AGENDA ITEM or FINAL CONTRACT REVIEW SUBMITTAL FORM

Agenda Item: Community Development MFR Business Plan Update

Action Requested: Discussion

Parties to the Agreement:

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

Summary:

Update on MFR Business Plan for Community Development and update on OVPP

Fiscal Impact:

Submitted by: Russell Forrest **Submitter's Email Address:** rforrest@gunnisoncounty.org

Finance Review: ○ Required ◉ Not Required

Comments:

Reviewed by: Discharge Date:

County Attorney Review: ○ Required ◉ Not Required

Comments:

Reveiwed by: Discharge Date: Certificate of Insurance Required

Yes ○ No ○

County Manager Review:

Comments:

Reveiwed by: GUNCOUNTY1\mbirnie Discharge Date: 3/4/2016

○ Consent Agenda ○ Regular Agenda ◉ Worksession Time Allotted:

Agenda Date: 3/8/2016

Revised April 2015

TO: Board of County Commissioners

FROM: Community Development

DATE: March 8, 2016

SUBJECT: MFR Update for Community Development

Please find attached the Community Development MFR work plan and an update (in blue) of key results (Attachment A). This work plan was recently updated with the County Manager. Also we have attached a spread sheet (Attachment B) which summarizes development activity. Our MFR Plan includes results and metrics for our primary areas of responsibility which is the development review process and our increasingly growing area for supporting special projects.

The mission of the Community Development Department is to provide land use planning, economic development, building and on site waste water treatment services to property owners, developers and all community members so they can achieve a high quality of life and a safe built environment. Our fundamental goal is to provide a fair, efficient, and friendly development review process. We appreciate that our first customer is the community as a whole and also our applicants. We strive for both customers saying they were treated fairly and got a "fair shake" in the development review process.

In addition, we want to offer our services (referred to as Smart Growth Professional Services in our business plan) to address both strategic and tactical needs of the Board of County Commissioners, the community as a whole, and internally to support other functions/Departments. Examples of projects in this Program area include the One Valley Prosperity Project, working with the CB South Property Owners Association on how to approach amending the commercial area plan within the POA, and supporting the Airport in the update of their Master Plan.

We believe that our customer service in the development review process has been improved as measured by the bi annual survey. At the same time we have increased our ability to provide services to the community with other strategic and planning needs. This hopefully translates in positive results for the community, happier customers, and more fulfilled employees. Potential challenges in the future include:

- Implementing the OVPP while also maintaining a high level of service in the development review process. We would propose to first ensure customer needs are met in the development review process and adjust time allocation with special projects as necessary.
- We are seeing an increase in building permit activity and a slow increase in land use application activity. Monitoring activity and workloads particularly with our inspectors will be increasingly important. Again we eliminated one position three years ago and have at the present improved our service with one less FTE. It is also important to note that we saw an increase in fees collected from $133,945 in 2014 to $249,819 in 2015. This was the result of an increase in plan review fees and a $7 million increase in building valuation in the same time period.
- The State of Colorado provides inspections for electrical and plumbing activity. Our customers do not consistently differentiate between State and County inspectors. Working with the State to maintain a high level of customer service is also a goal moving forward.

We have also attached a PowerPoint update regard OVPP and would be happy to summarize next steps with this project.

Attachments:

Attachment A: MFR business plan and update (in Blue)

Attachment B: Development Statistics

Attachment C: OVPP Update on Actions

Attachment A: MFR business plan and update (in Blue)

Gunnison County – Managing for Results

Strategic Business Plan
Community Development Department
Updated January 19, 2016

