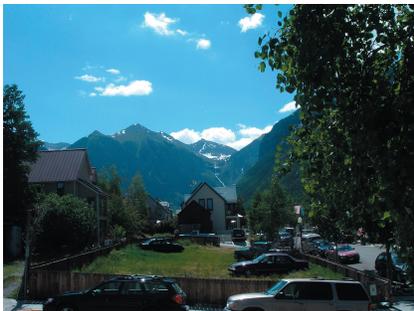
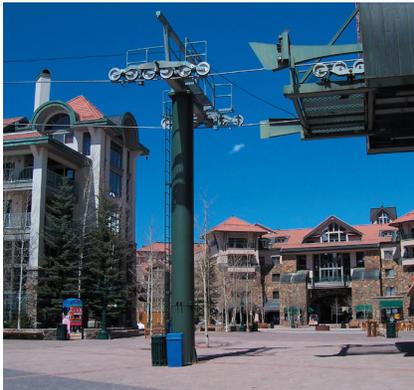


Final Report:

San Miguel County Sustainability Inventory



San Miguel County Sustainability Inventory

Funders

San Miguel County
Town of Telluride
Town of Mountain Village
Telluride Foundation
San Miguel Watershed Coalition

Project Managers

Nina Kothe
Town of Telluride

Kim Montgomery
Town of Mountain Village

Dave Schneck
San Miguel County

Project Facilitation

Ryan Bell
Margit Hentschel
ICLEI U.S.A.

Data Collection

Thomas Wirth, Researcher

Writers

Margit Hentschel
Katharine Walden
ICLEI U.S.A.

Acknowledgements

We are grateful for the contributions from the Telluride Foundation, the San Miguel Watershed Coalition, Town of Telluride, Town of Mountain Village, and San Miguel County Staff, and all of the citizens who generously volunteered their time to this effort.

Table of Contents

Executive Summary	3
Introduction	5
Local Background	6
Project Methodology	7
Report Format	9
Demographic Profile	10
Economy	13
Housing	23
Procurement	29
Urban Vitality	31
Arts & Culture	36
Health	41
Safety	46
Education	51
Transportation	56
Recreation	62
Civic & Municipal Involvement	66
Water & Wastewater	72
Air	78
Land	85
Waste	88
Energy	93
Biological Resources	101
Future Steps & Prioritization	105
Parting Thoughts	107
Endnotes	108

Executive Summary

This Sustainability Inventory provides a review of the Town of Telluride, the Town of Mountain Village, and San Miguel County. These entities are working in collaboration toward becoming sustainable and balanced between the three tenets of sustainability; economic, environmental, and social well-being. This report was funded jointly by the three governments as well as the San Miguel Watershed Coalition and the Telluride Foundation, and provides an excellent example of public/private partnership.

A sustainable community is one where the integrity of its natural resources is maintained over the long term, the economy is prosperous, and residents enjoy a high quality of life. This report explains each tenet separately in order to discuss them in further detail, with the understanding that true sustainable action occurs through the simultaneous interaction of all three.

The Inventory was developed from data compiled from San Miguel community meetings, individual interviews, factual records, and visioning meetings or focus groups. It offers a snapshot in time and identifies ways in which the San Miguel communities can become even more livable, affordable, and attractive to their residents, visitors, and businesses. It also offers guidance for the local governments and community organizations to work together towards the shared goal of improving the quality of life within San Miguel County. By establishing a factual profile of community resources, staff can simultaneously evaluate the impacts of their policy decisions on the local economic system, natural resources, and resident well-being.

Report findings show that San Miguel County has made many positive strides in designing and maintaining itself as a sustainable region. The overall interest and commitment shown by San Miguel County citizens is unsurpassed in a community of its size. Findings also revealed that the most immediate challenges threatening advancement of sustainability can be found in the region's lack of affordable housing, a deficit of economic diversity, and only moderately sufficient for the health of the San Miguel Watershed. Also, the existing number of non-profit organizations working on elements of sustainability is unparalleled. Finding a way to weave all of these efforts together into an effective and comprehensive plan requires a coordinated effort.

The data was reviewed to evaluate both positive and negative trends in community sustainability. Positive trends were highlighted under the themes of Air Quality, Arts & Culture, Community Involvement, Education, Recreation, and Safety. Greater challenges to sustainability were uncovered in the Biological Resources, Economy, Housing, Recycling, and Transportation chapters.

The San Miguel community wants to prioritize things that represent timely investments, and have significant and positive impact on the community. Two of the largest concerns in this area include the preservation and enhancement of business core districts, and the development of affordable housing. Other priorities outlined by the

community can be placed inside the three tenets of sustainable practice as follows.

The San Miguel County community is keenly aware of the *social welfare* issues that are present and hold them in high priority. Of primary importance to the communities are the development of affordable housing; increasing the number of regional preschools; building more programs for senior citizens; enhancing prenatal care; elevating the priority of programs that address domestic violence, drug and alcohol awareness and intervention; and integrating more resources for the Hispanic community.

Economic priorities include diversification of the regional economy and preservation of the downtown business core areas of all communities in San Miguel County. Also noted was the desire to assess second homeowner impacts.

Environmental emphasis was on assessing watershed integrity and usage, setting target reduction goals for greenhouse gas emissions, and increasing solar and wind usage. Citizens would like to see priority given to developing a feasible construction recycling program as well.

Finally, the two key recommendations from this report are: 1) to create a regional Sustainability Coordinator position; and 2) to develop and implement a "Sustainability Action Plan". The Sustainability Coordinator would be tasked with working with all of San Miguel County's jurisdictions to transform the knowledge gathered for this document into tangible actions. In the Sustainability Action Plan, quantitative and qualitative goals and targets for indicators would be selected, implemented, and evaluated for continual improvement. The key steps in developing an "Action Plan for Sustainability" are to develop goals and quantitative targets for a list of priorities chosen by the community and governments.

A vital companion to the Sustainability Action Plan is a robust public education and outreach campaign. Intergovernmental cooperation and collaboration are imperative to realize success, and this report should be used as a basis for launching sustainability discussions among all of San Miguel's residents.

This report provides many recommendations that will assist San Miguel County in addressing concerns that affect all of its residents. Understanding the state of community resources and the causes of their degradation helps to ensure that new policies do not further stress resources. Building on this elevated understanding of current conditions, there is a much stronger likelihood that new policies, practices, and programs will be of overall greater benefit to the community.

Introduction

A sustainable community is one where the integrity of its natural resources is maintained over the long term, the economy is prosperous, and residents enjoy a high quality of life. The Towns of Telluride, Mountain Village, and San Miguel County are collaboratively working towards becoming a sustainable community by reaching a balance of the three tenets of sustainability; economic, environmental, and social well-being. This report and the findings it contains are intended to provide the following: a snapshot profile of the current state of the region; the issues it faces; practices in place; strides being made; and the barriers that the community faces now and in the future.

In March 2005, with funding assistance from The Telluride Foundation and The San Miguel Watershed Coalition, San Miguel County and the towns of Mountain Village and Telluride contracted with ICLEI – Local Governments for Sustainability U.S.A. to conduct this Sustainability Inventory. The Sustainability Inventory is the first step towards developing a long-term sustainability initiative within the San Miguel region to realize the collective goals of maintaining the integrity of natural resources and enhancing the social and economic quality of life. Only after developing an understanding of the state of the community can the local governments in the region develop a holistic and effective action plan for moving forward.

To pursue the vision of greater community sustainability, local governments must develop policies and promote practices that conserve natural resources over the long term while enhancing economic vitality and social well being. The findings of a Sustainability Inventory assess the present conditions of the community, in this case the entire San Miguel County region, and help us plan for future conditions to preserve the high quality of life we currently enjoy.

The majority of the information found within the Sustainability Inventory came from local sources; the questions asked and issues identified arose out of a series of community meetings to define the scope of the project and ensure local relevance. ICLEI merely provided a mirror to reflect the information in a way that is meaningful to the community.

Therefore, it can be said that this Sustainable Inventory is from the people of San Miguel County and for the people of San Miguel County. It is hoped that this report will provide government agencies and community groups with a basis for further collaboration and mutual ownership of projects toward the advancement of sustainability.

Local Background

San Miguel County spans a physically diverse geographical area from the western San Juan Mountains westward into the arid high desert of the Utah border. The region is renowned for its scenic natural beauty and varied landscape. The mountain resort communities of Telluride and Mountain Village represent the economic and population centers of San Miguel County, encompassing roughly 44 percent of the county population. Norwood is the residential and commercial hub on the County's west end, and several smaller towns, including the residential community of Ophir, to the south of Telluride, contribute to the County as well. Numerous development areas such as the San Miguel River canyon ("Down Valley" in the local vernacular), the mesas, Ames, Trout Lake, and San Bernardo as well as many other subdivisions make up the remaining developed areas within the County.

Historically, the region's economy centered on mining and ranching, but over the decades emphasis has shifted to rely predominantly on real estate, construction and tourism. The County's west end communities continue in the tradition of ranching, farming, and energy and mineral resource development, and through employment in Telluride and Mountain Village.

Telluride and Mountain Village offer rich recreational opportunities in addition to the ski resort. An emphasis on the arts, culture, and festival events enhance the visitor experience as well as the local resident lifestyle. The people of San Miguel County value their spectacular surroundings and overall quality of life. The economic shift over time from boom and bust mining and ranching to a renowned destination resort has created a relatively consistent level of prosperity and regional growth in the east end of the county. However, along with growth and development come inherent challenges. County residents recognize that future economic and social viability relies on preservation of their communities and the natural environment that makes the region a great place to visit and live.

Project Methodology

Although this study encompassed San Miguel County as a whole, the primary focus was on the three communities that comprise the major population centers: the Mountain Village, Telluride, and, to the west, Norwood.

The Sustainability Inventory was developed from data compiled from community meetings, individual interviews, factual records, and visioning meetings or focus groups. Two public community meetings were held and facilitated by ICLEI staff—one in Telluride and one in Norwood. Nine visioning meetings were held and facilitated by ICLEI. ICLEI staff, researchers, and government staff conducted individual interviews with community leaders in government agencies, private businesses, nonprofits, academia, and the community at large.

Based on the public input received at the visioning workshops and interviews, 190 research questions were developed. The questions were tailored to evaluate the issues highlighted under the following headings: 1) Positive strides in sustainability; and 2) Challenges or barriers to sustainability. The questions were designed to collect information under each category to assess the overall health of the factor underlying the indicator.

Both qualitative and quantitative research methods were employed to gather and evaluate data. In addition to the ICLEI facilitators, a community resident was hired to serve the role of local researcher and to collect data by answering the research questions developed for the report. Review of local and national published studies, reports, and other documents, along with interviews with local officials and community members, were used to answer the research questions for the Sustainability Inventory.

The most current statistics and information were used to provide the reader with a general orientation to the state of affairs. Current practices were summarized with attention paid to strides made in that area. Barriers to sustainability were identified and recommendations were made that support the identification of and advancement toward the goal of sustainability.

The resulting Sustainability Inventory reports on 18 thematic subcategories, including demographics, which comprise major areas of interest and concerns as reported by San Miguel County community members. Key thematic areas evaluated as part of the Sustainable Inventory can be found in the table below.

Key Thematic Areas

Environmental	Social	Economic
<ul style="list-style-type: none">• Water• Air• Land• Waste• Energy• Biological Resources	<ul style="list-style-type: none">• Arts & Culture• Health• Safety• Education• Transportation• Recreation• Civic & Municipal Involvement	<ul style="list-style-type: none">• Economy• Housing• Municipal Procurement• Urban Vitality

Report Format

This report is organized under 18 general themes or topics related to regional sustainability. Each section represents one of the themes and includes specific Research Findings, Trends, and Recommendations.

The Research Findings present the information gathered through the research process. This section contains the basic data collected in response to the sustainability indicator questions. Both quantitative data from factual information and personal and professional opinions and interpretation are presented here.

The Trends contains analysis of the research conducted in this project, and highlights specific relationships and patterns.

The Recommendations offers suggestions on how to advance sustainability regionally and can be translated into action steps for sustainability. Many of these will overlap and, most importantly, collaboration on these initiatives will lead to the highest level of program success.

Finally, a short section entitled Future Steps and Prioritization is included to help guide the process of transforming this report into an Action Plan for Sustainability.

Demographic Profile

RESEARCH FINDINGS

Land Area

The total area of San Miguel County is 1,287 square miles.¹ Of this area, 849 square miles or approximately 66 percent of the county is public federal or state land.² Mountain Village occupies 2,079 acres (3.2 square miles), Telluride occupies 463 acres (0.7 square miles), and Norwood 169 acres³ (0.26 square miles).

The following table provides a more detailed breakdown of land area.

Land Area

Land Holding	Area (sq. miles)	Percent of County
Jurisdictions		
Telluride	0.7	
Mountain Village	3.2	
Norwood	0.26	
Ophir	0.2	
Sawpit	0.03	
Total Under Jurisdictions	4.39	0.3%
Unincorporated County		
Public Lands	849	66%
Other Private Lands	433.61	33.7%
Total San Miguel County	1,287	100.0%

Population

According to population estimates of the Division of Local Governments Demography Section, San Miguel County population grew by 0.7 percent between 2003 and 2004, a slight increase of 0.2 percent over 2002 – 2003. Notably, Mountain Village increased population by 2.4 percent and Telluride decreased in population by 0.06 percent, according to these estimates. Population forecasts for San Miguel County show continued population growth for the next decade. Though the population of San Miguel County has grown rapidly over the last few decades, forecasts indicate that population growth is slowing down and will remain steady through 2020. The 2010 population projection is 8,693 and the 2020 projection is 10,797.⁴

San Miguel County Population 2002 – 2004⁵

Jurisdiction	2002	2003	2004	% Change 2003 – 2004
Mountain Village	1,116	1,110	1,137	2.4%
Norwood	473	478	483	1.0%
Ophir	123	126	124	-1.6%
Sawpit	26	35	35	0.0%
Telluride	2,352	2,348	2,335	-0.06%
Unincorporated County	3,045	3,076	3,108	1.0%
Totals	7,135	7,173	7,222	0.7%

The San Miguel County Planning Department staff estimates unincorporated county population based on development approvals and U.S. Census figures of 2.6 residents per household. The estimate is broken out into regions within the County including the following:⁶

Estimated Unincorporated Population of San Miguel County

San Miguel Canyon— Keystone Hill to Placerville	700
Lawson Hill Development	750
Development South of Telluride to Lizard Head Pass	700-800
Remainder of Mesa Development including Wrights	700-800
West End—Dry Creek Basin to Slick Rock & Egnar	200-300

In the year 2000, there were 3,015 total households in San Miguel County: 1,013 in Telluride, 520 in Mountain Village, and 195 in Norwood.⁷

Ethnicity

According to the U.S. Census in 2000, 93.6 percent of the population in San Miguel County was White/Caucasian, 6.7 percent was Hispanic (excluding undocumented Latino/Hispanics), and other minority groups represented approximately 5.2 percent of the population. Individuals under the age of 18 comprised 17.6 percent of the population and 12 percent were over 65 years of age. Men accounted for 46 percent of adults 18 years of age and over while 36.4 percent were women.⁸

Government Employment Makeup

From the Town of Telluride's municipal employees, 35 are men (53.8%) and 30 are women (46.2%). No ethnic minorities hold municipal or town leadership roles. Workers in their 40s and 50s represent the largest age group of Telluride municipal employees.⁹

In Mountain Village, out of approximately 246 employees, men account for 59.7 percent and women 40.24 percent of their workforce. Ethnic minorities comprised 7.3 percent of employees, with the largest subgroup being Hispanic, accounting for 9 employees (3.7%). Workers in their 20s and 30s represent the largest age group of Mountain Village municipal employees.¹⁰ There is a female town manager, an all-male town council, and a female chair on the Mountain Village Owner's Association.

San Miguel County has just over 100 employees. Fifty-six are men and forty-five are women. Workers in their 40s and 50s represent the largest age group of County employees.¹¹ Males and females are represented equally in leadership roles among staff and elected official positions.

Mountain Village, Telluride, and San Miguel County human resource staff regularly review their employee pay plans. Salary and wage distribution for male and female employees at the municipal and county levels are determined according to pay scales that human resource staff in the three jurisdictions report is equitable.

TRENDS

Population growth is predicted to remain slow and steady. Therefore, no significant action is needed separate from recommendations made elsewhere in this report. This is not to discount population growth as a crucial trend that needs to be considered, simply to indicate that the region is not expected to experience a population boom that will need to be addressed.

San Miguel County is a diverse region – socially and economically. It appears that the gender and ethnic make up of government employees reflects the divisions in the population as a whole. This analysis does not include a breakdown of types of positions held, but there was an indication that this diversity is not necessarily represented at the higher levels of governments, citizen boards, or community institutions. This could indicate an unintentional “glass ceiling.”

Economy

Sustainable Community Goals:

- Host a diverse mix of employers, in terms of both market sector and labor skills.
- Encourage businesses to engage in environmentally friendly and socially responsible practices, safeguarding the health of the environment and employees.
- Enable the workforce to become highly trained, fully employed, and supportive of its local businesses.

RESEARCH FINDINGS

Economic Overview

Although San Miguel County represents a diverse region, the resort communities of Telluride and Mountain Village drive the regional economy. The Telluride Ski Resort and a vigorous summer tourism market steer business and employment either directly or indirectly, with the exception of natural gas, oil, and mineral resource extraction and ranching, both occurring at the County's west end. Industries and services such as real estate, construction, service, and retail businesses supporting both tourism and local residents are all sustained by the Telluride and Mountain Village resort economy.

Employment

The 2003 labor force consisted of 4,816 people in 2003 with 4,556 employed and 260 unemployed; an unemployment rate of 5.4 percent.¹² In San Miguel County, unemployment rose from 4 percent (186 people) in 1995 to 5.4 percent (260 people) in 2003.¹³ This is comparable to the 5 percent unemployment rate in the state of Colorado in 2005.¹⁴ There was no information on the rate of employee turnover, which could be due to the seasonal nature of businesses.

Construction, government, and the accommodations and food service sectors encompass the largest employment sectors in San Miguel County at 53.8 percent of jobs.¹⁵ The resort economy of Telluride and Mountain Village have economic impacts on Montrose, Dolores, Montezuma, and even Delta and Mesa Counties. Not only do those counties supply workers to the resort, but their retail, construction, professional, and other job sectors tie to the resort economy.

Table 1 - Economy San Miguel County Job Sector Ranking of the Number of Jobs by Sector¹⁶

Employment Sector	2003	2004	% Change
Accommodations and Food Service	1,084	1,067	-1.6%
Government	715	745	4.2%

Employment Sector	2003	2004	% Change
Construction	683	664	-2.8%
Retail Trade	451	450	-0.2%
Real Estate, Sales, Rental and Lease	221	236	6.8%
Waste Services and Administration	142	167	17.6%
Professional & Technical Services	125	137	9.6%
Health Care and Social Assistance	127	135	6.3%
Finance & Insurance	114	121	6.1%
All other categories	871	879	.9%
Total number of jobs for salary or wages	4,533	4,601	1.5%

Note that these jobs only include those reported through State and Federal wage withholding.

Table 2 - Economy Major Public Sector Employers in the County¹⁷

Employer	Full-time Positions	Part-time or Seasonal Positions	Total
San Miguel County	101	5	106
Town of Mountain Village and Metro Services	140	110	250
Telluride	65	27	92
Telluride R-1 School District	93	77	170

In the private sector the largest single employer is Telluride Ski and Golf Company, with 180 full-time employees year-round and up to 570 full-time employees during ski season, and 40 summer positions.¹⁸

Wrights Mesa Employment

In the county's west end, there are approximately 90 public sector full-time jobs within the Norwood District Schools, U.S. Forest Service offices, San Miguel County and Town of Norwood offices, and the U.S. Postal Service. The Norwood R-2 School Districts employs 38 teachers and staff.

Within the private sector, 12 to 13 retail establishments, 5 restaurant/bars, and 20 to 25 service business (car repair, dry cleaners, beauty shops, etc.), 5 to 6 financial services, and 3 health care facilities employ hundreds that live within Norwood or the Wrights Mesa vicinity. The building and construction sector provides significant employment throughout the West End. Williams Construction, based just over the Montrose County line, provides 51 full-time and

29 part-time jobs, only 15 of who drive from the Montrose area.¹⁹

Wage Livability

The three largest job sectors, accommodation/food services, government, and construction representing over 50 percent of jobs (shown in Table 1) fall in the low to moderate range of annual employee wages. Bar, restaurant, recreation, and service jobs paid an average gross monthly salary of \$2,200 (\$13 per hour if based on a 40 hour work week). The 2005 Region 10 Review states that the average wage income in San Miguel County was \$29,848 annually, which is 74.17 percent of the \$34,561 Colorado statewide average. A relatively large portion of San Miguel County personal income is derived from dividends, interest, and rent.²⁰

Annual wages of key employment sectors in the County are as follows:

Finance & Insurance	\$47,060
Professional & Technical	\$43,888
Real Estate	\$40,976
Construction	\$38,896
Government	\$34,060
Retail Trade	\$22,152
Accommodations/Food Service	\$19,604 ²¹

In one regional study conducted in 2000, wages in San Miguel County were shown to be low relative to the high cost of living.²² According to a report from the Colorado State University Cooperative Extension Program,²³ San Miguel County has the third highest cost of living of any county in Colorado. This is in line with the county's resort characteristics—all five Colorado counties ranked as having "very high" cost of livings were similar resort communities.

The Cooperative Extension report went one step further in this analysis to combine household income and cost of living to determine the purchasing power of households. This is a potentially better way to assess the ability for residents to meet their needs. Although San Miguel County ranks 9th highest in Colorado based on household income, it falls to 24th based on purchasing power—a ranking still in the top half of counties in the state and comparable to surrounding counties.²⁴

Diversity of the Workforce

Due to the difficult nature of tracking and recording undocumented workers, there are no definitive answers on how many Hispanic workers are in the Telluride Region. The Telluride Foundation's Hispanic Leadership group estimates that there are between 600 and 1,000 Hispanic undocumented workers in the region, varying by season.²⁵

Businesses in Mountain Village and Telluride

All businesses selling, delivering, or providing services within either Mountain Village or Telluride must obtain a business license, therefore business license data is not necessarily a reflection of the number of employers actually located in the towns. It does, however, provide an idea of the types of businesses that operate in Telluride and Mountain Village. Neither the State of Colorado nor San Miguel County requires business registration unless sales tax is to be collected.

2005 Licensed Businesses²⁶

Category	Mountain Village	Telluride & Lawson Hill
Service / Professional	250	583
Construction	170	220
Retail	43	136
Restaurant/Caterers	10	46
Hotel / Lodging	5*	9*
Other	12	9
Total	489	985

**Does not include condominiums on short-term rental.*

Regional Tourism

The Telluride region has an average of 432,437 annual visitors, including both day and overnight visits.²⁷ Growth in the recreation and tourism sector is expected to be 2.5 percent per year until 2010 and 2 percent thereafter.²⁸

Skier Visits at the Telluride Ski Resort²⁹

Year	2002 – 2003	2003 – 2004	2004 – 2005
Number of Visits	367,252	367,775	411,396

In addition to winter sports activities such as Nordic and downhill skiing, summer – fall special events and other outdoor activities contribute to the region’s tourism appeal. Extensive regional trails for hiking and biking contribute to both the resident and visitor experience. Several regional outfitters offer rock climbing, mountaineering, snowmobiling, hunting and fly-fishing outings around Telluride, and the Wrights and Horsefly Mesa area.

Economic Seasonality

Seasonality of the area economy has balanced somewhat between winter and summer seasons. “Shoulder seasons” continue to reflect down times for the regional business sector. The notable exception to most seasonal economic patterns remains in the construction sector, which tends to remain strong year-round. During the 2004 – 2005 year, sales tax data for the Town of Telluride reflects summer (May – September) at 41 percent of annual sales tax revenue, and winter (November – March) at 50 percent. The “shoulder season” months of April and October carried 9

percent of the 2004 – 2005 sales tax revenue. The 2004 – 2005 year sales tax revenue for Mountain Village showed 67 percent collected during the same winter months, and 28 percent in summer. The shoulder season in Mountain Village carried 5 percent of the annual sales tax revenue.³⁰

Seasonal Percentages of 2004-2005 Sales Tax Revenue

	Summer	Winter	Shoulder Season
Telluride	41	50	9
Mountain Village	28	67	5

Sustainability- Based Businesses

The Telluride Farmer’s Market will enter its fourth season in the summer of 2006. Approximately 20 to 25 regional vendors sell organic produce, prepared foods, nursery plants, and crafted goods.³¹ San Miguel County has two or three organic farms. Several regional businesses address energy efficiency retrofits and solar/hydro consulting. Businesses with a focus on sustainability include many in the building and construction trades. With the adoption of Green Building Codes in San Miguel County and Telluride, contractors are gradually modifying their practices toward utilization of energy efficient and environmentally favorable materials.

Within the realm of economic sustainability is the connection to creative endeavors, arts, culture, and the development of special events. San Miguel County residents have a strong entrepreneurial spirit, judging by the number of participants in local artisan fairs and farmers’ markets. Street vendors are permitted in both Mountain Village and Telluride providing a sort of business incubation opportunity. Telluride has a Locals Gallery operating as a retail cooperative of artisans. Many home enterprises exist in the county, including the west end. These businesses are harder to document, but include everything from accounting and computer tech services to small manufacturing and repairs, and crafts related endeavors. Many believe the “micro-business” enterprises are underestimated in their economic impact. These small enterprises generate or at least supplement household incomes and they can eventually grow and hire employees, contributing further to the regional economy.

