

REGION 9

Economic Development District of SW Colorado



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Photos clockwise from top: Enterprise Bar & Grill-Rico, Sasquatch Expedition Campers-Silverton, San Juan River and Balloons-Pagosa Springs, Diaz Suspension Design-Durango, Dolores Bike Hostel-Town of Dolores

ECONOMIC SNAPSHOT 2024

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 Indian Tribe and the Ute Mountain Ute Tribe.

Region 9 Economic Snapshot – 2024 Update

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Notes on Sources - The release of county level economic information lags about two years behind the current year, so 2022 is the benchmark year for this report. The Demography Section - Colorado Division of Local Government (CDLG) provided employment and income estimates using 2022 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 and links** are included to provide a better understanding of key terms and concepts used in this report.

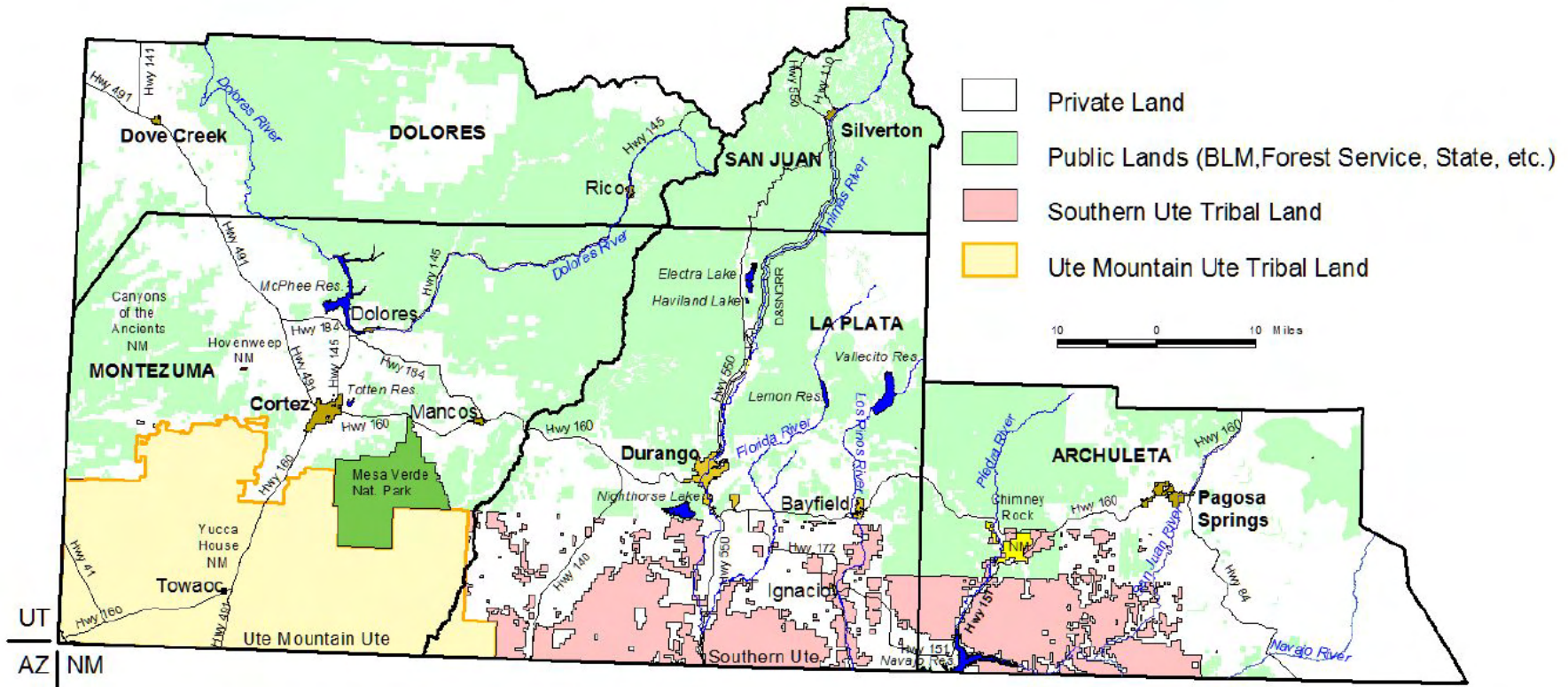
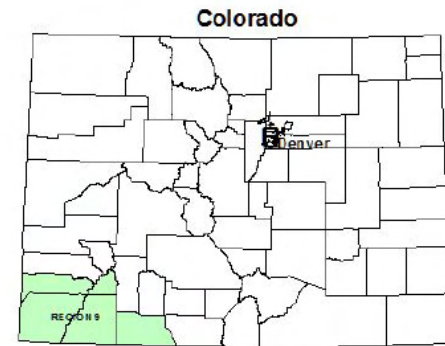
INTRODUCTION

The Region 9 Economic Development District of Southwest Colorado, Inc. (Region 9) is a nonprofit, 501 (c) 6 public private partnership that promotes and coordinates economic development efforts throughout southwest Colorado. Region 9 includes five counties, ten municipalities, the Southern Ute Indian Tribe, and the Ute Mountain Ute Tribe. Incorporated in 1989, Region 9 has a board of directors with 17 representatives from local governmental jurisdictions and 9 from the private sector. Activities include business loans and financing, Enterprise Zone Administration, Broadband and Transportation, special projects, the Southwest Colorado Accelerator Program for Entrepreneurs (SCAPE) and serving as the management arm of the Southwest Colorado Council of Governments (SWCCOG) since 2022.

Region 9 provides technical assistance for grant and data research, information on business incentives and project coordination. Region 9 oversees the region’s strategic plan for economic growth, known as the Comprehensive Economic Development Strategy (CEDS). Region 9 also helps local governments access federal and state funding for infrastructure improvements and community amenities through our Grant Navigator program. Assistance is also provided to projects that result in job creation/retention, or that are of economic benefit to a community. Finally, Region 9 is a Colorado State Data Center local affiliate, and provides reliable, unbiased, and timely regional socio-economic data to citizens and policymakers. Region 9 collaborates on reports designed to track community related data, such as, economic trends, economic impact studies, livable wages, and other topics. All of the District’s reports can be found at www.region9edd.org.

Region 9 provides economic data and tools to help with regional planning and decision making. These resources include Regional Economic Data Dashboards, a Commercial Property Search Tool, reports on a variety of economic and socio-economic topics, the Regional Comprehensive Economic Development Strategy, which is updated every five years, the Community Development Action Plans which are updated every two years, and links to other helpful economic data resources. If you would like more information Region 9’s staff is available to assist you by calling 970-247-9621.

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Region 9's boundaries 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 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.

Public lands make up 45% of the district; 38% are private lands and 17% are tribal lands. Major areas of public lands include 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 800,000 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) administers Mesa Verde National Park, a world heritage site, and the lesser-known cultural sites of Hovenweep and Yucca House 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 USFS and/or by the state, local communities, or districts.

Two Ute Tribes manage the tribal lands in the region. The **Ute Mountain Ute Tribe** has acreage on its reservation in La Plata and Montezuma Counties in Colorado, in San Juan County in New Mexico; and in satellite ranching operations. The Tribe also has a presence in southeastern Utah on allotted trust land. Their tribal headquarters is in Towaoc.

The reservation of the **Southern Ute Indian Tribe** is located in La Plata and Archuleta Counties, with headquarters located near Ignacio. Unlike other Indian reservations that are all contained within one boundary, some of the Southern Ute lands are not contiguous. The Tribe recently updated its Comprehensive Economic Development Strategy (CEDS) which can be viewed at

https://www.southernute-nsn.gov/wp-content/uploads/sites/15/2023/10/2023-FINAL-SUIT-CEDS-w-Resolution-10_10_23.pdf

Like much of the state, southwestern Colorado has seen growth and change in recent years, providing a catalyst for new opportunities. Region 9 works within this framework to encourage flexible and resilient economic development strategies. A long-standing regional goal has been to minimize the relative impact of any sudden change in fortunes, hence employment, of any (large) firm or industry. Events such as a housing bubble or a recession, changes to water quality and availability, or catastrophic events such as wildfires or a global pandemic such as COVID -19, can move the region into unfamiliar and potentially costly scenarios. As such, strategies meant to encourage economic development in this rural region must be flexible and resilient to respond to the unexpected and be open to emerging opportunities. These strategies are discussed at length in the Southwest Colorado Comprehensive Economic Development Strategy (CEDS) 2021.

https://www.region9edd.org/uploads/CEDS_Update_2021%20-%20Copy%202.pdf

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.

Population Trends

A look at the average annual percentage rate of change for each county gives an idea of population trends in Region 9 from 1970 to 2020. The population within the five counties of Region 9 grew at a rate of about 3.2% from 1990 to 2000, and about 1.4% between 2000 and 2010, with the most growth in Archuleta County.

Average Annual % Change					
	1970-1980	1980-1990	1990-2000	2000-2010	2010-2020
Archuleta	3.0%	3.8%	6.4%	2.0%	1.0%
Dolores	0.1%	-1.0%	2.1%	1.1%	0.1%
La Plata	3.5%	1.7%	3.1%	1.6%	0.8%
Montezuma	2.5%	1.2%	2.5%	0.7%	0.1%
San Juan	0.0%	-1.1%	-2.8%	2.3%	-0.03%
Region 9	2.9%	1.6%	3.2%	1.4%	0.6%

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.

