



# **Town of Crested Butte**

## **Facilities Use Plan**

Adopted by the Crested Butte  
Town Council on June 20, 2023



# Acknowledgments

## Crested Butte Town Council

Ian Billick, Mayor  
Jason MacMillan, Mayor Pro-Tem  
Anna Fenerty  
Beth Goldstone  
Chris Haver  
Gabi Prochaska  
Mallika Magner

## Facilities Plan Advisory Committee

Dara MacDonald, Town Manager  
Jeff Black, Facilities Manager  
Mel Yemma, AICP, Long-Range Planner  
Nick Catmur, Planner I  
Shea Earley, Public Works Director  
Troy Russ, Community Development Director

## Current Commercial Tenants of Town-Owned Properties

Crested Butte Arts Festival  
Crested Butte Center for the Arts  
Crested Butte Fire Protection District  
Crested Butte Land Trust  
Crested Butte Mountain Theatre  
Crested Butte Nordic

## Current Commercial Tenants of Town-Owned Properties (cont.)

Crested Butte Wildflower Festival  
Crested Butte/Mt. Crested Butte Chamber of Commerce  
Gunnison County Libraries  
Gunnison Valley Regional Housing Authority  
High Country Conservation Advocates  
KBUT Community Radio  
Mountain Express  
Rocky Mountain Biological Laboratory  
Search & Rescue  
Stepping Stones Early Childcare Center  
West Elk Soccer Association

## Additional Participating Organizations

ICElab  
Mountain Roots Food Project  
Trailhead Children’s Museum

## Regional Partners

Crested Butte South Property Owners Association  
Gunnison County  
Gunnison County Health & Human Services  
Gunnison County Sheriff  
Town of Mt. Crested Butte

# Table of Contents

**Executive summary..... 4**  
The executive summary provides a high-level summary of this document.

**Introduction..... 6**  
The introduction provides an overview of the purpose, goals, and process of this plan, including an overview of how this plan follows the Crested Butte Community Compass framework.

**Crested Butte’s facilities today..... 10**  
This chapter provides a description of the Town’s facilities inventory, the scope of this plan, and a snapshot of how municipal and leased properties are used today.

**Facilities constraints & opportunities..... 18**  
This chapter summarizes constraints and opportunities of Town-owned facilities, which was gathered through the stakeholder engagement process of this plan. This chapter also identifies key community needs for the Town to consider supporting through its facilities.

**Looking to the future..... 28**  
This chapter identifies success measures for Town facilities going forward, which guide a conclusion of general facilities management recommendations and big picture facilities use strategies for Town Council to consider.

**Appendix..... [Available via link](#)**  
The appendix includes references, a comprehensive list of all Town-owned facilities, the Town’s policy for leasing non-residential property, and the three alternative facilities use strategies considered for this plan.



# Executive Summary



The Town of Crested Butte (Town) Facilities Use Plan is a long-range plan that guides the use and management for 18 of the most used Town's 65 facilities and three Town-owned vacant lots. Specifically, the plan:

1. Evaluates how the Town's existing facilities are used, serving the operational needs of the municipality and the greater community.
2. Identifies how the facilities' use and operation need to be modified to ensure they efficiently serve the expanding future needs need of the municipality.
3. Identifies the preferred strategy on how the Town will leverage the remaining facilities to support the needs of the greater community.

Guided by the Crested Butte Community Compass decision-making framework, this plan engaged with Town Staff, current tenants of Town-owned facilities, local organizations in need of facility space, and the Town's regional partners to solicit qualitative feedback regarding how the Town's facilities are used today. The plan evaluated what constraints and opportunities exist when it comes to municipal operations and community use, as well as identifies what community needs the Town could consider supporting through its excess facilities and vacant lots.

Stakeholder feedback was synthesized with the Community Compass values to create measures of success to manage Crested Butte's facilities and guide facilities use recommendations for the Town. This plan culminates in:

1. General facilities management recommendations to improve facilities management, energy efficiency and maintenance across the Town's full facilities portfolio (to be integrated into the Town's work plan over the next five years).
2. Specific short-term facilities capital improvements or moves to improve Town operations (within the next five years).
3. An overarching facilities use strategy to guide the Town's role of leveraging its facilities to support community needs (to guide facilities planning and developments going forward).

