

# CLEAR CREEK COUNTY MINI BLUEPRINT 2.0

*JUNE 27, 2016*

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*The Colorado Office of Economic Development  
and International Trade*



**COLORADO**  
Blueprint 2.0

# CLEAR CREEK COUNTY MINI BLUEPRINT 2.0

## STATE OF COLORADO PARTICIPANTS ►

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## METHODOLOGY ►

The County of Clear Creek reached out to the State of Colorado to request assistance mitigating the impact of the impending closure of the Henderson Mine. The County was specifically interested in partnering with the State to develop a plan of action including both short-term and long-term action items to ensure the future success of the county.

On May 26th, 2016 the team took a bus tour of the county to obtain a better understanding of the assets available and visited areas for potential development. The team met with business leaders in the county to hear their perspective on the local business climate and opportunities they saw for their county. Lastly, the team held a focus group discussion with concerned citizens, as well as, local representatives from private industry, government, and nonprofit. The conversation was organized by Strengths, Weaknesses, Opportunities, and Threats. The responses listed below, informed the team's observations and recommendations. The intention of this report is to provide the County with recommendations to incorporate into their future plans.

A county profile has been included as an addendum to demonstrate the current economic situation of the county.

# SWOT ANALYSIS

Summary of SWOT Analysis (notes are included below in their original format to avoid the misrepresentation of comments made during the focus group discussion)

## STRENGTHS

- Natural Resources – Wind
- Fiber Optics
- CSM Research Facilities
- Proximity to Denver – DIA (mentioned several times)
- Business Friendly Environment – less regulation – streamlined (mentioned several times)
- Fastest Growing Drainage in CO & U.S.
- Preservation of Community
- Scenic Views/Open Space
- Special Events
- Sense of Community – “You know your neighbors”
- Ski Area
- 4,000 acres of former BLM land
- Willingness to transform and change
- Remote and low taxes
- Several High Incomes/Anchors
- Colorado BLVD, Argo private development
- Cool Summer Climate
- Outdoor Resources
- New Businesses coming to the area
- CC Tourism Bureau
- Loop Railroad
- Tourism – Draw & Amazing History
- VRBO
- County Passion (mentioned several times)
- Good School District
- Scenic Beauty
- Engaged Community
- Energetic Community Members

## WEAKNESSES

- Broadband (mentioned several times)
- Reliance on mine
- I-70 Construction
- Building Department Process – Road Impact Fees
- Guanella Pass – Overuse
- VRBO, Airbnb
- Reduction in Services/FTE's
- Service Wage Jobs
- Lack of Housing, Workforce Issue (mentioned several times)
- Lack of Lodging
- 2nd Homeowners – no contribution
- Lack of Outdoor Rec Inf/Communication (mentioned several times)
- State Impression of CCC
- Lost \$35 million/year sales tax
- Overdependence on people who stop when traveling on I-70
- Need for jobs and economic opportunity
- Lack of Flat Land
- Lack of Healthcare
- Need for Daycare
- Land Ownership – Use & Development of Privately Held Land
- Remaining Parcels of land are difficult to develop
- Split County Services
- Transient Economy
- VRBO – eliminates potential housing
- Lack of Hotel and lodging with amenities
- Image people see when they drive by

## OPPORTUNITIES

- Tap into I-70 Traffic (mentioned several times)
- Wayfinding Signage
- “Low Hanging Fruit”
- Silver Plume Property for sale
- Succession Planning to Millennials
- Friendly Signage

- Repurpose of Mine (mentioned several times)
- Economic Diversification (mentioned several times)
- A Place for Young Families
- Outdoor Recreation (mentioned several times)
- Transition of Economy
- Market Ourselves
- Out of the Box Ideas
- What does Replacement Model for the Mine Reveal?
- Rafting
- Approachable Government
- Heritage Tourism
- Guanella Pass – Scenic Byway
- VRBO
- School District Partnerships
- Natural Beauty
- Expansion of Hot Springs
- Mining History
- Large Scale Eco Resort – Bakerville
- Metro Area
- Millennial Marketing, Education, Attraction (mentioned several times)
- Reduction of Blight w/o Loss of Character
- Authenticity – Approachable
- Creating Space for Working Families
- Two Historic Downtowns
- Proximity to Skiing, Casinos & Public Land
- Unification of Business Promotion

## THREATS

- Tourism – net drain
- Cannot Replace Henderson Impact
- VRBO
- Housing for Service Industry
- Demographics
- Aging Population (mentioned several times)
- Need for More Housing
- Pass Through Community

- Congestion from I-70
- Cost of Government
- Loss of Jobs
- Lost Opportunity to Develop Housing
- CDOT Impacts
- Closure of the Mine
- Bustang
- 40% Reduction in Revenue
- Other Jurisdictions Competition in Outdoor Recreation

## OBSERVATIONS AND RECOMMENDATIONS ►

Utilizing the data analytics provided by the State Demography Office and the Colorado Office of Economic Development and International Trade, as well as, the onsite visit conducted on May 26, 2016 the State of Colorado has the following recommendations for Clear Creek County. These recommendations have been categorized by theme and separated into short-term goals and long-term goals, to assist the County with the development of plans moving forward. The State partner is listed within the applicable recommendations, to ensure a collaborative approach with the recommendations the County decides to pursue.

### STATE PARTNERS

- Colorado Department of Labor and Employment (CDLE)
- Department of Natural Resources (DNR)
- Department of Local Affairs (DOLA)
- Office of Economic Development and International Trade (OEDIT)

### TOURISM

There are great tourism opportunities within Clear Creek County and a rich history to showcase. Given the close proximity to Denver and the volume of traffic on I - 70, there is great opportunity to attract additional tourists to the area.

#### SHORT TERM

- Increase signage for Georgetown to make individuals traveling on I-70 aware of the historic downtown within the community. In addition, increase signage for trails throughout the county to allow easier navigation of the trail systems. Clear Creek County should make a concerted effort to upload all trails within the county to Colorado the Beautiful (online resource) to encourage individuals to visit the county. State Partner: DNR
- Leverage mining history by supporting development like the proposed project for the Argo mine. State Partner: OEDIT

### MARKETING

Clear Creek has wonderful assets that serve as a competitive advantage for the county, but many people are not aware of these assets. There is great quality of life in Clear Creek with abundant outdoor opportunities and close proximity to a major metropolitan area individuals residing within Clear Creek can have the best of both worlds. Clear Creek could improve upon their marketing efforts to ensure they are connecting with their target demographic.

#### SHORT TERM

- Assess financial resources currently available in various budgets across multiple organizations to develop targeted marketing efforts. By leveraging the marketing budgets of several organizations throughout the region, the entire county will have the opportunity to increase awareness through a larger audience.
- Develop a "Weekend in Clear Creek" to guide travelers through tourist opportunities that

encourage an overnight stay in the county. Help the residents of Denver realize they don't have to travel far to "Getaway."