Source: Colorado State Demography Office

Colorado grew at a rate of 1.3% annually from 2010 to 2022. The regional population grew about 0.8% annually during this time period, from 91,802 to 100,013. Twenty-four percent of regional growth from 2010 to 2020 was from “natural” change (the net number resulting from comparing births to deaths), and 76% was from net migration from other locations.

	2010	2022	Ann. Avg % Change 2010-22
Archuleta	12,060	13,986	1.4%
Dolores	2,060	2,194	0.57%
La Plata	51,441	56,558	0.9%
Montezuma	25,532	26,474	0.3%
San Juan	709	801	1.12%
Region 9	91,802	100,013	0.8%
Colorado	5,050,332	5,838,736	1.3%

Source: Colorado State Demography Office

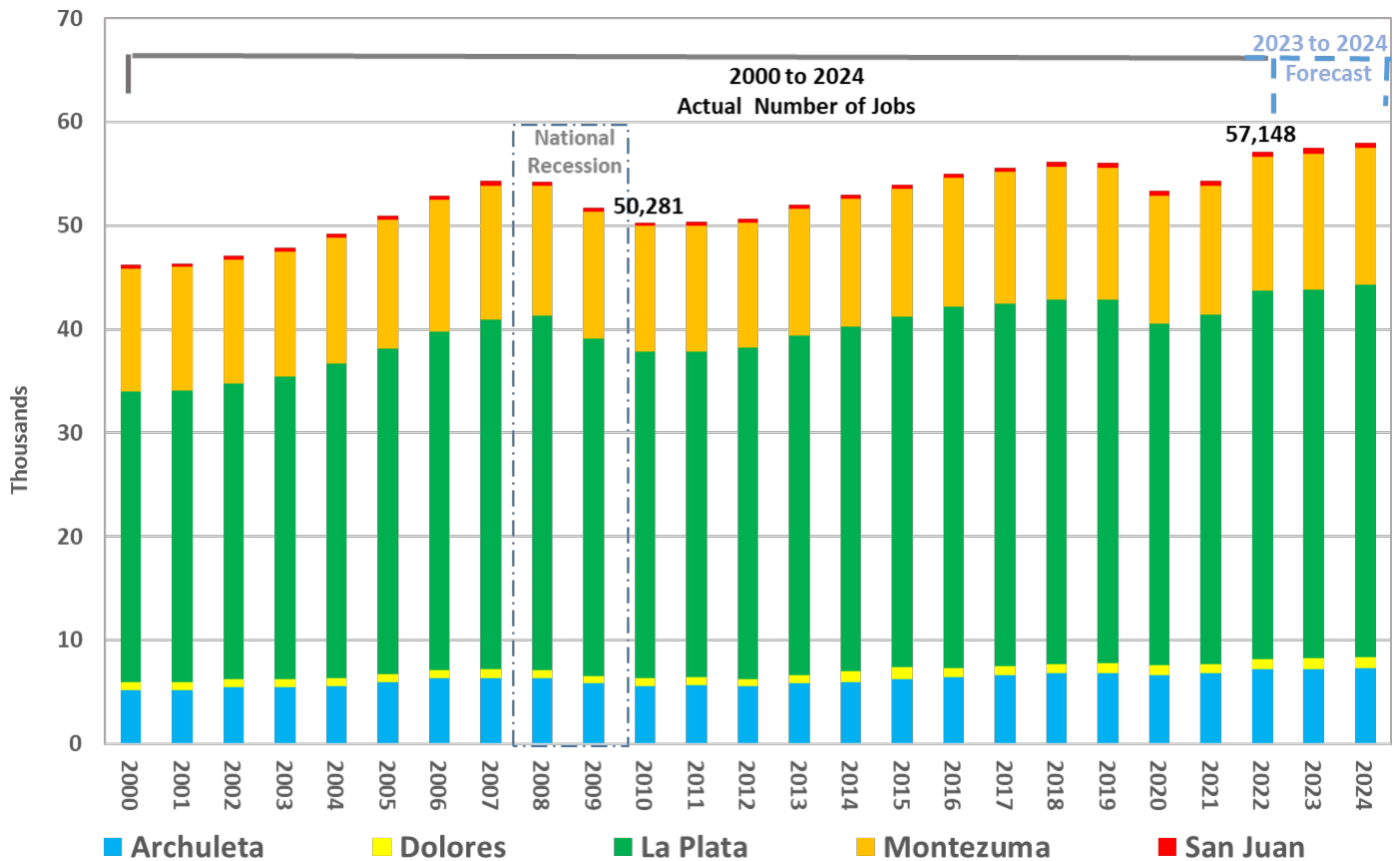
While some people move to the region for economic reasons, such as the availability of jobs, others come for quality of life, which are strongly influenced by the large amounts of public lands in the region.

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 50,281 jobs in 2010. The region's economic conditions stabilized and were exceeding pre-recession levels until COVID-19 pandemic conditions drove job losses in 2020. Job growth is projected to increase slightly through 2024 if the local economy remains stable.

Region 9 Employment 2000 to 2024



Data Source: Colorado State Demography Office. Includes proprietors.

Unemployment Rates		
Location	2020	2023
Colorado	6.8%	3.2%
Archuleta	7.0%	2.9%
Dolores	6.3%	2.4%
La Plata	6.4%	2.6%
Montezuma	6.7%	3.2%
San Juan	6.2%	2.5%
USA	6.7%	3.7%

In 2023, some counties saw higher unemployment rates than the state (3.2%) and nation (3.7%). When we compare these rates to those of 2020, we see a much higher unemployment rate across the board due to COVID -19 conditions.

Source: Colorado Labor Market CDLE-LMI

Employment and Income

Region 9 2022 Total Employment	# of Jobs	% of Jobs	# Jobs % Change 2021-2022
Agriculture	2,561	4%	1%
Mining	633	1%	7%
Utilities	250	0.4%	-2%
Construction	4,696	8%	0%
Manufacturing	1,453	3%	-2%
Wholesale Trade	1,034	2%	4%
Retail Trade	6,832	12%	5%
Transportation & Warehousing	1,321	2%	10%
Information	620	1%	13%
Finance Activities	1,351	2%	-1%
Real Estate	2,311	4%	1%
Professional & Business Services	3,698	6%	5%
Management of Companies and Enterprises	307	0.5%	35%
Administration and Waste Management	2,237	4%	6%
Private Education	1,007	2%	4%
Health Services	6,255	11%	-1%
Arts, Entertainment, and Recreation	1,833	3%	4%
Accommodation and Food	5,808	10%	4%
Other Services, except Public Administration	3,095	5%	5%
Federal Government	723	1%	-1%
Military	251	0%	0%
State Government	1,768	3%	-10%
Local Government	7,098	12%	2%
Total	57,142	100%	3%

*Quarterly Census of Employment & Wages (QCEW)

Source: Colorado State Demography Office

Of the total number of jobs, 68% are in **base industries** (36,362 jobs). 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 (35% of jobs) is created by **households** that spend money earned elsewhere (commuters), or at a different point in time (retirees). 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 (25% 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 (19% of jobs) encompass a variety of economic sectors, including Business, Communications, Construction, Education, Finance, Insurance and Real Estate, as well as Trade. Some examples of these services include hospitals, airports, telecommunications systems, and colleges.

See the **Glossary** for more information on Base Industries.

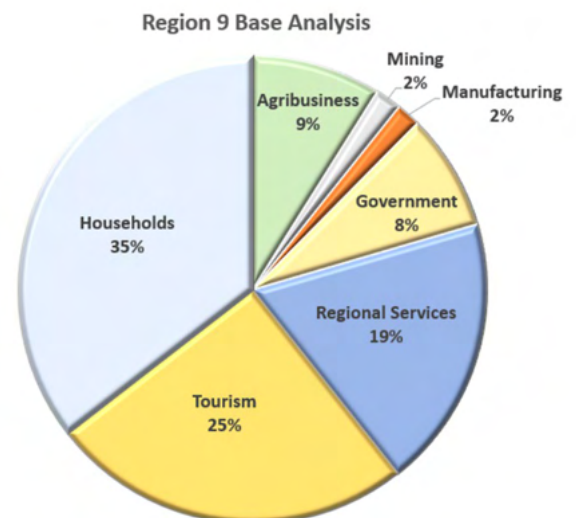
Jobs in this chart include 23% proprietors (owners) as well as 77% wage and salary employees.

The service sector (including all of the 8 highlighted fields) provided the highest percentage of jobs (42%) 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 12% of total employment, although retail is one of the lowest paying sectors.

Government sector jobs are also important in the regional economy, providing 16% of jobs.

Recent job growth (2021-2022) is strongest in Management of Companies and Enterprises (35%), and Information (13%).



