







ACKNOWLEDGMENTS

The Community Builders Task Force (CBTF) was formed in 2014 and includes representation from up and down the Valley including: Gunnison County, the City of Gunnison, Western State Colorado University, the Town of Crested Butte, Crested Butte Mountain Resort, the Community Foundation of the Gunnison Valley, the Town of Mt. Crested Butte, and Crested Butte South Property Owner's Association. The Community Builders Task Force goals are to:

-  *Develop a long term framework to support County-wide collaboration.*
-  *Support local community projects that have regional economic significance.*
-  *Engage local businesses, nonprofits, and institutions in strategic alliances to support economic prosperity.*
-  *Leverage and connect governmental activities around the County so we align all our economic, transportation, housing, land use policies and investments.*

The One Valley Prosperity Project is a collaborative initiative of the Community Builders Task Force (CBTF), focused on achieving a more prosperous and successful future for all of our Valley's communities from Gunnison to Gothic. The first initiative of the OVPP was to develop the One Valley Prosperity Strategy, a regional plan to guide collaborative efforts and economic development policy and investments in Gunnison County, Gunnison, Crested Butte, and Mt. Crested Butte.

As a result of the one year planning process, we have amassed a wealth of data and information on the Gunnison Valley. It is the stories from the accompanying data that really matter. The project received important input from youth, seniors, ranchers, immigrants, business leaders, entrepreneurs, WSCU students, and new and long-term residents to inform our understanding of community values and our desired future. Ultimately, this project is about all of us—our community—this place we call home. The CBTF would like to acknowledge the hard work of all the community members who have so willingly shared their time, energy and thoughts to create this plan. Thank you!



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1 OVERVIEW

In 2014, representatives from Gunnison County, the City of Gunnison, Town of Crested Butte, Town of Mt. Crested Butte, Western State Colorado University, and Crested Butte Mountain Resort attended the Community Builders Leadership Institute held by the Sonoran Institute. Out of that forum, attendees, along with the Community Foundation of the Gunnison Valley (representing our numerous nonprofits) formed the Community Builders Task Force (CBTF) with the mission of increasing prosperity from Gunnison to Gothic. The group met during 2014 to collaborate on ideas for improving prosperity and developing a public process to discuss the future of the Gunnison Valley.

In 2015, the County mobilized partners from the Community Builders Task Force to engage the community and identify strategies and actions to improve economic prosperity in the Gunnison Valley. Each partner contributed financial support that was leveraged with grants from the State of Colorado's Department of Local Affairs (DOLA) and the Sonoran Institute. At the same time, Gunnison County received a significant grant from the Economic Development Administration (EDA) to conduct an in-depth analysis of regional economic resiliency opportunities following the closure of the Oxbow Mine.

Between March 2015 and April 2016, the One Valley Prosperity Project (OVPP) brought together residents from Gunnison to Gothic to think strategically about how to create a more prosperous future for our region – one that honors our community's values, builds upon local strengths, and synergizes local efforts. The economic analysis developed by Better City, provided by the EDA grant, helped inform the public discussion so that both community values and specific market based strategies could be used in an action plan. The outcome of this effort is the One Valley Prosperity Strategy (the Strategy), a regional plan that will guide collaboration on community development efforts in Gunnison Valley.

We recognize that our Valley is part of the larger national and global environment and economy. The scope of the Strategy doesn't address the full spectrum of environmental issues but did focus on sustainability as it relates to our Valley and the economy. This community values the preservation of our resources and environment. The plan also built upon previous economic reports and planning documents which were used and referenced in the project.



1.2 Project Structure

Project oversight was provided by the CBTF. Gunnison County staff coordinated the project and led the planning team responsible for overall project management. This team included staff from the County, project consultants, a fellow from WSCU, and staff from the Community Foundation of the Gunnison Valley.

Two committees were instrumental in ensuring this project reflected the community's desires. In the first phases of the project, an Advisory Committee provided direction on the public involvement process and initial plan products. The Advisory Committee included approximately 40 community leaders representing our towns, local business, nonprofits, and agencies. In the last phase of the project, the four Working Groups comprised of professional staff, Advisory Committee members, and community volunteers developed the action plan's goals, objectives, and strategies.

1.3 Public Involvement

Public engagement was central to this project and directly influenced the development of the One Valley Prosperity Strategy. The OVPP included four project phases, summarized by four key questions:

Who are we?

The identification of community values clarified what is most important to the community.

Where are we going?

The State of the Valley Report identified community trends, demographics and current conditions. It also revealed what status quo would look like in the future.

Where do we want to go?

A definition of regional prosperity was developed and desired future conditions were explored for each of our eight community values.

How do we get there?

Working groups were convened to develop specific goals and strategies for four key areas: affordable housing, community health, economic resiliency, sustainable tourism and recreation.



1.4 Focus Areas for Regional Action

The One Valley Prosperity Strategy is intended to move the needle on complex community challenges. The Strategy contains four interrelated focus areas. Achieving success in one focus area cannot occur without success in another. While there were additional areas of concern raised during the planning process these four focus areas were identified as the most ready for regional action:

Affordable Housing:

Ensuring affordable housing choices are available for all residents and that workforce housing is available to support the region's economy

Community Health and Equity:

Fostering a supportive community that can address basic needs and meet the physical, emotional, and spiritual health needs of residents.

Resilient Local Economy:

Creating a diverse and resilient year round economy that offers community members opportunities for financial security and professional advancement.

Sustainable Tourism and Recreation:

Successfully managing our tourism sector so that it enhances our quality of life and does not negatively impact the natural resources upon which it depends.



2 WHY THIS MATTERS

We Really Love It Here...

The Gunnison Valley is a special place. Life in this high mountain Valley is idyllic in many ways—clean air and water, beautiful landscapes, vibrant small towns, fantastic recreation opportunities and great people. We value our quality of life in the Gunnison Valley so much that many of us are willing to make sacrifices to enjoy that quality of life.

But We Had a Big A-Ha Moment...

The community has expressed concern about the lack of economic vitality (outside of tourism) and cost of living in the Valley for many years. We have concerns that our increasing popularity as a destination and socio-economic trends are diminishing many of the reasons we love living here. We have many community members unable to find affordable places to live. We learned that 16 percent of our residents live in poverty. It is not easy to get a good paying job here and it can be difficult for individuals and families to thrive in the Gunnison Valley.

Now We Want To Make It Better!

As a result of that community dialogue, the One Valley Prosperity Project is charting a course for the future of the Gunnison Valley. The One Valley Prosperity Strategy provides a path forward for addressing significant regional issues: housing affordability, the economy, quality of life, and social equity. None of these systemic issues will be resolved quickly, but the One Valley Prosperity Strategy puts the structures and plans in place to begin working on long term solutions.



Taking the Long View

Recognizing that improving living wages, reducing poverty, improving access to healthcare and creating affordable housing take time, the Strategy identifies short term actions and also recognizes that sustained leadership over time is necessary. This methodical approach to problem solving may frustrate some because results may not come as quickly as we'd like. Throughout this process, community leaders have noted that in the Gunnison Valley we have occasionally operated in a very reactionary mode rather than being proactive. Yet, on occasion, we have also demonstrated our ability to be more strategic with excellent results. To achieve our desired changes we will need to periodically revisit our goals so that our actions evolve along with changes in our Valley.

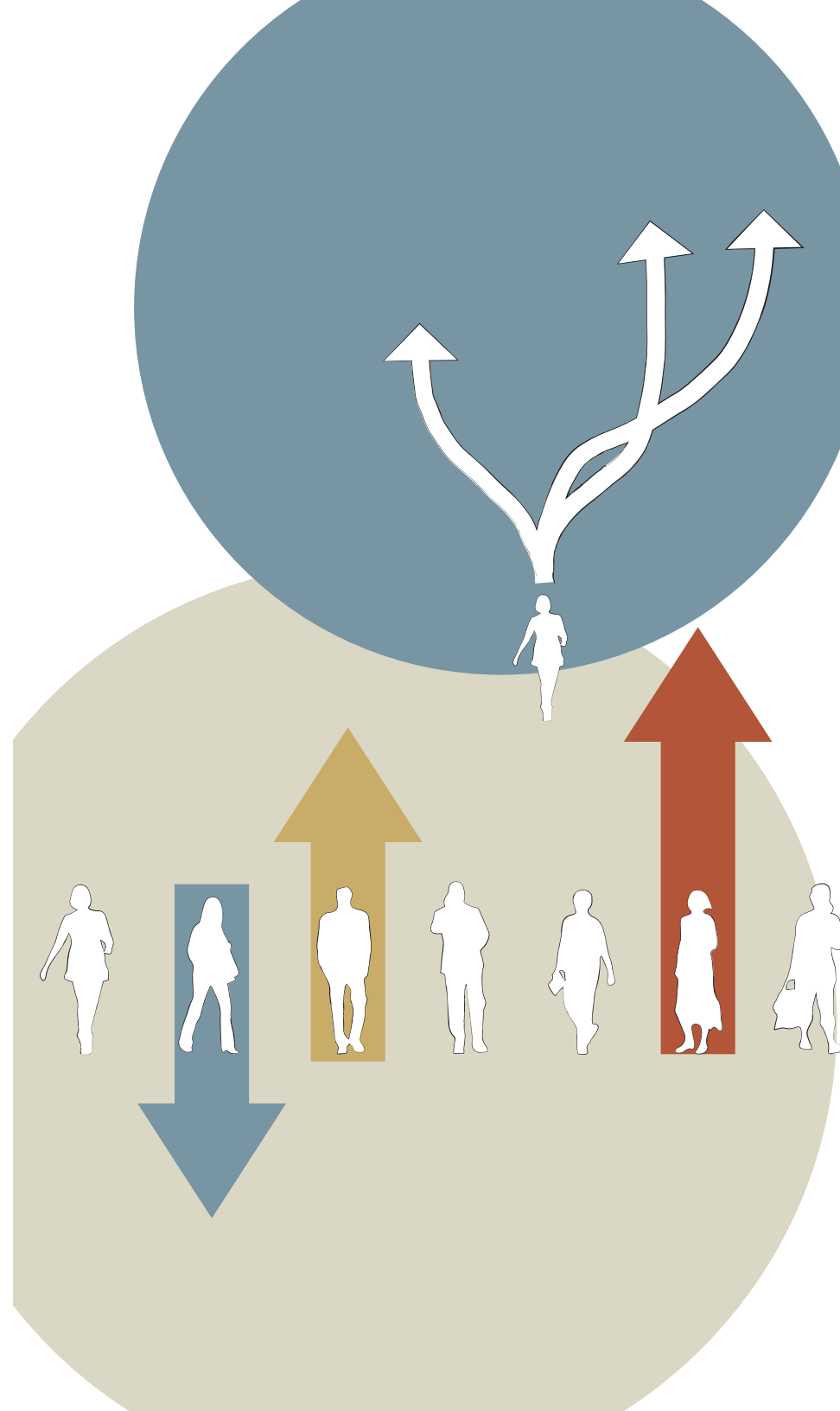
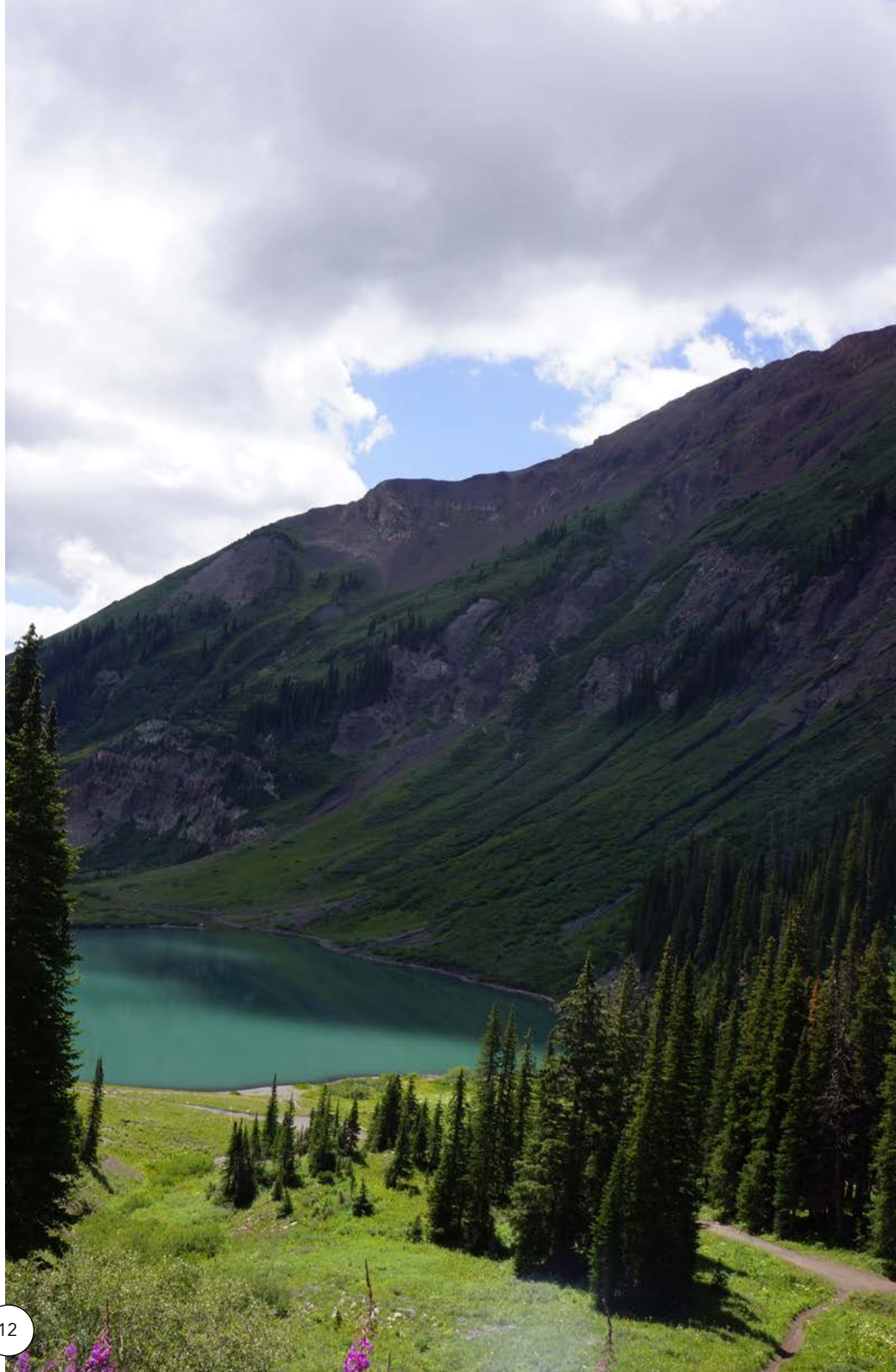
Recognizing We Are Stronger Together

The One Valley Prosperity Strategy aims to build on the best of how we operate and shift our culture to thinking more long-term and working more collaboratively. A central tenet of the One Valley Prosperity Project is that we must act as a unified Valley to achieve prosperity. If governments, nonprofits, businesses, and residents view themselves as interconnected and aligned around a common vision, we can achieve a higher level of success and prosperity. We are all tasked with working together and modeling our community values to others in the community and to our visitors.

3 STATE OF OUR VALLEY

The One Valley Prosperity Strategy seeks to enhance the qualities that the community treasures and address key challenges such as lack of well-paying jobs and the high cost of living. The 2015 State of the Valley Report identified the current conditions of our Valley and provides a history of where we've been and how we currently compare at the State level and with other similar counties in Colorado. We learned that if we continue along the current path—maintain the status quo—it does not mean the quality of life and conditions will remain the same. Instead it means that socioeconomic and resource challenges may be further exacerbated while the qualities that we value may deteriorate. Visitors will continue to come here whether we market to them or not and our resources and capacity will continue to be stretched. If we want to protect or enhance what we value, we may need to more proactively and strategically manage those assets.

Many of the trends and challenges identified in the State of the Valley Report confirmed previous economic analyses. The One Valley Prosperity Strategy seeks to enhance the qualities that the community values in the Gunnison Valley and address the already existing challenges such as lack of jobs and the high cost of living. The following data is from the State of the Valley Report.



WE ARE GROWING AND DIVERSIFYING, SLOWLY
The population of Gunnison County in 2015 was 16,067 people. Gunnison County is 92 percent white and 8 percent Hispanic (U.S. Census). We have a slow population growth—about 1 percent a year which is much lower than the State rate and lower than similar counties.

GOOD PAYING, CAREER TRACK JOBS ARE HARD TO COME BY
Career track, good paying jobs are limited. Approximately 25 percent of employment is in the leisure and hospitality sector where the average annual wage is approximately \$17,000. Per capita income in Gunnison County is \$37,000—lower than similar counties and lower than the State average. The median household income is \$52,332 also lower than the State median and other similar counties.

SALES TAX MAY BE INCREASING BUT OTHER SOCIOECONOMIC INDICATORS ARE NOT IMPROVING
Sales tax revenues have been steadily increasing since 2011 in the County and each of the municipalities. Sales tax in Gunnison County was up 8 percent from 2014 to 2015 (Gunnison County Finance). While this may indicate an improving economy, the rest of the data—per capita income, poverty rates, housing costs, job opportunities do not reflect a strong or improving economy. Not everyone in our Valley is thriving.