- The Clear Creek Metropolitan Recreation District is a strong asset within the county. Consider offering day passes to capitalize on the I-70 traffic and providing individuals with opportunity to get to know your county.
- Pursue the Scenic Byway designation as another way to market the county and promote the scenic views. State Partner: DOLA
- Social media training – have a dedicated group of volunteers manage the social media account. The vision for the county should be clear and the parameters for those posting should be established prior to beginning this work. Host a workshop led by OEDIT expertise to identify the best approach for the county and develop a social media strategy. State Partner: OEDIT.
- Given the disabled recreation opportunities within the county, develop a better partnership with the National Sports Center for the Disabled (NSCD) to capitalize on their resources and amenities which cater to this population.

## INFRASTRUCTURE AND BROADBAND

### LONG TERM

- Construction of flyaway bridge similar to Eagle, in order to establish a connection between recreation opportunities and the community. State Partner: Office of Outdoor Recreation
- Work to develop additional entry points (Put-Ins) to the river to allow for an expanded business opportunity. Some of the access points currently within the county are dangerous and informal at best. State Partners: DOLA & DNR

### SHORT TERM

- To address some of the physical areas within the county that are substandard, conduct a blight study and request the funds (CDBG) for this through DOLA's process. State Partner: DOLA
- Gilpin and Clear Creek Counties have jointly submitted an application to DOLA for a regional broadband plan, which is currently in the review process. They have a consultant in the wings to launch this study as soon as possible. The plan will give local leadership real-time data and information by identifying gaps and opportunities for community connectivity. This plan will also include a full investigation into efficient utilization of fiber currently in the ground with the State of Colorado's Department of Transportation.

## ECONOMIC DEVELOPMENT

### SHORT TERM

- Throughout the county there is a lack of capacity to implement policy and programs. It is recommended that the County undergo organizational capacity building for economic development. Capacity building is key to the the successful implementation of the recommendations contained in this report. State Partner: OEDIT

## LONG TERM

- Partner with the Economic Development Administration to develop a long-term strategic plan for the county. State Partner: OEDIT

## INDUSTRY DEVELOPMENT

### SHORT TERM

- Façade improvement of businesses within the community to create a more inviting appearance. The appearance of the businesses (especially on the main streets) within the county should be well maintained. This can be accomplished by enforcing local codes and evaluating existing building codes to ensure they are consistent with the vision of the county. State Partner: DOLA
- Leverage the existing assets within the county to grow the outdoor recreation industry. Areas of interest for this industry include the following: workforce, warehouse space, quality of life (access to mountains), broadband and airport access. State Partner: OEDIT Office of Outdoor Recreation

## LONG TERM

- As the population of the county ages, it's important to consider succession planning for businesses. Partner with the Small Business Development Center (SBDC) to develop these plans for businesses in the area to ensure the long-term success of your business community. State Partner: OEDIT SBDC
- Continue to monitor data points within the county to identify eligibility for SBA Portability Grant or EDA resources. State Point of Contact: Small Business Development Center (SBDC) and State Demography Office
- The Clear Creek Revolving Loan Fund could be re-capitalized to offer greater incentives to potential industry or business clients to relocate or develop in the county. State CDBG funds could also be utilized through DOLA. State Partner: DOLA
- The County and its municipal partners could pursue the utilization of the Rural Economic Development Initiative (REDI) program through strategic grant proposals. REDI grants could be awarded to more than one entity but be the same project or projects that compliment each other. Idaho Springs recently was awarded \$65,000 for an adaptive reuse assessment for the middle school building, which is currently underway. State Partner: DOLA

### SHORT TERM

- Consider the creation of Urban Renewal Authority and the commensurate Urban Renewal Plan. State funding could assist the various local governments with this endeavor. State Partner: DOLA
- Create an Outdoor Recreation Coalition with the primary focus of deciding which sector of the industry the County should attempt to recruit. The coalition will play a critical role in refining the vision and identifying additional opportunities to develop the industry. State Partner: OEDIT Office of Outdoor Recreation

## PUBLIC SERVICES

Public services categories can include land use planning, tax base strategies, internal governmental structural concepts such as reorganization of staffing levels, prioritization of services provided, workforce center involvement etc.

### LONG TERM

- Tax base strategies: The local governments should examine and consider the entry into the Main Street Program. Collectively the local governments should consider hiring a consultant to perform an economic analysis model to examine the revenue generation of land-use. This ties into the examination of development at new or improved I-70 interchanges. State Partner: DOLA
- Establish a Health Services District: At the present time there are no health care providers in the county. To address this issue the County purchased the old lumberyard in Idaho Springs to build a health clinic and have been in discussions with providers to operate the clinic. The associated property tax revenue will help stabilize funding for the county ambulance service. The proposed clinic will create jobs, potentially employ existing health services employees that commute down to the metropolitan area. Such a district could seek State support in a variety of programs in different State agencies. State Partner: DOLA

### LONG TERM

- Land Use: With the planned improvements of I-70, the County along with its' municipal partners need to develop consensus on future land use strategies and policies. The local governments should guide the land use in a proactive manner. Collectively the entities should decide on major issues such as utility expansion in the different areas of the County and develop a plan for development along the major I-70 interchanges. Accordingly, potential use should be reviewed to determine compatibility with the affected entity's Master Land Use Plan and the need to create overlay districts to guide development in these areas. State Partner: DOLA
- Governance: DOLA (DLG) Continue the DOLA sponsored sustainability project:
  - a) Continue the Program Costing project to align programs with budget priorities.
  - b) Use a selected Diagnostic Fiscal Health Tool to develop long range budget scenarios and decision implications. Internally use a Diagnostic Tool to inform County staff and elected officials of the impact of the potential revenue loss. Externally use a Diagnostic Tool to inform the other local governments of the impact on the county and how it may impact county shared revenue/services and develop a fiscally constrained long-term capital improvement plan.
  - c) Once the new board of county commissioners are seated (January 2017) conduct a goal setting session to outline the priorities of the County. Upon completion of the priority determinations, use a strategic budgeting model, determine future service levels, align priorities with the budget and develop a reduction in force plan.

State Partner: DOLA

## WORKFORCE

### SHORT TERM

- As the population continues to age there is an increasing need for younger generations to assume leadership roles throughout the county. Implement a local leadership program to ensure there are individuals capable of taking on these opportunities to advance the county. State Partner: OEDIT
- Conduct a skills assessment of individuals within the county to obtain a better understanding of local talent. State Partner: CDLE Local Workforce Center. Please reach out to your local workforce center to pursue this recommendation.
  - Kevin Ashcraft, kashcraf@jeffco.us, 303-271-4753
  - Jill Howard, jhoward@jeffco.us, 303-271-4768

## HOUSING

The Division of Housing (DOH) in DOLA provides funding to affordable housing projects and programs throughout Colorado. Specifically, DOH supports the following housing efforts in Clear Creek County:

- Housing Choice Vouchers:** DOH subcontracts with the Grand County Housing Authority to administer Housing Choice Vouchers in six counties, including Clear Creek County.
- Down Payment Assistance:** the Summit Combined Housing Authority (SCHA) administers the revolving down payment assistance program funded by DOH for Clear Creek and Summit counties.
- Owner Repair Program:** DOH provides funding for the on-going Single Family Owner Occupied Rehabilitation program, also administered by the SCHA which serves Clear Creek, Summit and Eagle counties.
- Disaster Recovery:** DOH funds an on-going CDBG-DR Housing Repairs program administered by Metro Volunteers that serves eight counties, including Clear Creek.

