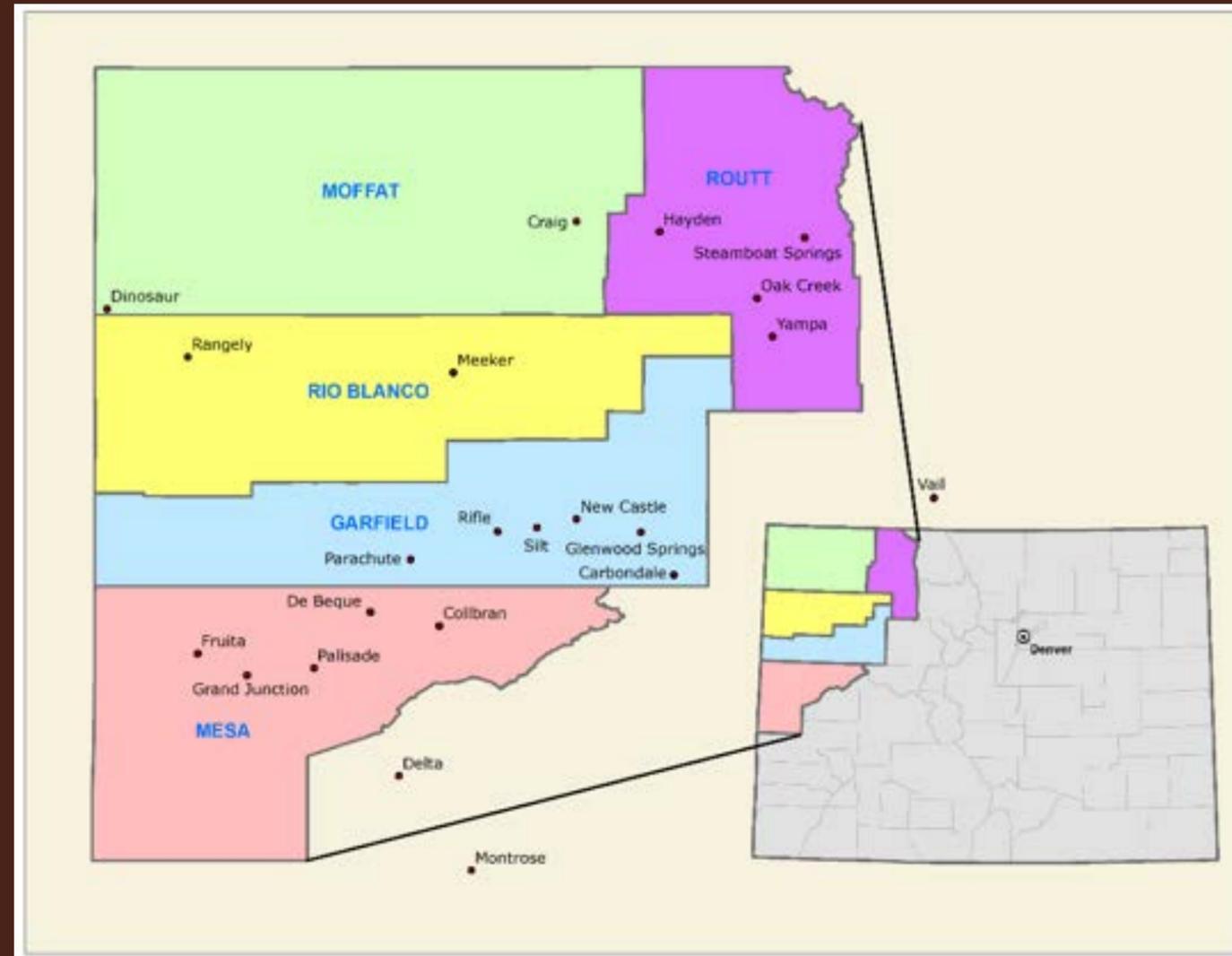


AGNC

ASSOCIATED GOVERNMENTS OF NORTHWEST COLORADO



**Comprehensive Economic Development
Strategy**

Table of Contents

Background Information

Pg. 3

Economic & Demographic Overview

Pg. 14

SWOT Analysis

Pg. 31

Goals & Strategies

Pg. 34

Resiliency

Pg. 60

Appendices

Appendix A List of Attendees & Meeting Dates

Pg. 83

Appendix B Board List

Pg. 92

Appendix C County Profiles

Pg. 95

- Garfield - Pg. 96
- Mesa - Pg. 112
- Moffat - Pg. 129
- Rio Blanco - Pg. 145
- Routt - Pg. 161

Appendix D Full SWOT Analysis

Pg. 177

Appendix E Health Data

Pg. 211

Background Information



AGNC's Mission Statement:

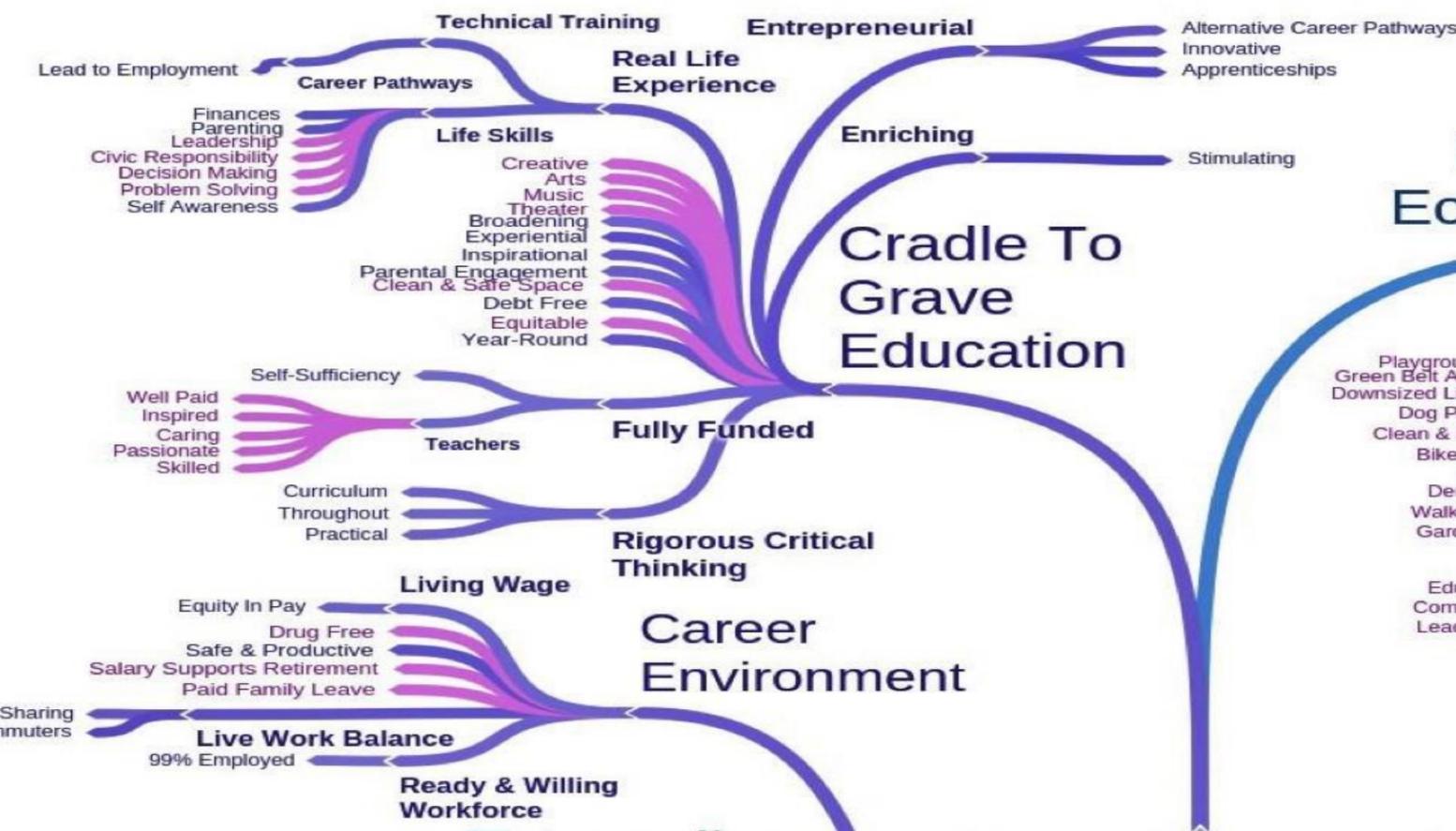
The Associated Governments of Northwest Colorado (AGNC) is a council of governments representing cities and counties in northwest Colorado including the counties of Garfield, Mesa, Moffatt, Rio Blanco, and Routt. The mission of the AGNC is to communicate with, inform, and reflect the needs of members and promote the values, industries and economies of Northwest Colorado.

AGNC's Vision Statement:

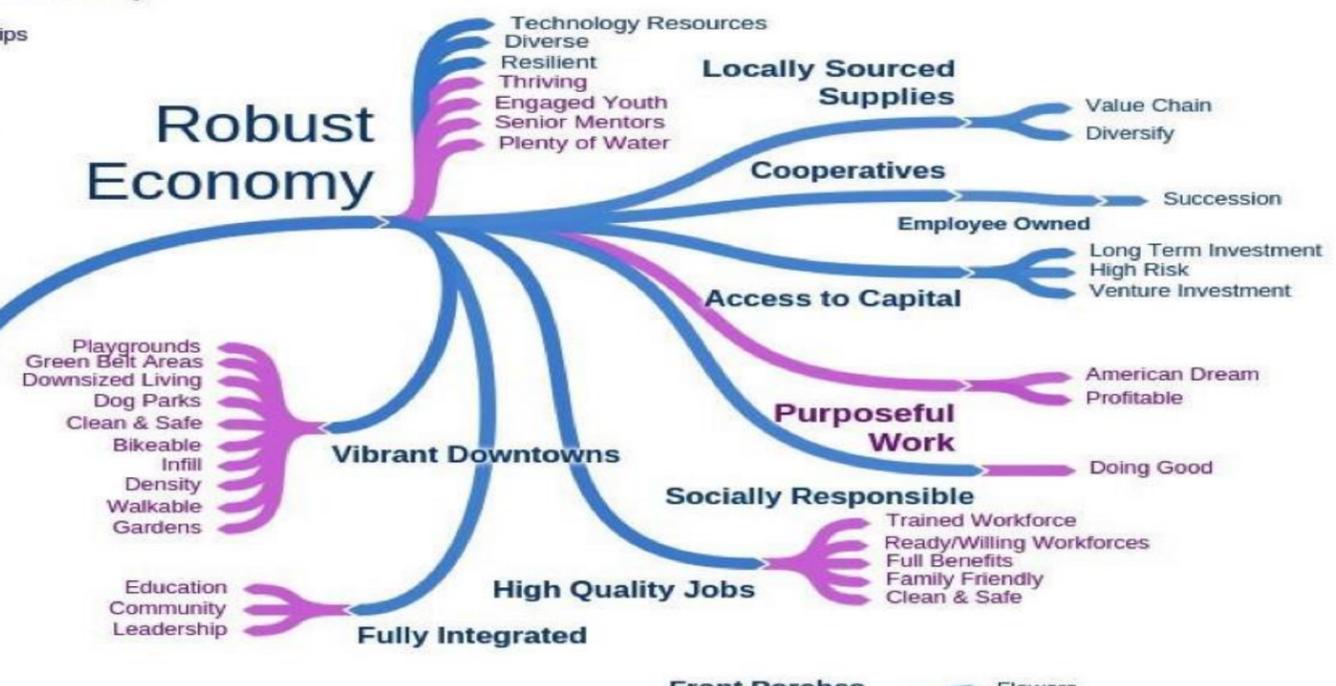
The Associated Governments of Northwest Colorado will nurture and promote a regional, diverse, resilient, and robust economy; fostering a range of industries, employment and resources resulting in prosperous communities for today and tomorrow's residents.

**OUR REGION
AGNC 2038**

Cradle To Grave Education



Robust Economy



Average Salary



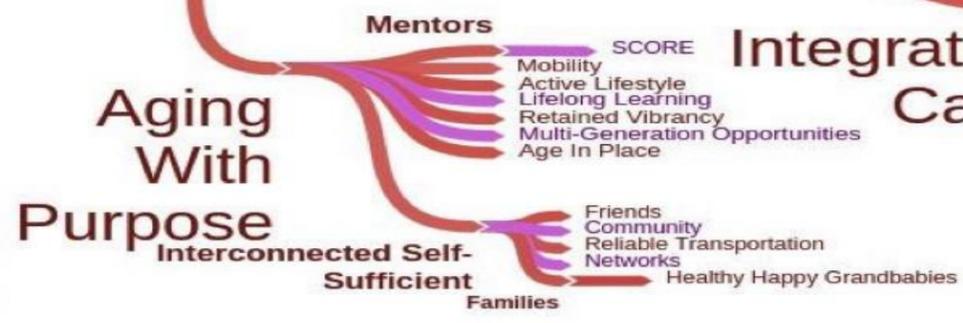
Healthy Happy Childhood



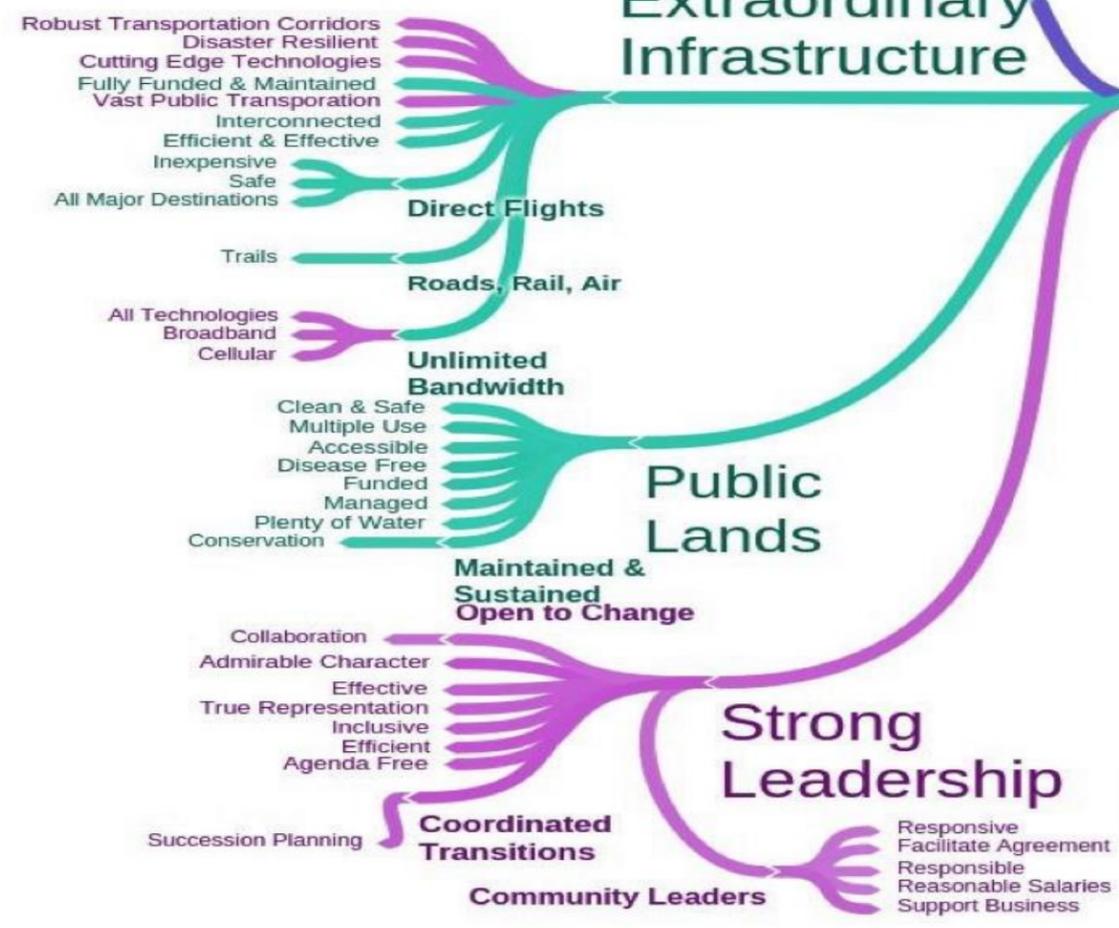
Integrated Care



Aging With Purpose



Extraordinary Infrastructure





To carry out our mission and implement our vision, AGNC conducts the following activities:

- Proactively pursues agreements between municipal and county governments in order to advance, educate, promote and negotiate positions at the state and federal level that will protect the character and development of the region represented;
- Provides forums for education, discussion and collaborative decision making for its members on regional and national issues;
- Assists the members' development and organizational goals and strategies;
- Initiates efforts to identify and efficiently utilize the resources in northwestern Colorado for the benefit of the region and its citizens;
- Administer and provide assistance for Economic Development District activities including Opportunity Zones, Assistance to Coal Communities, public works, planning, Economic Adjustment, Build to Scale, trade assistance, and regional economic integration;
- Administer the Northwest Enterprise Zone program under the Colorado Office of Economic Development and International Trade which include Clear Creek, Garfield, Gilpin, Grand, Jackson, Moffat, Rio Blanco, and Routt counties. The program allows for certain tax credits and other economic assistance for businesses in the region.
- Continually monitors its members' needs to determine the appropriate level and variety of services to be provided; and
- Continues its effective leadership to promote strong governmental relations on issues facing the region by maintaining a candid and open relationship with each of its members, state and federal lawmakers and state and federal agencies.

AGNC Economic Development District Designation:

In 2015, the Economic Development Administration (EDA), USDA, Environmental Protection Agency, Department of Labor, and other Federal agencies began a program focused on coal reliant communities in response to economic impacts anticipated in coal communities as the national energy system shifts away from coal.

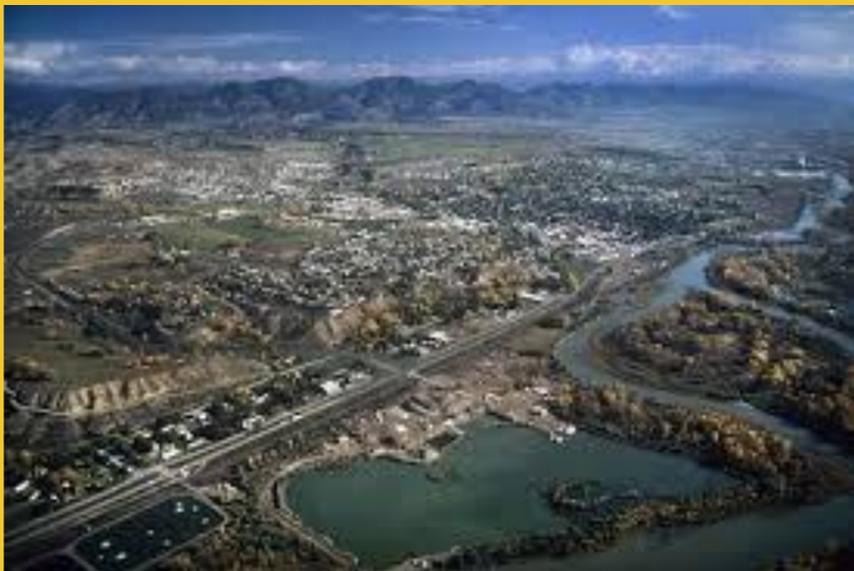
AGNC, Moffat County, Routt County, and Rio Blanco County participated in a regional meeting with federal and state agencies. During these initial meetings and on- going discussions, EDA identified the lack of an official Economic Development District (EDD) as a barrier to the region's ability to fully tap into federal resources.

Moffat County and Rio Blanco County each began the process of developing economic development plans to help them identify strategies to address their local economies, but they each felt that pursuing a designated EDD for just their county was beyond their capacity.

AGNC determined there was a benefit to the entire region through improved coordination, access to resources, and advantages of scale by approaching designation as a five-county partnership. With this understanding, AGNC began working with EDA to develop a Comprehensive Economic Development Strategy (CEDS) and to evaluate the organizational structure required to meet EDA criteria.

AGNC applied for a planning grant from EDA, and a matching grant from the Colorado Department of Local Affairs, and received funding in the fall of 2017 to begin the planning process.

AGNC was successfully designated as an Economic Development District in October of 2019, after submission of its CEDS in September of 2018. The designation enhances AGNC's focus and abilities to foster regional economic development activities that will improve the economies in each of the counties throughout the region.



AGNC Economic Development District Designation:

This document updates the 2018 CEDS with the latest data, primarily from 2019/20, plans, actions, adjustments, analysis, and strategies to administer the EDD, enhance regional economic development and adapt to a changing economic environment impacted significantly by the recent worldwide pandemic. The AGNC Region has proven resilient during these challenges but much of the same economic distress permeates the region that existed in 2018. This continues to highlight that while much of the country and certainly Colorado as whole has recovered from the 2008-09 economic recession, the AGNC region has not recovered or expanded with generally stagnate real wage growth and declining total employment.



As part of the engagement process, AGNC met with economic developers, non-profits, businesses, and local community leaders throughout the process. The focus of many of these meetings was to identify common ground and unique attributes of each community. Through the process a SWOT Analysis was developed. Some communities may have a strength in a given area, while that same strength may be a weakness for another. Following is a summary of the discussion in each county, and a compilation of the region's collective discussion.



Moffat County

Moffat County has several strengths including its public lands, quality water and sewer service with excess capacity, an excellent hospital, and an excellent community college. Public lands support a significant portion of the County's economic activity through mineral extraction and tourism.

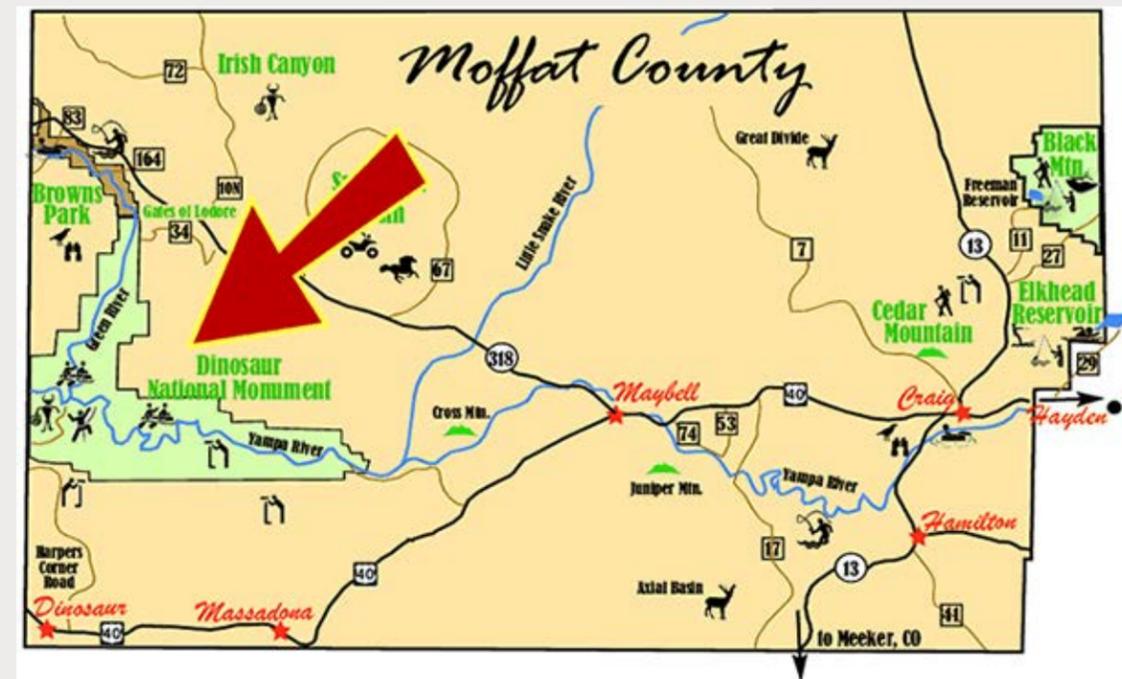
However, while the County has excellent public lands, infrastructure such as trails, camping, restrooms, and trailhead facilities are limited.

While the County has an excellent hospital, access to mental health services is a challenge. There are high rates of poverty in the County. The Town of Dinosaur of the Maybell community in particular have extremely high levels of poverty. More importantly, the County has lost significant ground in the terms of wages and total jobs, as demonstrated throughout this report.

One of Moffat County's greatest challenges is its own perception of itself. Community pride is low. Changing the County's own internal view of itself is an opportunity.

Additionally, access to broadband is a key limiting factor for the County and of utmost importance to address so the County can attract the kind of employers that will help the county retain and attract younger families.

The County has a diverse community with both retirees and an emerging "young" professional population. The County has the opportunity to find ways to bring young and old together through projects, and increase opportunities for younger families to move to the area. This can help grow the leadership base of the County.



Mesa County

Mesa County has the largest population within the region, and as the regional hub, has the most diverse economy. Mesa County's strengths include Colorado Mesa University, whose programming and quality of education contribute significantly to the economy of the entire region. Additionally, Mesa County has three quality health care systems (St. Mary's, Community Hospital, Mindsprings), excellent developed recreational opportunities, a thriving agricultural industry with popular branding of both Palisade Peaches and Colorado Wine Country. The County is also home to the regional airport that has daily air service to major hubs in Salt Lake, Denver, Phoenix, and Houston. From an economic development standpoint, Mesa County has a "well-oiled" machine in its economic partnerships including the GJ Business Incubator, Grand Junction Economic Development Partnership, GJ Chamber of Commerce, Downtown Development Authority, and numerous partners.

Yet, Mesa County has some of the highest poverty rates in the region, perhaps simply because of its more urban character. There are gaps between employer needs and skill sets of employees. Mesa County also has one of the highest suicide rates

in the Country, a school system that doesn't always meet the expectations of those looking to relocate, and lack of affordable and workforce housing.

The County has tremendous opportunities, and is actively pursuing those including growing its outdoor manufacturing base, leveraging the University's resources and community presence, and working to decrease the cost of transportation for manufacturers in the region through initiatives such as a loading facility along the rail line, and a Free Trade Zone at the airport.

Mesa County is actively marketing and branding itself as a lifestyle hub where you can live, work, and play. This approach is paying off as an increase in businesses and activities focused on outdoors, recreation, and entertainment continue to grow.



Rio Blanco County

Rio Blanco County has one of the highest percentages of public lands in the region (although each county has a strong public lands presence). As a result, a significant portion of the economy is driven by federal, state, and local government. A strength in Rio Blanco County is the coordination and collaboration between these entities, and a sense of responsiveness of these entities.

Rio Blanco has many challenges that come along with being dependent on public lands as a significant portion of their economy, including suffering the booms and busts of oil and gas and coal development. This includes housing shortages when things are booming and housing crashes when they are not. Lack of daycare has been an issue as well.

The County has invested significant effort in putting plans together to help it diversify its economy, and diversify how public lands benefit the County economically.

One of Rio Blanco's greatest opportunities is its own willingness to invest in itself. The County is just completing a broadband network that has put the County on the map as a 1 GIG County! They have built a new courthouse, new annex facility, updated the fairgrounds, completed a new hospital, upgraded the airports, and invested in downtown redevelopment.



Garfield County

Garfield County has one of the stronger economies with greater diversity within the region. However, the County is overly dependent on the extractive industry for its tax base, and while most of the communities across the County appear to be heading in positive directions, the City of Rifle has some of the highest unemployment within the region.

Garfield is one of the stronger economies because of its strong cultural heritage tourism base, a variety of recreational options including access to the Colorado River, trails, recreation centers, golfing, and public lands. The County benefits from the presence of Colorado Mountain College and its three campuses in the County; strong K-12 programs, including partnerships with higher education; and community libraries in each community. The region also has strong renewable energy partnerships, and a strong agricultural base.

As a transition county between resort communities, Garfield is faced with high construction costs, housing costs, and healthcare costs. With a strong tourism base, additional pressure on housing is mounting from the conversion of housing stock to VRBO (vacation rental by owner). There is a large disparity in wealth, and the need to address the needs of those that hover near or below the poverty line.

One of Garfield's biggest assets is the Center for Excellence. This innovation center, focused on aerial firefighting research and development creates the opportunity to attract researchers, manufacturers, and other spin off industry from this unique industry focus.

Garfield County has many opportunities to leverage its higher education resources, grow small business support networks, and expand access to broadband across the county.



Routt County

Just looking at the data, Routt County appears to be a shining exception of economic prosperity in the region. The County has numerous strengths that make it an attractive place for people to visit, start and expand business, and relocate to. The County is known for its world class ski area, hot springs, developed recreational assets, and investments in critical infrastructure like multi-modal transportation. Several communities within Routt County have active Main Street Programs, and the Yampa Valley Airport provides regional air service to major hubs including Denver and Salt Lake, seasonally.

Routt has numerous challenges that need focused attention. With the growth in second home ownership, cost of services such as daycare and healthcare make it difficult for many employees to afford to live and work in Routt County. Housing is virtually unaffordable for the average employee, meaning employees live outside the area, putting pressure on the region's transportation system.

Routt County has numerous opportunities, but must work to address the growing gap between the workforce's needs and the costs of services and housing. Focusing on location neutral jobs which would require increased broadband capacity, increasing the multi-modal network to connect more of the region, and maintaining a balance between commercial and residential development are key opportunities for the County.





ECONOMIC & DEMOGRAPHIC OVERVIEW

General Overview:

The region as a whole has not returned to peak employment since the 2008 economic recession even as the population has increased 5%. The State of Colorado has not only returned to peak employment but has exceeded peak employment by 460,000 additional jobs as of 2020 with 19.5% overall growth since 2008. The AGNC region remains down from peak employment by almost 19,500 jobs or -13.5%.

Wages remain under pressure with ongoing retraction of high paying jobs in coal/oil/gas energy production. Three of the five counties have strong presence of coal mining jobs. Four of the five counties have a strong oil and gas presence. Job loss in these higher paying sectors continues while job growth is occurring in lower wage sectors such as retail and hospitality. This trend will continue as the regions coal mines and several power plants are scheduled to close over the decade.

Population growth has been relatively flat compared to booming Colorado as a whole. Statewide population has grown since 2010 by 762,829 people or 15%. The AGNC region has grown by 14,572 people or 5.9% with total population of 261,739.

The local property tax base in the region continues to experience significant real downward declines in value from pressure due to decreased activity in coal/oil/gas/energy production, even with real increases in residential property values. and changing consumer trends. This activity has increased the burdens in acquiring an affordable cost of living with general regional wages.



Economic Distress Criteria—Primary Elements

	Region	U.S.	Threshold Calculations
24-month Average Unemployment Rate (BLS) period ending March 2021	5.5	6.14	-0.64
2019 Per Capita Money Income (5-year ACS)	\$31,767	\$34,103	93.15%
2019 Per Capita Personal Income (BEA)	\$53,244	\$56,490	94.25%

Sources: U.S. Bureau of Census, Labor Statistics, and Economic Analysis; Calculations Generated by [StatsAmerica](#)

At first glance, it would appear that the AGNC region is performing well compared to U.S. averages. As discussed throughout this report, unemployment is a poor measure of distress due to the exodus of workforce following declines in several industries. This report will present various measures of distress demonstrating that the five-county region of AGNC faces significant economic challenge region wide.

- **Moffat County has a** Per Capita Personal Income that is less than 80% of the national average and is experiencing an accelerated transition from coal.
- **Rio Blanco County** ACS 5-year Per Capita Median Income now exceeds 80% and is expecting further declines due to loss of extraction industries.
- **The overall AGNC** economic picture reflects some improvement from the 2018 CEDS; however, recovery from the 2008 recession still lags regionwide.

Economic Distress Criteria—Geographic Components

	24 Month Unemp	Threshold Calculation	BEA PCPI	Threshold Calculation	Census PCMI -2000	Threshold Calculation	ACS 5-Year PCMI	Threshold Calculation
Garfield County, CO	5.05	-1.09	\$60,285	106.7	\$21,341	98.9	\$33,393	97.9
Mesa County, CO	5.81	-0.33	\$46,719	82.7	\$18,715	86.7	\$29,596	86.8
Moffat County, CO	4.88	-1.26	\$43,842	77.6	\$18,540	85.9	\$29,100	85.3
Rio Blanco County, CO	4.78	-1.36	\$49,846	88.2	\$17,344	80.3	\$26,487	77.7
Routt County, CO	5.33	-0.81	\$81,699	144.6	\$28,792	133.4	\$43,769	128.3

Sources: U.S. Bureau of Census, Labor Statistics, and Economic Analysis; Calculations generated by [StatsAmerica](#).

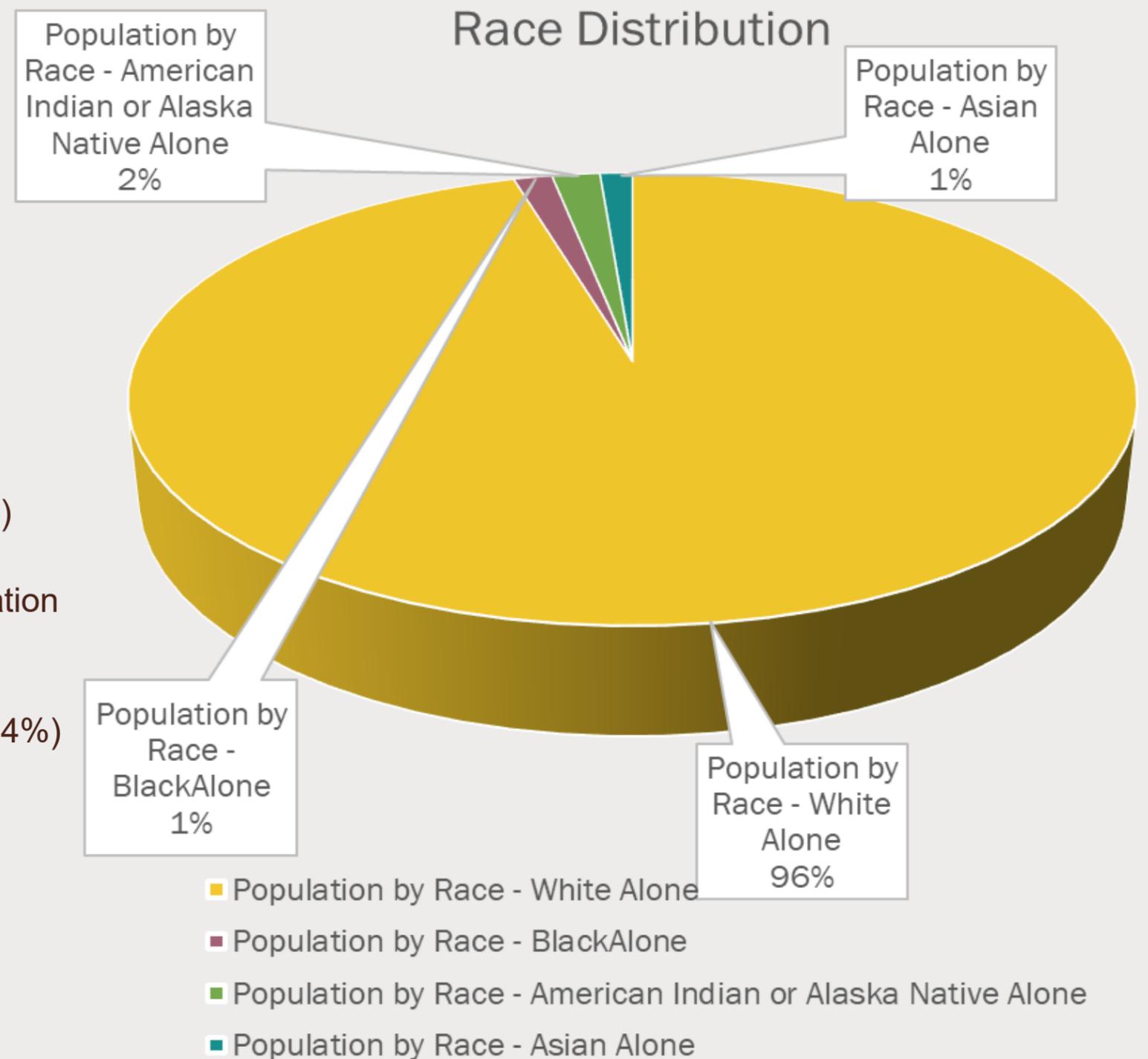
2019 and 2016 AGNC Regional Economic Distress Criteria Comparison

Economic Distress Criteria Comparison 2019 & 2016										
	24 Month Unemp	Threshold Calculation	BEA PCPI - 2019	Thres hold Calculation 2019	Threshold Calculation 2016	Cens us PCMI -2000	Thres hold Calculation 2019 & 2016	ACS 5-Year PCMI	Thres hold Calculation 2019	Threshold Calculation 2016
Garfield County, CO	5.05	-1.09	\$60,285	106.7	112.1	\$21,341	98.9	\$33,393	97.9	97.8
Mesa County, CO	5.81	-0.33	\$46,719	82.7	79.4	\$18,715	86.7	\$29,596	86.8	89.6
Moffat County, CO	4.88	-1.26	\$43,842	77.6	79.7	\$18,540	85.9	\$29,100	85.3	88.3
Rio Blanco County, CO	4.78	-1.36	\$49,846	88.2	80.2	\$17,344	80.3	\$26,487	77.7	91.9
Routt County, CO	5.33	-0.81	\$81,699	144.6	144.5	\$28,792	133.4	\$43,769	128.3	123.0
Sources: U.S. Bureau of Census, Labor Statistics, and Economic Analysis; Calculations generated by StatsAmerica.										

The latest comparative data concerning the economic criteria suggest little significant change in status except for a measurable decline in the threshold calculations in Moffat and Rio Blanco counties. The data has some limitations in explaining the current economic environment in the region. The data limitations include a narrow time frame and data prior to the worldwide pandemic, which has provided a shock to all economic activity not reflected in current data.

AGNC Fast Facts

- Total Population: 260,312 (4.5% of Colorado's Population)
- Hispanic Population %: 17% (Colorado's Hispanic Population 18%)
- White Population %: 96% (Colorado's White Population 84%)

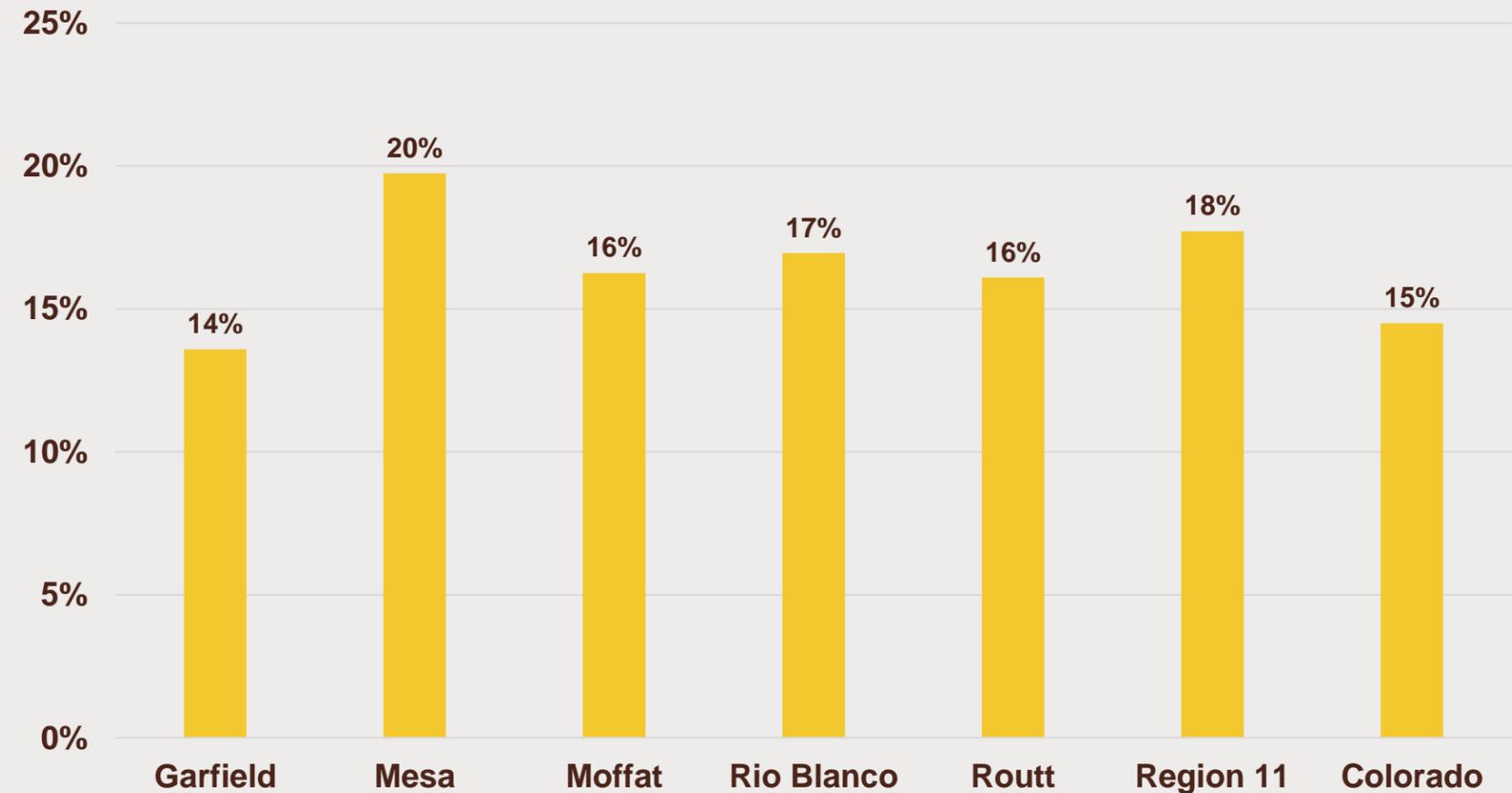


- ⇒ The Hispanic population is an economic driver
- ⇒ The vast and rural nature of the region hinders the expansion of diverse populations

Trends

- Consistent with statewide trends, the region is expected to see significant growth in the 65+ share of the population as baby boomers age. This shift in the age distribution presents economic opportunities and challenges including shifts in consumer spending which can in turn impact local revenue generation, decrease in available work force to fill jobs, increased demand for healthcare services, increased demand for transportation services. Housing may also be impacted
- The retirement economy is an opportunity to grow economic activity around services, recreation, and other industries that are impacted by retiree spending.

Share of Population 65+ in 2020



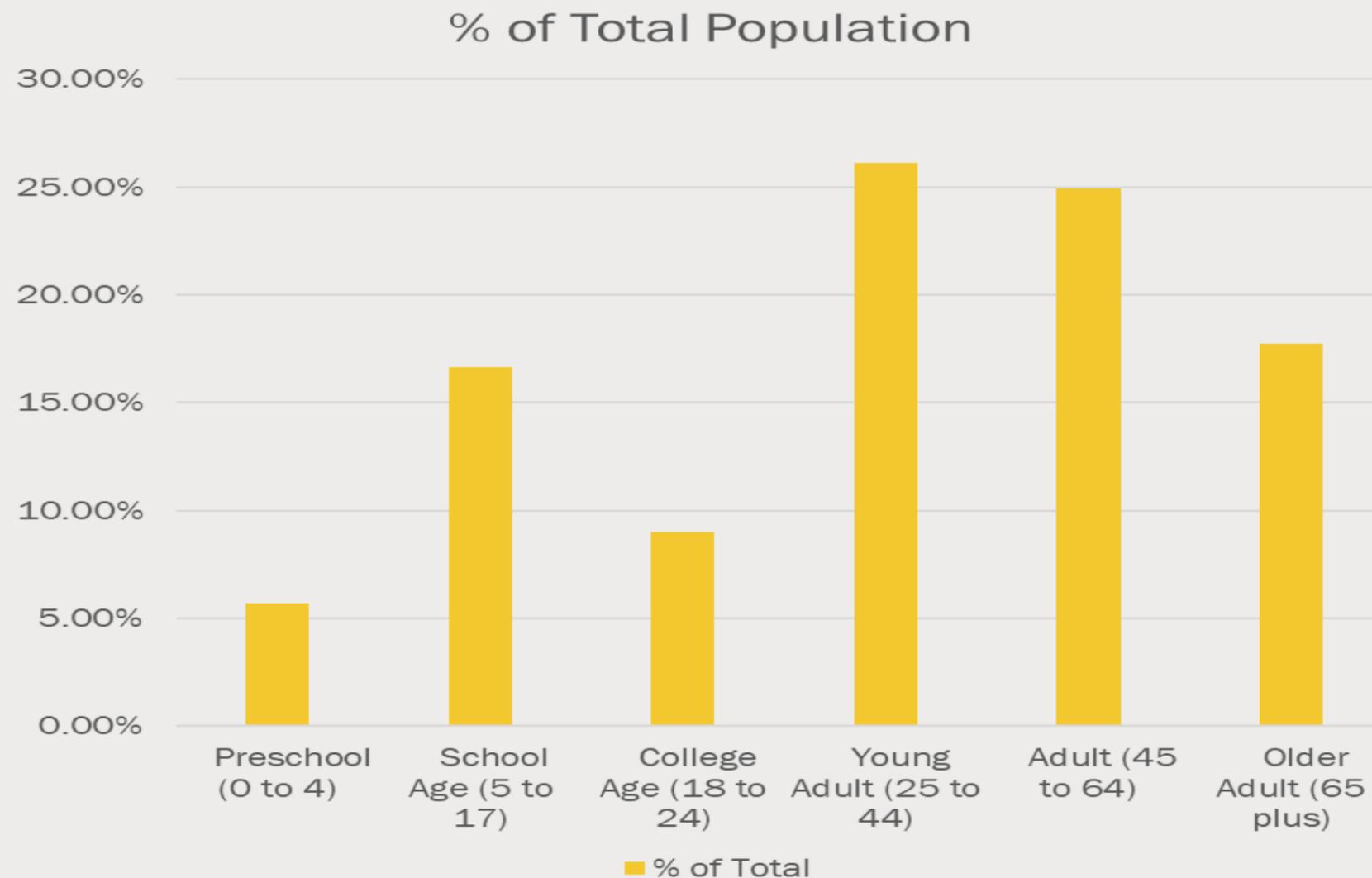
At this time, all but Garfield County exceeds the state in senior populations by margins of 1% to 5%.

Additional Trends

The AGNC region is experiencing similar trends in declining birth rates and fertility rates as the rest of the State of Colorado. Over time, a decrease in workforce as the population ages, the region faces the long-range challenge of maintaining a quality workforce. The region's economic policies are designed to help the region build vibrant communities that meet the needs of multiple generations, to help the region compete for, attract, and retain workforce. One factor contributing to declining birth and fertility rates across the region is a significant decrease in teenage births.

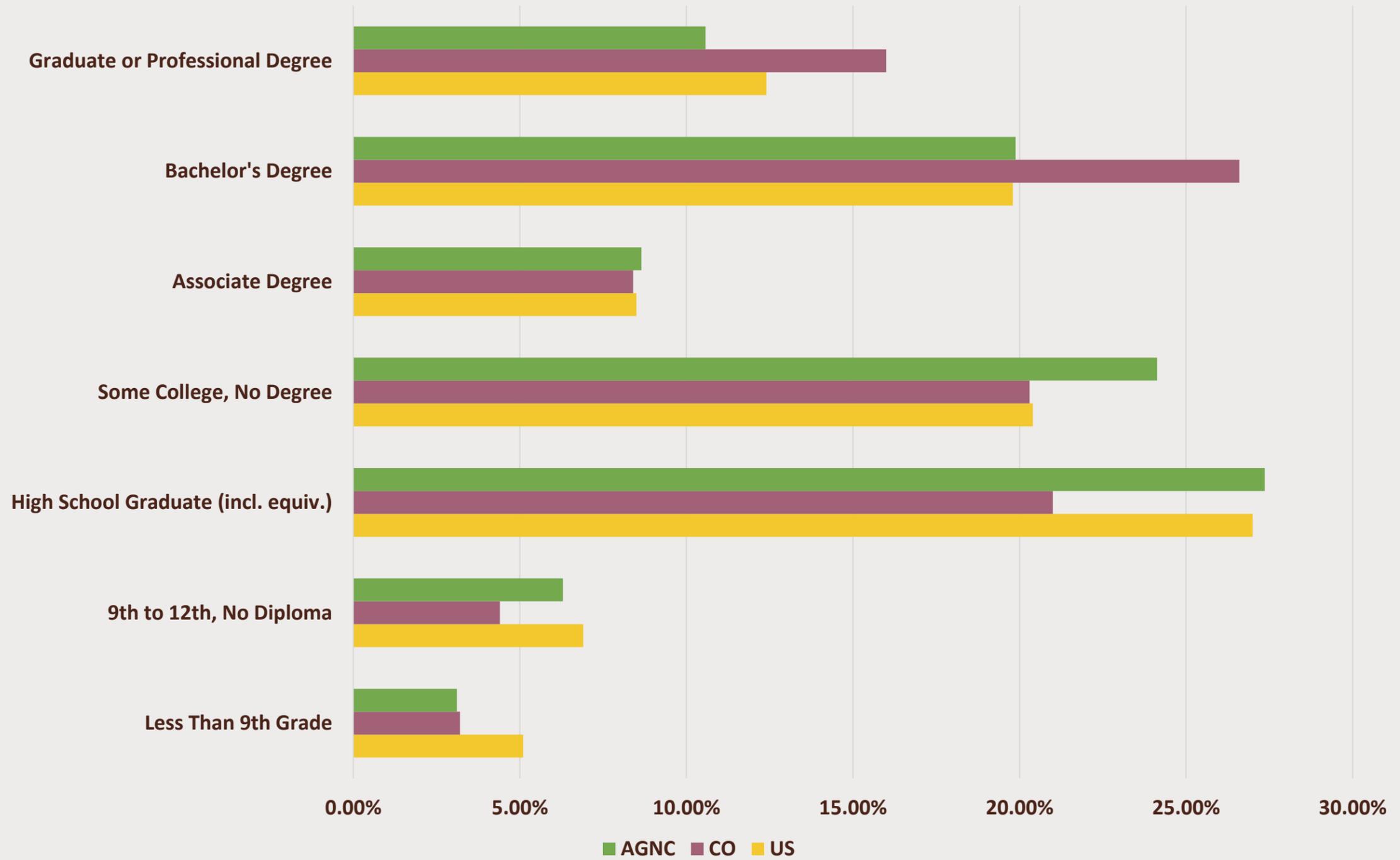
Education Trends

- AGNC region has a slightly higher percentage of high school graduates than the statewide average.
- The state on average has a higher percentage of degreed individuals than the region.
- Routt, Moffat, and Garfield counties have preschool enrollment rates at or near the average of 50%. Rio Blanco and Mesa preschool enrollment rates are significantly lower than the state average.
- Access to daycare and its affordability is a critical economic development issue.
- Many of the region's K-12 schools operate on a 4-day school week.

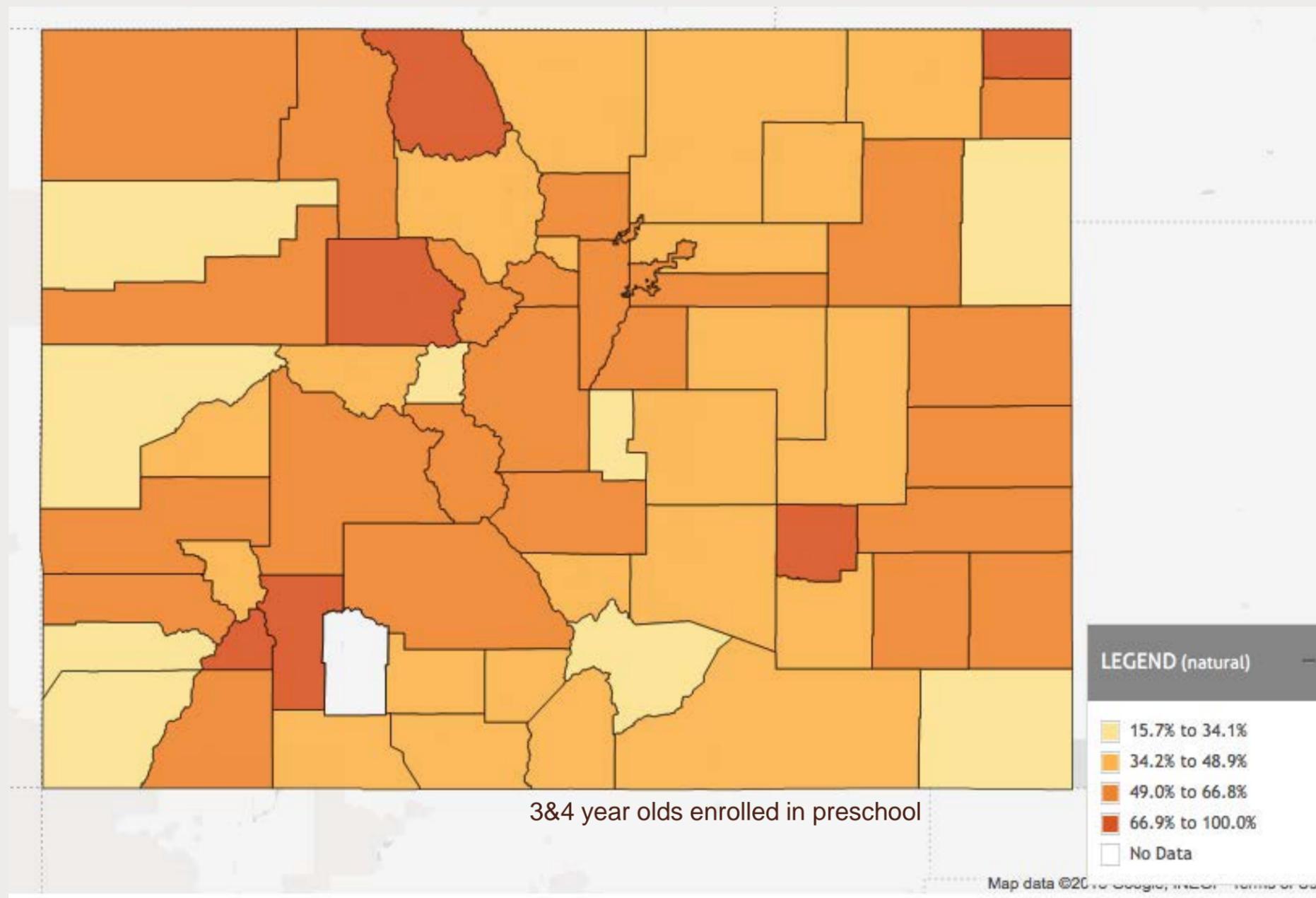


Education Trends

AGNC Educational Attainment Comparison



Routt, Moffat, and Garfield counties have preschool enrollment rates at or near the state average of 50%. Rio Blanco and Mesa Counties preschool enrollment is significantly lower than the state average. In general, access to daycare and preschool are critical economic development issues. Access to affordable daycare and preschool is critical to future economic development in the region.



Workforce & Demographic Trends



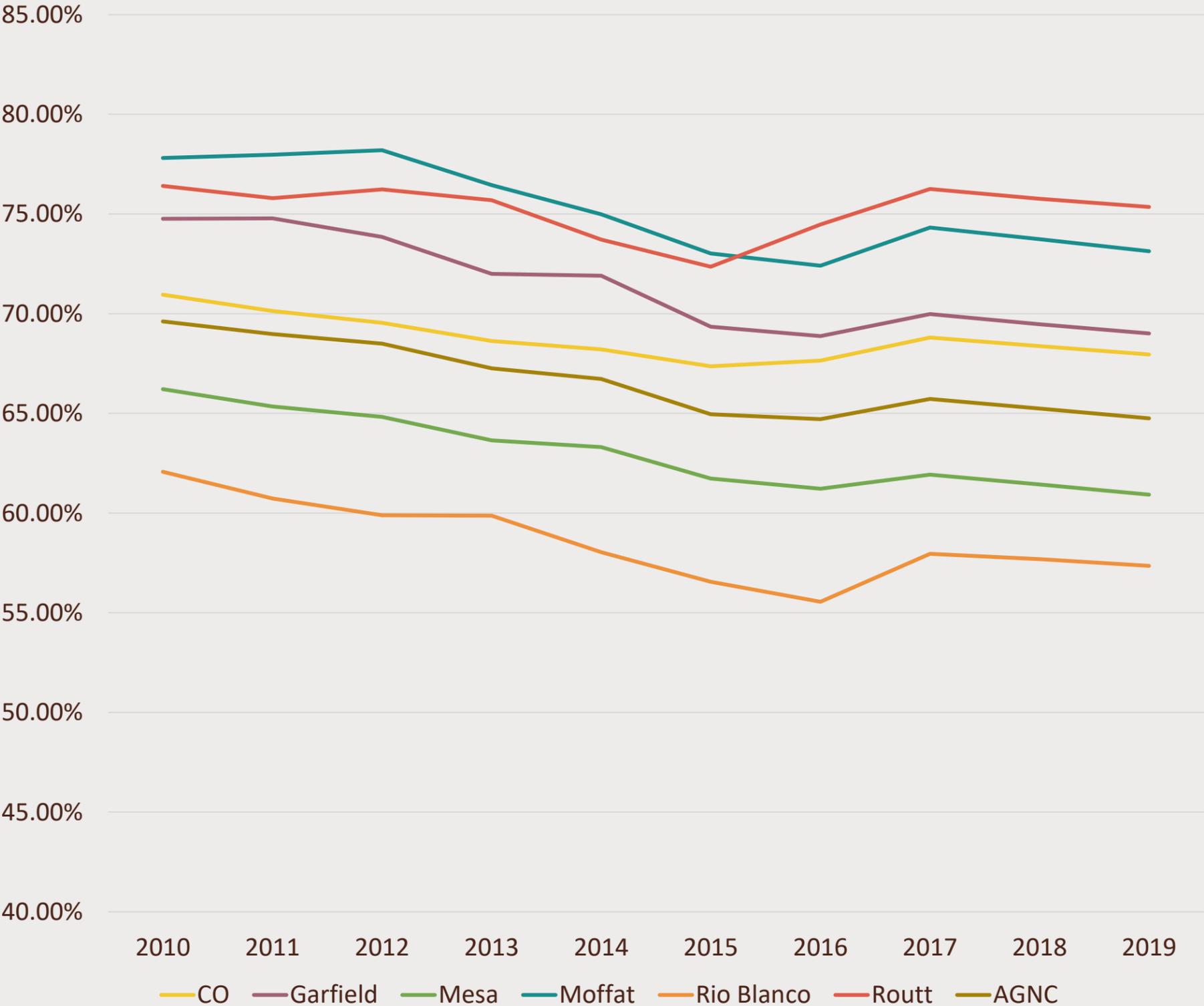
Population growth has been relatively flat compared to booming Colorado as a whole. Statewide population has grown since 2010 by 762,829 people or 15%. The AGNC region has grown by 14,572 people or 5.9% with total population of 261,739.

AGNC also saw a 5.8% increase in labor force and a 2% increase in total jobs since 2015.

The region, as a whole, has not returned to peak employment since the 2008 economic recession even as the population has increased 5%. The State of Colorado has not only returned to peak employment but has exceeded peak employment by 460,000 additional jobs as of 2020 with 19.5% overall growth since 2008. The AGNC region remains down from peak employment by almost 19,500 jobs or -13.5%.

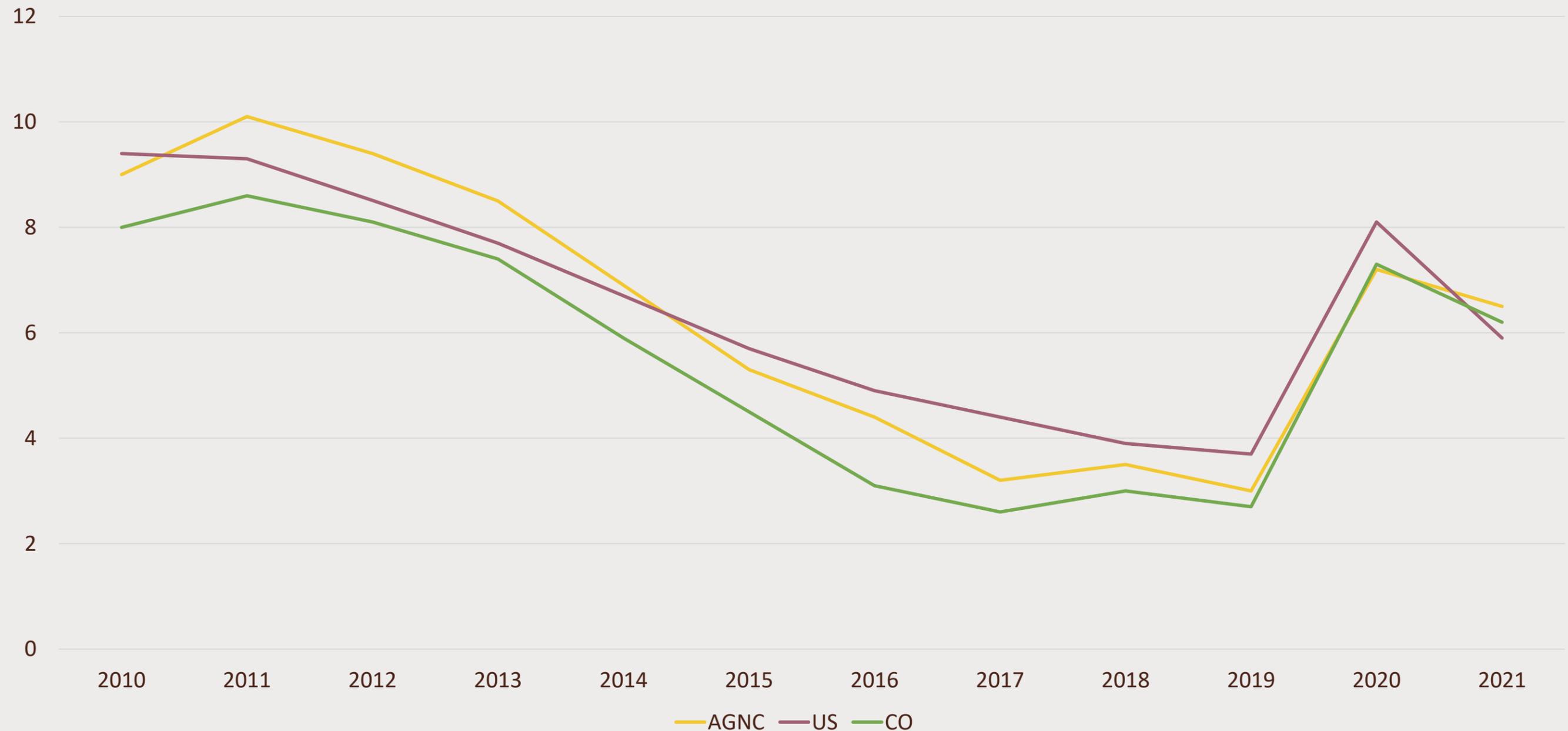
Workforce & Demographic Trends

CO & AGNC Labor Participation Rate History



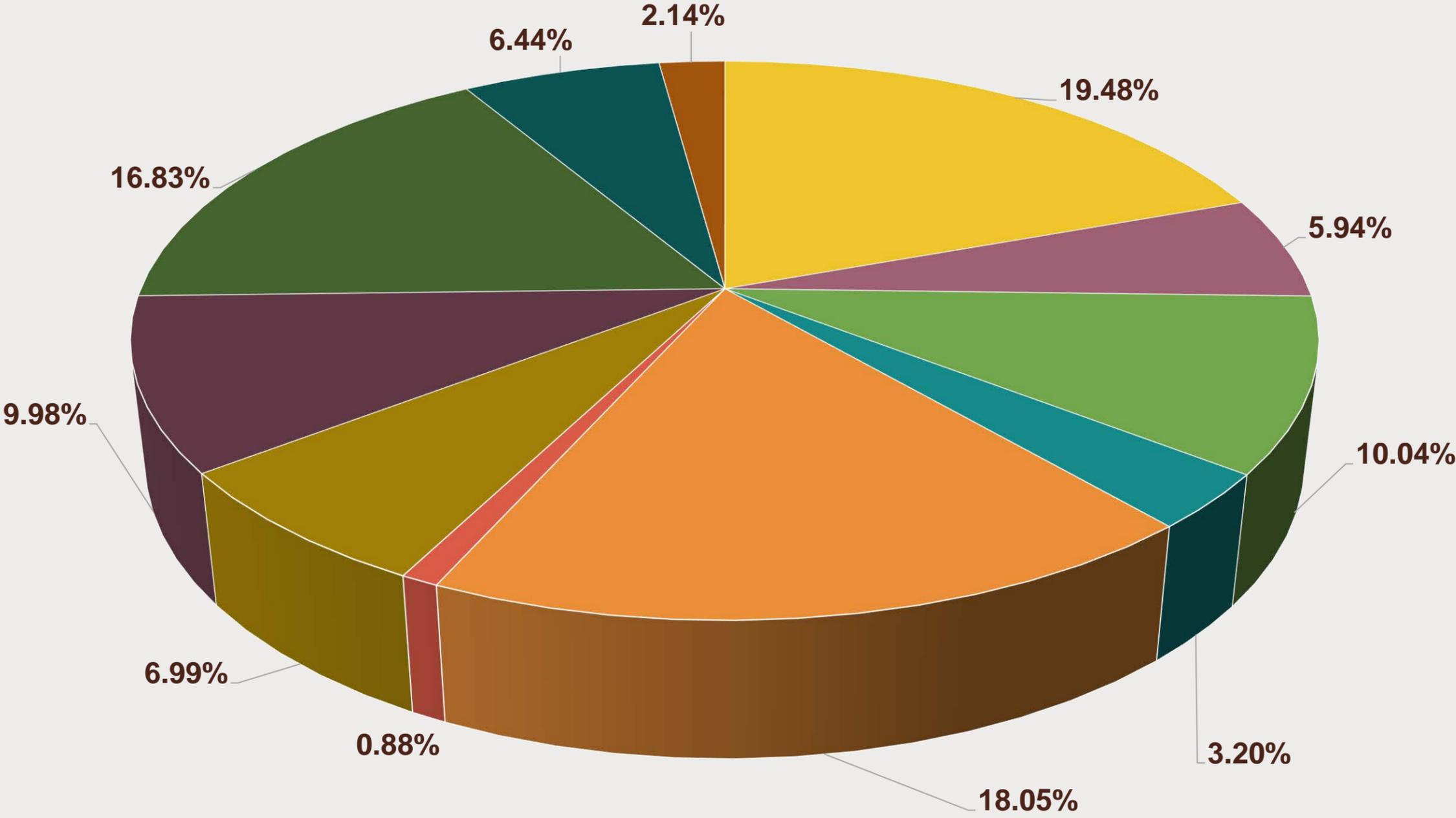
Colorado and the AGNC region have been following the national trends in terms of declining labor force participation rates. The rates are measurably and historically lower in Rio Blanco and Mesa counties than the rest of Colorado and the nation. The low rates contribute towards the lower general personal incomes in those counties. Mesa county's low participation rate drags down the regional rate below Colorado's even though Routt, Garfield and Moffat county's participation rates are well above the state and national rates.

