Crested Butte Community Compass

Navigating Crested Butte's Future.

November 7, 2022





“What saved Crested Butte from mining, and what may save Crested Butte from commoditization, is what Webster’s dictionary describes as soul:

‘The spiritual or immaterial part of a human being; the essence of something intangible…the soul of a town is a unique measure of community, a collective way of being.’”

-Paul Andersen,
author of “The Town that said ‘Hell No!’”



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Photos by Nolan Blunck, Xavier Fane, and Lydia Stern



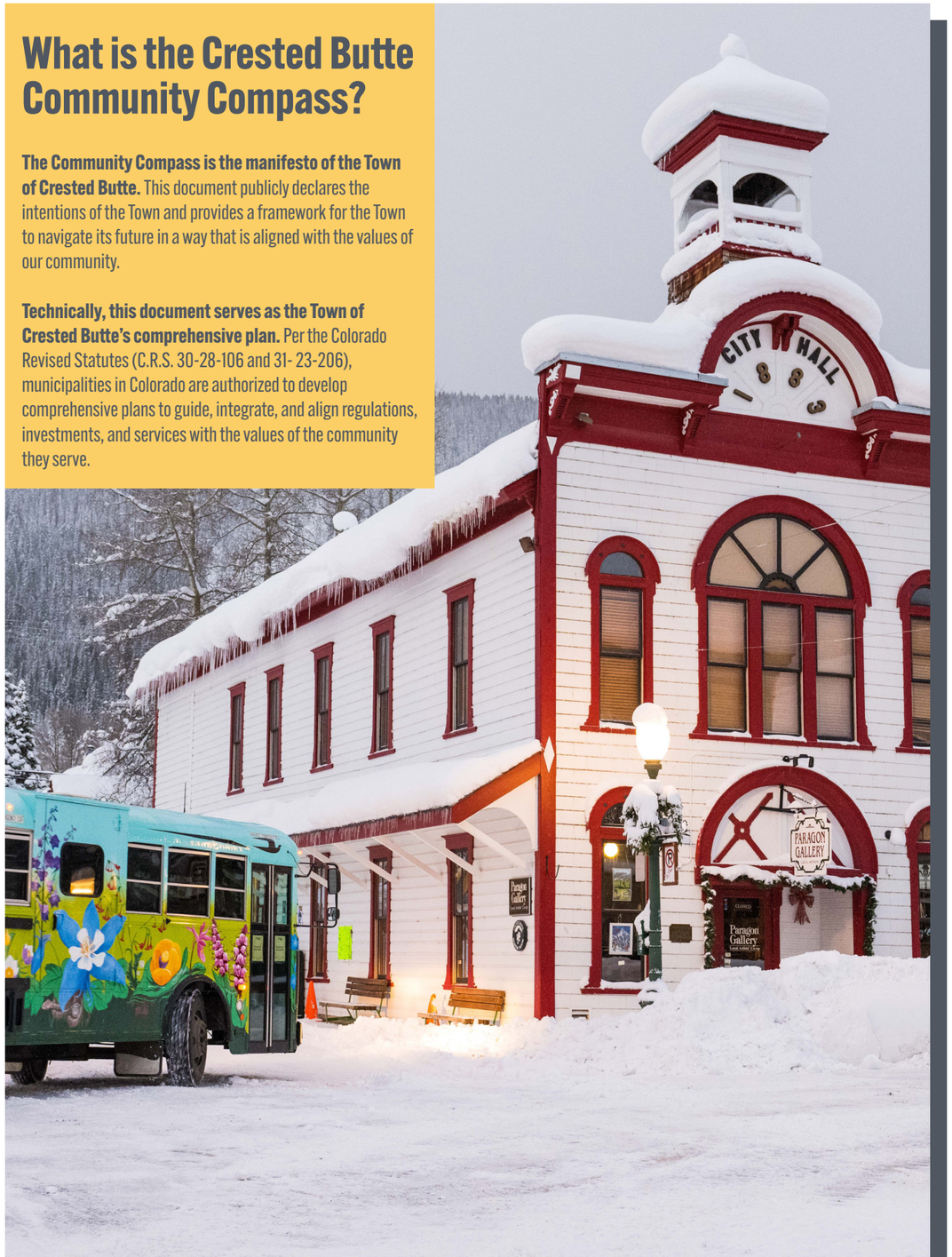
Preface.

Calibration: About the Compass

What is the Crested Butte Community Compass?

The Community Compass is the manifesto of the Town of Crested Butte. This document publicly declares the intentions of the Town and provides a framework for the Town to navigate its future in a way that is aligned with the values of our community.

Technically, this document serves as the Town of Crested Butte's comprehensive plan. Per the Colorado Revised Statutes (C.R.S. 30-28-106 and 31- 23-206), municipalities in Colorado are authorized to develop comprehensive plans to guide, integrate, and align regulations, investments, and services with the values of the community they serve.



Why did the Town make this plan?

The Community Compass was created to be Crested Butte's North Star, guiding the Crested Butte Town Council through uncertain moments and helping our decision makers negotiate the community's most pressing challenges.

Crested Butte is at a pivotal crossroads. Rapid growth and economic investment in the Gunnison Valley is resulting in compounding challenges that have emerged at an unprecedented scale, including tourism growth, an affordable housing crisis, and a prolific workforce shortage . . . to name a few.

The challenges Crested Butte is facing are complex. For many years, the Town of Crested Butte has incrementally reacted to these challenges without an established vision for our community's future. These incremental reactions have set Crested Butte on a path to unintentionally take our community where we may not want to go.

Who really is Crested Butte's community and what do we want to become in the future? The Compass set out to answer these questions as navigating the inevitable change that the Town needs to work through, will be less daunting if the Crested Butte community has a collective vision to collaboratively work towards.

The Compass will empower Town Council to intentionally respond to the inevitable challenges the Town will face and ensure that Crested Butte grows into a future that our community believes in.







Who is the Compass for?

Crested Butte's Town Council. This document provides the Town Council with a clear framework for making decisions aligned with the Crested Butte community's core values. The Town Council can find confidence in their decision-making by knowing that this plan was generated from a 12-month engagement effort involving more than 1,000 committed community members of the Gunnison Valley.

Crested Butte's community. The Compass intends to capture your community values and provide you with a document to hold municipal elected officials and staff accountable for moving into a future the Crested Butte community collectively believes in.

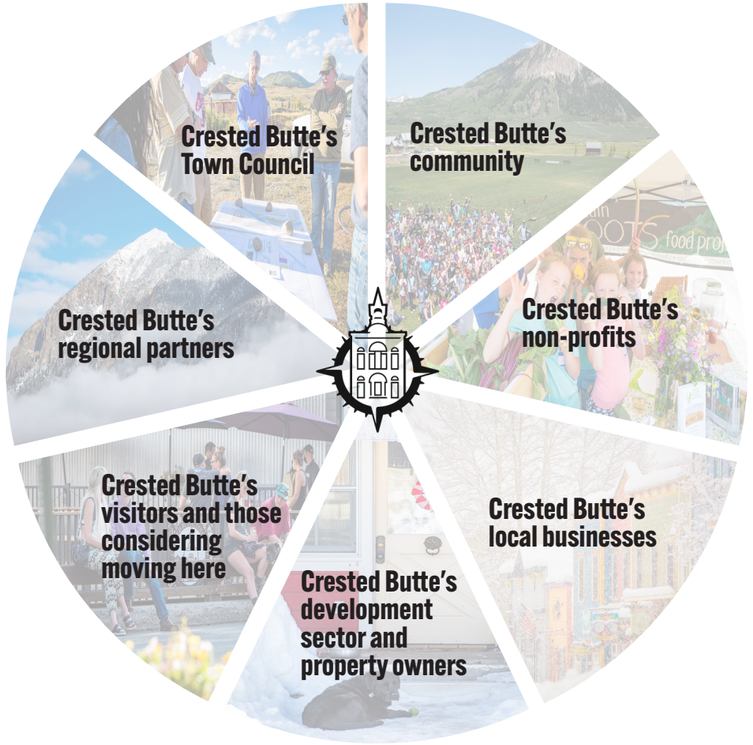
Crested Butte's non-profits. This document emphasizes the importance of our local non-profits for building and retaining Crested Butte's community and shows support for collaboration and partnership opportunities.

