AGENDA ITEM or FINAL CONTRACT REVIEW SUBMITTAL FORM

Agenda Item: One Valley Prosperity Project (OVPP) Update

Action Requested: Discussion

Parties to the Agreement:

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

Summary:

Staff would like to review the strategies and actions where Gunnison County is proposed to lead along with staff and financial commitments proposed in the project.

Fiscal Impact: See memo.

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: 4/22/2016

○ Consent Agenda ○ Regular Agenda ○ Worksession Time Allotted: 20 minutes

Agenda Date: 4/26/2016

Revised April 2015

To: Board of County Commissioners, Gunnison County

From: One Valley Prosperity Project/Russell Forrest

Date: April 26, 2016

Subject: One Valley Prosperity Project – Update

I. INTRODUCTION

The One Valley Prosperity Project (OVPP) was initiated a year ago with the Launch Party at the University Center. The Community Builders Task Force which includes membership from municipalities, the County, Western, Crested Butte Mountain Resort, and the Community Foundation of the Gunnison Valley, has provided leadership for the project. Through numerous public discussions including large public meetings, small "drop-in" meetings in coffee houses, chalk board chats, social media input, and targeted meetings with youth, seniors, and immigrants we have worked our way through four questions:

1) **Who are we?** This involved meaningful discussions that resulted in identifying community values. The input to this question will enable us to better ensure our future actions are in alignment with our values.
2) **Where we going?** This involved a policy assessment of goals and strategic direction from local government partners and major institutions. It also included the development of the State of the Valley Report which is intended paint a picture of our current conditions and our future based on the direction we are headed.
3) **Where do we want to be?** Building on the input from the 2nd question, OVPP asked the community where we want to be in in the future in five areas: Economy; Housing; Sustainable Tourism and Recreation, Community Health, and Transportation.
4) **How do we get there?** This involved the creation of four action planning teams who identified goals, objectives, strategies and actions to achieve the desired future identified in question 3. We narrowed the discussion by acknowledging transportation was critical and integrating it into the other action planning areas.

It should be noted that a fundamental premise to the Project was that we are an interconnected and interdependent valley of approximately 15,000 residents and that we could realize a much higher level of success by aligning ourselves around a common direction (stemming from our community values) while also respecting our differences.

II. PURPOSE OF DISCUSSION

The purpose of the discussion scheduled for April 26th is the following:

- Review the action plan and potential costs with the Board as a whole and ensure that the Board is comfortable with the strategies and actions connected with the County.
- We would appreciate any additional feedback on other strategies and actions.
- Review next steps.

III. SUMMARY OF STRATEGIES AND ACTIONS DIRECTLY RELATED TO GUNNISON COUNTY

Attachment 1 includes the four action plans from the action planning teams. The following is a summary of strategies and actions where County involvement is proposed. Additional strategies and actions which may be of interest to the County are also summarized. In the same breath, all of the strategies should be of relevance to the valley as a whole. It should be noted that a final document is being prepared and refinement of the action plans are still occurring. That is why feedback is still very timely to ensuring a relevant and action oriented plan.

It helped to have a level of structure in facilitating the development of action plans with the four teams. Given some strategies would be the responsibility of specific organizations, actions were provided to illustrate and provide definition to clarify strategies, understanding that the responsible person or organization will need flexibility developing and implementing actions to achieve specific objectives. To help clarify semantics the reader can simplify the various terminology into two categories:

1) Desired Outcomes/Results: What do we want in the future and why do we want it?
2) Strategies and Actions: How achieve our desired results?

Terminology such as goals, objectives, strategies, and actions, provide a hierarchy with progressive levels of specificity to connect actions to outcomes. The following table is offered as a tool to clarify the organization of the four action plans.

Desired Outcomes/Results	Vision: A future desired state for each of the four topical areas.
	Goals: These are high level goals that provide an additional level of specificity for describing a desirable future.
	Objectives: Specific desirable results.
Strategies and Actions	Strategies: A strategy provides a high level plan or concept to achieve desired objectives. A strategy may include several actions.
	Actions: Are the specific tasks that have been identified to implement a strategy.

The following is a summary of both strategies and actions where Gunnison County is recommended to lead a strategy/action or support in some significant way for each of the four action planning areas:

1. **Economic Resiliency:**

Three major goals were developed by this Action Planning Team which included:

Goal 1: "Create place value by encouraging development and investment that enhances community vitality, prosperity, and supports our community values."

The strategies and action within this goal area are intended to improve the vitality and physical appeal of Gunnison's downtown along with addressing land use issues identified in the One Valley Prosperity project in unincorporated Gunnison County.

Gunnison County Responsibilities:

Most of the focus of this Goal is on the City of Gunnison and increasing the vitality of the central business district. However, Gunnison County would be the lead on the strategies associated with OBJECTIVE 1.2 which reads:

> **"OBJECTIVE 1.2: Guide new development in the Gunnison Valley to strategic locations to promote efficient development patterns and walkable communities and neighborhoods, while maintaining ranchlands, natural areas, and community character.**

Implementation of this Objective will involve the County convening meeting with the municipalities to discuss issues and develop goals for land use around our municipalities. Based upon those goals and issues, the appropriate land use tool would be recommended to implement to achieve common goals and issues.

Another supporting responsibility with the BOCC's consent, supporting Crested Butte South Property Owners Association with an update of the Commercial Area Plan (Objective 1.2/Strategy 3). This will involve updating the vision for the CB South commercial area and the associated regulations for this commercial area. Support will include staff time and support in applying for a DOLA planning grant.

Goal 2: Make strategic investments in regional infrastructure and facilities that supports quality of life and economic prosperity.

Gunnison County Responsibilities: This goal area involves continuing to move forward and implement actions already underway within the county including:

- Participating in the Regional Air Service Plan. Rick Lamport is the staff lead.
- Implementing the Airport Master Plan. Rick Lamport is the staff lead.

- Supporting Region 10 in the implementation of the Phase 2 Region 10 Broadband Plan. Gunnison County has played a lead in convening county partners to plan and implement this project. Russell Forrest and John Felix have provided leadership on staff to implement this strategy.

Goal 3: Increase and Diversify Businesses and Employment Opportunities. Tourism which is a critical component of our economy is addressed in the Sustainable Tourism and Recreation Action Plan. This goal area focuses on improving and diversifying our economy by growing successful entrepreneurs in our valley and attracting new entrepreneurs to the Gunnison Valley.

Gunnison County Responsibilities: The high leverage action related to this goal is the implementation of the ICE Project/ICE House. Western has the lead on the ICE Project. Strategies where Gunnison County may have a responsibility related to this goal include:

- A request to financially support faculty staffing of the ICE Project for the spring of 2017 at a value of $10,000. This provides a modest statement of community support for this high leverage action in the action plan.
- In reference to objective 3.2 the School District and Western have a strong interest in enhancing our capability to connect students to internships and apprenticeships. They are the lead on this action. However, a single focal point is needed to achieve this objective. The ICE Project could be that connection. This will be an objective which may require some additional facilitation by County staff to achieve.
- **Objective 3.3 "Attract businesses, students, and residents to the Gunnison Valley by communicating the assets and values of the Valley through multiple communication channels."** This objective includes traditional economic development activities including communicating to perspective businesses why and how to locate to the Gunnison Valley. The Chambers were the proposed lead for this. After discussions with the Chambers there is currently a lack of capacity for this traditional function. It is now proposed that the County utilize available Economic Development funds and issue an RFP for a private entity to develop marketing collateral for locating a business to the Gunnison Valley. This at a minimum would include:
    - Development and hosting a web site that communicates why business development is attractive in the Gunnison Valley, where to locate, where to find resources to start a business in the Valley etc.
    - A video which could be utilized on the above mentioned website that provides a compelling story of why the Gunnison Valley is an attractive place to live and work.

- Other collateral/printed materials which could be provided to a perspective business.

One or both of our chambers may choose to respond to the RFP or another private entity may respond. It should also be acknowledged that the County is supporting both chambers in 2016 with $50,000 in financial contribution.

The ICE Project may also be a home for this basic economic development function. However, short-term, county staff in Community Development is proposed to manage a contract relationship to develop the above mentioned deliverables.

2. **Housing**

Housing has one primary goal:

"Increase the supply of affordable housing options in the Gunnison Valley."

Housing turned into a high priority area with both higher paid executives and minimum paid service employers both finding a lack of attainable housing in the valley. Employers across the board indicated a lack of affordable housing was a significant barrier to attracting and retaining quality employees and growing their business.

Objective 4 will be the most challenging of all in the Project to implement. It simply reads:

> **"OBJECTIVE 4: Ensure financial resources are available to support affordable housing development."**

Achieving this objective basically involves creating a reliable funding source such as what occurred for regional transit recently.

> Gunnison County Responsibilities: Gunnison County staff working with Karl Fulmer will support evaluating options for creating a permanent funding source for housing. It should also be noted that the municipalities and the County, are being asked to take a look at their regulations and determine what how to incent private sector development of attainable housing and remove barriers for affordable housing.

3. **Sustainable Tourism and Recreation:**

Four major goals were developed by this Action Planning Team which included:

Goal 1: The Valley's economy tourism sector is year round, vibrant, and supports our community's value.

