

**OUTDOOR AND CREATIVE MARKET NICHE STUDY  
LAKE CITY AND HINSDALE COUNTY, COLORADO**

**FINAL**  
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## INTRODUCTION

Recent planning and economic development efforts have identified the outdoor recreation and creative industries as exceptionally promising catalysts for strengthening and diversifying the Hinsdale County and Lake City economy. This study inventories the existing creative industry and outdoor recreation industry as a starting point and then identifies market niche opportunities within each of these industries. A survey of local business owners provides primary data that characterizes the business perspective on a range of topics including role the outdoor and creative industries play in their businesses, the challenges of doing business and the opportunities for expanding and diversifying business and livelihoods.

The outdoor and creative industries market niche study is organized into the following elements:

1. Literature Review- an examination of past planning and economic development efforts showing the importance of creative and outdoor recreation market niches to the local economy.
2. Case Studies- investigation of impact of creative and outdoor recreation industry in other western towns, and the how creative and outdoor recreation industry development have transformed these communities.
3. Creative and Outdoor Recreation Industries in Colorado – statewide examination of the importance of creative and outdoor recreation markets.
4. Characterization of the Creative and Outdoor Recreation Industries in Lake City – analysis of the impact and scale of creative and outdoor recreation industries in Lake City.
5. Market Opportunities - specific market opportunities and variables existing in Lake City creating a competitive advantage for specific opportunities.
6. Creative Industry and Outdoor Recreation Industry Inventories- detailed inventory of creative and outdoor recreation activity in Lake City and Hinsdale County.
7. Local Business Survey – detailed written analysis of business owner survey including analysis of open ended responses.



## LITERATURE REVIEW

This study's focus on outdoor recreation and creative industries is well grounded by a long-term effort to expand livelihoods in Lake City and Hinsdale County. The more recent efforts are documented in a series of plans and reports summarized below:

### **Lake City/Hinsdale County Community Plan (2005)**

A long precedence of planning efforts led to the identification and focus on these two industries, starting with the 2005 Lake City/Hinsdale County Community Plan. The plan stresses the need for economic diversification that provides living wages for local residents. Building year-round businesses and expanding recreational and cultural opportunities, retirement and second home-based economies are all part of this plan. Goals 2, 3, 5, 7, and 9 directly relate to the expansion of the creative and outdoor recreation markets in Lake City. The county and city developed nine core goals based on community input:

1. Maintain small, mountain community ambience.
2. Preserve the sense of community and cooperation among citizens and between local governments.
3. Build community with a strong, diversified, year-round economy.
4. Promote historic preservation and economic development that maintains and enhances community character and quality of life.
5. Protect the environment and natural resources.
6. Provide for orderly, healthy growth, including the provision of adequate and affordable public facilities and services and the promotion of economic viability and diversity, consistent with community values.
7. Participate in public land management decisions to promote community interests.
8. Protect residential neighborhoods and encourage provision of a range of housing opportunities to meet the needs of residents.
9. Preserve and provide an abundance of recreation opportunities.

### **Lake City/Hinsdale County Economic Feasibility Study (2008)**

The Economic Development Study Group (EDSG), comprised of the Town of Lake City, Hinsdale County, the Chamber of Commerce, the Marketing Board and Lake City DIRT developed four economic goals for the future:

1. Increasing the year-round population to reach critical mass
2. Placing less dependence on tourism dollars
3. Increasing services and products available for year-round residents
4. Encouraging telecommuting professionals to conduct business in Lake City

EDSG then conducted a feasibility study to identify methods for accomplishing the four goals. The study identified core action steps including business development, organization and advocacy, infrastructure and appearances, marketing and promotion. The study identified three targets for expansion: e-commerce, telecommuters, and retail (food &



beverage, sporting goods, electronics & appliances, and office supplies and gift stores). Building the creative industry will directly support goals 1 and 4. E-commerce and the ability to sell outside of Lake City allows artists and craftsman to live year-round in Lake City.

### **Lake City Festival: Feasibility Report and Recommendations (2009)**

The Lake City Wine and Music Festival is now in its 16<sup>th</sup> year. The Lake City Wine and Music Festival saw a significant drop in attendance in 2008 when ticket prices increased and the Great Recession hit home. The analysis in this report focused on making the festival more cost effective and beneficial to the community. The report found the festival has a significant economic impact on Lake City, with around 1,400 attendees spending an estimated \$150,000 to \$200,000 over the festival weekend. This report focused on strategies to ensure the continued success of the event. Specific recommendations included lowering the ticket price, booking regional, more affordable bands, growing sponsorships, charging for camping and building a financial reserve. The challenges faced by the festival are not specific to one event. The lessons learned in this report apply to any special event held in Lake City including arts and outdoor special events. Additionally, many of the challenges faced by the festival provide lessons learned applicable to the overall economy in Lake City.

### **Post Disaster Economic Recovery Marketing Plan**

The West Fork Complex fire negatively impacted Archuleta, Hinsdale, Mineral, and Rio Grande Counties and the Silver Thread Scenic & Historic Byway. The counties had decreased tourism, business closures and loss of revenues. As part of the recovery process the counties developed a regional marketing plan which stresses the importance of joint marketing and coordination. The plan defines target markets and outlines key recommendations for all four counties as well as a separate assessment listing action steps for each county. Action items for Hinsdale County include branding, printed materials including a Lake City Visitor Guide, print and online advertising, a Hinsdale County marketing website, and wayfinding. The plan identifies target markets that Lake City and Hinsdale County should focus on:

- Weekenders
- Baby Boomers
- Heritage Tourist
- Touring Traveler
- Family Vacationers
- Outdoor Enthusiasts (ATVers, Bicyclists, Fly Fishers)
- Skiers, Snowboarders
- Repeat and Generational Visitors
- Emerging Markets
  - Latinos
  - National Park Enthusiasts
  - Organized Tour Groups
  - Engaged Online Users

To grow the creative and outdoor industries in Lake City, there needs to be a market. This document provides an outline of the target audiences. The Economic Recovery Marketing Plan also highlights the importance of focusing on tailored marketing and avoiding the



“something for everyone” approach, which supports additional a focused study of the outdoor and creative market niches.

### **Economic Impacts: National Conservation Area Designation (2010)**

The study examined the potential economic impacts of the Alpine Triangle becoming a National Conservation Area. The analysis found that the traditional and tourism sectors would experience minimal impacts from the creation of an NCA. Tourism is an important economic driver in the tri-county area (Hinsdale, San Juan and Ouray Counties), accounting for 56% of employment. Use patterns in the Alpine Triangle attribute 366,000 visitor days (60% of total user days) to general recreationists. The remaining 40% is split between the Durango Silverton Narrow Gauge Train (29%), winter and shoulder season (4%), river users (3%) and commercial outfitters and customers (4%).

The results of the study found that a designation/management change would not cause significant visitation increases or decreases. An increase or decrease in visitation in the Alpine Triangle would likely be no more than 10%. The current trend in NCAs is to prohibit mining. The study found that, although mining plays a minimal role in local employment, if the NCA prohibited mining there could be a slight loss of mining jobs and lost opportunity for mining in the future. Overall the results show a National Conservation Area designation would have minimal impacts.

### **Hinsdale County “Bottom-up” Economic Development Strategy (2011)**

Governor Hickenlooper created the Bottom-up Economic Development Strategy as a way to incorporate the goals and strategies of individual counties into the statewide economic development plan. The “bottom-up” design allows for local input and public participation which would not be possible at the statewide level. This document outlines the five goals and strategies identified by Hinsdale County:

1. Support existing businesses through job retention, business expansion, and new business attraction focused on economic diversity.
2. Promote understanding and stewardship of historic assets of Lake City/Hinsdale County.
3. Promote understanding of stewardship of natural landscape.
4. Improve business climate with quality infrastructure and services.
5. Support business owner education and professional development.

The niche market studies support goal 1 by studying how to expand the creative and outdoor recreation industries and increasing economic diversity. Listed below are strategies for accomplishing goal 1:

- Increase exports
- Support outreach for location-neutral businesses
- Support efforts for enhancement of outdoor-based industry (retail and services)
- Develop opportunities for off-season and shoulder-season consumer traffic
- Seek to expand local micro-revolving loans to businesses



- Provide assistance for new, innovative business ideas
- Increase energy efficiency for businesses
- Identify “living wage” and how to achieve locally
- Increase business opportunities surrounding health care

### **Proposed Economic Development and Business Retention Report (2016)**

This report continues to build on the previous efforts to create a resilient and sustainable local economy in Lake City. Attracting new residents is a major concern, the city needs an influx of new, young residents to reinvigorate the community. In order to attract new residents, opportunities need to be identified and marketed. The outdoor and creative industries present industry specific opportunities for business retention and expansion. Opportunities identified in this report include building the community brand, increasing attractions and local events, building cottage industries and on-line business, and developing more business downtown. Strategies include building tourism infrastructure and amenities, extending the tourist season, increasing winter tourist attractions, and promoting business opportunities to potential entrepreneurs.

The reports and plans above are broad planning efforts covering general areas. The plans and studies from the last ten years repeatedly identified the outdoor recreation and creative industries as areas for growth in Lake City. The Niche Market Study narrows the focus from overall economic growth to targeted growth in these two distinct markets. The Niche Market Study takes the information and planning efforts above from theory to application.

### **Hinsdale County Recreation Plan (2016)**

The purpose of this plan is to increase recreation opportunities in Hinsdale County for both locals and visitors over a 10 year time frame. Countywide there is a dual focus on local resident focused recreation and visitor oriented recreation. A user survey of residents and visitors laid the foundation for the plan. Survey respondents identified a list of un-met recreation needs for Hinsdale County:

- Accessible Trails and Facilities
- More Diverse Trails
- Public Pool
- Non-motorized Trail Connections
- Community Center with Available Recreation Opportunities
- More Festivals/Tours-(Turning One Day Events into Two Day Events)
- Ski Area improvements
- Arts & Crafts and Other Fairs
- More Lodging and Food Choices (Extended Seasons)
- An OHV Loop Through Town That Connects The Alpine Loop Backcountry Byway
- A Facility For School Children To Have/Host Games
- Kayak and Paddleboard Rentals at Lake San Cristobal
- To Change Turning Restrictions in Downtown Lake City (Allowing OHV's)
- Need For Campgrounds
- Outdoor Education Activities
- Adequate Parking at Trailheads



- Improved Information About Things To Do in Lake City and Surrounding Hinsdale County
- Bathroom at Ice Climbing Area
- Ute Ulay and Heritage Tourism

The plan identifies 10 recreation initiatives for the county. Each initiative contains a set of best practices and case studies. The plan also identifies a wealth of potential funding sources.

1. Building a community of wellness for local residents
2. Shaping Hinsdale County into a recreation destination
3. Provide trails and trail connections
4. Guides for good design
5. Interpretation and education for the outdoors
6. Connecting youth with the outdoors
7. Balancing recreation and conservation
8. Promoting recreation
9. Hosting recreation
10. Funding and sustaining recreation





# CASE STUDIES

## CREATIVE MARKET CASE STUDIES

### **JEROME, AZ**

Jerome, Arizona was a prosperous mining town until mining activity at the United Verde and UVX mines decreased due to falling copper prices and the Great Depression. Between 1930 and 1960, Jerome's population declined from nearly 5,000 to under 250. Jerome began a period of revitalization in the 1980s organized around tourism and art. Today the town has a thriving tourism-based economy with art galleries, museums, restaurants and hotels, and over one million visitors per year. Since 2002, sales in Jerome have nearly doubled. In 2002, the town had an estimated \$11.2 million in retail sales; by 2014, sales grew to over \$20 million.

Jerome's success in attracting restaurants, hotels, artists, and shops is a result of marketing efforts that first established Jerome as a destination. Before entrepreneurs were willing to open businesses in Jerome, the town needed to have a reliable visitor market.

Jerome's town government does not provide financial support for economic development, business attraction, marketing, or historic preservation. Yet, the town has demonstrated an ability to accommodate and adapt to niche industries including wine and art. Between 1930 and 1960, the town became an artist's colony and eventually became an art destination in Arizona. Jerome now has numerous galleries, working and renowned artist residents, and various art-related events which attract many visitors throughout the year.

The following contribute to Jerome's success:

- Jerome Art Walk – Held monthly on the first Saturday, over 20 galleries and art studios stay open late. The town provides a shuttle van to help manage limited parking and facilitate the Jerome Art Walk.
- The Jerome Historical Society, Chamber of Commerce, artists and gallery owners plan and implement historic preservation and economic development programs in Jerome. These three organizations will pool resources, or share funds in order to accomplish their goals.
- The Chamber of Commerce developed brochures, visitor guides, and walking maps promoting the town and distributed these to concierges in surrounding metro areas.
- The organizers behind the monthly Jerome Art Walk put out monthly press releases promoting the event.
- Jerome participates in regional marketing efforts spearheaded by nearby towns to reduce costs and to market a regional destination with diverse experiences.

The Town of Jerome provides infrastructure and core services but does not directly fund economic development or advertising. Much of Jerome's success is from the efforts of



volunteer and community organizations. The Historical Society owns and operates a number of buildings in the town, runs tours and is the organization in charge of promoting Jerome's historic assets. These marketing efforts have been particularly effective in increasing the number of people visiting Jerome from the Phoenix metro area, which according to the Chamber of Commerce, has had the largest impact on Jerome's economy.

## CARBONDALE, COLORADO

The Town of Carbondale has a rich creative economy that developed over a number of decades. Carbondale was a small agricultural and mining town that started to attract new residents in the early Late 60s and early 70's for the natural beauty and lifestyle opportunities. Among the newcomers were artists. The art movement in Carbondale was incremental over many decades, a few art galleries opened and the connection to Aspen provided a customer base outside of the local community. In 1974 the nonprofit Carbondale Council on Arts and Humanities (CCA) formed to promote local arts and artists. The arts culture grew slowly over the next two decades. In 1972 the town held its first Carbondale Mountain Fair with 20 local art booths. Over the last 45 years, Mountain Fair has grown to 145 art booths and attracts 20,000 visitors over three days.

Since the late 90s the arts industry experienced significant, structured growth through the convergence of volunteer, nonprofit and local government efforts. The community gained recognition for its success and attracted new artists and organizations. The Carbondale Clay Center (a nonprofit) opened, the Thunder River Theatre Company formed and built a new theater in downtown Carbondale, and CCA started "First Fridays" where local businesses stay open late on the first Friday of the month. Driving through the town today, it is evident that the town has built upon the creative industry. Government participation, public art, sustainable nonprofits, regular events for locals and visitors, and active promotion of the town combined to create Carbondale's success.

Local government led public arts programs:

**One Percent for the Arts Program** – Sets aside 1% of town capital improvement funding for the purchase, commission, or installation of public art. The program has resulted in over 20 pieces of town owned public art including murals, sculptures, and paintings.

**Art aRound Town** – A rotating, year-round public art exhibition showcasing sculptures in highly public places. The Carbondale Public Arts Commission puts out a national call for entries and selects 14 sculptures. Typically, the selection includes a combination of Colorado and national artists. Each artist receives a \$500 stipend for travel costs to present their sculpture. The public may purchase any of the sculptures on display. Since 2002 the program has displayed over 190 sculptures, as a result, the town or private collectors purchased 25 of the sculptures.



## BISBEE, ARIZONA

Bisbee, Arizona was a mining community up until the late 1970s when the mines shut down, the town experienced an economic crash and housing prices plummeted. Because of the sudden affordability of the area, artists and creative people incrementally moved into the community. In the early 1980s a group of artists leased an old elementary school from the school district and made it into 20 artist studios and a gallery. A few years later the artists formed a nonprofit called the Central School Project and bought the school building.

The Central School Project is the home of over 20 artists and has hosted two to three visiting artists per year since 2009. The Central School Project's mission is to foster the arts and provide affordable artist studios. The school plays an important role in the local economy by providing the space needed for local artists to produce and showcase their work. The Central School Project is close to self-sufficient, running off of rent, membership fees, and fundraisers. In addition to studios, the school also has a theater and community room which it rents out at a very affordable rate for weddings, meetings, classes, presentation, and theater productions. The school uses grants to offset the cost of renovations to the historic building.

- Bisbee Craft School – The Central School Project is the fiscal sponsor of the newly formed Bisbee Craft School. Even though the craft school is less than two years old it is already bringing new customers to the community. The school hosts one to three day workshops taught by 14 local artists. The school offers summer, winter and spring schedules with 5 to 9 workshops each. Participants receive a discount at local hotels. Most participants come from nearby states to attend workshops. A strong marketing campaign using the city's identity as a historic town and art destination contribute to the success of the school.

## OUTDOOR MARKET CASE STUDIES

### OURAY, COLORADO

Ouray provides a success story of a town transitioning from a summer tourism destination with a nonexistent winter economy to a year-round recreation destination. For decades, restaurants and hotels shut down during the winter. In the early 1990's two hotel owners decided to create a market for winter visitors by building an ice park in the Uncompahgre River Gorge.

The formation of the Ouray Ice Park was a deliberate effort that required significant public-private partnerships. The city, a private landowner and a nonprofit partnered to create and manage the ice park. The landowner agreed to public access so long as the city provided liability insurance. The water used to farm the ice (200,000 to 270,000 gallons per night) is overflow from two spring-fed city water tanks. The nonprofit Ouray Ice Park Inc. (OIP) formed to manage the park. In 2012 the City of Ouray bought a portion of the land



that contains the Ouray Ice Park and ownership is split between the city and the private landowner.

