



To: City Council for City of Gunnison
From: One Valley Prosperity Project/Russell Forrest
Date: April 19, 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 Gunnison City Council has been engaged both in the OVPP public process and in the hard work which occurred in the many action planning meetings. The purpose of the discussion scheduled for April 19th is the following:

- Review the action plan with the Council as a whole and ensure that the Council is comfortable with the strategies and actions connected with the City of Gunnison.
- We would appreciate any additional feedback on other strategies and actions.
- Review next steps.

III. SUMMARY OF STRATEGIES AND ACTIONS DIRECTLY RELATED TO THE CITY OF GUNNISON

Attachment 1 includes the four action plans from the action planning teams. Attachment 2 is a PowerPoint for your reference (this may be further refined for the meeting on April 19th). The following is a summary of strategies and actions where City Involvement is proposed. Additional strategies and actions which may be of interest to the City 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 is 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 for consideration related to the City of Gunnison:

1. Economic Resiliency:

The Economic Resiliency Team looked at what is working and not working in mountain towns in terms of improving prosperity. We learned through a report called Place Value and other research that entrepreneurs start businesses in communities where people want to live (Sonoran Institute, 2015). In a survey used in the Place Value study 83% of respondents said that they would prefer living in an ideal community with a lesser salary. Concurrently, Better City (an economic consulting company who did significant economic analysis and research in association with OVPP) recommended improving the vitality of the City of Gunnison Central Business District. They believed that an improved commercial core area in the City of Gunnison would be beneficial to the economic prosperity of the valley as a whole.

Based on the research and public input received the Economic Resiliency Team recommended the following objective:

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.

With this Objective three strategies were proposed:

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.

The proposed lead for this objective is the City of Gunnison. This aligns with other projects the City is working on including Safe Streets (which is also under objective 2.1/Strategy 1) and that these strategies would need to be evaluated against other strategic goals/objectives of the City Council and evaluated within a broader strategic framework. Objective 1.1 is the key area of implementation proposed from OVPP where the City of Gunnison is being requested to provide leadership. The CBTF respects that the City will need to consider the specific actions and strategies associated with this Objective and implement it in a way that is acceptable to the City.

We would also like to acknowledge 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.

This objective included significant discussion of how to address land use issues that interrelate to both the County and its municipalities. Three miles plans and updating comprehensive plans were discussed. However, the strategy that prevailed involved the County convening discussions with each municipality to identify specific land use (preservation and/or development) goals and issues. The next step would involve identifying the appropriate land use tool to achieve common goals. This step may certainly involve additional public input depending on the issues and tools needed to achieve common goals.

Arguably most of the goals, objectives and strategies in the Economic Resiliency Section may be of interest to the City. For example, Goal 2 speaks to infrastructure needs within the county including improvements to the Airport and Air Service. This Goal also includes the Region 10 broadband project which was just awarded a significant Department of Local Affairs grant. The City of Gunnison has a much appreciated match in this grant proposal along with other partners in the valley.

Goal 3 could result in long term benefits for the valley with the creation of the ICE House/Project. With a high level of education in the Valley, improving entrepreneurship is a high leverage strategy. This strategy includes creating a Western State Colorado University based center for entrepreneurship that will: a) provide both equipment and human resource connections for entrepreneurs; b) training and education for businesses; c) business planning; and d) an innovation center focused on a specific type of product (i.e., microelectronics, outdoor clothing) to rapidly move an idea to the market. The Small Business Development Center program will also be integrated with the ICE Project and funding is being actively pursued through multiple grant opportunities to implement the Project. This program will also be connected to the School of Business and allow Western Students to connect to actual entrepreneurs in the community.

2. Housing

Housing turned into a high priority area in the project in 2015 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.

Most likely Objective 4 will be the most challenging of all in the Project. 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.

It should also be noted that the City of Gunnison, the County, and other municipalities 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:

Although there are many actions in this area several key concepts for the City to consider include:

- 1) We aspire to have a world class trail system in the valley but to achieve that goal requires having a world class trails plan. The National Park Service is offering to assist in pursuing a project grant that would provide a project planning team to work with the valley to create a comprehensive trails plan for the valley.
- 2) Although not explicitly a strategy there is the opportunity for the City of Gunnison to position itself as a “ski town” in the winter with access to both Crested Butte Mountain Resort and Monarch. With cooperation from the City of Gunnison lodging community, the City can provide a very affordable option for destination skiers. Of note is Objective 1.4 which discusses creating an improved partnership with Chaffee County.