AGNC Unemployment Rate History



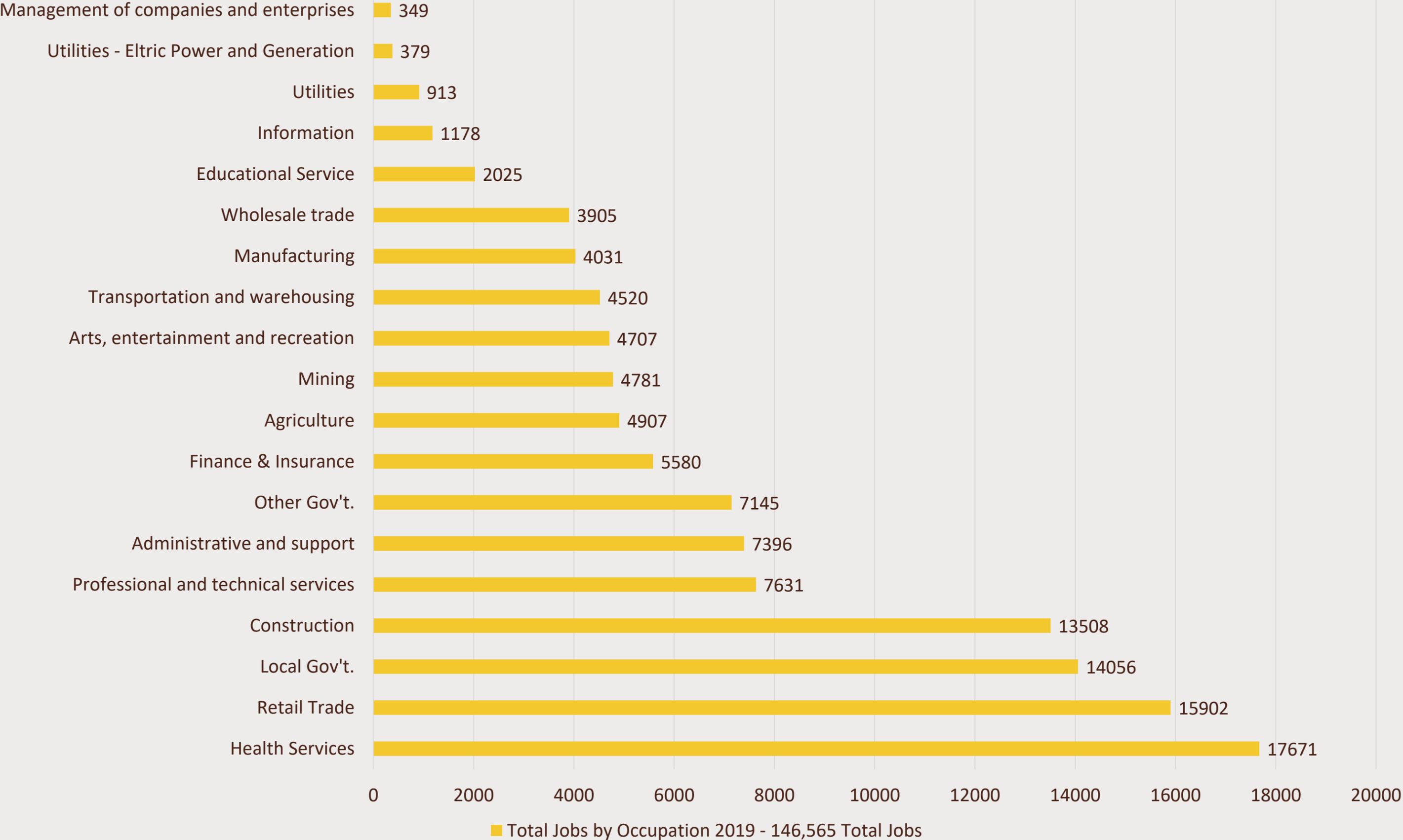
Unemployment within AGNC has declined since the 2008 recession. Moffat, Rio Blanco and Mesa Counties experienced an exodus of work force, artificially lowering unemployment rates for those counties. Region wide, unemployment rates mirror national trends. Unemployment rose during the 2020 pandemic; however, the remainder of Colorado has experienced significant improvement in unemployment.

AGNC 2020 Wages by Industry Sector %



- Government
- Natural Resources
- Construction
- Manufacturing
- Trade, Transportation, Utilities
- Information
- Financial Activities
- Professional, Technical
- Education, Health Service
- Hospitality, Food
- Other

Total Jobs by Occupation 2019 - 146,565 Total Jobs

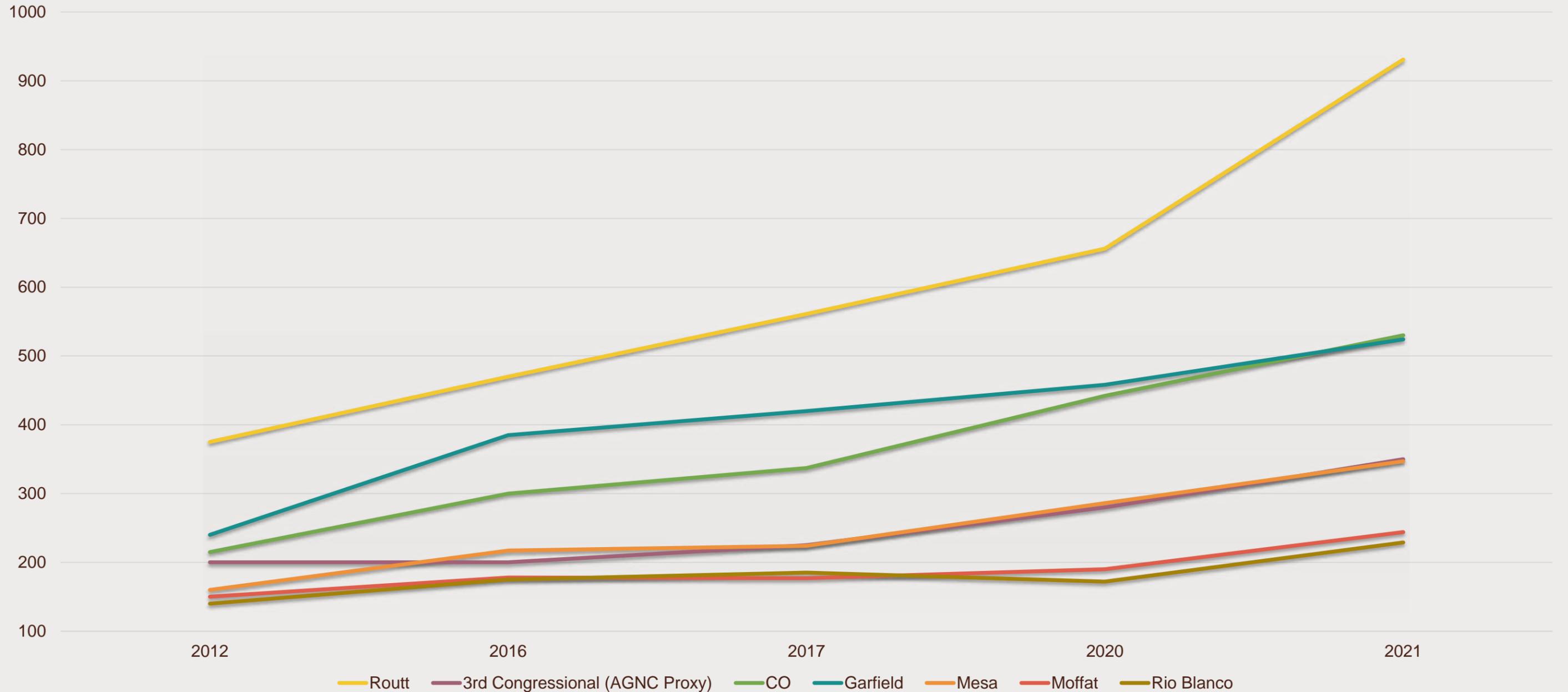


Tax Base

	Sales Tax	Y/Y % Change in Sales Tax	Property tax	Y/Y % Change in Property Tax	Assessed Property Value	Y/Y % Change in Assessed Value	CO Assessed Value (Billions \$)	CO CPI	AGNC Assessed Value as % of CO
2012	\$46,126,254		\$433,011,046		\$8.98		\$89.39	1.90%	10.05%
2013	\$43,141,899	-6.47%	\$380,251,159	-12.18%	\$7.50	-16.44%	\$88.60	2.80%	8.47%
2014	\$46,260,019	7.23%	\$382,822,231	0.68%	\$7.50	0.00%	\$91.57	2.80%	8.19%
2015	\$48,155,436	4.10%	\$411,794,618	7.57%	\$8.04	7.16%	\$105.28	1.20%	7.64%
2016	\$47,131,604	-2.13%	\$355,464,258	-13.68%	\$8.04	0.00%	\$101.42	2.80%	7.93%
2017	\$51,259,592	8.76%	\$381,289,386	7.27%	\$6.37	-20.80%	\$111.63	3.40%	5.71%
2018	\$56,912,163	11.03%	\$409,081,138	7.29%	\$6.66	4.50%	\$115.92	2.70%	5.74%
2019	\$61,175,913	7.49%	\$434,353,672	6.18%	\$6.66	0.00%	\$135.57	1.90%	4.91%
Total annualized growth over the 7-year period	4.66%		0.04%		-3.70%		7.38%	2.51%	
Total nominal % change over the 7-year period	32.63%		0.31%		-25.89%		51.66%	19%	
Real Change over the 7-year Period	13.67%		-18.65%		-44.85%		32.66%	-19%	

Colorado's economy has performed in the top quartile of all states over the past decade. The AGNC region has not experienced the same high performance with significant declines in overall property valuations even as housing prices have performed as well as or better than the state's high performance. The decline is caused by large declines in the value of the region's natural resources. The region's proportion of assessed property value has declined significantly over the period and is now less than 5% of the state's overall value, after being over 10% less than decade ago. The bulk of county revenues for local services and education come from property taxes and the past decade has been challenging to maintain purchasing power and revenue even as the population grows and the demand for services increase. This will continue to be a challenge for the region, even as overall sales tax revenue history shows that the overall demand for goods and tourism in the region is healthy.

AGNC Property Price History (\$ Thousands) - Median Single Family



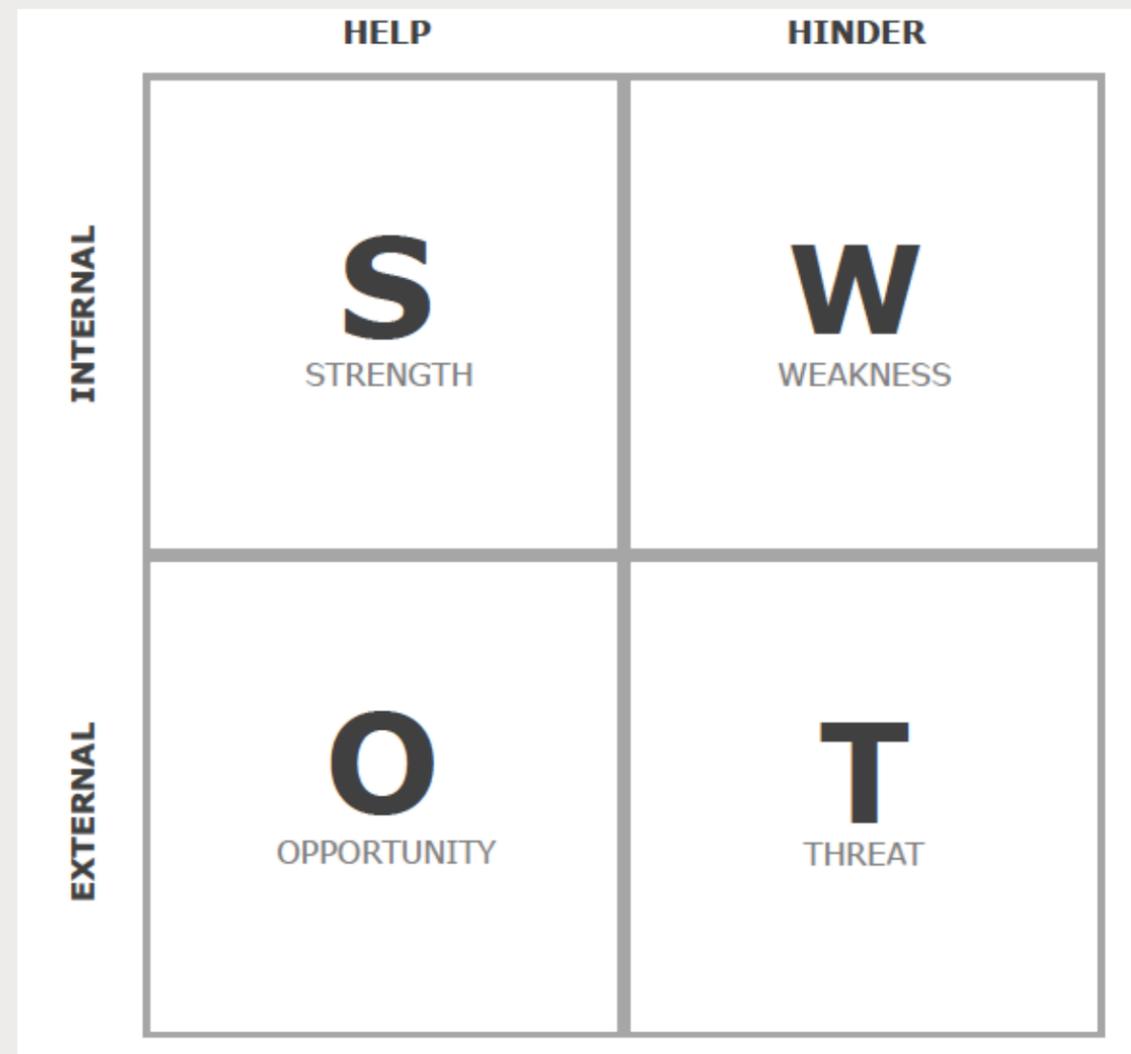
Housing price growth and lack of housing supply is a significant impediment to economic development throughout the entire AGNC region and the state. The large price growth has accelerated significantly over the past two years, year over year housing inventory throughout the region is essentially down by 50% or more, along with price increases in the 17 – 60% range this year. These price gains represent a large percentage of regional personal income. In Routt county, today’s single family home prices of around \$930,000 are 2.5 times the recommended home affordability for the median personal income of the county, even with extremely low interest rates. Over the decade, regional home prices have escalated 2-3 times and the pressures on housing affordability have become a priority to address for the entire region and the state.



SWOT ANALYSIS

SUMMARY

STRENGTHS WEAKNESSES OPPORTUNITIES THREATS SWOT Analysis



As part of the engagement process in creation of the AGNC CEDS, an assessment of the region's internal and external influences were examined. These include internal strengths and weaknesses, and external opportunities and threats. This assessment helped shape the goals and strategies of the CEDS and will help AGNC identify opportunities for regional collaboration.

Regional Summary

STRENGTHS, WEAKNESS, OPPORTUNITY THREAT

STRENGTHS	WEAKNESS	OPPORTUNITY	THREAT
Strong Economic Development Focus	Deficient Economy	Economic Development Tools	Government Regulations
Abundant Amenities & Place Makers	Disadvantaged Workforce	Tourism Possibilities	Impending Economic Adversities
Robust Social Networks	Untenable Jobs	Agricultural Society	Weakening Population & Workforce
Boundless Entrepreneurial Spirit	Insufficient Infrastructure	Exhilarating Technology Development	Nature Issues
Available Infrastructure	Deficient Amenities	Desirable Amenities & Services	
	Social Problems	Accommodating Infrastructure	
	Inaccessible Healthcare	Government Regulations	
	Housing		



GOALS & STRATEGIES

Summary



AGNC 2038 Vision & Goals

Vision: WE WILL NURTURE AND PROMOTE A REGIONAL, DIVERSE, AND ROBUST ECONOMY, FOSTERING A RANGE OF INDUSTRIES, EMPLOYMENT, AND RESOURCES RESULTING IN PROSPEROUS COMMUNITIES FOR TODAY AND TOMORROW'S RESIDENTS.

Robust
Economy

Healthy
Communities

Ready &
Willing
Workforce

Extraordinary
Infrastructure

GOAL A: ROBUST & RESILIENT ECONOMY

Improve the economic ecosystem regionwide and grow economic activity by supporting the diversification of economic industries, creating a business focused climate, maintaining, and improving Community assets. Build on regional strengths including the region's access to public lands, health care, educational institutions, and diversity in communities.

1A. BUSINESS RETENTION & EXPANSION

- a. Improve access to business retention and expansion programs to retain existing businesses and jobs and encourage business growth and job creation.**
- b. Support business diversity by working with the minority and women owned business community and other underserved markets.**
- c. Provide a toolbox of resources to start, grow, and expand business.**
- d. Support key economic clusters by providing research and targeted industry assistance to grow and expand the jobs base.**
- e. Encourage succession planning for small businesses through employee-owned cooperatives.**
- f. Help identify higher education and certificate programs to drive educational programming that meets needs of regional businesses.**
- g. Provide training and resource support to assist businesses with emergency preparedness and disaster planning to improve the ability of a business to re-open following a disaster.**

Measure of Success: Increase in the # of jobs created by local firms, increase in the # of non-employer firms.

Potential Partners/Contacts: Rangely Chamber, Rifle Chamber & EDC, Fruita Chamber, ANB Bank, NWSBDC, GJ Business Incubator, Counties, Municipalities, EDCs, CRRO (DOLA), CMC, Northwest Colorado Development Council, Colorado Department of Labor and Employment (CDLE)

2A. ENTREPRENEURIAL & SMALL BUSINESS SUPPORT

- a. Support efforts to build the entrepreneurial ecosystem by investing in creation of robust entrepreneurial support systems and programs.**
- b. Support creation of a regional co-working network to provide opportunities for virtual workers and to attract location neutral workers.**
- c. Educate and market incentives and programs available to businesses (potentially a centralized source).**
- d. Quality education/coaching/mentoring opportunities for current businesses to scale up**
- e. Promote entrepreneurial development by assisting start-ups with navigating regulatory and permitting processes, offering small business assistance workshops, and market intelligence to provide a toolbox of resources to give regional businesses a competitive edge.**
- f. Grow the “maker movement” and increase access to co-working, innovation, and maker spaces.**
- g. Utilize Maker Spaces for workforce development and training ("Maker Communities" is a growing movement)**

Measure of Success: Increase in the # of jobs created by local firms, increase in the # of non-employer firms.

Potential Partners/Contacts: NWSBDC, GJ Business Incubator, Start Up Colorado, Colorado Lending Source, State Office of Just Transition, CMC, Northwest Colorado Development Council, CDLE

3A. INCREASED ECONOMIC ACTIVITY

- a. Implement or expand "buy local" campaigns.
- b. Capitalize the value chain to reduce export of economic activity outside of the region by implementing an import substitution strategy that links purchasers and suppliers in-region to prevent money "leaking" out of the region.

Measure of Success: Increase in GDP of the region

Potential Partners/Contacts: Rangely Chamber, Town of Hayden, Rifle Chamber + EDC, EDC's, Municipalities, Counties, Manufactures Edge, OEDIT, GJ Incubator, CMC, Northwest Colorado Development Council

4A. DIVERSIFY ECONOMIC INDUSTRIES

- a. Identify value added opportunities for natural resources, as industries are established or evolve. For example, collaborate with key industry, education, innovators, and venture funds to determine new uses for coal.
- b. Create a regional brand and market the region as a lower-cost higher quality of life alternative for Front Range businesses.

Measure of Success: #Increased cluster activity as measured in the cluster tool available at statsamerica.org

Potential Partners/Contacts: GJBI, Rangely CC, Town of Hayden, Steamboat Springs, Parachute, CMC, Northwest Colorado Development Council

5A. CAPACITY BUILDING

- a. Identify, engage, and educate communities on resources available from local/state/federal partners for business growth and expansion as well as economic development activity**
- b. Support efforts to create regional marketing and promotions that showcase the region as a place to live, work, play.**
- c. Develop a community toolkit for economic development, business retention/expansion that addresses training for new staff, elected officials, and to aid private/public succession planning.**

Measure of Success: Increase in State, Federal, Foundation investment throughout the region

Potential Partners/Contacts: Rio Blanco County, DOLA, EDCs, CDLE

6A. ECONOMIC DEVELOPMENT RELATIONSHIP TO COMMUNITY DEVELOPMENT

- a. Continually evaluate economic development needs and community development needs to identify areas of overlap and interplay. Work to ensure that economic development activity is aligned with community developer efforts.**
- b. Support efforts to build community assets, enhance downtowns, educational facilities/programs to ensure AGNC communities have the vitality necessary to attract private investment.**
- c. Jobs follow people. Ensure adequate housing, education, recreation, entertainment, healthcare resources are available to support community.**
- d. Complete a regional asset map to help raise awareness of each community's unique features, markets, opportunities, and challenges.**

Measure of Success: # of projects and events supported and funded

Potential Partners/Contacts: Rangely Chamber, Rifle Chamber & EDC, Fruita Chamber, ANB Bank, NWSBDC, GJ Business Incubator, Counties, Municipalities, EDCs, CRRO (DOLA), CMC, Northwest Colorado Development Council

7A. ACCESS TO CAPITAL

- a. Develop expanded access to capital resources to support local entrepreneurs and businesses with the funding needed to purchase equipment, inventory, and personnel to launch or expand business ventures.**
- b. Work with communities to develop strategies for successful implementation of Opportunity Zones throughout the region**
- c. Expand opportunities for local investment in businesses**

Measure of Success: Increase in Venture and Private Investment

Potential Partners/Contacts: Rifle RLF, Rangely RDF, GJBI, ANB Bank, Start Up Colorado, 4 Points Funding, State CLIMBER Loan Fund

GOAL B: VIBRANT & HEALTHY COMMUNITIES

Recognize that business and economic growth cannot be achieved or sustained without vibrant, healthy communities. Support activities and projects which improve the quality of AGNC's communities.

1B. ACCESS TO HEALTHCARE

- a. Evaluate availability, continuity, and access to quality basic and specialized health care.**
- b. Research reimbursement on telemedicine services an alternative/complementary healthcare.**
- c. Increase broadband capacity to accommodate emerging telemedicine and programming**
- d. Work with health care partners to identify strategies to reduce the cost of health insurance and health care services region wide.**

Measure of Success: Increase in % enrolled in healthcare (Medicaid/private/employer), decrease in cost of health insurance

Potential Partners/Contacts: USDA, CO rural Health; Western Health Alliance

2B. AFFORDABLE, ATTAINABLE, WORKFORCE HOUSING

- a. Housing: Develop a better understanding of housing needs across the region and reduce the gap between available wages and housing costs. Improve the quality of housing through increased access to weatherization and efficiency programs.**

Measure of Success: Increase in wages, increase in number of tax credit/affordable/attainable units built

Potential Partners/Contacts: Housing Resources, DOLA Division of Housing

3B. CAPACITY BUILDING

- a. Identify, engage, and educate communities on resources available from local/state/federal partners**
- b. Develop skills necessary to continue to promote collaborative partnerships between regional non-profits, and AGNC local governments.**
- c. Evaluate succession planning efforts around the region, and identify strategies to help local governments, non-profits, and AGNC local governments.**
- d. Build relationships with local/state/federal/foundation partners**
- e. Support development of strategic plans throughout the region to aid in coordination of regional priorities and projects.**
- f. Develop indicators that can be tracked over time to demonstrate positive outcomes of investment by outside agencies and organizations in community projects.**

Measure of Success: # of regional events conducted to build partnerships and identify resources for communities.

Potential Partners/Contacts: Rocky Mountain Health Plans, Mesa County Public Health (Data Surveillance), Regional Health Connector(s); Mesa County Public Health, Rocky Mountain Health Foundation

4B. DISASTER PREPAREDNESS

- a. Assist communities in evaluating their risks for natural and human caused disasters, and developing plans for mitigation, response, and recovery.**
- b. Improve access to resources to support business planning around disaster response and recovery.**

Measure of Success: # of communities with hazard mitigation plans & resiliency plans

Potential Partners/Contacts: NWCACC; Northwest Healthcare coalition; Red Cross; EPR, Colorado Resiliency Office

5B. IMPROVED MENTAL HEALTH CAPACITY

- a. Convene partners around behavioral health and substance use disorder crisis. Identify successful programs/strategies which could be replicated throughout the region.**
- b. Identify gaps in services including prevention, treatment, and recovery, and develop strategies to address.**
- c. Inventory facilities which provide prevention, treatment, or recovery services.**
- d. Expand sites and capacity to ensure access to mental health treatment.**
- e. Expand mental health “first-aid”**
- f. Increase access to resource officers and mental health providers in every middle and high school in the region.**
- g. Have a prescription take-back box in every pharmacy in NW Colorado**
- h. Increase the number of recovery houses in the region**

Measure of Success: Decrease in suicide rates, decrease in opioid use

Potential Partners/Contacts: Rocky Mountain Health Plans, Mind Springs

6B. HEALTHY COMMUNITY/HEALTHY LIFESTYLE

- a. Ensure equal access to multi-use public lands to support healthy lifestyles**
- b. Support clean air and water through infrastructure modernization efforts, monitoring/enforcement, and strengthened partnership with federal and state regulatory agencies.**

Measure of Success: # of local government participation in cooperating agency opportunities

Potential Partners/Contacts: BLM, Forest Service, local government partners, industry partners

7B. LEADERSHIP DEVELOPMENT

- a. Work with K-12 and higher educational institutions to develop leadership programs that connect community leaders and youth.**
- b. Support development of leadership programs that help identify future community leaders and provide education and training.**
- c. Support providing training which emphasizes the roles and responsibilities, and strategies for effective participation on elected and appointed boards.**

Measure of Success: # of leadership development programs available to the region

Potential Partners/Contacts: Colorado Workforce Youth Programs, Community Business Organizations, Education, Lockheed Martin, Colorado Space Business Roundtable

8B. VIBRANT HOMETOWN

- a. Encourage participation in regional/state/federal programs designed to highlight community such as creative districts, main street program. Strengthen relationships with organizations that provide technical support for community revitalization including Downtown Colorado Inc, Department of Local Affairs, Community Builders, etc.**
- b. Maintain community culture and character**
- c. Recreation: Support development of regional recreational assets that can enhance community connectiveness, healthy lifestyles, regional connectivity, and make communities better communities for existing and future residents.**
- d. Increase investment in community asset maintenance and expansion by leveraging local investment with partner agency investment.**

Measure of Success: #Communities participating in state/federal programs

Potential Partners/Contacts: Rio Blanco Rec Center; Chambers; BLM; Forest Service; CPW, City/County Rec directors

GOAL C: READY & WILLING WORKFORCE

Integrate job development with business creation and multi-generational education to create and attract a skilled and talented workforce that is prepared for 21st century jobs.

1C. TODAY'S WORKFORCE

- a. Support employer-driven agency inclusive workforce development strategies focused on the current and future needs of area employers.**
- b. Increase utilization and awareness of work-readiness programs including Work Keys to help identify shortages in soft skills and related preparation for successful careers.**
- c. Identify gaps in career training across the region and support post-secondary career development in current and developing programs.**

Measure of Success: Databook profiling the regional employment needs

Potential Partners/Contacts: Higher education/K-12, Workforce, Business Organizations

2C. FUTURE READY WORKFORCE

- a. Prioritize STEAM education programs**
- b. Develop a program for interest and aptitude testing beginning in middle school**
- c. Identify success stories in innovation practices in career development and look for opportunities to replicate.**
- d. Grow internship programs offered to high schoolers**

Measure of Success: Creative Partnerships, ie. CNCC & Moffat; Counselors from HE in HS;

Potential Partners/Contacts: Higher education/K-12/Pre-K, Workforce, Business Organizations, Career Wise

3C. IMPROVE PREK-12 OUTCOMES

- a. Identify gaps in and increase access to early childhood learning and daycare facilities**
- b. Gather data for every school district for kindergarten preparedness, 4th grade testing, graduation rates. Develop regional strategies and resources for improving outcomes across all ages.**
- c. Support school systems that integrate programs to increase parental engagement**
- d. Strengthen access to technical education programs. Research successful models within and outside of the region and scale successful models to reach more students throughout the region.**

Measure of Success: Improvement in scores, graduation rates

Potential Partners/Contacts: Early Child Ed; Daycare; parents; educators

4C. TECHNOLOGY JOB GROWTH

- a. Identify gaps in broadband access and develop partnerships to address. Including Cell phone service along highways.**
- b. Develop resources identifying virtual jobs and connect them with Colorado Workforce Center to retain and attract technology workers and graduates**
- c. Identify education programs available to aid and retrain displaced workers and students for success as a virtual worker.**

Measure of Success: Reach out to businesses to donate used equipment for programs

Potential Partners/Contacts: ED/Workforce/Business/Bb providers, local and national, HE/K-12

5C. YOUTH RETENTION

- a. **Track student's post-graduation and develop post-secondary career programs to understand where they are located and their outcomes to better understand how to encourage area youth to return to the region.**

Measure of Success: Increase in 18–30-year-olds throughout the region

Potential Partners/Contacts: HE/K-12, CDLE

GOAL D: EXTRAORDINARY INFRASTRUCTURE

Ensure access to safe drinking water, protection of water quality through updated waste disposal systems, improved transportation resources, broadband, and access to quality recreation and entertainment.

1D. BROADBAND ACCESS

- a. Broadband: Continue to work to ensure access to broadband that is affordable, reliable, redundant, AND EXPANDABLE.**
- b. Develop model conduit ordinances that can be adopted across the region to ensure installation of fiber and conduit in all roads, water, and other projects to improve the ability for future expansion of broadband infrastructure.**
- c. Work with regional partners to identify opportunities for regional cooperation to reduce costs, and increase redundancy, such as partnership at the regional level to purchase backhaul service, or opportunities for shared towers/equipment.**
- d. Work with the NWCOG, Region 10, and Region 9's broadband programs to identify opportunities for coordination and cooperation across the western slope.**
- e. Continue the development of modern communications network that includes voice, data, and video and provide the resources necessary to maintain these networks**
- f. Work with regional economic development partners to develop economic development strategies to leverage the regional investment in broadband infrastructure.**
- g. Work with regional broadband partners to identify opportunities to develop strong partnerships for the governance/management of broadband systems across the region.**
- h. Provide the basic infrastructure necessary for the public, businesses, educational institutions, healthcare institutions, and local governments to expand access to a robust, reliable, affordable, redundant broadband network.**

Measure of Success: Increase in the number of AGNC communities designated as 1GB communities

Potential Partners/Contacts: Counties, Municipalities, NWCCOG, Region 10, Region 9, Electric Coops, Private Providers

2D. CAPACITY BUILDING

- a. Identify, engage, and educate communities on resources available from local/state/federal partners**
- b. Connect local governments with resources, training, and technical assistance to assist in developing budget tools and strategies to better plan for short- and long-term maintenance of existing infrastructure, and to better capture depreciation and replacement costs.**
- c. Connect local governments with resources, training, and technical assistance to help them evaluate long-term maintenance costs and develop plans to ensure adequate revenue streams for and maintenance of new infrastructure investment over time.**

Measure of Success: Increase in capital plans, maintenance plans, asset management plans

Potential Partners/Contacts: DOLA, Government Finance Officers Association, Colorado County Managers Association, Trade Organizations, USDA, EDA, Municipalities, Counties, Special Districts

3D. PUBLIC LANDS

- a. Improve access to public lands for multiple uses including recreation, timber, natural resource development, and hunting/fishing.**
- b. Support efforts to retain BLM headquarters in the region, including identifying auxiliary business and infrastructure needs, and working in partnership with local governments, state government, and federal government partners to ensure necessary investment to support retention.**
- c. Continue to support efforts to ensure revenue streams return to local governments from activity on federal and state lands (PILT, FML, Severance)**

Measure of Success: # of acres of public lands available for multi-use and income generation

Potential Partners/Contacts: Counties, GOCO, BLM, US Forest Service, CPW, Municipalities, Transit Authorities , COPMOBA, COHVCO, Environmental Partners

4D. REGIONAL COOPERATION

- a. Convene regional partners and identify projects that can be enhanced through regional collaboration**
- b. Identity gaps in regional infrastructure, and address barriers to support regional projects.**

Measure of Success: Increase # of multi-jurisdictional projects

Potential Partners/Contacts: Everyone

5D. TRANSPORTATION INVESTMENT

- a. Capitalize on the organization/coordination of each TPR in the region and provide coordination between the TPRs to help identify opportunities for coordination between projects/investments throughout the region.
- b. Support expansion of Bustang service and additional connections between all AGNC communities.
- c. Work to identify strategies for replicating the successes of existing transit programs in Garfield, Mesa, and Routt counties to deploy rural transit to more communities in the region.
- d. Support ongoing efforts to expand existing transit programs in Garfield, Mesa, and Routt counties as one strategy for moving the region's workforce between housing centers and employment centers.
- e. Support coordination efforts between transportation and trail planning efforts around the region to identify opportunities to connection trail systems throughout the region.
- f. Work to increase investment in the regions highways to ensure adequate access to all communities to support the movement of goods and people.
- g. Work to increase the capacity of secondary regional routes to ensure alternative movement around the region in the vent of major interstate or highway closures
- h. Increase access to the rail system for movement of goods and people.
- i. Continue upgrade of the region's airports and expansion of air service in and out of the region.

Measure of Success: Increase in state and federally funded project

Potential Partners/Contacts: Counties, GOCO, BLM, US Forest Service, CPW, CDOT-TPRs, CDOT-Bustang, Municipalities, Transit Authorities, Amtrack, COPMOBA, COHVC

6D. WATER SUPPLY & QUALITY/WASTEWATER

- a. Support local governments in the updating, maintenance, and expansion of water and wastewater systems.
- b. Work with CDPHE and other regulatory entities to implement common sense solutions to infrastructure challenges in order to reduce the fiscal impact to small communities for water/wastewater improvements.
- c. Work with local governments to develop strategies to incentivize extension of water, sewer, transportation, storm drainage, and other critical infrastructure to encourage developers and private investment in housing starts and commercial/business development.
- d. Work with funding entities and local governments to develop an understanding of the region's current and forecasted housing needs, and to balance the need for development to pay its way with the need for housing of all types in each part of the region.
- e. Support local government efforts and build partnerships to address storm water run-off, including improved disaster preparedness for flood and storm water events.
- f. Work with state, local, and federal partners to identify viable raw water/storage projects. Provide support in working to identify barriers and solutions to move projects forward including increasing local capacity to complete necessary planning, engineering, financing, and permitting processes.

Measure of Success: Increase state and federal funding of projects on the Drinking Water and Wastewater Revolving Loan Fund Eligibility List

Potential Partners/Contacts: Conservation Districts, Water Providers, Municipalities, CDPHE, Colorado Basin Roundtables, Colorado Water Conservation Board

7D. HOUSING, COMMERCIAL, INDUSTRIAL INVENTORY

- a. Work with Technical Colleges, Business Entities, Businesses, K-12 educators to develop training programs and pipelines in all trades including construction, electrical, HVAC, plumbing, landscaping, etc.
- b. Support efforts to free up capital and credit to support construction activity including housing starts and commercial construction.
- c. Work to identify programs with CHFA/USDA and other organizations that programs to provide access to capital to address housing quality, renovations, weatherization. Work with these agencies to modify existing programs for better effectiveness and penetration in rural communities.
- d. Support local governments in reviewing and revamping local permitting processes to remove barriers that making permitting difficult.
- e. Address all elements of community development and economic development identified in this plan to help create an environment attractive to private investment.

Measure of Success: Creation of a regional database

Potential Partners/Contacts: Garfield Housing Authority, City of Fruita, Colorado Mountain College, Colorado Northwestern Community College, Colorado Mesa University, School Districts, Trade Organizations, Local/Regional Banks, Colorado Housing Finance Authority, Office of Economic Development, USDA, Housing Authorities, Counties, Municipalities, DOLA, CDLE

Promoting Economic Resiliency in the AGNC Region

Economic resiliency is the ability of a community or region to quickly recover from, withstand, and avoid economic shocks. Although the Vision and Goals outlined in AGNC's CEDS promote economic resiliency, this section discusses specific resiliency challenges facing the AGNC region. Additionally, it discusses priorities that can help the region become more resilient and resources to aid in the process. Lastly, it introduces eight economic resiliency goals that align with AGNC's 2038 Vision and Goals and recommends actions for carrying them out.

Local Challenges to Economic Resiliency



Economic Diversity:

The AGNC region has long depended on the energy sector (coal in particular) for well-paying jobs and public revenue. For decades, jobs in the energy sector have provided residents with good wages, which they spent on local goods and services. This encouraged job creation in other sectors of the economy and regional prosperity. Furthermore, severance, federal mineral lease, and ad valorem taxes provided local governments and school districts with reliable operating revenue. Migration from fossil fuel energy and reduced ability to export natural resources like coal have increased the need for new industries and regional economic diversity. A more diverse economy will be better prepared to withstand economic shocks, consumer changes, and natural disasters.

Housing:

As with many other parts of Colorado, the AGNC region needs increased housing stock. This affects lower to middle income individuals the most, as affordable and workforce housing is in shortest supply. The lack of affordable housing reduces workforce mobility and worker availability for local businesses. This results in reduced business output and revenue, which leads to reductions in local tax revenue. However, increasing affordable housing availability/attainability will help promote economic resiliency by enabling the region to attract and retain workers. A strong and stable workforce will allow more businesses to provide goods and services locally, which will contribute to economic diversity and regional prosperity.

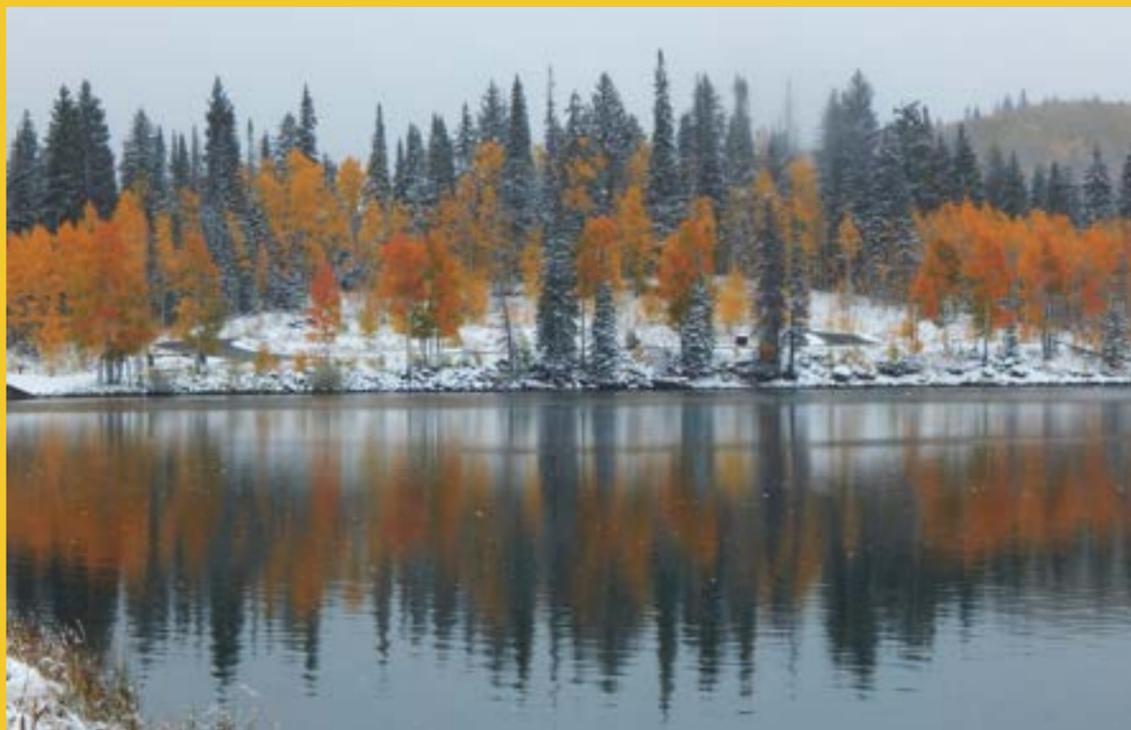


Local Challenges to Economic Resiliency



Workforce Challenges:

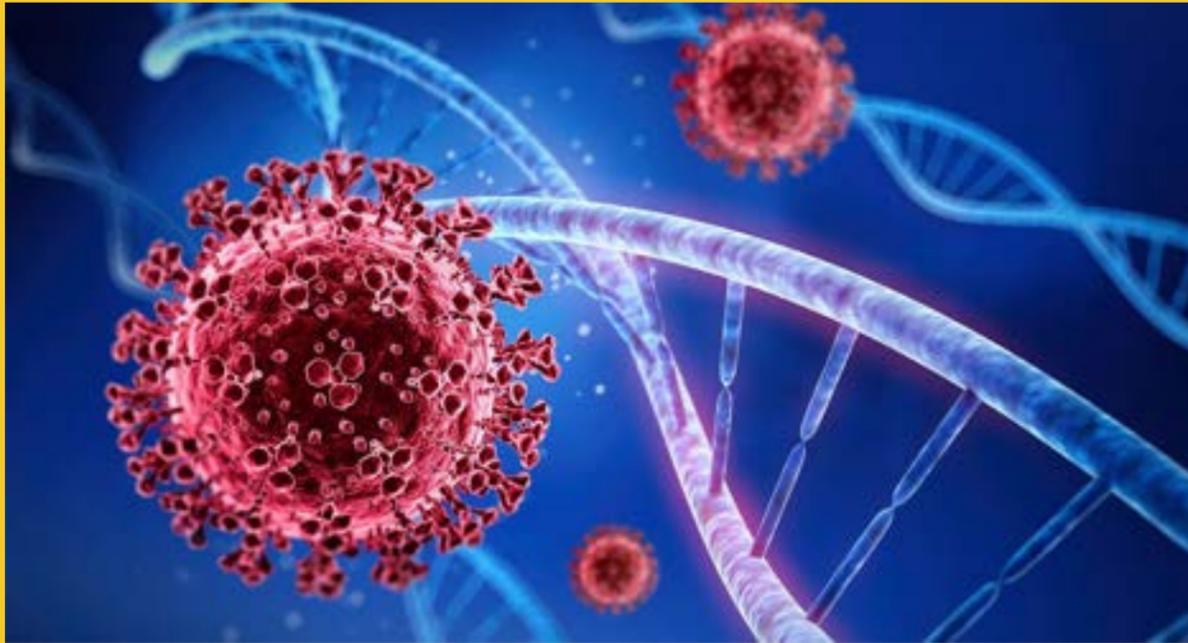
The AGNC region is highly reliant on jobs in the energy sector. This is particularly true for Moffat, Rio Blanco, and Routt Counties where industries like coal, oil, and gas are primary contributors to local GDP. As energy jobs leave the region, long-term unemployment will likely increase. Additionally, lack of economic diversity, wage stagnation, and similar factors may augment these challenges. Workforce development initiatives will help AGNC's labor force become more resilient to changes in local industries, as well as larger economic shocks. Also, they will help encourage local innovation and business creation, which will enable new industries to emerge that will create jobs.



Access to Capital:

Another economic resiliency challenge is access to capital. Without adequate capital, it is difficult for new industries to emerge and existing ones to expand and create jobs. Access to capital through public-private partnerships, government grants and loans, and other mechanisms will help the region become more economically resilient. It will also provide businesses with the funding necessary to maximize opportunity and to readjust when economic shocks occur.

Local Challenges to Economic Resiliency



COVID-19 Impacts:

COVID-19 quickly impacted the unemployment rates and industry production in the AGNC region. In the initial stages of the pandemic, the AGNC region's initial unemployment claims spiked in response to the government induced shutdowns. While many of these unemployment claims fell in May 2020 throughout much of the AGNC region, unemployment claims remained high in the areas that rely on tourism. For instance, Routt County's initial claims spike remained high during the first several months of the COVID-19 pandemic.

The AGNC region is unique in that a significant part of the regional economy relates to energy production and generation and that sector was initially buffered from prolonged COVID-19 impacts. For instance, Moffat County where coal mining is prevalent, saw 2.22% of its workforce file initial unemployment claims in March 2020. In contrast, Routt County with its large tourism industry in the Steamboat Springs area, saw 6.15% of its workforce file initial claims in March 2020.

While the long-term impacts of COVID-19 remain undefined, COVID-19 disproportionality impacted the AGNC region as the region continues to undergo a large transition within its energy sector. These impacts are most obvious within the region's small businesses as their revenue fell by 72.3% during the COVID-19 response in 2020.



Resiliency Priorities



Innovative and Diverse Economy:

Local innovation will drive economic diversity. Therefore, it is important that the AGNC region not only develop effective innovation plans but build the capacity to implement these plans as well. Options for capacity building include pursuing grants and programs on state and federal levels. They also include public-private partnerships. Potential programs include a physical innovation space, remote work initiatives, and advanced manufacturing initiatives.



Affordable and Available Housing:

Affordable and attainable housing will help the AGNC region attract the workforce it needs to support a vibrant economy. Programs that reduce barriers to affordable housing, tested tools, and innovative approaches to housing projects and initiatives all will help in this area. The result will be increased affordable housing stock for existing and potential residents.



Workforce Development:

Workforce development will provide the framework to retrain workers as they transition from one industry to another and create opportunities for young workers to train for and find jobs locally. A physical innovation space that supports remote working opportunities will also help with this priority. Additionally, partnerships with local educational institutions will enhance these efforts. Potential programs to consider include the flight training program at CNCC and similar programs.

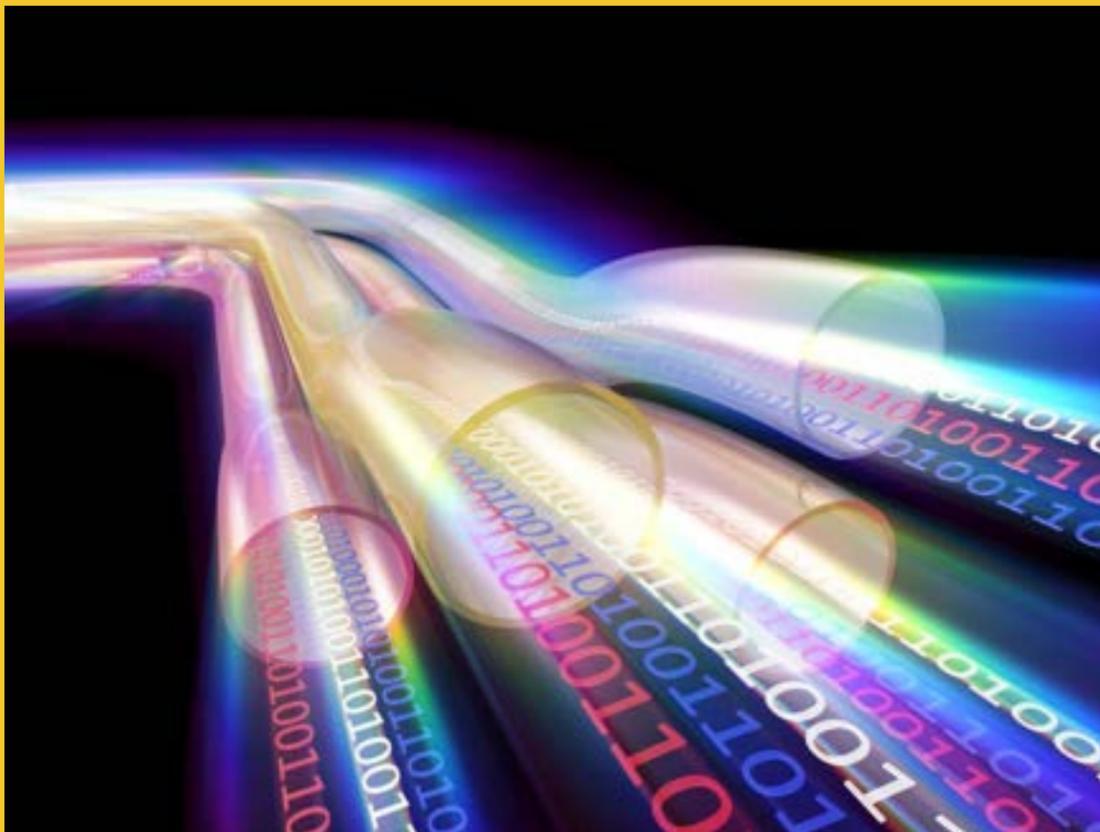
Resiliency Priorities

Capital Access:

Expanded access to capital will provide new businesses with startup funding and existing ones with growth funding. Venture fund sources, partnerships with local lending institutions and engagement of government agencies like EDA, USDA, and the SBA for low-cost loans are all potential capital sources. However, other sources include government grants, revolving funds, and revenue mechanisms built into an innovation program.

Broadband Infrastructure Expansion:

Broadband infrastructure expansion will help close the digital divide in the AGNC region. It will also expand remote work and training opportunities. To make this possible, the region should develop a physical map of existing broadband infrastructure in GIS format. The map should clearly identify project priority areas for broadband infrastructure improvement based on 0-5-, 5-10-, and 10–20-year ranges. Physical work should take place in these timeframes based on local needs and resource availability. To make this possible, the region should build capacity to apply for broadband infrastructure grants and other funding mechanisms to make this possible. Furthermore, the region should build partnerships with local broadband providers, state, and federal agencies to assist in these efforts.



Resiliency Priorities



Natural Hazard Resiliency:

Natural hazard preparedness will help the region be ready for unexpected events that cause damage to local infrastructure, pause economic activity, and otherwise disrupt day to day life. Preparedness can offset damage caused by these events to the local economy. It also provides a path forward for rebuilding, reopening, and starting over after these events. Coordinated disaster preparedness plans that consider economic impacts, integrated land use practices, and responsible development are all part of this effort. Furthermore, the establishment of a regional Resiliency Hub will increase resiliency in this area as well.



COVID-19 and Pandemic Resiliency:

The longest lasting impacts of COVID-19 involve small businesses, which do not have the same resources to survive economic downturns as large businesses. Increasing small business preparedness will help prepare the region to better weather possible future public health related disruptions. Plans and policies that help small businesses safe money and build capital reserves will help mitigate pandemic disruption. Like natural hazard resiliency, pandemic resiliency will increase through the establishment of a regional Resiliency Hub.

Local Resiliency Resources



Natural Resources:

The AGNC region is home to abundant natural resources. These include fossil fuels like coal, oil, and gas. They also include potential deposits of critical materials like uranium and rare earth elements (potentially in coal). Other resources include the land itself, water resources, and habitat. Innovative uses of natural resources (like coal) can provide mechanisms for economic resiliency by helping diversify the economy. Furthermore, new extraction industries can help diversify the mining sector. Also, support for local agriculture can increase food security, support local restaurants, and provide small business opportunities for residents.



Skilled Labor Force:

The mining, oil, and gas industries employ individuals with an assortment of valuable skills. These include equipment operation, maintenance and repair, problem solving, system evaluation, mechanical skills, and physical labor. These skillsets are transferable to several other industries such as advanced manufacturing, alternative energy production (solar and wind), and coal-carbon materials manufacturing. As local coal mines and power stations close, there will be an increase in individuals seeking employment. Efforts to retrain individuals and prepare them for emerging industries will help prevent the loss of local workers to outmigration. It will also help more people avoid long-term unemployment by enabling them to obtain new jobs in innovative fields.

Local Resiliency Resources

Potential Partnerships:

Within the AGNC region potential partnerships exist that could help advance innovation and facilitate infrastructure expansion projects like broadband. These include private industry partnerships with utility companies, broadband providers, local industries, and small businesses. They also include government partnerships with entities like EDA, USDA, DoD, and the National Renewable Energy Laboratory (NREL) in Golden, Colorado. Furthermore, they include state level partnerships with agencies such as the Department of Local Affairs (DOLA) and entities like the Colorado Main Street Program. Partnerships like these will help the region launch effective innovation programs, expand broadband infrastructure, increase housing opportunities, and revitalize local communities.

Power Station Infrastructure:

As Craig and Hayden power stations are set to retire, they may become empty and unused. Therefore, an opportunity exists to utilize components of these plants and/or the buildings themselves. Specifically, these plants could serve as locations for coal innovation or other advanced manufacturing activities. The plants could also be repurposed as test beds for new power technologies. Additionally, they have potential to serve as locations for a physical innovation space that will support local businesses, workforce development, and job creation.



Local Resiliency Resources

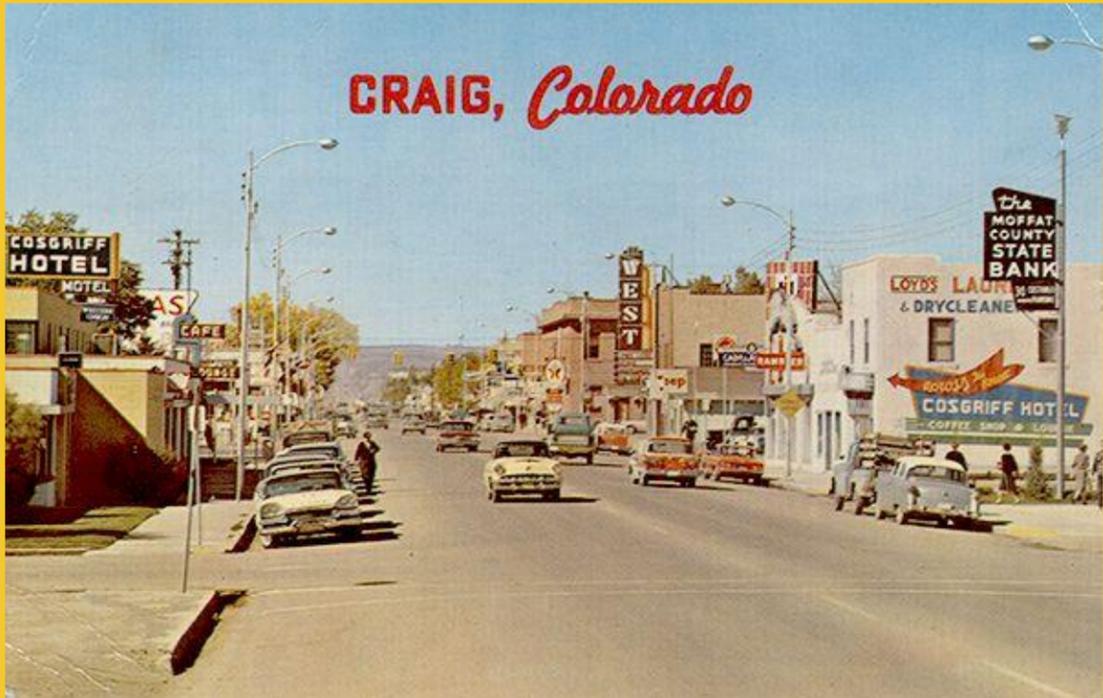
Local Educational Institutions:

The AGNC region is home to Colorado Mesa University, Colorado Northwestern Community College (CNCC), and Colorado Mountain College. These institutions serve as educational and workforce development resources. However, potential exists for them to partner with larger innovation programs, advanced manufacturing initiatives, and targeted workforce training. One area these entities could provide partnership through is a physical innovation space. Other areas include government funded projects, technology test beds, and sustainable power technology development. These efforts will increase resiliency by encouraging economic diversification, workforce retraining opportunities, and new industries in the region.

Natural Amenities:

The AGNC region is home to open spaces and natural habitat, which draw people to the region for fishing, hunting, kayaking, hiking, and other forms of outdoor recreation. Additionally, it is home to the Dinosaur National Monument and other public lands, which attract visitors. The AGNC region can capitalize on these resources to support outdoor recreation and related industries, as well as tourism. In the case of the former, potential exists for guiding outfits and outdoor equipment production. In the case of the latter, expansion of the hospitality sector and increased revenue for local businesses are potential benefits. These resources also can attract remote workers to the region who desire easy access to them.





Historic Resources:

AGNC is home to historic towns like Steamboat Springs, Rifle, Meeker, Yampa, Hayden, Craig, and others. These communities possess unique downtown centers and historic districts that the region can capitalize on to expand local tourism. This is because historic downtowns and neighborhoods are walkable, impart a strong sense of place, and are ideal locations for restaurants and small shops. These same characteristics also make them desirable places to live. Therefore, they also have potential to attract high-paid remote workers and others to the region. Furthermore, adaptive reuse of certain historic buildings could provide the region with increased housing stock, which could be financed in part with government grants. This will help promote downtown revitalization, expand housing opportunities, encourage local business, and result in higher regional GDP.



Resiliency Goals and how they Relate to the AGNC CEDS Goals



- 1. Promote economic diversity through innovation and support for new industries and businesses.** This goal directly supports AGNC CEDS Goal 1: Robust and Resilient Economy. It does this by creating an environment that encourages innovation and allows it to flourish. Additionally, by providing support for new industries, the region can diversify economically, encourage new industrial clusters, and provide increased opportunities for job creation.
- 2. Encourage housing availability through affordable housing development, private sector involvement, and government support.** This goal directly supports AGNC CEDS Goal 2: Vibrant and Healthy Communities. It does this by increasing and expanding access to affordable workforce housing. By expanding access to housing, more workers can remain in the AGNC region, which will reduce outmigration, decrease labor shortages, and increase local business activity.
- 3. Facilitate workforce development through local innovation programs and a physical innovation space.** This goal directly supports AGNC CEDS Goal 1: Robust and Resilient Economy and Goal 3: Ready and Willing Workforce. For the former, it provides entrepreneurial business support and capacity building. For the latter, it helps support a future ready workforce by promoting technology job growth in high value industries.
- 4. Adapt to and mitigate natural hazards through effective preparation plans, economic diversity, local industry, and innovative uses of natural resources.** This goal directly supports AGNC CEDS Goal 1: Robust and Resilient Economy and Goal 2: Vibrant and Healthy Communities. For the former, it promotes economic diversity and provides a framework for business retention and expansion. For the latter, it assists the region with disaster preparedness.



Resiliency Goals and how they Relate to the AGNC CEDS Goals



5. **Expand access to capital through private investment, government resources, and by pursuing programs targeted to rural areas with economic challenges.** This goal directly supports AGNC CEDS Goal 1: Robust and Resilient Economy. It does this by expanding capital through multiple sources, which will help new companies launch and existing ones expand.
6. **Expand broadband access within the region through grants, infrastructure planning, and partnerships with private industry, as well as invest in the expertise to make this possible.** This goal directly supports AGNC CEDS Goal 4: Extraordinary Infrastructure. It does this by expanding broadband infrastructure in the region from the planning stage to physical construction.
7. **Invest in infrastructure that will promote a culture of innovation, workforce support, and economic diversity in the region.** This goal directly supports AGNC CEDS Goal 1: Robust and Resilient Economy; Goal 3: Ready and Willing Workforce and Goal 4: Extraordinary Infrastructure. For the first, it builds the capacity for a regional culture of innovation that will encourage new industries to emerge and job creation to result. For the second, it facilitates a future ready workforce by providing physical resources that support entrepreneurialism and remote working in the region. For the third, it provides infrastructure that builds the capacity of the region to attract new industries, encourage high-tech business clustering, and job creation. It also, provides a framework for regional cooperation through assets like a physical innovation space.
8. **Maximize the value of natural amenities, historic resources, and downtown centers to promote community livability, downtown revitalization, and tourism.** This goal directly supports AGNC CEDS Goal 1: Robust and Resilient Economy and Goal 2: Vibrant and Healthy Communities. For the former, it promotes increased economic activity, downtown business retention, and local economic diversity. For the latter facilitates vibrant and diverse downtowns, while expanding potential housing opportunities.

Taking Action

RESILIENCY GOAL	CEDS GOAL ALIGNMENT	ACTIONS	LOCAL RESILIENCY
<p><i>1: Promote economic diversity through innovation and support for new industries and businesses.</i></p>	<p>Goal 1: Robust and Resilient Economy.</p>	<p>A: Pursue partnerships with entities that will support innovation in the region.</p> <p>B: Formulate a regional innovation initiative that is based on projects such as the Colorado-Utah Coal Communities Project and AGNC’s ERRP.</p> <p>C: Seek community involvement. This includes major industries, stakeholders, local education institutions, and workforce development entities.</p> <p>D: Pursue funding for the innovation program from state, federal, and private sources.</p>	<p>Skilled labor force, power station infrastructure, local educational institutions, and potential partnerships (transitioning workers from coal mining/power generation, Craig and Hayden power stations, CNCC and other community colleges, nearby state universities, local businesses/industry, government entities including NREL, and DOLA).</p>

Taking Action

RESILIENCY GOAL	CEDS GOAL ALIGNMENT	ACTIONS	LOCAL RESILIENCY
<i>2: Encourage housing availability through affordable housing development, private sector involvement, and government support.</i>	Goal 2: Vibrant and Healthy Communities.	A: Pursue partnerships with entities that can help support affordable housing in the region. B: Develop a plan that discusses innovative housing solutions, ways to reduce barriers to affordable housing, and strategies to maximize local resources such as available land and historic resources. C: Make necessary changes to zoning and other policies to facilitate affordable housing in the region. D: Obtain capital and funding for affordable housing that will be managed through partnerships with private companies. Funding sources include low-cost loans, government grants, and private capital.	Historic resources, natural resources (land), and government entity partnerships (federal agencies like HUD and USDA and state agencies).

Taking Action

RESILIENCY GOAL	CEDS GOAL ALIGNMENT	ACTIONS	LOCAL RESILIENCY
<p>3: Facilitate workforce development through local innovation programs and a physical innovation space.</p>	<p>Goal 1: Robust and Resilient Economy and Goal 3: Ready and Willing Workforce.</p>	<p>A: Pursue partnerships with entities that can help support workforce development.</p> <p>B: Formulate a regional workforce development initiative that draws from existing projects such as the Colorado-Utah Coal Communities Project and AGNC’s ERRP.</p> <p>C: Identify a location for a physical innovation space in the AGNC region.</p> <p>D: Ensure that the physical innovation space is part of the larger regional innovation initiative identified in Action B of Goal 1.</p> <p>E: Develop a detailed plan that identifies how the physical innovation space will function, how it will be supported, and how it will support workforce development in the region.</p> <p>F: Pursue funding for a physical innovation space through local, state, federal, and private sources.</p>	<p>Skilled labor force, power station infrastructure, local educational institutions, and potential partnerships (transitioning workers from coal mining/power generation, Craig and Hayden power stations, CNCC and other community colleges, nearby state universities, local businesses/industry, government entities including DOLA).</p>

Taking Action

RESILIENCY GOAL	CEDS GOAL ALIGNMENT	ACTIONS	LOCAL RESILIENCY
<p><i>4: Adapt to and mitigate natural hazards through effective preparation plans, economic diversity, local industry, and innovative uses of natural resources.</i></p>	<p>Goal 1: Robust and Resilient Economy and Goal 2: Vibrant and Healthy Communities.</p>	<p>A: Identify and pursue partnerships with local stakeholders in hazard preparedness, major industries, local government, and federal agencies.</p> <p>B: Develop a hazard preparedness plan with stakeholder input. This plan should contain sections on how communities will respond to and recover from applicable natural hazards, drawing from the ERRP and other existing plans.</p> <p>C: Develop a Resiliency Hub that ties into the Network of Resiliency Hubs outlined in the Colorado Resiliency Framework (Page 78).</p> <p>D: Promote economic diversity through innovative uses of natural resources. This includes pursuing policies and programs that encourage advanced manufacturing from local materials, sustainable power technologies, and innovative ways to retrain and utilize workers from the coal/energy sectors.</p>	<p>Skilled labor force, power station infrastructure, local educational institutions, and potential partnerships (transitioning workers from coal mining/power generation, Craig and Hayden power stations, CNCC and other community colleges, nearby state universities, local businesses/industry, government entities including NREL, and DOLA).</p>

Taking Action

RESILIENCY GOAL	CEDS GOAL ALIGNMENT	ACTIONS	LOCAL RESILIENCY
<i>5: Expand access to capital through private investment, government resources, and by pursuing programs targeted to rural areas with economic challenges.</i>	Goal 1: Robust and Resilient Economy.	A: Pursue partnerships with capital source entities. This includes venture capital funds, private industries, and government entities on local, state, and federal levels. B: Expand local access to low-cost government loans from SBA, EDA, and USDA. C: Develop funding through a regional innovation program and physical innovation space that can provide startup capital for new businesses based on their potential for success.	Potential partnerships (local industries, utility providers, government entity partnerships, and DOLA).

Taking Action

RESILIENCY GOAL	CEDS GOAL ALIGNMENT	ACTIONS	LOCAL RESILIENCY
<i>6: Expand broadband access within the region through grants, infrastructure planning, and partnerships with private industry, as well as invest in the expertise to make this possible.</i>	Goal 4: Extraordinary Infrastructure.	<p>A: Develop partnerships with local broadband providers and government entities on state and federal levels.</p> <p>B: Build capacity by expanding economic development and grant writing capabilities on a regional level.</p> <p>C: Pursue funding for a GIS-based broadband planning map.</p> <p>D: Develop a detailed expansion plan through the GIS-based map.</p> <p>E : Pursue funding for physical broadband expansion projects and carry them out in accordance with the plan.</p>	Potential partnerships (local telecommunications companies, government entity partnerships, and DOLA).

