

CHOOSE  COLORADO

# Rural Economic Resiliency in Colorado

A Study of Factors Impacting Resiliency

August 2017  
Pagosa Springs, Colorado



**COLORADO**

Office of Economic Development  
& International Trade



**Leeds** School of Business

UNIVERSITY OF COLORADO **BOULDER**

**BUSINESS RESEARCH DIVISION**

# Project Overview

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**Colorado Research Team:**  
Colorado Office of Economic Development and  
International Trade

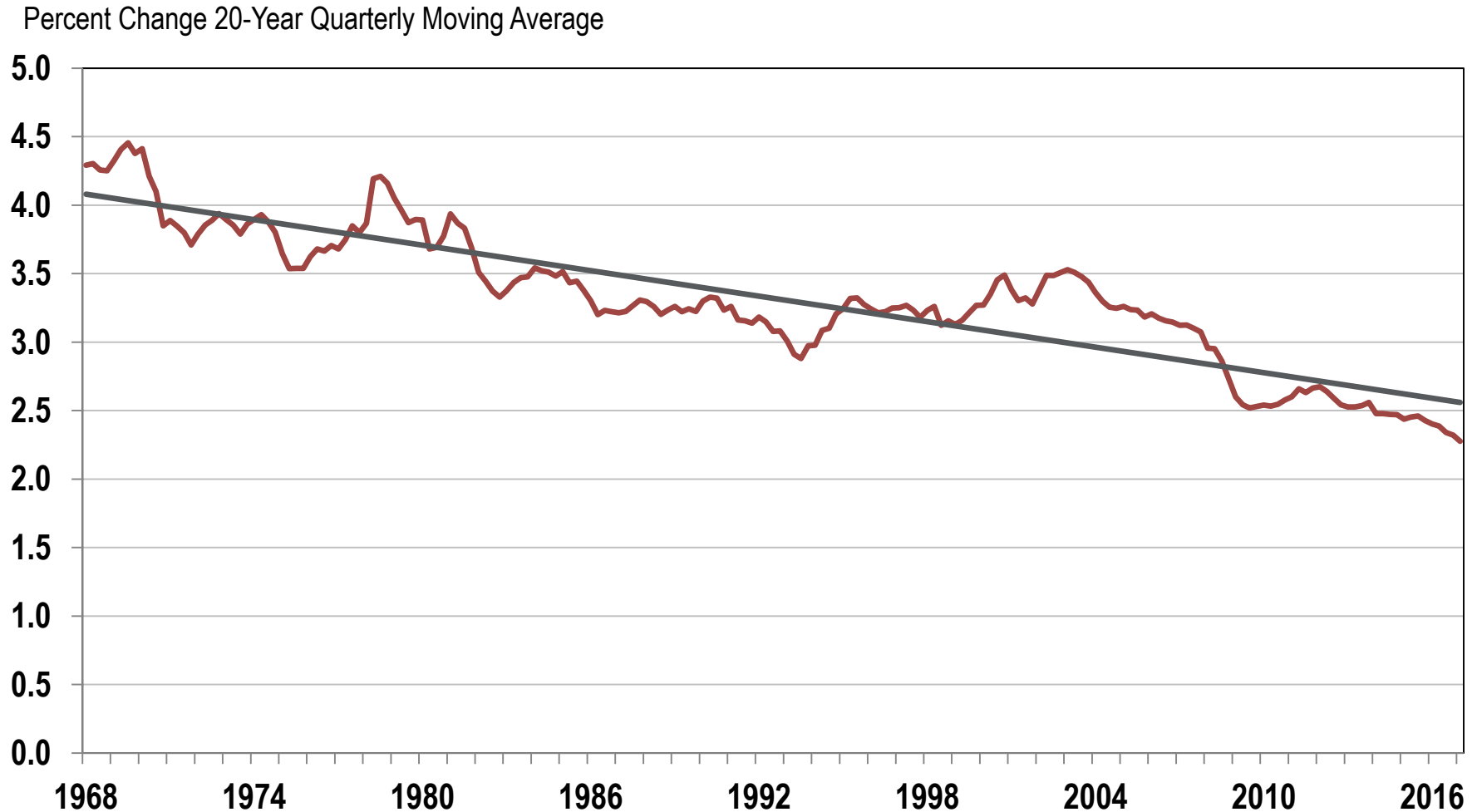
University of Colorado, Leeds School of Business, Business  
Research Division

Colorado Department of Local Affairs  
State Demography Office

**The following organizations were instrumental in the  
support of this analysis:**

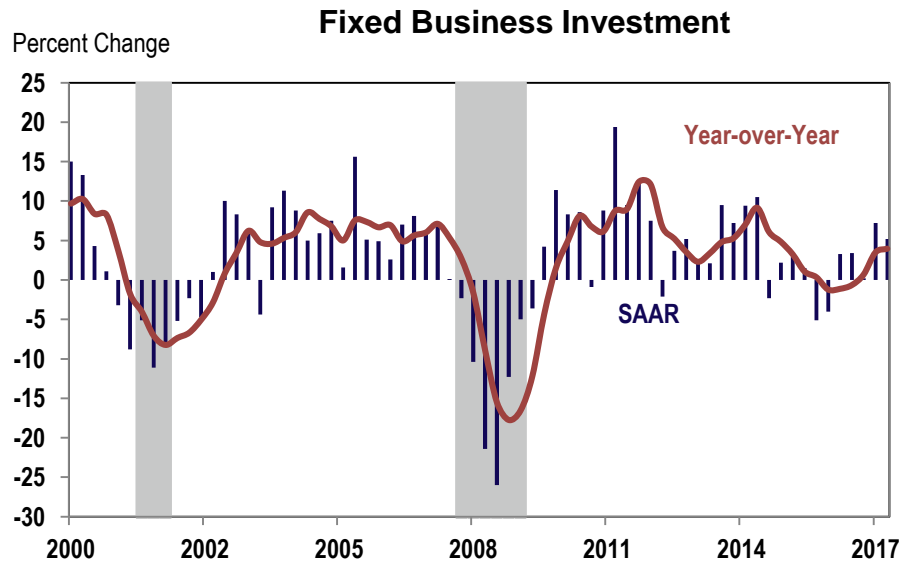
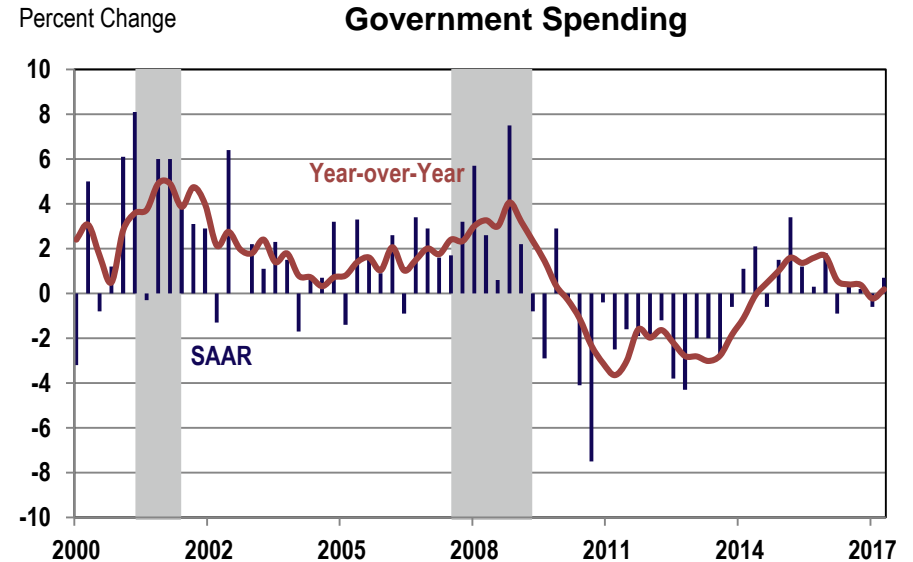
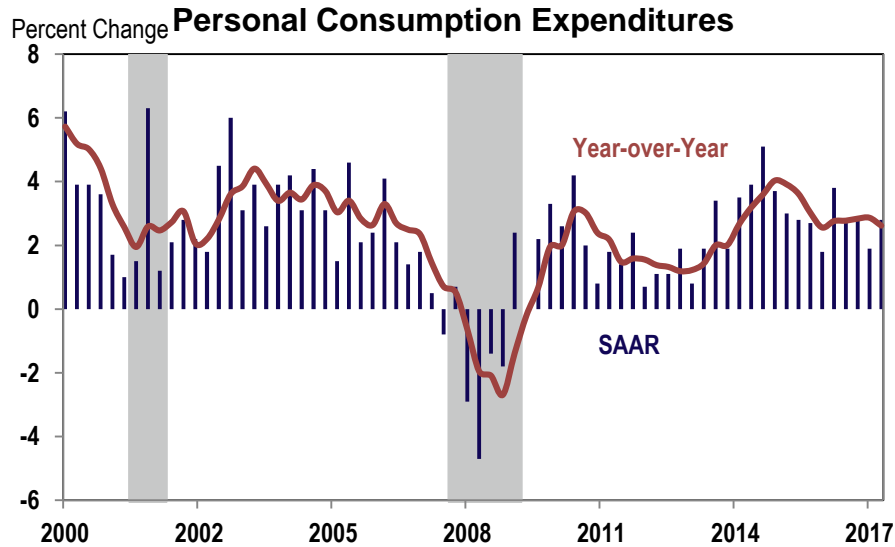
Anschutz Foundation, El Pomar Foundation,  
Gates Family Foundation, and Telluride Foundation.

# Long-Term Real GDP Growth Trend



Source: Bureau of Economic Analysis, Real GDP.

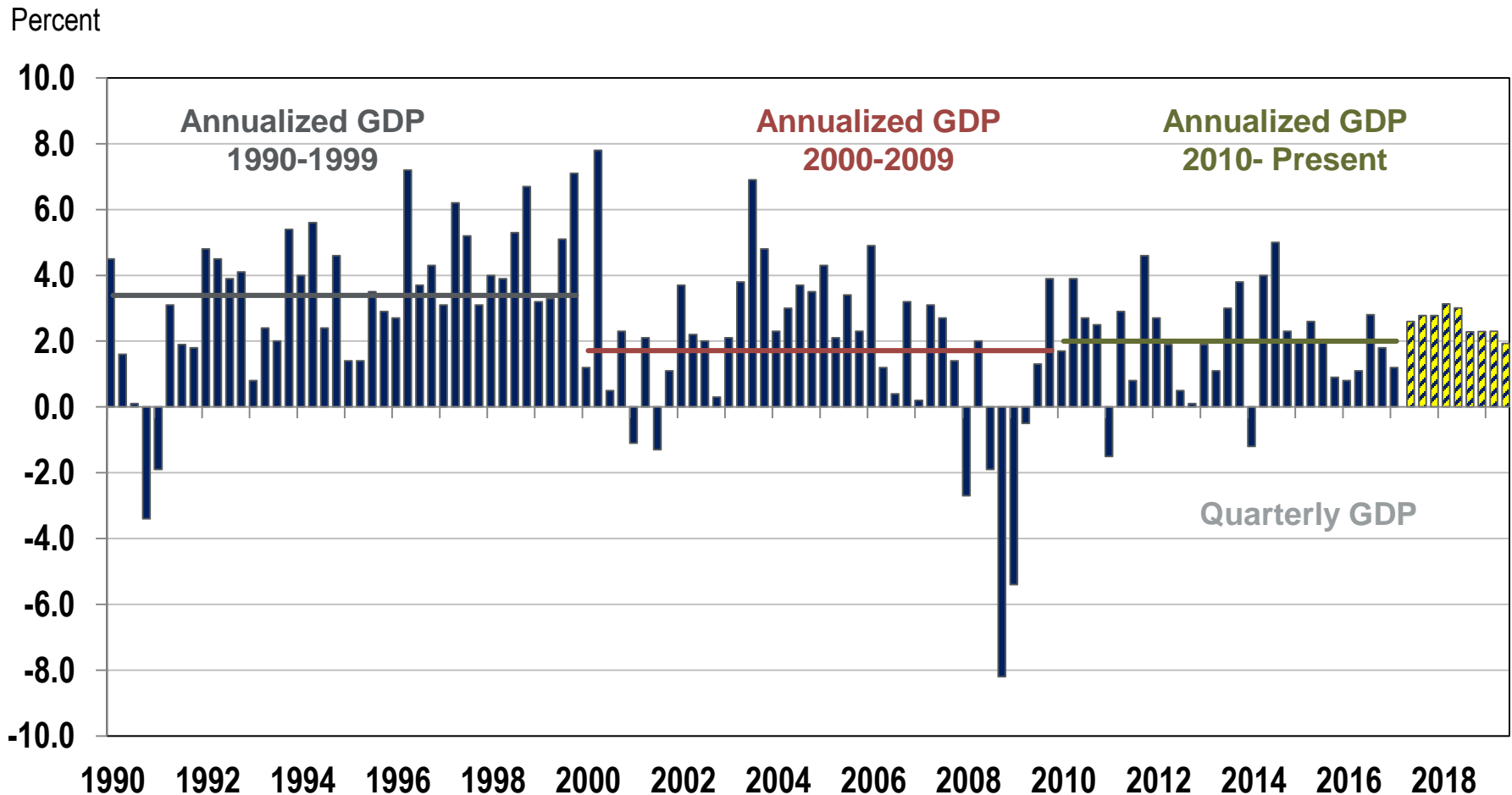
# Economic Growth



Sources: Bureau of Economic Analysis, the National Bureau of Economic Research, and the Business Research Division.

# Real GDP Growth

Quarterly and Annualized Real GDP 1990-2017

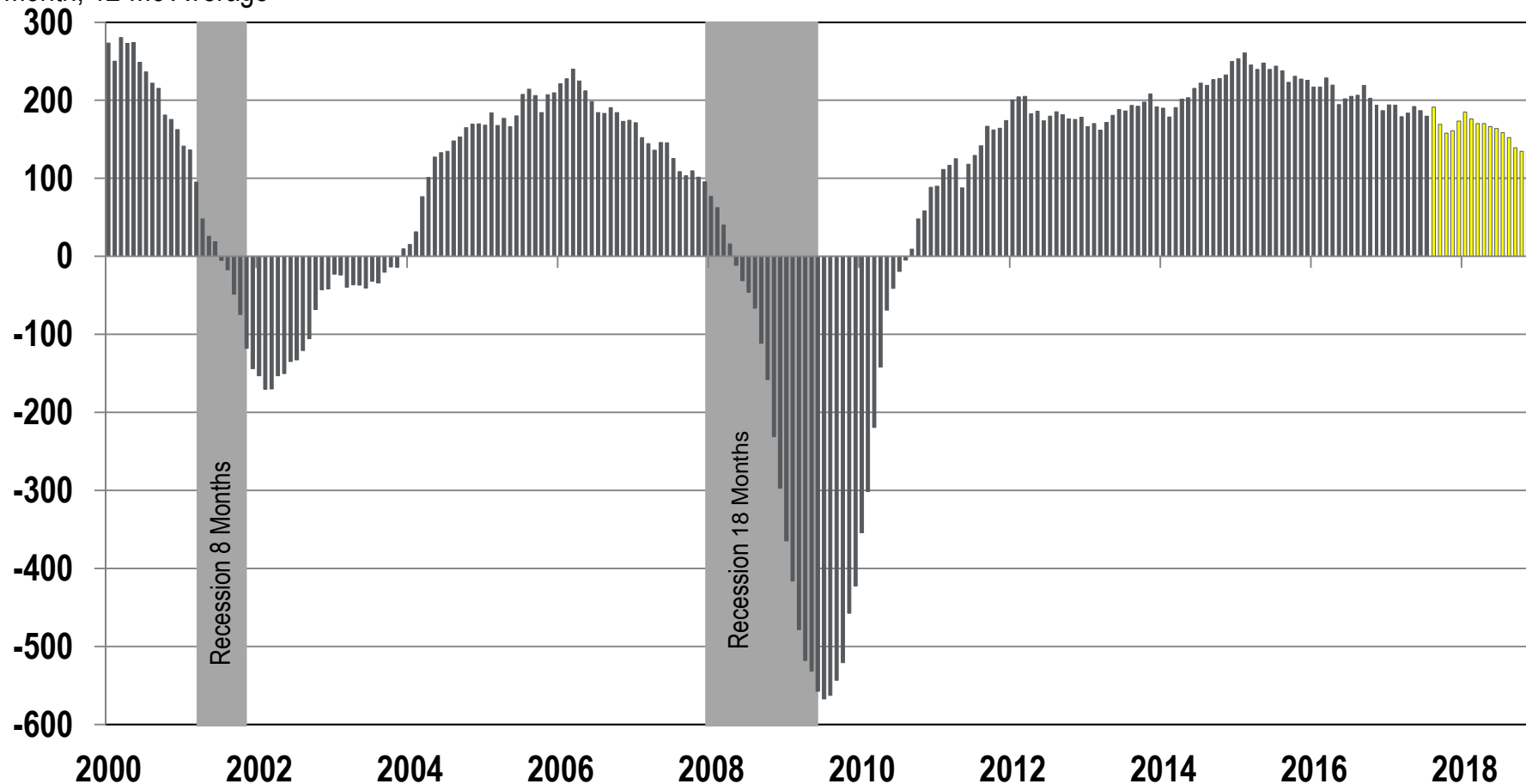


Sources: Bureau of Economic Analysis and September 2016 NABE Forecast.

