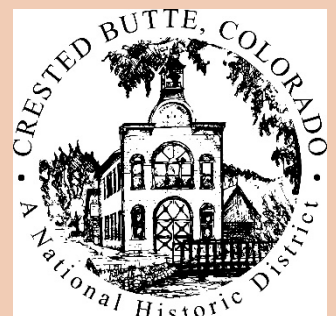

Annual Budget 2025



ADOPTED:
December 16, 2024
Resolution 25, Series 2024



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Photo Credit: Robby Lloyd

Budget Message

Introduction & Background

This budget message provides readers with an overview of the regular municipal government services provided, the projects to be completed in the coming year and how this work is paid for. The narrative tells the story behind the numbers by describing goals, priorities, underlying assumptions, and other factors considered in determining how the Town's available resources will be spent. Information is provided to better understand the schedules and supplemental information that comprise the annual budget package. It includes the following sections:

- I. Introduction and Background
- II. Organization and Services of the Town
- III. Overview of Town Tax Revenues
- IV. Executive Summary of the 2025 Budget
- V. Background, Budget Assumptions and Changes from the Previous Year
- VI. Personnel
- VII. Summary of all Town Funds
- VIII. 2025 Budgets by Fund

The Town Council formally adopts a budget and appropriates money to run the Town of Crested Butte (the Town or Crested Butte) each year. Adoption of the annual budget is guided by the Home Rule Charter of the Town of Crested Butte, specifically [Sections 9.2 through 9.13](#). The Charter and state law require the Town Council to adopt a budget before the end of the year and submit a mill levy to the Board of County Commissioners for Gunnison County. The Town of Crested Butte budget is adopted as expenditures by fund, not specific line items.

The Town held a discussion on September 5 to review the draft priorities for the coming year. They met again on September 16 to review an initial draft of 5-year capital plans and discuss the Council's priorities. The Council reviewed drafts of the 2025 budget on October 7 and November 18. Further discussion was held on December 2 regarding Streets and Alleys and 2025 mills were adopted. A public hearing on the proposed budget was held during the regular Town Council meeting on December 16 and the budget was adopted.

Council reviews of the draft budget included discussions of priorities of the community, operating and capital expenditures, sales tax growth assumptions, compensation, fees for services, utility rates and capital projects. The area where the council exercises the most significant degree of flexibility and discretion is in one-time spending for capital purchases and special projects. However, it is important to note that many projects require years of planning and may have already had funds committed for design and/or matching grant funds. A list of all capital projects is included in the budget report. The list includes those items that will be classified as fixed assets as well as those allowable expenditures for maintenance of assets.

The budget is the financial master plan for Town activities for the next year. Like all plans, it is intended that this budget will change and develop as unforeseen circumstances and opportunities arise. As events unfold over the next 12 months, Council will no doubt act to modify this plan as the facts of the present and perceptions of the future allow for greater clarity.

In the budget schedules that follow, financial resources are shown along with the uses of such funds. Additional supplemental schedules highlight other information of significance to the Town. In the “Summary of All Revenue, Expenditures and Fund Balances,” the total revenue and expenditures by major groupings are shown along with any uses of or additions to reserves. Additional worksheets show further revenue and expenditure information for each fund and operating area.

Should readers seek additional information not included in the budget package, it may be requested from the [Finance Director](#) at Town Hall.



Photo Credit: Robby Lloyd

Organization & Services of the Town

The Town has a population of approximately 1,589 residents (2024 Town Census) and serves as a tourism destination and activity hub for northern Gunnison County. Combined with the effects of tourism and part-time homeowners, Crested Butte’s municipal government serves a population estimated at more than twice the size of its residential base with the number of visitors swelling to upwards of 15,000 during busy summer events.

The Town has a relatively small tax base (1 square mile Town boundary) that must be leveraged to accommodate demands on it by the entire northern Gunnison County and ever-increasing tourism, primary and part-time residents. The population of northern Gunnison County was estimated at 4,696 following the 2020 U.S. Census.

Services provided by municipalities vary widely. Although citizens have many of the same services available to them in any incorporated area, some may be served by a special district or other governmental entity. Therefore, one city or town may not be directly comparable to another.

Crested Butte is organized as a home rule Town under the constitution of the State of Colorado and the locally adopted charter. The Town operates under a council-manager form of government with six council members, and a mayor serving in elected positions. All powers of the Town are vested in the elected Town Council, including the mayor, hereinafter referred to as the “Council”, which enacts local legislation, adopts budgets, determines policies, and appoints the Town Manager, Town Attorney and Municipal Judge. The Town Manager is responsible for executing the laws and administering the Town government.

Government accounts are organized based on funds or account groups, each of which is considered to be a separate accounting entity. In prior years, the Town has had five general government and one business-type (or “enterprise”) fund. Beginning in 2024 the Town has eight general government funds. This change was made to better align restricted revenue sources with related expenditures and provide more transparency to staff, Council and the public. The new funds created for accounting purposes are Open Space, Parks Recreation & Trails, and Transit & Mobility. Each fund is discussed in detail later in this document.

Government Funds

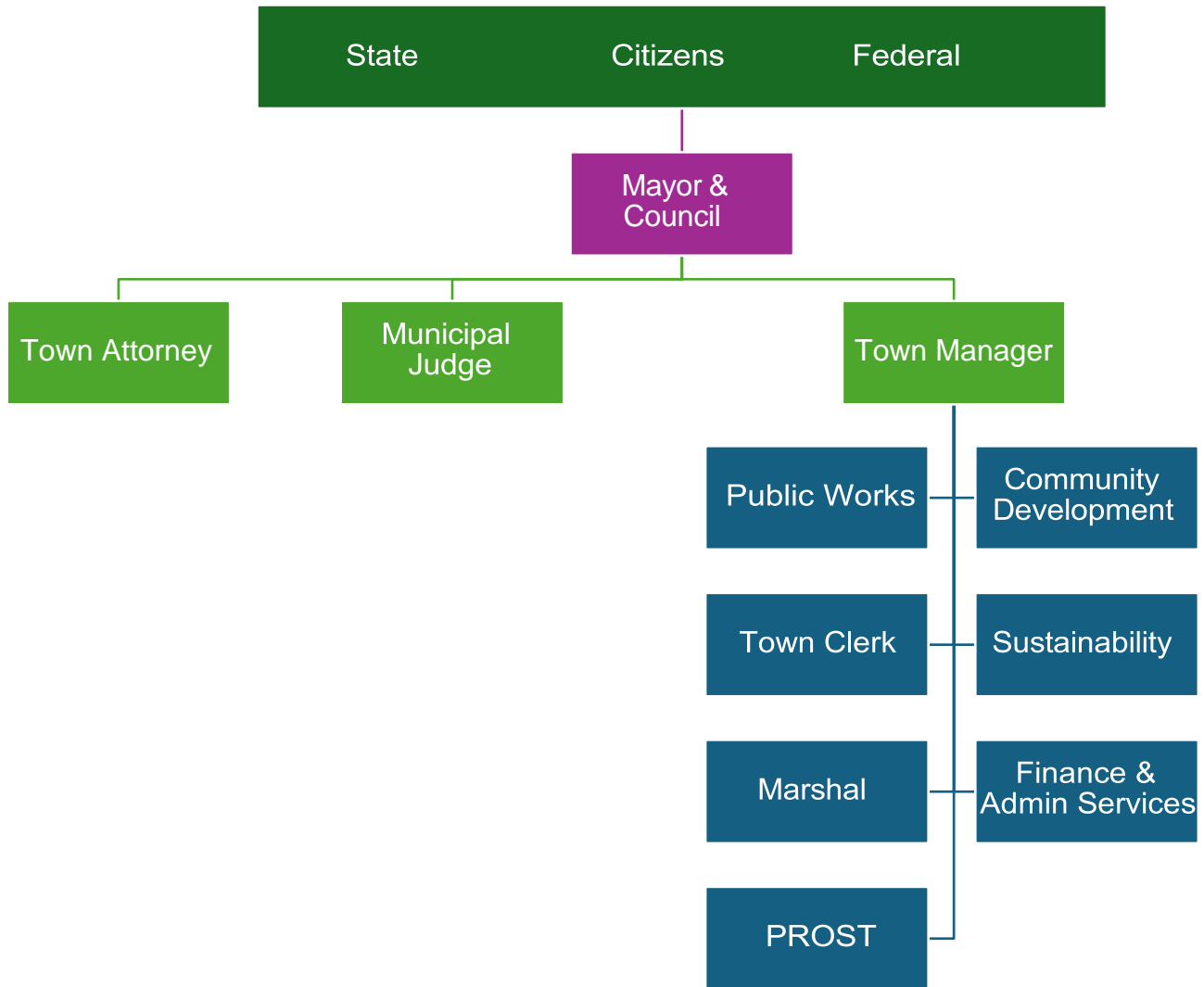
General Fund
Transit & Mobility Fund
Street & Alley Fund
Capital Fund
Open Space Fund
Parks, Recreation & Trails Fund
Conservation Trust Fund
Affordable Housing Fund

Business-Type or Enterprise Funds

Utility Enterprise Fund

It is important that readers of the budget know what services the Town provides to understand the budget. The broad services provided by Crested Butte’s employees across the various funds are described in the context of each department or special fund.

Town of Crested Butte Organization Chart



A more detailed organizational chart showing all staff positions is included as Appendix A.

Town Council

The Town of Crested Butte is a home rule community consisting of a council-manager form of government with power vested in an elected, seven-member Town Council. Town Council enacts local legislation, adopts budgets, determines policies, and appoints a Town Manager to execute laws and administer Town government. The Town Council also appoints the Town Attorney and Municipal Judge.

The six regular council members are elected at-large for four-year, overlapping terms. The mayor, who is a member of the Town Council, is elected at-large for a two-year term. Crested Butte does not have term limits. The Council may act through ordinances, resolutions, and motions. The Home Rule Charter establishes procedures to promote the expeditious and efficient handling of Town matters as well as to encourage citizen participation.

Members of the Town Council at the time of 2025 budget consideration and adoption include:

Ian Billick, Mayor
Jason MacMillan
Anna Fenerty
Kent Cowherd

Mallika Magner, Mayor pro-tem
Beth Goldstone
Gabi Prochaska
John O’Neal

The Town Council appoints members to the Board of Zoning and Architectural Review (BOZAR), the Public Art Commission, and special advisory committees as may be formed from time to time.

In 2022, the Town Council established a new comprehensive plan for Crested Butte known as the [Community Compass](#) or Compass. The Compass includes the four primary values of the community: Authentic, Bold, Connected and Accountable. Also included are strategies the Town wishes to implement, and a timeline of actions anticipated over the next 5 years to advance those strategies. The values and strategies provide continuity and focus for the Town Council and staff as we consider actions and work plans each year. The following are the values statements and strategies from the Compass along with specific implementation actions planned for 2025.

Crested Butte’s Community Values

If Crested Butte expects to maintain and retain its community identity, decisions must be made that are intentionally guided by these core values. As such, these values will act as guiding principles of the Compass, ensuring that all public policy, change and investments within and around the Town occur in compliance with these values and the success measures they represent.

We are an [authentic](#) community.

Crested Butte has soul — we are a genuine, creative, artistic, functional, livable, quirky, gritty, and strong community. We are true to ourselves, our history, and our surroundings. We have rough edges, are proud of our accomplishments, and thrive on being different. We choose to live a rugged life in the mountains and intentionally pick a life of passion over ease. Our authenticity comes from the unique individuality and spontaneity of the people who live here. We embrace the special nature of this place.

Our community is [connected](#).

Our community’s vibrancy is generated by a deep sense of connection to our surroundings, our neighbors, our past, and our future. We find peace of mind in our surrounding mountains. Our neighbors and friends help us survive and flourish in this community. Our connection to our past teaches us lessons. We find a reason to care by looking to the future.

We are **accountable** for preserving our community.

We love this community and we have a responsibility to care for it. We recognize the impacts we create and hold ourselves accountable to mitigating them. We take action to preserve and protect this place. We are stewards of our community and our surrounding environment that we hold in trust for future generations.

We are a **bold** community.

We will do what it takes to protect this beloved place. We choose courage over comfort, creativity over conformity, curiosity over judgment, and community over commodity. We are willing to take risks and be different in how we approach something. We are brave enough to make hard decisions, try something new, be willing to fail, and try again.

Goals from the Community Compass

- Approach community challenges through active collaboration and public engagement.
- Accommodate growth in a way that maintains the Town's and Valley's rural feel.
- Enable people who live and work here to thrive.
- Retain the unique character and traditions of Crested Butte.
- De-emphasize cars and focus on walking, biking, and transit.
- Continue to passionately care for our natural surroundings and forever protect Red Lady.
- Act on the urgency of climate change and prepare for the changes we expect from it.

A full listing of the 2025 Community Compass Goals and Strategies can be found in Appendix B of this document. The Strategic Action Items and Anticipated Timing 2025-2029 (adjusted at the end of 2024) can be found in Appendix C. Each year the Council will revisit these goals and strategies and update specific actionable priorities or projects for the coming year. In development of this budget the five-year plan for strategies and actions was updated and those changes are reflected in Appendix B. These priorities are established at the beginning of the budget process and integrated into the budget as needed to ensure focus and resources are available to achieve these priorities.

2025 Town Council Priorities

The Town Council discussed 2025 priorities on September 16th to establish the guiding direction for the 2025 budget. These priorities have been integrated into the goals and strategies established through the Compass and are captured in Appendix A of the 2025 budget. Appendix B includes the 2025 priorities along with the Compass strategies and actions for 2025 through 2029.

Town Manager

The Town Manager is the chief administrative officer of the Town. The manager is responsible to the Council for the proper administration of all affairs of the Town placed in their charge, and to that end they have the power and duty to fulfill the duties outlined in the Town's Home Rule Charter. Duties outlined in the Charter include:

- Enforce the laws and ordinances of the Town
- Hire, suspend, transfer and remove Town Employees on the basis of ability, training and experience
- Prepare a proposed budget annually and submit it to the Town Council
- Be responsible for the administration of the budget after its adoption by the Council
- Submit a complete annual report of finance and administrative activities of the Town
- Upon request of the Council make written or verbal reports at any time concerning the affairs of the Town under their supervision
- Keep the Council advised of the financial condition and future needs of the Town
- Make recommendations to the Council for adoption that they deem necessary or expedient
- Exercise supervision and control over all departments
- Make recommendations to the Council to establish, consolidate or abolish departments
- Enforce all contracts and utility franchise agreements
- Attend Council meetings and participate in an advisory capacity
- Establish a system of accounting and auditing for the Town that reflects, in accordance with generally accepted accounting principles, the financial condition and financial operation of the Town
- Provide for engineering, architectural, maintenance and construction services required by the Town
- Serve in an ex-officio capacity on all present and future boards, committees and commissions of the Town
- Perform such other duties as may be prescribed by the Charter, or by ordinance, or required of them by Council which are not inconsistent with the Charter.

2024 Projects/Accomplishments:

- Led the Town's efforts to bring the Mt. Emmons land exchange and Thompson administrative withdrawal to successful conclusion.
- Continue to manage public staff/council interactions in a manner that builds trust in the process by the public and minimizes distractions during public meetings
- Implemented monthly reconciliations of Town finances.
- Increased the Town's finances by:
 - Increasing our ability to obtain grants by retaining Sustainable Strategies DC, securing more than \$16.5M in grants for projects in Crested Butte and Gunnison County.
 - Evaluating and implementing the use of debt issuance by the Town resulting in issuance of Certificates of Participation for 14 rental units in Paradise Park.
 - Continuing to develop a stronger multi-year plan for finances needed to support town objectives, including but not limited to housing, transportation, business support, and climate action. Began this project in 2023 by clearly identifying several new funds within the Town's budget to help clearly identify restricted revenues, department expenses and projected shortfalls. This initiative has been continued in 2024 by projecting out 5-years in each fund as part of the annual budget process. With this clarity in funds and projections, we will be able to refine the long-range financial plans in 2025.

- Conducted a compensation survey for Town staff to evaluate how compensation among different types of employees may be changing in a new economic environment. A new pay plan and wage adjustments will be adopted as part of and alongside the 2025 budget.
- Garnered Gunnison County's commitment to an integrated land use and transportation plan, which effort will commence in 2025.
- After several years of planning, land and infrastructure improvements and several funding scenarios, 48 new all-electric, affordable housing rental units are under construction at Mineral Point and in Paradise Park.
- Worked collaboratively with Gunnison County to agree to extend water and sewer utilities to their Whetstone workforce housing project south of Town.
- Improved community engagement and communication through efforts related to long-range planning efforts flowing from the Community Compass, community block parties and coffee with the Council.

2025 Projects/Goals:

- Substantive progress on the Corridor Plan. Substantive progress means an executed funding agreement between the key entities that includes an agreed upon project objective, scope of work, roles, and anticipated work product and that a consultant is selected and work well underway by the second quarter of the year.
- Plan completion and Code updates:
 - Completion of the Community Plan and resulting strategy development and updates to the municipal code.
 - Develop a Town specific workforce housing strategy.
 - Develop a strategy to retain and attract essential services.
 - Overhaul zoning and subdivision chapters of the municipal code
 - Adoption of new Design Guidelines. Following completion of the Historic Preservation Plan, Climate Action Plan and Community Plan, the Town's Design Guidelines must be updated to implement the strategies in those documents.
 - 2024 Building Code Adoption. Maintain Town's commitment to revisiting building codes every three years by evaluating and implementing the 2024 codes to be effective January 1, 2026.
 - Complete a new PROST master plan. It has been a decade since the last PROST master plan and most of the recommendations in the prior plan have been completed. A new plan is timely especially following the anticipated completion of the MetRec regional master plan in Q1 of 2025.
- Transit Mobility. Maintain the momentum we have gained in advancing prioritizing walking, biking and transit in the community. Continue these efforts within Town and with our regional partners to advance the Town's goals.
- Multi-year financial plan. As we wind down the significant community planning efforts of 2024, we need to turn our attention to implementation of the identified strategies over the next 5-10 years. Staff will plan to hold several workshops with the Council to refine the timelines and strategies from the plans, forecast funding needs and develop possible funding strategies as needed.
- Continue to position staff and the Council for positive community engagement with a particular focus on helping citizens understand the pace of change and how the Town is positioning to absorb change while following our values.

- Strengthen public trust in Council through continued Council outreach (e.g., extending coffee with the council, events like the summer block parties) as well as through the impressions staff create with the public.

Town Clerk

The Town Clerk is custodian of the Town seal and records and keeps a journal of Council proceedings (minutes) and records of all ordinances, motions, and resolutions. The Town Clerk has the power to administer oaths and take acknowledgements under the seal of the Town. The mission of the Clerk's Department is to administer the following functions while providing exemplary and high-level service, focusing on a customer-first approach, to the public and to the staff:

- Cashiering/Mail/Supply Ordering/Meeting Room Scheduling
- Zoom meeting support (internal & external meetings)
- Front line communication for Town Hall
- Liquor, marijuana, vacation rental & business licensing
- Special event applications & facilitation of the special event review process
- Issuance of mobile vending permits including guidance through multiple agencies' processes
- Support for routine public communication and outreach and Public Information Officer during incidents
- Records & Laserfiche management
- Snow cat permitting
- Municipal Court
- Council meeting coordination
- Cemetery administration & facilitation
- Front desk/reception/phone
- Elections
- Banner and street musicians and performers permitting
- Administrative support for elected officials

The Deputy Clerk/Licensing Clerk continues to serve the primary functions of vacation rental licensing, business licensing, mobile vending licensing, and customer service at the reception desk. The position, created in 2022, provides redundancy for the entire department, including coverage of Council administration, municipal court, and special events.

The Deputy Clerk's primary duties are managing special events, the cemetery, and the Court Clerk for municipal court. The Deputy Clerk recently resigned, after serving for just over three years. The former Deputy Clerk was on track to receive her Certified Municipal Clerk designation in 2025, and the office lost valuable experience with her departure. Trevor Maltby was hired as the new Deputy Clerk. He has begun processing special event applications and cemetery administration within his first week, and he is off to a running start.

The Clerk's Department, like every department, has been affected by an increased day-to-day workload in proportion to projects taken on by the Town. The sale of cemetery lots remained steady throughout the summer, and sales were consistent with last summer. The transition of the Cemetery Committee to a non-profit operating under the umbrella of the Crested Butte Museum's 501(c)(3) is proceeding. The demand on Town property for events and meeting rooms increases every year.

With the availability of Zoom capabilities in the Council Chambers, Town Hall is a popular location for meetings, each of which requires some level of technical support.

Judge Jim McDonald is the Municipal Court Judge. The MOU between the Town and the Judge was renewed for a two-year term in July 2025. Municipal Court is held once a month. The volume for Municipal Court has generally been maintained, and a result of fewer court dates is that court dockets are more concentrated. The Court Clerk is responsible for remaining up to date with ever-changing legislation affecting municipal courts.

The Clerk's Department has been reactive to fluidity experienced in 2025 amongst liquor license holders. The 2025 liquor license transactions within the Town reflected an increase in restaurant availability. The Colorado Department of Revenue implemented an online portal for submitting various applications, which has significantly improved the expediency of approvals from the State.



Photo Credit: Nolan Blunck

Finance, Human Resources (HR), and Information Technology (IT)

The Director of Finance is also the Town Treasurer. The Finance Department keeps and supervises all accounts; receives and has custody of all monies of the Town, collects special Town taxes, sewer, water, sanitation, and other fees and charges; and issue licenses and collect fees, therefore.

There are six staff members in the department including the Director, AP/AR Manager, Assistant IT Administrator and Communications Specialist, HR Technician, Finance and Administrative Services Assistant, and Senior Accountant. Town's HR Manager position is contracted via Employers Council.

Specific tasks of the department include:

- Risk management including property and casualty, workers compensation and general liability
- Safety committee management
- Employee relations, recruitment, onboarding and offboarding
- Benefits administration
- Financial and human resources regulatory compliance oversight
- Document management
- CDL regulations, licensing, drug testing
- Payroll processing
- Audit management
- Budget preparation
- Financial reporting
- Cash flow management
- Town-owned, non-residential property lease management
- Community grants management
- Grant and debt management
- Website, e-alert and social media management
- Network management including server, internet, wi-fi, computer equipment and related hardware, telecom systems, and software
- Utility billing and utility account management
- Accounts payable processing
- Accounts receivable invoicing and management
- Cash management

2024 Projects/Accomplishments:

- Created new chart of accounts incorporating newly established funds and expense allocation
- Reimplemented ERP software using new chart of accounts
- Implemented project management and capital asset management software
- Reimplemented payroll management software
- Conducted an employee satisfaction survey
- Conducted compensation study, created and adopted new pay plan
- Developed policies and SOPs for working receivables
- Set up late payment penalties in utility billing
- Restarted utility billing for commercial lease holders.
- Consolidated bank accounts.
- Developed petty cash/cash register process for monthly balancing by the Finance Department.
- Began 5-year forecasting for all funds as part of the 2025 budget process

2025 Projects/Goals:

- Integrate Marshal's ticketing software with financial ERP
- Support Town Council and Manager in developing long-range financial plan to achieve community priorities
- Document departmental standard operating procedures
- Schedule regular balance sheet account reconciliations
- Regularly record adjusting journal entries for receivable and payable accruals, allocate management fees between funds and record deferrals
- Book capital assets as appropriate and record depreciation annually



Photo Credit: Robby Lloyd

Sustainability

The Sustainability department was first created in 2023. The Sustainability Coordinator serves to advance the Town's Climate Action Plan. They provide leadership and coordination of sustainability programs and initiatives to meet Town Council and community sustainability goals.

The Town Sustainability Coordinator began their position June 22nd, 2023. Specific tasks for this position include:

- Develops, updates, and implements the Town's Climate Action Plan (CAP)
- Manages the town's efforts towards its renewable energy goals, including taking a lead role in the coordination of renewable energy efforts with Gunnison County Electric Association (GCEA).
- Oversees waste policies and initiatives.
- Coordinates with Public Works staff on energy efficiency and electrification projects.
- Leads Town efforts to design and implement waste reduction, composting, and recycling programs through regional partnerships and provides oversight of the Town's trash hauling contracts.
- Provides updates on the Climate Action Plan to Town Council annually and as needed.
- Leads engagement with the community on sustainability programs and initiatives.
- Identifies and develops external grant funding opportunities for town sustainability projects.

2024 Projects/Accomplishments:

- Developed a draft 2030 Climate Action Plan and conducted public outreach.

- Coordinated and delivered an education series and scholarship program for state and Town building energy code for the building/construction community in partnership with Gunnison County, City of Gunnison, and Mt. Crested Butte.
- Initiated a joint Northern Valley Electric Vehicle (EV) Readiness Plan in partnership with Mt. Crested Butte.
- Implemented incentives for:
 - Short term rentals to install level 2 electric vehicle charging.
 - Outdoor electric equipment (e.g., mowers, snowblowers, etc).
 - Climate Responsible Special Events (CRSE)
- Launched a pilot residential compost drop off program in partnership with Mt. Crested Butte through Elements Mountain Compost.
- Facilitated a Fleet Electric Vehicle (EV) Infrastructure Plan
- Implemented a pilot green waste recycling program at Town Cleanup event.
- Awarded Grants:
 - \$106,000 in partnership grant funds from the Colorado Energy Office (CEO) Code Adoption and Enforcement grant.
 - \$29,887 in partnership funds from the Colorado Energy Office (CEO) Local Government Electric Vehicle Readiness Planning grant.
 - \$148,000 for fleet electrification charging infrastructure from the Colorado Energy Office (CEO) Fleet Zero Emissions Resource Opportunity (ZERO) grant.

2025 Projects/Goals:

- Initiate implementation of outcomes from the 2030 Climate Action Plan.
- Develop Town Facilities Energy Efficiency and Electrification Plan.
- Grow and develop new energy efficiency and electrification programs and incentives for existing buildings.
- Continue to support partnership compost program with Mt. Crested Butte.
- Leverage Colorado's Plastic Pollution Reduction Act (PPRA) to reduce plastic pollution in the Town.
- Improve communication of Climate Action accomplishments and project impacts.
- Continue active participation in Colorado Communities for Climate Action
- Grow the GreenDeed program to expand households served, include solar support, and electrification conversion pilot programs.
- Continue to partner with GCEA on electrification rebates and other community electrification programs.
- Research partnership opportunities for electric car share programs for deed-restricted and multi-unit dwellings.
- Conduct a regional waste management evaluation and discuss options to leverage collaboration to make improvements.
- Evaluate a pay as you throw (PAYT) waste management structure.
- Continuously evaluate regional partnership opportunities to reach climate action goals.

Marshals

Mission:

In partnership with our community, providing an exemplary level of peacekeeping.

Vision:

Aspiring to be a trusted and valued partner, known for our innovation, accountability, and commitment to justice.

Values:

Serving with humility, integrity and accountable professionalism while keeping the peace without prejudice or bias.



The Marshals safety and security responsibilities for the community include:

- police protection
- vehicle and foot patrol
- crime prevention and law enforcement
- parking enforcement
- traffic control
- vehicle identification number inspections
- school safety
- regional preparedness
- task force assistance
- DUI enforcement
- special event support
- Communications board member
- general code enforcement
- community group engagement

2024 Changes, Challenges and Accomplishments:

After Cynthea Gunderson left in August, the department was fortunate to hire a former 8-year Gunnison Sheriff's deputy, Wes Hersberger. Wes previously lived in the north end of the valley, and worked in the county, so he has been a seamless addition to the Marshal's Office.

Budget cuts to our West Central Region POST board forced area agencies to reevaluate training reimbursements in 2024. Previously, the Town was able to receive funding for most in-service training but, steep cuts have decreased the availability of funds. However, our robust cadre of staff instructors continue to provide high-quality training and education across the core competencies we maintain for professional certification. We look forward to more State funding becoming available for training with the passage of Proposition 130 in the November election.

Instead of another Tesla EV, in 2024, we opted to purchase Chevy's newly-available, police model Blazer EV. Now nearly half of our in-service vehicles are electric.

The Marshal's Office took over supervision of the Town's parking management program with Interstate Parking from Community Development.

2025 Projects/Goals:

As we always do, we will continue to scan our legal and ethical environment for issues which may have implications for the Marshal's Office and to look for opportunities to implement change where trends and events require us to adapt. We are on the lookout for ways to assist with the budget, funding and grant opportunities; implement evolving industry best practices with training, tactics, techniques and policies; maintain political and legal situational awareness with regard to litigation, court decisions, interest groups and rules. Our officers stay current on technological trends and adaptations as they pertain to new technology, automation, training and communications. Regarding our larger environment, we monitor demographic changes and society's evolving values and expectations of Law Enforcement as well as larger climate issues, energy use, terrorism and intelligence issues for their local effects. When it is released in the beginning of 2025, please check out our Annual Report for more information on our 2024 activities.