HOUSING IS EXPENSIVE

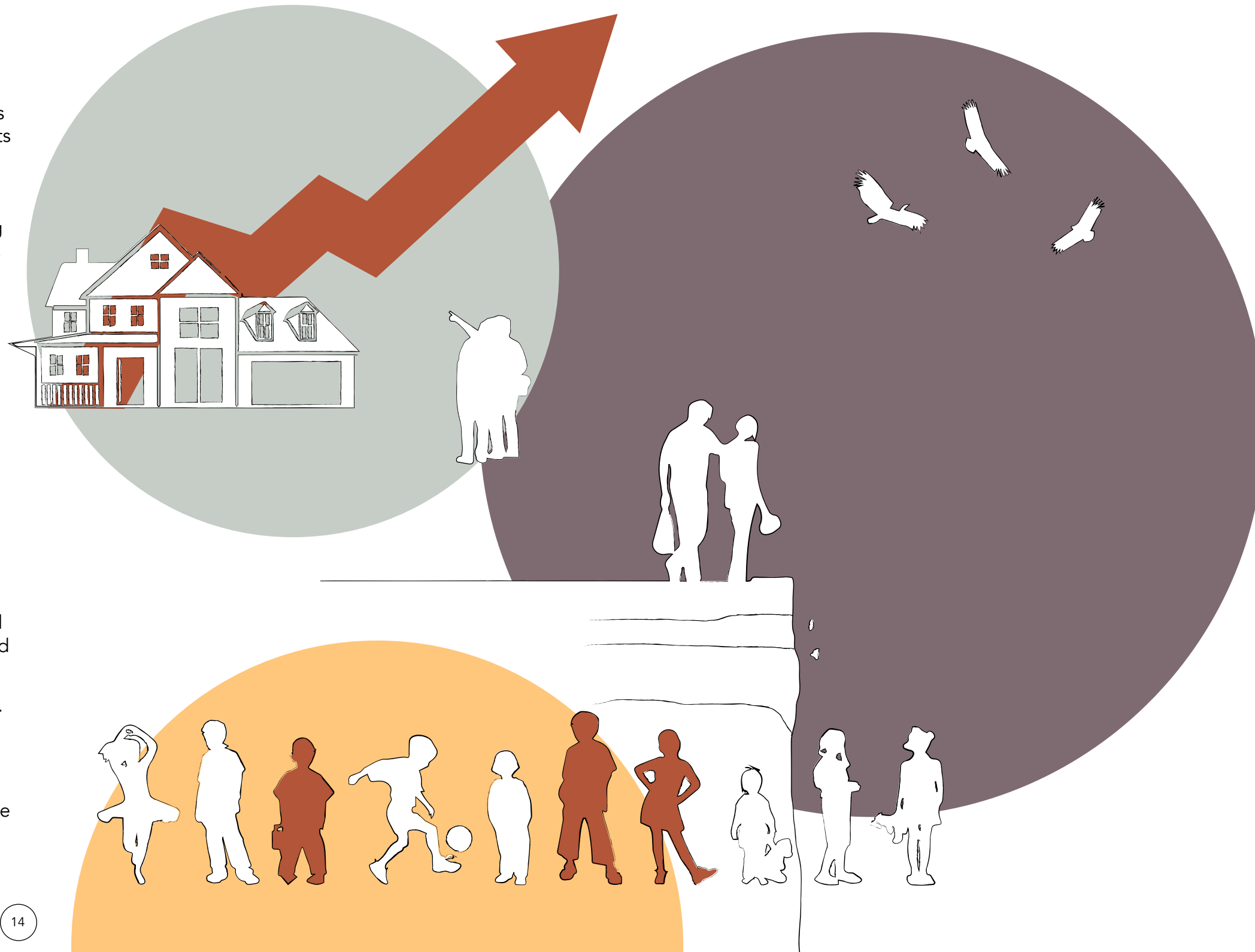
Housing is expensive in the Gunnison Valley. The median home value is \$327,000 which is 28 percent higher than state average. In Crested Butte, only 9 percent of residents can afford median home prices of \$683,750 if housing costs are to be 30 percent or less of total monthly expenditures. In the City of Gunnison, the median price is \$226,720, which 58 percent of residents can afford. Beginning in 2015, residents noted that the availability of rental housing was extremely limited and the prices of rentals had tripled, even quadrupled in Crested Butte. Real estate values are particularly high in the upper valley due in part to the demand from part time residents and for short term rental properties.

POVERTY IN GUNNISON COUNTY IS REAL

The Federal Poverty level for a family of four is \$24,250. In 2013, over 2,500 people in Gunnison County (18 percent of the population) were living below the poverty line. The Self-Sufficiency index, which takes local conditions into account, says that for a household of two parents and two young children, a family needs \$58,844 to meet basic needs (housing, healthcare, transit, childcare, food and tax expenses) without outside assistance. For those families that are above the poverty line but below the level of self-sufficiency, making ends meet can be very challenging and may result in having to make incredibly difficult choices and tradeoffs for basic needs such as food and childcare.

TOO MANY CHILDREN ARE LIVING IN POVERTY

25 percent of students in Gunnison schools and 9 percent of the students in Crested Butte schools qualify for free or reduced lunch programs. Between 2003 and 2013 there was a 43 percent increase in the number of children eligible for free or reduced lunches. 16 percent of children 18 and under fall below the poverty line.



AGRICULTURE IS THE FOUNDATION OF OUR COMMUNITY

The agricultural industry and the local ranching families of the Gunnison Valley are the backbone of the Gunnison Valley. Ranching is a critical element of the Valley and our heritage. The food, water, and landscapes that ranchers provide all benefit the Gunnison Valley. While the industry and available jobs are a small percentage of total employment, agriculture's impact on the local economy is significant. Numerous studies have shown that many visitors come to the Gunnison Valley because of the open space that is a result of the contiguous landscapes of ranch land. It is unique in Colorado to have such large tracts of open land between two communities and something that residents expressed a desire to preserve. The support of conservation easements from local government and nonprofit entities is an important component of the preservation of agriculture, along with education of our residents and visitors on how to live with and interact with working ranches. Supporting the ranching heritage of the Gunnison Valley is critical in maintaining our community values over the long term.

NONPROFITS OF THE GUNNISON VALLEY CONTRIBUTE TO EVERY ASPECT OF OUR COMMUNITY

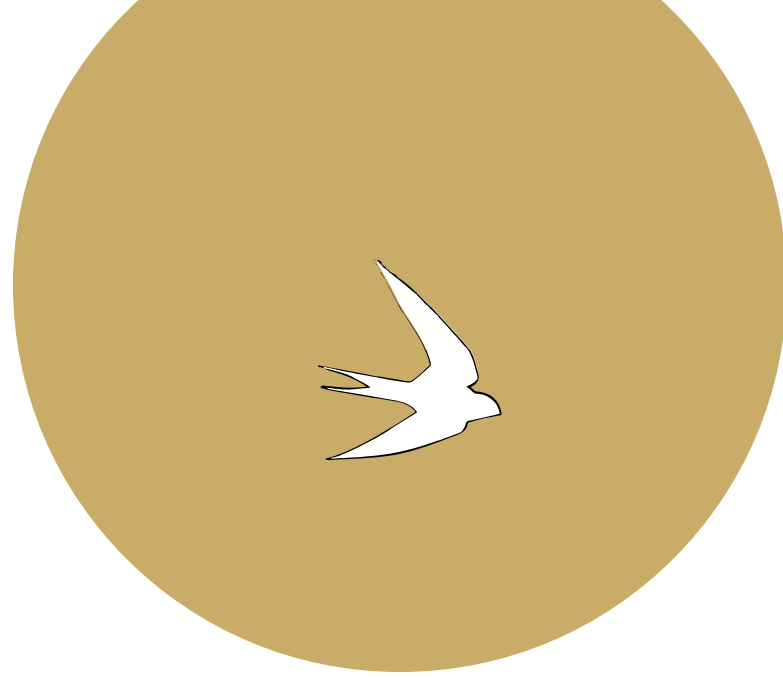
The Gunnison Valley is fortunate to be the home of numerous nonprofits throughout the Valley that support everything from the arts to health services to trail development and maintenance. Nonprofits complement the work of local government and private sector business. The nonprofit community also contributes heavily to our quality of life and the values that we cherish in the community. Organizations such as the Arts Centers, Crested Butte Music Festival and many others create a rich, cultural experience in our community that is invaluable. Representatives from a variety of nonprofit groups participated on each Working Group throughout the OVPP process and were instrumental in creating this Strategy.

PART-TIME RESIDENTS ARE A SIGNIFICANT PART OF THE VALLEY

Part time residents and/or second homeowners play a critical role in the local economy and community. The Economy of Gunnison County, Colorado (The Economy) prepared by The Center for Applied Research, Inc. found that 17 percent of gross regional product in Gunnison County is attributable to second homeowners and 19 percent of jobs are also attributed to those second homeowners. 63 percent of dwelling units in Gunnison County are owned by a person that lives outside of the County. The Economy noted that part time residents, and many full time residents, reside in the Valley because of the amenities available including arts, culture, recreation, and educational opportunities. Maintaining quality of life and community values, while providing rich amenities and events, are critical in maintaining this component of our economy which is often not quantified in economic analyses.

WE ARE A VERY WELL EDUCATED COMMUNITY

The Gunnison Valley has a well-educated population. The high school graduation rate is 88 percent and 79 percent adults have attended some college. 52 percent of adults 18 and older have obtained a bachelor's degree.



4 VALUES AND VISION

Shared values which are consistent up and down our Valley and across age and income demographics, define the culture of our community. Our values describe the essence of what makes this place special and defines both the physical and intangible characteristics that we care about the most. It is these characteristics that a community must steward long term. While the values held by community members are enduring, without proper care their representation in the community can be eroded.

Our Community Values are intended to be a resource and tool for local decision makers, policy setters, business owners, organizations and residents to understand what our community cares about and to help align efforts so that we enhance and protect these values. They also provide a guide on how our community will view opportunities and threats regarding future proposals involving change by asking ourselves "How does this action positively or negatively affect our values?" and "Are there any tradeoffs between values with this decision?"

Our community places a high value on our quality of life defined by small, safe communities where we care for our neighbors and enjoy access to the incredible landscape around us. We also value earning a good living but that is balanced by maintaining the high quality of life we enjoy as defined by our definition of prosperity below.



A Good Life

We value living in a place with authentic small towns, a relaxed friendly atmosphere, and that is easy to get around, all of which contribute to our high quality of life.

A Caring Community

We value being a caring community with an atmosphere of diversity, acceptance, and unity which fosters a sense of belonging.

Connected to Nature

We value our Valley's incredible productive agricultural lands and large natural landscapes that contribute to our well-being and promote a commitment to environmental stewardship.

An Engaged Community

We value our welcoming and civil civic culture that allows people to easily contribute to the betterment of the community.

Family Friendly

We value being a family-friendly community that supports youth with a strong educational foundation, authentic relationships, and a safe environment.

A Healthy and Active Lifestyle

We value healthy, active lifestyles that enhance our well-being allowing us to live meaningful lives, filled with a sense of adventure and joy.

A Learning Community

We value a diversity of lifelong cultural and educational opportunities for all, which provide for an interesting and stimulating life.

A Secure Community

We value the security of living in small towns where familiarity builds trust and we can earn a good living.

4.1 ENVISIONING THE FUTURE WE WANT

A community vision is a combination of two basic elements:

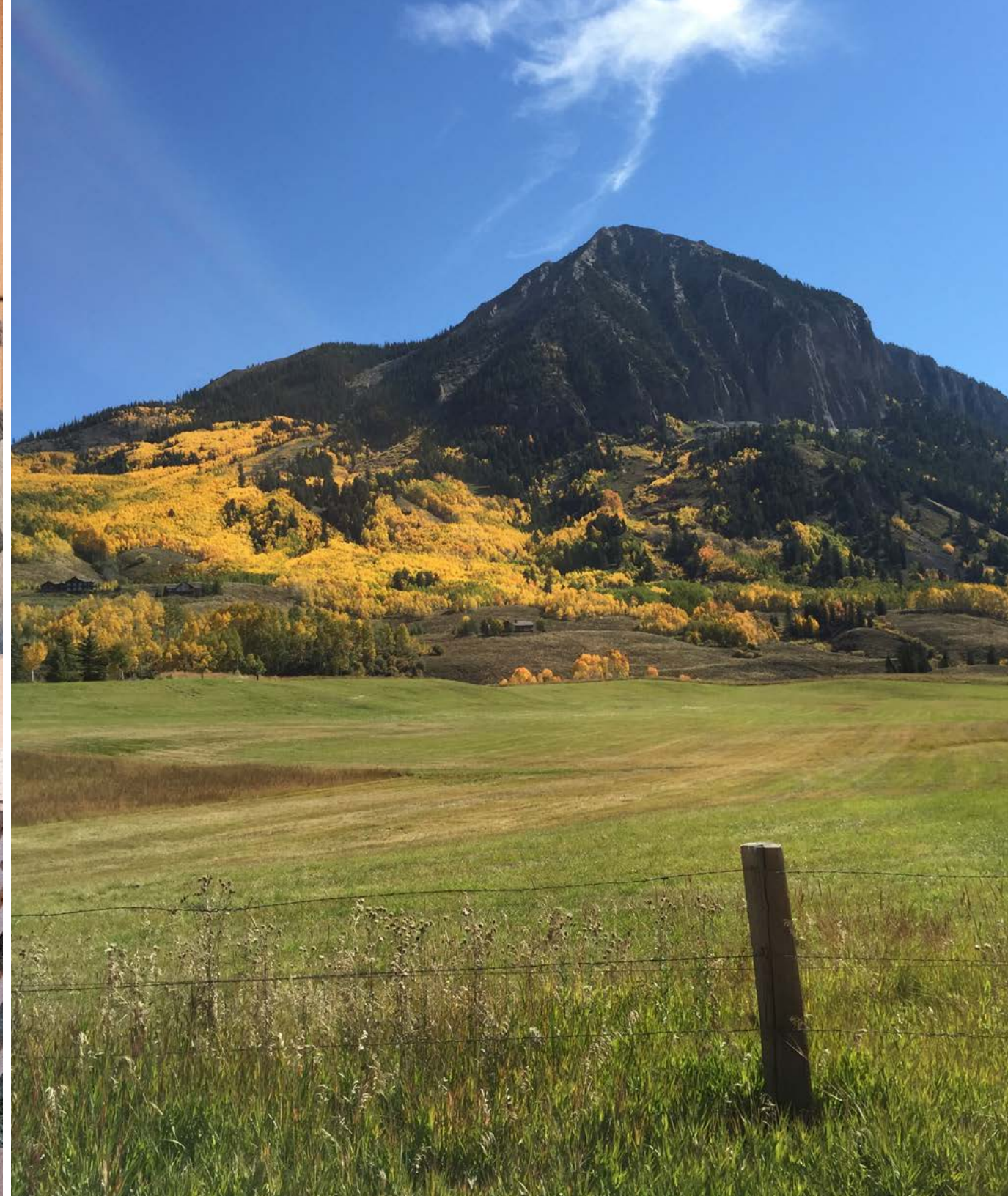
1.) *An understanding of the community's timeless, unchanging core values.*

2.) *A clear picture of its own future – its aspirations including huge, audacious goals that are ultimately achievable.*

Prosperity is the primary goal of the One Valley Prosperity Project. The OVPP asked the community to define prosperity and our Valley's vision for the future. We agree we want to maintain the quality of our community's values and enhance conditions where we are not doing as well.

“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 other community values - the very reasons we love living here.”

To ensure we achieve the kind of regional prosperity we want, the One Valley Prosperity Strategy includes guiding principles for each of the focus areas to inform the selection and evaluation of potential action.



GUIDING PRINCIPLE: AFFORDABLE HOUSING

Affordable and attainable housing are essential values 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.

We recognize that developing long term solutions for affordable housing in the Gunnison Valley requires:

1.) *A regional approach that builds and leverages human, financial and technical resources.*

2.) *Working collaboratively in a way that complements the individual activities of local governments.*

3.) *Development that complements local community values by being integrated into existing communities and connected to transportation and utility infrastructure.*

GUIDING PRINCIPLE: COMMUNITY HEALTH AND EQUITY

We will build and maintain a culture that enables a sustainable healthy community for everyone in the Gunnison Valley. We believe that meeting the basic needs of our community members, encouraging positive youth development and supporting healthcare access for all is critical for the development of a thriving and prosperous community.

**GUIDING PRINCIPLE:
RESILIENT ECONOMY**

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.

**GUIDING PRINCIPLE:
SUSTAINABLE TOURISM AND
RECREATION**

We believe the culture of the Gunnison Valley, which is inclusive of all people and reveres our natural setting, is important. We will welcome guest to our Valley and strive to include them in our culture and educate them on our values, in which outdoor education plays a significant role.

We believe sustainable tourism should:

- 1.) *Have positive impacts on the communities, culture, and local values while minimizing impacts to our fragile environment and man-made resources.*
- 2.) *Provide visitors with an outstanding experience through information, education, infrastructure, friendly atmosphere, and a remarkable environment.*
- 3.) *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.*
- 4.) *Create synergies that support other components of our Valley's economy.*



5 REGIONAL ACTION PLAN & 2016-2017 REGIONAL PRIORITIES



In late 2015, the One Valley Prosperity Project convened four Working Groups, each focused on a specific area of action in the Valley including: affordable housing, community health and equity, economic resiliency, and sustainable tourism and recreation. Each of the Working Groups was made up of citizen volunteers, professionals in the field and staff from local government, businesses, nonprofits and institutions. The specific Action Plan matrices are attached in the appendix of this plan. Each Action Plan identifies goals and then objectives, strategies and tactics to achieve those goals. Objectives and strategies have been prioritized and implementation responsibility has been assigned to a lead person and/or agency. The detailed Action Plan is included in Appendix A. The overarching direction for regional action is summarized below.



5.1 ECONOMIC RESILIENCY

Economic resiliency is a cornerstone of the One Valley Prosperity Project. The goal is to develop an economy that weathers financial ups and downs over time and improve the job opportunities and wages in the Valley. Economic development efforts have been attempted before with limited success. The CBTF reviewed previous economic development efforts, data and strategies to cull the best and most relevant information and understand what has or has not worked in the past.

Analysis of our economic conditions revealed that Gunnison County is not doing as well in comparison to other similar types of communities in the state. However, there are opportunities for us to grow our existing employment sectors of education, health care, construction, tourism, information, and professional services while protecting our quality of life.

CHALLENGES

Better City completed several analyses of the Gunnison County economy including the Gunnison County Economic Assessment and the Gunnison Market Assessment, from these we learned we have some key challenges.

Average earnings per job are low. \$35,000 in Gunnison County which is lower than the State average (\$56,000) predominantly because of the high number of seasonal tourism based jobs and lower than averages wages for other job sectors.



There is a lack of job diversity. Tourism and service industry jobs, 25 percent of employment, along with government jobs, 23 percent, provide the largest number of base industry jobs in the County.

Some job sectors are lagging. Accommodation and food, mining, health services, and retail trade are lagging behind in performance compared to similar counties.