### SHORT TERM

- Since 2014, Clear Creek County has contracted with SCHA to administer the Down Payment Assistance and Single Family Owner Occupied Rehabilitation programs. This is a relatively new effort in partnership with SCHA, which has good potential for growth. The owner repair program provides low and moderate income households with low interest financing to address critical repairs, remain in their homes and improve the housing stock in the County. Clear Creek currently funds one housing employee, employed by SCHA. Clear Creek County is evaluating the costs/benefits of establishing its own Housing Authority. SCHA housing staff member in Clear Creek County recently attended a DOH affordable housing training workshop to continue building capacity. DOH will continue to recommend and offer capacity building opportunities for housing staff.

## OTHER

### SHORT TERM

- Consider developing a Cross Generational Open forum (storytime) within the county as a way of sharing knowledge from one generation to the next and helping to inform the next generation of community leaders. A model for this exists in Utah. State Partner: DOLA

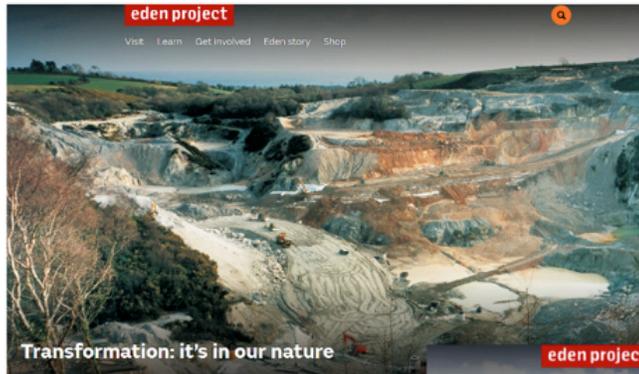
## LONG TERM

- Identify reuse opportunities for the mine - Utilize University Technical Assistance with the University of Colorado, College of Architecture and Design program through DOLA-DLG. State Partner: DOLA and OEDIT

## CASE STUDIES

The following slides provide examples of successful projects undertaken after mine closures. For instance, the Eden Project in Cornwall, England, reclaimed a clay mineral pit and created a visitor attraction destination to host plant species from around the world.

Similarly, the Britannia Mine Museum is a former mine that was created into a museum in British Columbia, Canada. The museum preserves and presents information and artifacts related to British Columbia's mining industry.



## eden project

Cornwall, England

*"The Eden Project, an educational charity, connects us with each other and the living world, exploring how we can work towards a better future."*

*Our visitor destination in Cornwall, UK, is nestled in a huge crater. Here, massive Biomes housing the largest rainforest in captivity, stunning plants, exhibitions and stories serve as a backdrop to our striking contemporary gardens, summer concerts and exciting year-round family events."*

<http://www.edenproject.com/>



## NATIONAL HISTORIC SITE BRITANNIA MINE MUSEUM

Britannia Mine Museum is a former mine that was created into a museum in British Columbia Canada.

The museum preserves and presents to the public information and artifacts related to British Columbia's mining industry.





Robert Pim Butchart, a pioneer in the thriving North American cement industry, was attracted from Owen Sound, Ontario to Canada's West Coast by rich limestone deposits. In 1904, he developed a quarry and built a cement plant at Tod Inlet (on Vancouver Island). Jennie Butchart, his wife, became the company's chemist.



As Mr. Butchart exhausted limestone deposits, Jennie made plans to create something of beauty in the gigantic exhausted pit. From farmland nearby, she had tonnes of topsoil brought in by horse and cart and used it to line the floor of the abandoned quarry. Little by little, the quarry blossomed into the spectacular Sunken Garden.



Today, the renown of the family owned gardens is widespread. Each year over a million bedding plants in some 900 varieties provide uninterrupted blooms from March through October. Almost a million people visit annually for spring's colourful flowering bulbs; summer's riot of colour, entertainment and Saturday Fireworks; fall's russets and golds; the Magic of Christmas' decorations; and winter's peacefulness.

<http://www.butchartgardens.com/>

The Butchart Gardens started out as a family-owned limestone quarry. As limestone deposits were exhausted, the Butchart family created a garden that features 900 varieties of flowers and attracts almost one million visitors annually.

Other examples of governments and organizations resolving issues surrounding mine closures include: Romania's conversion of old mine buildings into Workspace Centers; the World Bank's employment and training incentive schemes for employers to hire unemployed mining sector workers; the government of Upper Silesia (Poland) providing unemployed miners lump-sum payments and counseling/small business support; and the Sullivan mine in Northwest Canada and the local government working together to attract investment from a resort developer and to support residential housing development.

## CLEAR CREEK COUNTY - NEXT STEPS ►

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**1.** Over the next month individuals within the county will review recommendations and collectively identify the recommendations the county will adopt. This selected recommendations will be shared with the State to ensure the deployment of available State resources to support the local efforts.

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**2.** Within the next two months follow-up with the appropriate State partner, if applicable, to develop tailored plans for each of the selected recommendations. These plans will identify individuals and organizations responsible for each of the plans, the lead on each initiative and include benchmarks to ensure progress toward goals.

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**3.** Continue to partner with the State on initiatives necessitating State involvement and provide updates to the State on progress overall in order to continue to identify gaps and potential resources. The State agency and individual with the most expertise on each initiative has been listed beside the recommendation.

## DATA OVERVIEW OF CLEAR CREEK COUNTY ►

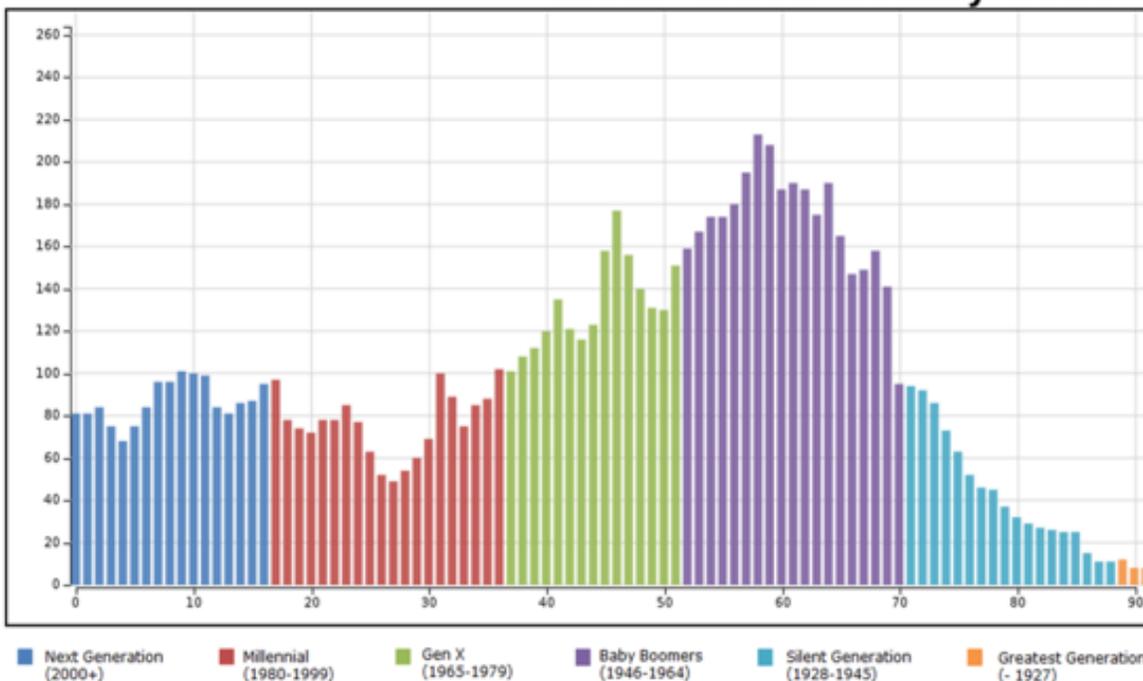
A county profile has been included below to demonstrate the current economic situation of the county.

