



The Envision Community Action Plan





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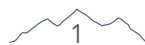
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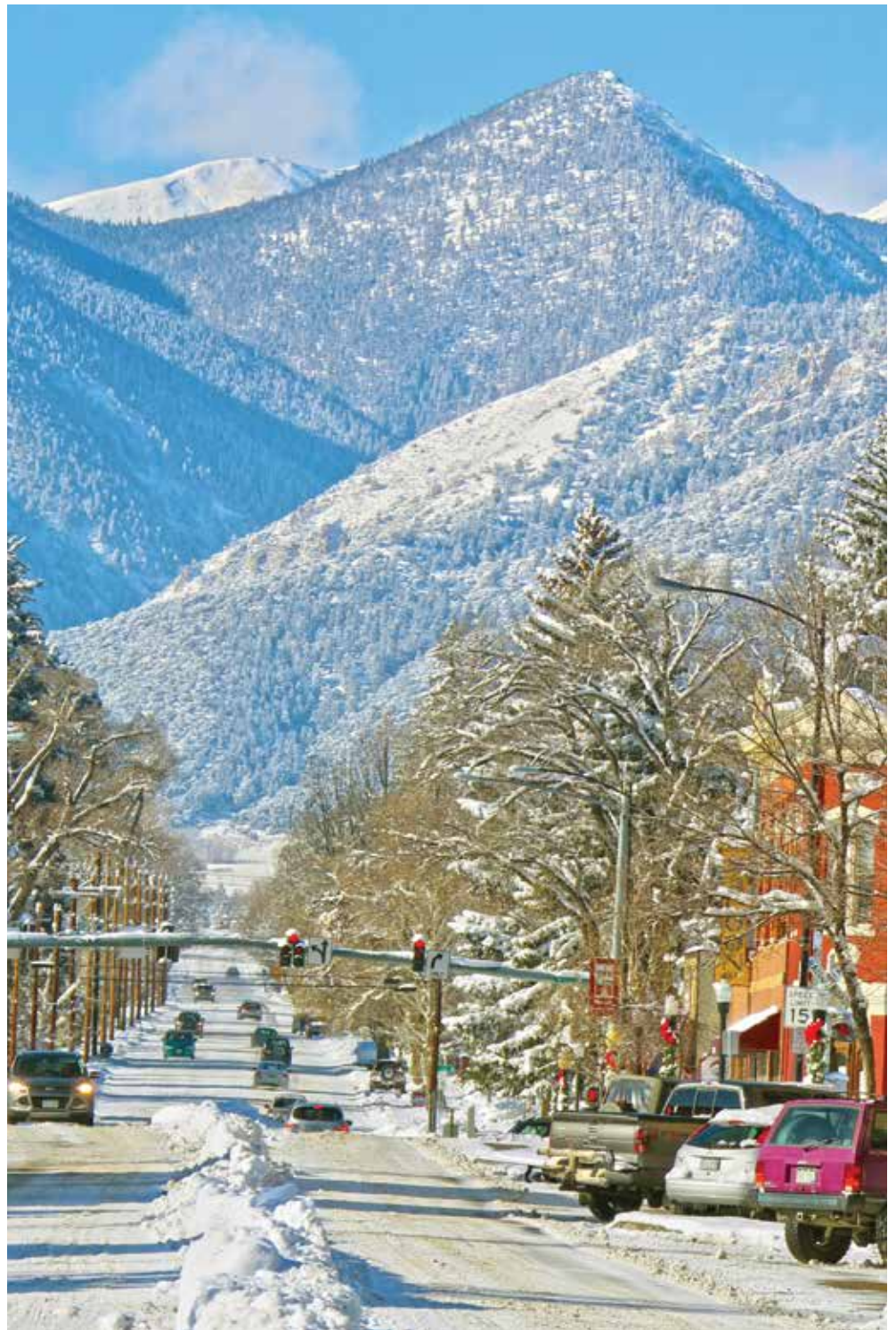
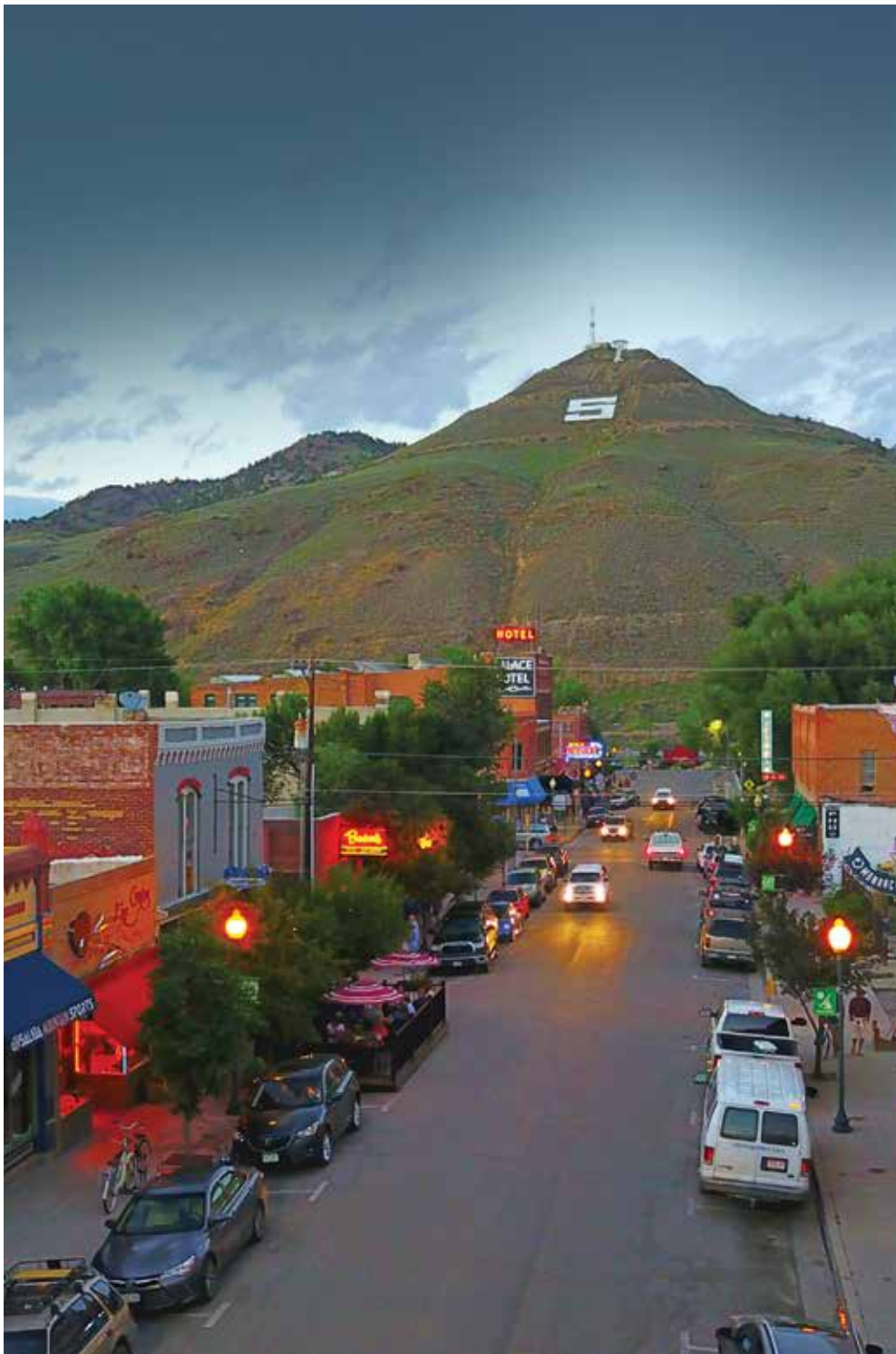
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WHY DO WE ENVISION?

Envision Chaffee County engages citizens to sustain and improve our quality of life and to create the future they want as the county grows. The effort is urgently needed. County population grew 5.6% in just two years from 2015 to 2017 and will continue to expand as Colorado adds an expected 1.5 million new residents by 2030. Declining forest health is also a critical issue, with increasing risk of severe fire and increasing impacts from recreation.

With this report, Envision Chaffee County delivers a Community Action Plan with 40 programs and project ideas designed and led by community members to address the county's most pressing challenges and to seize the opportunities. The programs and projects range from short-term wins to game-changers that will ensure a better future for Chaffee County.

ACKNOWLEDGEMENTS

Community Action Plan projects were developed through the engagement of 1,500 citizens, 4 local governments, and 72 non-profit organizations, businesses and agencies. Fifth-generation ranchers, new residents, students, and retirees - our community - participated to build a future based on common ground. Together, we accomplished our year 1 goal - developing a shared vision for Chaffee County's future and a Community Action Plan to begin building that future.

Along the way, we grew as a community and expanded our ability to collectively create impact. New relationships formed. We listened to and learned from each other and from other communities. We created a virtuous cycle of community learning, planning, acting, and monitoring that when maintained, has the power to change our future. While some community planning efforts develop plan documents or recommendations for government, through Envision Chaffee County citizens are championing 40 programs and projects will move Chaffee County forward and possibly help other communities facing similar challenges across the West. Thank you to Chaffee County for caring so much about this special place that you stepped up, completed thousands of hours of work, and are having fun moving projects forward!

Thanks are also due to the Envision Core Team who initiated the effort: Greg Felt (Co-Lead), Cindy Williams (Co-Lead), Joel Benson, Dave Kelly, Andrew Mackie, Chelsey Nutter, Jeff Post, Wendell Pryor, and Alison Ramsey. Our success to date would not have been possible without generous funding from the LOR Foundation that supports rural communities across the West, the Colorado Department of Local Affairs, Chaffee County, and First Colorado Land Office. Central Colorado Conservancy donated several thousand hours of time managing the project. Exceptional program design and facilitation was provided by Kim Smoyer, Smoyer & Associates; Bill Fulton, The Civic Canopy; and Amy McNamara, Trust for Public Lands.

"In 30 years I have not seen this level of community engagement and alignment."

Commissioner Dave Potts

COMMUNITY VISION

Whether you are from Chaffee County originally or new to this area, are 19 or 90 years old, from northern or southern parts of the county, we all share a compelling vision for the future of this special place we call home.

Through six public meetings attended by 300 citizens over five months, a community survey completed by 1,203 residents, interviews with 95 citizens, and meetings with local service organizations and town councils, Envision Chaffee County listened and helped the community create a shared vision for the future, our common ground that is contained in four vision statements:

Our forests, waters, and wildlife are healthy and in balance with outdoor recreation.

Our community members are able to live locally and benefit from a resilient economy.

Our community remains friendly, engaged, and culturally connected.

We have sustainable agriculture, beautiful rural landscapes, and development focused in and around towns.



WHY DOES ENVISION MATTER?

We really love it here

Nestled between stunning mountain ranges with the river as its life blood, our valley is a special place. Life in the Banana Belt is idyllic in many ways – clean air and water, beautiful landscapes, vibrant small towns, fantastic recreational opportunities, and friendly people. We value our quality of life so much that many of us made, and continue to make, sacrifices just to be here.