Crested Butte's local businesses. This document identifies a vision for growing resiliency in the north valley's economy.

Crested Butte's development sector and property owners. This document outlines the desired land use and community character that upcoming regulation updates will be guided by.

Crested Butte's visitors and those considering moving here. This document declares Crested Butte's intention of maintaining the community's unique identity, which we encourage you to embrace.

Crested Butte's regional partners. This document declares Crested Butte's position on how the Town intends to move forward, and collaborate, on the region's most pressing challenges and opportunities.



How was this draft made?

Outreach, Outreach, Outreach! To ensure the Compass is actively used, the Town engaged in a far-reaching and dynamic community outreach effort to create a document that the Town Council can stand by. The objective of the Compass's engagement effort was to ensure that every community member that cares about planning for the Town's future can see themselves represented in this document.

To achieve community buy-in, the Town led a three-phased process, including:

Listening and Learning

- **700** Community Members Engaged
- **503** Survey Responses
- **50** One-On-One Meetings
- **60** Junior Town Planners
- **7** Values Identified

The Compass process started broadly with an intentional engagement effort to listen and learn from the community to better understand the Town's identity, opportunities, challenges, and emerging core values, as outlined in the Phase One Summary.

Working with Our Partners

- **120** Stakeholders Engaged
- **4** Workshops
- **600** Attendees at **2** Film Screenings
- **1** Regional Collaboration Retreat
- **8** Values Refined

The second phase focused on working with the Town's partners to discuss aspirations for the future, as well as find common ground and work through tension points, as documented in the Phase Two Summary.

Developing the Plan

- **18**-Member Advisory Committee
- **Countless** Drafts
- **30** Days of Public Comment and Outreach
- **1** Final Compass Document
- **4** Core Values Finalized

During the final phase, the Town worked with an advisory committee to distill the process into a draft plan. The draft was shared with the community and our partners for a 30-day public feedback period to help refine the document. During this time, the Town Council also began to test and refine the draft Compass framework through different decisions they were facing.

This document will not sit on the shelf.

The Compass is intended to be used as a tool, designed to navigate Crested Butte's future. This document does not provide the answers to the most pressing matters facing the valley. Rather, the Community Compass is a framework for how the Town will engage the community and make decisions for known and unknown challenges going forward that are based on the community's core values. The plan is meant to be flexible and evolve with the community. The Town intends to update the Compass with our community every five years to confirm or re-calibrate Crested Butte's values and priorities to ensure we stay the course.





Chapter 1.

Crested Butte's north star: Community values

Who we are on paper.

Crested Butte, incorporated in 1880, is one square mile in size and sits at the end of the road of the Gunnison Valley. Nestled among the Elk Mountains in Gunnison County, Crested Butte is surrounded by about 1.7 million acres of public lands, including the Gunnison National Forest, headwaters of the Colorado River, and portions of five wilderness areas. Originally home to the Ute Indians, the Gunnison Valley now has a deep legacy of ranching, which has provided expansive open space and the strong rural feel of the region.

To the north, the Town of Mt. Crested Butte (a separate incorporated municipality) includes Crested Butte Mountain Resort (owned by Vail Resorts), our local ski area known for its access to extreme terrain. To the south, there are multiple subdivisions serviced by local metropolitan districts, including Crested Butte South, which now has a population size similar to the Town of Crested Butte. Thirty miles south, the City of Gunnison is home to Western Colorado University and the regional airport that serves the valley.

Crested Butte is a registered National Historic District that protects buildings constructed during the Town's "period of significance," 1880 - 1952. The Town is also a certified Colorado Creative Arts District. Once a coal mining town, today the Town's economy can be called an "amenities-based" economy, primary generated from tourism and outdoor recreation. Within the Gunnison Valley, a robust community of non-profits works to protect our environment, conduct world-class research, provide arts programming, support mental health, engage our youth, and more.



Crested Butte is a one-square-mile town sitting at an elevation of 8,885 ft.


Crested Butte has a population of 243 dogs (although only 23 are registered).


64% of the houses in the Town are lived in full-time.


The area median income is $70,800 for a family of two, while the median home sales price is $2.6 million.


1,615 residents live within Crested Butte, while 16,994 residents live in Gunnison County.


The Town of Crested Butte has an annual budget of $11 million and 53 full-time employees.


Gunnison County has a larger population of cows than people.

Crested Butte has been called "The Last Great Ski Town," and is known as the Wildflower Capital of Colorado. It's debatable whether Crested Butte is the birthplace of mountain biking. Since 1977, the community has been renowned for its efforts to "Save Red Lady" — sustaining the longest mine battle in the U.S. — to protect the area from industrial mining.

But who really is Crested Butte's community?

How we got here.

Crested Butte's identity is shaped by the many agreed-upon and argued-about moments in the town's history. This timeline represents significant milestones that may or may not have had an impact on who we are today.

Land Acknlowedgement
The land where Crested Butte operates is Núu-agha-tuvu-pu (Ute) land.

Crested Butte's historic "period of significance"

1880 Crested Butte incorporates.

1880s Al Johnson delivered mail to Crested Butte via the Elk Mountains.

1884 Jokerville Mine Explosion shocks the community.

1894 Big Mine opens. (and becomes the third largest coal mine in Colorado by 1902)

1940s Gunnison-Crested Butte Regional Airport opens.

1952 Big Mine closes.

1954 Rio Grande Railroad closes.

1960 Ski Area opens.

1970 Crested Butte South is platted.

1972 "Newtimers" win majority on CB Town Council.

National Historic District is established.

1973 Mt. Crested Butte incorporates.

1976 Elk Avenue is paved.

Clunkers prefer the dirt: First Pearl Pass tour.

1977 AMAX comes to town to mine Red Lady.

1983 Mountain Express paints their first bus.

1985 Vinotok is founded and a grump is burned.

1989 Town enacts first accessory dwelling unit (ADU) regulations.

Old Rock Library restoration initiated.

1990 The Crested Butte Bank explosion devastates the community.

1991 Crested Butte Voters authorize real estate transfer tax to preserve open space.

1992 Town limits maximum house size.

1996 Crested Butte purchases and preserves Town Ranch.

Crested Butte adopts a Land Use Plan.

1997 Crested Butte Community School opens High School.

1998 First Grand Traverse sends racers off at midnight.

2000 Verzuh annexation adds large chunk of land to town.

2004 Mr. Jingles is born.

2007 Town enacts horizontal zoning ordinance, restricting offices to the 2nd floor.

2008 The Great Recession.

2014 Whatever USA: Elk Avenue is painted blue.

2016 An MOU is signed to develop a permanent agreement to not mine Red Lady.

2017 Crested Butte is certified as Colorado Creative Arts District.

The Town enacts its first vacation rental regulations.

A video of SUPing on the Slate River goes viral.

2018 Vail resorts purchases Crested Butte Mountain Resort.

Pine beetles start showing up on Town-owned open space properties.

The 4-way parking lot is paved.

2019 Crested Butte declares climate emergency and adopts a Climate Action Plan.

Cottonwood pass is paved.

New (and blue) Center for the Arts is built.

2020 A pandemic stops everything.

Elk Avenue is turned into a seasonal one-way street.

2021 Elk Avenue goes one-way again.

The "CB Community Forum" is temporarily renamed "Pretty Much Aspen".

The Town declares a housing emergency.

2022 Elk Avenue is back to two-way.

The Community Compass is adopted.

Who we really are.

Crested Butte is a small town with a big community. Whether you live in Town, on the mountain, in CB South, down in Gunnison, visit regularly or travel here for the first time, many feel a part of the Crested Butte community and call this place home. The community influencing, and being influenced by, the Town is far larger than those who live and work within the Town's boundary and far broader than the statistics you just read about.

For the purpose of the Compass, Crested Butte's community is being defined as those who embrace the special nature of this place.

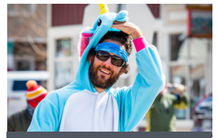
Crested Butte's community is a place where . . .



We celebrate the powder day.



We find humor, and frustration, in the Clark's parking lot.



We don't need a special occasion to wear a costume.



We enjoy our own holidays in our own ways.



We get frustrated by an SUV stopping in the middle of the street, but don't mind getting stopped by a circling townie takeover. . .and we join in that townie takeover.

What we do is worth more than what we own.



