

Community Values

Authentic

Connected

Accountable

Bold

Town Council

5-year Goals:

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

Critical to our success is an engaged community and knowledgeable and experienced staff.

AGENDA
Town of Crested Butte
Special Town Council Meeting
Town Council Chambers
507 Maroon Ave; Crested Butte, CO
Monday, April 7, 2025

Meeting information to connect remotely:
<https://us02web.zoom.us/j/87800763138>
Join via audio: +1 719 359 4580 US +1 669 444 9171 US +1 253 205 0468 US +1 305 224 1968 US +1 309 205 3325 US +1 360 209 5623 US +1 386 347 5053 US +1 507 473 4847 US +1 564 217 2000 US +1 646 931 3860 US +1 689 278 1000 US
Webinar ID: 878 0076 3138

PUBLIC NOTICE IS HEREBY GIVEN THAT THE TOWN COUNCIL OF THE TOWN OF CRESTED BUTTE, COLORADO WILL HOLD A SPECIAL MEETING ON MONDAY, APRIL 7, 2025, BEGINNING AT 8:00PM.

Public comments may be submitted at any time to the entire Council via email at towncouncil@crestedbutte-co.gov.

The times are approximate. The meeting may move faster or slower than expected.

6:00 WORK SESSION

1) Long-Term Financial Planning.
Staff Contact: Town Manager Dara MacDonald and Finance Director Kathy Ridgeway

8:00 SPECIAL TOWN COUNCIL MEETING CALLED TO ORDER BY MAYOR OR MAYOR PRO-TEM

8:02 APPROVAL OF AGENDA

8:03 CONSENT AGENDA

1) March 17, 2025 Regular Town Council Meeting Minutes.
Staff Contact: Town Clerk Lynelle Stanford
2) Award of Block 80 Waterline Improvements 2025 Contract to Dietrich Dirtworks.
Staff Contact: Public Works Director Shea Earley
3) Readiness for Electric Vehicles Plan: Mt. Crested Butte/Crested Butte (REV Plan) Adoption.
Staff Contact: Sustainability Coordinator Dannah Leeman Gore
4) Crested Butte Art Market Special Event Application Closing the 1st and Elk Parking Lot on Sundays from June 16, 2025, to September 28, 2025, Except September 21, 2025, to Allow for the ARTumn Special Event.
Staff Contact: Town Clerk Lynelle Stanford
The listing under Consent Agenda is a group of items to be acted on with a single motion. The Consent Agenda is designed to expedite Council business. Council members may request that an item be removed from Consent Agenda prior to the Council’s vote. Items removed from the Consent Agenda will be considered under New Business.

8:05 PUBLIC COMMENT

The public has the opportunity to comment during the public comment period at the beginning of every regular Council meeting. At this time people may speak for up to five minutes on any topic that is not on the agenda. The Mayor may limit public comments to no more than three minutes if it appears there will be many comments on a similar topic. The public comment period is a time for the Council to listen to the people. Council generally should not engage in a two-way conversation at this time nor should the Council feel compelled to respond to the comments. If Council chooses to discuss or take action on a subject brought up during Public Comment that discussion should be held at the end of the Council meeting under “Other Business to Come Before the Council.”

8:10 STAFF UPDATES

8:15 LEGAL MATTERS

8:20 PRESENTATION

1) Public-Private Partnership between the Center for the Arts and Town of Crested Butte by Jillian Liebl and Brett Henderson.
Staff Contact: Town Manager Dara MacDonald

8:50 COUNCIL REPORTS AND COMMITTEE UPDATES

8:55 OTHER BUSINESS TO COME BEFORE THE COUNCIL

9:00 DISCUSSION OF SCHEDULING FUTURE WORK SESSION TOPICS AND COUNCIL MEETING SCHEDULE

- Monday, April 21, 2025 - 6:00PM Work Session - 7:00PM Regular Council 2
- Monday, May 5, 2025 - 6:00PM Work Session - 7:00PM Regular Council
- Wednesday, May 14, 2025 - 6:00PM Joint Work Session with Mt. Crested Butte
Regarding Mountain Express
- Monday, May 19, 2025 - 6:00PM Work Session - 7:00PM Regular Council

9:05 ADJOURNMENT

LONG RANGE FINANCIAL PLANNING WORK SESSION#2



Work Session Series

Workshop #1 – Understanding the Baseline

February 10th

- Funds
- Revenues
- Reserves
- Personnel

Workshop #2 – Objectives & Challenges

April 7th

- Big picture & Strategic objectives
- Refined forecasts
- Integrating capital/project plans
- What levers to focus on

Workshop #3 – The Path Forward

June 2nd

- Pulling the levers

AGENDA OBJECTIVES & CHALLENGES

- I. Review the big picture & objectives we need to solve
- II. Identify changing conditions influencing revenues and expenses
- III. Review refined forecasts
- IV. Review current 5-year capital & project plans
- V. Discuss what levers to pull to achieve objectives



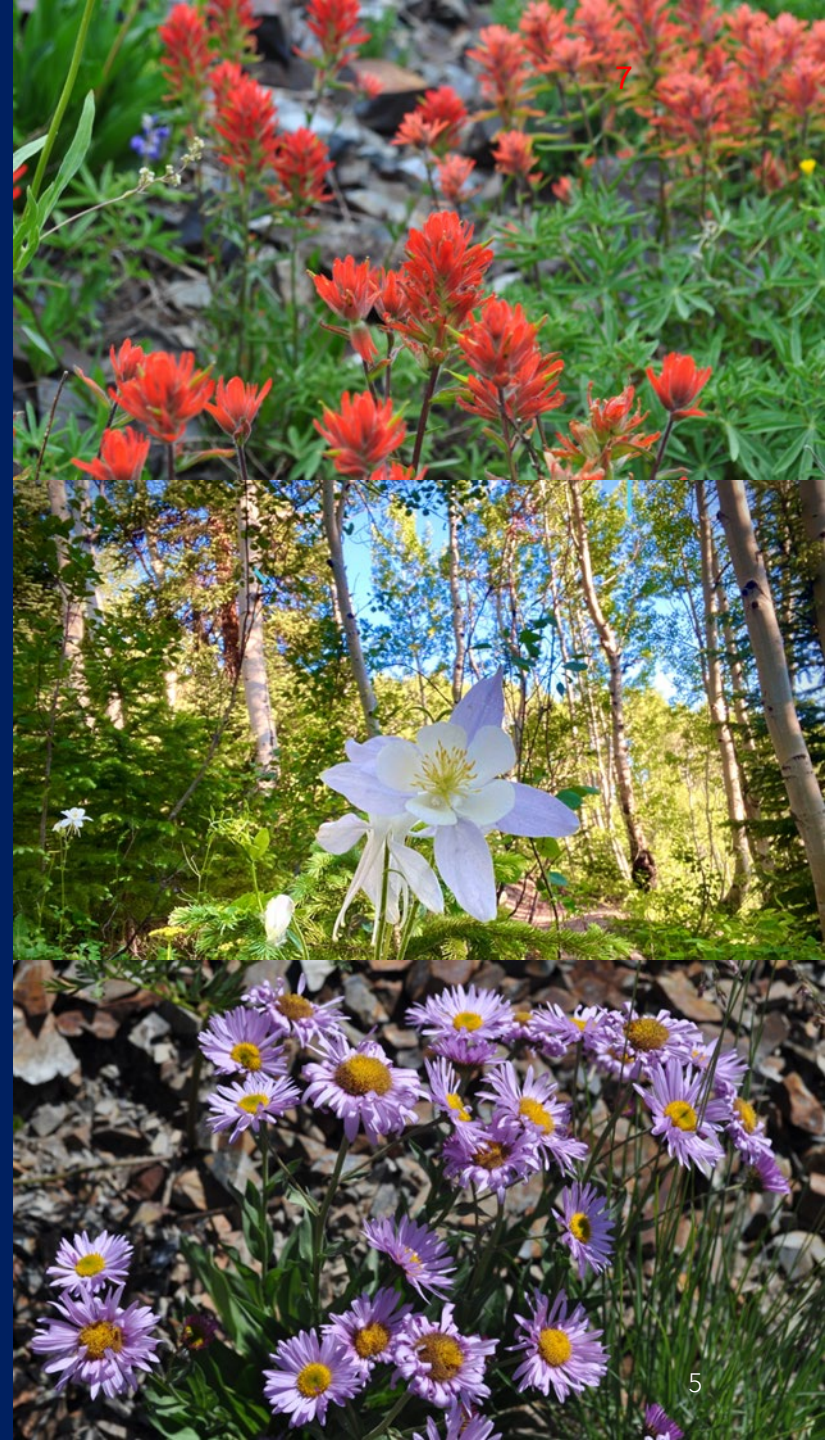


I. BIG PICTURE QUESTIONS ⁶

1. Controlling cost of living increases for existing town residents. If that is a priority, how should we be thinking about property taxes?
2. How much uncertainty should we plan for (wildfire, stagflation) = reserves policy?
3. Agreement on use of 'excess' reserves – Capital & one-time expenses? Structural problems such as Streets fund?
4. Is there urgency to land banking for housing or commercial?
5. Staffing levels – a means or an end – funding mechanism or philosophical approach to gov'n't?
6. Housing, Climate & Transit/Mobility – Are these the emerging/ongoing priorities for focus?
7. Prioritization on list of capital items and initiatives – programmatic versus capital (hard look on June 2nd)
8. Timing on next large Town housing initiative? After Whetstone absorption?

I. STRATEGIC OBJECTIVES OF FINANCIAL PLANNING EFFORT

- Continue to provide ongoing Town services
- Thoughtfully consider financial and community impact of any new services and projects
- Limit increasing the financial burden on Town residents
- Others?



