

## **STRATEGIC PLAN WORKSHOP II – GRAND COUNTY COMMISSION**

### ***Without Vision the People Perish*** ***Our General Plan – “Land for all Seasons”***

**Date: Tuesday August 3 – 1:30 – 3:30 (Break 1:30-1:40)**

**Venue: Zoom meeting**

**A. Purpose and Outcome:** To develop a vision statement with principles/objectives and measures that informs a County Commission and Community Strategic Plan.

**B. Agenda with actions**

- a. PEST exercise – external influence calibration – Powerpoint segment attached; - 20 minutes
- b. Critique studies and tools; - **20 minutes**
- c. Evaluate value statements for response; - **20 minutes**
- d. Examine Flagstaff model of measures; **10 minutes**
- e. **ACTIONS – 20 minutes**
  - i. Identify changes to values;
  - ii. Produce measures and indicators;
  - iii. Highlight key actions and words that will fit with a Mission Statement
- f. Overview of various measures for value statements – e.g. Powerpoint from Flagstaff

**C. Attachments:**

1. Powerpoint;
2. Objectives and value statements



# Grand County Strategic Plan

## Five Steps

1. Political, Economic, Social and Technological (PEST)
3. Review of Values, Studies and Tools
4. Value statements
5. Measures

# SWOT external factors



# PEST considerations

Political	Economic	Social	Technological
<ul style="list-style-type: none"><li>• Stability</li><li>• Laws</li><li>• IPR Copyright</li><li>• Policies /Human right</li><li>• Labors law</li><li>• Trade Laws</li><li>• Foreign Invest</li><li>• Proper Security</li></ul>	<ul style="list-style-type: none"><li>• Grows</li><li>• GDP per Capita</li><li>• Purchasing power parity</li><li>• Interest Rate</li><li>• Inflation Rate</li><li>• Exchange Rate</li><li>• Stability</li><li>• Unemployment rate</li><li>• Consumer Confidence</li><li>• Actives Labor Forces</li><li>• Trade Balance</li><li>• Balance of Payment</li></ul>	<ul style="list-style-type: none"><li>• Demography</li><li>• Sociology</li><li>• Social culture / Lifestyle</li><li>• Education</li><li>• Human Development index</li><li>• Social Safety and Benefits</li></ul>	<ul style="list-style-type: none"><li>• Technological development</li><li>• Innovation</li><li>• R&amp;D</li><li>• Skilled Resources</li><li>• Easier Acceptance of New Technologies</li><li>• Information and Communication</li><li>• Number of Technology Institutes</li></ul>



# Flagstaff Metropolitan Planning Organization



## Principles & Measures

- Federal legislation requires performance-based planning and programming.
- Several measures are mandated, others are driven by local priorities
- Many measures will take different form depending on their use for evaluating systems choices, monitoring system performance or prioritizing projects

# Your Input is Needed Principles & Measures



- Please review the performance measures related to each of the principles identified.
- Think about each measure to determine if it is appropriate or the “right” measurement to achieve the principle.
- Identify other measurements that might be more appropriate or should be added.
- Complete the short survey to provide your feedback.

# Studies

- *Land use and service analysis - Regional strategies; Public land; Housing plan*
- *Transportation Master plan*
- *Social Master plan; age friendly; universal access*
- *Economic Master plan; IT strategic plan*
- *Environmental Master plan; sustainability; climate change; community energy*
- *Parks, Recreation and Culture Master plan*
- *Public Safety Master plan*
- *Public Engagement Master plan; communication strategies*
- *Capital Improvement Plan*



# *Tools*

- *3 d visualization*
- *Development standards*
- *Updates to LUC aligned with GP with performance standards*
- *Community Indicators and reporting*
- *Sustainability check list*

# Value Statements 1,2,3

- *Community character and a range of housing types, in the built and social environment, must balance uses and cumulative impacts with a growth management, natural infrastructure, and sustainability lens that considers mutual planning frameworks with public lands, local, regional, state and national parks.*
- *We must act locally and think regionally and globally to maintain and enliven the “small town” feel that instills safety and community within all citizens and visitors.*
- *The Community values a welcoming and friendly vibe, with mutual respect of differences and offers a range of engagement opportunities that break down physical and digital barriers partly through development at a walkability scale.*

