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Economic Development Report

Department of Agricultural and Resource Economics, Fort Collins, CO 80523-1172
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THE ECONOMIC BASE OF MONTEZUMA COUNTY, COLORADO:

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- *La Plata County is a primarily rural county that is economically dependent on its natural resource base.*
- *Extractive industries (e.g., coal) were traditionally and remain important.*
- *Extant environmental quality has become increasingly important (tourism, second home development).*
- *Clean industry (e.g., education, health care) presents a clear regional development strategy*

1. Introduction

This report is intended to outline the economic conditions in Montezuma County, Colorado in a manner that will be useful for economic development planning. Data from a variety of governmental and nongovernmental records, gathered primarily via the Internet, were used to create this report. The report is meant to be broad in scope and focuses on a wide array of topics in Montezuma County that include land use, population, employment, personal income, and two important industries that shape Montezuma County; tourism and agriculture. The report aims not only to present data, but also to show how the economic sectors of Montezuma County are interconnected. Figures, charts, and time series data are provided in a visual and accessible manner.

It should be noted that the numbers and figures provided in this report tell only part of the story about economic conditions in Montezuma County. Policy cannot be prescribed directly from the facts provided in this report; data must be synthesized with local knowledge to reach policy objectives that will help lead to the long term economic and social objectives of the residents of Montezuma County.

2. Location

Montezuma County is located in the mountainous southwestern corner of Colorado. It is bordered by La Plata and Dolores Counties and is aslant to San Juan County. Montezuma County is also bordered by New Mexico and Utah and is aslant to Arizona. Montezuma County belongs to Colorado's Region 9 Economic Development District, along with Archuleta, Dolores, La Plata and San Juan Counties (Figure 1).

3. Infrastructure and Natural Assets

Montezuma County has a considerable amount of infrastructure and assets for a rural area, but less than neighboring La Plata County. Having a commercial and general aviation airport facilitates air

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Extension programs are available to all without discrimination.

transportation to and from Montezuma County. The tourismindustry in Montezuma County is anchored by Mesa Verde National Park, the only National Park or National Monument in Region 9, and bolstered by the Ute Mountain Casino (Table 1). Montezuma County receives over 300 days of sunshine a year, adding to its outdoor recreation appeal.

Figure 1: Colorado, Montezuma County & Region 9

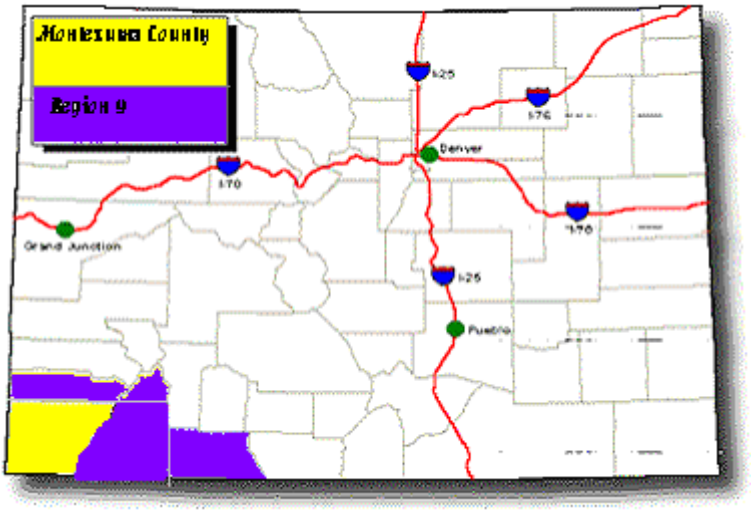


Table 1: Montezuma County Infrastructure and Natural Assets

	Montezuma	La Plata	Archuleta	Dolores	San Juan
Commercial Airport	X	X			
General Aviation Airport		X	X	X	
Reliever Airport					
Interstate Highway					
State Prison					
Federal Facility					
Military Facility					
Two-year University	X	X	X		
Four-year University		X			
>25% of Population has Bachelors Degree		X	X		X
>10,000 Employees		X			
Companies with >500 Employees		X			
Manufacturing Shipments (1997)		X			
Ski Resorts		X			X
Casinos	X	X			
National Parks/Monuments	X				
National Forest		X	X		X
Oil/Gas Production	X	X	X	X	
Coal Production		X			
Wind Energy					
Biomass Energy					

Source: Colorado Office of Economic Development and International Trade

4. Land

4.1. Size and Cities

Montezuma County covers 2,084 square miles, or 1,333,888 acres, making it the largest county in Region 9. Cortez, with a population of 7,977 according to the 2000 U.S. Census, is both the largest city and the County Seat of Montezuma County. It is located at the intersection of highways 160 and 660 and is the gateway city to Mesa Verde National Park. The other two major population centers in Montezuma County are the Town of Dolores and the Town of Mancos.
Land Ownership

4.2. Land Ownership

Of the 2,084 square miles of land in Montezuma County 30% are private lands, 36% are federal lands, 1% are state lands and 33% are the tribal lands of the Ute Mountain Ute. Of the federal, lands 53% are part of the San Juan National Forest, 11% are managed by the National Parks Service (Mesa Verde National Park) and the remaining 36% are managed by the Bureau of Land Management (Figure 2 and Figure 3).

4.3. Land Characteristics

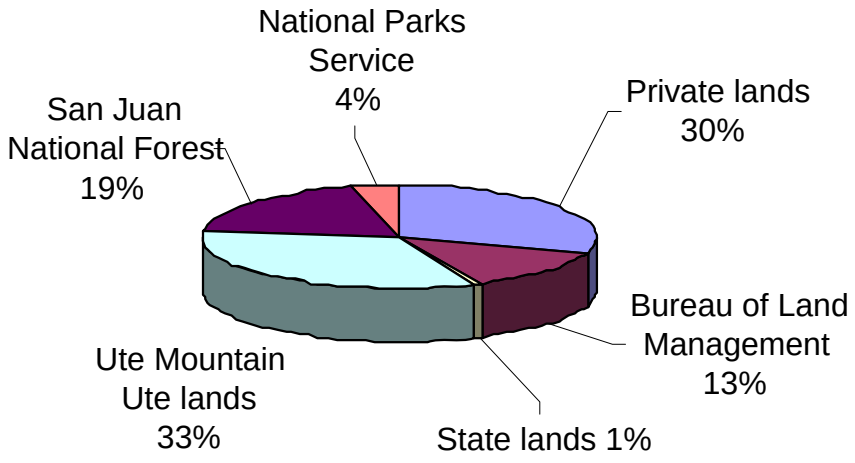
Montezuma County is located in a rugged area of Colorado known for its natural beauty. Tourists come for attractions like Mesa Verde National Park, Canyon of the Ancients National Monument and the San Juan National Forest. Mesa Verde National Park covers 48,689 acres and the San Juan National Forest, which totals 1,869,931 acres, has 256,801 acres in Montezuma County. The Mesa Verde National Park and San Juan National Forest feature alpine lakes and meadows, unusual geological formations, canyons, waterfalls, cataracts and many variations in altitude and climate. Both also contain numerous picnic areas and camp sites and offer many recreational opportunities for visitors.

5. Population

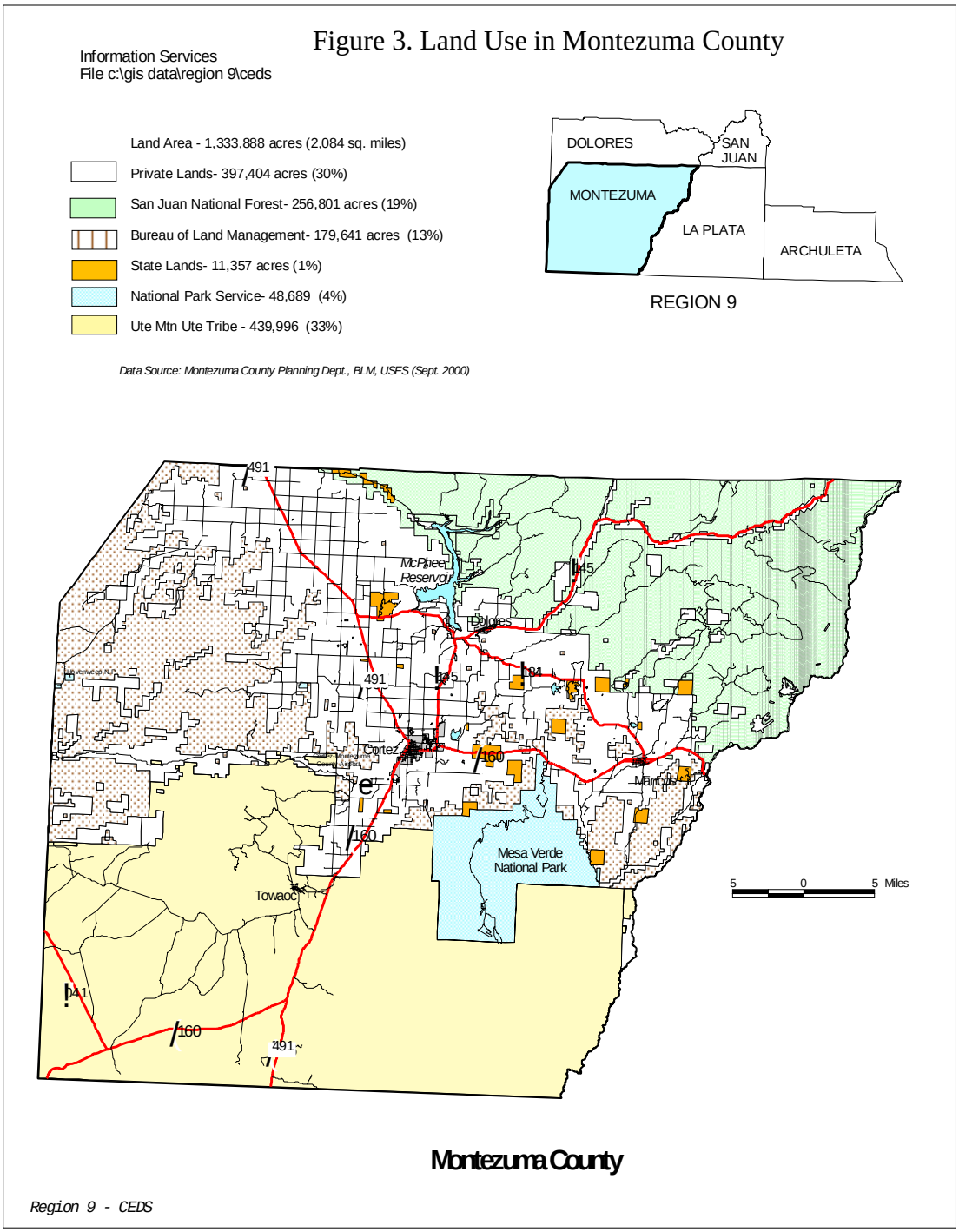
5.1. Population and Population Density

According to a projection by the Department of Local Affairs, Montezuma County was home to 24,216 residents in 2002 and had a population density of 11.9 inhabitants per square mile. In contrast, Colorado as a whole has a population density of 43.3 inhabitants per square mile. Montezuma County is much more sparsely inhabited than its Region 9 neighbor La Plata County (28.1 inhabitants per square mile) and much more densely than the other Region 9 Counties: Archuleta (8.1 inhabitants per square mile), Dolores (1.7 inhabitants per square mile) and San Juan (1.4 inhabitants per square mile). According to the Department of Local Affairs, 62.0% of Montezuma County residents lived in a rural, non-farm environment in 2000, 33.6% lived in an urban environment (City of Cortez) and 4.5% lived on farms (Figure 4).

Figure 2. Land Use in Montezuma County (2000)

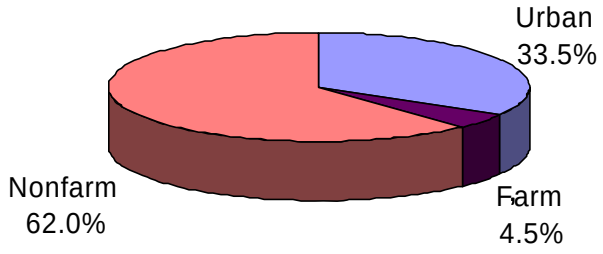


Source: Southwest Colorado Access Network



Source: Southwest Colorado Access Network

Figure 4. Rural and Urban Population in Montezuma County (2000)



Source: Colorado Department of Local Affairs

5.2. Population Growth

Although there have been yearly fluctuations in the growth rate of Montezuma County, the population grew consistently from 1970 to 2002. According to the US Census Bureau, the population of Montezuma County was growing at around 0.9% in 2002, just under the state average of 1.8%. It is experiencing faster growth than San Juan County (0.54%), and slower growth than Archuleta County (3.45%), Dolores County (1.73%) and La Plata County (1.46%). According to the Colorado Department of Local Affairs, population growth is expected to increase in the near future to about 2% and slowly decrease towards 1.5% by the year 2030 (Figure 5) when the population is projected to be 40,000 (Figure 6).

5.3. Population by Sex and Ethnicity

Females make up 50.8% of the population of Montezuma County, compared to 49.6% statewide and 50.9% nationwide. The most represented ethnic group in Montezuma County is Whites (non-Hispanic or Latino), who compose 77.5% the population (Figure 7). The two largest groups of ethnic minorities were American Indians or Alaskan Natives, who make up 11.2% of the population and Hispanics or Latinos, who account for 9.5% of the population. Asians account for 0.2% of the population, African Americans make up 0.1% and Hawaiians and Pacific Islanders also total 0.1% of the population. People who do not fit any one of these categories account for 4.3% of the population of and people descendent from multiple races represent 2.4% of the Montezuma County population (Figure 8).

