

# MAP OF DOLORES COUNTY

Information Services  
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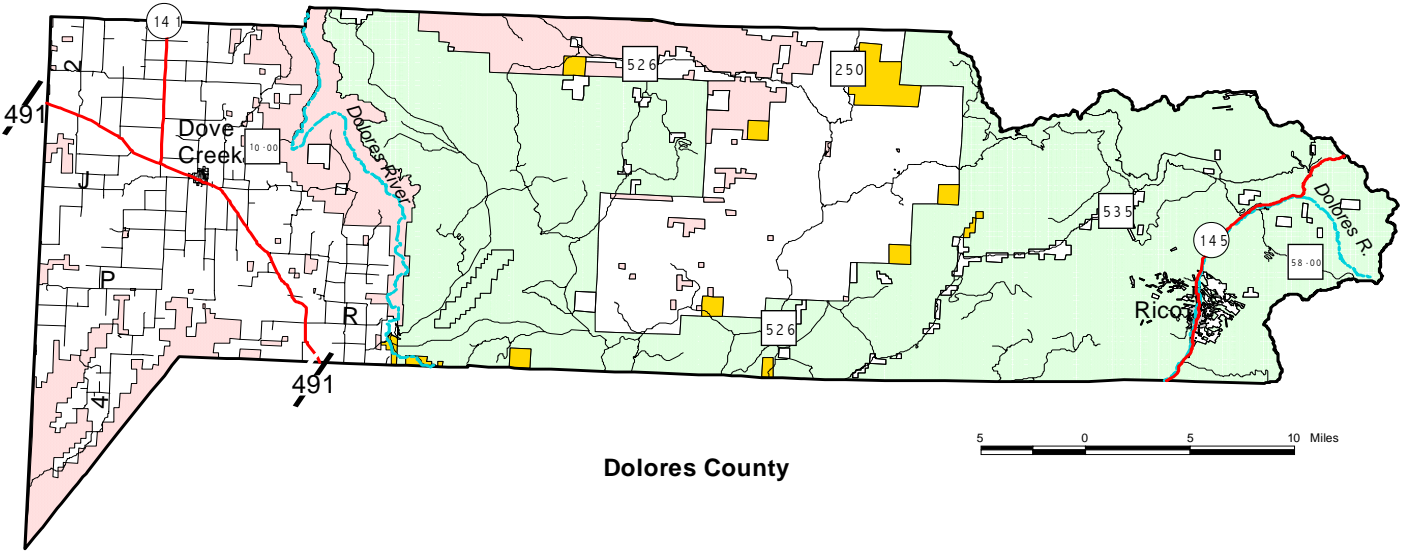
Land Area - 680,865 acres (1064 sq. miles)

- Private Lands- 257,966 acres (38%)  
 (1% of private lands are in patented mining claims)
- San Juan National Forest- 343,443 acres (50%)
- Bureau of Land Management- 68,456 acres (10%)
- State Lands- 11,000 acres (2%)

Data Source: Dolores County Assessor (Sept. 2000)



REGION 9



Dolores County

## 4. DOLORES COUNTY

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## **INTRODUCTION**

The purpose of the Comprehensive Economic Development Strategy (CEDS) is to create a plan for retaining and creating better paying jobs, fostering stable and more diversified economies, as well as maintaining and improving the quality of life in Southwest Colorado. The purpose of this section is to provide specific information on Dolores County, and how it fits into the region of Southwest Colorado.

## **EXECUTIVE SUMMARY**

The Dolores County economy is dominated by agriculture. The agricultural sector in Dolores County was built upon the production of dry land crops. New opportunities are being developed in the county's agricultural sector, including the introduction of irrigated farming with water from McPhee Reservoir, and the development of new crops and value added businesses, including a pilot project for a bio-diesel production plant. Historically, the mountainous (eastern) part of Dolores County supplied timber to a number of small saw mills, and was the site of mining in the Rico area. Uranium mining in western San Miguel County, to the north, provided important supplemental income to the Dolores County economy until the mines closed in the mid - 1980s. Currently Rico serves primarily as a bedroom community for Telluride, a ski resort located in San Miguel County. Access to scenic public land provides recreational opportunities, however the tourist is served primarily by businesses outside of the county.

Dolores County is comprised of 673,897 acres (1,052 sq. miles). Of these 58% are state and federal lands, and 42% are in private ownership. There are new regulations to establish a permitting process and performance standards for public review, and approval of new development activities and land use changes within the unincorporated area of Dolores County. These standards are intended to ensure that new developments do not interfere with existing land uses, especially agricultural operations; and that they comply with a variety of existing county, state and federal regulations.

In 2005 the county's population was 1,846. According to the 2000 Census the median age was 42.4. Males comprised 52% and females comprised 48% of the total population. The average household size was 2.35 people. The population is dispersed within two topographically distinct areas. Dove Creek, the county seat, is primarily within an agricultural area located on the west-side of the county. From 1990 to 2000, Dove Creek averaged 0.82% annual growth, although currently its population is declining. The Town of Rico is located in the eastern portion of the county. From 1990 to 2000 Rico averaged 8.34% annual growth, but it is currently seeing modest population growth.

Unemployment in 2005 was at 6.9%. The Agricultural sector provides the greatest proportion of employment (28%) but a low percentage of employment income (5%). The Government sector contributes 25% of employment and 31% of employment income. Proprietors (owners) make up 39% of total employment, while wage and salary jobs account for 61%.

Operation Healthy Communities (OHC) has estimated that in 2003 a minimum of \$9.17/hr provided a livable wage in Dove Creek, and about 89% of families would be able to qualify for a median priced home of \$36,750. A minimum of \$10.10/hr provided a livable wage in Rico, although only about 50% of families would qualify for a median priced home of \$173,615. About 73% of families could qualify for a median priced (\$95,000) home in rural Dolores County in 2003.

In 2004 Dolores County had a total personal income (TPI) of \$45,136,000, this TPI ranked 59th in the state. The largest proportion (53%) of TPI is generated through non-farm employment. In 2004 Dolores County had a per capita personal income (PCPI) of \$24,937. This PCPI ranked 43rd in the state and was 60 percent of the state average, \$36,113, and 65 percent of the national average, \$33,050.

## LOCAL ISSUES

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

### Environment

Perhaps more than any other county in Region 9, Dolores County's economic base and people are closely tied to the public lands that surround them. This county is unique because there are two distinct communities. The eastern end is home to the small mining town of Rico that is seeing consistent growth as a neighbor to Telluride. Two hours to the west near the Utah border, is Dove Creek, a traditional farming/agriculture town. Despite their diversity, both ends of the county have significant amounts of public lands with 343,443 acres owned by the United States Forest Service and 79,456 acres as Bureau of Land Management or State Lands. Just as in the other counties, land subdivision is occurring. From 1993 to 2004, 375 new lots were created by major and minor subdivisions. The Montezuma County Land Conservancy has placed 950 acres in conservation easement from 1999 to 2002. The Town of Rico, working with and many other jurisdictions and partners, is a leader in the San Juan Skyway Heritage Initiative whose goal is to protect the 232 mile scenic by-law that ribbons across southwest Colorado.

Water quality around Rico in particular, has been an eminent environmental and economic development concern watched closely by the State of Colorado and the federal Environmental Protection Agency. Water pollution from old mines and the lack of adequate sewer capacity, has impaired water quality in the Dolores River and new development. The community was mandated to fix their emerging and growing sewer problems by the Colorado Department of Public Health and Environment. A public vote was passed in September 2005 enabling the Town to move forward with a \$4.2 million dollar sewer plant including site selection and eventual construction. In addition to fees, grants have been secured through a number of sources such as the State's Department of Local Affairs, the Environmental Protection Agency, USDA Rural Development, and others.

### Housing

Housing is a growing concern in Dolores County, not just in rising prices, but also the number of part-time residents. A three-part study, financed by Region 9 and conducted by Donna K. Graves of Information Services, wanted to look at the impacts of part-time residents and second homes. Second homes have generated the need for more workers, but the rise in property values and subsequent housing costs have made it difficult for the workers to live within a reasonable distance of their place-of work. Housing data from Dolores was acquired through Affiliated Computer Systems (ACS) a 3<sup>rd</sup> party that manages assessor data for the county, and shows that though region wide about 40% of residential properties, vacant lands and agricultural parcels are owned by non-locals, **58% of Dolores County properties are owned by non-locals**. Many of these non-locals live in adjacent Montezuma County. This suggests agricultural ties in which farmers and ranchers own dispersed parcels to take advantage of micro-climatic conditions or better land process.

How much our communities are affected will be determined when Phase 3 (economic impacts) is completed. The results of Phase 3 are expected to help guide the plans and policies of local decision makers. More information about the Social and Economic Impacts of 2<sup>nd</sup> Homeowners is available at [www.scan.org](http://www.scan.org), under Region 9 publications.

Another concern is rising home prices balanced with low incomes. In 2003, the *Pathways to Healthier Communities* Indicator report listed up to 50% of families in 2003 had less than the qualifying income needed to purchase a home. Though Dolores has the most affordably priced homes in the region, they remain unaffordable to some residents.

## Health Care

Dolores County is home to a poverty rate of 13.9% and a relatively high unemployment rate of 6.9%. Thus many people go without health insurance. The Colorado Rural Health Center reports that this county's uninsured rate ranges between 18.7% - 26.5%, depending on the criteria used. A full 34.7% of the county's children qualify for free or reduced lunch compared to the State percentage of 28%.

Dolores County qualifies as a federal HPSA (Primary Care Health Professional Shortage Area), Dental Health Professional Shortage Area, and a Medically Underserved Area/Population (MUA). These designations are granted by the Federal Department of Health, Education and Welfare and make this county eligible for higher Medicare and Medicaid reimbursements for providers, and professionals working off loan repayment through the National Health Service Corps. These designations are important for the Dove Creek Community Health Clinic, as they are a federally-qualified health center (FQHC). In operation for 30 years, the facility sees 1,400 patients per year, regardless of their ability to pay. The clinic provides essential health care including primary care, dental, and mental health services. Dolores County is the only county in Region 9 that has a locally managed and operated FQHC. It should be noted that the 200+ residents of the Town of Rico, which is also in Dolores County, do not have access to a community clinic and travel either to Telluride, Dolores or Cortez for most of their health care needs.

The Dolores County Nursing Service provides public health services such as immunizations, pre-natal services, referrals to programs such as WIC (Women, Infants and Children), school nursing services, and screening for public insurance programs such as Medicaid. There is one ambulance for Dove Creek which operates 24 hours/day and is a collaborative effort of the Dolores County Sheriff's Office, Dove Creek Fire Department and Town of Dove Creek. The Rico Fire Department provides ambulance service for that town's residents.

For Dolores County residents, all other health care services such as more extensive primary care, hospital services, hospice, nursing home care, etc. must be obtained by traveling to Cortez, Durango, Farmington, New Mexico or Monticello, Utah.

Sources:

- Colorado Community Health Network Web site: [www.cchn.org](http://www.cchn.org)
- Colorado Rural Health Center, Dolores County Profile. 2005. [www.coruralhealth.org](http://www.coruralhealth.org)
- Operation Healthy Communities – *Pathways to Healthier Communities* Indicator report. 2005.

## Land Use

Dolores County has identified its primary development objectives and goals in their *Community Development Action Plan (2006)* attached to this CEDS document. Specific projects and expected outcomes are presented including:

- Revise Land Use Plan and Regional Master Plan in Rico: Create and implement a plan that reflects needs and desires of residents.
- Natural Heritage Program Biodiversity/ Ecosystem Mapping: Identify, inventory and map plants, animal habitats & unique natural features in the county
- Utilize Conservation Easements: Evaluate availability of this tool in the county and promote its use.

Rico has updated its Regional Master Plan and is in the process of further defining community issues and development guidelines, as presented in their *Community Development Action Plan*. The Town of Rico has been very active in a number of land use issues such as river corridor planning and protection, working with the San Juan Skyway, and securing an affirmative public vote and other funds for a sewer treatment facility.

To help guide growth and future development the county has also prepared and updated the *Dolores County Development and Land Use Regulation*. The purpose of the document is to establish a process and performance standards for public review and approval of new development activities and land use changes within the unincorporated area of Dolores County. The performance standards are intended to ensure that new developments do not interfere with existing land uses, especially agricultural operations; and that they comply with a variety of existing county, state, and federal regulations.

New developments effected by the regulation include:

- Solid and hazardous waste disposal or storage sites
- Salvage junkyards
- Public and private utility services, facilities including sewage treatment, water, electricity, gas, petroleum products, telephone and television services
- Mineral extraction and/or processing operations
- Confined animal operations including feed lots, slaughter and rendering facilities
- Other commercial or industrial developments
- Subdivisions, including residential mobile home or recreational vehicle parks
- Correctional facilities
- Airports and airstrips
- Entertainment & recreational facilities

Land use changes effected by the regulation include:

- Expansions of any of the uses listed above
- Changes from one of the listed uses to another
- Changes from one commercial or industrial use to another when the change may affect public utilities, roads, transportation density, or conditions that adversely affect surrounding property owners

The complete plans can be reviewed by contracting county government offices and the Town of Rico respectively.

## **Transportation**

The 2030 Regional Transportation Plan (RTP), covering the five counties of Southwest Colorado, rate 56.8% of Dolores County's highway surfaces as poor in 2001. CDOT officials state that when roads get to a certain condition, it is better to wait and reconstruct the entire road rather than to keep repairing it. The 2030 RTP also states that 56.7% of workers worked in their county of residence, meaning almost half of the population is traveling across county lines for work. Currently, transit exists only as a senior bus service between the towns of Dove Creek, and Cahone, and outside the county for medical visits.

### **Airports** - Dove Creek Airport

This airport is located in Dolores County, one mile east of the Town of Dove Creek at an elevation of 6,975'. It is a privately owned general aviation facility open to the public and operated by Dove Creek Airport, Inc. The facility includes a 4,000' runway. It does not have a terminal building.

**Specialized Transit** – Dolores County Senior Services provides a 14 passenger bus to transport seniors to meals at the Cahone Senior Center three days per week. Since 2004, Dolores County Senior Services has also coordinated an on-demand medical van that takes seniors to medical appointments in Cortez, Durango and even Farmington for specialized treatments. The medical van currently makes up to 14 trips a week.

The 2035 Transportation Plan is currently being written, and new transportation information will be available in 2007.

Sources:

- Southwest Regional Planning Commission -- *Southwest TPR 2030 Regional Transportation Plan*, CDOT, November 2004.
- Operation Healthy Communities – *Pathways to Healthier Communities Report*. 2005.

## Wildfire

A Community Fire Plan (CFP) was developed in 2002 to identify private and public lands at risk of severe wildfires, and to explore strategies for the prevention and suppression of such fires. Through this planning process, a mapping element was created that identified seven areas that are of highest risk. Ground Hog Vista, Glade Ranch Subdivision and West Fork are remote subdivisions in the middle section of the county, which adjoins National Forest lands. Risk is high within this subdivision because of thick timber, heavy brush, a lack of water sources for fire fighting efforts, and remote location. Furthermore, the subdivisions are not located within a fire district. Fire responses are handled by the Dolores Fire Protection District, as response time from the Dove Creek Fire Protection District takes approximately two hours by road.

Redstone is located north of Dove Creek this subdivision adjoins the BLM lands along the rim of the Dolores River Canyon. This subdivision is considered high risk because of heavy brush and lack of water. Located at the top of the steep slope of the Dolores Canyon this subdivision would be at risk from fire starts within the canyon. This area is handled by the Dove Creek Fire Protection District, but travel time to this area is roughly 30 minutes from Dove Creek.

Rico located in the far eastern portion of the county, is surrounded by National Forest Lands. Rico is potentially considered to be at risk because of the steep slopes and heavy timber. This area is handled by the Rico Fire Protection District.

Cross Canyon is located at the west end of the county the Cross Canyon area consists of fingers of private lands punctuated by deep canyons of the Canyons of the Ancients National Monument. This area is considered high risk because many home sites lie at the edge of steep, heavily wooded canyons. The area lacks water for fire suppression and is relatively remote. Response to fire starts in this area are handled by either the Dove Creek Fire Protection District or the Pleasant View Fire Protection District. Response by either district can take up to 30 minutes of travel time. The Dolores Rim, among the BLM lands along the top of the Dolores River Canyon is receiving a steady influx of new homes. This area is high risk because of the heavy Pinion /Juniper forests and thick brush, lack of water, and steep slopes of the nearby Dolores Canyon.