We had several ah-ha moments

The community has expressed concern that rapidly increasing population – 5.6% growth from 2015 to 2017 alone – and our increasing popularity as a tourist destination are diminishing some of the reasons we love living here. Many residents find it difficult to find affordable

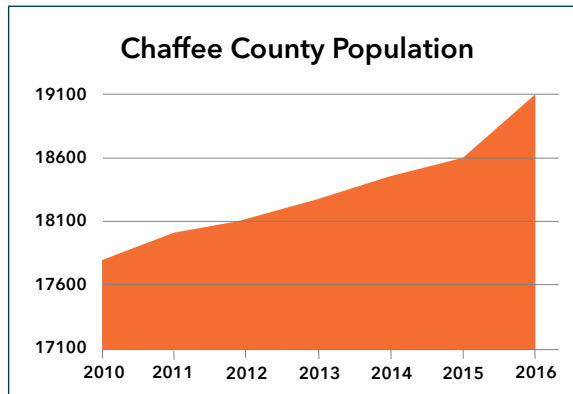
places to live. We learned that 30% of working rural landscapes have been replaced by development since 1982. The health of our forests is at a critical juncture, and negative impacts of outdoor recreation growth are becoming measurable. We also learned that the depth of our community caring and its capacity and commitment to address these issues are powerful forces for positive change.

Now we want to make it better

Envision is charting a course for the future. It provides a strategy to enhance what we love and to address significant issues including forest health, balanced recreation, livability, economic opportunity, and retaining rural landscapes. None of these issues will be resolved quickly or easily, but through Envision, citizens are putting plans in place to begin work on long-term solutions.

We are stronger together

Envision enhances our community's ability to collectively create impact. This means building on our many strengths AND taking a longer-term view AND building a culture where we connect our many efforts, programs, organizations, and energies to achieve bigger shared goals together.



“Chaffee County population grew 5.6% in just 2 years from 2015 to 2017 – twice as fast as the state population.”

Elizabeth Garner,
Colorado State Demographer



THE ENVISION COMMUNITY ACTION PLAN

Why a “Community” Action Plan?

When we began Envision, we heard concerns about past community planning efforts that did not produce desired results. We also observed efforts in other communities that delivered recommendations and reports, but inconsistent action. It was clear that Envision should not be about generating recommendations for someone else to accomplish, but rather should be a model of collective community action.

Envision creates programs driven by citizens working hand-in-hand with agencies, government, non-profits and organizations across the West - connecting people and new ideas to deliver new solutions.

Why it Matters, Barriers, Learning from Other Communities, and Action Plans

Action Teams worked through four steps: 1) understanding priorities or “why it matters” 2) identifying barriers to solving the challenges that matter most to our community, 3) taking opportunities to learn from successful approaches in other communities, and 4) identifying and creating programs and projects that were compiled into the Envision Community Action Plan.

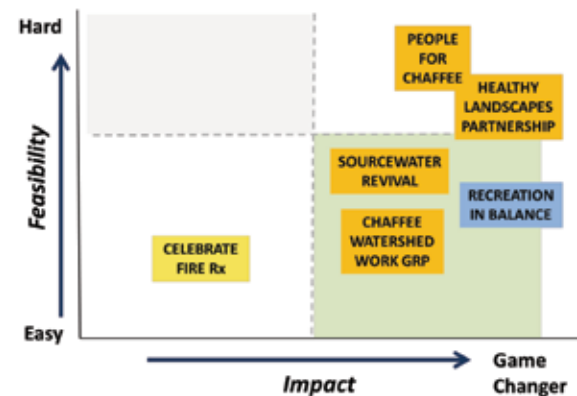
Community Learning

Team members reached out to learn from other communities. One team member interviewed mayors in similar towns across Colorado. Another set up calls to learn from planners in counties cited as rural land conservation success stories (e.g., Routt County, CO; Sheridan County and Jackson-Teton, WY; and Gallatin County, MT). Hundreds of ideas and 148 documents and conversation summaries were gathered and are available upon request. The ideas were sorted based on feasibility and impact, with the best ones woven into proposed programs and projects.

The Envision 40

As a result, Envision is advancing 40 programs and projects that will move us toward the Community Vision. Each program and project has a leader, timelines, and measures of success to evaluate progress after six months and one year. Each has local community members sponsoring, leading, and energizing the work. Many are connected to additional organizations, resources, and developing technologies across Colorado and the West.

Chaffee County’s prior success creating the Voluntary Flow Management Program and the Arkansas Headwaters Recreation Area proves this community can develop big, new solutions. Now is the perfect time to do it again!





**Our forests,
waters and wildlife
are healthy.**



COMMUNITY ACTION PLAN PROJECTS

Vision 1 - Our forests, waters and wildlife are healthy.

Why it matters

Healthy lands, waters, and wildlife are the main reasons that people live here and visit. They are part of what citizens value most and are vital to the local economy. However, trends in forest health and some wildlife populations are strongly negative.

Barriers

If healthy lands, waters, and wildlife are so crucial, what stops managers from accelerating the work needed to make them a long-term reality? Chaffee County lands are managed by the U.S. Forest Service (71%), Bureau of Land Management (7%), Colorado state government (3%), and private landowners (20%). Challenges identified through the Envision process are described below.

- **Resources.** Local agencies are limited by budgets and resources that are not only failing to keep pace with need, but in many cases are effectively declining.
- **Community alignment and support.** Community support and engagement is lacking for such issues as controlled burns and forest treatments on private land.
- **Technical realities.** Management on more than half of local forested lands is challenged by technical factors such as wilderness designation, roadless areas, and steep slopes, as well as by lack of local wood markets to help offset treatment costs.

Learning from other communities

Many communities are working to improve watershed health. Here are some of the best ideas we found:

- **Watershed partnerships.** Communities, utilities, businesses, non-governmental organizations, private landowners, and natural resource agencies are partnering to restore healthy watersheds across the

country. Collaborative efforts like the *Rio Grande Water Fund* and *Forests to Faucets* have prioritized treatment activities, attracted needed funding from a variety of sources, and connected stakeholders to achieve common goals.

- **Technology.** Other groups like the *Peaks to People Water Fund* and the *Colorado Forest Restoration Institute* are developing new technologies to streamline identification of priority projects, monetize benefits, and better engage communities and funders.
- **Social science.** Groups like the Rocky Mountain Research Station's *Wildfire Research Team (WiRE®)* are leveraging social science to more effectively engage communities in managing local forest health. This includes collaboration to better understand, prioritize and address the needs of stakeholders with different needs. The work enables "social license to treat" or community agreement on and support for treatment activities. The science of building "social license" has also been advanced by global industry, who offer many effective approaches.
- **Land use planning.** Tools are being employed to help communities reduce wildfire risk through efforts like the *Headwaters Economics Community Planning Assistance for Wildfire Program*, which supports local governments in reviewing and updating codes to enhance fire safety.

"This level of community engagement with agencies is unprecedented and very positive."

Jim Pitts,
Salida District Ranger, USFS

Community Action Plan - Envision Healthy Landscapes

Action Team members learned about barriers to enhancing watershed health and successful approaches other communities have taken. Teams then developed programs and projects that fit Chaffee County. With a focus on developing healthy and fire-resilient forests and enhancing clean waters and wildlife habitat, the team developed the **Envision Healthy Landscapes Program** that includes eight interconnected programs and projects.

The Fire and Healthy Landscapes Partnership was developed by Action Team members in collaboration with local agency leaders. The partnership will improve fire resilience and watershed health by:

- Creating greater collaboration between local, state and regional organizations;
- Prioritizing landscape treatments from several points of view, including source water protection, safety, wildlife and forest health, recreation, and the local economy);
- Developing new funding sources and resources;
- Leveraging new technologies (e.g., computer modeling tools);
- Employing transparent, community-involved processes to foster “social license to treat”;
- Connecting efforts through a “next generation” Community Wildfire Protection Plan that builds on previous work by considering multiple needs including fire protection, watershed health enhancement, and protection of recreational assets supporting the local economy); and

- Building on excellent work in progress by the Upper Arkansas Water Conservation District (UAWCD) to develop collaborative funding and to advance new treatment methods on The Monarch Pass Forest and Watershed Health Project. For instance, the project will include pilot testing of winch-supported equipment that will allow economic forest treatment on 50- to 70-degree slopes, a first in Colorado.

Recognizing the urgency and importance of this issue, local partners have developed an initial goal:

Complete treatment to enhance fire resilience, water quality, and wildlife habitat on 40,000 acres by 2030 - effectively doubling the current rate of work.

The project is a potential game-changer for Chaffee County and for other communities because of the unique way it connects diverse organizations, new tools and technologies, social science, and community engagement. Four examples follow.



- The Colorado State Forest Service, Salida Field Office, is developing a standard for community wildfire risk mapping and a homeowner engagement process designed to encourage forest treatments on private lands.
- Envision is partnering with the Colorado Natural Heritage Program to connect wetland and riparian mapping, including identification of attributes like post-fire flood mitigation, into the program as part of treatment prioritization.
- The Colorado Forest Restoration Institute is developing cutting-edge technologies to monetize and prioritize treatment options while also making them more understandable to the public.
- Envision is partnering with the Rocky Mountain Research Station's WiRE® team and with industry experts to leverage social science to deliver better ways to engage citizens with diverse priorities and perspectives in program development - with the intent to gain better

understanding and support for planned treatment activities.

Other projects under the Envision Healthy Landscapes program are:

Celebrate Fire Rx, Burning Together, and Show Me are community projects building "social license to treat" by engaging and educating the community and stakeholders through approaches both traditional (e.g., videos, media, and demonstration sites) and innovative (e.g., community "burn" parties celebrating controlled burn events).

Source Water Revival and the Chaffee Watershed Work Group are designed to enhance wet areas along streams and rivers to improve habitat and resilience to post-fire floods and to prioritize, plan, and implement projects that safeguard and improve water quality.

Keep Chaffee Wild and **Sustainable Wildlife Management Funding** are community efforts that support projects and funding to enhance wildlife habitat.





Our forests, waters and wildlife are healthy and in balance with outdoor recreation.



Vision 1 continued - Our forests, waters and wildlife are healthy and in balance with outdoor recreation.

Why it matters

Quality outdoor recreation is an essential part of the Chaffee County lifestyle as well as a key economic driver. For example, activities within the Arkansas Headwaters Recreation Area (AHRA) generated \$72M in economic impact in 2017, and 75,000 to 110,000 people summited local fourteeners. However, one of the most profound insights for the Envision community was that, while our outdoor recreation industry is growing by as much as 16% per year (the one-year increase in AHRA economic impact), natural resource agencies express concern that there is no framework or funding to monitor and manage those impacts.

Negative impacts are also becoming measurable and citizens wonder if the growth in recreation is sustainable.

Envision survey respondents expressed a desire for management of recreation impacts three times more frequently than a desire for increased access or trails.
Envision Survey Data

Barriers

Local agency leaders and community members note multiple challenges to balanced recreation.

- **Lack of a management framework.** While “management frameworks” - policies, processes, best practices, and funding - are in place to help communities manage

fire hazard (for example), local agency leaders express concern that similar frameworks are not in place to manage recreational impacts.

- **Lack of community agreement.** Community members, businesses, user groups, and local ranchers do not agree on what constitutes acceptable impacts or effective solutions.
- **Lack of recognition of the issue.** There is a growing realization that recreation can be a “consumptive use” that can cause negative impacts to health of the land.

