

Park County Opportunity Assessment CState Consulting Final Report



**Park County Consulting Practicum
501 W Laurel St.
Fort Collins, CO 80523**

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Park County

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Introduction

Park County rests in the center of Colorado, occupying a region of about 2,200 square miles surrounded by the beautiful Rocky Mountains. With geographic diversity, historic outposts, skilled residents, and a distinct personality, the county has many resources available to support its interests. Its strong “Western frontier” quality and beautiful outdoor spaces are complemented by welcoming small-town communities full of creative, resilient people skilled in the trades, art, construction, ranching, and much more. The county also faces challenges: poor road infrastructure, isolation, expensive housing, and being a “pass through community” to name a few.

This report – created in collaboration with Colorado State University’s CState Consulting Program, CSU Park County Extension, Park County Government, and Park County residents – seeks to provide Park County with tangible steps to harness the power of the county’s unique strengths and character. All components of this project were performed by our internal student team supported by our project managers, Barbie Garnett, and Emmy West, who provided key connections and information about the county. This report is an assessment of what opportunities in the county can be utilized to ensure the sustainability of residents’ desired lifestyle for years to come.

The framework of our opportunity assessment is built around four key focus areas that we heard consistently throughout our community meetings and survey: Communication and Community, Tapping into Talent, Business Resiliency, and Sustainable Tourism. By enhancing these four focus areas via the provided recommendations, Park County can build connection between its communities to tap into local talent as well as take measures to improve business resiliency and promote sustainable tourism, increasing revenue per person in the county and improving overall quality of life. The report below will explain the process and key findings of our opportunity assessment and expand upon the above focus areas.

Project Scope

The scope of this project includes (1) the research and analysis of Park County using Porter’s Diamond Model; (2) the engagement of key community voices and integration of their ideas and feedback throughout our process; and (3) the preparation of a final report that provides recommendations and steps to harness the power of Park County’s own community to sustain its desired character and lifestyle. Throughout our meetings with the community, we heard calls for improvements related to countywide healthcare services and road infrastructure. While these items are significant issues that Park County faces, recommendations for them are not highlighted in this report as they are beyond the scope of this project. This project focuses on how individuals and community groups can come together to take impactful steps with readily available resources. Recommendations range from short-term steps for local businesses or towns to long-term steps for the county. This report will not specifically plan the initiation of these opportunities, but rather, will present examples of implementation and how key individuals, organizations, and businesses may collaborate to pool their resources and skills.

Opportunity Assessment Process

Phase 1: Porter's Diamond Analysis

Porter’s Diamond is a tool used to evaluate the context and conditions that exist within a county that can provide a competitive advantage to those living in it. A fundamental aspect of using Porter's Diamond Framework is understanding that each facet builds upon and influences the others. As such, our team

dived into each facet to map out areas in the county that are current strengths and find areas of opportunity that the county could utilize. Through this analysis, we gathered data on Park County's structure and rivalry, demand conditions, factor conditions, related and supporting industries, as well as the county government and chance events.

Phase 2: Community Workshops

After completing Porter's Diamond, we scheduled two county visits (March 1-2 and April 20) to integrate resident feedback into our final recommendations. From these workshops, we gained valuable insight into the strengths and opportunities of Park County and the vision residents have for their desired lifestyle. Our four focus areas – Communication and Community, Tapping into Talent, Business Resiliency, and Responsible Tourism – were developed directly from the conversations and ideas that we heard from the residents in these workshops. Our [initial visits](#), which took place in Bailey, Fairplay, Lake George, and Guffey, helped our team take all the data that we had collected and focus on the areas that mattered most to the residents of Park County. Our [second visit](#), hosted in Lake George and Fairplay, took the form of a S.O.A.R. workshop that our team facilitated where we listened and took notes on what residents believed were the county's greatest strengths and opportunities as well as what aspirations and tangible results they would like to see. The visits will be covered in more detail in the following sections.

Phase 3: Recommendations

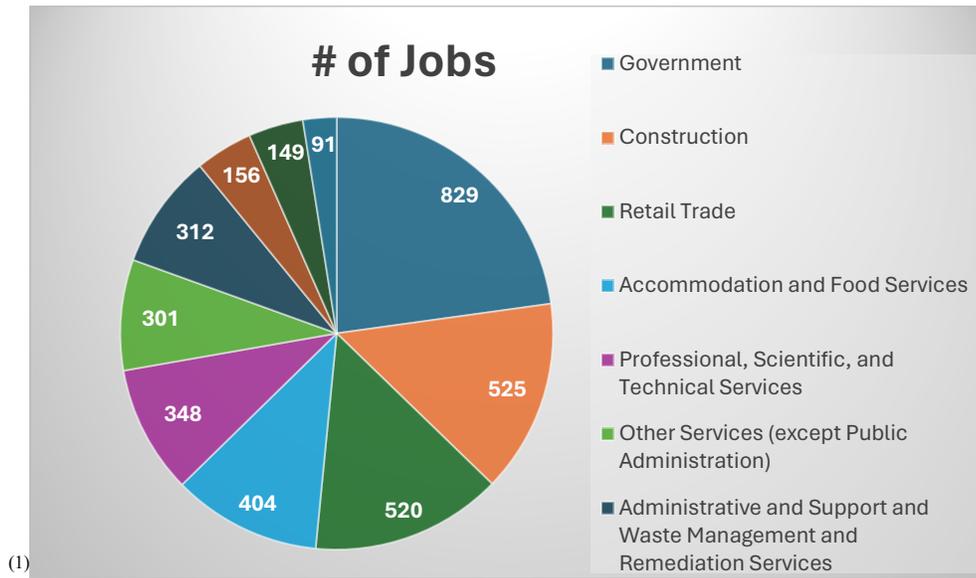
Finally, we clustered data from Phase 1 and Phase 2 to provide four short-term and four long-term recommendations that we heard from the community. It is important to note that Park County is full of opportunities, and just because we do not cover a topic does not mean that it is not a good idea. For short-term projects in Stage 1, we focused on providing ideas that can be implemented today, to have an impact tomorrow. For long-term projects in Stage 2, ideas are focused on continuing to build off the opportunities we have identified in Park County. Therefore, we have provided a [list of additional ideas](#) at the end of the report that community members can build upon in addition to our eight core recommendations.