II. CHANGING CONDITIONS INFLUENCING REVENUES AND EXPENSES

Inflation

Goods & services

Housing

Utilities

Operations & Personnel



INFLATION EXAMPLES

Cost estimates for MX Whetstone facility

2022- \$7.5M

2025 - \$18M

140% increase

Cost estimates for WWTP

Jan 2021 Master Plan- \$10,016,936

Sept 2021 30% design - \$15,229,750

Feb 2022 60% design - \$25,811,288

158% increase

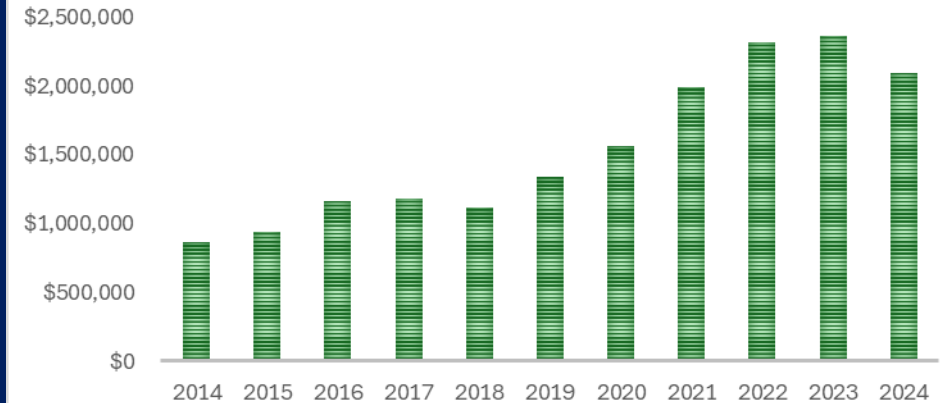
Costs for street rebuild per block

2017- \$35,500 per block 13 blocks

2024 - \$172,430 per block 8 blocks

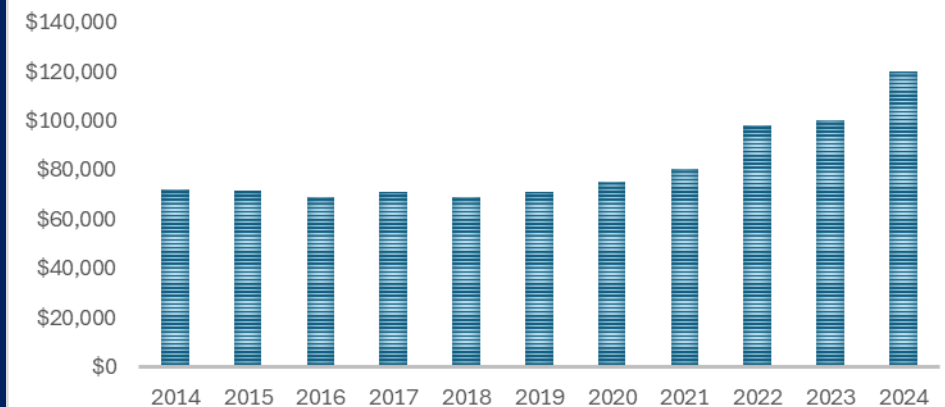
386% increase

N. VALLEY SINGLE FAMILY HOME AVERAGE SOLD PRICE



142% increase 2014-2024

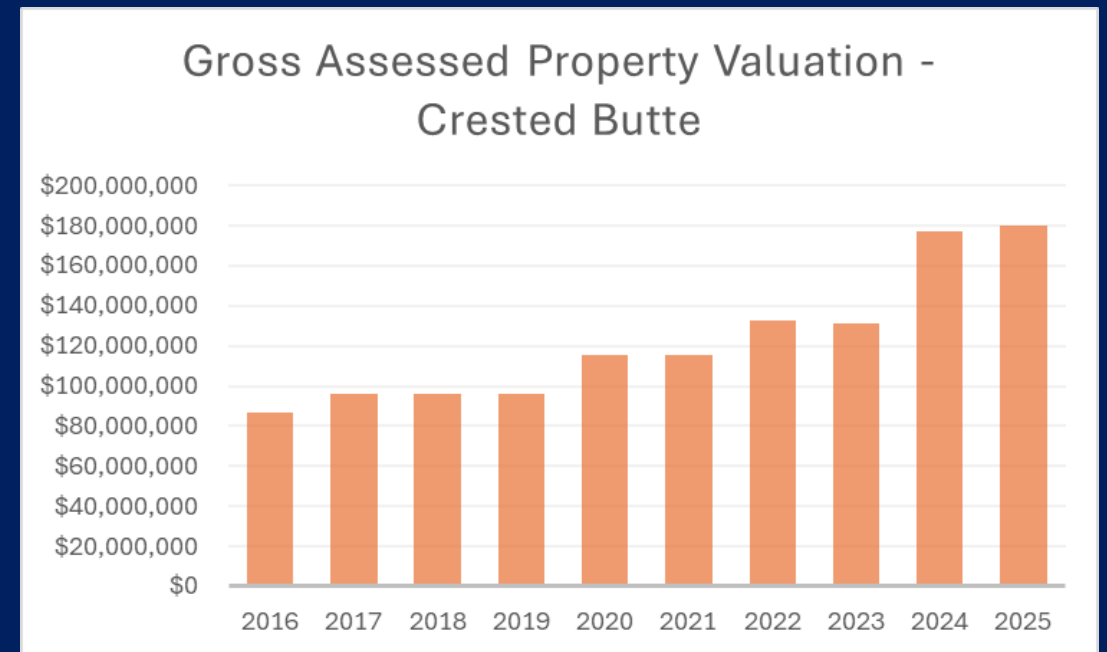
CHANGE IN GUNNISON COUNTY MEDIAN FAMILY INCOME



67% increase 2014-2024

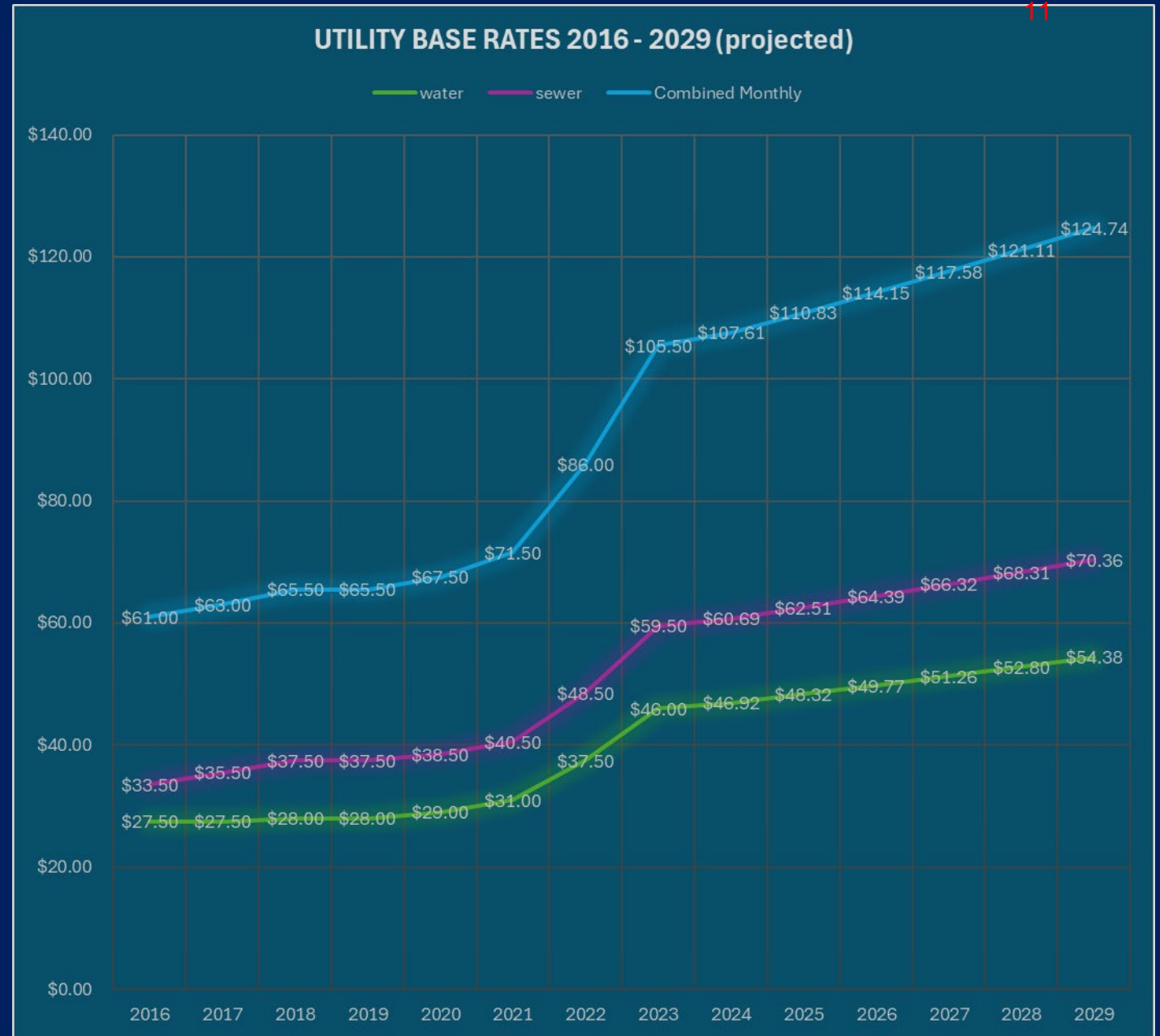
GROSS ASSESSED PROPERTY VALUATION 2016- 2025

*Assessed valuation of all property
in Crested Butte increased 108%
from 2016 to 2025, inclusive of new
construction*



WATER & SEWER RATE INCREASES

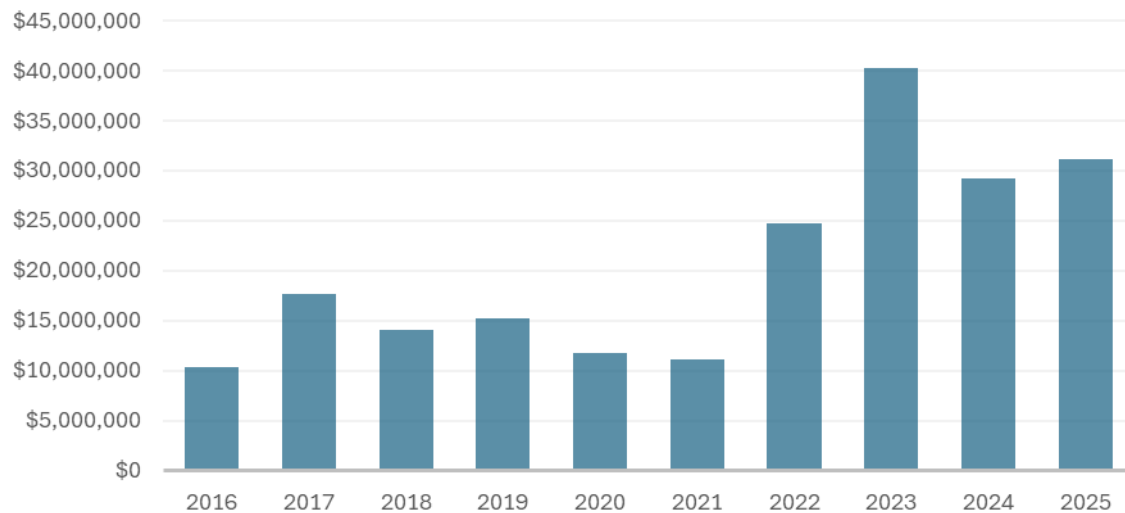
82% increase 2016-2025



BUDGETED TOTAL EXPENDITURES 2016 - 2025

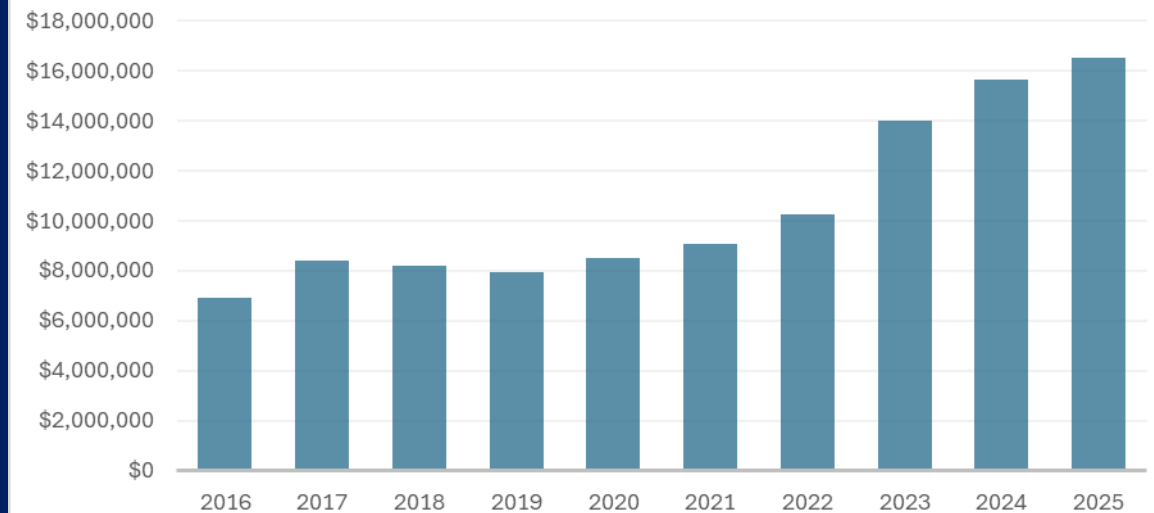


Total Budgeted Annual Expenditures



200% increase 2016-2025

Total Budgeted Annual Operating Expenditures



138% increase 2016-2025

Personnel expenses increased 136% 2016-2025, Personnel as % of operations stable 2016-2025

III. REVIEW REFINED FORECASTS

Reduced Operating Reserves in all funds to 50% of annual operations

Transfer excess reserves from General Fund to Capital = \$5.8M in 2025

Sufficient funds to cover current capital projects, special projects & most of Streets & Alleys for next 5 years, but spending down all excess reserves over that period.

