

The Economic Contributions of Cultural Resources in Southwest Colorado (2016)



Final Report – August 2017

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Executive Summary

This report focuses on the economic contributions of selected **prehistoric** cultural resources in southwest Colorado in 2016. These landscapes, recognized internationally, convey vital chapters of human habitation over thousands of years. Resources discussed in this report include: the Canyon of the Ancients National Monument, Chimney Rock National Monument, Hovenweep National Monument, Mesa Verde National Park, the Ute Mountain Tribal Park and Yucca House National Monument.

- National monument designation or inclusion into the National Parks system protects these landscapes from looting, drilling, mining, and other activities that would damage historic and cultural resources while unlocking their tourism potential for the benefit of local economies.
- Institutions such as the Anasazi Heritage Center, the Crow Canyon Archaeological Center and the Southern Ute Cultural Center and Museum provide opportunities to learn more about the resources through exhibits and experiential learning.

Why is it important to understand the economic contribution of cultural resources to surrounding communities?

- Protected public lands such as national parks and national monuments play an important economic role for local communities. They provide employment for people that discover, manage and maintain the resources as well as the jobs that are created as a result of visitor expenditures (tourism).
- Tourism is one of the region's most important industries. It is a "base" industry, as it brings in money from outside of the area to circulate within the local economy, stimulating local spending in other industries.
- In 2015, there were more than 9,000 jobs attributed to tourism, 24 per cent of all jobs in base industries in the region.
- The nature of the tourism industry allows businesses to operate in remote areas that often lack a diversified economy. Jobs in the industry decrease unemployment and provide money for capital investment and local and state tax revenues.
- **Combined, employment and visitor spending totaled 1,340 jobs, \$42.2 million in labor income, \$67 million in value added, and \$113.6 million of economic output in 2016.**

There are also many other benefits that are harder to measure but still significant.

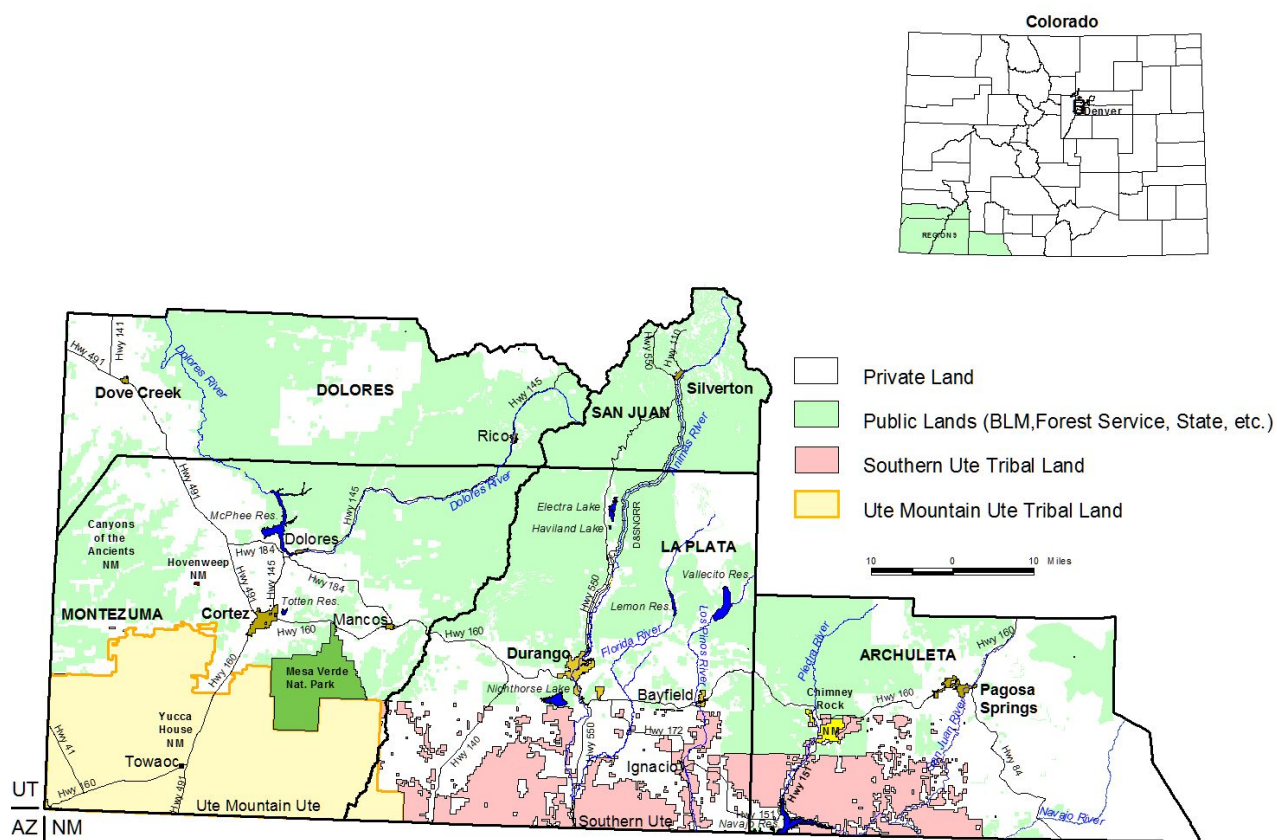
- The greatest value of natural amenities and recreation opportunities often lies in the ability of protected lands to attract and retain people, entrepreneurs, businesses, and retirees.
- Proximity to public lands also helps sustain property values and attract new investment.
- The industry is relatively "clean", in that it does not use up natural resources nor create polluting by-products when well managed. It is also sustainable because the focus is on preserving the resource that people come to see.
- While protecting Native American heritage is the number one value of cultural resources preservation, the economic benefits to the tribes themselves are not yet quantified.

