



Strategic Plan City of Gunnison, Colorado October 10, 2017



Photo by Gregg Morin



photo provided by Matt Evans

2017-2021 STRATEGIC PLAN

CITY OF GUNNISON

1. PURPOSE & INTRODUCTION

The purpose this Strategic Plan is to identify the issues most important to Gunnison residents, which the City of Gunnison will work towards addressing in the next 1-5 years. This Plan will provide alignment and focus to addressing those critical strategic issues. The City Council, based on input received from a community survey, students, focus groups, and during City Fest, identified four broad strategic priorities that include:

- 1) Infrastructure and Safety
- 2) Public Engagement
- 3) Affordable Housing
- 4) Economic Prosperity

The Council developed specific results they wanted to achieve for each priority and then City Staff developed strategies with Council to achieve those results. This Plan will be used to develop future budgets (including the 2018 budget), create departmental business plans, define goals for City personnel, and provide a framework for accountability for the organization. Both dollars and human resources will be aligned and targeted towards achieving the strategic results in this Plan.

Also with a Strategic Plan, a metric (a means of showing progress on goals/results) can be developed and communicated to the community and be used to ensure accountability for the organization, Departments, and individual employees. By creating a focus on addressing the most important issues over a 3-5-year timeframe, significant actions can occur, which have measurable benefits for the community. While a Strategic Plan provides a level of discipline for budgeting and management, short-term actions that support strategic initiatives can occur and the City can still be opportunistic when there is an opportunity which may not be completely aligned with the plan. In addition, Staff may propose different and/or amend strategies to achieve Council results as implementation of this overall plan occurs. This Strategic Plan is intended to be a dynamic plan that is reviewed and updated a minimum of every two years or more frequently if the need arises.

2. SUMMARY OF COMMUNITY FEEDBACK

To inform the City Council on our customers concerns and issues, the City solicited and received feedback on strategic priorities in the following ways:

- City Fest
- Focus Groups including the Downtown Leadership Committee
- Strategic Partners (i.e. Western, Hospital, County, Foundation)
- Community Survey
- Survey with Western Students and High School Students
- Input from City Departments

The input from this feedback is found in the staff memorandum for the City Council's August 10th Strategic Planning Meeting which is found at

http://www.gunnisonco.gov/City%20Council/packet_08.10.17_ws.pdf.

The attachments referenced below are found in this memorandum. The basic question that the community was asked to respond to was: "what strategic issues should the city focus on in the next 3-5 years. "

2.1 City Fest

City Fest involved 260 or more of our residents, business owners, employees, youth, and others. We received a diversity of ideas and thoughts from this event. The topics seemed to generally track with the Focus groups. It should be recognized that we were hitting people cold with the questions of "What strategic issues should the city address in the next 3-5 years." Whereas the individuals coming to focus groups had a little more time to think about topics before walking into the meeting.

2.2 Focus Groups

The City hosted 4 focus groups, including:

- Tomichi Avenue Merchants
- North Main Street Merchants
- Residents
- Seniors/Boomers Board

The format was the same for these four groups and the meetings lasted approximately one hour with 4-9 people. We provided context on why we were soliciting feedback and asked participants to provide feedback on strategic issues. Attending Council members had the opportunity to ask clarifying questions and to respond to questions asked by participants. In addition, we took advantage of the Downtown Leadership Committee (Main Street Merchants for the most part) and

asked them for their opinion regarding strategic issues at the end of another meeting focused on the Gunnison Vibrancy Initiative Project.

2.3 Strategic Partners:

The City Manager met with the following partners:

Western State Colorado University – President and Cabinet
Community Foundation – Executive Director
School District – Superintendent
Gunnison Valley Hospital – CEO
Gunnison County – County Manager

The discussions with Western were the most in depth and resulted in the University facilitating a student focus group, a survey, and a number of discussions with University leaders. There is both a real opportunity and need to heighten collaboration between the University and the City both physically and programmatically.