While the risk of wildfire on public land is generally understood, many residents are unaware that adjacent private lands are equally at risk. As development in these areas continues to increase, the risk to lives, property, and resources correspondingly increases. The key goals identified in this CFP include:

- Document and outline strategies for protecting watersheds, residences, recreation resources, economic resources etc.
- Outline planning and design strategies that private landowners can use to reduce wildfire risk.
- Improve the fire suppression resources of the community by identifying equipment and training needs.
- Coordinate fire suppression efforts between the county and federal land agencies
- Coordinate fuels reduction opportunities between private landowners and federal land management agencies.
- Identify potential public/ private lands fuels reduction demonstration projects that can illustrate fuels mitigation techniques and results.
- Identify economic development and networking opportunities regarding fuel reduction enterprises.

- Identify public education strategies using information gathered through the development of this plan.

Key actions that the CFP recommended include:

- Enhance the County Government's maps for EMS/fire and wildfire emergency access purposes including a more detailed inventory of parcel and subdivision information.
- Work towards better signage for roadways.
- Gain clarity on where private and federal lands are in cases where local first responders are fighting wildfires.
- Improve air support and equipment.
- Bring more GIS resources to the county.
- Increase methods for archeological and historical resource protection.
- Increase wildfire planning for new subdivisions.

An updated CFP (now called a Community Wildfire Protection Plan or CWPP) will be done in the fall of 2006 for Dolores County.

# **DOLORES COUNTY PROFILE**

## **Background**

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

### **Dove Creek**

Western Dolores County was originally lush native grass that attracted livestock settlers beginning in the 1870s. By 1910 open range overgrazing had caused sagebrush to overtake native grasses in most of the area. In 1914 the Federal Government opened the area to homesteaders and dry land farming began in earnest. Most farming is high altitude dry land, with a strong emphasis on pinto beans and winter wheat. Dove Creek is known as the "Pinto Bean Capital of the World" for its long - standing production of high quality pinto beans noted for their nutritional content and extended shelf life.

New opportunities are being developed in the Dolores County agricultural sector including the introduction of irrigated farming with water from the Dolores Project and the development of new crops and value added businesses. Recent developments include a pilot project for a biodiesel production plant. The average farm is 1,200 acres, with most area farms still owned and operated by descendants of the original homesteaders. The land surrounding Dove Creek is rich in scenic attractions and prehistoric cultural resources. These resources, as well as hunting and fishing opportunities, are currently being developed to attract visitors to the area.

### **Rico**

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

In 1892 Rico had a population of 5,000 people, 23 saloons, 3 blocks of red light district, 2 churches, 2 newspapers, a theater, the Rico State Bank and many other stores and hotels. That same year the Dolores County Courthouse was built and Rico became the county seat, remaining so until 1946, when it was moved to the Town of Dove Creek. In 1893 Rico suffered a Silver Panic and many businesses were closed. By the turn of the century the population had declined to 811 people. The mining district had its ups and downs until 1926 when the Rico Company started to rebuild the mining industry. In 1937 the Rico Argentine Mining Company constructed a mill and eventually became the only surviving mining company of size. A sulphuric acid plant was constructed in 1953 and operated until 1965. At this time there were only about 300 people left in the town. From 1965 to 1971 the industry concentrated on lead and zinc mining and the population dropped to approximately 45.

At present the mining industry is non-existent and Rico is in the process of redefining its economy and future development plans. Access to scenic public land in the county provides recreational opportunities, however the tourist base is served primarily by businesses outside of the county. Anecdotal evidence is that Rico, with a current population of about 238 people, is beginning to grow again based largely on people who commute to Telluride, which is undergoing rapid expansion as a Ski Town.

## Dolores County Government

Dolores County is one of 64 counties created by the State of Colorado. The responsibilities of implementing state law and managing county business are shared by elected officials including: Assessor, Clerk and Recorder, Sheriff, Treasurer, Judge, Court Clerk and Coroner. An elected three member Board of County Commissioners is the chief legislative and executive body of the County. Their duties include overseeing county budget, land use policy, social services, road maintenance and construction, and public health programs. In addition to these 10 elected officials, the county employs a staff of 74 people.

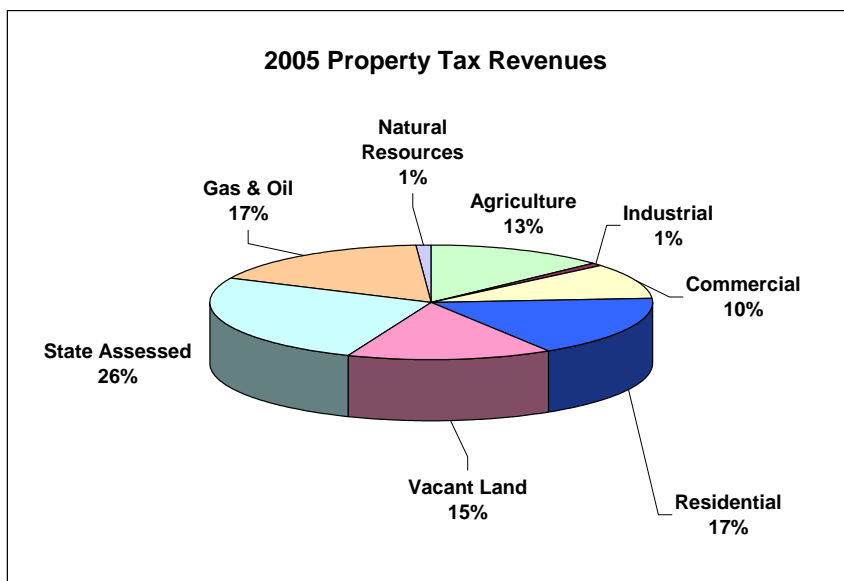
### Expenditures

Dolores County provides many different services to its citizens, including roads and bridges, social services, and public safety. Estimated expenditures for Dolores County total \$2,112,036 for 2006.

### Revenues

The County received \$2,545,362 in revenues in 2005. Revenues are produced from a variety of sources, including property taxes, non-local tax sources such as federal and state funding for social services programs, and highway user taxes.

The total assessed valuation for properties in Dolores County totaled \$34,703,174 in 2005. The proportionate contributions of different kinds of properties for 2004 are shown in the following figure. Oil, gas and other natural resources produced 18% of property tax revenues. Oil and gas production and equipment is assessed at 87.5% of the actual value of production, as opposed to a 7.96% assessment ratio for residential properties and 29% for all other properties.



- Property tax revenues are distributed among municipalities, school districts and special districts (i.e. fire protection and sanitation). Special Districts set additional tax levies.
- The Dolores County property tax levy rate is 27.407.

## Infrastructure and Services

Local sources provided this information unless otherwise noted in text.

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

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

**Water** - Depending on location, the area is served by the Montezuma Water Co., The Towns of Dove Creek and Rico have municipal water. Others have their own wells.

**Wastewater** - In Dove Creek there are municipal sewage treatment facilities. Rico and many rural residents have their own septic systems.

**Solid Waste** - Most of the area is served by Waste Management. There are also a variety of private waste haulers.

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

**Telephone** - Depending on location, the area is served by Century Tel and Farmers Telephone. The Rico area is served by Rico Telephone.

**Medical Facilities** - There is a community health clinic in Dove Creek. There are no medical facilities in Rico.

**Business Parks** – Weber Industrial Park is currently under development near Dove Creek.

**Major Employers** - 2005 Top employers: Dolores County (69), Dolores County School District (65), Dove Creek Superette (27), Dove Creek Implement (14), Dolores County Health (13), Duntun Hot Springs (13), James Tree Farm (11), Midland Bean Co, (9), Rico Country Store (8), Adobe Milling (8). [Colo. Dept. of Labor]

**Recreation Facilities** – [2005] 3 baseball fields, surrounding public lands (San Juan National Forest, BLM, State Lands), Dove Creek Seniors Program, Dolores County Fairgrounds, Cahone Recreation Hall.

**Educational Facilities** - Dolores District RE - 2: K - 12 (Fall 2005 enrollment was 267). [Colo. Dept. of Education]

**Livable Wage** - In 2003 a minimum of \$9.17/hr in Dove Creek; in Rico \$10.16/hr. [Operation Healthy Communities 2005]

**Housing - Rural Dolores County:** Percentage of families unable to purchase a median priced (\$95,000) home in 2003 was 27%. **Dove Creek:** Percentage of families unable to purchase a median priced (\$36,750) home in 2003 was 11%. **Rico:** Percentage of families unable to purchase a median priced (\$173,615) home in 2003 was 50%. [Operation Healthy Communities 2005]

**Childcare Availability** - There were 20 available slots for preschoolers in 2005. There is 1 facility with 11 hour care. [Operation Healthy Communities 2005]

**Long term care facilities for Seniors** - No facilities. (Operation Healthy Communities 2005)

**Estimated number of persons without health insurance** - 16.7% statewide [Operation Healthy Communities 2005]

## Population Trends

From 1990 to 2000, the population of Dolores County grew by 2.3% annually. According to the 2000 Census the median age was 42.4. Males comprised 52% and females comprised 48% of the population. The average household size was 2.35 people. The population is dispersed within two topographically distinct areas. Dove Creek, the county seat, is primarily within an agricultural area located on the west-side of the county. From 1990 to 2000 Dove Creek averaged 0.85% annual growth. The Town of Rico is located in the eastern portion of the county. Rico (elevation 8,827 feet) experienced the booms and busts of hard rock mining until the last mines closed in the 1970s. Rico is beginning to grow again based largely on people who commute to Telluride, which has undergone rapid expansion as a ski resort. From 1990 to 2000 Rico averaged 12% annual growth.

Since 2000, the county has been losing population, with the exception of Rico, which continues to grow by about 3.2% annually.

	Census 2000	Estimates					Avg Annual % Change 2000-2005
		2001	2002	2003	2004	2005	
Dolores	1,844	1,844	1,876	1,848	1,836	1,846	0.02%
Dove Creek	698	695	704	690	683	684	-0.4%
Rico	205	211	222	227	231	238	3.2%
Unincorporated	941	938	950	931	922	924	-0.4%

Source: Colorado Demography Section estimates 8-06

Population growth in Rico could accelerate with the planned development of a new water treatment plant, although county-wide slow growth is forecast for the next several decades.

Forecasts						
Dolores	2005	2010	2015	2020	2025	2030
Population	1,846	2,061	2,217	2,382	2,552	2,722
Avg. Annual % Change		1.8%	1.5%	1.4%	1.4%	1.3%

Source: Colorado Demography Section estimates 8-06

## The Local Economy

### Unemployment Rates

The current strength of the economy supports a relatively low unemployment rate, although seasonal fluctuations are seen in the winter months, when unemployment rises. The unemployment rate has been declining since 2002, but is still higher than state and national levels.

Unemployment Rates Compared 2000-2005						
	2000	2001	2002	2003	2004	2005
Dolores	9.3%	6.8%	11.0%	10.3%	7.7%	6.9%
State Unemployment. Rate	2.8%	3.7%	5.7%	5.7%	5.2%	5.0%
National Unemployment Rate	4.0%	5.3%	5.8%	6.0%	5.5%	5.1%

Source: Colorado Dept of Labor

### Employment and Income 2005

Bureau of Economic Analysis (BEA) employment and income statistics lag by about two years in the data, thus 2003 is the latest year available for review. However, the Colorado Demography Section makes local adjustments to these data using 2005 employment and income figures.

Dolores County 2005 Total Employment	# of Jobs	% of Jobs	Income (\$000)	% of Inc.	avg. annual wage
Agriculture	228	27%	\$ 945	5%	\$ 4,145
Mining & Utilities	29	3%	\$ 985	5%	\$ 42,276
Construction	82	10%	\$ 2,126	11%	\$ 25,927
Manufacturing	5	1%	\$ 341	2%	\$ 68,200
Transportation & Warehousing	9	1%	\$ 763	4%	\$ 84,778
Trade	106	12%	\$ 1,960	10%	\$ 18,491
Finance, Insurance & Real Estate	29	3%	\$ 1,450	8%	\$ 50,000
Services	168	20%	\$ 4,466	24%	\$ 26,583
Government	202	24%	\$ 5,845	31%	\$ 28,936
<b>Total</b>	<b>858</b>	<b>100%</b>	<b>\$18,881</b>	<b>100%</b>	

D= data not available due to non-disclosure

Total number of jobs and job income from BEA & ES 202-includes proprietor income

The agricultural sector provides the greatest number of jobs in Dolores County (27%), but only about 5% of job income. Services and government sectors are also strong, though the highest wages are seen in transportation and manufacturing sectors.

From this table we see that proprietors (owners) form a substantial part of the total number of jobs, especially in agriculture and construction sectors. Note – the differences in total jobs seen in these charts reflect changes made by the Demography Section to some proprietor's data.

# of Wage and Salary Jobs as Compared to # of Proprietors					
Dolores County Job Sectors	Wage/Salary Jobs		Proprietors		# of Total Jobs
	#	%	#	%	
Agriculture	70	31%	158	69%	228
Mining & Utilities	29	100%	0	0%	29
Construction	23	33%	47	67%	70
Manufacturing	5	100%	0	0%	5
Transportation & Warehousing	9	100%	0	0%	9
Retail Trade	66	83%	14	18%	80
Wholesale Trade	9	47%	10	53%	19
Finance, Insurance & Real Estate	12	48%	13	52%	25
Services	75	51%	73	49%	148
Government	202	100%	0	0%	202
<b>Total Employment</b>	<b>500</b>	<b>61%</b>	<b>315</b>	<b>39%</b>	<b>815</b>

## Base Analysis

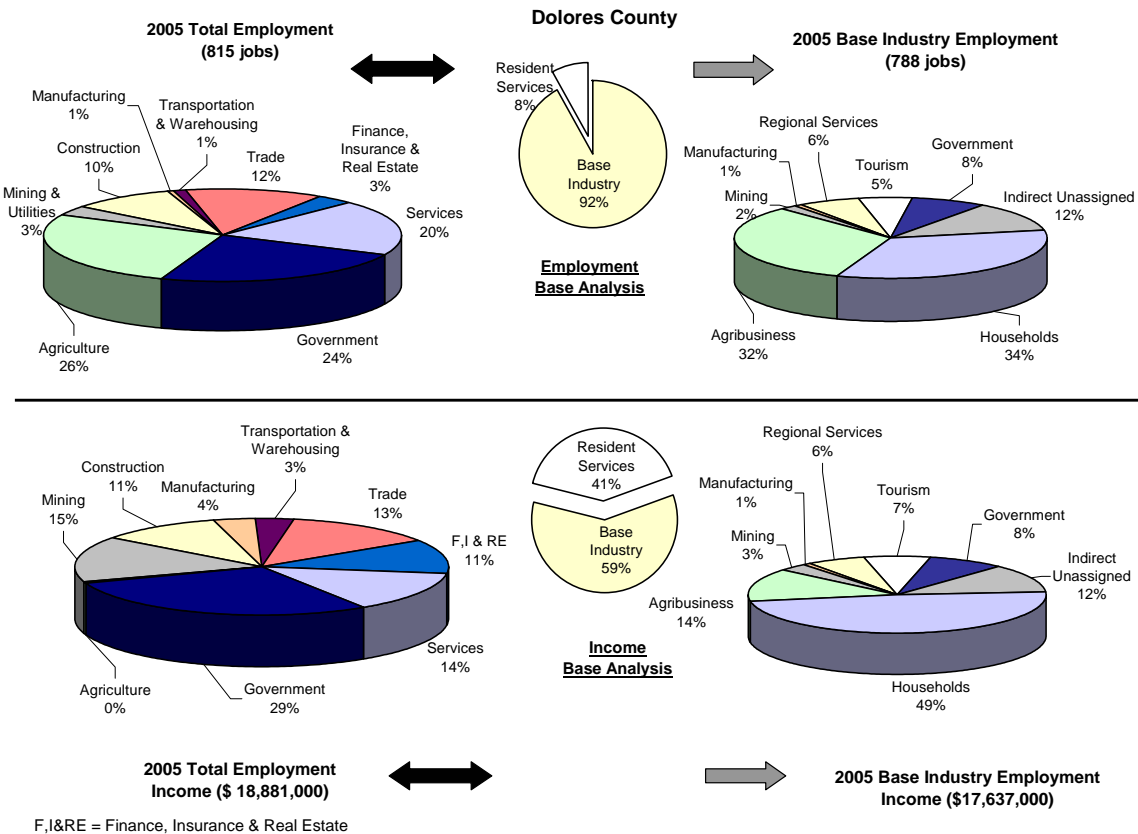
The Colorado Division of Local Government (CDLG) - Demography Section provides other types of analyses based on Bureau of Economic Analysis (BEA) and ES202 - Labor Market information.