This goal includes objectives and strategies that focus on enhancing tourism in the winter season by supporting new amenities at CBMR and creatively promoting the full range of winter activities in the Valley to give guests more reasons to choose this destination over others. The primary lead for many of these actions is the Tourism Association.

Another major action under this goal is to create a comprehensive trails plan. This action planning team which included Federal land management partners agreed that to effectively manage the over 750 miles of existing trail in Gunnison County and strategically determine where new trails are needed that respected our values for our ranching heritage and natural resources that a comprehensive trails plan was needed.

> Gunnison County Responsibilities: The BOCC sitting as the Local Marketing District should ensure that these strategies are incorporated into future business plans and budgets provided by the Tourism Association. Another key action, the County would need to initiate is pursuing a grant, as proposed, from the National Park Service to complete a comprehensive Trails Plan for the valley. This Grant application is due in June.

Goal 2: Foster a resident and visitor culture that demonstrates respect for our community, culture, and environment.

This goal area includes a variety of strategies to initiate an educational campaign for guests to respect the environment, private property and our ranching heritage (reduce conflicts with ranches). Again the TA and the Crested Butte Wildflower Festival Executive Director have taken the lead with the strategies associated with this goal and are developing an educational campaign which will grow over time. However, this campaign will start in the summer of 2016.

> Gunnison County Responsibilities: Staff has requested that the TA provide leadership for this area. Staff proposes to play a liaison with this area of action and other actions occurring particularly in the Gothic area to ensure coordination of activities.

Goal 3: Support collaboration between federal land agencies, local government, non-profit and user groups to improve management of recreation and natural resources.

This goal area is similar to Goal 2 but it involves specific collaboration, communication, and education regarding polices, regulations, and planning efforts associated with the use of public lands. This goal is responding to the fundamental concern of recreational use exceeding our carrying capacity. The major action related to this goal area is to create the Sustainable Tourism & Recreation Task Force.

> Gunnison County Responsibilities: A significant action related to this goal is acknowledged in Objective 3.1/Strategy 1 which states "Form a Sustainable Tourism & Recreation Task Force (ST&R Task Force) under Gunnison County Board of County Commissioners." As envisioned this strategy would create a County sanctioned Task Force to work with Federal Land Managers in achieving many of the objectives in

both Goals 3 and 4. The ST&R Task force would play a key role in the following strategies:

- Communication and education of guests on the appropriate use of public lands.
- Working with Federal Land Management Agencies to identify and fund specific improvements needed to create both a positive guest experience and prevent degradation of our natural resources.
- Proactively work with Federal land managers on Federal land planning actions (i.e. the Forest Plan).

This is a high priority action and the BOCC is recommended to consider this specific action. If the BOCC supports the concept, specific recommendations on a governance structure could then be provided in the future.

GOAL 4: Be proactive in management of private and public natural and recreation assets to minimize resource degradation and enhance quality.

This Goal focuses on actions related to mitigating physical issues on public lands and ensuring infrastructure is adequate to meet future demands for outdoor recreation. It specifically includes actions that have been discussed to work with the USFS on managing recreational use in the upper valley (dispersed camping, sanitation etc.). It also includes working with the USFS on an update to the Forest Plan.

4. **Community Health and Social Services**

This team included health professionals, Western and School District staff, Health and Human Services and a variety of not-for-profits who have worked together but not as this specific group. They focused on three goals:

Goal 1: Meet the basic needs of the community by addressing food, shelter, and safety concerns.

Goal 2: Enhance and improve positive youth development opportunities for ages 0-25 years of age.

Goal 3: Meet the physical, mental, dental, and spiritual needs of all residents.

This group had many strategies and actions and found new efficiencies to improve prosperity for those in our community that find prosperity the most difficult to obtain.

Gunnison County Responsibilities: The Health and Human Services Department is working to realign the Health and Human Services Commission to better implement the goals mentioned above and to leverage leadership from other partners to implement OVPP actions. The implementation of the above mentioned goals is assigned to various stakeholders that will participate in the reconstituted Health and Human Services Commission. There are a number of strategies and actions where

HHS is the lead and those strategies and actions are being integrated into the Department's business plan.

5. **Overall actions**

There are several actions that are necessary to consider the overall success for OVPP and to help build capacity in the future to address challenging regional issues. Three specific actions have emerged including:

A. **Implement the One Valley Prosperity Project through the Community Builders Task Force**. The Community Builders Task Force (CBTF) has provided the leadership for OVPP. At the last CBTF meeting, we discussed utilizing the Task Force to implement OVPP strategies and monitor/communicate to the public the results the project. In addition, there was the desire to utilize this forum to address new regional issues that cut across jurisdictions and or organizational lines.

B. **Develop a metric for OVPP.** You implement what you can measure is an old saying and very relevant to the project. Each of the four teams have discussed specific outcomes in different ways. We would like to further refine the discussions on outcome/results and develop a transparent means of measuring and communicating progress on the implementation of the OVPP. We also believe that a web based metric could also provide a means of measuring the health of our valley based on our communities' values. It would also be a tool for perspective businesses to quickly evaluate the valley as a desirable location. A professor at Western has expressed interest in working with the CBTF to develop a web based dashboard to measure implementation of the OVPP strategy and overall community health.

C. **Leadership Development:** Many appointed and elected officials, including leaders in the private sector, find themselves elected or promoted into a leadership position. Like anything else in life, it takes training to excel in leadership. Good leadership is critical to creating effective communities and businesses.

The Community Foundation of the Gunnison Valley has provided a 6 month leadership program which was discontinued due to a lack of funding. There is strong renewed interest to restart a new and improved leadership program in the Valley. The purpose of this program would be to grow leaders in the valley and help ensure community leaders have the necessary tools and training to excel in leadership positions. It is proposed that the County provide seed money to incent other public and private entities to contribute to a leadership program. The Foundation has roughly estimated that $20,000 would be needed to support a program with individual participants in the program also contributing to defray the cost of program.

IV. POTENTIAL FUNDING CONSIDERAITONS

Staff also wanted to discuss potential costs for various strategies in the OVPP. The County has currently budgeted $47,500 for economic development and at the end of January of 2016 $44,500 is available in this fund. In addition, there is $10,000 budgeted for contributions. The largest cost is the commitment to support the Region 10 Broadband project. DOLA has approved funding for this project and Region 10 has stated that the $40,410 match from Gunnison County would be needed in 2017.

The following table provides a summary of potential costs at this time for OVPP implementation from Gunnison County.

Ref	Strategy/Action	Potential County Funding		Description
		2016	2017	
Obj 2.3/Strat 1	Broadband implementation - Phase 2 funded by DOLA		$ 40,410	The $1.7 million Phase 2 DOLA Broadband grant has been approved. The BOCC comitted the $40,4k in a MOU with Reg. 10.
Obj 3.1 Strat 1- 3	ICE Project support for supporting faculty time for the ICE Project in the Spring of 2017		$ 10,000	This money is leveraged with capital investment in building, OEDIT/SBDC funds to pay for an Executive Director.
Obj 3.3 Strat 1	Identify and/or develop a resource(s) to both market the valley as an attractive location to work and live and provide relevant and timely information to perspective businesses. This would include web site, collateral material, video	$ 15,000		Staff could return to BOCC with specific ideas and costs to implement this aciton before committing funds.
****	Health and Human Services Commission is being re aligned to improve effectiveness and a facilitator would be desirable to increase the productivity of meetings.	$ 2,000		This was requested by the Health and Human Services Director
Overall	Develop a Leadership Program	$ 5,000		Would propose that this be used as a seed funding to encourage other private and public entities to support this project. Would not propose dispersing until program is fully funded and a presentation is made to BOCC on program.
Overall Project	Develop a Web Based Dash Board for Monitoring Implementation	?		Western MEM faculty interested in supporting program by creating a web based dashboard to measure community indicators and implementation of the OVPP.
Total		$ 22,000	$ 50,410	

V. NEXT STEPS

Specific next steps include:

1. Review action plans with municipalities and other proposed leads for strategies;
2. Completing the write up of the One Valley Prosperity Project;
3. Open House/Celebration (tentatively looking at May 18/19th) and Social Media Campaign to solicit feedback on the Action Plan for OVPP ;
4. Implementation of the Plan;
5. Monitoring and communication of progress around achieving desired results from OVPP; and
6. Ongoing collaboration through CBTF to deal with new regional challenges.

Attachment 1: Action Plans

Economic Resiliency Action Plan

Vision: Our vision is to build a diverse regional economy consistent with our community values that creates quality jobs, builds strong and vibrant local communities, supports and attracts entrepreneurship, and ensures the long-term prosperity of the Gunnison Valley.