All of the above mentioned partners acknowledged the need to continue to collaborate on common issues and challenges. Also, housing is a common theme among the major institutions of the community. Through these partners, we can find opportunities to leverage our funds to achieve common goals.

2.4 Survey with Western and High School Students

As part of the Gunnison Vibrancy Initiative, staff fielded a survey with Western Students which received 280 responses. Although focused on the Vibrancy Initiative, it provides a feedback mechanism from Western students. A similar survey was also fielded through the GCSAPP program to high school students and 24 responses were received. Of the 280 respondents to the Western survey, 146 said they go downtown a few times a week, with most of the destinations being restaurants and shops. A large majority say their favorite thing about going to school in Gunnison is the proximity to public lands and recreation, and the small town vibe. In regards to making Downtown better, Western students offered up fun business ideas and confirmation that later hours downtown would be beneficial. The amount of students wanting to stay in Gunnison after getting their degree is split almost evenly between those who don't. Challenges for students who want to start their life here are housing and the career market, not necessarily the job market. Students who don't want to stay attribute their desire to Gunnison being too small, isolated, cold, and the housing/career market again. As for a physical connection from Western to the Downtown, bike lanes and better sidewalks were well supported.

Of the 24 replies of the high school students, it is clear that their thoughts about Gunnison, the Downtown, and transportation to the Downtown mainly mirrored the thoughts of Western students. However, the main reason high school students don't want to stay in Gunnison after they graduate is because they want to travel and see what the rest of the world has to offer. Staff would also suggest that 24 responses is not enough respondents to make conclusions on high school student preferences in Gunnison.

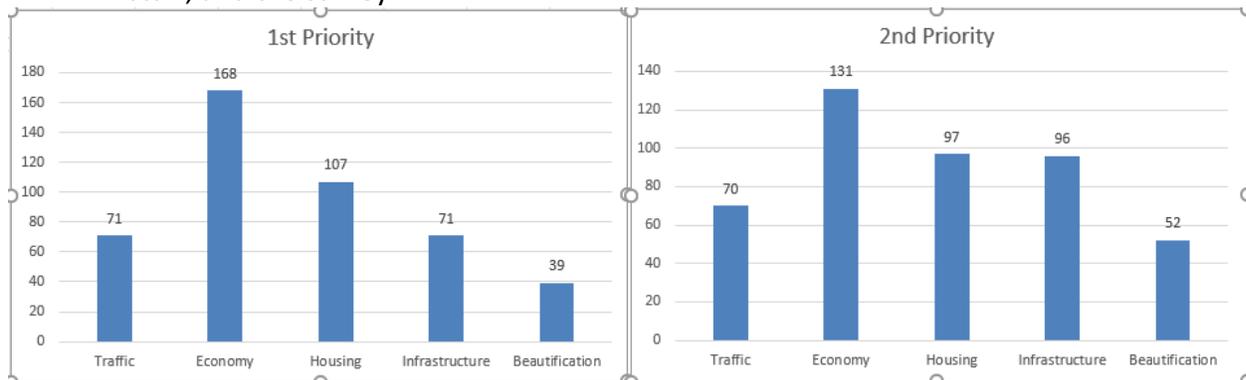
2.5 Survey

With the input found in Attachment 3 of the staff memorandum, staff, working with Council identified 18 different themes/strategies that were raised with some frequency. We fielded a survey to over 2000 Gunnison residents and businesses, where we asked respondents to tell us whether they strongly supported, supported, were indifferent, opposed or strongly opposed to a particular strategy. We also identified several broad categories (i.e. Economy, Housing, Traffic, Infrastructure, and Beautification), which were tested in the survey. The survey had 446 respondents. The following is a table that summarizes responses on the 18 different strategies that were tested in the survey. Net Support was the total number of strongly support and support votes minus the strongly opposed and opposed votes.