# Value Statements 4,5,6

- *Preserve and encourage environmental and healthy values for all generations that recognize the adventure but managed risks of habitat preservation, migration zones, serenity, and shorelines as accessible assets of natural wildland beauty.*
- *We are a livable community that stresses social support for all workers, residents, and visitors and suitability mitigate and invigilate health and safety risks for youth, and the vulnerable.*
- *We respect and encourage economic development and incentives that bolster the social fabric, at the local, regional and national level through education, research, regular reporting, arts, film and entertainment, business and entrepreneurial innovation, with an eye and ear to the adventurous community spirit that values a safety.*

# Value Statements 6,7

- *We support and embolden mobility options that are safe and integrated into the network locally and regionally, looking for collaborative opportunities.*
- *We will engage early and often through shared, transparent decision making, with every County initiative and promote a stable and progressive environment for County staff, essential professionals and all employment sectors within a robust business environment, while stressing that citizen support is critical to service delivery, ethnic diversity, the educational continuum, community experience that includes serenity, and varied cultural cuisine.*

# FORMAT - Principle 1

\* Steering Committee Reference

\*\* Federal Mandate



## Objective\*

Measure 1

Measure 2

Measure 3

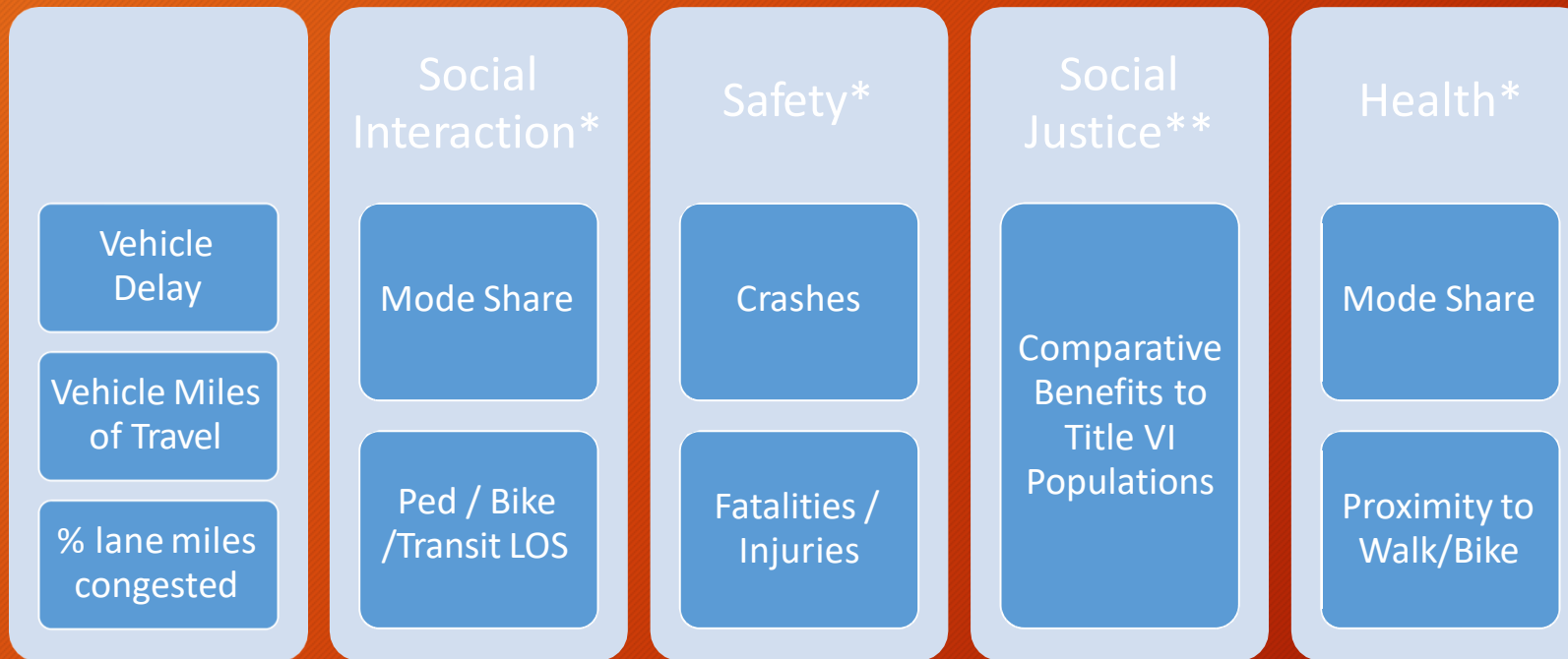
## Objective\*\*

Measure 1

? Your Input

# People Matter

\* Steering Committee Reference    \*\* Federal Mandate



# Place Matters

\* Steering Committee Reference

\*\* Federal Mandate



## Mobility

Person trips / Area by  
Context #

# Urban, Suburban,  
Rural, Activity Center

## Social Interaction

Mode share by  
Context #

# Urban, Suburban,  
Rural, Activity Center

# Environment Matters

\* Steering Committee Reference

\*\* Federal Mandate



## Air Quality\*

CO2  
estimate

Ozone  
estimate

## Habitat & Open Space Impacts

Acres  
impacted

Acres  
"taken"

## Cultural Resource Impacts

Sites  
impacted



# Prosperity Matters

\* Steering Committee Reference    \*\* Federal Mandate



## Access to Markets\*

Resolves  
“bottleneck”

Freight System  
Gaps

Proximity to  
Transit

## Access to Development\*

Project in planned  
future growth area

Project in planned  
redevelopment  
area

## Business Expansion Support

Project cited by  
Employer(s)

# Smart & Connected Matters

\* Steering Committee Reference