We enjoy an evening cruise or walk on the rec path, Peanut Lake road, and Deli Trail.



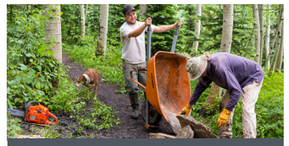
We feel deeply connected to our surroundings and paint the views en plein air.



We don't need to lock our bikes, cars, or homes.



We cheer our quirky and sometimes risque traditions, like the "Moon Bus" on the last day of ski season.



We show up to clean up the town, build trails, and support causes we believe in.

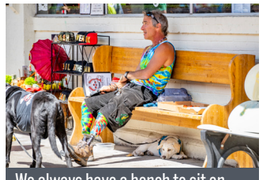
We take it slow during the off seasons.



We slow down, listen, and are present with one another.



You can feel at home, whether you've been here for generations or for your first time.



We always have a bench to sit on.



We polka dance in the street or groove at the park.

We respect and learn from our history.



We see ourselves as the chrome knight slaying our own personal dragons.



We're always passing our friends on the trails. . .or getting passed.



We can access nature (including wilderness) by boot, bike, ski, or bus.



We support our local businesses.

We care for and check in on each other.

We take to the streets to see our friends, but cherish the solitude found in the alleys.





We're not afraid of going outside when it's 20 below.



We come together in times of celebration and grief.



We know how to take a joke.

We can be ourselves.

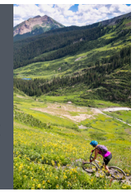
We're stunned by the alpenglow . . .

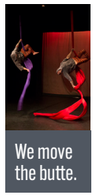
. . . every time we see it.



We came for the mountains but stayed for the people.

We cherish the mid-week escape whether it's up on 401 or a quiet moment on the woods walk.





We move the butte.



We don't mind slowing down and getting stopped in a cattle drive.

We work hard and play hard.



We party for a cat's birthday.



We take great pride in the Titans.

We prefer creativity over conformity.



We burn our grumps.



Our buildings match our personalities.



We all have strong opinions about Elk Avenue, parking, and most Town Council decisions.

Our community is more than our town.

We don't try to change this place.



We don't pass cars on HWY 135 because. . .what's the rush?



We know how to keep our extremities warm.



We catch up with friends at the post office, especially when we wait in line.



Our jobs don't define us, but what we do in the mountains does.



We have local heroes.

We stand up for what we believe in.



We know our neighbors and help them shovel snow.

We revel in the lunch break ski, hike, bike ride, or reading time.



[Overheard]

"Well, he sure has the legs for it..."

— local teen on seeing Dickey Brown get off his bike in a miniskirt on Elk Ave.

We poke fun in the paper.

We like to try new things.



Our playlist of choice is what's on KBUT, and we rock out to the KAVV too.



We ride our colorful buses, and our dogs can too.

We create opportunities so everyone can be included.



Our kids can walk or bike to school, but the parents are often waiting at pick-up.



We give our time, talent, and treasure to the nonprofits we love.



We make sure you know if you are driving 16 mph.



Our ideal weeknight is spent at Gothic Field or the Big Mine Ice Arena.

We stand by our shared values and welcome those who share our values to join us.

Who we want to be.

Crested Butte's Community Values.

Crested Butte expects to maintain and retain its community's identity by living intentionally with the community's core values, shown on the right. These core values are the fundamental beliefs of the Crested Butte community and will act as the cardinal directions and guiding principles of the Compass. These guiding principles should be acknowledged, referenced, and defended by the Crested Butte Town Council to ensure that public policy, change, and investments within and around the Town occur in compliance with these values and the success measures they represent.

Core Values

The principles that represent an individual or organization's deeply held beliefs and fundamental driving forces

How will the Town live by these core values?

It's important in the Compass that the Town doesn't just profess the values of the community, but that the Town identifies measures of success to show how it can be guided by them. **The following pages show a more specific breakdown of each community value, with examples of measures of success as well as potential tradeoffs that may need to be considered as the Town faces challenges.** These example tradeoffs illustrate important conversations that the community may need to have in the future.

This Compass states the core values that the Town and community will stand by as we navigate our future.





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.

Living by this value means. . .

. . . this Town has people living and working in it.
. . . this Town has more rough than polished edges.
. . . this Town's vibe is diverse, modest, and quirky.
. . . visitors come to Crested Butte for an authentic and unique experience.
. . . this Town prefers homegrown initiatives over outside investments.
. . . we continue to see rusty townies and well-loved snowmobiles throughout the Town.

To live by this value, the Town may need to consider. . .

. . . mitigating the negative impacts of a tourism-based economy, ensuring community members can continue to live and work in Town.
. . . prioritizing the community's needs over individual preferences and comforts.
. . . lending support for homegrown arts and events.
. . . ensuring the Town's regulations and policies don't inhibit creative and quirky architecture or art, and that new development maintains a modest feel.



Authentic

True to one's own personality, spirit, or character





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 thrive in this community. Our connection to our past teaches us lessons. We find a reason to care by looking to the future.

Living by this value means. . .

. . . we continue to have working ranches and don't mind getting stopped by the occasional cattle drive.
. . . we protect and celebrate our buildings, including the quirky ones from the 60s and 70s.
. . . our neighborhoods have an enduring sense of community year-round, where we stop and chat with friends and acquaintances.
. . . Elk Avenue is a place where local residents can and want to connect with friends and visitors year-round.
. . . residents don't need a car to live here and visitors don't need a car to travel here.
. . . we seek collaborative solutions that span jurisdictional boundaries.

To live by this value, the Town may need to consider. . .

. . . taking our bikes, dog, or backcountry skis on a bus to a trailhead rather than driving.
. . . changing our historic preservation period of significance and encouraging more diverse architecture.
. . . being inconvenienced by parking regulations while embracing slower speeds in our streets.
. . . further limiting the number of vacation rentals allowed in a neighborhood.
. . . listening to and working closely with our regional partners in Mt. Crested Butte, Gunnison County, Crested Butte South, and the City of Gunnison.



Connected

Having a genuine bond and sense of belonging



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 for 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.

Living by this value means. . .

. . . we continue to reduce development impacts on our natural environment.
. . . we decrease the Town and community's greenhouse gas emissions and water usage.
. . . living in Crested Butte is accessible to those who work locally.
. . . our economy is resilient and fosters the ability for community members to grow and thrive, while accommodating those who want to visit.
. . . we stay on track and solve the problem we set out to address.

To live by this value, the Town may need to consider. . .

. . . changing our expectations for manicured landscapes, growth along our rivers, availability of parking, and recreational access.
. . . embracing new construction techniques and technology for green building and infrastructure.
. . . re-thinking how our existing housing stock is used, embracing more density, and intentionally placing growth near existing infrastructure and services.
. . . developing a dedicated and sustainable funding source that commits to supporting affordable housing and community essentials such as child care and the trades.

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, fail, and try again.

Living by this value means. . .

. . . we are willing to listen to different perspectives and new ideas.
. . . we are creative in addressing our challenges.
. . . we are not afraid to experiment or be the first to try something.
. . . our decisions prioritize community resiliency over short-term gains.
. . . we achieve informed consent on our decisions.

To live by this value, the Town may need to consider. . .

. . . recommending solutions that are above code or national trends when updating a regulation.
. . . being open to counter-intuitive solutions like reducing the amount of parking to promote higher transit use and ridership.
. . . a willingness to experiment and test solutions for longstanding challenges and gracefully acknowledge that success does not come without learning from failures.
. . . recognizing that success for the community might not match success for an individual.
. . . making a decision knowing there is a tradeoff, but the Town and community stood by the community's values and clearly understood the tradeoff needed to achieve success.



Accountable

A willingness to accept responsibility and take ownership in one's actions







Bold

Showing an ability to take risks, be confident, and act with courage





Chapter 2.

Charting the course: Strategic plan

This chapter identifies the Town's strategic plan.

Crested Butte values include being an authentic, connected, accountable, and bold community. While these core values guide the community's evolution, the Town of Crested Butte needs to be proactive and intentional in taking action to ensure solutions to the challenges facing the Town can be resolved in alignment with these core values and their associated success measures.

Throughout the Compass process, the Town worked with the community, key stakeholders, and regional partners to understand our strengths, weakness, opportunities, and threats and collaboratively identify goals, strategies, and actions to guide the Town and chart the course for the next five years.