This Facilities Use Plan is the first step of strategically planning for Town-owned facilities use and management over the long-term. As qualitative study, this plan is intended to provide big picture guidance for future considerations of specific capital improvement budget considerations and facility development plans as the plan is implemented.



# Introduction



## What is the Facilities Use Plan?

The Town of Crested Butte (Town) Facilities Plan is a long-range plan that identifies facilities use and management recommendations for Town-owned facilities to inform the next 20 years of the Town's capital improvement planning, facilities maintenance planning, and non-municipal use of Town-owned facilities.

## Why did the Town create this plan?

The Town is in need of a Facilities Plan to guide management of their facilities inventory in a way that leverages resources to maximize services available to the Crested Butte Community.

The Town currently has an inventory of over 65 buildings ranging from administrative municipal use, water/wastewater operations, storage sheds, recreation facilities, historic structures, and leased residential and non-residential facilities. The Town's facilities inventory has grown significantly over time, yet a comprehensive facilities plan has never been developed, resulting in challenges with prioritizing use of each space, creating leasing structures, conducting capital improvement planning, and ongoing maintenance.



**Following the Crested Butte Community Compass:** The Town recently completed its new comprehensive plan, the Community Compass, which sets forth a 5-year strategic plan to guide Town Council priorities. Within the plan, the Town identified a goal of “enabling people who live and work here to thrive”, including a related strategy of “assessing the functionality of Town facilities and leveraging them to better meet the community's needs”. The adoption of the Community Compass identified the need and established the framework to conduct a facilities plan and associated analysis for the Town to better manage its resources and leverage them for community benefit.

## What is the goal of this plan?

The goals of this plan are to:

1. Evaluate how the Town's existing facilities can effectively and efficiently meet current and future municipal operational needs within the fiscal resources of the Town.
2. Identify ways the Town's surplus facilities could be leveraged to support needs of the greater community.



# How was this plan developed?

This plan was developed following the Community Compass 5-step decision-making framework to develop recommendations that are aligned with the goals and values of the Crested Butte Community.

- Step 1

**Understand the challenge and develop a goal statement**  
**This chapter** provides the background on the challenge, as well as the overarching goals of this plan, which was guided by the Community Compass strategic plan.
- Step 2

**Commit to a community engagement strategy**  
This next section outlines the community engagement strategy used to develop this plan, with the results of community feedback shared over the next two chapters of **Facilities Use Today** and **Constraints & Opportunities**.
- Step 3

**Develop success measures**  
Success measures were created by integrating community feedback with Crested Butte’s values of authentic, connected, accountable, and bold, which are outlined in the **Looking to the Future** chapter.
- Step 4

**Identify alternatives and filter through success measures**  
**Looking to the Future** additionally identifies facilities management recommendations and strategy alternatives, with a summary of how each alternative meets the agreed to success measures.
- Step 5

**Make decisions based on informed consent**  
After the draft document is reviewed for feedback, the Town Council will consider adopting this plan utilizing an informed consent model of decision-making.



# Community Engagement Commitment

This plan focused on targeted stakeholder engagement with the Town’s department heads, commercial tenants, organizations who have expressed a need or interest in space, and the Town’s regional partners to gather data and input to support development of this plan. This planning process occurred from January - May 2023, with the following phases:

- 1

**Project kickoff: Municipal operations constraints & opportunities** (January 2023)  
  
The first phase of this project included **interviews with Town department heads** to understand current needs and existing constraints when it comes to the Town’s current operations and anticipated future growth.  
  
Additionally, a facilities plan **advisory committee** comprised of the Town Manager, Community Development Staff, and Public Works/ Facilities staff was convened to meet monthly to check in on each phase of the process.  
  
Lastly, the first phase concluded with a **Town Council work session** to review and refine the challenge, goals, and process of this plan.
- 2

**Stakeholder engagement: Understanding facilities Use, constraints & opportunities** (February - March 2023)  
  
The second phase included a **survey** to all tenants of properties that the Town leases to quasi-governmental and non-profit organizations to understand their current use of the facility, anticipated growth, and their future opportunities and constraints. The survey also solicited feedback from local organizations that have a need for facility space.  
  