Learning from Other Communities

Envision team members have not yet discovered a community that has effectively solved this issue of recreation impacts or developed an effective management framework. However, members did identify management practices that begin to address the situation, such as hardening recreational assets (e.g., gravel on trails, metal fire rings, and paved river access points), dispersing users, adding new access points, comprehensive trail planning, and relocating trails and roads away from key habitats and sensitive areas such as wetlands.





Community Action Plan - Envision Recreation in Balance

The Envision Recreation in Balance Program includes three related projects that will deliver a new model for communities to manage recreation industry growth in balance with natural resources.

The **Recreation in Balance Task Force** includes leaders from the community, business, local natural resource agencies, and non-profit organizations such as the Greater Arkansas River Nature Association, Salida Parks Trails and Open Space, Central Colorado Conservancy, and Colorado Mountain Club. The main task force goal is to:

Engage outdoor recreation stakeholders to develop a “Recreation in Balance Management Framework” that includes: citizen-driven impact monitoring, development of impact guidelines, identification of existing, innovative, and sustainable management solutions, and community-supported management actions.

We know this work will be challenging and will take time, but we believe a successful framework will have lasting impacts here and in communities across the West.

Two additional projects complement this management framework.

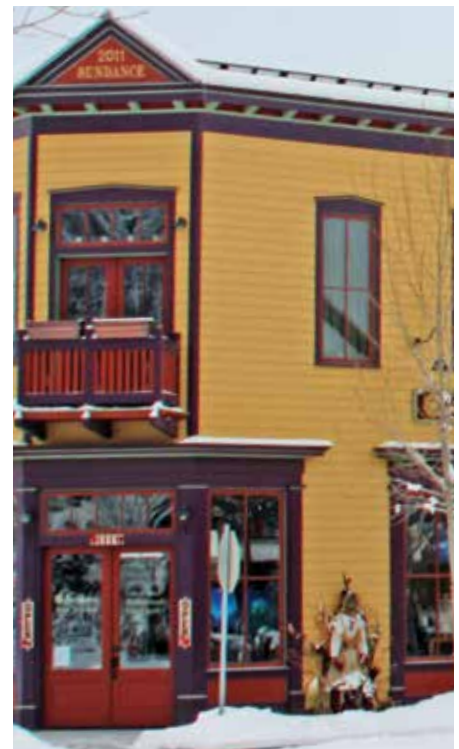
Balanced Recreation Asset Plan is an expansion of a traditional comprehensive trails plan that would develop an integrated approach to recreational planning, including sustainable development and asset protection. Elements in this plan include mapping of county-wide recreational assets such as trails, developed and dispersed campsites, natural resource assets such as wildlife habitat and riparian areas, cultural elements such as historic ranchlands, as well as consideration of the quality of user experiences and how that relates to capacity assessment, and the needs of youth and next generation users.

This is How We Recreate complements the balanced recreation asset plan by creating a campaign to develop an environmental ethic of locals and visitors that care for recreational assets, lands, waters, and wildlife. The program name connects “Chaffee County - Now THIS is Colorado” with “Chaffee County - Now THIS is how we recreate”.





Our community members are able to live locally and benefit from a resilient economy.



COMMUNITY ACTION PLAN PROJECTS

Vision 2 - Our community members are able to live locally and benefit from a resilient economy.

Why it matters

The ability of community members to live locally is important for attracting and retaining a talented workforce and supporting economic resilience. Perhaps more important, it is essential in creating a sense of community. However, the price of a single-family home in Chaffee County increased 65% from 2011 to 2017, while median household income increased just 13%, raising housing to a top concern.

Barriers

Progress is being made to address attainable housing needs. A Chaffee County Housing Director, jointly funded by the county, Salida, Buena Vista, and Poncha Springs, will begin to provide integrated leadership in June 2018. However, the following challenges remain.

- **Prosperity raises costs.** Chaffee County, a previously “under the radar gem”, has been discovered. This appeal brings second homeowners, real estate investors, and retirees whose incomes are not tied to the local economy. Increased demand among more affluent buyers will likely cause home values to continue to rise.
- **Demographics.** The population of workers aged 20 to 44 decreased 21% from 2000 to 2014. With dramatic Front Range growth, the county is beginning to experience an increase in the number of young families moving to the area, but housing solutions will be needed to help retain them.
- **Housing and land use.** Slightly more than half of county residents live in unincorporated areas. According to the 2016 Chaffee County Housing Needs Assessment, 75% of new housing in the past 15 years has occurred in these areas. This development is generally low density, dispersed, and without municipal utilities, resulting in

total costs that are unsuitable for most workforce housing needs.

Learning from Other Communities

We are proud that Salida was studied as a model of economic resilience by the Colorado Office of Economic Development and International Trade, and considering successful solutions from other places, we have identified local opportunities.

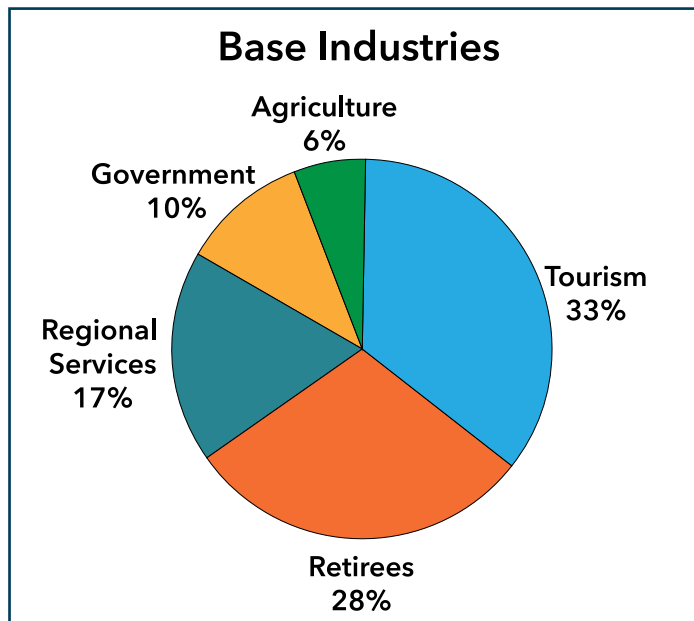
- **Invest in leadership development.** Leadership is critical to creating effective communities and businesses. Chaffee County Economic Development Corporation has an established leadership forum, and the Envision process has further boosted community capacity. Other communities have encouraged leadership development through community foundations.
- **Regional housing plan.** The recent creation of the position of Chaffee County Housing Director is a step toward attainable housing solutions. Envision Action Team members focused on supporting this new position in developing a regional housing plan. The Chaffee County Housing Needs Assessment provides ideas for consideration, including: 1) increasing the land supply

“I have never seen this level of community engagement – it is extraordinary.”

Kim Smoyer,
Envision Facilitator

for multi-family development by right under zoning, 2) expanding the supply of “shovel-ready” lots utilizing any land that can be acquired at low cost, 3) developing a system of fee waivers or discounts and associated deed restriction, and 4) developing the Vandaveer Ranch property by advancing trunk infrastructure normally planned for and provided by local governments, and partnering with the private sector.

- **Retaining seniors.** The retiree population currently contributes 27% of Chaffee County’s economic base, and that is expected to increase to 32% by 2030. Understanding the goods and services needed by this population to allow them to age in place is an important economic driver and closely tied to the regional housing plan.
- **Support new entrepreneurs and grow existing businesses.** Entrepreneurship is a key economic foundation. To develop more primary employers that



provide economic diversity and career opportunities, we are most likely to succeed through the development of business start-ups and local business growth.

- **Build local workforce capacity.** Local businesses note a shortage of skilled workers. While we do have an educated community, some community members would benefit from additional professional development. One local project, Spartan Heights, is providing career and technical training for high school youth while also providing affordable housing for school district staff and the community through a creative partnership with local businesses and nonprofits. Both school districts are actively engaged in preparing our youth for the local workforce and future economy.
- **Invest in regional infrastructure.** We share a great many assets regardless of where we live in the county. These assets – transportation networks, trails, redundant broadband service, attainable housing including housing for our seniors – all contribute to economic vitality and quality of life and require planning and expansion as population and tourism continue to grow.
- **Support agricultural industry.** Agriculture in Chaffee County is our fifth largest economic driver and a foundation of our community and landscape. Supporting agriculture supports local families, landscapes, waters, and heritage. Local business sector support of agriculture includes eateries and grocers featuring local agricultural products, a farmer’s market, and developing agritourism.



Community Action Plan - Envision Chaffee Livable and Thriving

Envision teams are further enabling community-wide efforts to support this vision, supporting progress by government, Chaffee County Economic Development Corporation, Housing Policy Advisory Council, Transportation Advisory Board, and others. A key Envision contribution has been to increase community capacity. Hundreds of new relationships have been created. Team members and the community learned together. Citizens have stepped up to prioritize, plan, and now execute programs. Action Team goals include: 1) Develop housing stock that supports a socio-economically diverse community and a workforce able to live here, 2) support continued diverse economic and job growth at 2-4% per year, and 3) help identify and support critical community needs cradle to grave.

Three Envision projects support a Regional Housing Plan that will deliver needed attainable housing.

The Housing Director Rocketship enables the new County Housing Director to accelerate results by providing: 1) consolidated information and recommendations supporting a regional housing plan, 2) a collaborative Envision-Community Builders learning session summarizing effective recent solutions in other communities, and 3) a facilitated session connecting key stakeholders with varying perspectives on solutions.

Filling the Gaps provides a master list of groups involved in housing solutions, their current scope of work, and the gaps or overlap areas between groups.

I Need Housing creates an online tool that links community members seeking housing with opportunities

and provides information on needs (frequency of housing needs, location, size, cost) to developers, planners, and groups working on housing solutions.

Business diversity, vitality and workforce capacity are supported by four additional projects.

Small Business Grant aims to designate a Certified Small Business Community to improve entrepreneurship promotion and retention. In addition, the Chaffee County Economic Development Corporation has applied for a Rural Economic Development Initiative grant that will increase links between local small businesses and improve their rates of job creation.

Youth Career Building helps youth and families to identify and enhance opportunities for local careers while also developing and recommending marketing ideas to attract new business opportunities. The program will connect to local school district programs.

CMC Expansion revisits the possibility of expanding Colorado Mountain College programs and course offerings for students and adults, re-energizing past work with updated economic and population data.

Geothermal Energy seeks to develop the county's geothermal resources for power production and development of thermal waters for uses such as greenhouse facilities and fermentation operations. Two recently developed economic "opportunity zones" may attract additional private investment.

Chaffee Moves supports transportation infrastructure planning, supporting long-term business viability and community efficiency. The project will be developed as part of an integrated Chaffee County Comprehensive Plan update that is discussed in more detail under Vision 4.



Our community
remains friendly,
engaged and culturally
connected.



COMMUNITY ACTION PLAN PROJECTS

Vision 3 - Our community remains friendly, engaged and culturally connected.

Why it matters

Chaffee County is a special community where people still make eye contact and get to know each other. It is an area where people are unusually engaged in activities to support each other and to build a stronger community. In the Envision Survey, people of all ages, incomes, and financial situations counted our “sense of community” as one of the things they most value and are most concerned about losing as population grows.