# National Employment

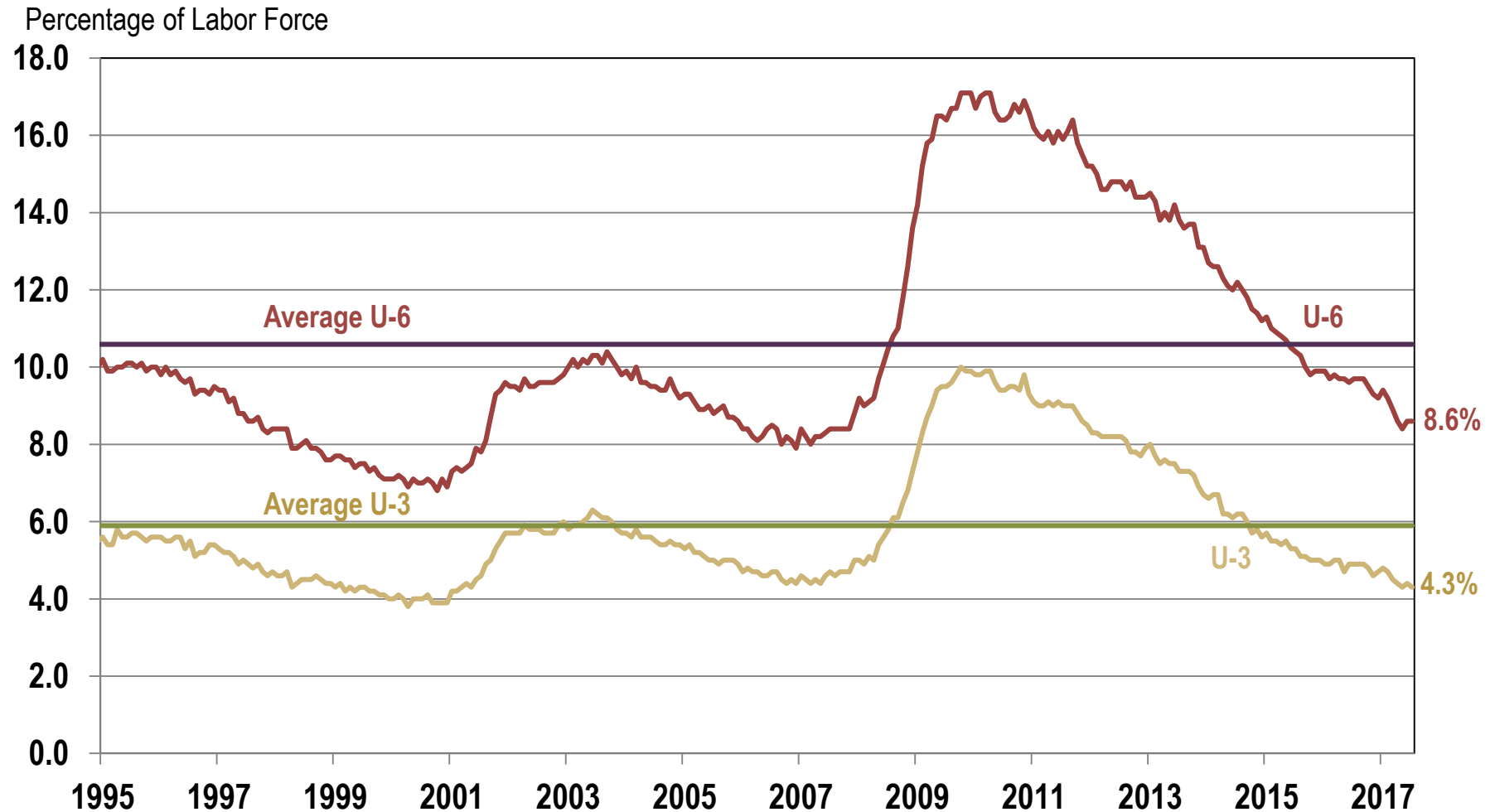
## Month-over-Month Change, 12-Month Average

Thousands, Month-over-Month, 12-Mo Average



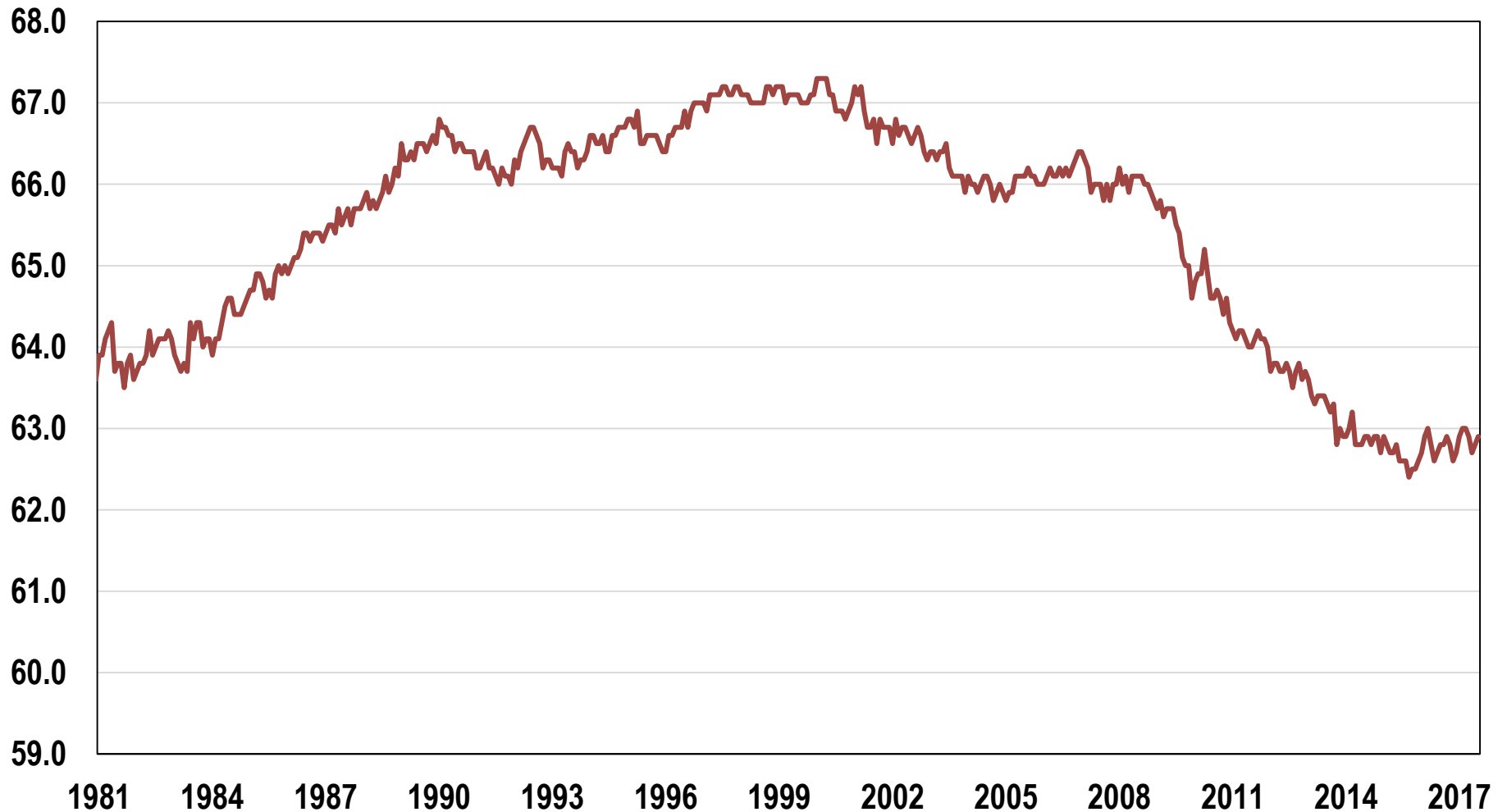
Sources: Bureau of Labor Statistics (Seasonally Adjusted), Moody's Analytics, and NBER.

# Labor Underutilization



Source: Bureau of Labor Statistics (Seasonally Adjusted).

# Labor Force Participation Rate

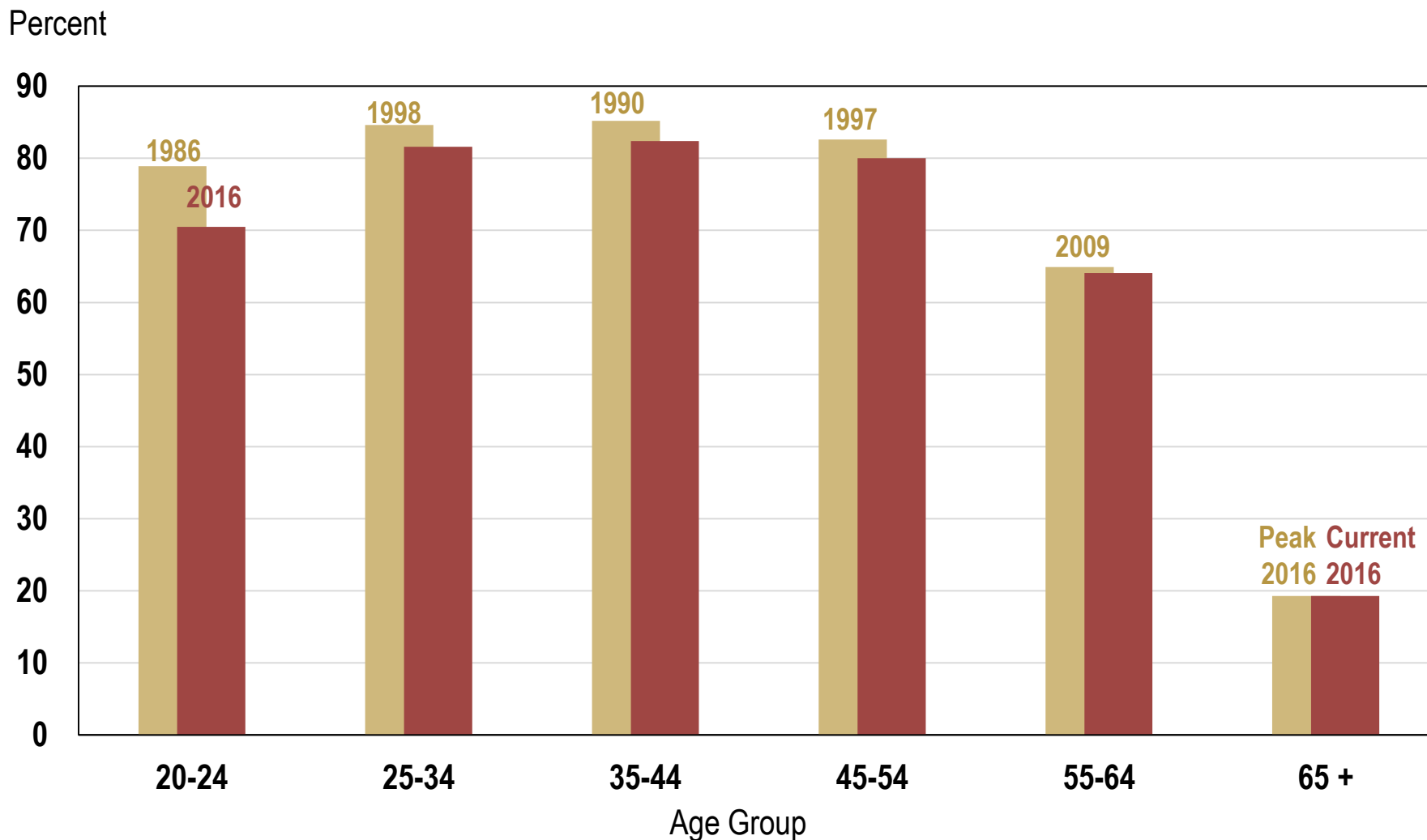


Source: Bureau of Labor Statistics (Seasonally Adjusted).



# Labor Force Participation Rates

National by Age Cohort

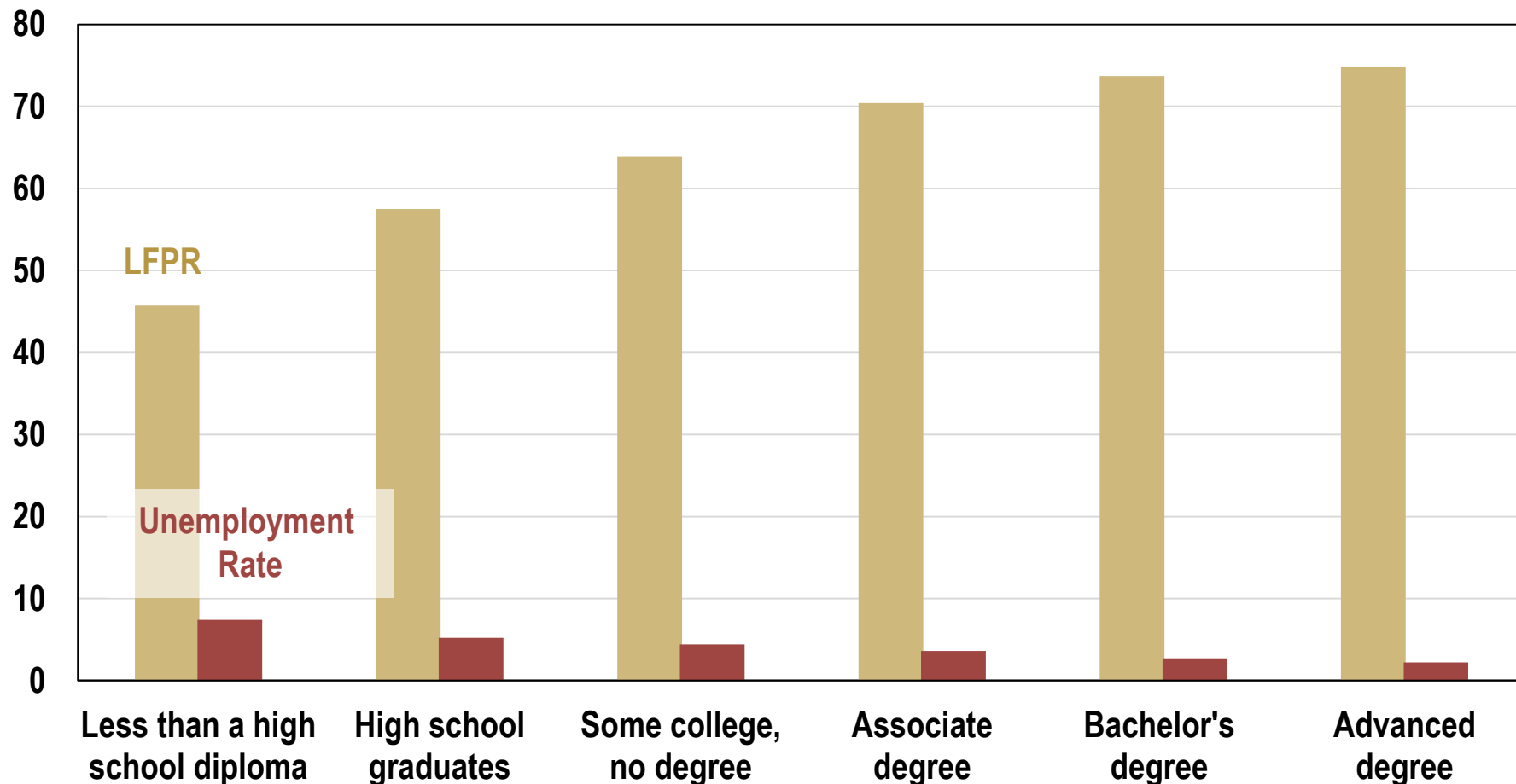


Source: Bureau of Labor Statistics, Current Population Survey (CPS).

# Labor Force and Unemployment Rate

National by Educational Attainment, Population 25 and Over, 2016

Percentage



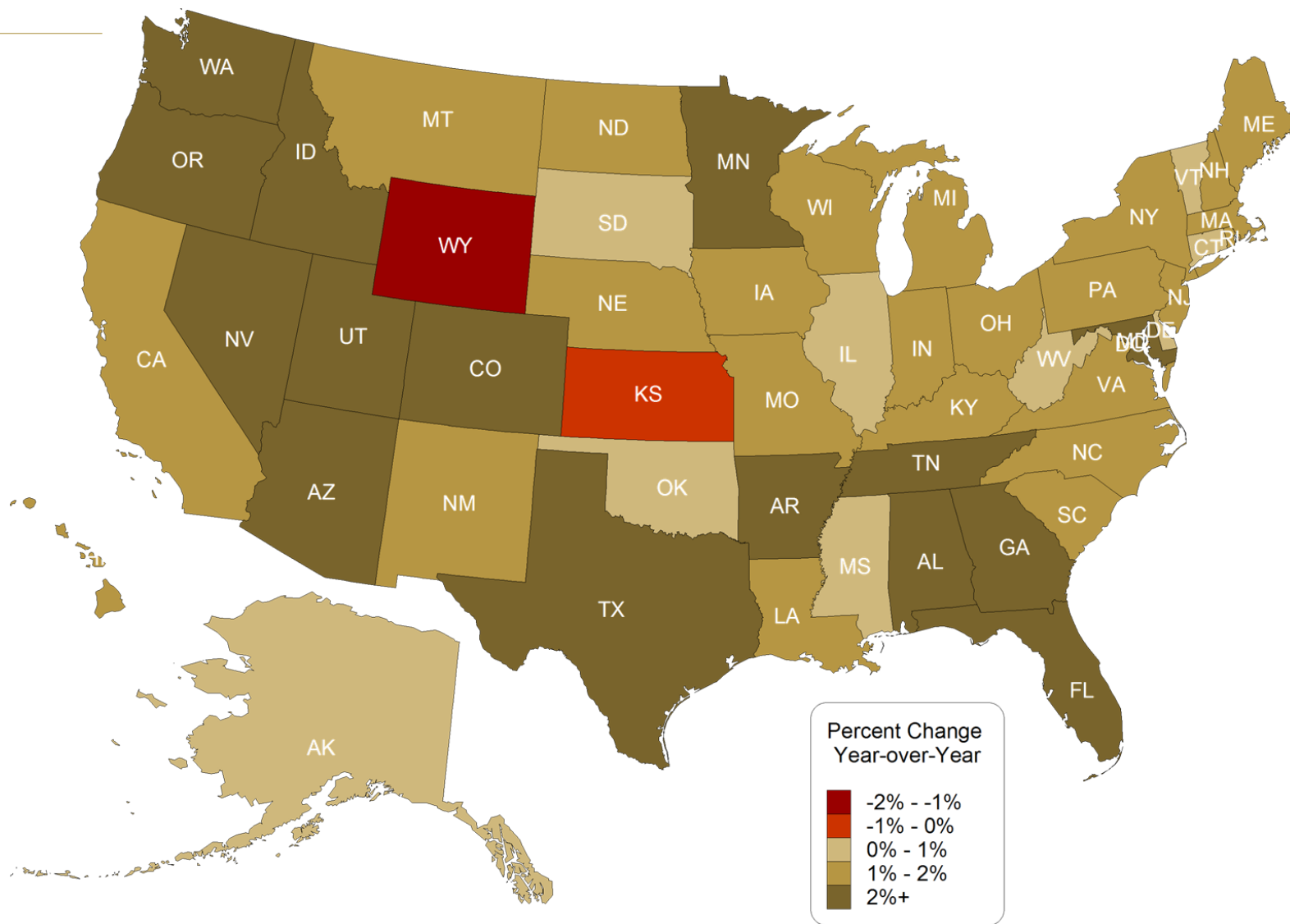
Source: Bureau of Labor Statistics, Current Population Survey (CPS), Not Seasonally Adjusted.