**Base Analysis** distinguishes which industries and factors are **basic** to the economy and are responsible for overall growth and change. There are two types of regional industries:

**Base industries** produce exports or derive their sales or income *directly* from outside sources, or *indirectly* by providing supplies to export industries. These activities **bring in outside dollars** to circulate within the local economy. These industries include agriculture, mining, manufacturing, national and regional services, state and federal government jobs, and tourism.

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

The following chart illustrates the proportions of these two industries in the local economy, starting with total employment and employment income, and then isolating the estimated numbers of jobs and income within the base industries.



## Base Industries

2005 Base Industries Dolores County	# of Jobs	% of Jobs	Income (\$000)	% of Inc.
Agribusiness	255	32%	2,452	14%
Mining	13	2%	\$ 556	3%
Manufacturing	5	1%	\$ 124	1%
Regional Services	51	6%	\$ 1,146	6%
Tourism	43	5%	\$ 1,243	7%
Government	61	8%	\$ 1,494	8%
Indirect Unassigned	95	12%	\$ 2,101	12%
Households	265	34%	\$ 8,521	48%
Total	788	100%	\$ 17,637	100%

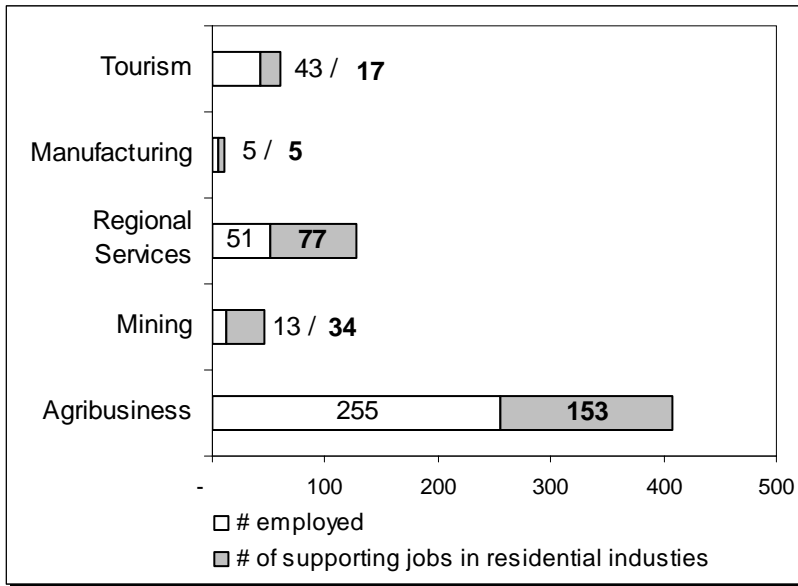
Some job sectors bring in outside dollars to re-circulate within the local economy. These are known as Base Industries (direct and indirect).

- **Agribusiness** – activities related to agriculture including agricultural production, agricultural inputs, and agricultural processing.
- **Mining** – includes all mine operation and support activities. Mine operations include establishments operating mines, quarries, or oil and gas wells. Mining support activities include establishments that perform exploration and/or other mining activities, such as land clearing.
- **Manufacturing** – includes all activities that can be classified under manufacturing, except for food and kindred product manufacturing, which is under agribusiness.
- **Regional Center/National Services** – includes all establishments primarily engaged in providing services to a region (a group of counties) or the nation. Examples include utility companies, transportation (i.e. airports), construction companies, and some financial institutions.
- **Tourism** – all establishments with activities related to tourism, including accommodations, second homes (real estate and construction sectors), tourist services, and transportation. The tourism sector includes jobs from service, trade, insurance & finance, and transportation sectors.
- **Government** – includes all government-owned establishments regardless of activity.
- **Households** – earnings and employment associated with expenditures made by retirees, commuters, households with public assistance, and households with dividends, interest and rent.
- **Indirect unassigned** – an establishment is assigned as having indirect employment and earnings when a base industry purchases local supplies or services for the operation of their business from it. The distinction between direct and indirect basic is obvious in some cases, but imprecise in many others. Where a distinction could be made, we assigned the indirect to the basic industry, combining both direct and indirect employment. Where a distinction could not be made, but it was obvious that the establishment was serving a base industry, the employment and earnings were assigned here.

### RIMS II Economic Model

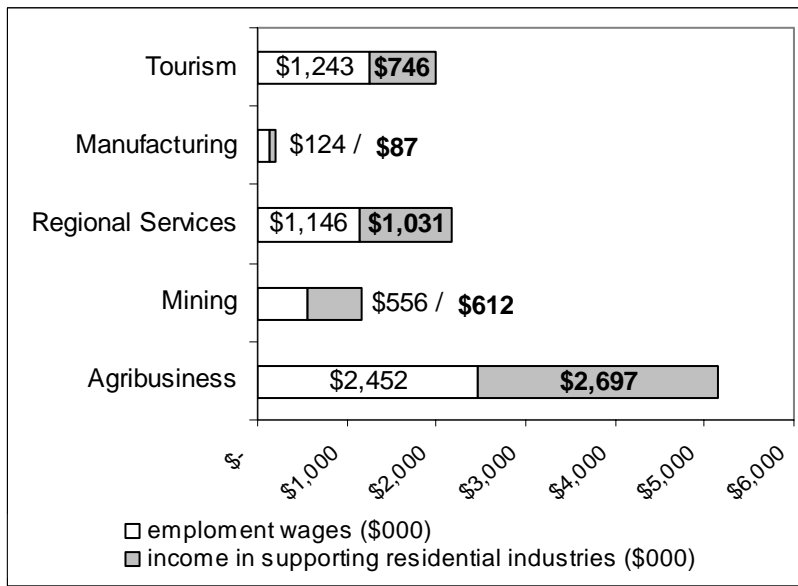
In the 1970's, the Bureau of Economic Analysis (BEA) of the U.S. Dept. of Commerce developed a regional model for the United States known as the Regional Industrial Multiplier System (RIMS). The model was developed so that the regional effects of policy changes could be evaluated. In 1986, this model was refined and renamed the Regional Input-Output Modeling System, known as RIMS II. This model evaluates regional impacts across the country and is arguably the best-known and most widely applied forecasting model for assessing economic impacts.

Using a series of multipliers provided by the Colorado Demography Section, we can look at the direct base jobs and job income in our local area in 2005, and see how many supporting jobs and income from those jobs are associated. We can also measure the relative strength of our base industries, as shown below.



In Dolores County we see that agribusiness provides the most jobs and job income of all base industries and generates a lot of supporting jobs in residential industries.

Regional services are also an important base industry, with a higher multiplier, resulting in a larger number of supporting jobs.



Sustainable economies should be diverse and balanced, so that if one industry declines it doesn't drastically affect the entire local economy.

Dolores County lacks this diversity thus far.

## Total Personal Income

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



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



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



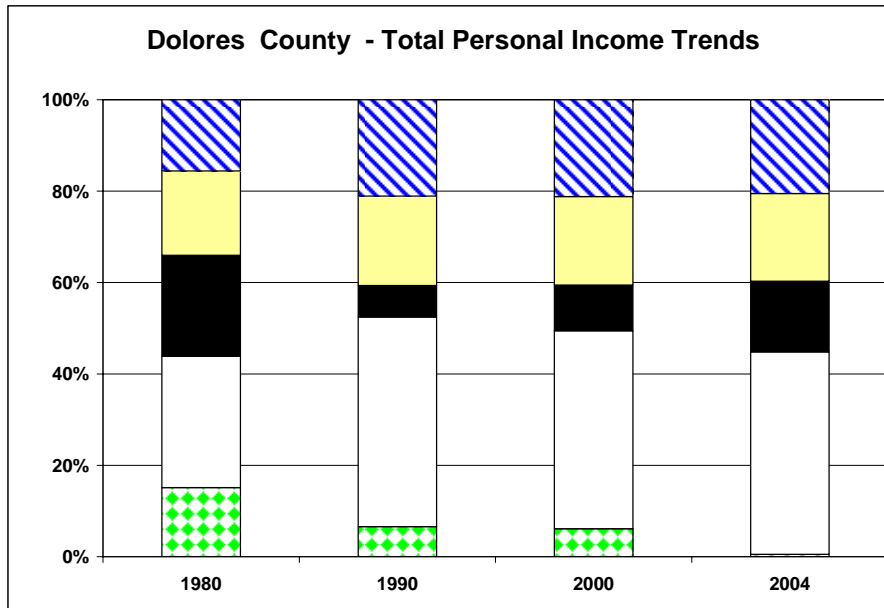
Residency adjustments are made when a person receives income for work performed and paid for from outside their place of residency, (i.e. commuters). Negative numbers mean that more people were coming into the county for work than were commuting out.



Non-Farm earnings are derived from (non-agricultural) employment within the region.



Farm earnings are from agriculture production within the region (farming, ranching).



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

For more information regarding commuter patterns go to <http://dola.colorado.gov/demog/WorkerFlow.cfm>.

In 2004 Dolores County had a TPI of \$45,136,000, including: transfer payments of \$9,624,000 (21%); dividends, interest and rent income of \$8,993,000 (20%); residency adjustments of \$7,273,000 (16%); non-farm earnings of \$19,000,000 (42%); and farm earnings of \$246,000 (1%). Source: Bureau of Economic Analysis

Estimated 2005 Total Personal Income (\$000)		% of Total
Employment Earnings	\$ 18,880	41%
Residency Adjustment	\$ 7,611	17%
Dividends, Interest & Rent	\$ 8,836	19%
Transfer Payments	\$ 10,173	22%
<b>Estimated TPI</b>	<b>\$ 45,500</b>	<b>100%</b>

The Colorado Demography Section also provides estimates for TPI in 2005.

Payments to retirees account for almost 17% of the estimated TPI in Dolores County in 2005.

Source: Colorado Demography Section 11/06

### Per Capita Income (PCI)

Total personal income divided by the total number of residents in the county gives us an estimate of per capita income (PCI).

	Per Capita Income					% change 2003-2004
	2000	2001	2002	2003	2004	
<b>Dolores</b>	20,180	22,703	21,813	24,169	24,937	3.2%
<b>Colorado</b>	33,370	34,491	34,228	34,528	36,113	4.6%
<b>USA</b>	29,845	30,575	30,804	31,484	33,050	5.0%

Dolores County PCI estimates are lower than state and national levels, though they are rising.

Source: Bureau of Economic Analysis

\*Not adjusted for inflation

### Employment Sector Trends 1980 - 2005

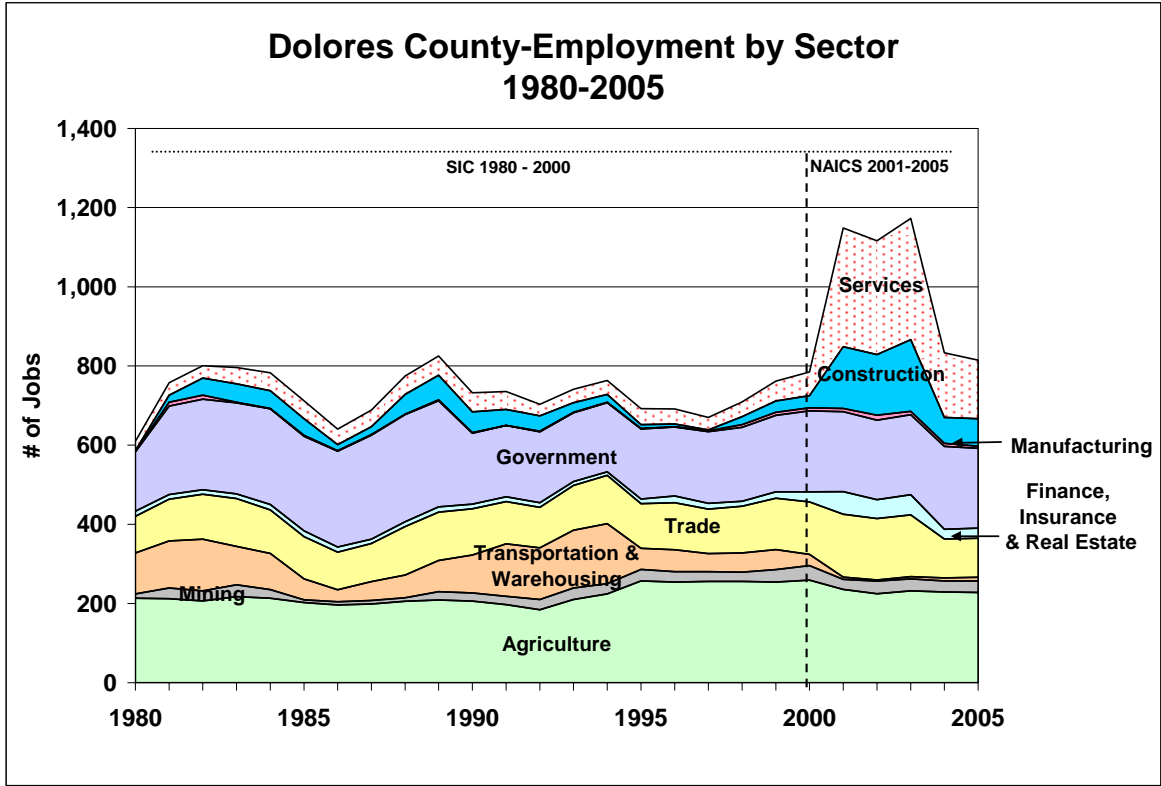
An employment "sector" groups jobs into categories that are alike and allows us to measure the relative strength of that industry in the local economy. Using "trend analysis" we can see how those industries have grown or declined within a specific timeframe.

SIC Divisions (1980 - 2000)	NAICS Sectors (2001 - 2005)
Agriculture, Forestry, and Fishing	Agriculture, Forestry, Fishing, & Hunting
Mining	Mining Utilities
Construction	Construction
Manufacturing	Manufacturing
Transportation, Communications & Public Utilities (Utilities are now included in the Mining Sector)	Transportation & Warehousing
Wholesale & Retail Trade	Wholesale Trade Retail Trade (used to include Eating & Drinking Sector)
Finance, Insurance & Real Estate	Finance and Insurance Real Estate, Rental & Leasing
Services	Information Professional, Scientific & Technical Services Management of Companies & Enterprises Administrative Support, Waste Management, Remediation Services Educational Services Healthcare & Social Assistance Accommodations (Lodging) Food Services (Eating & Drinking) Arts, Entertainment & Recreation Other Services (except Public Administration)
Government	Government (Including Public Administration)

The classifications presented below reflect the Standard Industrial Code (SIC) job classifications used from 1980 to 2001. The North American Industry Classification System (NAICS) replaced the (SIC) system. We will introduce the new system using local data from 2002 and 2003.

NAICS groups the economy into 20 broad sectors, instead of the 10 divisions of the SIC system. NAICS was developed jointly by the U.S., Canada, and Mexico to compare business activity across North America.

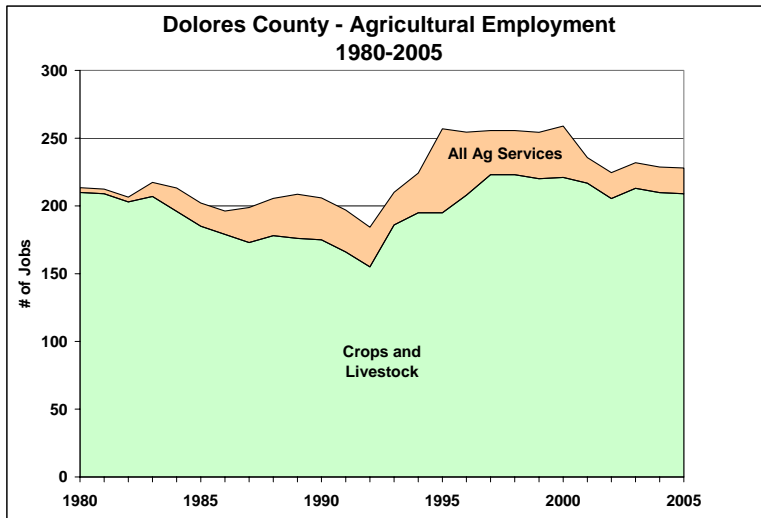
The primary differences between the two classification systems is that the mining sector now includes utilities; eating and drinking (food services) have been moved from retail trade to the service sector; and the service sector includes new categories. While it is difficult to show these changes in our trend analyses, we hope that you will bear with us as we attempt to integrate the differences.



When we compare job growth from 2001 to 2005 using the NAICS system, we see that there has been modest growth in transportation & warehousing and mining sectors. There have also been declines in some job sectors since 2000, namely in agriculture, construction, manufacturing, trade, finance, real estate and insurance, and services. The dip in 2002 probably reflects repercussions of the widespread drought, local wildfires and impacts to the national economy from the terrorist attacks of 9/11/01.

