



Community Plan

Crested Butte Community Plan Committee Meeting #1

Friday, March 22, 9 – 11 am

Town Hall (Meeting Room Junior) or Teams

Remote call-in information:

[Click here to join the meeting](#)

Meeting ID: 245 023 793 219

Passcode: XSrXrb

Meeting Objectives

1. Introduce committee members to each other and the project team.
 2. Introduce the purpose of the Community Plan (formerly referred to as the Strategic Infill Plan) and the challenges it seeks to address.
 3. Provide an overview of the Compass Navigation approach and how the Community Plan is integrated with other plans in development.
 4. Review the scope and schedule of the project.
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Meeting Agenda

9:00 – 9:45 am – Introductions

Please be prepared to share:

1. Your name and why you are involved in the Community Plan committee.
2. When did you come to Crested Butte and what was most special to you about Crested Butte then?
3. What is most special about Crested Butte to you now? Has that changed since you arrived?

9:45 – 10:30 am – Community Plan introduction and overview

This agenda item will review and discuss:

1. Why is the Town developing this plan? What is its purpose and what challenges does it seek to address?
2. An overview of the Compass Navigation process, including how the Community Plan is intertwined with other plans being developed (Transportation Mobility, Historic Preservation, and Climate Action).
3. Question & answer/discussion with the committee.

10:30 – 10:45 am – Community Plan scope, process, and schedule

This agenda item will review and discuss:

1. Introduction of the project consultant, Torti Gallas + Partners.
2. The scope and schedule of this project.
3. The community engagement approach, including a discussion/brainstorm with the community on key stakeholders.
4. Next steps and upcoming meeting dates, including:
 - a. Compass Navigation Meeting #1: Wednesday, March 27, 9 am - 12 pm with optional lunch at noon
 - b. Community Plan Committee Meeting #2: Late May (confirm preferred committee standing time between Tuesdays (May 28, 3 – 5pm or Fridays (May 31, 9 – 11am)).



Staff Report

March 22, 2024

To: Community Plan Committee
From: Mel Yemma, AICP, Long Range Planner
Subject: Community Plan Committee Meeting #1

Summary

This memo provides background information on the intention, scope, and process of the Community Plan to help familiarize the committee with this project prior to the March 22 meeting. Additionally, this memo provides an overview of the Compass Navigation process and how the Community Plan is intertwined with other Town plans under development.

About the Community Plan *(formerly referred to as the Strategic Infill Plan)*

The Town of Crested Butte (Town) is developing a Community Plan (CP) to envision and comprehensively plan the future physical build-out of Crested Butte. The CP will study the market conditions of the Town and North Gunnison Valley, evaluate the Town's current development regulations, and collaboratively develop alternative build-out scenarios with the Crested Butte community.

The intention of this effort is to reexamine the Town development regulations to increase the community's access to attainable and secure housing in-town, increase the opportunities for more affordable essential goods and services for our residents and workforce in-town, and ensure a vibrant local business scene. The specific recommendations of the planning effort will be codified within the Subdivision and Zoning chapters of the Town's Municipal Code in 2025.

The CP will specifically evaluate and seek to adopt at least one of following strategies identified from the [State of Colorado Department of Local Affairs "Strong Communities" Program](#) (which is supporting the development of this plan), while retaining the unique character of Crested Butte:

- **Higher density:** The plan will identify where and how to incorporate higher densities throughout the Town to promote more affordable housing for the local workforce in a way that's compatible with Crested Butte's character.
- **Multi-family housing options:** The plan will evaluate and recommend updates to allowed densities, permitted, and conditional uses for appropriate multi-family housing options across different zone districts.
- **Inclusionary zoning:** The plan will look at where to consider density bonuses for certain types of developments to incentivize workforce housing and deed restricted commercial development.
- **Land donation, acquisition, banking program:** The plan will identify existing Town-owned parcels or parcels to consider trying to acquire to support more infill development for affordable housing and essential goods and services.

- **Minimum parking standards:** The plan will incorporate and refine recommendations from the 2023 Transportation Mobility Plan to reduce parking requirements to support identified recommendations from the SIP.
- **Alternative building options:** The plan will evaluate barriers to alternative building options in the Zoning Code and the Town's Design Standards and recommend updates based on recommendations from the Town's Historic Preservation Plan.