Introduction

This report focuses on the economic contributions of selected **prehistoric** cultural resources in southwest Colorado in 2016. These landscapes, recognized internationally, convey vital chapters of human habitation over thousands of years. Resources discussed in this report include: the Canyon of the Ancients National Monument, Chimney Rock National Monument, Hovenweep National Monument, Mesa Verde National Park, the Ute Mountain Tribal Park and Yucca House National Monument. National monument designation or inclusion into the National Parks system protects these landscapes from looting, drilling, mining, and other activities that would damage historic and cultural resources while unlocking their tourism potential for the benefit of local economies.

Institutions such as the Anasazi Heritage Center, the Crow Canyon Archaeological Center and the Southern Ute Cultural Center and Museum provide opportunities to learn more about the resources through exhibits and experiential learning. Other private businesses also support and benefit from the economic activities that result from wise management of the resources.

The study region is a discrete economic unit, the Region 9 Economic Development District of Southwest Colorado (Region 9) and includes Archuleta, Dolores, La Plata, Montezuma and San Juan Counties. Public lands make up 45 per cent of the district.



Cultural resource management (CRM) can trace its beginning to the environment/conservational movement in the 1960s and 1970s. During this time, there was growth in legislation concerning the protection of cultural resources. The Archaeological and Historic Preservation Act of 1974, commonly known as the Moss-Bennett Act, helped to fuel the creation of CRM, while creating growth in archaeological jobs in the federal government, academia, and private sector. Federal legislation had passed earlier in 1906 under the [Antiquities Act](#), but it was not until the 1970s when the term “cultural resources” was coined by the National Park Service.¹

Why is it important to understand the economic contribution of cultural resources to surrounding communities? Protected public lands such as national parks and national monuments can play an important economic role for local communities. They provide employment for people that discover, manage and maintain the resources as well as the jobs that are created as a result of visitor expenditures (tourism). Being listed as a national monument or national park also raises the visibility of the site on the world map. Because visitors travel from areas near and far, these lands support a growing travel and tourism sector that is a source of economic opportunity for the local businesses.

