, etc.)	26,135	100.0%
Durango city, CO	12,966	52.6%	Durango city, CO	6,915	26.5%
Bayfield town, CO	740	3.0%	Bayfield town, CO	821	3.1%
Farmington city, NM	526	2.1%	Farmington city, NM	542	2.1%
Ignacio town, CO	400	1.6%	Cortez city, CO	307	1.2%
Denver city, CO	392	1.6%	Denver city, CO	253	1.0%
Cortez city, CO	367	1.5%	Aztec city, NM	241	0.9%
Grand Junction city, CO	338	1.4%	Colorado Springs city, CO	206	0.8%
Colorado Springs city, CO	201	0.8%	Ignacio town, CO	201	0.8%
Pagosa Springs town, CO	130	0.5%	Montrose city, CO	126	0.5%
Montrose city, CO	128	0.5%	Mancos town, CO	125	0.5%
All Other Locations	8,450	34.3%	All Other Locations	16,398	62.7%

Area Name	County	¹ Resident Population	² All Workers	² Workers Living in Area	³ Daytime Population	⁴ Daily Commuter Population
Bayfield	La Plata	2,722	1,046	940	2,828	106
Durango	La Plata	19,114	17,546	8,875	27,785	8,671
Ignacio	La Plata	721	584	287	1,018	297

Data: ¹Co State Demographer 2018; ²On the Map Census 2018;

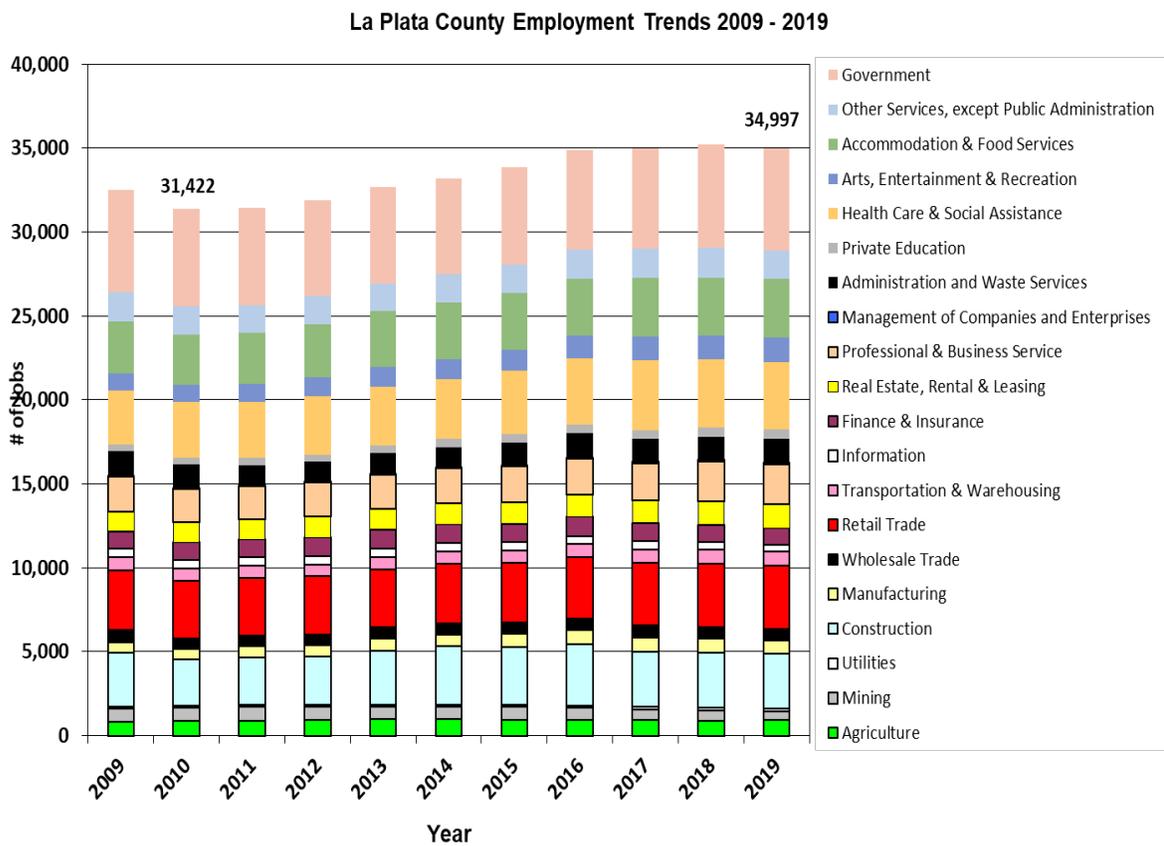
³ Daytime Population = (Resident Population + All Workers) - Workers Living in Area

⁴ Daily Commuter Population = Daytime Population - Resident Population

Employment Sector Trends 2009 - 2019

An employment “sector” groups jobs into categories that are alike and allows us to measure the relative strength of that industry in the local economy. Using “trend analysis” we can see how those industries have grown or declined within a specific timeframe. The following chart includes wage earners as well as proprietors (owners). Total employment refers to the numbers and types of jobs reported by place of work – which may be outside of the county, or even the state. This data is provided by the Bureau of Economic Analysis, then is adjusted, and reported by the Colorado State Demographer. It lags two years behind the current year, thus 2019 is the latest available data.

This chart demonstrates fluctuating job numbers from 2009 to 2019. During that time 2009 was a strong year for job growth but declined to a low point in 2010 (31,422 jobs) – the depth of the recession in the local area. Services, Government and Retail sectors have accounted for the largest proportion of the jobs in La Plata County since 2009.



2019 Employment

Proprietors (owners) make up 21% of total employment, while wage and salary jobs account for 79%. Declines in the construction and mining sectors from 2014 to 2019 reflect downturns in the oil and gas industry. Growth in Health Services is expected to continue as the Baby Boomer population ages.

Wages and employment are highly dependent on service sector jobs (43% of employment). The service sector, which includes the eight highlighted field in the table below, is composed of many types of jobs and very different wage scales. These include highly paid professionals as well as entry-level wage earners. Government jobs provide 17% of employment and relatively high wages, especially Federal jobs.

Data on employment and earnings in agriculture is unusually difficult to obtain for several reasons. First, agricultural producers (farmers) are not required to report their employees under the Employment Security program. While some do, the reporting that does occur covers only a small fraction of the actual employment. Second, the industry includes large numbers of proprietor-operators (farmers) and their families, and there are no good estimates on the numbers of these that represent full-time workers. Finally, farm income fluctuates widely with market prices and changes in inventories. Thus, the income data are not necessarily an accurate measure of activity as they are in other industries.

La Plata County 2019 Total Employment	# of Jobs	% of Jobs	*Avg. ann. wage	# Jobs % Change 2014-2019
Agriculture	940	3%	\$ 34,173	-3%
Mining	531	2%	\$ 135,050	-29%
Utilities	140	0.4%	\$ 90,840	-2%
Construction	3,253	9%	\$ 53,939	-6%
Manufacturing	824	2%	\$ 44,105	14%
Wholesale Trade	674	2%	\$ 57,579	-1%
Retail Trade	3,742	11%	\$ 31,569	6%
Transportation & Warehousing	846	2%	\$ 62,526	19%
Information	425	1%	\$ 112,678	-16%
Finance Activities	992	3%	\$ 90,980	-11%
Real Estate	1,438	4%	\$ 45,633	15%
Professional & Business Services	2,361	7%	\$ 69,285	14%
Management of Companies and Enterprises	136	0.4%	\$ 100,474	147%
Administration and Waste Management	1,390	4%	\$ 33,943	14%
Private Education	583	2%	\$ 44,158	25%
Health Services	3,971	11%	\$ 51,249	11%
Arts, Entertainment, and Recreation	1,468	4%	\$ 22,482	26%
Accommodation and Food	3,524	10%	\$ 21,462	4%
Other Services, except Public Administration	1,645	5%	\$ 32,332	-3%
Government	6,114	17%	\$ 52,675	7%
Total	34,997	100%	\$ 47,936	5%

*Quarterly Census of Employment & Wages (QCEW)

Source: Colorado State Demography Office

2019 Employment Share by Wage - 34,994 Jobs

Avg. Annual Wage	Low Wage	Mid Wage	High Wage	Livable Wage
\$47,936	< \$38,349	\$38,350 - \$57,523	> \$57,524	\$68,120
	36%	47%	17%	13%

Low Wage < 80% of AAW; Mid Wage > 80% and < 120% of AAW; High Wage > 120% of AAW

Livable Wage for two working adults with two children (MIT)

Economic Base Analysis

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.

La Plata 2019 Base Industries	# of Jobs	% of Jobs
Agribusiness	1,593	7%
Mining	606	3%
Manufacturing	250	1%
Government	2,448	11%
Regional Services	4,300	20%
Tourism	6,434	30%
Households	6,136	28%
Total	21,767	100%

In La Plata County the largest base employment industries are tourism (30%) and households (28%) that spend money earned elsewhere (i.e., retirees).

Local resident services provide services to residents and **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. 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. 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.

Enterprise Zones – Region 9 administers the Southwest Colorado Enterprise Zone. Nineteen of the 33 census blocks in the county are designated Enterprise Zones.

Opportunity Zones – Census Tracts 9404 and 9711 are eligible in La Plata County.

More detailed information regarding La Plata County is available at www.region9edd.org.

Per Capita Income

In 2019, La Plata had a per capita personal income (PCPI) of \$58,216. This PCPI ranked 17th in the state and was 95 percent of the state average, \$61,157, and 103 percent of the national average, \$56,490.

Per Capita Income 2019		
	PCI 2019	% of USA
USA	\$ 56,490	100%
Colorado	\$ 61,157	108%
La Plata	\$ 58,216	103%

Source: Bureau of Economic Analysis

Total Personal Income

La Plata 2019 Total Personal Income (\$000)		% of Total
Employment Earnings	\$ 1,732,488	53%
Residency Adjustment	\$ (32,296)	-1%
Dividends, Interest & Rent	\$ 1,096,833	34%
Transfer Payments	\$ 443,623	14%
Estimated TPI	\$ 3,240,648	100%

In 2019, La Plata had a total personal income (TPI) of \$3,240,648,000. This personal income ranked 15th in the state and accounted for 0.9 percent of the state total.

Source: Bureau of Economic Analysis

Estimated payments to retirees accounted for about 9% of the estimated TPI in La Plata County in 2019. That was \$286,477,000.

Total Personal Income Trends 1970 - 2019

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

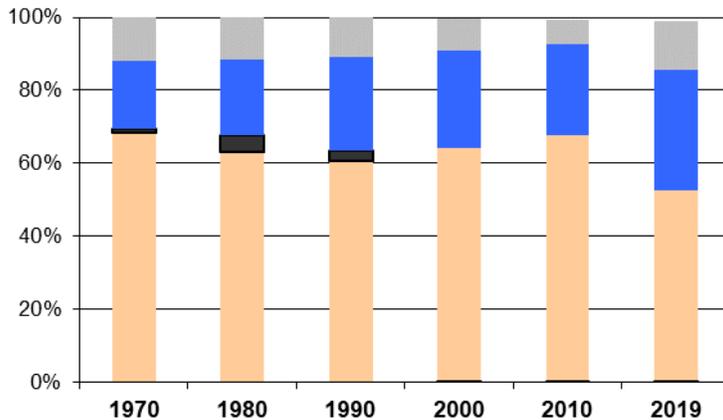
 Transfer payments consist primarily of retirement and disability benefit payments, medical payments (i.e., Medicare and Medicaid), income maintenance benefits, unemployment insurance, veteran's benefits, and payments to nonprofit institutions.

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

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

 Earnings are derived by place of work, including farm and non-farm earnings. Less Social Security contributions.

La Plata County - Total Personal Income Trends
1970 - 2019



Generally, from 1970 to 2019, we see trends of decreasing employment income, and increasing income from dividends, interest and rent, and transfer payments. Residency adjustments illustrate how the economy of each county is tied to others as people commute to where the jobs are but take their paychecks home.

COMMUNITY DEVELOPMENT ACTION PLAN

The *Community Development Action Plan* (CDAP) is a list of short-term projects (**defined as two years or less**). Initial drafts of the CDAPs are developed through review of current projects, planning documents, small group discussions and interviews with community stakeholders, and those working on community projects. The CDAPs are presented at various community and public meetings and distributed for public comment for a period of one month. The final drafts are presented to each county's Board of Commissioners for approval. The approved copies are included as part of this document. The CDAPs are useful tools for organizations working with communities and have evolved into being the central source for listing the full range of projects that are in process or are desired. The CDAPs are used as the official community plan required for eligibility for many federal and state funding sources.

The 2021 La Plata County CDAP has a total of 63 projects that were developed by stakeholders and subsequently approved by the County Commissioners on September 14, 2021, signed by Marsha Porter-Norton – Chairwoman.

Recognizing that the COVID pandemic will impact the economy for years to come, this CEDS focuses on aligning regional strategies with state strategies for addressing equitable and resilient economic growth.

The CDAP projects were aligned with the [State Rural Economic Blueprint](#). Priorities from the State Blueprint are assigned to specific projects in the CDAP. Priorities are numbered below for reference rather than level of importance.

1. **Leverage the Unique Assets of Rural Colorado**
2. **Save Coloradoans Money on Healthcare**
3. **Fulfill Every Child's Potential**
4. **Support Local Community Success in Energy Transmission**
5. **Make Critical Investment in Community Infrastructure**
6. **Invest in Roads and Bridges**
7. **Build on Successful Economic Development Programs**
8. **Community Identified Priorities – this was added for projects aligned more closely with local economic priorities**

The CDAP projects were also linked to six resiliency strategies identified in the [Colorado Resiliency Framework](#), which addresses potential and interrelated economic, social, and environmental risks and vulnerabilities. Abbreviations are listed next to the strategies in the CDAP along with a number representing the supporting strategy. Please refer to the Colorado Resiliency Framework document for details.

1. **Future Ready Economy & Workforce (EW)**
2. **Climate & Natural Hazard Resiliency (CN)**
3. **Building & Infrastructure Sustainability (BI)**
4. **Agriculture & Food Security (AF)**
5. **Housing Attainability (HA)**
6. **Community Capacity (CC)**
7. **Internal to Community (IC) - this was added for projects aligned more closely with local resiliency strategies**

Currently, the CDAP list displays: Project #, Rank, Category, State Economic Development Priority, Resiliency Linkage, Primary Partners, Funding Resources, Cost Estimate, Jobs and Outcomes & Impacts.

CDAP Project Ranking

Ranking Criteria

- Is relevant to economic or community development – aligns with community master plans and priorities or state economic priorities.
- Is relevant to economic or community resiliency – aligns with state resiliency framework.
- Is within the community’s and primary partners ability to influence.
- Metrics address progress and impact.
- Metrics are comparable to other counties, regions, state.
- Data is readily available and accessible to community members.

Rank		
High	Medium	Low
Must meet at least 4 criteria	Must meet at least 3 criteria	Must meet at least 2 criteria

Guidelines for CDAP Review & Project Additions

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

Criteria for Adding CDAP Projects out of Cycle:

Is the proposed project required to be part of a community plan?

Is project happening before next CDAP revision?

Does project fit a CDAP definition?

CDAP #	Project	Rank
1	Plan Bayfield 2018	High
2	Downtown Bayfield	High
5	Complete Fox Farm Village in Bayfield	High
9	City of Durango Strategic Plan 2021	High
10	Affordability & Economic Opportunity	High
11	Diversity, Equity Inclusion	High
12	Enhanced Livability & Sense of Place	High
13	Environmental & Social Sustainability	High
14	Financial Excellence & Transparency	High
15	Mobility: Accessibility, Transit, Transportation System	High
16	Sanitation: water, sewer, stormwater, solid waste, recycling	High
17	Aviation	High
18	Asset Management and Facility Needs	High
19	US 160 West Diamond Grind- 21750	High
21	Town of Ignacio Strategic Plan 2021-2023	High
22	Downtown Community Revitalization & Business Development	High
23	Community Engagement & Collaboration	High
24	Affordable & Attainable Housing Development for Families & Workforce	High

CDAP #	Project	Rank
26	Improved Infrastructure with Future Vision & Planning	High
27	Manageable Utility Rates through Independence or Adjustment	High
28	SH 172 at County Road 318- 21015	High
29	La Plata County Comprehensive Plan 2017	High
31	Implement initiatives that encourage the appropriate use, development and responsible management of natural resources including protection, preservation, and restoration.	High
32	Re-write Chapter 90 of the County Code (Natural Resources)	High
37	Revitalization of the Regional Housing Alliance to address workforce housing	High
38	Extension of sewer service to La Posta area in support of commercial and residential development	High
43	Emergency Watershed Protection Program - Removed as Completed	High
44	Construct Search & Rescue Building - Removed as Completed	High
45	Pursue mitigation efforts to protect the Wildland Urban Interface	High
48	Rural High-Speed Connections & Fiber	High
51	Southwest Colorado US 550-US 160 Connection South Design-Build Project	High
52	US 550 intersection and pedestrian improvements from 9th Street to 12th Street in Durango	High
53	US 160 and CR 225 intersection improvements (roundabout and safety improvements)	High
54	US 160 Elmore's East improvements including widening, access improvements, and wildlife mitigation	High
55	US 160 Dry Creek improvements including widening, new structures, realignment of CR 223, shoulder widening, and access consolidation	High
56	US 160 safety and mobility improvements including passing lanes, turn lanes, shoulders, and wildlife mitigation from CR 225 to Dry Creek	High
57	Outrider stops and shelter improvements in Durango, Mancos, Cortez, Dolores, and Rico	High
58	Outrider bus service between Durango and Pagosa Springs	High
59	Outrider bus service between Durango and Dove Creek	High
60	Durango Transit Zone 7 route expansions from city limits to Durango/La Plata County Airport, Hermosa, Durango West, Hesperus, and Edgemont	High
61	Southern Ute Indian Tribe CEDS 2018-2022	High
62	LPC - Durango Strategic Plan on Homelessness 2020	High
63	Homegrown Talent Initiative-Durango High School	High
64	Implement Bond Measures for Durango Schools Infrastructure Improvements	High
65	Facilities assessment for highest and best use of underutilized county properties.	High
3	Major Employer with Primary Jobs in Bayfield	Med
6	Improve Storm Drainage in Bayfield	Med
7	Fiber Optic Backbone in Town of Bayfield	Med
20	US 550 and 30th Street Durango	Med
25	Stable & Effective Organizational Leadership	Med
33	Implement food systems planning and coordination at the food system and community level.	Med
34	Expand Mercy Regional Medical Center Heart & Vascular Care	Med

CDAP #	Project	Rank
35	Expand Mercy Regional Telemedicine Service	Med
36	Stabilization and preservation of the Old Main Post Office	Med
39	Secure funding for upgrades for County roads experiencing increased traffic	Med
40	Support Special Districts in meeting service requirements within their defined service areas.	Med
41	Service extension to serve "Economic Development Areas" as defined in the Land Use Code.	Med
42	Create Rural Water System for West Side of County	Med
46	Forest Health, Water and Wildfire Risks	Med
47	Develop Durango Mesa Park phase 1	Med
49	Add Airline Flight(s) & Round-Trip Routes at Durango-La Plata County Airport	Med
50	Continue Capital improvements to Durango/ La Plata County Airport	Med
4	Recruit National Chain Retail Stores to Bayfield	Low
8	Construct Intersections for Bayfield Parkway/US 160 East & West of Bayfield	Low
30	Infrastructure development for support of the designation of an "Economic Development Area" in proximity of the airport.	Low

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
1	Plan Bayfield 2018	High	Town Comprehensive Plan	Community Identified Priorities	Internal to Community	Outlined per the Bayfield Plan	Outlined per the Bayfield Plan	Outlined per the Bayfield Plan	Outlined per the Bayfield Plan	Outlined per the Bayfield Plan
2	Downtown Bayfield	High	Business Development	Make Critical Investment in Community Infrastructure	Building and Infrastructure Sustainability (BI1, BI5)	Town of Bayfield Downtown Business Association DoLA Bayfield Farmers' Market	State Historical Funds Bayfield DoLA Colorado Main St. Program Bayfield Chamber USDA – Business & Industry loans Downtown Colorado Inc.	Year 1, \$75K grant (\$25K local match) Year 2, \$50K grant \$50K local	1 part-time coordinator	Complete Bayfield Priorities in Downtown Colorado Inc. Plan: 1) Complete branding effort for community. 2) Implement Downtown Colorado Inc. priority recommendations. 3) Comprehensive street and sidewalk renewal. 4) Beautification projects on Mill Street including signage, historic plaques, benches, and trash containers. 5) Increase amenities for tourism. 6) Improved appearance and pedestrian safety throughout business district.
3	Major Employer with Primary Jobs in Bayfield	Med	Business Development	Make Critical Investment in Community Infrastructure	Future Ready Economy & Workforce (EW1, EW4)	Town of Bayfield La Plata County La Plata Economic Alliance Region 9 EDD	Region 9 EDD State & federal funding /incentives DoLA Bayfield OEDIT	N/A	N/A	Pursue major employer for Bayfield 1) Identify prospective employers, explore potential sites, and structure favorable leases 2) Provide broadband access.
4	Recruit National Chain Retail Stores to Bayfield	Low	Business Development	Make Critical Investment in Community Infrastructure	Future Ready Economy & Workforce (EW4)	Town of Bayfield Region 9 EDD Bayfield Chamber Area businesses	Bayfield Alliance State & federal funding sources/ incentives CDOT Private Landowner	N/A	N/A	Recruit National Chain Retail Stores to Bayfield 1) Increase Town tax revenue and address substantial source of retail marketing leakage. 2) Hire retail consulting firm. 3) Explore potential sites and structure favorable leases.

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
5	Complete Fox Farm Village in Bayfield	High	Housing	Make Critical Investment in Community Infrastructure	Housing Attainability (HA)	Habitat for Humanity of La Plata County Town of Bayfield	Colorado Dept. of Housing DoLA Habitat ReStore and donations	@\$720K per 4 units		Complete final 18 homes for project at the rate of 2 to 4 units (duplex) a year. Meet workforce housing needs.
6	Improve Storm Drainage in Bayfield	Med	Public Infrastructure	Make Critical Investment in Community Infrastructure	Climate & Natural Hazard Resiliency (CN2, CN4)	Town of Bayfield	Bayfield FEMA CWCB DoLA	\$1M	Design & construction jobs	Complete improvements identified in the Master Drainage Plan.
7	Fiber Optic Backbone in Town of Bayfield	Med	Telecommunications	Make Critical Investment in Community Infrastructure	Future Ready Economy & Workforce (EW1)	Town of Bayfield Southwest Colorado Council of Governments	Fiber internet companies' Wireless internet companies Bayfield DoLA	N/A	N/A	Enhance the Fiber Optic Backbone in Town of Bayfield 1) Acquire 100% high speed internet coverage. 2) Ensure 100 Mbps available for businesses.
8	Construct Intersections for Bayfield Parkway/US 160 East & West of Bayfield	Low	Transportation	Invest in Roads & Bridges	Building & Infrastructure Sustainability (BI1)	Town of Bayfield County CDOT	CDOT Bayfield	N/A	Construction jobs retained	Develop Bayfield Parkway and US 160 east side intersection. Bayfield, County, and CDOT have IGA Access Control Plan.
9	City of Durango Strategic Plan 2021	High	City Strategic Plan	Community Identified Priorities	Internal to Community	Outlined per the Durango Plan	Outlined per the Durango Plan	Outlined per the Durango Plan	Outlined per the Durango Plan	Outlined per the Durango Plan

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
10	Affordability & Economic Opportunity	High	Affordability & Economic Opportunity	Make Critical Investment in Community Infrastructure	Housing Attainability (HA1, HA2)	Axis Health Systems City of Durango Community Compassion Outreach (CCO) La Plata County Durango Business Improvement District (BID) Durango Chamber of Commerce Durango Urban Renewal Authority Homesfund Mercy Regional Medical Center Neighbors in Need Alliance (NINA) Region 9 Economic Development Regional Housing Authority San Juan Basin Health Small Business Development Center of SW Colorado (SBDC)	Outlined per the Durango Plan	Outlined per the Durango Plan	Outlined per the Durango Plan	1) Create housing to enhance multigenerational community workforce, as well as attainable and affordable housing overall 2) Expand economic development opportunities with regional stakeholders 3) Provide job opportunities for the community 4) Address homelessness for the community * For the purpose of conserving space in this document, see City of Durango Strategic Plan 2021-2023 for project details and metrics.

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
11	Diversity, Equity Inclusion	High	Diversity, Equity Inclusion	Community Identified Priorities	Community Capacity (CC1)	City of Durango Community stakeholders	Outlined per the Durango Plan	Outlined per the Durango Plan	Outlined per the Durango Plan	1) Foster strong partnerships with community groups 2) Improve external communication for inclusivity 3) Develop systems that are internal to the city organization and workforce * For the purpose of conserving space in this document, see City of Durango Strategic Plan 2021-2023 for project details and metrics.
12	Enhanced Livability & Sense of Place	High	Enhanced Livability & Sense of Place	Community Identified Priorities	Internal to Community	City of Durango La Plata County Axis Mental Health System Southwest Auto Theft Taskforce Manna Navigation Center Durango Creative District Community stakeholders	Outlined per the Durango Plan	Outlined per the Durango Plan	Outlined per the Durango Plan	1) Safety: police, fire, emergency services (support, strengthen, enhance) 2) Improve financial viability of amenities including Durango Public Library, Parks and Recreation and work of Creative Economy Commission 3) Identifying an iconic feature (physical structure or activity) that becomes a symbol of Durango physical structure or arts center * For the purpose of conserving space in this document, see City of Durango Strategic Plan 2021-2023 for project details and metrics.

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
13	Environmental & Social Sustainability	High	Environmental & Social Sustainability	Community Identified Priorities	Internal to Community	City of Durango La Plata County State of Colorado Community stakeholders	Outlined per the Durango Plan	Outlined per the Durango Plan	Outlined per the Plan	1) Reduce the city's carbon footprint 2) Increase availability of renewable energy 3) Improve quality of natural resources 4) Social sustainability * For the purpose of conserving space in this document, see City of Durango Strategic Plan 2021-2023 for project details and metrics.
14	Financial Excellence & Transparency	High	Financial Excellence & Transparency	Make Critical Investment in Community Infrastructure	Building and Infrastructure Sustainability (BI4)	City of Durango	Outlined per the Durango Plan	Outlined per the Durango Plan	Outlined per the Durango Plan	1) Financial sustainability 2) Transparency & public trust 3) Accountability 4) Set standards for sound, effective, trained governance * For the purpose of conserving space in this document, see City of Durango Strategic Plan 2021-2023 for project details and metrics.

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
15	Mobility: Accessibility, Transit, Transportation System	High	Infrastructure Network	Invest in Roads & Bridges	Building and Infrastructure Sustainability (BI1)	City of Durango La Plata County CDOT Community stakeholders	Outlined per the Durango Plan	Outlined per the Durango Plan	Outlined per the Durango Plan	<p>Improve safety and connectivity for all modes of transportation</p> <p>Integrate Parking into Transportation Demand Management Program</p> <p>Identify long term funding options for transit operations</p> <p>Advance community accessibility and walkability</p> <p>City hard surface trail development in accordance with the following standards to ensure accessibility: Durango Land Use and Development Code Article 4-2-3-3, Durango Multi-Use Trail Standards, AASHTO Guide for the Development of Bicycle Facilities</p> <p>* For the purpose of conserving space in this document, see City of Durango Strategic Plan 2021-2023 for project details and metrics.</p>

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
16	Sanitation: water, sewer, stormwater, solid waste, recycling	High	Infrastructure Network	Invest in Roads & Bridges	Building and Infrastructure Sustainability (BI1)	City of Durango La Plata County Local / regional trash & recycling services Community stakeholders	Outlined per the Durango Plan	Outlined per the Durango Plan	Outlined per the Durango Plan	Water: Progress with development of water treatment capabilities 1) Baseline established by Water Master Plan in 2021 Stormwater: Adopt Stormwater Management Plan 2) Plan Construct 32nd Street Extended Detention Basin 3) Review costs, needed improvements and options for providing waste/recycling service 4) Improve aging wastewater pipes through rehabilitation 5) Address 5000 LF in 2021 Develop performance indicator score card for water and wastewater operations 6) Complete Recyclable Materials RFP 7) Complete Trash and Recycle Rate study 8) Continue to engage and educate the community on proper recycling practices and explore opportunities for expanded recycling options in order to minimize contamination of the recycling stream and improve Durango's rate of diversion from the landfill.

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
17	Aviation	High	Infrastructure Network	Community Identified Priorities	Internal to Community	City of Durango La Plata County FAA Community stakeholders	Outlined per the Durango Plan	Outlined per the Durango Plan	Outlined per the Durango Plan	Operate and maintain airport facilities in a safe, efficient, and sustainable manner to support all forms of aviation services. Work with the airlines to maintain and expand the commercial air service route network in order to promote a competitive airline environment and deliver high levels of service to the community. Implement Airport Master Plan. * For the purpose of conserving space in this document, see City of Durango Strategic Plan 2021-2023 for project details and metrics.
18	Asset Management and Facility Needs	High	Infrastructure Network	Community Identified Priorities	Internal to Community	City of Durango Community stakeholders	Outlined per the Durango Plan	Outlined per the Durango Plan	Outlined per the Durango Plan	Core services every city needs to provide these types of services efficiently and effectively and be held accountable for their impact. 1) By 2021 Develop a baseline in for the rate of availability for utility services (water, and sewer systems) 2) Percent of City-maintained roads rated as "Good," "Very Good," or "Excellent" at 60% 3) Complete Facilities Assessment by 4th quarter 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
19	US 160 West Diamond Grind-21750	High	Transportation	Invest in Roads & Bridges	Building & Infrastructure Sustainability (BI1)	CDOT SW Regional Transportation Planning Region (SWTPR) Regional Transit Coordinating Council Area governments SWC-COG	CDOT SUR	\$5M	Construction Jobs	This project is located on US 160 between approximate MP 37 to 40, in the City of Cortez in Montezuma County and US 160 West of the Durango Tech Center Drive. The project is a combination of ADA improvements and a diamond grind/surface rehab. 1) Milling and grinding the surface of the roadway, manhole improvements and new striping This project began in Durango on May 3rd and should be complete by September 2021.

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
20	US 550 and 30th Street Durango	Med	Transportation	Invest in Roads & Bridges	Building & Infrastructure Sustainability (BI2)	CDOT SW Regional Transportation Planning Region (SWTPR) Regional Transit Coordinating Council Area governments SWC-COG	MMOF	~\$195,000	Construction Jobs	<p>This project will be located on US 550, North Main Avenue, in the City of Durango in La Plata County. This project will address the lack of safe pedestrian crossings and transit stop accessibility in the North Main corridor.</p> <p>1) Pedestrian crossing between 29th and 30th Streets, at the south side of Birds restaurant near the egress. 2) Crosswalk, ADA curb ramps, a pedestrian refuge island and a Rectangular Rapid Flashing Beacon (RRFB)</p> <p>The City of Durango and CDOT are working together to get an IGA in place for funding, and design is moving forward. Ad and construction dates are possible in CY 2021</p>
21	Town of Ignacio Strategic Plan 2021-2023	High	Town Comprehensive Plan	Community Identified Priorities	Internal to Community	Outlined per the Ignacio Plan	Outlined per the Ignacio Plan	Outlined per the Ignacio Plan	Outlined per the Ignacio Plan	Outlined per the Ignacio Plan

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
22	Downtown Community Revitalization & Business Development A. Overall B. Revitalization & Beautification: Attracting Visitors & Residents C. Attracting Businesses & Increasing Jobs D. Promote Community Gathering	High	Business Development	Build on Current Successful Economic Development Programs	Future Ready Workforce & Economy (EW3) Community Capacity (CC2, CC3)	Ignacio Creative District Ignacio Chamber of Commerce ELHI Ignacio School District SUIT La Plata Economic Development Alliance Southwest Colorado Accelerator Program for Entrepreneurs SWCO Small Business Development Center & FLC Innovation Center Region 9 Local Religious Organizations SOCOCA				Outlined per the Ignacio Plan
23	Community Engagement & Collaboration A. Community Relations & Engagement B. Tribal Collaborations	High	Community Engagement	Community Identified Priorities	Community Capacity (CC2)	Town Boards & Commissions ELHI Ignacio School District SUIT				Outlined per the Ignacio Plan

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
24	Affordable & Attainable Housing Development for Families & Workforce	High	Housing	Make Critical Investment in Community Infrastructure	Housing Attainability (HA1, HA2, HA3)	Regional Housing Authority HomesFunds Housing Solutions Ignacio School District DOLA/DOH USDA SUIT La Plata Economic Development Alliance The Durango Herald USDA				Outlined per the Ignacio Plan
25	Stable & Effective Organizational Leadership A. Permanent Town Manager B. Staff Training and Retainage C. Electeds - Board Training, Development and Effective Meeting Execution	Med	Organizational Leadership	Community Identified Priorities	Community Capacity (CC1, CC2, CC3)	Town of Ignacio Key Staff Colorado Municipal League (CML) CO Interagency Risk Sharing Association (CIRSA)				Outlined per the Ignacio Plan

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
26	<p>Improved Infrastructure with Future Vision & Planning</p> <p>A. Water & Wastewater Treatment Facilities</p> <p>B. Broadband/Fiber Internet</p> <p>C. Land Use Development Plan (LUDC)</p> <p>D. Comprehensive Plan for the future</p> <p>E. Town Facilities</p> <p>F. Streets & Sidewalks Plan</p> <p>G. Parks, Open Space, Trails & Recreation</p> <p>H. Investments & Funding</p>	High	Public Infrastructure	<p>Make Critical Investment in Community Infrastructure</p> <p>Leverage the Unique Assets of Rural Colorado</p> <p>Build on Successful Economic Development Programs</p>	<p>Future Ready Workforce & Economy (EW1)</p> <p>Community Capacity (CC3)</p>	<p>SUIT</p> <p>CDOT</p> <p>ISD</p> <p>DOLA</p> <p>USDA</p> <p>GOCO</p> <p>CO State Trails Program & Committee</p> <p>SWCCOG</p>				Outlined per the Ignacio Plan

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
27	Manageable Utility Rates through Independence or Adjustment A. Water Loss B. Tribal Negotiations C. Independence through new Town Wastewater Facilities D. Treated Water Partnerships E. Community	High	Public Infrastructure	Make Critical Investment in Community Infrastructure	Climate & Natural Hazard Resiliency (CN4) Housing Attainability (HA4) Community Capacity (CC3)	LAPLAWD USDA DOLA Water & Power Authority SUUD - Renewable Energy Resources/ Divisionns				Outlined per the Ignacio Plan
28	SH 172 at County Road 318- 21015	High	Transportation	Invest in Roads & Bridges	Building & Infrastructure Sustainability (BI2)	CDOT Town of Ignacio La Plata County	FASTER	\$2.2M	Construction Jobs	1) Widening the existing roadway to provide room for a northbound left turn lane, and small concrete median between CR 318 and Shadow Spirit East 2) Earthwork is included along with electrical work to install intersection lighting 3) Install new signage and pavement markings This project will go to Ad in June and construction is tentative for late- summer 2021.
29	La Plata County Comprehensive Plan 2017	High	County Comprehensive Plan	Community Identified Priorities	Internal to Community	Outlined per the La Plata County Plan	Outlined per the La Plata County Plan	Outlined per the La Plata County Plan	Outlined per the La Plata County Plan	Outlined per the La Plata County Plan

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
30	Infrastructure development for support of the designation of an "Economic Development Area" in proximity of the airport.	Low	Airports	Leverage the Unique Assets of Rural Colorado Make Critical Investment in Community Infrastructure	Climate & Natural Hazard Resiliency (CN1)	City of Durango, La Plata County, Economic Development Alliance, Private Developers				<p>The DRO Airport should sufficiently meet current and projected future needs of traveling public, persons and area businesses in a manner that is safe, economical, and environmentally sound.</p> <p>1) Continue to identify and promote the maintenance of infrastructure needs for the Airport throughout the County.</p> <p>2) Identify and inventory key roads and travel patterns used by the general public to access the airport from the City of Durango and surrounding areas.</p> <p>3) Develop planning strategies to identify appropriate land uses along the primary transportation corridors to, and around the airport.</p> <p>DRO and Animas Airpark should be encouraged to develop in a manner consistent with safety standards in their respective, adopted master plans.</p> <p>4) Continue to participate with updates to (both) the airports adopted master plans.</p>

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
31	Implement initiatives that encourage the appropriate use, development and responsible management of natural resources including protection, preservation, and restoration.	High	Environmental Resources	Leverage the Unique Assets of Rural Colorado Support Local Community success in the energy transition	Climate & Natural Hazard Resiliency (CN2)	City of Durango, Town of Bayfield, Town of Ignacio, Animas La Plata Water Conservancy District, Multiple Special Districts				Maintain or improve the quality of La Plata County’s environmental resources including flora and fauna, water, air, visual resources, open lands, and open space while accommodating growth and development. 1) Develop responsible methods, techniques, and tools relative to the environmental resource of water in La Plata County, while recognizing the need for adequate water to support growth. 2) Develop responsible methods, techniques, and tools relative to the environmental resource of air in La Plata County. 3) Encourage the creation of open space and promote development that identifies and accommodates natural resources, which can help to maintain visual resources important to La Plata County’s quality of life and economy. 4) Develop and maintain responsible methods, techniques, and tools relative to development and the County’s environmental resources, recognizing the need to maintain sustainable populations of desired flora and fauna for recreational hunting, fishing, and wildlife viewing opportunities and

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
32	Re-write Chapter 90 of the County Code (Natural Resources)	High	Extractive Resources & Renewable Energy: Oil & Gas Development	Leverage the Unique Assets of Rural Colorado Support Local Community success in the energy transition	Building & Infrastructure Sustainability (BI4) Climate & Natural Hazard Resiliency (CN4) Community Capacity (CC3)	La Plata County, Energy Industry partners, Conservation Organizations, Health-Safety-Welfare partners, Landowners				Promote responsible oil and gas development while minimizing potential impacts to the environment and local residents. 1) Maintain and enhance cooperation with Local, State and Federal agencies; the oil and gas industry; and property owners with regard to regulating activity and mitigating impacts. 2) Protect the public health, safety and welfare of citizens while coordinating with fluid mineral extraction projects, within the limitations of local government powers and resources.