4. Community Health and Social Services

This team included health professionals, schools, 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. The residents of Gunnison will be beneficiaries of these actions. However, there is not a direct cost to the City for any of these strategies as of now but there was discussion that in order to provide consistent services and programming the municipalities may be asked to contribute to specific programming in the future.

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.
- C. **Leadership Development:** A specific area the City could consider supporting is 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.

IV. NEXT STEPS

Specific next steps include:

1. Receiving input on the action plans from municipal and other proposed leads for strategies;
2. Completing the write up of the One Valley Prosperity Project;
3. Open House/Celebration 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

Attachment 2: PowerPoint Presentation

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.

Objectives, Strategies, and Actions	Priority Level				Priority Ranking for Short Term Actions			Lead Person/Agency for Action
	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	
<input type="checkbox"/> Clarify geographic scope and potential areas/issues to focus <input type="checkbox"/> Determine relationship to Comprehensive Plan (relative priority and sequence) <input type="checkbox"/> Integrate corridor revitalization into this or separate sub-area planning efforts <input type="checkbox"/> 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	
<input type="checkbox"/> Identify near-term projects (Lighter, Quicker, Cheaper) for place-making (e.g. IOOF Park, Art Center, Activate Jorgenson, Legion Park) <input type="checkbox"/> 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
<input type="checkbox"/> Align capital plans to prioritize strategic investments supporting downtown revitalization goals. <input type="checkbox"/> 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
<input type="checkbox"/> Identify areas most suited for future growth (target investment areas) <input type="checkbox"/> Align capital improvement plans to encourage desired development in these areas. <input type="checkbox"/> Convene multi-jurisdictional (County, municipalities, land trusts) committee-to: <ul style="list-style-type: none"> 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

<input type="checkbox"/>	Assess current plans and zoning (PUD).							
<input type="checkbox"/>	Use a charrette process to engage key stakeholders (residents, developers) in crafting preferred design concepts for the town center.							
<input type="checkbox"/>	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.

Objectives, Strategies, and Actions

OBJECTIVE 2.1: Create a highly connected, multimodal transportation system.

Objectives, Strategies, and Actions		Priority Level				Priority Ranking for Short Term Actions			Lead Person/Agency for Action
		Short	Med	Long	High	Medium	Low		
Strategy 1: Expand current Complete Streets work in the City of Gunnison to the entire community	X				X			City of Gunnison	
<input type="checkbox"/> 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	
<input type="checkbox"/> Complete a Regional Bike / Ped Plan		X				X		See Sustainable Tourism and Recreation Trails Plan	
<input type="checkbox"/> Evaluate the implementation of bike share programs.									
<input type="checkbox"/> 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	

Goal 3: Increase and Diversify Businesses and Employment Opportunities

Objectives, Strategies, and Actions	Priority Level				Priority Ranking for Short Term Actions				Lead Person/Agency for Action
	Short	Med	Long	High	Medium	Low	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
<input type="checkbox"/> Develop specific programming for economic gardening including mentoring, support, business planning, strategy, niche markets, development, and market research.									
<input type="checkbox"/> Implement as part of ICE House programming									
<input type="checkbox"/> 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
<input type="checkbox"/> Develop resources, coaching and programming to help transform start-ups into established businesses.									
<input type="checkbox"/> Implement through the ICEHouse									

<ul style="list-style-type: none"> <input type="checkbox"/> Develop marketing materials that tell prospective businesses what the area has to offer <input type="checkbox"/> Brand Gunnison as a college town and ski town and as a regional hub. <input type="checkbox"/> Develop a video for communicating the assets of the County <input type="checkbox"/> Develop a communications campaign to enhance community pride <input type="checkbox"/> Pursue bold projects (Gunnison Promise for WSCU and Delta Votech scholarships for all Gunnison Watershed School District) <input type="checkbox"/> Provide information for businesses on development / site opportunities for locating businesses, amenities of the area, opportunities to grow your businesses. 							
Objective 3.4. Maintain and enhance our anchor institutions							
<p>Strategy 1. Ensure collaboration between local jurisdictions and anchor institutions to address shared needs / challenges or to address issues that require unified front.</p> <ul style="list-style-type: none"> <input type="checkbox"/> Write a letter of support to Senator Bennet’s office to create a RMBL research area around Gothic 	x			x			Keystone Group
<p>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</p> <ul style="list-style-type: none"> <input type="checkbox"/> Implement the Gunnison Promise with the support of local foundations for Gunnison Watershed High School Graduates to attend Western and Delta Votech tuition free. 		x		x			Western
<p>Strategy 3. Develop a High Altitude Training Center.</p> <ul style="list-style-type: none"> <input type="checkbox"/> 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	Community Foundation – Gunnison Promise
							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: Increase the supply of affordable housing options in the Gunnison Valley.							
	Short	Med	Long	High	Medium	Low	
	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.							
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		
<input type="checkbox"/> Develop criteria for prioritization of land acquisitions for land bank		X				
<input type="checkbox"/> 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
<input type="checkbox"/> 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		