However, the economic benefits of national parks and national monuments extend beyond tourism. The greatest value of natural amenities and recreation opportunities often lies in the ability of protected lands to attract and retain people, entrepreneurs, businesses, and retirees.² Research by Headwaters Economics, a western lands think tank, shows that conserving public lands helps to safeguard and highlight amenities that draw new residents and businesses to surrounding communities and diversify local economies. Proximity to public lands also helps sustain property values and attract new investment. For people with investment income and many retirees, protected public lands and recreation provide important aspects of a high quality of life.

What is Being Measured

An economic contributions analysis should not be confused with an economic impact analysis. Economic impact analyses estimate the net changes to the economic base of a regional economy that can be attributed to the employment and inflow of new money to the economy from non-local visitors. Economic impacts can be interpreted as the economic activity that would likely be lost from the local economy if the resource **was not** there.

This report looks at the economic effects of **jobs** related to cultural resource management as well the effects related to **visitor spending**. Visitor expenditures are drawn from estimates of the numbers of visitors to each of the resources (if they were available), and whether they are from the local (five county area of southwest Colorado) or come from outside of the area. It is an important distinction because non-local visitors are assumed to spend more based on surveys conducted by the various resource managers. These surveys take into account party size, lodging type, money spent on recreation, retail purchases and so on.

¹ Cultural resources management. (2017, March 15). In *Wikipedia, The Free Encyclopedia*. Retrieved 21:24, June 28, 2017 from https://en.wikipedia.org/w/index.php?title=Cultural_resources_management&oldid=770371076

² “The Economic Importance of National Monuments to Communities 2017”, Headwaters Economics. <https://headwaterseconomics.org/public-lands/protected-lands/national-monuments/>

IMPLAN is the Framework for Analysis

The framework for this analysis is the IMPLAN software and data system developed by the IMPLAN Group LLC. IMPLAN is a widely used input-output modeling system. This analysis uses IMPLAN version 3.1 software with 2015 county, state, and national-level data. The underlying data drawn upon by the IMPLAN system are collected from multiple Federal and state sources including the Bureau of Economic Analysis, Bureau of Labor Statistics, and the U.S. Census Bureau. Economic effects are reported in 2016 dollars (\$2016). It is important to note that information collected by the National Park System (NPS) for their annual 2017 report uses 2013 data supplied by IMPLAN.³ However, we believe that the data are compatible. This report uses the same methodology, terms and definitions as the NPS study, which examines the effects of visitor spending at the resources they manage in the region. We have added direct and secondary employment effects attributed to management of resources if they were available.

Terms and Definitions

Gateway Regions are the areas directly surrounding cultural resources. Gateway economies include the cities and towns where visitors typically stay and spend money while visiting the cultural resources. In order to assess the economic effects of visitor spending, appropriate local regions are defined for each resource.

For the purposes of the NPS analysis, the local gateway region for each park unit was defined as all counties contained within or intersecting a 60-mile radius around each park boundary. Only spending that took place within these regional areas was included as supporting economic activity. The region constructed for this report includes the five county area of southwest Colorado in which all communities are within a 60-mile radius of the resources discussed here.

Visitor Spending estimates measure the amount of money visitors spend within the gateway regions surrounding each resource. Only spending that takes place within gateway regions is included as supporting economic activity.

Jobs are measured as annualized full and part time jobs that are related to resource management or are supported by visitor spending.

Labor Income includes employee wages, salaries and payroll benefits, as well as the incomes of sole proprietors that are supported by management or visitor spending.

Value Added measures the contribution of management or visitor spending to the Gross Domestic Product (GDP) of a regional economy. Value added is equal to the difference between the amount an industry sells a product for and the production cost of the product.

Economic Output is a measure of the total estimated value of the production of goods and services supported by resource management and visitor spending. Output is the sum of all intermediate sales (business to business) and final demand (sales to consumers and exports).

³ Cullinane Thomas, C., and L. Koontz. 2017. 2016 national park visitor spending effects: Economic contributions to local communities, states, and the nation. Natural Resource Report NPS/NRSS/EQD/NRR—2017/1421. National Park Service, Fort Collins, Colorado.

Direct Effects are the sales, income and employment resulting from management or direct visitor purchases of goods and services from local businesses within gateway economies and/or the southwest Colorado Region.