\*\* Federal Mandate



## Connectivity\*

System(s) Gaps#

#Assumes master planned multimodal system performs to expectations

## Competitive Travel Choices\*

Mode share

Proximity to Ped / Bike / Transit

## Technology\*

% budget for technology?

?

# Trust & Transparency Matters

\* Steering Committee Reference    \*\* Federal Mandate



## Operations & Maintenance\*\*

% Roads in Good Repair

% Buses in Good Repair

Frequency of Street Sweeping

## Social Justice\*\*

Comparative Benefits to Title VI Populations

## Fiscal Responsibility

Benefit Cost Analysis

# Cooperation Matters

\* Steering Committee Reference

\*\* Federal Mandate



## Leveraging

Number of funding partners per project

Level of stakeholder consensus behind  
project priority

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Objectives and values assignment

**Summary and Tasks for August 3 workshop**

1. The table lists the feedback from the Commission workshop of July 20, 2021;
2. Objective and value statements have been developed with GP and regulatory references highlighted;
3. The Value statements serve as a springboard for Mission statement and further value development;
4. The list of extracted studies and plans follows;
5. ***The PEST exercise will begin the external effects and will update the values and objectives;***
6. ***During the session we will review the studies and tools and then critique;***
7. ***What measures are elicited within each statement; and***
8. ***Group and prioritize the value statements – there are 43 of them – we need to have no more than 7 – The draft list is below.***
9. ***Studies***
  - a. *Land use and service analysis – Regional strategies; Public land; Housing plan*
  - b. *Transportation Master plan*
  - c. *Social Master plan; age friendly; universal access*
  - d. *Economic Master plan; IT strategic plan*
  - e. *Environmental Master plan; sustainability; climate change; community energy*
  - f. *Parks, Recreation and Culture Master plan*
  - g. *Public Safety Master plan*
  - h. *Public Engagement Master plan; communication strategies*
  - i. *Capital Improvement Plan*
10. ***Tools***
  - a. *3 d visualization*
  - b. *Development standards*
  - c. *Updates to LUC aligned with GP with performance standards*
  - d. *Community Indicators and reporting*
  - e. *Sustainability check list*
  - f. *Transfer of Development rights*
  - g. *Density bonusing*
  - h. *Community Survey – well-being/development*

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11. Value statements – 7 drawn from 43 values – **key words highlighted-** and **proposed indicators**

