

Montezuma County Opportunity Zone

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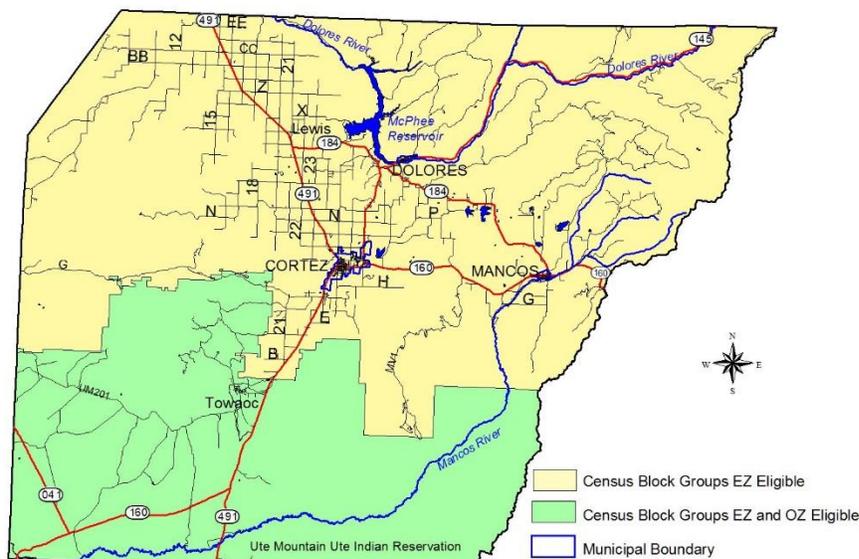
INTRODUCTION

Opportunity Zones – Opportunity Zones (OZ) were enacted as part of the 2017 tax reform package (Tax Cuts and Jobs Act) to address uneven economic recovery and persistent lack of growth that have left many communities across the country behind.

In the broadest sense, the newly enacted federal Opportunity Zone (OZ) program provides a federal tax incentive for investors to invest in low-income urban and rural communities through favorable treatment of reinvested capital gains and forgiveness of tax on new capital gains. Opportunity Zones may help address a number of challenges:

- Promoting economic vitality in parts of the state that have not shared in the general prosperity over the past few years
- Funding the development of workforce and affordable housing in areas with escalating prices and inventory shortages
- Funding new infrastructure to support population and economic growth
- Investing in startup businesses that have potential for rapid increases in scale and the ability to “export” outside the state of Colorado
- Upgrading the capability of existing underutilized assets through capital improvement investments

This economic and community development tax incentive program provides a new impetus for private investors to support distressed communities through private equity investments in businesses and real estate ventures. More details regarding the Opportunity Zone can be found at <https://choosecolorado.com/opportunity-zones/>



Montezuma County - Enterprise Zones (EZ) and Opportunity Zones (OZ)

Information Services
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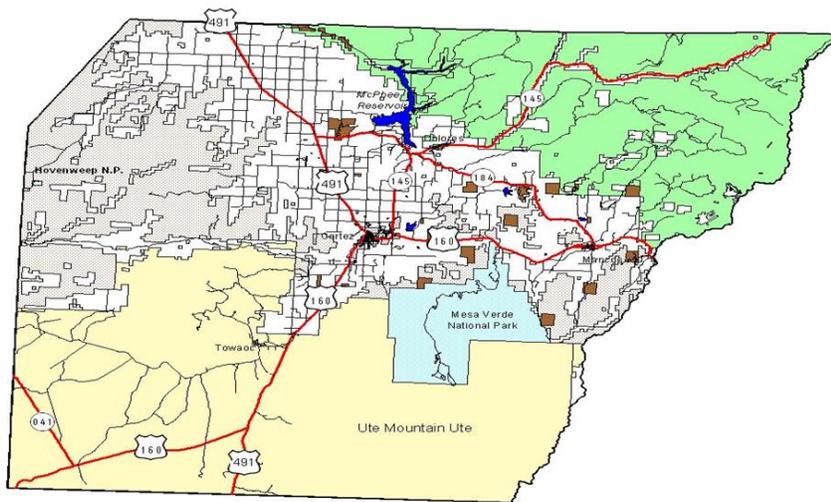
Two census blocks are included in the Montezuma County Opportunity Zone, 9411001 and 9411002. Those census blocks are also designated Enterprise Zones, which are administered by Region 9.