Number	Issue	Net Supporter	Strongly Support	Strongly Oppose
9	Ensure city infrastructure, such as streets, sidewalks, and utilities, are well-maintained over time.	404	261	0
5	Preserve Gunnison's unique history	377	241	4
4	Improve the City's communication with residents and businesses	368	160	1
11	Increase incomes through economic diversity	336	172	6
2	Improve the activity and usage of Downtown	333	181	4
1	Increase the involvement of Western students in the community	325	148	8
14	Develop inexpensive evening activities for youth under 21	323	156	7
6	Increase enforcement of traffic laws	318	159	16
7	Provide incentives to improve energy efficiency resulting in lower power bills for existing housing	318	207	10
17	Improve pedestrian safety	314	193	7
12	Review and update city regulations to achieve community goals	291	117	8
10	Develop more programmed activities for seniors	276	96	7
3	Increase the number of housing units within Gunnison	269	170	15
13	Develop added recreational activities within the city	266	128	13
15	Improve and enhance the city's trail system	264	158	15
16	Improve the appearance of public corridors in the community (for example: Main Street, East and West entrances to the city on Tomichi, airport route)	246	148	19
18	Control our economic growth and sprawl	185	149	23
8	More actively market and brand Gunnison as a University community	146	109	27

Although infrastructure had the most support as an individual issue above, improving the economy was the top rated general category when respondents were asked to identify their 1st and their 2nd priority. According to the prioritization, this is a community that wants to expand conservatively and make sure our history is preserved while maintaining a high standard of living. Generally, Gunnison also wants to see more locals downtown and have it be a real center of activity and commerce. Connection with Western is also a significant priority: tapping into the student population and providing more opportunities for the greater community of Gunnison to interact with students and vice versa is desired. In accordance with the One Valley Prosperity Project, housing has been brought up many times and identified as an important priority.

Council was encouraged not to just look at one source of information, but to identify the messages that came out of the input from focus groups, City Fest, staff, and the survey.



2.6 Input from City Departments

Finally, each City Department was asked to respond to the following questions:

- 1) Identify and describe the 2-3 most important strategic results your Department would like to accomplish in the next 2-3 years that will improve customer service and or the community as a whole? Departments were also asked to identify any significant barriers you see to achieving those results?
- 2) What recommendations do you have for strategic results for the City as a whole over the next 3-5 years?
- 3) Briefly identify the two most important Departmental accomplishments over the last year?

Each Departments responses are found in Attachment 6 of the August 10th memorandum which again can be found at

http://www.gunnisonco.gov/City%20Council/packet_08.10.17_ws.pdf.

3. MANAGEMENT FRAMEWORK

Based on the feedback received from focus groups, City Fest, and a community survey, the City Council was asked on August 10th to identify several strategic priority areas and then define results within each priority area. An example of a priority area could be “Infrastructure.” Council then was asked to identify strategic results which involved crafting a statement which:

- Described a specific measurable result for a customer and how they would experience that result; and,
- To determine when the result would be experienced by the customer.

Council and City staff worked to develop specific strategies for achieving the results. An example of the management framework is provided below:

Strategic Priority: A strategic priority is a broad category or issue where results and strategies are articulated to address that priority. Strategic Priorities reflect a significant broad issue and describes a trend and why it is relevant to our residents. An example of a strategic priority could be:

“Traffic Safety: With increasing traffic on Highways 50 and 135, ensuring safe intersections is critical to our residents and guest feeling safe in our Central Business District.

Result: An example of a result for Safety could be:

By January 31, 2020, 90% of Gunnison residents state that they believe Tomichi and Main intersections are safe to cross for all modes of transportation.

Strategy: A strategy to achieve this Council result could be for example:

By October 1, 2018, the Gunnison Police Department will increase police presence and enforcement on city streets by providing two patrol officers during the day when traffic is at its peak.