Gunnison County Vision Statement	Gunnison County cherishes its sense of community and place. We strive to preserve and promote the well-being of the County's citizens, natural environment and rural character. We will deliver services and set standards that reflect our values and preserve our unique quality of life for present and future generations to enjoy.
Department Mission	The mission of the Community Development Department is to provide land use planning, economic development, building and on site waste water treatment services to property owners, developers and all community members so they can achieve a high quality of life and a safe built environment.
Issue Statements	1. As the demand for natural resources extraction increases, combined with the community's interest in protecting the environment, the necessity for clear regulations, efficient permitting processes, and rigorous enforcement will continue to evolve. 2. The Community Development Department will need to balance its resources on development review and proactive long range projects. 3. To maintain adequate resources in the development review process, we need to monitor the steady increase in development applications to ensure a high quality customer service experience.
Department Strategic Results	1. Proactive Consulting/Long-range Planning: • By January 2017, successfully complete all strategic results outlined in the BOCC Strategic Plan that Community Development is responsible for leading and are due; We have to date achieved this goal and we will continue to achieve this goal. Over the last 1-2 years we have implemented the following within the BOCC Strategic Plan: - Completed work on a transportation and public safety impact fee - Supported the Upper Gunnison River Water Conservation District with support on their surface water quality monitoring which aligns to the BOCC's goal on protecting water quality (B.4) - We have launched and approaching the completion of the One Valley Prosperity Project - Community Development worked with Phil Chamberland and the other municipalities to achieve a successful override vote for SB 152 and refine the Region 10 Broadband plan so as to receive specific commitments for all necessary partners to participate - Commercial area and Sage Grouse regulations have been updated. - Geothermal regulations have been adopted. • By 2020, Gunnison County residents' income will equal the state per capita income. - This is an incredibly ambitious goal given what we know today. However, we like the push in terms of our efforts to move the needle from an economic standpoint in the Valley. - 2. Development Review Code:

- By December 2016, make recommendations to the applicable decision making body for improvements to both Long Range Plans, Land Use Regulations, building codes, OWTSOWTS regulations and Oil and Gas Regulations to improve the implementation of county goals and efficiency in the development review process for our customers.

  - Community Development has now operationalized reviewing and identifying our applicable codes for improving efficiency and clarity within the Code. Specific code initiatives over the last 1-2 years include:
  - Reclamation and Noxious Weeds
  - Sage Grouse
  - No longer a pass through for CBFPD fees
  - LPIP elimination
  - Deleted minimum square footage for a residence
  - General Site Plan requirements
  - Driveway access
  - Improved clarity and reduced ambiguity related to residential secondary uses

3. Customer Satisfaction:
   - By January 2017, at least 65% of respondents to the department's satisfaction survey will indicate that Gunnison County planning and permitting processes are efficient, fair and proactive; and

     Community Development fielded a survey to customers in the winter of 2015 for the 2014 year. Approximately 21 customers responded to the survey. After this meeting with the BOCC, we will field another survey. From the last customer survey
     - 90% of respondents said permits were issued in a timely manner
     - 75% of respondents strongly agreed that staff treated them fairly

     This was the first survey of this manner and the above results provide a baseline. We did exceed the result mentioned above. However, I believe we can improve upon the results mentioned above.

   - By December 2017, at least 50% of respondents to the biennial Citizen Survey will indicate that land use, planning and zoning services offered by Gunnison County are good or excellent.

     In 2013 we improved our perception with 44% of respondents saying our services were excellent or good. This is up from 37% the year before. We also received national recognition for our improvement in this category at the annual ICMA conference in 2014. In the last survey we were flat, which has caused us to consider how to improve our result with the survey. We are proposing the following actions:

     - Spring Construction kick off meeting with contractor community and conducting focus groups to receive feedback from customer service.

     - Survey of customers regarding our customer service.

     - Continuing to push out ambiguity and unnecessary process from the LUR with proposed code amendments

	- High lighting the value of planning in creating successful vibrant communities. - Working with Public Works to streamline customer service on permits where customer need to visit both departments such as the Reclamation permit. - Working with the State on improving customer service with state inspectors.
Department Manager	Community Development Director Russ Forrest
Department MFR Live Point of Contact	Community Development Department Services Manager Beth Baker
Program / Activity Structure	Land Use Review / Development Review Land Use Review / Oil and Gas Permitting Smart Growth Professional Services / Long-range Planning and Projects Smart Growth Professional Services / Codes and Regulation Oversight