The survey was followed-up with **individual interviews** with tenants that have a unique lease arrangement with the Town, entities that were identified as potential community needs, and the Town’s regional partners to understand the regional context of Town facility use.  
  
The **advisory committee** continued to meet monthly to check in on the progress of the plan.
- 3

**Drafting, refining, and adopting the plan** (March - May 2023)  
  
The third phase included drafting this plan to document how Town-owned facilities are currently used, what constraints and opportunities were identified, what community needs the Town could consider supporting through facility use, as well as the success measures and alternatives for the future of Town-owned facilities.  
  
The draft plan was **first reviewed by the advisory committee and then shared for a feedback period** with all stakeholders who engaged in the process, as well as the general community, to solicit feedback and refine the plan into a final draft to present to the Town Council.  
  
Once reviewed and refined with feedback from the Town Council, the Facilities Use Plan was adopted by the Town Council on June 20, 2023, to inform facilities maintenance planning, as well as the Town’s capital improvement planning and budgeting.



# Crested Butte's Facilities Today



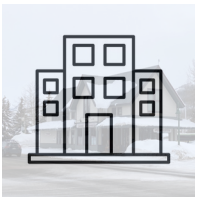
The Town currently has an inventory of over 65 buildings ranging from administrative municipal facilities, water/wastewater operations, storage sheds, recreation facilities, historic structures, and leased residential and non-residential facilities. A snapshot describing Town-owned facilities is shown on the next page. [A full list of all Town-owned facilities in relation to this map is documented in the appendix.](#)

## Facilities Snapshot

This scope of this Facilities Use Plan is focused on municipal operations buildings, commercial leased properties, and vacant lots acquired for development.



**Four Municipal Operations Facilities**



**13 Commercial Leased Properties**  
(with 23 leases)



**Three Vacant Lots**



**One Cemetery Chapel**

Planning processes and guidelines for the other categories of Town-owned facilities are additionally described below.



### Seven Enterprise Facilities

Enterprise facilities include the Town's water and wastewater operations, which are guided by the Enterprise Fund Master Plan that identifies needed infrastructure improvements for the next 20 years.



### Three Bus Stops

An analysis and improvements of bus stops in the Town will be evaluated as part of the Town's 2023 Transportation and Mobility Plan.



### Eight Pedestrian Bridges

The Town's pedestrian bridges are maintained by the Facilities division, which will additionally be evaluated for potential improvements through the 2023 Transportation and Mobility Plan.



### Three Public Restrooms

The Town owns and maintains three public restrooms that are not affiliated with a different facility (such as old Town Hall or the Transit Center).



### Seven Recreational Facilities

In addition to Crested Butte's parks, the Town owns seven recreational facilities ranging from pavilions to the Big Mine Ice Arena. This plan did not include an analysis of recreational facilities, which are anticipated to be a part of a 2024 Regional Parks, Recreation, Open Space, and Trails (PROST) Plan.



### 16 Storage Sheds

The Town owns and uses (to the brim) 16 storage sheds throughout the Town for municipal equipment, including streets and parks maintenance supplies.



### 12 Residential Buildings (19 units)

The Town owns 12 residential buildings (housing 19 units total) as part of its employee housing program. The employee housing program is governed by the employee housing guidelines, which are being updated in 2023.



## Municipal Operations Facilities



### (1) Town Hall

Town Hall houses the administrative offices of the Town and the Town Council Chambers. Additionally, Town Hall includes Jerry's Gym and community room spaces, which are used for recreational programming and meeting spaces. The following municipal departments are housed in Town Hall:

- Town Manager
- Finance/Administrative Services
- Town Clerk
- Community Development
- Parks, Recreation, Open Space & Trails (PROST) (Administrative Staff)
- Public Works (Administrative Staff)

### (2) Marshals' Office

The Marshals' Office houses the Marshals' department in half the building. The remainder of the building is leased to KBUT Community Radio.

### (3/4) Public Works Bays and Dyer Shop

The Public Works Bays include storage of streets/alleys maintenance equipment and vehicles. The Dyer Shop Houses the offices for the streets/alleys, vehicle maintenance divisions, and facilities divisions of Public Works, as well an office and break room for the Parks staff. The Dyer Shop additionally houses Public Works and Parks storage, as well as the vehicle maintenance shop.

