

REGION

Leveraging Resources for
Stronger Communities

10

Economic Assistance & Planning



Comprehensive Economic Development Strategy 2014

Contents

Introduction.....	4
Summary.....	4
Planning Organization.....	4
Regional Description	5
Geography & Climate.....	5
Population	6
Education	10
Higher Education	12
Housing.....	15
Transit/Transportation	15
Telecommunications	18
Health & Social Services.....	19
Emergency Services	20
Environment & Public Lands	21
Workforce.....	25
Economic Conditions.....	26
Economic Analysis	26
Economic Development Problems & Opportunities	28
Strengths	28
Weaknesses.....	28
Opportunities	29
Threats	29
Potential Implementation Barriers and Related Strategies.....	30
Private and Public Participation	30
Planning Process	31
Integration with State Economic Development.....	31
Regional Vision and Mission	32
Strategic Goals & Objectives	32
Business Development.....	33
Tourism	35
Transit/Transportation	37
Agriculture	38
Education	39
Natural Resources.....	41
Community Development	42
Regional Development Implementation Plan.....	44
Disaster Planning	60
Evaluation Plan.....	63
Appendix A	65
A.1 Board of Directors.....	65
A.2 Region 10 Organization Chart	66
A.3 Region 10 Comprehensive Economic Development Strategy Committee	67
A.4 Regional Participants.....	68
A.5 Regional Vision.....	71
Appendix B. Regional and County Data	72

Introduction

Summary

The Region 10 Comprehensive Economic Development Strategy (CEDS) is designed to bring together public and private sectors in the creation of an economic development guide to diversify and strengthen the regional economy of the six counties of Region 10 in west central Colorado. To begin this important regional process, Region 10 participated in the USDA Stronger Economies Together initiative June 2011-July 2012. During the process, over 100 participants representing six counties and a variety of economic interests met to discuss a regional strategy to move our economy forward.

The CEDS process has included the discussion of demographics, economic trends, key industries and workforce to develop an overall picture of the region in which to base an economic strategy forward. The resulting goals and objectives, and the identification of responsible organizations, investment priorities, and potential funding sources attempts to integrate the region's human and physical resources in the service of economic development. Encompassing the counties of Delta, Gunnison, Hinsdale, Montrose, Ouray and San Miguel Counties, the process analyzes the regional economy and serves as a general roadmap for economic development for use by local governments and private organizations to inform their economic development efforts.

Planning Organization

Established in 1972, Region 10 League for Economic Assistance and Planning, Inc. (Region 10) serves as the US Department of Commerce Economic Development Administration's designated planning organization for the Region 10 Development District in Colorado, one of 14 such regions within the state.



Region 10 is a member-driven, private, not-for-profit 501(c)(3) organization governed by twenty-two elected representatives of local governments and twelve non-elected citizens appointed by the six county boards of commissioners. At least one-third of the Board of Directors (Appendix A.1) represents private industry, labor or education. Committees work under the Board in the areas of economic development planning, senior and disabled services, business loans,

transit planning and transportation planning. (See Organization Chart in Appendix A.2)

Region 10's program activities include:

- 1.) Comprehensive Economic Development Planning
- 2.) Business Loan Fund
- 3.) Enterprise Zone Tax Credit Program
- 4.) Community Living Services/Area Agency on Aging
- 5.) Gunnison Valley Transportation Planning Region
- 6.) Enterprise Center Building (Business and Non-profit Incubator)

Region 10's contract and fiscal management personnel specialize in all phases of grant and program management.

As the collective voice of six west-central Colorado counties, Region 10 provides leadership and guidance in supporting communities, diversifying the regional economy, and creating prosperity. As one of the fourteen regional organizations in Colorado, Region 10 serves with the others as an essential catalyst for building regional partnerships and local capacity.

For more information on Region 10, see: www.region10.net .

Regional Description

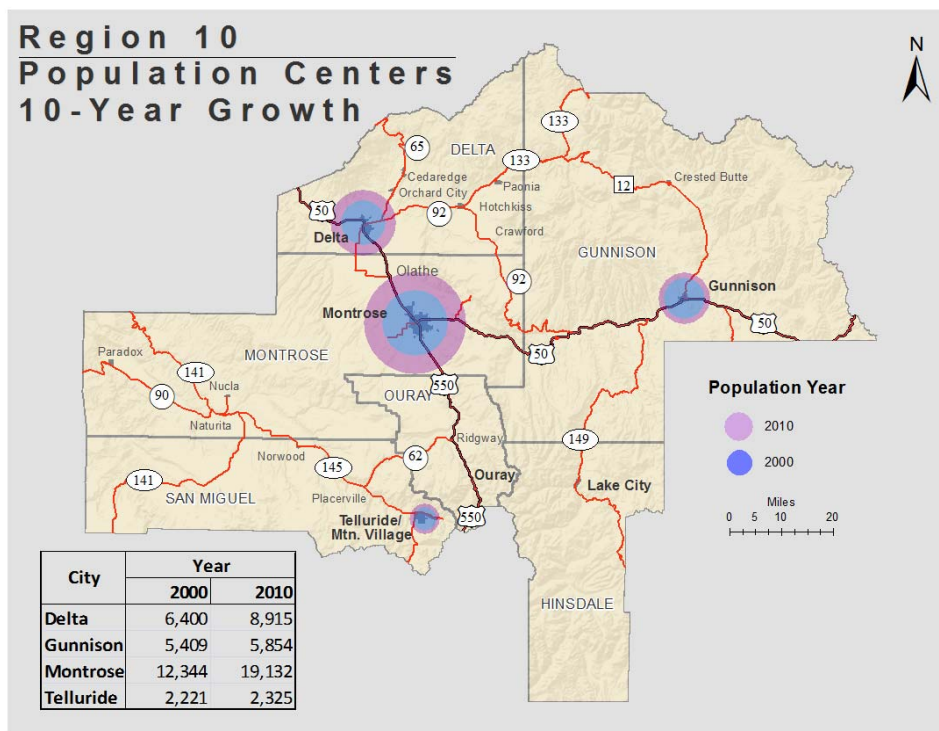
Geography & Climate

The Central Western Slope region (Region 10) encompasses the counties of Delta, Gunnison, Hinsdale, Montrose, Ouray and San Miguel. Extending from the Continental Divide westward to the Utah border, the area covers over 9,500 square miles with a population of just over 100,000. The region's clean air and sunny year-round climate is complemented by millions of acres of public land including one national park, two national forests, state parks and other federal and state lands. Throughout the Region, rugged and varied topography creates an ever-changing landscape, with slickrock canyonlands, broad fertile valleys, high plateaus of open rangeland, and jagged, snowcapped mountains reaching over 14,000 feet.

Average annual precipitation varies from less than 8 inches in lower valleys to 40 inches, mostly in the form of snow, on the high plateaus and mountains above 10,000 feet. Farmers and domestic water users depend heavily on snow run-off captured in reservoirs and transported by pipelines or canals. In the Uncompahgre and North Fork Valleys, growing seasons extend over 150 days and summer temperatures frequently reach into the '90's and occasionally the 100's. In high elevation valleys or parks, there may be as few as 45 days between killing frosts. Sunny days are the norm most of the year, and the Region has a climate most people find attractive.

The major urban centers of the Region are the City of Montrose, the City of Delta, and the City of Gunnison. Gunnison is located in a high valley 60 miles east of Montrose, while Delta and Montrose are joined by a 20-mile stretch of fourlane Highway 50. Scattered throughout the Region are towns with populations ranging from less than one hundred up to several thousand, a few smaller communities, and other unincorporated settlements. Two major ski

resorts and several all-season resort communities are set among Colorado's most spectacular mountains. There are three major service, supply and retail hubs with more than a dozen small farming and ranching communities.



Source: Colorado State Demographers Office

Population

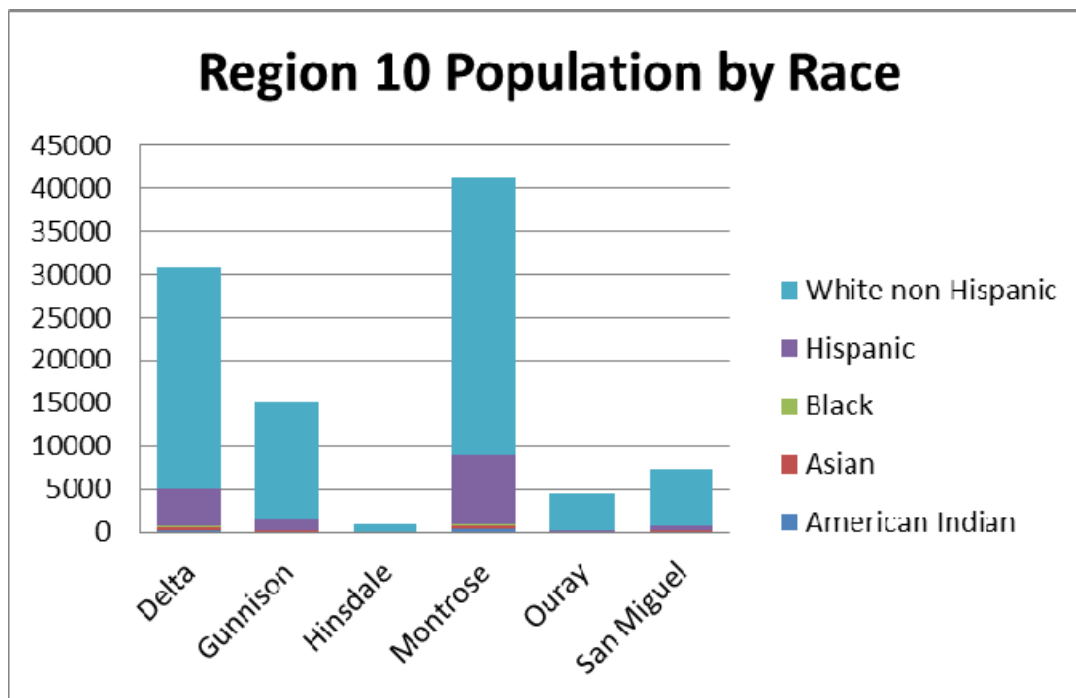
Source: Colorado State Demographer's Office

The population of the region in 2010 was 100,039. This represents an increase of 1.0% per year since 2009. The region had grown at nearly 1.4% per year from 2000 to 2010. More than half -7,606 -- of the region's overall increase of 13,382 since 2000 occurred in Montrose County. The region's population grew from 86,348 in 2000 to 99,511 in 2011, a 15.24% increase. Montrose was the fastest-growing county within the region at 22.71%. Gunnison, Ouray and San Miguel counties also posted double-digit gains. Growth rates for the region's population are expected to increase slowly after 2010, with an average annual percentage increase of between 1 – 3% from 2010 to 2040. The map above shows the major population areas, and growth from 2000-2010, while the table below notes changes in each community.

COLORADO POPULATION ESTIMATES BY COUNTY AND MUNICIPALITY, 2010 - 2012					
Areaname	SDO July 2010	SDO July 2011	SDO July 2012	ABS Change 2010-2012	Ann. Avg Pct Change 2010-12
DELTA COUNTY	30,889	30,412	30,528	(361)	-0.6%
Cedaredge	2,248	2,208	2,213	(35)	-0.8%
Crawford	430	422	423	(7)	-0.8%
Delta	8,897	8,751	8,766	(131)	-0.7%
Hotchkiss	942	930	932	(10)	-0.5%
Orchard City	3,114	3,061	3,077	(37)	-0.6%
Paonia	1,450	1,424	1,429	(21)	-0.7%
Unincorp. Area	13,808	13,616	13,688	(120)	-0.4%
GUNNISON COUNTY	15,309	15,402	15,434	125	0.4%
Crested Butte	1,485	1,495	1,506	21	0.7%
Gunnison	5,845	5,868	5,862	17	0.1%
Marble	131	131	130	(1)	-0.4%
Mount Crested Butte/G	799	799	799	-	0.0%
Pitkin	66	67	67	1	0.8%
Unincorp. Area	6,983	7,042	7,070	87	0.6%
HINSDALE COUNTY	843	821	788	(55)	-3.3%
Lake City	407	397	380	(27)	-3.4%
Unincorp. Area	436	424	408	(28)	-3.3%
MONTROSE COUNTY	41,188	41,025	40,786	(402)	-0.5%
Montrose	19,094	19,036	18,938	(156)	-0.4%
Naturita	544	540	535	(9)	-0.8%
Nucla	709	707	708	(1)	-0.1%
Olathe	1,843	1,829	1,812	(31)	-0.8%
Unincorp. Area	18,998	18,913	18,793	(205)	-0.5%
OURAY COUNTY	4,446	4,355	4,462	16	0.2%
Ouray	1,001	975	993	(8)	-0.4%
Ridgway	925	905	925	-	0.0%
Unincorp. Area	2,520	2,475	2,544	24	0.5%
SAN MIGUEL COUNTY	7,356	7,496	7,588	232	1.6%
Mountain Village	1,317	1,336	1,348	31	1.2%
Norwood	517	525	533	16	1.5%
Ophir	159	160	162	3	0.9%
Sawpit	40	40	41	1	1.2%
Telluride	2,327	2,374	2,396	69	1.5%
Unincorp. Area	2,996	3,061	3,108	112	1.9%
Total Region 10	100,031	99,511	99,586	75	0.1%
COLORADO STATE	5,049,717	5,118,526	5,188,683	138,966	1.4%
Vintage 2012 Prepared by the State Demography Office Oct 2012					

The Hispanic and Other non-White population in Region 10 is less diverse by race and age than the state, although there remains a significant difference between the under 18 and over 65 age group. The Hispanic and other non-White population under 18 are 28% of the

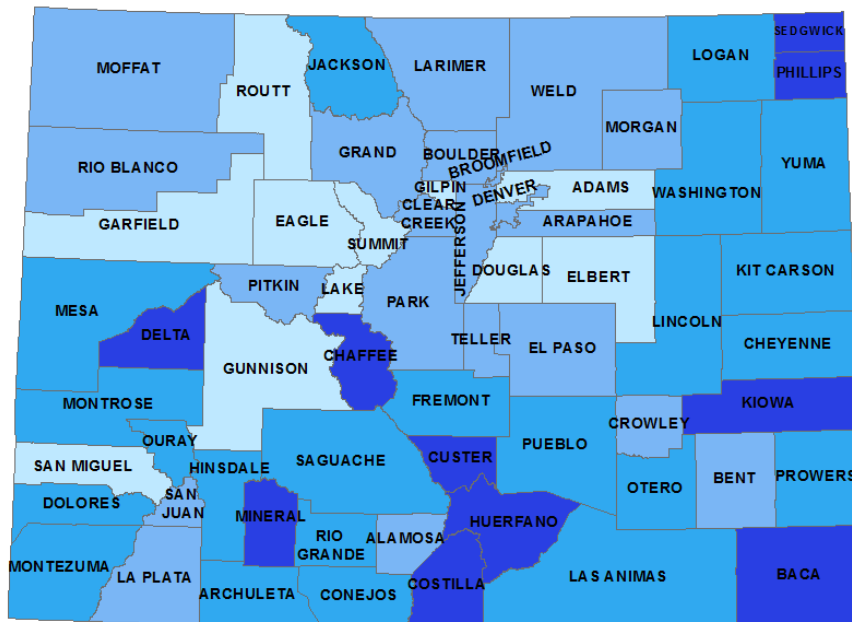
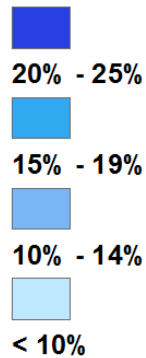
population compared to 6% of the population over 65, as compared to the state average under 18 are 42% of the population and are 15% of the population over 65.



By age, 53% of the Region's population was between the ages of 25 and 64 in 2010, followed by 24% of the population less than 18. In 2010, 8% of the population was between the ages 18 and 24 and 16% were older than 65. Delta and Ouray Counties have some of the highest median ages in the State. In Delta, about 20% of the County's population is aged 65 or over, whereas in Ouray the high median age is more the result of an absence of young children rather than the presence of the elderly. By contrast, Gunnison has one of the lowest median ages of Colorado counties despite an unusually low proportion of children, due principally to the large relative population of post-secondary students in the county.

Percent of the Population 65+, 2010

Percent of
Population
65+



Source: U.S. Census 2010

Map Produced By State Demography Office



The three largest counties-Delta, Montrose, and Gunnison-have higher than state average poverty levels, averaging 15%, as opposed to the statewide level of 13.2%.

As noted in the table below, the demographics of the region vary widely, depending upon the county.

By Residence	Colorado	Delta County, CO	Gunnison County, CO	Hinsdale County, CO	Montrose County, CO	Ouray County, CO	San Miguel County, CO
Population (2012)	5,187,582	30,432	15,475	810	40,725	4,530	7,580
Growth (%) Since 2000	20.60%	9.30%	10.90%	2.50%	21.80%	21.10%	15.00%
Households (2011 ACS 5 year est.)	1,941,193	12,660	6,351	322	16,591	1,688	3,453
Labor Force (2012)	2,743,264	16,257	8,983	555	19,734	2,650	5,053
Unemployment Rate (2012)	8	8.5	6.6	3.8	10.5	7.1	7.5
Poverty Rate (2010)	13.2	15.7	14.5	9.4	15	9.4	10
High School Diploma or More - % of Adults 25+ (2011 ACS 5 year est.)	89.70%	87.00%	92.70%	95.10%	84.60%	96.90%	95.70%
Bachelor's Deg. or More - % of Adults 25+ (2011 ACS 5 year est.)	36.30%	17.70%	47.00%	41.50%	22.90%	42.10%	50.40%

Source: statsamerica.org

Education

As indicated in the table above, the share of the population with a bachelor's degree or higher in Region 10 varies by county, with the highest levels in Gunnison, Hinsdale, Ouray and San Miguel counties. The average share is lower in Region 10 (27.4%) than the state average of 35%. On average for the region, 30.3% of the population have high school degrees and another 30.2% have some college or an associate's degree." However, as noted above, there is a wide variance by county, with Delta and Montrose showing a much lower level of completed education as compared to the other counties and statewide.

Region 10 has 9 school districts serving the six county region. Overall, the region had a loss in the number of enrollees, as compared to a state gain of over 7% in the five year period prior to Fall 2012. Three school districts: Delta County, Telluride and Gunnison maintained steady or increased enrollment.