Job Growth using NAICS Classifications						% change
Dolores County	2001	2002	2003	2004	2005	01 - 05
Agriculture	236	225	232	229	228	-3%
Mining & Utilities	25	32	30	28	29	16%
Construction	156	153	181	65	82	-47%
Manufacturing	8	12	9	8	5	-38%
Transportation & Warehousing	6	3	6	8	9	50%
Retail Trade	117	115	112	79	84	-28%
Wholesale Trade	42	40	44	19	22	-48%
Finance, Insurance & Real Estate	57	48	51	25	29	-49%
Services	300	287	306	164	168	-44%
Government	202	201	202	209	202	0%
<b>Total Employment</b>	<b>1,148</b>	<b>1,116</b>	<b>1,172</b>	<b>833</b>	<b>858</b>	<b>-25%</b>

To fully understand the ups and downs of each sector, we need to look at them in greater detail. In the following pages each of these sectors is broken into subgroups for further definition of job type. Remember that the closure of even one business may appear to create dramatic "ups and downs" within sectors in the following charts. Be sure to notice the scale of the numbers of jobs. Differences can also arise from reclassification of jobs within a business over time.



While employment and earnings are traditionally used to measure the “strength” of an industry, there are some drawbacks with using employment data to measure the agricultural sector. Employment and earnings in non-agricultural sectors are derived from unemployment compensation reports of average wages and employment, which is supplemented by the sampling of tax returns to estimate proprietor employment and income. Family operated farms

and ranches are not required to file unemployment compensation reports, and it is very difficult to accurately estimate earnings from limited sampling of income tax returns. In light of the shortcomings described above, we see that the agricultural sector has had fairly steady employment since 1980, but has seen slight declines (-3%) in employment from 2001 to 2005.

To provide a more accurate picture of the agricultural sector there is currently a state-wide effort to expand agricultural industry analysis by linking production to other segments of the economy that directly and indirectly support agriculture. These industries are known as *agribusiness*, and include services such as

Dolores County 2005 Agribusiness Employment	# of Jobs	% of Jobs	Income (\$000)	% of Inc.
Crops & Livestock Production	209	82%	250	10%
Farm Services	19	7%	695	28%
Food and Beverage Product Manufacturing	0	0%	187	8%
Wholesale - Agribusiness Processing	22	9%	822	34%
Agribusiness Transportation	4	2%	287	12%
Ag Related Warehousing and Storage	1	0%	192	8%
Monetary Authorities and Credit Intermediation	1	0%	19	1%
Total	256	100%	2,452	100%

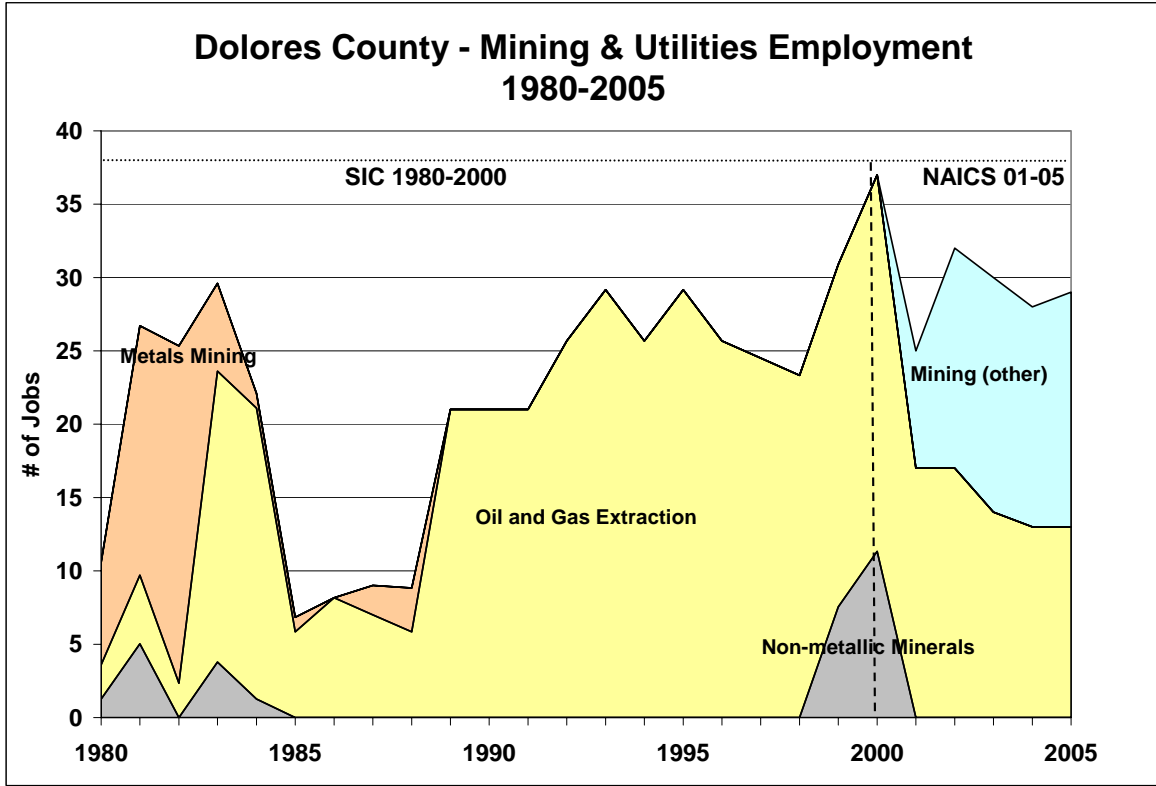
Total number of jobs and job income from BEA & ES 202-includes proprietor income  
Source: Colorado Demography Section 11/06

processing food products, trucking, storage, sales of farm equipment and supplies; as well as impacts on credit institutions and commodity brokers.

Indicator/Measure	Dolores			% Change 1992-2002
	1992	1997	2002	
# of Farms	132	171	213	61%
Land in Farms (acres)	167,106	155,741	199,491	19%
Cropland Acres Harvested	45,762	44,549	21,187	-54%
Average Size of Farms (acres)	1,266	934	734	-42%
Average Age of Farmer	54.7	54.1	55.4	1.3%

Source: Census of Agriculture www.nass.usda.gov/co

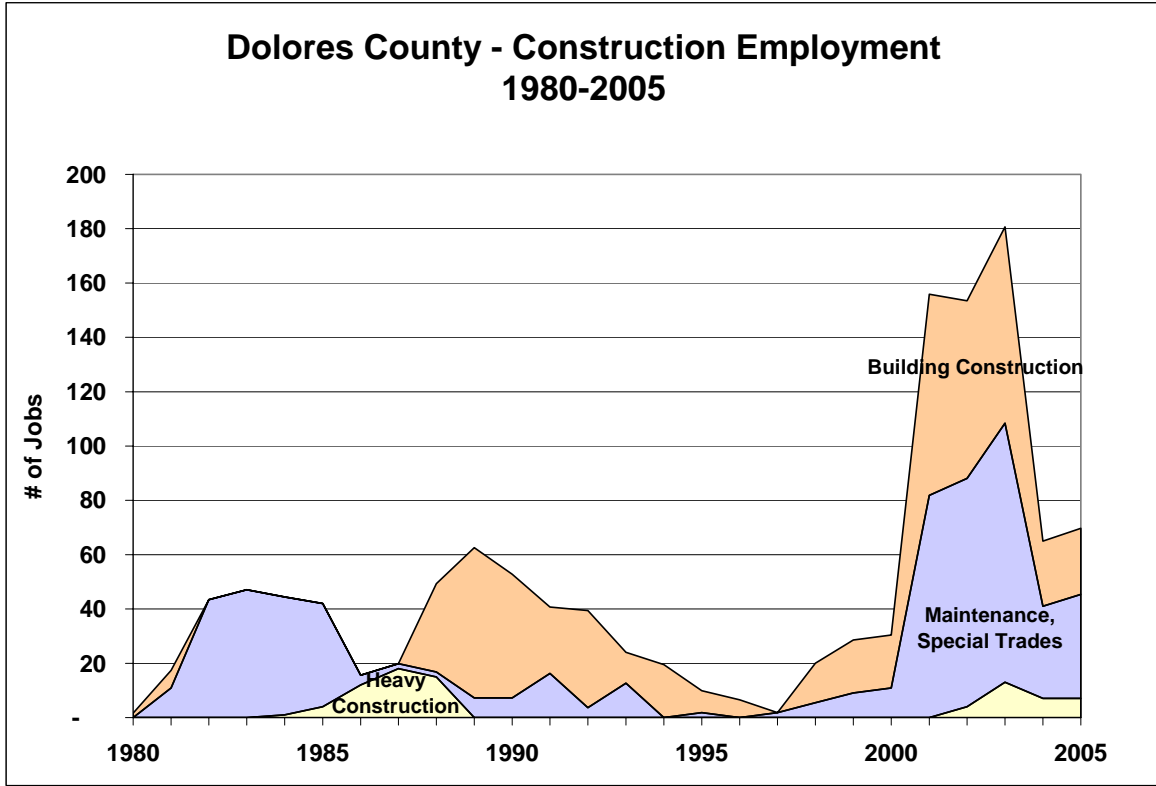
One of the most important sources of agricultural data is the **Census of Agriculture**, which takes place every 5 years (most recently 2002). Overall, a comparison of selected characteristics from 1992 to 2002 shows an increase in the numbers of farms, and a decrease in the size of farms. This may be the result of county subdivision rules in which 35 acres were the smallest portion allowable. Many of these 35 acre tracts remain classified as agricultural lands since land owners report some agricultural activities (agricultural lands are taxed at a lower rate than residential properties). It may also be more economically viable to focus resources on smaller, more productive acreages – depending on the crop. The age of farmers in our area remained fairly constant during this time period.



Utilities have been moved from the transportation sector to the mining sector in the NAICS system, although the utility sector is not present in Dolores County. Oil and gas extraction sees periodic booms and busts, dependant upon the national and global economy. Other types of mining, such as gravels and other non-metallic minerals, becomes an important source of employment as Dolores County rides the regional development boom of the 1990s and beyond.

Although the numbers of jobs in the mining sector are relatively low, average annual income in the mining sector was \$42,276 in 2005, among the highest wages of all sectors in the local economy. All employment in 2005 was through wage and salary, with no proprietors.

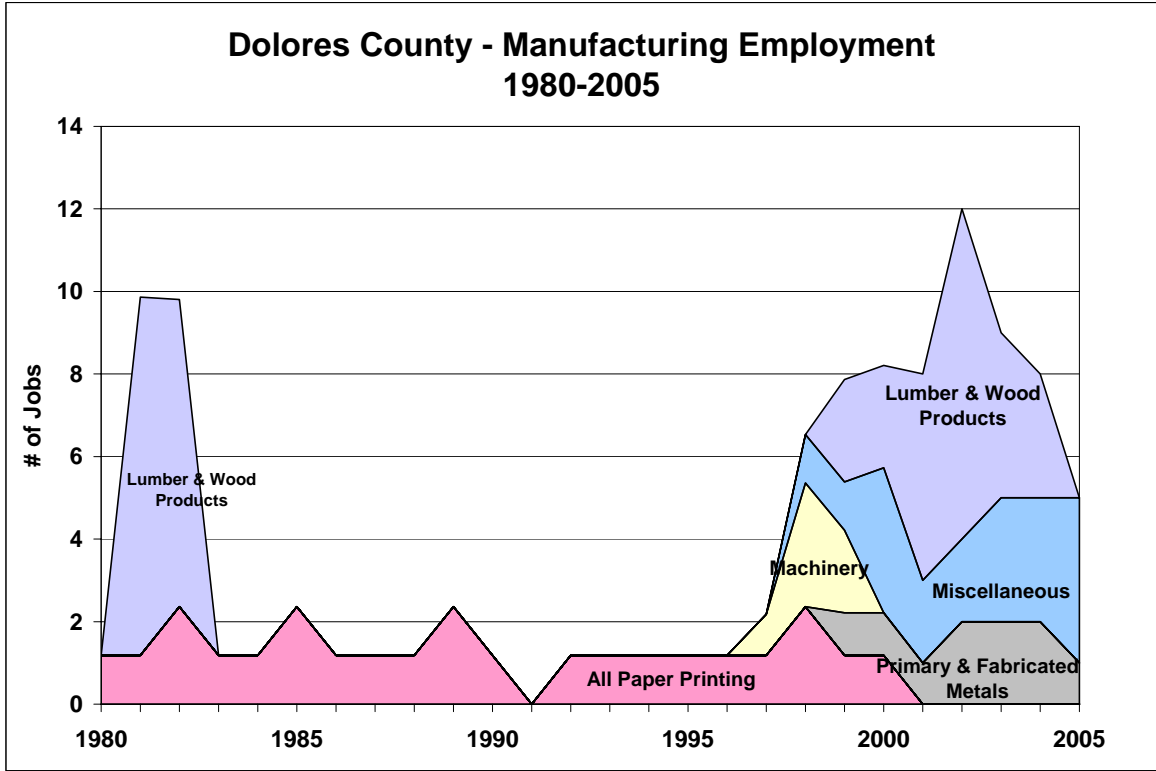
Mining & Utilities Sectors	# of Jobs				
	2001	2002	2003	2004	2005
Oil and gas extraction	17	17	14	13	13
Mining (other)	8	15	16	15	16
Total	25	32	30	28	29



From 2000 to 2003 the construction industry was very strong in Dolores County, although in 2004 these jobs declined. It may be that workers are drawn to other parts of the region such as La Plata County, which has seen a current building boom.

Average annual income in this sector was \$25,927 in 2005. About 67% of those employed in this sector are proprietors (owners).

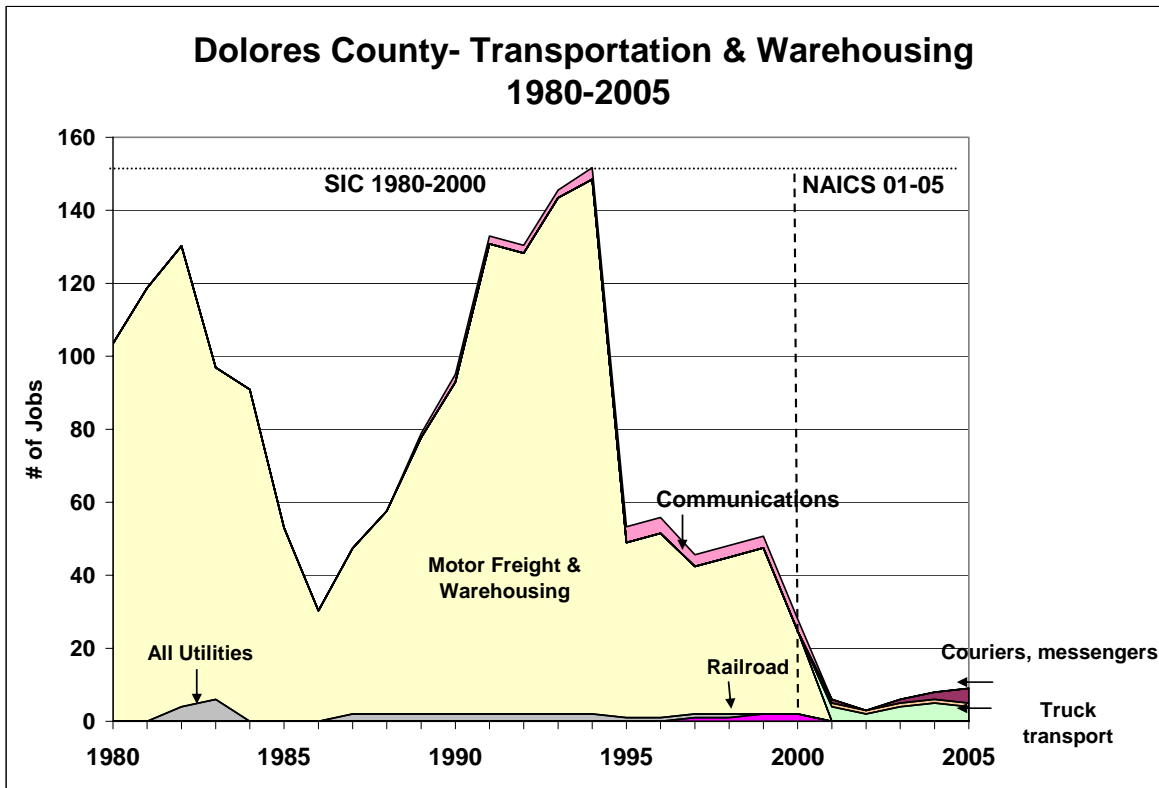
Construction Sectors	# of Jobs					% change 01 - 05
	2001	2002	2003	2004	2005	
Construction of buildings	74	65	72	24	30	-59%
Heavy Equipment and civil engineering construction	0	4	13	7	7	
Special trade contractors	82	84	95	34	45	-45%
<b>Total</b>	<b>156</b>	<b>153</b>	<b>181</b>	<b>65</b>	<b>82</b>	<b>-47%</b>



This chart illustrates the ups and downs of manufacturing employment in the county. Manufacturing has not been a strong sector since the timber industry declined in the 1980's. Many jobs in the printing industry (i.e. publishing) have been moved into the Information segment of the service sector in NAICS. Growth industries include miscellaneous manufacturing. Overall there has been a 38% decline since 2001.