Tourism is stagnant. Gunnison County's market share of the tourism sector has not grown since 2010, yet the statewide tourism industry has grown by 13 percent since 2010. While sales tax revenues have increased since 2011, the Gunnison Valley is not keeping pace with the State's tourism growth and our share of the market is actually declining.

Our lodging occupancy and pricing is lower than the competition. Lodging occupancy rates are significantly lower, along with lodging pricing, than other resort communities according to Destimetrics. Although our tourism is strong in the summer, average daily lodging rates are low compared to other resorts. Lodging and occupancy rates in the winter are nearly the lowest of eighteen resort communities across the West.

KEY STRATEGIC APPROACHES

Invest in Great Places: Communities that are great places to live, work and visit are also successful at attracting talent, entrepreneurship, and investment. Placemaking is a fancy way of saying we want to make our public spaces and communities cool, fun, interesting and welcoming places to be. A key focus will be the revitalization of Gunnison and directing growth to where we want it.

Invest in Regional Infrastructure. Across our Valley, we share a great many assets regardless of where we live. These assets – our airport, communication infrastructure, recreation and transportation networks – all contribute to economic vitality and quality of life. Greater coordination across the region will facilitate investments and enhancements that will benefit all of us.

Support New Entrepreneurs and Grow Existing Businesses. Entrepreneurship is a key component of a strong economic foundation—it provides vitality and resiliency to the economy, creates jobs, and encourages the generation and sharing of new ideas. To develop more primary employers which provide economic diversity and career opportunities we are most likely to succeed through the development of business start-ups and local business growth.

Manage for Sustainable Tourism. The region’s economic vitality is tied to tourism as the primary base industry. Base industries are the foundation of local economies because they bring in money to the region that can then be multiplied and leveraged. In order to reap benefits from this sector, it must expand in a way that does not conflict with quality of life and instead complements our community’s values.



Air service is a challenge. Airport enplanements have seen an overall decline since the late 1990s—a result of many factors including a changes in the airline industry, declining local economy all leading to a reduction in flights to the Gunnison Valley.

In spite of the challenges there are opportunities for growth in key areas. There are opportunities to develop more jobs and economic gain in education, healthcare, construction, tourism, information, and professional services. Based on that evaluation Better City developed the Gunnison County Economic Development Strategy, which notes:

“...two key concerns for the County that should be addressed by its economic development strategy; the loss of jobs in mining and the failure of the tourism industry to keep pace with state and industry averages.... Ignoring this issue [declining tourism] could lead to a downward spiral where fewer tourists leads to less capital available for reinvestment which leads to poorer amenities and even fewer tourists. Despite recent declines, the County has significant tourism assets in the ski resort, trail system, and Blue Mesa reservoir. Leveraging these assets is an essential step in enhancing the County’s prosperity. In addition to these assets, the County has a young, educated workforce, which could support growth in a number of industries, including knowledge-based industries...Entrepreneurship will be an important part of future economic prosperity. Identifying ways to support these entrepreneurial businesses through their early stages can increase the number that become significant contributors to the local economy in coming years.”

A strategic approach and actions are necessary to improve the local economy in the Gunnison Valley, without these we face continued economic challenges and likely an increase in the issues that challenge our community values and quality of life.

Build the Capacity of the Local Workforce.

While we do have an educated community, local youth and many adults still need opportunities for professional development and our local businesses have shortages of skilled workers. We need to align the creation of new jobs with job training so locals can take advantage of new employment opportunities.

Support Agricultural Industry. The agricultural industry of the Gunnison Valley is the foundation of our community, landscape and economy. Without agriculture our local families, vast landscapes, water, and western heritage would be jeopardized. Opportunities for continued support of conservation easements and community education are important for the conservation of agriculture in the Gunnison Valley. Agritourism has been considered through this process and acknowledged as a niche industry that may be a local economic development opportunity and is included as a strategy in the Sustainable Tourism and Recreation action plan.

Support Anchor Institutions. The Gunnison Valley is home to a world class ski resort; a University that is known for providing a private school experience at a public school value; a world-renowned research facility at Rocky Mountain Biological Laboratory; and the Gunnison Valley Hospital which was included in the Top 100 Critical Access Hospitals in America for the last three years. CBTF and the Working group met with representatives from the anchor institutions and many of the strategic approaches will complement efforts of the anchor institutions.

Support Affordable and Workforce Housing Development.

A community cannot be prosperous if it is not livable. A high cost of living and poor job prospects are interrelated. High housing costs mean people need to make more money to be able to afford to live here, yet high paying jobs are few and far between. Similarly, the ability to attract or retain a talented workforce needed for higher paying professions is impeded by a lack of available housing. While many people are willing to make sacrifices to live here, people also desire financial stability for themselves and their families.



5.1 ECONOMIC RESILIENCY

Establish the ICE Project and the ICEhouse

Entrepreneurship is a key component of a strong economic foundation. Such activity provides dynamism and resiliency to the economy, creates jobs, and encourages the generation and sharing of new ideas in alignment with community values. Inspiring, connecting, and empowering entrepreneurs with the resources they need to turn their ideas into marketable products and services is a key step in expanding this activity in our community.

The Innovation, Creativity, and Entrepreneurship (ICE) Project is a local effort to support and develop innovators, creatives, and entrepreneurs as an economic development strategy. Born out of Western, but based in the community, the ICE Project focuses on becoming a hub of support through its own efforts and through forming strategic partnerships with existing organizations. These efforts include:

// The ICEhouse innovation center and related programming and partnerships;

// ICEhouse innovation spaces located on the Western campus and providing outreach across campus and throughout the community;

// Events and workshops designed to increase the skills, connections, and capacity within local and extended community members, particularly in the area of technology;

// Integration within Western curriculum and programming, as well as the future direction of the University;



5.1 ECONOMIC RESILIENCY

// Branding and marketing of the local community as authentically innovative, creative, and entrepreneurial – the ideal basecamp to launch and grow your next startup;

// An online clearinghouse for resources vital to startups and small businesses; and

// Coordination of resource development, including accessing capital, fostering partnerships, and developing programs.

Western and Better City have developed a feasibility plan for the proposed ICEhouse and are working together to secure funding. Western has a dedicated facility and has partnered with the Colorado Small Business Development Center (SBDC) Network and the State Office of Economic Development and International Trade (OEDIT) to fund staff positions and an operations budget for the ICEhouse. The ICEhouse will provide access to office space, educational programming, and business development services. It will also include access to technical expertise and equipment often necessary to take an idea from concept to market. Western is exploring developing expertise in specific areas, including Micro-Electro-Mechanical Systems (MEMS) and environmental sensors.

The ICEhouse is tasked with a large and diverse mission that will require on-going and committed support from Western, the CBTF, and the Gunnison Valley—success will not come overnight but will require commitment to the project and the ability to be flexible as the needs of the local economy and entrepreneurs shift.

5.1 ECONOMIC RESILIENCY

Revitalize City of Gunnison

Community input throughout OVPP spoke of the need for a revitalized downtown and commercial area of Gunnison. Residents, students, youth and visitors want a fun, vibrant and interesting place to be. They want places to shop, eat, and be entertained and for the core of Gunnison to be an attractive asset and amenity. The City of Gunnison is in the beginning stages of developing placemaking strategies. They are working on developing complete streets on the Highway 50 and Highway 135; finalizing a Comprehensive Plan; and discussing design standards for the central business district. The City has begun working to integrate the above strategies into its strategic and capital plans.

Pursue Broadband Development. The community, businesses and local governments have expressed the need for reliable broadband service for a number of years in the Gunnison Valley. In 2015 Region 10, the Board of County Commissioners, municipalities, and Western received a grant from the Department of Local Affairs (DOLA) for improving broadband. Construction of the infrastructure will begin in 2017. A new middle mile system will provide the opportunity for improved broadband service in the Gunnison to Mt. Crested Butte corridor. This is a new alternative to service providers, at a significantly reduced cost, for purchasing broadband. Service providers that purchase broadband from Region 10 at this reduced cost are also required to pass that savings onto their customers through a price cap agreement with Region 10.



5.1 ECONOMIC RESILIENCY

Complete Gunnison County Regional Airport

Master Plan. The Gunnison-Crested Butte Regional Airport (the Airport) is a critical link in maintaining community competitiveness and connectivity to other communities—year round service is recognized as a key community asset. Local, reliable and consistent air service is a goal of the community.

The Gunnison-Crested Butte Regional Airport Master Plan Study (Master Plan) was completed in 2016 and developed by stakeholders of Gunnison County, in particular the Airport. The main goal of the Master Plan is to lay out infrastructure plan for capital improvements for the next 10-15 years based on the passenger forecast.

The Master Plan included forecasts for the next 20 years and found that:

- // The leakage rate for the Gunnison market (an area greater than the County) is 77 percent--a staggering figure
- // Demand for air service, particularly in winter months, would stabilize and increase through 2035
- // Air service from United and American Airlines is expected to continue because of strong yields
- // There is insufficient demand for more scheduled service in the shoulder seasons

5.1 ECONOMIC RESILIENCY

The Master Plan notes the need for the renovation of the existing terminal. The parking area would be reconfigured along with designation of a primary access road (Rio Grande Ave) and installation of additional signage and landscaping. Capital improvements for runway rehabilitation and terminal renovation are slated between 2016 and 2021.

The Master Plan also discusses access routes for customers. The access to the Airport does not reflect the image the community would like to portray to visitors. The Master Plan identifies four possible access and route systems for the Airport that includes landscaping and aesthetic improvements.

The next step in implementation of the Master Plan is the development of a Terminal Concept Study to identify the best option for improving the terminal and access. It is anticipated that the Concept Study will begin in the next year, depending on funding availability.



5.1 ECONOMIC RESILIENCY

Complete a Regional Transportation Plan and Air Service Plan. The community voted to approve a sales tax increase in the fall of 2015 that creates an increased and sustainable funding source for the Regional Transportation Authority (RTA). The RTA is currently drafting two strategic plans. The first is the air service plan.

While improvements to airport facilities are budgeted in the next five years, the community continues to struggle with providing reliable and effective air service. Gunnison County, the Airport, the Gunnison Valley Regional Transportation Authority (RTA), Air Alliance, local governments, Western and CBMR continue to seek strategies to provide better air service for visitors and residents. An air service strategy is a top priority. The Economic Working Group and Community Builders Task Force support the need for an air service strategy that better meets the needs of the community, businesses and visitors. The goals of this plan are:

- // Collaborative Public-Private Partnership
- // Ensuring Stable and Sustainable Funding
- // Air Service Results for the Valley
- // Valley Marketing
- // Community Engagement

An Air Command group has been established in May 2016 to develop a strategic air service plan for the Gunnison Valley.

The second is the Strategic Transit and Senior Mobility Plan with completion expected in October 2016. This plan will identify transit and senior mobility needs and make recommendations on how best to meet those needs.

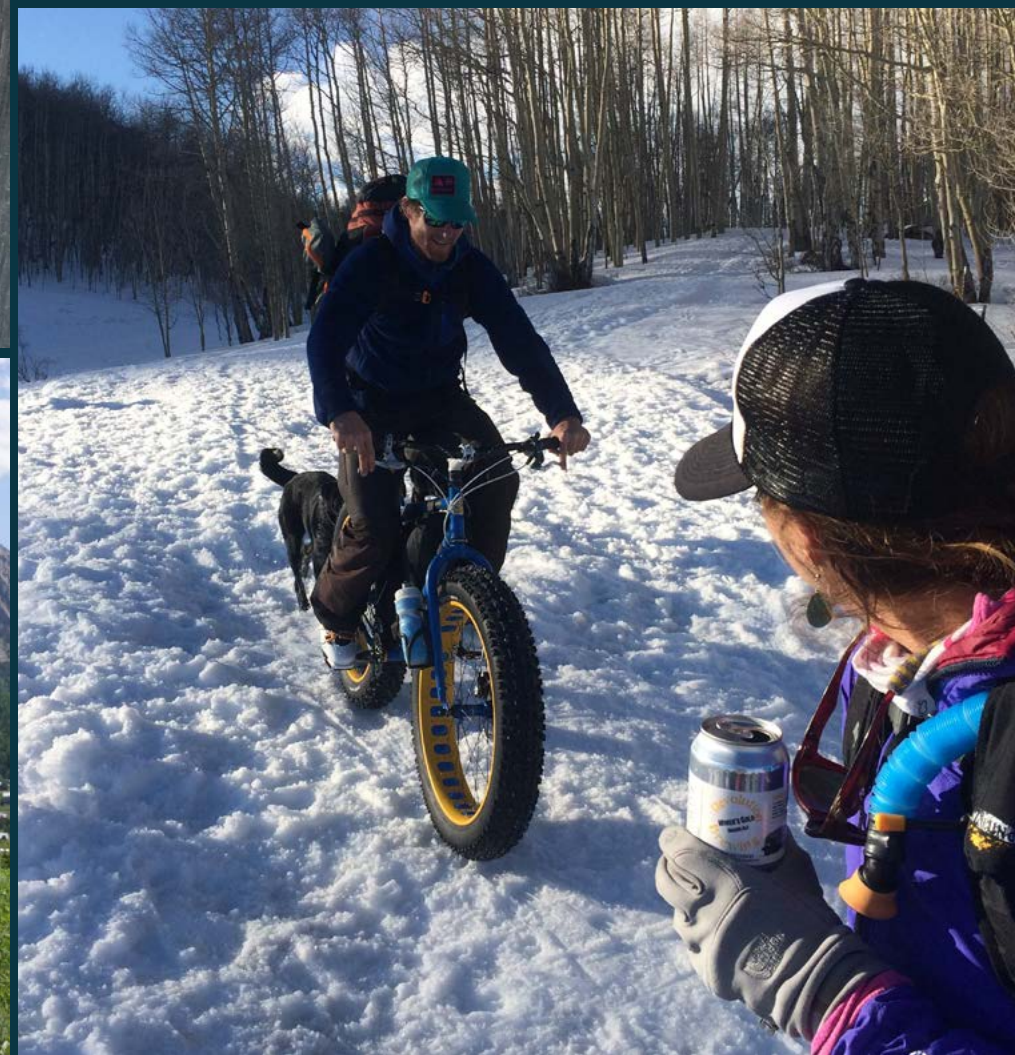
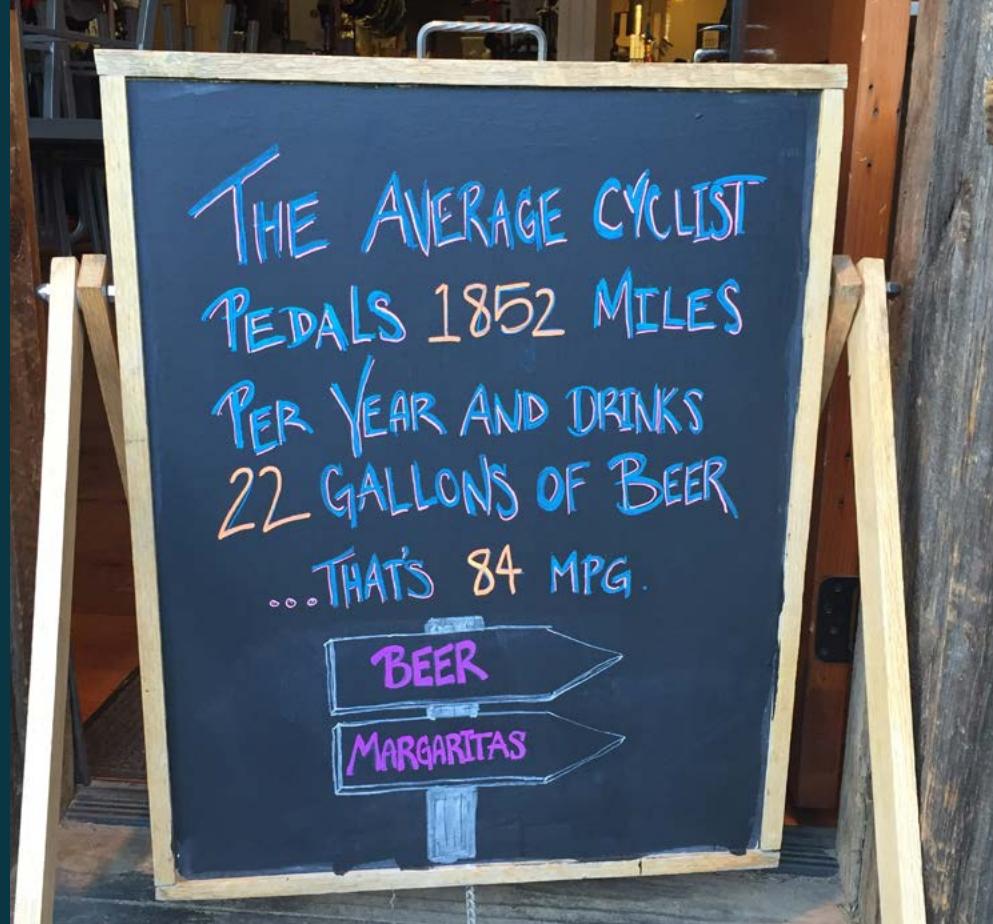
5.1 ECONOMIC RESILIENCY

Create Marketing Materials for Attraction:

Development of a marketing plan that conveys the Valley as an attractive place to live and work is a high priority. The plan will be developed in cooperation with the Tourism Association and Chambers of Commerce to develop marketing materials that promote the valley to prospective entrepreneurs and/or businesses that align with our community values.

Grow Winter Tourism: The proposed ski area expansion of Teo 2 is an initial important step to improving skier numbers and lodging occupancy in the winter. Local support for this improvement, along with developing marketable events are important to prevent the loss of skier days to other resorts. Supporting the ongoing efforts of CBMR to grow skier days is critical for their ongoing investment and sustainability. Improving capital investment in the ski area and providing more reasons for guests to visit the Gunnison Valley in winter is critical for the tourism economy. Winter tourists typically spend more per day than summer tourists.

Invest in Leadership Development. Good leadership is critical to creating effective communities and businesses. There is strong 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 ensure community leaders have the necessary tools and training to excel in leadership positions. CBTF member organizations should provide seed money to incent other public, nonprofit and private entities to contribute to a leadership program. The CFGV has estimated that \$20,000 is needed to support a program, along with individual participants paying a fee to participate in the program.



