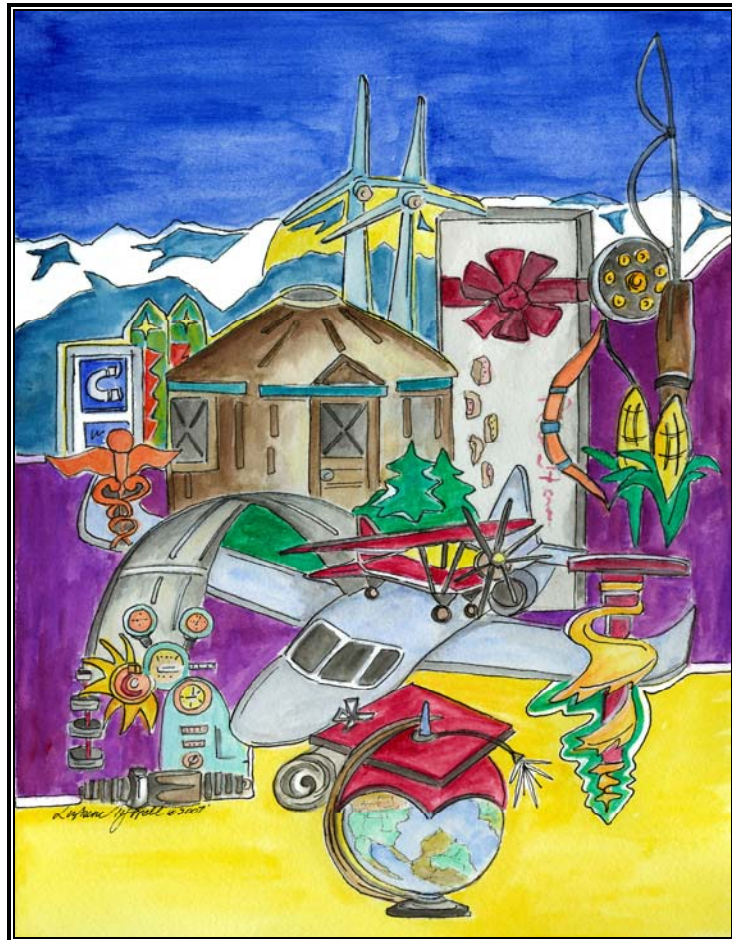


# 2008 Annual Meeting

**Diversifying and Strengthening the  
Montrose Economy  
Since 1957**





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## 2008 Annual Meeting

February 19, 2008

### Montrose Pavilion

- |  |   |
|--|---|
| 1. Welcome and Call to Order (6:00pm)  | Sherry Larson   |
| <ul style="list-style-type: none"><li>• Secretary verifies quorum</li><li>• Call for ballots</li><li>• Appointment of committee to count ballots</li></ul> |   |
| 2. Recognition of Guests   | Sherry Larson   |
| 3. Financial Report  | Bruce Panter  |
| 4. Comments from the Chair   | Sherry Larson   |
| <ul style="list-style-type: none"><li>• Check Presentation</li><li>• Recognition of outgoing board members</li></ul>                                       |   |
| 5. Presidents' Report  | Sandy Head  |
| 6. Presidents' Award   | Sandy Head  |
| 7. Colorado Rural Development  | Clarke Becker<br>President/CEO<br>Colorado Rural Development<br>Council |
| 8. Announcement of 2008 Board  | Ron Courtney  |
| 9. Adjournment   |   |

## BOARD OF DIRECTORS

### EXECUTIVE COMMITTEE

**Sherry Larson** Chair

Business Options

**Term Expires 2008**

**Bruce Panter** Treasurer

Wells Fargo Bank

**Term Expires: 2008**

**Ron Courtney** Vice-Chair

Rocky Mountain Motors

**Term Expires: 2009**

**Steve Savoy** Past-Chair

Best Sign Systems

**Term Expires: 2008**

**Glen Davis** Secretary

Century 21 Action Realty

**Term Expires: 2009**

### ELECTED

**Dennis Bailey**

Coldwell Banker Bailey & Co

**Term Expires: 2010**

**Greg Pope**

Bank of the West

**Term Expires: 2010**

**Pete Neumann**

Leadership Circle LLC

**Term Expires: 2009**

**Tom Sams**

Montrose Memorial Hospital

**Term Expires: 2010**

**Paul Panther**

Weslin, LLC

**Term Expires: 2008**

**Emily Schneider**

Business Options

**Term Expires: 2010**

**Dee Stryker**

Cedar Creek Development

**Term Expires: 2009**

### APPOINTED

**Jose Abeyta**

City of Montrose

**Janet Elder**

Montrose Chamber of Commerce

**Carlos Guara**

Alternate, City of Montrose

**George Voorhis**

RE1J School District

**Allan Belt**

Montrose County

**Ben Keefer**

Mesa State College

**Linda Steele**

Town of Olathe

### STAFF

**Sandy Head**

President / Executive Director

**Nancy Kirykowicz**

Executive Assistant



## **Our Mission**

The Montrose Economic Development Corporation (MEDC) is a non-profit organization governed by a volunteer Board of Directors, comprised of community business members and elected officials. Our organization represents the communities of Montrose, Olathe, Nucla, Naturita, and Montrose County. Operating funds are provided by MEDC memberships from businesses, local government, and individuals, who are united in their support of the future economic strength and diversity of our community.

Montrose Economic Development Corporation's focus areas include; Retention/Expansion of Existing Companies; Attraction of Targeted Companies; Entrepreneurial Job Development; Agricultural Development; and Work Force Enhancement.

The Mission of MEDC is to strengthen Montrose County's economic base and increase the standard of living for all of its residents through the retention, expansion, attraction and development of primary jobs and capital investments. This Mission includes the promotion of workforce enhancement, agriculture advancement and other business development that provides economic diversification and stabilization.