- a. **Community character** and a range of housing types, in the built and social environment, must balance uses and cumulative impacts with a **growth management, natural infrastructure, and sustainability** lens that consider **mutual planning** frameworks with all planning authorities including cities, parks, and public lands. **Indicators – number of and quality of collaborative projects, number and quality of regional plans, community survey results and trends demonstrating improvements in housing, participation, green projects...**
- b. **We must act locally, while thinking regionally and globally** to maintain and enliven the “small town” feel that reinforces safety and a community feel for all citizens and visitors – **Indicators – crime rates, community clean up actions, community survey results, regional and national presentations and feedback, regional projects with citizen and visitor involvement...**
- c. **The Community values a friendly/welcoming vibe, with mutual respect of differences** and promotes a range of **engagement opportunities that reduce physical and digital barriers** partly through development at a **walkability scale** – **Indicators – education outreach to the community, community wellbeing survey,**
- d. **Preserve and encourage environmental and healthy values for all generations** that recognize **the adventure but managed risks** of habitat preservation and migration zones, serenity, and shorelines as accessible assets of natural wildland beauty – **Indicators – off road usage rates, noise complaints, prescribed quiet zones, habitat protection areas, community survey, accident reports,**
- e. **We are a livable community** that stresses **social support** for all workers, residents, and visitors and suitably mitigate and **invigilate health and safety risks for youth, seniors and at-risk people** **Indicators – employment rates and type, high school grad rates, accidental injury and impairment, drug usage rates, fatalities,**
- f. **We respect and encourage economic development and incentives** that bolster the social fabric, at the local, regional and national level through education, research, regular reporting, arts, film and entertainment, business and entrepreneurial innovation, with an **eye and ear to the adventurous community spirit** that values safety – **Indicators - occupancy rates, vacancy rates, measures of ecdev diversity, startups, business licenses...**
- g. **We support and embolden mobility options** that are safe and integrated into the **network locally and regionally, looking for collaborative opportunities** – **Indicators – mode share transportation, accessibility developments, vehicle miles traveled, trips per household, trail connectivity and usage by recreational, commuting to work, etc.,**

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- h. We will engage early and often through shared, transparent decision making, with every County initiative and promote a stable and progressive environment for County staff, essential professionals and all employment sectors within a robust business environment, while stressing that citizen support is critical to service delivery, ethnic diversity, the educational continuum, community experience that includes serenity, and varied cultural cuisine – Indicators – student grad rates and socio-demographics USU, number and types of educational programs, community needs assessment survey, range of cultural activities, film shoots, drama and entertainment events...*