### POPULATION BY AGE

Clear Creek County has nearly 40% of its population within the Baby Boomer generation, one of the highest shares in the State and in the Nation, with a substantially smaller share of adults within younger generations as compared to the State. Clear Creek County's current median age is 48.8, much older than in 1990 when the county's median age was 36.2.

<http://dola.colorado.gov/maps>

### Clear Creek County 2016

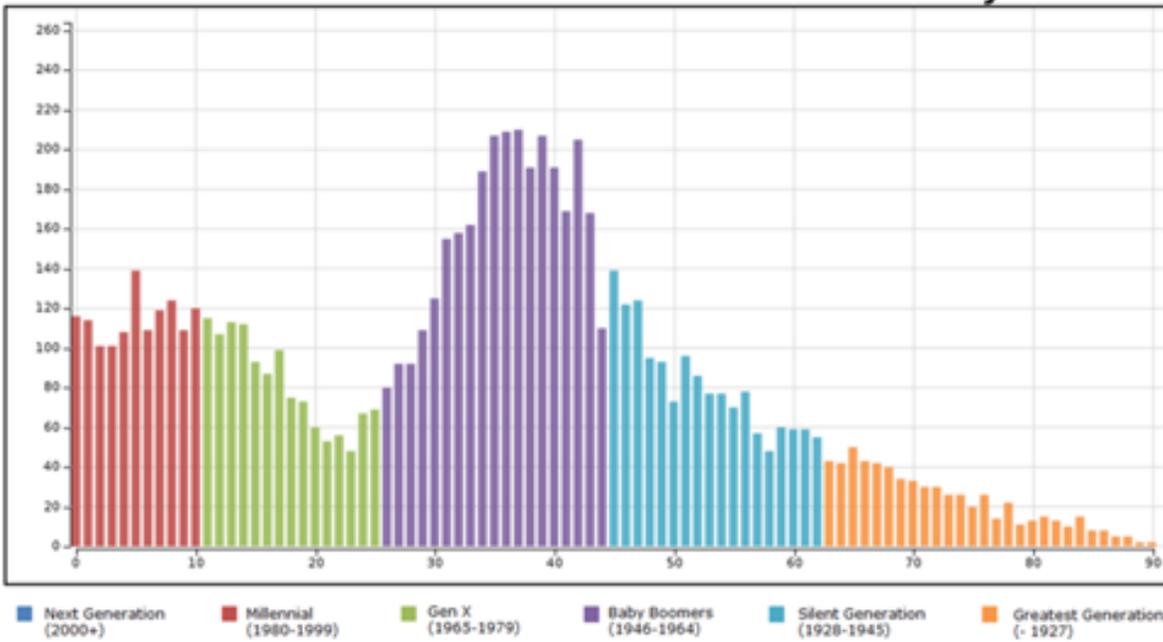


The 55 and 65 and older age groups were the only age groups experiencing growth last decade. Decreases in younger age groups are the result of lower levels of net in-migration of persons aged 30-40 than in previous decades. This resulted in fewer families with children. In 1990, the County also had 40% of its population within the Baby Boomer Generation, however, at that time members of the generation were ages 25-43.

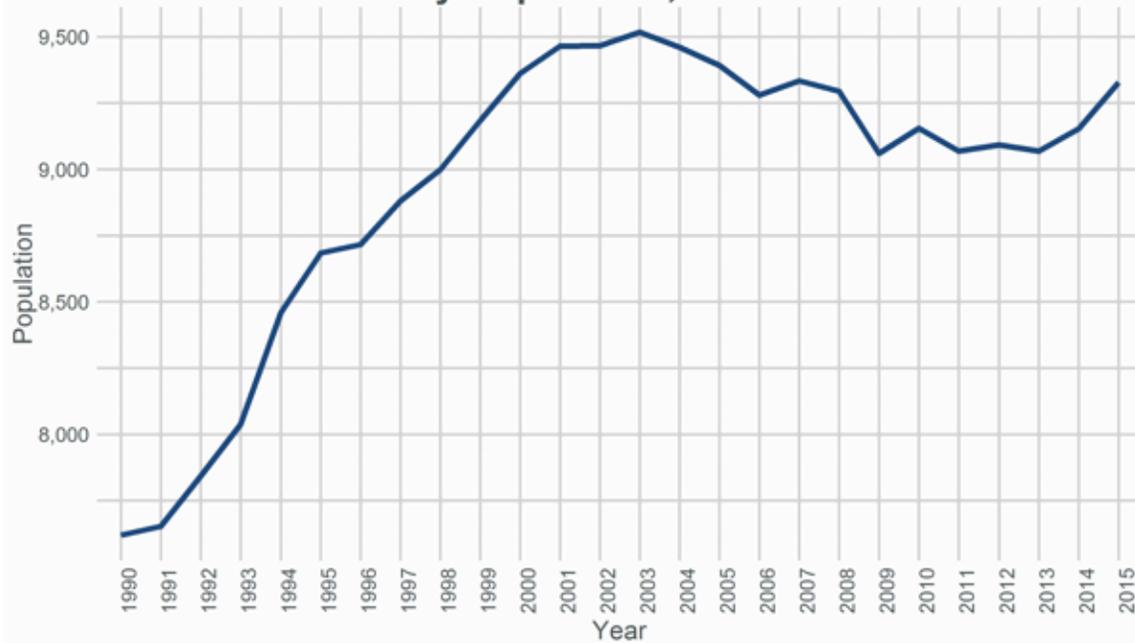
### TOTAL POPULATION

Clear Creek County's population grew rapidly in the 1990s, followed by declines from early 2000 through 2009 and has remained stable since 2010, but recently experienced an uptick of 175 in 2015 – due almost entirely to net migration. Net migration is the difference between in-movers and out-movers and has fluctuated between negative and positive in Clear Creek County over the past decade. Growth in the 90s was due to both natural increase (births minus deaths) and net migration. Since 2000 declines in population have been due to out-migration as well as an aging population that encompasses fewer families. Decreases in younger age groups are the result of lower levels of net in-migration of persons aged 30-40 than in previous decades. This resulted in fewer families with children as well as declining natural increase with fewer births and more deaths relative to the total population. Most of population (64%) lives in the unincorporated area of the County.