## **Contact Information:**

***Sandy Head***  
***President/ Executive Director***

***Nancy Kirykowicz***  
***Executive Assistant***

[www.montroseedc.org](http://www.montroseedc.org)

100 Tessitore Court, Ste. A  
Montrose, CO 81401  
970-249-9438

[sandyh@montroseedc.org](mailto:sandyh@montroseedc.org)

## MEDC 2008 BUDGET

	<u>2007 Actual</u>	<u>2008 Budget</u>
<b>Income</b>		
<b>Revenues</b>		
Public Investment	83,000.00	93,000.00
Investor Revenue	114,950.00	130,000.00
Office Sublease	5,960.00	6,000.00
Interest	16,773.90	10,000.00
Misc. Income	57.00	00
Fire Flow	0.00	100,000.00
Event Income	9,450.00	00
Gift Income - Gov Ritter	750.00	00
Advertising Income	11,300.00	00
<b>Total Revenues</b>	<u>242,240.90</u>	<u>339,000.00</u>
<b>TOTAL INCOME</b>	<u><b>242,240.90</b></u>	<u><b>339,000.00</b></u>
<b>Expense</b>		
<b>Operations</b>		
Accounting	175.00	500.00
Audit fees	0.00	12,000.00
Auto Expense	0.00	00
Bank/CC Fees	677.73	750.00
Computer Equipment	422.00	1,500.00
Computer Services/Support	0.00	1,000.00
Contract Labor	10,506.25	3,000.00
Corporate Insurance	2,712.00	3,000.00
Dues/Subscriptions	2,882.00	3,000.00
Education/Training	1,159.00	2,000.00
Interest Expense	2,025.87	5,725.00
Legal Services	2,104.75	2,500.00
License/Permits	0.00	150.00
Newsletter / Annual Report	2,788.58	3,000.00
Office Equipment	4,652.06	3,500.00
Office Expense	6,898.45	4,500.00
Payroll Taxes	12,125.92	10,700.00
Personnel Insurance	7,012.20	13,000.00
Postage/Shipping	1,963.15	2,000.00
Printing/Copy Expense	282.82	500.00
Region 10 Administrative Fees	1,136.34	1,500.00
Rent	24,583.30	25,000.00
Condo Fees/Taxes	6,195.58	6,500.00
Salaries & Wages	106,353.78	115,000.00
Software	571.39	750.00
Telecommunications-Internet	3,943.99	4,000.00
Travel/Lodging	2,125.67	2,500.00
Utilities-gas, elec, water	3,138.33	4,000.00
<b>Total Operations</b>	<u><b>206,436.16</b></u>	<u><b>231,575.00</b></u>

	<u>2007</u>	<u>2008</u>
	<u>Actual</u>	<u>Budget</u>
<b>Marketing</b>		
Montrose Transit	0.00	5,000.00
Business Assistance	4,444.48	260,000.00
Internet Consulting	0.00	500.00
Local Contrib That Support Miss	0.00	500.00
Client Entertainment	346.14	500.00
Targeted Advertising	13,518.85	15,000.00
Travel	219.80	1,000.00
Western Co Marketing Alliance	0.00	2,500.00
Special Publications	13,246.00	00
<b>Total Marketing</b>	<b><u>31,775.27</u></b>	<b><u>285,000.00</u></b>
<b>Retention/Expansion</b>		
Recognition Events	11,628.07	2,000.00
Local Publicity	552.00	1,000.00
<b>Total Retention/Expansion</b>	<b><u>12,180.07</u></b>	<b><u>3,000.00</u></b>
<b>Special Projects</b>		
Industrial Land Research	2,500.00	2,000.00
<b>Total Special Projects</b>	<b><u>2,500.00</u></b>	<b><u>2,000.00</u></b>
<b>Workforce Development</b>		
Strategy Development	5,000.00	5,000.00
<b>Total Workforce Development</b>	<b><u>5,000.00</u></b>	<b><u>5,000.00</u></b>
<b>Total Expense</b>	<b><u>257,891.50</u></b>	<b><u>526,575.00</u></b>
<b>Net Ordinary Income</b>	<b><u>-15,650.60</u></b>	<b><u>-187,575.00</u></b>
<b>Other Income</b>		
WF Investment Gain/Loss	-1,872.50	00
<b>Total Other Income</b>	<b><u>-1,872.50</u></b>	<b><u>00</u></b>
<b>Net Income</b>	<b><u>-17,523.10</u></b>	<b><u>-187,575.00</u></b>



### **From the President's desk:**

It has been my pleasure to serve MEDC under the strong leadership of Sherry Larson this year. Sherry along with our board of dedicated business and government leaders has maintained a high level of integrity in staying the course to fulfill our mission of strengthening the Montrose economy.

Throughout the year we have worked with over twenty prospects. They were generated through leads from the State office of Economic Development, contacts from individuals here in the community as well as companies who know our area and have a desire to locate here. In addition to working with new prospects, we are continuing our contact with three prospects from previous years. In our ever changing economy where the cost of doing business continues to rise and the world market becomes more competitive, we need to work harder to help businesses relocate here and to help our existing companies expand. Decisions take time and we continue to compete with surrounding states that have deeper pockets and greater incentives to offer. In July of last year we were excited to have a new prospect ready to make an announcement of their decision to expand to Montrose. Within weeks of the announcement their business experienced unforeseen changes that tentatively placed their plans on hold. We will continue to work with this company in 2008. Such is the world of economic development.

Last year we celebrated the 50<sup>th</sup> anniversary of MEDC. We acknowledged the existing companies that are in our community today because of the efforts of those 50 years. The retention of these companies deserves our focus and efforts so they do not become a "relocation win" to another state. A basic rule of thumb in business is that 70% of business comes from repeat customers, 15% from referrals and 15% new business development. If we focus only on recruiting new business and fail to nurture those that are already here, we are ignoring 85% of what we already have. An effective business retention and expansion program gives validity to a community's recruitment program because existing businesses are the best sources for identifying if a community is a good place to do business. We need to be committed to the businesses that are already in our community.

In June of 2007, MEDC spearheaded a trip to visit three of the four top business incubators in the country. Our goal was to further our understanding of the different types of incubators, how they are funded and what type of facilities they are housed in. Region 10, Mesa State College Montrose Campus, and the City of Montrose participated in the trip. We are at the point of doing a feasibility study. Region 10 has applied for a DOLA grant and MEDC will be one of the partners that will help fund the matching grant dollars.



A business incubator is a way to accelerate the success of young entrepreneurs by giving them assistance in learning key business practices. As we strive to find a way to expand our present four year campus of Mesa State College, the thought of including the incubator as a piece of the campus has been discussed. Entities such as the economic development office, Region 10, and the SBDC (small business development center) could possibly be housed there to offer expertise to the start up companies. In addition, it would be a way for the different entities and organizations to share operating costs and overhead. The companies housed in the incubator would be given classes to instruct them in areas such as accounting, insurance, marketing, finance and other business practices that will help insure their success. Statistics show that 87% of companies that graduate from an incubator are still in business 2-3 years after graduation. Banks are more likely to loan money to incubator companies because of the learning process they have been through. It is an excellent way for a community to grow jobs from within.





Along the lines of workforce development, the first graduating class of the Mesa State College “Technical Certificate in Manufacturing Supervision” occurred in January of this year. The formation of this class was a product of a partnership between MEDC, Mesa State and the Montrose Manufacturer Association. The class was developed in 2006. Eight employees of Gordon Composites and Polystrand received their certificate and 14 credit hours that they can use toward furthering their higher education. The classes included introduction to business, business communications, introduction to manufacturing, blueprint reading and sketching, geometric tolerancing and principles of management. The course is offered in a compressed format and meets once a week for eight to nine weeks.