Business Assistance

The Region 10 League for Economic Assistance and Planning, based in Montrose, administers a revolving loan fund to small businesses. Excluding the towns of Mountain Village and Telluride, San Miguel County is an “Enhanced Enterprise Zone” that allows eligible businesses and nonprofits to utilize tax credit incentives, grants and loans. Other than these programs, there are no economic incentives or small business loans provided to residents by the government, other than standard Small Business Administration loans.

Other Key Economic Indicators

Government Sector Revenue, Taxes, and Fees

Government Revenues and Expenditures

Community	2004 Revenue	2004 Expenditures	2005 Revenue	2005 Expenditures
San Miguel County	\$13,522,000	\$13,624,000	\$15,296,000	\$15,679,000
Telluride	\$20,224,984	\$17,280,806	\$19,734,042	\$17,768,785
Norwood ^o	\$815,859	\$745,494	Not Avail.	Not Avail.
*Mountain Village ³²	\$28,100,000	\$30,500,000	Not Avail.	Not Avail.

** Includes Town of Mtn. Village, Metro Services & MV Owners Budget. San Miguel County, Mountain Village, Town of Telluride, Town of Norwood*

Amount of Revenue Collected Through Sales Tax³³

Community	2001	2002	2003	2004	2005
San Miguel County	Not Avail.	Not Avail.	Not Avail.	\$1,500,000	\$1,537,000
Telluride	\$3,723,084	\$3,681,992	\$3,562,240	\$3,778,381	\$3,978,962
Mountain Village	\$1,791,487	\$1,836,662	\$1,750,202	\$1,836,576	Not Avail.

San Miguel County, Mountain Village, Town of Telluride

Real Estate Transfer Tax

A Real Estate Transfer Tax (RETT) is collected from the buyer at the time of closing on any real estate transaction. Local title companies collect, report, and pay the tax to the appropriate jurisdiction. The tax revenue is utilized by the respective entities in a formally prescribed manner. A one percent deed restriction fee is collected by San Miguel County to fund the San Miguel Regional Housing Authority deed restriction program. The funding collected through the assessment is allocated between the Lawson Hill Homeowners Association, public transportation services, and a deed restriction loan default fund.³⁴ Mountain Village Real Estate Transfer Taxes are dedicated to general municipal operations, including the operation of the gondola. In Telluride, 20 percent of unencumbered RETT funds are dedicated to the Open Space Fund. The remainder goes into the Capital Improvements Fund.

Real Estate Transfer Tax³⁵

Area	2003	2004	2005
San Miguel County (.75%)	\$147,000	\$218,000	\$333,000
Telluride (3%)	\$3,116,557	\$4,727,020	\$4,925,300
Mountain Village (3%)	\$5,618,997	\$7,535,901	\$10,701,204

Excise Tax

The Telluride-Montrose Regional Airline Guarantee Program has been in place on a mandatory basis since 2004 in

Telluride. The 2 percent excise tax for the Airline Guarantee Program is only collected on restaurant/food service and lodging in Telluride and Mountain Village. The amount of tax collected is as follows:³⁶

- Telluride collected \$749,299 and paid \$734,312 in 2005
- Mountain Village collected and paid \$309,914 in 2005

The airline tax is not applicable in Norwood and San Miguel County

TRENDS

From a macro perspective the economic situation of the region appears favorable, but there are structural issues of concern that emerge when looking at the more detailed data. The average wage level in the county is lower than the state average by 25 percent. This is a particular concern for the long term sustainability of the region when considering that the cost of living in the region is also significantly higher than average. Average household income is similar to the state average, but this data is likely skewed by the percentage of income that comes from dividends, interest, and rent — an income source that does not apply equally to all sectors of society.

Living costs are high in the Telluride region due to the emphasis on tourism and the cost to transport goods to the region. Citizens expressed the desire to increase and continue efforts to mitigate this by making affordable housing, affordable childcare, and health care or insurance accessible to all. Expected growth in the recreation and tourism sector is expected to be 2.5 percent per year until 2010 and 2 percent thereafter representing its continued role as a vital economic driver.

The scarcity of buildable land and influx of non-local dollars into real estate is an upward trend. The large number of second home-owners in the region also means that there is a large amount of non-local dollars that go into the real estate in the region, which provides a source of tax revenue for the community but also helps to increase competition for homes and sales prices.

The Region 10 Review states that the majority of the jobs available are in services such as hospitality, yet the wages paid in this field are considerably lower in San Miguel County as compared to the state of Colorado. High employee turnover and the seasonal nature of the service industry are cited as perennial issues for the workforce. According to the economic data collected the seasonal impacts on the economy are not as great as has been perceived (as reflected in sales tax collection), but the number of employees required and the types of jobs could still be such that seasonality has an impact on employment out of proportion to economic activity.

A continuing challenge will be to replace the construction and real estate jobs with quality, sustainable employment as the market matures. Although job growth in the region has been very high, it is much lower in small businesses, this leads to a concern over the possibility of the local market shifting from small employers to larger businesses or corporate chains.

Residents are beginning to spend less in the region with increased access to internet shopping and “big box” shopping available within an hour’s drive. Specifically in Telluride and MV, downtown business is lacking in diversity and catering to specialty goods bought by the tourist/visitor population. Community residents are aware of the need for attention to the matter and have begun efforts to diversify economic offerings and provide more security to local businesses providing needs for locals. With this recognition, the recent creation of the Telluride Business Task Force, appointed by Telluride Town Council in November 2005, is a positive step in that direction. They are tasked with the mission of “Fostering a diverse and healthy economic environment within Telluride.” Also MV Merchants Association & MV Economic Sustainability Task Force is working towards economic vitality and sustainability.

In addition to recreation and tourism, the Telluride region’s economy is largely based in real estate and construction as a result of the surge in second home ownership, the expansion of the Telluride Ski area and resort development. For example the Ski Resort is a \$15M business and real estate sales account for over \$700M annually in the Telluride area. This is expected to level off as community growth matures and the market becomes saturated.

Recently, The Greenbucks program, through the Telluride Institute, was abandoned due to a lack of staff and resources. This was an innovative volunteer based program to protect the San Miguel Watershed by offering incentives such as tickets to community celebrations and concerts in exchange for cleaning up litter and minimizing the impact that tourism and recreation have on the environment. This program was an excellent example of inspiring citizens to take ownership in stewarding the land and creating a mutual sense of community responsibility.

RECOMMENDATIONS

- Perform a livable wage study and a parallel outreach program to educate local businesses.
- Require that all municipal employees and the direct employees of all contractors performing work for the County or its municipalities offer a living wage to 100% of their staff. Need to define living wage as a community exercise.
- Consider a living wage ordinance as a condition of obtaining a business license in Telluride and Mt. Village. Although the relatively isolated nature of these communities increases the cost of living, it also could help ensure that tourism based jobs cannot relocate to other communities.
- Study the impact that micro-businesses have on the local economy – anecdotal evidence suggests this is larger than is commonly considered.
- Encourage (through grants, loans, tax incentives, etc.) local “cottage industries” that help create value within the local community and to encourage business development and retail that serve the local population.
- Preserve and invigorate a diverse downtown-oriented economy by providing incentives to help locally based small businesses locate and remain in the county.

- Explore the opportunity to create regional industries such as local processing for agricultural products.
- Expand the “Farmers Market” as a showcase of local produce and goods and explore the economic viability of municipal support for a “Market Hall” to provide a year round location for selling local goods (similar to the Locals Gallery but for produce and crafts).
- Support the development of business opportunities that capture business currently leaking to Montrose and other communities.
- Tourist and lodging related services in down-valley communities and Norwood that are based on both their proximity to the ski resort and local recreation opportunities throughout the county.
- Seek to develop regional shopping opportunities.
- Investigate the viability of expanding elder living facilities and services in Norwood and other “lower elevation areas” to encourage residents to stay in the county later in life.
- Re-evaluate and re-institute the Greenbucks program and expand it so that the tourist community can take advantage of it and are encouraged to shop at local stores (i.e. giving “bucks” as part of convention packages).
- Expand the current role of the marketing team to include a regional approach to sustainable business development.
- Define “Sustainable Financing” as a community and bring it into regional decision-making.
- Pursue available avenues to enhance regional heritage tourism opportunities. Heritage tourism brings many community elements together and is proven to provide a rich experience for regional visitors and one that all but guarantees they will return or tell their friends and family about their experiences. Involve the community in this effort particularly the area schools. Visit www.culturalheritagetourism.org for more information.
- Improve outreach to potential guests and to visitors on outdoor activities including regional trails, guide services for river and horseback trips, environmental education programs, etc. to capitalize on the region’s stunning natural environment and enrich visitor experiences.
- Include information in guest services training for local employees as well as utilize in marketing pieces.
- Partner with local public land agencies on a visitor/environmental center.
- Develop a buy local program. Find incentives and educate businesses on the best way to bring locals into their establishment, be it retail, restaurant or other service.
- Create a local currency; there are many models to follow around the U.S. Ithaca Dollars or Berk-Shares are only two examples. The idea is to keep money flowing within a local economy. The relative isolation of communities in San Miguel County lends itself to this opportunity.
- Examine: www.smallisbeautiful.org, E.F. Schumacher Small is Beautiful: Economics as if People Mattered.

- Encourage more business cooperatives as a way to incubate small or micro-businesses. The cost effectiveness in sharing space, equipment and other infrastructure is a great benefit to startup businesses. Even retail can co-op on space and requires only one cashier/checkout. Artisans such as finish carpenters and cabinetry carpenters, metal workers, etc can share facilities. This idea may prove effective in the Down Valley or Norwood area where rent rates are lower.
- Build micro-loan and other small business support within the region.
- Using new and existing organizations such as the Small Business Administration, find a mechanism to provide loans to local residents that may otherwise have difficulty starting a small business.
- Develop and enhance local production of an organic food supply for residents. The raising of organic livestock and produce in the West end of the County in particular is a viable economic development tool.
- Participate in "4TH Annual Sustainable Slopes Outreach Day"
www.skitops.com/news/2005/telluride022105.htm and research what other Sustainable Slopes partners are incorporating into their businesses.

Housing

Sustainable Community Goals:

- Make housing available for various levels of income earners within your community.
- Address the need for both affordable rental and home purchasing opportunities.
- Build housing using green building design principles and resource efficient building materials and devices.

RESEARCH FINDINGS

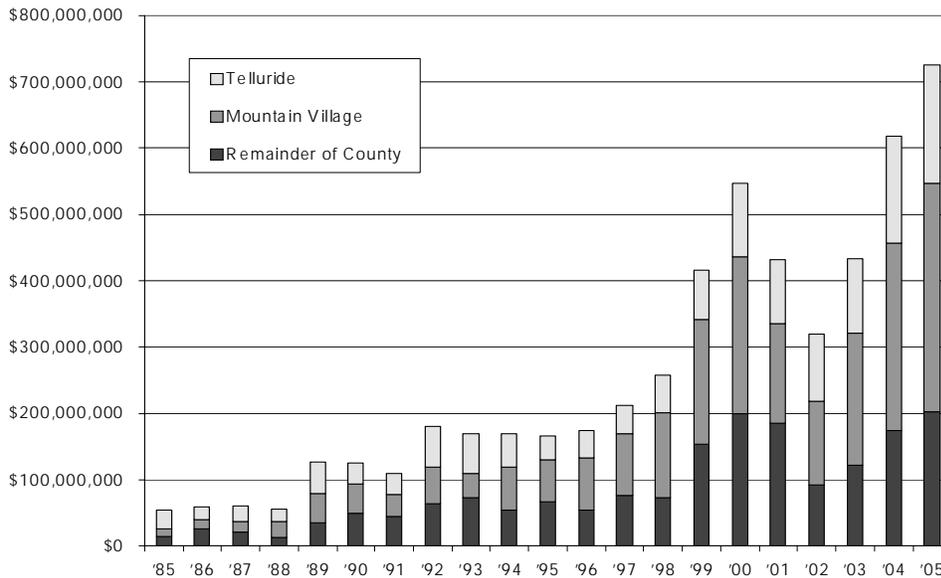
*The Current State of Housing Costs*³⁷

There has been a 274 percent increase since 1999 in the cost of a single family home in San Miguel County. The average sale price of free-market single-family detached homes in San Miguel County rose 22.6 percent between 2003 and 2004 alone.³⁸ Similarly, the average cost of condominiums has increased 127 percent since 1999.

Currently, no single-family free market house available in Telluride has a market price less than \$1,000,000; whereas roughly half of the single-family free market homes sold between 1997 and 1999 were priced under \$500,000.³⁹ The average price for a single-family home in Norwood in 2003 was \$164,683, up from \$120,000 in 2000. Norwood home sales price averages rose 32.2 percent from 2002 to 2003.

Unincorporated San Miguel County had 96 home sales in 2003 with an average price of \$968,528, rising 59.9 percent in one year over 2002. The median sale price was \$538,500. Total 2005 residential value from the 2005 certified assessed valuation was \$324,624,810.⁴⁰

San Miguel County Real Estate Data - Dollar Volume of Sales Comparison by Location 1985 - 2005⁴¹



Housing Cost Versus Household Income

The table below illustrates the household income information from the 2000 U.S. Census. Median household incomes in San Miguel County were very similar to the State of Colorado as a whole. However, average rental costs in San Miguel County were 23 percent higher than for the rest of Colorado.

2000 U.S. Census Housing & Rents Data

Community	Median Household Income	Median Gross Rents
San Miguel County	\$48,514 Annual	\$811 Monthly
State of Colorado	\$47,203 Annual	\$661 Monthly
Percent difference	.027%	23%

The most recent housing study performed in 2004 states that, "Renter household income was very similar county-wide, with the Telluride region average of \$62,435 matching the [countywide] study area at \$ 62,308. For both owners and renters, the median income is significantly less than the average, indicating that there are a relatively small number of wealthy households earning higher incomes, inflating the average well above the median. The median household income based on respondents to a community survey performed in 2002 was \$50,000 annually for rental and \$90,000 for ownership housing units."⁴²

Affordable Housing

Leaders in the region have long recognized affordable housing as a top priority for all of their communities. The remote location relative to urban centers, the high cost of living, and the seasonality of employment create a tenuous

housing situation for regional employees. Historically the region's small developing governments have had difficulty funding and addressing affordable housing in step with the need.

Over the years Telluride, Mountain Village, and San Miguel County have contracted several housing studies. The most recent include:

- 2004 Telluride Affordable Housing Strategic Plan, Prepared by Economic & Planning Systems, Inc. March 2004 – Contracted by Telluride
- 2002 Employee Housing Mitigation Support Study , Prepared by RPI Consulting, Inc. December 2002 – Contracted by San Miguel County
- 2000 San Miguel County Housing Needs Assessment and Trends Analysis, Prepared by Rees Consulting, Inc. in collaboration with RRC Associates, Inc. and Four Corners Planning, Inc. July 2000 – Contracted by San Miguel County, Telluride, and Mountain Village.

These housing studies illustrate consistently that the development of affordable housing in the region is in an increasingly deficit trend. High real estate values, even in communities such as Norwood and Rico that were once considered affordable, are priced out of reach for the vast majority of regional workers. This point is supported by recent housing studies. The towns of Mountain Village and Telluride both have dedicated one-half percent sales tax revenue to fund affordable housing development. In both cases, publicly-owned land is used to subsidize affordable housing construction. In San Miguel County, commercial and multi-residential developers are often required to mitigate development through donated land parcels and payment-in-lieu to fund affordable housing. The three jurisdictions each have established deed restricted guidelines and policies.

Below is an inventory of existing affordable employee housing that has been constructed up to 2006:

Mountain Village⁴³

Rental Development (Public and Private)	Number of Units	For Purchase Development (Public and Private)	Number of Units
Village Court Apartments	198	Coyote Court	10
Telluride Apartments	30	See Forever	3
Big Billies	149	Northstar	3
Tristant	1	Prospect Creek	14
Mountain Village Firehouse	3	Fairway Four	24
Franz Klammer Lodge	6	Parker Ridge	21
La Chamonix	1	Prospect Plaza	7
La Tramontana	2		
Stonegate	1		

Rental Development (Public and Private)	Number of Units	For Purchase Development (Public and Private)	Number of Units
Total Rentals	391	Total for Purchase	82

Town of Telluride⁴⁴

Rental Development (Public & Private)	Number of Units	For Purchase Development (Public and Private)	Number of Units
Shandoka Apartments I-VI	134	Telluride Family Housing	7
Creekside Apartments	26	Wilkin Court	13
Affordable Housing Units*	17	Affordable Housing Units*	22
Employee Dwelling Units*	31	Mendota	16
Total Rentals	208	Total	58

* AHU & EDU are located throughout Telluride and are privately developed according to Affordable Housing Mitigation Requirements within the Telluride Land Use Code and Affordable Housing Guidelines.

San Miguel County⁴⁵

Rental Development	# of Built Units	For Purchase Development	# of Built Units
Accessory Dwelling Units (Various Locations)	68*	San Bernardo PUD	21
Norwood-Cottonwood Estates	30	Aldasoro PUD	11
Total Rentals	78	Lawson Hill PUD includes: Two Rivers, Rio Vistas, other Illium units	207
		Total Built for Purchase	239

County Planning Department

* Many rental units were constructed prior to code, and therefore are not deed restricted. "Bandit units" exist throughout the county and are gradually documented through county processes.

Affordable Housing Totals Countywide:

Affordable Housing Rental Units	677 Constructed
Affordable Housing Purchased Units	379 Constructed

Approved but Not Yet Constructed:

Mountain Village (Boulders/Spring Creek/Timberview)	44 for-purchase
Telluride (Lot 48A)	17 for-purchase
Under County PUD agreements - Accessory Dwelling Units	Up to 126

San Miguel Regional Housing Authority (SMRHA)

Under contract with the Town of Telluride and San Miguel County, SMRHA has prescribed responsibilities. On behalf of San Miguel County, SMRHA administers to the R-1 Deed Restriction Program and the Down Payment and Closing Cost Assistance Program. They manage the First Time Homebuyers Program. They administer to the federal Department of Housing and Urban Development (HUD) Section 8 Rental Assistance Program. SMRHA manages the Telluride rental properties, Shandoka Phases I – VI, where SMRHA's administrative offices are located. SMRHA manages Telluride Deed Restricted Housing Program (AFP & EDU, see above). At the time of completion of a for-purchase housing project, SMRHA administers a lottery program for applicants for the available units.

Mountain Village Housing Authority operates their own affordable housing program managing their rental pool, the deed restriction program, and development for-purchase housing. They utilize SMRHA for specified services such as administering for-purchase affordable housing lotteries.

Telluride, Mountain Village, and San Miguel County all contribute to the down payment and closing cost assistance program. This program provides up to \$10,000, or 5 percent of closing costs to qualified first-time home buyers. The 2003 budget for the Telluride Affordable Housing Program was \$657,099, and the Mountain Village Budget was \$418,000. San Miguel County does not have dedicated revenue to fund affordable housing.

A regional affiliate of the international organization Habitat for Humanity recently formed in incorporated San Miguel County as well as a portion of Ouray and Dolores Counties.

Green Building

The Town of Telluride and San Miguel County have adopted mandatory green building and prescriptive energy codes applicable to residential development. More on this topic is included in a subsequent chapter on energy.

TRENDS

Housing prices are rising significantly in the County, making it more difficult for many residents to afford housing. The cost of an average single-family home has risen 274 percent since 1999, now approximating seven times the average earning potential for area jobs. In an attempt to counter these trends and preserve affordable housing in the regions, the local governments have adopted a range of affordable housing options. These include deed restrictions, parcel set asides, and impact fees. Despite these efforts housing cost continue to be a barrier to residents remaining in the community and employees finding places to live near their jobs. It is anticipated that housing will continue to be the largest sustainability issue in San Miguel County into the future.

Green Building is an upward trend and should continue to be a sustainability initiative as more markets develop for green building materials and mandates and incentives are established. Both Telluride and San Miguel County have recently adopted Green Building Codes. One hundred percent of new residential construction projects are required to

meet these guidelines. Contractors are gradually modifying their practices toward utilization of energy efficient and environmentally favorable materials. Norwood generally abides by County Building Department guidelines as inspections are provided by the County. Mountain Village has not adopted a green building code.

RECOMMENDATIONS

- Investigate incentives to encourage integration of worker housing into new hotel developments.
- Provide incentives for houses that increase the number of households they can accommodate (i.e. through subdivision into apartments, "mother-in-law" units, clustered cottages or outbuildings on one lot, etc.)
- Adopt pro-active zoning guidelines to continue to concentrate new housing development near town centers, limits housing size and enables access to public transit options.
- Augment current efforts to collect and allocate funds specifically for the construction of affordable housing. Base local definitions of affordable housing on 30% of the average income of the bottom 10% of the year-round local workforce.
- Foster housing development for targeted income brackets to the extent possible in an effort to create a 1:1 ratio of local jobs to local housing opportunities appropriate to each income bracket.
- Continue to spread green building codes adopted in some municipalities throughout the County, and offer additional training to local architects and contractors to improve compliance.
- Investigate the success of the approach the fire department is using for employee housing to attract and maintain long-term employees.
- Continue the local governments leadership in investigating and taking proactive initiatives on this issue.
- Contact second homeowners regarding the desperate need for regional affordable housing. Provide them with a list of viable tenants for caretaker and other auxiliary units.
- Take this idea further and develop a service where potential tenants are screened for ability to perform services such as landscaping, security or repairs for the homeowner. Provide background checks on tenants.

Procurement

Sustainable Community Goals:

- Apply principles of sustainability to the procurement process.
- The local government has significant purchasing power and should promote public procurement policies that encourage development and diffusion of environmentally sound goods and services, the efficient use of energy and resources, supports local businesses and underrepresented groups in the business world, and considers the lifecycle impact of goods and services bought and sold.

RESEARCH FINDINGS

Procurement Definitions

Local Preference Procurement: Purchasing goods and services from local vendors not only infuses money into the local economy, in a remote location such as San Miguel County, but the practice reduces transportation costs and related fuel use and pollution.

Environmentally Sustainable Procurement: Purchasing recycled products such as paper and other office supplies in turn creates improved markets for raw recycle materials. The scope is even larger when alternative fuels and vehicles are favored in procurement practices.

Local Government Procurement Codes

San Miguel County: The San Miguel County Finance Director states that though the County has no procurement policies in place, “every effort will be made to ensure environmentally and socially responsible purchasing in obtaining operating supplies and products for use by San Miguel County departments.”

Mountain Village: Mountain Village has a purchasing manual, but at this time it does not reflect procurement based on local preference, recycled material, energy efficiency, or environmental considerations.⁴⁶

Telluride: Telluride adopted a Procurement Code in 2003 that outlines in detail all processes for contracting services or buying goods on behalf of the Town.⁴⁷ Two key areas that were addressed in the Code involve local business preference and purchase of recycled materials and equipment that minimizes energy consumption. First level preference in procurement is given for goods and services from businesses within Telluride. Second level preference is given to businesses within the Telluride R-1 School District, providing the cost is no more than 3 percent over that available elsewhere. The Code also allows for the purchase of recycled goods or other materials that preserve the environment. These goods are given preference provided the goods or materials do not exceed 3 percent of the cost of otherwise available goods or materials. The lifecycle costs are considered in acceptance of procurement bids. The Town utilizes B100 biodiesel in two transit busses.

Telluride R-1 School District: Telluride Schools utilize copier paper with no less than 30 percent post-consumer recycled content. The cafeteria uses cutlery and lunch trays and no disposable plastic or paper materials. The school buses operate with B20 biodiesel and use preheating boilers to reduce bus idle time when warming up.⁴⁸

Telluride Ski & Golf Company: Telski uses recycled paper products and biodegradable corn- and wheat-based utensils in all of their facilities, including food service and administrative offices. In addition, they have eliminated Styrofoam products in their food services.⁴⁹

TRENDS

Although communities in San Miguel County have policies for supporting sustainable purchasing, there are few specific guidelines in place to support that philosophy. While there are conscientious government staff and citizenry making sustainable purchases, there are no written policies or procedures to mandate sustainable procurement. There is only one local store marketed as a socially and environmentally equitable establishment, although organic produce is available in local markets.

RECOMMENDATIONS

- Jurisdictions without a comprehensive purchasing policy should adopt one.
- Existing purchasing policies should be expanded to include additional sustainability criteria, such as toxicity, pollution, waste generation, etc. Information and guidance is available from the EPA for numerous categories of products.
- Require Energy Star ratings for all electronics purchased by the local governments.
- Require that an environmental and human health analysis be included along with economic analysis for purchasing decisions as appropriate.
- Institute procurement policies at all levels of government that encourage development and diffusion of environmentally sound goods and services, the efficient use of energy and resources, supports local businesses and social justice in the business world, and considers the lifecycle impact of goods and services bought and sold.
- Adopt a Precautionary Principle Policy to govern purchasing and policy decisions. This policy should require an assessment of all available alternatives and requires selection of the alternative that presents the least potential threat to human health and natural systems.
- Enhance government procurement toward recycled products and energy efficient lighting and equipment including alternative fuel vehicles.
- Expand application of the Department of Local Affairs Waste Tire Program, which uses shredded waste tires as mulch in landscaping, athletic fields and redevelopment projects.