Photo Credit: Rob Weisbaum

Public Works

The Town of Crested Butte (Town) Public Works Department (PW) is comprised of five divisions: Water, Wastewater, Streets, Facilities and Fleet. Funding for PW is derived from three separate funding sources. The Water and Wastewater Divisions are funded solely through the Enterprise Fund. The Streets Division is funded through two funding sources, a voter approved mill levy and the General Fund. Finally, the Fleet and Facilities Divisions are solely funded through the General Fund. Currently, PW employs 23 full-time staff members, with each division led by a division manager.

The Water and Wastewater Division

The Water and Wastewater divisions are responsible for the operations, maintenance and regulatory compliance of the Town's Water Treatment Facilities (WTP) and Wastewater Treatment Facilities (WWTP). The main objective is to provide safe and reliable drinking water to the community and to protect our environment by discharging the cleanest wastewater possible. To facilitate this effort, the Water and Wastewater divisions collectively employ eight certified water/wastewater operators. The Water and Wastewater Division are solely funded through the Enterprise Fund, which is supported through water and sewer tap fees and user rates.

In the fall of 2024, the Town completed a multi-million-dollar capital improvement aimed at upgrading our Solids Processing Facility, adding administrative facilities for staff, and enclosing the secondary treatment process. Funding for the project was obtained through a Department of Local Affairs (DOLA) grant in the amount of \$750,000, \$11,000,000 direct loan, \$3,000,000 green loan from the State Revolving Fund (SRF), and cash contributions from the Enterprise Fund reserves.

In 2025, the Lake Irwin Valve and Piping Project design is still in the development phase. The Town holds significant water storage rights in the Lake and our outlet provides a back-up drinking water source and helps maintain flows in Coal Creek. Some components of the outlet structure need significant repair. Unfortunately, the project was put on hold in the spring of 2024 due to significant unanticipated design changes based on an assessment from the State Engineering Office (SEO) that designated the improvements as a high-risk dam. At this time, the Town is redeveloping project design based on SEO feedback. Staff is anticipating design in the fall of 2024 through the spring of 2025 with construction in the fall of 2025. In addition, the Town is currently exploring the feasibility of developing a secondary water supply source. This project is in the initial stages of design with the second phase of the feasibility analysis and subsequent engineering design scheduled in 2025 and 2026, respectively. Other proposed capital improvements for 2025 include the replacement of an existing water main on Whiterock, between 3rd and 5th street, replacement of the sewer jet trailer, replacement of the Ruth's Road Lift Station and continued development of the Wildfire Ready Action Plan (Wildfire Mitigation Plan).

In addition to the capital improvements, the WWTP has been working through three regulatory compliance issues: future zinc limits, infiltration & inflow (I&I) and National Pollutant Discharge Elimination System (NPDES) Permit renewal. The Town is currently implementing a new zinc treatment process with an anticipated completion in Winter of 2025. The WWTP is also continuing to address I & I issues on an annual basis by performing CCTV inspections and issuance of enforcement letters, as well as the lining of manholes through the maintenance program. Both issues will continue to be monitored through 2025. Finally, the WWTP expects CDPHE to issue the new general permit sometime in the fall of 2024 or winter of 2025.

Gunnison County has been working for several years to develop the Whetstone workforce housing project, a 252-unit housing project located 2 miles south of Crested Butte. The land use approvals require the County to deed restrict 80% of the proposed residential units as workforce housing with no less than 40% serving households below 120% average monthly income (AMI). Discussions began in 2022 about possibly extending water & sewer services to the project. These talks culminated in 2024 with the execution of a pre-annexation agreement and a utility extension agreement. The project includes construction of a pedestrian underpass below SH 135 and relocated bus stops to serve the project as well as construction of a roundabout at the intersection. Per the utility extension agreement, the County has agreed to pay the Town \$7,501,998 in System Investment Fees. The Town agreed to finance the system investment fees over a 15-year period, with no interest. Specifically, the County will make no payments until five years after the first unit receives a certificate of occupancy. At that time, and for each of the subsequent years they will pay \$751,000 until the

\$7,501,998 is paid in full. Monthly service fees will be paid by the County at a rate equal to 80% of the rates paid by in-Town customers. Overall, this infusion of system investment fees and monthly service charges should help the Enterprise invest in already identified future projects.

Looking into the future, the Enterprise Fund looks to focus projects on aging infrastructure and source water protection, including wildfire protection planning and implementation. Additionally, the WTP and the WWTP continue to face ever-increasing regulatory requirements on the quality of drinking water and wastewater discharge, respectively.

Streets Division

The Streets Division started off 2024 with an average snow year. This enabled staff to start the construction season on time. Staff completed a variety of preventative maintenance tasks, such as crack sealing, street sweeping, paint striping, alley grading and ROW grading. In addition to the annual maintenance typically performed, the streets division performed hot patching, curb and gutter replacement, and storm water maintenance.

2024 also marked the Town's 5-year paving project with the repaving of 8th street, from Butte to Elk Aves, and Elk Ave, from 6th to 9th street. The project construction was awarded to Lacy Construction. Work commenced in July of 2024 and was completed in September of 2024. In addition to the resurfacing of the roadway, underground storm water improvements were also included in the project.



Photo Credit: Shea Earley

Finally, staff continues to work with JVA Engineering to develop a prioritized capital improvement plan (CIP) for the replacement of our streets and storm water infrastructure. Once implemented, this plan will be the guiding document for future capital improvement needs.

Facilities Division

The Facilities Division (FD) is responsible for the operations, repair and maintenance of the approximately 67 Town owned buildings/structures, several of which were constructed in the 19th Century. Funding for this division comes from the Capital Fund. Currently, the FD employs four full time staff members and contracts for a part time custodian to assist in cleaning public restrooms year-round.

The FD had several projects in 2023 aimed at replacing and/or maintaining existing assets. These include window replacement at 308 3rd Street, replacement of a portion of the riverwalk trail railing, reroof of the Mt. Express Bus Barn, and the replacement of several heating systems. Additionally, FD has also continued the implementation/ transition to electrification of our facilities by converting gas

fired appliances to electric appliances when replacement schedules require and/or when replacement is necessary due to failure.

Fleet Division

In alignment with the goals and objectives of the Climate Action Plan, Fleet has continued the transition process to electric vehicles. In 2024, the Town acquired one hybrid loader and two electric Ford Lightings, an electric Chevy Blazer, and two electric Chevy 2500s. Additionally, the Town has ordered an electric Chevy Blazer Patrol Car for the Marshal Dept; however, we are still awaiting procurement. Finally, staff will be taking a 1981 Ford pickup and converting to an electric vehicle.

2024 also marked the first year the Town scheduled the replacement of heavy equipment with fully electric vehicles. To facilitate this acquisition, the Town analyzed charging requirements to determine the necessary charging infrastructure to manage Town heavy equipment operations. This infrastructure is slated to be constructed in 2025 through the Capital Fund. The Town also investigated options for the replacement of the water truck with a fully electric dump truck (with a water tank skid). To subsidize the additional costs of an electric heavy equipment vs combustible engine heavy equipment, the Town applied for a \$250,000 grant. Unfortunately, the Town was not awarded the grant in 2024. As such the Town has deferred the procurement to 2025 and intends to reapply for grant funds to assist in covering the price difference between diesel heavy equipment and electric heavy equipment. In 2025, scheduled electric conversions include a water tanker truck, dump truck, and a light duty pickup truck conversion.

Parks, Recreation, Open Space and Trails

The Town of Crested Butte Parks, Recreation, Open Space and Trails Department (“PROST”) enriches the lives of residents and visitors through inclusive year-round recreational programming, conservation and stewardship of vital open spaces and trails, and access to diverse public park amenities. We promote community connection, foster collaboration, ensure a high quality of life, and protect the Upper Gunnison River Valley’s rich natural and cultural heritage.



Photo Credit: Nolan Blunk

Parks Division

The Parks Division is responsible for the following services:

- Capital project management including preparation of bid and contract documents, grant writing and reporting, and project oversight
- Maintenance of parks, ball fields, playgrounds, sledding hills, skatepark, tennis courts, pedestrian bridges, and other Town-owned landscaped areas including mowing, aerating, fertilizing, and playground/structure maintenance
- Inspection, reporting, and risk management of all park facilities
- Management of raw water collection for park irrigation
- Maintenance, repair, and installation of irrigation systems
- Weed management
- Collaborative management of the Tree Removal Permit system with the Building Division
- Planting and maintenance of flower boxes and perennial gardens
- Tree planting, pruning, and maintenance
- Maintenance of benches, bike racks, picnic tables, and trash and recycling receptacles in parks, on Elk Avenue, at bus stops, and other locations throughout town
- Management of holiday lights and wreaths on Elk Avenue, bus stops, and public buildings
- Maintenance of the Big Mine Ice Arena including building and striping the sheet of ice each season, annual installation of wind screens, and resurfacing of the ice
- Winter snow removal on sidewalks throughout town
- Provide support to Public Works for snow hauling and dumping

2024 Accomplishments:

- Completed maintenance, irrigation, field care, playground maintenance, prep for athletic programs for 25.23 acres of park space
- Completed the design and public outreach for the Totem Pole Renovation project, and completed construction of all but the final planting which is slated for June of 2025
- Completed the Bike Park Renovation Project with grant funding awarded through the Met Rec
- Completed public art and signage for the Skatepark Renovation Project
- Continued the Native Grass Conversion Project and expanded the area west of the Marshals building
- In partnership with Crested Butte Botanic Gardens, completed the native plant display at Three Ladies Park
- Developed a weekly maintenance plan for all athletic fields
- Identified and removed three large hazard trees in rights-of-way
- Jack Morgan, our Parks Manager, attended the Parks Maintenance and Planning Academy



Totem Pole Park Renovation Project

- Janna Hansen, our PROST Director, attended the Colorado Parks and Recreation Association’s annual conference

2024 Challenges:

- Trash management with multiple Big Bellies being offline and failure to increase service to twice a week during the busy summer months.
- Parks was down seasonal staff with 2.5 summer parks crew seasonals that stayed through the summer when we would normally have 4.

Recreation Division

The Recreation Division is responsible for the following services:

- Provide a variety of recreational programs for youth and adults throughout the year including program and policy creation, scheduling, and marketing.
- Management of indoor recreation facilities including Jerry’s Gym, the Fitness Room, the Community Room, and the Depot.
- Scheduling of all Town athletic fields, all indoor recreation facilities, Rainbow Pavilion, the Depot, the Town Ranch Event Area, and the Big Mine Ice Arena.
- Recreation staff development including recruiting and training of paid instructors and volunteers for a variety of sports and leisure programs.
- Policy creation for risk management and best practices in recreational programming.
- Collaboration with regional recreation partners and service on the boards of WEHA and WESA, and the Met Rec North Valley Advisory Committee.

2024 Accomplishments:

- Successfully ran 106 activities and programs for various age groups and skill levels throughout the year serving over 1,180 community members
- Collaborated with the Adaptive Sports Center to provide indoor climbing for youth and adults
- Developed auto-belay rescue procedures for the climbing wall at the Adaptive Sports Center
- Created and ran two coaching clinics to help better support and train coaches
- Created coach pocket guides for all of our programs and implemented a coaching tool through the Mojo app
- Lloyd Heirshberg, our Recreation Coordinator, completed a recertification of his Single Pitch Instructor course to keep up to date on risk management and best practices for our rock climbing programs



Pickleball Social at Big Mine

- Lloyd attended the National Association of Youth Sports Administrators and completed coursework to keep his Youth Sports Administrator certification current

2024 Challenges:

- There is a growing demand for amenities and facilities, and staff is receiving pressure from the community to provide more and more regional amenities for the north valley
- Program participation continues to increase, and programs are often full with waitlists due to a lack of available facility space
- Indoor program spaces at Town Hall are in substantial disrepair
- Recruiting and retaining reliable instructors for programs continues to be a challenge

Open Space & Trails Division

The Open Space & Trails Division is responsible for the following services:

- Management of conservation easements including collaboration with private property owners, land managing agencies and the Crested Butte Land Trust
- Acquisition of conservation easements and conserved lands
- Monitoring of open space parcels including reporting and landowner communications
- Stewardship of open space parcels and trails including maintenance, signage, and public outreach
- Serve on the Slate River Working Group and participate on Sustainable Tourism and Outdoor Recreation (STOR) Committee

2024 Accomplishments:

- Served as the staff liaison and drafted comments for the GMUG Forest Plan Revision
- Served as the staff liaison and drafted comments for the Gunnison Ranger District's North Valley Trails Plan
- Served as the staff liaison and drafted comments for the USFS's Thompson Divide Mineral Withdrawal
- Provided staff support for the Mount Emmons conservation easement and land exchange
- Executed a recreational access easement agreement with the Stock family to ensure perpetual access to the Deli Trail for the community
- Completed the Red Lady Open Space Ladder Fuels Mitigation Project
- Completed trail planning and design for the Mineral Point Trail Project
- Completed monitoring and reporting for all Town held conservation easements, and open space properties



Red Lady Open Space Ladder Fuels Mitigation Project

- Joey Carpenter, our Rec, Open Space and Trails Supervisor, attended the Colorado Open Space Alliance Conference
- Piloted a baseline trail use data collection initiative on Woodswalk, Green Lake and Deli Trails
- Participated in a joint noxious weeds mitigation workday on the Lupine Trail with the Crested Butte Land Trust and Gunnison County

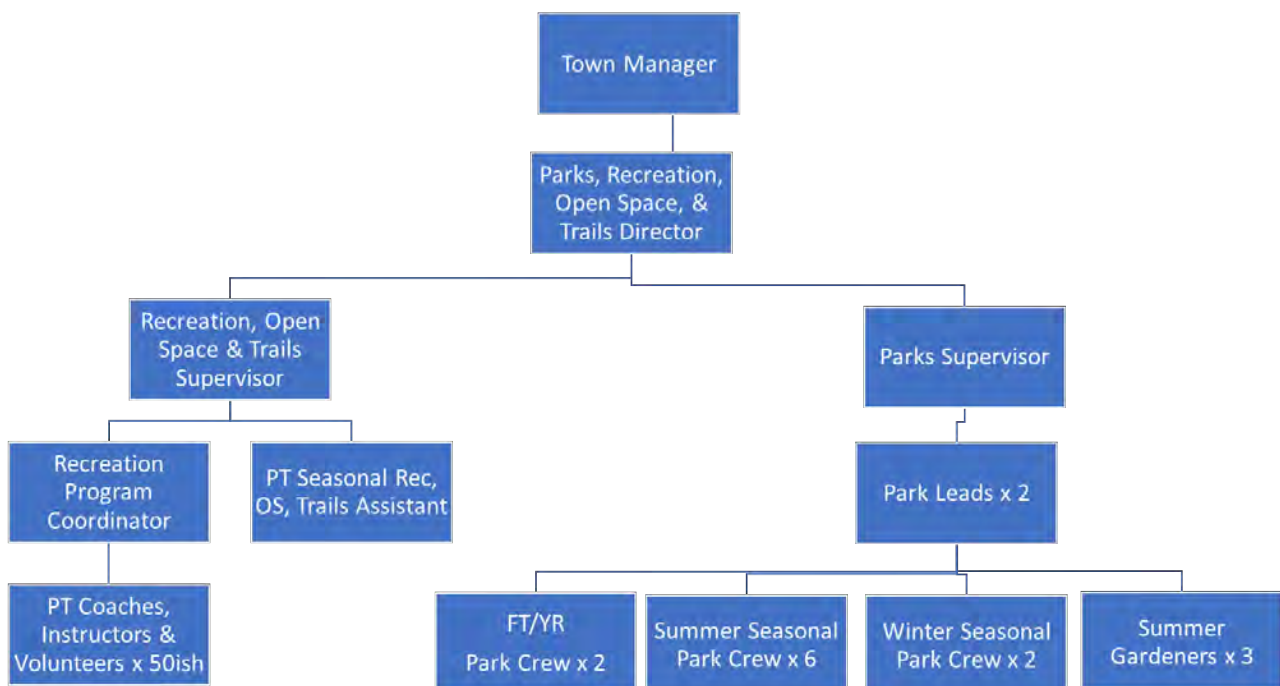
2024 Challenges:

- Landowner transitions and old documents contribute to confusion around encumbrances and allowances on locally conserved properties.
- Noxious weeds continue to be an ongoing management challenge, particularly where adjacent properties have no management, allowing weeds to spread onto Town owned/easement held lands.
- Market conditions have driven prices for conservable lands up considerably, making it more difficult to strategize acquisitions.
- Floater friendly fencing this season, particularly at Town Ranch, was a substantial issue with livestock escaping regularly.
- Recreationists frequently entered the Red Lady Open Space during the ladder fuels mitigation project in spite of substantial efforts to sign/block the area off, even while tree felling and mastication were underway.

2025 PROST Initiatives:

- Complete an updated Parks, Recreation, Open Space, and Trails Master Plan
- Complete the renovation of Totem Pole Park with plantings, grass, and site furnishings
- Construct the Mineral Point Trail
- Continue to work with willing landowners on acquisition of recreation access easements
- Continue the Native Grass Conversion Project

PROST Organizational Chart



Community Development

The Community Development Department facilitates the community engagement, the planning, and the implementation of the Town's regulatory framework governing the preservation and enhancement of the Crested Butte community and the physical condition of the places in Town where people live, work, and play. The Department does this through the administration of the Crested Butte Community Compass (the Town's Comprehensive Plan); the management and enforcement of the Town's zoning code, subdivision regulations, and building codes; the management and implementation of the Town's Housing Program; and the management of the Town's Transportation Mobility Program.

All of the Department's efforts adhere to community values and decision-making framework outlined in the Community Compass through four operating divisions: *Planning, Building, Community Housing, and Transportation and Mobility*. Each division's responsibilities are outlined below.

Planning Division

The Community Planning Division administers and implements the Community Compass, its strategic plan, and decision-making framework through the management of the Town's zoning and subdivision regulations and a commitment to community engagement. There are two distinct services within the

Current Planning & Historic Preservation - Services

- Manages and enforces the Town's zoning code, including the Town's Design Standards and Guidelines, and subdivision regulations
- Manages development review processes and procedures for all investments made in Crested Butte
- Manages the Town's historic preservation ordinances, resources, & Certified Local Government requirements
- Supports the Board of Zoning and Architecture Review (BOZAR)
- Managed the 100-year regulatory floodplain compliant with FEMA requirements
- Grant writing and reporting

Long-Range Planning - Services

- Manages the development and implementation of the Community Compass, its strategic plan and decision-making framework, through the employment of robust community engagement processes
- Manages the development of small area plans, corridor plans, and special studies, which are consistent with the Compass's Strategic Plan and Decision-making Framework
- Manages regulatory updates to the Town's zoning Code, subdivision regulations, and building code
- Manages the Department's community outreach and engagement efforts
- Grant writing and reporting

Building Safety Division (Building)

- Manages the Town's building permit processes and procedures as outlined in the Town's adopted building codes.
- Manages the private sector's building sustainability goals, incentives, and policies outlined in the Town's Climate Action Plan and adopted Building Codes
- Advises the Planning Division in developing the Town's new building codes.
- Assists the Public Works Department in the construction management of Town owned facilities.

Community Housing Division

- Facilitates the design and programing, entitlement, financing, construction, and lease up of deed restricted housing owned by the Town and in collaboration with third party developers.
- Manages and enforces the Town's deed restricted housing policies, guidelines, and programs.
- Supports the Gunnison Valley Regional Housing Authority (GVRHA) in administering the lifecycle of deed restrictions, from application, rental, sale, compliance and resale, of the Town's deed community housing portfolio.
- Manages 13 Town-owned employee rental units and oversees GVRHA's management of The Ruby, a six-unit bunkhouse property for Town employees and local workforce.
- Collaborates with the Planning Division in the development of small area housing plans and regulatory incentives for deed restricted housing.
- Coordinates regional housing initiatives with regional partners.
- Advocates for the Town's housing interests at the state and federal level.
- Grant writing and reporting.

Transportation Mobility Division

- Manages the planning of Town-wide Transportation and Mobility Policies and Programs, including:
 - Traffic Operations
 - Transit Operations
 - Parking Management
 - Traffic Calming/Elk Avenue Parklet Program
 - Pedestrian and Bicycle Circulation Improvements
- Manages Transit and Mobility Fund in the Town Budget
- Manages the development of transportation and mobility plans, corridor plan, traffic studies, parking studies, and special studies, which are in consistent with the Compass's Strategic Plan and Decision-making Framework
- Coordinates and collaborates with Mountain Express and the Gunnison Valley Regional Transportation Authority regarding transit operations in Town and County-wide.
- Coordinates and collaborates with the Public Works Department on the design and construction of transportation investments and projects
- Coordinates and collaborates with the Marshal's Department in the development and implementation of parking management policies in Town

- Coordinates regional transportation and mobility initiatives with regional partners
- Grant writing and reporting

2024 Department Accomplishments:

Planning Division

- Current Planning and Historic Preservation - Services
 - Managed the Board of Zoning and Architectural Review (BOZAR) review and approval of 152 development applications, with 25 formal reviews and 127 insubstantial reviews.
 - Managed and collaborated with the Long-range planning the development of the Town's first Historic Preservation Plan under the guidance of Compass Navigation's community engagement process
 - Facilitated the first-time use of federal historic tax credits for private sector for structural improvements to the dairy building
 - Maintained a Community Rating System (CRS) score of 7, on the Town's first annual review. This reevaluation ensures federally protect flood insurance to residents maintains a 15% discount to property owners in Crested Butte
 - Obtained a \$300,000 Grant from History Colorado for the replacement of windows with Town Hall
- Long-Range Planning
 - Managed the Compass Navigation Community Engagement effort associated for Compass Strategic Plan's initiatives:
 - Transportation Mobility Plan – Implementation
 - Historic Preservation Plan - Development
 - Climate Action Plan – Development
 - Community Plan - Development

Engagement actions included four neighborhood block parties; facilitation of 12 – project advisory committee meetings and four navigation committee meetings; administered and analyzed numerous community-wide surveys; organized coffee with a Council member; participated in 30+ stakeholder and one-on-one meeting; staffed 20 pop-up outreach events throughout the community; and organized the Public Policy Forum at the Center of the Arts linking community affordability to the zoning code.
 - Collaborated with current planning to manage the development of the Town's first Historic Preservation Plan under the guidance of Compass Navigation's community engagement process
 - Collaborated with the sustainability office to manage the development of the Town's third Climate Action Plan under the guidance of Compass Navigation's community engagement process
 - Managed the development of the Town's Community Plan, which examines the Town's Zoning code to reduce the costs of development in the community under the guidance of Compass Navigation's community engagement process
 - Actively participated in the negotiation of the municipal utility extension to Whetstone, focusing on land use and transportation considerations
 - Began working with County staff to craft the scope of work and RFP for the upcoming CO-135 Integrated Transportation and Land Use Corridor plan
 - Crafted and gained Council approval of updating the Town Municipal Code related to demolition of historic structures

- Obtained a \$25,000 Grant from Colorado Department of Local Affairs and is managing the conceptual design of a new Marshal's Office as an extension of the Community Plan
- Obtained a \$150,000 Grant from Colorado Department of Local Affairs redevelopment remodeling of Town Hall's second floor

Building Safety Division (Building)

- Managed the review and approval of 100 building permits
 - Issued 72 Certificates of Occupancy (COs) with sixty residential and 2 commercial mixed use COs issued for new construction, or major redevelopment projects
- Facilitated the design of the Town Hall second floor remodel
- Crafted and managed the RFP for the improvements

Community Housing Division

- Executed and managed issuance of a Certificate of Participation (COP) to finance \$8.06 million loan for the construction of 14 deed restricted rental units in Paradise Park
- Managed the design and entitlements for 14 deed restricted rental units with the general contractor, High Mountain Concepts (HMC). Negotiated and administered the HMC construction contract.
- Facilitated the community engagement and crafted an update to the Town's Affordable Housing Guidelines
- Managed the public-private relationship with TWG Development, the developer of Mineral Point, a 34 unit, \$15 million, low-income housing tax credit development that will provide rental units to households earning 30%-60% AMI. Mineral Point is being developed on a former town landfill, housing staff also managed the coordination of the developer, contractor, and environmental engineer to ensure that the project is being completed according to the robust regulatory agreements with the Colorado Department of Public Health and the Environment
- Managed and participated with the GVRHA to build out a software platform that will help them more efficiently administer the deed restriction lifecycle from application, through lottery, leasing/sale, compliance, and resale.
- Worked closely with the GVRHA on crafting and finalizing the new Housing Needs Assessment for the Gunnison Valley.
- Worked with the Town's legal counsel and property owners to update the deed restrictions on five properties.
- Participated in the technical assessment and development of success measures as part of the update to the Intergovernmental Agreement between the Town, Mt. Crested Butte, Gunnison and Gunnison County that funds the operations of GVRHA

Transportation Mobility Division

- Administered the technical analysis and facilitated the community engagement necessary for Town Council to adopt the Town first Transportation Mobility Plan
- Crafted the Town's Town-wide first traffic calming policy and implemented the 2025 traffic calming program
- Managed the CDOT Access Permit required for the CBCS expansion and the proposed improvements of the Red Lady and CO-135 intersection

- Crafted and implemented a winter ski-permit program for the residential streets within 500' of the Mtn Express Bus Stops on Six Street after months of community feedback
- Co-managed and completed the CO-135 Safe Streets for All, Comprehensive Safety Study for CO-135 with Gunnison County and the City of Gunnison
- Successfully collaborated with Gunnison County and the City of Gunnison to obtain a \$15 grant to assist in implementing safety improvements for CO-135, including obtaining \$2.2 million for the construction of the Red Lady Intersection.
- Converted 15 undersized and unsafe head-in parking spaces along 5th Street to nine parallel on-street spaces improving the safety of all modes of travel
- Managed the Town's parklet program for Elk Avenue and Third Street, expanded to include retailers
- Transitioned the enforcement of the Town's parking management program to the Marshal's Department
- Participated in the RTA and Mt Express Five-Year Strategic Plan
- Coordinated and collaborated with Gunnison County to ensure the relocated RTA bus stops, pedestrian underpass, and roundabout were a requirement of the Town extending municipal utilities to the Whetstone Community Housing Project

2024 Department Challenges:

Community Housing Division

- TWG is having difficulties managing the construction of Mineral Point, resulting in delays to the project. TWG still anticipates leasing up in the summer of 2025 and staff does not anticipate that the delays will put the tax credits at risk of recapture.
- The lack of capacity and experience of GVRHA is threatening the schedule and roll out of the new deed restriction administration software platform.

Transportation Mobility Division

- On-going implementation of the parking management aspects of the Transportation Mobility Plan.

2025 Department Initiatives:

Planning Division

- Current Planning and Historic Preservation - Services
 - Continue to manage the Board of Zoning and Architectural Review (BOZAR) review of development applications
 - Collaborate with Long-range planning for the rewriting of the Design Standards and Guidelines.
 - Continue to manage the Town's 100-year regulatory floodplain
- Long-Range Planning
 - Facilitate the community engagement and manage the completion of the Community Plan and Marshal Office's Conceptual Plan
 - Collaborate with current planning for the rewriting of the Design Standards and Guidelines
 - Collaborate with the Building Division for the adoption of the 2025 family of international building codes

- Execute and IGA, Coordinate and collaborate with Gunnison County and Mt Crested Butte for the development of the CO-135 Integrated Land use and Transportation Corridor Plan

Building Safety Division (Building)

- Continue to manage the review, inspection and approvals building permits
- Collaborate with the Long-range planning for the adoption of the 2025 family of International Building Codes

Community Housing Division

- Manage the completion and leasing of the 14 units in Paradise Park by HMC.
- Manage the community engagement, qualification, lottery and lease up of the Paradise Park development.
- Facilitate TWG's completion of Mineral Point, final close out of the construction of the soil gas mitigation and monitoring system to achieve the requirements under the environmental regulations with Colorado Department of Public Health and the Environment, and support/monitor the lease up of the property by GVRHA.
- Support GVRHA's roll out of the of the new deed restriction administration software platform.
- Develop the Town 5-year Affordable Housing Strategy following completion of the Community Plan.
- Continue to facilitate the transition to the current form of deed restrictions to improve administration and minimize legal risk.

Transportation Mobility Division

- Facilitate the community engagement and manage the final design of the roundabout at the intersection of CO-135 and Red Lady in collaboration with the CBCS and CDOT.
- Monitor the Town's parking management program. Update Town Council on the 2024 analytics and implement Town Council's direction for 2025
- Monitor the Town's traffic calming program. Update Town Council on the 2024 analytics and implement Town Council's direction for 2025
- Manage and implement the Elk Avenue Parklet Program
- Participate in the Mt Express Five-Year Strategic Plan

General Government

There are costs in the general fund that do not fall under the responsibility of one of the department heads such as utilities for Town property used by multiple departments and those not in public use, town clean-up, IT, visitor center support, and community grants. These expenses are noted within the General Government department of the General fund.

The Town supports the community by providing financial and/or staff resources to non-governmental organizations for special projects and programs that supplement municipal government operations and enhance quality of life for the community. This is demonstrated by providing financial grants to

non-profits serving the Crested Butte community. Funds are awarded in two cycles each year. The 2025 General Government budget includes a total of \$100,000 for these grants.