These census blocks overlap the Ute Mountain Ute Indian Reservation, providing unique opportunities to partner with the Tribe.

BACKGROUND

Location

Montezuma County, CO is located in the Region 9 Economic Development District of Southwest Colorado (Region 9). Region 9 is situated at the juncture of four states (Colorado, Arizona, New Mexico and Utah – the Four Corners); and three distinct physiographic regions; the Rocky Mountains, the Colorado Plateau and the San Juan Basin. The topography includes high mountain peaks and valleys, towering mesas, deep canyons and deserts.



Montezuma County



Land Area - 1,307,673 acres (2,043 sq. miles)

Private Lands	352,976 acres (27%)
San Juan National Forest	257,626 acres (20%)
Bureau of Land Management	182,487 acres (14%)
State Lands	8,988 acres (0.7%)
National Park Service	53,720 acres (4%)
Ute Mtn Ute Tribe	439,996 (34%)



Demographics

Historically, Montezuma County developed as a result of providing mining towns in the San Juan Mountains with supplies. By the turn of the 20th century the mining boom had played out and the remaining settlers turned to subsistence agriculture and the export of agricultural and timber products. In the 1980’s, the construction of McPhee Reservoir (the Dolores Project) and its extensive irrigation systems allowed increased agricultural production and enhanced recreational opportunities for locals and tourists. More recently, Montezuma County and local communities have been exploring increasing the telecommunications infrastructure.

Population – Between 2010 and 2017, Montezuma County grew 0.3% annually with most of the growth

	2010	2017	Ann. Avg % Change 2010-17
Montezuma	25,532	25,859	0.3%
Cortez	8,481	8,484	0.01%
Dolores	936	962	0.5%
Mancos	1,336	1,410	1.1%
Unincorporated	14,779	15,003	0.3%

occurring in Mancos. Unincorporated areas of the county include the Ute Mountain Ute Indian Tribe, headquartered in Towaoc, which is located 12 miles southwest of Cortez.

State Demography Office

The population is expected to grow at a moderate rate through 2040, based on forecasts by the State Demography Office.

Population Forecasts

Montezuma	2020	2025	2030	2035	2040
Population	29,088	31,995	35,043	38,082	41,095
Avg. Ann. % Change		1.9%	1.8%	1.7%	1.5%

Workforce and Income

Unemployment Rates 2015, 2016, 2017			
Location	2015	2016	2017
Colorado	3.2%	3.3%	2.8%
Archuleta	4.0%	3.3%	3.0%
Dolores	3.1%	3.9%	3.0%
La Plata	3.5%	2.9%	2.5%
Montezuma	5.6%	5.0%	4.0%
San Juan	4.1%	3.5%	2.2%
USA	5.3%	6.7%	4.4%