# Colorado Economy



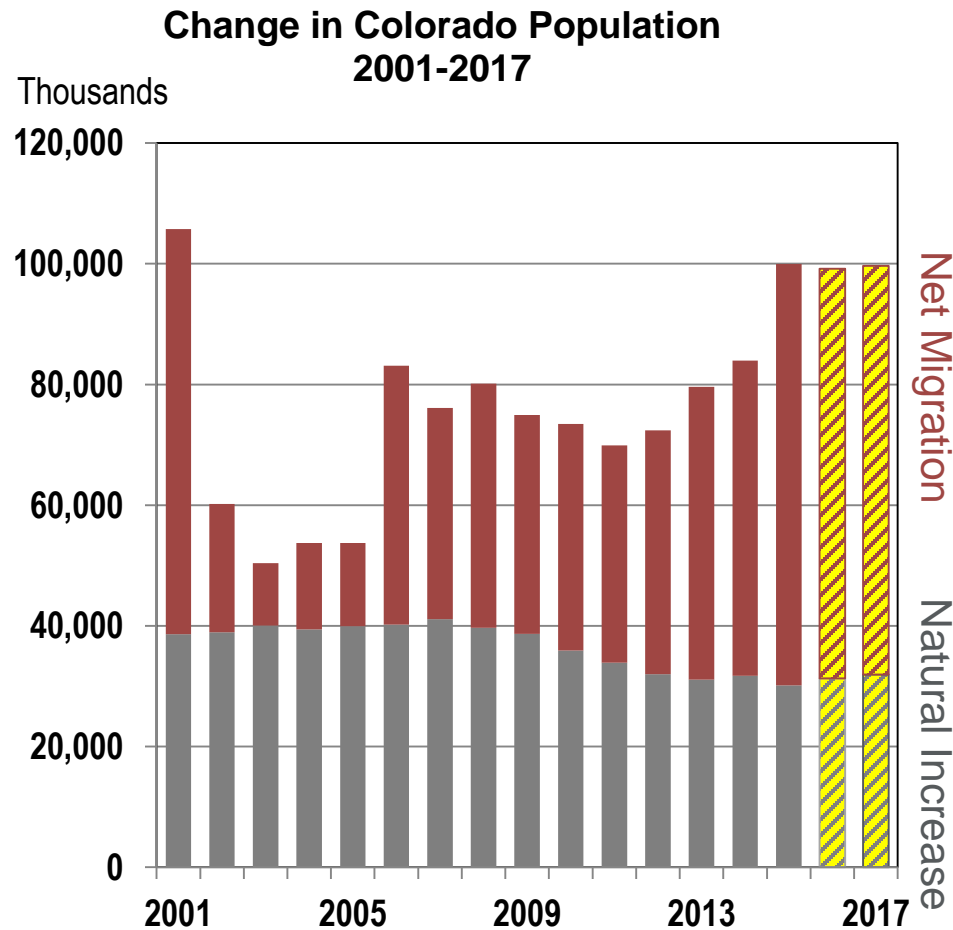
# State Employment Growth

Year-over-Year June 2017



Source: Bureau of Labor Statistics (Seasonally Adjusted).

# Change in Population



**7th-fastest state for percentage growth**

**8th-fastest state for absolute growth**

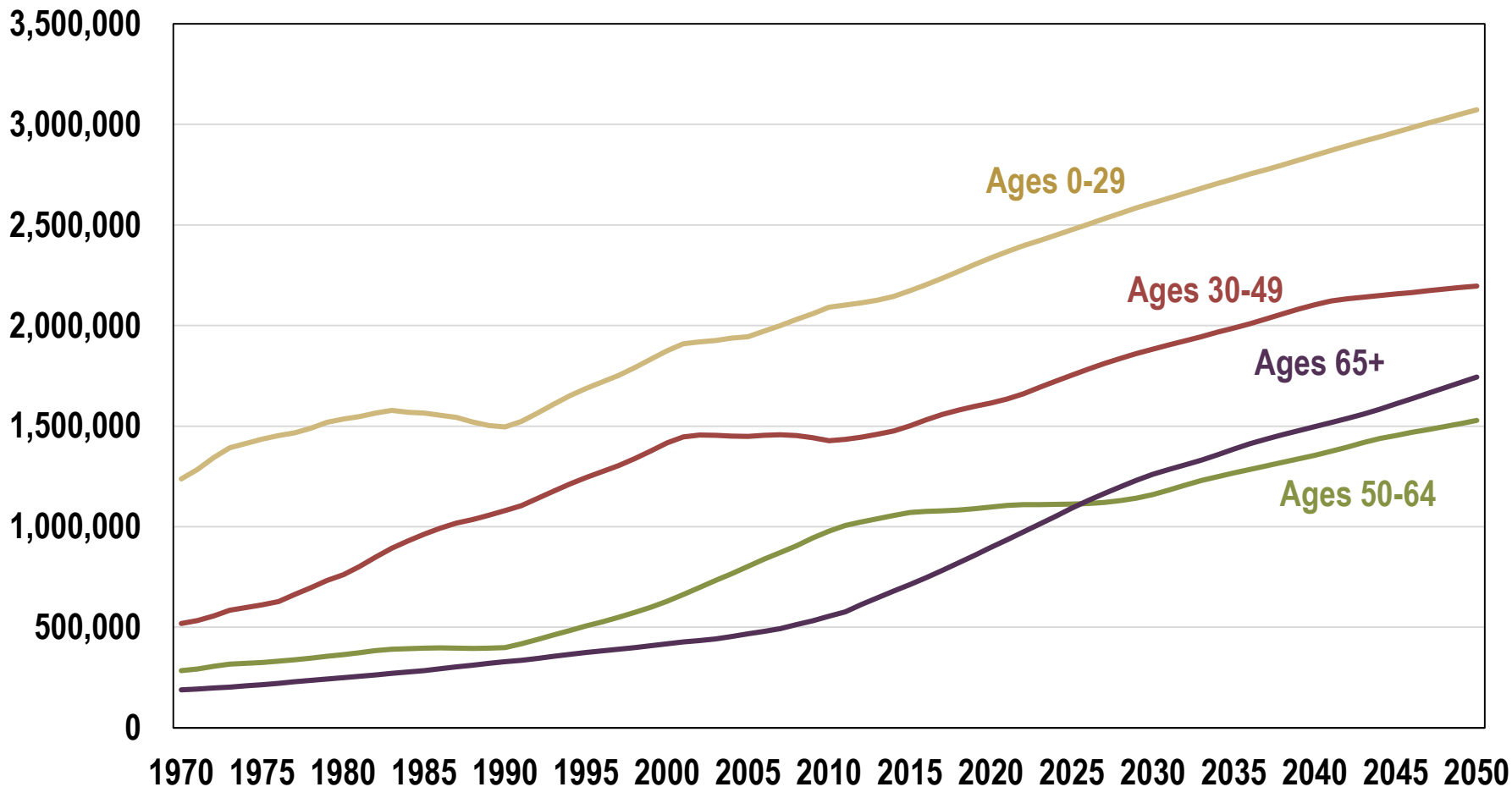
**84% of growth along Front Range**

**Denver now the most populous county**

**Continued net migration into the state**

# Colorado Population

Total by Age Cohort, 1970-2050

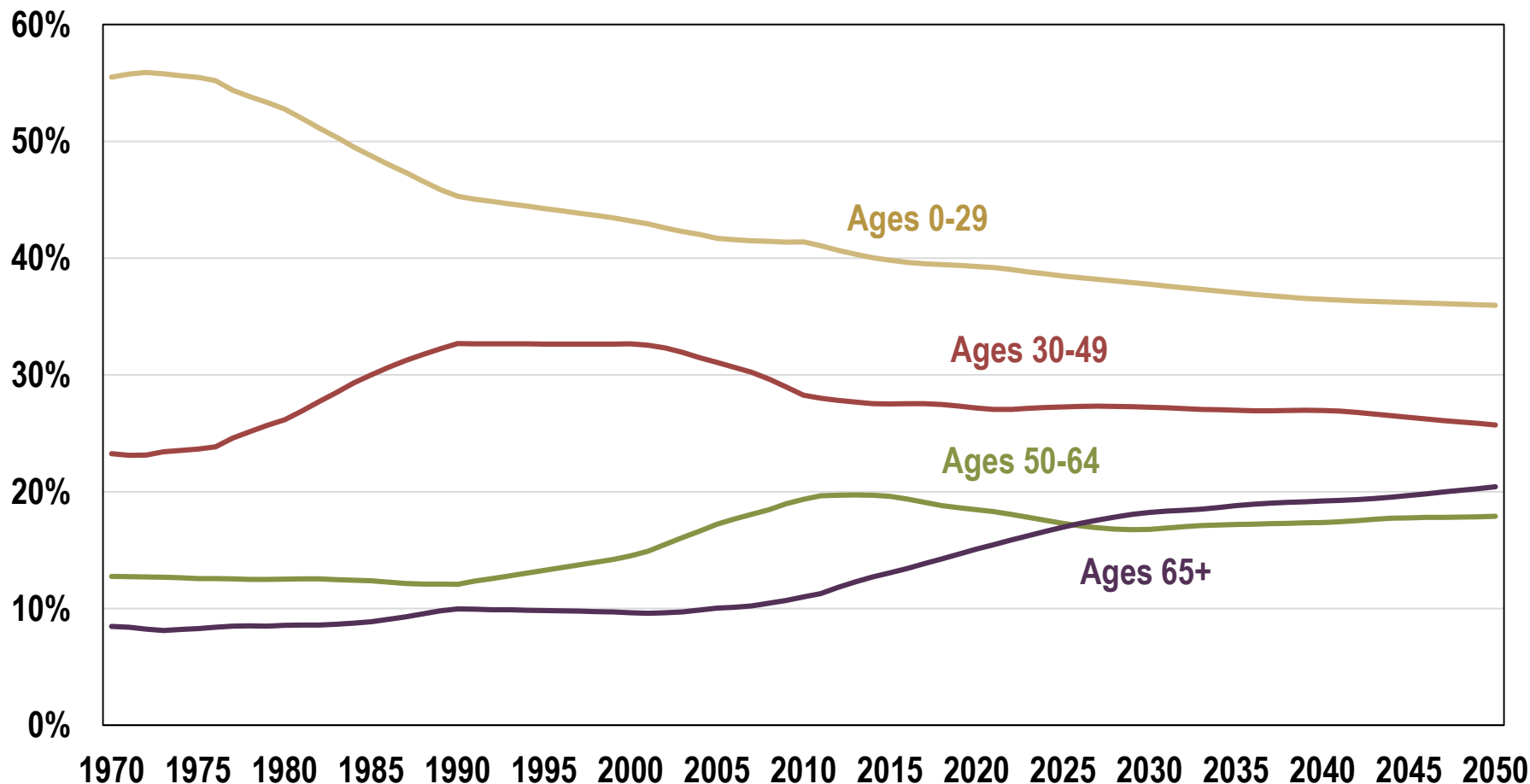


Source: State Demography Office.

# Colorado Population

Share by Age Cohort, 1970-2050

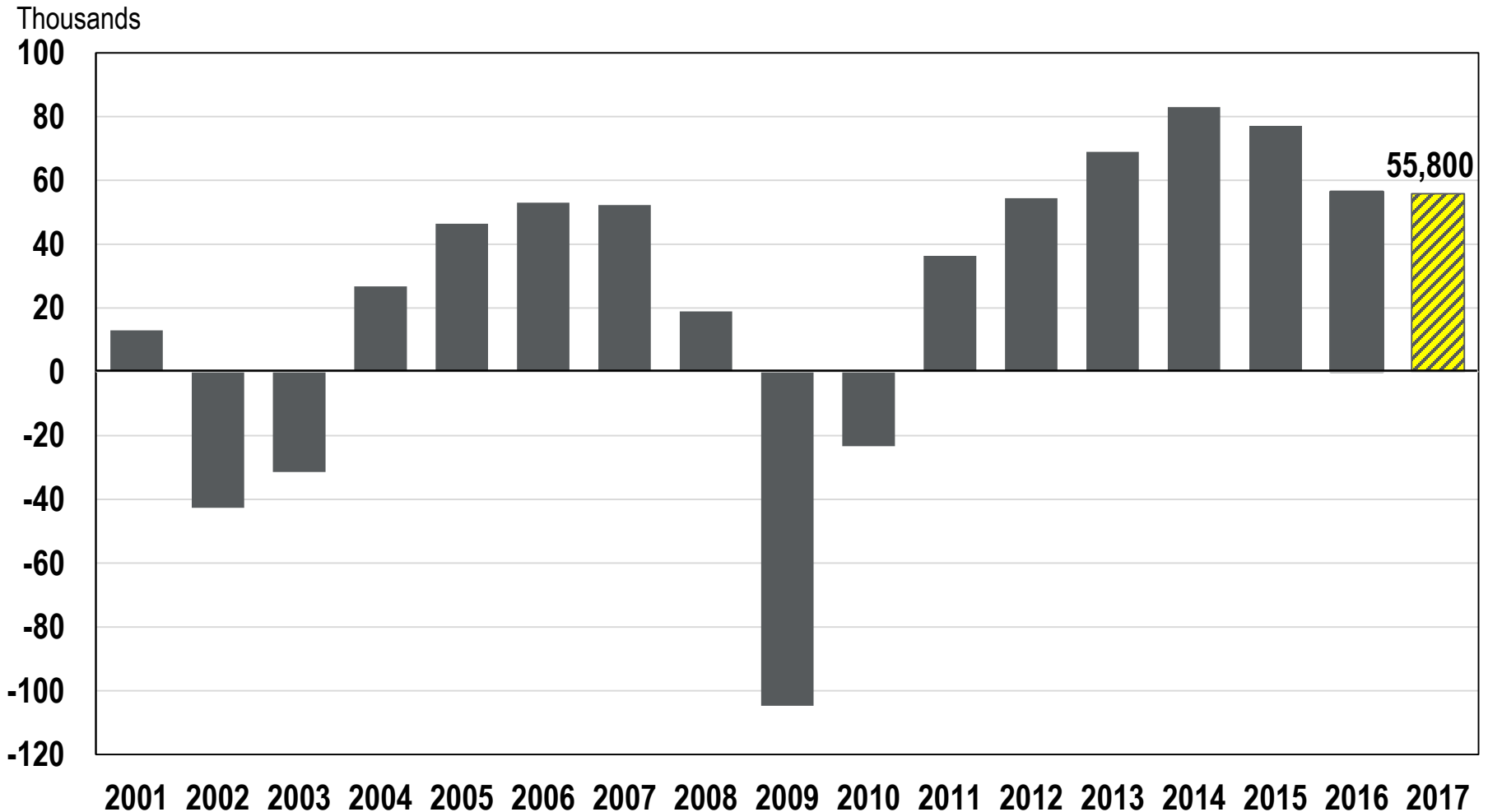
Percentage of Population



Source: State Demography Office.

# Colorado Employment Growth

Jobs Added

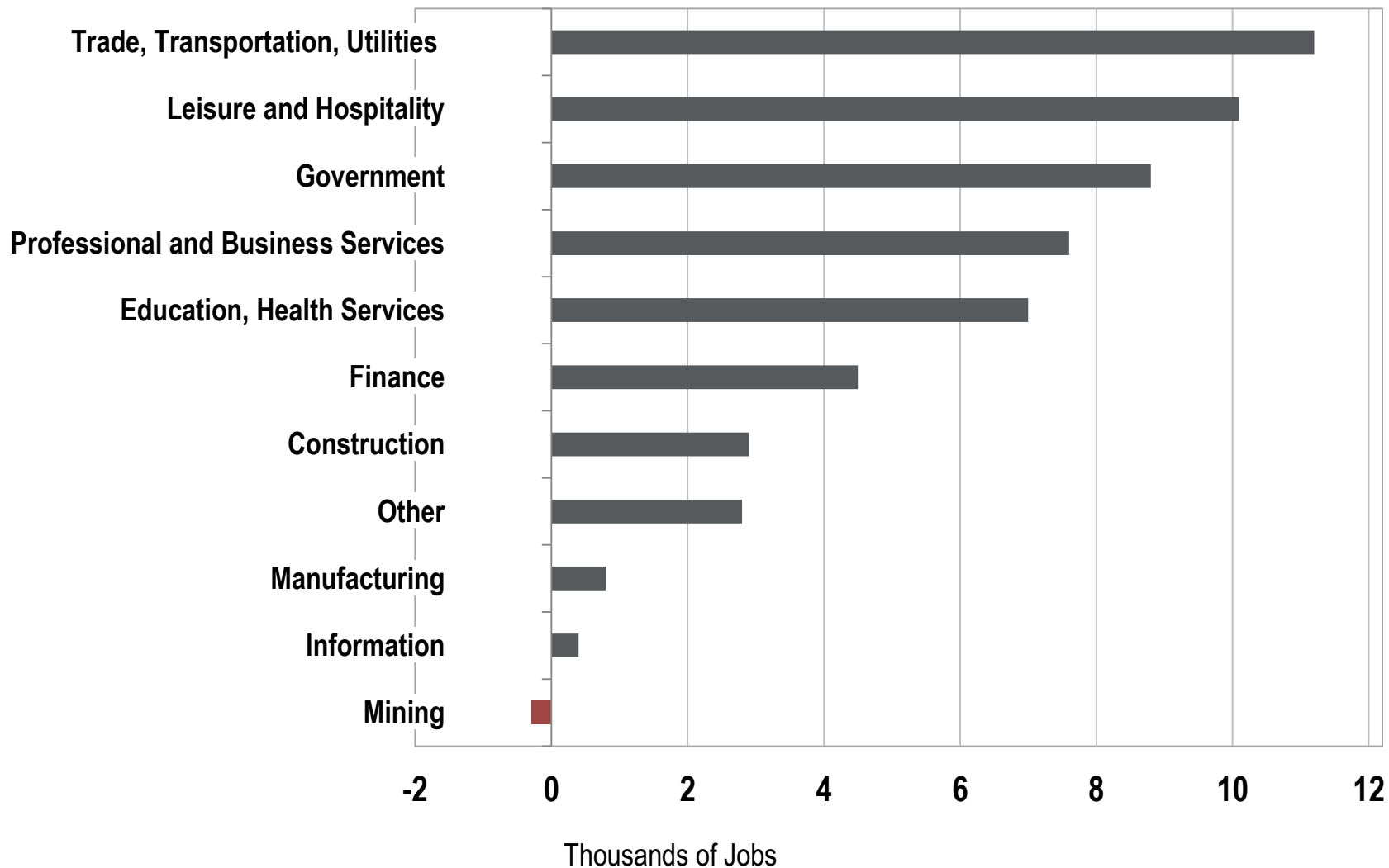


Sources: Colorado Department of Labor and Employment and the Colorado Business Economic Outlook Committee.