Additionally, 2022 saw adoption of a policy by the Town Council to allocate nicotine tax funds to entities or programs that support substance use prevention, cessation and treatment of substance and access to mental health programs. Primary consideration will be to fund programs or projects that focus on youth and young adults in the Crested Butte community. The Town Council has committed to funding positions for two clinical therapists in the Crested Butte Community School for \$140,000 annually with a remaining estimated \$35,000 to be allocated through grant funds in 2025.

In the past payments to Mountain Express were housed in this department. Beginning in 2024, these payments are booked to the new Transportation Mobility fund.

Overview of Town Tax Revenues

Government funds rely primarily on tax revenue to provide public services, while business-type funds charge fees to users of specific services, typically with a goal to be self-sustaining.

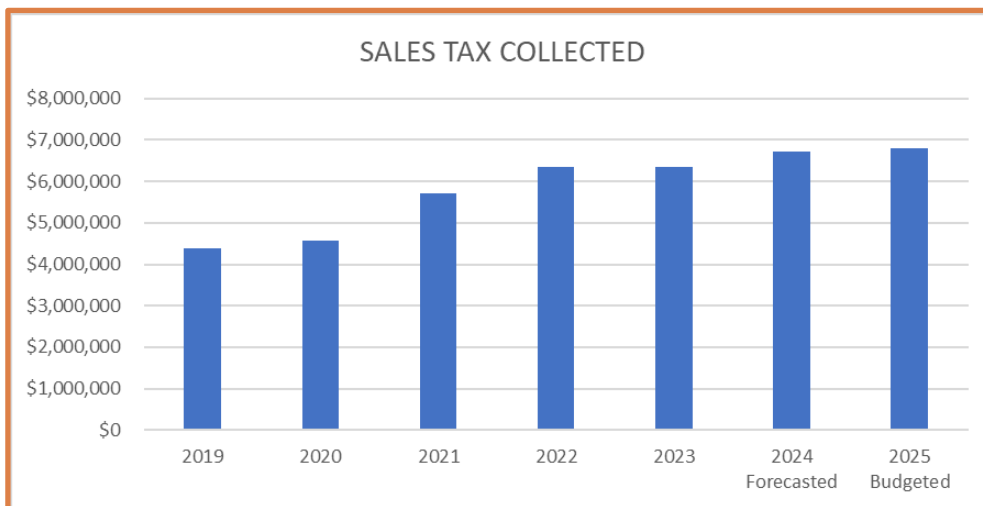
Sales Tax

The sales tax rate within the Town of Crested Butte is 9.4% and breaks down as follows:

Colorado State tax	2.9%
Gunnison County tax	1.0%*
Crested Butte tax	4.5%
<u>Rural Transportation Authority tax</u>	<u>1.0%</u>
Total Sales Tax rate in Crested Butte	9.4%

* Shared 50/50 with local jurisdictions based on location of sale

Town sales tax revenues have been growing steadily over the past decade. Revenues in 2024 are tracking more than 5.5% above 2023 through October.



The Town's 4.5% sales tax is allocated to various funds and uses as follows:

Of the 4%

75% - General fund or Capital fund as needed

25% - Transit Mobility fund (95% allocation directly to Mt. Express)

Of the 0.5%

100% - Parks, Recreation, and Trails

Lodging and Vacation Rental Taxes

The tax rate on traditional lodging within the Town of Crested Butte is 13.4%. The additional 7.5% on vacation rentals brings the rate up to 20.9% for those units. The tax breaks down as follows:

Various sales tax 9.4%

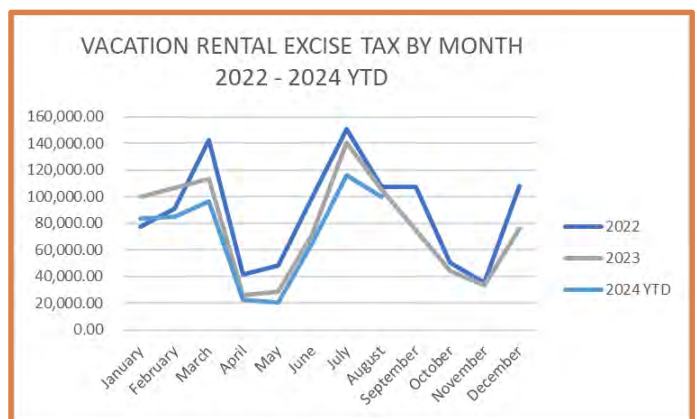
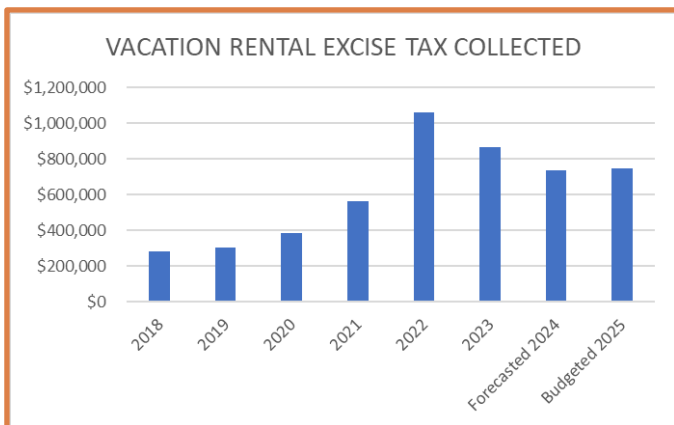
- Town of Crested Butte 4.5%
- State of Colorado 2.9%
- RTA 1%
- Gunnison County 1%

Local Marketing District tax 4.0%

Crested Butte Vacation Rental excise tax 7.5%

The excise tax on vacation rentals was originally approved at 5.0% by the voters in 2017 and collections began in January 2018. Voters approved an additional 2.5% in 2021, bringing the vacation rental excise tax rate to 7.5%.

Vacation rental excise tax revenues are down year over year through October 2024 by approximately 11.7%. This follows a substantial decrease in 2023 as well. This decrease is due to third party vendors working through collection requirements as they pertain to Town limits. We believe this decrease has largely leveled out and that we will see 2025 revenues consistent with 2024 or slightly above.



Vacation rental activity fluctuates greatly with seasonal visitation to the community as shown in the graph above. Highest utilization is during the summer with other peaks for winter holidays and spring break.

Use Tax

The use tax rate within the Town of Crested Butte is 4.5% and is applied to construction materials and motor vehicles. The revenue is allocated as follows:

- 60% of 4.0% - General fund
- 40% of 4.0% - Capital fund
- 100% of 0.5% - Parks, Recreation and Trails fund

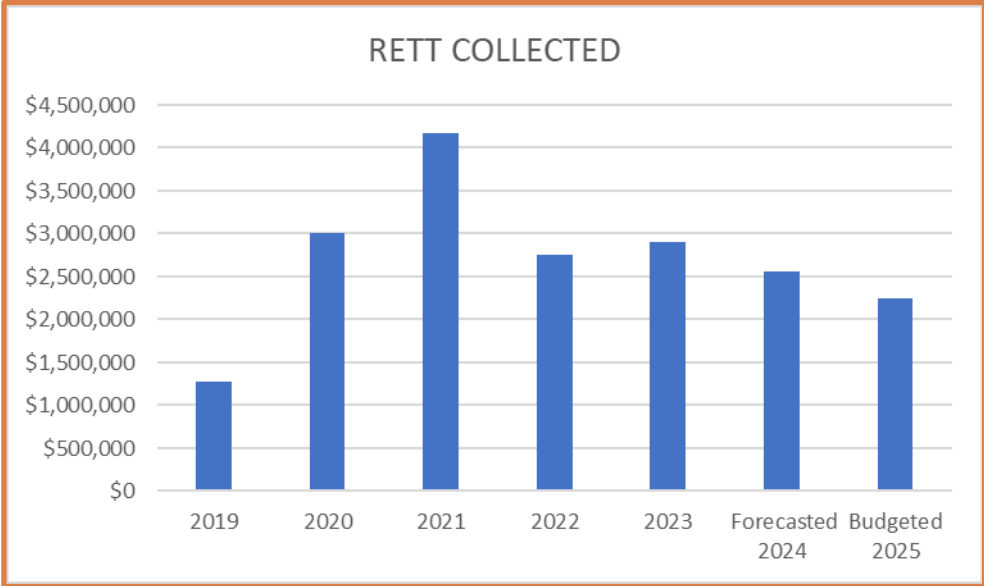
This tax is somewhat volatile as it fluctuates directly with the economy and investment in construction and new vehicles. These are more discretionary household expenditures but have been strong in recent years. In 2025 the 4.5% use tax is expected to generate a total of \$650,000.

Real Estate Transfer Tax (RETT)

Crested Butte is one of 12 municipalities in the mountains/Western slope of Colorado that have a real estate transfer tax (RETT). These were extant at the passage of the Taxpayer’s Bill of Rights (TABOR) in 1992 and so were “grandfathered in.” The Town’s RETT is 3% of the sales price of real property and thus can fluctuate substantially each year with changes in the market.

RETT revenue is allocated as follows:

- 50% - Capital fund including streets, affordable housing and parks
- 50% - Open Space fund



Recent years have seen a substantial increase in real estate prices and the number of transactions and thus RETT has increased as well. The COVID-19 pandemic brought increased interest in remote working and a desire to live full-time in mountain resort communities throughout the Rocky Mountain region. People with higher-paying jobs in urban areas and increases in investment income in 2020 and into 2021 drove an increase in demand and price point. However, RETT was lower year over year in 2022 and remained consistent in 2023 at around \$2.9M. 2024 is lagging a little behind 2023 and we are currently projecting \$2.5M for 2024. We are budgeting \$2.25M in 2025. Higher mortgage interest rates, inflation and uncertain economic conditions are all contributing factors to the decline, though this is always a volatile revenue source as single sales can greatly shift the annual activity.

Property Tax

The Town does collect a property tax. In addition, the County, School District, and several other special districts assess a property tax within the municipality. In 2024 the following entities assessed property taxes on real property within Crested Butte at the following mills:

<u>Taxing entity</u>	<u>Mill levy</u>	<u>% of total</u>
RE1J School District	28.190	41.11%
Gunnison County	12.265	17.89%
CB Fire Protection District	10.645	15.52%
Town of Crested Butte	9.855	14.37%
Gunnison County Met Rec District	3.000	4.37%
Upper Gunnison Water District	1.951	2.85%
Gunnison County Library District	2.167	3.16%
<u>CO River Water District</u>	<u>0.500</u>	0.73%
Total Levy in 2023	68.573	

Revenues from the Town’s property tax are divided between the General fund and the Street & Alley fund. Rapidly increasing property values prompted the Colorado General Assembly to convene a special legislative session Nov. 17 to address the increase in property tax for the 2023 property tax year. SB 23B-001, which was signed on November 20, 2023, reduced the assessed value of multi-family residential real property and all other residential real property to 6.7% of the amount equal to the actual value minus the lesser of \$55,000 or the amount that causes the valuation to be \$1,000 for property tax year 2023. The bill required the state to reimburse local governmental entities for lost property tax revenue under specified circumstances.

In 2024 the legislature convened a special session in August to again attempt to reduce the impacts of rising property valuations and to avoid some dramatic threatened ballot initiatives. HB 1001 was the resulting compromise legislation. Among other measures, HB 1001 reduces assessment rates for most residential and nonresidential property over the next few years. We expect to see ongoing

discussion and legislative actions in the coming years as various parties attempt to address the impacts of rising valuations and assessment rates.

The Streets and Alleys fund is wholly dependent on property tax revenue. As expenses for maintenance and capital projects continue to increase, property tax revenue is proving insufficient to keep the fund solvent in the coming years. The Town Council had several discussions on this issue in the fall of 2024 and plans to continue the conversation in early 2025.

In 2025, the General fund mills (net of mill credit) will be 1.920 and the Street & Alley fund mills will be 8.0. These will remain stable with the mills assessed in 2024. Recognizing that property valuations have been increasing rapidly in recent years and the importance of trying to maintain stable costs of living for locals, the Town is providing a 5.380 mill credit to property owners from the General fund and an 8.0 mill credit from the Street & Alley fund. Voters approved up to 16 mills for Street & Alley, but Town has been managing to 8.0 mills. Similarly, the Town could assess up to 7.3 mills to the General fund but is limiting that to 1.920 mills through a credit.

All funds use the modified accrual basis of accounting for financial statement reporting in accordance with Government Accounting Standards Board (GASB) Statement No. 34. The budget was prepared using the modified accrual basis. The format closely follows disclosures published annually in the audited financial statements to aid in comparisons of the budget to actual financial results at the end of each year. One historical difference between the budget and audit is that under the fund reporting requirements of GASB 54, the Sales Tax fund is combined with the General fund for reporting purposes in the audit. For the 2021 Budget and going forward, the Sales Tax fund has been combined with the General fund.

Executive Summary of the 2025 Budget

Beginning mid-June 2020, outdoor tourism, including camping, biking, and hiking began to boom. Driving this boom were people seeking to escape urban areas during the pandemic and related shutdowns. Many of these people camped or stayed in vacation rentals and worked remotely. This phenomenon has softened with sales and vacation rental tax revenues flattening in 2023 following the unprecedented growth of the past several years. 2024 is trending 5.5% above 2023 actual sales tax. 2025 sales tax collections are projected to increase 1.25% over 2024 projected revenues.

Recent trends illustrate changing demographics in Crested Butte and the northern Gunnison Valley. Housing prices skyrocketed in 2020 and 2021, although both the volume of sales and the price increases have slowed since. Town continues to see an influx of remote workers moving to Crested Butte along with increasing numbers of part-time residents in the area. This is driving increasing demands on Town's infrastructure and services. This rapid increase in housing expenses is making it nearly impossible for most workers who do not already own homes in town to live in town. To best evaluate and respond to these trends, the Town Council and staff brought together residents and

other key constituents in 2021 and 2022 to determine what the vision and path forward should be. The resulting document, titled the Community Compass, now provides the guiding principles to ensure that public policy, change and investments within and around the Town occur in compliance with the Town's mutually agreed upon values.

A separate budget is prepared for each fund and/or area of operations and is discussed in more detail with each fund. New for the 2025 budget, staff have incorporated forecasting the budgets forward for an additional 5 years to help Council and the public consider the impact of current decisions on future municipal finances. Discipline over spending has been a long-standing practice in all departments to ensure dollars are spent wisely and with long-term benefits in mind. Requests for funds for both operations and capital always exceed revenue sources. Council has directed staff to maintain at least one year of operating reserves in all Town funds. With rapid inflation in recent years, ongoing maintenance needs and the community desire to continue pushing forward on a variety of projects, the Town Council has directed that they will revisit the policy around operational reserves in 2025. They will look at determining the appropriate level of reserves should be for the community balanced against what could be accomplished with the funds that could be drawn out of reserves.

Capital expenditures vary from year to year as with the timing of certain one-time costs and special projects. 2024 was a relatively small year for capital expenditures with most funds just seeing routine vehicle replacements. Some exceptions were completion of the large, multi-faceted project at the wastewater plant, commencement of construction of 14 rental units in Paradise Park, full depth recycling projects on 8th Street and eastern Elk Ave with associated stormwater improvements, and some larger facilities maintenance projects.

Overall, Crested Butte's financial condition is healthy due to the growth in sales and real estate transfer taxes, combined with rate increases and closely managed expenditures. Over the last few years, Town made significant investments in open space projects, affordable housing, street maintenance, water treatment plant and wastewater treatment plant upgrades. The 2025 budget includes \$14,651,657 in capital expenditures with an offsetting \$2,504,782 in anticipated grants. Some of the capital outlay is for routine vehicle and equipment replacement (including a dump truck in public works), building maintenance and related. Funding is included for interior improvements at Town Hall, replacement of some windows and repair of the chimney and other exterior brick sections. Grant funding has been secured to offset some of this expense. Significant projects in the Enterprise fund in 2025 include repairs to the Lake Irwin outlet, continued investigation into an alternate source for drinking water and replacement of aging underground infrastructure from 3rd & Sopris to 6th.

The Town began 2024 with the assumption that we could construct and sell 16 affordable housing units in the Paradise Park neighborhood with a reasonable outlay of Town funds to offset some of the expense. Following completion of design and firm construction estimates it became evident that would not be possible. Town staff and the Council pivoted, investigated options and determined an

acceptable path forward would be to issue Certificates of Participation (COPs), construct 14 units, and maintain them as rentals for the foreseeable future. Town subsequently issued the COPs, garnered \$8,060,600 and construction commenced in the spring. Construction is several months ahead of schedule, with construction to be completed in summer 2025. The budget includes \$3.8M to complete the project in 2025. COP lease payments on the COPs are significant in the coming years and will eventually be partially covered with rental payments for the units. Additionally, funds will be needed from the vacation rental excise tax revenues with the Capital fund used to close any funding gaps.

The ballot measure approved in November 2016 directed that the Town pay the Mt. Emmons Mining Company (“MEMC”) \$2,000,000 once a federal withdrawal occurred and MEMC abandoned the more than 9,000 acres of unpatented mining claims on and around Mt. Emmons, also known as the Red Lady. MEMC, a subsidiary of Freeport-McMoRan, worked with the Town, County, and community partners towards this goal over the past eight years. Withdrawal and abandonment of the claims required Federal approval which was completed in April 2024. The land exchange and relinquishment of unpatented claims was completed in August 2024 at which time the Town paid MEMC \$2,000,000. This has resolved the battle to limit a large mine on Mt Emmons which had been ongoing since 1977.

2025 will see robust conversation around long-range financial planning for the municipality. Following adoption of the Community Compass in 2022, the Town has continued in more detailed planning efforts to further drill down implementation of the community values and goals articulated in the Compass. This includes completion of a Facilities Use plan in June 2023, Transit Mobility plan in March 2024, and Historic Preservation Plan in December 2024. We anticipate completion of the updated Climate action Plan in the first quarter of 2025, adoption of the Community Plan in the second quarter of 2025 and completion of a Parks, Recreation, Trails & Open Space plan by the end of the year. Together these plans set forth a variety of strategies and action items the community wishes to pursue. With the completion, or near completion, of these efforts we must turn our attention to crafting a realistic, achievable funding plan to advance the initiatives. In addition, the Streets and Alleys fund, which has historically operated without outside support, has significant revenue shortfalls on the horizon that need to be addressed. The Town Council has committed to beginning this discussion in the first quarter of 2025.

As part of budget preparations this year, the Town Council requested staff review the General fund expenditures closely to reduce expenses to the extent possible. This was part of an exercise to examine the impact of possibly using fund balance from the General fund to offset revenue shortfalls in the Streets and Alleys fund. As a result of this exercise, net expenses in the General fund were reduced by approximately 8% from the draft budget presented in October.

Every department sharpened their pencils on projected revenues as well as expenses to find a variety of opportunities for increased revenue and expense reductions. Significant reductions include the following:

- Travel & education and supplies were reduced from all operating budgets

- Ongoing expenses for seasonal traffic calming & related public art were eliminated from the Transit Mobility fund
- Reduction of one FTE in Community Development. This vacant position was projected to be focused on communications efforts.
- Elimination of proposed FTE for property management. The position was shared across facilities, affordable housing and finance.
- Reduced annual community grants from \$400k to \$275k in 2025 and projected forward
- Eliminated development of a Sustainability Plan and reduced GHG reduction incentives

Some of these reductions may be reconsidered as part of the long-term financial planning process in 2025.

Background, Budget Assumptions and Changes from the Previous Year

The budget is based on trends and assumptions about the future. With very few exceptions, we do not know today which vendors will be paid how much for what product or service during 2025. We look back at recent experiences and use that data, along with indicators for the future, to estimate costs for many different supplies, utilities, contracted services, repairs, and maintenance, etc. Likewise, the revenue budget is based on limited known data and projections for many unknowns.

Generally, revenues are projected at a growth rate of 1.25% while operational expenses are projected to increase 3% each year. Of course, if more specific information is available for any category, that more refined projection is utilized. Capital projects are based upon estimates for both timing and cost with increasing uncertainty the farther out the projection.

A primary assumption for the 2025 budget deals with post-pandemic inflation and related factors. The annual inflation rate for the United States is 2.6% for the 12 months ending October 2024 according to U.S. Labor Department. The Colorado Department of Local Affairs (DOLA) provides CPI projections on their [website](#) from the CO Legislative Council and CO Office of State Planning and Budgeting. These two agencies provided 2024 forecasts of the Denver-Aurora-Lakewood CPI in September of 2.7% and 2.5% respectively.

The most significant economic indicator for the Town is sales tax. Town sales tax revenue of \$6,796,754 is budgeted in 2025, 1.25% above the 2024 projected revenue. Visitors contribute significantly to Crested Butte's economy which causes severe seasonal fluctuations in revenues as shown in the following graph. Crested Butte's largest month for sales tax collections (July) was 79% greater than the lowest month (April) in 2024. Crested Butte receives ½ of the County sales tax generated within the municipality. Town's portion of the Gunnison County sales tax is projected to be \$675,000 in 2025.



Certain predictions must be made regarding the coming year. These key assumptions and changes were some of the primary topics for discussion during the public budget work sessions with Town Council.

Total Revenue

- Sales tax revenue – assumes 1.25% growth in 2025 over 2024 projected revenue. Although sales tax revenues have seen strong growth in recent years, our approach is typically conservative with regards to revenue generation to manage expenses accordingly.
- RETT – the real estate transfer tax is projected to be lower than recent years as we cautiously monitor the real estate market.
- Nicotine tax – a Town ballot initiative was passed in 2019 that applied an excise tax on cigarettes and other nicotine containing products. The related amount budgeted for 2025 is \$175,000, a decrease in peak revenues of approximately \$200,000 in the past. The closure of the retailer specializing in tobacco products and paraphernalia seems to have resulted in decreased revenues. These funds are intended to be used locally for Community health and wellness initiatives. These funds will be distributed to the school district and through Town’s community grant cycles.
- Vacation rental license fees and excise tax – In January 2018 the Town began issuing vacation rental licenses for the first time. Additionally, Town collects a 7.5% excise tax on all vacation rentals. Excise tax collections are anticipated to be \$745,000 in 2025 and used strictly to support affordable housing efforts. These revenues have declined over the past year as filers outside of town have done a better job with remitting to the Town of Mt. Crested Butte or the County and not to the Town of Crested Butte.
- Water and Sewer fees – base rates for monthly water and sewer services will increase by 3% per EQR. Significant increases to base rates were imposed in 2022 and 2023 along with measures intended to encourage water conservation. For 2025 the base rates will increase modestly to keep pace with increasing operational expenses.
- Interest Income – Town has seen an increase in interest income in recent years due to the increases in interest rates. We are projecting interest revenues to hold steady in 2025.
- Contribution from reserves - 2025 will see contributions from reserves in multiple funds:
 - Transit and Mobility will operate at a negative \$33,574 which will be transferred from the General Fund.

- Parks, Recreation & Trails will receive \$149,494 from the General fund to offset operating deficits in the recreation programs. This fund will always require some measure of contributions from the General Fund to break even as recreation program revenues generated by the fund itself are not sufficient to cover operating costs.
- Parks, Recreation & Trails will receive \$281,047 from the Capital fund. This fund may always require some measure of contributions from the Capital fund to break even as dedicated sales and use tax revenues are not sufficient to cover operating and capital costs.
- Affordable Housing will operate at a negative \$1,422,567 primarily due to funding completion of the 14 units in Paradise Park and associated debt service payments. As currently projected, the required transfers from the Capital fund should be reduced to \$220,319 in 2026 and not necessary going forward.
- Streets & Alleys will operate at a negative \$555,745 in 2025. This is budgeted as a reduction in operating reserve fund balance. Discussions in 2025 will guide whether this fund will be supported from the General fund spendable fund balance or revenue increases in the future.
- Capital Fund will operate at a negative \$1,445,280 as a result of vehicle purchases, EV fleet charging station, planning for Marshal's facility, Town Hall improvements, and construction of affordable housing. After \$1,703,641 in transfers to the Affordable Housing and PRT funds, the 2024 deficit is projected at \$3,148,894.
- General Fund will operate at a net surplus of \$400,787 in 2025.

Total Expenditures

- Personnel – the 2025 budget contemplates a reduction of one FTE in the Community Development Department.
- Wages – the 2025 budget accommodates a 3% COLA increase and 1% merit pool. A Compensation Survey was completed in 2024 resulting in a new pay plan and several one-time wage adjustments to bring employees into the new pay plan. Significant increases were made to officer pay in for the Marshals as they were transitioned to a step plan.
- Employee health insurance – 13.5% increase in medical premiums versus 2024.
- Property and Casualty – Rates for property and casualty insurance increased by 8.4% for 2025.
- Debt Service – Debt service began in 2024 in the Affordable Housing fund because of the Certificates of Participation issued to fund 14 rental units in Paradise Park. The Enterprise fund also has several outstanding loans.

Personnel

Personnel costs include wages, taxes, retirement contributions, medical, dental, life and workers compensation insurance premiums. Many Town employees spend a considerable amount of time planning and managing capital projects; however, the Town does not capitalize personnel costs. In other words, all personnel costs are recorded as an operating expenditure.

Year-Round Employee Headcount

The adjacent table summarizes the staffing in the 2025 budget. 2023 saw the addition of 4 positions including the Sustainability Coordinator, seasonal recreation and open space coordinator, senior accountant, and a building inspector. 2024 saw the addition of an operations manager for Public Works. 2025 will show a reduction of 1.75 FTEs as one planner position has been eliminated from Community Development, and 3 officers in the Marshals work approximately ¾ time. Headcount is listed according to the employees’ home department based on the organizational structure.

The calculation of full-time equivalents (FTE) budgeted in each department is based on a “regular” full-time schedule of 2,080 hours per year. This chart does not reflect the many recreation coaches or summer seasonal employees in Parks.

Department	2024	2025
Community Development	8.75	7.75
Sustainability	1	1
Marshals	10	9.25
Streets	6	6
Parks	5	5.5
Finance / HR / IT	6	6
Wastewater	5	5
Facilities	5	5
Water	3	3
Recreation	1	1.5
Clerk	3	3
Public Works	3	3
Shop	2	2
Manager	1	1
Open Space	2	1
Affordable Housing	1	1
Total	62.75	61

A portion of the costs for several public works and planning members are allocated to other funds based on time spent performing duties in those areas. Within the public works organization, employees generally work on maintenance and improvement projects specific to general fund assets such as streets and facilities or to water and wastewater infrastructure. Their costs are specifically charged to the proper fund based on timesheets. GIS mapping services are housed within planning, but a portion of employee costs are allocated to the water and wastewater funds.

In recent years, the Town has experienced increasing pressure on attraction and retention of employees and wages are one important component of the equation. Several full-time positions in the Town government remained open for many months in 2022 and 2023 with no applicants at all. Seasonal positions with parks now remain perpetually open throughout the summer. Staff retention has been a top concern in 2024 with the unemployment rate in Gunnison County hovering between 2.6% and 3.6% for most of the year. We have seen increasing competition among valley employers with increasing wages and benefits along with hiring and retention bonuses. With unfilled positions, retention has become critical to being able to maintain municipal operations. To address this issue the Town took several steps in 2024 including conducting an Employee Experience survey which has led to kicking off a people & culture strategy in 2025.

In addition, the Town adopted a new pay plan policy following a thorough compensation survey 2024. This involved closely examining current job descriptions as well as employee’s current descriptions of their positions in the organization. Positions were then placed on the new open range pay structure

and within the pay grade that is most appropriate based on that position's market average (or midpoint). For example, if the Town had a Transit Driver and the market average was \$59,000, that position would be placed in grade 102, which has a midpoint of \$60,500 or a pay range of \$51,489 - \$60,500 - \$69,511. These groupings of positions within grades were also validated internally to ensure the suggested groupings made sense given the unique subtleties of each role within our organization and internal equity considerations.

The pay plan utilizes 12 job levels for general government positions. Deputies to Master Deputy and seasonal/coaching positions are outside of this grading as we have moved to step programs for each of those groupings.

The 2025 budget includes 4% wage increases for staff. The 4% includes a 3% cost-of-living adjustment and 1% merit pool. The merit pool is allocated to each employee based upon their annual performance review.

The Social Security Administration will be increasing the allocations to recipients by 2.5% in 2025.

The salary adjustments and 4% wage increase in the 2025 budget are a balance of the rapid escalation of living expenses in this area and experiential struggles with recruitment and retention against what has reasonably been projected for revenue growth, and thus what the Town can afford.