Change in Regional School District Enrollment 2007-2012

COUNTY NAME	DISTRICT NAME	FALL 2007	FALL 2011	FALL 2012	COUNT CHANGE FROM 2007	PERCENT CHANGE FROM 2007	COUNT CHANGE FROM 2011	PERCENT CHANGE FROM 2011
DELTA	DELTA COUNTY 50(J)	5,439	5,284	5,355	-84	-1.54%	71	1.34%
DELTA Total		5,439	5,284	5,355	-84	-1.54%	71	1.34%
GUNNISON	GUNNISON WATERSHED RE1J	1,759	1,846	1,846	87	4.95%	0	0.00%
GUNNISON Total		1,759	1,846	1,846	87	4.95%	0	0.00%
HINSDALE	HINSDALE COUNTY RE 1	96	91	81	-15	-15.63%	-10	-10.99%
HINSDALE Total		96	91	81	-15	-15.63%	-10	-10.99%
MONTROSE	MONTROSE COUNTY RE-1J	6,374	6,294	6,183	-191	-3.00%	-111	-1.76%
MONTROSE	WEST END RE-2	335	338	293	-42	-12.54%	-45	-13.31%
MONTROSE Total		6,709	6,632	6,476	-233	-3.47%	-156	-2.35%
OURAY	OURAY R-1	272	194	184	-88	-32.35%	-10	-5.15%
OURAY	RIDGWAY R-2	349	366	336	-13	-3.72%	-30	-8.20%
OURAY Total		621	560	520	-101	-16.26%	-40	-7.14%
SAN MIGUEL	TELLURIDE R-1	715	752	806	91	12.73%	54	7.18%
SAN MIGUEL	NORWOOD R-2J	296	280	275	-21	-7.09%	-5	-1.79%
SAN MIGUEL Total		1,011	1,032	1,081	70	6.92%	49	4.75%
Region 10 Total		15,635	15,445	15,359	-276	-1.77%	-86	-0.56%
STATE TOTALS		802,639	854,265	863,561	60,922	7.59%	9,296	1.09%

Source: Colorado Department of Education

A school district's student eligibility for free and reduced lunches can be an economic indicator of livable wages, or lack thereof. Region 10's overall rate of 46% for free and reduced lunch eligibility is higher than the statewide rate of 42%. Again, noting the diversity among the communities, the larger counties of Delta and Montrose have a much higher level (47% and 54%, respectively), than the small surrounding counties, as Gunnison, Hinsdale, and the Telluride school districts average approximately 25% eligibility.

COLORADO DEPARTMENT OF EDUCATION										
FALL 2012 K-12 FREE AND REDUCED LUNCH ELIGIBILITY BY DISTRICT AND COUNTY										
COUNTY	DISTRICT CODE	DISTRICT NAME	K-12 COUNT	FREE LUNCH	REDUCED LUNCH	NOT ELIGIBLE	FREE AND REDUCED	% FREE	% REDUCED	% FREE AND REDUCED
DELTA	0870	DELTA COUNTY 50(J)	5,076	1,808	575	2,677	2,383	35.62%	11.33%	46.95%
DELTA	TOTAL		5,076	1,808	575	2,677	2,383	35.62%	11.33%	46.95%
GUNNISON	1360	GUNNISON WATERSHED RE1	1,755	349	86	1,319	435	19.89%	4.90%	24.79%
GUNNISON	TOTAL		1,755	349	86	1,319	435	19.89%	4.90%	24.79%
HINSDALE	1380	HINSDALE COUNTY RE 1	71	12	4	55	16	16.90%	5.63%	22.54%
HINSDALE	TOTAL		71	12	4	55	16	16.90%	5.63%	22.54%
MONTROSE	2180	MONTROSE COUNTY RE-1J	5,895	2,671	513	2,699	3,184	45.31%	8.70%	54.01%
MONTROSE	2190	WEST END RE-2	268	111	35	119	146	41.42%	13.06%	54.48%
MONTROSE	TOTAL		6,163	2,782	548	2,818	3,330	45.14%	8.89%	54.03%
OURAY	2580	OURAY R-1	167	46	20	101	66	27.54%	11.98%	39.52%
OURAY	2590	RIDGWAY R-2	321	72	39	208	111	22.43%	12.15%	34.58%
OURAY	TOTAL		488	118	59	309	177	24.18%	12.09%	36.27%
SAN MIGUEL	2830	TELLURIDE R-1	794	146	62	586	208	18.39%	7.81%	26.20%
SAN MIGUEL	2840	NORWOOD R-2J	248	96	30	122	126	38.71%	12.10%	50.81%
SAN MIGUEL	TOTAL		1,042	242	92	708	334	23.22%	8.83%	32.05%
Region 10			14,595	5,311	1,364	7,886	6,675	36.39%	9.35%	45.73%
STATE TOTALS			833,186	288,754	60,442	480,933	349,196	34.66%	7.25%	41.91%

Source: Colorado Department of Education

Higher Education

Regional opportunities for higher education include Colorado Western State University in Gunnison. Delta county hosts the Technical College, and Montrose houses a satellite of Colorado Mesa State university, with the primary campus located 65 miles north in Grand Junction, Colorado.

Colorado Western State University

Established in 1901, Western State Colorado University was the first college on Colorado's Western Slope. The University has been continuously accredited since 1915. With average classes of just 17 students, a full liberal arts curriculum, and graduate programs, Western offers a private university education at a public university value.

Western is a 228-acre, residential campus where 90% of students are full-time (12+ credits). Western's 2,301 students represent nearly all Colorado counties and 50 states. Western offers 22 undergraduate majors in the liberal arts and sciences and professional areas, and two graduate programs. 92% of classes are taught by full-time faculty. Western engages in local and regional collaboration with federal and state land managers, regional school districts, local municipalities and economic development agencies.

The university's \$12.7 million in tuition and fee revenue, including the \$2.4 million in College Opportunity Fund stipends, represented 39% of total university operating revenues of \$32.7 million in 2010-11. Western's \$8.4 million fee-for-service contract with the Department of Higher Education represented 26% of total university operating revenues in 2010-11. Gifts and grants amounting to \$2.9 million represented 9% of total university operating revenue in 2010-11. Western has raised \$40 million in private gifts since 2002, and Western's Foundation provides \$600,000 annually for scholarships.

Western contributes approximately \$8 to the local economy for every dollar the state invests in the fee-for-service contract with the university, and accounts for 745 jobs, both direct and indirect. Based on 2008-09 data, Western's economic impact on Gunnison County was \$64.1 million, including construction impact.

Delta Montrose Technical College

DMTC is a state-sponsored technical college, one of three in the State which offers accredited training in a variety of fields to assist students in gaining training needed for high demand careers such as:

- Automotive Tech
- Business (Administrative Support Specialist, Bookkeeping and Graphic Design)
- Computer Information Technology (IT Support/System & Network Administrator, Network & PC Support Specialist)

- Cosmetology & Barbering (Barber, Cosmetology, Esthetician & Nail Tech)
- Criminal Justice (Law Enforcement Officer - POST Exam)
- Early Childhood (Assistant & Early Childhood Teacher, Substitute & Large Center Director & Infant Nursery Supervisor)
- Emergency Services (EMT-Basic and Intermediate)
- Health Care Professions (CNA & LPN)
- Massage Therapy
- Technical Drafting (Architectural, Civil & Mechanical and CAD Tech)

DMTC also offers quality industry training in Mining and Welding careers as well.

DMTC typically serves approximately 3,000 full and part time students in pursuing new careers as well as training to help with advancement in an existing profession. Our campuses serve students in a 10,000 mile radius including: Delta, Gunnison, Hinsdale, Mesa, Montrose, Ouray and San Miguel Counties. Per the college, many of the students go on to pursue additional training at the technical college, community college and/or 4-year college and university level following our training. DMTC has 14 full-time faculty and nearly 50 part time faculty members with 14 administrative and clerical staff.

Colorado Mesa State University-Montrose Sattelite Campus

In 1974, State Senator Dan Noble sponsored an amendment to Colorado House Bill #1200 which established a stand-alone adult education center in Montrose. The center was designed to provide access to higher education opportunities for the citizens of Delta, Montrose, Ouray and San Miguel counties and functioned as a broker for other institutions willing to bring classes to Montrose and the surrounding areas. The center was unique in the State of Colorado in that it did not operate under the auspices of an institution of higher learning. Funding was simply supplied by a line item in the general budget of Colorado. Over the course of time, it became apparent that to further protect future funding, the center needed to come under the auspices of an institution of higher education. Because the center resides in the residential instruction area served by Mesa State College, on July 1, 1991, the center became the Mesa State College-Montrose Center administered by Mesa State College. The present location of the Montrose Campus is 234 South Cascade Avenue in a renovated facility (called the Buell Higher Education Center) which is owned by the Montrose Regional Library District.

In the fall of 1998, the Montrose Center made a transition in its mission to more closely reflect that of a college campus. Key factors in this transition included the establishment of a local advisory council to the President of Mesa State College; the ability for students to access all primary student services at the Montrose Campus site; and the formal recognition of a Montrose “student body” through the creation of a Montrose Campus seat in the Mesa State College Associated Student Government Senate. Due to this transition, the Montrose Center changed its name to the Mesa State College Montrose Campus.

The first major task of the Mesa State College Montrose Campus Advisory Council was a formal assessment of the need for degrees in the Montrose Campus service area. A third party, the Western Colorado Graduate Center, was asked to conduct a survey under the direction of the advisory council and Mesa State College-Montrose Campus administration. The four- county service area – Montrose, Delta, Ouray, and San Miguel - was surveyed to determine the interests in higher education services. Through an analysis of the survey data, it was determined that there was enough demand to support specific associate degrees at the Montrose Campus. Four associate of art degree programs were identified and committed by Mesa State College: associate of art degrees in Business Administration, Business Computer Information Systems, Social Science, and Humanities. A fifth associate of art degree in Early Childhood Education began being delivered in Montrose due to demand in the profession.

In addition to the programs identified through the survey, the Montrose Campus also delivers an Associate of Applied Science (AAS) in Nursing leading to registered nurse licensure, and the Bachelor of Arts, Liberal Arts in Elementary Education, leading to K-6 licensure.

On August 10, 2011, Mesa State College became Colorado Mesa University. Currently, the focus of the Colorado Mesa University Montrose Campus is to:

- Support Technical Certificates in the areas of : Medical Office Assisting, Supervision, Entrepreneurship, Manufacturing Supervision, and Medical Office Assistant
- Support Associate of Arts degrees in the areas of: Business Administration, Business Computer Information Systems, Social Science, Humanities.
- Support Associate of Applied Science degrees in Nursing (leading to registered nurse licensing), hospitality management, and medical office assisting.
- Support Bachelor of Arts Liberal Art in Elementary Education by utilizing a combination of face-to-face, video-conference, online, and consortium courses.
- Support the Colorado General Education Core Transfer program.
- Support the offering of fast-track opportunities for students in area high schools.
- Offer a limited number of upper division courses either “on-site” or through the use of distance learning technologies.
- Provide an online non-credit, community education program which ranges from job enhancement classes to personal enrichment classes and is designed to meet the needs of the community (www.Ed2Go.com/cmu).
- Maintain an active advisory council. The primary function of the advisory council is to serve as an interface between the community and the University. The council advises the President of Colorado Mesa University on issues related to the further development of higher education.

The Colorado Mesa University Montrose Campus is staffed by three employees (2.75 FTE). Volunteers and/or work study students help provide access to computer labs after normal business hours and on weekends. Colorado Mesa University Montrose Campus employs

part-time and full-time faculty (two 0.8 FTE instructors in the areas of English and mathematics), all who have been approved by the appropriate Academic Department Heads of Colorado Mesa University. In 2012, the campus acquired additional property, and is working with the City of Montrose to expand community presence and offerings.

Housing

Housing in the region tends to be varied, depending upon the county. In the traditionally agriculture counties of Delta and Montrose, median housing costs are below the statewide median, and the counties have higher owner-occupancy rates. In the more tourist oriented counties including Gunnison, Hinsdale, Ouray and San Miguel, the median housing prices are substainally above statewide averages, and owner occupancy rates are much lower. Second home occupancy tends to be higher in these communities as well. According to a 2007 second home study, on average 44% in the tourist oriented communities indicated their properties was a second home for occasional or rental use, with as high as 66% in Hinsdale County. (Note: this study has not been updated post-recession.)

Subject	Select Regional Housing Information													
	Colorado		Delta		Gunnison		Hinsdale		Montrose		Ouray		San Miguel	
	Estimate	Percent	Estimate	Percent	Estimate	Percent	Estimate	Percent	Estimate	Percent	Estimate	Percent	Estimate	Percent
HOUSING OCCUPANCY														
Total housing units	2,197,823		14,431		11,308		1,507		18,077		2,695		6,532	
Occupied housing units	1,941,193	88.3%	12,660	87.7%	6,351	56.2%	322	21.4%	16,591	91.8%	1,688	62.6%	3,453	52.9%
Vacant housing units	256,630	11.7%	1,771	12.3%	4,957	43.8%	1,185	78.6%	1,486	8.2%	1,007	37.4%	3,079	47.1%
Homeowner vacancy rate		2.6%		2.4%		4.4%		8.0%		2.4%		3.3%		5.7%
Rental vacancy rate		7.1%		3.3%		16.1%		17.0%		7.8%		21.0%		25.8%
HOUSING TENURE														
Occupied housing units	1,941,193		12,660		6,351		322		16,591		1,688		3,453	
Owner-occupied	1,295,906	66.8%	9,439	74.6%	3,695	58.2%	253	78.6%	12,083	72.8%	1,274	75.5%	2,110	61.1%
Renter-occupied	645,287	33.2%	3,221	25.4%	2,656	41.8%	69	21.4%	4,508	27.2%	414	24.5%	1,343	38.9%
Average household size of owner-oc	2.58		2.28		2.23		2.21		2.44		2.60		2.13	
Average household size of renter-oc	2.34		2.49		2.19		2.36		2.39		2.51		2.14	
VALUE														
Median (dollars)	\$ 236,700		\$ 198,400		\$ 338,100		\$ 284,800		\$ 202,200		\$ 442,600		\$ 487,100	
MORTGAGE STATUS														
Owner-occupied units	1,295,906	1,295,906	9,439	9,439	3,695	3,695	253	253	12,083	12,083	1,274	1,274	2,110	2,110
Housing units with a mortgage	982,988	75.9%	5,209	55.2%	2,513	68.0%	94	37.2%	7,029	58.2%	821	64.4%	1,540	73.0%
Housing units without a mortgage	312,918	24.1%	4,230	44.8%	1,182	32.0%	159	62.8%	5,054	41.8%	453	35.6%	570	27.0%

Source: Factfinder2.Census.Gov

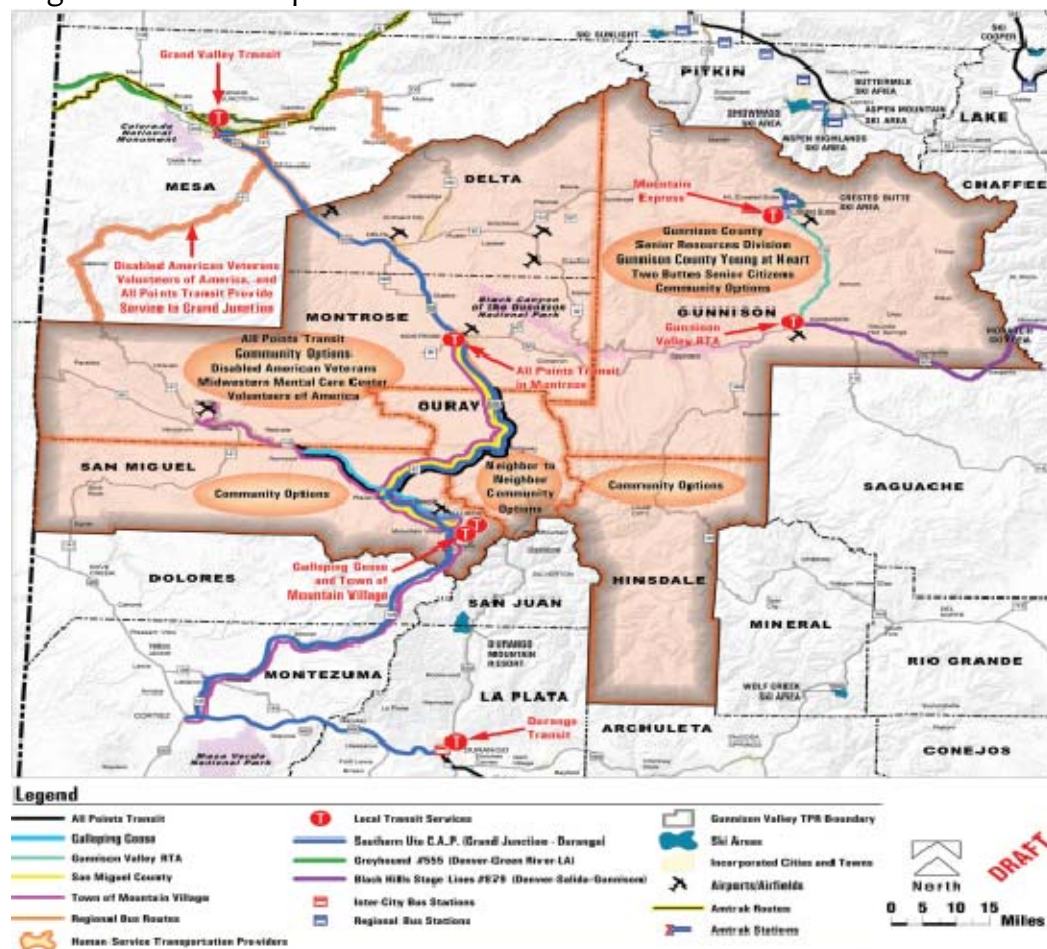
Transit/Transportation

The Region 10 population is centered on the major year-round population centers of Montrose, Delta and Gunnison, with the remaining inhabitants dispersed in smallertowns and unincorporated areas. The resort communities of Telluride, Mountain Village, Ouray, and Crested Butte attract high populations of visitors in the winter months and for summer recreational activities. Due to the recent recession, population growth and development has slowed. Much previous development was centered in Montrose, Delta and Ouray Counties, as well as in Telluride, Mountain Village, and Crested Butte, which

are major tourist destinations.

Traversing the 3RRTCC region, Highways 50 and 550 are the major transportation corridors in the study area, with Highways 145, 141, 133, 92 and 62 providing additional strategic connections. Other important features of the transportation network are the allweather Montrose Regional Airport, which has a higher volume of flights in the winter months than in other months, the Telluride Regional Airport, and the Gunnison airport. The area also has a comprehensive network of multi-use trails that provide important pedestrian and bicycling connections.

