

REGION 9

Economic Development District of SW Colorado



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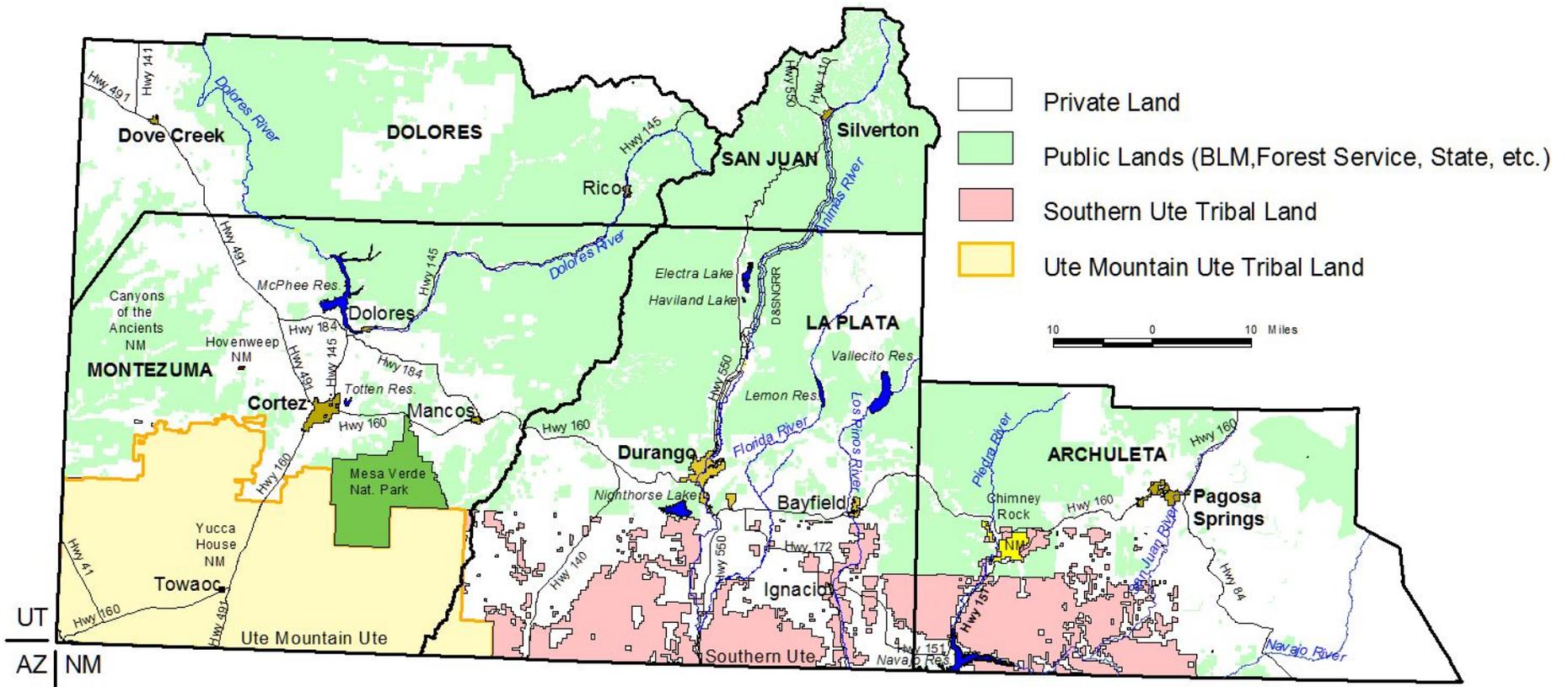
Two photos on the left: courtesy of Mesa Verde Country. Other photos: Region 9

ECONOMIC SNAPSHOT 2017

The Region 9 Report is a publication of the Region 9 Economic Development District of Southwest Colorado, Inc., a non-profit community economic development corporation serving Archuleta, Dolores, La Plata, Montezuma, and San Juan Counties, as well as the Southern Ute and Ute Mountain Ute Indian Tribes.

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Colorado



- Private Land
- Public Lands (BLM, Forest Service, State, etc.)
- Southern Ute Tribal Land
- Ute Mountain Ute Tribal Land

Region 9 Report – 2017 Update

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INTRODUCTION

Founded in 1989, Region 9 Economic Development District of Southwest Colorado, Inc.'s mission is to be a regional leader, working cooperatively with the private and public sectors to enhance economic conditions and improve the region's economic prosperity. As a 501(c)6 non-profit organization serving the counties of Archuleta, Dolores, La Plata, Montezuma and San Juan as well as the Ute Mountain Ute and Southern Ute Indian Tribes, Region 9 is a central point for regional socio-economic data to provide citizens and policymakers access to reliable, unbiased, and timely information. A variety of regional data reports are found on our website at www.scan.org.

Strategic Planning Services

Region 9 also works with each county to develop and maintain an economic development strategy with an associated action plan. The most recent update to these strategies, known as the **Comprehensive Economic Development Strategy** (CEDS) was released in September of 2016 and is available on the Region 9 website at <http://www.scan.org/index.php?strategy=yes>.

The CEDS document:

- Summarizes the economic conditions of each county in Region 9.
- Identifies viable economic development projects and initiatives.
- Facilitates eligibility for federal and state economic development funding.
- Identifies goals and strategies for implementing economic development projects and initiatives, and
- Recognizes and defines trends.

Region 9 also assists community groups, government and the private sector with special projects and technical support. Our staff can help with facilitation, grant research and coordination with state and federal agencies.

Business Support

Region 9's Business Loan Fund provides commercial loans within our five-county area to assist small business capital needs. Business technical assistance is made available through a partnership with the **Southwest Colorado Small Business Development Center at Fort Lewis College** (www.sbdcfortlewis.org). The District also partners with the **Southwest Colorado Accelerator Program For Entrepreneurs** (SCAPE) to provide intensive mentoring and capital investment to select emerging businesses (www.goscape.org).

Tax Credit Support

Region 9 is the Southwest Colorado Enterprise Zone (EZ) Administrator. Businesses located in a state-designated EZ zone can be eligible for up to 10 different tax credits related to business development, including job training, job creation, and vacant building rehabilitation. More information is available on the Region 9 website under the Enterprise Zone tab (<http://www.scan.org/>).

REGIONAL OVERVIEW

Regional Vision – We strive to encourage economic development that preserves our small-town and traditional heritage, takes care of our natural resources, and provides opportunities for our children to stay in Southwest Colorado.

Land and Water

The map on the inside cover of this report illustrates Region 9's boundaries, which encompass 6,584 square miles in the southwest corner of the state and contain 6.3% of the total land area in Colorado (104,247 sq. miles). The land is a study in contrast. The eastern and northeastern areas include the rugged San Juan Range of the Rocky Mountains, with peaks rising above 14,000 feet. Part of the Colorado Plateau – a landform characterized by sparsely vegetated plateaus, mesas and deep canyons – defines the western area where the lowest elevation is about 6,000 feet. The headwaters of several tributaries to the Colorado River are located in the high country. Drainages flow to the west and southwest from the Continental Divide, eventually feeding the San Juan River, which flows into the Colorado River. The mountain headwaters receive most of the region's precipitation, mostly in snowfall, while the lower elevations have arid and semi-arid climates. Snowmelt is stored in reservoirs throughout the region for use later in the year.

Land Management

Region 9 encompasses Archuleta, Dolores, La Plata, Montezuma and San Juan Counties, as well as the Southern Ute and Ute Mountain Ute Indian Tribes. Public lands make up 45% of the district; 38% are private lands and 17% are tribal lands. Public lands include a variety of nationally and internationally renowned cultural and natural features that support agricultural/natural resource development enterprises, recreation and tourism. Major areas of public lands are located in the **San Juan National Forest (SJNF)**, which encompasses over 1.8 million acres, including the 499,771-acre Weminuche Wilderness (the largest designated wilderness area in Colorado); the recently designated 37,236-acre Hermosa Creek Wilderness; and Chimney Rock National Monument (one of America's newest National Monuments).

The other major public land manager, the **Bureau of Land Management (BLM)**, administers the federal mineral estate underlying private lands (known as split estate) and has trust responsibility for mineral management on numerous acres of Tribal lands. The BLM also manages the Canyons of the Ancients National Monument, a 176,000 acre area rich in archaeological sites. The **National Park Service (NPS)** oversees Mesa Verde National Park, a world heritage site, and the lesser known cultural sites of Hovenweep and Yucca National Monuments. The **Bureau of Reclamation** also has an influential presence in the region as the entity involved in the construction of numerous reservoirs and water delivery systems. Some of these improvements are now managed either in partnership with the United States Forest Service or by the State of Colorado, local communities or districts.