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<u>Strengths – not labeled, Weaknesses (W), Opportunities (O), Threats (T)</u>	<u>Objectives</u>	<u>Values – each statement could be preceded with “We value...”</u>
<p><b><u>LAND USE</u></b>  <i>Public lands nearby</i>  <i>Historically housing has been affordable and accessible to renters and owners.</i>  <i>W - Affordability stress, housing, water.</i>  <i>W - Limits of carrying capacity with population, affects small town feel, water limits, effects on public land, more common to see damage – e.g. desert traffic</i>  <i>W - Overbuilt tourism lodging, incentives already in place and needs restraint</i>  <i>W- Vibrant or night life scene, clubs, adds life</i>  <i>W - Dominated by 191, separates town safely, driving in from south ugly and haphazard uses at the entrance, to north ;</i>  <i>W- o/n accommodation sets tone that is negative – not mixed well with nature and public lands – temporary feel, more about visitors that residents</i>  <i>W - Spanish valley divide jurisdictionally, tough to coordinate, focus with others on planning</i>  <i>O- Shape usage in public lands, loved to death, work on lands bill, setting up options and containing areas for solitude, the time seems right for change</i>  <i>O - More green space, designate more public parks – salt lake has so many public parks especially Spanish valley</i>  <i>O - UMTRA completion and opportunity – small enterprise</i></p>	<ul style="list-style-type: none"> <li>• Develop mutual <b>land use and infrastructure strategies</b> with all partners through a <b>land use levels of service analysis</b> that examine cumulative impacts of future development and growth management.</li> <li>• Prepare a <b>parks and rec master plan</b> that recognizes development opportunities, dedication of land in the LUC, and projects that are balanced and affordable.</li> <li>• Work with partners including the City of Moab on entertainment options within the <b>LUC and GP.</b></li> <li>• Within the <b>GP and LUC identify gateway</b> and entry features through land use and development standards.</li> <li>• Develop <b>visualization tools</b> for CC and PC decision making.</li> <li>• Develop a housing continuum evaluation that examines all aspects of affordable and accessible housing <b>by updating the housing plan.</b></li> <li>• <b>Regularly report</b> on housing gaps and needs and project options.</li> <li>• Within the <b>Land use strategy</b> and in partnership with the public lands identify public land initiatives.</li> <li>• UMTRA future land use options examined in <b>land use strategy.</b></li> <li>• Link transportation services with land use strategies – airport, rail, road, trails, and water.</li> </ul>	<ul style="list-style-type: none"> <li>• Public lands, in their various forms, increase the quality of life for GC and other jurisdictions.</li> <li>• Future development considers cumulative impacts and growth management.</li> <li>• Community character through the built environment and various types of balanced uses.</li> <li>• Local, regional, state, and national Parks, and access, to them are the living room of our community.</li> <li>• Global impacts of climate change, monitored and actionable.</li> <li>• Growth management and sustained development.</li> <li>• Housing of all types need to be adapted and developed to suit a wide range of citizens/visitors.</li> <li>• Our natural infrastructure must be preserved for future generations.</li> </ul>



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<p><i>O - Railroad spur line and multi-use</i>  <i>O - Climate change positive model, best practices, unified approach, leadership community and science</i>  <i>T - Environmental degradation and impacts on health</i>  <i>T - Economy concerns with unchecked growth , affecting quality of life , and hurts our lifestyle</i>  <i>T - Lack of water, not easy to quantify\</i>  <i>T - Overcrowding, public lands, and distorts our economy with tourism</i>  <i>T - Drought for the whole county, aridification and climate change, keeping aware of impact, resiliency and adaptation – decreasing air quality – coal fired, smoke</i>  <i>T - Growth, Housing, Space management, how do we manage our shortage of private land, Unrestrained economy living beyond our means</i>  <i>T - Uneducated visitors, throw-away society, green washing, recycling not taken seriously, manage our carbon footprint, cost benefit analysis, change management</i>  <i>T - Political will to achieve true change</i>  <i>T – COVID impacts, science deniers</i></p>	<ul style="list-style-type: none"> <li>• Within an <b>Environmental Master Plan</b> identify sustainability objectives, data and plans that include climate change, resiliency and adaptation.</li> </ul>	
<p><b><u>REGIONAL PLANNING</u></b>  <i>Small town avoids big urban area</i>  <i>Hospitable, easier to engage</i>  <i>Small scale stores/easier access.</i></p>	<ul style="list-style-type: none"> <li>• In <b>regulations and long range plans</b> preserve the small town atmosphere through smart growth principles, scalability, and street character.</li> <li>• Develop a long range land use plan that preserves small town character, and a range of uses, especially housing.</li> </ul>	<p>The small town feel instills safety and community within the area.</p> <p>Act locally think regionally.</p>

