

YAMPA VALLEY GAMING FACILITY ECONOMIC IMPACT

For Sleeping Giant Group, LLC

June 2012
Yampa Valley Data Partners



Executive Summary

The development of a gaming facility proposed by the Sleeping Giant Group, LLC, in the Yampa Valley (Moffat and Routt Counties) is projected to create and support 1,000 local jobs, \$34.5 million in local household income, \$13 million in increased local household local consumer spending, \$40.8 million in increased visitor spending and sales and lodging tax collections in excess of \$4.3 million. Of the 1,000 local jobs, 550 will be at the gaming facility with another 70 jobs associated with the direct and indirect impacts of employment at the facility and the facility's use of local vendors. Based on an increase number of visitors coming to the area, 375 jobs will be associated with visitor activities. The projected 1,000 jobs do not include any ancillary employment in entertainment venues or other businesses that may be planned in the future. The impact will be a direct result of a 15% increase in the number of visitors to the area, and the employment and support services associated with the day-to-day operation of a gaming facility.

In addition, the construction of the gaming facility will have a short term economic benefit of creating 175 local jobs, \$12.3 million in household income, \$4.7 million in local household local consumer spending and \$331,000 in additional sales tax collections.

Introduction and Overview

This report provides an overview of the economic impacts on the Yampa Valley (Moffat and Routt counties) economy that could be expected from the proposed gaming facility located near Hayden, Colorado on land adjacent to the Yampa Valley Regional Airport (YVRA). The project will consist of an approximate 55,000 to 65,000 square foot gaming facility. The gaming facility is expected to be in operation by the year 2015. This report estimates the impacts associated with:

- Construction
- Gaming facility employment and operation
- Increased visitations to the area (Moffat & Routt counties) as a result of the gaming facility

To the degree possible these economic impacts have been identified for each county.

An area's economy is driven by local residents and visitation consumption or final demand which includes businesses that meet those demands. There are two basic ways economic impact is often assess this consumption/demand. One approach is to use economic multipliers such as those developed by IMPLAN®. Although useful in some situations, the use of multipliers can overstate the economic impact associated with an activity because the multipliers used do not

take into account the leakage of goods and services that occurs by both businesses and households in the Yampa Valley.

Yampa Valley Data Partners (YVDP) uses an input/output model that recognizes the economic linkages between job creation and household income by industry sector in terms of purchases and expenditures. This input/output model recognizes the significant degree of leakage that occurs in the Yampa Valley and assigns a percentage of local spending by consumer category. The amount of leakage that is assigned is based on local consumer preference studies and United States Bureau of Labor Statistics household expenditure patterns.

For the purpose of this analysis, the economic impact is separated into direct, indirect and induced impacts:

Direct

Economic impact that is directly attributable to the initial economic activity. For example, an establishment with 10 full time employees would be identified as creating 10 direct jobs. These jobs would result in a contribution to household income and corresponding spending associated with that income.

Indirect and Induced

These are economic activities undertaken within the supply chain of goods and services as a result of the direct economic activity. For example, an employee of the direct establishment will spend their pay check on groceries locally. This activity results in economic benefits that may be manifested as increased sales taxes collected by the grocery store, and potentially increased employment. This increased employment also manifests in increased household income and subsequent local spending.

Yampa Valley Data Partner's approach assesses only activities that have a tangible impact in local employment, local household income, local household local consumer spending and increases in sales tax collected associated with this local activity. Although YVDP acknowledges that there would likely be increased federal/state income tax collections, it did not include them in the report. In addition, a typical practice for tribal gaming facilities is to negotiate a tribal compact with the state. This compact takes in account fees to offset the cost of increased infrastructure and services to the local area produced by the gaming facility.

Construction Economic Impacts

Although temporary, the construction phase of the gaming facility will have substantial impacts on the Yampa Valley economy. For economic projection purposes, it was assumed that the size of the facility to be built will be 65,000 square feet with a construction cost of \$800 per square foot. The \$800 per square foot includes both hard and soft cost associated with the facility's construction. Based on these two assumptions the construction cost is estimated at \$52 million.