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
33	Implement food systems planning and coordination at the food system and community level.	Med	Health & Human Services	Leverage the Unique Assets of Rural Colorado Build on Current Successful Economic Development Programs	Agriculture & Food Security (AF1, AF5)	The Good Food Collective CSU Extension Fort Lewis College Environmental Center San Juan Resource Conservation & Development Council The Healthy Community Food Systems Local First Cooking Matters of Southwestern Colorado The Garden Project of Southwest Colorado Bear Smart Durango Local farmers	USDA, Colorado Health Foundation	N/A	N/A	Awarded a 3-year USDA LFPP grant to reestablish and intact regional food system that drives economic development, workforce development, environmental stewardship, and social equity. Coordination of discrete segments of the food system (production, access, economy). Develop community workshops via the LocalFood, Local Places grant.
34	Expand Mercy Regional Medical Center Heart & Vascular Care	Med	Health & Human Services	Save Coloradoans Money on Healthcare	Internal to Community	Catholic Health Initiatives Mercy Regional Medical Center Mercy Cardiology	State funding Fundraising (in progress) Grants	\$4M	~20 construction jobs ~25 combination of FT & PT	1) Decrease travel and reduce window of time for critical treatment of heart conditions. 2) Improve medical cardio outcomes 3) Add specialized provider and support staff.

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
35	Expand Mercy Regional Telemedicine Service	Med	Health & Human Services	Save Coloradoans Money on Healthcare Make Critical Investments in Community Infrastructure	Climate & Natural Hazard Resiliency (CN4) Community Capacity (CC3)	Mercy Regional Medical Center Centura Catholic Health Initiatives Tele-communications/Internet Service Providers	Grants User charges Fast Track fiber runs by hospital site Region 9 EDD SWCCOG	N/A	6 (at least 2 FTE) in the neurological clinic in Durango	Continue to develop MMRC into the regional hub for tele-medical allowing high quality medical outreach in a large, rural, geographic area. 1) Grow network with major medical facilities to increase neurological services via telemedicine to supplant Durango clinic. 2) Create partnership with neurological medical providers by robotic device technology. 3) Provide trainings for medical personnel. 4) Provide telemedicine link between medical providers to increase and enhance access health care. 5) Build support network between SW Memorial, Cortez, and Mercy Regional Medical Center.

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
36	Stabilization and preservation of the Old Main Post Office	Med	Historic Preservation	Leverage the Unique Assets of Rural Colorado Build on Current Successful Economic Development Programs	Building & Infrastructure Sustainability (BI5)	Potential public private partnership		N/A	N/A	Preserve places/structures which carry historic significance through programs, incentives, education, and other means; as well as perform ongoing identification, documentation, evaluation, protection, and interpretation of La Plata County's considerable historic and prehistoric cultural resources. 1) Encourage regular and applicable designation of historic resources within the La Plata County Historic Register. 2) Focus efforts of preservation through public education. 3) Strengthen the local and regional historic preservation network. 4) Promote the incorporation of historic preservation principles into land use planning, in order to accommodate heritage tourism and promote protection and/or restoration of historic resources.

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
37	Revitalization of the Regional Housing Alliance to address workforce housing	High	Housing	Make Critical Investment in Community Infrastructure	Housing Attainability (HA1, HA2, HA3, HA4)	La Plata County, City of Durango, Town of Bayfield, Town of Ignacio, Homes Fund, Housing Solutions, Habitat for Humanity, and Economic Development Alliance	La Plata County, City of Durango, Town of Bayfield, Town of Ignacio, Homes Fund, Housing Solutions, Habitat for Humanity, and Economic Development Alliance	N/A	N/A	Support efforts to provide housing, which is accessible, safe, energy efficient, and affordable for all County residents. 1) Encourage and enable the private sector to provide an adequate housing supply, at a high quality, which meets the growing number of changing needs of La Plata County residents. 2) Promote compact housing development near existing central infrastructure/services which can most adequately support affordable housing development. 3) Preserve or provide for the replacement of existing affordable housing units, including mobile home parks.

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
38	Extension of sewer service to La Posta area in support of commercial and residential development	High	Infrastructure :Sewer/Solid Waste	Make Critical Investment in Community Infrastructure Support Local Community success in the energy transition	Building & Infrastructure Sustainability (BI4) Climate & Natural Hazard Resiliency (CN4)	Economic Development Alliance, City of Durango, La Plata County, Private property owners, South Durango Sanitation District				Encourage and promote safe and efficient sanitary sewer and solid waste disposal systems which meet existing and projected demands, promotes, and accommodates orderly growth and development, and protects the public health of the community. 1) Identify and promote the maintenance of existing sanitary sewer facilities and encourage the responsible use of individual waste systems where such systems are the only alternative to sanitary sewer expansion and connection. 2) identify and promote the maintenance of existing solid waste facilities; and encourage the expansion and appropriate design of multifunctional refuse locations to adequately serve the County's demands/needs.

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
39	Secure funding for upgrades for County roads experiencing increased traffic	Med	Infrastructure:Transportation	Make Critical Investment in Community Infrastructure Invest in Roads & Bridges	Internal to Community					Plan a transportation system to accommodate existing and future motorized and nonmotorized travel/circulation within La Plata County. 1) Identify and maintain the existing system of the County roadway network by mapping and articulating regularly needed improvements/maintenance.
40	Support Special Districts in meeting service requirements within their defined service areas.	Med	Infrastructure:Utility	Make Critical Investment in Community Infrastructure Support Local Community success in the energy transition	Building & Infrastructure Sustainability (BI1)	Multiple special districts throughout the County				Encourage and promote safe, efficient, and effective transmission and distribution of general utility throughout the County based on existing and projected demand, and to provide the opportunity for introduction of a utility service to the County where such opportunities can accommodate safe and secure utility delivery. 1) Identify and promote the maintenance needs of existing utility facilities and encourage safe and efficient delivery of utility services based on concurrent demands and known future needs for such services.

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
41	Service extension to serve "Economic Development Areas" as defined in the Land Use Code.	Med	Infrastructure:Water	Leverage the Unique Assets of Rural Colorado Support Local Community success in the energy transition	Building & Infrastructure Sustainability (BI4) Climate & Natural Hazard Resiliency (CN4)	Multiple special districts and municipalities				Coordinate with appropriate Federal, State, and local agencies to address current and future water resources, demand, and conservation strategies. 1) Identify and promote the maintenance of existing potable and agricultural water distribution systems, and to identify locations for the development of future water distribution systems in a concurrent manner with associated needs and demands. 2) Provide incentives toward water conservation and appropriate water re-use when opportunities for such initiatives exist.

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
42	Create Rural Water System for West Side of County	Med	Public Infrastructure	Leverage the Unique Assets of Rural Colorado	Building & Infrastructure Sustainability (BI4) Climate & Natural Hazard Resiliency (CN2)	La Plata West Water Authority (LPWWC) SW Water Conservancy District (SWWCD) Animas/La Plata Water Conservation District (ALPWCD) La Plata Water Conservancy District (LPWCD) Southern Ute Indian Tribe Ute Mountain Ute Indian Tribe Lake Durango Water Authority (LDWA)	Colorado Water Conservation Board USDA Southern Ute Indian Tribe Ute Mt Ute Indian Tribe San Juan RC & D State Water Fund CDBG DoLA Colorado Water Resources and Power Development Authority LPWWC SWWCD ALP-WCD	Phase 1 estimated at \$3.85 to \$5 million	Construction related jobs	Goal is to create rural water system supplying water from Hesperus to the New Mexico state line. Completed special district formation. Complete project design and associated agreements providing for LDWA to provide treated water for initial LPWWA users. Complete phased distribution system design for the LPWWA distribution system. Signup required number of property owners to participate.
43	Emergency Watershed Protection Program Removed as Completed	High	Public Infrastructure	Leverage the Unique Assets of Rural Colorado	Building & Infrastructure Sustainability (BI4) Climate & Natural Hazard Resiliency (CN2)	La Plata County	National Resources Conservation Service DoLA Division of Homeland Security & Emergency Management	\$5M 75% federal grant from NRCS, 25% local match	Project Management, Engineering services, Construction jobs	Protection of individual lives and property. Protection of the Hesperosa Watershed and affected drainages. Restoration and mitigation of the effects of the 416 Fire in the burn scar.
44	Construct Search & Rescue Building Removed as Completed	High	Public Infrastructure	Leverage the Unique Assets of Rural Colorado	Building & Infrastructure Sustainability (BI6)	La Plata County La Plata County Search and Rescue	State DoLA County Private donations	N/A	N/A	Raised funds for grant match. Location identified. Create permanent home for search and rescue staff to manage and deploy services.

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
45	Pursue mitigation efforts to protect the Wildland Urban Interface	High	Public Safety	Leverage the Unique Assets of Rural Colorado	Building & Infrastructure Sustainability (BI4) Climate & Natural Hazard Resiliency (CN4)	SWIF, RMRI, Public land agencies Private property owners,		N/A		Ensure emergency preparedness planning and emergency services continues to meet or exceed the growing demands of the County's constituents and visitors. 1) Continue to work and coordinate with public safety and emergency service providers to ensure adequate development standards are implemented. 2) Continue to collaborate with emergency service providers to identify hazardous areas utilizing current technologies and determine appropriate mitigation requirements for development in those areas. 3) Establish a system of measurement in order to regularly assess and evaluate level of service standards for public safety and emergency services within the County.

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
46	Forest Health, Water and Wildfire Risks	Med	Public/Private Lands	Leverage the Unique Assets of Rural Colorado Build on Current Successful Economic Development Programs	Climate & Natural Hazard Resiliency (CN3)	Colorado State Forest Service Colorado State Univ. US Forest Service BLM Fire Protection Districts Southern Ute Indian Tribe Wildfire Adapted Partnership Wildfire and Watershed Protection Group (WWPG)	National Fire Plan funds Fire hazard mitigation contractors Southwest Conservation Corps Region 9 EDD USDA if private land Southern Ute Tribe Timber industry	N/A	N/A	Address Forest Health, Water and Wildfire Risks 1) Reduce fire risk. 2) Strengthen timber products industry. 3) Improve forest health. 4) Control beetle infestation. 5) Reduce risk to life and property and protect watershed/community water supplies. Defensible space education resulting in defensible space created around values at risk.

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
47	Develop Durango Mesa Park phase 1	Med	Recreation & Tourism	Leverage the Unique Assets of Rural Colorado Build on Current Successful Economic Development Programs	Future Ready Workforce & Economy (EW4) Community Capacity (CC3)	Durango Mesa Park Foundation, La Plata County, City of Durango, Visit Durango, Economic Development Alliance	Public Private Partnerships La Plata County City of Durango	Estimated \$150M total cost Phase 1 estimated \$15M (bike park and LPC fairgrounds)	N/A	Encourage public and private recreation activities which support the public health, safety, and welfare of the community. 1) Promote continued maintenance and dedication of areas where access to public lands may be impacted with increased development pressures; and recognize economic benefits of recreational/tourism components within and nearby proposed projects and development. 2) La Plata County Fairgrounds relocation.

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
48	Rural High-Speed Connections & Fiber	High	Telecommunications	Make Critical Investment in Community Infrastructure	<p>Future Ready Economy & Workforce (EW1)</p> <p>Building & Infrastructure Sustainability (BI6)</p>	<p>SW Colorado Council of Governments</p> <p>La Plata Economic Alliance</p> <p>Private Telecom Companies</p> <p>Fort Lewis College</p> <p>La Plata County Area municipalities</p>	<p>DoLA Municipalities</p> <p>La Plata - \$260K set aside</p> <p>USDA Alliance</p> <p>SWCCOG</p> <p>CAF</p> <p>Private telecom companies</p>	<p>\$75K DoLA grant and \$25K match</p> <p>SWCCOG partners</p> <p>Where/what did this financial info come from? Is this from the regional broadband plan?</p>	N/A	<p>Provide Rural Areas with High-Speed Connections & Fiber</p> <p>1) Development of redundant broadband telecommunications connections in communities for regional broadband expansion.</p> <p>2) Fiber connection to airport and rural areas.</p> <p>3) SWCCOG received broadband planning grant to develop operations/IT plan to better utilize SCAN Network—provide database of equipment. Exploring partnerships with private firms for additional extensions.</p> <p>4) Strengthen Local Technology Planning Team to assist with identifying demand for technology and fill service provider, and infrastructure gaps. Provide Internet Services to all Households in La Plata County. 100% high speed internet coverage by 2020. Additional \$20-\$30 million annual in County GDP.</p>

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
49	Add Airline Flight(s) & Round-Trip Routes at Durango-La Plata County Airport	Med	Transportation	Community Identified Priorities	Building & Infrastructure Sustainability (BI1)	Durango/La Plata County Airport Airport Commission La Plata Economic Alliance Air Carriers La Plata County City of Durango Southern Ute Indian Tribe	Private sector incentives Federal Air Transportation grant Local businesses Local government	N/A	N/A	Expanded and enhanced regional air service. Provide better access to East bound destinations. Expand flight schedule. Seek round trip route to Houston.
50	Continue Capital improvements to Durango/ La Plata County Airport	Med	Transportation	Community Identified Priorities	Building & Infrastructure Sustainability (BI1)	City of Durango La Plata County FAA CDOT - Aviation	Airport Revenues FAA Airport Improvement Program Grants CDOT Discretionary Aviation Grants Airport passenger facility charges	\$34 million in capital projects identified through 2025	N/A	Rehabilitate Taxiway A. Repair automobile parking lot pavements. Repair public roadways. Upgrade access control and surveillance. Purchase new Aircraft Rescue Firefighting (ARFF) vehicle. Construct improvements to water and wastewater systems.

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
51	Southwest Colorado US 550-US 160 Connection South Design-Build Project	High	Transportation	Invest in Roads & Bridges	Building & Infrastructure Sustainability (BI1)	CDOT La Plata County City of Durango Southern Ute Indian Tribe Southern Ute Tribe Growth Fund SWCCOG	FASTER/ SB 267/ SUR/ RPP State of Colorado DOLA Southern Ute Tribe Growth Fund County Durango CDOT	\$99.6M estimated total cost	Contractor jobs	This project is focused on the US Highway 550 connection to US Highway 160 in La Plata County. The connection will realign US 550 directly into the existing US 160 interchange, eliminating the steep and windy grade of the current US 550 Farmington Hill and improving roadway geometry. The project will include wildlife highway mitigation features which will reduce animal-vehicle collisions. Current work is focusing on construction of the bridge piers and bridge caps, earth-work operations, erosion control measures as work progresses and relocation of the 8" HP gas main. Construction began in August 2020 with an estimated completion date in fall 2022

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
52	US 550 intersection and pedestrian improvements from 9th Street to 12th Street in Durango	High	Transportation	Invest in Roads & Bridges	Building & Infrastructure Sustainability (BI1)	CDOT SW Regional Transportation Planning Region (SWTPR) Regional Transit Coordinating Council Area governments SWCOG	Transit providers Area governments Transit Funding sources SWCOG CDOT	\$4M	Construction jobs	1) Intersection improvements from 9th Street to 12th Street 2) At 9th Street, replacement of the existing signal, extension of the westbound right turn lane, new ADA curb ramps, and mill and fill 3) At 12th Street, upgrades to the existing pedestrian hybrid beacon (HAWK), removal of channelizing island, and mill and fill 4) Between 8th Street and 14th Street, new concrete medians, and the installation of new electrical conduit. This project has been awarded and construction is scheduled for summer 2021.
53	US 160 and CR 225 intersection improvements (roundabout and safety improvements)	High	Transportation	Invest in Roads & Bridges	Building & Infrastructure Sustainability (BI1)	CDOT SW Regional Transportation Planning Region (SWTPR) Regional Transit Coordinating Council Area governments SWCCOG	CDOT - State & Federal Funds Area Governments	\$5M	Construction jobs	Outlined per the SW Regional Transportation Plan

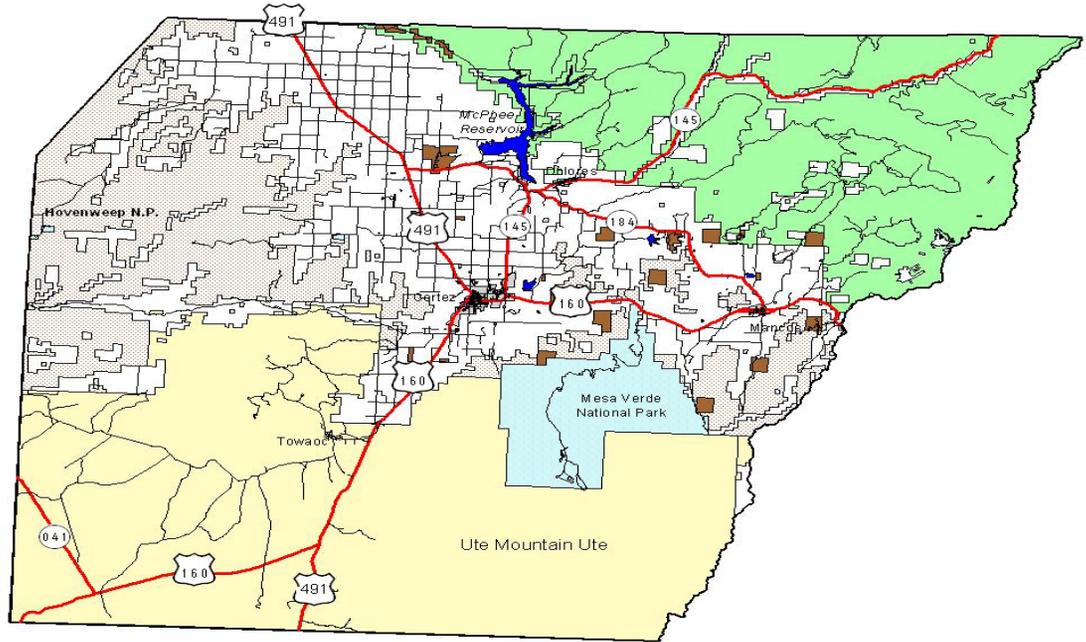
CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
54	US 160 Elmore's East improvements including widening, access improvements, and wildlife mitigation	High	Transportation	Invest in Roads & Bridges	Building & Infrastructure Sustainability (BI1)	CDOT SW Regional Transportation Planning Region (SWTPR) Regional Transit Coordinating Council Area governments SWCCOG	CDOT - State & Federal Funds Area Governments	\$34.53M	Construction jobs	Outlined per the SW Regional Transportation Plan
55	US 160 Dry Creek improvements including widening, new structures, realignment of CR 223, shoulder widening, and access consolidation	High	Transportation	Invest in Roads & Bridges	Building & Infrastructure Sustainability (BI1)	CDOT SW Regional Transportation Planning Region (SWTPR) Regional Transit Coordinating Council Area governments SWCCOG	CDOT - State & Federal Funds Area Governments	\$36M	Construction jobs	Outlined per the SW Regional Transportation Plan
56	US 160 safety and mobility improvements including passing lanes, turn lanes, shoulders, and wildlife mitigation from CR 225 to Dry Creek	High	Transportation	Invest in Roads & Bridges	Building & Infrastructure Sustainability (BI1)	CDOT SW Regional Transportation Planning Region (SWTPR) Regional Transit Coordinating Council Area governments SWCCOG	CDOT - State & Federal Funds Area Governments	\$21M	Construction jobs	Outlined per the SW Regional Transportation Plan

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
57	Outrider stops and shelter improvements in Durango , Mancos, Cortez, Dolores, and Rico	High	Transportation	Invest in Roads & Bridges	Building & Infrastructure Sustainability (BI1)	CDOT SW Regional Transportation Planning Region (SWTPR) Regional Transit Coordinating Council Area governments	Transit providers Area governments Transit Funding sources SWC-COG CDOT	\$0.40M	Construction jobs	Outlined per the SW Regional Transportation Plan
58	Outrider bus service between Durango and Pagosa Springs	High	Transportation	Invest in Roads & Bridges	Building & Infrastructure Sustainability (BI1)	CDOT SW Regional Transportation Planning Region (SWTPR) Regional Transit Coordinating Council Area governments	Transit providers Area governments Transit Funding sources SWC-COG CDOT	\$2.69M	Construction jobs	Outlined per the SW Regional Transportation Plan
59	Outrider bus service between Durango and Dove Creek	High	Transportation	Invest in Roads & Bridges	Building & Infrastructure Sustainability (BI1)	CDOT SW Regional Transportation Planning Region (SWTPR) Regional Transit Coordinating Council Area governments	Transit providers Area governments Transit Funding sources SWC-COG CDOT	\$2.05M	Construction jobs	Outlined per the SW Regional Transportation Plan

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
60	Durango Transit Zone 7 route expansions from city limits to Durango/La Plata County Airport, Hermosa, Durango West, Hesperus, and Edgemont	High	Transportation	Invest in Roads & Bridges	Building & Infrastructure Sustainability (BI1)	CDOT SW Regional Transportation Planning Region (SWTPR) Regional Transit Coordinating Council Area governments SWC-COG	Transit providers Area governments Transit Funding sources SWC-COG CDOT	\$8.0M	Construction jobs	Outlined per the SW Regional Transportation Plan
61	Southern Ute Indian Tribe CEDS 2018-2022	High	Comprehensive vet Economic Development Plan	Community Identified Priorities	Internal to Community	Outlined per the SUIT Plan	Outlined per the SUIT Plan	Outlined per the SUIT Plan	Outlined per the SUIT Plan	Outlined per the SUIT Plan
62	LPC - Durango Strategic Plan on Homelessness 2020	High	LPC - Durango Strategic Plan on Homelessness	Addresses Economic Development Goals	Addresses Resiliency Initiatives	Outlined per the Homeless Plan	Outlined per the Homeless Plan	Outlined per the Homeless Plan	Outlined per the Homeless Plan	Outlined per the Homeless Plan

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
63	Homegrown Talent Initiative-Durango High School	High	Education	Fulfill Every Child's Potential	Future Ready Economy & Workforce (EW3-5)	Durango High School Colorado Education Initiative (CEI)Colorado Succeeds Region 9 EDD La Plata Economic Alliance Fort Lewis College Pueblo Community College Numerous industry partners	Homegrown Talent Initiative Durango School District 9R Fundraising	Approximately \$100,000 \$50,000 HTI 2-1 match by HTI for local funds raised Fundraised & match \$30,000	1 PT internship coordinator	1) Enhance work-based learning through job shadow, mentorships, internships and capstones. 2) Build leadership capacity with students and staff. 3) Create regionally aligned, industry-aligned career tech education (CTE) opportunities.
64	Implement Bond Measures for Durango Schools	High	Education	Fulfill Every Child's Potential	Building & Infrastructure Sustainability (B14) Community Capacity (CC3)	Durango School District 9R, City of Durango	Voter Approved Bond Issue	\$ 90 M	Outlined per the Plan under development	Repair and replace aging school district infrastructure
65	Facilities assessment for highest and best use of underutilized county properties.	High	Land Use	Leverage the Unique Assets of Rural Colorado	Building & Infrastructure Sustainability (B12) Climate & Natural Hazard Resiliency (CN3)	La Plata County	La Plata County	N/A	N/A	More efficient use of county property.

MAP OF MONTEZUMA COUNTY

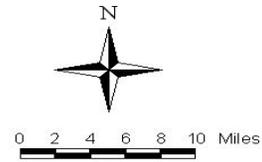


Montezuma County



REGION 9

- Land Area - 1,307,673 acres (2,043 sq. miles)
- Private Lands- 352,976 acres (27%)
- San Juan National Forest- 257,626 acres (20%)
- Bureau of Land Management- 182,487 acres (14%)
- State Lands- 8,988 acres (0.7%)
- National Park Service- 53,720 (4%)
- Ute Mtn Ute Tribe - 439,996 (34%)



6. MONTEZUMA COUNTY

TABLE OF CONTENTS

KEY HIGHLIGHTS AND PRIORITY ECONOMIC GOALS.....	1
STRATEGIC PLANNING	2
SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis.....	2
STRATEGIC DIRECTION – MONTEZUMA COUNTY PRIORITIES AND PROJECTS	4
EVALUATION FRAMEWORK	7
Performance Measures.....	7
1.CDAP Project Completion 2001 - 2020	7
2. Montezuma County Human Capital and Creation Index Compared to All Other U.S. Counties.....	10
3. Montezuma County Economic Performance Compared to All Other U.S. Counties	11
SUMMARY BACKGROUND	12
History and Economic Trends	12
Ute Mountain Ute Indian Tribe.....	12
Cortez.....	12
Dolores.....	13
Mancos.....	13
Montezuma County Government.....	14
Infrastructure and Services.....	14
Demographics	16
Snapshot of the Local Economy.....	16
Unemployment Rates	16
Commuting.....	17
Employment Sector Trends 2009 - 2019.....	18
2019 Employment.....	19
Economic Base Analysis	20
Per Capita Income	20
Total Personal Income	21
Total Personal Income Trends 1970 - 2019.....	21
COMMUNITY DEVELOPMENT ACTION PLAN	22
CDAP Project Ranking	23

(5) Public Comments Received (July 15th to August 15th)

- (1) "I think the weaknesses identified are accurate."
- (2) "Great information and very useful."
- (3) "Its ok."
- (4) "Another weakness to be aware of is the three towns putting in restrictive regulations to control economy and housing."
- (5) "the goal of the Montezuma Heritage Museum is to build on the diversity of our community. The community entails both Montezuma and Dolores county as well as, parts of New Mexico , Arizona, and Utah. The museum has been caught up in a difficult time period of Colorado History because of the COVID pandemic and the lack of workers who were willing to work during that time, but we are finally able to move forward with planning and building exhibits and displays in the new museum. The museum will be an economic driver for the city of Cortez and the County of Montezuma and will feature other communities as well. i believe the placement of the museum in a long- term place should be of higher position of importance to the economy of the area."

KEY HIGHLIGHTS AND PRIORITY ECONOMIC GOALS

Each of the communities in the county have expressed unique as well as shared visions.

- City of Cortez 2020 Vision statement - *Centrally located in a rural landscape of agriculture and rich public lands, the City of Cortez provides outstanding and innovative public services while demonstrating the values of our thriving community. Taking pride in our history, diversity, and environment, our friendly community is full of opportunity, making housing, goods, and services universally attainable. The City's safe, efficient, and effective leadership maintains a small-town atmosphere where diversity and a sense of community coexist in integrated livable neighborhoods and a vivacious downtown.*
- Ute Mountain Ute Tribe Economic Vision statement - *Community and economic development programs provide greater opportunities for Ute Mountain people together with community improvements that will be in keeping with the highest traditions of the Ute Mountain Ute Tribal culture and generally improve the quality of life on the Ute Mountain Ute Reservation.*
- Preserving the county's historic heritage (Mancos).
- Having supportive physical assets and having a supportive environment for business growth (Mancos).
- Preservation of natural beauty and access to recreation (all communities).

Economic development efforts throughout the county continue to be focused on diversification of the local economy. The goal is to develop more diversity to improve the number, quality, and variety of jobs that are available to residents through the retention and growth of existing businesses as well as the recruitment of new businesses. Many of the job losses from 2014 to 2019 were in higher paying industries such as mining and construction. Declines in these sectors reflect downturns in the oil and gas industry. Growth in Health Services is expected to continue as the Baby Boomer population ages.

Areas without adequate internet access have fewer opportunities for businesses to start, grow and succeed, and are fewer desirable places to live for employees and families. The City of Cortez already has an open access network and can provide broadband services to some of its businesses. Countywide there are plans to expand broadband fiber optic connections in Mancos and the Town of Dolores to provide higher bandwidth, increased speeds and more services.

Leveraging the unique assets of the area incorporates the development of a Lake McPhee Recreation Plan by building a new marina and recruiting associated businesses. An ambitious trails plan will interconnect communities in Montezuma County and beyond by developing multi-use trails for hiking, biking, OHV and 4WD visitors. Jobs in the recreation industry are distributed through Federal employment at National Parks and Monuments as well as other tourism employment.

Maintaining the rural character of the county is highly valued. Agricultural sector priorities include:

- Re-establishing the once vibrant fruit industry by expanding value added products to Integrate fresh pack and juicing operations.
- Protect lands for grazing.
- Regional networking and educational events-Ag Economic Summit & beef cow symposium.
- CSU Extension & Mesa Verde partnership on agritourism programs.
- Estate & succession planning for agricultural producers.

The feasibility of capitalizing on the solar potential of Southwest Colorado's sunny climate and high elevation is also under discussion. Nearby transmission lines to the national grid are seen as an advantage, and the solar power could be tied into Empire Electric lines if transformers are sufficient. Interested parties are seeking private partners and investment.

STRATEGIC PLANNING

SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis

SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis

The starting point for a credible economic development strategic plan is an assessment of the strengths and weaknesses of the county. This is the baseline by which a community begins to understand where they are in relation to their vision. Once the SWOT analysis is completed, strategies for solutions can be identified. By working with the Montezuma County stakeholders, and incorporating the goals of the Mesa Verde County tourism office, Town of Mancos Economic Coordinator, Municipalities, County Planning, Natural Resources Director, the following was identified:

Strengths

- Centrally Located to four of the fastest growing major metropolitan areas
- Vast natural and cultural resources
- Availability of water resources through the Dolores Project
- Native American heritage
- Established large scale agriculture.
- Climate (300+ days of sunshine, Dark Skies)
- Few natural hazards
- Year around, four season playgrounds with good access to public lands
- Responsive local government
- Active forest resources collaboration with USFS and 4 lumber mills
- Established construction trade workforce
- Agricultural land and open space aesthetic
- Below average cost of living and housing prices for Colorado
- Regional cooperation related to transportation for medical and mental health services
- Collaboration between school districts, PCC and workforce centers

Weaknesses

- Lack of large employers
- Lack of well-trained high-tech skilled workforce
- Childcare services unable to meet the demand
- Lack of job advancement opportunities
- Communities value of a quality, well-funded primary school system
- Lack of telecommunications infrastructure in the outlying areas
- Commuting between communities for work
- No railroad

Opportunities

- Solar and Wind potential utilizing Tri-State energy corridor
- Engage young retirees and lifestyle immigrants as a force for innovation and start-ups
- High value crop agriculture. Meat and food processing plants
- Industrial parks to accommodate new businesses (growth plans needed for expansion & development)
- Expand local online (telehealth) healthcare resources
- Foster higher education opportunities. Develop a local apprenticeship program
- Availability of land
- Develop retiree villages and older adult services (good climate for Colorado)
- Revive our attractive communities and downtown revitalization initiatives
- Quality of life attractions. Continue to encourage arts and entertainment venues
- Succession planning as the baby boomer population retires (Farms, local businesses, trades)
- Increased collaboration and dialogue between federal, state, tribal and local entities to resolve key regional issues

Threats

- Oil and gas decline
- Drug use & abuse
- Drought
- Service industry decline as a result of COVID
- Major economic downturn/recession
- Youth leaving the community
- Volatility of business cycle
- Infrastructure capacity
- Conversion of water shares to non-agricultural uses
- Federal, state and local regulations (within incorporated towns)
- Funding cuts in higher education, transportation, public health and human service programs
- Aging population

STRATEGIC DIRECTION – MONTEZUMA COUNTY PRIORITIES AND PROJECTS

Montezuma County priorities and projects are developed through review of current projects, planning documents, small group discussions and interviews with community stakeholders, and those working on community projects. The CDAPs are presented at various community and public meetings and distributed for public comment for a period of one month. The CDAP has a total of 45 projects that were approved by the County Commissioners on August 24th, 2021, signed by Jim Candelaria – Chairperson. The Montezuma CDAP is included in this document on page 22.

The CDAP projects were aligned with the [State Rural Economic Blueprint](#). Priorities from the State Blueprint are assigned to specific projects in the CDAP. Priorities are numbered below for reference rather than level of importance.

- 1. Leverage the Unique Assets of Rural Colorado**
- 2. Save Coloradoans Money on Healthcare**
- 3. Fulfill Every Child’s Potential**
- 4. Support Local Community Success in Energy Transmission**
- 5. Make Critical Investment in Community Infrastructure**
- 6. Invest in Roads and Bridges**
- 7. Build on Successful Economic Development Programs**
- 8. Community Identified Priorities – this was added for projects aligned more closely with local economic priorities**

The CDAP projects were also linked to six resiliency strategies identified in the [Colorado Resiliency Framework](#), which addresses potential and interrelated economic, social, and environmental risks and vulnerabilities. Abbreviations are listed next to the strategies in the CDAP along with a number representing the supporting strategy. Please refer to the Colorado Resiliency Framework for details.

- 1. Future Ready Economy & Workforce (EW)**
- 2. Climate & Natural Hazard Resiliency (CN)**
- 3. Building & Infrastructure Sustainability (BI)**
- 4. Agriculture & Food Security (AF)**
- 5. Housing Attainability (HA)**
- 6. Community Capacity (CC)**
- 7. Internal to Community (IC) - this was added for projects aligned more closely with local resiliency strategies**

1: Leverage the Unique Assets of Rural Colorado

Linkage – Agriculture & Food Security (AF), Building & Infrastructure Sustainability (BI), Climate & Natural Hazard Resiliency (CN), Community Capacity (CC), Future Ready Economy & Workforce (EW)

Projects:

1. Agricultural Sector Opportunities (CDAP #1, Resiliency AF3, EW2).
2. Local Food Economy (CDAP #2, Resiliency AF3).
3. Area Attractions & Visitation in Dolores (CDAP #4, Resiliency EW3).
4. Ute Mountain Industrial Park (CDAP #5, Resiliency CC1, EW3).
5. Paths to Mesa Verde Trail (CDAP #15, Resiliency BI1).
6. Lake McPhee Recreation Plan (CDAP #16, Resiliency BI4).
7. Pursue County-wide Trails Plan (CDAP #17, Resiliency BI1).
8. Address Native Fishery Health Below McPhee Reservoir (CDAP #18, Resiliency BI2).
9. Forest Health, Water & Wildfire Risks CDAP #23, Resiliency CN2).
10. Agriculture Industry: Supportive Businesses (CDAP #28, Resiliency AF3, EW3).
11. Film Industry (CDAP #29, Resiliency EW3).
12. Low-elevation Public Shooting Ranges (CDAP #33, Resiliency EW3).

13. Painted Hand Pueblo (CDAP #39, Resiliency BI1, CC3).
14. Grazing Yellow Jacket, Flodine (CDAP #40, Resiliency all).
15. BLM Aqueduct Trail System (CDAP #41, Resiliency CC3).

