

AGENDA
INTERGOVERNMENTAL WORKSESSION
San Miguel County Hosting
Participants: Telluride, Mountain Village, Ophir, Norwood, Sawpit, San Miguel County
Monday, May 10, 2021 at 1 pm
Join Zoom Meeting
<https://us02web.zoom.us/j/534180495>
Meeting ID: 534 180 495; Passcode: 014764

	TOPIC	SPONSOR/SPEAKER	TIME
1.	Introductions		5 minutes
2.	Regional Visioning	Todd Brown, Council, Town of Telluride	20 minutes
3.	Update on a Recovery Manager	Mike Bordogna, County Manager, SMC	10 minutes
4.	Legislative Update	Hilary Cooper, SMC Commissioner	15 minutes
5.	Update from the Parking Committee, or Others, if available.		15 minutes
6.	Other, as needed.		
	2:30 p.m. Adjourn		

Distribution:

<p><u>Town of Mountain Village</u> Kim Montgomery kmontgomery@mtnvillage.org Susan Johnston sjohnston@mtnvillage.org Christina Lambert clambert@mtnvillage.org Laila Benitez lailabenitez@mtnvillage.org Patrick Berry pberry@mtnvillage.org Natalie Binder nbinder@mtnvillage.org Dan Caton dcaton@mtnvillage.org Jack Gilbride jgilbride@mtnvillage.org Marti Prohaska mprohaska@mtnvillage.org Pete Duprey pduprey@mtnvillage.org Michelle Haynes mhaynes@mtnvillage.org Zoe Dohnal zdohnal@mtnvillage.org Kathrine Warren kwarren@mtnvillage.org</p>	<p><u>San Miguel County</u> Mike Bordogna mikeb@sanmiguelcountyco.gov Lance Waring lancew@sanmiguelcountyco.gov Kris Holstrom krish@Sanmiguelcountyco.gov Hilary Cooper hilaryc@sanmiguelcountyco.gov Amy Markwell amym@sanmiguelcountyco.gov Kaye Simonson kayes@sanmiguelcountyco.gov Lynn Padgett lynnp@sanmiguelcountyco.gov Jennifer Dinsmore jenniferd@sanmiguelsheriff.org Carmen Warfield carmenw@sanmiguelcountyco.gov Lindsey Mills lindseym@sanmiguelcountyco.gov Starr Jamison starrj@sanmiguelcountyco.gov</p>
<p><u>Town of Telluride</u> Ross Herzog rherzog@telluride-co.gov Tiffany Kavanaugh tkavanaugh@telluride-co.gov Kevin Geiger kgeiger@telluride-co.gov Josh Comte jcomte@telluride-co.gov Adrienne Christy achristy@telluride-co.gov Todd Brown tbrown@telluride-co.gov Jessie Rae Arguelles jarguelles@telluride-co.gov Geneva Shaunette gshaunette@telluride-co.gov DeLanie Young dyoung@telluride-co.gov Lars Carlson lcarlson@telluride-co.gov Tom Watkinson twatkinson@telluride-co.gov David Nepsky dnepsky@telluride-co.gov</p>	<p><u>Other Towns and Entities</u> SMRHA: Corenna Howard corenna@smrha.org Ophir: Corinne Platt mayor@ophir.us Ken Haynes manager@ophir.us Sawpit: Mike Kimball michaelnjoyce@msn.com Norwood: Patti Grafmyer grafmyer@norwoodtown.com Rico: Kari Distefano townmanager@ricocolorado.gov R-1 School District jpandolfo@telluride.k12.co.us Region 10 Michelle Haynes mhaynes@region10.net Michael Martelon michael@visittelluride.com Paul Major paul@telluridefoundation.org Elaine Demas Elaine@telluridefoundation.org Kim Wheels kim@ecoactionpartners.org Telluride Library slanderyou@telluridelibrary.org Lawson Hill HOA Pam Hall lawsonhill@gmail.com U.S.F.S. Megan Eno megan.eno@usda.gov Telluride Fire District jbennett@telluridefire.com TMVOA anton@tmvoa.org SMART david.averill@smarttelluride.com Telski Robert@telski.com Colorado Flights matt@coloradoflights.org</p>
	<p><u>Media</u> KOTO News news@koto.org Telluride Daily Planet editor@telluridenews.com</p>

To: Todd Brown, Telluride Mayor Pro Tem
From: Future West
Date: April 30, 2021
Re: Prospectus for a Successful Telluride project



Introduction

Future West is pleased to share our prospectus for a project that we believe would help the residents and leaders of Telluride gain a better understanding of the growth and change you're experiencing, where those trends seem to be taking you, and the range of policy actions you can take to maintain the fantastic character of the community and help ensure its resiliency and sustainability. At your invitation, Future West has put together a team of highly experienced experts in various areas of expertise: community engagement and process facilitation, economic and social analysis, GIS analysis, and communications.