Taking Action

RESILIENCY GOAL	CEDS GOAL ALIGNMENT	ACTIONS	LOCAL RESILIENCY
<p><i>7: Invest in infrastructure that can promote a culture of innovation, workforce support, and economic diversity in the region.</i></p>	<p>Goal 1: Robust and Resilient Economy; Goal 3: Ready and Willing Workforce and Goal 4: Extraordinary Infrastructure.</p>	<p>A: Review existing plans and determine innovation infrastructure needs for the AGNC region. These include advanced manufacturing facilities, technology test beds, and other physical resources that will aid industry and job creation in the region.</p> <p>B: Develop partnerships with potential stakeholders on private and government levels.</p> <p>C: Develop detailed innovation infrastructure plans.</p> <p>D: Pursue funding through private and government sources for physical construction.</p> <p>E: Carry out construction and management of the facilities.</p>	<p>Power station infrastructure, local educational institutions, and potential partnerships (Craig and Hayden power stations, CNCC, Tri State, small businesses, government entity partnerships, and DOLA).</p>

Taking Action

RESILIENCY GOAL	CEDS GOAL ALIGNMENT	ACTIONS	LOCAL RESILIENCY
<p>8: Maximize the value of natural amenities, historic resources, and downtown centers to promote community livability, downtown revitalization, and tourism.</p>	<p>Goal 1: Robust and Resilient Economy and Goal 2: Vibrant and Healthy Communities.</p>	<p>A: Build partnerships with local stakeholders who have interest in natural amenities, downtown revitalization, and historic preservation within the region.</p> <p>B: Encourage individual community partnership with the Colorado Main Street Program.</p> <p>C: Provide support for effective environmental planning that consider community livability, historic resources, and economic viability.</p> <p>D: Develop funding for community revitalization, as well as for maximizing the value of historic resources and natural amenities, which have tourism and community value.</p>	<p>Natural amenities, historic resources, and potential partnerships (public lands, open spaces, historic downtowns, small business, government entity partnerships, DOLA, and the Colorado Main Street Program).</p>

References

Colorado Office of Economic Development and International Trade. “Rural Economic Resiliency in Colorado: A Study of Factors Impacting Resiliency.” State of Colorado. November 4, 2016. <https://choosecolorado.com/wp-content/uploads/2016/07/Resiliency-Study.pdf> (Accessed July 15, 2021).

Colorado Resiliency Office. “2020 Colorado Resiliency Framework.” State of Colorado. 2020. https://static1.squarespace.com/static/5fd3ae01f8f3aa3014a8069a/t/60beac4c8ff8cb6a2171ea1d/1623108705479/Framework_Electronic.pdf (Accessed July 15, 2021).

Appendices

- Appendix A Meeting Dates and Attendees Pg. 83
- Appendix B Board List Pg. 88
- Appendix C County Profiles Pg. 91
- Appendix D Full SWOT Analysis Pg. 179
- Appendix E Health Data Pg. 207

Appendix A

Meeting Dates and Attendees

Meetings & Attendees

AGNC held 7 public meetings for stakeholders to provide their input on this update. There was an introductory First Regional CEDS Update meeting. This meeting was followed up with one meeting specifically addressing the stakeholders in the individual 5 counties. The Final Regional CEDS Update meeting was another stakeholder meeting including stakeholders from all of the NW region. After the final meeting, the draft CEDS was posted on the agnc.org website and a press release was sent to all post media in the region alerting the public the CEDS was available to be viewed online and a 30-day comment period commenced on August 1, 2021, ending August 31, 2021.

First Regional CEDS Update Meeting

June 2, 2021

Attendee	Affiliation
Laura Kay Houser	AGNC
Ray Beck	Club 20 and Moffat County Citizen
Shawna Greiger	Western Colorado Contractor's Association
Bill Carlson	Town of Palisade
Sheryl Bower	Garfield County
Karl Paulson	AGNC
Carly Thomson	Rio Blanco County
Leif Joy	Rio Blanco County
Kevin Batchelder	Garfield County
Mike Samson	Garfield County
Chris Nichols	Town of Craig
Eddie Smercina	Rio Blanco County
Richard Orf	Orf & Orf
Andrea Stewart	Carbondale Chamber of Commerce

Attendee	Affiliation
Angie Anderson	Glenwood Springs Chamber of Commerce
Tyler Kelly	Rifle Regional Economic Development Corporation
Fred Jarman	Garfield County
Wendell Koontz	Delta County Commissioner
Lisa Piering	Rangely Town Manager
Kathay Rennels	Colorado State University
CJ Rhyne	Grand Junction Chamber of Commerce
Tinker Duclo	Colorado Mountain College
Kathy Hall	Colorado Department of Transportation
Kathy Powell-Case	Colorado Northwest Community College
Matt Kireker	Sen. Bennet's office
Maureen Stepp	Colorado Mountain College
Carolyn Tucker	Colorado Workforce Commission
Cheryl Burns	Realtor

Attendee	Affiliation
Keely Ellis	Town of Rangely and Colorado Northwest Community College
Robert Amick	Public Safety Consultant, Meeker
Lani Kitching	Town of Carbondale
Kristine Llacuna	Business Owner - Rifle
Sean VonRoeen	ERBM Recreation and Park District, Meeker
Chris Akers	Demographer's Office, Colorado Department of Local Affairs
Nina Anderson	Express Employment
John Bristol	Steamboat Springs Chamber of Commerce
Robin Steffen	Rifle Police Department
Melonie Matarozzo	Town of Collbran
Margie Joy	CHFA
Alyssa Logan	Sen. Bennet's office
Tiffany Pehl	AGNC
Bonnie Petersen	AGNC

Garfield County CEDS Update Meeting

June 18, 2021

Attendee	Affiliation
Laura Kay Houser	AGNC
Karl Paulson	AGNC Economic Development
Bonnie Petersen	AGNC
Tiffany Pehl	AGNC
Joshua Williams	Garfield County Health Department
Sheryl Bower	Garfield County Planning
Andrea Stewart	Carbondale Chamber of Commerce
Robin Steffen	Rifle Police Department
Tyler Kelly	Rifle Regional Economic Development Corporation
Renelle Lott	Garfield County Communications
Jeff Corn	Habitat For Humanity Roaring Fork
Mike Samson	County Commissioner

Attendee	Affiliation
Kevin Batchelder	County Manager
Dave Little	Citizen
Mike Lowe	CoVenture
Fred Jarman	Asst. County Manager
Tinker Duclou	Colorado Mountain College Rifle
Brett Lear	Garfield County Library Executive Director
Carolyn Tucker	Colorado Workforce
Alice Laird	Carbondale Town Council
Tom Jankovsky	County Commissioner
Leslie Robinson	Grand Valley Citizens Alliance
Debbie Bruell	Democratic Party
Scott Beilfuss	Mesa County Democratic Party

Rio Blanco County CEDS Update Meeting

June 24, 2021

Attendee	Affiliation
Laura Kay Houser	AGNC
Karl Paulson	AGNC Economic Development
Bonnie Petersen	AGNC
Tiffany Pehl	AGNC
Emma Baker	Moon Lake Electric Association
Niki Turner	Rio Blanco Herald Times
Christina Oxley	Colorado Workforce ERBM Meeker Recreation Department
Sean VonRoeen	
Keely Ellis	Town of Rangely
Alisa Granger	Town of Rangely
Mandi Etheridge	Town of Meeker
Carly Thomson	Rio Blanco County
Jeannie Caldwell	Town of Rangely
Lisa Piering	Town of Rangely
Caitlin Walker	Rio Blanco Herald Times

Moffat County CEDS Update Meeting

June 25, 2021

Attendee	Affiliation
Laura Kay Houser	AGNC
Karl Paulson	AGNC
Bonnie Petersen	AGNC
Tiffany Pehl	AGNC
Andy Daniels	Memorial Regional Health Hospital
Ray Beck	Club 20/City of Craig
Christina Oxley	Colorado Workforce
Melanie Kilpatrick	City of Craig
Jeremiah Riley	Uinta Group
Melody Villard	County Commissioner
Drew Kramer	Tri-State Energy

Mesa County CEDS Update Meeting

July 9, 2021

Attendee	Affiliation
Laura Kay Houser	AGNC
Karl Paulson	AGNC Economic Development
Bonnie Petersen	AGNC
Tiffany Pehl	AGNC
Anna Stout	City of Grand Junction
Bill Carlson	Town of Palisade
Nina Anderson	Express Employment
Amy Crick	USDA
Shawna Grieger	Western Colorado Contractor's Association
Janice Rich	CO State House District 55
Pam Francil	CHFA
Cody Davis	Mesa County Commissioner
Margie Joy	CHFA
Tawny Espinoza	Community Hospital
Robin Brown	Grand Junction Economic Partnership
Katherine Boozell	DOLA
Rebekah Scarrow	Realtor, Associated Members of Growth and Developers

Routt County CEDS Update Meeting

July 14, 2021

Attendee	Affiliation
Laura Kay Houser	AGNC
Karl Paulson	AGNC
Bonnie Petersen	AGNC
Tiffany Pehl	AGNC
Randy Rudasics	Colorado Mountain College - SCORE
Leigh Hull	Aging Services Coalition
John Bristol	Steamboat Springs Chamber - ED Director
Ulrich Salzgeber	CEO Steamboat Springs Board of Realtors
Michael Marchard	Steamboat Springs Chamber
Kara Stoller	Steamboat Springs Chamber
Lala (Alyssa) Cartmill	YVHA - Yampa Valley Housing Authority

Attendee	Affiliation
JC Norling	Colorado Mountain College - Campus Dean
Christina Oxley	Colorado Workforce
Sarah Leonard	Steamboat Springs Chamber
Mark Collins	Interim Routt County Manager
Brad McCloud	Xcel Energy
April Sigman	Routt County Council on Aging
Winnie DelliQuadri	Steamboat Springs - Intergovernmental Services
Libby Christensen	Routt County Extension - ED Council
Kevin Booth	YV Regional Airport Director
Margie Joy	CHFA

Final Regional CEDS Update Meeting

July 29, 2021

Attendee	Affiliation
Laura Kay Houser	AGNC
Ray Beck	Club 20/Moffat County
Karl Paulson	AGNC Economic Development
Carly Thomson	Rio Blanco County
Andrea Stewart	Carbondale Chamber of Commerce
Tinker Duclo	Colorado Mountain College
Carolyn Tucker	Colorado Workforce Commission
John Bristol	Steamboat Springs Chamber of Commerce
Tiffany Pehl	AGNC
Bonnie Petersen	AGNC

Attendee	Affiliation
Betsy Bair	Community Hospital
Pat Tucker	Conquest Development
Anna Stout	Mayor Pro Tem, City of Grand Junction
Leslie Robinson	Grand Valley Citizen's Alliance
Mandi Etheridge	Town Manager of Meeker
Rodney Gerloff	Meeker Parks and Rec
Shannon Scott	Economic Development Director, Town of Craig
Sydney Nielson	Clear Networx
Rebekah Scarrow	Remax Realtor

Appendix B

Board List



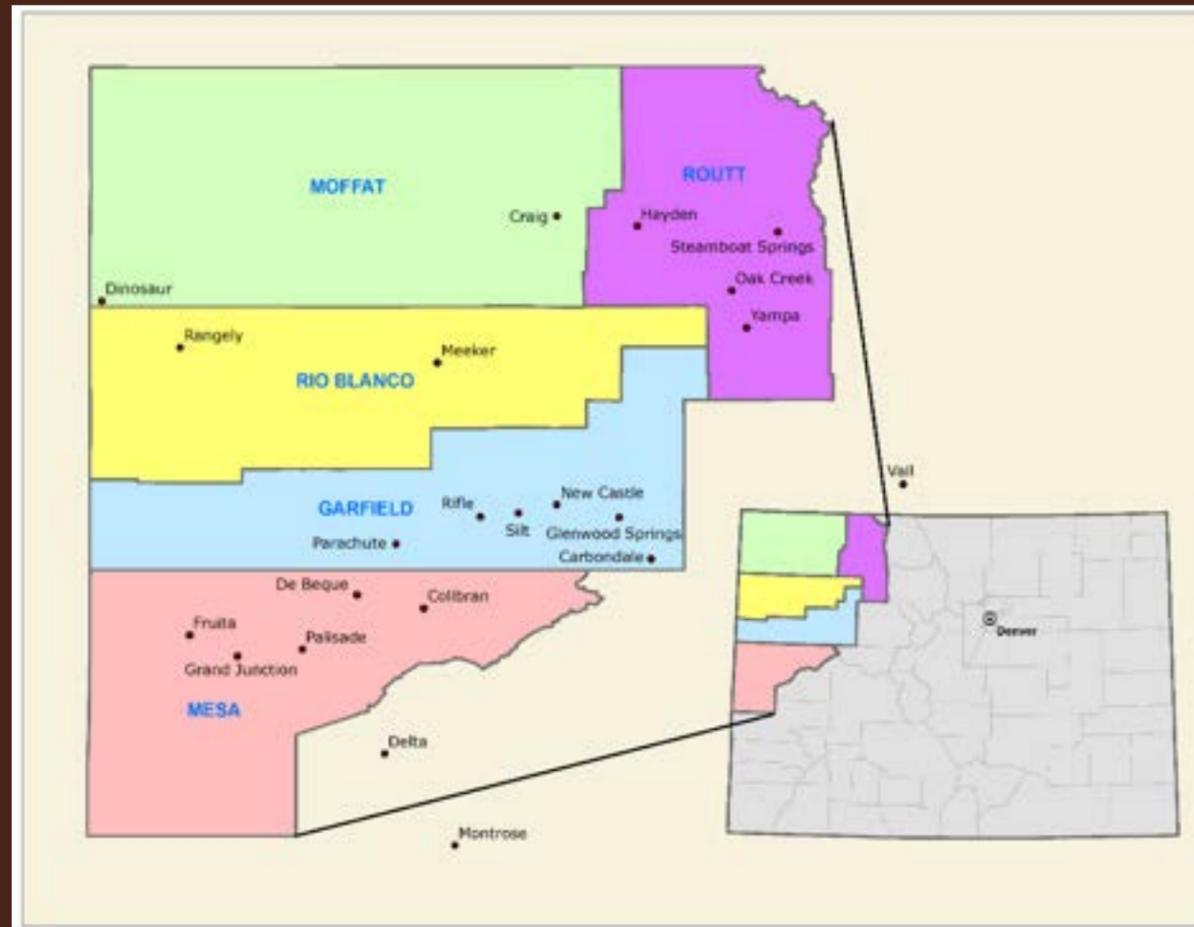
EDD Board

EDD Board

- **Mike Samson, Garfield County Commissioner; AGNC Chairman**
- **Tony Bohrer, Moffat County Commissioner**
- **Cody Davis, Mesa County Commissioner**
- **Keely Ellis, Rangely Town Council; AGNC Treasurer**
- **Ken Kreie, Fruita City Council**
- **Chris Nichols, Craig City Council**
- **Grady Hazelton, New Castle Town Council**
- **Mathew Mendisco, Town of Hayden**
- **John Bristol, Steamboat Springs Chamber**

Appendix C

County Profiles



GARFIELD COUNTY

Profile

Garfield County Distress Criteria Report – May 2021

Economic Distress Criteria—Primary Elements

	Region	U.S.	Threshold Calculations
24-month Average Unemployment Rate (BLS) period ending May 2021	5.30	6.33	-1.03
2019 Per Capita Money Income (5-year ACS)	\$33,393	\$34,103	97.92%
2019 Per Capita Personal Income (BEA)	\$60,285	\$56,490	106.72%

Economic Distress Criteria—Geographic Components

	24 Month Unemp	Threshold Calculation	BEA PCPI	Threshold Calculation	Census PCMI (2000)	Threshold Calculation	ACS 5-Year PCMI	Threshold Calculation
Garfield County, CO	5.30	-1.03	\$60,285	106.7	\$21,341	98.9	\$33,393	97.9

Sources: U.S. Bureau of Census, Labor Statistics, and Economic Analysis; Calculations generated by StatsAmerica. Reference date 5-2021

POVERTY MEASURES

Garfield County Poverty Estimates 2000 - 2019

Poverty Estimates	Year	Rate	% Change on 2000	% Change on 2016	Rankings vs. 3,144 Counties
Poverty Rate	2019	9.6%	23.1%	17.1%	2,520
	2016	8.2%			2,623
	2000	7.8%			2,690
Poverty Rate for Children Under 18	2019	11.9%	7.2%	5.3%	2,615
	2016	11.3%			2,612
	2000	11.1%			2,602

Sources: US Census Bureau

Garfield County Population Statistics

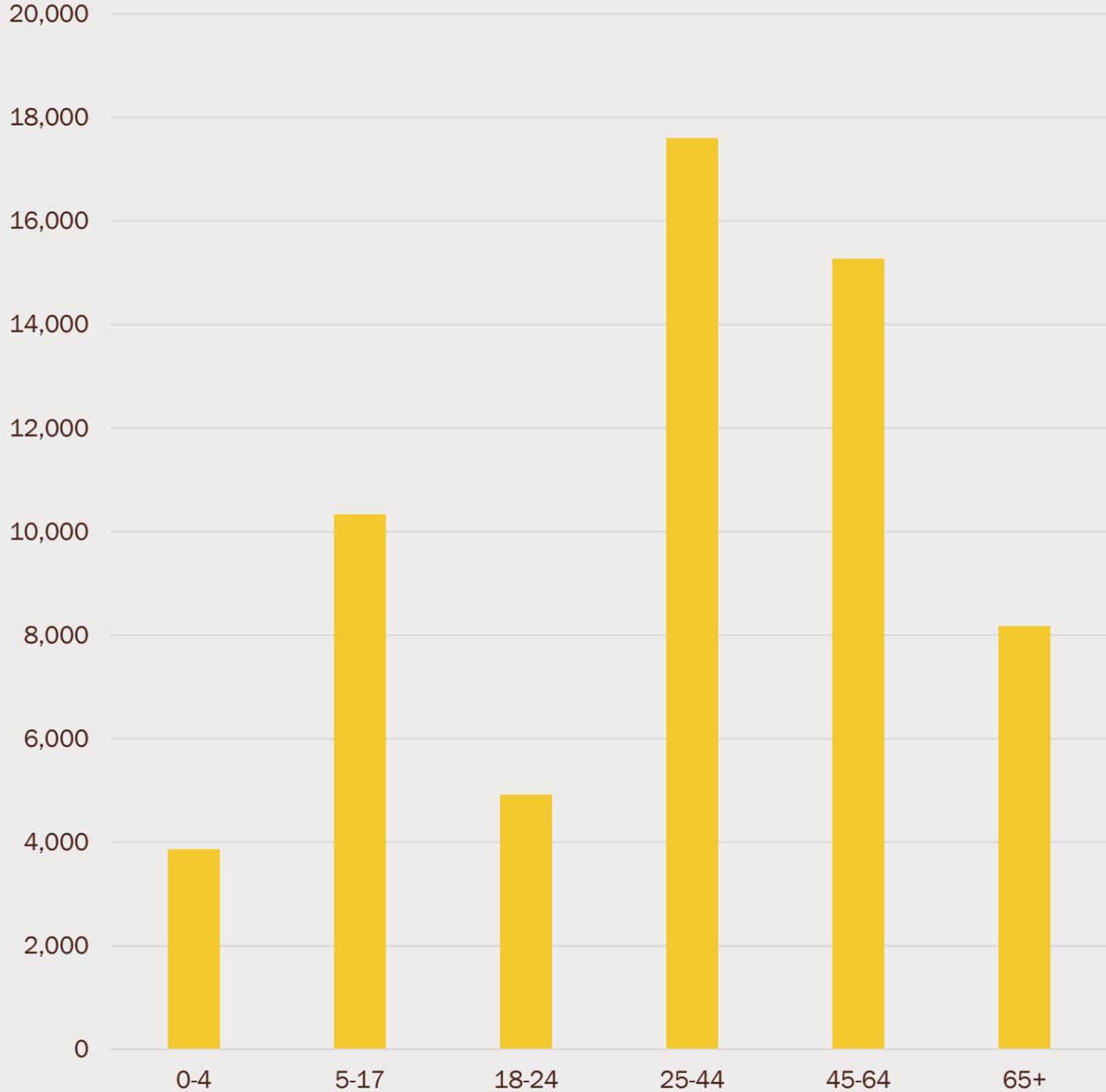
Garfield Population 2010: 56,150

Garfield Population 2020: 60,795 (+8.3%)

Garfield Hispanic Population: 28.6%

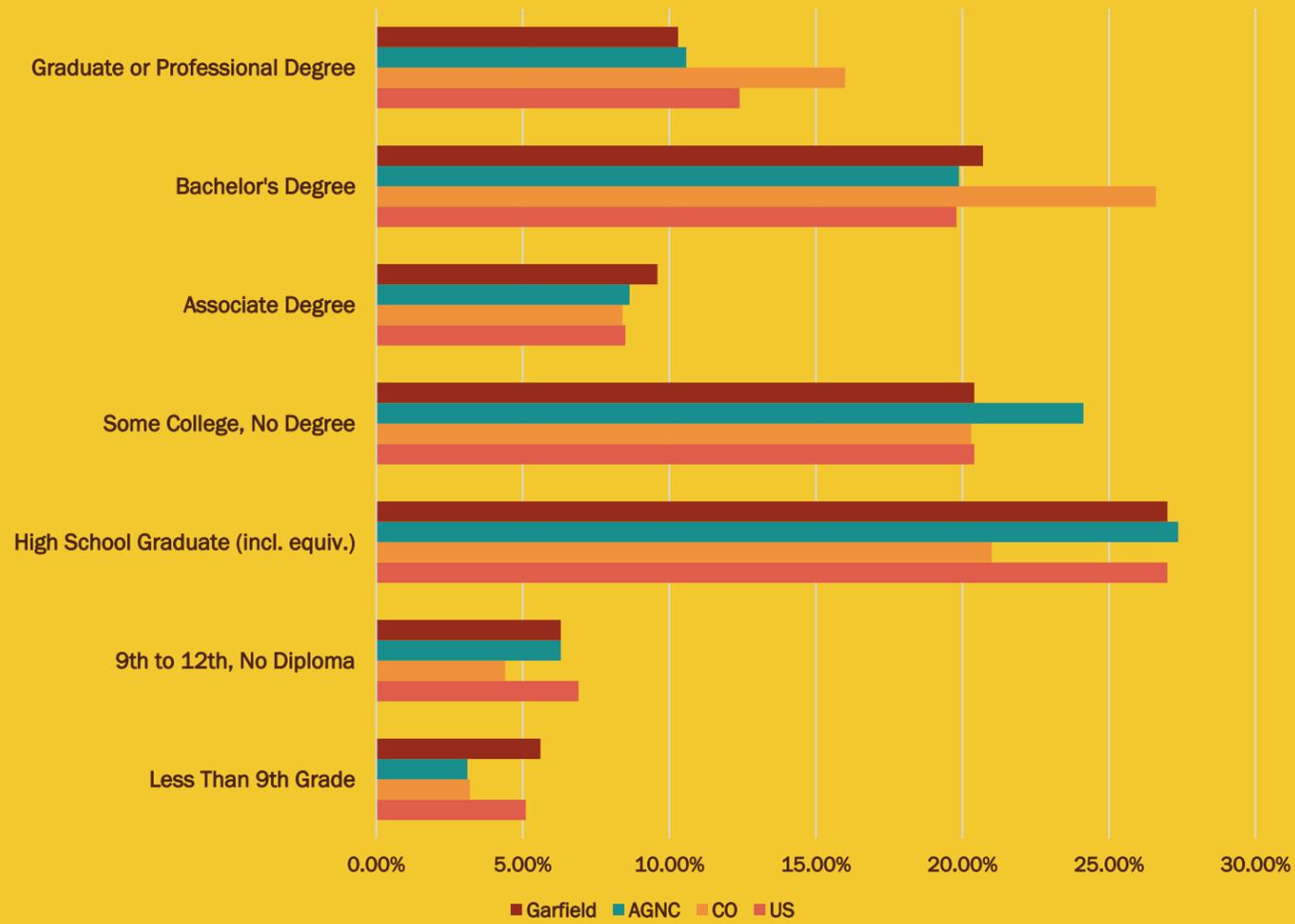
Sources: Colorado State Demography Office, DOLA

Garfield Population Distribution



GARFIELD COUNTY EDUCATION STATISTICS

Garfield Educational Attainment Comparison



Sources: US Census Bureau

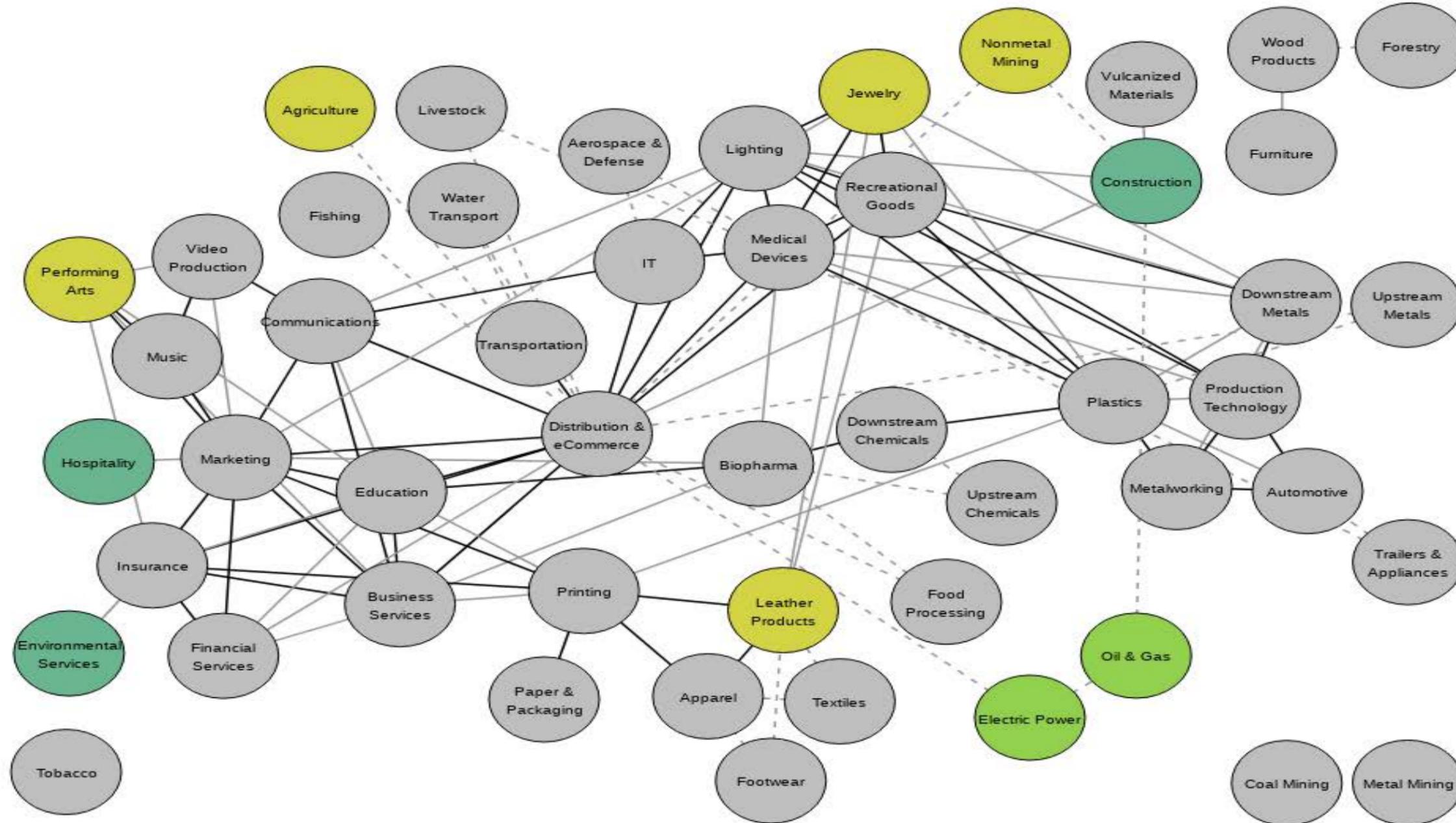
Cluster Linkages and Economic Diversification

Garfield County, CO, 2016

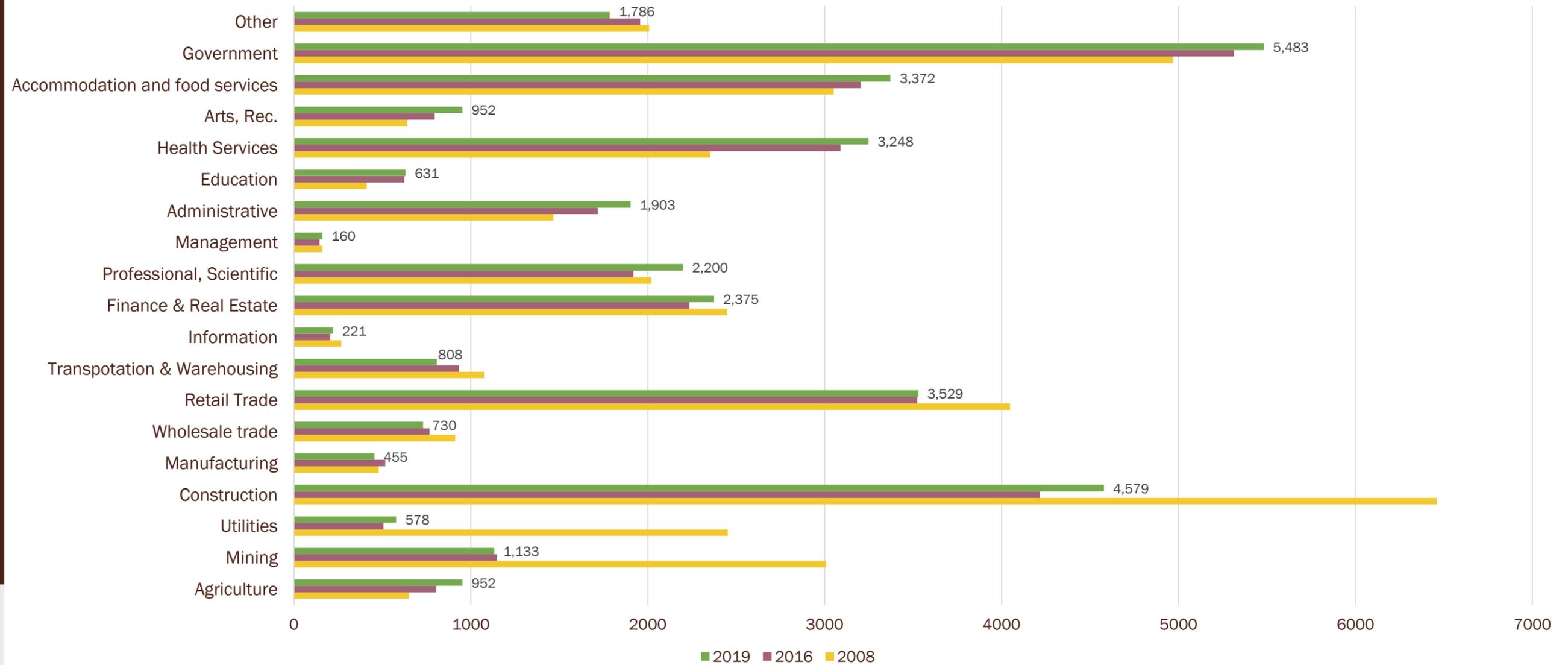
Cluster Specialization

- Strong clusters above 90th percentile specialization
- Strong clusters above 75th percentile specialization
- Other specialized clusters (LQ > 1.0)

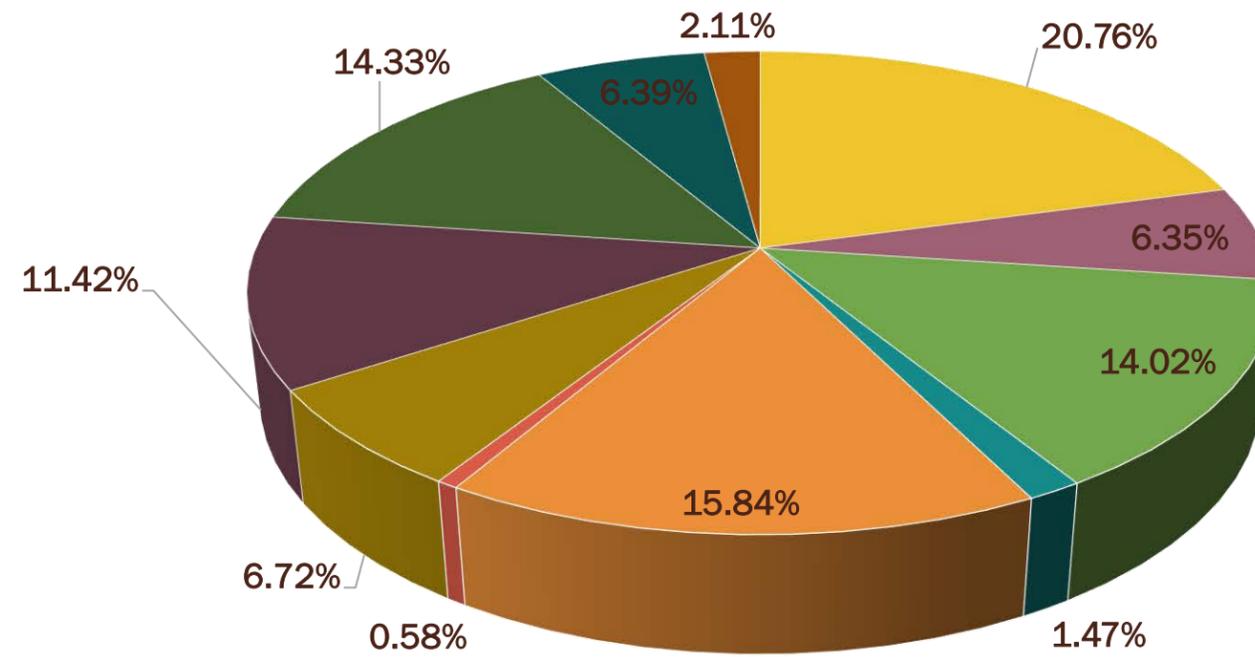
- BCR >= 95th pctile & RI >= 20%
- BCR 90th-94th pctile & RI >= 20%
- -** Next closest clusters not meeting above criteria



Garfield Jobs by Industry History



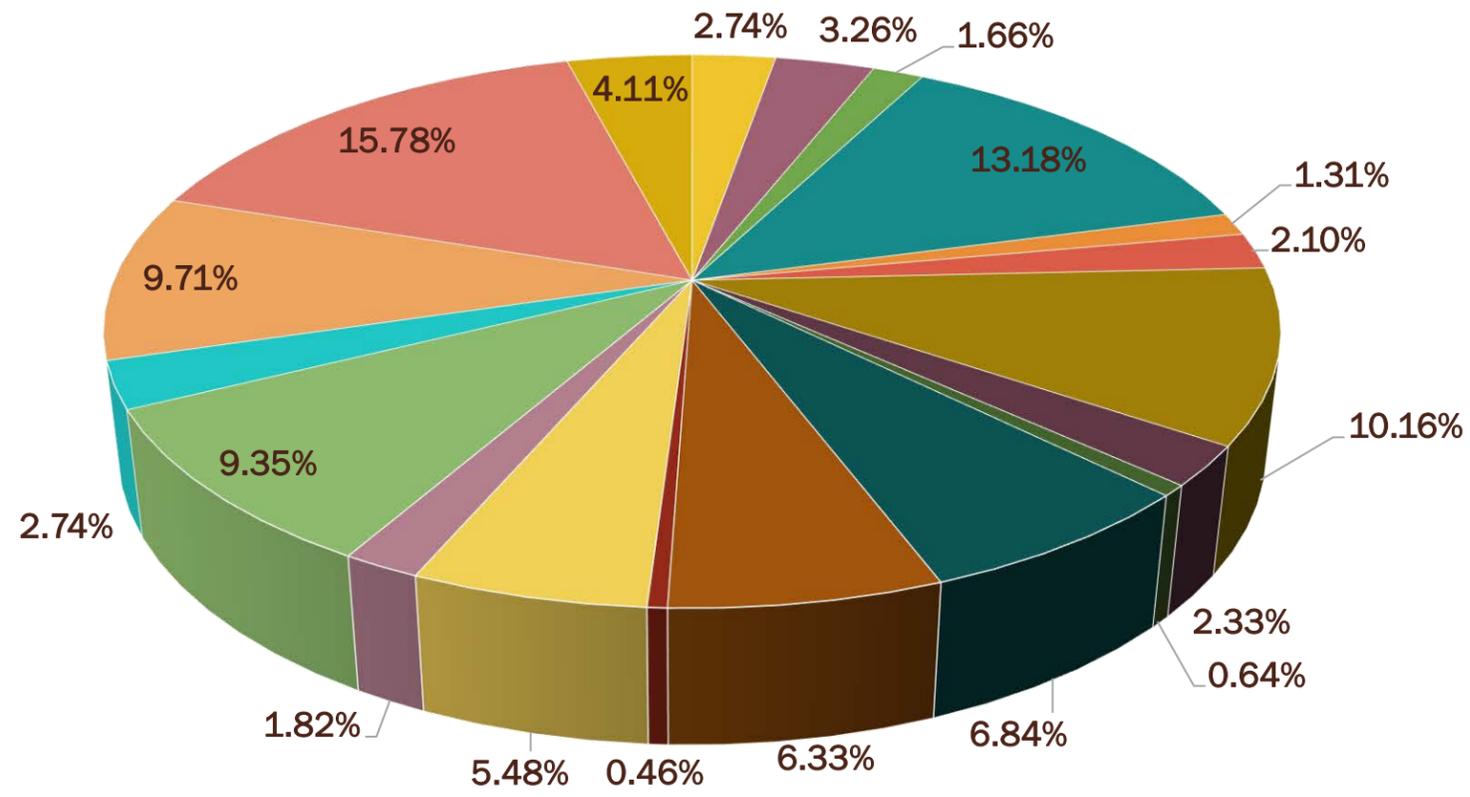
Garfield Wage Distribution by Industry



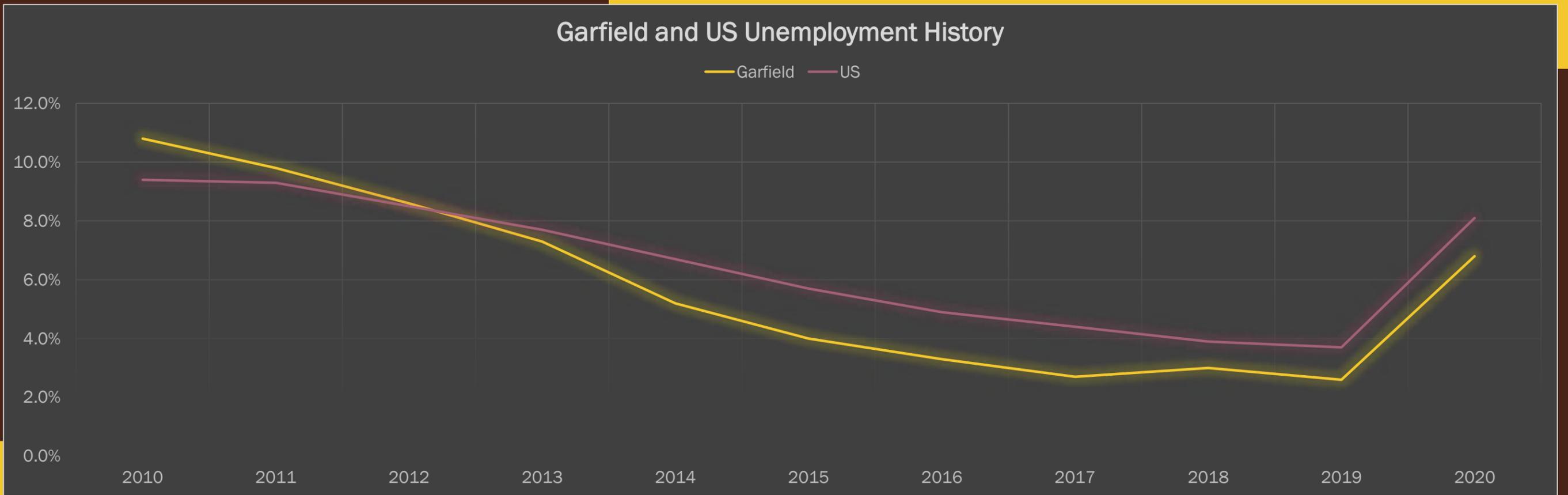
- Government
- Trade, Transportation, Utilities
- Education, Health Service
- Natural Resources
- Information
- Hospitality, Food
- Construction
- Financial Activities
- Other
- Manufacturing
- Professional, Technical

Sources: US Bureau of Labor Statistics (BLS)

2019 Garfield Job Industry Distribution



- Agriculture
- Mining
- Utilities
- Construction
- Manufacturing
- Wholesale trade
- Retail Trade
- Transportation & Warehousing
- Information
- Finance & Real Estate
- Professional, Scientific
- Management
- Administrative
- Education
- Health Services
- Arts, Rec.
- Accommodation and food services
- Government
- Other

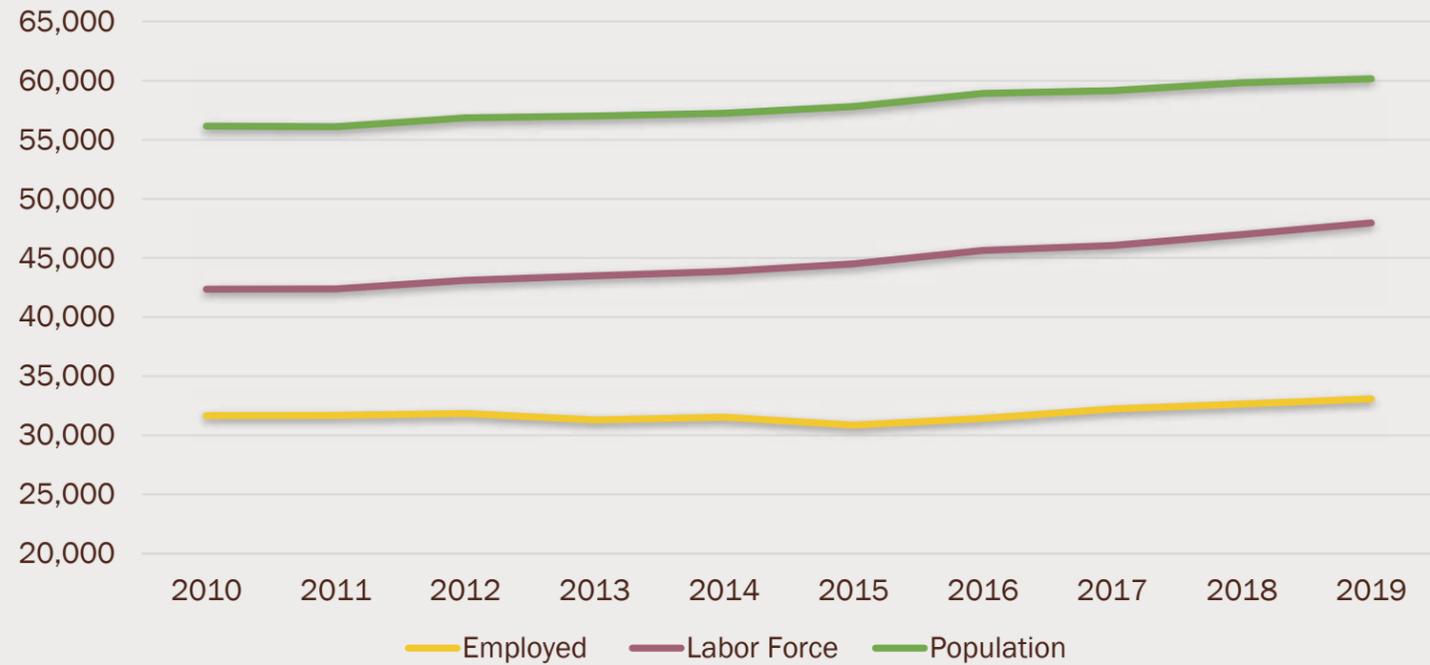


GARFIELD UNEMPLOYMENT

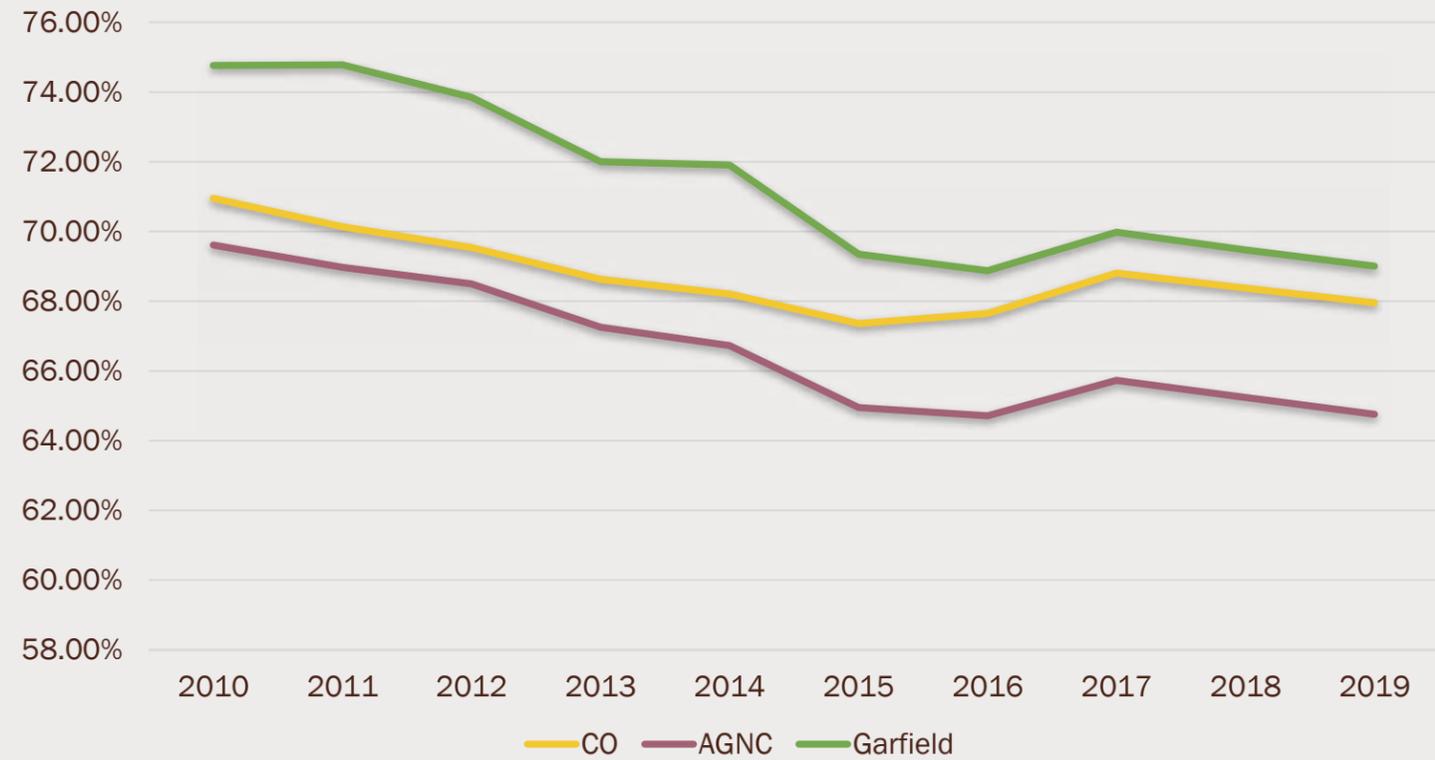
Sources: US BLS and DOLE

Garfield Demographics and Workforce Data

Garfield Population and Workforce 2010-2019

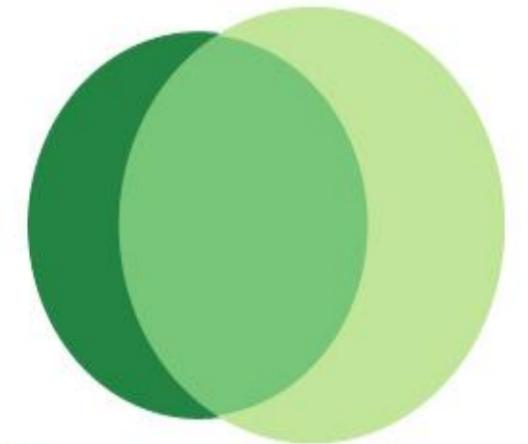
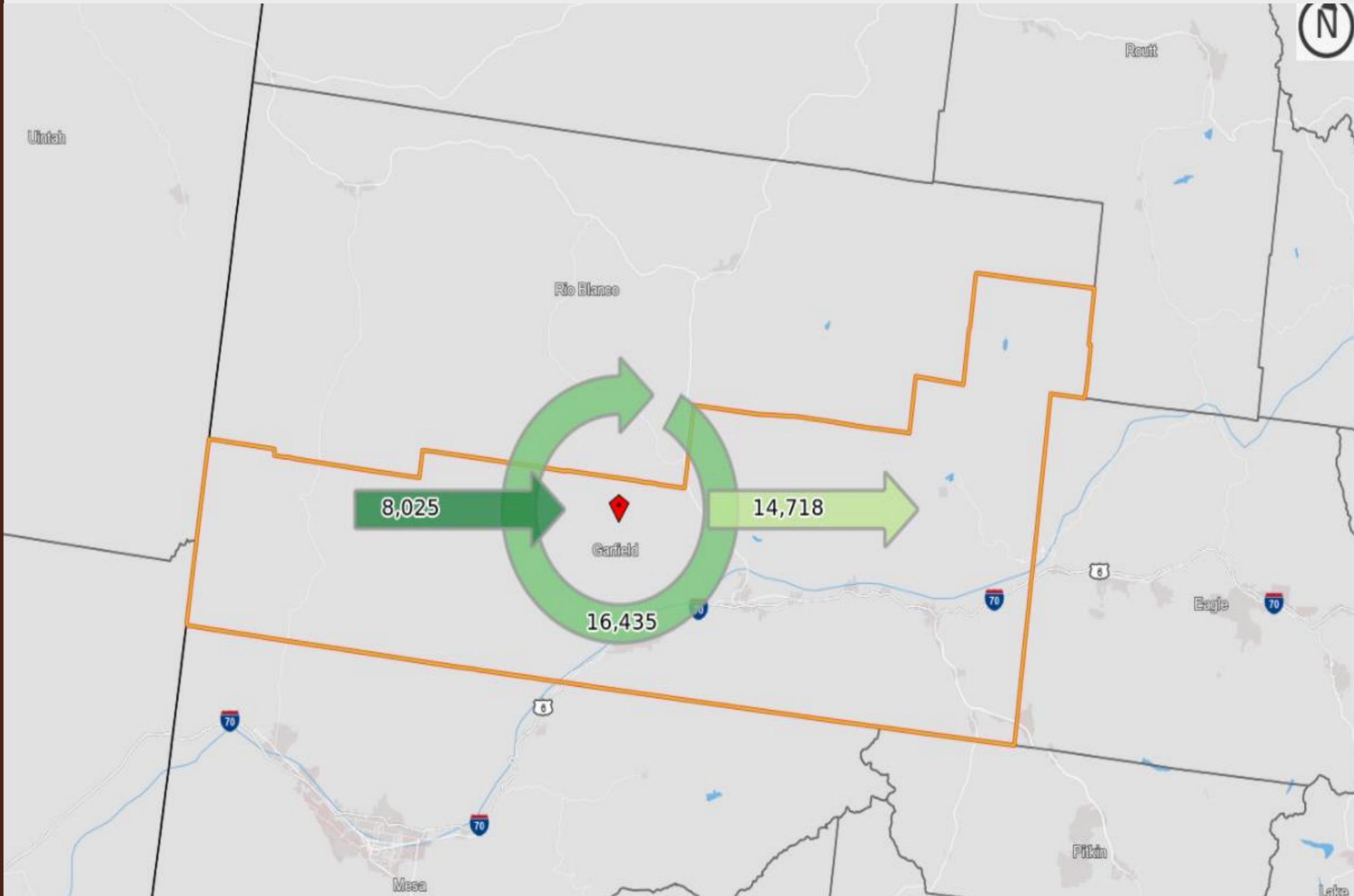


Garfield Labor Force Participation Rate



Sources: US BLS, and DOLA

Commuting Patterns (2018)



- 8,025 - Employed in Selection Area, Live Outside
- 14,718 - Live in Selection Area, Employed Outside
- 16,435 - Employed and Live in Selection Area

Inflow/Outflow Job Counts (All Jobs) 2018

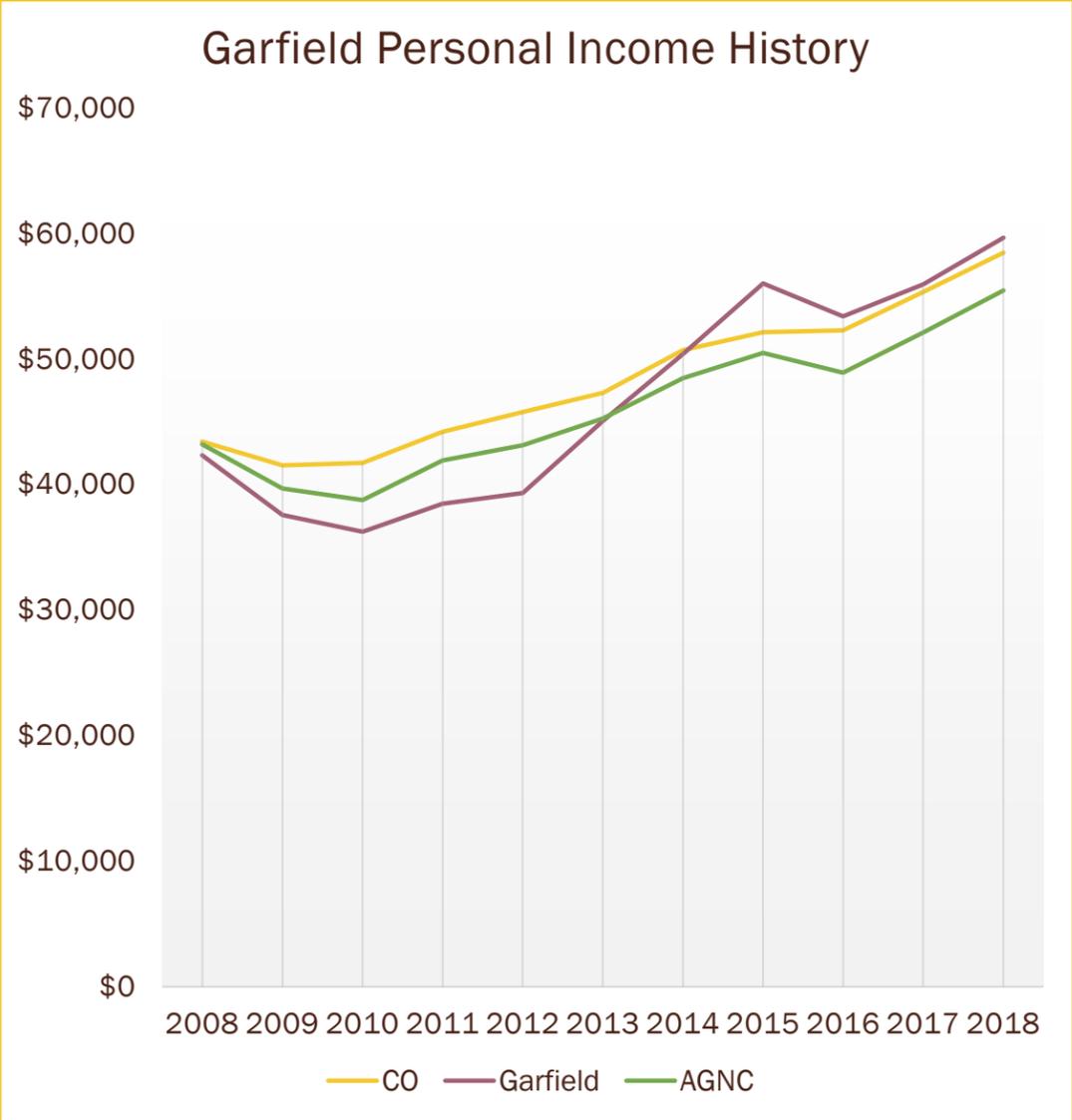
	Count	Share
Employed in the Selection Area	24,460	100.0%
Employed in the Selection Area but Living Outside	8,025	32.8%
Employed and Living in the Selection Area	16,435	67.2%
Living in the Selection Area	31,153	100.0%
Living in the Selection Area but Employed Outside	14,718	47.2%
Living and Employed in the Selection Area	16,435	52.8%

[Reset Highlighting](#)

Garfield Agricultural Statistics

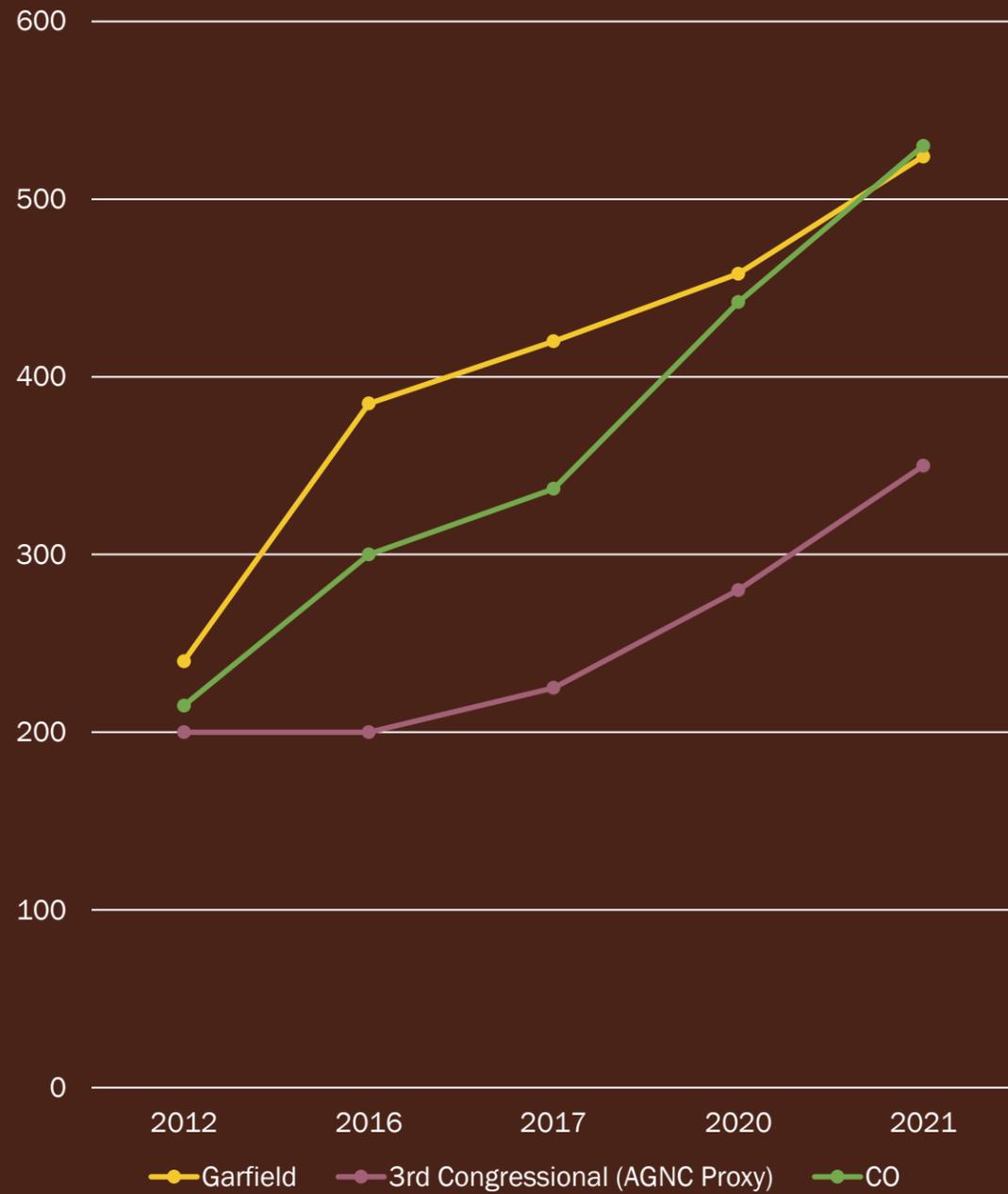
The USDA AG Census is conducted every five years. Between 2007 and 2012, Garfield County saw a slight increase in agricultural market value, an increase in the number of farms by two, but a decrease in the farmed acreage. From 2012 to 2017 the agricultural sector of the county economy grew significantly, with total farm acreage under production increasing 53%, ag related jobs 57% to 1,952 and the market value of production 58% to \$36 million. The ag related jobs have maintained these numbers through 2019 and the agricultural economy within the county continues to grow.