Region 10 Transit Map & Human Service Providers

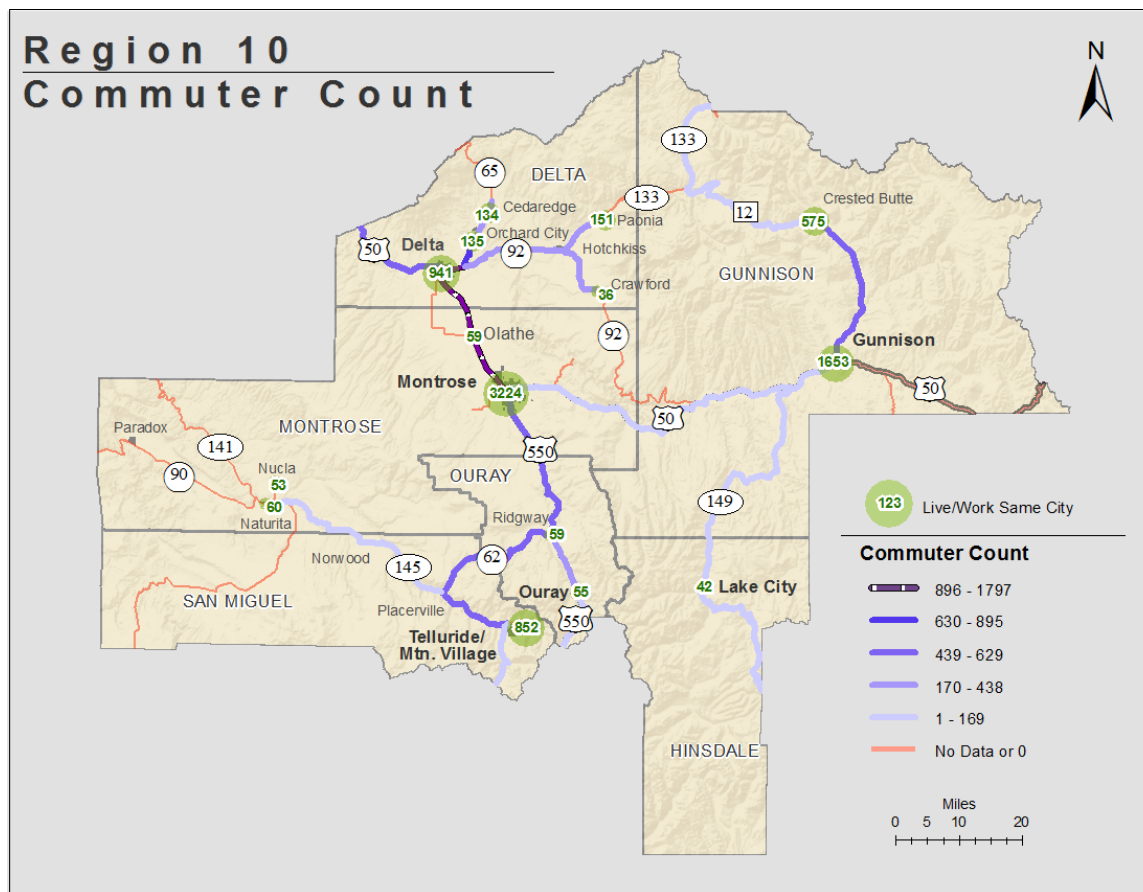


The mountain resort communities within the study area tend to be compact as the valleys are narrow and buildable land a scarce resource in the mountainous locales, while the larger population centers have relatively unconstrained geography.

All Points Transit (APT) provides public transportation services to residents and visitors of Montrose, Delta and San Miguel counties, which includes flex routes as well as scheduled Dial-a-ride services for seniors and people with disabilities. The Town of

Mountain Village provides fixed route and demand responsive service as well as fixed guideway (gondola) service between the towns of Telluride and Mountain Village, and commuter shuttle service to and from Norwood and Cortez. The Town of Telluride provides fixed route and deviated fixed route services with a Town Loop for visitors and residents and partner with San Miguel County to provide commuter and resident transit services to Norwood, Down Valley and the Lawson Hill subdivision. San Miguel County operates a vanpool service between Montrose and Ridgway to Telluride five days per week. APT provides dial-a-ride shuttle once or twice a week to Montrose for passengers in San Miguel County depending on demand. The Gunnison Valley RTA is a special district was created by the voters in 2002 and reauthorized by voters in 2008. The district boundaries include all of Gunnison County except, Marble, Pitkin, Ohio City, and Somerset. The RTA was founded with the mission to provide and improve air transportation to and from the Gunnison-Crested Butte Regional Airport on a year-round basis, and to develop a long term and energy efficient public ground transportation system within Gunnison County. The district provides transit services between Gunnison and Crested Butte, with smaller local routes and services.

Trips for employment were evaluated using the On The Map tool from the US Census Bureau, Center for Economic Studies (prepared by Tranist Plus under contract for Region 10). As in most communities, the highest number of workers live in the communities in which they work, however, certain routes have higher than average commuters, such as travel to the resort areas from the surrounding communities.

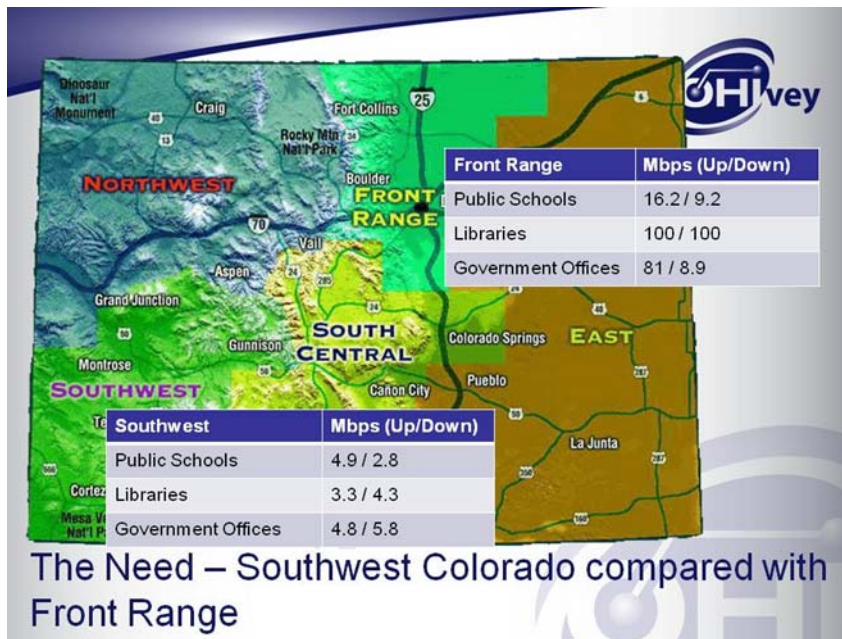


Source: Region 10 Four County Transit Study Update 2012

Telecommunications

According to a 2011 study for Region 10, “Recent studies have demonstrated that bandwidth to community anchor institutions in the Denver metropolitan area is significantly higher than in rural southwestern Colorado.

The study also showed significant per Mbps cost differences between the Denver metropolitan area and southwest Colorado. Reported costs for T1 like services in the Denver metropolitan area average \$167 per month per Mbps. In southwest Colorado, reported costs for these same services average \$438 per month per Mbps. For larger scale purchases, monthly cost per Mbps in the Denver metropolitan area can be as low as \$1.25. The lowest reported bulk purchase price in southwest Colorado was \$12 per month per Mbps.



In sum, bandwidth is less available and more costly in southwest Colorado than in Denver and more costly and less available in the US than in other advanced countries. As speed and cost determine the opportunities for using the Internet to create jobs and maximize innovations in telemedicine, education, energy conservation, and other areas, communities have begun to see the need to break the cycle of monopoly driven scarcity. Just as city councils have traditionally grappled with municipal infrastructure issues including, roads, electricity, and water, they now find themselves adding broadband availability to that list. Although some communities within the Region 10 area, particularly in Montrose, Gunnison, and the Mountain Village communities, have made significant progress on services, and service is available within most of the populated areas of the region, significant work remains to ensure the region is competitive and able to meet current and future demand.

Health & Social Services

In an area that has high geographic isolation, local healthcare is a key linchpin of the communities. The Region 10 area has three hospitals (one in each of the larger counties), seven nursing homes, 14 assisted living facilities, two Federally Qualified Health Centers, and a number of primary care and specialty physicians.

Delta County Memorial Hospital is a Joint Commission accredited facility consisting of 98,000 square feet and 49 owned and operated by the residents of Delta County, for the residents of Delta County. A five member elected volunteer Board of Directors from towns through out the county, oversees the operation of the facility. The Hospital Administrator and Department Managers, who supervise a staff of approximately 533 employees, direct the day to day operations of the facility. Delta County Memorial Hospital is a non-profit hospital district, with an annual payroll for 2012 of \$32,250,380 and annual operating budget of \$63,515,455.

Gunnison Valley Hospital is a 24-bed, short term, acute care hospital owned and operated by the County of Gunnison. It is a Critical Access hospital, governed by a 7-member Board of Trustees appointed by the Gunnison County Commissioners and licensed by the State of Colorado. Since 1938, the Hospital has provided quality health care to the residents and visitors of the Gunnison County.

Established by the Montrose County Commissioners in 1949, Montrose Memorial Hospital is a 75 bed not for profit (501c3) Regional Medical Center. Located in southwestern Colorado, MMH provides a full range of medical services to meet your healthcare needs. Montrose Memorial Hospital is accredited by the Joint Commission on Accreditation of Healthcare Organizations and is managed by Quorum Health Resources. Montrose Memorial Hospital is a County Public Hospital established pursuant to Title 25, Article 3, Part 3, C.R.S. "The Hospital Act."

As mentioned, the area is also serviced by a number of physicians and human services operations. Larger regional human service providers include: The Center for Mental Health, Community Options services and others.

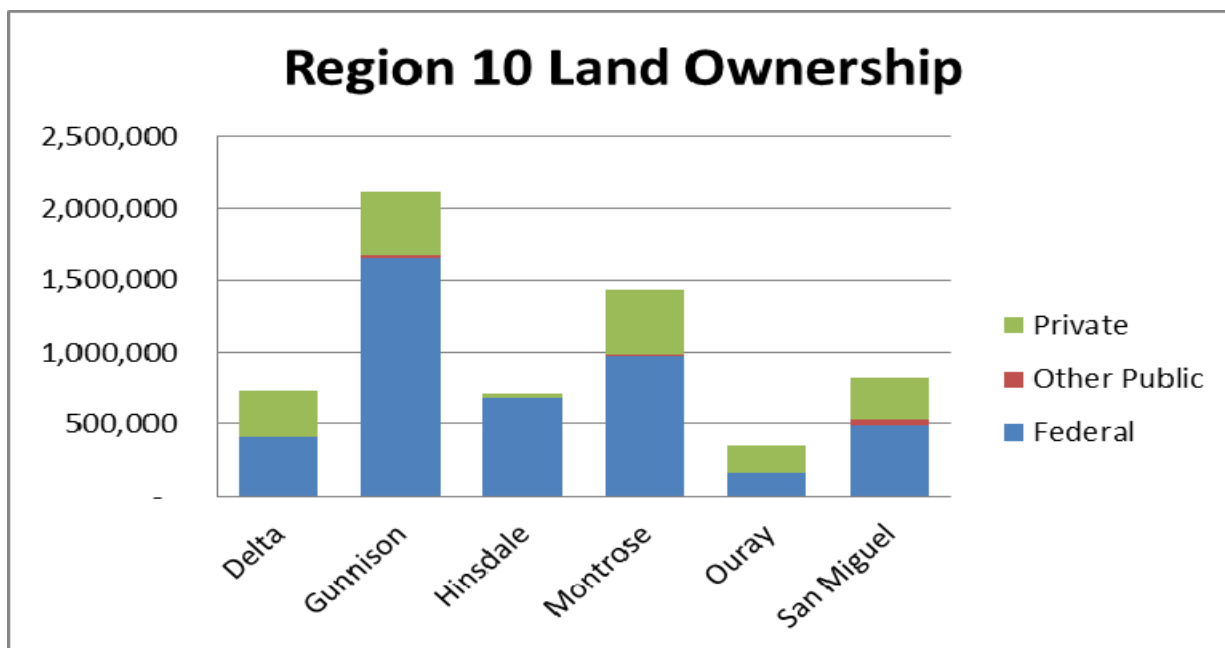
Emergency Services

The Western Regional EMS Council, otherwise known as the WRETAC, is the representative body for Delta, Gunnison, Hinsdale, Montrose, Ouray and San Miguel counties. The mission of this RETAC is to promote, foster and support cooperative organization of Emergency Medical and Trauma Services in the Western Region and State, utilizing data, communications, protocols and training to provide Quality Improvement. The RETAC will be composed of individuals concerned with promoting, fostering and supporting excellence in emergency medical services within and between the counties represented.

The WRETAC emergency medical and trauma system consists of six Public Safety Answering Points which take 911 calls and requests for EMS and then dispatch 13 EMS agencies throughout the WRETAC. All except one of these are ALS capable. Additionally, in the WRETAC, is a privately-owned ambulance service that provides critical care transports. Recently a private company based a helicopter at Montrose Memorial Hospital. The system also consists of various doctors' offices, clinics and hospitals that treat emergency and EMS patients. Also, two Level IV, one Level III and one Level V Trauma centers are located within the Region. Although St. Mary's Hospital in Grand Junction is outside the WRETAC, it is the regional resource center and the destination for most serious trauma patients, including most medical transports. St. Mary's is a Level II trauma center. The area the WRETAC serves encompasses 9,566 square miles, with a service area for EMS of more than 10,800 square miles. The area is as diverse in terrain as it is in population density. The population density ranges from an average of 0.7 persons per square mile in Hinsdale County to 24.4 persons per square mile in Delta County.

Environment & Public Lands

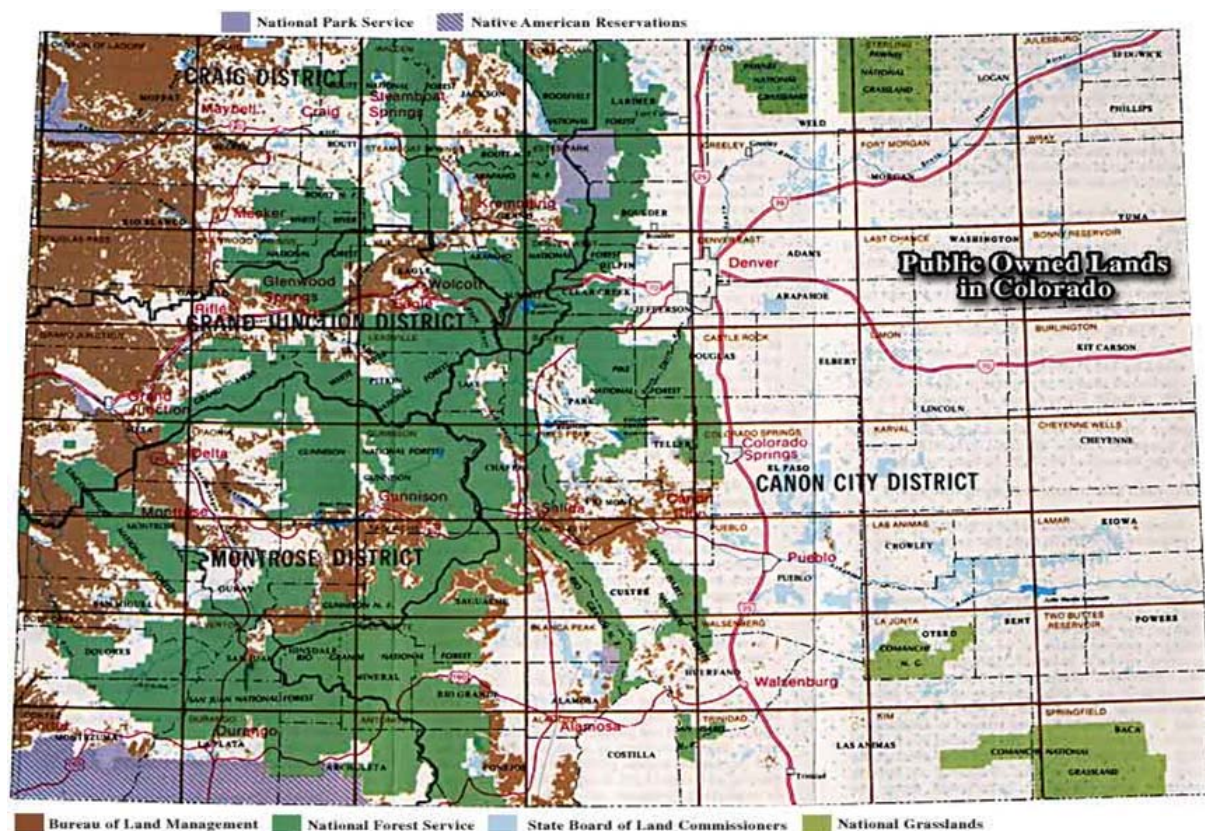
The region is composed of a significant amount of public lands, as much 47 in Ouray County to 96% in Hinsdale, of the total lands for each of the counties. Federal management actions affecting these lands have significant local impacts.



Source:

Based on Geographic Analysis of the following dataset: Lavender, A.E., M.M. Fink, S.E. Linn, D.M. Theobald. 2011. Colorado Ownership, Management, and Protection v9 Database. Colorado Natural Heritage Program and Geospatial Centroid, Colorado State University, Fort Collins, CO. (30 September). www.nrel.colostate.edu/projects/comap

The map below offers a geographical picture of the ownership of land within the Region, with a visual contrast between the public lands located on the Western Slope of the State.



Source: sangres.com

The region has a number of designated Wilderness areas housed all or part withing the region, and managed by various agencies, including National Park Service (NPS), Bureau of Land Management (BLM), and Forest Service (FS). Currently designated areas are listed in the table below. Although home to a number of beautiful rivers well reknown for trout fishing, rafting, and other activities, none are currently designated under the Wild and Scenic Rivers Act.

WILDERNESS NAME	AGENCY	STATE	UNIT ACREAGE	TOTAL ACREAGE (in acres)	YEAR DESIGNATED
Black Canyon of the Gunnison Wilderness	NPS	CO	15,599	15,599	1976
Dominguez Canyon Wilderness	BLM	CO	66,280	66,280	2009
Gunnison Gorge Wilderness	BLM	CO	17,784	17,784	1999
Lizard Head Wilderness	FS	CO	41,309	41,309	1980
Mount Sneffels Wilderness	FS	CO	16,566	16,566	1980
Powderhorn Wilderness	BLM	CO	48,115	62,050	1993
Powderhorn Wilderness	FS	CO	13,935	62,050	1993
Uncompahgre Wilderness	FS	CO	99,331	102,721	1980
Uncompahgre Wilderness	BLM	CO	3,390	102,721	1993
West Elk Wilderness	FS	CO	176,412	176,412	1964

Below is a list of federally or state endangered and threatened species within the state of Colorado. Although all species may not be directly located within the region, potentially could be considered.