As you noted to us, Telluride is for good reason held up as an example of having done things right, and we couldn't agree more. You've conserved much of the best from the past, worked aggressively develop housing for workers, and somehow, so far have largely maintained a quality of life that is envied by the rest of the state and the country.

At the same time, as you well know, Telluride is undergoing significant changes that challenge the unique character of the community: ever-increasing visitorship, housing costs, pressure on public infrastructure and services, and, for lack of a better word, the "busyness" of everyday town life, especially in peak season. With the ongoing transformations in our national and regional economies like remote work, and now, the Covid pandemic, it would appear that those trends will continue. You face quite a challenge. We think that the project we conceptually outline here can help you meet it.

Fundamentally, this project would be intended to help the community understand: 1) where it is now, 2) what residents want it to be like in the future, and 3) develop a concrete, achievable set of near-term and mid-term actions to help it achieve that future. To do that, the project would:

- Identify shared community values that define Telluride.
- Build a common understanding of the issues, underlying causes, and potential solutions to community challenges.
- Assess current community conditions and their trajectory.
- Develop a prioritized action plan to address issues and capitalize on opportunities.
- Support action teams and projects to implement the action plan.

As we described to you, this effort would be patterned on Future West's *Successful Communities* program that is designed to help communities deal with growth and change by engaging a wide spectrum of residents, executing smart analysis of the most salient community challenges, and facilitating informed discussions aimed at the creation of concrete, achievable, and meaningful action. The project would very much be a partnership between the Town of Telluride and the project team (which itself is a partnership of academic, non-profit, and community development and communications consultants).

This prospectus is conceptual in nature; some of the elements or processes described below may or may not resonate with you all. As in all of our *Successful Communities* projects, there is a need to tailor the project to the community, and sometimes to add more disciplines to the team. There are also some potential activities, such as scenario planning, that could be included in this process: we believe that scenario planning can provide crucial help to communities, to help them think about and plan for uncertainties. Growth and development aren't the only major risk places like Telluride need to account for in their planning and decision-making. The goal isn't just "sustainable communities" but "resilient communities" that can thrive amid unforeseen, but to some extent inevitable, shocks.

Also, we realize that Telluride's future is intimately tied to that of the region, and we believe that a regional approach to community development and planning is almost always more fruitful. We look forward to discussing the geography of the project and the various regional partners that would be involved.

We hope that the project outlined in this prospectus is in line with your ideas. We would very much like to flesh this approach out with you and develop a more detailed proposal.

Outcomes:

Our goals for the *Successful Communities* program include these outcomes for participating communities:

- 1) A shared vision for the community's future, and widespread community awareness and affirmation of that vision.
- 2) An action plan fashioned to implement the community vision. If it is to be effective, this action plan must: a) prioritize actions, beginning with a limited number of achievable projects that include tangible and on-the-ground initiatives; something that clearly improves the community, thereby building goodwill and acting as a catalyst for future progress; b) identify timelines and budgets and funding sources; c) identify responsible partners and progress evaluation methods.
- 3) Greater community capacity to deal with the challenges of the future through a strengthened fabric of relationships and leadership development.

Program:

The *Successful Communities* program is designed around a set of time-tested, practical, and achievable activities:

1. Situational assessment

We propose that the first step in this project involve a "Situation Assessment", carried out by the team from the Gateway and Natural Amenity Region (GNAR) initiative, that consists of background research and in-depth confidential interviews with a diverse range of key stakeholders in Telluride. Situation Assessment s play a number of roles:

Bringing clarity to complex issues.

The confidential assessment process would help the project team understand the history and context of the issues of concern and related challenges; identify key parties and their interests;

highlight areas of agreement and disagreement; explore opportunities and challenges for collaborative problem solving; and clarify key paths forward for the project.

Providing opportunities for voices to be heard.

Assessment interviews provide those with a stake in an issue an opportunity to share their perspectives and concerns. Often, this opportunity for involved parties to fully share their perspectives and “be heard” by the project team can help, in and of itself, resolve conflict and advance collaborative problem solving.

Helping to build mutual understanding.

The findings of a Situation Assessment would be summarized in a report that shares the key takeaways from interviews impartially and without attribution. The report would act as a “boundary object,” helping to create mutual understanding about the issues of mutual concern and key challenges and opportunities, clarify how the project should be structured, and identify next steps in the project.