## Commercial Leased Properties



The Town leases several facilities to quasi-governmental and non-profit agencies. The Town recently adopted a commercial lease policy, which sets standard lease terms and rates for office facilities, which is shown in the appendix on page 49. The lease policy also identifies organizations that have unique lease circumstances in exchange for the services they provide for the community and the type of facility they use. This category also includes the Cemetery Chapel as it has been identified as in need of developing guidelines on use and maintenance. The following breakdown identifies which organizations lease office space only, programming space, or operations space. \*Organizations indicate a unique lease arrangement.

Office Space Only	Programming Space (mixed office and programming)	Operational Space (mixed office and storage)
<b>(9) Old Rock Jail</b> <ul style="list-style-type: none"> <li>• Crested Butte Snowsports Foundation</li> </ul> <b>(11) 308 Third Street</b> <ul style="list-style-type: none"> <li>• Crested Butte Land Trust</li> <li>• Rocky Mountain Biological Laboratory</li> <li>• Gunnison Valley Mentors</li> <li>• Crested Butte Fire Protection District</li> <li>• Artists of Crested Butte</li> </ul> <b>(11) Visitor Center</b> <ul style="list-style-type: none"> <li>• West Elk Soccer Association</li> <li>• Crested Butte Arts Festival</li> </ul> <b>(15) Depot</b> <ul style="list-style-type: none"> <li>• High Country Conservation Advocates</li> <li>• Crested Butte Wildflower Festival</li> </ul>	<b>(7/8) Warming House and Cat Barn</b> <ul style="list-style-type: none"> <li>• Crested Butte Nordic* (Nordic/Ice Skate Center)</li> </ul> <b>(10) Old Town Hall</b> <ul style="list-style-type: none"> <li>• Crested Butte Mountain Theatre* (Theatre and event rental space)</li> <li>• Paragon Art Gallery (Artist co-op)</li> </ul> <b>(12) Fire Station (Pump Room)</b> <ul style="list-style-type: none"> <li>• Crested Butte School of Dance (Studio)</li> </ul> <b>(13) Old Rock Library</b> <ul style="list-style-type: none"> <li>• Gunnison County Libraries* (Public library)</li> </ul> <b>(14) Chamber</b> <ul style="list-style-type: none"> <li>• Crested Butte/Mt. Crested Butte Chamber of Commerce* (visitor center)</li> </ul> <b>(15) Center for the Arts</b> <ul style="list-style-type: none"> <li>• Crested Butte Center for the Arts* (Art center and event rental space)</li> </ul> <b>(16) Stepping Stones</b> <ul style="list-style-type: none"> <li>• Stepping Stones* (Early childhood education)</li> </ul>	<b>(5) Mountain Express</b> <ul style="list-style-type: none"> <li>• Mountain Express* (Bus barn and offices)</li> </ul> <b>(6) Search &amp; Rescue</b> <ul style="list-style-type: none"> <li>• Search &amp; Rescue* (Cache)</li> </ul> <b>(12) Fire Station</b> <ul style="list-style-type: none"> <li>• Crested Butte Fire Protection District* (Fire station and offices)</li> </ul>



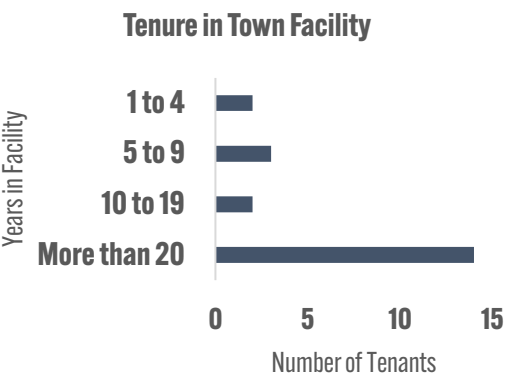
Commercial Leased Properties (cont.)

How are commercial leased properties being used today?

Current tenants of Town-owned facilities were engaged through a survey and interviews to understand how they currently use their rental spaces, as well as what constraints and opportunities they see with Town-owned facilities, which are documented in the next chapter. This section provides a snapshot of key use and patterns of commercial leased properties. Please note, Artists of Crested Butte, a tenant of 308 Third Street, did not participate in the survey.

How long have organizations been in the facility they are in today?