Goal 1: Create place value by encouraging development and investment that enhances community vitality, prosperity, and supports our community values.	Priority Level Short = 1 – 2 year implementation Medium = 3 -5 year implementation Long = 6 + year implementation			Priority Ranking for Short Term Actions			Lead Person/Agency for Action
Objectives, Strategies, and Actions	Short	Med	Long	High	Medium	Low	
OBJECTIVE 1.1: Facilitate public and private reinvestment in downtown Gunnison to create a vibrant attractive mixed use downtown area where residents, Western Students, and guests want to shop, dine, recreate, and live.	X			X			
Strategy 1: Complete a City of Gunnison Commercial Corridor Master Plan that outlines a vision and strategy for revitalizing downtown Gunnison.	X			X			City of Gunnison
☐ Clarify geographic scope and potential areas/issues to focus ☐ Determine relationship to Comprehensive Plan (relative priority and sequence) ☐ Integrate corridor revitalization into this or separate sub-area planning efforts ☐ Assess policy barriers to downtown redevelopment / revitalization.							
Strategy 2: Use placemaking to enhance and activate public spaces (parks, streets, etc) and spur private sector reinvestment.		x		x			City of Gunnison
☐ Identify near-term projects (Lighter, Quicker, Cheaper) for place-making (e.g. IOOF Park, Art Center, Activate Jorgenson, Legion Park) ☐ Integrate placemaking into future capital investments within the community,							

including streetscapes, parks and other areas.							
Strategy 3: Develop the organizational and financial capacity needed to advance redevelopment and revitalization goals in Gunnison.		x		x			City of Gunnison
☐ Align capital plans to prioritize strategic investments supporting downtown revitalization goals. ☐ Explore financing tools: City and County will collaborate to evaluate financing options (DDA, BID, etc) for funding downtown improvements.							
OBJECTIVE 1.2: Guide new development in the Gunnison Valley to strategic locations to promote efficient development patterns and walkable communities and neighborhoods, while maintaining ranchlands, natural areas, and community character.		X			X		Gunnison County
Strategy 1: Align local plans and policies to support desired development patterns.		X			X		Gunnison County
☐ Identify areas most suited for future growth (target investment areas) ☐ Align capital improvement plans to encourage desired development in these areas.	X			X			**Gunnison County**
☐ Convene multi-jurisdictional (County, municipalities, land trusts) committee to: o Review existing policies to identify gaps/barriers/discrepancies that detract from local planning goals o Review existing plans/policies to identify potential barriers to objectives o Discuss and recommend changes and actions o Encourage ongoing collaboration on local planning and development decisions. o Evaluate the efficacy of current tools (e.g cluster ordinance) and assess need for new tools or strategies. o Establish a mechanism for ongoing coordination between planning agencies and land conservation organizations with the goal of jointly identifying high priority areas for conservation investments.	X			X			**Gunnison County**
Strategy 2: Develop voluntary market based open land conservation tools to compliment the region's successful conservation easement strategy. This strategy should be a follow-up action after Strategy 1 mentioned above.		X			X		Gunnison County
Strategy 3: Encourage development of Crested Butte South 'Town Center'	X			X			CB South POA with County

☐ Assess current plans and zoning (PUD). ☐ Use a charrette process to engage key stakeholders (residents, developers) in crafting preferred design concepts for the town center. ☐ Formally update Special Area Regulations to reflect these changes.							

Goal 2: Make strategic investments in regional infrastructure and facilities that supports quality of life and economic prosperity.	Priority Level Short = 1 – 2 year implementation Medium = 3 -5 year implementation Long = 6 + year implementation			Priority Ranking for Short Term Actions			Lead Person/Agency for Action
Objectives, Strategies, and Actions	Short	Med	Long	High	Medium	Low	
OBJECTIVE 2.1: Create a highly connected, multimodal transportation system.	X			X			
Strategy 1: Expand current Complete Streets work in the City of Gunnison to the entire community	X			X			City of Gunnison
☐ Collaborate on the revitalization of highway corridors, which serve as key transportation facilities, gateways to the region and "Main Street" in Gunnison.	x			x			City of Gunnison
☐ Complete a Regional Bike / Ped Plan ☐ Evaluate the implementation of bike share programs.		x			x		**See Sustainable Tourism and Recreation Trails Plan**
☐ Collaborate on the revitalization of highway corridors, which serve as key transportation facilities, gateways to the region and "Main Street" in Gunnison.		x		X			City of Gunnison
Objective 2.2: Increase the amount and reliability of air traffic into/out of Gunnison-Crested Butte Regional Airport.							
Strategy 1: Complete and Implement the Airport Master Plan which should include a multi-modal transportation hub at the airport (specifically including RTA service)		x		x			**Gunnison County**
Strategy 2: Implement the Strategic Air Service Plan	x			x			**RTA**

Objective 2.3: Bring high quality, reliable and redundant broadband service to the Gunnison Valley							
Strategy 1: Implement the Region 10 Broadband Plan to improve broadband service in municipalities and along the Hwy 135 Corridor.		x		x			Region 10 and Gunnison County
☐ Build support needed to be able to utilize existing transmission lines for regional broadband upgrades, which would boost capabilities and cost efficiencies. Alternatively (not preferred), utilize existing Century Link 'Dark Fiber'			x	x			Gunnison County
Strategy 2: Develop a public private partnership with local government and private ISPs to improve last mile service to institutional, commercial, and residential users.							Region 10 and Gunnison County
☐ As part of the Region 10 Plan implementation within Gunnison County specific partnerships will be developed to implement this strategy.							

Goal 3: **Increase and Diversify Businesses and Employment Opportunities**	Priority Level Short = 1 – 2 year implementation Medium = 3 -5 year implementation Long = 6 + year implementation			Priority Ranking for Short Term Actions			Lead Person/Agency for Action
Objectives, Strategies, and Actions	Short	Med	Long	High	Medium	Low	
Objectives 3.1 Provide support to entrepreneurs to grow and develop local businesses.	X			X			SBDC and Western
Strategy 1: Develop and implement an economic gardening program to support existing businesses.	X			X			SBDC and Western
☐ Develop specific programming for economic gardening including mentoring, support, business planning, strategy, niche markets, development, and market research.							
☐ Implement as part of ICE House programming							
☐ Determine whether to focus resources on certain sectors or business types (e.g. export industries)							
Strategy 2: Develop resources to help entrepreneurs establish new local businesses.		x		X			SBDC and Western
☐ Develop resources, coaching and programming to help transform start-ups into established businesses.							
☐ Implement through the ICEHouse							
Strategy 3: Increase access to capital to facilitate start-up businesses and to allow existing businesses to grow.		x			x		SBDC and Western
☐ Gunnison County will convene meeting with representatives of emerging Angel Investment group and ICE House representatives.	x			x			
☐ Conduct an assessment on barriers with access to capital for business development.							
☐ Develop and/or partner with angel and venture capital networks							

Objective 3.2: Support workforce development programming for young people and adults to grow the local pool of talent and connect people to regional job opportunities.							
Strategy 1: Provide targeted job skills training to match employer needs.		x		x			School District and Western
Strategy 2:Develop vocational training program with School District		x		x			School District
Strategy 3: Create apprentice and internship program in partnership with School District and Western that is well connected to the business community.		x		x			School District and Western
☐ Implement a program to promote internship and apprentice programs and connect students to employers.							
Strategy 4: Implement the Gunnison Promise: A scholarship program for local Gunnison County Watershed School District graduates to attend WSCU and Delta-Montrose Technical College (also referred to as Delat Votech.			x	x			Western
Objective 3.3 Attract businesses, students, and residents to the Gunnison Valley by communicating the assets and values of the Valley through multiple communication channels.							
Strategy 1: Identify and/or develop a resource to both market the valley as an attractive location to work and live and provide relevant and timely information to perspective businesses. ☐ Develop marketing materials that tell prospective businesses what the area has to offer ☐ Brand Gunnison as a college town and ski town and as a regional hub. ☐ Develop a video for communicating the assets of the County ☐ Develop a communications campaign to enhance community pride ☐ Pursue bold projects (Gunnison Promise for WSCU and Delta Votech scholarships for all Gunnison Watershed School District) ☐ Provide information for businesses on development / site opportunities for locating businesses, amenities of the area, opportunities to grow your businesses.		x		x			Gunnison County working with Chambers

Objective 3.4. Maintain and enhance our anchor institutions							
Strategy 1. Ensure collaboration between local jurisdictions and anchor institutions to address shared needs / challenges or to address issues that require unified front. ☐ Write a letter of support to Senator Bennet's office to create a RMBL research area around Gothic	x				x		Keystone Group
Strategy 2: Work with the Foundations (Community Foundation, Western Foundation, and Education Foundation) and the Crested Butte Chamber to increase the support for Western State Colorado University among both the full and part time residents of the upper valley		x			x		Western
☐ Implement the Gunnison Promise with the support of local foundations for Gunnison Watershed High School Graduates to attend Western and Delta Votech tuition free.							Community Foundation – Gunnison Promise
Strategy 3. Develop a High Altitude Training Center.							
☐ Convene Hospital, local Orthopedic Surgeons, Western HAP lab, Team Prep USA, and TA to determine if a marketable product could be developed for the valley.		x				x	Gunnison County will convene meeting and determine if a lead exists

Housing Action Planning Team

Vision

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 inequity. We strive to develop and maintain quality housing choices for all residents.

