

P.O. Box 468
320 Sixth Avenue
Ouray, Colorado 81427



970.325.7211
Fax 970.325.7212
www.cityofouray.com

**AGENDA
CITY OF OURAY
COMMUNITY PLAN UPDATE STEERING COMMITTEE
MEETING**

San Juan Room – Ouray Community Center – 320 6th Avenue
January 23, 2019 - 6:00 pm

1. Call to Order
2. Review and Discussion of Draft Economic Development Goals and Actions
3. Review and Discussion of Draft Tourism Goals and Actions
4. Adjourn

Economic Development

Community Plan Overall Vision

Ouray maintains a rugged, independent and passionate community spirit that is friendly and accepting. Children and adults thrive in a creative, vibrant and resilient city with exceptional quality of life, recreation opportunities and education. The community proudly maintains and improves its remarkable family oriented, innovative small town feel while retaining its historic, high alpine identity set in the stunning beauty and nature of the San Juan Mountains.

Economic Development Vision Statement

Ouray is an economically relevant and resilient economy that is connected to the southwest region and represents the best practices in local entrepreneurship, tourism, outdoor recreation and public-private partnerships.

Goal 1: Diversify and innovate the economy to improve resiliency, spread out economic activity throughout the year and create a more relevant, active and vital community.

Actions:

- a. Attract more year round businesses and “cottage industries”, such as outdoor industry companies that provide year round employment and business diversity.
- b. Attract anchor businesses that drive traffic into Ouray that improve business diversity, and are destination businesses, such as Mouse’s Chocolates & Coffee, Ace Hardware, O’Toys Toy Store, Duckett’s Market and Ouray Meat and Cheese Shop.
- c. Expand opportunities for outdoor recreation/sports companies and research and development firms specializing in outdoor equipment that complement existing businesses and assets.
- d. Encourage and support non-governmental job creation.
- e. Encourage and support more festivals in the community to improve the culture and economy.
- f. Provide government and other incentives to retain, expand or attract new businesses.
- g. Improve and enhance the creative and performing arts in the community to expand the economy and improve community culture.
- h. Create and support a business startup/venture accelerator in the community with mentorships and education.
- i. Establish a real chamber of commerce to promote businesses, business attraction and economic development.
- j. Encourage, support and market for film/media production in the area.
- k. Consider allowing recreational marijuana in the city to diversify the economy and provide a new tax resource for needed capital improvements.

Commented [CH1]: CO Economic Resiliency Report: Economic diversity is important.

Commented [CH2]: CO Economic Resiliency Report: Communities that diversity their economies with more services will reduce the volatility of goods producing industries

- l. Encourage healthcare providers to locate in the city.
- m. Promote and support senior services in the city.
- n. Support and encourage mining activities in the area and mining related businesses in the city.
- o. Explore the development of minority tourism by...
- p. Coordinate outdoor recreation planning with regional governments and agencies; tourism organizations; local trail and recreation groups; and recreation businesses.
- q. Encourage businesses that support local residents, such as doctors, dentists, laundry/dry cleaning, and coffee shops.
- r. Provide infrastructure to support existing and planned development.
- s. Encourage and incentivize the provision of affordable housing; childcare; desired community amenities, connectivity and a high quality of life to drive economic resiliency.
- t. Protect, support and improve the following key economic assets within the community to ensure economic resiliency: natural amenities; hot springs and geothermal resources; Historic District and historic buildings in the city; Ouray School; vibrant Downtown Business District; and outdoor recreation assets.
- u. Develop citizens, establish a strong base workforce and foster collaborative leaders to lay the foundation for public and private projects that benefit the broader community.
- v. Work with the Town of Ridgway and Ouray County to develop a local leadership program to educate and foster community and business leaders who develop and foster a culture of commitment, seizing opportunities and continually building businesses and the assets of a community.
- w. Support development as envisioned by this Plan and in accordance with the OLC to further the economic development vision, goals and actions.
- x. Encourage and support existing and new light industrial uses in accordance with the Future Land Use Plan.
- y. Encourage a living wage within the community.
- z. Support gondola or tunnel to Telluride to improve economy.

Commented [CH3]: CO Economic Report: Community amenities, connectivity, and quality of life are attributes that contribute advantages to economic resiliency.

Commented [CH4]: What assets are missing or should not be included?