The majority of current tenants have been in their facility for over 20 years, indicating long-standing use of the space and limited turnover or opportunity for new organizations to use Town facilities.



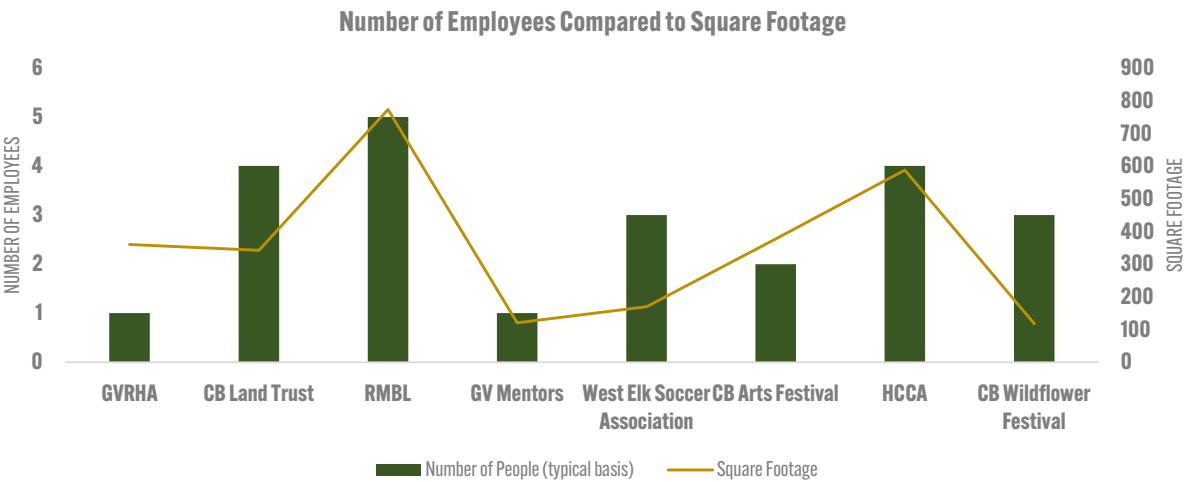
How are office only spaces used?

Offices are generally used year-round, with the exception of RMBL utilizing their office less in the summer and the Crested Butte wildflower festival utilizing their office less in the non-summer seasons.

Days in the office range from three to six days per week, with the majority of tenants utilizing their office four or five days per week.

Tenants were asked if the normalization of remote work impacted their use of the space and the majority indicated that it has not and they prefer to use the office. A few organizations allow employees to work from home occasionally whether one day per week, during the off-season, or to conduct online meetings.

Number of people in each office ranges from one to more than five, which was compared to the square footage of each office space.



How are programming spaces used?

Programming spaces are generally used yearround, with the exception of CB Nordic mainly operating in the winter and the Mountain Theatre and Chamber tapering off programming during the off-seasons.

Programming spaces range from being used three to seven days per week, with the majority operating seven days per week.

Each organization typically provides programming for the following numbers of people on a typical basis:

Organization Name	Number of People on Typical Basis
<b>KBUT Community Radio Station</b> KBUT Community Radio exists to enrich and unify the Gunnison Valley through information, entertainment and community involvement	1 to 10 for programs Broadcasts can reach 10,000
<b>Crested Butte Nordic</b> Crested Butte Nordic's mission is to provide individuals of all ages and abilities the opportunity to learn, enjoy and improve in the sports of cross-country skiing and snowshoeing.	26 to 50
<b>Crested Butte Mountain Theatre</b> The Crested Butte Mountain Theatre's mission is to entertain, educate, and enrich the Crested Butte community and greater Gunnison Valley by providing a well-balance theatrical season of high artistic quality.	101 to 250
<b>Paragon Art Gallery</b> The Paragon Art Gallery is an artist cooperative with a diverse membership of fourteen local artists and two rotating guest artist displays.	11 to 25
<b>Crested Butte School of Dance</b> The Crested Butte School of Dance is a community-based educational organization dedicated to fostering creativity, self-expression, and personal growth to people of all ages through professional dance instruction and performance opportunities.	101 to 250
<b>Gunnison County Libraries</b> Gunnison County Libraries strengthens our communities, our residents and visitors, by creating opportunities to connect, discover, imagine and learn.	101 to 250
<b>Crested Butte/Mt. Crested Butte Chamber of Commerce</b> The Crested Butte/Mt. Crested Butte Chamber of Commerce and visitor centers provide communication, event, and advocacy services for our members, our community, and our visitors.	5 - 300+ (depending on season)
<b>Center for the Arts Crested Butte</b> Center for the Arts strives to enrich and engage the community by fostering artistic expression and cultural experiences in Colorado's Upper East River Valley.	250 +
<b>Stepping Stones Children's Center</b> Stepping Stones' mission is to provide a positive, explorative and child-centered environment that promotes creativity, inner-discipline, independence, problem-solving skills, and positive relationships with peers and caregivers.	51-100



