AGENDA ITEM or FINAL CONTRACT REVIEW SUBMITTAL FORM

Agenda Item: OVPP Update

Action Requested: Motion

Parties to the Agreement:

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

Summary:

This is a follow-up from the April 26th OVPP update with several specific requests to initiate/support project implementation

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: 5/13/2016

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

Agenda Date: 5/24/2016

Revised April 2015

To: Board of County Commissioners, Gunnison County

From: One Valley Prosperity Project/Russell Forrest

Date: May 17, 2016

Subject: One Valley Prosperity Project – Update

I. PURPOSE OF DISCUSSION

The purpose of the discussion is to follow up from the worksession on OVPP that occurred on April 26th. On the 26th, staff reviewed the action plan, particularly those actions that may have either a time or financial cost, as proposed, to Gunnison County (See Section III of this memo). This memorandum includes specific requests for support from the Board of County Commissioners and provides some suggested next steps on actions that need to be developed further based on the direction received on April 26th.

II. ACTION REQUESTED OF THE BOCC

The County has budgeted $47,500 for economic development in 2016 and there currently is a balance of $44,500 in this account. In addition, there is $10,000 budgeted for contributions in 2016.

The following are specific requests to begin implementation of the One Valley Prosperity Project at this time:

A. Broadband/Region 10 Project: The largest proposed cost is the commitment to support the Region 10 Broadband project. DOLA has approved funding for this $1.7 million project and Region 10 has stated that the $40,410 match from Gunnison County would be needed in 2017. The BOCC has already indicated its support for this project with the approval of a related MOU with Region 10. **Staff would simply propose including the $40,410 match in the 2017 budget. No additional action is needed at this time.**

B. **Sustainable Tourism and Recreation/Comprehensive Trails Plan:** The Sustainable Recreation and Tourism 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. Bruce Noble the superintended of Curecanti National Recreation Area recommended that an application be made for a National Park Service Community Assistance in Conservation project. Staff time would be required to support this project, however no additional dollar match is required to pursue this application. If awarded, this NPS program provides a multi- disciplinary team to implement the desired project-which in this case as proposed would be a comprehensive trails plan for the County. This Grant application is due in June 30th (See https://www.nps.gov/orgs/rtca/apply.htm for more information. **Staff is requesting that the BOCC approve of staff applying for a grant and provide the necessary letter of support for the grant application.**

C. Crested Butte South Commercial Area Plan: A high priority action in the Economic Resiliency Action Plan and an opportunity in the upper valley to improve opportunities for attainable housing is to update the planning and regulations for the Crested Butte South Commercial Area Master Plan (CAMP). This Master Plan contains specific regulations regarding appropriate land uses and other standards which are the special area regulations in the context of Gunnison County land use regulations. The County has delegated significant authority to the POA to regulate these special area regulations. The County must approve of amendments to the CB South Commercial Area Master Plan.

There are now several owners/developers in CB South that have an interest in moving forward with specific mixed use projects. However, the current regulations in terms of a specific split of commercial and residential uses are limiting development possibilities. There are also a number of other questions and issues with the current regulations which are potentially inhibiting development. Crested Butte South General Manager and a representative of their board requested at the April 26th BOCC work session County staff support to facilitate the update of this plan and associated regulations. This scope of work would include:

i. County Staff working with the POA to apply for a DOLA Planning Grant. This simply involves a letter being developed to apply for a planning grant.
ii. Facilitating 4-5 meetings associated with developing a grant application and supporting the selection of consulting resources to help update the plan.
iii. Work collaboratively with the POA and selected consultants on the development of a new master plan.
iv. Staff support in working with consultants to develop revised regulations for the CB South Commercial Area Plan.

A motion directing staff to prepare a DOLA grant to support this project is requested.

D. **ICE HOUSE**: The ICE House/Project is the cornerstone of a strategy to enhance economic gardening in the Valley. This is both a physical place and a program to connect entrepreneurs with resources to improve their economic success in the valley and to also

attract new entrepreneurs to the valley. Western has the lead on the ICE Project. The Small Business Development Center that has been funded by OEDIT and Western is planned to be integrated into the Ice Project. In addition, Western is committing the Escalante Center to house the program. Gunnison County is being requested to support the ICE Project at a value of $10,000. This provides a modest statement of community support for this high leverage action in the action plan and would be very useful to the University in levering grant dollars. **A motion to provide $10,000 to Western for the ICE House Projects from the available 2016 funds in the economic development account is requested.**

E. **Other Projects:** Staff would like to more fully develop the following two actions and bring them back to the BOCC in the future:

i. E**conomic Development Web Site and Video**: Staff would like to explore with the ICE House leadership creating a RFP to produce a video and web site to both promote the Gunnison Valley as a wonderful place to work and live along with providing helpful resources for businesses considering locating in the valley.

ii. **Leadership Development**: Staff will work to develop a summary of the desired outcomes for a leadership program to bring back to the BOCC for consideration. Again 11 Group has expressed interest in supporting a leadership program. The basic outcomes which will be further refined include:

- Providing prospective and existing public and private leaders basic leadership and management skills.
- Creating a framework for prospective and existing leaders to learn from successful leaders in both the private and public sector.
- Creating a common paradigm for leadership and conflict resolution (while still respecting differences of opinion).
- Connecting prospective and existing leaders in a learning environment so that new and effective professional relationships are formed across the valley.
- A means by which grow and support future leaders in the Gunnison Valley.

It is anticipated that potentially two programs are needed in this area. One would be a program for new or emerging leaders. Then a second program for existing leaders to connect with each other and further refine their leadership skills.

Again no action is requested on the above two actions at this time.

III. SUMMARY OF STRATEGIES AND ACTIONS DIRECTLY RELATED TO GUNNISON COUNTY (This summary was provided in the April 26th packet)

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 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. <u>Economic Resiliency:</u>

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.

- 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 prospective 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 prospective business.

    One or both of our chambers may choose to respond to the RFP or another private entity may respond. 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. **<u>Housing</u>**

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 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 values.

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 Committee (ST&R Committee) 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 Committee 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 prospective businesses to quickly evaluate the valley as a desirable location. Further discussions are occurring to create a metric for the project.

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. As mentioned in Section II, staff would like to further refine the outcomes for a leadership program and bring those outcomes back to the BOCC for consideration.

IV. 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 on May 18th at 5:00 at the Almont Resort 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.