AGENDA ITEM or FINAL CONTRACT REVIEW SUBMITTAL FORM

AgendaTitle:
Community Builders Task Force and Economic Indicators Update

Action Requested: Discussion

Parties to the Agreement:

Term Begins: **Term Ends:** **Grant Contract #:**

Summary:
Update on Community Builders Task Force scope of work and draft budget
Presentation of Economic Indicators Report

Fiscal Impact:

Submitted by: Cathie Pagano **Submitter's Email Address:** cpagano@gunnisoncounty.org

Finance Review: ○ Required ◉ Not Required

Comments:

Reviewed by: Discharge Date:

County Attorney Review: ○ Required ◉ Not Required

Comments:

Reviewed by: Discharge Date: Certificate of Insurance Required

Yes ○ No ○

County Manager Review:

Comments:

Reviewed by: GUNCOUNTY1\mbirnie Discharge Date: 8/8/2014

○ Consent Agenda ○ Regular Agenda ◉ Worksession Time Allotted: 30 mins

Agenda Date: 8/12/2014 Follow Up Agenda Date:

Revised April 2013

Gunnison County, CO
Community Development Department
221 N. Wisconsin St. Ste. D, Gunnison, CO 81230
Phone: (970) 641-0360 FAX: (970) 641-8585
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To: BOCC

From: Russ Forrest & Cathie Pagano

Date: August 12, 2014

Re: Community Builders Task Force and Economic Indicators

Purpose

Staff would like to review several economic related programs with the Board of County Commissioners and receive your feedback on those programs/opportunities, these include:

- Staff has developed a draft **economic indicators report** to provide quantitative information to support decision making and policy development in Gunnison County. We are completing the written report and will present a PowerPoint presentation to the Board for your review and comment.
- Staff will provide an update on a **grant from the Economic Development Administration**, U.S. Department of Commerce.
- Finally, staff will provide an update on the **Community Builders Task Force**.

Economic Indicators

Community Development and Geographic Information Services staff have prepared an Economic and Community Indicators report identifying various demographic, economic and social indicators for Gunnison County. The goal of this report is to provide economic and demographic information to the Board of County Commissioners, citizens, businesses and other organizations that will assist in making informed decisions.

Gunnison County has an incredible wealth of resources, preserved open space, agricultural lands, educated residents, and loyal visitors. Gunnison County residents have indicated a strong preference for the quality of life in the community and would recommend the community as a place to live.

However, there are concerning trends in our local economy such as: low diversity of jobs, low wages, higher than average poverty, and declining skier numbers, declining student enrollment at WSCU, and declining enplanements. The intent of this report is to provide a broad scope of information to decision makers, business owners, and residents so that there is an understanding about our current baseline conditions and economic trends.

Economic Development Administration Grant:

A grant opportunity from the U.S. Department of Commerce, Economic Development Administration (EDA) will provide a significant supporting effort for the Community Builders project. This is a grant that Delta and Gunnison Counties are pursuing with Region 10. DOLA is also supporting this grant with a supporting local match. Gunnison County has pledged $12,500 for the project, as has Delta County. The purpose of applying for the EDA Economic Adjustment Assistance grant is to create an economic resurgence and sustained resiliency in Delta and Gunnison Counties so that the counties may weather

future economic downturns with minimal impact. Gunnison and Delta Counties were asked by the EDA to pursue this grant due to the closure of Oxbow Mine. Specific goals of the project include:

- Creating a broader and more diverse economic base.
- Providing focus and prioritization of key actions that will improve and enhance the counties economies.
- Completion of projects that visibly and substantially advance our regional capacity to promote, nurture and, sustain a diverse and resilient economy.
- Creation of capacity and partnerships to facilitate the implementation of actions to improve the counties' economy.

The basic scope of work is broken in to five phases including (See Attachment B):

- Phase 1: Economic Assessment
- Phase 2: Market Analysis
- Phase 3: Final Report with Recommendations/Action Plan
- Phase 4: Complete a Feasibility Analysis on the top 1-2 ideas for each County
- Phase 5: Monitor Results

This scope of work assumes a parallel but independent project for each county, given the differences between Delta and Gunnison Counties. In pursuing this planning grant, opportunities are then provided by the EDA for larger capital grants to support the implementation of recommended actions.

Community Builders Task Force

Over the last several months Gunnison County has been working on creating a visioning process with other governmental and private partners that would build upon the EDA grant opportunity and utilize the information provided in the Economic Indicators Report. Staff would like to update the Board on the progress of the Community Builders Task Force (CBTF), and review a proposed scope of work and associated funding plan/budget. Since our last meeting with the Board, the group has expanded to include representatives from the following organizations:

- Gunnison County
- City of Gunnison
- Town of Crested Butte
- Town of Mt. Crested Butte
- Crested Butte South Property Owner's Association
- Western State Colorado University
- Crested Butte Mountain Resort
- Gunnison Country Chamber of Commerce

We propose utilizing the quantitative information and economic opportunities from the EDA grant in a more public discussion regarding our desired future for Gunnison County. Integrating these two efforts enables us to initiate a visioning process with realistic information regarding our economic opportunities for the future. Some of those opportunities may be desirable or undesirable based on the vision and values of the community. The goal of the CBTF is to create an action plan for economic prosperity based upon a shared vision and set of values identified by the Gunnison County community. The implementation of a strategic action plan based upon a shared vision will (i.e. the desired outcomes of the project):

- Create an effective **economic plan** to enhance the prosperity of our region while respecting the values of our residents.
- Establish as **organizational framework** to plan, implement, and align regional economic, transportation, housing, land use plans and actions.
- Provide a community based framework and set of criteria for identifying and planning **capital**

investment needs and opportunities.

- Provide regional **support for local community projects** that have regional economic significance.
- Engage the private sector in the **strategic alliances** to improve economic prosperity.
- Provide a structure for **local communities to achieve goals** which may require regional cooperation and collaboration.

CBTF has also drafted a Scope of Work (attached for your review) and drafted a funding plan in cooperation with Clark Anderson, Colorado Program Director for the Sonoran Institute (SI). We have developed this work plan based on the assumption that Gunnison County would receive the EDA grant. Staff is now creating a time frame for the EDA grant and how to best incorporate that data and trends from that process into a visioning process with the Community Builders project. Staff has been working with Clark Anderson on a funding strategy that will leverage dollars from the Department of Local Affairs (DOLA), SI funders (the Lohr and Gates Foundations), and other grant funding opportunities that may be available. CBTF partners have also worked together to come up with a "local match" for potential funding dollars. All partner organizations have expressed support for the project and are discussing or have committed funding to leverage grant funding. The draft budget is attached for your review.

This grant and planning project will establish a solid foundation for the CBTF strategic action plan. The attached PowerPoint includes a proposed funding plan. Staff is requesting that a local match funding request for a minimum of $9,000 be considered by the Board of County Commissioners in the 2015 budget process. It should be noted that $25,000 is being proposed for economic development in 2015 budget. The same amount was budgeted in 2014.

Attachments:

Attachment A: PowerPoint Presentation
Attachment B: EDA Grant Scope
Attachment C: Working Scope of Work for Community Builders Visioning Process

Scope of Work

Economic Prosperity and Recovery Plan for Delta and Gunnison Counties
&
A Request for a West Central Colorado Regional Economic Adjustment Assistance Grant

April 7, 2014

1. INTRODUCTION

This scope of work is intended to delineate the goals and tasks proposed for inclusion in an U.S. Economic Development Administration FY 2014 Economic Development Adjustment Assistance Program Grant for Delta and Gunnison Counties (the counties), located in western Colorado. This grant is being requested to improve and enhance the economic resiliency and sustainability of these two counties in Colorado after the recent closure of the Oxbow coal mine in Gunnison County, Colorado. The resulting mine closure is a regional economic emergency which is creating dire consequences for the affected counties. It should also be noted that Senator Mark E. Udall wrote a letter to Director Olson of the Economic Development Administration (EDA) on January 27, 2014 requesting economic assistance as a result of the mine closure. If this grant request is approved this scope of work would be integrated into a request for proposals to select a qualified consultant to achieve the goals mentioned bellow. Region 10 will act as the administrator for the grant on behalf of the counties. The counties will appoint a working committee to guide and direct this scope of work if the grant is awarded.

Participating entities for each County include:

- Delta County, City of Delta, Delta County Economic Development
- Gunnison County, Western States Colorado University, Gunnison Energy Corporation

2. BACKGROUND

The region has a strong history of mining and agriculture. In the last 30 years the area has also developed as a tourist destination which has also triggered a high level of construction activity. Unfortunately, the tourism industry along with its associated construction activity was severely impacted with the recent recession and our regional economy has not yet recovered.

To exacerbate the economic challenges of the last 5 years, in December of 2013, Oxbow Elk Creek Coal Mine in the Somerset Area of Gunnison County, announced that it was "idling" its operations as the result of the need to replace a very significant and expensive piece of equipment referred to as the longwall. The result of this announcement was approximately 265 miners lost their jobs in the North Fork Valley. In total, over 1,000 jobs were lost in Delta County as the result of mine closures and continued impacts from the recession. The impact of

combined effects of the mine closure and economic slow-down has been profound for both Delta and Gunnison County. According to the Bureau of Labor Statistics in the period from October 2012 to 2013, Delta County lost over 1,000 jobs. For comparison purposes, the impact of 1,000 jobs lost here equates to a loss of 19,000 jobs in a metro area the size of Denver.

The mine location is in Somerset which is a community in Gunnison County. The impact of the closure has been severe in this community. The Oxbow Mine was the largest property tax source in Gunnison County and the impact will be approximately $770,000 annually in lost property and severance tax. The financial impact to Gunnison County will be significant over time.

3. PURPOSE AND GOALS

The purpose for applying for an EDA Economic Adjustment Assistance grant is to create an economic resurgence and sustained resiliency in Delta and Gunnison Counties so that they may weather future economic downturns with minimal impact. Specific goals include:

- To create a broader and more diverse economic base.
- To provide focus and prioritization of key actions that will improve and enhance the counties economies.
- To complete projects that visibly and substantially advance our regional capacity to promote, nurture and, sustain a diverse and resilient economy.
- To create the capacity and partnerships to facilitate the implementation of actions to improve the counties economy.

4. SCOPE OF WORK

The partners in Delta and Gunnison Counties are seeking a well-qualified economic development firm to help create an economic resurgence and resiliency action plan. This plan is not intended to be a traditional broad view plan created primarily from facilitated community input. Rather, the client communities are seeking an in-depth, data driven analysis that accounts for the distinct differences of the participating communities that illuminates clear and prioritized actions aimed at creating a more robust and diverse economy.

There are both similarities and differences between Delta and Gunnison Counties. It is expected that a consultant team will need to address the scope of work as two parallel projects for each county. This scope of work includes five phases which are described below.

Phase 1: Economic Assessment

In cooperation with the projects stakeholders, the consultant shall complete a state of the economy report for each county which evaluates existing economic and demographic trends within the counties. With project partners, the consultant will conduct research on relevant economic cluster and demographic trending studies and other economic data for this region. The consultant will analyze information on industry cluster composition (primary and support industries), demographics and wage rates, occupational and employment projections, skill sets and education, micro-clusters and regional economic linkages. The

consultant shall recommend a framework for an economic assessment as part of their proposal and then refine it with the counties upon selection. This phase should include targeted public input particularly from major economic stakeholders including but not limited to major employers; large educational institutions such as Western State Colorado University and Delta-Montrose Technical College; applicable chambers of commerce; trail and outdoor recreation; private businesses; Tourism Authority; Crested Butte Mountain Resort; and major non-profits that may impact the economy. This economic assessment for state of the economy should answer the following questions:

- What methodology would be used to ensure the validity of data collection and interpretation?
- What are the most important issues and ideas identified by stakeholders?
- What are the most important assets and economic clusters for each county?
- What does the data indicate are the most significant economic trends both positive and negative with the counties?
- What does the data suggest about the current state of the two county's economies?

Phase 2: Market Analysis

The consultant, based on the economic assessment in Phase 1, shall evaluate market data and conduct appropriate market analysis to determine opportunities for expanding and/or adding new economic opportunities to the respective counties. The consultant shall review industry and occupational growth projections for the region's clusters (micro-clusters). This analysis should compare benchmarking and reference standards. Specific questions to answer in this phase include:

- What current or emerging economic clusters exist?
- Which existing or potentially new economic clusters have the greatest potential for expansion and why?
- What opportunities exist to improve economic prosperity and resiliency that will have the most enduring positive impacts?
- What broad areas of economic development have the most potential (tourism, expanding entrepreneurial capacity, agriculture, home-based business, niche industry etc.)?
- What are competitive points of differentiation for Gunnison and Delta Counties given their economic attributes?

Phase 3: Final Report with Recommendations/Action Plan

The consultant shall develop a written report that addresses phases 1, 2, 3, and 5. This report should include a specific action plan utilizing the information from Phases 1 and 2. The actions should provide a level of prioritization based on economic impact in the region, job creation, and the long-term sustainability of the action. The Action Plan should identify specific steps to implement the action and sources of funding to pay for implementation. The Action Plan is anticipated to be strategic and specific as it relates to actions. Specific questions to answer in this phase include:

- What role should public agencies play in expanding primary jobs in the area?
- What broad areas of economic development have the most potential (tourism, agriculture, home-based business, niche industry etc.)?
- Based on the data and conclusions of the report, what is an effective branding concept to best present the counties and differentiate the counties to critical markets and customers?
- What actions can create new and significant synergy with existing economic resources? How should these actions be prioritized and what organizational alignment is needed for their implementation?
- What actions can create new and significant synergy with existing economic resources and clusters?
- Are there new partnerships that should be developed to implement recommended strategies?
- Where should public and private partners concentrate human and financial capital for the greatest return on investment?
- What specific strategies can be identified to advance priority objectives?
- In what areas should public and private partners consider divesting human and financial capital due to low probability of a positive return on investment?
- What capacity needs to be developed and where, specifically, can resources be found to successfully implement proposed recommendations.
- What specific high leverage actions should be considered for a feasibility study in Phase 4 that will create an economic resurgence and sustained resiliency?

Phase 3 shall include a draft report and a 30-day time period for the counties to review the report and provide feedback on recommended changes and conclude what recommended actions merit a feasibility analysis.

Phase 4: Complete a Feasibility Analysis on the top 1-2 ideas for each County

At the completion of Phase 3, the consultant will meet with the counties to determine which high leverage actions should be evaluated in greater detail. This phase involves completing a feasibility study that may also include an

operational plan if that is critical in the implementation of the action for one to two of the highest priority actions for each county identified in the action plan. The consultant should anticipate preparing four feasibility reports. The Feasibility Analysis shall provide the following:

- A specific market analysis for the proposed idea to determine its market viability and its long-term impact to the economy.
- A pro-forma of sufficient detail for an investor to make an informed decision on the prospective idea.
- A specific operational plan to "start-up" the idea/action and to sustain it over time.