Program	**Land Use Review**
Program Purpose Statement	The purpose of the Land Use Review Program is to provide development review, oil and gas and sage-grouse habitat permit review and inspection services to permit applicants and the community so they can efficiently obtain their permits and maintain a high-quality natural and built environment consistent with County codes and regulations.
Program Key Results	• 50% of respondents to the biennial Citizen Survey indicate that land use, planning services offered by Gunnison County are good or excellent See response above • 65% of customers who respond to the department's satisfaction survey indicate that Gunnison County planning and permitting processes are efficient, fair and proactive; See Response above • 2 (minimum) new ideas to improve the development review process within six months of conducting an annual review/critique of development applications processed over the last year; and See response above related to code changes. • 100% of limited-impact oil and gas permit applications receive decisions within 30 calendar days. This was achieved and has to be achieved.
Program Manager	Community Development Director Russ Forrest
Activity	**Development Review**
Activity Purpose Statement	The purpose of the Development Review Activity is to provide permit review and inspection services to permit applicants and the community so they can efficiently obtain their permits to complete projects consistent with County codes and regulations.
Services that Comprise the Activity	• Building Permits • Application and Plan Reviews

	• Land-use Permits • Oil and Gas Permits • Board and Commission Support Services • OWTS Permits • Sage Grouse Reviews • Building Inspections • Conflict and Regulatory Violation Resolutions • Continuous Improvement of the Development Review Process
Activity Performance Measures (Measure & Target)	<u>Result Measures:</u> • 50% of respondents to the biennial Citizen Survey indicate that land use, planning services offered by Gunnison County are good or excellent; See response above • 65% of customers who respond to the department's satisfaction survey indicate that Gunnison County planning and permitting processes are efficient, fair and proactive; See response above • 95% of all complete building and OWTS permits are reviewed within three weeks of submittal; Where we receive complete applications and no further information is needed we exceed 95%. However, measuring this precisely is difficult in that it is common for additional information being needed by the Department. • 90% of requests for building and OWTS inspections are provided within two working days of the requested time unless scheduled ahead of time with the applicant; We achieve this standard. • 2 (minimum) new ideas to improve the development review process within six months of conducting an annual review/critique of development applications processed over the last year; and As mentioned above we have far exceed this standard with multiple and ongoing ideas on LUR/Code amendments to reduce ambiguity and improve efficiency in the process. • 100% of written complaints are responded to within five working days of the complaint. We track all complaints in our permit database. All written complaints have been responded to in 5 working days. <u>Output Measures:</u> • 3 Marijuana License Applications • 160 new building permit applications received a final decision; • 45 OWTS permit applications received a final decision; • 60 Land Use Change permit applications received a final decision; • 34 meetings of boards and commissions administered by the department; and • 2 joint meetings conducted between the Planning Commission and Board of County Commissioners, as directed by those two bodies. <u>Demand Measures:</u> • 142 new building permits decisions expected to be requested; and • 32 planning permits expected to be requested.

	Efficiency Measures: • # of issued permits per staff member; and See attached spreadsheet on permit activity
Activity	**Oil and Gas Permitting**
Activity Purpose Statement	The purpose of the Oil and Gas Permitting Activity is to provide permanent review and inspection services to permit applicants and the community so they can obtain their permits and complete their projects in compliance with County Oil and Gas Regulations.
Services that Comprise the Activity	• Pre-application Permits • Oil and Gas Permits • Oil and Gas Inspections (in cooperation with COGCC)
Activity Performance Measures (Measure & Target)	Result Measures: • 100% of applications for oil and gas operations are reviewed for completeness within 10 working days; and • 100% of limited-impact permit applications receive decisions within 30 calendar days. This measure is achieved. Output Measures: • 8 applications received final decisions; and Demand Measures: • 8 application decisions expected to be requested; and Please see attached spreadsheet on permit activity

Program	**Smart Growth Professional Services**
Program Purpose Statement	The purpose of the Smart Growth Professional Services Program is to provide professional consulting, facilitation and code-development services to both Gunnison County residents and the County organization to create a high performing, prosperous and interconnected community.
Program Key Results	• 100% of strategic results outlined in the BOCC Strategic Plan that Community Development is responsible for leading are, and are due, are complete; • Annual recommendations to the applicable decision making body for improvements to both Land Use Plans, Land Use Regulations, OWTS regulations and Oil and Gas Regulations to improve the implementation of county goals and efficiency in the development review process for our customers.
Program Manager	Community Development Director Russ Forrest
Activity	**Long-range Planning and Projects**
Activity Purpose Statement	The purpose of the Long-range Planning and Projects Activity is to provide professional consulting, facilitation and policy services to the County to create a high-performing, prosperous and interconnected community.
Services that Comprise the Activity	• Comprehensive and Master Planning Services • Economic Development Leadership Services • Environmental Sustainability Services • Facilitations • Community Policy Development
Activity Performance Measures (Measure & Target)	Result Measures: • An economic indicators report will be updated in 2017 The 2015 State of the Valley Report built upon the 2014 Economic Indicators report. We would propose updating this again in 2017.