Understanding our strengths, weaknesses, threats, and opportunities.

Developing a strategic plan to guide Town action requires an intimate understanding of Crested Butte's strengths, weaknesses, opportunities, and threats (SWOT). A SWOT analysis categorizes characteristics of the community based on their value and the amount of control the Town has over them.

Strengths and weaknesses are positives and negatives the Town can leverage and work on overcoming with the community. Threats are challenges outside the control of the Town that have the potential to harm or detour our community from where we want to go. For the purpose of the Compass, our opportunities represent a strategy for how Crested Butte can work to overcome our weaknesses, face our threats, and grow into a future aligned with the community's values.

Through the Compass process, the Town and community identified the following SWOT for Crested Butte . . .



Strengths . . .

. . . Weaknesses

The Town's strengths are the best of the community and what our community wants to hold onto or grow into. The Town's weaknesses are what limits the community from reaching its full potential. Some of the Town's biggest strengths and weaknesses today include:

We are a highly connected community . . .	. . . but we are seeing less and less of our neighbors.
We have a great school . . .	. . . but teachers and bus drivers can no longer afford to live here.
Our local workforce is working harder than ever . . .	. . . but building a future here feels out of reach.
The construction industry is booming . . .	. . . but it's hard to find a plumber, mechanic, or electrician.
We fought to protect our unique architecture . . .	. . . but our newer buildings all look the same.
We have a walkable and bikeable town, and fantastic public transportation . . .	. . . but cars are dominating during busy times.
We acknowledge and see the impacts of climate change . . .	. . . but taking action requires big changes that we aren't all willing to make immediately.
We cherish our open spaces and ranchlands . . .	. . . but incremental growth is changing our landscape.
We're introducing more people than ever to the outdoors . . .	. . . but struggle to be good stewards of our natural environment.
We have incredible access to trails . . .	. . . but our growing recreation is impacting the valley's ranching heritage and environmental quality.
We've been united for over 45 years to protect Red Lady . . .	. . . but our community is facing new and different forces which tend to divide more than connect us.



Threats to be aware of.

Our community is threatened by many factors beyond the control of the Town, which are important to consider. Some of which include, but are not limited, to:

- Climate Change, fire, flooding, and drought
- The growing wealth divide between who can buy property here versus those who are employed locally
- Land prices and the free market's inability to construct a diverse housing stock that meets the needs of the local workforce
- Poor management of growth, incremental actions, and sprawl development
- Overwhelmed streets
- National politics and its inability to serve the needs of Colorado and the Gunnison Valley
- Negative civil discourse, especially through social media
- NIMBY (not in my backyard) attitudes
- Deep and historic wounds with our regional partners that result in mistrust
- Frivolous lawsuits
- Hopelessness and apathy leading to a "ship has sailed" mentality

Our biggest opportunities for the next five years.

The following strategic plan outlines our biggest opportunities to proactively and intentionally overcome our weaknesses, face our threats, and grow into a future aligned with the Crested Butte community's values.

How the strategic plan is organized.

Goals



What do we strive to do over the next five years?

This chapter identifies seven goals to set the guiding vision to work towards.

Strategies



How will we achieve our goals?

Strategies relating to each goal are presented at two scales:

Our Town: What strategies will we deploy within the Town of Crested Butte?

Our Town's Commitment to Regional Collaboration: What are the Town's strategies when it comes to the Town's collaboration opportunities in the Gunnison Valley?

Actions



What actions will we take?

The appendix on page 45 provides an anticipated timeline of key actions to achieve each strategy from now to 2027.

A call and commitment for regional collaboration.

Each goal includes strategies when it comes to the Town's collaboration opportunities in the Gunnison Valley. Many of our biggest challenges and opportunities are regional in nature and should be coordinated and collaborated on with our partners, because as a valley, we are stronger when we work together. The Town intends to utilize the Compass and its broad valley-wide community engagement to seed more regional collaboration by dedicating resources and prioritizing regional planning processes in this strategic plan. The Town is excited to continue fostering an active and collaborative relationship with our regional partners.

Intentional sequencing.

The appendix on page 45 provides an anticipated timeline of key actions to achieve each strategy from now to 2027. While timing of projects may change depending on Council priorities, partner readiness, funding, and staff capacity, the project schedules are sequenced intentionally, as many leading actions will build into a subsequent action. For example, a Town-wide transportation plan is recommended to be completed before the community considers a permanent solution and the possible redesign of Elk Avenue.

The role of annual budgeting.

While this chapter identifies a roadmap for the next five years, the plan will be reviewed annually through the Town's budgeting process. During the budgeting process, the Town Council will prioritize the actions by taking into consideration the cost of each action identified, as well as staff capacity in managing and executing each initiative. Additionally, if regional partners are needed to complete a project, the Town will confirm the project's scope with our partners before moving forward.

What about unanticipated requests or new opportunities?

As much as we strategically plan, things always change and new challenges will emerge. Rather than react and become distracted by one off unanticipated requests of the Town, the Town Council should thoughtfully respond to unanticipated challenges or opportunities by filtering the request against the community's core values, identifying alignment with goals of the strategic plan, assessing staff capacity and opportunity costs of rescheduling planned projects, funding, and partner readiness.

Keep reading to see what the Town plans to focus on for the next five years.









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.

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

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.

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

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

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.

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.

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.

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

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

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.

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.

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

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

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 . . .

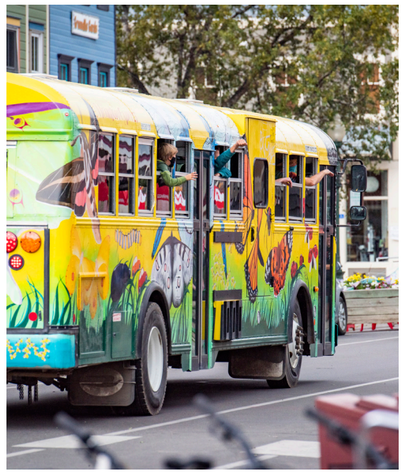
a. Protect our historic buildings that reflect the different periods of our town's history, while allowing more architectural creativity for new construction.

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, parks, and public spaces for improved social connections for the community.

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

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

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.

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.

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. Continue to work with our federal, state, regional, and local partners to permanently protect Red Lady from mining.

b. 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.

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

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

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

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

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

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.

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

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

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.

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.

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

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









Chapter 3.

Navigating change: Decision-making framework

A five-step guide to making value-minded decisions.

Town governance, community-building, and the decisions that need to be addressed do not come pre-packaged or have predetermined outcomes. The goals and strategies outlined in the strategic plan address the Town's most pressing challenges. This chapter outlines a five-step process that ensures the Town Council can make informed decisions on these pressing challenges so that they are aligned with the community's core values and expectations.

Step 1 Define the challenge and develop a goal statement to address the challenge.

The Town Council and Town Staff will first need to identify and understand what community challenge it is setting out to address, as well as develop a goal statement to guide how the challenge will be approached.

When defining the challenge, it will be important to understand where the challenge stemmed from, as well as the complexity of the challenge, which will guide the deployment of the remaining steps of the Compass framework.

Challenge Origin. First, the Town should understand and document where the challenge emerged from.

Administrative

Is the challenge an administrative update that needs to occur, such as updating the Town employee handbook? If administrative, the Town may not need to follow the remaining steps in the Compass framework.

Anticipated in the Compass Strategic Plan

Does the challenge stem from the seven goals and associated strategies in Compass strategic plan? If so, together, the Town Council and Staff will use the Compass strategic plan to define the challenge and develop the goal statement as a guide to follow this framework.

Unanticipated

Lastly, if the challenge is not identified in the Compass strategic plan, the Town should understand if the challenge anticipates having an impact on the community. If so, together, the Town Council and Staff will use the Compass values and strategic plan as a guide to define the challenge and develop a goal statement to guide use of this decision-making framework.



Challenge Complexity. Challenges can vary in their complexity - some may be simple with a clear problem that needs to be resolved, while some might be more complex, with multiple paths forward. Challenges can be categorized in the following contexts, which will help guide how the remainder of the Compass framework is approached.

Simple

Simple challenges are characterized by stable and predictable situations and cause-and-effect relationships that are clear to everyone. In these circumstances, the right answer is self-evident. This follows the situation of "known knowns." An example of a simple challenge could be the execution of a lease agreement or adoption of speed limits on Town streets.