Secondary Effects (economic multiplier effects) are the sales, income and employment resulting from the ripple effect of employment and visitor spending throughout a regional economy. These ripple effects are the result of local businesses purchasing supplies and labor (indirect effects) and employees spending their incomes in the local economy (induced effects). Secondary Effects are equal to the sum of indirect and induced effects. Secondary effects are estimated using economic multipliers.

Total Economic Effects are the sum of direct and secondary effects.

CRM Employment Effects

This report looks at jobs directly related to cultural resource management in the region using data provided by resource managers and/or the Colorado Department of Local Affairs (DoLA) for 2016, the latest data available. Not all of the employers are specifically identified in this report due to confidentiality agreements that prohibit public disclosure if there are less than three firms within a particular industry. We aggregated those firms into the category of “other businesses”.

The “operations” (expenditures for rents, utilities, goods and services, etc.) of each entity were also explored, but are not entered into the IMPLAN model since details regarding them were unavailable or inconsistent, varying by resource. However, a total of \$517,000 in local expenditures were reported by Chimney Rock (\$35,000) and Crow Canyon (\$482,000).

Altogether, total employment effects in CRM by private firms, government agencies and other entities is conservatively estimated to support a total of 319 jobs, \$14.8 million in labor income, \$19.1 million in value added, and \$28.8 million in economic output in southwest Colorado in 2016.

Southwest Colorado Cultural Resource	Total Employment Effects 2016			
	# of Jobs	Labor Income	Value Added	Economic Output
Anasazi Heritage Center & Canyon of the Ancients NM	21	\$ 1,304,000	\$ 1,618,000	\$ 1,947,000
Chimney Rock National Monument	9	\$ 304,000	\$ 469,000	\$ 1,626,000
Crow Canyon Archaeological Center	72	\$ 3,703,000	\$ 4,366,000	\$ 4,170,000
National Park Service*	190	\$ 8,526,000	\$ 11,067,000	\$ 17,267,000
Other Businesses	27	\$ 1,025,000	\$ 1,581,000	\$ 3,874,000
Total Employment Effects	319	\$ 14,862,000	\$ 19,101,000	\$ 28,884,000

*Includes Hovenweep N.M., Mesa Verde N.P. and Yucca House N.M.

Details regarding the direct and secondary employment effects for each of the resources are in **Appendix A**.

- The **Anasazi Heritage Center (AHC)** and the **Canyon of the Ancients National Monument (CANM)** are administered by the Bureau of Land Management (BLM). Combined, there were 11 employees on staff, with a payroll of about \$958,800 in 2016. Volunteers contributed 5,747 hours of labor during this time period.
- Although it is located on the San Juan National Forest, most of the labor associated with Chimney Rock National Monument (CRNM) comes from volunteers with the **Chimney Rock Interpretative Association (CRIA)**. This nonprofit organization has about 80 volunteers. They have been recognized nationally by the U.S. Forest Service for their unique partnership with the San Juan National Forest.⁴ In 2016 a total of \$96,000 salary and wages was paid to office staff (administrative director, business manager, office manager, marketing coordinator, all year-round, part time positions) and the site day managers (all seasonal part-time positions). Employee spending is estimated to support four additional jobs in the region. The total employment effects include \$304,000 in labor income, \$469,000 in value added, and \$1.6 million in economic output. In addition, CRIA spent an estimated \$35,000 to purchase goods and services in the local area.
- The **Crow Canyon Archaeological Center (CCAC)** had an average of 50 employees throughout the year in 2016 and paid out \$2,913,700 in wages and benefits, with an average wage of \$21.09 per hour. This equates to \$43,860 annually. To put this in perspective, the per capita income of Montezuma County was \$38,393 in 2015 (latest figure available from the Bureau of Economic Analysis). Employee spending is estimated to support a total of 22 additional jobs in the region. The total employment effects include, \$3.7 million in labor income, \$4.3 million in value added, and \$4.1 million in economic output. In addition, CCAC spent an estimated \$482,000 to purchase goods and services in the local area.
- The National Park Service (NPS) administers **Hovenweep National Monument, Mesa Verde National Park and Yucca House National Monument**. According to DoLA they employed 114 people, and paid out \$5,840,400 in wages in 2016. Employee spending is estimated to support an additional 76 jobs in the region. The total employment effects include \$8.5 million in labor income, \$11 million in value added, and \$17.2 million in economic output.
- **Other businesses** in the region employed a total of 12 people and paid out \$448,000 in wages in 2016. Employee spending is estimated to support an additional 15 jobs in the region. The total employment effects include \$1 million in labor income, \$1.5 million in value added, and \$3.8 million in economic output.

