



“The Yampa Valley has extraordinary people,”

was something my mom, Marie Bowes, would often say when I was growing up. There is an incredible spirit of volunteerism within our area that confirms this to me on a daily basis. Folks see a need, and then take action to get it done.

This has rung true for the Vision 2030 project. We were blessed with a very diverse, multi-talented and energetic citizens’ committee whose daily occupations range from small business owners to ranchers, a retired military colonel, oil executives, professors, elected officials, and corporate officers. I am grateful for their time, talent, energy and concern for our community. Our group had incredible dedication to their primary role of listening to members of the community about what people value most and how to ensure those values are maintained.

We heard from a very broad cross section of residents – more than five times the number of people who took the Vision 2020 survey answered the Vision 2030 survey. The Vision 2030 Citizens’ Committee made certain that citizens’ concerns and intents were incorporated in this final report. Personal agendas were set aside and the benefit of the community as a whole was placed front and center.

For me, the heart and soul of the Yampa Valley is us – the people who call this amazing place home. Those of us who live here, work here and play here, also volunteer here. Our heritage of community events such as the Routt County Fair, Winter Carnival, Oak Creek’s Labor Day and, even more recently, North Routt’s Coureur du Bois ski race were all born from the spark of an individual’s idea and the volunteer ethic to make it happen. The legacy continues onward as our legions of volunteers continue to make these events happen today.

I am hopeful for the future of the Yampa Valley. Our dedicated and tireless pioneers have left their marks on our landscape and shaped our legacy. Those of us who are now taking the torch and leading our communities forward continue their visionary work. Vision 2030 will indeed become reality through the stewardship, passion and dedication of those who care enough to take ideas and turn them into action. I urge all of us to join together in this journey.

Tammie Delaney
Vision 2030 Project Manager

TO THE PEOPLE OF ROUTT COUNTY:

Vision 2030 is a series of strong statements about the values that matter most to the people of Routt County. Just like the river that runs through it, the common thread of all of the communities within our county is our love for the Yampa Valley, our neighbors, heritage and sense of place. Throughout this report, as we speak of community, we are referring to the entire county.

Vision 2020, presented in 1994, set the stage for community input and has proven to be a strong planning and community development tool. It has been used by community planning commissions, county commissioners, grant writers, community activists and civic organizations. The report has helped develop and enforce strong master plans, foster community efforts and secure more than \$25 million in grant funding. The Vision 2030 Citizens' Committee has made every effort to build upon the Vision 2020 document, strengthening and adding to the original concept. Along the way, we discovered that the values of 14 years ago are even more important to the residents of Routt County today.

We are fortunate to have passionate leaders and public officials who truly desire what is best for our valley. Their love for Routt County and its people is apparent, giving their time to wisely guide our community into the future. They have often expressed that if they knew what our community valued, they could be more confident in their decision making, enabling them to stand fast in the face of opposition that could threaten those values. The Vision 2030 process and this Report of Recommendations is that guide. It is the voice of the people of Routt County who chose to participate in this process.

Our heartfelt thanks to the citizens of Routt County for your time, insight and energies while participating in the Vision 2030 process. Your involvement in community meetings, answering surveys, volunteering and caring so deeply about this place we call home allowed this report to become valuable.

Because of your commitment, Routt County now has a clearer vision of our future.

I became involved with the Vision 2030 process because of my love for this beautiful valley and the concerns that I have for our future. Having been born, raised and continuing to live on a cattle ranch in the Elk River Valley, I know the impacts that changes have had on our landscapes, wildlife, natural resources, culture, heritage and way of life. My biggest hope is that we are able to pass this wonderful life on to our children and their heirs in a way that will make them proud of us.

Vision 2030 has deepened my appreciation of and respect for the residents of Routt County who care so deeply about our future.



Marsha Daughenbaugh
Vision 2030 Co-chair

When I came to the Yampa Valley nearly 30 years ago I came to visit a friend for a couple of days.. Well, we all know how that goes: It started to snow, I stayed the season, met and married a wonderful man and the rest, as they say, is history. I, like so many of you, fell madly in love with this valley and decided to make it my home. We have raised our children here and own a small business near the mountain.

As the years rolled by, more people came to stay and our community grew. I often wondered, are we being careful with our valley? Are we being good stewards of this land that we have the privilege to live on?

Vision 2030 gave me the opportunity to do my part in ensuring that the Yampa Valley is looked after by those who love it most. It has been an honor to work side-by-side with so many passionate people of Routt County.



Kathy K Stokes
Vision 2030 Co-chair

INTRODUCTION

The elements that shape a community dwell in the common values shared by its residents. These values are the essence of a community's heart and soul.

Many interwoven layers work in concert to create the overall fabric of a community. Maintaining the integrity of that fabric is dependent upon balancing the interests and desires of citizens with an intuitive understanding of the community's core values. Shaping a region's future as growth and change come to bear on the sense of community requires a vision grounded in this balance. Therefore, defining our community's

heart and soul is the first step in recommending actions to shape a desired future.

Vision 2030 is an innovative approach to decision-making that was inspired by a Routt County resident's memo to city and county officials requesting a process to identify and define the community's "heart and soul." The memo was prompted by the City of Steamboat Springs' 2005 Community Survey, which included an open-ended question asking respondents to "describe the elements of Steamboat Springs' 'sense of community,' its 'heart and soul,' which are most important to you." A group of individuals and local government representatives gathered to discuss the request. Several attendees noted that many of the issues brought forth from the memo and first meeting

were addressed in the 1994 Vision 2020 report. Updating this document became the starting point of the Vision 2030 process.

The Vision 2030 Citizens' Committee was created to develop and guide the process. Its goal has been to put together a broad, collaborative citizen's effort to define the future of the Yampa River Valley, gathering the wisdom of valley residents, updating the 1994 Vision 2020 Report, and encouraging region-wide stewardship of a community vision that retains and sustains our "heart and soul" assets for generations to come.

To achieve this goal, the committee needed to gather information from as many community members as possible. Seeking guidance from the forward-looking Vision 2020 format, the

*Heart and soul is defined as the **unique features, resources, special places and core values** that, if lost, would fundamentally diminish the quality of community and sense of well-being that compelled citizens to put down roots in Routt County.*

Vision 2030 committee created an extensive and methodically implemented process to listen to what Routt County

citizens want our community to look like in the next 20 years and synthesize those desires into recommended actions to achieve that vision. More than 1,600 residents representing a diverse cross section of Routt County participated in the Vision 2030 process. The result is the comprehensive set of Desired Outcomes and Recommended Actions, starting on page 17 of this report, that represent the community's desired future.

The intent of Vision 2030 is to define the community's vision, not to assign specific actions or methods, or to determine funding

mechanisms. Those tasks will be addressed by experts and interested individuals. Vision 2030 defines a path for actionable items based on our community’s core values that are essential to help guide future community efforts. It also lists desired outcomes that are the ideals or compass points in creating a vision for our community now and in the future. Vision 2030 also details recommended actions that are possible ways for achieving these outcomes. Some recommended actions in this report are already in progress.

Funding and/or implementation plans are still works in progress for some desired outcomes. However, all desired outcomes are identified in this report to acknowledge their importance to

our citizens and to help elected officials and others set priorities so these outcomes can ultimately be achieved.

This report represents the work and commitment of countless volunteers. More importantly, it reflects the candid aspirations of thousands of Routt County residents. Just as the Vision 2020 report became an important tool for our community, so too the Vision 2030 report will become more valuable over time. We hope you are inspired to get involved by what you read in these pages. It is our collective involvement that will ensure that our heart and soul is preserved for future generations.

Table of contents

Executive summary	6	Recreation	46
Methodology	8	Seniors	48
Discoveries.....	11	Sustainability	51
Desired outcomes, recommended outcomes	17	Transportation	56
Affordable housing	18	Youth	58
Agriculture and open space	21	What’s next?	61
Arts and culture	29	Conclusions/connections	62
Economic viability	32		
Education	34		
Government	37		
Heritage	41		
Planning	44		

About the cover

The graphic on the cover represents words used by survey respondents who answered the question, “What do you most value about your community?” The size of the word is directly proportional to the number of times the word was used by the respondents.

Created at: www.wordle.net

EXECUTIVE SUMMARY

Imprinted upon us is a sense that we live in a special place that actually becomes part of our being. It is the essence of the legendary and fictitious “Yampa Valley Curse.” As a

community, we share the responsibility to shape our future. Together, through shared values and differences of opinion, we create a vision for a cohesive community.

The heart and soul of our community is the reason people come here, put down roots and return. It is the driving force behind our community character. By describing what we value, we learn what constitutes heart and soul – the unique features, resources, special places and core values that are interconnected and, if lost, would fundamentally diminish the quality of community and sense of well-being.

Vision 2030 is an innovative approach to decision making. This values-driven method identifies a community’s core values so incremental decisions can ultimately ensure the things that really matter are enhanced and retained for future generations.

Our community has said that heart and soul is a combination of friendly people, a clean and beautiful environment, good schools, manageable local governments, a diverse population, and an unmatched lifestyle of cultural, recreational and economic opportunities.

The past decade has revealed some widely-shared concerns. We’re worried about having enough affordable housing. We wonder if growth will threaten our open space, Western ranching and farming heritage, traffic and our friendly, supportive community character.

This Vision 2030 report carries on the work of the 1994 Vision 2020 document, using a similar collaborative process. Through Vision 2020, we learned the components of what is important to us – those values that constitute our heart and soul and are most important to nurture into the future. Vision 2030 expands on this premise to affirm our shared values and recommend actions to preserve them. It relies on citizen surveys and a series of community gatherings that brought together people from every part of the greater Yampa Valley neighborhood.

This report details the responses from each Routt County community and demonstrates that while there are some differences of opinion from one area of the county to another, there is surprising agreement about what is important and what needs to be done to protect the things we cherish about our home. Defining a community vision is only the first step; a vision must also incorporate a plan for action if we hope to achieve our goals.

All of the data in this report represent the community’s thoughts about the desired outcomes and recommended actions that might constitute such a plan. The Vision 2030 committee listened carefully, and this is what the citizens of Routt County said, listed in alphabetical order:

Affordable Housing Survey respondents named affordable housing among the three most threatened needs of the county. We are convinced that a balanced economy, as well as a diverse, inclusive populace, requires accessible and attractive housing that will shelter the full-time residents who are the backbone of our community.

Agriculture & Open Space We place great value on our Western ranching and farming heritage, with its emphasis on abundant clean water, protection of wildlife habitat and corridors, a sustainable, diverse economy, and the distinctive sense of place that goes with it.

Arts & Culture We have a long tradition of appreciating accessible, affordable and high-quality arts and cultural opportunities for residents of all ages, and we encourage their continued success.

Economy We rely on a healthy regional economy that must be diverse, sustainable and productive while at the same time enhancing our community's character and providing realistic opportunities for sustainable employment.

Education We place great importance on our schools, from pre-school through college, and we strive for a high-level, community-supported, innovative 21st century continuum of lifelong learning opportunities.

Government Our local governments have reputations for being accessible, responsive and accountable. We insist on their being fiscally responsible and service-oriented, and we support their efforts to create the infrastructure and services that will foster a strong economy and a safe, comfortable quality of life.

Heritage Nothing defines our regional identity as well as our Western history and heritage. We choose a lifestyle that promotes the protection and continued use of our historic built environments, the living reminders of our rich past.

Planning We understand that there will be growth, and that growth can be good, but we insist on paced and placed growth: growth that can be engineered and absorbed in such a way as to preserve and enhance the community's character.

Recreation Recreation is a celebrated aspect of life in our corner of Colorado. We treasure a recreational lifestyle that embraces all populations, ages, abilities and socio-economic backgrounds – one that goes hand-in-hand with our abiding love for the land.

Seniors Our seniors – our institutional memory and guides – deserve a well-planned variety of housing options, accessible transportation, and a wide range of ways for staying connected to the communities they helped create.

Sustainability It is not enough for us to enjoy life here. We must find new avenues for keeping our heart and soul alive for future generations. That means healthy, clean air and water; respectful land-use practices; "green" building and living; and a lifestyle that leaves our neighborhood better than we found it.

Transportation We are a vehicle-centered society, our roads, streets and parking lots are becoming increasingly crowded. We want our leaders to plan for a multi-modal, efficient, environmentally sound transportation system that will be sufficiently affordable and appealing that we might not need to use our cars quite so much.

Youth It truly takes a village to raise a child and we want our villages to provide programs and facilities that are caring and supportive, healthy and safe for our youth. That means encouraging affordable and accessible child care for working families, and providing a family-friendly environment in which our young people can thrive.

What follows are the details of what the community said about where we should be going and how we might get there. This Vision 2030 report is intended to be more than just a summary of the community's opinions. It is meant to form the basis for a checklist for our progress in carrying out the plan to achieve the vision. In the end, we will all be the judges of how well we succeed.

METHODOLOGY

The Vision 2030 Citizens' Committee was charged with capturing the values and important qualities of our community to help future decision making by:

- Gathering the wisdom of valley residents
- Updating the 1994 Vision 2020 report
- Defining a vision that retains and sustains our heart and soul assets for generations to come through community stewardship

To ensure county-wide participation, a diverse group of Routt County citizens formed the Vision 2030 Citizens' Committee and met regularly to create a two-year collaborative process consisting of five phases:

- *Inviting* small groups to participate in identifying elements of "heart and soul"
- *Listening and learning* from large groups' ideas and prioritizing them, using keypad polling technology
- Designing "What if" scenarios to define future alternatives
- *Defining an approach* to developing recommendations for actions
- *Putting ideas into action* with a vision for the future with desired outcomes and recommended actions

This is a 20-year vision driven by long-term perspective. These recommendations may not identify all interested groups or individuals. Methodology and mechanisms for achieving the outcomes, including funding, are not determined by Vision 2030, but by post-report experts, champions and groups that carry these recommendations forward.

Actions on some recommendations may

What this report does

Gathers information
Updates the Vision 2020 report
Defines a collective vision
Identifies desired outcomes
Delivers recommendations for achievement

What this report does not do

Define methods for achieving desired outcomes
Assign tasks to individuals or groups
Determine or generate funding
Monitor outcomes

What's next

Create a citizens' stewardship committee and action groups to ensure that desired outcomes and recommended actions are fulfilled.

already be under way. Increased awareness and tracking of these efforts may be necessary.

The methods used to determine desired outcomes and recommendations involved participation from a wide cross-section of the community. These outcomes and recommendations are not the product of the committee, but of the participatory process that was both representative of the whole county and included a greater number of people than the Vision 2020 process. The committee's role was to synthesize what it heard and to do it as deliberatively and accurately as possible. The outcomes and recommendations are a compilation of the expectations and desires of citizen participants from across Routt County, not of any one special interest group.

Genesis of the Vision 2030 Committee

Inspired by a Nov. 21, 2005 memo from a Routt County resident to city and county officials requesting a process to identify and define the community's "heart and soul," a group of individuals and local government representatives gathered to discuss the proposal. This request was prompted by the City of Steamboat Springs' 2005 community survey, conducted by Northwest Colorado Council of Governments, which included an open-ended question asking respondents to "describe the elements of Steamboat Springs' 'sense of community,' its 'heart and soul,' which are most important to you." Routt County Commissioner Nancy Stahoviak noted that many of the issues brought forth from the memo and first meeting were addressed in the 1994 Vision 2020 report. She and County Commissioner Diane Mitsch Bush participated in the earlier two-year visioning process and recognized the need for an update to this document. The 27 invited attendees at this meeting formed a steering committee and devised a budget and method for a new visioning process. Current Vision 2030 committee members include some who participated in the 1992-94 Vision 2020 project.

Project Management

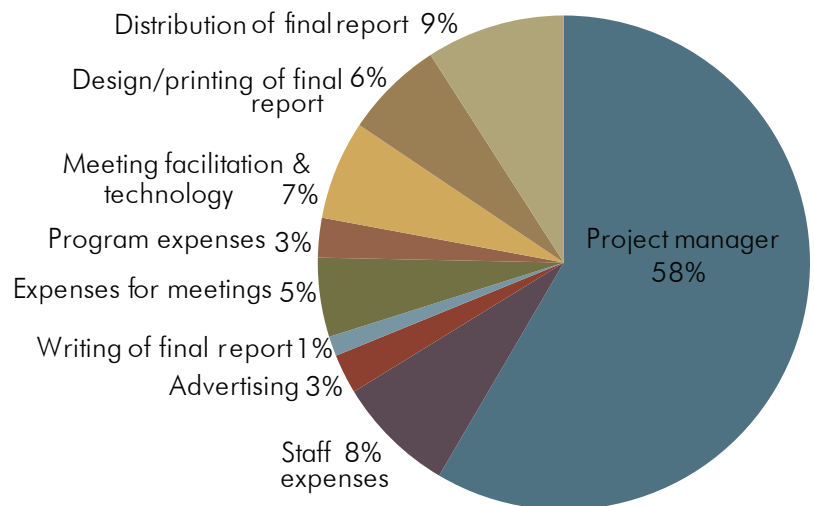
Tammie Delaney was hired as project manager to provide administrative and management support to the committee. The committee advertised the position of project manager, reviewed proposals and conducted interviews. The project manager has been responsible for support at all public meetings, project design, overall management, project coordination, meeting planning, coordination and facilitation, project communications and public relations.