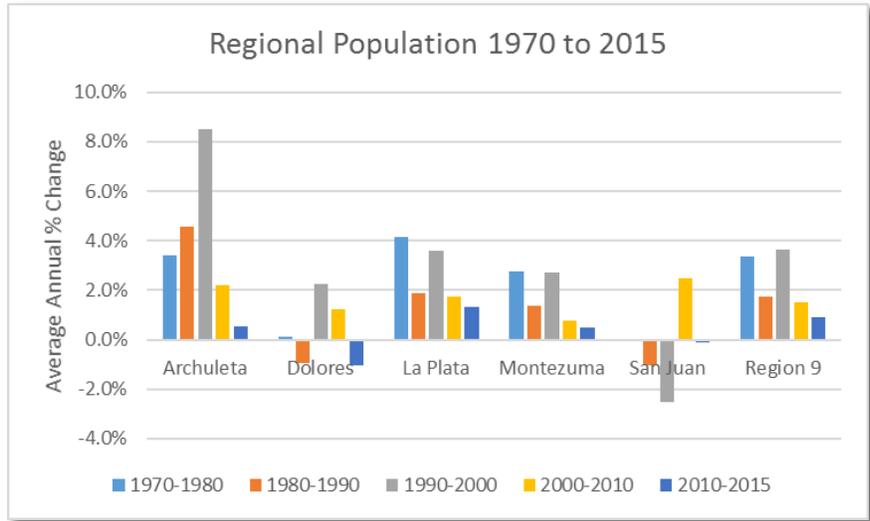
Two Ute Tribes manage the tribal lands in the region. The **Ute Mountain Ute Tribe** has acreage on its reservation and tribal lands in La Plata and Montezuma Counties in Colorado, in San Juan County in New Mexico; and in southeast Utah. The Ute Mountain Utes are the Weeminuche band of Utes, one of the seven original Ute bands that inhabited the entire state of Colorado. Their tribal headquarters is in Towaoc. The Mouache and Caputa bands comprise the **Southern Ute Tribe**, which is headquartered at Ignacio. The Southern Ute Reservation is located in La Plata and Archuleta Counties. Unlike some Indian reservations that are all contained within one boundary, some of the Southern Ute lands are not contiguous. Both Ute Tribes are sovereign nations and operate under tribal administrations. Additional information about the two Ute tribes is located on page 18.

Notes on Sources - *The release of county level economic information is about two years behind the current year, so 2015 is the benchmark year for this report. The Demography Section - Colorado Division of Local Government (CDLG) provided employment and income estimates using 2015 data from the Colorado Department of Labor (ES202) and information from the Bureau of Economic Analysis (BEA). That data was provided in the framework of the North American Industry Classification System (NAICS). Total Personal Income (TPI), and Per Capita Income (PCI), is also supplied by the BEA. Unemployment data is drawn from the Colorado Department of Labor and Employment – Local Area Unemployment Statistics (LAUS) Program, these data are not seasonally adjusted. Links to data sources, as well as a **Glossary** are included to provide a better understanding of key terms and concepts used in this report.*

Population Trends

A look at the annual percentage of population change for each county gives an idea of growth trends in Region 9 from 1970 to 2015. The population within the five counties of Region 9 grew at a rate of about 37% from 1990 to 2000, and about 15% between 2000 and 2010, with the most growth in Archuleta County.

Population declines throughout the region were common during the recession (December 2007 - June 2009) as people left the area seeking jobs. Prior to the recession, Dolores and San Juan Counties experienced declines in the mining industry, resulting in job and population losses. Most of the communities in the region are starting to see slow growth again as the economy stabilizes.

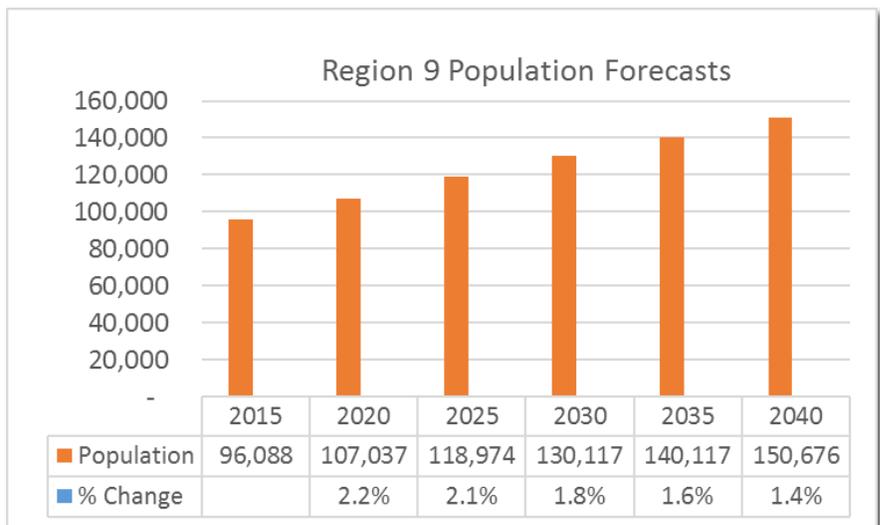


Population	2010	2015	Ann. Avg % Change 2010-15
Archuleta	12,060	12,384	0.5%
Dolores	2,060	1,953	-1.1%
La Plata	51,411	54,907	1.3%
Montezuma	25,532	26,139	0.5%
San Juan	709	705	-0.1%
Region 9	91,772	96,088	0.9%

The regional population grew almost 5% between 2010 and 2015, from 91,772 to 96,088. Thirty-one percent of this recent growth was from “natural” change (the net number resulting from comparing births to deaths) and 69% was from migration.

While some people move to the region for economic reasons, such as the availability of jobs, others come for quality of life issues, which are strongly influenced by the large amounts of public lands in the region.

Region 9 is forecast to grow at a higher percentage rate than the state as a whole.



Employment Trends

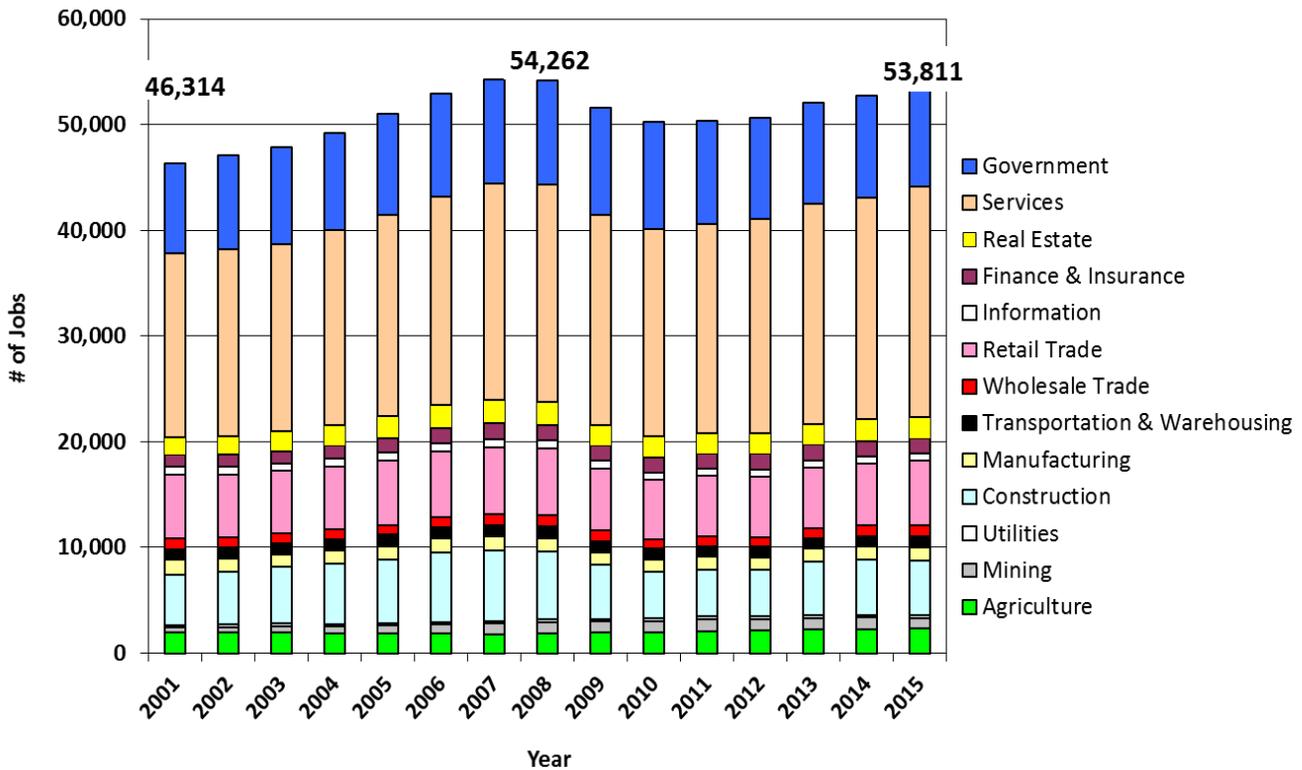
Employees in the region often commute long distances, across state and county lines, to take advantage of better job opportunities, better shopping, or lower real estate prices. The resulting inter-connected economy extends to the entire "Four Corners" area, including southwest Colorado, northwest New Mexico, northeast Arizona, and southeast Utah.