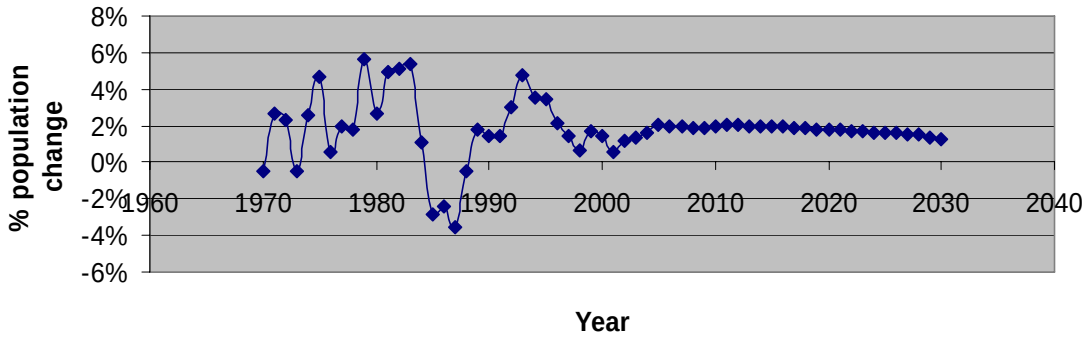
5.4. Population by Age

According to the 2000 U.S. Census, the mean age in Montezuma County was 38.0 years old. This is higher than both the mean age of all Coloradoans, 35.0 years old and the national mean age, 36.2 years old. According to the Department of Local Affairs estimates for 2003, 6.8% of the population of Montezuma County is under 5 years old and 26.4% of the population is under 18 years old. This younger part of the population is larger than that of Region 9 as a whole, where 5.7% of the population is under 5 years old and 23.4% of the population is under 18, and Colorado, where 7.2% of the population is under 5 years old and 25.4% is under 18 (Figure 9). The working age population, ages 18 to 64, is 58.8% of the total population of Montezuma County, which is considerably lower than both the percentage of Region 9 residents and Coloradoans of working age, both 64.5%.

5.5. Education

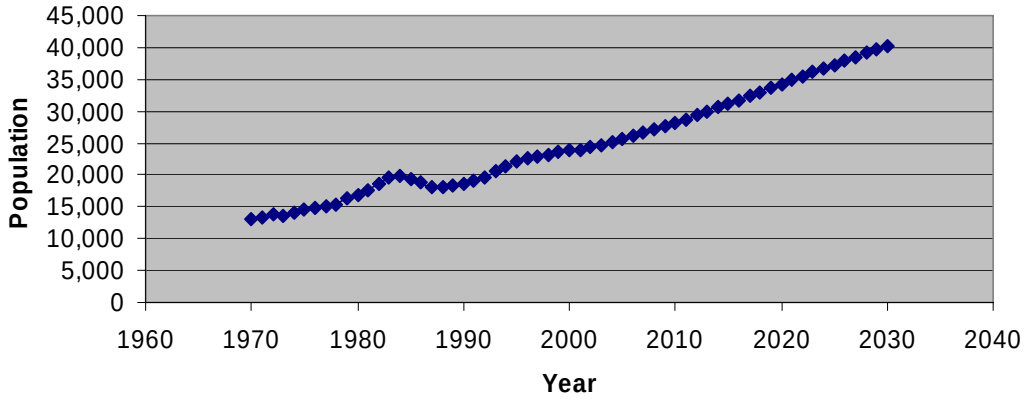
According to the 2000 U.S. Census, Montezuma County had 15,512 residents age 25 and older. Of these residents, 33.1% cited a high school diploma as their highest level of education, 27.1% had some college or an associate's degree, 12.5% had completed a bachelor's degree and 8.5% had obtained a master's doctorate or professional degree. Montezuma County residents have less education than Colorado residents as a whole, and have reached a slightly lower level of education, on average, than Americans as a whole (Figure 10).

Figure 5. Population Growth in Montezuma County
(1970-2030)



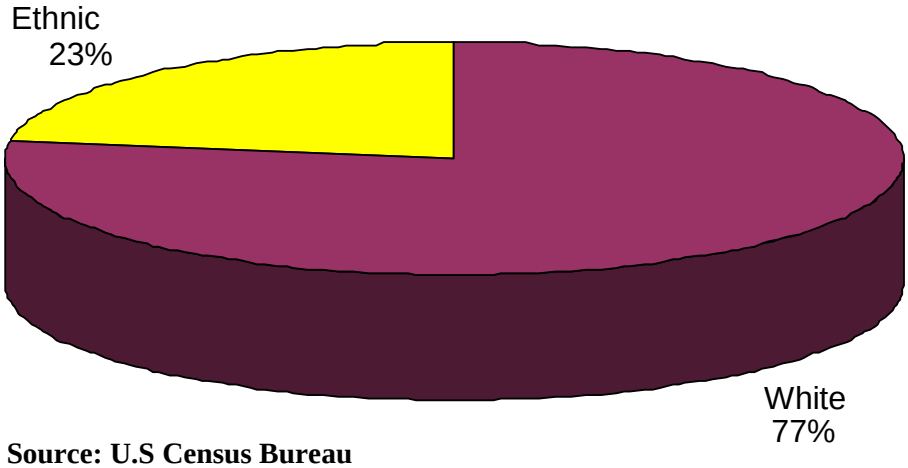
Note: Population change after 2002 is projected.
Source: Colorado Department of Local Affairs, Demography Section

Figure 6. Population of Montezuma County (1970-2030)



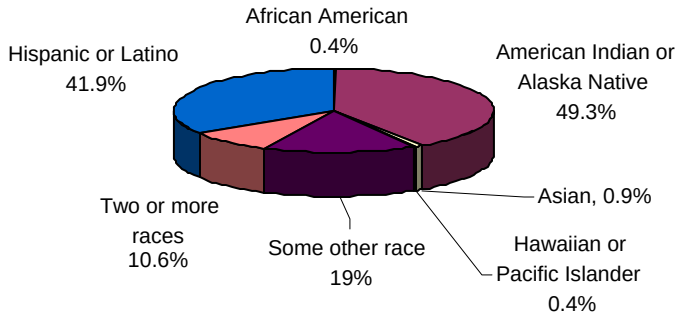
Note: Population growth change after 2002 is projected.
Source: Colorado Department of Local Affairs Demography Section

Figure 7. Ethnic Composition of Montezuma County
(2000)



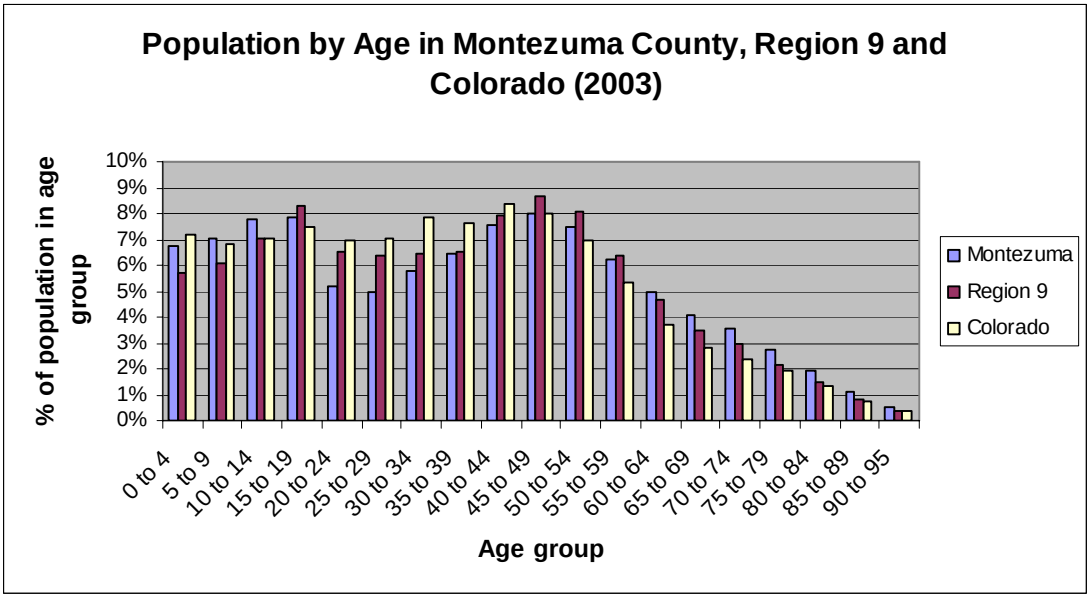
Source: U.S Census Bureau

Figure 8. Composition of Ethnic Minorities in Montezuma County (2000)



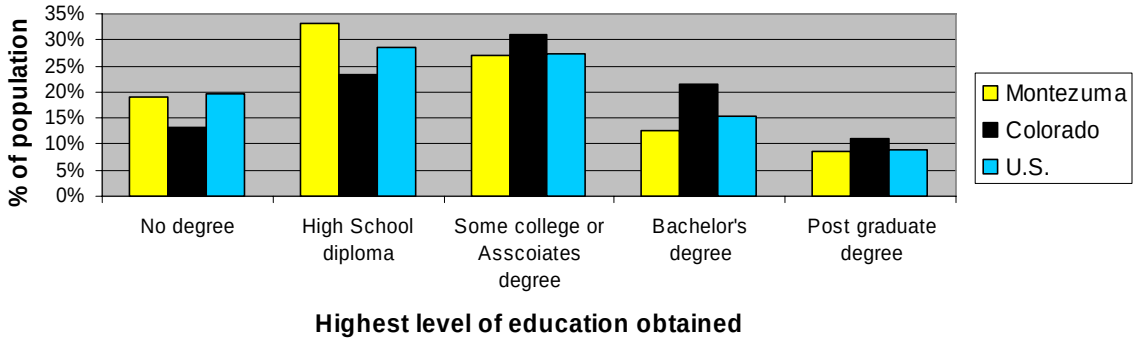
Source: U.S. Census Bureau

Figure 9.



Source: Colorado Department of Local Affairs Demography Section

Figure 10. Highest Education Obtainment in Montezuma County, Colorado and U.S. (2000)



Source: U.S. Census Bureau

5.6. Households and Homes

In 2002 Montezuma County had 10,599 households, according to the U.S. Census Bureau. The mean number of persons per household was 2.54, nearly same as the state average of 2.53. In 2000 the home ownership rate in Montezuma County was 74.8%, higher than the state home ownership rate of 67.3%. Some 7.1% of the housing units were in multi-unit structures. The median value of owner-occupied housing in Montezuma County was $109,100 while the Colorado median value was $166,600. Median rent for rented housing units was $385, considerably less than the state median of $611 per month.

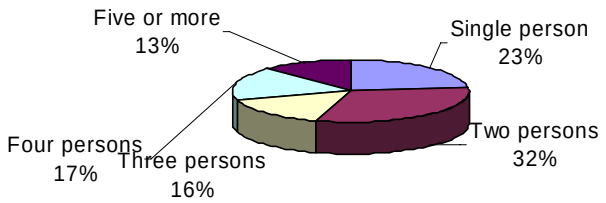
The typical household in Montezuma County contains two members (32%), while 21% of Montezuma households are single person households and 12.5% contain five or more people (Figure 11).

6. Employment

6.1. Employment Trends

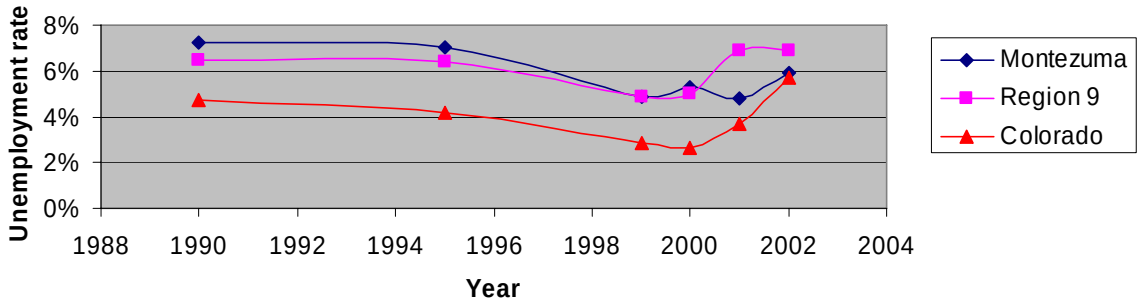
According to the Department of Local Affairs, Montezuma County experienced high unemployment in the early 1990s compared to other Region 9 counties and Colorado, but in the late 1990s the unemployment rate fell towards that of Region 9, but remained much higher than statewide. Since the turn of the century the unemployment rate in Montezuma County has been more stable than both Region 9 and the state. In recent years the county unemployment rate and the state unemployment rate have converged (Figure 12). Jobs have grown at a slower rate than the population but at a similar rate as the labor force. In recent years growth has all but halted in employment and the size of the labor force while the population has continued to grow (Figure 13).

Figure 11. Persons per Household in Montezuma County (2002)



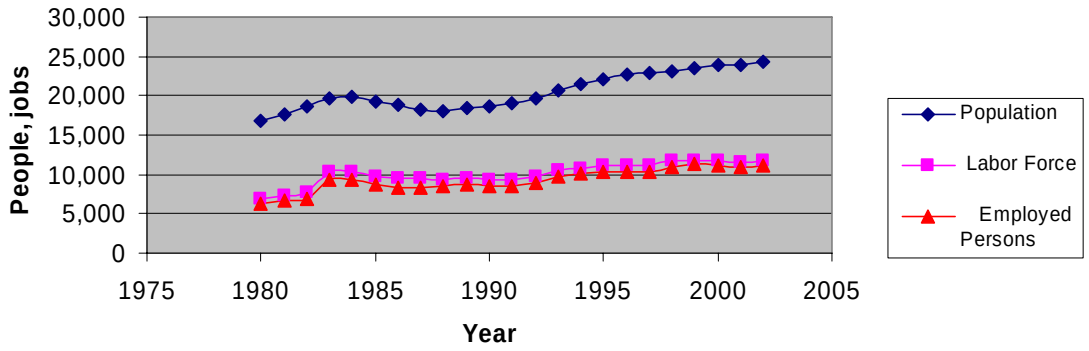
Source: U.S. Census Bureau

Figure 12. Unemployment Rate in Montezuma County, Region 9 and Colorado (1990-2002)



Sources: Department of Local Affairs (1990-2000) and Department of Labor and Employment (2001-2003)

Figure 13. Employment, Population, and Labor Force Growth in Montezuma County (1980-2002)



Source: Department of Local Affairs Demography Section

6.2. Unemployment Cycle

According to the Colorado Department of Labor and Employment, the unemployment rate in Montezuma County shows substantial variation during the year. While the state unemployment rate shows slight seasonality, the Montezuma county unemployment rate shows a great difference in unemployment between seasons. In the winter months unemployment nearly doubles that of the summer months; in 2002 unemployment was at a high in January at 8.4% and at a low in May at 4.6% (Figure 14).