UPDATED FUND BALANCE FORECASTS 2025-2029

Does not include:

- Whetstone +\$850k revenue to Utility Enterprise through 2029
- any possible enterprise debt issuance
- \$875K placeholder for arbitrage liability for Certificates of Participation
- revised asset management expense schedule
- Jerry's gym improvements only at \$400k
- unknown future capital, especially 2028 & 2029
- New housing or transit projects or initiatives

Included updates:

- \$150k annually for energy efficiency/electrification incentives beginning 2026
- increase to \$1M for Mountain Express Whetstone facility



UPDATED FUND BALANCE FORECASTS

2025	GENERAL	CAPITAL	PARKS, REC & TRAILS	AFFORDABLE HOUSING	TRANSIT & MOBILITY	STREET & ALLEY	CONSERVATION TRUST	OPEN SPACE	UTILITY ENTERPRISE*
BEGINNING TOTAL FUND BALANCE	\$9,056,297	\$6,990,591	\$1,153,381	\$3,941,639	\$0	\$981,716	\$37,114	\$2,345,186	\$9,058,901
REMAINING SPENDABLE FUND BALANCE	\$5,793,240	\$3,510,268	\$583,899	\$181,450	\$0	\$0	\$53,114	\$3,083,066	\$5,120,202
Transfer Spendable GEN to CAP	(\$5,793,240)	\$5,793,240							
REMAINING SPENDABLE FUND BALANCE	\$0	\$9,303,508	\$583,899	\$181,450	\$0	\$0	\$53,114	\$3,083,066	\$5,120,202
2026	GENERAL	CAPITAL	PARKS, REC & TRAILS	AFFORDABLE HOUSING	TRANSIT & MOBILITY	STREET & ALLEY	CONSERVATION TRUST	OPEN SPACE	UTILITY ENTERPRISE*
BEGINNING TOTAL FUND BALANCE	\$3,238,844	\$9,634,937	\$1,167,798	\$978,649	\$0	\$425,971	\$53,114	\$3,174,279	\$7,076,020
REMAINING SPENDABLE FUND BALANCE	\$84,727	\$6,412,185	\$0	\$186,893	\$0	(\$748,689)	\$69,314	\$3,985,300	\$4,812,781
Transfer Spendable GEN to CAP	(\$84,727)	\$84,727							
REMAINING SPENDABLE FUND BALANCE	\$0	\$6,496,912	\$0	\$186,893	\$0	(\$748,689)	\$69,314	\$3,985,300	\$4,812,781
2027	GENERAL	CAPITAL	PARKS, REC & TRAILS	AFFORDABLE HOUSING	TRANSIT & MOBILITY	STREET & ALLEY	CONSERVATION TRUST	OPEN SPACE	UTILITY ENTERPRISE*
BEGINNING TOTAL FUND BALANCE	\$3,322,359	\$6,838,284	\$591,198	\$999,742	\$0	(\$183,676)	\$69,314	\$4,077,653	\$6,787,304
REMAINING SPENDABLE FUND BALANCE	(\$45,635)	\$4,127,528	\$0	\$489,093	\$0	(\$1,193,192)	\$85,717	\$4,915,287	(\$571,312)
Transfer Spendable GEN to CAP	\$45,635	(\$45,635)							
REMAINING SPENDABLE FUND BALANCE	\$0	\$4,081,893	\$0	\$489,093	\$0	(\$1,193,192)	\$85,717	\$4,915,287	(\$571,312)
2028	GENERAL	CAPITAL	PARKS, REC & TRAILS	AFFORDABLE HOUSING	TRANSIT & MOBILITY	STREET & ALLEY	CONSERVATION TRUST	OPEN SPACE	UTILITY ENTERPRISE*
BEGINNING TOTAL FUND BALANCE	\$3,408,380	\$4,433,506	\$598,588	\$1,308,327	\$0	(\$621,116)	\$85,717	\$5,008,794	\$1,422,150
REMAINING SPENDABLE FUND BALANCE	(\$181,572)	\$2,975,700	\$0	\$691,482	\$0	(\$1,303,972)	\$102,325	\$5,853,010	(\$696,225)
Transfer Spendable GEN to CAP	\$181,572	(\$181,572)							
REMAINING SPENDABLE FUND BALANCE	\$0	\$2,794,128	\$0	\$691,482	\$0	(\$1,303,972)	\$102,325	\$5,853,010	(\$696,225)
2029	GENERAL	CAPITAL	PARKS, REC & TRAILS	AFFORDABLE HOUSING	TRANSIT & MOBILITY	STREET & ALLEY	CONSERVATION TRUST	OPEN SPACE	UTILITY ENTERPRISE*
BEGINNING TOTAL FUND BALANCE	\$3,496,982	\$3,156,290	\$606,070	\$1,517,293	\$0	(\$724,745)	\$102,325	\$5,947,686	\$1,316,413
REMAINING SPENDABLE FUND BALANCE	(\$323,268)	\$2,944,915	\$1	\$584,359	\$0	(\$2,581,853)	\$119,140	\$6,798,451	(\$4,772,083)
Transfer Spendable GEN to CAP	\$323,268	(\$323,268)							
REMAINING SPENDABLE FUND BALANCE	\$0	\$2,621,648	\$1	\$584,359	\$0	(\$2,581,853)	\$119,140	\$6,798,451	(\$4,772,083)

UPDATED FUND BALANCE FORECASTS

- Don't spend time on the Utility Enterprise as it stands apart from other funds, and though the balance is red, there are other solutions. Same for CTF & Open Space.
- Annual General Fund shortfalls 2027 – 2029 projected at cumulative total of \$550,475. Prior slide shows these coming back each year from Capital Fund.
- Covering planned expenditures and Streets Fund would exhaust all reserves available for unrestricted capital, with ongoing decline = Unsustainable
- Affordable Housing fund includes no new housing projects after Paradise Park
- Transit & Mobility fund includes no new initiatives

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REMAINING SPENDABLE FUND BALANCE	\$0	\$2,621,648	\$1	\$584,359	\$0	(\$2,581,853)

IV. REVIEW CAPITAL & PROJECT PLANS

Not focused on Enterprise or Streets projects

Need consideration of:

- Mt Express capital request has increased to \$1M in 2026
- Currently proceeding with detailed architecture for Marshals offices

If prioritization is needed – June 2nd work session



2025 BUDGETED

FUTURE PROGRAMS & CAPITAL EXPENDITURES*

*green highlighted projects are shown net of associated revenues

GOVERNMENT FUNDS											
General Fund		Capital Fund		Parks, Rec & Trails Fund		Street & Alley Fund		Affordable Housing Fund		Transit & Mobility fund	
Spare Big Bellies	\$35,000	Town Hall 2nd Floor	\$217,877	PRT Master Plan	\$105,000	Red Lady School Entrance Design	\$175,000	Paradise Park Construction	\$3,482,300		
Bldg Software	\$15,000	Town Hall Exterior #1	\$324,498	Totem Pole Park Ren	\$20,000	Storm Water Master Plan	\$40,000	Paradise Park Water Intrastructure	\$290,058		
Website	\$0	Town Ranch Barn	\$50,000	Bike racks, benches, bleachers	\$6,000	Tool Cat (move to 2026)	\$9,000	Mineral Point	\$162,088		
EV Dumptruck	\$225,000	Town EV Chg Stations	\$452,000	Deli Trail Easement Acquisition	\$25,000	Hot Patching/Slurry Seal	\$100,000	Paradise Park Predevelopment	\$21,591		
Air Compressor	\$33,000	308 Windows, siding, etc	\$55,000	Concrete Trail TP5 to Pyramid + crusher	\$115,000	Snow Blower	\$175,000	TP3 Predevelopment	\$300,000		
Orange #21 Elec Conversion	\$45,000	Marshal office	\$500,000			Crack Seal Equipment	\$150,000	Employee Unit Capital Repairs	\$190,000		
Marshal vehicles x 2	\$182,713	Paint Old Town Hall	\$55,000			Used Dozer	\$300,000				
		Mars Car	\$40,000								
		River Walk	\$25,000								
		Key Card System	\$25,000								
	\$535,713		\$1,744,375		\$271,000		\$949,000		\$5,072,446		\$0

2025

FUTURE PROGRAMS & CAPITAL EXPENDITURES*

*green highlighted projects are shown net of associated revenues

GOVERNMENT FUNDS											
General Fund		Capital Fund		Parks, Rec & Trails Fund		Street & Alley Fund		Affordable Housing Fund		Transit & Mobility fund	
Marshal vehicle	\$91,670	Town Hall Exterior #2	\$300,000	Man Lift	\$70,000	Water Truck	\$200,000	Paradise Park Construction	\$81,042		
Building Efficiency Incentives	\$150,000	Mt Express Shop	\$400,000	Mt Express Shop	\$400,000	Mt Epress Shop	\$200,000	Employee Unit Capital Repairs	\$190,000		
		Jerry's Gym Renovation	\$400,000	Tool Cat	\$91,000	Red Lady School Entrance	\$487,600				
		Marshal Office	\$2,500,000	Zamboni	\$145,000	Hot Patching/Slurry Seal	\$100,000				
		Com Hub @ 3rd & Maroon	\$60,000								
	\$241,670		\$3,660,000		\$706,000		\$987,600		\$271,042		\$0
Marshal vehicle	\$94,420	Marshal Office	\$2,500,000	Z turn mower	\$45,000	Hot Patching/Slurry Seal	\$100,000	Employee Unit Capital Repairs	\$195,700		
Backhoe	\$175,000	Com Hub @ 3rd & Maroon	\$600,000	EV Truck	\$70,000	Sweeper	\$500,000				
Building Efficiency Incentives	\$150,000			Rainbow Playground Renovation	\$140,000	Dump Truck	\$200,000				
				Stain Boardwalk	\$15,000						
				Kapushion Trail Upgrade	\$20,000						
	\$419,420		\$3,100,000		\$290,000		\$800,000		\$195,700		\$0
Marshal vehicle	\$97,252	Com Hub @ 3rd & Maroon	\$6,000,000	3 Ladies Renovation	\$40,000	Loader	\$450,000	Employee Unit Capital Repairs	\$201,571		
Building Efficiency Incentives	\$150,000			Rainbow Playground Renovation	\$700,000			TP3 Predevelopment	\$20,000		
	\$247,252		\$6,000,000		\$740,000		\$450,000		\$221,571		\$0
Marshal vehicle	\$100,000			3 Ladies Renovation	\$200,000	1 Ton Truck with Sander	\$100,000	Employee Unit Capital Repairs	\$207,618		
Colubarium for Cemetery	\$30,000			Big Mine Dasher Board Replacement	\$150,000	Paving Projects	\$1,500,000				
Building Efficiency Incentives	\$150,000										
	\$280,000		\$0		\$350,000		\$1,600,000		\$207,618		\$0

PARKING LOT FOR POTENTIAL UPCOMING INITIATIVES/IDEAS

- Center Phase 2
- Increasing transit capacity
- Jerry's Gym versus Rec Center
- Transportation to trailheads
- Post Office facility
- TP1 housing development
- Housing infill incentives (ADUs)
- Community-serving commercial
- Land banking in town for housing or commercial
- Trading up from the Ruby
- Others?