<p>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.</p>	X			X			Karl Fulmer w/ staff from jurisdictions
<p>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)</p> <ul style="list-style-type: none"> <input type="checkbox"/> Convene panel discussion with experts <input type="checkbox"/> Assess viability legally and financially. <input type="checkbox"/> Explore what other communities have done with regards to regulating VRBOs <input type="checkbox"/> Communicate that multiple options are being explored/reviewed 	X			X			Russ Forrest and Michael Yerman
<p>Strategy 3: Explore the use of mill levy or property tax as a permanent revenue source for affordable housing.</p> <ul style="list-style-type: none"> <input type="checkbox"/> Assess viability legally and financially. 		X					
<p>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.</p> <ul style="list-style-type: none"> <input type="checkbox"/> Hold quarterly meeting to discuss grant options in region (also continue to utilize Mayor/Manager’s meeting for this) 	X	X	X	X			On-going for all
<p>Strategy 4: Collaborate with the Housing Foundation to leverage their financial resources and investments (e.g. impact investing, grants, etc.).</p>	X	X	X	X			Jim Starr
<p>OBJECTIVE 5: Grow the capacity of the Gunnison Valley community housing organizations and developers to create affordable housing.</p>			X	X			
<p>Strategy 1: Stabilize the Gunnison Valley Regional Housing Authority by establishing a permanent revenue fund to support operations.</p>	X				X		Karl Fulmer
<ul style="list-style-type: none"> <input type="checkbox"/> Lengthen funding contracts between local governments and the GVRHA for operational revenue from one year to three years. <input type="checkbox"/> Increase communication between the GVRHA board and local government 	X			X			Karl Fulmer

officials and staff.										
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								OVPP Housing Action Committee
Strategy 3: Work with other counties on assessing viability of a regional Community Housing Development Organization (CHDO).		X	X							
<input type="checkbox"/>										
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				
<input type="checkbox"/> Implement minimum standards for life safety for existing residences										
<input type="checkbox"/> Adopt and enforce Property Maintenance Code to maintain quality housing stock			X							Gunnison Valley Housing Foundation
<input type="checkbox"/> Develop incentives for the rehabilitation and maintenance of rental housing units			X							Karl Fulmer
<input type="checkbox"/> 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
<input type="checkbox"/> Form group of champions	X					X				Jim Starr and Karl Fulmer
<input type="checkbox"/> Create a communication strategy clarifying the need, opportunities and challenges, and strategies for affordable housing.										

<input type="checkbox"/> Identify individuals willing to speak up for affordable housing.								
Strategy 2: Develop communication strategy that identifies the need and benefits of affordable and attainable housing								
<input type="checkbox"/> Renters Rights communication, classes, pamphlets. Landlord education—rights, tips								
<input type="checkbox"/> Home ownership classes								
<input type="checkbox"/> 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.

Action Plan

Goal 1: The Valley's economy tourism sector is year round, vibrant, and supports our community's value.		Priority Level	Ranking for Short term Priorities			Capacity			
		Short	Med	Long	High	Medium	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	
<input type="checkbox"/> 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
<input type="checkbox"/> 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	
<input type="checkbox"/> 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,								TA is lead with support from CBMR, CB Nordic,	

snowshoeing and other outdoor winter recreational pursuits.							Winter Fat Biking Organization	
Develop and grow public private partnership to support the activities mentioned above.	X						TA	Have purchased bike groomer
<input type="checkbox"/> Create 1-2 additional huts and become a hub of backcountry skiing.			X				Nordic Center & Private Partners	
Strategy 3: Create marketing strategies that promote the Gunnison Valley Winter "Adventure Experience".	X			X			TA and CBMR	
<input type="checkbox"/> Develop crossover marketing for summer and winter.								
<input type="checkbox"/> Target drive markets in Denver Metro, GJ, Northern NM, Colorado Springs.								
<input type="checkbox"/> 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				WSCU/MEM	
<ul style="list-style-type: none"> 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.