GARFIELD INCOME STATISTICS



Sources: US Bureau of Economic Analysis (BEA)

Garfield Property Price History (\$ Thousands) - Median Family Home



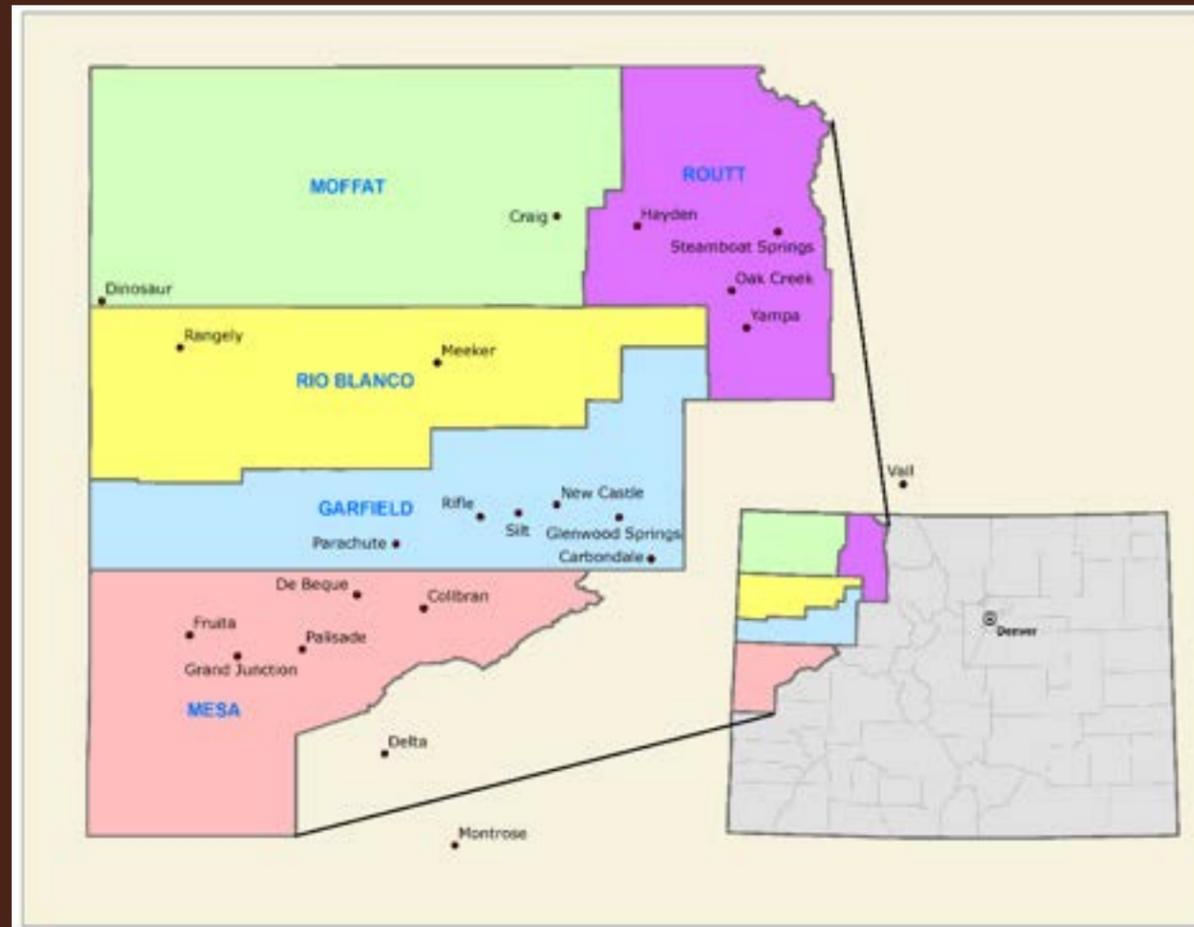
GARFIELD HOUSING STATISTICS

Sources: Colorado Association of Realtors

Garfield and CO History of Assessed Property Valuations, Property Taxes, & Sales Tax –

	Garfield Sales Tax	Garfield Y/Y % Change in Sales Tax	Garfield Property Tax Revenue	Y/Y % Change in Property Tax	Garfield Assessed Property Value (Billions \$)	Y/Y % Change in Assessed Value	CO Y/Y % Change in Assessed Value
2012	\$8,954,469		\$169,451,368		\$3.93		1.82%
2013	\$6,419,531	-28.31%	\$132,076,279	-22.06%	\$2.90	-26.32%	-0.89%
2014	\$8,554,707	33.26%	\$144,369,804	9.31%	\$2.90	0.00%	3.36%
2015	\$9,142,908	6.88%	\$162,331,169	12.44%	\$3.41	17.74%	14.96%
2016	\$8,545,721	-6.53%	\$120,017,290	-26.07%	\$3.41	0.00%	-3.67%
2017	\$9,761,010	14.22%	\$147,852,547	23.19%	\$2.38	-30.18%	10.07%
2018	\$11,279,532	15.56%	\$147,852,547	0.00%	\$2.38	0.00%	3.84%
2019	\$11,751,882	4.19%	\$153,722,100	3.97%	\$2.38	0.00%	16.96%
Total annualized growth over the 7-year period	4.46%		-1.33%		-5.63%		7.38%
Total nominal % change over the 7-year period	31.24%		-9.28%		-39.43%		51.66%
Real Change over the 7-year Period	12.24%		-28.28%		-58.43%		32.66%

Sources: DOLA and County Records



MESA COUNTY

Profile

Mesa County Distress Criteria Report – May 2021

Economic Distress Criteria—Primary Elements

	Region	U.S.	Threshold Calculations
24-month Average Unemployment Rate (BLS) period ending May 2021	6.10	6.33	-0.23
2019 Per Capita Money Income (5-year ACS)	\$29,596	\$34,103	86.78%
2019 Per Capita Personal Income (BEA)	\$46,719	\$56,490	82.70%

Economic Distress Criteria—Geographic Components

	24 Month Unemp	Threshold Calculation	BEA PCPI	Threshold Calculation	Census PCMI (2000)	Threshold Calculation	ACS 5-Year PCMI	Threshold Calculation
Mesa County, CO	6.10	-0.23	\$46,719	82.7	\$18,715	86.7	\$29,596	86.8

Sources: U.S. Bureau of Census, Labor Statistics, and Economic Analysis; Calculations generated by StatsAmerica. Reference date 5-2021

POVERTY MEASURES

Mesa County Poverty Estimates 2000 - 2019					
Poverty Estimates	Year	Rate	% Change on 2000	% Change on 2016	Rankings vs. 3,144 Counties
Poverty Rate	2019	11.2%	1.8%	-25.3%	2,137
	2016	15.0%			1,535
	2000	11.0%			1,890
Poverty Rate for Children Under 18	2019	14.3%	-6.5%	-19.7%	2,247
	2016	17.8%			2,065
	2000	15.3%			1,947

Sources: US Census Bureau

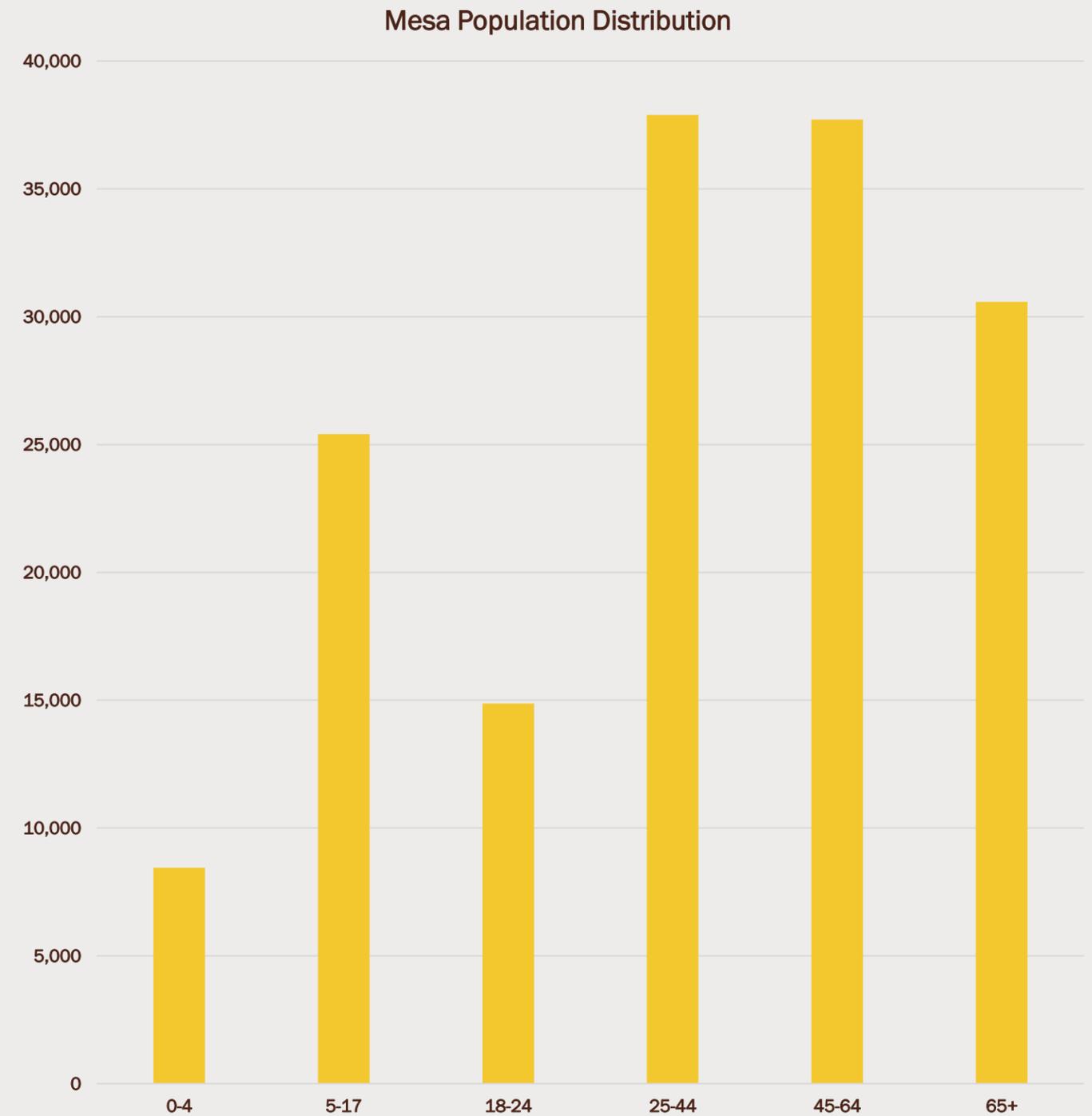
Mesa County Population Statistics

Mesa Population 2010: 147,155

Mesa Population 2020: 155,574 (+5.7%)

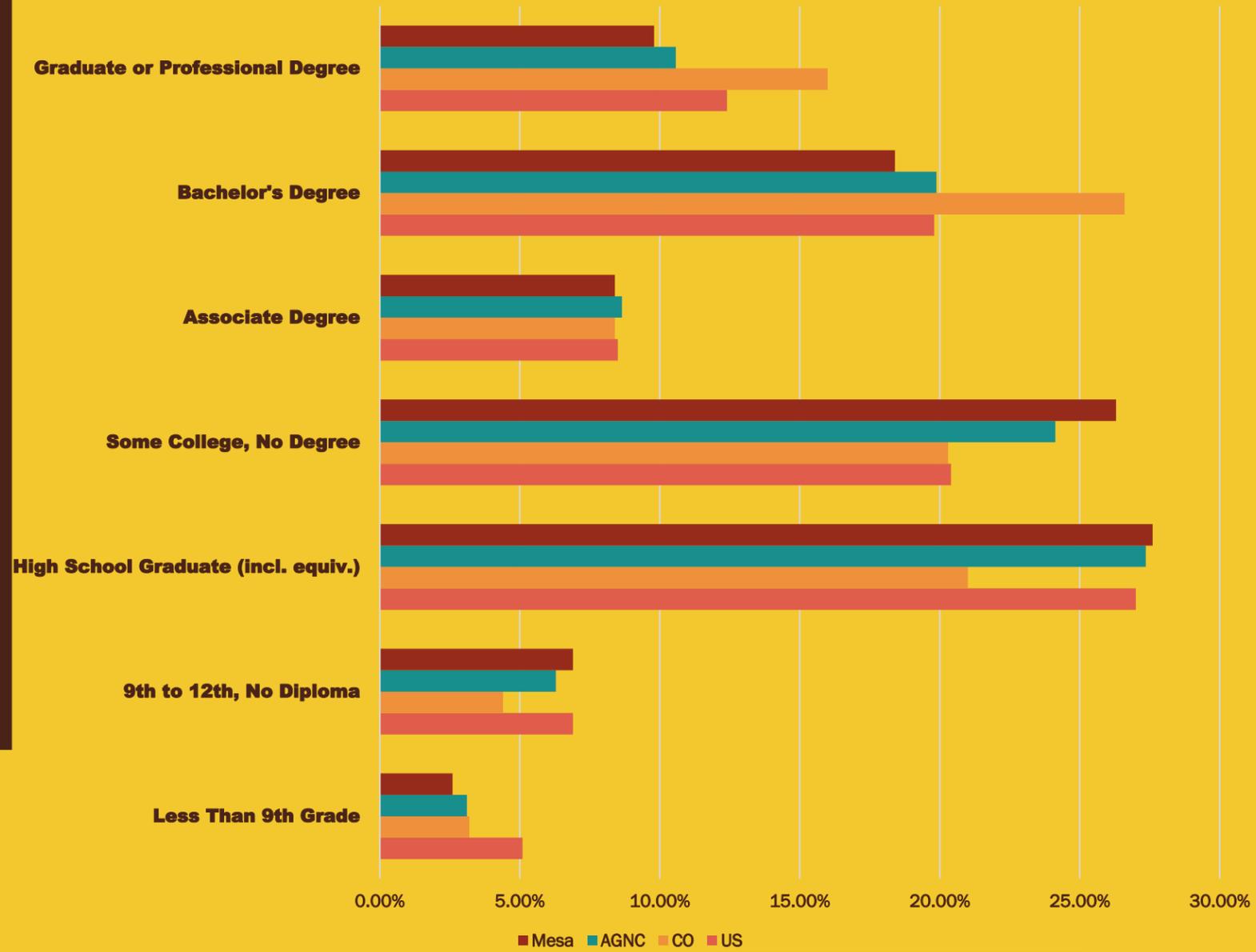
Mesa Hispanic Population: 14.8%

Sources: Colorado State Demography Office, DOLA



MESA COUNTY EDUCATION STATISTICS

Mesa Educational Attainment Comparison



Sources: US Census Bureau

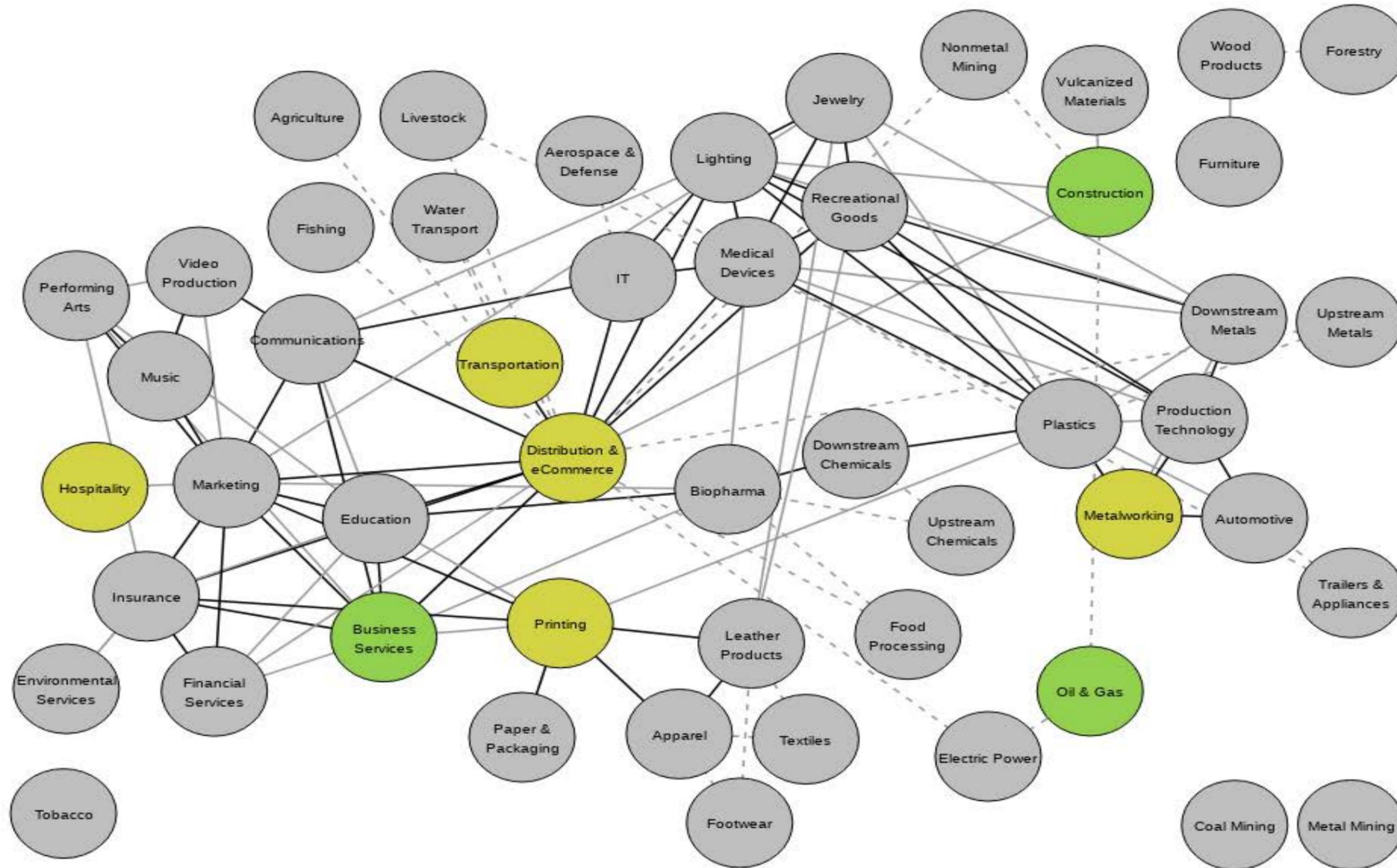
Cluster Linkages and Economic Diversification

Grand Junction, CO Metropolitan Area, 2018

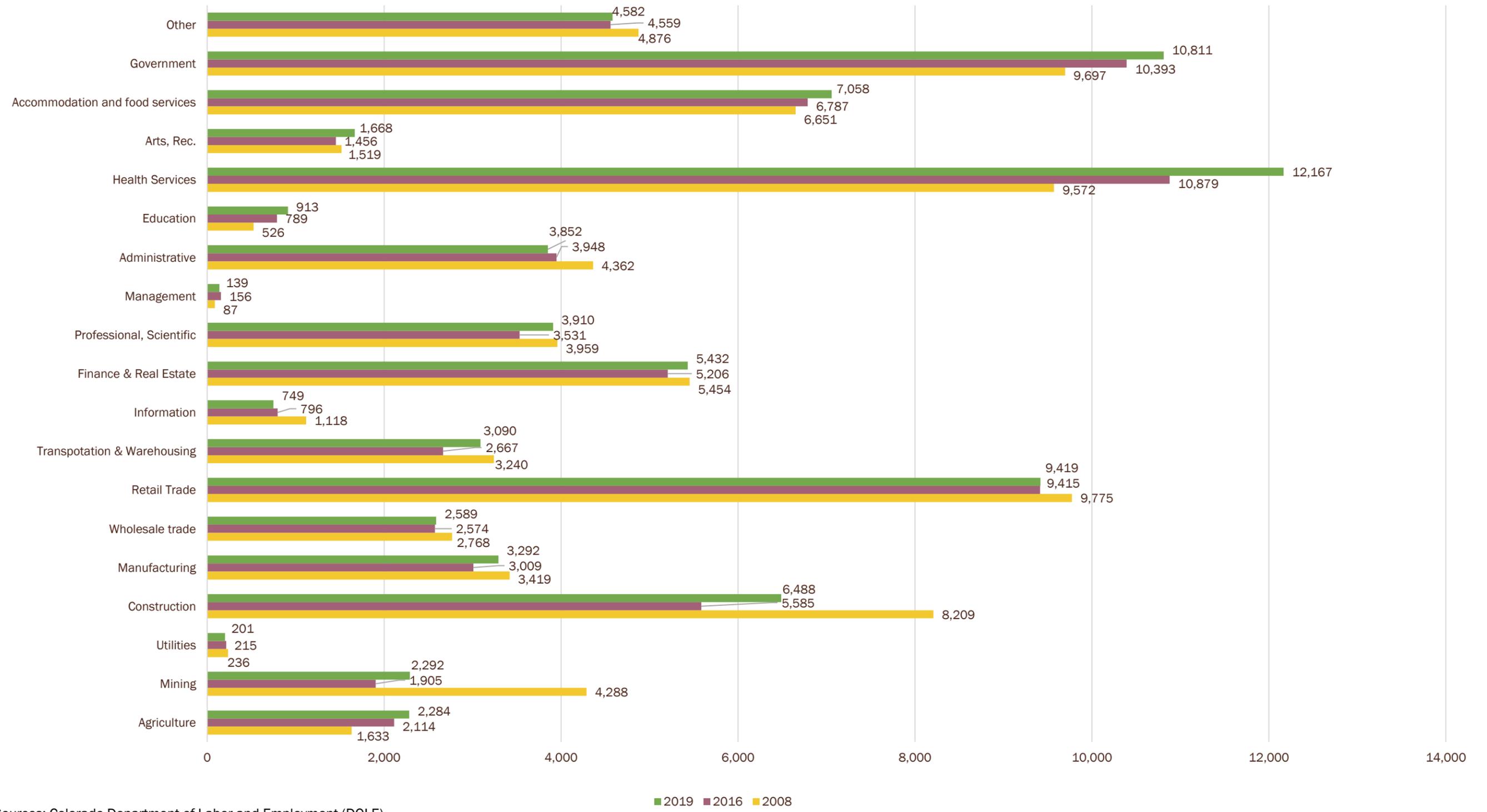
Cluster Specialization

- Strong clusters above 90th percentile specialization
- Strong clusters above 75th percentile specialization
- Other specialized clusters (LQ > 1.0)

- BCR >= 95th pctl & RI >= 20%
- BCR 90th-94th pctl & RI >= 20%
- Next closest clusters not meeting above criteria

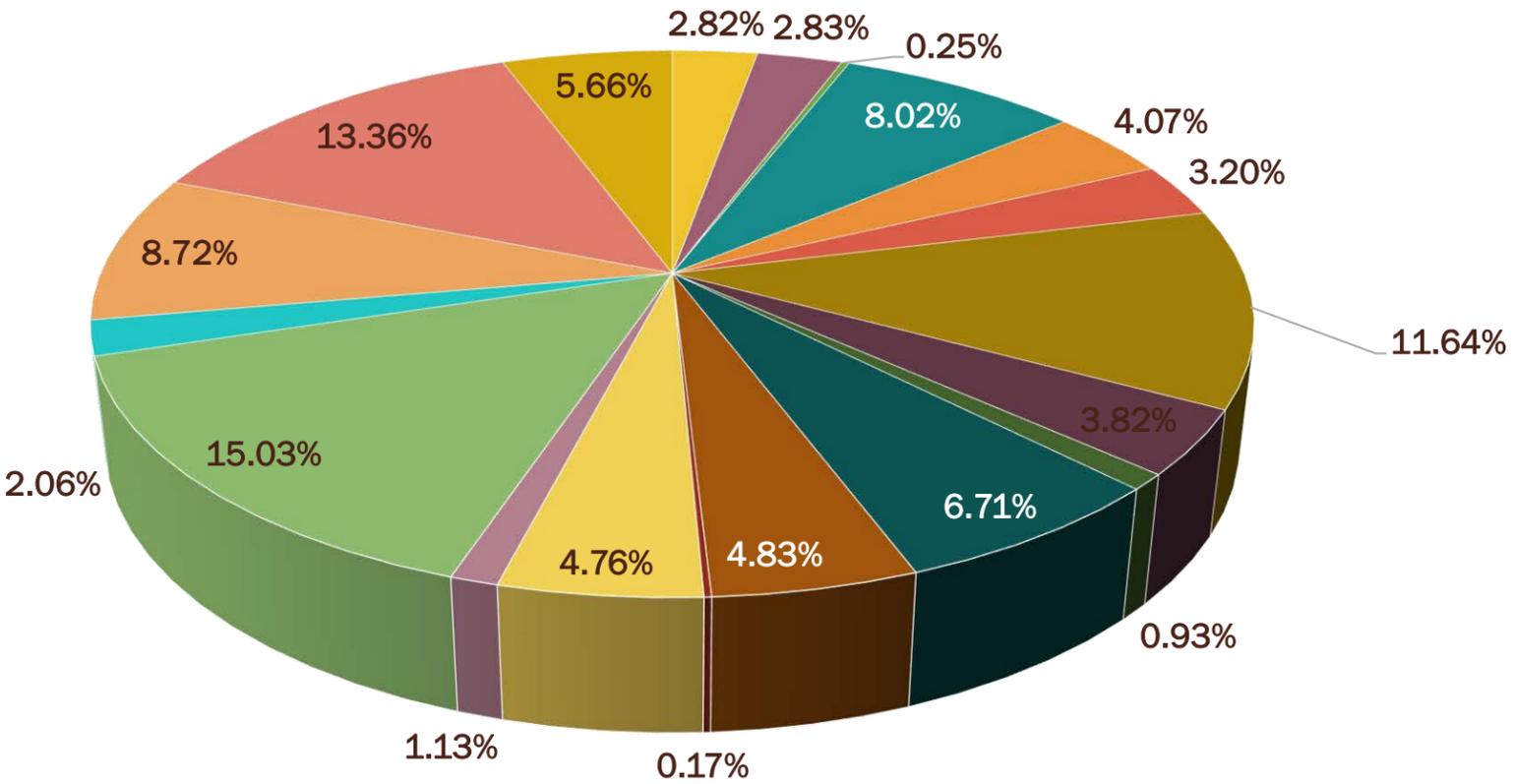


Mesa Jobs by Industry History



Sources: Colorado Department of Labor and Employment (DOLE)

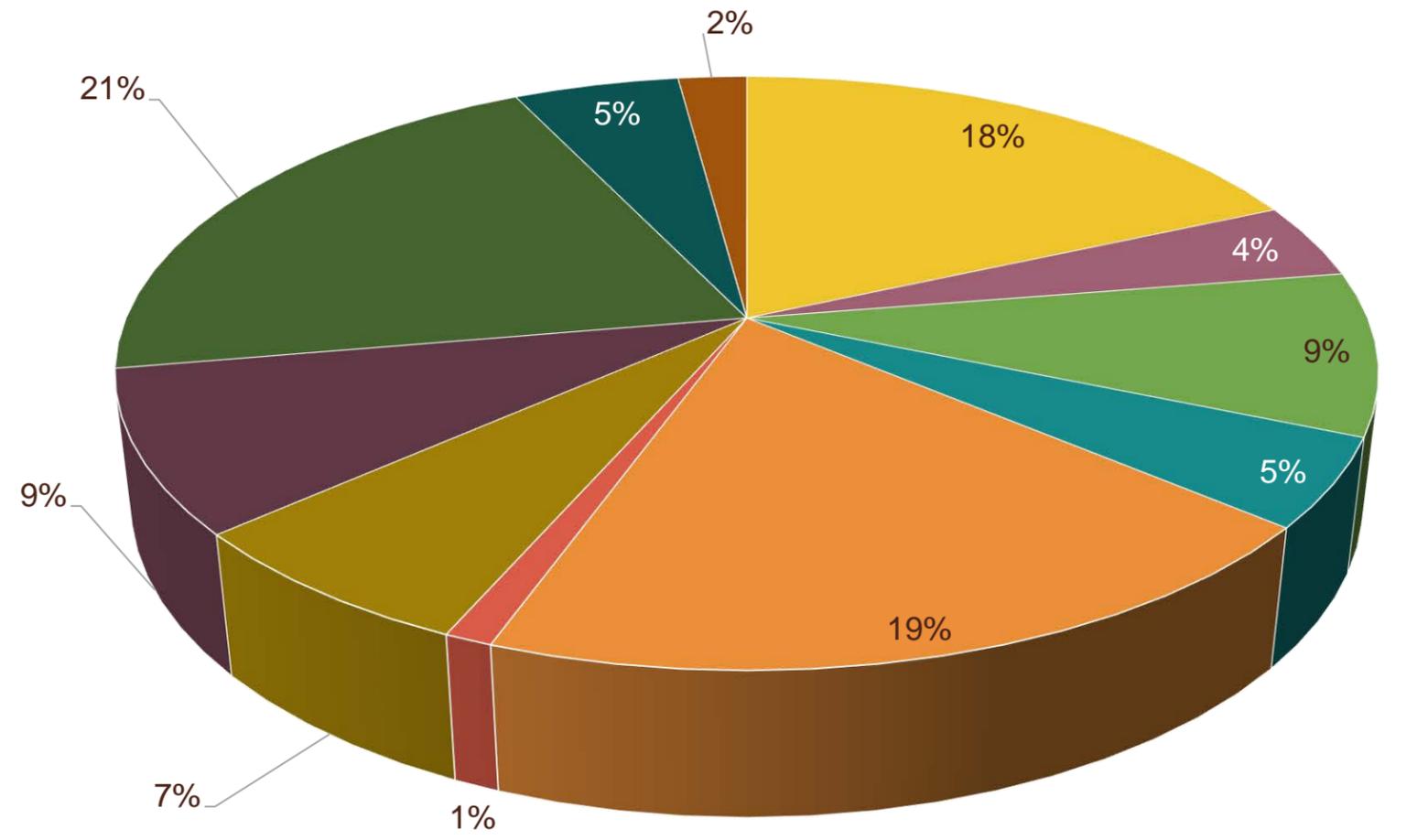
Mesa Job Distribution by Industry History



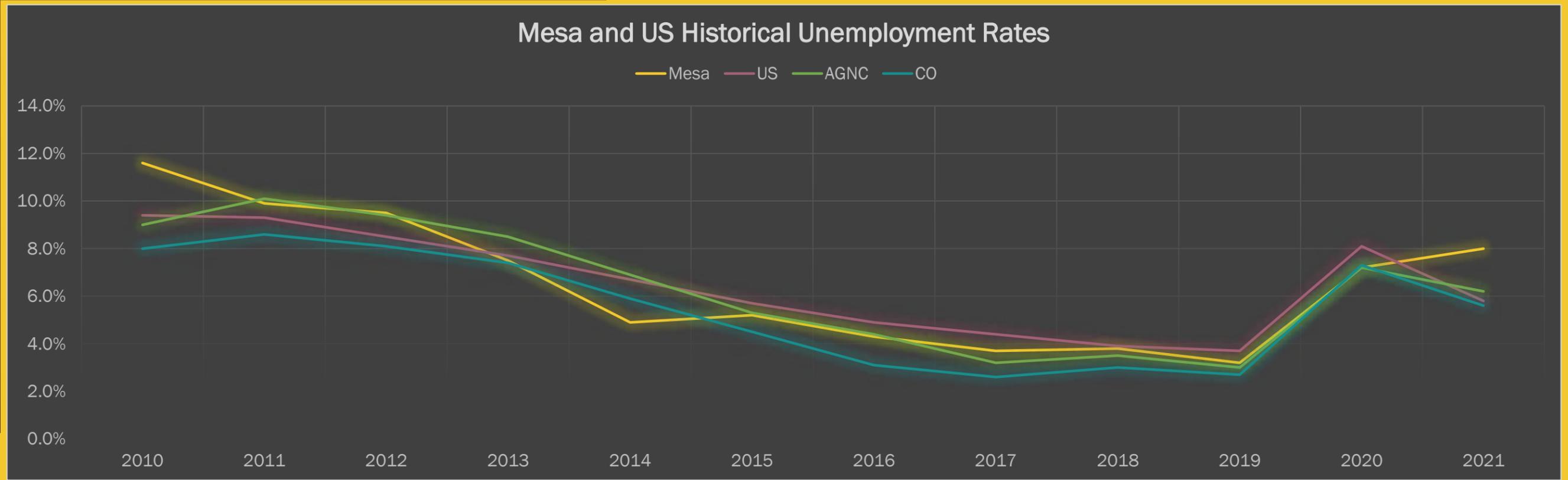
- Agriculture
- Manufacturing
- Information
- Administrative
- Accommodation and food services
- Mining
- Wholesale trade
- Finance & Real Estate
- Education
- Government
- Utilities
- Retail Trade
- Professional, Scientific
- Health Services
- Other
- Construction
- Transportation & Warehousing
- Management
- Arts, Rec.

Sources: US Bureau of Labor Statistics (BLS)

Mesa 2020 Wages by Industry



- Government
- Trade, Transportation, Utilities
- Education, Health Service
- Natural Resources
- Information
- Hospitality, Food
- Construction
- Financial Activities
- Other
- Manufacturing
- Professional, Technical

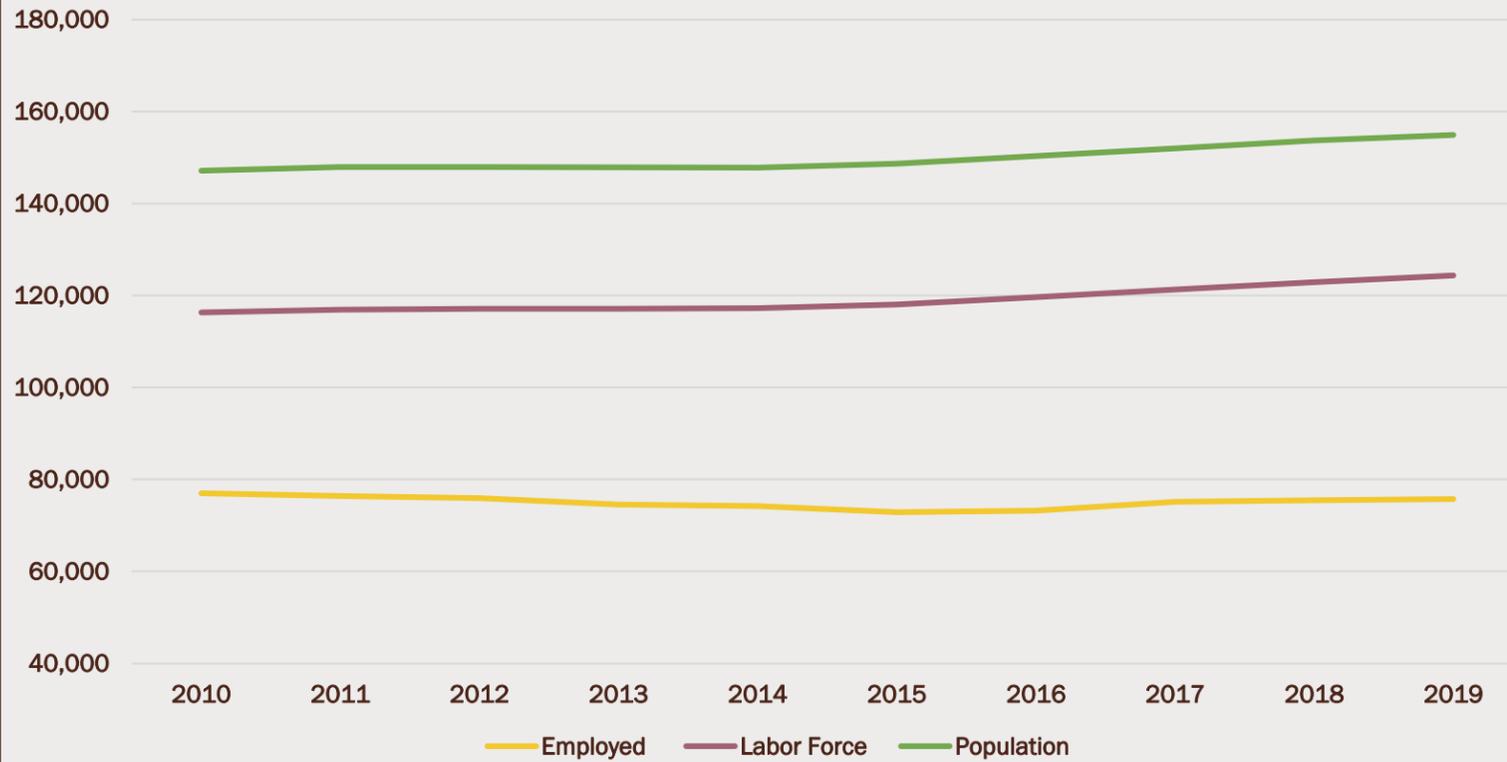


MESA UNEMPLOYMENT

Sources: US BLS and DOLE

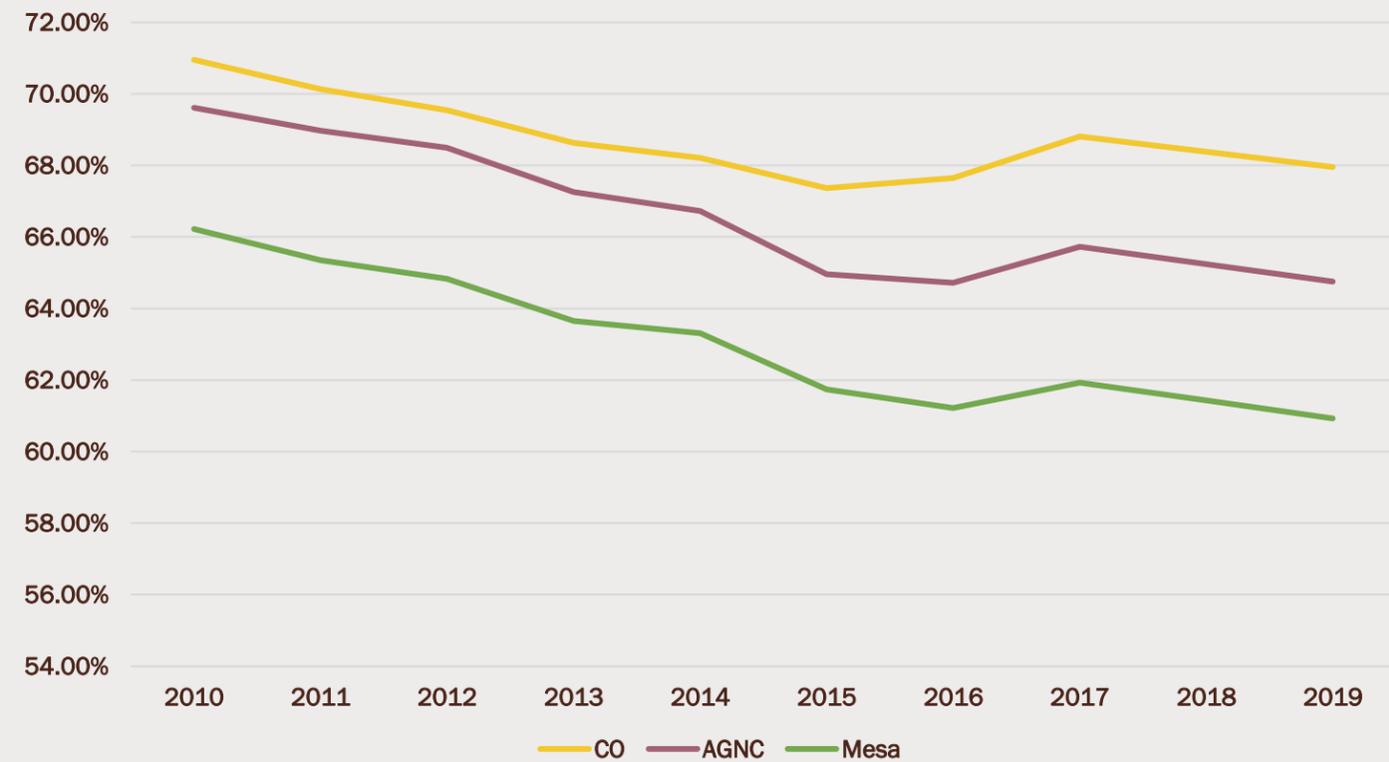
Mesa Demographics and Workforce Data

Mesa Population and Workforce 2010-2019

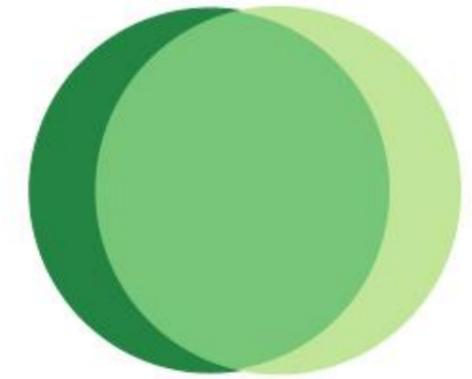
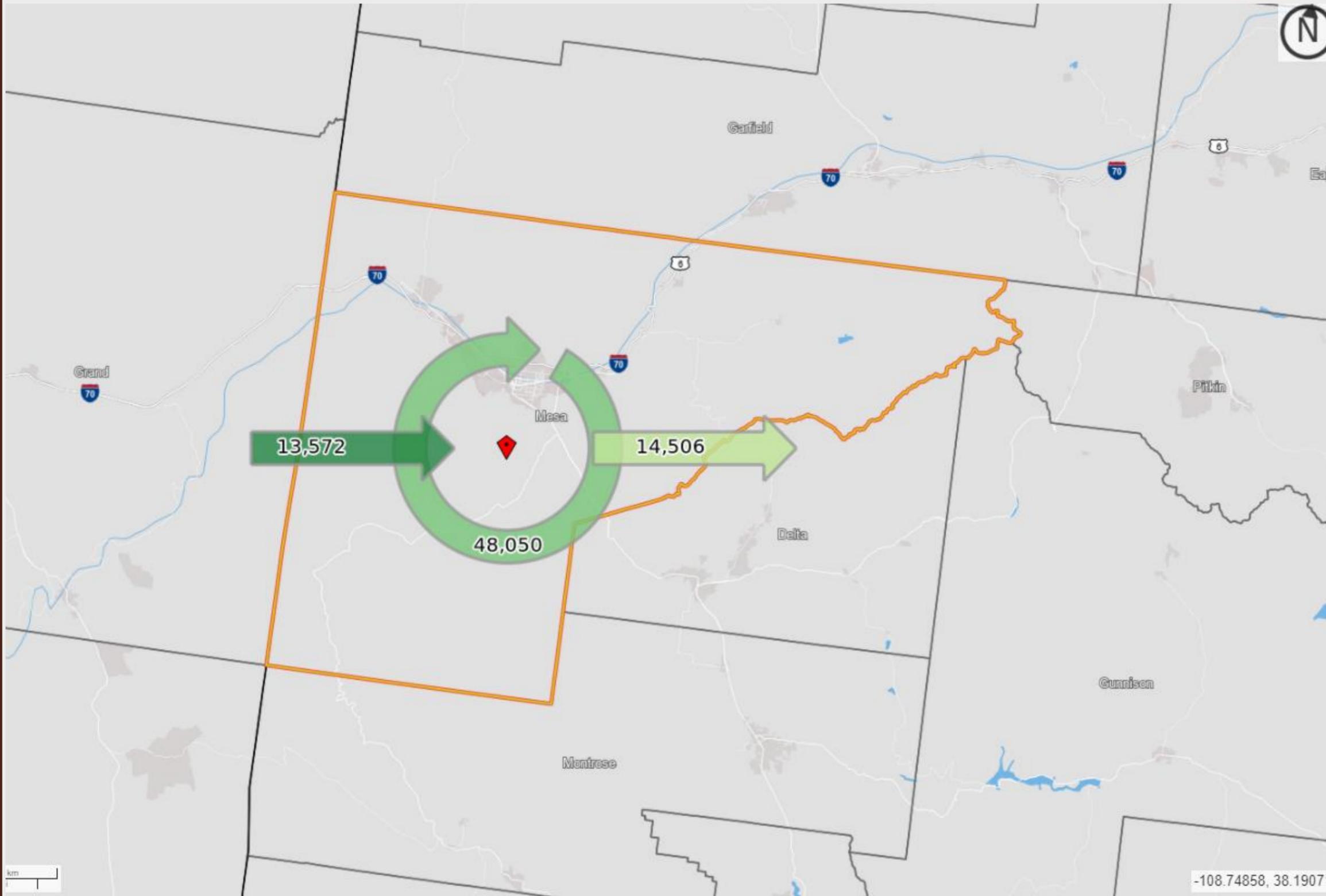


Sources: US BLS, DOLE and DOLA

Mesa Labor Force Participation Rates



Commuting Patterns (2018)



- 13,572 - Employed in Selection Area, Live Outside
- 14,506 - Live in Selection Area, Employed Outside
- 48,050 - Employed and Live in Selection Area

Inflow/Outflow Job Counts (All Jobs) 2018		
	Count	Share
Employed in the Selection Area	61,622	100.0%
Employed in the Selection Area but Living Outside	13,572	22.0%
Employed and Living in the Selection Area	48,050	78.0%
Living in the Selection Area	62,556	100.0%
Living in the Selection Area but Employed Outside	14,506	23.2%
Living and Employed in the Selection Area	48,050	76.8%

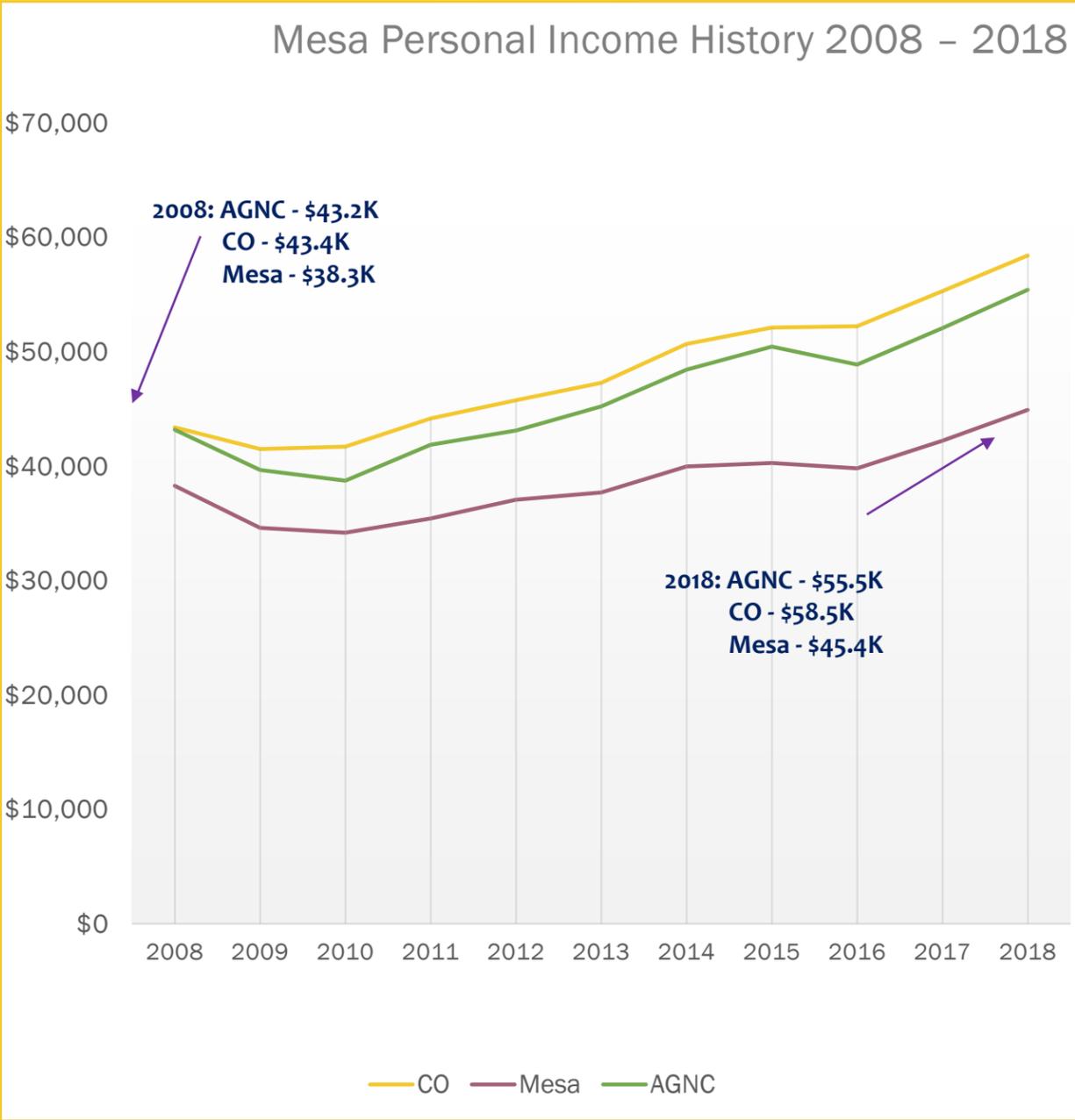
[Reset Highlighting](#)

-108.74858, 38.19071

Mesa Agricultural Statistics

Mesa County has a strong agricultural industry including traditional and specialty ag. The USDA AG Census is conducted every five years. Between 2007 and 2012, Mesa County saw an increase in agricultural market value, an increase in the number of farms, and an increase in the farmed acreage. From 2010 to 2016 the County also saw an increase in ag related jobs. These trends have continued through the new survey in 2017 and other 2019 data, with jobs increasing to 4,568 in 2019 and the market value crops increasing 11% to \$95 million in 2017 even though total farmed acreage has declined since 2012. Agriculture statewide is experiencing challenges as commodity prices drop accompanied by drought, and national trade uncertainty, but overall, the increase in total agriculture related jobs is a positive sign that Mesa County's agriculture economy has room to grow. These trends are particularly evident in specialty crops such as wine, peaches, and hops. The growth in distilleries and tasting rooms associated with these crops are dynamic factors in improving the economic environment. The vibrant local agriculturally based restaurant community is easily seen and growing in Fruita, and Palisade beyond Grand Junction's large sector.

MESA INCOME STATISTICS



Sources: US Bureau of Economic Analysis

Mesa Property Price History (\$ Thousands)



MESA HOUSING STATISTICS

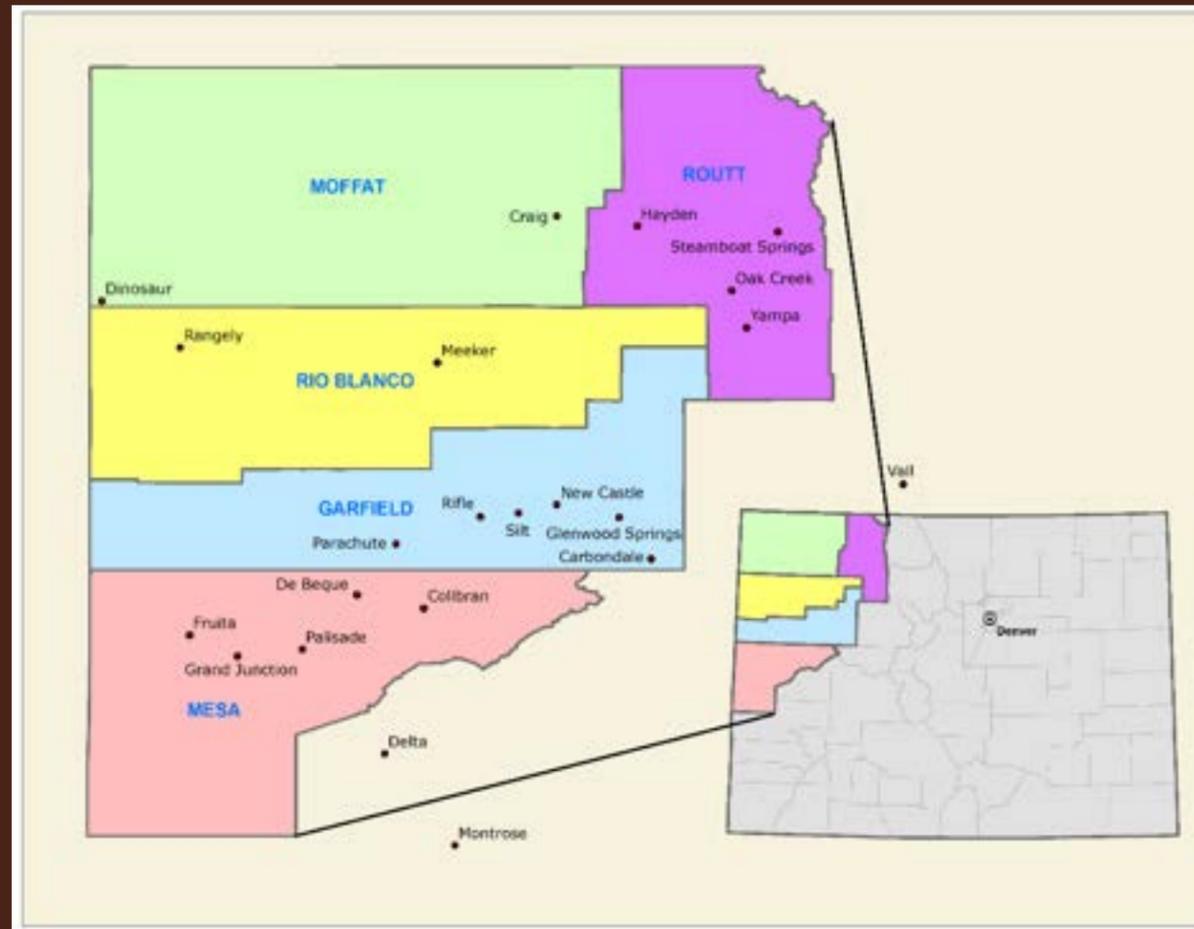
Housing price growth and lack of housing supplies is a significant impediment to economic development throughout entire AGNC region and the state. Although Mesa county has the largest and most affordable housing stock within the region, recent price and turnover growth has put the county's housing stock under increasing pressure. Year to date median price single family home prices have increased 17.5% through June 2021, and year over year decrease in inventory by 46.1%. A recent June 2021 Housing assessment report from the City of Grand Junction notes these trends.

Sources: Colorado Realtors Association

Mesa and CO History of Assessed Property Valuations, Property Taxes, & Sales Tax –

Sources: DOLA and County Records

	Mesa Sales Tax	Mesa Y/Y % Change in Sales Tax	Mesa Property Tax Revenue	Y/Y % Change in Property Tax	Mesa Assessed Property Value (Billions \$)	Mesa Y/Y % Change in Assessed Value	CO Y/Y % Change in Assessed Value
2012	\$26,826,487		\$119,199,082		2.02		1.82%
2013	\$26,835,484	0.03%	\$111,927,279	-6.10%	1.83	-9.66%	-0.89%
2014	\$27,501,419	2.48%	\$110,277,706	-1.47%	1.83	0.00%	3.36%
2015	\$28,843,905	4.88%	\$115,778,603	4.99%	1.89	3.39%	14.96%
2016	\$27,940,438	-3.13%	\$113,199,946	-2.23%	1.89	0.00%	-3.67%
2017	\$30,153,241	7.92%	\$127,590,290	12.71%	1.85	-1.84%	10.07%
2018	\$32,788,337	8.74%	\$131,393,071	2.98%	1.91	2.96%	3.84%
2019	\$35,000,155	6.75%	\$137,102,477	4.35%	1.91	0.00%	16.96%
Total Annualized Growth Over 7-Yr Period	4.35%		2.15%		-0.80%		7.38%
Total Nominal % Change Over 7-yr period	30.47%		15.02%		-5.61%		51.66%
Real Change Over 7-yr Period	11.47%		-3.98%		-24.61%		32.66%



MOFFAT COUNTY

Profile

Moffat County Distress Criteria Report – May 2021

Economic Distress Criteria—Primary Elements

	Region	U.S.	Threshold Calculations
24-month Average Unemployment Rate (BLS) period ending May 2021	5.03	6.33	-1.3
2019 Per Capita Money Income (5-year ACS)	\$29,100	\$34,103	85.33%
2019 Per Capita Personal Income (BEA)	\$43,842	\$56,490	77.61%

Economic Distress Criteria—Geographic Components

	24 Month Unemp	Threshold Calculation	BEA PCPI	Threshold Calculation	Census PCMI (2000)	Threshold Calculation	ACS 5-Year PCMI	Threshold Calculation
Moffat County, CO	5.03	-1.3	\$43,842	77.6	\$18,540	85.9	\$29,100	85.3

Sources: U.S. Bureau of Census, Labor Statistics, and Economic Analysis; Calculations generated by StatsAmerica. Reference date 5-2021

POVERTY MEASURES

Moffat County Poverty Estimates 2000 - 2019					
Poverty Estimates	Year	Rate	% Change on 2000	% Change on 2016	Rankings vs. 3,144 Counties
Poverty Rate	2019	12.2%	23.2%	-5.4%	1,869
	2016	12.9%			1,984
	2000	9.9%			2,187
Poverty Rate for Children Under 18	2019	14.5%	20.8%	-14.2%	2,218
	2016	16.9%			2,176
	2000	12.0%			2,481

Sources: U.S. Census Bureau

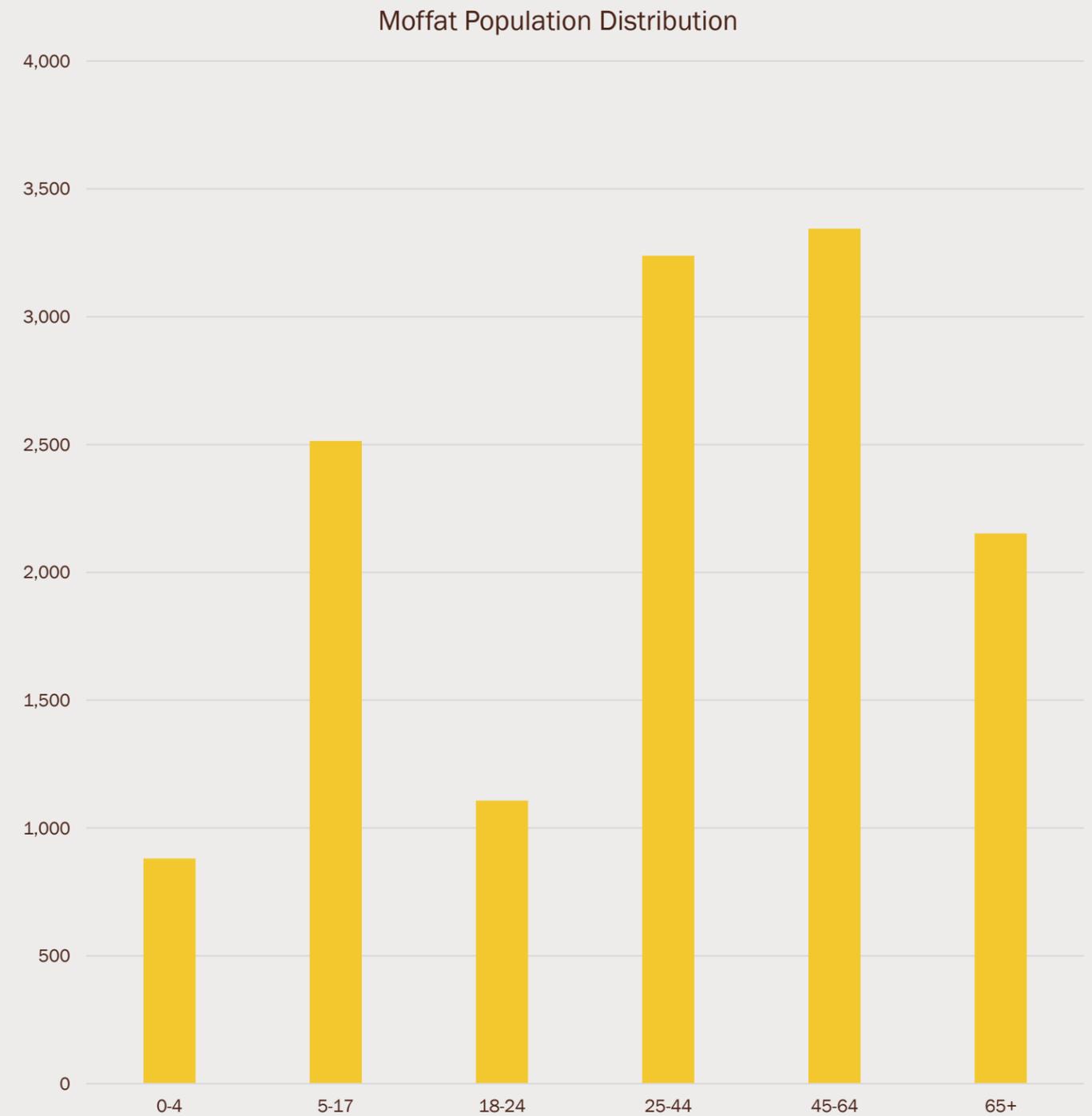
Moffat County Population Statistics

Moffat Population 2010: 13,806

Moffat Population 2020: 13,181 (-4.5%)

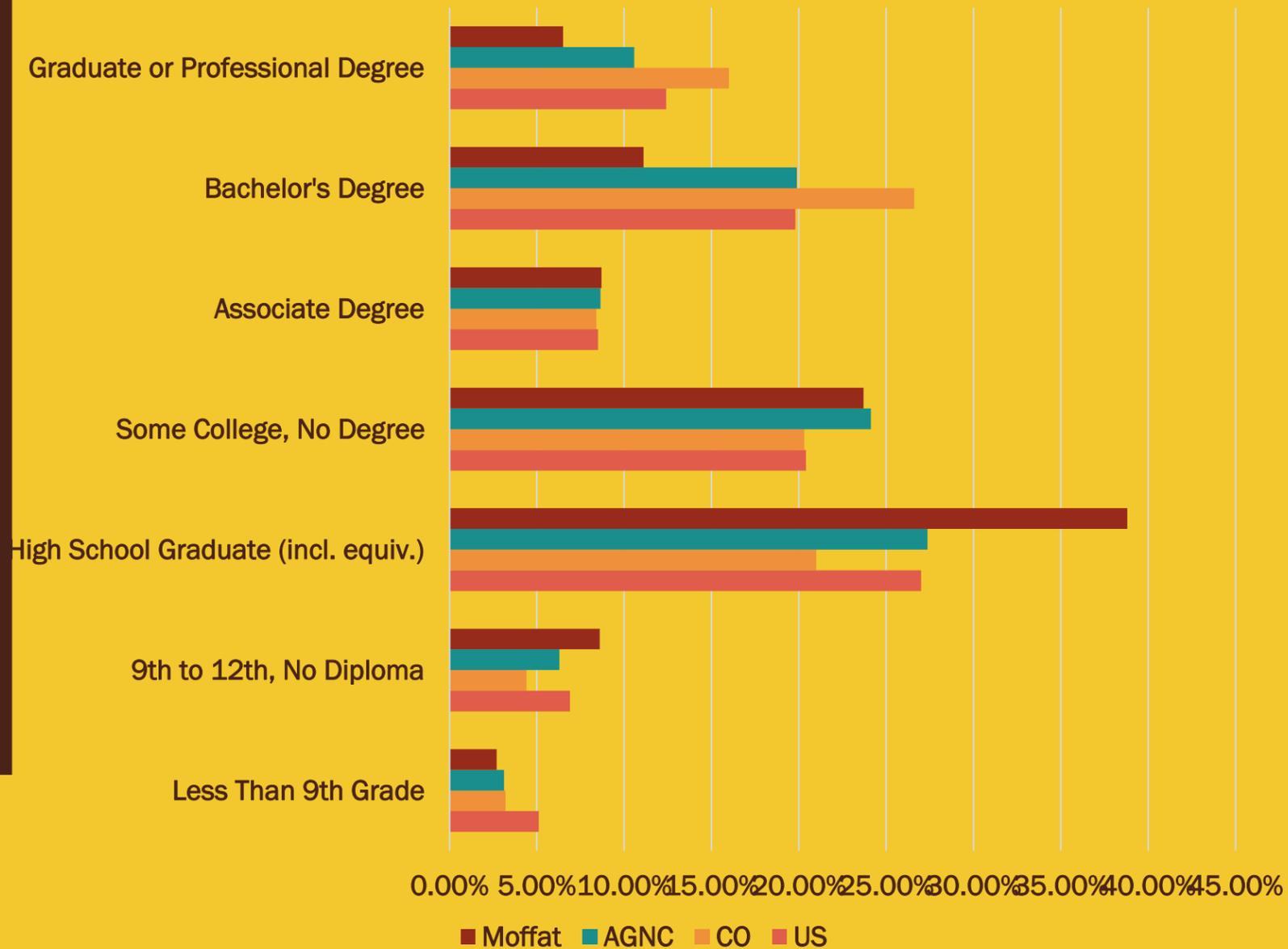
Moffat Hispanic Population: 15.7%

Sources: Colorado State Demography Office, DOLA



MOFFAT COUNTY EDUCATION STATISTICS

Moffat Educational Attainment Comparison



Sources: U.S. Census Bureau

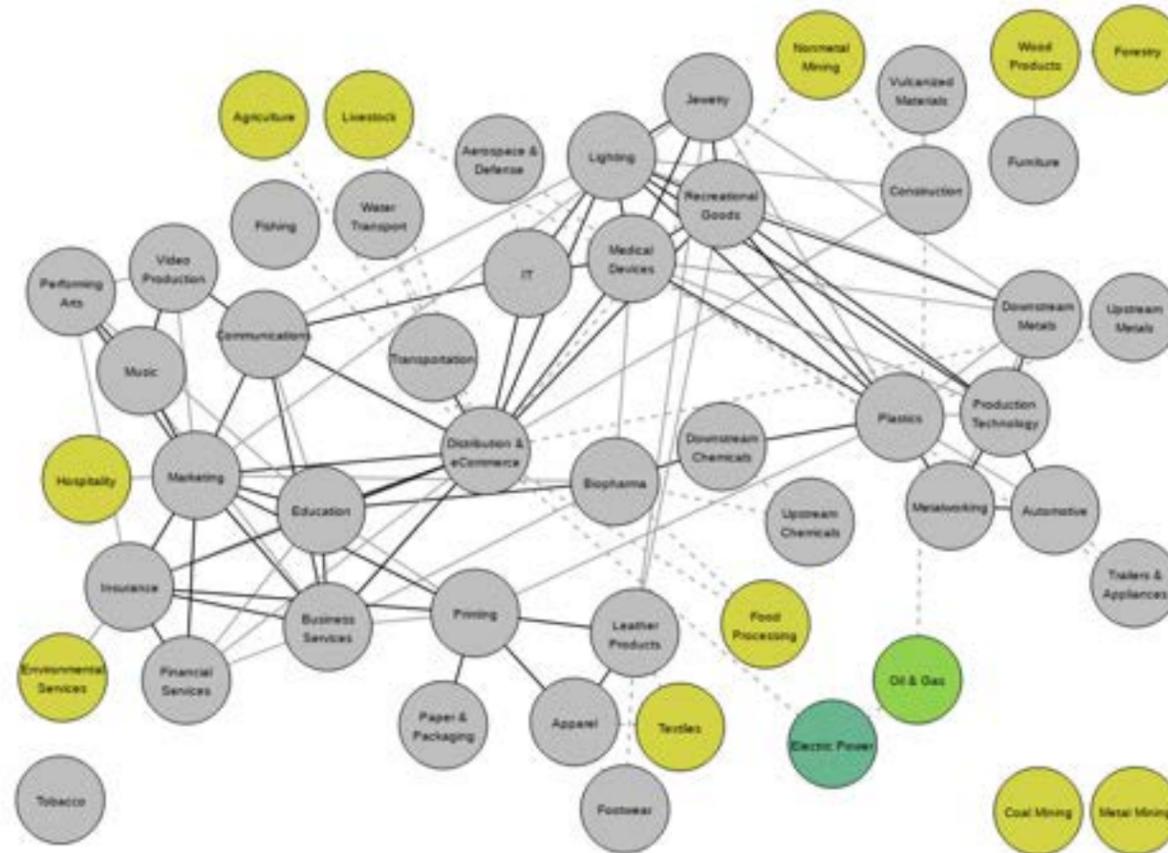
Cluster Linkages and Economic Diversification

Moffat County, CO, 2016

Cluster Specialization

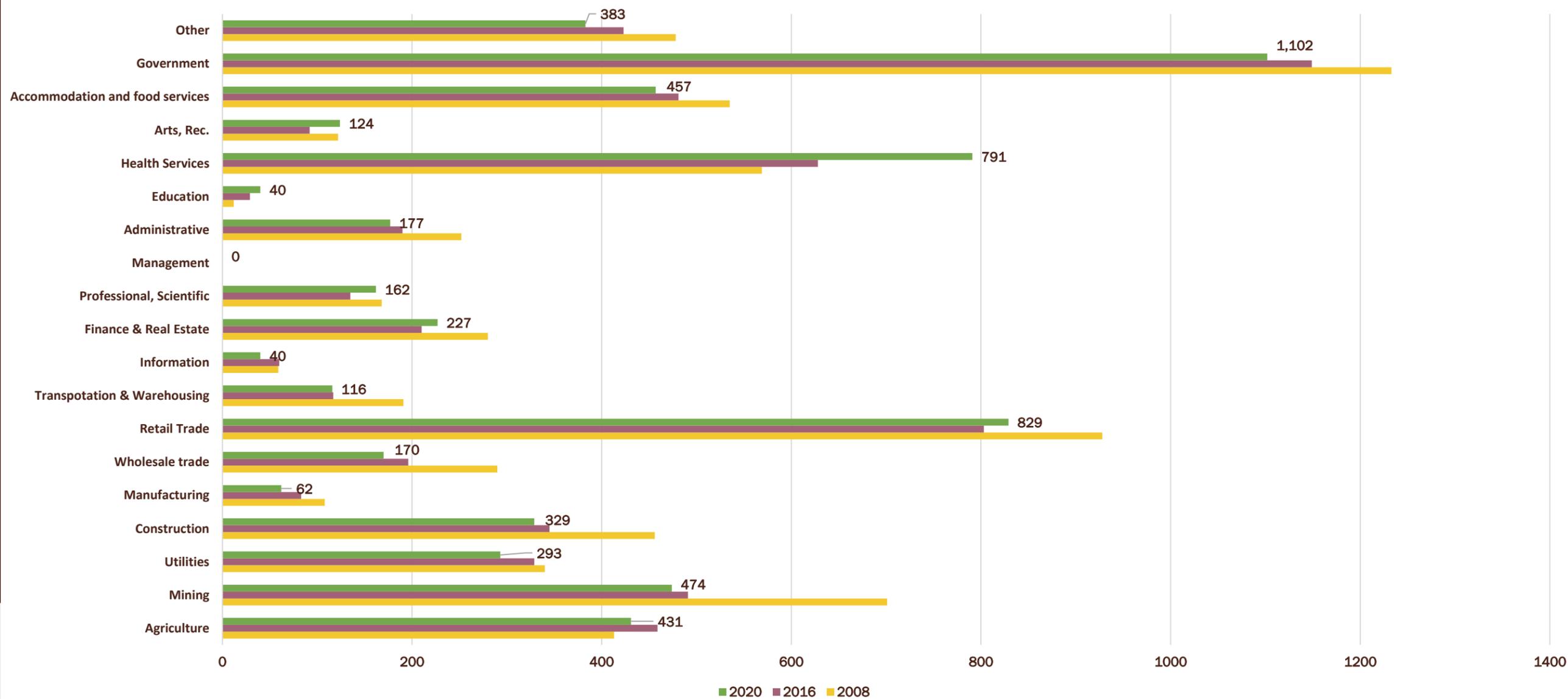
- Strong clusters above 90th percentile specialization
- Strong clusters above 75th percentile specialization
- Other specialized clusters (LQ > 1.0)

- BCR >= 95th pctile & RI >= 20%
- BCR 90th-94th pctile & RI >= 20%
- Next closest clusters not meeting above criteria