Guiding Principles:

- Developing long term solutions for affordable housing in the Gunnison Valley requires a regional approach that builds and leverages human, financial and technical resources
- Working collaboratively to achieve a regional housing supply complements the individual activities of local governments
- Affordable housing should complement local community values by being integrated into existing communities and connected to transportation and utility infrastructure

GOAL 1: Increase the supply of affordable housing options in the Gunnison Valley.	Priority Level Short = 1 – 2 year implementation Medium = 3 -5 year implementation Long = 6 + year implementation			Priority Ranking for Short Term Actions			Lead Person/Agency for Action
OBJECTIVE 1: Develop a regional community housing framework for the Gunnison Valley.	Short	Med	Long	High	Medium	Low	
Strategy 1: Conduct a regional housing needs assessment in 2016 to identify the current housing supply and demand for new housing for a variety of populations (e.g. workforce housing, seniors, families, rentals) and program areas (e.g. Homeownership or Home Repair programs).	X			X			Consultant with GVRHA
Strategy 2: Complete a regional housing plan by the end of 2017 for achieving affordable housing targets based on needs assessment.		X		X			Consultant with GVRHA

OBJECTIVE 2: Ensure an adequate supply of land is available for development of affordable housing up and down the Valley.							
Strategy 1: Identify a collaborative process for land banking to provide a supply of land for current and future housing development.		X		X			
☐ Develop criteria for prioritization of land acquisitions for land bank		**X**					
☐ Complete summary of land availability begun in OVPP process as education tool.							
OBJECTIVE 3: Ensure the regulatory environment supports and enables the development of affordable housing in desired growth areas and is consistent with the community's values.							
Strategy 1: Review development codes (e.g. an assessment) of the Town, City, and County to identify whether there are additional regulatory tools that would support affordable housing.		X		X	X		Municipalities, County, and CB South
Strategy 2: Identify zoning and development code recommendations that would incentivize private developers to build more affordable units (e.g. density bonuses, lot sizes, minimum square footage, ADUs, etc.)	X			X			Planners from each jurisdiction
☐ Convene meeting of local planners and Karl Fulmer							
Strategy 3: Develop a streamlined process for deed restricted affordable housing projects in identified growth areas by 2018.		X			X		
Strategy 4: Explore whether there are any options with reducing income tax, property tax/sales and use tax waivers or opportunities to establish real estate transfer tax (lobby for State level de-Brucing) for properties that are deed restricted.		**X**					

OBJECTIVE 4: Ensure financial resources are available to support affordable housing development.	X			X			
Strategy 1: Update and consider linkage fee policies for current market conditions in City of Gunnison, Town of Crested Butte, Mt. Crested Butte, and the County.	X			X			Karl Fulmer w/ staff from jurisdictions
Strategy 2: Develop a fee/tax for vacation rentals (VRBO, AirBnB) that contributes to a regional affordable housing fund. (similar to BOLT-Business and Occupancy License Tax)	X			X			Russ Forrest and Michael Yerman
☐ Convene panel discussion with experts ☐ Assess viability legally and financially. ☐ Explore what other communities have done with regards to regulating VRBOs ☐ Communicate that multiple options are being explored/reviewed	**X**						
Strategy 3: Explore the use of mill levy or property tax as a permanent revenue source for affordable housing.		X					
☐ Assess viability legally and financially.		**X**					
Strategy 3: Continue to capitalize on external funding sources (Department of Local Affairs, US Housing and Urban Development, grants, etc.) to support the development of infrastructure and housing development.	X	X	X				On-going for all
☐ Hold quarterly meeting to discuss grant options in region (also continue to utilize Mayor/Manager's meeting for this)							
Strategy 4: Collaborate with the Housing Foundation to leverage their financial resources and investments (e.g. impact investing, grants, etc.).	X	X	X	X			Jim Starr
OBJECTIVE 5: Grow the capacity of the Gunnison Valley community housing organizations and developers to create affordable housing.			X	X			
Strategy 1: Stabilize the Gunnison Valley Regional Housing Authority by establishing a permanent revenue fund to support operations.	X				X		Karl Fulmer

☐ Lengthen funding contracts between local governments and the GVRHA for operational revenue from one year to three years. ☐ Increase communication between the GVRHA board and local government officials and staff.	**X**			**X**			**Karl Fulmer**
Strategy 2: Increase collaboration and communication between local organizations (housing trust, Habitat for Humanity), nonprofits serving community social needs, developer, private sector and the GVRHA.	X	X		X			**OVPP Housing Action Committee**
Strategy 3: Work with other counties on assessing viability of a regional Community Housing Development Organization (CHDO).		**X**	**X**				
☐							
OBJECTIVE 6: Maintain a permanent supply of high quality affordable housing in the Gunnison Valley.			X	X			
Strategy 1: Develop a new and consistent regional deed restriction to expedite loans and sustain the affordable housing stock. This is nearly completed (Mt. Cb left to adopt)	X			X			**Karl Fulmer**
Strategy 2: Enhance the quality of the existing affordable housing rental market by providing incentives to property owners to rehabilitate property.	X	X		X	X		
☐ Implement minimum standards for life safety for existing residences							
☐ Adopt and enforce Property Maintenance Code to maintain quality housing stock		X					**Gunnison Valley Housing Foundation**
☐ Develop incentives for the rehabilitation and maintenance of rental housing units		X					**Karl Fulmer**
☐ Increased enforcement of Deed Restrictions, Building Codes and Rental Codes	X						
Objective 7: Educate public and elected officials on the importance of affordable housing							
Strategy 1: Foster champions for affordable housing development. Group felt this strategy would take 2-3 years and be ongoing.	X			X			Jim Starr and Karl Fulmer

☐ Form group of champions ☐ Create a communication strategy clarifying the need, opportunities and challenges, and strategies for affordable housing. ☐ Identify individuals willing to speak up for affordable housing.	X			X			Jim Starr and Karl Fulmer
Strategy 2: Develop communication strategy that identifies the need and benefits of affordable and attainable housing							
☐ Renters Rights communication, classes, pamphlets. Landlord education—rights, tips							
☐ Home ownership classes							
☐ Eco-village, test sites, student project							

Sustainable Recreation and Tourism

Vision/Principle Statement

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 guests 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.

Seasonal Principles

We will manage marketing and new special events while enhancing the capacity to manage to better manage tourism (toilets, communication, parking, enforcement) so that we provide a high quality guest experience which does not exceed our carrying capacity. There are three distinct times of the year which require specific management approaches including:

- The winter season where we have both capacity and the need to grow tourism.
- The peak summer period which currently extends from the last week of June to the Arts Festival in August where we need to focus on yield (type of guest) versus increasing numbers. During this time of the year we need to deploy marketing, manage special events, and deploy resources (bathrooms, bus service, improved customer service and information) to prevent tourism from exceeding our carrying capacity while also improving our economic return through yield management.
- All other times of the summer and shoulder season (April, May, October and November) we have windows of time to enhance tourism while carefully monitoring special events.

Goal 1: The Valley's economy tourism sector is year round, vibrant, and supports our community's value.	Priority Level Short = 1st year implementation Medium = 2nd& 3rd year implementation Long = 4th& 5th year implementation			Ranking for Short term Priorities			Capacity	
	Short	Med	Long	High	Med	Low	Lead	Resources
Objective 1.1: Grow tourism in the winter season (December-March).								
Strategy 1: Support Crested Butte Mountain Resort to increase skier visitation.	X			X			CBMR	
☐ Foster local government and community support for improvements to CBMR including the Teocalli expansion area.	X			X			Keystone Group/Letter of Support on Concept has been mailed to USFS by County	No Cost
☐ The Tourism Association maintains current strategy of investing in in winter marketing and in winter air service to support CBMR and winter recreation.	X			X			Tourism Association	Local Marketing District Funding
Strategy 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 as a winter recreation destination.							Tourism Association	
☐ Build on existing assets to promote the region as a multi-sport winter recreation destination which includes Nordic skiing, snowmobiling, ice fishing, trail skating, fat biking, dog sledding, backcountry skiing, ice climbing, snowshoeing and other outdoor winter recreational pursuits.							TA is lead with support from CBMR, CB Nordic, Winter Fat Biking Organization	

Develop and grow public private partnership to support the activities mentioned above.	X						TA	Have purchased bike groomer
☐ Create 1-2 additional huts and become a hub of backcountry skiing.			X		x		Nordic Center & Private Partners	
Strategy 3: Create marketing strategies that promote the Gunnison Valley Winter "Adventure Experience" .	X			X			TA and CBMR	
☐ Develop crossover marketing for summer and winter.								
☐ Target drive markets in Denver Metro, GJ, Northern NM, Colorado Springs.								
☐ Target return visitors.								
Objective 1.2: Diversify the type of visitors to the region by promoting and enhancing the region's diversity of tourism products including natural, educational, agricultural, heritage and cultural tourism assets.								
Strategy 1: Support the development of agritourism operations by connecting willing property owners to technical and financial resources.		X			X		WSCU/MEM	
• Run a pilot program during Cattlemens Days.	X						Western/MEM	
Strategy 2: Create a sustainable enterprise by obtaining funding and staffing to create and market agricultural, heritage, and nature/ecological tourism.		X					OEDIT has funding and training capacity	
Strategy 3: Support and promote the continued improvements both in programs and facilities of cultural arts in the Valley including but not limited to the Center for the Arts in Crested Butte, Biery-Witt Center, WSCU Arts Programs and the Gunnison Arts Center.	x			x			TA to include cultural events in web site and promote as appropriate.	This would involve public support where applicable for facilities and programming.
Objective 1.3: Make summer and winter recreation trail opportunities in our Valley the best for both residents and visitors.								