6.3. Employment by Sector

According to the Department of Local Affairs, in 2000 the service sector employed the greatest amount of Montezuma County workers, accounting for 3,896 jobs (30% of employment). The service sector is also the most diverse sector. It includes lodging, repair services, health services, legal services, engineering services, social services such as daycare, private education, recreation services, business services and personal services. Because the service sector is so vast, it employs a wide variety of people.

The next largest sector in terms of Montezuma County employment is the wholesale and retail trade sector, including eating and drinking places, which provided 2,812 jobs (22%) in 2000. The next three major sectors in terms of employment were the government, which provided 1,955 (15%) jobs; construction, which accounted for 1,440 jobs (11%); and agriculture, which accounted for 1,050 jobs (8%). The manufacturing sector accounted for 601 jobs (5%); the finance, insurance and real estate sector accounted for 496 jobs (4%); transportation, communications and utilities for 426 jobs (3%); and mining and other extractive industries, which includes oil and natural gas extraction, accounted for 133 jobs (1%) (Figure 15).

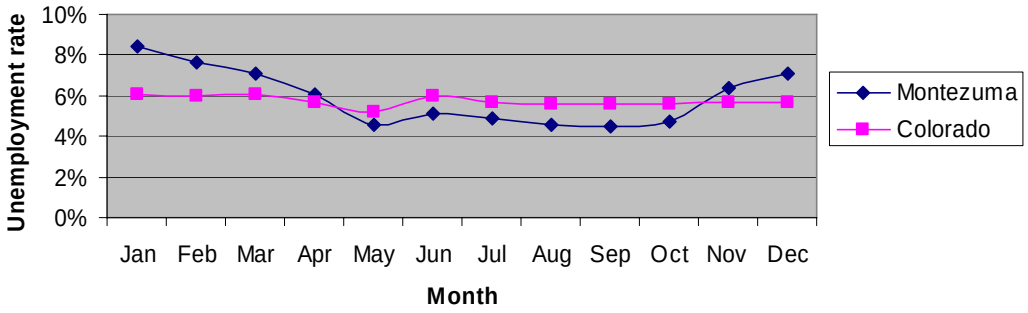
6.4. Employment Growth by Sector

From 1991 to 2000 the fastest growing sector in terms of employment was the service sector, which grew by 137% over that period. Increases of 50% or greater were also seen in the finance, insurance and real estate sector (65%) and construction sector (50%). Manufacturing employment increased by 47%; transportation, communication and utilities employment increased by 45% and trade employment increased by 44%. Agriculture experienced relatively slow employment growth (12%) and government (-12%) and mining and other extractive industries (-71%) experienced negative employment growth (Figure 16). Over this time period, employment growth at the sector level has been fairly steady in all sectors (Figure 17).

6.5. Service Sector Employment

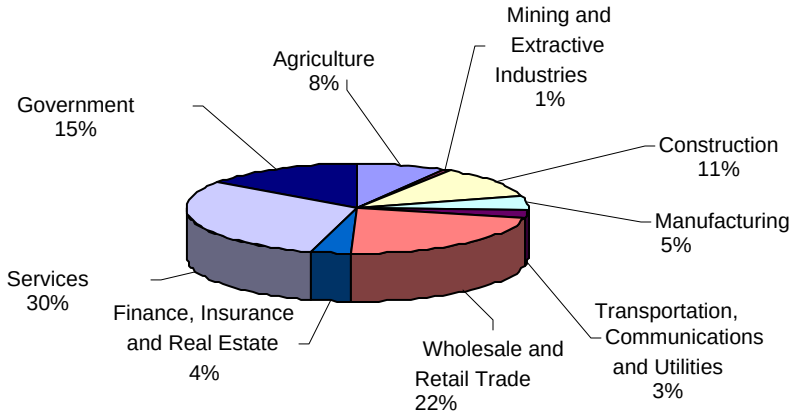
A decomposition of the Montezuma County service sector shows that in 2000 the majority of service sector jobs were in health services, with 906 (23% of service sector employment, 6.9% of all employment). The next largest service sub-sector was lodging, which provided 710 jobs (18% of service sector employment, 5.4% of all employment). Amusement and recreation services accounted for 532 Montezuma County jobs (14% of service sector employment, 4.2% of total employment) (Figure 18). Both amusement and recreation services and lodging are heavily tied in with tourism.

Figure 14. Unemploymet by Month in Montezuma County and Colorado (2002)



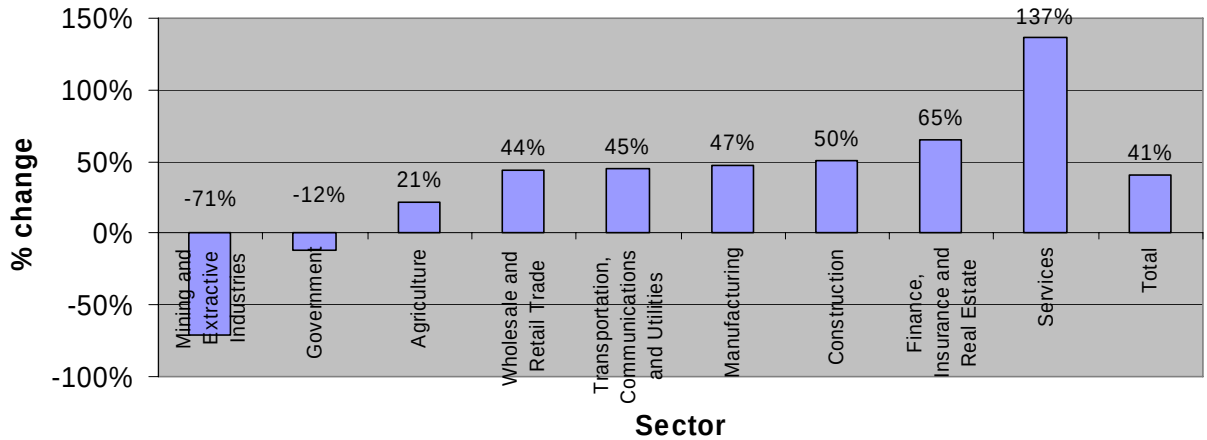
Source: Department of Labor and Employment

Figure 15. Employment by Sector in Montezuma County (2000)

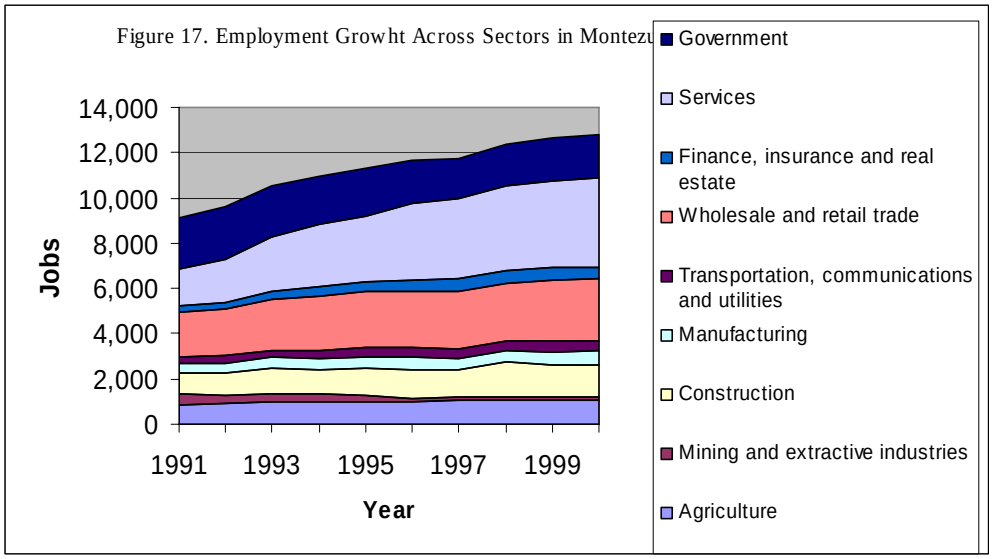


Source: Department of Local Affairs Demography Section

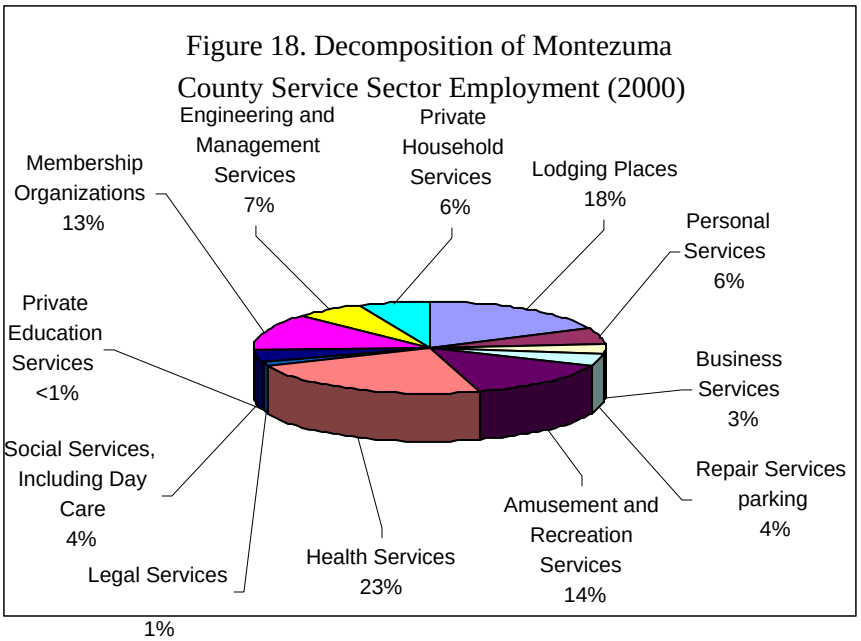
Figure 16. Job Growth by Sector in Montezuma County (1991-2000)



Source: Department of Local Affairs Demography Section



Source: Department of Local Affairs Demography Section



Source: Department of Local Affairs Demography Section

6.6. Service Sector Employment Growth

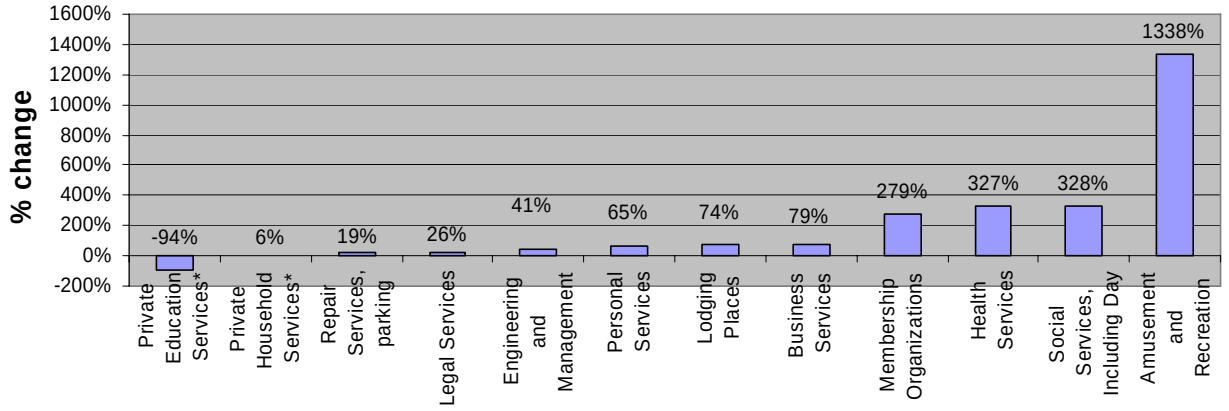
According to the Department of Local Affairs, the greatest employment growth within the service sector between 1991 and 2000 occurred in amusement and recreation services, where employment grew 1,338%. The next greatest employment increases in sub-sectors of the service sector were in social services, which grew 328%, health services, which grew 327%, and membership organizations, which grew 279%. The only component of the service sector with negative employment growth was private education services, which accounts for a relatively small component (Figure 19).

The amusement and recreation services sub-sector experienced its most rapid growth during the first half of the 1990s while the health services sector experienced greater growth during the second half of the decade. Other sectors showed fairly consistent growth until the late 1990s, when growth slowed across sectors (Figure 20).