Summary of all Town Funds 2025

Summary of Revenue, Expenditures and Fund Balances

2025 BUDGET

	Government Funds								Utility Enterprise Fund			TOTAL	
	General Fund	Transit & Mobility Fund	Streets & Alley Fund	Affordable Housing Fund	Conservation Trust Fund	Capital Fund	Parks, Recreation & Trails Fund		Open Space Fund	Water	Wastewater		Trash
							Parks	Recreation					
REVENUE													
Taxes	\$6,179,843	\$1,510,248	\$1,493,830	\$744,854		\$1,471,667	\$827,985		\$1,125,000			\$13,353,427	
Service Charges	\$202,050	\$115,300				\$12,000		\$98,700		\$1,453,835	\$1,476,060	\$367,920	\$3,725,865
Grants/fundraising	\$75,000		\$175,000	\$646,409	\$15,000	\$955,123	\$46,250			\$517,000	\$75,000		\$2,504,782
Tap Fees										\$150,000	\$150,000		\$300,000
Licenses & Permits	\$441,400												\$441,400
Payments in Lieu				\$70,700									\$70,700
Parking in lieu			\$15,000										\$15,000
Fines & forfeitures	\$20,000		\$500							\$1,875	\$1,875		\$24,250
Rental income				\$349,800		\$106,500	\$47,000						\$503,300
Leases	\$105,200								\$3,500				\$108,700
Interest Income	\$350,000			\$26,000	\$1,000	\$2,500				\$252,000	\$252,000		\$883,500
Debt Proceeds													\$0
Other (including ATAD and capital project reimbursement)	\$11,500										\$1,415,541		\$1,427,041
TOTAL REVENUE	\$7,384,993	\$1,625,548	\$1,684,330	\$1,837,763	\$16,000	\$2,547,790	\$921,235	\$98,700	\$1,128,500	\$2,374,710	\$3,370,476	\$367,920	\$23,357,965
OPERATING EXPENSES													
General Fund:													
Marshals Dept	\$1,662,937												\$1,662,937
Community Development Dept	\$1,528,009												\$1,528,009
Finance / HR / IT Dept	\$1,032,145												\$1,032,145
General Government Dept	\$915,642												\$915,642
Public Works Dept	\$176,633												\$176,633
Clerks Dept	\$418,299												\$418,299
Admin Dept	\$260,205												\$260,205
Sustainability Dept	\$560,914												\$560,914
Shop/Fleet Dept	\$341,647												\$341,647
Legal	\$239,101												\$239,101
Town Council	\$90,606												\$90,606
Transit & Mobility Fund		\$1,659,123											\$1,659,123
Streets & Alley Fund			\$1,116,075										\$1,116,075
Affordable Housing Fund				\$1,150,874									\$1,150,874
Conservation Trust Fund					\$0								\$0
Capital Fund						\$757,859							\$757,859
Parks, Recreation and Trails Fund							\$919,914	\$245,145					\$1,165,059
Open Space Fund									\$209,407				\$209,407
Enterprise Fund										\$878,500	\$2,005,078	\$353,409	\$3,236,987
TOTAL OPERATING EXPENSES													\$16,521,521
CAPITAL EXPENSES													
		\$0	\$1,124,000	\$5,072,446	\$0	\$3,235,211	\$271,000	\$0	\$90,000	\$3,450,000	\$1,409,000	\$0	\$14,651,657
TOTAL EXPENSES	\$7,226,138	\$1,659,123	\$2,240,075	\$6,223,320	\$0	\$3,993,070	\$1,190,914	\$245,145	\$299,407	\$4,328,500	\$3,414,078	\$353,409	\$31,173,178
NET SURPLUS/(DEFICIT) BEFORE TRANSFERS	\$158,855	(\$33,575)	(\$555,745)	(\$4,385,557)	\$16,000	(\$1,445,280)	(\$269,679)	(\$146,445)	\$829,093	(\$1,953,790)	(\$43,602)	\$14,511	(\$7,815,213)
FUND TRANSFERS	(\$183,068)	\$33,575	\$0	\$1,422,567	\$0	(\$1,703,614)	\$281,047	\$149,494	\$0	\$0	\$0	\$0	\$0
PROJECTED NET SURPLUS/(DEFICIT) in 2025	(\$24,213)	\$0	(\$555,745)	(\$2,962,990)	\$16,000	(\$3,148,894)	\$11,368	\$3,049	\$829,093	(\$1,953,790)	(\$43,602)	\$14,511	(\$7,815,213)
Fund Balance 12/31/2023	\$9,771,177	\$0	\$2,130,774	\$124,151	\$21,114	\$7,618,634	\$0	\$0	\$3,260,288	\$6,629,684	\$0	\$0	\$29,555,822
Projected Fund Balance 12/31/2024	\$9,056,297	\$0	\$981,716	\$3,941,639	\$37,114	\$6,990,591	\$1,153,381	\$0	\$2,345,186	\$9,058,902	\$0	\$0	\$33,564,826
Projected Fund Balance 12/31/2025	\$9,032,084	\$0	\$425,971	\$978,649	\$53,114	\$3,841,697	\$1,167,798	\$0	\$3,174,279	\$7,076,021	\$0	\$0	\$25,749,613

2025 Budgets by Fund

General Fund

General Fund Narrative

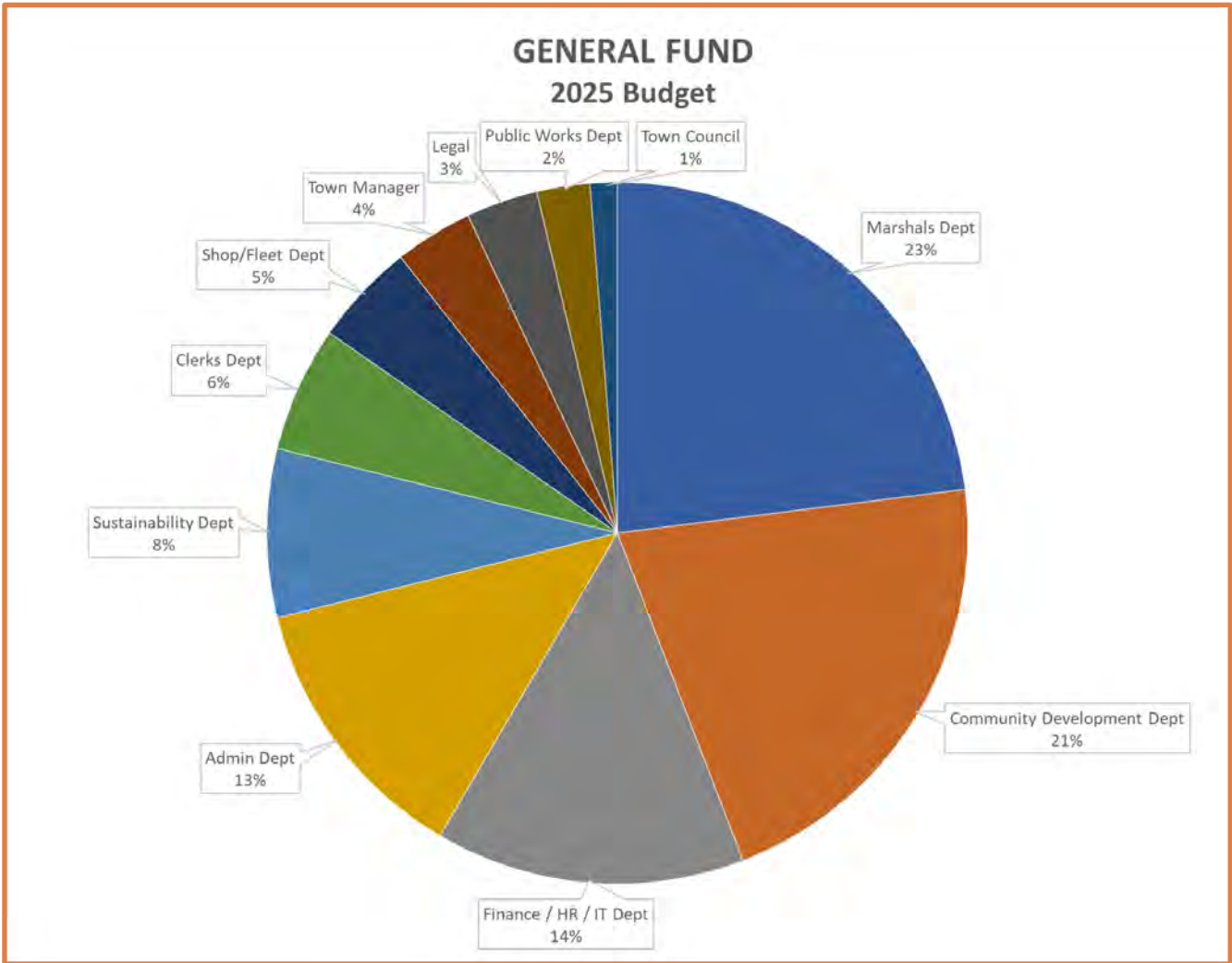
The General fund is the primary operating fund for the Town. Within the General fund budget, you will find details of revenues and operating expenditures for most departments of the Town. The estimated fund balance of the General Fund on December 31, 2024, is projected to be \$9,771,177. Expenditures for the General fund in 2025 total \$8,369,919 including \$33,594 in transfers to the Transit & Mobility Fund, and \$149,494 in transfers to the Parks, Recreation & Trails Fund to cover fund shortages and operating reserve requirements.

Some significant changes in the General fund took place in the 2024 budget. With the creation of the Transit & Mobility and the Parks, Trails & Recreation funds the associated revenues and expenses have been removed from the General fund and placed in the appropriate funds. These include items like 1% of the sales tax for transportation and payments to Mountain Express. Likewise, Recreation revenues and expenses have been relocated. Facilities expenses have also been removed and relocated to the Capital fund as it is the job of Facilities to maintain buildings which are capital assets.

The main sources of revenue for the General fund are 3.0% of the 4.5% Town sales tax and 50% of the County's 1% tax on sales within the Town of Crested Butte. The 3% provides more than 50% of the revenue for the General fund or other Town funds as needed. Other revenues come from use tax, permits & licenses, and fees for services. Expenditures include personnel, utilities, property and liability insurance, community grants, office expenses, tools and equipment, vehicle fuel and maintenance, and program expenses.

Departments of the General Fund include:

- General Government
- Town Council
- Legal
- Clerk
- Town Manager
- Finance/HR/IT
- Municipal Court
- Elections
- Marshals
- Sustainability
- Community Development
- Public Works



2025 Highlights:

REVENUE:

- Sales and use tax revenue accounts for the majority (71%) of the General Fund revenues.
- Building revenues are projected to decline modestly reflecting increased interest rates and inflation slowing the number of projects, but higher costs for those projects that do proceed.
- Property tax revenue must follow TABOR rules. The overall net mill levy is projected to be 1.920 in accordance with growth calculations. Revenue will be about \$20,000 above 2024.
- The fund maintains strong reserves with sufficient funds to serve well over 100% of annual operations anticipated at the end of 2025.

EXPENDITURES:

- Personnel wage increases are budgeted at 4% (3% COLA and 1% merit pool). Also included are several one-time adjustments and significant adjustments for officers following the compensation survey conducted in 2024. Medical insurance premiums are increasing 13.5%. Wage increases are necessary to partially offset the rapidly increasing cost of living in the Gunnison Valley, particularly current inflation and housing.
- There are no new positions included in the 2025 General fund budget.
- The General fund is projected to have \$3,407,960 in spendable fund balance (beyond required TABOR & 100% operating) at the end of 2025. Following discussions regarding offsetting

shortfalls in the Streets and Alleys funds and considering cuts in the General fund, a \$400,787 net surplus is projected for 2025.

- Sustainable Strategies grant writing, advising and advocacy is included in the 2025 budget as an administrative expense at \$108,000. The Town first retained their services in 2024. Following is a summary of their efforts and successes in finding grant funding for projects in the community.

Grant	Project	Date	Funding Request	Total Cost	Status	Funding Wor
Prop 123 Local Planning Capacity	Gunnison Valley Affordable Housing Software Project	12/4/2023	\$200,000	\$240,000	Ineligible	\$0.00
CEO Geothermal Energy Grant Program	Crested Butte Workforce Housing Project 2024	1/19/2024	\$157,500	\$18,151,567	Awarded	\$157,500.00
Mt. Crested Butte Admissions Tax Grant	2024 Western Slope Regional Climate Summit - partnership between towns	1/24/2024	\$11,129	\$16,129	Awarded	\$11,129.00
Equity in Arts Learning for CO Youth	Crested Butte Center for the Arts	2/23/2024	\$25,000	\$48,009	Lost	\$0.00
Gunnison County Met Rec.	Bike Park Renovation Project	3/15/2024	\$10,000	\$22,000	Awarded	\$10,000.00
FY25 CDS	Crested Butte Gateway Red Lady Roundabout Project	3/29/2024	\$2,480,000	\$3,100,000	Not Awarded	\$0.00
FY25 CDS	Crested Butte Mountain Express Transit Center Construction Project	3/29/2024	\$2,500,000	\$16,000,000	Not awarded	\$0.00
DOLA EIAF Traditional	Crested Butte Town Hall Renovation and Modernization Project	4/1/2024	\$200,000	\$500,000	Awarded	\$150,000.00
DOLA EIAF Administrative Planning	Crested Butte Marshal Building and Civic Center Planning Project	4/1/2024	\$25,000	\$50,000	Awarded	\$25,000.00
DOLA EIAF More Housing Now	Water infrastructure for Affordable Housing (tap fees, main extension & 10th Street tap upsize)	4/1/2024	\$626,409	\$835,212	Awarded	\$626,409.00
History Colorado State Historical Fund Competitive Grant	Crested Butte High School - Crested Butte Town Hall Exterior Rehabilitation	4/1/2024	\$232,123	\$400,498	Awarded	\$232,123.00
History Colorado State Historical Fund Mini Grant	Crested Butte Alley and Historic Outbuilding Reconnaissance Survey	4/1/2024	\$35,185	\$46,913	Awarded	\$35,185.00
DOT Safe Streets and Roads for All	Safe Streets for All	5/16/2024	\$15,265,600	\$19,082,000	Awarded	\$15,265,600.00
CEO Fleet Zero-Emission Resource Opportunity	Crested Butte Public Works Fleet Electrification Project	6/21/2024	\$148,000	\$571,544	Awarded	\$148,000.00
CDPHE Clean Fleet Vehicle & Technology Grant	Crested Butte Public Works Fleet Electrification Project	6/21/2024	\$302,500	\$470,000	Not Awarded	\$0.00
SIPA GovGrants	Crested Butte Town Website	6/21/2024	\$150,000	\$150,000	Awarded	\$150,000.00
DOLA EIAF Administrative Planning	Center for the Arts					
GOCO Planning & Capacity	PROST Master Plan 2025	10/24/2024	\$75,000	\$150,000	Not Awarded	
CWCB Colorado Water Plan Grants	Town of Crested Butte Slate River Alternative Water Supply Feasibility Project	12/1/2024	\$342,000.00	\$456,000.00	Pending	
CWCB Watershed Restoration Grants	Town of Crested Butte Wildfire Ready Action Plan	9/30/2024	\$150,000	\$200,000	Awarded	\$150,000.00
						\$16,960,946.00

- The Sustainability department was formed in 2023. 2024 was the first year offering some rebate and incentive programs for new initiatives. 2025 continues some of those programs as well as some new offerings. 2025 also shifts the Green Deed energy efficiency and electrification program from Affordable Housing to the General fund. The following chart summarizes

	<u>2024 Projected</u>	<u>2025</u>
Electric Small Outdoor Power Equipment Ordinance Rebates	\$1,500	\$5,200
Building Code Energy Assessment Incentive		\$10,000
Climate Responsible Special Events Rebates	\$1,500	\$1,500
GCEA Heat Pump Kickback Program	\$0	\$3,000
Plastic Pollution Reduction Act (PPRA) Sustainable Materials Rebates	\$0	\$19,000
PROST Outdoor Equipment Pilot	\$2,993	\$0
STR EV Level 2 Charging Rebates	\$4,723	\$8,750
TOTAL REBATE OFFERINGS	\$10,716	\$47,450
2024 Western Slope Climate Forum	\$8,267	\$0
CivicSpark Fellow	\$0	\$28,410
Electronic Recycling Event (Town Cleanup)	\$964	\$1,500
GreenDeed Program		\$100,000
Group 14 ZERH Toolkit	\$16,000	\$0
Internship Funds	\$1,383	\$2,000
Local Government Joint EV Readiness Plan	\$0	\$5,056
North Valley Composting Pilot Program	\$12,255	\$21,000
PAYT Waste Management Program - Outreach, Education, and Surveying	\$0	\$2,000
Plastic Pollution Reduction Act (PPRA) Outreach, Education, and Surveying	\$500	\$3,000
Town Clean Up	\$4,475	\$5,000
TOTAL POLICIES/INITIATIVES	\$43,844	\$167,966

General Fund Summary

GENERAL FUND 2025 BUDGET	2024 Budget	2024 Projected	2025 Budget	Projected General Fund (Estimated totals not based on sum of detail)			
				2026	2027	2028	2029
OPERATING REVENUES				2026	2027	2028	2029
TOTAL OPERATING REVENUES	6,950,641	7,057,888	7,309,993	7,401,368	7,493,885	7,587,559	7,682,403
OPERATING GRANT REVENUES				2026	2027	2028	2029
TOTAL OPERATING GRANT REVENUES	0	25,000	75,000	0	0	0	0
CAPITAL GRANT REVENUES				2026	2027	2028	2029
TOTAL CAPITAL GRANT REVENUES	37,946	37,946	425,000	0	0	0	0
DEBT PROCEEDS				2026	2027	2028	2029
TOTAL DEBT PROCEEDS	0	0	0	0	0	0	0
TRANSFERS IN				2026	2027	2028	2029
TOTAL "TRANSFERS IN" FROM CAPITAL FUND	319,284	225,571	960,713	91,670	269,420	97,252	130,000
TOTAL REVENUES	6,950,641	7,082,888	7,384,993	7,401,368	7,493,885	7,587,559	7,682,403
OPERATING EXPENSES				2026	2027	2028	2029
Admin Dept	929,802	929,802	915,642	943,112	971,405	1,000,547	1,030,563
Clerks Dept	380,473	380,473	418,299	430,848	443,773	457,087	470,799
Community Development Dept	1,517,878	1,517,878	1,528,009	1,378,149	1,419,494	1,462,079	1,505,941
Finance / HR / IT Dept	826,415	826,415	1,032,145	1,063,109	1,095,002	1,127,852	1,161,688
Legal	260,100	260,100	239,101	246,274	253,663	261,272	269,111
Marshals Dept	1,558,829	1,558,829	1,662,937	1,712,825	1,764,210	1,817,136	1,871,650
Public Works Dept	469,833	469,833	176,633	181,931	187,389	193,011	198,801
Shop/Fleet Dept	317,997	318,697	341,647	351,896	362,453	373,327	384,527
Sustainability Dept	362,120	308,003	560,914	371,741	382,894	394,381	406,212
Town Council	99,298	99,298	90,606	93,324	96,124	99,008	101,978
Town Manager	254,890	254,890	260,205	268,011	276,051	284,333	292,863
TOTAL OPERATING EXPENSES	6,977,635	6,924,218	7,226,138	7,041,222	7,252,458	7,470,032	7,694,133
BUDGETARY CAPITAL EXPENDITURES (\$500 - \$4,999)				2026	2027	2028	2029
TOTAL BUDGETARY CAPITAL EXPENDITURES	0	0	0	0	0	0	0
CAPITAL PURCHASES & IMPROVEMENTS (\$5,000 +)				2026	2027	2028	2029
CAPITAL EXPENDITURES:							
Admin Dept	0	0	35,000	0	0	0	0
Clerks Dept	0	0	0	0	0	0	30,000
Community Development Dept	93,571	93,571	15,000	0	0	0	0
Finance / HR / IT Dept	0	0	150,000	0	0	0	0
Legal	0	0	0	0	0	0	0
Marshals Dept	93,713	0	182,713	91,670	94,420	97,252	100,000
Public Works Dept	132,000	132,000	578,000	0	175,000	0	0
Shop/Fleet Dept	0	0	0	0	0	0	0
Sustainability Dept	0	0	0	0	0	0	0
Town Council	0	0	0	0	0	0	0
Town Manager	0	0	0	0	0	0	0
& IMPROVEMENTS FUNDED VIA CAPITAL FUND	319,284	225,571	960,713	91,670	269,420	97,252	130,000
TRANSFERS OUT				2026	2027	2028	2029
TO STREETS AND ALLEYS		363,428					
TO TRANSIT AND MOBILITY	258,222	115,368	33,574	37,925	42,443	47,140	52,020
TO PARKS, REC & TRAILS	396,754	394,754	149,494	153,979	158,598	163,356	168,257
TOTAL TRANSFERS OUT	654,976	873,550	183,068	191,904	201,041	210,496	220,277
TOTAL EXPENDITURES	7,632,611	7,797,768	7,409,206	7,233,126	7,453,499	7,680,528	7,914,410
NET SURPLUS/DEFICIT	(681,971)	(714,880)	(24,213)	168,242	40,386	(92,969)	(232,007)
BEGINNING FUND BALANCE	9,771,177	9,771,177	9,056,297	9,032,084	9,200,326	9,240,712	9,147,743
ENDING FUND BALANCE	9,089,206	9,056,297	9,032,084	9,200,326	9,240,712	9,147,743	8,915,736
LESS RESTRICTED FUND BALANCE	455,000	455,000	455,000	455,000	455,000	455,000	455,000
LESS ONE YEAR'S OPERATING EXPENSES	5,405,522	5,405,522	5,567,688	5,734,718	5,906,760	6,083,963	6,266,482
NET SPENDABLE FUND BALANCE	3,228,684	3,195,775	3,009,396	3,010,608	2,878,952	2,608,780	2,194,254

General Fund Operating Revenue

GENERAL GOVERNMENT DEPT 2025 BUDGET	2023 Actual	2024 Budget	2024 Projected	2025 Budget	2024 to 2025 Change \$	2024 to 2025 Change %
OPERATING REVENUES						
OTHER REVENUE - Electronic and Green Waste Recycle Fees		4,000	1,059	1,000	(59)	-6%
OTHER REVENUE - Bag Fee		3,600	5,820	4,000	(1,820)	-46%
OTHER REVENUE - Climate Responsible Special Event Fees		1,500	0	1,500	1,500	100%
PROPERTY TAX	311,798	325,000	328,591	345,334	16,743	5%
SPECIFIC OWNERSHIP TAX & Use Tax	292,868	346,667	381,863	358,566	(23,297)	-6%
SALES TAX	5,652,705	4,182,000	4,182,000	4,530,743	348,743	8%
CIGARETTE TAX	191,499	200,000	175,300	175,000	(300)	0%
CNTY SALES/MINERAL LEASE	103,097	75,000	90,000	90,000	0	0%
TELEPHONE TAX	219	300	205	200	(5)	-2%
GAS FRANCHISE TAX	64,021	50,000	57,456	55,000	(2,456)	-4%
INTEREST & PENALTIES	33,628	15,000	29,232	25,000	(4,232)	-17%
CATV LEASE	20,423	16,474	15,349	15,200	(149)	-1%
STATE MJ SALES TAX	44,578	40,000	45,381	40,000	(5,381)	-13%
LIQUOR LICENSES	12,145	10,000	6,600	9,000	2,400	27%
BUSINESS LICENSES	14,850	20,000	16,050	94,500	78,450	833%
VACATION RENTAL LICENSES	9,680	10,000	176,100	159,650	(16,450)	-10%
BUILDING PERMITS	132,108	175,000	175,000	150,000	(25,000)	-17%
PLAN REVIEW-BLDG	55,893	60,000	66,462	60,000	(6,462)	-11%
ENERGY MITIGATION FEE	20,070	20,000	10,000	10,000	0	0%
SIGN PERMITS	510	500	216	250	34	14%
CERTIFICATE OF ASSESSMENT	240	250	250	250	0	0%
MISC BUILDING FEES	32,879	10,000	12,814	10,000	(2,814)	-28%
BOZAR FEES	27,500	35,000	20,000	20,000	0	0%
SIDEWALK CAFE LICENSE	14,526	10,000	20,550	17,500	(3,050)	-17%
MISC LICENSE FEES	2,925	3,000	4,500	4,500	0	0%
ONLINE PAYMENT SERVICE FEE	561	300	293	300	7	2%
LICENSE PLATE FEES	6,192	8,000	5,924	6,000	76	1%
OCCUPATION TAX	43,813	50,000	47,191	0	(47,191)	0%
COUNTY SALES TAX	655,717	650,000	694,356	675,000	(19,356)	-3%
TRANS. GRANT-MX DOLA GRANTS CD	200,000	200,000	0	0	0	0%
LEAF/DOJ GRANTS	58,508	55,000	0	0	0	0%
GRANT-BIG MINE PARK EV READINESS PLANNING GRANT	0	20,000	0	0	0	0%
MGMT FEES SEWER AND WATER	65,000	65,000	65,000	65,000	0	0%
MECHANIC/GIS-SW	18,000	19,800	18,000	19,800	1,800	9%
FINES - GENERAL	31,644	17,000	21,891	20,000	(1,891)	-9%
COURT COSTS	1,331	1,000	1,000	1,000	0	0%
VIN/FINGERPRINT	330	500	500	500	0	0%
INTEREST INCOME	297,358	240,000	336,000	325,000	(11,000)	-3%
SPECIAL EVENT FEES	7,045	6,250	15,000	15,000	0	0%
COPIES/RESEARCH FEE	364	500	500	200	(300)	-150%
OTHER REVENUE	48,526	4,000	5,000	5,000	0	0%
TOTAL OPERATING REVENUES	8,472,552	6,950,641	7,031,452	7,309,993	278,541	4%

Transit & Mobility Fund

Transit & Mobility Fund Narrative

The Transit and Mobility fund was a new fund in the 2024 budget. The primary revenue for this fund is 1% of the 4.5% Town sales tax, expected to generate \$1,510,248 in 2025. Within the Transit and Mobility fund budget, you will find details of revenues and operating expenditures for supporting multimodal transportation. These items include activities and projects such as operation of transit systems in Crested Butte and surrounding areas, town-wide traffic calming, pedestrian and bicycle facility construction, and parking management. The primary purpose of the creation of this fund is to create transparency around expenditures for these types of activities which have been prioritized by the Town Council. The fund will start with a zero balance in 2025. This fund is expected to need regular support from the General fund or Capital fund.

The most significant expenditure is funding for Mountain Express. Funding for Mt. Express is provided by tax revenues from both Crested Butte and Mt. Crested Butte. For many years the Town of Crested Butte has funded Mt Express with 95% of the revenues generated by the 1% sales tax designated for transportation. This expenditure amount is projected to be \$1,434,736 in 2025.

This fund does not currently include any personnel expenses. With direction for the Town Council regarding enforcement of uncollected parking tickets through our parking enforcement vendor, Interstate Parking, we are projecting an increase in parking ticket revenues from \$17,800 budgeted in 2024 to \$50,000 in 2025. There is also a \$20,000 increase in fees to Interstate Parking with the addition of parking enforcement around bus stops and monitoring of the 4-Way being added in 2025.

Following direction from the Town Council to reduce General fund expenditures for 2025 and ongoing, additional placeholder expenses for seasonal traffic calming and art integration were eliminated from the 2025 draft budget.

This fund is currently projected to have a shortfall of \$33,574 in 2025. The fund will have an operating budget of \$142,855. The annual pass through to Mountain Express is not considered an operating expense for the Town in our goal of ensuring we have 100% of operations in reserves as Mountain Express maintains their own reserves. Since there are no personnel expenses in this fund, no operational reserve is maintained. Staff and Council should spend time in 2025, considering prioritization of transit and mobility services with limited resources. Transfers from both the General and Capital funds to this fund are acceptable.

2025 Highlights:

REVENUE:

- Sales tax revenue accounts for most of the Transit and Mobility fund revenues.

EXPENDITURES:

- The most significant expenditure is direct support for Mountain Express.
- Other expenditures are directed to the Late Night Taxi, towing expenses and parking management by Interstate Parking.