For projection purposes the following assumptions have also been made:

Total \$52 million construction cost allocation is:

- Labor Cost = 25% of total project
- Material Cost = 75% of total project

This split in labor and material cost is based on a review of McGraw Hill Construction Commercial Building cost ratios for 2011 and represents a general average.

The annual construction wage used was \$50,587. This represents a blended rate using the three year average annual construction wage for all trades in the state of Colorado and in Moffat and Routt counties. At this average wage, the construction project will have the equivalent of 257 construction workers employed full-time for 12 months.

Although the developer will likely make a reasonable attempt to use local contractors it will not be possible in every situation. For the calculation of local impact it has been assumed that 60% of the construction workforce will be local and that the split of the workforce residency between the two counties will be 40% Moffat County and 60% Routt County.

With material cost, it has been assumed that the developer will utilize at least 50% local construction material suppliers and that the allocation of these local suppliers's labor will split 50/50 between Moffat and Routt counties.

Construction Economic Impact Summary

The construction of the gaming facility is estimated to produce an economic impact in the Yampa Valley (*See Table A*):

- 173 jobs
- \$12.3 million in local household income
- \$4.7 million in increased local household local consumer spending
- \$331,000 in sales tax collections associated with increased local consumer spending

Ongoing Impacts from Operations and Employment

Once construction activity is completed and the proposed gaming facility begins to ramp up in operations, there will be more permanent, ongoing economic impacts generated in the Yampa Valley. The economic impact can be identified in two categories:

1. Increased local employment/household income
2. Purchases of goods and services by the gaming facility's operations

For projection purposes the following assumptions have been made:

1. The gaming facility will have 550 (FTE) jobs that average of \$42,850 annually, salary and benefits included. The employment and annual wage/salary assumptions were supplied to YVDP by the Sleeping Giant Group, LLC.¹
2. The jobs will be allocated between the two counties as follows:
 - a. Moffat = 75%
 - b. Routt = 25%

Due to Hayden's housing reserve, this allocation could change to 60% Moffat and 40% Routt, impacting Hayden in West Routt due to the town's proximity to the gaming facility.

3. For the calculation of indirect and induced impacts on employment and household income, the 2010 Colorado Labor Market Information industry sector specific wage data was used.
4. The annual gaming facility projected revenues is \$60 million. This revenue projection was supplied to YVDP by the Sleeping Giant Group, LLC., and results from a market assessment study prepared by Innovation Group for the Sleeping Giant Group, LLC.
5. Robert Morris & Associate 2010 financial ratios and benchmarks were used to calculate the percentage of total revenue allocated to sales and general administrative expenses.
6. 25% of the vendors that support the gaming facility's operation will be based in the Yampa Valley.
7. The allocation of local vendors between Moffat and Routt counties will be equal.
8. 25% of vendor revenue supporting the gaming facility is allocated to wages/salaries.

Note¹ Jobs data is derived from an industry average of gaming facilities equal to the size of the proposed project. Average pay comes from a study by Washington DC based firm, The Brattle Group, which examined 2010 industry salaries and benefits.

Using the employment and revenue assumptions shown above there will be 550 direct jobs at the gaming facility and another 37 indirect and induced jobs supported in the Yampa Valley as a result of a total employment impact of approximately 590 jobs. These jobs will generate \$24.2 million in additional household income in the Yampa Valley. The utilization of local vendors to support the gaming facility operations will result in another 30 jobs on a direct, indirect and induced basis and \$1.2 million in additional local household income.

The activity will result in a total of \$628,000 increase in sales tax revenues as a result of local household local consumer spending.

Gaming Facility Operations and Employment Summary

There are two levels of on-going economic impact. The first is associated with the business activity that utilizes local vendors to provide services and supplies. Activities in this category have been identified as Operations. The second level is associated with employees that will be hired and the direct, indirect and induced impacts that will result from this employment. Activities in this category have been identified as Direct Employment.