County Background

Brief Overview ⁽¹⁾:

- 2,221 square miles (about the area of Delaware)
- 17,653 residents
- 683 businesses
- \$521 million in total business sales
- 3,574 total employees
- 5,500+ outflow commuters
- 1,100+ inflow commuters
- Median household income (includes everyone who lives in Park County, and is not adjusted for those who only work within the county): \$79,755

Top Industries by Employee Number



Top 10 Employers

| Top 10 Employers ⁽¹⁾ | |
|---------------------------------|-----------------------------------|
| 1: State of Colorado | 6: Platte Canyon School Districts |
| 2: Park County Government | 7: Park County Sherriff's Office |
| 3: Lockheed Martin | 8: United States Forest Service |
| 4: Platte Canyon High School | 9: U.S. Postal Service |
| 5: Vail Resorts | 10: United States Army |

Population Demographics



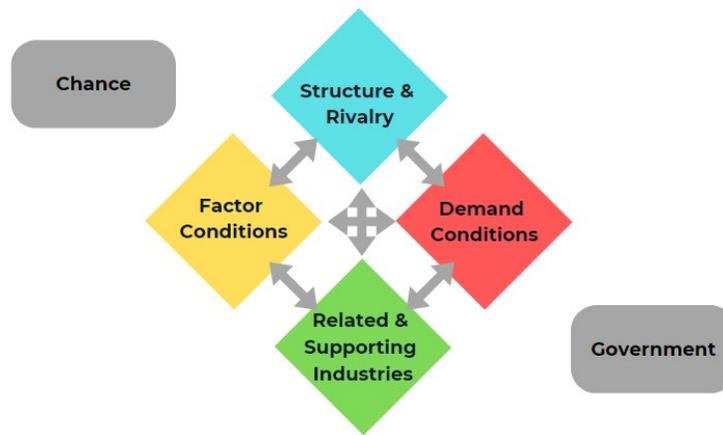
Median Age: 50.6 years⁽¹⁾

Education Level¹⁾

| Education Attainment by Level | As of 2020 ⁽¹⁾ | High School Graduation Rate |
|---|---------------------------|-----------------------------|
| Less Than 9 th Grade | 1.1% | |
| 9 th Grade to 12 th Grade | 3.8% | |
| High School Diploma | 30.1% | 90.5% |
| Some College | 26.2% | |
| Associate's Degree | 9.9% | |
| Bachelor's Degree | 21.3% | |
| Graduate Degree and Higher | 7.6% | |

(1): Data from 2020 Park County Profile – Updated 1/30/2024

Porter's Diamond



Factor Conditions – What can Park County create for itself?

The people, history, and geography of Park County are incredibly valuable. Skilled labor is present in the trades, construction, arts and crafts, ranching, and culinary arts among others. 22% of the population is over 65 and 35.5% hold a college degree, representing a large pool of experienced and educated talent. Additionally, the rich history and “Wester frontier” quality of the county are highly desirable for travelers and residents alike. This unique character complemented by incredible natural beauty and numerous recreation opportunities are easily accessible opportunities for the county. The county can utilize these factors to support future projects.

Related and Supporting Industries – What businesses and industries keep Park County moving?

Industries more concentrated in Park County than in other Colorado counties include retail trade, administration and waste services, and accommodation and food services as well as agriculture, fishing and hunting, construction, and public administration. For more economic data on Park County, see the REDI@CSU Economic Indicator Report for Park County.