## Clear Creek County 1990



## Clear Creek County Population, 1990 to 2015\*



## Population Growth/Decline

Year	Population		Annual Average Growth Rate (%)	
	Clear Creek	Colorado	Clear Creek	Colorado
1990	7619	3,294,473		
1995	8684	3,811,074	2.7%	3%
2000	9361	4,338,801	1.5%	2.6%
2010	9155	5,050,289	-0.2%	1.5%
2014	9153	5,353,471	0%	1.5%

## Population by Place

Most of the population lives in the unincorporated area (64%)

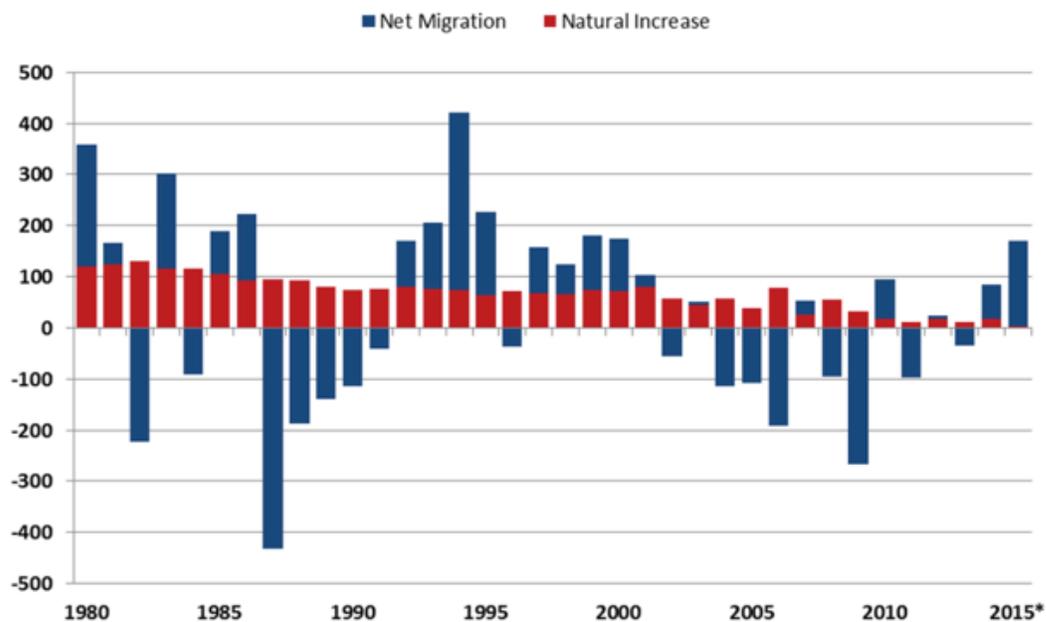
	2010	2011	2012	2013	2014	2015*	Change 2010-15	Ann. Avg. % Change 2010-15
Clear Creek	9,155	9,069	9,092	9,068	9,153	9,328	173	0.4%
Empire	283	281	283	283	287	293	10	0.7%
Georgetown	1,056	1,015	1,027	1,001	1,000	1,044	-12	-0.2%
Idaho Springs	1,750	1,738	1,735	1,736	1,753	1,777	27	0.3%
Silver Plume	170	169	169	169	171	173	3	0.4%
Unincorp.	5,896	5,866	5,878	5,879	5,942	6,041	145	0.5%

\*Draft Estimates subject to change by local review and final vital statistics

## POPULATION CHANGE AND BY PLACE

Compared to the rest of the state, Clear Creek's population growth rate has generally been consistently slower since the 1990s. In 2015, most (64%) of Clear Creek's population lived in the unincorporated area, followed by Georgetown and Idaho Springs.

## Clear Creek Components of Population Change

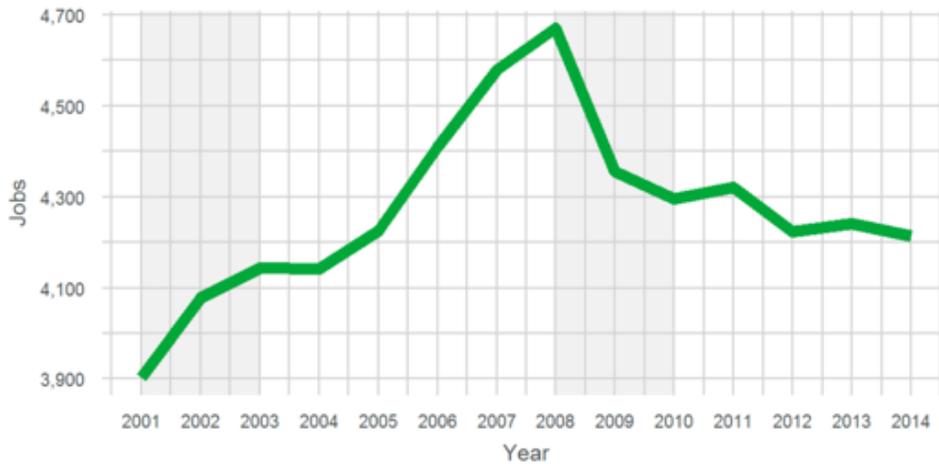


\*Draft estimates subject to revision

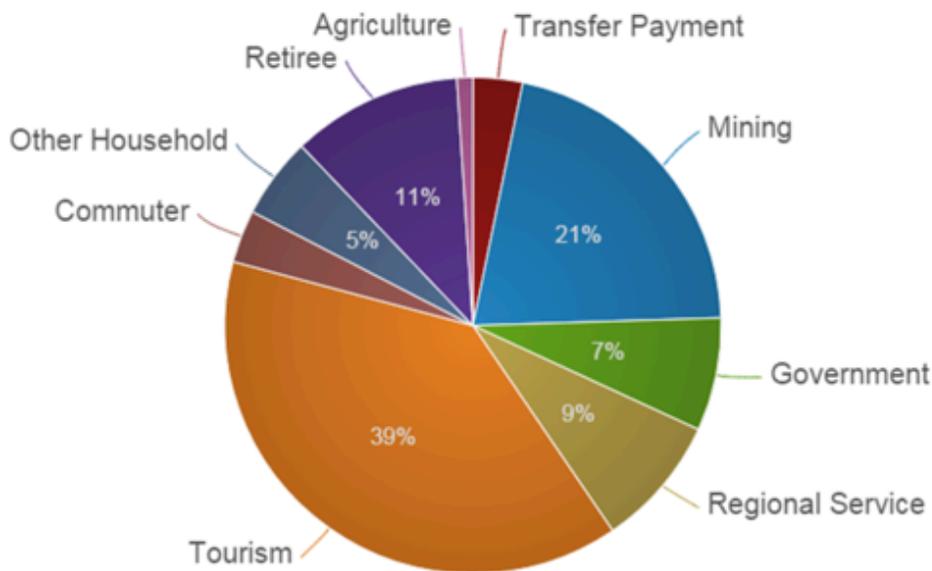
## TOTAL JOBS

Total jobs in the county was estimated to be 4,214 in 2014, down 456 jobs from Clear Creek's peak employment in 2008 of 4,670. The industries with the largest loss in jobs in during the recession were construction, retail trade and mining. Since 2010 the fastest growth in jobs has been in education, health services, and accommodation and food services. Industries above their pre-recession peak include accommodation and food, education, government, transportation, and administration and waste.