2: Save Coloradoans Money on Healthcare

Linkage – Community Capacity (CC)

Projects:

1. Southwest Memorial Hospital (CDAP #10, Resiliency CC3).

3: Fulfill Every Child’s Potential

Linkage – Future Ready Economy & Workforce (EW), Community Capacity (CC)

Projects:

1. Montezuma County Schools (CDAP #8, Resiliency EW4, CC2).

4: Support Local Community Success in Energy Transmission

Linkage – Building & Infrastructure Sustainability (BI)

Projects:

1. Solar Array (CDAP #3, Resiliency BI1).

5: Make Critical Investment in Community Infrastructure

Linkage – Building & Infrastructure Sustainability (BI), Community Capacity (CC), Housing Attainability (HA), Climate and Natural Hazard Resiliency (CN),

Projects

1. Pueblo Community College Southwest: Distance Course Offerings & Student Enrollment in Early College Concurrent Courses in Academic & CTE programs (CDAP #9, Resiliency EW5, CC3).
2. Calkins School Building in Cortez (CDAP #11, Resiliency BI5).
3. Historic Mancos Opera House (CDAP #12, Resiliency BI5).
4. Affordable Home Ownership & Educational Programs (CDAP #13, Resiliency HA2).
5. Main St. Bridge in Mancos (CDAP #19, Resiliency BI1).
6. Town of Dolores Water & Wastewater Infrastructure (CDAP #20, Resiliency BI3).
7. Broadband Fiber Optic Connections (CDAP #24, Resiliency BI1, EW1).
8. Expand Transit Networks throughout County (CDAP #25, Resiliency BI1).
9. Establish Work & Technology Training Infrastructure Project (CDAP #26, Resiliency CC2, EW1).
10. Housing Manufacturing (CDAP #27, Resiliency EW3, HA1).
11. Expand utilities (CDAP #30, Resiliency BI4).
12. Rail Connection (CDAP #31, Resiliency BI1).
13. Marketing, Arts & Culture: Town of Mancos (CDAP #34, Resiliency CC3).
14. Public Services & Infrastructure: Town of Mancos (CDAP #35, Resiliency BI2, CC3).
15. Business/Commercial Development: Town of Mancos (CDAP #36, Resiliency CC3).
16. Walkability, Streetscape & Wayfinding: Town of Mancos (CDAP #37, Resiliency CC3).
17. Outrider stops and shelter improvements in Mancos & Cortez (CDAP #42, Resiliency BI1).
18. US 160 wildlife fencing and underpass (CDAP #43, Resiliency BI1).
19. US 160 and CR 30.1 intersection improvements at Phil's World (CDAP #44, Resiliency BI1).
20. CO 145/US 160 Cortez, Dolores, Rico Heater Re-pave (CDAP #45, Resiliency BI1).

6: Invest in Roads and Bridges

Linkage – Building & Infrastructure Sustainability (BI)

Projects

1. Planned Forest Service Road Projects (CDAP #21, Resiliency BI1).
2. Jurisdiction of Dolores Norwood Road USFS Road 526 (CDAP #22, Resiliency BI1).

7: Build on Successful Economic Development Programs

Linkage – Community Capacity (CC2), Future Ready Economy & Workforce (EW),

Projects

1. Vacant Business Spaces in Mancos (CDAP #6, Resiliency Ew3).
2. 20-acre Industrial Park in Cortez (CDAP #7, Resiliency EW3).
3. City of Cortez Land Use Code (CDAP #14, Resiliency CC3).
4. Ute Mountain Ute Tribe 2019 – 2024 CEDS (CDAP #38, Resiliency all initiatives).

EVALUATION FRAMEWORK

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

Performance Measures

1. CDAP Project Completion 2001 - 2020

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

Completed CDAP Projects 2001-2020

Montezuma County

Part of the Comprehensive Economic Development Strategy (CEDS) process is tracking and evaluating the effectiveness and job creation of the Community Development Action Plan (CDAP) in your communities. Completed projects from the CDAP are listed below.

Items listed on the following page under bold headings have been completed since the last approved CDAP cycle from 2018-2020.

Projects Completed Between 2001-2016

One Stop Career Center
Shared facilities for economic development groups in Welcome Center
Built new jail facility
Pave Hovenweep Road
Pedestrian Master Plan
Dolores River Water Shed Forum
Dolores River Valley Comprehensive Plan
US Highway 160 Bypass Reconstruction Project
Establish Adult Learning Center
Forest Service HWY designation for the Dolores/Norwood Road
Enterprise Zone project designation for the Pinon Project Family Resource Center
Constructed Sophia Retreat & Conference Center in Dolores
Upgrades to Montezuma County Fairgrounds
Improvements to Lewis Arriola Community Center
Constructed sidewalks along Railroad Avenue, Dolores
Housing Needs Assessment
Constructed Town of Dolores Maintenance Facility
Obtained Forest Service Building in Dolores
Dolores Water Tank Stabilization
Complete Regional Transit Feasibility Study
Complete safety improvements to US 491 and County Road M,
Dolores Sidewalks down Central Ave. from 3rd Street to 11th Street
Creation of Southwest Colorado Community College
New Wastewater Treatment Plant in Mancos
Construct Integrated Health and Mental facility

Mancos Watershed Planning Project
Preserve Montezuma Valley Bank Building in Downtown Cortez
Constructed Micro-hydro Plant northeast of Cortez
Construct Breakwater for McPhee Reservoir
Completed priority highway and intersection improvements planned throughout County
Sustain Independent Law enforcement Agency in Mancos
Upgraded Mancos Community Center
Expanded parking facilities for Mancos schools
Complete Sidewalk Project in Downtown Dolores
Keep Community Health Clinic in Mancos
Downtown Dolores Revitalization Project
Staff position for Montezuma Community Economic Development Association
Expanded County buildings
Maintained commuter air service
Develop Bike lanes through Cortez
Completed 14 miles US 491/160 Surface Treatment Project from NM State Line to Towaoc
SH 145 at CR P intersection improvements and turn lanes

Projects Completed Between 2016-2018

Agriculture

- Build Market for Ute Mt Ute Cornmeal Product

Arts & Culture

- Mancos - Obtain Creative District Certification

Education

- Sustain Charter & Schools of Choice in County - Children's Kiva Montessori
- New High School Facility in Cortez

Health & Human Services

- Build New Patient Wing at Southwest Memorial Hospital
- Increase Number of Physicians in County – Axis Health Systems created 3 new FTEs and implemented tele-video capabilities to allow patients access to specialty services such as psychiatry.

Historic Preservation

- McElmo Flume Preservation & Historic Designation

Public Infrastructure

- Construct New Courthouse
- Replace Cortez City Hall

Public/Private Lands

- Combat/Control Tamarisk & Other Noxious Weeds
- Resurface Echo Basin Road (NFSR 566) -2 miles

Telecom

- Cortez Fiber Project Phase I - construction of Phase 1 fiber to the business

Transportation

- Complete Mancos Corridor Improvement/Access Control Plan for Highway 160
- Complete Priority Highway & Intersection Improvements:
 - US 491 Cortez to CR M which included relocation of utilities, re-alignment of CR25 with US 491 & repaving

Projects Completed Between 2018-2020

Health & Human Services

- Host a Community Health Clinic on the Dolores High School Campus
- Collective Impact Initiative –Team UP Builds Cradle to Career Collective Impact Partnerships to Serve At-Risk Children
- Create Montezuma Avenue Historic District

Historic Preservation

- Remodel County Social Services Building to House the Montezuma Heritage Museum

Housing

- Complete New Building and Implement New Programs for The Bridge Shelter

Parks and Recreation

- Rebuild Playground at Joe Rowell Park

Public Infrastructure

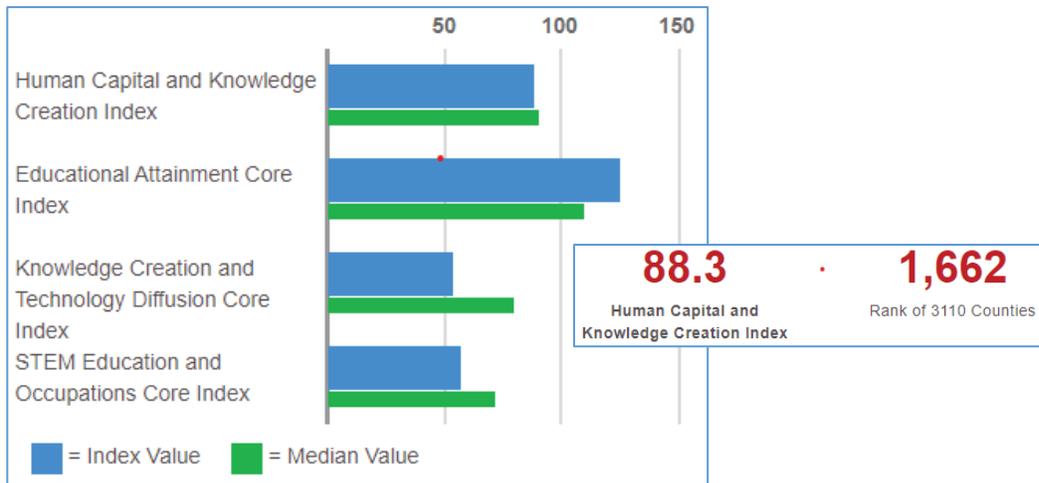
- Upgrade County Fairgrounds Facility & Explore Construction of a Convention Center

Transportation

- Complete Priority Highway, County Road & Intersection Improvements
- Implement Priority Projects in Capital Inventory Asset Plan – Town of Mancos

2. Montezuma County Human Capital and Creation Index Compared to All Other U.S. Counties

<https://www.statsamerica.org/>



Measure	Index	Rank
📍 "Salad Days" Population Growth (Ages 25-44)	107.1	1,261
Educational Attainment Core Index	124.5	979
📍 High School Attainment (Ages 18-24)	51.3	3,026
📍 Some College, No Degree (Age 25+)	178.7	329
📍 Associate Degree (Age 25+)	89.1	1,856
📍 Bachelor's Degree (Age 25+)	133.3	850
📍 Graduate Degree (Age 25+)	170.1	390
Knowledge Creation and Technology Diffusion Core Index	53.1	2,145
📍 Patent Technology Diffusion	85.1	1,550
📍 University-Based Knowledge Spillovers	0.0	2,124
📍 Business Incubator Spillovers	74.1	2,390
STEM Education and Occupations Core Index	56.8	2,213
📍 STEM Degree Creation (per 1,000 Population)	0.0	802
📍 Technology-Based Knowledge Occupation Clusters	87.8	1,932
📍 High-Tech Industry Employment Share	82.7	1,950

Human capital and knowledge creation affect the degree to which a county's labor force is able to engage in innovative activities. Growth in a county's workforce ages 25 to 44 signifies that a county is becoming increasingly attractive to younger (arguably more energetic) workers—those more likely to contribute to innovation. Counties with high levels of human capital are those with enhanced knowledge, measured by educational attainment, patent diffusion, knowledge spillover, business incubator presence, STEM degree holders and occupations, and the share of high-tech employment. Higher levels of human capital are associated with higher levels of innovation and faster diffusion of technology.

3. Montezuma County Economic Performance Compared to All Other U.S. Counties

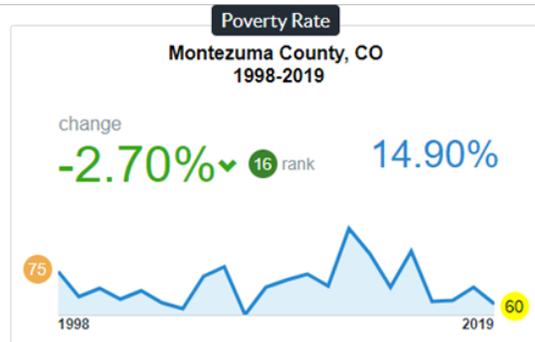
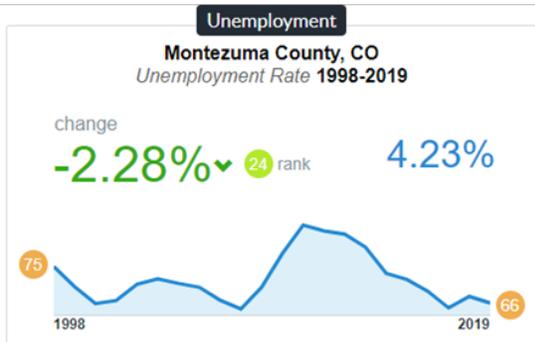
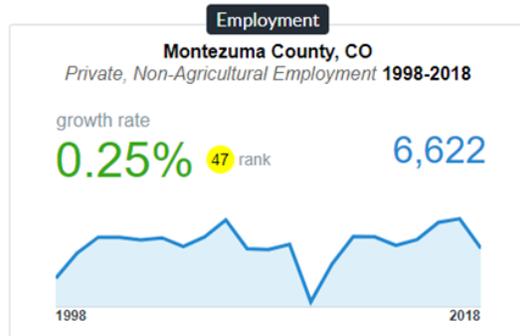
https://clustermapping.us/region/county/montezuma_county_co/performance

Ranks are by percentile from 1-100 among all 3221 U.S. counties:
 ● 1-20 (first quintile) ● 21-40 (second quintile) ● 41-60 (third quintile) ● 61-80 (fourth quintile) ● 81-100 (fifth quintile)

Performance

Regional economic performance can be measured by indicators of overall performance directly related to the standard of living in a region, as well as intermediate indicators of economic activity that may or may not translate into a region's standard of living.

Outcomes



SUMMARY BACKGROUND

History and Economic Trends

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

Ute Mountain Ute Indian Tribe

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

The Ute Mountain Ute Tribe's land is 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 2019 was 2,134 with most 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 2019, the Tribe was one of the largest employers in Montezuma County with ~1,300 jobs in all aspects of tribal government and operations, and at their Ute Mountain Casino and RV Park. The Colorado Ute Water Settlement Act of 1988 mandated, through the building of the Dolores Project and McPhee Reservoir, that drinking and irrigation water be provided to the reservation. This has dramatically expanded farming and ranching operations. Other tribal resources include income from oil and gas wells, and tribal enterprises that revolve around tourism such as the Tribe's Ute Mountain Ute Tribal Park and the Ute Mountain Indian Trading Company & Gallery. The Tribe has updated their *Ute Mountain Ute Tribe Comprehensive Economic Development Strategy* (2019 - 2024).

Cortez

Mining and logging settlements (Rico and Dolores) at higher altitudes created a demand for agricultural products that could only be grown at lower elevations in the richer soils of the Montezuma Valley. The challenge was water, with an average annual rainfall of only 13". The Dolores River, which originally ran through the Montezuma Valley and connected with the McElmo drainage, had been turned north by a geologic uplift in prehistoric times leaving the Montezuma Valley without a major river. The developers of the Montezuma Valley Irrigation Company punched through the uplift near the "Big Bend" bringing water into the valley for irrigation, as well as water to support the growth of Cortez, established in 1886. The growth that Cortez experienced in the 1950s and '60s was spurred by the development of the "Aneth Oil Field" in Southeastern Utah, which was accessed via McElmo Canyon. With Cortez as the nearest full-service town, many of the oil field workers and their families made it their home. It was during the oil boom that streets were paved, schools were built, and several subdivisions were developed in Cortez.

The development and paving of Highways 666 (now Hwy 491) and 160 opened Cortez as a regional trade center for the surrounding agricultural areas and Indian Tribes. When the energy boom busted in the 1960s, Cortez gradually developed a tourism economy based on the presence of Mesa Verde National Park and its location on Highway 160, the major east/west corridor in the area. In the 1980s the Bureau of Reclamation began construction on McPhee Reservoir, which when completed in 1995 provided irrigation water to 35,000 newly irrigated acres (including 7,500 acres on the Ute Mountain Ute Reservation) and supplemental water to 25,000 acres in the Montezuma Valley irrigation system. This project, known as the Dolores Project, also provides long-term water supplies to Towaoc, Cortez and Dolores.

Dolores

Big Bend was the original town along the Dolores River. When the Rio Grande Southern Railway (RGS) bypassed the town, Big Bend was abandoned, and the town's population moved upstream to found the present Town of Dolores. The RGS carried supplies and miners heading for the silver mines of Rico and Telluride. By the turn of the century, the mining boom had played out and the remaining settlers turned to subsistence agriculture and the export of agricultural and timber products. The mining boom had left behind a narrow-gauge rail network that connected Dolores and Mancos with Durango and markets in Denver and the Midwest. Between 1924 and 1944, the mill town of McPhee (linked to Dolores by rail) was harvesting Ponderosa Pine and was one of the largest mills in the West. By the end of World War II, the mill had burned down, and McPhee was virtually abandoned. In the 1980s the construction of McPhee Reservoir (the Dolores Project), and its extensive irrigation systems, allowed increased agricultural production and enhanced recreational opportunities for locals and tourists.

Mancos

The Mancos Valley was settled by ranching families in the early 1880s, including the Quaker Wetherill Family from Pennsylvania. The Wetherills ranched in the Southern part of the Mancos Valley and were the first non-natives to extensively explore the cliff dwellings of Mesa Verde. In 1891 the Rio Grande Southern Railway reached Mancos on its way to the silver mines of Telluride and Rico. Mancos boomed, becoming a thriving commercial center based on lumber, cattle and produce grown in the Montezuma Valley. When the energy boom busted in the 1960s, Mancos developed a growing tourism economy based on the presence of Mesa Verde National Park. Presently, the Town of Mancos retains a heritage based on ranching and the manufacture of timber products. The area also provides many recreational opportunities within the San Juan National Forest, and Jackson Gulch Lake, which is in the Mancos State Recreation Area.

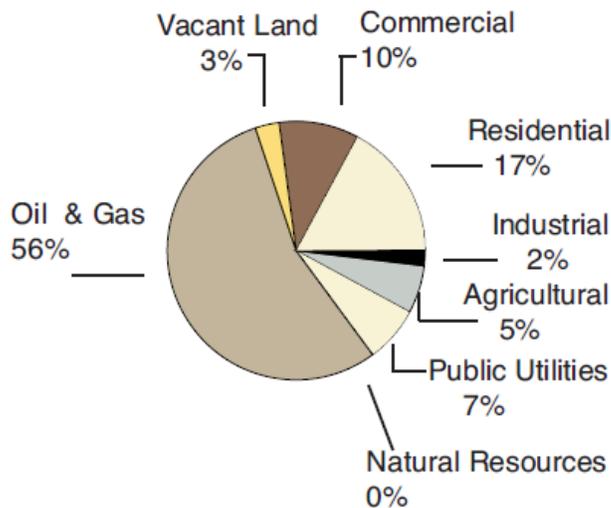
Montezuma County Government

Montezuma County is one of 64 counties created by the State of Colorado. The responsibilities of implementing state law and managing county business are shared by elected officials including Assessor, Clerk and Recorder, Coroner, Sheriff, County Surveyor, and Treasurer. An elected three-member Board of County Commissioners is the chief legislative and executive body of the County. Their duties include overseeing county budget¹, land use policy, social services, road maintenance and construction, and public health programs. In addition to these nine elected officials, the county employed a staff of 215 full time employees in 2019.

Expenditures

Montezuma County provides many different services to its citizens, including roads and bridges, public safety and health and welfare. ² Property tax revenues are distributed among municipalities, school districts, and special districts such as fire protection and sanitation.

Where The County Revenue Comes From



Revenues are produced from a variety of sources, including property taxes, non-local tax sources such as federal and state funding for social services programs and highway user taxes, and a lodging tax of 1.9%.

Property taxes accounted for 31% of County revenues. Oil, gas and other natural resources produced 62% of property tax revenues. Oil and gas production and equipment is assessed at 87.5% of the actual value of production, as opposed to a 9.15% assessment ratio for residential properties and 29% for all other properties (including oil & gas equipment).

Infrastructure and Services

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

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

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

¹ <https://montezumacounty.org/wp-content/uploads/2020/09/2020-Adopted-Budget.pdf>

² https://montezumacounty.org/wp-content/uploads/2021/01/PROOF-MZ-CTY-ASSESSOR-LEVIES-2020-Printed-jan-2021_MZ-CTY-ASSESSOR-LEVIES.pdf

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

Solid Waste - Cortez provides trash pick-up. Most of the rural area is served by Waste Management, Countryside Disposal, Rowe & Sons, County Landfill, York Industries Recycling, Uncle Junkies Junk Removal. There are also a variety of private waste haulers for the Town of Mancos. Waste Management provides service for the Town of Dolores.

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

Telephone - Depending on location, the area is served by Century Link, and Farmers Telephone.

Medical Facilities - Southwest Memorial Hospital in Cortez provides ICU/critical care, a medical-surgical unit, a Family Birthing Center, a same day care unit, as well as emergency room services that are available 24 hrs. a day, 7 days a week. There are also physicians providing a wide variety of medical specialties. Southwest Memorial is a Level III trauma center and is licensed for 49 beds. Dolores Medical Center in the Town of Dolores provides family practice, has one physician and one nurse practitioner. There is 24-hour coverage of practice patients, but no 24-hour emergency services (open Monday-Tuesday-Thursday 9-4; Wednesday and Friday 9-1).

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

Major Employers - [2019] Top 10 Employers: Ute Mountain Casino (400), Cortez School District RE-1 (394), Ute Mtn. Ute Tribe – Government (357), Southwest Memorial Hospital (352), Wal-Mart (280), Montezuma County (215), Weeminuche Construction Authority (150), Pasco SW Inc. (149), City of Cortez (133), , City Market (120).

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

Housing - According to the MLS, in 2020 (through November) the median home price for a single-family residential unit in Cortez was \$352,700 in Mancos and \$319,000 in the Town of Dolores.

Childcare Availability - Montezuma: 1,682 Total Slots (Ages 0-5). Data Source: Childcare Resource and Referral.

Long term care facilities for seniors - There are 2 licensed facilities with a total of 161 beds. There are 5 assisted living facilities with 127 beds. Data Source: San Juan Basin Area Agency on Aging

Estimated number of persons without health insurance – 5,755 (23%). Data Source: U.S. Census Bureau

Demographics

Population – Between 2010 and 2019, Montezuma County grew from 25,532 to 26,160 people with most of the growth occurring in Mancos.

Unincorporated areas of the county include the Ute Mountain Ute Indian Tribe, headquartered in Towaoc, which is located 12 miles southwest of Cortez. The tribal enrollment in 2019 was estimated at 2,134 members.

	2010	2019	Ann. Avg % Change 2010-19
Montezuma	25,532	26,160	0.3%
Cortez	8,481	8,723	0.3%
Dolores	936	966	0.4%
Mancos	1,337	1,419	0.7%
Unincorporated	14,775	15,052	0.2%

Source: Colorado State Demography Office

Population growth in the county was 33% natural causes (births and deaths), and 67% net migration. The population is expected to grow at a moderate rate through 2035.

Other pertinent demographics of Montezuma County are provided by the American Community Survey (ACS 2018) <http://www.census.gov/acs/www/>. Median home price is from Local MLS (2019).

Median Age	44
Working from Home	7%
Median Household Income	\$ 46,797
Median Home Price	\$ 259,000
Homeownership	71%
Non-white Population	19%
Poverty Rate	16%
Bachelors Degree or Higher	29%

Snapshot of the Local Economy

Unemployment Rates

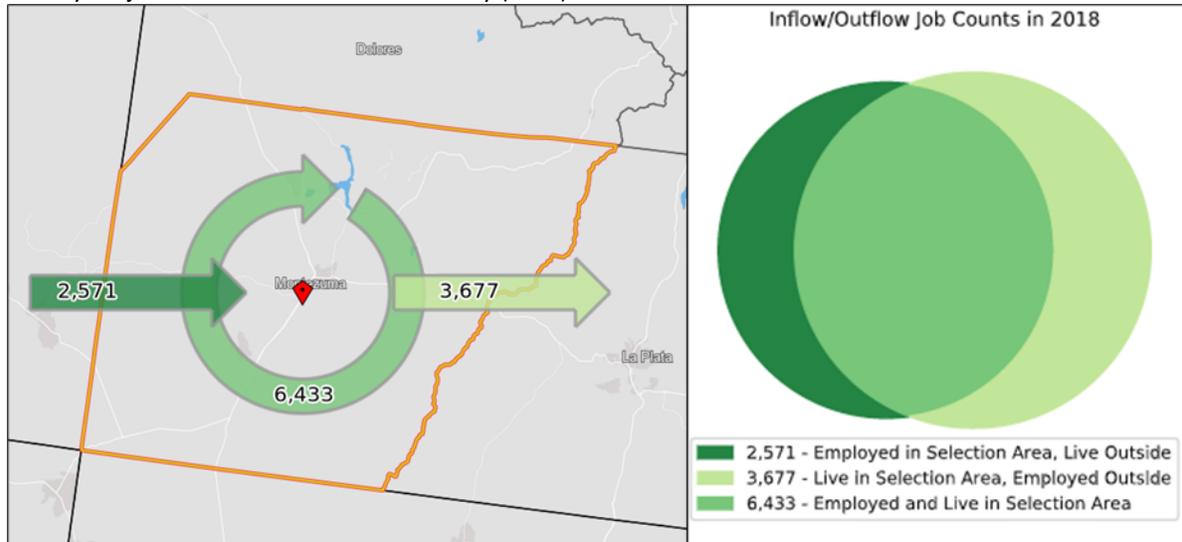
Unemployment Rates 2019				
Location	Labor Force	Employed	Unemployed	Unemployment Rate
USA				3.9%
Colorado				2.8%
Archuleta	6,937	6,717	220	3.2%
Dolores	1,164	1,129	35	3.0%
La Plata	32,305	31,495	810	2.5%
Montezuma	13,038	12,486	552	4.2%
San Juan	570	553	17	3.0%

In 2019, county unemployment rates (4.2%) were higher than the state (2.8%) and the nation (3.9%).

Source: Colorado Labor Market CDLE-LMI

Commuting

People commute to where the jobs are but take their paychecks home. This influences how we evaluate employment, whether by place of work or by residence. In 2018 most of the workers commuting out of the county for jobs are going to La Plata County (6.8%). Many of the workers commuting into Montezuma County for jobs are also from La Plata County (2.2%).



Jobs Counts by Places (Cities, CDPs, etc.) Where Workers are Employed - All Jobs 2018			Jobs Counts by Places (Cities, CDPs, etc.) Where Workers Live - All Jobs 2018		
	Count	Share		Count	Share
All Places (Cities, CDPs, etc.)	10,110	100.0%	All Places (Cities, CDPs, etc.)	9,004	100.0%
Cortez city, CO	3,943	39.0%	Cortez city, CO	2,717	30.2%
Durango city, CO	686	6.8%	Towaoc CDP, CO	276	3.1%
Towaoc CDP, CO	339	3.4%	Mancos town, CO	256	2.8%
Mancos town, CO	284	2.8%	Durango city, CO	200	2.2%
Dolores town, CO	272	2.7%	Dolores town, CO	182	2.0%
Grand Junction city, CO	208	2.1%	Farmington city, NM	121	1.3%
Denver city, CO	176	1.7%	Lewis CDP, CO	71	0.8%
Farmington city, NM	157	1.6%	Grand Junction city, CO	59	0.7%
Colorado Springs city, CO	94	0.9%	Montrose city, CO	55	0.6%
Montrose city, CO	89	0.9%	Colorado Springs city, CO	53	0.6%
All Other Locations	3,862	38.2%	All Other Locations	5,014	55.7%

Area Name	County	¹ Resident Population	² All Workers	² Workers Living in Area	³ Daytime Population	⁴ Daily Commuter Population
Cortez	Montezuma	8,743	5,476	3,952	10,267	1,524
Dolores	Montezuma	963	343	314	992	29
Mancos	Montezuma	1,416	368	499	1,285	(131)

Data: ¹Co State Demographer 2018; ² On the Map Census 2018;

³ Daytime Population = (Resident Population + All Workers) - Workers Living in Area

⁴ Daily Commuter Population = Daytime Population - Resident Population

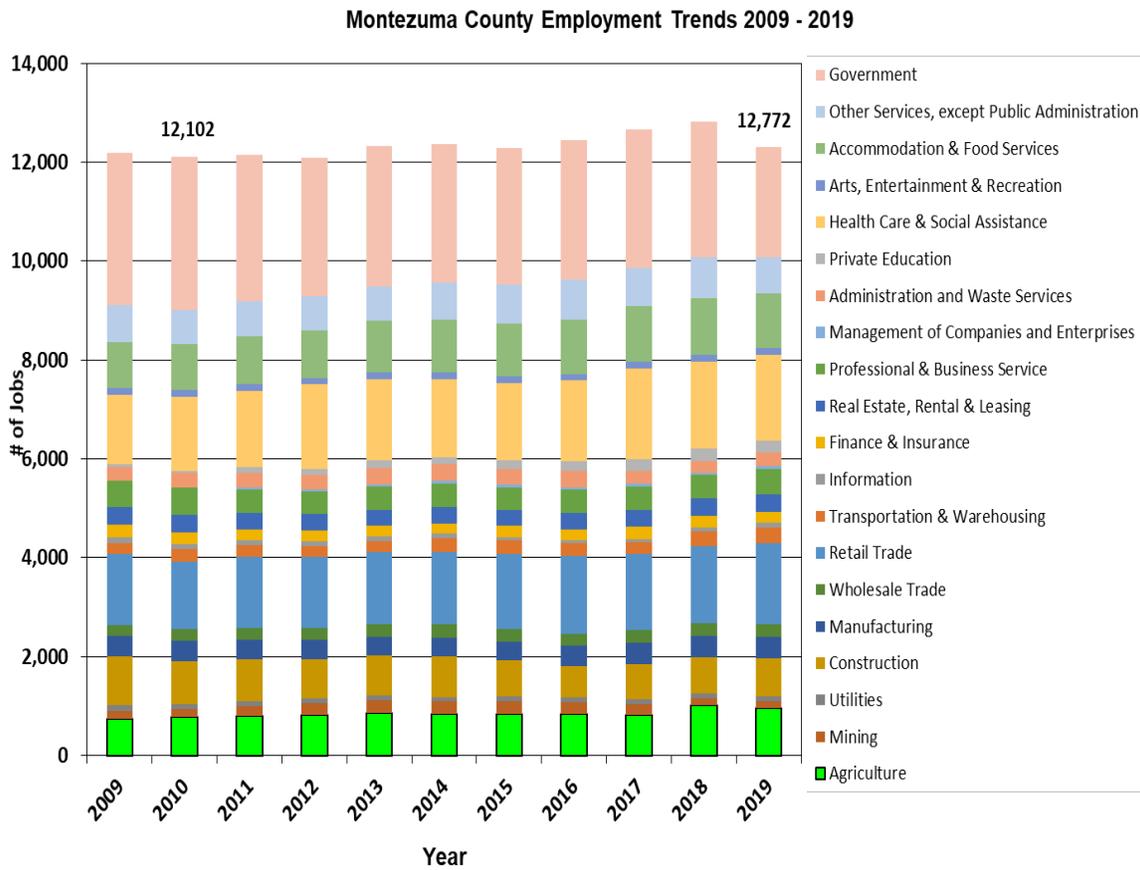
Negative commuter numbers (-131) mean that more people were coming into the community for work than were going out.

Employment Sector Trends 2009 - 2019

An employment “sector” groups jobs into categories that are alike and allows us to measure the relative strength of that industry in the local economy. Using “trend analysis” we can see how those industries have grown or declined within a specific timeframe. The following chart includes wage earners as well as proprietors (owners).

Total employment refers to the numbers and types of jobs reported by place of work – which may be outside of the county, or even the state. This data is provided by the Bureau of Economic Analysis, then is adjusted and reported by the Colorado State Demographer. It lags two years behind the current year, thus 2019 is the latest available data.

This chart demonstrates fluctuating job numbers from 2009 to 2019. Employment declined to a low point in 2010 (12,102 jobs) – the depth of the recession in the local area. Services and Government sectors have accounted for the largest proportion of the jobs in Montezuma County since 2009.



2019 Employment

Proprietors (owners) make up 24% of total employment, while wage and salary jobs account for 76%. Wages and employment are highly dependent on generally low paying service sector and retail jobs. The service sector, including all eight of the highlighted fields, employs about 38% of workers in the county. Many of the service jobs in Montezuma County support accommodation and food services and health and social assistance. Government jobs provide 21% of employment. Many of the job losses from 2014 to 2019 were in higher paying industries. Declines in the construction and mining sectors from 2014 to 2019 reflect downturns in the oil and gas industry. Growth in Health Services is expected to continue as the Baby Boomer population ages.

Montezuma County 2019 Total Employment	# of Jobs	% of Jobs	*Avg. ann. wage	# Jobs % Change 2014-2019
Agriculture	961	8%	\$ 34,917	15%
Mining	142	1%	\$ 72,528	-46%
Utilities	85	0.7%	\$ 69,297	-3%
Construction	778	6%	\$ 38,434	-5%
Manufacturing	443	3%	\$ 34,716	17%
Wholesale Trade	254	2%	\$ 57,221	-7%
Retail Trade	1,629	13%	\$ 30,659	11%
Transportation & Warehousing	327	3%	\$ 73,969	25%
Information	83	0.6%	\$ 49,720	-18%
Finance Activities	224	2%	\$ 47,635	10%
Real Estate	352	3%	\$ 39,759	8%
Professional & Business Services	512	4%	\$ 51,466	6%
Management of Companies and Enterprises	58	0.5%	\$ 90,009	12%
Administration and Waste Management	287	2%	\$ 28,904	-15%
Private Education	241	2%	\$ 33,526	65%
Health Services	1,719	13%	\$ 36,920	9%
Arts, Entertainment, and Recreation	144	1%	\$ 88,480	14%
Accommodation and Food	1,111	9%	\$ 18,575	4%
Other Services, except Public Administration	737	6%	\$ 24,989	-3%
Government	2,685	21%	\$ 39,387	-4%
Total	12,772	100%	\$ 37,223	3%

*Quarterly Census of Employment & Wages (QCEW)

Source: Colorado State Demography Office

2019 Employment Share by Wage - 12,772 Jobs

Avg. Annual Wage	Low Wage	Mid Wage	High Wage	Livable Wage
\$37,223	< \$29,778	\$29,779 - \$44,667	>\$44,668	\$52,187
	16%	49%	35%	7%

Low Wage < 80% of AAW; Mid Wage > 80% and < 120% of AAW; High Wage > 120% of AAW
Livable Wage for two working adults with two children (MIT)

Data on employment and earnings in agriculture is unusually difficult to obtain for several reasons. First, agricultural producers (farmers) are not required to report their employees under the Employment Security program. While some do, the reporting that does occur covers only a small fraction of the actual employment. Second, the industry includes large numbers of proprietor-operators (farmers) and their families, and there are no good estimates on the numbers of these that represent full-time workers. Finally, farm income fluctuates widely with market prices and changes in inventories. Thus, the income data are not necessarily an accurate measure of activity as they are in other industries.

Economic Base Analysis

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.

Montezuma 2019 Base Industries	# of Jobs	% of Jobs
Agribusiness	1,151	12%
Mining	209	2%
Manufacturing	267	3%
Government	480	5%
Regional Services	1,986	21%
Tourism	1,517	16%
Households	3,733	40%
Total	9,343	100%

In Montezuma County the largest base employment industries are Regional Services (21%) and households (40%) that spend money earned elsewhere (i.e., retirees).

Local resident services provide services to residents and **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. 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. 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.

Enterprise Zones – Region 9 administers the Southwest Colorado Enterprise Zone program. All of Montezuma County is a designated Enterprise Zone. <https://region9edd.org/enterprise-zone>.

Opportunity Zones – Census tract 9411, which encompasses the Ute Mountain Indian Reservation, is an eligible Opportunity Zone. <https://region9edd.org/oz-projects>.

More detailed information regarding Montezuma County is available at www.scan.org under regional data.

Per Capita Income

Per Capita Income 2019		
	PCI 2019	% of USA
USA	\$ 56,490	100%
Colorado	\$ 61,157	108%
Montezuma	\$ 43,542	77%

In 2019, Montezuma had a per capita personal income (PCPI) of \$43,542. This PCPI ranked 45th in the state and was 71 percent of the state average, \$61,157, and 103 percent of the national average, \$56,490.