| Industry | Revenue | # of Businesses | Employees |
|--|---------------|-----------------|-----------|
| Automotive Repair, Services and Parking | \$ 1,926,000 | 7 | 17 |
| Motor Freight Transportation | \$ 233,000 | 3 | 5 |
| Real Estate | \$ 1,144,000 | 7 | 17 |
| Miscellaneous Retail | \$ 4,498,000 | 13 | 29 |
| Health Services | \$ 2,719,000 | 9 | 43 |
| Construction - Special Trade Contractors | \$ 5,529,000 | 17 | 52 |
| Eating and Drinking Places | \$ 3,886,000 | 17 | 100 |
| Miscellaneous Manufacturing Industries | \$ 196,000 | 2 | 4 |
| Agricultural Production - Livestock and Animal Specialties | \$ 224,000 | 3 | 10 |
| Home Furniture, Furnishings and Equipment Stores | \$ 1,814,000 | 5 | 10 |
| Fishing, Hunting and Trapping | \$ 130,000 | 1 | 2 |
| Personal Services | \$ 136,000 | 1 | 3 |
| Apparel and Accessory Stores | \$ 458,000 | 2 | 5 |
| Business Services | \$ 167,000 | 3 | 4 |
| Hotels, Rooming Houses, Camps, and Other Lodging Places | \$ 8,485,000 | 13 | 106 |
| Amusement and Recreation Services | \$ 1,788,000 | 8 | 57 |
| Construction - General Contractors & Operative Builders | \$ 5,596,000 | 6 | 22 |
| General Merchandise Stores | \$ 1,076,000 | 4 | 9 |
| Agricultural Services | \$ 256,000 | 1 | 5 |
| Miscellaneous Repair Services | \$ 256,000 | 1 | 3 |
| Insurance Agents, Brokers, and Service | \$ 268,000 | 1 | 3 |
| Food Stores | \$ 8,909,000 | 4 | 37 |
| Building Materials, Hardware, Garden Supplies & Mobile Homes | \$ 2,468,000 | 2 | 27 |
| Wholesale Trade - Durable Goods | \$ 1,250,000 | 2 | 2 |
| Depository Institutions | \$ 3,351,000 | 11 | 28 |
| Automotive Dealers and Gasoline Service Stations | \$ 6,767,000 | 5 | 26 |
| Local & Suburban Transit & Interurban Highway Transportation | \$ 869,000 | 1 | 18 |
| Communications | \$ 1,249,000 | 2 | 8 |
| Lumber and Wood Products, Except Furniture | \$ 5,017,000 | 1 | 16 |
| Electric, Gas and Sanitary Services | \$ 53,407,000 | 5 | 24 |
| Food and Kindred Products | \$ 10,338,000 | 1 | 16 |
| Tobacco Products | N/A | 1 | 3 |
| United States Postal Service | N/A | 3 | 5 |

(2) Data sourced from ESRI Business Locator – Park County (1/31/2024)

Additionally, based on business profiles provided to us by Park County, county businesses can be clustered into three basic categories: building, tourism, and community. Included in the building category are businesses related to building materials, engineering, architecture, management consulting, propane companies, and other related companies. The tourism category represents the many eating and drinking places present throughout the county, lodging, and – although not a primary tourist attraction – ranching, which has the potential for agritourism. Lastly, the community category refers to schools, libraries, civic and religious groups, and other related organizations. For more details, see the [Appendix](#). Park County industries are not limited to these three categories; these categories simply represent a broad overview of the business profiles.

Given the industries present in the county, the factor endowments are reinforced. Park County’s beautiful nature and talented workforce show a strong potential to draw tourism related to outdoor recreation and

boost individual business revenue through proper advertising of local business offerings to tourists. Done responsibly, county residents can utilize their strengths and county opportunities to increase revenue per person and sustain their desired lifestyles.

Demand Conditions – What markets could drive opportunities?

With high summer traffic and 4,520 vehicles predicted by Colorado Department of Transportation (CDOT) passing through the county each day in average annual daily traffic (AADT) in 2024, there is potential for high demand for activities and local business offerings in the county. Additionally, demand for outdoor recreation for activities like fishing, biking, or hiking is high in Colorado, particularly with the reopening of the DeCaLiBron Loop to the public. With increased access to remote work, people can more easily take time to visit or live in the county without the typical restrictions that accompany non-remote jobs.

Structure and Rivalry – What is the surrounding context and rivalry?

Being close to Breckenridge and Summit County, Park County is seen as a “pass through community” for people on their way to better known destinations. While this is currently seen as a weakness, this can become one of Park County’s strengths, as this offers the potential to tap into a large flow of people passing through. Further supporting the Park County Government, are the Platte Canyon and South Park Chambers of Commerce which can serve as an unofficial regulatory agency in places like unincorporated Bailey. These chambers are essential points of communication and connection for local businesses and organizations.

Government – What government programs or forces could drive competitive advantage?

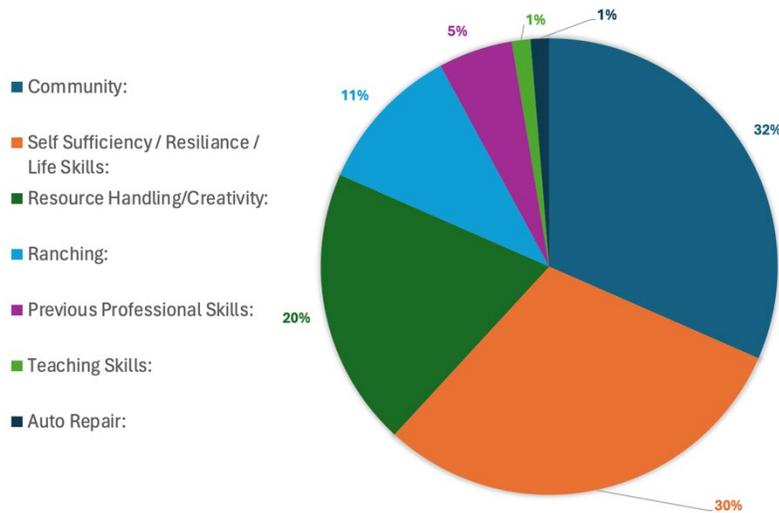
With three county districts and two school districts, Park County has a foundation of government support. In particular, tapping into the talent present in students at the schools poses a wonderful opportunity. Students surveyed by the CTE program show an interest in agriculture, welding, diesel mechanics, culinary arts, hospitality, business management, other trades, and more. Supporting students and connecting them with apprenticeships, mentors, or skill development opportunities in the county would provide a great advantage to the county and encourage them to stay and build a life in Park County.