Barriers

Growth invariably brings changes and challenges, such as:

- **Connectivity and funding capacity.** Citizens have created an unusually high number of nonprofit organizations providing many critical services. However, coordination between organizations is not consistent, and intense funding competition can create tensions and businesses have donor fatigue.
- **Child care.** Chaffee County has a severe shortage of licensed child care locations. Providers decreased from 27 to 12 in recent years, and 65% of 2018 Child Care Availability Survey respondents indicate they may leave due to child care shortages. The issue impacts community diversity, vitality, and workforce.

- **Telecommuting.** While not necessarily a barrier to a sense of community, telecommuting represents a rapid change in the fabric of our county, with 37% of people living in Chaffee County now working in other locations, an increase from 3% in 2000. Most of these workers are employed on the Front Range. The certified small business community effort discussed above and continued broadband development will enable continued telecommuting economy growth.
- **Second homeownership.** Second homeownership in Chaffee County increased 20% from 2000 to 2014 (from 5 to 7%), a trend that has likely continued in the past three years. Incorporating part-time residents into the fabric of the community is a challenge.

Learning from other communities

- **Community foundation.** In 750 towns, counties, and cities around our country, community foundations have become philanthropic focal points, connecting donors to community needs, building permanent charitable funds, and developing community capacity. We see great potential for a foundation to support the initiatives conceived by Envision Chaffee and to strengthen our community.
- **Finding common ground.** Building community capacity to discuss difficult issues, find common ground, and develop and achieve solutions represent critical opportunities that are dependent upon leadership development discussed under livability and economy.



Community Action Plan - Envision Chaffee Strong

From our many nonprofit organizations to the faith-based community, there are many efforts already supporting the challenges and opportunities of maintaining a friendly, engaged, and connected community as we grow. Action Teams developed projects to strengthen and leverage this ongoing work.

Chaffee County Community Foundation Foundation has established a nonprofit 501(c)(3) corporation to promote and facilitate philanthropy in Chaffee County and to catalyze ideas and actions that enhance our quality of life. Envision participants agreed such a foundation is a potential game-changer for the county. Goals include increasing local philanthropy, supporting nonprofits by connecting donors to community needs, building permanent charitable funds, bringing people together to solve problems, and building leadership capacity to help nonprofit organizations and the community thrive.

The Chaffee County Community Foundation is off to a strong start. A pre-existing 501(c)(3) has been reactivated, a board and advisory team with relevant skills and experience is in place, and work is underway.

Six additional projects build community capacity for long-term success and begin to address local challenges.

Chaffee Resources develops a website to provide access to all local and regional health, wellness and quality of life services, including child care, family activities, and transportation.

Volunteers in Action (VIA) creates a database that links volunteers with specialized skills and nonprofit organizations in need of those skills. This effort will closely connect to **Chaffee Resources** and the **Community Foundation** as projects develop.

Finding Common Ground brings different constituencies together to identify challenges, discuss issues, work through differences, and develop common ground solutions through facilitated sessions that build community trust and capacity.

Multipurpose Center explores the costs and benefits of developing a physical facility where diverse services can be provided to individuals and families.

Envision Survey respondents expressed concern about losing our sense of “small town community” and our special local quality of life as we grow.

C4 - Chaffee County Community Checkup - will establish a survey tool to quantify and track quality of life factors to identify and address needs as they arise.

Two additional projects address community challenges.

Chaffee Care increases child day-care availability by identifying and addressing barriers to day-care provider success, such as homeowner association, municipal, county, and state regulations.

Chaffee Green looks to reduce or eliminate plastic bag use.



*“Across the country, time after time,
community foundations foster
better collaboration, greater giving and
more volunteering in their communities.”*

Ed Cooper,
Chair, Chaffee Community Foundation Board





We have sustainable agriculture, beautiful rural landscapes and development focused in and around towns.



COMMUNITY ACTION PLAN PROJECTS

Vision 4 - We have sustainable agriculture, beautiful rural landscapes, and development focused in and around towns.

Why it matters

While 97% of citizens say working rural landscapes are important to Chaffee County quality of life, 30% of agricultural lands have been lost since 1982 and the trend is accelerating as population expands.

Barriers

Nine out of ten local producers want to keep their lands in production, but wonder if that vision is attainable. According to local ranchers, top challenges to keeping working lands working include:

- **Maintaining property and water rights.** Keeping existing rights to components such as water, grazing on public lands, and ditch easements and the ability to develop new revenue streams (e.g., installation of solar panels, hydro-power, and gravel operations) are critical to viability, but are coming under increasing negative pressure as population grows.
- **Economics.** Agricultural production in our high-elevation, arid climate is a challenging business. When landowners sell off land to development (land their family may have nurtured for 5 generations), the reason is often a stark financial need and an effort to keep remaining lands in production.
- **Other headwinds.** Ranchers are also concerned about ever-increasing time and financial resources required to resolve conflicts with a growing population. From nuisance lawsuits, mountain bikes vs. livestock, and cut fences and open gates, ranchers describe the impact as “death by a thousand cuts” and wonder if they can remain viable.

Learning from Other Communities

- **Payment for ecosystem services.** involves communities and other public and private funders compensating landowners for providing ecosystem services such as open space, habitat connectivity, water filtration, and carbon sequestration. *Forests to Faucets* (Denver Water), Santa Fe, NM, and the *Rio Grande Water Fund* are pursuing such efforts.
- **Grass-fed beef.** Programs including Homestead Meats (Delta, CO), James Ranch (Durango, CO) and Yellowstone Grassfed Beef (Bozeman, MT) connect ranchers to higher-margin direct local markets for premium grass-fed and antibiotic-free meats. Local ranchers have requested assistance to develop a similar local program.
- **Purchased development rights.** In Routt County, citizens fund a program in which a property’s development rights can be purchased from willing landowners, providing an attractive alternative to selling land for development. The program has funded permanent protection of 43,000 acres.

Action Team members developed two parallel strategies when considering how to maintain Chaffee County’s beautiful rural landscapes - keep working lands working and focus development in identified growth zones.

Community Action Plan - Envision Keep Working Lands Working Program

The Rural Landscapes Action Team developed three ambitious and potentially game-changing projects to keep working lands working.

Community Conservation Exchange will work to connect ranchers and the community to develop the following programs:

- Conservation lease agreements or payments for ecosystem services to compensate agricultural landowners for practices supporting quality of life, such as recharging groundwater aquifers, maintaining critical habitat corridors, and preserving open space. This program would be the first of its kind in Colorado.
- Local funding support for purchase of development rights or conservation easements such as that in Routt County.



Working Lands Helping Hands connects local agricultural producers to resources available from governments, universities and nonprofit organizations (e.g., engineering, legal support, accounting, learning opportunities, scholarships, and internships). Additional programs are described below.

- **Legal-Ease** delivers pro-bono and discounted legal services to manage issues related to increasing population and succession planning.
- **Realtors for Rural** provides accredited coursework for Realtors® as well as educational materials for new landowners designed to increase community understanding of and support for working lands. This is a partnership with Realtors® of Central Colorado.

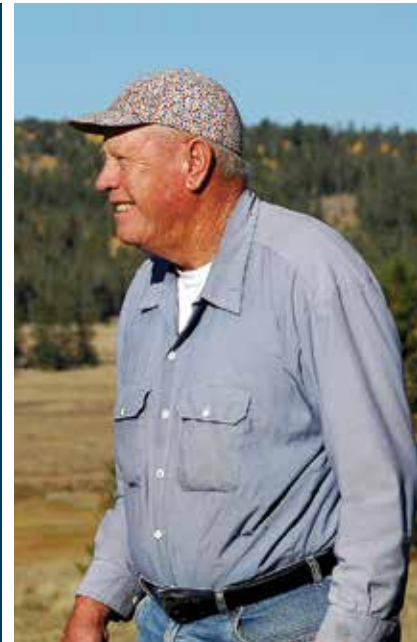
- **Growing Good Neighbors** connects residents new and old to support their agricultural neighbors, such as Central Colorado Conservancy Conservation Stewards spring ditch cleaning work.
- **County Pastures** enables ranchers to graze livestock on small private parcels. Private parcel owners benefit from the grazing which regenerates soil and ecosystem health.
- **Agricultural Development District Cohort** seeks state legislation supporting the formation of agricultural development districts with benefits like those enjoyed by existing art and historic districts.

People for Chaffee provides local funds to support conservation needs such as preservation of rural landscape, mitigation of recreational impacts, and watershed health projects.



“I support Working Lands Helping Hands not only for my district, but for what it will do for all of Colorado.”

*Senator Kerry Donovan,
Colorado State Senate District 5*





Development focused
in and around towns.



COMMUNITY ACTION PLAN PROJECTS

Vision 4 continued - We have sustainable agriculture, beautiful rural landscapes, and development focused in and around towns.

Encouraging development in and around towns, or in identified growth zones, is the second strategy developed to retain local rural landscapes.

Why it matters

In the Envision Survey, a top 5 citizen concern was around poorly planned development, “sprawl” and resulting loss of rural landscapes and the unique aesthetics of Chaffee County. The Housing Needs Assessment Study noted that the current pattern of growth focused in the unincorporated county is not consistent with development of affordable housing. A study by Colorado State University indicated that development in rural Chaffee County costs tax payers 1.4 times more than development connected to municipal infrastructure. Planning for harmonious growth is in the community’s best interest.

Barriers

- **Identifying growth zones.** Among many other elements, county planning considers where development should occur. This process requires community input, compromise and, eventually, agreement. This is difficult work often encumbered by “not in my back yard” sentiments.
- **Resources.** Comprehensive planning would be needed to make the strategy successful, requiring focus, time, and resources from county and municipal governments. Limited local government resources are currently committed to other priorities and otherwise stretched thin by a rapid population growth.

Learning from Other Communities

- **Coordinated comprehensive planning.** County planners from several communities (e.g., Routt, CO; Gallatin, MT; and Sheridan and Jackson-Teton, WY) emphasized the need for a current, actively-used comprehensive plan to enable growth that also supports the desired quality of life. These planners also emphasized the importance of ongoing collaboration between city and county resources.
- **Decreased housing costs.** The 2016 Chaffee County Housing Needs Assessment noted that more effective land use planning, higher-density zoning, and additional infrastructure could encourage development of affordable housing.
- **Increased funding access.** A comprehensive plan explains where county investments are expected to be made, how they will benefit the community, and how they will be coordinated with partners. A current plan unlocks access to federal dollars set aside for community investment such as roads, water, and recreation.