Source: Bureau of Economic Analysis

Total Personal Income

Montezuma 2019 Total Personal Income (\$000)		% of Total
Employment Earnings	\$ 569,383	47%
Residency Adjustment	\$ 83,443	7%
Dividends, Interest & Rent	\$ 274,585	22%
Transfer Payments	\$ 296,090	24%
Estimated TPI	\$ 1,223,501	100%

In 2019, Montezuma had a total personal income (TPI) of \$1,223,501,000. This personal income ranked 25th in the state and accounted for 0.3 percent of the state total. Estimated payments to retirees accounted for about 14% of the estimated TPI in Montezuma County in

Source: Bureau of Economic Analysis

2019. That was \$173,899,000

Total Personal Income Trends 1970 - 2019

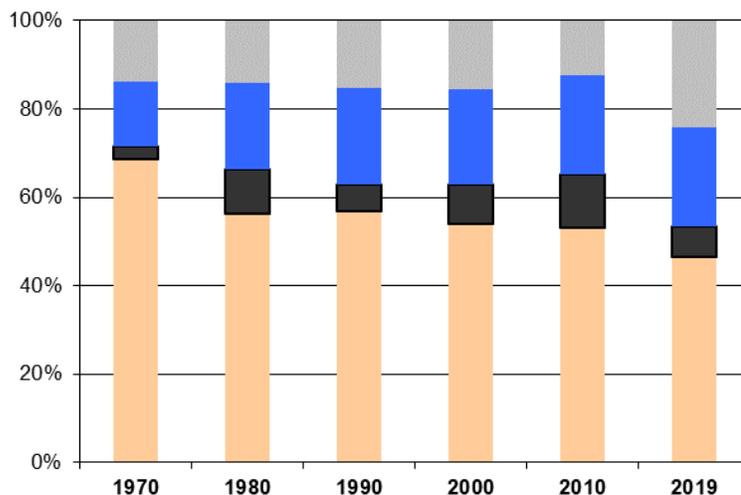
In addition to employment income, money enters the local economy from other sources. Total Personal Income (TPI) is the sum of all personal income that flows into the county. The following chart examines the components of TPI and how the proportions of this income have changed over time.

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

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

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

Earnings are derived by place of work, including farm and non-farm earnings. Less Social Security contributions.



Generally, from 1970 to 2019, we see a trend of decreasing employment income, and increasing income from dividends, interest and rent, and transfer payments. Residency adjustments illustrate how the economy of each county is tied to others as people commute to where the jobs are but take their paychecks home.

COMMUNITY DEVELOPMENT ACTION PLAN

The *Community Development Action Plan* (CDAP) is a list of short-term projects (**defined as two years or less**). Initial drafts of the CDAPs are developed through review of current projects, planning documents, small group discussions and interviews with community stakeholders, and those working on community projects. The CDAPs are presented at various community and public meetings and distributed for public comment for a period of one month. The final drafts are presented to each county's Board of Commissioners for approval. The approved copies are included as part of this document. The CDAPs are useful tools for organizations working with communities and have evolved into being the central source for listing the full range of projects that are in process or are desired. The CDAPs are used as the official community plan required for eligibility for many federal and state funding sources.

The 2021 Montezuma County CDAP has a total of 45 projects that were developed by stakeholders and subsequently approved by the County Commissioners on August 24th, 2021, signed by Jim Candelaria – Chairperson.

Recognizing that the COVID pandemic will impact the economy for years to come, this CEDS focuses on aligning regional strategies with state strategies for addressing equitable and resilient economic growth.

The CDAP projects were aligned with the [State Rural Economic Blueprint](#). Priorities from the State Blueprint are assigned to specific projects in the CDAP. Priorities are numbered below for reference rather than level of importance.

1. **Leverage the Unique Assets of Rural Colorado**
2. **Save Coloradoans Money on Healthcare**
3. **Fulfill Every Child's Potential**
4. **Support Local Community Success in Energy Transmission**
5. **Make Critical Investment in Community Infrastructure**
6. **Invest in Roads and Bridges**
7. **Build on Successful Economic Development Programs**
8. **Community Identified Priorities – this was added for projects aligned more closely with local economic priorities**

The CDAP projects were also linked to six resiliency strategies identified in the [Colorado Resiliency Framework](#), which addresses potential and interrelated economic, social, and environmental risks and vulnerabilities. Abbreviations are listed next to the strategies in the CDAP along with a number representing the supporting strategy. Please refer to the Colorado Resiliency Framework document for details.

1. **Future Ready Economy & Workforce (EW)**
2. **Climate & Natural Hazard Resiliency (CN)**
3. **Building & Infrastructure Sustainability (BI)**
4. **Agriculture & Food Security (AF)**
5. **Housing Attainability (HA)**
6. **Community Capacity (CC)**
7. **Internal to Community (IC) - this was added for projects aligned more closely with local resiliency strategies**

Currently, the CDAP list displays: Project #, Rank, Category, State Economic Development Priority, Resiliency Linkage, Primary Partners, Funding Resources, Cost Estimate, Jobs and Outcomes & Impacts.

CDAP Project Ranking

Ranking Criteria

- Is relevant to economic or community development – aligns with community master plans and priorities or state economic priorities.
- Is relevant to economic or community resiliency – aligns with state resiliency framework.
- Is within the community’s and primary partners ability to influence.
- Metrics address progress and impact.
- Metrics are comparable to other counties, regions, state.
- Data is readily available and accessible to community members.

Rank		
High	Medium	Low
Must meet at least 4 criteria	Must meet at least 3 criteria	Must meet at least 2 criteria

Guidelines for CDAP Review & Project Additions

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

Criteria for Adding CDAP Projects out of Cycle:

Is the proposed project required to be part of a community plan?

Is project happening before next CDAP revision?

Does project fit a CDAP definition?

CDAP #	Project	Rank
1	Maintain & Expand Agricultural Sector & Local Food Economy	High
2	Homegrown Talent Initiative- Montezuma-Cortez High School	High
3	Solar Array	High
4	Area Attractions & Visitation in Dolores	High
5	Ute Mountain Industrial Park	High
9	Pueblo Community College Southwest	High
10	Southwest Memorial Hospital	High
15	Paths to Mesa Verde Trail	High
16	Lake McPhee Recreation Plan	High
17	Pursue County-wide Trails Plan	High
20	Town of Dolores Water & Wastewater Infrastructure	High
21	Planned Forest Service Road Projects	High
23	Forest Health, Water & Wildfire Risks	High
24	Broadband Fiber Optic Connections	High
26	Establish Work & Technology Training Infrastructure Project	High
27	Housing Manufacturing	High
28	Agriculture Industry: Supportive Businesses	High
35	Public Services & Infrastructure: Town of Mancos	High
36	Business/Commercial Development: Town of Mancos	High
37	Walkability, Streetscape & Wayfinding: Town of Mancos	High
38	Ute Mountain Ute Tribe Comprehensive Economic Development Strategy 2019-2024	High
42	Outrider stops and shelter improvements in Mancos & Cortez	High
43	US 160 wildlife fencing and underpass	High
44	US 160 and CR 30.1 intersection improvements at Phil's World	High
45	CO 145/US 160 Cortez, Dolores, Rico Heater Re-pave	High
6	Vacant Business Spaces in Mancos	Med
7	20-acre Industrial Park in Cortez	Med
8	Montezuma County Schools	Med
11	Calkins School Building in Cortez	Med
12	Historic Mancos Opera House	Med
13	Home Ownership & Educational Programs	Med
14	City of Cortez Land Use Code	Med
19	Main St. Bridge in Mancos	Med
33	Low-elevation Public Shooting Ranges	Med
34	Marketing, Arts & Culture: Town of Mancos	Med
39	Painted Hand Pueblo	Med
40	Grazing Yellow Jacket, Flodine	Med
41	BLM Aqueduct Trail System	Med
18	Address Native Fishery Health Below McPhee Reservoir	Low
22	Jurisdiction of Dolores Norwood Road USFS Road 526	Low
25	Expand Transit Networks throughout County	Low
29	Film Industry	Low
30	Expand utilities	Low
31	Rail Connection	Low
32	Public Events	Low

MONTEZUMA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
1	Maintain & Expand Agricultural Sector & Local Food Economy	High	Agriculture	Leverage the Unique Assets of Rural Colorado	Future Ready Economy & Workforce (EW2) Agriculture & Food Security (AF3)	Co. State Univ. Cooperative Extension CSU Research Center Local area growers Mesa Verde Country Local Chambers of Commerce SW Farm Fresh Cooperative Montezuma Food Coalition Montezuma Orchard Restoration Project National Young Farmers Coalition Montezuma Land Trust Conservancy	Grants USDA CSU SW Co. Research Center Local producers GoCO	N/A	N/A	1) Re-establish fruit industry by expanding products. 2) Integrate fresh pack & juicing operations. 3) Retain rural character of the county. 4) Protect lands for grazing. 5) Host regional networking & educational events. 6) CSU Extension & Mesa Verde partnership on agritourism programs. 7) Estate & succession planning for agricultural producers. 8) Increase jobs in Ag sector using 2018 as baseline. 9) Promote agricultural use of small land parcels. 10) Implement Montezuma Coalition Funds to sustain & grow local food economy. 11) Provide business education for farmers. 12) Collaborate with healthcare sector on organic & healthy foods. 13) Expand buy-local opportunities. 14) Educate media & consumers on complexity of Ag's economic impact. 15) Sustain local Farmers' Markets. 16) Educate & engage youth with outdoors & agriculture. 17) Genetic testing of fruit through Montezuma Orchard Restoration

MONTEZUMA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
2	Homegrown Talent Initiative- Montezuma-Cortez High School	High	Education	Fulfill Every Child's Potential	Future Ready Economy & Workforce (EW3-5)	M-C High School Colorado Education Initiative (CEI) Colorado Succeeds Pueblo Community College-SW Region 9 EDD Fort Lewis College Numerous industry partners	Homegrown Talent Initiative School District RE1 Fundraising	Approximately \$100,000 \$50,000 HTI 2-1 match by HTI for local funds raised Fundraised & match \$30,000	1 PT internship coordinator	1) Enhance work-based learning through job shadow, mentorships, internships, and capstones. 2) Build leadership capacity with students and staff. 3) Create regionally aligned, industry-aligned career tech education (CTE) opportunities.
3	Solar Array	High	Business Development	Support Local Community Success in Energy Transition	Building and Infrastructure Sustainability (B11)	Montezuma County Empire Electric Ute Mt Ute Tribe	Montezuma County Private investment & businesses Grants	N/A	N/A	Build Solar Array in Montezuma County. 1) Seeking private partners & investment. 2) Feasibility being determined. 3) Available land & sunlight capacity.
4	Area Attractions & Visitation in Dolores	High	Business Development	Leverage the Unique Assets of Rural Colorado	Future Ready Economy & Workforce (EW3)	Town of Dolores Dolores Chamber Businesses	Town SBDC	N/A	N/A	Utilize Area Attractions to Increase Visitation in Dolores. 1) Create & implement plan for the sustainability & retention of Town of Dolores businesses. 2) Reduce retail leakage. 3) Increase visitation to Boggy Draw & McPhee. 4) increased number of jobs located in Dolores.

MONTEZUMA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
5	Ute Mountain Industrial Park	High	Business Development	Leverage the Unique Assets of Rural Colorado	Future Ready Economy & Workforce (EW3) Community Capacity (CC1)	Ute Mt Ute Tribe	Tribe Region 9 EDD County & municipalities Private industry	N/A	15	Fill Ute Mountain Industrial Park. 1) increased number of new businesses by at least 3 in county/tribal land. 2) Diversify the economy. 3) Available space for industry.
6	Vacant Business Spaces in Mancos	Med	Business Development	Build on Successful Economic Development Programs	Future Ready Economy & Workforce (EW3)	Mancos DoLA	Town OEDIT EZ Tax credits & other incentives REDI Grant	N/A	15	Recruit Businesses to Fill Vacant Spaces in Mancos. 1) Increase sales tax revenue for Mancos. 2) Utilize Creative District Designation to increase diversity of variety of goods & services.
7	20-acre Industrial Park in Cortez	Med	Business Development	Build on Successful Economic Development Programs	Future Ready Economy & Workforce (EW3)	Cortez	State & federal funding Incentives	N/A	N/A	Recruit Businesses to 20-acre Industrial Park in Cortez. 1) increased number of jobs in County. 2) Diversify economy. 3) Create & maintain inventory of available commercial & industrial properties. 4) Market & sell lots.
8	Montezuma County Schools	Med	Education	Fulfill Every Child's Potential	Future Ready Economy & Workforce (EW4) Community Capacity (CC2)	Cortez Dolores & Mancos School Districts Ute Mt Ute Tribe	Gateway to College Program School Accountability Committees BEST grant	N/A	1 FTE	1) Expand continuum of service from early childhood to high school. 2) Increase school readiness. 3) Identify and address student and teacher retention issues. 4) Collaborate with Ute Mountain Ute Tribe on programming. 5) Seek funding opportunities.

MONTEZUMA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
9	Pueblo Community College Southwest	High	Education	Make Critical Investment in Community Infrastructure	Future Ready Economy & Workforce (EW5) Community Capacity (CC3)	Pueblo Community College Southwest (PCCSW) Regional School Districts Fort Lewis College Local businesses	Colorado Community College Carl Perkins Grant & Amendment 50 PCCSW Regional school districts Donations Student fees	N/A	Retain existing staff	1) Provide local jobs by retaining existing faculty positions & increasing staff through adjunct & part time employees as program enrollment demands. 2) Increased offerings to students through concurrent enrollment and career tech education (CTE) pathways. 3) Collaborate with regional organizations to explore ways to address out-migration of youth. 4) Seek capital investments for program start-ups, upgrades & new technologies.
10	Southwest Memorial Hospital	High	Health & Human Services	Save Coloradoans' Money on Healthcare	Community Capacity (CC3)	Southwest Memorial Hospital Foundation Colorado Rural Health Center Axis Health System Southwest Health Net	Colorado Rural Outreach Placement Grants Federal Rural Health Clinic Program EZ Project designation	N/A	Maintain & grow current employee numbers	Sustain Southwest Memorial Hospital as a Primary Rural Provider. 1) Sustain medical community's ability to accept new Medicaid patients. 2) Sustain medical community's ability to accommodate growing aging population 3) Implementation of tele-video capabilities through Axis Health Systems to allow patients access to specialty services such as psychiatry. 4) Keep Southwest Memorial Hospital Foundation as an Enterprise Zone Project. 5) Implement recommendations from Economic Impact Study on Hospital job impact.

MONTEZUMA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
11	Calkins School Building in Cortez	Med	Historic Preservation	Make Critical Investment in Community Infrastructure	Building and Infrastructure Sustainability (B15)	Cortez School District Cortez Historic Preservation Board Montezuma Housing Authority Calkins Redevelopment LLC	Cortez School District Colorado Historical Society State, Federal & private sources Private developer Montezuma Housing Authority	N/A	Construction jobs	Complete Restoration & Reuse of Calkins School Building in Cortez. 1) Restore the building to an historic & functioning state. 2) Encourage redevelopment of other historic buildings. 3) Submit National Register designation. 4) Develop surrounding 6-acre parcel.
12	Historic Mancos Opera House	Med	Historic Preservation	Make Critical Investment in Community Infrastructure	Building and Infrastructure Sustainability (B15)	VFW Post Mancos Mancos Valley Historical Society	Town State Historical Fund Mancos Valley Historical Society	N/A	Construction jobs	1) Restore the building for public use.
13	Home Ownership & Educational Programs	Med	Housing	Make Critical Investment in Community Infrastructure	Housing Attainability (HA2)	HomesFund Habitat for Humanity	CDFI CDBG Private contributions	N/A	Workforce recruitment/ retain	1) Collaborate with County and towns to explore ways to meet changing housing needs. 2) Increase the homebuyer education classes in Montezuma County over the prior year.
14	City of Cortez Land Use Code	Med	Land Use	Build on Successful Economic Development Programs	Community Capacity (CC3)	Cortez Community Advisory Team	Orton Family Foundation Gates Family Foundation Cortez DoLA American Planning Association	N/A	One part-time Project Coordinator & one Planner position	Complete Rewrite City of Cortez Land Use Code 1) Released the Draft Comprehensive Plan updates for review. 2) Strengthen long-term economic viability.

MONTEZUMA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
15	Paths to Mesa Verde Trail	High	Parks and Recreation	Leverage the Unique Assets of Rural Colorado	Building and Infrastructure Sustainability (BI1)	Montezuma County Recreation Committee Cortez Mancos National Park Service Mesa Verde National Park Bureau of Land Mgt CDOT	CDOT Enhancement Funds Federal highway funds GoCO	Mancos to Mesa Verde \$5.8 M for 6 Miles of 10' wide crusher fines ADA Pathway. Cortez to Mesa Verde; \$14 M 11 miles 10' wide crusher fines ADA pathway, bridges, and highway underpass.	N/A	1) Develop a 7-mile multi-use trail from Denny Lake to the Montezuma Fairgrounds. 2) Continue trail from fairgrounds to Mesa Verde Visitor Center. 3) Continue path into Mancos.
16	Lake McPhee Recreation Plan	High	Public Lands	Leverage the Unique Assets of Rural Colorado	Building and Infrastructure Sustainability (BI4)	Montezuma County Recreation Committee Dolores Colorado US Forest Service CPW-USFWS Dolores Water Conservation District Colorado State Parks	GoCO USFS CPW-USFWS USDA	\$500,000 for 900' Wave Eater wave attenuation system	N/A	1) Create a comprehensive development plan. 2) Relocate & rebuild marina. 3) Recruit marina services.

MONTEZUMA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
17	Pursue County-wide Trails Plan	High	Parks and Recreation	Leverage the Unique Assets of Rural Colorado	Building and Infrastructure Sustainability (B11)	Montezuma County Recreation Committee Montezuma County Greater Dolores Action US Forest Service Bureau of Land Mgt Municipalities	Grants & donations GoCO Private businesses	N/A	Indirect jobs from increased tourism and greater County livability	Pursue County-wide Trails Plan. 1) Interconnect communities in Montezuma County by developing multi-use trails. 2) Identify & mark trails for mountain biking & hiking. 3) Attract & promote bicycling. 4) Produce maps & promote through Visitor Center, Chambers, & recreation businesses. 5) Attract residents & visitors to 4WD, OHV & bicycle through 160 miles on a motorized route from Sage Hen on existing roads that would tie into the Rimrocker Trail from Montrose to Moab.
18	Address Native Fishery Health Below McPhee Reservoir	Low	Public Infrastructure	Leverage the Unique Assets of Rural Colorado	Building and Infrastructure Sustainability (B12)	Montezuma County Lower Dolores Plan working group – Legislative Subcommittee Implementation team Water users Conservation groups Recreation users Gov. entities	State & Federal funding sources	N/A	N/A	Address Native Fishery Health Below McPhee Reservoir. 1) Continue work on the 2013 Implementation Monitoring & Evaluation Plan for Native Fish. 2) Continued discussions on ways that the native fish can be protected in the context of water supplies, Dolores Project contracts & Colorado water law. 3) Provide community education.

MONTEZUMA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
19	Main St. Bridge in Mancos	Med	Public Infrastructure	Make Critical Investment in Community Infrastructure	Building and Infrastructure Sustainability (BI1)	Mancos	Town CDOT (\$1M grant) DoLA (\$193,000)	\$2M	Construction jobs	<p>Reconstruct Main St. Bridge in Mancos.</p> <ol style="list-style-type: none"> 1) Meet safety & structure needs into the future. 2) Build conduit for future fiber optic installation. 3) Widen bridge for two lanes and two sidewalks to ensure safe crossing for pedestrians and motorists. 4) Lengthen by 10 feet. 5) Improve the riverbed. 6) Reinforce area between the bridge and the Bauer Bank Building to maintain structural integrity. 7) Match brick to resemble historic bank building nearby and incorporate the iconic 1912 stamp from the current bridge.
20	Town of Dolores Water & Wastewater Infrastructure	High	Public Infrastructure	Make Critical Investment in Community Infrastructure	Building and Infrastructure Sustainability (BI3)	Town of Dolores DoLA	DoLA State & Federal grants Town Dolores State Bank	\$800,000: DoLA grant-\$292,363 CDPHE grant-\$25,000 Remaining costs-Town reserves and a loan from Dolores State Bank	Construction jobs	<p>Upgrade Town of Dolores Water & Wastewater Infrastructure.</p> <ol style="list-style-type: none"> 1) Move wastewater treatment from Lagoon to facility. 2) Increase water delivery systems, pressure & quantity. <p>*Future priority needs for the water and wastewater pipeline system in Dolores are estimated to cost \$2.7 million, according to a recent assessment from SGM Engineering.</p>

MONTEZUMA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
21	Planned Forest Service Road Projects	High	Public Lands	Invest in Roads and Bridges	Building and Infrastructure Sustainability (BI1)	US Forest Service Bureau of Land Mgt Montezuma County	Cooperative agreement between USFS & area counties BLM Federal Highway Administration	N/A	Supports construction, recreation, tourism & timber jobs	Complete Planned Forest Service Road Projects. 1) Support upcoming timber sales. 2) Resurfacing & brushing on Taylor Creek Road (NFSR 545).
22	Jurisdiction of Dolores Norwood Road USFS Road 526	Low	Public Lands	Invest in Roads and Bridges	Building and Infrastructure Sustainability (BI1)	US Forest Service Montezuma County	Grants County US Forest Service	Not defined	N/A	Resolve Jurisdiction of Dolores Norwood Road USFS Road 526. 1) Gravel completed on 4 miles of road. 2) Define/resolve maintenance & usage responsibilities between parties. 3) Resolve historic use rights.

MONTEZUMA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
23	Forest Health, Water & Wildfire Risks	High	Public/Private Lands	Leverage the Unique Assets of Rural Colorado	Climate & Natural Hazard Resiliency (CN2)	US Forest Service Bureau of Land Mgt Colorado State Forest Service Colorado State Extension Office Wildfire Adapted Partnership Montezuma County Federal Lands Program Montezuma County Recreation Committee Fire Protection Districts Timber Industry Ute Mt Ute Tribe	County National Fire Plan funds Fire hazard mitigation contractors USDA if private land USFS BLM	N/A	Supports construction, recreation, tourism & timber jobs	Address Forest Health, Water & Wildfire Risks. 1) Reduce fire risk. 2) Strengthen timber products industry. 3) Improve forest health. 4) Reduce risk to life & property & protect watershed/community infrastructure. 5) Defensible space education resulting in defensible space created around values at risk. 6) Reduce negative impacts of insect infestation. 7) Complete USFS projects per SOPAs for 2021-2023 8) Engage in the Rocky Mountain Restoration Initiative. 9) Engage with the Collaborative Forest Landscape Restoration Project for the purpose of encouraging the collaborative, science-based ecosystem restoration of priority forest landscapes.

MONTEZUMA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
24	Broadband Fiber Optic Connections	High	Telecomm	Make Critical Investment in Community Infrastructure	Building and Infrastructure Sustainability (BI2) Future Ready Economy & Workforce (EW1)	SW Colorado Council of Governments Cortez Dolores Mancos Montezuma County	DoLA Cortez Rural Electric Cooperatives Long distance carriers Rural Utility Service Funds USDA- Broadband funding	~\$10-14M for Cortez projects	One general manager position	<p>Expand Broadband Fiber Optic Connections Cortez & Montezuma County.</p> <ol style="list-style-type: none"> 1) Regional broadband plan. 2) Cortez broadband feasibility study. 3) Cortez Fiber Project – Fiber to The Home (FTTH) to meet needs of businesses, residents & home-based businesses. 4) SWCCOG partnership with CDOT for funding opportunities through FCC Rural Healthcare to expand regional broadband backbone. Will include dark fiber available for leasing. 5) Higher bandwidth, increased speeds & services throughout the County. 6) Advanced, enhanced telecom services. 7) Develop alternatives to the incumbent carriers to provide competition & redundancy. 8) Fiber from Mancos Town Hall to water tank to increase capacity for ISP providers and wireless capacity for entire town. 9) Finish fiber installation & loop in the Town of Dolores.

MONTEZUMA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
25	Expand Transit Networks throughout County	Low	Transportation	Make Critical Investment in Community Infrastructure	Building and Infrastructure Sustainability (BI1)	Regional Transit Providers Montezuma County SW Colorado Council of Governments CDOT Municipalities Ute Mt Ute Tribe	CDOT FHWA Area governments SWCCOG	\$100K for existing public transit provider	Create a part-time mobility manager position	<ol style="list-style-type: none"> 1) Develop a public transit system that addresses commuter population needs. 2) Grow partnerships with existing transit systems & providers to meet growing transit needs between Communities. 3) Participate in regional transit planning. 4) Maintain current transit services. 5) Implement recommendation from SWCCOG Transit Feasibility Report to create intercity fixed route between Durango & Cortez with stops at Durango West, Mancos & the SW Colorado Community College.
26	Establish Work & Technology Training Infrastructure Project	High	Workforce Development	Make Critical Investment in Community Infrastructure	Future Ready Economy & Workforce (EW3) Community Capacity (CC2)	Ute Mt Ute Tribe SW Workforce Centers Southwest Small Business Dev. Center	SEEDS Grant (Sustainable Employment & Economic Development Strategies)-- Dept of Health & Human Services HPOG (Health Professional Opportunity Grant) Ute Mt Ute Tribe	\$8.5 M over 5 years	10 to complete Entrepreneur Incubator program 15 youth to complete technical internships	<p>Establish Work & Technology Training Infrastructure Project.</p> <ol style="list-style-type: none"> 1) Grow jobs & develop businesses on the Ute Mountain Ute Tribal reservation. 2) Create Entrepreneur incubator to encourage business start-ups. 3) Raise high school graduation rates. 4) Coach & tutor in computer/IT applications, provide business training & mentors, STEM internships & case management. 5) Increased number of tribal members in high paying technical & professional careers.

MONTEZUMA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
27	Housing Manufacturing	High	Housing	Make Critical Investment in Community Infrastructure	Housing Attainability (HA1) Future Ready Economy & Workforce (EW3)	Montezuma County	County State Incentives	N/A	N/A	1) Recruit housing manufacturing companies.
28	Agriculture Industry: Supportive Businesses	High	Agriculture	Leverage the Unique Assets of Rural Colorado	Future Ready Economy & Workforce (EW3) Agriculture & Food Security (AF3)	Montezuma County	N/A	N/A	N/A	1) Value added Ag industry, supportive businesses, and processing
29	Film Industry	Low	Tourism / Economic Development	Leverage the Unique Assets of Rural Colorado	Future Ready Economy & Workforce (EW3)	Colorado Film Commission Regional Film Commissions Mesa Verde Country Private Filmmakers Municipalities Public Lands Agencies	Grants Private promotion	N/A	N/A	1) Connect with Film Industry. 2) Supports local businesses, rentals, food, lodging. 3) Build community reputation and brand through marketing outreach.
30	Expand utilities	Low	Business Development	Make Critical Investment in Community Infrastructure	Building and Infrastructure Sustainability (BI4)	N/A	N/A	N/A	N/A	1) Work with county partners and utility providers to develop utilities in expanding areas of county.

MONTEZUMA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
31	Rail Connection	Low	Transportation	Make Critical Investment in Community Infrastructure	Building and Infrastructure Sustainability (BI1)	State of New Mexico Navajo Nation Ute Nation State of Utah	Federal Transportation Grants	N/A	Construction jobs	1) Rail Connection from Gallup to Cortez to Moab. 2) Expand agricultural sector by increasing exports. 3) Grow jobs in the manufacturing sector. 4) Expand job opportunities through access to transportation.
32	Public Events	Low	Tourism / Economic Development	Leverage the Unique Assets of Rural Colorado	Future Ready Economy & Workforce (EW3)	Municipalities USFS BLM Local Advocacy Groups/Clubs Local Chambers Montezuma County	Local Advocacy Groups Local Businesses Non-profits	N/A	N/A	1) Hosting athletic events in Montezuma County such as cross-country triathlons. 2) The recreation and tourism sector of the economy get a boost from the notoriety and reputation that come with popular competitive events. 3) Public events provide indirect benefits by supporting local jobs in recreation and tourism, hospitality, retail, and specialty sporting goods. *Likely very little capital investment required if relying on existing infrastructure. Some cost associated with administration, legal, planning, permitting, insurance, marketing, and community outreach and buy-in.

MONTEZUMA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
33	Low-elevation Public Shooting Ranges	Med	Parks and Recreation	Leverage the Unique Assets of Rural Colorado	Future Ready Economy & Workforce EW3)	CPW BLM USFS	CPW	\$500,000 for capital improvements for at least two public outdoor shooting ranges	N/A	1) Create a safe, designated, all season outdoor range(s) for target shooting and for shooting competitions. 2) Grow jobs in the retail and hospitality industry. 3) Competitive events provide indirect benefits to local retailers and benefit the hospitality industry.
34	Marketing, Arts & Culture: Town of Mancos	Med	Marketing, Arts & Culture	Make Critical Investment in Community Infrastructure	Community Capacity (CC3)	Per the Plan: Mancos Business Development and Economic Growth Strategy 6-20-2019	Per the Plan	Per the Plan	Per the Plan	1) Develop an organization that champions the downtown and also coordinates downtown planning, events, revitalization, and improvement projects. 2) Fund downtown planning, marketing, events, revitalization, and improvement projects. 3) Market the Town of Mancos, business opportunities and events. 4) Implement a clear system for communicating information to the community. 5) Maximize sales to resident market. 6) Establish Mancos as a destination for events, arts, culture, fun and heritage in order to attract visitors and encourage business sustainability. 7) Promote citizen/community engagement. 8) Better understand, attract, and cater to the Mancos visitor/customer base.

MONTEZUMA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
35	Public Services & Infrastructure : Town of Mancos	High	Public Services & Infrastructure	Make Critical Investment in Community Infrastructure	Building and Infrastructure Sustainability (BI2) Community Capacity (CC3)	Per the Plan: Mancos Business Development and Economic Growth Strategy 6-20-2019	Per the Plan	Per the Plan	Per the Plan	<ol style="list-style-type: none"> 1) Improve and maintain town infrastructure to meet existing and future business demands. 2) Develop an action plan/budget to coordinate, prioritize and secure resources for downtown improvement projects. 3) Support business development efforts with business-friendly codes, policies, and procedures, plans and other guides. 4) Position Town of Mancos as a hub for trail-related tourism and recreation. 5) Leverage the Mancos River as a key development asset and attraction in town by linking downtown businesses with the river corridor.
36	Business / commercial Development: Town of Mancos	High	Business/Commercial Development	Make Critical Investment in Community Infrastructure	Community Capacity (CC3)	Per the Plan: Mancos Business Development and Economic Growth Strategy 6-20-2019	Per the Plan	Per the Plan	Per the Plan	<ol style="list-style-type: none"> 1) Generate economic vitality in Town of Mancos. 2) Address retail opportunities and leakage. 3) Promote conditions for a vibrant, sustainable business community with economic development partners.

MONTEZUMA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
37	Walkability, Streetscape & Wayfinding: Town of Mancos	High	Walkability, Streetscape & Wayfinding	Make Critical Investment in Community Infrastructure	Community Capacity (CC3)	Per the Plan: Mancos Business Development and Economic Growth Strategy 6-20-2019	Per the Plan	Per the Plan	Per the Plan	1) Improve the look/feel of downtown Mancos for shoppers, visitors, and residents. 2) Establish welcoming entrances that convey the sense of arrival in a unique community. 3) Improve wayfinding. 4) Improve pedestrian safety.

MONTEZUMA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
38	Ute Mountain Ute Tribe Comprehensive Economic Development Strategy 2019-2024	High	Economic Development	Build on Successful Economic Development Programs	All aspects of the Resiliency Initiatives	CEDS Strategy Committee and the Ute Tribal Council	Per the Plan: Ute Mountain Ute CEDS	Per the Plan	Per the Plan	<ol style="list-style-type: none"> 1) Utilize new funding streams and construction methods to achieve housing goals. 2) Increase self-sufficiency among the most vulnerable UMUT members. 3) Increase the development of youth leadership and multimedia career skills. 4) Preserve and protect UMUT tribal culture, land, and language. 5) Improve mental health and wellness by establishing a behavioral health Center and evidence-based programs on the UMUT Reservation. 6) Improve access to high-speed broadband internet on the UMUT Reservation. 7) Increase deployment of solar energy throughout the UMUT Reservation. 8) Increase entrepreneurial activity on the UMUT Reservation. 9) Increase employment related to conservation and cultural heritage. 10) Increase access to capital for Tribal residents and businesses.

MONTEZUMA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
39	Painted Hand Pueblo	Med	Public Lands	Leverage the Unique Assets of Rural Colorado	Building and Infrastructure Sustainability (BI2) Community Capacity (CC3)	Colorado Scenic Byways BLM County Towns	State grants	N/A	N/A	1) Widening and graveling a short section of existing BLM road, constructing less than a mile of new BLM road around private property, and upgrading a parking area to allow for year-round access, accommodate more vehicles, and enable large vehicles to turn around. 2) Addition of a restroom, picnic tables with shade, and interpretive signage, along with closing a short section of steep trail.
40	Grazing Yellow Jacket, Flooding	Med	Public Lands	Leverage the Unique Assets of Rural Colorado	All aspects of the Resiliency Initiatives	BLM Montezuma County Ute Mountain Ute Tribe	Federal funds	N/A	2 FTE	1) Reauthorize term grazing on two Canyons of the Ancients National Monument allotments as per the Monument Proclamation.
41	BLM Aqueduct Trail System	Med	Public Lands	Leverage the Unique Assets of Rural Colorado	Community Capacity (CC3)	BLM Town of Mancos Montezuma County	State grants	N/A	N/A	1) Build an 11.7-mile trail system on the BLM Aqueduct parcel 2 miles northwest of Mancos. 2) Trails will be open to non-motorized uses and e-bikes.
42	Outrider stops and shelter improvements in Mancos & Cortez	High	Transportation	Make Critical Investment in Community Infrastructure	Building and Infrastructure Sustainability (BI1)	CDOT Montezuma County Dolores County Municipalities	CDOT	\$0.4M	Construction jobs	1) Stop and shelter improvements in Durango, Mancos, Cortez, Dolores, and Rico. Stop and shelter locations are all located along the Outrider Durango to Grand Junction route.
43	US 160 wildlife fencing and underpass	High	Transportation	Make Critical Investment in Community Infrastructure	Building and Infrastructure Sustainability (BI1)	CDOT Montezuma County La Plata County Municipalities	CDOT	\$2.88M	Construction jobs	1) Wildlife fencing and underpass, brush removal, sight distance improvements between Cortez and Durango (near CR 30.1)

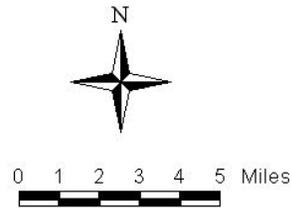
MONTEZUMA COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
44	US 160 and CR 30.1 intersection improvements at Phil's World	High	Transportation	Make Critical Investment in Community Infrastructure	Building and Infrastructure Sustainability (BI1)	CDOT Montezuma County Municipalities	CDOT	\$1.5M	Construction jobs	1) Improve the intersection of US 160 and CR 30.1, the entrance to Phil's World, a nationally renowned mountain biking area. Improvements may include turn, deceleration, and acceleration lanes.
45	CO 145/US 160 Cortez, Dolores, Rico Heater Repave	High	Transportation	Make Critical Investment in Community Infrastructure	Building and Infrastructure Sustainability (BI1)	CDOT Montezuma County Dolores County Municipalities	CDOT	\$6.2M	Construction jobs	1) Resurfacing and planning the asphalt along the gutter edges and across the full roadway width along certain roadway segments to create a smoother driving surface. 2) Some of the Americans with Disabilities Act (ADA) curb ramps will be removed and replaced through Cortez, Dolores, and Rico, at a total of 16 intersections.