COMMON NAME	SCIENTIFIC NAME	STATUS*
<u>BIRDS</u>		
Whooping Crane	<i>Grus americana</i>	FE, SE
Least Tern	<i>Sterna antillarum</i>	FE, SE
Southwestern Willow Flycatcher	<i>Empidonax traillii extimus</i>	FE, SE
Plains Sharp-Tailed Grouse	<i>Tympanuchus phasianellus jamesii</i>	SE
Piping Plover	<i>Charadrius melodus circumcinctus</i>	FT, ST
Bald Eagle	<i>Haliaeetus leucocephalus</i>	SC
Mexican Spotted Owl	<i>Strix occidentalis lucida</i>	FT, ST
Burrowing Owl	<i>Athene cunicularia</i>	ST
Lesser Prairie-Chicken	<i>Tympanuchus pallidicinctus</i>	ST
Western Yellow-Billed Cuckoo	<i>Coccyzus americanus</i>	SC
Greater Sandhill Crane	<i>Grus canadensis tabida</i>	SC
Ferruginous Hawk	<i>Buteo regalis</i>	SC
Gunnison Sage-Grouse	<i>Centrocercus minimus</i>	SC
American Peregrine Falcon	<i>Falco peregrinus anatum</i>	SC
Greater Sage Grouse	<i>Centrocercus urophasianus</i>	SC
Western Snowy Plover	<i>Charadrius alexandrinus</i>	SC
Mountain Plover	<i>Charadrius montanus</i>	SC
Long-Billed Curlew	<i>Numenius americanus</i>	SC
Columbian Sharp-Tailed Grouse	<i>Tympanuchus phasianellus columbianus</i>	SC
<u>FISH</u>		
Bonytail	<i>Gila elegans</i>	FE, SE
Razorback Sucker	<i>Xyrauchen texanus</i>	FE, SE
Humpback Chub	<i>Gila cypha</i>	FE, ST
Colorado Pikeminnow	<i>Ptychocheilus lucius</i>	FE, ST
Greenback Cutthroat Trout	<i>Oncorhynchus clarki stomias</i>	FT, ST
Rio Grande Sucker	<i>Catostomus plebeius</i>	SE

Lake Chub	Couesius plumbeus	SE
Plains Minnow	Hybognathus placitus	SE
Suckermouth Minnow	Phenacobius mirabilis	SE
Northern Redbelly Dace	Phoxinus eos	SE
Southern Redbelly Dace	Phoxinus erythrogaster	SE
Brassy Minnow	Hybognathus hankinsoni	ST
Common Shiner	Luxilus cornutus	ST
Arkansas Darter	Etheostoma cragini	ST
Mountain Sucker	Catostomus playtrhynchus	SC
Plains Orangethroat Darter	Etheostoma spectabile	SC
Iowa Darter	Etheostoma exile	SC
Rio Grande Chub	Gila pandora	SC
Colorado Roundtail Chub	Gila robusta	SC
Stonecat	Noturus flavus	SC
Colorado River Cutthroat Trout	Oncorhynchus clarki pleuriticus	SC
Rio Grande Cutthroat Trout	Oncorhynchus clarki virginalis	SC
Flathead Chub	Platygobio gracilus	SC
<u>MAMMALS</u>		
Gray Wolf	Canis lupus	FE, SE
Black-Footed Ferret	Mustela nigripes	FE, SE
Grizzly Bear	Ursus arctos	FT, SE
Preble's Meadow Jumping Mouse	Zapus hudsonius preblei	FT, ST
Lynx	Lynx canadensis	FT, SE
Wolverine	Gulo gulo	SE
River Otter	Lontra canadensis	ST
Kit Fox	Vulpes macrotis	SE
Townsend's Big-Eared Bat	Corynorhinus townsendii pallescens	SC
Black-Tailed Prairie Dog	Cynomys ludovicianus	SC
Botta's Pocket Gopher	Thomomys bottae rubidus	SC
Northern Pocket Gopher	Thomomys talpoides macrotis	SC
Swift fox	Vulpes velox	SC
<u>REPTILES</u>		
Triploid Checkered Whiptail	Cnemidophorus neotesselatus	SC

Midget Faded Rattlesnake	<i>Crotalus viridis concolor</i>	SC
Longnose Leopard Lizard	<i>Gambelia wislizenii</i>	SC
Yellow Mud Turtle	<i>Kinosternon flavescens</i>	SC
Common King Snake	<i>Lampropeltis getula</i>	SC
Texas Blind Snake	<i>Leptotyphlops dulcis</i>	SC
Texas Horned Lizard	<i>Phrynosoma cornutum</i>	SC
Roundtail Horned Lizard	<i>Phrynosoma modestum</i>	SC
Massasauga	<i>Sistrurus catenatus</i>	SC
Common Garter Snake	<i>Thamnophis sirtalis</i>	SC
<u>MOLLUSKS</u>		
Rocky Mountain Capshell	<i>Acroloxus coloradensis</i>	SC
Cylindrical Papershell	<i>Anodontoides ferussacianus</i>	SC

*Status Codes:

FE = Federally Endangered

FT = Federally Threatened

SE = State Endangered

ST = State Threatened

SC = State Special Concern (not a statutory category)

Source: Colorado Parks and Wildlife

The region has one EPA Designated Superfund site, the Uravan Uranium located in west Montrose county. Construction was completed on the site in 1986, and the site had partial deletions in 2005 and 2007.

There are a number of state and nationally listed historical sites. For an up-to-date list, visit <http://www.historycolorado.org/archaeologists/national-and-state-registers>.

Workforce

Per the Colorado State Demographer's Office: "Region 10 had approximately 51,835 jobs in 2010, a figure that includes the selfemployed as well as wage earners. This is down 1,050 (-2%) from 2009 and down 4,640 (-8%) from peak employment of 56,473 in 2007. Largest declines between 2009 and 2010 were in Construction -540, Mining -336, and Government -285. These declines were slightly offset by increases in Health Services 275, Agriculture 193, and Arts 190. The largest sources of jobs in the region are from Government (including local

government) 17% (8,765), Retail Trade 11.5% (5,965), Construction 10% (5,210), and Accommodations and Food Service 9.5% (4,902).”

As noted on the chart below, the average wage per job in the counties within the region are significantly less than the statewide average.

Industry Overview (2012) (By Place of Work)	Colorado	Delta County, CO	Gunnison County, CO	Hinsdale County, CO	Montrose County, CO	Ouray County, CO	San Miguel County, CO
Covered Employment	2,266,568	8,468	7,515	253	13,357	1,479	4,447
Avg Wage Per Job	\$50,559	\$33,371	\$35,668	\$25,553	\$35,025	\$31,524	\$35,155

Source: statsamerica.org

Economic Conditions

Economic Analysis

The three largest communities serve as county seats for the most populous counties. The Delta and Montrose economies are based on the provision of consumer retail and wholesale goods, consumer services, farm equipment and supplies, government, medical, and transportation services to a large area of the Region. Delta and Montrose also provide most of the manufacturing employment in the Region. Gunnison serves a smaller local market, but hosts a full university. Western State University Colorado is the largest employer in that community. The region houses two major resort areas: Crested Butte/ Mt. Crested Butte (Gunnison County), and Telluride/Mountain Village (San Miguel County), which provide significant economic support to the region. Lake City and Ouray are summer resorts that do most of their business from May to October, although Ouray has developed an internationally recognized ice-climbing park and ice-climbing festival that attracts climbers from all over the world.

Paonia, Hotchkiss, and Crawford in Delta County’s North Fork Valley, and Cedaredge, on the slope of Grand Mesa, are in the center of one of Colorado’s most extensive fruitgrowing. In the West End of Montrose County, Naturita and Nucla experience continued development impacts as uranium exploration and mining fluctuate through boom/bust cycles. These communities also provide a fairly limited range of goods and services to the surrounding population. Norwood is a retail and agriculture supply center for ranches in western San Miguel and Montrose Counties. All three also provide housing for workers who commute to Telluride. Olathe, a farm service community, is located halfway between Delta and Montrose on the rapidly developing Highway 50 corridor. Ridgway, along the same corridor, between Montrose and Ouray, is the home of the Ridgway State

Park. The remaining communities in the Region are primarily very small towns, some with very seasonal populations, providing a limited range of services for tourists or local farmers and ranchers.

The region has a strong history of mining and agriculture. As those industries declined, and the area became known as a regional tourism destination, industry developed around the tourism and resulting construction activity. The region also has recently had three state designated Creative Districts, located in Ridway, Telluride and the North Fork area of Delta County. Building on the past economic indicators, and looking forward to regional industries that meet the areas unique geographic characteristics, industries of focus were developed during the OEDIT Sector Partnership process, in conjunction with development of the State Economic Development Blueprint.

As shown in the table below, the region has a strong Location Quotient in areas of Agribusiness, Tourism and Recreation, and Energy and Natural Resources, which also correlates with historical data. The region's history of mining also continues to play a large role in the regional economy.

Average of Industry Employment and Annual Wage Location Quotient															
Row Labels	Delta County, CO		Gunnison County, CO		Hinsdale County, CO		Montrose County, CO		Ouray County, CO		San Miguel County, CO		Region 10		
	Employment	Wages	Employment	Wages	Employment	Wages	Employment	Wages	Employment	Wages	Employment	Wages	Employment	Wages	
Advanced Materials	0.24	0.22	0.13	0.19			0.53	0.56	0.31	0.24	0.13	0.12	0.31	0.33	
Agribusiness, Food Processing & Technology	2.58	3.15	0.49	0.53	0.95	1.58	1.39	1.48	1.98	2.82	0.14	0.11	1.34	1.52	
Apparel & Textiles	0.22	0.24	0.30	0.34			1.09	1.26	0.29	0.33	0.18	0.24	0.56	0.66	
Arts, Entertainment, Recreation & Visitor Industries	0.64	0.47	3.82	4.29	3.32	4.19	0.85	0.80	3.62	3.16	5.94	6.14	2.21	2.29	
Biomedical/Biotechnical (Life Sciences)	0.83	1.01	0.28	0.44			0.81	0.98	0.03	0.04	0.17	0.22	0.59	0.73	
Business & Financial Services	0.34	0.34	0.49	0.42	0.41	0.81	0.47	0.41	0.68	1.27	0.68	0.61	0.48	0.46	
Chemicals & Chemical Based Products	0.30	0.39	0.09	0.10			1.34	1.53	0.70	0.57	0.12	0.14	0.64	0.74	
Defense & Security	0.32	0.37	0.27	0.33	1.38	2.48	0.51	0.62	0.90	1.25	0.78	0.85	0.47	0.56	
Education & Knowledge Creation	0.62	0.75	1.26	1.60	0.95	1.56	0.66	0.90	0.45	0.63	0.36	0.29	0.74	0.94	
Energy (Fossil & Renewable)	2.61	3.83	2.26	3.15	2.69	1.53	1.56	2.06	0.84	1.30	0.43	0.50	1.79	2.47	
Forest & Wood Products	1.79	1.87	0.24	0.27			1.57	1.86	0.23	0.29	0.33	0.38	1.12	1.26	
Glass & Ceramics	0.56	0.70	0.38	0.43			0.74	0.80	1.25	1.53			0.63	0.71	
Information Technology & Telecommunications	0.15	0.14	0.16	0.17	1.71	3.52	0.42	0.51	0.71	1.18	0.33	0.50	0.31	0.39	
Manufacturing Supercluster	0.34	0.38	0.04	0.03			0.42	0.46	0.06	0.06	0.12	0.10	0.27	0.28	
Mining	1.30	1.62	0.44	0.31	2.45	8.73	6.44	9.96	0.97	3.08	1.21	1.38	3.04	4.58	
Printing & Publishing	0.87	0.95	0.85	0.82	2.07	2.76	0.51	0.60	1.09	1.19	0.41	0.43	0.69	0.74	
Transportation & Logistics	0.26	0.34	0.44	0.59	1.21	2.34	1.01	1.67	0.14	0.43	0.44	0.67	0.61	0.96	

Source: StatsAmerica.org

Based on the cluster analysis, and wages as compared to regional industries, Region 10 has identified industries of focus to develop through regional focus and partnerships. Identified industries of focus are: Healthcare, Agribusiness, Tourism, and Energy and Natural Resources. Although not as high in location quotient scores, Advanced Manufacturing is also an area of focus, given opportunities presented by state focus and the history of higher wages compared to other regional occupations.

The region's economic development priorities also include improving the communications, transportation and other infrastructure, as well as supporting business development activities. Collaborative economic development efforts focus on fully developing existing companies and attracting innovative businesses and industry.

Economic Development Problems & Opportunities

Strengths

- Noteworthy commercial air services in three geographically-dispersed airports.
- Distinct Colorado lifestyle with high-quality natural resources, productive agricultural land, diverse geography, scenic byways and many recreational amenities.
- Two universities and one technical college are willing to administer workforce development programs.
- Resourceful, hardworking international workforce with an entrepreneurial spirit.
- Commerce-friendly governments and straightforward regulatory environment.
- Communities are beginning to be willing to collaborate to maximize resources in some areas of development
- Existing economic development organizations to assist in providing regional models
- Regional loan funds and venture projects provide capital for new and existing development opportunities.
- Strong agriculture heritage lends to agri-tourism, opportunities for value-added advanced manufacturing opportunities, and innovation.
- Recent community focus on veteran support services and employment opportunities.

Weaknesses

- The diversity of each of the counties in the region tend to lead to a set of individualized, rather than comprehensive, approaches to economic development.
- Small population and geographic diversity limits advocacy and opportunities due to limited economic impact vs. spending resources
- Regional transit is not comprehensive, and remains underfunded, limiting opportunities for education and workforce.
- The area has historically been dependent on mining, tourism, and related industries, which have been especially impacted by the economic downturn, and regulations.
- Lack of broadband consistency has hindered technology dependent industries.

- Access to completely diversified healthcare services and provider availability to serve all populations and needs.
- Geographic isolation lends to limited coordination of emergency and disaster services, due to difficulty of transferring resources
- Limited rooms and space available in the tourism communities limits visitor convention capacity.

Opportunities

- Develop wide spread support for regional development plan through use of participant's diversity, both geographically and economically to promote and encourage adoption within the communities and industries.
- Develop a comprehensive plan for transit and transportation implementation and financial support, building on previous efforts, and current momentum.
- Working with the Office of Economic Development to promote identified industry partnerships to create a more diversified economic base, including diversification of traditional industries.
- Regional tourism collaboration promotes enhanced tourism and travel opportunities.
- Create more integrated model of service lines for health and wellness and continued recruitment of providers for regional healthcare to prevent outmigration of services and attract new population to community
- Develop a regional approach to technology solutions.
- Support veteran's services development to promote an economic development niche for region.

Threats

- State funding is often based on population models, limiting transit, education, and other funding.
- Limited job opportunities impact youth retention rates.
- Aging Population increasing demand for services
- Airport regionalization could limit access to the local communities, limiting and potentially reducing development opportunities
- Public Land funding support to the communities has been reduced under sequestration, limiting services, and regulations potentially impact economic development

- Increased regulations may threaten traditional industries for the region, such as energy and agriculture.
- Impact of natural disaster impacts (eg, fire, flooding, pest kill, etc.)
- Federal and State water regulatory changes could decrease water available to rural communities.

Potential Implementation Barriers and Related Strategies

Potential barriers to implementation of the Comprehensive Economic Development Strategy may include:

- The diversity of each of the counties in the region tend to lead to a set of individualized, rather than comprehensive, approaches to economic development.
- Regional transit is not comprehensive, and remains underfunded, limiting opportunities for education and workforce.
- The area has historically been dependent on mining, tourism, and related industries, which have been especially impacted by the economic downturn, and regulations.
- Lack of broadband consistency has hindered technology dependent industries.

Strategies to overcome potential barriers include:

- Develop wide spread support for the plan through use of participant's diversity, both geographically and economically to promote and encourage adoption within the communities and industries.
- Develop a comprehensive plan for transit and transportation implementation and financial support, building on previous efforts, and current momentum.
- Working with the Office of Economic Development to promote identified industry partnerships to create a more diversified economic base.
- Develop a regional approach to technology solutions.

Private and Public Participation

The Region 10 Comprehensive Economic strategy was developed through a variety of partnerships and participation. Special thanks are extended to Pattie Snidow of USDA Rural Development, Nancy Banman, Martin Shields and Brian Hoesli of Colorado State University for leading the Stronger Economies Together training of the region's economic development teams in 2012; the Southern Rural Development Corporation at Mississippi State University and EMSI of Moscow Idaho who provided much of the economic analysis

for the workforce, education, and industry sections of this document; to Katharina Papenbrock and the members of the Region 10 Comprehensive Economic Development Strategy Committee (Appendix A.3) who provided the leadership in the development and review of the document; to those individuals who participated on the county economic development teams and the SET training who generated much of the ideas for goals and objective; to the Colorado Office of Economic Development and International Trade who worked to integrate the CEDS with the Colorado Economic Development Blueprint; and to the Region 10 Board of Directors for supporting the development of the CEDS, and finally to the staff of Region 10 who organized the planning process, created and coordinated the supporting analyses, and drafted the plan document.

Planning Process

Region 10 has sponsored USDA Rural Development and CSU Extension in conducting the Stronger Economies Together (SET) training in monthly sessions for the past eight months (see attached curriculum). Over eighty participants (Appendix A.4) from all six counties attended the training, representing a variety of economic interests from both public and private perspectives. In the sessions, teams discussed the overall 2042 vision for the region (Appendix A.5). Utilizing the vision, the team met in a series of meetings to discuss overall goals, strategies, actions, priorities, evaluation, partners and potential funding sources, as well as the integration with the state economic plan (Colorado Blueprint, <http://www.advancecolorado.com/regional-partners/region-10>), which was developed into a table format for review.

Integration with State Economic Development

Region 10 has worked with the Office of Economic Development and International Trade (OEDIT) to integrate development plans. Region 10 participated in the Governor's Blueprint Model to identify key areas of strength and potential growth within the state frame work. Each of the strategies identified in the Action Plan have corresponding Blueprint goals. Region 10 is also working with OEDIT to implement the Industry Sector Partnerships of 5 of the 14 state identified industries of focus that perform well in our region, based on the cluster analysis above. Identified industries of focus are: Healthcare, Agribusiness, Tourism, Energy and Natural Resources, and Advanced Manufacturing. The Health & Wellness Industry Partnership was launched in Fall, 2013, with a planned launch for other industries to follow.

Region 10 also partners with other agencies to offer regional development support services such as: Enterprise Zone Administration, administration of the OEDIT/CDBG Revolving Loan Fund, the SBA Loan Fund, and CDOT regional transportation and transit planning.

Regional Vision and Mission

The regional planning sessions included the development of a Vision Map (Appendix A.5), later translated into a regional vision and mission, which assisted in guiding the development of the overall plan.

Vision: The Central Western Slope region (Region 10) is a thriving and engaged group of communities that works collaboratively to provide a rich quality of life that attracts an entrepreneurial and creative workforce with an economy that is both globally connected and rooted in a unique hometown spirit.

Mission: The Central Western Slope works together to develop and attract high quality, sustainable economic activity that fits our unique location and culture by:

- Providing exceptional infrastructure, including telecommunications
- Expanding quality, reliable commercial air service
- Maximizing the potential of the two universities and one technical college to develop the existing entrepreneurial, skilled workforce
- Connecting business endeavors with local, state and global sources of capital
- Supporting commerce-friendly public initiatives and a straightforward regulatory environment.