**Clear Creek County Total Estimated Jobs, 2001 to 2014**  
**Source: State Demography Office**



## Clear Creek Base Industries, 2014



The Base Industries chart shows which industries drive the economy in Clear Creek. The chart shows the important share of economic activity driven by tourism and mining. Tourism includes seasonal home use. Retirees, regional services (like construction), and government are also important economic drivers to the county. Retirees are a driver because they spend their savings or pensions locally.

**2014 Share of Jobs by Industry**

Sector Name	Unincorporated	Georgetown	Idaho Springs	Empire	Clear Creek
Agriculture	0.6%	0.0%	0.0%	0.0%	0.2%
Mining	1.3%	0.0%	3.7%	84.2%	16.4%
Utilities	0.1%	1.9%	0.3%	0.0%	0.5%
Construction	14.2%	0.8%	3.8%	1.1%	6.6%
Manufacturing	0.8%	1.6%	1.2%	0.0%	0.9%
Wholesale Trade	2.5%	0.6%	0.9%	0.1%	1.3%
Retail Trade	6.2%	7.6%	12.8%	0.4%	7.2%
Transportation & Warehousing	0.5%	5.4%	0.6%	0.0%	1.4%
Information	1.9%	0.0%	0.3%	0.0%	0.8%
Finance and Insurance	1.5%	0.5%	1.1%	0.0%	0.9%
Real Estate and Rental and Leasing	8.4%	0.4%	0.3%	0.0%	3.3%
Professional and Technical Services	13.9%	1.6%	1.8%	3.2%	6.5%
Management of Companies	0.0%	0.5%	0.0%	0.0%	0.1%
Administrative and Waste Services	4.9%	0.9%	1.0%	2.1%	2.6%
Educational Services	2.8%	2.0%	0.0%	0.0%	1.4%
Health Care and Social Assistance	4.6%	0.4%	4.1%	1.0%	3.0%
Arts, Entertainment, and Recreation	5.3%	31.1%	5.5%	0.0%	9.5%
Accommodation and Food Services	4.1%	11.1%	38.2%	7.1%	14.6%
Other Services	14.7%	0.0%	1.8%	0.0%	5.9%
Government	11.8%	33.4%	22.7%	0.6%	15.5%

Source: State Demography Office Total Estimated Jobs

The largest industries by employment are government, mining, and accommodation and food followed by arts, entertainment, and recreation, and retail trade.

## EMPLOYMENT BY INDUSTRY, GROWTH & DECLINE

Between 2010 and 2015, the industries that experienced the highest levels of job growth in Clear Creek County include Health and Accommodation and Food Services (in terms of total number of jobs gained). The industries with the highest levels of job loss include Arts, Entertainment, and Recreation, Construction, Government, and Wholesale Trade. For the Mining, Quarrying, and Oil and Gas Extraction industry on the whole has experienced a sluggish 2% change in job growth over the five years.

## Employment by Industry & Growth/Decline, 2010 - 2015

Description	2010 Jobs	2015 Jobs	2010 - 2015 Change	2010 - 2015 % Change
Crop and Animal Production	0	0	0	0%
Mining, Quarrying, and Oil and Gas Extraction	667	683	16	2%
Utilities	15	18	3	20%
Construction	132	106	(26)	(20%)
Wholesale Trade	47	28	(19)	(40%)
Retail Trade	217	215	(2)	(1%)
Transportation and Warehousing	46	50	4	9%
Information	30	20	(10)	(33%)
Finance and Insurance	27	23	(4)	(15%)
Real Estate and Rental and Leasing	27	28	1	4%
Professional, Scientific, and Technical Services	111	102	(9)	(8%)
Administrative and Support and Waste Management and Remediation Services	54	50	(4)	(7%)
Health Care and Social Assistance	50	88	38	76%
Arts, Entertainment, and Recreation	340	283	(57)	(17%)
Accommodation and Food Services	572	610	38	7%
Other Services (except Public Administration)	102	85	(17)	(17%)
Government	688	664	(24)	(3%)

Location quotient is a way to quantify how concentrated a particular industry, occupation, or demographic group is in a region as compared to the United States. It is used to indicate what makes a region unique when compared to the national average. Clear Creek's estimated Mining location quotient of 38.62 is significantly high. For the same industry, Colorado only has a location quotient of 2.30. This implies that mining is an important driver to Clear Creek's economy, much more so relative to the rest of the state and nation.

## Location Quotient by Industry, Clear Creek and Colorado

Source: EMSI, Q2 2016 Data Set

Description	County Location Quotient	Colorado Location Quotient
Crop and Animal Production	0.00	0.69
Mining, Quarrying, and Oil and Gas Extraction	38.62	2.30
Utilities	1.43	0.83
Construction	0.75	1.30
Manufacturing	0.03	0.64
Wholesale Trade	0.22	0.98
Retail Trade	0.62	0.94
Transportation and Warehousing	0.50	0.83
Information	0.33	1.44
Finance and Insurance	0.18	1.04
Real Estate and Rental and Leasing	0.60	1.25
Professional, Scientific, and Technical Services	0.54	1.33
Management of Companies and Enterprises	0.29	0.93
Administrative and Support and Waste Management and Remediation Services	0.26	1.01
Educational Services	0.19	0.70

## Regional Requirements, 2013

Source: EMSI, Q2 2016 Data,  
Input-Output Year: 2013

Demand for	% Demand met In-region	% Demand met by Imports	Total Demand
Accommodation and Food Services	50%	50%	\$22,989,592
Real Estate and Rental and Leasing	37%	63%	\$42,482,403
Construction	28%	72%	\$57,670,806
Government	26%	74%	\$257,163,370
Arts, Entertainment, and Recreation	25%	75%	\$8,188,137
Other Services (except Public Administration)	23%	77%	\$15,544,572
Professional, Scientific, and Technical Services	19%	81%	\$57,652,786
Retail Trade	18%	82%	\$45,096,957
Mining, Quarrying, and Oil and Gas Extraction	17%	83%	\$29,665,505
All Industries	16%	84%	\$1,022,054,754
Administrative and Support and Waste Management and Remediation Services	13%	87%	\$23,852,243
Educational Services	13%	87%	\$9,119,897
Information	11%	89%	\$38,376,937
Finance and Insurance	9%	91%	\$51,542,668
Wholesale Trade	8%	92%	\$48,647,514
Transportation and Warehousing	8%	92%	\$24,928,570
Health Care and Social Assistance	7%	93%	\$59,113,952
Crop and Animal Production	4%	96%	\$5,479,206
Utilities	3%	97%	\$17,909,980
Management of Companies and Enterprises	1%	99%	\$17,066,344
Manufacturing	1%	99%	\$189,563,314