Citizens' Committee

- Marsha Daughenbaugh
(Co-Chair, Elk River Valley)
 - Kathy Stokes (Co-Chair, Elk River Valley)
 - Tammie Delaney (Project Manager, West Routt)
 - Lynn Abbott (Steamboat Springs)
 - Steve Aigner* (Steamboat Springs)
 - Towny Anderson (Steamboat Springs)
 - Tracy Barnett (Steamboat Springs)
 - Meg Bentley (Steamboat Springs)
 - Maggie Berglund (Steamboat Springs)
 - Diane Brower * (Steamboat Springs)
 - Diane Mitsch Bush (Steamboat Springs)
 - Gretchen Daley (South Routt)
 - Tim Frentress (West Routt)
 - Jim Fulks* (Steamboat Springs)
 - Sandy Evans Hall (Steamboat Springs)
 - Judy Guerin (West Routt)
 - Todd Hagenbuch (South Routt)
 - Nancy Howell (Steamboat Springs)
 - George Hresko* (Steamboat Springs)
 - Paul Hughes (Steamboat Springs)
 - Marion Kahn (Steamboat Springs)
 - Karen Kosakowski (North Routt)
 - Stacey Kramer* (Steamboat Springs)
 - Holly Larson (Steamboat Springs)
 - Gavin Malia (Steamboat Springs)
 - CJ Mucklow (North Routt)
 - Lyman Orton (Steamboat Springs)
 - John Spezia (Steamboat Springs)
 - Karen Tussey* (South Routt)
 - Fred Wolf (North Routt)
- * indicates committee chair

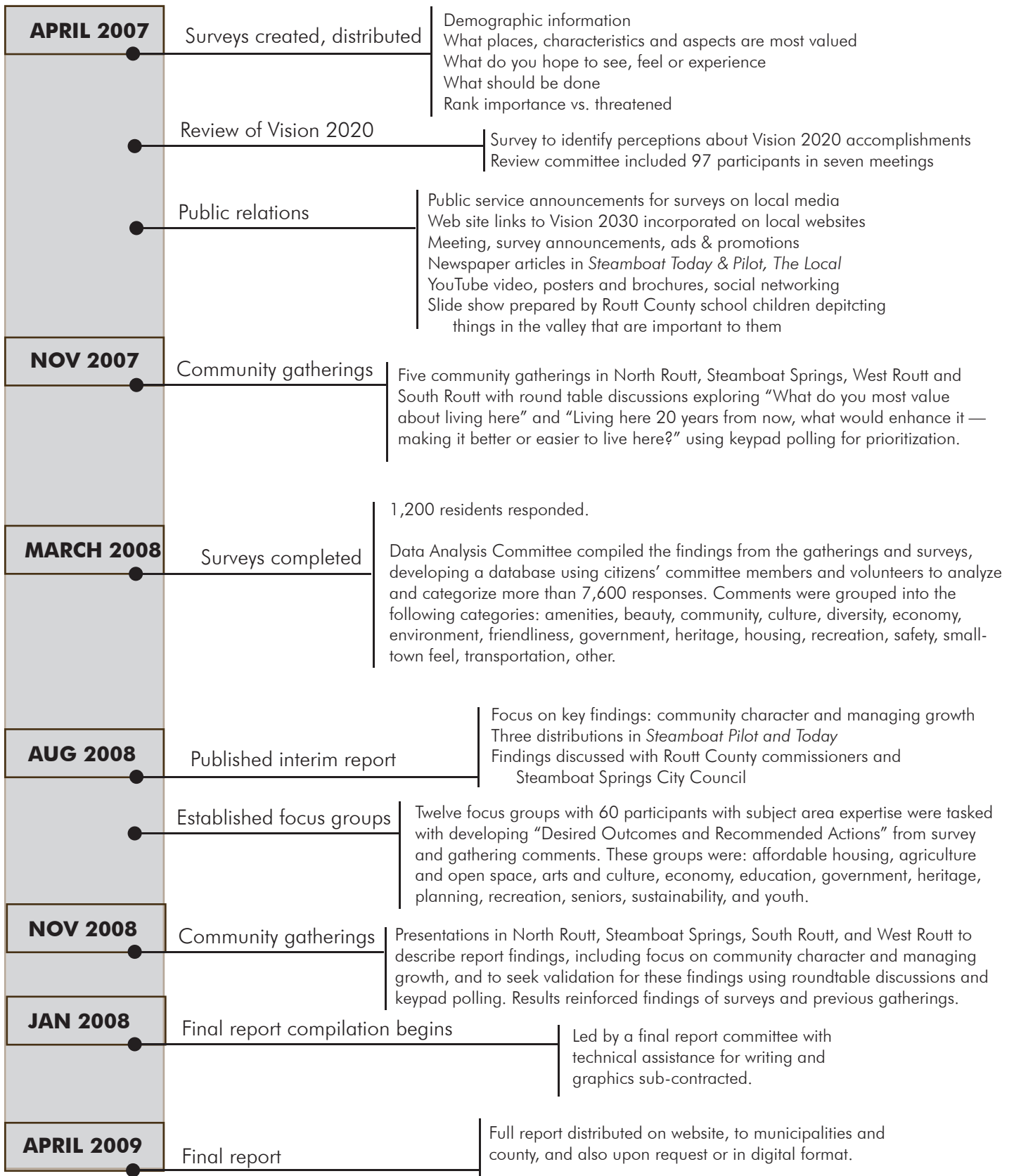
Funding

The budget is based on a two-year project. The City of Steamboat Springs and Routt County each contributed \$77,000. This amount has been supplemented in contributions from in-kind and technology support from the Orton Family Foundation. Area businesses and other municipalities provided additional financial support.



METHODOLOGY

Timeline of Vision 2030 progress



DISCOVERIES

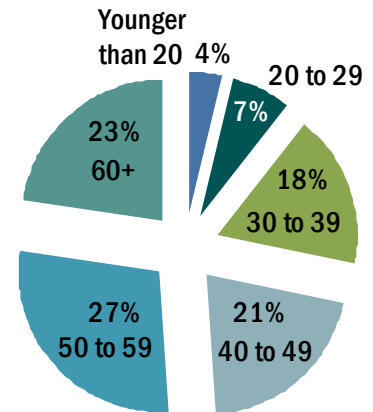
Participation

The Vision 2030 committee is confident that participants represent an accurate sample set of Routt County's demographics. A total of more than 1,600 people, approximately 7% of Routt County's total population and 11% of all county households, participated in the two-year process. More than 1,200 people completed the survey that was distributed online and in hard copy format. This was almost five times more than the number of people who responded to the Vision 2020 survey. To ensure diverse participation, the Vision 2030 committee encouraged input in surveys and at community gatherings, appealed to personal contacts and made presentations to "affinity" groups such as service organizations, school district employees, businesses and nonprofit organizations.

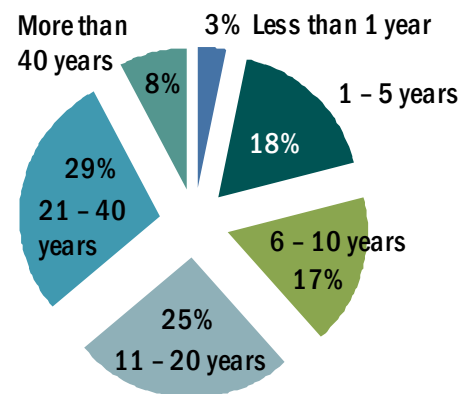
Participants were almost equally divided between men and women. Most were between 30-60 years old and had lived in Routt County for more than 10 years. The lack of participation in the 20-29 year age range is representative of the age shift in Routt County to an older demographic. Residents from all across Routt County and from a wide range of occupations participated on the Vision 2030 process.

As the Vision 2030 process continued over two years, it gained momentum, attracting new participants on the committee, in focus groups and at community gatherings. At the final community gatherings in November 2008, more than 40% of the attendees had not previously participated in the Vision 2030 process and overwhelmingly agreed with the earlier survey and gathering findings.

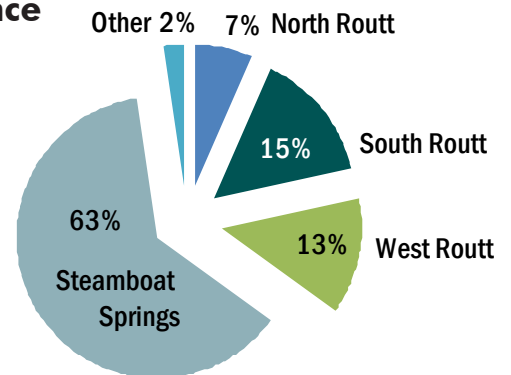
Age



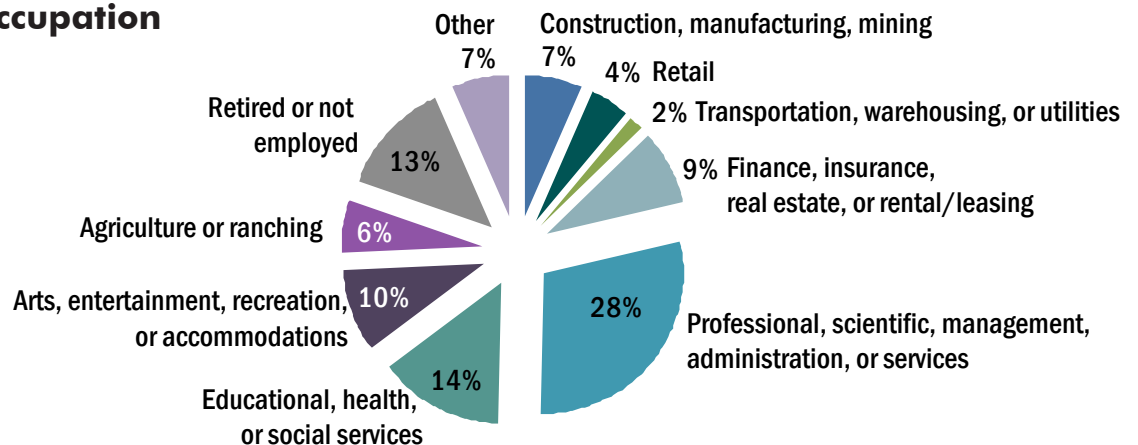
Length of time in Routt County



Residence



Occupation



WHAT WE HEARD

In its role as a steering committee, Vision 2030's responsibility was to gather comments from community members and relay that information back to the community, decision-makers and elected officials. The process gave opportunity to everyone who chose to participate. The Vision 2030 Citizens' Committee agenda encompassed three components:

- Review the Vision 2020 First Report of Recommendations
- Identify our community's heart and soul (what do we value)
- Define recommendations to ensure values are preserved

Vision 2020 review

A subcommittee reviewed the 1994 Vision 2020 report to discuss the successes and challenges from the past 15 years. Focus groups within this subcommittee recommended further development on several items for the eight report categories. Vision 2030 focus groups then used these suggestions along with new data obtained from surveys and gatherings to help define desired outcomes and recommended actions.




The Vision 2020 process led to successful formation of several citizen-led initiatives:

- First Impressions of Routt County – a nonprofit organization that supports early childhood education
- Purchase of Development Rights – a program that helps landowners use conservation easements to protect their land from development
- Routt County Open Lands Plan – furthers open space needs
- Yampa Valley Recycles – a county-wide recycling effort




In addition, the Community Agriculture Alliance, Yampa Valley Partners, Yampa Valley Land Trust and expanded medical services at Yampa Valley Medical Center all were inspired partly because individuals championed causes of interest recognized by Vision 2020. The report also helped several nonprofit organizations and the City of Steamboat Springs procure more than \$25 million in grants for open space, trails, education, historic preservation and transportation. The City of Steamboat Springs uses the Vision 2020 report as a gauge for determining if city goals are in line with community desires.

Survey question: What do we value?




North Routt

1. Community  38%
2. Environment  25%
3. Heritage  13%




South Routt

1. Community  37%
2. Friendliness  18%
3. Recreation  9%

Steamboat Springs

1. Community  43%
2. Environment  16%
3. Small-town feel  11%

West Routt

1. Community  35%
2. Education  16%
3. Heritage  16%

Complete responses to the survey and polling results from the community gatherings are available at: <http://vision2030routt.org>

What we value

Survey respondents and gatherings participants clearly stated that they value a close-knit, friendly and caring community that is safe, values families and diversity, and takes pride in its Western and historic heritage. They overwhelmingly identified preserving community character and concerns about changing economic development patterns as the top priorities they would like to see addressed in the next 20 years. Community character was mainly identified with a sense of community and small town feel, while changing economic development patterns primarily referred to managing growth. Community respondents also identified the environment as the most important community character, while affordable housing is considered the most threatened.

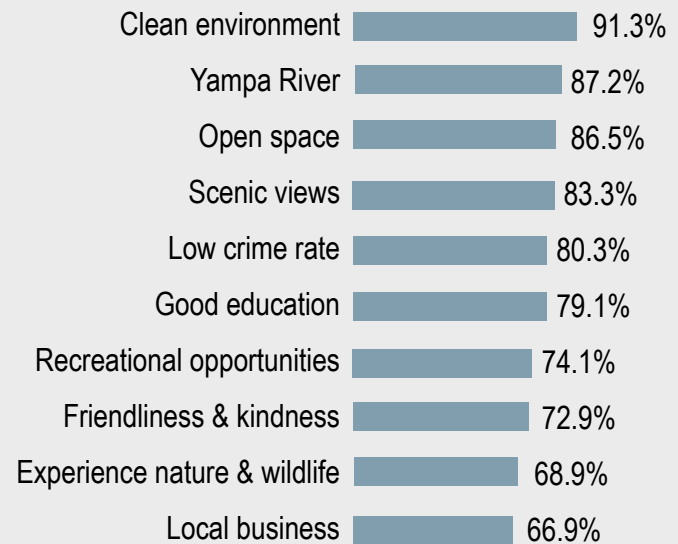
To ensure that the Vision 2030 committee had identified the top priorities for what the community wanted to preserve in the next 20 years, the group took the findings back to county residents for additional input at four county-wide gatherings in November 2008. Facilitators described scenarios about the characteristics of managing growth and community character based on desired outcomes identified by focus groups. Again, participants at these gatherings overwhelmingly agreed that these characteristics are of utmost importance to preserve.

Responses from November 2008 community gatherings ranking item as 'Very Important' or 'Utmost Importance'

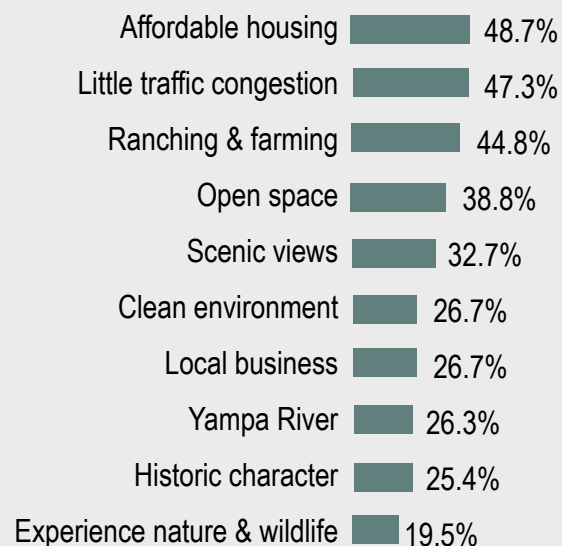
- Sustainable economy (92%)
- Community character (89% very important/ utmost importance)
- Sense of community (89%)
- Family friendliness (86%)
- Managing growth (83%)
- Transportation (85%)
- Housing patterns (83%)
- Heritage (79%)

The Vision 2030 survey listed 21 aspects of the community and asked respondents to describe them as most, somewhat, or not important/threatened. The ten most common responses listed for most important and most threatened are listed below.