# Employment Change

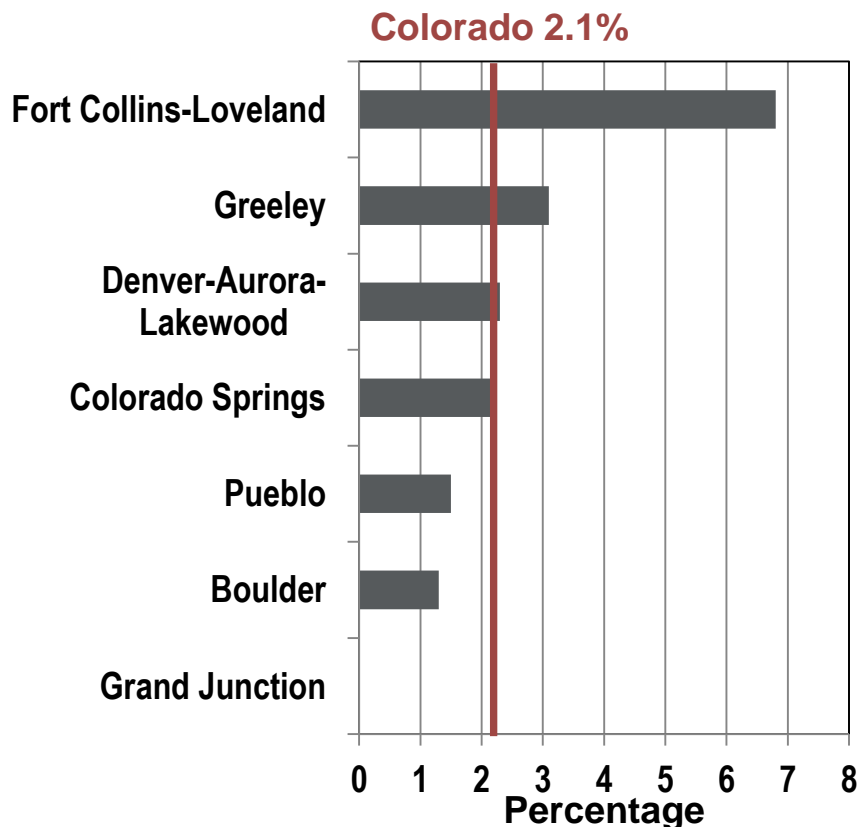
2016-2017 Forecast



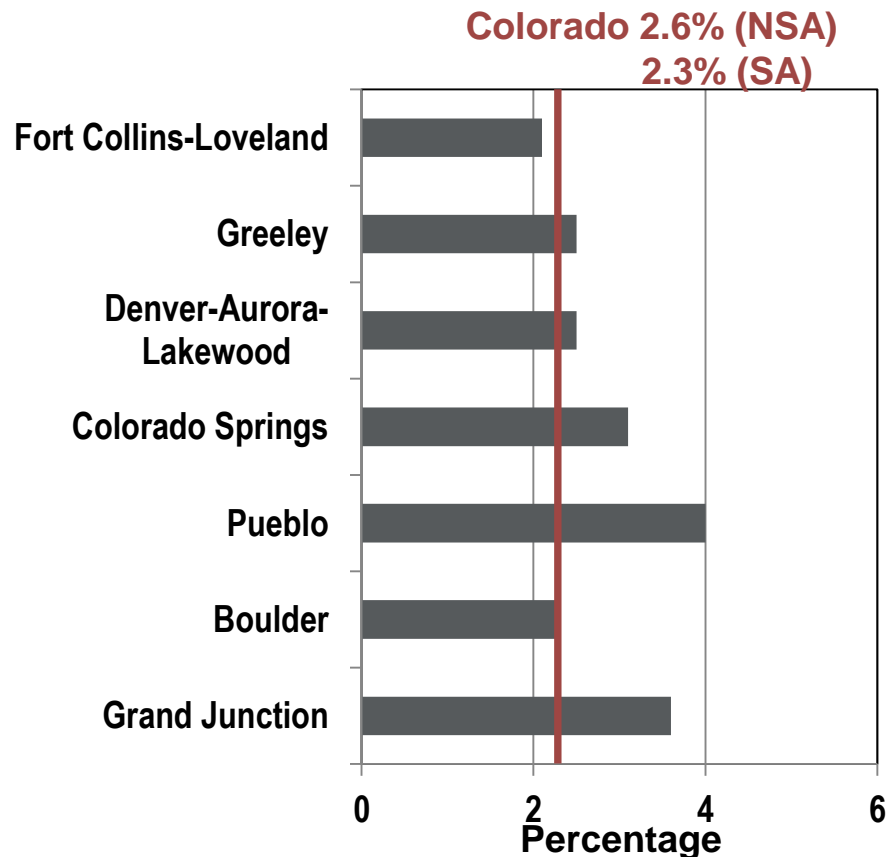
Source: Bureau of Labor Statistics (Seasonally Adjusted).

# Regional Employment Growth and Unemployment

Employment Growth Rate,  
June 2017 YoY



Unemployment Rate  
June 2017



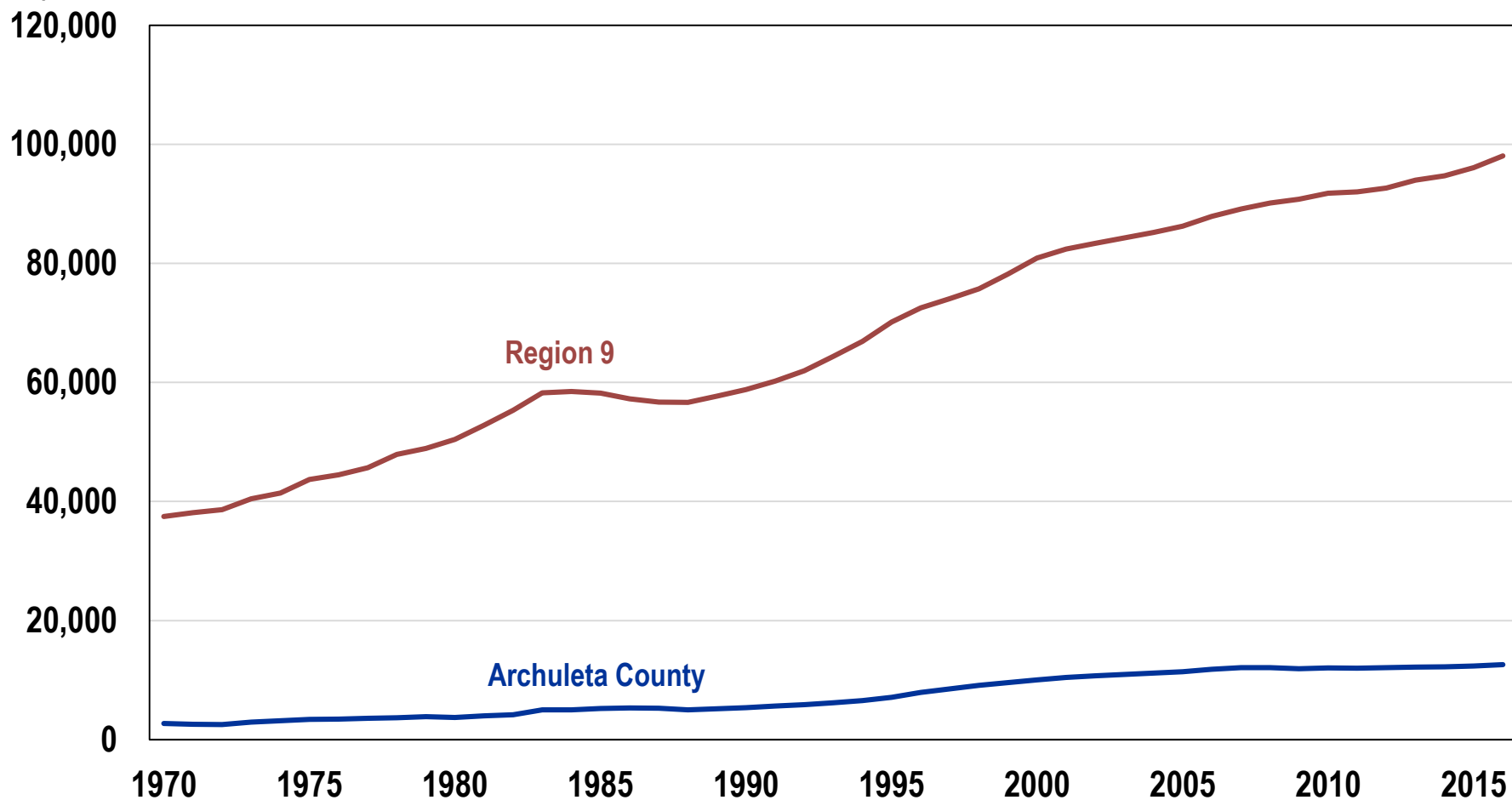
# Archuleta County and Region 9



# Population Change

Region 9 and Archuleta County, 1971-2016

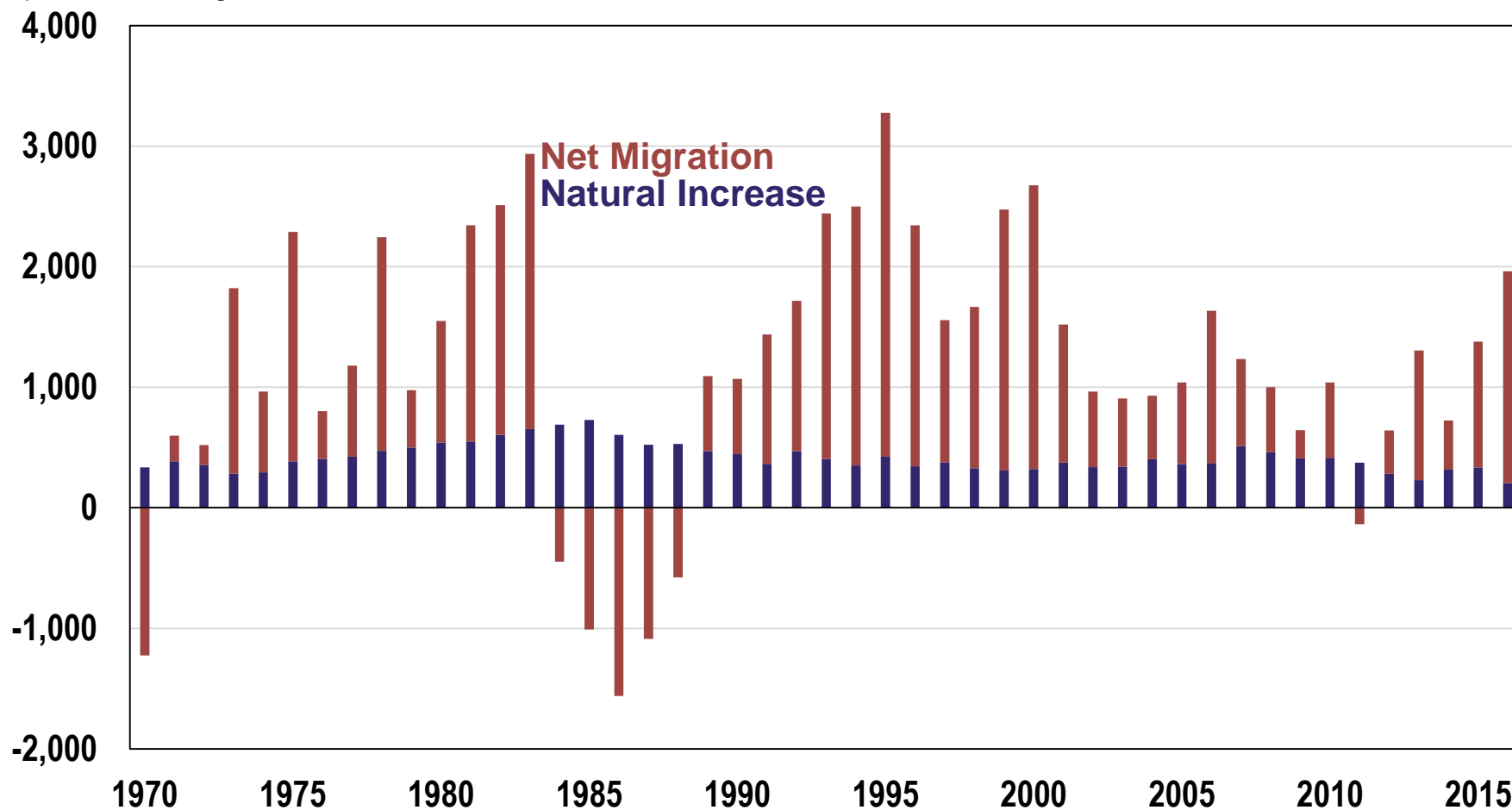
Population Total



# Population Change

Region 9, 1971-2016

Population Change



# Population

## Region 9 and Archuleta County, 1970-2050

Population Total

180,000

160,000

140,000

120,000

100,000

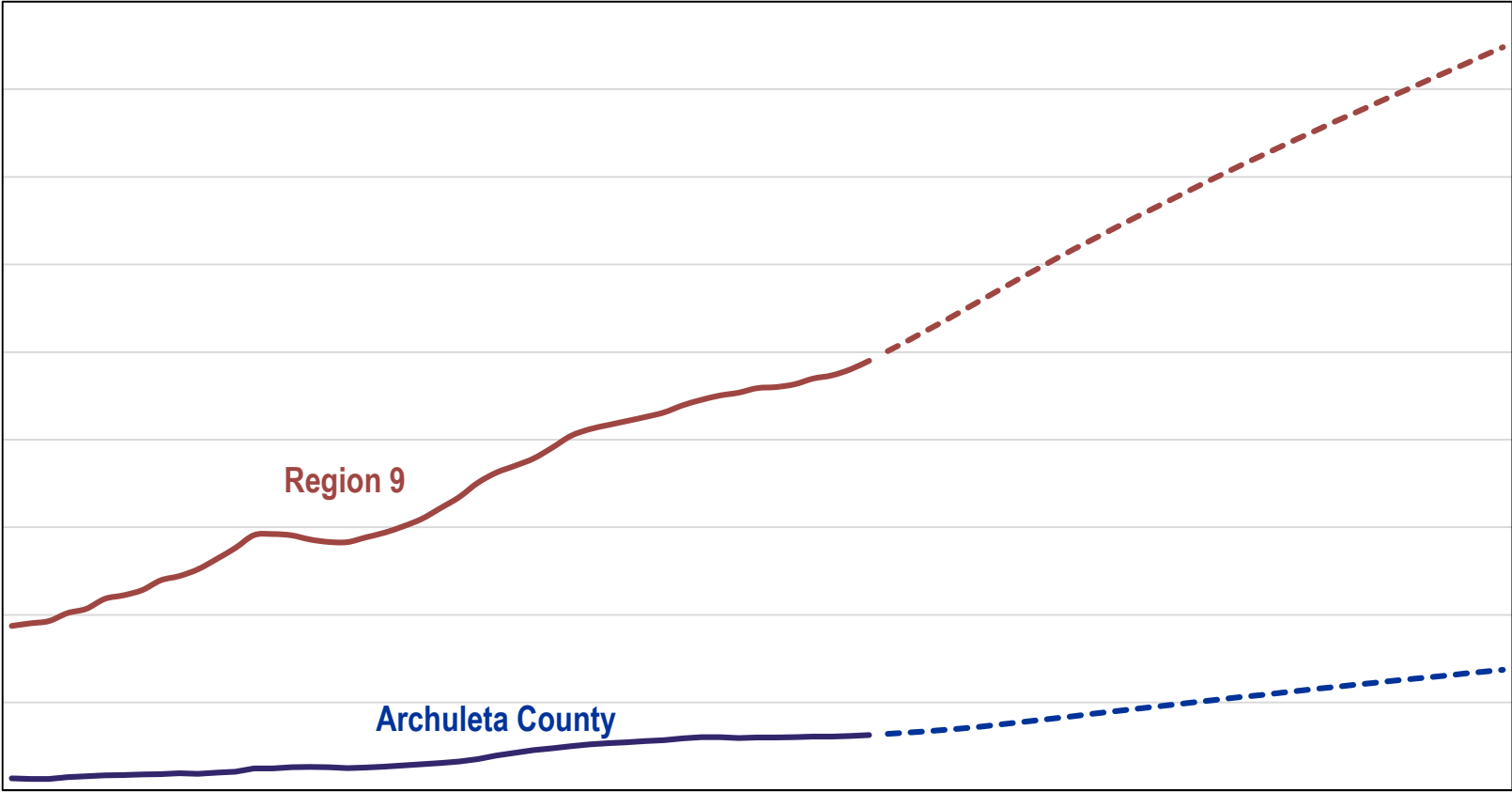
80,000

60,000

40,000

20,000

0

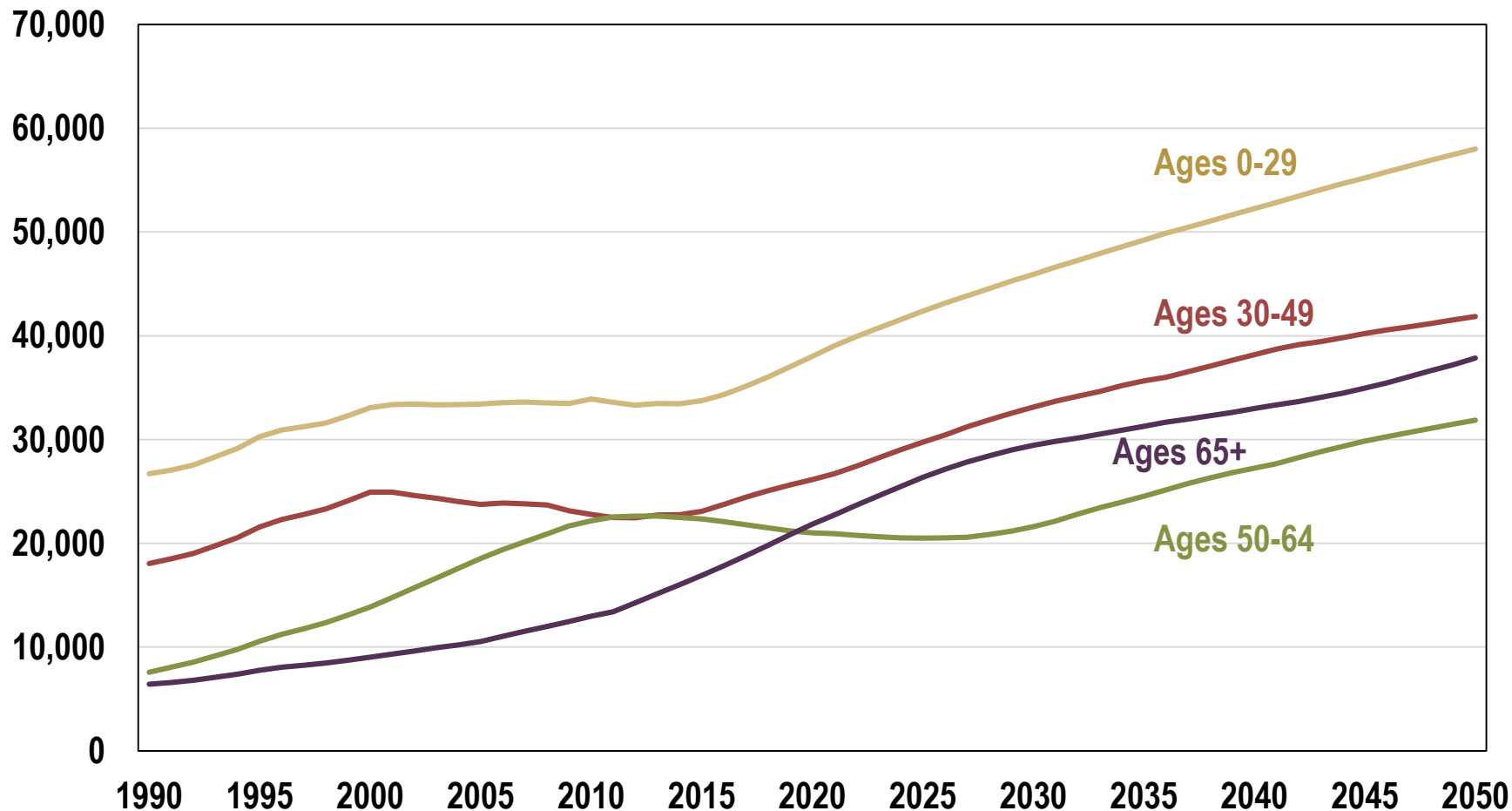


1970 1975 1980 1985 1990 1995 2000 2005 2010 2015 2020 2025 2030 2035 2040 2045 2050

Source: Colorado Demography Office. Includes Baca, Bent, Crowley, Kiowa, Otero, and Prowers counties.