Complicated

Complicated challenges may contain multiple right answers, and although there is a clear relationship between cause and effect, not everyone can see it. This is the realm of "known unknowns." An example of a complicated challenge is the Town needing to consider updates to its water/sewer rates to accommodate infrastructure improvements.

Complex

Complex challenges are when a right answer can't be ferreted out at all. Rather, instructive patterns emerge if the leader conducts experiments that can safely fail. This is the realm of "unknown unknowns." An example of a complex challenge is the Town's vacation rental regulations, which are relatively new and are being re-evaluated based on successes and shortcomings of the new program.

Chaotic

In a **chaotic challenge**, searching for the right answer is pointless. The relationships between cause and effect are impossible to determine because they shift constantly, and no manageable patterns exist. This is the realm of "unknowable". An example of a chaotic challenge is the Town's response to the COVID-19 pandemic, or a natural disaster such as a flood or wildfire.

Challenge Context. More complicated and complex challenges may stem from a larger comprehensive strategy. For example, updating zoning codes, vacation rental regulations, and accessory dwelling units may all be puzzle pieces in a larger comprehensive housing strategy that also includes building housing and deploying incentive programs. When defining the challenge and following this framework, it will be important to recognize the context of fitting into a larger strategy, but staying accountable to addressing the challenge that the Town set out to work through at the time.

Testing the Framework.

Subsequent to the publication of the Draft Compass, the Town tested this framework with an update to the Town's vacation rental regulations. This challenge is framed with each step below.

Challenge Background. The Town has long enacted regulations and provided resources for affordable housing to preserve Crested Butte's community character and protect the local economy. In 2018, the Town established two housing goals of achieving 75% full-time occupancy and 30% of units in the Town being deed restricted. Housing availability and affordability reached a crisis level in 2021 resulting in the Town Council declaring a housing emergency. The housing emergency spurred acceleration of the Sixth & Butte housing development and Paradise Park buildout; but, recognizing that building housing wouldn't alone meet the Town's housing goals nor provide immediate relief on the housing crisis, the Town Council placed a moratorium on issuing new unlimited vacation licenses in July 2021 to examine the impact vacation rentals and existing regulations have on the Town's existing housing stock. Today vacation rentals comprise 16% of the housing stock in Town, which has grown from 5% since 2000. During the same time frame, full-time occupancy in Town decreased from 80% to 65%, while the number of jobs grew by 54% (Town of Crested Butte Local Census and US Census). The growth of the vacation rental use influences housing availability and the Town's jobs to housing ratio. While the jobs to housing ratio of all homes in Crested Butte is at 1.5, a level where the market could meet the needs of the community, when accounting for occupied homes, the ratio is 2.25, affirming a housing shortage in Town. Lastly, in studying the 63 homes that relinquished their vacation rental licenses since 2018, the results demonstrated a nexus to the use of the Town's housing stock where nearly half (46%) of the homes converted from a vacation rental to full-time owner occupied (30%) and long-term rental (16%) uses.

Challenge Origin. This challenge emerged from the moratorium on issuing new vacation rental licenses in 2021, prior to the development of the Community Compass. The Community Compass strategic plan can guide approaching this challenge as the strategic plan includes a goal of "3. Ensuring people who live and work here can thrive," including a strategy of "b. Deploying programs and updating policies to ensure our neighborhoods are full of neighbors".

Challenge Complexity. This challenge is categorized as complex. While there are "unknown unknowns," the Town has an opportunity to learn from its existing regulations, as well as other regulations from other communities, to evaluate and consider improvements to the vacation rental licensing program.

Challenge Context. This challenge is part of a larger comprehensive affordable housing strategy. In developing the following goal statement, the Town recognizes that vacation rental regulations alone will not achieve the Town's housing goals, but can act as a critical puzzle piece in how the Town's housing stock is utilized.

Goal Statement. To come out of the moratorium, the Town is re-examining the vacation rental regulations under the framework of the Community Compass to determine if or how the licensing procedures need to be modified to align with the community's needs and expectations, regarding:

- The economic benefits and fiscal impacts of vacation rentals.
- The role vacation rentals play in the Town's existing housing stock and its ability to meet the needs of the community.
- Community and neighborhood compatibility of this licensed use.

Step 2 Commit to a community engagement strategy.

Finding solutions to difficult challenges will only be successful if the Town leads an inclusive and transparent community engagement effort. Town Staff and Town Council will outline a community engagement process to ensure the community has clear opportunities to be connected to the process, aware of the challenge, and participate in finding a solution.

First, the Town will need to clearly and transparently communicate the outreach process to the community. Each major process will have its own webpage on the Town website which will act as the primary location to find information on the project, follow the process, view associated resources and documents, and find opportunities to engage.

Next, the community engagement opportunities should be scaled to the complexity of the challenge facing the community and the scope of the objectives identified in the goal statement.

Simple

In a **simple decision**, the Town would ensure the community is made aware of the decision through a public notice and has an opportunity to provide feedback through a public hearing.

Complicated

In a **complicated decision**, it is critical staff lead an inclusive and transparent community engagement effort to identify potential solutions, success measures, and tradeoffs to the identified challenge. A complicated decision will likely include a two-step process to ensure the community has an opportunity to collaboratively identify measures of success to approach the challenge, as well as review and provide feedback on alternative solutions.

A complicated decision will typically include community meetings scaled to the challenge (for example, neighborhood meetings vs. community-wide meetings), as well as other outreach tools including online engagement opportunities such as surveys or ideas walls.

Complex

In a **complex decision**, if there are clear alternatives, the Town would commit to a two-step process similar to a complicated decision, with the consideration of hosting focus group meetings and targeted outreach opportunities to learn from a variety of different community perspectives.

If there are no clear alternatives, the Town would consider forming an advisory committee of stakeholders to collaboratively vet success measures and alternatives that fit within a range of solutions based on stakeholder capacities and resources.

Chaotic

In a **chaotic situation**, such as a natural disaster (or global pandemic), it's truly the Town's duty to establish order and then effectively communicate information through a public information officer.

Engagement in the chaotic context is focused on a one-way line of communication from the Town to the public. Once order is reestablished, a specific decision's situational context will be re-evaluated.

The outreach strategy for the vacation rental regulations update, classified as complex, provided multiple opportunities for the community to participate as the process moved through the Compass framework, as well as targeted conversations with key stakeholders. The process included:

Phase 1
Presenting the Challenge, Developing Success Measures, and Soliciting Targeted Feedback

- **Town Council Work Session:** Defining the challenge and goal statement
- **Community Meeting #1:** Drafting success measures
- **4 Focus Group Meetings:** Targeted feedback from Realtors, Property Managers, License Holders, and In-Town Neighbors

Phase 2
Developing and Evaluating Alternatives

- **Community Meeting #2:** Refining success measures and reviewing alternatives
- **Survey:** Alternatives Feedback
- **Town Council Work Session:** Evaluate alternatives and recommend preferred alternative components

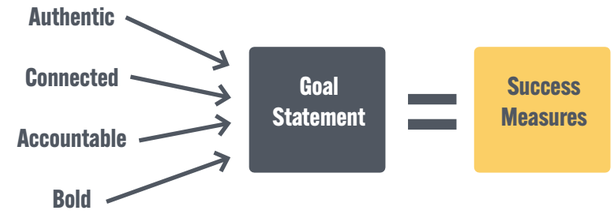
Phase 3
Drafting and Adopting the Ordinance

- **Town Council Meeting #1:** 1st Reading of Ordinance
- **Town Council Meeting #2:** Public Hearing of Ordinance

Step 3 Identify success measures.

Once the challenge is defined and community engagement strategy is deployed, measures of success need to be identified with the community and confirmed with the Town Council. Success measures need to be authentically tailored to the Crested Butte community, as they will guide the creation of alternative solutions that can best meet the community's needs.

Success measures should be generated by (1) identifying how the community's values relate to the challenge, and (2) filtering the community's values through the goal statement to establish success measures.



These success measures will be tailored to the challenge facing the community and the objectives agreed to in the goal statement. Success measures will vary depending on the subject matter of each challenge. Additionally, all four community values may not relate to each challenge. For example, success measures that support one community value in a transportation analysis will be different from that core value's success measure developed for a housing initiative.