The park is open for roughly three months per year and has always remained free to the general public since the beginning over 20 years ago. The Ouray Ice Festival, in its 21<sup>st</sup> year, attracts climbers and equipment manufacturers from around the world and brings in about 70% of the revenue needed to maintain the park. Sponsors and membership fees account for the remaining 30%. There are an estimated 15,000 visitor days during the three months the park is open. The Ouray Ice Park provides enough demand to keep restaurants and hotels open year-round.

## **FRUITA, COLORADO**

Fruita, Colorado became a mountain biking mecca in the 90s. The town built a visitor economy centered around mountain biking on public lands surrounding the town. Once known for its agricultural produce, “Fruita” is now synonymous with single track mountain biking.

At the time, Moab was the only well-known mountain biking destination in the region. One entrepreneur, Troy Rarick, is credited with kicking off the mountain biking industry in Fruita. Rarick saw the highway accessible, easy to reach single track potential west of Fruita and opened Over the Edge Sports in 1994. At the time there was no customer base for the store, so he and local volunteers partnered with BLM to build trails and created the Fat Tire Festival in 1995. Between 1999 and 2004 sales taxes revenues in Fruita increased by 51% and restaurant sales tax revenues increased by 80%.

Volunteer groups like Colorado Plateau Mountain Bike Trail Association (COPMBA) continue to work with public lands agencies to develop and maintain trails and ensure that there are enough restrooms, campsites and parking lots. The town successfully branded itself as the destination for mountain bikers and as a service hub for outdoor recreation.

- Fat Tire Festival – 4 day festival in April that kicks off the mountain biking season. The first festival in 1995 brought 350 visitors. Today an estimated 5,000 mountain bikers and 50 biking companies participate. An estimated 85% of attendees are from outside the Grand Valley.
- BLM Trailhead Visitor counts at the North Fruita Desert have nearly doubled in the past 10 years to 85,000 users per year, mostly mountain bikers.
- Mountain bikers contribute an estimated \$8.7 million annually to Fruita’s restaurants, stores and motels (COBB & Associates, 2012).

## **CREEDE, COLORADO**

The Town of Creede provides a success story of a small remote town with a unique niche, the Creede Repertory Theatre. Fifty years ago the Creede Repertory Theatre (CRT) was born from a need to attract tourists and replace the income lost when the mines closed. The theater’s success did not rely on the reputation of Creede, rather it created Creede’s modern



identity. Creede was a small relatively unknown town that built a market around the theater. Today, CRT is a nationally recognized theater that produces 7-10 plays annually in rotating repertory. In 2012 the Creede Repertory Theatre sold over 20,000 tickets. The theater is the largest employer in Creede with over 80 employees and it provides an estimated annual economic impact of over \$2.7 million locally.

The Town of Creede also built up their outdoor recreation market on surrounding public land and the Silver Thread Scenic & Historic Byway. The website run by the local chamber of commerce, Creede.com, provides everything a visitor needs to know. Summer remains the peak visitor season but there are festivals and events throughout the year which continue to attract visitors through the fall and winter:

- Cruisin' the Canyon Car Show in September
- Creede Chocolate Festival over Thanksgiving Day weekend
- Golden Pick Tommyknocker Pond Hockey Tournament in January
- Cabin Fever Daze in February

The clear link between tourism, the creative industry and outdoor recreation in Lake City and Creede make the two obvious marketing and promotion partners. Creede is not just a success story, it is also a key asset in the region. The customers in Creede, theater goers and outdoor recreationists overlap with Lake City's target audience. It is logical to continue to develop this link.

## **CASE STUDY LESSONS LEARNED**

Real and substantial economic improvement takes time.

Volunteer's burn out when only a select few community members lead economic development efforts.

A single successful entrepreneur can make a considerable difference. While these individuals are too busy to volunteer significant time and effort, they are often willing to fund efforts of other volunteers or community organizations.

Do not oversell the opportunity. It takes a certain type of person; often already financially secure, to open a business in a remote area with a limited market. These individuals must want to live a remote, small town lifestyle.

Direct city involvement can be an effective stimulus. There is a general perception that local government involvement in economic development is limited to tax incentives. It is important to remember that local governments can support development in creative, low-cost ways.

Catalyst projects can create the needed stimulus to transform and significantly develop a seasonal or limited economy.

Economies with a strong presence of creative and outdoor industries can attract visitors and new residents from beyond the region.



Regional assets are important and should be marketed in conjunction with assets in town. Government driven programs can help define a location, and “put it on the map” as a destination for residents and visitors looking for places with a strong presence of outdoor and creative industries.



# STATEWIDE IMPACT OF CREATIVE AND OUTDOOR RECREATION MARKETS

## CREATIVE INDUSTRY IN COLORADO

The creative industry is an important economic driver with great potential for growth, so much so that in 2010 the state decided to put more concentration on creative industry in Colorado and formed the Creative Industries Division under the Office of Economic Development and International Trade (OEDIT). The new division called the creative industry a “keystone species” because the industry’s impact on a region is disproportionate to its size. In addition to jobs and revenues, it influences overall quality of life and residential desirability – qualities Lake City wishes to expand upon.

Colorado also has a national reputation for its creative industry, in 2008 the state had the 5<sup>th</sup> highest concentration of artists and the 7<sup>th</sup> highest concentration of writers and authors, designers, entertainers and performers in the nation. The state has over 35 film festivals (Film in Colorado, 2016) and 250 theatre companies (Colorado Theatre Guild, 2016). Lake City can capitalize on the state’s arts friendly reputation.

In 2008, OEDIT conducted a study to see the economic impacts of the creative economy in Colorado. Here are some of the key findings:

- In 2007, Colorado creative industry earnings, including benefits, totaled approximately \$5 billion.
- In 2006, the state was home to over 13,000 independent artists, writers, and performers.

In 2014, the state developed the Creative Industries Profile:

- In 2013 Colorado’s creative industry exports totaled \$300 million, the three top export markets were Canada, Mexico and Japan.
- The creative economy in Colorado provides an average annual 164,000 jobs directly related to the creative economy (including creative workers and other workers in creative enterprises). Roughly 4% of total employment in the state.
- Colorado has the nation’s highest concentration of collaborative workspaces and entrepreneurial networking and “meetup” groups.

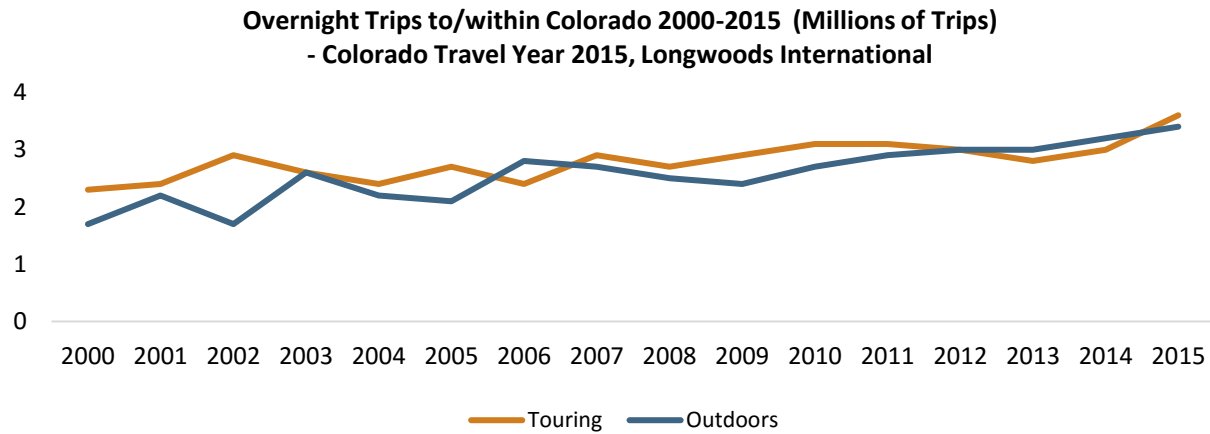
## OUTDOOR RECREATION INDUSTRY IN COLORADO

Colorado is an outdoor recreation paradise. As such, the outdoor recreation industry is an important component of Colorado’s economy. In 2014, overnight visitors in Colorado spent \$1.9 billion on recreation, sightseeing, and attractions (Longwoods International, 2014).

With public land making up 95% of Hinsdale County, it is logical for Lake City to capitalize on the outdoor recreation opportunities available.



This is an industry that continues to grow in Colorado. The number of overnight outdoor recreation trips in Colorado grew from 1.7 million in 2000 to 3.4 million in 2015. Overnight touring trips, (a trip which often involves outdoor recreation as a secondary purpose) grew from 2.3 million to 3.6 million during the same time.



According to the Outdoor Industry Association, outdoor recreation in Colorado generates:

- \$13.2 billion in consumer spending annually
- 125,000 direct Colorado jobs
- \$4.2 billion in wages and salaries
- \$994 million in state and local tax revenues

The numbers above include the ski and snowboard industry, an industry not significantly represented in Lake City. The information presented below includes economic impacts of non-ski trip recreation in Colorado.

### **Non-Ski Trip Overnight Outdoor Recreation**

- In 2014 the typical outdoor trip in Colorado was 4.4 nights.
- Colorado visitors on outdoor trips spend an average of \$338 per person.
- Average expenditures of day visitors during 2014 were \$71 per person.
- Outdoor vacationers have an average travel party size of 3.7 (Longwoods International, 2014).





## CREATIVE AND OUTDOOR MARKET CHARACTERIZATION

The basis for the creative and outdoor recreation market inventory included a compilation of online postings, Hinsdale County Chamber of Commerce member listings, and business listings, and the Hinsdale County vacation/visitor guides from Lake City. A detailed inventory is presented in Appendix A.

### CREATIVE MARKET

- 19 galleries, art studios and retail stores selling and displaying creative products produced locally and from outside the region including: paintings, jewelry, home goods, potter/ceramics, sculptures, photography, drawings, leather work, glass blowing, printmaking/historic reproductions, textiles/weavings, paper making, screen printing and gems/minerals.
- Seven community organizations focused on supporting area citizens, promoting the arts, working on economic development, venue management, and conservation that impacts the creative market in Lake City.
- Four education venues providing private instruction, art camps, craft workshops and storytelling workshops.
- Three performance venues which can accommodate stage productions, artistic performances, concerts, and movie screenings.
- 48 locally based people producing creative goods including paintings, photography, glass, drawings, weavings, jewelry, writing, and ceramics.
- Five performance arts groups responsible for stage productions, dance productions, historic reenacting, and music.
- 12 events or series including craft fairs, art shows, film festivals, music festivals, music series, and theatre performances.

### OUTDOOR MARKET

- 18 outfitters, guide or equipment rental companies providing expertise and equipment for mountain driving/touring, fishing, hunting, snowmobiling, and horseback tours.
- Five retail stores selling equipment for mountain driving, camping, hiking, fishing, hunting, touring, winter sports, and cycling.
- One company manufacturing fly fishing rods, flies and accessories.
- Four guest ranches providing tours and rental equipment for outdoor recreation.



- Two businesses providing free fly fishing clinics
- Four businesses providing support services for mountain touring including auto repair, gasoline, shuttle services and auto parts.
- Eight outdoor related events including races, outdoor focused film festivals, fishing tournaments, climbing festivals, and an off road festival.

## GENERAL BUSINESS CHARACTERISTICS AND ENVIRONMENT

Complete survey results and the survey instrument are presented in *Appendix B*. The survey showed the following general characteristics about the business environment in Lake City:

- Lake City has a well-established business community, the majority of business operations responding to the survey reported that they have been operating for four or more years (92%). Approximately one-third of the respondents have been operating in excess of 21 years.
- The size of the business operations in Lake City are quite small. Over one-third of the respondents to the survey indicated that they operated a sole proprietorship (36%). Almost half of the businesses canvassed had between 1 and 5 employees (46%).
- Over 60% of the businesses in Lake City started in Lake City (64 percent). Twenty-eight percent of the businesses were existing Lake City businesses that were taken over by the current owner or operator. Only 8% of respondents indicated that they moved their business operation to Lake City.
- The business environment in Lake City was almost evenly divided between operations that operate year round with no closures (49%) and operations that operated only in the summer months (May – October) (43%).
- Thirty-eight percent (38%) of respondents indicated that they felt Lake City was “about the same” as other Colorado mountain communities for a similar type of business. The remaining respondents tended to be more negative in their rating of Lake City in comparison to other communities. Thirty-eight percent of respondents indicated that Lake City was either “somewhat worse” or “much worse”. The remaining 25 percent of respondents indicated that Lake City was either “somewhat better” or “much better”.
- When asked to rate a variety of business experiences in Lake City, on average most of the aspects of the business experience received poor ratings, with scores below 3.0. Ratings were made on a scale of 1 to 5, where 1=Poor/unacceptable and 5=Excellent.
- The respondents were asked to think about Lake City as a place to live and how well it has met their needs. The respondents were almost equally divided between



those that felt that their needs had been “somewhat” met (48 percent) and those that felt that their needs were completely met (44 percent). Seven percent of the respondents indicated that their needs were not being met. In other words, the overall sentiment toward Lake City as a place to live, is positive.

- Respondents were asked to rate a series of attributes on how important each was to the decision to locate to or remain a resident of Lake City. All of the attributes tested received ratings of 3.8 or above on a 5-point scale where 1=Not at all important and 5=Extremely important.
- The business community was generally mixed in regards to the public facilities and services provided in Lake City. On a 5-point scale, where 1=Extremely dissatisfied and 5=Extremely satisfied, five of the eight attributes received an average rating above 3.0.

## RELATIVE SIZE OF THE CREATIVE AND OUTDOOR MARKET

The best method to examine the quantitative importance of the creative and outdoor recreation market in Hinsdale County is to compare the inventories presented in *Appendix A* with a total count of business type activity in Hinsdale County. Currently there are 146 members of the Hinsdale County Chamber of Commerce and according to the Colorado Secretary of State there approximately 160 businesses registered in the county. For the purposes of this study, both the state and chamber numbers are used. While the figures may change from year to year, they provide a good baseline for comparison.

In Lake City there are 19 galleries, studios and retail stores that have some creative related activities, equating to 12% to 13% of baseline commercial activity. If community organizations, educational venues, and performance spaces and venues are included, between 21% and 23% of Hinsdale Counties economy is in some way related to creative industries.

A similar analysis shows that approximately 3% of businesses located in the county are involved in outdoor recreation retail, and between 11% and 12% of businesses are involved in outfitting, guiding and providing outdoor rental equipment. Including guest ranches, clubs and organizations, the total percentage of businesses involved in outdoor recreation becomes 17% and 20%.

Creative Market	Count	% of Chamber Listing	% of SOS Listings
Retail/Galleries	19	13%	12%
Community Organizations	7	5%	4%
Education	5	3%	3%
Performance Space and Venues	3	2%	2%
Outdoor Recreation Market	Count	% of Chamber Listing	% of SOS Listings
Retail	5	3%	3%
Guide Services, and Outfitters, Rentals	18	12%	11%



Guest Ranches	4	3%	3%
Clubs and Organizations	2	1%	1%

According to survey results, business owners/operators indicated that cultural/arts oriented activities had little impact on their business activity. Ninety-two percent (92%) of respondents indicated that between 0 and 25 percent of their current activity was generated by this sector. The survey results provide a benchmark of current conditions and there is an opportunity to measure change as a result of sustained strategic actions. Community goals are to grow this sector and progress can be measured using survey metrics.

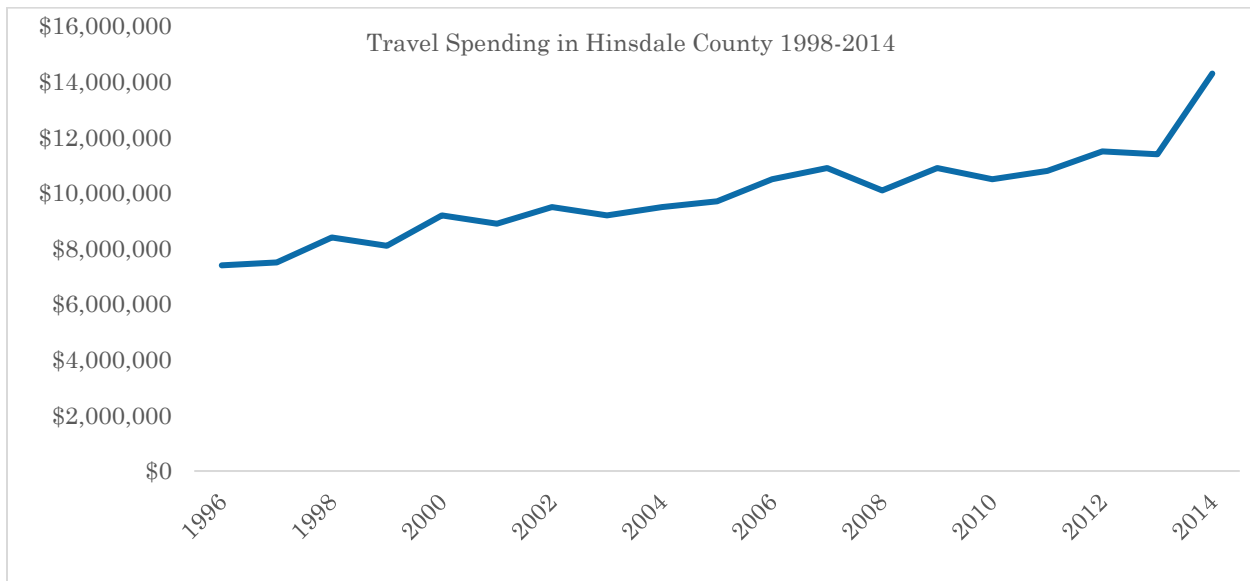
Outdoor activities and recreation had more impact on business activity than cultural/arts oriented activities. Forty percent (40%) of respondents indicated that between 76 and 100 percent of their activity was generated by the outdoor/recreation sector. Another six percent said that the outdoor/recreation sector was responsible for 51 to 75 percent of their business activity. 34% of the respondents indicated that the sector generated between 0 and 25 percent of their business activity.