Heritage Tourism is Big Business

The National Trust for Historic Preservation defines heritage tourism as “traveling to experience the places, artifacts, and activities that authentically represent the stories and people of the past and present.” The definition of a heritage tourist is broad, and includes any tourists who incorporate at least one visit to a historic site or landmark in their activities.

⁴ “The Economic Value of Chimney Rock, 2013”, Information Services.

According to the U.S. Travel Association, 76 percent (or 129.6 million) of the 170.4 million leisure travelers in the United States participated in some sort of cultural or heritage activity in 2013.⁵ Those visitors spent more money overall during their trips and tended to travel for longer than did non-heritage tourists. Heritage tourists were also more likely to stay in hotels, shop, dine out, and participate in a variety of activities. This same report found that, among all travelers surveyed (including both heritage and non-heritage tourists), 72 percent said that they “seek travel experiences where the destination, buildings, and surroundings have retained their historic character,” demonstrating the important role historic preservation plays in promoting all forms of tourism, not just heritage tourism.

Tourism (including heritage and non-heritage tourism) is big business in Colorado. According to a current (2017) report prepared for Colorado Preservation, Inc., the benefits of historic preservation in Colorado extend beyond just preserving places that are meaningful to the history of the state and its residents.⁶ While that report focused on the economic benefits of the preservation of historic landscapes and properties, their findings can be extended to include prehistoric landscapes as well.

Around 73.3 million overnight (43 percent) and day (57 percent) leisure trips took place in Colorado during 2015. These tourists spent over \$19.1 billion on travel that year, supporting over 160,000 jobs throughout the state. In addition, tourism activities generated \$1.1 billion in state and local taxes, not including property taxes. Spending generated by overnight travel in particular accounted for approximately \$17.1 billion.

The activities Colorado visitors said they engaged in provide some clues as to the role heritage tourism plays in the state’s tourism industry.⁷ For instance, Colorado overnight leisure trips in 2015 were more likely to include visits to landmarks or other historic sites (21 percent) than the norm for all overnight leisure trips taken in the United States (15 percent). The 2015 rate was also higher than that reported nationally (27 percent). Furthermore, 21 percent of overnight leisure trips in 2015 also noted cultural activities/attractions as a specific interest on the trip.

Tourism in the Regional Economy

According to a recent report by Region 9, tourism is one of the region’s most important industries, though it varies by county as shown in the following chart.⁸ It is a “base” industry, as it brings in money from outside of the area to circulate within the local economy, stimulating local spending in other industries. In 2015, there were more than 9,000 jobs attributed to tourism, 24 per cent of all jobs in base industries in the region. The nature of the tourism industry allows businesses to operate in remote areas that often lack a diversified economy. Jobs in the industry decrease unemployment and provide money for capital investment and local and state tax revenues.

⁵ “The Cultural and Heritage Traveler – 2013 Edition”, Mandala Research, LLC.

<http://mandalaresearch.com/downloads/2013-cultural-heritage-traveler-report>

⁶ “Preservation for a Changing Colorado, the Benefits of Historic Preservation, 2017 Edition”, Colorado Preservation, Inc. <https://www.preservationbenefitscolorado.com>

⁷ “Colorado Travel Year 2015”, Longwoods International.