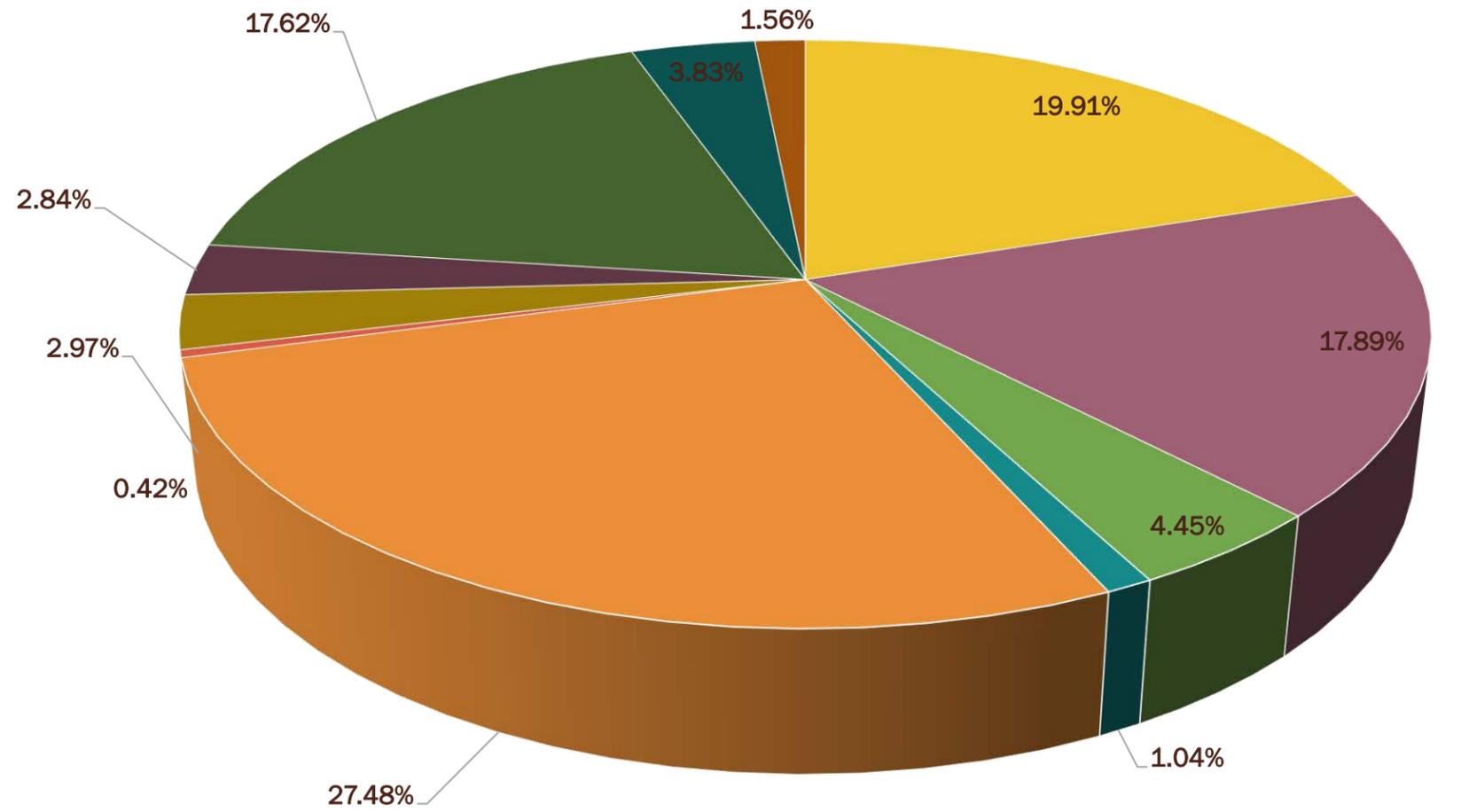
MOFFAT COUNTY 2016 JOB CLUSTERS

Moffat Jobs by Industry History



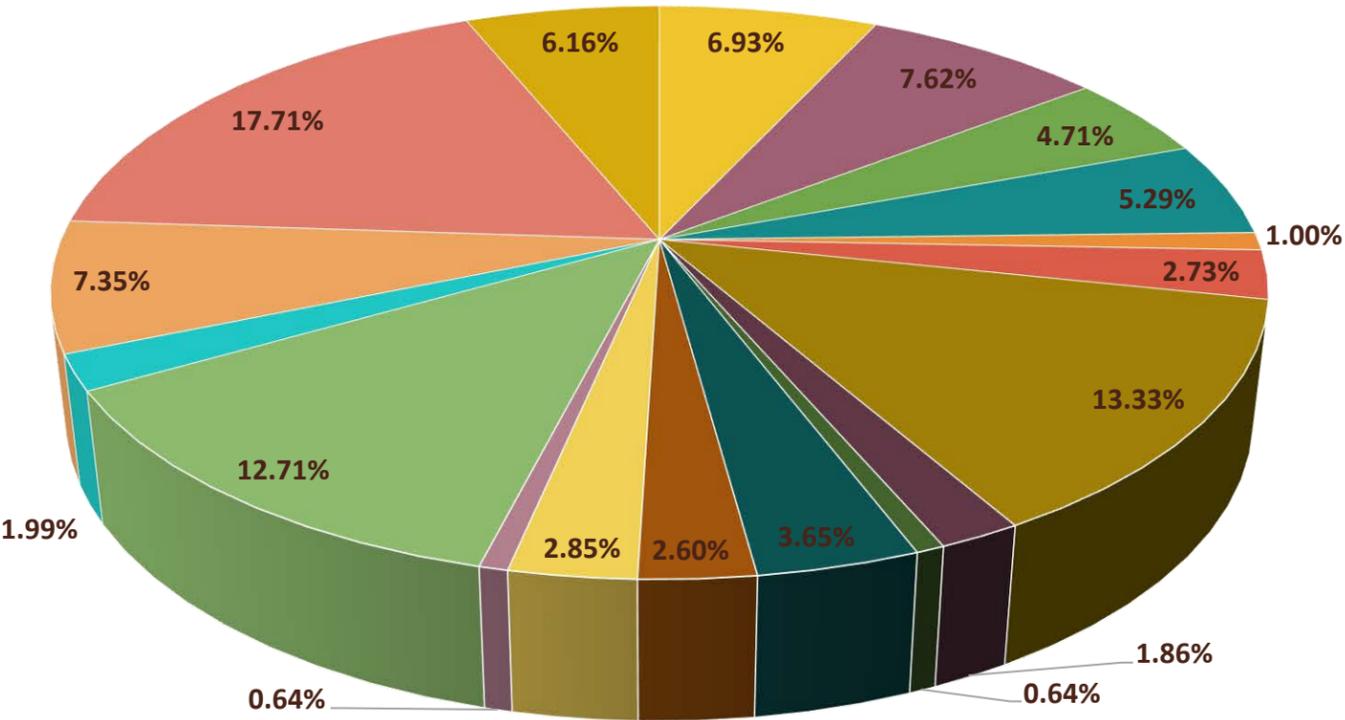
Sources: Colorado Department of Labor and Employment (DOLE)

Moffat Wage Distribution by Industry



- Government
- Trade, Transportation, Utilities
- Education, Health Service
- Natural Resources
- Information
- Hospitality, Food
- Construction
- Financial Activities
- Other
- Manufacturing
- Professional, Technical

Moffat Job Distribution by Industry



- Agriculture
- Mining
- Utilities
- Construction
- Manufacturing
- Wholesale trade
- Retail Trade
- Transportation & Warehousing
- Information
- Finance & Real Estate
- Professional, Scientific
- Management
- Administrative
- Education
- Health Services
- Arts, Rec.
- Accommodation and food services
- Government
- Other

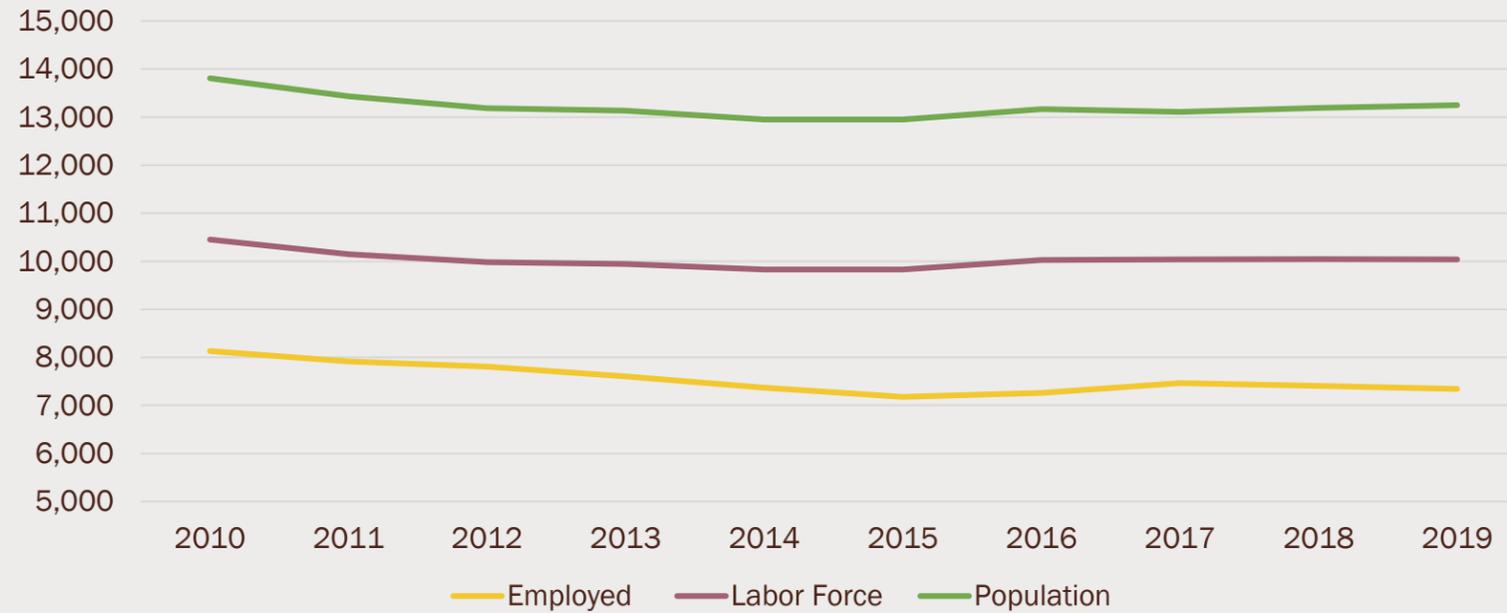
Sources: BLS



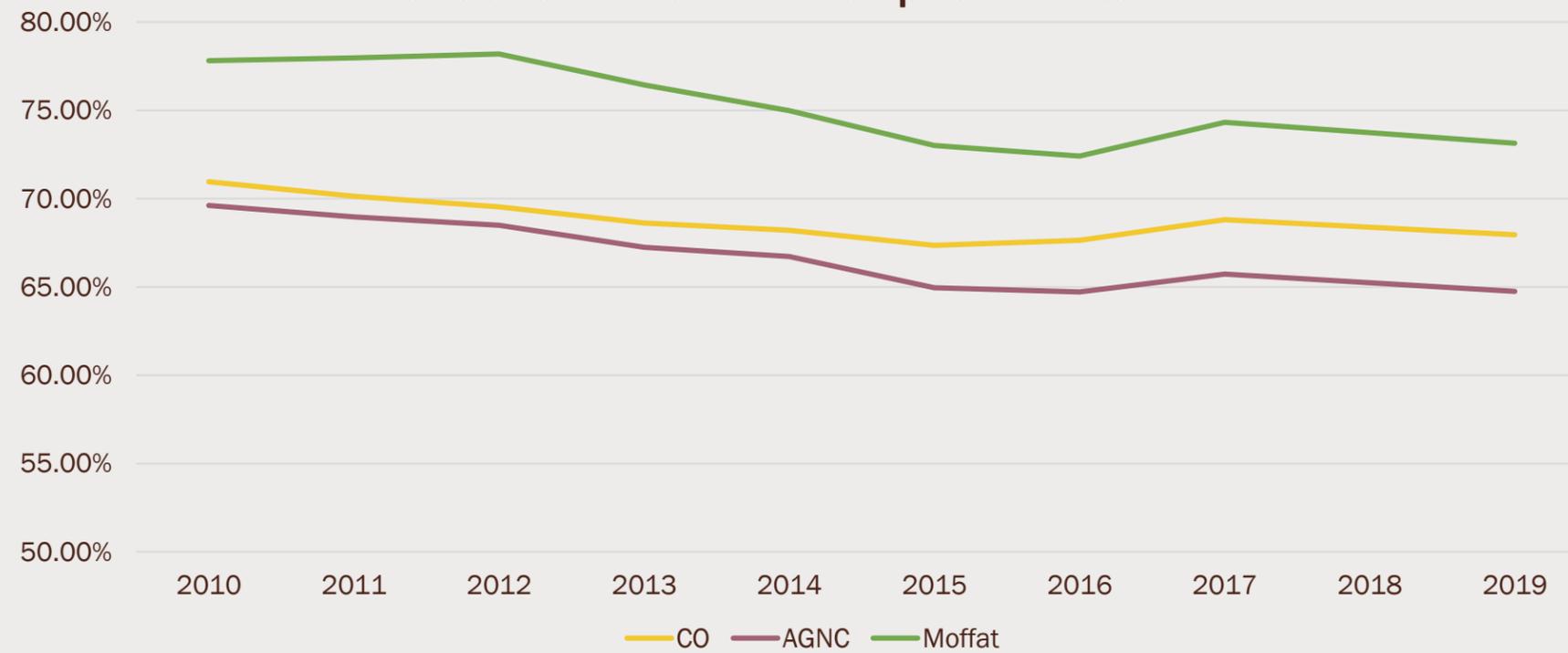
MOFFAT UNEMPLOYMENT HISTORY

Moffat Demographics and Workforce Data

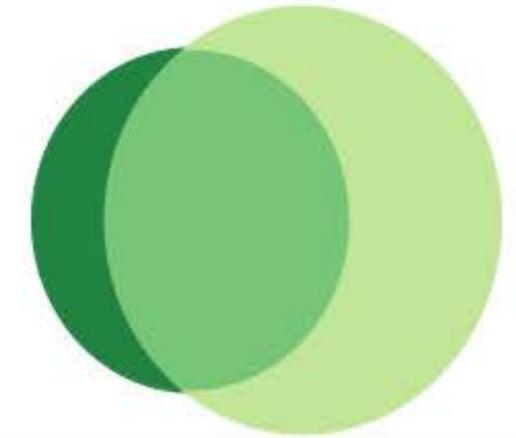
Moffat Population and Workforce 2010-2019



Moffat Labor Force Participation Rate



Commuting Patterns (2018)



■ 1,182 - Employed in Selection Area, Live Outside
■ 3,575 - Live in Selection Area, Employed Outside
■ 3,210 - Employed and Live in Selection Area

Inflow/Outflow Job Counts (All Jobs) 2018

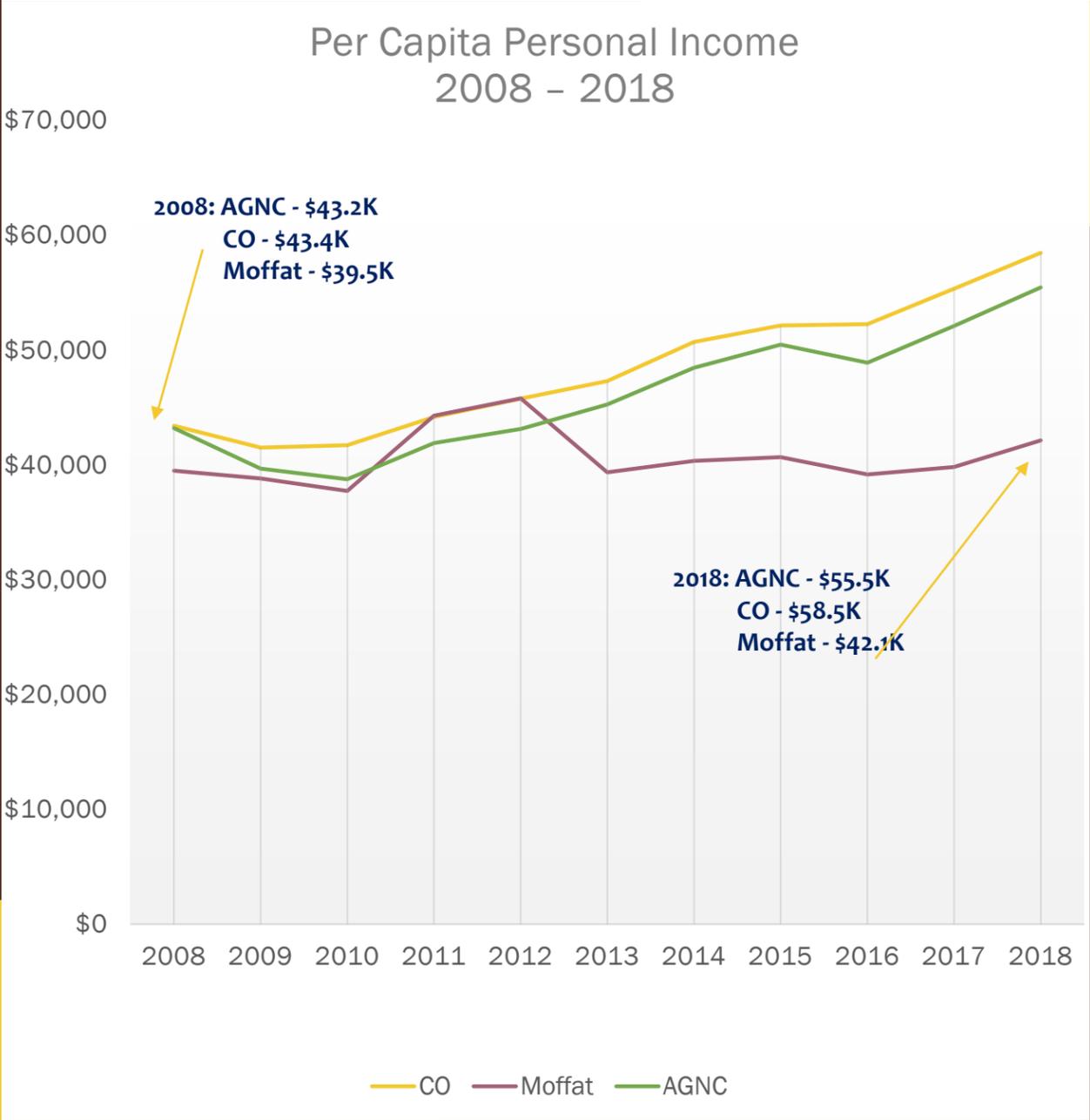
	Count	Share
Employed in the Selection Area	4,392	100.0%
Employed in the Selection Area but Living Outside	1,182	26.9%
Employed and Living in the Selection Area	3,210	73.1%
Living in the Selection Area	6,785	100.0%
Living in the Selection Area but Employed Outside	3,575	52.7%
Living and Employed in the Selection Area	3,210	47.3%

[Reset Highlighting](#)

Moffat Agricultural Statistics

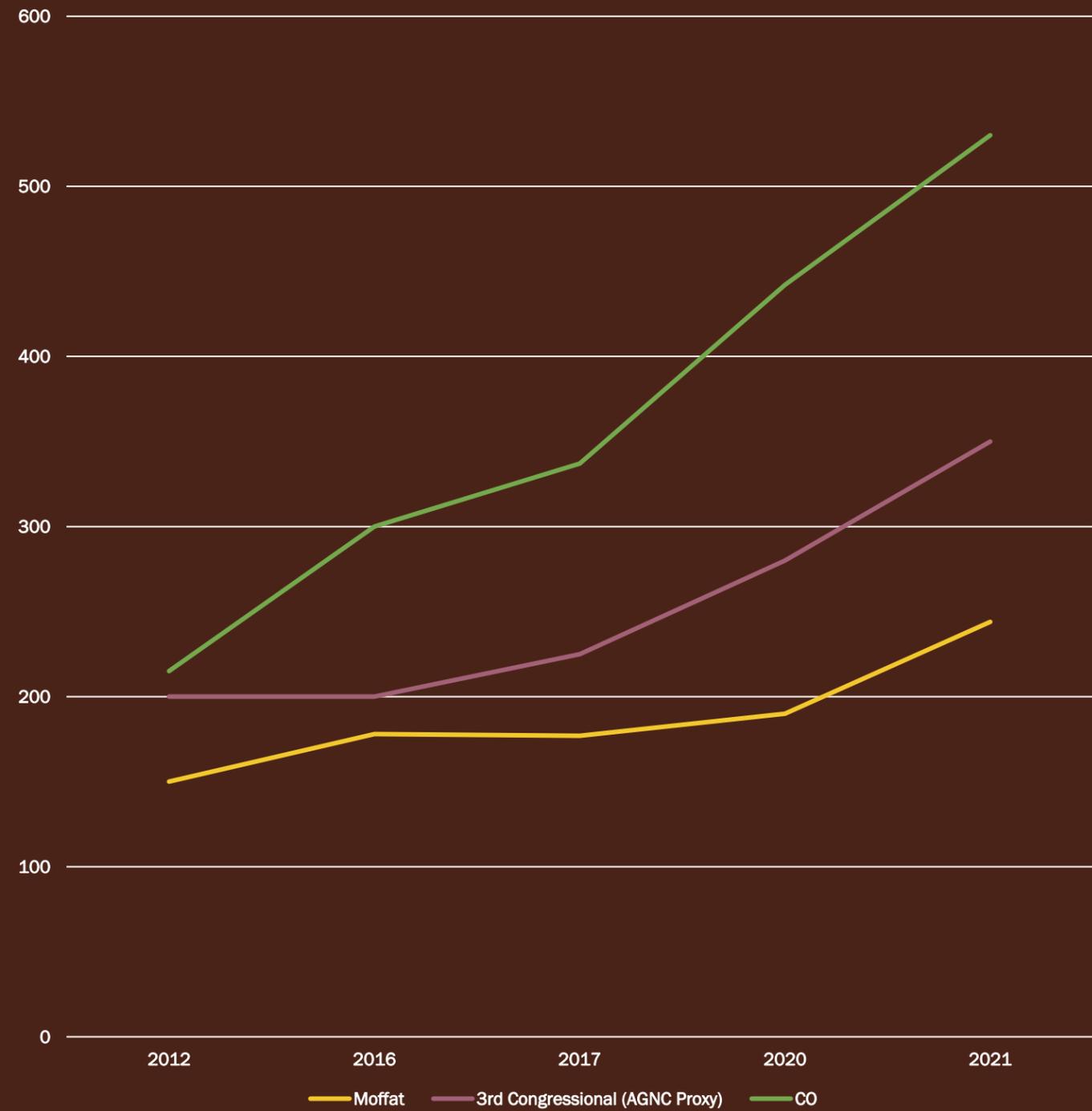
The USDA AG Census is conducted every five years. Between 2007 and 2012, Moffat County saw a decrease in agricultural market value, a decrease in the number of farms, but an increase in the farmed acreage. From 2010 to 2016 the County also saw an increase in ag related jobs by 20%, which continued through 2019 to 838 jobs. The 2017 survey notes that agricultural market value increased 23%, to \$33 million. Agriculture statewide is experiencing challenges as commodity prices have been volatile and generally depressed. An increase in all of the agricultural measurements during the latest survey period and beyond is a positive sign for this sector in the future.

MOFFAT INCOME STATISTICS





Moffat Property Price History (\$Thousands) Median Single Family



MOFFAT HOUSING STATISTICS

Housing price growth and lack of housing supplies is a significant impediment to economic development throughout entire AGNC region and the state. Although Moffat county has historically some of the most affordable housing stock within the region, recent price and turnover growth has put the county's housing stock under increasing pressure even as a significant exogenous economic shock is impacting coal mining communities. Median single family home prices have increased 37% since 2016. Year-to-date, the median price single family home prices have increased 28.4% through June 2021, and year-over-year decrease in inventory by 80%. This year-to-date increase represents over 50% of the county's median household income.

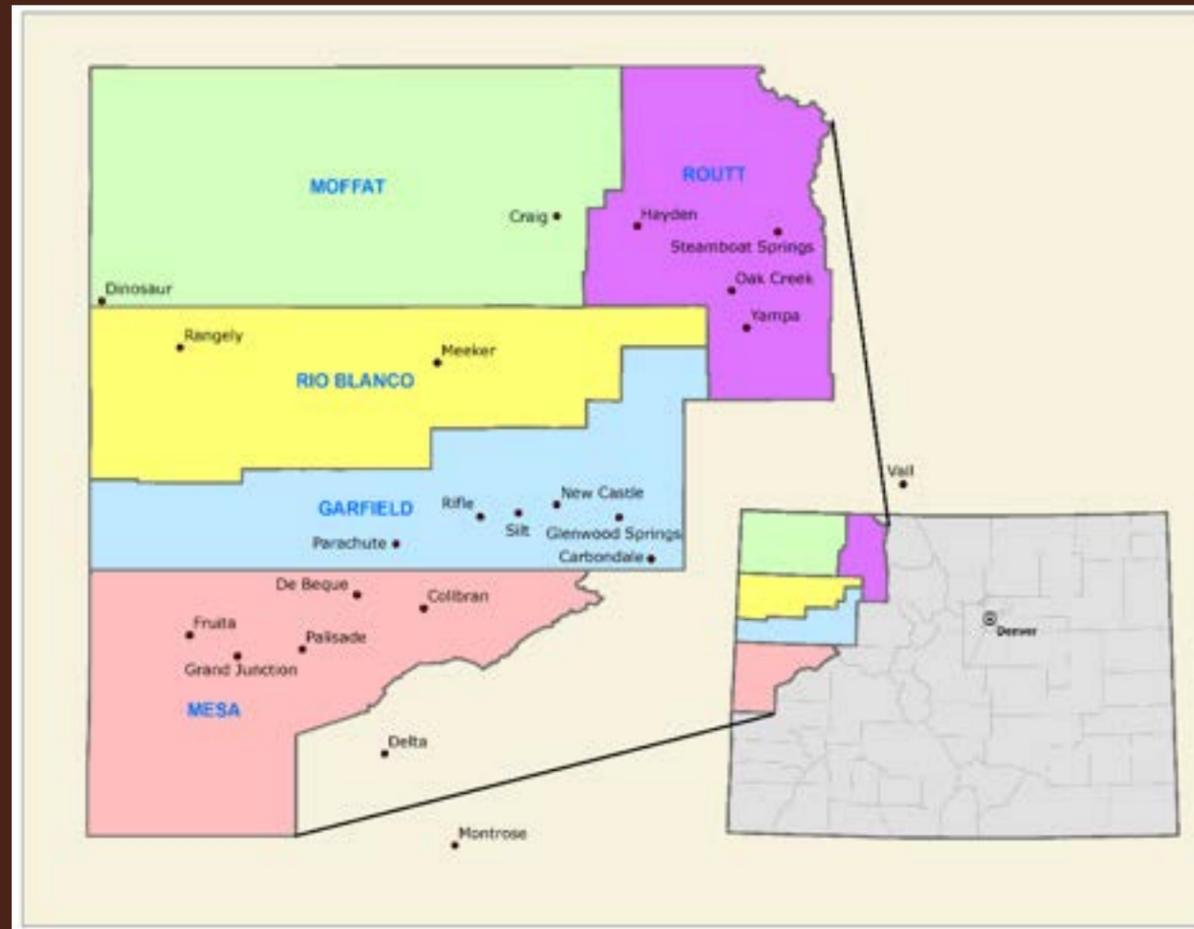
Sources: Colorado Realtors Association



Moffat and CO History of Assessed Property Valuations, Property Taxes, & Sales Tax –

Sources: DOLA and County Records

	Moffat Sales Tax	Moffat Y/Y % Change in Sales Tax	Moffat Property Tax Revenue	Y/Y % Change in Property Tax	Moffat Assessed Property Value (Billions \$)	Y/Y % Change in Assessed Value	CO Y/Y % Change in Assessed Value
2012	\$2,600,000		\$31,045,956		\$0.48		1.82%
2013	\$2,700,000	3.85%	\$30,738,321	-0.99%	\$0.46	-3.95%	-0.89%
2014	\$2,800,000	3.70%	\$28,727,597	-6.54%	\$0.46	0.00%	3.36%
2015	\$2,900,000	3.57%	\$29,416,846	2.40%	\$0.46	-0.69%	14.96%
2016	\$3,006,489	3.67%	\$26,795,424	-8.91%	\$0.46	0.00%	-3.67%
2017	\$3,098,737	3.07%	\$26,338,429	-1.71%	\$0.39	-16.28%	10.07%
2018	\$3,526,951	13.82%	\$26,330,497	-0.03%	\$0.40	4.01%	3.84%
2019	\$3,418,665	-3.07%	\$27,001,296	2.55%	\$0.40	0.00%	16.96%
Total Annualized Growth Over 7-Yr Period	4.50%		-1.86%		-2.42%		7.38%
Total Nominal % Change Over 7-yr period	31.49%		-13.03%		-16.94%		51.66%
Real Change Over 7-yr Period	12.49%		-32.03%		-35.94%		32.66%



RIO BLANCO COUNTY

Profile

Rio Blanco County Distress Criteria Report – May 2021

Economic Distress Criteria—Primary Elements

	Region	U.S.	Threshold Calculations
24-month Average Unemployment Rate (BLS) period ending May 2021	4.96	6.33	-1.37
2019 Per Capita Money Income (5-year ACS)	\$26,487	\$34,103	77.67%
2019 Per Capita Personal Income (BEA)	\$49,846	\$56,490	88.24%

Economic Distress Criteria—Geographic Components

	24 Month Unemp	Threshold Calculation	BEA PCPI	Threshold Calculation	Census PCMI (2000)	Threshold Calculation	ACS 5-Year PCMI	Threshold Calculation
Rio Blanco County, CO	4.96	-1.37	\$49,846	88.2	\$17,344	80.3	\$26,487	77.7

Sources: U.S. Bureau of Census, Labor Statistics, and Economic Analysis; Calculations generated by StatsAmerica. Reference date 5-2021

POVERTY MEASURES

Rio Blanco County Poverty Estimates 2000 - 2019					
Poverty Estimates	Year	Rate	% Change on 2000	% Change on 2016	Rankings vs. 3,144 Counties
Poverty Rate	2019	10.3%	2.0%	8.4%	2,638
	2016	9.5%			2,744
	2000	10.1%			2,132
Poverty Rate for Children Under 18	2019	12.8%	-10.5%	19.6%	2,484
	2016	10.7%			2,898
	2000	14.3%			2,112

Sources: U.S. Census Bureau

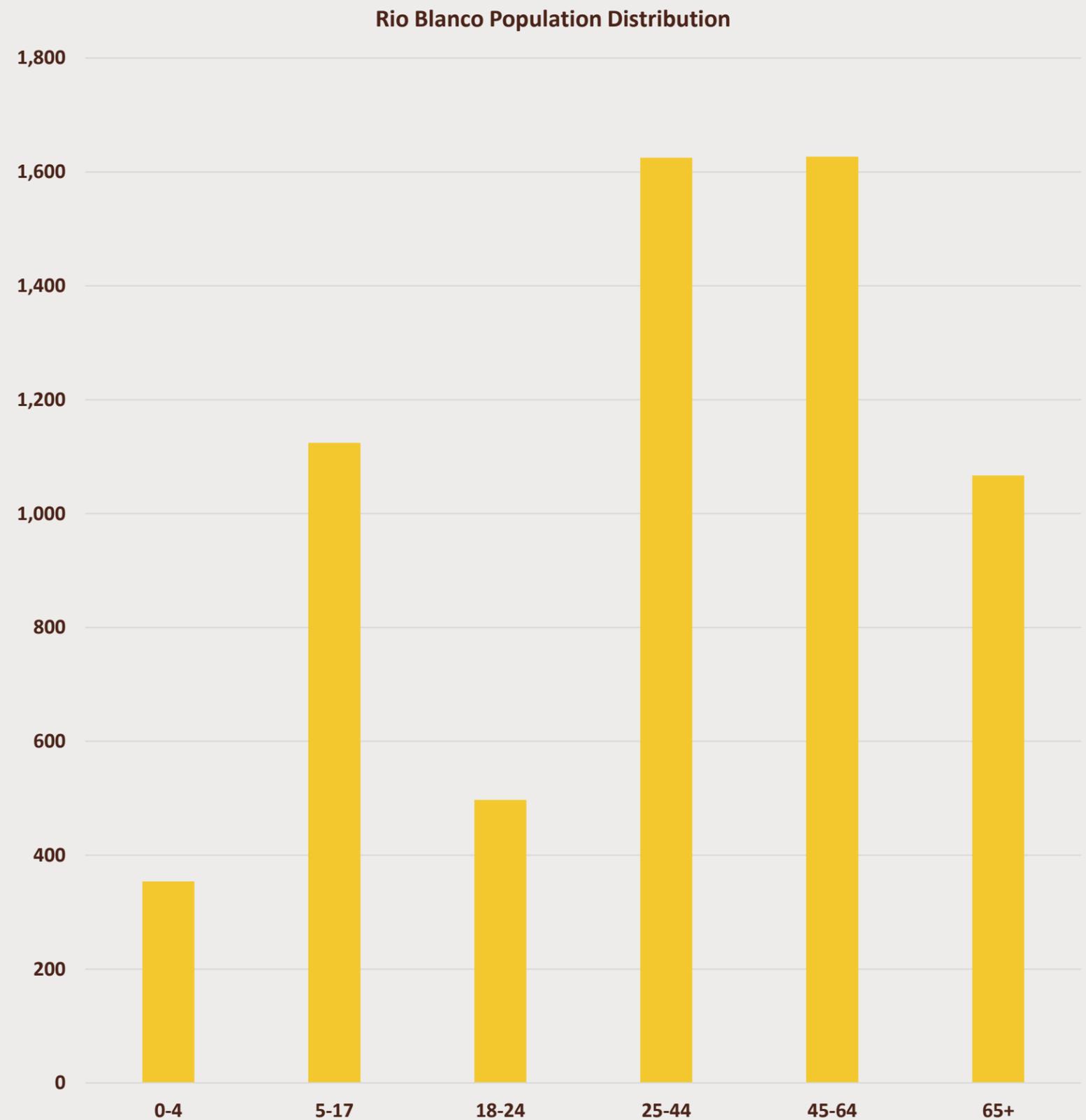
Rio Blanco County Population Statistics

Rio Blanco Population 2010: 6,617

Rio Blanco Population 2020: 6,260 (-5.4%)

Rio Blanco Hispanic Population: 10%

Sources: Colorado State Demography Office, DOLA



RIO BLANCO COUNTY EDUCATION STATISTICS

Rio Blanco Educational Attainment Comparison

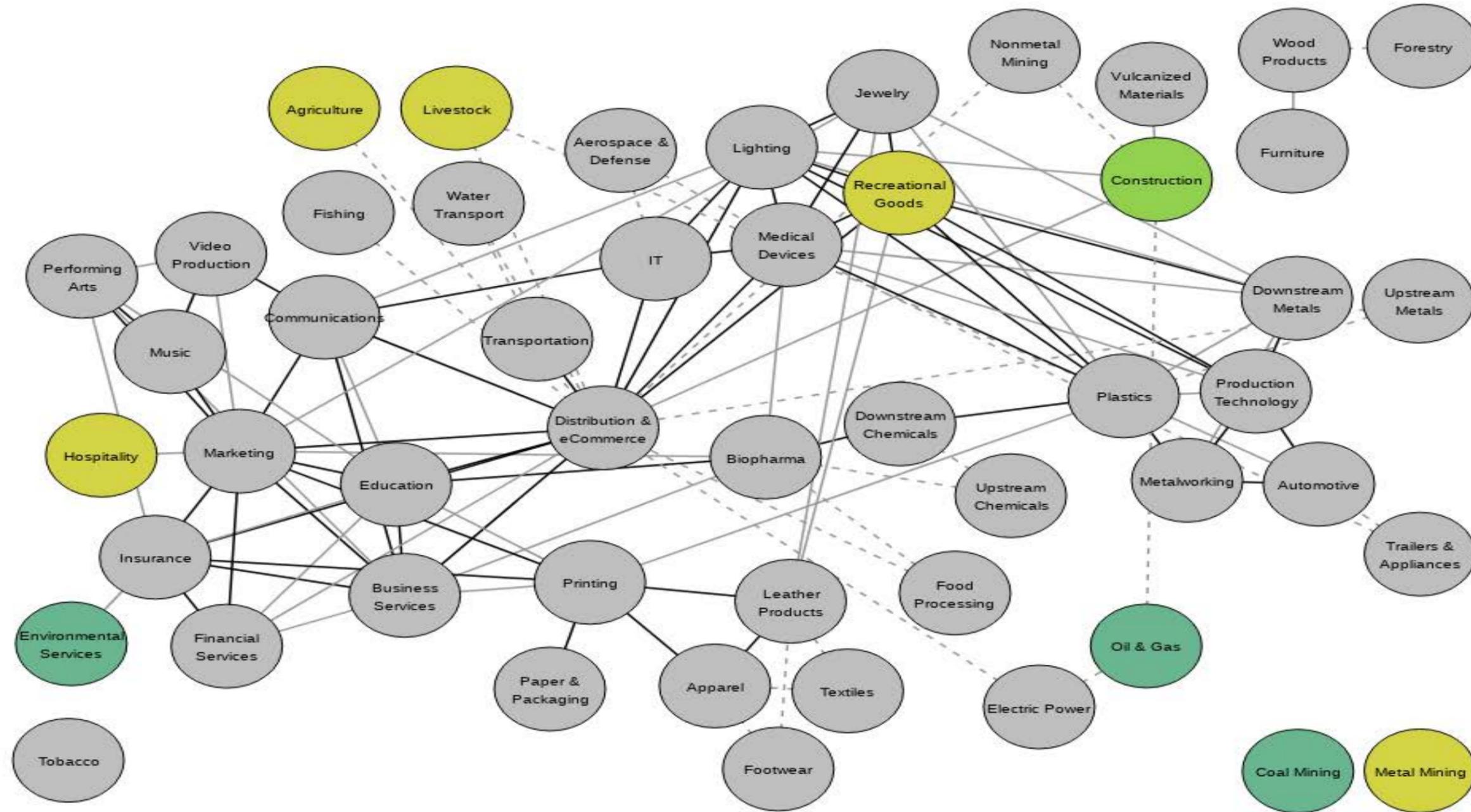


Sources: US Census Bureau

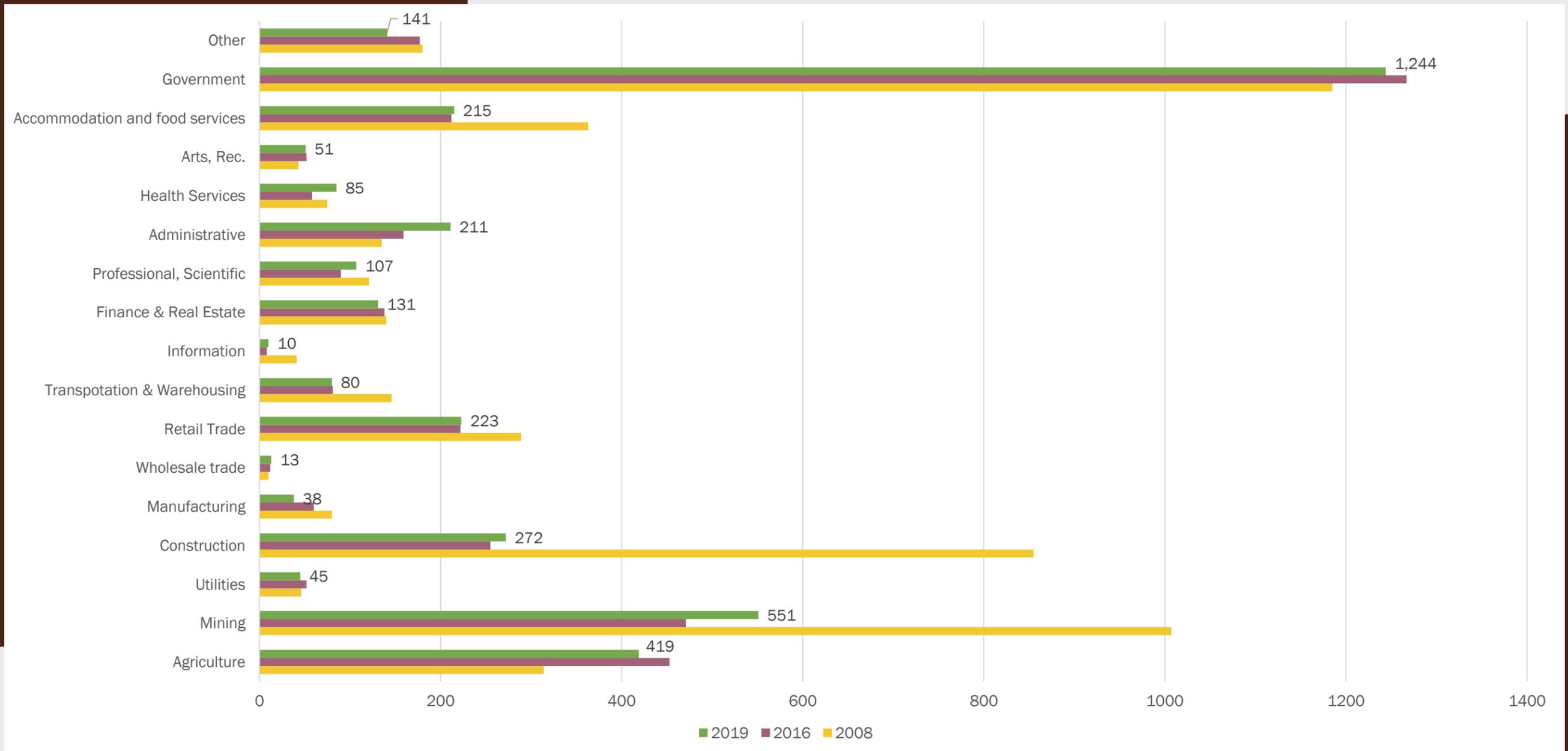
Cluster Linkages and Economic Diversification

Rio Blanco County, CO, 2016

- Cluster Specialization**
- Strong clusters above 90th percentile specialization
 - Strong clusters above 75th percentile specialization
 - Other specialized clusters (LQ > 1.0)
- BCR >= 95th pctile & RI >= 20%
- BCR 90th-94th pctile & RI >= 20%
- - Next closest clusters not meeting above criteria

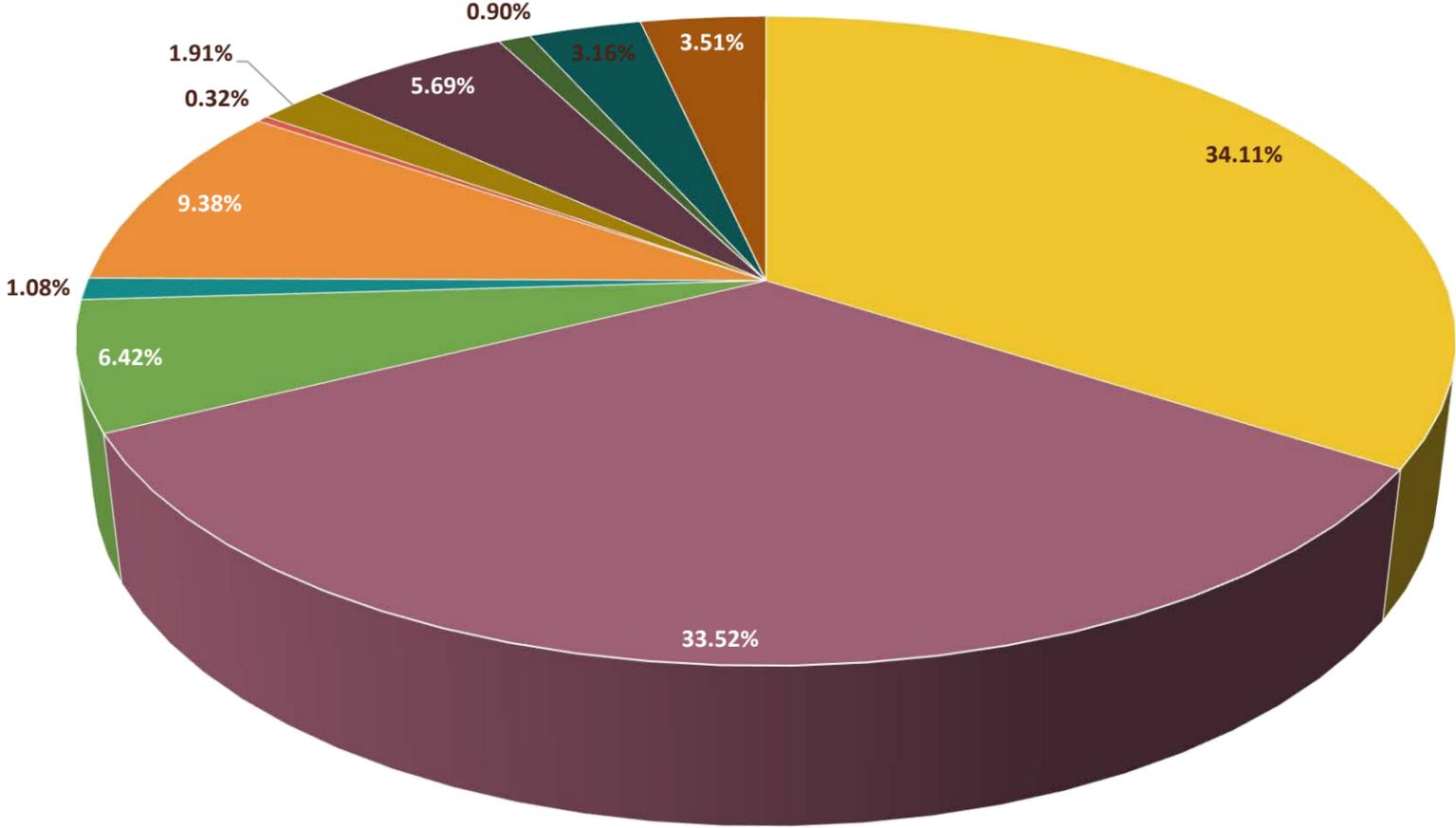


Rio Blanco Jobs by Industry History



Sources: Colorado Department of Labor and Employment (DOLE)

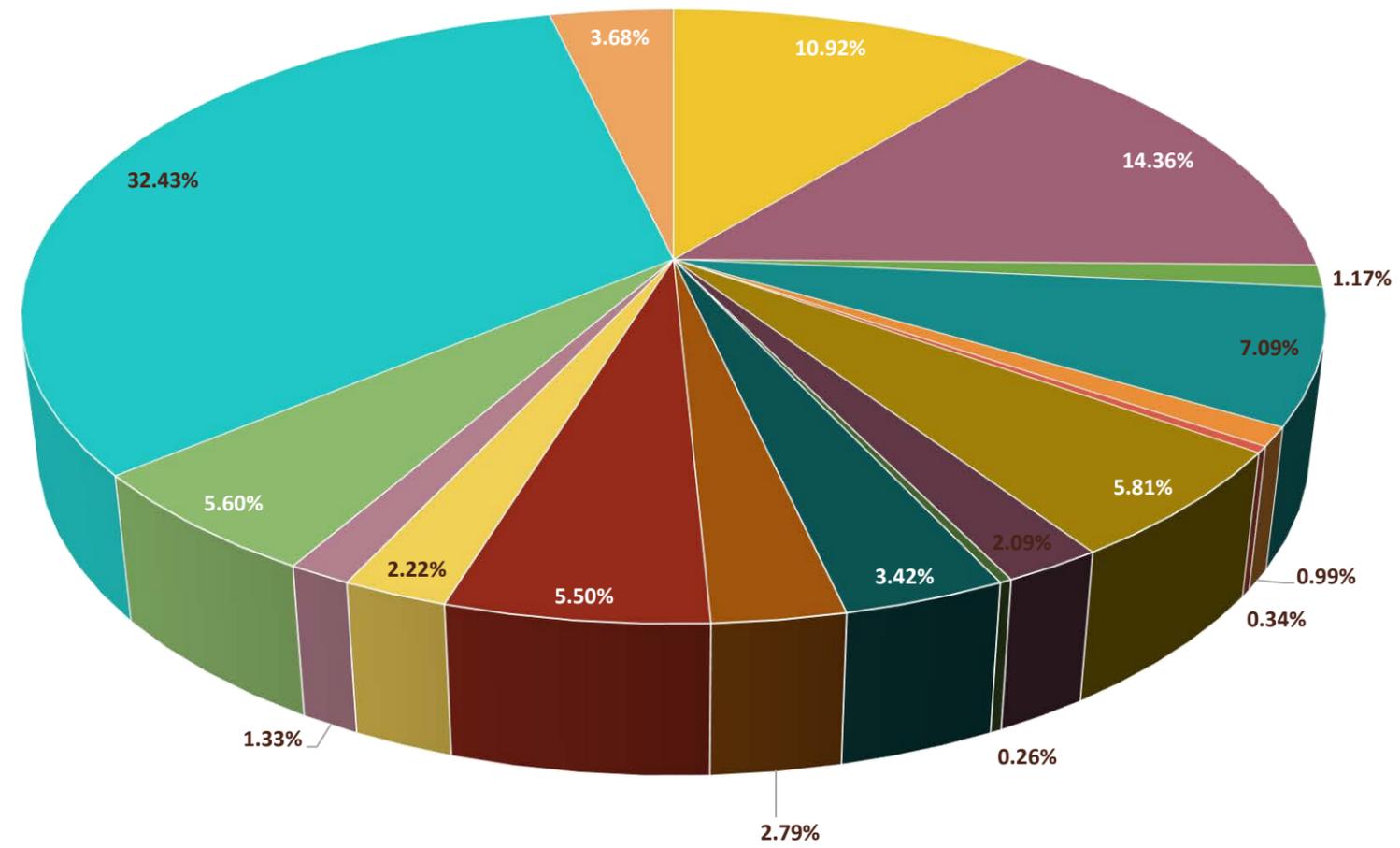
Rio Blanco Wage Distribution by Industry



- Government
- Natural Resources
- Construction
- Manufacturing
- Trade, Transportation, Utilities
- Information
- Financial Activities
- Professional, Technical
- Education, Health Service
- Hospitality, Food
- Other

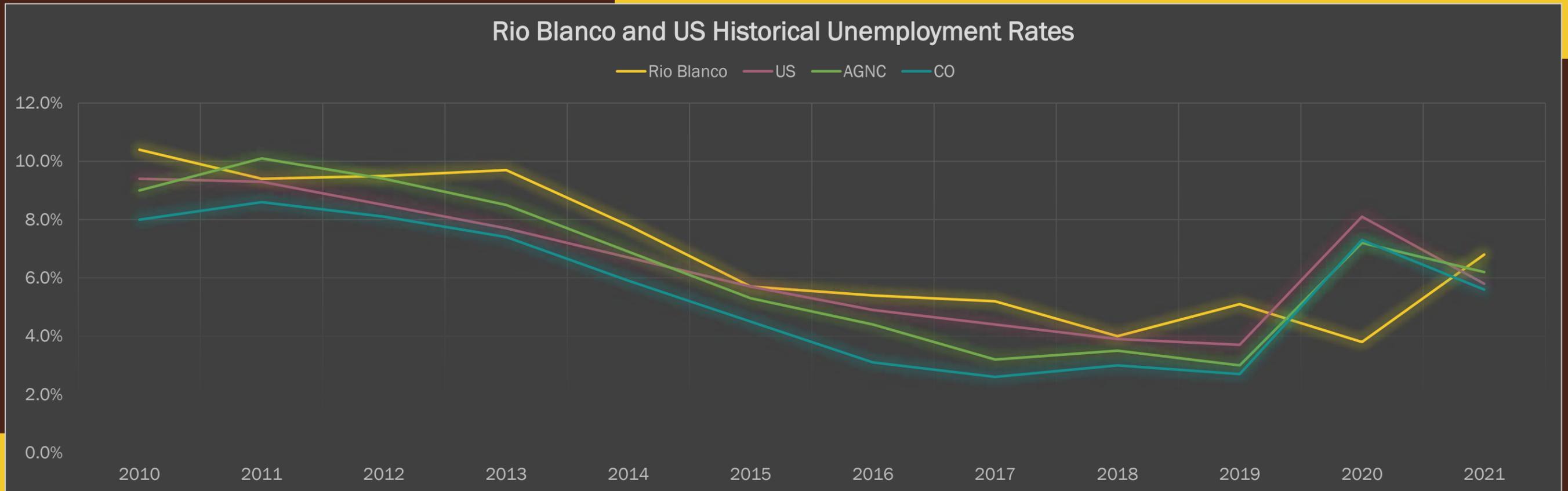
Sources: US Bureau of Labor Statistics (BLS)

Rio Blanco Job Industry Distribution



- Agriculture
- Mining
- Utilities
- Construction
- Manufacturing
- Wholesale trade
- Retail Trade
- Transportation & Warehousing
- Information
- Finance & Real Estate
- Professional, Scientific
- Administrative
- Health Services
- Arts, Rec.
- Accommodation and food services
- Government
- Other

Sources: US Bureau of Labor Statistics (BLS)

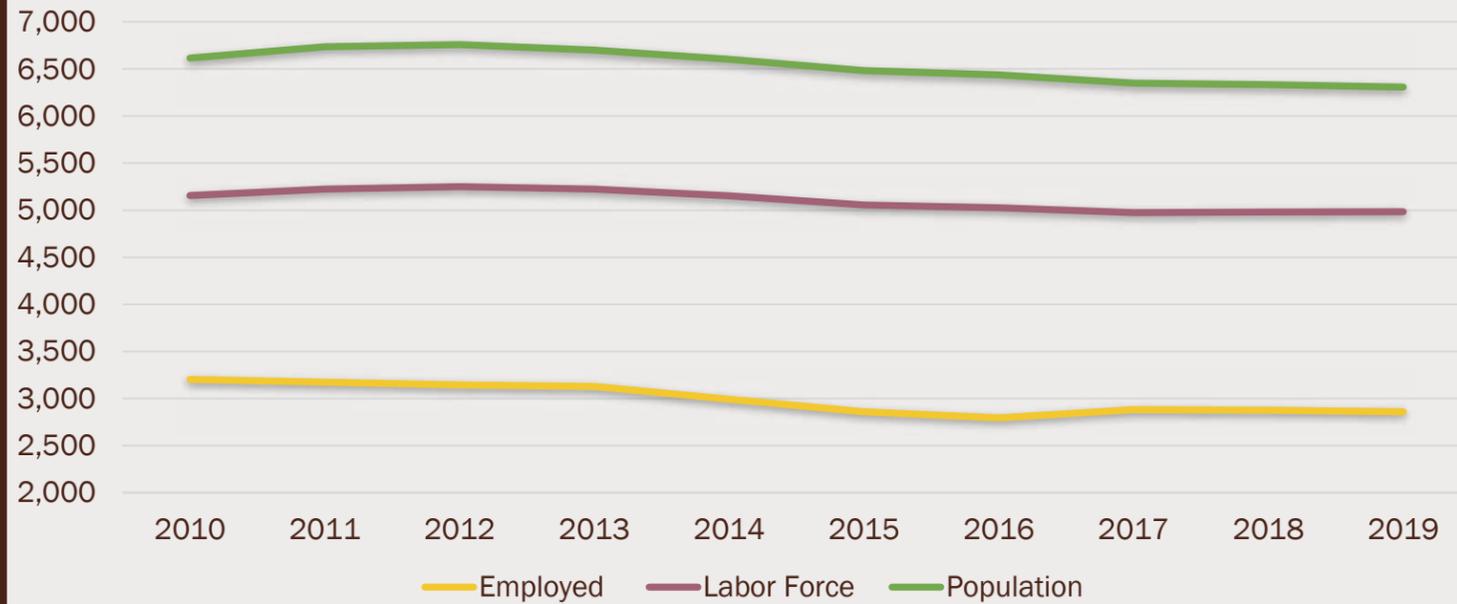


RIO BLANCO UNEMPLOYMENT

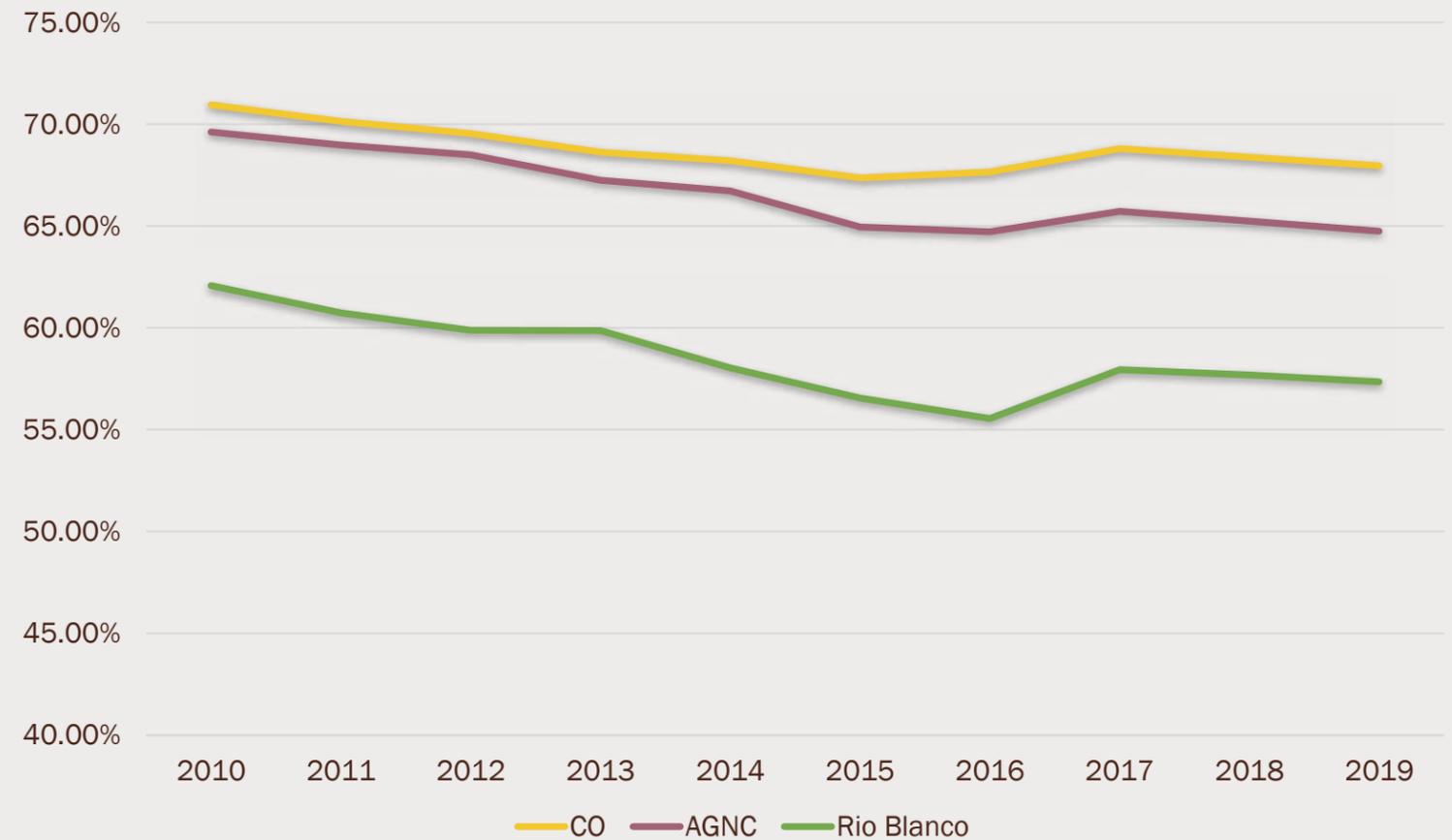
Sources: US BLS and DOLE

Rio Blanco Demographics and Workforce Data

Rio Blanco Population and Workforce 2010-2019

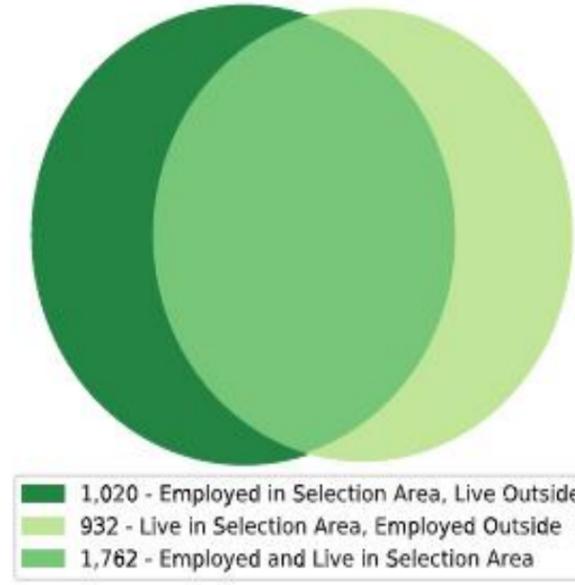
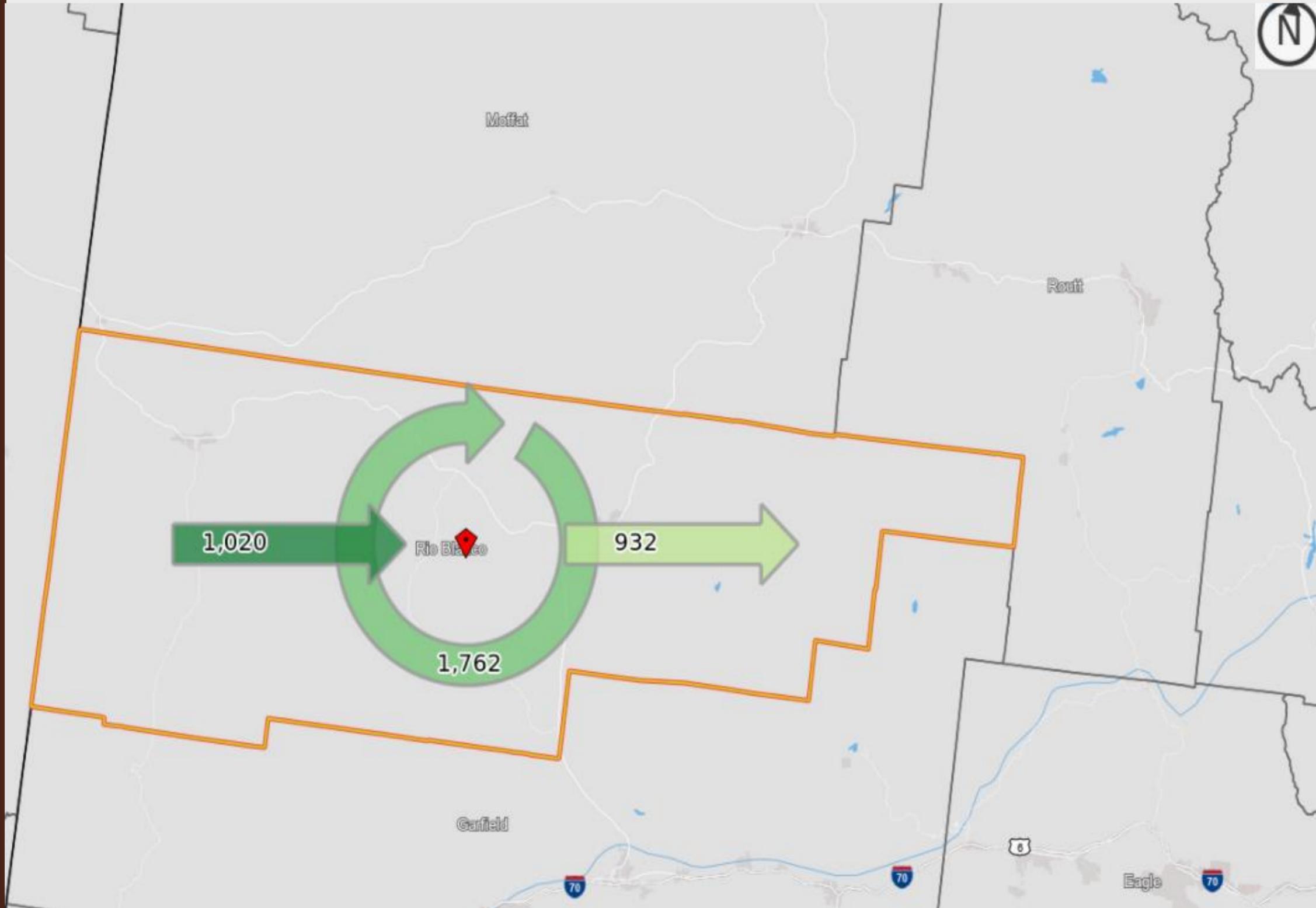


Rio Blanco Labor Force Participation Rates



Sources: US BLS, DOLE, and DOLA

Commuting Patterns (2018)



Inflow/Outflow Job Counts (All Jobs) 2018

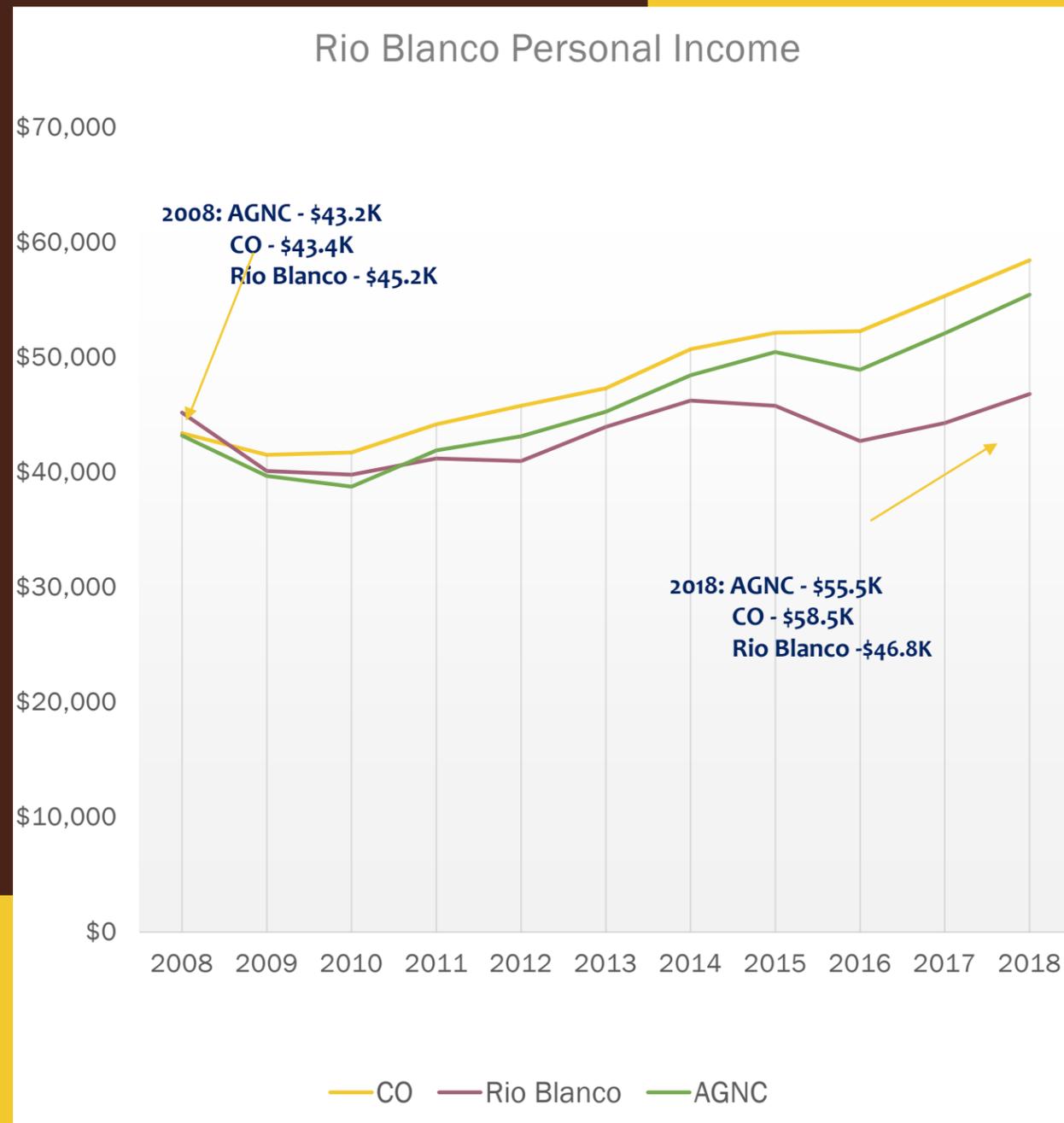
	Count	Share
<u>Employed in the Selection Area</u>	2,782	100.0%
<u>Employed in the Selection Area but Living Outside</u>	1,020	36.7%
<u>Employed and Living in the Selection Area</u>	1,762	63.3%
<u>Living in the Selection Area</u>	2,694	100.0%
<u>Living in the Selection Area but Employed Outside</u>	932	34.6%
<u>Living and Employed in the Selection Area</u>	1,762	65.4%

[Reset Highlighting](#)

Rio Blanco Agricultural Statistics

Rio Blanco County has a relatively strong agricultural economy with a large number of agricultural related jobs, 838 in 2019. The USDA AG Census is conducted every five years and between 2007 and 2017, the number of farms, and employment remained steady. The market value of agricultural products declined measurably (-25%) between 2012 and 2017 to \$18.5 million, following the trends of declining commodity prices through this period.