Commented [CH5]: CO Economic Resiliency Report: Communities that develop their people, establishing a strong base workforce and collaborative leaders, will lay the foundation for public and private projects that benefit the broader community.

Commented [CH6]: CO Economic Resiliency Study: For the city to be economically resilient there needs to be a mix of active community and business leaders with foresight that develop and foster a culture of commitment, seizing opportunities and continually building businesses and the assets of a community.

Commented [CH7]: CO Economic Resiliency Study: Resistance to growth may be inhibitors to economic growth.

Goal 2: Improve existing businesses in the city.

Actions:

- a. Encourage and support existing restaurants to provide consistent and excellent food quality and services, with diverse menu options.
- b. Encourage more early morning and late night dining options.
- c. Promote and support home occupations that help drive the economy through regulatory changes and other incentives.
- d. Provide more accommodations for professional business.
- e. Support incentives for sole proprietors to hire employees.
- f. Ensure business diversity and choices are maintained in the city.
- g. Support and encourage the improvement of existing lodging assets in the community through regulatory changes and incentives.
- h. Encourage destination visitors to stay longer.
- i. Continue to support motorized off road recreation as a key economic driver.
- j. Diversify community investment in the north corridor.

Goal 3: Improve the downtown business district.

Actions:

- a. Revitalize the Downtown Business District by...
- b. Expand the Downtown Business District along Main Street and along avenues as envisioned by the Future Land Use Map
- c. Provide convenient short-term and long-term parking in the downtown core.
- d. Encourage more outdoor dining and drinking areas in the downtown core to increase downtown activity and vitality by revisiting and revising regulations to streamline permitting.
- e. Consider the creation of a “shop local” program working with area businesses.
- f. Strive to plan, design and create a vibrant downtown with mixed use development with commercial on the main and street levels and long-term residential development on the upper levels; multi-use experiences; public spaces; appropriate landscaping public art; outdoor dining; community event areas; and similar improvements.
 - i. Fund the development and adoption of a detailed downtown improvement plan and streetscapes plan(s) to realize the goals and objectives of the Plan.
 - ii. Develop the downtown improvement plan and streetscapes plan(s) working with the business community, OTO, and other key groups.
- d. Consider streamlining and simplifying the process and needed agreements for private use of public rights-of-ways, including waiving any fees for desired improvements.

Commented [CH8]: We can define where the DBD should be expanded.

Goal 4: Expand and promote broadband within the community as a pillar of economic development.

Actions:

- a. Provide hi speed internet to encourage telecommuters.
- b. Market the fiber internet to key markets to attract desired businesses and employees.
- c. Require open access for broadband infrastructure to ensure provider diversity and competition.

Goal 5: Support existing climbing businesses and embrace the climbing culture in the community.

Actions:

- a. Improve and expand the scope of the Ouray Ice Festival.
- b. Support and encourage climbing and guide services in the city.

- c. Explore the establishment, improvement and marketing of climbing areas and attractions within and around the city that are easily accessible to the public and tourists.
- d. Continue to support and collaborate with the Ouray Ice Park, Inc. on the management, improvement and stewardship of the Ouray Ice Park.

Goal 6: Ensure education is the backbone of a strong local economy.

Actions:

- a. Encourage adventure based learning and services for kids to adults.
- b. Support the Ouray School as an economic driver for the community.
- c. Explore creating a trade school for the manual arts that serves both the Ouray and Ridgway school districts.
 - i. Determine if the current school facilities can be used or improved for vocational/manual arts training in the evenings, weekends or summers.
- d. Encourage a small community college to locate in the city or Ridgway to support and improve existing and new businesses and help drive the local economy as envisioned by the Plan.
- e. Promote the city's natural environment assets for professional training, such as emergency response, alpine rescue, ecology, geology, and sustainability.
- f. Arts and holistic health education.
- g. Develop partnership with Fort Lewis College on educational programs in the city.

Goal 7: Reinforce the City of Ouray as the County Seat.

Actions:

- a. Maintain the City of Ouray as the County Seat and for the provision of needed community facilities and services.
- b. Continue to support the County with its Courthouse and Annex Building rehabilitation and improvement efforts.
- c. Encourage the County to relocate the Social Services, Land Use and Planning, and other County departments to relocate to the city in close proximity to the Courthouse.
- d. Explore the feasibility of the Ouray Police Department; the Ouray County Sheriff's Office and the Ouray Fire Department sharing a facility in the city that could free up space for other County or city offices.
- e. Work with the County to explore shared services and facilities for taxpayer and government efficiencies and collaboration.