<http://industry.colorado.com/sites/default/master/files/Colorado-2015-Visitor-Final-Report.pdf>

⁸ “Economic Base Analysis, Update 2017”, the Region 9 Economic Development District of Southwest Colorado http://www.scan.org/uploads/Update_2017_Region_9_Base_Analysis_-_All_industries.pdf

In southwest Colorado there are many types of businesses that support the tourist industry, including Resorts (lodging), 2nd Homes (construction and real estate sectors), Services (restaurants, wholesale and retail trade, entertainment venues), and Transportation (airlines, car rentals, guide services, etc.).

	# Jobs in Tourism Industry				Total # Jobs	Total # Jobs	% of Total # Jobs
2015	Resorts	2nd Homes	Services	Transportation	Tourism Industry	Base Industries	in Tourism
Archuleta	614	565	210	36	1,425	4,889	29%
Dolores	42	10	1	2	55	655	8%
La Plata	3,168	1,400	1,307	273	6,147	23,610	26%
Montezuma	760	189	304	130	1,382	9,186	15%
San Juan	116	30	24	3	173	330	52%
Region 9	4,700	2,193	1,846	444	9,182	38,670	24%

Employment generated by occupants of second homes is dispersed over a large number of industries. For example, second home visitors eat in restaurants like traditional visitors. However, because second-home owners have relatively high disposable incomes, they tend to generate greater employment in sporting goods, clothing shops and numerous services than do traditional tourists. Real estate sales and property management jobs are also generated by second home activity. Second homes also have a direct effect on the use of utilities including gas, electric and communication services. Second homeowners are attracted to the region by amenities such as public lands and proximity to recreational opportunities.⁹

Visitor Spending

Visitor spending estimates measure the amount of money visitors spend within the gateway regions surrounding each resource. Visitor expenditures are drawn from estimates of the numbers of visitors to each of the resources (if they were available), and whether they are from the local (five county area) or come from outside of the area. It is an important distinction because non-local visitors are assumed to spend more based on surveys conducted by the various resource managers. These surveys take into account party size, lodging type, money spend on recreation, retail purchases and so on.

If the cultural resource did not provide details regarding the local versus non-local visitor count, visitors were assumed to be local. Thus, estimated spending should be considered a conservative estimate.

Details regarding the direct and secondary effects for visitor spending at each of the resources are in **Appendix A**.

⁹ "The Social and Economic Effects of Second Homes in Southwest Colorado. Phase 2 – Homeowners Survey 2006", Information Services. http://www.scan.org/uploads/phaseII_2nd_home_study.pdf

How Visitor Spending Supports Jobs and Business Activity in Local Economies



Almost 712,000 people visited cultural sites in southwest Colorado in 2016.



Visitors spend money in local communities. The sales, income and jobs resulting from these purchases represent the **direct effects** of visitor spending.



Additional jobs and economic activity are supported when businesses purchase supplies and services from other local businesses, thus creating **indirect effects** of visitor spending.



Employees use their income to purchase goods and services in the local economy, generating further **induced effects** of visitor spending.

The sum of the indirect and induced effects give the secondary effects of visitor spending; and the sum of the direct and secondary effects give the total economic effect of visitor spending in a local economy. Economic input-output models capture these complex interactions between producers and consumers in an economy and describe the secondary effects of visitor spending through regional economic multipliers.

In 2016, almost 712,000 visitors spent an estimated \$67.8 million in southwest Colorado while visiting selected prehistoric cultural resources. These expenditures supported a total of 1,021 jobs, \$27.4 million in labor income, \$47.9 million in value added, and \$84.7 million in economic output.

Visitor Spending Effects 2016						
Southwest Colorado Cultural Resource	# of Visitors	Estimated Spending	# of Jobs	Labor Income	Value Added	Economic Output
Anasazi Heritage Center	25,106	\$ 1,020,000	23	\$ 637,000	\$ 901,000	\$ 1,983,000
Canyon of the Ancients National Monument	45,000	\$ 1,828,000	41	\$ 1,141,000	\$ 1,614,000	\$ 3,553,000
Chimney Rock National Monument	8,046	\$ 1,167,000	26	\$ 737,000	\$ 978,000	\$ 1,837,000
Crow Canyon Archaeological Center	3,000	\$ 206,000	2	\$ 103,000	\$ 151,000	\$ 290,000
Hovenweep National Monument*	42,900	\$ 2,700,000	39	\$ 1,000,000	\$ 1,800,000	\$ 3,200,000
Mesa Verde National Park*	583,500	\$ 60,600,000	883	\$ 23,600,000	\$ 42,200,000	\$ 73,300,000
Southern Ute Tribe Museum & Cultural Center**	4,317	\$ 323,000	7	\$ 203,000	\$ 287,000	\$ 632,000
Ute Mountain Tribal Park	Not Available					
Total Visitor Spending Effects	711,869	\$ 67,844,000	1,021	\$ 27,421,000	\$ 47,931,000	\$ 84,795,000

