

## **GUNNISON CITY COUNCIL AGENDA**

THE MEETING WILL BE HELD IN THE CITY COUNCIL CHAMBERS OF CITY HALL  
201 W. VIRGINIA AVENUE IN GUNNISON

**TUESDAY, STRATEGIC PLANNING**  
**SEPTEMBER 22, 2015 WORK SESSION 5:30 P.M.**

A Lite Dinner Will Be Available for Facilitators, Council and Staff starting at 5:00pm.

### **Gunnison Strategic Plan Work Session 3**

- 5:30-6:15 Continue "Theme" Discussion:
- a. Improving delivery and efficiency of City Services
  - b. Continue to strategically plan for future projects that meet the needs and goals of the City
  - c. Continue to invest and maintain existing infrastructure
- 6:15-6:30 Discussion on Setting Priorities (While previous discussion is added to spreadsheet)
- 6:30-6:45 Prioritize Goals
- 6:45-7:15 Prioritize Objectives
- 7:15-8:00 Prioritize Actions Items
- Consensus on final H-M-L
- 8:00-8:30 Next Steps
- Budget Process: H—M—L
  - Finalize Spreadsheet: Fill in remaining data
  - What about new "ideas" or "projects"
  - Adopt as Strategic Plan
- 8:30pm Adjourn

This agenda is subject to change, including the addition or deletion of items at any time. **Times are approximate** and the agenda may proceed faster or slower than listed. The City Manager and City Attorney reports may include administrative items not listed. Regular Meetings and Special Meetings are recorded and action can be taken. Minutes are posted at City Hall and on the City website [www.cityofgunnison-co.gov](http://www.cityofgunnison-co.gov) No formal action can be taken at a Work Session. For further information, contact the City Clerk's office at 641-8140.

TO COMPLY WITH ADA REGULATIONS, PEOPLE WITH SPECIAL NEEDS ARE ASKED TO CONTACT THE CITY CLERK AT 641-8140 AT LEAST 24 HRS. BEFORE THE MEETING.

## City of Gunnison Goal Setting Workshop No. 2

August 4, 2015

### Services & Programs available to all citizens

- Define boundaries between what social services provides and the city. What are the services the city should be providing to best serve all citizens? And how do we communicate effectively these services and programs to the most citizens. Building trust with multi-cultural population. (this seems to be a serious problem)
- Should provide ADA accessibility.
- Do we provide public transit and utilities
- How do we protect citizens from crime, fire, emergencies?
- Does this belong in the strategic plan?
- Providing social activities to engage seniors and keep them active. Affordable housing is an issue with these citizens and others as well.
- This Theme perhaps does not stand on it's own but is part of some of the others.

### Continue to develop complete streets on multi modal needs, safety & ed

- Provide all groups facilities that meet safe streets.
- More walkable and biking infrastructure.
- Pleasing to look at for visitors and citizens.
- Signage, safer intersections, and educating the public.
- Provide safe motor ways as well. Need to work with CDOT so motorists do not feel like they are on Highway 50. Working on non-motorists plan with priorities outlined already.
- Commercial vehicle traffic is impeding process. Need comprehensive plan that balances safe, efficient travel for vehicles, bikes, commercial & pedestrian. (they think this is already in the plan but needs revisited, this needs to be sorted out soon)
- How to pay for all of this over time.
- Utilize Demonstration Project? Council needs to decide this. One member said it won't work and another said to increase downtown parking near but off Main Street. But several do think the Demonstration Project, tweaked could work and they should move forward.
- Need to gather opinions from all stakeholders. More public input.
- Continue conversation but move forward on some improvements perhaps the trails as this is low hanging fruits.
- Need sidewalks in many places throughout town. Is there a plan in place to maintain the sidewalks and add them where needed?

### Develop a vibrant and attractive Business District

- This goes beyond the Business District and begins with the entranceways to the city and open is Theme up to a broader area. We want encourage people to get out of their cars-need better parking options.
- Trees from end to end, and relocate bike racks and improve sidewalks, seasonal flags.
- Implement design standards for businesses under 50,000 sq ft. New or remodel. Implement grant program with the city to encourage cleaning up store fronts.

- IOOF Park owned by City make into City Center.
- Host meetings with business owners to get them to come up with a common theme or thread.
- Feasibility report coming soon from Better Cities.

#### Retain/Recruit Quality Employees

- Reach 100% of parity on salaries which attract good employees.
- Analyze staffing levels for possible changes.
- Housing availability is a problem.
- Employee enrichment is very important.
- Benefits and salaries are not competitive.
- Climate poor, spouse cannot get a job, limited shopping.
- Public works and police do a good job training.
- Consider reclassification of existing positions in order to provide promotional issues.
- Pool & parks goes through about 100 temps per year because wages are not competitive with other temp and part time jobs in the area.