Job growth in the region was steady at about two to four percent per year until the recession of 2007-2009.

Employment reached a regional low of 50,202 jobs in 2010. Post-recession, the region's economic conditions have stabilized and economic confidence is currently good, as evidenced by a 6% increase in the number of jobs since 2010.

Recent growth is strongest in the manufacturing (6%) and retail trade sectors (4%). In 2015, some counties had higher unemployment rates than the state (3.2%) and nation (5.3%). Compared to the 2010 and 2011 figures, there is a positive trend of substantial decreases in unemployment rates in all counties.

Region 9 Employment Trends 2001-2015



2015	Unemployment Rate
Archuleta	4.0%
Dolores	3.1%
La Plata	3.5%
Montezuma	5.6%
San Juan	4.1%
Colorado	3.2%
National	5.3%

Sources: Colorado Labor Market;
Bureau of Economic Analysis

Considering these data, the employment picture for the region is generally improving, albeit slowly. Post-recession, the region's economic conditions have stabilized and economic confidence is currently good, as evidenced by a 6% increase in the number of jobs since 2010.

Employment Sectors

In 2015, there were an estimated 53,811 total jobs in the region. Jobs in this chart include proprietors (owners) as well as wage and salary employees.

Region 9 2015 Total Employment*	# of Jobs	% of Jobs	Avg Ann. Wage**
Agriculture	2,307	4%	\$ 27,546
Mining	1,039	2%	\$ 93,559
Utilities	256	0.5%	\$ 71,783
Construction	5,106	9%	\$ 51,971
Manufacturing	1,291	2%	\$ 37,738
Wholesale Trade	1,007	2%	\$ 53,310
Retail Trade	6,109	11%	\$ 27,717
Transportation and Warehousing	1,063	2%	\$ 52,898
Information	676	1%	\$ 61,027
Finance Activities	1,447	3%	\$ 79,000
Real Estate	2,089	4%	\$ 39,882
Professional and Business Services	3,046	6%	\$ 60,533
Management of Companies and Enterprises	109	0.2%	\$ 105,466
Administration and Waste Services	1,875	3%	\$ 31,206
Education	766	1%	\$ 34,561
Health Services	5,867	11%	\$ 42,369
Arts	1,539	3%	\$ 22,478
Accommodation and Food	5,372	10%	\$ 17,603
Other services, except public administration	3,173	6%	\$ 30,039
Government	9,674	18%	\$ 46,024
Total	53,811	100%	\$ 41,345

*Includes wage and salary jobs as well as proprietors (owners)

**Average annual wages are from QCEW (Dept. of Labor)

The service sector (including all of the 8 highlighted fields) provided the highest percentage of jobs (40%) in the region. These service jobs include highly paid professionals as well as lower paying unskilled labor. Retail trade employment is substantial in most of Region 9, comprising 11% of total employment, though retail is one of the lowest paying sectors. Government sector jobs are also important in the regional economy, providing 18% of jobs.

Of the total number of jobs, 72% are in **base industries** (38,670 jobs), which are listed in the chart below. Base industries produce exports or derive their sales or income *directly* from outside sources, or *indirectly* by providing supplies to export industries. These activities **bring in outside dollars** to circulate within the local economy. Base analysis distinguishes which industries are responsible for overall economic growth and change. They are also known as economic “drivers”.

One very important base industry in our region (25% of jobs) is created by **households** that spend money earned elsewhere (commuters), or at a different point in time (retirees). Royalty payments from oil and gas leases have been important sources of household income in our region. Household income includes money that comes from outside of the local economy, including transfer payments to retirees (such as Medicare), the unemployed and disabled; interest, dividends and rent. Household spending supports jobs in the local economy, such as the local barber, a nurse, or a clerk in the supermarket where a retiree or commuter shops.

Tourism is also an important base industry in the region (24% of jobs). There are many types of businesses that support the tourist industry, including lodging, second homes (construction and real estate sectors), services (restaurants, wholesale and retail trade, entertainment venues), and transportation (airlines, car rentals, guide services, etc).

Regional services (16% of jobs) encompass a variety of economic sectors, including business, communications, construction, education, finance, insurance and real estate, and trade. Some examples of these services include hospitals, airports, telecommunications systems and colleges.

Region 9 2015	# of Jobs	% of Jobs
Agribusiness	3,288	9%
Mining	1,126	3%
Manufacturing	554	1%
Government	3,067	8%
Regional Services	6,255	16%
Tourism	9,182	24%
Households	9,491	25%
Indirect Unassigned	5,707	15%
Total	38,670	100%

Region 9 - Percentage of Jobs in Base Industries						
2015	Archuleta	Dolores	La Plata	Montezuma	San Juan	Region 9
Agribusiness	9%	32%	7%	11%	0%	9%
Mining	1%	1%	4%	2%	0%	3%
Manufacturing	1%	2%	1%	3%	1%	1%
Government	3%	6%	10%	5%	4%	8%
Regional Services	11%	21%	16%	18%	14%	16%
Tourism	29%	8%	26%	15%	52%	24%
Households	32%	22%	18%	36%	26%	25%
Indirect Unassigned	14%	8%	17%	9%	3%	15%
Total # jobs	4,889	655	23,610	9,186	330	38,670

Agriculture related services and forestry remain significant sources of employment in Dolores and Montezuma Counties. The Archuleta, La Plata and San Juan County economies are based primarily on tourism.

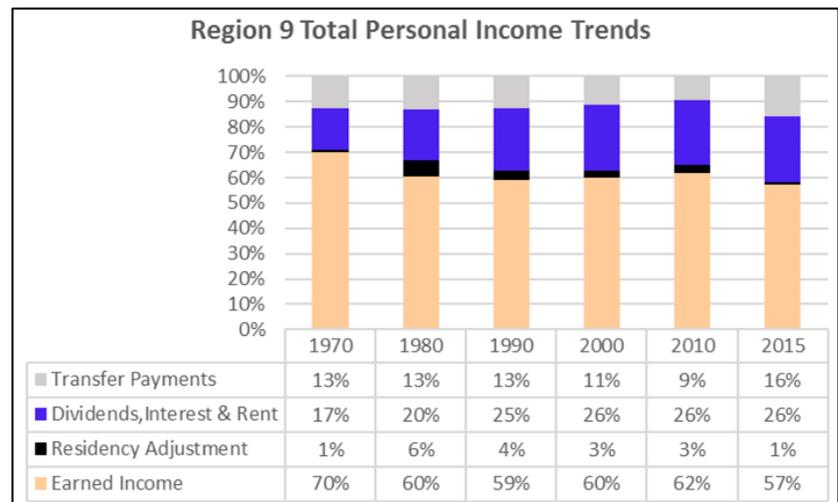
More information on jobs and income in base industries for each county in the region is available on line at http://www.scan.org/uploads/Base_Analysis.pdf.

Total Personal Income (TPI) is a measure of all sources of income in the region. The four main components of TPI are: employment earnings; residency adjustments; dividends, interest and rent; and transfer payments. For an explanation of what these components include refer to the **Glossary**.

Region 9 2015 Total Personal Income (\$000)		% of Total
Employment Earnings	\$ 2,557,758	57%
Residency Adjustment	\$ 35,261	1%
Dividends, Interest & Rent	\$ 1,165,933	26%
Transfer Payments	\$ 708,842	16%
Estimated TPI	\$ 4,467,794	100%

Source: Bureau of Economic Analysis

Between 1970 and 2015, we see a trend of decreasing employment income, and increasing income from dividends, interest and rent. Transfer payments were shrinking, though this trend has seen a reversal as baby boomers retire and receive retirement benefits.