## SECONDARY IMPACTS OF THE CREATIVE AND OUTDOOR RECREATION MARKETS

While this report does not include restaurants, hotels, second homeowners, and other tourism related industries in the market analysis, the outdoor recreation and creative markets drive visitation and provide lifestyle amenities that make the area an attractive place to live year-round or seasonally. The outdoor recreation and creative markets are directly related to tourism, which is a very important industry for Hinsdale County.

- According to estimates from the Colorado State Department of Local Affairs, 21% of employment in the county is a result of tourism activity.
- Annual estimated travel spending by Dean Runyan Associates for the Colorado Tourism Office shows travel spending in Hinsdale County increased from \$7.4 million in 1996 to over 14 million in 2014.
- A 2007 Second Home Owner Survey found that 66% of homes in Hinsdale County are second homes or investment properties. Seventy percent of second homeowner in Hinsdale County bought homes because of recreational amenities, and 74% intend to vacation in the area for years to come.





## CREATIVE AND OUTDOOR MARKET DEVELOPMENT OBSTACLES

Business owner responses to the Lake City Survey revealed challenges facing the expansion of the creative and outdoor markets in Lake City. They include seasonality, labor force, housing, cost of living, infrastructure and costs of running a business. Lake City is not alone, many communities throughout Colorado are similarly working to overcome the same struggles. Identifying the challenges is the first step. The local government, business owners, and locals residents will need to work together to identify strategies to overcome these obstacles.

**Seasonality** – Summer is the main economic driver in Lake City, the shoulder seasons and winter see fewer visitors and many existing businesses close up shop during these months. Nearly half (43%) of survey respondents stated that their business is open only in the summer months. When asked what challenges their business faces, 46% of respondents identified seasonal swings in revenues as a top challenge. In the open ended section respondents elaborated on the effects of seasonality stating the short summer season, the lack of tourists in the winter and the number of other businesses that close in the winter affect the success of their business.

**Labor Force** – Survey results highlight a couple of challenges related to labor force: employee retention, a shortage of skilled workers, and the work ethic of local employees. Twenty-seven percent (27%) of business owners who responded to the survey identified finding qualified employees as a challenge and 14% identified employee turnover/keeping positions filled as a challenge. Lake City has a population just over 400, Hinsdale County has a year-round population of about 800 total. This means there is a small pool of local employees and businesses requiring specific skill sets may find a shortage of qualified local candidates. Some business owners wrote that they have encountered situations where they took the time to train new employees only to have them quit after a short period of time.



When asked to rate the work ethic of local employees on a scale of 1 to 5, where 1=Poor/unacceptable and 5=Excellent, the average was 2.7.

**Housing** – Lake City has a limited supply of housing. Twenty-two percent (22%) of survey respondents identified the availability and costs of housing as a challenge. Availability and cost of housing is closely linked with the seasonal nature of business in Lake City. With 43% of existing businesses operating only a few months out of the year, their employees only work for a few months meaning many of them need short-term, seasonal housing. In addition to more housing options, housing costs are also a challenge. Workers need housing options appropriate for their length of employment and income.

**Environmental** – This category contains challenges that may or may not be addressable. The high elevation and remoteness of Lake City can be seen as challenges but they are also what make Lake City so unique. Rather than viewing these as challenges to address, they should be seen as characteristics that shape the community, businesses should be aware of these qualities and work with them.

**Infrastructure** – Internet and mobile connectivity as it relates to doing business in Lake City received a low rating of 2.1 on a scale of 1 to 5, where 1=Poor/unacceptable and 5=Excellent and is one of the top challenges identified by survey respondents. The quality of internet and cellular services restrict the ability to conduct online business, market and communicate with prospective tourists and clients. Access to effective and consistent cellular and internet services will help local artists and craftspeople sell their products outside Lake City.

**Costs** – This includes the cost of providing local services and products, and the cost of living in Lake City (see housing above). The cost of doing business in Lake City received a rating of 2.7 out of five, tied with work ethic of local employees (2.7) for the second poorest rating after internet and mobile connectivity (2.1). In order for businesses to flourish in Lake City, they need to provide products and services appropriately scaled to the level of demand. In many cases this means having smaller inventories, purchasing small quantities is often more expensive than buying in bulk. Similarly, the remoteness of Lake City often means higher costs for delivery. These costs in addition to other fees associated with running a business such as rent and utilities make running a business expensive.

**Changing Demographics** – The population in Lake City is aging, so are the visitors. The community needs to attract younger people to reinvigorate the city.



## MARKET OPPORTUNITY ANALYSIS STRUCTURE

The market opportunity analysis presents a list of niche opportunities for expanding the outdoor and creative markets in Lake City. This analysis contains opportunities, existing competitive advantages in Lake City, specific examples of opportunities, and projects that address the scope of work. For specific projects that are not easily understood the matrix also provides a web link to an existing real world example.

**Opportunity Category** – Provides a broad categorization of specific opportunities.

**Competitive Advantage** – These are the baseline conditions that create the opportunity. Competitive advantages may be related to surrounding natural resources, inherent characteristics of the local and visitor population, characteristics related to the local business environment, or supply-side gaps.

**Specific Opportunities** – Provides concrete ideas for potential development in the creative industry or outdoor recreation markets. This analysis is meant to highlight potential opportunities that could work in Lake City and could succeed with further investigation and work by local business owners, entrepreneurs, and community leaders.

**Opportunity Type** – The project type column provides a classification of anticipated development difficulty. Projects fall under one of the following classifications:

- **Ready Opportunities** – These are opportunities where infrastructure and resources are already in place. In other words, existing businesses and community leaders may be able to capitalize on these opportunities with minimal time or monetary investment.
- **Prospect Opportunities** – The resources, infrastructure and organizational capacity requirements for these opportunities likely exist in Lake City or Hinsdale County, but to capitalize on these opportunities business owners or community leaders will need to spend significant time organizing projects, invest in necessary marketing materials or find seed money to help the project take shape.
- **Catalyst Opportunities** – These are opportunities that could succeed in Lake City but would likely need significant funding and effort from outside of Lake City. These opportunities are going to be the most difficult to successfully implement but also hold the most potential to significantly impact Lake City's economy. Catalyst projects may require outside resources and organization, however; local resources should be used when possible to ensure that economic impacts remain in the community.

Catalyst projects are presented in bold for emphasis.



## CREATIVE MARKET OPPORTUNITIES

### Category: Creative Industry Education

#### Competitive Advantages:

- Unique location, with marketable potential (i.e. remote, natural beauty, inspirational, etc)
- 48 local artists producing art in a variety of creative mediums
- Large presence of second homes and vacation rentals as potential lodging for visiting students and residents
- Moseley Arts Center and other public spaces for performances/classes
- Five existing performance art groups including dance, music, acting and historic reenacting
- An overall sentiment from business owners that Lake City is a good place to live,
- Positive ratings by business owners reflecting Lake City's strengths of being safe, having a good feel/community character, close proximity to outdoor assets, having a good school system, a good place to raise a family and having a good reputation

Specific Opportunities	Opportunity Type	Examples
Craft School/Residencies	Catalyst	<a href="http://www.bisbeecraftschool.org/">http://www.bisbeecraftschool.org/</a>
Historic Craft Workshops	Prospect	<a href="http://www.milagroartscenter.org/#workshops-2">http://www.milagroartscenter.org/#workshops-2</a>
Art in the Mountains Series	Prospect	<a href="https://pleinairartistscolorado.wildapricot.org/">https://pleinairartistscolorado.wildapricot.org/</a>
Writing Workshops/Escapes/Retreats	Prospect	<a href="http://jenniferlouden.com/workshops-retreats/writers_spa/">http://jenniferlouden.com/workshops-retreats/writers_spa/</a>
Art residency programs	Prospect	<a href="http://www.elsewherestudios.org/the-residency-how-to-apply/">http://www.elsewherestudios.org/the-residency-how-to-apply/</a>
Theatre and Dance Camps	Prospect	<a href="http://www.vaildanceintensive.com/">http://www.vaildanceintensive.com/</a>
Acting Workshops	Prospect	<a href="http://www.durangoperformingartscamp.org/">http://www.durangoperformingartscamp.org/</a>





**Category: Creative Industry Facilities**

Competitive Advantages:

- Large presence of second homes as vacation rentals as potential lodging for temporary residences
- Well-established non-profits and community groups provide organizational capacity for fundraising, patronage, and advocacy efforts
- Unique location, with marketable potential (i.e. remote, natural beauty, inspirational, etc)
- An overall sentiment from business owners that Lake City is a good place to live,
- Positive ratings by business owners reflecting Lake City’s strengths of being safe, having a good feel/community character, close proximity to outdoor assets, having a good school system, a good place to raise a family and having a good reputation

Specific Opportunities	Opportunity Type	Examples
Makerspace	Catalyst	<a href="http://www.tinkermill.org/">http://www.tinkermill.org/</a>
Expanded Co-ops	Ready	<a href="http://www.commonwheel.com/">http://www.commonwheel.com/</a>
Live Work Artist Spaces	Catalyst	<a href="http://www.coloradocreativeindustries.org/communities/space-create">http://www.coloradocreativeindustries.org/communities/space-create</a>
Mountain Art Ranch	Catalyst	<a href="https://www.andersonranch.org/contact-us/">https://www.andersonranch.org/contact-us/</a>

**Category: Public Art**

Competitive Advantages:

- Abundance of publicly owned land available for art installations
- Unique location, with marketable potential (i.e. remote, natural beauty, inspirational, etc)

Specific Opportunities	Opportunity Type	Examples
Large Scale Public Art Installations	Catalyst	<a href="http://www.overtheriverinfo.com/">http://www.overtheriverinfo.com/</a>



Art Garden	Prospect	<a href="http://www.sculptureinthepark.org/garden">http://www.sculptureinthepark.org/garden</a>
Art Trails/Walking Tour	Prospect	<a href="http://www.carbondale.com/arts-culture/art-around-town">http://www.carbondale.com/arts-culture/art-around-town</a>

**Category: Marketing and Promotion**

Competitive Advantage:

- Local organizational capacity to market Lake City/Hinsdale County as a creative industry destination
- Connections to other creative industry mountain towns (Creede)
- Unique location, with marketable potential (i.e. remote, natural beauty, inspirational, etc)
- 600,000 plus visitors to Alpine Loop Backcountry Byway and a well-established visitor market
- An overall sentiment from business owners that Lake City is a good place to live
- Positive ratings by business owners reflecting Lake City’s strengths of being safe, having a good feel/community character, close proximity to outdoor assets, having a good school system, a good place to raise a family and having a good reputation

Specific Opportunities	Opportunity Type
Gallery and Art Signage	Ready
Prospecting Guide for Local Products	Prospect
Connect with Arts Community in Creede	Ready
Art Information/Guide in Downtown Kiosk	Ready
Advertise with Creed Repertory Program	Ready
Cooperative Efforts to Market Outside of Lake City	Prospect

**Category: Creative Industry Events/Series**

Competitive Advantages:



- Unique location, with marketable potential (i.e. remote, natural beauty, inspirational, etc)
- 600,000 plus visitors to Alpine Loop Backcountry Byway and a well-established visitor market
- Strong local support and desire for additional events

Specific Opportunities	Opportunity Type	Examples
Participation in Silver Thread Gallery Tour	Ready	<a href="https://creedearts.wordpress.com/category/silver-thread-studio-tour/">https://creedearts.wordpress.com/category/silver-thread-studio-tour/</a>
Partnership with String Academy Weekly Outdoor Music	Prospect	
Medium to Large Scale Music Festival	Catalyst	<a href="http://stringsmusicfestival.com/">http://stringsmusicfestival.com/</a>
Expanded Music Series	Prospect	<a href="http://ridgwayconcertseries.com/">http://ridgwayconcertseries.com/</a>
Art Demonstration Series	Ready	<a href="http://myemail.constantcontact.com/Free-Demonstration---Photoshop---Mixed-Media.html?soid=1101799884574&amp;aid=mSMTQKrX8rM">http://myemail.constantcontact.com/Free-Demonstration---Photoshop---Mixed-Media.html?soid=1101799884574&amp;aid=mSMTQKrX8rM</a>
Art Competition Series	Prospect	
Historic Re-enactment Event	Prospect	<a href="http://www.goldcampvictoriansociety.org/">http://www.goldcampvictoriansociety.org/</a>
Themed/Niche Poetry Workshops/Events	Prospect	<a href="http://azcowboypoets.org/">http://azcowboypoets.org/</a>

## OUTDOOR RECREATION MARKET OPPORTUNITIES

### Category: Expanded Tour Options

#### Competitive Advantages:

- 18 local guide/outfitter/rental/tour businesses provide solid base for expanding tour opportunities, businesses have existing permits to operate on public lands
- Relatively small amounts of light pollution, very remote location and an ethic of protecting local dark skies



- 96% of Hinsdale County is public land providing over 685,000 acres of potential access for tours with hundreds of miles of trails
- Geologic attractions including the Slumgullion Slide, extinct volcanoes, and calderas
- Numerous species of edible mushrooms, truffles, berries and other wild plants
- Established outdoor recreation market with 46% of businesses receiving 50% of business activity related to outdoor recreation
- 600,000 plus visitors to Alpine Loop Backcountry Byway and a well-established visitor market

Specific Opportunities	Opportunity Type	Examples
Night Sky Tours	Ready	<a href="http://www.borregonightskytours.com/">http://www.borregonightskytours.com/</a>
Edible Food Tours	Ready	<a href="http://www.turtlelakerefuge.org/wildfoodhunt">http://www.turtlelakerefuge.org/wildfoodhunt</a>
Winter Ski/Snowshoe Tours	Ready	<a href="http://www.coloradowildernessridesandguides.com/snowshoeingtours/">http://www.coloradowildernessridesandguides.com/snowshoeingtours/</a>
Geology Tours	Ready	<a href="http://www.geologyfieldtrips.com/boulder.htm">http://www.geologyfieldtrips.com/boulder.htm</a>
Wild Flower Tours	Ready	<a href="http://thevollandstore.com/guided-native-grasses-creek-tour/">http://thevollandstore.com/guided-native-grasses-creek-tour/</a>

**Category: Outdoor Races**

Competitive Advantages:

- Direct access to Alpine Loop Backcountry Byway and the Silver Thread Scenic & Historic Byway
- 96% of Hinsdale County is public lands providing over 685,000 acres of potential access for tours with hundreds of miles of trails
- Proximity to Lake Fork of the Gunnison and Lake San Cristobal for races involving water
- Well established OHV and off road market including support services
- Lake City Continental Divide Snowmobile Club maintains over 100 miles of trails for winter recreation



- Established outdoor recreation market with 46% of businesses receiving 50% of business activity related to outdoor recreation
- Strong local support and desire for additional events
- 600,000 plus visitors to Alpine Loop Backcountry Byway and well established visitor market

Specific Opportunities	Opportunity Type	Examples
Poker Run/Race	Prospect	<a href="https://en.wikipedia.org/wiki/Poker_run">https://en.wikipedia.org/wiki/Poker_run</a>
Dogsledding Race	Prospect	<a href="https://www.visitgrandcounty.com/play/snow-sports/dog-sled-rides-races/">https://www.visitgrandcounty.com/play/snow-sports/dog-sled-rides-races/</a>
Adventure Race	Prospect	<a href="http://axsracing.com/buenavista">http://axsracing.com/buenavista</a>
Obstacle Race	Prospect	<a href="https://ruggedmaniac.com/">https://ruggedmaniac.com/</a>
Off Road Rally/Motor Race	Catalyst	<a href="http://prescottrally.com/index_stages.htm">http://prescottrally.com/index_stages.htm</a>
Climb Hinsdale 13ers & 14ers Race Series	Prospect	
Lake Paddle Race	Prospect	<a href="http://www.mountainswimseries.com/">http://www.mountainswimseries.com/</a>
Snowshoe/Cross Country Ski Race	Prospect	<a href="http://www.redstonecolorado.com/snowshoe-race.html">http://www.redstonecolorado.com/snowshoe-race.html</a>
Snowmobile Race	Prospect	

**Category: Expanded Hunting and Fishing Opportunities**

Competitive Advantages:

- Access to 6 game management units, and potential to hunt all Colorado big game species
- 96% of Hinsdale County is public lands providing over 685,000 acres of potential access for tours with hundreds of miles of trails
- Established outdoor recreation market with 46% of businesses receiving 50% of business activity related to outdoor recreation