Average annual income in this sector was \$68,200 in 2005, among the highest wages of all sectors. None of those employed in this sector are proprietors (owners).

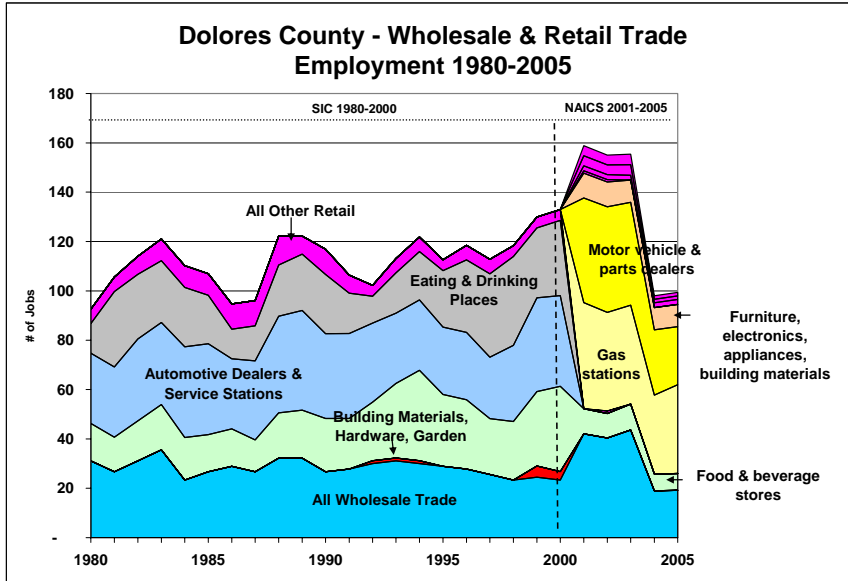
Manufacturing Sectors	# of Jobs					% change 01 - 05
	2001	2002	2003	2004	2005	
Lumber and Wood Products incl. Furniture	5	8	4	3	0	-100%
Primary and Fabricated Metals	1	2	2	2	1	0%
Miscellaneous Manufacturing	2	2	3	3	4	100%
<b>Total</b>	<b>8</b>	<b>12</b>	<b>9</b>	<b>8</b>	<b>5</b>	<b>-38%</b>



Motor freight and warehousing has declined considerably in Dolores County since 1994. The communications segment of this industry is now included in information, in the service sector.

Average annual income in this sector was \$84,778 in 2005, the highest wages of all sectors. None of those employed in this sector are proprietors (owners).

Transportation Sectors	# of Jobs					% change 01 - 05
	2001	2002	2003	2004	2005	
Truck transportation	4	2	4	5	4	0%
Couriers and messengers and postal service assistance	1	0	1	2	4	300%
Warehousing and storage	1	1	1	1	1	0%
Total	6	3	6	8	9	50%



The trade sector changed dramatically under the NAICS system. The primary difference is the removal of restaurants from retail trade. Restaurants are now combined with accommodations to form a new service sector in NAICS, Accommodation and Food Services. In addition, many of the general groups have been split into finer detail, so it is difficult to compare trends in the various retail sectors.

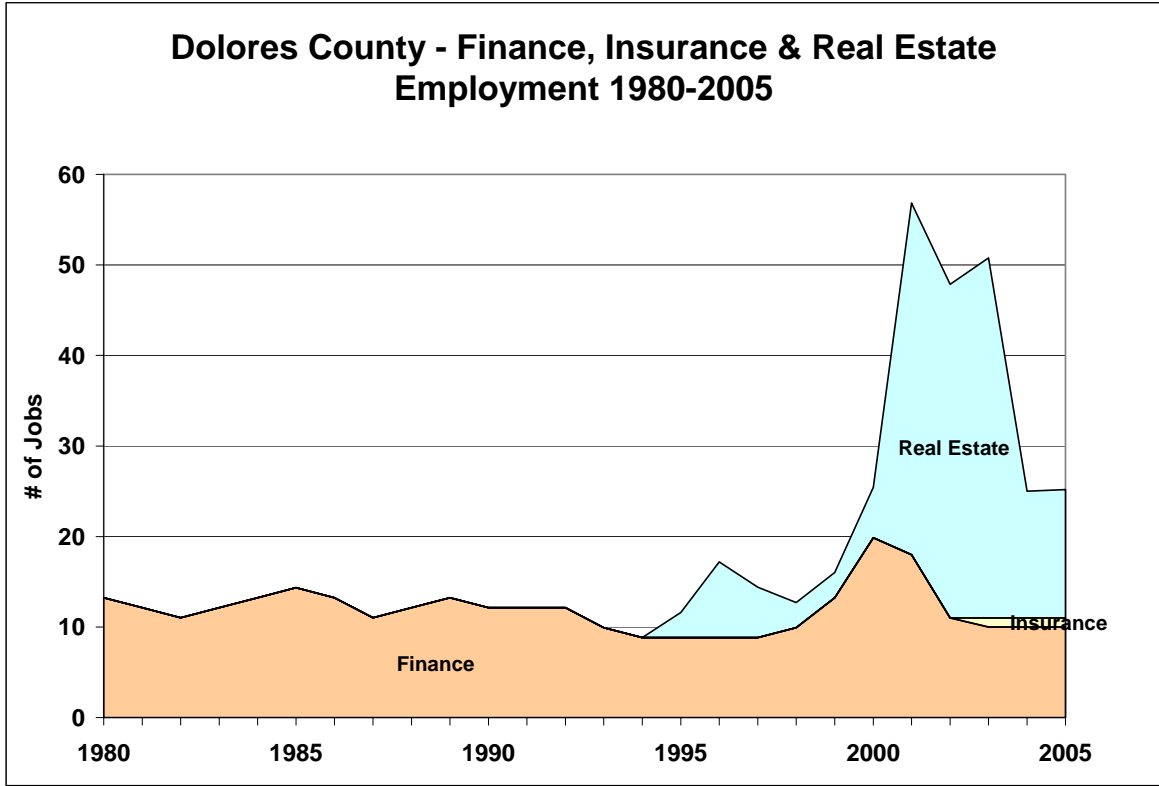
Average annual income in this sector was \$18,491 in 2005. In retail trade about 18% are proprietors, in wholesale trade 53% are proprietors.

Wholesale & Retail Trade Sectors	# of Jobs					% change
	2001	2002	2003	2004	2005	01 - 05
Wholesale	42	40	44	19	22	-48%
Motor vehicle and parts dealers	42	43	42	26	26	-39%
Furniture, electronics, appliances, building materials	10	10	9	9	9	-10%
Food and beverage stores	10	10	11	7	8	-25%
Health and personal care stores	4	4	4	1	2	-56%
Gasoline stations	43	40	40	32	36	-16%
Clothing and clothing accessories stores	4	4	4	1	2	-56%
General merchandise stores	1	1	-	-	-	-100%
Miscellaneous store retailers	-	1	-	-	-	
Nonstore retailers	2	2	2	2	2	0%
<b>Total</b>	<b>159</b>	<b>155</b>	<b>155</b>	<b>98</b>	<b>106</b>	<b>-33%</b>

Dolores County Trade Sectors 2005	Estimated # of Firms	Average Sales per Firm	Actual Sales	Percent of Actual Sales
Non-Store Outlets	19	\$ 47,526	\$ 903,000	3.0%
*Confidential Trade Sectors	15	\$ 1,286,667	\$ 19,300,000	65.0%
Finance/Insurance	6	\$ 6,167	\$ 37,000	0.1%
Eating/Drinking Services	3	\$ 83,667	\$ 251,000	1%
Information	48	\$ 15,146	\$ 727,000	2%
Other Services	4	\$ 96,750	\$ 387,000	1%
Manufacturing	7	\$ 86,571	\$ 606,000	2%
Utilities	3	\$ 216,667	\$ 650,000	2%
Lodging	4	\$ 276,250	\$ 1,105,000	4%
*Confidential Service Sectors	11	\$ 520,000	\$ 5,720,000	19%
<b>Total</b>	<b>120</b>	<b>\$ 247,383</b>	<b>\$ 29,686,000</b>	<b>100%</b>

\*Includes all confidential sectors for which specific data is not available

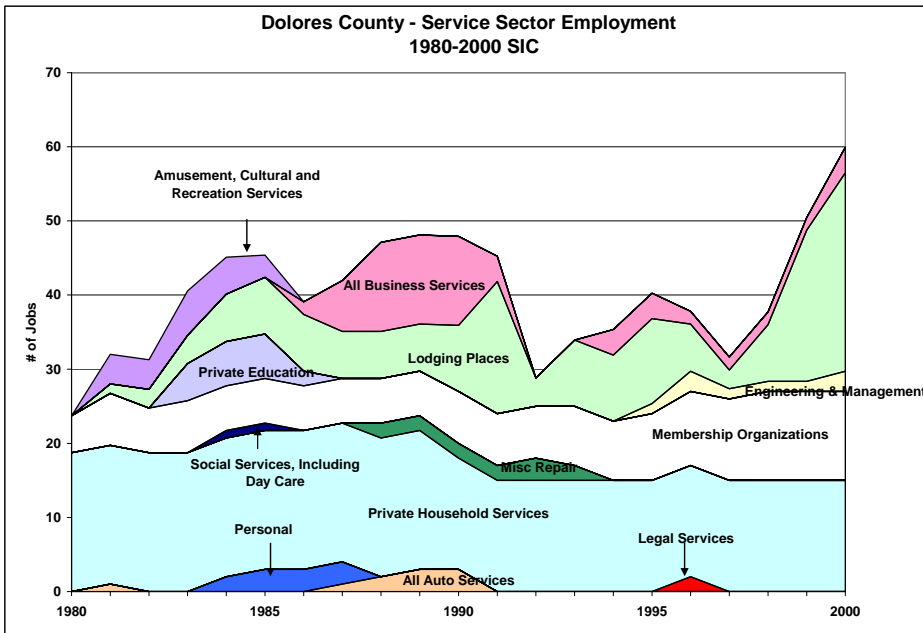
You can find more information on the retail sector in Dolores County at [www.scan.org](http://www.scan.org), under publications.



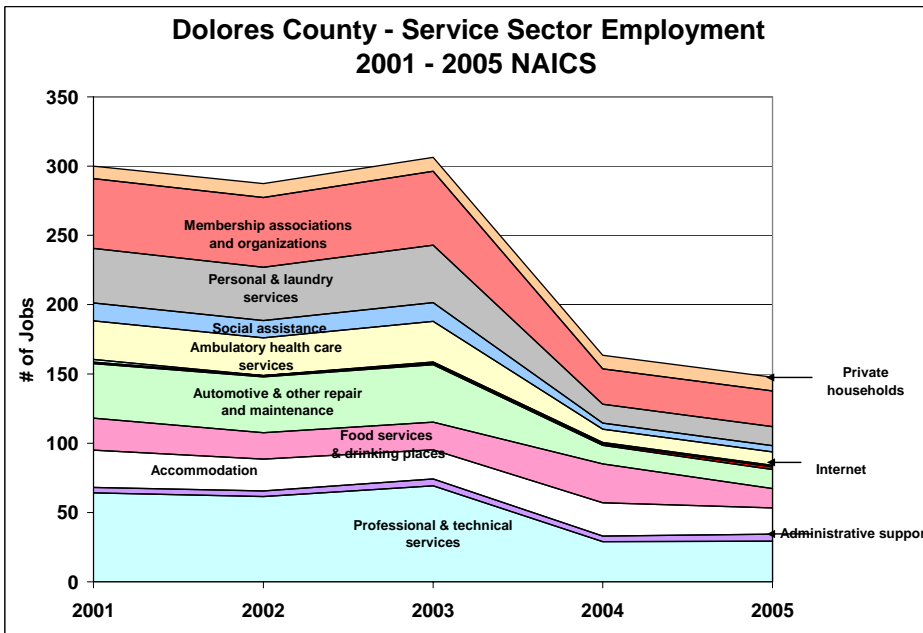
Average annual income in this sector was \$50,000 in 2005, among the highest wages of all sectors. About 52% of those employed in this sector are proprietors (owners).

Finance, Insurance & Real Estate Sectors	# of Jobs					% change 01 - 05
	2001	2002	2003	2004	2005	
Monetary authorities and credit intermediation	18	11	10	9	9	-50%
Securities, commodity contracts and investments	-	-	-	1	1	
Insurance carriers, funds, trusts, and other	-	-	1	1	1	
Real estate	39	37	40	14	18	-54%
Total	57	48	51	25	29	-49%

The service sector is the second largest (after agriculture) segment of all sectors in the local economy, accounting for 18% of total employment. For historical perspective we have included the SIC system showing trends from 1980 to 2000. The new categories of services under the NAICS system are grouped into a separate chart for 2001 to 2005.



Lodging places (accommodation) employment grew rapidly from 1997 to 2000.



Food services (previously included in SIC Retail Trade - eating and drinking), is now in the service sector.

We see new types of services emerging in 2001 although it is difficult to fully evaluate them over the long term due to the SIC – NAICS shift.

We can, however, compare them using just the NAICS system from 2001 to 2005. From the charts below we see that almost all of the service sub-sectors have seen declines from 2001 to 2005.

Professional, Scientific and Technical Service Sectors	# of Jobs					% change 01 - 05
	2001	2002	2003	2004	2005	
Professional and technical services	64	62	69	29	34	-47%
Administrative and support services	5	4	5	4	5	0%
Total	69	66	74	33	39	-44%

Average yearly income for professional and technical services was \$25,775 in 2005. About 62% of those employed in this sector are proprietors (owners).

Education, Health and Social Assistance Service Sectors	# of Jobs					% change 01 - 05
	2001	2002	2003	2004	2005	
Ambulatory health care services	28	27	29	10	12	-57%
Social assistance	13	13	14	4	6	-53%
Total	41	40	43	14	18	-56%

Average yearly income for education, health and social assistance services was \$10,777 in 2005. About 71% of those employed in this sector are proprietors (owners).

Accommodation, Food & Entertainment Service Sectors	# of Jobs					% change 01 - 05
	2001	2002	2003	2004	2005	
Accommodation	27	23	21	24	19	-30%
Food services and drinking places	23	19	20	28	14	-39%
Total	50	42	41	52	33	-34%

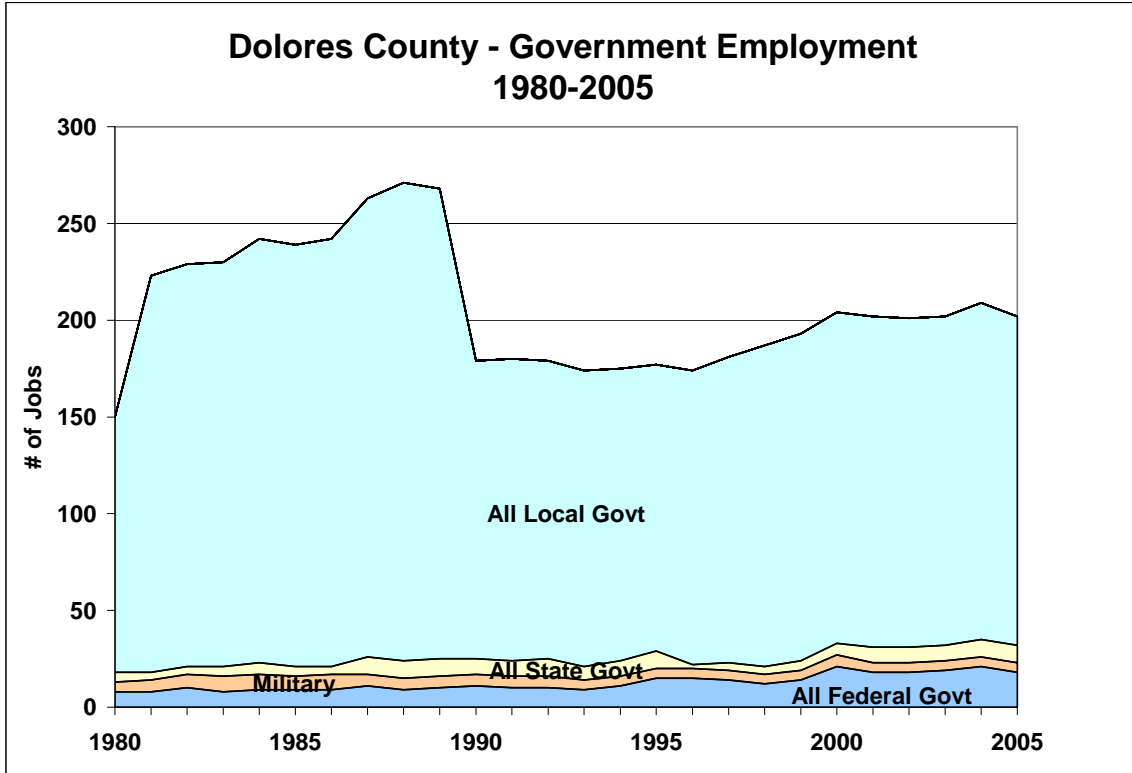
Average yearly income for accommodation and food services was \$23,454 in 2005. No proprietors were listed.