	• 100% of strategic results outlined in the BOCC Strategic Plan that Community Development is responsible for leading are complete based on the plan's time frame. Achieved to date. • Successfully complete the One Valley Prosperity Project and bring forward to BOCC for adoptions by December 1, 2016. Output Measures: • 2 proactive projects completed. Riverland Water Supply, Gothic Facilitation, Enhancing our COGCC relationship, SB 152 ballot measure, working with the Airport on the Airport Master Plan are all examples of proactive projects we have contributed to or lead. Demand Measures: • 2 consulting services (minimum) expected to be requested. Efficiency Measures:
Activity	**Codes and Regulation Oversight**
Activity Purpose Statement	The purpose of the Codes and Regulation Oversight Activity is to provide code and regulation services to the community so they can efficiently promote and maintain the economy, environment, public health, safety and welfare consistent with community values.
Services that Comprise the Activity	• Amendments to International Codes, as Amended and Adopted by Gunnison County • Amendments to Gunnison County On-Site Waste Water Treatment Systems Regulations • Amendments to Gunnison County Land Use Resolution • Amendments to Gunnison County Special Development Project Regulations • Amendments to Gunnison County Regulations for Oil and Gas Operations • Amendments to Gold Basin Industrial Park Regulations • Amendments to Crested Butte South Special Area Regulations • Amendments to North Fork Valley Coal Regulations • Amendments to Gunnison Corridor Plan • Amendments to Geothermal Regulations
Activity Performance Measures (Measure & Target)	Result Measures: • Annual recommendations to the applicable decision making body for improvements to both Long Range Plans, Land Use Regulations, OWTS regulations and Oil and Gas Regulations to improve the implementation of county goals and efficiency in the development review process for our customers. Output Measures: • 2 amendments completed. Demand Measures: • 2 amendments expected to be proposed. See above discussion related to code amendments and changes.

Attachment B: Development Statistics

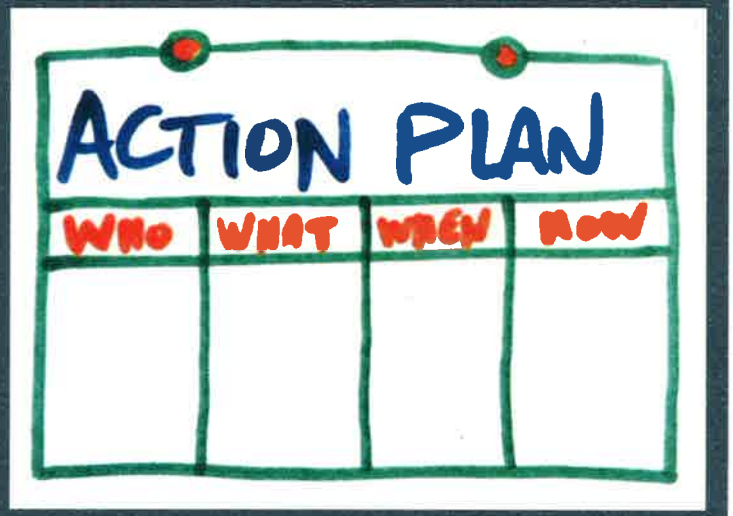
	2007	2008	2009	2010	2011	2012	2013	2014	2015
Building									
Inspections	777	636	509	573	566	616	518	482	564
Total Building Permits	208	167	141	173	157	124	134	141	164
Single Family Res. Pemrits									62
Mulit Family Res Pemits									2
Commercial (new) Permits									7
Valuation	30,395,472.00	21,002,610.00	17,174,089.00	18,063,938.00	14,879,559.00	12,082,368.00	14,346,192.00	15,247,733.00	22,821,091.00
Fees Collected	575,478.59	358,190.93	374,585.97	333,380.00	316,235.00	112,491.00	135,473.00	133,945.00	249,819.00
Workforce Housing Fees	327,892.83	178,138.41	233,628.14	178,147.31	316,231.70	107,454.97	103,068.09	93,973.63	149,850.00
ISDS/OWTS									
# Permits	133	89	57	72	67	48	51	58	47
Fees Collected	38,760.00	23,880.00	16,210.00	19,330.00	18,420.00	19,780.00	30,840.00	30,780.00	28,410.00
# of Inspections	62	15	150	170	197	216	139	102	43
LUC									
Major	0	1	0	0	1	1	0	0	0
Minor	30	26	21	14	6	12	8	5	13
Administrative/Other	62	49	38	34	41	27	34	39	56
Fees Collected	29,213.00	23,105.00	12,401.00	8,557.00	10,419.00	10,203.00	47,000.00	15,800.00	25,234.00
Marijuana License									
# of Licences	0	0	0	0	0	0	0	6	0
Fees Collected	0	0	0	0	0	0	0	27,000.00	4500
Oil and Gas									
# of permits	4	12	3	7	8	9	10	5	5
Fees Collected	0	0	0	0	3,790.00	24,800.00	9,000.00	4,800.00	11,400.00