4. DRAFT STRATEGIC PRIORITIES AND RESULTS

The following is a strategic framework that includes specific results organized around strategic priorities by which City funding, human resources, and contracts will be aligned to support and implement. It should also be noted that many of the strategic results below support strategies from the One Valley Prosperity Project which identified specific regional issues and strategies to enhance the prosperity of our communities in the Gunnison Valley. For example, the results below related to updating the City's Comprehensive Plan, Complete Streets, Housing, and Economic Prosperity all support strategies in the One Valley Prosperity Project. This alignment will most likely be helpful in pursuing grant dollars, requesting regional support for implementation, and in achieving the City's strategic priorities.

“an elevated quality of life today and into the future driven by active leadership, community vision, and unique heritage. “

A. Strategic Priority – Infrastructure & Safety

Stewardship of Gunnison's infrastructure, including streets, water, sewer, electricity, parks, City buildings, and more, is essential to the health, welfare and safety of our residents and guests. The City's infrastructure is aging and will increasingly impact our customers through increased costs, risks to public safety, and potential service interruptions if not addressed. In addition, traffic safety is an increasing concern, and our long range plans which guide public and private investment are dated and may not respond to the current needs of our residents. Careful planning is critical to guiding future infrastructure decisions, managing growth, and improving environmental sustainability in the community. Looking forward, the City will use the best information available to take a cohesive, comprehensive, sustainable, and cost-conscious approach to managing and maintaining the community's infrastructure so that our residents experience cost effective, safe, high quality infrastructure as evidenced by the following results:

Result #1 Capital Maintenance and Replacement Plan

By December 31, 2018, our residents and businesses will see demonstrable progress towards creating high quality, cost effective infrastructure by inventorying and assessing all major (utility infrastructure, roads, sidewalks, trails, buildings, rolling stock) City assets and implementing a schedule for capital maintenance and replacement.

Lead: Public Works Director

Team: Department Directors, Public Works Superintendents,

Strategies:

1.a) By October 1, 2017 any new capital requests are accompanied by a plan for funding ongoing net operational and maintenance needs.

1.b) By March 1, 2018 a proposed schedule of consumer rate changes will be presented to Council which will support future capital replacement and maintenance of public infrastructure that will enable City residents to experience cost effective, safe, high quality infrastructure.

1.c) By March 30, 2018, Public Works will purchase and begin implementation of a Public Works information system/database to track and manage the maintenance of city infrastructure and utilities.

1.d) By September 1, 2019, a capital replacement and maintenance schedule is developed for City buildings and integrated into future budgets as appropriate.

1.e) By June 30, 2019, Public Works will assess our streets and sidewalk infrastructure for the purpose of creating a multi-year capital repair and maintenance plan.

Strategies 1.a-1.e

Lead: Public Works Director

Team: Public Works Superintendents, City Engineer, Finance Director, Other Directors as applicable to their buildings.

Result #2: Safe Roads on Main and Tomichi

By December 31, 2020, 90% of community survey respondents report that they perceive that the downtown is safe and aesthetically pleasing to walk, bike, and drive through Main and Tomichi Avenues.

Lead: Chief of Police

Team: Community Development, Parks and Recreation, Public Works

Strategies:

2.a) By December 31, 2018, implement 2-3 near term measures to improve vehicular and pedestrian safety on Main and Tomichi through a review of existing planning documents and through discussions with the Colorado Department of Transportation.

Lead: Public Works Director

Team: Police Chief, Community Development Director, Street Superintendent

2.b) By December 1, 2017, the Police Department will adjust scheduling to provide extra coverage in the downtown areas to help ensure safe transportation and to provide public outreach and education on traffic safety.

Lead: Police Chief

Team: Police Department

2.c) By October 1, 2018 the City will complete the 1st phase of "Complete Streets" and by December 1, 2019 the City will implement the 2nd phase of "Complete Streets" which will include integrating traffic calming and system connectivity on the west entry of Highway 50.