2015 Total Personal Income by County						
	Employment Income	Residency Adjustment	Div., Int & Rent	Transfer Payments	Total (\$000)	60+ Share
Archuleta	47%	3%	28%	22%	\$ 514,841	15%
Dolores	59%	20%	18%	20%	\$ 86,741	14%
La Plata	62%	-3%	12%	12%	\$ 2,745,644	8%
Montezuma	50%	8%	20%	22%	\$ 1,089,266	12%
San Juan	58%	3%	25%	15%	\$ 31,302	10%
Region 9	57%	1%	26%	16%	\$ 4,467,794	10%

The five counties in southwest Colorado vary in their composition. Most income is job based (Employment Income), though significant amounts of income enter our regional economy from other sources, such as transfer payments and dividends, interest and rents.

Per Capita Income Comparison		
	PCI 2015	% of USA
USA	\$ 48,112	100%
Colorado	\$ 50,899	106%
Archuleta	\$ 40,307	84%
Dolores	\$ 42,715	89%
La Plata	\$ 51,475	107%
Montezuma	\$ 38,393	80%
San Juan	\$ 43,409	90%

Per Capita Income – All income in a region is added together (TPI), and then divided by the number of residents. PCI in most of our counties, with the exception of La Plata, are not on a par with state and national incomes.

Source: Bureau of Economic Analysis

Other Data Reports For the Region

Region 9 also collaborates on other reports designed to track community related data, such as *The Southwest Colorado Index: Data & Trends*. This "healthy communities" indicator report monitors and tracks community related data in Region 9. Because economic development is intricately tied to all community issues from childcare, to the environment, the utility of the *Index* is that it presents a broader picture beyond the income and employment indicators. The most recent updates to the *Index* are for 2015 – 2016 and include: education and early childhood, economic health, energy and conservation, healthcare, housing, livable wages and transportation. These reports are available at <http://www.scan.org/index.php?data-reports=yes>.

Retail Sales

Analyses of retail sales were prepared by Region 9 in 2006, 2012, and 2016 and measure how each community's retail sales compare to other towns of similar size across the state. These reports are available at <http://www.scan.org/index.php?retail-sales-data=yes>.

Housing

Detailed housing data is available in separate reports located on the Region 9 website at <http://www.scan.org/index.php?data-reports=yes>

2016 Home Prices	Median	Average
Archuleta	\$ 267,500	\$ 305,476
Dolores	\$ 117,500	\$ 117,013
La Plata	\$ 355,000	\$ 419,385
Montezuma	\$ 181,550	\$ 211,358
San Juan	\$ 205,000	\$ 233,773

Courtesy of The Wells Group, Durango

ARCHULETA COUNTY

County Seat – Pagosa Springs

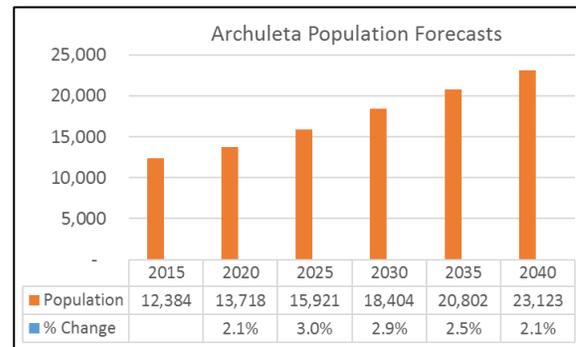
Archuleta County developed as a unique combination of natural resources and natural attributes (i.e. geothermal hot springs located in Pagosa Springs). Initially these resources were "traditional west" commodities such as timber, cattle and minerals. Since the 1970's Archuleta County has been in transition from a traditional rural community to a more urban environment in which tourism is the number one industry.

Population

From 1990 to 2000, the population of Archuleta County grew by 8.5% annually, and was ranked 5th of 64 Colorado counties (14th nationwide) for rate of growth. Since 2010, the estimated annual rate of growth has slowed to about 0.5%. The majority of the county's population is concentrated within the Town of Pagosa Springs and its subdivisions. These population figures do not reflect the large number of seasonal visitors, many of whom own second homes in the area. The population is expected to grow at a rate comparable to the rest of the region through 2040.

Population	2010	2015	Ann. Avg % Change 2010-15
Archuleta	12,060	12,384	0.5%
Pagosa Springs	1,722	1,804	0.9%
Unincorporated	10,338	10,580	0.5%

State Demography Office



Employment and Income

In 2015, county unemployment rates (4.0%) were higher than the state (3.2%), but lower than the nation (5.3%). A minimum of \$23,640 annually provided a livable wage in Archuleta County in 2015, if you were a single person renting a one-bedroom apartment. A full report on *Livable Wages* is available at www.scan.org under regional data.

This table includes wage earners as well as proprietors (owners). About 67% of total employment is by wage earners, while 33% is through proprietors. The service sector (the 8 highlighted fields) employs about 42% of workers in the county. The service sector is composed of many types of jobs, and varying wage scales, ranging from highly paid professionals to entry-level wage earners.

The U.S. Census Bureau estimates that in 2014 there were 1,459 wage and salary workers commuting out of the county for work, primarily to La Plata County (12%) and San Juan County, New Mexico (3%). In contrast, 945 people were commuting in for work, primarily from La Plata County (7%) and Alamosa County (2.0%), which is located about 65 miles east of Wolf Creek Pass. These estimates only reflect those jobs covered by unemployment insurance.

Archuleta County 2015 Total Employment	# of Jobs	% of Jobs	*Avg. ann. wage
Agriculture	341	5%	\$ 37,071
Mining	47	1%	\$ 50,523
Utilities	30	0.5%	\$ 64,593
Construction	682	11%	\$ 34,995
Manufacturing	124	2%	\$ 20,835
Wholesale Trade	39	1%	\$ 55,307
Retail Trade	882	14%	\$ 26,531
Transportation & Warehousing	57	1%	\$ 42,566
Information	64	1%	\$ 47,405
Finance Activities	125	2%	\$ 57,905
Real Estate	447	7%	\$ 42,076
Professional & Business Services	379	6%	\$ 57,307
Management of companies and enterprises	4	0.1%	\$ 96,084
Admin and waste	231	4%	\$ 22,801
Education	62	1%	ND
Health Services	456	7%	\$ 26,320
Arts	153	2%	\$ 17,195
Accommodation and food	755	12%	\$ 17,340
Other services, except public administration	574	9%	\$ 29,462
Government	803	13%	\$ 44,466
Total	6,255	100%	

ND = Not Disclosed. *Quarterly Census of Employment & Wages (QCEW)

Source: Colorado State Demography Office

Archuleta County 2015 Base Industries	# of Jobs	% of Jobs
Agribusiness	453	9%
Mining	38	1%
Manufacturing	38	1%
Government	126	3%
Regional Services	526	11%
Tourism	1,425	29%
Households	1,584	32%
Indirect Unassigned	699	14%
Total	4,889	100%

Base analysis distinguishes which industries are responsible for overall growth and change. For more information regarding base analysis please refer to the **Glossary**.

In Archuleta, the largest base employment industries are tourism and households that spend money earned elsewhere (i.e. second home owners and retirees). More information is available on Region 9's website at http://www.scan.org/uploads/Base_Analysis.pdf.

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

Top Employers - Archuleta County 2016	# of Jobs
Upper San Juan Hospital District	250
Archuleta County School Dist. 50 JT	214
Walmart	157
Archuleta County	150
Visting Angels of the Southwest	131
Springs Resort LTD	125
City Market	107
Wyndam Pagosa	90
Parelli Natural Horsemanship	54
Pine Ridge Extended Care Center LLC	53

Archuleta 2015 Total Personal Income (\$000)		% of Total
Employment Earnings	\$ 242,006	47%
Residency Adjustment	\$ 16,971	3%
Dividends, Interest & Rent	\$ 143,508	28%
Transfer Payments	\$ 112,356	22%
Estimated TPI	\$ 514,841	100%

Source: Bureau of Economic Analysis

Total Personal Income (TPI) is the sum of all income paid to residents of Archuleta County from various sources. Retirees brought in \$79 million (15%) of TPI through transfer payments.

Per Capita Income (PCI) of Archuleta County is 84% of the National PCI and 79% of Colorado's PCI.

Per Capita Income 2015		
	PCI 2015	% of USA
USA	\$ 48,112	100%
Colorado	\$ 50,899	106%
Archuleta	\$ 40,307	84%

Source: Bureau of Economic Analysis

Enterprise Zones – The County as a whole is not EZ eligible. The County has two ineligible census blocks, one of which (9743003) bisects the Town of Pagosa Springs; with the north half in the EZ, and the south half generally out. Southern Ute Tribal lands are included in the eligible census block 9404001.