Percent of respondents who said aspect is "most important"

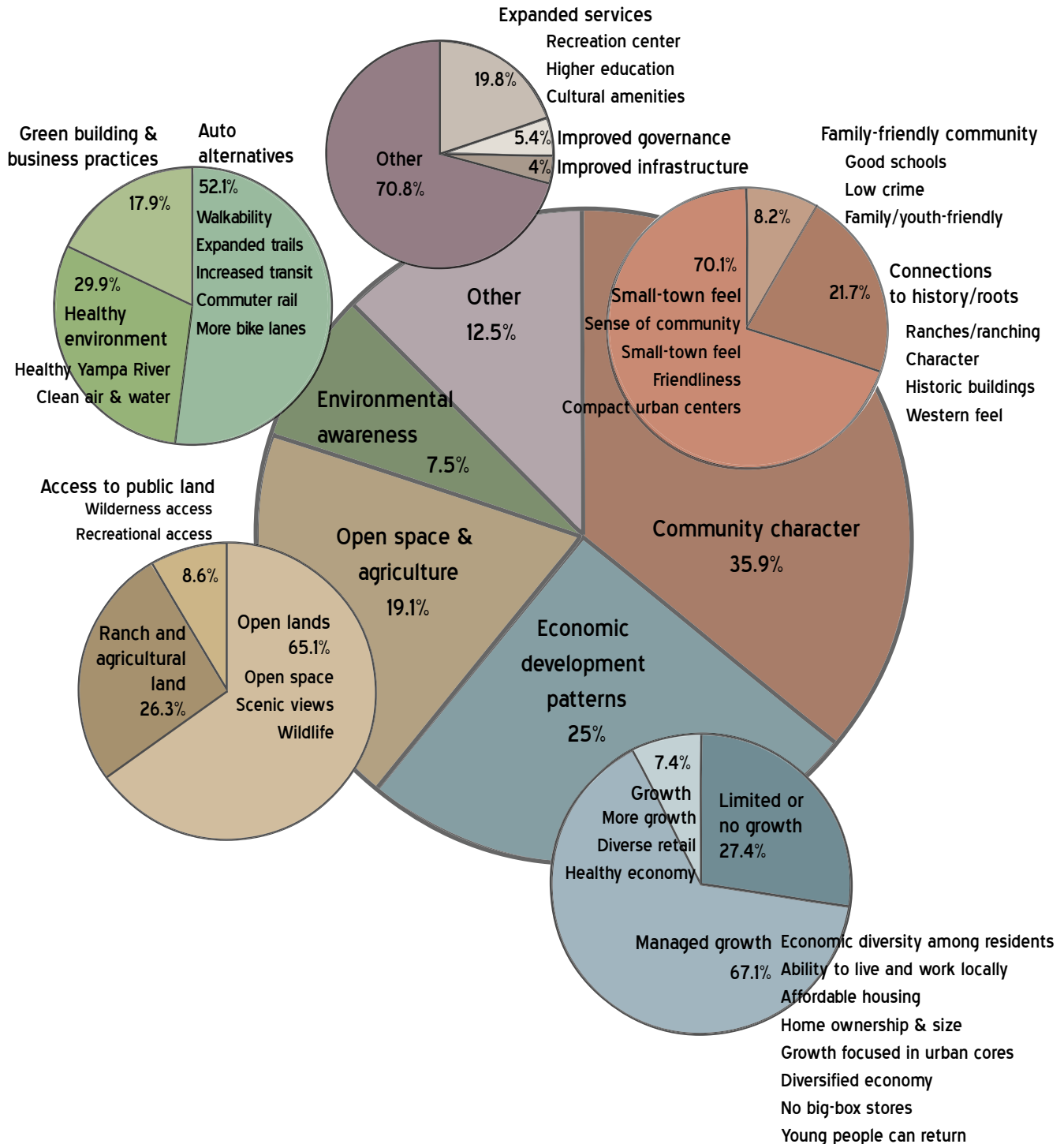


Percent of respondents who said aspect is "most threatened"



DISCOVERIES

The 2008 survey asked: **In 20 years, what would you like to see?** We heard many common phrases, like “small-town feel,” “growth,” and “open space.” This graphic divides the most frequently heard phrases and concepts into five thematic groups representing the primary comments received in responses. The five thematic groups are broken into smaller groups that identify specific qualities that respondents hoped to see in 20 years.



Respondents who suggested ways to preserve those things that we value and hope to see in 20 years identified managing growth as the top priority. Themes below are listed by frequency of comments received. Since all comments that relate to a specific category were included regardless of the respondent's stance, some suggestions will reflect opposite perspectives.

Survey question: What should be done to ensure that what you hope to see, feel, or experience is still here in twenty years?

THEME	COMMENTS RECEIVED
Manage growth	Promote density in city/town centers, encourage affordable housing, ban big boxes, encourage growth of tourism and businesses, encourage full-time residency through taxes, improve analysis of development impacts, limit home size, ban chains, restrict building height, encourage lower density, enforce zoning
Preserve open space	Conservation easements, preserve Emerald Mountain, support land trusts, require open space deeded with development
Provide better governance	Enforce master plans and zoning, less government, city/county cooperation, long-term planning, enforce conflict of interest rules
Provide affordable living	Encourage affordable day care, require affordable housing, don't require affordable housing, encourage diverse retail
Preserve character	Provide education programs about local history, encourage ability to live and work in same location, preserve ranches/ranching, historic preservation ordinance, protect downtown areas
Limit growth	Quotas on building construction, enforce zoning
Limit traffic congestion	Highway 40 bypass around Steamboat Springs, support bikes and pedestrians, improve regional transit system
Promote green living	Require renewable energy, improve recycling program, buy local products, provide environmental education programs
Preserve sense of community	Focus policies on locals, individual participation, community events, be friendly, volunteer, provide education on heritage/traditions, welcome newcomers and tourists
Promote auto alternatives	Expand regional transit, expand trails and trail infrastructure, provide more sidewalks
Participate	Volunteer, become a committee member or community leader

Other themes included: Promote healthy environment, preserve ranches, preserve historic buildings, be friendly, preserve local businesses, provide recreation access, support better infrastructure, support better schools, support the arts, support youth, support charities

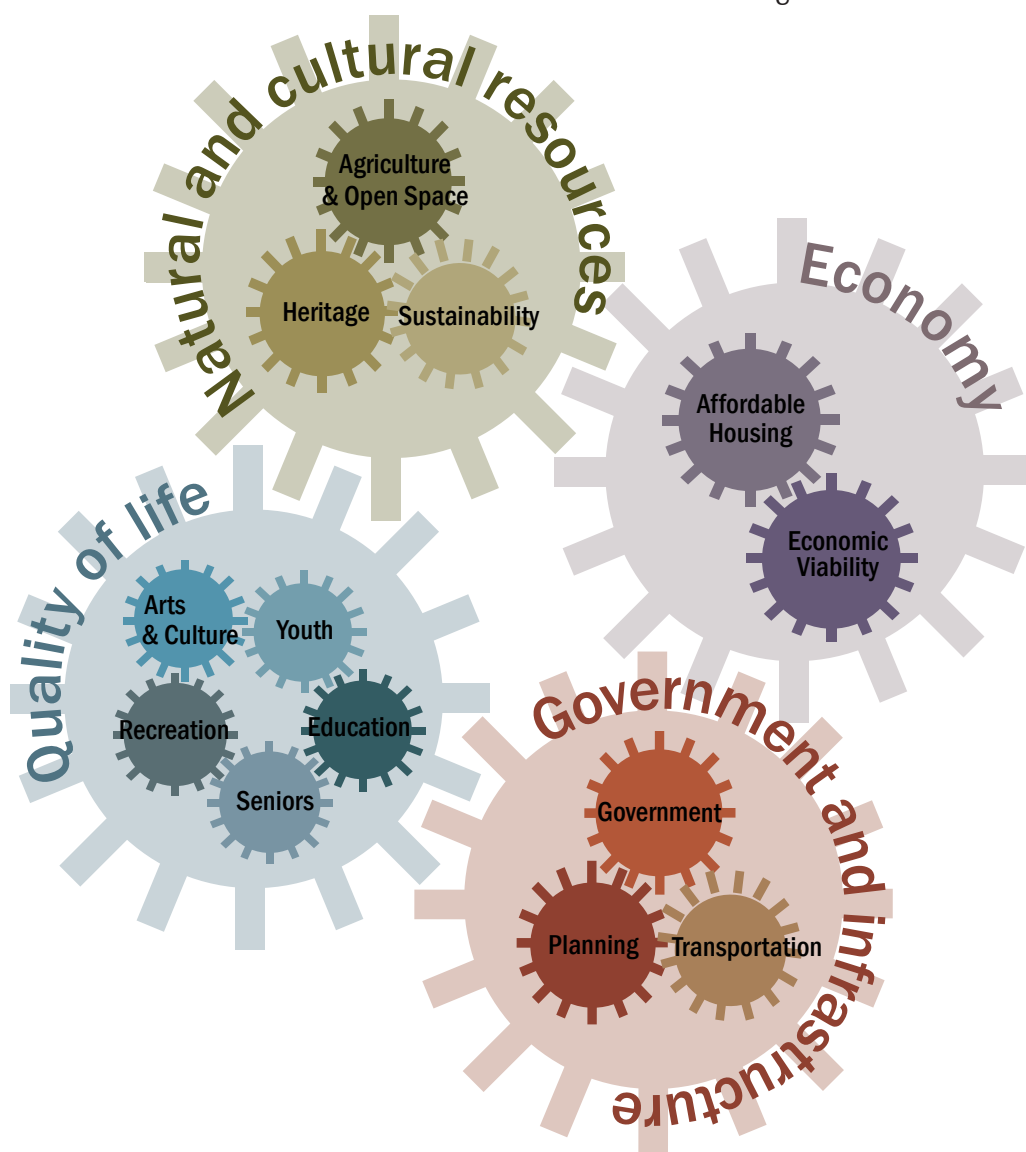
DISCOVERIES

Interconnections

An interesting discovery was the interconnectivity of the responses to every aspect of the community. Much the way the cogs of a machine are connected to one another to drive the engine forward, every aspect of our community is connected. As we have grown, more cogs have been added to the engine, all working together to drive the community forward. Losing one piece of the mechanism affects the whole engine.

Each focus group also looked at all survey responses and the Vision 2020 review to develop desired outcomes and recommended actions for 13 separate categories.

Focus groups worked independently from one another, reviewing results and comments that pertained to that specific group. A number of recommendations came out of the focus groups that naturally connect to one another. The groups recognized that respondents identified quality of life, the economy, government and infrastructure, and natural and cultural resources as encompassing the community's heart and soul while also affecting each other. For example, the importance of public policies and partnerships that supported our agricultural heritage and Western traditions such as the Routt County Fair, Winter Carnival, and Oak Creek's Labor Day celebration were suggested by both the agriculture and heritage focus groups.



DESIRED OUTCOMES, RECOMMENDED ACTIONS

Desired outcomes are the ideals or compass points in creating a vision for our community now and in the future. Recommended actions are the possible ways in which these outcomes can be achieved.

Some recommended actions in this report are already in progress. Other recommended actions may not have funding and/or appropriate mechanisms for achieving the desired outcomes available at this time, yet the necessary funding or mechanism may be realized in the future. These desires and actions are identified in this report to recognize their importance to our citizens and to help elected officials and other decision-makers prioritize so that these outcomes can ultimately be achieved.

To prepare the Desired Outcomes and Recommended Actions, input from community gatherings and surveys was sorted and analyzed by Vision 2030 committee members into general focus areas. Twelve focus groups reviewed the comments received by more than 1,600 Routt County citizens at the November 2007 Gatherings and through surveys that were conducted in the months following. The focus groups comprised more than 60 community members who are either experts in or closely involved with the area of interest. All participants attended an overview meeting and workshop.

Then they met in individual groups to review the 1994 Vision 2020 focus group notes, the record of the November 2007 Gatherings, and the survey comments to validate the accuracy of the findings. Some areas of interest included more than 20 pages of information. An additional 20 people participated in the transportation focus group using the 1994 Vision 2020 recommendations with input from the Transportation Solutions Group, a group that came together in the fall of 2008 and is facilitated by the Steamboat Springs Chamber Resort Association.

Facilitators and group leaders ensured that participants objectively established outcomes and actions based solely on the comments from the Vision 2030 process and did not promote their own agendas. Each focus group developed desired outcomes and recommended actions that were subsequently divided into 13 categories. They also identified interest groups that might champion the actions and timelines. The outcomes and actions were presented at the four November 2008 community gatherings in Hayden, Clark, Steamboat Springs and Yampa. Participants at these gatherings were asked to rank action items through keypad polling.

What you read on these following pages reflect the desired outcomes and recommended actions developed from the comments, observations and aspirations of the Vision 2030 participants. **These are listed in alphabetical order.**



AFFORDABLE HOUSING

LAND USE & SUPPLY

Desired outcome	Recommended actions	Timeframe
<p>Public land use policy and processes need to increase the supply of available and suitable land, increase the density of living spaces and decrease housing costs in order to preserve and promote affordable housing (both ownership and rental) in Routt County.</p>	<ul style="list-style-type: none"> ● Adjust community development policies and decision-making processes as needed to allow greater density and more developable land where appropriate in and adjacent to our existing communities and adapt to changing market demand. ● Foster focused and effective political leadership that engages the community in dialogue and decision-making processes and which enables inclusive, affordable neighborhoods. ● Participation from the four municipalities of Steamboat Springs, Yampa, Hayden and Oak Creek on a regional organization or entity for affordable housing such as Yampa Valley Housing Authority that fosters collaboration and cooperation. ● Develop a regional plan for affordable housing and coordinate affordable housing programs and activities with collaboration and cooperation on a regional level. ● Continually update housing market (both ownership and rental) to review demand, availability and needs. 	<p>short term and ongoing</p> <p>ongoing</p> <p>ongoing</p> <p>short term and ongoing</p> <p>ongoing</p>
<p>Possible interest groups/stewards</p>		
<p><i>Governmental agencies; organizations such as Yampa Valley Housing Authority; housing advocacy groups; concerned interest groups; for-profit and non-profit entities; chambers; economic development commissions</i></p>		

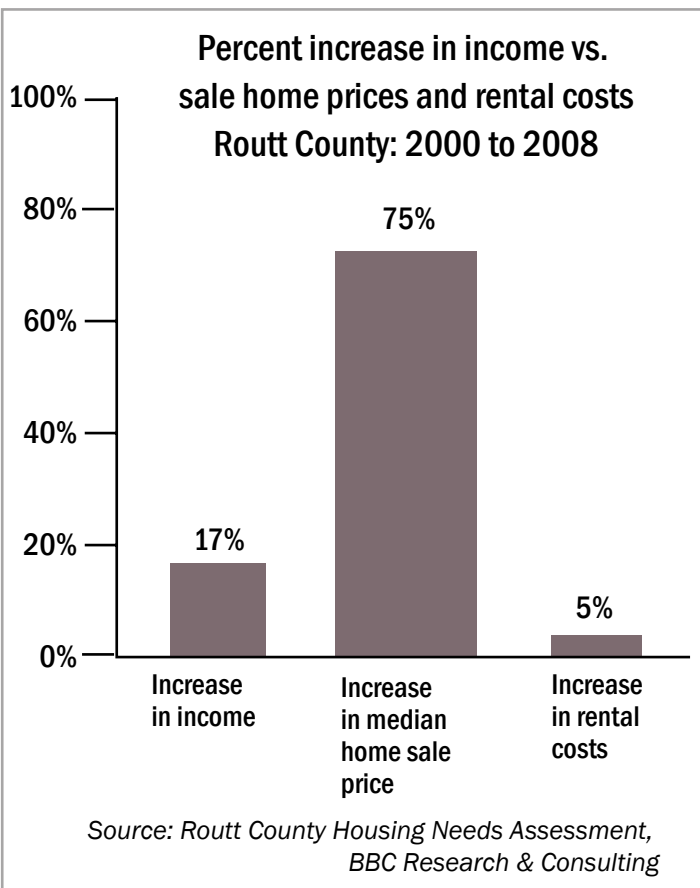
VISION 2020 TO REALITY

Affordable Housing recommendation: Create a regional housing authority

The Yampa Valley Housing Authority (YVHA) was formed in November 2003 through collaboration between the City of Steamboat Springs and Routt County governments in response to growing concern for the lack of affordable housing for people living and working in the Yampa Valley.