Lead: Community Development Director

Team: Public Works Director

2.d) Ensure the public streetscape is aesthetically pleasing through the Vibrancy Initiative project and other planning efforts.

Lead: Community Development Director

Team: Public Works and Parks and Recreation

2.e) By December 31, 2018, the city will fund and field a statistically valid survey to measure public opinion on critical strategic results and city services which will support multiple results and strategies in this Strategic Plan including this result (2).

Lead: City Manager

Team: Department Heads

Result #3: Emergency Preparedness

By December 2019, our residents will experience well organized and effective responses to emergency events by updating the City of Gunnison's emergency response plan in cooperation with regional partners and conducting annual training for personnel to effectively implement the plan.

Lead: Chief of Police

Team: Fire Marshal & Department Heads, County Emergency Planning Office.

Result # 4: Comprehensive Plan & Environmental Sustainability

By December 31, 2019, the City will have completed a Comprehensive Plan that provides a community vision and specific implementable strategies so that our community will experience a resilient healthy economy, affordable housing, improved environmental sustainability, high quality development, and public infrastructure which supports our high quality of life.

Lead: Community Development Director

Team: Department Directors, City Engineer

Strategies

4.a) By September 1, 2018, Staff will provide a scope of work for updating a comprehensive plan that provides the community with a future vision and specific implementable strategies so that our community will experience a resilient healthy economy, affordable housing,

improved environmental sustainability, high quality development, and public infrastructure which supports our high quality of life.

Lead: Community Development Director

Team: Public Works Director, Parks and Recreation Director

4.b) By June 30, 2018, as part of 4.a above evaluate our current policy on marijuana and controlled substances and determine if there are unintended consequences for public safety, implications for youth, and or land use implications that need to be addressed and modified with our current policy.

Lead: City Clerk

Team: GCSAPP, School District, Police Department, Businesses, Community Development

4.c) By June 30, 2018, as part of 4.a) evaluate whether a partnership could be developed with the Western Masters in Environmental Management program to support the development of a sustainability policy/program as part of the Comprehensive Plan.

Lead: City Manager

Team: Community Development

B. Strategic Priority - Community Engagement

Our residents increasingly expect effective and responsive two-way communication. Without effective community engagement and communication, trust in local government is diminished: misinformation can affect public safety, and the City is generally less responsive to our citizens. Successful two-way communication is essential to effective public service and will be evidenced by:

Result #1: Two Way Communication

By December 31, 2020, 80% of our residents and businesses experience effective two-way communication with the City as measured in a community survey.

Lead: City Manager

Team: Directors

Strategies:

1.a) By December 31, 2017, staff will provide 5 examples of community engagement/communication plans (including the respective size and budget of the provided examples) to inform a decision on next steps for implementing an effective and comprehensive communication program which would include resources to implement this result.

Lead: City Manager

Team: City Directors

1.b) By December 31, 2017, staff will implement three specific strategies that will enhance our resident's ability to experience effective two-way communication and engagement with the City utilizing currently available resources.

Lead: City Manager

Team: Department Directors

Note/Initial Ideas: Coffee with Council, Monthly Editorial, Annual newsletter on Strategic Plan, and implementation of a community survey every two years.

1.c) By June 2018, provide a training program for applicable city employees on basic skills to accurately utilize existing communication channels and effectively communicate important messages with community.

Lead: City Clerk

Team: All Departments

C. Strategic Priority- Livable and Affordable Housing

The lack of affordable housing is increasingly impacting our businesses ability to fill jobs and for our residents to pay for the increasingly high cost of living. Working with regional partners, particularly the Gunnison Valley Housing Authority, the City will work on public private-partnerships to improve the quality and quantity of affordable housing units in Gunnison which will support the goals of the Gunnison County Housing Strategic Plan. This will be demonstrated by achieving the following results:

Result #1: Improve livability of existing housing and create new affordable housing

By June 1, 2018, the City working with regional partners in the public and private sector will develop a specific plan to provide 60 new or refurbished units under \$100,000 per unit (or equivalent rent) and develop an economically viable way to provide public incentives (e.g. infrastructure, taxes, regulatory costs, tax credits, processing speed for permits) to facilitate the creation of 150 new housing units, which will help address the needs identified in the 2016 Gunnison County Needs Assessment. The baseline for this measurement will be 2017.