* From the Nation Park Service 2017 Update

** May - December 2016

- 25,106 visitors spent an estimated \$1 million in southwest Colorado while visiting the **Anasazi Heritage Center**. These expenditures supported a total of 23 jobs, \$637,000 in labor income, \$901,000 million in value added, and \$1.9 million in economic output.
- 45,000 visitors spent an estimated \$1.8 million in southwest Colorado while visiting the **Canyon of the Ancients National Monument**. These expenditures supported a total of 41 jobs, \$1.1 million in labor income, \$1.6 million in value added, and \$3.5 million in economic output.
- 8,046 non-local visitors spent an estimated \$1.1 million in southwest Colorado while visiting the **Chimney Rock National Monument**. These expenditures supported a total of 26 jobs, \$737,000 in labor income, \$978,000 in value added, and \$1.8 million in economic output.
- 3,000 visitors spent an estimated \$206,000 in southwest Colorado while visiting the **Crow Canyon Archaeological Center**. These expenditures supported a total of 2 jobs, \$103,000 in labor income, \$151,000 in value added, and \$290,000 in economic output.
- 42,900 park visitors spent an estimated \$2.7 million in local gateway regions (within 60 miles) while visiting **Hovenweep National Monument**. These expenditures supported a total of 39 jobs, \$1 million in labor income, \$1.8 million in value added, and \$3.2 million in economic output.
- 583,500 park visitors spent an estimated \$60.6 million in local gateway regions (within 60 miles) while visiting **Mesa Verde National Park**. These expenditures supported a total of 883 jobs, \$23.6 million in labor income, \$42.2 million in value added, and \$73.3 million in economic output.
- 4,317 visitors spent an estimated \$323,000 in southwest Colorado while visiting the **Southern Ute Museum and Cultural Center**. These expenditures supported a total of 7 jobs, \$203,000 in labor income, \$287,000 in value added, and \$632,000 in economic output.
- Information regarding the number of visitors to the **Ute Mountain Tribal Park** were unavailable for this report.

The Bottom Line

Combined, employment and visitor spending totaled an estimated 1,340 jobs, \$42.2 million in labor income, \$67 million in value added, and \$113.6 million of economic output in 2016.

Economic Contributions of Cultural Resources in Southwest Colorado				
Effects	# of Jobs	Labor Income	Value Added	Economic Output
Employment	319	\$ 14,862,000	\$ 19,101,000	\$ 28,884,000
Visitor Spending	1,021	\$ 27,421,000	\$ 47,931,000	\$ 84,795,000
Total Effects	1,340	\$ 42,283,000	\$ 67,032,000	\$ 113,679,000

There are also many other benefits that are harder to measure but still significant. For example, the industry is relatively “clean”, in that it does not use up natural resources nor create polluting by-products when well managed. It is also sustainable because the focus is on preserving the resource that people come to see.

While protecting Native American heritage is the number one value of cultural resources preservation, the economic benefits to the tribes have not yet been quantified.