- Game management units with relatively high harvest success rates and relatively high numbers of hunters (especially elk hunting)
- Proximity to numerous lakes, rivers and high mountain creeks
- Ability to ice fish on local lakes and reservoirs in the winter

Specific Opportunities	Opportunity Type	Examples
Big Game Ranch	Catalyst	<a href="http://gothunts.com/colorado-elk-hunt-world-class-hunting-lodge/">http://gothunts.com/colorado-elk-hunt-world-class-hunting-lodge/</a>
Sporting Clays/Skeet Shooting	Prospect	<a href="http://coloradoclays.com/">http://coloradoclays.com/</a>
Shooting Range	Prospect	<a href="http://crcl.org/">http://crcl.org/</a>
Fishing Tournaments	Ready	<a href="http://www.gunnisonanglingsociety.org/superfly/">http://www.gunnisonanglingsociety.org/superfly/</a>
Upland Bird Hunting	Catalyst	<a href="http://www.brokenspokegameranch.com/">http://www.brokenspokegameranch.com/</a>
Youth Fishing Pod	Prospect	Telluride Town Park Pond

**Category: Outdoor Education**

Competitive Advantages:

- 18 local guide/outfitter/rental/tour businesses provide opportunities for real world education and experiences
- Established outdoor facilities including the ice climbing park and ski hill
- 96% of Hinsdale County is public lands providing over 685,000 acres of potential access for tours with hundreds of miles of trails
- Proximity to Lake Fork of the Gunnison and Lake San Cristobal for water related education
- Four season climate providing opportunity for season specific classes related to winter travel, hunting, and spring runoff
- Existing free clinics focused on fly fishing



Specific Opportunities	Opportunity Type	Examples
Free outdoor workshop series	Ready	<a href="https://www.rei.com/learn.html">https://www.rei.com/learn.html</a>
Outfitter Guide School	Catalyst	<a href="http://elmguideschool.com/">http://elmguideschool.com/</a>
Adventure Guide School	Catalyst	<a href="http://guideschool.com/programs/basic-guide/">http://guideschool.com/programs/basic-guide/</a>
Naturalist Education Program	Catalyst	<a href="http://rockies.audubon.org/conservation/community-naturalist-program">http://rockies.audubon.org/conservation/community-naturalist-program</a>

**Category: Expanded Mountain Biking**

Competitive Advantages:

- Potential development of downhill/flow and skills course at Lake City Ski Hill
- 96% of Hinsdale County is public lands providing over 685,000 acres of potential access for tours, with hundreds of miles of trails
- Presence of existing bike shop (Lake City Bicycles)
- 600,000 plus visitors to Alpine Loop Backcountry Byway and well established visitor market

Specific Opportunities	Opportunity Type	Examples
Downhill Biking at Ski Hill	Prospect	<a href="http://www.ski.com/blog/mountain-biking-at-ski-resorts/">http://www.ski.com/blog/mountain-biking-at-ski-resorts/</a>
Mountain Bike Tours/Rentals	Prospect	<a href="http://absolutebikesadventures.com/">http://absolutebikesadventures.com/</a>

**Category: Trail Promotion and Development**

Competitive Advantages:

- 96% of Hinsdale County is public lands providing over 685,000 acres of potential access for tours with hundreds of miles of trails
- Existing connections to Creede, Ouray, and Silverton
- Existing efforts for CDT Gateway Community Designation



- Presence of Hinsdale Haute Route
- 600,000 plus visitors to Alpine Loop Backcountry Byway and a well-established visitor market

Specific Opportunities	Opportunity Type	Examples
Trail Designations/Gateways	Ready	<a href="http://continentaldivide-trail.org/cdt-gateway-communities/">http://continentaldivide-trail.org/cdt-gateway-communities/</a>
Trail Connections to Other Towns	Prospect	
Promote Lake City as Thru Hiking Location	Prospect	

**Category: Expanded Winter Recreation**

Competitive Advantages:

- 96% of Hinsdale County is public lands providing over 685,000 acres of potential access for tours with hundreds of miles of trails
- Established winter outdoor facilities including ice climbing park, ice rink, and ski hill
- Established ice climbing events
- Lake City Continental Divide Snowmobile Club maintains over 100 miles of trails for winter recreation
- Presence of Hinsdale Haute Route

Specific Opportunities	Opportunity Type	Examples
Ice Park Expansion/Promotion	Catalyst	<a href="http://ourayicepark.com">http://ourayicepark.com</a>
Nordic/Cross Country Ski Area	Prospect	<a href="http://vallecitonordic.org/">http://vallecitonordic.org/</a>
Dogsledding	Prospect	<a href="http://www.highcountryactivities.com/dogsledding-frisco-dillon-silverthorne.html">http://www.highcountryactivities.com/dogsledding-frisco-dillon-silverthorne.html</a>

**Category: Retreat and Relaxation**





Competitive Advantages:

- Hinsdale County is one of the most remote places in the continental US
- Relatively small amounts of light pollution, very remote location and an ethic of protecting local dark skies
- Shoulder seasons provide a time when activity in Lake City/Hinsdale County is relatively minimal

Specific Opportunities	Opportunity Type	Examples
Spa/Sauna	Prospect	
Isolation/Retreat Experiences	Prospect	<a href="http://www.silentspiritretreats.com/#!hermitage-retreats/cji">http://www.silentspiritretreats.com/#!hermitage-retreats/cji</a>

**Category: Adventure Courses/Activities**

Competitive Advantages:

- Existing winter facilities with potential for summer use
- Mountainous terrain allowing for development of obstacles, courses that require gravity or variable terrain
- 96% of Hinsdale County is public lands providing over 685,000 acres of potential access for tours, with hundreds of miles of trails
- 600,000 plus visitors to Alpine Loop Backcountry Byway and well established visitor market
- Family friendly focused marketing efforts by organizations

Specific Opportunities	Opportunity Type	Examples
Scavenger Hunts	Ready	<a href="http://www.watsonadventures.com/corporate/event/grab-n-go-denver-savenger-hunt/">http://www.watsonadventures.com/corporate/event/grab-n-go-denver-savenger-hunt/</a>
Orienteering Courses	Ready	<a href="http://coloradomountainschool.com/courses/mountain-navigation/">http://coloradomountainschool.com/courses/mountain-navigation/</a>



Geocaching	Ready	<a href="https://www.rei.com/learn/expert-advice/gps-geocaching.html">https://www.rei.com/learn/expert-advice/gps-geocaching.html</a>
Ziplines / Aerial Adventure Course	Catalyst	<a href="https://www.zippingcolorado.com/canyon-zip-glenwood-springs/">https://www.zippingcolorado.com/canyon-zip-glenwood-springs/</a>
Paintball Area	Prospect	<a href="http://www.paintballadventuresofdenver.com/">http://www.paintballadventuresofdenver.com/</a>
Treasure Hunting	Ready	<a href="https://www.facebook.com/ColoradotreasurehunthostedbyTheCCandCC/">https://www.facebook.com/ColoradotreasurehunthostedbyTheCCandCC/</a>
Via Ferrata Course	Prospect	<a href="http://www.telluridemountainclub.org/via-ferrata/">http://www.telluridemountainclub.org/via-ferrata/</a>

### Category: Expanded Water Recreation Activities

#### Competitive Advantages:

- Presences of whitewater rafting companies that operate selectively on Lake Fork of the Gunnison
- 18 local guide/outfitter/rental/tour businesses provide solid base expanding tour opportunities, businesses have existing permits to operate on public lands
- Proximity to Lake San Cristobal and other area lakes and reservoirs
- 600,000 plus visitors to Alpine Loop Backcountry Byway and a well-established visitor market

Specific Opportunities	Opportunity Type	Examples
Daily Guided Raft Trips	Ready	<a href="https://mild2wildrafting.com/">https://mild2wildrafting.com/</a>
Slalom Kayak	Prospect	
Marina/Boating on San Cristobal	Catalyst	<a href="http://www.townoffrisco.com/play/dillon-reservoir/power-boats/#title">http://www.townoffrisco.com/play/dillon-reservoir/power-boats/#title</a>
Standup Paddle Board Tours/Rentals	Ready	<a href="http://timberlinetours.com/stand-paddle-board-sylvan-lake/">http://timberlinetours.com/stand-paddle-board-sylvan-lake/</a>
Ice Racing	Prospect	<a href="http://ourgangiceracing.com/">http://ourgangiceracing.com/</a>



## CONCLUSIONS

**Outdoor recreation is important to Lake City's economy** – 40% percent of survey respondents indicated that between 76 and 100 percent of their activity was generated by the outdoor/recreation sector. Another six percent said that the outdoor recreation sector was responsible for 51 to 75 percent of their business activity. Additionally, businesses engaged in the outdoor recreation account for between 17% and 20% of total businesses in the area.

**Creative industries generate a relatively smaller portion of total activity** - Ninety-two percent of respondents indicated that between 0% and 25% of their current activity was generated the creative sector, however due to numerous galleries, retail, studio spaces, community organizations, education venues, and performance spaces, between 21% and 23% of Hinsdale Counties economy is in some way related to creative industries.

**Lake City and Hinsdale County have numerous competitive advantages that could help the creative and outdoor recreation businesses succeed** – competitive advantages include a unique location, with marketable potential, high concentration of public lands, large scale visitor attraction (i.e. Alpine Loop Scenic Byway), well established recreation facilities and a strong presence of local artists.

**Lake City has numerous creative and outdoor recreation development opportunities that require relatively small amount of effort and are relatively low risk** – ready opportunities include expanded tour options, increased marketing efforts, art co-ops, outdoor workshop series, and increased family focused activities.

**Prospect opportunities (i.e. opportunities that would require significant organization and effort but can be done with existing resources) represent the largest number of potential opportunities** – opportunities include craft workshops, residency programs, increasing presence of public art, outdoor race series/events, and expansion of existing outdoor recreation facilities.

**Large scale catalyst development opportunities exist but will likely need resources beyond what currently exist in Lake City**- opportunities include development of formal art and outdoor skills education facilities, extensive marketing and public art installations, and large scale creative and outdoor recreation events. These opportunities are relatively difficult and carry significant risk, however they hold the most potential to significantly impact the local economy.



## APPENDIX A – DETAILED INVENTORIES

### CREATIVE MARKET INVENTORY

Market Category	Count	Types of Businesses	Types of Products, Programs, Events	Specific Businesses, People and Organizations
Retail and Display	19	Studios Galleries Art Retail	Paintings Jewelry Home goods Pottery Sculptures Drawings Photography Leather Work Glassblowing Printmaking/Reproductions Textiles Gems/Minerals Paper Making Screen Printing Embroidery	Lake City Art Gallery, Sage and Timber, San Juan Delights Retail Store, Slumgullion Gift Gallery, World of Gem Creations, Russ Brown Gallery, Silver Street Fine Art, Western Reflections, Anthony Gallery (Moseley Arts Center Gallery), San Juan Soda Company, History Hut, Artists' Collective, Shot & Hung by Chuck Chetwin, Photography from the High Country, The Flying Pig, The Paintin' Shed, Sweety's Wild Life Preserve Art Zoo, Lake City Shirt Company
Education	5	Arts Centers Private Studios	Youth Art Camps Adult Art Camps Historic Craft Workshops Painting Workshops Storytelling / Writing Programs Lectures and Presentations	Moseley Arts Center, Jane E Jones, Lake City Arts Workshops, Hinsdale County Historic Museum Workshops, Lake City String Academy
Performance Space and Venues	3	Covered Stages Movie Theatre Stage Theatre	Plays Dance Shows Movies Concerts	Sportsman Backyard Amphitheater, Mountaineer Movie Theatre, Mary Stigall Theatre



<b>Market Category</b>	<b>Count</b>	<b>Types of Businesses</b>	<b>Types of Products, Programs, Events</b>	<b>Specific Businesses, People and Organizations</b>
Performance Groups	5	Dance Troupes Historic Reenactors Acting Groups Music Bands	Belly Dancing Clog Dancing Civic Band Acting/Stage Production Shootout Actors	The Magdalene Dance Troupe, The Lakettes, Cabin Fever Players, Lake City Stinger Band, LC Old West Shooters
Community Organizations	7	Non-Profits Community Foundations Libraries Chamber of Commerce Conservancies	Economic Development Citizen Advocacy Women's Issues Visitor Relations Conservation Art Venue Management	Lake City DIRT, Lake Fork Community Foundation, Pioneer Jubilee Women's Club, John Wagner Public Library, Lake City Chamber of Commerce, Lake City Arts Council, Lake Fork Valley Conservancy, Rio Grande Watershed Emergency Action Coordination Team
Local Artists	48		Painting Glass Blowing Photography Drawing Loom/Weaving Jewelers Ceramics Writers	Jane E Jones, Craig Palmer, Dave Jordan, Carol Robinson, Patrice Palmer, Russ Brown, TJ Bishop, Leo Jo Lowry, Cindy Bissel, Ani Bari, Greg Ochocki, Anne Kelley, Mary Aymami, Patrick Kelly, Chuck Chetwin, Edna Mason, Pete Main, Frank Mangum, Linda Mangum, Helen Dewey, Mary Ann Flynn, Amanda Hartman, Christian Hartman, Amy Humphries, Patricia Davidson, Belinda Gianola, Ken Needham, Doug Hartman, Adolph Assenheimer, Yolie Brown, Lisa Gray, Karen Hurd, Bob Stigall, Alison Stewart, Ani, Barrie, Mary Carkin, Abbie Mahlin, Martha Reyburn, Sally Scott, Donald Bradlye, Dan Hall, Christian Hartman, Lucky O'Dubhaigh, Bob Pierson, Mike Young, Dan Alexander, P. David Smith, Mary Stigall



## OUTDOOR MARKET INVENTORY

Market Category	Count	Types of Businesses	Types of Products, Programs, Events	Specific Businesses, People and Organizations
Retail	5	Retail Maintenance Service	Bicycles Sporting Goods Outdoor Necessities Fishing	Lake City Bicycles, The Sportsman Outdoors and Fly Shop, Dan's Fly Shop, The General Store, Lake City Auto & Sports Center
Guide Services and Outfitters, Rentals	18	Guides Outfitting Tours Rentals	Fishing Guides Hunting Guides River Guides Snowmobile Guides Jeep Rentals Horseback Guides Historic Tours OHV Rentals	Dan's Fly Shop, The Sportsman Outdoors and Fly Shop, Sportfish Colorado, Vickers Ranch Outfitting, Lake City Auto, Three Rivers Resort & Outfitting, Scenic River Tours, Mineral Mountain Outfitters, Three Rivers Resort & Outfitting, Cadwell Outfitters, San Juan Scenic Jeep Tours and Snowcat Adventures, Hard Tack Mine Tours, Castle Lakes Jeep Rentals, High Altitude Adventures, Highlander Jeep Rental, San Juan Adventures, Rocky Mountain Jeep Rentals,
Outdoor Niche Manufacturing	1		Custom fly rods, flies and fly fishing accessories	Dan's Fly Shop
Guest Ranches, Hostels	4		Trail rides, jeep rentals, hiking, fishing, boating, biking	Vickers Ranch, Oleo Guest Ranch, Lost Trail Ranch, San Juan Ranch, Raven's Roost Hostel
Clubs and Organizations	2	Snowmobile Ice Climbing	Trail maintenance grooming Ice Park Operations	Lake City Continental Divide Snowmobile Club, Lake City Ice Climbs, Hindsdale County Trails Commission



Market Category	Count	Types of Businesses	Types of Products, Programs, Events	Specific Businesses, People and Organizations
Education	2	Free Clinics	Fly Fishing	Dan's Fly Shop, The Sportsman Outdoor
Support Services	4	Auto Repair Gas Stations Shuttle Services		Lake City Auto and Sports Services, Rene's Garage, Sportsman's Gas Station and Garage, Shuttle from Sportsman Outdoors

## OUTDOOR ASSET INVENTORY

Asset Type	Count	Activity Type	Specific Assets
Sport Specific Facilities	5	Ice Climbing Backcountry Travel Skiing Ice Skating Mini-Golf	Hinsdale Haute Route, Ice Climbing Park, Ski Hill, Ice Rink, Alpine Mini-Golf
Scenic Drives and Byways	16	2 Wheel Drive 4 Wheel Drive ATV/OHV Only	Cebolla Creek, CR 20 to Whitmore Falls, CR 30 to Sherman, Blue Mesa/Sapinero Cutoff, Sliver Thread Scenic Byway, FS 520, Alpine Loop Backcountry Byway, Cottonwood Creek, Nellie Creek, Round Top, Wager Gulch, Stony Pass, Schafer Gulch/Hurricane Basin, Cannibal Plateau, Lost Trail, Hill 71