Lead: City Manager

Team: Housing Authority, Public Works, Community Development

Strategies:

1.a) By December 31, 2017: Work with housing stakeholders including developers to identify specific projects with estimated projections on public investment required to achieve the above mentioned result.

Lead: *City Manager*

Team: Housing Authority Executive Director, Construction Management Consultant

1.b) By January 31, 2017, review the potential projects publically to receive public input for projects ideas.

Lead: City Manager

Team: Housing Authority Executive Director, Construction Management Consultant

Result #2: Review Incentives and Barriers to Creating Affordable Housing

By June 30, 2018, the City working with regional partners in the public and private sector will identify specific improvements to City regulations to remove unreasonable barriers and create incentives to creating affordable housing in the City while not exceeding the City's man made or natural carrying capacity.

Lead: Community Development Director

Team: Hire an independent source to review code and identify recommendations.

Strategies:

2.a) Budget for and retain an independent consultant to review zoning code and develop recommendations to achieve this result.

2.b) Develop a committee composed of builders and housing experts to work with staff and the consultant to recommend specific changes to the City Council.

3.c) Recommendations will be integrated into the Comprehensive Plan update as appropriate and forwarded to the Planning Commission and City Council for their consideration and approval.

Result # 3: Energy and Weatherization Program

By February 28, 2018, the City will create an energy rebate and weatherization program to reduce energy costs and materially lower the living costs in existing affordable housing units in Gunnison.

Lead: (City Lead) Public Works Director and Electrical Superintended

Team: Gunnison Valley Housing Authority-HEAT Program

Strategies:

3.a) Budget appropriate funding in the 2018 budget to support an energy rebate and weatherization program which will be supported by the Gunnison Valley Housing Authority.

Lead: (City Lead) Public Works Director and Electrical Superintendent

Team: Gunnison Valley Housing Authority

3.b) By April 1, 2018, staff will schedule a meeting with the City Council to discuss enforcement of the City building code related to maintenance of existing structure and dealing with nuisance issues associated with uninhabitable structures.

Lead: Community Development Director

Team: Police Department

Result #4: Create Housing Funding Source

By December 1, 2018, develop a dependable funding source to support the above mentioned result.

Lead: Gunnison Valley Housing Authority

Team: Staff as necessary of the members of the Authority

Strategies:

4.a) By February 28, 2018, develop a list of projects and estimated public costs to achieve the City's goals mentioned above assuming private partnerships are reasonably leveraged and deliver that list to the Housing Authority.

Lead: City Manager

Team: Gunnison Housing Authority and other Housing Stakeholders

4.b) By June 30, 2018 develop a specific list of regional housing projects (or a specific Housing Plan) to address the 2016 Housing Needs Assessment with a determination on what public funding is needed to implement the plan. This should be accompanied by appropriate ballot language which will be reviewed by both appropriate legal counsel, elected officials, and senior staff. *This would be a strategy respectfully recommended to the Housing Authority.*

Lead: Gunnison Valley Housing Authority

Team: Members of the Gunnison Valley Housing Authority

D. Strategic Priority- Economic Prosperity

The City of Gunnison has a lower average median income compared to the state and is in the top 25% of all counties in terms of cost of living. Given the presence of a University, Airport, Hospital, available land for residential and commercial development and most importantly a very high quality of life, the City should perform better economically. The Council believes that diversifying our economy by promoting all of the City's assets while also fostering vibrant, relaxed and prosperous commercial areas will result in a healthy, resilient local economy where our children will see increasing opportunities to live and work in Gunnison. This will be evidenced by:

Result #1: Gunnison Vibrancy Project Implementation

By December 31, 2017, working in partnership with the business community and community stakeholders, the City will create and begin implementation of a timely and strategic set of recommendations to enhance the vitality and prosperity of Gunnison's Downtown.