Region 9 - Percentage of Jobs in Base Industries 2022						2022	2021
	Archuleta	Dolores	La Plata	Montezuma	San Juan	Region 9	Region 9
Agribusiness	8%	30%	7%	12%	1%	9%	10%
Mining	0%	1%	2%	2%	0%	2%	2%
Manufacturing	1%	2%	1%	3%	2%	2%	2%
Government	3%	5%	11%	5%	2%	8%	9%
Regional Services	14%	9%	20%	21%	11%	19%	18%
Tourism	32%	8%	28%	16%	52%	25%	28%
Households	41%	46%	31%	42%	32%	36%	32%
Total # jobs	4,356	691	20,904	8,386	427	39,709	34,765

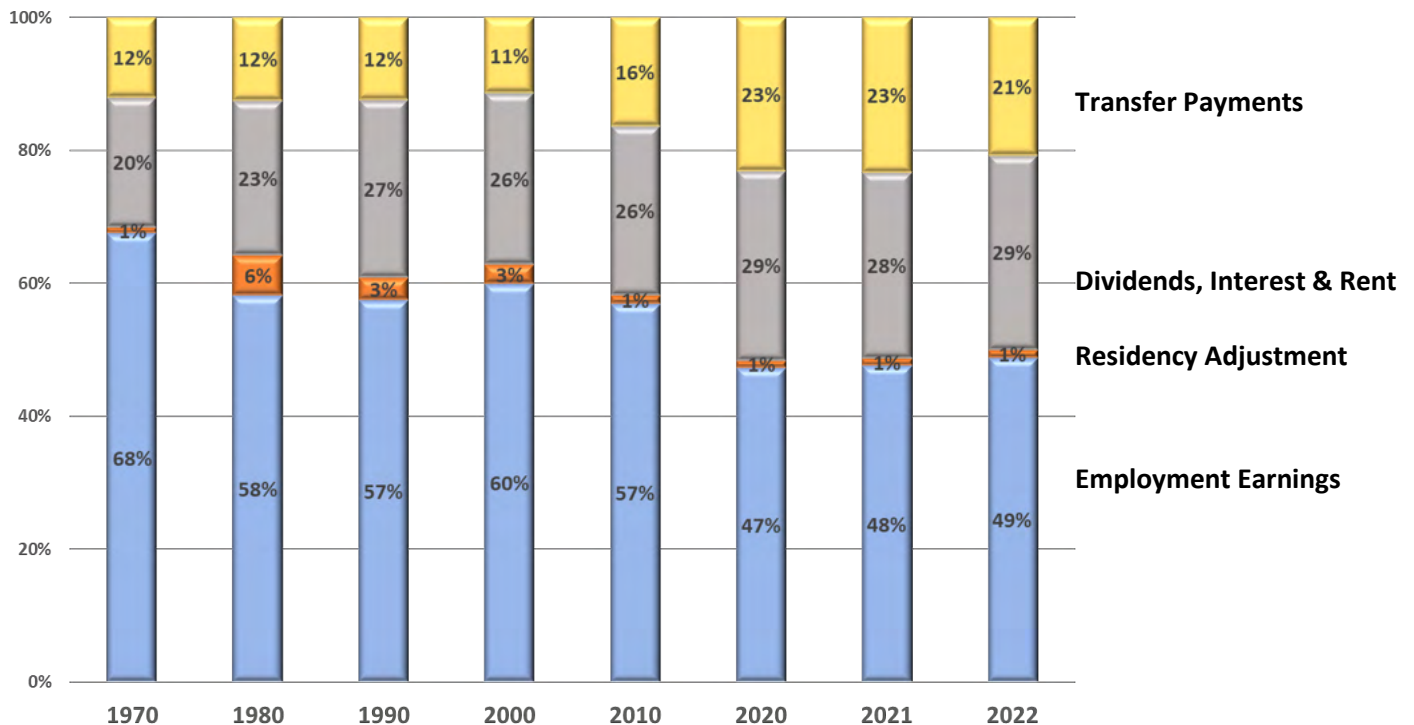
Household spending provides a significant source of employment across the region. Agribusiness is also very important in Dolores County. The San Juan County economy is based primarily on tourism. All counties saw a rise in outdoor recreation tourism from 2020 to 2021 as a result of COVID-19.

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 Total Personal Income	2020 TPI (\$000)	% of Total	2022 TPI (\$000)	% of Total
Employment Earnings	\$ 2,566,313	51%	\$ 2,998,024	48%
Residency Adjustment	\$ 56,592	1%	\$ 70,729	1%
Dividends, Interest & Rent	\$ 1,553,483	31%	\$ 1,801,975	28%
Transfer Payments	\$ 1,247,556	18%	\$ 1,270,569	23%
Estimated TPI	\$ 5,423,944	100%	\$ 6,141,297	100%

Source: Bureau of Economic Analysis

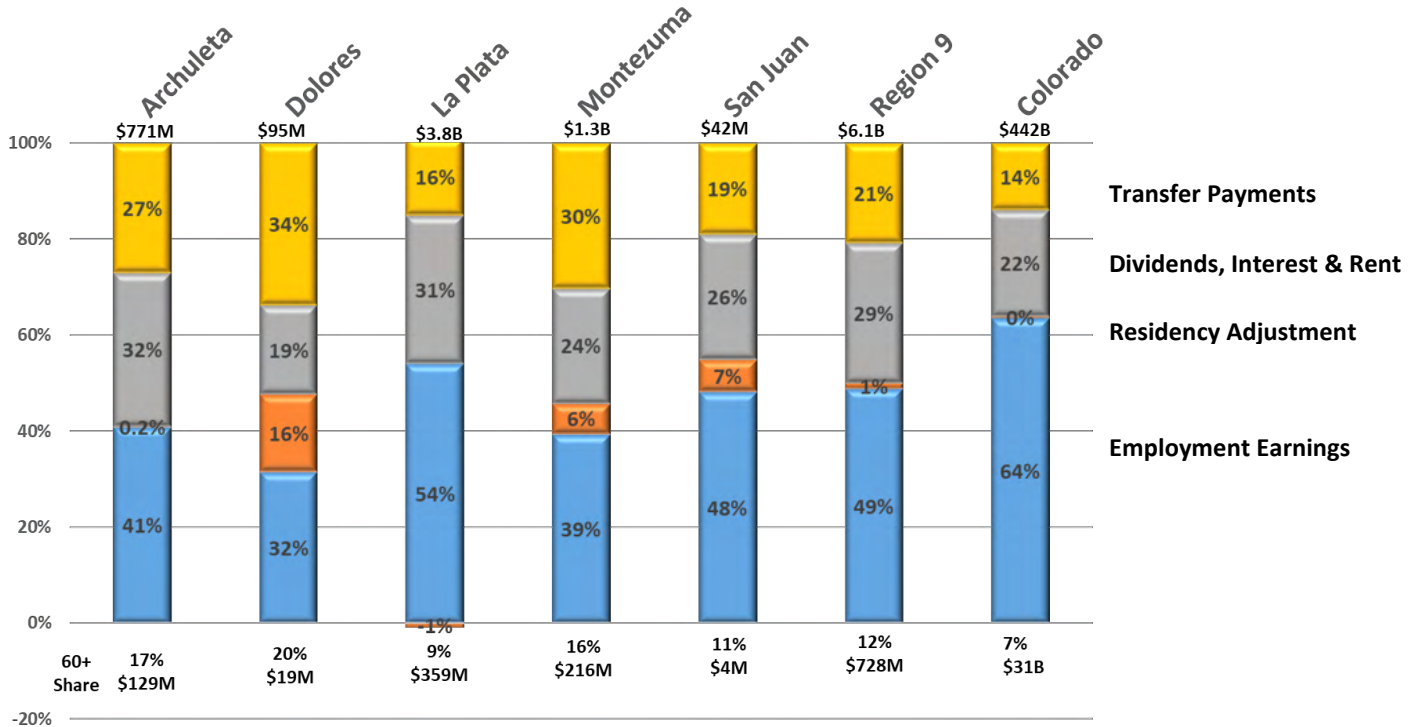
Region 9 Total Personal Income Trends



Between 1970 and 2020, 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. COVID-19 conditions also increased transfer payments in 2020. Since 2021 employment earnings are growing slowly.

The five counties in southwest Colorado vary in their composition. Most income is job based (employment), though significant amounts of income enter our regional economy from other sources, such as transfer payments and dividends, interest and rents. Transfer payments to retirees (60+) include social security, disability, government retirement and other public assistance. Regionally, these payments total more than \$728M in 2022.

Total Personal Income 2022



Per Capita Income Comparison			
	2022	% of USA	% of CO
USA	\$ 65,470	100%	86%
Colorado	\$ 75,722	116%	100%
Archuleta	\$ 55,120	84%	73%
Dolores	\$ 38,962	60%	51%
La Plata	\$ 68,794	105%	91%
Montezuma	\$ 50,508	77%	67%
San Juan	\$ 53,172	81%	70%

Source: Bureau of Economic Analysis

Per Capita Income (PCI) – All income in a region is added together (TPI), and then divided by the number of residents. In 2022 only La Plata County was on par with national incomes.

Livable Wages 2022

In Colorado, the amount needed to be economically self-sufficient varies by geographic location. We found that in Region 9, Montezuma County is the least expensive (\$71,292 annually), and Archuleta County is the most expensive place to live (\$92,796 annually) for a family of four. The 2022 Colorado minimum wage is \$12.56 per hour, which amounts to \$26,527 per year working full time. Using housing and childcare costs specific to each community we found that Pagosa Springs is the most expensive community for a family of four (\$21.97 per hour for each working adult) due to the high cost of housing. Cortez and Mancos are the least expensive communities for a family (\$17.07 per hour for each working adult) and are also the least expensive for a single person (\$14.21 per hour).

Housing 2022

Using housing costs specific to each community we found that many families across the region are unable to afford a median priced home in their community.