Strategy 1: Create a winter and summer Master Trails Plan for the Gunnison Basin. **THESE ARE NOTES on TRAIL PLAN PROCESS** Outcomes include: Comprehensively identify all trails in the Valley. Develop strategies to disperse and/or concentrate trail usage depending on location. Identify trail usage priorities in winter and summer. Identify management and resource strategies for trails, trailheads, and supporting infrastructure. Proactively address new trail proposals that are compatible with other seasonal uses and needs such as grazing, wildlife, hunting, and or other recreational uses.	X			X			Federal Partners in cooperation with Gunnison County& CBMBA and Gunnison Trails	
☐ Apply to NPS for technical assistance through the Recreation Trails, and Conservation Assistance Program (RTCA) by August 1, 2016	X			X				http://www.nps.gov/orgs/rtca/index.htm
Objective 1.4: Develop a collaborative relationship with Chaffee County to identify how to promote our regional natural, recreational, educational and cultural assets for greater regional impact and to promote Gunnison as a destination.								
Objective 1.5: Enhance valley-wide guest and customer services.								
Strategy 1: Update TA website with a complete Valley-wide calendar of events and activities.	X			X			TA With event promoters cooperation	Gunnison County with TA support will convene meeting in April on Special Events.
Strategy 2: Train Chamber, CBMR, and Concierges to utilize TA web site to provide consistent and accurate information to guests.	X			X			TA and Chambers	Host meeting with TA and Chambers,

								Lodging partners, CBMR to facilitate training
Strategy 3: Create valley-wide training program for service workers		X		X			CBMR, Chambers, and TA	CBMR and request funding support for preseason training.
Strategy 4: Train chambers and lodging employees to help guests use Gunnison Crested Butte Central Reservation desk for booking activities	X			X			TA - lead	

Goal 2: Foster a resident and visitor culture that demonstrates respect for our community, culture, and environment.	**Priority Level** Short = 1st year implementation Medium = 2nd& 3rd year implementation	**Ranking for Short term Priorities**	**Capacity**

	Long = 4th & 5th year implementation							
	Short	**Med**	**Long**	**High**	**Me d.**	**Low**	Lead	Resources
Objective 2.1: Develop a regional educational campaign for residents and guests to promote responsible use and good stewardship.	**X**			**X**				
Strategy 1: Develop a unified Gunnison Valley message for stewardship ethic and recreation etiquette to be distributed through local channels which utilizes a nationally recognized model such as the "leave no trace" program	**X**						ST&R Task Force	
☐ The Task Force will create and implement an appropriate educational program to achieve this objective.							ST&R Task Force, Land Trust, CBMR, USFS, BLM, and NPS to review	
☐ Use existing communication channels to distribute information and maps to visitors and residents (user groups, visitor guide, local businesses, pamphlets, kiosks,Chambers, hotels, USFS information staff)							TA, Chambers, and CBMR	
☐ Create new and innovative ways to distribute message such as Chambers of Commerce, social media, buses, event swag, beer coasters, etc.								
☐ Identify a funding source to support education campaign.							RMBL	

Goal 3 :Support collaboration between federal land agencies, local government, non-profit and user groups to improve management of recreation and natural resources.	Priority Level Short = 1st year implementation Medium = 2nd& 3rd year implementation Long = 4th& 5th year implementation			Ranking for Short term Priorities			Capacity	
Objective 3.1: Develop an organizational structure dedicated to implementing priority projects and to maintaining focus on aligning tourism and recreation development with natural resource management.	**Short**	**Med**	**Long**	**High**	**Med.**	**Low**	Lead	Resources
Strategy 1 : Form a Sustainable Tourism & Recreation Task Force (ST&R Task Force) under Gunnison County Board of County Commissioners	**X**						**Gunnison County**	
☐ Identify financial resources to support this committee's work.								
☐ Recruit members								
☐ Work with BoCC to create Task Force.								
☐ Clarify purpose, scope, and annual work plan.								
Objective 3. 2: The Valley's local governments will actively engage in federal land agency planning processes.								
Strategy 1: Coordinate a regional vision and strategy for public lands and actively engage in the USFS Forest Plan Revision process.	**X**						**Gunnison County**	
☐ Local governments will request cooperating agency status.								
Strategy 2: Support and engage with the USFS in winter travel planning (See Objective 1.3)							**USFS**	

Objective 3. 3: Proactively manage the region's recreational and natural assets by coordinating activities and investments for increased impact.								
Strategy 1: Organize an annual planning meeting between local governments, nonprofits, user groups and federal agencies to set common goals and priorities for natural resource and recreation asset enhancements.		x		x			**ST&R Task Force**	
o Recruit a WSCU student to support annual work planning. o WSCU (Abel Chavez) interested in developing a metric/model for monitoring tourism relative to the natural and built carrying capacity of Valley							**ST&R with WSCU/MEM program**	
Strategy 2: Develop a fundraising strategy for identified priority projects.		x		x			ST& R Task Force	
☐ Explore permanent revenue stream.								
Objective 3.4: Enhance communication and information sharing between user groups and interested local not-for-profits to maximize volunteer recruitment and stewardship experiences.	x			x			**ST&R Task Force**	
Strategy 1: Distribute assessment list of local environmental organizations and user groups to increase capacity for coordination and networking by building an understanding of each other's missions, priorities, and existing partners.		X			x		**ST&R Task Force**	
Strategy 2: Promote sharing of information between groups regarding activities and volunteer recruitment notices to increase public awareness of volunteer and stewardship opportunities.		X			x		**ST&R Task Force**	

GOAL 4: Be proactive in management of private and public natural and recreation assets to minimize resource degradation and enhance quality.	Priority Level Short = 1st year implementation Medium = 2nd& 3rd year implementation Long = 4th& 5th year implementation			Priority Ranking			Capacity	
	Short	Med	Long	High	Med.	Low	Lead	Resources
Objective 4.1: Mitigate negative conditions resulting from increasing summer recreation pressure.				X				
Strategy 1: Nonprofit, user groups, businesses, and local government will support the USFS and BLM 2016 plans for minimizing negative impacts from recreation overuse on public lands.	X			X			ST&R	
☐ Support the USFS decisions on dispersed camping in the Gothic drainage in 2016.	X			X			USFS	
☐ Support USFS wildlife regulations for bear canisters that will minimize negative human-wildlife interactions in 2016.	X			X			USFS	
☐ Participate in the USFS design, engineering, and scoping to identify appropriate locations for major infrastructure projects for transportation and campground modifications.	X			X			USFS and Gunnison County Public Works	
☐ Coordinate with the summer field rangers to share information with visitors, identify violations and communicate with appropriate law enforcement.	X			X			USFS	
☐ Support BLM plans for implementing a fee system and redesign of the Oh Be Joyful campground beginning in 2016	X			X			USFS	
☐ Support USFS (in both Forests) efforts to manage wilderness character and resource protection in Maroon Bells Wilderness.		X		X			USFS	Ongoing

☐Support regulations to control group size and density in Maroon Bells Wilderness through a permit system.				X				
Strategy 2: Review new tourism and outdoor recreation initiatives with STR to ensure an initiative will not cause unnecessary natural resource harm.							ST&R	
Objective 4.2: Work collaboratively to assess, develop, and manage recreation infrastructure to sustain recreation and natural resources quality.								
Strategy 1: Manage campground capacity to minimize illegal camping.	x			x			USFS/BLM	
☐ Create a long term strategy to enable directing campers to available capacity. (e.g. Curecanti National Recreation Area, Cement Creek, and Lake Irwin campgrounds.)	X			X			ST&R Task Force with Chambers and NPS	
☐ Explore with the BLM opportunities for expanding private campgrounds through concessions.		X			x		ST&R Task Force	
Strategy 2: Improve trail signage regionally to enhance user experience and reduce negative impacts such as trespassing.				X			TA	Local Marketing District Funding
☐ Conduct a survey of signage needs and projects in order to prioritize signage investments and installation projects.			X				TA with Federal Agency Support	Implement as part of Trails Master Plan
☐ Collaborate with the USFS for signage improvements beginning in the Gothic corridor.	X			X			USFS and Gunnison County	
Strategy 3: Improve the permitting process for events valley-wide on both private and public land in order to reduce overcrowding, minimize negative impacts, and maximize participant positive experiences.	X			X			Gunnison County & Municipal Partners	

☐ Create an inventory of all events occurring in the Valley (date, time, location, organizers) and share on a calendar.	X						TA	
☐ Create a unified events checklist for event planners to use that will ensure events are well-planned and sustainable. Create a requirement for County and municipalities to submit special events to TA for inclusion in the Web Site. (need one common web site)		X			x		Gunnison County	
☐ Gunnison County will initiate a special events team to include municipalities, chambers, TA, Federal Agencies, and major event promoters to coordinate special events. May potentially involve changes in special event requirements such as requiring special events to post events on TA web site.		x			x			
Objective 4.3: Develop an communication strategy that effectively shares policy changes, stewardship activities, resource management announcements, and tourist information to residents and visitors.								
Strategy 1: Prior to 2016 summer season, target businesses who interact with visitors (recreation businesses, visitor center, concierges, etc.) to understand recent public land rule changes (i.e. USFS and BLM dispersed camping regulations) and how to direct visitors to additional information.	X			x			ST&R Task Force	
Strategy 2: Develop a map and an associated phone application for educating and identifying access points for fishing and boating considerations for leaving no trace when fishing.		X			x		TA in conjunction with Colorado Parks and Wildlife	
Strategy 3: Create a long term communication strategy and infrastructure for managing recreation management messages.		X			X		ST&R Task Force	

Community Health and Social Services Action Plan

Vision: "We will build and maintain a culture that enables a sustainably healthy community for everyone in the Gunnison Valley."