6.7. Entrepreneurship Growth

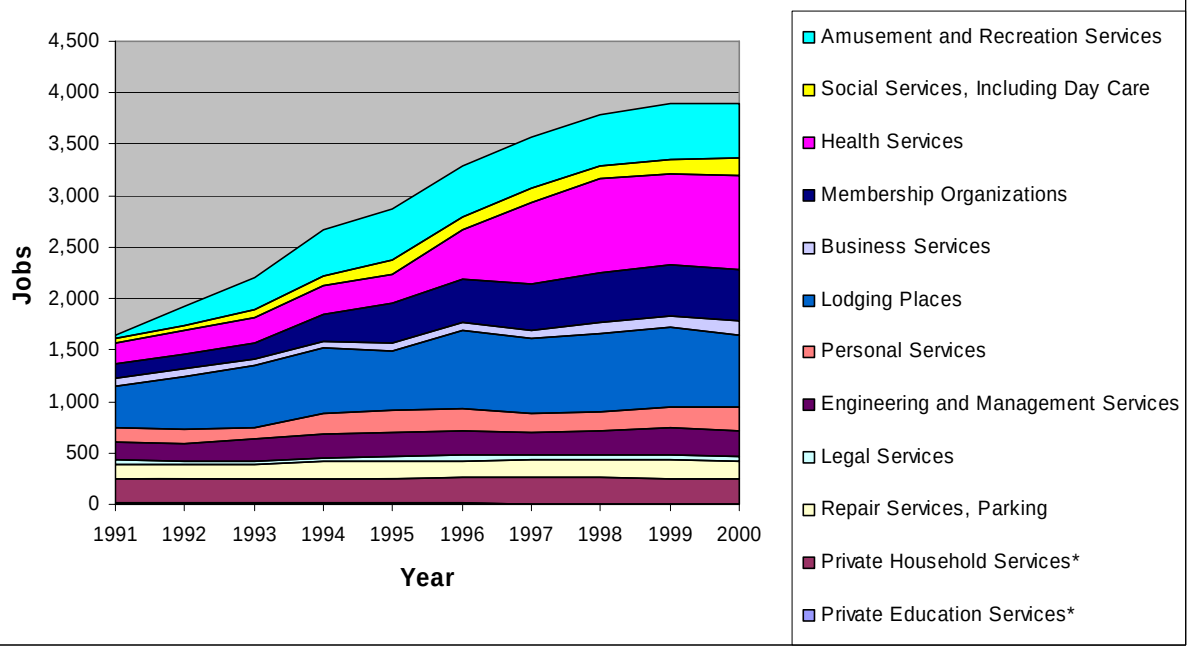
Montezuma County has experienced a consistent increase in jobs since 1980. Both wage and salary jobs and entrepreneurial jobs have been on the rise (Figure

Figure 19. Composition of Service Sector Employment Growth in Montezuma County (1991-2000)



*Indicates data unavailable in initial years of study.
Source: Department of Local Affairs Demography Section

Figure 20. Composition of Service Sector Growth in Montezuma County (1991-2000)



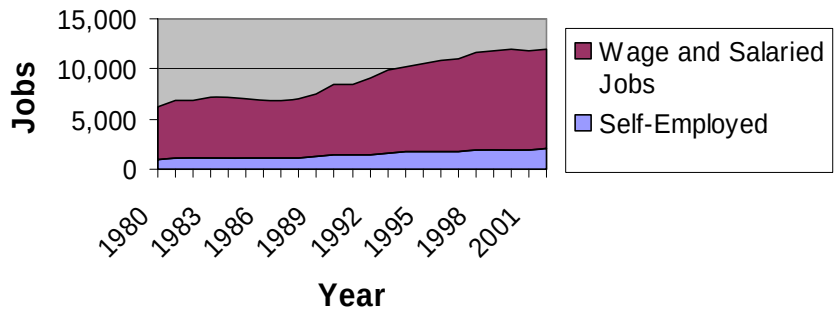
*Indicates data unavailable in initial years of study.
Source: Department of Local Affairs Demography Section

21). According to the Department of Local Affairs, self-employment (an indication of entrepreneurship and a quality workforce) is more common in Montezuma County (16.5%) than across Colorado (10.1%). The percent of self-employment in Montezuma County dropped substantially in 1984 and did not recover to the pre-1984 level until 1992. Since then it has been slowly increasing. In Colorado, however, the percent of self-employment has remained very constant (Figure 22).

6.8. Top Montezuma County Employers

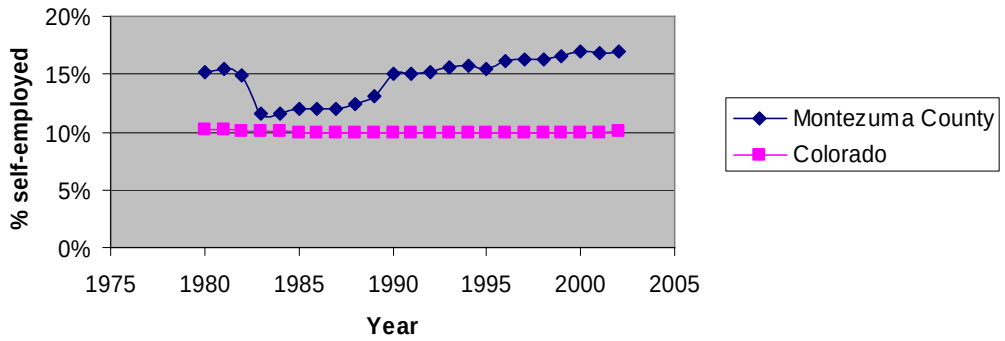
According to the Colorado Department of Labor and Employment the top employer in Montezuma County in 2002 was the Montezuma-Cortez School District, with 470 employees. The biggest employer in the private sector was Wal-mart, with 400 employees. The Ute Mountain Casino was the largest tourism based employer, with 386 employees. The only non-government, non-service sector employer in the top ten was Western Excelsior, a sawmill in Mancoa (Table 2). Nielsons Skanska is a construction services firm, so it can be considered to be in both categories, although according to Mesa Verde Country Economic Development, it is in the service sector. The Weeminuche Construction Authority is a government run construction authority. Mesa Verde Country Economic Development considers it to be in the government sector, but here it is considered to also be in the construction sector.

Figure 21. Wage and Salary Employment and Self-Employment in Montezuma County (1980-2002)



Source: Department of Local Affairs Demography Section

Figure 22. Percent of Workers that are Self-Employed in Montezuma County and Colorado (1980-2002)



Source: Department of Local Affairs Demography Section

Table 2. Top Ten Employers in Montezuma County

Employer	Industry	Employees
Montezuma-Cortez School District	Government	470
Wal-mart	Service	400
Ute Mountain Ute Casino	Service	400
Ute Mountain Ute Tribe	Government	386
Southwest Memorial Hospi-tal	Service	256
Montezuma County	Government	250
Nielsons Skanska	Service/Construction	142
Weeminuche Construction Authority	Government/Construction	135
Western Excelsior	Manufacturing	120

Source: Mesa Verde Country Economic Development

7. Income

7.1. Median Household Income and Per Capita Income

According to the U.S. Census Bureau the median household income in Montezuma County in 1999 was $32,083, well below the state median of $47,203. According to the Center for Business and Economic Forecasting the 2002 per-capita income of Montezuma County was $17,003, which is considerably lower than the Region 9 per-capita income of $24,863 and the Colorado per-capita income of $33,680. Low income levels are reflected in Montezuma County's high poverty rate. The percentage of Montezuma County residents living below the poverty line was 16.4% while the state average was 9.3%. The Department of Local Affairs projects that per-capita income in Montezuma County will increase at the same rate as Region 9 and at a slower rate than Colorado, which would create a wider gap in per-capita income between Montezuma County and the state as a whole (Figure 23).

7.2. Household Income Distribution

According to the U.S. Census Bureau the largest percentage of households in Montezuma County in 2002 were in the income bracket from $35,000 to $50,000. Some 57% of households were in the middle four income groups, which span from $25,000 to $100,000. The percentage of households that fell below this range, 36%, is three times greater than the percentage of households that fall above it, 12% (Figure 24).

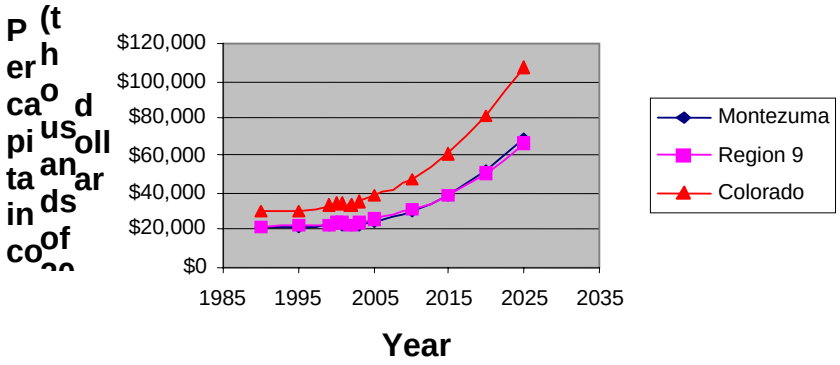
7.3. Personal Earned Income by Sector

Personal earned income is a measure of how much income goes to workers in a given area or sector of the economy. This includes wages, salaries and proprietors income. According to Federal labor (ES 202) data the largest percent of total personal earned income, 25%, comes from the service sector (Figure 25). This means that service jobs are relatively low paying since 29% of all Montezuma County jobs are in this sector. The second greatest supplier of personal earned income in Montezuma County is the government, which supplies 21%. Only 14% of Montezuma employment is governmental, so government jobs pay relatively well. Agriculture only provides 1% of Montezuma County personal income, but 10% of county employment (Table 3).

7.4. Wage by Sector

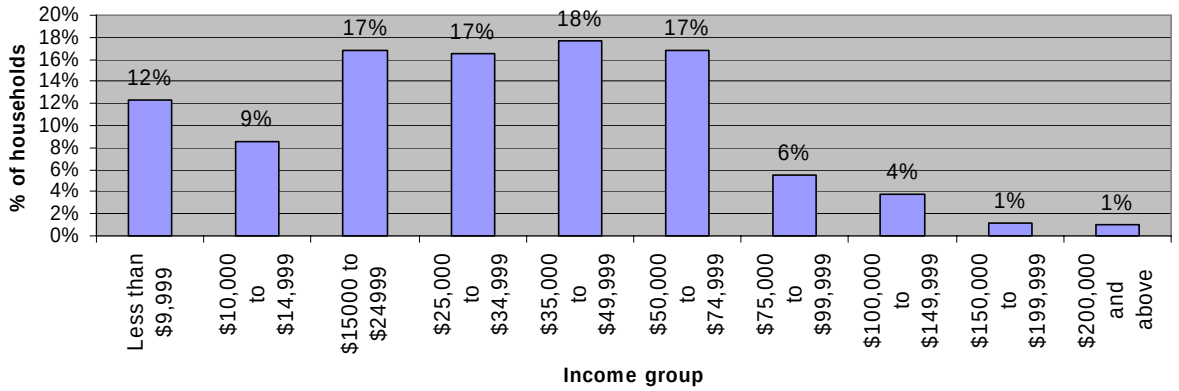
Annual average wage is the average of annual hourly wages, salaries and proprietary income for a given sector. The highest paying sector in Montezuma County, on average, is mining and other extractive industries, including oil and natural gas, with an average annual wage in this sector is $40,569. The lowest paying sectors are retail trade, which has been separated from wholesale trade to a large discrepancy in annual wage, with an average annual wage of $15,000 and agriculture, with and average annual wage of $18,779 (Figure 26).

Figure 23. Per-Capita Income in Montezuma County, Region 9 and Colorado (1990-2025)



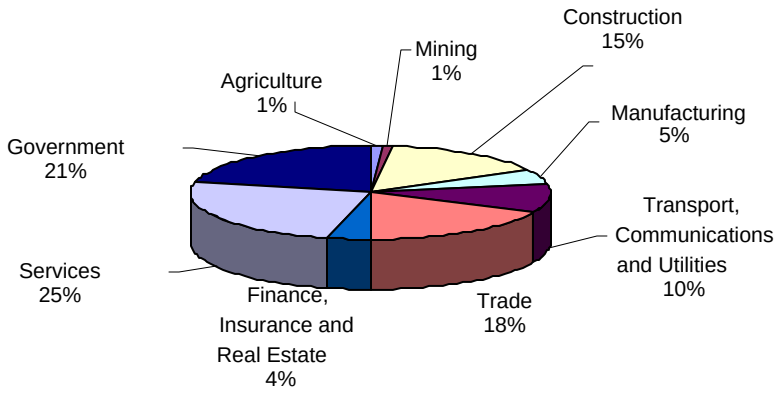
Sources: U.S. Bureau of Economic Analysis and Center for Business and Economic Forecasting

Figure 24. Household Income Groups in Montezuma County (2000)



Source: U.S. Census Bureau

Figure 25. Percent of Income from Different Sectors in Montezuma County (2000)



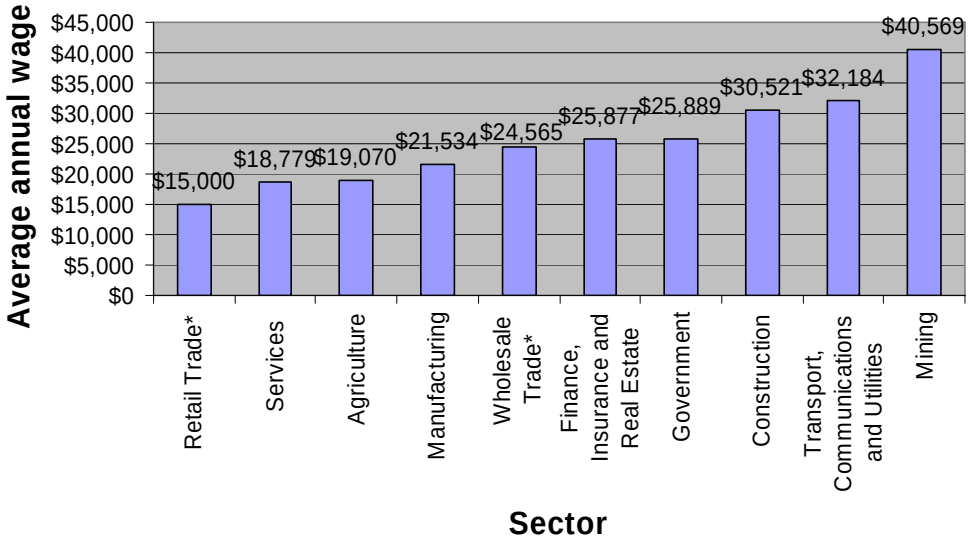
Source: ES202

Table 3. Jobs and Personal Income Coming from Different Sectors of the Montezuma County Economy (2000)

Sector	Jobs	% of Jobs	Income ($1000)	% of Income
Agriculture	1,413	10%	3,800	1%
Mining	105	1%	3,170	1%
Construction	1,643	12%	45,058	15%
Manufacturing	596	4%	13,559	5%
Transport, Communications and Utilities	429	3%	29,997	10%
Trade*	2,960	22%	51,068	18%
Finance, Insurance and Real Estate	586	4%	11,676	4%
Services	4,025	29%	72,210	25%
Government	1,949	14%	61,568	21%

*1999 data shows that retail trade accounted for 23% of employment and 16% or income whereas wholesale trade accounted for 2.1% of employment and 2.5% of income. 2000 data was not available.