MEDC has been involved in the “One Community” immigration integration effort. Our agricultural community as well as many local businesses utilizes immigrants in their workforce. In addition we have entrepreneurs in our community who come from other countries. Seeking ways to assist these individuals in becoming integral members of our community is a piece of our goal. Finding way to assist the seasonal immigrants in becoming year round residents would benefit our local workforce. We met to evaluate the needs of both the businesses as well as the immigrants. Please read more about this process on page 12 of our report.

We have continued our support of the “Project Lead the Way” in our high school, this program has received national recognition. “Project Lead the Way”, is a state of the art computer program offered to high school students that allows them a hands on opportunity to experience and learn engineering, math, science and technology type careers before college. For the 2008-2009 school year an introduction to engineering design as well as civil engineering & architecture have been added to the course catalog. The most challenging element of this successful program is the need for another computer lab. Currently 125 students are enrolled in “Project Lead the Way”. So far this year 78 students have been turned away because of a lack of lab space. Over the next two years, digital electronics and aerospace will be added to the program which will once again increase the demand for more lab space. It could take an estimated \$30,000 to increase the existing space. These students will become our future leaders. We need to prioritize in helping them achieve and grow.



MEDC has assisted in the organization of the Montrose Steering Committee Task Force for the Telluride Montrose Regional Air Organization. The purpose of the task force is to explore ways to secure a dedicated funding source for the flights coming into our community. Quality air service is a key element for economic development. Seeking a way to achieve dedicated funding will help in the further development of summer service. Currently the City of Montrose contributes financially to the organization each year. Finding a way to provide dedicated funding will eliminate the need for annual appropriation approval through the City’s general fund.



Economic development is like a large picture puzzle. If you look at one function as one piece of the puzzle, it will seem insignificant and make little sense. The fact is there are many areas we are involved in, each adding another piece to the puzzle. It is a subtle ongoing process that takes time and effort. As the pieces come together, the picture you have is a healthy diverse economy, one that is designed to survive the challenges of the outside world. MEDC continues to strive to make the picture complete. We need to stay the course, exploring new partnerships and expanding on the governmental partnerships we now have. Membership involvement and input is always welcomed. What we have done in the past has worked well, however we also know that change is good and we are open to exploring new ideas. Your continued support is a vital component to the ongoing success of our community’s economic development efforts.



***Together, we can and will create a bright picture for tomorrow!***

Respectfully submitted;

Sandy Head  
President, MEDC



### **Letter from the MEDC Chair:**

I want to thank the Montrose Economic Development Board Members and Staff for their incredible dedication to our mission. In a year full of turmoil, the MEDC mission was the guiding principle that kept us focused on promoting a healthy economy and creating jobs. As we face uncertain economic times, the importance of maintaining that focus becomes even clearer.

MEDC uses written policies to guide our decision processes. The incentive guidelines were adopted in 1998 and revised in 2006 to bring them in line with the incentives offered at the State level. We review policies from EDC organizations in other communities to keep Montrose in a competitive position while stretching our limited resources.

Leads on prospective companies come from several sources, word of mouth, personal references, MEDC web site, companies who know this is where they want to be, and the State of Colorado. Sandy Head makes the first contact with the prospect. She works with the contact to determine their level of interest and gather the financial information needed to determine if the company is eligible for incentives. We work in a highly confidential world using codes names to protect the proprietary information the prospect entrusts to us. Every board member signs a confidentiality agreement.

The Recruitment Committee evaluates prospects and business expansion requests. This committee is comprised of the MEDC Executive Committee and members of MEDC who are not currently on the Board. After determining the prospect qualifies for assistance, a proposal for incentives is presented the entire Board for consideration. This year alone we held numerous special meetings to allow full discussions of issues. Incentives are granted after approval of the Board in regular session of the meeting. The minutes of these meetings are distributed to all MEDC members with email addresses on file and are published on the MEDC Website.

When incentives are granted and a company is expanding or relocating, press releases are made. The prospect's proprietary information remains protected but the decision to grant an incentive is widely publicized.

MEDC adopted a formal Conflict of Interest policy in January of 2008. In the past, we worked under the "Disclosure" rule. Board members made the organization aware of their conflict or possible conflict and they recused themselves from any communication and board action. Our community of willing volunteers is small and many individuals overlap in numerous circles. Recognizing that as a reality, it made sense to formalize our policy to protect the integrity of our decision process.

Our process is not unique and is followed by many economic development organizations. We are members of the Western Colorado Economic Alliance, as well as the Economic Developers Council of Colorado (EDDC). Sandy is a newly elected board member representing the Western Slope to the EDDC. Both organizations provide information and an opportunity for us to compare our program of work and policies to similar organizations.

Our membership has grown this year. We are supported by 153 members in our community. The letters and phone calls of support far outweighed the very vocal critics. Good things sprout under the most adverse conditions. We have examined our policies and MEDC will be stronger as a result. Thank you all for the opportunity to be a part of this worthwhile organization.

Sherry Larson  
MEDC Chair



## Best Sign Systems, Inc. Acquires Tactile Graphics, LLC



Best Sign Systems, Inc. is pleased to announce the recent acquisition of Raleigh, North Carolina based Tactile Graphics LLC "Tactile". Tactile was a wholly owned subsidiary of ASI-Modulux North Carolina. Both entities will now operate under the long-standing, nationally recognized banner of Best Sign Systems, Inc. "This acquisition is the continuation of an extensive effort by Best Sign Systems to effectively support a broader product base for our customers throughout the country" according to Steve Savoy, President of Best.

This acquisition allows Best to introduce proprietary technology and products that will better serve the demands of the architect and designer communities. Tactile's primary products are manufactured from thermoformed composites. The two primary product lines are called ImPressions and Lucents.

Best will be adding an estimated 44 jobs over the next 5 years to support the demands of the added product lines. This will add to the existing 40 employees already on staff at Best. Best's annual payroll including benefits is \$1.4 million annually. When fully staffed, Best will have a payroll of close to \$5 million. Primary manufacturing jobs are estimated to add a favorable economic impact factor of 6 times payroll. Therefore, the expected annual economic impact of this acquisition is \$30 million. Best anticipates an expansion to its existing facilities here in Montrose in 2009 to accommodate the projected growth. The 12,500 square foot projected expansion is estimated to cost over \$1.5 million including added equipment needs at that time.

Best Sign System relocated to Montrose from Kansas City in 1984 through the combined efforts of the City of Montrose and MEDC. Then owners Frank and Ann Newell brought with them nine employees. In 1990 The Newells sold the company to Joe and Sandy Whitley and Dave Logan. Steve Savoy purchased the company in 2003.

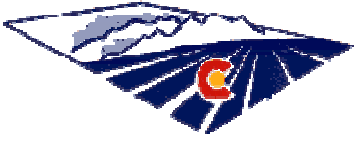
In 2006 Steve broadened his customer base through the purchase of "Courtesy Sign Solutions" a "safety, industrial and traffic sign" company based in Amarillo TX. That company has grown by over 33% in the past 2 years.