Phase 5: Monitor Results

The consultant shall provide a recommended methodology to monitor the effectiveness of plan implementation and of economic development within the Counties. The Counties after the completion of Phase 4 will monitor and measure the implementation effectiveness based on the recommended methodology provided by the consultant. .

5. DELIVERABLES

The consultant will provide deliverables in a PDF and or word format as requested by Region 10. Specific deliverables include:

A. Phase 1 – Economic Assessment. The consultant shall provide a draft written report for the economic assessment fully addressing the questions in Phase 1 and then after a 30-day review period (or less) the consultant shall respond to comments provided by Region 10 and complete a final draft for the economic assessment. This deliverable should be written so that it will be included as a section in the final report for the project.

B. Phase 3-Action Plan: The consultant shall provide a draft written report fully addressing the scope of work outlined Phases 1,- 3 and phase 5. The consultant shall provide a draft report to Region 10 and then after a 30 day review period (or less) the consultant shall respond to comments provided by Region 10 and complete a final draft.

C. Phase 4: The consultant, after meeting with the counties and receiving direction from Region 10, shall first provide a proposed outline for each specific feasibility and have that outline approved by Region 10. After outline approval, the consultant will complete a written draft, fully responding to the direction and questions in Phase 4. This will include a feasibility study for the one or two high priority actions for each county. These high priority actions will be identified by the Counties. The consultant shall provide a draft report to Region 10 and then after a 30-day review period (or less) the consultant shall respond to comments provided by Region 10 and complete a final draft. It is anticipated that each feasibility study is a stand-alone document.

D. Supporting Materials and Research: All materials and research shall become the property of Region 10 and a digital copy of all materials and research shall be provided to Region 10 at the completion of the project. Region 10

will provide the Counties with all materials in a digital format related to this scope of work.

6. GRANT ADMINISTRATION

If awarded, Region 10 would administer this grant on behalf of Delta and Gunnison Counties. Region 10 is an office of the Colorado Office of Economic Development and International Trade and supports eighteen local communities and six counties in Western Colorado. Its governing board is formed by predominantly elected officials from those jurisdiction. Delta and Gunnison Counties are members of Region 10.

Region 10 has extensive experience managing federal grants and will have the full support of both Delta and Gunnison County in managing any obligations related to receiving a grant.

If the grant is awarded, Region 10 and the Counties will ensure that the best qualified consultant team is selected which also provides the highest value for the project. Region 10 will also work collaborative with the Economic Development Administration to ensure any and all agency procurement policies are adhered to and that any reporting and documentation for the grant is provided in a timely manner to the Administration. Region 10 will issue the RFP, coordinate the selection process with the counties, manage the contract, and provide all necessary reporting to the EDA. The Counties will appoint representatives to participate in a working committee to guide and direct this scope of work.

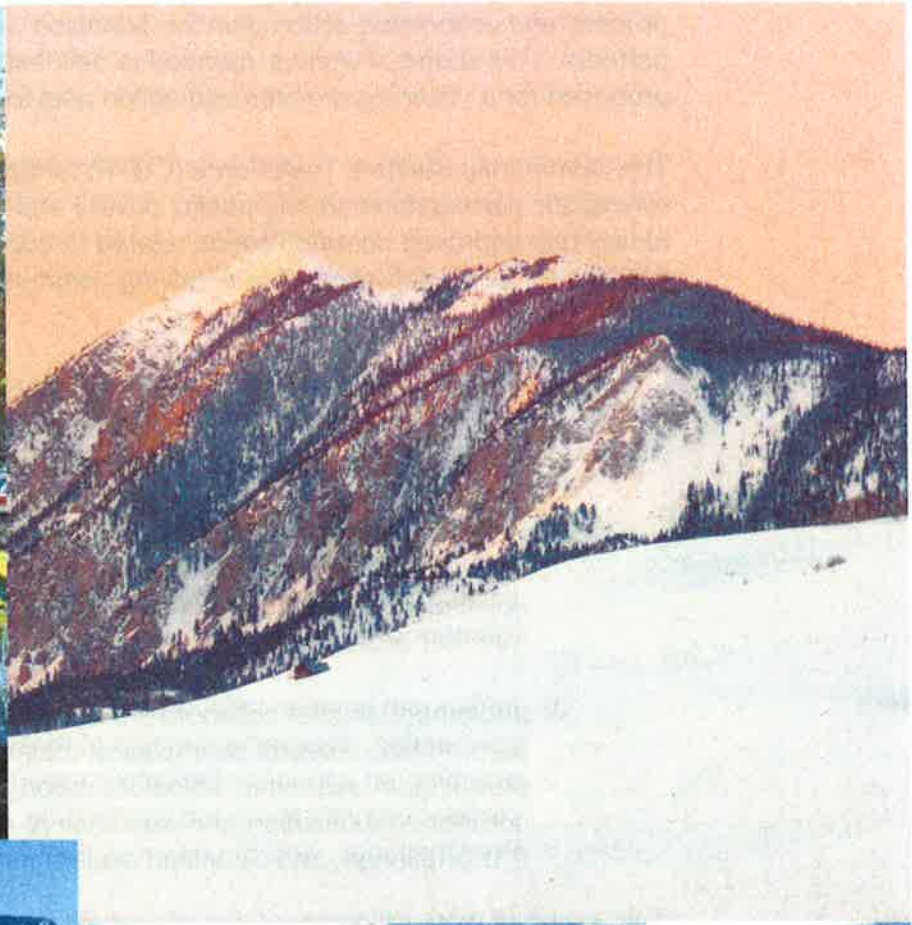
Community Builders Task Force

Proposed Scope of Work for a Gunnison County

Visioning and Action Plan

July 8, 2014

Working Draft



Community Builders Task Force
Proposed Scope of Work for a Gunnison County

Visioning and Action Plan

April 15, 2014

I. PURPOSE AND GOALS

The Gunnison County Board of County Commissioners and Community Builders Task Force (CBTF) has approved the following scope of work for completing a visioning process and associated action plan for Gunnison County ("the County") and its project partners. This scope of work is intended to delineate the goals, objectives and tasks proposed for a visioning process and action plan for Gunnison County, Colorado.

The Community Builders Task Force (CBTF) formed out of the desire to develop synergistic partnerships among public, private and non-profit entities in the County and to facilitate improved communication related to economic prosperity. The purpose of the CBTF is to collaboratively create a thriving community and economy. Its three primary goals include:

1) Initiate a collaborative, community based process to develop a county-wide economic prosperity action plan based on a shared community vision to inform local and regional/County decision making; and

2) Develop a structure to support regional coordination, pursuant to the goals and actions identified in the vision, and more generally, to enhance collaboration around regional issues while respecting the authority of CBTF-member organizations.

3) Implement smaller collaborative actions to allow us to practice regional partnership. Several examples of these actions include: 1) working on branding an economic indicators report; 2) a web site; 3) Airport vehicular corridor beautification and way finding; 4) Valley wide marketing for the US Pro Challenge, and 5) unified system for trail signage

This scope of work will focus on the 1st and 2nd goals mentioned above. The CBTF will seek the active involvement of local businesses, non-profit organizations, other governmental institutions, and the community as a whole to achieve its goals. CBTF also recognizes that its only authority is that provided by its member organizations and its current composition or existence may evolve as the result of this scope of work.

It is also recognized that Gunnison County has many valuable assets including:

1) Pristine and authentic ranch land and agricultural open space which distinguishes, and in large part defines our community.
2) Unparalleled public land and water resources
3) Recreational resources including trails, winter sports, skiing, fishing, boating, hunting and horseback riding.
4) Western State Colorado University and a high quality primary and secondary school system.
5) Authentic towns that define western heritage.
6) A high quality built environment including the "#1 Ski Town in the United States" as rated by Powder Magazine.

There are many other wonderful amenities in the County along with those mentioned above. However, it is generally recognized that as a region we have not fully realized our potential and have not actively worked together to find synergy between our various community and economic assets. It has also been observed that as a region we have not had the benefit of a commonly accepted vision of the future to align and guide our strategic decisions. Given that, we have an incredible opportunity to fully realize our potential as a County, create a common vision, and synergistically and collaboratively plan and implement actions to enhance the quality of life for our residents.

II. INTRODUCTION

CBTF is a group consisting of representatives from Gunnison County; City of Gunnison; Town of Crested Butte; Town of Mt. Crested Butte; Crested Butte South Property Owner's Association; Crested Butte Mountain Resort; and Western State Colorado University. For ease and efficiency throughout the document, "the Partnership" refers to the County government and all municipalities, public, private and non-profit institutions that have come together to both support and act as the advisory committee for this scope of work. Gunnison County personnel will provide the logistical and administrative support for this scope of work.

Gunnison County is a geographically diverse County that encompasses five different municipalities (Crested Butte, Gunnison, Marble, Mt. Crested Butte, and Pitkin) and has a relatively small population of just under 15,000. The County seat is in the City of Gunnison and much of the County population lives in the Gunnison-Crested Butte area. Gunnison County does not currently have a comprehensive plan or communication strategy for community development and economic prosperity. There are strong examples of regional collaboration with the Gunnison Valley Transportation Authority (Regional Transportation Authority) and Gunnison Valley Local Marketing District.

Specific economic challenges in Gunnison County include:

- High cost of living, similar to other mountain communities
- Remote location with limited transportation access
- Short growing season with cool year-round temperatures

- Low diversity of employers
- High education levels but lower per capita earnings compared to the State average
- Higher rates of poverty compared to the State average.

Our fundamental premise in this scope of work is that our County is interconnected and interdependent. Although some long range planning has occurred, there has been limited comprehensive planning for the region. It should also be acknowledged that there is a high level of alignment politically and within the private sector to both plan and execute actions regionally. Gunnison County and its communities maintain an authentic character that many other resort regions have lost. In short, we have an incredible opportunity to work collaboratively as a region to better achieve our potential and improve the quality of life for all of our residents and visitors; this can be accomplished while preserving the unique character of the area.

To provide a foundation for strategic and synergistic decision-making, the Partnership desires to create an action-oriented visioning plan based on community values and needs. Specific Outcomes of this project include:

Implementation of a strategic action plan that achieves a shared vision for Gunnison County will:

- *Create an effective **economic plan** to enhance the prosperity of our region while respecting the values of our residents.*
- *Establish an **organizational framework** to plan, implement, and align regional economic, transportation, housing, land use plans and actions.*
- *Provide a community based framework and set of criteria for identifying and planning **capital investment** needs and opportunities.*
- *Provide regional **support for local community projects** that have regional economic significance.*
- *Engage the private sector in **strategic alliances** to improve economic prosperity.*
- *Provide a structure for **local communities to achieve goals** which may require regional cooperation and collaboration.*

III. PROJECT OBJECTIVES

The project objectives include:

A. Complete a State of the Region report that describes current conditions based on available data as well as community values and perceptions. Combined, this information will describe where we are as a region today,.

B. Design and carryout an effective community engagement process that involves a wide spectrum of the community in creating an actionable county-wide vision. The process will engage the community (residents, businesses,

institutions, second homeowners) and use a wide range of techniques for gathering input, from storytelling to video to online media. The process will be used to identify shared values, craft a vision for the future, and identify goals and actions needed to realize the vision.

C. **Develop a County-wide Vision for Economic Prosperity.** Using community input, create a vision that defines what the region aspires to become in the future and the values that it seeks to retain in the future.

D. **Develop an integrated Action Plan** that addresses economic prosperity and resiliency, synergistic partnerships, communication, housing, transportation, recreation, natural resource management and other issues critical to the community which will create an effective, coordinated strategy for Gunnison County's future. This objective includes creating an organizational structure for ongoing regional coordination, as well as measurement tools to track progress.

IV. SCOPE OF WORK

The following tasks are intended to achieve the goals and objectives of this scope of work.

Task 1: Process Design

The consultant as part of the proposal submittal will be required to submit a plan for the project that includes how they will successfully complete the tasks in this scope of work and provide the deliverables delineated in Section V. The first task of the project will be utilizing the proposal submitted by the consultant and refining it with the CBTF to ensure the project design and public engagement process will be as successful as possible. This task will also include the development of a refined project schedule and a communications plan.

Task 2: State of the County Report

In January, the Gunnison County Board of Commissioners directed its staff to develop a report of "Economic Indicators" for the County. This report will include information on a variety of economic indicators including: demographic data; wage and income data; sales tax; lodging; school enrollment; traffic data; enplanements; social indicators; and real estate sale and construction information.

The County also anticipates that at the time of the development of this scope of work that Gunnison and Delta counties will be awarded a grant from the Economic Development Administration (EDA) to conduct an economic assessment and action plan for both counties (see Attachment A for EDA scope). This grant opportunity is a result of the closure of the Oxbow coal mine in Gunnison County. The resulting mine closure is a regional economic emergency which has significant consequences for Gunnison and Delta Counties. The

impacts to Gunnison County, as a result of the closure, is approximately $770,000 in lost property and severance tax. The Oxbow Mine was the largest property tax source in Gunnison County.

The Consultant for this scope of work will work collaboratively with County staff to analyze the above mentioned information and to obtain and evaluate pertinent facts and trends to inform a discussion and State of the County report relative to the future of Gunnison County. The County will facilitate and coordinate data collection and analysis between the EDA grant, the economic indicators project, and this scope of work. Examples of key areas to evaluate in this analysis should include but are not limited to:

a) Micro and macro-economic trends affecting Gunnison County and similar mountain communities
b) Housing trends and projections
c) Demographic trends
d) Land Use issues and trends
e) Ski industry trends
f) Ranching and agricultural
g) Higher education
h) Natural resources needs and opportunities
i) Recreational needs and opportunities
j) Transportation and circulation trends and projections
k) Strategic plans from other strategic partners
l) Carrying capacity issues for growth in Gunnison County

The consultant will analyze and synthesize this and other available information and will develop a State of the County report which will eventually be incorporated into the final plan deliverable. This should also include evaluating trends that may affect the County in the future. This State of the County report should provide a factually based framework for local decision makers and the general public to make informed decisions regarding a forward looking vision. It is anticipated that the EDA grant consultant and county staff will provide a significant amount of the data and analysis for this task and that the state of the county report/Task 2 would be a collaborative task between the consultant and County staff.

Task 3: Community Engagement and Visioning Process

The consultant will be required to solicit input from the community and develop a future vision for Gunnison County. This vision will provide the vivid picture of a desirable future for Gunnison County. Careful and creative facilitation will be required to work with both institutional stakeholders and the community as a whole in developing a set of shared values, description/definition of "quality of life," and a clear vision of the future. The process will engage the community (residents, businesses, institutions, second homeowners, seasonal visitors) and use a wide range of techniques for gathering input, from storytelling to video to online media. The process will be used to identify shared values, craft a vision for

the future, and identify goals and actions needed to realize the vision. There is a strong interest in using existing summer events such as community musical events to engage the community in this process. It is also desired that the community engagement process be focused and completed within a six month timeframe.