Strategic Goals & Objectives

Based on the overall comments, the team developed the following areas of focus for regional goals:

- Business Development
- Tourism
- Transit/Transportation
- Agriculture Diversification
- Education
- Natural Resources
- Community Development

Each of the goals, with identified strategics and anticipated outcomes, are discussed in more detail below.

Business Development

Goal: Increase Primary Employment in the Region.

Regional Benefits: By creating a strong job economy, focused on area strengths and current industries, with a talented workforce, the area will continue to attract and encourage business and economic growth.

Strategies:

1. *Formulate a collaborative effort to replicate a business recruitment and retention model throughout the entire region.*
 - a. Working with Montrose Economic Development Council (MEDC) and Delta County Economic Development (DCED), define a business recruitment and retention model and promote the use of the model throughout the region via local meetings (roadshow) through county economic development teams and local governments.
 - b. Convene regular regional economic development meeting to present/train on model.
 - c. Create a strategic business toolbox
2. *Monitor the business regulatory process at the local and state level.*
 - a. Monitor local and state legislation and encourage local governments and Club 20 to promote regulatory reform at the local and state level that is business friendly.
 - b. Encourage local governments to evaluate the impact of regulations on local businesses. Possible considerations include development of a tool kit; local survey; and best practices indicators.
3. *Educate local government leaders about best practices that will attract and retain business.*
 - a. Build a catalog of the available business development capital in Region 10 (asset mapping). Review and track human capital, physical capital, social and cultural capital, financial capital, natural capital.
 - b. Identify potential partners and facilitate process for regional asset mapping project. This includes available local and state resources as well as consultants, with data available regionally specific.
 - c. Identify items not on OEDIT InSite, and develop/review potential information.

4. *Increase financial capital available for small business development by at least \$150,000 in FY2013/2014.*
 - a. Develop BLF Loan Referral Network. Includes:
 - i. Meeting with at least one loan officer at all lending institutions in the region during FY2013/2014.
 - ii. In FY2013/2014, attend at least one of the following meetings quarterly of the economic development organization, chamber of commerce, City Council, County Commissioners and any other appropriate business or government organizations in the region to educate and provide information on the benefits of our Business Loan Fund.
 - iii. In FY2013/2014, improve Region 10's BLF relationship with the Small Business Development Centers
 - b. Explore SBCD satellite site and promote small business education opportunities.
 - c. Determine resources for alternative capital funding, including venture, accelerator and other models.
5. *Promote environment to support increase in Advanced Manufacturing. Consider as component of sectors partnerships: Agriculture, Natural Resources, Health & Wellness*
 - a. Identify existing key small manufacturers in the region. Interview them to determine what characteristics of the region attracted them and what resources they still need to become more successful.
 - b. Conduct online research into regions that have successfully grown their small manufacturing base to determine what actions were taken to attract and retain them.
6. *Through the use of innovative agricultural technologies grow the sustainable agricultural sector by 10% by 2018.*
7. *Support Creative Industries as a means of regional economic development.*
 - a. Identify existing members of the creative class in the region. Interview them to determine what characteristics of the region have attracted them and what resources are still needed.
 - b. Conduct online research into regions that have successfully grown their creative classes to determine what steps were taken to attract and retain members of the creative class

8. *Identify and promote innovative models, Determine successful innovative models and determine if replicable in local and regional communities. Examples may include:*
Accelerator Funding, North Fork Loan Fund, Shared Equipment, and other concepts.

Anticipated Outcomes:

Short Term: The region will have a list of regional business assets, and models for business development and expansion.

Intermediate: Regional business will have access to necessary capital and regional government support.

Long-Term: The region will have a well-trained workforce, earning livable wages, and reduced unemployment.

Tourism

Goal: Increase Regional Tourism to outpace state growth.

Regional Benefits: As a basis of the regional economy, strong and diversified tourism provides regional means for economic development.

Strategies:

1. Create, promote and market a regional brand
 - a. Assemble a team of those responsible for community and county marketing efforts throughout the region.
 - b. Gather existing marketing materials from regional communities. Evaluate and categorize them in a database by target audiences, approach, and cost. If any measurable exists, include them. Identify common themes that can be incorporated into a regional brand.
 - c. Develop regional media releases-printed materials, advertising agency, social media program.
 - d. Identify progress with state branding and marketing efforts. If a state tourism promotion effort is re-established, ensure that local experts are included.
 - e. Though the team, identify what opportunities exist, for a complementary regional marketing effort, that would augment, but not duplicate or compete with local marketing efforts and would be compatible with state marketing efforts.

- f. If an opportunity exists, develop and implement the complementary regional marketing strategy to include target markets and priority local assets from the asset map to be promoted.
2. Promote uniqueness of regional Agriculture, Heritage and Cultural Tourism opportunities.
3. Compile and collate regional lodging tax data using baseline of 2009.
4. Advocate for increase in state tourism dollars.
 - a. Create Awareness-Letter Writing model for local communities to utilize to advocate for increase in available tourism funding.
5. Improve Regional Reputation for Hospitality
 - a. Ambassador Training-Achieve Mindset Buy-in by Regional Businesses
 - b. Utilize local/regional hospitality program training
6. Increase value added tourism through regional opportunities.
 - a. Regional Tourist Asset Map
 - b. Meet with businesses or associations in the lodging, food services, arts, and recreation sectors to establish their unmet needs in attracting additional tourists to the region.
 - c. Develop high-potential new ideas for promoting the region's natural assets based on those needs.
 - d. Conduct a study to identify the public and private facilities and other assets that are needed to attract business and other conferences, youth sports events, etc.. Determine whether adding those assets is feasible in our region. Implement those ideas.
 - e. Use highly visible events to promote whole Region. Broader Name & Asset Recognition in the Region. Promote NCA's.

Anticipated Outcomes:

Short Term: The region will have baseline information to measure tourism growth.

Intermediate: The region will identify and promote a regional brand.

Long Term: The region will develop an unique destination identity.

Transit/Transportation

Goal: Develop a strong integrated multi-modal regional transit system, increasing public access and utilization of public and alternate transit models.

Regional Benefits: A regional, integrated, multi-modal, financially sustainable transit system will assist in providing the community, workforce, and tourists mobility in region, which is marked by long commutes and geographic isolation.

Strategies:

1. Identify Priority Transit Routes and permanent funding for services.
 - a. Use assessment info from Three Rivers Regional Coord. Council (3RRTC) consultant, determine current ridership/utilization
 - b. Increase demand through education and marketing.
 - c. Complete the TransitPlus Four County Transit Feasibility Study Update.
 - d. Develop a 2018 implementation plan for the TransitPlus Update, using an appropriate consultant.
 - e. Add Gunnison and Hinsdale Counties to the 3RRTCC and integrate Gunnison/Hinsdale RTA assessment information.
 - f. Develop concept for RTA and increase public support
2. Support and maintain quality air service for the region.
 - a. Encourage air organizations to integrate efforts
 - b. Support and expand local government financial support of Colorado Flight Alliance (formerly TMRAO), and GVTA to increase the number of flights and enplanements to and from the region.c.
 - c. Increasing/maintaining funding for airline guarantees, and exploring permanent funding options.
3. Create/Utilize Community Multi-Modal Hubs
 - a. Identify key areas/locations, plan for purchase and development
 - b. GVTPR/CDOT priorities for active transportation across region (dialogue)
 - c. Promote active transportation (pedestrian and biking) in inter & intra community.
 - d. Support bike infrastructure for locals and tourism by prioritizing them through the GVTPR.
 - e. Continue & expand dialogue for bike travel tourism
 - f. Leverage current committee members w/CDOT Hwy Plan
 - g. Increase Safe Routes to School funding and awareness.
4. Utilize conversion of existing railways to expand service opportunities

- a. Evaluate the feasibility of improving rail service in the Grand Junction to Montrose corridor.
- b. As necessary, identify current and projected aggregated demand to encourage more frequent rail service.
- c. Consider rail byway to improve ATV and other intercity tourism transportation

Anticipated Outcomes:

Short Term: Awareness and demand for regional transit services will be increased.

Intermediate: The community will develop a multi-modal approach to transit and transportation, improving local active transit opportunities.

Long Term: The region will have an economically sustainable multi-modal transit/transportation system to support regional transit, tourism, and economic growth.

Agriculture

Goal: Diversify and broaden Agriculture Industry, increasing related revenues.

Regional Benefits: Building on the strengths (and reducing the challenges) of a historically agricultural community will increase both economic and tourism opportunities, maintaining an important element of regional identity.

Strategies:

1. Establish Network & Database of Agricultural Industries and Producers/Suppliers for local market.
 - a. Create a means for sharing and promoting innovative agricultural ideas and encourage collaboration among local producers, suppliers, and retailers.
 - b. Identify opportunities for establishing new farmer education, marketing and distributing opportunities
 - c. Identify host for database, Have database completed and ready to market.
2. Local Roundtable-Restaurants, Retail, Farmers Markets Conferences
 - a. Conduct Local Ag Roundtables involving restaurants, retail outlets, farmers markets to develop and refine ideas.
 - b. Convene Sector Partnership
3. Increasing Local Distribution of Local Ag Products
 - a. On Line Regional Farmers Market/Food Hub
 - b. Support regional efforts to improve availability of processing facilities
 - c. Increase Farm to Restaurant channels
 - d. Link between community gardens/schools

- e. Build demand for pre-planting purchase of crops.
- 4. Address Labor Barriers for Ag Community
 - a. Increase awareness H2A restrictions, and advocate for regional relevance.
 - b. Support Cross Industry visas for seasonal employee crossover (eg, ski to ag employment)
- 5. Access to USDA processing for Regional producers
 - a. Identify opportunities for increased certification,
 - b. Support review and reevaluation of inspector certification.
 - c. Increase access to mobile slaughter processing units
 - d. Influence legislation regarding processing in effort to obtain regional affordability.
 - e. Explore kosher processing opportunities.
- 6. Support regional agriculture exporters
 - a. Identify local exporters, and restrictions/barriers to increasing growth.
 - b. Support strategies to increase export opportunities.

Outcomes:

Short Term: Agriculture producers will have a stronger local market for goods.

Intermediate: Agriculture producers will have access to services needed to expand production and exports.

Long Term: The region will be recognized as a lead producer of agriculture and related industries.

Education

Goal: Integrate job development with business creation and multi-generational education to create a skilled and talented workforce to meet needs of 21st century jobs.

Regional Benefits: An educated workforce will led to more job creation opportunities, innovation, and an overall increase in the regional economy.

Strategies:

- 1. Support Regional Workforce organization
 - a. Identify and develop basic job skills and testing for career adaptability (eg, work keys)
 - b. Educate re: workforce availability and programs
 - c. Encourage Workforce in outlying regions

2. Identify regional workforce strengths and weaknesses
 - a. Conduct a survey of regional businesses either directly or through Economic development corporations and/or chambers for member businesses' training and educational needs. (secure grants to fund consultant to complete this survey).
 - b. Share needs survey with DMTC, WSCU and CMU to explore development of classes to address general needs across businesses.
 - c. Using the survey results, augment existing individual business consulting and support resources by expanding the number of skilled Small Business Development Center counselors.
 - d. Identify and encourage post-secondary educational course to meet regional employer needs.
 - e. Identify whether DMTC, WSCU and CMU assess needs for new or expanded undergraduate and post-graduate programs based on the needs of the region's businesses.
 - f. Where gaps in needs assessments exist, encourage these institutions to develop them to support local economic development.
3. Supplement the business educational opportunities in the region
 - a. Implement Junior Achievement
 - b. Provide college courses to high school students (oxford model)
 - c. Meeting with each school district in the region, identify existing programs within the region's secondary education systems to introduce students to workplace needs and expectations, and their earning potential with varying degrees of academic attainment and job training.
 - d. Identify apparent gaps, and possible legal/regulatory conflicts limiting workforce development with schools.
 - e. Encourage school districts to establish career pathway programs where needed.
 - f. Engage Pre K-12 in econ development / clusters discussions
4. Promote veteran's learning services/support
 - a. Support projects to increase veteran learning opportunities
 - b. Promote community as a veteran employee model.

Anticipated Outcomes:

Short Term: Businesses and educators will have a better understanding of the workforce educational gaps to meet employers needs.

Intermediate: The region will have educational programs that assist in meeting regionally industry workforce needs.

Long Term: Standards of living will be increased, as poverty and unemployment are decreased due to a more skilled regional workforce, capable of meeting current and future business needs.

Natural Resources

Goal: Convene a stakeholders group to develop a holistic approach to management of all Natural Resources and uses.

Regional Benefits: Natural resources in the community will be utilized in a responsible manner to maximize recreation, preservation, and economic benefits.

Strategies:

1. Identify the regions natural resources
 - a. Convene stakeholder partners to provide input for utilization of resources.
 - b. Categorize types of resource in Region i.e. ag. recreation, mineral, gas etc.
 - c. Identify and develop best practices guide for regulation of Natural resource in the Region.
2. Prioritize for the region the utilization of identified Natural resources.
 - a. Educate community and provide information exchange for key natural resources.
 - b. Comprehensive plan that identifying, prioritizing and use of different resources in the region
3. Promote the environmentally and economically responsible development of natural resources, to include water, forest products, and minerals.
 - a. Plan for economic replacement of diminishing resources and those threatened by regulation. (water regulation, coal to methane gas utilization.
 - b. Explore alternative economic uses of resources (eg, geothermal)

Anticipated Outcomes:

Short Term: The region will have a viable map of natural resources and potential uses/impacts.

Intermediate: Regional plans for natural resources utilization will create a well-developed system of uses.

Long Term: Natural resources will be preserved for future regional uses and recreation, while improving economic benefits to the community.

Community Development

Goal: Recognizing business and economic development cannot be accomplished or sustained without vibrant, healthy communities, support activities and projects which address these needs on a regional basis.

Regional Benefits: The region will have the necessary infrastructure and support to be recognized as a desirable community for relocation and expansion.

Strategies:

1. Increased regional broadband support will enable businesses to consider relocation/expansion into rural areas.
 - a. Support broadband coverage mapping to identify gaps in services.
 - b. Promote coordination among the existing multi-county technology planning teams.
 - c. Develop aggregate demand estimates to encourage new broadband providers to enter the region. Use of surveys or demand algorithms possible. Research capabilities of consultants in this arena.
 - d. Map locations of clusters of businesses and concentrations of residential consumers. Estimate and forecast future aggregate demand in each cluster.
2. The community will have access to health and wellness opportunities
 - a. Identify safety net for all determinants, including access to primary care and wellness resources
 - b. Convene healthcare support group and determine gaps in coverage
 - c. Provide access to local wellness options, including recreational opportunities.
 - d. Regional team collaboration on policy analysis and delivery
3. Assist local communities in creating vibrant hometown atmosphere to support retention and relocation.
 - a. Replicate successful creative districts, downtown improvement, and main street projects.
4. Develop plan to mitigate Disaster impacts on local businesses.
 - a. Assist communities in preparing and responding to natural disasters.
 - b. Develop business preparation model.
 - c. Plan for economic disaster recovery resources.
5. Create regional access to grants.
 - a. USDA Great Region Designation to improve regional funding opportunities
 - b. Improve Economic indicators

Anticipated Outcomes:

Short Term: The region will have tools (grantwriting, disaster mitigation, etc.) to improve economic and lifestyle benefits.

Intermediate: The region will attract new businesses, entrepreneurs, and primary economic supporters.

Long Term: The region will be recognized as a desirable relocation destination.

Each of these strategies are discussed in detail in the following section, implementation projects, project priority, funding mechanisms, key partners, and estimated timeline and job creation/retention. The plan also identifies each strategies' coordination with the Colorado Blueprint Goals developed by OEDIT. Finally, the plan offers a specific means of evaluation of the projects.

Regional Development Implementation Plan

<i>Business Development</i>								
Strategy	Actions	Partners	Funding	Time Line	Priority	Est. Jobs	Evaluation	Co. Blue Print
Formulate a collaborative effort to replicate a business recruitment and retention model throughout the entire region.	<p>Working with Montrose Economic Development Council (MEDC) and Delta County Economic Development (DCED), define a business recruitment and retention model and promote the use of the model throughout the region via local meetings (roadshow) through county economic development teams and local governments.</p> <p>Convene regular regional economic development meeting to present/train on model.</p> <p>Create a strategic business toolbox</p>	MEDC, DCED, Region 10 (R10)	EDA	2015	Med	TBD	Completed Model, # Training Presentations	BP 2
Monitor the business regulatory process at the local and state level.	<p>Monitor local and state legislation and encourage local governments and Club 20 to promote regulatory reform at the local and state level that is business friendly.</p> <p>Encourage local governments to evaluate the impact of regulations on local businesses. Possible considerations include development of a tool kit; local survey; and best practices indicators.</p> <p>Educate local government leaders about best practices that will attract and retain business while avoiding pro -</p>	Region 10, Club 20	Current Funding	Ongoing	Med	TBD	Business Response re: regulatory burden	BP 1

	or anti-business characterizations of any political party.							
Build a catalog of the available business development capital in Region 10 (asset mapping).	<p>Review and track human capital, physical capital, social and cultural capital, financial capital, natural capital.</p> <p>Identify potential partners and facilitate process for regional asset mapping project. This includes available local and state resources as well as consultants, with data available regionally specific.</p> <p>Identify items not on OEDIT InSite, and develop/review potential information.</p>	OEDIT, Region 10, Chambers	<p>OEDIT InSite Map</p> <p>Private Foundations</p> <p>Volunteers</p>	2014	Med	TBD	Completed Asset Listing	BP 1 BP 3
Increase financial capital available for small business development.	<p>Increase available funding for the Regional Business Loan Fund by at least \$150,000 in FY2013/2014.</p> <p>Develop BLF Loan Referral Network. Includes:</p> <p>i. Meeting with at least one loan officer at all lending institutions in the region during FY2013/2014.</p> <p>ii. In FY2013/2014, attend at least one of the following meetings quarterly of the economic development organization, chamber of commerce, City Council, County Commissioners and any other appropriate business or government organizations in the region to educate and provide information on the benefits of our Business Loan Fund.</p> <p>iii. In FY2013/2014, improve Region 10's BLF relationship with the Small Business</p>	<p>R10, DDA, City of Montrose</p> <p>Region 10</p>	<p>OEDIT, SBA, USDA</p>	<p>FY 2014</p> <p>FY 2014</p> <p>July, 2013</p>	Hi	8	Number of Loans/Jobs Created and/or retained	BP 3

	<p>Development Centers</p> <p>Explore SBCD satellite site.</p> <p>Determine resources for alternative capital funding, including venture, accelerator and other models.</p>							
Promote environment to support increase in Advanced Manufacturing	<p>Consider as component of sectors partnerships: Agriculture, Natural Resources, Health & Wellness</p> <p>Identify existing key small manufacturers in the region. Interview them to determine what characteristics of the region attracted them and what resources they still need to become more successful.</p> <p>Conduct online research into regions that have successfully grown their small manufacturing base to determine what actions were taken to attract and retain them.</p> <p>Through the use of innovative agricultural technologies grow the sustainable agricultural sector by 10% by 2018.</p>	MEDC, DCED, USDA Rural Development	USDA, MEDC, DCED	2015	Hi	TBD	Number of operational Manufacturing Business	BP 6
Support Creative Industries as a means of regional economic development.	<p>Identify and improve the conditions necessary to attract and retain creative class businesses:</p> <p>Identify existing members of the creative class in the region. Interview them to determine what characteristics of the region have attracted them and</p>	Creative Districts: Telluride Ridgway and North Fork	Boettcher Foundation Colorado Creative Industries (OEDIT)	2012-2015	Med	4	Number of operational creative industries	BP 2, BP 6