Transit & Mobility Fund Summary

TRANSIT & MOBILITY FUND 2025 BUDGET	2023 Actual	2024 Budget	2024 Projected	2025 Budget	2024 to 2025 Change \$	2024 to 2025 Change %	Projected			
							2026	2027	2028	2029
OPERATING REVENUES							2026	2027	2028	2029
Towing fees	63,790	63,000	63,000	65,000	2,000	3%	65,813	66,635	67,468	68,311
25% of 4% Sales Tax	1,413,176	1,394,000	1,394,000	1,510,248	116,248	8%	1,529,126	1,548,240	1,567,593	1,587,188
Ticket surcharge	250	250	250	300	50	17%	300	304	308	311
Parking fees	0	17,800	17,800	50,000	32,200	64%	50,625	51,258	51,899	52,547
TOTAL OPERATING REVENUES	1,477,216	1,475,050	1,475,050	1,625,548	150,498	9%	1,645,864	1,666,437	1,687,267	1,708,358
OPERATING GRANT REVENUES							2026	2027	2028	2029
Grants:	0	0	0	0			0	0	0	0
TOTAL OPERATING GRANT REVENUES	0	0	0	0			0	0	0	0
CAPITAL GRANT REVENUES							2026	2027	2028	2029
Grants:	0	0	0	0			0	0	0	0
TOTAL CAPITAL GRANT REVENUES	0	0	0	0			0	0	0	0
DEBT PROCEEDS							2026	2027	2028	2029
TOTAL DEBT PROCEEDS										
TRANSFERS IN							2026	2027	2028	2029
TRANSFERS FROM GENERAL		258,222	115,368	33,574	(81,794)	-244%	37,925	42,443	47,140	52,020
TOTAL TRANSFERS IN	0	258,222	115,368	33,574	(81,794)	-244%	37,925	42,443	47,140	52,020
TOTAL REVENUES	1,477,216	1,733,272	1,590,418	1,659,122	68,704	4%	1,683,789	1,708,880	1,734,407	1,760,378
OPERATING EXPENSES							2026	2027	2028	2029
Mt Express	1,343,200	1,324,300	1,324,300	1,434,736	110,436	8%	1,452,670	1,470,828	1,489,214	1,507,829
Late Night Taxi	67,742	73,263	73,263	57,000	(16,263)	-29%	58,710	60,471	62,285	64,154
Towing expense	69,000	68,000	68,000	68,850	850	1%	70,916	73,043	75,234	77,491
Parking Mgmt	71,633	74,855	74,855	98,537	23,682	24%	101,493	104,538	107,674	110,904
TOTAL OPERATING EXPENSES	1,551,575	1,540,418	1,540,418	1,659,123	118,705	7%	1,683,788	1,708,880	1,734,407	1,760,378
BUDGETARY CAPITAL EXPENDITURES (\$500 - \$4,999)							2026	2027	2028	2029
TOTAL BUDGETARY CAPITAL EXPENDITURES	0	0	0	0	0	0	0	0	0	0
CAPITAL PURCHASES & IMPROVEMENTS (\$5,000 +)							2026	2027	2028	2029
CAPITAL EXPENDITURES:										
Seasonal Traffic Calming		45,000	45,000	0	(45,000)	-100%	0	0	0	0
Art Integration		5,000	5,000	0	(5,000)	-100%	0	0	0	0
TOTAL CAPITAL PURCHASES & IMPROVEMENTS	0	50,000	50,000	0			0	0	0	0
TOTAL EXPENDITURES	1,551,575	1,590,418	1,590,418	1,659,123	68,705	4%	1,683,788	1,708,880	1,734,407	1,760,378
NET SURPLUS/DEFICIT	(74,359)	142,854	0	(1)	(1)	169%	0	(0)	0	(0)
BEGINNING FUND BALANCE		0	0	0	0	0%	(0)	0	(0)	(0)
ENDING FUND BALANCE	0	142,854	0	(0)	(1)	327%	0	(0)	(0)	(0)
LESS RESTRICTED FUND BALANCE		0	0	0	0	0%	0	0	0	0
LESS ONE YEAR'S OPERATING EXPENSES		0	0	0	0	0%	0	0	0	0
NET SPENDABLE FUND BALANCE		142,854	0	(0)	(1)	327%	0	(0)	(0)	(0)

Street & Alley Fund

Street & Alley Fund Narrative

The Street & Alley Fund came into existence in 1987 by virtue of a voter approved mill levy. The Street and Alley fund accounts for construction and maintenance expenditures on the Town’s streets, alleys, right of ways, stormwater system, sidewalks, and parking lots, including snow plowing and removal. Its main source of revenue is dedicated property tax. Highway Users Tax from the State is also included in the Street & Alley Fund.

The Town maintains a rolling 15-year plan for anticipated expenditures from this fund with large projects planned at 5-year intervals. In addition, a prioritized Capital Improvement Plan is updated on an annual basis to assist in forecasting capital improvement needs. The fund balance in the Street & Alley Fund is projected to be \$981,716 on December 31, 2024. This is enough to fund 100% of operations for one year.

The major 5-year paving project in 2024 dropped the fund below the desired 100% operating reserve by approximately \$363,428 which was filled by the General fund in 2024. It is typical for this fund to drop very low every five years as the Town undertakes a significant street project, however, increasing expenses for equipment and streets projects are outpacing revenue increases and diminishing the lane miles the Town can maintain or rebuild. If the Council intends to maintain the current overall condition of the streets in Town, additional revenue will be needed, most likely through an increase in the mills collected. Additional revenue will also be needed to accomplish some of the streetscape improvements contemplated in the Transportation Mobility Plan as shown in the 5-year capital plan.

In recent years, Town staff have observed drastic increases in costs associated with the Streets capital improvement plan. In 2017, the Town performed a Full Depth Reclamation (FDR) on 13 blocks for a total contract price of \$461,550. In 2024, the Town performed an FDR on 7.5 blocks in Town for a contract price of \$1,379,436. This translates to the following price difference per block:

Year	Blocks Improved	Total Project Costs	Costs per Block
2017	13	\$461,550.00	\$35,500.00
2024	8	\$1,379,436.00	\$172,430.00

Unfortunately, these cost increases, coupled with the increase in vehicle usage of our streets, have forced staff to revisit the current Streets Fund revenue and expense outlay, as well as the long-term CIP. Staff had a robust discussion with the Town Council during the work session on October 21st about the projected expense increases and possible ways to approach the problem. Given that direction, staff examined a variety of scenarios that result in funding the 5-year improvements at \$1,500,000 in 2029 while also maintaining positive fund balances in the Streets and Alleys and

General Funds. A work session was held on November 18 on this topic and included some proposed reductions to expenses as well as funding scenarios.

Proposed reductions from draft to final budget account for a \$75,500 reduction to operating expenses. Those proposed reductions are summarized below:

- Repair and Maintenance: Reduce from \$45,000 to \$35,000
- Sidewalk Repair and Maintenance: Reduce from \$15,000 to \$5,000
- Weed Spraying: \$11,000 to \$5,000
- Parking Lots: \$2,000 to \$500
- Engineering: \$30,000 to \$15,000
- Striping: \$16,000 to \$10,000
- Storm Water: \$35,000 to \$15,000
- Street Signs: \$5,000 to \$2,000
- Combustion engines rather than EV for large equipment: \$250,000 - \$1,000,000

The Council held a further discussion on December 2 and decided to not increase the mills for 2025, but directed they would begin a robust conversation in Q1, 2025 on long-range financial projections, including the Streets and Alleys fund.

REVENUE:

The total mill levy available for the Street & Alley Fund is 16 mills. This is adjusted annually to the amount needed taking into consideration current expenditures and the long-range 15-year plan. In the mid 1990's, the Town moved away from issuing debt by saving up fund balance to perform the 5 year rolling street projects. The 15-year plan helps lay the groundwork for this philosophy and the adjusting of the mill levy to accomplish it. Again, with the addition of several significant capital improvement projects stemming from the development of the Transportation Plan, the Streets Fund will require an increase to the mill levy in order to maintain currently forecasted operational and capital improvement expenses, combined with these emerging projects.

The mill levy for 2025 is set to remain at the same 8.00 mills as in recent years. However, the Council may revisit this decision in 2025 and be prepared to increase mills for 2026.

EXPENDITURES:

Personnel costs are based on 50% of the Public Works crew with the amount split 50/50 between snow removal and street maintenance. The remaining 50% of the Public Works crew personnel cost goes into the General Fund. 2025 includes an allocation of expense for the Parks crew who spend time clearing sidewalks within the Town right of way each winter. This expense is estimated at \$28,502 in 2025. Positions including the Public Works Director, Town Engineer, and Operations Manager are funded through the General fund, the Streets fund, and the Utility Enterprise fund, equally.

Overall annual maintenance operations include grading of alleys and ROWs, storm water maintenance, crack sealing, deploying and maintenance of traffic calming, and paint-striping curbs, cross walks, parking lots, and stop bars. Routine maintenance expenses for materials and labor have increased in recent years both because of materials pricing but also to fulfill community expectations. Some examples of the scope changes in recent years include a lot of seasonal painting such as stop bars at every stop sign, improved crosswalks, delineating no-parking areas at corners to improve pedestrian safety, traffic calming, and better delineation of parking for ADA and EV charging. In 2023 the Town applied 246 gallons of street paint to Town roads, an almost two-fold increase compared to previous years. The cost of this increase has been absorbed by transferring this operation from a 3rd party contract to in-house operations.

CAPITAL EXPENSE:

The Steets Paving Project 2024 was a full depth recycle (full street rebuild) of Elk Ave west of 6th Street and the same for Eighth Street north of Elk Ave. The project also included stormwater improvements within those areas. This project was budgeted at \$1,000,000 with final cost estimated at \$1,676,175. The next rolling 5-year paving project is scheduled to occur in 2029 and is budgeted at \$1.5M.

Planned capital expenses for 2025 include the following:

CAPITAL EXPENDITURES:	
Red Lady/School Entrance Design	350,000
Storm Water Master Plan	40,000
Crack Seal Equipment	150,000
Dozer - Used	300,000
Hot Patching - Slurry Seal	100,000
Tool Cat - Replacement for Tractor #8 (shared with PRT)	9,000
	1,124,000

Street & Alley Budget

STREETS & ALLEYS FUND 2025 BUDGET	2023 Actual	2024 Budget	2024 Projected	2025 Budget	2024 to 2025 Change \$	2024 to 2025 Change %	Projected			
							2026	2027	2028	2029
OPERATING REVENUES							2026	2027	2028	2029
PROPERTY TAX-Street	1,054,240	1,060,000	1,417,102	1,438,892	21,790	2%	1,456,878	1,475,089	1,493,528	1,512,197
INTEREST & PENALTIES	2,310	1,100	1,100	500	(600)	-120%	506	513	519	525
OTHER REVENUE	22,432						0	0	0	0
PARKING IN LIEU	182,999	15,000	15,000	15,000	0	0%	15,188	15,377	15,570	15,764
HIGHWAY USERS TAX	59,645	58,965	58,597	54,938	(3,659)	-7%	54,938	55,625	56,320	57,024
TOTAL OPERATING REVENUES	1,321,626	1,135,065	1,491,799	1,509,330	17,531	1%	1,527,510	1,546,604	1,565,936	1,585,511
CAPITAL GRANT REVENUES							2026	2027	2028	2029
GRANTS/OTHER:										
Grants for Red Lady Intersection							2,224,800			
School Contribution for Red Lady Intersection		40,000	40,000	175,000	135,000	77%	487,600			
EV Grants - Clean Fleet Grants		234,000	0							
TOTAL CAPITAL GRANT REVENUES	0	274,000	40,000	175,000	135,000	77%	2,712,400	0	0	0
DEBT PROCEEDS							2026	2027	2028	2029
TOTAL DEBT PROCEEDS										
TRANSFERS IN							2026	2027	2028	2029
TRANSFERS FROM GENERAL FUND			363,428		(363,428)	-100%				
TOTAL TRANSFERS IN	0	0	363,428	0	0	0%	0	0	0	0
TOTAL REVENUES	1,321,626	1,409,065	1,895,227	1,684,330	(210,897)	-13%	4,239,910	1,546,604	1,565,936	1,585,511
OPERATING EXPENSES							2026	2027	2028	2029
WAGES - Admin	4,507	112,521	112,521	70,549	(41,972)	-59%	72,665	74,845	77,091	79,404
LABOR-SNOW REMOVAL	230,172	73,474	190,000	209,056	19,056	9%	215,327	221,787	228,441	235,294
LABOR-STREET MAINT	10,932	73,474	30,000	209,056	179,056	86%	215,327	221,787	228,441	235,294
ADDL LABOR-SNOW REMOVAL PRT	0	75,000	0	28,502	28,502	100%	29,357	30,238	31,145	32,079
CONTRACT LABOR	111,620	60,000	60,000	60,000	0	0%	61,800	63,654	65,564	67,531
FICA	18,520	100,587	100,587	39,563	(61,024)	-154%	40,750	41,972	43,231	44,528
HEALTH INSURANCE	39,488	61,682	61,682	102,841	41,159	40%	105,926	109,104	112,377	115,748
RETIREMENT	10,378	16,299	16,299	34,554	18,254	53%	35,590	36,658	37,758	38,890
UNEMPLOYMENT INSURANCE	538	758	758	1,034	276	27%	1,065	1,097	1,130	1,164
WORKMANS COMP INSURANCE	7,199	10,868	10,868	22,921	12,053	53%	23,609	24,317	25,047	25,798
REPAIR & MAINT STREETS	24,635	45,000	45,000	35,000	(10,000)	-29%	36,050	37,132	38,245	39,393
SIDEWALK REPAIR/MAINT	12,362	15,000	15,000	5,000	(10,000)	-200%	5,150	5,305	5,464	5,628
WEED SPRAY-ROW	9,426	11,000	11,000	5,000	(6,000)	-120%	5,150	5,305	5,464	5,628
PARKING LOTS	0	2,000	2,000	500	(1,500)	-300%	515	530	546	563
CLOTHING ALLOWANCE	0	3,000	0	0	0	0%	0	0	0	0
ENGINEERING	39,533	30,000	20,000	15,000	(5,000)	-33%	15,450	15,914	16,391	16,883
Striping	13,092	16,000	16,000	10,000	(6,000)	-60%	10,300	10,609	10,927	11,255
STORM WATER PROJECT	0	35,000	35,000	15,000	(20,000)	-133%	15,450	15,914	16,391	16,883
SPILL RESPONSE SUPPLIES	381	3,000	3,000	3,000	0	0%	3,090	3,183	3,278	3,377
FUEL	75,479	50,000	50,000	50,000	0	0%	51,500	53,045	54,636	56,275
R&M VEHICLES	63,844	60,000	50,000	60,000	10,000	17%	61,800	63,654	65,564	67,531
SNOW REMOVAL-SUPPLIES	50,172	110,000	90,000	80,000	(10,000)	-13%	82,400	84,872	87,418	90,041
STREET SIGNS	3,908	5,000	5,000	2,000	(3,000)	-150%	2,060	2,122	2,185	2,251
STREET LIGHTS	5,200	5,000	5,000	5,000	0	0%	5,150	5,305	5,464	5,628
DAMAGE LIABILITY	16,176	18,000	18,000	18,000	0	0%	18,540	19,096	19,669	20,259
TREASURER FEES	31,633	33,000	33,000	33,000	0	0%	33,990	35,010	36,060	37,142
OTHER EXPENSES	934	1,000	1,000	1,500	500	33%	1,545	1,591	1,639	1,688
TOTAL OPERATING EXPENSES	780,130	1,026,664	981,716	1,116,075	134,359	12%	1,149,557	1,184,044	1,219,565	1,256,152
BUDGETARY CAPITAL EXPENDITURES (\$500 - \$4,999)							2026	2027	2028	2029
CAPITAL MAINTENANCE PROJECTS	0	0	0	0	0	0%	0	0	0	0
TOTAL BUDGETARY CAPITAL EXPENDITURES	0	0	0	0	0	0%	0	0	0	0
CAPITAL PURCHASES & IMPROVEMENTS (\$5,000 +)							2026	2027	2028	2029
CAPITAL EXPENDITURES:	822,035									
Red Lady/School Entrance Design		100,000	0	350,000						
Red Lady/School Entrance Construction							3,200,000			
Paving Projects	440,702	1,000,000	1,676,175							1,500,000
Storm Water Master Plan				40,000						
Mt Express New Shop Grant				0			70,000			
Snow Blower				175,000						
Water Truck		600,000	0				200,000			
Sweeper - 2004								500,000		
Loader		400,000	386,394							
Dump Truck - 1999								200,000		
Loader 644K #28									450,000	
1 Ton Truck #20 w Sander										100,000
Crack Seal Equipment				150,000						
Dozer - Used				300,000						
Hot Patching - Slurry Seal				100,000			100,000	100,000		
Tool Cat - Replacement for Tractor #8 (shared with PRT)				9,000						
TOTAL EXPENDITURES	1,262,736	2,100,000	2,062,569	1,124,000	(938,569)	-84%	3,570,000	800,000	450,000	1,600,000
NET SURPLUS/DEFICIT	(721,239)	(1,717,599)	(1,149,058)	(555,745)	593,313		(479,647)	(437,440)	(103,629)	(1,270,642)
BEGINNING FUND BALANCE	2,852,014	2,130,774	2,130,774	981,716	(1,149,058)	-117%	425,971	(53,677)	(491,117)	(594,746)
ENDING FUND BALANCE	2,130,775	413,175	981,716	425,971	(555,745)	-130%	(53,677)	(491,117)	(594,746)	(1,865,387)
LESS RESTRICTED FUND BALANCE	0	0	0	0	0	0%	0	0	0	0
LESS ONE YEAR'S OPERATING EXPENSES	930,664	930,664	981,716	1,116,075	134,359	12%	1,130,026	1,144,151	1,158,453	1,172,934
NET SPENDABLE FUND BALANCE	1,200,111	(517,489)	(0)	(690,104)	(690,104)		(1,183,703)	(1,635,268)	(1,753,199)	(3,038,321)

Capital Fund

Capital Fund Narrative

The Capital fund accounts for general capital acquisitions and maintenance expenditures. Real estate transfer taxes and use tax revenues are its major sources of revenue. The Town maintains a rolling 5-year plan for anticipated expenditures from this fund. On December 31, 2024 the General Capital fund balance is projected to be \$6,761,021.

For the first time in 2024, Parks and Open Space were removed from the Capital fund and instead accounted for independently in their own funds (discussed below). While Parks is moving out of the Capital fund, Facilities department expenses will be moved into the Capital fund. The large fund transfer from the Capital fund to Parks in 2024 was, for the most part to transfer the operating reserve from Capital to the new Parks fund.

Revenue for the Capital fund in 2025 is projected at \$2,122,790 while expenses are projected at \$5,696,684 including \$1,422,567 in transfers to the Affordable Housing Fund and \$281,047 in transfers to the Parks, Recreation & Trails Fund to cover fund shortages and operating reserve requirements. The large transfer to the Affordable Housing fund is to cover the expenses related to construction of 14 rental units in Paradise Park and the associated COP payments.

Significant funds will be used in 2025 for building improvements at Town Hall, electric vehicle charging infrastructure at public works, design of a new post office facility, vehicle replacements, and facilities maintenance. Vehicle replacements include a Marshal electric patrol car plus an electric public works truck. Staff are unsure whether we will take delivery on a new vehicle for the Marshals in 2024, so two vehicles are shown in 2025.

The Capital fund is already projected at a deficit in the coming years. While the Capital fund does include operational expenses for facilities and parks, it also contains a variety of large capital projects projected out over the coming years. A new facility for the Marshals and rehabilitation of Station 1 are two pending large expenditures in the next few years. The Capital fund is also being relied upon to backfill the Town's debt service for the Paradise Park affordable housing project, though this should level out in 2026. There is often more uncertainty in projections for the Capital fund as project expenses continue to be refined, timing shifts, grants are sought, and elective capital projects are deferred.

Capital Fund – Facilities

CAPITAL FUND 2025 BUDGET	2023 Actual Facilities	2024 Budget Facilities	2024 Projected Facilities	2025 Budget Facilities	2024 to 2025 Change \$	2024 to 2025 Change %
OPERATING REVENUES						
TOTAL OPERATING REVENUES	0	0	0	0		
OPERATING GRANT REVENUES						
TOTAL OPERATING GRANT REVENUES	0	0	0	0		
CAPITAL GRANT REVENUES						
TOWN HALL HISTORIC PRESERVATION GRANT		250,000	0	232,123		
POST OFFICE MATCH		260,000	0			
TOWN HALL RENOVATIONS - DOLA			0	150,000		
Fleet Zero - DC Charging Infrastructure				148,000		
PUBLIC WORKS GRANTS				275,000		
TOTAL CAPITAL GRANT REVENUES	0	510,000	0	805,123		
TOTAL REVENUES	0	510,000	0	805,123		
OPERATING EXPENSES						
WAGES	254,806	364,251	364,251	348,688	(15,563)	-4%
OVERTIME	3,357	5,000	5,000	5,000	0	0%
FICA	19,149	28,248	28,248	27,058	(1,190)	-4%
HEALTH INSURANCE	40,065	55,732	55,732	87,486	31,754	36%
RETIREMENT	16,408	16,626	16,626	22,453	5,827	26%
TELEPHONE	46	1,500	1,500	1,500	0	0%
SOFTWARE	0	0	0	3,000	3,000	100%
OFFICE SUPPLIES	221	2,000	2,000	2,000	0	0%
CUSTODIAL SUPPLIES	17,594	20,000	20,000	20,000	0	0%
Trash Pickup	243	300	300	300	0	0%
TRAVEL & EDUCATION	4,836	7,500	7,500	7,500	0	0%
UNEMPLOYMENT INS	474	569	569	697	128	18%
WORK COMP INS	0	8,192	8,192	8,077	(115)	-1%
MEDICAL	391	600	600	600	0	0%
TOOLS & EQUIPMENT	3,814	5,000	5,000	5,000	0	0%
UNIFORM ALLOWANCE	1,992	3,000	3,000	3,000	0	0%
SAFETY EQUIPMENT	379	500	500	500	0	0%
FUEL	2,681	2,000	2,000	2,000	0	0%
R&M VEHICLE	5,086	1,000	1,000	1,000	0	0%
Contract Custodian	26,511	30,000	30,000	30,000	0	0%
TOTAL OPERATING EXPENSES	398,052	552,017	552,017	575,859	23,841	4%
BUDGETARY CAPITAL EXPENDITURES (\$500 - \$4,999)						
BUILDING MAINT FACILITIES	290,373	95,000	95,000	95,000	0	0%
TOTAL BUDGETARY CAPITAL EXPENDITURES	290,373	95,000	95,000	95,000	0	0%
CAPITAL PURCHASES & IMPROVEMENTS (\$5,000 +)						
CAPITAL EXPENDITURES:						
Town Hall Interior Improvements		633,333	0	600,000		
Town Hall Exterior #1				324,498		
Town Ranch Barn				50,000		
EV charging stations - Town		150,000	0	600,000		
308 Windows, Exterior Siding Repair/Paint, Exterior Door Replacement		180,000	125,000	55,000		
Post office at 6th & Gothic		520,000	0			
Marshal Office		50,000	50,000	500,000		
Old Town Hall - Paint		35,000	0	55,000		
EV Facilities Fleet Addition (Mars Car)		40,000	0	40,000		
River Walk Restoration - Eng & Ped Bridge						
Railing-Abutment Rehab		20,000	20,000	25,000		
Key Card System				25,000		
TOTAL CAPITAL PURCHASES & IMPROVEMENTS	(688,424)	1,628,333	195,000	2,274,498	2,079,498	91%

Capital Fund – General Capital

CAPITAL FUND 2025 BUDGET	2023 Actual Capital Only	2024 Budget Capital Only	2024 Projected Capital Only	2025 Budget Capital Only	2024 to 2025 Change \$	2024 to 2025 Change %
OPERATING REVENUES						
USE TAX-Bldg	284,022	231,111	441,023	346,667	(94,356)	-27%
TRANSFER TAX-GEN CAP	1,454,042	750,000	1,280,072	1,125,000	(155,072)	-14%
INTEREST INCOME	0	2,500	2,500	2,500	0	0%
CEMETERY FEES	15,850	12,000	12,000	12,000	0	0%
RENT - TOWN BLDGS	101,810	110,000	110,000	106,500	(3,500)	-3%
TOTAL OPERATING REVENUES	1,855,725	1,105,611	1,845,595	1,592,667	(252,928)	-16%
CAPITAL GRANT REVENUES						
COMMUNITY DEVELOPMENT GRANTS		37,946	37,946	0		
FINANCE DEPT GRANTS				150,000		
TOTAL CAPITAL GRANT REVENUES	0	37,946	37,946	150,000		
TOTAL REVENUES	1,855,725	1,143,557	1,883,541	1,742,667	(140,874)	-8%
OPERATING EXPENSES						
INSURANCE	145,364	81,000	81,000	81,000	0	0%
CEMETERY	9,663	6,000	6,000	6,000	0	0%
TOTAL OPERATING EXPENSES	155,027	87,000	87,000	87,000	0	0%
BUDGETARY CAPITAL EXPENDITURES (\$500 - \$4,999)						
CAPITAL PURCHASES & IMPROVEMENTS (\$5,000 +)						
ADMIN CAPITAL EXPENSES				35,000		
FINANCE CAPITAL EXPENSES				150,000		
CLERKS CAPITAL EXPENSES						
PUBLIC WORKS CAPITAL EXPENSES		132,000	132,000	578,000		
MARSHALS CAPITAL EXPENSES	82,811	93,713	0	182,713		
COMMUNITY DEVELOPMENT CAPITAL EXPENSES	1,734	93,571	93,571	15,000		
	1,550,460					
TOTAL CAPITAL PURCHASES & IMPROVEMENTS	1,635,005	319,284	225,571	960,713	735,142	77%
TRANSFERS OUT						
TO AFFORDABLE HOUSING	0	0	247,748	1,422,567	1,174,819	83%
TO PARKS, REC & TRAILS	0	1,123,906	1,109,248	281,047	(828,201)	-295%
TOTAL TRANSFERS OUT	0	1,123,906	1,356,996	1,703,614	346,618	20%
TOTAL EXPENDITURES	1,790,032	1,530,190	1,669,567	2,751,327	1,081,760	39%

Capital Fund 2025 – Facilities and General Capital combined

Operations

CAPITAL FUND 2025 BUDGET	2023 Total Actual	2024 Total Capital Fund	2024 Total Projected Capital Fund	2025 Total Capital Fund	2024 to 2025 Change \$	2024 to 2025 Change %	Projected			
							2026	2027	2028	2029
OPERATING REVENUES							2026	2027	2028	2029
USE TAX-Bldg	284,022	231,111	441,023	346,667	(94,356)	-27%	351,000	355,388	359,830	364,328
TRANSFER TAX-GEN CAP	1,454,042	750,000	1,280,072	1,125,000	(155,072)	-14%	1,139,063	1,153,301	1,167,717	1,182,314
INTEREST INCOME	0	2,500	2,500	2,500	0	0%	2,531	2,563	2,595	2,627
CEMETERY FEES	15,850	12,000	12,000	12,000	0	0%	12,150	12,302	12,456	12,611
RENT - TOWN BLDGS	101,810	110,000	110,000	106,500	(3,500)	-3%	107,831	109,179	110,544	111,926
TOTAL OPERATING REVENUES	1,855,725	1,105,611	1,845,595	1,592,667	(252,928)	-16%	1,612,575	1,632,733	1,653,142	1,673,806
CAPITAL GRANT REVENUES							2026	2027	2028	2029
TOWN HALL HISTORIC PRESERVATION GRANT	0	250,000	0	232,123						
POST OFFICE MATCH	0	260,000	0	0						
JERRY'S GYM RENNOVATION - MET REC GRANT	0	0	0	0			100,000			
MARSHAL OFFICE GRANT	0	0	0	0			500,000	500,000		
COMMUNITY HUB 3RD & MAROON	0	0	0	0					5,000,000	
TOWN HALL RENOVATIONS - DOLA	0	0	0	150,000						
Fleet Zero - DC Charging Infrastructure	0	0	0	148,000						
PUBLIC WORKS GRANTS	0	0	0	275,000			0	175,000		
COMMUNITY DEVELOPMENT GRANTS	0	37,946	37,946	0			0	0		
FINANCE DEPT GRANTS	0	0	0	150,000						
TOTAL CAPITAL GRANT REVENUES	0	547,946	37,946	955,123	917,177	96%	600,000	675,000	5,000,000	0
TOTAL REVENUES	1,855,725	1,653,557	1,883,541	2,547,790	664,249	26%	2,212,575	2,307,733	6,653,142	1,673,806
OPERATING EXPENSES							2026	2027	2028	2029
WAGES	254,806	364,251	364,251	348,688	(15,563)	-4%	359,149	369,923	381,021	392,451
1/3 Total Cost of Town Property Manager Position incl benefits	0	0	0	0	0	#DIV/0!	0	0	0	0
OVERTIME	3,357	5,000	5,000	5,000	0	0%	5,150	5,305	5,464	5,628
FICA	19,149	28,248	28,248	27,058	(1,190)	-4%	27,869	28,705	29,566	30,453
HEALTH INSURANCE	40,065	55,732	55,732	87,486	31,754	36%	90,111	92,814	95,598	98,466
RETIREMENT	16,408	16,626	16,626	22,453	5,827	26%	23,127	23,820	24,535	25,271
TELEPHONE	46	1,500	1,500	1,500	0	0%	1,545	1,591	1,639	1,688
SOFTWARE	0	0	0	3,000	3,000	100%	3,090	3,183	3,278	3,377
OFFICE SUPPLIES	221	2,000	2,000	2,000	0	0%	2,060	2,122	2,185	2,251
CUSTODIAL SUPPLIES	17,594	20,000	20,000	20,000	0	0%	20,600	21,218	21,855	22,510
Trash Pickup	243	300	300	300	0	0%	309	318	328	338
TRAVEL & EDUCATION	4,836	7,500	7,500	7,500	0	0%	7,725	7,957	8,195	8,441
UNEMPLOYMENT INS	474	569	569	697	128	18%	718	739	762	784
WORK COMP INS	0	8,192	8,192	8,077	(115)	-1%	8,319	8,569	8,826	9,091
MEDICAL	391	600	600	600	0	0%	618	637	656	675
TOOLS & EQUIPMENT	3,814	5,000	5,000	5,000	0	0%	5,150	5,305	5,464	5,628
UNIFORM ALLOWANCE	1,992	3,000	3,000	3,000	0	0%	3,090	3,183	3,278	3,377
SAFETY EQUIPMENT	379	500	500	500	0	0%	515	530	546	563
FUEL	2,681	2,000	2,000	2,000	0	0%	2,060	2,122	2,185	2,251
R&M VEHICLE	5,086	1,000	1,000	1,000	0	0%	1,030	1,061	1,093	1,126
Contract Custodian	26,511	30,000	30,000	30,000	0	0%	30,900	31,827	32,782	33,765
INSURANCE	145,364	81,000	81,000	81,000	0	0%	83,430	85,933	88,511	91,166
CEMETERY	9,663	6,000	6,000	6,000	0	0%	6,180	6,365	6,556	6,753
TOTAL OPERATING EXPENSES	553,079	639,017	639,017	662,859	23,841	4%	682,744	703,227	724,323	746,053