Success measures for the vacation rental regulations were developed and refined throughout the first two phases of the outreach process.

Part 1. Relating community values to the challenge.

Being authentic means Crested Butte is a functioning community that welcomes visitors seeking authentic experiences.

Being connected means each neighborhood in the Town provides an opportunity to form genuine connections.

Being accountable means license holders understand that a vacation rental is a licensed business that has impacts on the community (positive and negative), and the Town understands the economic benefits and fiscal impacts vacation rentals can provide.

Being bold means the Town is not afraid to revisit its vacation rental regulations and is willing to listen to different perspectives and be creative in finding a solution that works for Crested Butte's community values.

Part 2. Relating community values to the challenge.

Success Measure 1. Acknowledge the economic benefits and fiscal impacts provided by vacation rentals by:
- Demonstrating fiscal responsibility with the general fund and sales tax revenues.
- Acknowledging the economic multipliers vacation rentals create.
- Ensuring visitors have the opportunity for authentic experiences.

Success Measure 2. Improve the housing stock's ability to serve the needs of the community by:
- Growing full-time occupancy opportunities and reducing the jobs to housing ratio.
- Improving housing stability.
- Supporting the Town's affordable housing goals through excise tax collections.

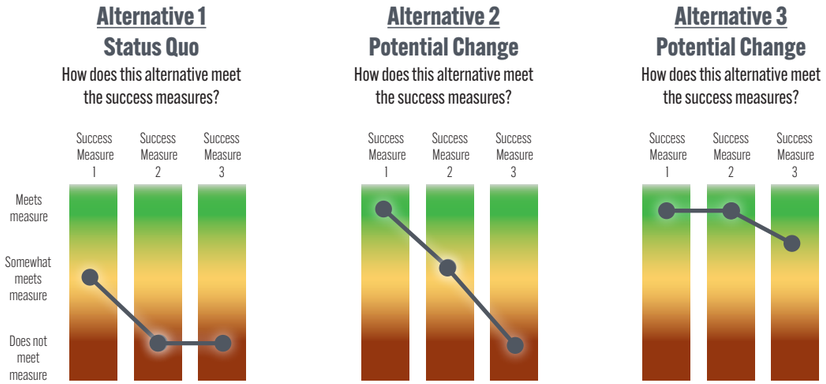
Success Measure 3. Improve community and neighborhood compatibility by:
- Better aligning the locations of vacation rental licensed properties with zone district intent.
- Balancing concentration of vacation rental licenses within neighborhoods.
- Ensuring license holder accountability.
- Improving the Town's vacation rental license nuisance procedures and enforcement.

Step 4 Create alternatives and filter the solution through success measures.

Guided by feedback from the community engagement process, as well as associated data collection and analysis, the Town will develop different alternatives to consider when it comes to resolving the challenge. Each alternative will provide different ways of approaching a solution, which will include an identification of anticipated tradeoffs relating to each approach.

The Compass success measures will guide the development of alternatives and identify unique measures of success and tradeoffs for each challenge addressed by the Town. Each success measure will be given a corresponding metric or indicator of how an alternative best meets the success measure. While some success measures may entail more quantifiable metrics (such as increasing full-time occupancy in the Town), other metrics might be more qualitative in nature (such as promoting quality of life of a neighborhood).

Through the community engagement effort, the Town will then screen the alternatives and filter the tradeoffs through the success measures to ensure the recommended alternative meets the core values of the community. Recognizing that there may not be a perfect alternative, the final recommendation will likely incorporate components of each alternative to best meet the measures of success.



During the second phase of the vacation rental process, four alternative regulations were developed, presented to the community, evaluated through a feedback survey, and vetted by the Town Council.

The ultimate recommended alternative blended elements from the four initial alternatives that best met the different measures of success and were supported by data analysis and community feeedback.



Step 5 Make decisions based on informed consent.

The Crested Butte Town Council can make a bold decision when the community is informed. The community engagement strategies developed in the Compass are focused on creating an informed-consent model for decisions as opposed to creating an expectation of every decision achieving community consensus.

Community consensus is an aspirational objective for all Town decisions; however, it is occasionally unrealistic to achieve. Consensus means everyone supports a decision. The informed consent model ensures everyone has an opportunity to be informed of the challenge, participate in finding a solution, and have their feedback heard.

While not everyone will ultimately agree on a decision, the informed consent model will give Town Council confidence in their decision-making by knowing that the community had clear opportunities to be engaged in the process.

Vacation rentals are a challenging issue and many community members have different opinions.

While consensus will likely not be reached on the regulations update, the Council will be confident that by using this 5-step framework, including a multi-step community engagement strategy, everyone had an opportunity to be aware of the challenge, participate in finding a solution, and be heard.









Epilogue.

Using the Compass: A call to the community



A call to the community.

The Community Compass will be an important tool to guide the Town of Crested Butte when it comes to implementing the strategic plan and following the decision-making framework. Equally important, the Compass will only be successful if the Crested Butte community holds the Town accountable to following this document by actively engaging in the Compass framework and ensuring the Town navigates its future in a way that's aligned with the community's values.

The Town plans to proactively communicate with the community how the Compass is being implemented. The "Compass" button on the Town website homepage will turn into a "Compass engagement" portal which will provide a hub of all project pages associated with the Compass where the community can find opportunities to engage. Additionally, the Compass "Navigator" newsletter, used during the development of this document, will be transformed into an engagement newsletter, with quarterly agenda updates to view what projects are being implemented and what projects are coming up in the timeline.

Let's keep this plan off the shelf! The Town calls on the community to stay engaged with the Compass as the Town implements the plan and navigates Crested Butte's future.

How do I use the Compass?

Crested Butte's community. Stay aware of what challenges and projects the Town is working on and actively engage in the Compass framework to ensure your voice is heard and participate in finding a solution.

Crested Butte's non-profits. Identify collaboration opportunities in the strategic plan to leverage your organization's mission and strengths with the Town to approach community challenges, as well as actively participate in the framework regarding challenges that your organization is working on or being impacted by.

Crested Butte's local businesses. Be apprised of challenges the Town is working on and look for opportunities to engage and participate in finding solutions that can help foster more economic resilience and local business support.

Crested Butte's development sector and property owners. Look for opportunities to align your ideas and proposals with the community's values that upcoming land use and development regulations will be guided by, and participate in future updates of these regulations.

Crested Butte's visitors and those considering moving here. Understand the Crested Butte community's identity and core values, which we welcome you to embrace and participate in.

Crested Butte's regional partners. Recognize that the Town is committed to building trust and collaborating on the region's most pressing challenges and opportunities. While we might not always agree or have the exact same goals, the Town is confident we can find common ground on how to effectively collaborate moving forward.



Acknowledgments.

Acknowledgments.

Thank you to everyone who has participated in the Community Compass. The following list of participants and organizations does not cover the 1,000 + community members who have engaged with the Compass introductory survey, workshops, webinars, ideas walls, challenge questions, school activities, and more.

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Jena Greene, Planner I
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Jessie Earley, Planner III
Former Staff: Patrick Church, Planner I

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Jason MacMillan, Mayor Pro Tem
Anna Fenerty
Beth Goldstone
Chris Haver
Gabi Prochaska
Mallika Magner
Former Council Member: Mona Merrill
Former Council Member: Jasmine Whelan
Former Mayor: Jim Schmidt

Board of Zoning and Architectural Review
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Melissa Mason
Mike Keig
Roxana Alvarez Marti
Stacy McPhail
Sue Navy

Regional Governmental Entities
Town of Mt. Crested Butte
Gunnison County
City of Gunnison
Crested Butte South Property Owners Association
Crested Butte Board of Zoning and Architecture Review
Crested Butte Public Art Commission

Governmental Entities
Colorado Department of Transportation
Colorado Department of Local Affairs
Colorado Parks and Wildlife
Crested Butte Fire Protection District
Bureau of Land Management
Gunnison County Electric Association
Gunnison County Libraries
Gunnison County Metropolitan Recreation District
Gunnison County STOR Committee
Gunnison Valley Health
Gunnison Valley Regional Housing Authority
Gunnison Valley RTA
Gunnison Watershed School District
Mountain Express
Tourism and Prosperity Project
United States Forest Service
Upper Gunnison River Water Conservancy District
Western Colorado University