Other Services Sectors	# of Jobs					% change 01 - 05
	2001	2002	2003	2004	2005	
Automotive and other repair and maintenance	39	40	41	14	17	-56%
Personal and laundry services	39	38	41	14	17	-56%
Membership associations and organizations	50	50	53	26	29	-42%
Private households	9	10	10	10	10	11%
Total	138	139	146	63	74	-46%

Average yearly income for other services was \$8,891 in 2005. About 65% of those employed in this sector are proprietors (owners).

Information Service Sectors	# of Jobs					% change 01 - 05
	2001	2002	2003	2004	2005	
Publishing industries, except software and internet	1	1	1	1	2	100%
Internet publishing	2	0	1	1	1	-50%
Total	3	1	2	2	3	0%

Average yearly income for information services (including motion pictures and broadcasting) was \$60,266 in 2005. No proprietors were listed.



Government employment is a strong sector in the local economy, and has been very stable since 2000. The average yearly income in 2005 was \$28,936.

Government Sectors	# of Jobs					% change 01 - 05
	2001	2002	2003	2004	2005	
Federal government, civilian	18	18	19	21	18	0%
Military	5	5	5	5	5	0%
State government	8	8	8	9	9	13%
Local government	171	170	170	174	170	-1%
Total	202	201	202	209	202	0%

## STRATEGIC PLANNING

### Vision and Mission Statements

#### Vision Statement

A vision statement must encompass a shared vision - one that is a broad but concise description of what we as a community want to be in the future in regards to economic development. The vision statement describes the assets and values and focuses on moving the community toward achieving our goals for the future. Through recent activity by the Dolores County Development Corporation (DCDC), the following economic development vision for Dolores County was created:

***“Dolores County is endowed with regional beauty, agriculture, and strong ties to our heritage. Dolores County continues to grow based on the knowledge and skills of our residents, natural resources, tourism and diversified high tech agri-products”***

#### Mission Statement

If the vision sets the direction for our community and its organizations, then the mission statement should clarify the purpose and function for the community and its organizations in relation to economic development. It is the filter that we use to ensure everything we do is focused on achieving the vision. The economic development mission for Dolores County is the following:

***“Dolores County will build on its natural beauty, regional attractions, and natural resources while diversifying its agricultural base and the county economy.”***

## **SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis**

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

### **Strengths**

- Vast natural and cultural resources.
- Agricultural land and open space.

### **Weaknesses**

- Declining agriculture sector in terms of income and jobs.
- Isolation from major interstates and trade centers.
- Lack of higher education opportunities.
- Inadequate Telecommunication infrastructure.
- Lack of sewer and water infrastructure in the Town of Rico.
- Lack of housing to support worker base.
- Shortage of job opportunities and affordable workforce housing.

### **Opportunities**

- Development of niche tourism markets that build on local assets and culture.
- Utilization of natural surroundings to develop tourism for rafting, mountain biking, hiking, and hunting.
- Highway #491 traffic and potential business development along Dove Creek thoroughfare
- Capitalizing on historic preservation opportunities.
- Recruitment of people who want small communities, few regulations, and scenic beauty
- Capitalize on Weber Business Park in Dove Creek as incubator site and location of San Juan Biodiesel.
- Capitalize on extraction industries, gas, oil, CO2 and mining in the region.
- Business diversification and growth.
- Cultivate retirees to area.

### **Threats**

- Declining agricultural sector.
- Infrastructure capacity.
- Aging population resulting in increased services.
- Drought and other natural disasters.
- Funding cuts in transportation, public health and human service programs.

## **Key Economic Development Directions**

- 1) Build the capacities of DCDC to work on implementing locally - identified and supported projects both in Dove Creek and Rico.
- 2) Develop innovative strategies for marketing agriculture products, developing value-added marketing operations and diversifying the crop base in the West end of the County.
- 3) Build a broader tourism base in Dove Creek and Rico utilizing community assets and archeological resources (e.g. trails, access to public lands, homestead farms, locally made and grown products).
- 4) Further develop and promote the hiking, rafting, and mountain biking tourism sectors eventually developing several key destination sites.
- 5) Bring in modest-sized businesses (5 - 25) to Dolores County.
- 6) Continually upgrade community services, education, arts, culture, and health care services increasing the chances of businesses relocating to Dolores County.
- 7) Help develop products and services needed by local residents that are currently purchased elsewhere and thus, decrease leakage out of the local economy.
- 8) Increase supply of available/affordable housing in the county.
- 9) Create policies and the environment to promote development areas for baby boomers and second homes.
- 10) Develop Weber Business Park and business incubator site, and recruit businesses.
- 11) Investigate opportunities for using San Juan Biodiesel byproducts as inputs for new manufacturing products (e.g. sunflower hull, protein mash).
- 12) Investigate the economic feasibility of using the Farmer's co-op fiber and making Dove Creek a tap on the fiber.
- 13) Review transportation, safety and logistic needs of SJ biodiesel plan and the Weber Business Park.

## Goals, Actions & Implementation

Ideally, the goals of a community should reflect its vision statement. Goals should be focused on the priority issues impacting the development of the community. The actions should then reflect the steps needed to accomplish the goal. By taking the economic development directions identified earlier, and applying goals and actions, we can begin taking the steps towards the vision. Through utilizing the work done by the Dolores County Development Corporation, the following goals and actions have been established for Dolores County:

### **Goal 1: Achieve a diversified, sustainable and growing economy in Dolores County that is compatible with the local environment and small town atmosphere.**

#### **Actions:**

1. Work with partners in the community to create economic indicators, and meet annually to review and develop strategy plans for the county's economic development direction.
2. Determine what industries will diversify the economy, provide higher direct based, livable wages, and are compatible with Dolores County. Develop strategies and a marketing campaign to attract them to the county, or create using local talent.
3. Complete the Weber Business Park.
4. Work with the Colorado Office of Economic Development and International Trade, town, and county to provide incentives to businesses that are direct based in nature, support the local environment, provide higher, livable wages, and fill needed niche markets in Dolores County.
5. Support and recruit home-based businesses or home occupations that allow people to live and work from home.
6. Develop and maintain inventory of available commercial land and facilities. Ensure, as much as possible, that land and facilities are "ready for use".
7. Support county initiatives that target and promote agriculture.

### **Goal 2: Build the tourism sector.**

#### **Actions:**

1. Grow and sustain the tourism industry by ensuring tourism-related land uses, and attracting, creating, or expanding tourism-related businesses, events and marketing.
2. Complete county website to comprehensively cover government, tourism and businesses in the County.

**Goal 3: Business mentoring and support will be available to expand and sustain local businesses.**

***Rationale – Fostering a business climate that helps retain & grow local businesses is crucial. Having the necessary training and mentoring programs to aid business owners increases the chances of ensuring local business owner success.***

**Actions:**

1. Continue to work with the Small Business Development Center at Fort Lewis College to mentor local business owners, and offer opportunities for business trainings.
2. Develop a list of local business experts in the different business fields to use as mentors for local business owners, and inform local business owners about business mentoring services being available, and the services Dolores Development Corporation offers.
3. Assess the needs of local business owners, and work to provide solutions.

**Goal 4: Increase intergovernmental collaboration between Rico and Dove Creek around socio-cultural needs.**

***Rationale – Socio-cultural needs are an important part of any community. Facilities such as affordable housing, recreational centers, health care centers, aged care facilities, childcare facilities, etc., are necessary to ensure a high quality of life in any community.***

**Actions:**

1. Complete county-wide housing assessment.
2. Provide support to government, organizations, businesses or investors as needed to help them create socio-cultural facilities, ordinances and/or resolutions.
3. Study the impacts of the aging population to ensure the proper services are available.
4. Support the creation of new activities & programs for youth where needed.

**Goal 5: Adequate infrastructure, such as roads, water, electric, gas, internet, telecom, etc; is ready and available for commercial use.**

***Rationale – Without adequate and available infrastructure, businesses cannot function. It is the responsibility of every community to make sure that adequate infrastructure is available and ready for use in order to provide the foundation for a growing economy.***

**Actions:**

1. Support infrastructure improvements that increase the desirability of downtown as a tourist and shopping destination.
2. Identify potential grants for the purpose of promoting available infrastructure.
3. Support local businesses in their infrastructure needs by being a conduit with the utility companies, CDOT and other agencies to improve process time.

4. Support local utility companies and government where needed to ensure completion of the actions on the Community Development Action Plan (CDAP).
5. Provide support in the expansion of telecommunications, including fiber optic internet connections in Dolores County, so that the capacity exists for future business developments.

**Goal 6: Support the completion of all projects listed in the Dolores County Community Development Action Plan.**

***Rationale – The Community Development Action Plan (CDAP) is a list of short-term projects that may need assistance from Region 9 EDD or other community and economic development agencies. Maintaining a current Community Development Action Plan (CDAP) for each community is a process to assist communities with strategic planning.***

**Actions:** Work with Region 9 EDD, town and county to find the resources, technical assistance, and political will to complete CDAP projects.

### **Implementation Plan**

Strategic planning is an on-going process. As the local economic development organization begins to work with other organizations and the towns and county, it is clear that modifications and adjustments are necessary.

The ultimate success of any strategic plan depends on how well the organizations manage the implementation of the various strategic actions. The plan by itself is worthless. It is critical, therefore that a solid implementation plan is created to ensure the proper priorities are given to each task, and the suitable owners for each task are assigned. Only then will the vision begin to come to life.

The economic development organization, along with Region 9 Economic Development District overseeing the process, will own the plan. For Dolores County, the Dolores County Development Corporation is charged with ensuring the completion of the plan. This will be done by coordinating, participating and/or overseeing the various committees and organizations working in each of the key areas.

Dolores County  
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**DOLORES COUNTY – COMMUNITY DEVELOPMENT ACTION PLAN 2006**

Project	Rank	Primary Partners/Agencies	Resources	Expected Outcomes & Action
1. <b>PUBLIC INFRASTRUCTURE:</b> Identify Alternative Energy Methods to Meet Area Infrastructure Needs	Med	<ul style="list-style-type: none"> <li>• Empire Electric</li> <li>• Century Tel</li> <li>• Atmos Energy</li> <li>• Montezuma Water</li> <li>• Dove Creek</li> <li>• DCDC</li> </ul>	<ul style="list-style-type: none"> <li>• Private contractors</li> <li>• State &amp; Federal grants</li> <li>• Utilities</li> <li>• Solar Research</li> </ul>	<ul style="list-style-type: none"> <li>• Develop less expensive methods for extending electrical lines.</li> <li>• Explore other energy options such as solar and wind.</li> <li>• Find methods to assist in cost sharing.</li> </ul>
2. <b>Public Infrastructure:</b> Develop Water / Irrigation Project for Dolores Water	High	<ul style="list-style-type: none"> <li>• Dolores Water Conservation District</li> <li>• NRCS</li> <li>• CSU Extension</li> <li>• Region 9 EDD</li> </ul>	<ul style="list-style-type: none"> <li>• Water rights are available</li> </ul>	<ul style="list-style-type: none"> <li>• Identify use for 600 acre feet of available irrigation water.</li> </ul>
3. <b>Public Infrastructure:</b> Revamp Sewer & Sanitation Systems in Dove Creek	Low	<ul style="list-style-type: none"> <li>• Town</li> <li>• County</li> <li>• CSU Extension</li> <li>• DOLA</li> </ul>	<ul style="list-style-type: none"> <li>• Grants</li> <li>• Local funds</li> <li>• County</li> <li>• Contractor</li> <li>• CSU Extension</li> <li>• NWCCOG</li> </ul>	<ul style="list-style-type: none"> <li>• Continue plans to expand solid waste transfer station.</li> <li>• Expanded services outside the Town of Dove Creek.</li> </ul>
4. <b>Public Infrastructure:</b> Complete Secondary Water System Usage Water Project in Dove Creek	Med	<ul style="list-style-type: none"> <li>• DWCD</li> <li>• Town</li> <li>• County</li> <li>• CSU Extension</li> </ul>	<ul style="list-style-type: none"> <li>• Water rights are available</li> <li>• Initial pipelines</li> <li>• Federal appropriations</li> </ul>	<ul style="list-style-type: none"> <li>• New water storage system (including line construction and tap sales) in 2006.</li> </ul>
5. <b>Public Infrastructure:</b> Improve Sewer System in Rico	High	<ul style="list-style-type: none"> <li>• Dept. of Local Affairs</li> <li>• Un-subdivided vacant land owners</li> <li>• Health Department</li> <li>• USDA</li> <li>• EPA</li> <li>• EDA</li> </ul>	<ul style="list-style-type: none"> <li>• Dept. of Local Affairs</li> <li>• Health Dept. grants</li> <li>• Loans</li> <li>• Plant investment fees</li> <li>• Availability fees</li> <li>• USDA</li> <li>• EPA</li> <li>• EDA</li> </ul>	<ul style="list-style-type: none"> <li>• Quality sewage disposal that ensures compliance with State Health Regulations by 2007.</li> </ul>

Dolores County  
Community Development Action Plan

Project	Rank	Primary Partners/Agencies	Resources	Expected Outcomes & Action
6. <b>Public Infrastructure:</b> Update Address System in County	Low	<ul style="list-style-type: none"> <li>• County</li> </ul>	<ul style="list-style-type: none"> <li>• County</li> </ul>	<ul style="list-style-type: none"> <li>• New address system in Dove Creek and surrounding area compatible with GPS mapping for easier emergency response and deliveries.</li> </ul>
7. <b>Transportation:</b> Expand the Region's Public Transit Services	Low	<ul style="list-style-type: none"> <li>• Towns</li> <li>• County</li> <li>• SW Transportation Planning Commission</li> <li>• CDOT</li> <li>• San Miguel County</li> <li>• Montezuma County</li> </ul>	<ul style="list-style-type: none"> <li>• Region 9 EDD</li> <li>• CDOT</li> <li>• County</li> <li>• Towns</li> </ul>	<ul style="list-style-type: none"> <li>• Public transportation for residents and visitors, in addition to senior bus.</li> <li>• Create a public transit service that adequately serves the needs of the region.</li> </ul>
8. <b>Transportation:</b> Maintain and Improve all Roads	High	<ul style="list-style-type: none"> <li>• Southwest Transportation Planning Commission</li> <li>• CDOT</li> <li>• County, Towns</li> <li>• Region 9 EDD</li> <li>• DCDC</li> <li>• San Juan Biodiesel</li> </ul>	<ul style="list-style-type: none"> <li>• CDOT</li> <li>• DOLA- Energy Impact</li> <li>• County</li> <li>• Towns</li> </ul>	<ul style="list-style-type: none"> <li>• A highway system that can safely and efficiently support the Region's growing population and highway traffic.</li> <li>• Adequately maintained roadways.</li> <li>• Pave currently unpaved roads.</li> <li>• Sidewalks on HWY 491 and Main Street in Dove Creek.</li> <li>• Pave additional high use streets to minimize air pollution &amp; lead contamination in Rico.</li> </ul>
9. <b>Telecommunications:</b> Expand Broadband Fiber Optic Services	Med	<ul style="list-style-type: none"> <li>• Towns</li> <li>• Region 9 EDD</li> <li>• Private telecommunications companies</li> <li>• County</li> <li>• DCDC</li> <li>• CSU Extension</li> <li>• State Multi-use network</li> </ul>	<ul style="list-style-type: none"> <li>• Internet providers</li> <li>• USDA</li> <li>• Private funding</li> <li>• Region 9 EDD</li> </ul>	<ul style="list-style-type: none"> <li>• Development of redundant broadband telecommunications connections including rural areas.</li> <li>• Increased service &amp; capacity.</li> <li>• Attract telecommuters.</li> </ul>