# Region 9 Population

Total by Age Cohort, 1990-2050

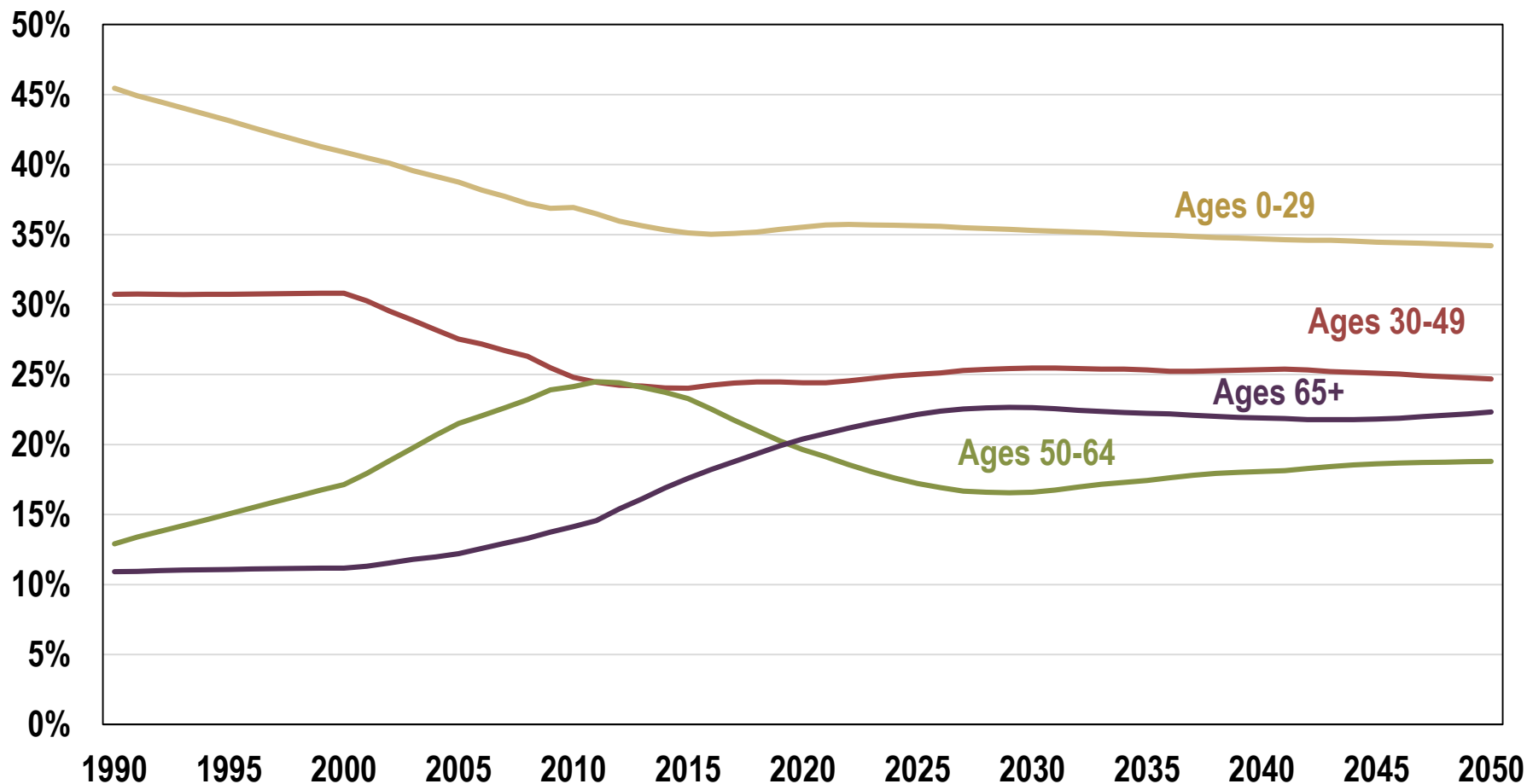


Source: State Demography Office.

# Region 9 Population

Share by Age Cohort, 1990-2050

Percentage of Population

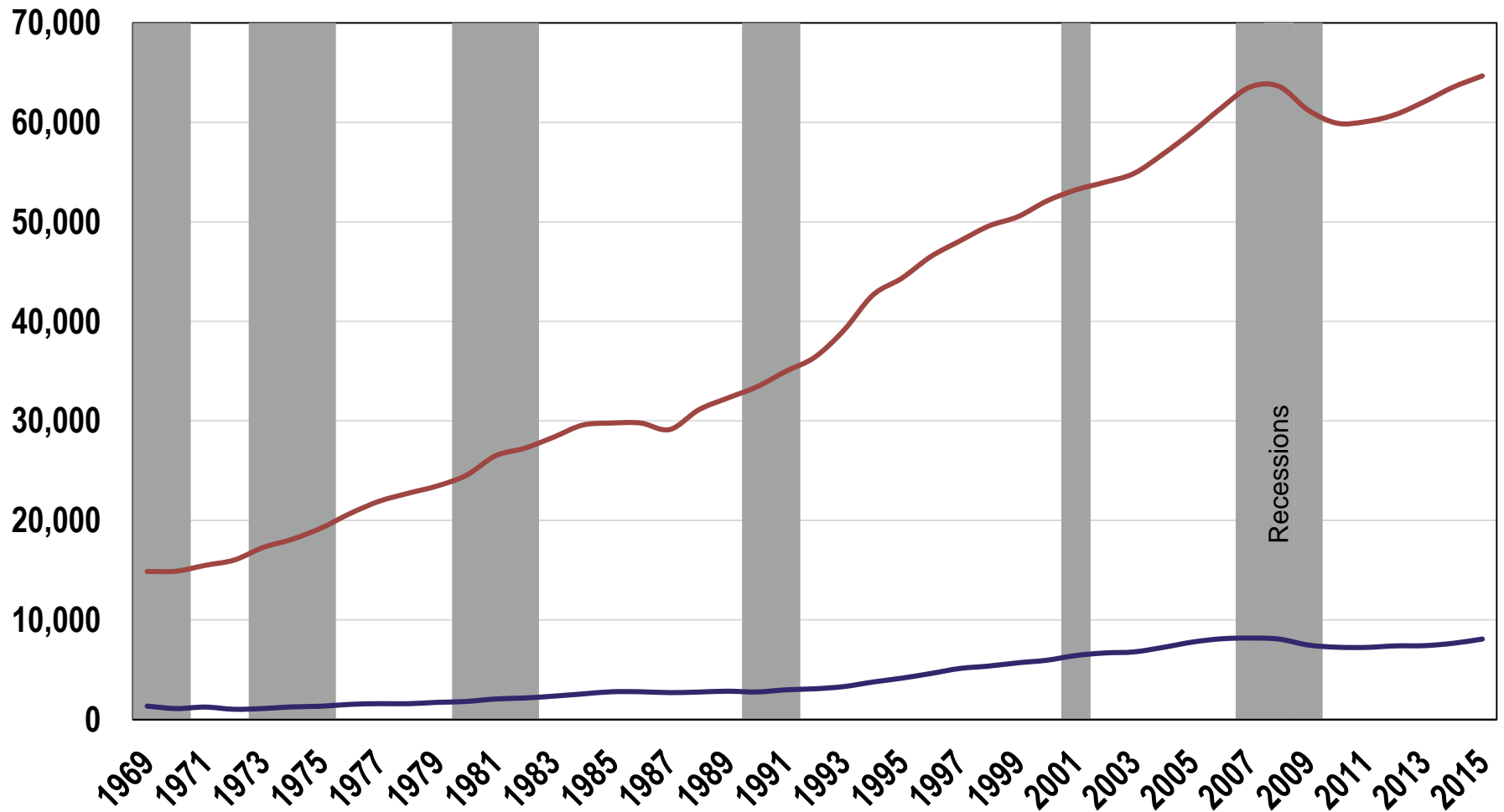


Source: State Demography Office.