Capital Fund 2025 – Facilities and General Capital combined

Capital, Transfers, and Fund Balance

BUDGETARY CAPITAL EXPENDITURES (\$500 - \$4,999)							2026	2027	2028	2029
BUILDING MAINT FACILITIES	290,373	95,000	95,000	95,000	0	0%	97,850	100,786	103,809	106,923
TOTAL BUDGETARY CAPITAL EXPENDITURES	290,373	95,000	95,000	95,000	0	0%	97,850	100,786	103,809	106,923
CAPITAL PURCHASES & IMPROVEMENTS (\$5,000 +)							2026	2027	2028	2029
CAPITAL EXPENDITURES:										
Town Hall Interior Improvements	0	633,333	0	600,000						
Town Hall Exterior #1	0	0	0	324,498						
Town Hall Exterior #2	0	0	0	0			300,000			
Jerry's Gym Renovation	0	0	0	0			400,000			
Town Ranch Barn	0	0	0	50,000						
EV charging stations - Town	0	150,000	0	600,000						
308 Windows, Exterior Siding Repair/Paint, Exterior Door Replacement	0	180,000	125,000	55,000						
Post office at 6th & Gothic	0	520,000	0	0						
Marshal Office	0	50,000	50,000	500,000			2,500,000	2,500,000		
Community hub at 3rd and Maroon	0	0	0	0			60,000	600,000	6,000,000	
Mt Express New Shop	0	0	0	0			140,000			
Old Town Hall - Paint	0	35,000	0	55,000						
EV Facilities Fleet Addition (Mars Car)	0	40,000	0	40,000						
River Walk Restoration - Eng & Ped Bridge										
Railing-Abutment Rehab	0	20,000	20,000	25,000						
Key Card System	0	0	0	25,000						
ADMIN CAPITAL EXPENSES	0	0	0	35,000			0	0	0	0
FINANCE CAPITAL EXPENSES	0	0	0	150,000			0	0	0	0
CLERKS CAPITAL EXPENSES	0	0	0	0			0	0	0	30,000
PUBLIC WORKS CAPITAL EXPENSES	0	132,000	132,000	578,000			0	175,000	0	0
MARSHALS CAPITAL EXPENSES	82,811	93,713	0	182,713			91,670	94,420	97,252	100,000
COMMUNITY DEVELOPMENT CAPITAL EXPENSES	1,734	93,571	93,571	15,000			0	0	0	0
	862,036									
TOTAL CAPITAL PURCHASES & IMPROVEMENTS	946,581	1,947,617	420,571	3,235,211	2,814,640	87%	3,491,670	3,369,420	6,097,252	130,000
TRANSFERS OUT							2026	2027	2028	2029
TO AFFORDABLE HOUSING	0	0	247,748	1,422,567	1,174,819	83%	220,319	0	0	0
TO PARKS, REC & TRAILS	0	1,123,906	1,109,248	281,047	(828,201)	-295%	522,570	350,832	680,884	386,754
TOTAL TRANSFERS OUT	0	1,123,906	1,356,996	1,703,614	346,618	20%	742,889	350,832	680,884	386,754
TOTAL EXPENDITURES	1,790,033	3,805,540	2,511,584	5,696,684	3,185,099	56%	5,015,153	4,524,264	7,606,268	1,369,730
NET SURPLUS/DEFICIT	65,692	(2,151,983)	(628,043)	(3,148,894)	(2,520,850)	80%	(2,802,578)	(2,216,532)	(953,127)	304,076
BEGINNING FUND BALANCE	7,552,942	7,618,634	7,618,634	6,990,591	(628,043)	-9%	3,841,697	1,039,119	(1,177,412)	(2,130,539)
ENDING FUND BALANCE	7,618,634	5,466,651	6,990,591	3,841,697	(3,148,894)	-82%	1,039,119	(1,177,412)	(2,130,539)	(1,826,463)
LESS RESTRICTED FUND BALANCE	0	0	0	0	0	0%	0	0	0	0
LESS ONE YEAR'S OPERATING EXPENSES	575,859	639,017	639,017	662,859	23,841	4%	682,744	703,227	724,323	746,053
NET SPENDABLE FUND BALANCE	7,042,776	4,827,634	6,351,574	3,178,839	(3,172,735)	-100%	356,375	(1,880,639)	(2,854,862)	(2,572,516)

Open Space Fund

Open Space Fund Narrative

The Open Space fund is being presented as its own fund in 2025. This was a new practice beginning in 2024. In the past it was incorporated into the Capital fund.

The Open Space fund receives $\frac{1}{2}$ of the Town's real estate transfer taxes ("RETT") in revenue, estimated at \$1,125,000 in 2025. The budgeted expense for 2025 is \$299,407. RETT is a very difficult item to forecast and varies significantly from year to year. It is also highly sensitive to boom-and-bust real estate cycles that are typical in resort communities. Crested Butte's recent boom cycle, driven in part by high stock market levels and people exiting urban areas due to the pandemic peaked in 2021 at \$4.2M. It has slowed since then with increasing interest rates and a slowdown in real estate sales.

On December 31, 2024, the Open Space Fund is projected to have a balance of \$2,345,186. The Town completed a significant maintenance project on an open space parcel in 2023 – Town Ranch Water Attenuation. The Red Lady Open Space Fire Mitigation project was completed in 2024. These projects reflect an intentional shift towards responsible stewardship of lands purchased or conserved with open space funds. This focus is reflected in a shift in 2024 to now include personnel expenses related to managing the Town's open space parcels and conservation easements within this fund. Personnel associated with acquiring and managing open space and conservation easements include 25% of the PROST Director, 75% of the Recreation and Open Space Manager and a full-time seasonal intern in the summer. In 2023, for the first time in recent memory, the Town was able to fulfill its stewardship responsibilities to visit and document conditions on each conserved parcel.

The ballot measure approved in November 2016 directed that the Town pay the Mt. Emmons Mining Company ("MEMC") \$2,000,000 once a federal withdrawal occurred and MEMC abandoned the more than 9,000 acres of unpatented mining claims on and around Mt. Emmons, also known as the Red Lady. MEMC, a subsidiary of Freeport-McMoRan, worked with the Town, County, and community partners towards this goal over the past eight years. Withdrawal and abandonment of the claims required Federal approval which was completed in April 2024. The land exchange and relinquishment of unpatented claims was completed in August 2024 at which time the Town paid MEMC \$2,000,000 from the Open Space fund. This has resolved the battle to limit a large mine on Mt Emmons which had been ongoing since 1977.

2025 Highlights:

REVENUE:

- Real Estate Transfer Tax (RETT) revenue accounts for most of the Open Space fund revenues.

EXPENDITURES:

- There are not many projects in the Open Space fund in 2025. The fund will contribute to the PROST Master Plan and some funding is also set aside in anticipation of securing the final permanent easement for the Deli Trail.

Open Space Fund Budget

OPEN SPACE FUND 2025 BUDGET	2023 Actual	2024 Budget	2024 Projected	2025 Budget	2024 to 2025 Change \$	2024 to 2025 Change %	Projected			
							2026	2027	2028	2029
OPERATING REVENUES							2026	2027	2028	2029
TRANSFER TAX-OPEN SPACE	1,454,042	750,000	1,280,072	1,125,000	(155,072)	-14%	1,139,063	1,153,301	1,167,717	1,182,314
OPEN SPACE LEASE REVENUE	0	0	0	3,500	3,500	100%	0	0	0	0
TOTAL OPERATING REVENUES	1,454,042	750,000	1,280,072	1,128,500	(151,572)	-13%	1,139,063	1,153,301	1,167,717	1,182,314
CAPITAL GRANT REVENUES							2026	2027	2028	2029
GRANTS/OTHER:	5,000									
Red Lady Open Space Fire Mitigation (WRWC Grant)		35,000	35,000							
TOTAL CAPITAL GRANT REVENUES	5,000	35,000	35,000	0	(35,000)		0	0	0	0
TOTAL REVENUES	1,459,042	785,000	1,315,072	1,128,500	(186,572)	-17%	1,139,063	1,153,301	1,167,717	1,182,314
OPERATING EXPENSES										
WAGES-FULL TIME		90,097	90,097	93,701	3,604	4%	96,512	99,407	102,390	105,461
WAGES-INTERN		7,000	7,000	15,000	8,000	53%	15,450	15,914	16,391	16,883
FICA		7,428	7,428	8,316	888	11%	8,565	8,822	9,087	9,360
HEALTH INSURANCE		27,502	27,502	31,199	3,697	12%	32,135	33,099	34,092	35,115
RETIREMENT		6,622	6,622	7,543	921	12%	7,769	8,002	8,242	8,490
UNEMPLOYMENT INS.		284	284	216	(68)	-31%	222	229	236	243
WORKERS COMP INS.		1,241	1,241	1,432	191	13%	1,475	1,519	1,565	1,612
TRAVEL & EDUCATION				1,000	1,000	100%	1,030	1,061	1,093	1,126
R&M Vehicles				1,000	1,000	100%	1,030	1,061	1,093	1,126
Fuel				1,000	1,000	100%	1,030	1,061	1,093	1,126
TOTAL OPERATING EXPENSES	0	140,174	140,174	160,407	20,233	13%	165,219	170,176	175,281	180,539
BUDGETARY CAPITAL EXPENDITURES (\$500 - \$4,999)							2026	2027	2028	2029
CAPITAL MAINTENANCE PROJECTS	71,846	40,000	40,000	49,000	9,000	18%	50,470	51,984	53,544	55,150
TOTAL BUDGETARY CAPITAL EXPENDITURES	71,846	40,000	40,000	49,000	9,000	18%	50,470	51,984	53,544	55,150
CAPITAL PURCHASES & IMPROVEMENTS (\$5,000 +)							2026	2027	2028	2029
CAPITAL EXPENDITURES:										
Sunshine Park Trailhead Relocation		20,000	0							
Red Lady Open Space Fire Mitigation		50,000	50,000							
Red Lady Mining Claims Removal	750,000	2,000,000	2,000,000							
Parks, Rec, Open Space & Trails Master Plan				45,000						
Town Ranch Incision Restoration							20,000			
Recreation Access Easement				45,000						
TOTAL CAPITAL PURCHASES & IMPROVEMENTS	750,000	2,070,000	2,050,000	90,000	(1,960,000)	-2178%	20,000	0	0	0
TOTAL EXPENDITURES	821,846	2,250,174	2,230,174	299,407	(1,930,767)	-645%	235,689	222,160	228,825	235,689
NET SURPLUS/DEFICIT	637,196	(1,465,174)	(915,102)	829,093	1,744,195	210%	903,373	931,141	938,892	946,624
BEGINNING FUND BALANCE	2,623,092	3,260,288	3,260,288	2,345,186	(915,102)	-39%	3,174,279	4,077,652	5,008,793	5,947,686
ENDING FUND BALANCE	3,260,288	1,795,114	2,345,186	3,174,279	829,093	26%	4,077,652	5,008,793	5,947,686	6,894,310
LESS RESTRICTED FUND BALANCE	0	0	0	0	0		0	0	0	0
LESS ONE YEAR'S OPERATING EXPENSES	180,174	180,174	180,174	182,426	2,252	1%	184,707	187,015	189,353	191,720
NET SPENDABLE FUND BALANCE	3,080,114	1,614,940	2,165,012	2,991,853	826,841	28%	3,892,946	4,821,778	5,758,333	6,702,590

Parks, Recreation & Trails Fund

Parks, Recreation & Trails Fund Narrative

The Parks, Recreation & Trails (PR&T) fund is being presented as its own fund since 2024. In the past it was incorporated into the Capital fund. It is anticipated that this fund will require transfers from the General fund or Capital fund in the future, especially to assist with capital projects. This fund started with a zero balance in 2024 and received a large transfer from the Capital fund to fund operational reserves.

Citizens of the Town approved a ballot measure in 2015 approving a 0.5% sales tax to fund parks, recreation and trails capital projects, operations and maintenance. The 2025 projected revenue is \$973,685, which is made up of sales tax, use tax, park rental fees, and recreation program revenues. This fund includes operations for parks and recreation and thus a significant amount of the expenditure is for personnel within the PROST department. Total operating expenses in 2025 are projected at \$1,165,059.

The major parks projects in 2025 will be the new Crested Butte Parks, Rec, Open Space and Trails Master Plan. The new plan will, in turn, guide significant projects in the years ahead. The major trails project in 2025 will be the new Mineral Point trail connecting Butte Ave. to the CBFPD campus and the Slate River trail.

The PR&T fund does include expenses for things that may be outside of traditional parks and recreation such as holiday lights, trash removal, and street furniture (benches & bike racks). Trash removal on Elk Ave and at bus stops was moved into the General fund beginning in 2025 to more accurately allocate expenses. Likewise, personnel expenses for winter snow removal from sidewalks has been allocated to the Streets and Alleys fund. This fund absorbs the costs for buying, planting and maintaining the flowers that grace Elk Ave, bus stops and traffic calming boxes each summer. It also includes funding for port-a-potties at parks and trailheads as well as behind the Museum. Expenses for cleaning of restrooms and maintenance of buildings within parks falls within the Facilities department.

2024 and 2025 have been remarkably low years for capital expenses in the PR&T fund. Thus, it is a good time to clearly understand the Town's commitment to operating high quality parks and affordable recreational programming for youth and adults in the north valley. While it is an allowable use of funds to supplement the PR&T fund with money from the General fund or Capital fund, the community should recognize that the PR&T fund is competing against other eligible priorities such as Affordable Housing, Streets or other Capital projects. In 2025, the Town will be using \$281,047 from available General fund reserves and \$149,494 from Capital fund reserves to balance the PR&T fund and maintain one year's operating expense in PR&T reserves. The General fund monies are to backfill recreation operations while funding for parks will come from the Capital fund as those were the funds that historically housed these operations.

2025 Highlights:

REVENUE:

- Sales tax revenue accounts for 78% of the revenue for the fund with use tax making up 7%
- Park fees make up 6% of revenue and recreation programming fees account for 9% of revenue.

EXPENDITURES:

- The PROST Master Plan, estimated at \$105,000 from this fund. This will be supplemented with an additional \$45,000 from the Open Space fund.
- The Mineral Point trail with an estimated project cost of \$115,000.

Parks, Recreation & Trails Fund - Parks

PARKS, REC & TRAILS FUND 2025 BUDGET	2023 Actual Parks	2024 Budget Parks	2024 Projected Parks	2025 Budget Parks	2024 to 2025 Change \$	2024 to 2025 Change %
OPERATING REVENUES						
SALES TAX - PARKS	706,933	697,000	697,000	755,763	58,763	8%
USE TAX	0	72,222	72,222	72,222	0	0%
PARK FEES	46,948	50,000	50,000	47,000	(3,000)	-6%
TOTAL OPERATING REVENUES	775,124	819,222	819,222	874,985	55,763	6%
OPERATING GRANT REVENUES						
GRANTS:	98,804					
Bike Park Renovation Project Phase II - Met Rec grant		15,000	10,000	0		
TOTAL OPERATING GRANT REVENUES	98,804	15,000	10,000	0	(10,000)	
CAPITAL GRANT REVENUES						
GRANTS/OTHER:						
MetRec grant for PROST Master Plan				46,250		
TOTAL CAPITAL GRANT REVENUES	0	0	0	46,250	46,250	100%
TRANSFERS IN						
FROM CAPITAL FUND		1,123,906	1,128,906	281,047	(847,859)	-302%
FROM GENERAL FUND						
TOTAL TRANSFERS IN	0	1,123,906	1,128,906	281,047	(847,859)	-302%
TOTAL REVENUES	873,929	1,958,128	1,958,128	1,202,282	(755,846)	-63%
OPERATING EXPENSES						
WAGES-FULL TIME	376,189	370,569	370,569	354,477	(16,092)	-5%
WAGES-SEASONAL	0	110,000	110,000	110,000	0	0%
OVERTIME	9,266	14,000	14,000	10,000	(4,000)	-40%
TEMPORARY LABOR - PARKS	0	5,000	5,000	5,000	0	0%
ZAMBONI DRIVER - WAGES	6,904	14,000	14,000	14,000	0	0%
FICA	30,014	39,288	39,288	37,751	(1,537)	-4%
HEALTH INSURANCE	110,324	90,903	90,903	140,773	49,870	35%
RETIREMENT	15,126	24,905	24,905	25,223	318	1%
TRASH PICKUP	75,953	100,000	100,000	31,167	(68,833)	-221%
UTILITIES - SHOP	6,024	5,000	5,000	6,000	1,000	17%
UTILITIES - ICE RINK	7,756	8,000	8,000	8,000	0	0%
UTILITIES - WARMING HOUSE	5,603	4,300	4,300	6,000	1,700	28%
UTILITIES - PARKS	11,177	9,000	9,000	11,500	2,500	22%
OFFICE SUPPLIES				1,000	1,000	100%
SOFTWARE				100	100	100%
ADVERTISING				5,000	5,000	100%
TRAVEL AND EDUCATION				5,000	5,000	100%
UNEMPLOYMENT INS.	1,012	1,422	1,422	967	(455)	-47%
WORKERS COMP INS.	16,527	6,377	6,377	6,356	(21)	0%
DUES AND SUBSCRIPTIONS				1,000	1,000	100%
UNIFORM ALLOWANCE	2,787	3,500	3,500	3,500	0	0%
MEDICAL	1,031	200	200	200	0	0%
FUEL	15,027	11,500	11,500	10,200	(1,300)	-13%
R&M VEHICLE	12,074	10,000	10,000	10,200	200	2%
TIRES - PARKS	0	1,000	1,000	1,000	0	0%
PARK MAINT SUPPLIES	46,277	50,000	50,000	50,000	0	0%
PORTABLE TOILETS	15,561	15,000	15,000	15,000	0	0%
TREE PROJECT	0	2,500	2,500	2,500	0	0%
TREE MAINTENANCE				5,000	5,000	100%
FLOWERS & SHRUBS	13,522	12,000	12,000	15,000	3,000	20%
DOGGIE DOO PROJECT	2,640	4,000	4,000	4,000	0	0%
WEED MANAGEMENT	3,351	4,000	4,000	4,000	0	0%
ELK AVE HOLIDAY LIGHTS	4,200	4,200	4,200	5,000	800	16%
AVALANCHE MITIGATION	15,000	15,000	15,000	15,000	0	0%
TOTAL OPERATING EXPENSES	803,344	935,664	935,664	919,914	(15,750)	-2%
BUDGETARY CAPITAL EXPENDITURES (\$500 - \$4,999)						
PARK CAPITAL MAINTENANCE PROJECTS	1,003,042	0	0	0		
TOTAL BUDGETARY CAPITAL EXPENDITURES	1,003,042	0	0	0		
CAPITAL PURCHASES & IMPROVEMENTS (\$5,000 +)						
CAPITAL EXPENDITURES:	65,605					
Bike Racks/Benches/Bleachers				6,000		
Big Mine Skate Park Renovation Project		20,000	20,000			
Totem Pole Renovation		25,000	25,000	20,000		
Bike Park Renovation Project Phase II		23,000	23,000			
Parks, Rec, Open Space & Trails Master Plan				105,000		
Concrete trail from TP-5 to Pyramid Rd and crusher fines to 8 th		20,000	20,000	115,000		
Deli Trail Easement Acquisitions		25,000	25,000	25,000		
TOTAL CAPITAL PURCHASES & IMPROVEMENTS	65,605	113,000	113,000	271,000	158,000	58%
TOTAL EXPENDITURES	1,871,992	1,048,664	1,048,664	1,190,914	142,250	12%

Parks, Recreation & Trails Fund - Recreation

PARKS, REC & TRAILS FUND 2025 BUDGET	2023 Actual Rec	2024 Budget Rec	2024 Projected Rec	2025 Budget Rec	2024 to 2025 Change \$	2024 to 2025 Change %
OPERATING REVENUES						
PARK FEES		0	0	8,000	8,000	100%
GYMNASTICS	242	6,500	6,500	2,000	(4,500)	-225%
TUMBLEBUGS	10	0	0	0	0	0%
SOCCER FEES	8,565	7,800	7,800	8,500	700	8%
BASKETBALL FEES	10,045	9,000	9,000	9,500	500	5%
SKATEPARK FEES	2,924	15,000	15,000	7,500	(7,500)	-100%
ICE SKATING LESSONS	2,165	2,500	2,500	2,500	0	0%
TENNIS LESSONS	17,435	20,000	20,000	20,000	0	0%
SOFTBALL FEES-ADULT	6,980	7,680	7,680	7,600	(80)	-1%
VOLLEYBALL FEES	0	600	600	600	0	0%
BASEBALL FEES	13,868	17,000	17,000	14,000	(3,000)	-21%
FLAG FOOTBALL	3,195	4,000	4,000	4,000	0	0%
LACROSSE FEES	0	1,500	1,500	1,500	0	0%
INDOOR CLIMBING	3,160	4,000	4,000	4,000	0	0%
AFTER SCHOOL SPORTS	642	500	500	1,000	500	50%
NEW PROGRAM REVENUE	0	0	0	2,000	2,000	100%
ICE ARENA FEES	5,860	6,000	6,000	6,000	0	0%
TOTAL OPERATING REVENUES	75,090	102,080	102,080	98,700	(3,380)	-3%
TOTAL OPERATING GRANT REVENUES	0	0	0	0	0	0%
TOTAL CAPITAL GRANT REVENUES	0	0	0	0	0	0
TRANSFERS IN						
FROM CAPITAL FUND						
FROM GENERAL FUND		396,754	394,754	149,494	(245,260)	-164%
TOTAL TRANSFERS IN	0	396,754	394,754	149,494	(245,260)	-164%
TOTAL REVENUES	75,090	498,834	496,834	248,194	(248,640)	-100%
OPERATING EXPENSES						
WAGES-FULL TIME		101,361	101,361	110,740	9,379	8%
WAGES-SEASONAL		21,750	21,750	26,700	4,950	19%
OVERTIME		400	400	500	100	20%
FICA		10,227	10,227	10,552	325	3%
HEALTH INSURANCE		24,898	24,898	28,234	3,336	12%
RETIREMENT		6,908	6,908	8,160	1,252	15%
OFFICE SUPPLIES		1,500	1,500	1,000	(500)	-50%
SOFTWARE		6,000	6,000	6,400	400	6%
BANKCARD PROCESSING		3,000	3,000	3,800	800	21%
ADVERTISING		5,000	5,000	1,000	(4,000)	-400%
TRAVEL AND EDUCATION		6,000	6,000	2,000	(4,000)	-200%
UNEMPLOYMENT INS.		1,706	1,706	275	(1,431)	-521%
WORKERS COMP INS.		2,097	2,097	2,284	187	8%
DUES AND SUBSCRIPTIONS		2,800	2,800	2,000	(800)	-40%
FLAG FOOTBALL EXP		300	300	300	0	0%
SOCCER EXPENSES		600	600	1,000	400	40%
SOCCER COACHES		2,200	2,200		(2,200)	
BASKETBALL		2,000	2,000	2,000	0	0%
INDOOR CLIMBING EXP		1,000	1,000	1,000	0	0%
TENNIS LESSONS EXP		2,500	2,500	1,000	(1,500)	-150%
GYMNASTICS EXPENSE		1,000	1,000	1,000	0	0%
LACROSSE EXPENSES		1,000	1,000	1,000	0	0%
VOLLEYBALL EXPENSES		200	200	200	0	0%
SOFTBALL EXP-ADULT		6,500	6,500	6,000	(500)	-8%
BALL BASH		2,000	0	0	0	0%
JERSEYS		5,000	5,000	0	(5,000)	
ICE SKATING EXP		3,000	3,000	1,000	(2,000)	-200%
SKATE PARK EXP		7,000	7,000	1,000	(6,000)	-600%
BASEBALL EXPENSES		9,000	9,000	9,000	0	0%
BASEBALL COACHES		3,000	3,000		(3,000)	
REC FACILITY EXPENSE		14,970	14,970	15,000	30	0%
New Programs				2,000	2,000	100%
TOTAL OPERATING EXPENSES	0	254,917	252,917	245,145	(7,772)	-3%
TOTAL BUDGETARY CAPITAL EXPENDITURES	0	0	0	0		
TOTAL CAPITAL PURCHASES & IMPROVEMENTS	0	0	0	0	0	0%
TOTAL EXPENDITURES	0	254,917	252,917	245,145	(7,772)	-3%

Parks, Recreation & Trails Fund – Combined

PARKS, REC & TRAILS FUND 2025 BUDGET	2023 Actual Parks Rec & Trails	2024 Parks, Rec & Trails	2024 Projected Parks, Rec & Trails	2025 Parks, Rec & Trails	2024 to 2025 Change \$	2024 to 2025 Change %	Projected			
							2026	2027	2028	2029
OPERATING REVENUES							2026	2027	2028	2029
TOTAL OPERATING REVENUES	828,962	921,302	921,302	973,685	52,383	5%	984,060	996,361	1,008,815	1,021,425
OPERATING GRANT REVENUES							2026	2027	2028	2029
TOTAL OPERATING GRANT REVENUES	0	15,000	10,000	0	(10,000)		0	0	0	0
CAPITAL GRANT REVENUES							2026	2027	2028	2029
TOTAL CAPITAL GRANT REVENUES	0	0	0	46,250	46,250	100%	0	35,000	175,000	100,000
TRANSFERS IN							2026	2027	2028	2029
FROM CAPITAL FUND		1,123,906	1,128,906	281,047	(847,859)	-302%	522,570	350,832	680,884	386,754
FROM GENERAL FUND		396,754	394,754	149,494	(245,260)	-164%	153,979	158,598	163,356	168,257
TOTAL TRANSFERS IN	0	1,520,660	1,523,660	430,541	(1,093,119)	-254%	676,549	509,430	844,240	555,011
TOTAL REVENUES	828,962	2,456,962	2,454,962	1,450,476	(1,004,486)	-69%	1,660,609	1,540,791	2,028,055	1,676,436
OPERATING EXPENSES							2026	2027	2028	2029
TOTAL OPERATING EXPENSES	803,344	1,190,581	1,188,581	1,165,059	(23,522)	-2%	1,200,011	1,236,011	1,273,092	1,311,284
TOTAL BUDGETARY CAPITAL EXPENDITURES	1,003,042	0	0	0			0	0	0	0
CAPITAL PURCHASES & IMPROVEMENTS (\$5,000 +)							2026	2027	2028	2029
CAPITAL EXPENDITURES:	65,605									
Man Lift	0	0	0	0			70,000			
Bike Racks/Benches/Bleachers	0	0	0	6,000						
Z-Turn Mower (EV)	0	0	0	0				45,000		
Zamboni (EV?)	0	0	0	0			145,000			
Truck (EV)	0	0	0	0				70,000		
Tool Cat - Replacement for Tractor #8 (shared with Streets)	0	0	0	0			91,000			
Big Mine Skate Park Renovation Project	0	20,000	20,000	0						
Big Mine Dasher Board Replacement	0	0	0	0						150,000
3 Ladies Renovation	0	0	0	0					40,000	200,000
Nordic Cat Barn in Paradise Park & Rainbow Playground Renovation	0	0	0	0				140,000	700,000	
Totem Pole Renovation	0	25,000	25,000	20,000						
Bike Park Renovation Project Phase II	0	23,000	23,000	0						
Parks, Rec, Open Space & Trails Master Plan	0	0	0	105,000						
Stain Boardwalk	0	0	0	0				15,000		
Kapushion Trail Upgrade	0	0	0	0				20,000		
Concrete trail from TP-5 to Pyramid Rd and crusher fines to 8 th	0	20,000	20,000	115,000						
Deli Trail Easement Acquisitions	0	25,000	25,000	25,000						
Mt Express New Shop Grant	0	0	0	0			140,000			
TOTAL CAPITAL PURCHASES & IMPROVEMENTS	65,605	113,000	113,000	271,000	158,000	58%	446,000	290,000	740,000	350,000
TOTAL EXPENDITURES	1,871,992	1,303,581	1,301,581	1,436,059	134,478	9%	1,646,011	1,526,011	2,013,092	1,661,284
NET SURPLUS/DEFICIT	(1,043,030)	1,153,381	1,153,381	14,417			14,598	14,780	14,964	15,152
BEGINNING FUND BALANCE		0	0	1,153,381			1,167,798	1,182,396	1,197,175	1,212,139
ENDING FUND BALANCE	0	1,153,381	1,153,381	1,167,798			1,182,396	1,197,175	1,212,139	1,227,291
LESS RESTRICTED FUND BALANCE										
LESS ONE YEAR'S OPERATING EXPENSES		1,153,381	1,153,381	1,167,798			1,182,396	1,197,176	1,212,140	1,227,292
NET SPENDABLE FUND BALANCE		(0)	(0)	(1)			(0)	(0)	(1)	(1)

Conservation Trust Fund (CTF)

Conservation Trust Fund Narrative

The Conservation Trust fund accounts for the funds received from the Colorado State Lottery Commission and Gunnison County Metropolitan Recreation District. The State of Colorado has set very strict guidelines on the segregation of funds and how these funds may be expended. The Town of Crested Butte has used this money as matching money for grants on park capital projects such as Rainbow Park, Big Mine Park, the Tennis Court Project, and most recently the Skate Park renovation. The Town receives approximately \$10,000 per year from the Lottery Commission and \$5,000 annually from the Met Rec District.