Figure 26. Average Annual Wage for Different Sectors of the Montezuma County Economy (2000)

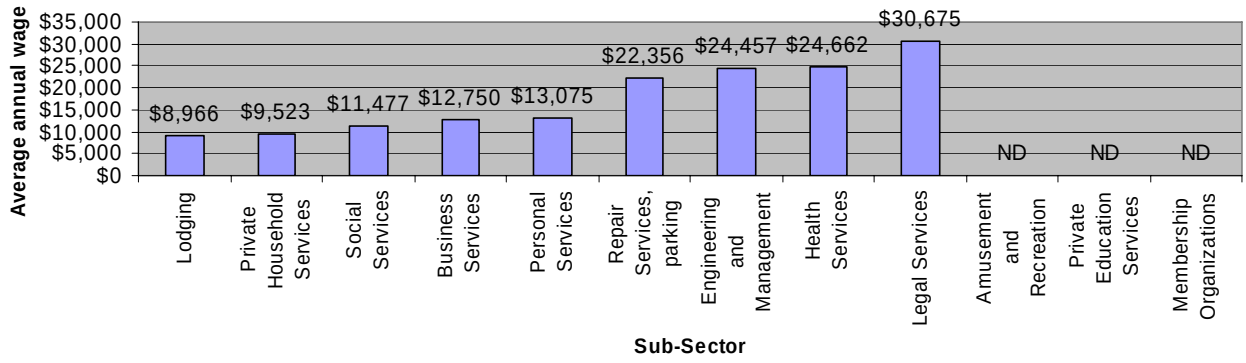


*Retail and wholesale trade are separated due to a large wage discrepancy.
Source: ES202

7.5. Service Sector Wages

As previously stated, the service sector is broad in scope and contains many different types of work. It is also the leading source of employment among Montezuma County residents. Within the service sector, the highest paying sub-sector is legal services, with an annual average wage of $30,678. The next highest paying sub-sectors are health services ($24,662) engineering and management services ($24,456) and repair services ($22,356). The lowest paying sub-sector within the service sector was lodging ($8,966), a major component of the tourism industry. The annual average wage for the amusement and recreation sub-sector, another large part of the tourism industry in Montezuma County, was undisclosed (Figure 27).

Figure 27. Average Annual Wages of Service Sector Sub-Sectors in Montezuma County (2000)



ND: Data not disclosed
Source: ES202

7.6. Total Personal Income

Total personal income is the sum of income of all residents from wages, proprietors' income, government and business transfer payments, rents from land, and interest and dividends from financial assets less contributions to social security. Total personal income does not indicate the financial well being of Montezuma County residents as well as per-capita income does. However, measuring total personal income is useful to examine overall income activity in a community and, perhaps more importantly, to examine the sources of personal income in a community and how they change over time.

7.7. Total Personal Income Growth

Total personal income in Montezuma County has increased fairly steadily from 1970, when it was at $155,898,000 inflation adjusted dollars, until 2001, when it was at $519,340,000 (Figure 28). The change in total personal income has been consistently positive over the years, although negative growth occurred in 1974, 1985, 1986, 1988, 1991 and 2001. The periods of 1971-1973, 1975-1979 and 1992-1994 saw the greatest percent growth in total personal income. The periods of the lowest growth of total personal income were 1984-1988 and 1999-2001. Overall, growth of total personal income was considerably greater in the 1970s and 1990s than in the 1980s (Figure 29).

7.8. Components of Total Personal Income

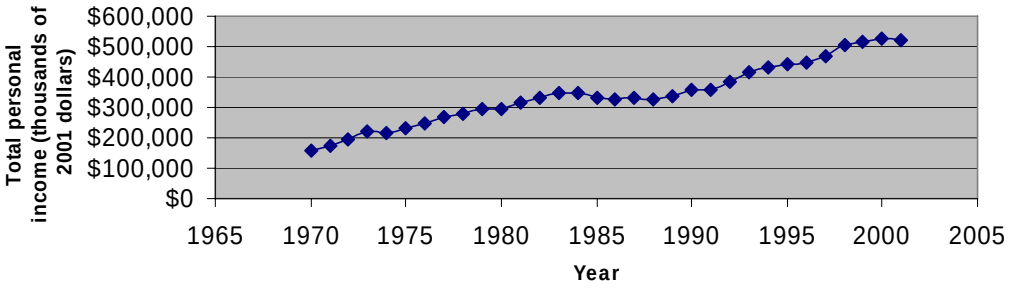
According to the Bureau of Economic Analysis, in 2001 earned income made up 56% of all income in Montezuma County. Earned income includes salaries, wages and proprietary income. Almost all of this was non-farm income. The greatest source of unearned income was property income (interest, dividends and rent), which accounted for 22% of all income. Transfer payments accounted for another 17% of income and adjustments for residence (the net inflow of the net labor earnings of interarea commuters) accounted for the remaining 6% (Figure 30). Since 1970, the percent of total income personal income coming from each source has remained fairly stable except for farm income, which has made up an increasingly small portion of total personal income over the years, and has at times been negative (1996, 2000). Farm income has remained low over the years while income from other sources has steadily grown (Figure 31).

8. Tourism

8.1. Development of the Tourism Industry in Montezuma County

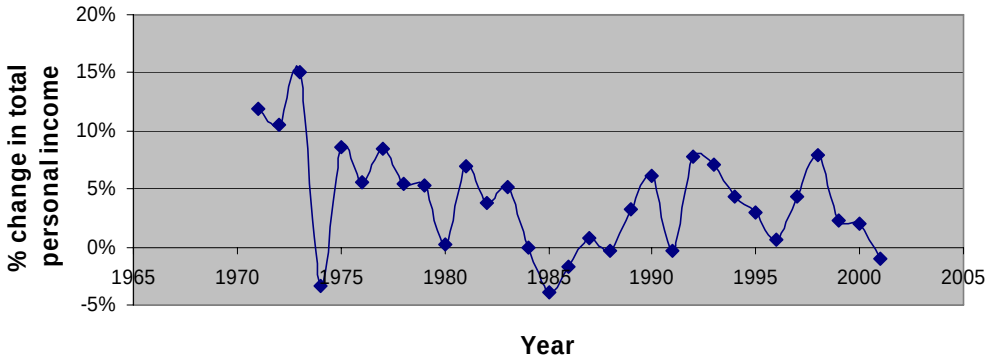
The Montezuma County economy, like much of Colorado's, developed through traditional industries like agriculture, mining and timber. In the wake of declining traditional industries Montezuma County has been in an economic transition since the 1970s, and now tourism is the number industry in the county. The natural beauty of area has become one of its most important resources, attracting economic activity in the form of tourism. Montezuma boasts two National Monuments, Canyon of the Ancients and Hovenweep, and Mesa Verde National Park. Tourism data does not go back very far since the study of tourism as an economic force is relatively new. However, good recent data and local

Figure 28. Total Personal Income Growth in Montezuma County (1970-2001)



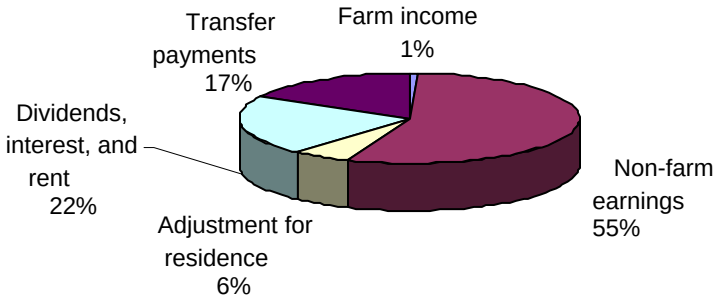
Note: Data take after deducting social security payments.
Bureau of Economic Analysis

Figure 29. Total Personal Income Growth Rate in Montezuma County (1971-2001)



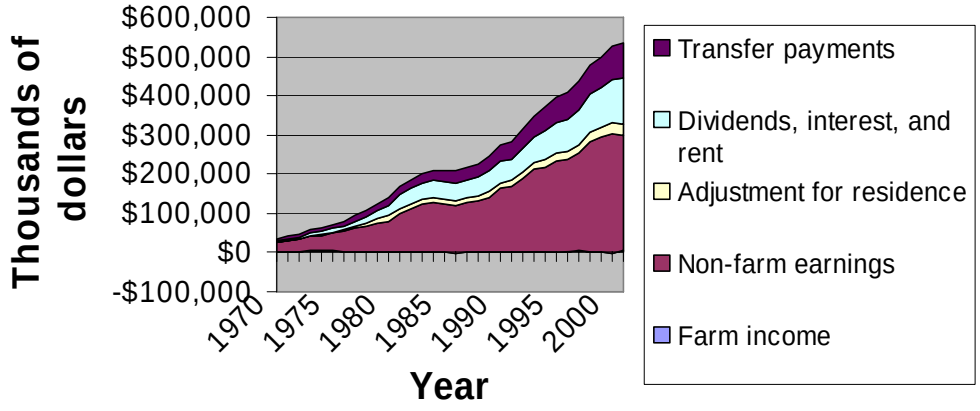
Notes: Data take after deducting social security payments. Inflation was adjusted for before changes were calculated.
Bureau of Economic Analysis

Figure 30. Composition of Montezuma County Total Personal Income (2001)



Source: Bureau for Economic Analysis

Figure 31. Growth in Different Sources of Income in Montezuma County (1970-2001)



Notes: Income was measured without deducting for social security or adjusting for inflation.
Source: Bureau of Economic Analysis

observation show that that tourism is an important and growing industry in Montezuma County and throughout the state of Colorado.

8.2. Tourism Spending

According to Dean Runyan and Associates, tourists spent $70.8 million dollars in Montezuma County in 2000. This amount is considerably higher than three other Region 9 Counties; Archuleta County received $33.4 million, San Juan County received $10.4 million and Dolores County received $2.3 million. However, La Plata County is the site of the majority of tourism spending in the region; tourists spent $171.9 million there in 2000.

Since 1997 tourism spending in Montezuma County has been slowly rising, although there was a decrease in 1998 and stagnated growth of tourism spending in 2000 (Figure 32). Some $62.4 million was spent on tourism in 1996, which grew to $64.9 million in 1997, $62.0 million in 1998, $70.2 million in 1999 and $70.8 million in 2000. Tourism spending growth was volatile in Montezuma County from 1996 to 2000 compared to neighboring La Plata County and Colorado as a whole (Figure 33).

8.3. Tourism Spending Retention

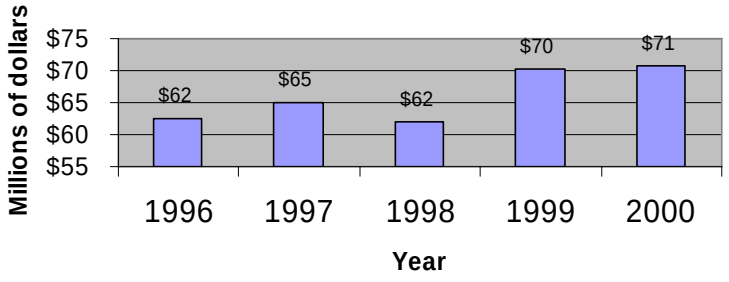
Not all money spent by tourists in a community stays there. An important thing to look at is how much counties earn from tourism. Tourism spending has many ways to leak out of a community. If firms in the tourism industry buy production factors from outside the county money escapes. Tourism spending also escapes when workers in the tourism industry spend their wages outside of the county. According to Dean Runyan and Associates, Montezuma County retained only 30% of the $70.8 million spent there in 2000. This is slightly lower than in La Plata County, where 34.2% of tourism was retained and in Colorado as a whole, where 32.5% of tourism spending was retained.

8.4. Taxation and Tourism

A portion of every dollar a tourist spends goes directly to the state and local governments in the form of tax dollars. Taxes are collected at the state, local and municipal level and place part of Montezuma County residents' tax burden on visitors. According to Dean Runyan and Associates, in 2000 Montezuma County collected $4,160,000 in taxes from the tourism industry. Of this, $2,332,000 was in county and municipal taxes (Figure 34).

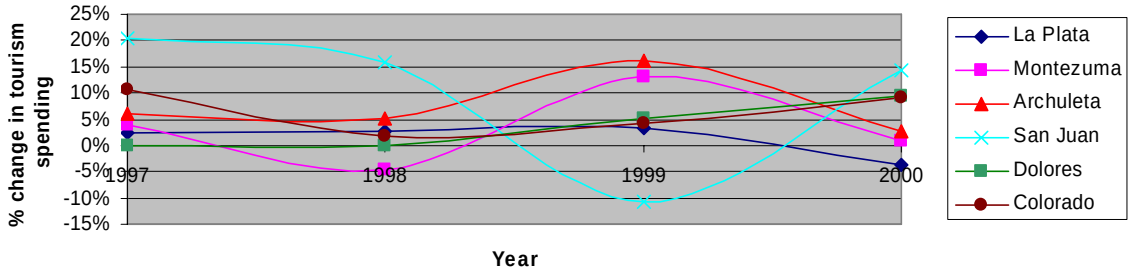
Some counties and municipalities levy a room tax, or a bed tax, to increase government revenue from tourists. According to the Colorado Department of Revenue, in 2002 Montezuma County had a room tax of 1.9%, except in Cortez. Other Region 9 Counties also levy a room tax. La Plata County (except Durango) and Archuleta County also have a 1.9% room tax and San Juan County has a 2.0% room tax. Dolores County has no room tax.