<p>Objective 1.3: Make summer and winter recreation trail opportunities in our Valley the best for both residents and visitors.</p>								
<p>Strategy 1: Create a winter and summer Master Trails Plan for the Gunnison Basin.</p> <p>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.</p>	X		X			Federal Partners in cooperation with Gunnison County& CBMBA and Gunnison Trails		
<p><input type="checkbox"/> Apply to NPS for technical assistance through the Recreation Trails, and Conservation Assistance Program (RTCA) by August 1, 2016</p>	X		X					http://www.nps.gov/orgs/rtca/index.htm
<p>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.</p>								
<p>Objective 1.5: Enhance valley-wide guest and customer services.</p>								
<p>Strategy 1: Update TA website with a complete Valley-wide calendar of events and activities.</p>	X		X			TA With event promoters cooperation	Gunnison County will convene meeting in April on Special Events.	

<p>Strategy 2: Train Chamber, CBMR, and Concierges to utilize TA web site to provide consistent and accurate information to guests.</p>	<p>X</p>			<p>X</p>			<p>TA and Chambers</p>	<p>Host meeting with TA and Chambers, Lodging partners, CBMR to facilitate training</p>
<p>Strategy 3: Create valley-wide training program for service workers</p>		<p>X</p>		<p>X</p>			<p>CBMR, Chambers, and TA</p>	<p>CBMR and request funding support for preseason training.</p>
<p>Strategy 4: Train chambers and lodging employees to help guests use Gunnison Crested Butte Central Reservation desk for booking activities</p>	<p>X</p>			<p>X</p>			<p>TA - lead</p>	

Goal 2: Foster a resident and visitor culture that demonstrates respect for our community, culture, and environment.		Priority Level					Ranking for Short term Priorities			Capacity	
		Short	Med	Long	High	Med	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			
<input type="checkbox"/> 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			
<input type="checkbox"/> 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			
<input type="checkbox"/> Create new and innovative ways to distribute message such as Chambers of Commerce, social media, buses, event swag, beer coasters, etc.											
<input type="checkbox"/> 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 = 1 st year implementation Medium = 2 nd & 3 rd year implementation Long = 4 th & 5 th 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	Medium	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	
<input type="checkbox"/> Identify financial resources to support this committee's work.								
<input type="checkbox"/> Recruit members								
<input type="checkbox"/> Work with BOCC to create Task Force.								
<input type="checkbox"/> 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	
<input type="checkbox"/> Local governments will request cooperating agency status.								
Strategy 2: Support and engage with the USFS in winter travel planning (See Objective 1.3)							USFS	

<p>Objective 3. 3: Proactively manage the region's recreational and natural assets by coordinating activities and investments for increased impact.</p>								
<p>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.</p>		<p>X</p>		<p>X</p>			<p>ST&R Task Force</p>	
<ul style="list-style-type: none"> ○ Recruit a WSCU student to support annual work planning. ○ WSCU (Abel Chavez) interested in developing a metric/model for monitoring tourism relative to the natural and built carrying capacity of Valley 							<p>ST&R with WSCU/MEM program</p>	
<p>Strategy 2: Develop a fundraising strategy for identified priority projects.</p>		<p>X</p>		<p>X</p>			<p>ST&R Task Force</p>	
<p><input type="checkbox"/> Explore permanent revenue stream.</p>								
<p>Objective 3.4: Enhance communication and information sharing between user groups and interested local not-for-profits to maximize volunteer recruitment and stewardship experiences.</p>	<p>X</p>			<p>X</p>			<p>ST&R Task Force</p>	
<p>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.</p>		<p>X</p>					<p>ST&R Task Force</p>	
<p>Strategy 2: Promote sharing of information between groups regarding activities and volunteer recruitment notices to increase public awareness of volunteer and stewardship opportunities.</p>		<p>X</p>					<p>ST&R Task Force</p>	