FUNDING

Desired outcome	Recommended actions	Timeframe
<p>Create and implement mechanism(s) that fund affordable housing in Routt County.</p>	<ul style="list-style-type: none"> ● Encourage and support the coordination of regional housing collaboration with one lead agency such as Yampa Valley Housing Authority reflecting regional needs and participation from Hayden, Oak Creek, Steamboat Springs and Yampa. 	<p>short term and ongoing</p>
<p>Possible interest groups/stewards</p>	<ul style="list-style-type: none"> ● Develop and implement a county-wide educational component for affordable housing and seek combined effort and support from the four municipalities. 	<p>short term and ongoing</p>
<p><i>Governmental agencies; organizations such as Yampa Valley Housing Authority; housing advocacy groups; concerned interest groups; for-profit and non-profit entities; chambers; economic development commissions; state funding sources and organizations</i></p>	<ul style="list-style-type: none"> ● Identify a dedicated, ongoing funding source to implement affordable housing initiatives (land and projects) such as a ballot issue for a property tax or sales tax among others. 	<p>short term and ongoing</p>
	<ul style="list-style-type: none"> ● Create a private donation fund that can act as a secondary source of funds for affordable housing. 	<p>short term and ongoing</p>

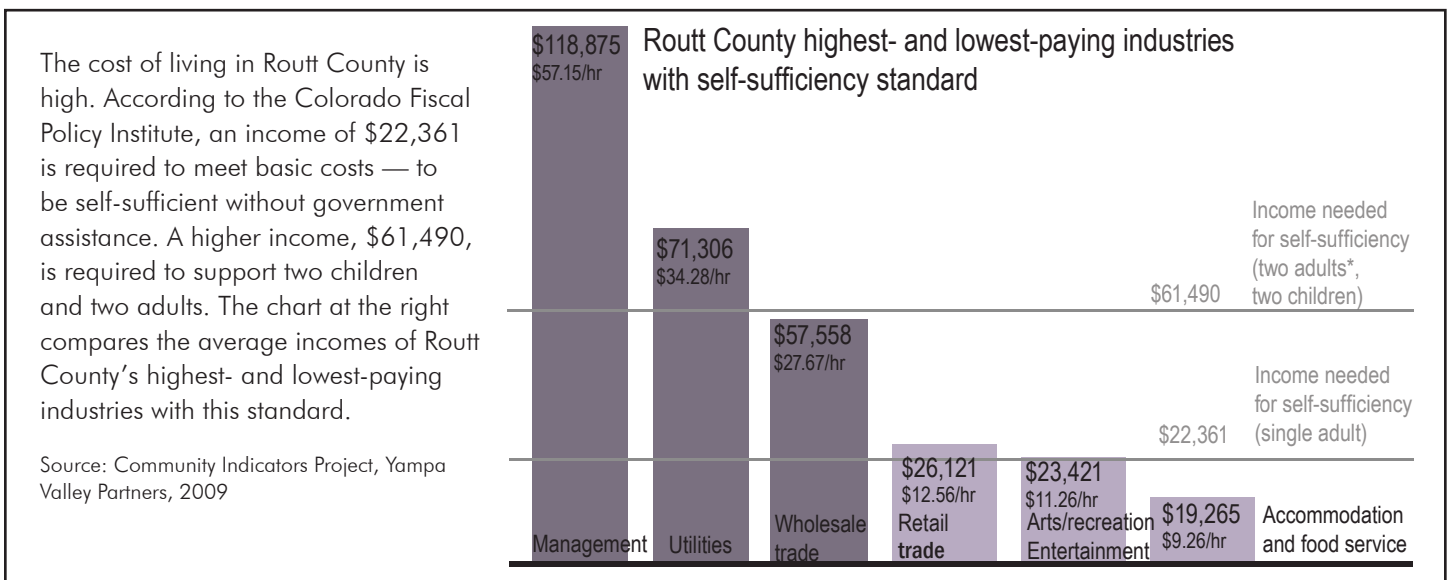


AWARENESS & EDUCATION FOR SUSTAINING A DIVERSE COMMUNITY

Desired outcome	Recommended actions	Timeframe
Seek a balanced economy that provides services, meets needs and attracts and retains residents for a diverse community, and that simultaneously values open space and a sense of place while addressing the need for affordable housing and inclusive community.	<ul style="list-style-type: none"> ● Develop and implement methods that enable collaborative decision making (with developers, employers, governmental entities, workforce and community organizations) for solutions to affordable housing. 	short term and ongoing
	<ul style="list-style-type: none"> ● Create or assign a lead organization such as Yampa Valley Housing Authority to collaborate with workforce employers and develop and implement an educational program that presents options to employers and helps to supply workforce housing for employees. 	short term and ongoing
	<ul style="list-style-type: none"> ● Develop and implement outreach affordability education for community as a whole. 	short term and ongoing
	<ul style="list-style-type: none"> ● Continue to define, identify and update housing product preferences of various age groups, building upon the Housing Demand Analysis and Needs Assessment in order to attract and retain residents who will evolve as committed members of the community. 	ongoing
	<ul style="list-style-type: none"> ● Research and implement public policy mechanisms that mitigate the economic distortion of an amenity-based region and enable a diverse socio-economic base (e.g. transfer fee assessments, consumption fees, housing land trusts, land cap restrictions). 	ongoing

Possible interest groups/stewards

Governmental agencies; organizations such as Yampa Valley Housing Authority; housing advocacy groups; concerned interest groups; for-profit and non-profit entities; chambers; economic development commissions; state funding sources and organizations





AGRICULTURE & OPEN SPACE

Vision 2020 recommended and the work of Vision 2030 confirms that comprehensive agriculture and open space strategies are necessary to preserve the “heart and soul” of the Yampa Valley. Open space and agriculture are two general characteristics that the community uniquely identifies, values, and desires to preserve for future generations in Routt County.

AGRICULTURE

Desired outcome	Recommended actions	Timeframe
<p>Preserve, maintain and enhance our working agricultural landscapes; multi-generational ranching families; Western values; and cultural authenticity of our rural communities.</p>	<ul style="list-style-type: none"> ● Continue to emphasize and advocate the importance of western agricultural heritage through planning, zoning and public policy. ● Continue to support entities that promote our western agricultural heritage. ● Maintain and develop strategic partnerships to promote and support the Western traditions such as the Routt County Fair; community rodeos, Winter Carnival, etc. ● Maintain and provide incentives for future historic easements and facades through public education and incentives. 	<p>ongoing</p> <p>ongoing</p> <p>ongoing</p> <p>mid term</p>
<p>Possible interest groups/stewards</p>		
<p><i>County/city planning and elected officials; community museums and historical societies; organizations such as Western Heritage Partnership; Historic Routt County!; Community Agriculture Alliance; Cattlewomen/Cattlemen; chambers, Steamboat Ski Area, lodging industry, agriculture and environmental organizations</i></p>		

VISION 2020 TO REALITY

The Community Agriculture Alliance was developed in 1999, bridging agriculture, business, community and resort interests, and has helped to develop many of the Vision 2020 recommendations, including cultural heritage tourism, value-added products, and more.

AGRICULTURE VIABILITY & SUSTAINABILITY

Desired outcome	Recommended actions	Timeframe
<p>Preserve, maintain and enhance working ranches and promote agriculture as an economic base; support a sustainable and diverse economy that includes ranching, farming, agri-tourism and the harvesting of natural resource products.</p>	<ul style="list-style-type: none"> ● Promote local products and diverse markets for local agriculture and natural resource products. ● Implement transfer of development rights program and continue support and renewal of the Purchase of Development Rights program. ● Foster educational programs and mediation options to help enforce fencing laws, water laws and land use issues. ● Enable local students to attend agricultural colleges by providing scholarships to agricultural schools and developing agricultural internships and mentoring programs within the county. ● Develop a land stewardship advocacy program that will promote efforts to encourage sustainable agriculture. ● Research water leasing and carbon sequestration programs. ● Continue to develop agriculture, recreation and environmental partnerships. 	<p>short term ongoing</p> <p>ongoing</p> <p>short term</p> <p>mid term and ongoing</p> <p>mid term</p> <p>long term</p> <p>ongoing</p>
<p>Possible interest groups/stewards</p> <p><i>County/city planning and elected officials, Purchase of Development Rights board, develop a citizen group for transfer of development rights; CSU Routt County Extension; Routt County Sheriffs Office; Routt County 4-H; Routt County Conservation District; Routt County CattleWomen; Sustainability Council; Natural Resource Conservation Service, Community Agriculture Alliance; The Nature Conservancy, Deep Roots; Northwest Colorado Products; all agriculture, recreation and environmental groups: organizations such as local retailers, economic councils and MainStreet programs</i></p>		

VISION 2020 TO REALITY

Vision 2020 recommended: "Identify and secure funding vehicle to buy open space and to leverage other funds."

In 1996, Routt County's Purchase of Development Rights program was voted in as a taxpayer-funded program. It was renewed in 2005.

WATER

Desired outcome	Recommended actions	Timeframe
<p>Preserve, maintain and enhance the water resources of the Yampa Valley; increase awareness and emphasize the importance of water quality, quantity and conservation issues</p>	<ul style="list-style-type: none"> ● Require that all new developments prove they can meet and/or provide for sufficient water quantity needs and maintain quality standards. ● Encourage active involvement and participation of agricultural, wildlife, forestry municipal, recreational and environmental interests in the Yampa-White River Basin Round Table and in regional water conservancy districts in order to aid in the protection and appropriate development of the water resources of the Yampa Valley. 	<p>short term and ongoing</p> <p>short term and ongoing</p>
<p>Possible interest groups/stewards</p>	<ul style="list-style-type: none"> ● Develop a citizens' water group that is active in protecting water resources for the Yampa Valley in order to ensure continued agriculture, wildlife, forestry, municipal, and recreational usage. ● Be active on local water rights and water conservation projects to ensure adequate water quantity and quality. ● Be active in state and regional water discussions. ● Encourage open communication with existing state-appointed groups. 	<p>short term and ongoing</p> <p>ongoing</p> <p>ongoing</p> <p>ongoing</p>

Get involved: Yampa-White River Basin Roundtable

In 2005, the Colorado legislature created basin-wide water “roundtables” with mandatory inclusion of representatives of agriculture, recreation, environmental interests, and governmental interests. The Yampa-White River Basin Roundtable meets quarterly, discusses and covers a broad range of water issues, and obtains funding for water needs assessments.

The Upper Yampa Water Conservancy District, which includes the area from the headwaters of the Yampa River to below the Craig power plant, has been active for more than 30 years in protecting and appropriately developing the water resources of the Yampa Valley. These meetings are public and interested citizens are encouraged to attend.

For more information, visit: <http://ibcc.state.co.us/Basins/YampaWhite>

ACCESS TO OPEN SPACE

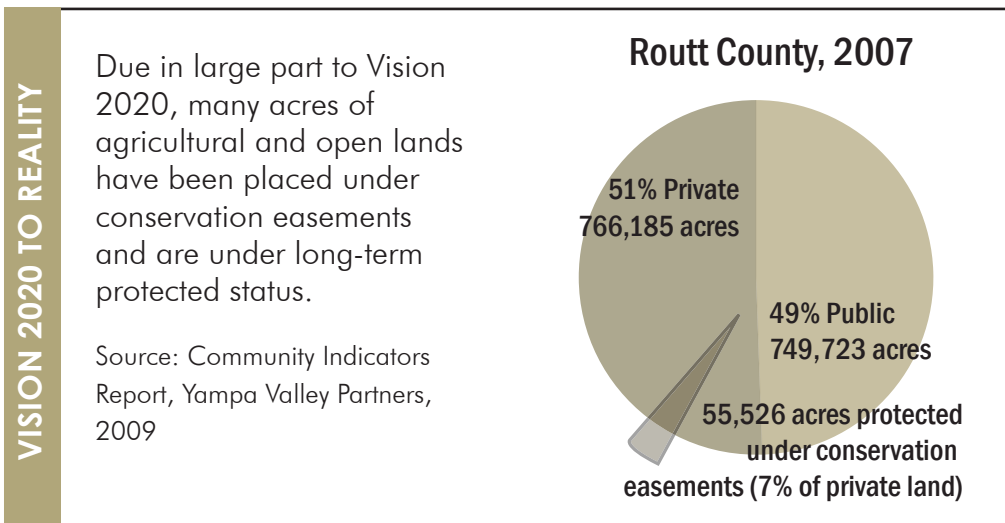
Desired outcome	Recommended actions	Timeframe
<p>Preserve, maintain and enhance recreational access on, and connecting to, public open space.</p>	<ul style="list-style-type: none"> ● Encourage decision-makers to develop and adhere to existing and future land use and recreation management plans. ● Ensure the development approval process includes a review that specifically addresses continued public access corridors. ● Encourage linkage of urban areas to public open space and public transit in land use planning. ● Provide public road and trail easements. ● Develop usage criteria for trails and access. ● Identify and prioritize high-usage roads for bicycle pathways. ● Support, develop and expand segregated recreation areas when usages are not compatible (e.g. snowmachine, cross-country skiing, horses, bikes, etc.). ● Develop linkage to parks and trails in and around our communities. 	<p>ongoing</p> <p>mid term and ongoing</p> <p>ongoing</p> <p>ongoing</p> <p>short-term</p> <p>short-term</p> <p>ongoing</p> <p>ongoing</p>
<p>Possible interest groups/stewards</p> <p>County/city planning and elected officials, U.S. Forest Service, Bureau of Land Management, Colorado Division of Wildlife, City of Steamboat Springs Parks, Trails and Open Space; Colorado Department of Transportation; Routt County Road and Bridge</p>		
<p>VISION 2020 TO REALITY</p> <p><i>Vision 2020 recommended: "Create and implement the Routt County Agricultural Lands, Natural Areas and Open Space Resources Protection Plan."</i></p> <p>Routt County Open Lands Plan was established in 1995. It is a plan for the protection of agricultural lands, natural areas and open spaces.</p>		




"In the year of 2030, I truly hope the marvelous view of Steamboat Lake is still here to touch my heart" — Grace Mark, North Routt Community Charter School

OPEN SPACE AND VIEW CORRIDORS

Desired outcome/actors	Recommended actions	Timeframe
Protect, maintain and enhance open space and view corridors to maintain our sense of place for current and future generations.	<ul style="list-style-type: none"> ● Adhere to existing and develop land use plans that establish a high priority for the protection of open space and view corridors. 	ongoing
Possible interest groups/stewards	<ul style="list-style-type: none"> ● Continue to require higher density in urban areas. 	ongoing
<p><i>County/city planning and elected officials; Purchase of Development Rights board, develop a transfer of development rights citizens' group; organizations such as Yampa Valley Land Trust; Colorado Department of Wildlife; Natural Resource and Conservation Services; Colorado Cattlemen's Land Trust; private landowners; CSU Routt County Extension; private landscaping companies, builders and homeowners</i></p>	<ul style="list-style-type: none"> ● Continue Routt County's Purchase of Development Rights program and implement Transfer of Development Rights program. 	ongoing
	<ul style="list-style-type: none"> ● Encourage voluntary conservation easements and continue to support entities that facilitate them. 	ongoing
	<ul style="list-style-type: none"> ● Encourage and educate about the benefits of light pollution ordinances, ridgeline standards, increase skyline ordinance areas and underground utility line placements. 	ongoing
	<ul style="list-style-type: none"> ● Encourage native landscaping. 	ongoing
	<ul style="list-style-type: none"> ● Encourage and lobby for state legislation that minimizes fragmentation of open land parcels. 	ongoing



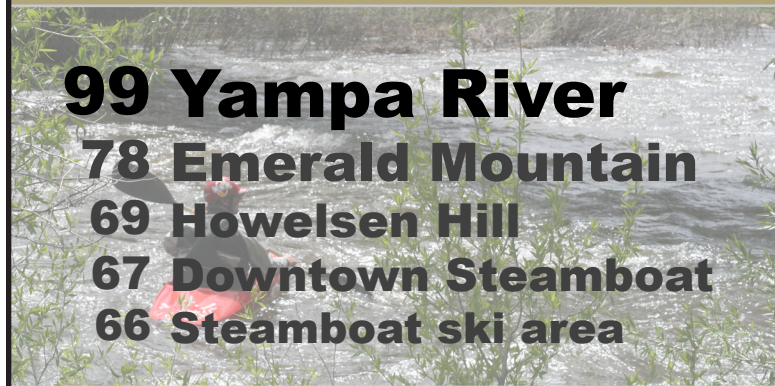
HABITAT, WILDLIFE, WATERS

Desired outcome	Recommended actions	Timeframe
<p>Protect, conserve and enhance the wildlife habitat, riparian areas and wetlands. Prevent fragmentation of wildlife habitat, protect wildlife migration corridors and provide important transition zones from different habitat types.</p>	<ul style="list-style-type: none"> ● Adhere to existing and develop future land use and wildlife habitat plans that promote the protection of these natural resources. ● Develop a comprehensive wildlife plan: <ul style="list-style-type: none"> ■ Identify and honor habitat corridors; ■ Identify and seek preservation of critical wildlife habitats; ■ Develop and honor wildlife mitigation plans; ■ Develop and honor a holistic, eco-system perspective that seeks preservation and enhancement of wildlife habitat and corridor planning; ■ Seek methods to strengthen the weed and invasive species control program. ● Encourage water and soil conservation projects. ● Provide incentives for wildlife habitat maintenance and stewardship. ● Preserve the river corridor through agriculture tax credits. ● Designate river corridors to provide further protection of rivers, while permitting the continued appropriate development of the water resources of the Yampa River for the benefit of the present and future residents of the Yampa River Valley. ● Discourage any trans-basin diversions of Yampa River water. 	<p>ongoing</p> <p>mid-term and long-term</p> <p>ongoing</p> <p>ongoing</p> <p>ongoing</p> <p>ongoing</p> <p>ongoing</p>
<p>Possible interest groups/stewards</p>		
<p>County/city planning and elected officials; current and future development projects; U.S. Forest Service, Bureau of Land Management; Colorado Department of Wildlife; Routt County services (Road and Bridge, Planning), Natural Resource and Conservation Services; landowners</p>		
<div style="border: 1px solid black; padding: 10px;"> <p><i>“This is a special place to me because I love to go there, relax, catch frogs and I love to eat lunch there...I hope in the year 2030 there will be more living trees where the noxious weeds are so there will be no more noxious weeds along the river.”</i></p> <p>— Tommy Bertram, Hayden Valley Elementary School</p>  </div>		

EDUCATION & AWARENESS

Desired outcome	Recommended actions	Timeframe
<p>Support, encourage, and foster educational efforts to provide greater awareness of the values of open space and agriculture as they relate to the sustainability and the preservation of the character of our valley.</p>	<ul style="list-style-type: none"> ● Communicate the efforts, successes and mechanisms of existing programs: federal, state, local, non-profits and organizations. ● Use existing public properties (i.e. Emerald Mountain, Legacy Ranch) as education opportunities about open space and agriculture, including public signage for public open space and conservation properties. ● Inform, educate and encourage all realtors to attend local land stewardship courses to encourage cooperative efforts. ● Strengthen public awareness efforts regarding weed and invasive species control programs. ● Support and further develop youth organizations that focus on agriculture and the environment. ● Engender and foster a culture of community that nurtures partnerships and inclusiveness. ● Continue to address estate planning and national issues that negatively impact agriculture. ● Develop actions to legislate or change the inheritance tax impacts. 	<p>ongoing</p> <p>short term and ongoing</p> <p>ongoing</p> <p>short term and ongoing</p> <p>ongoing</p> <p>ongoing</p> <p>ongoing</p> <p>short term and ongoing</p>
<p>Possible interest groups/stewards</p>		
<p><i>City/county planning and elected officials; Bureau of Land Management; U.S. Forest Service; Colorado Department of Wildlife; State Land Board, organizations such as the Nature Conservancy; local conservation groups; local ranches; Forest Health and Blue Stain programs; Natural Resource and Conservation Services; Farm Service Agency; Community Agriculture Alliance; Steamboat Springs Board of Realtors; Routt County Weed Board</i></p>		

In its 2008 survey, Vision 2030 asked residents to name “special places” in Routt County. The most popular response was the Yampa River. It was named by 99 out of 859 respondents.