Figure 32. Tourism Spending in Montezuma County (1996-2000)



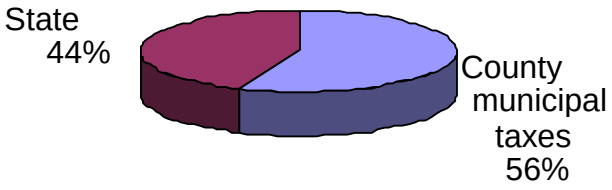
Source: Dean Runyan and Associates

Figure 33. Tourism Spending Growth in Recent Years (1997-2000)



Source: Dean Runyan and Associates

Figure 34. Local and State Taxes Collected from Tourism in Montezuma County (2000)



Source: Dean Runyan and Associates

8.5. Tourism Industry Employment

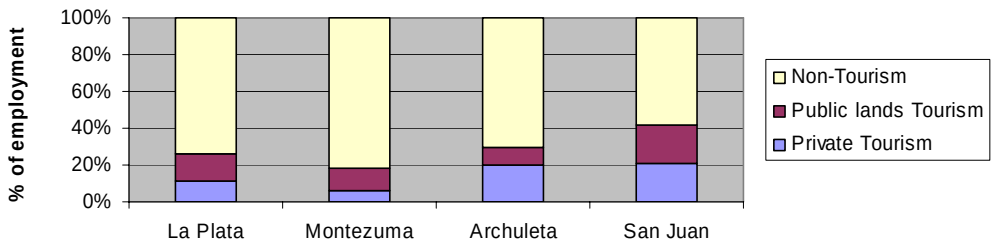
The tourism industry is very labor intensive. According to the Center for Business and Economic Forecasting, 16% of Montezuma County residents were employed in the tourism industry in 1999. The tourism industry had an even greater relative importance in neighboring Archuleta County, where tourism accounts for 29% of all employment; La Plata County, where tourism makes up 27% of all employment and in San Juan County, where tourism accounts for 39% of all employment (Figure 35).

The tourism industry can be divided into public lands tourism and private tourism. Public lands tourism provides the majority of tourism jobs in Montezuma County (68%) and La Plata County (57%). Mesa Verde National Park, Canyon of the Ancients National Monument and Hovenweep National Monument are at the base of the reason why there is so much public lands tourism in Montezuma County. Public lands tourism and private tourism each provide half of the tourism jobs in San Juan County, and in Archuleta County the majority of tourism jobs (66%) are in private tourism (Figure 36).

8.6. Categories of Tourism Employment

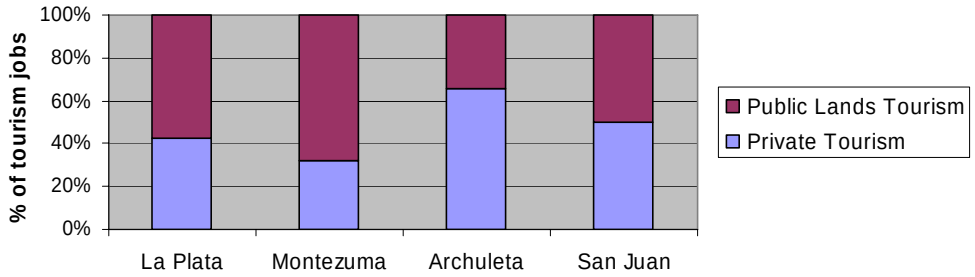
According to the Center for Business and Economic Forecasting, of the 2,163 Montezuma County tourism jobs that existed in 1999, 753 were in parks, 504 fell into the outdoor recreation category, 323 were in the casino, 175 were in resort recreation, 167 were related to tourists visiting friends and relatives, 98 were in touring, 25 were in skiing, and 18 were because of special events (Figure 40). Each of these categories spans many sectors of the economy. For example, a storekeeper job could be placed in the outdoor recreation category if the store sells camping supplies. The deciding factor for which category a job falls into is not the job itself, but the industry primarily responsible for employment. An explanation of industry categories with tourism employment follows (Table 4).

Figure 35. Tourism Employment in Region 9 Counties (1999)



* Dolores County was omitted because of lack of data
Source: Southwest Colorado Access Network

Figure 36. Public Lands and Private Tourism Employment in Region 9 Counties (1999)



* Dolores County was omitted because of lack of data
Source: Southwest Colorado Access Network

Table 4.
Tourism categories related to activity on public lands:

Skiing	Downhill and Nordic skiing with paid lift ticket or access ticket.
Parks and Monuments	Activities in national, state and city parks and monuments.
Other Outdoor Recreation	Hiking, biking, fishing, hunting, rafting and snowmobiling.
Touring	Car or train trips through areas of scenic beauty, cultural or general interest.

Tourism industry categories related to activity on private lands:

Resort Recreation/Attractions	Activities such as golf, tennis, swimming or commercial attractions, e.g. Silverton train, and shopping in non-metro of mountain areas. Hunting and fishing on private lands.
Special Events	Privately and publicly sponsored events, e.g. rodeos, film festivals, music festivals, sporting events, horse races, auto races and fairs.
City Trips	Visits to a city to shop, attend plays, museums concerts or other entertainment, dine or stroll.
Business Trips	Trips paid for by non-local businesses, e.g. conventions, sales trips.
Casino Trips	Gambling visits at a casino, casino resort or Indian reservation.
Visiting Friends and Relatives (VFR)	Visits to family and friends, including those in prison, hospitals or nursing homes. This refers to the purpose of the visit and not where the visitor stays.
Other Leisure	Home renovation, agricultural tourism, volunteer work, reading, relaxing or any other activity.

Source: Center for Business and Economic Forecasting

The composition of tourism employment in Montezuma County is very different then in neighboring La Plata County. Durango Mountain Ski Resort is in La Plata County and accounts for the large amount of ski employment that is not found in Montezuma County. Mesa Verde National Park, in Montezuma County, creates a greater number of park jobs than there are in La Plata County. Although the Sky Ute Casino in La Plata County and the Ute Mountain Casino in Montezuma employ nearly the same amount of people, the Ute Mountain Casino, in Montezuma County, employs a far greater percentage of people with tourism jobs (Figure 37).

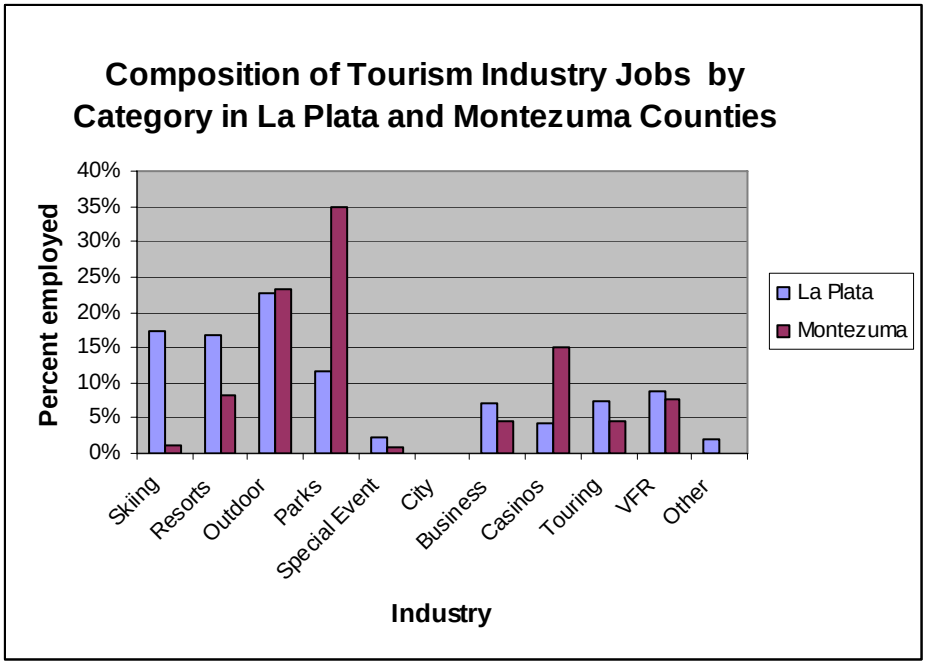
8.7. Tourism Employment Growth

According to the Southwest Colorado Access Network and Dean Runyan and Associates, Montezuma experienced 12.3% tourism industry job growth from 1997-1999 but growth was halted between 1999 and 2000 (Figure 38). Neighboring La Plata County showed little tourism industry job growth from 1997-2000. Colorado experienced negative job growth in tourism over the same time period.

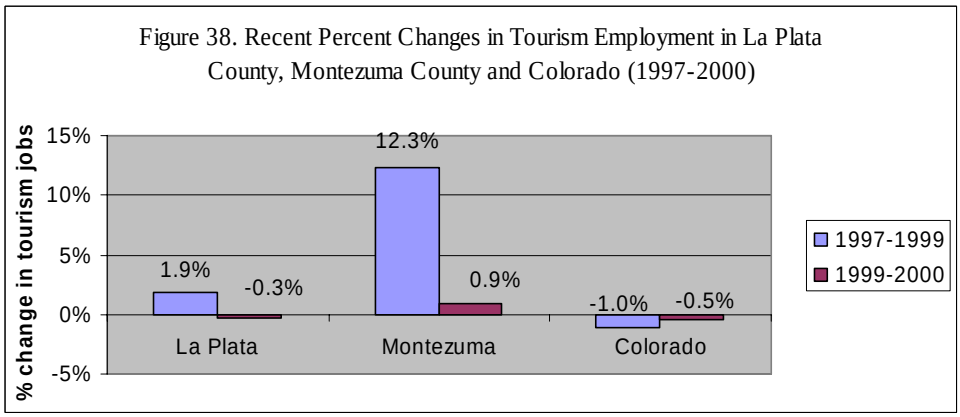
8.8. Tourism Employment by Sector

It is also possible to look at the distribution of tourism jobs across sectors of the economy. Sectors are organized slightly differently from earlier to cater specifically to the tourism industry (wholesale and retail trade are separate, communications and utilities are not included and real estate is placed with construction.) The overwhelming majority of tourism jobs in Montezuma County are in the service sector. According to the Southwest Colorado Access Network, in 2000 the

Figure 37.



Source: Center for Business and Economic Forecasting



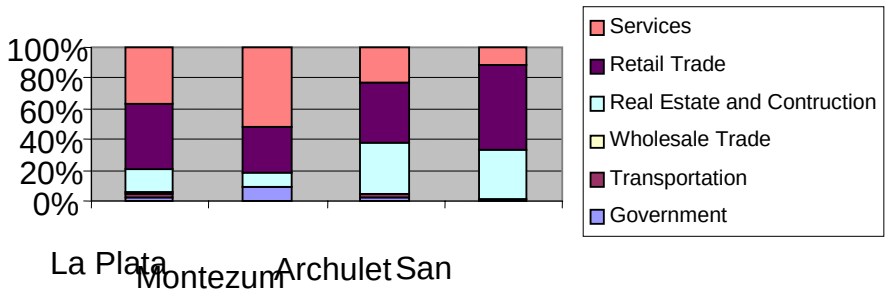
Source: Southwest Colorado Access Network and Dean Runyan and Associates

service sector accounted for 52% of all tourism jobs in Montezuma County. Other sectors that account for a large percentage of tourism jobs in Montezuma County are the service sector (36%) and real estate and construction (16%) (Figure 39).

8.9. Second Homes

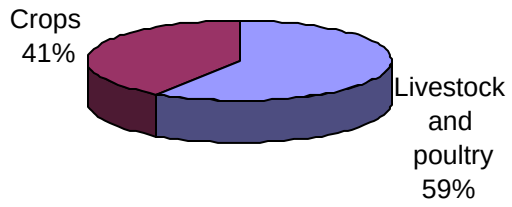
Second homeownership is considered an aspect of the tourism industry, one which Montezuma County does not benefit from as much as other amenity rich Colorado counties. A trend among affluent tourists is to purchase seasonal homes in amenity rich regions so they can take longer and/or more frequent vacations. Second homeowners must pay property taxes, regardless of how often they are in Montezuma County, and they pay sales taxes on everything they buy when there. Second homes create many business opportunities, particularly in the real estate and construction industries. According to the 2000 U.S. Census, there were 402 seasonal homes in Montezuma County, or 5% of all homes. The percentage of seasonal homes has not changed much from 1990-2000, staying at 5%. This is only slightly higher than the state average of 4.3% second homes. In contrast, 12% of all homes in neighboring La Plata County were second homes in 2000.

Figure 39. Tourim Jobs by Sector in Region 9 Counties (2000)



* Dolores County was omitted because of lack of data
Source: Southwest Colorado Access Network

Figure 40. Livestock versus Crop Production Value in Montezuma County (1997)



U.S. Census of Agriculture

9. Agriculture

9.1. Agricultural Production

According to the 1997 Census of Agriculture, Montezuma County produced $21,874,000 worth of agricultural products. $12,913,000 of this was from livestock and poultry and $8,961,000 was from crops, including nursery crops (Figure 40).

In 1997 Montezuma County ranked 33rd of the then 63 Colorado counties for agricultural production, and 1st in Region 9. The top five agricultural products in terms of sales in 1997 were hay, silage, field seeds and grass seeds; cattle and calves; wheat; all other grains and fruits, nuts and berries (Figure 41).