Asset Type	Count	Activity Type	Specific Assets
Hiking and Trail Systems	30	Easy to Difficult Range of distance Numerous potential activity types	Lake City In Town Trail System, Big Blue Creek, Powderhorn Lakes, Powderhorn Park, Ski Hill to Lake Trail, Weminuche Pass to Cont. Divide, American Basin to Handies, Camp Trail, Canon Inferno, Cataract Gulch, Cooper Creek, Cottonwood Creek, Crystal Lake, Cuba Gulch, Devils Creek, Independence Gulch Trail, Larson Lakes, Round Top Road, Water Dog Lake, Alpine Gulch, Alpine Loop Backcountry Byway, Cannibal Plateau, Grizzly Gulch to Handies Peak, Matterhorn Basin to Wetterhorn Peak, Matterhorn Creek to Matterhorn Peak, Nellie Creek to Uncompahgre Peak, Silver Creek to Redcloud Peak, Stewart Creek to San Luis Peak, Wagner Gulch, Williams Creek,
Significant Peaks	12	Thirteeners (8) Fourteeners (4)	Uncompahgre, Redcloud, Sunshine, Handies, Wetterhorn, Matterhorn, Coxcomb, Wildhorse, Bent, Carson, Half, White Cross





<b>Asset Type</b>	<b>Count</b>	<b>Activity Type</b>	<b>Specific Assets</b>
Water Resources	7	Creeks Rivers Lakes Reservoirs	Deer Lakes Henson Creek Lake Fork of Gunnison Rio Grande Reservoir Continental Reservoir Williams Creek Reservoir Lake San Cristobal
Game Management Units	6	Deer Elk Moose Pronghorn Turkey Bear Mountain Lion Small Game	65, 66, 67, 76, 77, 751
Campgrounds	17	Public Private RV Hookups Primitive Developed Cabins	Castle Lakes RV Park, Elkhorn RV Resort & Cabins, Henson RV Park, Highlander RV Park and Campgrounds, River Fork RV Park, Woodlake Park, Wupperman, Williams Creek, Mill Creek, Big Blue, The Gate, Red Bridge, Gateview, Deer Lakes, Hidden Valley, Spruce, Mason Family State Wildlife Area



## CREATIVE AND OUTDOOR RELATED SPECIAL EVENTS

<b>Creative Events and Series</b>	<b>Month</b>	<b>Description</b>
Summer Music Series	June-August	Summer music series put on by Lake City Arts
Chamber Music Series	June-July	Chamber music at the Moseley Arts Center
Colorado Opera Visit	Summer	Opera Performance at Moseley Arts Center
Colorfest Fall Arts	September	Non-juried arts and crafts show of handmade/non-manufactured goods
Natalie Reeve Memorial Local Artists Exhibit	June	Local artist show
Frozen River Film Festival	February	Winter film festival aligned with ice climbing festival
Arts and Crafts Festival	July	Food, arts and craft festival
Misc. Theatre Events/Performances	June/August	Magicians, comedians, music at Moseley Arts Center
High Country Crafts Fair	July	Craft Fair
Rockin' River Beer and Film Festival	July	Outdoor film and craft beer festival, live music
Uncorked Wine and Music Festival	September	wine and music festival
Christmas in Lake City	December	Arts Market, crafts for kids, store open houses
<b>Outdoor Recreation Events/Series</b>	<b>Month</b>	<b>Description</b>
Thanksgiving Turkey Trot	November	Two mile run/walk for toys for tots
Matt Milski Ski Race	February	Ski/snowboard races
Lake City Ice Climbing Festival	Februarys	Ice Climbing Festival
Ice Fishing Derby	February	Ice fishing tournament
Lake San Cristobal 5k/10k Race	June	Run/race at Lake San Cristobal



<b>Creative Events and Series</b>	<b>Month</b>	<b>Description</b>
San Juan Solstice 50 Mile Race	June	High altitude adventure race
Rockin River Beer and Film Festival	July	Outdoor films and craft beer festival
OHV Rally and Festival	September	OHV centered festival and showcase



# Lake City Survey Final Report 2016

**July 2016**

Prepared for:

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## Introduction

The Lake City Survey was created as part of the larger Lake City Creative and Outdoor Market Niche Study. The study sought to both generate a baseline understanding of the creative and outdoor market in the Lake City Area, as well as to identify the growth opportunities in both of these sectors. The primary research provided by the survey instrument sought to provide critical community input for the overall study.

The information from the survey research program is intended to assist Lake City in gaining a better understanding of its community through the eyes of its business owners/operators and also as a tool for decision-making in regards to strategic community plans.

## Methodology

The Lake City Survey 2016 focused on the experience of business owners/operators and key stakeholders in Lake City. The invitation to participate in the survey was emailed to 112 business owners/operators as well as key stakeholders in the Lake City area. A total of 42 respondents replied to the survey, for a 38 percent response rate. While the size of the sample does not allow for extensive statistical analysis, the relatively high response rate among the business owners in Lake City provides an excellent resource for understanding current trends and a benchmark for future studies in the area.

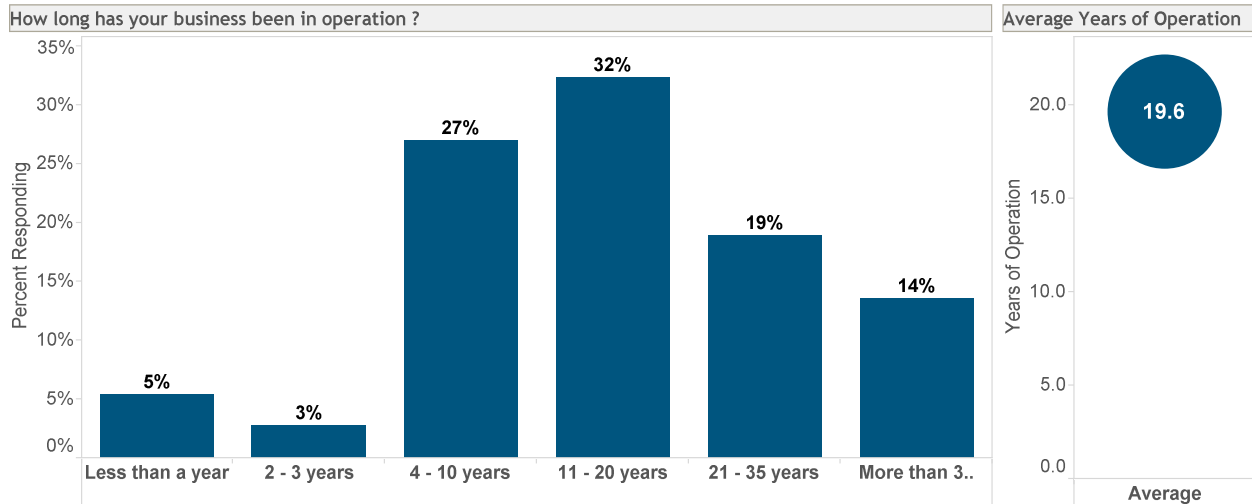
This report contains a narrative interpretation of the unweighted results of the research, including graphs presenting a visual display of key information, a copy of the survey form used, a complete set of statistical tables with selected cross-tabulations, and a set of comments collected during the survey interviews. From time to time in the report, suggestions or recommendations are made that, based on RRC's experience, might be useful to Lake City as the community interprets the survey findings.

## Business Description

### Length of Business Operation

Lake City has a well-established business community, with the majority of business operations responding to the survey reporting that they have been operating for four or more years (92 percent). Approximately one-third of the respondents have been operating in excess of 21 years.

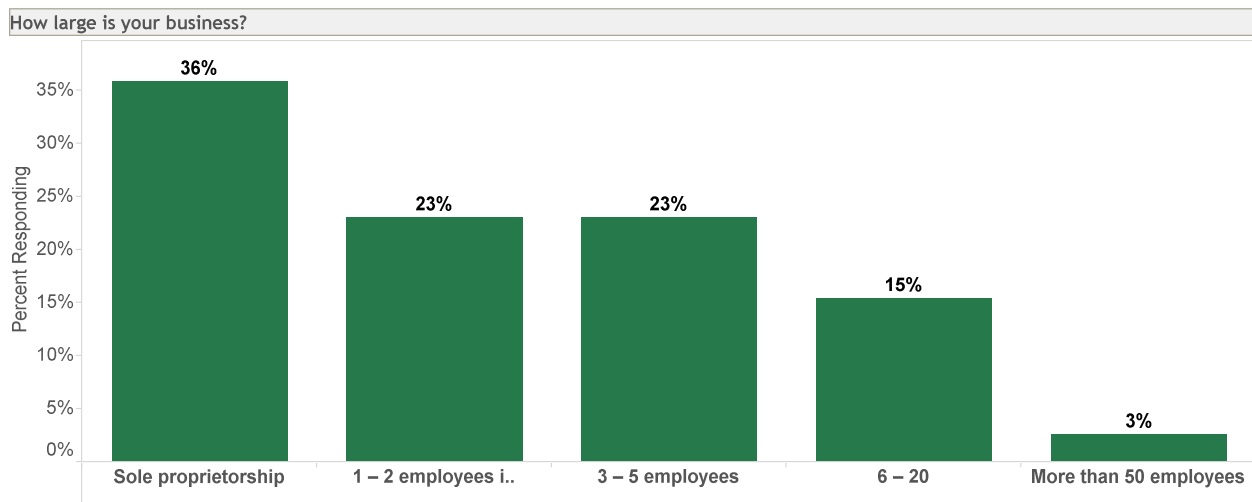
**Figure 1.**  
**Length of Business Operation**



### Size of Business Operation

In general, the size of the business operations in Lake City are quite small. Over one-third of the respondents to the survey indicated that they operated a sole proprietorship (36 percent). Almost half of the businesses canvassed had between 1 and 5 employees (46 percent).

**Figure 2.**  
**Size of Business Operation**



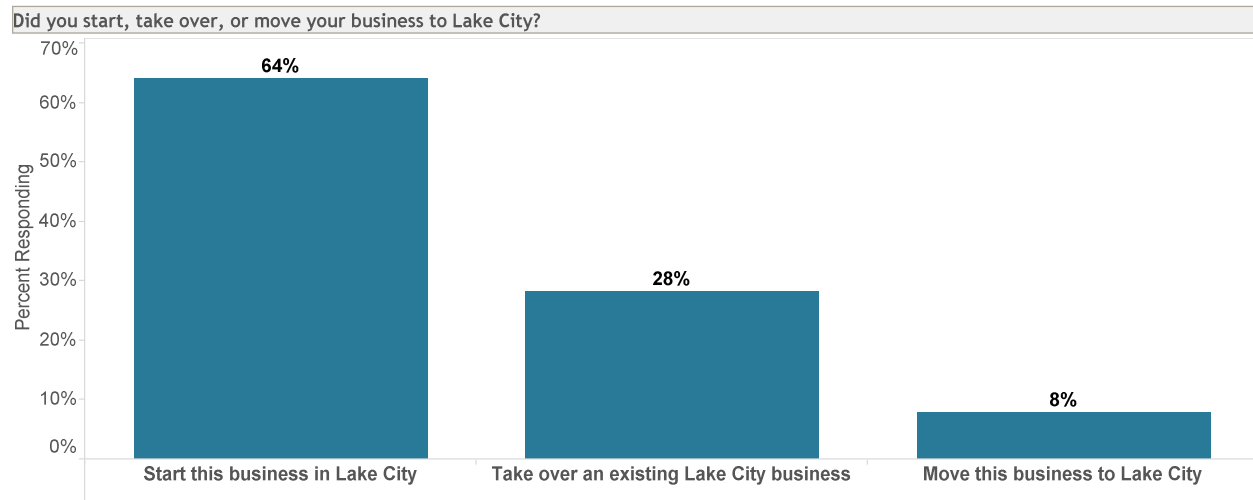
### How Business Started

A strong entrepreneurial spirit exists among the business community in Lake City. Over 60 percent of the businesses in Lake City were started in Lake City (64 percent). Twenty-eight

percent of the businesses were existing Lake City businesses that were taken over by the current owner or operator. Only 8 percent of respondents indicated that they moved their business operation to Lake City.

Two-thirds of the business owners/operators indicated that they already lived in Lake City and then decided to start or buy a business in Lake City. Thirty-four percent indicated that they moved to Lake City to start the business.

**Figure 3.**  
**How Business Started**



## Seasonality of Business Operation

The business environment in Lake City was almost evenly divided between operations that operate year round with no closures (49 percent) and operations that operated only in the summer months (May – October) (43 percent).

## Percentage of Business that Comes from Outdoor or Arts Activities

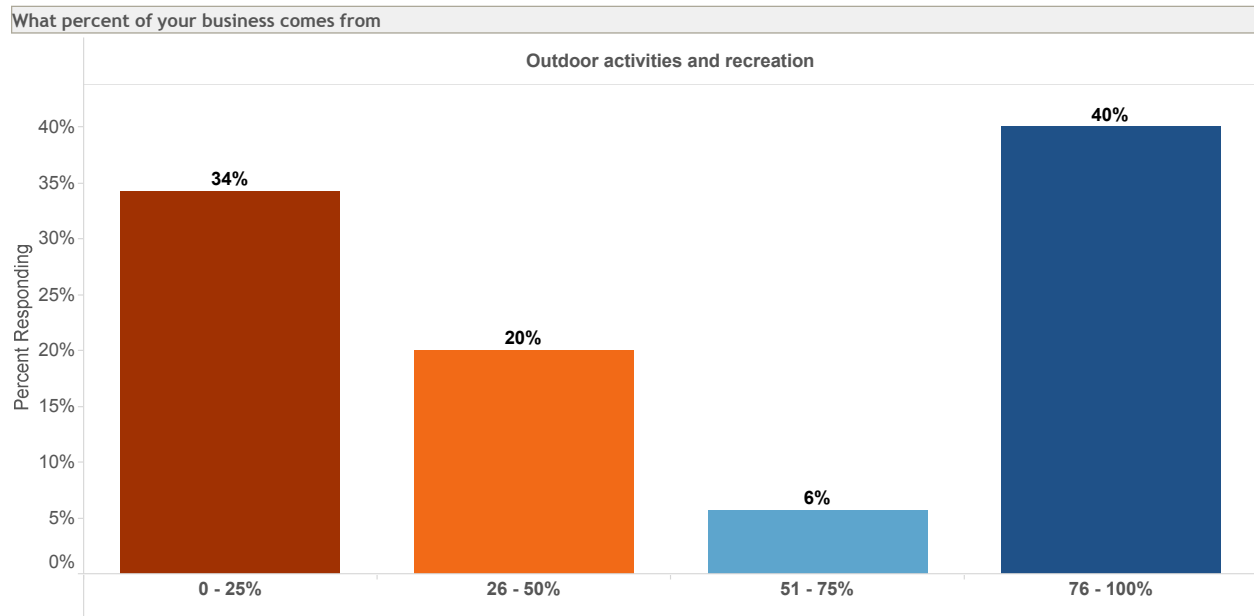
As part of the effort to better understand and grow the outdoor and cultural/arts sectors in Lake City, the respondents were asked to estimate what percent of their business comes from outdoor activities and recreation as well as cultural/arts oriented activities.

Outdoor activities and recreation had more impact on business activity than cultural/arts oriented activities. Forty percent of respondents indicated that between 76 and 100 percent of their activity was generated by the outdoor/recreation sector. Another six percent said that the outdoor/recreation sector was responsible for 51 to 75 percent of their business activity. It would appear from the result of the survey that there are still growth opportunities for the outdoor/recreation sector in Lake City as 34 percent of the respondent indicated that the sector generated between 0 and 25 percent of their business activity.



With the majority of respondents indicated that the cultural/arts oriented activities accounted for up to 25 percent of their current sales, there appears to be significant growth potential in this sector. As more efforts are made to cultivate the cultural/arts oriented activities, the data collected from this sample can be used for benchmarking purposes and goal setting.