FUNDING

Desired outcome	Recommended actions	Timeframe
<p>Support, encourage, and foster funding efforts that will sustain the values of public open space and agriculture as they relate to the preservation of the character of our valley.</p>	<ul style="list-style-type: none"> ● Create an endowment fund for administration of local non-profit agencies and programs (such as Community Agriculture Alliance, Yampatika, Yampa Valley Land Trust, and other agricultural entities (e.g.: Funding for the arts model from Strings)). ● Identify collaborative partnerships from agricultural/public open space groups so that available funds can be better used. ● Develop and implement collaborative partnerships that recognize and market the “value of the view” and sustain agriculture by creating a regional agriculture, working landscapes and public open space fund. ● Consider use tax, voluntary “check-off” donations, grant funding and other mechanisms to be used for public open space and agricultural sustainability. ● Brand the “going green” appeal for agriculture and western heritage (ag-tourism, working landscapes, value of the view). ● Create adoption programs for agriculture and public open space. ● Implement a consumption tax for excessive home sizes and part-time residency. ● Expanded funding for federal, state and local agencies. 	<p>long-term</p> <p>ongoing</p> <p>short term and ongoing</p> <p>short term and ongoing</p> <p>short term and ongoing</p> <p>short term and ongoing</p> <p>mid-term and ongoing</p> <p>mid-term and ongoing</p>
<p>Possible interest groups/stewards</p>		
<p><i>City/county planning and elected officials; landowners and local citizens, local non-profits and programs; local agricultural and open space groups; economic councils, chambers; retailers, resort management companies; organizations such as cultural heritage tourism; Community Agriculture Alliance; Main Street program; corporate sponsorships, foundation grants and private donors; U.S. Forest Service; Bureau of Land Management; Colorado Department of Wildlife; CSU Routt County Extension and other agricultural entities</i></p>		



ARTS & CULTURE

To enhance our quality of life and sense of community, Vision 2030 participants said that we must maintain and create accessible, affordable and quality arts and cultural opportunities for audiences, performers, and artists while growing the creative arts industry as a significant contributor to the local economy.

PROGRAMS

Possible interest groups/stewards	Recommended actions	Timeframe
<p>Support creative arts and cultural opportunities.</p>	<ul style="list-style-type: none"> ● Develop new programs to adapt to changing community demographics. ● Continue and expand the types and quality of programming. ● Develop programs to attract arts events as destination motivators. ● Continue to have education and community outreach for people of all ages, both traditional and non-traditional audiences. ● Expand arts education as core curriculum in public schools from K-12. ● Present cultural heritage programming. ● Expand outreach efforts in the Yampa Valley for all the arts. ● Create more opportunities for professional development. ● Expand workshops; seminars; master classes. 	<p>ongoing</p> <p>ongoing</p> <p>ongoing</p> <p>ongoing</p> <p>ongoing</p> <p>ongoing</p> <p>ongoing</p> <p>ongoing</p>
<p><i>Organizations such as Steamboat Springs Arts Council; Strings in the Mountains; schools; galleries; local artisans; Northwest Colorado Cultural Heritage Tourism; Colorado Mountain College; Colorado Northwestern Community College; museums</i></p>		
<p>Cultural heritage tourism <i>is traveling to experience the places, artifacts and activities that authentically represent the stories and people of the past and present. It includes cultural, historic and natural resources.</i></p>		

PEOPLE

Possible interest groups/stewards	Recommended actions	Timeframe
<p>Organizations such as Steamboat Springs Arts Council; Strings in the Mountains; schools; galleries; local artisans; Northwest Colorado Cultural Heritage Tourism; Colorado Mountain College; Colorado Northwestern Community College; museums; community support funds (SS); chamber; newspapers; radio</p>	<ul style="list-style-type: none"> ● Expand audiences through programming, outreach, marketing, education, and venues. ● Recognize opportunities for free performances in unusual venues. ● Develop a community where performers and artists are valued and able to attain a viable standard of living and are supported through professional development and compensated for the work they do. ● Reach diverse audiences (ethnic, socio-economic, multi-generational). ● Form a unifying arts organization that ties together amateurs and professionals. ● Develop a strong, collaborative organizational entity including for-profits and non-profits for advocacy, support, resources and education. 	<p>ongoing</p> <p>short term and ongoing</p> <p>short term and ongoing</p> <p>ongoing</p> <p>short term and ongoing</p> <p>short term and ongoing</p>



RESOURCES

Possible interest groups/stewards	Recommended actions	Timeframe
<p>Organizations such as Steamboat Springs Arts Council; Strings in the Mountains; schools; galleries; local artisans; Northwest Colorado Cultural Heritage Tourism; Colorado Mountain College; Colorado Northwestern Community College; museums; community support funds (SS); chamber; newspapers; radio; National Endowment for Arts; foundations; government agencies; volunteer groups</p>	<ul style="list-style-type: none"> ● Seek sustainable sources for ongoing public and private funding. 	short term and ongoing
	<ul style="list-style-type: none"> ● Increase opportunities for grants (awareness, applications,) and private contributions (foundations, business sponsorships & individual contributions). 	short term and ongoing
	<ul style="list-style-type: none"> ● Funding and support by local government. 	ongoing
	<ul style="list-style-type: none"> ● Private sponsorships, foundation grants, membership and individual contributions. 	ongoing
	<ul style="list-style-type: none"> ● Tap local resources such as people with expertise. 	ongoing
	<ul style="list-style-type: none"> ● Engage community in the arts through volunteer opportunities. 	short term and ongoing
	<ul style="list-style-type: none"> ● Develop a business plan to grow the creative arts industry. 	short term and ongoing
	<ul style="list-style-type: none"> ● Build collaborations and partnerships to accomplish goals. 	short term and ongoing

INFRASTRUCTURE

Possible interest groups/stewards	Recommended actions	Timeframe
<p>Organizations such as Steamboat Springs Arts Council; Strings in the Mountains; schools; galleries; local artisans; Northwest Colorado Cultural Heritage Tourism; Colorado Mountain College; Colorado Northwestern Community College; museums; community support funds (SS); chamber; newspapers; radio</p>	<ul style="list-style-type: none"> ● Create an arts center with classroom, exhibition, and performance space. 	mid term
	<ul style="list-style-type: none"> ● Develop a theater with additional space for rehearsals, sets, etc. 	mid term
	<ul style="list-style-type: none"> ● Winterize Strings as a facility for year-round performances. 	short term
	<ul style="list-style-type: none"> ● Explore creative use of existing venues. 	ongoing
	<ul style="list-style-type: none"> ● Develop committee to research venue options. 	short term



ECONOMIC VIABILITY

We will nurture a diverse, sustainable economy while enhancing the character of our community.

RESOURCES

Desired outcome	Recommended actions	Timeframe
<p>We will nurture and promote a regional, diverse, and sustainable economy, fostering a range of industries, employment, and resources and resulting in a variety of products and services. This will be provided by resources, initiatives for businesses, land use options, and transportation.</p>	<ul style="list-style-type: none"> ● Increase broad-band capacity through public private partnerships. ● Ensure county-wide cell-phone coverage. ● Pursue new technology, new industry sectors (e.g. location neutral businesses such as software programming, financial services, bio-tech industries), new energy economy (bio-fuels, waste to energy, etc.) in order to develop a diverse economy. ● Provide economic education that includes economic trending, research and bringing new information from the region’s businesses. ● Continue to provide vocational training on a regional basis. ● Advocate for workforce attraction and retention including workforce housing, international workers, and more. 	<p>short term to mid term</p> <p>short term</p> <p>mid term</p> <p>short term</p> <p>short term</p> <p>short and mid term</p>
<p>Possible interest groups/stewards</p>		
<p><i>Economic development councils; chambers; organizations such as Yampa Valley Partners; MainStreet Steamboat; Routt County Livability Index; schools</i></p>		

VISION 2020 TO REALITY

Vision 2020 recommended: Support development of telecommunications infrastructure

In 2003, the “Beanpole Project” was formed by the Yampa Valley Economic Development Council. The Beanpole Project was part of a state-funded technology initiative to bring high-speed Internet access to every county seat in the state, and then spread the connection to public facilities such as government buildings, schools and libraries.

INITIATIVES FOR BUSINESSES

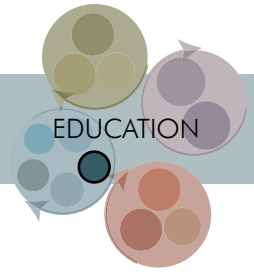
Possible interest groups/stewards	Recommended actions	Timeframe
<i>Colleges such as Colorado Mountain College; organizations such as Northwest Colorado Council of Governments</i>	● Fund Small Business Resource Center long-term.	mid term
	● Create local incubator program.	mid term
	● Create a micro-loan fund and access to capital.	mid term

LAND USE OPTIONS

Possible interest groups/stewards	Recommended actions	Timeframe
<i>Colleges such as Colorado Mountain College; planning schools</i>	● Implement entrepreneurial advocacy and seek adaptive zoning that enables entrepreneurial activities.	short term
	● Create enterprise zones and industrial parks to encourage economic development and office space availability.	short term

TRANSPORTATION

Possible interest groups/stewards	Recommended actions	Timeframe
<i>Organizations such as the Transportation Solutions Group; Yampa Valley Airport Commission; County/City Government; Chambers; Cultural Heritage Tourism</i>	● Develop railhead access for large-scale transport.	mid term
	● Form regional transportation authority to provide and maintain transportation infrastructure and opportunities.	short term
	● Enhance all-season, all-weather air access to ensure commuting, tourism and business activities.	ongoing
	● Investigate options for high speed rail for regional and state-wide transit and movement of workforce within the region.	long term
	● Emphasize ease of access for urban areas.	ongoing



EDUCATION

The educational systems in the Yampa Valley will offer an exemplary and exceptional level of community-supported 21st century innovative education that is sufficiently funded, serves a spectrum of learners and makes collaborative use of all available educational resources.

EDUCATIONAL CLIMATE

Desired outcome	Recommended actions	Timeframe
<p>Foster an educational climate that creates access to a variety of 21st century educational opportunities from early childhood education through lifelong learning.</p>	<ul style="list-style-type: none"> ● Maintain and enhance high quality, accessible facilities, fitting the community character, with current and innovative technology for all types of learners. ● Increase a regional funding base that is fair and equitable to all educational entities in Routt County to provide services to all student populations. 	<p>ongoing</p> <p>short term and ongoing</p>
<p>Possible interest groups/stewards</p> <p><i>Public and private schools; school boards; Colorado Mountain College; Colorado Northwestern Community College; organizations such as First Impressions; Education Fund Board; Rocky Mountain Youth Corps; Yampatika</i></p>	<ul style="list-style-type: none"> ● Enhance collaboration on a county-wide level to provide educational services, work-force development, and comprehensive resources. 	<p>ongoing</p>

EXCEPTIONAL STAFF

Desired outcome	Recommended actions	Timeframe
<p>Provide collaborative opportunities to attract and retain exceptional educators and staff who will facilitate educational success.</p>	<ul style="list-style-type: none"> ● Attract and retain experienced, educated and adaptable educators capable of meeting a variety of educational needs. ● Develop and enhance efforts that demonstrate the value and respect for educators by providing adequate compensation, training, development and resources. ● Collaborate with community efforts to provide affordable living alternatives within each community. ● Enhance educational opportunities by collaborating with community entities in the arts, humanities, recreation, agriculture and heritage. 	<p>ongoing</p> <p>short term and ongoing</p> <p>ongoing</p> <p>ongoing</p>
<p>Possible interest groups/stewards</p>		
<p><i>Public and Private Schools; School Boards; Colorado Mountain College; Colorado Northwestern Community College; First Impressions; non-profit organizations; community agencies and organizations</i></p>		

21st CENTURY LEARNING

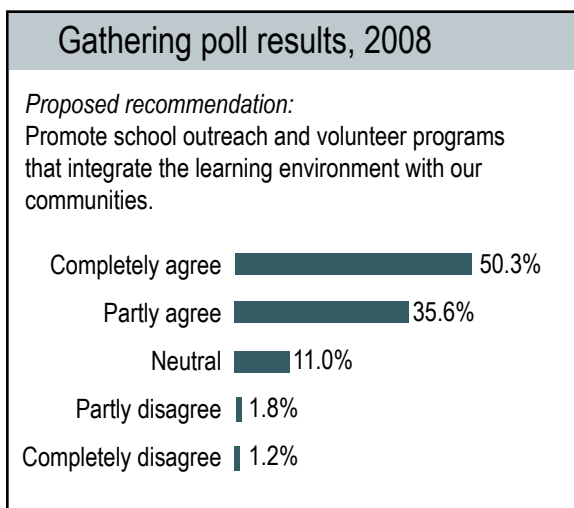
Desired outcome	Recommended actions	Timeframe
<p>In order to create 21st century learners we will emphasize an educational environment that fosters innovative and creative problem solving skills.</p>	<ul style="list-style-type: none"> ● Enhance school collaboration with community agencies and resources to promote family health and well-being that will foster learning. 	<p>ongoing</p>
<p>Possible interest groups/stewards</p>		
<p><i>Public and private schools; school boards; Colorado Mountain College; Colorado Northwestern Community College; First Impressions; non-profit organizations; community agencies and organizations</i></p>		

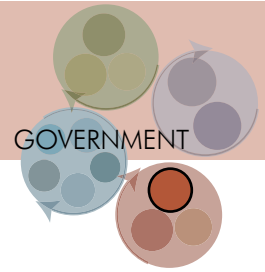
QUALITY EDUCATION

Desired outcome	Recommended actions	Timeframe
<p>Promote quality education through maintaining small, personable, community-based learning environments that emphasize high-achievement and foster innovative, creative problem-solving.</p>	<ul style="list-style-type: none"> ● Maintain a caring and welcoming, safe and secure school environment with small class sizes through appropriate student to teacher ratios. ● Promote outreach and volunteer programs that integrate the learning environment with our communities. ● Adapt our educational resources to meet the needs of our changing learner demographics in order to attain high achievement. 	<p>ongoing</p> <p>ongoing</p> <p>ongoing</p>

Possible interest groups/stewards

Public and private schools; school boards; Colorado Mountain College; Colorado Northwestern Community College; organizations such as First Impressions; Education Fund Board





GOVERNMENT

Routt County currently enjoys a wide variety of governmental and semi-governmental services that are provided by water and sanitation districts, fire districts, school districts, library districts, municipalities and county administration.