The consultant shall propose a creative and dynamic process as part of this Task to answer the following questions:

- How do we best engage both institutional stakeholders, residents both part – time and full time, to complete this scope of work?
- What are the common values of the community?
- Where do community members' view of the future converge and diverge from each other?
- What are the components of a shared vision for the County?
- What are the goals that must be achieved to attain that vision?
- How is a future vision grounded in the physical, economic, natural, and community resources of the area and/or what are the opportunities to change capacity?
- What are alternative future scenarios to achieve the community's vision?

Task 4: ACTION PLAN

The final task requires developing specific actions in support of the vision and goal areas discussed in Task 3. The Action Plan shall also include recommendations for a structural organization to collaborate and facilitate a regional partnership, to enhance economic prosperity across the region and implement the Action Plan. The Action Plan shall identify objectives, strategies and actions and recommendations for implementation across jurisdictions, organizations and agencies (including public, private and non-profit). This will require working collaboratively with the CBTF to develop and prioritize an action plan while also considering the needs and the authority of partner jurisdictions.

Specific questions to answer as part of this task include:

- Are there other examples of collaborative public/private efforts that facilitate economic prosperity and regional collaboration that the CBTF should examine?
- What are the prioritized actions for the plan and which create the greatest leverage to improve the quality of life (which should be defined in this process) and achieve the goals of this scope of work?
- What are the costs and benefits of proposed actions and are there sources of funding to support the actions.
- What are the obstacles in the Action Plan? How can those obstacles be overcome?

- What actions can create new and significant synergy with existing economic resources?
- Are there new partnerships that should be developed to implement recommended strategies?
- What capacity, physical or institutional, needs to be developed to realize the desired vision of the future?
- What is the optimal regional structure to guide and implement the actions of this Plan?

This Action Plan should include a prioritization of tasks, timeframes for completion, proposed responsible parties, and resource needs. This Task shall include developing a draft and final document that incorporates the work completed in Tasks 1 -4. It is expected that the document will be reviewed by the participating agencies of the CBTF and be available for review by other stakeholders in the community. The consultant should anticipate posting the draft on the County's web page, along with the web pages of other participating jurisdictions and responding to input from the public on the draft. Staff will work with the consultant to address any conflicting comments. For major substantive conflicts generated by comments, the CBTF shall provide input on resolution.

V. DELIVERABLES

The consultant will provide deliverables in a PDF and or word format as requested by the point of contact for the contract. The time table for deliverables will be delineated in the consultant's contract. Specific deliverables include:

A. Process Design: Based on the proposal submitted by the consultant, the CBTF will work with the selected consultant to refine the proposed project design and public engagement plan with the CBTF. Based on what is anticipated as an initial meeting with the CBTF, the consultant working with the project point of contact will develop a refined project schedule and refine strategies for most successfully completing Task 3. This will also include a communications plan for the project that outlines how the community and other partner jurisdictions will remain actively engaged throughout the process.

B. State of the County. The consultant shall provide a draft written report for Task 1 fully addressing the questions in Task 1 and then after a 30-day review period (or less) the consultant shall respond to comments provided by the County and complete a final draft for the economic assessment. This deliverable should be written so that it will be included as a section in the final report for the project. It should also be in a format that can be conveyed and used in a variety of different ways based on the consultant's proposal for a public process in Task 1.

C. Community Engagement and Visioning Process: : Implement the strategies proposed by the consultant for Task 3 and further refined in Section V.A. above.

D. Action Plan: The consultant shall provide a draft written report fully addressing the scope of work outlined in Tasks 1, 2, and 3. The consultant shall provide a draft

report to the contract point of contact and then after a 30-day review period (or less) the consultant shall respond to comments provided by the point of contact and complete a final draft.

E. Supporting Materials and Research: All materials and research shall become the property of Gunnison County. A digital copy of all materials and research shall be provided to Gunnison County at the completion of the project. Gunnison County and partners may make the materials publically available through their web sites.

VI. THE CANDIDATE'S QUALIFICATIONS

Provide an organizational chart showing the proposed staffing of this project by the candidate firm. In addition, candidates will provide the qualifications of the proposed operations and management expertise on the team, as follows:

- An overview of the firm including, but not limited to, time in business, number of personnel on staff, accounting personnel on staff, and administrative support personnel.
- Current resume of the project manager that outlines experience related to managing and facilitating a community plan. Specific examples should include major community projects managed by the project manager, together with the client name and contact information for each project shown.
- Current resume of all the associates and any other sub-contractors that would facilitate the public process and/or work on a community plan as described above. Specific examples should include major community projects.
- Minimum number of hours per week each individual will be dedicating specifically to this project until its completion.

VII. PROPOSAL SUBMITTAL

A. The firm's anticipated fee schedule for each task must be submitted.

B. The proposal shall include materials to fully address the candidate's qualifications as specified in section VI of this scope of work.

C. Proposals shall include a detailed recommended approach to achieving the goals and the tasks delineated in this scope of work. Please provide alternative approaches from those described above if it is felt that an alternative(s) better achieves the goals of this scope.

D. Show a basis for calculating the proposed fee, including anticipated staff time, by hours per week, devoted to this project, broken out by individual.

E. Separately, show all associated reimbursable costs for providing these services (e.g. office space, phone, travel, reproduction, etc.).

F. *Provide an itemized list and a proposed cost (either lump sum or hourly rate) for optional services that may be of benefit to the Gunnison County but are not identified in the scope of work. Please recommend any approaches that would be useful in engaging stakeholders and facilitating the community process described above.*

G. *Provide any and all recommendations for ideas to obtain grants and or outside funding to support the scope of work.*

H. *Provide 1 unbound color proposal and one PDF digital file to Russell Forrest, Gunnison County, 221 N. Wisconsin St, Gunnison, CO 81230 by 5:00 p.m. on May 1, 2014. Any questions should be emailed to rforrest@gunnisoncounty.org.*

VIII. SCHEDULE

County Issues RFP	May x, 2014
Proposal and cost estimate submittal deadline	Month x, 2014
1st Round Interviews with CBTF	Month x, 2014
Contract Approval	

* Interview and Selection dates are subject to change

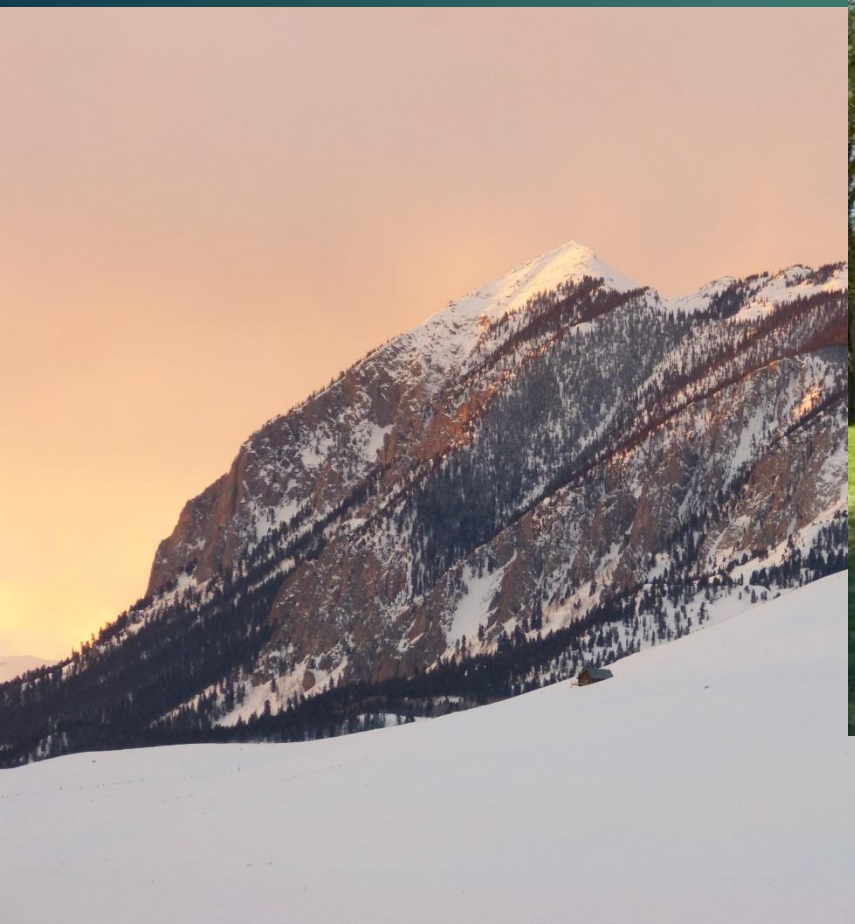
IX. GENERAL CONDITIONS

A. Limitations and Award: This scope of work does not commit the Gunnison County to award or contract, nor to pay any costs incurred in the preparation and submission of qualifications in anticipation of a contract. The Gunnison County reserves the right to accept or reject all or any submittals received as a result of this request, to negotiate with all qualified sources, or to cancel all or part of the scope of work. After a priority listing of the final firms is established, the Gunnison County will negotiate a contract with the first priority firm. If negotiations cannot be successfully completed with the first priority firm, negotiations will be formally terminated and will be initiated with the second most qualified firm and, likewise, with the remaining firms.

B. Selection: Initial evaluation will be based upon the qualifications of the applicant. Gunnison County reserves the right to not interview, and to make final consultant selection based upon the qualification statements and cost estimate.

C. Equal Employment Opportunity: The selected consultant will not discriminate against any employee or applicant for employment because of race, color, religion, sex, or national origin.

Community Builders Task Force

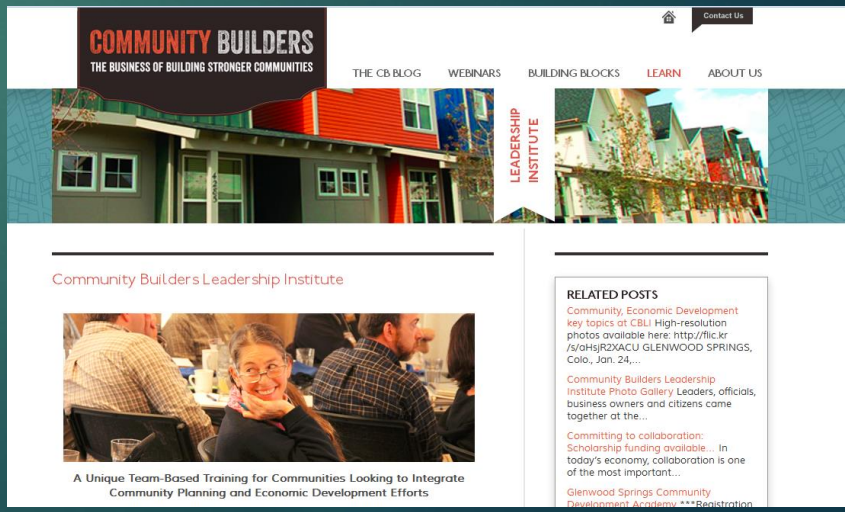


Summary of Topics

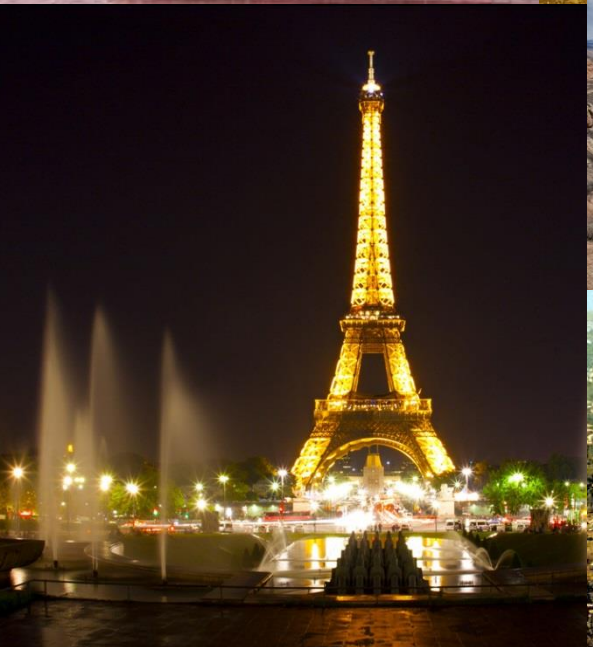
1. Community Builders-Leadership Institute
2. Economic Indicators Report
3. Economic Development Administration Grant
4. Community Builders Visioning Process

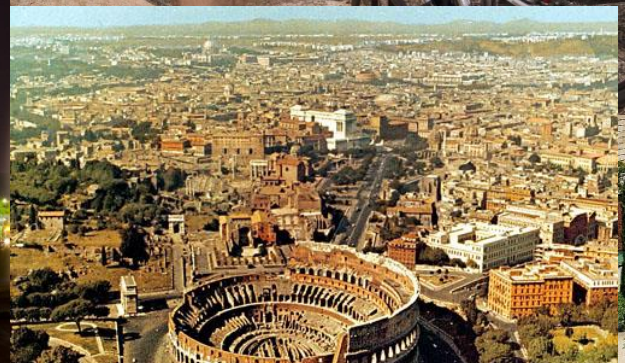
Sonoran Institute

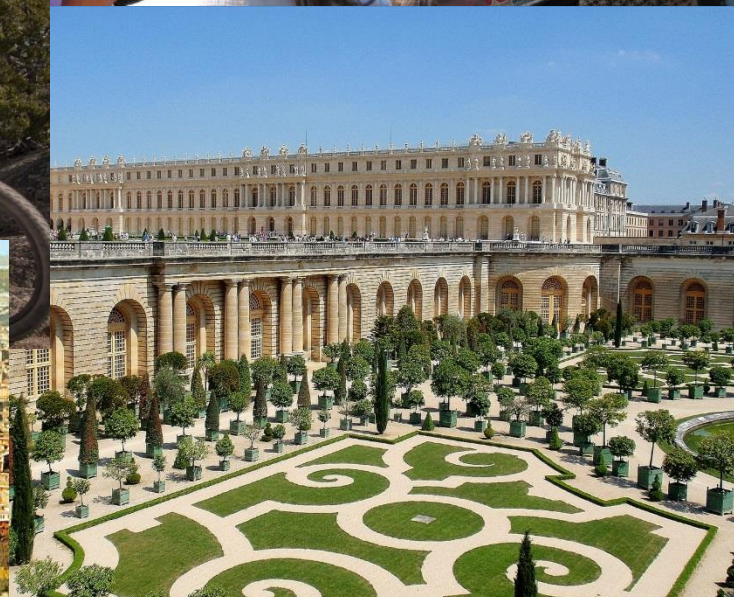
- Applied for a Grant for a Sonoran Institute Community Builders Program
- Saw many examples of healthy vibrant communities/regions
- Discussed working issues that crossed political boundaries
  - Economy
  - Housing
  - Transportation
  - Planning
- Common Sense of Direction?