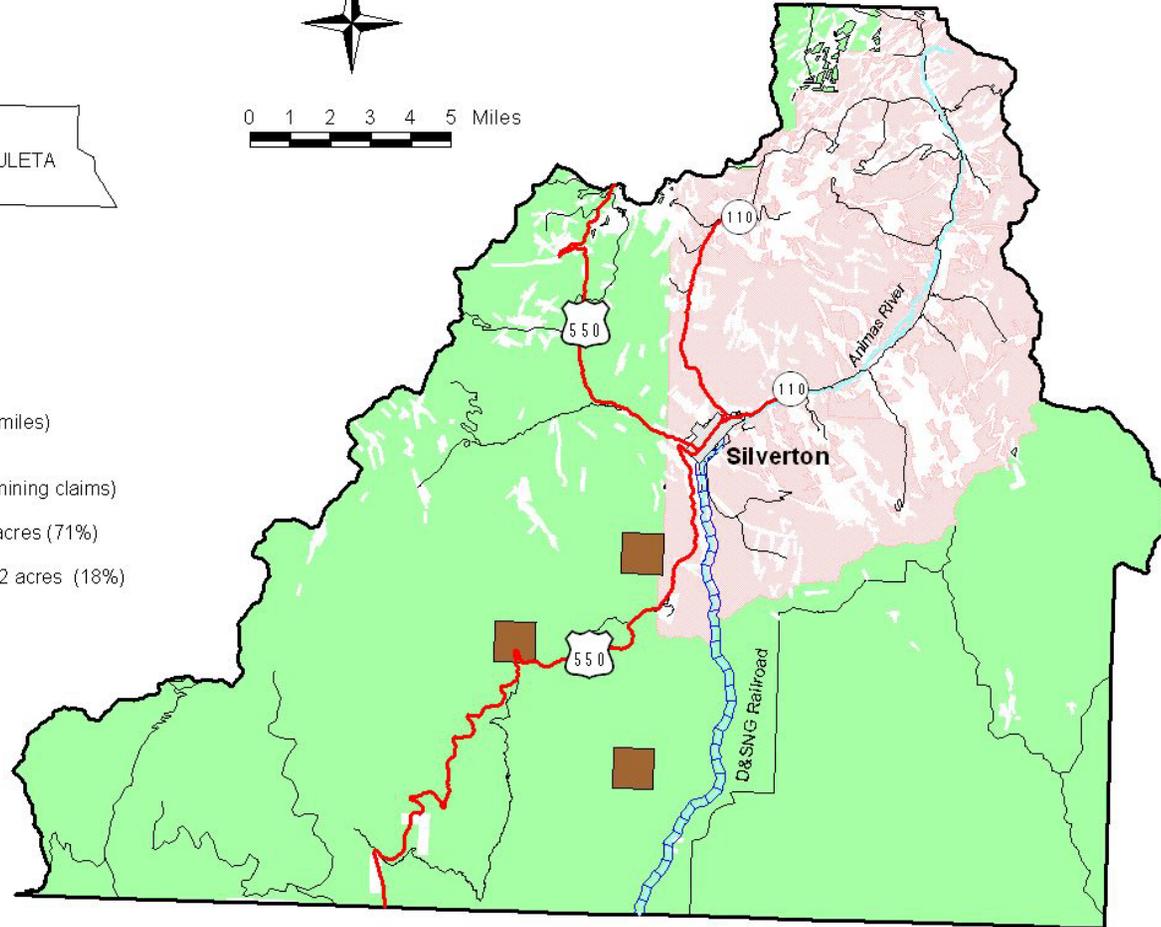
MAP OF SAN JUAN COUNTY, CO



REGION 9



- Land Area - 248,772 acres (389 sq. miles)
- Private Lands- 27,470 acres (11%)
(most private lands are in patented mining claims)
 - San Juan National Forest- 175,607 acres (71%)
 - Bureau of Land Management- 44,442 acres (18%)
 - State Lands- 1,254 acres (0.5%)



7. SAN JUAN COUNTY

TABLE OF CONTENTS

KEY HIGHLIGHTS AND PRIORITY ECONOMIC GOALS.....	1
STRATEGIC PLANNING	2
SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis.....	2
Strengths.....	2
Weaknesses	2
Opportunities.....	3
Threats	3
STRATEGIC DIRECTION – San Juan County Priorities and Projects	4
EVALUATION FRAMEWORK	6
Performance Measures.....	6
1. CDAP Project Completion 2001 - 2020.....	6
2. San Juan County Human Capital and Creation Index Compared to All Other U.S. Counties	8
3. San Juan County Economic Performance compared to all other U.S. Counties	9
SUMMARY BACKGROUND	10
History and Economic Trends	10
San Juan County Government.....	11
Infrastructure and Services.....	12
Demographics	13
Snapshot of the Local Economy.....	13
Unemployment Rates	13
Commuting.....	14
Employment Sector Trends 2009 - 2019.....	15
2019 Employment	16
Economic Base Analysis	17
Per Capita Income.....	17
Total Personal Income	18
Total Personal Income Trends 1970 - 2019.....	18
COMMUNITY DEVELOPMENT ACTION PLAN	19
CDAP Project Ranking	20

(2) Public Comment Received (July 15th to August 15th)

(1) “I have unfortunately become aware of the legal and political effects of the Animas Mine ownership on both region 9 and 10, via the legacy owner the Idarado Company and its Denver based global parent, Newmont Mining. This is a bigger subject, but I do think CERCLA liability management is having a consistent negative impact upon the integrity of our region and economy.”

(2) “I agree with the CDAP plans and priority. I would add that there seems to be many organizations trying to make incubators (creative, science focused, small business) and feel that it would be best that those were all combined into one project that meets all their needs and bring the biggest stability in use moving forward.”

KEY HIGHLIGHTS AND PRIORITY ECONOMIC GOALS

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

Strategic Priorities -- Formerly a bustling mining town, when Silverton's last hard rock mine closed in 1991, the loss of this key industry brought economic hardship to the community. The town has reinvented itself through tourism, relying heavily on the summer season (June – September). While tourism is currently the main economic driver, the community has prioritized the development of a robust, year-round economy with the goals of attracting and retaining new residents and businesses and supporting the public services and facilities found in larger, more economically vibrant communities. The community seeks to address this challenge by pursuing investment and development in the priorities outlined below.

Research & Education – There is potential to capitalize on Silverton's surroundings and the legacy of hard rock mining through education and research. Mountain Studies Institute's planned Innovation Center will incubate new technologies in mining remediation, the Mountain Medicine Symposium and Silverton Avalanche School offer unique training opportunities for medical personnel and snow scientists in austere mountain environments, and the area could provide an ideal training and testing ground for outdoor gear manufacturers and athletes.

Fiber Redundancy – Silverton has lit fiber meaning that there is a very stable and direct, active fiber connection. There is currently a single fiber pathway from Durango to Silverton, and Silverton is working closely with San Miguel Power Association to create fiber redundancy to provide more stability and increase Silverton's attractiveness to location neutral workers.

Workforce Housing – Like many mountain communities, Silverton is experiencing a housing shortage. Currently more than 65% of Silverton homes sit vacant at least part of the year, as second homes or vacation rentals. Creating more workforce housing like the Anvil Mountain development, incentivizing infill with Accessory Dwelling Units, and revisiting zoning and building codes are just a few of the ways local government is addressing this issue.

Health & Human Services – Silverton needs a health care facility that can offer comprehensive care on a consistent basis. San Juan County Health Department and Silverton Clinic are open to discussing different expansion initiatives and there is potential for additional health and wellness offerings to be housed in the same facility such as a pharmacy, mental health services, and other care providers.

Outdoor Recreation – The community is embracing outdoor recreation as a strategy to simultaneously increase the quality of life for residents while diversifying the economy away from tourism. The 2019 Silverton Area Trails Plan and Kendall Mountain Recreation Area Master Plan are examples of this strategy at work.

Downtown Revitalization – The Town of Silverton has prioritized a number of revitalization projects for the downtown business district including infrastructure improvements on Historic Blair Street (sidewalks, lights, drainage), a revamp of Columbine Park (an increased park footprint, new public restroom facility and satellite visitor's center), and renovation of the Town's historic Carnegie Library. The town will also be embarking on a strategic wayfinding plan to improve signage and directional assets.

Business Support Services – Silverton business owners benefit from a regional ecosystem of business support services including the Southwest Colorado Small Business Development Center, Region 9 Economic Development District of Southwest Colorado, Southwest Colorado Accelerator Program for Entrepreneurs (SCAPE), and San Juan Development Association.

STRATEGIC PLANNING

SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis

The starting point for a credible economic development strategic plan is an assessment of the strengths and weaknesses of San Juan County. This is the baseline by which the community begins to understand where they are in relation to their vision. Once the SWOT analysis is completed, strategies for solutions can be identified. By working with the San Juan County stakeholders, the following was identified:

Strengths

- Physical attributes of land
- Natural beauty, surrounding Public Lands, resources, and recreation
- Tourism assets
- Potential of raw materials and natural resources
- Improved packaging/promotion of the community to tourists
- High quality school system
- Strong volunteerism within community
- Government is accessible
- We welcome growth
- Democracy – ability to make a difference
- Local economic development organization with recovery coordinator

Weaknesses

- Isolation from major markets, interstates, and rail lines
- Geographic proximity from state and federal agencies
- Lack of robust telecommunications infrastructure/fiber optic technology
- Lack of economic diversification, year-round jobs, and livable wages
- Access to local capital—mortgage banker
- Infrastructure
- Lack of continuing education and job training
- Seasonality
- Low population to support infrastructure, including schools
- Relationship with federal agencies
- Lack of some basic services
- Cheap building permits
- Absentee owners
- Lack of human capital
- Lack of capital to fund projects

Opportunities

- Affordable/workforce housing
- Strong community involvement and success in accomplishing community initiatives
- Being and appearing “open” for business
- Historic structures and cultural amenities that further foster a heritage tourism economy
- Expanding the visitor season to include shoulder seasons and the winter months
- Utilization of the school to promote community vitality and population growth
- Revitalization of mining industries
- Repository for mountain research and field campus', Mountain Studies Institute
- Cottage industries
- Avalanche and backcountry education opportunities
- Marijuana industry
- Opportunity Zone

Threats

- Economic and social disruption due to COVID
- Non-sustainable natural resource management
- Over-reliance on the tourism industry and Durango Silverton Narrow Gauge Railroad (DSNGRR)
- Funding cuts in federal/state services
- Wildfires, beetle kill, drought, at-risk forests
- Excessive permitting requirements, a one-size fits all regulatory scheme that works to the detriment of small communities, and a hostile regulatory environment at the state and federal levels
- Volatility of business cycle

STRATEGIC DIRECTION – San Juan County Priorities and Projects

San Juan County priorities and projects are developed through review of current projects, planning documents, small group discussions and interviews with community stakeholders, and those working on community projects. The CDAPs are presented at various community and public meetings and distributed for public comment for a period of one month. The CDAP has a total of 35 projects that were approved by the County Commissioners on August 25th, 2021, signed by Scott Fechenhier – Chairperson. The San Juan CDAP is included in this document on page 19.

The CDAP projects were aligned with the [State Rural Economic Blueprint](#). Priorities from the State Blueprint are assigned to specific projects in the CDAP. Priorities are numbered below for reference rather than level of importance.

- 1. Leverage the Unique Assets of Rural Colorado**
- 2. Save Coloradoans Money on Healthcare**
- 3. Fulfill Every Child’s Potential**
- 4. Support Local Community Success in Energy Transmission**
- 5. Make Critical Investment in Community Infrastructure**
- 6. Invest in Roads and Bridges**
- 7. Build on Successful Economic Development Programs**
- 8. Community Identified Priorities – this was added for projects aligned more closely with local economic priorities**

The CDAP projects were also linked to six resiliency strategies identified in the [Colorado Resiliency Framework](#), which addresses potential and interrelated economic, social and environmental risks and vulnerabilities. Abbreviations are listed next to the strategies in the CDAP along with a number representing the supporting strategy. Please refer to the Colorado Resiliency Framework for details.

- 1. Future Ready Economy & Workforce (EW)**
- 2. Climate & Natural Hazard Resiliency (CN)**
- 3. Building & Infrastructure Sustainability (BI)**
- 4. Agriculture & Food Security (AF)**
- 5. Housing Attainability (HA)**
- 6. Community Capacity (CC)**
- 7. Internal to Community (IC) - this was added for projects aligned more closely with local resiliency strategies**

1: Leverage the Unique Assets of Rural Colorado

Linkage – Agriculture & Food Security (AF), Building & Infrastructure Sustainability (BI), Climate & Natural Hazard Resiliency (CN), Community Capacity (CC), Future Ready Economy & Workforce (EW)

Projects:

1. Silverton Business District Beautification Projects (CDAP #2, Resiliency BI5).
2. Upper Animas Watershed (CDAP #4, Resiliency CN2, CN4).
3. Local Farm to School/Community Programs (CDAP #8, Resiliency AF5,CC2).
4. Lackawana Mill & Bridge (CDAP #10, Resiliency BI5, CC3).
5. Conveyance of Bureau of Land Management Parcel to Town of Silverton (CDAP #13, Resiliency CC1-3).
6. Kendall Mountain Recreation Center & Ski Area Master Plan (CDAP #14, Resiliency CC1-3).
7. Eureka Campground & Facilities Improvements (CDAP #15, Resiliency CN2, CC3).
8. Molas Lake Master Plan (CDAP #16, Resiliency CN2, CC3).
9. Rehabilitate Carnegie Public Library (CDAP #17, Resiliency BI5, CC3).
10. Restoration, Repair & Maintenance of Community Buildings (CDAP #18, Resiliency BI5, CC3).
11. Improve Drainage & Water Flow in Silverton (CDAP #19, Resiliency CN2).

12. Toilet Facilities along San Juan Skyway (CDAP #21, Resiliency CC3).
13. Long Range Management Plan for upper-Animas River & Corridor (CDAP #22, Resiliency CN2).
14. Promotion of Silverton/San Juan County (CDAP #23, Resiliency CC3).
15. Blair Street Improvement District Projects (CDAP #24, Resiliency BI5, CC3).
16. Columbine Park Revitalization Plan (CDAP #26, Resiliency CC3).
17. Baker's Park Trail System (CDAP #20, Resiliency CC2-3,EW3-4).
18. Bike Skills Park (CDAP #28, Resiliency CC2-3).
19. Municipal Water (CDAP #30, Resiliency CN4, CC3).
20. Wastewater System Rehabilitation (CDAP #31, Resiliency CN4, CC3).

2: Save Coloradoans Money on Healthcare

Linkage – Community Capacity (CC)

Projects:

1. Local Access to Health Care & Mental Health Support Services (CDAP # 9, Resiliency CC1-3).

3: Fulfill Every Child's Potential

Linkage -- Community Capacity (CC)

Projects:

1. Local Farm to School/Community Programs (CDAP #8, Resiliency AF5,CC2).
2. Summer School & Enrichment Programs (CDAP #5, Resiliency CC3, EW4).

4: Support Local Community Success in Energy Transmission

Linkage

Projects: None identified

5: Make Critical Investment in Community Infrastructure

Linkage – Building & Infrastructure Sustainability (BI), Community Capacity (CC), Housing Attainability (HA), Climate and Natural Hazard Resiliency (CN), Future Ready Economy & Workforce (EW), Internal to Community (IC)

Projects:

1. Summer School & Enrichment Programs (CDAP #5, Resiliency CC3, EW4).
2. Stanley Placer Education Complex Phase I (CDAP #6, Resiliency EW5, BI6, CC3).
3. Anvil Mountain Affordable & Attainable Housing Project (CDAP #11, Resiliency HA1-2).
4. Youth Center (CDAP #29, Resiliency CC3).
5. Toilet Facilities in the Town (CDAP #33, Resiliency BI1, BI2, CC3).
6. Redundancy Fiber Path into and out of Silverton (CDAP #32, Resiliency BI2, EW1)

6: Invest in Roads and Bridges

Linkage – Building & Infrastructure Sustainability (BI)

Projects:

1. Eureka Campground & Facilities Improvements (CDAP #15, Resiliency CN2, CC3).

7: Build on Successful Economic Development Programs

Linkage – Community Capacity (CC), Future Ready Economy & Workforce (EW),

Projects:

1. Artist & Business Incubation Center (CDAP #1, Resiliency CC2-3, EW4).
2. San Juan Development Association (CDAP #3, Resiliency CC2-3, EW4).
3. Lackawana Mill & Bridge (CDAP #10, Resiliency BI5, CC3).
4. Rehabilitate Carnegie Public Library (CDAP #17, Resiliency BI5, CC3).
5. Restoration, Repair & Maintenance of Community Buildings (CDAP #18, Resiliency BI5, CC3).
6. Creative District (CDAP #25, Resiliency CC2-3, EW3).

8: Community Identified Priorities

Linkage – Internal to Community (IC), Community Capacity (CC)

Projects:

1. Mountain Studies Institute (MSI) Research and Innovation Center Phase I (CDAP #7, Resiliency CC1).
2. Silverton/ San Juan County Master Plan (CDAP #12, Resiliency CC1-3).
3. Construct Pedestrian Bridges (CDAP #20, Resiliency CC3).
4. Compass Project (CDAP #35, Resiliency All)
5. Exhibit at Visitors' Center and/or San Juan Historical Museum on Native American Culture (CDAP #27, Resiliency CC3).

EVALUATION FRAMEWORK

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

Performance Measures

1. CDAP Project Completion 2001 - 2020

Part of the Comprehensive Economic Development Strategy (CEDS) process is tracking and evaluating the effectiveness and job creation of the Community Development Action Plan (CDAP). Completed projects from the CDAP are listed below.

San Juan County

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

Projects completed between 2018-2020

Historic Preservation

- Restoration & Improvements at Mayflower Mill
- Old Miners Hospital Building Rehabilitation

Housing

- 12-unit Apartment Complex – Anvil project

Land Use

- Master Plan for a Trail System in Silverton

Opportunity Zone

- Opportunity Zone Community Prospectus Completed and Published to Co-Invest, OEDIT’s investment website. This was not on the CDAP but was a key project that was initiated and completed during this timeframe due to the OZ program launching after the CDAP was approved.

Parks & Recreation

- Master Plan for Kendall Mountain Recreation Center & Ski Area: feasibility study completed, master plan committee formed, public input completed

Public Infrastructure

- Construct Pedestrian Bridges – completed Memorial Bridge

Public Lands

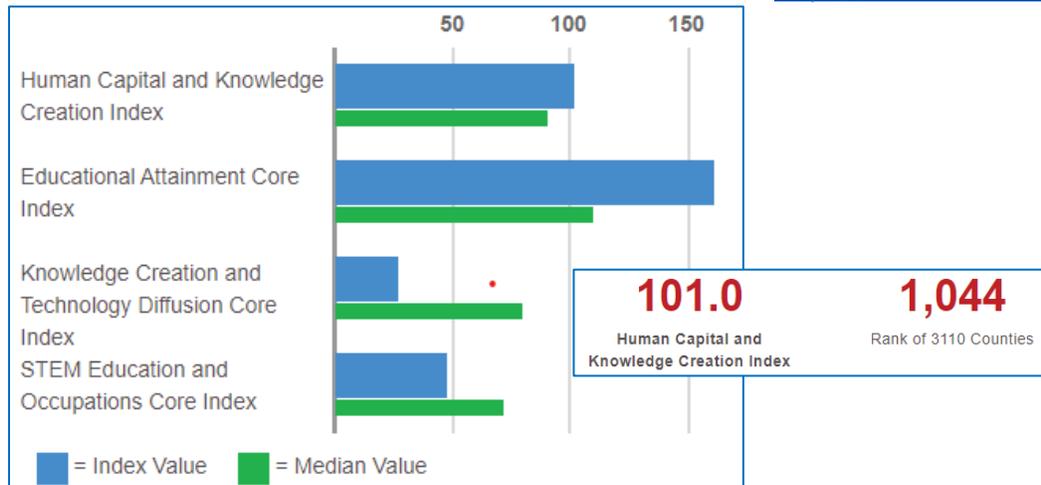
- Long Range Management Plan for upper-Animas River & Corridor

Tourism

- Blair Street Improvement District Projects - completed construction plans for major Blair Street upgrades

2. San Juan County Human Capital and Creation Index Compared to All Other U.S. Counties

<https://www.statsamerica.org/>



Measure	Index	Rank
📍 "Salad Days" Population Growth (Ages 25-44)	187.5	233
Educational Attainment Core Index	160.6	67
📍 High School Attainment (Ages 18-24)	180.1	207
📍 Some College, No Degree (Age 25+)	182.5	293
📍 Associate Degree (Age 25+)	164.2	522
📍 Bachelor's Degree (Age 25+)	186.7	248
📍 Graduate Degree (Age 25+)	89.3	1,487
Knowledge Creation and Technology Diffusion Core Index	26.6	2,562
📍 Patent Technology Diffusion	0.0	2,345
📍 University-Based Knowledge Spillovers	0.0	2,124
📍 Business Incubator Spillovers	79.8	1,722
STEM Education and Occupations Core Index	47.2	2,818
📍 STEM Degree Creation (per 1,000 Population)	0.0	802
📍 Technology-Based Knowledge Occupation Clusters	50.3	3,103
📍 High-Tech Industry Employment Share	91.4	1,456

Human capital and knowledge creation affect the degree to which a county's labor force is able to engage in innovative activities. Growth in a county's workforce ages 25 to 44 signifies that a county is becoming increasingly attractive to younger (potentially more energetic) workers—those more likely to contribute to innovation. Counties with high levels of human capital are those with enhanced knowledge, measured by educational attainment, patent diffusion, knowledge spillover, business incubator presence, STEM degree holders and occupations, and the share of high-tech employment. Higher levels of human capital are associated with higher levels of innovation and faster diffusion of technology.

3. San Juan County Economic Performance compared to all other U.S. Counties

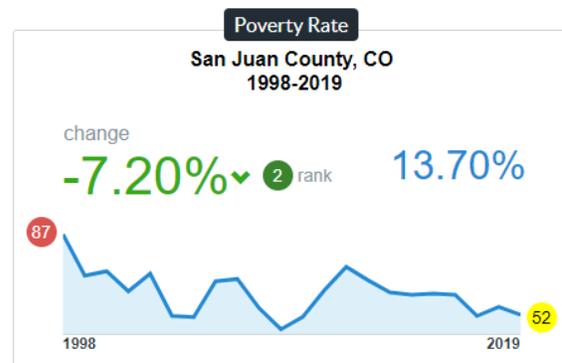
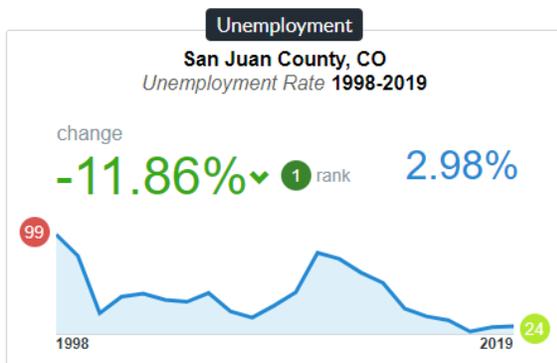
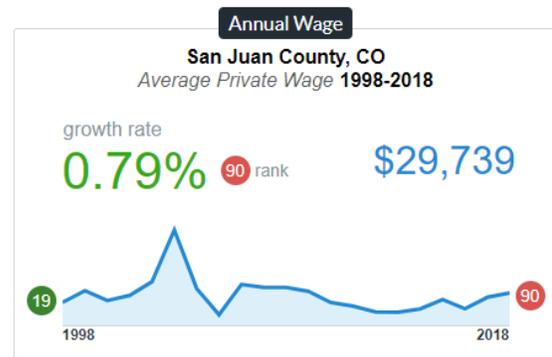
https://clustermapping.us/region/county/san_juan_county_co/performance

Ranks are by percentile from 1-100 among all 3221 U.S. counties:
 ● 1-20 (first quintile) ● 21-40 (second quint.) ● 41-60 (third quint.) ● 61-80 (fourth quint.) ● 81-100 (fifth quint.)

Performance

Regional economic performance can be measured by indicators of overall performance directly related to the standard of living in a region, as well as intermediate indicators of economic activity that may or may not translate into a region's standard of living.

Outcomes



SUMMARY BACKGROUND

History and Economic Trends

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

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

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

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

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

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

San Juan County Government

San Juan County is one of 64 counties created by the State of Colorado. Eight elected officials, share the responsibilities of implementing state law and managing county business. These include the Assessor, Clerk and Recorder, Sheriff, Treasurer and Coroner. An elected three-member Board of County Commissioners is the chief legislative and executive body of the county. Their duties include overseeing the county budget, land use policy, social services, road maintenance, buildings, and public health programs. The County employed a staff of 29 (including elected officials) people in 2020.

Expenditures

San Juan County provides many different services to its citizens, including roads and bridges, public safety, and health and welfare. Expenditures for San Juan County totaled \$5,016,167 in 2020, with \$5,328,799 estimated for 2021.

Revenues

The County received \$4,810,712 in revenues in 2020 and estimates \$4,814,830 from 2021 revenues. Revenues are produced from a variety of sources, including non-local tax sources such as federal and state funding for social services programs, highway user taxes and sales taxes generated by visitors to the county or user fees and service charges. There is a 9.4% sales tax in San Juan County, and 1% in the Town of Silverton, totaling 10.4%. Taxes collected within the town are disbursed to the town; taxes collected elsewhere in the county are disbursed to the county. Additionally, a 2.5% sales tax is dedicated to being used for emergency services. Sales tax generated for the County was \$182,407 in 2020, and \$185,000 is estimated for 2021.

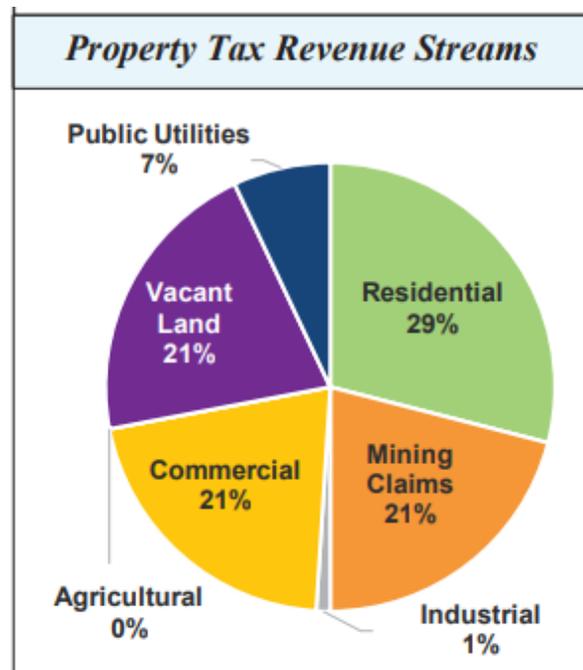
The property tax base for San Juan County is impacted by the high percentage of public lands within the county. San Juan County's location high in the San Juan Mountains, its extensive mining history, and a very limited land base suitable for residential development have resulted in an atypical land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

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

It is important to note that most of the land in private ownership is in patented mining claims. In spite of the limited land tax base, property taxes accounted for 41% (\$866,332) of the county's general operating revenue in 2020.

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

- Property tax revenues are distributed among municipalities and school districts.
- The mill levy for San Juan County is 19.652.



Infrastructure and Services

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

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

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

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

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

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

Telecommunications – CenturyLink Communications provides local calling services and Forethought provides internet services.

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

Educational Facilities – San Juan County School District #1 (includes the K-12 Silverton School population of 68 students in 2021).

Business Parks – The Powerhouse Industrial Park, which includes ten sites developed by the Historical Society, currently houses a snowboard manufacturer, a print and design shop, a woodworking shop, two sawmills and a pottery shop.

Major Employers – [2019] Golden Block Brewery (35), San Juan County (29), Silverton School District 1 (30), Town of Silverton (20), Pickle Barrel Inc (14), Handlebars (14), Silverton Outdoor Learning and Rec Center (14), AK Cleaning and Staffing (10).

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

Housing – (2020 through November) Median sales prices (\$272,000) are on the rise in the Town of Silverton for single family residential homes. Townhome’s sales are relatively rare, and unit types such as condos or cabins are not common within the town.

Childcare Availability – (2020) 30 Total Slots (Ages 0-5). No Providers offer 24 hour or weekend care. [Childcare Resource and Referral]

Long Term Care for Seniors – (2021) None. [San Juan Basin Area Agency on the Aging]

Estimated number of persons without health insurance – 52, 8.8% [ACS 2015-2019 US Census Bureau].

Demographics

Population – Between 2010 and 2019, San Juan County grew from 709 to 726 people There are also a number of seasonal residents, many of whom have purchased 2nd homes in the area in order to enjoy the rural amenities of life in the high country. This phenomenon, known as "amenity migration", has produced

	2010	2019	Ann. Avg % Change 2010-19
San Juan	709	726	0.3%
Silverton	646	660	0.2%
Unincorporated	63	66	0.5%

Source: Colorado State Demography Office

wide ranging economic impacts on the community. However, seasonal residents are not included in population figures. Many (65%) of the residential units in the county are owned by people whose primary mailing address is outside of the county – 2nd Homeowners. The annual average rate of growth is expected to increase slightly, and then decrease over the next 20 years, based on local and national trends.

Median Age	52.1
Working from Home	5%
Median Household Income	\$ 46,563
Median Home Price	\$ 272,000
Homeownership	67%
Non-white Population	1%
Poverty Rate	5%
Bachelors Degree or Higher	35%

Other pertinent demographics of Montezuma County are provided by the American Community Survey (ACS 2018) <http://www.census.gov/acs/www/>. Median home price is from Local MLS (2019).

Snapshot of the Local Economy

Unemployment Rates

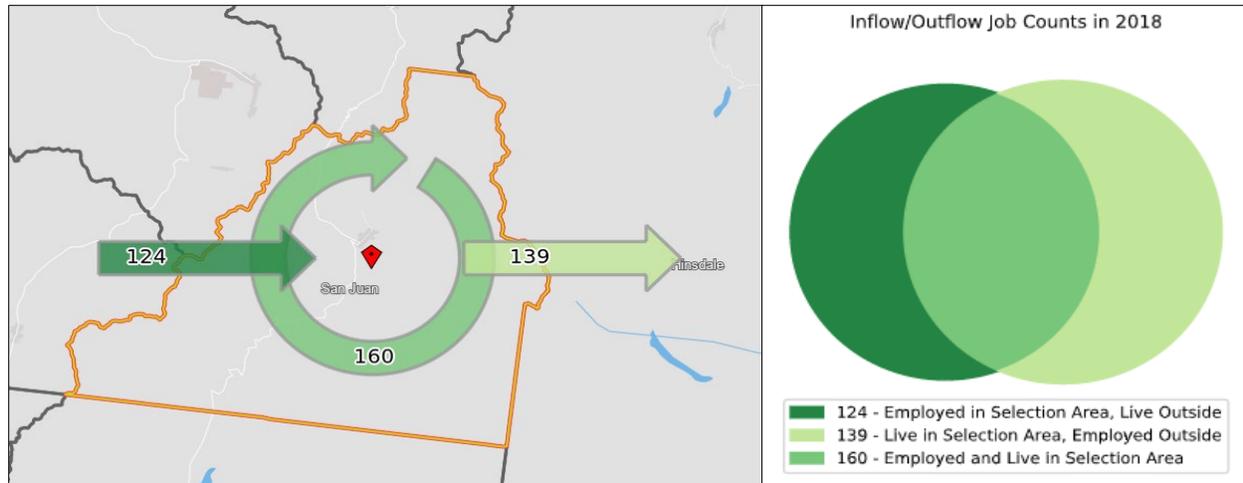
In 2019, county unemployment rates (3 %) were higher than the state (2.8%) and less than the nation (3.9%).

Unemployment Rates 2019				
Location	Labor Force	Employed	Unemployed	Unemployment Rate
USA				3.9%
Colorado				2.8%
Archuleta	6,937	6,717	220	3.2%
Dolores	1,164	1,129	35	3.0%
La Plata	32,305	31,495	810	2.5%
Montezuma	13,038	12,486	552	4.2%
San Juan	570	553	17	3.0%

Source: Colorado Labor Market CDLE-LMI

Commuting

People commute to where the jobs are but take their paychecks home. This influences how we evaluate employment, whether by place of work or by residence. In 2018 most of the workers commuting out of the county for jobs are going to Mesa County (4.3%). Many of the workers commuting into San Juan County for jobs are from La Plata County (7.4%). Negative commuter numbers (-33) mean that more people are coming into the county for



Jobs Counts by Places (Cities, CDPs, etc.) Where Workers are Employed - All Jobs 2018			Jobs Counts by Places (Cities, CDPs, etc.) Where Workers Live - All Jobs 2018		
	Count	Share		Count	Share
All Places (Cities, CDPs, etc.)	299	100.0%	All Places (Cities, CDPs, etc.)	284	100.0%
Silverton town, CO	135	45.2%	Silverton town, CO	141	49.6%
Grand Junction city, CO	13	4.3%	Durango city, CO	21	7.4%
Cortez city, CO	12	4.0%	Montrose city, CO	9	3.2%
Farmington city, NM	12	4.0%	Ridgway town, CO	5	1.8%
Durango city, CO	11	3.7%	Edwards CDP, CO	4	1.4%
Denver city, CO	7	2.3%	Denver city, CO	2	0.7%
Buena Vista town, CO	3	1.0%	Grand Junction city, CO	2	0.7%
Crested Butte town, CO	2	0.7%	Loveland city, CO	2	0.7%
Lakewood city, CO	2	0.7%	Farmington city, NM	2	0.7%
Montrose city, CO	2	0.7%	Bullhead City city, AZ	1	0.4%
All Other Locations	100	33.4%	All Other Locations	95	33.5%

work than

Area Name	County	¹ Resident Population	² All Workers	² Workers Living in Area	³ Daytime Population	⁴ Daily Commuter Population
Silverton	San Juan	693	230	263	660	(33)

are going out.

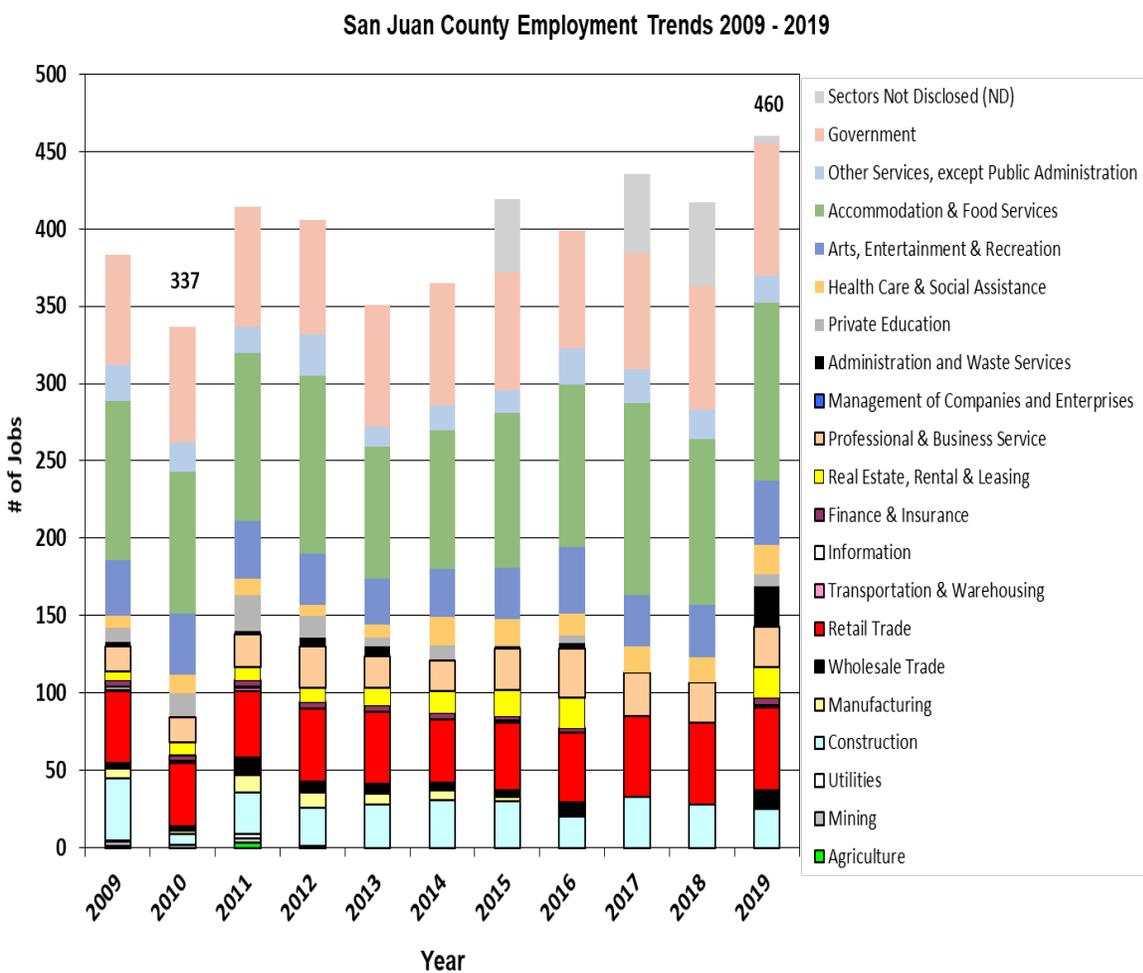
Data: ¹Co State Demographer 2018; ² On the Map Census 2018;

³ Daytime Population = (Resident Population + All Workers) - Workers Living in Area

⁴ Daily Commuter Population = Daytime Population - Resident Population

Employment Sector Trends 2009 - 2019

An employment “sector” groups jobs into categories that are alike and allows us to measure the relative strength of that industry in the local economy. Using “trend analysis” we can see how those industries have grown or declined within a specific timeframe. The following chart includes wage earners as well as proprietors (owners). Total employment refers to the numbers and types of jobs reported by place of work – which may be outside of the county, or even the state. This data is provided by the Bureau of Economic Analysis, then is adjusted, and reported by the Colorado State Demographer. It lags two years behind the current year, thus 2019 is the latest available data. This chart demonstrates fluctuating job numbers from 2009 to 2019. Employment declined to a low point in 2010 (337 jobs) – the depth of the national recession in the local area. Government, Services and Retail sectors have accounted for the largest proportion of the jobs in San Juan County since 2009.