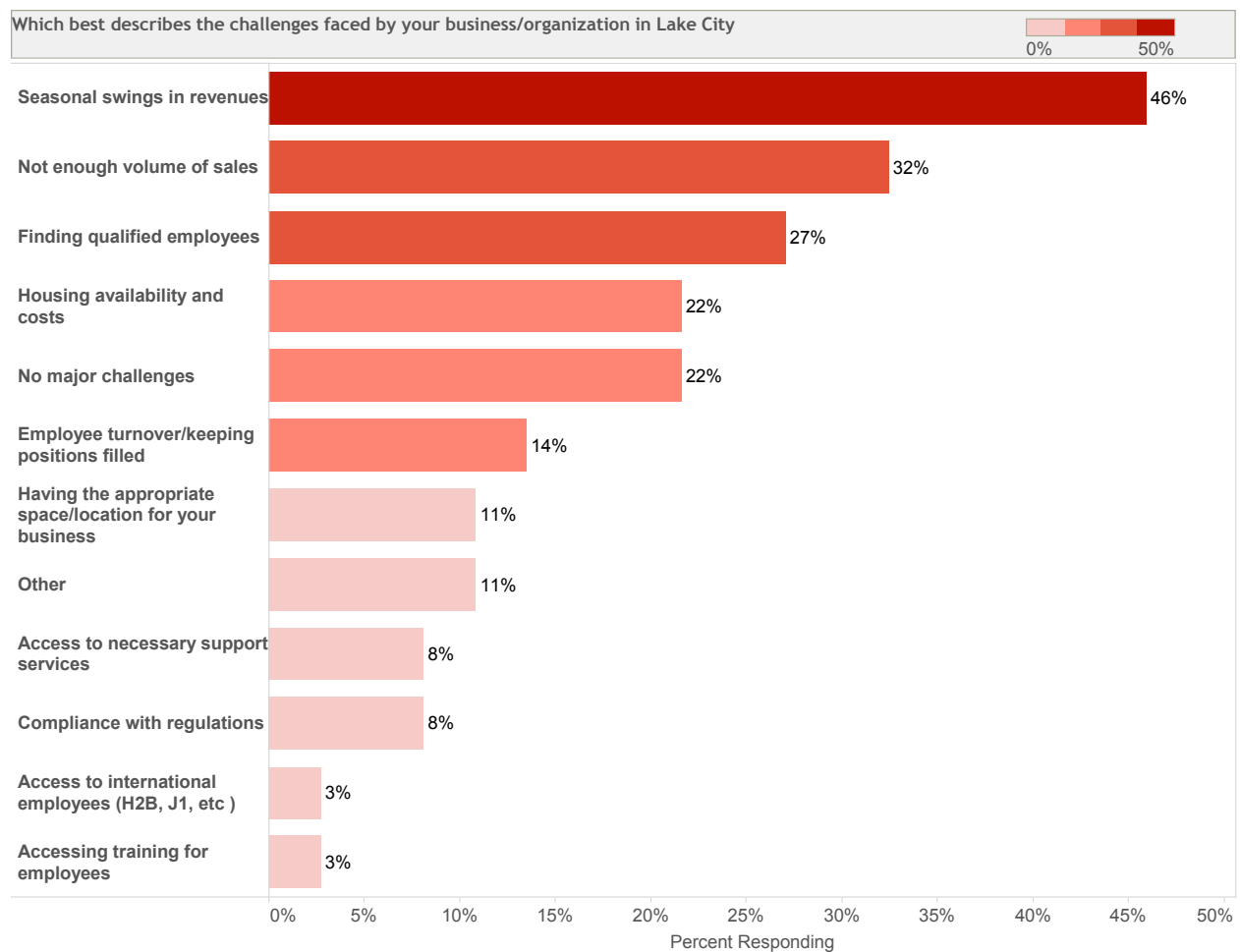
**Figure 4.**  
**Percentage of Business Activity that Comes from Outdoor Activities and Recreation**



## Challenges Facing Business

Respondents were asked to identify the challenges that face their business or organization in Lake City. The seasonal swings in revenues was the most mentioned challenge for all businesses (46 percent). This is not surprising given the high concentration of summer only businesses. Other challenges mentioned by respondents included “not enough volume of sales” (32 percent), “finding quality employees” (27 percent), and “housing availability and costs” (22 percent). Overall 22 percent of respondents indicated that their operation had no major challenges. The pattern for the overall respondents held for those respondents that had over 50 percent of their sales generated from either the outdoor or cultural arts industry; however, seasonal swings in revenue was even more impactful to this group with 55 percent of these businesses indicating that this was their biggest challenge.

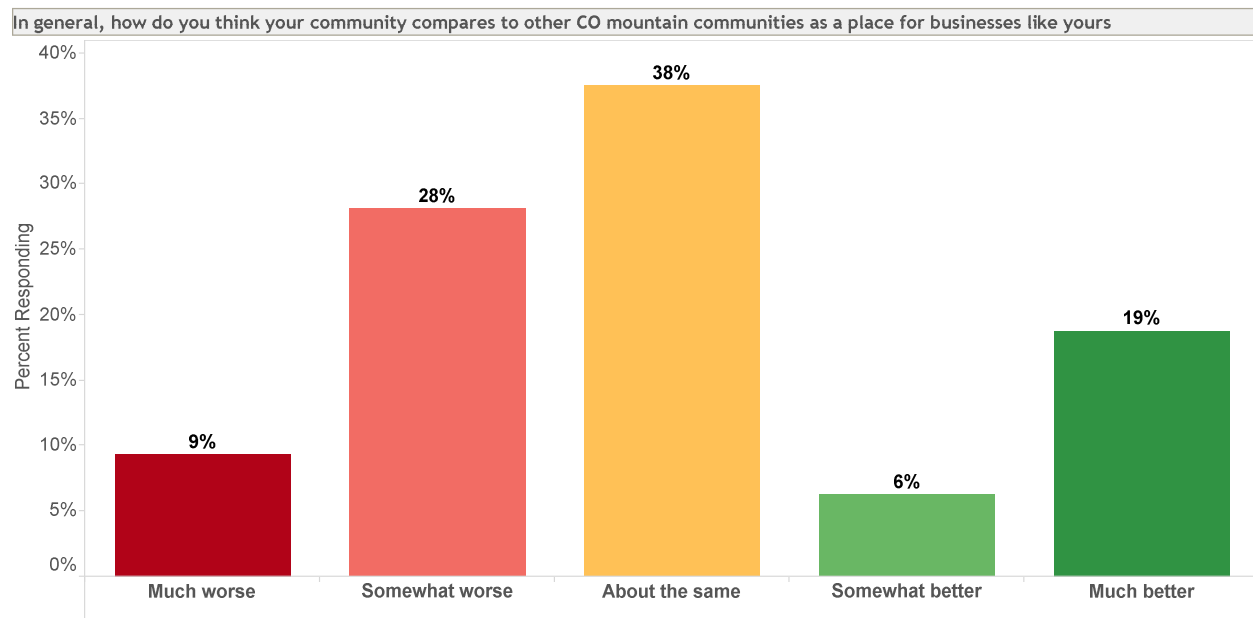
**Figure 5.**  
**Challenges Facing Business**



## Community Comparison for Business

Respondents were asked how they thought Lake City compared to other Colorado mountain communities as a place for a similar business. Thirty-eight percent of the respondents indicated that they felt that Lake City was “about the same” as other Colorado mountain communities for a similar type of business. The remaining respondents tended to be more negative in their rating of Lake City in comparison to other communities. Thirty-eight percent of respondents indicated that Lake City was either “somewhat worse” or “much worse”. The remaining 25 percent of respondents indicated that Lake City was either “somewhat better” or “much better”. The respondents that indicated that they did the majority of their sales in either the outdoor or cultural arts industry tended to skew more negatively in their response to this question, with only 6 percent indicating “much better”.

**Figure 6.**  
**Community Comparison for Business**



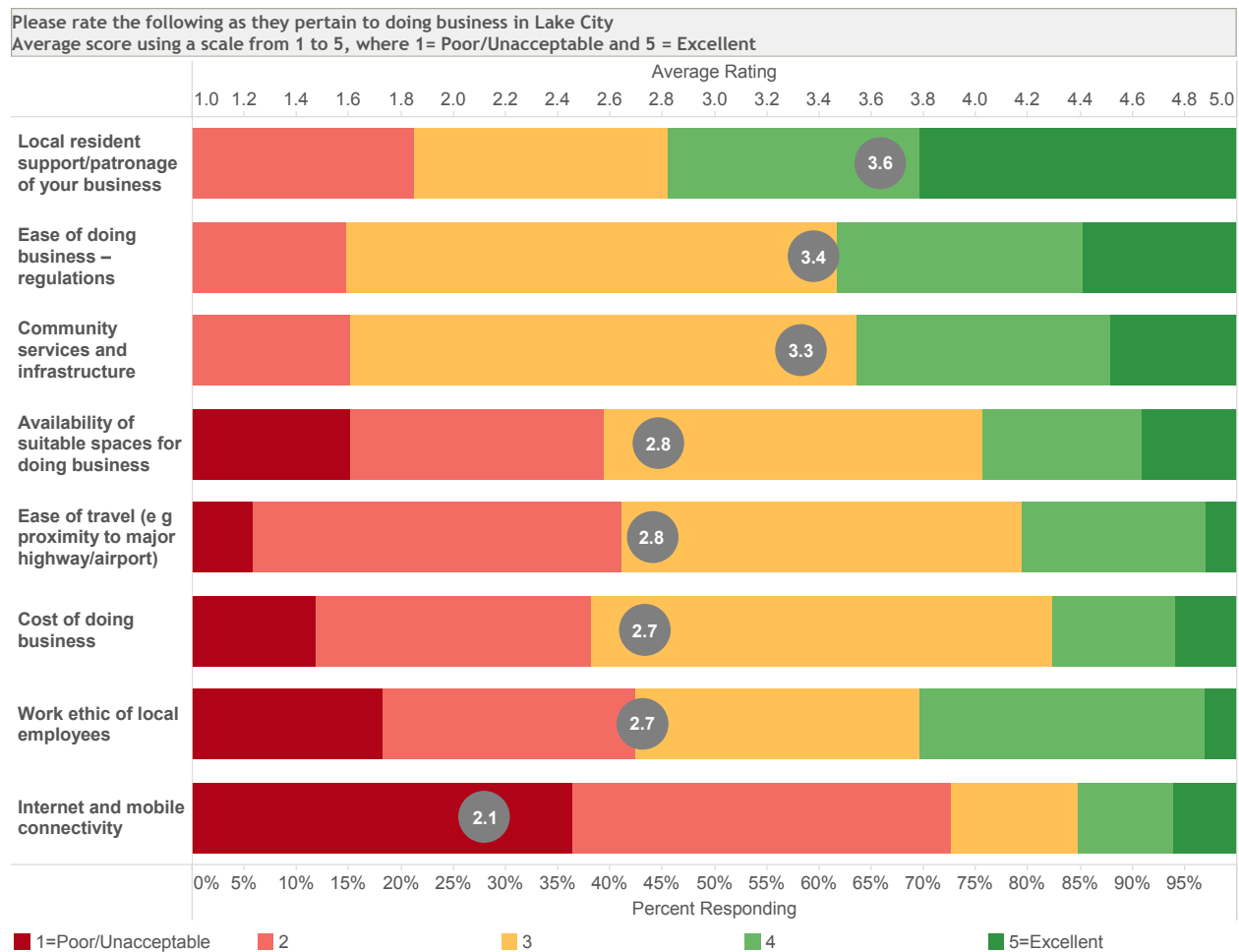
As a follow-up respondents were also asked if they had noticed any positive or negative changes in the economy in the past five years. Half of respondents indicated that they had noticed (50 percent), while the remaining respondents were equally split between they had not noticed (25 percent) and were uncertain if they had noticed (25 percent).

## Ratings Relative to Doing Business in Lake City

Respondents to the Lake City survey were asked to rate a variety of aspects of the business experience in Lake City. Ratings were made on a scale of 1 to 5, where 1=Poor/unacceptable and 5=Excellent. On average most of the aspects of the business experience received poor ratings, with scores below 3.0.

Local resident support/patronage of your business was rated the highest of all of the aspects, receiving an average score of 3.6 on the five-point scale. The other two aspects that received average scores slightly above 3.0 were “ease of doing business – regulations” (3.4) and “community services and infrastructure” (3.3). The lowest rated aspect of doing business in Lake City was “internet and mobile connectivity” (2.1). The ratings for the respondents that did the majority of their business in either the outdoor or cultural arts sectors followed the same pattern as that of the overall sample.

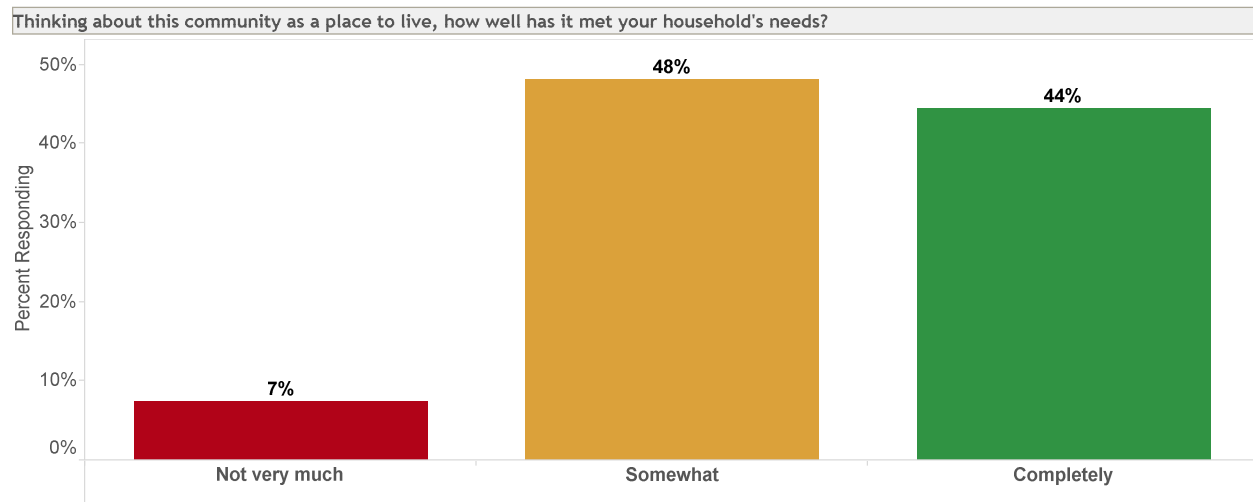
**Figure 7.**  
**Rating Relative to Doing Business in Lake City**



## As a Place to Live, How Well has This Community Met Your Needs

The respondents were asked to think about Lake City as a place to live and how well it has met their needs. The respondents were almost equally divided between those that felt that their needs had been “somewhat” met (48 percent) and those that felt that their needs were completely met (44 percent). Only 7 percent of the respondents indicated that their needs were not being met. In other words, the overall sentiment toward Lake City as a place to live, is positive.

**Figure 8.**  
**Average Rating Relative to Doing Business in Lake City**



## Importance in Decision to Locate to or Remain in Lake City

Respondents were asked to rate a series of attributes on how important each was to the decision to locate to or remain a resident of Lake City. All of the attributes tested received ratings of 3.8 or above on a 5-point scale where 1=Not at all important and 5=Extremely important.

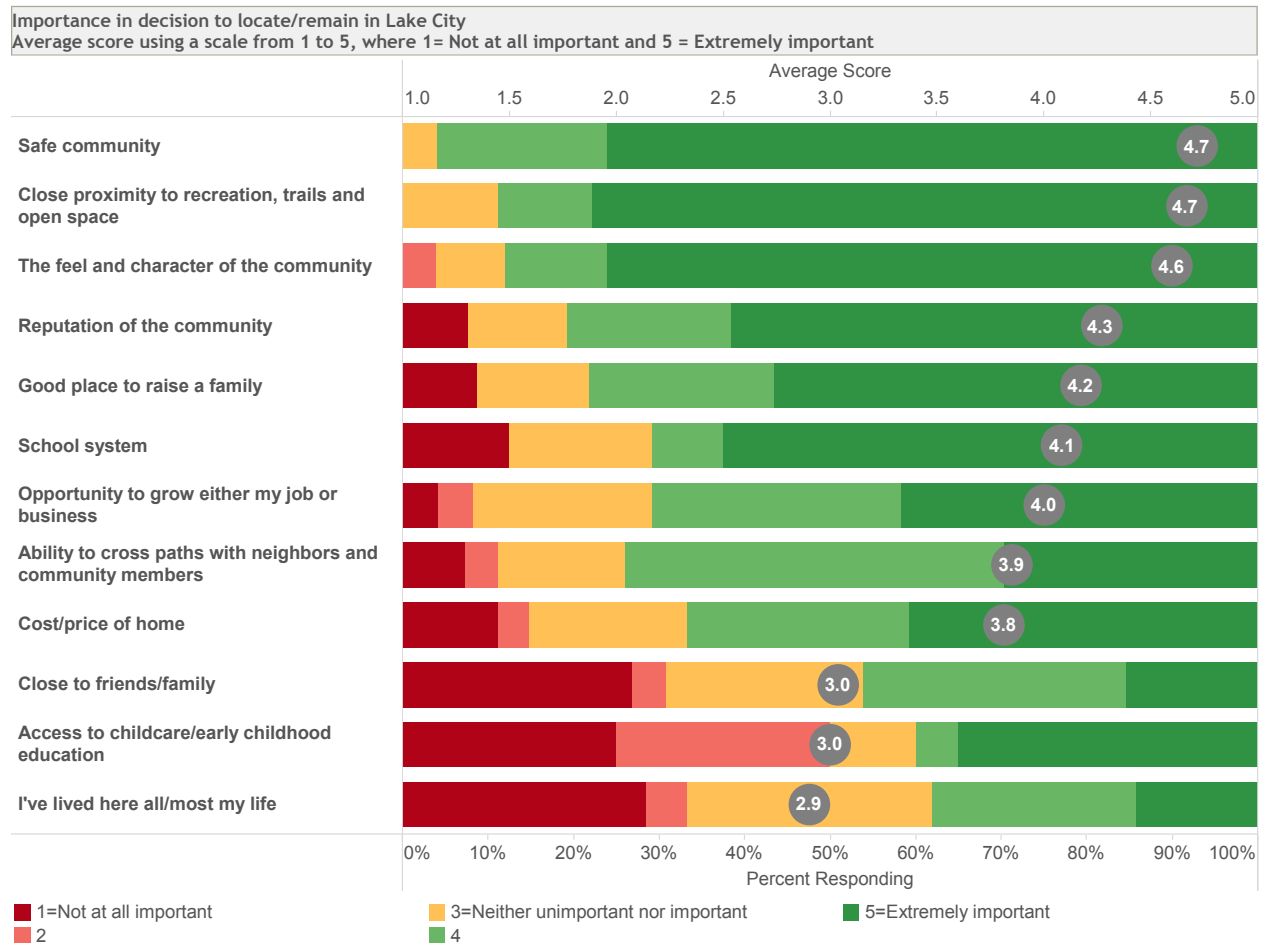
The attributes of “safe community” and “close proximity to recreation, trails, and open space” were rated as being most important in the decision to locate to or remain in Lake City, receiving an average score of 4.7 respectively. “The feel and character of the community” was the next highest rated attribute (4.6).