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<p><i>Rural ag a strength remains. Spanish valley drive with rural feel – variety of urban/rural form – choices for places to live in.</i></p> <p><i>O - Shape downtown, bike and ped access, get off main street and side streets</i></p> <p><i>O - Secret locations and nooks</i></p>	<ul style="list-style-type: none"> <li>• Work with partners on regional planning strategies that limits rural impacts.</li> <li>• Within a <b>regional development strategy</b> promote a mix of uses in the downtown core including alley loaded and side street uses</li> </ul>	
<p><b><u>ACCESS – DIGITAL/PHYSICAL</u></b>  <i>Community – accessible/embracing</i>  <i>Family friendly – freedom to use the outdoors</i></p>	<ul style="list-style-type: none"> <li>• Manage <b>special events</b> that elicit community character and offer visitors and residents opportunities to engage.</li> <li>• Develop <b>outreach, age friendly</b> and multicultural programs that promote “mixing”</li> <li>• <b>Universal access</b> for people of differing mobility attributes is designed into the built environment by policy, regulation and demonstration.</li> <li>• Open digital access through a <b>comprehensive IT strategic plan</b> empowers business and personal decision making.</li> </ul>	<ul style="list-style-type: none"> <li>• The Community values a welcoming and friendly vibe, with mutual respect of differences.</li> <li>• A range of engagement opportunities breaks down physical and digital barriers.</li> </ul>
<p><b><u>PARKS, RECREATION, CULTURE, PUBLIC SAFETY, SOCIAL</u></b>  <i>Natural beauty – access to outdoor recreation</i>  <i>Green space, agricultural legacy, and green landscape – varied surroundings – La Salle mountains and Colorado river</i></p> <p><i>Riparian areas and access to them</i></p> <p><i>Easily accessible recreation with quiet and serenity options.</i></p>	<ul style="list-style-type: none"> <li>• Work with public and private partners to develop a <b>public lands policy</b> and regulations that includes all studies and master plans.</li> <li>• Develop <b>strategies that preserve important agricultural lands</b> and value added services (e.g. farmer’s markets).</li> <li>• Identify and develop <b>managed backcountry access and uses</b>.</li> <li>• Habitat and species protection areas need to be monitored and protected through <b>environmental legislation, including shoreline and riparian area protection</b>.</li> </ul>	<ul style="list-style-type: none"> <li>• The natural beauty of the wildland areas is a tremendous public asset for current and future generations.</li> <li>• Preserve environmental values that recognize the importance of habitat, migration zones, serenity, and shorelines.</li> <li>• Health and safety support a robust and active community and highlight the importance of the wilderness experience.</li> <li>• Inter-generational opportunities are important for our social fabric.</li> </ul>