GOAL 4: Be proactive in management of private and public natural and recreation assets to minimize resource degradation and enhance quality.	Priority Level Short = 1 st year implementation Medium = 2 nd & 3 rd year implementation Long = 4 th & 5 th year implementation			Priority Ranking			Capacity	
	Short	Med	Long	High	Medium	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	
<input type="checkbox"/> Support the USFS decisions on dispersed camping in the Gothic drainage in 2016.	X			X			USFS	
<input type="checkbox"/> Support USFS wildlife regulations for bear canisters that will minimize negative human-wildlife interactions in 2016.	X			X			USFS	
<input type="checkbox"/> 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	
<input type="checkbox"/> Coordinate with the summer field rangers to share information with visitors, identify violations and communicate with appropriate law enforcement.	X			X			USFS	
<input type="checkbox"/> Support BLM plans for implementing a fee system and redesign of the Oh Be Joyful campground beginning in 2016	X			X			USFS	
<input type="checkbox"/> Support USFS (in both Forests) efforts to manage wilderness character and resource protection in Maroon Bells Wilderness.		X		X			USFS	Ongoing

<input type="checkbox"/> 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	
<input type="checkbox"/> 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	
<input type="checkbox"/> Explore with the BLM opportunities for expanding private campgrounds through concessions.		X			X		ST&R Task Force	Local Marketing District Funding
Strategy 2: Improve trail signage regionally to enhance user experience and reduce negative impacts such as trespassing.							TA	
<input type="checkbox"/> 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
<input type="checkbox"/> 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	

<input type="checkbox"/> Create an inventory of all events occurring in the Valley (date, time, location, organizers) and share on a calendar.	X				X		X	X	TA
<input type="checkbox"/> 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
<input type="checkbox"/> 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."

Objectives, Strategies, and Actions	Priority Level			Priority Ranking			Lead	Capacity	Resources
	Short	Med	Long	High	Medium	Low			
<p>Goal 1: Meet the basic needs of the community by addressing food, shelter, and safety concerns.</p> <p>Objective 1.1: Reduce the number of community residents experiencing food insecurity</p> <p>Strategy 1: Expand food access for children in need</p> <ul style="list-style-type: none"> 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. Explore additional partners to offer food during school breaks and summer vacation. <p>Strategy 2: Ensure families and those in need are aware of available programs that offer food security assistance</p> <ul style="list-style-type: none"> Develop an information sheet that includes programs in the Valley such as the Food Pantry, Mountain Roots' Cooking Matters, etc. 									
	X			X			GCFP		RE-1J; Gunn-Packs; churches
		X	X				Food Pantry	Mentors; Mtn. Roots; Book Bus; Re1J; Library	
	X			X			CFGV's Health Equity Team	Mountain Roots, League of Women Voters, Food Pantry, Churches	

<ul style="list-style-type: none"> ○ Distribute information sheet to community partners (County, Food Pantry, churches, etc.) to expand awareness about available resources. 	X			X			<p>CFGV's Health Equity Team</p>	<p>Mountain Roots, League of Women Voters, Food Pantry, Churches</p>
<ul style="list-style-type: none"> ○ 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					<p>DHHS</p>	<p>Food Pantry; Mtn. Roots; Gunni-Packs</p>
<ul style="list-style-type: none"> ○ 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						
<p>Objective 1.2: : Increase the availability and quality of the region's affordable housing supply offering safe and energy efficient place to live.</p>				X	X		<p>Gunnison Valley Regional Housing Authority (GVRHA)</p>	<p>UCC Housing group</p>
<p>Strategy 1: Collaborate with the Regional Housing Authority and OVPV 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.</p>		X					<p>GVRHA</p>	
<p>Strategy 2: Work with local governments and Regional Housing Authority to raise the quality of the existing rental housing stock</p>			X					