Appendix A – Direct and Secondary Effects of Selected Resources

IMPLAN Model Pro Plan : Region 9 CRM				
Employment Effects 2016				
Resource	# of Jobs	Labor Income	Value Added	Economic Output
Anasazi Heritage Center & Canyon of the Ancients NM				
Direct Effect	11	\$ 960,000	\$ 967,000	\$ 749,000
Secondary Effects	10	\$ 344,000	\$ 651,000	\$ 1,198,000
Total Effect	21	\$ 1,304,000	\$ 1,618,000	\$ 1,947,000
Chimney Rock National Monument				
Direct Effect	5	\$ 96,000	\$ 167,000	\$ 1,076,000
Secondary Effects	4	\$ 208,000	\$ 302,000	\$ 550,000
Total Effect	9	\$ 304,000	\$ 469,000	\$ 1,626,000
Crow Canyon Archaeological Center				
Direct Effect	50	\$ 2,914,000	\$ 2,934,000	\$ 1,534,000
Secondary Effects	22	\$ 789,000	\$ 1,432,000	\$ 2,636,000
Total Effect	72	\$ 3,703,000	\$ 4,366,000	\$ 4,170,000
National Park Service*				
Direct Effect	114	\$ 5,840,000	\$ 5,911,000	\$ 7,762,000
Secondary Effects	76	\$ 2,686,000	\$ 5,156,000	\$ 9,505,000
Total Effect	190	\$ 8,526,000	\$ 11,067,000	\$ 17,267,000
*Includes Hovenweep N.M., Mesa Verde N.P. and Yucca House N.M.				
Other Businesses				
Direct Effect	12	\$ 448,000	\$ 612,000	\$ 2,092,000
Secondary Effects	15	\$ 577,000	\$ 969,000	\$ 1,782,000
Total Effect	27	\$ 1,025,000	\$ 1,581,000	\$ 3,874,000

IMPLAN Model Pro Plan : Region 9 CRM						
Visitor Spending Effects 2016						
Resource	# of Visitors	Estimated Spending	# of Jobs	Labor Income	Value Added	Economic Output
Anasazi Heritage Center	25,106	\$ 1,020,000				
Direct Effect			15	\$ 370,000	\$ 379,000	\$ 1,020,000
Secondary Effects			8	\$ 267,000	\$ 522,000	\$ 963,000
Total Effect			23	\$ 637,000	\$ 901,000	\$ 1,983,000
Canyon of the Ancients National Monument	45,000	\$ 1,828,000				
Direct Effect			27	\$ 663,000	\$ 679,000	\$ 1,828,000
Secondary Effects			14	\$ 478,000	\$ 935,000	\$ 1,725,000
Total Effect			41	\$ 1,141,000	\$ 1,614,000	\$ 3,553,000
Chimney Rock National Monument	8,046	\$ 1,167,000				
Direct Effect			20	\$ 502,000	\$ 545,000	\$ 1,026,000
Secondary Effects			6	\$ 235,000	\$ 433,000	\$ 811,000
Total Effect			26	\$ 737,000	\$ 978,000	\$ 1,837,000
Crow Canyon Archaeological Center	3,000	\$ 206,000				
Direct Effect			1	\$ 67,000	\$ 85,000	\$ 166,000
Secondary Effects			1	\$ 36,000	\$ 66,000	\$ 124,000
Total Effect			2	\$ 103,000	\$ 151,000	\$ 290,000
Hovenweep National Monument	42,900	\$ 2,700,000				
Direct Effect			31	\$ 716,000	\$ 1,212,000	\$ 2,100,000
Secondary Effects			8	\$ 284,000	\$ 588,000	\$ 1,100,000
Total Effect			39	\$ 1,000,000	\$ 1,800,000	\$ 3,200,000
Mesa Verde National Park	583,500	\$ 60,600,000				
Direct Effect			697	\$ 17,100,000	\$ 28,400,000	\$ 48,700,000
Secondary Effects			186	\$ 6,500,000	\$ 13,800,000	\$ 24,600,000
Total Effect			883	\$ 23,600,000	\$ 42,200,000	\$ 73,300,000
Southern Ute Tribe Museum & Cultural Center*	4,317	\$ 323,000				
Direct Effect			5	\$ 118,000	\$ 121,000	\$ 325,000
Secondary Effects			2	\$ 85,000	\$ 166,000	\$ 307,000
Total Effect			7	\$ 203,000	\$ 287,000	\$ 632,000
* May-December 2016						