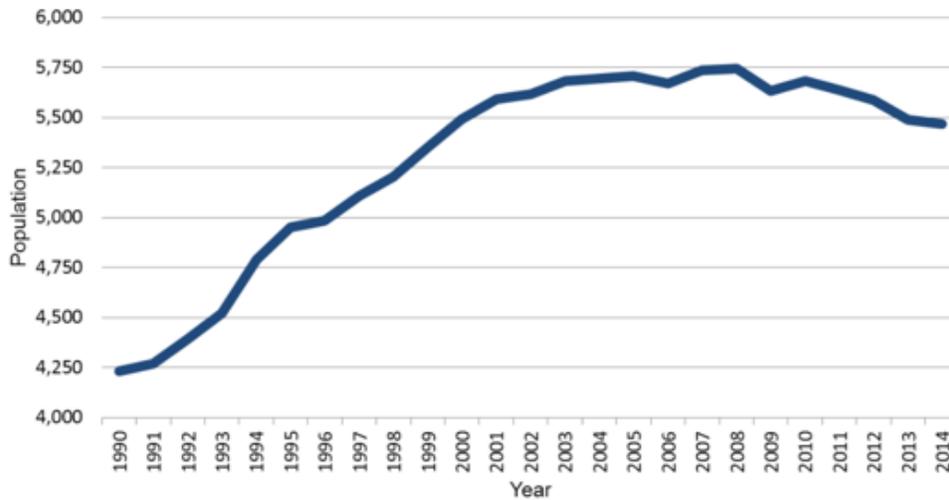
### REGIONAL REQUIREMENTS

In 2013, industries in Clear Creek that had the highest level of regional requirements satisfied within the county are Accommodation and Food Services (50%), Real Estate and Rental and Leasing (37%), and Construction (28%). For instance, the regional requirement of Clear Creek for Accommodation and Food Services was \$22.99 million. Of this amount, approximately \$11.49 million was satisfied in Clear Creek while the other \$11.49 million was purchased outside of the county. Looking at all industries, 16% of a total of \$1.02 billion in demand is met in Clear Creek, while 84% is met by imports.

### LABOR FORCE

Clear Creek County's labor force grew rapidly in the 1990s, followed by declines beginning in 2008, a result in part due to the Great Recession. Aging and slower population growth resulted in continued declines in the labor force after 2010. These trends will likely persist through 2020. Since 2010, the share of Clear Creek's population in working age groups declined from 72% to 68% and is expected to continue to decline to 62% by 2020. The forecast after 2020 assumes Clear Creek will attract and retain young migrants to Clear Creek as it did throughout the 1990's to replace many of the aging baby boomers in the Clear Creek labor force as well as those who will choose to commute to the Denver Metro Area. Without young migrants, Clear Creek will experience much more significant slowing in the labor force, slower population growth, and higher levels of persons commuting into Clear Creek to work.

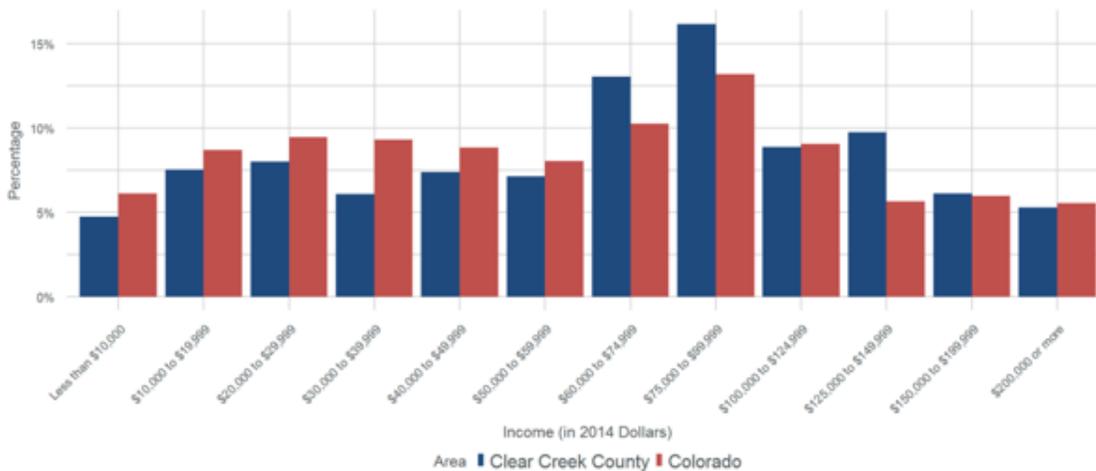
## Clear Creek County Labor Force, 1990 to 2014



## HOUSEHOLD INCOME

Clear Creek has a higher median household income than the state, \$68,531 vs. \$59,448. Looking at the income distribution, there is a higher share of households with over \$75,000 in income compared to the state. This is partially driven by the age distribution in Clear Creek and the high share of the population in the ages 45 to 64, the highest earning age group. Looking by Census Block Group (map attached), the block groups with median household income below the State's include Idaho Springs and the area immediately south and northwest of Idaho springs.

Household Income Distribution  
Source: 2014 ACS 5-Year File



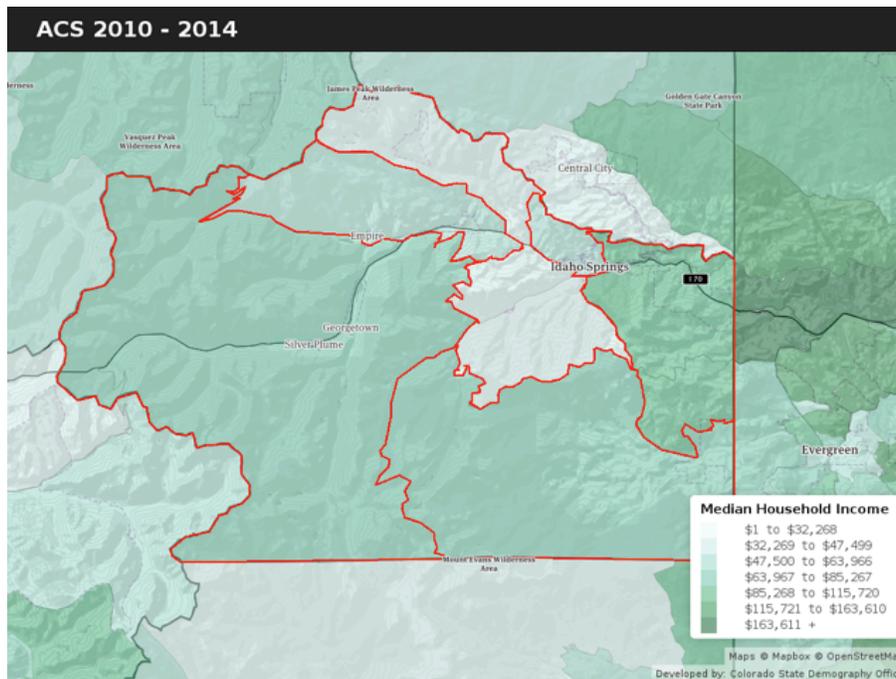
By place within Clear Creek County the following communities have a median household income higher than the statewide median household income:

- Floyd Hill
- Upper Bear Creek Census Designated Place (area just west of Evergreen in Clear Creek County, Upper Bear Creek has Evergreen addresses and shares a Zip Code with Evergreen, but is not included in the Census Designated Place of Evergreen which is contained entirely within Jefferson County).