<p>by creating incentives for rehabilitation and disincentives for code violations.</p>									
<ul style="list-style-type: none"> ○ Work with City and County housing inspectors to ensure rental housing stock meets minimum requirements. ○ Identify funding opportunities (grants, rehabilitation loans, etc.) to incentivize improvements to the current rental housing stock. 		X	X						
<ul style="list-style-type: none"> ○ 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. <i>(Note: Just an idea. Would need to be vetted by experts in the housing arena before becoming an actionable item).</i> 			X						
<p>Strategy 3: Provide easy access to information on renter's rights throughout the community (offices, libraries, churches, etc.)</p>	X			X			GVRHA	Multicultural Center, churches ; UCC housing team	
<ul style="list-style-type: none"> ○ Work with the Housing Authority on the best way to disseminate information: i.e. CBMR, Western, Health & Human Services, etc. 	X						GVRHA	(above groups)	
<p>Objective 1.3: Increase financial support for development of emergency and transitional housing</p>					X		UCC housing group?	Project Hope	
<p>Strategy 1: Collaborate to provide temporary financial assistance for emergency housing to prevent homelessness</p>	X				X				
<ul style="list-style-type: none"> ○ A Community Foundation fund developed in collaboration with ministers 	X				X		UCC	Other local churches, League of Women Voters	
<ul style="list-style-type: none"> ○ Provide emergency funding source for transition support from homelessness and domestic violence. 				X			H&HS	Project hope	
<ul style="list-style-type: none"> ○ 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							
<ul style="list-style-type: none"> Foster relationships with local hoteliers to set up programs for free and reduced rooms under certain circumstances. 			X	X								
Objective 1.A: 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									
<ul style="list-style-type: none"> 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 = 1 st year implementation Medium = 2 nd & 3 rd year implementation Long = 4 th & 5 th 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.									
<ul style="list-style-type: none"> Support Sources of Strength suicide prevention program in RE1-J School District. 		X			X			School District	In-Kind staffing and Grant funding
<ul style="list-style-type: none"> Support Integration of GCSAPP prevention programming into RE1-J School District 				X					
<ul style="list-style-type: none"> Assess school health curriculum with school counselors for 			X						

<p>extent that life skills (stress reduction, coping strategies, emotional intelligence) are included and provide support to include more if necessary</p> <ul style="list-style-type: none"> ○ 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
<p>Strategy 2: Focus resources on high risk kids aged 0-5 and monitor youth from ages 5-25 for risk factors</p>									
<ul style="list-style-type: none"> ○ 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. ○ 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		X			ECC and Family Advocacy and Support Team (FAST)	Grant funding for staff time	
<ul style="list-style-type: none"> ○ Enhance care coordination for high risk families and youth 0-21 ○ Utilize non-primary providers to disseminate resource information (churches, Arts Centers, Mentors) 		X							
<ul style="list-style-type: none"> ○ 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									
	<ul style="list-style-type: none"> Expand weekend childcare options and weekday hours of operation 			X					
	<ul style="list-style-type: none"> Reduce the number of CCCAP families on the waitlist for child care 		X					ECC	
	<ul style="list-style-type: none"> Raise local funding for tuition assistance for families through a Component fund of the Community Foundation of the Gunnison Valley 		X					ECC	
	<ul style="list-style-type: none"> Continue to support the implementation of the Pyramid Model in early care and education settings 	X				X		PMILT and School District	Grant Funding and staff, fiscal sponsorship
Objective 2.2: Increase the percentage of youth who feel connected to the community									
Strategy 1: Increase youth access to community organizations and quality environments									
	<ul style="list-style-type: none"> 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
	<ul style="list-style-type: none"> Creation of a youth run and managed youth organization and support the Student Leadership Groups at high schools in these types of activities 		X						
	<ul style="list-style-type: none"> 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 6 th – 12 th 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									
○ 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	TGVS funding

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

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
<ul style="list-style-type: none"> ○ Identify an ongoing entity for continuous publication and updating ○ Make available in other languages. 	X				X			HEAT	Funding at Community Foundation
<ul style="list-style-type: none"> ○ Multicultural Resource Services (MCRS) 		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 pursue Healthcare Shortage Designation for 2017	X							Dr. Tarr and GVH Foundation	

Objective 3.4: Improve mental healthcare services									
Strategy 1: Establish a clinic in Crested Butte									
○ Dedicated behavioral health consultant for the practitioners and see patients out of PCP offices or offer integrated care.	X			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	X			CMH	
○ After hours mental health care.	X			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 GI 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									
Strategy 1: Increase availability of dentists that accept Medicaid									
○ Explore option of traveling dentist				X		X			
○ Research Medicaid enhancements (what is action? Support these? Lobby for these?)			X						