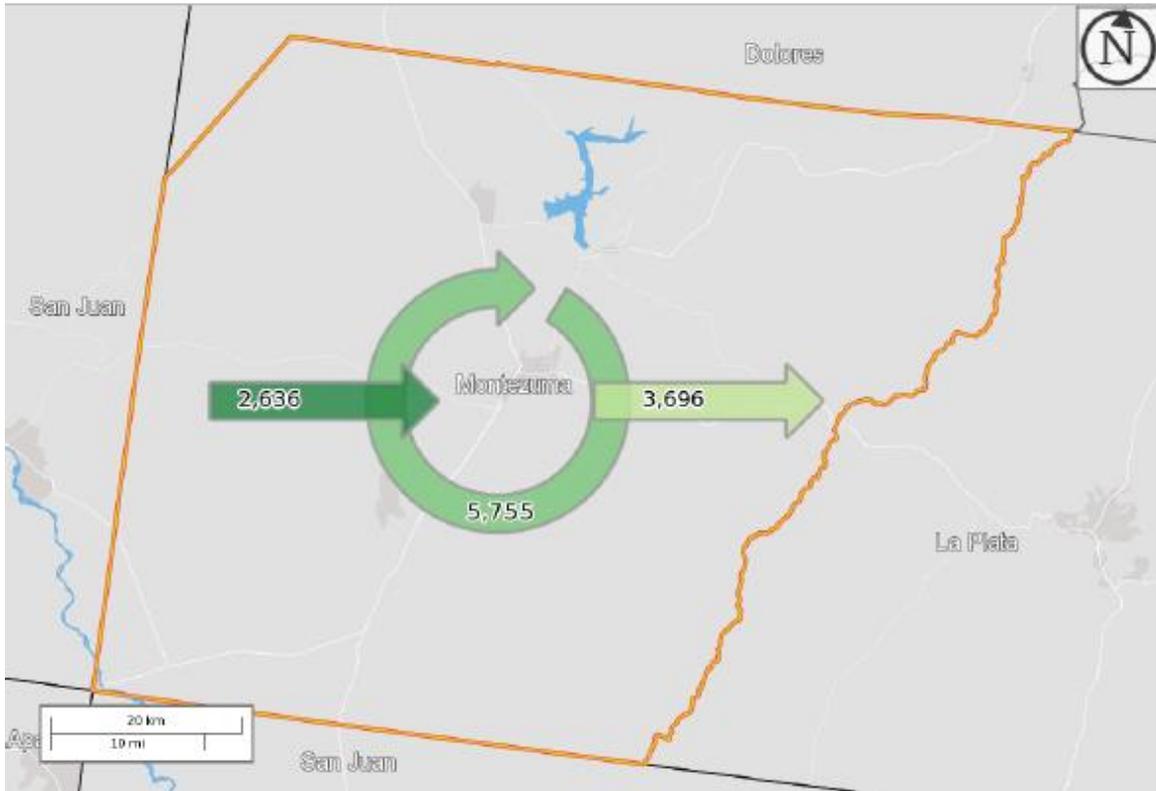
In 2017, county unemployment rates (4.0%) were higher than the state (2.8%), and lower than the nation (4.4%).

Source: Colorado Labor Market CDLE-LMI

Montezuma County Opportunity Zone

Commuting

People commute to where the jobs are, but take their paychecks home. This has an effect on how we evaluate employment, whether by place of work or by residence. In 2014 most of the workers commuting out of the county for jobs are going to La Plata County (11%). Most of the workers commuting in to Montezuma County for jobs are also from La Plata County (8%).



Who works in Montezuma?			Where do Montezuma residents work?		
In Commuters	Count	Share	Out Commuters	Count	Share
Total All Jobs*	8,391	100%	Total All Jobs*	9,451	100%
Montezuma County, CO	5,755	69%	Montezuma County, CO	5,755	61%
La Plata County, CO	654	8%	La Plata County, CO	1,078	11%
San Juan County, NM	343	4%	San Juan County, NM	409	4%
Montrose County, CO	169	2%	Mesa County, CO	310	3%
Dolores County, CO	132	2%	Denver County, CO	166	2%
Mesa County, CO	108	1%	Dolores County, CO	134	1%
Denver County, CO	65	1%	Montrose County, CO	130	1%
Archuleta County, CO	64	1%	Jefferson County, CO	129	1%
Delta County, CO	63	1%	El Paso County, CO	109	1%
Arapahoe County, CO	59	1%	San Miguel County, CO	100	1%
All Other Locations	979	12%	All Other Locations	1,131	12%

Source: US Census Bureau LEHD 2014

*Wage and salary employment, proprietors not included

Local Economy

Montezuma County 2017 Total Employment	# of Jobs	% of Jobs	*Avg. ann. wage
Agriculture	829	7%	\$ 25,386
Mining	214	2%	\$ 77,830
Utilities	89	0.7%	\$ 63,326
Construction	719	6%	\$ 36,627
Manufacturing	431	3%	\$ 36,688
Wholesale Trade	249	2%	\$ 50,733
Retail Trade	1,549	12%	\$ 28,788
Transportation & Warehousing	238	2%	\$ 48,494
Information	60	0%	\$ 44,458
Finance Activities	244	2%	\$ 46,364
Real Estate	347	3%	\$ 39,452
Professional & Business Services	478	4%	\$ 45,210
Management of companies and enterpris	55	0.4%	\$ 80,223
Administration and waste management	245	2%	\$ 25,370
Education	238	2%	\$ 30,778
Health Services	1,847	15%	\$ 36,184
Arts, Entertainment, and Recreation	136	1%	\$ 200,709
Accommodation and food	1,126	9%	\$ 16,972
Other services, except public administrati	776	6%	\$ 26,795
Government	2,800	22%	\$ 46,025
Total	12,670	100%	\$ 34,988

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

The service sector (highlighted) employs about 40% of workers in the county. The service sector is composed of many types of jobs, and very different wage scales. Many of the service jobs in Montezuma County are in health services. Retail trade (12%) and Government (22%) were also strong employment sectors in 2017.