FISCAL RESPONSIBILITY

Desired outcome	Recommended actions	Timeframe
<p>Governmental entities within Routt County will be fiscally responsible.</p>	<ul style="list-style-type: none"> ● Planning ahead (at least one to five years) for providing desired services and facilities at the highest level that is commensurate with the resources that they expect to have. ● Proposing a system of taxation that is, at any given time, understandable, productive, fair and progressive. ● Supplementing tax revenues with appropriate charges for services, grants and increases in productivity. ● Adopting annual budgets that are reflective of their citizens’ needs and desires while taking into consideration existing economic conditions. ● Adopt a five year capital improvement plan and review and update it on a regular basis. ● Explore options for regular review of changing financial demographics as they relate to tax structure. ● Periodically review fee structures to ensure appropriate charges for services. Continuously review productivity to ensure efficiency, seeking new methodology and techniques. ● Without sacrificing services, allow flexibility during budgeting periods to adapt to changing conditions. 	<p>short term; annual</p> <p>mid term</p> <p>short term and ongoing</p> <p>ongoing</p>
<p>Possible interest groups/stewards</p>		
<p><i>Governmental agencies; municipalities; county</i></p>		

PUBLIC HEALTH, SAFETY, WELFARE

Desired outcome	Recommended actions	Timeframe
Law enforcement, emergency services, public health and welfare agencies, all of whom exist to protect and serve, will be community- and service-oriented to help ensure the desired community character.	<ul style="list-style-type: none"> Continue to uphold the highest standards in recruiting and retaining public service professionals. Programs such as Neighborhood Watch, Community Policing and Elder Watch should be encouraged. Continue citizen education programs such as TIPS, CPR, emergency preparedness, Firewise and others to build safer and healthier communities. 	<p>ongoing</p> <p>short term and ongoing</p> <p>short term and ongoing</p>
Possible interest groups/stewards	<ul style="list-style-type: none"> Support efforts to maintain or improve air and water quality. Ensure the provision of affordable, quality physical health and mental health services. 	<p>ongoing</p> <p>ongoing</p>
<i>Governmental/public service agencies; county; municipalities; water districts</i>		

INFRASTRUCTURE

Desired outcome	Recommended actions	Timeframe
Government entities will continue to provide adequate water and sewer capacity, roads and bridges, public facilities and parks, and communication and transportation networks.	<ul style="list-style-type: none"> Determine the water and sewer capacities needed to meet the needs of projected growth within Routt County. Work with development interests to provide those capacities. Seek supplemental revenues and collaborative partnerships to provide for ongoing maintenance and improvement of roads and bridges, public facilities and parks, and communication and transportation networks. Work to maintain and update the technological standards of the communication infrastructure to meet the needs of our citizens. Form a Regional Transportation Authority or other regional methodology to provide a collaborative, coordinated approach to addressing transportation needs. 	<p>ongoing</p> <p>ongoing</p> <p>ongoing</p> <p>short term</p>
Possible interest groups/stewards		
<i>Municipalities; county; water districts; developers; non-governmental organizations; corporations; Yampa Valley Economic Development Council; Northwest Council of Governments; Associated Governments of Northwest Colorado</i>		

CITIZEN INVOLVEMENT

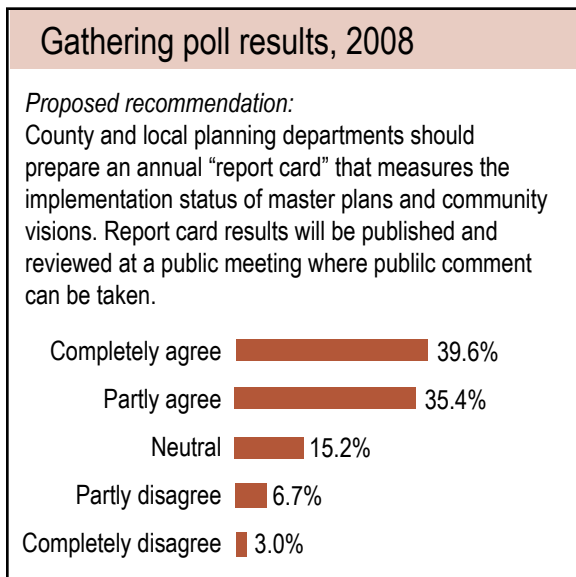
Desired outcome	Recommended actions	Timeframe
<p>Governments must constantly seek ways of bringing citizens into the legislative and administrative processes that affect their lives, and give them opportunities to make their needs and opinions known. Local governments have long received high marks for accessibility, responsiveness and accountability, but continuous citizen involvement is essential if Routt County governments are to maintain openness and transparency in their dealings.</p>	<ul style="list-style-type: none"> ● Maintain and enhance collaborative decision-making that is based upon seeking “common interests” rather than “positions.” ● Citizens are encouraged to provide feedback to elected officials and government agencies in all steps of the governmental process, including planning, budgeting, and other aspects. ● Local governmental entities will ensure the accessibility of government through effective and efficient communications using advanced technology while keeping a feel of personalized service. ● Variable and personalized service delivery methods will be maintained and enhanced to maintain a “small-town feel” and meet the needs of all citizens (e.g. water bills paid in-person, online, or at supermarkets). ● Continue to ensure the accessibility to public elected officials, boards and commissions through active participation in community life. 	<p>ongoing</p> <p>ongoing</p> <p>ongoing</p> <p>ongoing</p> <p>ongoing</p>

Possible interest groups/stewards

All concerned; government; agencies; elected officials; citizens and beyond

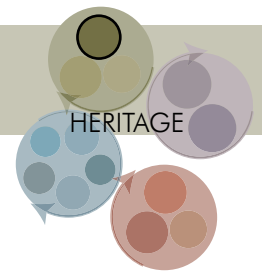
IMPLEMENTATION OF COMMUNITY VISION

Desired outcome	Recommended actions	Timeframe
<p>The Vision 2030 Report will serve Routt County decision-makers with clear statements of citizens' wishes, recommendations for fulfilling those wishes, and encouragement in that mission. A community vision without a plan to achieve it is a goal never reached. Governmental decision-making will direct resources and efforts toward making that vision real.</p>	<ul style="list-style-type: none"> ● Governmental agencies are highly encouraged to regularly review, update, integrate and implement Master Plans after seeking citizen input and direction. ● Continue to manage public expectations for decision-making through education and communication efforts. ● Develop and include in community master plans a "community character" standard that will encourage developers to show how well their proposal supports the important aspects of community character that Vision 2030 has identified. ● County and local planning departments should prepare an annual "report" which measures the implementation status of the variety of master plans and community visions. This report will be published and reviewed at a public meeting where public comment can be taken. ● Continue to seek public input through regular community surveys, both formal and informal, and set measurable public service standards. 	<p>mid term updates; ongoing for existing</p> <p>ongoing</p> <p>short term</p> <p>short term and ongoing</p> <p>midterm and ongoing</p>
<p>Possible interest groups/stewards</p> <p><i>Governmental agencies; planning bodies; citizen groups</i></p>		



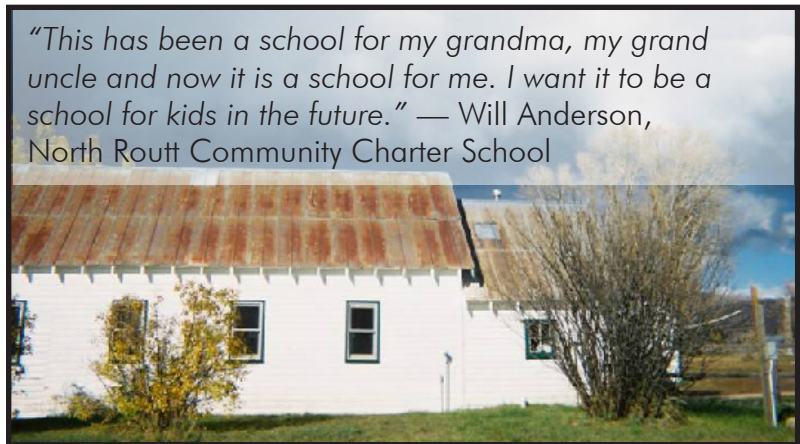
Community character
 includes the sense of community, family friendliness and a connection to our history, roots and sense of place.

HERITAGE



BUILT ENVIRONMENT

Desired outcome	Recommended actions	Timeframe
<p>Preserve the elements and promote the protection and continued use of our built environments that reflect the heritage of Routt County.</p>	<ul style="list-style-type: none"> ● Design and implement an evaluation process for the impacts of proposed actions (decision making or policies) on historic resources. ● Define, encourage and adopt a community preservation ethic that encompasses our western heritage, small town feel and friendliness as the basis for policy-making and from which decisions and development impacts are evaluated. ● Instill a historic preservation education and ethic for K-12 and beyond. ● Implement sustainable building practices that include historic preservation as a green initiative. ● Develop, seek public approval and implement a Purchase of Development Rights Fund for historic buildings . Build capacity to buy-down the difference between existing square footage and the maximum allowable by zoning and to purchase façade easements. ● Seek and research methods to develop and implement financial incentives for owners of historic properties who agree to preserve their properties in coordination with a Purchase of Development Rights fund. 	<p>short term</p> <p>ongoing</p> <p>ongoing</p> <p>short term</p> <p>mid term</p> <p>mid term</p>
<p>Possible interest groups/stewards</p>		
<p><i>Citizens; planning commissions and planning staff; elected officials; Historic Preservation Advisory Committee; Routt County Historic Preservation Board; Partners in Preservation; Historic Routt County!; MainStreet Steamboat Springs; schools; colleges and museums; Yampa Valley Recycles; chambers of commerce, Sustainability Committee</i></p>		



“This has been a school for my grandma, my grand uncle and now it is a school for me. I want it to be a school for kids in the future.” — Will Anderson, North Routt Community Charter School

CULTURAL LANDSCAPE

Desired outcomes	Recommended actions	Timeframe
<p>Preserve the elements and patterns of the rural cultural landscape shaped by agriculture, mining, recreation, the arts, forestry, industry, transportation, water and commerce.</p>	<ul style="list-style-type: none"> ● Encourage public policy and economic development that promotes and enhances the financial viability of local farming and ranching to maintain the cultural landscape. ● Encourage preservation of the structures that contribute to and help define the cultural landscape. ● Foster the stewardship of our heritage through education and awareness in k-12 and life-long learning. ● Identify the elements and patterns of the cultural landscape and use this as the framework to incorporate into future design and new construction. ● Preserve and maintain the integrity of conservation and access easements on those properties that contribute to our cultural landscape. ● Connect people to their food sources and teach them where their food comes from. ● Invest in and implement cultural heritage tourism programs that interpret and showcase local history. ● Transform the Legacy Ranch and other public spaces into interpretive centers for agriculture and the working landscape. ● Continue to expand the County Purchase of Development Rights (PDR) program to fund conservation/ preservation of cultural landscapes. ● Seek methods to develop and implement financial incentives for property owners in coordination with Purchase of Development Rights program. 	<p>ongoing</p> <p>short term and ongoing</p> <p>ongoing</p> <p>mid term</p> <p>ongoing</p> <p>ongoing</p> <p>short term and ongoing</p> <p>mid term</p> <p>mid term</p> <p>mid term</p>
<p>Possible interest groups/stewards</p>		
<p><i>Economic development councils; chambers; organizations such as Community Agriculture Alliance; Yampa Valley Land Trust and others; citizens; government; elected officials; finance directors; schools; colleges; planning commissions; grocers; Historic Routt County!, museums</i></p>		
<p>What is a cultural landscape?</p> <p>“Distinct geographical areas or properties uniquely representing the combined work of nature and of man.” — World Heritage Committee</p> <p>“A geographic area, including both cultural and natural resources and the wildlife or domestic animals therein, associated with a historic event, activity, or person or exhibiting other cultural or aesthetic values.” — National Park Service</p> <p>What is cultural heritage tourism?</p> <p>“Traveling to experience the places and activities that authentically represent the stories and people of the past and present. It includes historic, cultural and natural resources.” — National Trust for Historic Preservation</p>		

“I would encourage public policy and economic development that promotes and enhances the financial viability of local farming and ranching to maintain the cultural landscape.”

Source: *Vision 2030 gatherings, 2008*

Completely agree	57.9%
Partly agree	27.5%
Neutral	8.2%
Partly disagree	5.8%
Completely disagree	.6%

REGIONAL IDENTITY

Desired outcome	Recommended actions	Timeframe
<p>Western heritage continues to define us. Outdoor recreation, agriculture and arts and culture events are the backbone and building blocks of our regional identity.</p>	<ul style="list-style-type: none"> ● Encourage economic development that builds from our natural and historical resources and our western heritage. ● Encourage and foster local gathering places. ● Continue to support traditional events and celebrations (Winter Carnival; Routt County Fair; Labor Day; Fourth of July; Colorado Days, Olympic Legacy, rodeo; homecomings, etc.) and encourage new traditions to evolve that reinforce our western heritage (farmers markets, South Meets West, Coureur des Bois, Steamboat Springs Marathon, etc.). 	<p>ongoing</p> <p>short term and ongoing</p> <p>ongoing</p>
<p>Possible interest groups/stewards</p>		
<p><i>Economic development councils, chambers, business communities, local governments; citizens, planning officials, planning commissions, elected officials, media, organizations such as MainStreet Steamboat Springs; Community Agriculture Alliance; Historic Routt County!; Steamboat Springs Winter Sport Club</i></p>		



“We must not lose our ranching heritage ... it is a special thing to drive down Rabbit Ears Pass & see the hay fields & the Yampa. We must protect it.”
 — Steamboat Springs resident



PLANNING

PACED & PLACED GROWTH

Desired outcome	Recommended actions	Timeframe
-----------------	---------------------	-----------

Paced Growth

Develop regulations and guidelines for paced growth that are incremental, where growth can be limited and absorbed in a way that retains or enhances the community character (e.g. growth caps; square footage restrictions; limits on building permits).

- Identify and promote location and direction for growth by innovative zoning and urban growth boundaries throughout the county and four municipalities.
- Research, design and implement growth management processes and tools that are deemed proven successes in similar communities and regions.
- Ensure city and county officials collaborate on growth control tools and implementation.
- Cultivate better regional collaboration among municipalities regarding growth issues.

short term and ongoing

short term and ongoing

short term

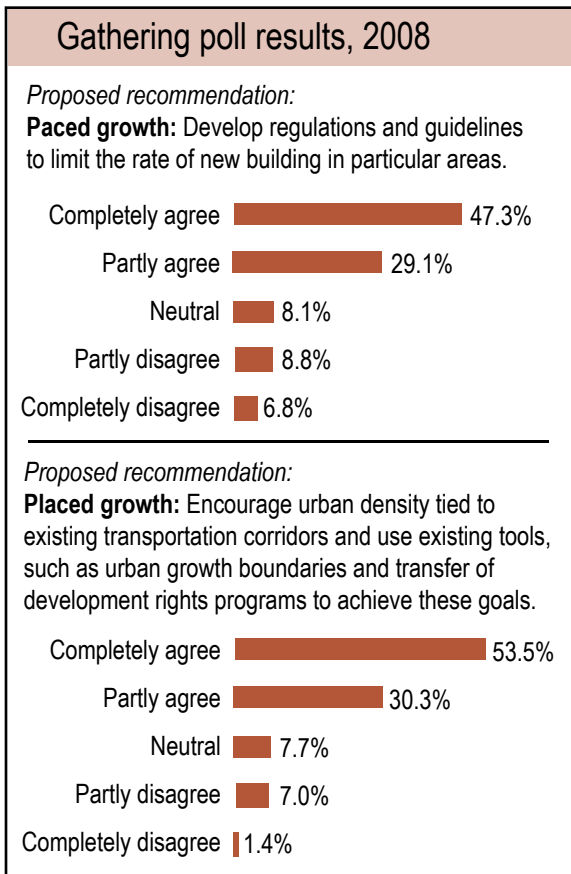
short term

Placed Growth

Support the maintenance of open space and preservation of rural ranching character while preventing sprawl. Encourage urban density tied to existing transportation corridors. Use existing tools, such as design standards, urban growth boundary and transfer of development rights to achieve these goals.

Possible interest groups/stewards

City(s) and county planning departments/ code enforcement/compliance personnel; county commissioners; city councils; planning commission.

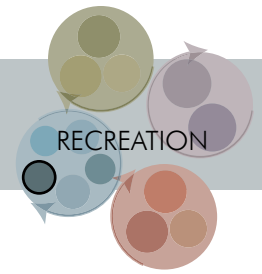


COMMUNICATION & PARTICIPATION

Desired outcome	Recommended actions	Timeframe
<p>Improve communication and pursue participation in the public process, encouraging citizens to become directly involved in the planning and decision-making process of growth-management with the intent to build mutual trust and respect between citizens and decision-makers.</p>	<ul style="list-style-type: none"> ● Develop awareness of the existing participation tools (phone, radio, television and webcast use). ● Research and implement tools and technology to increase public awareness and participation in managing growth (community kiosks, websites, advertising and new, innovative techniques). ● Establishment of a weekly newspaper insert (i.e. Development Activity This Week) that publishes weekly development applications, informing the public as to major planning decisions and encouraging involvement ahead of time. Create a funding line item in budget for cost of insert or negotiate with local newspaper for insert subsidized by ad sales. Cost could be offset by hybrid of both. 	<p>short term and ongoing</p> <p>short term and ongoing</p> <p>short term</p>
<p>Possible interest groups/stewards</p> <p><i>City; county planning departments; elected officials; citizens committees; newspapers</i></p>		

ENFORCEMENT & STRINGENCY

Desired outcome	Recommended actions	Timeframe
<p>Decision-makers must recognize that citizens expect master plans to be upheld and enforced and that plans need to be regularly updated with specificity and clarity to minimize interpretation.</p>	<ul style="list-style-type: none"> ● Require timing and scheduled updates of city, county and area plans and identify responsible parties for updating plans. <ul style="list-style-type: none"> ▪ City and county review plans annually ▪ Plans are updated every five years. ● Enforce existing municipal and county planning regulations. ● Use annual “State of the City” and “State of the County” planning forums as tools for citizen input and measures of accountability. 	<p>short term; mid term; long term</p> <p>ongoing</p> <p>short term</p>
<p>Possible interest groups/stewards</p> <p><i>City/county planning staff; elected officials; citizens</i></p>		



RECREATION

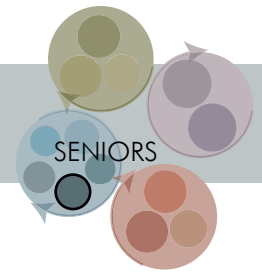
Recreation is one of the key components to the lifestyle, culture and character of Routt County and should ensure inclusivity for all populations, ages, genders, abilities and socio-economic backgrounds.