Community Action Plan - County Comprehensive Plan

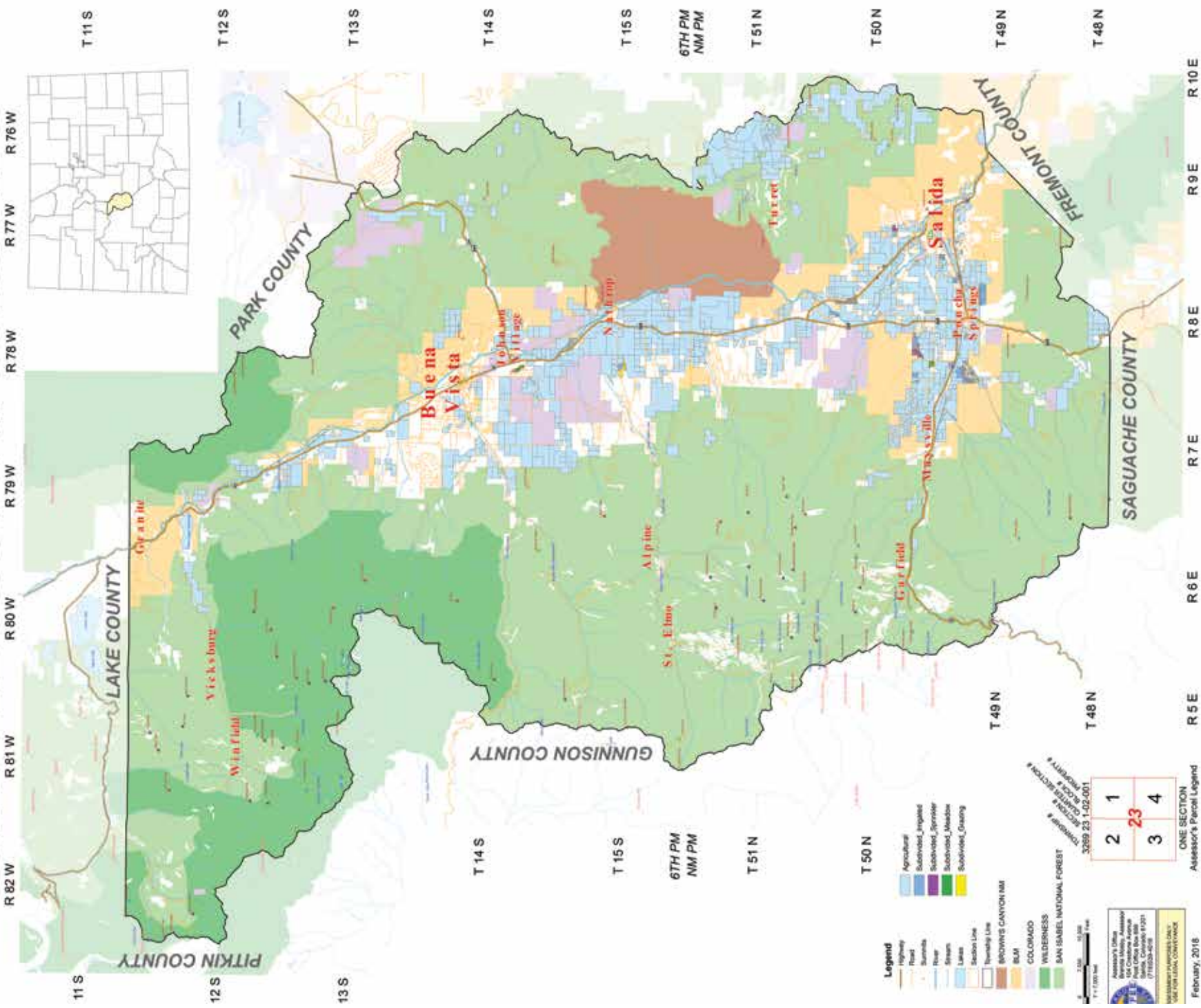
Three community action projects were developed for this strategy, concentrating on updating the county comprehensive plan as a vehicle to sustain results. The Chaffee County Comprehensive Plan was last updated in 2000. Envision has provided the community input and momentum to support an update.

Comp Plan Accelerator connects Envision data and appropriate projects with the county comprehensive plan process.

- **Comp Plan/Smart Plan** provides community engagement to help identify planned growth zones and asset protection priorities. The program will leverage a process where community members are given information on expected population growth and current community assets (e.g., natural resources and infrastructure) and then work to identify where new development best fits the Community Vision.
- **Agricultural Planned Development** will assess the benefits and challenges of adding a Non-Urban Planned Unit Development Zone to existing county planning zones to enable growth.



CHAFFEE COUNTY, COLORADO





Envision
the path ahead.

ACTION PLAN MANAGEMENT AND MEASURING SUCCESS

The Envision 40 Projects each have a community leader, engaged community members, action plans, and metrics to measure success in 6 months and in 1 year.

- **MiesterTask.** Information including leadership, community composition, action plan, metrics, team resources, grant requests, success stories and more are stored in and managed through free project management software called MiesterTask. Community members receive training in use of the software.
- **Measuring success.** The community can enter information on accomplishments at any time. A formal check-in and reporting on six-month milestones is planned for November 2018 with community members. Envision will reconvene at that time to discuss successes, explore barriers, and to reexamine and revise action plans.

FUNDING THE FUTURE

Many of the 40 Envision projects and programs require additional funding, long-term sources in some cases. Opportunities exist for the county to attract new funding from diverse sources by advancing three programs. Some of these have been previously described but are worth repeating.

- **The Chaffee County Comprehensive Plan** update unlocks additional state, federal, and private funding sources.
- **Chaffee County Community Foundation** will provide community matching funds that are critical to grant success and access to outside funding sources.

- **The People for Chaffee Fund** project will explore the potential for a voter-approved conservation finance measure that would provide local funds to support conservation needs such as preservation of rural landscapes, mitigation of recreational impacts, and watershed health projects. Such local funds can be multiplied 3 to 5 times through competitive grant funding opportunities with state, federal, and private parties.

ENVISION THE PATH AHEAD

In one year, Envision Chaffee County has created unprecedented community engagement, built new relationships, and developed a Community Action Plan that advances the Envision 40 Projects in the next year.

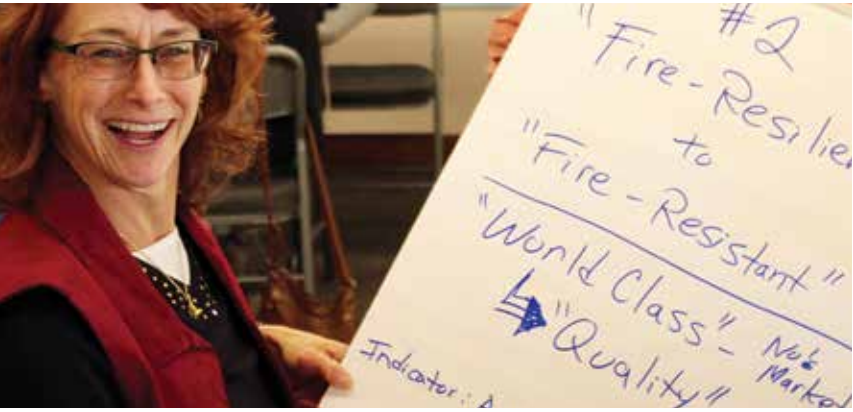
Envision Chaffee County will continue to provide a framework for the community to advance projects, work through obstacles, measure results, celebrate success, learn from challenges, and collectively create lasting impact. Collaborative communication will continue to keep the community informed and engaged.

We are inspired by similar efforts in other communities that are delivering enduring programs and results, including Envision Utah (initiated in 1997) and One Valley Prosperity Project just over the pass in Gunnison County (initiated in 2014). Envision is learning from these successful long-term programs and will create a framework that is sustainable for Chaffee County because we realize that accomplishing the projects and programs and achieving our Community Vision will require focus and commitment over many years.

In all cases, the amazing energy, intelligence, insight, focus, and enthusiasm of county residents will fuel lasting success. Year one and the Community Action Plan is just the beginning of our community building a better future together!



How did Envision begin?



HOW WAS THE ENVISION ACTION PLAN CREATED?

How did Envision begin?

In December 2016, the Envision “Core Team” of nine concerned citizens came together to discuss the future of Chaffee County. We noted that Chaffee County has been “discovered” and “we are at a tipping point”. The economy is thriving, which is advantageous for many. However, rapid growth in population, tourism, traffic, second homeownership, housing prices, impacts from outdoor recreation, and more are threatening the very things that make Chaffee County special. The declining health of our forests also became a serious concern. We learned that our forests are neither in a natural state nor healthy, and are being impacted by insect infestations so broad that 5 standing dead trees in today’s forests will increase to 120 in the next 3 years.

The Core Team felt that a longer-term view and community engagement to plan for growth and address ecosystem issues was urgently needed.

The team crafted a proposal and won funding from the LOR Foundation, an organization supporting rural communities across five intermountain states in managing their futures. This funding was augmented by the Department of Local Affairs and Chaffee County. Envision Chaffee County was born.

What has been accomplished so far?

In one year we have:

- **Created a shared vision** for the future - or “common ground”.
- **Measured current trends** relative to that vision to focus efforts.
- **Developed a Community Action Plan**, a set of collaborative, community-driven projects to move us in the right direction. The plan enables citizens to create solutions that government and agencies can collaboratively support, rather than waiting for government to solve it all.
- **Built community capacity** to solve complex issues.
- **Had fun working together!**

In year two we will execute 40 Envision action projects, engage even more citizens, learn, and continue to plan and create the future that county residents desire.





Community Engagement

Amazing community engagement is an Envision hallmark. From students to seniors, ranchers to retirees, folks originally from the area to folks who are new to Chaffee County, the desire to shape our future engages citizens across the county.

The numbers to-date tell a story.

- The Board of County Commissioners convened the process and are deeply involved.
- 1,500 people engaged in Envision so far, donating 7,000 hours of their time, thoughts, and energy.
- Action Teams include 180 people and are expanding as programs develop (Appendix C).
- Seventy-two agencies, non-profit organizations, businesses, and associations have already been involved (Appendix D).
- Several non-profit organizations generously donate staff and board time, including the Chaffee County Economic Development Corporation, Central Colorado Conservancy, Greater Arkansas River Nature Association, Chaffee County Housing Trust, and Guidestone Colorado.
- Leaders participate from Salida, Buena Vista, and Poncha Springs.
- Local agencies are committed to action, including Colorado State Forest Service, U.S. Forest Service, Bureau of Land Management, Colorado Parks and Wildlife, Arkansas Headwaters Recreation Area, and Chaffee County departments of health, development, and human services.

The people bring it to life. Citizens are engaged wholeheartedly in the effort – listening, understanding differing perspectives, building new relationships, investigating the challenges, learning from other communities and, ultimately, designing and leading projects and programs that will create a stronger future for everyone.

Envision - A Systematic Approach.

The Envision game plan was to enlist citizens with diverse backgrounds and views to listen, learn from each other, and build solutions together. Our approach to this was systematic.

- **Listen.** We started by listening. The Envision Survey reached 1,203 people, with demographics very representative of the county. We asked what citizens most value and what they are most concerned about as they look toward the future. Envision Interviews reached an additional 95 community members. Town hall meetings and engagement with local groups provided further discussion of developing visions. Survey results indicated that 97% of citizens consider working landscapes important to their quality of life. Therefore, to understand the vision and challenges of our agricultural community, we also reached out to local ranchers with a Rancher Listening Session.

We documented all this input so that we can continue to listen and learn from each other. You can find this data at envisionchaffeecounty.org.

- **Create a shared vision.** Considering the survey information, we next asked community members to craft a shared vision for our future. More than 150 people engaged in working sessions (held both in the daytime and in evenings with child care) crafting the Community Vision.