Operations *(See Table B)*

- 30 jobs
- \$1.2 million in local household income
- \$460,000 in increased local household local consumer spending
- \$32,000 in sales tax collections associated with increased consumer spending

Direct Valley-wide Employment *(See Table C)*

- 587 jobs
- \$24.2 million in local household income
- \$9.2 million in increased local household local consumer spending
- \$600,000 in sales tax collections associated with increased consumer spending

Visitor Impacts (Moffat and Routt Counties)

The development of a gaming facility in the Yampa Valley will result in an additional recreation amenity available to visitors. According to the market assessment done by the Innovation Group, a gaming facility is projected to result in a 15% increase in the number of visitors over the existing visitor base coming to the Yampa Valley annually.

Moffat County

For economic impact projection purposes the following assumptions have been made:

1. Based on the market assessment done by the Innovation Group, there are currently 57,284 visitors coming to Moffat County annually. An increase of 15% will result in 8,593 additional visitors to the area. The estimate of 8,593 visitors has been used to determine the economic impact for Moffat County.
2. No seasonal adjustments have been made for visitor daily spending or for allocation of visitor spending.
3. The following Moffat County visitor spending allocations have been made:
 - a. Daily spending per visitor of \$108.33 which is allocated as follows:
 - i. Lodging = 37%
 - ii. Food/Beverage = 33%
 - iii. Retail Trade Spending = 13%
 - iv. Entertainment/Recreation Spending = 17%

An increase of 8,593 visitors to Moffat County annually will result in 25 direct/indirect/induced jobs, \$600,000 in local household income and \$225,000 in local household spending. The impact calculation estimate takes into account the business establishments as they respond to increased activity associated with providing good and services to these visitors.

The increase in sales taxes generated directly by visitors and the increase in household income and corresponding local spending in Moffat County will result in \$225,000 in additional sales/lodging tax collections. (*See Table D*)

Routt County

There is a difference in visitor numbers between what Innovation Group has designated and what YVDP has determined. The Innovation Group estimates the number of current adult visitors coming to Routt County/Steamboat Springs at 391,415.

The Innovation Group's market assessment estimates the number of visitor using annual average occupancy percentages provided by Smith Travel Research.

Yampa Valley Data Partners uses local data sources to determine the number of visitors to Steamboat Springs. Using accommodation tax collections by the City of Steamboat Springs, deplanements at Yampa Valley Regional Airport, average skiers per day, City of Steamboat Springs retail trade sales tax collections and summer and winter visitor market research, YVDP would estimate that the number of visitors (adults and minors) coming to Routt County annually is in the 280,000 to 330,000 range. It is recognized that this estimate is less than the Innovation Group's number of estimated visitors. It is also acknowledged that this difference will have impact in the revenue projections. YVDP has not modified the revenue projections developed by the Innovation Group's market assessment; however, it did use the YVDP visitor projection in the economic impact model.

For projection purposes the baseline estimate used as the current number of visitors to Routt County annually was 327,000. An increase of 15% results in 49,050 more visitors. This is the number that has been used in the economic impact model.

Since the spending characteristics of the visitors change from season to season, it is necessary to calculate an impact for each of the seasons based on the following assumptions:

Winter (Dec-Mar) visitors account for a total of 46% of the annual total and have the following characteristics:

Daily spending of \$247.33 which is allocated as follows:

- a. Lodging = 44%
- b. Ski Area = 24%
- c. Food/Beverage = 19%
- d. Retail Trade Spending = 7%
- e. Entertainment/Recreation /Other Spending = 6%

The average winter season a visitor spends 4.5 days.

Daily spending, allocation of daily spending and the average length of stay data was obtained from the visitor survey research conducted for the Steamboat Ski and Resort Corporation by RRC Associates during the ski season 2010/11.

Summer (Jun-Sep) visitors account for a total of 37% of the annual total and have the following characteristics:

Daily spending of \$127.80 which is allocated as follows:

- a. Lodging = 37%
- b. Food/Beverage = 33%
- c. Retail Trade Spending = 13%
- d. Entertainment/Recreation /Other Spending = 17%

The average summer season a visitor spends 4.1 days.