Attachment C: OVPP Update on Actions

PULLING IT ALL TOGETHER

COMMUNITY BUILDERS TASK FORCE

MARCH 2016



- We recognize that affordable and attainable housing is an essential value of the Gunnison Valley community. Affordable housing maintains authentic communities that are economically and socially diverse supports economic development, and eliminates inequality. We strive to develop and maintain quality housing choices for all residents.

Increase the supply of affordable housing in the Gunnison Valley.

AFFORDABLE HOUSING PRIORITIES

1. Develop a regional community housing framework for the Gunnison Valley.
2. Ensure the regularly environment supports and enables the development of affordable housing by identifying incentives.
3. Develop a streamlined process for deed restricted affordable housing projects.
4. Ensure financial resources are available to support affordable housing development by updating the linkage fees, exploring VRBO fees, external funding sources, Housing Foundation, and exploring a mill levy/property tax.
5. Stabilize the GVRHA by establishing a permanent revenue fund to support ongoing operations.
6. Increase collaboration and communication between local organizations, nonprofits serving community social needs, and the GVRHA.
7. Foster champions for affordable housing.
8. Complete adoption of the regional deed restriction to expedite loans and sustain the affordable housing stock.
9. Enhance quality of existing affordable housing rental market by providing incentives to property owners to rehabilitate property.

- We believe the culture of the Gunnison Valley, which is inclusive of all people and reverent to our natural settings, is important. We will welcome guest to our valley and strive to include them in our culture and educate them on our values, in which outdoor education plays a significant role. We believe sustainable tourism should:

Have positive impacts on the communities, culture, and local values while minimizing impacts to our fragile environment and man-made resources.

Provide visitors with an outstanding experience through information, education, infrastructure, friendly atmosphere, and remarkable environment.

Maintain high quality outdoor recreation, an essential resource in the Gunnison Valley both to support a vital tourism sector of our economy and for the well-being and values of our residents.

Create synergies that support other components of our Valley's economy.

GUIDING PRINCIPLE

Sustainable Tourism & Recreation

The Valley's tourism sector is year round, vibrant, and supports our community's values.

Foster a resident and visitor culture that demonstrates respect for our community, culture, and environment.

Support collaboration between federal land agencies, local government, nonprofit and user groups to improve management of recreation and natural resources.

Be proactive in management of private and public natural and recreation assets to minimize resource degradation and enhance quality.

TOURISM DEVELOPMENT PRIORITIES

1. Support CBMR to increase skier visitation.
2. Improve winter tourism season by building on existing assets and offering a full suite of recreational and tourism activities that promote the Gunnison Valley a winter recreation destination.
3. Support and promote the continued improvements in cultural art programming/facilities by promoting on websites.
4. Create a winter/summer Master Trails Plan for Gunnison Basin. (Grant deadline 8/1/16)
5. Update TA website with comprehensive Valleywide calendar of events and activities.
6. Train Chamber, CBMR, and Concierges to utilize TA website to provide consistent and accurate information to guest.
7. Train Chambers and lodging employees that guest can use Gunnison/CB Central Reservations desk for booking activities.