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

DOLORES COUNTY

County Seat – Dove Creek

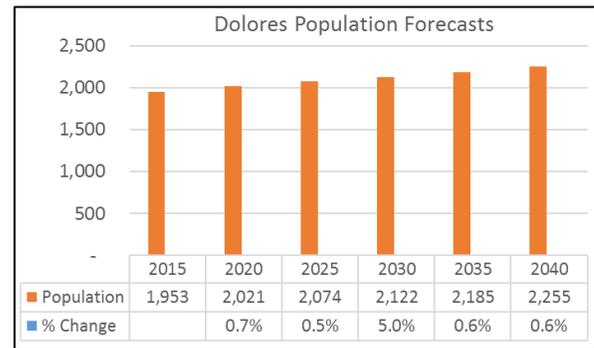
The western portion of Dolores County (near Dove Creek) is primarily agricultural and was historically dry land crop farming. Irrigation from McPhee Reservoir has enhanced agricultural production. More recently, the Doe Canyon helium production facility has added to the economic base of the area by creating high-paying jobs. The mountainous (eastern) part of Dolores County (the Rico area) historically supplied a number of small saw mills and was the site of gold, silver, copper, lead and zinc mining. Access to scenic public lands in the county provides recreational opportunities; however, the tourist base is served primarily by businesses outside of the county.

Population

From 1990 to 2000, the population of Dolores County grew by 2.3% annually. The population is dispersed within two topographically distinct areas. Dove Creek, the county seat, is primarily within an agricultural area located on the west-side of the county. From 2010 to 2015 Dove Creek’s population declined an average of -1.1% annually. Rico, located on the east-side of the county, declined an average of -0.8% annually. Unincorporated areas, particularly around Cahone, have also seen declines. County-wide, slow to moderate growth is forecast for the next several decades.

Population	2010	2015	Ann. Avg % Change 2010-15
Dolores	2,060	1,953	-1.1%
Dove Creek	734	695	-1.1%
Rico	264	253	-0.8%
Unincorporated	1,062	1,005	-1.1%

State Demography Office



Employment and Income

In 2015, county unemployment rates (3.1%) were lower than the state (3.2%) and nation (5.3%). A minimum of \$24,372 annually provided a livable wage in Dolores County in 2015, if you were a single person renting a one-bedroom apartment. A full report on *Livable Wages* is available at www.scan.org under regional data.

About 71% of total employment is by wage earners, while 29% is through proprietors (owners). Confidentiality concerns related to the small numbers in this county limit the publicly available information about jobs and income in many sectors. Construction was a very strong employment sector in 2015, accounting for 29% of jobs.

The service sector (the 7 highlighted fields) employs about 17% of workers in the county. The service sector is composed of many types of jobs, and very different wage scales. These include highly paid professionals, as well as entry-level wage earners.

Dolores County 2015 Total Employment	# of Jobs	% of Jobs	*Avg. ann. wage
Agriculture	193	19%	\$ 30,194
Mining	7	1%	ND
Utilities	ND		ND
Construction	292	29%	ND
Manufacturing	22	2%	ND
Wholesale Trade	7	1%	ND
Retail Trade	63	6%	\$ 21,588
Transportation & Warehousing	11	1%	\$ 32,112
Information	ND		ND
Finance Activities	ND		ND
Real Estate	11	1%	ND
Professional & Business Services	22	2%	\$ 16,600
Administration and waste management	25	0%	\$ 34,742
Education	ND	ND	ND
Health Services	8		\$ 33,906
Arts, Entertainment, and Recreation	ND	ND	ND
Accommodation and food	56		\$ 28,709
Other services, except public administration	61	6%	\$ 19,444
Government	227	22%	\$ 8,540
Sectors Not Disclosed (ND)	9	1%	
Total	1,014	100%	

ND = Not Disclosed. *Quarterly Census of Employment & Wages (QCEW)

Source: Colorado State Demography Office

The U.S. Census Bureau estimates that in 2014 there were 429 wage and salary workers commuting out of the county for work, primarily to Montezuma County (21%) and La Plata County (7%). In contrast, 332 people were commuting in for work, primarily from Montezuma County (25%) and San Juan County, NM (10%). These estimates only reflect those jobs covered by unemployment insurance.

Dolores 2015 Base Industries	# of Jobs	% of Jobs
Agribusiness	209	32%
Mining	7	1%
Manufacturing	10	2%
Government	42	6%
Regional Services	138	21%
Tourism	55	8%
Households	144	22%
Indirect Unassigned	50	8%
Total	655	100%

Base analysis distinguishes which industries are responsible for overall growth and change. These activities *bring in outside dollars* to circulate within the local economy. For more information please refer to the **Glossary**.

In Dolores, the largest base employment industries are agribusiness and households that spend money earned elsewhere (i.e. retirees). More information on base industries in Dolores is available at http://www.scan.org/uploads/Base_Analysis.pdf.

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

Top Employers - Dolores County 2016	# of Jobs
Dolores County	52
Dolores County School Dist. RE2J	40
Dunton Hot Springs	31
PCE Constructors	30
Community Health Clinic	26
Dove Creek Superette	25
Dove Creek Implement	14
Adobe Milling	12
Air Products Helium	11
Doves Nest Early Care & Education	10

Dolores 2015 Total Personal Income (\$000)		% of Total
Employment Earnings	\$ 51,440	59%
Residency Adjustment	\$ 2,251	3%
Dividends, Interest & Rent	\$ 15,440	18%
Transfer Payments	\$ 17,610	20%
Estimated TPI	\$ 86,741	100%

Total Personal Income (TPI) is the sum of all income paid to residents of Dolores County from various sources. Retirees brought in more than \$12.5 million (14%) of TPI through transfer payments.

Source: Bureau of Economic Analysis

Per Capita Income (PCI) of Dolores County is 89% of the National PCI and 84% of Colorado's PCI.

Per Capita Income 2015		
	PCI 2015	% of USA
USA	\$ 48,112	100%
Colorado	\$ 50,899	106%
Dolores	\$ 42,715	89%

Source: Bureau of Economic Analysis

Enterprise Zones – All of Dolores County is a designated Enterprise Zone, and is currently listed as an Enhanced Enterprise Zone based on employment and income criteria through 2018.

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

LA PLATA COUNTY

County Seat – Durango

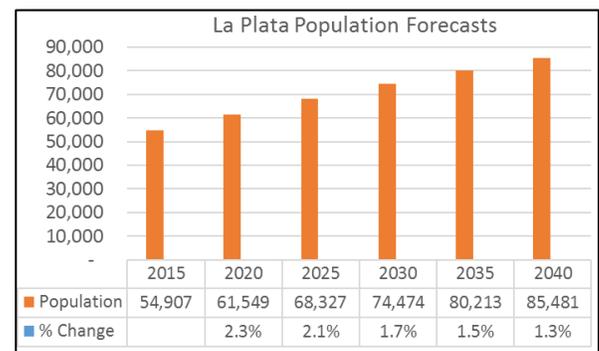
Historically, La Plata County developed as a result of "traditional west" commodities such as minerals, cattle and timber. Since the 1970's La Plata County has been in transition from a traditional rural county to a more urban environment in which tourism is the number one industry. People moving in for quality of life issues or "amenity migration" drove population growth in the 1990's, a trend still seen today.

Population

Between 2010 and 2015, La Plata County grew 1.3% annually, with most of the growth occurring in Bayfield and Durango. Ignacio saw slower growth, as did unincorporated areas of the county, including the Southern Ute Indian Tribe, headquartered in Ignacio. More information about the Southern Ute Tribe is on page 18 of this report. These population figures do not reflect the large number of seasonal visitors, many of whom own second homes in the county. The population is expected to grow at a moderate rate through 2040.

Population	2010	2015	Ann. Avg % Change 2010-15
La Plata	51,441	54,907	1.3%
Bayfield	2,357	2,573	1.8%
Durango	16,901	18,228	1.5%
Ignacio	699	730	0.9%
Unincorporated	31,484	33,376	1.2%

State Demography Office



Employment and Income

In 2015, county unemployment rates (3.5%) were lower than the state (3.2%) and the nation (5.3%). In 2015, a minimum of \$27,012 annually provided a livable wage in La Plata County, if you were a single person renting a one-bedroom apartment. A full report on *Livable Wages* is available at www.scan.org under regional data.

This table includes wage earners as well as proprietors (owners). About 82% of total employment is by wage earners, while 18% is through proprietors.