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<p><i>Dark skies.</i></p> <p><i>W- Wildlife corridors protection, planning trails and open roads</i>  <i>Health care, essential services – quality of first level of service and emergency response</i></p> <p><i>Safe, kids bike to school, can go out anytime, no target hardening for cars, property – vandalism, theft, hard to adjust once you leave.</i></p> <p><i>W - Traffic, congestion 191 and ripples out, 500 west, Kane creek blvd, truck traffic, impacts of semis next to sidewalk.</i></p> <p><i>W - Health care stress and service options, e.g. burn unit</i></p> <p><i>W - Law enforcement needs on public lands, managing visitors, volumes, and a free for all, illegal camping, waste, fires, environmental damage</i></p> <p><i>W – Cost of Living and a livable wage.</i></p> <p><i>W- UTVs, backcountry access to easy with motorized issues.</i>  <i>W – reduce drug and alcohol use</i>  <i>W - Teen suicide rates are high</i>  <i>W - Homelessness issues – options for housing</i>  <i>W - Quality daycare</i>  <i>W- UTV noise private property impacts</i>  <i>W - Public and regional transit</i></p>	<ul style="list-style-type: none"> <li>• Implement <b>best practices models for search and rescue.</b></li> <li>• Establish objective and measured response times and efficiencies within a <b>public safety master plan</b> – e.g. fire, police and emergency management.</li> <li>• <b>Develop Emergency management and operations center</b> with leading edge techniques.</li> <li>• Establish safe routes to schools as a way of enhancing <b>universal access for all users in the transportation master plan and</b> establish public transit options.</li> <li>• <b>Develop design standards and complete streets.</b></li> <li>• Work with the health region on service delivery opportunities and mesh report on system improvement opportunities in a <b>Social Master Plan.</b></li> <li>• Quantify and report on through a <b>community indicators project all data elements</b>, and publish on County web site – develop focused strategies through the <b>implementation plan.</b></li> <li>• Work with public and private partners on mitigation of illegal uses on public lands, and develop an <b>implementation plan.</b></li> <li>• Within the SMP implementation strategy evaluate and regularly report on progress for service sector housing, wages, and corporate collaboration.</li> <li>• Continue to source recreational opportunities for non-motorized backcountry uses within the <b>parks and rec master plan.</b></li> </ul>	<ul style="list-style-type: none"> <li>• Community scale and walkability heighten the street appeal.</li> <li>• Health risk mitigation for key services requires community vigilance.</li> <li>• Public land is a national asset and we value their significance.</li> <li>• We are a livable community that stresses support for all workers, residents, and visitors.</li> <li>• Recreational activities balance motorized and non-motorized uses.</li> <li>• Social support for day care, homelessness, teen suicide and drug dependency.</li> </ul>
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<p><i>O - Quality of life, attract ecdev diversity, draw home base companies, outdoor recreation</i>  <i>T - Public lands restricting access,</i>  <i>One trick pony, could be impacted by recession, tax base and revenues impacted</i></p>		
<p><b><u>ECONOMIC</u></b>  <i>Diversity- Avant –guard, cutting edge activities</i>   <i>Backwoods mindset with edgy energy</i>   <i>W - Remote drives shipping costs</i>   <i>W – Tourism impact</i>  <i>W - Economic diversity – service sector dominates</i>  <i>O - We have a mono economy and we have robust economy with visitors, pandemic seemed to have tested resiliency</i>  <i>O - State park for science and other disciplines</i>  <i>O- Enhance education – range – water, dinosaurs</i>  <i>T - Cyclical challenges of tourism, people moving between jobs</i></p>	<ul style="list-style-type: none"> <li>• Support the arts community and enterprises that promote a range of outdoor activities and business ideas through the <b><i>GP Implementation Plan.</i></b></li> <li>• Incorporate within an <b><i>Economic Master Plan</i></b> continued tourism outreach and education with public parks and lands with public parks and lands; research, and strengthen best practices as a welcoming community, identifying a range of <b><i>economic opportunities through the land use strategy.</i></b></li> <li>• Incorporate <b><i>award programs</i></b> for outdoor recreation achievements.</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Respect business diversity and entrepreneurial innovation.</li> <li>• Arts and entertainment are vital to the social fabric.</li> <li>• Recognize safe but adventurous community spirit that values the safe visitor experience.</li> <li>• Regional economic engagement education, research and diversity are highly respected.</li> <li>• We are a resilient community that stays vigilant against any type of negative intrusion.</li> </ul>
<p><b><u>INFRASTRUCTURE</u></b>  <i>Manageable traffic but need to explore mobility options</i>   <i>Connectivity – ease of access to larger municipalities/airport</i></p>	<ul style="list-style-type: none"> <li>• Identify <b><i>active and public transportation options in long range and current planning master plans, and projects.</i></b></li> <li>• <b><i>Update the LUC</i></b> to identify mobility and parking options.</li> <li>• <b><i>Evaluate water and infrastructure planning – develop demand and design strategies.</i></b></li> <li>• Protect and <b><i>enhance the airport</i></b> as a regional hub through an updated master plan</li> </ul>	<p>Mobility options that are safe and integrated into the network are respected and honored.</p> <p>Regional transportation opportunities expand the horizons for citizens and visitors.</p>