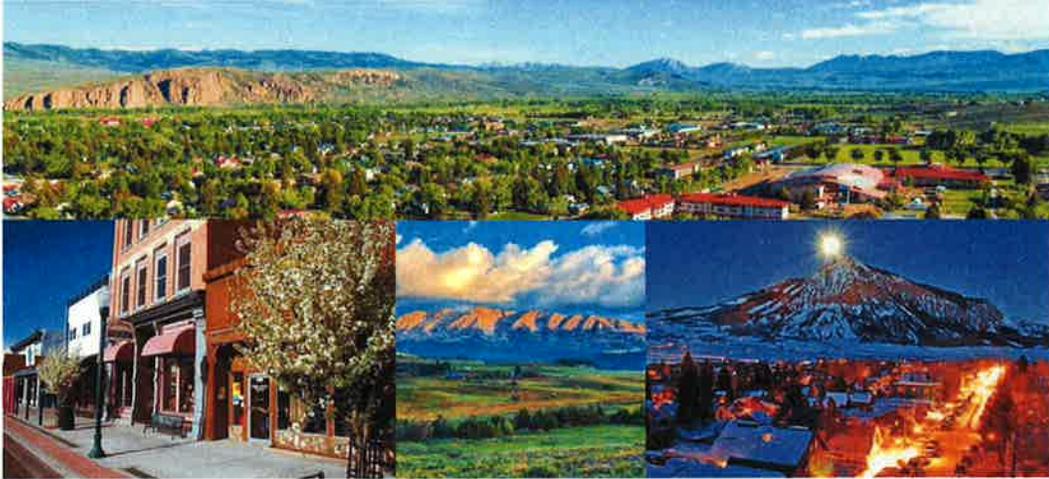
of basic services to the community's most vulnerable residents is provided

Long = 4th & 5th Year implementation

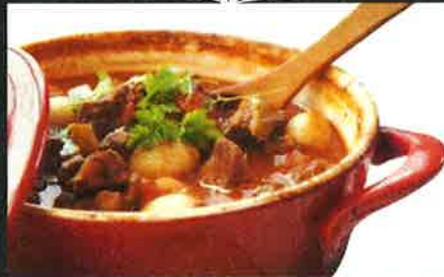
Objectives, Strategies, and Actions	Long = 4 th & 5 th Year implementation							Lead	Resources
	Short	Med	Long	High	Medium	Low			
Objective 1: Develop long term sustainable funding sources (i.e. municipalities) that are not grant dependent for health and human services programming.	X							DHHS	
Strategy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