# Commercial Leased Properties (cont.)

## How are operational spaces used?

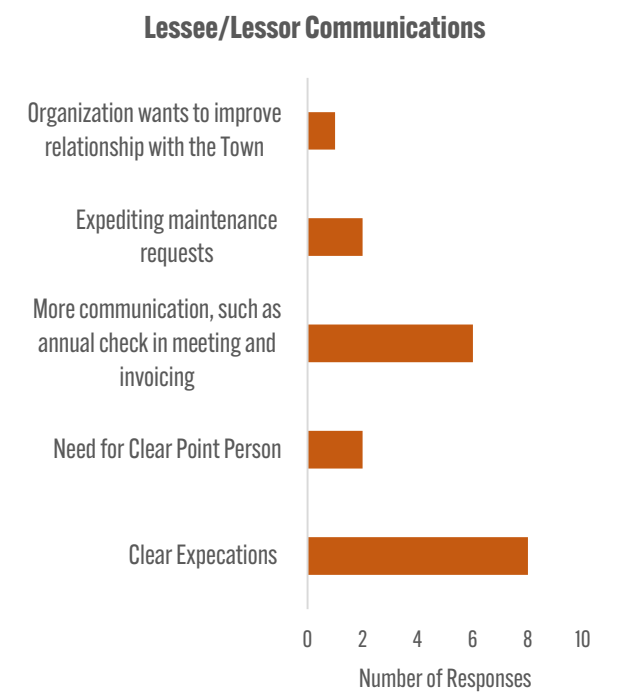
Mountain Express, the Crested Butte Fire Protection District, and Search & Rescue all currently lease Town-facilities for their operations including office, storage, and operational space. All of these entities are pursuing their own facility development outside of the Town boundaries and are expected to move out of their current facilities within the next five years.



## How are lease expectations and communications between the Town and its tenants?

The majority of tenants expressed clear expectations when it comes to the terms of their lease, but some organizations indicated improvements could be made regarding having an annual check in meeting, a clear point person to contact, annual rent invoicing, and expediting maintenance requests.

Additionally, when organizations were asked if they made improvements to their facility, there were a range of responses from organizations that replaced carpet or paint, to some organizations not understanding what was their responsibility versus the Town.



## Do organizations interface or collaborate with other organizations within facilities?

The survey sought to understand if there was any collaboration happening among community organizations within Town facilities. Overall, organizations renting office space indicated interactions with other organizations, but no formal collaborations. Organizations renting programming space regularly collaborate on programs, events, and sharing space with several other organizations in the community.



# Vacant Lots



The scope of this process includes Town Parcels 1 and 2, which were acquired through the Slate River Annexation in 2020. Previous discussions during the Slate River annexation identified opportunities for healthcare and early childhood education on Town Parcel 2. Gunnison Valley Health is still interested in pursuing a facility in this location to meet their strategic plan goals, of which the need for healthcare is further described in the next chapter. Additionally, Stepping Stones indicated a hopefulness to grow or expand their facility to serve more children, either in their current building or on a new site, which is also further described in the next chapter.

Town Parcel 1 was originally slated to relocate the fire station, but the Crested Butte Fire Protection District decided to pursue their own parcel purchase outside of the Town boundary. Initial conversations for Town Parcel 1 currently contemplate community housing.

Lastly, the Cosentino lot at the Southeast corner of Sixth Avenue and Gothic Avenue, acquired in 2022, is being considered to relocate the post office, with combined employee housing.