The Daily spending, allocation of daily spending and the average length of stay data was obtained from the visitor survey research conducted for the Steamboat Springs Chamber Resort Association by RRC Associates in the summer of 2010.

Shoulder Seasons [(Apr & May) + (Oct & Nov)] visitors account for 17% of annual total and have the following characteristics:

Daily spending of \$116.07 which is allocated as follows:

- a. Lodging = 37%
- b. Food/Beverage = 33%
- c. Retail Trade Spending = 13%
- d. Entertainment/Recreation /Other Spending = 17%

The average shoulder season a visitor spends 2.8 days.

The Daily spending, allocation of daily spending and the average length of stay data determined by an analysis of accommodation tax collections and estimate of the total retail spending attributed to visitors using sales tax collections from the city of Steamboat Springs.

An increase of 49,050 visitors to the area annually will result in the creation and support of 350 jobs, \$8.5 million in local household income and \$3.2 million in local household local consumer spending on a direct/indirect/induced basis. This calculation estimate takes into account the business establishments as they respond to increased activity associated with providing good and services to these visitors (*See Table E*). These numbers are in addition to the operations and direct employment the gaming facility would create described on page 6.

Summary

The development of a gaming facility will have a significant economic impact in the Yampa Valley that will be felt in both counties. On a direct, indirect, and induced basis the proposed gaming facility is projected to create 1,000 jobs, \$34.5 million in household income, \$13 million in local household spending and \$4.3 million in annual sales/lodging tax revenues (*See Table F*). Due to the Town of Hayden's proximity to the gaming facility, it is reasonable to expect a share of this economic impact will be felt in the Hayden area.

In addition, the short-term impact associated with the construction of the gaming facility will result in 154 direct construction jobs with another 19 jobs associated with the increase household spending as a direct result of the construction jobs. On a direct, indirect and induced basis the activity associated with the construction will result in \$12.3 million increase in local household income, \$4.7 local household local consumer spending and \$331,000 in additional sales tax collections.

Based on the market assessment done by the Innovation Group, the gaming facility will result in a 15% increase in the number of visitors to the area. On an annual basis this increase translates to another 58,000 visitors coming to the Yampa Valley. Moffat County will be the largest beneficiary of the increase in the jobs/household income associated with the on-going operation of the gaming facility, Routt County will be the primary beneficiary of the increase in visitors.

The 15% increase in the number of visitors will be allocated as follows:

County	Increase in the number of New Visitors	% of Total New Visitors
Moffat	8,593	15%
Routt	49,050	85%
TOTAL	57,643	100%

In Moffat County this level of new visitor activity results in projected \$2.8 million in visitor spending and \$225,000 in sales/lodging tax collections from this spending.

In Routt County this level of new visitor activity results in projected \$37.3 million in visitor spending and \$3.5 million in sales/lodging tax collections from this spending.

DISCLAIMER

Although Yampa Valley Data Partners (YVDP) believes that the economic impact projections in this report are reasonable, any or all of the assumptions in this report may prove to be incorrect. To the extent possible, YVDP has attempted to verify and confirm estimates and assumptions used in this analysis. However, some economic impacts inevitably will not materialize as a result of inaccurate assumptions or as a consequence of known or unknown risks and uncertainties and unanticipated events and circumstances. Consequently, actual results achieved during the period covered by this analysis will vary from the estimates and the variations may be material. As such, The Yampa Valley Data Partners accepts no liability in relation to the estimates and projections provided in this analysis.