As part of the due diligence process in purchasing Tactile, Steve approached both Amarillo and Montrose for incentives to bring Tactile to their communities. Best has significant available plant capacity at the Amarillo, TX facility, and very little space in Montrose. The City of Amarillo offered \$10,000 per job as an incentive compared to \$2500 per job offered by MEDC. "Retention is equally if not more important than recruitment" states Sandy Head MEDC executive director. "Once a company makes Montrose their home, we need to work with them to be sure this is where they grow and prosper. We compete with communities all over the country who court our local companies on an ongoing basis." Amarillo is currently working on an incentive package in an effort to attract Best Sign Systems to move the entire company to TX.

Steve made the decision to bring the company to Montrose instead of Amarillo in spite of the lesser funding because Steve prefers living in Montrose and values the employees he has here. Moving Tactile to Montrose will give his current employees an opportunity to learn new product and skills. Looking into the future, Steve would like to keep as much of his business operations in Montrose as possible. "We are very appreciative of the support of our local community and MEDC that helped us with a very difficult relocation and transition moving this business across the country", said Steve Savoy. "Best Signs is a perfect fit for Tactile Graphics and we wish them the very best", says Don Bever, former owner of Tactile.

MEDC's Chair, Sherry Larson, says "Montrose is very fortunate to have Best Signs as part of our community! Best's primary jobs are an example of the types of jobs that MEDC strives to bring to our area. We at MEDC welcome the addition of Tactile Graphics to our community"

To deliver on their slogan "Make Your Vision a Reality", Best intends to continue providing quality customer service and products with a full spectrum of offerings to its ever growing family of customers.



## **Colorado Rural Development Council**

3100 S. Sheridan Blvd, #1C-335, Denver, CO 80227

Ph: 719-641-1159 web: [www.ruralcolorado.org](http://www.ruralcolorado.org)

News from the Colorado Rural Development Council:

The Colorado Rural Development Council (CRDC) is grateful to have this opportunity to report on our activities for the coming year for the Annual Report of the Montrose Economic Development Corporation. 2008 has begun with significant change, enthusiasm and partnerships!

The focus of CRDC is to "Influence Positive Economic Change" in Rural Colorado. In 2007, we rolled out an exciting new five year plan and strategy. Implementation of the plan is moving ahead at full speed as we begin the initiatives developed in the plan. Our Plan, "On Board with Rural Colorado", consists of four important priorities that include: Be the Unified Voice For Rural Colorado, Promote Economic Viability and Prosperity, Connect Resources to People, and Ignite Innovation.

We begin our efforts with the first ever "Annual Report Card on the Status of Rural Colorado". In a partnership with the Colorado Rural Workforce Consortium, this report card will demonstrate the aggregate impact of the economy and workforce of rural Colorado on the state as a whole and will illustrate indicators of economic, workforce, social and environmental health.

CRDC will organize and facilitate eight (8) statewide focus groups/strategy sessions with our many partners to develop this very important document. We expect to be in Montrose in March and the dates for that session will be announced in Mid February. We could not complete a project of this scope without the support and involvement of many partners beginning with the Colorado Rural Workforce Consortium, Colorado Department of Local Affairs/State Demographer and the many local economic development organizations, such as Montrose EDC. Additionally, other partners will include local business leaders, Department of Local Affairs Field Representatives, Business Development Representatives with the Office of Economic Development, Small Business Development Centers, key municipal and county staff, community colleges, healthcare community, rural electric providers, telecommunication providers and CRDC investors and leadership!

The results will be available for distribution in the Spring of 2008 throughout the state. CRDC will also make this available to state agencies and legislators as a valuable source of information on the importance of the economy of rural Colorado to the entire State of Colorado. This is truly a state-wide effort! Important information regarding the development of report card will become readily available as we move forward and complete this exciting project.

On October 10th of this year, CRDC, with support from the Center for Rural Affairs, will host the first ever "Colorado Entrepreneurship MarketPlace." This state wide event will be held at Otero Junior College in La Junta.

Our vision for this event is to assist in growing rural Colorado's economy from within through this annual Entrepreneurship Marketplace. It will be a means by which to promote entrepreneurial growth throughout all of Colorado. We expect this to be recognized throughout the state as the pivotal resource for emerging entrepreneurs, as well as established entrepreneurs. It will result in increased entrepreneurial activity, job growth, and community growth that can be used by both youth and adult entrepreneurs.

There is incredible enthusiasm for this event and with the knowledge, ideas, and contributions of many individuals and organizations; it will be an incredibly valuable day of activity and education.

There is so much opportunity in rural Colorado. Thank you for the opportunity to share some of it with you. For the most current information on these and other events with CRDC, go to our web site at [www.ruralcolorado.org](http://www.ruralcolorado.org). We encourage you to "Get on Board, with Rural Colorado."

Clarke Becker  
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**One Community of Montrose and Delta Counties and MEDC  
Collaborate To Facilitate  
Business and Workforce Cultural Adjustment and Community Integration**

The Colorado Trust Supporting Immigrants and Refugee Families Initiative (SIRFI) began with funding for projects focusing on Refugees between 2000-2004. The second part of the initiative provided funding to 10 communities to focus specifically on immigrant integration. The Second Cycle in the fall of 2006 funded an additional 9 communities at which time *One Community* of Montrose and Delta Counties joined the Counties of Boulder, El Paso, Gunnison, Lake, Mesa, Morgan, Pueblo, Summit, Denver, La Plata, Rout and Moffat, and the cities of Aspen, Parachute, Littleton, Greeley, Evans, Aurora, Commerce City, Telluride and the San Luis Valley for a total of 19 communities working on community integration throughout the State. The Trust has committed \$75,000/yr for 4 years for implementation of each of the community plans.

The Partners for SIRFI are The Colorado Trust, The Spring Institute for Intercultural Learning, both of Denver, and The Association for the Study and Development of Community (ASDC), of Maryland. The Trust provides the funding, leadership and creates strategy for the initiative. The Spring Institute provides the administration of the project and coordinates the Technical Assistance and project consultants. The project Consultant/Facilitator helps build the collaborative, facilitates design and delivery of projects and is the liaison for the local grantees. Salvador Acuna is The Spring Institute Consultant for the *One Community* project.

*One Community* submitted a comprehensive plan which was accepted by The Colorado Trust in November, 2007. The plan has four categories of projects: Cultural Awareness and Understanding; Education and Communication; Economic Development and Youth Career Skills; Infrastructure and Sustainability. During the summer of 2007, MEDC met with local business leaders and others involved with the *One Community* collaborative to discuss business and workforce issues in the Montrose area as they relate to immigrant integration. There was general agreement that the immigrant workforce is vital to the local economy. It was also acknowledged that immigrants and employers benefit when there are opportunities for cross-cultural awareness and understanding and when there is support for newcomers to make their adjustments to living here as quickly and smoothly as possible. Another concern is that, given the current climate of debate about immigration reform and complicated laws, both newcomers to the workforce and employers need legal assistance from those trained in immigration law, a resource that is not available in either Montrose or Delta Counties.