	<p>what resources are still needed.</p> <p>Conduct online research into regions that have successfully grown their creative classes to determine what steps were taken to attract and retain members of the creative class</p>							
<p>Identify and promote innovative models,</p> <ul style="list-style-type: none"> • Accelerator • North Fork Loan Fund • Shared Equipment 	<p>Determine successful innovative models and determine if replicable in local and regional communities.</p>	<p>Telluride Foundation, DDA</p>	<p>Private Foundations and Investors</p>	<p>2014-2016</p>	<p>Med</p>	<p>6</p>	<p>Number of communities with innovative models</p>	<p>BP 3</p>

Tourism

Strategy	Actions	Partners	Funding	Time Line	Priority	Est. Jobs	Evaluation	Co. Blue Print
Create, promote and market a regional brand	<p>Assemble a team of those responsible for community and county marketing efforts throughout the region.</p> <p>Gather existing marketing materials from regional communities. Evaluate and categorize them in a database by target audiences, approach, and cost. If any measurable exists, include them. Identify common themes that can be incorporated into a regional brand.</p> <p>Develop regional media releases-printed materials, advertising agency, social media program</p> <p>Identify progress with state branding and marketing efforts. If a state tourism promotion effort is re-established, ensure that local experts are included.</p> <p>Though the team, identify what opportunities exist, for a complementary regional marketing effort, that would augment, but not duplicate or compete with local marketing efforts and would be compatible with state marketing efforts.</p> <p>If an opportunity exists, develop and implement the complementary regional marketing strategy to include target markets and priority local assets from the asset map to be promoted.</p>	Key Agency: SW Colorado Tourism Region (SWCTR),	<p>Colorado Tourism Office/OEDIT, Local Match dollars</p> <p>Colorado Tourism Office Ag Dollars, Healthy Highways CDOT/USDA/DOLA</p>	<p>2014</p> <p>2014</p> <p>2015-2018</p> <p>Ongoing</p>	Lo	TBD	Brand utilized regionally	BP 4

	Promote uniqueness of regional <i>Agriculture, Heritage and Cultural Tourism opportunities</i>							
Compile and collate regional lodging tax data using baseline of 2009.	Collect regional 2009 and later data from local communities within Region 10	SWCTR	Volunteer	2013-2014	Med	NA	Availability of comparison data	BP 1, BP 4
Advocate for State Tourism Dollars	Create Awareness-Letter Writing model for local communities to utilize to advocate for increase in available tourism funding.	CADMO, Tour Colorado, TAIC Local communities	Local Agencies/Chambers	2013	Med	TBD	Amount of dollars allocated in state budget	
Improve Regional Reputation for Hospitality	Ambassador Training-Achieve Mindset Buy-in by Regional Businesses	Western Business Alliance CMU Hospitality Certificate	City of Montrose, CMU	2013 2015	Med	TBD	Number of certified employees/businesses	
Increase value added tourism through regional opportunities.	<p>Regional Tourist Asset Map</p> <p>Meet with businesses or associations in the lodging, food services, arts, and recreation sectors to establish their unmet needs in attracting additional tourists to the region.</p> <p>Develop high-potential new ideas for promoting the region's natural assets based on those needs.</p> <p>Conduct a study to identify the public and private facilities and other assets that are needed to attract business and other conferences, youth sports events, etc.. Determine whether adding those assets is feasible in our region. Implement those ideas.</p> <p>Use highly visible events to</p>	SWCTR Sector Partnership: Tourism	Volunteer	2013 2016	Hi	TBD	Completed Asset Map	BP1, 4 BP 5

	promote whole Region. Broader Name & Asset Recognition in the Region. Promote NCA's							
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Transit/Transportation

Strategy	Actions	Partners	Funding	Time Line	Priority	Est. Jobs	Evaluation	Co. Blue Print
Identify Priority Transit Routes and permanent funding for services	<p>Use assessment info from Three Rivers Regional Coord. Council (3RRTC) consultant, determine current ridership/utilization</p> <p>Increase demand through education and marketing.</p> <p>Complete the TransitPlus Four County Transit Feasibility Study Update.</p> <p>Develop a 2018 implementation plan for the TransitPlus Update, using an appropriate consultant.</p> <p>Add Gunnison and Hinsdale Counties to the 3RRTCC.</p> <p>Integrate w/ Gunnison/Hinsdale RTA Assess Info</p> <p>Develop concept for RTA and increase public support</p>	Region 10 3RRTC,	CDOT	2015 Complete April, 2013	Hi	2	Availability of utilization information, number of riders, transit funding	BP 1
Support and maintain quality air service for the region.	<p>Encourage air organizations to integrate efforts</p> <p>Support and expand local government financial support of Colorado Flight Alliance (formerly TMRAO), and GVTA to increase the number of flights and enplanements to and from the region.</p> <p>Increasing/maintaining funding for airline guarantees, and exploring permanent funding options.</p>	GVTPR/Region 10	Co Flight Alliance	2013	Med	TBD	# of flights	BP 1
Create/Utilize Community Multi-Modal	Identify key areas/locations, plan for purchase and development	Cities of Montrose,	CDOT	2015	Med	2	# of multi-modal hubs	

Hubs		Telluride , All Points Transit						
GVTPR/CDOT priorities for active transportation across region (dialogue)	<p>Promote active transportation (pedestrian and biking) in inter & intra community.</p> <p>Local Bike groups to send rep to advisory committee</p> <p>Support bike infrastructure for locals and tourism by prioritizing them through the GVTPR.</p> <p>Continue & expand dialogue for bike travel tourism</p> <p>Leverage current committee members w/CDOT Hwy Plan</p> <p>Increase Safe Routes to School funding and awareness.</p>	Region 10 GVTPR	CDOT	2015	Med	TBD	Miles of pedestrian/ bike paths/trails	BP 1, BP 4
Utilize conversion of existing railways to expand service opportunities	<p>Evaluate the feasibility of improving rail service in the Grand Junction to Montrose corridor. As necessary, identify current and projected aggregated demand to encourage more frequent rail service.</p> <p>Consider rail byway to improve ATV and other intercity tourism transportation</p>	GVTPR	CDOT, Counties	2018	Lo	TBD	Utilization of rail right-of- ways	

Agriculture & Related Industry

Strategy	Actions	Partners	Funding	Time Line	Priorty	Est. Jobs	Evaluati on	Co. Blue Print
Local Roundtable-Restaurants, Retail, Farmers Markets Conferences	Conduct Local Ag Roundtables involving restaurants, retail Outlets, farmers markets to develop and refine ideas. Convene Sector Partnership	Co. Workforce Sector Partnershi p	Foundatio ns, Workforce	2014	Med	TBD	# of Meeting s	BP 2
Increasing Local Distribution of Local Ag Products	On Line Regional Farmers Market/Food Hub Support regional efforts to improve availability of processing facilities Increase Farm to Restaurant channels Link between community gardens/schools Build demand for pre-planting purchase of crops.	DDA Montrose Valley Food Partnershi p	USDA, Livewell	2015	Med	1	Reporte d Local sales	
Address Labor Barriers for Ag Community	Increase awareness H2A restrictions, and advocate for regional relevance. Support Cross Industry visas for seasonal employee crossover (eg, ski to ag employment)	Workforce Sector Partnershi p	Local Funding, Volunteer	2015	Hi	TBD	# workers available	
Access to USDA processing for Regional producers	Identify opportunities for increased certification, Support review and reevaluation of inspector certification. Increase access to mobile slaughter processing units Influence legislation regarding processing in effort to obtain regional	Valley Food Partnershi p	USDA	2016	Med	2	# of licensed inspecto rs, availabili ty of regional processi ng services	

	affordability. Explore kosher processing opportunities.							
Support regional agriculture exporters	Identify local exporters, and restrictions/barriers to increasing growth. Support strategies to increase export opportunities.	Valley Food Partnership	USDA	Ongoing	Med	TBD	Exported Goods	

Workforce Education

Strategy	Actions	Partners	Funding	Time Line	Priori ty	Est. Jobs	Evaluati on	Co. Blue Print
Regional workforce strengths and weaknesses	<p>Conduct a survey of regional businesses either directly or through Economic development corporations and/or chambers for member businesses' training and educational needs. (secure grants to fund consultant to complete this survey).</p> <p>Share needs survey with DMTC, WSCU and CMU to explore development of classes to address general needs across businesses.</p> <p>Using the survey results, augment existing individual business consulting and support resources by expanding the number of skilled Small Business Development Center counselors.</p>	<p>Workforc e SECTOR PARTNER SHIPS,</p> <p>SBDC, Local Members (eg, City of Montrose , Region 10 SBRC</p>	Workforce, OEDIT, SBDC	2014	Med	TBD	Comple ted survey, # SBDC Counsel or hours	BP 1
Identify and encourage post-secondary educational course to meet regional employer needs.	<p>Identify whether DMTC, WSCU and CMU assess needs for new or expanded undergraduate and post-graduate programs based on the needs of the region's businesses.</p> <p>Where gaps in needs assessments exist, encourage these institutions to develop them to support local economic development.</p>	Region 10 SBRC, City of Montrose	City of Montrose , EDA, Foundation Grants	2014	Med	TBD	Comple ted Assessm ent	BP 5

Supplement the business educational opportunities in the region	<p>Implement Junior Achievement</p> <p>Provide college courses to high school students (oxford model)</p> <p>Meeting with each school district in the region, identify existing programs within the region's secondary education systems to introduce students to workplace needs and expectations, and their earning potential with varying degrees of academic attainment and job training.</p> <p>Identify apparent gaps, and possible legal/regulatory conflicts limiting workforce development with schools.</p> <p>Encourage school districts to establish career pathway programs where needed.</p> <p>Engage Pre K-12 in econ development / clusters discussions</p>	CMU, DMVTC		2015	Med	TBD	# of college/ vocational credits during high school	BP 5
Promote veteran's learning services/support	<p>Support projects to increase veteran learning opportunities</p> <p>Promote community as a veteran employee model.</p>	Welcome Home Montrose , VSO	VA, OEDIT	2015	Hi	2	# veteran supported projects	

Natural Resources

Strategy	Actions	Partners	Funding	Time Line	Priority	Est. Jobs	Evaluation	Co. Blue Print
Identify the regions natural resources	<p>Convene stakeholder partners to provide input for utilization of resources.</p> <p>Categorize types of resource in Region i.e. ag. recreation, mineral, gas etc.</p> <p>Identify and develop best practices guide for regulation of Natural resource in the Region.</p>	Region 10, Public Partnerships	USDA, OEDIT	2014	Med	TBD	Creation of Asset Map	BP 1
Prioritize for the region the utilization of identified Natural resources	<p>Educate community and provide information exchange for key natural resources.</p> <p>Comprehensive plan that identifying, prioritizing and use of different resources in the region</p>	TBD	TBD	2016	Med	TBD	Development of Plan	BP 1
Promote the environmentally and economically responsible development of natural resources, to include water, forest products, and minerals.	<p>Plan for economic replacement of diminishing resources and those threatened by regulation. (water regulation, coal to methane gas utilization)</p> <p>Explore alternative economic uses of resources (eg, geothermal)</p>	Region 10, Workforce Sector Partnership	TBD	2016	Hi	New and Retained TBD	Proposed/ Implemented Innovative Approaches	

Community Development

Strategy	Actions	Partners	Funding	Time Line	Priority	Est. Jobs	Evaluation	Co. Blue Print
Increased regional broadband support will enable businesses to consider relocation/expansion into rural areas.	<p>Support broadband coverage mapping to identify gaps in services.</p> <p>Promote coordination among the existing multi-county technology planning teams.</p> <p>Develop aggregate demand estimates to encourage new broadband providers to enter the region. Use of surveys or demand algorithms possible. Research capabilities of consultants in this arena.</p> <p>Map locations of clusters of businesses and concentrations of residential consumers. Estimate and forecast future aggregate demand in each cluster.</p>	Club 20, Broadband user group, CEDS, MEDC, DEDC, Local Chambers	DOLA	2015	Hi	TBD	Availability of Broadband services in region.	BP 1, BP 6
The community will have access to health and wellness opportunities	<p>Identify safety net for all determinants, including access to primary care and wellness resources</p> <p>Convene healthcare support group and determine gaps in coverage</p> <p>Provide access to local wellness options, including recreational opportunities.</p> <p>Regional team collaboration on policy analysis and delivery</p>	Live Well, HHS, Sector Partnership	Foundation Grants	2014	Hi	TBD	Reduction in ER (access to PCP), # enrolled in recreation programs	

Assist local communities in creating vibrant hometown atmosphere to support retention and relocation.	Replicate successful creative districts, downtown improvement, and main street projects.	Region 10 CEDS	DOLA, USDA, OEDIT	2015	Med	TBD	Growth in population	
Develop plan to mitigate Disaster impacts on local businesses.	Assist communities in preparing and responding to natural disasters. Develop business preparation model. Plan for economic disaster recovery resources.	RETAC	RETAC	2013	Med	Retention	Completed Plan	
Access to affordable housing for region	Understand local percentage of income to housing impact Consider alternative housing projects, eg, second homes opened to long-term rental Understanding communities' best practice between regional housing authority							
Create regional access to grants	USDA Great Region Designation to improve regional funding opportunities Improve Economic indicators	Region 10	Foundation Grants , DOLA, USDA	2013	Med	1	Number of grants through program	

Disaster Planning

The Region 10 service area is geographically isolated, with each county facing particular disaster issues. Therefore, each county has developed a disaster mitigation and response plan. Each of the plans include the basis four phases of of emergency management: Preparedness, Prevention, Response, and Recovery for disasters like flooding, tornadoes, wildfire, hazardous materials incidents, and acts of terrorism.

Each of the Designated County Emergency Officers are listed below:

Delta County Rob Fiedler 555 Palmer Street Delta, CO 81416 Ph: 970-874-2004 Fax: 970-874-2014	Hinsdale County Jerry Gray Office: 970-944-2806 24 Hr Contact: 970-641-8201	Montrose County Deb Veo 949 N. Second Montrose, CO 81401 Ph: (970) 252-7011 Fax: (970) 252-7010 24 Hours: 911
Gunnison County Scott Morrill 200 E. Virginia Gunnison, CO 81230	Ouray County Glenn Boyd Office : 970-325-4670 Hour Phone : 970-318-1271	San Miguel County Jennifer Dinsmore Office: 970-728-9546 Hr Contact: 970-728-1911

In addition to the county offices, a number of state and federal organizations serve the area with disaster planning, mitigation and response. Some of the key agencies are listed below.

COLORADO DIVISION OF EMERGENCY MANAGEMENT

The Division of Emergency Management (DEM) is responsible for the state's comprehensive emergency management program which supports local and state agencies. Activities and services cover the four phases of emergency management: Preparedness, Prevention, Response, and Recovery for disasters like flooding, tornadoes, wildfire, hazardous materials incidents, and acts of terrorism.

Planning and training services to local governments include financial and technical assistance as well as training and exercise support. Services are made available through local emergency managers supported by DEM staff assigned to specific areas of the state. During an actual emergency or disaster, DEM coordinates the state response and recovery program in support of local governments. DEM maintains the state's Emergency Operations Center (SEOC) where representatives from other state departments and agencies come together to coordinate the state response to an emergency situation.

COLORADO OFFICE OF HOMELAND SECURITY

The Governor's Office of Homeland Security coordinates state, regional and local efforts to prepare Colorado's communities to be capable of preventing attacks and protecting against, responding to, and recovering from all hazards by developing, implementing, resourcing, exercising, and evaluating our State Homeland Security Strategy.

COLORADO INFORMATION ANALYSIS CENTER

In response to the 2001 September 11th attacks, the United States has created specialized agencies to coordinate efforts to prevent, protect against, respond to, recover from, and prosecute acts of terrorism. The CIAC is a multi agency fusion center created to help prevent terrorism incidents in Colorado. The CIAC is designed to link all stakeholders in protection services.

COLORADO DEPARTMENT OF PUBLIC HEALTH AND ENVIRONMENT

The department focuses on evidence-based best practices in the public health and environmental fields and plays a critical role in educating our citizens so they can make informed choices. In addition to maintaining and enhancing our core programs, we continue to identify and respond to emerging issues that could affect Colorado's public and environmental health. The department pursues its mission through broad-based public health and environmental protection programs, including disease prevention; control of disease outbreaks; health statistics and vital records; health facilities licensure and certification; health promotion; maternal, child, adolescent, and women's health; tuberculosis prevention and treatment; refugee health assessment; prevention and treatment of sexually transmitted infections including HIV; nutrition services; suicide and injury prevention; emergency medical services; disease prevention and intervention services for children and youth; minority health improvement and health disparities reduction; laboratory and radiation services; and emergency preparedness. The department's environmental responsibilities span a full array of activities, including air and water quality protection and improvement; hazardous waste and solid waste management; pollution prevention; environmental leadership; and consumer protection.

COLORADO OUTDOOR RECREATION SEARCH AND RESCUE (CORSAR) CARD

Colorado residents and visitors are well served by dedicated volunteer search and rescue teams, but mission costs are often in the thousands of dollars. By purchasing a CORSAR card you are contributing to the Search and Rescue Fund, which will reimburse these teams for costs incurred in your search and rescue. Funds remaining at the end of the year are used to help pay for training and equipment for these teams. Anyone with a current hunting/fishing license, or boat, snowmobile, ATV registration is already covered by the fund.

The card is not insurance and does not reimburse individuals nor does it pay for medical transport. Medical transport includes helicopter flights or ground ambulance. If aircraft are used as a search vehicle, those costs are reimbursed by the fund. If the aircraft becomes a medical transport due to a medical emergency, the medical portion of the transport is not covered.

THE COLORADO AVALANCHE INFORMATION CENTER

The Colorado Avalanche Information Center maintains a mountain weather and avalanche information hotline and website. The number for the Durango and Southern Mountain region is 970-247-8187, 303-275-5360 for Denver, and the website address is <http://geosurvey.state.co.us/avalanche>. The website and phone line provide warnings to backcountry travelers, as well as tips on how to avoid being caught in an avalanche.

THE COLORADO DEPARTMENT OF TRANSPORTATION

The Colorado Department of Transportation (CDOT) is responsible for avalanche and rockfall control programs.