RIO BLANCO INCOME STATISTICS



Rio Blanco Property Price History (\$ Thousands)



RIO BLANCO HOUSING STATISTICS

Housing price growth and lack of housing supplies is a significant impediment to economic development throughout entire AGNC region and the state. Although Rio Blanco county has historically some of the most affordable housing stock within the region, recent price and turnover growth has put the county's housing stock under increasing pressure even as a significant exogenous economic shock is impacting coal mining communities. Median single family home prices have increased 31% since 2016. Year-to-date, the median price single family home prices have increased 28.4% through June 2021, and year-over-year decrease in inventory by 80%. This year-to-date increase represents over 50% of the county's median household income.

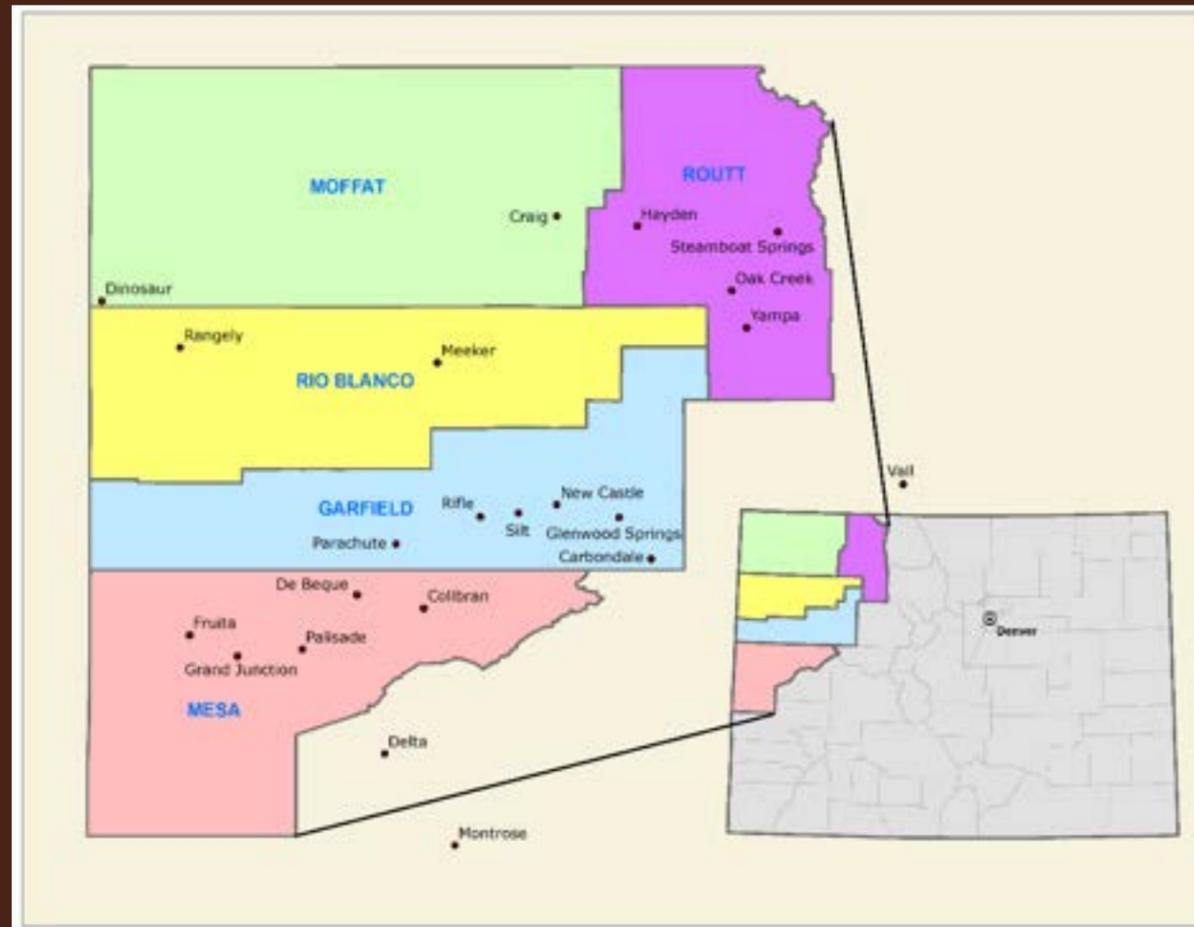
Sources: Colorado Realtors Association

Rio Blanco and CO History of Assessed Property Valuations, Property Taxes, & Sales Tax –

Sources:

DOLA and County Records

	Rio Blanco Sales Tax	Rio Blanco Y/Y % Change in Sales Tax	Rio Blanco Property Tax Revenue	Y/Y % Change in Property Tax	Rio Blanco Assessed Property Value (Billions \$)	Y/Y % Change in Assessed Value	CO Y/Y % Change in Assessed Value
2012	\$8,954,469		\$169,451,368		\$3.93		1.82%
2013	\$6,419,531	-28.31%	\$132,076,279	-22.06%	\$2.90	-26.32%	-0.89%
2014	\$8,554,707	33.26%	\$144,369,804	9.31%	\$2.90	0.00%	3.36%
2015	\$9,142,908	6.88%	\$162,331,169	12.44%	\$3.41	17.74%	14.96%
2016	\$8,545,721	-6.53%	\$120,017,290	-26.07%	\$3.41	0.00%	-3.67%
2017	\$9,761,010	14.22%	\$147,852,547	23.19%	\$2.38	-30.18%	10.07%
2018	\$11,279,532	15.56%	\$147,852,547	0.00%	\$2.38	0.00%	3.84%
2019	\$11,751,882	4.19%	\$153,722,100	3.97%	\$2.38	0.00%	16.96%
Total annualized growth over the 7-year period	4.46%		-1.33%		-5.63%		7.38%
Total nominal % change over the 7-year period	31.24%		-9.28%		-39.43%		51.66%
Real Change over the 7-year Period	12.24%		-28.28%		-58.43%		32.66%



ROUTT COUNTY

Profile

Routt County Distress Criteria Report – May 2021

Economic Distress Criteria—Primary Elements

	Region	U.S.	Threshold Calculations
24-month Average Unemployment Rate (BLS) period ending May 2021	5.62	6.33	-0.71
2019 Per Capita Money Income (5-year ACS)	\$43,769	\$34,103	128.34%
2019 Per Capita Personal Income (BEA)	\$81,699	\$56,490	144.63%

Economic Distress Criteria—Geographic Components

	24 Month Unemp	Threshold Calculation	BEA PCPI	Threshold Calculation	Census PCMI (2000)	Threshold Calculation	ACS 5-Year PCMI	Threshold Calculation
Routt County, CO	5.62	-0.71	\$81,699	144.6	\$28,792	133.4	\$43,769	128.3

Sources: U.S. Bureau of Census, Labor Statistics, and Economic Analysis; Calculations generated by StatsAmerica. Reference date 5-2021

POVERTY MEASURES

Routt County Poverty Estimates 2000 - 2019					
Poverty Estimates	Year	Rate	% Change on 2000	% Change on 2016	Rankings vs. 3,144 Counties
Poverty Rate	2019	7.2%	16.1%	0.0%	2,949
	2016	7.2%			3,026
	2000	6.2%			2,945
Poverty Rate for Children Under 18	2019	6.5%	-15.6%	-21.7%	3,074
	2016	8.3%			3,042
	2000	7.7%			2,962

Sources: US Census Bureau

Routt County Population Statistics

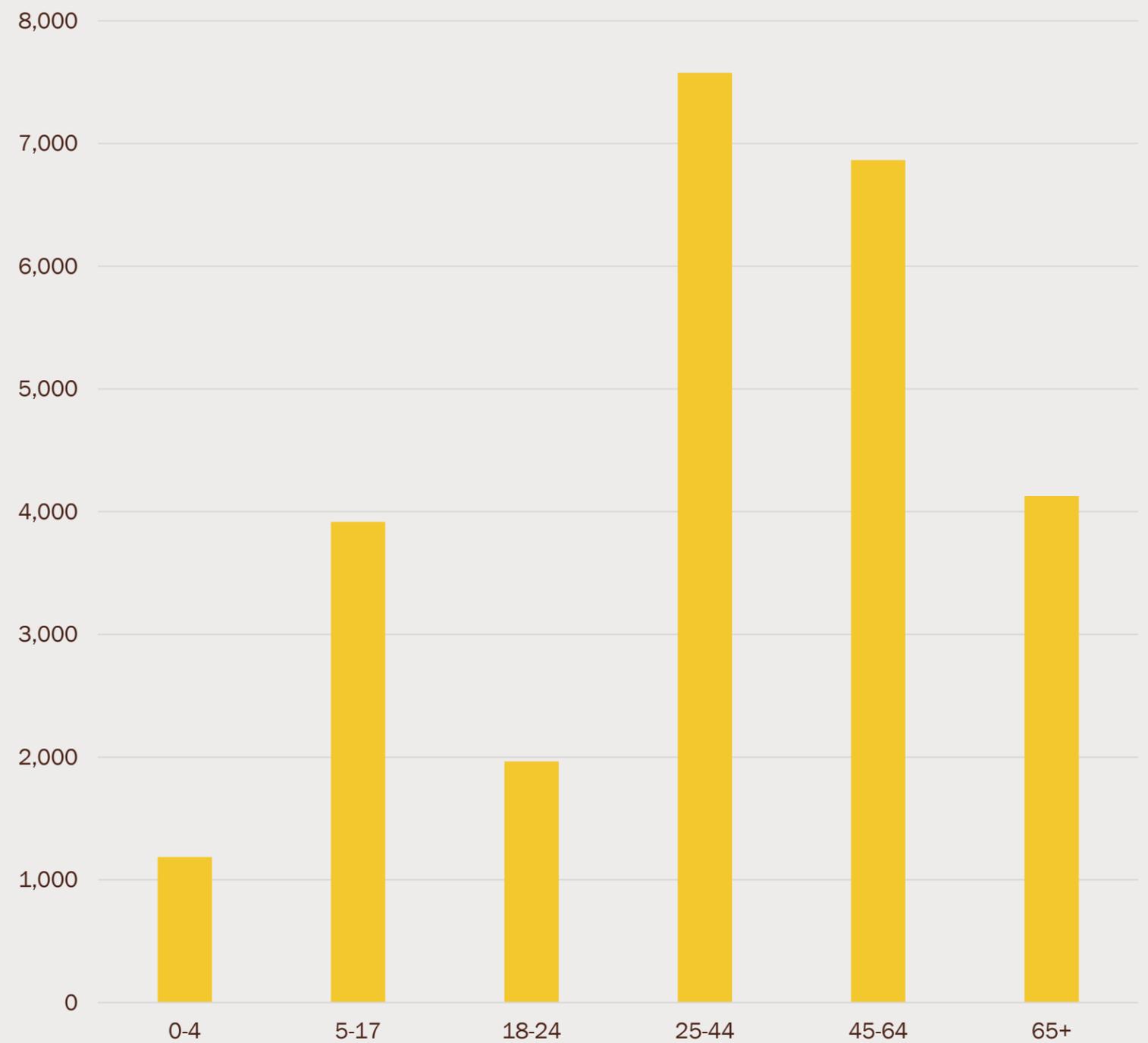
Routt Population 2010: 23,439

Routt Population 2020: 25,929 (+10.6%)

Routt Hispanic Population: 7.1%

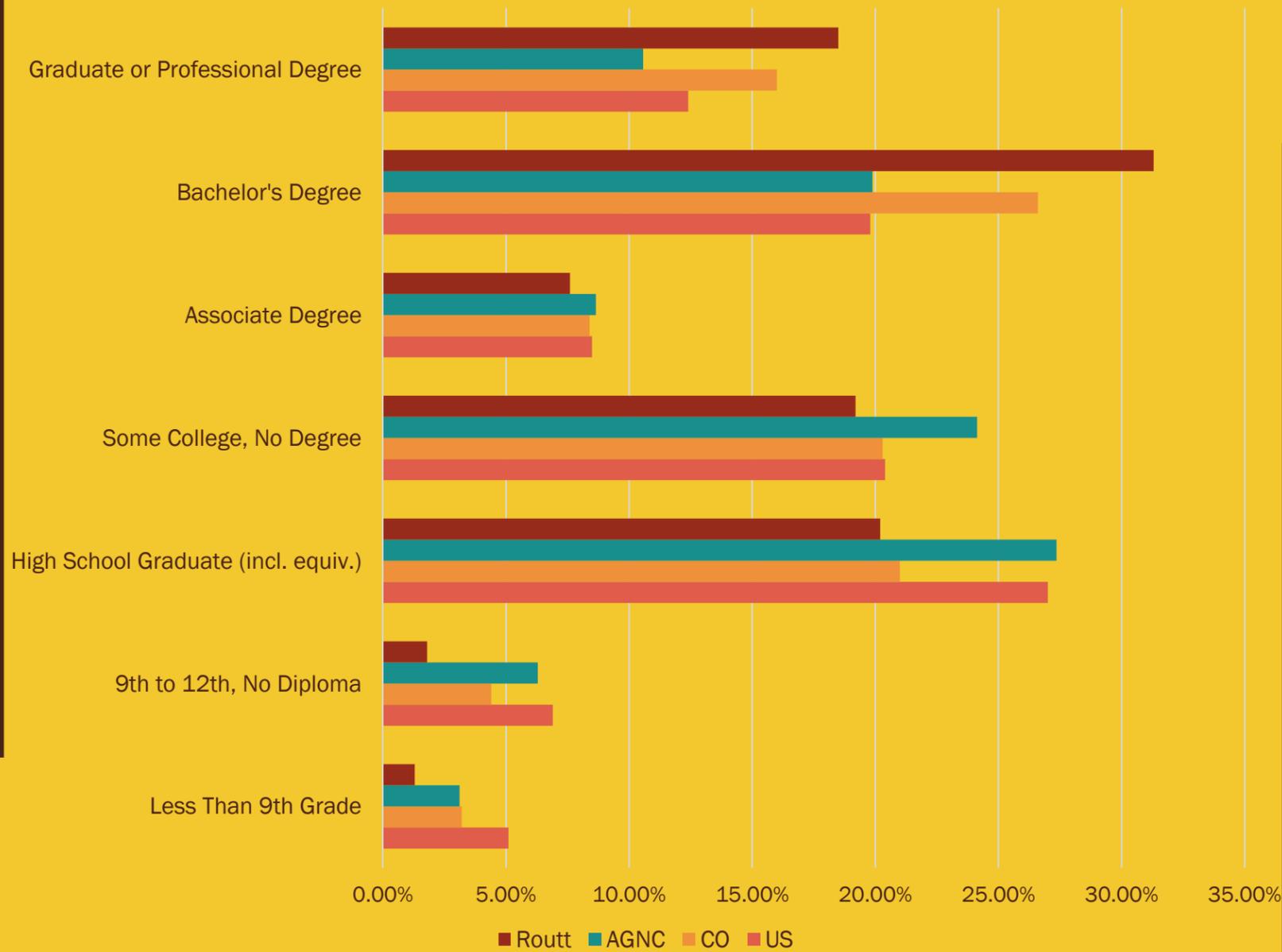
Sources: Colorado State Demography Office, DOLA

Routt Population Distribution



ROUTT COUNTY EDUCATION STATISTICS

Route Educational Attainment Comparison



Sources: US Census Bureau

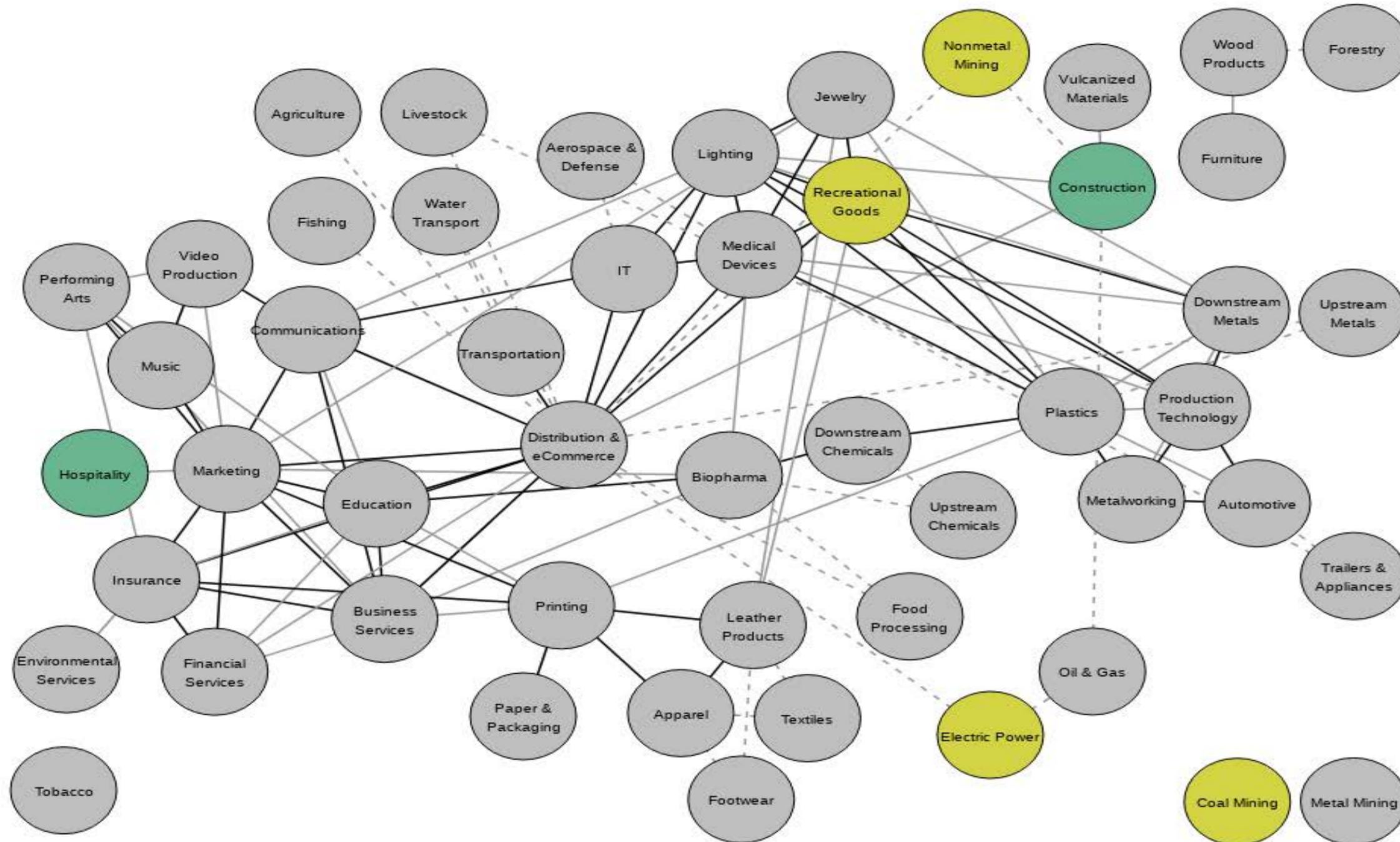
Cluster Linkages and Economic Diversification

Routt County, CO, 2016

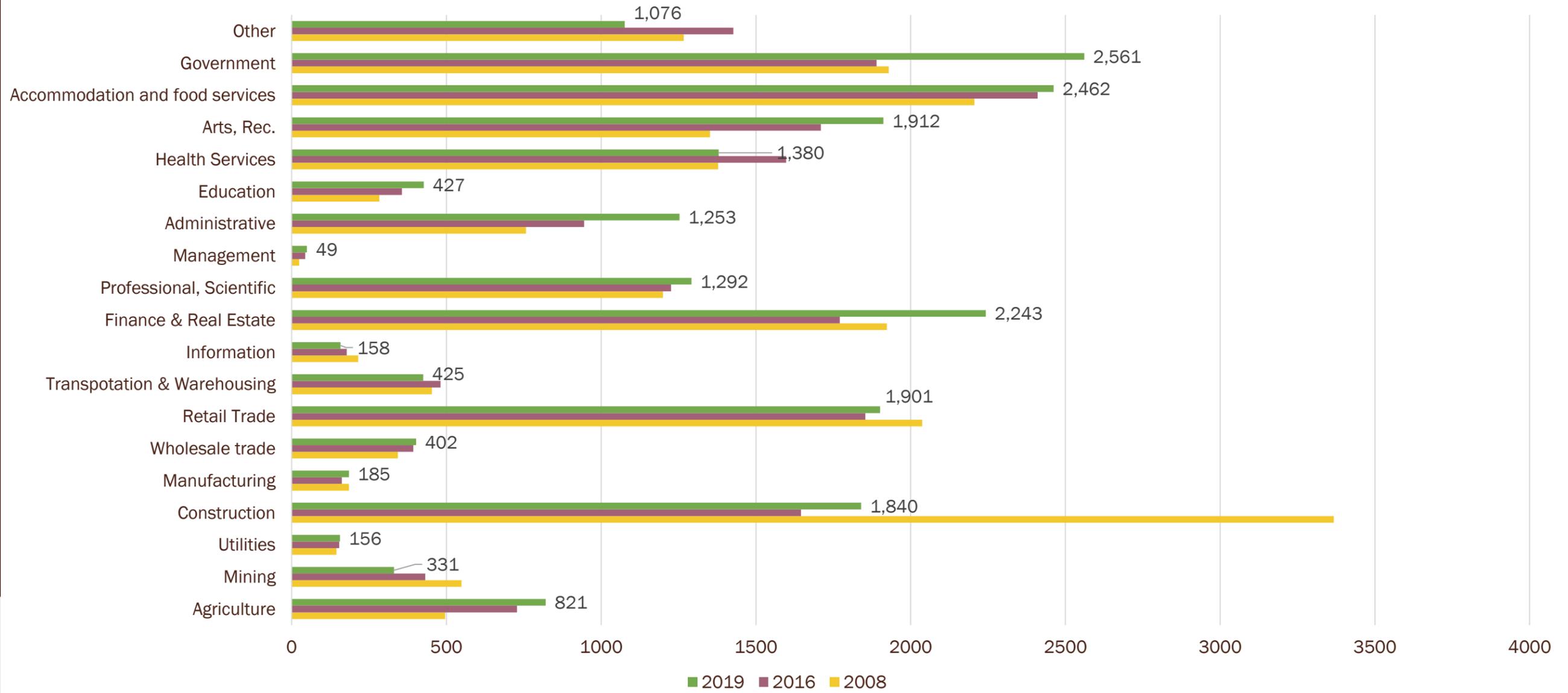
Cluster Specialization

- Strong clusters above 90th percentile specialization
- Strong clusters above 75th percentile specialization
- Other specialized clusters (LQ > 1.0)

- BCR >= 95th pctile & RI >= 20%
- BCR 90th-94th pctile & RI >= 20%
- Next closest clusters not meeting above criteria

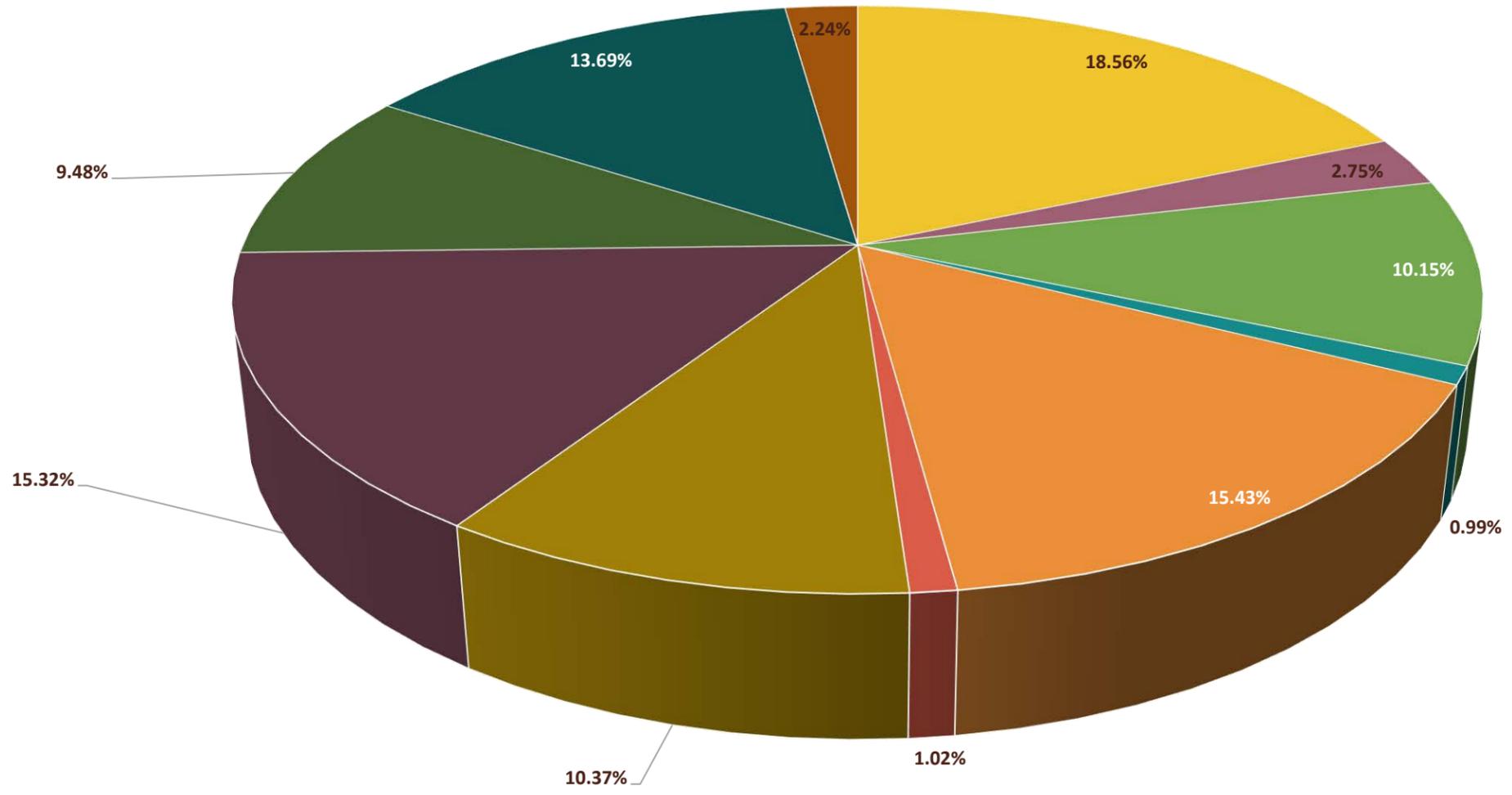


Routt Jobs by Industry History



Sources: Colorado Department of Labor and Employment (DOLE)

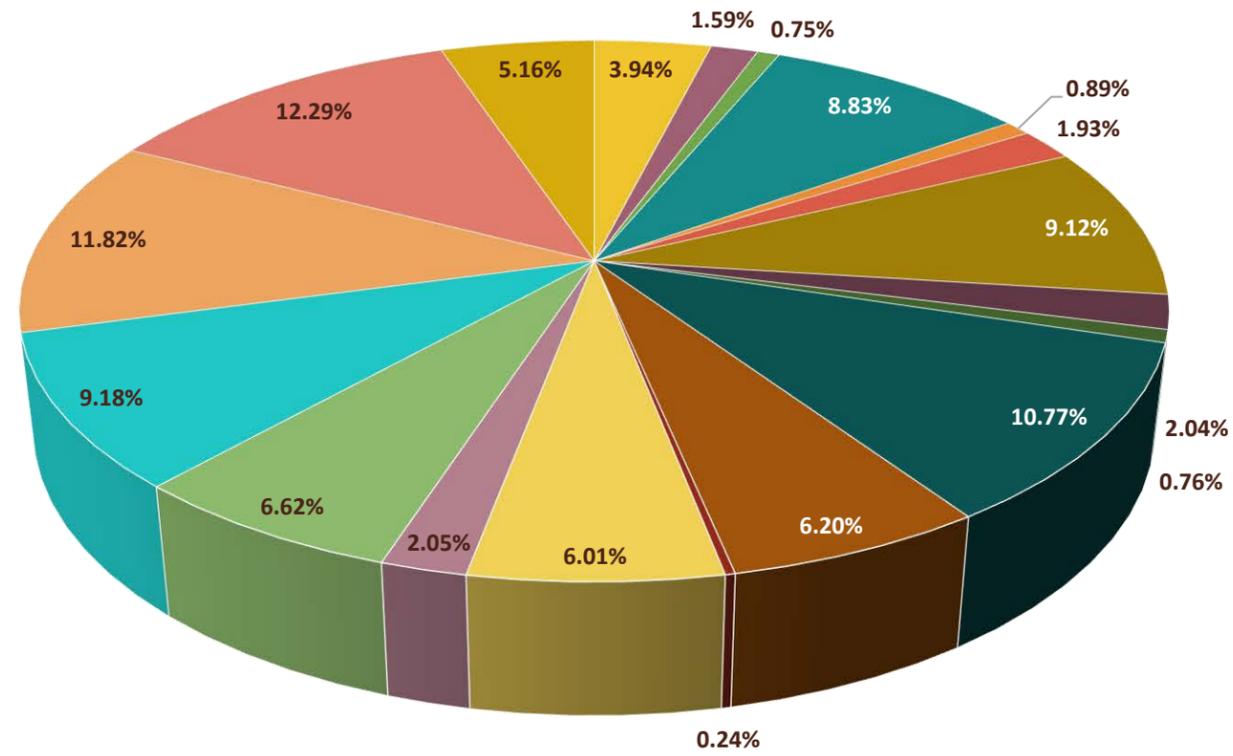
Routt Wage Distribution by Industry



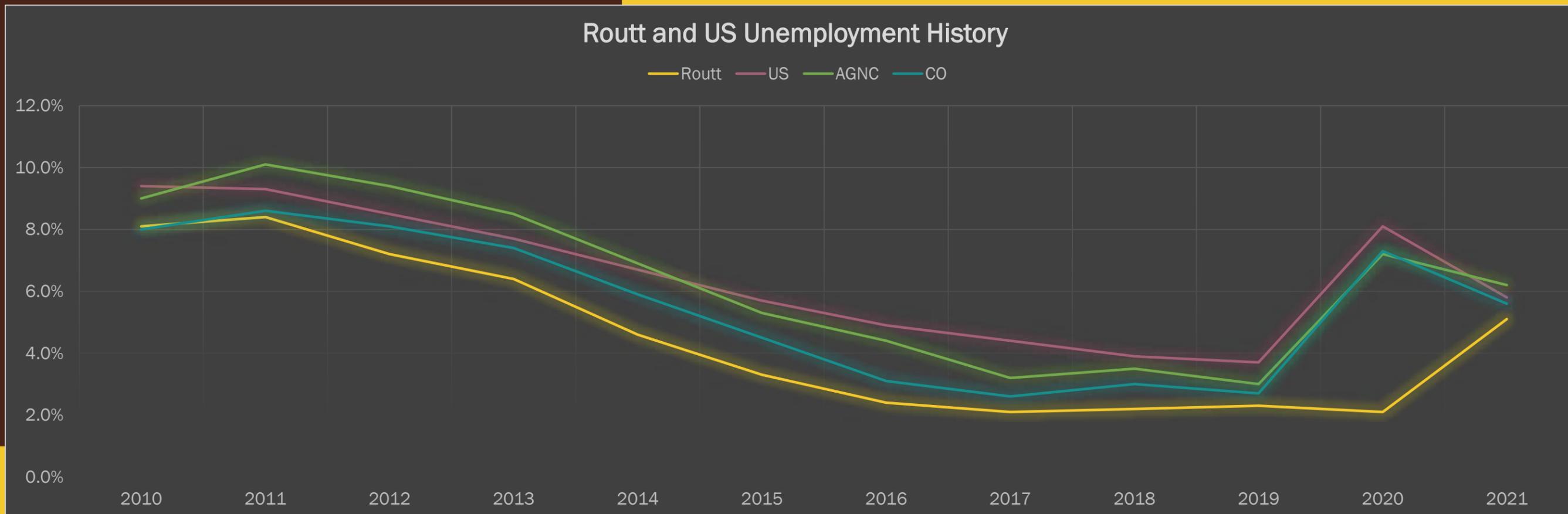
- Government
- Natural Resources
- Construction
- Manufacturing
- Trade, Transportation, Utilities
- Information
- Financial Activities
- Professional, Technical
- Education, Health Service
- Hospitality, Food
- Other

Sources: US Bureau of Labor Statistics (BLS)

Rouff Job Distribution by Industry



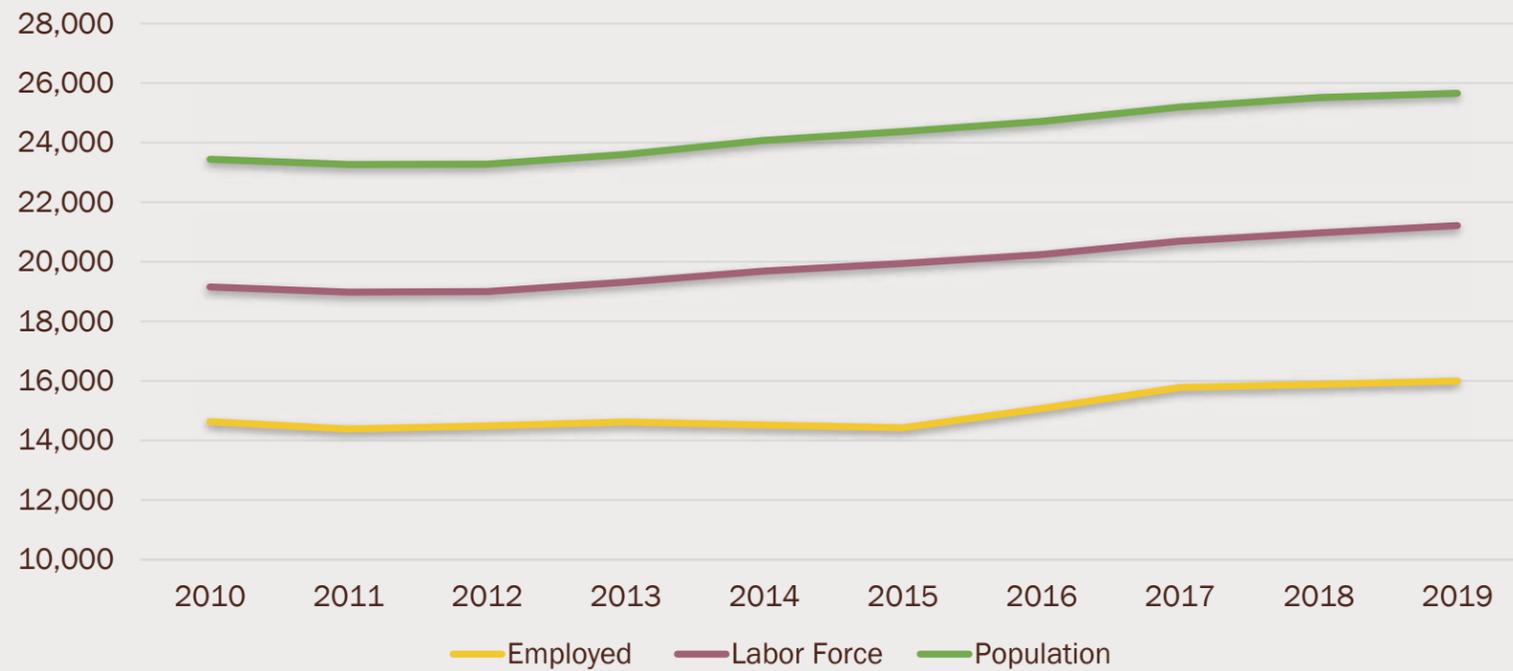
- Agriculture
- Wholesale trade
- Professional, Scientific
- Arts, Rec.
- Mining
- Retail Trade
- Management
- Accommodation and food services
- Utilities
- Transportation & Warehousing
- Administrative
- Government
- Construction
- Information
- Education
- Other
- Manufacturing
- Finance & Real Estate
- Health Services



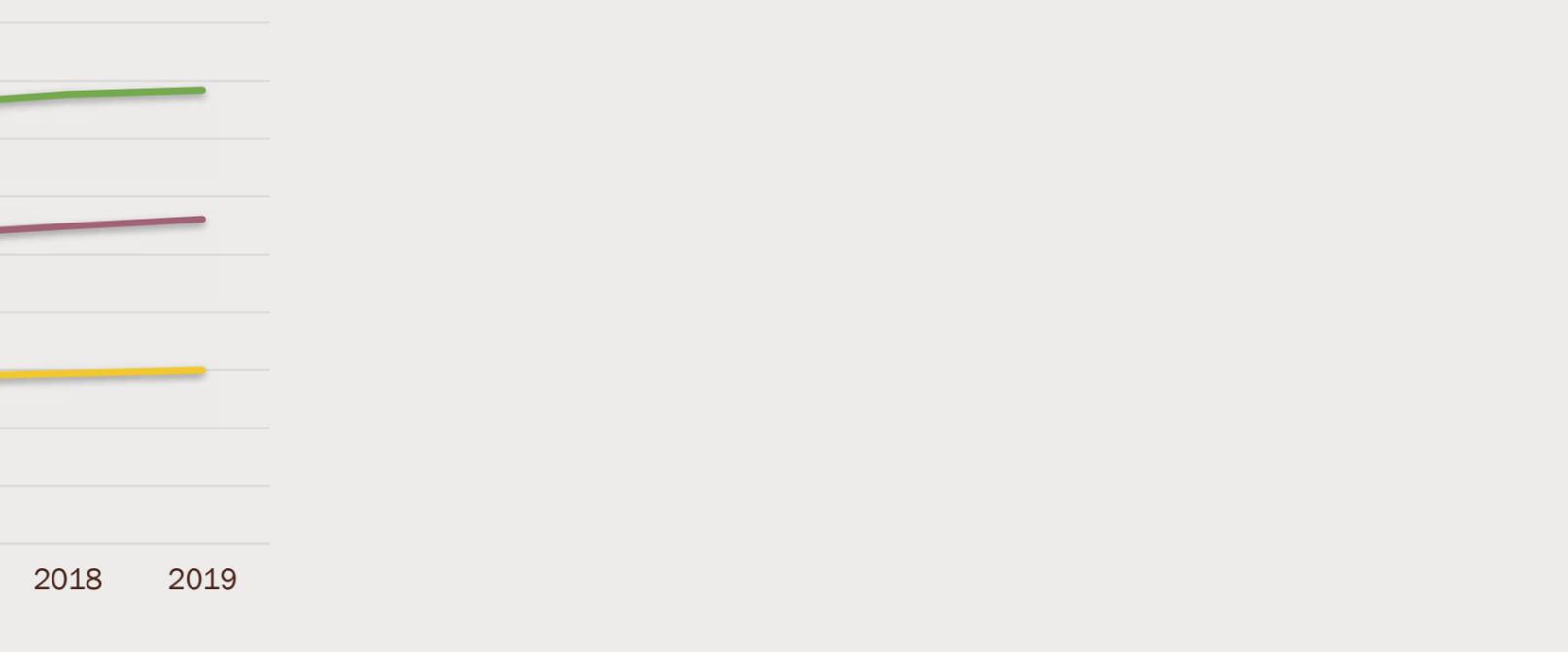
ROUTT UNEMPLOYMENT

Sources: BLS and DOLE

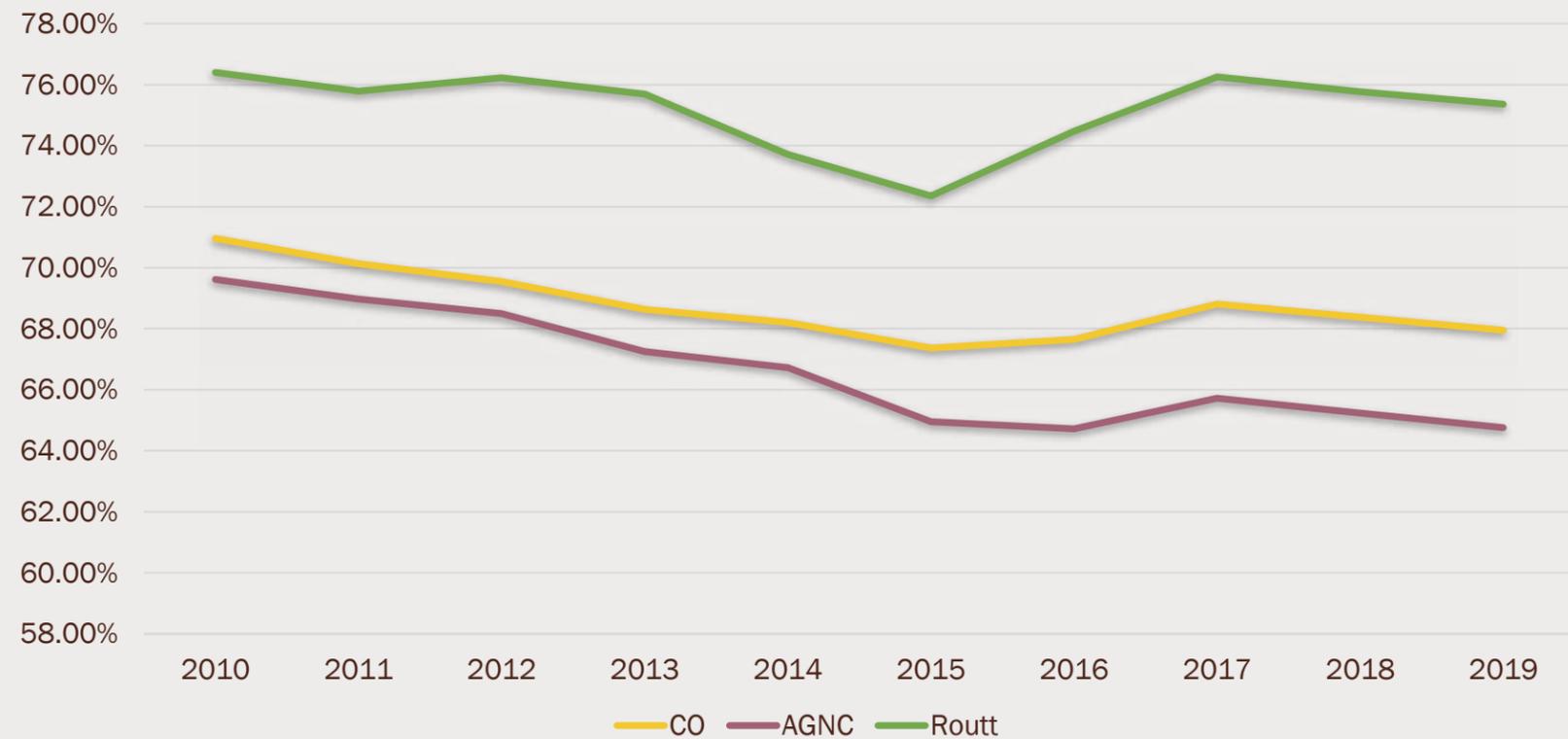
Routt Population and Workforce



Routt Demographics and Workforce Data

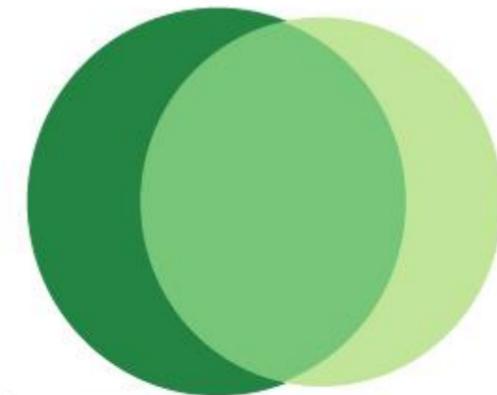
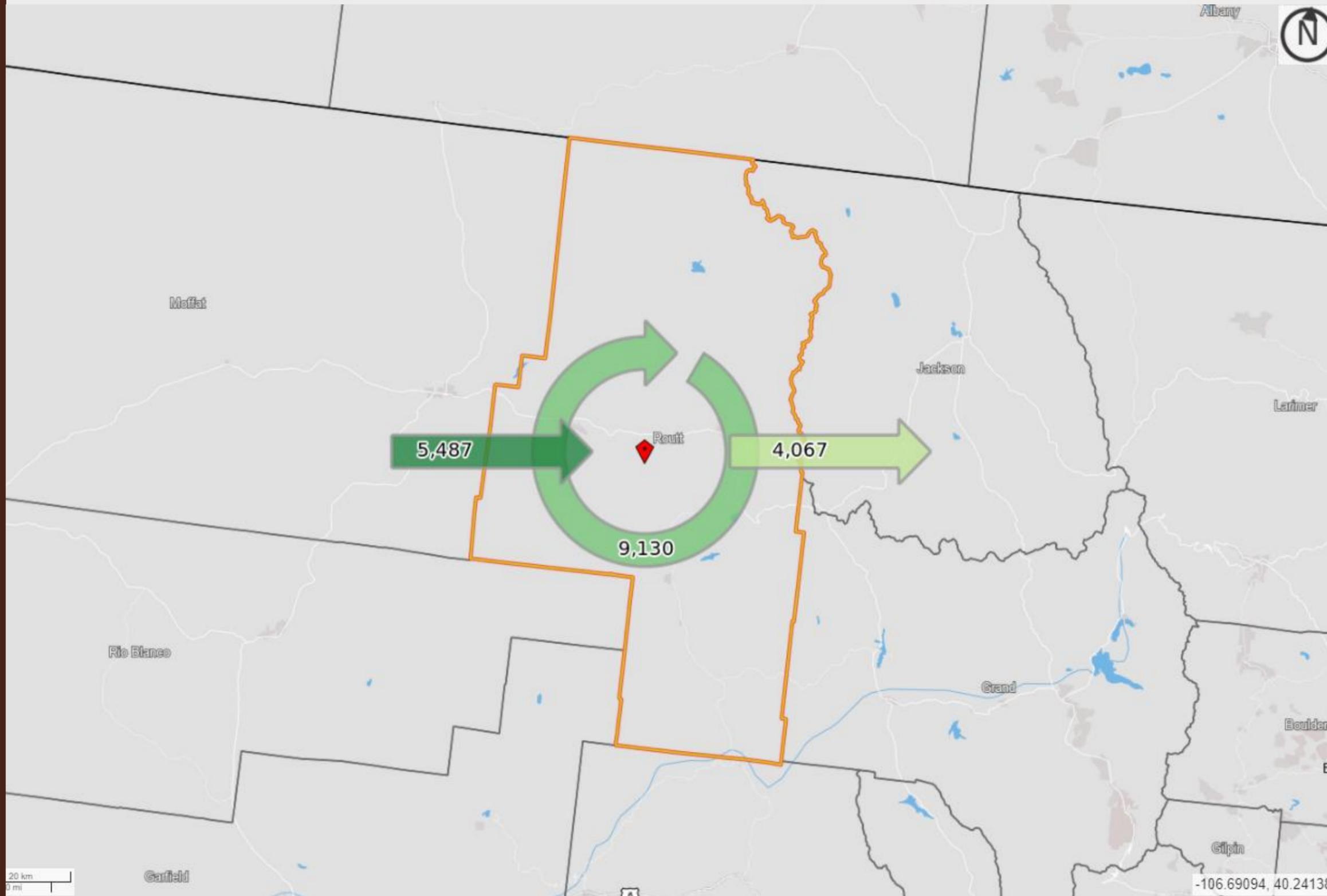


Routt Labor Force Participation History



Sources: US BLS, DOLE, and DOLA

Commuting Patterns (2018)



■ 5,487 - Employed in Selection Area, Live Outside
■ 4,067 - Live in Selection Area, Employed Outside
■ 9,130 - Employed and Live in Selection Area

Inflow/Outflow Job Counts (All Jobs) 2018

	Count	Share
Employed in the Selection Area	14,617	100.0%
Employed in the Selection Area but Living Outside	5,487	37.5%
Employed and Living in the Selection Area	9,130	62.5%
Living in the Selection Area	13,197	100.0%
Living in the Selection Area but Employed Outside	4,067	30.8%
Living and Employed in the Selection Area	9,130	69.2%

[Reset Highlighting](#)

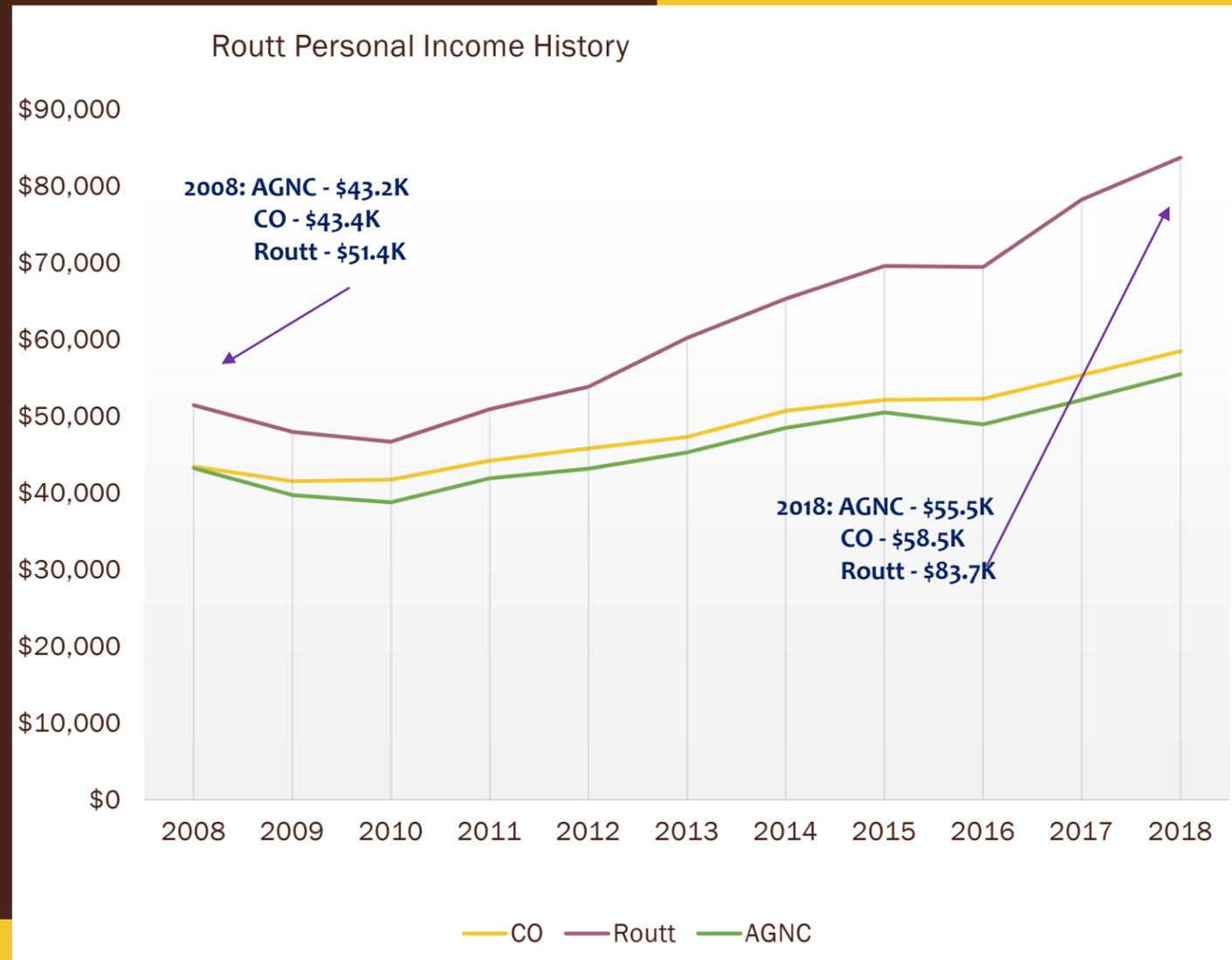
20 km
10 mi

-106.69094, 40.24138

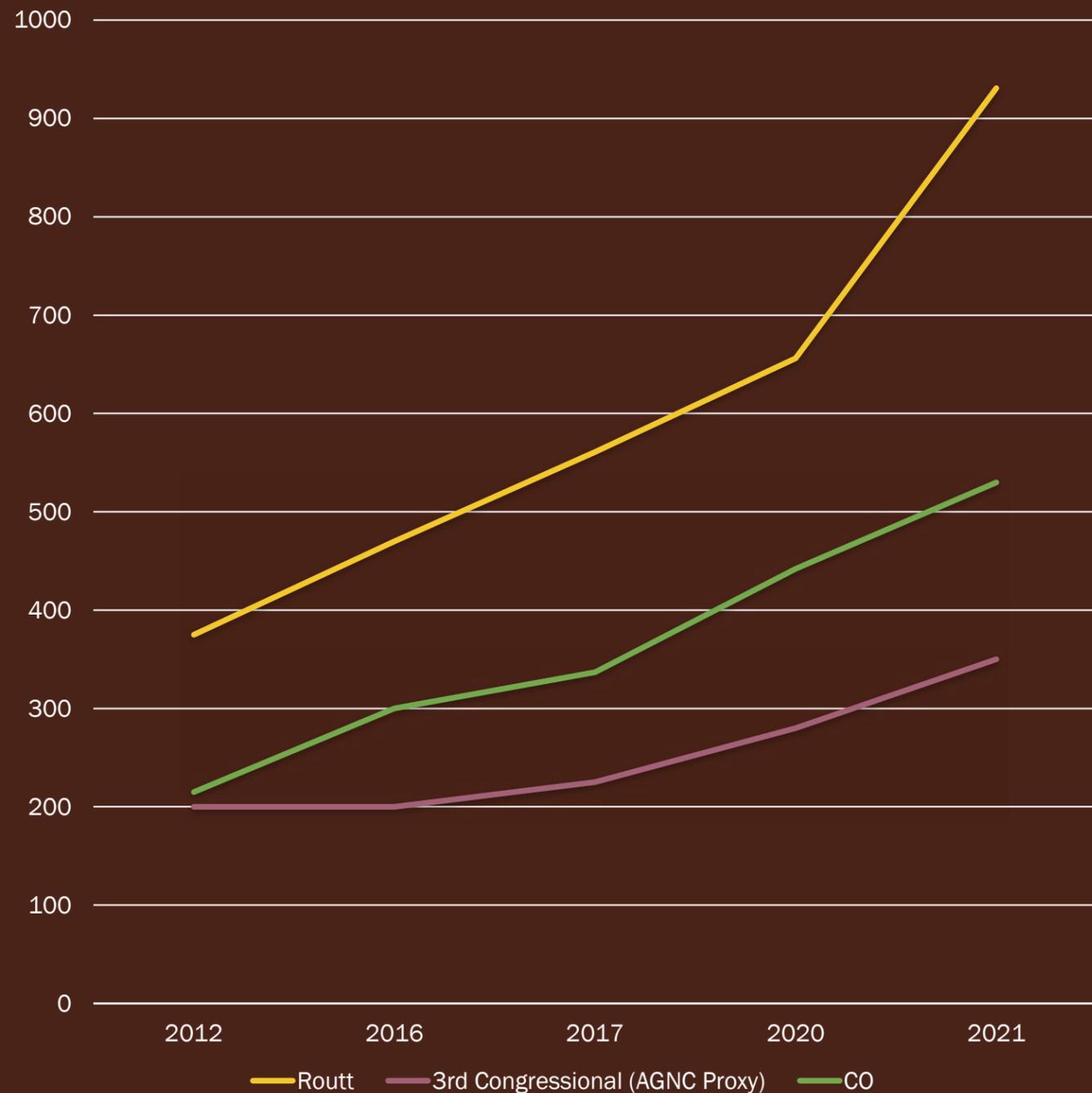
Routt Agricultural Statistics

The USDA AG Census is conducted every five years. Between 2012 and 2017, Routt County saw a large increase in the number farms from 799 to 887 but measurable decreases agricultural market values by 32% to \$31.7 million, and in the farmed acreage by 24% to 465,000 acres. Overall, the number ag related jobs over the period correlated with the increase in the number of overall farms to approximately 1,642 jobs in 2019 compared to 1,314 in 2012.

ROUTT INCOME STATISTICS



Routt Property Price History
(\$ Thousands) Median Single Family



ROUTT HOUSING STATISTICS

Housing price growth and lack of housing supplies is a significant impediment to economic development throughout entire AGNC region and the state. Routt has historically had the most economically stressed housing market for affordable housing. The situation has been exacerbated in recent years as the median single family home prices have increased 98% since 2016. Year-to-date, the median price for single family homes have increased 30.2% through June 2021, and year-over-year decrease in inventory by 60%. This \$280,000 year-to-date increase alone represents over 320% of the county's median household income. Home ownership in Routt County has grown so expensive as to be unaffordable for the typical household income.

Sources: Colorado Realtors Association

Routt and CO History of Assessed Property Valuations, Property Taxes, & Sales Tax -

Sources: DOLA and County Records

	Routt Sales Tax	Routt Y/Y % Change in Sales Tax	Routt Property Tax Revenue	Routt Y/Y % Change in Property Tax	Routt Assessed Property Value (Billions \$)	Y/Y % Change in Assessed Value	CO Y/Y % Change in Assessed Value
2012	\$4,965,623		\$55,518,741		1.16		1.82%
2013	\$5,395,871	8.66%	\$53,139,194	-4.29%	1.02	-11.99%	-0.89%
2014	\$5,979,676	10.82%	\$53,614,091	0.89%	1.02	0.00%	3.36%
2015	\$6,243,867	4.42%	\$54,562,160	1.77%	1.07	4.76%	14.96%
2016	\$6,783,223	8.64%	\$56,367,859	3.31%	1.07	0.00%	-3.67%
2017	\$7,296,804	7.57%	\$62,528,002	10.93%	1.13	5.37%	10.07%
2018	\$7,975,875	9.31%	\$65,896,039	5.39%	1.14	0.89%	3.84%
2019	\$8,962,086	12.36%	\$75,158,046	14.06%	1.14	0.00%	16.96%
Total Annualized Growth Over 7-Yr Period	11.50%		5.05%		-0.28%		7.38%
Total Nominal % Change Over 7-yr period	80.48%		35.37%		-1.98%		51.66%
Real Change Over 7-yr Period	61.48%		16.37%		-20.98%		32.66%

Appendix D

Full SWOT Analysis

SWOT Analysis

As part of the engagement process in creation of the AGNC CEDS, an assessment of the region's internal and external influences were examined. These include internal strengths and weaknesses, and external opportunities and threats. This assessment process helped shape the goals and strategies along with identifying opportunities for regional development and collaboration within the original 2018 CEDS and this 2021 CEDS Update.

The AGNC process engaged economic developers, businesses, non-profit service providers, healthcare providers, education, private citizens, local community/government leaders and elected officials. The focus of many of these meetings was to identify common ground, and unique attributes of each community along with challenges that can be approached regionally in a systematic manner. The unique input from each community as well as the regional input derived from this process resulted in the following SWOT Analysis.

The following county summaries provide the beginning basis for the discussion and analysis for the compilation of the region's collective SWOT Analysis.

Garfield County



Garfield County has one of the stronger economies with greater diversity within the region. However, the County has been quite dependent on the extractive industry for its tax base, and while most of the communities across the County appear to be heading in positive directions, communities in western Garfield County have some of the highest unemployment within the region.

Garfield is one of the stronger economies because of its strong cultural heritage tourism base, a variety of recreational options including access to the Colorado River, trails, recreation centers, golfing, and public lands. The County benefits from the presence of three community colleges, strong K-12 programs, including partnerships with higher education, and community libraries in each community. The region also has strong renewable energy partnerships, and a strong agricultural base.

As a transition county between resort communities, Garfield is faced with high construction costs, housing costs, and healthcare costs. With a strong tourism base, additional pressure on housing is mounting from the conversion of housing stock to VRBO (vacation rental by owner). There is a large disparity in wealth, and they need to address the needs of those that hover near or below the poverty line.

One of Garfield's biggest assets is the Colorado Center of Excellence. This innovation center, focused on aerial firefighting research and development, creates the opportunity to attract researchers, manufacturers, and other spin off industry from a unique industry focus.

Garfield County has many opportunities to leverage its higher education resources, grow small business support networks, and expand access to broadband across the county.

Mesa County



Mesa County has the largest population within the region, and as the regional hub, has the most diverse economy. Mesa County's strengths include Colorado Mesa University, whose programming and quality of education contribute significantly to the economy of the entire region. Additionally, Mesa County has three quality health care systems (St. Mary's, Community Hospital, Mind Springs), excellent developed recreational opportunities, a thriving agricultural industry with popular branding of both Palisade Peaches and Colorado Wine Country. The County is also home to the regional airport that has daily air service to major hubs in Salt Lake, Denver, Phoenix, and Houston. From an economic development standpoint, Mesa County has a "well-oiled" machine in its economic partnerships including the GJ Business Incubator, Grand Junction Economic Development Partnership, GJ Chamber of Commerce, Downtown Development Authority, and numerous partners.

Yet, Mesa County has some of the highest poverty rates in the region, perhaps simply because of its more urban character. There are gaps between employer needs and skill sets of employees. Mesa County also has one of the highest suicide rates in the Country, a school system that doesn't always meet the expectations of those looking to relocate, and lack of affordable and workforce housing.

The County is working to capitalize on its tremendous opportunities and is actively pursuing those including growing its outdoor manufacturing base, leveraging the University's resources and community presence, and working to decrease the cost of transportation for manufacturers in the region through initiatives such as a loading facility along the rail line, and a Foreign Trade Zone at the airport.

Mesa County is actively marketing and branding itself as a lifestyle hub where you can live, work, and play. This approach is paying off as an increase in businesses and activities focused on outdoors, recreation, and entertainment continue to grow with vibrant higher education environment.

Moffat County



Moffat County has several strengths including its public lands, quality water and sewer service with excess capacity, an excellent hospital, and an excellent community college. Public lands support a significant portion of the County's economic activity through mineral extraction, agriculture, and tourism.

However, while the County has excellent public lands, infrastructure such as trails, camping, restrooms, and trailhead facilities are limited. The County and community face a significant challenge as the coal industry – a stable, reliable industry for decades – is facing a transition that will impact every aspect of life in this county and its communities.

While the County has an excellent hospital, access to mental health services is a challenge. There are high rates of poverty in the County. The Town of Dinosaur and the Maybell community, in particular, have extremely high levels of poverty.

More importantly, the County has lost significant ground in the terms of wages and total jobs, as demonstrated throughout this report.

One of Moffat County's greatest challenges is its own perception of itself. Community pride has been low. Changing the County's own internal view of itself is an opportunity and community organizations along with the local leadership are working to improve this perception.

Additionally, access to broadband is a key limiting factor for the County and of utmost importance to address so the County can attract the kind of employers that will help the county retain and attract younger families.

The County has a diverse community with both retirees and an emerging "young" professional population. The County has the opportunity to find ways to bring young and old together through projects and increase opportunities for younger families to move to the area. This can help grow the leadership base of the County.

Rio Blanco County



Rio Blanco County has one of the highest percentages of public lands in the region (although each county has a strong public lands presence). As a result, a significant portion of the economy is driven by federal, state, and local government. A strength in Rio Blanco County is the coordination and collaboration between these entities, and a sense of responsiveness of these entities. The resilience of which is evident after the recent pandemic.

Rio Blanco has many challenges that come along with being dependent on public lands as a significant portion of their economy, including suffering the booms and busts of oil and gas and coal development. This includes housing shortages when things are booming and housing crashes when they are not. Lack of daycare has been an issue as well.

The County has invested significant effort in putting plans together to help it diversify its economy and diversify how public lands benefit the County economically.

Colorado Northwestern Community College boasts a robust and affordable pilot program as well as an aviation mechanic program which may provide opportunities for the community, region and state if forces can be pulled together to expand the programs. CNCC also has a sought after dental hygiene program which benefits the community directly and provides dental workforce regionally.

One of Rio Blanco's greatest opportunities is its own willingness to invest in itself. The County has completed a major broadband network that has put the County on the map as a 1 GIG County! They have built a new courthouse, new annex facility, updated the fairgrounds, completed a new hospital, upgraded the airports, and invested in downtown redevelopment.

Routt County



Just looking at the data, Routt County appears to be a shining exception of economic prosperity in the region. The County has numerous strengths that make it an attractive place for people to visit, start and expand business, and relocate to. The County is known for its world class ski area, hot springs, developed recreational assets, and investments in critical infrastructure like multi-modal transportation. Several communities within Routt County have active Main Street Programs, and the Yampa Valley Airport provides regional air service to major hubs including Denver and Salt Lake, seasonally.

Routt has numerous challenges that need focused attention. With the growth in second home ownership, cost of services such as daycare and healthcare make it difficult for many employees to afford to live and work in Routt County. Housing is virtually unaffordable for the average employee, meaning employees live outside the area, putting pressure on the region's transportation system, housing and education programs.

Routt County has numerous opportunities but must work to address the growing gap between the workforce's needs and the costs of services and housing. Focusing on location neutral jobs which would require increased broadband capacity, increasing the multi-modal network to connect more of the region, and maintaining a balance between commercial and residential development are key opportunities for the County.