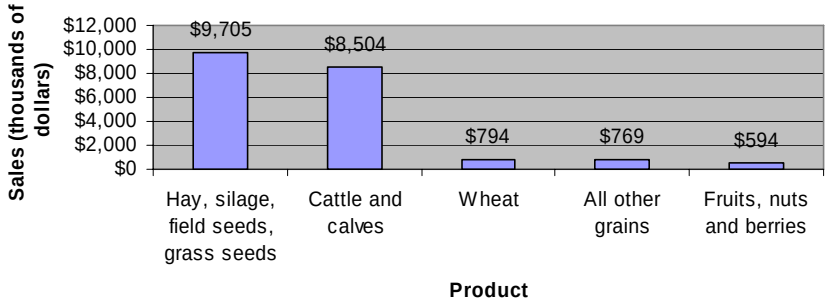
9.2. Land in Agriculture

Of the 1,333,888 acres of land in Montezuma County, 935,330 acres were farmland in 1997. According to the Colorado Agricultural Statistics Service, the amount of farmland has been going up, as have the number of farms and the average size of farms. Farmland constituted 62.5% of all land in Montezuma County in 1987, and in 1997 it accounted for 70.1% of all land in Montezuma County. This is a much higher percentage of farmland than the state wide average (51.3%). In Colorado the percent of farmland has decreased slightly, from 51.3% in 1987 to 49.6% in 1997 (Figure 42).

9.3. Number and Size of Farms

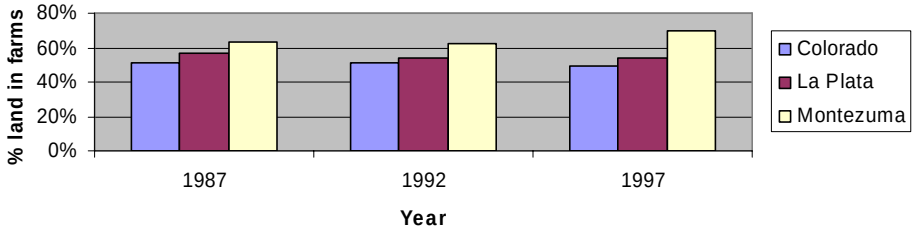
The number of farms in Montezuma County in 1987 was 682, and in 1997 it was 781 (Figure 43). The average Montezuma County farm has been fluctuating slightly in size according to recent data. In 1987 the mean size of a farm was 1,355 acres, in 1992 it was 1,262 and in 1997 it was 1,303 acres (Figure 44).

Figure 41. Top Five Agricultural Products in Montezuma County (1997)



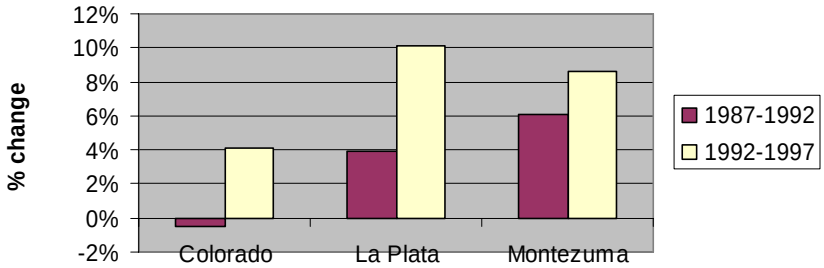
Source: U.S. Census of Agriculture

Figure 42. Percent of Land in Farms in Colorado, La Plata County and Montezuma County



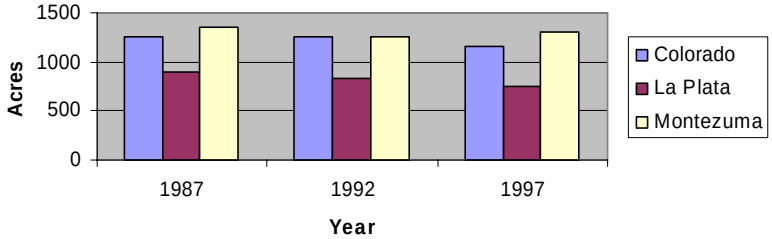
Source: Colorado Agricultural Statistics Service

Figure 43. Percent Change in Number of Farms in Colorado, La Plata County and Montezuma County



Source: Colorado Agricultural Statistics Service

Figure 44. Size of Average Farm in Colorado, La Plata County and Montezuma County



Source: Colorado Agricultural Statistics Service

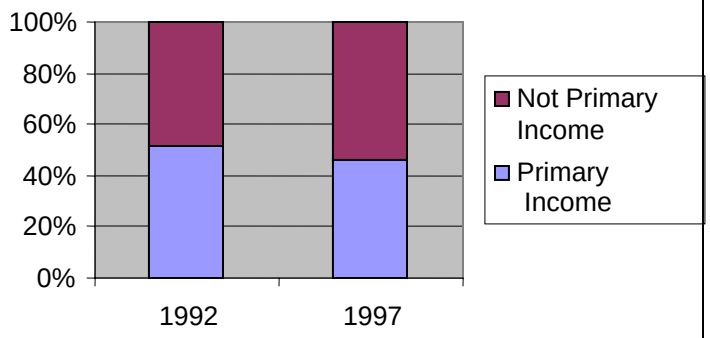
9.4. Who Runs Farms?

In 1997 there were 649 individual or family run farms in Montezuma County. There were also 58 corporate or partnership run farms and 11 farms with some other organizational structure. Of the 718 farm operators in Montezuma County in 1997, 333 cited farming as their principal occupation, down 2% from 1992. Operators who cited another activity as their primary occupation totaled 385 in 1997, which was up 20% from 1992 (Figure 45).

9.5. Big Farms versus Small Farms

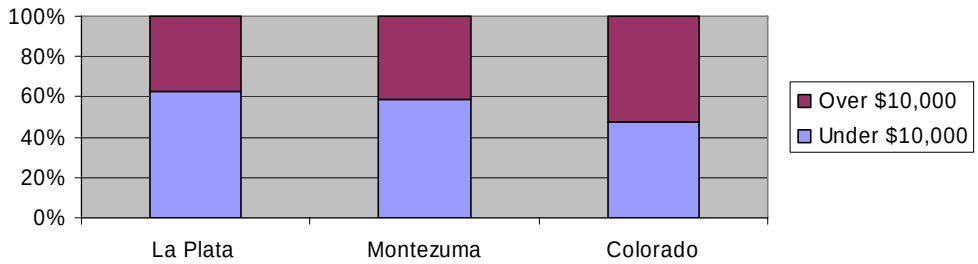
In 1997 there were 422 farms that produced under $10,000 in total market value of produce and 296 that produced greater than $10,000 in Montezuma County (Figure 46). From 1992 to 1997 the number of small producers (<$10,000) increased by 8% and the number of large producers (>$10,000) increased by 10%. The ratio of small producers (487) to large producers (294) in neighboring La Plata County was similar to Montezuma County, but the number of small producers in La Plata County grew at a faster rate (11%) than large producers (8%) from 1992-1997. In Colorado there were more large producers (14,871) than small producers (13,397), but the number of small producers increased by 12% while the number of large producers decreased by 2%. Big producers had considerably higher sales than small producers, however, as the average market value of products sold per farm in 1997 was $30,465 in Montezuma County, $20,277 in La Plata County, and $160,401 in Colorado.

Figure 45. Farm Operators in Montezuma County Whose Primary Income is Farming (1992; 1997)



Source: U.S. Census of Agriculture

Figure 46. Percentage of Farms with Under $10,000 Production in La Plata County, Montezuma County and Colorado (1997)



Source: U.S. Census of Agriculture

Although the majority of farms in Montezuma County had less than $10,000 market value in production in 1997, there were some considerably larger farms. Four farms produced more than $500,000 worth of agricultural goods, eight produced between $250,000 and $500,000 and 31 produced between $100,000 and $250,000 worth of goods (Figure 47). In all, 120 Montezuma County farms produced more than $40,000 in agricultural products in 1997. In neighboring La Plata County there were only 94 such farms.

10. Export Base Analysis

10.1. What is Export Base Analysis?

Export base analysis divides the Montezuma County economy into three bases: direct base industries, local resident services and indirect base industries. Direct base industries are also called basic industries, while the latter two are collectively called non-basic.

10.2. Direct Base Industries

Direct base industries bring in dollars from outside of the region, in this case Montezuma County. Direct base industries include agriculture, mining, manufacturing, government and tourism. Direct base industries are of particular importance because they bring in new money than can be re-circulated by non-basic industries.

10.3. Local Resident Services

Local resident services are activities that provide services to local residents, in this case Montezuma County residents, and re-circulate money within the county's economy. These services include health services, education and grocery stores.

10.4. Indirect Base Industries

Indirect base industries provide supplies and services to basic industries. They also re-circulate dollars within the Montezuma County economy. Indirect base industries include fertilizer and fuel suppliers to local farmers and commercial wholesale retailers that service the local area.

10.5. Division of Employment by Base

Of the 13,784 jobs in Montezuma County in 1999, 38% were direct base, 47% were in local resident services and 15% were indirect base (Figure 48). Of the direct base jobs, 40% were in tourism and 22% were directly connected to agriculture. Some 11% of direct base jobs were in manufacturing, 7% were in the service sector and another 7% of direct base employment was in the government sector. Amenity migration (4%); construction (4%) transportation, communication and utilities (2%); mining (2%); trade (1%), finance, insurance and real estate (0.4%) combine for the other 13% of direct base jobs (Figure 49).

10.6. Division of Personal Income by Base

According to the Southwest Colorado Access Network, in 1999 Montezuma County workers earned $750,127,000. Some 31% of these earnings were in direct base industries, 53% were in local resident services and 16% were in indirect base industries (Figure 50). Some 28% of all direct base industry employment income was in tourism and 6% was in amenity migration. Some 15% of direct base industry employment income was in government; 14% was in construction; 12% was in manufacturing; 9% was in services; 6% was in mining; 4% was in agriculture; 4% was in transportation, communications and utilities; 1% was in trade and 1% was in finance, insurance and real estate (Figure 51).

11. Location Quotients

11.1. What is a Location Quotient?

A location quotient is a number that indicates how much an area, in this case Montezuma County, specializes in a given sector of the economy compared to the rest of the nation. The employment location quotient tells us how much employment is dedicated to a sector in Montezuma County compared to the rest of the nation and the income location quotient tells us what proportion of personal income is earned in a sector compared to the rest of the nation.

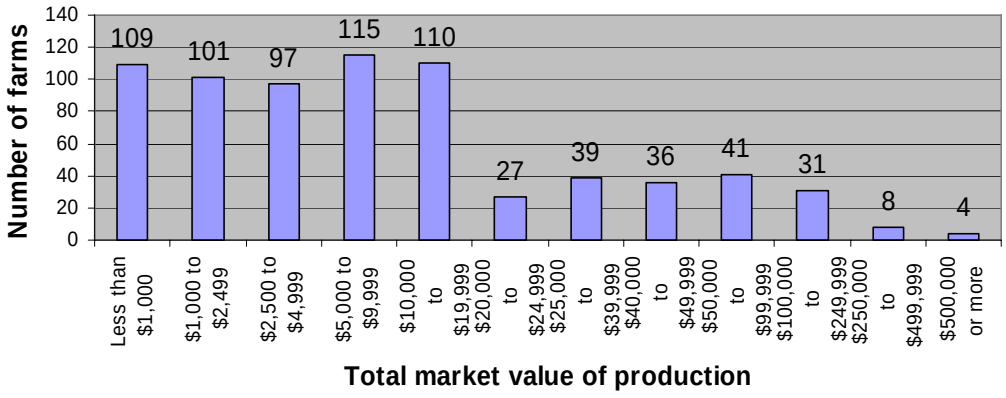
11.2. What Does the Location Quotient Mean?

A location quotient of one means that the amount of employment or personal income from a certain sector of the economy in Montezuma County is exactly in line with the rest of the nation. A location quotient of less than one means that Montezuma County has less employment or personal income coming from a given sector than the rest of the nation. A location quotient of greater than one means that Montezuma County has more employment or personal income coming from a given sector of the economy than the rest of the nation. When this is the case, Montezuma County has a relative specialization in that sector.

11.3. Location Quotients as an Indicator of Export Employment

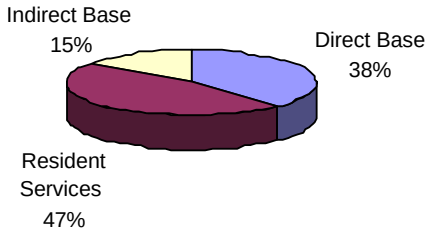
Location quotients are also useful in estimating export employment. Export employment arises when a community dedicates more employment to a certain sector than the nationwide average, and therefore is likely to be a net exporter of goods made by the labor force. If a sector has an employment location quotient of one that means that that sector in self-sufficient in Montezuma

Figure 47. Composition of Montezuma County Farms by Total Market Value of Production (1997)



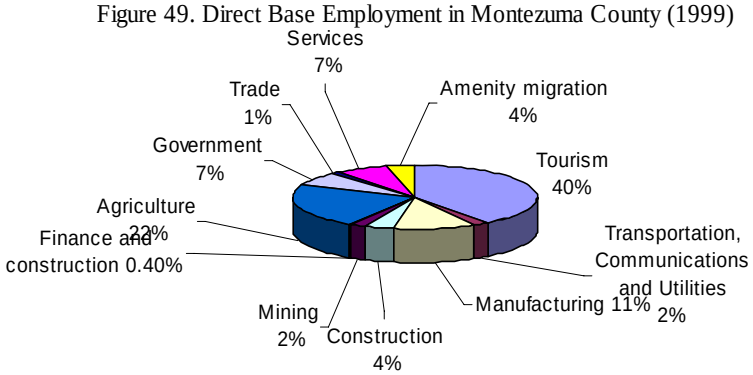
Source: Mann Library U.S. Census of Agriculture Website

Figure 48. Base Analysis of Employment in Montezuma County



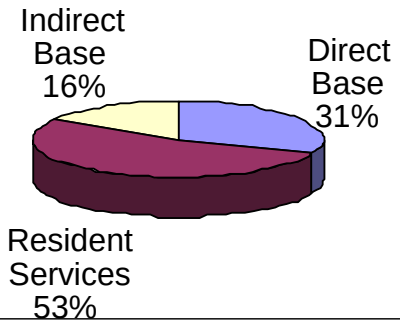
Source: Southwest Colorado Action Network

Figure 49. Direct Base Employment in Montezuma County (1999)



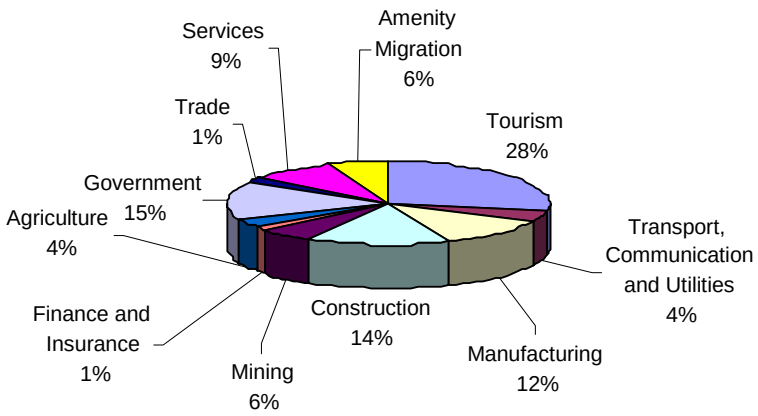
Source: Southwest Colorado Action Network

Figure 50. Base Analysis of Employment Income in Montezuma County (1999)



Source: Southwest Colorado Action Network

Figure 51. Direct Base Employment Income in Montezuma County (1999)



Source: Southwest Colorado Action Network

County, and neither over produces or under produces. If the location quotient is less than one then Montezuma County under produces in that sector and will be a net-importer. If the location quotient is greater than one then Montezuma County over produces in that sector and will be a net exporter.