2. *Data gathering and analyses*

Concurrent with the Situation Assessment – and to some extent informed by it – the team from RPI Consulting in Durango would produce a “Community Profile”. The Profile would be intended to help the community residents and local government officials understand the dynamics of social and economic activity in Telluride, trends in that activity, and the capacity of the community to manage it.

It is our understanding that the enormous changes that Telluride has experienced in the past decade stem less from its modest, but steady resident population increase of about 1% a year, than it does an increase in visitorship, including overnight visitors, daytime visitors, second home owners, and commuters.

The Situation Assessment would explore subjective resident attitudes about the “busyness” of Telluride. The Community Profile would be designed to help the community better understand the extent of the growth in social and economic activity described above, its impacts on the community, (especially infrastructure), and the “carrying capacity” of the community to handle the trend of increasing activity through empirical analysis.

The project analysts would quantify both trends in growth from development and redevelopment, and would be especially focused on the peak and off-peak trends in visitorship through data on short-term rentals, hotel stays, second homes, and incoming workers. Importantly, we would assess the seasonal (peak and off-peak) and daily (what is the daytime “population” vs nighttime?) dynamics of this activity.

Finally, we propose that the Profile create a set of community indicators, and metrics to track change in the indicators over time. The Profile would be distributed throughout the community using the community engagement tools described below.

3. *Community engagement*

We believe that this effort be a success only with the engagement and support of a wide spectrum of Telluride residents. Building upon the relationships the project team will have developed in the situational assessment, we would work to ensure that as many residents as possible are aware of the project, and that their perspectives on the community are heard.

The team would coordinate and facilitate community engagement via the following methods:

- Educational activities to build a solid base of information about tools for achieving our community vision. This includes the community profiles as well as podcasts, webinars, and/or guest speakers.
- A project website replete with information about the project, engagement opportunities, a project calendar, and project documents.
- Online submissions that include opportunities for residents to respond to proposals and drafts through web-based platforms such as community forums, emails, and social media.
- Email distribution lists to notify of upcoming opportunities to be involved and provide project updates.
- Announcements through both traditional and social media.
- Webinars featuring a variety of experts from outside the project team on the most salient topics facing the community. Future West is now hosting a webinar series with innovative thinkers in community development.
- Other innovative communication tactics, such as animated mapping and video production, produced by team member Groundtruth Geographics.

4. *Community Forums*

These visioning and action planning events, facilitated by GNAR, would consist of:

Learning:

- Presentation of the findings of the Situational Assessment
- Presentation of the information published in the Community Profile

Visioning:

- Development of a community vision and goals – if that is needed and desired by the community.
- If the community has a relatively fresh and still-applicable growth policy (with a vision and goals), the workshop will revisit and reaffirm that vision and goals.

Action Planning:

- Development of an action plan to implement the identified vision and goals.
- Identification and prioritization of catalyst projects to advance that community vision.
- Identification and assignment of tasks to key actors going forward.

5. *Follow-up*

Our decades of experience has shown us that the most successful projects include follow-up assistance to the community. Too often, projects end with the completion of a report; and too often those reports end up languishing on bookshelves or are filed away in cabinets because those who could implement the plans don't have the time and capacity to do so. It is crucial that some local

entity is charged with implementation and has the time and resources to do. We think that the project team could provide crucial assistance in this most important task.

Project Team

Future West, a Bozeman-based nonprofit with decades of experience in helping communities in the West deal with growth and change, would be the lead partner on this project. Future West works to realize a future where communities have a shared sense of place, robust economies, and sound stewardship of natural, cultural, and community assets. We help communities identify, choose, and achieve their desired future.

Gateway and Natural Amenity Regions (GNAR) Initiative: The GNAR Initiative is an affiliation of university faculty, government and state agencies, non-profit organizations, and community leaders. Our aim is to leverage research, education, and capacity building to assist communities, land managers, and others in gateway and natural amenity regions throughout the West in preparing for and responding to planning, development, natural resource management, and public policy challenges.

RPI Consulting: Since 2000, RPI Consulting has delivered customized, cost-effective solutions to difficult public concerns in rural communities throughout the Mountain West. By design, our multidisciplinary in-house skills lean heavily toward integrated strategic planning and analysis.

Groundtruth Geographics: Groundtruth is a Haley, Idaho consulting firm that got its start in Geographic Information Systems (GIS) analysis. Cameron Ellis from Groundtruth soon learned that mapping analysis is quite limited in its reach if it does not tell stories. From that insight, Groundtruth moved into the field of mapping animation, video production, and strategic communications.

The team would include other specialists as needed.