5.2 AFFORDABLE HOUSING

Housing affordability and the jobs to housing balance plays an essential role in sustaining the social and economic fabric of our Valley. It is the foundation for maintaining a diversity of residents and incomes in our communities that contribute to our authenticity. Additionally, if the location of where a person lives and where they work are significantly different, commuting can affect a person's available free time, it can eat up significant financial resources, and contributes to congestion on our roads. Mass transit can become an integral part of housing policy and propel solutions. Housing availability and affordability play a key role in supporting local businesses and institutions as well. We have seen this first-hand with the cost and shortage of housing driving seasonal employees to camp on public lands and businesses reducing hours because of employee shortages.

Many other mountain communities have struggled to address affordable housing aggressively and are now feeling the loss of their sense of community and a diminished ability to obtain labor for service jobs. We have learned that when a community deploys a housing strategy to both "catch up" and "keep up" with housing demand, it is much easier to maintain community character and fulfill the demand for employees and labor. The Gunnison Valley has the unique opportunity to get in front of this challenge with availability of affordable land for housing development and an excellent transit system to connect these areas.



We also have an exceptional organization leading the strategy. The Gunnison Valley Regional Housing Authority (GVRHA) was created in 2012 as a regional initiative to provide affordable housing within Gunnison County. It is managed by an intergovernmental agreement among the City of Gunnison, Town of Crested Butte, Town of Mt. Crested Butte, and Gunnison County, each of which have representatives on the board of directors and contribute financially to the organization. Other nonprofit groups such as the Gunnison Valley Housing Foundation and Habitat for Humanity are critical partners in the development of affordable housing.

Addressing affordable housing in resort-driven communities costs money—a lot of money and creativity. Each jurisdiction has different mechanisms in place to fund affordable housing. What we heard from the community and the Working Group is the desire to maintain authentic communities that have a real and balanced make up of its population. The goal of increasing the affordable housing stock supports the other three planning areas. The focus of the Working Group has been on infill development and land banking in areas of the Valley that are either in a municipality or served by central water, sewer and other necessary services. The Working Group noted the desire of community to grow in a compact way and to not create sprawling development patterns that may negatively impact the agricultural lands of the Gunnison Valley.

CHALLENGES

Several issues affect the supply side of the housing equation. First, there has been a decline in rental properties being built and the current supply lags far behind market demand. Second, the national trend of converting long-term rentals into short-term vacation rentals is further constraining supply. Third, land and construction costs in resort communities drive up the cost of housing. On the demand side, a growing number of people are renting in the post-recession economy rather than buying, which is occurring nationally and due principally to demographic shifts. As noted in the State of the Valley Report, the median home value in Gunnison County is \$327,000. This is 28 percent higher than the Colorado state average and requires an annual household income of over \$45,000 to achieve affordability. Rising home prices are an issue across the state and the nation. Prices are further exacerbated in mountain communities where part time residents out compete local residents for real estate and further create upward pressure on housing prices.

KEY STRATEGIC APPROACHES

Build Capacity: Developing long term solutions for affordable housing in the Gunnison Valley requires a regional approach that builds and leverages human, financial and technical resources. The GVRHA is a small organization and it is important to develop a broader base of support and capacity related to housing so that there are champions throughout the community that convey the importance of affordable housing. The development of a regional housing plan, with widespread buy-in, is critical for success. The housing needs assessment which will be completed by fall of 2016 will provide the backbone for a regional plan



Create Dedicated Funding. Any significant impact requires a commitment to dedicated funding sources that are stable and sufficient. Without financial resources, most of the other strategies cannot be accomplished.

Build New Housing Units. Our goal is to increase the stock of affordable housing throughout the Gunnison Valley by both incentivizing market rate units where viable and by the GVRHA working with local governments to fund development of projects.

Bank Land. To ensure new development is integrated into existing communities and connected to transportation and utility infrastructure, land purchases need to be targeted and strategic. An assessment of land across the Valley demonstrates that there are very few developable parcels of land in the northern end of the Valley and they ought to be prioritized for land banking.

Enable Private Sector Development.

Representatives from each jurisdiction agreed to review their land use codes to identify opportunities and barriers for private sector development. We heard from private sector developers that there are challenges in each jurisdiction that limit their ability to provide a profitable product that meets the needs of the community.

Maintain Permanent Supply of Affordable

Housing. Past work has demonstrated the need to develop consistent deed restrictions throughout the Valley. Much of the current housing stock in the Valley is not well maintained. To maintain a quality housing stock, incentives should be developed for property owners to rehabilitate rental properties.

Complete Crested Butte Affordable Housing Project. Anthracite Place, in the Town of Crested Butte is currently under construction and anticipated to be complete in the summer of 2016. There will be 32 one and two bedroom units available for rent to qualified tenants.

Complete a Housing Needs Assessment. This project will be led by the Gunnison Valley Regional Housing Authority. In 2016, a consultant was hired to conduct a housing needs assessment which will inform a regional housing framework. The needs assessment is used to identify the housing needs at specific income levels and housing types throughout the Valley. The regional plan, a longer term strategy, will identify the actionable targets for housing development.

Update Deed Restrictions. The GVRHA has been working with the County and municipalities since 2015 to develop a consistent deed restriction language across all jurisdictions. This will ensure housing stays in the stock of affordable housing in perpetuity as well as helps to expedite bank loans.

Prepare for Future Housing Project. The Town of Crested Butte is installing infrastructure in blocks 79 and 80 for the development of single family, duplex and triplex units that are deed restricted for affordable housing. A 7-10 year build out is anticipated for these blocks. Individual lots will be sold in a lottery to qualified buyers. There is also a potential acquisition of a one acre parcel that is part of the Cypress Equities annexation. This parcel may be restricted for future affordable housing.



2016-2017 REGIONAL PRIORITIES
5.2 AFFORDABLE HOUSING

Initiate Rehabilitation Program. The GVRHA is working with the State to implement a pilot program in Gunnison County that would create a low interest loan rehabilitation program for landlords to improve their properties. The loan program requires that units be rented at specific rates to keep the units as affordable and attainable.

Review Regulatory Incentives. Creating a regulatory environment that incentivizes the types of development that our community desires is critical for involvement of the private sector. Staff from all local government jurisdictions agreed that a code assessment evaluating opportunities for updates and revisions is an important step in enabling the development of more attainable housing.

Research Funding Mechanisms. Housing development is expensive. Land is expensive. The identification of funding mechanisms that can assist or enable housing development will be critical for success. The County and GVRHA will convene a forum with local partners and municipal/local government finance experts to identify alternative methods of creating a sustainable funding source for housing projects in the Valley.

5.3 COMMUNITY HEALTH AND EQUITY

While our Valley is a great place to live, not everyone is thriving. During the OVPP, community members expressed concern that vulnerable members of our community did not have adequate or easy access to needed resources. The State of the Valley Report illustrated many of the social and community health issues that exist in the Gunnison Valley including a higher poverty rate than the state average. We have many government agencies and nonprofit groups that are working to address many of the community health and equity issues in the Valley, however a highly coordinate and collaborative effort may produce better services for our community.



CHALLENGES

The State of the Valley Report illustrated many of the social and community health issues that exist in the Gunnison Valley including a higher poverty rate than the state average. In 2013, 17.7 percent of the population of the County - and nearly a third of the people in the City of Gunnison lived at or below the poverty line. The Federal Poverty level for a family of four is \$24,250—regardless of where the family lives, or the age of their children. However, the Self-Sufficiency index says that for a household of two parents and two young children, a family needs to earn \$58,844 in Gunnison County, to meet basic needs (housing, healthcare, transit, childcare, food, and tax expenses) without outside assistance. In a county where the median household income is \$52,332, making ends meet can be very challenging (data from State of the Valley). These financial challenges relate to a host of social and community health issues that exist in our community— being able to afford and access health and child care, negative impacts of stress on mental health, the quality of rental housing, and availability of time to spend with family.

There is a lack of coordinated information about resources to help meet health needs (include healthcare, food and shelter) in the Valley. Much is being done by local organizations but there is no single resource that coordinates all of the information. The changing landscape of healthcare options, medical billing, and insurance acceptance (including Medicare) mean that providers' schedules are often filled for weeks in advance. Coupled with the relative lack of doctors and the absence of an urgent care clinic, the Hospital's emergency room is overtaxed.

Finally, while there are local government offices that serve our most vulnerable populations, many of these offices are charged with raising all of their operating and program funds through grants. Entities that are completely grant-dependent simply cannot plan effectively, for they cannot predict whether there will be ample staff to deliver needed services – and their clients are the ones who suffer.

KEY STRATEGIC APPROACHES

Grow Community Awareness. Access to information is the first step in any social wellbeing initiative. Providers of services and recipients of services need to know which other providers complement their work; pastors or counselors need to know the full range of options to recommend to their clients and patients; and recipients of services need to know who can help them. A more complete and centralized resource for information sharing is needed.

Develop Safe, Healthy, and Affordable Housing for All. Lack of affordable housing options affects many of our most vulnerable residents. Housing options that are safe, efficient and affordable are critical for an authentic, demographically diverse community. The quality of the affordable housing supply must be as important as the quantity of the housing supply. As our region creates local housing solutions, it must consider the full spectrum of housing needs from emergency to homeownership.

Advocate for Opportunity. Moving up and out of poverty is only possible when there is economic opportunity to earn and advance beyond entry level jobs. We must ensure that economic development strategies create pathways and opportunity for all our residents, not further create class divides. Activities focused on early childhood, youth development, job training, vocational education, and post-secondary education must be pursued.

Meet Basic Needs. Families in crisis cannot thrive. The Gunnison Valley does have support services such as the Department of Health and Human Services (SNAP, childcare assistance) and the Food Pantry, but a comprehensive, coordinated safety net is lacking. The Valley needs to strengthen and coordinate its existing services and ensure people do not fall through the cracks.



Advocate for Community Integration of all Residents. Many members of the immigrant community expressed a desire to integrate more holistically with the Gunnison Valley community. Immigrants often feel isolated from the services and agencies in the community such as law enforcement. Models exist in other communities where immigrants and local law enforcement have developed relationships that enable more community integration and cohesiveness. Exploring these models and addressing this concern is important in meeting the “belongingness” need that contributes to health.

Enhance Collaboration. To meet the needs of all our citizens, we must work better together. The separation between sectors (government, nonprofits, churches, or businesses) needs to be broken down so that the full range of providers can be efficiently coordinated and so that service recipients have seamless access to all the support services that help resident achieve wellbeing.

Create Infrastructure That Best Serves All People. Ensuring that vulnerable populations’ needs are met means that we must examine the structures currently serving them. Depending strictly on outside grant support means that agencies serving these populations cannot plan, and that service delivery is sporadic. It also means that we rely on “outsiders” to take care of some of “our people.” We need to reverse this situation, inviting outside granting sources to reinforce and expand a commitment that we have already made – for the basis of this entire OVPP effort is a commitment by local entities to proactively address the prosperity of all of its people.

Fill in Public Health Gaps. Maintaining mental and physical health depends upon accessibility to affordable and quality care. A preliminary, but critical, first step in ensuring a healthy community is identifying and closing the gaps in health access in our Valley.

5.3 COMMUNITY HEALTH AND EQUITY

Restructure the Health & Human Services

Commission. The Community Health Working Group determined that the existing Health and Human Services Commission (HHSC) could oversee implementation of the Action Plan. HHSC will include additional members, a new framework for action and structure for the group. This process will begin with a facilitated meeting in early June 2016 to review options, structures, and responsibilities.

Create a Resource Guide. The development of a resource guide identifying physical and mental health resources, service providers, insurance and payment options, along with resources for food, shelter, spiritual needs, and resources to meet the need for belonging is being developed by the Health Equity Action team and Kari Commerford and her psychology class at Western. The guide will be available at multiple locations, as a newspaper insert, and on the Gunnison County Library website (discussions are in progress to determine the most effective way to reach people who need the information).

Expand Early Childhood Education. The Early Childhood Council (ECC), Family Advocacy and Support Team (FAST), and Early Intervention are working to improve screening and referral systems for young children, so that children receive the support and resources they need early during crucial brain development between 0-3 years. Tuition assistance is needed for families struggling to afford child care and education. The ECC and Community Foundation have recently created the Early Childhood Care, Education, and Development Fund, a component fund of the Community Foundation of the Gunnison Valley in hopes of raising funding for tuition.



Enhance Food Security. Mountain Roots convened a facilitated meeting in April 2016 to begin a coordinated approach among groups addressing food security. A demonstration/community awareness program to take place in fall 2016 is in development. CFGV also intends to convene the faith community to explore their collective commitment to food security.

Advocate for Affordable, Safe Housing for All. The Community Health working group recommended that local jurisdictions continue to enforce existing codes and review the need for code changes or adoption to create safer rental housing and consider possible tax incentive strategies for landlords and developers to improve their properties for renters. The City of Gunnison is currently reviewing their "Renters Rights" guide to create a more streamlined, accessible document.

5.3 COMMUNITY HEALTH AND EQUITY

Strengthen the Crisis Coalition. The Crisis Coalition was formed to address mental health, crisis and suicide issues in the Gunnison Valley. The Coalition is made up of representatives from education, non-profits, healthcare, clergy and other community members. The Coalition has responded to the suicides of 2015 in several ways including:

// Offered "Question, Persuade, Refer" suicide prevention curriculum to multiple groups (Gunnison RE1-J School District, Western, Public Health, CB Union Congregational Church, Nurturing Parenting Program attendees, open session for public)

// Developed a crisis website to provide information on resources

// Implementation of "Sources of Strength" at Gunnison High School with counselor and administrative support. This is an evidence based program of peer counseling for youth with respect to suicide, bullying, violence and substance abuse prevention. Implementation Valley-wide is planned.

// Supported organization of "Out of the Darkness," to raise funds for local and national suicide prevention through a community walk with over 250 people, raising over \$15,000.

// Providing therapy for referred suicidal youth who are without insurance or are under-insured.

5.3 COMMUNITY HEALTH AND EQUITY

Enhance Community Integration. As part of the OVPP, team members met with members of the immigrant community three times to understand their concerns, challenges and hopes in the Gunnison Valley. Some concerns included difficulty of obtaining a driver's license and medical prescriptions, quality of rental housing, relationships with law enforcement, access to health care, concerns with being able to help their kids in school. Members of OVPP, the Multicultural Resource Center, and local law enforcement met with members of the immigrant community to begin laying the foundation for relationship building. The City of Gunnison Police Department offered to hold a class that would help immigrants know and understand their rights and responsibilities as residents. Many immigrants expressed the difficulty of obtaining a driver's license. Many attendees also expressed a desire to continue meeting with law enforcement officials on a more regular basis and also expressed interest in meeting with elected officials.

Establish Behavioral Health Clinic in Crested Butte.

To enhance access to mental health care in the upper valley, the Center for Mental Health is working to create a position for a dedicated behavioral health care provider to work with doctors at PCP.

Build Connections Between the Faith Community and Medical Community. Integrated health includes spirituality. Building relationships and awareness between these two components of the community was viewed as a first step.



5.4 SUSTAINABLE TOURISM

The Gunnison Valley contains stunning vistas, varied recreational opportunities. These landscapes and recreation amenities contribute significantly to the Valley's tourism economy and high quality of life. Approximately 82 percent of our total land area is federal land, with 65 percent under the management of the Forest Service and 17 percent managed by the Bureau of Land Management. Public lands provide the backbone of our tourism industry and residents highly value their access to public lands which is why many of our residents call the Gunnison Valley home.

When real or perceived threats to the quality of the experience on public lands occur a conflict may arise causing us to question the value of our tourism economy. We witnessed this in the summer of 2015 as negative impacts of recreation tourism greatly impacted our community. Our initial response was short-term and focused on the Upper East River Valley. However, it quickly became clear that as the popularity of our Valley increases, we need to find a way to accommodate and sustainably manage both residents and visitors for the long term.



Sustainable tourism takes into account the complex interrelationships that needs to be managed to ensure the industry supports, rather than degrades, the community assets and natural resources upon which it depends, including:

// The land and capacity of facilities available to accommodate local and out of town visitors

// The limits of acceptable change to flora, fauna, soil, water and air quality

// The positive economic benefits and potential negative socio-economic impacts to the community resulting from a tourism based economy

// The tolerable levels of impact to the quality of the visitor and local experience before they are negatively affected.

Our natural assets and recreational opportunities are foundational to our quality of life. They are also the key attraction for visitors. Tourism is a significant and important industry in our Valley and one where we have opportunity for growth. Our challenge is growing and managing the type and quantity of tourism that we want to occur.

CHALLENGES

In 2015, overuse in the Upper East River Valley clearly indicated we are on the verge of “loving our public lands to death.” Researchers at Rocky Mountain Biological Laboratory (RMBL) found historic research sites that had been trampled by recreation activity in open meadows. Residents noted the vast numbers of people camping in the upper Valley that were not in formal campgrounds—trash, human waste and other signs of heavy use were found. Trailheads and parking areas were overcrowded. These negative impacts were exacerbated by the housing crisis with public lands becoming de-facto affordable housing to some. Local frustration with tourism went beyond the negative impacts in Gothic and included crowding on trails and in towns, disrespectful behaviors, and a culture clash with our value on being slow-paced small towns.

Our share of winter tourism, largely driven by alpine skiing, is waning, primarily due to the competitive nature of the industry and the significant investment in new ski terrain and guest amenities occurring with other ski resorts around the West. We have one of the lowest winter occupancy and average daily rates among the 18 competitors. Crested Butte Mountain Resort (CBMR) has made gains including a 33 percent increase in skier visits since the 2011-2012 winter season. It is CBMR’s goal to reach 500,000 skier visits by the 2021-2022 winter season which aligns with air service growth goals. At the level of 500,000 skier days, CBMR would have a sustainable financial position allowing for larger capital improvements while also providing stability for the inevitable low snow years. Lodging occupancy has also increased since 2012 at CBMR properties but there are opportunities to improve those rates and occupancies. CBMR continues to gain momentum in increasing winter and summer visits but will need community support for initiatives like the One Valley Prosperity Strategy to help maintain this momentum over time.

While we want to mitigate and better manage summer tourism, we do have the capacity to grow and improve tourism in the winter. If we do not change our approach related to tourism and recreation—if we maintain the status quo—the challenges associated with carrying capacity will continue to increase.