The outcome of these discussions with MEDC and others is that *One Community* will facilitate the organization of a public/private partnership approach to the design and development of a community integration learning center. Business leaders have emphasized the importance of having a center which appeals to the whole community, fosters an environment to encourage cross-cultural relationships and trust, is a system of support which creates an effective, nurturing environment for learning, development and advancement, and is funded through local business support to ensure sustainability. They are also concerned that the design include: a staff which will serve as a cross-cultural liaison between the immigrant workforce and employers; legal support services for both employers and newcomers; opportunities for employee education and career advancement, including assistance with English language instruction.

Business leaders from both counties have expressed an interest in developing a regional business coalition with the possibility of a regional business incubator. *One Community* will serve as a liaison between business leaders from both the immigrant and receiving communities to ensure that immigrants are well represented in these efforts. All of these activities will serve to increase immigrant participation in local and regional economic development to build a stronger and healthier business community which will reinvigorate the Montrose/Delta economies.

Another theme which emerged from the collaboration of MEDC with *One Community* is the desire on the part of local business leaders to support immigrant youth to become more involved in their community. *One Community* will partner with relevant organizations including the CSU Extension Service 4H program, Colorado Workforce and local schools to promote immigrant youth participation in existing career, job skills and internship programs. Local business leaders have an exciting role to play to mentor these young people through innovative internship programs. An important goal is to develop and promote opportunities for bicultural youth to develop bilingual career skills. In addition, bicultural youth will be educated about existing 4H and other youth leadership and civic engagement programs. As barriers to participation are identified, strategies will be developed to integrate them into the programs. These activities will help bicultural youth gain business and civic engagement experience and develop life and job skills necessary for their future career success.

*One Community* Interim Coordinator: Elizabeth Roscoe, 249-0397 [contact@onecommunity.org](mailto:contact@onecommunity.org)

## 2007-2008 MEDC INVESTORS

*Our success is due to the support of the following investors.  
Thank you!*

### Investor

3M	Roger Eicheldinger
600 Junction, Inc.	Robert Brown
Advance Canvas Design	Dan Kigar
Alexander, Charles D. DDS	
Alpine Bank--East	Darcy Arnold
Alpine Bank-South	Dale Davidson
Alpine Data Tax Service	Gary Hendrix
Alpine Lumber	Scott Jeffrey
Alpine Optical of Western Colorado	Ken Linenberger
Bank of Colorado	Mark Harmon
Bank of the West	Greg Pope
Bank of the West - South	Tracy Wich
Best Sign Systems, Inc	Steve Savoy
Big O Tires	Kevin Brooks
Bray & Co.	Darrell Maness
Bridges at Black Canyon, Inc.	
Buckhorn Geotech	Norm Aufderheide
Budgetline Furniture & Appliance	Fred Moreland
Bush & Associates	Jeff Bush
Business Options	Monica Whalen
Camelot Gardens	Sheree Wanner
Camp Robber	Bill & Kim Volk
Campbell, Teresa CPA	Teresa Campbell
Canfield & Benziger	Tom Canfield
Carpetrends, Inc.	Darla McFadden
Cazwellas	
Cedar Creek Development Co. LLC	R. Dee Stryker
Century 21 - Action Realty	Ninah Hunter
Century 21 Belair & Associates	Fran Belair
Cherry Creek Radio	Jay Austin
Chuck's Glass	Tony Sanchez
City of Montrose	Mary Watt
Cobb & Associates, Inc	Teri Cavanagh
Cobble Creek Golf Community	Tiff Hayden
Coldwell Banker Bailey & Co.	Dennis Bailey
Colorado West Property Mgt	Ben Alexander
Community Banks of Colorado	Scott Streit
Community Staffing Services	Dave Dolan
Computer Business Solutions	Sue Tolvo
Consolidated Electrical Distributors	Steve Mercer
Coolings Heating & Air	Deborah Cooling
Cornerstone Colorado	Jim Mikula
Crippin Funeral Home	Greg Crippin
Dalby, Wendland & Co.	Buck Miller
Davis Service Center, Inc	Lincoln Davis
Del-Mont Consultants	Rick Weaver
Delman & Hotsenpiller	Jim Delman



**Investor**

Delta-Montrose Elec. Assoc.	Dan McClendon
Designstudio	Heidi
DeVinny Jewelers	David DeVinny
Devor, Dennis	Dennis Devor
Downey Excavation Inc	Marcus Dean
Eagle Valley Millwork	Scott Carlisle
Edward Jones--Ron Smith	Ron Smith
Elderado Financial, Inc.	Jim Elder
Farm Bureau Insurance	Gary Browning
Farmers Insurance	Greg Bollig
First Mortgage Corp	Robert Leu
Flairmont Furniture	Ken DeJulio
Future Moves of America, Inc	David White
Glasmann Family Partnership LLLP	Steve Glasmann
Gordon Composites, Inc	Mike Gordon
Groskopf & Groskopf, LLP	Cindy Groskopf
Hampton Inn	Joey Huskey
Hansen & Wilson Dental Group, LLC	Douglas Hansen
Hansen Weatherport	Bill Hansen
High Mesa Communications	Greg Fishing
Highlife Homes of Montrose LTD	Steve Annis
Historic Montrose Downtown	Rose Price
Hot Water Productions	Joe Derence
Insurance Center, The	Sean Stansberry
Jay, Michael M.D.	
Jeans Westerner	Mary Mathis
JetAway Aviation	Steve Stuhmer
Keehfuss, Jeff	
Keith's Heating and AC	Cody Powell
King, Mike & Suzi	
Kroack, Kalman DDS	
Lambert & Associates	Dennis Lambert
Lionel's Auto Repair	Lionel Box
Loewen Window Center of SW Colo	Tammy Courturier
Logan Family LLC	Dave Logan
Mark Neill Insurance Services	Mark Neill
Martin & Kidnay, LLC	Brent Martin
Masters Law Firm LLC	David Masters
Mathis & Associates, PC	Steve Mathis
Mesa Engineering & Surveying Inc	Randy Fender
Mesa Structural Design	Ted Hermanns
Milestone-Ashley	Larry Wooddell
Miller, Ralph & Marsha	Ralph & Marsha Miller
Montrose Area Merchants Assoc	Juli Messenger
Montrose Bank	Garth Gibson
Montrose Chamber of Commerce	Marge Keehfus
Montrose County	Joe Kerby
Montrose Memorial Hospital	Ken Platou
New West Marketing	Doug Roberts
Noon and Night Catering	Fran Noonan
Office Furniture & Design Centers	David Heurkamp
Office Machine Sales & Technical Services	Darrel Kastideck
Overholser & Conerly	Mindi Conerly