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<b>Project</b>	<b>Rank</b>	<b>Primary Partners/Agencies</b>	<b>Resources</b>	<b>Expected Outcomes &amp; Action</b>
10. <b>Telecommunications:</b> Explores Feasibility & Interest in Cellular Phone Service in Rico	Med	<ul style="list-style-type: none"> <li>• Town</li> <li>• Service providers</li> <li>• DCDC</li> </ul>	<ul style="list-style-type: none"> <li>• Town</li> <li>• County</li> <li>• Service providers</li> </ul>	<ul style="list-style-type: none"> <li>• Look at expanding cell phone service to Rico area.</li> </ul>
11. <b>SERVICES:</b> <b>Arts and Culture:</b> Finalize Historical Society Museum in Rico	Low	<ul style="list-style-type: none"> <li>• Rico Historical Society</li> <li>• Dolores County Historical Society</li> <li>• Town and County</li> </ul>	<ul style="list-style-type: none"> <li>• Grants</li> <li>• Local fundraising</li> </ul>	<ul style="list-style-type: none"> <li>• Finish museum storage.</li> </ul>
12. <b>Arts &amp; Culture:</b> Develop a Fine Arts Center in Dove Creek	Low	<ul style="list-style-type: none"> <li>• DCSD</li> <li>• Recreation Dept.</li> <li>• Chamber of Commerce</li> <li>• Town</li> </ul>	<ul style="list-style-type: none"> <li>• Grants</li> <li>• Local funds</li> <li>• DCDC</li> <li>• DCTV</li> <li>• Region EDD</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluate feasibility and measure level of public support for arts facility.</li> </ul>
13. <b>Arts and Culture:</b> Support & Promote Local Theatre and Orchestra	Low	<ul style="list-style-type: none"> <li>• School District &amp; Towns</li> <li>• DCSD</li> <li>• Chamber</li> <li>• DCDC</li> </ul>	<ul style="list-style-type: none"> <li>• Community Center</li> <li>• High School</li> <li>• DCTV</li> </ul>	<ul style="list-style-type: none"> <li>• Promote public performances.</li> <li>• Support &amp; publicize high school music program.</li> </ul>
14. <b>Arts and Culture:</b> Create Archeology Survey Program	Low	<ul style="list-style-type: none"> <li>• Historical Society</li> <li>• Fort Lewis</li> <li>• BLM</li> <li>• Chamber</li> <li>• State Archeology</li> <li>• Forest Service</li> </ul>	<ul style="list-style-type: none"> <li>• Local archeologist</li> <li>• Anasazi Heritage Center</li> <li>• Fort Lewis College</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a program by 2007.</li> </ul>
15. <b>SERVICES:</b> Childcare: Expand Daycare Options in Rico	High	<ul style="list-style-type: none"> <li>• County</li> <li>• Private care providers</li> </ul>	<ul style="list-style-type: none"> <li>• County</li> <li>• Grant funding</li> <li>• Mill levy – quality of life initiative</li> <li>• USDA</li> </ul>	<ul style="list-style-type: none"> <li>• Affordable and accessible childcare for residents.</li> </ul>

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Project	Rank	Primary Partners/Agencies	Resources	Expected Outcomes & Action
16. <b>Education:</b> Establish & Maintain Head Start Program or Equivalent	Med	<ul style="list-style-type: none"> <li>• Dove's Nest</li> <li>• County/Dove Creek</li> <li>• School District</li> <li>• Region 9 EDD</li> <li>• CSU Extension Office</li> </ul>	<ul style="list-style-type: none"> <li>• Dove's Nest Building</li> <li>• Mill levy – quality of life initiative</li> <li>• USDA</li> </ul>	<ul style="list-style-type: none"> <li>• Provide high quality affordable childcare focused on early childhood education.</li> <li>• Build on existing program.</li> </ul>
17. <b>Education:</b> Provide Continuing Education Classes & Adult Education Opportunities	NR	<ul style="list-style-type: none"> <li>• Small Business Development Center</li> <li>• Community</li> <li>• Fort Lewis College</li> <li>• CSU Extension Office</li> <li>• DCDC</li> <li>• Area education centers and colleges</li> <li>• Area nonprofits</li> </ul>	<ul style="list-style-type: none"> <li>• Abundance of local expertise</li> <li>• CSU Extension</li> <li>• Existing DCTV station</li> </ul>	<ul style="list-style-type: none"> <li>• Improved Leading Edge Leadership and EMT classes.</li> <li>• Utilization of local expertise.</li> <li>• Establishment of Dove Creek Adult Education Program.</li> </ul>
18. <b>Fire Protection:</b> Upgrade Volunteer Fire Department Equipment & Facilities	High	<ul style="list-style-type: none"> <li>• Dove Creek Volunteer Fire Dept.</li> <li>• Rico Volunteer Fire Dept.</li> <li>• Town</li> <li>• County</li> </ul>	<ul style="list-style-type: none"> <li>• USDA</li> <li>• EMS grant</li> <li>• Towns</li> <li>• County</li> <li>• DOLA</li> </ul>	<ul style="list-style-type: none"> <li>• Purchase extrication and training equipment.</li> <li>• Preserve natural resources and forest.</li> <li>• Adequate facilities &amp; equipment for increasing demand.</li> <li>• Reduced Fire Protection ISO in Rico.</li> </ul>
19. <b>Health &amp; Human Services:</b> Maintain and Support the Dove Creek Community Clinic	High	<ul style="list-style-type: none"> <li>• Health Clinic Board</li> <li>• County/Town</li> <li>• DCDC</li> <li>• Region 9/ EZ Program</li> <li>• DOLA</li> <li>• Public Health Services</li> <li>• CSU Extension Office</li> </ul>	<ul style="list-style-type: none"> <li>• Clinic building expanded</li> <li>• EZ Project designation available</li> <li>• Grants from foundations</li> <li>• Local interest</li> </ul>	<ul style="list-style-type: none"> <li>• Clinic will have adequate funding to provide comprehensive service.</li> <li>• Clinic will provide resources or referrals to dental services and specialists.</li> </ul>

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Project	Rank	Primary Partners/Agencies	Resources	Expected Outcomes & Action
20. <b>Health &amp; Human Services:</b> Provide Physician or Physician Assistant Services Locally	High	<ul style="list-style-type: none"> <li>• Health Clinic Board</li> <li>• County/Town</li> <li>• Region 9 EDD</li> <li>• Federal Health Service</li> </ul>	<ul style="list-style-type: none"> <li>• EZ Project designation</li> <li>• Federal funds</li> <li>• Local support</li> <li>• Clinic expansion will allow for office space</li> </ul>	<ul style="list-style-type: none"> <li>• Secure adequate providers to offer services.</li> <li>• Increase access to pharmacy services.</li> <li>• Increase access to specialists.</li> </ul>
21. <b>Health &amp; Human Services:</b> Upgrade Ambulance Equipment in Dove Creek	Med	<ul style="list-style-type: none"> <li>• Town/County</li> <li>• VFW</li> <li>• Sheriff's Dept.</li> <li>• Fire Dept.</li> </ul>	<ul style="list-style-type: none"> <li>• Grants</li> <li>• Volunteers</li> <li>• USDA</li> </ul>	<ul style="list-style-type: none"> <li>• Improved local support and new equipment.</li> </ul>
22. <b>Health &amp; Human Services:</b> Construct New Senior Center/Community Center Facility in Dove Creek	NR	<ul style="list-style-type: none"> <li>• Town</li> <li>• County</li> <li>• Citizens</li> <li>• AAA – Area Agency on Aging</li> </ul>	<ul style="list-style-type: none"> <li>• County</li> <li>• USDA</li> </ul>	<ul style="list-style-type: none"> <li>• Provide seniors and community with a quality facility.</li> <li>• Continue to provide senior lunches.</li> <li>• Provide meeting space for community workshops and events.</li> </ul>
23. <b>Land Use:</b> Utilize Conservation Easements	Med	<ul style="list-style-type: none"> <li>• CSU Extension Office</li> <li>• NRCS</li> <li>• FSA</li> <li>• Planning Commission</li> </ul>	<ul style="list-style-type: none"> <li>• DOW</li> <li>• Forest Service</li> <li>• BLM</li> <li>• NRCS</li> <li>• CSU Extension</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluate availability of this tool in the county and promote its use.</li> </ul>
24. <b>Land Use:</b> Natural Heritage Program Biodiversity/Ecosystem Mapping	NR	<ul style="list-style-type: none"> <li>• Colorado Natural Heritage Program</li> <li>• Southwest Land Alliance</li> <li>• County</li> <li>• San Juan RC &amp; D</li> <li>• Nature Conservancy</li> </ul>	<ul style="list-style-type: none"> <li>• Forest Service/BLM</li> </ul>	<ul style="list-style-type: none"> <li>• Identify, inventory and map plants, animal habitats &amp; unique natural features in the county.</li> </ul>
25. <b>Land Use:</b> Revise Land Use Plan and Regional Master Plan in Rico	Med	<ul style="list-style-type: none"> <li>• Planning Commission</li> <li>• Town Board &amp; staff</li> <li>• Planning Consultants</li> <li>• County Planning District</li> <li>• Un-subdivided vacant land owners &amp; public</li> </ul>	<ul style="list-style-type: none"> <li>• DOLA</li> <li>• Fort Lewis College Office of Community Services</li> </ul>	<ul style="list-style-type: none"> <li>• Create and implement a plan that reflects needs and desires of residents.</li> </ul>

Dolores County  
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<b>Project</b>	<b>Rank</b>	<b>Primary Partners/Agencies</b>	<b>Resources</b>	<b>Expected Outcomes &amp; Action</b>
26. <b>Public Lands:</b> Revitalize Sage Grouse and Other Endangered Species	NR	<ul style="list-style-type: none"> <li>• DOW</li> <li>• Local land owners</li> </ul>	<ul style="list-style-type: none"> <li>• DOW</li> <li>• NRCS</li> <li>• CSU Extension</li> </ul>	<ul style="list-style-type: none"> <li>• Increased population of endangered species.</li> </ul>
27. <b>Public Lands:</b> San Juan National Forest Plan Revision	Med.	<ul style="list-style-type: none"> <li>• United States Forest Service</li> <li>• FLC Office of Community Services</li> <li>• BLM</li> </ul>	<ul style="list-style-type: none"> <li>• Congressional funding</li> </ul>	<ul style="list-style-type: none"> <li>• Produce revised Management Plan for the Forest, including guidelines for recreation, timber, mining, wildlife, grazing, etc.</li> <li>• Draft plan and EIS report due Sept. 2006.</li> </ul>
28. <b>Public/Private Lands:</b> Maintain Sustainability of Ponderosa Pine and Pinon Forest	High	<ul style="list-style-type: none"> <li>• Colorado State Univ.</li> <li>• Colorado State Forest Service</li> <li>• US Forest Service/BLM</li> <li>• Office of Community Services – FLC</li> <li>• Montezuma County Federal Lands Program</li> <li>• State Forestry</li> <li>• Fire Protection Districts</li> <li>• Timber Industry</li> <li>• Ute Mountain Ute Tribe</li> </ul>	<ul style="list-style-type: none"> <li>• County Comprehensive Plan</li> <li>• National Fire Plan funds</li> <li>• Fire hazard mitigation contractors</li> <li>• USDA if private land</li> </ul>	<ul style="list-style-type: none"> <li>• Fire risk mapping completed.</li> <li>• Fire risk is reduced and timber products industry is strengthened</li> <li>• Improve Forest health.</li> <li>• Control Pine Beetle infestation.</li> <li>• Reduce risk to life and property and protect watershed/ community water supplies.</li> <li>• Defensible space education resulting in defensible space created around residences.</li> </ul>
29. <b>Park &amp; Recreation:</b> Develop a Roller Skating Rink & BMX Park in Dove Creek	Low	<ul style="list-style-type: none"> <li>• County</li> <li>• Dove Creek</li> <li>• Rec. Dept.</li> <li>• DCSD</li> </ul>	<ul style="list-style-type: none"> <li>• Rec. Dept.</li> <li>• Town</li> <li>• County</li> <li>• DOLA</li> <li>• GOCO</li> </ul>	<ul style="list-style-type: none"> <li>• Improved/developed parks geared toward youth activities.</li> </ul>

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Project	Rank	Primary Partners/Agencies	Resources	Expected Outcomes & Action
30. <b>Parks &amp; Recreation:</b> Develop Campground & Trails in Rico	High	<ul style="list-style-type: none"> <li>• GOCO</li> <li>• Property Owners</li> <li>• Town</li> <li>• Rico Alpine Society</li> <li>• US Forest Service/BLM</li> </ul>	<ul style="list-style-type: none"> <li>• GOCO Grants</li> <li>• Fishing is Fun</li> <li>• EPA sustainable community and wetland protection programs</li> <li>• Rico Alpine Society</li> <li>• Town</li> <li>• DOLA</li> <li>• US Forest Service/BLM</li> <li>• Donations – including land</li> <li>• Land Use Code land dedication requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Acquire property for trails.</li> <li>• Improvements to current parks and trails including expansion of Jones Park.</li> <li>• Develop campground with facilities.</li> <li>• Promote winter economy.</li> <li>• Minimize satellite camping and pollution of the river.</li> <li>• Explore motorized access on public lands.</li> </ul>
31. <b>Parks &amp; Recreation:</b> Develop and Promote Trail System in Dove Creek	Med	<ul style="list-style-type: none"> <li>• BLM</li> <li>• Forest Service</li> <li>• County</li> <li>• Dove Creek</li> <li>• Chamber</li> <li>• Trail committees</li> </ul>	<ul style="list-style-type: none"> <li>• Dove Creek</li> <li>• County</li> <li>• Forest Service</li> <li>• DOLA</li> <li>• GOCO</li> <li>• BLM</li> </ul>	<ul style="list-style-type: none"> <li>• Complete walking trail around baseball park.</li> <li>• Develop additional jogging, bike and leisure paths that do not interfere with traffic and utilize the natural resources the area has to offer.</li> </ul>
32. <b>Public Safety:</b> Hire a Full-time Marshall in Rico	High	<ul style="list-style-type: none"> <li>• Town</li> <li>• Area law enforcement</li> </ul>	<ul style="list-style-type: none"> <li>• Town</li> </ul>	<ul style="list-style-type: none"> <li>• Provide local law enforcement professional in community.</li> <li>• Better enforcement of laws &amp; reduce crime.</li> </ul>

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33. <b>Public Safety:</b> Complete Pre Disaster Mitigation Plan for Towns	Med	<ul style="list-style-type: none"> <li>• County</li> <li>• Towns</li> <li>• Community of Dunton</li> <li>• Colorado State Forest Service</li> <li>• US Forest Service</li> </ul>	<ul style="list-style-type: none"> <li>• FEMA</li> <li>• Homeland Security</li> <li>• Colorado Disaster Preparedness</li> <li>• US Forest Service</li> <li>• Colorado State Forest Service</li> <li>• Land owners</li> </ul>	<ul style="list-style-type: none"> <li>• Implement the Dolores County plan approved by FEMA &amp; the State of Colorado.</li> <li>• Reduce the risk to life and property loss from listed hazards in the county such as fire, avalanche, and flood.</li> </ul>
34. <b>Historic Preservation:</b> Preserve and Utilize Rico's Historic Assets	High	<ul style="list-style-type: none"> <li>• Rico Historical Society</li> <li>• State Historical Society</li> <li>• Property owners</li> </ul>	<ul style="list-style-type: none"> <li>• State Historical Preservation Grants</li> <li>• Federal Historical restoration grants</li> <li>• Rico Historic Society funds</li> <li>• Donations</li> <li>• CDPHE/ARCO</li> </ul>	<ul style="list-style-type: none"> <li>• Repaired and remodeled interior of Town Hall Courthouse. Building (Phase III of remodel).</li> <li>• Establish a museum with Rico History.</li> <li>• Increased capacity of Historic Society to facilitate preservation projects.</li> <li>• Implement preservation/ restoration project for historic mining structures including the VanWinkle mine.</li> </ul>
35. <b>ECONOMIC DEVELOPMENT: Business Recruitment</b> Promote & Market Community as Location for New Business Expansion	High	<ul style="list-style-type: none"> <li>• Dove Creek</li> <li>• Rico</li> <li>• DCDC</li> <li>• Region 9 EDD</li> <li>• EDA</li> <li>• DOLA</li> </ul>	<ul style="list-style-type: none"> <li>• Available promotional material</li> <li>• Affordable land</li> <li>• Available utilities</li> </ul>	<ul style="list-style-type: none"> <li>• Obtain small manufacturing/ relocation in Dove Creek.</li> </ul>
36. <b>Business Recruitment:</b> Support San Juan Biodiesel as anchor to Weber Business Park	High	<ul style="list-style-type: none"> <li>• Dove Creek</li> <li>• County</li> <li>• DCDC</li> <li>• Region 9 EDD</li> </ul>	<ul style="list-style-type: none"> <li>• DCDC</li> <li>• Private investors</li> <li>• Ag. Community</li> <li>• RHED grant</li> </ul>	<ul style="list-style-type: none"> <li>• Support San Juan Biodiesel facility in Dove Creek.</li> <li>• Create income for area seed farmers.</li> </ul>