Summary of Economic Impacts

Reference	Description
• Table A	Construction
• Table B	Operations
• Table C	Employment
• Table D	New Visitors to Moffat County
• Table E	New Visitors to Routt County
• Table F	Summary of Impacts B-E

Table A

Construction Economic Impact Summary

Increases in Employment

County	Direct	Indirect & Induced	TOTAL
Moffat	62	9	71
Routt	93	10	102
TOTAL	154	19	173

Indirect/Induced Job Creation Detail by Industry Sector

	Moffat	Routt	TOTAL
Retail Trade	2.8	3.5	6.3
Arts, Entertainment & Recreation	0.5	0.9	1.4
Health and Social Services	1.8	1.8	3.6
Professional and Technical	1.0	0.6	1.6
Utilities	0.2	0.2	0.4
Food/Beverage	2.3	2.5	4.8
Sub total	8.6	9.4	18.0
Induced Impact	0.3	0.4	0.8
TOTAL	8.9	9.9	18.8

Increases in Household Income

County	Direct	Indirect & Induced	TOTAL
Moffat	\$ 5,109,000	\$ 242,002	\$ 5,351,002
Routt	\$ 6,669,000	\$ 315,896	\$ 6,984,896
TOTAL	\$ 11,778,000	\$ 557,899	\$ 12,335,899

Increases in Local Household Local Consumer Spending

County	Direct	Indirect & Induced	TOTAL
Moffat	\$ 1,914,150	\$ 110,304	\$ 2,024,454
Routt	\$ 2,498,623	\$ 143,985	\$ 2,642,608
TOTAL	\$ 4,412,773	\$ 254,289	\$ 4,667,061

Increases in Sales Tax Collections by Taxing Entity

Moffat County	
State of Colorado	\$ 46,776
Moffat County	\$ 39,374
City of Craig	\$ 43,058
TOTAL	\$ 129,208
Routt County	
State of Colorado	\$ 61,059
Routt County	\$ 21,773
City of Steamboat Springs	\$ 99,921
Education Fund Board	\$ 12,490
Airline Subsidy	\$ 6,311
TOTAL	\$ 201,554
Combined	\$ 330,762

Table B

**Gaming Facility Operations Economic Impact
Increases in Employment**

County	Direct	Indirect & Induced	TOTAL
Moffat	14	1	15
Routt	14	1	15
TOTAL	28	2	30

Indirect/Induced Job Creation Detail by Industry Sector

	Moffat	Routt	TOTAL
Retail Trade	0.3	0.3	0.7
Arts, Entertainment & Recreation	0.1	0.1	0.1
Health and Social Services	0.2	0.2	0.4
Professional and Technical	0.1	0.1	0.2
Utilities	0.0	0.1	0.1
Food/Beverage	0.2	0.1	0.3
TOTAL	1.0	0.8	1.8

Increases in Household Income

County	Direct	Indirect & Induced	TOTAL
Moffat	\$ 579,750	\$ 28,552	\$ 608,302
Routt	\$ 579,750	\$ 28,552	\$ 608,302
TOTAL	\$ 1,159,500	\$ 57,104	\$ 1,216,604

Increases in Local Household Local Consumer Spending

County	Direct	Indirect & Induced	TOTAL
Moffat	\$ 217,125	\$ 13,006	\$ 230,131
Routt	\$ 217,125	\$ 13,006	\$ 230,131
TOTAL	\$ 434,250	\$ 26,012	\$ 460,262

Increases in Sales Tax Collections by Taxing Entity

Moffat County

State of Colorado	\$ 5,319
Moffat County	\$ 4,353
City of Craig	\$ 4,897
TOTAL	\$ 14,568

Routt County

State of Colorado	\$ 5,319
Routt County	\$ 1,834
City of Steamboat Springs	\$ 8,705
Education Fund Board	\$ 1,088
Airline Subsidy	\$ 544
TOTAL	\$ 17,491

Combined \$ 32,059

Table C

Gaming Facility Employment Economic Impact Summary

Increases in Employment

County	Direct	Indirect & Induced	TOTAL
Moffat	413	29	442
Routt	138	8	146
TOTAL	550	37	587

Indirect/Induced Job Creation Detail by Industry Sector

	Moffat	Routt	TOTAL
Retail Trade	9.4	3.0	12.5
Arts, Entertainment & Recreation	1.9	0.8	2.6
Health and Social Services	6.1	1.5	7.6
Professional and Technical	3.3	0.6	3.9
Utilities	0.5	0.2	0.7
Food/Beverage	7.9	2.1	10.1
TOTAL	29.2	8.2	37.3