REVISIT BIG PICTURE QUESTIONS²²

1. Controlling cost of living increases for existing town residents. If that is a priority, how should we be thinking about property taxes?
2. How much uncertainty should we plan for (wildfire, stagflation) = reserves policy?
3. Agreement on use of 'excess' reserves – Capital & one-time expenses? Structural problems such as Streets fund?
4. Is there urgency to land banking for housing or commercial?
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6. Housing, Climate & Transit/Mobility – Are these the emerging/ongoing priorities for focus?
7. Prioritization on list of capital items and initiatives – programmatic versus capital (hard look on June 2nd)
8. Timing on next large Town housing initiative? After Whetstone absorption?

V. LEVERS

- I. Increase Efficiency of Operations or Reduce Town Services
- II. Raise Revenue
- III. Modify/Revisit Planned Initiatives and Capital Expenditures

Seeking Council direction for
next work session on June 2nd



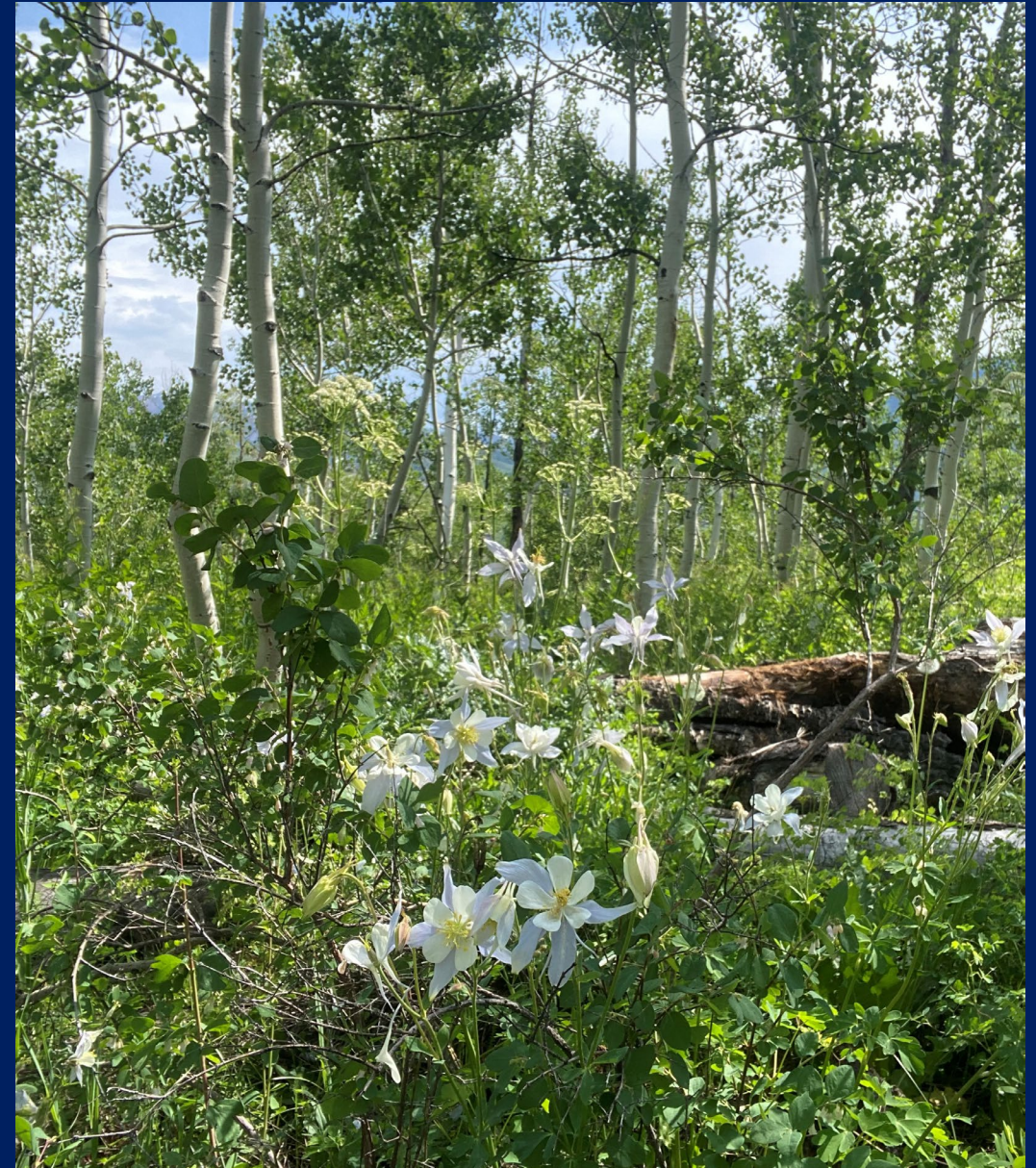
NEXT STEPS



Work session planned for June 2nd

*Placeholder for additional work session on
July 21st*

2026 Budget kick-off August 18th





APPENDIX

QUESTIONS FROM PRIOR WORK SESSION

- How much General Fund spending on Capital in recent years?

Cosentino parcel purchase in 2022, \$2,325,000

- How much support has Parks, Rec & Trails needed for operations beyond the dedicated sales/use tax?

Very difficult to discern due to previous fund structure and expense reclassifications

- Examples of other communities utilizing reserves?

Glenwood Springs relied heavily on reserves after fire – were made whole with recovery funds

- Personnel costs as % of overall budget & comparisons to other communities

See following slides

- Impact of sale of Paradise Park units after 10 years

*After repayment to Capital Fund (\$1.9M) and paying off remaining debt, loss of \$181,387
Net positive of \$1.7M to Town at that time*

PERSONNEL EXPENSE COMPARED TO CAST COMMUNITIES

Municipality or County	Personnel expense budgeted 2025	Total budgeted expenditures 2025	Personnel as % of total budgeted expenditures	Total budgeted operating expenditures 2025	Personnel as % of budgeted operating expenditures
Crested Butte	\$7,796,022	\$31,173,178	25.0%	\$16,521,521	47.2%
Aspen	\$56,567,138	\$175,175,415	32.3%	\$111,739,800	50.6%
Avon	\$18,970,435	\$75,026,604	25.3%	\$37,252,771	50.9%
Basalt	\$6,168,691	\$24,510,949	25.2%	\$16,341,628	37.7%
Breckenridge	\$39,956,196	\$157,416,654	25.4%	\$100,665,998	39.7%
Estes Park	\$25,409,503	\$92,280,623	27.5%	\$72,004,119	35.3%
Frisco	\$14,828,477	\$52,182,896	28.4%	\$32,158,383	46.1%
Gunnison	\$13,463,423	\$53,595,175	25.1%	\$37,848,720	35.6%
Gunnison County	\$29,808,463	\$183,109,636	16.3%	\$64,908,566	45.9%
Mt Crested Butte	\$4,019,976	\$16,958,428	23.7%	\$11,315,428	35.5%
Silverthorne	\$14,410,526	\$48,741,062	29.6%	\$34,544,257	41.7%
Snowmass Village	\$23,006,803	\$166,157,037	13.8%	\$39,851,410	57.7%
Telluride	\$15,182,556	\$99,901,839	15.2%	\$56,623,386	26.8%
Vail	\$45,396,532	\$157,759,952	28.8%	\$62,833,266	72.2%
Winter Park	\$7,888,835	\$46,079,778	17.1%	\$32,526,288	24.3%
Not including Crested Butte		Average	23.8%	Average	42.9%



CURRENT POSITIONS & JOB LEVEL

29

Position	Dept	Grade	Annualized wage Min Max	Hourly Rate Min Max
		101	\$46,809 \$63,191	\$22.50 \$30.38
Custodian	PW-Facilities			
		102	\$51,489 \$69,511	\$24.75 \$33.42
Parks Maintenance Worker	P&R-Parks			
Parks Maintenance Worker	P&R-Parks			
Custodian/Maintenance Worker	PW-Facilities			
		103	\$55,458 \$77,642	\$26.66 \$37.33
Administrative Assistant II	Finance			
Recreation Program Coordinator	P&R-ROST			
Streets Maintenance Worker I	Public Works			
Streets Maintenance Worker I	Public Works			
Water System Operator I	PW-Water			
Wastewater System Operator I	PW-Wastewater			
Wastewater System Operator I	PW-Wastewater			
Marshal's Office Manager II	Marshal-NonSworn			
Custodian Lead	PW-Facilities			
		104	\$61,004 \$85,406	\$29.33 \$41.06
Mechanic II	PW-Fleet			
Deputy Town Clerk	Town Clerk			
Deputy Town Clerk	Town Clerk			
Planner I	Com Dev			
Parks Maintenance Worker Lead	P&R-Parks			
Parks Maintenance Worker Lead	P&R-Parks			
Streets Maintenance Worker II	Public Works			
Streets Maintenance Worker II	Public Works			
Wastewater System Operator II	PW-Wastewater			
		105	\$67,105 \$93,946	\$32.26 \$45.17
HR Tech	Admin-HR			
Water System Operator III	PW-Water			
Ass't IT Administrator/Communication Special	Admin-IT			

Position	Dept	Grade	Annualized wage Min Max	Hourly Rate Min Max
		106	\$73,815 \$103,341	\$35.49 \$49.68
GIS Analyst	Comm Dev			
Facilities Supervisor	PW-Facilities			
Building Inspector	Comm Dev-Bldg			
Streets Supervisor	Public Works			
Property Manager	Public Works			
Recreation, Open Space & Trails Supervisor	P&R-ROST			
Wastewater System Lead Operator	PW-Wastewater			
AP/AR Manager	Admin-Finance			
Senior Accountant	Admin-Finance			
		107	\$79,539 \$115,332	\$38.24 \$55.45
Planner III	Comm Dev-Planning			
Planner III	Comm Dev-Planning			
Parks Manager	P&R-Parks			
		108	\$87,493 \$126,865	\$42.06 \$60.99
Sustainability Coordinator	Town Manager			
Facilities Manager	PW-Facilities			
Fleet Manager/Lead Mechanic	PW-Fleet			
Streets Manager	Public Works			
Town Engineer-PE	Public Works			
		109	\$96,243 \$139,552	\$46.27 \$67.09
Water System Manager	PW-Water			
Building Official	Comm Dev-Bldg			
Wastewater System Manager	PW-Wastewater			
		110	\$105,867 \$153,507	\$50.90 \$73.80
Housing Director	Comm Dev-Housing			
Deputy Chief Marshal	Marshal			
Public Works Ops Manager	Public Works			
		111	\$116,454 \$168,858	\$55.99 \$81.18
Director, Finance & HR	Admin-Finance			
Director, Parks, Rec & Open Space	P&R			
Director, Community Development	Comm Dev			
Town Clerk	Town Clerk			
		112	\$125,537 \$188,306	\$60.35 \$90.53
Chief Marshal	Marshal			
Director, Public Works	Public Works			