*Quarterly Census of Employment & Wages (QCEW)
Source:Colorado State Demography Office

Base Analysis

Montezuma 2017 Base Industries	# of Jobs	% of Jobs
Agribusiness	1,004	11%
Mining	203	2%
Manufacturing	272	3%
Government	506	5%
Regional Services	2,009	21%
Tourism	1,456	15%
Households	3,265	34%
Indirect Unassigned	839	9%
Total	9,554	100%

Base analysis distinguishes which industries are responsible for overall growth and change. These activities **bring in outside dollars** to circulate within the local economy. In Montezuma County, the largest base employment industries are households (34%) that spend money earned elsewhere (i.e. retirees). **Regional services** (21%) encompass a variety of economic sectors, including Business, Communications, Construction, Education, Finance, Insurance and Real Estate, as well as Trade. Some examples of these services include hospitals, airports, telecommunications systems and colleges.

More information on base industries in Montezuma is available at http://www.scan.org/uploads/Base_Analysis.pdf.

Note – the numbers in the following section are currently being updated by Region 9, and will be available by January 2019

Livable Wages

A minimum of \$22,920 annually provided a livable wage in Montezuma County in 2015, if you were a single person renting a one-bedroom apartment. A full report on *Livable Wages* is available at www.scan.org under regional data.

Anchor Institutions

Top Employers - Montezuma County 2016	# of Jobs
Montezuma Cortez School Dist. RE1	463
Ute Mountain Casino	415
Southwest Memorial Hospital	385
Ute Mountain Ute Tribe	342
Walmart	340
Monetezuma County	273
City of Cortez	164
Dolores School Dist. RE 4A	132
Pasco SW Inc	123
City Market	115

Top employers – Employers are ranked based on the numbers of people that they employ. These numbers were collected from each employer if available, estimated based on information collected from past years, or provided by state agencies. Employers include local governments as well as private employers.

Montezuma 2015 Total Personal Income (\$000)		% of Total
Employment Earnings	\$ 545,225	50%
Residency Adjustment	\$ 84,590	8%
Dividends, Interest & Rent	\$ 223,072	20%
Transfer Payments	\$ 236,379	22%
Estimated TPI	\$ 1,089,266	100%

Total Personal Income (TPI) is the sum of all income paid to residents of Montezuma County from various sources. Retirees brought in \$135 million (12%) of TPI through transfer payments.

Source: Bureau of Economic Analysis

Per Capita Income 2015		
	PCI 2015	% of USA
USA	\$ 44,765	100%
Colorado	\$ 50,899	114%
Montezuma	\$ 38,393	86%

Per Capita Income (PCI) of Montezuma County is 86% of National PCI and 75% of Colorado’s PCI.

Source: Bureau of Economic Analysis

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

Historic Economic Growth

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

Ute Mountain Ute Indian Tribe

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

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

The Ute Mountain Ute Tribe is a major contributor to the regional economy. In 2014, the Tribe was one of the largest employers in Montezuma County with ~1,300 jobs in all aspects of tribal government and operations, and at their Ute Mountain Casino and RV Park. The Colorado Ute Water Settlement Act of 1988 mandated, through the building of the Dolores Project and McPhee Reservoir, that drinking, and irrigation water be provided to the reservation. This has dramatically expanded farming and ranching operations. Other tribal resources include income from oil and gas wells, and tribal enterprises that revolve around tourism such as the Tribe's Ute Mountain Ute Tribal Park and the newly opened Ute Mountain Indian Trading Company & Gallery. The Tribe has updated their *Ute Mountain Ute Tribe Comprehensive Economic Development Strategy* (2013).