Chance – What unexpected events influence county outcomes?

Given its geographic location, Park County experiences heavy snowfall in the winter months, impacting ease of access to local establishments and county offerings. Surges of traffic in the summer are also quite common, often slowing down travel along the highways. Although this can be a challenge, it is also an opportunity to increase the number of customers stopping at businesses along the highway.

First County Visit

PARK COUNTY STRENGTHS SURVEY REPOSSES



Based on 86 responses on March 1st and 2nd in Bailey, Guffey, Fairplay, and Lake George.

During this first visit on both March 1st and March 2nd, 2024, we hosted information gathering sessions in Bailey, Guffey, Fairplay, and Lake George. The goal of our visit was for us to see the county, and to begin putting all the data we had gathered into useful categories. It is one thing to hear that severe weather can be good for businesses as it prevents people from leaving the county, and quite another to drive from Kenosha Pass with a storm on your heels. With these sessions, we wanted to hear from the community members what issues they were having, why they moved to Park County or chose to stay there, and what they wanted it to be in the future. During all the sessions, our team was there to listen, ask questions, and write down notes of the conversations and ideas being shared.

In addition to the questions which we asked everyone who attended the in-person meetings to fill out, we also created and distributed a survey to reach individuals who were not able to attend, but still wanted their voices to be heard. We collected 86 responses, and the information collected from our visit was valuable for helping us move forward. Not only were there some great ideas that were shared, but we also heard a few guardrails that we needed to stay between to ensure that Park County stays as the community members want. Our team took the information we heard and the data we collected and used it to create our four core focus areas that we have built our eight recommendations around.

Second County Visit

During this second visit on April 20th, 2024, we hosted a S.O.A.R. Workshop in both Fairplay and Lake George. During these workshops, we broke community members into groups and sat one of our team members with each group to listen and help keep the conversation flowing. The conversations were led by county residents. Through these workshops, we aimed to have those involved focus on the best things about Park County (Strengths), where Park County could create value that it is currently underutilizing (Opportunities), what Park County would like to look in the future (Aspirations), and what would be tangible outcomes that would signify success (Results). Each workshop had all ideas generated

by the community members posted for the group, and then the members voted on which idea was the best. One team vote is worth 3, as we had an average of three community members per team, and they needed to each agree on an idea to place a vote. Each community member was also given a vote for which idea they personally thought was the best. The ideas that were voted the best in both sessions are listed below, with the ideas that did not receive votes included in the appendix. Through these workshops, we listened to the conversations that were taking place to try and identify other key focus areas that we did not identify from our initial data or our first series of meetings. By analyzing the clusters of data that we got from the workshops, we identified the following trends that the community sees, and wants to build a future from.

| Strengths | Opportunities |
|---|--|
| <ul style="list-style-type: none"> • DYOL (Do your own life) • Strong Community • Natural Beauty, Recreation, & History • Retired Talent | <ul style="list-style-type: none"> • Performing Arts & Community Spaces • Communication & Internet Access • History Education Awareness & Marketing • Clean Energy |
| Aspirations | Results |
| <ul style="list-style-type: none"> • Community & Family Engagement Centers • Signage & Communication Platforms • Promoting Local Business • Education and Awareness | <ul style="list-style-type: none"> • Sense of Community • Economic Sustainability & Quality of Life • Sustaining Permanent Residents |

Based on 23 participants on April 20th in Fairplay and Lake George.

Recommendation Strategy

| Vision: | Mission: | Values: |
|--|---|---|
| To protect the beauty and unique character of Park County for current and future generations, ensuring the sustainability of residents' desired lifestyle for years to come. | To provide the county with a range of ideas, opportunities, and tangible steps to harness the power of its own community strengths. | Community Collaboration Stewardship Value Creation |

| Key Success Factors (KSFs) | Community and Communication | Business Resiliency | Responsible Tourism | Tapping into Talent |
|--|---|--|---|--|
| Key Performance Indicators (KPIs) | Improve the efficiency and accuracy of information flow | Ensure local businesses can respond agilely to price volatility, | Educate and encourage folks temporarily visiting the county | Harness the skills of local students, workers, and retired |

| | | | | |
|---------------------------|--|---|--|--|
| | and create awareness of local events and resources | employment problems, etc. | to bring attention to local shops, attractions, and events and increase cash flow | professionals for supporting innovation, business, community, and population retention |
| Critical Processes | Streamline communication to provide a common format for information transfer Create easy-to-use system/ program that has all relevant information for citizens of the county, cut into different channels for specific topics | Provide businesses with tools and resources they need to thrive now and, in the future Create business groups to share struggles and use others as resources | Attract greater numbers of folks passing through and advertise local offerings Highlight resources/services in a target, populated area Advertise P.C. attractions in different parts of the state | Involve community members in projects and events that promote the health and longevity of the county lifestyle Understand citizens' talent (education history, job experience, certificates, etc.). |

Park County Key Success Factors

KSF 1: Communication and Community – Given that Park County is quite large and dispersed, creating standardized systems to share information on local events and resources (whether community, business, or service related) is essential for ensuring citizens’ needs are being met. Additionally, building pathways for local talent and resources to connect will ensure optimal outcomes.