Goal 8: Improve and expand recreation assets and opportunities.

Actions:

- a. Encourage and support winter recreation activities such as snowshoeing, cross-country skiing, backcountry skiing and similar uses.
- b. Expand opportunities for outdoor recreation/sports companies.
- c. Provide for existing trail maintenance and improvements for hiking and biking.
- d. Explore creating a recreational district in Ouray County that provides for facilities and programs desired by the community, such as a recreation center, youth sports, and older adult recreation.
- e. Encourage hiking tours to get tourists to use and explore the trail system.
- f. Provide affordable family activities.
- g. Encourage and support a recreational path between Ouray and Ridgway.
- h. Encourage and support outdoor recreational events and races.
- i. Provide expanded Nordic trails in the area.

Goal 19: Collaborate and leverage resources with Region 10 Economic Development Initiatives

Actions:

- a. Develop stronger relationship with Region 10 by meeting with the Executive Director on a monthly basis and participating in key events and meetings.
- b. Promote economic development in the City by advertising the available Enterprise Zone benefits, such as the 3% investment tax credit; \$1,100 new employee credits; 25% vacant building rehabilitation tax credit; and 12% job training tax credit.
 - i. Consider approving local government tax incentives as may be allowed in an Enterprise Zone.
- c. Cooperate on implementing the 2014 Comprehensive Economic Development Strategy or any succeeding document.
 - i. Develop and attract high quality, sustainable economic activity that fits our geographic location and culture by providing exceptional infrastructure; expanding quality, reliable commercial air service; connecting business endeavors with local, state and global sources of capital; and supporting commerce-friendly public initiatives and a straightforward regulatory environment.

Tourism

Community Plan Overall Vision

Ouray maintains a rugged, independent and passionate community spirit that is friendly and accepting. Children and adults thrive in a creative, vibrant and resilient city with exceptional quality of life, recreation opportunities and education. The community proudly maintains and improves its remarkable family oriented, innovative small town feel while retaining its historic, high alpine identity set in the stunning beauty and nature of the San Juan Mountains.

Tourism Vision Statement

Ouray is a world-class, sustainable mountain destination, where visitors enhance the year-round economic vitality of Ouray by engaging in authentic experiences that reflect our community values, history and environment.

Goal 1: Encourage, promote and require sustainable tourism to retain the economic and social advantages of tourism development while reducing or mitigating any undesirable impacts on the natural, historic, cultural or social environment.

Actions:

- a. Evaluate and update visitor capacity on an annual basis through collaborative community meetings.
- b. Balance the needs of tourists with those of the destination by aligning marketing strategies in balance with visitor capacity and adjust on an annual basis.
- c. Disperse visitors in the city and area to reduce impacts to congested areas and at risk resources or assets.
- d. Promote lesser known or used area travel experiences.
- e. Encourage new travel experiences consistent with the Plan that reduce or spread out tourism impacts to the community.
- f. Collaborate with non-profit entities, Ouray County, the Town of Ridgway, the USFS, Colorado Parks and Wildlife Department and other governmental agencies to identify at risk assets; promote the dispersion of travel experiences and recreation opportunities throughout the area; and provide for sustainable tourism.
- g. Encourage non-profit entities to support and maintain assets on federal or state land in order to maintain and improve user capacity and protect natural resources.
- h. Develop and encourage opportunities for volunteers to address the maintenance of visitor resources.
- i. Expand outdoor based adventure activities from core tourism attractions such as new climbing attractions, guided trail tours, zip lines, and a new recreational path in between Ouray and Ridgway.
- j. Encourage and support the Ouray Tourism Office marketing, visitor services, and funding in line with the Plan policies.