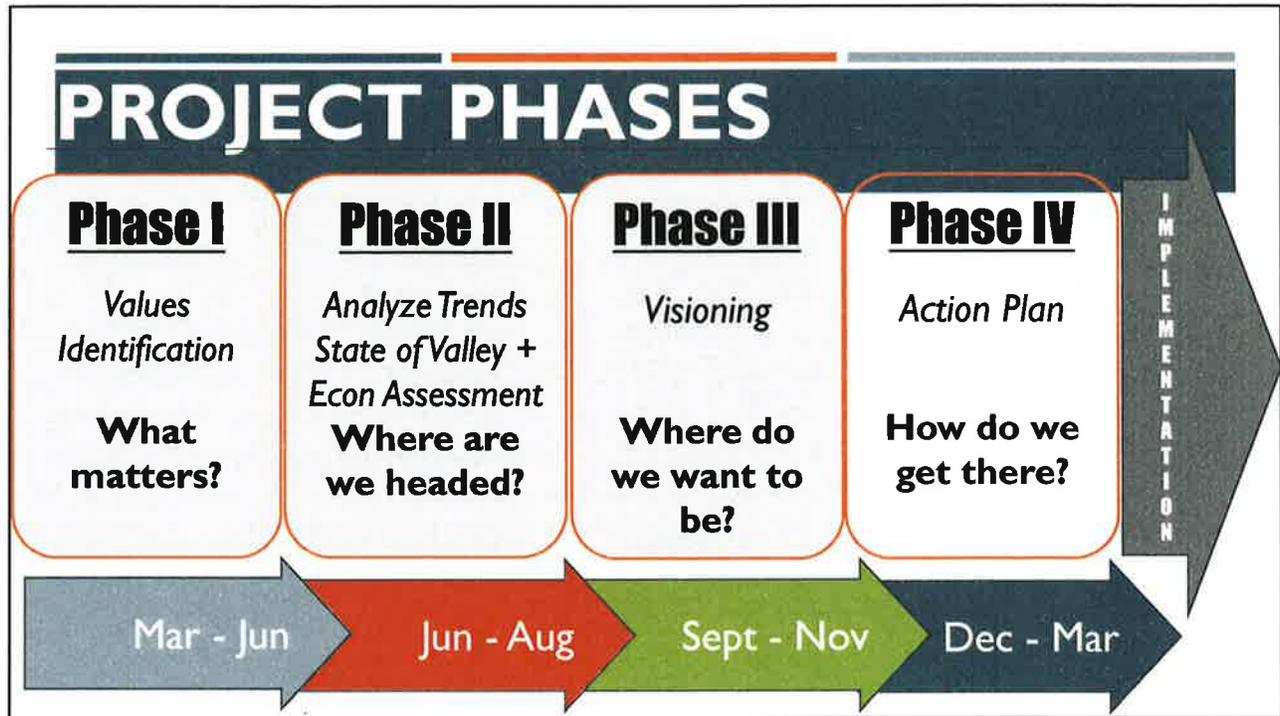
Attachment 2: PowerPoint Presentation

THE ONE VALLEY PROSPERITY PROJECT



GUNNISON VALLEY: GREAT INGREDIENTS-JUST NEED TO MIX!





PUBLIC ENGAGEMENT

- 1500 people from up and down the valley have participated
- 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



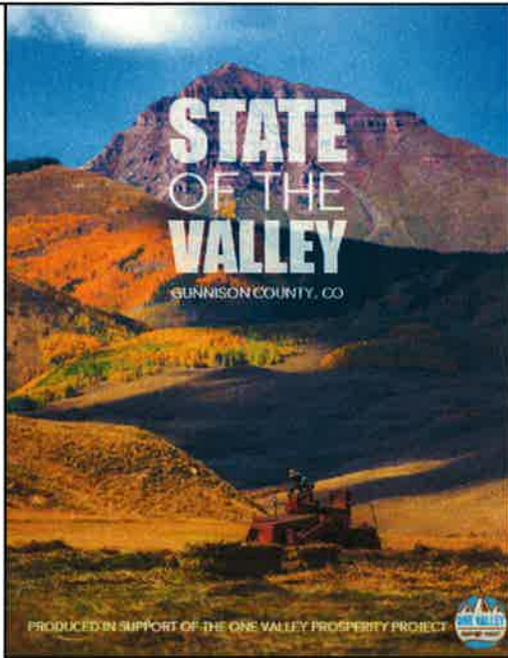
A Healthy and Active Lifestyle



Family Friendly



A Secure Community



SNAPSHOT OF THE GUNNISON VALLEY

#3: Poverty

Poverty in Gunnison county is real. The traditional measure of poverty is based on income, but the conditions associated with poverty are much more complex and interrelated. Understanding these conditions and their relationships help us better understand our social and economic health.

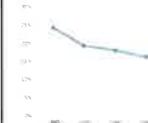
Federal Poverty Level:



\$24,250

For a family of four

Historical Poverty Trends:



Poverty rates were steady, increasing in the fourth quarter between 2010 and 2012. Since then, rates have begun to climb.

Supplemental Nutrition Assistance Program

The Supplemental Nutrition Assistance Program (SNAP) offers monetary assistance to low-income individuals and families to help them purchase eligible food items. Formerly known as the Food Stamp Program, SNAP helps hundreds of people in Gunnison County.

Year	2007	2008	2009	2010	2011	2012
People	317	396	617	736	634	610

IN 2013 THERE WERE 2,545 PEOPLE BELOW POVERTY IN GUNNISON COUNTY

THAT'S



OF OUR POPULATION NEARLY 2 IN 10:



OVPP ACTION PLANNING TEAMS

SUSTAINABLE TOURISM 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 AFFORDABILITY

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
- Align Plans and Policies to support desired development patterns- Gunnison County to convene
- CB South Commercial Area Master Plan – POA

Infrastructure:

- RTA Transit Plan and Air Service
- Air Port Master Plan
- Broadband

Economic Gardening

- ICE House-Western
- Angel Investment-Private Investment Group
- Apprenticeship/Internship Program – Clearing House/Web Site/Western and School District

Business Attraction:

- Develop a communication campaign to attract new businesses/ entrepreneurs to Gunnison Valley-Chambers
- Gunnison Promise-Western

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 Almond 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
- 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**
- **Develop a metric for OVPP and communicate results to the public**
- **Leadership Development**