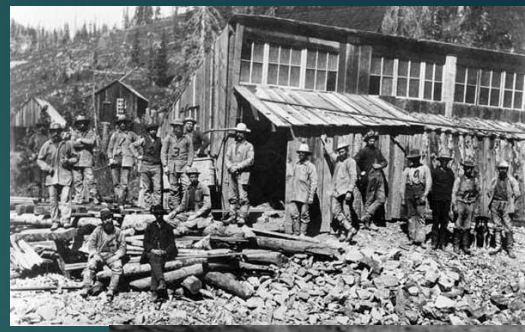
Great places don't happen by accident – it takes planning







Mountain Towns-Utopia and/or Tough Place to Live



- Vulnerable Economies – Tough People
- Resort Industry is highly competitive
- History of Boom to Bust Economy
  - Few major employers (CBMR, Mines, WSCU)
  - Subject to environmental/national economic factors
    - Poor Snow and/or drought
    - Decrease in demand or value of coal, silver, gas etc.
    - Price fluctuation in beef
    - Tourism
    - Real estate/Construction
- High percentage of service jobs with low pay-many have multiple jobs to make ends meet.
- Cost of Living is High

We have great Assets

- Incredible, pristine landscape and valley
- Western State Colorado University
- Crested Butte Mountain Resort
- Strong communities & Schools
- Authentic agricultural/ranching communities and open space
- Unparalleled trail system
- Great place to live and raise a family
- RMBL
- Arts and Culture
- Not for profits

Economic Indicators Report-Summary

- Purpose: To Provide economic and demographic information to Board and public
- Identify if and how communities in County are interconnected—data demonstrates we are connected and may be more successful if we work collaboratively rather than in silos.
- Topics: Demographic, Economic Drivers, Social Indicators, Land Use information and analysis

Economic Indicators: Interconnected Community

- Gunnison County is an interrelated and interdependent community. The major hubs of the County—the city of Gunnison and the towns of Crested Butte and Mt. Crested Butte, make up most of the year-round population of citizens.

- Communities are connected by:
  - Crested Butte Mountain Resort
  - Western State Colorado University
  - Gunnison-Crested Butte Regional Airport
  - Gunnison Valley Regional Transportation Authority
  - Gunnison Valley Hospital
  - RE1-J School District
  - Tourism
  - Outdoor recreation

- Many residents commute up or down valley for work, recreation, and services (hospital, groceries, airport, skiing, etc.)
- Connectivity of the municipalities, County government, businesses, non-profits, residents and visitors is critical to economic prosperity

Gunnison County 2013 Biennial Survey

- In 2013, 88% of respondents said job growth was too slow and 60% said retail growth was too slow.
- From 2009 to 2013, 80%-85% of survey respondents identified Gunnison County as having an "excellent" or "good" quality of life for each year the survey was conducted.
- In 2013, 85% of survey respondents said they planned to remain in Gunnison County for the next five years, up from 73% in 2009.
- In 2013, 78% of respondents felt that Gunnison County had an "excellent" or "good" sense of community which is much above the national average.

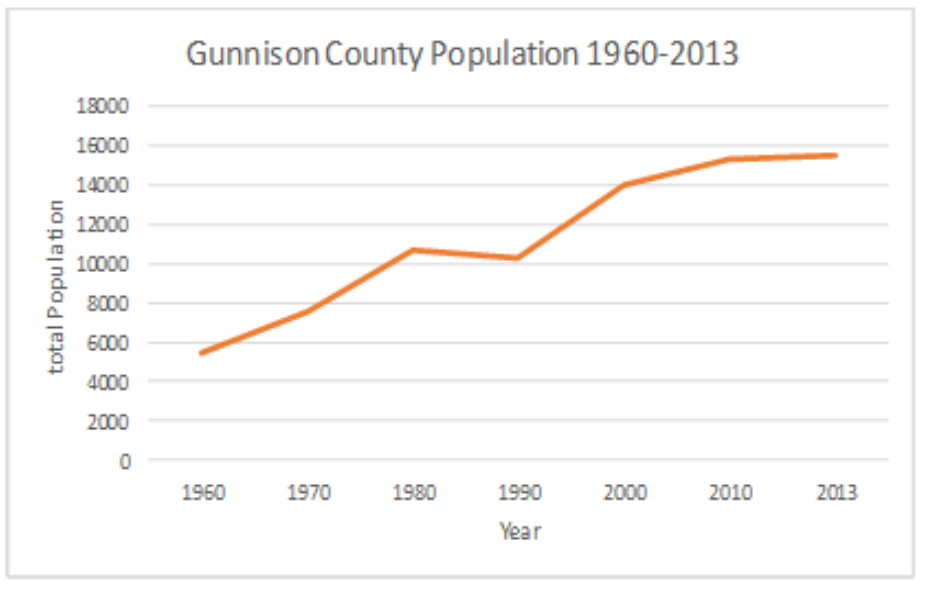
Comparison with other Counties

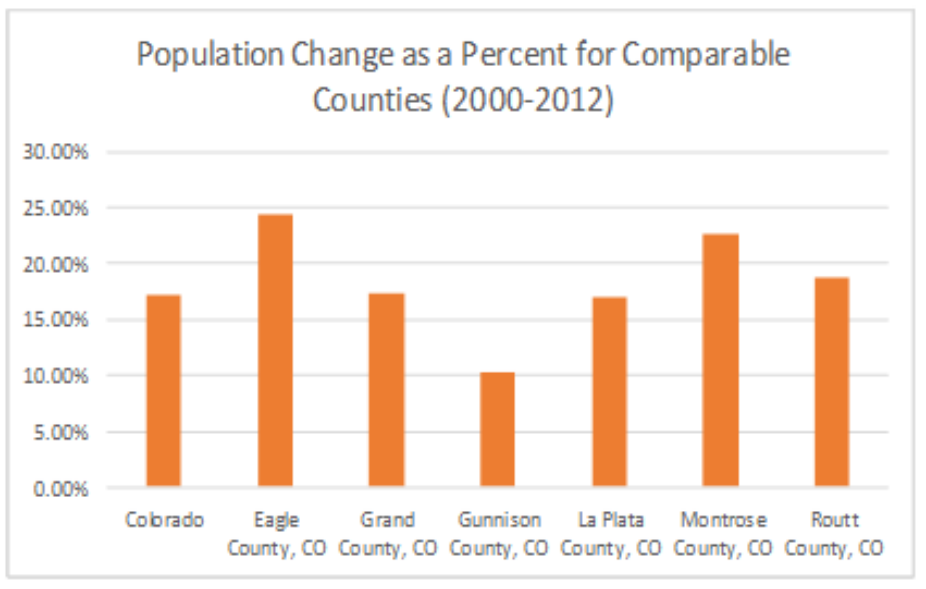
- We have chosen other counties to compare ourselves with, including:
  - Eagle County
  - Grand County
  - La Plata County
  - Montrose County
  - Routt County

These counties are similar to Gunnison County—they contain either resorts, universities or similar characteristics that make comparison useful.

Demographics and Population

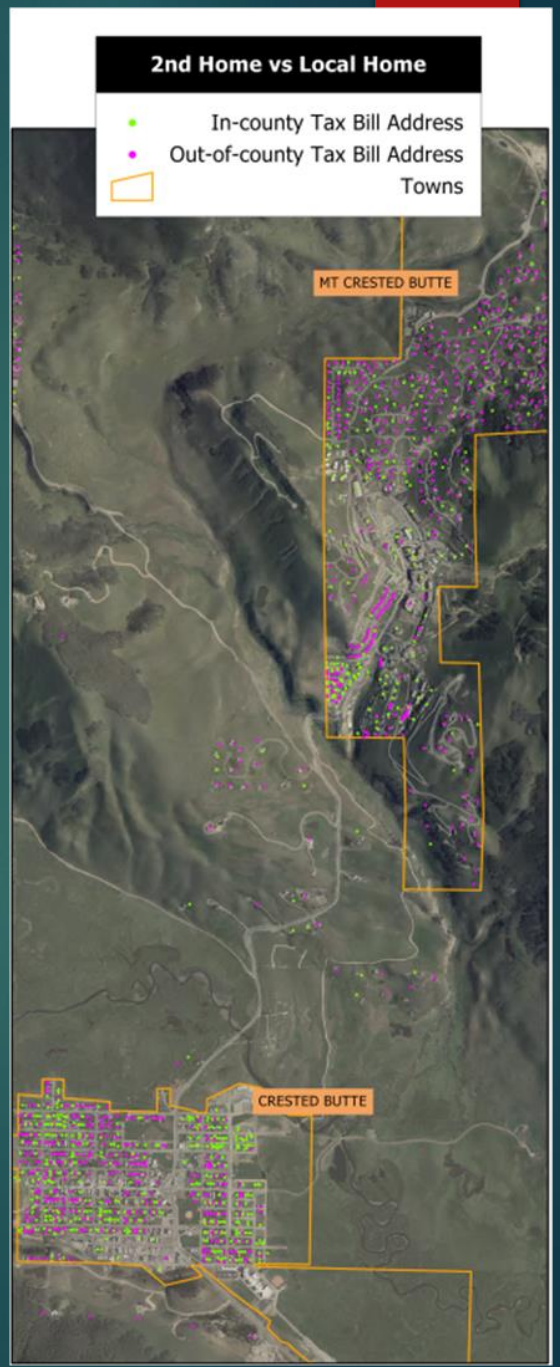
- The population growth, 10% since 2000, of Gunnison County has been the slowest of the comparable counties.
- The population growth of Gunnison County was also less than the State average from 2000 to 2012. The State average is 17.24%, Gunnison County growth is 42% less than the State average.
- In the 2013 Gunnison County Biennial Citizen Survey only 12% of respondents felt that population growth was too fast, down from 29% in 2009, both percentages are much less than the national average.





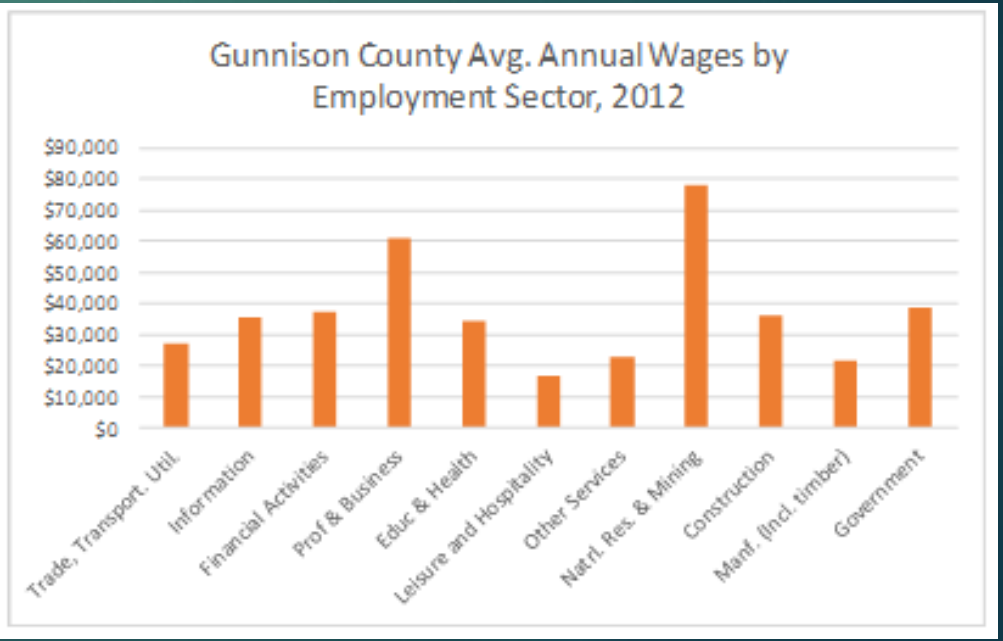
Out-of-County Property Owners

61% of Gunnison County's property owners property tax bill is mailed to an out-of-county address, this number has been stable over the past 14 years.



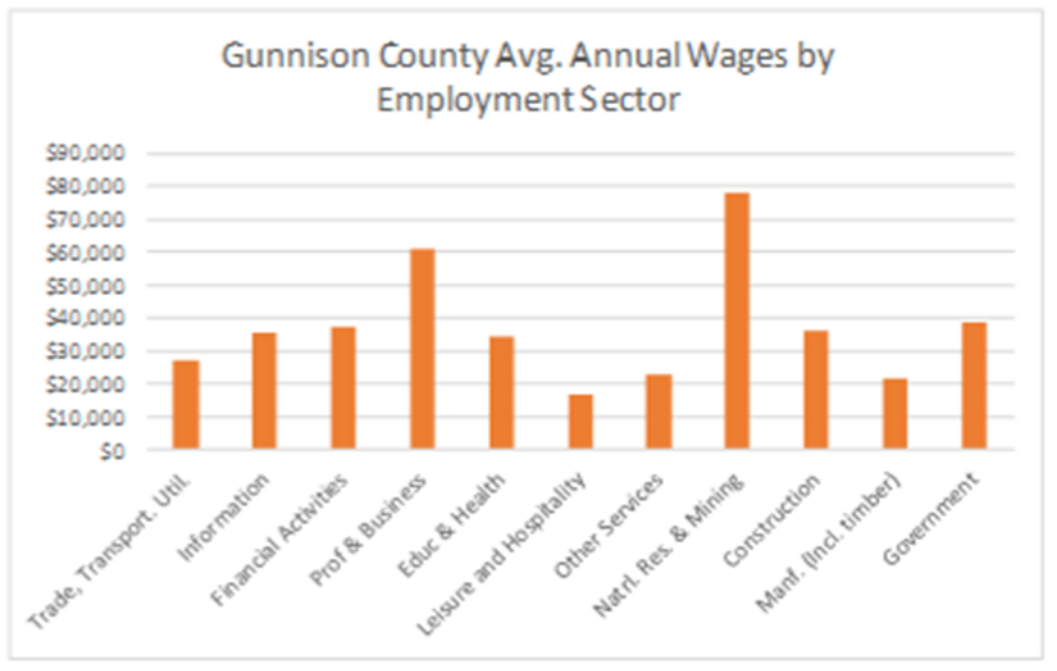
Income Comparison and Wages

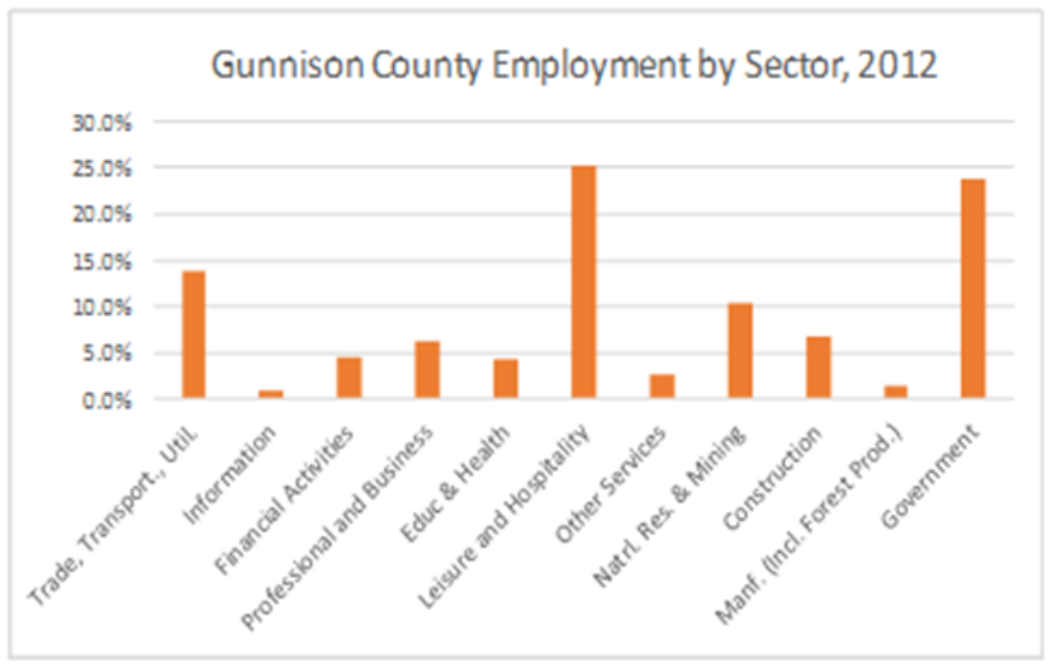
- Wages in Gunnison County, including average earnings per job and per capita income, are lower than comparable counties.
- Many residents in Gunnison County work more than job to earn a living.
- Gunnison County is in top 1/3 of Colorado Counties relative to cost of living
- Gunnison County residents have reduced purchasing power due to higher cost of living and lower wages.