Single Family Residential 2022

Median Home Price in 2020	Median Home Price in 2021	Jurisdiction	¹ Purchase Price 30 year fixed loan 10% Down; 6.75% Interest Rate	² Qualifying Annual Income 30% DTI	³ % of Families with less than Qualifying Income	Number Sold Listings
\$ 382,500	\$ 475,000	Archuleta County - all	\$ 538,000	\$ 141,497	78%	458
\$ 384,450	\$ 479,800	Pagosa Springs	\$ 538,000	\$ 141,497	92%	428
\$ 179,500	\$ 217,000	Dolores County - all	\$ 246,000	\$ 68,499	35%	30
\$ 116,750	\$ 175,000	Dove Creek	\$ 155,000	\$ 45,749	18%	15
NA	NA	Rico				
\$ 495,000	\$ 545,000	La Plata County - all	\$ 617,500	\$ 161,372	84%	1060
\$ 330,000	\$ 399,000	Bayfield	\$ 463,750	\$ 122,935	73%	62
\$ 575,000	\$ 650,000	Durango	\$ 760,000	\$ 196,996	83%	139
\$ 247,000	\$ 237,000	Ignacio	\$ 210,000	\$ 59,499	42%	11
\$ 259,000	\$ 320,000	Montezuma County - all	\$ 370,000	\$ 99,498	73%	435
\$ 220,000	\$ 257,750	Cortez	\$ 292,450	\$ 80,111	72%	264
\$ 319,000	\$ 385,500	Dolores	\$ 455,000	\$ 120,748	97%	80
\$ 352,700	\$ 400,000	Mancos	\$ 477,500	\$ 126,373	73%	76
\$ 300,000	\$ 402,000	San Juan County - all	\$ 510,000	\$ 134,498	81%	29
\$ 300,000	\$ 405,000	Silverton	\$ 560,000	\$ 146,997	83%	21

¹ Purchase Price based on median home prices (Single Family) through December 2022 - MLS/CREN

² Qualifying Annual Income courtesy of The Homes Fund Serving SW Colorado (30% Debt to Income Ratio)

³ Based on estimates of Family Household Income from the 2019 American Community Survey (Census Table S1901)

When we compare housing costs to the salaries of essential workers such as teachers, we see that the income needed to purchase a home is out of reach. The provision of workforce housing is a critical issue in every community in the region.

	¹ Avg Teacher Salary 2021-2022	² Median Home Price	³ Annual Income Needed
ARCHULETA COUNTY 50 JT	\$ 51,715	\$ 538,000	\$ 141,497
DOLORES COUNTY RE NO.2	\$ 36,725	\$ 246,000	\$ 68,499
DURANGO 9-R	\$ 50,770	\$ 760,000	\$ 196,996
BAYFIELD 10 JT-R	\$ 48,328	\$ 463,750	\$ 122,935
IGNACIO 11 JT	\$ 42,834	\$ 210,000	\$ 59,499
MONTEZUMA-CORTEZ RE-1	\$ 41,220	\$ 292,450	\$ 80,111
DOLORES RE-4A	\$ 41,144	\$ 455,000	\$ 120,748
MANCOS RE-6	\$ 41,675	\$ 477,500	\$ 126,373
SILVERTON 1	\$ 43,970	\$ 560,000	\$ 146,997
SAN JUAN BOCES	\$ 65,357		
REGION 9	\$ 46,374		
STATE	\$ 60,168		

¹ <https://www.cde.state.co.us/cdereval/staffcurrent>

² Purchase Price based on median home prices through December 2022 (MLS).

³ Courtesy of the Homes Fund serving SW Colorado

Detailed housing data is available in separate reports located on the Region 9 website www.region9edd.org. These include housing needs assessments, 2nd homeowner studies, and housing issues as they pertain to economic stability.

THE SOUTHERN UTE INDIAN TRIBE



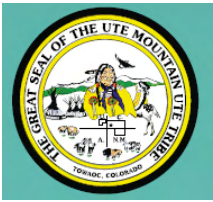
The Southern Ute Tribal enrollment is currently about 1,500, with most (65%) of the enrolled tribal members living on the reservation. The present-day Southern Ute Reservation forms a rectangle seventy-five miles east to west by 15 miles north to south and is slightly more than 681,000 acres in total area. Often referred to as a "checkerboard" for its irregular pattern of land ownership, the reservation lands are divided among many interests, including primarily Tribal trust lands, allotted trust lands, U.S. Forest Service and Bureau of Reclamation lands, and fee simple lands. Much of the Tribe's lands, with the exception of the Pine River Valley, are rugged, upland and foothill areas, while non-Indian fee lands occur on the arable mesas within the reservation. U.S. Forest Service lands are those of the San Juan National Forest, while Reclamation lands are those immediately surrounding Navajo Reservoir.

The Tribe is the largest employer in La Plata County. Tribal government and other enterprises currently employ about 1,500 people. The Tribe's economic success comes from its land, mineral estate (the Tribe's Reservation straddles the northern third of the San Juan Basin – underlain by gas bearing geological formations including coalbeds), the extraordinary vision of its leaders, and to the efforts and achievements of its employees. Early efforts to develop minerals under the supervision of the Bureau of Indian Affairs provided moderate economic benefits to the Tribe. However, beginning in the 1980s, the Tribe assumed an active role in managing its own resources. The Tribe created its own Department of Energy to audit and manage the royalty and severance taxes paid by other operators within the reservation. In 1992 the Tribe started its own exploration and production company – Red Willow Production Company and later, its own midstream company – Red Cedar Gathering Company (a joint venture with Kinder Morgan). In the late 1990's, the Tribe estimated that on-reservation gas production would peak within the next decade and determined that other sources of revenue were necessary to sustain the Tribe's future. Actual production in the San Juan Basin peaked in 2004.

In 1999, the Tribe adopted a Financial Plan that was unique in Indian Country. The plan separated the government functions of the Tribe (a quasi-sovereign nation) from the business functions. The governmental division was named the Permanent Fund and was set up to receive a portion of the royalties and severance taxes to fund an endowment to operate off of interest earned on the endowment. The Growth Fund was formed in 2000 to operate Tribal for-profit businesses both on and off the Reservation. It is a substantial, but quiet, economic driver for southwest Colorado serving the membership of the Southern Ute Indian Tribe. The Growth Fund is charged with managing SUIT businesses effectively, building new businesses prudently, paying dividends and elder's pensions while reinvesting money to grow the businesses to provide for future prosperity for the Tribal Membership. The Growth Fund started small but has grown over the last 20 years, with holdings and/or operations in ten states and the Gulf of Mexico. The Growth Fund now consists of companies operating in oil and gas exploration and production on the Reservation, in the Permian Basin, Powder River Basin and deep water Gulf of Mexico (Red Willow Production Company); gas gathering on reservation (Red Cedar Gathering Company) and gas gathering and treating off-reservation (Aka Energy); real estate investment in hotel, apartments, industrial buildings, office buildings and horizontal and vertical development (GF Properties Group); and private equity fund investment (GF Private Equity Group).

Enterprises include the Sky Ute Casino Resort opened in 2008. It offers casino gaming, as well as other family amenities and entertainment. In addition, the resort offers full convention and banquet facilities and can host many mid-size conferences (500 +). The concert venue can seat 1,350 and offers various genre of musical talent. The Casino/Resort has a portion of its net gaming proceeds used to fund the Tribe's governmental operations. While purchasing requirements are so large that local vendors cannot compete, the Casino Resort uses local vendors to the greatest extent possible for such needs as printing & advertising, equipment rental, cleaning services, electrical needs, and vehicle purchases. The Casino Resort's impact on the surrounding community is often under-estimated. As the region's only sizeable conference center the property can attract events to the area that would otherwise have to find accommodations outside of the region. The Tribe recently updated its Comprehensive Economic Development Strategy (CEDS) https://www.southernute-nsn.gov/wp-content/uploads/sites/15/2023/10/2023-FINAL-SUIT-CEDS-w-Resolution-10_10_23.pdf . Other information is available at https://www.colorado.edu/business/sites/default/files/attached-files/2023_beof_book_final_122122_lr_rev.pdf.

THE UTE MOUNTAIN UTE TRIBE



Today, the homelands for the Weeminuche, or Ute Mountain Ute Tribe (UMUT), are slightly less than 600,000 acres. The Tribal lands are on what is known as the Colorado Plateau, a high desert area with deep canyons carved through the mesas. The Ute Mountain Ute Tribe is headquartered in Towaoc, Colorado and White Mesa, Utah in an area known as the Four Corners Region, where the states of Arizona, Colorado, New Mexico, and Utah come together. Towaoc is southwest of Mesa Verde National Park and northeast of scenic Monument Valley. In addition to the land in Colorado and New Mexico, the Ute Mountain Ute Tribe also has a presence in southeastern Utah, on allotted trust land. These lands, or allotments, cover 2,597 acres and are located at Allen Canyon and the greater Cottonwood Wash area as well as on White Mesa and in Cross Canyon. Some of the allotments in White Mesa and Allen Canyon are individually owned and some are owned by the Tribe as a whole. The Tribe also holds fee patent title to 41,112 acres of land in Utah and Colorado.

The Ute Mountain Ute Tribe has an enrolled membership of about 2,100. The majority (969) of UMUT Tribal members live on the Reservation in Towaoc, with a smaller population (242) in the White Mesa community. The remaining members live off the Reservation. This is a harsh, isolated land, with no nearby cities to provide specialty healthcare or other services for the residents. For residents of Towaoc, the nearest city with a population of more than 50,000 is more than 175 miles away. For those in White Mesa, the nearest city with a population of 50,000 or more is about 200 miles away. Tribal lands also include the Ute Mountain Tribal Park, which covers 125,000 acres of land along the Mancos River. Hundreds of surface sites, cliff dwellings, petroglyphs and wall paintings of Ancestral Puebloan and Ute cultures are preserved in the park. Native American Ute tour guides provide background information about the people, culture and history who lived in the park lands. National Geographic Traveler chose it as one of “80 World Destinations for Travel in the 21st Century,” one of only nine places selected in the United States.