- **Measuring current trends.** Then we measured current trends, reaching out to the best possible local sources of hard data to indicate if we are moving toward or away from the Community Vision. We assigned grades to these measures and summarized them in the Envision Community Vision Report Card. We had some “A’s” (e.g., community) and a few “F’s” (e.g., housing and forest health), all helping to focus our work.
- **Action planning.** Last, we invited community members to join Action Teams to develop plans to move toward our Community Vision. The response was powerful – 184 people joined, contributing over 5,000 hours to plan development. Team homework included research that collected and analyzed 148 documents and solution ideas from communities around the world. Action Teams, inspired by these examples, developed ideas and solutions appropriate for Chaffee County. These were ranked based on feasibility and impact, with the strongest forming the Envision Community Action Plan.
- **The future.** Community members, businesses, and government representatives will begin implementing these action plans immediately, checking in at 6 months to measure progress, and adjusting efforts as needed. Along the way we will inform the broader community about these efforts and invite more people to join the Envision movement!



My leadership qualities
 Active when needed
 Work ethic - out of this world!
 Brilliant
 Helps clarify ideas
 Energetic
 connected
 Committed




Community Vision REPORTCARD

January 3, 2018


COMMUNITY VISION

OVERALL GRADE

 Our forests, waters and wildlife are healthy and maintained in balance with outdoor recreation.


Healthy Forests	D
Healthy Wildlife	D
Healthy Waters.....	A
Balanced Outdoor Recreation	C-

C-

 Community members remain able to live locally and benefit from an increasingly diversified economy.


Liveability.....	D
Economy	B
Transportation	B

C

 A friendly, supportive community where participation is encouraged and shared cultural elements connect us.

Community Lives Locally	C
Local Business Health	B
Crime Rate	A
Volunteerism	A

B

 A sustainable agricultural community, open rural landscapes and development focused in and around towns.

Sustainable Agricultural Community	B-
Rural Landscapes And Growth Concentrated in and Around Towns	D

C

State of the Community Vision.



STATE OF THE COMMUNITY VISION -

The Envision Report Card

The Envision Community Action Plan will enhance qualities that the community treasures and address key challenges. The Envision surveys, interviews, listening sessions, and report card provided information on the state of Chaffee County, a place where every road leading in is marked with the words:

“Welcome to Chaffee County, now THIS is Colorado”

These words resonate with locals proud of this lovely place. However, we have learned that if we continue along the current path - maintain the status quo - our quality of life will not likely remain the same. Instead, considering trends documented in the January 2018 Envision

Community Vision Report Card, adverse socioeconomic and natural resources trends will continue while the qualities we value most will deteriorate. Visitors and new residents will continue to come here whether we market to them or not, and our resources and capacity will continue to be stretched. If we want to protect or enhance what we value, we need to more proactively and strategically manage our assets and these trends.

The following information summarizes the state of Chaffee County relative to each of our four community visions.



STATE OF COMMUNITY VISION I -

Our forests, waters, and wildlife are healthy and in balance with outdoor recreation.

Why do healthy landscapes matter?

When asked what they value most about Chaffee County, residents across incomes, ages, and perspectives consistently pointed toward the natural beauty that surrounds us - healthy forests, clean waters, and local wildlife. These assets support tourism that contributes 33% of our economy, and they attract retirees who contribute another 28%.

Forest health is a serious concern

A century of fire suppression has resulted in overly dense forests that are susceptible to insects. Forest agencies indicate over 50% of local forested lands are currently impacted by infestation, and over 100,000 acres are dead or dying, more than twice the footprint of Browns Canyon National Monument. The 2017 average of 5 standing dead trees per acre will increase to 120 by 2020.

The threat of severe wildlife is high and rising

The density in our forests is also known as "high fuel loads". While fire is a natural and necessary process for healthy forests, high fuel loads can result in severe fires that burn at very high temperatures, sterilize soils, spread exponentially, and create conditions conducive to post-fire landslides and mud flows.

Waters are our lifeblood

Clean flowing waters underpin our communities and connect our culture. Treatment of historic mining areas has improved Arkansas River water quality to the point where it now supports a world-class fishery. However, 49% of local rivers and streams remain impaired, primarily due to historic mine impacts. There is also opportunity to enhance our riparian habitats - those ribbons of green vegetation beside our

streams and rivers. These areas cover only 3% of lands, but are essential to more than half of wildlife species. They also provide flood control, water storage and groundwater recharge.

Wildlife feels the pressure

Increasing recreation, traffic, declining forest health, and loss of agricultural lands all impact wildlife. Local mule deer population has declined 33% in the last decade.

Recreational impacts are increasing

Outdoor recreation is a rapidly expanding economic driver. However, there is increasing concern about the sustainability of rapid growth without action to manage negative impacts to water quality, wildlife, recreational assets, and the overall recreational experience. There is little monitoring and virtually no framework to monitor impacts, understand what level of impact is acceptable, decide or fund management solutions. In the Fourmile Management Area east of Buena Vista, areas impacted by dispersed camping have increased annually by 10% for the past 12 years.

"95% of survey respondents indicate managing fire risk is important."

Envision survey data

STATE OF THE COMMUNITY VISION 2 -

Our community members are able to live locally and benefit from a resilient economy.

What keeps us up at night?

When asked what they are most concerned about, citizens overwhelmingly point to housing affordability. Our economy is thriving, but this brings related challenges of increasing housing and overall prices.

Housing is expensive

The median single-family home price increased 65% from 2011 to 2017 (from \$210,000 to \$345,000). The 2016 Housing Needs Assessment indicated that over 30% of households are “cost burdened”, that is, spending more than 30% of their income on housing. Rental prices increased at a similar rate. At the same time, median household income increased just 13% and local weekly wages increased 17%.

Our economy is thriving

Collaborative, citizen-led efforts to revitalize historic downtowns develop recreation, improve education, and advance health care have helped create a strong and resilient local economy. Chaffee County experienced 17% job growth from 2010 to 2015, or 3.4% a year, well above the state average.

Job growth is strong and diverse

County job growth rate by sector from 2010 to 2015 was strong, with double digit growth across five sectors. Forecast job growth is also diverse - predicting rapid growth in “location neutral jobs” (or jobs where people can live in Chaffee and work in front range businesses) jobs associated with retirees (e.g., consulting), public assistance, transportation, and regional services like health care and education.

Locally-owned businesses need support

Membership in the Salida and Buena Vista chambers of commerce grew at a brisk 2.5% per year from 2010 to 2017, with the majority (85-89%) of business members locally-owned. However, most of the business member growth was from national corporate businesses and companies based outside of the county (e.g., 56% in Salida, and 96% in Buena Vista).

*When asked
“what is your top concern
when considering
population growth?” –
56% of citizens indicate
housing and affordability.*

Envision survey data

STATE OF COMMUNITY VISION 3 -

Our community remains friendly, engaged, and culturally connected.

Next on the list of what we love most about Chaffee County is our friendly, small-town, engaged community. The people here are amazing. These attributes are considered a core strength.

Non-profits contribute to every aspect of our community

Chaffee County is fortunate to be the home of numerous non-profit organizations that support and contribute to every aspect of our quality of life. The Salida and Buena Vista chambers of commerce report 108 combined non-profit members.

Citizens are well-educated and extraordinarily engaged

Our community is well-educated. Active retirees with advanced degrees and global career experiences add a special richness and contribute to the success of many local organizations. Volunteerism is a community strength - over 30,000 hours a year (16 man-years) are donated to the U.S. Forest Service and Colorado Parks and Wildlife alone. Total volunteer contributions are not measured, but their impact is immense.

Part-time residents are a small but growing segment

Second homeownership rose 25% from 2000 to 2014 (from 6% to 7%). Anecdotally, part-time residency also appears to be growing. [no question? "How might...?"]

Our population is aging

Chaffee County has been very successful in attracting and retaining retirees who contribute 28% of the gross county product. However, we have been less successful at attracting and retaining young people. The local median age is 48 years, compared to 37 years for the state.

Underserved populations

The needs of underserved populations in Chaffee County did not arise as a top priority based on our survey data, interviews, and talk sessions. However, many serious issues exist for these citizens that Envision will consider in its future work.

After our natural surroundings, the top thing citizens love about Chaffee County is a special sense of community and the people who live here.

Envision survey data

STATE OF THE COMMUNITY VISION 4 -

We have sustainable agriculture, beautiful rural landscapes, and development focused in and around towns.

Working rural landscapes was the final component that residents cited as critical to local quality of life. In the Envision Survey. Respondents were evenly split on what contributions from these lands are most critical, whether providing open spaces and views, representing our community culture, keeping water rights local, providing critical wildlife habitat, producing local foods, or supporting our economy. Similarly, top concerns expressed in the Envision process included fears about “sprawl”, “unplanned growth” “loss of rural landscapes” and “loss of open spaces”.

Working lands are in decline

Land in agricultural production in Chaffee County decreased 30% since 1982. Most of these lands have been lost to development, with 44% of acres subdivided since 1999 more than 3 miles outside of towns.

Ranchers’ vision - sustainability

In the Envision Rancher Listening Session, we learned that about 90% of local producers envision their lands staying in production and retaining the many values they provide to local quality of life. However, achieving this vision - one consistent with the broader community’s vision - is challenged by economics and by pressures placed on agricultural operations by rapid growth and new neighbors who do not always understand the benefits of agriculture.

Agricultural economics

Sustaining successful agricultural businesses in our high-altitude, arid climate is challenging. We asked local ranchers who were able to support their family with their working lands alone; no one raised their hand.

Community headwinds

Although the community overwhelmingly values agricultural lands, new residents and visitors can also inadvertently provide a headwind to landowner success. Local producers describe this phenomenon as “death by a thousand cuts”. The list is surprisingly long and includes people cutting fences, mountain bike trails planned along cattle routes, nuisance law suits from new neighbors, and dogs chasing cattle.

Development focused in town

One mechanism to retain rural landscapes is to keep working lands working; another is to focus development in and around existing towns. Currently there are few incentives for developers or new homeowners to build in town.

97% of respondents indicate working lands contribute to Chaffee County's quality of life.