Cortez

Mining and logging settlements (Rico and Dolores) at higher altitudes created a demand for agricultural products that could only be grown at lower elevations in the richer soils of the Montezuma Valley. The challenge was water, with an average annual rainfall of only 13". The Dolores River, which originally ran through the Montezuma Valley and connected with the McElmo drainage, had been turned north by a geologic uplift in prehistoric times leaving the Montezuma Valley without a major river. The developers of the Montezuma Valley Irrigation Company punched through the uplift near the "Big Bend" bringing water into the valley for irrigation, as well as water to support the growth of Cortez, established in 1886.

Montezuma County Opportunity Zone

The growth that Cortez experienced in the 1950s and '60s was spurred by the development of the "Aneth Oil Field" in Southeastern Utah, which was accessed via McElmo Canyon. With Cortez as the nearest full service town, many of the oil field workers and their families made it their home. It was during the oil boom that streets were paved, schools were built and several subdivisions were developed in Cortez. The development and paving of Highways 666 (now Hwy 491) and 160 opened up Cortez as a regional trade center for the surrounding agricultural areas and Indian Tribes. When the energy boom busted in the 1960s, Cortez gradually developed a tourism economy based on the presence of Mesa Verde National Park and its location on Highway 160, the major east/west corridor in the area.

In the 1980s the Bureau of Reclamation began construction on McPhee Reservoir, which when completed in 1995 provided irrigation water to 35,000 newly irrigated acres (including 7,500 acres on the Ute Mountain Ute Reservation) and supplemental water to 25,000 acres in the Montezuma Valley irrigation system. This project, known as the Dolores Project, also provides long-term water supplies to Towaoc, Cortez and Dolores.

Dolores

Big Bend was the original town along the Dolores River. When the Rio Grande Southern Railway (RGS) bypassed the town, Big Bend was abandoned and the town's population moved upstream to found the present Town of Dolores. The RGS carried supplies and miners heading for the silver mines of Rico and Telluride. By the turn of the century, the mining boom had played out and the remaining settlers turned to subsistence agriculture and the export of agricultural and timber products. The mining boom had left behind a narrow gauge rail network that connected Dolores and Mancos with Durango and markets in Denver and the Midwest.

Between 1924 and 1944, the mill town of McPhee (linked to Dolores by rail) was harvesting Ponderosa Pine and was one of the largest mills in the West. By the end of World War II, the mill had burned down and McPhee was virtually abandoned.

In the 1980s the construction of McPhee Reservoir (the Dolores Project), and its extensive irrigation systems, allowed increased agricultural production and enhanced recreational opportunities for locals and tourists.

Mancos

The Mancos Valley was settled by ranching families in the early 1880s, including the Quaker Wetherill Family from Pennsylvania. The Wetherills ranched in the Southern part of the Mancos Valley and were the first non-natives to extensively explore the cliff dwellings of Mesa Verde. In 1891 the Rio Grande Southern Railway reached Mancos on its way to the silver mines of Telluride and Rico. Mancos boomed, becoming a thriving commercial center based on lumber, cattle and produce grown in the Montezuma Valley. When the energy boom busted in the 1960s, Mancos developed a growing tourism economy based on the presence of Mesa Verde National Park.

Presently, the Town of Mancos retains a heritage based on ranching and the manufacture of timber products. The area also provides many recreational opportunities within the San Juan National Forest, and Jackson Gulch Lake, which is located in the Mancos State Recreation Area.

Infrastructure and Services

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

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

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

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

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

Solid Waste - Cortez provides trash pick-up. Most of the rural area is served by Waste Management and the new Countryside Disposal. There are also a variety of private waste haulers for the Town of Mancos. Waste Management provides service for the Town of Dolores.

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

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

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

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

Recreation Facilities - [2016] Cortez has a community recreation center, 11 soccer fields, and 8 baseball fields (6 with lights). Cortez also has pedestrian and bike trails. Dolores has one soccer field with an accompanying playground, one baseball field and 2 softball fields (one with lights), and a community center. Mancos has 1 softball field, and is currently upgrading its parks and community center. There are also school facilities that include track, football and other fields, garden & play equipment. Surrounding public lands include the San Juan National Forest, BLM, State Lands, Hovenweep, Mesa Verde National Park, etc.

Housing - According to the County Assessor's office, in 2014 the median home price for a single family residential unit in Cortez was \$147,250, \$202,500 in Mancos and \$230,000 in the Town of Dolores.