2019 Employment

Proprietors (owners) make up 23% of total employment, while wage and salary jobs account for 77%. Wages and employment are highly dependent on generally low to mid wage service sector and retail jobs. Accommodation and food services account for 25% of employment, while Government jobs provide 18% of employment.

Many of the job losses from 2014 to 2019 were in higher paying industries. Confidentiality concerns related to the small numbers in this county limit the publicly available information about jobs and income in many sectors. **If 80% or more of the employment in an industry is in one firm, or if there are three firms or less in an industry, then the data cannot be disclosed per state statute.**

San Juan County 2019 Total Employment	# of Jobs	% of Jobs	*Avg. ann. wage	# Jobs % Change 2014-2019
Construction	25	5%	\$ 41,240	-19%
Wholesale Trade	11	2%	ND	120%
Retail Trade	54	12%	\$ 20,586	32%
Finance Activities	5	1%	ND	25%
Professional & Business Services	26	6%	\$ 27,179	30%
Real Estate	20	4%	\$ 24,863	43%
Health Services	19	4%	ND	6%
Arts, Entertainment, and Recreation	41	9%	\$ 30,188	32%
Accommodation and Food	115	25%	\$ 23,292	28%
Other Services, except Public Administration	18	4%	\$ 18,578	13%
Government	85	18%	\$ 35,006	8%
Sectors Not Disclosed (ND)	41	9%	ND	
Total	460	100%	\$ 27,489	-4%

ND = Not Disclosed. *Quarterly Census of Employment & Wages (QCEW)

Source: Colorado State Demography Office

2019 Employment Share by Wage - 460 Jobs

Avg. Annual Wage	Low Wage	Mid Wage	High Wage	Livable Wage
\$27,489	< \$21,991	\$21,991 - \$32,986	>\$32,987	\$56,700
	NA	NA	NA	NA

Low Wage < 80% of AAW; Mid Wage > 80% and < 120% of AAW; High Wage > 120% of AAW

Livable Wage for two working adults with two children (MIT)

Economic Base Analysis

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.

San Juan 2019 Base Industries	# of Jobs	% of Jobs
Agribusiness	0	0%
Mining	0	0%
Manufacturing	1	1%
Government	11	3%
Regional Services	33	11%
Tourism	201	59%
Households	110	23%
Total	356	96%

In San Juan County the largest base employment industries are Tourism (59%) and households (23%) that spend money earned elsewhere (i.e., retirees).

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. 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. 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.

Enterprise Zones – Region 9 administers the southwest Colorado Enterprise Zone. All of San Juan County is a designated Enterprise Zone, and is an Enhanced Enterprise Zone through 2022.

Opportunity Zones – All of San Juan County has been designated as an Opportunity Zone.

More detailed information regarding San Juan County is available at www.scan.org under regional data.

Per Capita Income

Per Capita Income 2018		
	PCI 2019	% of USA
USA	\$ 56,490	100%
Colorado	\$ 61,157	108%
San Juan	\$ 47,933	85%

In 2019, San Juan had a per capita personal income (PCPI) of \$47,933. This PCPI ranked 35th in the state and was 78 percent of the state average, \$61,157, and 85 percent of the national average, \$56,490.

Source: Bureau of Economic Analysis

Total Personal Income

In 2019, San Juan County had a total personal income (TPI) of \$37,516,000. This personal income ranked 64th in the state and accounted for less than 0.1 percent of the state total. Estimated payments to retirees accounted for about 11% of the estimated TPI in San Juan County in 2019. That was \$4,174,000

San Juan 2019 Total Personal Income (\$000)		% of Total
Employment Earnings	\$ 18,678	50%
Residency Adjustment	\$ 2,621	7%
Dividends, Interest & Rent	\$ 10,153	27%
Transfer Payments	\$ 6,064	16%
Estimated TPI	\$ 37,516	100%

Source: Bureau of Economic Analysis

Total Personal Income Trends 1970 - 2019

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

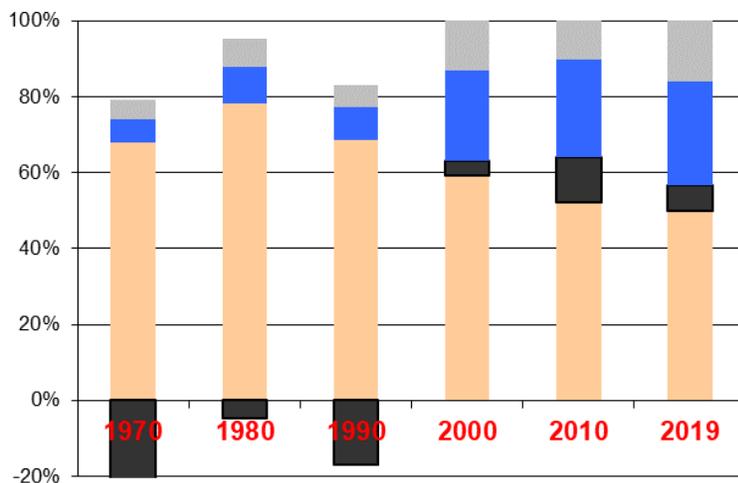
Transfer payments consist primarily of retirement and disability benefit payments, medical payments (i.e., Medicare and Medicaid), income maintenance benefits, unemployment insurance, veteran’s benefits, and payments to nonprofit institutions.

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

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

Earnings are derived by place of work, including farm and non-farm earnings. Less Social Security contributions.

San Juan County - Total Personal Income Trends 1970 - 2019



Generally, from 1970 to 2019, we see a trend of decreasing employment income, and increasing income from dividends, interest and rent, and transfer payments. Residency adjustments illustrate how the economy of each county is tied to others as people commute to where the jobs are but take their paychecks home.

COMMUNITY DEVELOPMENT ACTION PLAN

The *Community Development Action Plan* (CDAP) is a list of short-term projects (**defined as two years or less**). Initial drafts of the CDAPs are developed through review of current projects, planning documents, small group discussions and interviews with community stakeholders, and those working on community projects. The CDAPs are presented at various community and public meetings and distributed for public comment for a period of one month. The final drafts are presented to each county's Board of Commissioners for approval. The approved copies are included as part of this document. The CDAPs are useful tools for organizations working with communities and have evolved into being the central source for listing the full range of projects that are in process or are desired. The CDAPs are used as the official community plan required for eligibility for many federal and state funding sources.

The 2021 San Juan County CDAP has a total of 35 projects that were developed by stakeholders and subsequently approved by the County Commissioners on August 25th, 2021, signed by Scott Fechenhier – Chairperson.

Recognizing that the COVID pandemic will impact the economy for years to come, this CEDS focuses on aligning regional strategies with state strategies for addressing equitable and resilient economic growth.

The CDAP projects were aligned with the [State Rural Economic Blueprint](#). Priorities from the State Blueprint are assigned to specific projects in the CDAP. Priorities are numbered below for reference rather than level of importance.

1. **Leverage the Unique Assets of Rural Colorado**
2. **Save Coloradoans Money on Healthcare**
3. **Fulfill Every Child's Potential**
4. **Support Local Community Success in Energy Transmission**
5. **Make Critical Investment in Community Infrastructure**
6. **Invest in Roads and Bridges**
7. **Build on Successful Economic Development Programs**
8. **Community Identified Priorities – this was added for projects aligned more closely with local economic priorities**

The CDAP projects were also linked to six resiliency strategies identified in the [Colorado Resiliency Framework](#), which addresses potential and interrelated economic, social and environmental risks and vulnerabilities. Abbreviations are listed next to the strategies in the CDAP along with a number representing the supporting strategy. Please refer to the Colorado Resiliency Framework document for details.

1. **Future Ready Economy & Workforce (EW)**
2. **Climate & Natural Hazard Resiliency (CN)**
3. **Building & Infrastructure Sustainability (BI)**
4. **Agriculture & Food Security (AF)**
5. **Housing Attainability (HA)**
6. **Community Capacity (CC)**
7. **Internal to Community (IC) - this was added for projects aligned more closely with local resiliency strategies**

Currently, the CDAP list displays: Project #, Rank, Category, State Economic Development Priority, Resiliency Linkage, Primary Partners, Funding Resources, Cost Estimate, Jobs and Outcomes & Impacts.

CDAP Project Ranking

Ranking Criteria

- Is relevant to economic or community development – aligns with community master plans and priorities or state economic priorities.
- Is relevant to economic or community resiliency – aligns with state resiliency framework.
- Is within the community’s and primary partners ability to influence.
- Metrics address progress and impact.
- Metrics are comparable to other counties, regions, state.
- Data is readily available and accessible to community members.

Rank		
High	Medium	Low
Must meet at least 4 criteria	Must meet at least 3 criteria	Must meet at least 2 criteria

Guidelines for CDAP Review & Project Additions

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

Criteria for Adding CDAP Projects out of Cycle:

Is the proposed project required to be part of a community plan?

Is project happening before next CDAP revision?

Does project fit a CDAP definition?

CDAP #	Project	Rank
3	San Juan Development Association	High
5	Summer School & Enrichment Programs	High
9	Local Access to Health Care & Mental Health Support Services	High
11	Anvil Mountain Affordable & Attainable Housing Project	High
20	Baker's Park Trail System	High
23	Promotion of Silverton & San Juan County	High
25	Creative District	High
30	Municipal Water	High
31	Wastewater System Rehabilitation	High
32	Redundancy Fiber Path into and out of Silverton	High
35	Compass Project	High
2	Silverton Business District Beautification Projects	Med
4	Upper Animas Water Shed	Med
6	Stanley Placer Education Complex Phase I	Med
7	Mountain Studies Institute Research and Innovation Center Phase I	Med
8	Local Farm to School/Community Programs	Med
13	Conveyance of Bureau of Land Management Parcel to Town of Silverton	Med
14	Kendall Mountain Recreation Center & Ski Area Master Plan	Med
16	Molas Lake Master Plan	Med
19	Improve Drainage & Water Flow in Silverton	Med
22	Long Range Management Plan for upper-Animas River & Corridor	Med
24	Blair Street Improvement District Projects	Med
26	Columbine Park Revitalization Plan	Med
28	Bike Skills Park	Med
29	Youth Center	Med
33	Toilet Facilities in the Town	Med
1	Artist & Business Incubation Center	Low
10	Lackawana Mill & Bridge	Low
12	Silverton/San Juan County Master Plan	Low
15	Eureka Campground & Facilities Improvements	Low
17	Rehabilitate Carnegie Public Library	Low
18	Restoration, Repair & Maintenance of Community Buildings	Low
21	Toilet Facilities along San Juan Skyway	Low
27	Exhibit at Visitors' Center and/or San Juan Historical Museum on Native American Culture	Low
34	Construct Pedestrian Bridges	Low

SAN JUAN COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
1	Artist & Business Incubation Center	Low	Business Development	Build on current successful economic development programs	Community capacity (CC2, CC3) Future ready economy & workforce (EW4)	Silverton Chamber Office of Economic Development and International Trade (OEDIT) San Juan Development Association (SJDA) Silverton Creative District	OEDIT	N/A	N/A	1) Establish community space for artists and start-up businesses 2) Offer programs and incentives to support home-based businesses
2	Silverton Business District Beautification Projects	Med	Business Retention	Leverage the unique assets of rural Colorado	BI5	San Juan County Town of Silverton SJDA Silverton Chamber Businesses Silverton Community Members	Silverton DoLA Lodgers Tax Staff support from SJDA	N/A	N/A	1) Increase property maintenance by business owners by offering incentives 2) Install sidewalks, lighting, and benches in the business district 3) Implement a wayfinding signage master plan
3	San Juan Development Association	High	Economic development	Build on current successful economic development programs	Community capacity (CC2, CC3) Future ready economy & workforce (EW4)	San Juan County Town of Silverton Silverton Chamber Silverton School District Region 9 Economic Development District (R9 EDD)	R9 EDD Economic Development Administration (EDA)	N/A	1 PTE	1) Maintain SJDA micro loan program 2) Coordinate economic development efforts throughout the county

SAN JUAN COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
4	Upper Animas Water Shed	Med	Economic development	Leverage the unique assets of rural Colorado	Climate & natural hazard resiliency (CN2, CN4)	San Juan County Town of Silverton Mountain Studies Institute Animas River Community Forum Environmental Protection Agency BLM US Forest Service Colorado Department of Health San Juan Basin Health	EPA R9 EDD EDA- Recovery Coordinator Animas River Community Forum MSI State & federal grants USDA Federal agencies (EPA, CDPHE)	N/A	N/A	1) Provide education on mining impacts and acid mine drainage 2) Coordinate communication with all involved agencies/entities/governments 3) Monitor Bonita Peak Superfund efforts 4) Meet water quality standards over the next 20 years 5) Test Molas Lake year-round 6) Preserve historic features in the process of reclamation) 7) Secure water rights 8) Help create a healthier ecosystem by addressing Upper Animas Water Shed water quality and the effects of reclamation on historic features
5	Summer School & Enrichment Programs	High	Education	Fulfill every child's potential Make critical investments in community infrastructure	Future ready economy & workforce (EW4) Community capacity (CC3)	Silverton Schools San Juan County Silverton Youth Center Community Members Business Owners	San Juan County TANF Fees Grants Parents Community Members	N/A	3-5 new FTE 10 PTE	1) Fill critical summer childcare needs 2) Help address the sustainability of Silverton workforce by providing youth programming and supervision 3) Create education and enrichment opportunities 4) Create Sports Collaborative 5) Fill 3-week gap after and before school starts

SAN JUAN COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
6	Stanley Placer Education Complex Phase I	Med	Education	Make critical investments in community infrastructure	Future ready economy & workforce (EW5) Building & infrastructure sustainability (BI6) Community capacity (CC3)	Silverton School District San Juan County Town of Silverton	DOLA- REDI Donations & Fees R9 EDD EZ Contribution Project MSI acquisition-escrow Public/private partnerships San Juan County Town of Silverton	Project Planner: \$200k Facility: \$12-15M total project	N/A	1) Contribute to economic diversification by building a multi-use community education complex serving K-12, families, non-profits, colleges, and artists including adjoining dormitory with capacity for 30-50 people 2) Create space for meetings, classrooms, conferences, performances, and emergency response 3) Develop a community recreation center
7	Mountain Studies Institute Research and Innovation Center Phase I	Med	Research & Non-Profit	Community Identified Priority	Community capacity (CC3)	Mountain Studies Institute (MSI) Silverton Avalanche School	DOLA REDI Grant \$50,000 MSI Fundraising \$50,000	\$100,000	N/A	1) Explore faculty & organizational collaborations 2) Conduct economic impact study
8	Local Farm to School/Community Programs	Med	Education	Leverage the unique assets of rural Colorado Fulfill every child's potential	Agriculture & food security (AF5) Community capacity (CC2)	Silverton School District Mountain Studies Institute (MSI)	Colorado Health Foundation Grant Local Contributions	\$30,000	Volunteers and Existing School District Employees	1) Expand the community greenhouse and garden 2) Carry out experiments for growing food and vegetables year-round at 9,318 feet elevation 3) Expand offering/supplementing WIC and local food share programs

SAN JUAN COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
9	Local Access to Health Care & Mental Health Support Services	High	Health and Human Services	Save Coloradoans money on healthcare	Community capacity (CC1, CC2, CC3)	San Juan County Public Health San Juan County Social Services San Juan County Town of Silverton Silverton Schools Regional Health Care Organizations Human Services Community Health Advisory Group	Grants Partnerships w/Regional Health Providers United Way	N/A	N/A	1) Sustain community-based health center and expand services beyond one day per week 2) Develop partnerships to provide local dental care 3) Sustain nurse practitioner position 4) Formalize sponsorship of clinic with Mercy Medical Center
10	Lackawana Mill & Bridge	Low	Historic Preservation	Leverage the unique assets of rural Colorado Build on current successful economic development programs	Building & infrastructure sustainability (B15) Community capacity (CC3)	San Juan County Historical Society BLM SJDA Town of Silverton	State Historical Funds Town of Silverton San Juan County BLM State & Federal funds Grants & donations	N/A	Jobs related to reuse	1) Create a functional facility 2) Work with BLM 3) Develop a plan and implementation strategy for preservation and adaptive reuse of this fabulous structure 4) Target for recreational and public use as part of KMRA Master Plan
11	Anvil Mountain Affordable & Attainable Housing Project	High	Housing	Make critical investments in community infrastructure	Housing attainability (HA1, HA2)	San Juan County Town of Silverton Housing Organizations Businesses Citizens State Bank	San Juan County Town of Silverton Regional Housing groups DoLA Private sector State & Federal grants USDA Citizens State Bank	N/A	N/A	1) Provide owner occupied homeownership opportunities 2) Build homeowner pipeline 3) Secure a developer(s) 4) Increased number of affordable housing units available in Silverton 5) Maintain availability of limited local rental stock

SAN JUAN COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
12	Silverton/San Juan County Master Plan	Low	Land Use	Community Identified Priority	Community capacity (CC1, CC2, CC3)	Planning Commission Town of Silverton/San Juan County	County Planning Commission Silverton DoLA	Various based on projects needed through plan	N/A	1) Update Master Plan to reflect changes made since previous update and provide future planning 2) Integrate with Compass Project as appropriate
13	Conveyance of Bureau of Land Management Parcel to Town of Silverton	Med	Parks & Recreation	Leverage the unique assets of rural Colorado	Community capacity (CC1, CC2, CC3)	BLM Town of Silverton San Juan County	Silverton County CDPHE Colorado Brownfields Foundation GoCO	N/A	N/A	1) 93-acre parcel to be conveyed to Town via BLM for continued operation of Kendall Mountain Recreation Area (KMRA)
14	Kendall Mountain Recreation Center & Ski Area Master Plan	Med	Parks & Recreation	Leverage the unique assets of rural Colorado	Community capacity (CC1, CC2, CC3)	Town of Silverton Kendall Mountain Recreation Area Master Plan Committee San Juan County BLM Community members & youth	Silverton, GOCO, DOLA Town has secured funds from GOCO (\$37,500 grant award) and DOLA (\$6,250 grant award) for a master planning process, estimated to cost \$50,000)	Full cost of expansion unknown, master plans estimated at \$50k	1 full time	1) Increase recreation opportunities in community 2) Increase number of visitors to Silverton/County 3) Fully utilize a community resource 4) Identify additional BLM land to be conveyed to the Town of Silverton 5) Identify priority services to offer 6) Kendall Mt becomes self-sustaining and generates revenue
15	Eureka Campground & Facilities Improvements	Low	Parks & Recreation	Leverage the unique assets of rural Colorado Invest in roads and bridges	Climate & natural hazard resiliency (CN2) Community capacity (CC3)	San Juan County BLM US Army Corps of Engineers Sunnyside Gold Corporation	Existing gravel pit near proposed site Road & Bridge Dept expertise & equipment Army Corps of Engineers	N/A	Construction Jobs	1) River stabilization near old Eureka town site 2) Provide gravel for County roads 3) Ensure water quality

SAN JUAN COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
16	Molas Lake Master Plan	Med	Parks & Recreation	Leverage the unique assets of rural Colorado	Climate & natural hazard resiliency (CN2) Community capacity (CC3)	Town of Silverton San Juan County	Silverton	N/A	N/A	1) Eliminate camping on the overlook site 2) Establish a “marriage shelter” overlook 3) Establish a year-round summer-winter lodge facility 4) Establish full RV hook-up in designated area adjacent to 550 in rock outcropping
17	Rehabilitate Carnegie Public Library	Low	Public Infrastructure	Leverage the unique assets of rural Colorado Build on current successful economic development programs	Building & infrastructure sustainability (BI5) Community capacity (CC3)	Town of Silverton	Colorado Historic Fund State & federal grants Silverton	#####	N/A	1) Mitigate mold 2) Rehabilitate historic site
18	Restoration, Repair & Maintenance of Community Buildings	Low	Public Infrastructure	Leverage the unique assets of rural Colorado Build on current successful economic development programs	Building & infrastructure sustainability (BI5) Community capacity (CC3)	San Juan County Town of Silverton Governor’s Energy Office	San Juan Historical Society County Silverton Energy Management Asst Program (EMAP) Trident Energy	N/A	32 new jobs are generated for every \$1 million spent on preserved historic buildings	1) Preserve historic integrity of community buildings 2) Repair and maintain community buildings 3) Weatherize Town Hall and improve energy efficiency of municipal buildings to decrease utility bills and provide reliable heat 4) Town Hall brought into full ADA compliance 5) Repair windows in the Visitor Center

SAN JUAN COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
19	Improve Drainage & Water Flow in Silverton	Med	Public Infrastructure	Leverage the unique assets of rural Colorado	Climate & natural hazard resiliency (CN2)	Town of Silverton San Juan County SW Water Conservation District BLM	Silverton County BLM USDA DOLA SW Water Conservation District Historical Society		Construction Jobs	1) Culvert improvements to Greene Street/Hwy 550 to increase flow conveyance to improve drainage and prevent potential flooding to adjacent residential units 2) Storm water intercepts and flows 3) Boulder Creek head gate 4) Relocate Bear Creek Raw Water 5) Loop dead end portions of Town's water system to improve fire flows and reduce water line freeze problems 6) Complete Infrastructure Plan for street water looping and drainage 7) Run water/sewer line to powerhouse
20	Baker's Park Trail System	High	Parks & Recreation	Leverage the unique assets of rural Colorado	Community capacity (CC2, CC3) Future ready economy & workforce (EW3, EW4)	Silverton Single Track Society BLM SJC Town of Silverton	CPW GOCO Private foundations Individuals	Phase 1 \$500,000, total project \$1)5 million	N/A	1) Development of 30-mile stacked loop singletrack trails system directly adjacent to town 2) Provide health & wellness benefits to community 3) Provide beginner and intermediate level riding opportunities in close proximity to town 4) Create a draw for visitors

SAN JUAN COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
21	Toilet Facilities along San Juan Skyway	Low	Public Lands	Leverage the unique assets of rural Colorado	Community capacity (CC3)	Forest Service BLM San Juan County Town of Silverton	Forest Service BLM CDOT GoCO DSNGRR Private Businesses	N/A	At least one position	1) Retain bathroom facilities on Molas lookout and other areas as determined 2) Seek long-term contractor to provide facility maintenance/service 3) Solve for winter servicing of winter porta-potties
22	Long Range Management Plan for upper- Animas River & Corridor	Med	Public Lands	Leverage the unique assets of rural Colorado	Climate & natural hazard resiliency (CN2)	Upper Animas River Protection Group Town of Silverton San Juan County BLM Durango & Silverton Narrow Gauge Railroad (DSNGRR) Environmental Protection Agency (EPA)	Forest Service BLM Silverton County GoCO DoLA DSNGRR State & Federal Grants CDPHE EPA	N/A	N/A	1) Restoration of Lackawanna Mill Building 2) Restore wetlands & riparian habitat along corridor
23	Promotion of Silverton & San Juan County	High	Tourism	Leverage the unique assets of rural Colorado	Community capacity (CC3)	Silverton Chamber San Juan County Town of Silverton San Juan Development Association (SJDA)	Silverton County Colorado Tourism Office R9 EDD EPA	N/A	Create PT assistant position	1) Continue partnerships with regional agencies to promote tourism and outdoor recreation for an economically and environmentally sustainable future 2) Increased commerce, seen via sales taxes 3) New families moving into the area with wage earners who can telecommute 4) Sustain San Juan County businesses

SAN JUAN COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
24	Blair Street Improvement District Projects	Med	Tourism	Leverage the unique assets of rural Colorado	Building & infrastructure sustainability (BI5) Community capacity (CC3)	Blair St Improvement District San Juan Historical Society Town of Silverton	Ben Nighthorse Campbell match State Historical Society Firemen DoLA GoCO EPA Private businesses	\$250K	Construction related	1) Install historic lighting and build new restrooms at Columbine Park 2) Utilize funding from DoLA for Downtown Colorado Inc projects 3) Wayfaring signage 4) Conduct feasibility study
25	Creative District	High	Arts & Culture / Business development	Build on current successful economic development programs	Community capacity (CC2, CC3) Future ready economy & workforce (EW3)	Silverton Creative District	OEDIT	N/A	N/A	1) Increase jobs, incomes, and investments in Silverton through creativity, culture, and the arts
26	Columbine Park Revitalization Plan	Med	Public Infrastructure	Leverage the unique assets of rural Colorado	Community capacity (CC3)	Town of Silverton	Grants	N/A		1) Expansion of the park open space 2) Build a new restroom facility 3) Provide a satellite visitor's center
27	Exhibit at Visitors' Center and/or San Juan Historical Museum on Native American Culture	Low	Arts & Culture	Community Identified Priority	Community capacity (CC3)	San Juan Historical Society San Juan County (SJC) Silverton Chamber San Juan Historical Museum Ute Mountain Ute Tribe Southern Ute Indian Tribe	San Juan Historical Society Grants & donations EPA	N/A	N/A	1) Develop exhibits to recognize Native American history in San Juan County 2) Develop historical interpretive activities and/or promotional materials

SAN JUAN COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
28	Bike Skills Park	Med	Parks & Recreation	Leverage the unique assets of rural Colorado	Community capacity (CC2, CC3)	Silverton Single Track Society Town School District	CO Health Foundation GOCO Private foundations	\$150,000	N/A	1) Create a youth and family friendly bike park
29	Youth Center	Med	Youth Supports	Make critical investments in community infrastructure	Community capacity (CC2, CC3)	Silverton Youth Center Silverton School Silverton Family Learning Center Town of Silverton	Grants	N/A	N/A	1) Identify new location for youth center 2) Relocate youth center
30	Municipal Water	High	Public Infrastructure	Leverage the unique assets of rural Colorado	Climate & natural hazard resiliency (CN4) Community capacity (CC3)	Town of Silverton CWCB SWCD	Silverton State & Federal grants	\$54,000	N/A	1) Install test wells for potential municipal water use 2) Provide a redundant municipal water supply
31	Wastewater System Rehabilitation	High	Public Infrastructure	Leverage the unique assets of rural Colorado	Climate & natural hazard resiliency (CN4) Community capacity (CC3)	Town of Silverton USDA DoLA SRF	Town of Silverton USDA DoLA SRF		Construction job retention	1) Ensure federal water standard compliance 2) Improve water quality

SAN JUAN COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
32	Redundancy Fiber Path into and out of Silverton	High	Telecomm	Make critical investments in community infrastructure	Building and Infrastructure Sustainability (BI2) Future Ready Economy & Workforce (EW1)	San Juan County Town of Silverton Southwest Colorado Council of Governments (SWCCOG) San Miguel Power Century Link Corporation Colorado Department of Transportation (CDOT) ISPs - Brainstorm & Forethought	SWCCOG - grant admin DoLA Silverton County	N/A	Construct ion jobs Create jobs associated with new businesses that require high speed internet	1) Complete segments of in-ground fiber cable installed by EagleNet Alliance (ENA) 2) Explore potential of ENA completing the project and/or partnerships to use dark fiber already in place 3) Install redundancy between Cascade and Durango 4) CDOT or other entity to complete fiber gaps between Cascade and Durango 5) Installation of roof top wireless bridge to broadcast access throughout Silverton (school-based need for student access) 6) Explore alternative tech for broadband as it becomes available, i.e., Starlink 7) Expand access to County and Town residents
33	Toilet Facilities in the Town	Med	Public Infrastructure	Make critical investments in community infrastructure	Building & Infrastructure Sustainability (BI1, BI2) Community capacity (CC3)	Town of Silverton San Juan County	Grants	N/A	Construct ion Jobs	1) Build centrally located public restrooms in the Town of Silverton 2) Reduce stress on local businesses to provide public restrooms

SAN JUAN COUNTY COMMUNITY DEVELOPMENT ACTION PLAN 2021

CDAP #	Project	Rank	Category	State Economic Development Priority	Resiliency Linkage	Partners	Funding Resources	Cost Estimate	Jobs	Outcomes & Impacts
34	Construct Pedestrian Bridges	Low	Public Infrastructure	Community Identified Priority	Community capacity (CC3)	Town of Silverton San Juan County	GoCo BLM land transfer creates cash match	\$1,330,000 estimate \$1,060,000 federal & \$266,000 San Juan County Match	Construct ion job retention	1) Add/improve pedestrian bridges near courthouse 2) Add two bridges near the confluence at Lower Cement Creek 3) Improve public safety for pedestrians 4) Increase pedestrian access to town
35	Compass Project	High	Community development	Community Identified Priority	Addresses priorities from all the resiliency strategies	San Juan County Town of Silverton Community Builders Organization Local Businesses Local community groups	Town of Silverton Federal and State Grants	N/A	N/A	1) Complete community values & visioning processes 2) Establish community priority projects 3) Dovetail Compass Project with CDAP and Town Master Plan

APPENDIX A – Partners in Economic Development

Economic Development Organizations

Southwest Colorado
Small Business Development Center
835 Main Ave. Suite 225
Durango, CO 81301
(970) 903-5424
www.sbdcfortlewis.org

Pagosa Springs Community Development
Corp. PO Box 1859
Pagosa Springs, CO 81147
(970) 264-2360
www.pagosaspringscdc.org
cdcinfo@pagosaspringscdc.org

San Juan Development Association
P.O. Box 722
Silverton, CO 81433
(970) 888-7440
www.sanjuandevelopment.com

Dolores County Development Corp.
P.O. Box 860
Dove Creek, CO 81328
www.dolorescounty.org

La Plata Economic Development Alliance
2301 Main Ave.
Durango, CO 81301
(970) 259-1700
www.yesipc.com

Region 9 Economic Development District of
Southwest Colorado
135 Burnett Dr. Unit 1
Durango, CO 81301
(970) 247-9621
www.region9edd.org

Southern Ute Indian Tribe
116 Mouache Dr.
Ignacio, CO 81137
www.southernute-nsn.gov

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

APPENDIX B – CEDS Participants

CEDS Committee – Highlighted participants indicate a Region 9 Board member.

First	Last	Area of Interest/Sector	Position	Geographic Representation
Adrian	Uzunian	Public Health & Environment	Director of Public Health Innovation at San Juan Basin Health	Archuleta & La Plata
Al	Huckins	Non profit	United Way of SW Colorado	Montezuma
Alex	Rugoff	Business & Government	Director of Community Development, City of Durango (former)	La Plata
Ashleigh	Tarkington	Government, Economic Development, Business	Mayor-Bayfield, Region 9 Board of Directors, Business Owner	La Plata
Bernadette	Cuthair	Ute Mountain Ute, Economic Development	Director of Planning & Development	Montezuma
Brett	Martin	Government, Economic Development	Mayor-Dove Creek, Region 9 Board of Directors	Dolores
Brittany	Cupp	Entrepreneurship, Communications & Marketing	Outreach Coordinator at SCAPE	Regional
Clyde	Church	Government, Economic Development	County Commissioner, Region 9 Board of Directors	La Plata
Colleen	O'Brien	Business, Economic Development	Business Owner, Region 9 Board of Directors	La Plata
Dan	Fernandez	Agriculture, Economic Development	Region 9 Board of Directors	Dolores
Deanne	Gallegos	Business, Public Information	Director, Silverton Chamber of Commerce Business Owner County Public Information Officer	San Juan
Dewayne	Findley	Business, Economic Development	Business Owner, Region 9 Board of Directors	Montezuma
Don	Haley	Planning	Planning Director	Montezuma
Donna	Graves	Data & trends/consultant	Owner, Information Services, Inc.	Regional
Doug	Roth	GIS	GIS Manager	Montezuma
Floyd	Cook	Government	County Commissioner	Dolores
Gloria	Kaasch-Beurger	Government, Economic Development	Town Manager-Silverton, Region 9 Board of Directors	San Juan
Gus	Westerman	Agriculture, Economic Development	Director Dolores County Extension Office	Dolores
Heather	Otter	Economic Development	Project Manager	Regional
James	Dietrich	Natural Resources	Natural Resources Planning and Public Lands Coordinator	Montezuma
Jennifer	Green	Tourism, Economic Development	Executive Director Tourism-Town of Pagosa Springs, Region 9 Board of Directors	Archuleta
Jessica	Randell	Non profit	United Way of SW Colorado, Team UP Coordinator	Regional
Jim	Candelaria	Government, Economic Development	County Commissioner, Region 9 Board of Directors	Montezuma
Joe	Theine	Healthcare	CEO, Animas Surgical Hospital	Regional
Julie	Kibel	Government	County Commissioner	Dolores
Justin	Osborn	Real Estate, Economic Development	Region 9 Board of Directors	La Plata

Update 2021

First	Last	Area of Interest/Sector	Position	Geographic Representation
Kari	Distefano	Government	Town Manager (former)	Rico
Kelly	Koskie	Government, Economic Development	Director of Finance, Cortez, Region 9 Board of Directors	Montezuma
Ken	Charles	Government, Economic Development	Town Manager-Dolores, Region 9 Board of Directors	Montezuma
Kiki	Hooten	Business & Higher Education	Disaster Relief Coordinator	Regional
Kim	Baxter	Government	Mayor	La Plata
Kim	White	K-12 Education, Economic Development	Superintendent, Silverton Schools	San Juan
Lisa	Branner	Business, Government, Communications & Marketing	Owner, Venture Snowboards Director of Community Development and Engagement (former)	San Juan
Margret	Daves	Government	County Administrator	Dolores
Mark	Garcia	Government	Interim Town Manager	La Plata
Martha	Mason	People with Disabilities & Elderly	Executive Director	Regional
Mary Jo	Coulehan	Economic Development	Executive Director-Pagosa Springs Chamber, Region 9 Board of Directors	Archuleta
Matthew	Farmer	Business Administration & Youth	Intern	Regional
Meade	Harbison	Southern Ute Indian Tribe, Economic Development	Business Development Southern Ute Indian Tribe Growth Fund, Region 9 Board of Directors	Regional
Mike	French	Economic Development	Executive Director	La Plata
Mike	Segrest	Government	Deputy County Manager	La Plata
Miriam	Willow-Giles	Housing, Telecom, Transportation	Executive Director	Regional
Paul	Zimmerman	Business, Economic Development	Business Owner, Region 9 Board of Directors	San Juan
Rachel	Brown	Tourism	Executive Director, Durango Area Tourism Office	Durango
Rachel	Medina	Government	County GIS Specialist, Mayor Pro Tem Cortez	Montezuma
Rachel	Marchbanks	Government, Economic Development	Economic Development Coordinator-Town of Mancos, Region 9 Board of Directors	Montezuma
Robert	Clark	Economic Development	Executive Director, Pagosa Springs Community Development Corp. (former)	Archuleta
Robert	Whitson	Business, Economic Development	Business Owner, Region 9 Board of Directors	La Plata
Roger	Zalneraitis	Economic Development	Manager, Southern Ute Economic Development (former)	Southern Ute Tribe
Sam	Dosumu	Higher Education	Dean, Pueblo Community College Southwest	Regional
Shak	Powers	Government, Economic Development	County Administrator	Montezuma
Shawn	Gregory	Business, Economic Development	Business Owner, Region 9 Board of Directors	Montezuma
Sherry	Waner	Community Banking, Economic Development	Senior Vice President, 1st Southwest Bank Board President, Pagosa Springs Community Development Corporation	Archuleta
Steve	Garchar	Government, Economic Development	County Commissioner, Region 9 Board of Directors	Dolores
Steve	Elias	Higher Education, Economic Development	Dean, School of Business Administration, Fort Lewis College, Region 9 Board of Directors	Regional
Todd	Weaver	Government, Economic Development	County Attorney, Region 9 Board of Directors	Archuleta
Tuggy	Dunton	Government, Economic Development	Town Clerk-Ignacio, Region 9 Board of Directors	La Plata
Willy	Tookey	Government, Economic Development	County Administrator, Region 9 Board of Directors	San Juan

CEDS Contributors

First	Last	Area of Interest/Sector	Position	Geographic Representation
Andrea	Phillips	Government	Town Administrator, Pagosa Springs	Archuleta
Archuleta County	Staff	Government	Various Departments	Archuleta
Becky	Joyce	Public Health	Director of San Juan County Public Health	San Juan
Beverly	Rich	Historic Restoration	Board of Directors, San Juan County Historical Society	San Juan
Board	Members	Economic Development	Dolores County Development Corporation	Dolores
Board	Members	Economic Development	Pagosa Springs Community Development Corporation	Archuleta
City of Cortez	Staff	Government, Community Development	Various Departments	Montezuma
City of Durango	Staff	Government, Community Development	Various Departments	La Plata
County	Commissioners	Government	Elected Officials	Region 9 Counties
Dolores County	Staff	Government	Various Departments	Dolores
Elizabeth	Garner	Data	Colorado State Demographer	State
Ellen	Roberts	Natural Resources, Forest Health	Natural Resources Consultant	State
Emily	Meisner	Economic Development	Program Manager, La Plata Economic Alliance	La Plata
John	Reiter	Government	Town Administrator, Town of Silverton (former)	San Juan
Kate	Hartzell	Health Education	Executive Director, Southwest Area Health Education Center	Regional
La Plata County	Staff	Government	Various Departments	La Plata
Montezuma County	Staff	Government	Various Departments	Montezuma
Pam	Flowers	Government	County Development Director	Archuleta
San Juan County	Staff	Government	Various Departments	San Juan
Shannon	Livick	Higher Education	Executive Assistant to the Dean, Pueblo Community College Southwest (former)	Regional
Town of Bayfield	Staff	Government, Community Development	Various Departments	La Plata
Town of Dove Creek	Staff	Government, Community Development	Various Departments	Dolores
Town of Ignacio	Staff	Government, Community Development	Various Departments	La Plata
Town of Mancos	Staff	Government, Community Development	Various Departments	Montezuma
Town of Pagosa	Staff	Government, Community Development	Various Departments	Archuleta
Town of Silverton	Staff	Government, Community Development	Various Departments	San Juan
Wade	Litt	Economics & Higher Education	Asst Professor of Economics, Fort Lewis College (former)	Regional

APPENDIX C – Region 9 Disaster Preparedness

TABLE OF CONTENTS

DISASTER PLANNING	1
Phase I: Pre-disaster Preparedness.....	1
Southwest Colorado Disaster Planning.....	2
Southwest Colorado Emergency Management Contact List:	2
Regional Risks and Vulnerabilities.....	4
Phase II: Post Disaster Planning and Implementation	6
Region 9’s Role in Economic Recovery.....	7
Post-disaster Relationships	7

(4) Public Comments Received (July 15th to August 15th)

(1) “Disaster preparedness must include plans for diminished water resources across the region.”