Lead: City Manager

Team: Community Development Director and Planner

Strategies:

1.a) By March 31, 2018, develop an organizational partner to represent the business community in the implementation of the Gunnison Vibrancy Initiative. This could be an existing entity which chooses to engage and be a partner to drive the implementation of the Vibrancy Project.

Lead: City Manager

Team (Proposed): Gunnison Chamber, ICE Lab, Members of the Downtown Leadership Committee (DLC)

1.b) By December 31, 2019, develop a funding mechanism to support the implementation of the Gunnison Vibrancy Initiative. A Downtown Development Authority or an Urban Renewal Authority which utilizes a funding mechanism called Tax Increment Financing may be an attractive tool for both generating funding and providing an organizational frame

work for implementation. Other financial tools are available (Business Improvement District, General Improvement District, sales tax, property tax) and all tools should be compared against each other and debated publically to determine the preferred tool.

Lead: City Manager or Designee

Team: Chamber of Commerce, Downtown Leadership Committee, City Attorney

1.c) Budget a modest amount of money to implement short term, low cost, high impact actions from the Vibrancy Plan.

Lead: City Manager

Result #2: Initiate Economic Development Campaign Gunnison a great place to work & live

By December 31, 2019, Develop and implement an economic development, community branding, and marketing program to promote Gunnison and the valley as an incredible place to work and live so as to generate new entrepreneurs and businesses in the community which will provide jobs that pay a living wage and make our local economy more resilient to change. This will be measured by seeing the gap between median household income in Gunnison and the State be reduced by 20% compared to 2017 levels.

Lead: City Manager will propose resource – see 2.b.

Team: Chamber, ICE Lab, CBTF

Strategies:

2.a) Same as 1.a and 1.b in this priority area.

2.b) Need a professional resource which could be shared or working in a partner agency to execute on this result.

2.c) By December 2018, the City, working with regional partners will support the completion of an economic development website.

Lead: City Manager or Designee

Team: Chamber of Commerce, Downtown Leadership Committee, City Attorney, ICE - Lab

2.d) By December 2018, develop collateral material and a video which specifically promote Gunnison as an incredible place to work and live.

Lead: City Manager or Designee

Team: Chamber of Commerce, Downtown Leadership Committee, City Attorney, ICE – Lab

2.e) By December 2017, begin utilizing a new set of criteria for evaluating economic development grant applications to the City which will improve economic resiliency in the community and support this result.

Lead: Finance Director

Team: City Manager

Result # 3: Abundant and Redundant Broadband

By December 31, 2019, Gunnison businesses and residents will experience affordable, abundant, and redundant broadband services which will foster entrepreneurial businesses and improve the quality of life for our residents.

Lead: City of Gunnison IT Director

Team: Region 10 and Gunnison County Local Technology Planning Team

Strategies:

3.a) By December 31, 2018 Implement the Region 10 Broadband plan for the Gunnison Valley.

3.b) By October 31, 2019 the City of Gunnison will receive redundant broadband service through WAPA, Century Link via Cottonwood Pass, Wireless connectivity, or some other means of redundant service

Strategies 3.a-3.b

Lead: City of Gunnison IT Director

Team: Region 10 and Gunnison County Local Technology Planning Team

Result #4: Collaboration with Western to Support Student Recruitment and Retention

By December 31, 2018, the City working with Western State Colorado University will develop specific strategies to support Western recruitment and retention goals so as to support the continued success of this significant economic and community foundation in our community.

Lead: City Manager and Western Representative

Team: Western administration, students and local leaders

Strategies:

4.a) Convene a working group with Western administration, students and local leaders to develop strategies to achieve this result.