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

Long term care facilities for seniors - (2016) There are 2 licensed facilities with a total of 161 beds. There are 5 assisted living facilities with 127 beds. Data Source: San Juan Basin Area Agency on Aging

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

STRATEGIC ADVANTAGES

By working with the Montezuma County stakeholders, and incorporating the goals of the Colorado Blueprint, Cortez Heart & Soul process, MCEDA, and United Way of SW Colorado community conversations, the following was identified:

Strengths

- Vast natural and cultural resources
- Tourism assets
- Public lands
- Agricultural land and open space
- Native American heritage
- Attractive communities
- Higher education opportunities

Opportunities

- Availability of land
- Industrial parks to attract new businesses
- Growing tourism opportunities with the Canyon of the Ancients National Monument tied to McPhee Reservoir, Mesa Verde National Park, Lowry, Hovenweep and other archaeological and outdoor recreational resources
- Regional cooperation related to transportation for medical, mental health, and youth detention services
- Development of retiree and older adult services due to availability and cost of land, and a warmer climate
- Increased collaboration and dialogue between federal, state, tribal and local entities to resolve key land use issues
- Availability of water resources through the Dolores Project
- Development of telecommunications infrastructure
- Collaborations of school districts and workforce centers
- Quality of life attractions
- Expanding healthcare resources

STRATEGIC CHALLENGES

Weaknesses

- Isolation from major interstates, rail lines and proximity to markets
- Lack of telecommunications infrastructure in the outlying areas and small communities
- Childcare services unable to meet the demand
- Declining agriculture
- Commuting between communities for work
- The value of a quality, well-funded school system
- Well-trained workforce
- Lack of large employers
- Poverty
- Cultural division
- Job opportunities

Threats

- Federal, state and local regulations
- Youth leaving the community
- Volatility of business cycle
- Vacant main streets
- Declining agricultural sector and open space
- Pressures associated with growth (e.g. impact on county roads)
- Infrastructure capacity
- Drought and other natural disasters (wildfire, pandemic, terrorism)
- Funding cuts in higher education, transportation, public health and human service programs
- Major economic downturn/recession
- Federal government shutdown (Mesa Verde closing)
- Oil and gas decline
- Internet shopping/sales
- Aging population
- Reduced air service
- Substance abuse

ECONOMIC DEVELOPMENT STRATEGY

“To provide support for new and expanding economic opportunities throughout Montezuma County in order to nurture a diverse, local, year-round economy that enhances the needs, values, and quality of life of our communities, and provides opportunities for future generations to prosper in Southwest Colorado.”

– Economic mission of the Montezuma Community Economic Development Association (MCEDA).

Economic development efforts are focused on diversification of the local economy. Economically diverse communities offer resilience in the face of change. Resiliency is the ability of a region or community to anticipate, withstand, and bounce back from any shocks to its businesses and overall economy. The goal is to develop more diversity to improve the number, quality, and variety of jobs that are available to local residents through the retention and growth of existing businesses as well as the recruitment of new businesses.

Some strategies being discussed include the introduction of new crops, such as hemp; creating a higher visibility for the many recreational opportunities; and passing a renewable energy and solar-friendly resolution. Solar can work in Southwest Colorado’s sunny climate and high elevation. Nearby transmission lines to the national grid are seen as an advantage, and the solar power could be tied into Empire Electric lines if transformers are sufficient. If not, the cost to upgrade them could fall on the solar farm operator.

Jobs in mining and utilities are the highest paid jobs in the county. The county has recently encountered setbacks from job losses in these industries and subsequent losses in tax revenues. From about 2011 to 2014, the expansion of Kinder-Morgan carbon dioxide facilities added to the population and economic base of the area. However, the completion of the CO2 plant and transport pipeline in the local area has led to job migration out of the county as workers follow the 500 mile long Cortez pipeline southeast across New Mexico towards its terminus in west Texas. Carbon dioxide is used to coax oil out of wells, but the demand and price for oil have dropped in the past year, which has led to a reduction in Kinder Morgan operations and caused a negative impact on county tax revenues. Kinder Morgan’s local carbon dioxide production generated 62 percent of Montezuma County’s tax revenues in 2015¹. But the McElmo Dome field, the largest producing carbon dioxide reserve in the United States, could be nearly tapped out in 50 years, leading local officials to worry about the future economy.