(2) “We need much better management of public lands for dispersed camping used by disaster and economic displacement. This would include conservation corps type programs both improving this resource and employing some of those impacted.”

(3) “The county emergency director is working hard to ensure preparedness. The county commissioners do not believe a major disaster will happen and do not give the process much credit.”

(4) “My response to this plan is to compliment the planners on the thoroughness of this report. They have spent considerable time in meeting best practices and, in particular, in dealing with the needs of a remote area where industry tries to drive awareness and regulations away from the very real and catastrophic nature of industrial accident threats. Thank you.

Page 2 (**Appendix C, p.1**) – Services offered for disaster relief – “Offering grant writing expertise and technical assistance to regional and local entities, both for pre-disaster resiliency initiatives as well as post-disaster recovery efforts.” This was not provided during the pandemic. If this is a response, it should be made clear how organizations and agencies can access this critical resource during an emergency. Of note, from a planning viewpoint, development and industry activities in sensitive areas should/must be taken into account. An example of where this has NOT taken place in recent development is the new River Rock Estates development taking place on Light Plant Road along the San Juan River. That is clearly flood plain. It is easy to turn a blind eye to such development now during drought years – it will be harder during adequate water years and public funds will likely be involved in recovery efforts for those unfortunate (and unthinking) owners who purchase in those lots.”

DISASTER PLANNING

A disaster can be defined as *any event that threatens to, or actually does, inflict damage to people or property that cannot be dealt with using only internal and mutual aid resources.*

In the event of a disaster, the Region 9 Economic Development District (Region 9), plays a support role to other partners in the planning and recovery efforts as outlined in the following strategy document. This brief summary of strategy is in no way intended to undermine or replace existing federal, state, or local disaster plans, but simply establishes Region 9's role in both pre- and post-disaster planning and recovery. Pre-disaster strategies are based on an awareness and support of already existing partnerships and emergency plans. Post-disaster strategies rely on a decision-making process consistent with local economic comprehensive plans.

In the event of a disaster, Region 9 is committed to:

- Providing local officials, business leaders, and other community partners with access to regional demographic, economic, and hazard vulnerability data.
- Developing technical expertise and economic analysis tools for conducting initial disaster assessments and long-term economic impact analysis.
- Establishing collaborative relationships with local government officials and non-government organizations that may provide data, funding, technical expertise, and other resources essential to intermediate and long-term economic recovery following a disaster event.
- Offering grant writing expertise and technical assistance to regional and local entities, both for pre-disaster resiliency initiatives as well as post-disaster recovery efforts.
- Establishing familiarity with traditional economic and community recovery funding sources, including resources for business development assistance programs, such as EDA's Revolving Loan Fund (RLF) programs as well as private, nonprofit, and philanthropic resources.
- Providing technical support to impacted businesses.
- Encouraging concepts and principles of economic resiliency strategies into the existing. planning and development plans and activities within the region.
- Leveraging assets.
- Offering a neutral forum to convene diverse stakeholders and facilitate discussion and planning initiatives around the issues of economic resiliency preparedness and recovery.

Phase I: Pre-disaster Preparedness

This phase asks communities to plan and prepare for the unexpected and build disaster-resiliency practices. Region 9 encourages the existing coordination between the organizations and regular updates to all local and regional disaster plans.

- Engage in pre-disaster recovery and mitigation planning.
- Know the community's risks and vulnerabilities.
- Inventory and organize the community's recovery resources (people, businesses, public services...etc.)
- Engage in business continuity planning.
- Ensure there are resources available for the elderly and those with special needs.
- Identify shelters, and recovery partners (Federal, state, local, and private sector), type of assistance and resources they can provide.
- Develop an interagency action plan.
- Identify what recovery activities will take place immediately, short-term, intermediate, and long-term.
- Develop and disseminate a community evacuation plan.
- Establish a communication chain.

- Engage the community. Take advantage of opportunities to communicate the process and protocols to follow in the event of a disaster and what recovery efforts will be undertaken.

Knowing where to prioritize spending requires some basic knowledge of what is covered under insurance policies, which projects will be eligible for federal reimbursement through the Public Assistance Program, which projects can be funded through grant programs, and what financial reserves can be targeted for grant matching funds or local investment. When a community begins to address its infrastructure issues as part of the initial planning process or as a pre-disaster implementation action, it can launch an assessment of county or municipal insurance policies to determine which facilities are covered and for what extent of damage. They can then use this assessment to make decisions about increasing coverage or financing repairs to uninsured structures. They can also determine whether mitigation enhancements would be covered under current policies and Public Assistance or whether additional funding would be needed.

Southwest Colorado Disaster Planning

There are several different levels of strategic disaster planning in the region that address these guidelines. It is a requirement of the State Emergency Management Grant (a funding mechanism) to have an emergency operation plan (disaster plan). Every county and tribe receives those funds and all have prepared plans of varying scope and complexity, tailored to their territories and constituents. Please see below for a list of emergency contacts within the region.

Southwest Colorado Emergency Management Contact List:

Archuleta County – Emergency Management Contact: Mike Le Roux
Office: (970) 398-0612
email: mleroux@archuletacounty.org

Dolores County – Emergency Management Contact: Keith Keesling
Office: (970) 769-0005 -24 Hour Contact: (970) 769-0005
Email: dcem@fone.net

La Plata County – Emergency Management Contact: Shawna Legarza
Office: (970) 375-6274-24 Hour Contact: (970) 385-2900
Email: shawna.legarza@co.laplata.co.us
Durango- (970) 375-4739

City of Durango – Terry Hoecker
Email: HoeckerTL@ci.durango.co.us
Cell: (970) 759-4312

Montezuma County – Emergency Management Contact: Mike Pasquin
Cell: (970) 564-4134 24 Hour Contact: (970) 565-8441
Email: mpasquin@co.montezuma.co.us

Email: dbrockus@southernute-nsn.us

San Juan County – Emergency Management
Contact: Jim Donovan
Office: (970) 387-5531 - 24 Hour Contact: (970)
387-5531,
Email: uem@sanjuancountycolorado.us

Southern Ute Indian Tribe

Emergency Management Contact: Don Brockus
Office: (970) 563-0100 ext. 2449, Fax: (970) 563-
4853

Ute Mountain Ute Tribe

Update 2021

Emergency Management Contact: John Trochek

Office: (970) 564-5441

Email: jtrocheck@utemountain.org

At the regional level there is a Southwest Region All-Hazards Advisory Council (SWRAHAC), established in 2005. The Council consists of emergency managers from each tribe, county, and some municipalities, as well as representation from the following disciplines: communications, hazardous materials, fire services, emergency medical services, healthcare, Citizen Corps, transportation, education, law enforcement, and public health. Annually, SWRAHAC members participate in the State's capability review process. As part of that process, SWRAHAC members set the Southwest Colorado priorities. This is a collaborative effort to determine the best needs for the entire region as a whole. This council has prepared a document called ***The Southwest Colorado Homeland Security Strategy (SWCHSS)*** in order to develop, implement, and maintain a viable planning capability (Revised draft April 5th, 2011). That document was updated and approved as the ***Southwest Colorado All-Hazards Region Homeland Security Strategic Framework 2016 – 2018***, Adopted October 15, 2015.

Planning Departments in each county are currently in process of updating emergency plans in response to the COVID-19 pandemic, and it is expected that the Regional SWCHSS plan will be updated when that process is complete. Approved county plans are available at <https://mars.colorado.gov/mitigation/hazard-mitigation-plans/approved-plans/southwest-region>.

Region 9 has reviewed the currently available SWCHSS document and agrees with the identified areas of outstanding "SW Region" risks and vulnerabilities that must be considered and planned for. They are as follows:

Regional Risks and Vulnerabilities

Remote Location – The SW Region has approximately 85,625 citizens consisting of five counties: Archuleta, Dolores, La Plata, Montezuma, and San Juan counties, as well as the State's two Sovereign Nations, the Southern Ute Indian Tribe (SUIT) and the Ute Mountain Ute Tribe. Depending on location within the region, drive time to Denver can range from six hours to eight hours and drive time to Albuquerque can range from four to six hours. The region has two commercial airports and two private aviation airports. Because of remoteness, to provide service and protection, the SW Region often depends on internal resources, and resources from other states."

Infrastructure Challenges – The region has a number of other infrastructure challenges. There are two recreational trains; one of these trains traverses an extremely remote and rugged area. Any major incident with these trains will involve a multi-state response (The Cumbres Toltec Train straddles New Mexico and Colorado). The region also has ski areas, three of these areas are in the region, and another (Wolf Creek Ski Area) is between this region and another. The extreme western part of the region is very dependent on agriculture and its associated risks. The region has a very limited power and internet feed; a single power transmission line and a single fiber optic line serve large parts of the region. The region also has an interstate high-pressure gas pipeline, and associated compressor, that feeds all of central Colorado."

Economic Risks – "The region's economy depends heavily on tourists; other economic dependencies include agriculture and oil/gas operations. Similar to other areas of Colorado, the region's population fluctuates seasonally, including the summer and other key holiday times. This "transient" population presents unique challenges and risk."

Wildland Fire Risks – Because of the vegetation, elevation, and semi-arid climate of the inhabited areas of the region, urban interface/wildland fires are a large risk. The mid elevations of the region are mostly over grown forest; the low elevations are a volatile oak brush / juniper mix. Lightning starts most of the regions wildland fires naturally. In an average fire season, the region has at least one large wildland fire. Due to the loss of tourist revenue, every large fire has the potential to have devastating economic conquests."

Flood Risks – “All low-lying areas in the region are prone to flash flooding. The National Weather Service (NWS) uses radar, stream gauges, and rain gauges to issue products that warn of these floods. In Southwest Colorado, this is a challenge: the NWS radar system is ineffective. Many of the stream gauges are located in populated areas, not upstream, and a rain gauge network does not exist.”

The SWRAHAC Council also prepared a **Prioritization of Planning Scenarios** as an illustrative tool for determining which scenarios pose the greatest threat to the region based on the individual local criteria. Region 9 supports the strategy of focusing on building capability for the two most probable scenarios, which include toxic industrial chemicals events and major snowstorm/blizzard events. Both scenarios represent a moderate to high threat to the region and present potentially devastating consequences for our communities.

“Planning Scenario: Toxic Industrial Chemical Events: The history of toxic industrial chemical events in the region is rare, but has been catastrophic. Oil and gas exploration, has boomed in the last 10 years, bringing with it the potential for major oil/gas-related events. Three major state highways in the region are designated as hazardous materials routes (US Hwy 160, 491 and 550). These highways function as vital east-west / north-south routes for both tourists, and commercial vehicles, as well as providing access to all of the region's tribes and counties. These highways are highly traveled, and have a number of vulnerable points (tunnels, high mountain passes, landslide / avalanche areas). These highways are the primary transportation route for a wide range of toxic industrial chemicals via commercial motor carrier. The headwaters of several major water sources that service large metropolitan areas lie within the boundaries of the region as well, and a chemical attack or spill is likely to contaminate the water for large population areas such as large cities in New Mexico and Arizona, in addition to many smaller communities.”

“Planning Scenario: Major Snowstorm / Blizzard Events: The *probability* of a major snowstorm / blizzard event in the region is frequent. Multiple major snowstorms occur every year. Every one of these events temporarily isolates the five counties and two tribes of southwest Colorado from the rest of Colorado. During major snowstorms, all passes through the mountains to the North and East close. Some locations, such as Silverton, will be completely isolated. Commercially, Southwest Colorado has approximately three days of food, with the routine supply coming from Denver. With the exception of isolation, a major winter storm alone does not create too much concern in Southwest Colorado. The secondary events that very often accompany these storms are the concern. Our largest concern is power outages; in cold weather, the outcome could be catastrophic. Some other concerns include special needs population support, debris removal, isolation of individual communities, sheltering, and food/fuel supply. Another side consequence of the isolation is a negative impact to the economies of communities and to the overall region.”

Yet another level of strategic planning occurs at the State level. Colorado has prepared a State Emergency Operations Plan (2015). This plan, which addresses most, if not all, of the items identified in the following guidelines. Once again, this plan is far too lengthy to be included here, but can be perused at <http://dhsem.state.co.us/emergency-management/operations/state-emergency-operations-plan>.

Phase II: Post Disaster Planning and Implementation

This phase will include disaster assessment, the development of a recovery timeline, and the implementation of a long-term recovery plan.

The assessment phase will involve partners at the local, state and possibly federal level. Local officials have authority under their local ordinances and resolutions and Colorado Revised Statutes to take responsible and appropriate actions in the direction and control of disaster recovery activities. The role of affected state, local and tribal governments in defining and addressing risk reduction and long term recovery priorities is recognized. If an effective recovery is beyond a local jurisdiction's capability, State assistance may be required.

If the situation is beyond State and local capability, the Governor may ask for Federal assistance by requesting a Presidential Declaration of an "emergency" or "major disaster". The declaration triggers the implementation of Federal disaster assistance programs, which are coordinated by the Federal Emergency Management Agency (FEMA), in cooperation with the Division of Emergency Management (DEM). Response and recovery operations in both State- and Federally-declared disasters will be conducted in accordance with the standards set forth by the National Incident Management System (NIMS) and the National Response Framework (NRF).

These authorities should provide oversight for the following assessments:

- Assess the nature and magnitude of the disaster.
- Assess the impact on the economy (business, industry sectors, labor market...etc.).
- Assess the impact on transportation and public infrastructure.
- Assess the impact on housing, schools, and health care facilities.

Once these assessments have been made, regional partners will develop and implement a recovery timeline:

- List and prioritize recovery activities to be performed.
- Identify resources (Federal, state, local, private sector) needed for each activity.
- Determine the level and type of assistance needed.
- Identify roles and responsibilities.
- Determine the timeframe for each recovery activity:
- Establish recovery benchmarks.

Long-term recovery and mitigation efforts will be based on a variety of factors and priorities, including public safety, economic development, environmental protection, and preservation of social, cultural and historical resources:

- Identify business, economic and entrepreneurial rebuild initiatives.
- Identify workforce initiatives to employ workers and rebuild economy.
- Describe the Federal, state and local funding programs and management plans to ensure the most effective use of Federal, state, local, and private sector funds.

Region 9's Role in Economic Recovery

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

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

Post-disaster Relationships

There are many agencies, jurisdictions, and stakeholders involved in providing infrastructure, public facilities, and utility services. Before and after a disaster, these private and public entities need to establish communication and coordination procedures to ensure that long-term recovery and redevelopment occurs in an efficient and organized manner. Each agency or company should have its own recovery plan; however, if any opportunities for directing redevelopment are to be pursued then coordination and communication are critical.

Limited time, funds, and materials are going to make simultaneous redevelopment of all damaged areas difficult. In some circumstances, opportunities may arise after a disaster to move forward with planned physical economic development projects or to create new projects that take advantage of post-disaster funding, available land, or public will. Communities may want to encourage redevelopment in areas that correspond to their vision for the future and those less vulnerable to disasters by providing incentives for development in these areas. For instance, local comprehensive plans include many policies that determine where and to what extent redevelopment can, or ideally should, occur. As a starting place, affected communities can use their locally developed Comprehensive Plans, including this CEDS document, to identify specific land use codes and regulations. In addition, Region 9 has worked with each county to develop Community Development Action Plans (CDAP's) to identify priority projects, partnerships and action steps that will aid in the recovery process

A "small business" is often perceived as a family-owned business that provides services solely to the local community. Small businesses comprise the majority of businesses in the region. Small businesses are more likely than large businesses to either never reopen after a major disaster or fail shortly after reopening. Several factors may be involved in these failures, including the extent of damage to a community, timing of reopening, and lack of financial reserves. During the recovery process Region 9 will work closely with the Colorado Office of Economic Development and International Trade (OEDIT) as well as other identified partners to provide technical assistance to business owners and operators impacted by a disaster concerning economic redevelopment plans, investment strategies, small business development, and available resources and assistance to facilitate economic recovery.

Rapid resumption of existing major employers is key to a community's economic recovery after a disaster, especially as employment provides a reason for most residents to return and rebuild quickly. Region 9 will assist the Department of Labor and Employment to identify job losses and create opportunities for employment. Some of these opportunities may actually be a result of disaster impacts, such as providing adequate housing for displaced persons and long-term rebuild of public and private infrastructure (housing, roads, utilities, etc.)

When a community starts to make decisions about which structures to relocate after a disaster or which mitigation projects it should invest in pre-disaster, they should consider funding availability. Region 9 will support the Department of Local Affairs and other applicable funding sources and technical assistance partners to provide the needed technical assistance to local officials and help to identify and apply for state and federal grants that may be available.

It is essential that cultural resources be considered during recovery efforts. Engaging state and local historic preservation organizations in the planning and implementation process can ensure that the unique considerations involved with preserving and restoring historic structures and archeological sites are included in a community's recovery plan. The loss of historic resources due to a disaster can have a major impact on the community. Some losses may be unavoidable, but others could occur accidentally during recovery operations if procedures are not in place to watch for these concerns. Historic structures are particularly vulnerable to damage due to their age, and repair of these structures must meet certain requirements to maintain their character and historic designation. There may also be funding opportunities before or after a disaster for implementing mitigation measures to prevent further damage to historic resources.

To unify the region in COVID-19 recovery, Region 9 recovery funds support a variety of regional initiatives. First, Southwest Colorado Disaster Assistance (SWCODA) is a grassroots effort that shares resources and raises awareness during emergencies by matching those who want to help, with those who need help. This website¹ was previously used during emergencies such as the 416 Fire in 2018 that primarily impacted La Plata and San Juan Counties. It was reactivated in response to the COVID-19 pandemic and expanded to include all five counties and two Native American tribes in southwest Colorado. Region 9 supports this website as the new hub for all five counties' recovery work. One key purpose it serves is to reduce duplication of resources and provide tools for communities that do not have the financial or technical support needed for today's on-line communications.

Second, Region 9 maintains a dynamic, engaging tool for tracking movement on key economic and social indicators of recovery with a regional economic data dashboard. We know that providing reliable data that is easily accessible helps community leaders anticipate problems and make informed decisions around their recovery.

Third, the Pagosa Springs Community Development Corporation (Pagosa CDC) in Archuleta County recently completed a key goal from their strategic plan by hiring an Economic Development Coordinator. This funding is allowing the Pagosa CDC to lead recovery efforts, accomplish their strategic plan priorities and to fully fund an economic development professional by the end of the grant. In particular, it is fostering private and non-profit partnerships to assist in recovery planning efforts for pandemic response and recovery. Every effort is being made to enhance and not duplicate existing activities.

Fourth, there is a huge need for technical assistance and capacity building for local stakeholders impacted by the pandemic. Montezuma County has three Chambers of Commerce (Tri Chambers) serving the towns of Dolores and Mancos, and the City of Cortez. Despite limited staffing, they are collaborating around business recovery efforts. The Tri Chambers banded together dividing duties of communication, outreach, and administration for the Recovery Task Force. With businesses struggling, there are limited funds to support chambers who often provide the training, networking and education needed to help businesses reopen, recover, and succeed. This effort will connect to the regional plan by using the SWCODA website as a landing page for their recovery efforts as well as regional Rise and Recover marketing, catered to the individual needs of each county and community. In Dolores County, recovery efforts include a business microloan fund, weekly business recovery meetings hosted by the chamber. This county of less than 3,000 people requires technical assistance to move forward with recovery efforts. Region 9 aims to support their evolving situation by committing staff time dedicated to the county's recovery work. The SWCODA website provides a much-needed platform that ties them into the larger regional recovery efforts and resources. Region 9's Rise and Recover funding focuses staff efforts to help ensure the region recovers and thrives with measurable progress beyond the two-year grant cycle. Region

¹ <https://www.swcoda.org/>

Update 2021

9 participates on the county recovery taskforces to engage in recovery efforts that serve the local communities and align strategically to the region's efforts.

APPENDIX D – Environmental Update

TABLE OF CONTENTS

Introduction 2
 Climate 2
 Air Quality 2
 Cultural Resources 5
 Environmental Justice 5
 Farmland Protection 6
 Floodplains 6
 Hazardous Waste Sites 6
 Noise 6
 Open Space 7
 Paleontology 7
 Parklands 7
 Public Lands 7
 Threatened and Endangered Species 8
 Wildlife 9
 Water Quality 9
 Wetlands 11

(3) Public Comment Received (July 15th to August 15th)

“The growing lack of water coupled with high water usage agriculture and increased human populations in the region will result in crisis management. The need to manage outdoor recreation with much less marketing and regulation enforcement will assist in maintaining the environment (including wildlife) which residents across the region desire but are 'loving to death'. Other areas in the State of Colorado have recognized this and are taking steps to slow down the influx of people into their regions through reduction of the heavy marketing of outdoor recreation. Strategic planning should include other economic drivers which can take the place of in the economy of outdoor recreation as well as real estate development. Water resources in the future will not support current trends in human population increases and recreational growth impacts in the surrounding environment.”

(2) “we need support for our manual labor controlling thistles on Crowley Ranch Reserve.”

(3) “Page 6 (**Appendix D, p.5**) – Flood Plains: Of note, from a planning viewpoint, development and industry activities in sensitive areas should/must be taken into account. An example of where this has NOT taken place in recent development is the new River Rock Estates development taking place on Light Plant Road along the San Juan River. That is clearly flood plain. It is easy to turn a blind eye to such development now during drought years – it will be harder during adequate water years and public funds will likely be involved in recovery efforts for those unfortunate (and unthinking) owners who purchase in those lots. Flood plains provide relief when they are maintained as healthy wetlands. When developed, the exhibit extreme flooding and destruction of river and stream boundaries that can be cause failure of other adjacent infrastructure, including roads and power lines – which can in turn impact emergency services and taxpayer costs for remedies.

Page 9 (**Appendix D, p.5**) – Water Quality: Mag Chloride has been repeatedly demonstrated to be destructive to species and to water quality and yet it is still regularly applied for “dust control.” This use should be eliminated in the interest of long-term and short-term water improvement and species support along riparian areas throughout the region.

Introduction

Environmental considerations play a key role in southwest Colorado's economic development activities. Residents of our communities' value the high quality of life provided here, including clean air and water and scenic views. A healthy environment can be a selling point for a region's economic development efforts. Businesses - and their employees - like to live in a safe and healthy environment. This is increasingly true in the information technology era when businesses and jobs can relocate almost anywhere, they wish. Increasingly, areas that offer the best environmental resources are often the most attractive to business interests that have the ability to move. A healthy environment can also be a draw to tourists and outdoor enthusiasts of all kinds, from fishermen and hunters to hikers or bird watchers. Unfettered or unplanned development, by contrast, can fragment natural areas and/or deplete them of their wildlife, their pollution mitigating qualities, or their natural beauty.

Federal agencies are required to integrate environmental values into their decision-making processes by considering the environmental alternatives for their proposed actions, and reasonable alternatives to those actions pursuant to the National Environmental Policy Act (NEPA). NEPA requires agencies to first avoid and minimize negative environmental impacts and to provide compensation only after all avoidance and/or minimization efforts have been attempted. Some of the environmental factors addressed by NEPA are described in sections below.

Climate

Region 9 is located at the juncture of four states (Colorado, Arizona, New Mexico and Utah – the Four Corners); and three distinct physiographic regions; the Rocky Mountains, the Colorado Plateau and the San Juan Basin. The topography includes high mountain peaks and valleys, towering mesas, deep canyons and deserts. Southwest Colorado is intensely seasonal. Snow begins falling in the high country in late September or early October, and by Halloween, seasonal closures turn many unpaved roads into routes for snowmobiles.

The San Juan Mountains are the snowiest region of the Colorado Rockies, with average annual snowfalls approaching 400 inches in some spots. Skiers and snowboarders treasure this abundance of white gold. Winter lingers well into the season that is called spring on the calendar. In fact, the greatest snowfalls generally occur in March and April. Winter sports usually wind down in early to mid-April. At about the same time skiers are packing up their poles, the snow in the higher elevations begins to melt. Cresting streams offer thrilling, if chilling, white-water rafting and kayaking.

Summer in the mountains, is brilliant sunshine in cobalt blue skies, although even in the warmer valleys the growing season is marginal in length. Spring's last frost often occurs in June; the first frosts of fall might begin in late August. Late summer brings brief and often intense showers on many August afternoons, sometimes accompanied by dramatic thunder and lightning. In the harsh, dry climate of the mesa-and-canyon country around the Four Corners, summers are hot, winters can be windy and cold, and spring and fall are mild.

Air Quality

Air quality is important from an economic standpoint, not only because of the human health implications, but also because it affects the view sheds in a five-county area where attracting businesses and tourists is contingent on a high quality of life. Pollution sources within the Four Corners include coal-fired power plants, motorized vehicles, oil and gas operations, wildfires and intentional burning, road dust, and other sources. Under the Clean Air Act, the US Environmental Protection Agency (EPA) sets limits on certain air pollutants, using science-based standards to protect human health and the environment. A geographic area that does not meet a primary standard is called a non-attainment area. States and tribes develop State Implementation Plans that outline how they will control air pollution. Some of the air pollutants that are presenting challenges in the Four Corners area are ozone, mercury, nitrogen and sulfur oxides, and particulate matter.

Ozone is normally considered a big city issue, but it is of growing concern in the Four Corners area. In this region, ozone is mainly caused by power plants and oil and gas development (CIRA). Ground-level ozone can cause chest pain, coughing, throat irritation, and congestion and can worsen bronchitis, emphysema, and asthma. Many plant species, including crops, such as soybeans, and Ponderosa pines and Aspen trees are extremely sensitive to ozone exposure.

Historically, air quality in the San Juan Mountains has been among the cleanest in the United States. However, concerns about mercury, ground-level ozone, nitrogen, and other pollutants are growing. Mercury concentrations in precipitation are alarmingly high and several water bodies have mercury fish consumption advisories. Ozone is approaching the limit for public health, and nitrogen levels in rain and snow are increasing.¹ Mercury is a naturally occurring element found in air, water, and soil. It can also be a toxic air pollutant. Coal-fired power plants are the largest man-made source of mercury to the air in the United States. Mercury in the air eventually settles to the ground, where it can be washed into aquatic ecosystems, such as lakes, streams, and wetlands. Bacteria in wetlands and lake bottoms can change mercury into a highly-toxic form, called methyl mercury, which affects functioning of nerve cells. The methyl mercury bio-accumulates, increasing in concentrations up the food chain. Fish consumption advisories for mercury contamination are in effect for five lakes and reservoirs within Region 9 in Archuleta, La Plata, and Montezuma counties. Mesa Verde National Park recorded some of the highest mercury concentrations in the nation in 2010, and continues to monitor mercury, nitrogen, sulfur, ozone, fine particles, haze and dust. The Park is working with the Four Corners Air Quality Group, a group of state, federal and local agencies, and tribes, to develop strategies to reduce regional air pollution.²

Regional haze is caused by a collection of fine particles, smoke, dust, and moisture, suspended in the air. Emissions from power plants, burning of fossil fuels, soot from natural and manmade fires, and airborne dust from disturbed soils all contribute to this pollution, which respects no borders and can travel great distances. Haze affects wide geographical areas, often far away from the original emission point, and is therefore called “regional haze”. The EPA has established a visibility protection program to protect Class 1 areas “of great scenic importance”, including Mesa Verde National Park and the Weeminuche Wilderness Area, from impairment due to manmade air pollution. Visibility at both Mesa Verde National Park and the Weeminuche Wilderness Area are impaired due to haze. When the air is clean, natural visibility conditions in most of the western United States are in the range of approximately 110 to 140 miles. However, when regional haze is present, visibility is reduced to about 33-90 miles. Poor visibility is often an indicator that there are other impacts that we cannot directly observe, such as human health effects.³

Colorado adopted a [Regional Haze Plan](#) in 2010 and 2011 that specifies long-term strategies to restore visibility in Class I areas to natural conditions. The EPA approved the state’s plan on December 31, 2012.⁴ The plan includes reduction of emissions and new controls for oxides of nitrogen at power and cement plants. These nitrogen oxide controls will also benefit ozone reduction efforts.⁵ Particles in the air less than ten microns in diameter (PM10) can become lodged deep in the lungs and are not easily expelled. This can cause negative health effects, particularly for people with heart or lung disease, respiratory problems, the elderly, and children whose lungs are still developing and who are more likely to have asthma and are more active outdoors.

¹ <http://www.mountainstudies.org/air-quality>

² <https://www.env.nm.gov/air-quality/fcaqg/>

³ <https://cdphe.colorado.gov/environment/air-pollution-control>

⁴ <https://www.regulations.gov/document?D=EPA-R08-OAR-2011-0770-0050>

⁵ <https://cdphe.colorado.gov/environment/air-pollution-control>

The Pagosa Springs area was classified in 1987 as non-attainment for PM10. Strategies in the State Implementation Plan for reducing PM10 included paving unpaved roads, street sanding with a reduced amount of fine sand, and motor vehicle emission control. The area was re-designated as “maintenance”, rather than non-attainment, in 2001. Pagosa Springs receives federal Congestion Mitigation and Air Quality funding each year for activities such as paving dirt streets and purchasing street sweepers to reduce air emissions of particulate matter. The funding varies, but about \$200,000 per year is distributed between several communities in southwest Colorado (Pagosa Springs, Telluride and Mountain Village). The air shed will be monitored for PM10 until at least 2021.⁶

Another source of air pollution is nitrogen and sulfur oxides from burning fossil fuels in power plants, vehicles, and other types of engines, such as those associated with oil and gas wells. Both sulfur and nitrogen oxides form acid rain. Mountain and desert ecosystems are more vulnerable than other types of ecosystems to nitrogen deposition. In addition, hydrogen sulfide occurs in natural gas and can be emitted at harmful levels from some seeps and natural gas drilling operations in the San Juan Basin. The EPA released a proposal to reduce smog-producing nitrogen oxides at the Four Corners Power Plant in Farmington, New Mexico from 45,000 tons per year to 5,800 tons per year, an 87% reduction of emissions. The plant is the nation’s largest source of nitrogen oxides.

To date, the sale of the Navajo Coal Mine from BHP Billiton to the Navajo Nation is of concern to local environmentalists.⁷ For years, BHP owned and operated the Navajo Mine outside of Farmington. The mine, which sits on Navajo Nation land, is the sole source of coal for the adjacent Four Corners Power Plant. Crippled by poverty and unemployment rates that top 40 percent, the Navajo Nation derives a significant portion of its operating income from mining proceeds. The Navajo Nation ultimately borrowed the money to purchase the mine from BHP. San Juan Citizens Alliance, with a host of partners, including Navajo tribal members, announced a controversial lawsuit in 2016 against last year’s federal decision to permit the Navajo Mine and Four Corners Power Plant to operate another 25 years. To date the controversy is ongoing.

In La Plata County, concerns about the Durango and Silverton Narrow Gauge Railroad’s coal emissions, resulted in an Air Quality Advisory Council, formed in 1998. This group was working collaboratively on finding solutions to this air quality threat and others such as oil and gas wells and rapid development. They published “*A Comprehensive Summary of Air Quality in La Plata County*” in August 2005 complete with data, studies, results from a citizen survey and recommendations for improvement. A Train Smoke Task Force was formed to help reduce emissions and several changes were implemented. Though the mitigation task force is dormant at this writing, monitoring of pollution levels continues. The next step is to secure funding for air “scrubbers” to be installed in the railroad roundhouse in Durango.

Colorado operates its own air quality program, and the Southern Ute Indian Tribe/State of Colorado Environmental Commission has been formed to oversee the development and implementation of a comprehensive program to protect air quality on the reservation. This is being accomplished through ambient monitoring, permitting of pollution sources, emissions inventories and continued research of pollution sources. The program is growing to include a permitting section that will regulate all air pollution sources within the exterior boundaries of the reservation.

⁶ <https://www.federalregister.gov/articles/2014/03/10/2014-05009/approval-and-promulgation-of-air-quality-implementation-plans-state-of-colorado-second-ten-year-pm10>

⁷ Durango Herald, April 20, 2016.

Cultural Resources

More than 40 Native American tribes have a historic interest in various parts of Colorado, including two resident tribes in portions of Archuleta, La Plata and Montezuma Counties (the Southern Ute Indian Tribe and Ute Mountain Ute Indian Tribe). The National Historic Preservation Act (NHPA) mandates that governmental agencies consult with Native American tribes during the planning of federal-aid projects both on and off Indian reservations.

The discovery of the Ancestral Puebloan (formerly known as Anasazi) ruins at Mesa Verde National Park strongly influenced the passage of the Federal Antiquities Act in 1906. The region contains thousands of important archaeological resources that are now protected, and which have become a valuable economic resource as visitors from across the globe visit the region to learn more about our prehistoric and historic past. Various federal land management agencies, such as the United States Forest Service and the Bureau of Land Management (BLM), have implemented a permit system for archaeological studies on their jurisdictional properties (including historic and prehistoric sites).

Specific guidelines have also been developed to direct the treatment of human remains found at archaeological sites. Both State and Federal legislation protects Colorado's cultural resources. The Colorado Historical Society (CHS) recognizes thousands of cultural resources in Region 9 as being eligible to the Register of Historic Places, though they are not yet listed. Region 9 also has various cultural resources that are included on the *State and/or Federal Register of Historic Places*, which is maintained by the National Park Service (established in 1966).

In 2000, the Canyon of the Ancients National Monument was established. It is administered by the Bureau of Land Management and covers over 164,000 acres with over 6,000 archeological resources recorded. A management plan for the Monument provides strategies for allowing some historic extractive uses to continue, including grazing and gas development while also managing cultural resources and recreational visits (which are increasing in great numbers each year).

On September 21, 2012, Chimney Rock, an archaeological site located 17 miles west of Pagosa Springs in southwestern Colorado, was proclaimed a National Monument by President Barack Obama. According to the literature, the site incorporates "spiritual, historic, and scientific resources of great value and significance." The San Juan National Forest is proposing changes to the management, operations, and fee structure associated with Chimney Rock National Monument. Significant capital improvements, coupled with increased visitation and other changed conditions, point to the need for the Forest to assume greater responsibility for site management. The changes are in line with agency guidance, Recreation Enhancement Act parameters for fee collections, and management practices at comparable parks and monuments. Under this proposal, the San Juan National Forest would assume responsibility for most site operations by hiring a dedicated workforce devoted to providing visitor information, facility maintenance, resource protection, shuttle transportation, and other visitor services. Fees would be changed, and revenue would be retained by the Forest to fund operation and maintenance costs.⁸

Environmental Justice

Environmental justice is the fair treatment and meaningful involvement of all people, regardless of race, national origin, or income with respect to the development, implementation, and enforcement of environmental laws, regulations, and policies. In response to allegations by the Congressional Black Caucus in 1990 that environmental risk was higher for minority and low income populations and a subsequent study that supported the allegations, a 1994 presidential executive order directed every federal agency to make environmental justice part of its mission.