Employment

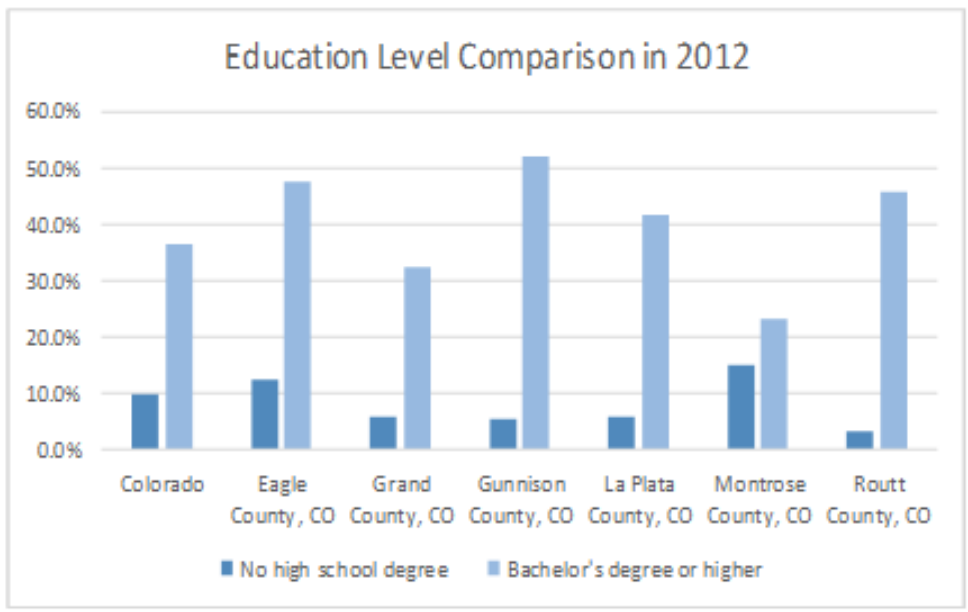
- Heavily dependent on tourism and construction, unstable industries that fluctuate with national economy
- 25% of Gunnison County employment is in Leisure & Hospitality sector (avg. $17,000/yr)
- In 2013 Biennial Survey only 16% of respondents felt that employment opportunities were good or excellent
- 88% felt that job growth was too slow

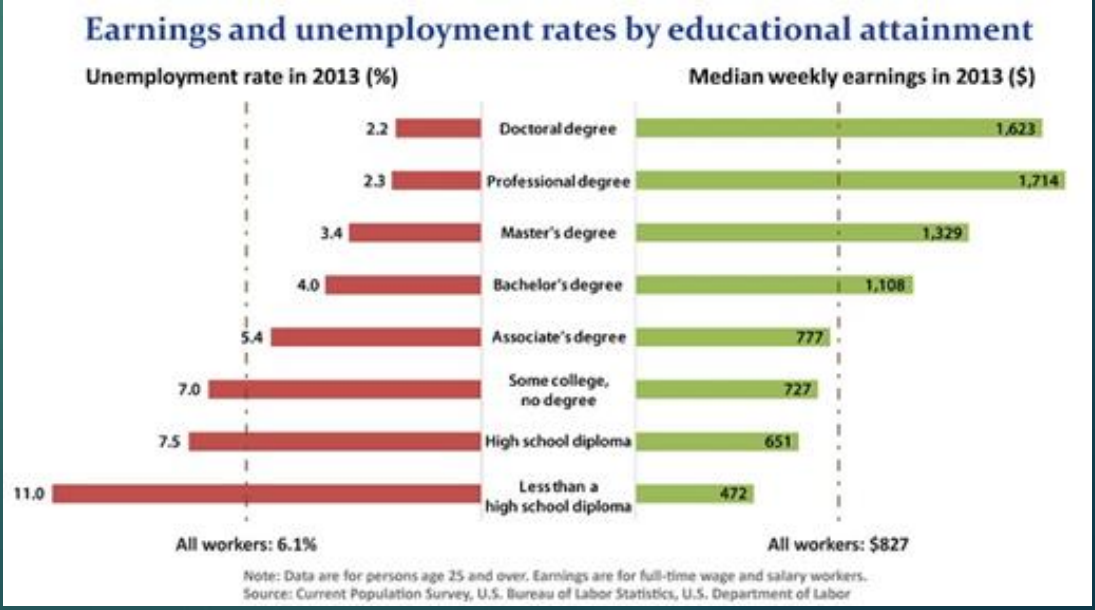




Education Comparison

- Approximately 52% of Gunnison County residents have a bachelor's degree or higher
- National median income for individual w/ Bachelor's degree is $57,616/yr, in Gunnison it's $36,296.





Western State Colorado University
Learning. Elevated.

Gunnison County Employers

- Western State Colorado University, 311 employees, 2,404 enrolled students in 2013-2014
- Crested Butte Mountain Resort, 200 employees, 400,000 winter/summer user days in 2013-2014
- Gunnison Valley Hospital , 215 employees
- Oxbow Mining (Elk Creek Mine), 20 employees (250-300 employees were laid off in 2013.
- Arch Coal (West Elk Mine), 314 employees, as of 4/22/14 Arch Coal reported a net loss of $124.1 million in the first quarter of 2014
- Rocky Mountain Biological Laboratory, 70 employees (9 full time, year round), 207 visiting scientists, professors and students in 2013. Revenue of $4.523 million and total net assets of $10.275 million.
- Tourism in 2012, according to Gunnison- Crested Butte Tourism Association, resulted in total direct spending by visitors of $150.6 million dollars, generating more than $5.5 million in local taxes and 1,870 tourism related jobs.

Flow of a Region's Economy

Base Industries (Direct Basic)

Mining, Manufacturing, Agriculture, National & Regional Services, Government, Households

Spending by Direct Basic Industries

Indirect Basic Industries

Fabricated metals, Office supplies & furniture, Professional services

Spending by Direct & Indirect Basic Industries

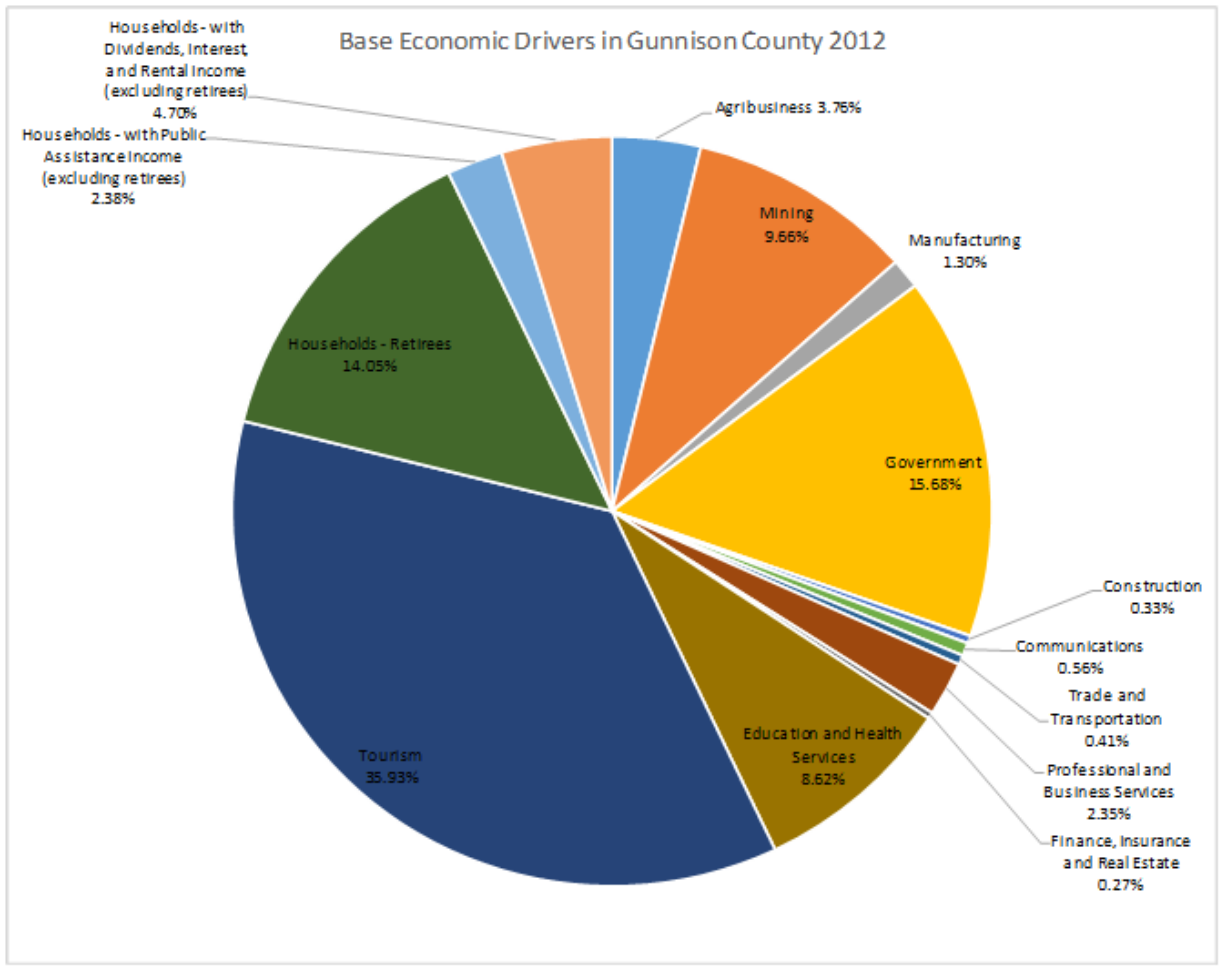
Local Residence Services

Retail, Local Business Services, Banks, Utilities, Doctors/Dentists

Economic Base Analysis

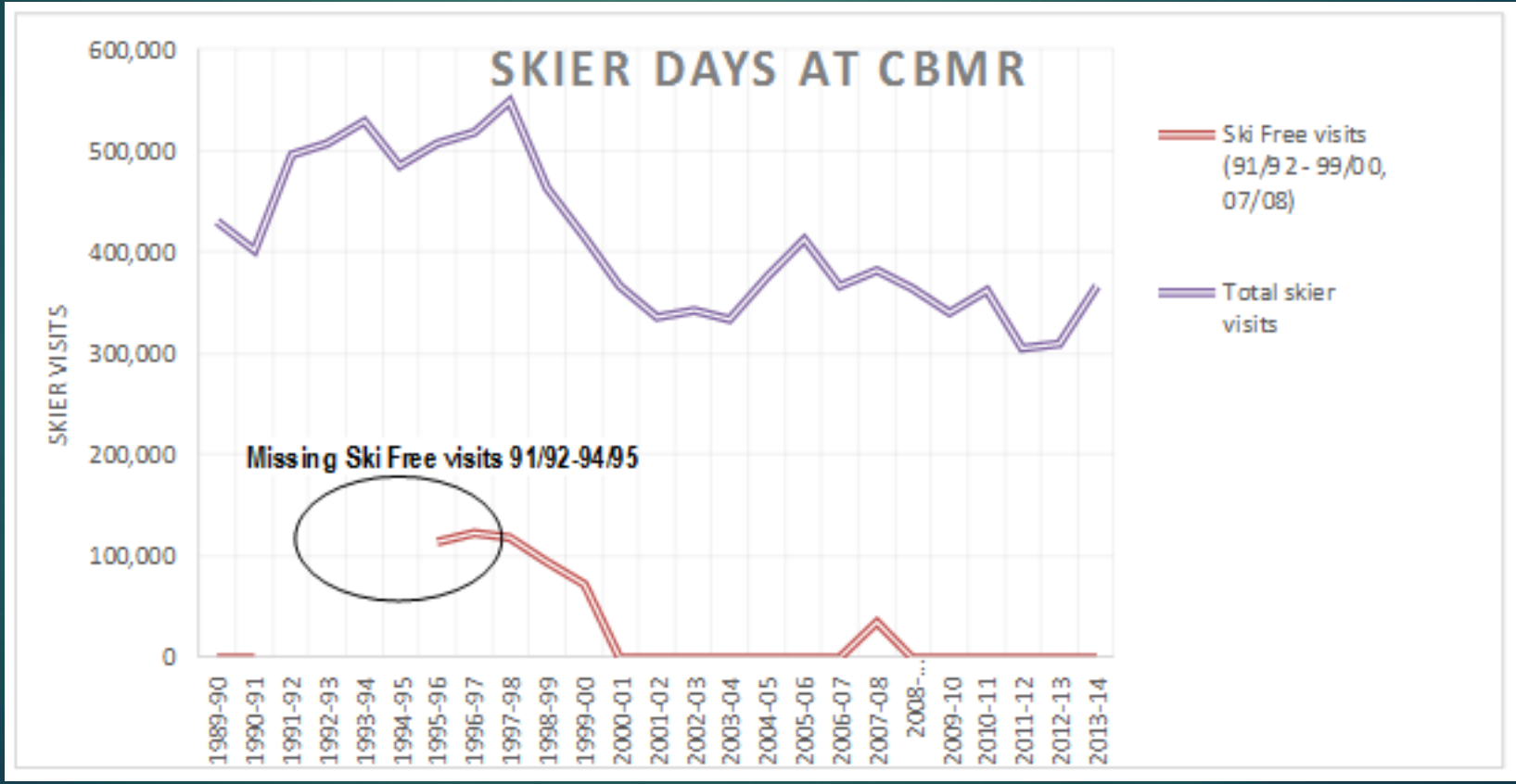
The Colorado Department of Local Affairs (DOLA) has published information on Economic Base Analysis for all Colorado counties. Base industry economic drivers are defined by industries such as mining, manufacturing, agriculture, national and regional services, government and households—these industries draw money into the area from other regions.