**Investor**

Oxbow Development/Leadership Circle LLC  
Pacific/Desert Partners, LLC  
Par Mechanical, Inc  
Parish Oil Co.  
Patrik Davis Associates  
Pepsi Bottling Group  
Performance Consulting Services, Inc  
Performance Muffler & Auto Repair  
Powderhorn Industries, Inc  
Prudential Kienholz Real Estate  
Reed, J. David PC  
Remax Alpine View  
Renfrow, John  
Rental Service Corporation  
Ridgway Valley Enterprises  
Robinson, Curtis  
Rocky Mountain Motors  
Ross Reels/Hauck Engineering  
San Juan Publishing  
Scott's Printing & Graphic Design  
Scott Fly Rod Co  
Security Title Guaranty Co  
Shop N Lube Express inc  
Silver Sons Metalworks, Inc.  
Skip Huston Construction  
Sopris Surfers  
SOS Staffing Services  
Source Gas  
South River Real Estate  
State Farm Insurance  
Summa Design  
Summit Laundry & Linen Service  
Sunnyside Homebuilders, LLC  
Sunset Mesa Funeral - Evergreen Terrace  
Swiss-O-Matic Inc  
TEI Rock Drills  
Timberline Bank  
Town of Olathe  
Townsend, Ken & Marlene  
Tri River Appliance  
Turner Automotive Inc.  
Uncompahgre Valley Water Users Assoc  
United Companies  
US Bank  
Vectra Bank  
Watson Insurance & Financial Group  
Webb Dairy & Farm Inc  
Wells Fargo Bank, NA  
Weslin, LLC  
Western Colorado Contractors Assoc  
Western Skyways Inc  
Western Slope Office Solutions, LLC  
Wollert GMC

Matt Miles  
Mike Kettell  
John M Perpar  
Greg Parish  
Patrik Davis  
Alan Schlauger  
Ron Griebenow  
Phil Bishop  
Robb Ruyle  
David Kienholz  
J. David Reed  
Dee Holman  
  
Mark Garlow  
Scott Stryker  
  
Ron Courtney  
Dan Clark  
Kathryn Retzler  
Scott Beyer  
Steve Phinney  
Randy Williams  
Bill Stimatze  
Jeff Boehme  
Skip Huston  
Lanham Rattan  
Dave Dolan  
Natalie Shelbourn  
Mike Lowry  
John Donley  
Jon Ferris  
David Volz  
Ed Ulibarri  
Bret Gowen  
Claude Rocchia  
Judy Patterson  
Randy Havens  
  
Kerry Frasier  
Ross Turner  
Marc Catlin  
Michelle Renstrom  
Lance Michaels  
Dorinda Elder  
Cindy Watson  
Jim Webb  
Greg Majors  
Paul Panther  
Linda Smith  
Al Head  
Joe Wittenberg  
Ken Wollert



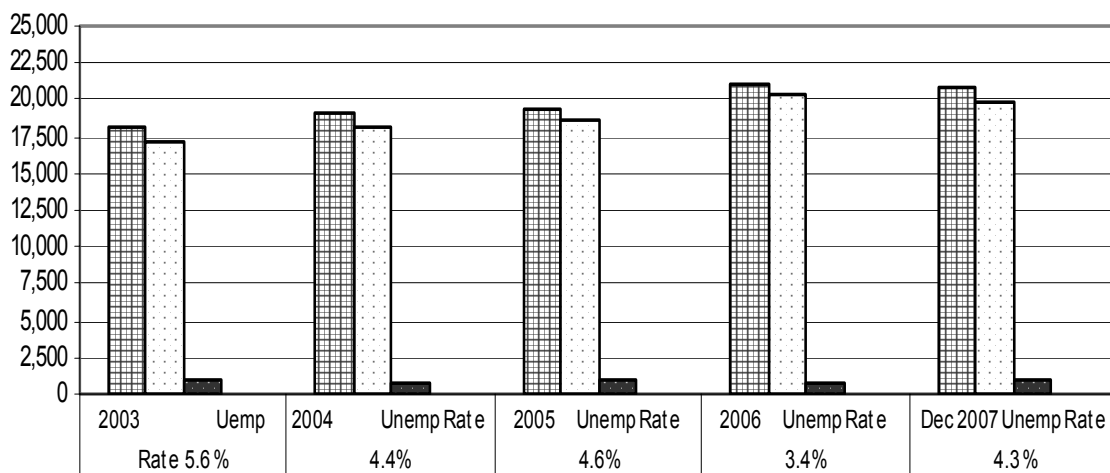
## DEMOGRAPHIC INFORMATION

### Jobs Forecasts for Colorado and its Sub-areas, 2005-2025

<u>Sub-state area</u>	<u>2005</u>	<u>2015</u>	<u>2025</u>	<u>Average annual percent change</u>	
				<u>2005-2015</u>	<u>2015-2025</u>
Colorado	2,760,000	3,370,000	4,000,000	2.0%	1.7%
Front Range	2,300,000	2,800,000	3,300,000	2.0%	1.7%
<b>Western Slope &amp; Central Mnts</b>	<b>360,000</b>	<b>460,000</b>	<b>550,000</b>	<b>2.5%</b>	<b>1.8%</b>
Eastern Plains & San Luis Valley	100,000	120,000	150,000	1.8%	2.3%

*Source: Colorado Department of Local Affairs*

### Montrose County Labor Force



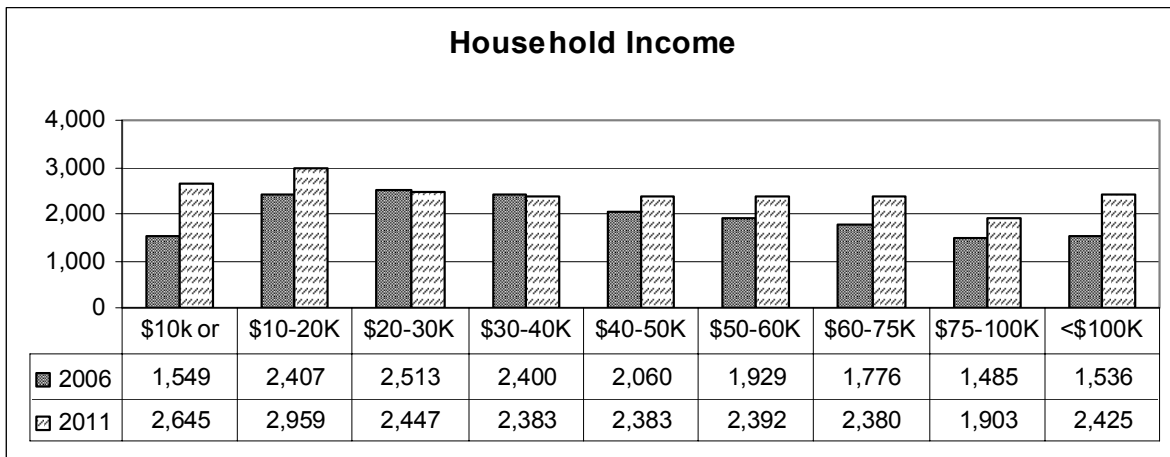
■ Labor Force	18,050	19,021	19,459	21,056	20,722
■ # Employed	17,036	18,189	18,572	20,346	19,827
■ Unemployed	1,014	832	887	710	895
■ Unemployment Rate	5.60%	4.40%	4.60%	3.40%	4.30%