Result # 5: Gunnison recognized as the home for Western and Western is synonymous with Gunnison.

By December 31, 2020, 80% of residents will identify the University as a critical partner to the City in which Western is identifiable as Gunnison and Gunnison as Western.

Lead: City Manager and Western Representative

Team: As designated

Strategies:

See Strategies from Result #4.

Result # 6: Improve Hotel Occupancy and Economic Impact of Special Events

By December 31, 2018, improve hotel occupancy to enhance the economic sustainability and vibrancy of our downtown by working with the Tourism Association, event partners, Monarch and CBMR ski areas, and the business community to produce and market special events and winter destination promotions to measurably improve hotel occupancy by 10% in the City of Gunnison (with a special emphasis to improve winter occupancy).

Lead: City Manager

Team: City Special Events Coordinator

Strategies:

6.a) By December 31, 2017 host a meeting of stakeholders in special events (Chamber of Commerce, Tourism Association, I-Bar, Lodging Representatives, Cattlemen’s Day Representative, City Special Events Coordinator) and identify specific special events to grow and promote in Gunnison. This would include agreeing to a metric for measuring the economic impact of special events.

Lead: City Manager

Team (Proposed): Chamber of Commerce, Tourism Association, I-Bar, Lodging Representatives, Cattlemen’s Day Representative, City Special Events Coordinator

6.b) By March 30, 2018, invite a lodging committee in Gunnison to come together to work collaborative on marketing Gunnison as a destination along with valley partners (i.e. Tourism Association, Monarch Ski Area, Crested Butte Ski Area).

Lead: City Manager

Team: TA and Lodging Committee

6.c) By June 1, 2018, determine a cost and plan for providing a ski season shuttle service for Monarch Mountain to support Gunnison Hotels. This would require a high level of cooperation and partnership to implement. An initial test should be considered if there is a viable financial plan and to pair that test with a marketing plan.

5. IMPLEMENTATION

The following are proposed next steps to implement this plan:

- 1) **Budget:** Resources to implement the plan will be identified in the 2018 budget and in future budgets.
- 2) **Internal Communications/All Employee Meeting:** Staff will plan on several all employee meetings to communicate the plan, discuss progress on results, and to also acknowledge and celebrate success in achieving results.
- 3) **Departmental Strategic Plans:** Once a *Strategic Plan* is developed by the City Council, each Department will either update and/or develop business plans to align themselves with Council's *Strategic Plan* and to identify critical operational results for their Departments. The additional benefit of this management framework is that it allows individual employees to have a clear line of sight of how they contribute to a broader purpose and direction within the organization which has been proven to engage employees and create positive results for customers. It also allows a level of creativity in how results are achieved using the problem solving skills of our employees.
- 4) **Individual goals and performance reviews:** Every employee including the City Manager have goals for annual performance reviews. The goals in individual performance reviews will be updated as applicable and appropriate with both City Council and Departmental Strategic Results (goals) so that there is strong alignment between individual employees and the strategic priorities of the organization.
- 5) **Communication of the Plan:** Staff would propose that the plan is made available to the public and that future coffee chats with the Council be used to communicate the plan. Furthermore, we would recommend working with the paper to do a more detailed article on the Plan (the Mayor and Manager have already met with Gunnison County Times to review the high point of the Council Retreat).
- 6) **Metric/Report Card:** Create a metric and a public report card one year after the plan, which can be communicated publically to report progress on strategic results and to demonstrate accountability for strategic results. A significant tool that is proposed for gauging our customer's perception/reaction to different issues is a community survey. With any survey tool the initial survey provides a baseline for future surveys. Staff is also looking at specific survey tools that allow comparisons to other comparable communities on service levels.
- 7) **City Manager Report:** Once adopted the City Manager will summarize the strategic plan in a matrix and provide reports on progress at City Council meetings.