KEY STRATEGIC APPROACHES

Manage Summer Tourism. Summer tourism is the busiest season. Better managing this season is essential to sustaining support for the tourism sector, enhancing visitor experiences, and mitigating negative impacts. A higher level of management from federal and local government is required to limit use where capacity is strained while encouraging use in other areas that can accommodate additional capacity.

Grow Tourism in the Winter and Shoulder Seasons. The winter, and months other than July and August, have the capacity to accommodate not only additional visitors but to possibly diversify the types of tourism activities available. These seasons should be the target for tourism expansion.

Communicate Diversity of Assets to Better Distribute Visitors. Our regional is rich in a wide variety of assets that are spread out over a large geography. To reduce overcrowding, we need to educate visitors about the opportunities throughout our Valley.

Grow Capacity for Long Term Sustainable Management. To do things differently in the future requires that the public land agencies, the user groups, nonprofits and local government work more effectively together. Creating the systems to facilitate this includes regularly scheduled meetings, cooperation on priority setting, planning, information sharing, and effective communication strategies.

Enhance Recreation Infrastructure. The quality of infrastructure and facilities such as campgrounds, signs, trails, and restrooms has a significant impact of the number of visitors a region can sustainably support. To better manage summer tourism and grow the winter and off season, improvements are required to mitigate existing problems and proactively plan for the future.

5.4 SUSTAINABLE TOURISM

Continue Current Tourism Marketing Strategy.

The Tourism Authority's current marketing strategy complements the desire to promote winter tourism and diversify summer and shoulder seasons.

Develop a Regional Trails Master Plan. Our Valley has over 750 miles of trails, believed to be the largest trail system in the West. This is a benefit to both local quality of life and our tourism industry. Yet, the trail system is managed by a variety of different entities from local government to different public land agencies. A regional trails master plan would create a strategic linkage between trails managed by various entities and identify regional priorities for enhancements and management to create a premier trail system.

The Superintendent of Curecanti National Recreation Area is working with Gunnison County to pursue a National Park Service project grant through the Rivers, Trails and Conservation Assistance (RTCA) program. If awarded, a National Park Service planning team would work with trail stakeholders in the Valley to develop a comprehensive trails master plan.

Mitigate Conditions in the Upper Valley. As a result of growing community concern with the sharp increase in summer recreational use in the Gothic and Slate River drainages, the USFS and BLM have proposed a series of changes to management of the Upper East River Valley. While these changes may create pressure on other popular areas in the near term, long term efforts, to be implemented over a multi-year period will have positive impacts on the region. In 2016 and 2017 there will be a number of changes to rules in this area including limitations on dispersed camping and efforts made to enhance legal campgrounds. Gunnison County and the USFS are also working to improve the road to Gothic to allow public transit to the Judd Falls trailhead in the future.



5.4 SUSTAINABLE TOURISM

Form a Sustainable Tourism and Recreation Task Force.

To support a shift to proactive management, it was clear there needed to be a group who would have the sole task of thinking about the relationship between tourism, recreation, and natural resource management. The County is working to create a Sustainable Tourism & Recreation Task Force ("Star Force") to support integration and coordination between federal land agencies and local stakeholders (nonprofits, government, and community-based user groups) to support proactive recreation and land management that protects our natural resources.

Develop an Education Campaign. A key project of the newly formed Sustainable Tourism & Recreation Task Force will be to foster and promote a culture that honors and respects the region's recreational and natural assets. Starting the in the summer of 2016, an education campaign aimed at locals and visitors will kick off promoting a local stewardship message ("Mountain Manners"). Visitors and residents need to be directed toward appropriate locations around the region to minimize overcrowding and overuse. Starting in the summer of 2016, a number of new communication tools will be launched to share information with visitors about changes to public land policies and local conditions.

Initiate a Communication Strategy for Summer Visitors on Public Land Changes.

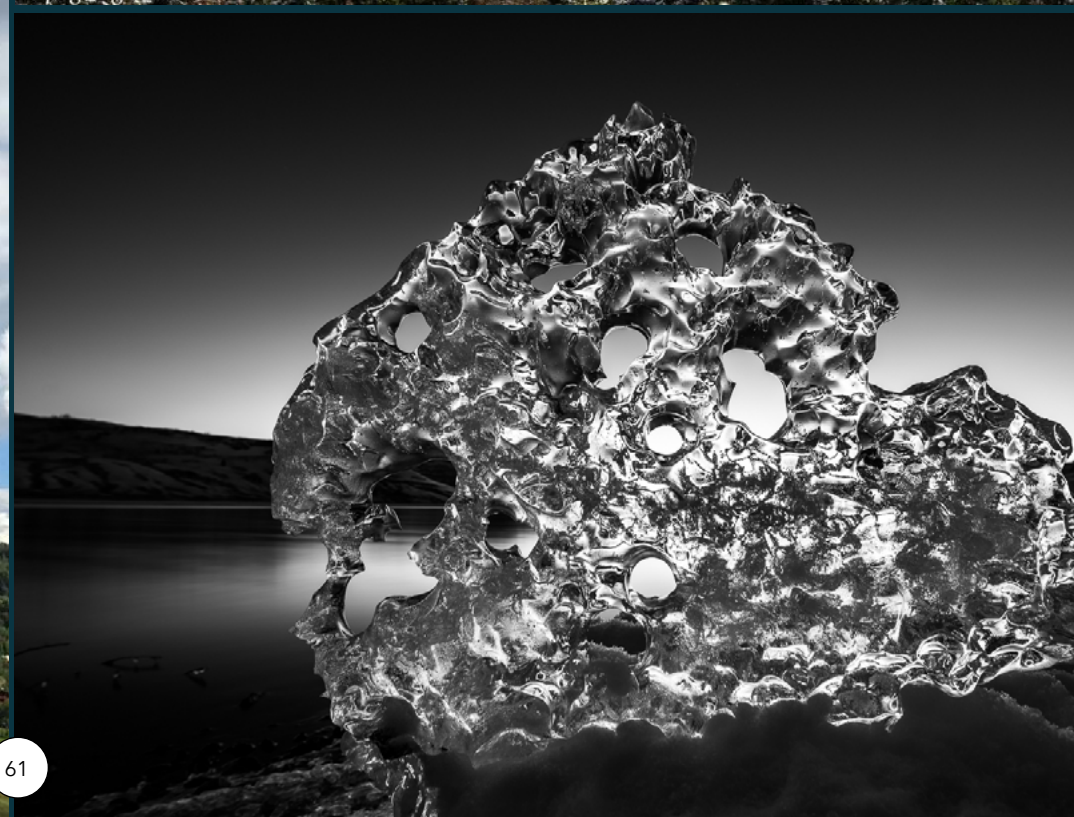
Starting the in the summer of 2016, visitors and residents need to be directed toward appropriate locations around the region to minimize overcrowding and overuse. A number of new communication tactics, including new websites and phone apps will be launched to complement more traditional communication efforts to share information with visitors about changes to public land policies and local conditions.

5.4 SUSTAINABLE TOURISM

Centralize an Events Calendar. The Tourism Authority will create a centralized location on their website to access information about all events occurring across the Valley. This will not only help visitors, but will support information sharing to enable better management of event impacts.

Participate Regionally in the Forest Plan Revision. As the USFS updates the management plan for the Gunnison Uncompahgre National Forest, our region has a tremendous opportunity to have a collective voice for how our lands are managed in the future and on the importance of this resource to our communities. The STAR Force, CBTF, and Mayors/Managers Group will coordinate and collaborate on providing input into the plan.

Create a System for Sustainable Events. When events happen, the requirements for hosting an event, and how impacts are managed are important factors on the sustainability of an event. Currently, the process is fragmented with each municipality, the county, and public land managers reviewing and approving permits independently. An integrated system that allows for event distribution and ensures appropriate preparation and mitigation of impacts is critical for successful sustainability. In May 2016, event promoters, organizers, the Tourism Association and the Chambers of Commerce convened to develop a complete calendar of all special events in the Gunnison Valley.



6 MEASURING SUCCESS

Visionary community initiatives, such as the OVPP, are intended to make an impact by address significant and complex issues such as:

// Community conditions such as the state of the economy.

// Capacity such as knowledge, perceptions, or skills.

// Behavior such as healthy lifestyle choices.

// Policies such as the development code.

// Social norms such as inclusion and cohesion.

The One Valley Prosperity Project and Strategy have a stated goal of enhancing regional prosperity and high quality of life. But how will we know if we have succeeded? The OVPP has identified five impact level community conditions that we want to positively influence in our Valley.

Changing some of these community conditions will take a long time, most likely beyond the scope of our five year One Valley Prosperity Strategy. We will need to make adjustments to and renew our long term strategy as we move forward with implementation. To help us monitor and evaluate our progress we have developed a framework to measure progress on our activities and assess our effort long term. These "indicators", many of which were included in the State of the Valley Report, will help us to answer the question of "Are we achieving the type of change we want?" and "Is the rate of change at the scale that we want?"



7 FRAMEWORK FOR REGIONAL ACTION

The Community Builders Task Force (CBTF), formed in 2014, includes representation from up and down the Gunnison Valley with the support of the County, City, Towns, Western and CBMR. The goals of the CBTF are to:

- Support regional collaboration.
- Support local community projects that have regional significance.
- Engage local businesses and institutions in strategic alliances to support prosperity.
- Leverage and connect governmental activities around the county so we align all our economic, transportation, housing, land use policy and investments.



A key responsibility of the CBTF is to stewardship of the OVPP. These responsibilities include:

- Support collaboration, implementation and communication of the One Valley Prosperity Strategy.
- // Support and foster new community leadership.
- // Monitor and communicate progress with partners and the community.
- // Respond to changes in leadership and community conditions and adjust priorities.
- // Sustain community support for vision.
- // Apply guiding principle and community values to other efforts. Celebrate successes.

LEADERSHIP

The CBTF is led by a Chair and Vice-Chair, ideally representing up and down Valley and will meet monthly to address the tasks outlined above. Membership includes:

- Gunnison County
- The City of Gunnison
- Western State Colorado University
- Town of Crested Butte
- Town of Mt. Crested Butte
- Crested Butte Mountain Resort
- Community Foundation of the Gunnison Valley
- Crested Butte South Property Owner's Association

The CBTF is a forum for dialogue and discussion and does not have any decision making authority. It will play a key role in bringing implementation partners together to discuss challenges and successes, to align regional resources behind priority projects, and maintain an open channel of communication with the community about the project.

COMMUNICATION

To keep the community informed about the One Valley Prosperity Project, the CBTF will do the following:

// Post meetings and minutes of the CBTF on a website

// Develop and maintain a One Valley Prosperity Project website

// Maintain the OVPP Facebook page

// Host an annual update event to share progress

// Utilize the media to share successes

// Communicate opportunities for engagement

ONGOING COMMUNITY INVOLVEMENT

While the CBTF is the OVPP coordinator, the work of the One Valley Prosperity Strategy cannot get done without the continued engagement and involvement of the community. This is not a plan for the CBTF, this is a plan for us! New committees are being formed, new volunteers are needed. The CBTF will work with implementation partners to foster and recruit new leadership in our community to tackle the ambitious projects we have identified.



Appendix A: ACTION PLAN MATRICES



OBJECTIVES	PRIORITY RANKING			PRIORITY RANKING FOR SHORT TERM ACTION			CAPACITY	
	Short	Medium	Long	Short	Medium	Long	Lead	Resources
	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				
Develop criteria for prioritization of land acquisitions for land bank		X						
Complete summary of land availability begun in OVPP process as education tool.								
OBJECTIVE 3: Ensure the regulatory environment supports and enables the development of affordable housing in desired growth areas and is consistent with the community's values.								
Strategy 1: Review development codes (e.g. an assessment) of the Town, City, and County to identify whether there are additional regulatory tools that would support affordable housing.		X		X	X		Municipalities, County, and CB South	
Strategy 2: Identify zoning and development code recommendations that would incentivize private developers to build more affordable units (e.g. density bonuses, lot sizes, minimum square footage, ADUs, etc.)	X			X			Planners from each jurisdiction	
Convene meeting of local planners and GVRHA Director								

OBJECTIVES	PRIORITY RANKING			PRIORITY RANKING FOR SHORT TERM ACTION			CAPACITY	
	Short	Medium	Long	Short	Medium	Long	Lead	Resources
	Strategy 3: Develop a streamlined process for deed restricted affordable housing projects in identified growth areas by 2018.		X			X		
Strategy 4: Explore whether there are any options with reducing income tax, property tax/sales and use tax waivers or opportunities to establish real estate transfer tax (lobby for State level de-Brucing) for properties that are deed restricted.		X						
OBJECTIVE 4: Ensure financial resources are available to support affordable housing development.	X			X				
Strategy 1: Update and consider linkage fee policies for current market conditions in City of Gunnison, Town of Crested Butte, Mt. Crested Butte, and the County.	X			X			Karl Fulmer w/ staff from jurisdictions	
Strategy 2: Develop a fee/tax for vacation rentals (VRBO, AirBnB) that contributes to a regional affordable housing fund. (similar to BOLT-Business and Occupancy License Tax)	X			X			Russ Forrest and Michael Yerman	
Convene panel discussion with experts	X							
Assess viability legally and financially								
Explore what other communities have done with regards to regulating VRBOs								
Communicate that multiple options are being explored/reviewed								
Strategy 3: Explore the use of mill levy or property tax as a permanent revenue source for affordable housing.		X						
Assess viability legally and financially.		X						
Strategy 3: Continue to capitalize on external funding sources (Department of Local Affairs, US Housing and Urban Development, grants, etc.) to support the development of infrastructure and housing development.	X	X	X				On-going for all	
Hold quarterly meeting to discuss grant options in region (also continue to utilize Mayor/Manager's meeting for this)								

OBJECTIVES	PRIORITY RANKING			PRIORITY RANKING FOR SHORT TERM ACTION			CAPACITY	
	Short	Medium	Long	Short	Medium	Long	Lead	Resources
	Strategy 4: Collaborate with the Housing Foundation to leverage their financial resources and investments (e.g. impact investing, grants, etc.).	X	X	X	X			Jim Starr
OBJECTIVE 5: Grow the capacity of the Gunnison Valley community housing organizations and developers to create affordable housing.			X	X				
Strategy 1: Stabilize the Gunnison Valley Regional Housing Authority by establishing a permanent revenue fund to support operations.	X				X		Karl Fulmer	
Lengthen funding contracts between local governments and the GVRHA for operational revenue from one year to three years	X			X			Karl Fulmer	
Increase communication between the GVRHA board and local government officials and staff	X			X			Karl Fulmer	
Strategy 2: Increase collaboration and communication between local organizations (housing trust, Habitat for Humanity), nonprofits serving community social needs, developer, private sector and the GVRHA.	X	X		X			OVPP Housing Action Committee	
Strategy 3: Work with other counties on assessing viability of a regional Community Housing Development Organization (CHDO).		X	X					
OBJECTIVE 6: Maintain a permanent supply of high quality affordable housing in the Gunnison Valley.			X	X				
Strategy 1: Develop a new and consistent regional deed restriction to expedite loans and sustain the affordable housing stock. This is nearly completed (Mt. CB left to adopt)	X			X			Karl Fulmer	
Strategy 2: Enhance the quality of the existing affordable housing rental market by providing incentives to property owners to rehabilitate property.	X	X		X	X			
Implement minimum standards for life safety for existing residences								

OBJECTIVES	PRIORITY RANKING			PRIORITY RANKING FOR SHORT TERM ACTION			CAPACITY	
	Short	Medium	Long	Short	Medium	Long	Lead	Resources
	Strategy 4: Collaborate with the Housing Foundation to leverage their financial resources and investments (e.g. impact investing, grants, etc.).	X	X	X	X			Jim Starr
OBJECTIVE 5: Grow the capacity of the Gunnison Valley community housing organizations and developers to create affordable housing.			X	X				
Strategy 1: Stabilize the Gunnison Valley Regional Housing Authority by establishing a permanent revenue fund to support operations.	X				X		Karl Fulmer	
Lengthen funding contracts between local governments and the GVRHA for operational revenue from one year to three years	X			X			Karl Fulmer	
Increase communication between the GVRHA board and local government officials and staff	X			X			Karl Fulmer	
Strategy 2: Increase collaboration and communication between local organizations (housing trust, Habitat for Humanity), nonprofits serving community social needs, developer, private sector and the GVRHA.	X	X		X			OVPP Housing Action Committee	
Strategy 3: Work with other counties on assessing viability of a regional Community Housing Development Organization (CHDO).		X	X					
OBJECTIVE 6: Maintain a permanent supply of high quality affordable housing in the Gunnison Valley.			X	X				
Strategy 1: Develop a new and consistent regional deed restriction to expedite loans and sustain the affordable housing stock. This is nearly completed (Mt. CB left to adopt)	X			X			Karl Fulmer	
Strategy 2: Enhance the quality of the existing affordable housing rental market by providing incentives to property owners to rehabilitate property.	X	X		X	X			
Implement minimum standards for life safety for existing residences								

OBJECTIVES	PRIORITY RANKING			PRIORITY RANKING FOR SHORT TERM ACTION			CAPACITY	
	Short	Medium	Long	Short	Medium	Long	Lead	Resources
	Adopt and enforce Property Maintenance Code to maintain quality housing stock		X					Gunnison Valley Housing Foundation
Develop incentives for the rehabilitation and maintenance of rental housing units		X					Karl Fulmer	
Increased enforcement of Deed Restrictions, Building Codes and Rental Codes	X							
Objective 7: Educate public and elected officials on the importance of affordable housing								
Strategy 1: Foster champions for affordable housing development. Group felt this strategy would take 2-3 years and be ongoing.	X	X		X			Jim Starr and Karl Fulmer	
Form group of champions	X	X		X			Jim Starr and Karl Fulmer	
Create a communication strategy clarifying the need, opportunities and challenges, and strategies for affordable housing	X	X		X			Jim Starr and Karl Fulmer	
Identify individuals willing to speak up for affordable housing	X	X		X			Jim Starr and Karl Fulmer	
Strategy 2: Develop communication strategy that identifies the need and benefits of affordable and attainable housing								
Renters Rights communication, classes, pamphlets. Landlord education—rights, tips								
Home ownership classes							Karl Fulmer	
Eco-village, test sites, student project							Coldharbour	
Objective 1.1: Reduce the number of community residents experiencing food insecurity							Gunnison Food Pantry	
Strategy 1: Expand food access for children in need							Gunnison Food Pantry	