Urban Vitality

Sustainable Community Goals:

- Preserve and maintain the character of a community.
- Maintain a peaceful environment within urban spaces.
- Encourage citizens to live, work, shop, and recreate in the downtown community.
- Facilitates an inviting place for visitors and tourism.

RESEARCH FINDINGS

Overview

Communities within San Miguel County strive to preserve and develop urban spaces that enhance their small community atmosphere and provide a pedestrian focus. San Miguel County has a rich historic heritage that attracts visitors to the region and enhances the lives of local residents.

San Miguel County has a small staff devoted to five programs related to urban vitality. They include: Open Space Preservation, Parks and Recreation, Historic Preservation, Trails, and the San Miguel County Fairgrounds and Regional Park.⁵⁰

Historic Preservation

San Miguel County has participated in the stabilization of the Trout Lake Trestle and the Lewis Mill. The County is performing historic stabilization and renovation of the County Courthouse building in Telluride. County Open Space and Recreation Director Linda Luther states that: "The County Commissioners and the County Historical Commission have been working for some time to develop a program to protect historic structures. The program will include both incentive and legislative components. For example, the county may consider a purchase of facade easement program as a way of protecting the exterior of significant structures. In addition, the County may consider land use code amendments, which define a permitting process for moving, altering, or demolishing a structure."⁵¹

The Town of Norwood holds an annual Pioneer Days event and has the Norwood Historical Society, sponsor of the Norwood Historical Museum.

The Town of Mountain Village has engaged in the preservation of the Adam's Ranch Structures.⁵²

Town of Telluride- Historic Preservation Program

In 1963 the core of Telluride received designation as a National Historic Landmark District by the U.S. Department of the Interior.⁵³ In 1980 – 1990 a survey of all historic structures was performed. This provided a rating system that

designated the level of historic significance of each structure. In 1973, the first Historic Preservation Commission was appointed by Town Council, now known as the Historic and Architectural Review Commission (HARC).

The Design Guidelines for Building were first adopted in 1990. They are the guiding documents for HARC, which reviews all development and construction projects within Telluride. Telluride is a Certified Local Government by the State of Colorado and, among other duties, provides coordination for grants and reviews application for tax credits related to historic preservation projects. Telluride has a full-time historic preservation planner on staff and funds special training for members of HARC.

The Telluride Historical Society operates the Telluride Historical Museum in Telluride and sponsors small events and lectures in Telluride and Mountain Village, including Fireside Chats in Heritage Plaza.

Pedestrianization/Traffic Management

The Town of Telluride has a Streetscape Program and Traffic Calming Task Force to help with urban planning. Downtown pocket parks, River Trail and River Corridor Parks, Colorado Avenue sidewalk widening, benches, and summer plantings contribute to increased pedestrian use and enhanced urban quality. Telluride has a Farmers' Market on South Oak Street every Friday from June through September. Colorado Avenue street closures are implemented for special events throughout the summer.

Related to traffic management, Telluride has instituted a number of immediate, short, and long-term measures that are listed in the 2005 Update Traffic Calming Measures report.⁵⁴ According to San Miguel County's Mike Horner, no traffic calming measures exist outside of municipalities.

Mountain Village has a visitor information center and speed recognition trailer, regularly scheduled radar patrols, and extra efforts are made when icy conditions exist during rush hours with officers staged to assist motorists. This year, two electronic signs were purchased and are used to update motorists on road conditions and parking availability.⁵⁵

Mountain Village incorporates open space within development approvals, and the Parks and Recreation Committee is currently working on additional trails to connect the entire Village.⁵⁶ Biking/walking paths link the Village. The Heritage Plaza and other pedestrian centers in the village core are maintained by the Mountain Village Owners Association and provide gathering places with benches and other infrastructure. The Plaza and other public spaces are used for special events, concerts, parties, readings, and lectures.

Support for Community Organizations

San Miguel County awarded a total of \$95,674 in grants to community nonprofits in 2005. Norwood does not fund grants to community organizations. The Town of Norwood receives a few grants from San Miguel County and the Telluride Foundation.

The Telluride Commission on Community Assistance, Arts and Special Events reviews applications and awards annual grants to community nonprofits. In 2005, community support grants which include education, youth, health, and other human service organizations, totaled \$103,200 and arts and special events grants totaled \$175,000. This compares to \$98,200 and \$175,000 respectively in 2004.⁵⁷

In 2005 Mountain Village awarded community support grants in the amount of \$64,000 for human service and educational organizations. The Mountain Village Owners Association cash grants for 2005 were \$200,250. Mountain Village contributed in-kind donations of the Conference Center valued at \$206,995 and extended hours for the Gondola valued at \$21,000 in 2005.⁵⁸

The Telluride Foundation granted \$844,755 in 2004, dispersed amongst the following recipient categories: Human Services, - \$255,000; Arts & Culture, \$238,000; Athletics/Sports, \$59,400; Child Care, \$85,060; Education, \$101,500; Environment/Animal Protection, \$65,500; and Youth, \$53,000.⁵⁹

Telluride Farmer's Market

The Telluride Farmer's Market is a wonderful example of a venture with a focus on education and awareness of sustainable agriculture and the benefits of organic food. Market days have turned into a community event, and the Farmer's Market has been a positive influence on other local businesses.

Media

The following media outlets facilitate awareness of important events and social opportunities throughout the community:

- *Telluride Daily Planet*
- *Telluride Watch*
- *Norwood Post*
- KOTO public radio (all local funding, no ads or underwriting)
- TCTV Channel 12, Telluride Community Television
- Channel 13
- Dial-up, cable, and DSL Internet service available in Telluride, Mountain Village, and Norwood; but not in the unincorporated areas of the county
- Community Kiosks for activities, events, and public messages
- Visitor Centers in Mountain Village and Telluride

Future Growth Potential

Telluride is approximately 65 –70 percent built-out.⁶⁰ In 2004, Mountain Village was 64 percent built-out.⁶¹

Karen Henderson, Associate Planner for San Miguel County, stated that "The two deed-restricted subdivisions,

Lawson Hill and San Bernardo, are almost 100 percent built-out. She estimates that there are very few parcels remaining in the San Miguel Canyon and Hillside of Telluride. Aldasoro, Idarado, Telluride Ski Ranches, the Preserve, and Elk Run subdivisions all have vacant parcels. The most recent Housing Study (2004) conducted by Telluride estimates there are approximately 3,144 housing units in the Telluride Region.” A comprehensive commercial property inventory for Telluride and Mountain Village has not been completed to date.

Within the Town of Norwood boundaries, there are an estimated 30 undeveloped lots. Wrights Mesa remains approximately 70-75 percent undeveloped, but is predominately held in large parcels of ranch land.⁶²

Noise Ordinances

The Telluride Noise Ordinance, Chapter 8.08 Municipal Code, covers horns and signaling devices; radios and phonograph; loudspeakers and amplifiers; hooting and whistling; animals; defective vehicles; loading and unloading; construction; heavy equipment operation; and chainsaws. Unnecessary noise that occurs during three or more days is deemed a public nuisance subject to provisions of Ordinance. Each has time restrictions but most significant are the construction and heavy equipment ordinances. Construction-related noise is restricted between the hours of 6 p.m. and 7 a.m. Monday through Friday, 6 p.m. and 9 a.m. Saturday and Sunday. The use of heavy equipment is restricted from 6 p.m to 8 a.m. Monday through Friday, and 6 p.m. to 9 a.m. Saturday and Sunday. Any exceptions must be related to public safety and require special permission.

Noise ordinances in Mountain Village and San Miguel County follow similar guidelines to those for Telluride.⁶³

TRENDS

Overall San Miguel County is doing well in maintaining vital urban communities in the established towns. Communities have taken steps to preserve their unique character while balancing growth and historic preservation. New development is occurring and the landscape is changing, but this is to be expected. More importantly, the local governments are taking steps to ensure that growth occurs in an organized fashion while preserving open space and typical patterns of sprawl have largely been avoided. The main area for improvement would be to developing opportunities in Norwood to revitalize the downtown and provide additional cultural and social opportunities at that end of the county.

Local media, including newspapers, radio, and public television, are widely read and are source for continual outreach to the community on sustainability issues. There is a high turnover of reporters, however. Sustainability measures can continually be communicated using these existing media outlets as public outreach vehicles.

RECOMMENDATIONS

- Set a goal for a certain percentage of 2nd homeowner participation in community decision-making and ambitiously achieve it.

- Begin approaching 2nd homeowners for rental opportunities. Develop a goal for reaching a certain percentage per year of individual owners willing to sublet their properties as a community benefit. Offer tax incentives.
- Continue supporting historic preservation and the retention of local community character.

Arts and Culture

Sustainable Community Goals:

- Provides community members with forums for the arts and cultural activities.
- Arts and cultural events are well attended and made accessible to a wide range of income levels.
- Encourages diversity in the arts and cultural activities.

RESEARCH FINDINGS

Funding and Support

Local governments and philanthropic organizations in the County are committed to supporting the arts, culture, and special events. Through an annual grant process, regional organizations receive financial support for their programs. In 2004 and 2005 grants were made in the following amounts to groups sponsoring the arts, culture, and special events:

Grants Awarded

Community	2004	2005
Mountain Village (MVOA) ⁶⁴	\$117,000	\$141,250
Telluride ⁶⁵	\$175,000	\$175,000
San Miguel County ⁶⁶	\$2,000	\$ 4,500
Telluride Foundation ⁶⁷	\$98,910	\$146,610
Totals	\$392,910	\$ 467,360

In addition, local governments offer significant in-kind contributions of venues such as subsidized use of the Telluride Conference Center (calculated at over \$206,000 in subsidies in 2005), extended Gondola hours, and the Telluride Town Park stages and pocket parks. Staff management of special events is also contributed. Norwood contributes use of public facilities and administrative help with events.

Regional Arts, Special Events, and Cultural Venues

The region has a relatively high number of arts and recreation venues, both public and private. Even so, affordable small and medium size venues are in high demand. These locations provide space for a variety of events and organizations. Following is a list of public and private venues within the region:

Mountain Village:

Public Venues:

Mountain Village Conference Center (Capacity 600)
Public Plazas and Open Space - Sunset Concert Venue and Fireside Chats

Private Venues:

1 Art Gallery
Telluride Dance Academy

Town of Telluride:

Public Venues:

Town Park Pavilion - Hanley Ice Rink (capacity not designated)
Town Park Stage and Festival Grounds (Capacity 11,500)
Town Park Core Area Oval & Warming Hut (Capacity 3,000)
West Colorado Avenue (Outdoor street events)
Elks Park-Oak Street Mall Park-North & South Spruce Street Malls
Old Library-public meeting & presentation space (Capacity 60)
Wilkinson Public Library Program Room (Capacity 80)
Telluride Historical Museum-meeting & presentation space (Capacity 50)
Michael D. Palm Theatre for the Performing Arts Telluride R-1 School District
(Seating capacity 416)
Telluride Elementary School, Middle/High School Cafeterias

Private Venues:

Sheridan Opera House
Nugget Theater
Ah Haa School
Elks Lodge
Mason's Hall
5 Art Galleries

Norwood/San Miguel County:

Public Venues:

San Miguel County Fairgrounds and Equestrian Center
Norwood Community Center
Norwood Public Library
Placerville Park & Old Placerville Schoolhouse (R-1 School District)

Regional organizations supporting the arts, cultural activities, and sponsoring events in Mountain Village and Telluride are listed in the nonprofit directory found in the appendix.

Arts & Cultural Outreach to Minorities & Underprivileged

Many regional organizations have programs offering opportunities to low-income, minority, and disadvantaged residents. In many cases the support grants that organizations receive from the Telluride Foundation and local

governments are aimed at funding such programs. Some examples include:

Ah Haa School – Low income scholarships

Chamber Music Festival – Special Hispanic music program and senior program

Telluride Academy – Summer scholarships to youth from low-income families

Telluride Dance Academy– Outreach and scholarships to low-income youth

Telluride Jazz Celebration– Scholarships for educational programs and clinics, (in 2005, a special Hispanic music program in Elks Park was offered with food and a mariachi band)

Telluride Repertory Theatre – Workshops in the schools

Sheridan Arts Foundation – Young People’s Theatre

Michael D. Palm Theatre – Subsidize local non-profit theatre rental

Telluride Film Festival – School educational programs

Telluride Foundation – Papa Noel, Family Fiesta, Mother’s Day, Cinco de Mayo, sponsorship of over 25 programs for children with physical and mental disabilities

In addition, many of Telluride’s music festivals offer special performance programs in the regional schools, including Norwood Public Schools. There is widespread support for the annual AIDS Benefit and Gay Ski Week. The Telluride Foundation supports Hispanic events such as an annual holiday party, offers free translation services to the community and Adult ESL of Telluride and the west-end, and publishes a weekly Spanish Language newspaper insert.

TRENDS

San Miguel County is a robust community with in a wide range of arts, culture, and events. This diversity of activity is one of the main attractions to the region. Many of the venues prominently feature a cultural or educational component. Several major summer festivals have adopted guidelines to reduce their local environmental impacts. These include using biodiesel to power generators, using compostable food and beverage containers, and promoting recycling and composting.

Additionally, many of the cultural activities and a majority of the cultural and social venues are clustered at the east end of the county. Interest was expressed by some of the people interviewed to develop more opportunities in other areas of the County, specifically in Norwood. There is some concern that alcohol consumption and illegal drug usage is widespread at some of the events and sets a bad example for youth.

RECOMMENDATIONS

- Use sustainability criteria by assessing the economic, social, and environmental benefits in the review process for providing annual community support for arts and special event grant applications. This constitutes a “sustainability filter” for the grant approval process.

- Inform regional non-profits of this goal.
- Make allowances for more informal music or theatrical street performances in the pocket parks or in the plaza of Mountain Village.
- In Norwood, encourage more small localized musical get-togethers at the community center, the fairgrounds or in the town park.
- Consider increasing grant funding to the arts, culture and special events, if possible, knowing that artisans, musicians and special events not only add to the local color and interest of the community but are also key economic generators.
- Investigate approaches to increase opportunities in Norwood and at the west end of the county.
- Partnering with cultural events occurring in the east end of the valley (festivals, etc) to bring performances or activities to Norwood for single nights or limited runs.
- Partnerships between the Norwood school district and event planners in Telluride to host local educational events in the east end of the county.
- Increase the frequency of downtown evening and weekend public art performances in Norwood to draw local residents to downtown public spaces throughout the year.
- Allow more local art and artisan showings in restaurants, coffee houses, performance venues and other private locations.
- Organize street or sidewalk art showings and demonstrations for local artisans in the summer in Mountain Village, Telluride and Norwood.
- Use windows of vacant retail space for a program to display the work of local craftspeople and artists. With the help of a coordinator, contact commercial property owner or managers to make arrangements.
- Culture is also history and heritage. Continue to enhance existing programs that emphasize regional heritage assets, Native American history, ranching heritage in the County's west end, mining and western history in general. These programs could include organizing special heritage related events, building museum programs and outreach and involving the schools in helping to interpret and preserve heritage sites in the county. Begin with the Old Placerville School House.
- Continue supporting local arts and cultural events.
- Hold occasional public art competitions through which local artists will receive the opportunity to publicly and prominently display their works throughout town spaces.
- Develop an alcohol-free event to highlight fun without drinking such as the City of Fort Collins Downtown Business Association's First Night.

- Organize interested artists to create a business cooperative for an arts and culture space in the downtown business districts.

Health

Sustainable Community Goals:

- Maintain a healthy natural environment.
- Establish a system that provides residents with access to necessary health services and promotes preventative care.
- Encourage supportive human relationships to foster mental health support systems.
- Promote positive mental attitudes and foster supportive relationships.

RESEARCH FINDINGS

Medical Services

The Telluride Medical Center, one general family medical practice, and the San Miguel County Nursing Office provide the east end of the County Telluride region with traditional medical care. San Miguel County Nursing serves the entire County, with offices in Telluride and Norwood. They operate on a sliding fee scale for their patients. Their services are outlined in more depth below.

Norwood has two other medical providers: Uncompahgre Medical Center and Norwood Family Practice. The Uncompahgre Clinic offers a sliding fee schedule and offers discounted prescriptions. Two family dental practices serve a majority of the county. The Norwood Dental Clinic is operated on a rotating schedule by one of the dentists with offices in Telluride. There are currently no medical providers in Mountain Village. The nearest full-service hospitals are in Montrose, Grand Junction, Durango, and Cortez; approximately 65 to 120 miles from Telluride. Many specialists visit area clinics on a routine basis, as demand for service has increased. However, residents still travel to regional cities for general care and most medical specialties.

The Telluride Medical Center performed a Strategic Assessment, published in March 2006. The study reports the existing facility in Telluride is inadequate to address current peak patient volumes, and will become increasingly challenged with future regional population and visitor growth. The report outlined the favorable site of a future facility as more centrally located, most likely in the Lawson Hill or Society Turn area. The report further outlines specific medical services and programs that would enhance the Center's viability.

The Uncompahgre Board of Cooperative Services provides special education support services to children with disabilities from birth to age 21 years. UnBocs conducts on-going "Child Find" assessments to locate and identify any child in the area with developmental disabilities.

Community Health Programs in San Miguel County are administered through San Miguel County Nursing and Social

Services offices. They include:⁶⁸

- Family planning clinics for men and women
- STD treatment
- HIV testing
- Women, Infant, and Children (WIC) nutritional assistance
- Cancer screening program for women over 40 years of age
- Health care for children with special needs
- Immunizations for infants, children, and adolescents
- Overseas travel immunizations
- Prenatal classes
- Annual flu shot clinics
- Alcohol and drug addiction referrals
- Smoking cessation assistance and referrals
- Senior citizen lunches
- Van service to transport senior citizens
- Emergency preparedness and communicable disease investigation and tracking

Illness

The leading types of cancer in children and adults in the community are prostate and skin cancer.⁶⁹ In general, San Miguel County does not vary widely from the Colorado state average.⁷⁰ There were 26 documented cancer cases in 1999 and 2000, and 22 cases in 1997 and 1998.⁷¹ There are no overtly prevalent fatal types of cancers in San Miguel County listed in the CDPHE statistics.

Smoking-related illnesses are not currently being tracked, but a smoking ban in Telluride restaurants has been adopted by numerous liquor establishments that are not required to ban smoking.

The state of Colorado reports unusually high rates of Multiple Sclerosis for its population size. However, reported incidences in San Miguel County are lower than that of the state. Kristina Erickson of the National Multiple Sclerosis Society stated,

“As with the cause of MS, we do not know for sure why the incidence of MS is higher in certain parts of the county/world than others. Many have wondered regarding the incidence in Colorado... [As for San Miguel County] the prevalence is 10 per 100,000. Naturally it is quite possible we haven't yet identified all of those with MS in San Miguel County--- these are self-reported numbers only. The overall prevalence rate in CO is 1/580.”⁷²

Drug and Alcohol Use

A recent study of the Telluride School District found there is a clear and disturbing trend of increasing drug and

alcohol use as students progress through school: the use of marijuana exceeds national norms by considerable margins for all measures, at all grades. Community sustainability visioning meetings revealed a great concern for the high rate of alcohol consumption and the ubiquity of alcohol as a recreational accessory. Residents fear that alcoholism and alcohol-related illnesses and deaths will increase at a rate that the community will not be prepared to address. Concerns were also raised about the underground nature of the drug culture in San Miguel County. Many are worried that the community is ill prepared to recognize and remedy a drug problem if one is found to exist.

Mortality

San Miguel County reports one to three suicides per year, typically in the Telluride region.⁷³

Causes of death in San Miguel County⁷⁴

Cause	2003	2004	2005
Natural	6	10	6
Accidental	3	8	4
Suicide	1	1	2
Homicide ⁷⁵	0	0	0
Totals	10	19	12

Births

In 2000, San Miguel County had 63 births, with one mother under the age of 18.⁷⁶ The rate of low birth weight babies in San Miguel County was 3 of 74 births in 2004, or 4 percent. This was down 1.9 percent from 2003, when 5 out 84 babies were of low birth weight.⁷⁷ This is lower than the national average low birth weight occurrence of 7.9 percent.⁷⁸

Health Insurance

In 2003 the Uncompahgre Medical Clinic in Norwood performed a study of their patients and determined that about 30 percent seek treatment without health insurance. Almost a third of community patients are reported to not have health insurance, although this has only been substantiated by informal studies at the Telluride Medical Center and the Norwood Uncompahgre Medical Clinic. Other than this study, only anecdotal information is available. In Telluride, Dr. David Homer estimates 50 percent of his patients are without insurance. Telluride Medical Center reports that 32 percent of their patients are uninsured.⁷⁹ San Miguel County Social Services reports that at least 90 percent of their clients have no insurance.⁸⁰ Lack of insurance in both the middle and low-income population is of great concern in San Miguel County, as it is nationally.

Alternative Health

There are numerous alternative healthcare providers regionally. Offerings include acupuncture, Oriental medicine,

nutritional counseling, naturopaths, chiropractors, numerous massage and spa services, and two yoga and Pilates studios in Telluride. A free Alternative Health Newsletter is distributed throughout town. Norwood has an acupuncture practitioner and offers other forms of care such as massage. Organic foods, both fresh and non-perishable, are increasingly available in local markets. The Telluride Farmers' Market and summer markets in other regional communities make fresh organic produce more available to residents.

Mental Health

San Miguel County has five to six psychologists in private practice. The non-profit Midwest Colorado Mental Health Center provides services in San Miguel County that include mental health therapy, psychiatric services, emergency mental health services, substance abuse therapy, and case management services. They maintain affordable services on a sliding fee schedule for patients.

TRENDS

There are quality, yet limited medical centers serving each town in the County. Most specialty care, however, must be sought outside of the region. Hospital options are distant, with the nearest full-service care facility over 70 miles away. Over a third of the population seeks their primary care out of the region and over 65 percent seeks specialty care outside of the region and as population increases this trend will become more prominent. The number of reported uninsured patients should be monitored closely as 30 percent and almost one-third as reported is a high rate.

RECOMMENDATIONS

- Help businesses develop an employee incentive program to participate in health insurance programs.
- Perform a study of the top ten threats to public health in the County and develop recommendations for how each could be addressed by actions of local governments, other institutions, and the public.
- Expand local health services to ensure that high-risk/high-need groups such as infants, seniors, and citizens with disabilities are able to receive needed care in a timely fashion.
- Work on outreach to immigrant population on wellness programs and prevention based health care. Child and infant nutritional council should be emphasized. Use local voluntary health professionals to perform outreach and classes.
- Develop awareness and oral hygiene programs through local dental practitioners aimed at low income families including a program to provide inexpensive fluoride treatments for children.
- Explore opportunities for small business owners to cooperatively obtain group health plans for their employees. As a cost savings measure catastrophic or accident coverage at a minimum could be considered.
- Spread the recently adopted indoor smoking bans to additional indoor and highly used outdoor public spaces

throughout the County.

- Design a survey technique that would uncover an accurate report on the number of community members without health insurance.
- Assess willingness to pay employee health insurance of local small businesses; assist businesses with “group plan” purchases.
- County health practitioners should continue building outreach to the immigrant community and provide gradually improved satellite services in Norwood for low-income residents of the west end.

Safety

Sustainable Community Goals:

- Residents enjoy safe neighborhoods and commercial areas, so that they feel safe at work, at home, or walking at night in the community.
- There is a supportive relationship between police officers and residents.
- Fire protection and emergency medical services are sufficient within the region.

RESEARCH FINDINGS

Overview

In San Miguel County, five jurisdictions provide law enforcement services. They include the San Miguel County Sheriff's Department, the three municipal jurisdictions of Telluride, Mountain Village, and Norwood with Marshals Departments, and the Colorado State Highway Patrol.

Law Enforcement Staffing

The San Miguel County Sheriff's Department employs 30 sworn staff, for a total of 33 employees. The County administers the San Miguel County Jail located in Ilium Valley and an emergency dispatch center. The Mountain Village Police Department has 7 sworn staff members and 3 civilian personnel available. Telluride has 10 sworn and 5 civilian staff members in the Marshal's Department.⁸¹ The Town of Norwood serves the needs of its residents with one town Marshal. Through special contract, the Town of Telluride furnishes animal control services for the other municipalities.

Fire Protection & Emergency Medical Services

Three fire stations service the east end of San Miguel County operating under the umbrella of the Telluride Fire Protection District. Stations are located in Mountain Village, Telluride, and Placerville. In 2005 the number of volunteer firefighters for the three stations averaged approximately twenty personnel per station. Emergency Medical Technicians share duties between the Mountain Village and Telluride station and number about seventeen personnel. The Placerville station has seven EMTs on its roster. The Norwood Fire District has thirty volunteers enlisted to serve the Wrights Mesa area. As the regional population grows and residences are developed in outlying areas, the provision of emergency services including fire protection will present an increasing challenge.

Crime

San Miguel County Sheriff statistics report 2,174 law incidents in 2004 with only 2 involving juveniles. This compares to 1,623 law incidents a decade earlier in 1995 with an additional 24 with juvenile perpetrators. This represents a

33.9 percent increase in the reported incidences of crime over a decade. Regional crime rate statistics generally track in line with population growth.