# Employment Growth

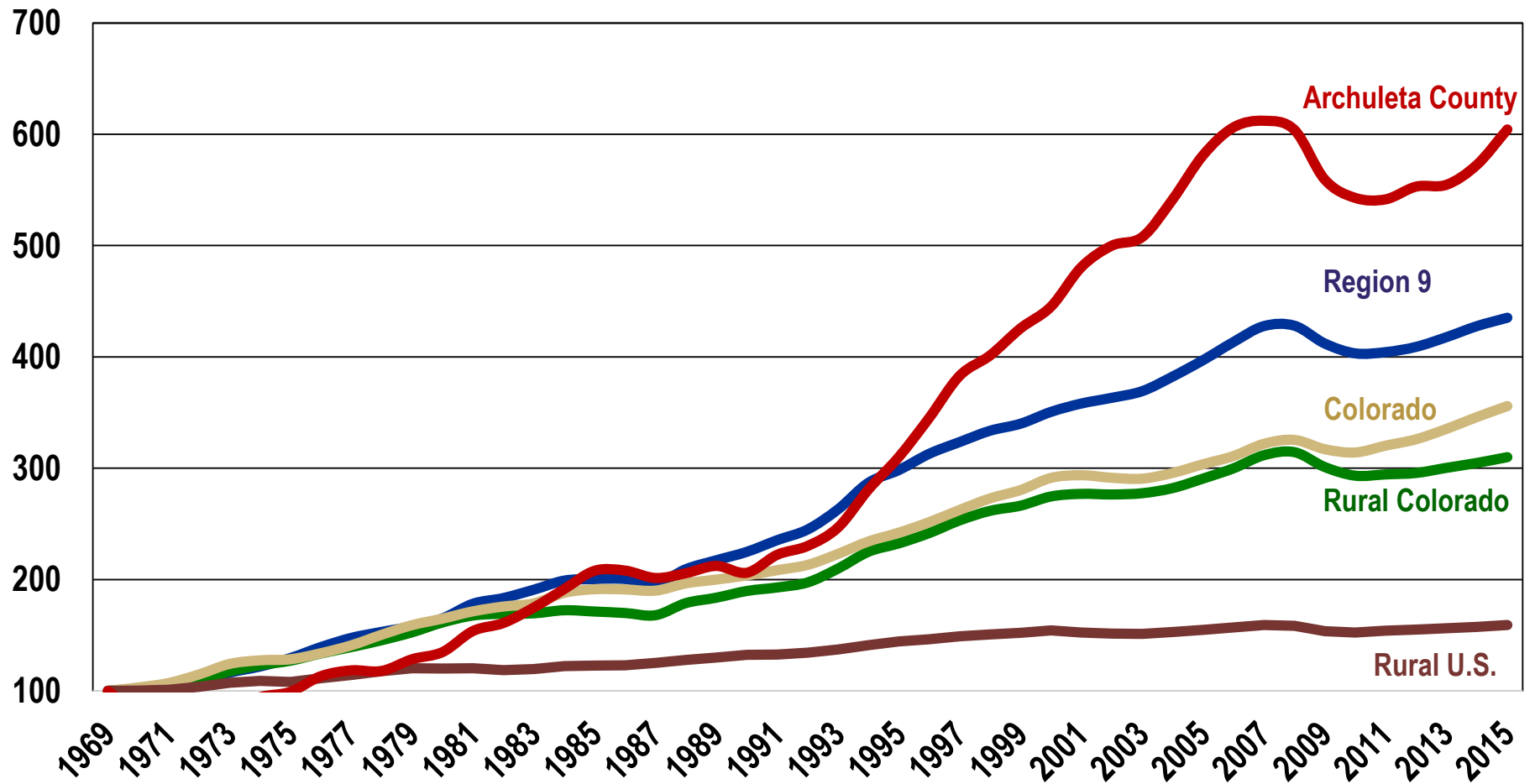
Region 9 Counties and Archuleta County



# Employment Growth

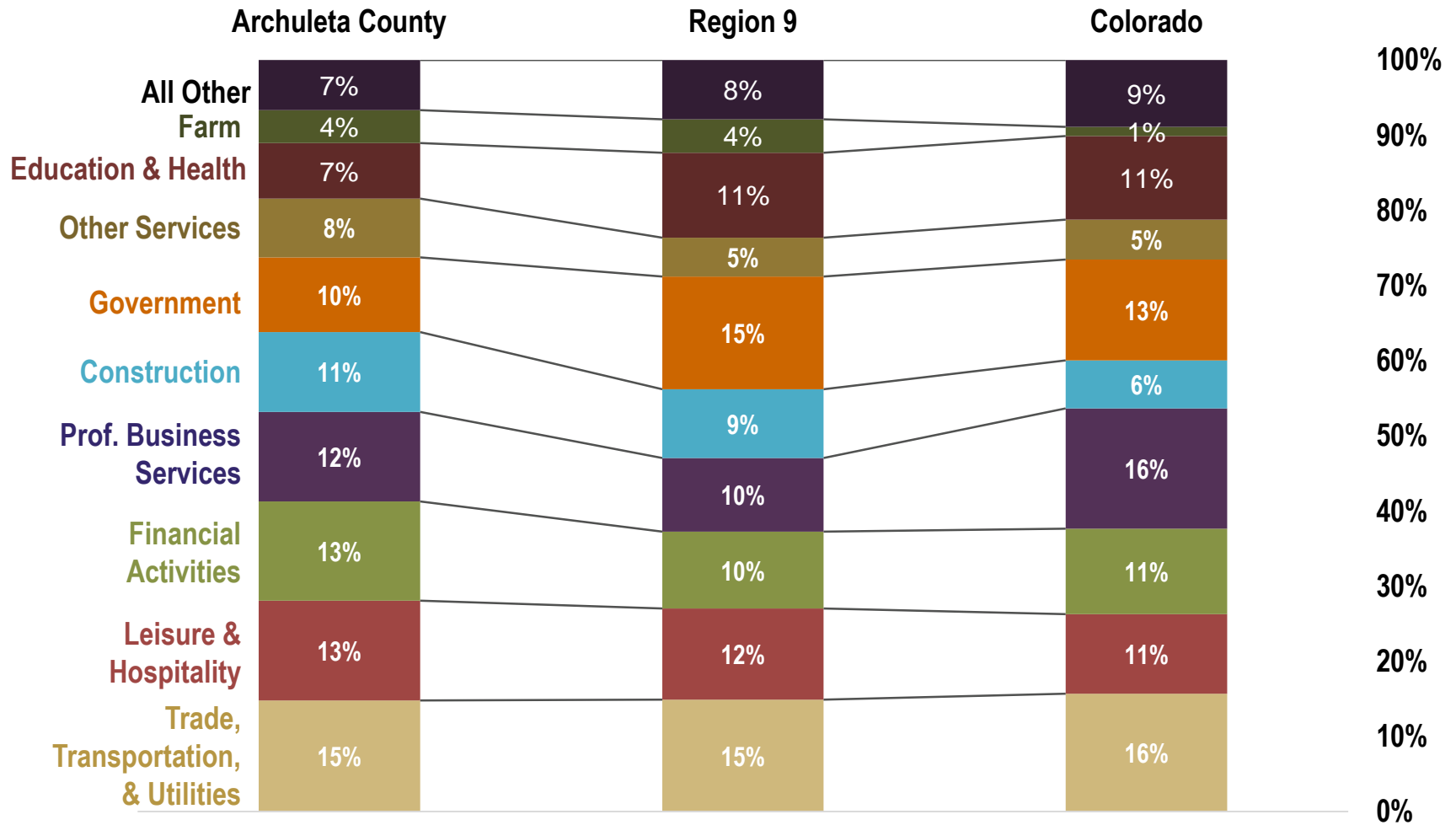
Indexed Growth, 1969-2015

Indexed, 1967=100



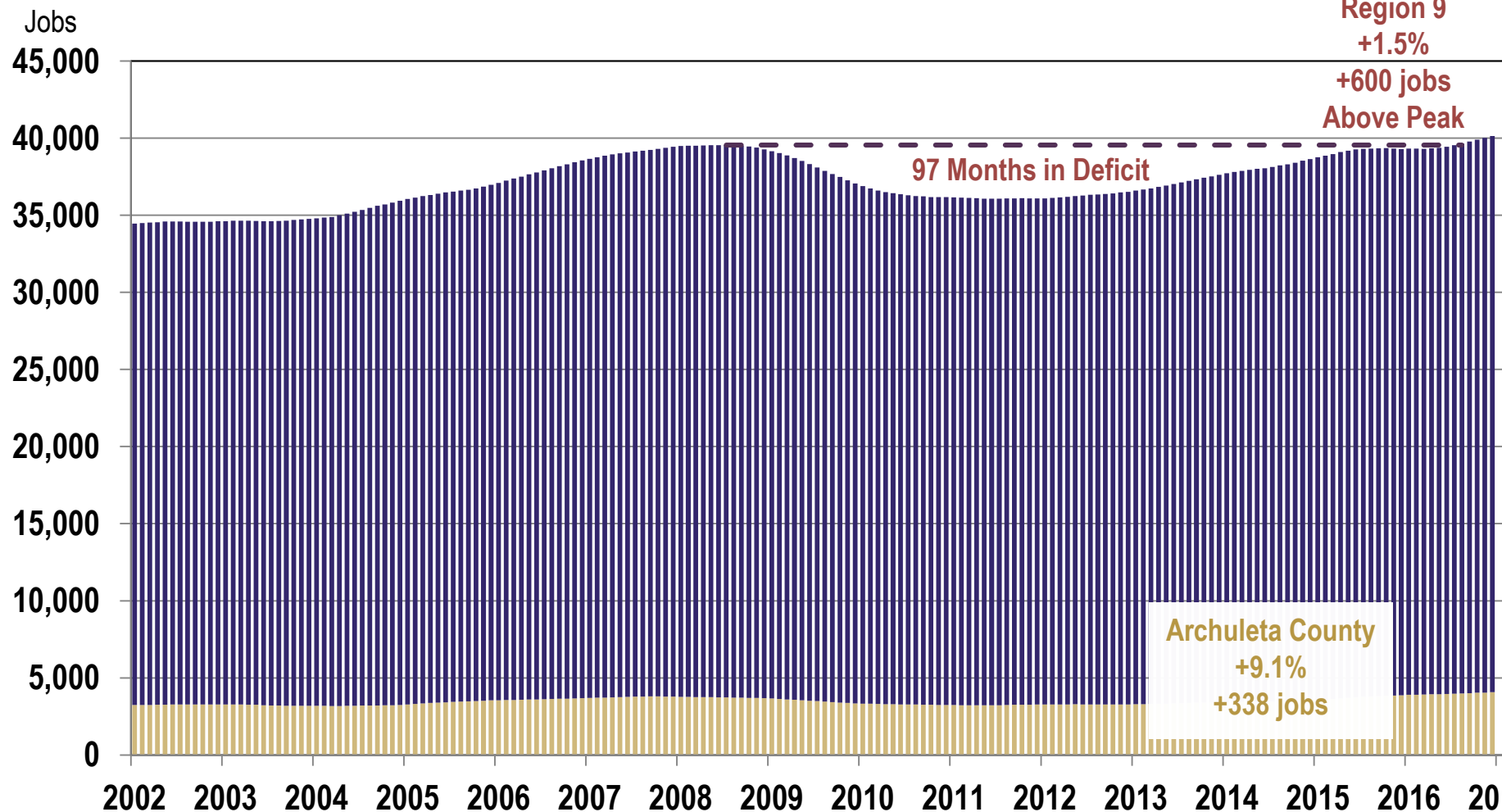
# Employment Comparison

Archeluta County v. Region 9 v. Colorado, 2015



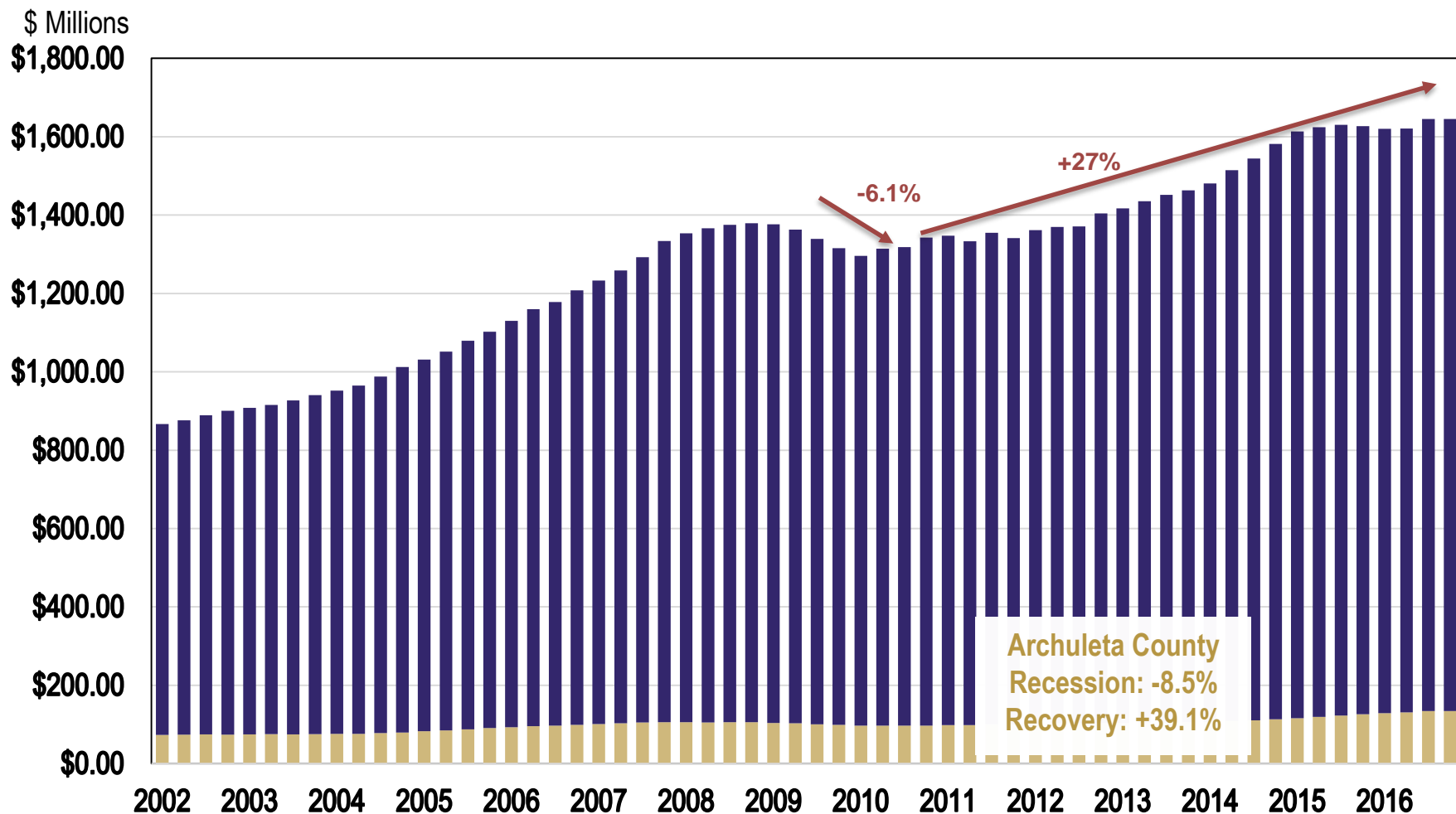
# Region 9 Covered Employment

12 Month Rolling Average



# Region 9 Covered Wages

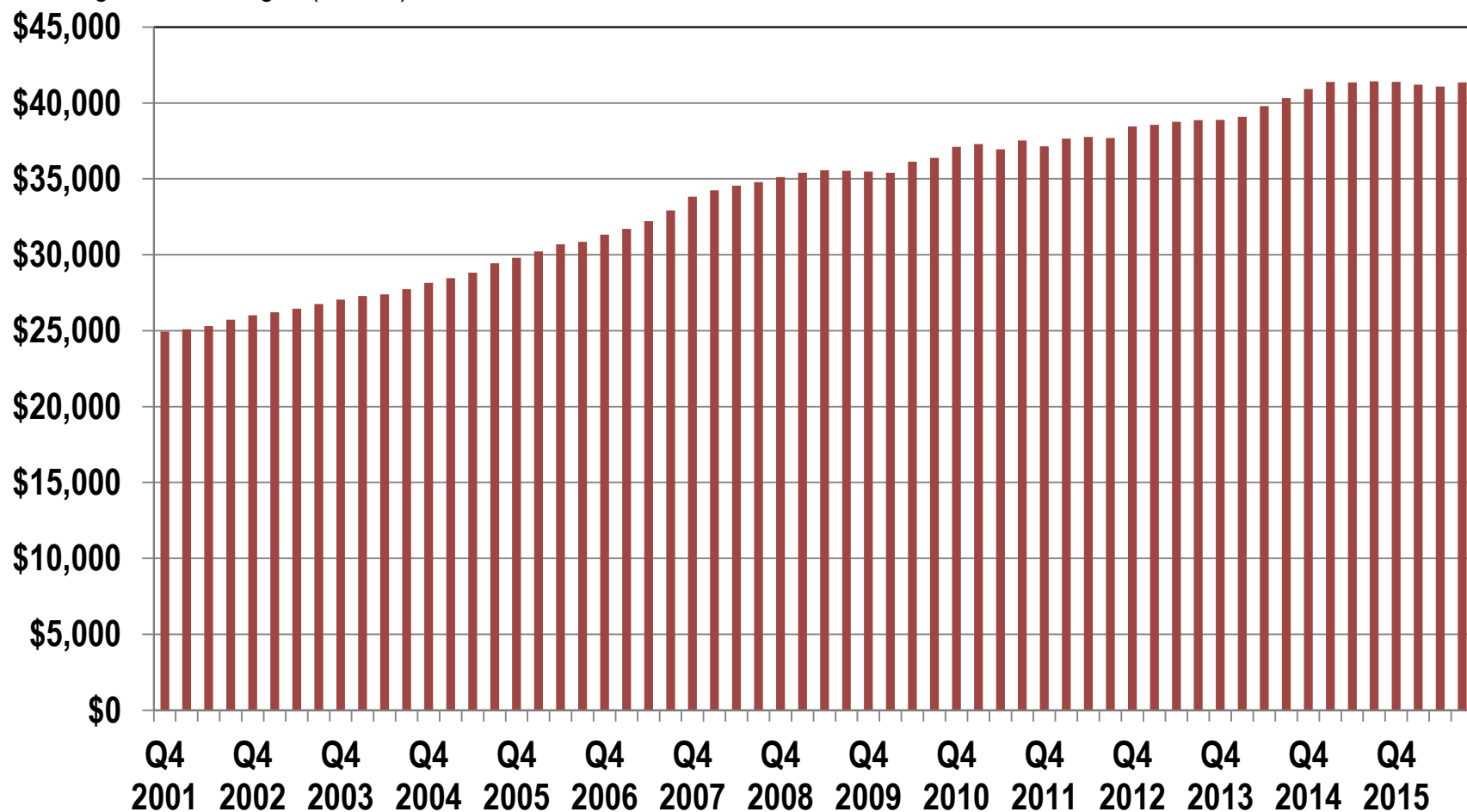
Annual (4Q Rolling)



# Region 9 Average Wages

Annual Rate (4Q)

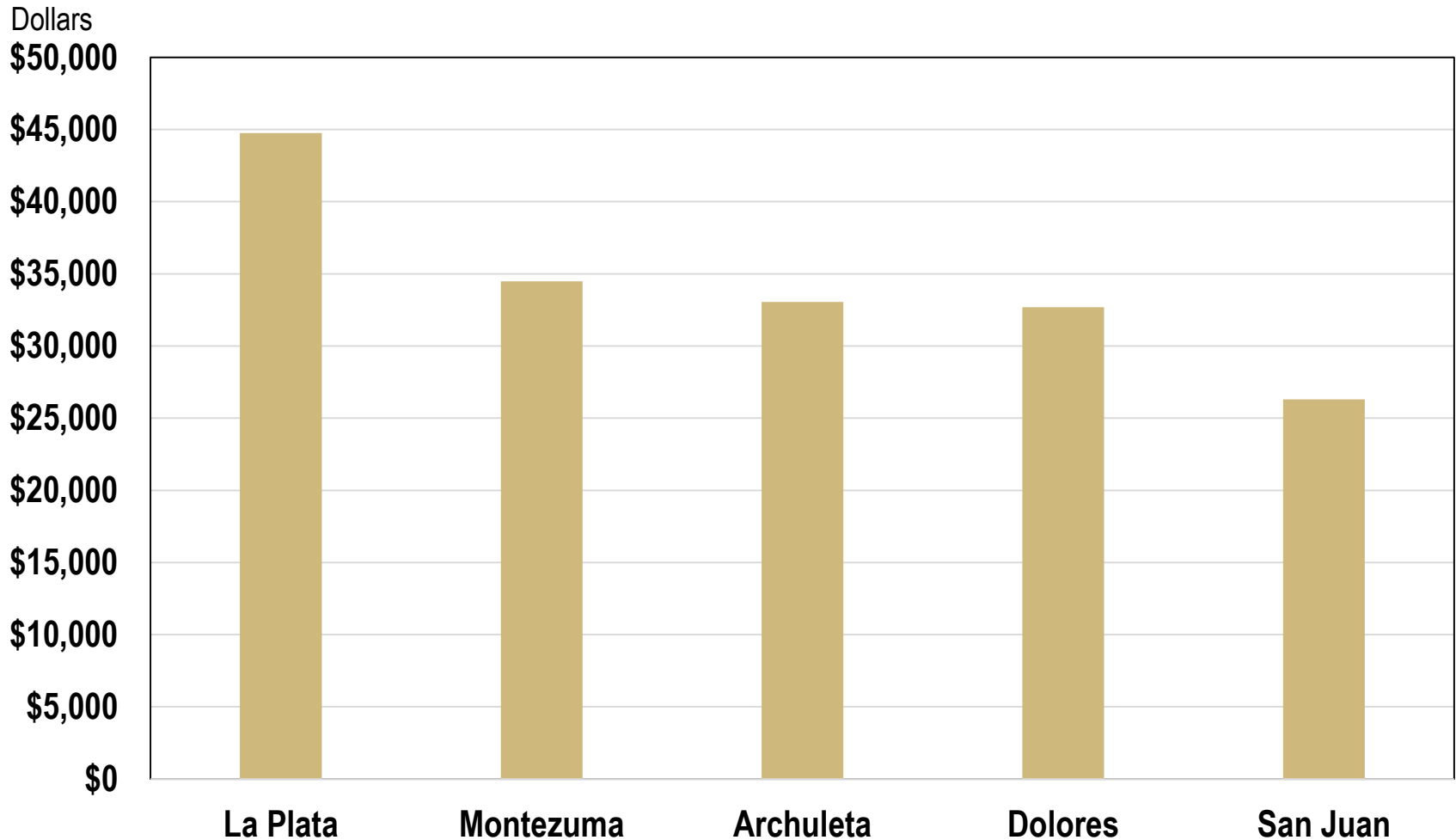
Average Annual Wages (Dollars)



Source: Bureau of Labor Statistics, QCEW Data Series, NSA.

# 2016 Annual Average Wages

Region 9, as of Q4 2016

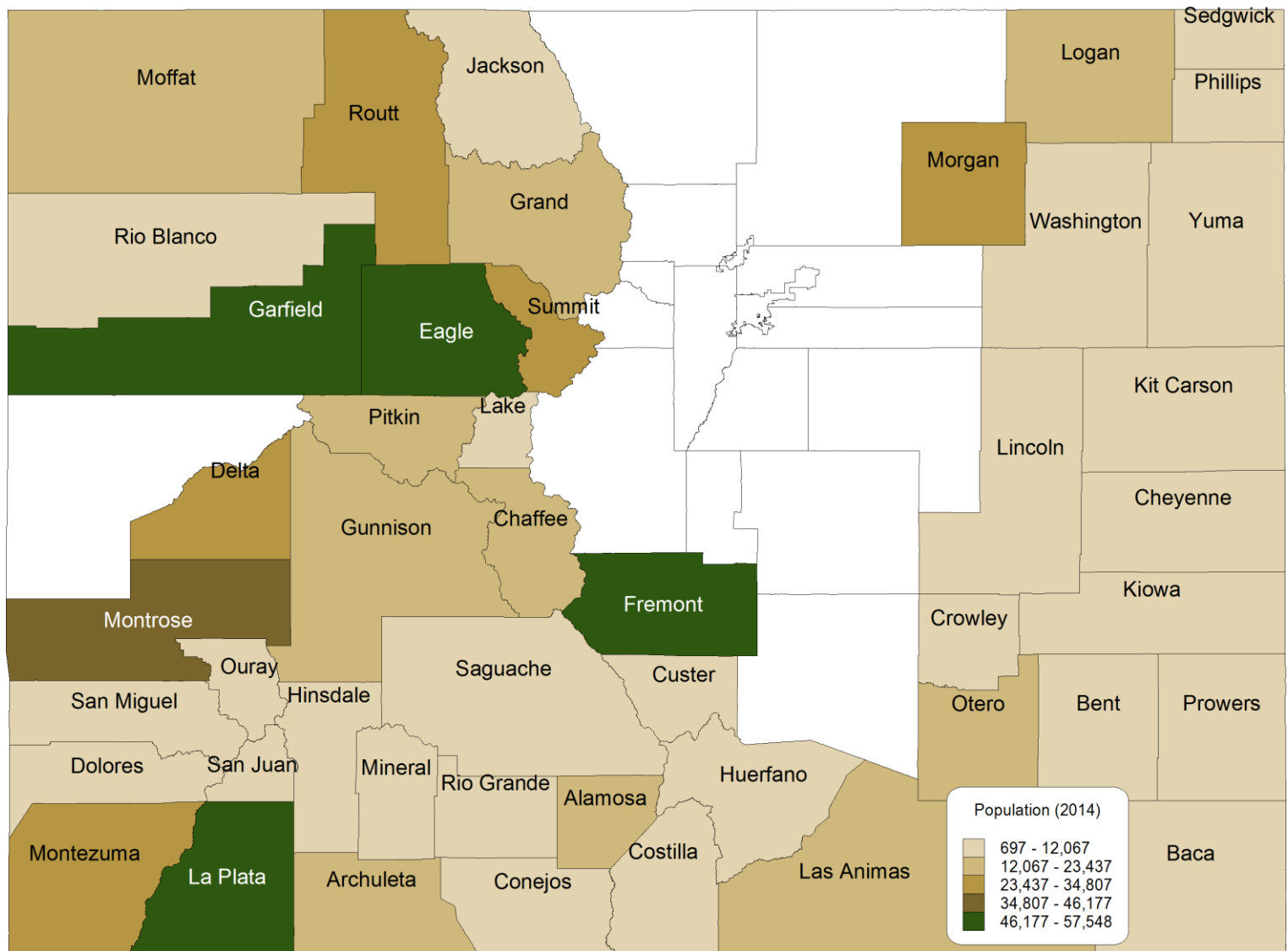


# **Resiliency Project: Data and Economic Metrics**



# Nonmetro County Population

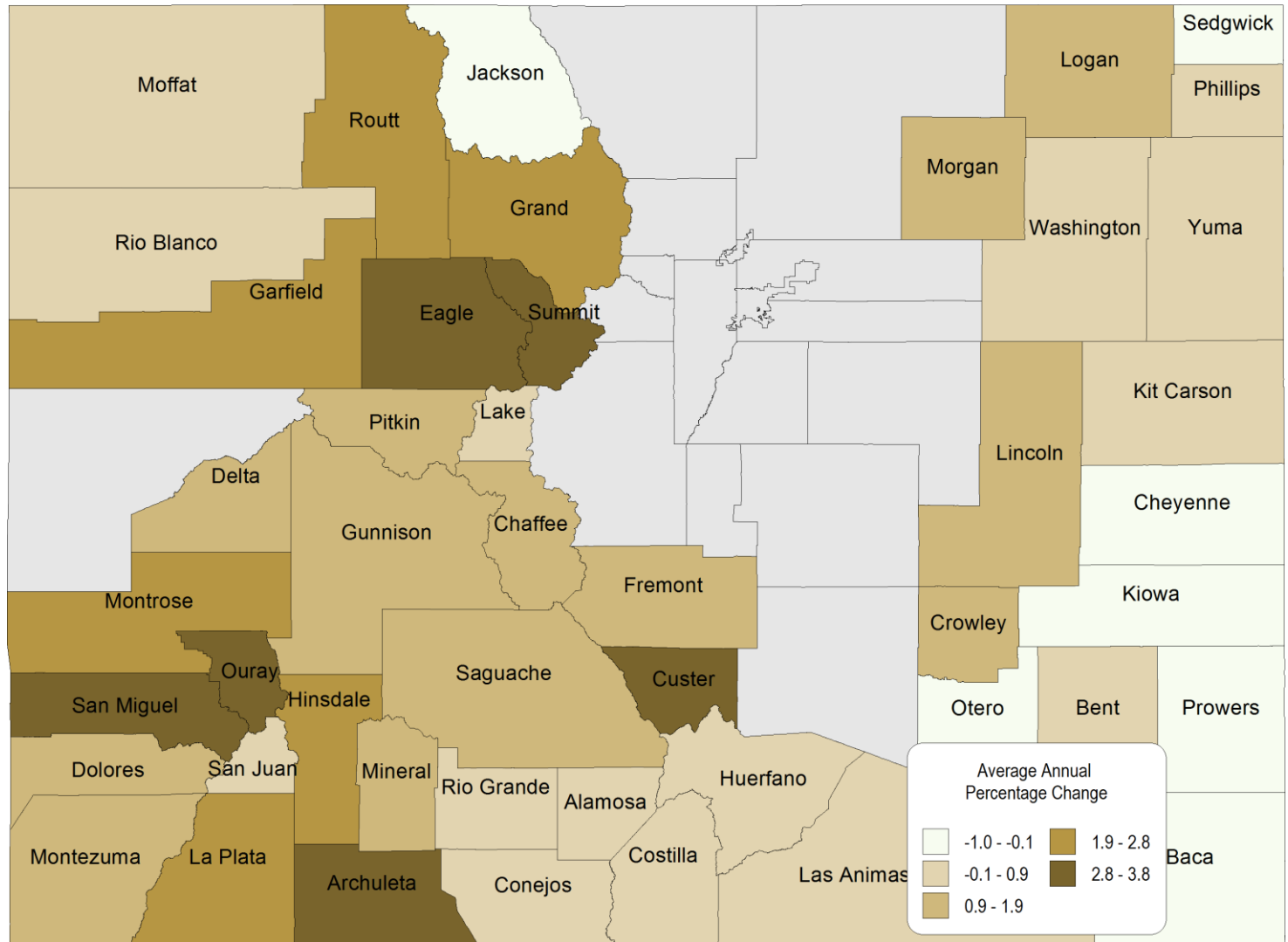
2014



Source: Colorado Department of Local Affairs, State Demography Office.