These base industries spend money in the local economy to create "indirect basic industries" such as metal fabricators, office supply stores and professional services. Spending by direct and indirect basic industries leads to spending on local residence services including: retail, local business services, banks, utilities, and doctors/dentists.



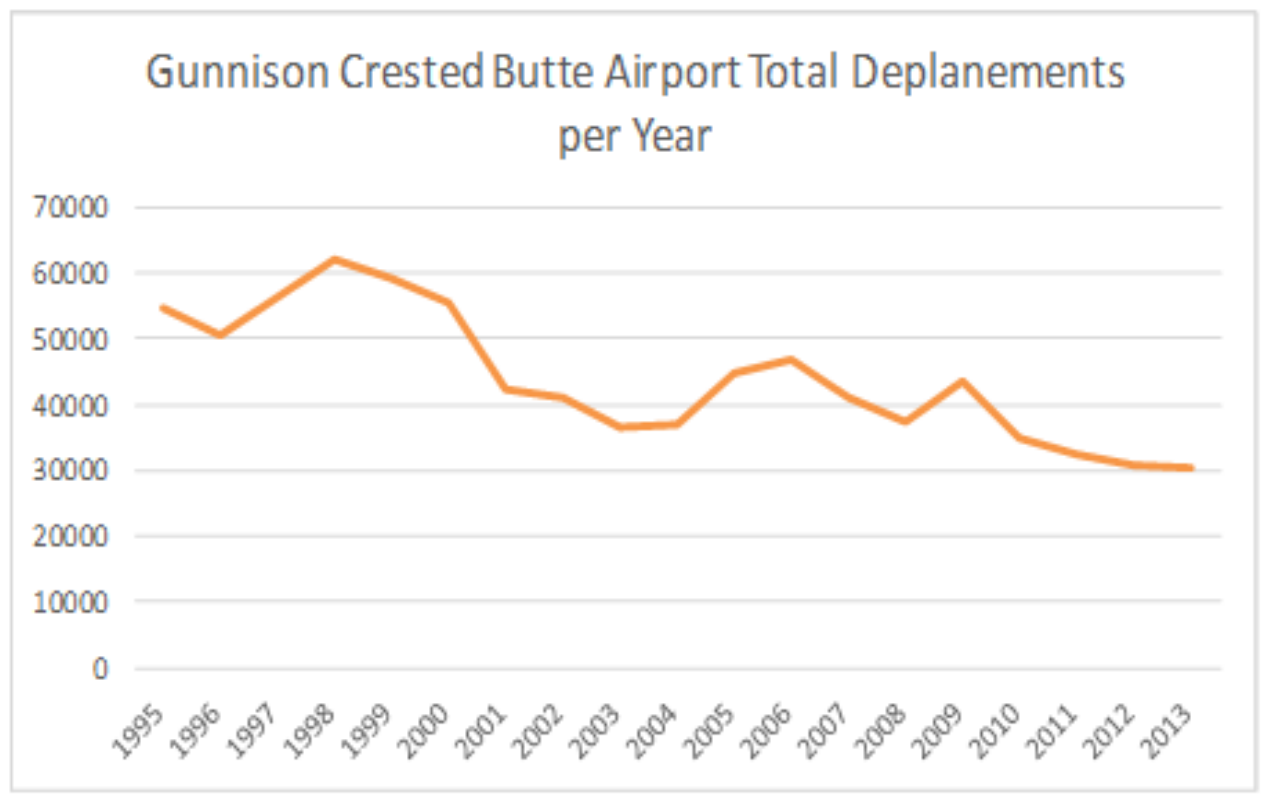
Economic Drivers

- At CBMR, free ski ended in 2001 which may account for some drop in skier days
- In 2009 CBMR began collecting summer data and improving their summer facilities.



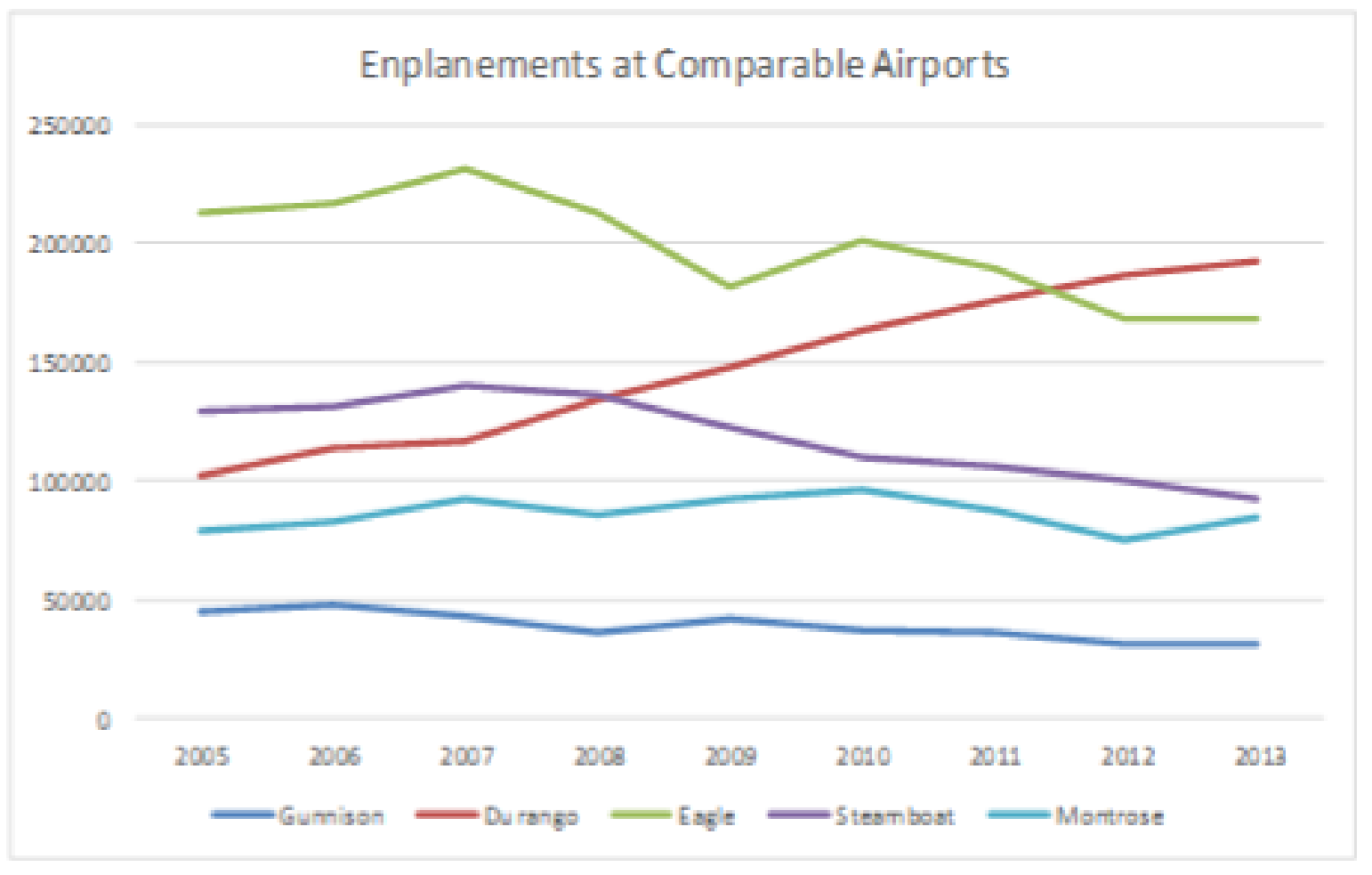
Gunnison-Crested Butte Regional Airport

- Airport industry has changed over the past 20 years, negatively impacting service to Gunnison County—larger planes but fewer flights
- 2014 was a good winter for air service



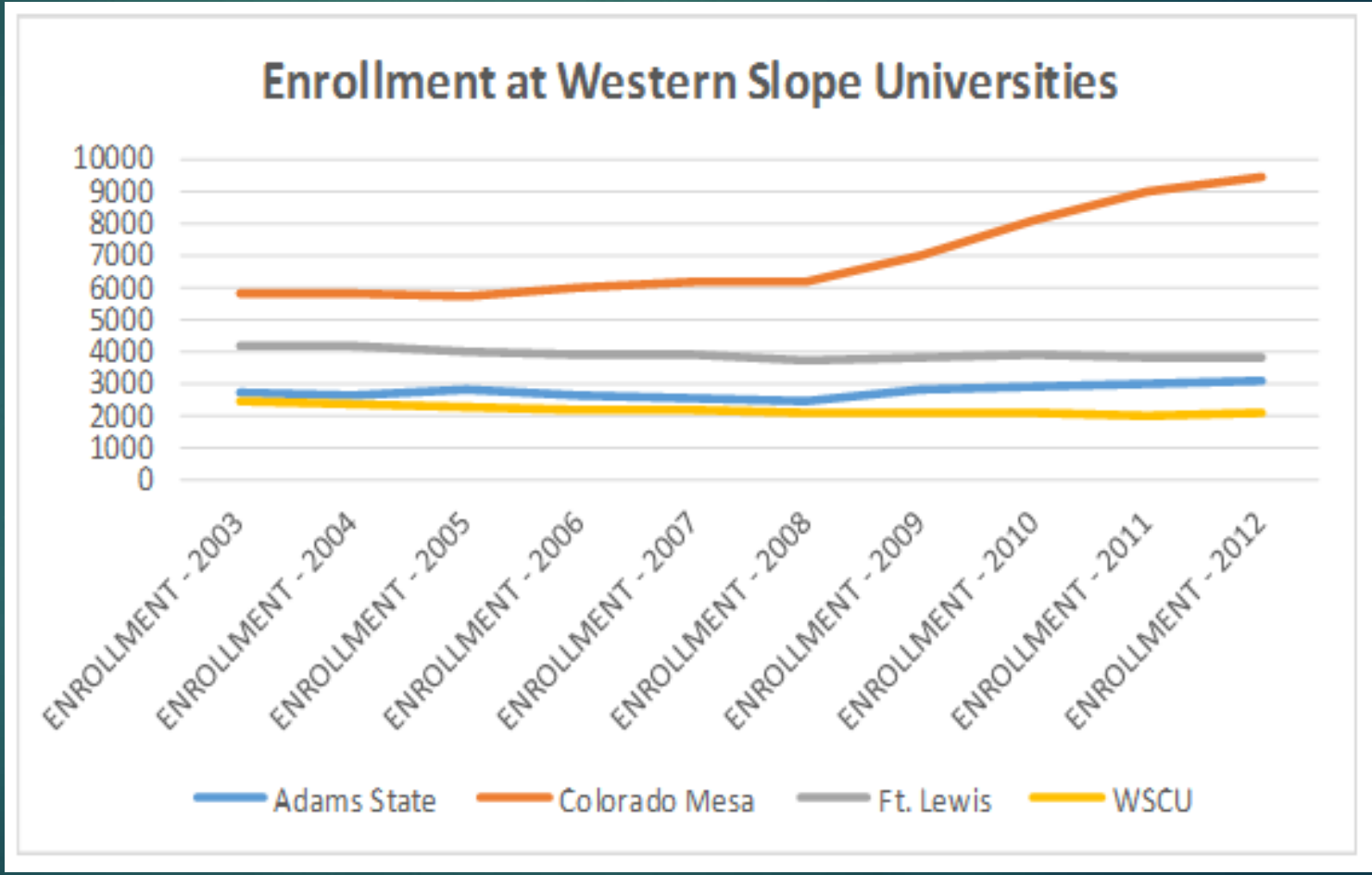
Gunnison-Crested Butte Regional Airport

Comparison of other similar airports shows Gunnison-CB Regional Airport having lowest number of enplanements.



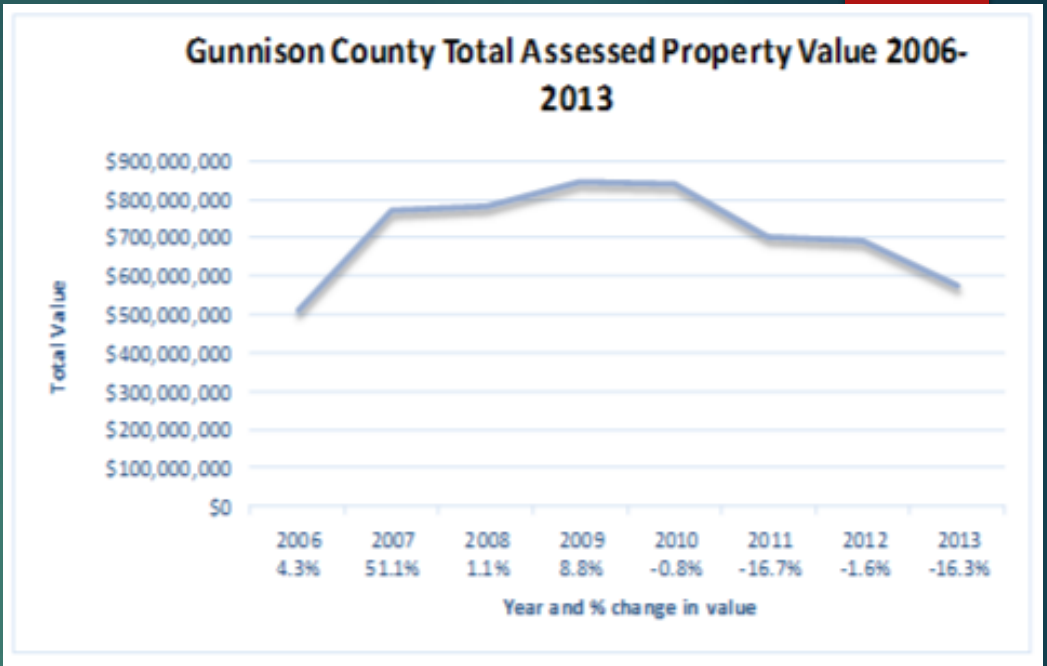
Economic Drivers- Western State CO Univ.