SWOT Regional Summary

Strengths	Weaknesses	Opportunities	Threats
Strong Economic Development Focus	Deficient Economy	Economic Development Tools	Looming Government
Abundant Amenities & Place Makers	Disadvantaged Workforce	Tourism Possibilities	Impending Economic Adversities
Robust Social Networks	Untenable Jobs	Agricultural Society	Weakening Population & Workforce
Boundless Entrepreneurial Spirit	Insufficient Infrastructure	Desirable Amenities & Services	Nature Issues
Available Infrastructure	Deficient Amenities	Accommodating Infrastructure	
	Social Problems	Government Regulations	
	Inaccessible Healthcare		
	Housing		

Strengths

Strong Economic Development Focus

Local government support

Strong economic development organizations

Strong chambers of commerce

Economic developers with vision

Growing manufacturing sectors

- *Recreation/Outdoor industry*

Plentiful natural resources

- *Coal, natural gas, timber, oil, water, sunlight, sodium bicarbonate, uranium, rare earth minerals, oil shale, vast land*
- *High coal quality*

Available commercial and industrial properties

- *Mesa, Moffat, Rio Blanco, Garfield*

Engaged industry partners

- *Supportive of diversification*
- *Growth focus*

Responsive government agencies

- *Local, state, and federal*

Strengths

Abundant Amenities & Place Makers

Open space

Public lands

Wildlife

Quality and quantity of water

Trail systems

Outdoor recreation opportunities

- *Water Parks, Fishing, Hunting, Climbing, Rafting, Hiking, Spelunking, Hot Springs*

Environmental appeal

Cultural opportunities

Historical & heritage assets

Strengths

Abundant Amenities & Place Makers

Working landscapes

- *Ranching, Farming, Rodeo*

Public recreation centers

- *Fruita, Meeker, Rangely, Steamboat Springs, Carbondale, Glenwood Springs, Battlement Mesa*

Amphitheaters and Event centers

- *Grand Junction, Rio Blanco, Routt*

Olympic training centers

Low property tax

Low utility rates

Public equestrian and livestock facilities

Plentiful business with public WiFi

- *Helps location neutral workforce*

Strengths

Robust Social Networks

Healthcare improving regionally

- *Attracting retirees and new hospitals*
- *Specialty services improving*

Higher education

- *University including 4-year, Master's, and PhD programs*
- *3 community colleges with widespread service across the region*
- *High level of college degrees*
 - *Routt*

Strong K-12 education

- *Charter, private, and public schools*
- *Strong partnerships between K-12 and higher education providing concurrent/dual enrollment*
 - *CMC, CMU, CNCC, WCCC, 4H, FFAC Clubs*

Career and technical education centers

Good emergency services

Public safety and security

Plentiful non-profit organizations

- *Volunteer spirit*

Strengths

Boundless Entrepreneurial Spirit

Educated population/workforce

SBDC Services

Workforce improvement opportunities

- *Trainings, Workforce Centers, etc.*

Business Climate

**Rio Blanco County designated a Certified Small Business
Community**

Strengths

Available Infrastructure

Transportation

- *Airports*
 - *Grand Junction Regional Airport*
 - *3 major carriers, 2 commuter carriers*
- *Regional Airports throughout region*
 - *Garfield County and Yampa Valley*
- *Flights schools at CNCC and WCCC*
- *Center of Excellence*
- *Proximity to I-70*
- *Railroad Lines*
- *Public bus systems*
 - *Yampa Valley RTA and Roaring Fork RTA*

Broadband

- *Rio Blanco County system*
- *Widespread access in Routt and Moffat Counties*
- *Growing access in Mesa and Garfield Counties*

State of the art water treatment plant

- *Garfield and Moffat Counties*

Solar Farms

- *Garfield County*

Fairgrounds

Weaknesses

Deficient Economy

High cost of living

- Long commutes to/from work
- Housing available is not aligned with the jobs available

High construction costs

- Lack of developable land
- High materials cost
- High construction fees
- Restrictive planning and zoning policies/regulations
- High labor costs
 - Lack of skilled labor
- High housing demand

Decline in tax base

- Commercial property
- Declining number of workers
- Increased demand for services

Lack of Cowork spaces

Lack of access to venture/high-risk capital

Lack of state and local support and funding for economic development

Limited assistance and availability of resources

Reliance on natural resources

- Narrow sources for high paying jobs
- Vulnerability to boom-and-bust cycles

Difference visions across organizations/communities/geographies

Difficulty in retaining local government administrators

Weaknesses

Disadvantaged Workforce

Lack in number of skilled workers

- *Unable to retain college graduates*
- *Lack of apprenticeships and technical training center capacity*
- *Deficient in training for electricians, plumbers, welders, machinists, mechanics, construction trades, engineering*

Lack of higher education program capacity

- *Technology education*
- *Virtual reality/software education*
- *Healthcare education*

Engineering/electro-mechanical systems programs

Shortage of childcare access and affordable childcare

Job applicants fail simple employment requirements

- *Background checks*
- *Drug tests*
- *Driver's license*

Weaknesses

Untenable Jobs

Service-based economy

- *Tourism/recreation/hospitality wages low and often lack benefits*
- *Seasonal jobs*

Job market aligns poorly with the labor supply

Lack of sustainable jobs that drive diversified economic growth

Lack of quality jobs providing quality health insurance

- *Increased population on Medicaid*
- *Aging population becomes more costly to support*

Transportation is costly and options for some commuters is limited

Weaknesses

Insufficient Infrastructure

Aging and inadequate infrastructure

- *Lack of maintenance and capacity*
- *Broadband/cellular coverage, roads, water systems and storage*

Poor connectivity between counties

- *Transportation corridors*
 - *State Highways 139, 13, 131, and 4*
 - *I-70 closures*
- *Road capacity*
- *Remoteness of Moffat, Rio Blanco, and Routt Counties*

Lack of public transportation

Lack of direct flight destinations

Lack of active/alternative transportation

- *Pedestrian, bicycle trails*
- *Sidewalks*
 - *Snow removal*

Weaknesses

Deficient Amenities

Lack of cultural and lifestyle amenities

- *Aging downtown districts and main streets*
- *Lack of downtown vibrancy*
- *Lack of maintenance*
- *Declining heritage assets*

Lack of rest areas

- *Moffat County*

Lack of funding for heritage resources

Weaknesses

Social Problems

Lack of childcare

Lack of quality early childhood education

Lack of quality K-12 education

High cost of higher education

- *Student loans*
- *Student Aid*

Aging Population

- *Lack of senior services including adequate housing, amenities, and activities*

Lower birth rates

****On par with national and state statistics, though****

Lack of diversity

- *Racial, ethnic, religious, etc.*
- *Lack of bilingual services*
- *Lack of cultural sensitivity*

Weaknesses

Social Problems

Lack of leadership

- *Small town mentality*
- *Leadership succession planning lagging*
- *Lack of youth and young adult leadership development*

Lack of human capital capacity to address issues

- *Same people involved in everything*

Shortage of library hours/availability

- *Causing lack of access to computers and technology*

Lack of overnight shelters

- *Homeless*
- *Victims of domestic violence*
- *Family*

Too much commuting for work

- *Long commutes to/from jobs create disfunction in families*

Lack of resource officers at schools

- *Rio Blanco County, South Routt and Hayden have none*

Lack of Boys and Girls Clubs, YMCAs

Weaknesses

Inaccessible Healthcare

High cost of healthcare/insurance

Lacking quality healthcare

Mental health issues

- High rates of drug use/substance use disorders
 - Opiates, marijuana, methamphetamines, prescription pills, alcohol
- Shortage of detox beds
 - Patients being housed in jails and hospital beds without staffing or capacity to treat
- Lack of transitional living facilities (Clean and Sober living, Halfway houses)
- Rising crime rates
- Domestic violence
- Cyber bullying
- High suicide rates
- Lack of treatment for mental health issues
- Lack of qualified mental health professionals

Lack of integration between traditional medicine and complementary treatments

Lack of transportation to health appointments

Opportunities

Economic Development Tools

Economic developers with vision

Main Street Community program

Office of Economic Development and International Trade (OEDIT)

- *Rural Jump Start*
- *Enterprise Zone*
- *Blueprint 2.0*
- *Colorado Tourism Office*
- *Colorado Rural Academy for Tourism (CRAFT)*
- *Rural tourism program funding and film board incentives*

Urban Renewal Authority

Tax increment financing

Downtown development authorities

Opportunity Zones

- *Craig, Grand Junction/Mesa County, Glenwood Springs, and Silt*

BLM Headquarters in Grand Junction

Opportunities

Economic Development Tools

Rural Venture Fund

Foreign Trade Zone – Grand Junction

Department of Local Affairs

- *4R Program*
- *REDI Grant*

Commercial buildings opportunity

- *Repurpose large, vacant commercial buildings*
 - *Craig Station*

Business incubator system with focus on tourism and outdoor recreation industry

LNG Development

SBDC buildout

Remote work

Opportunities

Tourism Possibilities

History and culture

- Western, Native American, Dinosaur, Heritage

Outdoor Recreation

- Trails
- Clusters of recreational activities to market

Agritourism

Train

Arts

Regional tourism collaboration and marketing

Ecotourism

Event tourism

- County Jam
- Organized competitive events
- Brewpub bottle release parties
- Destination mapping

Tour providers/guides

Opportunities

Agricultural Society

Specialized foods and agricultural value added

Local farm to table

• *Brewpub*

Coalesce all Western Colorado to aggregate product, brand, and distribute to major markets including Denver and Salt Lake City

Timber harvest and manufacturing homes

Western Colorado food hub

Opportunities

Exhilarating Technology Development

Drones

- CNCC Drone certification program
- Center of Excellence training programs

Energy

Aviation

Coding

Virtual/Remote workers

Broadband

Software development

Electromechanical Systems

Computer Science

Electrical Engineering

Carbon Fiber

CNCC developing 3D printing and design center

Opportunities

Desirable Amenities & Services

Center of Excellence for Aerial Wildfire Fighting

Historic arts districts

Outdoor Recreation

CoWorking Spaces

Vast reserve of transferrable skills

Healthcare Services

- *VA Hub and Spoke*
- *Telehealth*
- *Pioneers, GRHD, Craig Hospital creating opioid coalition*
- *Alternative mental health providers*

Wolf Creek Reservoir development

Population Growth

- *Front Range Exodus*
- *Out of state population moving in*

Higher Education programs on Front Range are oversubscribed and too expensive

Developing Trail Systems

- *Active/Alternative trails*
- *Regional/Expansive*
- *CDOT Collaboration*
- *CPW Collaboration*

Opportunities

Accommodating Infrastructure

Accessing federal infrastructure resources

Regional infrastructure authority

Expand corridor from I-70 to I-80 via Highway 13

County Road 5

Broadband

Public Transportation

Aviation Industry

- *Pilot Training*
- *Drone Development*
- *Aerospace parts manufacturing*

Spaceport

OHV Trails

Collaboration with 7-County Infrastructure Coalition

Threats

Looming Government

Forgotten by state and federal governments

Federal agencies that hinder development

Regulations

- *State*
- *Federal*

Lack of inclusion of rural America by state and federal government

Procurement policies and priorities

Permit/License structure for motorized and non-motorized recreational users on public lands

Funding and planning for transportation

- *State and Federal allocation of resources*

Public land influence – Regulation and Wildlife

- *Wolves, Sage Grouse, Environmental Protection Plan*

State process for federal mineral lease and severance tax payments to communities of impact

- *Allocation of severance tax dollars to non-impacted communities*
- *State legislature sweeping severance tax dollars to balance the budget*

Decreasing assessed property valuation

Threats

Looming Government

Lack of management of public land

- *Leading to risk of fire and flooding*

Regulatory barriers to natural resource economy

- *Agriculture sectors*
- *Natural gas*
- *Coal*
- *Nuclear*
- *Hydro-electric*
- *Mining*

Regulatory issues around drone technology

FAA regulations for commercial pilots

- *Required hours for commercial flight time*
- *Pilot leakage from rural to urban centers*

Transportation maintenance costs and revenues

State education system disfunction

Cost of Healthcare

FCC Broadband Map

- *Barrier to federal funding*

Threats

Impending Economic Adversities

Housing Availability and Affordability

- *Vacation rentals by owners*
- *Commercial building turned into timeshares*
- *Housing costs outpace wages for available jobs*
- *Lack of developable land*
- *Regulations and fees increasing the burdens of new construction*
- *High costs for construction materials and labor*
- *Lack of housing driving real external costs on other businesses*

Coal-fired Power Plant and Mine Closures

- *Craig Station Unit 1 by 2025*
- *Craig Stations Units 2 & 3 by 2030*
- *Hayden Plant by 2030*

Boom & Bust Cycles

Weather

- *Snowpack*
- *Water Storage*

Cost of Healthcare

FCC Broadband Map

- *Barrier to federal funding*

Threats

Weakening Population & Workforce

Immigration policies impacting agriculture and tourism industries

• *Losing workforce*

Declining and aging population

• *Out-migration of youth and skilled workers*

Divided region

• *Preservationists/Conservationists*

Anti-agriculture movement

High poverty rates

• *Welfare – recipients not coming back to workforce*

Threats

Nature Issues

Natural Disasters

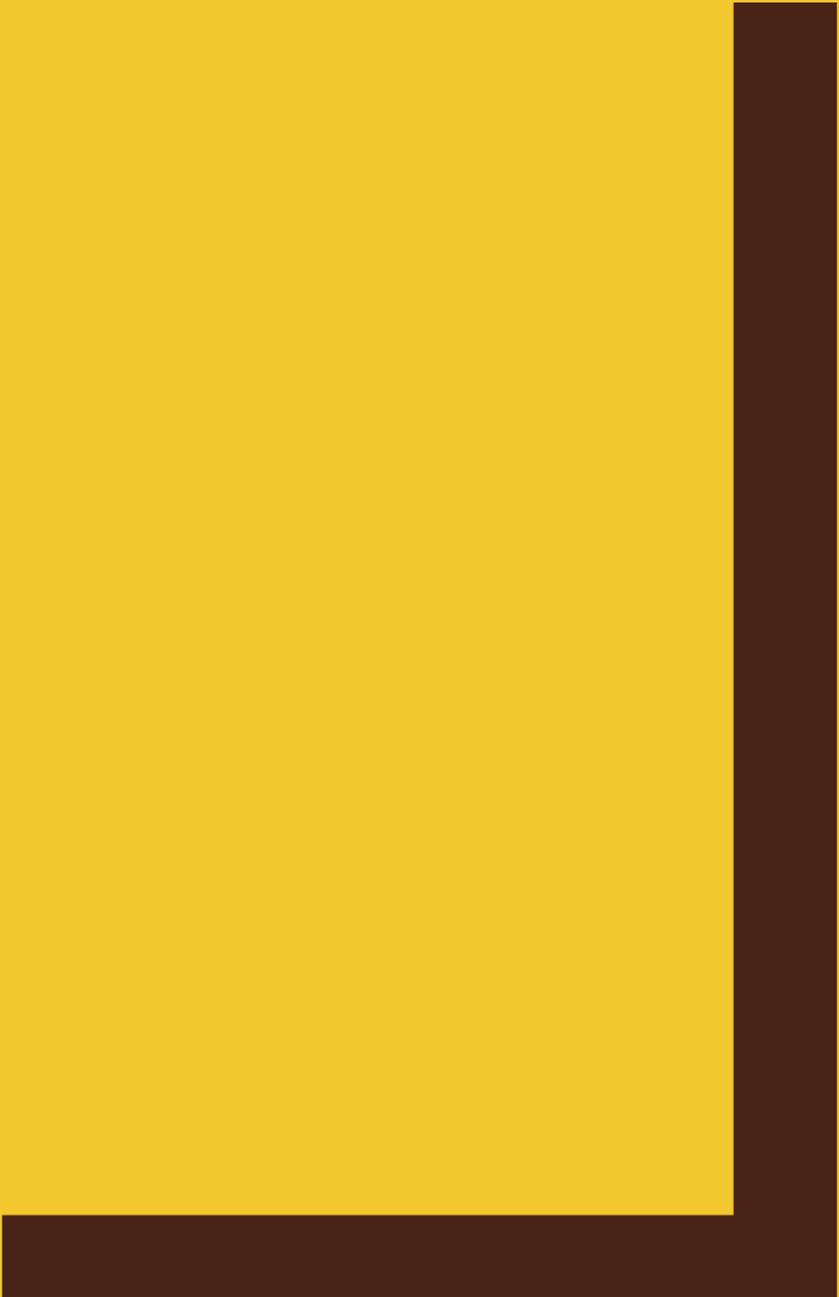
- *Fire*
- *Floods*
- *Drought*
- *Pandemic*

Invasive Species

- *Algae*
- *Mussels*
- *Trees*
- *Plants*
- *Wolves*

Appendix E

Health Data



Health

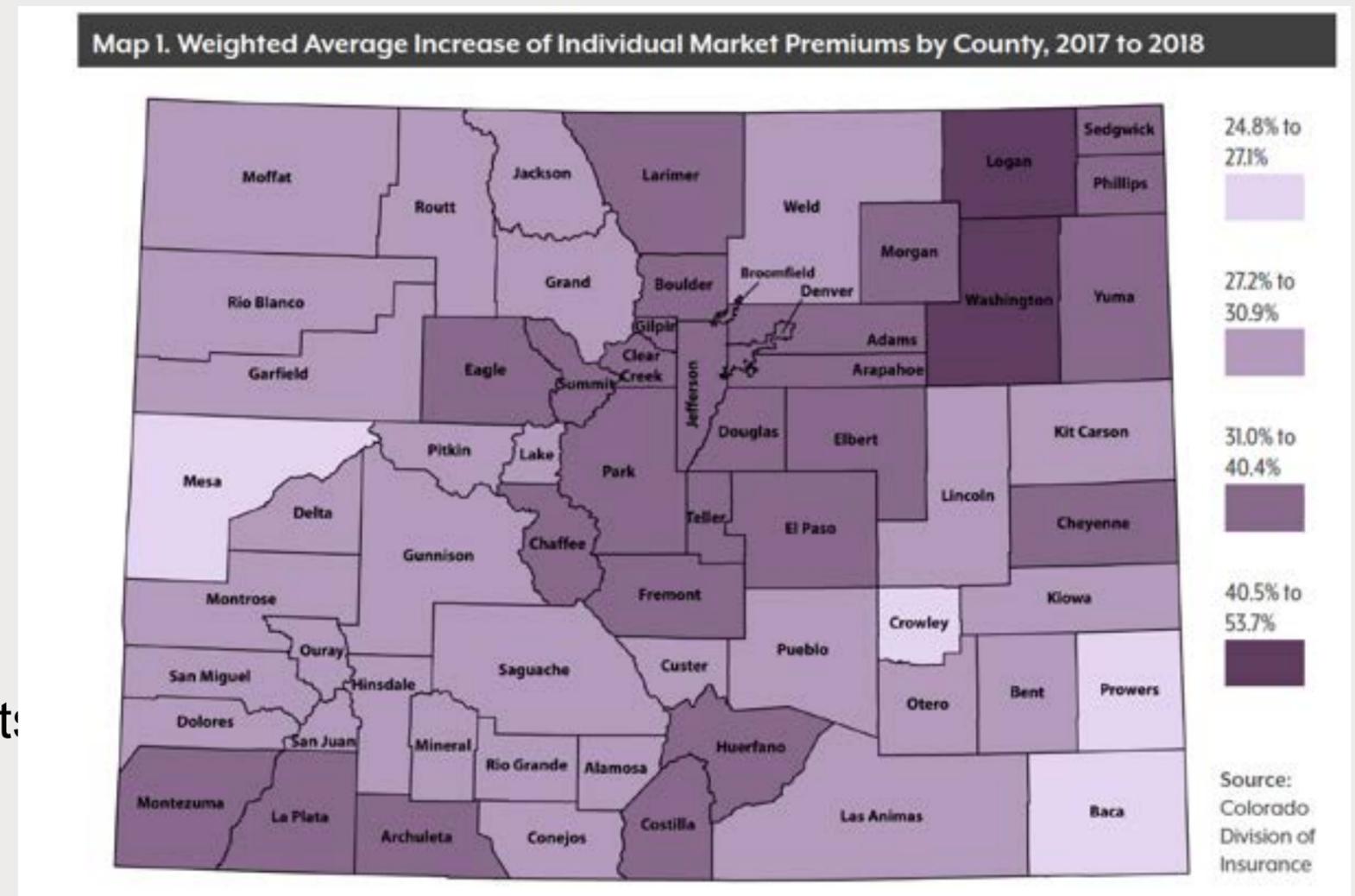
Data

Healthcare & Mental Health Trends

Medicaid Rates: Approximately 24% of the region is covered by Medicaid, which is similar to the level of Medicaid coverage across the state. However, Mesa and Moffat Counties, both of which meet the criteria for distress, have the highest Medicaid rates at 30%.

Healthcare Coverage: Approximately 15% of the region is uninsured, which is higher than the state average of 8.2%.

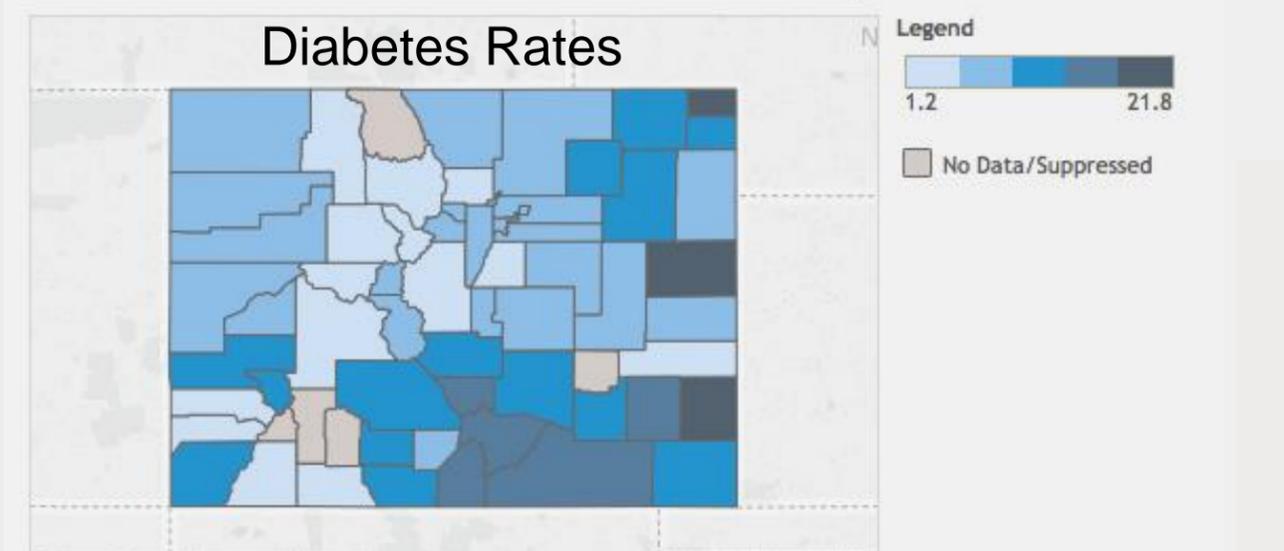
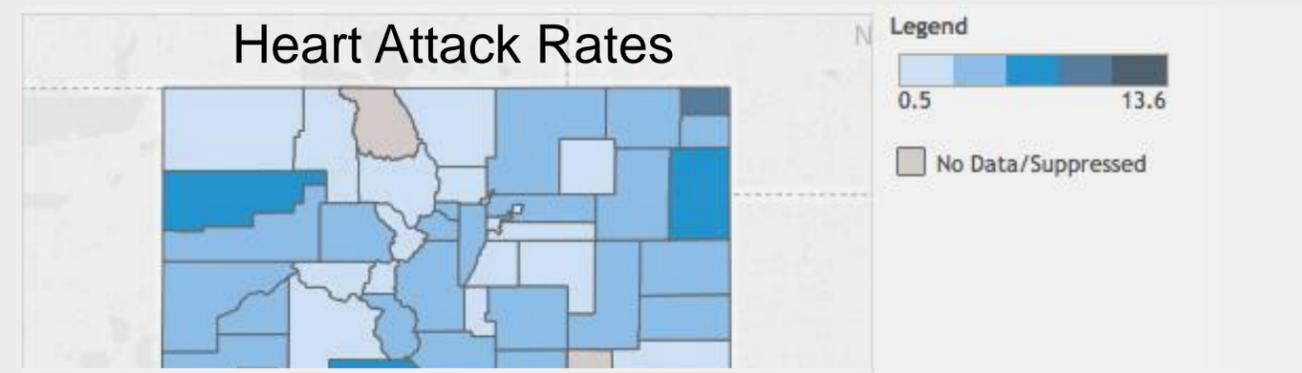
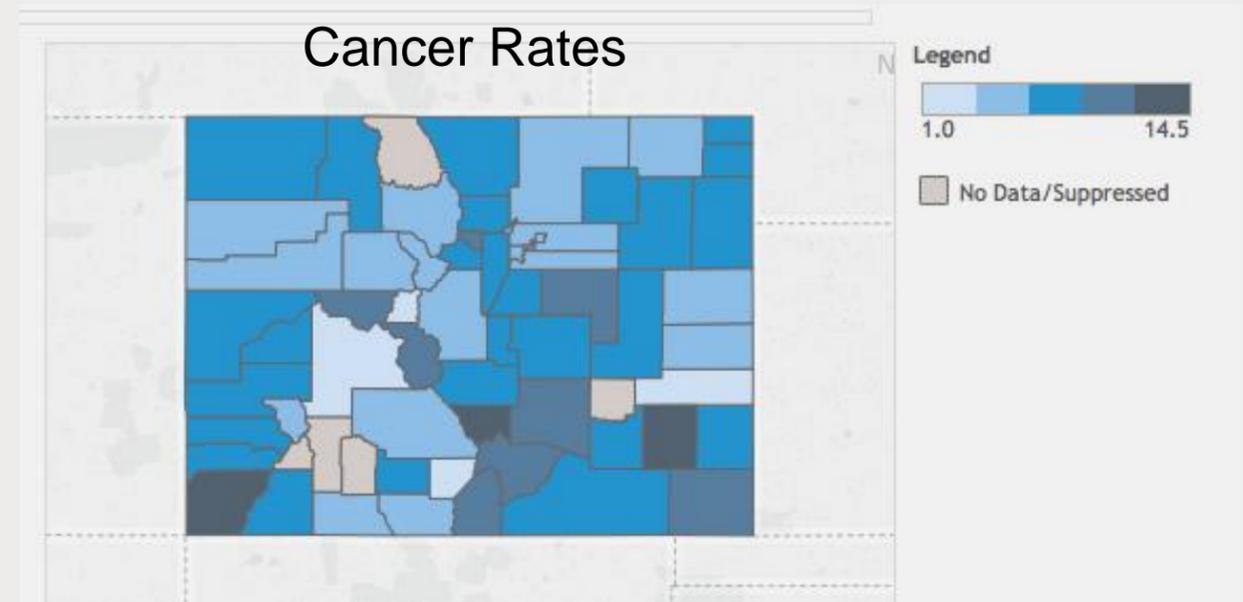
Healthcare Costs: Healthcare costs have risen across the state. The AGNC region has experienced a 31%-40% increase in costs from 2007-2018. These cost increases are in addition to a higher cost market that has occurred across the mountain communities, including the AGNC region. These high costs help explain the high uninsured rates throughout the region.



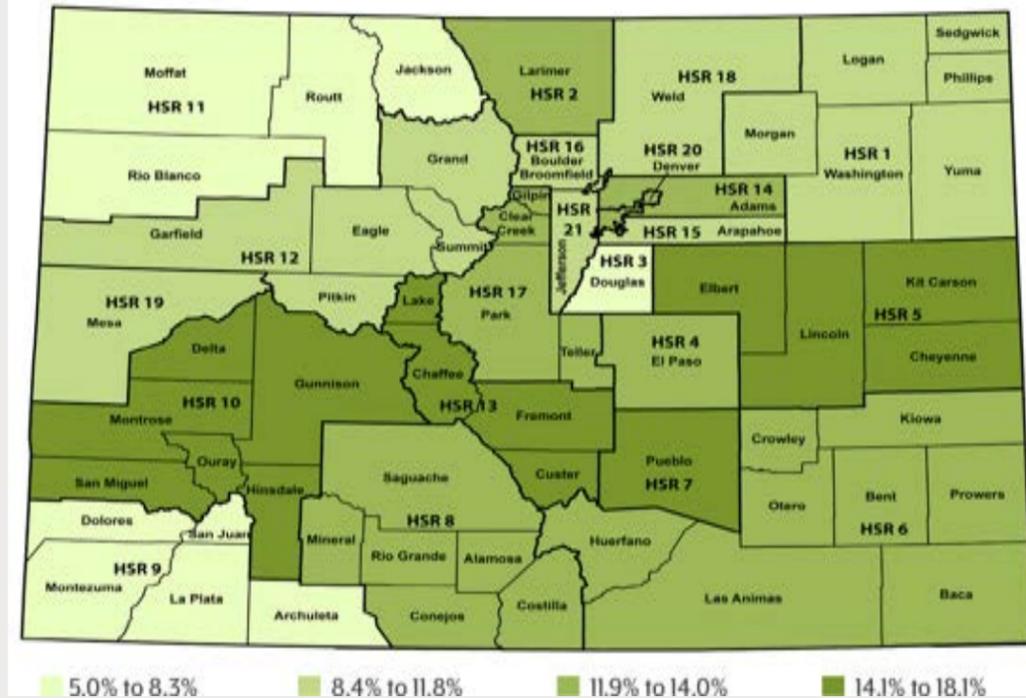
Cancer Rates: Cancer rates within the region range from slightly below to slightly above statewide averages.

Heart Disease: Heart attack rates similarly mirror statewide averages with all but Rio Blanco County hovering just below or just above state averages. Rio Blanco County has a heart attack rate that is double the statewide average.

Diabetes: Diabetes within the region also mirrors statewide averages, with counties within AGNC hovering just above or just below. Routt County has a lower rate of diabetes, with a rate of 2.7% vs. the statewide average of 6.9%



MAP 1. Percentage of Coloradans Reporting Poor Mental Health, by Region, 2017



Mental Health: Survey respondents across the state have self identified their level of mental health. The AGNC region has self reported better mental health than many other parts of the state. However, this report doesn't align with evidence regarding suicides within the region.

Drug, Alcohol: Opioid abuse throughout the region presents numerous challenges. Hospitalizations due to opioid overdose are increasing throughout the region with Mesa County, and Moffat County seeing the highest rates. Deaths from opioid overdoses are highest in Routt County and Moffat County.

Figure 5: Age-Adjusted Opioid Analgesic Hospitalization Rates by County, Colorado, 2012-2014



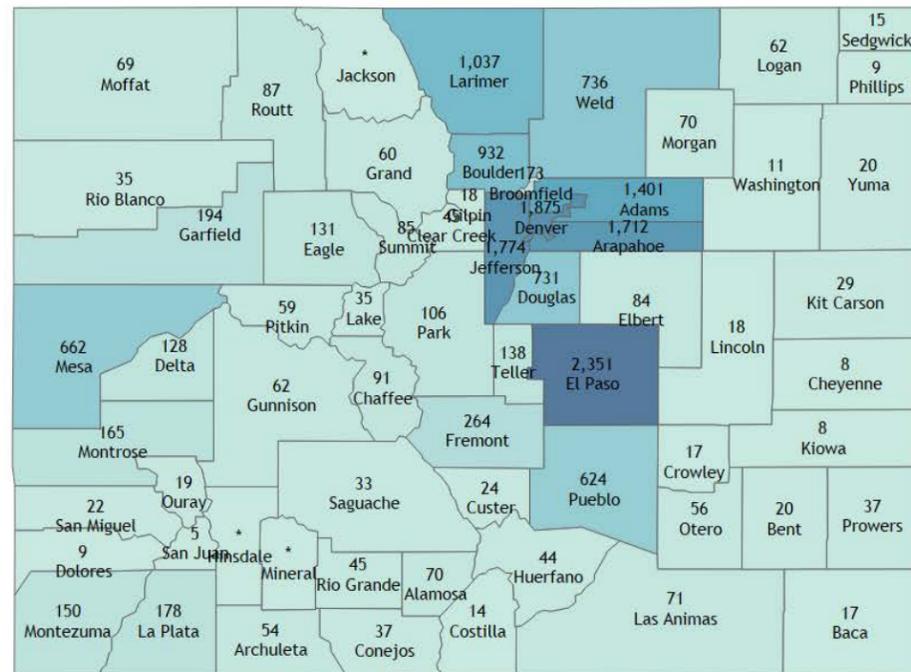
Opioid related use is not the only substance being abused within the region. Heavy alcohol consumption exceeds statewide averages in Routt and Garfield Counties. Marijuana use exceeds state average in these same counties. The remaining counties have averages lower than the state average, but tracking of these statistics can help the region understand its health/mental health needs.

Suicides in Colorado: Counts

Colorado Vital Statistics Program, (death certificate)

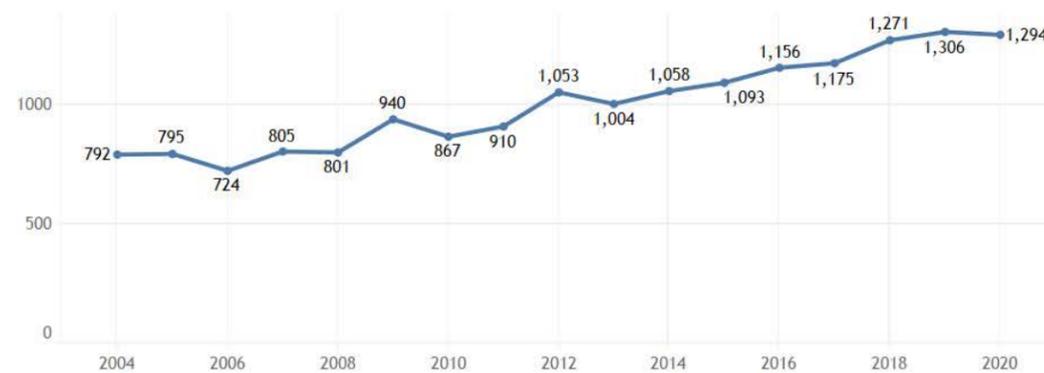
Select years:
2004 to 2020

Select method used to inflict the fatal injury:
All methods



© 2021 Mapbox © OpenStreetMap

Selected population for all charts on this page
Age: All, Sex: All, Ethnicity: All, Race: All, Marital status: All, Veteran status: All, Method: All methods, County: All
Number of suicides per year, 2004-2020



*Counts of less than three are suppressed

**Rates/data on this page will differ slightly from Colorado Violent Death Reporting System data, due to the inclusion of out of state resident deaths

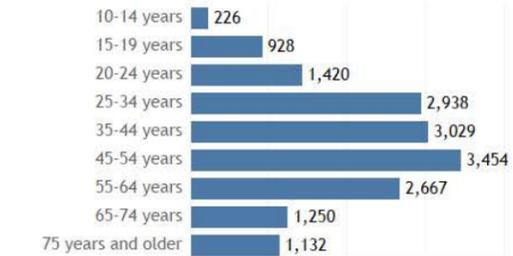
Total suicides for selected populations and years:

17,044

Number of suicides by demographics

Click on one or more subgroups below to filter all other charts to that group(s); click again to deselect

by age



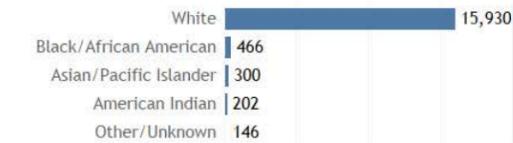
by sex



by ethnicity



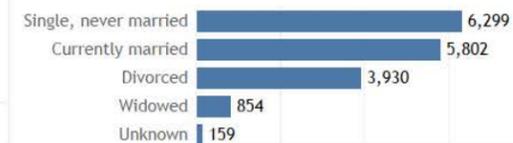
by race



by veteran status (ever in U.S. Armed Forces)



by marital status



Suicides in Colorado: Crude suicide rates per 100,000 population

Colorado Vital Statistics Program, (death certificate)

Select years:
2004 to 2020

Select method used to inflict the fatal injury:

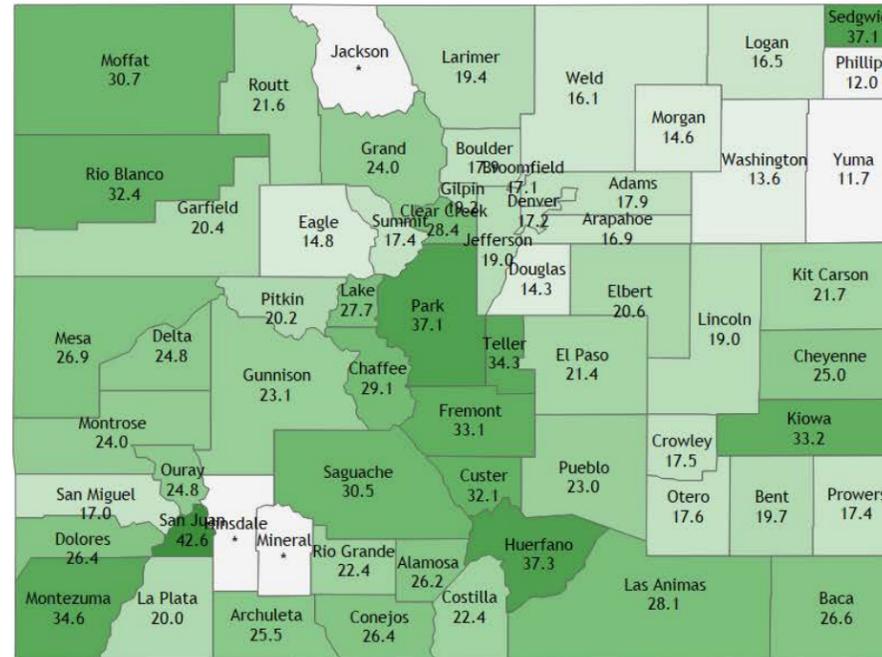
All methods

Suicide Rate per 100,000 population for selected population

Crude Rate with Limits	19.2
95% confidence lower limit CR..	18.9
95% confidence upper limit CR..	19.5
Deaths	17,044
Population	88,598,589

Crude rate of suicide by demographics

Click on one or more subgroups below to filter all other charts to that group(s); click again to deselect



by age



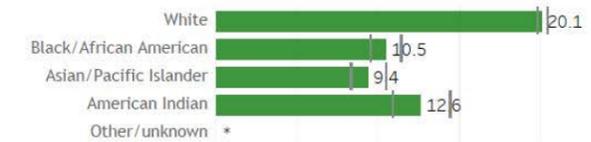
by sex



by ethnicity



by race

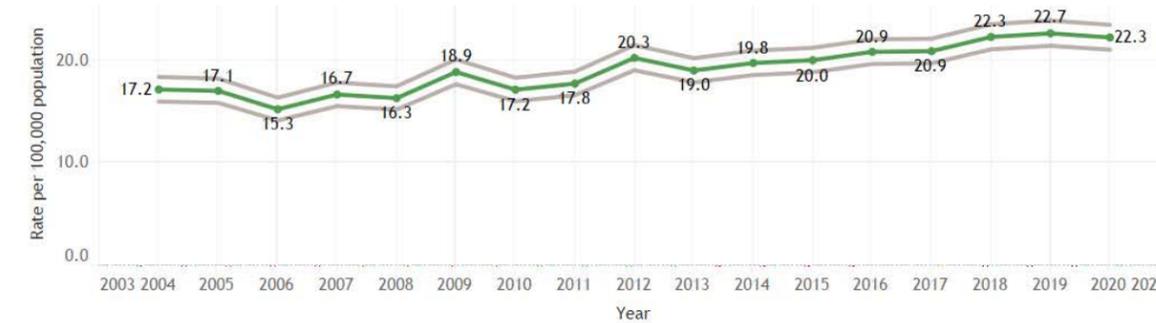


© 2021 Mapbox © OpenStreetMap

Selected population for all charts on this page

Age: All, Sex: All, Ethnicity: All, Race: All, Method: All methods, County: All

Crude rate of suicide per 100,000 population per year, 2004 to 2020



*Counts of less than three are suppressed

**Rates/data in this dashboard will differ slightly from Colorado Violent Death Reporting System data, due to the inclusion of out of state resident deaths

Suicides in Colorado: Age-adjusted suicide rates per 100,000 population

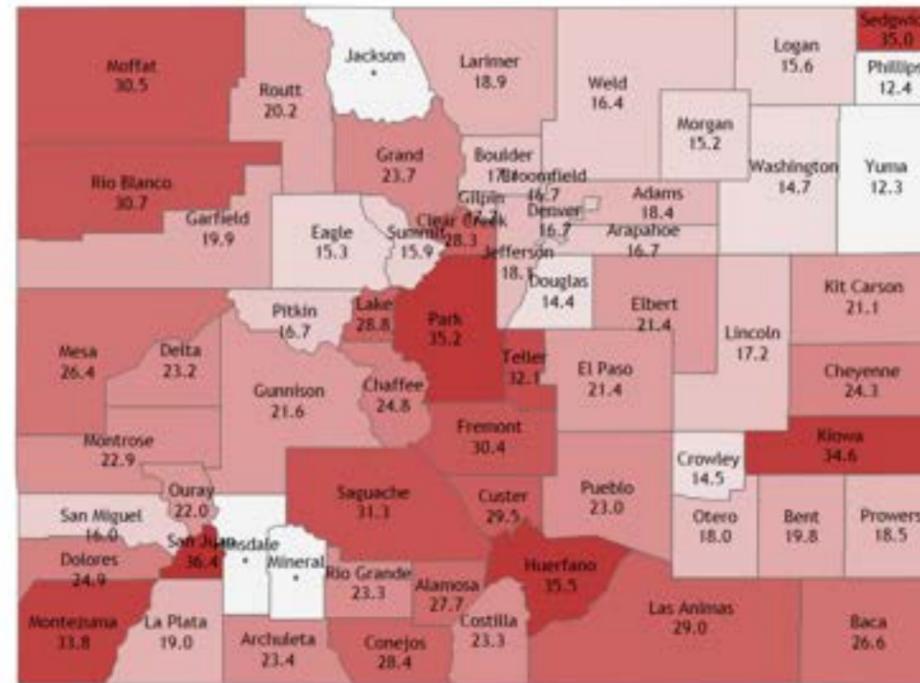
Colorado Vital Statistics Program, (death certificate)

Select years:
2004 to 2020

Select method used to inflict the fatal injury:
All methods

Age-adjusted suicide rate per 100,000 population

Age-adjusted rate	18.8
95% confidence interval (lower)	18.5
95% confidence interval (upper)	19.1
Deaths	17,044
Population	88,598,589



Age-adjusted rate of suicide by demographics

Click on one or more subgroups below to filter all other charts to that group(s); click again to deselect

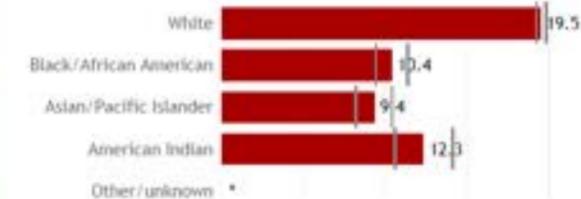
by sex



by ethnicity



by race

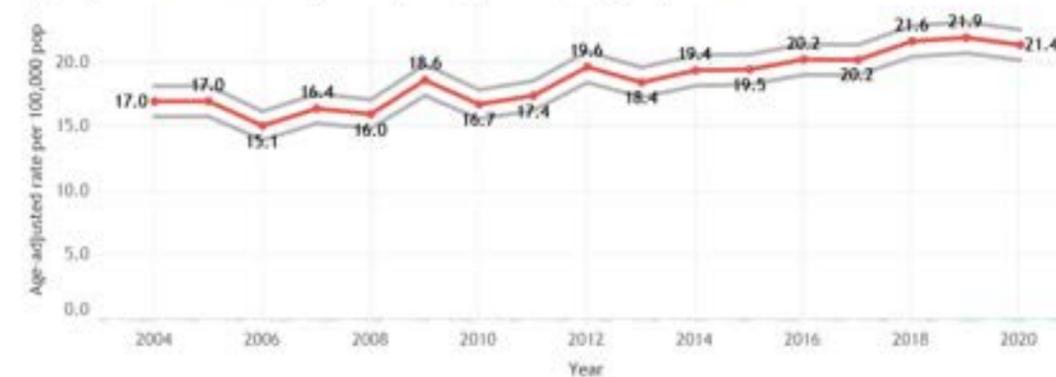


© 2021 Mapbox © OpenStreetMap

Selected population for all charts on this page

Sex: All, Ethnicity: All, Race: All, Method: All methods, County: All

Age-adjusted rate of suicide per 100,000 population per year, 2004 to 2020



*Counts of less than three are suppressed

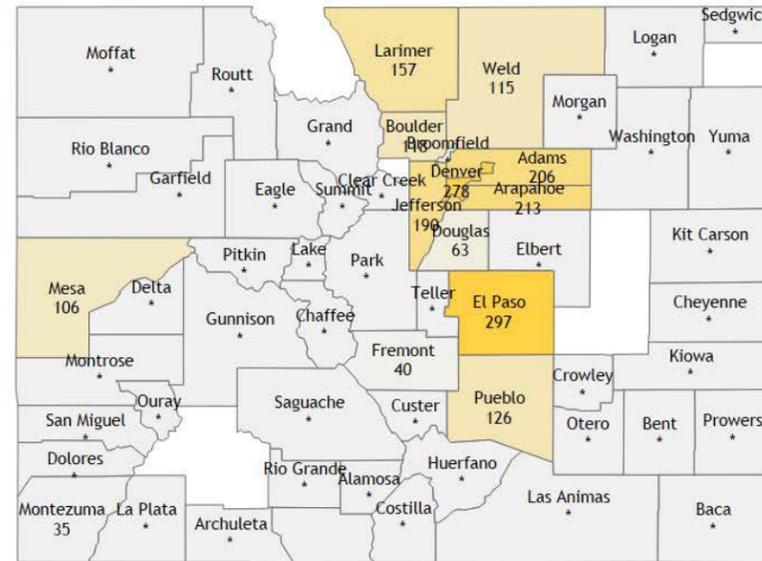
**Rates/data in this dashboard will differ slightly from Colorado Violent Death Reporting System data, due to the inclusion of out of state resident deaths

Suicides in Colorado: Medicaid Enrollment (within 2 years of death)

Colorado Violent Death Reporting System

Select Years: 2008 to 2018

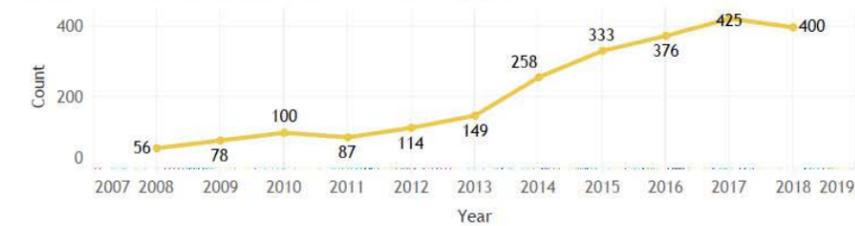
Total number of suicides: **2,376**



© 2021 Mapbox © OpenStreetMap

Selected population for all charts on this page

Medicaid status: Medicaid enrolled Sex: All, Age: All, Race: All, Veteran: All, Marital: All
 Number of suicides per year, 2008-2018 County: All



Select medicaid enrollment status (within 2 years of death):
 Medicaid enrolled

Select method used to inflict the fatal injury:
 All

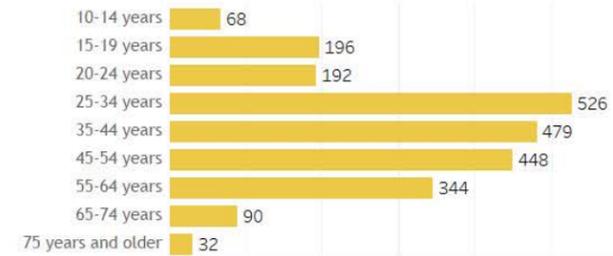
Number of suicides by demographics

Click on one or more subgroups below to filter all other charts to that group(s);
 click again to deselect

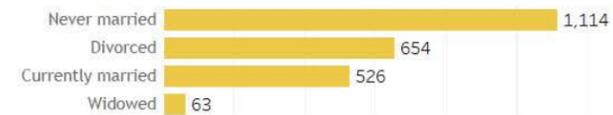
by sex



by age



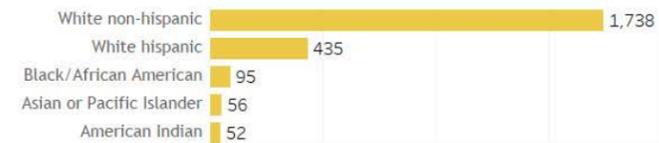
by marital status



by veteran status (ever in U.S. Armed Forces)

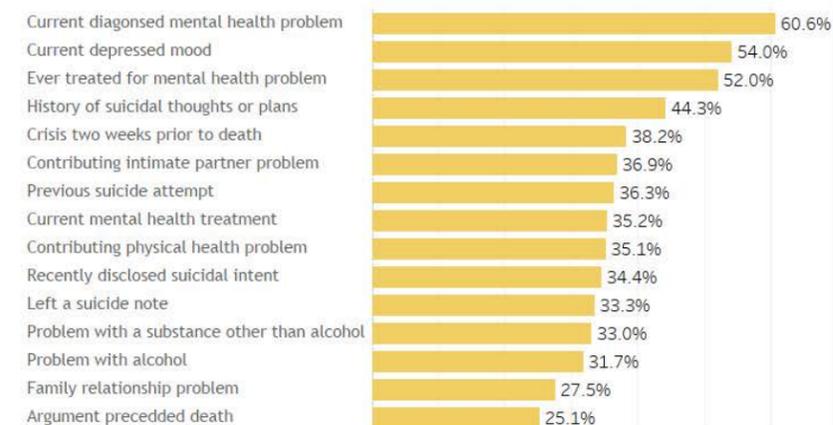


by race/ethnicity



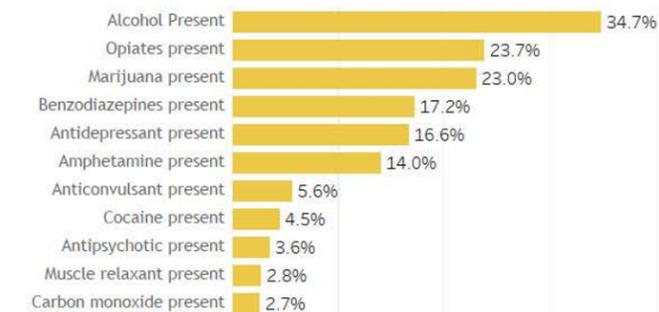
Circumstances

Select population: 1+ circumstances known 2,249
 No circumstances known 127



Toxicology

Select population: Toxicology info available 1,863
 No toxicology info available 513



* counts of less than 30 are suppressed

Suicides in Colorado: Circumstances, Toxicology, and Injury Location

Colorado Violent Death Reporting System

Select Year:
2004 to 2018

County of residence:
All

Sex:
All

Age:
All

Race/ethnicity:
All

Education:
All

Marital status:
All

Employment status:
All

Veteran status (ever in U.S. Armed Forces):
All

Method used to inflict the fatal injury:
All

Total suicides entire state: **14,229**

Total suicides selected population: **14,229**

For all charts below: the bars represent the values for selected population, the yellow reference bands are the values for the entire state

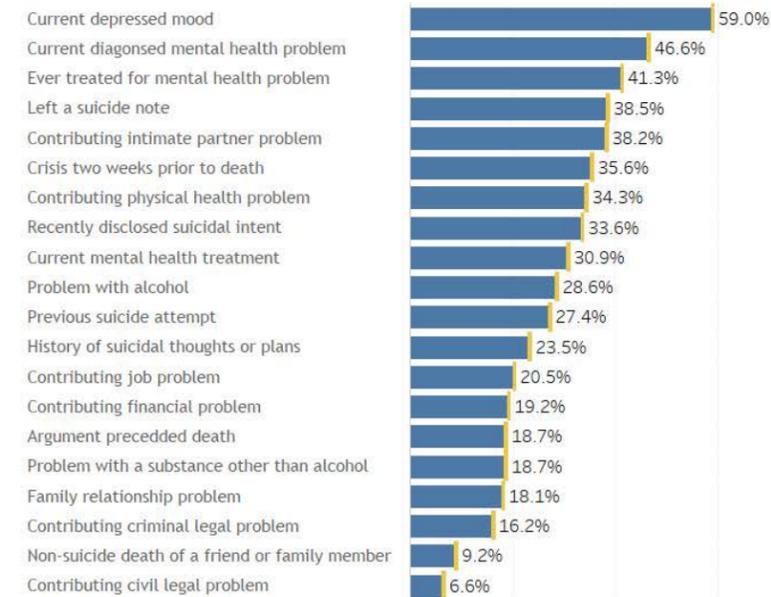
Circumstances

Entire state:

1+ circumstances known	13,469
No circumstances known	760

Selected population:

1+ circumstances known	13,469
No circumstances known	760



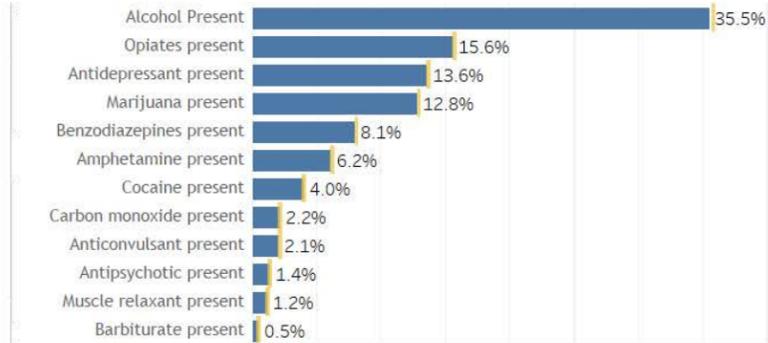
Toxicology

Entire state:

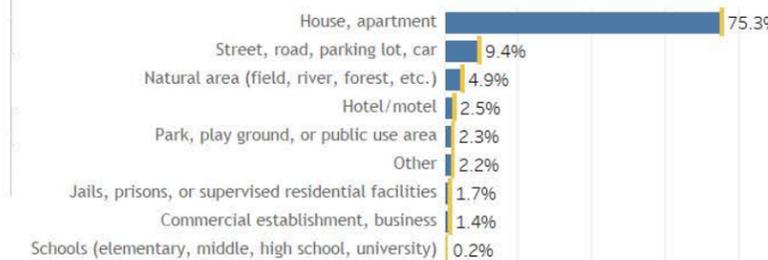
Toxicology info available	11,658
No toxicology info available	2,571

Selected population:

Toxicology info available	11,658
No toxicology info available	2,571



Location where fatal injury was inflicted



* counts of less than three are suppressed

** Data presented in this work sheet are limited to Colorado Residents who died in state, therefore total numbers will differ slightly from the Count, Crude and Age-adjusted Rate tabs.



COLORADO
Center for Health
& Environmental Data

Department of Public Health & Environment

Suicides in Colorado: Demographics for Circumstances and Toxicology

Colorado Violent Death Reporting System

Number of suicides for which **Alcohol Present** was indicated:
4,168

Select Years:
 2004 to 2018

Choose County or Counties of residence:
 All

Choose Circumstance or toxicology category:
 Alcohol Present

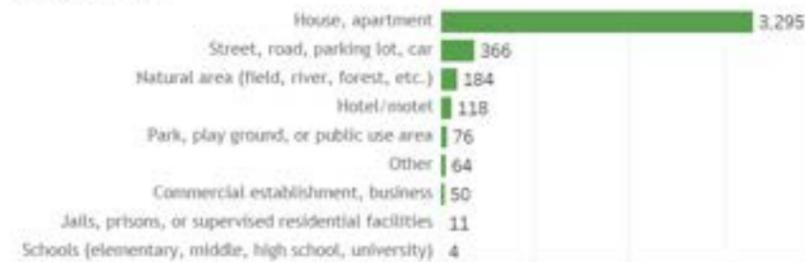
by race/ethnicity



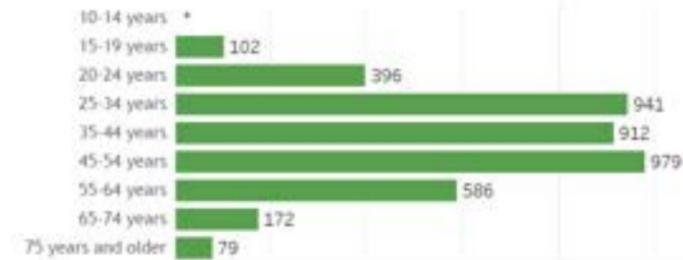
by sex



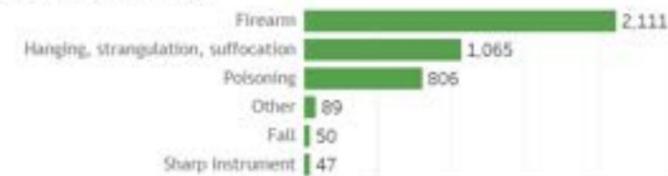
by injury location



by age



by method used to inflict the fatal injury



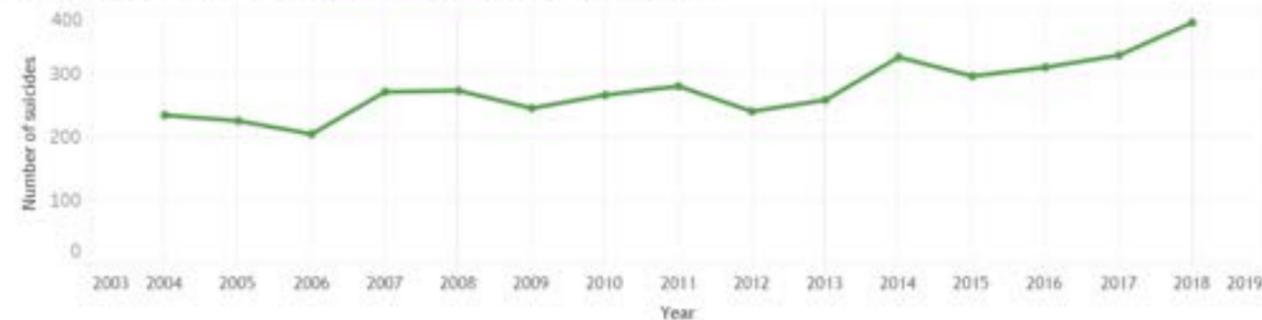
by marital status



by veteran status (ever in U.S. Armed Forces)



Number of suicides for which **Alcohol Present** was indicated by year



* counts of less than 3 are suppressed

** Data presented in this work sheet are limited to Colorado Residents who died in state, therefore total numbers will differ slightly from the Count, Crude and Age-adjusted Rate tabs.



COLORADO
 Center for Health
 & Environmental Data

Department of Public Health & Environment

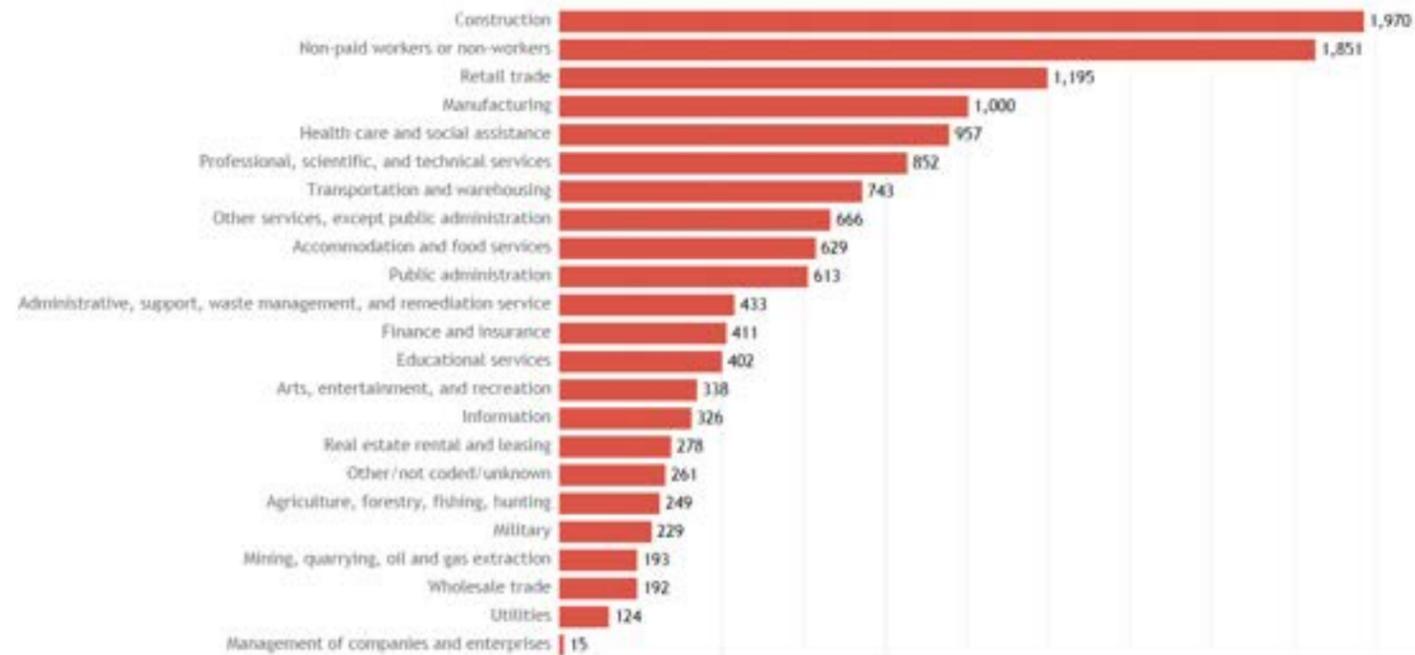
Suicides in Colorado: Industry and Occupation, age 16 years and over

Colorado Violent Death Reporting System

Legend for demographic groupings
■ Overall

Select County of Residence: All Method of Injury: All Select years: 2004 to 2018 Demographic groupings: None

Number of suicides by industry for selected year(s), County: All, and Method of injury: All
[click on an industry to view occupations and circumstances](#)



Number of suicide by occupation within industry selected above

Circumstances for industry group selected above

Toxicology for industry group selected above

Method used to inflict the fatal injury for industry group selected above

* counts of less than three are suppressed

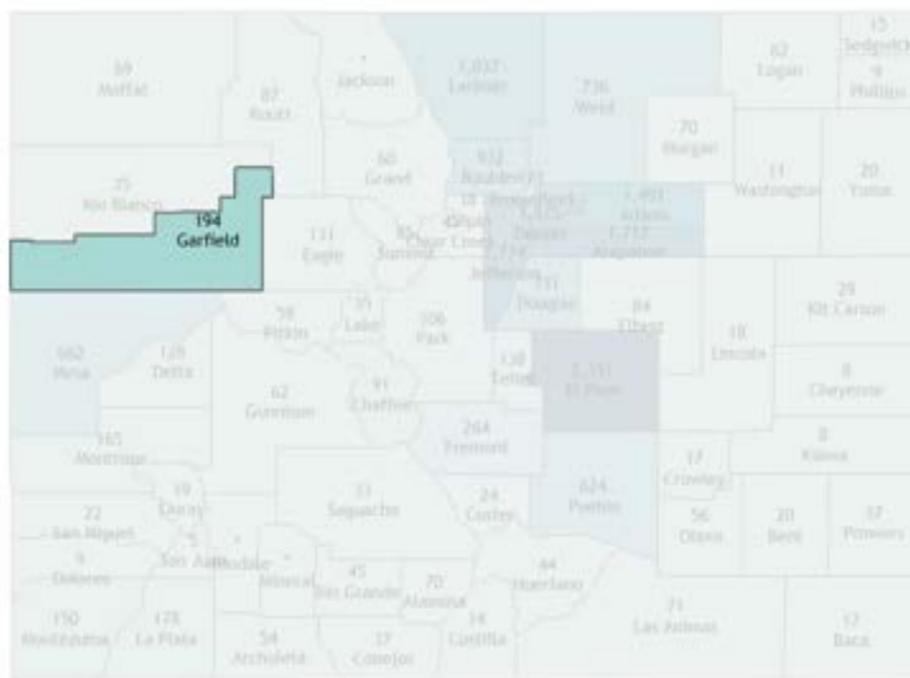
** Data presented in this work sheet are limited to Colorado Residents who died in state, therefore total numbers will differ slightly from death certificate based data.