APRIL 7, 2025, TOWN CO

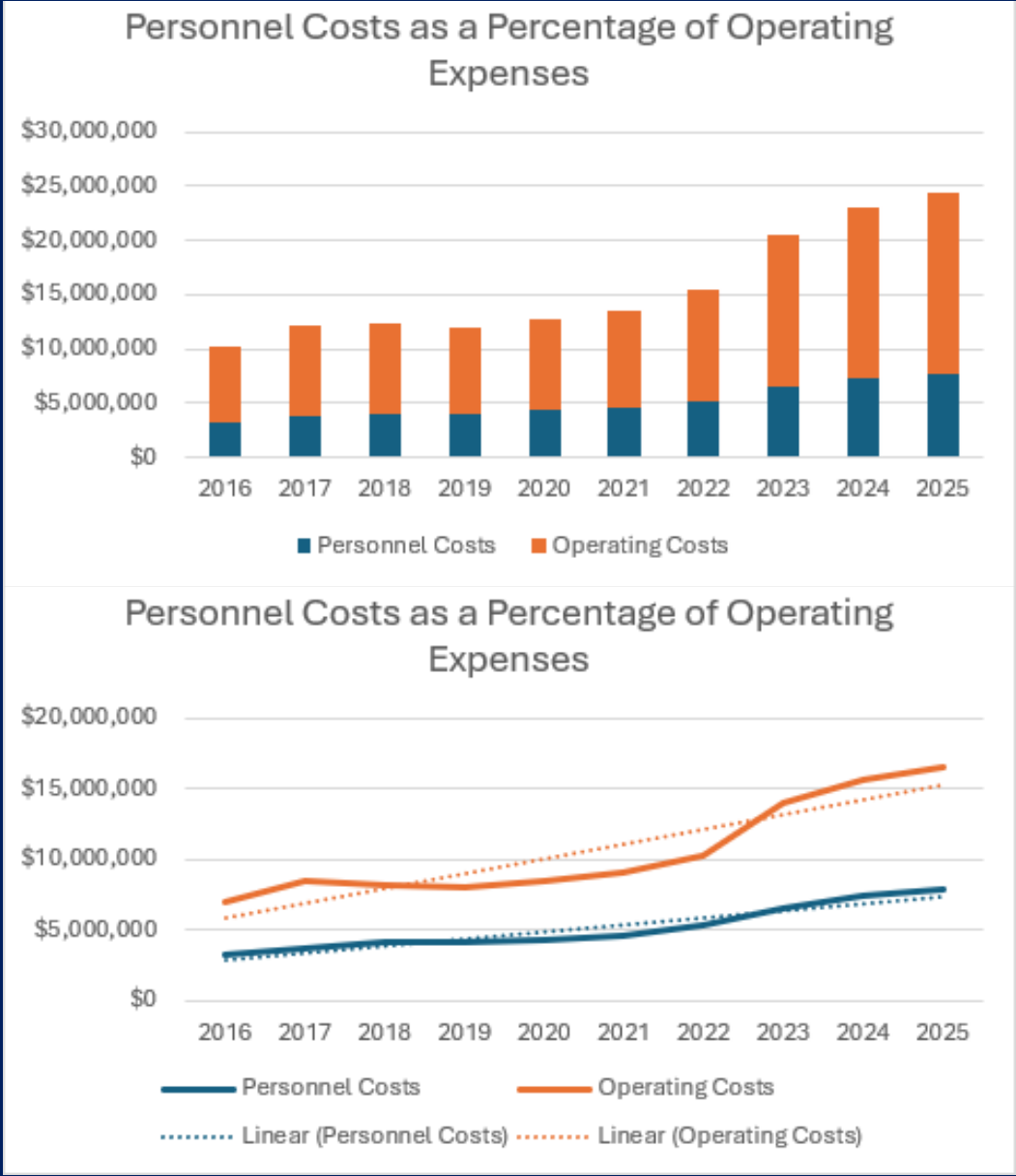
MARSHALS



Current positions within the Step Plan

Marshals - Current Positions & Classification Listing - 2025		
Position	Annualized Wage	Hourly Rate
Deputy Marshal (open)	\$79,560	\$38.25
Deputy Marshal 3	\$86,944	\$41.80
Deputy Marshal 5	\$92,227	\$44.34
Deputy Marshal 7	\$97,834	47.04
Corporal 3	\$100,776	\$48.45
Corporal 3	\$100,776	\$48.45
Master Deputy 2	\$113,443	\$54.54

PERSONNEL COSTS



MINUTES
Town of Crested Butte
Regular Town Council Meeting
Monday, March 17, 2025

Mayor Billick called the meeting to order at 7:02PM.

Council Members Present: Mayor Ian Billick, Beth Goldstone, Mallika Magner, Anna Fenerty, John O’Neal, Kent Cowherd, and Gabi Prochaska (via Zoom)

Staff Present: Town Manager Dara MacDonald, Town Attorney Karl Hanlon, Town Clerk Lynelle Stanford, Public Works Director Shea Earley, Interim Community Development Director Mel Yemma, and Housing Director Erin Ganser

Sustainability Coordinator Dannah Leeman Gore, Finance Director Kathy Ridgeway, and Parks, Recreation, Open Space and Trails Director Janna Hansen (for part of the meeting)

APPROVAL OF AGENDA

O’Neal moved and Goldstone seconded a motion to approve the agenda. A roll call vote was taken with all voting, “Yes.” **Motion passed unanimously.**

CONSENT AGENDA

1) March 3, 2025 Regular Town Council Meeting Minutes.

Staff Contact: Town Clerk Lynelle Stanford

2) Parks, Recreation, Open Space and Trails (PROST) Plan Consultant Selection.

Staff Contact: Parks, Recreation, Open Space and Trails Director Janna Hansen

3) Approval from the Town Council for a Grant Application to History Colorado’s State Historical Fund Program for a Mini Grant for the 2025-2026 Update to the Town’s Design Standards and Guidelines and a Letter of Support.

Staff Contact: Town Planner III Jessie Earley

4) Amended Memorandum of Understanding (MOU) between the Town of Crested Butte and the Town of Crested Butte Municipal Judge James McDonald.

Staff Contact: Town Clerk Lynelle Stanford

5) Resolution No. 5, Series 2025 - A Resolution of the Crested Butte Town Council Supporting the Grant Application for a Grant from the Department of Local Affairs’ (DOLA) Energy and Mineral Impact Assistance Fund (EIAF) for the Completion of the Crested Butte Marshals’ Facility Design Project.

Staff Contact: Interim Community Development Director Mel Yemma

6) Flauschink Special Event Application Closing Elk Avenue from 1st Street to 2nd Street on Friday, April 4, 2025.

Staff Contact: Town Clerk Lynelle Stanford

Number four, Amended Memorandum of Understanding (MOU) between the Town of Crested Butte and the Town of Crested Butte Municipal Judge James McDonald, was removed from the Consent Agenda.

Fenerty moved and Goldstone seconded a motion to approve the Consent Agenda minus the Municipal Court Judge MOU. A roll call vote was taken with all voting, “Yes.”

Motion passed unanimously.

PUBLIC COMMENT

Billick acknowledged the written comment received from Darcie Perkins.

STAFF UPDATES

MacDonald updated. Council members asked questions, answered by staff.

LEGAL MATTERS

Hanlon updated.

PRESENTATION

1) Year End Financial Summary.

Staff Contact: Finance Director Kathy Ridgeway

Ridgeway presented.

PUBLIC HEARING

1) (Second Reading) Ordinance No. 2, Series 2025 - An Ordinance of the Crested Butte Town Council Amending the Crested Butte Municipal Code, Adding Chapter 18, Article 5.5 and Adopting by Reference the Colorado Model Electric Ready and Solar Ready Code, and Amending Sections of Chapter 18 to Make Consistent with the Colorado Model Electric Ready and Solar Ready Code.

Staff Contact: Special Projects Troy Russ and Building Inspector Astrid Matison

Billick opened the meeting to public comment. No one from the public commented, and the public hearing was closed.

Magner moved and Goldstone seconded a motion to approve Ordinance No. 2, Series 2025. A roll call vote was taken with all voting, “Yes.” **Motion passed unanimously.**

NEW BUSINESS

1) Resolution No. 6, Series 2025 - A Resolution of the Crested Butte Town Council Adopting Changes and Additions to the 2024 Budget and Appropriations Relative to the Utility Enterprise Fund and the Parks, Recreation and Trails Fund.

Staff Contact: Finance Director Kathy Ridgeway

Fenerty moved and Goldstone seconded a motion to approve Resolution No. 6, Series 2025. A roll call vote was taken with all voting, “Yes.” **Motion passed unanimously.**

2) Adoption of Climate Action Plan.

Staff Contact: Sustainability Coordinator Dannah Leeman Gore

Leeman Gore presented. There were Council questions and discussion. Donny Davol commented. Fenerty and Billick volunteered to serve on a subcommittee to continue to refine the Climate Action Plan.

3) Concerns Regarding the Lower Verzuh Proposal and the Need for the 2025 Corridor Plan and Possible Moratorium Request.

Staff Contact: Interim Community Development Director Mel Yemma

The Council agreed to the letter as reflected in the packet.

Fenerty moved and Magner seconded a motion to approve the letter. A roll call vote was taken with all voting, “Yes.” **Motion passed unanimously.**

4) Amended Memorandum of Understanding (MOU) between the Town of Crested Butte and the Town of Crested Butte Municipal Judge James McDonald – Item removed from the Consent Agenda.

Staff Contact: Town Clerk Lynelle Stanford

Magner explained what additional information was requested from Judge McDonald.

COUNCIL REPORTS AND COMMITTEE UPDATES

Billick updated.

OTHER BUSINESS TO COME BEFORE THE COUNCIL

The Council determined that advertising should continue for the position of Deputy Marshal.

DISCUSSION OF SCHEDULING FUTURE WORK SESSION TOPICS AND COUNCIL MEETING SCHEDULE

- Monday, April 7, 2025 - 5:00PM Work Session - 7:00PM Regular Council
- Monday, April 21, 2025 - 6:00PM Work Session - 7:00PM Regular Council
- Monday, May 5, 2025 - 6:00PM Work Session - 7:00PM Regular Council

ADJOURNMENT

Mayor Billick adjourned the meeting at 9:51PM.

Ian Billick, Mayor

Lynelle Stanford, Town Clerk (SEAL)



Staff Report

April 7, 2025

To: Mayor and Town Council

Prepared By: Shea Earley, Public Works Director

Thru: Dara MacDonald, Town Manager

Subject: **Award of Block 80 Waterline Improvements 2025 Contract to Dietrich Dirtworks**

Summary:

In the February 20th and 27th editions of the Crested Butte News Paper, the Town of Crested Butte published a Request for Proposal for the Block 80 Waterline Improvements 2025 (Project). The project includes extension of a water main from Block 79 to the public and affordable lots on Block 80, providing adequate sizing for fire suppression and maximum residential density. Bids were received by the Public Works Department until 2:00 PM on Thursday, March 13th, 2025, at which time they were opened and publicly read aloud. The Town received a bid proposal from one contractor:

Dietrich Dirtworks and Construction.

Bids were reviewed by the Public Works Department and JVA inc.

Previous Council Action:

On April 1, 2024, the Council approved pursuit of a More Housing Now grant through the Division of Local Affairs (DOLA) to help fund water/sewer taps and utility infrastructure for the Paradise Park Workforce Rental project. On April 15, 2024, the Council approved Ordinance 3 Series 2024 supporting the Certificate of Participation to finance the Paradise Park Workforce Rental project, which included the cost of the utility infrastructure discussed in this staff report.

Background:

The project area is located within the 10th street Right of Way and Lots 1, 2 and 3 of Block 80 of the Paradise Park Subdivision. See **Attachment A**.