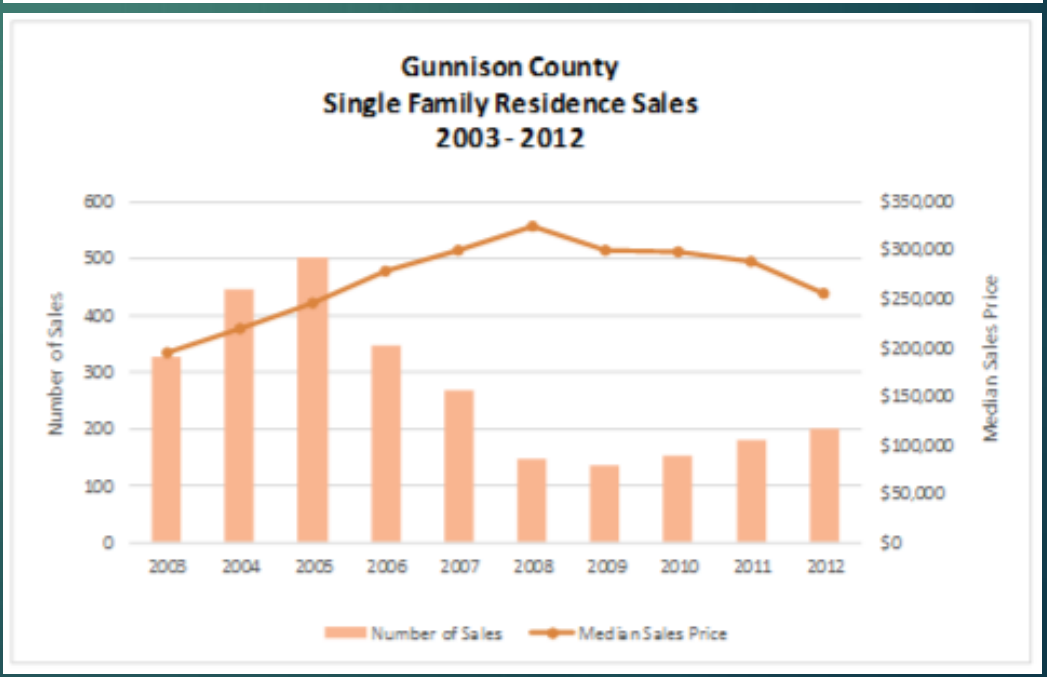
- At WSCU, there's been a 9% decrease in enrollment since 2001.
- Fewer freshman than in years past which results in less revenue.



Property Valuations

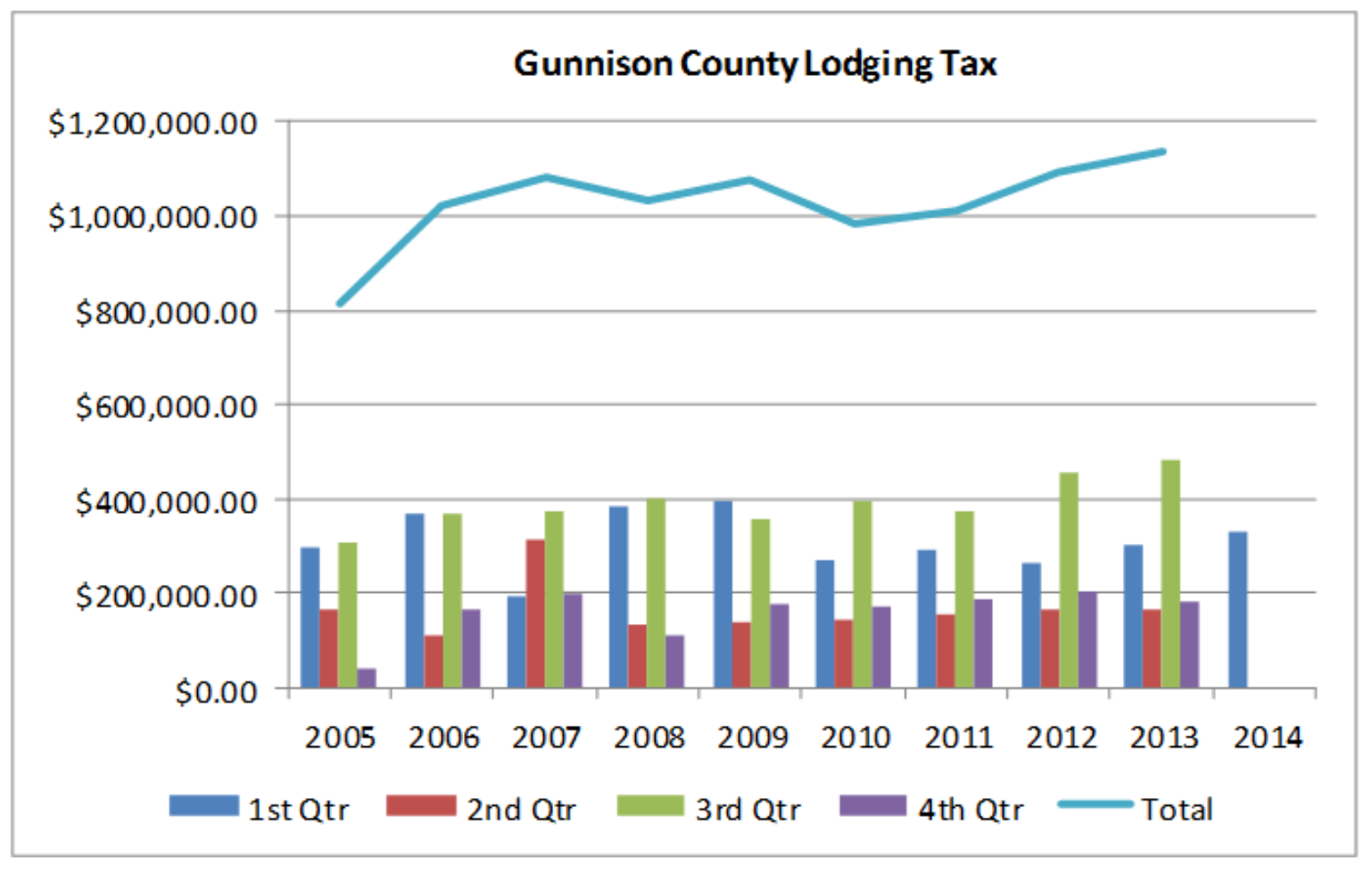
- Median sales for SFR appear to have stabilized in 2013, according to Assessor.
- Trends in Gunnison County are consistent with other western slope and ski area counties



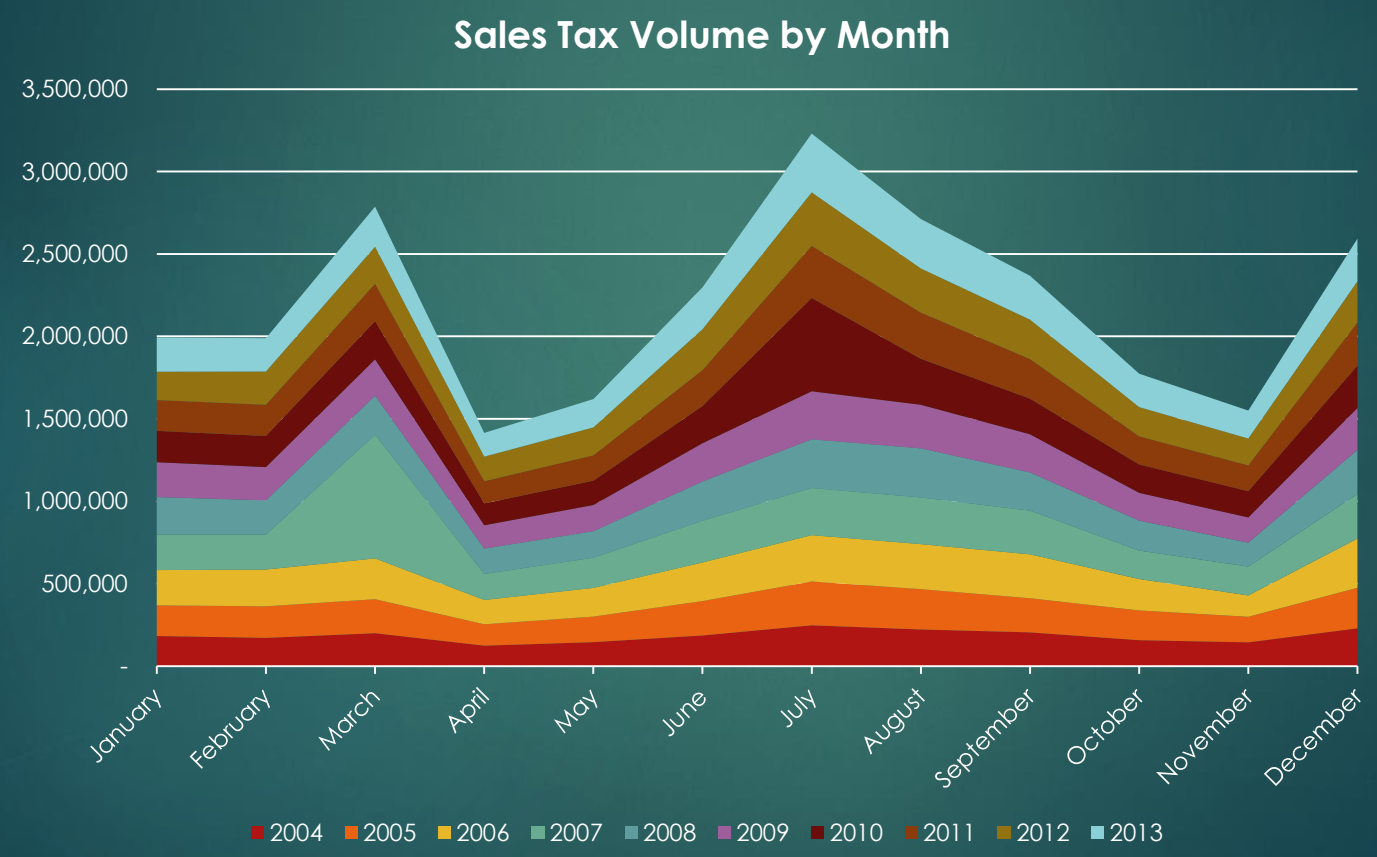


Economy-Lodging Tax

Lodging tax shows decreases in winter since 2009 and increases in summer since 2011.

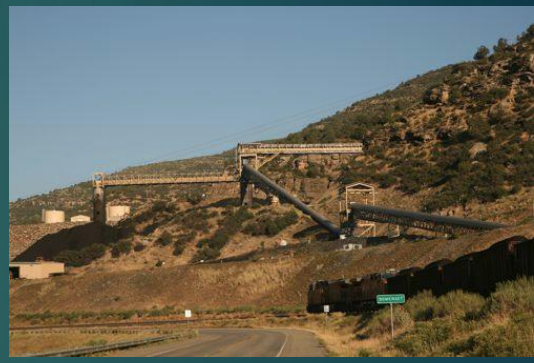


Economy-
Sales Tax Volume



Property Tax Generation

- In 2013 the largest property tax payers were Mountain Coal Company, Oxbow Mining, LLC and Boxer F2, LP (Elevation Hotel)
- In 2014, the Assessor estimates that Mountain Coal, Oxbow and Boxer F2 will remain in the top three tax payers
- Mountain Coal pays between 10-11% of a all property taxes generated in Gunnison County, followed by Oxbow (1-4%) and then Boxer F2 at less than 1%
- The loss of property tax revenue from Mountain Coal and Oxbow will be significant to Gunnison County

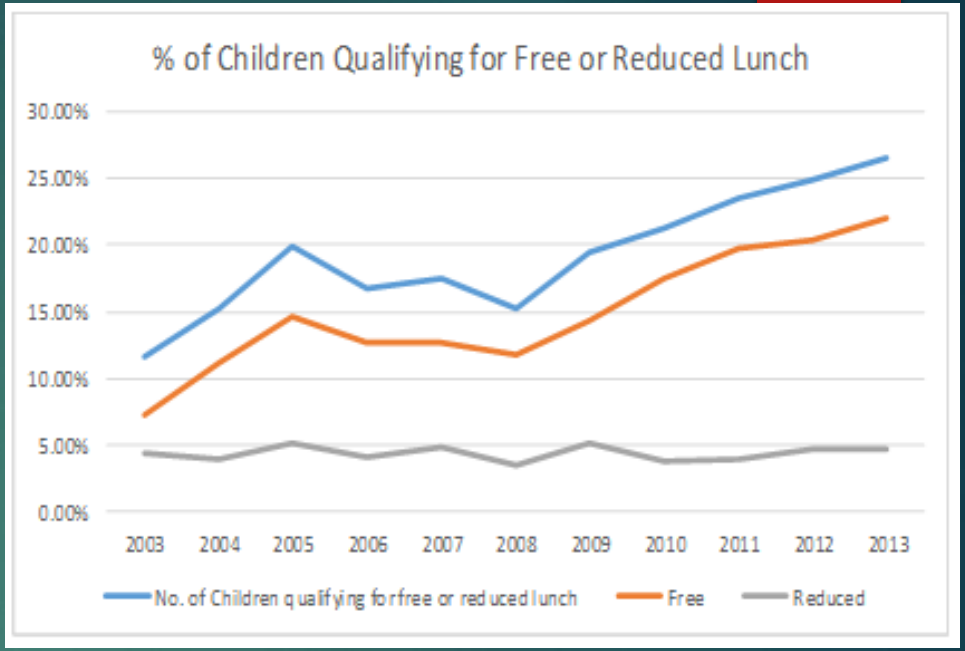


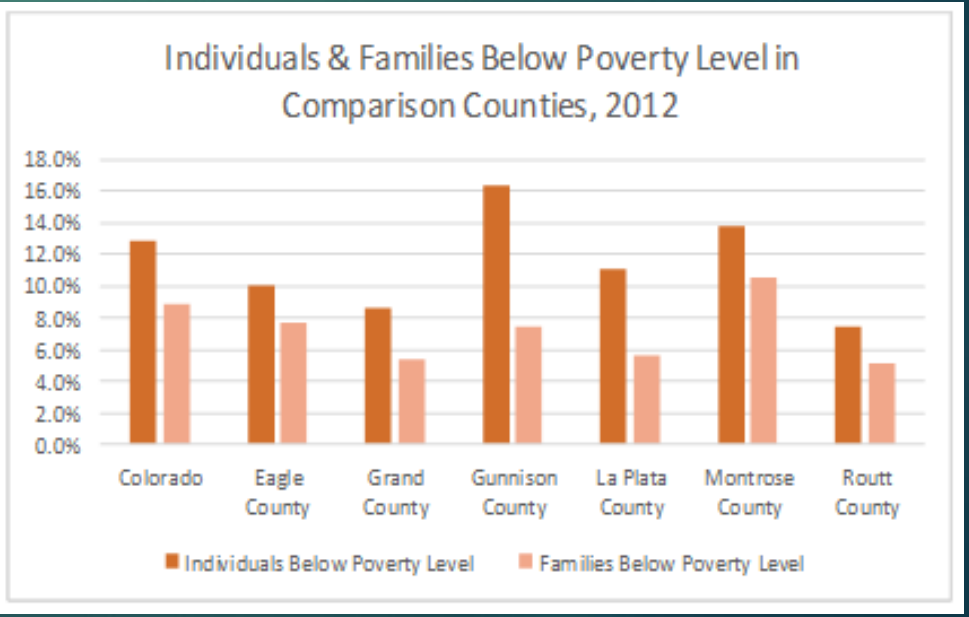
Social Indicators- RE1-J School District

- Under the state school funding formula, funding for Gunnison schools ($6622.19 per student per year) ranks close to the bottom in the State, almost $2,000.00 dollars below even Colorado's low state average.
- Crested Butte Schools
- This year's state cuts in Gunnison Watershed School District funding are $2.3 million or approximately 15% of the school district budget.