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<p>37. <b>Business Recruitment:</b> Maintain and Administer the Southwest Colorado Enterprise Zone Boundaries and Marketing Plan</p>	NR	<ul style="list-style-type: none"> <li>• Region 9 EDD</li> <li>• Area Accountants</li> <li>• Local Businesses</li> <li>• DCDC</li> </ul>	<ul style="list-style-type: none"> <li>• Colorado Economic Development Commission</li> <li>• OED -- State Enterprise Zone Coordinator</li> <li>• Economic Development Administration (EDA) Planning and Technical Assistance program</li> </ul>	<ul style="list-style-type: none"> <li>• Provide incentives for business expansion and relocation through EZ tax credits.</li> <li>• Utilize newly created Downtown Development Authority as a resource for local businesses.</li> </ul>
<p>38. <b>Business Expansion &amp; Retention:</b> Expand and Retain Local Businesses</p>	Med	<ul style="list-style-type: none"> <li>• Towns</li> <li>• Small Business Development Center</li> <li>• Region 9 EDD</li> <li>• EDA</li> <li>• DCDC</li> </ul>	<ul style="list-style-type: none"> <li>• Current local businesses</li> <li>• EDA &amp; CDBG funding</li> <li>• Equity the businesses might already have in them</li> <li>• Area Banks</li> <li>• Leading Edge classes</li> </ul>	<ul style="list-style-type: none"> <li>• Provide support to local businesses based on need.</li> <li>• Improve Main Street in Rico &amp; Dove Creek.</li> <li>• Minimize dollars leaving the County.</li> <li>• Increased number and quality of jobs.</li> <li>• Development of a Board of Trustees work plan based on needs of local businesses.</li> </ul>
<p>39. <b>Business Retention &amp; Expansion:</b> Create a Business Mentor Program in County</p>	Low	<ul style="list-style-type: none"> <li>• DCSD</li> <li>• Local Residents</li> <li>• DCDC</li> <li>• Towns</li> <li>• Small Business Development Center</li> </ul>	<ul style="list-style-type: none"> <li>• Grants</li> <li>• Local funding</li> <li>• Local expertise</li> <li>• SBDC</li> </ul>	<ul style="list-style-type: none"> <li>• Build on Leading Edge Leadership training to include mentorship opportunities as well as business skills training.</li> </ul>
<p>40. <b>Business Retention &amp; Expansion:</b> Provide Business Revolving Loan Fund for the County</p>	NR	<ul style="list-style-type: none"> <li>• Dove Creek State Bank</li> <li>• Region 9 BLF</li> <li>• SBDC</li> <li>• DCDC</li> </ul>	<ul style="list-style-type: none"> <li>• Region 9's BLF</li> <li>• DCDC</li> <li>• SBDC</li> </ul>	<ul style="list-style-type: none"> <li>• Provide financial assistance from the BLF to at least one business per year.</li> </ul>

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<b>41. Economic Development:</b> Sustain County-wide Economic Development Position	High	<ul style="list-style-type: none"> <li>• County</li> <li>• Town of Rico</li> <li>• Town of Dove Creek</li> <li>• DCDC</li> <li>• Private businesses</li> <li>• Region 9 EDD</li> </ul>	<ul style="list-style-type: none"> <li>• County</li> <li>• Region 9 EDD</li> <li>• Private businesses</li> <li>• EDA</li> <li>• OEDIT</li> </ul>	<ul style="list-style-type: none"> <li>• Full time position focusing on county-wide growth and planning, workforce training and retention, recruiting new and sustaining current local businesses.</li> </ul>
<b>42. Infrastructure:</b> Develop Industrial Sites in County	Med	<ul style="list-style-type: none"> <li>• DCDC</li> <li>• Region 9/SW EZ</li> <li>• Planning Commission</li> <li>• Extension Office</li> <li>• Towns</li> <li>• ARCO</li> <li>• Rico Renaissance</li> <li>• Forest Service</li> <li>• EDA</li> <li>• EPA</li> <li>• State Health</li> </ul>	<ul style="list-style-type: none"> <li>• Land is still relatively inexpensive</li> <li>• USDA</li> <li>• EPA</li> </ul>	<ul style="list-style-type: none"> <li>• Identify suitable sites and create feasibility plans.</li> <li>• New jobs and increased business retention.</li> <li>• Brownfield site north of Rico cleaned up to potentially ac as industrial park to attract viable light industry businesses.</li> <li>• Increased opportunity for business.</li> </ul>
<b>43. Infrastructure:</b> Expand “DC TV” Television Station Facilities	Med	<ul style="list-style-type: none"> <li>• Town</li> <li>• County</li> <li>• CSU Extension Office</li> <li>• SW TV Translator Association</li> <li>• DCDC</li> </ul>	<ul style="list-style-type: none"> <li>• Region 9 EDD</li> <li>• County</li> <li>• CSU Campus</li> <li>• DOLA</li> <li>• Fund for Rural America</li> <li>• Public Broadcasting Grants</li> <li>• SW TV Translator Assoc.</li> </ul>	<ul style="list-style-type: none"> <li>• Expanded facilities.</li> <li>• Add a Radio Station.</li> <li>• Provide additional remote transmission sites, and personnel to support additional programming and camera work.</li> </ul>
<b>44. Infrastructure:</b> Continue to Maintain and Develop Adequate Infrastructure to Accommodate Regions Increasing Population & Business Needs	High	<ul style="list-style-type: none"> <li>• County and Town officials</li> <li>• Region 9 EDD</li> <li>• Southwest Regional Transportation Planning Commission</li> <li>• CDOT</li> </ul>	<ul style="list-style-type: none"> <li>• CDOT</li> <li>• DOLA</li> <li>• EDA</li> <li>• USDA Rural Development</li> <li>• DCDC</li> <li>• Region 9 EDD</li> </ul>	<ul style="list-style-type: none"> <li>• Each community would have adequate infrastructure for business development and expansion.</li> </ul>

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45. <b>Infrastructure:</b> Expand Fairgrounds Exhibit Hall	Med	<ul style="list-style-type: none"> <li>• County</li> <li>• Dove Creek</li> <li>• Fair Board</li> <li>• CSU Extension</li> <li>• Chamber</li> <li>• Rec. Dept.</li> </ul>	<ul style="list-style-type: none"> <li>• Dove Creek</li> <li>• County</li> <li>• DOLA</li> <li>• GOCO</li> <li>• Chamber</li> <li>• Fair Board</li> <li>• Sports Teams</li> <li>• USDA</li> </ul>	<ul style="list-style-type: none"> <li>• Construction to install power, lights, and shaded grandstand.</li> </ul>
46. <b>Infrastructure:</b> Create a Business Incubator in Rico	Med	<ul style="list-style-type: none"> <li>• Region 9 EDD</li> <li>• Town</li> </ul>	<ul style="list-style-type: none"> <li>• Building</li> </ul>	<ul style="list-style-type: none"> <li>• New jobs and increased business retention.</li> </ul>
47. <b>Infrastructure:</b> Establish Adequate Parking in Rico	Low	<ul style="list-style-type: none"> <li>• Town</li> </ul>	<ul style="list-style-type: none"> <li>• Town</li> </ul>	<ul style="list-style-type: none"> <li>• More parking to meet future growth needs.</li> </ul>
48. <b>Infrastructure:</b> Remodel Rico Fire House into Museum	Med	<ul style="list-style-type: none"> <li>• Town</li> </ul>	<ul style="list-style-type: none"> <li>• Town</li> </ul>	<ul style="list-style-type: none"> <li>• Remodel old firehouse into a museum.</li> <li>• Provide historical assessment on building.</li> </ul>
49. <b>Infrastructure:</b> Build New Road & Bridge Maintenance Shop in Rico	Med	<ul style="list-style-type: none"> <li>• Town</li> </ul>	<ul style="list-style-type: none"> <li>• DOLA</li> <li>• Town</li> </ul>	<ul style="list-style-type: none"> <li>• Establishment of location to store Town equipment.</li> </ul>
50. <b>Leadership:</b> Create a Downtown Development Authority in Rico	High	<ul style="list-style-type: none"> <li>• Town</li> <li>• Region 9 EDD</li> </ul>	<ul style="list-style-type: none"> <li>• Town</li> <li>• RHED grant</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitate Main Street redevelopment &amp; coordinate business leaders.</li> </ul>
51. <b>Infrastructure:</b> Upgrade Community Center Facility in Dove Creek	Low	<ul style="list-style-type: none"> <li>• Town</li> <li>• Rec. Dept.</li> <li>• Chamber</li> <li>• County</li> </ul>	<ul style="list-style-type: none"> <li>• GOCO</li> <li>• DOLA</li> </ul>	<ul style="list-style-type: none"> <li>• Expanded and renovated facility including a paved parking lot.</li> </ul>

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<p>52. <b>Tourism:</b> Promote the Region as a Tourism Destination</p>	NR	<ul style="list-style-type: none"> <li>• Chamber</li> <li>• Lodgers Tax/Tourism Board</li> <li>• Southwest Colorado Travel Region</li> <li>• Colorado Tourism Office</li> <li>• National Tour Operators</li> <li>• Local Businesses</li> <li>• Environmental groups</li> <li>• US Forest Service/BLM</li> <li>• Local Businesses</li> <li>• Local newspaper</li> </ul>	<ul style="list-style-type: none"> <li>• Lodgers Tax Revenues</li> <li>• State Tourism Funding</li> <li>• EZ Marketing Funds</li> <li>• Natural resources</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain and improve regional tourism.</li> <li>• Focus on rafting, fishing and hunting.</li> <li>• Involve tourism coordinator.</li> <li>• Promote Dolores Overlook and existing trails.</li> <li>• Protect natural resources through eco-tourism efforts.</li> <li>• Support low impact recreation.</li> <li>• Support hunting &amp; fishing economies.</li> <li>• Support mining reclamation.</li> </ul>
<p>53. <b>Tourism:</b> Maintain and Enhance the Visitors Center in Dove Creek</p>	Med	<ul style="list-style-type: none"> <li>• Chamber</li> <li>• DCDC</li> <li>• Region 9 EDD</li> <li>• CSU Extension Office</li> <li>• Town/County</li> </ul>	<ul style="list-style-type: none"> <li>• Natural attractions</li> <li>• County/Town funding</li> <li>• Building is remodeled and opened</li> <li>• Regional &amp; local funding</li> <li>• Volunteers</li> </ul>	<ul style="list-style-type: none"> <li>• Provide information about area attractions to people passing through to the Dove Creek area.</li> <li>• Support Tourism Coordinator position.</li> <li>• Central location to give tourist information.</li> <li>• Strengthen tourism sector.</li> </ul>
<p>54. <b>Workforce:</b> Develop and Retain Local Workforce</p>	Med	<ul style="list-style-type: none"> <li>• Regional School Districts and Colleges</li> <li>• Local Businesses</li> <li>• Southwest Forum for Teaching Technology</li> <li>• Southwest Workforce Board</li> </ul>	<ul style="list-style-type: none"> <li>• Federal and State funding</li> <li>• DCDC</li> <li>• Area Workforce Centers</li> </ul>	<ul style="list-style-type: none"> <li>• Expanded local work force.</li> <li>• Better retention of local workers in the community.</li> <li>• Local workforce better qualified to meet needs of local businesses.</li> <li>• Keep SW Workforce Satellite Office in Dove Creek.</li> </ul>

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55. <b>Agriculture:</b> Expand Crops, Diversify Technology and Crop Uses	High	<ul style="list-style-type: none"> <li>• CSU Extension Office</li> <li>• Local growers</li> <li>• CSU Experiment Station</li> <li>• Regional universities</li> <li>• San Juan Biodiesel</li> </ul>	<ul style="list-style-type: none"> <li>• CSU Extension</li> <li>• NRCS</li> <li>• Local growers</li> </ul>	<ul style="list-style-type: none"> <li>• New crop introduction.</li> <li>• Provide seed crops for Biodiesel facility.</li> <li>• Evaluate interest in developing crops for pharmaceutical use.</li> </ul>
56. <b>Agriculture:</b> Strengthen and Support the Region's Agricultural Economy	Med	<ul style="list-style-type: none"> <li>• Local farmers, growers and producers</li> <li>• San Juan R C &amp; D</li> <li>• Fours Corners agriculture</li> <li>• County Extension Agents</li> <li>• NRCS</li> <li>• Experiment Station</li> </ul>	<ul style="list-style-type: none"> <li>• Colorado Dept. of Agriculture</li> <li>• USDA</li> <li>• National Resource Conservation Service</li> <li>• Farm Service Agency</li> <li>• Colorado State University Ag. Extension</li> </ul>	<ul style="list-style-type: none"> <li>• Development of strategies to diversify the county's agricultural economy.</li> <li>• Development of measurements of the economic and social impacts of agriculture in Southwest Colorado.</li> <li>• Maintain/enhance farms, ranches, rural character and economic viability of this sector.</li> </ul>
57. <b>Agriculture:</b> Create an Agri- Business Incubator at Weber Business Park	High	<ul style="list-style-type: none"> <li>• Region 9 EDD</li> <li>• County/Town</li> <li>• CSU Extension</li> <li>• Colorado Dept. of Ag.</li> <li>• DCDC</li> </ul>	<ul style="list-style-type: none"> <li>• DOLA</li> <li>• CSU Extension</li> <li>• Region 9 EDD</li> <li>• Dept. of Ag. Grants</li> <li>• DCDC</li> <li>• EDA &amp; USDA</li> </ul>	<ul style="list-style-type: none"> <li>• Establish and promote incubator site at Weber Business Park and/or with San Juan Biodiesel.</li> </ul>
58. <b>Agriculture:</b> Develop Local Farmer's Market	Med	<ul style="list-style-type: none"> <li>• Colo. Dept. of Ag.</li> <li>• CSU Extension</li> <li>• County/Town</li> </ul>	<ul style="list-style-type: none"> <li>• Region 9 EDD</li> <li>• Local growers</li> <li>• Dept. of Ag.</li> </ul>	<ul style="list-style-type: none"> <li>• A Farmer's Market featuring specialty crops.</li> </ul>
59. <b>HOUSING:</b> Provide Safe & Fair Housing for Residents	Med	<ul style="list-style-type: none"> <li>• County</li> <li>• Housing Solutions</li> </ul>	<ul style="list-style-type: none"> <li>• State and Federal funding</li> <li>• Montezuma Housing Authority</li> </ul>	<ul style="list-style-type: none"> <li>• Improve publicity of resources available to low and moderate income residents.</li> <li>• Provide additional housing rehabilitation and replacement.</li> </ul>

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60. <b>Housing:</b> Advocate for Affordable Housing	High	<ul style="list-style-type: none"> <li>• Colorado Housing Inc.</li> <li>• Housing Solutions for the Southwest</li> <li>• Habitat for Humanity</li> <li>• HUD</li> <li>• DCDC</li> <li>• Towns</li> <li>• County</li> <li>• USDA</li> </ul>	<ul style="list-style-type: none"> <li>• CDBG/RLF</li> <li>• Colorado Housing Finance Authority (CHFA)</li> <li>• Community Reinvestment Act</li> <li>• USDA</li> </ul>	<ul style="list-style-type: none"> <li>• Increased affordable housing opportunities.</li> <li>• A greater number of first time buyers can purchase homes.</li> </ul>
61. <b>Housing:</b> Conduct Housing Assessment	High	<ul style="list-style-type: none"> <li>• Colorado Division of Housing</li> <li>• Montezuma/Dolores Housing Authority</li> <li>• Region 9 EDD</li> </ul>	<ul style="list-style-type: none"> <li>• RHED grant</li> <li>• Colorado Division of Housing</li> <li>• Region 9 EDD</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct a county-wide housing assessment.</li> </ul>
62. <b>Housing:</b> Increase Availability of Housing	Med	<ul style="list-style-type: none"> <li>• County</li> <li>• Housing Solutions</li> <li>• Housing Authority</li> </ul>	<ul style="list-style-type: none"> <li>• Housing Authority</li> <li>• County</li> <li>• USDA</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the supply of housing that is available and affordable (both owner occupied and rental housing).</li> </ul>