The service sector (including all 8 highlighted fields) employs about 42% of workers in the county, and represents 35% of the earnings. The service sector is composed of many types of jobs, and very different wage scales. Many of the service jobs in La Plata County are technical, educational or in health services.

La Plata County 2015 Total Employment	# of Jobs	% of Jobs	*Avg. ann. wage
Agriculture	939	3%	\$ 27,987
Mining	751	2%	\$ 101,231
Utilities	139	0.4%	\$ 70,853
Construction	3,455	10%	\$ 50,710
Manufacturing	770	2%	\$ 39,612
Wholesale Trade	688	2%	\$ 55,430
Retail Trade	3,594	11%	\$ 27,863
Transportation & Warehousing	728	2%	\$ 57,403
Information	540	2%	\$ 63,012
Finance Activities	1,088	3%	\$ 88,258
Real Estate	1,301	4%	\$ 39,722
Professional & Business Services	2,153	6%	\$ 65,120
Management of companies and enterprises	59	0.2%	\$ 116,078
Administration and waste management	1,293	4%	\$ 33,483
Education	535	2%	\$ 40,052
Health Services	3,813	11%	\$ 47,233
Arts, Entertainment, and Recreation	1,227	4%	\$ 20,611
Accommodation and food	3,377	10%	\$ 19,997
Other services, except public administration	1,737	5%	\$ 30,882
Government	5,794	17%	\$ 64,303
Total	33,981	100%	

ND = Not Disclosed. *Quarterly Census of Employment & Wages (QCEW)

Source: Colorado State Demography Office

The U.S. Census Bureau estimates that in 2014 there were 5,645 wage and salary workers commuting out of the county for work, primarily to San Juan County, NM (5%), and to Montezuma County (3%). In contrast, 7,449 people were commuting in for work, primarily from San Juan County, NM (4%) and Montezuma County (4%). These estimates only reflect those jobs covered by unemployment insurance.

La Plata 2015 Base Industries	# of Jobs	% of Jobs
Agribusiness	1,618	7%
Mining	857	4%
Manufacturing	249	1%
Government	2,384	10%
Regional Services	3,875	16%
Tourism	6,147	26%
Households	4,362	18%
Indirect Unassigned	4,118	17%
Total	23,610	100%

Base analysis distinguishes which industries are responsible for overall growth and change. These activities **bring in outside dollars** to circulate within the local economy. For more information regarding base analysis please refer to the **Glossary**.

In La Plata, the largest base employment industries are tourism and households that spend money earned elsewhere (i.e. retirees). More information on base industries in La Plata is available at http://www.scan.org/uploads/Base_Analysis.pdf.

Top employers are ranked based on the numbers of people that they employ. These numbers were collected from each employer if available, estimated based on information collected from past years, or provided by state agencies. Employers include local governments as well as private employers. Purgatory’s employment numbers include workers at ski areas located outside of La Plata County, but owned by the ski corporation.

Top Employers - La Plata County 2016	# of Jobs
DSC Purgatory LLC	1,000
Mercy Regional Medical Center	860
Durango School Dist. 9R	853
Southern Ute Indian Tribe	795
Crossfire LLC	705
Fort Lewis College	660
City of Durango	546
La Plata County	434
Sky Ute Casino Resort	425
Mercury Payment Systems	365

La Plata 2015 Total Personal Income (\$000)		% of Total
Employment Earnings	\$ 1,700,936	62%
Residency Adjustment	\$ (69,423)	-3%
Dividends, Interest & Rent	\$ 776,221	28%
Transfer Payments	\$ 337,910	12%
Estimated TPI	\$ 2,745,644	100%

Total Personal Income (TPI) is the sum of all income paid to residents of La Plata County from various sources. Retirees brought in \$218 million (8%) of TPI through transfer payments. A negative residency adjustment means that more people are commuting into the county for employment than are commuting out.

Source: Bureau of Economic Analysis

Per Capita Income (PCI) of La Plata County is 107% of the National PCI and is slightly higher than Colorado’s PCI.

Per Capita Income 2015		
	PCI 2015	% of USA
USA	\$ 48,112	100%
Colorado	\$ 50,899	106%
La Plata	\$ 51,475	107%

Source: Bureau of Economic Analysis

Enterprise Zones – La Plata County as a whole does not meet distress criteria but certain census blocks are eligible. A business (which includes a farm or a non-profit) located within these blocks may be eligible for EZ tax credits. Of the 33 census blocks in the county 14 are not eligible, including portions of the City of Durango.

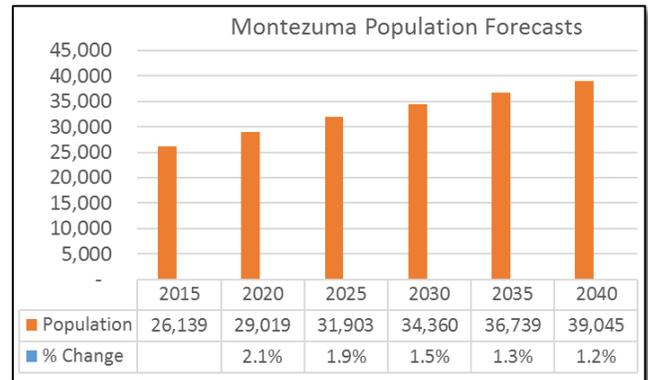
More detailed information regarding La Plata County is available at www.scan.org under regional data.

MONTEZUMA COUNTY

County Seat – Cortez

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

Population – Between 2010 and 2015, Montezuma County grew 0.5% annually with most of the growth occurring in Mancos. Unincorporated areas of the county include the Ute Mountain Ute Indian Tribe, headquartered in Towaoc, which is located 12 miles southwest of Cortez. More information about the Tribe is on page 18 of this report. The population is expected to grow at a moderate rate through 2040, based on forecasts by the State Demography Office.



Population	2010	2015	Ann. Avg % Change 2010-15
Montezuma	25,532	26,139	0.5%
Cortez	8,481	8,727	0.6%
Dolores	936	962	0.5%
Mancos	1,336	1,407	1.0%
Unincorporated	14,779	15,043	0.4%

Colorado State Demography Office

Employment and Income

In 2015, county unemployment rates (5.6%) were higher than the state (3.2%) and the nation (5.3%). A minimum of \$22,920 annually provided a livable wage in Montezuma County in 2015, if you were a single person renting a one-bedroom apartment. A full report on *Livable Wages* is available at www.scan.org under regional data.

This table includes wage earners as well as proprietors (owners). About 77% of total employment is by wage earners, while 23% is through proprietors.

The service sector (including all 8 of the highlighted fields) employs about 33% of workers in the county. Many of the service jobs in Montezuma County support education, health and social assistance.

Montezuma County 2015 Total Employment	# of Jobs	% of Jobs	*Avg. ann. wage
Agriculture	834	7%	\$ 24,518
Mining	234	2%	\$ 79,894
Utilities	87	0.7%	\$ 57,289
Construction	645	5%	\$ 48,722
Manufacturing	373	3%	\$ 38,140
Wholesale Trade	269	2%	\$ 48,602
Retail Trade	1,527	13%	\$ 28,443
Transportation & Warehousing	267	2%	\$ 43,127
Information	69	1%	\$ 38,336
Finance Activities	226	2%	\$ 44,885
Real Estate	313	3%	\$ 39,205
Professional & Business Services	464	4%	\$ 44,554
Management of companies and enterprises	45	0.4%	\$ 92,872
Administration and waste management	324	3%	\$ 26,641
Education	167	1%	\$ 29,196
Health Services	1,572	13%	\$ 35,335
Arts, Entertainment, and Recreation	126	1%	\$ 45,396
Accommodation and food	1,082	9%	\$ 15,867
Other services, except public administration	785	6%	\$ 26,497
Government	2,773	23%	\$ 39,361
Total	12,182	100%	\$ 846,880

*Quarterly Census of Employment & Wages (QCEW)

Source: Colorado State Demography Office

The U.S. Census Bureau estimates that in 2014 there were 3,696 wage and salary workers commuting out of the county for work, with the greatest number of workers going to La Plata County (11%) and San Juan County, NM (4%). There were 2,636 people commuting in to the county for work – primarily from La Plata County (8%) and San Juan County, NM (4%). These estimates only reflect those jobs covered by unemployment insurance.

Montezuma 2015 Base Industries	# of Jobs	% of Jobs
Agribusiness	1,008	11%
Mining	224	2%
Manufacturing	254	3%
Government	503	5%
Regional Services	1,669	18%
Tourism	1,382	15%
Households	3,315	36%
Indirect Unassigned	831	9%
Total	9,186	100%

Base analysis distinguishes which industries are responsible for overall growth and change. These activities *bring in outside dollars* to circulate within the local economy. For more information regarding base analysis please refer to the **Glossary**.