The Ute Mountain Ute Tribe is a major contributor to the regional economy. In 2019, the Tribe was one of the largest employers in Montezuma County with ~1,300 jobs in all aspects of tribal government and operations, and at their Ute Mountain Casino and RV Park. The Colorado Ute Water Settlement Act of 1988 mandated, through the building of the Dolores Project and McPhee Reservoir, that drinking, and irrigation water be provided to the reservation. This has dramatically expanded farming and ranching operations. Other tribal resources include income from oil and gas wells, and tribal enterprises that revolve around tourism such as the Tribe’s Ute Mountain Ute Tribal Park and the Ute Mountain Indian Trading Company & Gallery. The Tribe has prepared a Comprehensive Economic Development Strategy (CEDs) detailing its strategic roadmap for success. The Tribe’s latest CEDs can be view at this link:

https://issuu.com/bevsanticola/docs/umut_ceds2023_complete1

Culture and language preservation have been at the heart of many of the tribe’s recent programs. They have produced 6 award winning intergenerational films, and won more than 50 Telly Awards, as well as film awards from the Colorado Film Commission, L.A. Skins Fest, and Garifuna International Indigenous Film Festivals. The UMUT films have been screened at the TCL Chinese Theater in Los Angeles, as well as at a Tokyo Film Festival in Japan. The Tribe has also produced two Anthem Award winning books for purpose and mission driven work called Growing Ute, Volume I and Volume II. Both books aim to preserve the culture and language of the Ute Mountain Ute Tribe. The lasts book can be viewed at this link: <https://issuu.com/bevsanticola/docs/growingute2>. Other books published by the Tribe that have been nominated for in 2024 are: Piischiu Tuhkaanigay – https://issuu.com/bevsanticola/docs/piischiu_tuhkaanigay, a cookbook by youth; and Ute Wissiv Kaava Tuvupua- a book with stories of elders about the land changes on Ute reservation - https://issuu.com/bevsanticola/docs/wi_ssi_v_ka_av_tu_vu_pu_a_08sept.

The Kwiyagat Community Academy (KCA) is a community led school that will connect Elders with the students. The school environment will be surrounded by Nuchu (Ute) culture and language to build a strong foundation through self-identity to achieve success <https://utekca.org/>.

More information regarding the UMUT can be found at the new UMUT website in progress: www.nuchuplanning.org and https://www.colorado.edu/business/sites/default/files/attached-files/2023_beof_book_final_122122_lr_rev.pdf

ARCHULETA COUNTY

Archuleta County developed as a 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 2000 to 2010, the population of Archuleta County grew by 2% annually. Since 2010, the estimated average annual rate of growth was about 1.4%. The State Demographer estimates an increase of about 1,514 residents by 2030. These population figures do not reflect the large number of seasonal visitors, many of whom own second homes in the area.

	2010	2022	Ann. Avg % Change 2010-22
Archuleta	12,060	13,986	1.36%
Pagosa Springs	1,724	1,678	-0.2%
Unincorporated	10,336	12,308	1.6%

Source: Colorado State Demography Office

Archuleta County 2022 Total Employment	# of Jobs	% of Jobs	*Avg. ann. wage	# Jobs % Change 2021-2022
Agriculture	382	5%	\$ 44,022	2%
Mining	33	0.5%	\$ 50,280	0%
Utilities	NA	NA	\$ 91,263	NA
Construction	891	12%	\$ 48,340	2%
Manufacturing	128	2%	\$ 35,999	2%
Wholesale Trade	52	1%	\$ 121,043	21%
Retail Trade	990	14%	\$ 33,211	8%
Transportation and Warehousing	54	1%	\$ 70,137	-8%
Information	46	1%	\$ 54,222	10%
Finance Activities	147	2%	\$ 62,401	-1%
Real Estate	472	7%	\$ 44,700	4%
Professional & Business Services	391	5%	\$ 64,838	-1%
Management of Companies and Enterprises	NA	NA	\$ 109,511	NA
Administration & Waste Management	342	5%	\$ 34,710	1%
Private Education	124	2%	\$ 29,331	20%
Health Services	498	7%	\$ 38,455	-3%
Arts, Entertainment and Recreation	179	2%	\$ 26,684	4%
Accommodation and Food Services	983	14%	\$ 28,464	3%
Other Services except Public Administration	530	7%	\$ 37,886	-0.4%
Federal Government	56	1%	\$ 70,787	1.8%
Military	NA	NA	NA	NA
State Government	50	1%	\$ 60,622	-7%
Local Government	781	11%	\$58,694	-2%
Non-suppressed Total	7,209		\$43,075	2%

In 2023, county unemployment rates (2.9%) were lower than the state (3.2%), and lower than the nation (3.7%).

This table includes wage earners as well as proprietors (owners). About 68% of total employment is by wage earners, while 32% 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.

*Quarterly Census of Employment & Wages (QCEW)

Source: Colorado State Demography Office

2022 Employment Share by Wage - 7,209

Avg. Annual Wage	Low Wage	Mid Wage	High Wage	Livable Wage
\$43,087	< \$34,470	\$34,470 - \$51,704	> \$51,704	\$92,796
	32%	46%	22%	1%

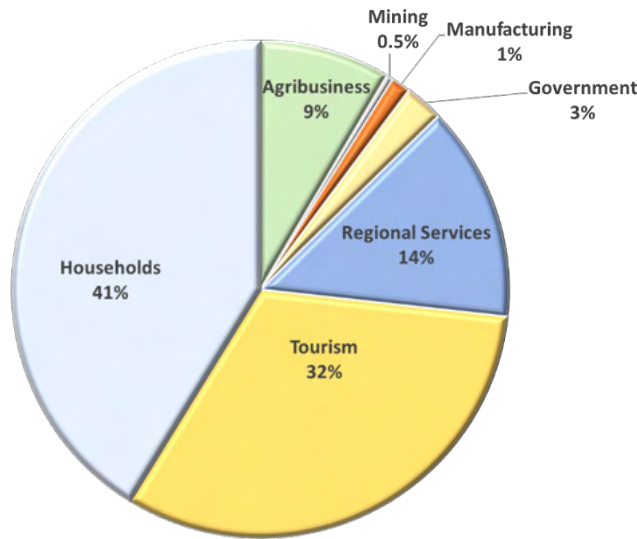
Low Wage < 80% of AAW; Mid Wage > 80% and < 120% of AAW; High Wage > 120% of AAW

Livable Wage for two working adults with two children (CCLP/SSS)

The county average annual wage (\$43,087) is 58% of the state average annual wage (\$74,432).

In 2022 there were 886 workers commuting out of the county for work, primarily to adjacent La Plata County CO and San Juan County NM. In contrast, 918 people were commuting in for work, primarily from adjacent La Plata and Rio Grande Counties CO. (Source: Lightcast Labor Market Analytics)

Archuleta County Base Analysis 2022



Of the total number of jobs (7,209), 74% are in **base industries** (5,343) jobs. 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 homeowners and retirees).

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. Wolf Creek Ski Area is actually located in Rio Grande County, but many employees live in Archuleta County.

Top Employers - Archuleta County 2023	# of Jobs
Pagosa Springs Medical Center	300
Wolf Creek Ski Area	250
Walmart	210
Archuleta County School Dist. 50 JT	210
City Market	178
Archuleta County	175
Visting Angels of the Southwest	134
Pine Ridge Extended Care Center LLC	71
Wyndam Pagosa	70
Springs Resort LTD	50

Archuleta		% of Total
2022 Total Personal Income (\$000)		
Employment Earnings	\$ 315,187	41%
Residency Adjustment	\$ 1,670	0.2%
Dividends, Interest & Rent	\$ 246,969	32%
Transfer Payments	\$ 208,022	27%
Estimated TPI	\$ 771,848	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 (60+) brought in \$129 million (17%) of TPI through transfer payments.

Per Capita Income (PCI) of Archuleta County is 78% of the National PCI and 73% of Colorado's PCI.

Per Capita Income 2022		
	PCI 2022	% of USA
USA	\$ 65,470	100%
Colorado	\$ 75,722	116%
Archuleta	\$ 55,120	84%

Source: Bureau of Economic Analysis

Enterprise Zones – Region 9 administers the Southwest Colorado Enterprise Zone program. The county as a whole is not an enterprise zone, though eligible areas have an Enhanced Zone status through 2024, based on employment and income criteria. The county has two ineligible census blocks, 9743003 bisects the Town of Pagosa Springs; with the north half included in the EZ (9744002), and the south half of the town generally excluded. The other ineligible block is 9404002. Southern Ute Tribal lands are included in the eligible census block 9404001.

<https://www.region9edd.org/enterprise-zone>

Opportunity Zones – The County has one designated census tract, 9744, which includes the northern portion of the Town of Pagosa Springs and a large part of the eastern side of the county.

<https://www.region9edd.org/opportunity-zones>

More detailed information regarding Archuleta County is available at www.region9edd.org under regional data.

DOLORES COUNTY

The population of Dolores County 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. It was built on the production of dry land crops, enhanced by the introduction of irrigation from McPhee Reservoir. From 2010 to 2022 Dove Creek’s population declined an average of -1.1% annually.

The mountainous (eastern) part of Dolores County historically supplied a number of small sawmills and was the site of gold, silver, copper, lead, zinc and molybdenum mining in the Rico area. Rico, located on the eastside of the county, increased an average of 1.8% annually from 2010 to 2022. Unincorporated areas within the county are relatively stable. The State Demographer estimates a decrease of about -34 residents in the county through 2030.