The county saw a significant decrease in the 2017 budget. Maintaining the tax base might mandate introducing a sales tax. Montezuma County doesn’t have one, but it could, with voter approval. Just a 1 percent sales tax would generate millions of dollars per year, and it would include sales made in the county plus sales within Cortez, Dolores and Mancos. A sales tax would help offset falling property values, and it could help offset the costs of priority needs throughout the county.

The City of Cortez has an open access network and can provide broadband services to some of its businesses. The expansion of broadband throughout the rest of the county is considered crucial for furthering Montezuma County’s economic and educational growth.

¹<http://www.durangoherald.com/article/20160216/NEWS04/160219703/Montezuma-County-looks-to-life-after-Kinder-Morgan>.

INVESTMENT OPPORTUNITIES

This table provides a summary of the 39 projects listed in the 2016 Montezuma County Community Development Action Plan that are partnership projects expected to be started and/or completed within the next two years. **Note – an update is expected in January 2019.**

Project	Rank	Project Description
34. Telecommunications:	Very High	Expand Broadband Fiber Optic Connections Cortez & Montezuma County
1. Agriculture:	High	Build Market for Ute Mt Ute Cornmeal Product
2. Agriculture:	High	Marketing Area Products & Crop Diversification
5. Business Development:	High	Build Solar Array in Montezuma County
6. Business Development:	High	Business Development Plan for Dolores
10. Business Development:	High	Recruit Businesses to 20 acre Industrial Park in Cortez
11. Education:	High	Sustain Charter & Schools of Choice in County
12. Education:	High	Increase the Graduation Rate in Montezuma County Schools
13. Education:	High	Increase Enrollment & Course Offerings at SW Colorado Community College- West Campus
15. Health & Human Services:	High	Increase Number of Physicians in County
21. Parks and Recreation:	High	Complete Colorado Trail Connection to Town of Mancos
22. Parks and Recreation:	High	Complete Path to Mesa Verde Trail
23. Parks and Recreation:	High	Lake McPhee Recreation Plan
24. Parks and Recreation:	High	Pursue County-wide Trails Plan
31. Public Lands:	High	Resolve Jurisdiction of Dolores Norwood Road
32. Public/Private Lands:	High	Combat/Control Tamarisk & Other Noxious Weeds
33. Public/Private Lands:	High	Maintain Sustainability of Ponderosa Pine & Pinon Forest
38. Transportation:	High	Complete Priority Highway & Intersection Improvements
39. Workforce Development:	High	Establish Work & Technology Training Infrastructure Project
3. Agriculture:	Med High	Sustain & Grow Local Food Economy
4. Arts & Culture:	Med	Mancos - Obtain Creative District Certification
7. Business Development:	Med	Expand Ute Mt Ute Tribal Ventures off Reservation including Ute Pottery & Museum
8. Business Recruitment:	Med	Fill Ute Mountain Industrial Park
9. Business Recruitment:	Med	Recruit Businesses to Fill Vacant Spaces in Mancos
18. Historic Preservation:	Med	McElmo Flume Preservation & Historic Designation
19. Historic Preservation:	Med	Renovate Historic Mancos Opera House
28. Public Infrastructure:	Med	Reconstruct Main St. Bridge in Mancos
29. Public Infrastructure:	Med	Upgrade County Fairgrounds Facility
30. Public Lands:	Med	Complete Forest Service Road Projects
35. Transportation:	Med	Wayfinding & Pedestrian Access Improvements
14. Health & Human Services:	Low	Build New Patient Wing at Southwest Memorial Hospital
16. Historic Preservation:	Low	Complete Restoration & Reuse of Calkins School Building in Cortez
17. Historic Preservation:	Low	Create Montezuma Avenue Historic District
20. Land Use:	Low	Complete Rewrite City of Cortez Land Use Code to reflect Heart & Soul Community Value-based Outcomes
25. Public Infrastructure:	Low	Address Native Fishery Health Below McPhee Reservoir
26. Public Infrastructure:	Low	Construct New Courthouse
27. Public Infrastructure:	Low	Replace Cortez City Hall
36. Transportation:	Low	Expand Transit Networks throughout County
37. Transportation:	Low	Complete Mancos Corridor Improvement/Access Control Plan for Highway 160

Montezuma County Opportunity Zone

Type of Project

Size of Project

Location

Additional Incentives Available

Where to Learn More