Local Organizations and Businesses
1% for Open Space
Adaptive Sports Center
Black Lives Matter Community Coalition
Coal Creek Watershed Coalition
Community Foundation of the Gunnison Valley
Crested Butte Arts Festival
Crested Butte Avalanche Center
Crested Butte Center for the Arts
Crested Butte Creative District
Crested Butte Community School PTA
Crested Butte Community School Youth Wellness Group

Local Organizations (cont.)
Crested Butte Community School Fourth Grade Classes
Crested Butte DEVO
Crested Butte Land Trust
Crested Butte Mountain Bike Association
Crested Butte Mountain Heritage Museum
Crested Butte Mountain Resort
Crested Butte News
Crested Butte Nordic
Crested Butte People's Fair/Paragon Art Gallery
Crested Butte Rotary Club
Crested Butte State of Mind
Crested Butte/ Mt. Crested Butte Chamber of Commerce
Emigrantes Unidos
Gunnison Country Food Pantry
Gunnison Ranchland Conservation Legacy
Gunnison Valley Climate Crisis Coalition
High Country Conservation Advocates
Hispanic Affairs Project
IceLab
KBUT
Living Journeys
Mountain Roots Food Project
Oh-Be-Joyful Church
Rocky Mountain Biological Laboratory
Stepping Stones Pre-School
Sustainable Crested Butte
Union Congregational Church
Valley Housing Fund
Vinotok
West Elk Hockey Association
West Elk Soccer Association

Local community members, entrepreneurs, part-time residents, developers, ranchers, and more...



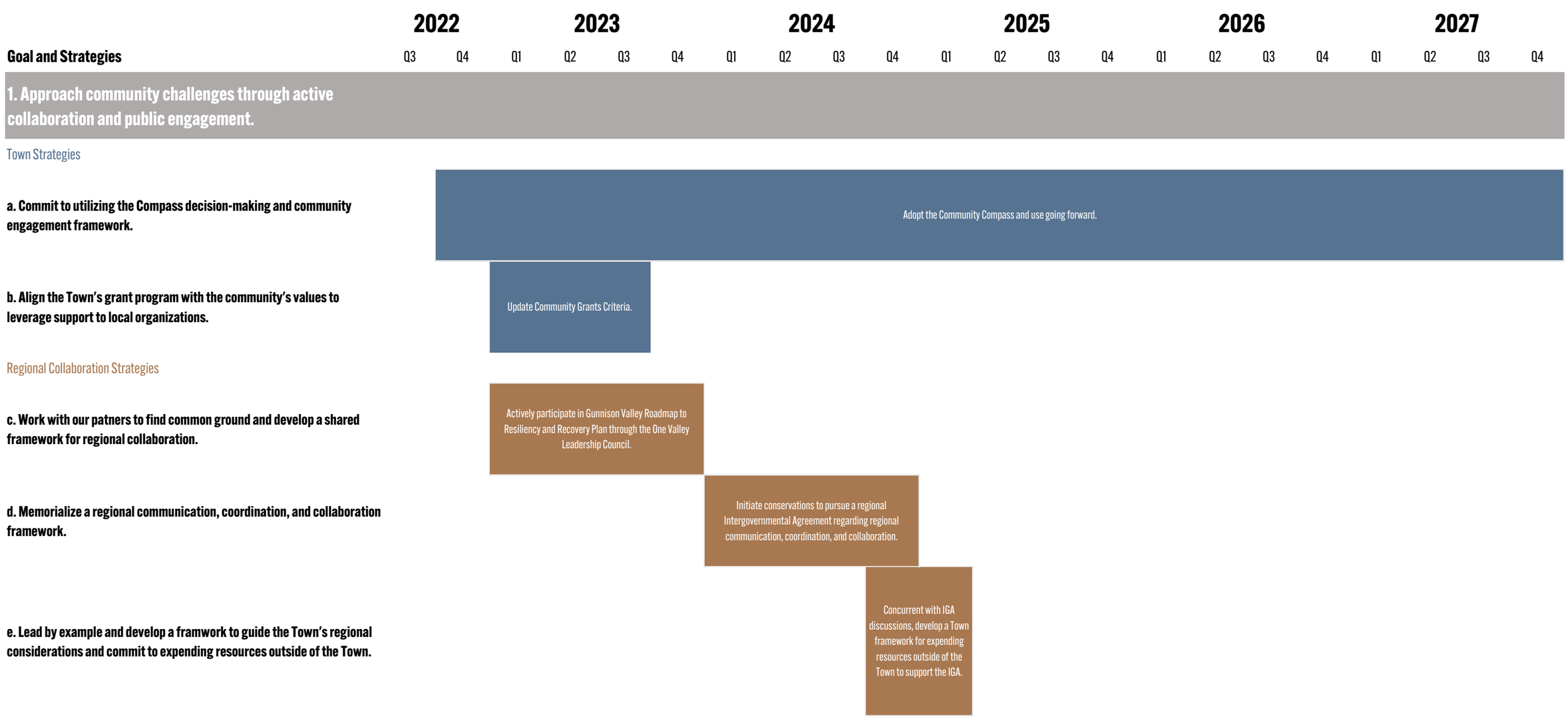




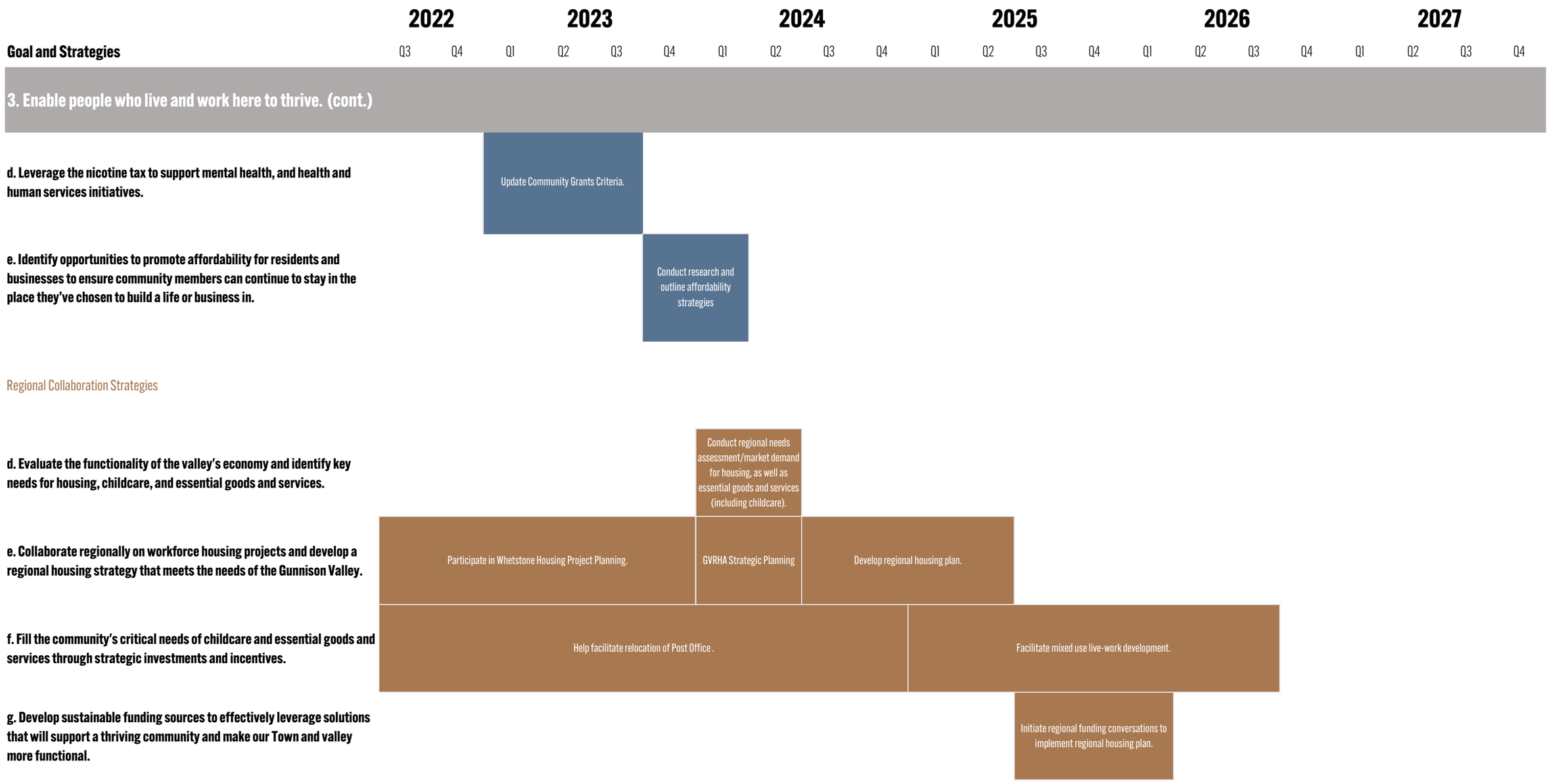
Appendix.