Driving under the influence remains the highest type of crime reported by local law enforcement agencies. The Town of Telluride Marshal's Department offers the following crime report at two-year intervals:

Telluride Crime Synopsis⁸²

Type of Crime	2000		2002		2004	
	Adult	Juv.	Adult	Juv.	Adult	Juv.
Aggravated Assault	2	0	4	0	2	0
Larceny	4	3	3	0	1	0
Burglary	1	9	2	0	0	0
Driving Under the influence	40	1	44	0	37	0
Forcible Rape	1	0	1	0	0	0
Motor Vehicle Theft	5	8	2	0	0	0
Other	259	20	233	0	167	2
Total	312	41	289	8	207	2

Note that the "Other" category includes minor offenses such as misdemeanor theft, criminal mischief, and lesser property crimes.

Juvenile Diversion Program of San Miguel and Ouray County

The Juvenile Diversion Program offers youth offenders an alternative to formal court prosecution. They provide select first and the occasional second time youth offenders the opportunity to make restitution and perform community service work. The organization works closely with local law enforcement agencies, area schools, social services, and the District Attorney's office. Participation in the program allows juveniles who fulfill certain criteria to enter into an agreement and avoid a criminal record. The types of juvenile offenses allowed in the program include, trespass, criminal mischief, theft, minor possession of alcohol or drugs, assault and reckless endangerment. A second important component of the program serves juveniles that are prosecuted for a crime. A program committee provides recommendations to the Judge on sentencing, taking more extensive background into consideration. On average 27 juveniles each year enter the program from San Miguel County.

Domestic Violence

San Miguel Resource Center provides regional domestic violence advocacy services. They offer direct services that assist domestic violence and sexual assault victims/survivors with emotional and physical needs to stabilize their lives and provide for a measure of safety and security. They offer a call-in hotline, referral service, safe house, and counseling. The table below, which shows a steady increase between 2000 and 2005, outlines new or first time reports of domestic violence and sexual assault.

San Miguel Resource Center — 2000 – 2005 Statistics⁸³

	2000	2001	2002	2003	2004	2005
New Domestic Violence Victims*	56	88	77	71	113	146
New Sexual Assault Victims*	24	24	16	15	18	13
Total New Victims	88	122	112	100	141	194
Client Phone Contacts	460	731	854	636	1,131	1,542
Client In-person Contacts	276	467	223	176	402	1,213
Safe-housed Adults	13	12	17	4	13	7
Safe-housed Children	10	9	7	0	13	3
Total-Safe housed Nights	37	64	46	12	70	25

** meaning no prior contact with victim.*

Local law enforcement entities report that domestic violence calls are generally under-reported, as they are nationally. In Telluride, the number of domestic violence calls went from 2 calls in 2002 to 8 calls in 2004.⁸⁴ In Mountain Village, domestic violence calls have remained consistent through the years with an average of 8 –10 calls annually. Mountain Village Police Chief Dale Woods highlights the fact that “although it is reasonable to assume that the frequency [of domestic violence calls] has increased similar to other calls, the fact that we have mandatory arrest standards may influence some victims from reporting domestic violence.” San Miguel County has had a decrease in calls from 1995 to 2000, with 29 in 1995 and 17 in 2000. Numbers remained consistent with 17 calls in 2004.⁸⁵ Discussion in the Sustainability Visioning Workshops echoed the concern for under reporting of domestic violence.

Accidental Injury

In 2004 San Miguel County had ten vehicular injury accidents. There were 10 in 2000, 27 in 2001, and 31 in 2002. The cause of the dramatic spike is unknown.⁸⁶ In Telluride, there have been an average of 5 – 8 injury accidents per year, consistent with a yearly increase one would expect to see with a rise in population.⁸⁷ In Mountain Village, the motor vehicle accident trends have grown similar to criminal activity trends as a direct result of more people in the area and more cars on the road. With the highest legal speed limit in Mountain Village being 30 mph, few documented and investigated accidents have excessive speed as a contributing factor, although inappropriate driving

for the weather is a common accident cause.⁸⁸

TRENDS

Overall, people feel that they are in a safe community and the services provided are adequate to address the low levels of crime experienced. In general the data collected supports this assertion. Crime rates have increased alongside population growth, and no other types of patterns have appeared as a result. There was some concern about fire response time based on distances, albeit acknowledged as unavoidable.

Three exceptions to the crime statistics were raised as issues of concern in the visioning meetings; domestic abuse, substance abuse and public intoxication. There was a sense that the percentage of unreported domestic violence incidences were on the rise, although this was difficult to substantiate from the data. Most areas of crime reported a decrease in calls but this could be influenced by the state legal structure and not reflect the true situation. There is also the perception of Telluride as a resort “party town” and there is a higher rate of alcoholism and drug abuse than reported. Although the available data does not support that perception, it is an issue to be aware of.

RECOMMENDATIONS

- Continue to develop emergency preparedness particularly for natural threats that are relevant to the regional landscape, including forest fire, mudslide, rock fall and flood, avalanche and extended power outage. Ensure that information is available to the non-English speaking and low-income population as well as the remote settlement areas of the County. Have information available on all communication media including government websites and brochures, radio and printed media, to name a few. Set up opportunities to have staff present emergency preparedness plans at meetings of local organizations such as Rotary and Elks Club, Lodging Associations and other business groups.
- Increase positive interactions and programs in the local schools such as a ride-along program for “at-risk” youth or improved education on problems related to drug and alcohol use. D.A.R.E. has lost some momentum; find a new avenue to reach school age youth. Start an after-school homework help or tutoring program for language-challenged or at-risk youth staffed with volunteers from law enforcement and other public safety organizations. Hold the session in a location other than the school, the local library or an available conference room. Provide pizza! Take referrals for the program from teacher and school administrators, the Courts, or the Juvenile Diversion program.
- Continue support for the San Miguel Resource Center.
- Increase non-law-enforcement domestic violence outreach and education.
- Implement a community-oriented policing approach to encourage active dialogue between local law enforcement and residents and increase the involvement of residents in fostering a safe community.
- Increase security presence at major festivals in a manner that deters alcohol and drug use, especially in high-

risk situations.

- Develop dorm style lodging for on-call duty Emergency Medical Technicians and Volunteer Firefighters.

Education

Sustainable Community Goals:

- Provide schools with adequate funding for excellent education.
- Ensure that students' educational experience is equal regardless of gender or ethnicity.
- Encourage parent and community involvement in the educational process.
- Provide a curriculum that emphasizes global awareness as well as civic and environmental responsibility.

RESEARCH FINDINGS

Overview

There are two public school districts in San Miguel County, Telluride R-1 and Norwood R-2. In addition, a private school, the Telluride Mountain School, operates in Mountain Village, serving grades preschool – 12. The Telluride Mountain School will be relocating to a new facility in Lawson Hill for the 2006 – 2007 school year. Many local residents also choose the option of home schooling their children. During the 2005-2006 school year the Telluride R-1 District reported 13 students as home-schooled. Norwood R-2 reported 9 students in the same period.

School Enrollment

School District	School	Grades	2003 - 2004	2004-2005	2005 - 2006
Norwood R-2J	Elementary	1-5	106	133	105
	Middle	6-8	80	67	54
	High	9-12	93	92	98
Total			279	292	257
Telluride R-1	Elementary	1-5	323	288	344
	Middle	6-8	91	124	84
	High	9-12	151	149	188
Total			565	561	616

Telluride and Norwood School Districts and Colorado Department of Education annual reports.

Child Care

In 2003 the Telluride Foundation's Bright Futures Fund and the Town of Telluride sponsored the HighWest Council for Early Childhood Care and Education study of childcare. They produced a comprehensive report, entitled Telluride Area Childcare Needs Assessment 2003. It reported that working parents constitute at least 80 percent of the Telluride area workforce.⁸⁹

The Assessment states that there are six daycares offering 127 full-day slots in the Telluride region with waiting lists that range from 50 – 80 children. This wait list number is deceptive, as parents tend to sign on more than one wait list to ensure a slot for their child. The Needs Assessment states that, “the demand for child care for children under six years of age is substantially greater than the capacity of current programs, despite some recent program expansions. One new infant-toddler program has opened in Telluride with slots for up to three infants and twelve toddlers since the Childcare Needs Assessment was completed. Norwood offers Prime Time Child Care for 75 children up to 12 years of age, and does not have a waiting list. The Childcare Needs Assessment offers a comprehensive review of existing providers and the corresponding number of openings available.

Educational Demographics

Minority enrollment in San Miguel County schools in 2004 was 10.67 percent, with 12.48 percent in Telluride and 7.19 percent in Norwood.⁹⁰ Within Telluride R-1 schools in 2005, there were 76 minority students, 83 percent of whom were Hispanic. The remaining 17% minority students fall within a census minority designation that includes Native American, Asian and African American.

Secondary Education

All of the area high schools - Norwood, Telluride, and the Mountain School, offer college preparedness courses. The high school in Telluride offers six advanced placement courses per year. Environmental Science is a component of eighth grade Earth Science in both the Norwood and Telluride middle schools. However, neither of the public schools offers environmental education outside the embedded science component in middle school curriculum. Within the Telluride R-1 District the Pinhead Institute, an affiliate of the Smithsonian Institute, provides integrating arts and environmental science in grades 5, 7, and 10. Service Learning positions are available with The Nature Conservancy, Blue Planet Run, Telluride Arbor Day Committee and other local environmental groups.

Ninety-three percent of Telluride high school graduates in the 2004-05 class⁹¹ and fifty percent of Norwood high school graduates reported that they plan to attend either a two- or four-year higher education institution. The Telluride District has a low dropout rate; in fact, the overall retention rate in Telluride is near 100 percent. Possibly 10 percent of students per year move out of the district or to a private or home school.⁹² Telluride has had a zero percent drop out rate for 2002-2004, and a 1 percent dropout rate for the 2004 – 2005 school year. Norwood’s dropout rate is slightly higher, with 1.8 percent in 2003 and 2.4 percent in 2004.⁹³ The Colorado statewide drop out rate was 3.9% in 2005. There were no high school graduates needing remediation at the community college or state university level. Telluride awards \$90,000 in scholarships annually,⁹⁴ and Norwood offers between 8-10 scholarships.⁹⁵ Telluride has one continuing education facility that currently offers ten courses and has 72 students enrolled.⁹⁶

Student-Teacher Ratio

The national student-teacher ratio is 15.9:1, which is lower than the Colorado ratio of 16.9:1.⁹⁷ The student teacher ratios for San Miguel County schools are more favorable than both the state and national average.

Area	2004-2005	Number of teachers
Telluride ⁹⁸	11: 1	58 Middle and High School Teachers ('04-'05)
Telluride Mountain School	5.8: 1	10
Norwood ⁹⁹	12.8: 1	23.7 (elementary and high school)

Thirteen teachers did not return to the Telluride R-1 School District during the 2004 – 2005 school season representing a 22% turnover. Three teachers left the Norwood School District during the 2003 – 2004 school year or a 13% turnover of teachers.

Teacher Salaries

The U.S. National Average teacher’s salary for 2003 – 2004 was \$46,597, and Colorado’s average was \$43,949 for the 2004 – 2005 school year.¹⁰⁰ With the exception of Telluride Middle School, teacher salaries are below state average. Norwood school teacher salaries are approximately \$5000 lower than Telluride school teacher salaries.

School District	School Name	School Avg. Teacher Salary	District Avg. Teacher Salary	State Avg. Teacher Salary
Norwood R-2J	Elementary	\$36,455	\$37,329	\$43,949
	Middle	\$38,086	\$37,329	\$43,949
	High	\$38,086	\$37,329	\$43,949
Telluride R-1	Elementary	\$43,396	\$43,620	\$43,949
	Middle	\$44,014	\$43,620	\$43,949
	High	\$43,769	\$43,620	\$43,949

Students Eligible for Free or Reduced Price Lunch¹⁰¹

The number of students eligible for free or reduced price lunch in the Telluride R-1 School District rose from 66 in the 2003-2004 school year to 90 in 2004-2005, an increase of 36 percent but remained steady at 89 in 2005-2006. This number represents 14% of the student body. Norwood School District had 80 students receiving free or reduced price lunches in 2004-2005 and up slightly to 85 in 2005 - 2006. This represents 34% of the student body.¹⁰²

Extracurricular Activities

The Telluride R-1 School District offers three to four sports per season for both middle school and high school students. School activities and clubs include: Ski PE, Horizon Climbing Club, Film Club, EPYCS Philanthropy Club, Two Knowledge Bowl teams, National Honor Society, Drama Workshop, Amnesty International Club, and Student Council.

The Norwood School District offers approximately eight extracurricular programs including football, basketball, wrestling and track, and other seasonal sports. In addition, drama, honor society, knowledge bowl, and the school newspaper are considered after school activities.

TRENDS

All of the population centers studied offer exemplary education with very low high school dropout rates for a well rounded, college bound student. Translation services offered through the schools and the Telluride Foundation seem to meet the needs of the approximately ten percent minority student population. There are academic shortcomings in all area public schools in the area of sustainability teachings and classes dedicated to environmental studies.

RECOMMENDATIONS

- Utilize one of the talented community non-profits to develop a sustainability component for classroom curriculum, designing a variety of creative learning tools for all school grades.
- Increase advanced placement and course for college preparation.
- Involve the regional schools in the community. Similar to the existing mentorship programs provide opportunities for school children and teens to participate in local government, in special events, and in local environmental programs such as cleanups and recycling events.
- Start a summer job service for high school age youth.
- Involve youth in the local farmer's market or other sustainability ventures of interest.
- Enhance environmental stewardship education in all local schools.
- Include more summer programs for youth that remain in town. Start a summer job service for high school age youth. Involve youth in the local farmer's market or other ventures that interest them such as care of lost or unwanted pets in animal shelters.
- Develop experiential education programs where school kids receive hands-on training in the local community in order to increase contacts and connectivity to encourage population retention.
- Consider raising average teacher salaries to state-wide averages.
- Add service learning opportunities to existing high-school curricula.

- Increase the amount of basic environmental science learning required of all students.
- Increase the presence of interesting educational signage throughout the county related to the local watershed, ecological issues, etc.
- Create commercial development incentives, such as variances, for contributions to childcare facilities. Take the need for childcare into all affordable housing development decisions and whenever feasible build a facility into the development. Recognize that childcare is an integral component toward keeping a resort affordable and livable for families. Recognize the need for Spanish speaking childcare providers.
- Continue to improve program needs in local schools for the growing immigrant population. Require that school staff obtain language and cultural training whenever feasible within their continuing education programs.

Transportation

Sustainable Community Goals:

- Public transit is convenient, accessible, and affordable for all.
- Fuel efficient, low- to no-emissions forms of transportation, including walking, bicycling, and alternative fuels, are encouraged and utilized.
- Smart growth planning principles are used to reduce community's total vehicle trips.

RESEARCH FINDINGS

Public Transportation

Mountain Village Metro District Gondola System: The Mountain Village Gondola is comprised of three spans. One links Telluride to the ridge (San Sophia Station) for skiing and summer trail access, and some limited commercial development. The second continues down from the ridge to Mountain Village Core area. The third links the Mountain Village Core to a station accessing public parking and a soon to be completed municipal center and market.

The Gondola is funded by the Mountain Village Taxpayers. It's free and open year round, aside from shoulder season closures for maintenance. Transit busses operate during shoulder season to help address commuter needs. An average of 1,918,445 riders utilize the Gondola annually.¹⁰³ The 13-minute gondola ride eliminates the eight-mile drive via the highway between the two communities.

Other Mountain Village transit options include:¹⁰⁴

- Employee shuttles: 18,518 annual rides
- Dial-A-Ride: 43,549 annual rides
- Meadows Bus Route: 41,148 annual rides
- Free Chondola (winter season): 110,683 annual rides

All of the above services are offered to visiting groups and tourists.

Galloping Goose Regional Transit System: Operated by the Town of Telluride with funding from Mountain Village and San Miguel County, Galloping Goose provides:¹⁰⁵

- Telluride Town Loop with 10 to 20 minute intervals (Year-round)
- Lawson Hill Express with 30 minute intervals (Winter only)
- Down Valley Shuttle to Placerville - 3 down and back trips daily (Year-round)
- Norwood Shuttle and Express - 2 morning/2 evening trips daily (Year-round)

- Telluride/Lawson/Mountain Village off-season commuter shuttle and Gondola Backup

All of these options are available to visitor groups and tourists, although buses may not be able to accommodate large groups on regular commuter routes. In 2004, the Galloping Goose provided 148,545 passenger-trips with 188,221 annual miles and 10,079 vehicle-hours.¹⁰⁶ Additionally, many of the larger festivals and events provide shuttles to the festival site from remote parking lots as Telluride limits private automobile access during some events.

San Miguel County: San Miguel County funds the two Norwood shuttles operated by Telluride Galloping Goose Transit. The shuttles have an average of 67 riders daily, saving 335 possible work trips weekly to the County's east end jobs. With an average round trip distance of 70 miles, it is estimated that approximately 938 gallons of fuel are saved weekly through the use of Norwood transit.¹⁰⁷ The Norwood commuter shuttle is \$1 each way. The Down Valley shuttle route between Telluride and Placerville is free.¹⁰⁸ In 2005, the cost of operating the down valley, Norwood and Lawson Hill routes amounted to approximately \$4.80 per passenger.

Intercept or Park and Ride are lots provided in two locations in Norwood, in Lawson Hill and in nearby Ridgway which is a hub for many commuters from other counties.

Driving is still the most widely used form of transportation regionally. However the three-mile bike path between Lawson Hill and Telluride and the pedestrian paths throughout Mountain Village contribute to greater use of bicycles and walking particularly in the summer months.

School District Transit: The Telluride School District (R1) has five buses serving 183 students.¹⁰⁹ Two are for regular routes and three are for sports and activities. Daily routes encompass 122 miles (20,984 miles per year). Activities/Athletics routes total 14,246 miles per year. Total annual mileage for the Telluride School District is 35,246.¹¹⁰ Norwood School District (R-2) has four buses with a distance radius of 20 miles from the Norwood Public Schools.¹¹¹

Private Transportation Options

Although difficult to quantify, large employers such as lodging companies, building contractors, and the Telluride Ski and Golf Company, provide employee commuter shuttles. Telluride Ski and Golf Company contracts with a private company, Telluride Express, to provide four commuter shuttles (30-seat capacity) from Montrose each day in the winter months.¹¹² Lodging companies providing shuttles include the Franz-Klammer Lodge (12-14 riders), and the Peaks Hotel (two 14-passenger vans, year-round daily from Norwood, Montrose, and Cortez). Telluride Express plans to promote a summer shuttle service from Montrose to all area employers, particularly the lodging companies. They plan on utilizing smaller vans with more versatile schedule offerings for commuters.¹¹³

Work Commute

According to the 2000 Housing Needs Assessment, Telluride houses the highest percentage of its employees; 47 percent of those who work in Telluride also live in Telluride. Prior to 2000, an estimated 2,500 employees worked in Telluride, and about 1,325 commuted to the Town from elsewhere. Approximately 19 percent or 250 of these commuters live outside of the Telluride region. Twenty-nine percent of Telluride residents work outside of the community. Since research was last conducted in 2000, housing prices have continued to rise and the scarcity of rental units has continued to increase.

One-third of employees working in Mountain Village live there. An estimated 626 commute from homes elsewhere, with 15 percent (95) of those coming from outside of the Telluride region. Though the 2000 Housing Needs Assessment states 30 percent of employees in the Norwood area work in Telluride and 7 percent work in Mountain Village, the Norwood Clerk estimates that 70 to 75 percent of working residents commute to work in the Telluride and the Mountain Village area .

The average commute time for Norwood residents is 45 minutes.¹¹⁴ It is estimated that 940 employees on average commute to work from outside of San Miguel County.¹¹⁵ The majority of individuals travel from Montrose and Ouray counties, a small percentage (10%) travel from Montezuma and Dolores counties and other rural counties such as Delta.

Program Incentives for Staff to Use Alternative Modes of Transportation

The Town of Telluride does not provide incentive programs for its staff to use public transit. The free or affordable nature of public transportation is viewed as an incentive. In addition, the extreme lack of commuter parking acts as a disincentive to drive cars into Telluride or Mountain Village to work. In Mountain Village there are nine employee shuttle routes with an average of 65 riders. This amounts to an average of 18,515 annual rides.¹¹⁶ San Miguel County offers a year round van, operating daily from Ridgway with a 15-passenger capacity.¹¹⁷ Norwood has a small staff of local employees with no commuters.

In Mountain Village, seven out of a fleet of about 40 vehicles are hybrid. Mountain Village has trained their drivers in safe and energy efficient driving techniques. Also, all government vehicles are issued windshield covers to minimize idling time in the morning warm-up.¹¹⁸

Commuter & Visitor Parking

Mountain Village has 700 available parking spaces per day, with an average of 254 used per day.¹¹⁹

Within Telluride, the Carhenge parking lot has 288 parking spaces. The "RV lot" has 45 spaces. There is a private lot with about 50 spaces available for a monthly fee. Street parking is uncalculated; however estimates reach approximately 390-metered spaces in the summer.¹²⁰

San Miguel County households have, on average, 1.83 cars per person and 2.25 off-street parking spaces per home. Four percent of households in San Miguel County do not have cars, but a majority have two cars per household.¹²¹

Government Vehicle Usage

Annual Government Fleet Vehicle Fuel Consumption, Including Alternative Fuels (gallons)

Community	Gas	Diesel	Propane	BioDiesel
San Miguel County ¹²²	49,024	64,355		657
Telluride ¹²³	15,745	27,017	1,172	2,043.8 (60/40) 1,092.7 (100%)
Mountain Village ¹²⁴	68,808	13,721	0	0

San Miguel County's Finance Director estimates that the annual average for miles traveled is 1,000,000 for all County vehicles.

Telluride Regional Airport

Two commercial airlines serve the Telluride regional airport. General aviation private jets and charter services also utilize the airport. Recent trends of airport operations are tracked in the following table:

Year	# of Enplanements	# of Deplanements
2002	35,221	32,206
2003	30,724	28,202
2004	34,895	34,336
2005	34,709	33,485

TRENDS

Overall, public transportation is well utilized. The Gondola and Chondola are excellent examples of sustainability; environmentally friendly, socially fun, and economical. The correlation with affordable housing and transportation distances also shows greater distances and higher numbers of individuals are on the rise.

The various governments have purchased some hybrid vehicles for their fleets. Telluride does use biodiesel in a few of the Galloping Goose town loop buses. Although, the community is interested in using more biodiesel, there have been storage, supply, and expense constraints. The Gondola, operated by Mountain Village, is unique and innovative, offering community character and realizing benefits across the three tenets of sustainability. In addition, the County offers commuter buses as far away as Norwood, and sidewalks, alley-ways, and trails are plentiful for walking in the population centers, which is the most common form of alternative transportation. Vans and shuttles from outlying communities are operated by private companies, thus helping provide a wide range of alternative

transportation.

There is a perception that the rideshare program needs more public outreach to increase participation. The statistics show a high level of ridership, but do not distinguish between commuting residents and tourists.

Parking is an ongoing challenge and there are community debates about parking lots in downtown areas. Traffic congestion does not seem to be as much of a concern as the parking issues are although as population increases there may be increased challenges. Efforts to slow traffic and encourage pedestrian travel have alleviated some of this concern.

RECOMMENDATIONS

- Design a public outreach campaign that highlights the benefits of fewer cars in downtown, pedestrian areas; noise reduction, visibility, congestion, air pollution.
- Make a short video with sound on a day designated "car-free." Have everyone sit out on the street in lawn chairs in silence in the downtown area. Every time more parking rises to the top of the debate again, use that as an annual reminder campaign.
- Partner with new biodiesel companies in a marketing strategy to exchange advertising for their product at various local festivals and events in exchange for a lower price per gallon.
- Hold a community challenge to encourage alternatively-fueled vehicles and the purchase of hybrids.
- Increase the use of public transit vehicles fueled by natural gas or other alternative fuels along major routes and throughout the Telluride downtown.
- Employers could offer incentives or rewards to their staff that use transit or carpool.
- Improve and rejuvenate carpooling as an alternative to transit.
- Organize improved coordination on private sector commuter services to create better efficiencies and cost savings. Create a contact list for all agencies and companies with employee transportation services and set up a system for communicating when vacancies are available and when new routes are added.
- Enhance the existing public transportation system with more routes along popular commute corridors, more frequent service to surrounding communities, and public education/awareness efforts to entice both use of transit.
- Institute strict guidelines for municipal vehicle purchasing, requiring aggressive minimum levels of fuel efficiency in all new vehicle purchases as older vehicles are retired.
- Institute traffic calming diverters and decrease road widths through towns to slow traffic and encourage the use of commuter parking lots.

- Create and actively market a web-based community ride-sharing system to encourage carpooling.
- Due to high expense of providing transit, the Galloping Goose Transit program is not heavily promoted to increase ridership. Improve the funding resources through any means possible including grants or formation of a regional transit district. Then promote the system to reduce the number of daily commuter trips in to Telluride and Mountain Village.
- Set aside a few "preferred" downtown parking spaces for hybrid or alternative fueled vehicles only.
- Research the viability of constructing a community biodiesel station accessible to the public.
- Assess who is using the public transportation and delineate between tourism and survey resident user and evaluate effectiveness of current services. A great model is Zion National Park's shuttle system, which runs every 7 minutes.
- Establish annual goals to increase the percentage of hybrid and alternatively-fueled vehicles.
- Try new biodiesel with additives guaranteed not to freeze and partner with other regional local governments and Telski to develop a purchasing cooperative to reduce cost of delivery rates.