	2010	2022	Ann. Avg % Change 2010-22
Dolores	2,060	2,203	0.7%
Dove Creek	734	658	-1.1%
Rico	264	316	1.8%
Unincorporated	1,062	1,229	1.5%

Source: Colorado State Demography Office

Population

From 2000 to 2010, the population of Dolores County grew by 1.1% annually. From 2010 to 2022 the average annual rate of growth decreased to 0.7%.

Dolores County 2022 Total Employment	# of Jobs	% of Jobs	*Avg. ann. wage
Agriculture	243	25%	\$ 39,622
Mining	11	1%	\$ 95,179
Construction	34	3%	\$ 55,310
Manufacturing	19	2%	\$ 48,972
Wholesale Trade	12	1%	\$ 46,957
Retail Trade	86	9%	\$ 31,173
Transportation and Warehousing	48	5%	\$ 40,884
Information	10	1%	\$ 95,962
Finance Activities	8	1%	\$ 103,458
Real Estate	19	2%	\$ 55,495
Professional & Business Services	33	3%	\$ 67,594
Administration & Waste Management	33	3%	\$ 77,248
Private Education	5	1%	\$ 59,137
Health Services	59	6%	\$ 54,356
Arts, Entertainment and Recreation	5	1%	\$ 29,703
Accommodation and Food Services	101	10%	\$ 26,716
Other Services	41	4%	\$ 36,543
Federal Government	10	1%	\$ 54,844
Military	6	1%	NA
State Government	9	1%	\$ 57,765
Local Government	198	20%	\$ 28,572
Non-suppressed Total	990	100%	\$ 38,717

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

Source: Colorado State Demography Office

Jobs % Change 2021-2022
6%
-15%
-11%
-5%
20%
12%
26%
100%
0%
0%
6%
3%
0%
-5%
0%
7%
-13%
-9%
0%
-10%
1%
4%

In 2023, county unemployment rates (2.4%) were higher than the state (3.2%), and lower than the nation (3.7%). The service sector (the 7 highlighted fields) employs about 28% 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. About 65% of total employment is by wage earners, while 35% is through proprietors (owners). Agriculture is a strong employment sector in the county (25%). Government was also a strong employment sector, accounting for 23% of jobs.

2022 Employment Share by Wage - 990

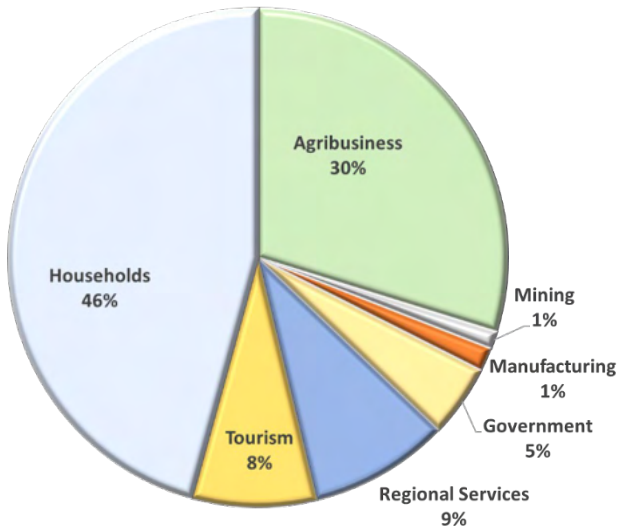
Avg. Annual Wage	Low Wage	Mid Wage	High Wage	Livable Wage
\$38,769	< \$31,015	\$31,015 - \$46,523	>\$46,523	\$74,210
	55%	30%	15%	6%

Low Wage < 80% of AAW; Mid Wage > 80% and < 120% of AAW; High Wage > 120% of AAW
Livable Wage for two working adults with two children (CCLP/SSS)

The county average annual wage (\$38,769) is 52% of the state average annual wage (\$74,432).

In 2022 there were 440 workers commuting out of the county for work, primarily to adjacent Montezuma County and San Miguel County. In contrast, 199 people were commuting in for work, primarily from adjacent Montezuma and San Miguel Counties. Net commuters -241. (Source: Lightcast Labor Market Analytics)

Dolores County Base Analysis



Of the total number of jobs (990), 98% (980 jobs) are in **base industries**. Base analysis distinguishes which industries are responsible for overall growth and change. For more information regarding base analysis please refer to the **Glossary**.

In Dolores, the largest base employment industries are agribusiness and households that spend money earned elsewhere (i.e., second homeowners and retirees).

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 2023	# of Jobs
Dolores County	97
Dolores County School Dist. RE2J	55
Dunton Hot Springs	38
Community Health Clinic	37
Dove Creek Superette	25
Air Products Helium	15
Dove Creek Implement	12
Bangers Bar & Pizza	10
Doves Nest Early Care & Education	9
Midland Bean	9

Dolores Total Personal Income	2020 TPI (\$000)	% of Total	2022 TPI (\$000)	% of Total
Employment Earnings	\$ 26,850	29%	\$ 30,223	32%
Residency Adjustment	\$ 17,877	20%	\$ 15,349	16%
Dividends, Interest & Rent	\$ 17,119	19%	\$ 17,832	19%
Transfer Payments	\$ 29,667	32%	\$ 32,247	34%
Estimated TPI	\$ 91,513	100%	\$ 95,651	100%

Source: Bureau of Economic Analysis

Per Capita Income (PCI) of Dolores County is 60% of the National PCI and 51% of Colorado’s PCI in 2022.

Total Personal Income (TPI) is the sum of all income paid to residents of Dolores County from various sources. Retirees (60+) brought in more than \$19 million (20%) of TPI through transfer payments in 2020.

Per Capita Income 2022		
	PCI 2022	% of USA
USA	\$ 65,470	100%
Colorado	\$ 75,722	116%
Dolores	\$ 38,962	60%

Source: Bureau of Economic Analysis

Enterprise Zones – Region 9 administers the Southwest Colorado Enterprise Zone. 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 2024. <https://www.region9edd.org/enterprise-zone>

Opportunity Zones – All of Dolores County is a designated Opportunity Zone. <https://www.region9edd.org/opportunity-zones>

More detailed information regarding Dolores County is available at www.region9edd.org under regional data.

LA PLATA COUNTY

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 continuing today.

	2010	2022	Ann. Avg % Change 2010-22
La Plata	51,441	56,557	0.9%
Bayfield	2,357	2,896	1.9%
Durango	16,889	19,458	1.3%
Ignacio	699	851	1.8%
Unincorporated	31,496	33,352	0.5%

Source: Colorado State Demography Office

Population - Between 2010 and 2022, La Plata County grew 0.9% annually, with most of the growth occurring in Bayfield and Ignacio. Durango saw slower growth, as did unincorporated areas of the county, including the Southern Ute Indian Tribe, headquartered near Ignacio.

These population figures do not reflect the large number of seasonal visitors, many of whom own second homes in the county. The State Demographer estimates an increase of about 5,100 residents in the county through 2030.

La Plata County 2022 Total Employment	# of Jobs	% of Jobs	*Avg. ann. wage	# Jobs % Change 2021-2022
Agriculture	992	3%	\$ 36,263	8%
Mining	480	1%	\$ 103,756	8%
Utilities	147	0.4%	\$ 99,568	-3%
Construction	2,909	8%	\$ 58,803	-2%
Manufacturing	845	2%	\$ 54,808	-3%
Wholesale Trade	698	2%	\$ 77,918	2%
Retail Trade	4,059	11%	\$ 37,128	6%
Transportation and Warehousing	935	3%	\$ 69,382	15%
Information	491	1%	\$ 104,165	20%
Finance Activities	983	3%	\$ 116,606	0%
Real Estate	1,454	4%	\$ 56,289	0%
Professional & Business Services	2,700	8%	\$ 89,132	7%
Management of Companies and Enterprises	230	0.6%	\$ 89,106	45%
Administration & Waste Management	1,496	4%	\$ 45,367	7%
Private Education	655	2%	\$ 68,059	10%
Health Services	3,939	11%	\$ 60,495	-2%
Arts, Entertainment and Recreation	1,431	4%	\$ 28,841	4%
Accommodation and Food Services	3,468	10%	\$ 27,123	5%
Other Services	1,679	5%	\$ 39,685	6%
Federal Government	320	1%	\$ 86,401	0%
Military	141	0.4%	\$ -	0%
State Government	1,579	4%	\$ 57,989	6%
Local Government	3,871	11%	\$ 60,052	3%
Total	35,502	100%	\$ 56,322	4%

In 2023, county unemployment rates (2.6%) were lower than the state (3.2%), and lower than the nation (3.7%).

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

The service sector (including all 8 highlighted fields) employs about 44% of workers in the county. The service sector is composed of many types of jobs, and very different wage scales. Many of the service jobs in La Plata County are technical, educational or in health services.

*Quarterly Census of Employment & Wages (QCEW)

Source: Colorado State Demography Office

2022 Employment Share by Wage - 35,502

Avg. Annual Wage	Low Wage	Mid Wage	High Wage	Livable Wage
\$56,383	< \$45,106	\$45,106 - \$67,660	> \$67,660	\$86,196
	33%	45%	22%	15%

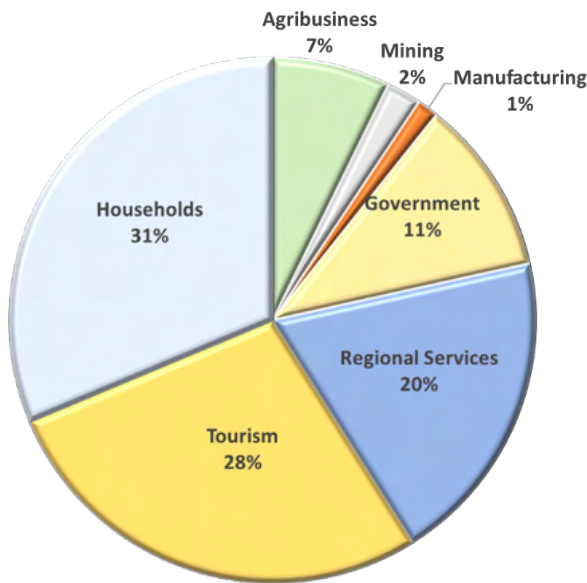
Low Wage < 80% of AAW; Mid Wage > 80% and < 120% of AAW; High Wage > 120% of AAW

Livable Wage for two working adults with two children (CCLP/SSS)

The county average annual wage (\$56,383) is 75% of the state average annual wage (\$74,432).