*Source: Colorado Department of Labor & Employment*

## Montrose County Employment by Industry---2006

Industry Sector	# Jobs	# of Establishments	Total Wages YTD	Average Annual Wage
Government	2,894	58	104,550,272	\$36,127
Retail Trade	1,965	179	49,567,409	\$25,225
Manufacturing	1,612	75	43,050,959	\$26,707
Construction	1,625	307	53,783,430	\$33,097
Health Care and Social Assistance	1,509	117	41,900,227	\$27,767
Accommodations and Food Services	1,266	90	15,994,465	\$12,634
Professional and Technical Services	546	127	20,937,052	\$38,346
Wholesale Trade	466	77	17,731,805	\$38,051
Administration and Waste Services	472	56	10,619,175	\$22,498
Transportation and Warehouse	485	57	13,099,581	\$27,009
Finance and Insurance	397	67	15,840,434	\$39,900
Other Services	387	82	10,921,308	\$28,220
Real Estate, Rental and Lease	318	67	10,108,914	\$31,789
Agriculture, Forestry and Fishing	274	41	5,930,260	\$21,643
Information	227	26	6,665,274	\$29,362
Utilities	208	7	11,907,749	\$57,249
Mining	109	13	6,943,307	\$63,700
Arts, Entertainment and Recreation	102	13	1,036,718	\$10,164
Educational Services	27	6	291,013	\$10,778
Management of Companies	17	7	3,858,271	\$226,957
<b># Jobs</b>	<b>14,906</b>			
<b>Total Wages</b>			<b>\$444,737,623</b>	
<b>Average Wage</b>				<b>\$29,836.15</b>

*Source: Colorado Department of Labor & Employment*



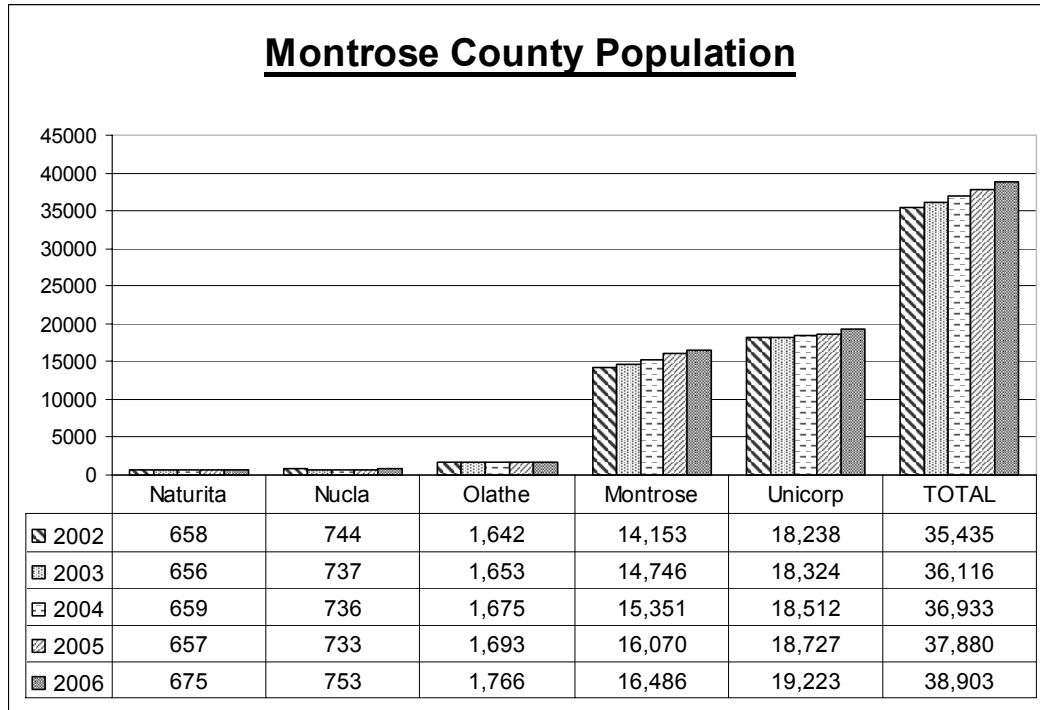
*Source: Applied Geographic Solutions*

## Population Forecasts for Colorado and its Sub-areas, 2005-2025

<u>Sub-state area</u>	<u>2005</u>	<u>2015</u>	<u>2025</u>	<u>Average annual percent change</u>	
				<u>2005-2015</u>	<u>2015-2025</u>
Colorado	4,700,000	5,600,000	6,700,000	1.8%	1.8%
Front Range	3,800,000	4,500,000	5,300,000	1.7%	1.6%
<b>Western Slope &amp; Central Mnts</b>	<b>680,000</b>	<b>860,000</b>	<b>1,100,000</b>	<b>2.4%</b>	<b>2.5%</b>
Eastern Plains & San Luis Valley	220,000	240,000	300,000	0.9%	2.3%

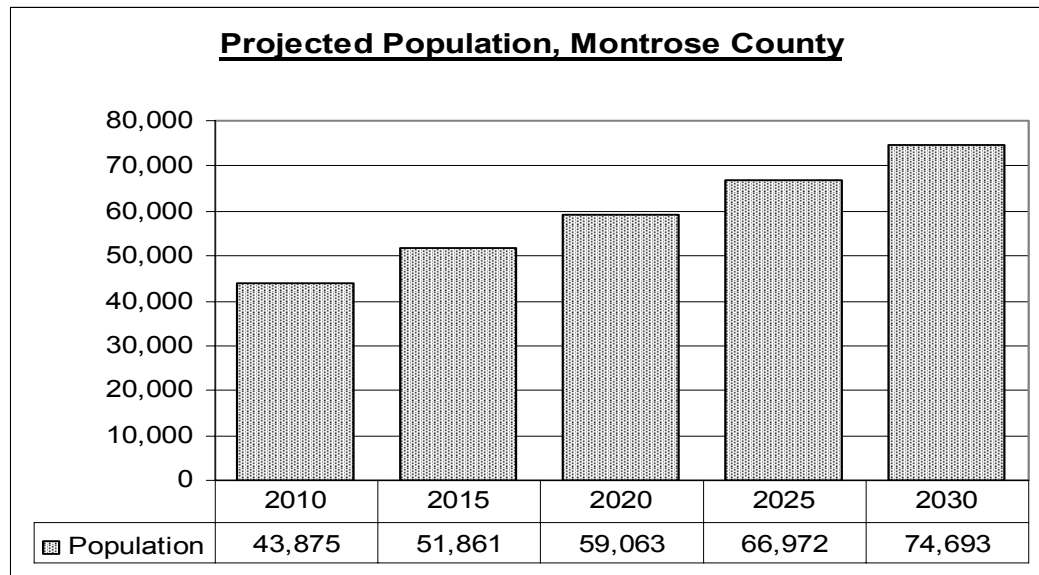
*Source: Colorado Department of Local Affairs*