In 2023, most of the fund balance was used to help pay for the Big Mine Skate Park. On December 31, 2024, the CTF is projected to have a balance of \$37,114. No expenses are planned in 2025 for this fund.

Conservation Trust Fund Summary

CONSERVATION TRUST FUND 2025 BUDGET	2023 Actual	2024 Budget	2024 Projected	2025 Budget	Projected			
OPERATING REVENUES								
STATE LOTTERY PROCEEDS	11,643	10,000	10,000	10,000	10,125	10,252	10,380	10,509
INTEREST INCOME	1,575	1,000	1,000	1,000	1,013	1,025	1,038	1,051
GUNN CNTY REC DIST	11,095	5,000	5,000	5,000	5,063	5,126	5,190	5,255
TOTAL OPERATING REVENUES	24,313	16,000	16,000	16,000	16,200	16,403	16,608	16,815
TOTAL REVENUES	24,313	16,000	16,000	16,000	16,200	16,403	16,608	16,815
OPERATING EXPENSES								
TOTAL OPERATING EXPENSES	0	0	0	0	0	0	0	0
BUDGETARY CAPITAL					2026	2027	2028	2029
PARK MAINTENANCE	3,804							
TOTAL BUDGETARY CAPITAL EXPENDITURES	3,804	0	0	0	0	0	0	0
CAPITAL PURCHASES &					2026	2027	2028	2029
CAPITAL EXPENDITURES:								
CAPITAL-PROJECT	110,000							
TOTAL CAPITAL PURCHASES & IMPROVEMENTS	110,000	0	0	0	0	0	0	0
TOTAL EXPENDITURES	113,804	0	0	0	0	0	0	0
NET SURPLUS/DEFICIT	(89,491)	16,000	16,000	16,000	16,200	16,403	16,608	16,815
BEGINNING FUND BALANCE	110,606	21,114	21,114	37,114	53,114	69,314	85,717	102,324
ENDING FUND BALANCE	21,115	37,114	37,114	53,114	69,314	85,717	102,324	119,139
LESS RESTRICTED FUND BALANCE	0	0	0	0	0	0	0	0
LESS ONE YEAR'S OPERATING	0	0	0	0	0	0	0	0
NET SPENDABLE FUND BALANCE	21,115	37,114	37,114	53,114	69,314	85,717	102,324	119,139

Affordable Housing Fund

Affordable Housing Fund Narrative

The purpose of the Affordable Housing Fund is to advance lower priced housing opportunities in the Crested Butte community, focusing on full-time members of the local workforce who cannot access market rate housing. The gap between a worker's wage in Crested Butte and the price of housing continues to widen. A Town resident's average monthly income has been insufficient to afford the average cost of a home since 2012. The community needs more attainable and secure housing so that our residents can not only live here, but they are able to thrive and build a future.

The Town has been, and continues to be, active on many fronts to help address this housing crisis. In 2018, the Town established two housing goals: achieve 75% full-time occupancy and deed restrict 30% of units in the Town. Crested Butte has enacted regulations, created programs, and spent significant funds to preserve and build affordable housing. The Affordable Housing fund supports acquisition, development, preservation and administration of affordable housing units, maintenance expenditures for Town owned housing units as well as infrastructure development of affordable housing.

The Fund's main revenue sources come from rental revenue from Town-owned residential rentals, impact fee assessments on new residential and new commercial building (Resident Owned Affordable Housing, the "ROAH fee"), and a 7.5% excise tax imposed on vacation rentals. Because needs exceed the fund's revenues, monies may be transferred from the Capital or General funds to supplement funding and contribute to the Town's affordable housing initiatives.

The Sixth and Butte and Paradise Park Workforce Housing projects continued to make progress in 2024 and were responsible for the largest expenditures from the Affordable Housing fund. Over the course of 2023 and 2024, Town worked closely with partner TWG Development to prepare and apply for Low Income Housing Tax Credits to help fund a 34-unit, low-income rental development at Sixth and Butte, now called Mineral Point. As part of this process, Town negotiated a Land Lease Option Agreement with TWG Development. The project was awarded tax credits in May of 2023, which will provide approximately \$11 million of equity to help offset development costs. Additionally, Town's efforts in 2023 largely focused on making the Mineral Point development parcels ready for construction in Spring of 2024, included completion of remediation, relocation of dry utilities that were incorrectly placed in the development site, extension of wet utilities down Butte Avenue, and completion of final regulatory work with Colorado Department of Public Health and the Environment. These costs plus a dedicated \$500,000 for gap financing total approximately \$3.1 million. The Town was awarded \$2.977 million from the State of Colorado's Department of Local Affairs in 2022, as well as State of Colorado Brownfield Remediation Tax Credits, which yielded \$567,000 in equity to the Town. Both sources have helped to offset project costs. The project closed the financing in mid-December 2023 with a Ground Lease Agreement adopted and the close out of the Voluntary Cleanup

Action and Amended Environmental Covenant approved by Town Council and Colorado Department of Public Health and the Environment. The project broke ground in the summer of 2024 and will be leased in the summer of 2025.

The Town began 2024 with the assumption that we could construct and sell 16 affordable housing units in the Paradise Park neighborhood with a reasonable outlay of Town funds to offset some of the expense. Following completion of design and firm construction estimates it became evident that would not be possible. Town staff and the Council pivoted, investigated options and determined an acceptable path forward would be to issue a Certificate of Participation (COP), construct 14 units, and maintain them as rentals for the foreseeable future. Town subsequently issued the COP, garnered \$8,060,600 and construction commenced in the spring. Construction is several months ahead of schedule, with construction to be completed in summer 2025. The budget includes \$3.8M to complete the project in 2025. Lease payments on the COP are significant in the coming years and will eventually be partially covered with rental payments for the units. Additionally, funds will be needed from the vacation rental excise tax revenues with the Capital fund used to close any funding gaps.

REVENUES:

- \$745,000 - Vacation Rental Excise Tax
- \$626,409 – DOLA More Housing Now Grant
- \$350,000 – Rental Income from Town-owned residential units
- \$70,700 – ROAH Payment in Lieu

EXPENDITURES:

- \$3,800,000 – Paradise Park Workforce Rental construction and water infrastructure
- \$948,000 – Paradise Park Predevelopment
- \$596,000 – Certificate of Participation Debt Service
- \$163,000 – Mineral Point methane and radon mitigation and monitoring system construction
- \$135,000 – Employee residential rental unit maintenance and capital improvements
- \$122,000 – Gunnison Valley Regional Housing Authority dues

Affordable Housing Budget Revenues and Operations

AFFORDABLE HOUSING FUND 2025 BUDGET	2023 Actual	Amended 2024 Budget	2024 Projected	2025 Budget	2024 to 2025 Change \$	2024 to 2025 Change %	Projected			
							2026	2027	2028	2029
OPERATING REVENUES										
HOUSING PMT IN LIEU-ROAH	167,938	70,000	70,000	70,700	700	1%	71,584	72,479	73,385	74,302
DUPLEX/RANCH HSE RENT	150,755	151,000	150,000	345,000	195,000	57%	440,388	450,480	460,691	471,024
RED LADY RENT/SALES	3,600	46,000	4,800	4,800	0	0%	4,800	4,800	4,800	4,800
EXCISE TAX	867,859	675,000	735,659	744,854	9,195	1%	754,165	763,592	773,137	782,801
INTEREST INCOME			170,000	26,000	(144,000)	-554%				
TOTAL OPERATING REVENUES	1,190,153	942,000	1,130,459	1,191,354	60,895	5%	1,270,936	1,291,350	1,312,012	1,332,927
OPERATING GRANT REVENUES										
GRANTS:	581,460									
Reimbursements from TWG for Mineral Point				20,000						
OTHER REVENUES	581,460	0	0	20,000	20,000	100%	0	0	0	0
CAPITAL GRANT REVENUES										
GRANTS/OTHER:	1,358,516									
DOLA IHOI Grant		773,389	773,389							
Sale of 263 Escalante A Buydown Sale								400,000		
107 Teocalli Buydown Sale									325,000	
DOLA More Housing Now Grant				626,409						
TOTAL CAPITAL GRANT REVENUES	1,358,516	773,389	773,389	626,409	(146,980)	-23%	0	400,000	325,000	0
DEBT PROCEEDS										
		10,124,087	8,060,600							
TOTAL DEBT PROCEEDS	0	10,124,087	8,060,600	0	(8,060,600)		0	0	0	0
TRANSFERS IN										
From Capital Fund			247,748	1,422,567	1,174,819	83%	220,319			
TOTAL TRANSFERS IN	0	0	247,748	1,422,567	1,174,819	83%	220,319	0	0	0
TOTAL REVENUES	3,130,129	11,839,476	10,212,196	3,260,330	(6,951,866)	-213%	1,491,255	1,691,350	1,637,012	1,332,927
OPERATING EXPENSES										
WAGES	103,431	117,653	117,653	122,359	4,706	4%	126,030	129,811	133,705	137,716
FICA	7,697	9,000	9,000	9,360	360	4%	9,641	9,930	10,228	10,535
HEALTH INSURANCE	623	11,146	11,146	31,199	20,053	64%	32,135	33,099	34,092	35,115
RETIREMENT	8,322	7,059	7,059	7,342	283	4%	7,562	7,789	8,023	8,263
LEGAL FEES	(10,686)	24,000	24,000	30,000	6,000	20%	75,000	50,000	51,500	53,045
RUBY MANAGEMENT FEE	10,499	12,000	12,000	34,650	22,650	65%	35,690	36,760	37,863	38,999
INSURANCE	1,370	1,500	1,500	31,944	30,444	95%	32,902	33,889	34,906	35,953
PRIVATE AFFORDABLE HOUSING TAPS	0	30,233	60,466	31,140	(29,326)	-94%	32,074	33,036	34,027	35,048
TRAVEL & ED	0	3,000	3,000	5,000	2,000	40%	5,150	5,305	5,464	5,628
UNEMPLOYMENT INS.	147	95	95	245	150	61%	252	260	268	276
WORKERS COMP	0	126	126	135	9	7%	139	143	148	152
DEED RESTRICTION COMPLIANCE ADMIN	3,300	68,900	68,900	12,000	(56,900)	-474%	12,360	12,731	13,113	13,506
RENTAL UTILITIES	14,123	26,000	26,000	32,000	6,000	19%	32,960	33,949	34,967	36,016
HOUSING AUTHORITY DUES	90,780	93,750	93,750	122,000	28,250	23%	125,660	129,430	133,313	137,312
HOUSING MAINTENANCE	43,305	35,000	35,000	40,500	5,500	14%	41,715	42,966	44,255	45,583
NEEDS ASSESSMENT	0	15,000	3,750	0	(3,750)		0	0	0	0
GREEN DEED PROGRAM	3,741	100,000	100,000	0	(100,000)		0	0	0	0
GOOD DEED PROGRAM	66,750	0	0	0	0		0	0	0	0
COP DEBT SERVICE - PRINCIPLE	0	595,125	425,000	235,000	(190,000)	-81%	250,000	260,000	275,000	290,000
COP DEBT SERVICE - INTEREST	0	0	173,074	361,000	187,926	52%	349,250	336,750	323,750	310,000
TWG Gap Funding	0	0	375,000	0	(375,000)		0	0	0	0
Mineral Point Environmental	0	0	0	20,000	20,000	100%	20,600	21,218	21,855	22,510
Community Engagement	0	0	0	5,000	5,000	100%	0	0	0	0
TOTAL OPERATING EXPENSES	343,402	1,149,587	1,546,519	1,130,874	(415,645)	-37%	1,189,120	1,177,065	1,196,475	1,215,657

Affordable Housing Budget

Capital Expenses and Fund Balances

AFFORDABLE HOUSING FUND 2025 BUDGET	2023 Actual	Amended 2024 Budget	2024 Projected	2025 Budget	2024 to 2025 Change \$	2024 to 2025 Change %	Projected			
							2026	2027	2028	2029
BUDGETARY CAPITAL EXPENDITURES (\$500 - \$4,999)										
CAPITAL MAINTENANCE PROJECTS	0	0	0	20,000	20,000	100%	10,000	10,000	10,000	10,000
TOTAL BUDGETARY CAPITAL EXPENDITURES	0	0	0	20,000	20,000	100%	10,000	10,000	10,000	10,000
CAPITAL PURCHASES & IMPROVEMENTS (\$5,000 +)										
CAPITAL EXPENDITURES:	3,248,029									
Paradise Park Construction Expenses		2,977,673	4,497,258	3,482,300			81,042			
Paradise Park Water Infrastructure			59,593	290,058						
Mineral Point (Formerly TP-5 and Sixth & Butte)		200,000	54,338	162,088						
Paradise Park PREDEVELOPMENT		648,000	0	648,000						
TP-3 PREDEVELOPMENT		850,000	0	300,000					20,000	
Employee Unit Capital Repairs and Renovations		237,000	237,000	190,000			190,000	195,700	201,571	207,618
107 Teocalli Trailer Replacement		0	0						250,000	
TOTAL CAPITAL EXPENDITURES	3,248,029	4,912,673	4,848,189	5,072,446	224,257	4%	271,042	195,700	471,571	207,618
TRANSFERS OUT										
TOTAL TRANSFERS OUT										
TOTAL EXPENDITURES	3,591,431	6,062,260	6,394,708	6,223,320	(171,388)	-3%	1,470,162	1,382,765	1,678,046	1,433,275
NET SURPLUS/DEFICIT	(461,302)	5,777,216	3,817,488	(2,962,990)			21,093	308,585	(41,034)	(100,348)
BEGINNING FUND BALANCE	585,455	124,151	124,151	3,941,639			978,649	999,742	1,308,327	1,267,294
ENDING FUND BALANCE	124,153	5,901,367	3,941,639	978,649			999,742	1,308,327	1,267,294	1,166,945
PP RESERVE, COP BALANCE, AND COP DEBT PMT	0	0	3,589,310	615,750			625,956	626,735	627,537	628,363
LESS ONE YEAR'S OPERATING EXPENSES	352,329	352,329	352,329	362,899			373,786	384,999	396,549	408,446
NET SPENDABLE FUND BALANCE	(228,176)	5,549,038	0	0			0	296,593	243,207	130,137

Enterprise Fund

Enterprise Fund Narrative

The Water & Wastewater fund is the Town's only proprietary fund and accounts for water, sewer, and solid waste operations for single family residences including duplexes and townhomes. Revenues for this fund are derived primarily from fees for services and are supplemented by grants and loans.

Trash and recycling operations are contracted out with Waste Management and expenses are passed through directly to the properties served by the service through monthly utility bills with little expense to the Town aside from some staff time. Commercial and multi-family properties contract directly with waste haulers. The contract with Waste Management for trash and recycling service expires at the end of 2024 and the Town has received a new bid from Waste Management for five more years. Staff is exploring the possibility of integrating "pay as you throw" and composting programs within the current framework of trash collection.

The sewer and water treatment facilities require continued investment to keep up with demand, aging infrastructure, provide some redundancy within critical systems, and meet ever changing and increasing regulation. Priorities for capital investment are guided by the 20-year capital improvement plan completed in late 2020 and updated annually. This plan identifies, examines, and prioritizes the needed improvements based upon a variety of factors including the ability to bundle projects appropriately for debt issuance. In 2022, the Town was awarded a \$750,000 grant and \$14,000,000 loan to help fund the WWTP Improvement Project which was completed in 2024.

2025 Highlights:

REVENUES:

In 2022, Staff identified the need to raise revenues within the Enterprise Fund by approximately 30% to balance cost of water and wastewater operations (including debt service) with revenue. To achieve that goal, staff recommended adjustments to the rate structure, as well as increasing rates by up to 30% beginning in 2023. Based on our year-to-date and end-of-year revenue estimates, the town is projected to achieve that target of 30%. Although the Town attained the target revenue increase the Enterprise Fund still finds itself with a funding gap with respect to approximately 50% of the identified capital improvement needs as part of the Enterprise Master Plan. To account for this funding gap, increased construction costs, increase material/supply costs, and inflation trends, staff recommends continuing to slowly and incrementally adjust rates to facilitate the ability to absorb these variables within future operational budgets and to discourage any need for large scale rate increases.

The proposed 2025 budget contemplates increasing Tap Fees, Monthly User Fees, and Availability Fees by 3%. This increase equates to the following assessed fees:

Water and Sanitary Sewer Rates	
	2025
Base Rate - Water	\$48.32
Base Rate - Sewer	\$62.51
Tap Fee - Water	\$13,931
Tap Fee - Sewer	\$17,209
Sewer Pretreatment	\$18.54
Availability of service (water and sewer)	\$37.82

EXPENDITURES:

- Wastewater and Water both include updated expenses for debt service.
- Water and Wastewater operations and maintenance cost increases are due to several factors including increases in construction costs, material/supply costs, and inflation trends, as well as ever increasing regulatory requirements.

RESERVES:

- The estimated fund balance of the Enterprise Fund at December 31, 2024 is projected to be \$9,085,901.
- Of this total amount, Town holds reserves of one year of operating expenses, approximately \$2,955,887, including debt service, so that services would not be interrupted during an emergency situation.
- Of the \$2,995,887, approximately \$459,400 is required to be held for Enterprise Fund debt service.

CAPITAL EXPENSES:

2025 includes expenditures for the Lake Irwin Valve and Piping Project Engineering and ongoing investigation of an alternate source of water for the Town. Currently, the Lake Irwin Valve and Piping Project is at approximately 60% design. Unfortunately, the project was put on hold in 2023 while conversations around the applicability of State Engineering Office (SEO) regulations occur. Due to this unforeseen issue, the project was shifted to the 2025 construction season while the Town and SEO navigate through the issues with the project.

Enterprise Fund Budget

ENTERPRISE FUND 2025 BUDGET	2023 Actual	2024 Enterprise	2024 Projected Enterprise	2025 Enterprise	2024 to 2025 Change \$	2024 to 2025 Change %	Projected			
							2026	2027	2028	2029
OPERATING REVENUES										
INTEREST & PENALTIES	711	1,500	1,500	3,750	2,250	60%	3,797	3,844	3,892	3,941
WATER METERS	2,173	975	975	975	0	0%	987	1,000	1,012	1,025
INTEREST INCOME	528,154	480,000	480,000	504,000	24,000	5%	510,300	516,679	523,137	529,676
OTHER	2,069	2,975	2,975	3,975	1,000	25%	4,025	4,075	4,126	4,178
ATAD CONTRIBUTION-MT CB	(158,347)	3,369,066	1,675,000	1,411,566	(263,434)	-19%	151,875	153,773	155,696	157,642
SEPTIC STATION FEES	6,509	9,750	9,750	9,750	0	0%	9,872	9,995	10,120	10,247
COMPOST FEES	6,100	6,000	6,000	6,000	0	0%	6,075	6,151	6,228	6,306
WATER TAP FEE	1,171,438	436,400	436,400	150,000	(286,400)	-191%	154,500	159,135	163,909	168,826
SEWER TAP FEE	175,409	436,400	436,400	150,000	(286,400)	-191%	154,500	159,135	163,909	168,826
SEWER CHARGES	1,236,657	1,393,213	1,393,213	1,435,010	41,796	3%	1,478,060	1,522,402	1,568,074	1,615,116
SEWER AVAILABILITY CHG	18,576	15,300	15,300	15,300	0	0%	15,759	16,232	16,719	17,220
SEWER PRETREATMENT	11,872	10,000	10,000	10,000	0	0%	10,125	10,252	10,380	10,509
WATER CHARGES	1,193,483	1,393,213	1,393,213	1,435,010	41,796	3%	1,478,060	1,522,402	1,568,074	1,615,116
WATER AVAILABILITY CHG	21,168	17,850	17,850	17,850	0	0%	18,386	18,937	19,505	20,090
SANITATION CHARGES	374,516	353,769	353,769	367,920	14,151	4%	378,958	390,326	402,036	414,097
TOTAL OPERATING REVENUES	4,590,490	7,926,412	6,232,346	5,521,106	(711,240)	-13%	4,375,278	4,494,338	4,616,817	4,742,816
CAPITAL GRANT REVENUES										
GRANTS/OTHER:										
WWTP	0	199,499	199,499	0						
DOLA Tier 1 Engineering	0	0	0	0			0		100,000	
DOLA Tier 2 Construction	0	0	0	0				0		750,000
Wildfire Ready Grant				150,000						
CO River Sustainability Campaign	0	0	0	100,000						
CWCB Water Storage & Supply Grant				342,000						
Misc Grant Funding for Slate River Project	0	0	0	0				TBD		
TOTAL CAPITAL GRANT REVENUES	0	199,499	199,499	592,000	392,501	66%	0	0	100,000	750,000
DEBT PROCEEDS										
DEBT PROCEEDS	4,147,353	4,147,353	4,147,353	0						
TOTAL DEBT PROCEEDS	4,147,353	4,147,353	4,147,353	0	(4,147,353)		0	0	0	0
TOTAL REVENUES	9,445,214	12,273,264	10,579,198	6,113,106	(4,466,092)	-73%	4,375,278	4,494,338	4,716,817	5,492,816
OPERATING EXPENSES										
TOTAL OPERATING EXPENSES	2,377,119	3,189,987	3,189,987	3,236,987	47,000	1%	3,319,994	3,405,492	3,493,554	3,584,258
CAPITAL PURCHASES & IMPROVEMENTS (\$5,000 +)										
TOTAL CAPITAL PURCHASES & IMPROVEMENTS	6,855,874	5,168,993	4,959,993	4,859,000	(100,993)	-2%	1,344,000	6,454,000	1,329,000	5,965,000
TOTAL EXPENDITURES	9,232,993	8,358,980	8,149,980	8,095,987	(53,993)	-1%	4,663,994	9,859,492	4,822,554	9,549,258
NET SURPLUS/DEFICIT	212,222	3,914,284	2,429,218	(1,982,881)	(4,412,099)	223%	(288,716)	(5,365,154)	(105,737)	(4,056,442)
BEGINNING FUND BALANCE	6,417,462	6,629,684	6,629,684	9,058,901	2,429,218	27%	7,076,020	6,787,304	1,422,150	1,316,413
ENDING FUND BALANCE	6,629,684	10,543,967	9,058,901	7,076,020	(1,982,881)	-28%	6,787,304	1,422,150	1,316,413	(2,740,029)
LESS RESTRICTED FUND BALANCE	459,400	459,400	459,400	459,400	0	0%	459,400	459,400	459,400	459,400
LESS ONE YEAR'S OPERATING EXPENSES	2,955,887	2,955,887	2,955,887	2,992,836	36,949	1%	3,030,246	3,068,124	3,106,476	3,145,307
NET SPENDABLE FUND BALANCE	3,214,397	7,128,680	5,643,614	3,623,784	(2,019,830)	-56%	3,297,658	(2,105,374)	(2,249,462)	(6,344,735)

Water and Wastewater Five Year Capital Plan

CAPITAL PURCHASES & IMPROVEMENTS (\$5,000 +)					2026	2027	2028	2029
CAPITAL EXPENDITURES:	6,855,874	0	0	0				
	0	0	0	0				
RV Dump Station	0	100,000	25,000	75,000				
Elec Veh Station at WTP	0	12,000	12,000	0				
Project 2 - Solids Building Projects	0	4,192,993	4,192,993	0				
Project 3 - Lake Irwin Valve and Piping Replacement	0	0	0	2,000,000				
Project 4 - Compost Building Rehab	0	0	0	0		294,000		
Project 6 - Clarifier Improvements	0	0	0	0	0	0	500,000	5,000,000
Project 7 - Slate River Pump Station and Pipeline	0	50,000	50,000	456,000	500,000	6,000,000		
Condition assessment of raw water supply pipe from Coal Creek and raw water resevoir to water treatment plant	0	191,000	75,000	116,000				
Wildfire management plan	0	0	0	200,000				
Condition assessment of finished water pipe	0	0	0	0				
Source Water BMP Project Implementation	0	0	0	0	50,000	50,000		
Electrical & Controls System Assessment, include Arc Flash	0	0	0	0	75,000			
Electrical & Controls System Assessment, include Arc Flash	0	0	0	0	75,000			
Pre-treatment TOC removal evaluation and preliminary design	0	0	0	0			90,000	
WTP SCADA Upgrade (every 5 years)	0	0	0	0	24,000			
WWTP SCADA Upgrade (every 5 years)	0	0	0	0				27,000
Solids Bldg Reroof	0	0	0	0	150,000			
WWTP UV Replacement	0	0	0	0				443,000
Replace 1,400 lf of 6-inch steel pipe with 6-inch DIP from 3rd & Sopris to 6th	0	0	0	1,500,000				
Replace 330 lf of 4-inch cast iron pipe with 6-inch DIP at Beckwith and 1st	0	0	0	0	306,000			
Replace 450 lf of Elk Ave (East of 6 th Ave) 8-inch sewer pipe	0	258,000	258,000	0				
Replace 522 lf of Beckwith Ave and 1st Street sewer pipe	0	0	0	0			351,000	
Replace approximately 350 lf of 8-inch sewer on 7th Ave between Red Lady and Belleview Ave	0	0	0	0			260,000	
Bi-annual allocation for collection system improvements	0	27,000	27,000	0	29,000		31,000	
Bi-annual allocation for distribution system improvements	0	0	0	28,000		30,000		32,000
Replace centrifuge bearings	0	18,000	0	18,000			18,000	
IMLR Pump Replacement	0	50,000	50,000	0				
Ruth's Road Lift Station	0	0	0	60,000				
9 ½ Street Lift Station	0	0	0	0		75,000		
Zinc removal process (including Gossan reclamation)	0	270,000	270,000	20,000	5,000	5,000	5,000	
SewerJet Truck 747-FR2000	0	0	0	169,000				
Chevy Equinox (PW Director Truck)	0	0	0	0	60,000			
CAT 305.5E Mini Ex	0	0	0	0			74,000	
Vac Trailer	0	0	0	200,000				
John Deere 624K-II Loader	0	0	0	0				425,000
Blower Stage Replacement: ATAD	0	0	0	0				38,000
Blower Stage Replacement WWTP	0	0	0	35,000	35,000			
Raw Tank Diffuser Replacement	0	0	0	0	35,000			
TOTAL CAPITAL PURCHASES & IMPROVEMENTS	6,855,874	5,168,993	4,959,993	4,859,000	1,344,000	6,454,000	1,329,000	5,965,000

Fund Balances

FUND BALANCES:	GOVERNMENT FUNDS								Utility Enterprise Fund	OVERALL TOTAL
	GENERAL FUND		Streets & Alleys Fund	Affordable Housing Fund	Conservation Trust Fund	Capital Fund	Parks, Rec and Trails Fund	Open Space Fund		
	General Fund	Transit & Mobility Fund								
Audited Balance at 12.31.23	9,771,177	0	2,130,774	124,151	21,114	7,618,634	0	3,260,288	6,629,684	29,555,822
Projected net change in 2024 fund balance after transfers	(714,880)	0	(1,149,058)	3,817,488	16,000	(628,043)	1,153,381	(915,102)	2,429,218	4,009,004
Projected balance at 12.31.24	9,056,297	0	981,716	3,941,639	37,114	6,990,591	1,153,381	2,345,186	9,058,902	33,564,826
Projected net change in 2025 fund balance before transfers	158,855	(33,574)	(555,745)	(4,385,557)	16,000	(1,445,280)	(416,124)	829,093	(1,982,881)	(7,815,213)
2025 Fund Transfers	(183,068)	33,574	0	1,422,567	0	(1,703,614)	430,541	0	0	0
Projected fund balance after transfers at 12.31.25	9,032,084	0	425,971	978,649	53,114	3,841,697	1,167,798	3,174,279	7,076,021	25,749,613
Less estimated restricted funds:										
Restricted (@12.31.23)	(455,000)	0	0	(615,750)	0	0	0	0	(459,400)	(1,530,150)
100% Operating Expense	(5,567,688)	0	(1,116,075)	(362,899)	0	(662,859)	(1,167,798)	(182,426)	(2,992,836)	(12,052,581)
Projected spendable fund balance at 12.31.25 before 2025 transfers*	3,009,396	0	(690,104)	0	53,114	3,178,838	0	2,991,853	3,623,785	12,166,882