- k. Coordinate marketing with regional destinations, agencies and non-profits to further the Town's sustainable tourism efforts, pool resources and build capacity by working regionally.
- l. Collaborate branding with the Town of Ridgway as one destination based on sustainable tourism.
- m. Improve the quality of life for local residents as a strong marketing influence since happy and psyched residents will draw high quality visitors to the city.
- n. Encourage existing and new businesses to adopt an ecotourism ethos and practices such as: Green and non-toxic building practices utilizing local materials where possible; energy efficiency; renewable energy; utilizing organic and locally grown food; recycling and composting; gray water reuse; and green operations (non-disposable dishes; non-toxic cleaning; bulk organic soaps; natural furniture, fixtures and equipment where possible, etc.).
- o. Create an actual and attainable placemaking strategy.

Commented [CH1]: Locate in Land Use Section?

Goal 2: Encourage and support diversified tourism businesses that diversify the economy and spread out tourism throughout the year.

Actions:

- a. Encourage and promote Ouray as renewed health and wellness center with spas, integrated medicine facilities, holistic experiences, mindful development, meditation/yoga studios, apothecaries and similar activities and uses.
- b. Expand winter tourism opportunities, such as cross country skiing, backcountry skiing, snowmobiling, backcountry chalets, and similar winter sports.
- c. Encourage and support a conference center or conference center meeting infrastructure in the city.
 - i. Consider improvements to the Community Center's Massard Room and San Juan Room to provide better meeting space; needed technology; creating break out rooms; and improved facilities.
- d. Explore improving destination tourism for non-motorized travelers through package plans for those flying into the Montrose Airport.
- e. Generate and support opportunities for business retreats and health and wellness vacations.
- f. Assist and encourage the expansion of music and other festivals within the visitor capacity of the city.

Goal 3: Maintain the "Pillars for Ouray Tourism" hot springs, jeeping, mountain access from the city, climbing, ghost towns, and heritage tourism.

Actions:

- a. Embrace and promote the city based on its heritage, culture and key assets, with a focus on its Native American, mining, and spa origins.
- b. Foster and support the San Juan Skyway and Grand Circle as tourism travel routes that are vital to the city.
- c. Promote and expand heritage tourism by providing infrastructure and marketing.

Goal 4: Maintain and improve the positive tourism experience.

Actions:

- a. Support additional family oriented travel experiences such as....
- b. Maintain the unique Ouray hospitality and friendliness by.....
- c. Encourage shops and restaurants to stay open later and during the winter seasons.
- d. Fund the preparation, adoption and implementation of an overall wayfinding plan for the city.
- e. Encourage and support affordable and reasonable lodging and camping to ensure Ouray does not lose its core visitors.
- f. Support efforts and initiatives that improve tourism assets and infrastructure.
- g. Ensure that 90% of the guest visiting Ouray will continue to be repeat guests.

Goal 5: Encourage and promote Ouray as a culinary destination.

- a. Encourage and support existing restaurants to provide consistent and exceptional chefs, food quality and services.
- b. Encourage more early morning and late night dining options.
- c. Attract or encourage diverse restaurants that provide unique food and menus.
- d. Encourage, support and promote the resurrection of the Ouray Food Festival.

Goal 5: Initiate the Ouray Farmer's Market

- a. Create volunteer group to plan the market; seek vendors; and manage the market during the summer months.
- b. Create or find a non-profit entity to run the market working with the city on its management and operation.
- c. Determine appropriate location for the market that ensures its success and compliments events and activities in the city.

Commented [CH2]: Land use or economic development?

"Sustainable tourism [is] tourism that meets the needs of present tourists and host regions while protecting and enhancing opportunity for the future. Rather than being a type of product, it is an ethos that underpins all tourism activities. As such, it is integral to all aspects of tourism development and management rather than being an add-on component. The objective of sustainable tourism is to retain the economic and social advantages of tourism development while reducing or mitigating any undesirable impacts on the natural, historic, cultural or social environment. This is achieved by balancing the needs of tourists with those of the destination."

“Placemaking is a multi-faceted approach to the [planning](#), design and management of public spaces. Placemaking capitalizes on a local community's assets, inspiration, and potential, with the intention of creating public spaces that promote people's health, happiness, and well-being. It is political due to the nature of [place identity](#). Placemaking is both a process and a philosophy that makes use of urban design principles. It can be either official and government led, or community driven grass roots [tactical urbanism](#), such as extending sidewalks with chalk, paint, and planters, or open streets events such as [Bogotá, Colombia's Ciclovía](#). Good placemaking makes use of underutilized space to enhance the urban experience at the pedestrian scale.” - Wikipedia