OBJECTIVES	PRIORITY RANKING			PRIORITY RANKING FOR SHORT TERM ACTION			CAPACITY	
	Short	Medium	Long	Short	Medium	Long	Lead	Resources
	Partnering with the Gunnison Watershed RE1J School District, Gunnison Country Food Pantry and the Gunni-Packs Gang offer food on the weekends for children who qualify for free and reduced price meals at school.	X			X			Gunnison Food Pantry
Explore additional partners to offer food during school breaks and summer vacation.		X	X				Gunnison Food Pantry	Mentors; Mtn. Roots; Book Bus; RE1J; Library
Convene the faith community to assess their collective commitment to this issue.	X			X			CFGV	
Strategy 2: Ensure families and those in need are aware of available programs that offer food security assistance								
Develop an information sheet or other resource that includes programs in the Valley such as the Food Pantry, Mountain Roots' Cooking Matters, etc.	X			X			CFGV's Health Equity Team	Mountain Roots, League of Women Voters, Food Pantry, Churches
Distribute information sheet to community partners (County, Food Pantry, churches, etc.) to expand awareness about available resources.	X			X			CFGV's Health Equity Team	Mountain Roots, League of Women Voters, Food Pantry, Churches
Provide information to anyone applying for SNAP benefits telling them about existing programs in the County and additional ways they can access food; i.e. the Food Pantry, Mountain Roots' 'Cooking Matters' program, etc.		X					DHHS	Food Pantry; Mtn. Roots; Gunni-Packs
Create an event that draws attention to food cost issues and options.	X			X			CFGV	CFGV will provide a facilitator to create a collaborative event. Groups will be encouraged to help fund a project coordinator
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						

OBJECTIVES	PRIORITY RANKING			PRIORITY RANKING FOR SHORT TERM ACTION			CAPACITY	
	Short	Medium	Long	Short	Medium	Long	Lead	Resources
	Objective 1.2: : Increase the availability and quality of the region's affordable housing supply offering safe and energy efficient place to live.				X	X		Gunnison Valley Regional Housing Authority (GVRHA)
Strategy 1: Collaborate with the Regional Housing Authority and OVPP Housing Committee to understand the community's housing conditions and needs including demand for new housing and the quality and quantity of the rental housing stock, including identifying places in the current Zoning code that may warrant review so that "tiny houses" or ancillary units may be easily included into the housing mix in all areas.		X					GVRHA	
Strategy 2: Work with local governments and Regional Housing Authority to raise the quality of the existing rental housing stock by creating incentives for rehabilitation and disincentives for code violations.			X					
Work with City and County housing inspectors to ensure rental housing stock meets minimum requirements.		X						
Identify funding opportunities (grants, rehabilitation loans, etc.) to incentivize improvements to the current rental housing stock.			X					
Create City license that is a small annual fee and requires a property inspection in order to make the property eligible for long-term rental. (Note: Just an idea. Would need to be vetted by experts in the housing arena before becoming an actionable item).			X					
Strategy 3: Provide easy access to information on renter's rights throughout the community (offices, libraries, churches, etc.)	X			X			GVRHA	Multicultural Center, churches ; UCC housing team
Work with the Housing Authority on the best way to disseminate information; i.e. CBMR, Western, Health & Human Services, etc.	X						GVRHA	(above groups)
Objective 1.3: Increase financial support for development of emergency and transitional housing					X		UCC housing group?	Project Hope

OBJECTIVES	PRIORITY RANKING			PRIORITY RANKING FOR SHORT TERM ACTION			CAPACITY	
	Short	Medium	Long	Short	Medium	Long	Lead	Resources
	Strategy 1: Collaborate to provide temporary financial assistance for emergency housing to prevent homelessness	X				X		
A Community Foundation fund developed in collaboration with ministers	X				X		UCC	Other local churches, League of Women Voters
Provide emergency funding source for transition support from homelessness and domestic violence.			X				H&HS	Project hope
Foster relationships with local hoteliers to set up programs for free and reduced rooms under certain circumstances.		X	X				CFGV Health Equity Team	Project hope, League of Women Voters
Strategy 2: Develop transitional housing			X					
Foster relationships with local hoteliers to set up programs for free and reduced rooms under certain circumstances.		X	X					
Objective 1.4: Reduce household vulnerability to high winter heating bills by incentivizing property owners to weatherize residences					X	X		
Strategy 1: Inventory existing programs offering weatherization programs and bill reduction assistance (Coldharbour, GCEA, Atmos, Habitat for Humanity, LEAP, local governments, etc.)	X	X					CFGV Health Equity Team	
Strategy 2: Develop and promote programs to incentivize home energy efficiency improvements		X						
Develop a community wide voucher system to incentivize homeowners to improve home energy efficiency.			X					

OBJECTIVES	PRIORITY RANKING			PRIORITY RANKING FOR SHORT TERM ACTION			CAPACITY	
	Short	Medium	Long	Short	Medium	Long	Lead	Resources
	Objectives 2.1: Enhance and support emotional and physical health by reducing risk factors and increasing protective factors.				X			
Strategy 1: Continue substance abuse and suicide prevention efforts.								
Support Sources of Strength suicide prevention program in RE1-J School District.	X			X			School District	In-Kind staffing and Grant funding
Support Integration of GCSAPP prevention programming into RE1-J School District			X					
Assess school health curriculum with school counselors for extent that life skills (stress reduction, coping strategies, emotional intelligence) are included and provide support to include more if necessary		X						
Continue parent education and parent group discussions to help create a community of care	X			X			Gunnison County Substance Abuse Prevention Project (GCSAPP)	Grant funding and staff
Strategy 2: Focus resources on high risk kids aged 0-5 and monitor youth from ages 5-25 for risk factors								
Expansion of targeted parent education (Spanish-speaking parents and more generally on the importance of developing early coping skills), increase opportunities for parent skill development in the home, including enhancing the shared language approach and linking Pyramid Model, parenting classes, and other social emotional curriculums through all grades.		X					Gunnison Hinsdale Early Childhood Council (ECC), Pyramid Model Leadership Team (PMLT)	Grant Funding and staff
Improve screening and referral process of medium and high risk kids from birth to 21 and direct appropriate resources and strategies to support this group	X			X			ECC and Family Advocacy and Support Team (FAST)	Grant funding for staff time
Enhance care coordination for high risk families and youth 0-21		X						
Utilize non-primary providers to disseminate resource information (churches, Arts Centers, Mentors)		X						

OBJECTIVES	PRIORITY RANKING			PRIORITY RANKING FOR SHORT TERM ACTION			CAPACITY	
	Short	Medium	Long	Short	Medium	Long	Lead	Resources
	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					
Strategy 3: Increase access to quality early care and education environments for young children				X				
Expand weekend childcare options and weekday hours of operation			X					
Reduce the number of CCCAP families on the waitlist for child care		X						ECC
Raise local funding for tuition assistance for families through a Component fund of the Community Foundation of the Gunnison Valley		X						ECC
Continue to support the implementation of the Pyramid Model in early care and education settings	X				X		PMLT and School District	Grant Funding and staff, fiscal sponsorship
Objective 2.2: Increase the percentage of youth who feel connected to the community				X				
Strategy 1: Increase youth access to community organizations and quality environments								
Support community economic development group's efforts to create a bowling alley, family fun center which can also act as a safe place for youth to "hang out", by conducting youth focus groups			X				GCSAPP, GVM	GVM board, staff and volunteers
Creation of a youth run and managed youth organization and support the Student Leadership Groups at high schools in these types of activities		X						
Inventory existing youth opportunities to create resource list	X			X			FAST and WSCU Students	FAST staff, WSCU class project, Student time
Communicate resource list to parents via Youth Scoop, web-based community calendar	X			X			OVPP Youth Subgroup	Staff time, advertising cost
Explore improved parent communication techniques with School District, through their new website and newsletter	X						OVPP Youth Subgroup	Staff time

OBJECTIVES	PRIORITY RANKING			PRIORITY RANKING FOR SHORT TERM ACTION			CAPACITY	
	Short	Medium	Long	Short	Medium	Long	Lead	Resources
	Increase options and alternatives for all 6th – 12th grade students, by increasing and expanding work study and internship opportunities, vocational programs (culinary arts, health), online programming, and concurrent enrollment at WSCU		X					School District
Strategy 2: Expand mentor opportunities for youth				X				
Increase number of adult mentors: 45 adult mentors with a commitment of 3 hours a week for 1 year	X			X			GVM	State & local funding / board / staff & volunteers
Recruit mentors from existing community organizations	X			X			GVM	
Develop a service learning program through Western State Colorado University which links students to mentorship programs and opportunities, including in the School District		X					WSCU with GVM	WSCU students.
Support and expand the Plus Mentoring (therapeutic) services for higher needs youth, including in the Gunnison High School	X			X			GVM with JS	TGYS funding

OBJECTIVES	PRIORITY RANKING			PRIORITY RANKING FOR SHORT TERM ACTION			CAPACITY	
	Short	Medium	Long	Short	Medium	Long	Lead	Resources
	Objective 3.1: Improve community awareness about available health services.	X			X			OVPP Health group
Strategy 1: Complete the Directory of Resources for Community Members and Providers.	X			X			CFGV, HEAT and Kari Commerford's class	Kari Commerford's class at Western, Roanne will help edit; HEAT
Identify an ongoing entity for continuous publication and updating	X			X			HEAT	Funding at Community Foundation
Make available in other languages.		X					Multicultural Resource Services (MCRS)	Funding for staff time needed
Strategy 2: Develop a second directory of non-registered, non-licensed, and/or cash pay practitioners to be created in conjunction with the Well Being 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	
Increase Medicare/Medicaid/CHP reimbursement for providers.			X					
Strategy 2: Increase the availability of same day appointments and urgent care (light).			X					
Consider a part time additional practitioner and utilize existing space			X					
Expand telemedicine		X						
Strategy 3: Continue to improve collaboration in preventative medicine arena		X						

OBJECTIVES	PRIORITY RANKING			PRIORITY RANKING FOR SHORT TERM ACTION			CAPACITY	
	Short	Medium	Long	Short	Medium	Long	Lead	Resources
	Improve patient access to medical records through GVH portal.		X					
Case managers for residents/community members medical home.		X						
Improve information and accessibility on how to obtain health insurance.	X			X			Department of Health and Human Services (DHHS) and MCRS	Connect for Health CO and RCCO funding
Options for cash pay, HAS, flex plans, coinsure service for tracking of patients, documenting utilization of current services, helping get more people to the services already available, knowing what is available and how to help people know how to pay for it.		X						
Health care concierge (a point of contact for community members to request resource information/availability—i.e. what are my healthcare options, who takes my insurance)		X					DHHS and MCRS	Connect for Health CO and RCCO funding
Find funding to replace the Light Program which provided funding to support individuals without health insurance or supplement Medicare/Medicaid			X					
Local leadership lobby at state and federal level for preservation of Medicaid primary rates			X					
Objective 3.4: Improve mental healthcare services								
Strategy 1: Establish a clinic in Crested Butte			X					
Dedicated behavioral health consultant for the practitioners and see patients out of PCP offices or offer integrated care.	X			X			Center for Mental Health (CMH)	
Offer warm handoffs to patients (e.g. in house mental health care with immediate, direct referral.	X			X			CMH	
After hours mental health care.	X			X			CMH	
Adult substance abuse prevention, education.		X						
Residential in patient facility/program.			X					
Methadone and harder drug detention or detox facility.			X					

OBJECTIVES	PRIORITY RANKING			PRIORITY RANKING FOR SHORT TERM ACTION			CAPACITY	
	Short	Medium	Long	Short	Medium	Long	Lead	Resources
	Increase numbers of bilingual clinicians	X			X			CMH
Increase compliance with Court mandated treatment by providing transportation to required classes in Montrose or GJ or offer those classes here as multi-linguistic programs.			X					
Strategy 3: Continue suicide prevention efforts	X						Community Crisis Coalition	
Strategy 4: Provide more psychiatric services/providers available		X						
Strategy 5: Provide extended hours of care and weekend care for mental health services		X						
Strategy 6: Increase funding for mental health providers		X						
Strategy 7: Support GVH's pursuit of 24/7 psychiatric support through telemedicine and Swedish Medical (Denver)		X						
Objective 3.5: Improve dental health services	X				X			
Strategy 1: Increase availability of dentists that accept Medicaid		X						
Explore option of traveling dentist			X					
Research Medicaid enhancements (what is action? Support these? Lobby for these?)		X						
More data needed on current situation, specifically oral health and Medicaid		X						
Fluoridation/sealants administered by alternative sources (c.f. Cavity Free at 3)		X						
Explore rotation of volunteers for free clinic concept		X						
Shared resource for dental offices to manage Medicaid reimbursement		X						
Ballot initiative to support dental services			X					
Develop transportation options to Montrose		X						

OBJECTIVES	PRIORITY RANKING			PRIORITY RANKING FOR SHORT TERM ACTION			CAPACITY	
	Short	Medium	Long	Short	Medium	Long	Lead	Resources
	Work with local dentists. Ask local dentists what are challenges associated with accepting Medicaid and what they would need to start accepting Medicaid.	X			X			Public Health and MCRS
Strategy 2: Establish pediatric dentist in the community			X					
Strategy 3: Pursue dental shortage designation		X		X				
Objective 3.6: Connect community to Spiritual health resources								
Strategy 1: Develop a referral system for community residents to the faith based community		X						
Work with faith community representatives for input	X						OVPP group, CFGV, HHS	
Strategy 2: Faith community to assist in supporting basic needs in emergencies (housing, food)		X					CFGV	
Strategy 3: Utilize emotional/mental health support from faith community augmenting formal Mental Health								
Work with Benevolence Group to develop this role		X						
Goal 4: Create place value by encouraging development and investment that enhances community vitality, prosperity, and supports our community values.	Priority Level			Priority Ranking for Short Term Actions			Capacity	
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						

OBJECTIVES	PRIORITY RANKING			PRIORITY RANKING FOR SHORT TERM ACTION			CAPACITY	
	Short	Medium	Long	Short	Medium	Long	Lead	Resources
	OBJECTIVE 1.1: Facilitate public and private reinvestment in downtown Gunnison to create a vibrant attractive mixed use downtown area where residents, Western Students, and guests want to shop, dine, recreate, and live.	X			X			
Strategy 1: Complete a City of Gunnison Commercial Corridor Master Plan that outlines a vision and strategy for revitalizing downtown Gunnison.	X			X			City of Gunnison	
Clarify geographic scope and potential areas/issues to focus								
Determine relationship to Comprehensive Plan (relative priority and sequence)								
Integrate corridor revitalization into this or separate sub-area planning efforts								
Assess policy barriers to downtown redevelopment / revitalization.								
Strategy 2: Use placemaking to enhance and activate public spaces (parks, streets, etc) and spur private sector reinvestment.		X		X			City of Gunnison	
Identify near-term projects (Lighter, Quicker, Cheaper) for place-making (e.g. IOOF Park, Art Center, Activate Jorgenson, Legion Park)								
Integrate placemaking into future capital investments within the community, including streetscapes, parks and other areas.								
Strategy 3: Develop the organizational and financial capacity needed to advance redevelopment and revitalization goals in Gunnison.		X		X			City of Gunnison	
Align capital plans to prioritize strategic investments supporting downtown revitalization goals.								
Explore financing tools: City and County will collaborate to evaluate financing options (DDA, BID, etc) for funding downtown improvements.								

OBJECTIVES	PRIORITY RANKING			PRIORITY RANKING FOR SHORT TERM ACTION			CAPACITY	
	Short	Medium	Long	Short	Medium	Long	Lead	Resources
OBJECTIVE 1.2: Guide new development in the Gunnison Valley to strategic locations to promote efficient development patterns and walkable communities and neighborhoods, while maintaining ranchlands, natural areas, and community character.		X			X		Gunnison County	
Strategy 1: Align local plans and policies to support desired development patterns.		X			X		Gunnison County	
Identify areas most suited for future growth (target investment areas)	X			X			Gunnison County	
Align capital improvement plans to encourage desired development in these areas.								
Convene multi-jurisdictional (County, municipalities, land trusts) committee to:	X			X			Gunnison County	
Review existing policies to identify gaps/barriers/discrepancies that detract from local planning goals								
Review existing plans/policies to identify potential barriers to objectives								
Discuss and recommend changes and actions								
Encourage ongoing collaboration on local planning and development decisions.								
Evaluate the efficacy of current tools (e.g. cluster ordinance) and assess need for new tools or strategies.								
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.								
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	

OBJECTIVES	PRIORITY RANKING			PRIORITY RANKING FOR SHORT TERM ACTION			CAPACITY	
	Short	Medium	Long	Short	Medium	Long	Lead	Resources
Assess current plans and zoning (PUD).								
Use a charrette process to engage key stakeholders (residents, developers) in crafting preferred design concepts for the town center.								
Formally update Special Area Regulations to reflect these changes.								