#### Community Engagements & Strengthened Partnerships

- Identifying low hanging fruit and move forward implementing.
- Create engagement plan?
- Upgrading IT electronic communications and notifications with the public using social media.
- Perhaps needs PR staff.
- Partner when appropriate creating benefits for all without losing identity.
- Consolidate community calendars.
- Create electronic kiosk. \$25k already in the budget for this project.
- Service Learning opportunity with WS College.
- Some community boards go without board members because the local government has not communicated opportunities.

#### Support on going economic development efforts within the community

- What is the City's role in economic development?
- Start by providing reliable infrastructure systems setting the stage for opportunities.
- Existing business support services.
- Create jobs.
- City needs to identify what industries/services they want to offer for economic development.
- Champion of ED are community leaders who have formed a consortium.

## City of Gunnison Strategic Plan--DRAFT

**GOAL:** Make Employment with the Town Attractive to Current and Future employees

**Objective:** Demonstrate the value of the City's employees to current and future employees

		Council Action		
Actions:		Monitor	Budget	Formal Action
	Reach 100% parity for all positions within the City			
	Regularly evaluating salaries, and adjusting salaries as appropriate to stay competitive within the job marketplace.			
	Evaluate the attractiveness of part-time and seasonal employment and adjust wages, experience requirements, and benefits to help attract students, retirees, and others seeking part time employment.			
	Support community wide efforts to develop affordable housing so that housing options are available for future employees			
	Invest in employee enrichment including training and benefits.			
	Evaluate on an as needed basis the classification of of existing positions and consider appropriate reclassifications as needed to address lack of promotional opportunity.			

**Objective:** Prepare for retirements of existing employees

		Council Action		
Actions:		Monitor	Budget	Formal Action
	Evaluate FTE requirements to maintain levels of service or grow levels of service as appropriate. Take into account the impact of retirements on both the quality and quantity of work achieved by existing			
	Evaluate salary ranges and job descriptions to remain competitive so quality employees can be recruited to fill vacancies			
	Invest in training of existing employees to develop job skills, certifications, and management training to facilitate upward mobility of existing workforce as retirements occur			
	Identify training needs and opportunities across all departmental staff			
	Increase annual training budgets			

**GOAL:** Create a walkable, bikable, driveable community that is safe and accessible to all types of users

<b>Objective: Develop complete streets to address multi-modal use of streets, aesthetics, and help create a sense of place</b>				
		<b>Council Action</b>		
<b>Actions:</b>		<b>Monitor</b>	<b>Budget</b>	<b>Formal Action</b>
	Review existing plans and policies, and consolidate and update these into a single Complete Streets program that balances safe efficient travel for vehicles, bikes, commercial traffic, and pedestrians.			
	Design major transportation corridors to be visually appealing to visitors and citizens.			
	Develop a City wide-comprehensive signage program			
	Work with CDOT to develop a complete street profile for Tomichi and Main so motorists feel they have entered a community and are no longer just on a highway.			
	Conduct a demonstration project for complete streets along Highway 50, in partnership with CDOT, to demonstrate the various techniques used to develop a complete streets program.			
	Seek community input during the planning and execution phases of a complete streets demonstration project, and conduct a post demonstration engagement process to evaluate success and gather community feedback.			
	Increase Community Engagement Efforts to help identify priorities, get input on design ideas, and to continuously work to educate all users on safety concerns.			

<b>Objective: Prioritize Capital Investment in street, sidewalk, and trail development</b>				
		<b>Council Action</b>		
<b>Actions:</b>		<b>Monitor</b>	<b>Budget</b>	<b>Formal Action</b>
	Review the Non-Motorized Plan completed in 2012 and identify key trail/sidewalk/safety improvements to fund in 2015, 2016, and 2017. Focus on low hanging fruit such as trail development to demonstrate quick progress to the community.			
	Establish an annual linneal foot goal for new trail and sidewalk development			
	Review annual funding dedicated to sidewalk installation/maintenance/repair/replacement and determine funds necessary to meet annual trail/sidewalk development goals			
	Continue to expand ADA accesible sidewalks and facilities as new sidewalk and trail is constructed.			
	Develop a physical trail link with Western State Colorado Univeristy.			
	Build a pedestian bridge connecting Legion and Jorgenson Parks. Ensure that the bridge design is compatible with and enhances the City's gateway.			

	Proactively acquire tracts of lands and/or easements from willing sellers along the river corridor to facilitate build out of the river trail system.			
	Set aside funding to be available for acquisition of tracts along the River Corridor.			

**Objective: Maintain a focus on safe use of all streets, sidewalks, and trails**

		Council Action		
Actions:		Monitor	Budget	Formal Action
	Utilize the new electronic message board once installed to regularly message pedestrian and bike safety and awareness.			
	Identify existing safety concerns and conflicts and develop strategies to address these concerns.			