Envision survey data

APPENDIX A: COMMUNITY ACTION PLAN PROJECT MASTER LIST

Vision I - Healthy lands, waters and wildlife in balance with outdoor recreation		
Program:	Envision Healthy Landscapes	
Goal:	Develop new models for community-supported regeneration of healthy lands, waters and wildlife.	
Project Name & Summary	Community Champions	Lead
Strategy 1	Accelerate Forests Treatments	
<p>Fire and Healthy Landscape Partnership develops an effective model for Chaffee County, and other communities to improve watershed health by: a) Connecting diverse stakeholders, b) prioritizing treatment from the perspective of multiple interests and needs (source water protection, community safety, wildlife health etc.), c) developing new funding sources and resources, d) leveraging new technology, and e) employing social science and a transparent, community-involved processes that foster community support of treatment work or "social license to treat". Recognizing the urgency and importance of this work, local partners have developed an initial goal: to complete work to enhance fire resilience, water quality and/or habitat on 40,000 acres by 2030 - doubling current treatment rate.</p> <p>Celebrate Prescribed Fire educates the community about forest treatment benefits in innovative and fun ways that create lasting impact. Initially includes: a prescribed burn video series detailing planning, preparation, implementation, short and long term results and community members discussing why it is important to them.</p> <p>Burning Together create fun, innovative events to deeply engage the community in memorable ways to better understand fire and support forest treatment work. Step 1: A control burn party with a "fire" band that celebrates prescribed fires. Step 2: A monthly paper column featuring "wins for the forest" this month.</p> <p>Show Me develops an easily accessible location where community members and visitors can see the positive impacts of forest treatment. Engage community with signage, fun trips to the site, perhaps a "critter count" on treated versus non-treated forests etc.</p>	<p>Keith Baker, Greg Felt, Bill Goosman, Dominique Naccarato, Andrew Mackie, Mike Sugaski, Sue Greiner, Cindy Williams</p> <p>Dominique Naccarato, Chris Naccarato</p> <p>Cindy Williams, Dominique Naccarato, Chris Naccarato, Andrew Mackie</p> <p>Angie Jenson, Dominique Naccarato, Andrew Mackie, Angie Jenson</p>	<p>Cindy Williams</p> <p>Dominique Naccarato</p> <p>Cindy Williams</p> <p>Angie Jenson</p>
Strategy 2	Accelerate Treatments that Improve Wetlands and Water Quality	
<p>Source Water Revival (Upper Arkansas Wetlands Focus Area Committee). A partnership to prioritize, plan and execute multi-purpose wetland and riparian regeneration efforts supporting post fire impact mitigation, runoff and flood attenuation, sediment capture, habitat enhancement, biodiversity and other measurable attributes. Prioritization and pilot program development is in progress lead by Central Colorado Conservancy in partnership with CNHP, BLM, USFS, CPW, NRCS and non-profit organizations.</p> <p>Chaffee Watershed Work Group will improve water quality by addressing non-point source pollution (for example, abandoned historic mine sites).</p>	<p>Andrew Mackie, Buffy Lenth</p> <p>Keith Baker, Sue Benes, Rick Hum, Dominique Naccarato, Wano Urbonas, Andrew Mackie</p>	<p>Buffy Lenth</p> <p>Rick Hum</p>

Vision I - Healthy lands, waters and wildlife in balance with outdoor recreation

Program: Envision Healthy Landscapes
Goal: Develop new models for community-supported regeneration of healthy lands, waters and wildlife.

Project Name & Summary	Community Champions	Lead
Strategy 3	Support Wildlife Healthy Through Measurement, Projects and Enhanced Funding	
<p>Keep Chaffee County Wild is a citizen-led effort supporting county government and local agency staff protect and enhance wildlife habitat. with the goal to ensure that populations of 25 indicator species remain healthy or are enhanced as appropriate. The program includes development of a system to measure and monitor 25 indicator species leveraging citizen and youth science.</p> <p>Sustainable Wildlife Management Funding A partnership of citizens, Colorado Parks and Wildlife, the Chaffee County Board of County Commissioners and State Rep. Jim Wilson developing and supporting additional state-level funding mechanisms to support healthy wildlife populations.</p>	<p>Jim McGannon</p> <p>Scot Bealer, Sue Benes, Jim McGannon, Wano Urbonus, Cindy Williams</p>	<p>Jim McGannon</p> <p>Dominique Naccarato</p>
Strategy 4	Engage Diverse Community Stakeholders, Leverage Global Best Practice, Innovate!	
<p>Balance Recreation Task Force is a team of leaders from the community, local agencies and non-profit organizations working to engage diverse outdoor recreation stakeholders (business, user groups, agencies etc.) to develop a "Recreation in Balance Management Framework" that includes: a) impact monitoring, b) development of acceptable/unacceptable impact guidelines, c) identification of existing and innovative management solutions, and d) community supported management action that balances the needs of economy, diverse users and the environment.</p> <p>Balanced Recreation Asset Plan is an expansion of a traditional "comprehensive trails plan" that provides a map of county-wide recreational asset (trails, developed and dispersed campsites, infrastructure etc.), and connections to environment (wildlife habitat, riparian areas etc.), community (ranchland needs/use, access connections) and recreation asset planning including development and protection priorities. The community sponsor team indicate they want this plan to consider user experience, capacity assessment and the needs of youth and next generation users.</p> <p>Now This Is How We Recreate provides a behavioral science-based strategic campaign creating a culture of locals and visitors caring for recreational assets, lands, waters and wildlife. This will include scaling up recreational ambassadorship in conjunction with a marketing campaign.</p>	<p>Ben Lara, Dominique Naccarato, Cindy Williams, Donna Maloney, Chuck Azzopardi, Brink Messick, Donna Rhoads, Kalem Leanord, Luis Walton, Mike Sugaski, Linda Skinner</p> <p>Ben Lara, Angie Jenson, Donna Maloney, Dominique Naccarato, Mike Sugaski, Lois Walton, Cindy Williams</p> <p>Bill Helms, Ben Lara, Dominique Naccarato, Ruth Barnes</p>	<p>Cindy Williams, Ben Lara</p> <p>Dominique Naccarato, Ben Lara</p> <p>Dominique Naccarato</p>

<p style="color: #e67e22; font-weight: bold;">Vision 2 – Community members are able to live locally and benefit from an increasingly diversified economy</p>		
<p>Program: Envision Chaffee Thriving and Livable</p> <p>Goal: 1) Develop a housing stock that supports a socio-economically diverse community and a workforce able to live here, 2) support continued diverse economic and job growth at 2-4% per year, and 3) help identify and support community needs cradle to grave.</p>		
Project Name & Summary	Community Champions	Lead
Strategy 1	Enable the new Chaffee County Housing Director to Develop a Regional Housing Plan	
<p>Filling in the Gaps provides a master list of groups involved in housing solutions, their current scope of work, and existing gaps or areas of overlap between groups.</p> <p>I Need Housing creates an online tool connecting community members who are seeking housing with comprehensive opportunities (eg. available housing) and provides information on housing needs, such as frequency of need, location, size, and cost, to developers, planners, and other groups working on housing solutions.</p> <p>Housing Director Rocketship enables the new County Housing Director to accelerate development of a Regional Housing Plan by providing: a) consolidated information and recommendations, b) an Envision-Community Builders learning session that would summarize effective solutions in other communities, and c) a facilitated stakeholder engagement session to share and connect diverse perspectives on solutions.</p>	<p>Rachel Crocker</p> <p>Read McCulloch</p> <p>Jay Boyd, Lisa Martin, Dale Shoemaker</p>	<p>Rachel Crocker</p> <p>Read McCulloch</p> <p>Lisa Martin</p>
Strategy 2	Accelerate Existing and New Diverse Businesses to Thrive	
<p>Small Business Grant provides a Chaffee County Application to the Certified Small Business Community Program, a Colorado SBDC Network that assists rural communities in taking their entrepreneurship promotion and retention to the next level, becoming standard bearers for the State of Colorado. Selected communities receive a designation of a “Certified Small Business Community” promoting great places to “Work, Live and Play” in Colorado.</p> <p>Youth Career Building supports youth and families by identifying and improving opportunities for local careers while also developing and recommending marketing ideas to attract new business opportunities.</p> <p>CMC Expansion revisits the possibility of expanding Colorado Mountain College programs for students and adults, updating past work with recent economic and population data.</p>	<p>Carole Vowell, Chris Martin</p> <p>Matthew Mahoney</p> <p>Fred Henderson</p>	<p>Chris Martin</p> <p>Matthew Mahoney</p> <p>Fred Henderson</p>
Strategy 3	Support Business with Transportation Planning	
<p>Chaffee Moves delivers planning for a multimodal transportation system supporting long-term business viability and community transportation needs. This would be developed as part of an integrated Chaffee County Comprehensive Plan update.</p>	<p>Kate Garwood, Susan Shepard</p>	<p>Kate Garwood</p>
Strategy 3	Develop County Geothermal Resources to Provide Skilled Jobs and Business Growth	
<p>Geothermal Energy advances development of the county’s natural geothermal resources, for power production and use of thermal waters (e.g., greenhouse facilities, fermentation, general heating etc.).</p>	<p>Fred Henderson & Hank Held</p>	<p>Hank Held</p>

Vision 3 – A friendly, supportive community where participation is encouraged and shared cultural elements connects us

Program: Envision Chaffee Strong

Goal: 1) Remain a friendly community as we grow, 2) build leadership capacity, and empower the community to drive positive change.

	Project Name & Summary	Community Champions	Lead
Strategy 1	Enable, Engage and Fund People		
	<p>Chaffee County Community Foundation establishes a nonprofit organization to promote philanthropy in Chaffee County. This would create a catalyst to inspire ideas and actions that enhance our quality of life. Goals include increasing local philanthropy, supporting nonprofits by connecting donors to community needs, building permanent charitable funds, bringing people together to solve problems, and building leadership capacity to help nonprofit organizations and the community thrive.</p>	Rick Hum, Syd Schnurr, Keith Baker, Ed Cooper, Fred Henderson, Wendy Hall, Cindy Williams, Greg Felt, Lisa Martin	Ed Cooper
Strategy 2	Connect the Community		
	<p>Chaffee Resources develops a comprehensive electronic database and website that provides access to all local and regional health, wellness and quality-of-life services, such as child care, family activities, and transportation.</p> <p>Volunteers In Action (VIA) creates a database to connect volunteers with special skills and nonprofit organizations in need of those skills.</p> <p>Finding Common Ground brings different stakeholders together to identify challenges, discuss issues, work through differences, and develop solutions that build community trust and capacity.</p> <p>Multipurpose Center explores the costs and benefits of developing a physical facility that would provide a variety of services to individuals and families.</p>	<p>Anita Cooper, Andrea Carlstrom</p> <p>Rick Hum, Andrea Carlstrom, Jan Ohmstede</p> <p>Dan Shore</p> <p>Irv Broody</p>	<p>Andrea Carlstrom</p> <p>Jan Ohmstede</p> <p>Dan Shore</p> <p>Irv Broody</p>
Strategy 3	Measure change		
	<p>Chaffee County Community Check Up uses a community survey to track friendly community feel, repeating the survey every 2-3 years to track positive or negative changes. The results will inform future community projects.</p>	Rick Hum, Irv Broody	Rick Hum
Strategy 4	Connect people to solve issues		
	<p>Chaffee Green ends or reduces the use of plastic bags in the county.</p> <p>Chaffee Care develops needed additional day-care by addressing current barriers to provider success, including factors such as the regulatory environment and local home owner association restrictions.</p>	<p>Christie Barton, Jacy Dumas, Nancy Locke</p> <p>Hank Held, Janine Pryor</p>	<p>Jacy Dumas</p> <p>Hank Held</p>

Vision 4 - Sustainable agriculture, rural landscapes, and development focused in town

Program: Retaining Rural Landscapes
Goal: 1) Retain agricultural lands and the benefits they provide, and 2) concentrate growth in planned zones