In 2022 there were 3,288 workers commuting out of the county for work, primarily to adjacent Montezuma County and San Juan County, NM. In contrast, 4,255 people were commuting in for work, primarily from adjacent Montezuma and San Juan County, NM. Net commuters 967. (Source: Lightcast Labor Market Analytics)

La Plata County Base Analysis



Of the total number of jobs (35,502), 65% (22,242 jobs) are in **base industries**. Base analysis distinguishes which industries are responsible for overall growth and change. 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).

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 - La Plata County 2023	# of Jobs
Southern Ute Indian Tribe	1,600
Durango School Dist. 9R	998
Mercy Regional Medical Center	901
Purgatory Recreation Management LLC	850
Fort Lewis College	683
La Plata County	445
Walmart	437
City of Durango	354
Bayfield School District #10	216
Rocky Mountain Chocolate Factory	200

La Plata 2022 Total Personal Income (\$000)		% of Total
Employment Earnings	\$ 2,105,202	54%
Residency Adjustment	\$ (34,802)	-1%
Dividends, Interest & Rent	\$ 1,205,527	31%
Transfer Payments	\$ 618,321	16%
Estimated TPI	\$ 3,894,248	100%

Source: Bureau of Economic Analysis

Total Personal Income (TPI) is the sum of all income paid to residents of La Plata County from various sources. Retirees (60+) brought in \$359 million (9%) of TPI through transfer payments. **A negative residency adjustment means that more people are commuting into the county for employment than are commuting out.**

Per Capita Income (PCI) of La Plata County is 105% of the National PCI and is 91% of Colorado's PCI.

Per Capita Income 2022		
	PCI 2022	% of USA
USA	\$ 65,470	100%
Colorado	\$ 75,722	116%
La Plata	\$ 68,794	105%

Source: Bureau of Economic Analysis

Enterprise Zones – Nineteen of the 33 census blocks in the county are designated enterprise zones. In 2023, adjustments to the boundary of census block 9711.003 in the City of Durango allowed more businesses to be included in the EZ. <https://www.region9edd.org/enterprise-zone>

Opportunity Zones – Census Tracts 9404 and 9711 are eligible in La Plata County. <https://www.region9edd.org/opportunity-zones>

More detailed information regarding La Plata County is available at www.region9edd.org under regional data.

MONTEZUMA COUNTY

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

	2010	2022	Ann. Avg % Change 2010-22
Montezuma	25,532	26,464	0.3%
Cortez	8,484	8,996	0.5%
Dolores	936	918	-0.2%
Mancos	1,337	1,233	-0.7%
Unincorporated	14,775	15,317	0.3%

Source: Colorado State Demography Office

Population - Between 2010 and 2022, Montezuma County grew 0.3% annually with most of the growth occurring in Cortez (0.5%). The State Demographer estimates an increase of about 1,520 residents in the county through 2030. Unincorporated areas of the county include the Ute Mountain Ute Tribe, headquartered in Towaoc, located 12 miles southwest of Cortez.

Montezuma County 2022 Total Employment	# of Jobs	% of Jobs	*Avg. ann. wage
Agriculture	941	7%	\$ 41,129
Mining	109	1%	\$ 59,169
Utilities	82	0.6%	\$ 77,466
Construction	827	6%	\$ 46,147
Manufacturing	452	3%	\$ 41,276
Wholesale Trade	259	2%	\$ 60,451
Retail Trade	1,644	13%	\$ 36,382
Transportation and Warehousing	277	2%	\$ 78,326
Information	73	0.6%	\$ 53,388
Finance Activities	213	2%	\$ 64,296
Real Estate	343	3%	\$ 69,029
Professional & Business Services	545	4%	\$ 70,080
Management of Companies and Enterprises	53	0.4%	\$ 110,118
Administration & Waste Management	345	3%	\$ 34,705
Private Education	207	2%	\$ 41,854
Health Services	1,730	13%	\$ 44,892
Arts, Entertainment and Recreation	174	1%	\$ 53,942
Accommodation and Food Services	1,133	9%	\$ 23,663
Other Services	827	6%	\$ 30,027
Federal Government	336	3%	\$ 72,570
Military	67	0.5%	\$ -
State Government	122	1%	\$ 56,861
Local Government	2,170	17%	\$ 40,187
Total	12,929	100%	\$ 43,459

*Quarterly Census of Employment & Wages (QCEW)

Source: Colorado State Demography Office

Jobs % Change 2021-2022
-6%
9%
3%
2%
-2%
1%
-1%
-3%
-22%
-2%
3%
2%
10%
7%
-19%
1%
5%
4%
8%
-2%
0%
5%
3%
1%

In 2023, county unemployment rates (3.2%) were on par with the state (3.2%), and lower than the nation (3.7%).

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 39% of workers in the county.

Many of the service jobs in Montezuma County support accommodation and food services and health and social assistance.

2022 Employment Share by Wage - 12,929

Avg. Annual Wage	Low Wage	Mid Wage	High Wage	Livable Wage
\$43,466	< \$34,773	\$34,773 - \$52,159	> \$52,159	\$71,292
	18%	62%	20%	6%

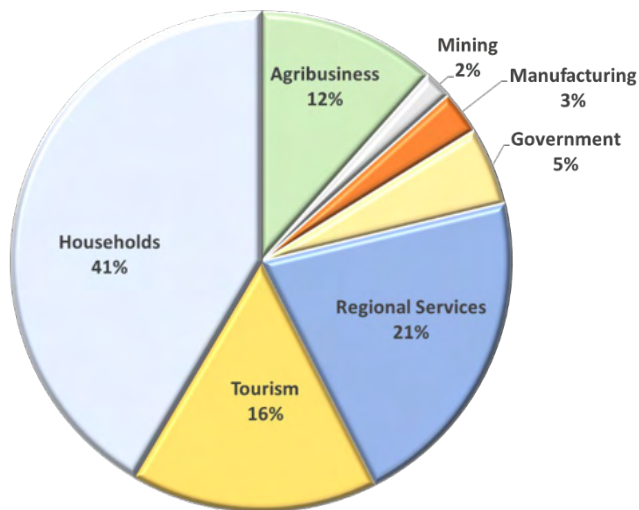
Low Wage < 80% of AAW; Mid Wage > 80% and < 120% of AAW; High Wage > 120% of AAW

Livable Wage for two working adults with two children (CCLP/SSS)

The county average annual wage (\$43,466) is 58% of the state average annual wage (\$74,432).

In 2022 there were 2,326 workers commuting out of the county for work, primarily to adjacent La Plata County and San Juan County, NM. In contrast, 1,657 people were commuting in for work, primarily from adjacent La Plata County and San Juan County, NM. Net commuters -669. (Source: Lightcast Labor Market Analytics)

Montezuma County Base Analysis



Of the total number of jobs (12,929), 74% (9,715 jobs) are in **base industries**. Base analysis distinguishes which industries are responsible for overall growth and change. In Montezuma, the largest base employment industries are households (i.e., retirees) that spend money earned elsewhere. For more information regarding base analysis please refer to the **Glossary**.

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 2023	# of Jobs
Ute Mountain Ute Tribe	1,300
Montezuma Cortez School Dist. RE1	325
Southwest Memorial Hospital	300
Walmart	224
Montezuma County	206
City Market	202
Mesa Verde Co	200
Far View Lodge	150
City of Cortez	146

Montezuma Total Personal Income	2020 TPI (\$000)	% of Total	2022 TPI (\$000)	% of Total
Employment Earnings	\$ 483,794	40%	\$ 526,861	39%
Residency Adjustment	\$ 72,173	6%	\$ 85,640	6%
Dividends, Interest & Rent	\$ 276,615	23%	\$ 320,447	24%
Transfer Payments	\$ 383,528	32%	\$ 403,905	30%
Estimated TPI	\$ 1,216,110	100%	\$ 1,336,853	100%

Source: Bureau of Economic Analysis

Per Capita Income (PCI) of Montezuma County is 77% of National PCI and 66% of Colorado’s PCI.

Total Personal Income (TPI) is the sum of all income paid to residents of Montezuma County from various sources. Retirees (60+) brought in \$216 million (16%) of TPI through transfer payments.

Per Capita Income 2022		
	PCI 2022	% of USA
USA	\$ 65,470	100%
Colorado	\$ 75,722	116%
Montezuma	\$ 50,508	77%

Source: Bureau of Economic Analysis

Enterprise Zones – All of Montezuma County is a designated Enhanced Enterprise Zone through 2024.

<https://www.region9edd.org/enterprise-zone>

Opportunity Zones – Census tract 9411, which encompasses the Ute Mountain Ute Indian Reservation, is an eligible Opportunity Zone. <https://www.region9edd.org/opportunity-zones>

More detailed information regarding Montezuma County is available at www.region9edd.org under regional data.