Recreation

Sustainable Community Goals:

- Provide citizens with a variety of recreational opportunities.
- Recreation activities are made available to a wide range of age groups, income levels, and provide multi-cultural and handicap access.

RESEARCH FINDINGS

Overview

With over 66 percent of San Miguel County being public lands open to recreation, natural recreation opportunities are most widely sited as the primary venue for regional recreation. San Miguel County also has a number of developed recreational venues.

San Miguel County: In addition to the Fairgrounds & Regional Park in Norwood, San Miguel County administers the Down Valley Park and the Placerville Park. Down Valley Park consists of a playing field, pond, riverbank, playground, picnic areas, and restrooms. Placerville Park consists of a picnic area, playground, basketball court, summer outdoor volleyball and a restroom facility.

There are also 100+ miles of trails within the County. The Idarado Trail east of Telluride is under County jurisdiction at 1.5 miles in length. Trail expansion projects have the ultimate goal of a continuous path from Ridgway to Lizard Head. There are numerous other trails in the region, many leaving directly from Telluride and Mountain Village.

Municipal Recreational Space & Organized Programs

Mountain Village: Mountain Village offers a kids' playground and the Adventure Rock climbing wall. There is an ice skating pond open from December through February. Additionally, there are 8.25 miles of hiking and biking trails, 1.5 miles of snow shoeing/hiking/cross country ski trails, and an additional 15 miles of U.S. Forest Service trails will open next summer for hiking and biking. There are five tennis courts.¹²⁵

Mountain Village is located adjacent to the Telluride Ski & Golf Company's 1,700 acre ski area that also offers 10 k of groomed Nordic skiing. In the summer the company operates the 250 acre 18 hole golf course.

Town of Telluride: Telluride's parks and recreation program has as a regional emphasis and serves both residents and visitors. Mountain Village has partnered with Telluride in funding new facilities such as the Hanley Ice Rink/Pavilion and the Town Park skate park facility.

Telluride has 49 total acres of park space comprised of 40 Town Park acres, 0.5 acres of pocket park, and 8.5 acres

in the River Park Corridor. The Bear Creek Preserve encompasses 414 additional acres of town administered open space.¹²⁶

Town of Telluride Parks & Recreation Facilities:

Campgrounds (34 sites)	Pavilion – Hanley Rink
Two shower & three restroom facilities	Outdoor ice rink / Oval
Picnic / BBQ areas	Groomed X-C ski trails
Kids' fishing pond	Warming hut
Outdoor swimming pool	Information / Nordic Center
Two playgrounds	Concession stand
Four multi-purpose ball fields	Outdoor concert stage
Two sand volleyball courts	Pocket Parks: Elks Park; Oak Street Park
Outdoor basketball court	North & South Spruce Street Parks;
Two tennis courts	San Miguel River Trail & Park
Disc golf course (9 holes)	Youth Link – Drop-in Teen Center
Two horseshoe pits	Skate Park

Additionally, within Town of Telluride jurisdiction there are 9 total miles of trails:¹²⁷

- River Trail - 1.5 miles
- Hwy 145 Spur - 3 miles
- Bear Creek - 4.5 miles

In the winter, several Nordic trails are maintained for cross-country skiing and snow- shoeing. The Nordic Center in Town Park, operated by the Telluride Nordic Association, rents equipment, teaches lessons, and helps groom regional trails.

Norwood & the West End offers the following public recreation programs:

- Norwood Town Park & Playground
- Equestrian Center & San Miguel County Fairgrounds
- Community Climbing Wall at the Norwood Public School

Youth Programs

Town of Telluride Parks & Recreation offers 16 youth summer and after-school programs:¹²⁸

- | | |
|---------------------------|---------------------------------|
| • After-school Basketball | • Basket Ball Camp |
| • Spring and Fall Soccer | • Baseball Camp |
| • Tee Ball | • 2 Soccer Camps |
| • Machine Pitch Baseball | • In-Line Skating/Roller Hockey |

- Little League Baseball
- Girl's Softball
- Swimming Lessons & Swim Team
- Volleyball Camp
- Ice Hockey
- Skateboarding Contests
- Family Open Gym

Additionally, club activities for youth in San Miguel County include ice hockey, spring and fall soccer, baseball, and lacrosse. Youth Link center for ages 11 through 17 offers planned activities and events along with regular drop-in hours for use of computers, games, big screen television, audio and video equipment.

Scholarships are offered to low income families. Youth that are on the School District free lunch program are also eligible for discounted or free youth sports registration. The Telluride Parks and Recreation Department engages a minority outreach program with the help of School District staff.

Adult Recreation Programs

Telluride programs are open to all regional residents. Registration fees are required to offset administrative costs.

Adult organized recreation includes: winter men's and women's hockey, coed broomball and volleyball leagues, and pickup basketball. In summer, Telluride Parks and Recreation Department organizes men's and women's softball league, coed soccer, and offers adult lap swim times in the Town Park pool.

Private Recreation Opportunities

Throughout the County including Norwood and the west end, private companies offer guide services in all seasons for hunting, horseback riding, climbing and mountaineering, dog sledding, and motorized sports such as snowmobiling. Backcountry skiing and other winter recreation are also offered.

Telluride Ski and Golf Company (Telski) offers a variety of winter and summer recreational activities. Winter activities include downhill skiing and snowboarding, cross-country skiing, snowshoeing, and tubing. Summer activities include golf, hiking, and biking.¹²⁹

TRENDS

Outdoor and indoor recreation opportunities are diverse, plentiful, and accessible for all age groups, ethnicities, and genders. Plentiful activities represent a key attraction for a large tourism industry and economic mainstay for the County.

RECOMMENDATIONS

- Continue to build youth and family recreation opportunities in the County's West end.
- Through Great Outdoors Colorado or other funding, explore the possibility of building a family swim center in Norwood as summer amenity that would also provide employment for high school aged youth.

- A skate park would also provide needed recreation for youth in Norwood that was somewhat less seasonal.

Civic and Municipal Involvement

Sustainable Community Goals:

- Strong partnerships are fostered among the civic, political and municipal sectors to more effectively inform and accomplish community goals.
- Community members are invited to participate in local government decisions.

RESEARCH FINDINGS

Leadership for Sustainability

Sustainability leadership is an important way to foster community partnerships, clarify mutual goals and objectives, provide accountability to the community for the accomplishment of goals, and demonstrate an outward commitment to strengthening efforts towards sustainability. Telluride, Mountain Village, and San Miguel County all have environmental mission statements.

Mountain Village is the only town with a sustainability mission statement as of yet. Mountain Village has staff dedicated to recycling, the purchase of hybrid vehicles, evaluation of other alternative energy sources, and the town energy audit.¹³⁰ Telluride does not have staff positions with sole responsibilities aimed toward sustainability efforts. These efforts are included in the job descriptions of staff members within several departments.

Voter Turnout Rate

Colorado has a “motor voter” registration, which was passed by Congress during the Clinton administration. A rarely recognized part of “motor voter” set parameters for purging voter registration lists throughout the United States. The process was standardized and also made the process longer than those used previously, and leads to inflated voter registration lists that do not necessarily reflect county and municipal populations.

Adding to the problem is the relatively transient nature of the Telluride regional population. Therefore, voter turnout rates are deceptive in San Miguel County, as with other resort areas. In 2003, San Miguel County Clerks began the process of purging voter registration lists using the “motor voter” law.

In the 2005 coordinated election, there were 5,382 total San Miguel County registered voters. 2,370, or 44 percent of voters turned out for the first election since the 2003 voter records purge. Twenty-one and a half percent (21.5% or 509) of those voters used absentee ballots or early voting. Telluride voter turnout has averaged 31.4 percent over 1999 – 2003. Mountain Village had a 31 percent voter turnout rate for their 2005 ballot and Norwood had a 33 percent voter turnout rate for their 2004 election.

Volunteerism

A majority of the established regional events rely on an army of volunteers. San Miguel Resource Center victim advocates are volunteers. Thousands of volunteer hours are worked annually in the regional special events and festivals alone. Sometimes these hours are compensated by admission to the event. KOTO Community Radio relies solely on volunteer DJ's as well. This provides a few examples of regional organizations relying heavily on community volunteerism. Over fifty non-profit organizations operate with volunteer governing boards and many rely on some volunteer staff. There is an increasing demand for available, qualified and experienced volunteers for community leadership positions. As demand continues, filling these roles will no doubt present a challenge.

The Telluride and Norwood Fire Protection Districts rely on volunteer fire fighters. The Telluride District has over sixty volunteer enlisted to serve on an on-call basis. The Norwood Fire District has thirty volunteers enlisted to serve.¹³¹

Community Boards

The local governments covered in this report also rely on community volunteers for boards and commissions. San Miguel County, the Town of Telluride, and the Town of Mountain Village elected officials receive either a small stipend, or a salary. Mountain Village Mayor and Council receive \$100. and \$50. respectively per month. Telluride Mayor and Council receive \$1,500 and \$800 respectively per month. Norwood Trustees do not receive compensation. County Commissioners receive \$41,714 annually as mandated by the State Legislature. Members of boards and commissions are dedicated volunteers.

Telluride has nine official boards and commissions. In total, Telluride offers seventy-five voluntary seats on boards, commissions and task forces. They include:

Election Commission	2 Seats
Planning & Zoning Commission	7 Seats
Historic & Architectural Review Commission	7 Seats
Commission for Community Assistance, Arts & Special Events	8 Seats
Ecology Commission	7 Seats
Parks & Recreation Commission	7 Seats
Open Space Commission	6 Regular Seats and 1 County Seat
Board of Appeals & Adjustments	7 Seats
Ethics Commission made up of annually rotating members of the other official boards and commissions.	

In addition, Telluride has four less formalized boards and task forces, some with a temporary mission. They include: Marshal's Citizen Advisory Board, Streetscapes Task Force, Traffic Calming Task Force, and Telluride Business Task Force.¹³²

Mountain Village has four boards and commissions:¹³³

- Mountain Village Owners Association with 7 seats
- Mountain Village Metropolitan District with 5 seats
- Town of Mountain Village Town Council with 7 seats
- Design Review Board with 7 seats

Norwood has seven boards and commissions with five to seven members each:¹³⁴

- Norwood Town Board of Trustees
- Norwood Chamber of Commerce
- Norwood Water District
- Norwood Sanitation District
- Norwood Planning & Zoning Commission
- Norwood Public Library Board
- Norwood R-2 School District Board

San Miguel County has 17 boards and commissions:¹³⁵

- All Around Board
- Board of Adjustment
- Building Board of Appeals
- County Oil & Gas Team
- Fair Board, Lone Tree Cemetery
- Planning Commission
- PDR Review Committee
- Historical Commission
- Lodging Tax Panel
- Open Space Commission
- 911 Board
- Weed Advisory Board
- Marketing Telluride Inc Board
- Norwood Public Library Board
- Ophir Valley Task Force
- Library District Board #1
- Regional Airport Authority Board

*Collaborative Efforts Between Local and Regional Governments*¹³⁶

As a means of public communication, elected officials from the three local governments participate in talk shows on local radio (KOTO): "Town Hall Tells All" (Telluride), "Village Voice" (Mountain Village), and "County Lines." High on the list of collaborative efforts are quarterly intergovernmental work sessions involving elected officials from all of San Miguel County's local government bodies. These meetings deal with issues of mutual concern as well as create enhanced communication between entities.

Local governments frequently work in partnership on plans and studies. A few examples include: Mountain Village and Telluride Commercial and Accommodations Land Use Study in 2003; County and Telluride 2000 Housing Needs Assessment; 2003 Child Care Needs Assessment (performed by Telluride Foundation), and of course, this Sustainability Inventory. In addition, regional services such as animal control, emergency dispatch communications, transit services for commuter shuttles and gondola backup, shoulder season gondola operation, and the Regional Airline Guarantee Program provide other examples of intergovernmental partnerships. Mountain Village participates

in the Telluride Regional Airport Authority as well.

The San Miguel Regional Housing Authority represents a jointly managed organization between Telluride and San Miguel County with specialized services also contracted to Mountain Village.

Mountain Village provides funding for the Telluride Regional Sewer Treatment Plant and is providing funding for the Telluride Skate Park and the Town Park Pavilion (Hanley Ice Rink). Mountain Village voters voted in favor of constructing an \$18 million recreation center which once built would be available for use by the entire region. Mountain Village also participates on the regional recreation center task force.¹³⁷

All three governments fund the Home Safe program, a late night shuttle service. All three provide dedicated funding and at times additional funding to Marketing Telluride, Inc. They all participate in the Fen Oversight Committee and the San Miguel Regional Recycling Task Force.

San Miguel County collaborates with other counties on the following projects: Gunnison Valley Transportation; tri-county efforts between Ouray, Montrose, and San Miguel; as well as between Dolores, Montezuma, and San Miguel County. There is an extension agent for Montrose and San Miguel County collaboration.

Financially, Norwood acts as the pass through for Community Development Block Grants (Federal) for the Uncompahgre Clinic, and the Wrights Stuff/Prime Time youth programs.

Minority Outreach

The Telluride Foundation created and funds the Latino Initiative to serve the large, growing and underserved resident, transient, and undocumented Latino community, which the resort towns of Telluride and Mountain Village attract due to the high availability of service level and construction jobs. These transient, long-term residents, as undocumented Latinos are underserved, not integrated, and are not engaged in the community due to many barriers, including poor English skills, cultural differences, legal status, lack of education, and unawareness of available resources. The goal of the initiative's programs is twofold: 1) to celebrate the Latino culture and; 2) to identify and eliminate barriers of integration.

Telluride: According to the Telluride Parks and Recreation Department,¹³⁸ program participation by minorities is actively sought out through public outreach efforts and scholarship opportunities to participate in all Town recreation programs. Outreach efforts include working with the San Miguel Resource Center, a local non-profit for domestic abuse, to translate all the recreational opportunities offered into Spanish. The Parks and Recreation Department also employs the services of the school translator and the San Miguel Resource Center translator to communicate with the monolingual Spanish speaking Hispanic population.

Mountain Village:¹³⁹ The Mountain Village local government has been active in hiring multi-lingual candidates when

possible. A majority of paperwork, pamphlets, etc is available in English and Spanish. Mountain Village Police have a Hispanic Resource Officer, KidCare Identification Program and resident officers at Mountain Village's high density, low income housing complex. Mountain Village also offers higher education classes such as Spanish and English as a Second Language.

Language Translation

The San Miguel Resource Center, a local non-profit which is the domestic violence advocacy organization, published a Resource Guide for Hispanics in Spanish. County nursing services are also offered in Spanish. All governments provide materials printed in Spanish and have increased the amount of signage in Spanish.

The Telluride Foundation, through its Latino Leadership Group, provides free translation services for nonprofit and government agencies for Spanish speakers through a list of 15 qualified paid interpreters. The Latino Leadership Group also provides free "Adults English as a Second Language" courses throughout the year in Telluride and Norwood.

TRENDS

Voter participation seems to be at levels comparable to the State of Colorado. There are many opportunities for citizens to participate on boards and committees. Coordinated sustainability planning is somewhat lacking, however this inventory and the government's commitment to funding a full time position of Sustainability Coordinator is a step in the right direction.

Most community entities have developed environmental mission statements and are in various stages of existing initiatives. There was less understanding of the economic and social interplay with natural resource protection. Certainly there are a collection of non-profit organizations that have taken a leadership role with sustainability actions and resident awareness of sustainability efforts seems high. There are also an increasing number of publications and services offered in Spanish as well as English.

A very high rate of volunteerism of all ages emerged from the data. This also speaks to a high level of community contribution in response to individual crises and national events such as Hurricane Katrina - a strength that characterizes the community.

RECOMMENDATIONS

- Expand education and outreach programs to minority communities to increase their engagement in civic functions.
- Bring related non-profits together annually in a small forum to communicate on their plans and needs.
- Find ways for organizations with related missions to collaborate and, in particular, coordinate on applications for grant funding to minimize competition for same grants.

- Hold town-hall style community meetings on important subjects such as preserving housing affordability to increase local dialogue and the identification of effective solutions.

Water and Wastewater

Sustainable Community Goals:

- Provide safe drinking water and water bodies that are swimmable and fishable.
- Water is conserved whenever and wherever possible, re-claimed
- The community collaborates with regional and local watershed groups to maintain the health of the watersheds

RESEARCH FINDINGS

Overview

The population within the upper reaches of the San Miguel River Watershed enjoys excellent raw water quality. All regional facilities treat water according to state and federal standards. A majority of the County residents rely on wells to supply their household water. The County has 2,302 well permits within its jurisdiction and records indicate that 1,180 wells have been completed, according to the Colorado Division of Water Resources.

Mountain Village utilizes numerous wells throughout their jurisdiction for the town's raw water supply.

Telluride relies on the Mill Creek watershed and the headwaters of Cornet Creek (Stillwell Tunnel) for the service area drinking water. Telluride is planning a new facility utilizing the Bridal Veil Basin Blue Lakes raw water supply.

Household or Drinking Water¹⁴⁰

San Miguel County: The majority of the unincorporated area in San Miguel County is served by individual wells. Not all wells yield potable water; some are unusable because of minerals such as sulfates, iron, manganese or sulfur. There are some spring sources available to the public for potable water use; however, these springs are unlikely to meet the microbiological standards that apply to a public water supply. In some areas groundwater is inaccessible due to excessive depth or poor yield of the geologic formations.

Norwood: The Norwood municipal water system provides domestic water to portions of Wrights Mesa, western Montrose County and Norwood. The system serves about 800 water taps along an approximately 85-mile long distribution line. There are approximately 356 taps in Norwood and 408 in the unincorporated areas. Norwood Water Commission has the capacity to treat 400 gallons per minute and 576,000 gallons per day. Water usage is estimated at 240,000 gallons per day in the summer and 160,000 gallons per day in the winter, with a year round production average of 190,000 gallons per day.¹⁴¹ The individual daily domestic water usage is an estimated 120 gallons per capita per day.

The municipal watershed extends into National Forest and drainages on the flanks of Lone Cone Peak supply the

water. The water is stored in the Gurley reservoir and is transported through an open conveyance to smaller town reservoirs, then to the water treatment facility. The Gurley reservoir and the Gurley ditch are primarily agricultural developments and only a small portion of the water going through the system is used for municipal domestic purposes.

The Norwood system has historically experienced shortages in raw water particularly in drought periods. The town has been compelled to enact outside watering restrictions on several occasions and in some periods outside watering has been banned. A recent agreement with agricultural water owners to lease agricultural water has been negotiated to relieve this problem.

In addition, compliance with new treatment standards required by the Safe Drinking Water Act and known as the Stage 1 Disinfectant and Disinfection Byproducts rule has presented challenges for water system operators. Small systems like the Norwood water system were required to comply with this rule by December 2003. Chlorine is added to municipal water as a disinfectant to remove microbiological contaminants, and this chlorine also reacts with dissolved organics to form byproducts regulated under this rule. The microbiological contaminants removed by disinfection pose an immediate health risk. The disinfection byproducts regulated under this new rule are considered to pose a health risk over long-term exposure. These risks are considered to be small, but significant, because of the large populations exposed.

Because of elevated levels of dissolved organics in the Norwood water system raw water supply, the precursors of these byproducts—the byproducts are known as trihalomethanes, haloacetic acids, chlorite, and bromate—are abundant. This has led to occasional violations of these standards. Norwood is currently upgrading its treatment facilities and modifying its treatment techniques to address these problems.

Recent increases in natural gas and oil development activity in the region have also raised concerns about the future protection of Norwood's municipal source water quality. As an open, unprotected storage and conveyance system, the municipal water supply is susceptible to contamination. As is common throughout the West, much of the land within the municipal source water area has split estates. This resulted from the original method of conveyance of this property. Much of the land became private property through homesteading. In this process, the federal government conveyed the surface estate to the homesteader while severing and retaining ownership of the subsurface mineral estate. This federal mineral estate is administered by the Bureau of Land Management.

The BLM has recently leased thousands of acres of its mineral estate within the municipal watershed boundaries for oil and gas development. The holder of the lease has the right to use the surface as necessary to access and develop the mineral estate. The potential for oil and gas development, as well as other development activities, has led Norwood to consider the adoption of a source water protection ordinance. If this ordinance is adopted, under authority granted by the state, it would allow Norwood to have some control of land use activities in its municipal

watershed. Norwood has recently acquired rights to an alternate water supply from the San Miguel River. However, bringing this water to the system would be costly as the river is 800 feet in elevation below Norwood and would require a pipeline and pump system to use the rights.

Mountain Village: Mountain Village provides State and Federally mandated treatment to raw water obtained through ground wells.

Telluride: Telluride treated an average 494,668 gallons of water per day in 2005 for households within Telluride Town limits as well as several outlying subdivisions. The Telluride water plants treat an average of 194 million gallons of water annually.¹⁴² Treatment personnel estimate that fifty percent of available raw water is utilized within the Telluride water system during a year of normal precipitation and runoff.

Water Usage

Water usage varies by region across the United States due to variations in climate and seasonal temperature. Populations within warmer climates utilize more water with the range of use per capita being quite wide at 50 to 100 gallons per day, per person.

Water Treated Through the Telluride Mill Creek and Stillwell (Cornet Creek) Sources Annually¹⁴³

Year	Gallons of water
1994	177,312,500
1995	177,689,800
1996	203,153,000
1997	208,893,200
1998	214,094,300
1999	224,029,600
2000	198,696,900
2001	187,767,800
2002	184,549,500
2003	181,906,600
2004	189,437,200
2005	180,554,000

Average per capita water usage including lawn watering for the Telluride service area is 32,850 gallons per person per year.¹⁴⁴ Telluride service area water consumption averages 50 gallons of water per person per day.¹⁴⁵ Telluride and Mountain Village use tiered water rates to encourage water conservation.¹⁴⁶ For example residential users are

charges escalating rates for water usage over 8,000 gallons in a two month period. The Town of Telluride enacted a Water conservation Code in 2003, which requires the use of high efficiency plumbing fixtures and drought tolerant landscaping with timed irrigation systems.

Wastewater

Telluride Regional Wastewater Treatment Plant: The Telluride wastewater treatment plant at Society Turn serves a regional population including Mountain Village, Lawson Hill, Aldasoro and Hillside subdivisions. The capacity of the Telluride wastewater treatment plant is 2.1 million gallons per day.¹⁴⁷ Telluride uses an oxidation ditch with ammonia removal as the treatment system.

The Town of Norwood operates a wastewater treatment plant with 0.165 million gallons of hydraulic limit per day.¹⁴⁸

In unincorporated areas of the County, and in the Towns of Ophir and Sawpit, septic systems are utilized for on-site disposal of domestic wastewater.

Storm water

Mountain Village has a downtown core catchment system which routes runoff, via a man-made creek, to a created wetland, but has no added filtration.¹⁴⁹

Telluride manages the volume and quality of storm water based on its Draft Strategy for Telluride's Runoff Management Program. Telluride currently treats about 75 percent of the total storm water runoff from Town before discharging it into the San Miguel River or Cornet Creek. To this end, Telluride has installed and maintains eleven underground sediment vaults throughout Town, three of which are followed by polishing wetlands. This has helped the Town meet the State's Total Maximum Daily Load for sediment, mandating decreased sediment loads by 30 percent from their 1994 levels. The Public Works Department is working to collect storm water data for a variety of parameters to quantify the effectiveness of this end-of-treatment system.¹⁵⁰

Watershed Health

River Restoration Phase 1 monitoring has been completed and the results are good. Phase 2 monitoring is now beginning. The area of most concern is from Telluride to Society Turn, or the Valley Floor.¹⁵¹

The San Miguel County Open Space and Recreation Director states that the Valley Floor and Howard's Fork need attention. Though the Valley Floor is currently in private hands, it has been identified as an excellent candidate for restoration. Currently, the San Miguel River appears to be meeting all water quality standards applied by the Colorado Department of Public Health and Environment, except for zinc.

The San Miguel Watershed Coalition spearheads monthly base flow monitoring on streams and river segments throughout the San Miguel River Basin during the field season (May through September). This monitoring is

supplemented by Telluride to provide the Town with additional data within its boundaries. A shared, regional database is in the process of being developed. The data illustrates an abundance of nitrogen throughout the headwaters of the San Miguel, which reveals itself during the summer through blooms of algae attached to the bottom substrate.

One of the most important recently published studies, which assessed the current health of the San Miguel watershed is the 2005 San Miguel Watershed Report Card,¹⁵² It was broken into five themes: water, aquatic life, wildlife, vegetation and soils. Water and aquatic life earned Cs and wildlife, vegetation, and soils received C-pluses. Recovery efforts for endangered species, improvement in water quality, solid native fish populations and healthy high-elevation native plant communities received more positive marks.¹⁵³ See www.sanmiguelcounty.org for details.

TRENDS

The overall ratings from the 2005 San Miguel Watershed Report Card are somewhat less than optimal and will most certainly be responded to by the collective authors and the community. The assessment and improvement of the health of these natural resources is imperative to achieve overall sustainability goals.

Storm water quality is measured and a high percentage of the storm water is released back into the waterway. Though the street runoff management facility is functioning at less than half of its potential effectiveness for sediment removal from snowmelt, it still functions well above required levels.