Project Name & Summary	Community Champions	Lead
Strategy 1 Provide Sustainable Funding for Long-Term Programs		
People For Chaffee Fund explores the potential for a Chaffee County conservation finance measure that would provide local funds to support projects such rural landscape conservation, mitigation of recreational impacts, and watershed health projects..	Bill Goosmann, Andrew Mackie, Greg Felt, Jim LaRue, Keith Krebs, Sig Jaastad	Cindy Williams
Strategy 2 Keep Working Lands Working		
Chaffee Community Conservation Exchange connects ranchers and the community to develop: 1) "Conservation lease agreements" or "payments for ecosystem services" that would compensate agricultural landowners for practices that support quality of life (e.g. recharging ground water aquifers and maintaining critical wildlife habitat). This program would be the first of its kind in Colorado. 2) A local system supporting purchase of development rights.	Sig Jaastad, Lucy Waldo, Brady Everett, Ken McMurray, Lee Rooks, Greg Felt, Cindy Williams	Lucy Waldo
Strategy 2B Harness and Connect the Community to Support Working Lands		
Working Lands Helping Hands Collaborative connects local agricultural producers to all resources available from governments, universities and nonprofit organizations (e.g., engineering, legal support, accounting, learning opportunities, scholarships, internships, etc.). The program will also develop innovative models that connect the business community and citizens to support working lands. These programs are described below. Legal-Ease provides pro-bono or discounted legal services to qualified agricultural members facing concerns related to succession, water rights, nuisance issues, and other development impacts. Growing Good Neighbors helps citizens appreciate the value, needs, and rights of their agricultural neighbors with communication tools such as a monthly newspaper column on "what working lands have done for you this month". Conservation Stewards supports Growing Good Neighbors by connecting community volunteers to agricultural operations in need of support in times of need (e.g., spring ditch cleaning). Realtors for Rural is a partnership with Realtors of Central Colorado to help educate new residents on the value, needs and rights of agricultural landowners. The program will develop accredited course materials to educate realtors, who will pass on the information (including a "supporting your new agricultural neighbors" handbook) to new landowners at the time of purchase. County Pastures enables ranchers to graze livestock on small private parcels. Private parcel owners benefit from the grazing which regenerates soil and ecosystem health.	Natalie Allio, Rick Bieterman, Kurt Jones, Kate Larkin, Nancy Roberts, Hallie Mahowald, Cindy Williams Kate Larkin Cindy Williams, Karen O'Connell Andrew Mackie Greg Felt, Hayden Mellso, Kevan Lyons, Cindy Williams Greg Felt, Chaffee County Assessor's Office	Kurt Jones Kate Larkin Cindy Williams Andrew Mackie Cindy Williams Greg Felt

continued... Vision 4 - Sustainable agriculture, rural landscapes, and development focused in town

Strategy 2B	Harness and Connect the Community to Support Working Lands <i>continued</i>	
<p>Others: County support for fencing along county roads and signage “Give ranchers a BRAKE”</p> <p>The Farmers Market is Going to the Fair! brings the existing farmers market to the County Fairgrounds during the county fair. The program will also provide educational materials about the value of agricultural lands.</p> <p>Agricultural Development District Stakeholder Cohort supports state legislation creating “agricultural districts” with benefits similar to those enjoyed by art and historic districts.</p>	<p>Lee Rooks</p> <p>Louise Olsen-Marquez</p> <p>Dan Waldvogle</p>	<p>TBD</p> <p>Louise Olsen-Marquez</p> <p>Dan Waldvogle</p>
Strategy 3	Develop Plans and Incentives to Focus Growth in and Around Towns	
<p>Envision Comprehensive Plan Accelerator connects Envision data and projects to the county comprehensive plan update.</p> <p>Comp Plan Smart Plan provides community engagement to help identify planned growth zones and asset protection priorities. The program will leverage a process where community members are given information on expected population growth and current community assets (natural resources, infrastructure etc.) and then work to identify where new development best fits the community vision.</p> <p>Agricultural Planned Development assesses the benefits and challenges of adding a Non-Urban Planned Unit Development Zone to the county planning process that would to enable growth in and around towns.</p>	<p>Christie Barton, Jon Roorda</p> <p>Alison Ramsey, Christie Barton, Rick Hum, Art Hutchinson, Alison Ramsey, Jeanne Younghaus</p> <p>Keith Krebs</p>	<p>Christie Barton</p> <p>Alison Ramsey</p> <p>Keith Krebs</p>

APPENDIX B: PROJECT RESOURCES

Envision Community Visions Status Report Card, January 2018

Envision Rancher Listening Session Summary, January 2018

Envision Community Survey Results & Assessment, November 2017

Envision Community Interviews Report, November 2017

APPENDIX C: ACTION TEAM MEMBERS

A huge thank you to the following individuals who volunteered their time, energy and talents to the Envision Action Teams:

Vision 1: Our forests, waters and wildlife are healthy and in balance with outdoor recreation.

Michael Atwood	Suzanne Copping	Rick Hum	Liesa McMaster	Linda Skinner
Chuck Azzopardi	Greg Felt	Angie Jenson	Brinkley Messick	Mike Sugaski
Keith Baker	Michael Fischer	Keith Krebs	Maureen Murphy	Aubrey Tamietti
Scot Bealer	Floyd Freeman	David Kelly	Chris Naccarato	Jim Thompson
Sue Benes	Bill Goosmann	Dylan Lang	Dominique Naccarato	Wano Urbonas
Becky Biglow	Susan Greiner	Ben Lara	Jim Pitts	Christine Vignale
Michael Blazewicz	Kathryn Hardgrave	Kalem Lenard	Donna Rhoads	Lois Walton
Tony Boone	Hank Held	Buffy Lenth	Alex Rudney	Lori Weckbaugh
James Brainard	Beth Helmke	Ben Lenth	Ruth Runge-Barnes	Angela Welborn
Marsha Brown	William Helms	Andrew Mackie	Christine Rochester	Rob White
Craig Carter	Jeanne Herrick-Stare	Donna Maloney	Marcus Selig	Mark Winter
Kelly Collins	Kathy Hoerlein	Jim McGannon	Heather Shoning	Cindy Williams

Vision 2: Our community members remain able to live locally and benefit from a resilient economy.

JoAnne Allen	Ed Cooper	Hank Held	Cory Pottebaum	Jill Smola
Chuck Azzopardi	Rachel Crocker	Fred Henderson	Kimberly Parker	Todd Tipton
Jesse Bahr	Ira Curry	John Hulkonen	Michael Post	Justin Veltri
Keith Baker	Jacy Doumas	Nick Jones	Janine Pryor	Carole Vowell
David Blackburn	Bill Dvorak	Nancy Locke	Wendell Pryor	Lori Weckbaugh
Jay Boyd	Catherine Eichel	Matthew Maloney	Adrian Reif	Angela Welborn
Cheryl Brown-Kovacic	Greg Felt	Chris Martin	Jon Roorda	Doug Welch
Paul Burke	Kate Garwood	Lisa Martin	Susan Shepherd	Jen Welch
Andrea Carlstrom	Matthew Halk	Read McCulloch	Dale Shoemaker	Forrest Whitman
Bruce Cogan	Wendy Hall	Jim Osborne	Heather Shoning	Bob Wight

Vision 3: Our community remains friendly, engaged and culturally connected.

Keith Baker	Greg Felt	Jim Osborne
Christie Barton	Matthew Halk	Michael Post
David Blackburn	Beth Helmke	Christine Rochester
Marilyn Bouldin	Rick Hum	Sydney Schnurr
Davis Bones	Janna Lee	Dan Shore
Irv Broudy	Wayne Lee	Eric Tauer
Andrea Carlstrom	Nancy Locke	Kristen Van Norman
Anita Cooper	Liesa McMaster	Carole Vowell
Karen Dils	Dominique Naccarato	Cindy Williams
Jacy Doumas	Jan Ohmstede	

Vision 4: We have sustainable agriculture, beautiful rural landscapes, and development focused in and around towns.

Natalie Allio	Brady Everett	Jeffery Keidel	Dave Moore	Robert Schalit
Terry Andrews	Greg Felt	David Kelly	Susan Nies	Eric Tauer
Chuck Azzopardi	Janet Franz	Kimberly Kerschke	Chelsey Nutter	Glen VanNimwegen
Elise Backinger	Fay Golson	Keith Krebs	Karen O'Connell	Ronni Vitullo
Keith Baker	J. David Holt	Jim LaRue	Louise Olsen-Marquez	Lucy Waldo
Hallie Bare-Mahowald	Frank Holman	Buffy Lenth	Terry Porter	Dan Waldvogle
Christie Barton	Rick Hum	Ben Lenth	Alison Ramsey	Doug Welch
Ed Berg	Art Hutchinson	Kayla Malone	Dean Roberts	Jen Welch
Rick Bieterman	Sig Jaastad	Scarlett Massine	Nancy Roberts	Katy Welter
Becky Biglow	Kurt Jones	Kenneth McMurry	Lee Rooks	Cindy Williams
Luz Diaz	Bruce Johnson	Maureen Murphy	Jon Roorda	Jeanne Younghaus

APPENDIX D: PROJECT PARTICIPANTS

Envision Chaffee County has benefited greatly from input from and involvement of the following businesses, associations; non-profit organizations and local, state and federal agencies.

Arkansas Headwaters Recreation Area	Chaffee County Economic Development Corporation	Colorado Mountain College	Guidestone Colorado Headwaters Economics	Salida School District
Arkansas River Outfitters Association	Chaffee County Habitat for Humanity	Colorado Natural Heritage Program	Heart of the Rockies Regional Medical Center	Salida Sunrise Rotary
Badger Creek Ranch	Chaffee County Health Department	Colorado Office of Trade and Economic Development	Horizons Exploratory Academy	Southwest Conservation Corps.
Buena Vista Chamber of Commerce	Chaffee County Housing Policy Advisory Committee	Colorado Open Lands	KHEN Community Radio (106.9 FM)	Terra Firm Forestry
Buena Vista Optimist Club	Chaffee County Housing Trust	Colorado Parks & Wildlife	Monarch Mountain	Town of Buena Vista
Buena Vista School District	Chaffee County League of Women Voters	Colorado State Forest Service	Mount Princeton Geothermal	Town of Poncha Springs
Buena Vista Town Council	Chaffee County Planning Commission	Colorado State University - Chaffee County Extension Office	National Forest Foundation	Trout Unlimited - Collegiate Peaks Chapter
Bureau of Land Management	Chaffee County Transportation Advisory Board	Colorado State University - Warner College of Natural Resources	Pinon Real Estate Group	Trust for Public Land
Butala Sand and Gravel	Chaffee Shuttle	Conservation Legacy	Poncha Springs Board of Trustees	U.S. Forest Service
Central Colorado Conservancy	Colorado Department of Local Affairs	Dvorak Expeditions	Quiet Use Coalition	U.S.D.A. National Agriculture Statistics Service
Central Colorado Humanists	Colorado Department of Transportation	Everett Ranch	Rotary Club of Buena Vista	Upper Arkansas Water Conservation District
Central Colorado Realtors® Association	Colorado Forest Restoration Institute	First Colorado Land Office	Rotary Club of Salida	Watershed Buena Vista
Chaffee County Board of Commissioners (convener)	Colorado Mountain Club	Future West	Salida Business Alliance	Western Land Owners Alliance
Chaffee County Early Childhood Development Council		Greater Arkansas River Nature Association (GARNA)	Salida Chamber of Commerce	
			Salida City Council	
			Salida Parks Open Space and Trails	Our apologies for any we missed!

APPENDIX E: KEY SUPPORTERS

Envision Chaffee County could not be successful without the support of these and many other organizations (see Appendix C for a complete list of participants):





Funders



Program Management



Facilitation



Core Team Members



Convened by Chaffee County Board of Commissioners