Social Indicators- Poverty

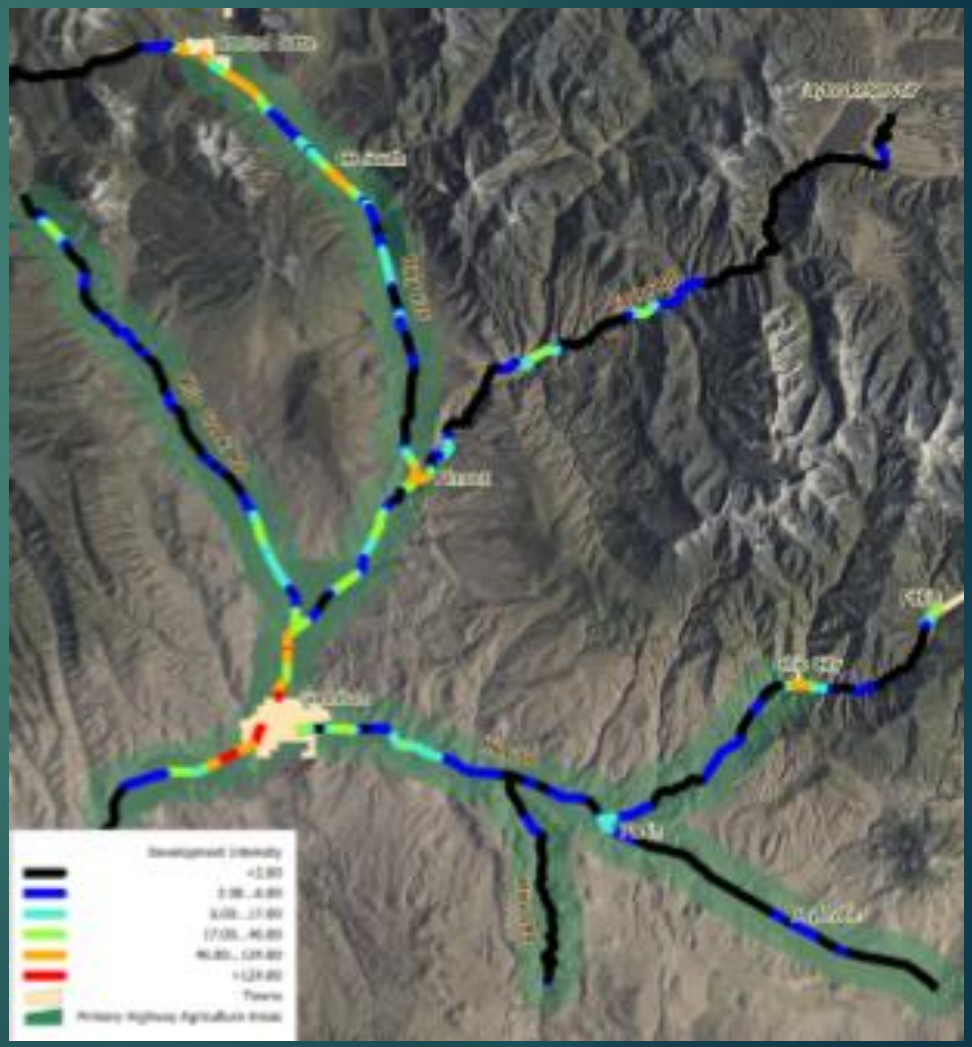
- In 2012, 16.3% of population lived below the poverty line.
- The Federal Poverty level for a family of four is $23,850.
- Kids Count Colorado states that it costs more than 2 ½ times the poverty level for a family of four to meet basic needs.
- Since 2001, the number of children living in poverty has increased 29%
- Between 2003 and 2013, the number of children qualifying for free/reduced lunch rose 43%





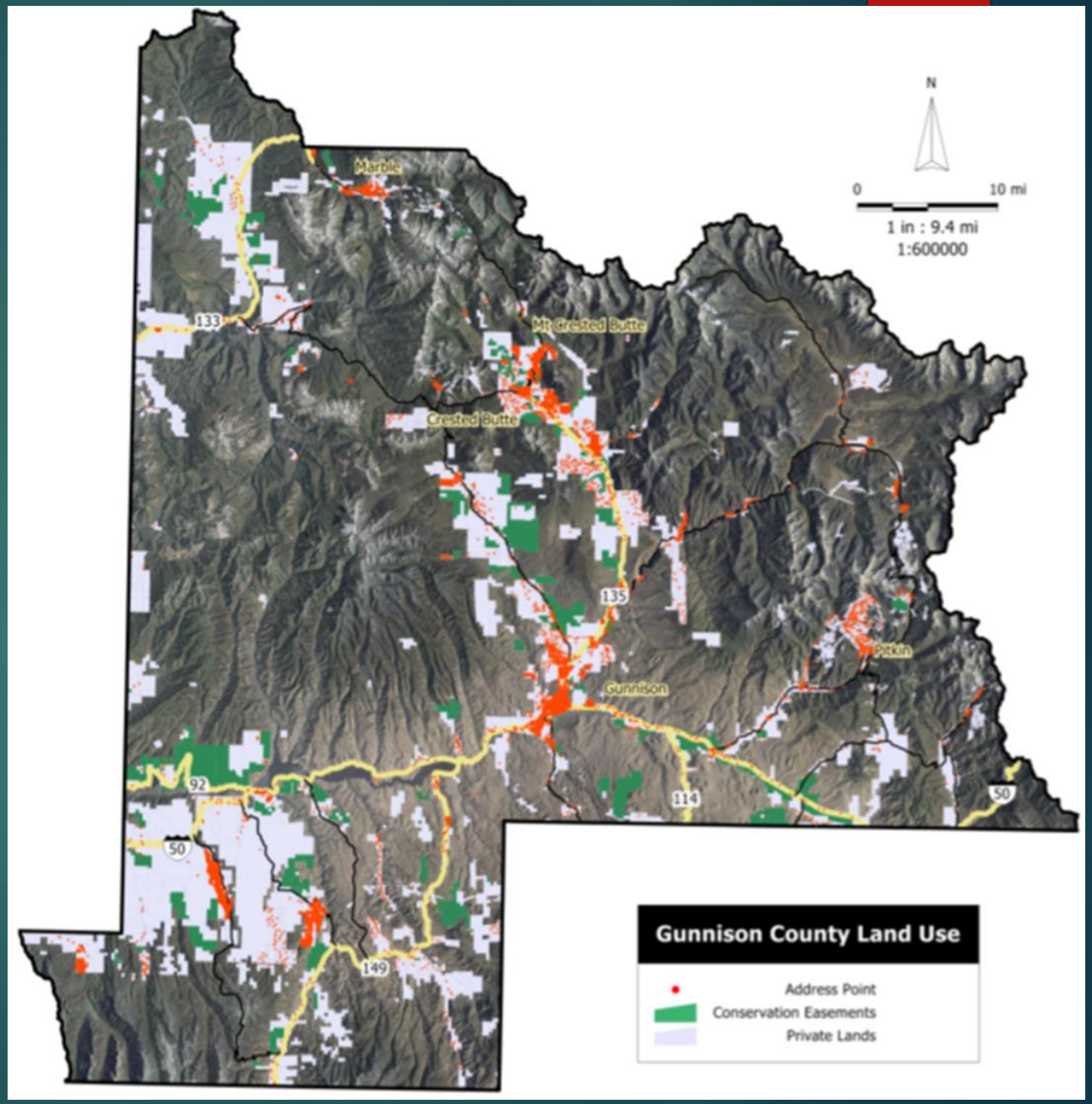
Land Use-Agriculture

Agricultural View Sheds from Highways



Land Use

- As of 2012 there are:
  - 16,908 total parcels
  - 11,224 developed parcels
  - 5,684 vacant parcels
- The current number of vacant parcels will allow for a 26-year growth supply (based on 20-yr. avg. growth).
- **If approved, planned units in municipalities are included the value rises to a 44-year supply of lots**



Economic Indicators- Key Summary Points

- Slow Population Growth
- Large population of second homeowners
- Low wages, high cost of Living
- Low Diversity of Jobs, High reliance on tourism sector
- Low Unemployment
- Highly Educated Population
- Large number of vacant lots
- Higher poverty rates than others
- Stable, good quality schools
- Appears to be significant opportunity in Gunnison—housing, visitors, business, special events, etc.
- Have all the economic engine amenities, but lack synergy

US Dept. of Commerce Economic Development Administration

- Invitation to apply for a EDA Assistance Program Grant for Delta and Gunnison Counties due to the closure of the Oxbow mine in Somerset.
- Value is approximately $400,000
- DOLA is supporting this effort as well
- The purpose for applying for an EDA Economic Adjustment Assistance grant is to create an economic resurgence and sustained resiliency in Delta and Gunnison Counties so that they may weather future economic downturns with minimal impact. Specific goals include:
  - To create a broader and more diverse economic base.
  - To provide focus and prioritization of key actions that will improve and enhance the counties economies.
  - To complete projects that visibly and substantially advance our regional capacity to promote, nurture and, sustain a diverse and resilient economy.
  - To create the capacity and partnerships to facilitate the implementation of actions to improve the counties economy.

Scope of EDA Grant

- **Phase 1: Economic Assessment**

  In cooperation with the projects stakeholders, the consultant shall complete a state of the economy report for each county which evaluates existing economic and demographic trends within the counties.

- **Phase 2: Market Analysis**

  The consultant, based on the economic assessment in Phase 1, shall evaluate market data and conduct appropriate market analysis to determine opportunities for expanding and/or adding new economic opportunities to the respective counties.

- **Phase 3: Final Report with Recommendations/Action Plan**

  The actions should provide a level of prioritization based on economic impact in the region, job creation, and the long-term sustainability of the action. The Action Plan should identify specific steps to implement the action and sources of funding to pay for implementation. The Action Plan is anticipated to be strategic and specific as it relates to actions. Specific questions to answer in this phase include:

- **Phase 4: Complete a Feasibility Analysis on the top 1-2 ideas for each County**

- **Phase 5: Monitor Results**

Community Builders
Visioning Process

A Clear Compelling Vision Can Result in Incredible Things

Previous Work and Successes

- RTA and Gunnison-Crested Butte Tourism Authority
- Housing Authority
- Many Forums and Efforts
- Paul Holden (ERI)
- Collaborative economic efforts between WSCU, RMBL, CBMR, Hospital and Gunnison Rising
- What have we learned from previous efforts
  - We don't have a common vision but we could if we wanted
  - We have all the ingredients to create greater economic prosperity-just need to mix them together appropriately
  - Have not found the appropriate organizational framework to strategically plan for the future and then implement
  - We know we are interconnected as an economy and community. Have we worked together to achieve our full potential?
  - Dedicated Staff Resources

RTA
GUNNISONVALLEY
www.GunnisonValleyRTA.org

Welcome to the Official Website of
Gunnison Crested Butte
COLORADO ~ PURE & SIMPLE™

Summary of Economic Prosperity Program

Outcomes

- *Create an effective **economic plan** to enhance the prosperity of our region while respecting the values of our residents.*
- *An **organizational framework** to plan, implement, and align regional economic, transportation, housing, and land use plans and actions.*
- *Provide a community based framework and set of criteria for identifying and planning **capital investment** needs and opportunities.*
- *Provide regional **support for local community projects** that have regional economic significance.*
- *Engaging the private sector in **strategic alliances** to improve economic prosperity.*
- *Provide a structure for **local communities to achieve goals** which may require regional cooperation and collaboration.*

Strategy

- Phase 1: State of the County (3-4 months)
  1. Economic Trends, Opportunities, Market Opportunities-US Dept. of Commerce Project
  2. Economic Development Administration Grant
  3. Community Values / Perceptions (State of County Report)
- Phase 2: Vision (3-4 months)
  1. Develop a vision with specific actionable goals
- Phase 3: Strategies and actions (4 months)
  1. 5 year strategy
  2. 1 year action plan
  3. Structure for partnerships & coordination
  4. Framework for measuring progress

Next Steps

- Completion of Funding Plan for Project
  - DOLA Grant
  - Sonoran Institute
  - Local Match
- Intergovernmental Agreement after Budget approvals – January 2015
  - Meet with Each Partner
  - Final Budget
  - Final Scope
- CBTF – Visioning 2015

Proposed Budget Plan

		Estimated Cost	Timing of Revenue by Phase and Source				Total	Balance
Task	**Actions**		**Local Match**	**Sonoran**	**DOLA**	**EDA**	**Revenue**	
					Fall Grant			
Phase 1: State of Gunnison County Report (Identify Trends, Values, Vision)	* Complete Economic Inidcators Report * Initate US Department of Commerce (EDA) Project * Public Outreach on values, trends, desired future * Survey on Trends, Values, Vision	$ 31,000	$ 17,000	$ 14,000		($100,000+value)	$ 31,000	$ -
Phase 2: Visioning:	* Based on input in Phase 1 develop a future vision * Receive public input on the vision * Develop a preferred vision	$ 54,000	$ 24,500	$ 30,000	$ 39,000		$ 93,500	$ 39,500
Phase 3: Create a detailed action plan to achieve the Vision	* Develop a draft action plan to achieve the preferred vision * Receive public feedback on action plan * Finalize plan and present to stakholders for approval	$ 39,500	$ -	$ -	$ -		$ -	$ -
Totals		$ 124,500	**$ 41,500**	$ 44,000	$ 39,000		$ 124,500	$ -

Local Match Request			
Organization	**Value**	**When**	**Notes**
Gunnison Count	$ 9,000.00		
City of Gunnison	$ 6,500.00	1-Jan-15	
Crested Butte	$ 6,500.00	1-Jan-15	
Mt. Crested Butt	$ 6,500.00	1-Jan-15	
Western	$ 10,000.00	Now	In-Kind
CBMR	$ 3,000.00	Now	
Total	**$ 41,500.00**		
Need	$ 41,500.00		

Request to Elected Officials and Managers

- Your assistance in engaging your/our community/public
- Your data/information/ and input as a Council and staff
- Local match

<u>Benefits of Project</u>

- Create a framework for addressing regional issues of local importance
- Improve trust and our ability to cooperatively work together to serve the public
- Development of a cohesive effective strategy for economic prosperity for the region
- A common vision and understanding of our shared values to direct future planning which respects our differences