Increase in Local Household Income

County	Direct	Indirect & Induced	TOTAL
Moffat	\$ 17,320,875	\$ 820,453	\$ 18,141,328
Routt	\$ 5,773,625	\$ 273,484	\$ 6,047,109
TOTAL	\$ 23,094,500	\$ 1,093,937	\$ 24,188,437

Increased Local Household Local Consumer Spending

County	Direct	Indirect & Induced	TOTAL
Moffat	\$ 6,489,479	\$ 373,960	\$ 6,863,439
Routt	\$ 2,163,160	\$ 124,653	\$ 2,287,813
TOTAL	\$ 8,652,638	\$ 498,614	\$ 9,151,252

Increases in Sales Tax Collections by Taxing Entity

Moffat County

State of Colorado	\$ 153,892
Moffat County	\$ 125,920
City of Craig	\$ 141,660
TOTAL	\$ 421,472

Routt County

State of Colorado	\$ 52,861
Routt County	\$ 18,850
City of Steamboat Springs	\$ 86,506
Education Fund Board	\$ 10,813
Airline Subsidy	\$ 5,464
TOTAL	\$ 174,493

Combined \$ 595,965

Table D

**Economic Impact due to Increased Visitors to Moffat County
Increases in Employment**

County	Direct	Indirect & Induced	TOTAL
Moffat	24	1	25
TOTAL	24	1	25

Indirect/Induced Job Creation Detail by Industry Sector

	Moffat
Retail Trade	0.3
Arts, Entertainment & Recreation	0.1
Health and Social Services	0.2
Professional and Technical	0.1
Utilities	0.0
Food/Beverage	0.2
TOTAL	0.9

Increase in Local Household Income

County	Direct	Indirect & Induced	TOTAL
Moffat	\$ 564,781	\$ 27,945	\$ 592,727
TOTAL	\$ 564,781	\$ 27,945	\$ 592,727

Increased Local Household Local Consumer Spending

County	Direct	Indirect & Induced	TOTAL
Moffat	\$ 211,519	\$ 12,729	\$ 224,248
TOTAL	\$ 211,519	\$ 12,729	\$ 224,248

Increases in Sales/Lodging Tax Collections by Taxing Entity

Moffat County

State of Colorado	\$ 82,727
Moffat County	\$ 57,719
City of Craig	\$ 64,934
Lodging Tax	\$ 19,632
TOTAL	\$ 225,013

Table E

**Economic Impact due to Increased Visitors to Routt County
Increases in Employment**

County	Direct	Indirect & Induced	TOTAL
Season			
Summer	83	3	86
Winter	235	8	243
Shoulder	24	-	24
TOTAL	341	11	352

Indirect/Induced Job Creation Detail by Industry Sector by Season

	Winter	Summer	Shoulder	TOTAL
Retail Trade	3.2	1.1	0.3	4.6
Arts, Entertainment & Recreation	0.8	0.3	0.1	1.1
Health and Social Services	1.8	0.6	0.2	2.5
Professional and Technical	0.5	0.2	0.1	0.8
Utilities	0.2	0.1	0.0	0.2
Food/Beverage	1.1	0.4	0.1	1.6
	7.5	2.6	0.7	10.9
Induced Impact	0.4	0.1	0.0	0.6
TOTAL	8	3	1	11

Increase in Local Household Income

Season	Direct	Indirect & Induced	TOTAL
Summer	\$ 1,923,289	\$ 95,164	\$ 2,018,452
Winter	\$ 5,611,374	\$ 277,649	\$ 5,889,023
Shoulder	\$ 548,080	\$ 27,119	\$ 575,199
TOTAL	\$ 8,082,742	\$ 399,932	\$ 8,482,674