SUSTAINABLE RESOURCE MANAGEMENT PRIORITIES

1. Develop a regional educational campaign for residents and guests to promote good stewardship and responsible use.
2. Prior to 2016 summer season, target businesses who interact with visitors to understand recent public land rule changes and direct to more information.
3. Form a Sustainable Tourism & Recreation Task Force (SR&TTF).
4. Coordinate a regional vision and actively engage in the USFS Forest Plan Revision process.
5. Organize an annual planning meeting between government, nonprofits, and user groups to set common goals and priorities.
6. Environmental nonprofits, user groups, businesses, and local government support USFS and BLM plans for minimizing negative impacts from recreation on public lands.
7. Create a strategy to direct campers to available capacity in designated camping areas.
8. Improve trail signage regionally.
9. Improve permitting process for events valley wide on both private and public land in order to reduce overcrowding, minimize negative impacts, and maximize participate experiences.

- **Build and maintain a culture that enables a sustainably healthy community for everyone in the Gunnison Valley.**

Meet the basic needs of the community by addressing food, shelter, and safety concerns.

Enhance and improve positive youth development opportunities for ages 0-25.

Meet the physical, mental, dental, and spiritual needs of all residents.

COMMUNITY HEALTH/SOCIAL SERVICES PRIORITIES

Basic Needs

1. Expand food access to children on free and reduced lunch through weekend program
2. Increase food security by increasing awareness of current services.
3. Work with GVRHA to provide easy access to information on renter's rights.
4. Develop a community fund for emergency housing to prevent homelessness.

Youth Development

1. Continue to support sources of strength suicide prevention program in RE1-J SD
2. Continue to implement Pyramid Model in early care and education settings.
3. Inventory existing youth opportunities for connecting youth to the community and create a resource list.
4. Expand youth mentoring opportunities.