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<p><b><u>PUBLIC ENGAGEMENT</u></b>  <i>Grit and humility/approachable/not exclusive like some resort communities, non-pretentious</i></p> <p><i>Cultural History – geological, science and research, natural world, work hard play hard, making use of all opportunities.</i></p> <p><i>Treasure and protect our world class heritage.</i></p> <p><i>Business entrepreneurs, youth garden projects, multicultural, support for vulnerable, non-sexist, many women firsts, in contrast with other areas of state.</i></p> <p><i>Approachable elected officials</i>  <i>Friendly – politically, even those of opposite opinions.</i></p> <p><i>Local news outlets, newspaper and radio.</i></p> <p><i>W – County facilities need evaluation and expansion options.</i>  <i>W - Jobs filled by undocumented workers and afraid they are being used, afraid to report</i></p> <p><i>Recruiting – all professionals, fire, police, teachers, therapists</i></p> <p><i>W- Lack of diversity – consider underserved groups like natives and Hispanics</i></p>	<ul style="list-style-type: none"> <li>• Continue to source all voices within the community in the <b>public engagement strategy</b>.</li> <li>• Develop a <b>social master plan</b> that brings together a full range of support partners.</li> <li>• Expand engagement opportunities through musical and theater events, and accentuate in a <b>cultural/parks/rec. master plan</b>.</li> <li>• Institute <b>capital funding options</b> for active open space within the LUC.</li> <li>• Develop an <b>asset management plan and Capital improvement plan (CIP)</b>.</li> <li>• Within the <b>CIP</b> evaluate long term facility needs and fund appropriately.</li> <li>• Work with all community partners to ensure that essential professionals are <b>recruited and retained through engagement strategies</b>.</li> <li>• With Community partners work with disadvantaged groups caught in a poverty cycle, report on critical data (e.g. High school graduation rates) <b>and identify intervention plans in the SMP</b>.</li> <li>• <b>Develop communication and engagement</b> protocols with native tribes – e.g. Bears’ ears</li> <li>• Engage educational sectors – university, public and private schools to help professional retention through the <b>SMP and Parks, Rec, culture master plan</b></li> <li>• Identify a balanced “boutique” experience, and educational opportunities for the visitor, having them share their experience, through the <b>cultural plan</b>.</li> <li>• Support and encourage the film commission and embed their objectives into the <b>GP and LUC</b>.</li> </ul>	<ul style="list-style-type: none"> <li>• The social fabric of the community requires all sectors, citizens, native tribes and visitors to work together and help each other.</li> <li>• The arts, film and drama community adds incredible value to the community experience.</li> <li>• Recreate responsibly.</li> <li>• A stable environment for County staff, essential professionals and citizen support are critical to service delivery and community health and safety.</li> <li>• Ethnic diversity and inclusion meshes with all County activities.</li> <li>• Contributions from all socio-demographic sectors through outreach, work plans and budgets.</li> <li>• The retention of citizens graduating from high school and college builds community resiliency.</li> <li>• Cultural cuisine and experience is celebrated.</li> <li>• Serenity and seclusion.</li> <li>• Visitor shared experience</li> <li>• Shared decision making with all levels of government.</li> <li>• Our business community and entrepreneurial spirit.</li> <li>• Welcome and transparent with diverse political contributions.</li> <li>• Elected officials are transparent and approachable, offering citizens and visitors an empowering experience.</li> </ul>
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Grand County Strategic Plan  
General Plan Update - A Land for all Seasons - 2030

<p><i>W - Intergenerational poverty</i></p> <p><i>O - In Southwest work with tribes – e.g. Bears Ears</i></p> <p><i>O- College impacts and brain trust, impacts in cutting edge research, and business ops</i></p> <p><i>O - Bourgeois opportunities the cater to a range of visitor and citizen needs</i></p> <p><i>O - USU many levels, improve access and articulation</i></p> <p><i>O - Star hall and theater group, year round music, teachers to come here</i></p> <p><i>O - Independent film making</i></p> <p><i>O - Rehab and retreat</i></p> <p><i>O- Visitor economy will lead to more racial diversity, not only travelling but living here</i></p> <p><i>O- Responsible recreation, educated and guide people in public lands as leaders</i></p> <p><i>T- Disagreement at state levels, concerns for the future</i></p> <p><i>T - Divisiveness and acrimony e.g. noise, business and residents</i></p> <p><i>T- Greed and unstainable growth in the desert</i></p> <p><i>T - Threats to democracy, polarization</i></p> <p><i>T - Social media to society, information,</i></p> <p><i>T - Uneducated visitors, throw away society, green washing, recycling not taken seriously, manage our carbon footprint, cost benefit analysis, change management</i></p>	<ul style="list-style-type: none"> <li>• Identify <b>land uses and cultural strategies</b> that support rehabilitation and retreat opportunities.</li> <li>• Identity opportunities to engage with State levels of decision makers and develop mutually supportive policies in the <b>public engagement strategy</b></li> <li>• Work with the chamber, business, and other non-profits like trails, rotary, to collaborate on impact mitigation within <b>the public engagement strategy.</b></li> <li>• Develop <b>communication and outreach strategies</b> that give opportunities for engagement.</li> </ul>	
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