In 2016, the Town installed the water and sewer infrastructure for Paradise Park, at which time fire suppression systems were not required in duplex or triplex units. Unfortunately, due to current code requirements, the existing services require replacement to support fire suppression. This project scope includes removal and replacement of existing water services across Tenth Street, and northward along the east edge of Tenth Street. The proposed water utilities will connect to the

existing water main where Tenth Street meets the Alley, and will provide both domestic and fire service to Lots 1, 2 and 3. In order to complete this work, an open-cut trench across Tenth Street is required. This will involve removal and replacement of asphalt pavement and concrete curb and gutter, as well as replacement of subsurface geotextile.

Financial Impact:

Dietrich Dirtworks Construction's bid was for a total lump sum of \$113,226.00. The project was budgeted as part of the Paradise Park Workforce Housing and Water Infrastructure Project. In addition, the Town received a grant from DOLA More Housing Now Grant to cover 80% of the construction costs for the water main extension. The Paradise Park budget includes the Town's 20% match contribution.

Estimated total construction costs for this project based on inclusion of the bid, 10% contingency, and 10% for engineering services during construction (Geotech, Construction Admin, etc.) are as follows:

Bid	\$ 113,226
10% Contingency	\$ 11,323
Total	\$ 124,549
DOLA Grant (80%)	\$ 93,411
Town Match (20%)	\$ 31,137

Legal Review:

The Town Attorney has reviewed the contract documents for the project.

Recommendation:

Staff recommends awarding the Block 80 Waterline Improvements Project 2025 contract to the apparent low bidder, Dietrich Dirtworks Construction.

Proposed Motion:

A Council member should make a "motion to award the Block 80 Waterline Improvement Project 2025 to Dietrich Dirtworks Construction and authorize the Public Works Director to utilize up to \$135,871.20 for the project" followed by a second and roll call vote.



Staff Report
April 7, 2025

To: Mayor and Town Council

Prepared By: Dannah Leeman Gore, Sustainability Coordinator

Subject: Readiness for Electric Vehicles Plan: Mt. Crested Butte/Crested Butte (REV Plan) Adoption

Summary:

The purpose of this staff report is to provide Town Council with the most recent version of the Readiness for Electric Vehicles Plan: Mt. Crested Butte/Crested Butte (here forth referred to as the REV Plan) following revisions from the regular Town Council meeting on March 3, 2025. Town Council should consider adopting the REV Plan as part of the consent agenda.

Background:

What is a REV Plan?

The REV Plan is a guiding, strategic document that outlines goals and strategies to support an expected increase in regional and visitor EV adoption and inform planners of data points such as: anticipated EV adoption over time, public charging utilization rates and origin of EV drivers, barriers to adopting EVs, strategies to accommodate EV drivers and EV infrastructure, and potential funding sources. The purpose and goals of this plan are:

- **Purpose:** “...to complement regional low-carbon transportation strategies and align with a “park once, then walk, roll, bus, or bike” mentality that is supported by robust public transit services and bicycle infrastructure. However, the reality of living in or visiting mountain communities is that, sometimes, a vehicle is necessary. The purpose of this plan is to ensure that when driving a vehicle is unavoidable, our communities will have the infrastructure, policy, and knowledge to allow that vehicle to be all-electric.”
- **Goal:** The Towns of Mt. Crested Butte and Crested Butte will lead by example in advancing electric vehicle readiness and align with Colorado’s ambitious EV goals. The Towns will prepare for widespread EV adoption by improving the accessibility and convenience of EV ownership and use for community members, fleets, and visitors. EV readiness efforts will be implemented in a way that complements regional low-carbon transportation strategies and meets the unique needs of the North Gunnison Valley.

Why is the Town participating in this plan?

Marketing and sales of electric vehicles are increasing. Despite the federal administration change and sudden policy shifts, the state of Colorado has a 2023 Colorado Electric Vehicle Plan that

includes a target of 940,000 light duty EVs on the road by 2030. Additionally, the Colorado Clean Cars standard, enacted in 2023, requires that EVs must make up 82% of dealer lots by 2032. In the fourth quarter of 2024, 32% of all new light-duty vehicles sold in Colorado were EVs (Colorado Auto Dealers Association, October 2024), up from 28% in the third quarter of 2024.

In November of 2023, the Town of Mt. Crested Butte (“Mt. Crested Butte”) approached the Town of Crested Butte (the “Town”) to engage in a joint, “North Valley” Electric Vehicle (EV) Readiness Plan, as Mt. Crested Butte was preparing to identify both fleet electrification and public charging strategies for their jurisdiction.

The Town of Crested Butte has two strategic goals in existing plans that support the jurisdictional collaboration of this plan:

- **2019 Climate Action Plan:**
 - o “Increase electric vehicle (EV) adoption through education, charging stations, and prioritized parking”
- **Transportation Mobility Plan (TMP):**
 - o “Incentivize electric vehicle chargers at trip origins”
 - o “Provide space for future public charging needs”

The Town already has an established ethos and strategy for addressing traffic and electric vehicles in our community through the TMP. More broadly, the Town is seeking to retain a “park once” environment, meaning that if someone drives here, the hope is that folks may walk, bike, bus, or roll to additional destinations. The TMP also instructs the town to consider incentivizing EV charging infrastructure at “origin” destinations to facilitate home or short-term rental charging rather than dedicating public space and funding to installing additional chargers, as at-home charging is likely to dominate EV charging needs in the future. Mt. Crested Butte is an “origin” destination for Crested Butte. Many of our visitors, who drive a significant portion of EV traffic in the northern Gunnison valley, stay in Mt. Crested Butte during their visit. Staff felt it was critical and prudent to collaborate on a regional strategy to address the forecasted increase in EV traffic and meet the unique needs of the northern Gunnison valley rather than risk the two communities having widely different EV approaches.

Previous Council Action:

During the March 3, 2025, regular Council Meeting, Council members shared a few comments on the REV plan:

- Council members had concerns with Action C6, which was a commitment to explore integration of renewable energy that would offset on-site EV charger energy use. Council recommended converting this action to supporting EV infrastructure at park and ride locations.
- Action M4 of the plan regarding the electric conversion of the school fleet should be combined with action M3 to incorporate a more regional transportation focus and avoid specifically addressing the school district’s transportation needs.
- One Council member requested including “scenic byways” as part of EV tourism outreach strategies.

REV Plan Updates:

Based on Town Council feedback from the March 3, 2025, meeting, staff have incorporated the following changes:

- Action C6 – revised to “support EV charging at regional park and ride locations” from “explore renewable energy integration with EV chargers”
- Action O2 – “Collaborate on EV tourism marketing”. The description now incorporates scenic byways as part of any EV tourism marketing strategies.
- Action M3 – “Explore with regional transit partners feasibility of electrifying transit and micro transit”. Description has been updated to include exploring the feasibility of electrifying the school districts fleet in addition to regional transportation authorities. Action M4, which specifically addressed school fleet electrification, has been removed throughout the plan.

Mt. Crested Butte’s Town Council is scheduled to adopt this plan at their April 1 regular Town Council Meeting.

Climate Impact:

EVs improve local, street-level air quality because of their low-to-no tailpipe emissions. The decrease in emissions from EV conversion and EV charging will continue to compound as Tri-state continues to reduce carbon emissions with electricity generation to 2030.

Financial Impact:

The total cost of this project is \$38,839.50. The Towns received grant funding in the amount of \$28,877.00 through the CEO Local Government Electric Vehicle Readiness Planning Grant program. The remaining \$9,962.5 match requirement is shared equally between the two jurisdictions at \$4,981.25 each. Implementation costs will be evaluated as EV projects are identified through this plan and other regional planning efforts.

Recommendation:

A council member should make a motion, followed by a second, to adopt the Readiness for Electric Vehicles Plan: Mt. Crested Butte/Crested Butte as part of the consent agenda.

Attachments:

- Readiness for Electric Vehicles (REV) Plan: Mt. Crested Butte/Crested Butte



Staff Report

April 7, 2025

To: Mayor and Town Council

Thru: Dara MacDonald, Town Manager

From: Lynelle Stanford, Town Clerk

Subject: Crested Butte Art Market Special Event Application Closing the 1st and Elk Parking Lot on Sundays from June 16, 2025, to September 28, 2025, Except September 21, 2025, to Allow for the ARTumn Special Event.

Date: March 28, 2025

Summary:

Sakara Sullivan submitted the special event application for Crested Butte Art Market on behalf of Artists of Crested Butte. The Art Market is located within the 1st and Elk parking lot, which would be closed on Sundays, beginning June 16, 2025, through September 21, 2025, except for Sunday, September 21, 2025, to allow for the ARTumn special event. Vendors begin their set up at 8:00AM on Sundays, and the event would be broken down by 3:30PM each day.

The three ADA accessible parking spaces and the electric vehicle charging station would remain available for the duration of the closure of the remainder of the parking lot used for the event, as reflected in the diagram included in the packet. Accessibility to the parking lot would be maintained by keeping the staircase clear on both the sidewalk and on Elk Avenue with the cooperation of the organizers of the Farmers Market.

Recommendation:

To approve the Crested Butte Art Market special event application as part of the Consent Agenda.



Memorandum

To: Town Council

From: Dara MacDonald, Town Manager

Subject: Manager's Report

Date: April 7, 2025

Town Manager

- 1) Leadership People & Culture with Path Collective – We have kicked off the Town-wide effort to follow up on employee feedback in the 2024 Employee Experience Survey. It's designed to help us understand where our culture is today and where we want it to go—so we can keep doing what works and improve where it matters most. Staff have participated in the Collective Leadership survey and there will be two workshops in April to continue advancing this work. Our expected outcomes in 2025 include more clarity in performance expectations, opportunities for leadership development, a stronger workplace culture, and more employee support for resources and growth.
- 2) Matthew Schwarte v. Crested Butte et al - Following our filing of a Motion to Dismiss, the plaintiff elected to voluntarily dismiss their case entirely.
- 3) Case No. 21CW3021, Application of Mt. Emmons Mining Company – Please see the attached letter from the Town's water counsel, Scott Miller, regarding settlement of the latest diligence proceedings in this case. As Scott summarizes, the mining company has abandoned substantial water rights while the Town has agreed to lease them water from Lake Irwin for augmentation.

Sustainability

- 1) **2030 CAP Adoption** – Town staff held a subcommittee meeting on Friday, March 21, 2025, to discuss revisions to the 2030 Climate Action Plan following the March 17 Town Council Meeting. In addition to Town staff, three Council members and two Climate Action Plan committee members attended. Staff is revising the Climate Action Plan according to their recommendations and expects to return to Town Council with the plan for proposed adoption on April 21, 2025.
- 2) **Elective Pay Tax Credits** – Town received \$39,943.12 in Elective Pay Tax Credits (also known as "Direct Pay") for 2023 electric vehicle (EV) purchases. Staff will continue to work with Finance to

apply annually for these IRS tax credits for eligible Town renewable energy generation projects or EV purchases should these credits remain available.

- 3) **Oh Be Joyful Solar Array** – GCEA’s Board has approved the Oh Be Joyful Solar Array project to move forward. GCEA is now purchasing equipment for the site, and Outshine Solar and GCEA have agreed in principal to Outshine Solar acting as the general contractor. GCEA will own and operate the array following construction completion. Project timelines are developing, but GCEA assured staff they are moving “as fast as possible” to construct the array. Staff will continue to provide updates to Council as this project progresses.
- 4) **Staff Maternity Leave** – Sustainability Coordinator Dannah Leeman Gore is expected to go on maternity leave on or around May 13, 2025, and will return to work approximately mid-August. Please note this extended absence and plan accordingly.