KSF 2: Business Resiliency – Promoting the long-term maintenance and success of local businesses will help retain the local character and feel of the county while also preserving the lifestyle that citizens want and supporting higher revenue per resident.

KSF 3: Responsible Tourism – Since many travelers pass through the county, attracting greater tourism shows much potential and will promote increased cash flow in the local economy as well as greater awareness of the beauty and unique character of Park County. Ensuring that tourism is complemented with respect and care for Park County’s natural beauty is also a key priority.

KSF 4: Tapping into Talent – Park County can tap into the talent of its students, workers, seasonal residents, and retired professionals to support its activities and involve them in the community, simultaneously supporting career interests of young people and harnessing the talent of other residents.

Recommendations

Stage 1: Short-term Recommendations

i. Community Calendar

One thing that many residents voiced during our meetings is that there is a need to know what is going on within the community. While there are Facebook groups, posts get lost very easily. With the implementation of a physical Community Calendar located in town centers and by community centers such as the Fire Departments, residents will have a way to start up to date with what events are happening in the community, especially with the spottiness of the cell service and internet due to Park County’s geological features.

| Action Steps: | Results: |
|---|---|
| <ul style="list-style-type: none"> • Physical signage boards located in town centers and by the towns’ Fire Department <ul style="list-style-type: none"> ○ Updated weekly or bi-weekly. • Online community pages with a page for locals, and a separate one for tourists which includes “How to Park County” <ul style="list-style-type: none"> ○ For example, the South Park Bulletin | <ul style="list-style-type: none"> • Increased sense of unity and Park County identity • Increased awareness of what is going on in the community. • Increased opportunity for connection • Provides opportunities for businesses to get involved more in the community |

ii. Short Term Business Signage

Park County holds hundreds of prosperous local businesses. They offer products and services across a wide variety of industries that support the community. Moreover, the county has thousands of travelers driving through throughout all times of the year. Disappointingly, these travelers often do not stop to enjoy the great businesses Park County has to offer. From our findings, there is a lack of advertisement to notify travelers of products or services the towns provide. Creating short term signage like billboards, sandwich boards, or even utilizing the wall space that is facing main thoroughfares, businesses can draw people to stop and spend money within the county instead of driving through it. To ensure signage is effective, they should be implemented on major highways just outside of county lines and at the location of the businesses.

| Action Steps: | Results: |
|---|---|
| <ul style="list-style-type: none"> • Creation of sandwich boards or murals for advertising on the sides of the buildings • Split costs of signage between local businesses that are in close proximity. • Chamber of Commerce creates a fund or invests with existing cash • Place signage at key locations: <ul style="list-style-type: none"> ○ Before towns on popular highways (285, 24, and 9) | <ul style="list-style-type: none"> • Support business resiliency by offering an additional revenue stream • Encourage more stops by folks driving through • Opportunity to bring in new customers while strengthening customer retention |

| | |
|---|--|
| <ul style="list-style-type: none"> ○ At attractions like the Lake George disc golf park, Spinney Mountain, Eleven Mile reservoir, or Front St. | |
|---|--|

iii. Advertise Through Stickers

With beautiful natural spaces, plenty of outdoor recreation opportunities, a rich history, and numerous summer events, Park County is a Colorado wonder. However, the rural quality of the county can limit awareness of local business offerings or of the county itself. By creating stickers that highlight the wonders of Park County, locals and visitors alike can advertise the county in a fun, artistic way. See [Appendix](#) for additional details on how to get started.

| Action Steps: | Results: |
|--|--|
| <ul style="list-style-type: none"> • Host an event at the fair in which local artists and participants submit sticker designs, involving local perspectives for what image or identity they would like associated with the county • Select a sticker design for the county by resident vote • Print stickers for placement in local businesses to be bought by folks passing through • Businesses can offer discounted stickers or discounts on an order for leaving an online business review | <ul style="list-style-type: none"> • Increased sense of connection and Park County identity • Leverage artistic talent of Park County • Support business resiliency by offering additional revenue stream • Increase Park County visibility through advertising county name and distinct features on stickers, promoting tourism |

iv. Create Mentoring Program

With access to a talented workforce (23% of the population holds a bachelor’s degree and many residents are skilled in the culinary arts, trades, and more) and with students surveyed by the CTE program showing interest in agriculture, welding, diesel mechanics, culinary arts, hospitality, business management, and other trades, there is much potential for skill-sharing in the county. However, the county currently has limited connections between professional workers – both seasonal and full-time – retired residents, and students. By implementing a mentoring program that connects experienced professionals with students, Park County can tap into local talent and enhance community connections.

| Action Steps: | Results: |
|---|---|
| <ul style="list-style-type: none"> • Develop a summer mentoring/apprenticeship program between individuals with specialized skills and students in RE-1 and RE-2 • Build partnerships with community members with specialized skills: | <ul style="list-style-type: none"> • Increase community engagement • Develop connections between Park County residents and the students • Increase feelings of unity in students, encouraging them to stay as they have a network within Park County |

| | |
|---|--|
| <ul style="list-style-type: none"> ○ Tap into retired talent through the Senior Coalition and Senior Alliance ○ Involve other community members: local culinary artists, tradesmen, etc. ○ Involve seasonal residents. ● Connect students with a mentor that matches their desired skill base or target learning area | <ul style="list-style-type: none"> ● Engage retired, seasonal, or part-time residents as well as community members with specialized skills ● Create pathways to enhance community talent and pass on community knowledge |
|---|--|