In Montezuma the largest base employment industry are households (i.e. retirees) that spend money earned elsewhere. Montezuma County has the highest percentage of Regional Services jobs (i.e. construction) of anywhere in the region.

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

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

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

Source: Bureau of Economic Analysis

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

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

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

Source: Bureau of Economic Analysis

Enterprise Zones – All of Montezuma County has been designated as an Enterprise Zone by the state.

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

SAN JUAN COUNTY

County Seat – Silverton

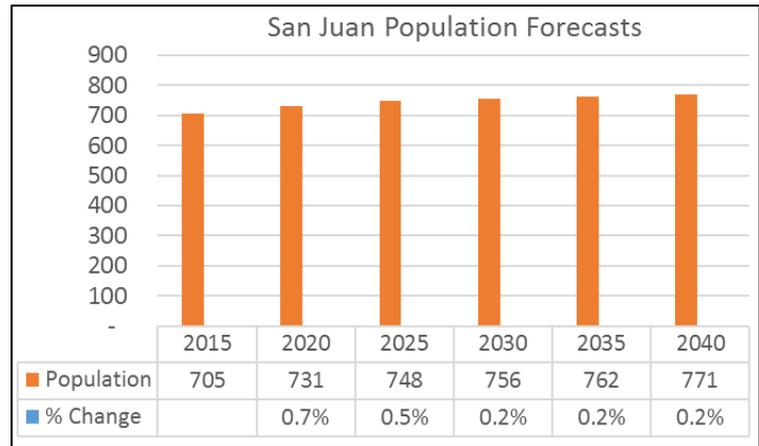
The discovery of gold in the county by Charles Baker in 1860 was followed by a gold rush in the 1870's. With the dedication of the "Million Dollar Highway" in July of 1924 the transportation of gold, silver, lead, copper and zinc began to shift from the narrow gauge train to trucks using Highway 550, which connects Silverton to Montrose and to Durango. After World War II, the rail line began to carry less freight and more tourists up from Durango to enjoy the spectacular scenery. Mining activity has declined, and San Juan County has become almost entirely dependent upon tourism.

Population

In the summer there is an influx of seasonal residents, many of whom have purchased second homes in the area. Seasonal residents are not included in population figures. The resident population is expected to maintain through 2035.

Population	2010	2015	Ann. Avg % Change 2010-15
San Juan	709	705	-0.1%
Silverton	646	642	-0.1%
Unincorporated	63	63	0.0%

State Demography Office



Employment and Income

In 2015, county unemployment rates (4.1%) were higher than the state (3.2%) but lower than the nation (5.3%). A minimum of \$24,684 annually provided a livable wage in San Juan County in 2015, if you were a single person renting a one-bedroom apartment. A full report on *Livable Wages* is available at www.scan.org under regional data.

This table includes wage earners as well as proprietors (owners). About 81% of total employment is by wage earners, while 19% is through proprietors. However, due to the small population, most economic data is not disclosed.

The service sector (including all of the 8 highlighted fields) employs about 43% of workers in the county. Many of the service jobs in San Juan County support tourism, in accommodation (lodging) and food services.

San Juan County 2015 Total Employment	# of Jobs	% of Jobs	*Avg. ann. wage
Agriculture	0	0%	\$ -
Mining	ND		ND
Utilities	ND		ND
Construction	32	8%	\$ 45,034
Manufacturing	ND		ND
Wholesale Trade	ND		ND
Retail Trade	43	11%	\$ 14,725
Transportation & Warehousing	ND		ND
Information	ND		ND
Finance Activities	ND		ND
Real Estate	17	4%	\$ 20,929
Professional & Business Services	29	8%	\$ 27,947
Management of companies and enterprises	ND		ND
Administration and waste management	ND		ND
Education	ND		ND
Health Services	ND		ND
Arts, Entertainment, and Recreation	33	9%	\$ 22,264
Accommodation and food	101	27%	\$ 16,765
Other services, except public administration	ND		ND
Government	76	20%	\$ 35,111
Sectors Not Disclosed (ND)	47	12%	
Total	378	100%	

ND = Not Disclosed. *Quarterly Census of Employment & Wages (QCEW)

Source: Colorado State Demography Office

The U.S. Census Bureau estimates that in 2014 there were 205 wage and salary workers commuting out of the county for work – with the greatest number of workers going to San Miguel County (11%). There were also 116 people commuting in to the county for work, primarily from Montrose County (30%). These estimates only reflect those jobs covered by unemployment insurance.

San Juan 2015 Base Industries	# of Jobs	% of Jobs
Agribusiness	0	0%
Mining	0	0%
Manufacturing	3	1%
Government	12	4%
Regional Services	47	14%
Tourism	173	52%
Households	86	26%
Indirect Unassigned	9	3%
Total	330	100%

Base analysis distinguishes which industries are responsible for overall growth and change. These activities *bring in outside dollars* to circulate within the local economy. For more information regarding base analysis please refer to the **Glossary**. In San Juan the largest base employment industries are tourism, and households that spend money earned elsewhere.

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

San Juan	# of Jobs
Silverton Outdoor Learning and Rec Center	39
Silverton School Dist 1	25
Cascade Village Resort	25
Town of Silverton	18
Handlebars	16
Bent Elbow Restaurant & Hotel	16
San Juan County	15
Triangle Service Station & Hotel	15
Grand Imperial Hotel	15
Brown Bear Café	10

San Juan 2015 Total Personal Income (\$000)		% of Total
Employment Earnings	\$ 18,151	58%
Residency Adjustment	\$ 872	3%
Dividends, Interest & Rent	\$ 7,692	25%
Transfer Payments	\$ 4,587	15%
Estimated TPI	\$ 31,302	100%

Total Personal Income (TPI) is the sum of all income paid to residents of San Juan County from various sources. Retirees (60+) brought in \$3.1 million (10%) of TPI through transfer payments.

Source: Bureau of Economic Analysis

Per Capita Income (PCI) of San Juan County is 90% of National PCI and 85% of Colorado’s PCI.

Per Capita Income 2015		
	PCI 2015	% of USA
USA	\$ 48,112	100%
Colorado	\$ 50,899	106%
San Juan	\$ 43,409	90%

Source: Bureau of Economic Analysis

Enterprise Zones – All of San Juan County has been designated as an Enhanced Enterprise Zone through 2018.

More detailed information regarding San Juan County is available at www.scan.org, under regional data.

NATIVE AMERICAN TRIBES

Region 9 is the home of the Southern Ute and the Ute Mountain Ute Indian Tribes. Native American land jurisdiction is complicated by various forms of ownership. While title to most of the tribal lands within the United States is held in trust by the Federal Government, tribes are self-governing. As a result, tribal lands are subject to tribal and some Federal laws, but are exempt from state laws. In southwestern Colorado, the General Allotment Act (also known as the Dawes Act) of 1887 splintered the Ute reservation lands by carving land allotments out of the existing reservation. Many of the Mouache and Caputa Utes accepted these “farming” allotments located in the eastern portion, which were included within the boundary of the Southern Ute Reservation. The Weeminuche Utes, led by Chief Ignacio, refused to accept allotments and moved to the western portion, which became known as the Ute Mountain Ute Indian Reservation. Over time, a few allotments have also been associated with the Weeminuche. Lands not allotted, or about 85 percent of the reservation, were declared “excess” by the federal government and opened to white settlers in 1895. Allotments were made available until an act of Congress in 1934 discontinued the allotment system.

Southern Ute Indian Tribe

The Southern Ute Indian Reservation boundaries encompass Tribal trust lands, Indian allotments, homestead fee tracts, tribally-owned or Indian-owned fee land, and lands managed by Bureau of Reclamation and/or the United States Forest Service. This patchwork pattern of land ownership is commonly referred to as a “checkerboard”. The reservation land base includes about 750,000 acres, seven major rivers, and the Navajo State Park. The Southern Ute Tribal enrollment is currently about 1,500, with the majority of the members living on the reservation.

Tribal headquarters are located adjacent to the Town of Ignacio, in La Plata County. Tribal activity generates millions of dollars per year in direct and indirect economic activity. The Tribe businesses are located both on and off-Reservation in the areas of oil and gas production, natural gas gathering, real estate development, private equity investment, housing construction, sand and gravel products, media, and gaming. The Tribe is the largest employer in La Plata County. The Sky Ute Casino – Resort opened in 2008 and employs 425 people. The Southern Ute Growth Fund was started in 1999 and has investments spanning North America. The Growth Fund manages over \$3 billion in assets and employees and has a staff of about 360 people. More information is available at: <https://www.southernute-nsn.gov/>.