*Negative spendable Streets & Alley fund balance indicates this fund falls short of 1 year's operating expenses by the negative amount

Long Term Debt Schedule

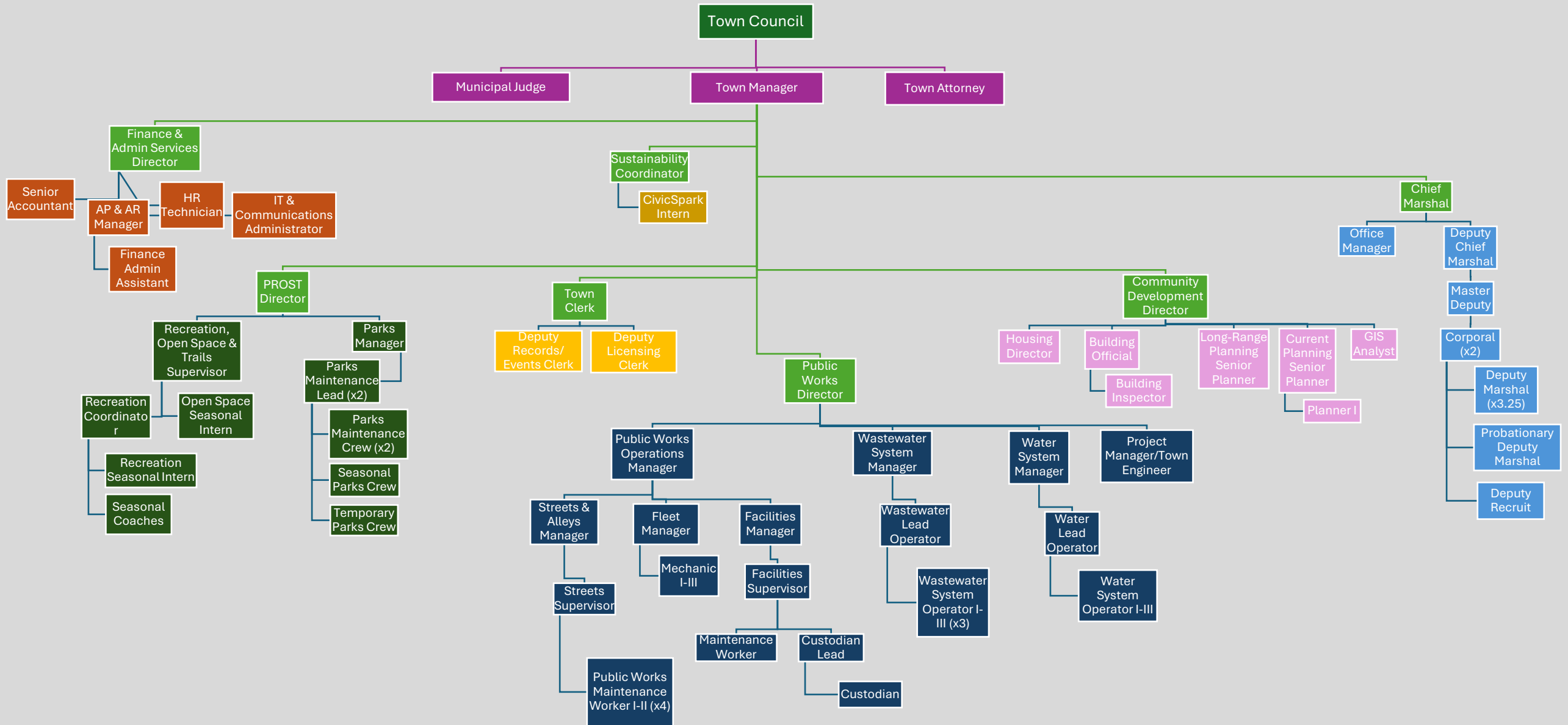
LONG TERM DEBT SCHEDULE:

	<u>Loan Number</u>	<u>Date</u>	<u>Term (Yrs)</u>	<u>Interest Rate</u>	<u>Principal Loan Amount</u>	<u>Current Balance</u>	<u>Total Annual Payments</u>	<u>Maturity</u>
WWTP Clarifier	W10F023	5/25/2010	20	2.00%	\$1,900,000	\$510,794	\$90,767	2030
Water Tank	D12F023	10/1/2012	20	2.00%	\$400,000	\$171,847	\$24,788	2032
WWTP Upgrade	W17F386	5/1/2017	20	2.00%	\$2,500,000	\$1,706,001	\$154,928	2037
Water	D20F386	3/10/2020	20	2.50%	\$2,025,000	\$1,680,599	\$131,454	2040
WWTP Upgrade	WBS22F386	12/9/2022	30	0.50%	\$3,000,000	\$2,823,011	\$108,170	2052
WWTP Upgrade	WBS22F023	12/9/2022	30	2.75%	\$9,500,000	\$9,100,714	\$468,186	2052
Certificates of Participation	Series 2024	6/18/2024	20	5.00%	\$7,645,000	\$7,220,000	\$596,000	2043

Appendix A

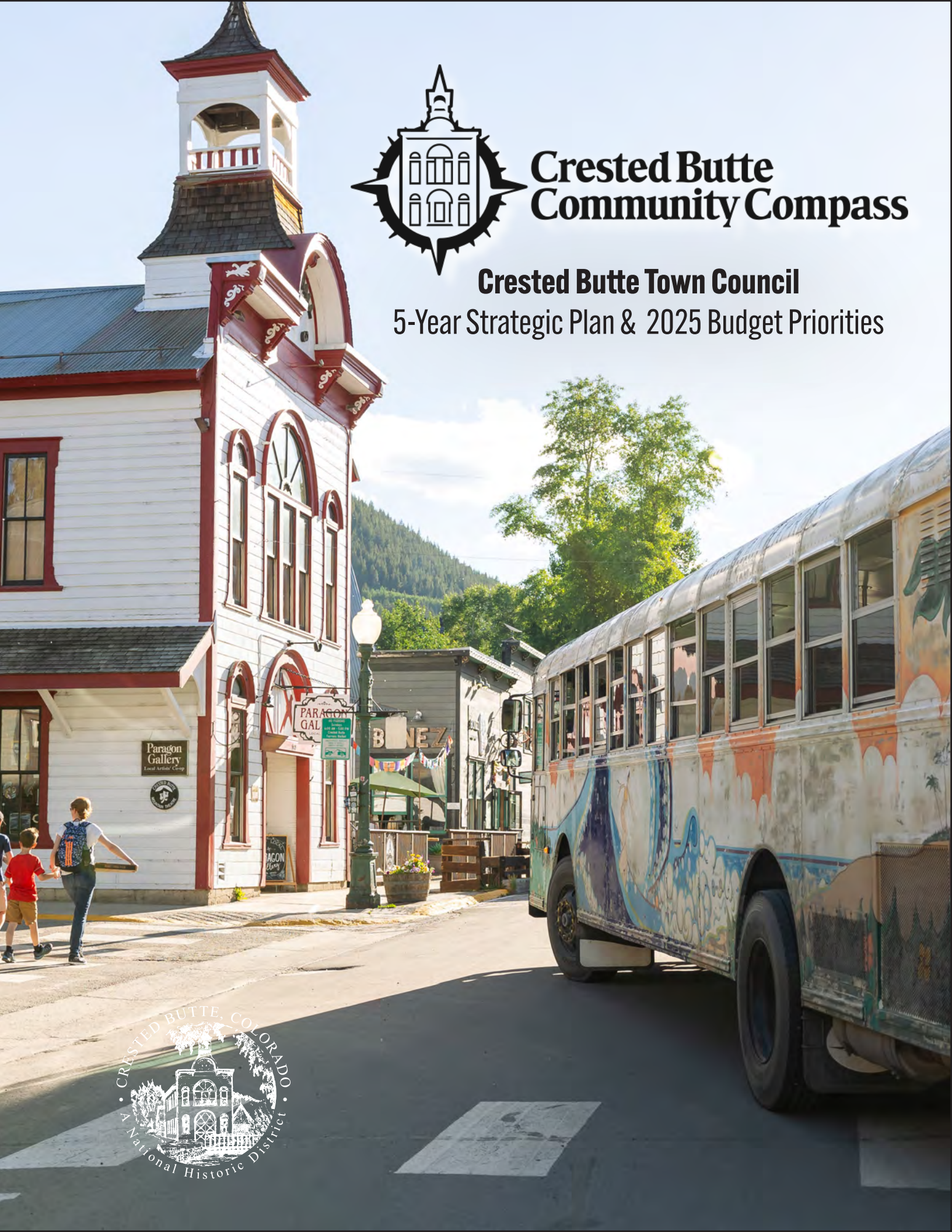
Crested Butte Staff Organizational Chart

Town of Crested Butte Organization Chart



Appendix B

Community Compass Goals & Strategies – 2025 Priorities



Crested Butte Community Compass

Crested Butte Town Council
5-Year Strategic Plan & 2025 Budget Priorities





Over the next five years, the Town will strive to . . .

1 Approach community challenges through active collaboration and public engagement.

As the Gunnison Valley and Crested Butte grow and change, the Town commits to putting in the work to actively engage our community, find common ground with our partners, and maintain trust to develop a shared framework for regional collaboration. We are stronger if we work together.

To achieve this goal in-town, the Town will . . .

a. Commit to utilizing the Compass decision-making and community engagement framework.

- **2025 priority:** Formalize engagement strategies consistent with the Compass decision-making framework for the Integrated Land Use and Transportation Corridor Plan with Gunnison County.
- **2025 priority:** Update the Town's website to increase user friendliness for engagement and improve transparency.
- **2025 priority:** Develop multi-year financial plan to proactively align Town finances with community goals and priorities.

b. Align the Town's grant program with the community's values to leverage support to local organizations.

- **2025 priority:** Evaluate Town support of local organizations and commercial endeavors that strengthen community through Town facilities and grants.

To achieve this goal in the Gunnison Valley, the Town commits to collaboratively . . .

c. Work with our partners to find common ground and develop a shared framework for regional collaboration.

- **2025 priority:** Participate in renewing and defining role of One Valley Leadership Council (OVL) to guide the Integrated Land Use and Transportation Corridor Plan with Gunnison County.

d. Memorialize a regional communication, coordination, and collaboration framework.

- **2025 priority:** Pursue a regional Intergovernmental Agreement regarding regional communication, coordination, and collaboration to guide the Integrated Land Use and Transportation Corridor Plan with Gunnison County.

e. Lead by example and develop a framework to guide the Town's regional considerations and commit to expending resources outside of the Town.

- **2025 priority:** Concurrent with IGA discussions, develop a Town framework for expending resources outside of the Town to support the IGA.

2 Accommodate growth in a way that maintains the Town's and Valley's rural feel.

Growth is inevitable, but the Town aims to intentionally plan for growth in a way that concentrates development near existing infrastructure while maintaining the natural and agricultural spaces that we cherish. To do so, the Town will need to explore opportunities for increased development and density within the Town, while also collaboratively working with our regional partners through the Town's 3-mile and regional corridor plan to identify where infrastructure can be extended to accommodate growth outside of Town while maintaining the Valley's rural feel.

To achieve this goal in-town, the Town will . . .

a. Evaluate infill development and density opportunities within the Town.

- **2025 priority:** Update the Town's development regulations consistent with the outcomes of the Transportation Mobility Plan, Historic Preservation Plan, Climate Action Plan, and Community Plan.

To achieve this goal in the Gunnison Valley, the Town commits to collaboratively . . .

b. Participate in the development of a regional land use strategy that concentrates growth near existing infrastructure and minimizes sprawl.

- **2025 priority:** Collaboratively develop the Integrated Land Use and Transportation Corridor Plan with Gunnison County.

c. Align the Town's open space acquisition and land banking priorities with the regional land use strategy.

3 Enable people who live and work here to thrive.

Our community - ranging from Crested Butte's youth to its aging population - needs attainable and secure housing, a vibrant local business scene, and affordable essential goods and services such as childcare, to not only live here, but to thrive and build a future. By following a regional land use strategy that emphasizes growth near existing infrastructure, the Town and region will be set up for success to pursue increased housing and essential goods and service opportunities within the Town, our neighboring towns, and population centers.

To achieve this goal in-town, the Town will . . .

a. Pursue infill development and increased density opportunities in the Town to increase workforce housing, childcare, and local essential goods and service options which are compatible with our character.

- **2025 priority:** Continue to Implement the Mineral Point and Paradise Park construction.

b. Deploy programs and update policies that ensure our neighborhoods are full of neighbors.

- **2025 priority:** Adopt new Resident Occupied Affordable Housing regulations consistent with the outcomes of the Community Plan.
- **2025 priority:** Implement new deed restriction monitoring program.

c. Assess the functionality and accessibility of Town facilities and leverage them to better meet the community's needs.

- **2025 priority:** Continue to implement the Town Facilities Plan through planning for a new Marshals facility, Town Hall renovations and civic campus, and discussions around Phase 2 at the Center for the Arts.
- **2025 priority:** Continue to execute the facilities, streets, and enterprise capital improvement plans.

d. Leverage the nicotine tax to support mental health, and health and human services initiatives with a focus on youth.

e. Identify opportunities to promote affordability for residents and businesses to ensure community members can continue to stay in the place they've chosen to build a life or business in.

- **2025 priority:** Develop new five-year strategic Community Housing and Essential Goods and Services Plan from the adopted Community Plan.





To achieve this goal in the Gunnison Valley, the Town commits to collaboratively . . .

f. Evaluate the functionality of the valley's economy and identify the key needs for housing, childcare, and essential goods and services.

- **2025 priority:** Conduct market demand analysis for essential goods and services for the north valley as part of the Integrated Land Use and Transportation Corridor Plan with Gunnison County.

g. Collaboratively develop a regional housing strategy that meets the needs of the Gunnison Valley.

- **2025 priority:** Continue to participate in Whetstone Housing Project.
- **2025 priority:** Participate in implementation of OVRP housing strategies.

h. Fill the community's critical needs of childcare and essential goods and services through strategic investments and incentives.

- **2025 priority:** Help facilitate relocation of the Post Office.
- **2025 priority:** Develop new five-year strategic Community Housing and Essential Goods and Services Plan from the adopted Community Plan.

i. Develop sustainable funding sources to effectively leverage solutions that will support a thriving community and make our Town and valley more functional.

4 Retain the unique character and traditions of Crested Butte.

Our community's ability to thrive not only relies on secure housing and essential services. We must continue to relish the special nature of this place that brought us here. As we grow, it will be important to place an extra emphasis on retaining the genuine, quirky, and unique character and traditions that make Crested Butte different.

To achieve this goal in-town, the Town will . . .

a. Protect our historic buildings that reflect the different periods of our town's history, while allowing more architectural creativity for new construction.

- **2025 priority:** Update the Town's development regulations consistent with the outcomes of the Historic Preservation Plan.

b. Ensure the Town's special events and public art policies reflect the homegrown spirit of the community.

5 De-emphasize cars and focus on walking, biking, and transit.

The Town plans to truly focus on improving pedestrian, bicycling, and transit experiences to enhance community connections and improve livability. By de-emphasizing the car and focusing on boots, bikes, and buses, we can simultaneously improve safety and meet our land use goals of reducing sprawl, while additionally reducing the community's carbon footprint.

To achieve this goal in-town, the Town will . . .

a. Conduct a comprehensive re-examination of how people move throughout the Town through a transportation master plan.

b. Evaluate the design and functionality of the Town's streets, alleys, parks, and public spaces for improved social connections for the community.

- **2025 priority:** Construct sidewalk along Gothic Road from Butte to Pyramid and crusher fines trail on Pyramid Ave connecting to both the new Fire Station and Eighth Street.



c. Employ creative solutions such as modifying parking requirements, increased transit investments, street connectivity, and traffic calming measures.

- **2025 priority:** Review 2024 parking and traffic calming policies and revise based on technical analysis and community feedback.

d. Align implementation of needed improvements with infrastructure and utility improvements.

- **2025 priority:** Conduct preliminary and final design of Red Lady/Sixth Street intersection collaboratively with the school district and consistent with the approved CDOT Access Permit.

To achieve this goal in the Gunnison Valley, the Town commits to collaboratively . . .

e. Prioritize and support innovative transit solutions to improve connectivity between communities while ensuring Highway 135 functions well as a two-lane rural road.

- **2025 priority:** Participate in Mountain Express 5-year Strategic Plan, the Brush Creek intersection design, the CB to CB South Trail, and the preliminary design of the Brush Creek Park and Ride for RTA.

f. Analyze and improve Sixth Street to provide improved mobility through the Town without dividing the community and maintaining the Town's pedestrian and bicycle-friendly values.

- **2025 priority:** Conduct preliminary and final design of Red Lady/Sixth Street intersection collaboratively with the school district and consistent with the approved CDOT Access Permit.

6 Continue to passionately care for our natural surroundings and forever protect Red Lady.

We all find inspiration from our surrounding mountains, rivers, and forests. The Town and our partners have been working for 45 years to save Mount Emmons, the beloved Red Lady, and we plan to protect this iconic mountain and our local watershed from mining forever. We'll continue to care for our natural surroundings through targeted recreation investments and collaborative stewardship programs so future generations can continue to be inspired by this special valley.

To achieve this goal in-town, the Town will . . .

a. Update and expand the Town's watershed protection ordinance to include the Slate River watershed and increase protections for the Coal Creek and Slate River watersheds.

- **2025 priority:** Complete Stormwater Master Plan to improve stormwater storage, treatment, and discharge.

b. Evaluate the Town's funding for visitor education to promote stewardship.

To achieve this goal in the Gunnison Valley, the Town commits to collaboratively . . .

c. Concentrate recreational investments near our population centers and facilitate opportunities to access nature without a car.

- **2025 priority:** Develop Town Parks, Recreation, Open Space, and Trails Master Plan Update.
- **2025 priority:** Continue to engage in regional multi-modal planning efforts including the Met Rec Recreation Needs Assessment, CB to CB South Trail, and STOR Transit to Trailheads Subcommittee.

d. Actively steward our open spaces and trails including restoration, maintenance, and education programs.

- **2025 priority:** Develop Town Parks, Recreation, Open Space, and Trails Master Plan Update.

f. Leverage real estate transfer tax funding to support collaborative land conservation and recreation initiatives.





g. Evaluate opportunities to improve waste management, including increased recycling and composting options.

- **2025 priority:** Continue to support partnership compost program with Mt. Crested Butte.
- **2025 priority:** Incentivize plastic reduction for local businesses through the plastic pollution reduction act.

7 Act on the urgency of climate change and prepare for the changes we expect from it.

We are beginning to see the impacts from climate change, and the Town plans to do its part to reduce our greenhouse gas emissions, while preparing for the changes we know are coming. We will commit to reducing our impact and becoming more resilient, setting an example that others can learn from.

To achieve this goal in-town, the Town will . . .

a. Integrate climate action into all Town regulations, operations, and capital investments and commit the necessary resources to do so.

- **2025 priority:** Develop Town facilities energy efficiency and electrification plan.
- **2025 priority:** Prepare public works/fleet facility infrastructure for vehicle electrification.

b. Update the Town’s Climate Action Plan to understand actions the Town can take to further reduce its emissions.

- **2025 priority:** Begin implementation of Climate Action Plan and consider developing a follow-up Sustainability Plan.

c. Increase resiliency in the Town’s infrastructure and built environment, including source water protection, drought resistance, and wildfire mitigation considerations.

- **2025 priority:** Complete alternative source water feasibility analysis.
- **2025 priority:** Develop Town wildfire readiness action plan.
- **2025 priority:** Complete design and initiate construction for Lake Irwin valve and piping project.

To achieve this goal in the Gunnison Valley, the Town commits to collaboratively . . .

d. Advocate for regional, state, and federal policies that further climate action.

- **2025 priority:** Continue active participation in Colorado Communities for Climate Action.

e. Collaboratively develop and implement education and incentive programs to motivate property owners to further energy efficiency and electrification in our building stock and vehicle fleet.

- **2025 priority:** Initiate implementation of outcomes from the Climate Action Plan.
- **2025 priority:** Grow and develop new energy efficiency and electrification programs and incentives for existing buildings.

f. Leverage staff capacity to collaboratively implement the valley’s regional climate action goals.

- **2025 priority:** Actively participate in UGRWCD drought contingency plan task force and Colorado Wildfire Protection Plan.



Photo Credits:

- Nolan Blunck
- Robby Lloyd
- Mountain Magic Media

Appendix C

Community Compass Strategic action items and anticipated timing
2025-2029 (updated Nov 2024)

Goal and Strategies	2025				2026				2027				2028	2029
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		

1. Approach community challenges through active collaboration and public engagement.

Town Strategies

a. Commit to utilizing the Compass decision-making and community engagement framework.	Formalize engagement strategies for Corridor Plan													
	Update Town website													
	Develop multi-year financial plan													
b. Align the Town's grant program with the community's values to leverage support to local organizations.	Evaluate local organization support through facilities and grants													

Regional Collaboration Strategies

c. Work with our partners to find common ground and develop a shared framework for regional collaboration.	Participate in OVLC to guide Corridor Plan													
d. Memorialize a regional communication, coordination, and collaboration framework.	Pursue IGA to guide Corridor Plan													
e. Lead by example and develop a framework to guide the Town's regional considerations and commit to expending resources outside of the Town.				Develop Town framework for expending resources outside of town										

Goal and Strategies	2025				2026				2027				2028	2029
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		

2. Accommodate growth in a way that maintains the Town's and valley's rural feel.

Town Strategies

a. Evaluate infill development and density opportunities within the Town.

Update Development Regulations and Design Standards & Guidelines from outcomes of Compass Navigation

Regional Collaboration Strategies

b. Participate in the development of a regional land use strategy that concentrates growth near existing infrastructure and minimizes sprawl.

Collaboratively develop Integrated Land Use and Transportation Corridor Plan with Gunnison County and regional partners

c. Align the Town's open space acquisition and land banking priorities with the regional land use strategy.

2025

2026

2027

2028

2029

Goal and Strategies

Q1

Q2

Q3

Q4

Q1

Q2

Q3

Q4

Q1

Q2

Q3

Q4

3. Enable people who live and work here to thrive.

Town Strategies

a. Pursue infill development and increased density opportunities in the Town to increase housing options compatible with our character for those who are employed locally.

Continue Paradise Park and Mineral Point construction

Adopt new ROAH regulations

b. Deploy programs and update policies that ensure our neighborhoods are full of neighbors.

Implement new deed restriction monitoring program

c. Assess the functionality and accessibility of Town facilities and leverage them to better meet the community's needs.

Continue Facilities Plan implementation, including Town Hall renovation, Marshals' facility design, and CFTA Phase 2 Discussions

Continue execution of Facilities, Streets, and Enterprise Capital Improvement Plans

d. Leverage the nicotine tax to support mental health, and health and human services initiatives.

e. Identify opportunities to promote affordability for residents and businesses to ensure community members can continue to stay in the place they've chosen to build a life or business in.

Develop 5-year strategic Community Housing and Essential Goods and Services Plan

Regional Collaboration Strategies

f. Evaluate the functionality of the valley's economy and identify key needs for housing, childcare, and essential goods and services.

Conduct market demand analysis as part of Corridor Plan

g. Collaborate regionally on workforce housing projects and develop a regional housing strategy that meets the needs of the Gunnison Valley.

Continue participation in Whetstone Housing Project

Participate in OVRP Housing Strategies implementation

h. Fill the community's critical needs of childcare and essential goods and services through strategic investments and incentives.

Help facilitate relocation of Post Office

Develop 5-year strategic Community Housing and Essential Goods and Services Plan

i. Develop sustainable funding sources to effectively leverage solutions that will support a thriving community and make our Town and valley more functional.

Initiate regional funding conversations to implement regional housing plan

2025

2026

2027

2028

2029

Goal and Strategies

Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4

4. Retain the unique character and traditions of Crested Butte.

Town Strategies

a. Protect our historic buildings that reflect the different periods of our Town's history, while allowing more architectural creativity for new construction.

Update Zoning Code and Design Standards & Guidelines from outcomes of Compass Navigation

b. Ensure the Town's special events and public art policies reflect the homegrown spirit of the community.

2025

2026

2027

2028

2029

Goal and Strategies

Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4

5. De-emphasize cars and focus on walking, biking, and transit.

Town Strategies

a. Conduct a comprehensive re-examination of how people move throughout the Town through a transportation master plan.

b. Evaluate the design and functionality of the Town's streets, parks, and public spaces for improved social connections for the community.

Construct Mineral Point trail

Upgrade the Kapushion trail

Develop Elk Ave Streetscape Plan

c. Employ creative solutions such as modifying parking requirements, increased transit investments, street connectivity, and traffic calming measures.

Review and revise parking and traffic calming policies

Continue phased Transportation Mobility Plan implementation

d. Align implementation of needed improvements with infrastructure and utility improvements.

Conduct environmental assessment, preliminary, and final design of Red Lady Roundabout

Construct Red Lady Roundabout

Regional Collaboration Strategies

e. Prioritize and support innovative transit solutions to improve connectivity between communities while ensuring Highway 135 functions well as a two-lane rural road.

Participate in MTX Strategic Plan, Brush Creek Intersection Design, CB to CB South Trail, and Brush Creek Park-n-Ride planning

Continue phased Transportation Mobility Plan and regional transportation initiatives implementation

f. Analyze and improve Sixth Street to provide improved mobility through the Town without dividing the community and maintaining the Town's pedestrian and bicycle friendly values.

Conduct environmental assessment, preliminary, and final design of Red Lady Roundabout

Goal and Strategies	2025				2026				2027				2028	2029
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
6. Continue to passionately care for our natural surroundings and forever protect Red Lady.														
Town Strategies														
a. Update and expand the Town's watershed protection ordinance to include the Slate River watershed and increased protections for the Coal Creek and Slate River watersheds.		Complete alternative source water feasibility analysis and Stormwater Master Plan												
b. Evaluate the Town's funding of visitor education to promote stewardship.														
Regional Collaboration Strategies														
d. Concentrate recreational investments near our population centers and facilitate opportunities to access nature without a car.		Develop Parks, Recreation, Open Space, and Trails (PROST) Master Plan Update		Renovate Jerry's Gym (Pending PROST Plan schedule)				Construct East Side Nordic Cat Barn and Public Restrooms (Pending PROST Plan schedule)			Complete Rainbow Park renovation (Pending PROST Plan schedule)	Complete Three Ladies Park renovation (Pending PROST Plan schedule)		
	Continue engagement in Met Rec Assessment, CB to CB South Trail, and STOR Transit to Trailheads Subcommittee			Continue engagement and implementation of regional recreation and stewardship planning and initiatives										
e. Actively steward our open spaces and trails including restoration, maintenance, and education programs.		Develop Parks, Recreation, Open Space, and Trails (PROST) Master Plan Update		Implement PROST Plan										
f. Leverage real estate transfer tax funding to support collaborative land conservation and recreation initiatives.		Continue support of partnership compost program with Mt. CB												
f. Evaluate opportunities to improve waste management, including increased recycling and composting options.			Incentivize plastic reduction for local businesses through PPRA										Improve Composting Operations at Wastewater Treatment Plant	
	2025				2026				2027				2028	2029

Goal and Strategies

Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4

7. Act on the urgency of climate change and prepare for the changes we expect from it.

Town Strategies

a. Integrate climate action into all Town regulations, operations, and capital investments and commit the necessary resources to do so.

Develop Town facilities energy efficiency and electrification plan

Prepare public works/fleet facility infrastructure for electrification

b. Update the Town's Climate Action Plan to understand actions the Town can take to further reduce its carbon emissions.

Implement Climate Action Plan

Complete alternative source water feasibility analysis

c. Increase resiliency in the Town's infrastructure and built environment, including sourcewater protection, drought resistance, and wildfire mitigation considerations.

Develop Town wildfire readiness action plan

Complete design and initiate construction for Lake Irwin valve and piping project

2025

2026

2027

2028

2029

Goal and Strategies

Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4

Regional Collaboration Strategies

d. Advocate for regional, state, and federal policies that further climate change.

Continue active participation in Colorado Communities for Climate Action

e. Collaboratively develop and implement education and incentive programs to motivate property owners to further

Implement Climate Action Plan and leverage regional partnerships

energy efficiency and electrification in our building stock and vehicle fleet.

Grow and develop new energy efficiency and electrification programs and incentives for existing buildings

g. Leverage staff capacity to collaboratively implement the Valley's regional climate action goals.

Participate in UGRWCD drought contingency plan task force and Colorado Wildfire Protection Plan