The attributes of “close to friends/family” (3.0), “access to childcare/early childhood education” (3.0), and “I’ve lived here all/most of my life” (2.9) received the lowest average ratings of all of the attributes.

Among the respondents that had over 50 percent of their sales in either the outdoor or cultural arts sectors, the responses were similar to the overall results with a few notable exceptions. The current business owners/operators gave lower ratings to the school system, access to

childcare/early childhood education than the overall sample (average score of 3.7 and 2.6 respectively). They also rated activities/recreation options higher than the rest of the sample (4.3 vs 3.8).

**Figure 9.**  
**Rating of Importance to Decision to Locate to/Remain in Lake City**



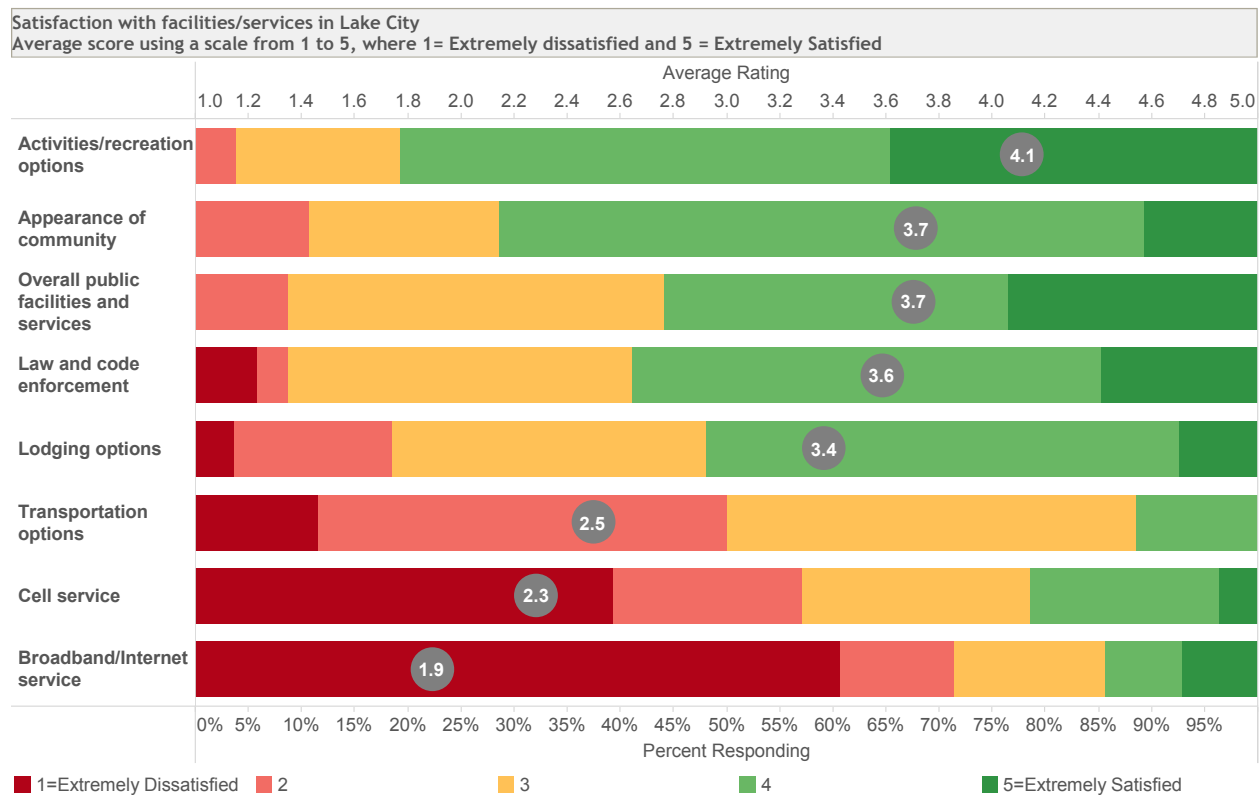
## Satisfaction with Public Facilities and Services in Lake City

The business community was generally mixed in regards to the public facilities and services provided in Lake City. On a 5-point scale, where 1=Extremely dissatisfied and 5=Extremely satisfied, five of the eight the attributes received an average rating above 3.0.

The highest average satisfaction was recorded for “activities/recreation options” (4.1). The next highest rated attributes were “appearance of community” (3.7), “overall public facilities and services” (3.7), and “law and code enforcement” (3.6).

The lowest levels of average satisfaction were recorded for “transportation options” (2.5), “cell service” (2.3), and “broadband/internet service” (1.9).

**Figure 10.**  
**Average Satisfaction Rating with Public Facilities and Services**



## Comment Analysis

The Lake City Survey 2016 included the opportunity for respondents to provide their comments on various aspect of the Lake City experience. In several instances the opportunity for comment allowed the respondent to better explain their rating. In others the respondent was allowed to provide a comment to an open ended question. The comments in their entirety are included in the second appendix to this report.

The questions that provided the opportunity for comments included:

- Comments on challenges faced by your business or organization in Lake City
- Comments on how do you think your community compares to other Colorado mountain communities as a place for businesses like yours
- Comments on have you noticed any positive or negative changes in the economy over the past five years
- Comments on the negative rating relative to doing business in Lake City
- Considering the business climate in the Lake City area, are there past actions by government, businesses or others that have had a significant positive impact on the overall local economy
- New outdoor recreation oriented business recommendations
- New initiatives for the arts or with creative individuals
- Are there new projects or businesses that you would suggest that could lead to additional economic activity in the area
- Comments on thinking about this community as a place to live, how well has it met your household's needs
- Thinking about what is missing in the area, what would your highest priority be for new businesses or services

The responses to each of the comments varied and it is beneficial to read each in its entirety as many are unique ideas and trends within the comments are difficult to discern. That being said, the responses for “new outdoor recreation oriented business recommendations” and “new initiatives for the arts or with creative individuals” have been compiled into word clouds for to support further analysis.

The recommendations of respondents for the outdoor recreation oriented businesses primarily focused on water and winter recreation opportunities. Emphasis was placed on fishing, rafting, and all winter activities (snowshoe, snowmobiling, cross-country skiing, etc.). There were also a few comments that emphasized more focus on current business before developing new business opportunities in this sector (Figure 11).

The recommendations for new initiatives for the arts or with creative individuals focused more heavily on events/festivals. Respondents also commented on the need to use the cultural arts initiatives to drive business in the shoulder season with these events (Figure 12).





## Appendix 1 – Survey Instrument

### Lake City Survey 2016

What is the Zip Code of your primary residence?

---

Which of the following best describes your role at your business in the Lake City area? (Please check all that apply)

Owner

Manager

HR Director

Communications/Public Relations

Retail sales

Other:: \_\_\_\_\_

How large is your business?

Sole proprietorship

1 – 2 employees in addition to yourself

3 – 5 employees

6 – 20

21 – 50

More than 50 employees

Business no longer in operation

Do you have business locations outside of the Lake City area?

Yes

No

Did you:

Start this business in Lake City

Move this business to Lake City

Take over an existing Lake City business

How long has your business been in operation?

---

If you were involved in starting the business, please select the option that best reflects your decision process:

- I moved here to start a business
- I already lived here and then decided to start/buy a business

Does your business operate:

- Year-round (with no closures)
- Year-round (with temporary closures)
- Winter only (November – April)
- Summer only (May – October)

When do you temporarily close your business?

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Approximately what percent of your sales are for goods or services provided to Lake City residents, to second homeowners/seasonal residents, and to visitors/customers from outside of Lake City?

\_\_\_\_\_ Percent to Lake City/Hinsdale County residents  
\_\_\_\_\_ Percent to second homeowners in the area  
\_\_\_\_\_ Percent to those from outside Lake City/Hinsdale County

And thinking about your overall business activity, what percent of your business comes from outdoor activities and recreation?

---

What percent of your business would you say comes from cultural or arts-oriented activities?

---

Which best describe the challenges faced by your business or organization in Lake City? (Please select all that apply)

- No major challenges
- Seasonal swings in revenues
- Not enough volume of sales
- Employee turnover/keeping positions filled
- Finding qualified employees
- Accessing training for employees
- Compliance with regulations
- Having the appropriate space/location for your business
- Access to necessary support services
- Access to international employees (H2B, J1, etc.)
- Housing availability and costs
- Other (Please explain):: \_\_\_\_\_

Do you have any comments on the challenges faced by your business or organization in Lake City?

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In general, how do you think your community compares to other Colorado mountain counties (ex. Summit County, Routt County, Eagle County, etc.) as a place for businesses like yours?

- Much better
- Somewhat better
- About the same
- Somewhat worse
- Much worse

Any comments on your response?

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Have you noticed any positive or negative changes in the economy the past few years?

- Yes
- No
- Uncertain

What do you think is the reason for the change?

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On a scale from 1-5, where 1=Poor/Unacceptable and 5=Excellent, please rate the following relative to doing business in Lake City.

	<b>Poor/ Unacceptable 1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>Excellent 5</b>
Cost of doing business	( )	( )	( )	( )	( )
Ease of doing business – regulations	( )	( )	( )	( )	( )
Availability of suitable spaces for doing business	( )	( )	( )	( )	( )

Ease of travel (e.g. proximity to major highway/airport)	( )	( )	( )	( )	( )
Internet and mobile connectivity	( )	( )	( )	( )	( )
Community services and infrastructure	( )	( )	( )	( )	( )
Work ethic of local employees	( )	( )	( )	( )	( )
Local resident support/patronage of your business	( )	( )	( )	( )	( )

Please explain your negative rating(s) in greater detail:

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On a scale from 1-5, where 1=Extremely Dissatisfied and 5=Extremely Satisfied, please rate your level of satisfaction with the public facilities and services in Lake City.

	<b>Extremely dissatisfied 1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>Extremely satisfied 5</b>
Law and code enforcement	( )	( )	( )	( )	( )
Overall public	( )	( )	( )	( )	( )

facilities and services					
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Considering the business climate in the Lake City area, are there past actions by government, businesses or others that have had a significant positive impact on the overall local economy?

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We are especially interested in your ideas about economic opportunities for Lake City businesses and residents in the future. What opportunities can you suggest for:

New outdoor recreation-oriented businesses

- 1.: \_\_\_\_\_
- 2.: \_\_\_\_\_
- 3.: \_\_\_\_\_

New initiatives for the arts or with creative individuals

- 1.: \_\_\_\_\_
- 2.: \_\_\_\_\_
- 3.: \_\_\_\_\_

Are there new projects or businesses that you would suggest that could lead to additional economic activity in the area?

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Thinking back on your decision to locate to or remain in Lake City, how important were the following factors in your decision? Use a scale from 1 to 5 where 1=Not at all Important and 5=Extremely Important.

	<b>Not at all important 1</b>	<b>2</b>	<b>Neither unimportant nor important 3</b>	<b>4</b>	<b>Extremely important 5</b>	<b>Don't know/ not applicable x</b>
Close to friends/family	( )	( )	( )	( )	( )	( )
Cost/price of home	( )	( )	( )	( )	( )	( )
I've lived here all/most my life	( )	( )	( )	( )	( )	( )
The feel and character of the community	( )	( )	( )	( )	( )	( )

Thinking about this community as a place to live, how well has it met your household's needs?

- ( ) Not at all
- ( ) Not very much
- ( ) Somewhat
- ( ) Completely

In a few words, why do you say that?

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	<b>Not at all important 1</b>	<b>2</b>	<b>Neither unimportant nor important 3</b>	<b>4</b>	<b>Extremely important 5</b>	<b>Don't know/ not applicable x</b>
Opportunity to grow either my job or business	( )	( )	( )	( )	( )	( )

	<b>Not at all important 1</b>	<b>2</b>	<b>Neither unimportant nor important 3</b>	<b>4</b>	<b>Extremely important 5</b>	<b>Don't know/ not applicable x</b>
Close proximity to recreation, trails and open space	( )	( )	( )	( )	( )	( )
School system	( )	( )	( )	( )	( )	( )
Ability to cross paths with neighbors and community members	( )	( )	( )	( )	( )	( )
Good place to raise a family	( )	( )	( )	( )	( )	( )
Access to childcare/early	( )	( )	( )	( )	( )	( )

childhood education						
Safe community	( )	( )	( )	( )	( )	( )
Reputation of the community	( )	( )	( )	( )	( )	( )

On a scale from 1-5, where 1=Extremely Dissatisfied and 5=Extremely Satisfied, please rate your level of satisfaction with the following facilities and services in Lake City.

	<b>Extremely dissatisfied 1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>Extremely satisfied 5</b>	<b>Don't know/ not applicable</b>
General merchandise options	( )	( )	( )	( )	( )	( )
Food store options	( )	( )	( )	( )	( )	( )
Restaurant options	( )	( )	( )	( )	( )	( )
Activities/recreation options	( )	( )	( )	( )	( )	( )
Transportation options	( )	( )	( )	( )	( )	( )
Lodging options	( )	( )	( )	( )	( )	( )
Appearance of community	( )	( )	( )	( )	( )	( )
Cell service	( )	( )	( )	( )	( )	( )

Broadband/Internet service	( )	( )	( )	( )	( )	( )
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Thinking about what is missing in the area, what would be your highest priorities for new businesses or services? Feel free to further explain your thoughts.

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## Appendix II – Open-Ended Comments

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Figure 1: Comments on challenges faced by your business or organization in Lake City

<b>CHALLENGES FACED BY YOUR BUSINESS OR ORGANIZATION IN LAKE CITY</b>	
<b>Do you have any comments on the following...:</b>	
	As stated above - Much larger completion which means less wholesalers - also on line sales because there is no local taxes and often not state taxes..
	Business owners that do not reside in Lake City full time have no voice in decisions made on policies that impact their businesses and the economy.
	Hard to get volunteers and raise enough money locally to operate
	Housing for employees in the summer season could be a problem.
	I find it very difficult to reach both visitors and residents, but primarily visitors. If they see me products and services, they more often than not will buy from me.
	Internet and phone services MUST be improved.
	LC area has to find a way to generate June business. Its becoming quite apparent that schools are requiring kids that compete in extra curricular activity in school can't get away like they used to. I don't know what market to search but what used to be 90 days of business has come down to 6-8 weeks of occupancy. If this were not a long running business and all of our things were paid for, there would be no way this business would still be here. I also feel strongly that the overall appearance of our town area needs to be managed and picked up. Is there any days allocated for a town clean up day. This year I've had 5 comments from different people, not in the same group that have commented on the run down and dirty appearance of our town. I know this is not quite topic related but worthy to mention.
	Lack of shoulder-season business. Lack of winter business. Lack of qualified applicants. Lack of motivated applicants. Lack of hard-working employees, and employees who quit after 4-6 weeks of training.
	NO
	No
	None
	Rapidly rising expenses.
	Rising costs.
	Short tourist season.
	The town could do more to support/expand/promote the ice park, thereby increasing tourism mid winter
	Tired of seasonal residents who have made their fortunes. Retired. They want their retirement home. For the 2 months they r here. They don't care about growth.
	Too many businesses open only for summer, take the money and leave.
	We are a vacation rental, so I'm not sure that all of this applies. If there were skiing to bring more people to the area, we could rent our cabin through the winter. Our biggest challenge is getting repairs done by local people when we are not there.
	You make your own success by advertising in the local paper, presenting an inviting friendly business location and improving the look of the downtown.
	competition from out of town access to location for deliveries
	internet speed is the biggest issue
	no

Figure 2: How do you think your community compares to other Colorado mountain communities as a place for businesses like yours?