After a competitive RFP process, the Town hired [Torti Gallas + Partners](#) (TGP), a national architecture firm, to support the Town in developing the CP. TGP will be at the first committee meeting to introduce themselves, get to know the advisory committee, and provide an overview of the scope of the project.

How the Community Plan will be developed

Schedule and process:

Phase 1: Discovery (March – May 2023)

The first phase of the project will focus on data collection and analysis. The project team will conduct multifaceted research, contextual analysis, data collection, and policy review to understand Crested Butte's market deficiencies and infill opportunities, these include:

1. **Economic Market Study:** This will analyze current conditions, identify commercial deficiencies and opportunities, and identify needs of essential community-serving goods and services.
2. **Housing Needs Assessment:** The Gunnison Valley Regional Housing Authority is conducting a housing needs assessment which will help inform this plan.
3. **Local Census Update:** The Town is also updating its local census to understand local demographic trends and how each housing unit in Town is used.
4. **Policy review:** This will include a comprehensive review of the Town's existing physical condition, affordable housing and facilities policies and programs, and zoning regulations.
5. **Yield Study:** A yield study of the Town's current zoning code will be conducted and current limitations that result from the zoning code will be identified. The yield study will also include contextual analysis regarding sensitive lands, wetlands, floodplain, excessive slope, as well as viewsheds and shadow analysis.
6. **Case Studies:** The project team will learn from other communities on zoning and development tools they are using to address affordability.
7. **Opportunity levers:** Using all of this data analysis, this phase will culminate in identification of the biggest potential policy levers to consider utilizing in this plan.

Phase 2: Desire (June – August 2023)

While the desire phase is traditionally conducted before the discovery phase, this plan is intentionally utilizing discovery through data analysis to inform and frame community engagement. This phase will focus on the Town gaining an understanding the community's desire for the outcome of CP. The community engagement phase will be strategically intertwined with a broader Compass Navigation outreach to build education and understanding of all of the Town's planning process (see the final section of this memo to review more information about Compass Navigation). This will include robust outreach through the summer including:

1. **Communications campaign:** Strategic communications materials will be shared through the Town’s channels, local channels (Newspaper, KButt), and other locations around Town to inform and educate the community on Compass Navigation and the Community Plan. The communications campaign will include an “action item” of a survey to solicit input on the Community’s desires for the CP, as well as all the other plans.
2. **Town-sponsored events:** The Town plans to sponsor several events to engage the community, which will be facilitated in away to solicit cross-cutting input across all of the plans. So far, this includes:
 - a. **Public Policy Forum on June 18:** In collaboration with the Public Policy Forum, the first forum will host Justin Farrell, author of *Billionaire Wilderness*, and Neal Payton, Senior Principal of TGP (the Town’s consultant for the CP) to discuss “Resort Economics: How can mountain towns and their communities thrive into the future?”
 - b. **Neighborhood Block Parties:** A series of four block parties throughout Town to build community, raise awareness of Compass Navigation, and solicit input.
3. **Pop up events and outreach:** The Town will conduct outreach at existing, pop up events throughout the summer to go to the community to raise awareness and solicit input on the CP and Compass Navigation process.
4. **Individual stakeholder interviews and focus groups:** The Town will conduct individual stakeholder interviews and focus groups with key stakeholders for the CP, as well as key community ambassadors and thought leaders to gain deep feedback on the CP and Compass Navigation.

Phase 3: Design (September – October 2023)

The third phase of design will craft the success measures, followed by design and infill alternatives for community consideration. Success measures and initial alternatives will be framed by synthesizing the data discovered during the first phase, with the desires of the community heard through the second phase. The design effort will include a multi-day charette (anticipated to be at the Crested Butte Center for the Arts from September 9-13) for all members of the community to actively participate in or stop into an open house to learn and react to the charette in real time. The design charette will include targeted focus group meetings with broad open houses to meet a diversity of needs and availability. After the Charette, design alternatives will be refined by the project team.

Phase 4: Discussion (November 2023 – February 2024)

The fourth phase of discussion will focus on vetting alternative development scenarios with the community, which will lead into the creation of the draft plan document. While community open houses and work sessions will occur, the Town will use existing community events, meetings, and happy hours to go out into the community to present and discuss the design alternatives created, as well as the draft plan. Once the draft plan is published, a month-long feedback survey will solicit community-wide feedback prior to considering the plan for adoption. Once the plan is adopted, the Town will use Recommendations from the plan to begin the process of updating its zoning code and development regulations.