Increase in Local Household Local Consumer Spending

Season	Direct	Indirect & Induced	TOTAL
Summer	\$ 720,300	\$ 43,348	\$ 763,648
Winter	\$ 2,101,542	\$ 126,472	\$ 2,228,015
Shoulder	\$ 205,264	\$ 12,353	\$ 217,617
TOTAL	\$ 3,027,106	\$ 182,173	\$ 3,209,279

Increases in Sales/Lodging Tax Collections by Taxing Entity

Taxing Authority	Summer	Winter	Shoulder	TOTAL
State of Colorado	\$ 281,715	\$ 637,754	\$ 80,280	\$ 999,749
Routt County	\$ 97,143	\$ 219,915	\$ 27,683	\$ 344,741
City of Steamboat Springs	\$ 393,112	\$ 892,904	\$ 112,025	\$ 1,398,041
Education Fund Board	\$ 49,139	\$ 111,613	\$ 14,003	\$ 174,755
Airline Subsidy	\$ 24,569	\$ 55,807	\$ 7,002	\$ 87,378
Accommodation Tax	\$ 35,186	\$ 110,496	\$ 10,027	\$ 155,709
Local Marketing District	\$ 70,373	\$ 220,991	\$ 20,054	\$ 311,418
TOTAL	\$ 951,238	\$ 2,249,479	\$ 271,074	\$ 3,471,791

Table F

Summary of Economic Impact Due to Gaming Facility Increases in Employment

Category	Direct	Indirect & Induced	TOTAL
Employment	550	37	587
Operations	28	2	30
Moffat Visitors	24	1	25
Routt Visitors	341	11	352
TOTAL	944	51	995

Increase in Local Household Income

Category	Direct	Indirect & Induced	TOTAL
Employment	\$ 23,094,500	\$ 1,093,937	\$ 24,188,437
Operations	\$ 1,159,500	\$ 57,104	\$ 1,216,604
Moffat Visitors	\$ 564,781	\$ 27,945	\$ 592,727
Routt Visitors	\$ 8,082,742	\$ 399,932	\$ 8,482,674
TOTAL	\$ 32,901,524	\$ 1,578,917	\$ 34,480,441

Increase in Local Household Local Consumer Spending

Category	Direct	Indirect & Induced	TOTAL
Employment	\$ 8,652,638	\$ 498,614	\$ 9,151,252
Operations	\$ 434,250	\$ 26,012	\$ 460,262
Moffat Visitors	\$ 211,519	\$ 12,729	\$ 224,248
Routt Visitors	\$ 3,027,106	\$ 182,173	\$ 3,209,279
TOTAL	\$ 12,325,513	\$ 719,528	\$ 13,045,042

Increases in Sales/Lodging Tax Collections by Taxing Entity

Routt County

Taxing Authority	Employment	Operations	Routt Visitors	TOTAL
State of Colorado	\$ 52,861	\$ 5,319	\$ 999,749	\$ 1,057,929
Routt County	\$ 18,850	\$ 1,834	\$ 344,741	\$ 365,425
City of Steamboat Springs	\$ 86,506	\$ 8,705	\$ 1,398,041	\$ 1,493,252
Education Fund Board	\$ 10,813	\$ 1,088	\$ 174,755	\$ 186,657
Airline Subsidy	\$ 5,464	\$ 544	\$ 87,378	\$ 93,386
Accommodation Tax	N/A	N/A	\$ 155,709	\$ 155,709
Local Marketing District	N/A	N/A	\$ 311,418	\$ 311,418
TOTAL	\$ 174,493	\$ 17,491	\$ 3,471,791	\$ 3,663,775

Moffat County

Taxing Authority	Employment	Operations	Moffat Visitors	TOTAL
State of Colorado	\$ 153,892	\$ 5,319	\$ 82,727	\$ 241,938
Moffat County	\$ 125,920	\$ 4,353	\$ 57,719	\$ 187,992
City of Craig	\$ 141,660	\$ 4,897	\$ 64,934	\$ 211,491
Lodging Tax	N/A	N/A	\$ 19,632	\$ 19,632
TOTAL	\$ 421,472	\$ 14,568	\$ 225,013	\$ 661,053

Combined \$ 4,324,828