Public Works

- 1) Town Hall construction project update – The interior remodel is progressing with completion of the rough-in electrical inspections and installation of drywall in the newly partitioned offices. Painting is scheduled the week of March 31st with electrical trim to follow. The project is still anticipated to be complete the first half of May.

The Town has also contracted with a second contractor to perform some sorely needed maintenance on the exterior brick of Town Hall, as well as the replacement of the two bay windows on each stairwell. Both the refurbishment of the brick and replacement of the bay windows are required maintenance projects aimed at increasing the efficiency and/or longevity of the facility.

- 2) Source Water Protection Projects - The Town has two significant source water protection planning projects this year. First, the Wildfire Ready Action Plan (WRAP) looks to proactively mitigate and respond to wildfire threats through the identification and preliminary development of cost-effective actions and investments to help protect the Town’s drinking water supply and the greater Coal Creek Watershed. Second, the Town is developing the second phase of the Alternate Source Water Feasibility Project. This project looks to analyze the viability of installing a well field within the Slate River drainage, which would act as a secondary water source. In October of 2024, the Town recieved a \$150,000 grant from CWCB for the WRAP. In March 2025, the Town was awarded \$342,000 from the CWCB Water Plan Grant for the Alternate Source Water Project.
- 3) Whetstone Update – Starting the week of March 31st, the County’s contractor will begin construction of the off-site portion of the Whetstone Utilities. Based on initial construction schedules, work is to commence near the County shops and move south towards the Slate River, along the west side of SH135. This portion of the installation is estimated to take the better part of April and May.

Marshals

- 1) No updates

Parks, Recreation, Open Space and Trails

- 1) Parks Manager Jack Morgan, and Park Leads Dylan Bova and Tom Savini attended an irrigation tradeshow and training in Grand Junction on March 18th. They were able to learn from Rainbird experts on best practices and equipment to best meet the Town's needs.
- 2) The PROST Plan kick-off is scheduled for Monday, April 7th with the Advisory Committee and SE Group. The community engagement portion of the plan will begin this summer.
- 3) Mountain Pine Beetle Update from Mike Tarantino, CO State Forester:
 - Temperatures under the tree bark between -13F and -30F have been correlated with MPB mortality.
 - MPB phenology dictates this range of lethal temperatures, meaning certain populations are better adapted to withstand cold temperatures than others.
 - Mid-winter instars (life-stages) produce glycol, a natural antifreeze, that minimizes the impacts of extreme cold temperatures in December, January and February.
 - Dramatic temperature drops in autumn and spring can result in the death of a significant number of individuals.

In summary, certain populations of mountain pine beetle may have been affected by temperatures this winter. It is possible that the below freezing temperatures in November, following the winter storm around Thanksgiving, may have had a bigger impact on pine beetle populations than the extreme cold we experienced in January. The CSFS has ongoing trapping and surveying projects to monitor insect activity, we will be interested to see if we detect any downward population trends following this winter.

Community Development

- 1) **Professional Development:** Mel Yemma and Jessie Earley attended the National Planning Conference, hosted by the American Planning Association, in Denver from March 29 – April 1.
- 2) **Guidelines Update and Paradise Park Tenant Selection Plan:** Rather than updating the Affordable Housing Guidelines to encompass the policies and procedures for the Paradise Park Workforce Rental project, staff is modifying the approach for guiding documents. The Paradise Park project will be operated under a Tenant Selection Plan, which will provide policies and procedures, such as application, qualification, lottery and lease up, for the project that are specific to its operation as a rental project with state funding sources. This change protects against the potential for conflicts within the larger Guidelines and homeownership programs, streamlines administration by property management, and given staffing constraints, allows for adoption timing that aligns with lottery and lease up for the next phase of units. The Tenant Selection Plan will be presented to Council to review and discuss on April 21st and for consideration of adoption by resolution on May 5th. An update to the Guidelines will be subsequent to the adoption of the Tenant Selection Plan.
- 3) **Paradise Park Update:** Temporary certificates of occupancy (TCO) have been issued on six units with three more units on schedule to achieve TCOs by the end of April. The two units are anticipated to achieve TCO by the end of June and construction will start on the final triplex on the east side of 10th Street in coming weeks.

Two of the original nine households selected at the lottery relinquished their units. The first position waitlisted households on the two-bedroom and three-bedroom units confirmed interest and are working through preleasing. Assuming both households pass background checks, all units of the first phase of nine units will be occupied by mid-May. Staff anticipates opening the application window for the next two after adoption May of the Tenant Selection Plan with the lottery in early June.

- 4) **Community Plan Update:** The Community Plan feedback survey will close at 5 p.m. on April 3. In addition to collecting survey responses, staff has actively engaged the community through various outreach efforts. These include hosting an Open House at the Center for the Arts, which drew approximately 50 participants ([view the presentation recording here](#)), convening a focus group with architects, designers, contractors, and builders with 8 participants ([view the recording here](#)), meeting with the Friday Afternoon Club, and holding individual feedback sessions with large property owners and developers. Staff continues to respond to email inquiries and comments.

The Advisory Committee will meet on April 10 to review community input and discuss potential refinements to the draft plan. Staff will then present feedback and proposed revisions to the Town Council on May 5, followed by a refined draft for review on May 19.

Town Clerk

- 1) The application deadline for parklets is April 1, 2025. So far, most businesses that utilized parklet spaces in previous years have applied for 2025. The next step will be to work with GIS to develop a parklet map that will allow special events such as the Farmers Market and Arts Festival to advance their event planning.
- 2) Staff met with Heather Leonard from the Chamber to discuss 4th of July. The plan, specifically the water fight location at Big Mine, is largely staying the same, with Heather working on some additional enhancements.
- 3) The Pepitas in the USA food truck will return to the Four Way this spring/summer. Interest has been expressed by multiple food truck vendors for vending space at the Four Way; however, none has received approval from the Gunnison County Health Department. Two cart/booth applicants have filed applications to vend at the Four Way: Log Dawgs and the Burrito Bike. There is space at the Four Way for three cart/booth vendors.
- 4) CB State of Mind submitted a special event application for the Green Light Campaign – 5th Annual Gunnison Valley Mental Health Awareness Month, to wrap the lamp posts on Elk Avenue with green lights, from March 30, 2025, to May 1, 2025. The application will be approved administratively.

Finance/HR/IT

- 1) February Preliminary Revenue report

TOWN SALES TAX FEBRUARY 2025								
Business Category	Total Amount 2025	Total Amount 2024	\$ Diff	% Diff	YTD 2025	YTD 2024	\$ Diff	% Diff
BARS/REST	208,106	204,337	3,769	1.84%	387,860	374,969	12,891	3.44%
ECOMMERCE	17,963	18,514	(551)	-2.98%	48,356	41,519	6,837	16.47%
GROCERY	68,426	71,509	(3,083)	-4.31%	134,441	144,925	(10,484)	-7.23%
RETAIL	100,113	97,150	2,963	3.05%	192,613	184,275	8,338	4.52%
RETAIL:MMJ	10,784	10,982	(198)	-1.80%	21,692	24,082	(2,390)	-9.93%
LODGING	79,093	84,092	(4,998)	-5.94%	154,092	151,491	2,601	1.72%
CONST/HRDWR/AUTO	33,081	27,858	5,223	18.75%	70,344	67,022	3,322	4.96%
SERVICE	30,312	30,845	(533)	-1.73%	63,258	64,548	(1,290)	-2.00%
Grand Total	547,878	545,288	2,591	0.5%	1,072,656	1,052,831	19,825	1.9%
OTHER REVENUE SOURCES								
Vacation Rental Excise Tax	83,542	87,952	(4,409)	-5.0%	169,347	172,318	(2,971)	-1.7%
Tobacco & Nicotine Tax	16,296	15,851	445	2.8%	32,407	32,669	(262)	-0.8%
RETT	90,750	36,000	54,750	152.1%	622,901	122,205	500,696	409.7%
Carry Out Bag Fee	453	630	(176)	-28.0%	888	1,232	(344)	-27.9%
prepared 3.31.25								

Upcoming Meetings or Events Council may choose to attend

May 14, Joint meeting with Town of Mt Crested Butte to discuss Mountain Express 2026 operations

May 17, Town Clean-up, Meet at the 4-Way

June 6, Town Picnic, Rainbow Park

Upcoming Agenda Items

See attached **draft** list of upcoming Council agenda topics

* As always, please let me know if you have any questions or concerns. You may also directly contact department directors with questions as well.



March 31, 2025

To: Crested Butte Town Council

From: Jillian Liebl, Executive Director of the Center for the Arts

Subject: Public-Private Partnership between the Center for the Arts and Town of Crested Butte

Summary:

After the work session on February 3, 2025, Council invited the Center to return and report back on specific questions regarding transferring title of the Center for the Arts facility from the Town to the Center. Title transfer of improvements the Center built (and those we may build in the future) will allow the Center to better leverage private donations to: 1) maintain the current facility, and 2) increase programming and eventually construct a new facility on the site of the original Center for the Arts.

What problems are we trying to solve?

To help identify the best partnership moving forward, Mayor Billick encouraged the Council and Center to consider what problems we are each trying to solve.

The Center for the Arts is trying to solve the following problem:

How can we attract consistent funding, ensuring long-term financial stability to:

1. Deliver our mission,
2. Support community needs,
3. Maintain the facility/facilities in perpetuity, and
4. Make sustainable progress toward redevelopment of the original Center facility?

After listening to the Council and staff discussion and questions, as well as those of other community members, **we heard the Town articulate these problems:**

1. How can we protect a public asset and ensure it meets community needs now and long in the future?
2. How can we mobilize philanthropy in support of the community?

3. What should the Town's role be in managing the Center for the Arts property?

To help answer these questions, Council requested that the Center return to report on the following topics:

1. Examples of other performing arts center public-private partnerships
 2. Donors' willingness to support current facility and future expansion
 3. Financial impact of title transfer on the Center
 4. How can the Town be a good partner?
-

Other performing arts center public-private partnerships

We spoke to the following leaders and performing arts organizations in our region who have extensive experience with a variety of public-private partnership structures regionally and nationally:

- The Arts Campus at Willits (TACAW), Basalt, CO
- The Center for the Arts, Jackson, WY
- Gerald R. Ford Amphitheater (Vail Valley Foundation), Vail, CO
- Mia Vlaar, Director of Economic Development, Town of Vail
- Wheeler Opera House, Aspen, CO (the current ED formerly ran NYU's Skirball Center for the Performing Arts)
- Silverthorne Performing Arts Center (Theatre SilCo), Silverthorne, CO
- Dairy Arts Center, Boulder, CO
- Vilar Performing Arts Center (Vail Valley Foundation), Beaver Creek, CO
- Palm Theatre, Telluride, CO
- Ah Haa School for the Arts, Telluride, CO (the current ED formerly ran multiple higher education PACs including at Stanford and University of Maryland)
- Gene Sobczak, former CEO of Colorado Symphony Orchestra and Arvada Center for the Arts and Humanities
- Josh Blanchard, Director of Colorado Creative Industries (part of OEDIT)

Each of these leaders and organizations have different experiences with arts facility public-private partnerships, but none were aware of an arrangement like Crested Butte's. Of these institutions, there are three we can look to as case studies:

- The Arts Campus at Willits (TACAW), Basalt, CO - built 2021
- The Center for the Arts (The Center), Jackson, WY - built 2004
- Gerald R. Ford Amphitheater (The Amp), Vail, CO - built 1987

These performing arts centers share the following basic partnership structure:

1. The municipality owns the land.

2. The nonprofit fundraised for, built, and owns the improvements.
3. The nonprofit has sole responsibility for operating and maintaining the facility.