RECOMMENDATIONS

- Develop and use clever marketing campaigns to highlight water conservation practices.
- A designated “hospitality” center used by all festivals where people can fill water containers and become educated on all proper waste reduction and disposal techniques.
- Offer business owners incentives for employing water conserving practices above and beyond mandates.
- Continue to assist the Town of Norwood with technical expertise on water quality issues.
- Impose water use ordinances that limit unnecessary use of water during times of low water availability, and that ensure no further draw-down of underground water aquifers beyond annually replenishment levels.
- Impose redevelopment and renovation guidelines requiring no net increase in water use as building occupancies and uses change.
- Explore potential links between global climate change and observed snowfall trends, and consider increasing participation in climate protection efforts both locally and as a voice on a broader stage.
- Perform a water audit of all municipal facilities and identify and implement opportunities to save water meeting

minimum economic criteria.

Air

Sustainable Community Goals:

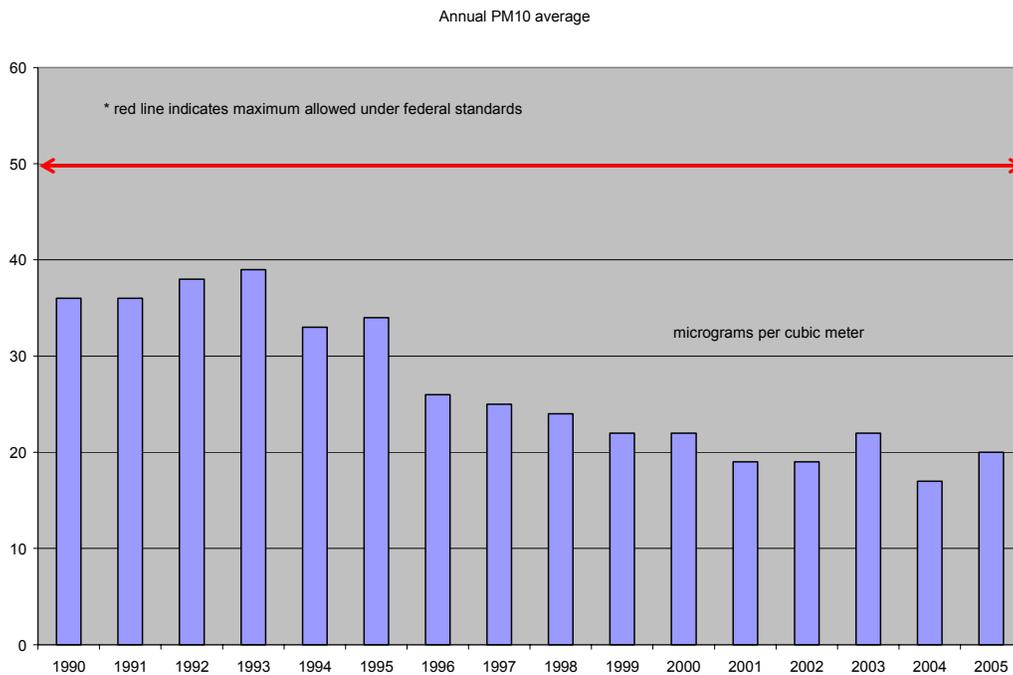
- Control emissions of air pollutants, air toxics, and greenhouse gases to ensure healthy ambient conditions for all life, good visibility, integrity of building materials, and reduced greenhouse gases.

RESEARCH FINDINGS

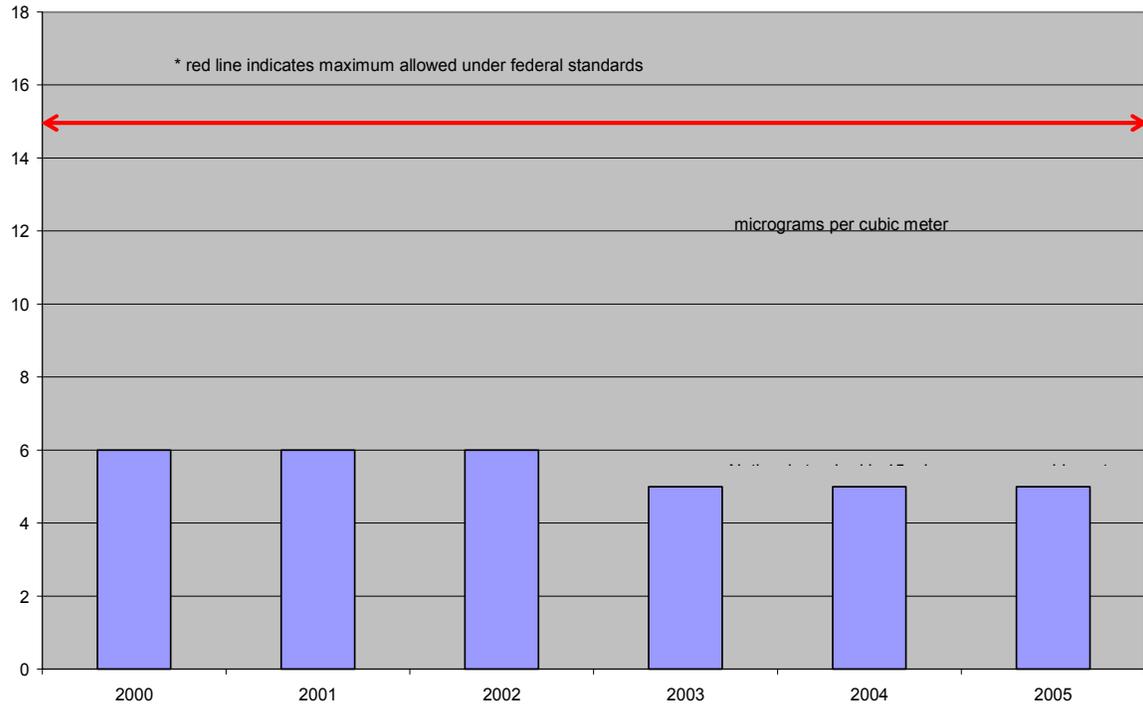
Particulate Matter Concentrations in San Miguel County¹⁵⁴

Particles (PM10) are emitted mainly from roads, fields and construction sites. Fine Particles (PM2.5) consists of secondary aerosols and carbon from combustion. Fine particles are a significant contributor to visibility and respiratory diseases.

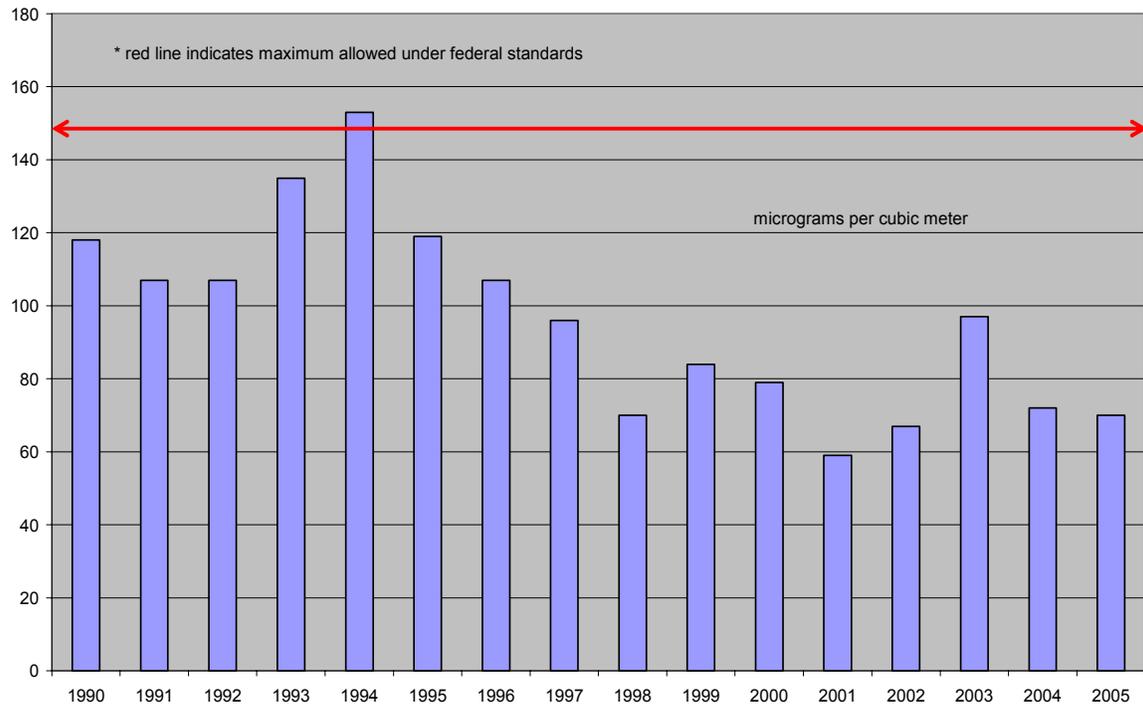
A combination of air pollution reduction efforts have yielded the results documented by these graphs.¹⁵⁵ Both PM10 and PM2.5 annual averages fall well below federal standards in San Miguel County.¹⁵⁶



Annual PM2.5 average



Peak PM10 levels in a 24-hour period



The American Lung Association has given San Miguel County a grade of "B" for particle pollution for any given 24-hour period and a passing grade for annual levels of particle pollution.

Current Conditions & Regulatory Actions

Norwood and the County's West End: There are no regulatory or voluntary programs to improve air quality, nor is air quality monitoring performed in Norwood or the Wrights Mesa region. The San Miguel County Environmental Health Director states, "without significant industry or confining landforms, the number of pollutants that exceed healthy levels are zero."

Telluride's location in a deep box canyon, has historically created serious air quality problems. Air inversions are common and vehicle exhaust and other pollutants, such as particle dust do not readily dissipate. However, there has not been a violation of the PM10 NAAQs in Telluride since the NAAQs were promulgated in 1987, and there have only been two concentrations since 1987 that have exceeded the 24-hour PM10 NAAQs.¹⁵⁷

Telluride has lowered speed limits throughout town to 15 miles per hour and an adopted vehicle idling restrictions.¹⁵⁸ They have also enhanced pedestrian and bike corridors and sidewalks, including the three-mile bike path between Telluride and Society Turn. In 1985 Telluride adopted a formal program to phase out wood burning stoves and fireplaces, gradually eliminating existing devices and banning new devices. Solid fuel burning devices were issued non-transferable permits. As commercial or residential properties are sold the permits automatically expire.¹⁵⁹

According to county Environmental Health Department staff, the region has managed to essentially cut air pollution in half during a period of rapid population growth and a corresponding increase in traffic volume. This was accomplished through a variety of actions taken by the towns of Telluride and Mountain Village and the County. These actions included the acquisition of the three-mile Hwy 145 spur by Telluride and reduction of speed limits. Lowering speed limits and improved street sweeping programs have reduced re-entrainment of particulates. Both towns have moved to chemical deicing to reduce pollution caused by road sanding. Both towns have policies to limit solid fuel burning devices. The Mountain Village construction and operation of the Gondola has also helped in controlling air pollution. Only 100 wood burning permits have been issued for Mountain Village. The County has reduced sanding and banned new solid fuel burning devices and open burning in the Telluride airshed.¹⁶⁰

The following table is an estimate of air pollutant emissions by category of source developed by the Colorado Department of Public Health and Environment, Air Pollution Control Division for San Miguel County.

2004 Inventory (Tons/Year)

County	Category	CO	NO ₂	PM10	SO ₂	VOC	Benzene
San Miguel	Agriculture			164.71			
	Aircraft	58.62	0.31	1.20	0.03	2.27	0.09
	Biogenic	1,591.44	224.37	0.00	0.00	11,829.82	0.00
	Commercial Cooking	3.27		8.80		1.13	0.13
	Construction			118.89			
	Forest & Structure Fires	15,110.93	324.18	1,469.30	88.89	711.16	51.46
	Fuel Combustion	9.09	8.06	0.75	0.73	0.64	
	Highway Vehicles	2,716.91	262.45	7.32	8.55	173.28	6.42
	Non-Road	2,082.66	174.69	23.91	4.85	355.21	5.93
	Prescribed Fire	106.15	4.26	10.73	0.77	3.51	0.31
	Road_Dust			610.37			
	Solvent Utilization					42.33	
	Stationary Sources	161.64	263.51	49.65	0.30	646.72	54.76
	Surface Coating					12.75	0.02
	Woodburning	610.16	6.51	85.16	1.29	164.25	4.13
TOTAL		22,450.88	1,268.35	2,550.78	105.41	13,943.07	123.24

Note: CO=Carbon monoxide / NO₂ = Nitrogen dioxide / PM10 = particulate matter of 10 microns / SO₂ = Sulfur Dioxide / VOC = Volatile organic compounds

The following table illustrates the amount of sand deicer that is used in the County. The amount of sand used is relatively small compared to the volume of de-icing materials used. This greatly decreases PM10 in the air.

Volume of Sand and De-icing Materials Used for Winter Road Maintenance¹⁶¹

Area	Deicer (gal)	Sand (tons)
Telluride (2003 – 2004)	35,000	200
Mountain Village (2004)	24,000	500
Norwood	Not used	Not used
San Miguel County	No information	Avg. 350 Yds. ³ /yr.

Stationary Pollution Sources¹⁶²

The rural location of Telluride and San Miguel County prevent there being any stationary pollution source other than

EnCana Oil & Gas. The following is a table of stationary sources of air pollution in San Miguel county regulated by the Colorado Department of Public Health and Environment, Air Pollution Control Division. The compounds shown on the top line of the table are air pollutants for which National Ambient Air Quality Standards (NAAQS) have been promulgated under the Clean Air Act authority. The standards are mandated by the federal government and enforced by the State. The table is an estimate in tons per year of regulated pollutants each facility will generate. The table abbreviations stand for: CO: carbon monoxide, NO_x: nitrogen oxides, PM10: particulate matter less than 10 microns in diameter, SO₂: sulfur dioxide, VOC: volatile organic compounds, and Benzene is not abbreviated. All of these compounds undergo chemical reactions in the atmosphere that have negative health and environmental consequences.

Stationary Sources in San Miguel County¹⁶³

County	Facility	CO	NO _x	PM10	SO ₂	VOC	Benzene
San Miguel	Cabot O&g Corp. - Fossil Federal. 1-20d	3.06	8.34	0.13	0.01	15.62	1.66
	Cabot Oil & Gas - Double Eagle Plant	14.40	69.30	0.33	0.02	7.90	1.52
	Cabot Oil & Gas - Fossil Federal #1-13	10.30	5.20	0.09	0.01	74.43	3.24
	Cabot Oil & Gas - Fossil Federal #1-18					44.06	0.85
	Cabot Oil & Gas - Fossil Federal #4-20	7.20	3.60	0.07	0.00	25.84	7.85
	Cabot Oil & Gas - Fossil Federal #5	2.80	5.70	0.11	0.01	11.40	3.95
	Cabot Oil & Gas - Fossil Federal 1,2-19					15.70	5.08
	Cabot Oil & Gas - Fossil Federal 1-24					15.00	3.22
	Cabot Oil & Gas - Fossil Federal 3-13					40.62	7.74
	Cabot Oil & Gas - Fossil Federal 4-13					25.30	7.01
	Cabot Oil & Gas - Fossil Federal 4-19					72.28	4.40
	Cabot Oil & Gas - Fossil Federal 5-19					26.67	1.88
	Ebberts Construction			1.94			
	Encana - Andy's Mesa	65.84	113.91	2.14	0.13	79.60	2.04
	Encana - McIntyre Canyon 17-21					8.00	0.93
	H & H Stone Co., Inc.			0.56			
	Oldcastle Sw Group Dba Telluride Gravel			0.06			
	Pathfinder Development Inc			35.19			
	Rocky Mountain Plateau #107					1.98	0.02
	Rocky Mtn Natural Gas Co Nicholas Draw	0.00	0.00	0.00	0.00	0.00	
San Miguel Cnty Road Dept Deep Creek	0.00	0.00	0.00	0.01	0.00		
San Miguel Cnty Road Dept Dry Crk Basin	0.00	0.00	0.00	0.01	0.00		
San Miguel Cnty Road Dept Egnar Cnty Rd	0.00	0.00	0.00	0.00	0.00		

County	Facility	CO	NO _x	PM10	SO ₂	VOC	Benzene
	San Miguel Cnty Road Dept Norwood Pit			3.52			
	San Miguel Cnty Road Dept Norwood Shop	0.00	0.00	0.00	0.01	0.00	
	San Miguel County Road Department			0.91			
	San Miguel County Road Department			0.90			
	Sutherland Bros Inc			1.10			
	Telluride Stone Company	9.78	0.25	1.36	0.01	0.47	
	Tom Brown Inc Hamilton Creek Booster	48.26	57.21	1.24	0.07	38.55	2.47
	Tom Brown, Inc - Andy Mesa 26					7.25	
	Tom Brown, Inc - Andy's Mesa #24					38.33	0.11
	Tom Brown, Inc - Andy's Mesa #33					29.07	0.08
	Tom Brown, Inc - Andy's Mesa 32					8.60	
	Tom Brown, Inc - Andys Mesa 37					6.39	0.03
	Tom Brown, Inc - Andys Mesa 40					18.09	0.05
	Tom Brown, Inc - Andys Mesa 59					21.53	0.06
	Tom Brown, Inc - Andy's Mesa Federal 17					5.56	
	Tom Brown, Inc - Hamilton Creek 36-41					4.96	
	Tom Brown, Inc - Horse Range #19-24					3.50	0.55
	Total	161.64	263.51	49.65	0.30	646.72	54.76

The table below is taken from the State Air Quality permit for Encana's Hamilton Creek compressor station. This is the largest stationary source of pollution in the County. It provides some indication of the impact on air pollution of oil and gas development in the County.¹⁶⁴

Predicted Summary of Emissions in Tons/Year:

Oxides of nitrogen (NO _x)	98.4
Volatile organic compounds (VOC)	24.3
Carbon monoxide (CO)	55
Hazardous air pollutants /(HAP)	9.8
Pollutants in pounds per year	
Formaldehyde	17,051.9
Benzene	1,202.0
Toluene	858.0

Ethyl benzene	70.0
Xylene	175.0
n-hexane	145.0

TRENDS

The residents of the San Miguel County region have realized their commitment to ambient air quality through various community measures. In Telluride, the wood burning ban has reduced air pollution dramatically. Mountain Village has limited wood burning permits in lieu of a wood burning ban. For indoor air quality, the most significant steps communities have taken were to ban smoking in public places, although this ban has not been adopted county-wide.

Efforts to improve air quality have resulted in several steps being taken related to transportation; reduced speed limits in residential areas, paved roads, and a newly created roundabout, which has an added traffic calming benefit. Chemical de-icing is also being utilized, thus avoiding sand application and decreasing dust pollution. As a result of these efforts, a regional awareness of air quality issues and a desire to protect the regional airshed has improved. There is also the recognition that these improvements were costly and these measures are no longer available to offset future pollution, so protection of these improvements is factored into local decision making.

RECOMMENDATIONS

- Encourage wood burning bans in all densely populated areas.
- Adopt a “county-wide smoking in public places” ban.

Land

Sustainable Community Goals:

- Land should be devoid of contaminants and safe for multiple uses.
- Open space is preserved for environmental services, recreational and wildlife uses.
- Where appropriate, a compact urban form that offers a mix of uses and in-fill development is encouraged.

RESEARCH FINDINGS

Zoning Regulations and Land Usage

San Miguel County land use planning involves Planned Use Development requirements, a High Country Area Master Plan and Zone District, a Heritage Program, a wetlands protection regulations.¹⁶⁵ San Miguel County has also imposed a 1.5 percent Mill Levy since 2001 for open space, fairgrounds, trails, parks and historical structures combined. In 2003 this brought about \$670,000 total with \$200,000 going towards open space. The estimated collection in 2006 is to be \$1,000,000. The amount of funding going towards open space is determined annually by the County Commissioners.¹⁶⁶

According to Karen Henderson, Associate Planner for San Miguel County, "Approximately 34 percent of San Miguel County is private land or within one of five municipal jurisdictions, the remainder is federal or state owned. The west end of San Miguel County has historically been used for ranching and mining activities, on both private and federal lands. Natural gas well development has increased in the west end over the past several years. The middle portion of San Miguel County, surrounding Norwood and south, is comprised of ranching, agriculture and residential uses, with several small commercial enterprises. The eastern portion of San Miguel County is residential with several smaller lot subdivisions. There is industrial and commercial development west of Telluride in the Lawson Hill Planned Unit Development (including Ilium Valley) and a small amount of industrial zoning within the San Bernardo Subdivision. The mesas on the east end of the county generally are comprised of large parcel (35 +-acres) residential development."

There are no open space initiatives to conserve land in Norwood. Wrights Mesa is estimated to be 25-30 percent developed. The Town of Norwood is estimated to be 75-80 percent developed.¹⁶⁷ San Miguel County has 246,890 acres of farm and agricultural land.¹⁶⁸

Open Space Preservation

The governments in the region all have active open space programs, and there are also at least five land trusts that hold conservation easements on private lands within San Miguel County. Each program is described in more detail below.

San Miguel County has an Open Space Commission (OSC) of 7 regular members and 2 alternates appointed by the County Commissioners. The San Miguel County Open Space Commission seeks to protect and conserve open space for people, natural habitat for flora and fauna, and agricultural lands for the farming and ranching communities throughout San Miguel County for this and future generations. No one group can meet this mission, therefore, the San Miguel County Open Space Commission works cooperatively with regional landowners on a volunteer basis and in partnership with land trusts, and local, state, and federal government agencies. The San Miguel County Open Space Commission is composed of a diverse group of volunteers who represent all areas of the county.

The County Open Space Commission administers the County's Land Heritage Program (formerly called the Purchase of Development Rights or PDR Program). The purpose of this program is to provide willing private landowners with financial incentives to maintain ownership of their land and help protect open space, wildlife habitat and agricultural land within our County. Participating landowners place a conservation easement on their land, held by an official tax-exempt, charitable land trust. Landowners can apply to this program for funding to pay for either retired development rights or transaction costs associated with the conservation easement (i.e. survey or appraisal costs, stewardship costs, etc.). This program is funded by Great Outdoors Colorado, San Miguel County, several generous private donors, as well as by voluntary county open space fundraising programs including the San Miguel Conservation Visa Card and the San Miguel Power Pennies for Open Space Program. Any landowner in San Miguel County that owns land located within one of the following three categories and who has unused development rights on those lands is eligible to participate in the program: traditional agricultural land of at least 100 acres, important wildlife and/or plant habitat and/or riparian corridors. The program has successfully protected 14,122.45 acres of open space to date in San Miguel County.

The Town of Telluride also has an Open Space Commission, consisting of 6 members appointed by Town Council, and a crossover member appointed from the County OSC. The purpose of the Town of Telluride's OSC is to establish priorities and criteria for Council adoption for the acquisition of Open Space and for the management and maintenance of all properties acquired with expenditures from the Open Space Fund. The Town of Telluride owns the Bear Creek Preserve, covering 415 acres South of Town in permanently protected open space, and has also worked to acquire and protect other parcels surrounding town, guided by Telluride's Open Lands Plan.

In addition to the Open Space Commission, the Town of Telluride also protects open space through its land use regulations and zone districts. The zone districts within the Town of Telluride are approximately 35 percent parks and open space, 30 percent residential, 20 percent accommodations, and 15 percent commercial. In the Planned Unit Development (PUD) process, subdivisions are required to dedicate 10 percent of the PUD area to open space, parks, or recreational use. In addition to these regulations, the Town also recently adopted a wetlands regulation, which further protects land surrounding wetlands, streams, and the San Miguel river corridor from development impacts. Telluride dedicates 20 percent of all unencumbered revenue to the Open Space Fund.¹⁶⁹

The Land Use Ordinance in the Mountain Village provides for open space protection through zoning restrictions, and has requirements for passive and active open space, as well as wetlands regulations. The Mountain Village Town Council Land Use Ordinance reviews standards, zoning, rezoning restrictions, active open space, and passive open space. The total of 1018.3 acres of zoned and platted open space, entails almost 50% of Mountain Village land area. Approximately 150 acres are passive undeveloped, and 868 are active open space including the golf course, ski runs, trails, and plaza areas.¹⁷⁰

The land conservation organizations active within San Miguel County include the Colorado Cattleman's Agricultural Land Trust (CCALT), The Nature Conservancy (TNC), The Rocky Mountain Elk Foundation (RMEF), The San Miguel Conservation Foundation (SMCF), the Trust for Land Restoration (TLR), and the Trust for Public Lands (TPL). Of these, both SMCF and TNC have offices and staff located in Telluride, and TLR is located in Ridgway. CCALT, RMEF, and TPL are all based in Denver.

Acres Preserved Under Conservation Easements

Telluride preserves 414.6 acres as the Bear Creek Preserve adjacent to the south of Town.¹⁷¹ San Miguel County preserves 14,122.45 acres.¹⁷²

Public Lands

The Uncompahgre National Forest is the U.S. Forest Service jurisdiction with public lands within the boundaries of San Miguel County. As a generalization, out of the 849 square miles of public lands in San Miguel County the highest concentration Forest Service administered land is located in the high country area surrounding Telluride and to the south toward Lizard Head Pass. Bureau of Land Management holdings are predominantly located in the west end of the County. The State of Colorado has public land holdings throughout the County as well. Due to the prevalence of mining activity in the region both historically and more recently, numerous privately held mining claims exist as in-holdings within public land areas.