Goal 1: Meet the basic needs of the community by addressing food, shelter, and safety concerns.	Priority Level Short = 1st year implementation Medium = 2nd & 3rd year implementation Long = 4th & 5th year implementation			Priority Ranking			Capacity	
Objectives, Strategies, and Actions	Short	Med	Long	High	Medium	Low	Lead	Resources
Objective 1.1: Reduce the number of community residents experiencing food insecurity							GCFP	
Strategy 1: Expand food access for children in need							**GCFP**	
○ Partnering with the Gunnison Watershed RE1J School District, Gunnison Country Food Pantry and the Gunni-Packs Gang offer food on the weekends for children who qualify for free and reduced price meals at school.	X			**X**			**Food Pantry.**	**RE-1J; Gunn-Packs; churches**
○ Explore additional partners to offer food during school breaks and summer vacation.		X	X				**Food Pantry**	**Mentors; Mtn. Roots; Book Bus; Re1J; Library**
Strategy 2: Ensure families and those in need are aware of available programs that offer food security assistance								
○ Develop an information sheet that includes programs in the Valley such as the Food Pantry, Mountain Roots' Cooking Matters, etc.	X			**X**			**CFGV's Health Equity Team**	**Mountain Roots, League of Women Voters, Food Pantry, Churches**

○ Distribute information sheet to community partners (County, Food Pantry, churches, etc.) to expand awareness about available resources.	X			**X**			**CFGV's Health Equity Team**	**Mountain Roots, League of Women Voters, Food Pantry, Churches**
○ Provide information to anyone applying for SNAP benefits telling them about existing programs in the County and additional ways they can access food; i.e. the Food Pantry, Mountain Roots' 'Cooking Matters' program, etc.		X					**DHHS**	**Food Pantry; Mtn. Roots; Gunni-Packs**
○ Create a two tiered community voucher system for SNAP participants and families that do not qualify for SNAP benefits that provides discounts and/or food in collaboration with local food providers (stores, non-profits, etc.)		X						
Objective 1.2: : Increase the availability and quality of the region's affordable housing supply offering safe and energy efficient place to live.				**X**	**X**		**Gunnison Valley Regional Housing Authority (GVRHA)**	**UCC Housing group**
Strategy 1: Collaborate with the Regional Housing Authority and OVPP Housing Committee to understand the community's housing conditions and needs including demand for new housing and the quality and quantity of the rental housing stock, including identifying places in the current Zoning code that may warrant review so that "tiny houses" or ancillary units may be easily included into the housing mix in all areas.		X					**GVRHA**	
Strategy 2: Work with local governments and Regional Housing Authority to raise the quality of the existing rental housing stock			X					

by creating incentives for rehabilitation and disincentives for code violations.								
○ Work with City and County housing inspectors to ensure rental housing stock meets minimum requirements.		X						
○ Identify funding opportunities (grants, rehabilitation loans, etc.) to incentivize improvements to the current rental housing stock.			X					
○ Create City license that is a small annual fee and requires a property inspection in order to make the property eligible for long-term rental. (*Note: Just an idea. Would need to be vetted by experts in the housing arena before becoming an actionable item*).			X					
Strategy 3: Provide easy access to information on renter's rights throughout the community (offices, libraries, churches, etc.)	X			**X**			**GVRHA**	**Multicultural Center, churches ; UCC housing team**
○ Work with the Housing Authority on the best way to disseminate information; i.e. CBMR, Western, Health & Human Services, etc.	X						**GVRHA**	**(above groups)**
Objective 1.3: Increase financial support for development of emergency and transitional housing					**X**		**UCC housing group?**	**Project Hope**
Strategy 1: Collaborate to provide temporary financial assistance for emergency housing to prevent homelessness	X				**X**			
○ A Community Foundation fund developed in collaboration with ministers	X				X		UCC	Other local churches, League of Women Voters
○ Provide emergency funding source for transition support from homelessness and domestic violence.			X				**H&HS**	**Project hope**
○ Foster relationships with local hoteliers to set up programs for free and reduced rooms under certain circumstances.		X	X				**CFGV Health Equity Team**	**Project hope, League of Women Voters**

Strategy 2: Develop transitional housing			X					
○ Foster relationships with local hoteliers to set up programs for free and reduced rooms under certain circumstances.		X	X					
Objective 1.4: Reduce household vulnerability to high winter heating bills by incentivizing property owners to weatherize residences						X	X	
Strategy 1: Inventory existing programs offering weatherization programs and bill reduction assistance (Coldharbour, GCEA, Atmos, Habitat for Humanity, LEAP, local governments, etc.)	X	X					**CFGV Health Equity Team**	
Strategy 2: Develop and promote programs to incentivize home energy efficiency improvements		X						
○ Develop a community wide voucher system to incentivize homeowners to improve home energy efficiency.			X					

Goal 2: Enhance and improve positive youth development opportunities for ages 0-25 years of age.	Priority Level Short = 1st year implementation Medium = 2nd & 3rd year implementation Long = 4th & 5th year implementation			Priority Ranking				
Objectives, Strategies, and Actions	Short	Med	Long	High	Medium	Low		
Objectives 2.1: Enhance and support emotional and physical health by reducing risk factors and increasing protective factors.				X				
Strategy 1: Continue substance abuse and suicide prevention efforts.								
○ Support Sources of Strength suicide prevention program in RE1-J School District.	X			X			School District	In-Kind staffing and Grant funding
○ Support Integration of GCSAPP prevention programming into RE1-J School District			X					
○ Assess school health curriculum with school counselors for		X						

extent that life skills (stress reduction, coping strategies, emotional intelligence) are included and provide support to include more if necessary								
○ Continue parent education and parent group discussions to help create a community of care	X			X			Gunnison County Substance Abuse Prevention Project (GCSAPP)	Grant funding and staff
Strategy 2: Focus resources on high risk kids aged 0-5 and monitor youth from ages 5-25 for risk factors								
○ Expansion of targeted parent education (Spanish-speaking parents and more generally on the importance of developing early coping skills), increase opportunities for parent skill development in the home, including enhancing the shared language approach and linking Pyramid Model, parenting classes, and other social emotional curriculums through all grades.		X					Gunnison Hinsdale Early Childhood Council (ECC), Pyramid Model Leadership Team (PMLT)	Grant Funding and staff
○ Improve screening and referral process of medium and high risk kids from birth to 21 and direct appropriate resources and strategies to support this group	X			X			ECC and Family Advocacy and Support Team (FAST)	Grant funding for staff time
○ Enhance care coordination for high risk families and youth 0-21		X						
○ Utilize non-primary providers to disseminate resource information (churches, Arts Centers, Mentors)		X						
○ Update youth Community Needs Assessment (0-25 years) using Healthy Kids Colorado Survey, Kids Count Data, focus groups, and explore using "40 Developmental Assets" to identify community risk factors		X					OVPP Youth subgroup and Gunnison Valley	

							Mentors (GVM) as secondary lead	
Strategy 3: Increase access to quality early care and education environments for young children				X				
○ Expand weekend childcare options and weekday hours of operation			x					
○ Reduce the number of CCCAP families on the waitlist for child care		X					ECC	
○ Raise local funding for tuition assistance for families through a Component fund of the Community Foundation of the Gunnison Valley		X					ECC	
○ Continue to support the implementation of the Pyramid Model in early care and education settings	X				X		PMLT and School District	Grant Funding and staff, fiscal sponsorship
Objective 2.2: Increase the percentage of youth who feel connected to the community				X				
Strategy 1: Increase youth access to community organizations and quality environments								
○ Support community economic development group's efforts to create a bowling alley, family fun center which can also act as a safe place for youth to "hang out", by conducting youth focus groups			X				**GCSAPP, GVM**	**GVM board, staff and volunteers**
○ Creation of a youth run and managed youth organization and support the Student Leadership Groups at high schools in these types of activities		X						
○ Inventory existing youth opportunities to create resource list	X			X			FAST and WSCU Students	FAST staff, WSCU class project, Student time