Using the Compass: A Guiding framework: Through this process, the CP will follow the [Community Compass](#) decision-making framework of:

1. **Understand the challenge and develop a goal statement:** This plan will use the Compass strategic goals of “accommodate growth in a way that maintains our rural feel” and “enable people who live and work here to thrive” as guiding goals to be further refined in the process, while a market analysis will provide data to more clearly understand the affordability gap data and inform more specific housing and economic development goals for the CP to achieve.

2. **Commit to a community engagement strategy** – This plan will follow a comprehensive and inclusive community engagement strategy will occur through the five “D” process of desire, discovery, design, discuss, and document, previously described. The strategy will build on buy-in achieved from previous planning efforts and engage a diverse range of community members through different tactics of surveying, interviews, internal and external meetings, and an interactive design charette.
3. **Develop success measures based on the community’s values** – Using the Community Compass values of authentic, connected, accountable, and bold, success measures will be identified to inform the development of strategies and design alternatives to ensure they reflect the values of the Crested Butte community.
4. **Identify alternatives and filter them through the success measures** – Different strategies and alternative build-out scenarios will be identified and then be filtered through the success measures to determine the best outcome for the Crested Butte community.
5. **Make decisions based on informed consent** – When it comes to adopting the CP, the Town Council will use an informed consent model of decision making, which ensures everyone has an opportunity to be informed of the challenge, participate in finding a solution, and have their feedback heard.

Compass Navigation: Four Plans working together

The CP is a direct outcome of the Town’s comprehensive plan, [the Community Compass](#), which was adopted in 2022. The Community Compass identified a five-year strategic plan for the Town with the following goals:

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

This plan is an opportunity for the Town to comprehensively evaluate, plan, recommend, and codify updates to its subdivision and zoning regulations to strengthen the Crested Butte’s community by enabling people who live and work in Crested Butte to thrive. By thrive, this strategic goal means that the community, ranging from Crested Butte’s youth to its aging population, can build a future in the valley through access to attainable and secure housing, ensure access to a vibrant local business scene, and provide opportunities for affordable essential goods and services such as childcare.

The CP will help the Town meet this goal, which is deeply interrelated to the other strategic goals. The Town aims to intentionally plan for growth in a way that concentrates development near existing infrastructure, while retaining the unique character and traditions of Crested Butte, and while stewarding the natural and agriculture spaces that the community cherishes. Concentrating development near existing infrastructure will also help meet the Town’s mobility goal of de-emphasizing cars and focusing on walking, biking, and transit. Lastly, this plan will promote an active full-time community within the Town and support the Town’s climate action goals.

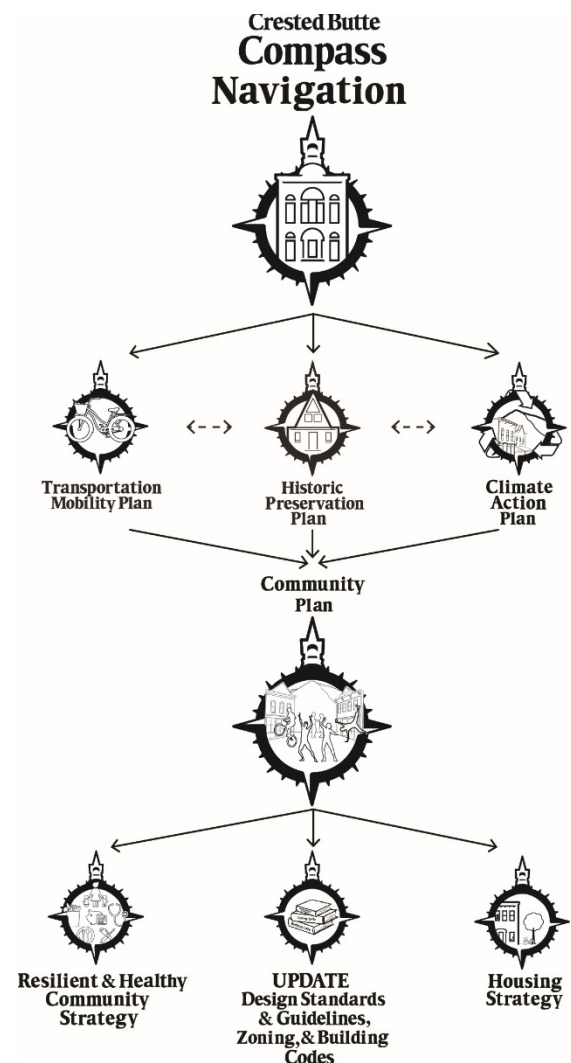
Meeting all of these goals will take a comprehensive and cross-cutting approach and Town plans to intentionally implement its strategic plan through four major planning efforts, including the CP.