TRENDS

San Miguel County has shown strong leadership in open space conservation and land use management and the preservation of open space continues to be a priority at all levels of government. Both the County and Telluride have special commissions devoted to identifying valuable open space parcels and either purchasing outright or obtaining conservation easements for the land. Telluride has preserved over 400 acres in the Bear Creek Preserve adjacent to Town. The San Miguel Watershed Coalition and The Nature Conservancy have developed an impressive local inventory and completed a "Report Card" to continually maintain and improve regional natural resources.

RECOMMENDATIONS

- Develop open space initiatives throughout the region to encourage contiguous wildlife corridors.

Waste

Sustainable Community Goals:

- Reduce volume of waste generated by purchasing goods that are durable and appropriate to needs.
- Implement and promote reuse, recycling and composting.
- Waste is disposed of in the most environmentally sound manner and safe working conditions for sanitation management professionals are provided.

RESEARCH FINDINGS

Overview

There are two private trash providers servicing San Miguel County commercial and residential refuse needs, Bruin Waste and Waste Management. Broad Canyon, a private landfill near the community of Naturita, is located approximately 50 miles from the Towns of Telluride and Mountain Village. Waste Management utilizes this landfill for its west end customers representing about 20 percent of their countywide trash volume. The remaining 80 percent is hauled to the Montrose County Landfill. Bruin Waste utilizes Broad Canyon for 100 percent of their trash hauling.

Both companies haul recycle materials to Grand Junction, depending on the changing market for the materials. S.U.N.R.I.S.E. LLC under Jonathan Greenspan provides tree and debris removal and chipping services regionally. Jonathan has plans to develop a resource recovery center in the Ilium Valley commercial park in the future.

San Miguel County Services: Unincorporated County and Norwood customers are not required to have trash pick up service. They have the option of taking their refuse to the regional landfill or to the County-owned transfer station west of Norwood. This station is open to all County residents, and many Montrose County residents also use the facility. The station offers basic household recycling of aluminum cans, glass and newsprint paper, but not white or glossy paper or plastics. Most of the unincorporated subdivisions in the County have centralized trash enclosures for residents. Ophir residents have a centralized facility for trash and recycling serving the whole community. There is no curbside recycling offered anywhere in unincorporated San Miguel County or in Norwood.

Mountain Village: In Mountain Village the service for trash and recycling are offered and billed to utility customers, but is not compulsory. Service for the Town is contracted through Bruin Waste, but residents have the option of choosing their provider independently.

The recycling program in Mountain Village accepts co-mingled glass, cans and number 1 and 2 plastics, combined paper, and corrugated cardboard.

Town of Telluride: Commercial and residential trash and recycling service is compulsory in Telluride. Residential customers can choose which company provides them with trash service, but in Telluride curbside recycling is contracted through Waste Management. The contractor estimates recycled materials for Telluride in the amount of 40 to 45 cubic yards per week.¹⁷³

Recyclable materials accepted in Telluride include co-mingled glass, cans, number 1 and 2 plastics, combined paper, and corrugated cardboard. Telluride has mandatory curbside recycling for all residential customers in that they are all charged on their bi-monthly water bills for the service. Waste Management estimates that about 35 percent, or 1,180 of all dwelling units, including condominiums within Telluride, participate in the recycling program.¹⁷⁴ Many condominiums complexes may be weak on recycling, as contamination of the recycling polycarts with trash is commonplace. More on challenges to commercial and lodging recycling is discussed below.

Trash Volumes

The two trash providers have not strictly tracked the volume of trash they haul out of the communities or the County monthly or annually. This may be something the local governments ask that they provide in an annual report if a goal of waste reduction is set. Waste Management utilizes a transfer station in the Ilium Valley industrial park to compress trash into a 100 cubic yard trailer prior to hauling it out of the region. They estimate commercial and residential trash from the east end of the County at 23,500 cubic yards of compacted refuse annually.¹⁷⁵ Refuse volumes are not tracked by Bruin Waste, but it is estimated that they serve roughly 35 to 40 percent of County residents and businesses.

Waste volumes increase in the summer months with the building construction season, adding significantly to the stream.

Challenges to Recycling

The types of materials accepted by local recycling contractors compare with other communities around Colorado, but the isolation of the County in respect to urban centers creates a considerable challenge to the viability of recycling.

The two trash service companies face significant costs relating to the considerable highway distance to recycling centers in Grand Junction and Denver. Supervisory staff with Bruin Waste Management state that, "The rising costs of fuel, labor, steel, transportation and regulation compliance will cause us to increase the price for recycle service. Some of the other reasons for these price increases are: recyclables being rejected by the recycle centers because of contamination, and our remote location. It takes more energy to transport and recycle the products than it saves... [some materials will gross] \$75 for 5 hours of truck and driver use with 250 miles of driving... that does not work."

Commercial recycling is dealt with in the same manner as residential recycling- in Mountain Village not mandated, and in Telluride mandatory, but only to the extent of a minimum one 18 gallon recycling bin. In Telluride many

restaurants, bars and lodging establishments pay additional recycling fees and fill 90 gallon polycarts with co-mingled glass, cans and plastic recycling. Out of 190 commercial recycling accounts in Telluride 108 or 57 percent are paying more than the minimum required amount for recycling. This indicates that they are using the service. Additionally, many of the small businesses paying only the minimum for the small bin (the other 82 customers) are in all likelihood recycling as well.

Within both Mountain Village and Telluride it remains a challenge to gain significant participation from the resort lodging establishments in the recycling effort. Helping visitors to understand local recycling, which may differ from their hometown and the education of the cleaning crews remains the issue. This challenge has been discussed with the Lodging Association and the San Miguel Regional Recycling Task Force without a viable resolution.

Spring Cleanup and Household Hazardous Waste Disposal

The towns of Telluride and Mountain Village and San Miguel County jointly sponsor an annual Spring Cleanup household refuse drop and one-day hazardous waste disposal day in May of each year. Gradually the amount of hazardous waste deposited during the event has diminished. In 2004 23 fifty-five-gallon drums of paint, pesticides and other household hazardous were filled. In 2005 the amount was slightly lower at 21 fifty-five gallon drums. 2006 the amount was 20 fifty-five gallon drums.

The same event also allows for household electronics recycling. One thirty-yard trailer is filled with computers, TVs and other household electronics by residents and other entities such as the schools and local governments. These electronics are recycled by a company in the United States, not overseas where regulations are lax in protecting workers from the hazardous elements of the process. This event allows much of the dropped materials to either be salvaged for reuse or recycled. All the metal and appliances are hauled to Montrose for recycling including refrigerators once the Freon is removed. Lumber, windows, cabinets and other construction materials are set aside for salvage. Gradually the amount of refuse dropped at the refuse site has diminished, from thirteen 30-yard dumpsters in prior years to six utilized in 2006.

Regional Recycling Task Force

The San Miguel Regional Recycling Task Force is led by the County Environmental Health Department and includes participants from Mountain Village, Town of Telluride, Telluride Ski and Golf Company, several of the major festival events, as well as any interested citizens and businesses. In 2003 the Task Force developed guidelines for summer festival promoters. Several of the major festivals have adopted these guidelines and in several cases gone farther in this effort. The Telluride Bluegrass Festival, and the Blues and Brews Festival are the two largest to adopt the guidelines. With attendance numbering between 8,000 to 12,000 daily, this has significant potential toward reducing waste. The goal is to persuade more festival and event organizers to adopt the guidelines. The guidelines are outlined below:

Green Festival Guidelines

- Goal: To reduce the consumption of virgin materials.
To reduce the amount of waste generated.
To get the highest environmental return for our dollar.

Festivals which wish to promote their festivals as “green” will try to adhere to the following guidelines.

- Do not offer for sale or give away bottled water – provide a stand where festival goer can fill up their own containers.
- Use post consumer waste to produce programs.
- Provide bins where festival programs can be recycled.
- Include in all programs “green” festival guidelines.
- Any festival with a “beer booth” will use mugs with post consumer recycled content, mugs that are recyclable, or mugs that will be reused by the festival organizers at future events. Discarding of mugs will be discouraged through a required deposit.
- Do not put festival specific information on mugs so that they can be used at future events.
- Increase education of festivalgoer regarding waste reduction and recycling.
- Provide recycling of glass, aluminum, and #1 and #2 plastics at all campgrounds.
- Food booths use biodegradable serving items.
- Publish an “approved green” list for all supplies that vendors use.
- Provide a manned recycling area inside the festival grounds.
- Use biodiesel whenever possible to run generators.
- Purchase “green” power for the event.

TRENDS

Although several ambitious programs have been established to reduce solid waste generation, participation rates continue to be lower than desired. Distances from materials recycling centers challenge the sustainability ethics of recycling, due to long transportation routes and relatively low collection volumes. High visibility and education for recycling efforts are featured at local community events.

RECOMMENDATIONS

- Set a community goal to reduce solid waste generation by a certain percentage. Stimulate participation through

a contest created by youth in schools.

- Create a contest for re-use of disposable materials.
- Encourage home and restaurant business vermiculture composting systems. Hold a community workshop teaching citizens "how-to". Sell vermiculture kits as a fundraiser.
- More easily accessed recycling services region-wide.
- Consistent tracking of recycling statistics between the county and town agencies to work on goals.
- With the help of local governments, continue to explore locations for a regional composting center; considering the possibility of two locations, one on the West end of the County and one closer to Telluride.
- Improve county-wide recycling by improving participation and finding more resourceful market destinations for materials.
- Research composting technology in similar climates in Europe.
- Investigate the benefits of instituting a plastic bag ban. Although no data is directly provided on this issue, nationally plastic bags are a significant and growing part of the waste stream and a significant source of litter.
- Adopt a consistent system for tracking landfilled, incinerated, composted, and recycled waste by material type with uniform and frequent reporting by all waste service providers.
- Increase opportunities for community recycling by implementing curbside recycling where feasible throughout the county, increasing the number of community recycling drop-off locations and material types collected.
- Develop a local recycling transfer station to collect recyclables and improve the economic viability of shipping them out of the community.
- Follow Seattle's lead and ban the inclusion of recyclables in waste sent to landfill or incineration.
- Establish a goal for reducing total community and municipal solid waste sent to landfill as well as target diversion rates.
- Create strict disposal guidelines and salvage/re-use requirements for commercial and residential construction.
- Utilizing the San Miguel Regional Recycling Task Force, develop a newsletter to provide regular communication with residential and commercial recyclers on changes in regional recycling programs, reminders on how, when, and where to recycle, and other news worthy information such as special hazardous waste and electronics disposal events.

Energy

Sustainable Community Goals:

- Reduce dependence on non-renewable energy sources and increase use of alternative renewable energy.
- Develop energy efficiency programs for municipal, commercial and residential energy users.
- Create economic incentives to conserve and utilize renewable resources.
- Improve the energy infrastructure and emergency backup energy systems.

RESEARCH FINDINGS

Overview

San Miguel County residents, businesses and industry rely primarily on fossil fuel based energy for power and fuel, consistent with the rest of the United States. Natural gas, propane and electricity, a majority of which is fossil fuel derived, supplies regional household and commercial energy needs. Small home or business based renewable energy systems utilizing solar, wind or hydro resources exist, but are difficult to quantify. Currently, the only larger-scale local renewable power facilities are hydro-electric plants. Gasoline and diesel prevail as vehicle fuels.

This chapter will touch on four areas of the regional energy picture as they relate to the stated sustainability goals. These areas include:

- Current Energy Infrastructure
- Alternative Energy Infrastructure and Initiatives
- Energy Conservation Initiatives
- Vehicle Fuels and Alternatives

Current Energy Infrastructure

Electricity

San Miguel Power Association is a rural electric cooperative. SMPA purchases power on behalf of their coop customers from Tri-State Generation and Transmission, a wholesale electric power supplier. The Tri-State network actually encompasses at least four states, Colorado, New Mexico, Nebraska and Wyoming. Tri-State reports that their system-wide electric generation is 67.7% derived from coal, natural gas, and oil and gas-fired combustion turbine generation facilities. Tri-state's alternative renewable energy generation encompass wind, small hydro plants and biomass energy generation and makes up about 32.3% of system-wide alternative energy.¹⁷⁶

Current average electric demand per customer (household/commercial) is 1,463 kWh in the San Miguel County service area encompassing approximately 6,190 customers.¹⁷⁷ Electric utility use has been steadily increasing as illustrated in the table below.¹⁷⁸

Residential, Commercial, and Industrial Electrical Use Expressed in kWh¹⁷⁹

Year	Telluride	Mountain Village	San Miguel County	Total kWh	% Difference
2000	32,474,720 kWh	30,669,731 kWh	91,766,400 kWh	154,910,881	
2001	33,080,922 kWh	31,696,664 kWh	93,408,528 kWh	158,186,114	+2.21%
2002	34,481,345 kWh	34,954,477 kWh	99,314,396 kWh	168,750,218	+6.68%
2003	33,335,451 kWh	35,637,741 kWh	99,625,877 kWh	168,599,069	- .09%
2004	34,656,253 kWh	38,238,190 kWh	106,223,992 kWh	179,118,435	+6.24%
2005	35,640,245 kWh	41,093,853 kWh	109,270,835 kWh	186,004,933	+3.84%

Infrastructure

San Miguel Power officials report that the condition of regional transmission lines presents their greatest challenge. Existing lines traverse rugged, avalanche prone terrain. New regional transmission lines from generation plants to the west are proposed, but various legal issues have delayed the process. San Miguel Power recently completed an Emergency Response Plan to address longer-term power outages. Emergency power backup is addressed on a case-by-case basis by local governments and industry. For example the Telluride Regional Wastewater Treatment Plant relies on a large diesel generator with a one thousand gallon fuel capacity, able to supply energy to the facility for at least 24 hours. The generator can be refueled if necessary for extended power outages.

Below is a table outlining current regional electric capacity in megawatts.

Energy capacity of existing power lines¹⁸⁰¹⁸¹

Mountain Village and Telluride	20 MW
Norwood	10 MW
Lawson Hill	12 MW
Ski Ranch, West Meadows, Elk Run	8 MW
Aldasoro and Airport	8 MW
Down Valley (Sawpit to Placerville)	2 MW

Natural Gas

Kinder Morgan provides natural gas service to approximately 3,113 residential and commercial customers in San Miguel County. The natural gas pipeline infrastructure does not serve all County residences and businesses. Areas that are outside of the current service area include the Town of Ophir, mesa developments such as Hastings, Wilson and Horsefly, and Wrights Mesa outside of the Town of Norwood.¹⁸²

San Miguel County Residential, Commercial, and Industrial Natural Gas Use Expressed in Cubic Feet¹⁸³

Year	Residential	Commercial	Total
2001	3,797,727 ft ³	3,706,966 ft ³	7,504,693 ft ³
2002	4,162,66 ft ³	3,681,626 ft ³	7,844,294 ft ³
2003	4,111,732 ft ³	3,324,685 ft ³	7,436,417 ft ³
2004	4,450,111 ft ³	3,622,353 ft ³	8,072,464 ft ³

Propane

Propane has the rural area advantage as a “portable” energy, not requiring infrastructure such as pipeline or transmission lines. Three or four local companies provide propane delivery to residences and businesses in the region.

Rising Energy Costs

As fossil fuel prices increase, the cost of energy for consumers creates significant financial challenges. There are two programs designed to assist low-income households with rising energy costs. The Weatherization Assistance

Program is available to qualified households through funding from the Colorado Department of Energy. The Low Income Energy Assistance Program (LIEAP) provides help to qualified households with their energy bills.

Alternative Energy Infrastructure & Resources

There are currently no incentive programs in place under the local governments to encourage alternative energy development. Regionally, solar and wind energy systems are utilized in several residential subdivisions particularly on regional mesas. One estimate by an "off -the-grid" Wrights Mesa resident is that at least one to two dozen residences utilize 100% alternative energy and many utilize hybrid systems on and off grid. Within the Town of Telluride approximately ten to twelve structures utilize hybrid systems with solar photovoltaic systems. To date there are no hydro, geothermal, or wind power systems being used in Telluride. Other than Steeprock Jointery, a woodworking shop near the Town of Sawpit, there are no commercial or industrial businesses that utilize renewable energy resources. Steeprock operations run 100% on solar power and biodiesel fueled generators.

The Town of Mountain Village performed a renewable energy feasibility site assessment and preliminary economic evaluation in conjunction with the ski resort in 2005. The program is under review and the municipal government is evaluating installation of photovoltaic solar panels on various buildings. Mountain Village is also exploring purchase of wind power.

By some estimates, the electricity actually utilized within San Miguel County originates from regional coal power generation facilities at a rate of approximately 95% with 5% derived from the local hydro plants.¹⁸⁴ The blueprint for power generation, distribution and the alternative green energy "credits" system is complex. For example the electricity generated by the local Bridal Veil and Ames hydro-electric plants enters the grid locally, but the alternative energy "credits" are sold to Xcel Energy, another large ten-state electric utility. A more in-depth study to identify the origin of energy serving San Miguel County would help fulfill the ultimate sustainability goal of reducing dependence on non-renewable energy. The Ames hydro plant is currently off-line while issues related to its water infrastructure are addressed.

San Miguel Power Renewable Energy Programs¹⁸⁵

San Miguel Power administers to a green power program through Tri-State Generation whereby the Association purchases credits, "Green Tags" for wind and other alternative energy produced by facilities operated by other utilities and independent power producers across the United States. SMPA staff notes that while this program doesn't guarantee that every electrons that flows from these providers is derived from renewable sources, it does ensure that the \$2.50 premium per 100 kWh that subscribers pay for the program flows back to the green power operations selling power to the grid.

San Miguel Power has a newly approved "Net Metering Policy", whereby SMPA regional customers operating an eligible alternative generation system with a maximum capacity of 25 kW, can receive credit by SMPA for power generated by their system in excess of that needed by their property, home, or industry.

Energy Conservation Initiatives

Local Governments

The local governments addressed within this inventory report that they have implemented many routine energy conservation measures with their facilities. These include low-wattage lighting retrofits, timed turn-off lighting and office equipment, and appliances that are rated for energy efficiency.

The adoption of green building codes by both the Town of Telluride and San Miguel County in 2005 represents the energy conservation measure with the most far-reaching implications. Both codes are mandatory for residential building projects including both new construction and remodels. The Telluride Green Building Code, applies to residential buildings with project density of less than a triplex and operates on a point system with the number of required points contingent upon the building square footage. The four major categories encompassed by the Telluride code are energy efficiency, use of green materials, indoor air quality, and resource conservation. The San Miguel County Prescriptive Energy Code and Green Building Standards begins with an outline of general requirements then, based on project square footage, adds additional requirements. The emphasis of the County code is on energy efficiency and conservation. The Green Building Coalition worked in cooperation with Town of Telluride staff to produce a Telluride Regional Green Building Guide corresponding to the code. More can be learned about these two codes by contacting the Town of Telluride or San Miguel County Building Departments.

In 2003, the Town of Telluride performed a comprehensive energy audit for Town buildings and facilities. The Town Public Works/Transit facilities and Wastewater Treatment Plant followed up with many of the recommended energy saving measures out of the report. These two facilities are the principal energy users out of all of Telluride's municipal buildings. In 2003 the Wastewater Treatment Plant operations required over 2 million kWh of electricity and 57,000 therms of natural gas. In 2004, the electric use for the facility was reduced by 14% to 1.73 million kWh. The natural gas use was at a 4% reduction to 55,000 therms.

In order to track progress in energy and fuel conservation, the Town of Telluride has performed a baseline CO2 audit of all municipal facilities and fuels. The results are outlined in the table below.

Fuel	2004	Co2 lb./sf .year	2005	Co2 lb./sf. year
Gas-Unleaded	15,089.8	295,609	24,878.5	487,369
Diesel	27,017.5	604,652	17,949.4	401,707
Biodiesel	2,043.8	Net 0 carbon	1,255.7	Net 0 carbon
Electric/ <i>Coal</i>	2,291,979	4,801,696	2,643,341*	5,537,799
Natural Gas	110,013	1,355,360	92,755	1,142,742
		7,057,319		7,569,616*

*New facility on-line for 2005-Hanley Ice Rink Pavilion

Carbon Footprint or co2 Emissions of Energy/Fuel¹⁸⁶

Energy/Fuel	CO2 lb.	Pounds of CO2 per million Btu*
Electric/ <i>Coal based</i>	2.095 per kWh	205.300 (dependent on type of coal and plant efficiency)
Propane	12.669 per gallon	139.178
Natural Gas	12.32 per therm	117.080
Wood or wood chip Burning		195
Gas-Unleaded	19.56 per gallon	156.425
Diesel	22.38	161.386
Biodiesel	Net 0 carbon	Net 0 carbon

*Btu provides a standardize measurement for energy/fuel

Alternative Fuels

One local entrepreneur is exploring the production of energy through the biomass process utilizing wood chips and waste to produce fuel. Currently San Miguel County lacks a biodiesel pump, but the Atlas Biodiesel Share produces biodiesel in the Montrose area. Telluride Galloping Goose Transit receives deliveries of biodiesel fuel for a small fleet of transit buses.

San Miguel Power Association has a wind power purchase program for its rural electric coop customers. They purchase wind power through Tri-State Electric Company that is going into the electric power grid from Wyoming wind farms. They sell it to coop customers per 100 kwh block for two dollars and fifty cents. \$2.50

Mountain Village performed a renewable energy feasibility site assessment and preliminary economic evaluation in conjunction with the ski resort in 2005. This has lead Mountain Village to evaluate installation of solar panels on various buildings. Mountain Village is also looking into the purchase of wind power for some of its operations.¹⁸⁷

Mining

Uranium mining has started to gain momentum again in San Miguel County. There are 47 uranium-mining leases held in this County, 11 of which are active leases. Cotter mines were active again in 2004-2005, but because of problems with their processing mill in Canon City, they have slowed down their production of the ore. Another processing mill is reopening in Blanding Utah, close to this County, and new mines are getting ready to start operating now that there is a site to process the raw materials. Uranium has doubled in price since last year, and the vanadium that occurs naturally with uranium at this site makes it even more valuable.¹⁸⁸

According to the State of Colorado Department of Natural Resources, Natural gas production increased 63.9 percent from 2002 to 2003 in San Miguel County. Between 2003 and 2004 production increased by 9.3%.¹⁸⁹

San Miguel County Oil and Gas Production 2001-2003¹⁹⁰

	2001	2002	2003	% Change 2002-2003
Natural Gas Production (mcf)	5,873,289	12,28,968	20,048,499	63.9%
Oil Production (Barrels)	13,381	17,280	27,971	61.9%

TRENDS

Demand for energy in the county has been growing, in part, due to population and economic growth. Total electricity consumption in San Miguel County rose approximately 15 percent from 2000 to 2004. Natural gas consumption,

especially in the residential sector, also rose during this time period. Approximately one percent of the community's energy is supplied via "local" production from the Ames and BridalVeil hydropower plants. This is consistent with the national average, although high for a region with such a relatively small population size. Local production of oil and natural gas increased significantly in recent years.

A majority of the local energy supply is generated outside the county and conveyed via transmission lines for local use. San Miguel Power Association's (SMPA) energy supplier, Tri-state Generation, is currently building power plants to keep pace with their energy demand. It is expected that they can meet local energy needs for the next 10 years. Renewable energy sources provide an insignificant contribution to local energy use.

One limiting factor to the supply issue is the reliability of the local transmission lines to handle the existing energy demand. SMPA cites reliability of the existing infrastructure as their greatest challenge. It is becoming apparent that the local energy needs may exceed the transmission line capacity in the upcoming years.

Climate change is the most urgent global issue facing the planet and must be addressed in both mitigation and adaptation. Telluride has performed a CO₂ baseline for governmental energy and fuel use. There is no greenhouse gas inventory for the region.

RECOMMENDATIONS

- Investigate mechanisms to increase local generation through solar, small scale hydro, wind, biomass, etc.
- Perform a study of opportunities to improve energy efficiency in county and town municipal facilities and operations.
- Partner with major local businesses to hire an energy services contractor to identify and implement improvements to the energy efficiency of all municipal and non-municipal facilities.
- Survey opportunities to implement new local clean energy projects from solar, wind, biomass, landfill gas, and small hydro sources. Include an analysis of the potential to install solar panels on all municipal and other major institutional facilities county-wide along the lines of the study previously performed by Mountain Village. Install all municipal solar projects that offer positive cash flow within the first five years.
- Establish goals for greenhouse gas and criteria air pollution emissions reductions, along with action plans for achieving those reductions.
- Participate in Annual Sustainable Slopes Outreach Day."

Biological Resources

Sustainable Community Goals:

- Preserve open space for wildlife and plants, and regularly assess the health of biological populations.
- Manage local biological resources so that the ecosystems are healthy and self-sustaining.
- Involve citizens in educational activities and foster their sense of environmental stewardship.

RESEARCH FINDINGS

Overview

San Miguel County and all of the communities throughout the San Miguel River Watershed have inherited a bounty of biological resources. Approximately 66 percent of the County are federally owned public lands, and 14,537 acres of private land are protected under Conservation Easements. The region recognizes that protecting and enhancing local biological resources is important for its economy and for a continued sense of community identity and well-being.