Ute Mountain Ute Indian Tribe

The Ute Mountain Ute Reservation and Indian Lands are located in the northwestern portion of New Mexico, the southwestern corner of Colorado, and in southeastern Utah. According to the Bureau of Indian Affairs, the reservation consists of 553,008 acres in Montezuma and La Plata Counties, Colorado, and San Juan County, New Mexico. All of these lands belong to the tribe but are held in trust by the U.S. Government. Additional Ute Mountain Ute lands include 12,096 acres of individual allotments and tribal lands held in trust, all located in San Juan County, Utah. The Tribal enrollment is around 2,095 members, with the majority of the members living on the reservation in Towaoc, Colorado (Montezuma County), and in White Mesa, Utah. The Tribal census shows the largest percentage of the members are in their early twenties and younger.

In 2016 the Tribe was one of the largest employers in Montezuma County with about 900 jobs in all aspects of tribal government and operations, and at their Ute Mountain Casino and RV Park. The Colorado Ute Water Settlement Act of 1988 mandated, through the building of the Dolores Project and McPhee Reservoir, a guaranteed source of drinking and irrigation water, which has dramatically expanded farming and ranching operations. Other tribal resources include income from oil and gas wells, and tribal enterprises that revolve around tourism such as the Tribe’s Ute Mountain Ute Tribal Park and the Ute Mountain Indian Trading Company. Recently, the Tribe has marketed corn meal products from tribal farms and developed a corn meal facility. More information about the Tribe is available online at: <http://www.utemountainutetribes.com/>.

GLOSSARY OF KEY TERMS

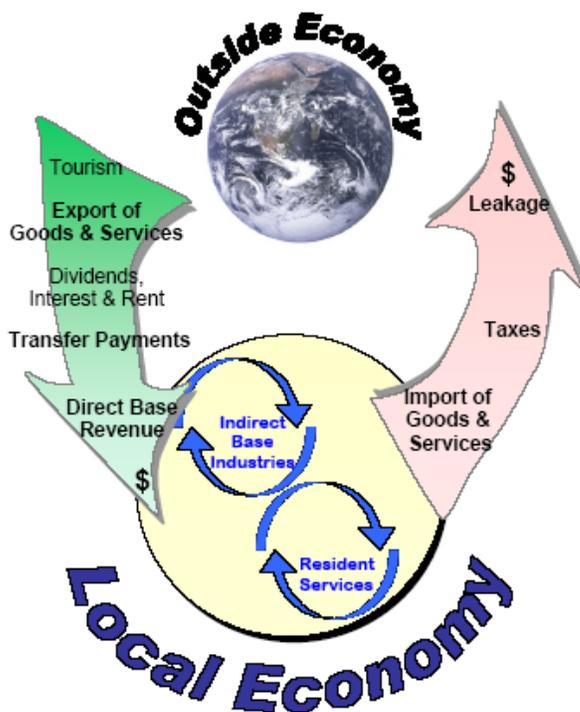
Economic Base Analysis is a tool to describe economic activity by the source of revenue, whether the money generated by sales comes from outside the local economy, or from within the local economy. This type of analysis is designed to define those economic activities that drive or sustain the local economy. Base Analysis distinguishes which industries and factors are responsible for overall growth and change. There are two types of regional industries:

Base industries produce exports or derive their sales or income *directly* from outside sources, or *indirectly* by providing supplies to export industries. These activities **bring in outside dollars** to circulate within the local economy. These industries include agriculture, mining, manufacturing, national and regional services, state and federal government jobs, and tourism. Another base industry is created by households that spend money earned elsewhere. For example, a retiree whose income comes from outside of the county is supporting many traditional local resident services jobs; however, since their income is basic (from outside the local economy), the local resident service jobs are also considered basic.

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

Outside money enters the local economy through a variety of sources, circulates through the local area, and then leaves the local economy when we purchase goods or services from outside the area, or pay federal and state taxes.

A common confusion with this type of analysis is that it focuses on the source of revenue as opposed to specific industries. Tourism is considered a direct base economic activity because the visitors are bringing their money from the outside economy and spending it in the local economy.



Looking at restaurants for example, when the person buying a meal is from outside the area (a tourist), it is a **direct base economic activity** and when the person is a resident using money earned in the local economy, it is a **local resident service activity**. So restaurants are both direct based and a local resident service.

The office of the Colorado State Demographer performs various statistical estimates, including actual surveys of businesses (calling the restaurant and asking them for estimates of how much of their sales are to residents versus tourists) to provide a percentage in various sectors of how much of their activity is direct or local resident based.

Amenity Migration is another source of direct base revenue in terms of money coming from the outside economy to buy real estate and construct homes in the local economy. The term comes from the fact that people migrate to southwest Colorado because of the amenities, i.e. quality of life and environment. Some of these people are second home owners and some are telecommuters, meaning that they work for companies or clients using phone, internet, faxes, etc.

Population - Census data is collected every 10 years (i.e. 2000, 2010) and is considered an actual count of people within a region or county. The years in between are estimates made by the State Demographer. Projections are made using an assumed growth rate to predict future growth.

<http://www.colorado.gov/cs/Satellite/DOLA-Main/CBON/1251590805419>

Total Personal Income is another important tool to understand our local economy. Total personal income (TPI) is divided into four main components. These numbers come from the Bureau of Economic Analysis (BEA).

1. **Employment earnings** are derived from wage and salary employment as well as from business proprietor's income.
2. **Dividends, Interest & Rent** - Dividend income is cash and other assets paid to stockholders who are residents of the area. Interest income consists of monies received by local residents from money market mutual funds and other sources. Rental income consists of the rental of real property, royalties received from patents, copyrights, and from the rights to natural resources paid to local residents.
3. **Transfer payments** consist primarily of retirement and disability benefit payments, medical payments (i.e. Medicare and Medicaid), income maintenance benefits, unemployment insurance, veteran's benefits and payments to local residents.
4. **Residency adjustments** are made when a person is paid for work performed from outside their place of residency, i.e. commuters. Negative numbers indicate that more people are commuting into the county for employment than are commuting out for employment.

When we divide Total Personal Income (TPI) by the number of people in each county we get an estimate of **Per Capita Income (PCI)**. This allows us to compare the per capita income between counties in our region, the state and the nation. See <http://www.bea.gov/regional/index.htm>.

Total Employment includes estimated employment from wages, salaries and proprietors income.

Employment by Sector - Employment (jobs) generates most of the earnings in our region, so it is important to look at the types and numbers of jobs in each of our counties. An employment "sector" groups jobs into industries that are alike. This information allows us to see how many people are employed in each sector, comparing the "strength" of that industry in each of our counties.

Unemployment - Labor force statistics allow us to see how many people are in the workforce, and how many are unemployed. We can use this information to compare unemployment rates at county, state, and national levels. See <http://www.colmigateway.com/gsipub/index.asp>.

Enterprise Zones – This program provides state income tax credits and other incentives for private enterprise to expand, or new businesses to locate within a state EZ area. Learn more about tax credits in Enterprise Zones at www.choosecolorado.com.

USEFUL CONTACTS

For business and relocation assistance contact the community economic development organizations listed below. If your business needs technical assistance, the Southwest Colorado Small Business Development Center at Fort Lewis College offers numerous free services.

Economic Development Organizations

Region 9 Economic Development District

295 Girard St. Suite A
Durango, CO 81303
Phone (970) 247-9621
FAX (970) 247-9513

www.scan.org



San Juan Development Association

P.O. Box 565
Silverton, CO 81433
Phone (970) 387-5654
Fax (970) 387-0282

www.silvertoncolorado.com



Southwest Colorado Small Business Development Center

1000 Rim Dr.
Durango, CO 81301
Phone (970) 247-7009
FAX (970) 247-7205

sbdcfortlewis.org



Dolores County Development Corp.

P.O. Box 860
Dove Creek, CO 81328

www.dolorescounty.org



Pagosa Springs Community Development Corp.

PO Box 1859
Pagosa Springs, CO 81147
Phone (970) 264-2360

www.pagosaspringscdc.org
cdcinfo@pagosaspringscdc.org



Montezuma Community Economic Development Association

PO Box 968
Cortez, CO 81321
Phone (970) 560-5581

montezumaceda.org



La Plata Economic Development Alliance

1150 A. Main Ave.
Durango, CO 81301
Phone (970) 259-1700

yesLPC.com





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(970) 247-9621 | fax (970) 247-9513 | scan.org