Additionally, it is important to develop these plans using the Community Compass decision-making framework, to ensure the outcomes of the plans are aligned with the values of the Crested Butte community. The Community Compass is a contract between the Town and its residents to ensure decisions are made in consultation with the community. Maintaining and strengthening the hard-earned trust established by Compass cannot be taken for granted.

The values of Compass will guide the mapping of Crested Butte’s future in a way that is authentic, connected, accountable, and bold. Navigating our community to reflect this vision will not happen on its own. In fact, inaction is the greatest risk to this place we love. Tradeoffs will be inherent as we implement the priorities set forth in Compass, and the required planning and policy work will surely test our core values.

As the Town embarks on four interconnected planning efforts, the core values of the Compass will actively guide the simultaneous coordination of these initiatives throughout 2024. Below is a summary of each plan:

- **Transportation Mobility Plan (TMP) – *Facilitating a connected community.*** The TMP defines the ways we utilize our public right of ways to move and connect and sets a long-term roadmap to support the Community Compass goal of “*de-emphasizing cars and focusing on walking, biking, rolling, and transit*”.
- **Historic Preservation Plan (HPP) - *Maintaining Crested Butte’s authenticity and unique character.*** Guided by the Compass goal of “*Retain the unique character and traditions of Crested Butte*”, the HPP will establish how the Town can ensure its architectural identity is a reflection of Crested Butte’s deep sense of community and its evolution over time.
- **2030 Climate Action Plan (CAP) - *Taking action on climate in an accountable way.*** The CAP is guided by the Town’s strategic goal to “*act on urgency of climate change and prepare for the changes we expect from it*”. This plan will identify how Crested Butte can set the example of what is possible for mountain communities and take responsibility for our climate impacts to act on the urgency of climate change by strategically driving down greenhouse gas (GHG) emissions through integrated and intentional efforts.
- **Community Plan (CB) - *Building and maintaining a connected and complete community.*** The CP will serve as the community map that touches every corner of Town and will seek to balance the Town’s strategic goals of “*enabling people who live and work here to thrive*” with “*accommodating growth in a way that maintains our rural feel*”. This plan will identify zoning and land use tools to define our ways of living by evaluating, planning, and recommending updates to the Town’s zoning code to support access to attainable and secure housing (Housing Strategy) and ensure a vibrant local business scene that provides for the needs of a tourist economy with affordable essential goods and services for residents (Resilient Community Strategy).



A Successful Result: Four Plans Working Together

All four plans are major topics that require significant community education, engagement, and buy-in. These plans are intricately intertwined and need to intentionally inform and be informed by one another to be successful and have broad community support. Adoption and implementation of each plan will only be successful if the plans are supportive of one another and achieve the Town's strategic goals consistent with the core community values of Crested Butte.

To do so, the Town will convene a "Compass Navigation" committee comprised of the advisory committees of each individual plan on a quarterly basis to identify synergies and work through tension points between each planning process. While each individual plan committee will work to move forward the goals and objectives for each plan, the Compass Navigation Committee will work together to ensure all plans together will result in what is best for the Crested Butte community as a whole.

Next Steps and Save the Dates:

Upcoming Community Plan Committee Meeting dates: *(to confirm with committee on preferred standing day between Tuesdays from 3-5 or Fridays from 9-11)*

- CP Committee Meeting #2 – Late May (confirm preferred committee standing time between Tuesdays (May 28, 3 – 5pm or Fridays (May 31, 9 – 11am)).
- CP Committee Meeting #3 – August (date/time TBD)
- CP Committee Meeting #4 – During the Charette (Week of September 9)

Upcoming Compass Navigation Committee Meeting dates:

- Navigation Meeting #1 – March 27, 9 am – 12 pm
- Navigation Meeting #2 – June 5, 9 am – 12 pm
- Navigation Meeting #3 – September 11, 9 am – 12 pm
- Navigation Meeting #4 - Dec/January TBD

The Town is also in the process of building a "Compass Navigation" website, as well as a specific Community Plan page, which will include a live calendar of all meetings and outreach opportunities.