### Montrose County Population



*Source: State of Colorado Department of Local Affairs*

### Projected Population, Montrose County



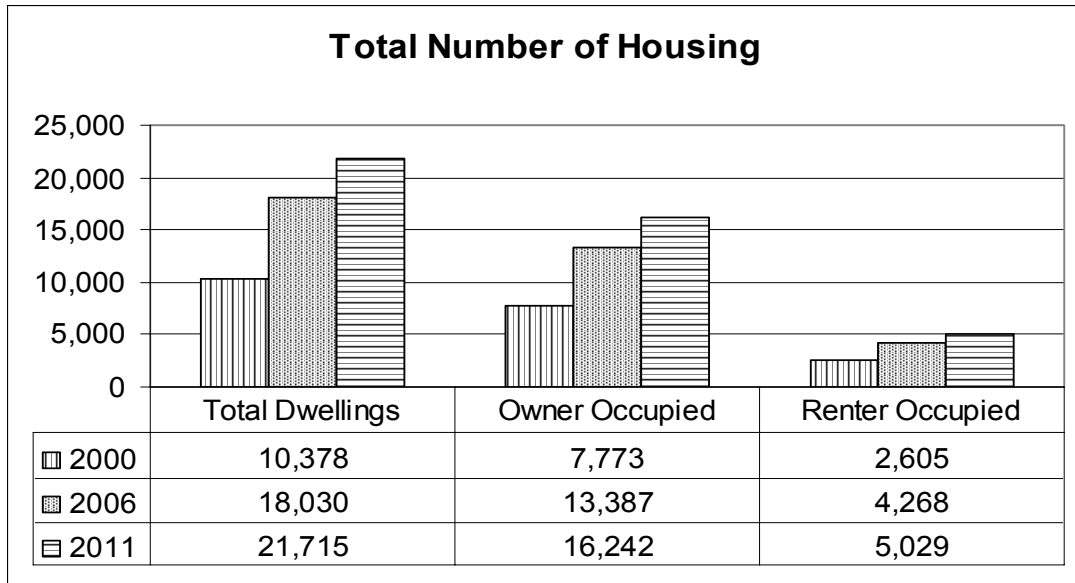
*Source: State of Colorado Department of Local Affairs*

## **Montrose Housing Sold Statistics 2006 - 2007**

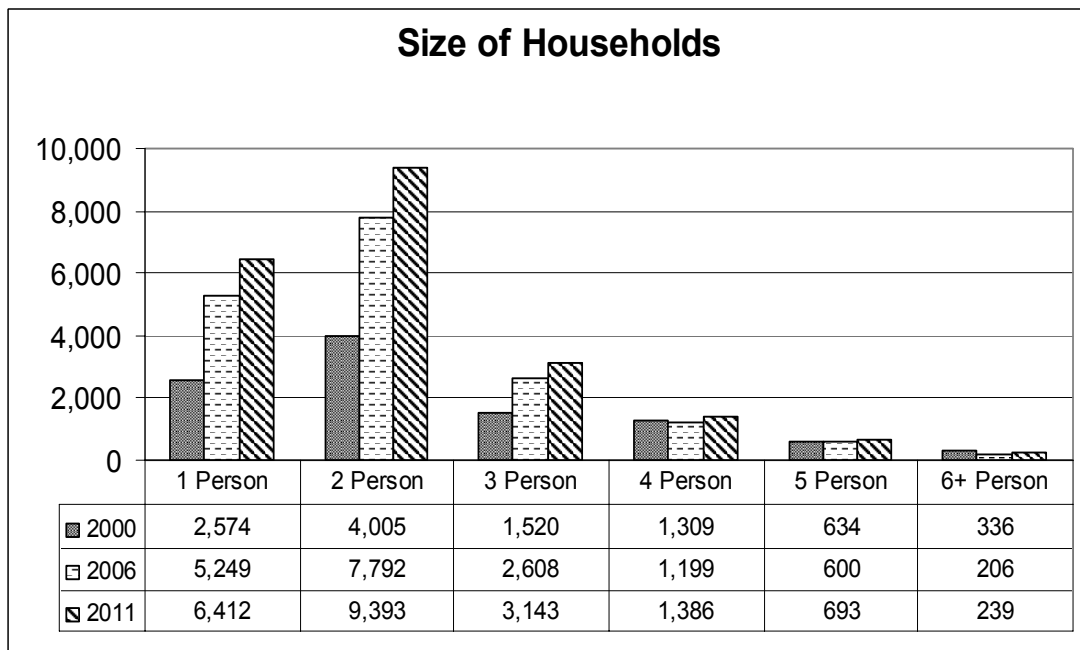
Not including Olathe and West End

<b>New Homes</b>	<b>2006</b>	<b>2007</b>
# of Sales	137	103
Average Sale Price	\$238,353	\$234,198
Median Sale Price	\$208,000	\$221,679
<b>Total Homes</b>		
# of Sales	797	678
Average Sale Price	\$218,171	\$220,334
Median Sale Price	\$186,000	\$192,095
<b>Commercial Property</b>		
# of Sales	39	26
Average Sale Price	\$447,598	\$749,180
Median Sale Price	\$337,653	\$265,500
<b>Vacant Land</b>		
# of Sales	240	165
Average Sale Price	\$253,417	\$183,554
Median Sale Price	\$119,000	\$102,000
<b>Farm &amp; Ranch</b>		
# of Sales	16	13
Average Sale Price	\$2,127,593	\$1,625,992
Median Sale Price	\$861,250	\$725,000

*Source: Montrose Association of Realtors*



*Source: Applied Geographic Solutions- Montrose County*



*Source: Applied Geographic Solutions-Montrose County*

Additional demographic information is available on our website at [www.montroseedc.org](http://www.montroseedc.org). For more specific information, contact Nancy Kirykwicz at [NancyK@montroseedc.org](mailto:NancyK@montroseedc.org), or 249-9438.