2005 Watershed Health Report Card

The 2005 Watershed Health Report Card gives the overall watershed a health rating of “C-fair”. The report card evaluated five aspects of the San Miguel Watershed ecology; water, aquatic life, wildlife, vegetation, and soils. Current river restoration efforts are underway to improve river water quality between Telluride and Society Turn. Average annual snowfall has decreased over the last ten years, which could begin to pose a threat to river health as well as the local economy, which is heavily reliant on the ski industry. A majority of County residents receive their water from wells and certain parts of the County face occasional water shortages during periods of drought. See www.sanmiguelcounty.org for more details.

Policy & Planning

San Miguel County, Mountain Village, Telluride and Ophir have various policies and management strategies in place that are specifically aimed at protecting the integrity of local flora and fauna.

Telluride

- Ecology Commission. The primary focus of Telluride’s Ecology Commission is to address human-wildlife interactions of concern (Telluride Municipal Code 2.12.060). The Ecology Commission may also develop a Wildlife Program or programs which, through education, policy development, and implementation of regulations, enhance coexistence of public activities with wildlife.
- Invasive weed management program. This program is conducted through an Intergovernmental Agreement with the San Miguel County Weed Management Program to ensure, at a minimum, that the Town’s

management strategies are consistent with Colorado's Noxious Weed Act.

- Tree protection ordinance (Telluride Municipal Code 9.12.180). This ordinance is intended to ensure that Telluride maintains its current canopy to the greatest extent possible. Ensuring that local trees are protected helps improve air and water quality, as well as providing habitat for a variety of birds, mammals, and insects.
- Wildlife-resistant refuse containers. Telluride's Refuse Ordinance at Municipal Code 7.12.010 requires that residences and commercial enterprises use only wildlife-resistant refuse containers that must be locked from April 15 through November 15. The goal is to prevent wildlife from becoming habituated to human food.
- Wetlands Protection Ordinance. Telluride has adopted a Wetlands Protection Ordinance that would apply Army Corps of Engineering identification standards to all wetlands and riparian areas within the town boundaries, no exceptions.
- Groundwater Protection Ordinance (Telluride Land Use Code Div. 7 Section 8-701). The goal of this ordinance is to protect groundwater flows to prevent adverse impacts on wetland and riparian areas that depend on groundwater.
- Design Guidelines for Building in Telluride. These Guidelines have special standards for the River Park Corridor Overlay Treatment Area. Telluride's goal for the Treatment Area is to protect and enhance the remaining valuable natural open space along the San Miguel River and its related tributaries and wetlands.

Mountain Village

- Enforcement of a noxious weed list
- Tree protection regulations
- Mandatory bear proof dumpsters and trash enclosure enforcement for multi-family units; single family units must only put out trash on trash day
- No fencing allowed on any property to allow free passage of animals across wildlife corridors.
- Army Corps guidelines for protecting wetlands are used and have only allowed wetlands to be impacted and mitigated elsewhere twice in eight years

San Miguel County

- Native flora species reclamation program
- Invasive Weed Management Program
- Army Corps standards for wetlands protection and Wetland and Riparian Protection Ordinance.
- San Miguel County has its own standards administered in conjunction with Special zone districts to protect high country

- Sage Grouse Protection policy
- Division of Wildlife maps used in land use code to guide wildlife standards. San Miguel County sets forth particular areas of protection under LUC 5-4 407, "Wildlife Standards" ¹⁹¹

Enforcement of Existing Regulations to Protect and Conserve Biodiversity

- In San Miguel County, the County Building official enforces codes in consultation with the Environmental Health Director, the Planning Department and County Weed Manager.
- Telluride and Mountain Village work cooperatively with the County Weed Program Manager to enforce state and local laws that require management of specific invasive plants.
- In the Town of Telluride, the Marshals' Department Animal Control Officer is in charge of enforcing the Refuse Ordinance. The Planning Department is responsible for enforcing Design Guidelines. The Parks Department and the Public Works Department work together to manage the River Park Corridor according to the Conservation Easement that is in place as a result of restoration work. Bear Creek Preserve is monitored by the Bear Creek Ranger who functions to enforce regulations for the preserve through monitoring and fines.
- In Mountain Village, a Community Service Officer has obtained animal control certification in order to carry out the animal control ordinance

Public Outreach to Promote Wildlife and Natural Resource Protection and Sensitivity

San Miguel County

- Informational handouts and pamphlets on wildlife, weed abatement, conservation, and living in the west

Telluride

- Annual Black Bear Awareness Week
- Regular outreach on local radio and in local papers reminding the public about the presence of wildlife and their recent activities.
- Informational signs along the River Trail intended to educate the public about the natural and anthropological history of the river corridor and its associated wetlands.
- Door to door promotion of invasive weed management.. This includes marking of invasive weed and provision of information to the homeowner. Special weed identification workshops, Ads, canvassing, and pamphlets are also utilized

Mountain Village

- Weed abatement mailers
- Bear Awareness mailers

Additionally, San Miguel County, Mountain Village, Telluride, and TeISki joined efforts to coordinate their

management of resources to minimize mosquito populations. The project includes public education, efforts to maintain proper drainage along thoroughfares, maintain and improve flow on all wetlands and ponds where natural flow occurs, and monitor and larvicide where appropriate.

There are several local nonprofits focusing on environmental education, species protection, biodiversity, and conservation:

- The San Juan Fens Partnership
- The Telluride Institute
- The Nature Conservancy
- Sheep Mountain Alliance
- San Miguel Watershed Coalition

Public agencies include the Colorado Division of Wildlife, the U.S. Fish and Wildlife Service, the U.S. Forest Service, and the Bureau of Land Management.

TRENDS

A number of programs and outreach activities are administered in each municipality to protect native plants and wildlife as well as important habitat spaces such as wetlands. There are numerous agencies, organizations, and nonprofits dedicated to protecting regional natural resources.

RECOMMENDATIONS

- Determine how to improve San Miguel County Report Card grades and implement actions.

Future Steps and Prioritization

Overall, the best strategy for advancing sustainability in San Miguel County is to translate the recommendations from this report into action steps in the form of an “Action Plan for Sustainability.” The development of this regional plan requires hiring a Sustainability Coordinator, which is already a leadership step San Miguel County, Mountain Village and Telluride have committed to taking.

Regional communities are involved in numerous sustainability practices; however, coordination and standard metrics of performance are lacking. There may be overlapping practices in place, but there is no coordinated effort toward measurement, management, or optimization. Thus, the motivation for translating the action items presented in this report is to elevate the regional sustainability performance through a strategic and systematic path.

The key steps in developing an “Action Plan for Sustainability” are to develop goals and quantitative targets for a list of priorities chosen by the community and governments. Each target contains four elements: (1) scope: what part of the operation will be measured; (2) performance goal: what the desired outcome is; (3) performance measure: how results will be quantified; (4) completion date: when the outcome will be achieved, and (5) who will be specifically responsible for the completion of each task.

Objectives and Benefits of an Action Plan for Sustainability

- Develop a regionally adopted sustainability community mission statement and government agency policy
- Create efficiencies, synergies, and consistencies among policies, plans, and programs
- Maximize cost savings opportunities
- Establish the region as an organizational leader at a state – and national - level, encouraging individuals and organizations to push for higher levels of performance using sustainability as a guiding principle
- Simplify sustainability practices enough for people to put into their own business operations (recycling, wellness programs, etc.)
- Establish a framework that can be used in different areas with enough flexibility to make community members enthusiastic and engaged in sustainability practices

Rather than develop this plan with new input, review the region’s existing planning documents from the past five years. Focus on the implementation and action steps from each plan and select the top ones for implementation.

From the outcome of the Prioritization meeting, there was nearly equal emphasis given to the various issues presented in the prioritization worksheet. There were many community oriented concerns that illustrate a well

rounded and diverse number of interests regarding the community. The community wants to prioritize things that represent timely investments, benefits to employees, impact the community and support the community influence. The three overall largest concerns were to create local shop incentives, preserve the downtown business district, and create more affordable housing.

Social

- Continue to build more affordable housing and research creative solutions
- Increase number of preschools and child care centers
- Elevate domestic abuse intervention
- Integrate resources to include Hispanic community

Economic

- Diversify tourist economy
- Diversify retail businesses
- Preserve all local downtown business districts
- Assess second homeowner impacts and conduct outreach
- Create shop local incentives

Environmental

- Assess watershed integrity and usage
- Promote energy conservation and alternative energy programs
- Set target reduction goals for greenhouse gas emissions from current inventory
- Increase solar, wind and hydrogen usage
- Develop improved regional construction recycling program

The San Miguel County community is keenly aware of the social issues that are present and hold them in high priority. Of primary importance to the community were building more affordable housing; increasing preschools, programs for seniors, and prenatal care; elevating domestic violence and drug awareness and intervention programs; and integrating more resources for the Hispanic community.

Economic priorities were to diversify the tourist economy and retail business, preserve the downtown business district, and create local shop incentives. Also noted was the desire to assess second homeowner impact.

Environmental emphasis was on assessing watershed integrity and usage, setting target reduction goals for greenhouse gas emissions, and increasing solar and wind usage. Citizens would like to see priority given to developing a feasible construction recycling program as well.

Parting Thoughts

San Miguel County's natural beauty and character is truly unique in the world. If the community continues its commendable sustainability efforts, it will most certainly be a model example for parallel communities in Colorado. Your efforts are an inspiration, and congratulations to you all for your good work. Thank you!

Endnotes

- ¹ Region 10 Review, Volume 9, Winter 2004
- ² Mike Rozycki, San Miguel County Planner
- ³ Kari Distefano, San Miguel County GIS Technician
- ⁴ Region 10 Review, Volume 9, Winter 2004
- ⁵ State of Colorado Dept. of Local Affairs-Demography Section
- ⁶ SM County Planning Dept.- Karen Henderson
- ⁷ U.S. Census 2000
- ⁸ Ibid.
- ⁹ Town of Telluride Personnel Office
- ¹⁰ Mountain Village Human Resources Department
- ¹¹ San Miguel County Finance Department/Personnel
- ¹² Region 10 Review, Region 10 League for Economic Assistance and Planning, Inc. Volume 11, Winter 2004
- ¹³ Colorado Department of Local Affairs (DOLA)
- ¹⁴ Colorado Department of Labor and Employment
- ¹⁵ Region 10 Review 2005, Region 10 League for Economic Assistance & Planning
- ¹⁶ Ibid.
- ¹⁷ Employment data was collected from Human Resource or Personnel Offices of the respective entities.
- ¹⁸ The Telluride Ski and Golf Company Personnel Office
- ¹⁹ Williams Construction – Personnel Office
- ²⁰ Region 10 Review 2005, Region 10 League for Economic Assistance & Planning
- ²¹ Region 10 Review, op. cit.
- ²² San Miguel County Housing Needs Assessment-Trends 7 Analysis 2000
- ²³ Elizabeth Garner and Jerry Eckert (2002), Cost of Living Differentials in Colorado. Colorado State University Cooperative Extension report # XCM-211. <http://www.ext.colostate.edu/Pubs/consumer/xcm211.pdf>
- ²⁴ Elizabeth Garner and Jerry Eckert (2002), Cost of Living Differentials in Colorado. Colorado State University Cooperative Extension report # XCM-211. <http://www.ext.colostate.edu/Pubs/consumer/xcm211.pdf>
- ²⁵ Paul Major, The Telluride Foundation, Director
- ²⁶ Business License Holders 2005, Town of Telluride Clerks, Town of Mountain Village Finance Dept.
- ²⁷ Paul Major, The Telluride Foundation, Director
- ²⁸ Economic and Planning Systems - Commercial Accommodations and Land Use Study 2003
- ²⁹ Colorado Ski County
- ³⁰ Sales Tax data provided by Telluride & Mtn. Village Finance Departments
- ³¹ Greenmedia Works –M'lissa Story
- ³² These include the Water Fund, which is an enterprise fund. Without the Water Fund, 2004 Revenue was \$431,755 and Expenditure was \$400,367.
- ³³ Lynne Beck, Finance Dept (Telluride), Erin Sweet (Mountain Village), Gordon Glockson (San Miguel County Finance Director), Town of Norwood Financial Statements and Independent Auditor's Report
- ³⁴ San Miguel County Administrator Lynn Black
- ³⁵ Lynne Beck, Town of Telluride Finance Dept; Erin Sweet, Mountain Village Senior Accountant (Real Estate)

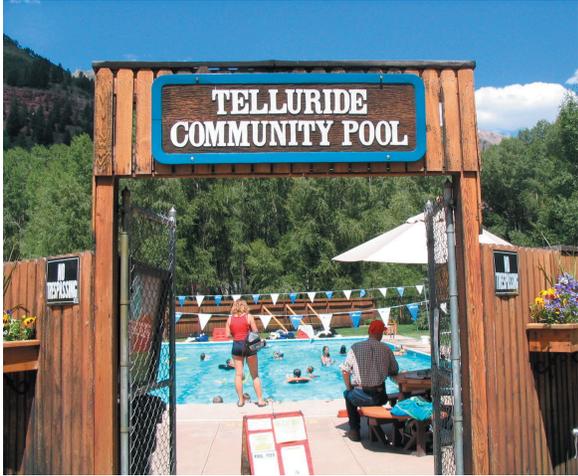
-
- Transfer Assessment); Gordon Glockson (San Miguel County Finance Director)
- ³⁶ Lynne Beck, Finance Dept.; Kim Montgomery, Town of Mountain Village Executive Assistant
- ³⁷ 2002 Telluride Community Survey, RRC, Economic Planning Systems; 2000 Housing Needs Assessment
- ³⁸ San Miguel County Assessor-Region 10 Review 2005
- ³⁹ Telluride MLS, Economic Planning Systems, San Miguel County Assessor
- ⁴⁰ San Miguel County Assessor, Aug. 2004
- ⁴¹ Copyright 2006 Telluride Consulting. All rights reserved.
- ⁴² Telluride Affordable Housing Strategic Plan, Economic Planning Systems, Inc. March 2004
- ⁴³ SMRHA and Municipal & County Planning Departments
- ⁴⁴ Ibid.
- ⁴⁵ Ibid.
- ⁴⁶ Mountain Village Finance Dept.- Kevin Swain
- ⁴⁷ Telluride Municipal Code-Chapter 17
- ⁴⁸ Telluride R-1 School District-Kurt Shugars - Executive Director of Administrative Services
- ⁴⁹ Telluride Ski Co. Environmental Department
- ⁵⁰ Linda Luther, San Miguel County Open Space and Rec Director - Historical Structure Assessment (Projects - Schmidt Ranch, County Courthouse Stabilization, Cultural Survey)
- ⁵¹ Ibid.
- ⁵² Lori Wood, Town of Mountain Village Building & Planning Administrator
- ⁵³ Mike Davenport, Town of Telluride Historic Preservation Planner
- ⁵⁴ Karen Guglielmoni, Town of Telluride Public Works Project Manager
- ⁵⁵ Kim Montgomery, Mountain Village Managers Assistant
- ⁵⁶ Ibid.
- ⁵⁷ Town of Telluride 2005 Adopted Budget
- ⁵⁸ Town of Mountain Village & MVOA 2005 Adopted Budget
- ⁵⁹ Telluride Foundation – Paul Major
- ⁶⁰ Lance McDonald, Town of Telluride Program Director
- ⁶¹ Lori Wood, Town of Mountain Village Building and Planning Administrator(Development Statistics from Month End Town Council reports)
- ⁶² County Planning Director estimate and Town of Norwood Clerk, Patty Parker
- ⁶³ Nina Kothe, Town of Telluride Executive Assistant
- ⁶⁴ Mountain Village Owners Association 2004 & 2005 Adopted Budget
- ⁶⁵ Town of Telluride 2004 & 2005 Adopted Budget
- ⁶⁶ San Miguel County 2004 & 2005 Adopted Budget
- ⁶⁷ Telluride Foundation Website – www.telluridefoundation.org
- ⁶⁸ June Nepski, San Miguel County Nursing Director
- ⁶⁹ Dr. David Homer, MD, Telluride Family Practice
- ⁷⁰ CDPHE "All Cancers Combined Statistical Tables and Highlights
- ⁷¹ Ibid.
- ⁷² Kristina Erickson, Information and Referral Specialist, Information Resource Center, National Multiple Sclerosis Society
- ⁷³ Dr. David Homer, MD; Mountain Village Police; Bob Dempsey, County Coroner

-
- ⁷⁴ Bob Dempsey, County Coroner
- ⁷⁵ The last homicide was in 1990.
- ⁷⁶ CDPHE "San Miguel County Births and Deaths 2000" 76
- ⁷⁷ www.cdphe.state.co.us
- ⁷⁸ www.cdc.gov
- ⁷⁹ Uncompahgre Medical Center 2003 Community Survey
- ⁸⁰ Allan Gerstle (San Miguel County Director of Social Services)
- ⁸¹ Mountain Village Police Chief, Dale Wood, Patty Parker, Town of Norwood Clerk; San Miguel County Administrator Lynn Black; Amber Spor, San Miguel County Sheriffs Office, Dale Wood, Mountain Village Chief of Police, Patty Parker, Town of Norwood Clerk
- ⁸² Telluride Marshal's Dept. (Case Reports)
- ⁸³ San Miguel Resource Center 2005
- ⁸⁴ Joyce Kimball, Telluride Marshal's Dept. Executive Assistant
- ⁸⁵ Dale Wood, Mountain Village Chief of Police
- ⁸⁶ Amber Spor, San Miguel County Sheriff's Office
- ⁸⁷ Joyce Kimball, Telluride Marshal's Dept. Executive Assistant
- ⁸⁸ Dale Wood, Mountain Village Chief of Police
- ⁸⁹ 2003 Telluride Area Childcare Needs Assessment
- ⁹⁰ Colorado Department of Education, fall 2005 membership by county, district, race, ethnicity, and percent minority.
- ⁹¹ Telluride R-1 School Dist Profile '04-'05
- ⁹² Lisa Andrews, Telluride R-1 District Guidance Counselor
- ⁹³ Colorado Department of Education
- ⁹⁴ Ibid.
- ⁹⁵ Cattlewomen's Association, Shane Smith Memorial, Pam Raabe Memorial, West Star Bank, Presidential Leadership, Telluride Foundation, Just for Kids, Angel Scholarship
- ⁹⁶ University Centers of the San Miguel
- ⁹⁷ State Dept of Education and Telluride High School Profile '04-'05, National Center for Education Statistics, Norwood R2-J District & NCES
- ⁹⁸ This is the average of student teacher ratios for elementary (10.98:1), middle (13.33:1), and high school (10.4:1).
- ⁹⁹ Colorado Department of Education
- ¹⁰⁰ Ibid.
- ¹⁰¹ State Dept of Education & Telluride School District
- ¹⁰² Norwood R-2 School District
- ¹⁰³ Mountain Village Metro District
- ¹⁰⁴ Ibid.
- ¹⁰⁵ Telluride Galloping Goose Transit Director-Kristen Pfaff
- ¹⁰⁶ Ibid.
- ¹⁰⁷ Ibid.
- ¹⁰⁸ Ibid.
- ¹⁰⁹ Telluride School District
- ¹¹⁰ Nina Kothe, Executive Assistant, Town of Telluride
- ¹¹¹ Telluride Ski and Golf Company-Human Resources Office

- 112 Ibid.
- 113 Telluride Express- owner Sid Brotman
- 114 2000 Housing Needs Assessment
- 115 Ibid.
- 116 Accounting Dept Payroll Reports, Scott McIntyre
- 117 Lynn Black, San Miguel County Administrator
- 118 Mountain Village Metro District Transit Report
- 119 Scotty McIntyre, Town of Mountain Village Assistant Field Operations Manager
- 120 Lance McDonald, Town of Telluride Program Director
- 121 2000 Housing Needs Assessment
- 122 Phyllis Shaffer/Mike Horner, San Miguel County Road Superintendent
- 123 Town Fuel Usage Report 2004
- 124 Accounting Department Report, Scotty McIntyre (Town of Mountain Village Assistant Field Operations Manager)
- 125 Kim Montgomery, Town of Mountain Village Executive Assistant
- 126 Telluride Parks and Recreation Department
- 127 Karen Guglielmon, Town of Telluride Public Works Project Manager
- 128 Rich Hamilton, Telluride Parks and Recreation Supervisor
- 129 Telluride Ski and Golf Company website
- 130 Kim Montgomery, Town of Mountain Village Executive Assistant
- 131 Telluride and Norwood Fire Districts
- 132 Town of Telluride Boards & Commission Secretary
- 133 Kim Montgomery, Town of Mountain Village Executive Assistant
- 134 Patty Parker Town of Norwood Clerk
- 135 San Miguel County Boards & Commissions
- 136 Nina Kothe (Town of Telluride Executive Assistant), Lynn Black (San Miguel County Administrator) and Kim Montgomery, Town of Mountain Village Executive Assistant
- 137 Kim Montgomery, Town of Mountain Village Executive Assistant
- 138 Rich Hamilton, Town of Telluride Parks & Rec Supervisor
- 139 Kim Montgomery, Town of Mountain Village Executive Assistant; Dale Wood, Mountain Village Chief of Police
- 140 Dave Schneck, San Miguel County Environmental Health Director
- 141 Patti Parker, Town Clerk Administrator, Town of Norwood, 2005 Water Production and Usage Estimates
- 142 Town of Telluride Water/Wastewater Superintendent Bill Goldsworthy
- 143 Ibid.
- 144 Ibid.
- 145 Ibid.
- 146 Town of Telluride Water Rates
- 147 Bill Goldsworthy Telluride Water/Wastewater Plant Operator
- 148 Patti Parker, Town Clerk Administrator, Town of Norwood, 2005 Water Production and Usage
- 149 Junior Mahoney, Town of Mountain Village Operations Manager
- 150 Karen Guglielmoni, Public Works Project Manager, Telluride Public Works Department
- 151 Ibid.
- 152 San Miguel Watershed Coalition Report Card

- ¹⁵³ www.sanmiguelwatershed.org
- ¹⁵⁴ Dave Schneck, San Miguel County Environmental Health Director
- ¹⁵⁵ Historic Levels Of Particulate Pollution (PM10) Collected From The Monitoring Site On The Miramonte Building
- ¹⁵⁶ Telluride PM10 Redesignation Request and Maintenance Plan 2000, pp.
- ¹⁵⁷ Telluride SIP, p. 11
- ¹⁵⁸ Telluride Municipal Code-Chapter 10.08.020
- ¹⁵⁹ Telluride Municipal Code-Chapter 8.12
- ¹⁶⁰ Dave Schneck, San Miguel County Environmental Health Director
- ¹⁶¹ Paul Ruud, Town of Telluride Public Works Superintendent; Scott McIntyre, Town of Mountain Village Assistant Field Operations manager; Phyllis Shaffer, San Miguel County Road & Bridge Assistant / Mike Horner, San Miguel County Road Superintendent
- ¹⁶² CDPHE Air Pollution Control Division Preliminary Analysis of permit # 05SM0106-0111, 0178-0179 & 0182 for EnCana Oil and Gas (USA) Inc.; and Chip Hancock at CDPHE (303-692-2000 x3168)
- ¹⁶³ CDPHE APCD
- ¹⁶⁴ Dave Schneck, San Miguel County Environmental Health Director
- ¹⁶⁵ Mike Rozycki, San Miguel County Planner
- ¹⁶⁶ Linda Luther, San Miguel County Open Space and Rec Director
- ¹⁶⁷ Mike Rozycki, San Miguel County Planner
- ¹⁶⁸ Ibid.
- ¹⁶⁹ Town of Telluride, Lance McDonald- Projects Manager
- ¹⁷⁰ Lori Wood, Town of Mountain Village Building and Planning Administrator
- ¹⁷¹ Bear Creek Preserve 10th anniversary publication
- ¹⁷² Kari Distefano ("conease.xls" Spreadsheet) San Miguel County GIS Technician
- ¹⁷³ Waste Management-Shawn Moore Regional Superintendent
- ¹⁷⁴ Ibid.
- ¹⁷⁵ Ibid.
- ¹⁷⁶ Tri-State website www.tristategt.org and SMPA.
- ¹⁷⁷ Cal Rutherford SMPA
- ¹⁷⁸ Kevin Broderick, SMPA
- ¹⁷⁹ Cal Rutherford, Finance Director SMPA
- ¹⁸⁰ Kevin Broderick Kevin Broderick, SMPA
- ¹⁸¹ Only larger capacity circuits are mentioned here.
- ¹⁸² Kinder Morgan-Cameron Bingham
- ¹⁸³ Brad Van Dyke, Kinder Morgan
- ¹⁸⁴ Tom Kovalack SMPA
- ¹⁸⁵ SMPA
- ¹⁸⁶ Department of Energy/Energy Information Administration www.eia.doe.gov
- ¹⁸⁷ Kim Montgomery, Mountain Village Executive Assistant
- ¹⁸⁸ U.S. Division of Mines and Geology
- ¹⁸⁹ Region 10 Review, League for Economic Assistance and Planning, INC. Vol. 11, Winter 2004
- ¹⁹⁰ State of Colorado, Department of Natural Resources, Division of Minerals and Geology; Region 10 Review, League for Economic Assistance and Planning, INC. Vol. 11, Winter 2004

¹⁹¹ Karen Henderson, San Miguel County Associate Planner provided all San Miguel County data



SAN MIGUEL COUNTY