	<b>HOW DO YOU THINK YOUR COMMUNITY COMPARES</b> <b>Follow up comments to rating of how do you think your community compares to other CO communities as a place for businesses like yours:</b>
	Being the most remote county in the continental USA is a double-edged sword. While it is charming and rustic, it is also lagging behind in modern conveniences with technology required to accommodate guests and adequately run a business.
	I do not know much about other communities, but the degree of bickering by the various factions in town makes me uncomfortable and less confident about the business environment in Lake City.
	I find support for the smaller business owners lacking. I feel that, unless I rent vehicles or provide lodging, no one is interested in helping.
	I have no basis for responding, as I am not familiar with other counties.
	I have not visited these other communities during the summer tourist season, so I am unable to make an accurate comparison. However... tourists tell me that these other small communities are bustling with activity. I know of one business owner who recently relocated to Silverton and is doing much better than when she lived in Lake City.
	Much smaller volume of tourist revenue and smaller community
	Nope
	<b>OUR SEASON IS SHORTER</b>
	We have a hard time getting help up here due to lack of long term housing.
	We have no competition here. What I call a "captive clientel". Unless someone wants to drive an hour on mountain roads.
	We need more people coming. Increase our season.
	Yes. This community does not want to do what is necessary to develop it's business base. They are afraid of growing. Yet a community can not stand still AND survive.
	our remote location is both a positive and a negative

**Figure 3: Have you noticed any positive or negative changes in the economy over the past few years**

	<b>NOTICED ANY POSITIVE OR NEGATIVE CHANGES IN THE ECONOMY IN THE PAST FEW YEARS</b> <b>What do you think is the reason for the change:</b>
	A more pro business attitude by town government
	AGING POPULATION OF OUT OF TOWN RESIDENTS WITHOUT RENEWAL. NEGATIVE OUTPUT FROM PART OF LOCAL POPULATION
	ALLOW USE OF ATVS HAS HELPED ALREADY
	Allowing ATVs has helped bring business. Noticeably.
	Great Recession still has people clawing back to normal.
	Growing our business and sharing Lake City with new visitors who want to return and do return.
	Improving economy
	Increased number of outdoor recreationalists each year
	Less lodging and services.
	More pass through customers rather than stable second home owners. We have done well because of our location (on the busy highway) but have lost higher dollar customers.
	Obama!!!!!!!!!!'
	The older generation is dying or no longer able to come. Their kids cant spend the summers here like their parents. Families today take much shorter vacations which impact our economy
	This summer is off to a good start. I'm seeing a lot of OHV traffic. Whether you like them or not, they are good for business. And yes, I voted yes for them too be here.
	lagging economic recovery

	<b>NOTICED ANY POSITIVE OR NEGATIVE CHANGES IN THE ECONOMY IN THE PAST FEW YEARS</b> <b>What do you think is the reason for the change:</b>
	not enough housing to encourage additional families to move to Lake City. Our economy really needs additional people living here year around in order to stay healthy.
	poor economy, people holding onto their dollars

**Figure 4: Ratings relative to doing business in Lake City**

	<b>RATINGS RELATIVE TO DOING BUSINESS IN LAKE CITY</b> <b>Please explain your negative rating(s) in greater detail:</b>
	1. The spaces that are available are often very expensive. Cost to make repairs is often very expensive due to our location in the mountains. Local "Historical" guidelines force owners to spend an excessive amount to remodel structures. 2. Our Internet is S-L-O-W. We have not used DSL in years, and it is sad to know that this community does not have access to fiber optic services. Lack of high-speed Internet discourages other from working "remotely". Unreliable Internet adversely impacts business owners when they are unable to use charge cards for Internet transactions. 3. The general public has no idea how expensive it is to own, operate, and conduct business here. The lack of "volume" sales forces most business to sell at a greater cost than big-box businesses in major cities. Our business pays a greater amount for cases of food because we are not a "volume" business. We have delivery fees, gas fees, ordering fees, trash fees, and the list goes on and on. We must run a high mar
	50 miles away from nearest anything
	As a digital photographer, I rely on a good internet connection to upload to my website, answer emails, send files to printing companies, etc. The internet connection I have ("up to" 10mbps) is poor and unreliable.
	Cell and internet overloaded in Summer months
	EVERYTHING is more expensive here. Housing, electric, water, groceries, sundries
	Internet and cell service up here is not good at all! We really need help in this area to be able to sustain future business...I think that the lack of good cell service and internet will start to cause people to stop coming to our town.
	Internet connectivity is lousy and the costs of utilities increases with no substantiation (we installed water meters ages ago yet we are billed a much higher rate on a quarterly basis even though we only operate 4 months out of the year.)
	It is extremely expensive to get work done.
	Local employees seem to have the "don't care attitude" and are satisfied with just getting by. Unlike the owners of these business that need revenue! The regulations need to be stronger in areas of what can be left near a residence or business. There needs to be ordinance that improves the overall appearance of the town, We think there is little to no place for a new business wanting to come into the area for lack of affordable lease space. Season is so short the overhead is high.
	Local people are not clients.
	Obvious unpredictability of internet and phone services. With the grant and planned improvements there is hope for the future!
	Our internet options are dismal and we frequently lose our internet connection.
	Terrible internet. We can hardly work. It used to be fine. Cell phone coverage is a huge issue as well.
	The cost of getting supplies to Lake City is very expensive and difficult to get items to Lake City easily.
	The downtown faces a decrease in retail space because of the lack of any new building by retailers and the loss of retail spaces to fire, demolition or conversion to residential. All we are doing is trading businesses and buildings. The last new retail building was built in 2002. I also see a subtle shift to just summer businesses which creates a skewed sales tax problem for town government.

<b>RATINGS RELATIVE TO DOING BUSINESS IN LAKE CITY</b>	
<b>Please explain your negative rating(s) in greater detail:</b>	
	The service provided by CenturyLink is horrible. Most businesses rely on Internet in their business. It is very unreliable.
	They don't follow through with what they offer
	We have a very low signal availability here. We are just too small to receive great service in our area.
	internet/telephone service is terrible
	our internet is unreliable and cannot handle the large influx of visitors in the summer.
	small place, lack of good skilled workers, poor communications infrastructure, remote and expensive
	the inconsistent internet capability harms my businesses

**Figure 5: Considering the business climate in the Lake City area, are there past actions by government, businesses or others that have had a significant positive impact on the overall local economy?**

<b>CONSIDERING THE BUSINESS CLIMATE IN THE LAKE CITY AREA, ARE THERE PAST ACTIONS BY GOVERNMENT, BUSINESSES OR OTHERS THAT HAVE HAD A SIGNIFICANT POSITIVE IMPACT ON THE OVERALL LOCAL ECONOMY?</b>	
	Allowing ATV's in town has helped the area for sure!
	HOV permit
	I believe that our local Chamber of Commerce works very hard for business owners. We have a nice web site, visitor guide, and a volunteer staff at the Chamber to help guide tourists when they arrive in town. I am not aware of anything specific that the Town or County has done to help the local economy. I don't mean to sound critical or negative about this... I'm just not aware of anything specific. DIRT and the LVFC both do fantastic work for our community and local businesses.
	I find it incredible that town government has not build a single foot of sidewalk, boardwalk or walking paths in the downtown business district. This has been done by businesses who know that the walking infrastructure is vital to creating a downtown economy.
	Lack of action and leadership
	<b>OHV RELEASE OF REGULATIONS NEED FOR AGRESSIVE MARKETING</b>
	Passing of collecting use tax for building. OHV passage
	Thank you for approval for the ATV's to be on the roads through town and to the trails! By comparison to Silverton and Creede, we have been ranking third and we should be first.
	The ORV law
	The SJS50 is the best event that happens in Lake City! It attracts athletic people of all ages and their families to Lake City. Many of those people had never heard of Lake City until they entered the race online.
	The events hosted by the town such as the Solstice Run, the Wine and Music Fest, etc are essential to getting tourists to town. At this time I am uncertain as to the impacts of ATVs allowed to operate on the village streets.
	The town trustees finally overruled the historic commission. On Silver Street is a building that has been an eyesore for 10 years. They overruled the historic commission so this building can be sold and renovated. The historic commission is heavy handed and lacks common sense. They make it almost impossible to do anything.
	There a few actions recently that have had a positive impact. Mostly, in the past it has been more stifling for business not conducive to business. Hopefully, it is changing for the better. This is a very split community. The fear of growth really keeps opportunities down.
	Yes I think the OHV ruling will help with some of the business but not all.
	Yes. Failure to give importance to tourists that are non motorized recreationalists.
	building the ice park San Juan Solstice race



	<b>CONSIDERING THE BUSINESS CLIMATE IN THE LAKE CITY AREA, ARE THERE PAST ACTIONS BY GOVERNMENT, BUSINESSES OR OTHERS THAT HAVE HAD A SIGNIFICANT POSITIVE IMPACT ON THE OVERALL LOCAL ECONOMY?</b>
	increase emphasis on the arts and recreation of the Lake City area negative -- allowing ATV's to buzz all over town eliminating the peace and quiet that Lake City was all about.
	increased maker spaces for arts
	local businesses generally Shop Local when it comes to repairs and maintenance, including construction
	no
	too much conflict - no positive actions

**Figure 6: New outdoor recreation oriented business recommendations**

	<b>NEW OUTDOOR RECREATION ORIENTED BUSINESS RECOMMENDATIONS</b>
	ATV Poker Run
	GUIDED TOURS AND TREKKING
	Liscence electrition
	Mountain biking trails & promotion
	Rafting
	Snowshoe race snowmoblie poker run
	Support the ones that already exist
	Swimming Pool
	Winter Events: ice fishing, dog sledding, cross-country skiing, snowshoeing, snowmobiling, etc. Someone could operate a winter guide business and introduce tourists to these activities.
	adventure tourism - human powered
	bicycle tours with shuttles and aid stations
	guided river trips
	rafting
	x-country ski/nordic ski area
	Fishing tournament
	Kayaking
	Liscence Plumber
	Lower taxes for commercial property
	Micro-Brewery Beer Fest
	Nature Tours: learn about animals, trees, geology, river flow, snow pack, etc.
	Rafting the Lake Fork
	Sauna, hot springs development
	covered rink for ice skating
	heritage tourism - stronger promotion
	ice skating/snow mobiling
	outdoor event production
	A marina at the lake for boat rentals
	Car Rallies
	Help the business sell their property -- no need for more if the ones in existence can no longer function
	Mexican Food -- with an 85% tourist percentage from Texas, I have no idea why there is not a Tex-Mex restaurant in town. This could operate seasonally or year-round in my opinion.
	More ice climbing awareness
	Scavenger hunt on trails
	groomed xc ski trails
	guided river tour

	<b>NEW OUTDOOR RECREATION ORIENTED BUSINESS RECOMMENDATIONS</b>
	in the shoulder/winter
	river rafting/kayaking/lake sports

**Figure 7: New initiatives for the arts or with creative individuals**

	<b>NEW INITIATIVES FOR THE ARTS OR WITH CREATIVE INDIVIDUALS</b>
	Craft or cooking classes
	Judged Art Invitational
	More advertisement of upcoming activities by the council.
	More local art shows
	More music festivals. Bring-in some Blues music. All-day events. Two-day events. I hear lots of Bluegrass in town, but not much variety with other genres of music.
	Need more cultural events
	Singer/songwriter workshops
	We are having a increase of art sales this year
	arts events in shoulder/winter
	painted bear statues by different artists and located in unique spots in town for people to find, photograph, and check off that they found them
	place based art installations
	shared space for artists
	Promote the New years eve fireworks show
	Recycling art class/show
	Theatre Camp for young adults
	Try some music or arts events during the shoulder season before and after summer. Heavy promotion and advertising would be necessary.
	more professional theater
	online retail store for artists
	Artsy life-size bears painted around town - fundraiser for Sear & Rescue or Fire Rescue or re-planting on Slum - business sponsors
	Demonstration arts events with the artists showing the public how their work is created (painters, sculptors, glass-blower, metal work, leather, etc).
	more concerts/festivals

**Figure 8: Are there new projects or businesses that you would suggest that could lead to additional economic activity in the area?**

	<b>ARE THERE NEW PROJECTS OR BUSINESSES THAT YOU WOULD SUGGEST THAT COULD LEAD TO ADDITIONAL ECONOMIC ACTIVITY IN THE AREA?</b>
	1. Microbrewery 2. Nail salon 3. Bi-Weekly pot luck in town square
	Daily Tours of the local area. These could take tourists to mines, historical homes, historical sites, short trail hikes, or just to the lake for lunch. Mexican Food Restaurant. I would like to see a paved shoulder along CO149/Gunnison Ave. So many locals and tourists walk and ride bikes along this road. It seems dangerous with so much vehicular traffic the summer. This would encourage people to walk and ride bikes without fear of walking/riding in the road.
	Funding/ support to expand ice park. Expand ski hill. Free shuttle for Colorado trail hikers to and from spring creek pass
	Help the ones that already exist!
	I think we should start a bike/walking trail that would eventually connect Creed to Crested Butte. I think it would attract elite athletes in training and a lot of activity to our area!
	I would like to see a business incubator to help new entrepreneurs learn how to start and run a business.

	<b>ARE THERE NEW PROJECTS OR BUSINESSES THAT YOU WOULD SUGGEST THAT COULD LEAD TO ADDITIONAL ECONOMIC ACTIVITY IN THE AREA?</b>
	Outfitter/Guide for summiting local peaks;
	Skiing
	Start a Master Naturalist program here
	We need to expand the ski area and change the lift to a chair lift. This would significantly increase our winter economy. I would also like to see the covered pavilion project for ice skating to be readdressed. The town/county needs to do more to support and promote our snowmobile trails. These items would allow our restaurants and more of our lodging properties to stay open through the winter. This town is slowly dying. We need to encourage new families and business to make this beautiful town their home.
	We really need affordable long term housing as well as better cell phone service.
	Wildlife Sanctuary Rehab facility
	Yes rafting the lake fork would bring quite a bit of folks to town in the spring time when businesses are struggling from a hard winter
	diversify - reduce dependency on tourism, build year round residency affordable housing - we hire from other countries because people can't afford to live here giving us pool of locals to hire
	services such as plumbers, electricians, year-round physical therapist, pharmacist
	upgrade communications infrastructure promote green industry that is appropriate to environment better connections with Gunnison valley

**Figure 9: Thinking about this community as a place to live, how well has it met your household's needs**

	<b>HOW WELL HAS THE COMMUNITY MET YOUR HOUSEHOLD'S NEEDS</b> <b>Please explain your rating in greater detail:</b>
	A strong sense of community and people caring about each other is felt here. The emphasis is on enjoying the mountains and not just on getting into people's pockets.
	A strong sense of community and people caring about each other is felt here. The emphasis is on enjoying the mountains and not just on getting into people's pockets.
	Above should have mostly
	Because it is hard to make a living here and raise a family. Our income season is so short. Our whole family works multiple jobs.
	Formerly "completely" because of the peace and quiet this community was. Now only "somewhat" because of the buzzing all over town -- can't wait for the season to be over. I think this community has completely disregarded the needs of its economic supporters, that is, the second homeowners.
	I have lived here most of my life if you want to make a living here you better be willing to work and do things for yourself
	I love this community like family. My son attends a great school. I love the remoteness
	It does a good job of meet our needs personally
	It is to click
	My family and I like to be here
	No community can "completely" meet our needs. Everything is a trade-off. We feel that our "quality of life" is fantastic here. We enjoy the mountains, the peacefulness, the wildlife, hiking, snowshoeing, and owning/operating our own business. The things that are "missing" do not bother us too much.
	Nothing here opens until 7am. For summer visitors, hikers, etc, this is too late. More restaurants/coffee shops should be open a lot earlier
	Our final decision to move here was based on the quality of our school.
	That question needed an N/A as I do not live in Lake City yet.

<b>HOW WELL HAS THE COMMUNITY MET YOUR HOUSEHOLD'S NEEDS</b>	
<b>Please explain your rating in greater detail:</b>	
	The outdoors are our backyard. Hiking, snow shoeing and skiing, trail running mountain biking, it's all right here. I do not care for the ATV culture and feel there are other "cleaner & healthier" ways to engage people with nature.
	The schools are a great place for children to grow and learn. The only down side to our school is the lack of a gym.
	This being a small town with a sometimes negative attitude it is important to stay positive as a business and try to do projects to improve the community for everyone's benefit.
	We are summer residents who own our own place here. The climate, recreation, and other activities are great. However, the tax increases (e.g., the last med center levy), and proposed bond issues (such as the very large one defeated for the big gym last year) make us and other summer residents feel like some in the community want to take advantage of our non-voting status.
	We still work in Texas so cannot move here full-time and would not want to for the winter.
	i like rustic i like mountains
	outdoor recreation in my backyard
	this is an amazing place to raise children. i feel fortunate to be able to be here and make a living while my children attend the Lake City Community School

**Figure 10: Thinking about what is missing in the area, what would be your highest priority be for new businesses or services?**

<b>RESPONDENTS HIGHEST PRIORITY FOR NEW BUSINESSES OR SERVICES</b>	
<b>Please feel free to further explain your thoughts</b>	
	I would say that creating new retail /business space in the downtown is critical to attracting new business. Some form of financial incentive for new construction is needed to get the ball rolling.
	A Pharmacy is needed - badly. A wildlife sanctuary would give people a chance to see and connect with nature in a positive learning environment.
	Communications infrastructure car pooling/ public transport to access work in Gunnison greater diversification of work opportunities - away from exclusively tourism
	If I knew of a new needed business, I would start it.
	It's hard to say because there is a lot in the summer, it's the winter that is lacking. The winter time doesn't have the population to support any more. It's a bit of a trap.
	Mexican Food. Tour Guide Services (not just a hired driver) Our customers are looking for after-hours child care. Wee Care might be able to fulfill this need. It would also provide 1 or more jobs.
	More vegetarian/vegan options in restaurants.
	No places for summer time help to live we want folks to come to town but we keep subdividing all the nightly rentals.
	Nothing is really missing that would be appropriate for a remote community of this small size with a short tourist season. I'd like to have faster and more reliable internet service, and better cell service, but the current level of service is probably as good as one could expect for this size and location of a town.
	Once more - Business need to have consistent hours. Broadband / internet is a must! We need a licensed electrician and plumber.
	Shuttle to and from Gunnison, quality clothing and gift stores
	We need better cell and internet service in order to continue attracting people to the area. We also need long term housing so that we have more people available to fill jobs in the community...and create the ability for those of us that hire people to get (pay for) the best help instead of just trying to find someone that will work.
	Year round jobs. Winter is our toughest, and poorest season.
	already stated in previous question

	<b>RESPONDENTS HIGHEST PRIORITY FOR NEW BUSINESSES OR SERVICES</b> <b>Please feel free to further explain your thoughts</b>
	more recreation family oriented and eating establishments available before 2nd week in June