# Nonmetro County Population

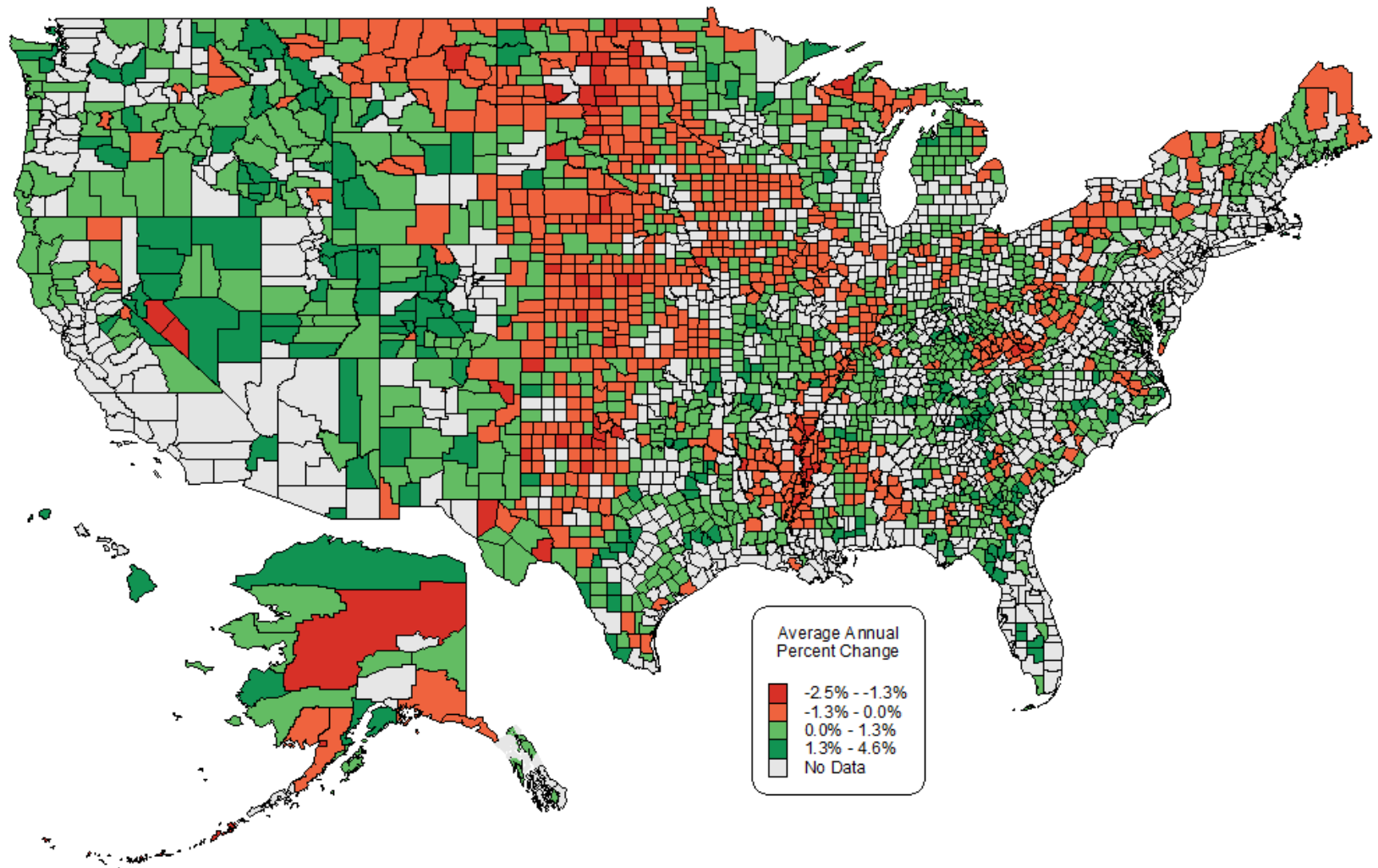
Average Population Growth, 1990-2014



Source: Colorado Department of Local Affairs, State Demography Office.

# Nonmetro County Population Growth

Average Annual Growth, 1990–2014



Source: Bureau of Economic Analysis. Note: Gray shading represents metropolitan counties.

# Assets



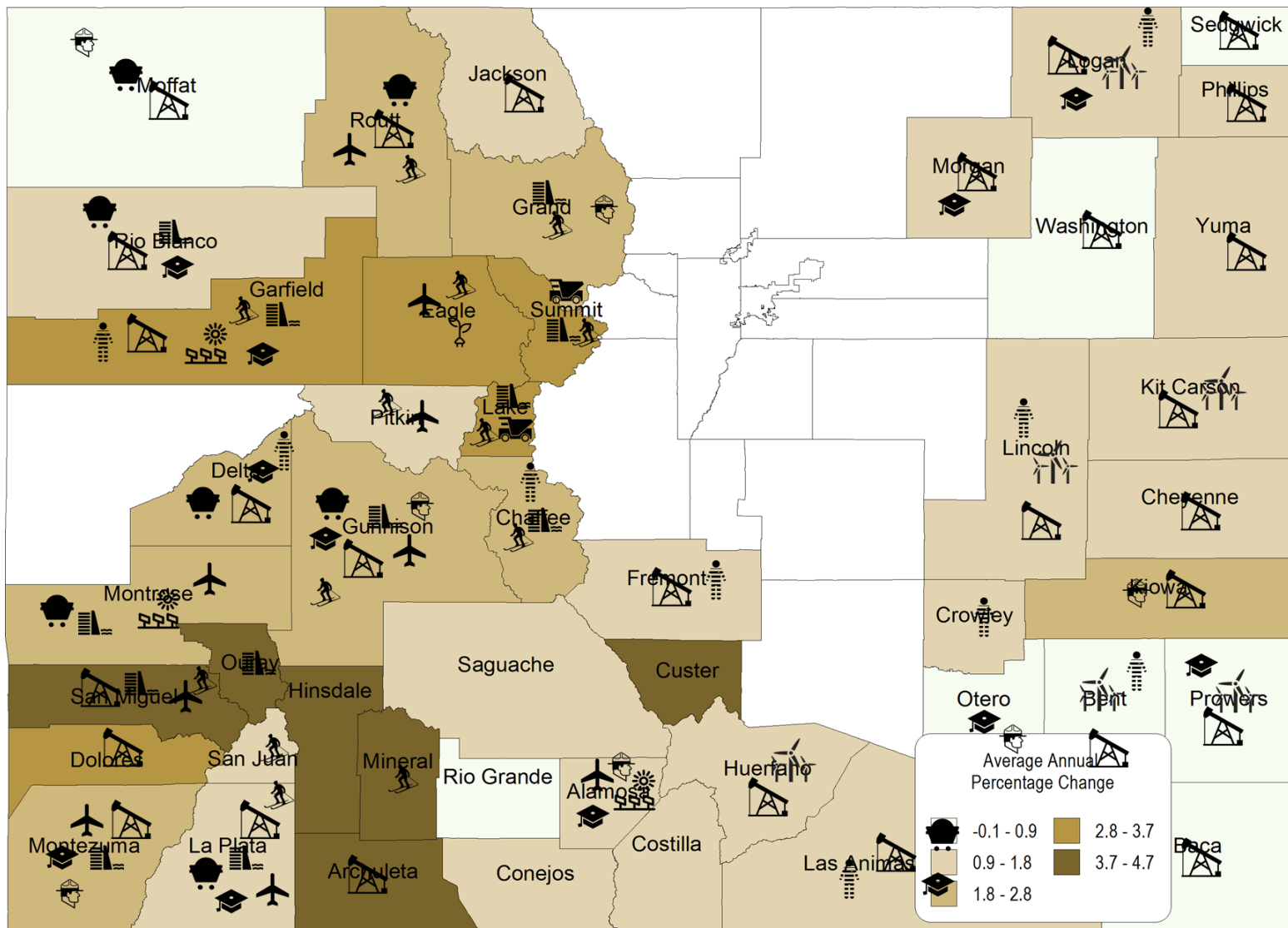
Photo Courtesy of Jill Lambert.

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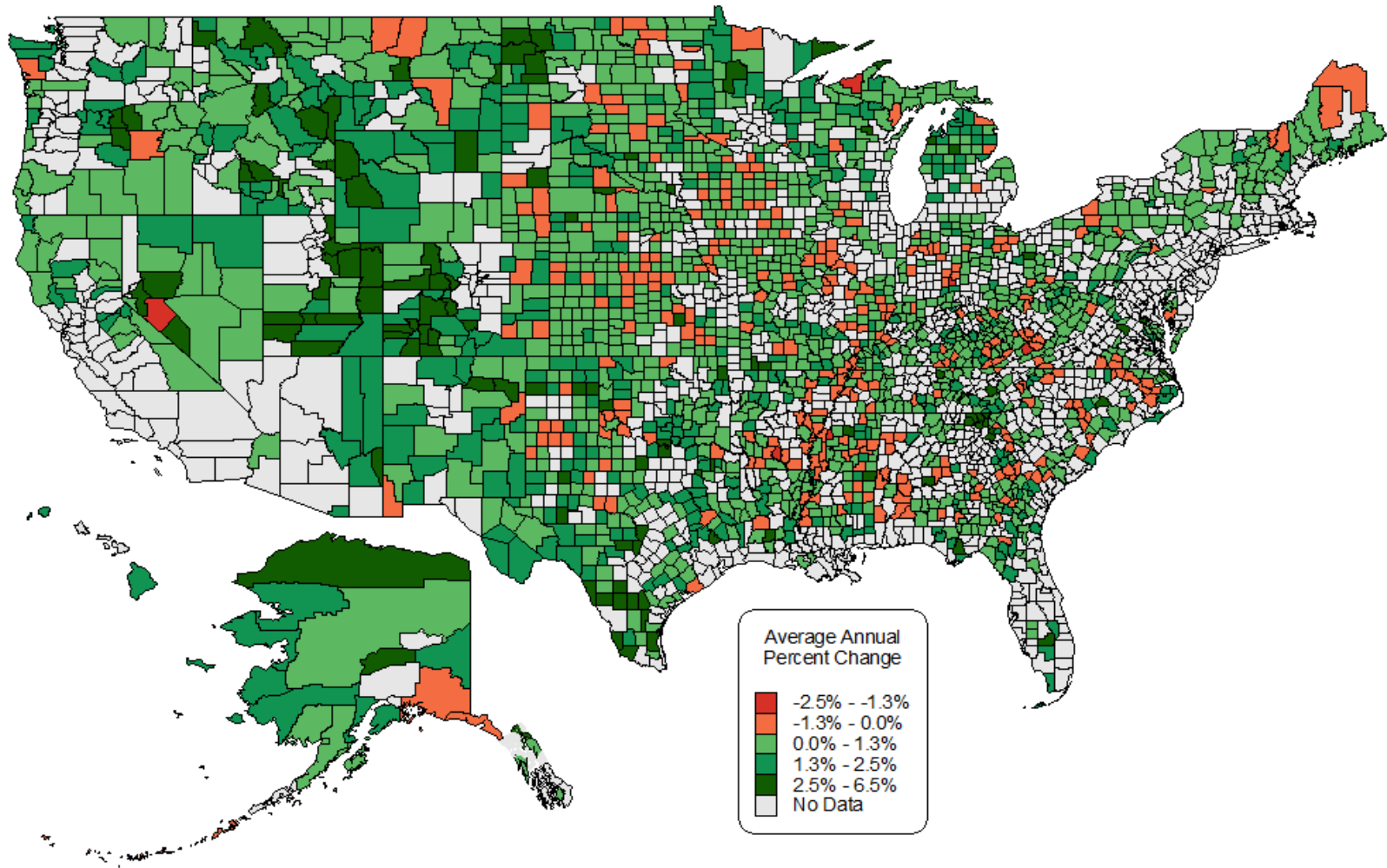
# Employment Growth and Assets



Sources: Bureau of Economic Analysis, COGCC, Energy Information Administration, Colorado Department of Transportation, Colorado Department of Higher Education, Colorado Ski Country USA.

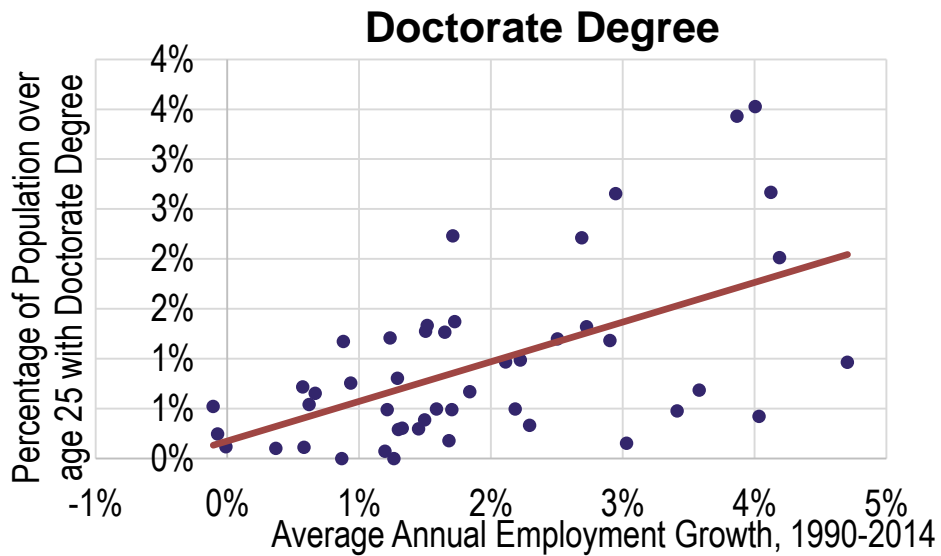
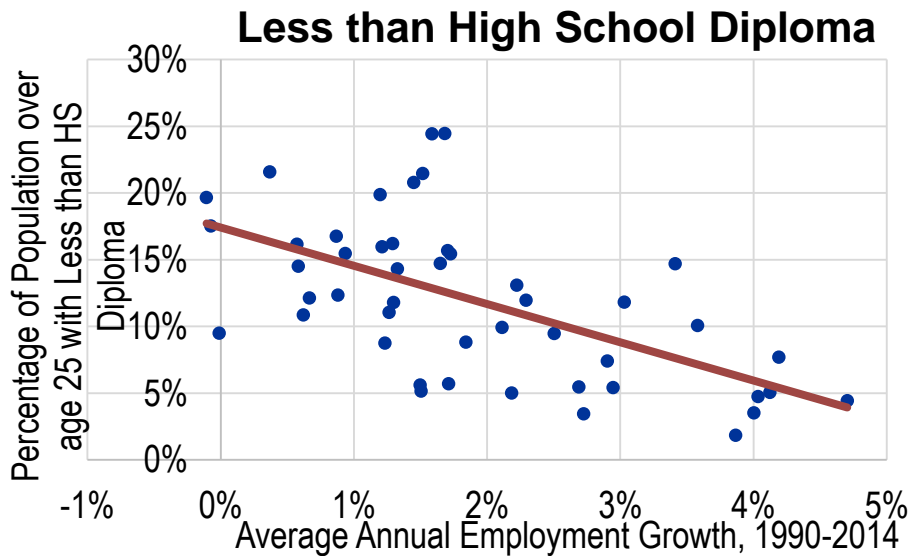
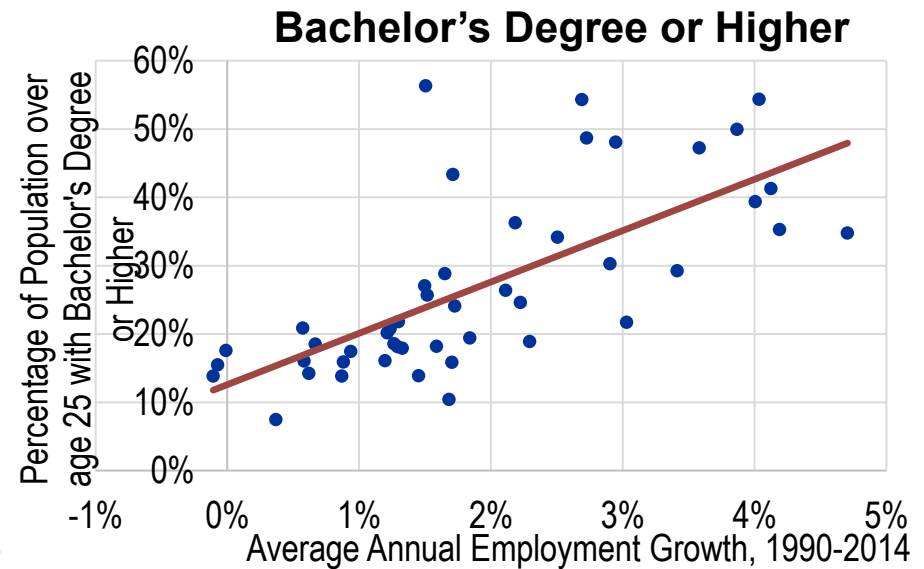
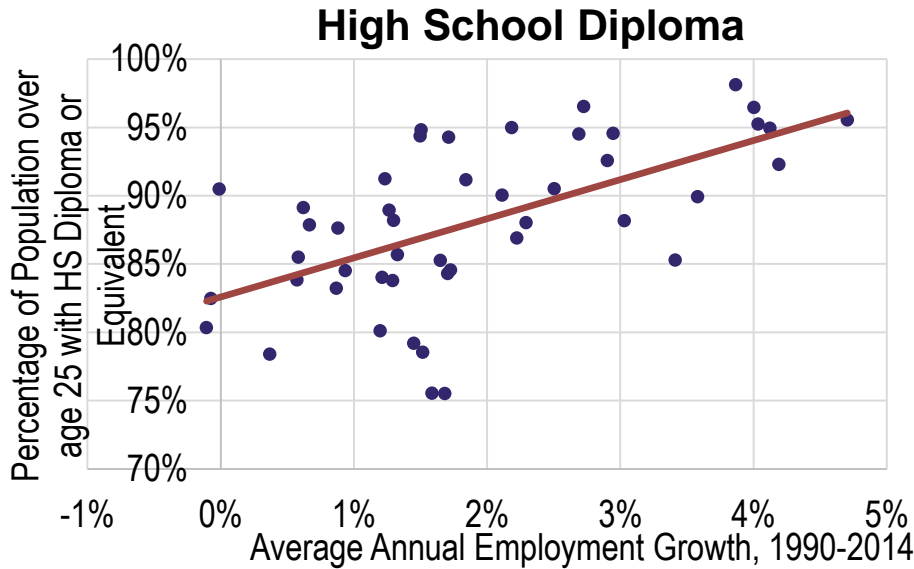
# Nonmetro County Employment Growth

Average Annual Growth, 1990–2014



Source: Bureau of Economic Analysis. Note: Gray shading represents metropolitan counties.