Stage 2: Long-term Recommendations

i. Welcome Center

With all the unique and fun shops that call Park County home, one of the top things that we heard from residents is the need for businesses to be known and reach more people. This can include anything including from restaurants, general stores, mechanics, or leisure activities. As part of our long-term recommendation, a Welcome Center or a counter with information located in the new fairgrounds redesign will encourage people to stop and stretch their legs within the county, allowing more information to be shared with them about what is available in the county, while educating them on how to Park County!

| Action Steps: | Results: |
|---|--|
| <ul style="list-style-type: none"> ● Create a welcome center to target drive in guests to the county ● Location based at the Fairgrounds, or small information holders located in businesses throughout the community | <ul style="list-style-type: none"> ● Stronger sense of community ● This enables small businesses to catch non-county residents ● Enables non-residents to know about the unique offerings of the county |

ii. Increase Signage

Park County is home to world-renowned mountain ranges and outstanding businesses. Notable attractions include such things as the Colorado Trail, the “Dream Stream”, numerous 14ers, and many more recreational activities. These attractions draw tourists from across the world into the County, yet local businesses often do not see a significant amount of these tourists in their shops. From what we learned; this problem stems from the lack of state-government signage. Influential, established organizations in the county must take the lead to complete CDOT’s signage requirements with the help of businesses and other smaller organizations.

| Action Steps: | Results: |
|---|--|
| <ul style="list-style-type: none"> ● Invest with CDOT to install more signage throughout the county <ul style="list-style-type: none"> ○ Chamber of commerce or County Commissioner carrying out the processes (See Appendix for requirements and details) | <ul style="list-style-type: none"> ● Improves awareness by advertising county offerings to cars passing through ● Highlight county talent (e.g., delicious food at Fat Shack or historical heritage site at Hartsel) |

| | |
|--|---|
| <ul style="list-style-type: none"> • Place signage at key locations on highways within the county <ul style="list-style-type: none"> ○ 3-5 miles away from businesses/attractions ○ Signage near/at the exiting road | <ul style="list-style-type: none"> • Strengthen business resiliency --> Will result in a hyper-conservative estimate of \$766,500 a year going back into the community • Promote sites for tourism |
|--|---|

iii. Build Meat Processing Facility

Through our community meetings, people from across the county said that ranching is one of the main strengths in Park County, with the value of the livestock, the rich history surrounding the culture, and the preservation of the open space that the ranches provide. Most operations must drive their cattle multiple hours outside of the county to be processed as there is not a processing facility of adequate scale close to Park County besides a few small operations scattered at the edges of the county. With the proper processing facility located inside Park County, ranchers will see increased prices for their livestock through a reduction in shrink (which occurs whenever livestock is transported and results in a lower price per lb. of the animal).

| Action Steps: | Results: |
|--|--|
| <ul style="list-style-type: none"> • Land and Water Rights, particularly for wastewater • Resident Approval • County Government Approval • USDA Approval | <ul style="list-style-type: none"> • Source for jobs in the County • Reduced financial costs for livestock owners and hunters • Reduced time cost for livestock owners and hunters • Source of further independence for the county • Increase in revenue per lbs. through reduction in shrink |

iv. Agritourism

With the wide-open spaces of Park County which lend themselves to cattle ranching and now yak ranching, there are many opportunities for landowners to attract more people to the county and encourage them to spend money within the community. Often, there are opportunities to create value that are overlooked, as they are just a part of people’s daily lives, so who would pay to come experience what Park County’s ranchers do every day? Turns out, quite a few people! As the heart of Colorado, Park County is what people think of when they think of the Rocky Mountains. Through Agritourism, tourists pay to come experience what it is like to live in the Rocky Mountains, be surrounded by the rich history of the area, or simply enjoy all that Nature has to offer in the hills, and on the gold medal waters. By putting procedures in place, and actively encouraging people to visit, those that do will be educated about how to treat the land properly, care for the resources they are using, and respect those who live in the county full time.

| Action Steps: | Results: |
|--|---|
| <ul style="list-style-type: none"> • Fishing Guide services • Ranch Education boarding • Out-of-county tourists - “Rocky Mountain” Experience | <ul style="list-style-type: none"> • Increased revenue from existing agricultural land |

| | |
|--|---|
| <ul style="list-style-type: none"> • Farm History museums • Yak products farm stand • Landowner education | <ul style="list-style-type: none"> • Allows for the education of tourists, encourages them to return and take care of the land • Preservation of what makes Park County, Park County! |
|--|---|

Conclusion

CState Consulting and Colorado State University are visitors to Park County, and we are incredibly grateful to the folks who made time to speak with us and contribute to this project. We were welcomed at your tables and got to know individuals from all over the county. Your insights were combined with our own data and used to create this report to provide tangible, effective steps towards increased stability for all Park County’s residents by building community and communication, tapping into talent, enhancing business resiliency, and encouraging responsible tourism. We hope that you are inspired by the ideas contained within this report, as you are the ones who can bring these ideas (and many others of your own) to life. This is your county, and these ideas came from our meetings with you. Now we ask that you do not let this report simply stay a report. Take these ideas, enhance them, and – most importantly – put them into action! Your action is what helps your community retain what makes it such a special place.