OBJECTIVES	PRIORITY RANKING			PRIORITY RANKING FOR SHORT TERM ACTION			CAPACITY	
	Short	Medium	Long	Short	Medium	Long	Lead	Resources
OBJECTIVE 2.1: Create a highly connected, multimodal transportation system.	X			X				
Collaborate on the revitalization of highway corridors, which serve as key transportation facilities, gateways to the region and "Main Street" in Gunnison.	X			X			City of Gunnison	
Complete a Regional Bike / Ped Plan. Evaluate the implementation of bike share programs.		X			X		See Sustainable Tourism and Recreation Trails Plan	
Collaborate on the revitalization of highway corridors, which serve as key transportation facilities, gateways to the region and "Main Street" in Gunnison.		X		X			City of Gunnison	
Objective 2.2: Increase the amount and reliability of air traffic into/out of Gunnison-Crested Butte Regional Airport.								
Strategy 1: Complete and Implement the Airport Master Plan which should include a multi-modal transportation hub at the airport (specifically including RTA service)		X		X			Region 10 and Gunnison County	
Strategy 2: Implement the Strategic Air Service Plan	X			X			RTA	
Objective 2.3: Bring high quality, reliable and redundant broadband service to the Gunnison Valley								
Strategy 1: Implement the Region 10 Broadband Plan to improve broadband service in municipalities and along the Hwy 135 Corridor.		X		X			Region 10 and Gunnison County	
Build support needed to be able to utilize existing transmission lines for regional broadband upgrades, which would boost capabilities and cost efficiencies. Alternatively (not preferred), utilize existing Century Link 'Dark Fiber'			X	X			Gunnison County	
Strategy 2: Develop a public private partnership with local government and private ISPs to improve last mile service to institutional, commercial, and residential users.							Region 10 and Gunnison County	

OBJECTIVES	PRIORITY RANKING			PRIORITY RANKING FOR SHORT TERM ACTION			CAPACITY	
	Short	Medium	Long	Short	Medium	Long	Lead	Resources
As part of the Region 10 Plan implementation within Gunnison County specific partnerships will be developed to implement this strategy.								
Objectives 3.1 Provide support to entrepreneurs to grow and develop local businesses.	X			X			SBDC and Western	
Strategy 1: Develop and implement an economic gardening program to support existing businesses.	X			X			SBDC and Western	
Develop specific programming for economic gardening including mentoring, support, business planning, strategy, niche markets, development, and market research.								
Implement as part of ICE House programming								
Determine whether to focus resources on certain sectors or business types (e.g. export industries)								
Strategy 2: Develop resources to help entrepreneurs establish new local businesses.		X		X			SBDC and Western	
Develop resources, coaching and programming to help transform start-ups into established businesses. Implement through the ICE House								
Strategy 3: Increase access to capital to facilitate start-up businesses and to allow existing businesses to grow.		X			X		SBDC and Western	
Gunnison County will convene meeting with representatives of emerging Angel Investment group and ICE House representatives.	X			X				
Conduct an assessment on barriers with access to capital for business development.								
Develop and/or partner with angel and venture capital networks								
Objective 3.2: Support workforce development programming for young people and adults to grow the local pool of talent and connect people to regional job opportunities.								

OBJECTIVES	PRIORITY RANKING			PRIORITY RANKING FOR SHORT TERM ACTION			CAPACITY	
	Short	Medium	Long	Short	Medium	Long	Lead	Resources
	Strategy 1: Provide targeted job skills training to match employer needs.		X		X			School District and Western
Strategy 2: Develop vocational training program with School District		X		X			School District	
Strategy 3: Create apprentice and internship program in partnership with School District and Western that is well connected to the business community.		X		X			School District and Western	
Implement a program to promote internship and apprentice programs and connect students to employers.								
Strategy 4: Implement the Gunnison Promise: A scholarship program for local Gunnison County Watershed School District graduates to attend WSCU and Delta-Montrose Technical College (also referred to as Delta Votech).			X	X			Western	
Objective 3.4 Attract businesses, students, and residents to the Gunnison Valley by communicating the assets and values of the Valley through multiple communication channels.								
Strategy 1: Identify and/or develop a resource to both market the valley as an attractive location to work and live and provide relevant and timely information to perspective businesses.		X		X			Gunnison County and Chambers of Commerce	
Develop marketing materials that tell prospective businesses what the area has to offer								
Brand Gunnison as a college town and ski town and as a regional hub.								
Develop a video for communicating the assets of the County								
Develop a communications campaign to enhance community pride								
Pursue bold projects (Gunnison Promise for WSCU and Delta Votech scholarships for all Gunnison Watershed School District)								

OBJECTIVES	PRIORITY RANKING			PRIORITY RANKING FOR SHORT TERM ACTION			CAPACITY	
	Short	Medium	Long	Short	Medium	Long	Lead	Resources
	Strategy 3: Create apprentice and internship program in partnership with School District and Western that is well connected to the business community.		X		X			School District and Western
Implement a program to promote internship and apprentice programs and connect students to employers.								
Strategy 4: Implement the Gunnison Promise: A scholarship program for local Gunnison County Watershed School District graduates to attend WSCU and Delta-Montrose Technical College (also referred to as Delta Votech).			X	X			Western	
Objective 3.4 Attract businesses, students, and residents to the Gunnison Valley by communicating the assets and values of the Valley through multiple communication channels.								
Strategy 1: Identify and/or develop a resource to both market the valley as an attractive location to work and live and provide relevant and timely information to perspective businesses.		X		X			Gunnison County and Chambers of Commerce	
Develop marketing materials that tell prospective businesses what the area has to offer								
Brand Gunnison as a college town and ski town and as a regional hub.								
Develop a video for communicating the assets of the County								
Develop a communications campaign to enhance community pride								
Pursue bold projects (Gunnison Promise for WSCU and Delta Votech scholarships for all Gunnison Watershed School District)								
Provide information for businesses on development / site opportunities for locating businesses, amenities of the area, opportunities to grow your businesses.								
Objective 3.5. Maintain and enhance our anchor institutions								

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

OBJECTIVES	PRIORITY RANKING			PRIORITY RANKING FOR SHORT TERM ACTION			CAPACITY	
	Short	Medium	Long	Short	Medium	Long	Lead	Resources
	Sustainable Tourism and Recreation Action Plan							
Goal 1: Ensure the Valley's tourism sector of the economy is year round, vibrant and supports our community's value.	Priority Level			Priority Ranking for Short Term Actions			Capacity	
Objectives, Strategies and Actions		Me- dium		High	Medi- um	Low	Lead	Resources
Objective 1.1: Grow tourism in the winter season (December-March).								
Strategy 1: Support Crested Butte Mountain Resort to increase skier visitation.	X			X			CBMR	
Foster local government and community support for improvements to CBMR including the Teocalli expansion area.	X			X			Keystone Group/Letter of Support on Concept has been mailed to USFS by County	No Cost
The Tourism Association maintains current strategy of investing in winter marketing and in winter air service to support CBMR and winter recreation.	X			X			Tourism Association	Local Marketing District Funding
Strategy 2: Improve winter tourism season by building on existing assets and offering a full suite of recreational and tourism activities that promote the Gunnison Valley as a winter recreation destination.							Tourism Association	
Build on existing assets to promote the region as a multi-sport winter recreation destination which includes Nordic skiing, snowmobiling, ice fishing, trail skating, fat biking, dog sledding, backcountry skiing, ice climbing, snowshoeing and other outdoor winter recreational pursuits.							TA is lead with support from CBMR, CB Nordic, Winter Fat Biking Organization	
Develop and grow public private partnership to support the activities mentioned above.	X						TA	Have purchased bike groomer
Create 1-2 additional huts and become a hub of backcountry skiing.			X		x		Nordic Center & Private Partners	
Strategy 3: Create marketing strategies that promote the Gunnison Valley Winter "Adventure Experience."	X			X			TA and CBMR	
Develop crossover marketing for summer and winter.								

OBJECTIVES	PRIORITY RANKING			PRIORITY RANKING FOR SHORT TERM ACTION			CAPACITY	
	Short	Medium	Long	Short	Medium	Long	Lead	Resources
	Target drive markets in Denver Metro, GJ, Northern NM, and Colorado Springs.							
Target return visitors.								
Objective 1.2: Diversify the type of visitors to the region by promoting and enhancing the region's diversity of tourism products including natural, educational, agricultural, heritage and cultural tourism assets.								
Strategy 1: Support the development of agritourism operations by connecting willing property owners to technical and financial resources.		X			X		WSCU/MEM	
Run a pilot program during Cattlemen's 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	
Objective 1.3: Make summer and winter recreation trail opportunities in our Valley the best for both residents and visitors.								
Strategy 1: Create a winter and summer Master Trails Plan for the Gunnison Basin.	X			X			Federal Partners in cooperation with Gunnison County & CBMBA and Gunnison Trails	
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, trail-heads, and supporting infrastructure.								

OBJECTIVES	PRIORITY RANKING			PRIORITY RANKING FOR SHORT TERM ACTION			CAPACITY	
	Short	Medium	Long	Short	Medium	Long	Lead	Resources
	Proactively address new trail proposals that are compatible with other seasonal uses and needs such as grazing, wildlife, hunting, and or other recreational uses.							
Apply to NPS for technical assistance through the Recreation Trails, and Conservation Assistance Program (RTCA) by August 1, 2016	X			X				http://www.nps.gov/orgs/rtca/index.htm
Objective 1.4: Develop a collaborative relationship with Chaffee County to identify how to promote our regional natural, recreational, educational and cultural assets for greater regional impact and to promote Gunnison as a destination.								
Objective 1.5: Enhance valley-wide guest and customer services.								
Strategy 1: Update TA website with a complete Valley-wide calendar of events and activities.	X			X			TA and ChambersWith event promoters cooperation	Gunnison County with TA support will convene meeting in April on Special Events.
Strategy 2: Train Chamber, CBMR, and Concierges to utilize TA web site to provide consistent and accurate information to guests.	X			X			TA and Chambers	Host meeting with TA and Chambers, Lodging partners, CBMR to facilitate training
Strategy 3: Create valley-wide training program for service workers		X		X			CBMR, Chambers, and TA	CBMR and request funding support for preseason training.
Strategy 4: Train chambers and lodging employees to help guests use Gunnison Crested Butte Central Reservation desk for booking activities	X			X			TA - lead	

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

OBJECTIVES	PRIORITY RANKING			PRIORITY RANKING FOR SHORT TERM ACTION			CAPACITY	
	Short	Medium	Long	Short	Medium	Long	Lead	Resources
	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.							
Strategy 1 : Form a Sustainable Tourism & Recreation Task Force (ST&R Task Force) under Gunnison County Board of County Commissioners	X						Gunnison County	
Identify financial resources to support this committee's work.								
Recruit members								
Work with BoCC to create Task Force.								
Clarify purpose, scope, and annual work plan.								
Objective 3. 2: The Valley's local governments will actively engage in federal land agency planning processes.								
Strategy 1: Coordinate a regional vision and strategy for public lands and actively engage in the USFS Forest Plan Revision process.	X						Gunnison County	
Local governments will request cooperating agency status.								
Strategy 2: Support and engage with the USFS in winter travel planning (See Objective 1.3)							USFS	
Objective 3. 3: Proactively manage the region's recreational and natural assets by coordinating activities and investments for increased impact.								
Strategy 1: Organize an annual planning meeting between local governments, nonprofits, user groups and federal agencies to set common goals and priorities for natural resource and recreation asset enhancements.		x		x			ST&R Task Force	
Recruit a WSCU student to support annual work planning.							ST&R with WSCU/MEM program	
WSCU (Abel Chavez) interested in developing a metric/ model for monitoring tourism relative to the natural and built carrying capacity of Valley								

OBJECTIVES	PRIORITY RANKING			PRIORITY RANKING FOR SHORT TERM ACTION			CAPACITY	
	Short	Medium	Long	Short	Medium	Long	Lead	Resources
	Strategy 2: Develop a fundraising strategy for identified priority projects.		x		x			ST& R Task Force
Explore permanent revenue stream.								
Objective 3.4: Enhance communication and information sharing between user groups and interested local not-for-profits to maximize volunteer recruitment and stewardship experiences.	x			x			ST&R Task Force	
Strategy 1: Distribute assessment list of local environmental organizations and user groups to increase capacity for coordination and networking by building an understanding of each other's missions, priorities, and existing partners.		X			x		ST&R Task Force	
Strategy 2: Promote sharing of information between groups regarding activities and volunteer recruitment notices to increase public awareness of volunteer and stewardship opportunities.		X			x		ST&R Task Force	

OBJECTIVES	PRIORITY RANKING			PRIORITY RANKING FOR SHORT TERM ACTION			CAPACITY	
	Short	Medium	Long	Short	Medium	Long	Lead	Resources
	Objective 4.1: Mitigate negative conditions resulting from increasing summer recreation pressure.				X			
Strategy 1: Nonprofit, user groups, businesses, and local government will support the USFS and BLM 2016 plans for minimizing negative impacts from recreation overuse on public lands.	X			X			ST&R	
Support the USFS decisions on dispersed camping in the Gothic drainage in 2016.	X			X			USFS	
Support USFS wildlife regulations for bear canisters that will minimize negative human-wildlife interactions in 2016.	X			X			USFS	
Participate in the USFS design, engineering, and scoping to identify appropriate locations for major infrastructure projects for transportation and campground modifications.	X			X			USFS and Gunnison County Public Works	
Coordinate with the summer field rangers to share information with visitors, identify violations and communicate with appropriate law enforcement.	X			X			USFS	
Support BLM plans for implementing a fee system and redesign of the Oh Be Joyful campground beginning in 2016	X			X			USFS	
Support USFS (in both Forests) efforts to manage wilderness character and resource protection in Maroon Bells Wilderness.		X		X			USFS	Ongoing
Support regulations to control group size and density in Maroon Bells Wilderness through a permit system.				X				
Strategy 2: Review new tourism and outdoor recreation initiatives with STR to ensure an initiative will not cause unnecessary natural resource harm.							ST&R	
Objective 4.2: Work collaboratively to assess, develop, and manage recreation infrastructure to sustain recreation and natural resources quality.								
Strategy 1: Manage campground capacity to minimize illegal camping.	x			x			USFS/BLM	

OBJECTIVES	PRIORITY RANKING			PRIORITY RANKING FOR SHORT TERM ACTION			CAPACITY	
	Short	Medium	Long	Short	Medium	Long	Lead	Resources
	Create a long term strategy to enable directing campers to available capacity. (E.g. Curecanti National Recreation Area, Cement Creek, and Lake Irwin campgrounds.)	X			X			ST&R Task Force with Chambers and NPS
Explore with the BLM opportunities for expanding private campgrounds through concessions.		X			x		ST&R Task Force	
Strategy 2: Improve trail signage regionally to enhance user experience and reduce negative impacts such as trespassing.				X			TA	Local Marketing District Funding
Conduct a survey of signage needs and projects in order to prioritize signage investments and installation projects.			X				TA with Federal Agency Support	Implement as part of Trails Master Plan
Collaborate with the USFS for signage improvements beginning in the Gothic corridor.	X			X			USFS and Gunnison County	
Strategy 3: Improve the permitting process for events valley-wide on both private and public land in order to reduce overcrowding, minimize negative impacts, and maximize participant positive experiences.	X			X			Gunnison County & Municipal Partners	
Create an inventory of all events occurring in the Valley (date, time, location, organizers) and share on a calendar.	X						TA	
Create a unified events checklist for event planners to use that will ensure events are well-planned and sustainable. Create a requirement for County and municipalities to submit special events to TA for inclusion in the Web Site. (need one common web site)		X			x		Gunnison County	
Gunnison County will initiate a special events team to include municipalities, chambers, TA, Federal Agencies, and major event promoters to coordinate special events. May potentially involve changes in special event requirements such as requiring special events to post events on TA web site.		x			x			
Objective 4.3: Develop a communication strategy that effectively shares policy changes, stewardship activities, resource management announcements, and tourist information to residents and visitors.								

OBJECTIVES	PRIORITY RANKING			PRIORITY RANKING FOR SHORT TERM ACTION			CAPACITY	
	Short	Medium	Long	Short	Medium	Long	Lead	Resources
	Create a long term strategy to enable directing campers to available capacity. (E.g. Curecanti National Recreation Area, Cement Creek, and Lake Irwin campgrounds.)	X			X			ST&R Task Force with Chambers and NPS
Explore with the BLM opportunities for expanding private campgrounds through concessions.		X			x		ST&R Task Force	
Strategy 2: Improve trail signage regionally to enhance user experience and reduce negative impacts such as trespassing.				X			TA	Local Marketing District Funding
Conduct a survey of signage needs and projects in order to prioritize signage investments and installation projects.			X				TA with Federal Agency Support	Implement as part of Trails Master Plan
Collaborate with the USFS for signage improvements beginning in the Gothic corridor.	X			X			USFS and Gunnison County	
Strategy 3: Improve the permitting process for events valley-wide on both private and public land in order to reduce overcrowding, minimize negative impacts, and maximize participant positive experiences.	X			X			Gunnison County & Municipal Partners	
Create an inventory of all events occurring in the Valley (date, time, location, organizers) and share on a calendar.	X						TA	
Create a unified events checklist for event planners to use that will ensure events are well-planned and sustainable. Create a requirement for County and municipalities to submit special events to TA for inclusion in the Web Site. (need one common web site)		X			x		Gunnison County	
Gunnison County will initiate a special events team to include municipalities, chambers, TA, Federal Agencies, and major event promoters to coordinate special events. May potentially involve changes in special event requirements such as requiring special events to post events on TA web site.		x			x			
Objective 4.3: Develop a communication strategy that effectively shares policy changes, stewardship activities, resource management announcements, and tourist information to residents and visitors.								

OBJECTIVES	PRIORITY RANKING			PRIORITY RANKING FOR SHORT TERM ACTION			CAPACITY	
	Short	Medium	Long	Short	Medium	Long	Lead	Resources
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	

APPENDIX B: PUBLIC PROCESS SUMMARY

Beginning in March 2015 and completing in March 2016, the One Valley Prosperity Project engaged community members across the Valley in dialogues about what they cared about the most, what wishes and concerns they have for the future, what prosperity means to them, and what should we be doing to achieve prosperity. The public input process utilized a wide variety of public engagement methods that attempted to draw from a demographically diverse and representative population from the region. Significant effort was made to reach out to people who would not typically participate in community meetings including youth, lower incomes, and immigrants. Approximately 1,500 people participated in the process. The public engagement effort is summarized below.

The Launch Party

At the beginning of March 2015 the OVPP Launch Party was held at the WSCU Ballroom with around 240 people from up and down the Valley in attendance. The meeting initiated the first phase of community input demonstrating the types of engagement techniques and holding small group discussions.

Identifying What Matters Most

From March to May 2015 the OVPP made over 1,200 personal contacts with people through a variety of engagement techniques to identify community concerns, values, and hopes for the future:

// Self-submissions collected through mobile chalk boards, Facebook and Instagram, photographs, post cards, and the website forum.

// Key informant interviews with community leaders.

// Focus groups with lower income resident, immigrants, seniors, and high school students.

// Outreach events at twenty different community establishments.

// Two Community Conversations

// Community members were all asked the same questions:

1. What do you love about the Gunnison Valley and why?
2. What concerns do you have?
3. What is one wish you have for the future?

The outcome of this effort was the statement of our community values. Concerns to be addressed in the next phase were also identified.