FUNDING

Desired outcome	Recommended actions	Timeframe
<p>Enhance recreational opportunities through development of sustainable funding utilizing a county-wide collaborative partnership.</p>	<ul style="list-style-type: none"> ● Develop and implement a countywide recreation organization or coalition that: <ul style="list-style-type: none"> ▪ Develops and coordinates partnerships, both public and private; ▪ Leverages larger funds; ▪ Distributes funding through grants; ▪ Develops and supports volunteer coalitions. 	<p>short term</p>
<p>Possible interest groups/stewards</p>	<ul style="list-style-type: none"> ● Research the development and implementation of a county-wide recreation district, organization or coalition to ensure financial sustainability for recreation. <ul style="list-style-type: none"> ▪ Combine municipal efforts ▪ Implement regional programming 	<p>long term</p>
<p>Survey question: What three aspects of this area have special meaning or importance to you?</p>	<ul style="list-style-type: none"> ● Encourage county and municipal participation in open space, recreation and trails coordination for non-incorporated areas of the county that are adjacent to municipalities. 	<p>mid term</p>
<p>Environment 27.7% Recreation 19.6% Amenities 8.8%</p> <p>Steamboat Springs</p>	<ul style="list-style-type: none"> ● Develop a cost analysis of operating programs and facilities. 	<p>short term</p>
<p>Environment 25.5% Recreation 15.5% Community 10.8%</p> <p>West Routt</p>	<ul style="list-style-type: none"> ● Develop mechanisms that identify those activities that should be self-supporting and those that need subsidization. 	<p>short-term</p>
<p>Environment 26.9% Recreation 15.2% Beauty 13.7%</p> <p>North Routt</p>		
<p>Environment 27.4% Beauty 13.6% Community 12.4%</p> <p>South Routt</p>		

AMENITIES

Desired outcome/actors	Recommended actions	Timeframe
Ensure that a variety of quality recreational amenities is available, both outdoor and indoor, organized and non-organized, that support diverse recreational activities and meet the needs of a changing and growing population	<ul style="list-style-type: none"> ● Decision-makers adhere to parks and recreation plans. ● Develop a county-wide recreation organization or coalition that ensures the coordination and linkage of parks and recreation master plans and ensures these reflect the greatest public interest and are not led by special interest groups. ● Provide safe and affordable opportunities for youth including teen programs and after-school programs. ● Research and develop a bike/pedestrian trail that connects all county municipalities. ● Access to recreational amenities should be encouraged in proximity to urban areas and neighborhoods in both city and county planning processes and in planning new developments. ● Coordinate and ensure a diversity of park options between natural open space and those with developed amenities. Amenities in parks have a variety of design applications that provides both natural environment and landscaped options. ● Foster collaborative efforts and written agreements among schools, government, businesses and non-profits (including arts and culture entities) to ensure access and opportunity for both organized (leagues, competitions, etc) and non-organized indoor and outdoor activities (e.g. pick-up games, dog parks, drop-in sports, etc.). ● Encourage the inclusion of multi-use, multi-purpose recreational amenities in new public and private developments. ● Form a county-wide coalition and partnership for recreation on and access to the Yampa River to assist with coordination of activities and the health and sustainability of the river. 	<p>ongoing</p> <p>short term</p> <p>short term</p> <p>short to long term</p> <p>ongoing</p> <p>ongoing</p> <p>ongoing</p> <p>ongoing</p> <p>ongoing</p>
<p>Possible interest groups/stewards</p> <p><i>Government; elected officials; community foundations; non-profit recreation organizations; municipalities; schools, businesses; developers; private landowners and interest groups such as Friends of the Yampa</i></p>		



SENIORS

Develop adequate housing, facilities and transportation to ensure that the seniors can reside in Routt County for as long as they desire, through all the phases of aging.

HOUSING & FACILITIES

Desired outcome/actors	Recommended actions	Timeframe
<p>Seniors should be able to live in their existing homes as long as possible and stay in Routt County in the event they can no longer live at home. There should be a well-planned, graduated tier of housing options as seniors move through different phases of aging.</p>	<ul style="list-style-type: none"> ● Live at home independently as long as possible. ● Live independently in affordable senior housing. ● Live with support from family, but needs an additional level of care: <ul style="list-style-type: none"> ▪ Live-in assisted care facilities; ▪ Live in nursing facilities; ▪ Live in respite and palliative care facilities. 	<p>ongoing</p> <p>ongoing</p> <p>ongoing</p>
<p>Possible interest groups/stewards</p>		
<p><i>Northwest Colorado Visiting Nurses Association; Routt County Council on Aging; state agencies; AARP; governmental agencies; Yampa Valley Medical Center</i></p>		

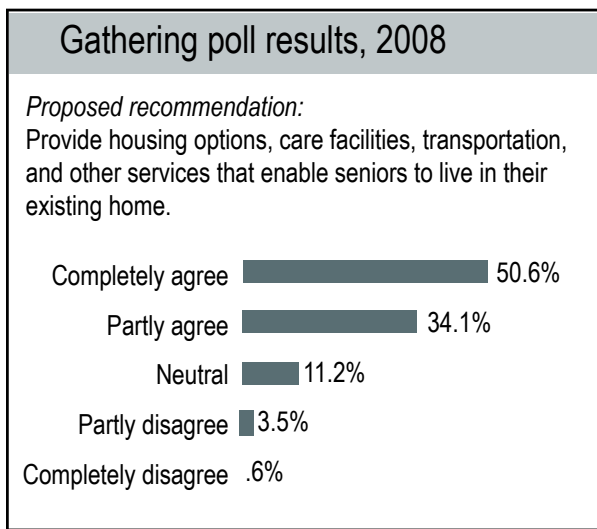
Of those who attended Vision 2030's 2008 gatherings, 81% said they would be willing to help fund services to be provided to help seniors to live at home; 12% said they would be willing to volunteer their time to this outcome.

TRANSPORTATION

Desired outcome	Recommended actions	Timeframe
<p>Seniors must have access to adequate transportation services where in a large, mountainous geographical area with severe weather, transportation becomes a critical lifeline for many rural seniors.</p>	<ul style="list-style-type: none"> ● Keep existing free bus service in Steamboat Springs. ● Continue low-cost transportation from outlying areas such as Hayden and Craig. ● Expand low-cost transportation from North and South Routt. ● Create sliding scale payment for seniors. ● Increase services for frail and disabled seniors. 	<p>ongoing</p> <p>ongoing</p> <p>short term</p> <p>short term</p> <p>short term</p>
<p>Seniors need to be able to get out of their homes to do necessary chores or to make connections with their community, contributing to their quality of life.</p>		

Possible interest groups/stewards

Northwest Colorado Visiting Nurses Association (e.g. Aging Well; Haven; Rollingstone; Hospice); Routt County Council on Aging; State agencies; AARP; Governmental agencies; YV Medical Center; for-profit and non-profit entities



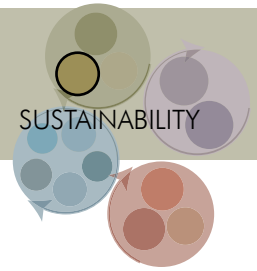
PROGRAMS & SERVICES

Desired outcome	Recommended actions	Timeframe
<p>Continue to enhance existing senior programs and services in Routt County while developing new programs and services to meet the demands of the future.</p>	<ul style="list-style-type: none"> ● Continue and support existing programs. ● Create new programs for volunteers, connecting businesses in need of help with seniors willing to give their time and expertise. ● Create new programs that integrate seniors with younger generations as a way to share their incredible wealth of knowledge and wisdom. ● Encourage private businesses, such as Steamboat Ski & Resort Corp, Old Town Hot Springs, Strings and retail stores, to provide discount days or other programs to help seniors participate in community amenities they may not be able to afford. 	<p>ongoing</p> <p>ongoing</p> <p>ongoing</p> <p>ongoing</p>
<p>Possible interest groups/stewards</p>		
<p><i>Northwest Colorado Visiting Nurses Association (e.g. Aging Well; Haven; Rollingstone; Hospice); Routt County Council on Aging; state agencies; AARP; governmental agencies; Yampa Valley Medical Center; for-profit and non-profit entities; businesses; schools</i></p>		

SUSTAINABILITY

Desired outcome	Recommended actions	Timeframe
<p>Ensure that future generations of seniors will have the same opportunity to retire and live in Routt County for as long as they desire.</p>	<ul style="list-style-type: none"> ● Create a belief system that values seniors. ● Secure funding and provide incentives for senior services. 	<p>ongoing</p> <p>short term and ongoing</p>
<p>Possible interest groups/stewards</p>		
<p><i>Northwest Colorado Visiting Nurses Association (e.g. Aging Well; Haven; Rollingstone; Hospice); Routt County Council on Aging; citizens</i></p>		

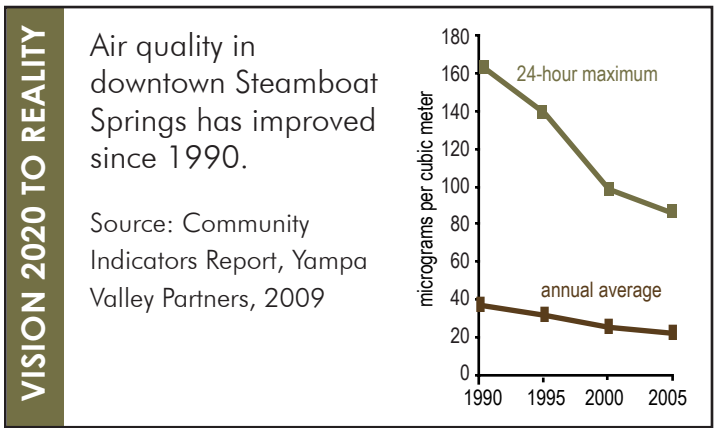
SUSTAINABILITY



Sustainability enhances the current quality of life for future generations by setting goals and measuring progress toward attaining clean water, clean air, affordability, clean renewable energy sources, and a diversified economy.

AIR QUALITY

Desired outcome	Recommended actions	Timeframe
Maintain or enhance existing air quality for future generations that includes both health based standards and visibility.	● Ensure compliance with the National Ambient Air Quality Standards county-wide.	short term; ongoing
	● Educate to encourage retrofit or replacement of solid fuel burning devices to cleaner technology.	short-term; ongoing
	● Develop a mechanism to enforce emission standards for internal combustion engines.	ongoing
	● Recognize and encourage continued support of municipal street sweeping.	ongoing
	● Encourage dust suppression on applicable county roads.	ongoing
	● Enforce current policies that reduce light pollution and develop uniform standards.	ongoing
	● Educate to encourage retrofit of existing light fixtures to protect the dark sky.	ongoing
	● Seek methods to reduce vehicle miles traveled.	ongoing
	Possible interest groups/stewards	
Citizen action groups; governmental agencies; individuals and organizations		



WATER QUALITY & QUANTITY

Desired outcome

Ensure the integrity of our water supply, both in quantity and quality, for future generations.

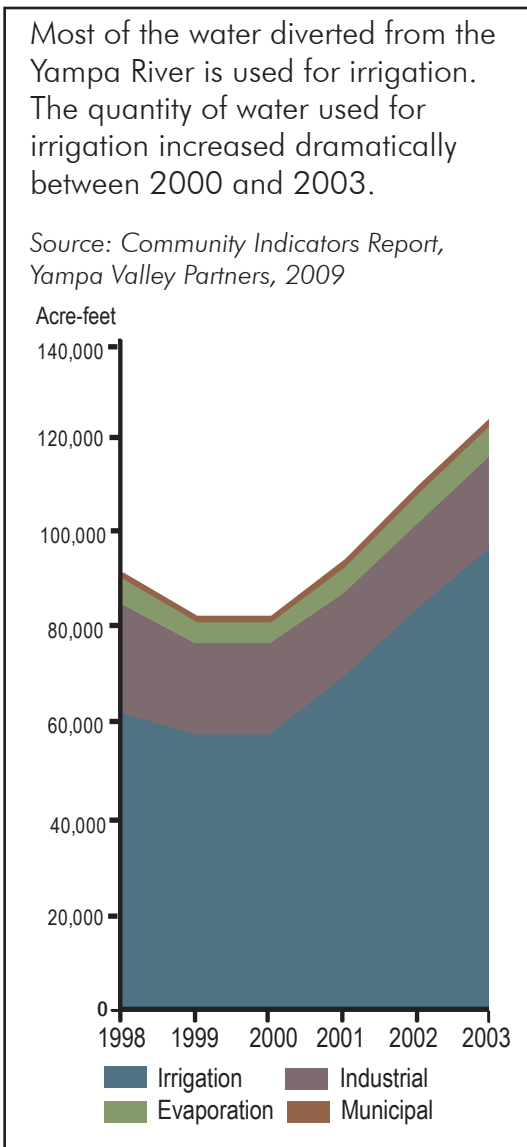
Possible interest groups/stewards

Citizen action groups; governmental agencies; individuals and organizations; Upper Yampa Water Conservancy District and Yampa-White River Basin Roundtable

Recommended actions

- Establish ongoing monitoring mechanisms for water quantity flow and quality measurements. short term; ongoing
- Continue to monitor and expand gauging stations for appropriate historic, baseline flows and on-going comparisons. ongoing
- Continue to conduct critical species monitoring mechanisms. ongoing
- Implement water monitoring program to address water quality and quantity issues and update existing city and county regulations and procedures as necessary:
 - Section 208 Clean Water Act;
 - Colorado Point Discharge Elimination System Program MS4;
 - County zoning and sub-division regulations;
 - Routt County 1041 regulations—areas and activities of state interest;
 - State, County and Local regulations for storm water management and erosion control techniques (e.g. City of Steamboat Springs Green Building Code and Watershed Protection Ordinance);
 - Mitigation of contaminated sites and pursue funding mechanisms in place.
- Continue to support and expand public education and awareness for water quality and water quantity, including best management practices for non-point sources. ongoing
- Develop forestry practices to prevent erosion and address beetle-kill impacts on the watersheds. short term

Timeframe



LAND STEWARDSHIP

Desired outcome

Growth management and land use planning should be compatible with sustainable land use practices including protection of bio-diversity and conservation of natural resources [applicable action items are listed within Agriculture/Open Space and Planning]

ENERGY

Desired outcome

Use clean, renewable energy, with conservation, diversification, and mitigation of fossil fuel impacts that focus upon sustainable technologies and practices to meet the needs of future generations.

Possible interest groups/stewards

Public utilities, governmental agencies, individuals and organizations

Recommended actions

- Support and encourage efforts of organizations in collaboration with governmental agencies to promote conservation, encourage renewable energy sources, and implement energy strategies.
- Immediately implement energy conservation programs.
- Immediately implement a renewable energy mitigation program that funds and supports local renewable energy efforts.
- Develop a plan to implement reduction of greenhouse gas emissions through mechanisms such as impact fees, mineral severance tax, carbon footprint tax, renewal energy mitigation programs and others.
- Diversify, promote and incentivize grid energy sources including solar, wind, geo-thermal, bio-fuels (waste to energy, pellets), efficient domestic fossil fuels and additional alternatives.