**Goal: Develop vibrant and attractive community that is inviting to visitors and residents.**

**Objective: Creating a lasting first impression for visitors as they enter the City by enhancing the City's gateways.**

		Council Action		
Actions:		Monitor	Budget	Formal Action
	Integrate planning efforts for pedestrian/bike improvements/safety enhancements with planning for gateway beautification			

**Objective: Make Downtown a great place to spend time**

		Council Action		
Actions:		Monitor	Budget	Formal Action
	Work with Downtown businesses to declutter sidewalks while striking a balance with "bringing business" outside.			
	Relocate bike racks to the first parking space on each block.			
	Work with CDOT to identify options for balancing traffic movement, parking, and improving the visitor experience on Main Street.			
	Acquire additional land for downtown parking			
	Explore increasing flexibility with open container laws for downtown events.			
	Continue to participate in the Better Cities economic study and determine how to integrate recommendations for downtown redevelopment into the City's strategic plan.			

	Begin design work and community engagement to plan the redevelopment of IOOF park into a City			
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**Objective: Maintain a focus on the City's entire Business District**

		Council Action		
Actions:		Monitor	Budget	Formal Action
	Engage business owners early and often on issues that may impact them to seek feedback. Work to build consensus on issues that arise.			
	Develop free wifi service within the business district for visitors and residents.			
	Integrate arts into planning processes, and use public art to enhance the business district.			
	Develop a Tree program with the goal of lining the City's major business corridors with a healthy tree canopy.			
	Begin a rotating seasonal flag/sign program to brand and market the communities amenities and events.			
	Develop design standards for businesses under 50,000 square feet to help improve the appearance of the buildings within the business district.			
	Create a façade grant program for businesses to encourage private reinvestment of business store fronts.			
	Identify opportunities for additional pocket parks throughout the business district.			

**Goal: Increase community engagement efforts and strengthen local and regional partnerships**

**Objective: Increase the quality, frequency, and variety of tools used to engage and inform the community**

		Council Action		
Actions:		Monitor	Budget	Formal Action
	Establish a Public Information position and charge this new position with creating and implementing communication plan.			
	In the communications plan, identify easy, low cost, quick communication/engagement tools that can be quickly implemented including updating to a mobile friendly website, increasing access to online forms, online surveys, investing in technology that integrates social media communications, etc.			
	In the communications plan, develop strategies for reaching out to those citizens that do not typically join community discussions including non-English speaking families/individuals, those that are home bound, those not technologically connected, youth, and college students. Focus on strategies that can help build trust with these community members.			
	Communicate and celebrate success regularly.			

	Evaluate the creation of a citizen advisory committee to gain feedback on how to utilize excess recreation tax funds			
	Install the information kiosk currently budgeted and utilize as a communication tool			
	Work with regional partners to create a centralized community calendar identifying meetings, classes, and events.			
	Build on momentum created through the partnership with Gunnison County Schools on civic engagement and develop a summer youth work/training program to engage the community youth, build civic pride, and fill critical volunteer needs within the community.			
	Partner with the University to create a civic/community engagement/service learning program for incoming University Freshmen. Focus on opportunities to guide university freshman into volunteer and paid opportunities through seasonal and part time employment opportunities.			
	Celebrate the diversity of			
	Identify barriers to recruiting volunteers for community boards, and work with local partners to collectively address strategies for increasing participation on these boards.			

**Objective**      **Build on current cooperative efforts locally and regionally.**

		Council Action		
Actions:		Monitor	Budget	Formal Action
	Continue to participate in regional planning efforts such as the current Better City process.			
	Create a clear mission and vision statement/identify for Gunnison that can help the City maintain its identity while working to partner with other organizations			
	At least annually identify areas of mutual concern and utilize existing forums such as the Mayors/Managers meeting to open dialogue with other organizations.			

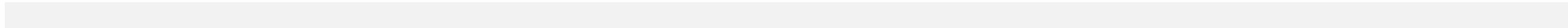
**GOAL:**      **Support on going economic development efforts within the community**

**Objective:**      **Be a voice for the City of Gunnison's economic vision at regional conversations**

		Council Action		
Actions:		Monitor	Budget	Formal Action
	Continue to participate in the current joint Better Cities process and reevaluate this strategic plan to incorporate recommendations as appropriate.			
	Develop a joint City/County economic strategy			

**Objective: Clarify City's role in economic development**

		<b>Council Action</b>		
Actions:		Monitor	Budget	Formal Action
	Invite economic developers from neighboring communities to present economic models in different communities and the role of the local government in these models.			
	Engage a conversation with the community about what types of economic development are appropriate/desired in Gunnison.			
	Confirm City's role in private/public partnerships i.e. URA's, TIFFS, PIF			
	Economic development partnerships			





	Priority	Timeline to Completion				Responsible Dept.	Staff Time Impact	Status Updates				
Voters?	H/M/L	15-'16	16-'17	2018+	Ongoing			Commenced	Milestones	Complete		



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