- Georgetown
- Downieville – Lawson – Dumont
- St. Mary's

The places within Clear Creek County with median household incomes below the statewide median include:

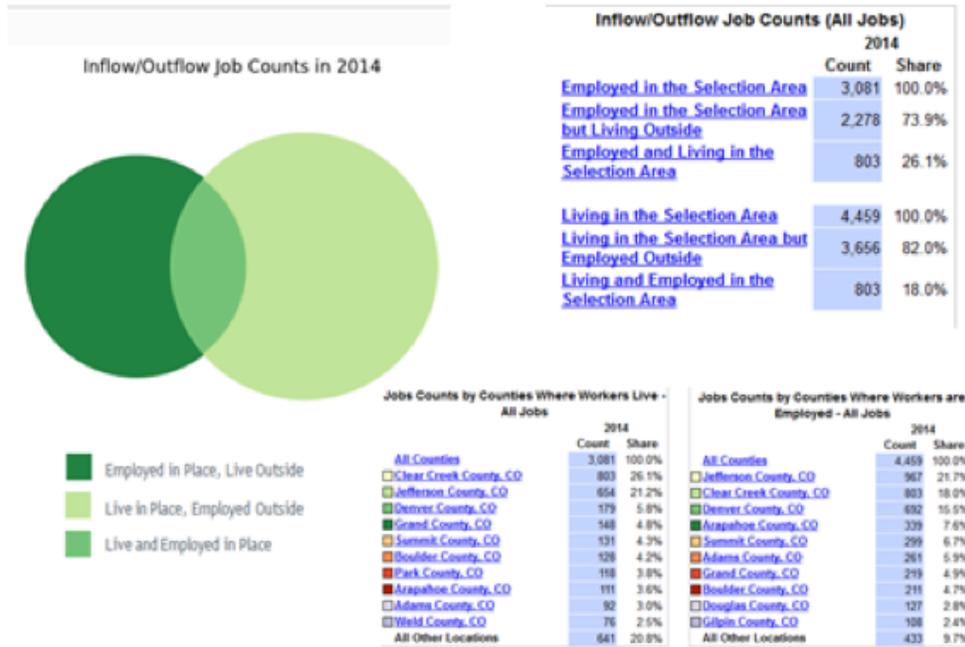
- Idaho Springs
- Empire
- Silver Plume



Commuting plays an important role in Clear Creek because not all workers live where they work. Commuting impacts local job growth, access to employees, and transportation infrastructure. Clear Creek is primarily a bedroom community to the Denver Metro Area with very few residents working in Clear Creek. About 82% of the resident wage and salary workforce (light green) works outside of Clear Creek. Of the wage and salary jobs in Clear Creek (dark green), 26% are filled by residents with 74% being filled by workforce from outside of the county. Wage and salary workers do not include sole proprietors.

Note on data source: Data and chart were extracted from On The Map. The Longitudinal Employer-Household Dynamics (LEHD) program is part of the Center for Economic Studies at the U.S. Census Bureau. The LEHD program produces information combining federal, state and Census Bureau data on employers and employees under the Local Employment Dynamics (LED) Partnership.

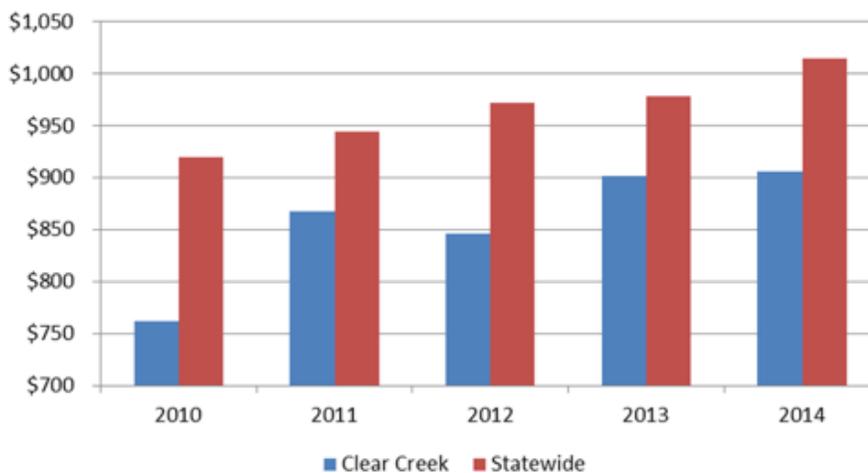
# Clear Creek Commuting



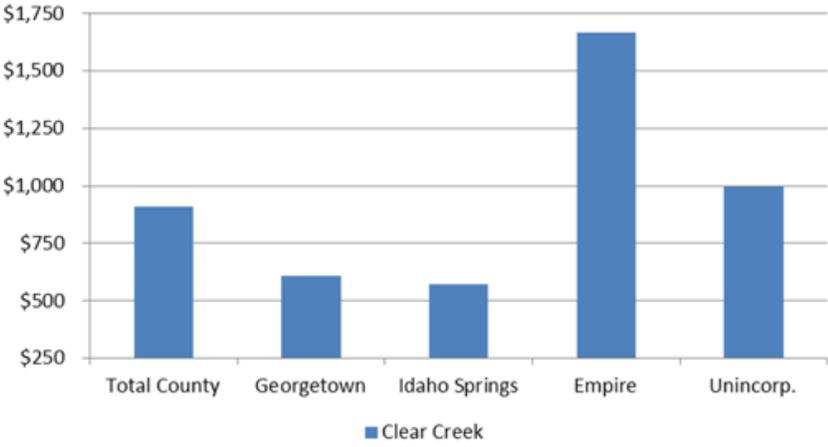
## AVERAGE WAGES

Average weekly wages Clear Creek increased by 18% between 2010 and 2014 compared to the state which increased by 10%. Weekly wages of \$906 in Clear Creek in 2014 were 89% of the \$1,014 statewide average. Wages in Clear Creek increased by less than half a percentage point between 2013 and 2014, while statewide wages increased by 3.7%. Due to its smaller employment base, average wage change in Clear Creek is much more volatile than statewide.

## Average Weekly Wage



### 2014 Average Weekly Wage





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