# Education and Employment Growth

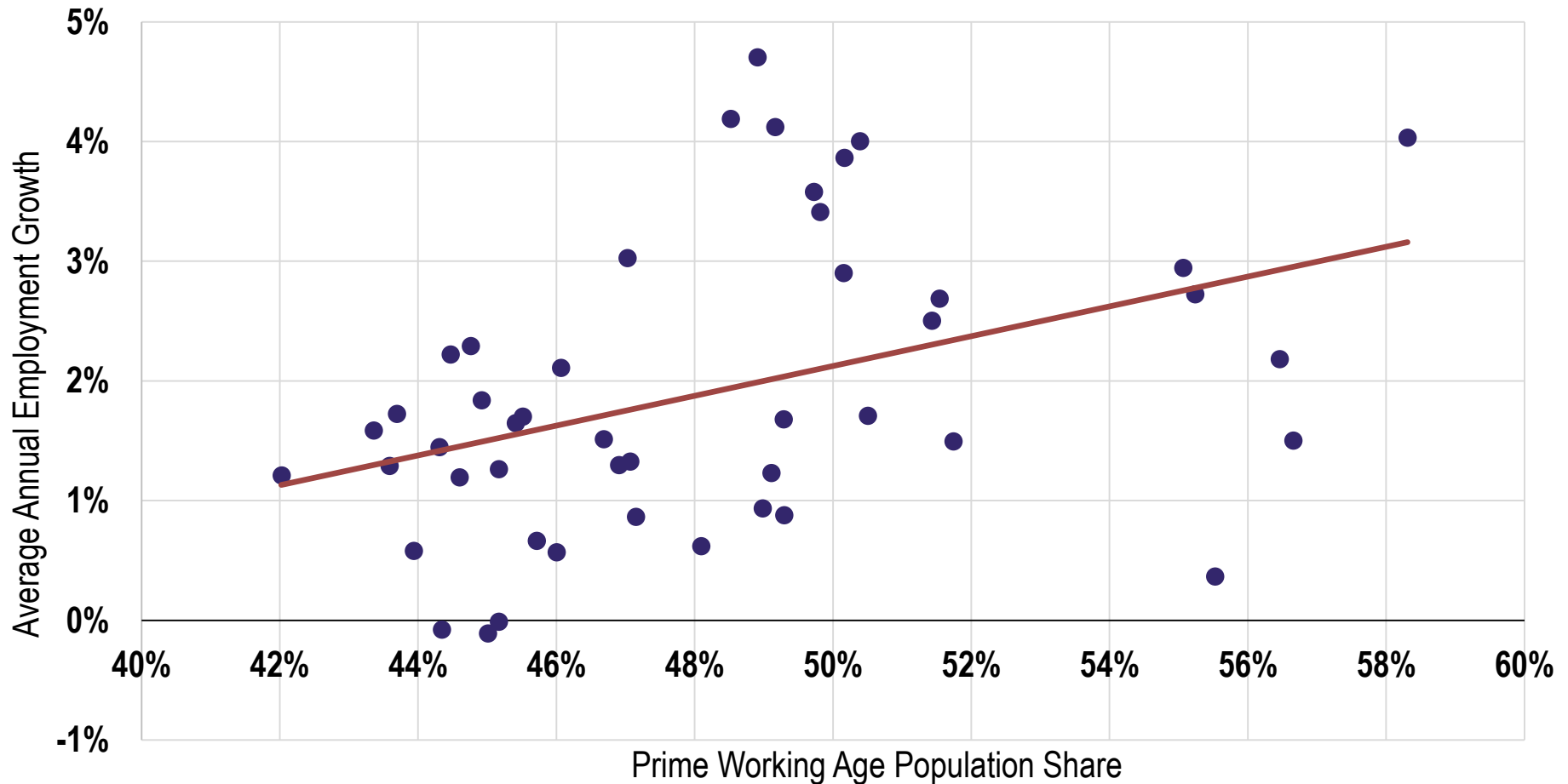


Sources: U.S. Census Bureau and the Bureau of Economic Analysis.



# Colorado Nonmetro

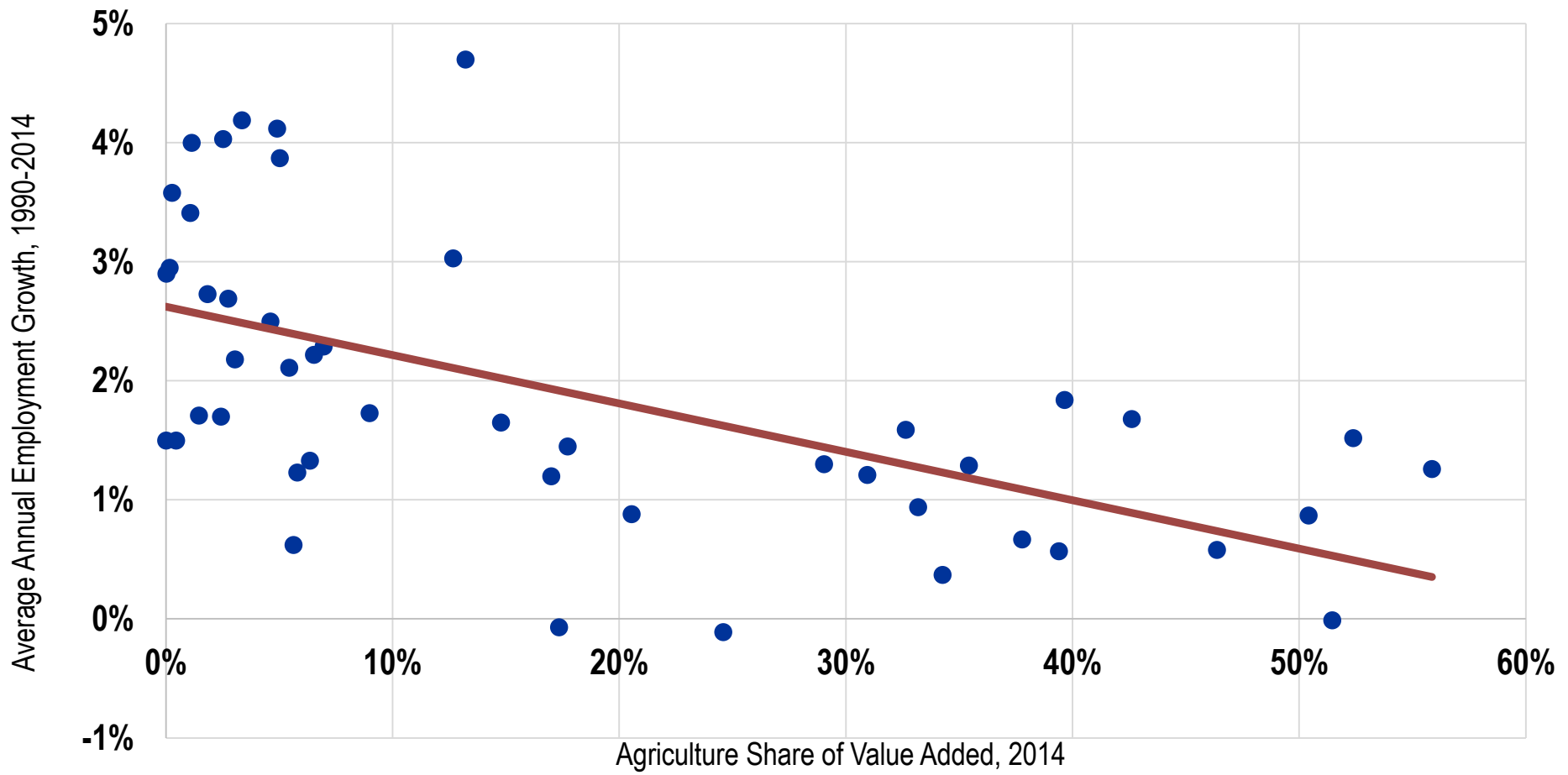
## Employment and Prime Working Age Population



Sources: State Demography Office and the Bureau of Economic Analysis, excludes populations in group quarters.

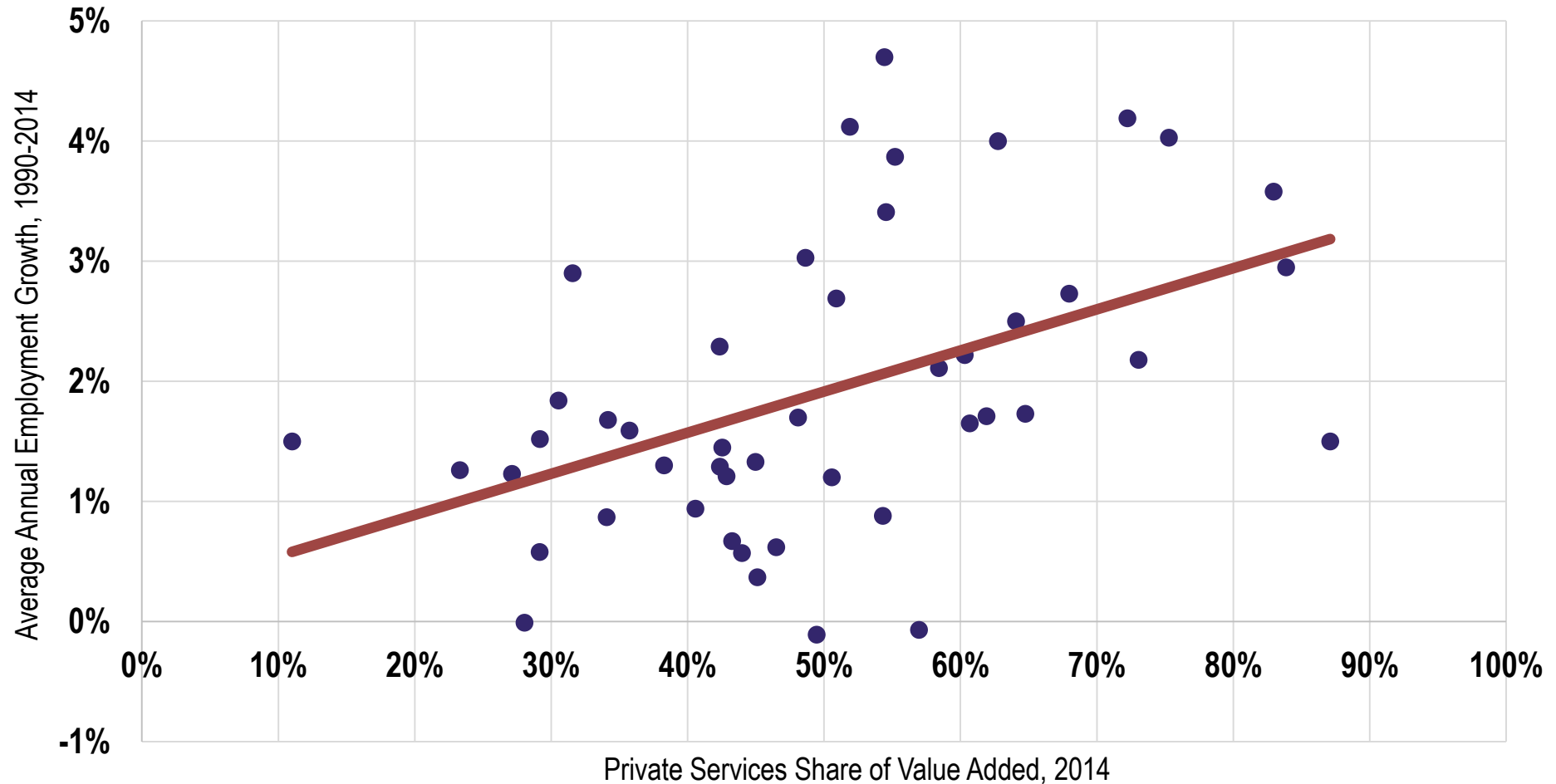
# Share of Value Added

## Colorado Total Employment Growth and Agriculture

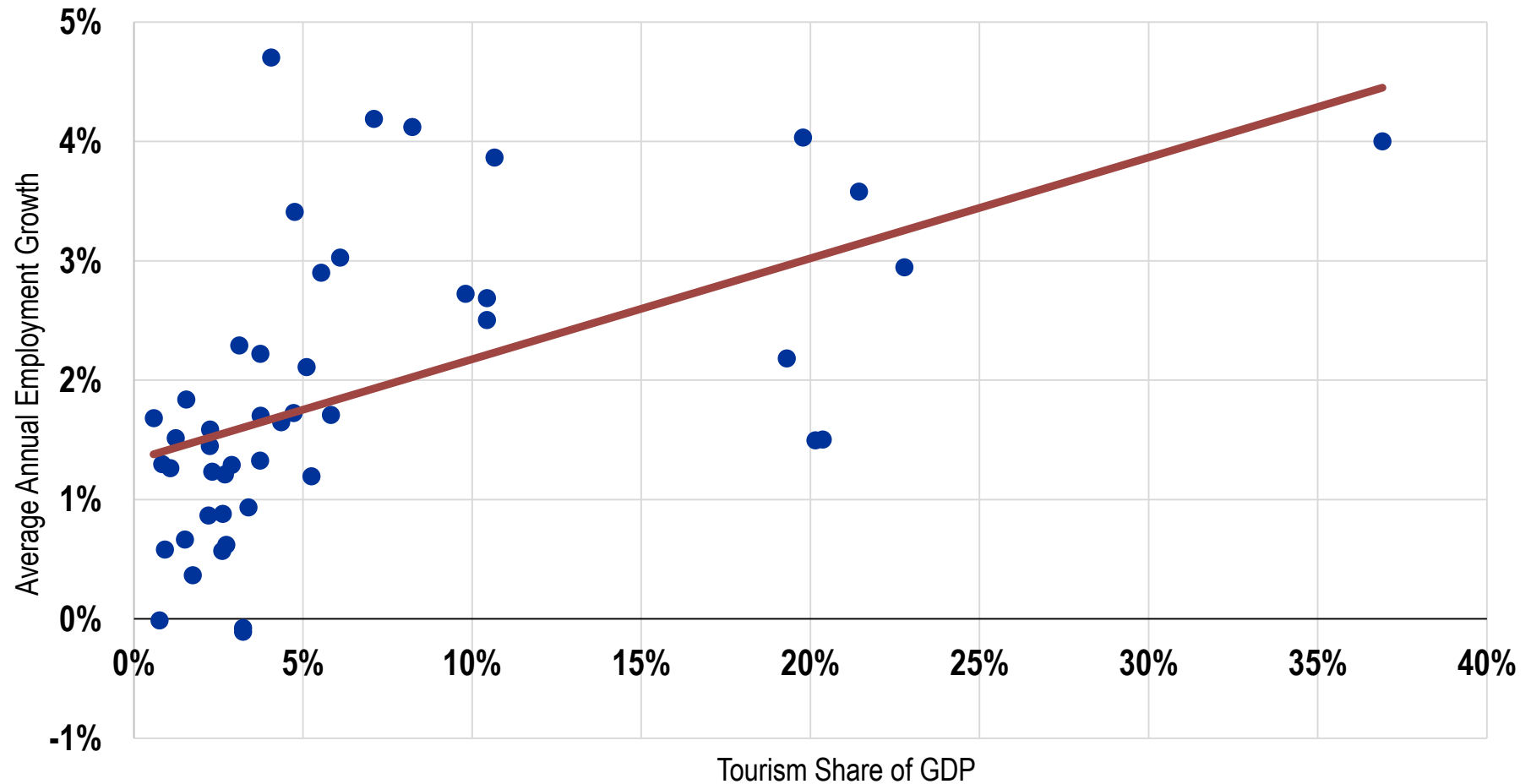


# Share of Value Added

## Colorado Total Employment Growth and Private Services



# Tourism GDP and Employment Growth



Sources: IMPLAN and the Bureau of Economic Analysis.

# Focus Groups

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## Helping Resiliency

- Industry diversity
- Strong leadership
- Education and healthcare
- Transportation access
- Quality of life

## Inhibitors

- Adequate, affordable housing
- Lack of available labor
- Youth and family retention
- Childcare
- Smart growth

# Study Conclusions

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- Assets
- Demographics
- Economic diversity
- Education
- Leadership
- Opportunities (e.g., location-neutral businesses)

# *Case Studies: Salida and Durango*

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- ◆ To gain a better understanding of the perceived drivers of economic resiliency in a rural community, the research team performed in-depth studies.
- ◆ Various community leaders and key stakeholders were interviewed.
- ◆ During the process, the research team delved deeper into the previously identified drivers of and hindrances to resiliency in a community.

## Drivers and Challenges to Resiliency

# Case Study Drivers of Resiliency

Quality of Life

Education & Health Care

Community Leadership

Industry Diversity

Transportation





# Case Study Hurdles' to Resiliency

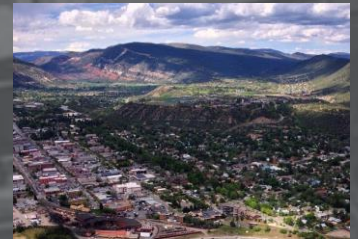
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Housing Availability & Supply

Labor Market

Youth & Family Retention

Smart Growth



# *Observations & Economic Resiliency Guide*

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- ◆ Vision Your Community:
  - ◆ Create a development plan with buy-in and input from the community.
  - ◆ Think creatively and be authentic to your community's personality when creating a vision for your community.
- ◆ Invest in Community Assets:
  - ◆ Identify community assets ideal for community placemaking.
- ◆ Seize Opportunities and Take Risks:
  - ◆ Develop and foster a culture of commitment, seizing opportunities, building businesses and community assets and diversifying your community's industries.
  - ◆ Take risks and invest in your community and businesses.

# *Observations & Economic Resiliency Guide cont'd*

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- ◆ Invest in Education and Healthcare
  - ◆ Consider education and healthcare as a tool for family and labor retention and attraction and invest accordingly.
- ◆ Infill/Density and Annexation Options
  - ◆ Inventory annexation options and evaluate infill and annexation policies.
- ◆ Collaborate and Work Regionally
  - ◆ Pool resources and build capacity by working regionally.
- ◆ Empower and Engender Leaders
  - ◆ Champion current leaders, making them ambassadors for your community.
  - ◆ Develop young professional leadership programs to encourage and support the next generation of leaders.



# *Thank you and Q&A*

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# Thank You!

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