Suicides in Colorado: Counts

Colorado Vital Statistics Program, (death certificate)

Select years:
2004 to 2020

Select method used to inflict the fatal injury:
All methods

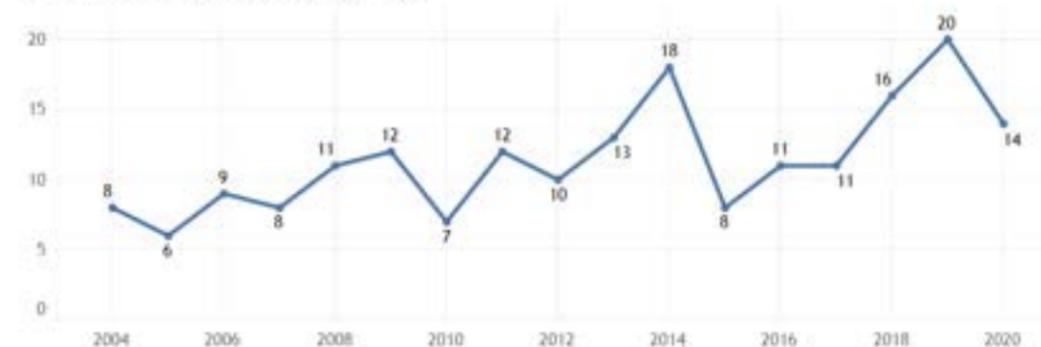


© 2021 Mapbox © OpenStreetMap

[Selected population for all charts on this page](#)

Age: All, Sex: All, Ethnicity: All, Race: All, Marital status: All, Veteran status: All, Method: All methods, County: Garfield

Number of suicides per year, 2004-2020



*Counts of less than three are suppressed

**Rates/data on this page will differ slightly from Colorado Violent Death Reporting System data, due to the inclusion of out of state resident deaths

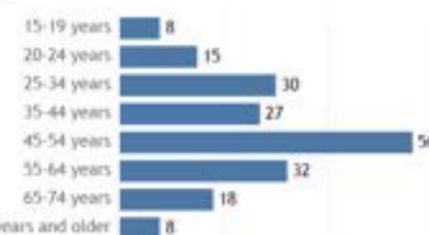
Total suicides for selected populations and years:

194

Number of suicides by demographics

Click on one or more subgroups below to filter all other charts to that group(s); click again to deselect

by age



by sex



by ethnicity



by race



by veteran status (ever in U.S. Armed Forces)



by marital status



COLORADO

Center for Health & Environmental Data

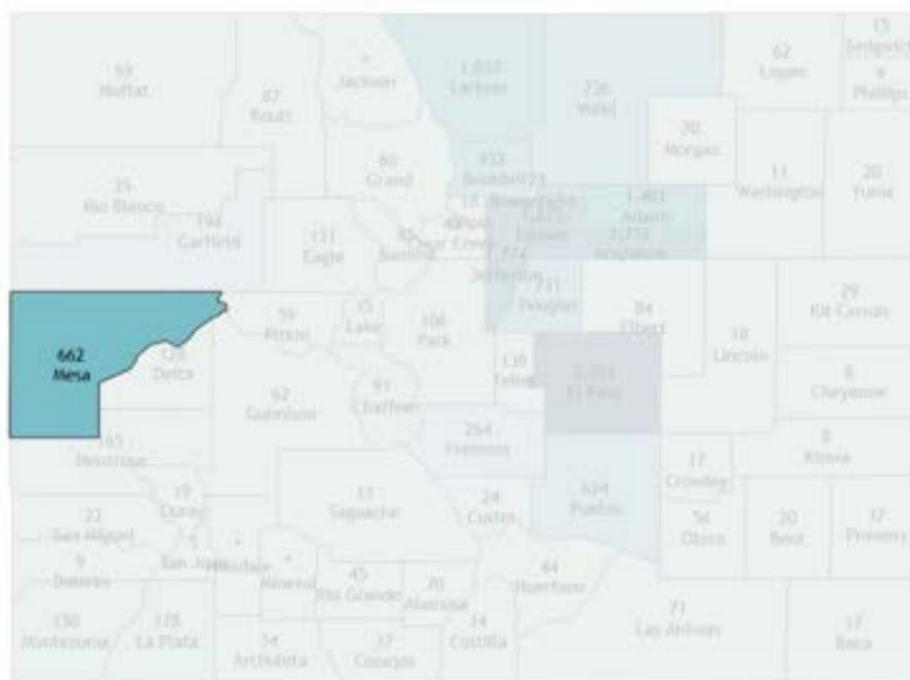
Department of Public Health & Environment

Suicides in Colorado: Counts

Colorado Vital Statistics Program, (death certificate)

Select years:
2004 to 2020

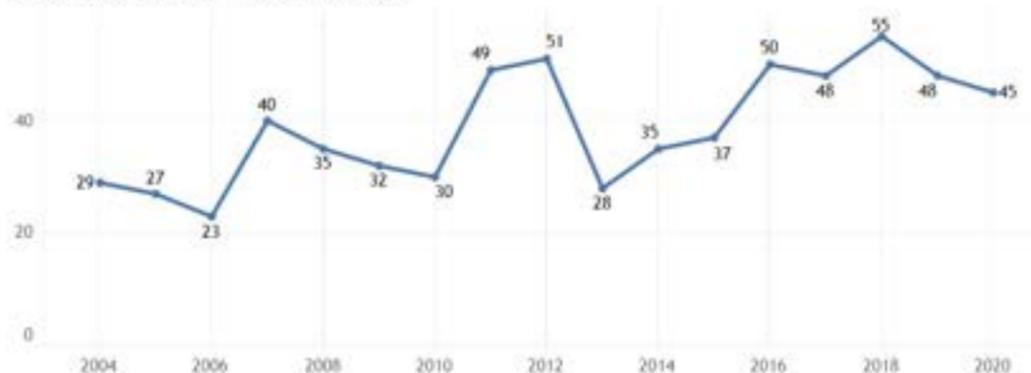
Select method used to inflict the fatal injury:
All methods



© 2021 Mapbox © OpenStreetMap

Selected population for all charts on this page

Age: All, Sex: All, Ethnicity: All, Race: All, Marital status: All, Veteran status: All, Method: All methods, County: Mesa
Number of suicides per year, 2004-2020



*Counts of less than three are suppressed

**Rates/data on this page will differ slightly from Colorado Violent Death Reporting System data, due to the inclusion of out of state resident deaths

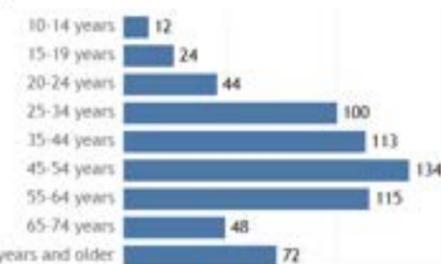
Total suicides for selected populations and years:

662

Number of suicides by demographics

Click on one or more subgroups below to filter all other charts to that group(s); click again to deselect

by age



by sex



by ethnicity



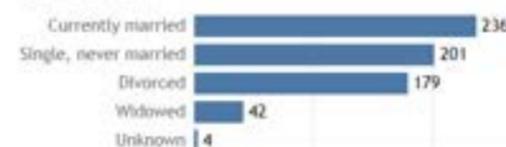
by race



by veteran status (ever in U.S. Armed Forces)



by marital status



COLORADO
Center for Health
& Environmental Data

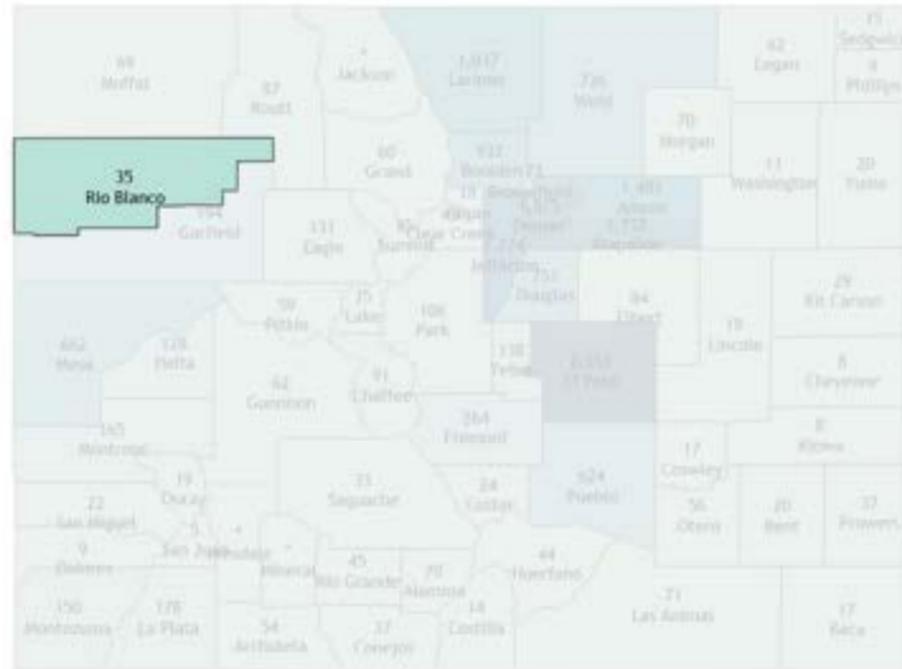
Department of Public Health & Environment

Suicides in Colorado: Counts

Colorado Vital Statistics Program, (death certificate)

Select years:
2004 to 2020

Select method used to inflict the fatal injury:
All methods

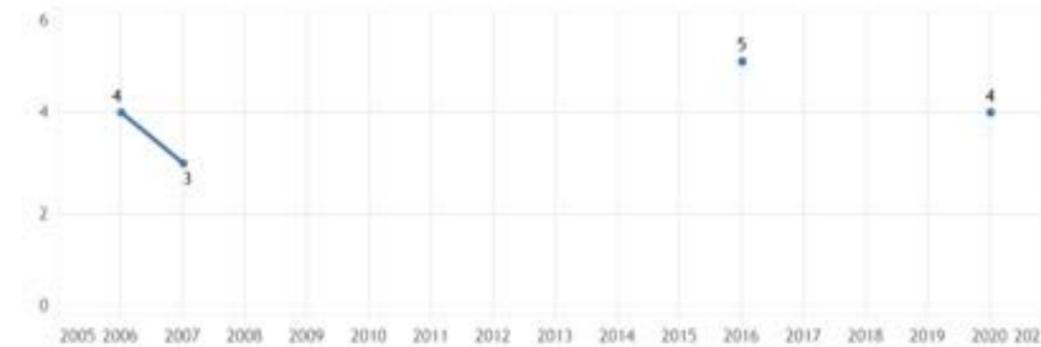


© 2021 Mapbox © OpenStreetMap

Selected population for all charts on this page

Age: All, Sex: All, Ethnicity: All, Race: All, Marital status: All, Veteran status: All, Method: All methods, County: Rio Blanco

Number of suicides per year, 2004-2020



*Counts of less than three are suppressed

**Rates/data on this page will differ slightly from Colorado Violent Death Reporting System data, due to the inclusion of out of state resident deaths

Total suicides for selected populations and years:

35

Number of suicides by demographics

Click on one or more subgroups below to filter all other charts to that group(s); click again to deselect

by age



by sex



by ethnicity



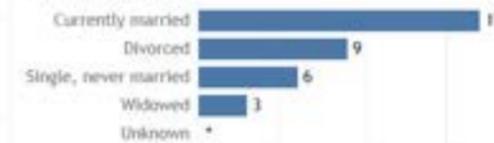
by race



by veteran status (ever in U.S. Armed Forces)



by marital status



COLORADO
Center for Health
& Environmental Data

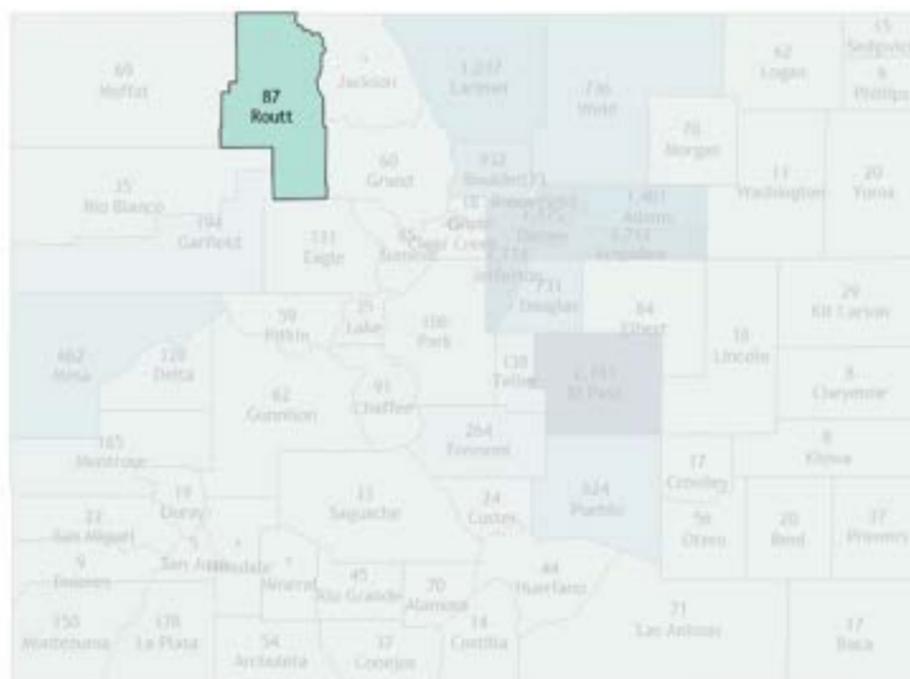
Department of Public Health & Environment

Suicides in Colorado: Counts

Colorado Vital Statistics Program, (death certificate)

Select years:
2004 to 2020

Select method used to inflict the fatal injury:
All methods

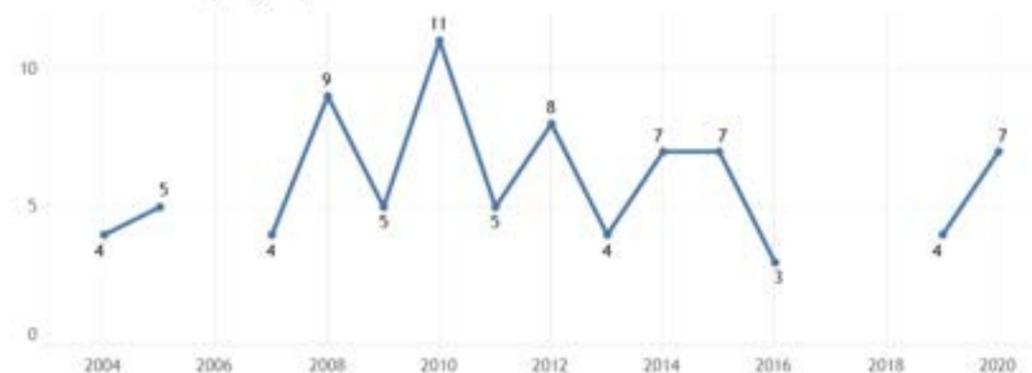


© 2021 Mapbox © OpenStreetMap

Selected population for all charts on this page

Age: All, Sex: All, Ethnicity: All, Race: All, Marital status: All, Veteran status: All, Method: All methods, County: Routt

Number of suicides per year, 2004-2020



*Counts of less than three are suppressed

**Rates/data on this page will differ slightly from Colorado Violent Death Reporting System data, due to the inclusion of out of state resident deaths

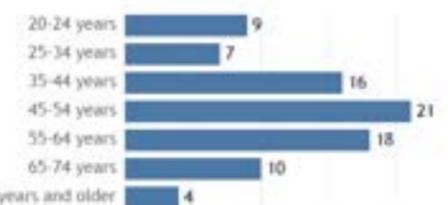
Total suicides for selected populations and years:

87

Number of suicides by demographics

Click on one or more subgroups below to filter all other charts to that group(s); click again to deselect

by age



by sex



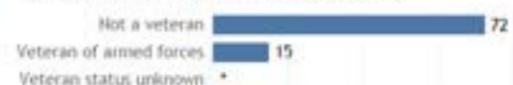
by ethnicity



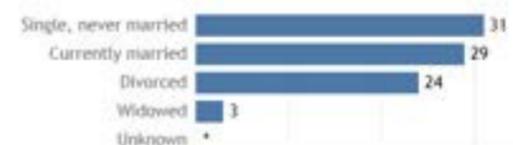
by race



by veteran status (ever in U.S. Armed Forces)



by marital status



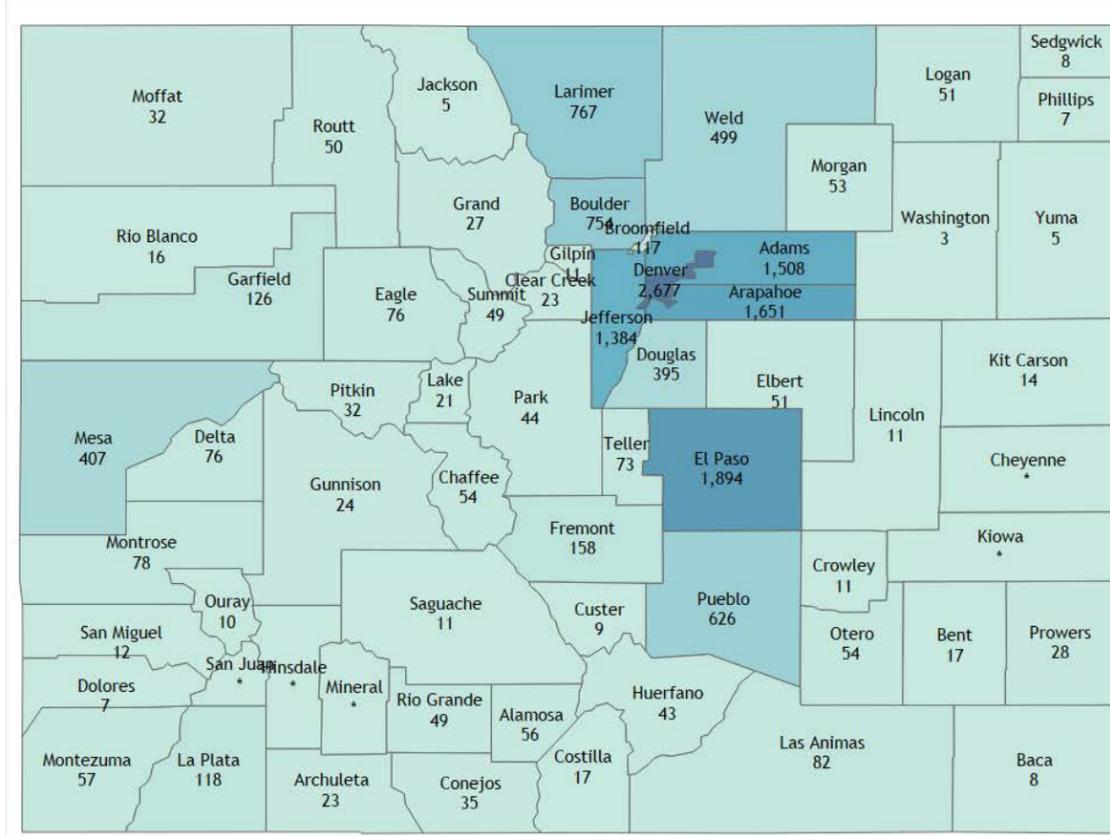
COLORADO
Center for Health
& Environmental Data

Department of Public Health & Environment



Counts of drug overdose deaths due to any drug in Colorado, 2000-2019

County of residence | Select geographical view | Drug overdose - any drug | Select drug poisoning category | All values | Enter years or move sliders to select

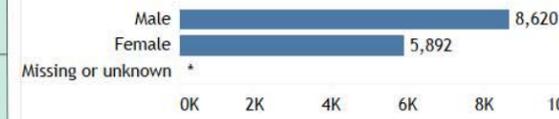


© 2021 Mapbox © OpenStreetMap

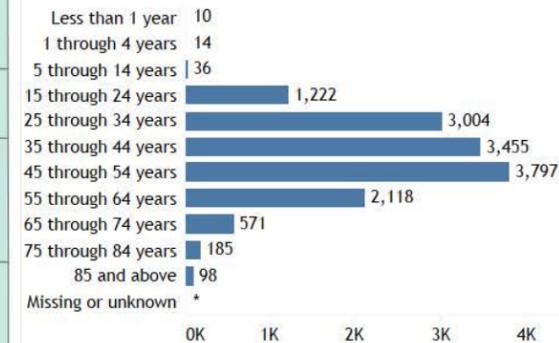
Total number of drug overdose deaths among Colorado residents:

14,512

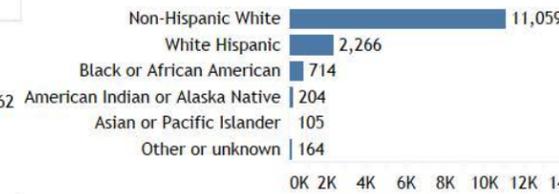
Sex



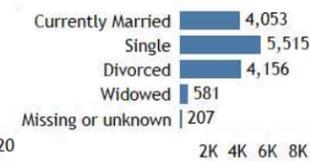
Age groups



Race and ethnicity



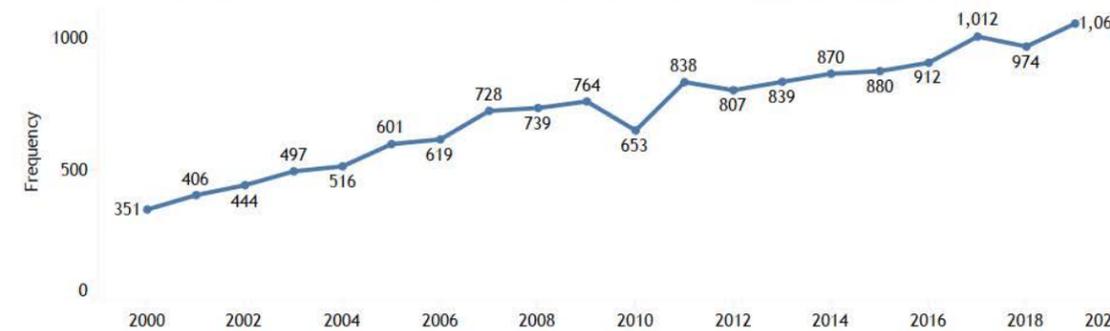
Marital status



Veteran status



Total number of drug overdose deaths due to any drug per year



Learn more about the data and its sources.



COLORADO
Department of Public Health & Environment



Want to provide feedback or report an error?



Counts of drug overdose deaths due to any drug in Colorado, 2000-2019

County of residence

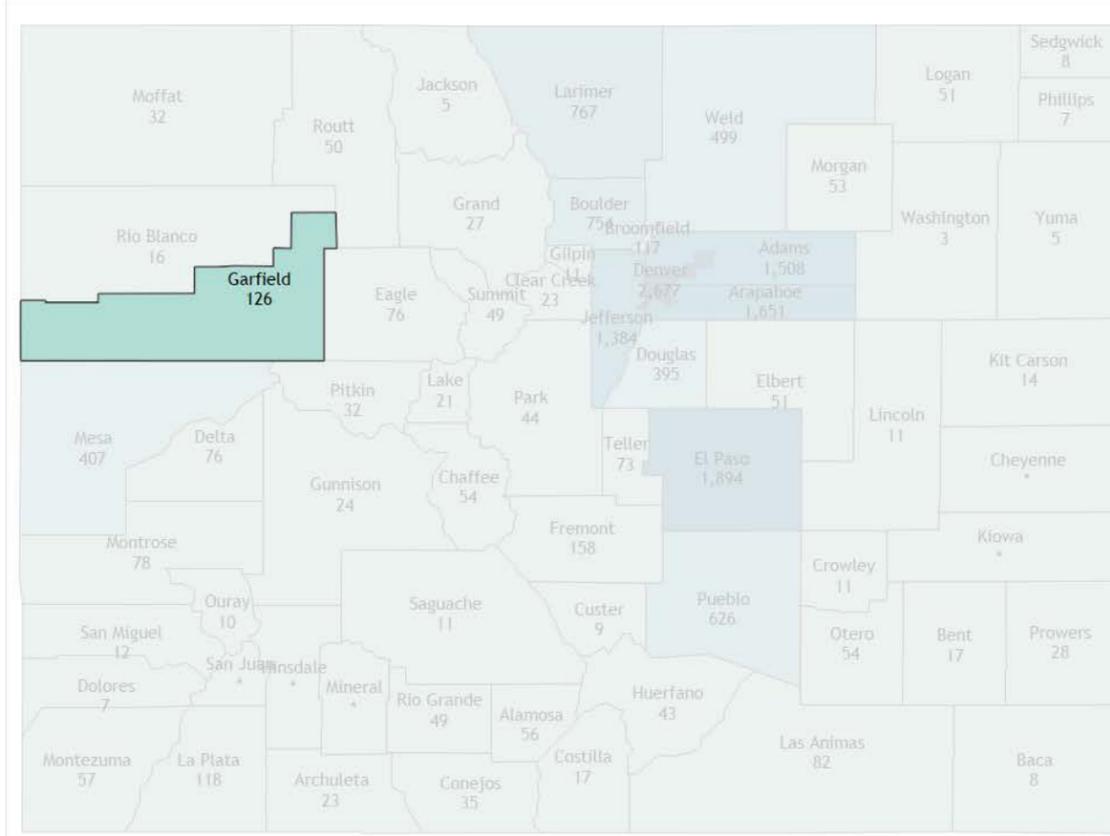
Select geographical view

Drug overdose - any drug

Select drug poisoning category

All values

Enter years or move sliders to select

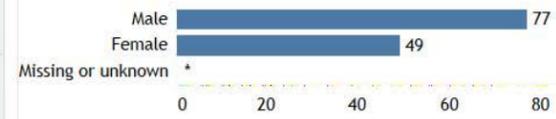


© 2021 Mapbox © OpenStreetMap

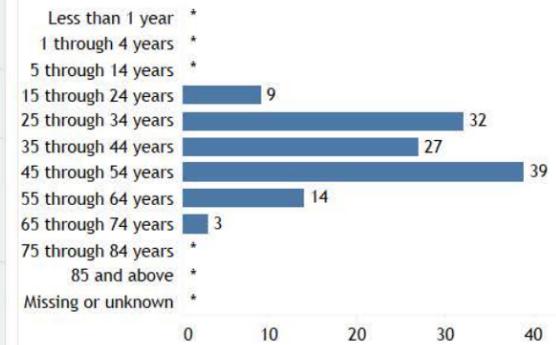
Total number of drug overdose deaths among Colorado residents:

126

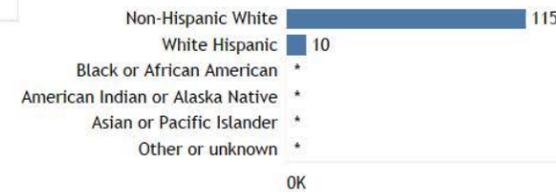
Sex



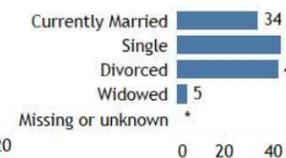
Age groups



Race and ethnicity



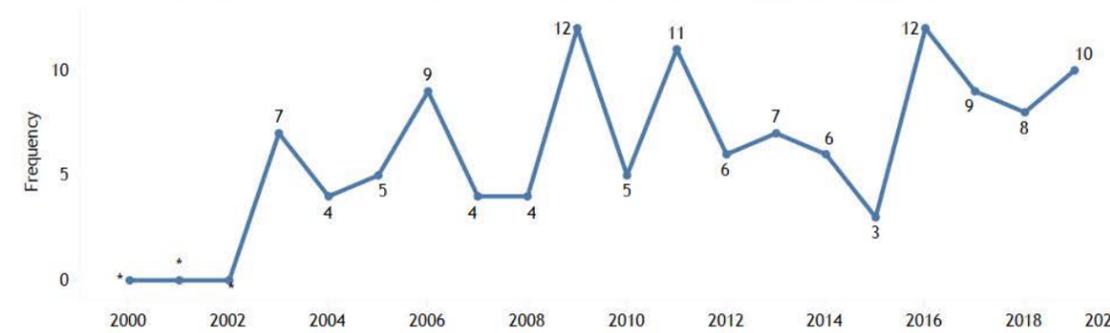
Marital status



Veteran status



Total number of drug overdose deaths due to any drug per year



Learn more about the data and its sources.



COLORADO
Department of Public Health & Environment



Want to provide feedback or report an error?



Counts of drug overdose deaths due to any drug in Colorado, 2000-2019

County of residence

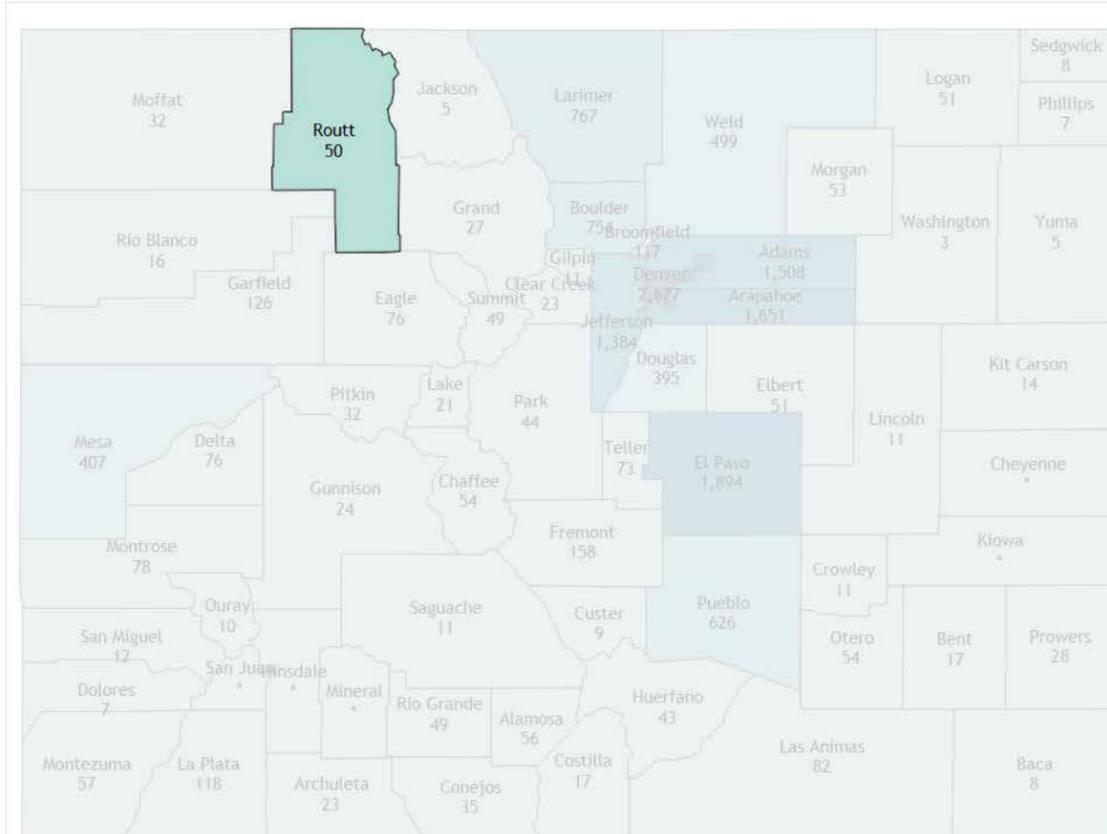
Select geographical view

Drug overdose - any drug

Select drug poisoning category

All values

Enter years or move sliders to select

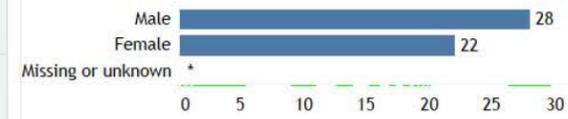


© 2021 Mapbox © OpenStreetMap

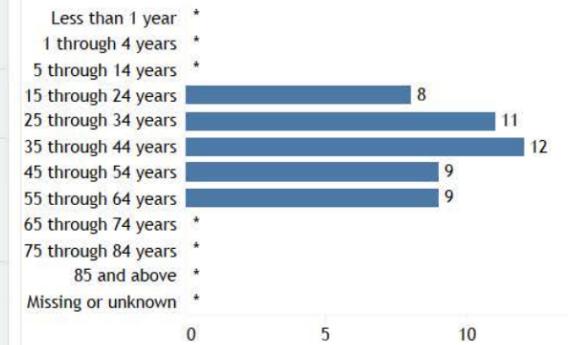
Total number of drug overdose deaths among Colorado residents:

50

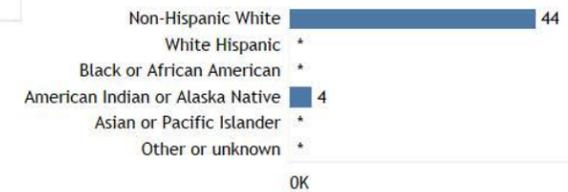
Sex



Age groups



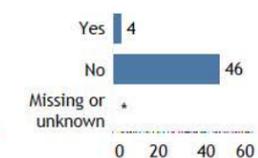
Race and ethnicity



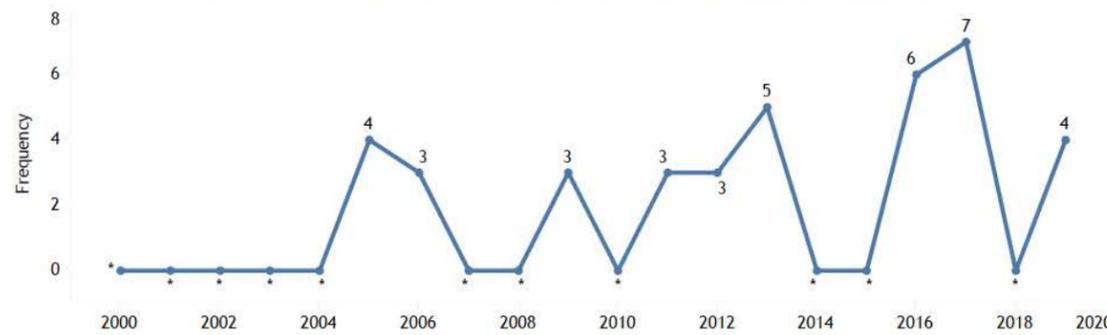
Marital status



Veteran status



Total number of drug overdose deaths due to any drug per year



Learn more about the data and its sources.



COLORADO
Department of Public Health & Environment



Want to provide feedback or report an error?



Counts of drug overdose deaths due to any drug in Colorado, 2000-2019

County of residence

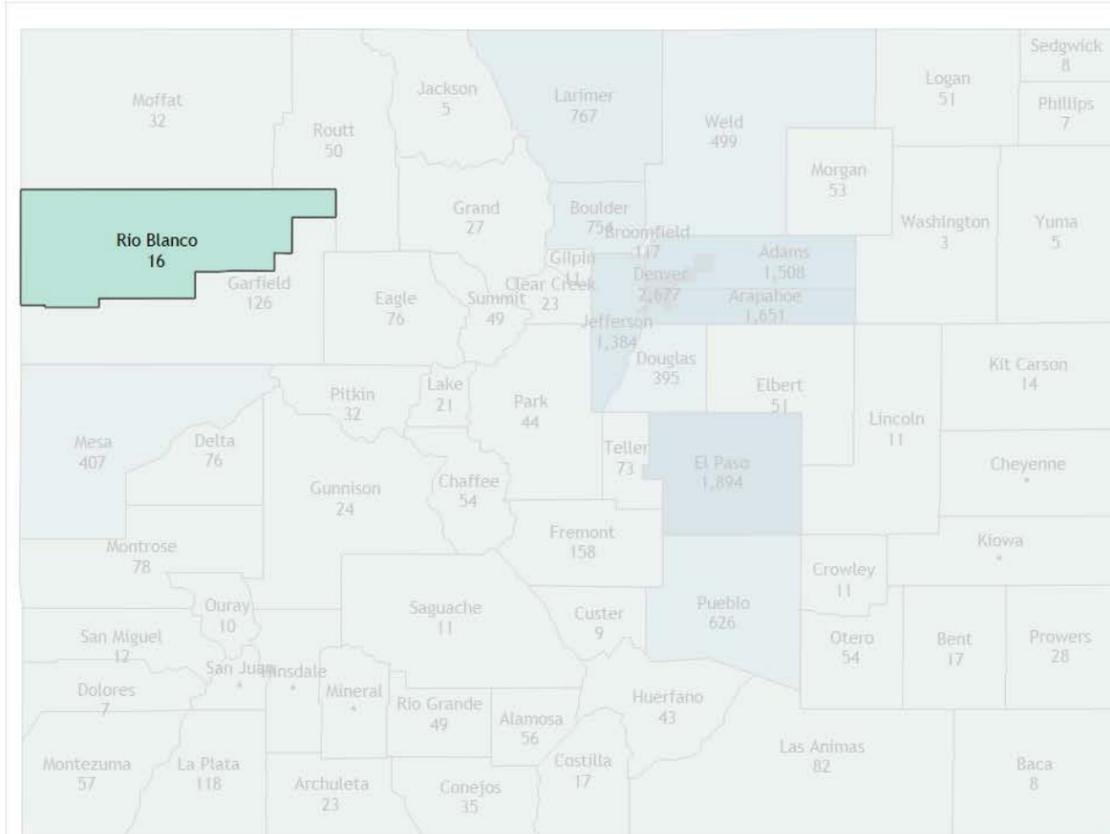
Select geographical view

Drug overdose - any drug

Select drug poisoning category

All values

Enter years or move sliders to select



© 2021 Mapbox © OpenStreetMap

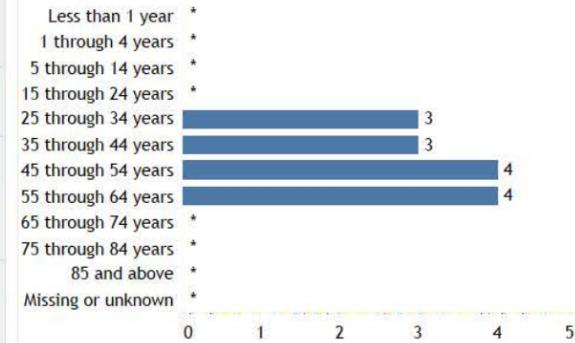
Total number of drug overdose deaths among Colorado residents:

16

Sex



Age groups



Race and ethnicity



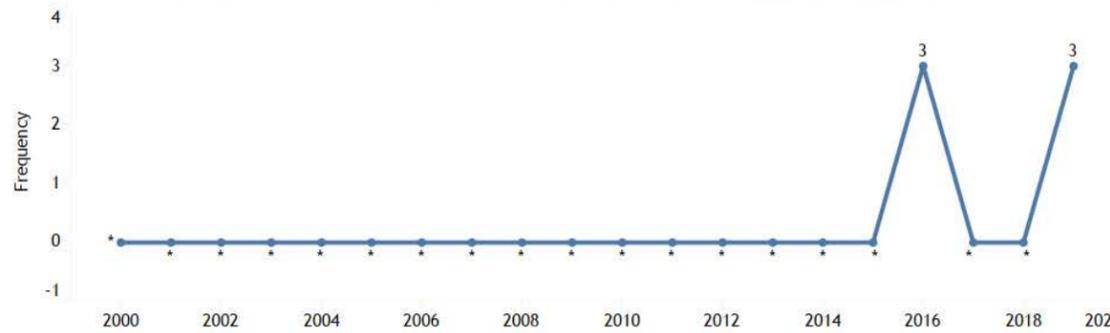
Marital status



Veteran status



Total number of drug overdose deaths due to any drug per year



Learn more about the data and its sources.



COLORADO
Department of Public Health & Environment

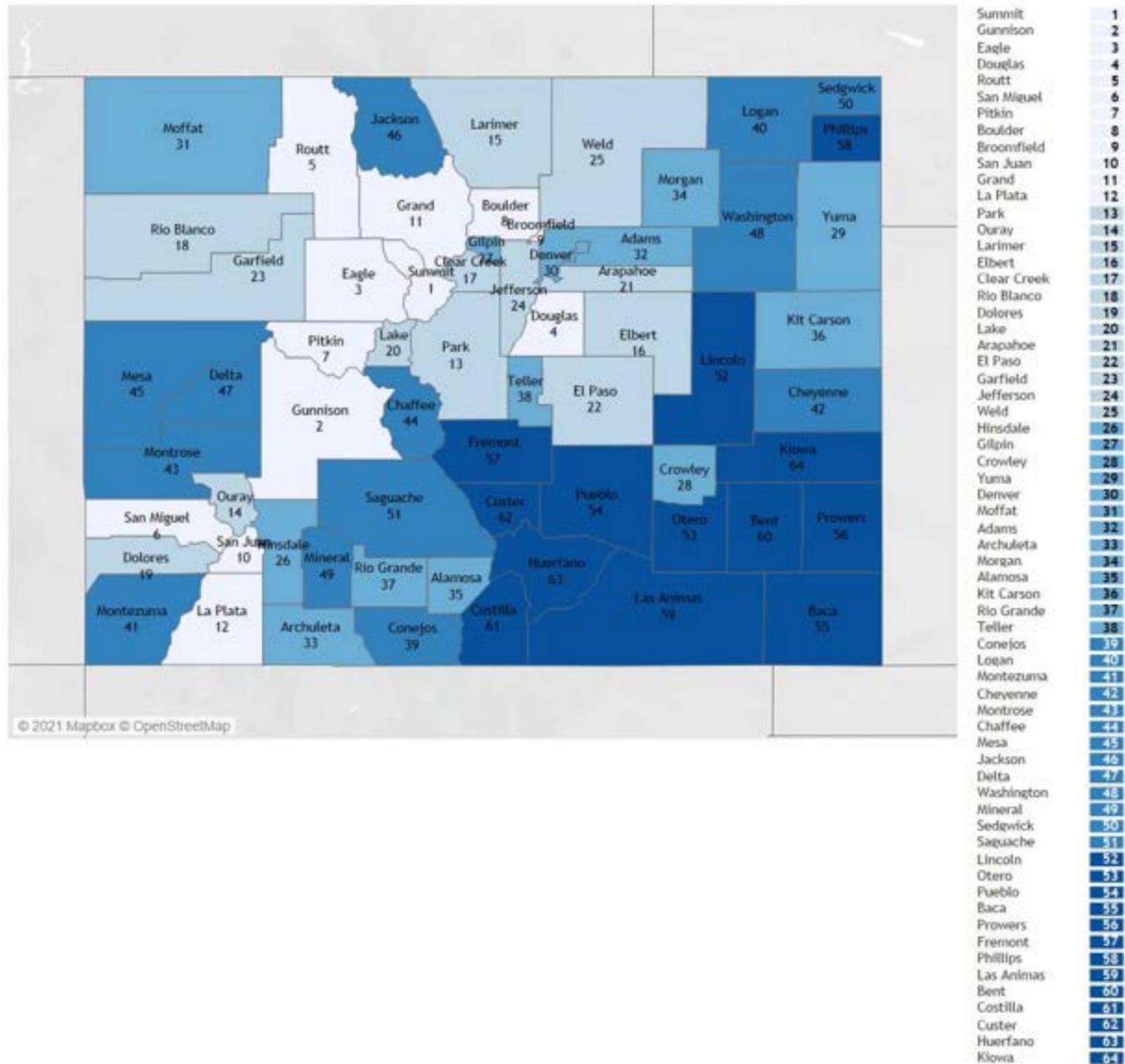


Want to provide feedback or report an error?

County Rankings

Burden and socio-demographic data were used to rank each Colorado county on four disease disparity indices - cancer, cardiovascular disease, healthy eating and active living (HEAL), and pulmonary disease. Each county was ranked from 1 (lesser relative health disparities) to 64 (greater relative health disparities) for each disease category.

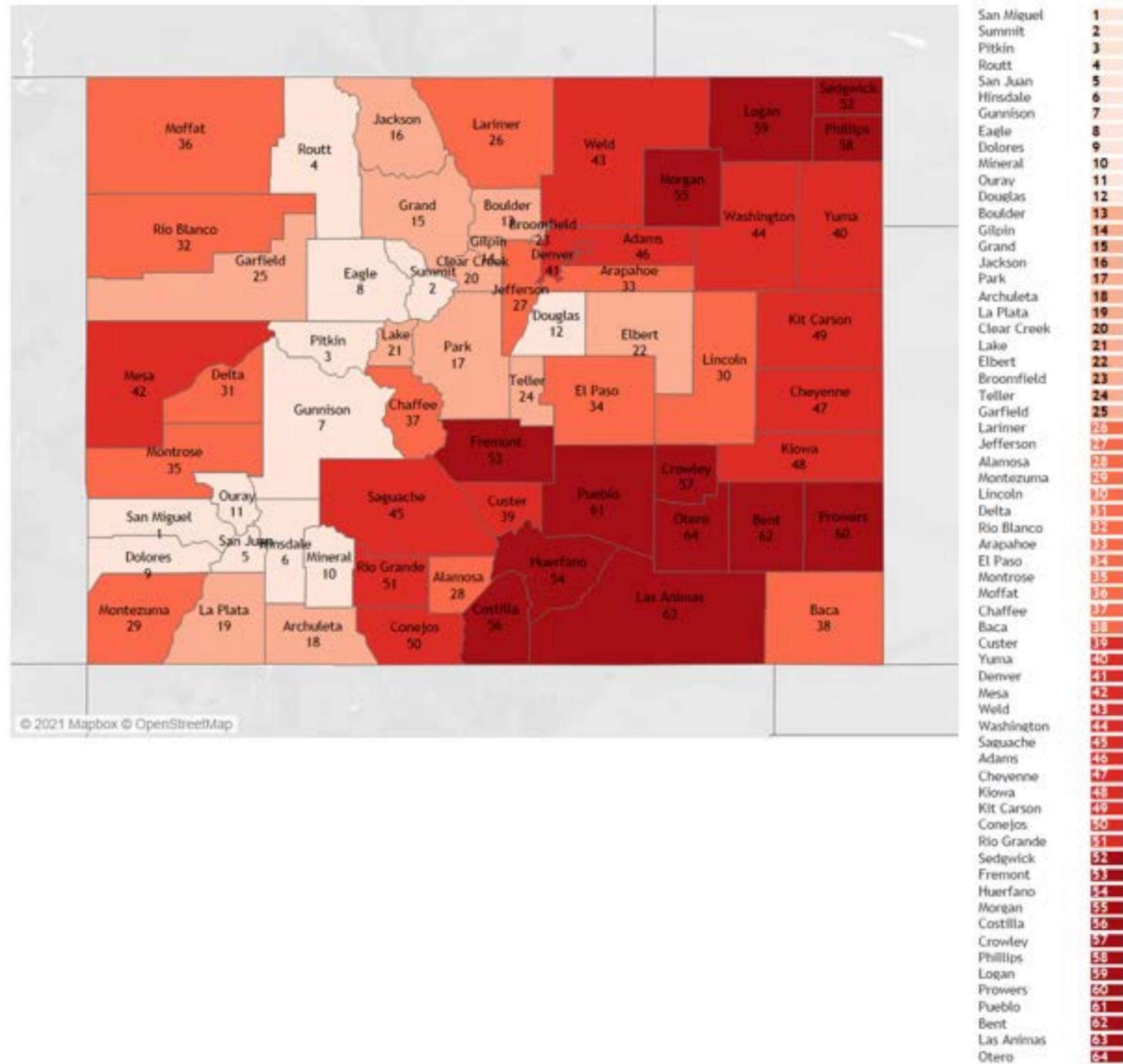
Select an Index
Cancer



County Rankings

Burden and socio-demographic data were used to rank each Colorado county on four disease disparity indices - cancer, cardiovascular disease, healthy eating and active living (HEAL), and pulmonary disease. Each county was ranked from 1 (lesser relative health disparities) to 64 (greater relative health disparities) for each disease category.

Select an Index
Cardiovascular Disease

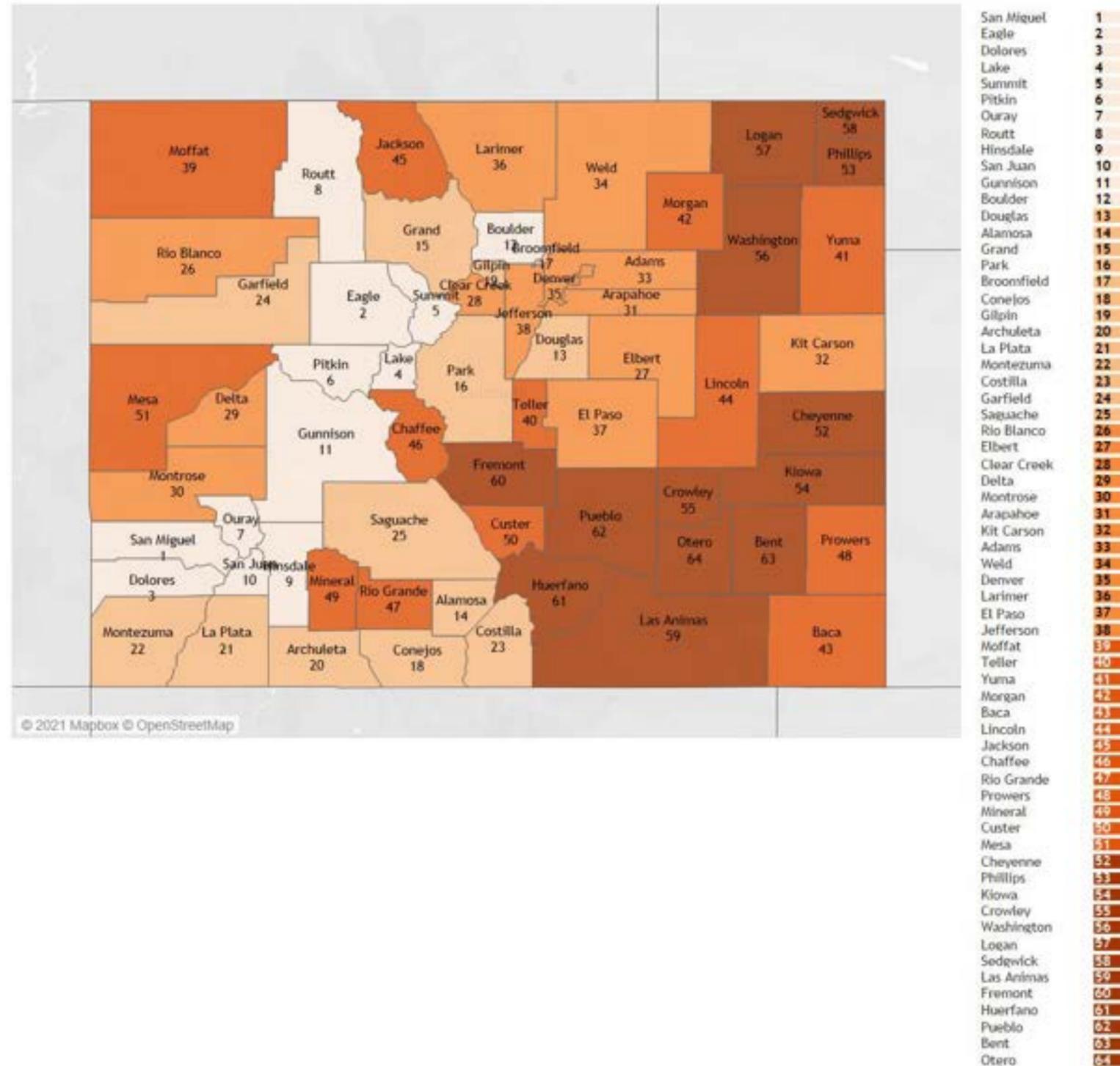


County Rankings

Burden and socio-demographic data were used to rank each Colorado county on four disease disparity indices - cancer, cardiovascular disease, healthy eating and active living (HEAL), and pulmonary disease. Each county was ranked from 1 (lesser relative health disparities) to 64 (greater relative health disparities) for each disease category.

Select an Index

Pulmonary Disease



Data table: All Measures (by Index)

Data in this table include variables used in the Principal Components Analysis to create rankings for each corresponding index (cancer, cardiovascular, healthy eating and active living (HEAL), and pulmonary disease).

Select a County
Garfield

All indices	Percent of households not meeting the county-specific 2015 self sufficiency standard	52.4%
	Percent of the noninstitutionalized civilian population enrolled in Medicaid	13.5%
	Percent of the noninstitutionalized civilian population who are uninsured	25.8%
	Percent of the population aged 25 years or older who do not have a high school diploma	8.3%
	Percent of the population who are of minority race or Hispanic/Latino ethnicity	31.3%
Cancer	Crude incidence rate (per 100,000) of all cancers and malignant tumors	412.9 per 100,000
	Crude incidence rate (per 100,000) of cervical cancers	2.9 per 100,000
	Crude incidence rate (per 100,000) of colorectal cancers	23.7 per 100,000
	Crude incidence rate (per 100,000) of lung cancers	50.4 per 100,000
	Crude incidence rate (per 100,000) of melanomas	36.5 per 100,000
	Crude mortality rate (per 100,000) for all cancers	110.7 per 100,000
	Crude prevalence of all cancers (percent)	4.1%
	Percent of staged colorectal cancer cases that had late-stage diagnosis	70.3%
Cardiovascular disease	Percent of staged lung cancer cases that had late-stage diagnosis	68.3%
	Crude emergency department visit rate (per 100,000) for diabetes	1,246.9 per 100,000
	Crude emergency department visit rate (per 100,000) for major cardiovascular diseases	3,248.4 per 100,000
	Crude hospital discharge rate (per 100,000) for diabetes	696.7 per 100,000
	Crude hospital discharge rate (per 100,000) for major cardiovascular diseases	2,587.0 per 100,000
	Crude mortality rate (per 100,000) for diabetes prior to age 75	3.6 per 100,000
	Crude mortality rate (per 100,000) for major cardiovascular disease prior to age 75	47.7 per 100,000
	Percent of adults (18+ years) with angina, coronary heart disease, heart attack, or stroke	6.0%
	Percent of adults (18+ years) with diabetes	4.4%
	Percent of adults (18+ years) with high blood pressure	23.6%
Healthy Eating and Active Living (HEAL)	Percent of adults (18+ years) with high cholesterol	28.4%
	Percent of adults (18+ years) who are obese	20.8%
	Percent of adults (18+ years) who are overweight	33.1%
	Percent of children (5-14 years) who are obese	*
	Percent of children (5-14 years) who are overweight	*
	Percent of high school students who are obese (regional only)	5.9%
Pulmonary disease	Percent of high school students who are overweight (regional only)	9.5%
	Crude emergency department visit rate (per 100,000) for asthma	897.1 per 100,000
	Crude emergency department visit rate (per 100,000) for chronic lower respiratory diseases excluding asthma	769.1 per 100,000
	Crude hospital discharge rate (per 100,000) for asthma	390.9 per 100,000
	Crude hospital discharge rate (per 100,000) for chronic lower respiratory diseases excluding asthma	573.4 per 100,000
	Crude mortality rate (per 100,000) for chronic lower respiratory diseases excluding asthma	41.7 per 100,000
	Percent of adults (18+ years) with asthma	5.1%
	Percent of adults (18+ years) with chronic obstructive pulmonary disease, emphysema, or chronic bronchitis	5.1%
	Percent of children (5-14 years) with asthma	*
Percent of high school students with asthma (regional only)	16.4%	

Data table: All Measures (by Index)

Data in this table include variables used in the Principal Components Analysis to create rankings for each corresponding index (cancer, cardiovascular, healthy eating and active living (HEAL), and pulmonary disease).

Select a County
Mesa

All indices	Percent of households not meeting the county-specific 2015 self sufficiency standard	50.6%
	Percent of the noninstitutionalized civilian population enrolled in Medicaid	19.7%
	Percent of the noninstitutionalized civilian population who are uninsured	13.8%
	Percent of the population aged 25 years or older who do not have a high school diploma	7.0%
	Percent of the population who are of minority race or Hispanic/Latino ethnicity	17.9%
Cancer	Crude incidence rate (per 100,000) of all cancers and malignant tumors	483.4 per 100,000
	Crude incidence rate (per 100,000) of cervical cancers	3.8 per 100,000
	Crude incidence rate (per 100,000) of colorectal cancers	43.3 per 100,000
	Crude incidence rate (per 100,000) of lung cancers	70.4 per 100,000
	Crude incidence rate (per 100,000) of melanomas	14.8 per 100,000
	Crude mortality rate (per 100,000) for all cancers	202.7 per 100,000
	Crude prevalence of all cancers (percent)	4.7%
	Percent of staged colorectal cancer cases that had late-stage diagnosis	60.3%
	Percent of staged lung cancer cases that had late-stage diagnosis	77.8%
Cardiovascular disease	Crude emergency department visit rate (per 100,000) for diabetes	2,500.1 per 100,000
	Crude emergency department visit rate (per 100,000) for major cardiovascular diseases	7,514.1 per 100,000
	Crude hospital discharge rate (per 100,000) for diabetes	1,324.6 per 100,000
	Crude hospital discharge rate (per 100,000) for major cardiovascular diseases	3,900.6 per 100,000
	Crude mortality rate (per 100,000) for diabetes prior to age 75	6.6 per 100,000
	Crude mortality rate (per 100,000) for major cardiovascular disease prior to age 75	82.0 per 100,000
	Percent of adults (18+ years) with angina, coronary heart disease, heart attack, or stroke	6.6%
	Percent of adults (18+ years) with diabetes	6.6%
	Percent of adults (18+ years) with high blood pressure	26.8%
Percent of adults (18+ years) with high cholesterol	30.8%	
Healthy Eating and Active Living (HEAL)	Percent of adults (18+ years) who are obese	22.8%
	Percent of adults (18+ years) who are overweight	36.8%
	Percent of children (5-14 years) who are obese	6.0%
	Percent of children (5-14 years) who are overweight	16.0%
	Percent of high school students who are obese (regional only)	12.2%
	Percent of high school students who are overweight (regional only)	11.6%
Pulmonary disease	Crude emergency department visit rate (per 100,000) for asthma	2,144.0 per 100,000
	Crude emergency department visit rate (per 100,000) for chronic lower respiratory diseases excluding asthma	1,430.2 per 100,000
	Crude hospital discharge rate (per 100,000) for asthma	621.7 per 100,000
	Crude hospital discharge rate (per 100,000) for chronic lower respiratory diseases excluding asthma	890.1 per 100,000
	Crude mortality rate (per 100,000) for chronic lower respiratory diseases excluding asthma	80.6 per 100,000
	Percent of adults (18+ years) with asthma	9.9%
	Percent of adults (18+ years) with chronic obstructive pulmonary disease, emphysema, or chronic bronchitis	4.9%
	Percent of children (5-14 years) with asthma	5.0%
	Percent of high school students with asthma (regional only)	21.1%

Data table: All Measures (by Index)

Data in this table include variables used in the Principal Components Analysis to create rankings for each corresponding index (cancer, cardiovascular, healthy eating and active living (HEAL), and pulmonary disease).

Select a County
Moffat

All indices	Percent of households not meeting the county-specific 2015 self sufficiency standard	48.2%
	Percent of the noninstitutionalized civilian population enrolled in Medicaid	17.6%
	Percent of the noninstitutionalized civilian population who are uninsured	16.8%
	Percent of the population aged 25 years or older who do not have a high school diploma	6.8%
	Percent of the population who are of minority race or Hispanic/Latino ethnicity	17.8%
Cancer	Crude incidence rate (per 100,000) of all cancers and malignant tumors	439.5 per 100,000
	Crude incidence rate (per 100,000) of cervical cancers	*
	Crude incidence rate (per 100,000) of colorectal cancers	48.8 per 100,000
	Crude incidence rate (per 100,000) of lung cancers	48.8 per 100,000
	Crude incidence rate (per 100,000) of melanomas	10.3 per 100,000
	Crude mortality rate (per 100,000) for all cancers	148.8 per 100,000
	Crude prevalence of all cancers (percent)	4.6%
	Percent of staged colorectal cancer cases that had late-stage diagnosis	70.6%
Cardiovascular disease	Percent of staged lung cancer cases that had late-stage diagnosis	66.7%
	Crude emergency department visit rate (per 100,000) for diabetes	930.3 per 100,000
	Crude emergency department visit rate (per 100,000) for major cardiovascular diseases	2,073.9 per 100,000
	Crude hospital discharge rate (per 100,000) for diabetes	1,488.0 per 100,000
	Crude hospital discharge rate (per 100,000) for major cardiovascular diseases	4,194.1 per 100,000
	Crude mortality rate (per 100,000) for diabetes prior to age 75	10.8 per 100,000
	Crude mortality rate (per 100,000) for major cardiovascular disease prior to age 75	56.5 per 100,000
	Percent of adults (18+ years) with angina, coronary heart disease, heart attack, or stroke	6.7%
	Percent of adults (18+ years) with diabetes	6.3%
	Percent of adults (18+ years) with high blood pressure	34.1%
Healthy Eating and Active Living (HEAL)	Percent of adults (18+ years) with high cholesterol	37.2%
	Percent of adults (18+ years) who are obese	28.3%
	Percent of adults (18+ years) who are overweight	38.8%
	Percent of children (5-14 years) who are obese	*
	Percent of children (5-14 years) who are overweight	*
	Percent of high school students who are obese (regional only)	7.6%
Pulmonary disease	Percent of high school students who are overweight (regional only)	9.6%
	Crude emergency department visit rate (per 100,000) for asthma	596.2 per 100,000
	Crude emergency department visit rate (per 100,000) for chronic lower respiratory diseases excluding asthma	675.9 per 100,000
	Crude hospital discharge rate (per 100,000) for asthma	496.0 per 100,000
	Crude hospital discharge rate (per 100,000) for chronic lower respiratory diseases excluding asthma	1,218.1 per 100,000
	Crude mortality rate (per 100,000) for chronic lower respiratory diseases excluding asthma	71.8 per 100,000
	Percent of adults (18+ years) with asthma	12.0%
	Percent of adults (18+ years) with chronic obstructive pulmonary disease, emphysema, or chronic bronchitis	3.4%
	Percent of children (5-14 years) with asthma	*
Percent of high school students with asthma (regional only)	25.4%	

Data table: All Measures (by Index)

Data in this table include variables used in the Principal Components Analysis to create rankings for each corresponding index (cancer, cardiovascular, healthy eating and active living (HEAL), and pulmonary disease).

Select a County
Rio Blanco

All indices	Percent of households not meeting the county-specific 2015 self sufficiency standard	41.5%
	Percent of the noninstitutionalized civilian population enrolled in Medicaid	15.1%
	Percent of the noninstitutionalized civilian population who are uninsured	10.1%
	Percent of the population aged 25 years or older who do not have a high school diploma	5.4%
	Percent of the population who are of minority race or Hispanic/Latino ethnicity	15.4%
Cancer	Crude incidence rate (per 100,000) of all cancers and malignant tumors	388.8 per 100,000
	Crude incidence rate (per 100,000) of cervical cancers	*
	Crude incidence rate (per 100,000) of colorectal cancers	*
	Crude incidence rate (per 100,000) of lung cancers	45.4 per 100,000
	Crude incidence rate (per 100,000) of melanomas	*
	Crude mortality rate (per 100,000) for all cancers	165.1 per 100,000
	Crude prevalence of all cancers (percent)	4.9%
	Percent of staged colorectal cancer cases that had late-stage diagnosis	50.0%
	Percent of staged lung cancer cases that had late-stage diagnosis	75.0%
Cardiovascular disease	Crude emergency department visit rate (per 100,000) for diabetes	2,140.8 per 100,000
	Crude emergency department visit rate (per 100,000) for major cardiovascular diseases	8,896.3 per 100,000
	Crude hospital discharge rate (per 100,000) for diabetes	908.8 per 100,000
	Crude hospital discharge rate (per 100,000) for major cardiovascular diseases	3,185.9 per 100,000
	Crude mortality rate (per 100,000) for diabetes prior to age 75	21.2 per 100,000
	Crude mortality rate (per 100,000) for major cardiovascular disease prior to age 75	58.3 per 100,000
	Percent of adults (18+ years) with angina, coronary heart disease, heart attack, or stroke	5.9%
	Percent of adults (18+ years) with diabetes	6.0%
	Percent of adults (18+ years) with high blood pressure	25.1%
	Percent of adults (18+ years) with high cholesterol	27.5%
Healthy Eating and Active Living (HEAL)	Percent of adults (18+ years) who are obese	24.9%
	Percent of adults (18+ years) who are overweight	44.8%
	Percent of children (5-14 years) who are obese	*
	Percent of children (5-14 years) who are overweight	*
	Percent of high school students who are obese (regional only)	7.6%
	Percent of high school students who are overweight (regional only)	9.6%
Pulmonary disease	Crude emergency department visit rate (per 100,000) for asthma	368.6 per 100,000
	Crude emergency department visit rate (per 100,000) for chronic lower respiratory diseases excluding asthma	893.7 per 100,000
	Crude hospital discharge rate (per 100,000) for asthma	302.9 per 100,000
	Crude hospital discharge rate (per 100,000) for chronic lower respiratory diseases excluding asthma	858.3 per 100,000
	Crude mortality rate (per 100,000) for chronic lower respiratory diseases excluding asthma	60.0 per 100,000
	Percent of adults (18+ years) with asthma	2.7%
	Percent of adults (18+ years) with chronic obstructive pulmonary disease, emphysema, or chronic bronchitis	5.4%
	Percent of children (5-14 years) with asthma	*
	Percent of high school students with asthma (regional only)	25.4%

Data table: All Measures (by Index)

Data in this table include variables used in the Principal Components Analysis to create rankings for each corresponding index (cancer, cardiovascular, healthy eating and active living (HEAL), and pulmonary disease).

Select a County
Routt

All indices	Percent of households not meeting the county-specific 2015 self sufficiency standard	57.5%
	Percent of the noninstitutionalized civilian population enrolled in Medicaid	7.7%
	Percent of the noninstitutionalized civilian population who are uninsured	11.2%
	Percent of the population aged 25 years or older who do not have a high school diploma	2.0%
	Percent of the population who are of minority race or Hispanic/Latino ethnicity	9.8%
Cancer	Crude incidence rate (per 100,000) of all cancers and malignant tumors	401.9 per 100,000
	Crude incidence rate (per 100,000) of cervical cancers	*
	Crude incidence rate (per 100,000) of colorectal cancers	19.6 per 100,000
	Crude incidence rate (per 100,000) of lung cancers	36.4 per 100,000
	Crude incidence rate (per 100,000) of melanomas	23.8 per 100,000
	Crude mortality rate (per 100,000) for all cancers	95.1 per 100,000
	Crude prevalence of all cancers (percent)	4.3%
	Percent of staged colorectal cancer cases that had late-stage diagnosis	58.3%
	Percent of staged lung cancer cases that had late-stage diagnosis	87.5%
Cardiovascular disease	Crude emergency department visit rate (per 100,000) for diabetes	385.1 per 100,000
	Crude emergency department visit rate (per 100,000) for major cardiovascular diseases	2,120.3 per 100,000
	Crude hospital discharge rate (per 100,000) for diabetes	421.5 per 100,000
	Crude hospital discharge rate (per 100,000) for major cardiovascular diseases	1,949.4 per 100,000
	Crude mortality rate (per 100,000) for diabetes prior to age 75	7.2 per 100,000
	Crude mortality rate (per 100,000) for major cardiovascular disease prior to age 75	30.4 per 100,000
	Percent of adults (18+ years) with angina, coronary heart disease, heart attack, or stroke	4.6%
	Percent of adults (18+ years) with diabetes	2.3%
	Percent of adults (18+ years) with high blood pressure	20.0%
	Percent of adults (18+ years) with high cholesterol	31.0%
Healthy Eating and Active Living (HEAL)	Percent of adults (18+ years) who are obese	12.2%
	Percent of adults (18+ years) who are overweight	40.7%
	Percent of children (5-14 years) who are obese	*
	Percent of children (5-14 years) who are overweight	*
	Percent of high school students who are obese (regional only)	7.6%
	Percent of high school students who are overweight (regional only)	9.6%
Pulmonary disease	Crude emergency department visit rate (per 100,000) for asthma	472.0 per 100,000
	Crude emergency department visit rate (per 100,000) for chronic lower respiratory diseases excluding asthma	368.3 per 100,000
	Crude hospital discharge rate (per 100,000) for asthma	277.3 per 100,000
	Crude hospital discharge rate (per 100,000) for chronic lower respiratory diseases excluding asthma	334.7 per 100,000
	Crude mortality rate (per 100,000) for chronic lower respiratory diseases excluding asthma	25.2 per 100,000
	Percent of adults (18+ years) with asthma	8.2%
	Percent of adults (18+ years) with chronic obstructive pulmonary disease, emphysema, or chronic bronchitis	4.0%
	Percent of children (5-14 years) with asthma	*
	Percent of high school students with asthma (regional only)	25.4%