⁸ <https://www.fs.usda.gov/detail/sanjuan/specialplaces/?cid=stelprdb5390324>

There are three fundamental environmental justice principles: 1) to avoid, minimize, or mitigate disproportionately high and adverse human health and environmental effects, including social and economic effects, in minority and low-income populations; 2) to ensure full and fair participation by all potentially-affected communities in the project decision-making process; and 3) to prevent denial of, reduction in, or significant delay in the receipt of benefits by minority and low-income populations. Region 9 is fully-aware of and in agreement with the need to address environmental justice requirements in all federally-funded projects.

Farmland Protection

The National Agricultural Land Study of 1980 -81 found that millions of acres of farmland were being converted each year due to sprawling development. Much of the sprawl was the result of programs funded by the federal government. With this in mind, Congress passed the Farmland Protection Policy Act (FPPA) in 1981. A project for which farmland is acquired, such as State highway construction projects and airport expansions, or those which will indirectly lead to the conversion of farmland, are subject to the provisions of the FPPA.⁹

Floodplains

Floodplains are another critical environmental feature that can have significant impacts on land development. Floodplains are the margins of land adjacent to streams and rivers that accommodate excess water during periods of flooding. Streams and rivers are subject to periodic flooding that can damage or destroy whatever is contained in the floodplain. The presence of a floodplain in a development corridor is important as it may affect the alignment, design, construction and long-term maintenance aspects of the project. Floodplain information is readily available from local, state, and federal government agencies along with guidelines pertaining to the development or modifications of floodplain.

Hazardous Waste Sites

Identifying a community's potential for hazardous waste early in the development planning process can help avoid unexpected time delays, increased costs, and potential danger to both employees and public health and safety. Construction typically involves subsurface activities that may disturb contaminated soils, groundwater, parcels of land and businesses that are sometimes contaminated by hazardous waste. An evaluation will help reduce the possibility of encountering hazardous waste, purchasing contaminated property, and minimize liability. The evaluation should include a review of current and historic land use activities, a review of regulatory agency lists, an inventory of documented hazardous waste generators, and a field survey to assess various physical features on the property that may indicate presence of hazardous waste. In addition to evaluating the property to be acquired, adjacent properties and the surrounding area should be surveyed because contamination can come from off site. An investigation should include the identification of nearby businesses that store or use potentially hazardous materials. Region 9 is helping with Brownfield cleanup across the region

Noise

Development-related noise is regulated by federal agencies in response to the Noise Control Act of 1972 (86 U.S.C. 1234-1250). Both the US Department of Transportation and the EPA are involved in noise regulation. All federal projects must assess highway-generated noise in compliance with Federal Highway Administration (FHWA) noise abatement criteria. In most cases, the noise from vehicles is not be an issue if the speed limits are less than 30 mph or less, unless large truck traffic is extremely heavy or steep grades are associated with the roadway. Rural highways, roads, non-urban and small urban municipal streets usually have a maximum noise influence area that does not exceed 200 feet on either side of the roadway centerline. Rural Interstate highways usually have a noise influence limit of 300 feet or less on either side of the centerline.

In general, noise increases from completed transportation projects are due to capacity increases or alignment changes. For these types of projects, a noise analysis study is required if noise sensitive receivers (examples are residences, hotels, and schools) are present within a 500-foot radius from the proposed edge

⁹ <https://www.nrcs.usda.gov/wps/portal/nrcs/main/national/landuse/fppa/>

of traveled way throughout the extents of the project. Mitigation, such as noise barriers, might be required.

Each military or joint-use airfield is required by military regulations to have an Air Installation Compatibility Use Zone study which shows the noise “footprint” associated with its operations. Airports with regularly scheduled commercial airline service have a similar study required by the Federal Aviation Administration. These studies can be used by planners to assess airport noise impacts on the surrounding community.

Open Space

The environmental issue that has received the greatest public input was about the impact of growth on open space. Population increases are driving development particularly in the unincorporated areas of each county. Two non-profit conservancy organizations are active in the region and are members of the Colorado Coalition of Land Trusts (CCLT). These conservancy organizations have assisted landowners in voluntarily preserving land in Region 9 via conservation easements.

Though it is difficult to pin down the exact number of acres within these easements, a consortium of organizations called COMap have tabulated 70,795 acres within the region as “private protected” lands.¹⁰ While this protected open space represents only 2% of all land in the region, the effort is important because parcels are placed under easement based on values such as view sheds, public lands access points, wildlife corridors, and farmland preservation. The practice of conservation easements was made more attractive by State of Colorado tax credits granted in the early 2000s that allows the landowner to sell the value of the easement for cash rather than a tax write off.

Paleontology

The State Antiquities Act (24-80-401) seeks to protect all fossils on state-owned lands and lands controlled by any subdivision of state government. Protection is provided by requiring a permit to collect, damage or destroy fossils on state-owned lands. Similar laws and regulations protect fossils on federally owned lands. The majority of Colorado remains un-surveyed for fossil remains. Areas not requiring examination for fossils of scientific importance are those areas where the rocks are older than 600 million years or younger than 7,000 - 8,000 years. The remaining areas could potentially contain fossils of scientific significance.

Parklands

Parks and recreational resources play an important role in southwest Colorado. They provide opportunities for physical exercise and mental relaxation, gathering sites for community activities and events, and they draw tourists and recreationists to the area. Parks and recreational resources may be operated by local governments, state and federal agencies, and tribal governments. Federal regulations protect publicly owned parks and recreation areas from federal actions, such as transportation or other infrastructure projects, wherever prudent and feasible alternatives exist. If publicly owned parklands or recreation areas will be impacted by a transportation improvement, a mitigation plan is required.

Public Lands

Region 9 is home to a plethora of state and federal lands, including (but most definitely not limited to) the San Juan National Forest, Mesa Verde National Park, Chimney Rock National Monument, Canyons of the Ancients National Monument, Weeminuche Wilderness, Hovenweep National Monument, South San Juan Wilderness, and Lizardhead Wilderness. Public lands play a decisive role in southwest Colorado’s economies. For example, the San Juan National Forest averages 1.7 million visitor days per year, significantly contributing to the tourism industry in the Four Corners. The region is characterized by vast public lands including the following acres: 1,584,592 - United States Forest Service; 342,901 - Bureau of Land Management; 61,069 - State of Colorado; and 53,720 - National Park Service. The breakdown of public land acreage per county can be found in the county sections of this report.

¹⁰ <https://comap.cnhp.colostate.edu/>

The prosperity of rural western communities is directly tied to designated wilderness areas, national parks, and other public lands. A report, *Prosperity in the 21st Century West*, published by the Sonoran Institute, analyzed economic statistics from 400 western counties and found that new businesses, investments, and residents tend to locate near public lands.¹¹ The better managed and protected those lands are, the more they contribute to the economic well-being of local families, communities, and businesses.

The San Juan National Forest and Bureau of Land Management's Resource Management Plan Revision has been completed.¹² The plan outlines the types of uses that will occur, locations, and other land management decisions such as: identifying where commercial timber will be harvested, where grazing will occur, and locations where motorized recreation will be allowed. A unique aspect of this planning process is that it combines the BLM and USFS into one document. With the traditional land uses such as mining, grazing and logging declining in the region, the stewardship, management, and protection of our public lands is a complex topic deserving of ongoing public, community and governmental involvement and action.

Threatened and Endangered Species

Development can be harmful to plant and animal species. Impacts can result from destruction of habitat, animal mortality (including vehicle-wildlife collisions and construction activity), fragmentation of habitat, or changes in species behavior such as altering foraging or denning patterns. Extinction of a species represents an irretrievable loss of a biological resource and biodiversity. In addition to its other inherent value, this resource may have yielded powerful medicines, new genetic stock for agriculture, or provided new scientific insights.

The loss of a species reduces the resilience of the environment to respond to climatic or environmental crises. Consequently, the protection of threatened or endangered species is an essential component in any long range planning effort, and a review should be made prior to the undertaking of any economic development project to identify these species. A list of threatened and endangered species in Colorado is maintained and updated by Colorado Parks and Wildlife.¹³

To comply with the federal Endangered Species Act, agencies that might impact threatened and endangered species evaluate all possible adverse impacts and take necessary measures to avoid harming proposed, candidate and listed species before, during and after construction and maintenance activities. Appropriate compensation is utilized after all reasonable avoidance and minimization techniques have been exhausted.

Senate Bill 40 (SB40) (33-5-101-107, CRS 1973 as amended) was created primarily for the protection of fishing waters, but it does acknowledge the need to protect and preserve fish and wildlife resources associated with streams, banks and riparian areas in Colorado. This is accomplished through erosion control, water contaminate control, discharge conditions, construction procedures, vegetation manipulation and noxious weed control. These measures, when properly used, can ensure that Colorado waters remain conducive to healthy and stable fish and wildlife populations which depend on the state's rivers and streams.

¹¹ <https://sonoraninstitute.org/resource/prosperity-in-the-21st-century-west-the-role-of-protected-public-lands-executive-summary-07-10-2004/>

¹² <http://www.fs.usda.gov/main/sanjuan/landmanagement/planning>

¹³ <http://cpw.state.co.us/learn/Pages/SOC-ThreatenedEndangeredList.aspx>

Wildlife

From 2001 to 2014 the number one cause of highway accidents in Archuleta, La Plata and Montezuma Counties was wildlife. In September of 2008, as a pilot project, CDOT installed a \$1.2 million electromagnetic wildlife detection system along a one-mile stretch of US 160, in an important deer and elk migration corridor east of Durango. Then CDOT constructed a wildlife underpass at US 160 at Dry Creek, about five miles east of the junction with SH 172 (between MM 97 and MM 98). The total cost of the project—from design through construction—was \$6.5 million. The project was completed in summer of 2016.

US 160/SH 151 Wildlife Crossing Project- 22024

This project is located on US 160, between approximate MP 126.4 & 128.2, in Archuleta County. The location is roughly centered around the US 160 & SH 151 intersection. Work will include extending an existing passing lane for westbound motorists and the installation of two large game crossing structures, made of pre-cast concrete arches, to reduce wildlife-vehicle collisions in the project corridor. The structure west of the US 160/SH 151 intersection will be placed beneath the highway grade and perform as an underpass for wildlife, while the arch structure east of the intersection will be placed over US 160 to perform as an overpass for wildlife. Erecting the wildlife overpass will take place in phase two, anticipated for later this summer (2021). Other work will include installing 8 ft. exclusion fence along both sides of US 160 throughout the project limits, along with earthen escape ramps and a large deer guard on SH 151 to prevent wildlife entry into the fenced corridor. This project began in March 2021 and has an estimated completion date of fall 2021. Budget: \$11.3 million; Funding Type: SUR, CDOT/SUIT/CPW partnership.

The Colorado Division of Wildlife – Southwest Region began a five-year study in the summer of 2011 regarding bear/human conflicts, a growing concern in urban interface areas such as Durango. Results of the study are now available to the public as the research period came to an end in 2016. It is expected that the study results will be applicable statewide.¹⁴

Water Quality

The Federal Clean Water Act established programs aimed to control non-point sources of pollution, and to supplement programs addressing pollution from discharge at specific identified sites (point sources). The quality of water in primary rivers and streams are tested for point source pollutants such as metals, bacteria, sediments, nutrients, and salinity. There are several categories of non-point source activities, including: agriculture, forestry, construction runoff, urban runoff, resource extraction, land disposal and hydrologic modification.

Region 9 is contained within the San Juan River Basin, which includes the San Juan River and its principal tributaries, the Piedra, Los Pinos, Animas, La Plata, and Mancos Rivers. The San Juan and Dolores rivers ultimately reach the Colorado River, but they are considered to be within the San Juan River Basin for water quality management purposes. Although the population in the San Juan River Basin is sparse compared to other parts of the United States, increased growth and tourism are placing demands on several communities to provide adequate wastewater treatment. Several year-round resorts (the most controversial is the Village at Wolf Creek) are proposed in the upper San Juan River region, which could significantly impact future water quality.

In southwest Colorado, drought, wildfires, mining activities, agriculture, and population growth have altered the landscape from its natural condition. These changes have potentially degraded the water-quality of streams, rivers, reservoirs, and groundwater by introducing or increasing levels of metals, nutrients, synthetic organic chemicals, and sediment. There are several drainages in the region with water quality issues. In 2016, a total of 430 miles of the San Juan and Dolores River Basins, as well as 7,594 acres

¹⁴ <https://cpw.state.co.us/learn/Pages/ResearchMammalsRP-02.aspx>

of lakes and reservoirs were assessed as impaired.¹⁵ The U.S. Environmental Protection Agency requires states to develop Total Maximum Daily Loads (TMDL's) for impaired river segments. A TMDL is the maximum amount of a pollutant that a waterbody can receive and still maintain water quality standards. A list of impaired stretches is available through the Colorado Department of Public Health and Environment (CDPHE).¹⁶

In the upper reaches of the Animas River, a relatively extensive mine remediation project has been ongoing since the early 1990s, involving the plugging of mine tunnels and the relocation of mine waste. The Animas River Stakeholders Group, comprised of mining interests, local citizens, and government interests, are helping to direct and oversee the activities. On August 5, 2015, the Environmental Protection Agency (EPA) was conducting an investigation of the Gold King Mine near Silverton, Colorado, to: assess the on-going water releases from the mine, treat mine water, and assess the feasibility of further mine remediation. While excavating above the old adit, pressurized water began leaking above the mine tunnel, spilling about three million gallons of water stored behind the collapsed material into Cement Creek, a tributary of the Animas River. The creek has long been considered [one of the worst sources of metals contamination](#) in the upper Animas River Basin, because heavy metals from abandoned mines (and from natural sources) in the Gladstone area, some which operated in the late 1800s to early 1900s, are believed to be polluting the creek.

The EPA is also conducting a site reassessment to determine if the complex of mines near Gladstone (known as the Bonita Peak Mining District) could qualify for the National Priorities List, which would make it eligible for the so-called Superfund. Previously, many in the Silverton community felt that the stigma of such a Superfund designation would negatively affect the area's tourism and potential mining industry. Now, after extensive community input, and a vote by Silverton and San Juan County officials, the determination of Superfund status is going forward. More timely information is available at the County website [Gold King Mine Spill](#).

Lower in the Animas drainage, the long-proposed Animas/La Plata water diversion and storage project (A-LP) southwest of Durango has been completed. The A-LP settles Native American water-right claims and provides water for household and industrial uses to three tribes and four non-tribal entities: the Southern Ute Indian Tribe, the Ute Mountain Ute Indian Tribe, the Navajo Nation in New Mexico, the state of Colorado, the Colorado Water Resources and Power Development Authority, the San Juan Water Commission, and the La Plata Conservancy District.

The City of Durango is currently refining a management plan for the lake though the types of recreation that will be allowed are still under public debate. They have made public participation in the process available through open houses, public forums, design workshops, and a website where people can post their comments and view others' input. Some activities at the lake could include close-to-town camping, swimming, boating, trails, and riding options. A boat ramp has been constructed at Lake Nighthorse, as the State of Colorado has provided a \$3 million grant for a boat ramp with the contingency that gas-powered boats be allowed on the lake within three years of completion. A concern of many residents is the likelihood of motorized sports on the lake. People who prefer a more tranquil, natural setting are averse to the idea of speedboats and ATV's at the lake. A compromise has been reached with alternate days for motors and no motors.¹⁷

A water rights issue that is ongoing in the region involves legal challenges by property owners who sue to protect their water rights from natural gas drilling. Two local ranching families took the State Engineer's

¹⁵ <https://cdphe.colorado.gov/lakes-monitoring>

¹⁶ https://toxics.usgs.gov/photo_gallery/aml_all.html

¹⁷ <https://co-durango.civicplus.com/lakenighthorse>

Office to court for not protecting their water rights from gas wells and won in the Colorado Supreme Court in 2009. The gas industry was concerned that all gas wells in the state would need to be permitted, and the state engineer's office drew maps showing where gas wells interact with surface water. The reasoning is that water used in the drilling process does not need to be replaced outside of these interface zones, because the water used in drilling is assumed to be so deep underground that it will have no effect on surface water. Several lawsuits are active at the writing of this report.

Another facet of water quality is storm water discharge and regulation under the EPA's National Pollutant Discharge Elimination System (NPDES). The purpose of an NPDES permit is to maintain water quality by controlling the discharge of pollutants into the waters of the state. The Colorado Department of Public Health and Environment is responsible for the implementation and enforcement of these regulations.

Wetlands

Wetlands are a critical natural resource, and as such, have come under federal protection. Wetlands can vary greatly in appearance. They include riparian wetlands that are dominated by cottonwoods and willows that are adjacent to rivers and streams and montane wetlands such as beaver ponds, wet meadows, and other boggy areas. There are several types of wetlands in the region depending on the elevation, topography, and water source. Wetlands provide many important ecological functions, including water quality improvement, stream bank stabilization, fish and wildlife habitat, and aquatic food chain support. Wetlands also provide several functions important to communities, including storm water detention, groundwater recharge and discharge, and recreational opportunities.

APPENDIX E – CEDS Public Input Process

Region 9 invited the public to provide input for the 2021 Region 9 Comprehensive Economic Development Strategy (CEDS) between July 15th and August 15th, 2021. The District announced the process through its e-newsletter platform which reaches over 900 subscribers, public announcements in each county’s local newspapers, verbal announcements at meetings, and social media posts on the District’s Facebook page and Instagram. Several formats to provide input were made available including electronic forms, paper forms, phone calls, and emails.

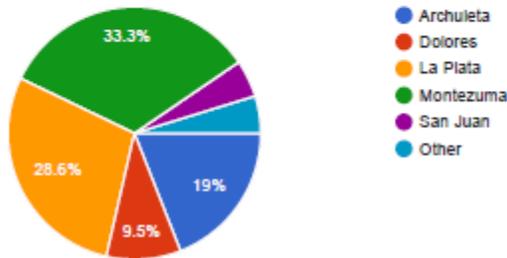
Twenty-three electronic responses were captured via Google Forms and were included in the CEDS document verbatim, on the Table of Contents page of the appropriate section. The following is a compilation of those results.

2021 Comprehensive Economic Development Strategy (CEDS) Public Input

22 responses

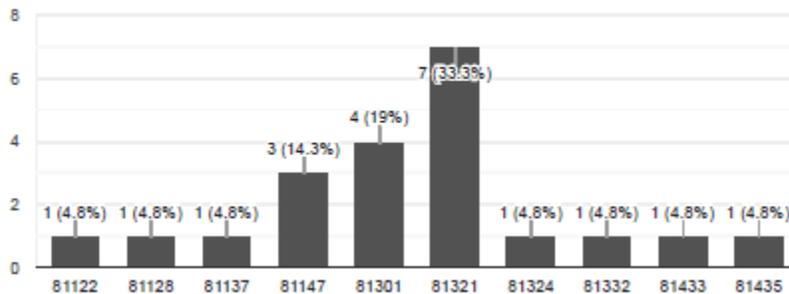
Which county do you reside and/or serve?

21 responses



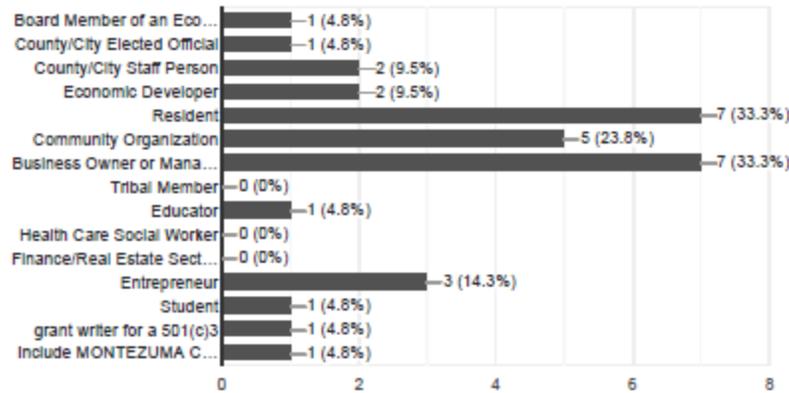
What is your zip code?

21 responses



What is your affiliation?

21 responses



Comments added by pertinent section.

1 – Introduction to the CEDS and 2 – Regional Overview

(1) Public Comment Received (July 15th to August 15th)

Authors Comment – This public comment (#6) was received after Sections 1 and 2 were repaginated, thus some portions reflect comments on the Introduction to CEDS (Section 1) , and others to the Regional Overview (Section 2). We have included the comments in both sections, with current page numbers. We appreciate the well thought out comments and hope that readers of this CEDS document will consider their content as they review this plan.

(1) “As a professional risk manager and community member, I am responding to point out that there are a number of statements in this draft that do not hold up to scrutiny and in some cases are patently misleading or not addressed in the plan goals. In order to publish a reliable and valid report, the authors should consider the following

With reference. Page 10 (Section 2, p.4) – SWOT analysis: Weaknesses – these are accurate, though the focus in inadequate infrastructure does not properly address the lack of support for seniors in a community where that population makes up a significant proportion of the area population. Threats – this is one of the most telling items in the plan – it indicates that “Regulatory Barriers” are viewed as a “Threat.” Regulation is NOT a threat – the actual threat is the failure of industry and businesses in those sectors to self-govern and conduct themselves in an ethical and same manner. That is why regulation is imposed on those industries.

Regional Overview Page 11 - 2 – (Section2, p.5) STRATEGIC DIRECTION – Regional Priorities and Projects Regional stakeholders have expressed a preference to use the terms Priorities (rather than goals) and Projects (rather than objectives).” This is not recognized as an effective way to guide planning – by either funders or local stakeholders. This quoted statement means you go can sidestep the real needs of the region by setting priorities and then not have to meet any “stated goals;” and that you can fund projects, whether they meet strategic objectives or not. So of course, regional stakeholders that have power favor this approach. I'm a regional stakeholder and I think this is a damaging statement about our governing stakeholders who openly choose not to be responsible or accountable to taxpayers (not all companies or stakeholders are taxpayers).

The bottom line with the earlier description sections of the plan that talk about our region is that, this report is a pretty story being told rather than actual fact about the real circumstances on the ground in our region. I have supported businesses in our region for nearly 15 years and speak from experience.

Authors Comment – the ideas expressed in Section 1, p.3-4 reflects a future vision rather than a current reality. These principles were submitted by focus groups during the 2011 CEDS Update, and we believe they continue to reflect a regional philosophy based on stakeholder input.

Page 5 (**Section 1, p. 3**) – “A sustainable community meets the basic needs of all people. These include air, water, food, shelter, health, safety, autonomy, connectedness, meaning and purpose.” While this statement is correct – these are the hallmarks of a sustainable community – Region 9 falls short on many of these basic needs, including the basics of food, shelter, health, safety, autonomy, and connectedness. Workers in our region do not have affordable housing and often have to choose between shelter and safety (e.g., living in a boarding house with individuals who are dangerous to their health and safety – this is not conjecture, but known fact). Domestic violence is rife in our region (read the police reports). Autonomy is challenged in our region by the “old boy network” that runs the state, region, and the county.

Page 5 (**Section 1, p. 3**) – “Damage from invasive weeds has been reduced and our native species are thriving. As extractive industries develop and decline, disturbed lands are successfully reclaimed and utilized.” This is simply unfounded. Invasive weeds are a significant and mounting problem in SW Colorado, and in Archuleta County. This problem has been radically mismanaged for the past decade and we are seeing the dramatic impact from those practices on the ground now. Page 5 – “Our agricultural industry is thriving as a result of increased local markets and innovative programs that ensure agricultural viability without regulations that diminish land value.” Developments are being allowed in flood plains and are taking place without proper regard to water needs. Development is displacing agricultural land.

Page 6 (**Section 1, p. 3**) – “Diversity in our community is valued and celebrated. People from different age groups, cultures, backgrounds, and interest frequently come together to participate in local activities, events, and projects. The local economy provides opportunities for all people, young and old, to grow their families, advance their careers and be productive members of the community. Our communities provide opportunities such as lifelong learning programs, quality recreational facilities, available childcare, and equal access to affordable health care and housing.” In fact, older adults are not valued overall in our region (especially Archuleta County). Affordable housing is NOT available throughout our region and is a significant barrier for hiring and stable employment, negatively impacting both employers and employees. This shortage also forces choices for health decisions and ability to afford health care that are detrimental to those in all age groups who fall into lower income brackets (not just poverty level, but below middle class income).

Page 7 (**Section 2, p. 1**) – “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.” Region 9 CEDS Mission Statement. Neither of these mission elements are being met - small town has welcomed Walmart (just for instance) - and we've seen the downfall of local businesses across the region. Opportunities to stay are hampered by high housing costs and employment obstacles, many related to inadequate affordable housing (both long term rental and purchase).

Page 8 (**Section 2, p. 2**) – discussion about internet: Repeatedly, area corporations have accepted federal and state funds to expand broadband into rural communities and then have instead used those funds to expand their suburban markets. The internet, and for that matter basic phone services, throughout Southwest Colorado remains intermittent and poor at best. These services are not even remotely adequate to encourage business or to sustain existing business in our communities.

Page 9 (**Section 2, p. 3**) – with reference to “business retention/expansion” – “If every business were able to support one additional employee, communities would see tremendous benefits. A related set of strategies focuses on improving the competitiveness of local firms.” This is a laughable statement in a market where existing businesses cannot find reliable or even appropriately trainable employees, even with good wages and benefits. See also note about page 8 on Broadband services.

Page 9 (**Section 2, p. 3**) – “Our region is serious about helping business recovery, and we need to back our intentions with real money utilizing all programs in the Federal business support toolkit such as...” Since the pandemic and the changes that has exerted on our regional economy, these sources have tightened considerably. For example, USDA Region 9 rules have been stringently tightened around low interest loans for infrastructure development.

3 – Archuleta County

(3) Public Comments Received (July 15th to August 15th)

(1) “Infrastructure needs to be built in Pagosa similar to LaPlata / Durango. Not sure why Durango is able to pull so many great projects and Pagosa isn’t. Secondly more programs and attractions for young population and adults to attract them to Pagosa. Aging population in Archuleta is a concern. Who is going to staff Medical Center, stores, restaurants if majority of people are retirees?”

(2) “we need support for our manual labor controlling thistles on Crowley Ranch Reserve.

Authors Comment – This public comment (#3) was received after Sections 1 and 2 were repaginated, thus some portions reflect comments on the Introduction to CEDS (Section 1) , and others to the Regional Overview (Section 2). We have included the comments in both sections, with current page numbers. We appreciate the well thought out comments and hope that readers of this CEDS document will consider their content as they review this plan.

(3) “A few comments to consider meeting state priorities, as goals have been sidestepped (see regional response, which is repeated here below). These comments are given from the viewpoint of a business manager/owner who has conducted business in the county and in Pagosa Springs for more than a decade.

Page 3 (**Section 3, p.1**) – “Archuleta County and the Town of Pagosa Springs have identified several strategic priorities. These include: • availability of affordable and attainable housing...” The current housing developments being built in Pagosa are untenable at best. The “low-income housing” across from the Community Center is being built with the “out” that the developers can build on that choice property, claim it is for low income, and then sell for higher prices while only paying a fine. With this type of “rule” in place, it is an incentive to circumvent the “priority.”

As stated in my comments for page 11 – **(Section 2, p.5)** of the Regional Plan: Regional stakeholders have expressed a preference to use the terms Priorities (rather than goals) and Projects (rather than objectives).” This is not recognized as an effective way to guide planning – by either funders or local stakeholders. This quoted statement means you go can sidestep the real needs of the region by setting priorities and then not have to meet any “stated goals;” and that you can fund projects, whether they meet strategic objectives or not. So of course, regional stakeholders that have power favor this approach. I'm a regional stakeholder and I think this is a damaging statement about our governing stakeholders who openly choose not to be responsible or accountable to taxpayers (not all companies or stakeholders are taxpayers).

Page 3 **(Section 3, p.1)** – “Stakeholders continue to seek out grant opportunities to address last mile buildout and increase job creation through home-based businesses.” Repeatedly, area corporations have accepted federal and state funds to expand broadband into rural communities and then have instead used those funds to expand their suburban markets. The internet, and for that matter basic phone services, throughout Southwest Colorado remains intermittent and poor at best. These services are not even remotely adequate to encourage business or to sustain existing business in our communities.

Page 5 **(Section 3, p.3-4)** – Weaknesses: Socio-cultural & Infrastructure: Add lack of appropriate County and Town infrastructure and other funding to adequately support older adults, which make up a significant part of the area population. Governmental: Add Lack of Accountability – there is rife “old boy network” protection – you need only to read the papers and court records to demonstrate this is true. Without a shift in accountability that removes the ability to manipulate the system for the benefit of a few, there will never be a sustainable, responsible community in Archuleta County. This is true across all departments.

Threats: “Special district decisions in relation to cost of doing business.” This is much too broad a description to be useful. As with regulation, if a company or agency cannot do business without doing harm, then it cannot bear the cost of doing business in that location. Many special decisions relate to those types of controls on business. However, there are other types of special decisions that are politically driven that do indeed pose threat. I recommend refinement of the phrase “special district decisions in relation to cost of doing business” to reflect the threats that are politically or otherwise manipulatively driven, rather than those that are ethical or best practices driven (such as environmental controls that positively impact the community for both short and long-term). And finally, there is a distinct lack of goals and priority setting around older adults. Our County population of older adults is growing rapidly and represents a large slice of our population, yet the funding for senior programs is declining regionally, county-wide, and from the Town. Senior living facilities are NOT the only priority that should be set. Funding and infrastructure for active older adults, especially those falling in below middle-income brackets, should be considered, and expanded considerably (set a goal of funding full demand in our County and meet it).

4 – Dolores County

(2) Public Comments Received (July 15th to August 15th)

(1) "I'm a resident of Telluride, to which Dolores County's Rico serves. I'm generally interested in the combined region 9 and region 10 areas, focused on the San Juan Skyway - but not necessarily just the tourism along that loop. Most specifically I am advocating for a continuation of the Hwy 50 corridor from Montrose to Montezuma, and on to Indian lands, Flagstaff, and Arizona - including winter organic agriculture. Housing supply is the biggest issue in the Telluride economy and Rico can play an important part of that and those transportation and transit links are crucial.

San Miguel County does NOT have a history of effective transportation advocacy and although attempts at improvement have been made those historic weaknesses persist. Telluride is the combined region 9/10's most prominent tourist attraction, but its role as a regional destination also needs much improvement. Lastly, the split between western Dolores County and the Rico and Dunton areas is dysfunctional. This dysfunction continues north into western San Miguel County all the way to I-70. I think we need a reorganization of our County boundaries to address this, likely concurrent with a mining area County reorganization. Western San Miguel should become part of Dolores County, if not both to Montezuma. As a brainstorm I would suggest the consideration of transferring middle sections generally around the Dolores River to some sort of Ute Indian jurisdiction."

(2) "It's both great and surprising Rico has many local issues listed here through the county yet most of it has not been addressed. We are currently focusing on the lead soil contamination and the housing crisis. I feel it's imperative for Rico and Dove Creek to communicate more and work together to improve our county as a whole."

5 – La Plata County

(3) Public Comments Received (July 15th to August 15th)

(1) "Looks thorough and well (sic)-thought out. Agree that Bayfield could use the projects outlined."

(2) "The estimated livable wage seems low for our region. Can we link the source to that number in the footnotes? "Across all industries the average annual wage is \$47,936. This is only 70% of the estimated livable wage (\$68,120) for two working adults with two children renting a two- bedroom unit." (pg. 5)."
Authors note – citation of the source is found on p.20.

(3) "Overall, the CEDS is well-researched and written. The gap (see La Plata Co input) may be the positive impact of "remote" or distributed workers that we are seeing at DurangoSpace (here in Durango) and in La Plata County. These professional women and men can work anywhere and earn higher wages and special money on housing and workspaces to support their work. In addition, the SW Colorado Accelerator Program for Entrepreneurs (SCAPE) has had a positive impact, including the recent acquisition of MuniRevs by GovOS, that will stay here in La Plata County (SW Colorado) to grow their business and employment base. Both the "remote workers" and distributed professionals (that can work here in SW Colorado, but their companies service clients across the US and the world (in some cases) shift the business models of traditional industries and employment. Issues relate to broadband access, housing costs and transportation options.

6 – Montezuma County

(5) Public Comments Received (July 15th to August 15th)

- (1) "I think the weaknesses identified are accurate."
- (2) "Great information and very useful."
- (3) "Its ok."
- (4) "Another weakness to be aware of is the three towns putting in restrictive regulations to control economy and housing."
- (5) "the goal of the Montezuma Heritage Museum is to build on the diversity of our community. The community entails both Montezuma and Dolores county as well as, parts of New Mexico , Arizona, and Utah. The museum has been caught up in a difficult time period of Colorado History because of the COVID pandemic and the lack of workers who were willing to work during that time, but we are finally able to move forward with planning and building exhibits and displays in the new museum. The museum will be an economic driver for the city of Cortez and the County of Montezuma and will feature other communities as well. i believe the placement of the museum in a long- term place should be of higher position of importance to the economy of the area."

7 – San Juan County

(2) Public Comment Received (July 15th to August 15th)

- (1) "I have unfortunately become aware of the legal and political effects of the Animas Mine ownership on both region 9 and 10, via the legacy owner the Idarado Company and its Denver based global parent, Newmont Mining. This is a bigger subject, but I do think CERCLA liability management is having a consistent negative impact upon the integrity of our region and economy."
- (2) "I agree with the CDAP plans and priority. I would add that there seems to be many organizations trying to make incubators (creative, science focused, small business) and feel that it would be best that those were all combined into one project that meets all their needs and bring the biggest stability in use moving forward."

Appendix C – Disaster Preparedness

(4) Public Comments Received (July 15th to August 15th)

- (1) "Disaster preparedness must include plans for diminished water resources across the region."
- (2) "We need much better management of public lands for dispersed camping used by disaster and economic displacement. This would include conservation corps type programs both improving this resource and employing some of those impacted."
- (3) "The county emergency director is working hard to ensure preparedness. The county commissioners do not believe a major disaster will happen and do not give the process much credit."

(4) "My response to this plan is to compliment the planners on the thoroughness of this report. They have spent considerable time in meeting best practices and, in particular, in dealing with the needs of a remote area where industry tries to drive awareness and regulations away from the very real and catastrophic nature of industrial accident threats. Thank you.

Page 2 (**Appendix C, p.1**) – Services offered for disaster relief – "Offering grant writing expertise and technical assistance to regional and local entities, both for pre-disaster resiliency initiatives as well as post-disaster recovery efforts." This was not provided during the pandemic. If this is a response, it should be made clear how organizations and agencies can access this critical resource during an emergency. Of note, from a planning viewpoint, development and industry activities in sensitive areas should/must be taken into account. An example of where this has NOT taken place in recent development is the new River Rock Estates development taking place on Light Plant Road along the San Juan River. That is clearly flood plain. It is easy to turn a blind eye to such development now during drought years – it will be harder during adequate water years and public funds will likely be involved in recovery efforts for those unfortunate (and unthinking) owners who purchase in those lots."

Appendix D – Environmental Update

(3) Public Comment Received (July 15th to August 15th)

(1) "The growing lack of water coupled with high water usage agriculture and increased human populations in the region will result in crisis management. The need to manage outdoor recreation with much less marketing and regulation enforcement will assist in maintaining the environment (including wildlife) which residents across the region desire but are 'loving to death'. Other areas in the State of Colorado have recognized this and are taking steps to slow down the influx of people into their regions through reduction of the heavy marketing of outdoor recreation. Strategic planning should include other economic drivers which can take the place of in the economy of outdoor recreation as well as real estate development. Water resources in the future will not support current trends in human population increases and recreational growth impacts in the surrounding environment."

(2) "we need support for our manual labor controlling thistles on Crowley Ranch Reserve."

(3) "Page 6 (**Appendix D, p.5**) – Flood Plains: Of note, from a planning viewpoint, development and industry activities in sensitive areas should/must be taken into account. An example of where this has NOT taken place in recent development is the new River Rock Estates development taking place on Light Plant Road along the San Juan River. That is clearly flood plain. It is easy to turn a blind eye to such development now during drought years – it will be harder during adequate water years and public funds will likely be involved in recovery efforts for those unfortunate (and unthinking) owners who purchase in those lots. Flood plains provide relief when they are maintained as healthy wetlands. When developed, the exhibit extreme flooding and destruction of river and stream boundaries that can be cause failure of other adjacent infrastructure, including roads and power lines – which can in turn impact emergency services and taxpayer costs for remedies.

Page 9 (**Appendix D, p.5**) – Water Quality: Mag Chloride has been repeatedly demonstrated to be destructive to species and to water quality and yet it is still regularly applied for "dust control." This use should be eliminated in the interest of long-term and short-term water improvement and species support along riparian areas throughout the region.