Defining Prosperity

The Define Prosperity Campaign was intended to help us develop a shared understanding of what “prosperity” means to the residents of the Gunnison Valley and help inform the development of goals for the One Valley Prosperity Strategy. The campaign was conducted for one month mid-July to mid-August 2015. The campaign received sixty-nine individual submissions collected through:

// An online community forum

// Outreach into the community at events and organizations with feedback forms

// Request to residents to submit their definitions as letters to the editor

Understanding the State of the Valley

The [State of the Valley Report](#) was released in early June 2015. This goal of the report was to help us understand our community’s trends and inform the development of solutions to community challenges.

In mid- June 2015, a State of the Valley Forum was held in the WSCU Ballroom. The event included a review of the report and focused the community conversation on an exploration of the past, current, and desired future conditions for the community.

In August and September 2015, a Regional Policy Assessment was conducted for local governments to better understand how local policies and priorities are currently aligned with the community’s expressed priorities. Approximately 40 community leaders were either interviewed or surveyed asking about current efforts, future direction, and the role of collaboration in addressing regional issues. This culminated in a Regional Policy Forum in September 2015 where regional focus areas were identified.

The Prosperity Forum

To transition into the action planning phase, the Valley-wide Prosperity Forum was held in November 2015. This event aimed to engage the community in discussions to confirm the regional focus areas and identify guiding principles for three issue areas – sustainable tourism and recreation, affordable housing, and regional development pattern.

Action Planning Working Groups

To develop the One Valley Prosperity Strategy, Action Planning Working Groups were formed to address four planning themes: A Resilient Economy, Sustainable Tourism and Recreation, Affordable Housing, and Community Health and Services. Approximately 80 individuals participated in these working groups representing nonprofit and business leaders, elected officials and government staff, federal agencies, and community members. From November 2015 to March 2016, the Working Groups participated in learning and strategic planning sessions to develop the action plan matrices.

One Valley Prosperity Strategy Draft Plan Review & Celebration

The Celebration and Draft Strategy Review was held in late May of 2016. Over 100 community members attended the event. The event began with an overview of the community’s work and input leading to the draft One Valley Prosperity Strategy from Marjo Curgus of Del Corazon Consulting and Clark Anderson of Community Builders.

Participants were then asked to circulate between four stations each featuring one of the thematic areas of the Strategy (Affordable Housing; Community Health and Equity; Economic Resiliency; and Sustainable Tourism and Recreation) and learn more about the strategic approaches and priorities for each topic. Participants asked questions, gave feedback and submitted surveys on the draft Strategy. Feedback surveys were also distributed online after the event.

Forty-five surveys were returned. Several themes that recurred in the feedback forms including:

// The high cost of healthcare in the Valley (expressed numerous times)

// The lack of strategies or actions related to agriculture despite its importance to the Valley

// The importance of affordable housing (expressed numerous times)

// The desire for the plan to be implemented and not sit on the shelf

// Some conflicting messages about tourism—(i.e. “it’s really important” to “please stop marketing mountain biking”)

Of the surveys received, 37 responded that the OVPP is mostly or very aligned with our expressed community values while four respondents said that OVPP is not or somewhat aligned with our community values. Thirty-two responders mostly agree or completely agree that the draft Strategy moves us in the right direction, while two said they somewhat disagree.

The CBTF reviewed the feedback surveys and comment received at the May meeting and made changes to the plan reflecting the community input

APPENDIX C:

PUBLIC INPUT SUMMARY

I. Introduction

Between March and August 2015, the One Valley Prosperity Project collected community input about what community members cared about the most in the Valley and why, what wishes they have for the future, and what prosperity means to them. The public input process utilized a wide variety of public engagement methods that attempted to draw from a demographically diverse and representative population from the region. Significant effort was made to reach out to people who would not typically participate in community meetings including youth, lower incomes, and immigrants. The process to date has demonstrated a high degree of commonality from both up and down valley communities. This report is a synthesis of those results.

II. The Gunnison Valley's Community Values

Community values are what people care most about in their community - the customs, characteristics and places that create a town's unique sense of place. They define who you are as a community and, by identifying them, provide a mechanism for acting in a way consistent with those beliefs. The end result is one in which individuals, organizations, and local government can work coherently to maintain what makes a community special and to develop in a way that is consistent with their community values.

1. A Good Life

We value living in a place with authentic small towns, a relaxed friendly atmosphere, and that is easy to get around, all of which contribute to our high quality of life.

2. A Caring Community

We value being a caring community with an atmosphere of diversity, acceptance, and unity which fosters a sense of belonging.

3. Connected to Nature

We value our Valley's incredible productive agricultural lands and large natural landscapes that contribute to our well-being and promote a commitment to environmental stewardship.

4. An Engaged Community

We value our welcoming and civil civic culture that allows people to easily contribute to the betterment of the community.

5. Family Friendly

We value being a family friendly community that supports youth with a strong educational foundation, authentic relationships, and a safe environment.

6. A Healthy and Active Lifestyle

We value healthy, active lifestyles that enhance our well-being allowing us to live meaningful lives, filled with a sense of adventure and joy.

7. A Learning Community

We value a diversity of lifelong cultural and educational opportunities for all, which provide for an interesting and stimulating life.

8. A Secure Community

We value the security of living in small towns where familiarity build trust and we can earn a good living.

III. The Gunnison Valley's Definition of Prosperity

The concept of prosperity is inherent in the project name of the One Valley Prosperity Project, but what does it actually mean? The Define Prosperity Campaign was intended to help us develop a shared understanding of what "prosperity" means to the residents of the Gunnison Valley and help inform the development of goals and strategies for the One Valley Prosperity Strategy consistent with that definition.

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 other community values - the very reasons we love living here.

The concept of prosperity as the ability of an individual to access financial opportunity was also expressed in the Community Values in the Secure Community value: We value the security of living in towns where familiarity builds trust and we can earn a good living. However, nearly all of the prosperity definitions submitted also refer in some way to one or more of the other community values, as stated by this resident: "Prosperity is striking a delicate balance between developing our economy and protecting all we love about this valley. It means we have the courage and savvy to hit the right balance and truly thrive in all the areas that we value and that make us unique."

All the community values were referenced in the Define Prosperity Campaign directly as well as mentioned many more times in indirect references.

Value	# of References	Public Comments
Secure Community	7	"To secure a future for yourself and your family." "To have a community you feel safe in."
Learning Community	9	"An enriching physical, educational and cultural environment."
Healthy and Active Lifestyles	10	"Recreation opportunities."
Caring Community	13	"All families and individuals are part of the process especially engaging our diverse culture." "Culturally and spiritually accepting, safe and caring community."
Good Life	9	"Vast natural beauty, distinct and non-generic communities."
Connected to Nature	15	"We continue to value our environment for the sustainability of all ranching, outdoor recreation, wildlife habitat, children's exploration of natural and healthy spaces."
Family Friendly	4	"When young families who marry here can afford to stay here, raise their children, pay for college, and accumulate enough resources to retire where they wish."
An Engaged Community	8	"All of us -from youngest to oldest-are responsible for maintaining our community's well-being."

Prosperity in the Gunnison Valley suggests financial security is an integral element of the region's other values of sense of community, sense of place, and quality of life. Achieving economic goals that can support opportunities for individual financial security will require applying the community values as a lens through which citizens and decision makers can examine the potential trade-offs, benefits, and impacts of significant community decisions about the future. As one resident aptly noted: "Beyond money, prosperity encompasses health, happiness and values that can even conflict with raking in the big bucks." The role of community values is to help make these difficult decisions transparent and to guide decision makers and the community through a more structured dialogue to arrive at the best possible community outcomes. Overwhelmingly, the primary wishes for the future or concerns about the present were about housing affordability and the desire for jobs with livable wages. These two issues were considered important for a variety of reasons including keeping people in the community and supporting economic vitality.

IV. The Gunnison Valley's Wishes and Concerns

Overwhelmingly, the primary wishes for the future or concerns about the present were about housing affordability and the desire for jobs with livable wages. These two issues were considered important for a variety of reasons including keeping people in the community and supporting economic vitality.

The second most frequent wish/concern was the desire to enhance existing assets – Western, community services, recreational assets, downtowns, etc. People also expressed a desire for a greater focus on sustainability including energy, land protection, food systems, and how the region grows. A laundry list of desired types of businesses was expressed, everything from big box chains to more general desires for more activities in town. Young people especially expressed many ideas and a desire for more activities. There were many ideas for how to enhance the local transportation system and improvements to connectivity – both between communities in the valley as well as to places outside the valley.

Enhancing or protecting community character was considered important for both the economy and protecting the small-town feel. Community members worry that changes to the size and scale of the community may disrupt the intangible elements that define the sense of community that people love. In particular, people worry about the undesirable impacts resulting from more people - whether tourists or new residents – that may fragment the social cohesion, threaten the trust that provides a positive atmosphere for the youth and a sense of security, and negatively impact the pace of life in a small town that makes life easy. They also fear being overrun by tourism and competing with visitors. Community members see the need to provide opportunities for better livelihoods and to address gentrification with more affordable housing; however, they struggle with how the community can grow without ruining 'living the dream'.

So, what are we concerned about?

Life – Work Challenges	Threats to Community Character	Tourism & Recreation
Housing affordability Housing availability Employment opportunities Livable wages Career advancement opportunities	Increase in traffic Pedestrian & biker safety Loss of small town feel Getting too big/being overrun	Carrying capacity exceeded Overused and degrading resources
Sustainability	Community Cohesion	Lack of Availability of Services
Degradation of resources Lack of resilient economy	Up valley/Down valley divides Lack of respect for diversity Politeness to tourist	Gaps in medical services Lack of certain types of businesses
Loss of Agriculture	Governance	Lack of Vision for the Future
Cost of land Lack of next generation of farmers/ranchers Threats to viability	Unsupportive or onerous regulatory framework Unmanaged growth	Fear of change

V. Values to Vision to Action

A community vision is a combination of two basic elements:

// An understanding of the community's timeless unchanging core values, and

// A clear picture of its own future – its aspirations including huge and audacious goals, but that are ultimately achievable.

In June, the OVPP hosted two community forums, one up-valley and one down-valley, to start the conversation on this very issue of how to grow in a way that is consistent with our community values. Although these two meetings were the beginning of a much more complex action planning process still to come, these discussions began to articulate potential community goals and actions for how our community can take action to protect and enhance our values.

Ideas for community action included:

Enhance the Assets We Have	Better Connectivity & Transportation	Work Towards Sustainability
Create a real college town atmosphere Support entrepreneurs Viable agricultural industry Thriving & vibrant downtowns Support WSCU and learning environment Support medical services & expansion	Safe pedestrian & biking routes Transit connectivity in and out of the Valley	Protect natural resources Preserve agricultural lands & open spaces Responsible tourism & recreation management Promote research & being model/leader in sustainability & resiliency Develop a year round diverse economy
Manage Development	Make a Better Place for Youth	Invest in Infrastructure
Balance growth and quality of life Development pays its way	Things for youth to do	Telecommunications Airport
Protect & Enhance Community Character	Be Forward Looking	Build Our Sense of Community
Maintain small towns & keep them easy to get around Enhance main streets & downtown	Prepare for and steer change Regional collaboration Make wise investments Honor values	Bring the community together Promote civility and embrace diversity Foster leadership
Support Livable Authentic Communities		
Enhance employment opportunities and mobility Provide affordable housing choices		

VI. OVPP Next Steps

The OVPP will host a community-wide forum in late October to continue the dialogue about creating the future we want, one that achieves prosperity as defined by our community. Following this forum, working groups will address specific topics and develop detailed plans of action. We thank you for your participation and hope you will continue to be part of the OVPP going forward.

VII. Public Input Process Summary

The goal of Phase 1 of the One Valley Prosperity Project answered what we care about and why. The Value Identification Phase began with a Launch Party the beginning of March and wrapped up the middle of May. The project used a wide variety of public engagement activities with two goals in mind: 1) to make providing input easy and fun and 2) to test which activities work well in the Gunnison Valley for future phases or efforts. This included asking for community input through a photo contest, mobile blackboards, tables at popular locations, interviews, and targeted conversations. The OVPP hosted nine events and conducted outreach activities at twenty different locations.

Between mid-June and mid-July, the OVPP sought feedback on the first draft of the community values. To collect input, the project conducted an online survey, collected comment cards at public outreach events, and made presentations to organizations around the valley. In the survey and public meetings, community members were asked how well the values represent the community. Surveys were scored on a scale from 1-5 with 1 being the highest and 5 being the lowest. The State of the Valley feedback used a scale of 1 to 10 with 10 being the highest.

Phase 2 of the project answered what trends are influencing the Gunnison Valley. Two community meetings were held as part of the State of the Valley Forums, one in Mt. Crested Butte and one in Gunnison, where participants reviewed the draft values and began to identify opportunities for community action.

Finally, from mid-July to mid-August, the project conducted the Define Prosperity Campaign. Through social media, letters to the editor, feedback cards at public events, and an online forum, residents were asked to submit a definition of prosperity for our Valley.

PHASE 1: Defining Values
Meetings <ol style="list-style-type: none"> 1. Launch Party Gunnison 2. CB Community Conversation 3. Gunnison Community Conversation
Targeted Discussions <ol style="list-style-type: none"> 1. Launch Party Gunnison 2. CB Community Conversation 3. Gunnison Community Conversation 4. Senior Citizen 5. Gunnison High School Conversation 6. CB High School Conversation 7. Immigrant Conversation 8. Senior Citizen Meeting 9. Six Points Meeting 10. Interviews
Outreach Activity: Chalk Talk Mobile Chalk Board <ol style="list-style-type: none"> 1. Gunnison HS 2. WSCU 3. IOOF Park 4. Gunnison Public Library 5. Gunnison Health and Human Services 6. Crested Butte Chamber 7. Crested Butte Town Hall 8. Crested Butte Center for the Arts 9. CBMR 10. Crested Butte High School

PHASE 1: Defining Values (continued)
Outreach Activity: Communi-Tea Chats <ol style="list-style-type: none"> 1. Brick Oven Pizzeria 2. The Guild 3. Rumors 4. Camp 4 5. Double Shot 6. Ol Miner 7. Blackstock 8. El Paraiso 9. Mocha's 10. W Café
Outreach Presentations <ol style="list-style-type: none"> 1. CB Chamber of Commerce 2. CBMR, Western, hospital, 3. CBMR Management Team 4. Mayors and Managers Group 5. Gunnison Rotary 6. Crested Butte Rotary 7. Health and Human Services (x2) 8. Local government councils 9. X-Perience Program Sponsored by CB and Gunnison Chambers and Tourism Association (x2)

PHASE 2: State of the Valley
Meetings and Discussions <ol style="list-style-type: none"> 1. State of the Valley Forum CB 2. State of the Valley Forum Gunnison
Outreach Activity: Draft Values Feedback <ol style="list-style-type: none"> 1. Outreach Events (8) <ol style="list-style-type: none"> a. Gunnison Farmers Market (3) b. Crested Butte Farmers Market (2) c. IBar Ranch (2) 2. Comments received (86)
Define Prosperity Campaign <ol style="list-style-type: none"> 1. Comments received (69)
Overall Participation in Events & Activities <ol style="list-style-type: none"> 1. Values self-submissions (436) <ol style="list-style-type: none"> a. Selfies (49) b. Website forums (17) c. Individual value photo contest entrants (11) d. Individual logo contest entrants (7) e. Value Post cards (90) f. Chalk talk value comments (250) 2. Meeting participants (355) <ol style="list-style-type: none"> a. Launch Party (225) 7 b. CB Community Conversation (20) c. Gunnison Community Conversation (45) d. State of the Valley Forum CB (25) e. State of the Valley Forum Gunnison (40) 3. Targeted events (145) <ol style="list-style-type: none"> a. Senior Discussion (40) b. Crested Butte High School Discussion (30) c. Gunnison High School Discussion (16) d. Immigrant Discussion (30) e. Six Points Discussion (17) f. Interviews (12) 4. Draft Values Feedback Submissions (86) 5. Prosperity Submissions (69)

VIII. Feedback Form Summary

45 Feedback forms were received. Several themes recurred in the feedback forms including:

// The high cost of healthcare in the Valley (expressed numerous times)

// The lack of strategies or actions related to agriculture despite its importance to the Valley

// The importance of affordable housing

// The desire for the plan to be implemented and not sit on the shelf

// Some conflicting messages about tourism—(i.e. “it’s really important” to “please stop marketing mountain biking”)

What Part of Valley Do You Live In?	Up	Mid	Down			
	16	5	22			
Are you a full time or part time resident?	Full	Part				
	42	2				
Have you participated in OVPP to date?	Yes	No				
	27	17				
If yes, how frequently?	I have participated on-line	I have participated occasionally in public meetings (1-3)	I have attended most public meetings (4+)	I participated on a committee	I was engaged in outreach events such as the chalkboards and postcards	
	8	13	5	14	4	
Age	18 and under	19-29	20-54	54-64	65+	
		4	24	12	4	
Do you think OVPP is aligned with our expressed community values?	Not Aligned	Somewhat Aligned	Satisfactorily Aligned	Mostly Aligned	Very Aligned	Un-sure
	1	3	3	14	23	
Do you feel the plan moves us in the right direction?	Do Not Agree	Somewhat Disagree	Agree	Mostly Agree	Completely Agree	Un-sure
		2	5	17	15	2

APPENDIX D: RESOURCES

// Gunnison County Economic Assessment. Better City. 2016

// [Gunnison County Economic Indicators Report. Gunnison, County. 2014.](#)

// Gunnison County ICE House Feasibility Study. Better City. 2016

// Gunnison County Market Assessment. Better City. 2016.

// [State of the Valley: Gunnison County, CO. One Valley Prosperity Project, Gunnison County, Sonoran Institute. 2015.](#)

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Town of Mt. Crested Butte
Community Foundation of the Gunnison Valley
Del Corazon Consulting
Community Builders
Crested Butte South Property Owner's Association
Western State Colorado University
Gunnison County
Gunnison Crested Butte Tourism Association
Gunnison Valley Regional Housing Authority
Gunnison Country Chamber of Commerce
Crested Butte Mountain Resort
Crested Butte/Mt. Crested Butte Chamber of Commerce
Gunnison Valley Hospital
Rocky Mountain Biological Laboratory
Eleven Experience
Gunnison Trails
Crested Butte Mountain Bike Association
Region 10
RTA
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