○ Communicate resource list to parents via Youth Scoop, web-based community calendar	X			X			OVPP Youth Subgroup	Staff time, advertising cost
○ Explore improved parent communication techniques with School District, through their new website and newsletter	X						OVPP Youth Subgroup	Staff time
○ Increase options and alternatives for all 6th – 12th grade students, by increasing and expanding workstudy and internship opportunities, vocational programs (culinary arts, health), online programming, and concurrent enrollment at WSCU		X					School District	
Strategy 2: Expand mentor opportunities for youth				X				
○ Increase number of adult mentors: 45 adult mentors with a commitment of 3 hours a week for 1 year	X			X			GVM	State & local funding / board / staff & volunteers
○ Recruit mentors from existing community organizations	X			X			GVM	
○ Develop a service learning program through Western State Colorado University which links students to mentorship programs and opportunities, including in the School District		X					WSCU with GVM	WSCU students.
○ Support and expand the Plus Mentoring (therapeutic) services for higher needs youth, including in the Gunnison High School	X			X			GVM with JS School District	TGYS funding

Goal 3: Meet the physical, mental, dental, and spiritual needs of all residents.	Priority Level Short = 1st year implementation Medium = 2nd & 3rd year implementation Long = 4th & 5th year implementation			Priority Ranking			Capacity	
Objectives, Strategies, and Actions	**Short**	**Med**	**Long**	**High**	**Medium**	**Low**	**Lead**	**Resources**

Objective 3.1: Improve community awareness about available health services.	X			X			OVPP Health group	
Strategy 1: Complete the Directory of Resources for Community Members and Providers.	X			X			CFGV, HEAT and Kari Commerford's class	Kari Commerford's class at Western, Roanne will help edit
○ Identify an ongoing entity for continuous publication and updating	X			X			HEAT	Funding at Community Foundation
○ Make available in other languages.		X					Multicultural Resource Services (MCRS)	Funding for staff time needed
Strategy 2: Develop a second directory of non-registered, non-licensed, and/or cash pay practitioners to be created in conjunction with the WellBeing Connection.		X						**Kari's class at Western**
Objective 3.2: Coordinate community health needs assessments with Public Health and the Gunnison Valley Health System			X					
Strategy 1: Form working group to review past assessments, current requirements, and opportunities for alignment			X				Public Health and Gunnison Valley Health (GVH)	Staff time
Objective 3.3: Support efforts to improve physical healthcare.								
Strategy 1: Continue to purse Healthcare Shortage Designation for 2017	X						Dr. Tarr and GVH Foundation	

○ Increase Medicare/Medicaid/CHP reimbursement for providers.			X					
Strategy 2: Increase the availability of same day appointments and urgent care (light).			X					
○ Consider a part time additional practitioner and utilize existing space			X					
○ Expand telemedicine		X						
Strategy 3: Continue to improve collaboration in preventative medicine arena		X						
○ Improve patient access to medical records through GVH portal.		X						
○ Case managers for residents/community members medical home.		X						
○ Improve information and accessibility on how to obtain health insurance.	X			X			Department of Health and Human Services (DHHS) and MCRS	Connect for Health CO and RCCO funding
○ Options for cash pay, HAS, flex plans, coinsure service for tracking of patients, documenting utilization of current services, helping get more people to the services already available, knowing what is available and how to help people know how to pay for it.		X						
○ Health care concierge (a point of contact for community members to request resource information/availability—i.e. what are my healthcare options, who takes my insurance)		X					DHHS and MCRS	Connect for Health CO and RCCO funding
○ Find funding to replace the Light Program which provided funding to support individuals without health insurance or supplement Medicare/Medicaid			X					
○ Local leadership lobby at state and federal level for preservation of Medicaid primary rates			X					

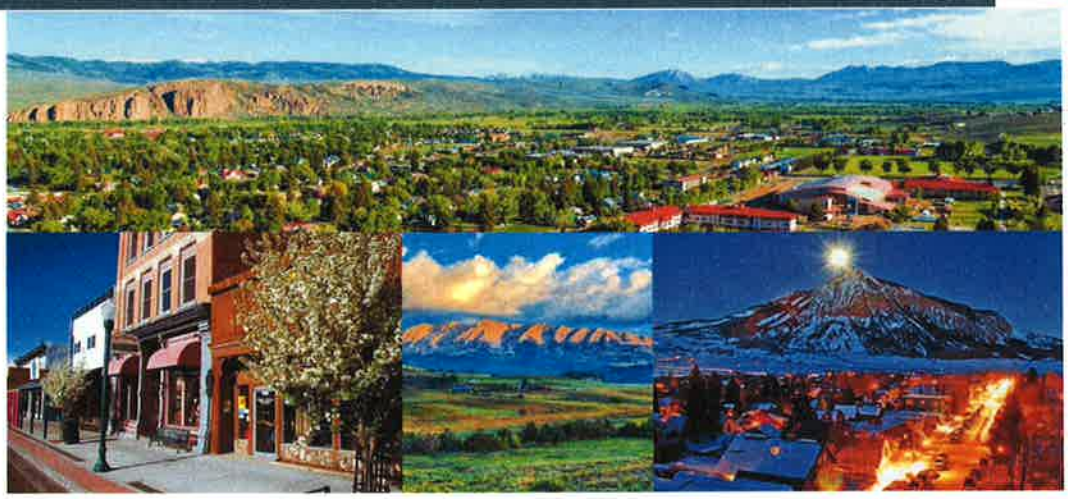
Objective 3.4: Improve mental healthcare services								
Strategy 1: Establish a clinic in Crested Butte			X					
○ Dedicated behavioral health consultant for the practitioners and see patients out of PCP offices or offer integrated care.	X			X			Center for Mental Health (CMH)	
○ Offer warm handoffs to patients (e.g. in house mental health care with immediate, direct referral.	X			X			CMH	
○ After hours mental health care.	X			X			CMH	
○ Adult substance abuse prevention, education.		X						
○ Residential in patient facility/program.			X					
○ Methadone and harder drug detention or detox facility.			X					
○ Increase numbers of bilingual clinicians	X			X			CMH	
○ Increase compliance with Court mandated treatment by providing transportation to required classes in Montrose or GJ or offer those classes here as multi-linguistic programs.			X					
Strategy 3: Continue suicide prevention efforts	X						Community Crisis Coalition	
Strategy 4: Provide more psychiatric services/providers available		X						
Strategy 5: Provide extended hours of care and weekend care for mental health services		X						
Strategy 6: Increase funding for mental health providers		X						
Strategy 7: Support GVH's pursuit of 24/7 psychiatric support through telemedicine and Swedish Medical (Denver)		X						
Objective 3.5: Improve dental health services	X				X			
Strategy 1: Increase availability of dentists that accept Medicaid		X						
○ Explore option of traveling dentist			X					
○ Research Medicaid enhancements (what is action? Support these? Lobby for these?)		X						

○ More data needed on current situation, specifically oral health and Medicaid		X						
○ Flouridation/sealants administered by alternative sources (c.f. Cavity Free at 3)		X						
○ Explore rotation of volunteers for free clinic concept		X						
○ Shared resource for dental offices to manage Medicaid reimbursement		X						
○ Ballot initiative to support dental services			X					
○ Develop transportation options to Montrose		X						
○ Work with local dentists. Ask local dentists what are challenges associated with accepting Medicaid and what they would need to start accepting Medicaid.	X			X			Public Health and MCRS	
Strategy 2: Establish pediatric dentist in the community			X					
Strategy 3: Pursue dental shortage designation		X		X				
Objective 3.6: Connect community to Spiritual health resources								
Strategy 1: Develop a referral system for community residents to the faith based community		X						
○ Work with faith community representatives for input	X						OVPP group, Maryo and Margaret	
Strategy 2: Faith community to assist in supporting basic needs in emergencies								
○ Housing		X						
○ Food		X						
Strategy 3: Utilize emotional/mental health support from faith community augmenting formal Mental Health								
○ Work with Benevolence Group to develop this role		X						
Goal 3: Stabilize the social services infrastructure so that a reliable level	Priority Level Short = 1st year implementation Medium = 2nd & 3rd year implementation			Priority Ranking			Capacity	

of basic services to the community's most vulnerable residents is provided	Long = 4th & 5th year implementation							
Objectives, Strategies, and Actions	Short	Med	Long	High	Medium	Low	Lead	Resources
Objective 1: Develop long term sustainable funding sources (i.e. municipalities) that are not grant dependent for health and human services programming.	X						DHHS	
Strategy 1: Continue to work with immigrants to address their needs, concerns, and challenges		X						

Attachment 2: PowerPoint Presentation

THE
ONE VALLEY PROSPERITY PROJECT



PROJECT PHASES

Phase I

Values Identification

What matters?

Phase II

Analyze Trends State of Valley + Econ Assessment

Where are we headed?

Phase III

Visioning

Where do we want to be?

Phase IV

Action Plan

How do we get there?