Key Contacts

| | |
|---|---------------------------------|
| Barbie Garnett – CSU Extension Director | Barbie.Garnett@parkcountyco.gov |
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Appendix:

Acronym Dictionary

Key Success Factor (KSF): An important element that you need to achieve success in an identified area.

Key Performance Indicator (KPI): A measurable value that shows how effective one is at achieving an identified KSF.

Business Profiles

| | |
|-----------------------------------|---|
| <p>Building</p> | <p>Construction (SIC 15 and 17)</p> <ul style="list-style-type: none"> • Single-family housing construction • Industrial buildings and warehouses • Plumbing, heating, AC • Electrical work • Plastering, drywall, insulation • Concrete work • Water well drilling • Excavation work <p>Building material and other (SIC 52 and 24)</p> <ul style="list-style-type: none"> • Lumber and other building materials • Hardware stores • Prefabricated wood building <p>Engineering, Research, Management (SIC 87)</p> <ul style="list-style-type: none"> • Engineering, architectural, management consulting, etc. |
| <p>Tourism</p> | <p>Ranching</p> <ul style="list-style-type: none"> • 4+ ranches <p>Recreation and Tourism</p> <ul style="list-style-type: none"> • Eating and drinking establishments • Sporting goods and bicycle shops • Membership sports and recreation clubs • Amusement and recreation <p>Lodging</p> <ul style="list-style-type: none"> • Hotel and motels • Sporting and recreation camps • Trailer parks and campsites |
| <p>Civic Organizations</p> | <p>Education</p> <ul style="list-style-type: none"> • Elementary and secondary schools • Libraries <p>Community</p> <ul style="list-style-type: none"> • Civic and social organizations (Fire Department, Boys and Girls Club, Senior Alliance, Senior Coalition, etc.) • Religious organizations |

How to Make Your Own Stickers

Option 1: Design and Print with Canva

Option 2: Design with graphic design software (i.e., Adobe)

Example: Using Canva

Note: you can use the free version or the pro version of Canva to create and sell stickers. The pro version just gives you access to more designs, graphics, images, and other features.

- First, go to the Canva website. At the top of the page, you will see tab titled “Design spotlight.” Hover over the “Design spotlight” tap and select the “Stickers” section under “Marketing”
- Now you will be at the Stickers homepage. Next, select “browse templates” or “create your own.” If you would like to start from scratch, select create your own. If you would like to build your sticker off an existing design, select “browse templates.”
- After selecting one of the two, you can choose your preferred shape of the sticker.
- Below is an example:



Future Ideas List

Ideas are in no particular order as each has value and should be considered equally by the community.

- Use a business calendar created in a meeting of all the business owners during the winter months to plan out events to support one another over the summer tourist season.
- Create an outdoor venue by the river which can deliver meals from surrounding local restaurants and allow for summer concert series.
- Use punch cards at local shops to encourage customer retention.
- Use Forest Service Fire roads for gravel bike races.
- Partner with Startup Colorado to support rural businesses (contact Bill Shuster at bill.shuster@colostate.edu for additional information)
- Create an alumni network at high schools to encourage connection with graduates.
- Encourage more collaboration with local businesses (e.g., carpool to pick up groceries rather than driving individually)
- Host a countywide S.O.A.R. workshop every year.
- Tap into retired talent to support teachers at schools needing substitutes.
- Expand Homecoming to bring alumni back to the community and have them use their knowledge to help the day before the dance, and then enjoy the community!
- Bring back Platte Canyon University

- Real Estate Investment Trust (REIT) for the community where people can vote with their funds for different projects, which will assist in giving the community what they want and helping provide for the funds needed to get the projects done.
- Establish a consistent permit process for buildings, and offer a reward system for code violations
- Create a reward system to encourage people to report individuals starting fires during fire bans.
- Short term renters need to sign a document that includes safety information and a promise to treat the lands of Park County respectfully as a condition of their stay.

S.O.A.R Workshop Results

During our workshop, residents were divided into groups of 3 or 4 individuals. As a team, residents discussed and wrote down their thoughts for each letter: strengths, opportunities, aspirations, results. Once all teams shared their thoughts, voting occurred. After reviewing every group’s ideas, each group and every individual voted on their favorite ideas. All ideas and votes are listed below.