11.4. Montezuma County Location Quotients

Agriculture has the highest location quotient for employment, 2.85. The employment income location quotient for agriculture is much lower, only 0.49. This indicates that Montezuma County dedicates more employment to agriculture than the rest of the nation, but that income from the agricultural sector is less than in the rest of the nation. Therefore, agriculture in Montezuma County pays relatively poorly compared to the rest of the nation. The highest employment income location quotient is Montezuma County is in Construction, 1.88. The employment location quotient for this sector is 1.15, so in both employment and income Montezuma County has a relative specialization in construction. This is also true for the government sector (Table 5). Besides construction and government, however, there are no other sectors where Montezuma County specializes in a sector in terms of both employment and income (Figure 52).

12. <u>Shift-Share Analysis</u>

12.1. What is Shift-Share Analysis?

Shift-share analysis is a technique used to break down growth in a sector into three components: a national growth component, an industry mix component and a

regional shift component. The national growth component is growth due to the overall growth of the nation's economy. This component is the same across all sectors. The industry mix component is growth due to national growth in the economic sector in question. The regional shift is growth that is specific to the economic sector in question in the region in question, Montezuma County in this case.

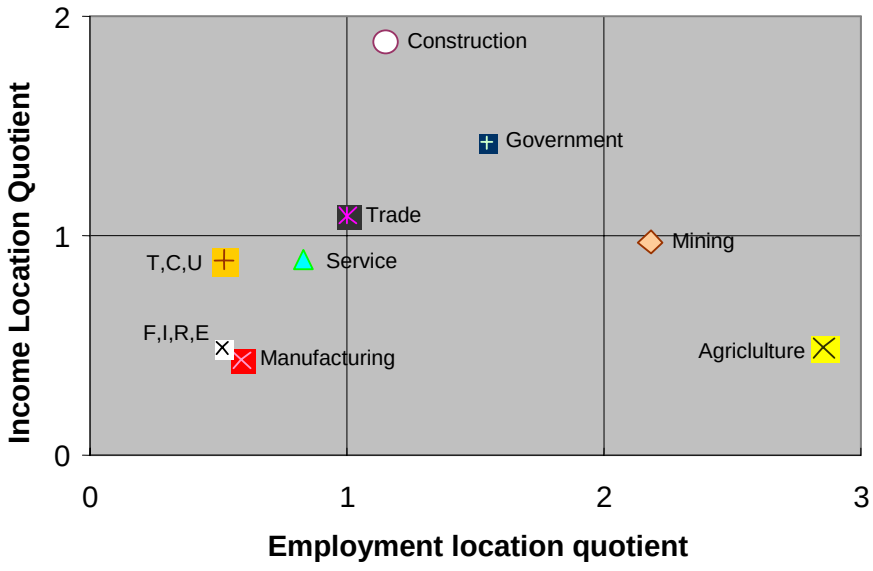
Shift-share analysis allows us to analyze if the growth of an economic sector in Montezuma County is unique the county or if it is because of nationwide overall economic growth or nationwide growth in that sector. This provides a means of identifying lagging and leading industries in Montezuma County. Knowing which sectors are thriving locally and which are struggling can help inform policy decisions.

Table 5. Montezuma County Location Quotients

Sector	Employment	Income
Agriculture	2.85	0.49
Mining	2.18	0.97
Government	1.54	1.43
Construction	1.15	1.88
Trade	1	1.09
Services	0.83	0.89
Manufacturing	0.59	0.44
Transportation, communication and utilities	0.52	0.89
Finance, insurance and real estate	0.51	0.49

Source: Department of Local Affairs

Figure 52. Location Quotients in Montezuma County (2001)



Source: Department of Local Affairs

12.2. Shift-Share Analysis of Montezuma County

In the shift-share analysis in this report economic growth will be measured in terms of employment growth. The number of jobs gained and lost in each sector of the economy will be broken down into a national growth component, an industry mix component and a regional shift component. Shift-share analysis was done on job growth in Montezuma County across various sectors from 1980-2000. The sectors that experienced the greatest employment growth due to regional shifts were service (147.0%) and manufacturing (134.8%). The sectors that had a negative regional shift were mining (-2.1%); transportation, communications and utilities (-34.7%) and wholesale trade (-54.1) (Table 6). These industries, although experiencing employment growth from 1980-2000, were negatively impacted by economic conditions in Montezuma County.

13. Input/Output Model

13.1. Indirect Effects

Indirect effects come from the interactions between industries in an economy. Industries are constantly acquiring goods and services from each other, and these exchanges mean that the impact of one sector may be felt across several others. An example of this is a Montezuma County restaurant that purchases agricultural products from a Montezuma County farm to serve to its customers and decorates its dining room with locally produced artwork. Another example is a Montezuma County farmer that purchases his tractor from a Montezuma County vendor. In the first case, the resort creates a market for the farmer and the artist and in the second case the farmer creates a market for the tractor vendor. These are indirect effects.

13.2. Induced Effects

Induced effects come from including households into the economic model. Households are consumers of goods and services, and at the same times are suppliers of labor. Industries produce induced effects by paying their employees, who in turn use their wages to consume goods and services from other sectors of the economy.

The impacts of an industry go beyond its own output. All industries have an impact on regional and household spending. This spending cycles throughout the economy and impacts many different sectors. The full impact of an industry on the Montezuma County economy therefore depends on direct output and employment, the indirect effect on other interconnected industries and the induced impacts on household spending from employee payrolls.

13.3. What is an Input/Output Model?

An input/output model shows direct, indirect and induced effects within an economy. IMPLAN is a commonly used modeling system used to create an input/output model. Direct impacts are determined from employment, payroll and industry output data. Indirect and induced effects are determined through analysis of the regional absorption coefficients. Absorption coefficients tell where an industry in Montezuma County spends the money it receives from production, which shows how much an industry effects other industries in the county.

13.4. IMPLAN Results for Montezuma County Employment

The type II multiplier is a measure of how many jobs are indirectly created, through both indirect and induced effects, by each job that exists in the sector. As previously stated, the service sector has the greatest employment impact in Montezuma County, with 1,036 jobs in 2000. In addition to those jobs, 118 jobs are created through indirect effects of the service sector, and 197 jobs are created through induced effects of the service sector. The total employment effect of the service sector in Montezuma County is therefore 1,352 jobs, and the type II multiplier for the sector is 1.30. The sector with the highest employment type II multiplier is the mining (1.74). Construction (1.60); manufacturing (1.52) and finance, insurance and real estate (1.502) also have multipliers of greater than 1.5. Agriculture has the lowest type II multiplier (1.20) amongst sectors in the Montezuma County economy (Table 7).

13.5. IMPLAN Results for Montezuma County Output

Total value added is a measure of how much a given industry adds to the total productivity of Montezuma County's economy, in dollar terms. The construction sector has the greatest output of any sector in the Montezuma County economy, producing $208 million worth of output. In addition to this the sector has a total added value of $72.5 million. The sector with the greatest total value added is the finance, insurance and real estate sector. Although relatively few people are employed in this sector, property income and indirect business tax are high, which circulates large amounts of money through the county economy and creates a total value added of $127.6 million. The service sector ($110 million), trade sector ($82.3) million) and government sector ($78.0 million) also have higher total value added than the construction sector (Table 8).

Table 6. Shift-Share Analysis for Montezuma County from 1980-2000

	Montezuma County Employment				Shift-Share					
Sector	1980 Jobs	2000 Jobs	Change	% Change	Nat'l Comp % Change	Nat'l Comp Jobs	Industry Comp % Change	Industry Comp. Jobs	Regional Shift Comp % Jobs	Regional Shift Comp Jobs
Services	1,143	4,116	2,973	260.1	National component for all industries is 46.6%	532	66.5	760	147.0	1,680
Retail Trade	1,426	2,647	1,221	85.6		664	6.3	90	32.7	4
Government	1,444	1,955	511	35.4		673	-25.4	-366	14.2	204
Construction	796	1,549	753	94.6		371	23.3	185	24.7	197
Ag, Forestry & Fishing	814	1,095	281	34.5		379	-34.6	-282	22.6	184
Fin, Ins & Real Estate	461	956	495	107.4		215	7.5	35	53.3	245
Manufacturing	269	610	341	126.8		125	-54.6	-147	134.8	363
Transport and Utilities	385	426	41	10.6		179	-1.2	-5	-34.7	-134
Wholesale Trade	318	248	-70	-22.0		148	-14.5	-46	-54.1	-172
Mining	221	133	-88	-39.8		103	-84.3	-186	-2.1	-5

Source: Bureau of Economic Analysis

Table 7. Input/Output Model for Employment Multiplier (2000)

Sector	Direct Effects*	Indirect Effects*	Induced Effects*	Total Effect*	Type II Multiplier**
Service	1036.542	118.0065	197.6051	1352.153	1.304485
Agriculture	633.8996	3.624159	83.44203	763.257	1.204066
Manufacturing	441.8447	106.6244	121.6456	670.1147	1.516629
Retail Trade	241.7732	13.00701	42.05913	296.8393	1.22776
Transportation, communications and utilities	196.0515	34.23747	44.46919	274.7582	1.401459
Government	132.9331	7.941089	41.29637	182.1705	1.270626
Construction	97.86673	22.02416	36.65498	156.5459	1.599582
Finance, insurance and real estate	79.81487	16.91438	23.18805	119.9173	1.502443
Mining	28.82049	9.051737	12.26292	50.13514	1.739566

Note: Sectors are listed in order of total effect
* 10 Jobs **Type II Multiplier includes both indirect and induced effects
Source: IMPLAN

Table 8: Input Output Model for Employment and Output in Montezuma County (2000)

Industry	Industry Output*	Employment	Employment Compensation*	Proprietor Income*	Other Property Income*	Indirect Business Tax*	Total Value Added*
Construction	208.185	1,801.72	53.014	10.811	7.279	1.422	72.525
Services	184.319	4,240.89	70.165	17.342	16.503	5.634	109.644
Finance, insurance and real estate	182.206	882.997	17.637	7.613	87.287	15.117	127.654
Trade	114.927	2,891.69	46.873	4.37	15.485	15.527	82.255
Government	87.06	2,026.90	68.49	0	9.508	0	77.998
Transportation, communications and utilities	54.124	404.086	11.303	4.244	9.032	2.255	26.834
Manufacturing	46.238	453.938	10.31	0.872	3.868	0.538	15.588
Mining	43.378	113.901	3.1	4.437	10.973	2.168	20.679
Agriculture	35.376	954.026	7.863	4.359	8.323	2.619	23.164
Other	-0.174	9.6	0.11	0	-0.288	0	-0.178
Note: Sectors are listed in order of industry output. * Millions of dollars							

Source: IMPLAN

14. Summary

The economy of Montezuma County developed on mining and the commerce that came with it, as well as a strong timber industry. When these industries declined Montezuma County became increasingly dependent on agriculture, and in more recent years tourism. The McPhee Reservoir has played a large part in this, making irrigation possible as well as providing recreation opportunities for visitors.

Employment has grown at a slightly slower rate than the population, but has kept up with the growth of the labor force. Unemployment was high in the early 1990s but has been in the decline and converging with the unemployment rate of the state. Montezuma County does have the concern of cyclical unemployment throughout the year. Much of this is because of the county's dependence on the tourism industry, which is essentially outdoor recreation and park based summer tourism.

The tourism industry has a strong foothold in Montezuma because of Mesa Verde National Park, Canyon of the Ancients and Hovensweep National Monuments. Tourism is the source of more than one-quarter of direct base employment in Montezuma County. The service and trade sectors are bolstered by the tourism appeal of the county, and are the leading sources of employment. These sectors are among the lowest paying sectors, however, and there is concern over the quality of jobs tourism brings to Montezuma County.

Agriculture continues to be an important sector in the Montezuma County economy. Production is the highest in the region, and 70% of the land in the county is in agriculture. Against regional trends, farmland is increasing in Montezuma County, as are the number of farms.

Despite consistent agriculture and growing tourism, Montezuma County remains an isolated region that lacks infrastructure. The economy stands to be strengthened through creating year round jobs to curb seasonal unemployment, as well as diversifying into sectors with higher wage employment. Increased infrastructure in transportation, education and communication could decrease the isolation effect on Montezuma County and present new economic opportunities.

The data presented in this report can help residents and decision makers in Montezuma County better understand the economic base of the region in which they live and the economic direction in which the county is headed. However, policy will not fall directly out of the facts presented in this report. The data must be combined with local knowledge to make effective policy decisions and reach county objectives to help lead to the long-term economic and social development of Montezuma County.

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