IMPLEMENTATION

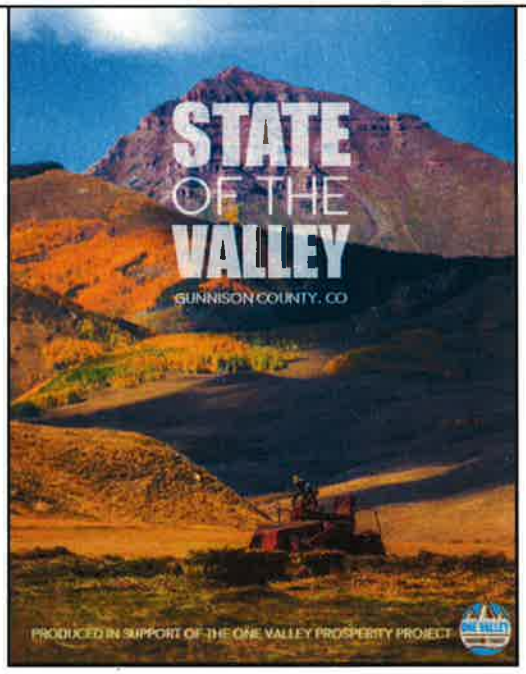
Mar - Jun | Jun - Aug | Sept - Nov | Dec - Mar

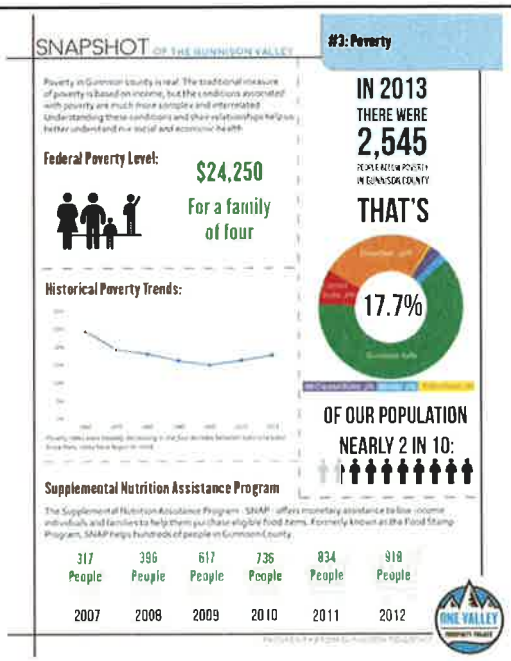
PUBLIC ENGAGEMENT

- 1500 people, comments, social media hits from up and down the valley have provided input
- Youth, Seniors, Immigrants, 2nd Home Owners, Full Time Residents have participated
- Large meetings, coffee shops, pubs, high schools, Keystone Group, Social Media

PROSPERITY IS THE OPPORTUNITY TO PROVIDE FOR OURSELVES IN A MEANINGFUL AND FULFILLING WAY. HOWEVER, WE CAN ONLY BE A PROSPEROUS COMMUNITY IF WE ACHIEVE THE DELICATE BALANCE BETWEEN PROVIDING THE NEED FOR ECONOMIC OPPORTUNITY WITH PROTECTING OUR COMMUNITY VALUES – THE VERY REASON WE LOVE LIVING HERE.

- A Caring Community
- An Engaged Community
- Connected to Nature
- A Learning Community
- A Good Life
- A Healthy and Active Lifestyle
- Family Friendly
- A Secure Community





OVPP ACTION PLANNING TEAMS

SUSTAINABLE TOURRISM AND RECREATION

Provide responsible stewardship to ensure recreation and tourism use does not exceed carrying capacity .

ECONOMIC RESILIENCY

Develop a resilient year round economy that provides opportunity for all Valley residents to achieve a higher quality of life.

HOUSING AFFORDABLITY

Develop regional housing solutions that provide affordable choices for Valley residents and ensure we maintain communities where you can live, work, and play.

SOCIAL SERVICES & COMMUNITY HEALTH

Enhance regional cooperation between the private and public sector to enhance support services for our community members most in need.

ECONOMIC RESILIENCY

Issue/Challenges

- Low Income – Service Based Jobs approximately 25% of total jobs
- Increasingly competitive ski industry with millions of dollars being invested in infrastructure.
- Low diversity of jobs/No one economic sector stands out
- High levels of education
- Opportunities for Economic Gardening to grow diversity and resiliency

Actions

Place making:

- **Revitalize Gunnison Downtown- City of Gunnison**

  Strategy 1: Complete a City of Gunnison Central Business District Master Plan that outlines a vision and strategy for revitalizing downtown Gunnison.

  Strategy 2: Use place-making to enhance and activate public spaces (parks, streets, etc.) and spur private sector reinvestment.

  Strategy 3: Develop the organizational and financial capacity needed to advance redevelopment and revitalization goals in Gunnison.
- **Align Plans and Policies to support desired development patterns**
- CB South Commercial Area Master Plan – POA

Infrastructure:

- RTA Transit Plan and **Air Service Plan**
- Air Port Master Plan
- **Broadband - $40,410 match**

Economic Gardening

- **ICE House-Western**
- Angel Investment-Private Investment Group
- **Apprenticeship/Internship Program – Clearing House/Web Site/Western and School District**
- Develop a communication campaign to attract new businesses/ entrepreneurs to Gunnison Valley-Chambers

COMMUNITY HEALTH

Issue/Challenge

- Poverty: 2,545 people in poverty in Gunnison County-17%
- 25% of Children fall below poverty/25% higher than the state
- High Cost of Living: RE-1J is the 16th most expensive school district among 178 school districts in the State.
- High healthcare costs

Actions

- Develop a directory of resources for health care (Physical, Mental, Dental, Spiritual, Alternative) providers
- Pursue Healthcare Shortage Designation for Dental and Health Care
- Work with Housing Authority on Housing quality and quantity (specifically rentals)
- Expand food access to children especially on weekends and school breaks
- Expand youth mentor opportunities
- Reduce number of families of CCAP waitlist for childcare by working with CFGV to develop tuition assistance (in progress)

HOUSING

Issue/Challenge

- Average Earnings per Job
  - $35,000-Gunnison County
  - $56,000 Colorado Average
- Gap between income and for sale Housing
  - Median Home Value = $327,000/28% higher than state average.
  - 9% of Crested Butte Residents can afford Median Price Home
  - 56% of Gunnison County (below Almont can afford Median Price Home.
- Based on public input lack of affordable options across income spectrum both up and down valley. Summer Market Analysis will quantify demand.
- Private sector response is limited (need to enhance public/private partnerships and to set table for development)

Actions

- Ensure the regulatory environment supports and enables the development of affordable housing by identifying incentives and streamlining processes
- Regional approach is needed to address challenges
- Identify specific properties for land banking
- Develop champions for housing—Karl needs more support to communicate why housing is critical for community
- Stabilize the GVRHA by establishing a permanent revenue fund to support ongoing operations.

SUSTAINABLE TOURISM AND RECREATION

Issue/Challenge

- **Traffic Counts**
  - 81% increase at Gothic between 2013 and 2015
  - 64% increase in July on Highway 135 between 1991 and 2015
- **Skier Visit**
  - 97/98 – 525,000 skier days
  - 13/14 – Under 400,000 skier days
  - Market Share
- **Summer is Growing**
  - Highest month for sales tax is July
  - 25% of CBMR Revenue
- **From public input and input from land managers**
  - Capacity is becoming a limiting factor
    - Toilets/Sanitation, trails and Trailheads, Parking
    - Need to Guest Information

Actions

Enhance Tourism

- **Enhance Tourism in the Winter/Market multi-sport winter tourism**
  - **City of Gunnison/Ski Town/Winter Sport Destination**
- Yield Management based on Time and Location in the Valley
- **Create the Best Trail System "On the Planet" Summer/Winter Trails Plan-NPS Grant in August**

Manage Tourism

- Communication/Education with Guests – Sustainable Tourism and Recreation (STR) Team
  - Information: Where to Camp, Trail and Wildlife Etiquette
  - Collaborative framework with Federal Agencies
- TA Comprehensive Web site for Special Events
- Special Events: Spring Meeting on Special Events-Gunnison County
- Federal Agencies
  - Dispersed Camping in Gothic and "Oh Be Joyful"
  - 2 new USFS employees in the summer
  - Bus Service to Judd Falls

CRITICAL IMPLEMENTATION STRATEGIES FOR THE PROJECT

- **Implement the One Valley Prosperity Project through the Community Builders Task Force**
- **Monitor and Communicate Implementation Success and the State of the Valley: This will include developing a metric for OVPP and communicating results to the public**
  - Web Based Dashboard
- **Leadership Development***

NEXT STEPS

- Review action plans with municipalities and other proposed leads for strategies;
- Completing the write up of the One Valley Prosperity Project;
- Open House/Celebration (tentatively looking at May 18/19th) and Social Media Campaign to solicit feedback on the Action Plan for OVPP ;
- Implementation of the Plan;
- Monitoring and communication of progress around achieving desired results from OVPP; and
- Ongoing collaboration through CBTF to deal with new regional challenges.

ECONOMIC GARDENING-ICE HOUSE & PROJECT

- High Education Level
- Creative Entrepreneurs in the Valley
- Mt. Town Diversifying by attracting entrepreneurs
- WSCU Business School/ Entrepreneurial Program
  - Connecting students and entrepreneurs
- Better City Feasibility Report
- Angel Capital