STATE OF COLORADO WATER CONSERVATION

The State of Colorado Water Conservation Board has prioritized all 64 counties in Colorado sites must be submitted by school districts as directed by House Bill 1045 (1984). Other proposed uses including airports, landfills, water treatment plants, utility rights of way, highway rights of way, as well as the effects of large developments such as mines and ski areas are required to be reviewed under House Bill 1041 (1974).

USDA BRAND INSPECTOR

The USDA Brand Inspector is responsible for inspections and control of livestock ownership.

BLM RESOURCE MANAGEMENT PLANS

The BLM is in the beginning stages of revising their Resource Management Plans for both the Dolores and Uncompahgre Field Offices. The current plans may be accessed on the web at: http://www.blm.gov/co/st/en/fo/ufo/uncompahgre_rmp/ufo_rmps___amendments.html

Disaster Recovery Economic Resources

The region is served by a number of agencies and programs that could assist with economic recovery following a disaster. Key agencies/programs are listed below:

COLORADO DEPARTMENT OF LOCAL AFFAIRS/OFFICE OF ECONOMIC DEVELOPMENT AND INTERNATIONAL TRADE

Colorado is a local control state. As such, DOLA's role in addressing recovery is to support the local decision making process, and to assist as requested by the local governments. DOLA is able to provide as much or as little assistance needed by communities during the recovery phase. This includes assisting local officials in establishing a Disaster Assistance Center (DAC), providing government administration support, assistance in identifying priorities, and identifying the data and resources needed throughout the long term recovery phase (economic development, infrastructure improvements, comprehensive planning support). Source: <https://dola.colorado.gov>

ENTERPRISE ZONE

Region 10's Enterprise Zone is managed at the Region 10 organization. The Enterprise Zone program provides business incentives, contribution tax credits and marketing grants to businesses in the Enterprise Zone.

The Enterprise Zone includes the following areas:

- Delta County: all incorporated and unincorporated areas.
- Gunnison County: all incorporated and unincorporated areas, except the Town of Mount Crested Butte, and areas zoned commercial, business, tourist or PUD in the Town of Crested Butte.
- Hinsdale County: all incorporated and unincorporated areas.
- Montrose County: all incorporated and unincorporated areas.
- Ouray County: all incorporated and unincorporated areas.
- San Miguel County: all incorporated and unincorporated areas, except the Town of Telluride and the Town of Mountain Village.

Enhanced Rural Enterprise Zones offer greater financial incentives to businesses that create new jobs in designated economically distressed rural areas. Credits are available for tax years beginning on or after January 1, 2003. Delta, Hinsdale and Ouray Counties are Enhanced Rural Enterprise Zones. Source: Region10.net

REGION 10 SMALL BUSINESS LOAN FUNDS

Region 10 assists local businesses and non-profits located within the counties of Delta, Gunnison, Hinsdale, Montrose, Ouray and San Miguel counties with their financial needs. Loans typically range from \$5,000 to \$250,000 or more, with fixed rates and for loans with a maximum term of 10 years or less. The BLF focuses on loans that create or retain jobs or that establish or expand businesses needed in our growing regional economy.

Evaluation Plan

Overall, Region 10 utilizes the following methods to evaluate the effectiveness of meeting goals: if the goal was accomplished, revised or deleted during the year.

Specific measurements of the goals include:

- The number of jobs created after the implementation of CEDS,

- The number and types of economic investment made into the community,
- The number of jobs retained
- Amount of private investment in the region, and
- Changes in overall economic environment in the region.

In the Implementation Plan, each strategy also has an evaluation method to determine the effectiveness of the strategy. Measuring the success of the implementation plan is key to developing community and funding partnerships, and determining future key steps to community economic success.

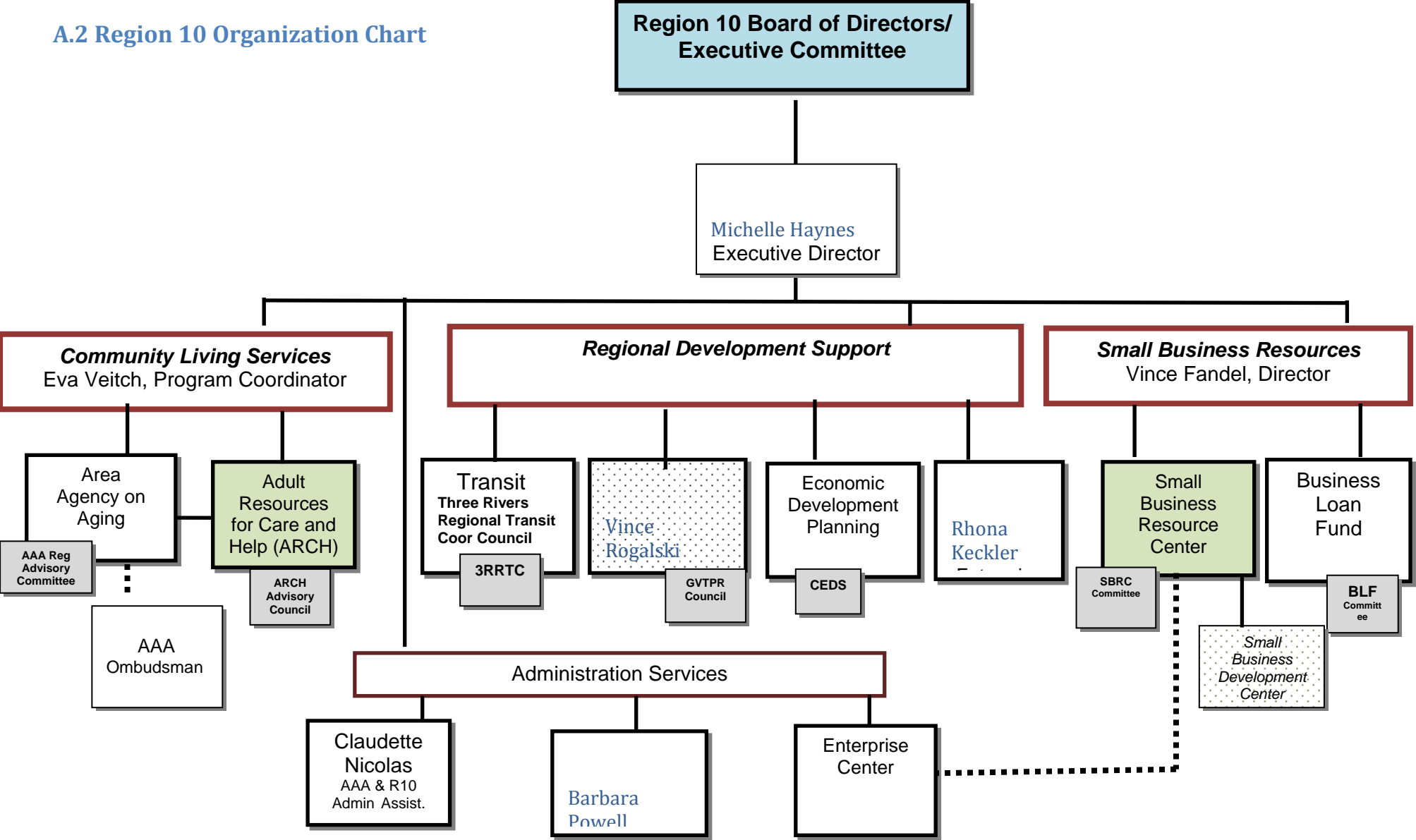
Each of the goals, strategies and projects identified in the plan are designed to bring together the public and partnerships needed to create the economic roadmap to diversify and strengthen the regional economy. By working together to identify needs, understanding investment priorities, the region can utilize its unique characteristics to maximize economic opportunities for its communities and residents.

Appendix A

A.1 Board of Directors

Region 10 Board of Directors			25-Jul-13	
1. Government Representatives				
Name		Jurisdiction	Position	
Kathy	Ellis	City of Montrose	Council Member	
Bruce	Hovde	Delta County	County Commissioner	
Bill	Raley	City of Delta	Council Member	
Elaine	Fischer	San Miguel County	County Commissioner	
Bob	Drexel	City of Gunnison	Council Member	
Nancy	Sturgill	Town of Cedaredge	Council Member	
Jonathan	Houck	Gunnison County	County Commissioner	
Dave	Owen	Town of Crested Butte	Council Member	
Susan	Thompson	Hinsdale County	County Commissioner	
Wendell	Koontz	Town of Hotchkiss	Council Member	
Jud	Hollingsworth	Lake City	Council Member	
David	White	Montrose County	County Commissioner	
David	O'Reilly	Town of Mt. Crested Butte	Council Member	
Michelle	Sherry	Mountain Village	Council Member	
Deb	Lear	Town of Naturita	Pending Appt 8/2013	
Pattie	Grafmyer	Town of Norwood	Town Admin (for Council)	
Rob	Smith	Town of Olathe	Council Member	
Lynn	Padgett	Ouray County	County Commissioner	
Gary	Hansen	City of Ouray	Council Member	
Ross	King	Town of Paonia	Council Member	
Ann	Brady	Town of Telluride	Council Member	
2. Non Government Members				
A. Private Sector				
Name		Business	Position	
Peter	Crowell	The Still Water Group	Owner	
Dick	Allison	High Country Investments	Partner	
Lynn	Black	L Black Property Mgmt.	Proprietor	
Les	Mergelman	Mergelman Enterprises	Owner	
Phil	Virden	Mountaineer Theatre	Proprietor	
Dwayne	Thomas	Merchant Bank	President	
Bill	Patterson	TEI Rock Drills	Owner	
John	Clark	Mac Doctor, LLC	Partner	
Tim	Cannon	US Bank	Branch President	
B. Stakeholder Organizations				
Name		Organization	Position	
Tammy	Scott	Chamber of Commerce	Director	
Gary	Pierson	CO W State Univeraity	V. President	
Kat	Papenbrock	Chamber of Commerce	Director	
3. Other				
Bill	Miller	Grand Mesa Byways	Founding Board Member	

A.2 Region 10 Organization Chart



A.3 Region 10 Comprehensive Economic Development Strategy Committee

1. Private Sector Representatives (At Least 51%)		
William Buck, Mt. Crested Butte	Blue Sky Events/Real Estate	Owner
Phil Virden, Lake City	Mountaineer Theater	President/Owner
Dean McCall, Montrose	MMH Acute Rehabilitation Unit	Director
Lynn Padgett	Computer Services	Owner
Richard Childs, Mountain Village	Matrix Group	Founder/Owner
Dianna Reams, Naturita	Reams Construction	Owner
Judy Snelling, Ridgway	Snelling Real Estate	Owner
2. Representatives of Other Economic Interests (No More than 49%)		
Sarah Carlquist, Delta	Delta Economic Development District	Director
Kelli Hepler, Delta	Delta Tourism	Director
Gary Pierson, Gunnison	Colorado Western State University	Vice-President
Sandy Head, Montrose	Montrose Economic Development	Director
Kat Papenbrock, Ouray	Ouray County Chamber	Director
Scott Shine, Montrose	Montrose Downtown Development Authority	Director

Totals By EDA Category		
Category 1: <i>Any senior management official or executive holding a key decision-making position, with respect to any enterprise.</i> (Must be > 51%)	7	54%
Category 2: <i>public officials, community leaders, representatives of workforce development boards, institutions of higher education, minority and labor groups, and private individuals.</i> (Must be < 49%)	6	46%
TOTAL COMMITTEE	13	100%

A.4 Regional Participants

NAME	ORGANIZATION
Delta County	
Alexis Halbert	Paonia Chamber
Sarah Carlquist	Delta County Economic Development
Kelli Hepler	Delta County Tourism Coordinator
Nancy Sturgill	Town of Cedaredge
Abbie Brewer	FORE Alliance
Glen Black	Delta Community Development Director
Gunnison County	
Paula Swenson	County Commissioner, Small Business Owner
Dave Clayton	Mt. Crested Butte Councilor, Retired from marketing
Greg Larson	Small Business Owner
Phil Chamberland	County Commissioner, Small Business Owner
William Buck	Mayor, MT CB, Small Business Owner
Candace Coen	Small Business Owner
Michael Kraatz	Crested Butte Mountain Resort
Gary Pierson	Western State College
Marilyn Laverty	Small Business Dev. Center Executive Director
Eric Mcphail	CSU Extension
Jonathan Houck	Mayor, Gunnison
Scott Truex	RTA
Aaron Huckstep	Mayor, Cr. Butte
Andris Zobs	ORE
David Owen	CB town council
Maya Silver	Office of Resource Efficiency
Hinsdale County	
Kristine Borchers	Lake City DIRT Executive Director

Phil Virden Mountaineer Theater

Montrose County

Bill Bell Montrose City Manager

Dean McCall Program Director MMH Acute Rehabilitation

Dianna Reams Reams Construction - Naturita

Erica Weeks Montrose County Grant Writer

Gail Marvel Montrose City Council

Jenn Cross Montrose County Employment First Case Manager

Jenni Sopsic Montrose Association of Commerce and Tourism

Sandy Head MEDC - Director

Scott Shine Montrose DDA- Director

Scott Stewart TMRAO - Director

Paul Schultz Shultz Realty Group

Lloyd Arnold Montrose Co. Airport Administrator

David White Montrose County Commissioner

Ron Henderson Montrose County Commissioner

Gary Ellis Montrose County Commissioner

Dick Allison R10 Board

Carol Parker Valley Food partnerships

Ouray County

Lynn Padget Ouray County Commissioner /Owner Mtngeogeek

Kat Papenbrock Operations Director Ouray Chamber Resort Association

Lezah Saunders Owner Ouray Mule (carriage company) and Chair OCRA

Karen Christian Ridgway Town Deputy Clerk

Rich Avery Owner, Box Canyon Lodge

Jennifer Loshaw Director, Ridgway Area Chamber

Judi Snelling Ridgway Chamber/Keller Williams Real Estate

Rick Noll Ouray City Resource Manager

Heidi Pankow Ouray Chamber

San Miguel County

Lynn Black	San Miguel County Manager
Kris Holstrom	The New Community Coalition Executive Director
Shirley Diaz	San Miguel Regional Housing Authority Executive Director
Joan May	SM County Commissioner
Elaine Fischer	SM County Commissioner
Kate Joness	Executive Director Telluride Creative District

Other Participants

Ken Charles	Colorado Department of Local Affairs S.W. Regional Manager
Pattie Snidow	USDA Rural Development Area Director
Leslie Hentze	DOLA
Nancy Banman	CSU Extension
Travis Hoesli	CSU Extension County Director
Kari Linker	OEDIT

A.5 Regional Vision



Appendix B. Regional and County Data

Demographics

	1990	2000	2010
Population	3,294,473	4,301,261	5,029,196
White Non-Hispanic (%Pop)	80.7	74.5	70.0
Black Non-Hispanic (%Pop)	3.9	3.7	3.8
Hispanic (%Pop)	12.9	17.1	20.7
0-24 Yrs (%Pop)	36.3	35.6	34.1
25-64 Yrs (%Pop)	53.7	54.7	55
65+ Yrs (%Pop)	10	9.7	10.9

Components of Population Change

	2000	2009
Natural (Births minus Deaths)	9,844	40,858
Domestic	10,087	35,591
International	6,143	13,078
Net Migration	16,230	48,669

Education

	1990	2000	2010
Less than H.S. (%Pop 25+)	15.6	13.1	11
High School Grad. (%Pop 25+)	26.5	23.2	23.1
Some College (% Pop 25+)	31	31	30.1
Bachelor's or more (% Pop 25+)	27	32.7	35.9

Housing

	1990	2000	2009
Housing Units	1,477,349	1,808,037	2,167,658
Building Permits	11,897	54,596	9,355
Avg. Bldg. Permit Value	\$97,210	\$124,956	\$221,393

Poverty & Unemployment Rate

	1990	2000	2009
Poverty Rate (Persons)	11.4	8.9	12.3
Child Poverty Rate	15	12.2	16.6
Civilian Labor Force	1,768,952	2,364,996	2,701,028
Unemployed	90,725	64,800	208,487
Unemployment Rate	5.1	2.7	7.7

Income

	1990	2000	2009
Median Household Income (\$)	\$28,368	\$47,505	\$55,735
Per Capita Market Income* (\$)	\$17,675	\$31,598	\$36,916
Avg. Self-Employed Income (\$)	\$12,519	\$28,421	\$30,943
Avg. Wage & Salary Income (\$)	\$22,632	\$37,061	\$47,622
Bank Deposits (\$M)	\$21,925	\$48,755	\$82,665

* Personal income minus transfer payments

Employment

% of Total Employed	1990	2000	2009
Self-Employed	18.2	19.3	24.1
Wage & Salary Employed	80.4	79.7	76.2
Goods-Producing*	17.3	17.3	13
Service-Producing*	82.7	82.7	87

*Goods producing include forestry/fishing, mining, construction and manufacturing; service includes all other including government and government enterprises

Establishments

% of Total Establishments	2000	2009
Gathering Places*	13.8	14.2
Micro (1-4 Emp)	57.4	59.9
Small (5-19 Emp)	30	28.4

*Places that provide venues to discuss local issues. Includes Museums, Hair Salons, Civic & Religious Associations, Arts, Entertainment and Recreation Facilities, etc.

Farms

	2002	2007
Total Farms	31,369	37,054
Farms w/sales less than \$100k (%)	87.5	86.2
Farms w/sales \$100k or more (%)	12.5	13.8

Travel Time to Work

% Worked outside home	1990	2000
Less than 5 minutes	4.3	3.5
5- 29 Minutes	69.6	63.7
30-59 Minutes	22.1	26.7
1 hour or more	4	6.2

Demographics

	1990	2000	2010
Population	62,091	86,348	100,190
White Non-Hispanic (%Pop)	90.5	86.4	82.6
Black Non-Hispanic (%Pop)	0.3	0.3	0.3
Hispanic (%Pop)	8.4	10.9	14.5
0-24 Yrs (%Pop)	33.9	32.7	30.2
25-64 Yrs (%Pop)	50.2	53.1	53.5
65+ Yrs (%Pop)	15.9	14.3	16.3

Components of Population Change

	2000	2009
Natural (Births minus Deaths)	121	461
Domestic	205	1,000
International	33	116
Net Migration	238	1,116

Education

	1990	2000	2010
Less than H.S. (%Pop 25+)	21.9	15.8	13.2
High School Grad. (%Pop 25+)	33	29.1	31.2
Some College (% Pop 25+)	25.1	29.7	29.8
Bachelor's or more (% Pop 25+)	20	25.4	25.9

Housing

	1990	2000	2009
Housing Units	33,125	44,358	52,849
Building Permits	455	956	292
Avg. Bldg. Permit Value	\$98,914	\$243,076	\$287,247

Poverty & Unemployment Rate

	1990	2000	2009
Poverty Rate (Persons)	14.9	12.3	12.6
Child Poverty Rate	18.8	17.9	18.9
Civilian Labor Force	30,373	44,429	55,916
Unemployed	2,029	1,465	4,128
Unemployment Rate	6.7	3.3	7.4

Income

	1990	2000	2009
Median Household Income (\$)	\$21,891	\$36,936	\$47,138
Per Capita Market Income* (\$)	\$11,846	\$20,749	\$26,810
Avg. Self-Employed Income (\$)	\$10,323	\$18,339	\$18,492
Avg. Wage & Salary Income (\$)	\$15,344	\$23,502	\$34,302
Bank Deposits (\$M)	\$455	\$1,123	\$1,777

* Personal income minus transfer payments

Employment

% of Total Employed	1990	2000	2009
Self-Employed	25.7	28.9	34.5
Wage & Salary Employed	68.1	66.8	66.6
Goods-Producing*	17.9	21.2	18
Service-Producing*	82.1	78.8	82

*Goods producing include forestry/fishing, mining, construction and manufacturing; service includes all other including government and government enterprises

Establishments

% of Total Establishments	2000	2009
Gathering Places*	16.1	14.8
Micro (1-4 Emp)	63.3	67.9
Small (5-19 Emp)	29	25.2

*Places that provide venues to discuss local issues. Includes Museums, Hair Salons, Civic & Religious Associations, Arts, Entertainment and Recreation Facilities, etc.