Strategic action items and anticipated timing.

The appendix provides an anticipated timeline of key actions to achieve each strategy from now to 2027. While timing of projects may change depending on Council priorities, partner readiness, funding, and staff capacity, the timeline outlined in the appendix will provide a reference to work off of for annual budgeting when the Town sets its annual budget and priorities.



Goal and Strategies	2022 Q3	Q4	2023 Q1	Q2	Q3	Q4	2024 Q1	Q2	Q3	Q4	2025 Q1	Q2	Q3	Q4	2026 Q1	Q2	Q3	Q4	2027 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.								Conduct infill and density study within the Town.														
Regional Collaboration Strategies																						
b. Participate in the development of a regional land use strategy that concentrates growth near existing infrastructure and minimizes sprawl.								Update Town's 3-Mile Plan within the context of a Highway 135 corridor plan with Mt. Crested Butte, Gunnison County, and Crested Butte South.														
c. Align the Town's open space acquisition and land banking priorities with the regional land use strategy.											Develop an open space acuisition strategy that aligns with the corridor plan and updates the Town's conservation values.												
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.								Implement the Sixth & Butte and Paradise Park workforce housing project.														
											Update the Town's zoning code and design guidelines and standards to align with the infill study recommendations.												
b. Deploy programs and update policies that ensure our neighborhoods are full of neighbors.								Update the Town's vacation rental regulations.	Update the Town's zoning regulations and resident occupied affordable housing fees to further promote accessory dwelling units.													
								Implement Good Deed program to purchase deed restrictions on existing homes.														
c. Assess the functionality and accessibility of Town facilities and leverage them to better meet the community's needs.									Conduct Town Facilities Master Plan.													


2022
2023
2024
2025
2026
2027
Q3 Q4 Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4
Goal and Strategies
3. Enable people who live and work here to thrive. (cont.)
d. Leverage the nicotine tax to support mental health, and health and human services initiatives.
Update Community Grants Criteria.
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.
Conduct research and outline affordability strategies
Regional Collaboration Strategies
d. Evaluate the functionality of the valley's economy and identify key needs for housing, childcare, and essential goods and services.
Conduct regional needs assessment/market demand for housing, as well as essential goods and services (including childcare).
e. Collaborate regionally on workforce housing projects and develop a regional housing strategy that meets the needs of the Gunnison Valley.
Participate in Whetstone Housing Project Planning.
GVRHA Strategic Planning
Develop regional housing plan.
f. Fill the community's critical needs of childcare and essential goods and services through strategic investments and incentives.
Help facilitate relocation of Post Office .
Facilitate mixed use live-work development.
g. 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.

Goal and Strategies	2022 Q3	Q4	2023 Q1	Q2	Q3	Q4	2024 Q1	Q2	Q3	Q4	2025 Q1	Q2	Q3	Q4	2026 Q1	Q2	Q3	Q4	2027 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.					Develop Historic Preservation Master Plan.							Update the Town's zoning code and design guidelines and standards to align with the infill study recommendations and incorporate historic preservation master plan recommendations.										
b. Ensure the Town's special events and public art policies reflect the homegrown spirit of the community.					Update special events policy.	Update public art policy.																
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.					Develop Town-wide 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.					Implement the Town Traffic Calming Policy							Develop Elk Avenue Streetscape Plan.			Implement Elk Avenue Streetscape Plan.							
c. Employ creative solutions such as modifying parking requirements, increased transit investments, street connectivity, and traffic calming measures.							Update Town's parking regulations and parking management program.								Implement projects identified in Transportation Master Plan.							
d. Align implementation of needed improvements with infrastructure and utility improvements.				Develop Street Condition Master Plan to guide future improvements.											Implement projects identified in Transportation Master Plan.							

Goal and Strategies	2022 Q3	2022 Q4	2023 Q1	2023 Q2	2023 Q3	2023 Q4	2024 Q1	2024 Q2	2024 Q3	2024 Q4	2025 Q1	2025 Q2	2025 Q3	2025 Q4	2026 Q1	2026 Q2	2026 Q3	2026 Q4	2027 Q1	2027 Q2	2027 Q3	2027 Q4
5. De-emphasize cars and focus on walking, biking, and transit. (cont.)																						
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 Whetstone/Brush Creek Intersection planning.				Participate in Mountain Express five-year plan, the Brush Creek Intersection Design , and CB to CB South Trail			Support projects and transit investments for Mountain Express and 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.															Develop Sixth Street Master Plan.							
6. Continue to passionately care for our natural surroundings and forever protect Red Lady.																						
Town Strategies																						
a. Continue to work with our federal, state, regional, and local partners to permanently protect Red Lady from mining.	Continue engagement to secure conservation easement and pursue federal withdrawal of mineral rights.																					
b. 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.					Update watershed protection ordinance.																	
c. Evaluate the Town's funding of visitor education to promote stewardship.	Update Funding Agreement for Chamber Visitor Center.																					

Goal and Strategies	2022 Q3	2022 Q4	2023 Q1	2023 Q2	2023 Q3	2023 Q4	2024 Q1	2024 Q2	2024 Q3	2024 Q4	2025 Q1	2025 Q2	2025 Q3	2025 Q4	2026 Q1	2026 Q2	2026 Q3	2026 Q4	2027 Q1	2027 Q2	2027 Q3	2027 Q4
6. Continue to passionately care for our natural surroundings and forever protect Red Lady. (cont.)																						
Regional Collaboration Strategies																						
d. Concentrate recreational investments near our population centers and facilitate opportunities to access nature without a car.				Skate Park rennovation and construction of east-side Nordic cat barn.							In conjunction with corridor plan, develop Regional Parks, Trails, Recreation Master Plan.											
				Develop stewardship priorities for Town-owned properties.																		
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.								Begin electrifying Town facilities as pilot conversion examples.				Integrate climate action goals into zoning code, design standards, and building code update.									
b. Update the Town's Climate Action Plan to understand actions the Town can take to further reduce its carbon emissions.									Update Town's Greenhouse Gas Emissions Inventory.			Update Town's Climate Action Plan.									
c. Increase resiliency in the Town's infrastructure and built environment, including sourcewater protection, drought resistance, and wildfire mitigation considerations.				Conduct hydraulic analysis of Coal Creek.				Implement Projects to reduce 100-year floodplain impact.				Integrate Wildland Urban Interface Code into Design Standards and Building Code update, and assess ember fire risk reduction in Town facilities.									
				Continue implementing Enterprise Fund Master Plan.																		
				Develop and implement Source Water Protection Plan and Wildfire Mitigation Plan for source water.																		

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

Town Strategies

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

Continue active participation in Colorado Communities for Climate Action.

Grow the GreenDeed program to expand households served, include solar support, and electririfcation conversion pilot programs.

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.

Identify public electric vehicle charging needs through the Transportation Master Plan.

Develop an energy benchmarking/disclosure policy for real estate transactions.

Conduct builder education on the new 2021 Building Codes.

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

Conduct a regional waste management evaluation and discuss options to leverage collaboration to make improvements.

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

Re-invigorate the One Valley Leadership Council Climate Action Committee to collaboratively implement the Gunnison Valley Climate Action Plan.



> Crested Butte's soul shines in the collective and individual lives of those who have been touched by it. **Honoring, celebrating and nurturing soul is a constant commitment.** Those who feel the town's soul know that Crested Butte must do everything it can to retain its heartfelt integrity despite the threats of mining, commercial development and homogenization, despite its ever-changing character.
>
> -Paul Andersen,
> author of "The Town that said 'Hell No!'"

Crested Butte Community Compass

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