Timeframe

ongoing

short term

short term

mid term

mid-term; on-going

BUILT INFRASTRUCTURE

Desired outcome	Recommended actions	Timeframe
<p>Build and locate it right the first time. Built infrastructure, both old and new, considers environmental, social and economic impacts to plan for future generations. Use existing infrastructure when possible, including renovation, preservation and use of historic assets to ensure community character and heritage.</p>	<ul style="list-style-type: none"> ● Develop an inventory of existing infrastructure, including water, wastewater and energy transmission, for communities in Routt County to better determine how to accommodate future needs. ● Research, develop and provide incentives for preservation of historic buildings to bring up to modern energy-efficient standards. ● Develop a plan and adopt a standard to obtain efficient energy use and zero waste buildings by 2030. ● Encourage the development and implementation of water conservation standards. ● Reduce the use of raw materials, re-use materials that can be used and recycle other materials which can be used to create new projects. Encourage source separation and recycling of waste materials on new and demolition projects. 	<p>short term</p> <p>mid term</p> <p>mid term</p> <p>short term; ongoing</p> <p>short term; ongoing</p>
<p>Possible interest groups/stewards</p> <p>Governmental agencies, public utilities; organizations</p>		

These two trees have been standing next to our school since it began. They remind us how change can be beautiful if done right.”
 — Madison King, North Routt Community Charter School



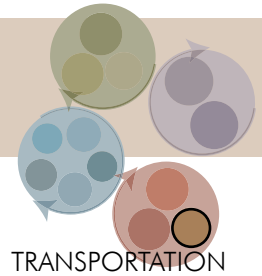
GREEN LIVING

Desired outcome	Recommended actions	Timeframe
<p>Create, educate and implement safe and convenient choices for self-sufficient living that reduces individual carbon footprints and enhances the greater public health, safety and security.</p>	<ul style="list-style-type: none"> ● Maximize the options for transportation choices, including pedestrian, bike, car-sharing, transit and more. ● Address the recycling barriers of an isolated community. ● Continue to support efforts of Yampa Valley Recycles, Home ReSource and the Yampa Valley Sustainability Council. ● Pursue large funding sources through the Governor’s Energy Office to enable rail transportation options and more. ● Determine ways to reduce and re-use food, yard, beetle kill, manure and other compostable waste through Green Waste programs. ● Create and promote programs that encourage and enable local food production, marketing, sales and consumption including community-supported agriculture, greenhouses, co-ops and more. ● Provide for appropriate local recycling and/or disposal of hazardous materials. ● Continue to educate and support business efforts that ensure environmental, economic and social sustainability. 	<p>mid term; ongoing</p> <p>ongoing; short term</p> <p>ongoing</p> <p>short term</p> <p>short term; ongoing</p> <p>short term</p> <p>short term; ongoing</p> <p>ongoing</p>
<p>Possible interest groups/stewards</p>		
<p><i>All interested parties; public/private partnerships and governmental agencies</i></p>		

VISION 2020 TO REALITY

Successes from Vision 2020 include formation in February 1998 of Yampa Valley Recycles, a dedicated group of citizens, representing Routt County, concerned with promoting the recycling of solid waste and educating the public on reducing, re-using, and recycling.

“YVR believes it is possible for people to co-exist with the environment without depleting natural resources or polluting the environment. We aim to expand and support comprehensive recycling programs in the Yampa Valley by educating, promoting, and implementing creative solutions to help communities reduce, reuse, and recycle. We have a strong sense of citizenship towards our community, both locally and globally. We feel a responsibility to encourage a “Stewardship of the Earth” in the projects we promote and in the way we live our lives.”

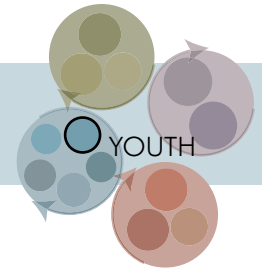


TRANSPORTATION

These recommendations are proposed by the Transportation Solutions Group.

Desired outcome	Recommended actions	Timeframe
<p>Create a multi-modal transportation system of corridors, highways and pathways that will relieve congestion and move people throughout the Yampa Valley in an efficient, environmentally sound, affordable and appealing manner. This system will more effectively link local communities with each other and facilitate regional, national and international connections.</p>	<ul style="list-style-type: none"> ● Establish a local funding source to share and initiate future transportation projects. <ul style="list-style-type: none"> ■ Establish a Regional Transportation Authority to coordinate the planning, funding and implementation of an integrated transportation system. ● Expand and develop transit centers throughout the valley. Transit centers are hubs for our multi-modal transportation system comprised of commuter rail lines, walking paths, bike and equestrian trails, tramway, vans, buses and taxis. <ul style="list-style-type: none"> ■ Seek opportunities to create land bank for future park-and-rides. ■ Continue to develop alternative parking options for ski area access. ■ Upgrade Walton Creek parking lot. ■ Develop transit site at east end of town. ■ Park and ride in Hayden. ■ Park and ride centers to be included for future developments. ● Expand our attractive system of paths, walkways and mountain routes in a way that encourages transit use and pedestrian orientation. <ul style="list-style-type: none"> ■ Seek opportunities for easements and pathways for route access. ■ Add bike racks to commercial buildings. 	<p>short term</p> <p>mid term</p> <p>short term; ongoing</p>
<p>Possible interest groups/stewards</p>		
<p><i>Governmental agencies, commercial interests, individuals, and organizations</i></p>		

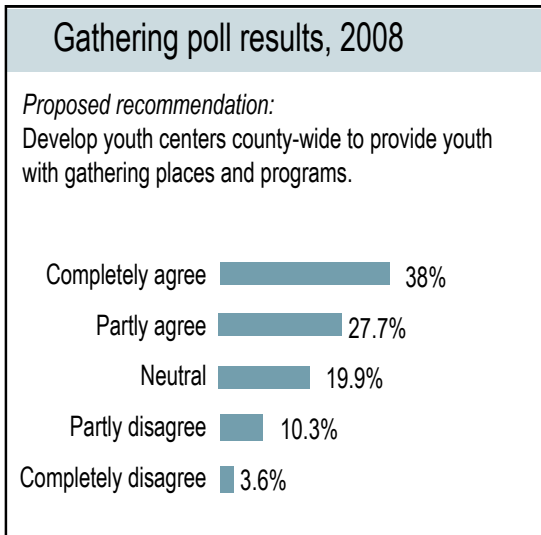
Recommended actions	Timeframe
<ul style="list-style-type: none"> ● Expand bus service to airports and throughout the county. <ul style="list-style-type: none"> ▪ Develop transit pods or hubs within the Steamboat area for mountain, Pine Grove; Downtown and West Steamboat areas with interconnecting systems. ▪ Collaborate with private businesses and organizations to provide airport and county-wide bus service. ▪ Seek van pool options. ▪ Consider express buses during certain times of days. ▪ Provide heated bus stops. 	ongoing
<ul style="list-style-type: none"> ● Ensure that local land use planning processes assess the transportation ramifications of all planning and development petitions. <ul style="list-style-type: none"> ▪ Re-configure traffic generation centers (schools, post offices, etc.) to reduce congestion impacts and determine feasibility for local solutions to congestion. ▪ Encourage construction of basic commercial services—like grocery stores—in growth centers to reduce unnecessary trips and avoidable traffic congestion. ▪ New commercial offices and retail establishments should be located as close as possible to trails, sidewalks and transit stops to encourage transit use and to enable pedestrian access. 	short term
<ul style="list-style-type: none"> ● Preserve rail corridors and opportunities for commuter rail systems to enable future construction of a commuter rail system connecting all parts of the community, distant ski areas, and feeding into a statewide and national passenger train system. 	short term; ongoing
<ul style="list-style-type: none"> ● Continue to seek opportunities to improve local transit and parking within Steamboat Springs. <ul style="list-style-type: none"> ▪ Explore and develop alternative routes through Steamboat Springs. ▪ Seek consolidation of shuttle services for traffic reduction and efficiency. ▪ Develop ongoing management of shuttles, system and partnerships with shuttle agencies, public-private partnerships and company partnerships. ▪ Seek opportunities to improve parking capacity and develop systems for parking management. 	ongoing
<ul style="list-style-type: none"> ● Develop ongoing plans for regional airports. <ul style="list-style-type: none"> ▪ Increased capacity and ramp capacity at the Yampa Valley Regional Airport. ▪ Increased general aviation at both airports. 	ongoing
<ul style="list-style-type: none"> ● Continue to maintain the existing infrastructure for roads and transportation. <ul style="list-style-type: none"> ▪ Upgrade of Routt County roads 129 and 14 for shoulder improvement. ▪ Upgrade of Colorado Highway 131 shoulders. 	ongoing
<ul style="list-style-type: none"> ● Encourage telecommuting and flexible work and school schedules. 	ongoing
<ul style="list-style-type: none"> ● Phase in expansion and improvement of existing public transit. 	ongoing



YOUTH

ACTIVITIES, PROGRAMS, JOBS

Desired outcome	Recommended actions	Timeframe
Promote diverse activities, programs, transportation and facilities that include youth in a caring, supportive and healthy community.	<ul style="list-style-type: none"> ● Develop youth centers county-wide to provide youth with gathering places and programs. ● Develop and build a centralized facility where youth serving organizations reside and where all volunteer efforts are coordinated for meaningful community service. ● Expand and enhance a transportation network that connects the community to youth activities, programs and locations. ● Encourage strong, accessible and affordable programs that collaborate with community and youth organizations to ensure broad interest areas are addressed, including artistic and cultural options. ● Support and enhance programs to foster community mentoring, civic engagement and a volunteer ethic. ● Develop and implement a career development program that mentors youth for work ethics, life skills and career choices. ● Support county-wide collaboration to ensure youth needs are supported and met in the outlying rural areas. ● Provide education and awareness for sustainable practices for generations to come for earth stewardship, from consuming choices to recycling and more. 	<p>short and mid term</p> <p>mid term</p> <p>mid term; ongoing</p> <p>ongoing</p> <p>ongoing</p> <p>short term</p> <p>ongoing</p> <p>ongoing</p>

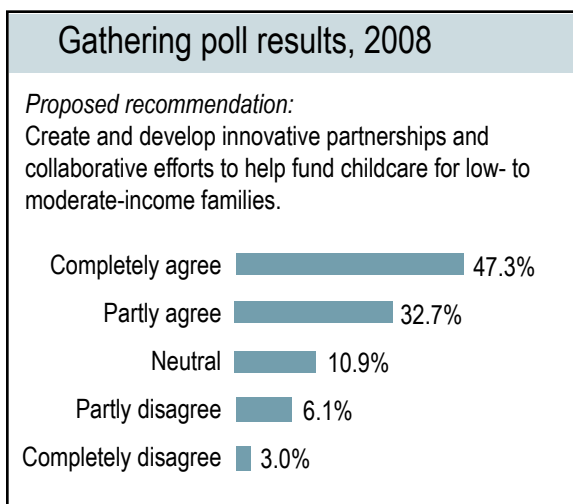


CHILD CARE

Desired outcome	Recommended actions	Timeframe
Develop affordable and accessible early childhood care and educational options in our communities	● Create and develop innovative partnerships and collaborative efforts to provide subsidized childcare options for low to moderate income families.	short term; ongoing
	● Recruit, retain and reward early childhood care providers to ensure availability of consistent, quality childcare options.	ongoing

FAMILY-ORIENTED COMMUNITY

Desired outcome	Recommended actions	Timeframe
Promote a multi-generational community that connects families of diverse socio-economic levels in order to maintain the Yampa Valley as a “great place to raise kids.”	● Promote community awareness and embrace the researched developmental assets that support and create a strong sense of caring for our youth.	ongoing
	● Seek innovative partnerships to promote and develop community awareness for youth literacy and education.	ongoing
	● Promote affordable housing initiatives to foster a family-oriented community.	short term; ongoing
	● Provide a wide variety of community programs and activities that focus on youth and their needs (e.g. school and sports activities, recreation programs, theater, arts and more).	ongoing



HEALTH & SAFETY

Desired outcome	Recommended actions	Timeframe
Provide a community that is a healthy and safe place to raise kids.	<ul style="list-style-type: none"> <li data-bbox="686 359 1240 520">● Support and provide a healthy youth culture that is drug, tobacco and alcohol free (e.g. compliance checks, discourage alcohol consumption at family-oriented activities, places for youth to congregate). <li data-bbox="686 552 1240 646">● Develop informal and formal local gathering places for youth that are drug and alcohol free (e.g. new library). <li data-bbox="686 678 1240 772">● Explore affordable health care plans for families to ensure access to health care options. <li data-bbox="686 804 1240 867">● Develop awareness for healthy eating, exercise and living. <li data-bbox="686 898 1240 951">● Continue to provide partnerships with law enforcement and youth to protect and serve. <li data-bbox="686 982 1240 1077">● Develop and implement strong mental health programs for youth (e.g. suicide prevention, grief and counseling support systems). <li data-bbox="686 1108 1240 1192">● Expand and enhance a transportation network that safely connects the community to youth activities, programs and locations. <li data-bbox="686 1224 1240 1276">● Promote safe, affordable and licensed early childhood care. 	<p>ongoing</p> <p>ongoing</p> <p>short term</p> <p>short term and ongoing</p> <p>ongoing</p> <p>short term and ongoing</p> <p>short term and ongoing</p>

Citizens' Stewardship Committee

To ensure that the voice of the community is heard and its desires are carried out by decision makers, the Vision 2030 Citizens' Committee strongly recommends that one entity embrace this document as a whole, track progress and be accountable for achieving the desired outcomes. Because retaining the heart and soul of Yampa Valley is a long term vision, the challenge will be sustaining the effort over time.

Vision 2030's fulfillment of the desired outcomes and recommended actions and its measure of success is dependent upon a post-report Citizens' Stewardship Committee. This committee will meet regularly to track the progress and will include representation from all parts of Routt County and all areas of Routt County life. The composition of the citizens' stewardship committee is important. The majority of the committee should be citizen volunteers and will also include representation from all municipalities and county governments.

The stewardship committee will need administrative support from county and municipal planning personnel, or may opt to hire a

coordinator. To ensure continuity and assist in the transition between the activation of the Citizens' Stewardship Committee and the Vision 2030 final report publication/acceptance by municipalities, the Citizens' Committee for Vision 2030 should continue to meet to provide a transition until the Citizens' Stewardship Committee is functioning.

The primary role of the Citizens' Stewardship Committee is to:

- Convene around the desired outcomes and recommended actions to implement items.
- Monitor progress, successes, challenges and emerging new opportunities.
- Assure appropriate performance measures are selected and used.
- Report successes and annual progress through yearly gatherings.
- Maintain and routinely update the Vision 2030 web site to communicate the function and actions of the committee.
- Develop timeline for implementation.
- Develop specific action steps.
- Set measureable goals.

Action groups

The Citizens' Stewardship Committee may form action groups that will focus on specific areas of interest, such as transportation, growth management, etc. The action groups' roles are to convene around the desired outcomes and recommended actions; monitor their progress, successes, challenges and emerging new opportunities; and report on these areas as necessary and required to the citizens' stewardship committee.

CONCLUSIONS & CONNECTIONS

Since the publication of the Vision 2020 report in 1994, the Yampa Valley has experienced unprecedented growth. In the face of this expansion, we risk losing, or forever altering, those attributes from which our heart and soul are derived.

A primary theme in the Vision 2030 report is “Sense of Community.” The importance and relevance of our community character remains integral to our region today and is considered the highest valued aspect that residents want to maintain. It is not an exaggeration to say our community character is, indeed, our “heart and soul.” It is the essence of our special place that, if lost, will never be recovered.

Over the past two years, the Vision 2030 Citizens Committee learned repeatedly how important our community character is to residents of Routt County. It encompasses family friendliness (all ages from infants to seniors), our Western heritage (historic buildings and our agricultural values and open space), and a sense of community (knowing each other and taking care of one another). We also learned that each of these components of community character is supported by “managing our growth,” described as the pace and placement of new development, paying close attention to the affordability of living in our region, economic sustainability and transportation systems.

If we nurture our community character as we grow, and recognize its importance to our decision-making process, we will begin to understand and realize the benefits to every sector of our valley, including ranching, tourism and being one of the best places in the nation to live. We cannot afford to take for granted our open space, ranches, access to outdoor recreation and high quality of life where we know our neighbors and have a high level of trust and respect for one another. These

attributes can be nurtured and retained for our future. Our heart and soul benefits not only residents of the Yampa Valley, but visitors and everyone who works here and makes our community a special place.

Based on what we heard about the desired outcomes during the Vision 2030 process, we encourage a process of policy- and decision-making that is based on community character. Each and every proposed policy and decision should be weighed against its impact and potential consequences to our community character – our heart and soul. If the net result is a diminishment of this core asset, we should question the wisdom of adopting or approving.

Vision 2030 is an innovative, values-based approach to community decision-making. Incremental decisions that are based on core values are initially less tangible than readily understood traditional methods such as tax revenues. The Vision 2030 process of exploring what people value most and how to ensure these values are retained for our future, helps us understand that community character, heritage, family-friendliness, sense of community and commitment to our environment are central components of our heart and soul. Measurements such as keypad polling helped quantify these often intangible values to make the approach objective and ultimately effective.

All the recommendations in this Vision 2030 report are important, yet we heard that those that help enhance community character and are accomplished through managing growth are of highest priority. As decisions are made within our community, understanding our core values will enable us to determine if we are achieving the desired outcomes of our actions. If Routt County in 2030 is to retain the essence of our heart and soul, we must make decisions that retain the community character we value.

CONCLUSIONS & CONNECTIONS

The following data and information were gathered over the course of the Vision 2030 project may be viewed on the project website at www.vision2030routt.org.

- Vision 2020 Review Meeting Notes
- Vision 2020 Summary Reports
- Vision 2030 Survey Responses – Master Data Sheet
- Vision 2030 November 2007 Gathering Results
- Vision 2030 November 2008 Gathering Results
- Vision 2030 Citizen’s Committee Meeting Minutes
- Vision 2030 Stewardship Committee