Farms

	2002	2007
Total Farms	2,391	2,805
Farms w/sales less than \$100k (%)	91.3	91.4
Farms w/sales \$100k or more (%)	8.7	8.6

Travel Time to Work

% Worked outside home	1990	2000
Less than 5 minutes	12.8	10.2
5- 29 Minutes	70.9	67.4
30-59 Minutes	12.1	15
1 hour or more	4.3	7.4

Demographics

	1990	2000	2010
Population	20,980	27,834	30,952
White Non-Hispanic (%Pop)	89.8	86.0	83.0
Black Non-Hispanic (%Pop)	0.3	0.5	0.4
Hispanic (%Pop)	9.1	11.4	14.0
0-24 Yrs (%Pop)	30.5	30.3	28.7
25-64 Yrs (%Pop)	47.2	50.1	51.2
65+ Yrs (%Pop)	22.4	19.7	20.2

Components of Population Change

	2000	2009
Natural (Births minus Deaths)	0	43
Domestic	64	399
International	19	51
Net Migration	83	450

Education

	1990	2000	2010
Less than H.S. (%Pop 25+)	27	19.9	14.2
High School Grad. (%Pop 25+)	37	34	34.8
Some College (% Pop 25+)	22.4	28.5	32.9
Bachelor's or more (% Pop 25+)	13.6	17.6	18.2

Housing

	1990	2000	2009
Housing Units	10,082	12,374	13,391
Building Permits	5	94	13
Avg. Bldg. Permit Value	\$38,200	\$76,798	\$168,154

Poverty & Unemployment Rate

	1990	2000	2009
Poverty Rate (Persons)	17.4	14.1	13.6
Child Poverty Rate	23.9	19.8	19.2
Civilian Labor Force	8,557	12,341	16,836
Unemployed	597	434	1,270
Unemployment Rate	7	3.5	7.5

Income

	1990	2000	2009
Median Household Income (\$)	\$18,217	\$33,356	\$41,528
Per Capita Market Income* (\$)	\$9,710	\$17,140	\$22,174
Avg. Self-Employed Income (\$)	\$10,317	\$17,253	\$11,353
Avg. Wage & Salary Income (\$)	\$14,519	\$22,239	\$31,808
Bank Deposits (\$M)	\$131	\$281	\$461

* Personal income minus transfer payments

Employment

% of Total Employed	1990	2000	2009
Self-Employed	26.6	31.1	36.2
Wage & Salary Employed	62.8	60.8	65.5
Goods-Producing*	17.4	21.1	21.1
Service-Producing*	82.6	78.9	78.9

*Goods producing include forestry/fishing, mining, construction and manufacturing; service includes all other including government and government enterprises

Establishments

% of Total Establishments	2000	2009
Gathering Places*	15	14.1
Micro (1-4 Emp)	61.8	66.6
Small (5-19 Emp)	30.4	26.6

*Places that provide venues to discuss local issues. Includes Museums, Hair Salons, Civic & Religious Associations, Arts, Entertainment and Recreation Facilities, etc.

Farms

	2002	2007
Total Farms	1,063	1,294
Farms w/sales less than \$100k (%)	93.8	93.4
Farms w/sales \$100k or more (%)	6.2	6.6

Travel Time to Work

% Worked outside home	1990	2000
Less than 5 minutes	9.7	8.1
5- 29 Minutes	68.3	64.7
30-59 Minutes	15.3	19.3
1 hour or more	6.7	7.9

Demographics

	1990	2000	2010
Population	10,273	13,956	15,324
White Non-Hispanic (%Pop)	94.9	92.3	89.1
Black Non-Hispanic (%Pop)	0.6	0.4	0.3
Hispanic (%Pop)	3.6	5.0	8.2
0-24 Yrs (%Pop)	44.2	39	35.4
25-64 Yrs (%Pop)	49.4	54.1	55.8
65+ Yrs (%Pop)	6.4	6.9	8.8

Components of Population Change

	2000	2009
Natural (Births minus Deaths)	43	112
Domestic	6	3
International	1	14
Net Migration	7	17

Education

	1990	2000	2010
Less than H.S. (%Pop 25+)	9.4	5.9	8.9
High School Grad. (%Pop 25+)	22	17.8	23
Some College (% Pop 25+)	31.6	32.7	25.4
Bachelor's or more (% Pop 25+)	36.9	43.6	42.8

Housing

	1990	2000	2009
Housing Units	7,294	9,135	11,006
Building Permits	164	330	87
Avg. Bldg. Permit Value	\$80,720	\$158,345	\$250,586

Poverty & Unemployment Rate

	1990	2000	2009
Poverty Rate (Persons)	14.6	10.8	12.7
Child Poverty Rate	12.1	10.9	14.3
Civilian Labor Force	6,024	8,213	9,308
Unemployed	440	237	541
Unemployment Rate	7.3	2.9	5.8

Income

	1990	2000	2009
Median Household Income (\$)	\$23,661	\$37,898	\$45,711
Per Capita Market Income* (\$)	\$12,333	\$22,290	\$31,168
Avg. Self-Employed Income (\$)	\$9,085	\$10,935	\$14,441
Avg. Wage & Salary Income (\$)	\$14,691	\$22,539	\$35,340
Bank Deposits (\$M)	\$68	\$228	\$311

* Personal income minus transfer payments

Employment

% of Total Employed	1990	2000	2009
Self-Employed	21.9	24.8	31.7
Wage & Salary Employed	75.9	73.7	68.8
Goods-Producing*	14.2	20.8	11.7
Service-Producing*	85.8	79.2	88.3

*Goods producing include forestry/fishing, mining, construction and manufacturing; service includes all other including government and government enterprises

Establishments

% of Total Establishments	2000	2009
Gathering Places*	17.8	16.3
Micro (1-4 Emp)	64.6	72.3
Small (5-19 Emp)	27.8	23.2

*Places that provide venues to discuss local issues. Includes Museums, Hair Salons, Civic & Religious Associations, Arts, Entertainment and Recreation Facilities, etc.

Farms

	2002	2007
Total Farms	186	217
Farms w/sales less than \$100k (%)	86.6	87.6
Farms w/sales \$100k or more (%)	13.4	12.4

Travel Time to Work

% Worked outside home	1990	2000
Less than 5 minutes	17	16.5
5- 29 Minutes	68.4	63.7
30-59 Minutes	13	16.7
1 hour or more	1.5	3.1

Demographics

	1990	2000	2010
Population	467	790	843
White Non-Hispanic (%Pop)	98.5	96.6	93.2
Black Non-Hispanic (%Pop)	0.2	0.0	0.4
Hispanic (%Pop)	0.9	1.5	2.8
0-24 Yrs (%Pop)	23.1	24.2	27
25-64 Yrs (%Pop)	64.2	64.2	55.5
65+ Yrs (%Pop)	12.6	11.6	17.4

Components of Population Change

	2000	2009
Natural (Births minus Deaths)	1	4
Domestic	-1	-4
International	0	1
Net Migration	-1	-3

Education

	1990	2000	2010
Less than H.S. (%Pop 25+)	7	6.9	2
High School Grad. (%Pop 25+)	30.1	20.7	39.2
Some College (% Pop 25+)	30.9	37.4	42.7
Bachelor's or more (% Pop 25+)	32	34.9	16

Housing

	1990	2000	2009
Housing Units	1,254	1,304	1,440
Building Permits	13	15	9
Avg. Bldg. Permit Value	\$96,308	\$130,200	\$309,556

Poverty & Unemployment Rate

	1990	2000	2009
Poverty Rate (Persons)	13.9	10.6	11.2
Child Poverty Rate	14	23.8	24.2
Civilian Labor Force	404	652	663
Unemployed	9	13	23
Unemployment Rate	2.2	2	3.4

Income

	1990	2000	2009
Median Household Income (\$)	\$23,826	\$37,815	\$48,372
Per Capita Market Income* (\$)	\$16,246	\$22,290	\$32,228
Avg. Self-Employed Income (\$)	\$10,059	\$13,209	\$9,030
Avg. Wage & Salary Income (\$)	\$12,415	\$17,040	\$25,064
Bank Deposits (\$M)	\$8	\$16	\$20

* Personal income minus transfer payments

Employment

% of Total Employed	1990	2000	2009
Self-Employed	43.3	41.5	53.3
Wage & Salary Employed	52.6	56.3	47.2
Goods-Producing*	13.2	18.2	0
Service-Producing*	86.8	81.8	100

*Goods producing include forestry/fishing, mining, construction and manufacturing; service includes all other including government and government enterprises

Establishments

% of Total Establishments	2000	2009
Gathering Places*	26	27
Micro (1-4 Emp)	87	86.5
Small (5-19 Emp)	10.4	12.2

*Places that provide venues to discuss local issues. Includes Museums, Hair Salons, Civic & Religious Associations, Arts, Entertainment and Recreation Facilities, etc.

Farms

	2002	2007
Total Farms	19	21
Farms w/sales less than \$100k (%)	100	71.4
Farms w/sales \$100k or more (%)	0	28.6

Travel Time to Work

% Worked outside home	1990	2000
Less than 5 minutes	46.9	26.3
5- 29 Minutes	44.6	49.9
30-59 Minutes	3.6	17
1 hour or more	4.9	6.8

Demographics

	1990	2000	2010
Population	24,423	33,432	41,276
White Non-Hispanic (%Pop)	87.8	82.4	77.5
Black Non-Hispanic (%Pop)	0.2	0.2	0.3
Hispanic (%Pop)	11.2	14.9	19.7
0-24 Yrs (%Pop)	33.7	33.9	31.1
25-64 Yrs (%Pop)	50	50.8	51.1
65+ Yrs (%Pop)	16.4	15.2	17.8

Components of Population Change

	2000	2009
Natural (Births minus Deaths)	58	198
Domestic	99	683
International	11	32
Net Migration	110	715

Education

	1990	2000	2010
Less than H.S. (%Pop 25+)	25.5	19.3	16.1
High School Grad. (%Pop 25+)	35	33.4	34.7
Some College (% Pop 25+)	24.1	28.6	28.2
Bachelor's or more (% Pop 25+)	15.4	18.7	21

Housing

	1990	2000	2009
Housing Units	10,353	14,202	17,768
Building Permits	104	309	118
Avg. Bldg. Permit Value	\$49,413	\$93,731	\$146,475

Poverty & Unemployment Rate

	1990	2000	2009
Poverty Rate (Persons)	14	12.8	12.7
Child Poverty Rate	18.4	19.6	20.9
Civilian Labor Force	11,695	16,252	21,033
Unemployed	738	576	1,796
Unemployment Rate	6.3	3.5	8.5

Income

	1990	2000	2009
Median Household Income (\$)	\$23,496	\$36,303	\$48,108
Per Capita Market Income* (\$)	\$12,148	\$19,741	\$24,104
Avg. Self-Employed Income (\$)	\$11,582	\$24,128	\$26,850
Avg. Wage & Salary Income (\$)	\$16,183	\$23,835	\$34,393
Bank Deposits (\$M)	\$199	\$406	\$613

* Personal income minus transfer payments

Employment

% of Total Employed	1990	2000	2009
Self-Employed	23.8	27.1	31.3
Wage & Salary Employed	69.8	68.3	69.8
Goods-Producing*	20	23.1	20.8
Service-Producing*	80	76.9	79.2

*Goods producing include forestry/fishing, mining, construction and manufacturing; service includes all other including government and government enterprises

Establishments

% of Total Establishments	2000	2009
Gathering Places*	12.3	11.2
Micro (1-4 Emp)	59.3	61.9
Small (5-19 Emp)	31.3	28.4

*Places that provide venues to discuss local issues. Includes Museums, Hair Salons, Civic & Religious Associations, Arts, Entertainment and Recreation Facilities, etc.

Farms

	2002	2007
Total Farms	915	1,045
Farms w/sales less than \$100k (%)	89.4	89.9
Farms w/sales \$100k or more (%)	10.6	10.1

Travel Time to Work

% Worked outside home	1990	2000
Less than 5 minutes	8.5	7.7
5- 29 Minutes	79.4	72.3
30-59 Minutes	7.9	10.3
1 hour or more	4.2	9.6

Demographics

	1990	2000	2010
Population	2,295	3,742	4,436
White Non-Hispanic (%Pop)	95.3	93.2	93.4
Black Non-Hispanic (%Pop)	0.0	0.1	0.1
Hispanic (%Pop)	4.5	4.1	4.4
0-24 Yrs (%Pop)	29.2	26.5	21.5
25-64 Yrs (%Pop)	57.8	61.3	61
65+ Yrs (%Pop)	13	12.2	17.5

Components of Population Change

	2000	2009
Natural (Births minus Deaths)	4	18
Domestic	32	-7
International	0	2
Net Migration	32	-5

Education

	1990	2000	2010
Less than H.S. (%Pop 25+)	12.5	6.6	7.9
High School Grad. (%Pop 25+)	32.4	21.6	20.9
Some College (% Pop 25+)	27.1	35	31.5
Bachelor's or more (% Pop 25+)	27.9	36.8	39.8

Housing

	1990	2000	2009
Housing Units	1,507	2,146	2,837
Building Permits	32	66	21
Avg. Bldg. Permit Value	\$80,938	\$288,182	\$341,381

Poverty & Unemployment Rate

	1990	2000	2009
Poverty Rate (Persons)	9.6	8.2	8.5
Child Poverty Rate	12.6	11.2	13.5
Civilian Labor Force	1,236	2,220	2,884
Unemployed	120	58	171
Unemployment Rate	9.7	2.6	5.9

Income

	1990	2000	2009
Median Household Income (\$)	\$25,252	\$43,707	\$59,810
Per Capita Market Income* (\$)	\$14,528	\$25,194	\$36,876
Avg. Self-Employed Income (\$)	\$10,581	\$11,339	\$15,646
Avg. Wage & Salary Income (\$)	\$13,210	\$21,728	\$32,350
Bank Deposits (\$M)	\$16	\$36	\$82

* Personal income minus transfer payments

Employment

% of Total Employed	1990	2000	2009
Self-Employed	36.3	42.2	46.5
Wage & Salary Employed	58	54.4	54.8
Goods-Producing*	21.3	23.1	19.9
Service-Producing*	78.7	76.9	80.1

*Goods producing include forestry/fishing, mining, construction and manufacturing; service includes all other including government and government enterprises

Establishments

% of Total Establishments	2000	2009
Gathering Places*	19.9	18.4
Micro (1-4 Emp)	80.1	77.6
Small (5-19 Emp)	18.1	20.1

*Places that provide venues to discuss local issues. Includes Museums, Hair Salons, Civic & Religious Associations, Arts, Entertainment and Recreation Facilities, etc.

Farms

	2002	2007
Total Farms	96	105
Farms w/sales less than \$100k (%)	89.6	91.4
Farms w/sales \$100k or more (%)	10.4	8.6

Travel Time to Work

% Worked outside home	1990	2000
Less than 5 minutes	21.4	14.8
5- 29 Minutes	47.4	51.2
30-59 Minutes	25.5	23.2
1 hour or more	5.7	10.8

Demographics

	1990	2000	2010
Population	3,653	6,594	7,359
White Non-Hispanic (%Pop)	96.4	90.4	88.5
Black Non-Hispanic (%Pop)	0.1	0.2	0.3
Hispanic (%Pop)	2.8	6.7	8.6
0-24 Yrs (%Pop)	31.2	27.5	25.6
25-64 Yrs (%Pop)	64.5	69.1	67.3
65+ Yrs (%Pop)	4.3	3.4	7

Components of Population Change

	2000	2009
Natural (Births minus Deaths)	15	86
Domestic	5	-74
International	2	16
Net Migration	7	-58

Education

	1990	2000	2010
Less than H.S. (%Pop 25+)	6.5	6.4	6.5
High School Grad. (%Pop 25+)	23.5	15.1	18.9
Some College (% Pop 25+)	29.8	30.1	30.4
Bachelor's or more (% Pop 25+)	40.3	48.5	44.1

Housing

	1990	2000	2009
Housing Units	2,635	5,197	6,407
Building Permits	137	142	44
Avg. Bldg. Permit Value	\$164,934	\$866,000	\$742,045

Poverty & Unemployment Rate

	1990	2000	2009
Poverty Rate (Persons)	11.4	8.7	10.6
Child Poverty Rate	12.2	12.6	14.2
Civilian Labor Force	2,457	4,751	5,191
Unemployed	125	147	328
Unemployment Rate	5.1	3.1	6.3

Income

	1990	2000	2009
Median Household Income (\$)	\$24,928	\$49,270	\$60,115
Per Capita Market Income* (\$)	\$18,479	\$35,132	\$45,273
Avg. Self-Employed Income (\$)	\$8,396	\$19,499	\$19,384
Avg. Wage & Salary Income (\$)	\$16,286	\$27,197	\$38,221
Bank Deposits (\$M)	\$32	\$156	\$290

* Personal income minus transfer payments

Employment

% of Total Employed	1990	2000	2009
Self-Employed	32.4	30.6	38.2
Wage & Salary Employed	65	67.9	62.1
Goods-Producing*	18	16.8	15.3
Service-Producing*	82	83.2	84.7

*Goods producing include forestry/fishing, mining, construction and manufacturing; service includes all other including government and government enterprises

Establishments

% of Total Establishments	2000	2009
Gathering Places*	20.1	17.7
Micro (1-4 Emp)	60.8	68.3
Small (5-19 Emp)	31.3	24.1

*Places that provide venues to discuss local issues. Includes Museums, Hair Salons, Civic & Religious Associations, Arts, Entertainment and Recreation Facilities, etc.

Farms

	2002	2007
Total Farms	112	123
Farms w/sales less than \$100k (%)	92	94.3
Farms w/sales \$100k or more (%)	8	5.7

Travel Time to Work

% Worked outside home	1990	2000
Less than 5 minutes	25.1	9
5- 29 Minutes	58.8	72.1
30-59 Minutes	13.7	14.2
1 hour or more	2.4	4.7