Leaders from these three communities indicated that they have not experienced problems with the ownership structure. Please see attached letters from Basalt and Jackson.

Key Lease Terms

An analysis of these organizations' land leases reveals terms that: protect the facilities' use for public benefit in perpetuity; allow the nonprofits to borrow against their facilities as an emergency financial tool; provide for reporting and transparency; and revert the facility back to public ownership in the event of lease termination or surrender.

1. **Use of Premises.** All three organizations are required to use the improvements for a specific purpose or purposes.
 - **TACAW:** "The use of the Premises as a performing arts campus is a requirement of this lease, and the Tenant's failure to utilize the Premises for this purpose shall constitute a default in the Tenant's obligations pursuant to this Lease. The Tenant shall allow the RE-1 School District to have at least three performances per year at the Building including two rehearsals for each event for a fee to cover all reasonable associated costs."
 - **The Amp:** The Foundation may only use the property for maintenance and operation of the Amphitheater and for uses that include concerts, performances, dance, lectures, classes, and other events of community interest. Private functions are permitted provided they are compatible with the community's values.
 - **The Center, Jackson:** "...Lessee shall utilize the Leased Premises and Building Improvements primarily for the benefit of the public and at all times for legally permissible purposes. The leased Premises and Building Improvements shall be used primarily for the study and presentation of performing and fine arts and developing public interest and participation therein, and for public auditorium, civic center and community meeting facilities purposes in conjunction with governmental or educational agencies or community organizations."
2. **Encumbrance and Assignment.** All three organizations are allowed to encumber the improvements but must seek permission from the municipality first.
 - **TACAW:** "Tenant shall not let, sublet, transfer, assign, or otherwise in any way alienate, encumber or suffer the Premises, or any part of portion thereof, to be used by others without the prior written approval of the Landlord which may be granted or denied in the Landlord's sole subjective discretion."

- **The Amp:** This lease cannot be transferred or subleased without the Town's prior written consent. However, it may be assigned specifically for securing financing for property improvements, subject to the Town's approval of the assignment terms. The Foundation is responsible for funding and repaying any loans used for construction on the property. Additionally, the Foundation agrees to protect and reimburse the Town against any liability arising from failure to repay such loans.
 - **The Center, Jackson:** "Except as set forth herein, Lessee shall not assign, mortgage, hypothecate, transfer or otherwise encumber the Leased Premises, the Building Improvements, this Lease or any interest therein, without the written consent of the Lessor in each instance."
3. **Reporting and Public Transparency.** All three organizations are required to provide some level of regular reporting and the municipalities all retain some amount of oversight and control.
- **TACAW:** "The Landlord entered into this Lease Agreement with the Tenant as a result of the Social Capital and Community Benefits to be provided to the Basalt Community. In order to further mutual goals, the Tenant agrees to meet with the Landlord at least once a year at the Landlord's request to review how the Tenant is furthering the goals of the Town of Basalt to increase vitality in the Town of Basalt area and make the objectives of the Performing Arts Campus available to all citizens and tourists in the Basalt area. The Tenant also agrees to provide financial information to the Landlord including yearly revenues, expenditures and fund balances in a building maintenance and capital repairs fund."
 - **The Amp:** The Town may appoint a representative of its choice to serve on the Vail Valley Foundation committee responsible for planning and scheduling events at the amphitheater. Additionally, each year throughout the lease term and any extensions, the Foundation must submit its financial statement to the Town, including balance sheets, profit and loss statements, and designated endowment funds.
 - **The Center, Jackson:** "...Lessee shall provide to Lessors annually a report detailing the activities at The Center for the previous fiscal year (the 'Annual Report'). The Annual Report shall include the program of rents, admissions, fees and charges collected by Lessee over the prior fiscal year together with the general program of scheduling and uses of the Leased Premises by Lessee and those of its lawful sub lessees over the prior fiscal year. The Annual Report shall also include a summary of the amount of the number of events held by Private Profitable Users and Private Not-for-Profit Users versus the total number of events held at the Center in each fiscal year."

4. Termination and Surrender. In the event of lease termination, each of these facilities revert to public ownership.

- **TACAW:** “Upon termination of this Lease Agreement, whether based upon its expiration, lease violation, abandonment, mutual agreement or otherwise, the Building and any other improvements attached to the Land shall automatically and without additional consideration become the property of the Landlord. Tenant shall, at that time, deliver to Landlord a Bargain and Sale Deed conveying any interest Tenant has in the Premises, Building and the property.”
- **The Amp:** Upon the lease's expiration, the Foundation must transfer possession of the property, along with all improvements, including any furnishings, fixtures, and equipment it has installed, to the Town.
- **The Center, Jackson:** “Upon termination of this Lease, all Building Improvements (other than movable furniture and movable trade and theater fixtures...) shall transfer to Lessors to be held by Lessors thereafter for the benefit of the citizens of the Town of Jackson and Teton County. Upon termination of this Lease for any reason, any additional improvements to the Leased Premises constructed after the Effective Date hereof...shall transfer to Lessors to be held by Lessors thereafter for the benefit of the citizens of the Town of Jackson and Teton County.”

Philanthropy for Public Good

The Center relies on philanthropy to deliver our mission, which includes providing reduced-rate facility use for local groups and nonprofits, and creating community access to the arts with free and low-cost programs and events. As mentioned previously and in the letters from both TACAW and The Center in Jackson, private donors are unlikely to make significant, long-range gifts unless the Center and Town restructure our public-private partnership.

Town Council asked the following questions to better understand this need.

1. Are there other instruments of financial stability that would be satisfactory?

At this time, no other financial structures would provide the same level of stability as transferring ownership of the facility to the Center for the Arts. While we have heard suggestions that the Town take a more active role in maintaining the facility it owns, or even explore tax or bond measures to support the arts in Crested Butte, these measures are speculative and likely unachievable anytime soon.

In contrast, transferring ownership to the Center would unlock \$1 million in immediate

debt relief and create an opportunity to fundraise for a working capital fund, directly strengthening the organization's financial position in the near term (see financial impact data below). Additionally, ownership would allow the Center to secure long-term funding and financing options that are currently unavailable under Town ownership. TACAW and the Center in Jackson both have agreements that allow financial autonomy while ensuring community oversight; both of those facilities are currently used as collateral for construction loans secured after receiving municipal approval.

2. Would previous top donors participate in another campaign?

Yes. At least five of the top 10 donors to the original capital campaign have expressed willingness to support another fundraising initiative. However, they have made it clear that this support is contingent upon the Center owning the building.

3. Why are philanthropists reluctant to make gifts while the Town owns the building?

When private donors make gifts to nonprofit organizations, they do so with the confidence that their contributions will be stewarded in accordance with donor restrictions, thereby building trust and long-term support. Private donors want to give their restricted gifts to a chosen entity that is legally required to honor the intent of the gift. When the Town owns the facility, these capital gifts are effectively supporting the entity of the Town of Crested Butte, not the nonprofit.

When questions arise about whether the Town might repurpose the building in the future, it creates uncertainty and weakens donor confidence. Philanthropists often give to create a legacy and want to ensure that their gifts remain dedicated to the intended purpose. Without such a guarantee, many donors will hesitate to participate in capital funding and legacy giving (e.g. for an endowment or planned giving).

Furthermore, donors recognize that ownership of the facility is critical to the Center's long-term viability. The ability to own, borrow against, and invest in the property ensures the organization's ability to sustain itself without continual emergency fundraising efforts. Without ownership, the Center remains financially vulnerable, deterring both immediate and future contributions.

Financial impact of title transfer

Financial stability protects our community asset and ensures it is used for its intended purpose in perpetuity. Title transfer of the Center's facility represents a path to this stability, offering immediate and long-term benefits.

- **Immediate Benefits:** If completed, title transfer would provide \$1 million in immediate debt relief, freeing up approximately \$140,000 in cash each year over the next decade, a total savings of \$1.4 million. This would allow for reinvestment in programming and

infrastructure, and ultimately support a trend toward a modestly cash-positive budget, allowing the Center to build capital reserves that act as a safeguard against variable economic conditions.

- **Long-Term Benefits:** More broadly, title transfer is necessary to deliver the Center's mission long-term. The Center is responsible for all liability insurance, utilities, and maintenance of both the new facility and the shuttered old building, at a cost of \$300k annually as of fiscal year 2024, not inclusive of staffing. Capital planning indicates an increase of 6% annually over the next ten years as the facilities age. This conservative estimate projects around \$500k in annual building maintenance costs by 2035. However, we anticipate that our revenue will only increase by 2% annually under our current ownership structure, leaving a gap.

The best way to fill that gap is through long-term philanthropic gifts. However, our current structure has stalled legacy giving (in which individuals direct money to nonprofits in their wills) and the establishment of an endowment to provide ongoing support for building maintenance.

Additionally, title transfer would also enable the eventual planning and construction of Phase II of the Center campus. We cannot fundraise for Phase II without title transfer.

The Center has faced significant financial pressure in recent years, including a significant drop in liquidity in the last fiscal year. However, we have demonstrated strong fundraising capacity and financial resilience through strategic debt restructuring and successful donor and community engagement, bringing our capital reserves back to a positive trend. **To remain viable and continue to steward our facility as a public amenity, the Center needs to be able to fundraise as effectively as possible.** We have already significantly cut expenses to minimal levels. The only other option to drive higher revenues is through increased ticket and rental fee pricing, which is not practicable; doing so would strain accessibility and contradict our community-focused mission.

Title transfer is a transformative opportunity which we estimate could have a \$12 million total potential impact in operating, endowment, and capital contributions. It addresses critical financial needs, unlocks donor-restricted assets, enables legacy planning, and ensures the Center's continued service to the community. Without it, the Center risks uncertain financial health, along with a missed opportunity to fulfill our mission at the scale and permanence our community deserves.

How can Town be a good partner?

The Town has indicated that the current ownership structure is working for the Town—but it is not working for the Center. We ask the Town to work with us as a partner to address growing community needs.

Thanks to generous investment from the Town and private donors, the Center for the Arts provides vital community services. To fully realize this investment's potential, we need a sustainable financial structure. Comparable municipalities have successfully addressed similar challenges, offering clear models for success.

Without a transfer of facility ownership to the Center—or the Town assuming maintenance responsibilities—the growing financial deficit will become unsustainable. Without long-term stability to attract major donors, rising maintenance costs will force us to redirect operating funds away from programming and staff. At some point, this could jeopardize the Center's ability to operate, potentially leaving the Town to assume responsibility in an emergency.

Securing ownership would unlock private funding for maintenance and future capital campaigns, ensuring long-term viability. The Town made a critical investment in constructing the new Center; now, we ask for continued partnership to secure its future as a growing asset, not a potential financial burden.

By restructuring our partnership, we can strengthen the Center's financial position while answering the Town's questions regarding ensuring the facility remains a well-maintained community asset. Proven legal mechanisms from other communities offer a path forward, such as:

- Use restrictions to guarantee nonprofit arts, cultural, community, and educational purposes.
- Oversight frameworks to align with community priorities.
- A maintenance funding agreement to ensure facility upkeep.
- Town Council approval for any future financial leveraging of the property.
- Reversion to Town ownership if the lease is ever terminated.

We look forward to continued collaboration with the Town to address key considerations and shape a partnership that secures the success of this community asset for generations to come.

Questions for Council:

1. Is the Council open to considering a transfer of the title under the conditions suggested above?
2. If so, is the Council open to directing the Town Attorney to draft deed restrictions and lease terms or identify potential issues or roadblocks?
3. What is the timeline for this process?