SAN JUAN COUNTY

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. San Juan County has become almost entirely dependent upon tourism, and are working to diversify their local economy.

	2010	2022	Ann. Avg % Change 2010-22
San Juan	709	801	1.12%
Silverton	646	708	0.8%
Unincorporated	63	93	3.6%

Source: Colorado State Demography Office

influx of seasonal residents, many of whom have purchased second homes in the area in order to enjoy the rural amenities of life in the high country. This phenomenon, known as "amenity migration", has produced wide ranging economic impacts on the community.

Population - In 2022 the county's resident population was 801. The resident population is expected to decline slightly (-40) through 2030. However, seasonal residents are not included in population figures. In the summer there is usually an

San Juan County 2022 Total Employment	# of Jobs	% of Jobs	*Avg. ann. wage	# Jobs % Change 2021-2022
Agriculture	3	1%	NA	NA
Mining	NA	NA	\$ 95,179	NA
Construction	35	7%	\$ 55,310	9%
Manufacturing	9	2%	\$ 48,972	NA
Wholesale Trade	13	3%	\$ 74,806	NA
Retail Trade	53	10%	\$ 36,323	-5%
Transportation and Warehousing	7	1%	\$ 70,137	NA
Information	NA	NA	\$ 95,962	NA
Finance Activities	NA	NA	\$ 103,458	NA
Real Estate	23	4%	\$ 56,634	-4%
Professional & Business Services	29	6%	\$ 84,907	0%
Management of Companies and Enterprises	0	0%	\$ 43,112	0%
Administration & Waste Management	21	4%	\$ 59,137	33%
Private Education	16	3%	\$ 54,356	12%
Arts, Entertainment and Recreation	44	9%	\$ 35,765	7%
Accommodation and Food Services	123	24%	\$ 29,479	-4%
Other Services	18	3%	\$ 18,860	13%
Federal Government	1	0%	\$ 62,729	0%
State Government	8	2%	\$ 46,854	0%
Local Government	78	15%	\$ 45,053	-5%
Suppressed Sectors	36	7%		
Non- suppressed Total	517	99%	\$ 34,365	1%

In 2023, county unemployment rates (2.5%) were lower than the state (3.2%), and lower than the nation (3.7%). This table includes wage earners as well as proprietors (owners). About 78% of total employment is by wage earners, while 22% is through proprietors. The service sector includes all of the seven highlighted fields. Many of the service jobs in San Juan County support tourism, in accommodation (lodging) and food services. Confidentiality concerns related to the small numbers in this county limit the publicly available information about jobs and income in some sectors.

*Quarterly Census of Employment & Wages (QCEW)

Source: Colorado State Demography Office

2022 Employment Share by Wage - 517

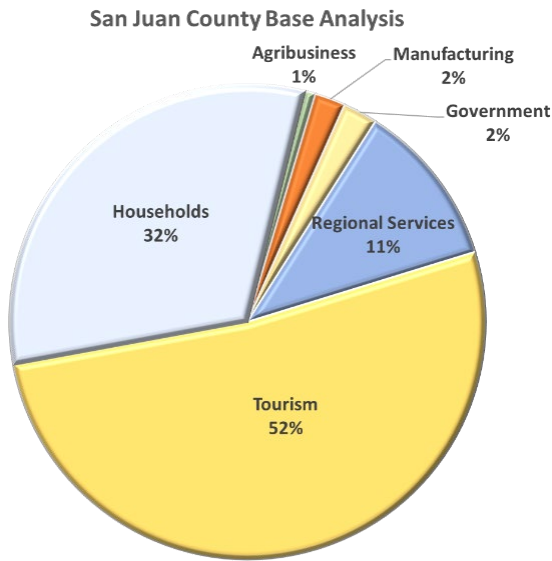
Avg. Annual Wage	Low Wage	Mid Wage	High Wage	Livable Wage
\$34,365	< \$27,492	\$27,493 - \$41,238	> \$41,328	\$81,276
	14%	55%	31%	12%

Low Wage < 80% of AAW; Mid Wage > 80% and < 120% of AAW; High Wage > 120% of AAW

Livable Wage for two working adults with two children (CCLP/SSS)

The county average annual wage (\$34,365) is 51% of the state average annual wage (\$66,662).

In 2022 there were 110 workers commuting out of the county for work, primarily to adjacent La Plata County and Montrose County. In contrast, 110 people were commuting in for work, primarily from adjacent La Plata County and Montrose County. Net commuters 1. (Source: Lightcast Labor Market Analytics)



Of the total number of jobs (517), 83% (428 jobs) are in **base industries**. Base analysis distinguishes which industries are responsible for overall growth and change. In San Juan, the largest base employment industries are tourism and households that spend money earned elsewhere.

For more information regarding base analysis please refer to the **Glossary**.

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 - San Juan County 2023	# of Jobs
Grand Imperial Hotel	35
Silverton Outdoor Learning Center	36
Silverton School Dist 1	35
San Juan County	26
Town of Silverton	22
Handlebars	20
Pickle Barrel	14

San Juan Total Personal Income	2020 TPI (\$000)	% of Total	2022 TPI (\$000)	% of Total
Employment Earnings	\$ 16,298	42%	\$ 20,551	48%
Residency Adjustment	\$ 2,583	7%	\$ 2,872	7%
Dividends, Interest & Rent	\$ 10,797	28%	\$ 11,200	26%
Transfer Payments	\$ 8,757	23%	\$ 8,074	19%
Estimated TPI	\$ 38,435	100%	\$ 42,697	100%

Source: Bureau of Economic Analysis

Total Personal Income (TPI) is the sum of all income paid to residents of San Juan County from various sources. Retirees (60+) brought in \$4.5 million (11%) of TPI through transfer payments.

Per Capita Income (PCI) of San Juan County is 81% of National PCI and 70% of Colorado’s PCI.

Per Capita Income 2022		
	PCI 2022	% of USA
USA	\$ 65,470	100%
Colorado	\$ 75,722	116%
San Juan	\$ 53,172	81%

Source: Bureau of Economic Analysis

Enterprise Zones – All of San Juan County has been designated as an Enhanced Enterprise Zone through 2024.

<https://www.region9edd.org/enterprise-zone>

Opportunity Zones – All of San Juan County has been designated as an Opportunity Zone.

<https://www.region9edd.org/opportunity-zones>

More detailed information regarding San Juan County is available at www.region9edd.org, under regional data.

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 homeowners and some are telecommuters, meaning that they work from home, making use of the Internet, email and the telephone.

Commuter Data

The Census's [Longitudinal Employer-Household Dynamics \(LEHD\)](#) program contains several datasets, one of which is the Origin-Destination Employment Statistics (LODES) dataset. This dataset further contains three parts: origin destination, residence area characteristics and work area characteristics. These three pieces together provide information on commuting patterns by 2-digit industry between census tracts. (Lightcast Labor Market Analytics)

Population - Census data is collected every 10 years (i.e., 2010, 2020) 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. <https://demography.dola.colorado.gov/population/>

Wage thresholds – The average annual wage¹ is drawn from the Quarterly Census of Employment & Wages (QCEW Program): low wage = 80% or less than the average annual wage; mid wage = greater than 80% and less than 120% of the average annual wage; high wage is greater than 120% of the annual average wage. Livable wage is provided for a family of four renting a two-bedroom unit.

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. <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. **If 80% or more of the employment in an industry is in one firm, or if there are three firms or less in an industry, then the data cannot be disclosed per state statute.**

Unemployment - Labor force statistics allow us to see how many people are in the workforce, and how many are unemployed. We can use information from the Quarterly Census of Employment and Wages (QCEW) to compare unemployment rates at county, state, and national levels. <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 designated EZ area. Learn more about tax credits in Enterprise Zones at <https://oedit.colorado.gov/enterprise-zone-program>.

Opportunity Zones – This economic and community development tax incentive program provides a new impetus for private investors to support designated distressed areas through private equity investments in businesses and real estate ventures. More details regarding the Opportunity Zone can be found at <https://oedit.colorado.gov/colorado-opportunity-zone-program>.

USEFUL CONTACTS

For business and relocation assistance contact Region 9, or one of the community economic development organizations, listed below. If your business needs technical assistance the Southwest Colorado Small Business Development Center offers numerous services.

Economic Development Organizations

Region 9 Economic Development District
135 Burnett Dr. Unit 1
Durango, CO 81301
Phone (970) 247-9621
www.region9edd.org



Ute Mountain Ute Indian Tribe
124 Mike Wash Road
Towaoc, CO 81334
www.utemountainutetribe.com

Southwest Colorado Small Business
Development Center
835 Main Avenue, Ste. 225
Durango, CO 81301
Phone (970) 903-2289
www.sbdcfortlewis.org



San Juan Development Corporation
P.O.Box 565
Silverton, CO 81433
Phone (970) 387-5654
www.sanjuandevlopment.com



Pagosa Springs Community Development Corporation
PO Box 1183
46 Eaton Drive, Suite 4
Pagosa Springs, CO 81147
Phone (970) 264-3023
www.pagosaspringscdc.org



Dolores County Development Corporation
P.O. Box 860
Dove Creek, CO 81328
www.dolorescounty.org



Southern Ute Indian Tribe Economic Development
P.O. Box 737
365 Ouray Dr.
Ignacio, CO 81137
Phone (970) 563-2275
www.southernute-nsn.gov/eco-dev/



La Plata Economic Development Alliance
2301 Main Ave.
Durango, CO 81301
Phone (970) 259-1700
www.yesLPC.com