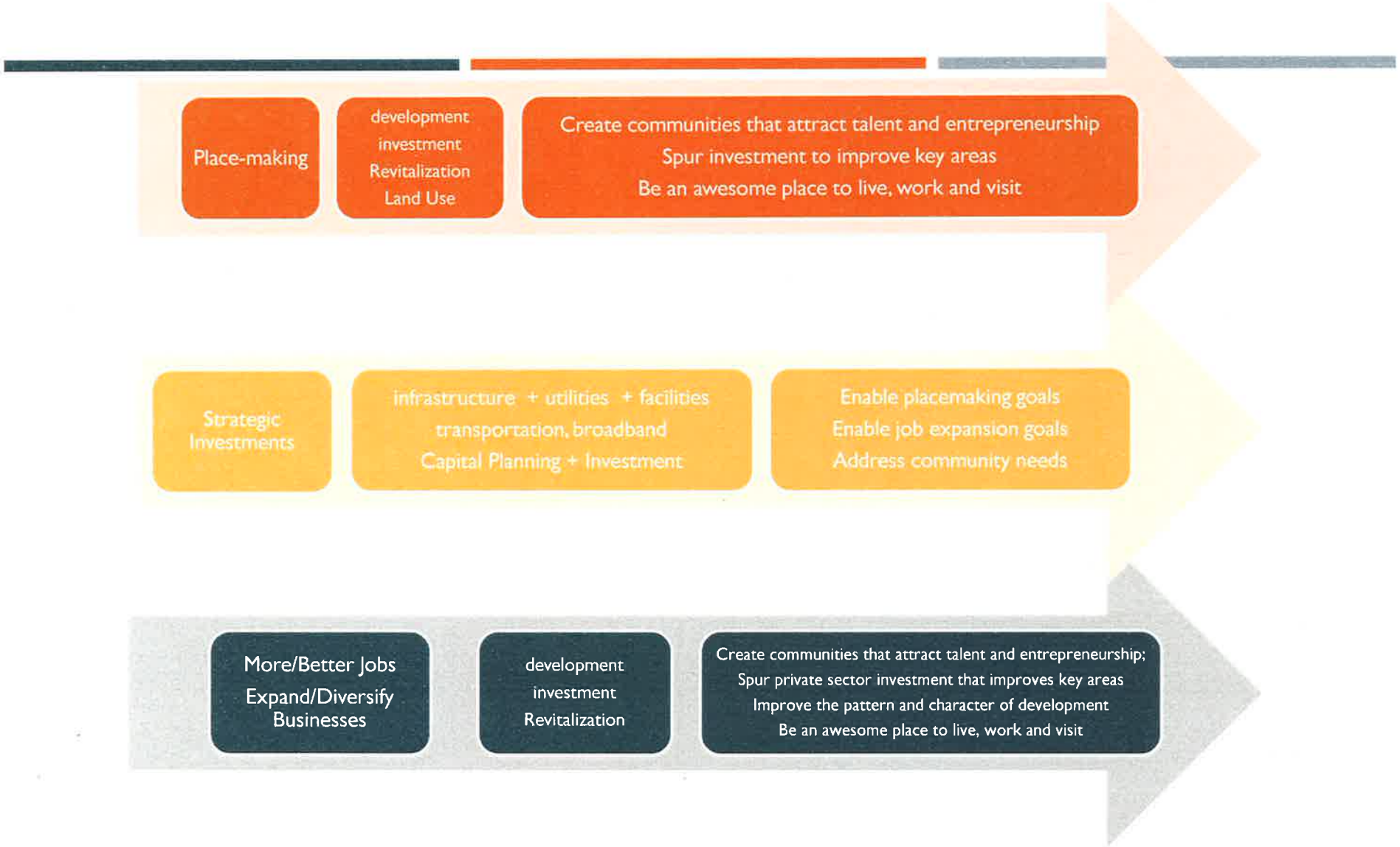
Health Needs

1. Complete a directory of resources for members and providers.
2. Continue to pursue Healthcare Shortage Designation for dental and health.
3. Continue to improve collaboration in preventative medicine areas through patient portals, case managers, payment options, and lobbying for Medicaid primary rates.
4. Improve mental health care in CB by establishing a clinic.
5. Continue suicide prévention efforts.
6. Connect community to spiritual health resources.

Create place value by encouraging development and investment that enhances community vitality, prosperity, and supports our community values.

Increase and diversify businesses and employment opportunities in the Gunnison Valley.

Make strategic investments in regional infrastructure and facilities that supports quality of life and economic prosperity.


Place-making
development
investment
Revitalization
Land Use
Create communities that attract talent and entrepreneurship
Spur investment to improve key areas
Be an awesome place to live, work and visit
Strategic Investments
infrastructure + utilities + facilities
transportation, broadband
Capital Planning + Investment
Enable placemaking goals
Enable job expansion goals
Address community needs
More/Better Jobs
Expand/Diversify Businesses
development
investment
Revitalization
Create communities that attract talent and entrepreneurship;
Spur private sector investment that improves key areas
Improve the pattern and character of development
Be an awesome place to live, work and visit

PLACEMAKING PRIORITIES

1. **Gunnison Revitalization: Spur investment in the downtown and key corridors in Gunnison.**
   - ✓ Downtown Master Plan
   - ✓ Placemaking Projects
   - ✓ Create organizational and financial to support revitalization
2. **Encourage Development in Strategic Locations**
   - ✓ Align plans and policies with desired development
   - ✓ Voluntary, market-based conservation tools
3. **Create a Town Center in Crested Butte South**
   - ✓ Work with stakeholders to update plan and Special Area Regulations

PRIORITIES: INCREASE AND DIVERSIFY JOBS AND BUSINESSES

1. **Implement an Economic Gardening program to support existing businesses**
   - ✓ ICE HOUSE
2. **Provide resources to support entrepreneurs and start-ups**
   - ✓ ICE HOUSE
3. **Increase access to capital to facilitate growth of new and existing businesses**
4. **Develop local talent and connect to good jobs**
   - ✓ Workforce Development
   - ✓ Gunnison Promise
5. **Attract people & businesses here by improving how we communicate about who we are & what we have to offer**

PRIORITIES: STRATEGIC INVESTMENTS IN REGIONAL INFRASTRUCTURE TO SUPPORT QUALITY OF LIFE AND ECONOMIC PROSPERITY.

1. **Create a highly connected, multimodal transportation system.**
   - ✓ Effective regional transit system
   - ✓ Build on and expand current Complete Streets efforts
2. **Increase air traffic through the airport**
   - ✓ Master Plan and Air Service Plan
3. **Redundant and reliable broadband**