Voting Scores: Individual Votes = 1 point | Team Votes = 4 points

| Strengths: What does Park County do well and what makes it unique? | | | |
|---|----------------------------|------------------------|---------------------|
| <i>Idea:</i> | <i># of Personal Votes</i> | <i># of Team Votes</i> | <i>Total Points</i> |
| DYOL – “Do your own life” spirit of self-reliance and entrepreneurialism | 3 | 3 | 15 |
| Beauty of natural environment | 4 | 2 | 12 |
| Caring community that helps each other | 6 | 1 | 10 |
| Space for Clean Energy | 4 | 1 | 8 |
| History of community lands and buildings | 1 | 1 | 5 |

| Opportunities: What possibilities can be captured for success? | | | |
|---|----------------------------|------------------------|---------------------|
| <i>Idea:</i> | <i># of Personal Votes</i> | <i># of Team Votes</i> | <i>Total Points</i> |
| Internet access/quality + digital education, Performing arts, History education awareness, Expand access to healthcare, Improved enforcement of Land Use Regulations to attract residents who want to be engaged in the community with investments in land, Bounty program for people who turn in those who light a fire during a fire ban. | 1 | 1 | 5 |
| Affordable Housing | 0 | 1 | 4 |
| Grow community gathering spaces + Signage to get people to step up | 2 | 0 | 2 |
| Get people to stop in our community, Workforce center in the park, Short term renters need to sign that they have read the rules and agreed to abide by them, Fish/game/public lands drawing people into the area, Communication county-wide. | 1 | 0 | 1 |

| Aspirations: What future ambitions build on current strengths or enhance processes? | | | |
|---|----------------------------|------------------------|---------------------|
| <i>Idea:</i> | <i># of Personal Votes</i> | <i># of Team Votes</i> | <i>Total Points</i> |
| Park County being financially stable | 3 | 2 | 11 |
| Community space for the fine arts | 4 | 1 | 8 |
| More family engagement centers | 2 | 1 | 6 |
| To be a creative mountain community that feels small and close, County integration rather than pockets of integration. | 1 | 1 | 5 |
| Better Infrastructure | 0 | 1 | 4 |
| Improve visual attractiveness of Hartsel through clean-up efforts/planting wildflowers along HWY 24 | 2 | 0 | 2 |
| All PC residents respect each other and focus on similarities not our differences, Promote County to the county (intertown competition), Capture and celebrate the history Healthcare, Senior access and amenities, Better education, Attainable housing. | 1 | 0 | 1 |

| Results: What tangible outcomes will be considered a success? | | | |
|--|----------------------------|------------------------|---------------------|
| <i>Idea:</i> | <i># of Personal Votes</i> | <i># of Team Votes</i> | <i>Total Points</i> |
| Stronger economy, Multi-purpose venue with delivery from local restaurants. | 2 | 1 | 6 |
| Sustaining permanent residents, More full-time residents/full-time employees who can make a living. | 1 | 1 | 5 |
| Driving down Wilkerson Pass into Hartsel and seeing small homes instead of campers, sheds, or containers, Program to “round up” charges to the nearest dollar for roads, Stronger tax base, | 0 | 1 | 4 |
| More visitors stopping at our business. | 2 | 0 | 2 |
| Well-informed visitors leaving less of an impact on our lands & emergency services, Health care clinics throughout the county, Evidence of community pride through rational of objects & fallen down buildings, Kids and families that live here can stay here, Increase in number of visitors in Park County, Increase in PC workforce wages and individual retention, Healthcare and transportation. | 1 | 0 | 1 |

Other Ideas from the S.O.A.R Workshop:

Ideas that were mentioned and did not receive community member votes:

| Strengths | | | | |
|--------------------------|------------------------------------|--------------------------------------|--|---|
| Very resilient community | Out of the box thinking | Bus to Breckenridge | Untapped retired talent | Community Events/ Summer activities and events |
| Fire Department | People want to live in Park County | Local Newspapers, printed and online | Permanent residents respect the area's beauty, and are responsible | |

| Opportunities | | | |
|--|---------------------------------------|--|---|
| If it is not broken, where do we break it? | Nightlife: bar/arcade/bowling alley | Marketing with the Flume and South Park bulletin | Educate people on the respectful use of public lands through fliers and website |
| Promote local business | Affordable housing for our work force | Infrastructure improvements | Trade apprenticeships |

| Aspirations | | | | |
|--|---------------------------------------|-------------------------------------|--|-------------|
| Lower county permitting costs, and accurate code information | Good health care services | Communication platform for all ages | Take care in our decision making, considers the impact on future generations in PC | |
| Improve the quality of all PC roads | Getting people to move here (younger) | Transparency in county government | Brand/ identity creation rather than letting others decide | |
| Signage | PC Creative center | Working together | Higher wages | Consistency |

| Results | | | | |
|--|--|------------------------------------|---|-------------------------------------|
| Generational continuity | Improvement of signage on Front Street | Access to affordable amenities | Regenerate "the community" | Remove party labels at county level |
| Communication: word of mouth, through school | Adequate affordable housing | Better maintained roads, broadband | Survey results show improvement of two-way communication happening with residents | |

CDOT (Colorado Department of Transportation) Signage Information

While figuring out the intricacies of the rules and regulations can be quite confusing, this site will be beneficial along the path to putting Park County more on the map with official signs! One thing to note is that CDOT requires businesses to have consistent hours of operation if they want to be included in the regulated metal signs that we know so well. This is why we have included Short-Term signage in our recommendation, as it allows businesses to advertise for themselves and continue to attract customers without the more regulated process that is required by CDOT.

For additional details, see these pages:

- [CDOT Guide Signing Policies and Procedures](#)
- [CDOT Signage Home Page](#)
 - Outdoor Advertising Program – Anthony Lovato
 - anthony.lovato@state.co.us | (303) 512-4496
- [CDOT Business Signage Application](#) – Gas, food, lodging, camping, and attractions (CDOT Guide Signing Policies and Procedures – p.44)
 - CO Logos Contact: (303) 462-2320 | coloradologos@interstatelogos.com

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