# Facilities Constraints & Opportunities



Through the community engagement process, the following constraints and opportunities were identified for the Town's municipal operations facilities and its commercial leased facilities. This chapter shows a summary of identified constraints and opportunities. Additionally, this chapter explores identified community needs and opportunities to support those needs through Town facilities.

## Municipal Operations Constraints & Opportunities

### Administrative and work space

Town staff are beginning to outgrow their available work spaces. Overall, Town Hall is at capacity and any additional staff will necessitate converting Meeting Room Junior into office space. The ability to effectively coordinate within and across departments was raised when it comes to how work spaces are laid out. It will be important to consider how future facilities use recommendations could impact ability to coordinate and build collaboration capacity across all departments.

When it comes to specific department work space constraints:

- The Facilities division does not have a designated space to build necessary items or repairs.

- The Marshals' office is over capacity to provide sufficient individual workspace. The Marshals' also do not have space for a proper interview room, training space or indoor vehicle space.
- Human Resources could function better with an improved privacy space to allow staff to visit human resources confidentially.
- Community Development and Finance offices could be improved to bring each department together (they are currently separated into two separate offices).
- With the Town's new parking management program (and potential expansion of the program through the transportation plan), a dedicated office space for Park Crested Butte is requested to have a consistent presence, issue permits, and provide customer service.

### Storage

Similar to work space, many departments of the Town are over capacity with available storage space. The following specific constraints were raised:

- The Clerks department needs improved file storage that is flood and fire resistant.
- Public Works has more equipment than available storage space. The Public Works bays currently operate on a "tetris" system where vehicles, equipment, and other supplies are stacked incredibly tightly, making them difficult to access.
- Parks is making do with its current storage, but could benefit from increased indoor vehicle storage.
- The Marshals require indoor vehicle storage to ensure on duty officers have cars that are ready to respond quickly in an emergency, particularly during the winter season.
- As the Town's fleet and equipment electrifies, more indoor storage is necessary to charge equipment (such as mowers, vehicles, loaders, etc.), especially during the winter seasons.

### Information technology (IT)

All departments could benefit from improved IT systems ranging from a secure IT equipment room, proper power outlets and ethernet cable ports at each desk, as well as increased IT capacity to promote more efficient digital storage software.

### Security

While it's important to keep the small-town vibe with Town operations, security improvements can be made in facilities where there is a public/operational interface including Town Hall and the Marshals. There are issues with passing out individual keys for each building, leaving Town Hall open with a magnet for afterhours programming, and overall, not having more security mechanisms in place between public use and Town operations.



# Town Facilities Management Challenges

The following challenges were also identified in regards to how the Town’s facilities are managed and operated:

## Integration of Town priorities with maintenance plans & capital projects

There are currently different projects relating to facilities that are dispersed across departments, including structural assessments for the Town’s historic resources, IT management, and energy efficiency projects. This plan integrates facilities-related projects more effectively into maintenance and capital project planning to guide the facilities division’s work plan.

## Facilities management operational improvements

While both the Facilities division and Finance departments have improved lease management systems in recent years, projects such as a building control system, key card system, and property management improvements could help improve efficiency for the Town’s facilities management.

## Community expectations

Lastly, the importance of managing community expectations has emerged as a key need for this facilities plan. The Town currently receives many varied requests to use or upgrade facilities and could benefit from having clear guidelines on what the Town’s role is when it comes to supporting broader community needs.

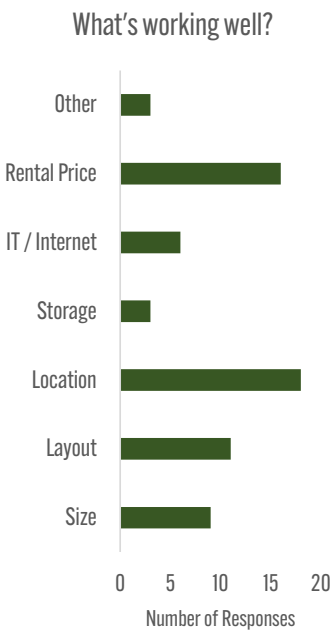


# Leased Properties Constraints & Opportunities

Current tenants of Town facilities were asked what was working well about their current use of Town facilities, and what constraints they have in their current spaces, which are summarized in these next sections.

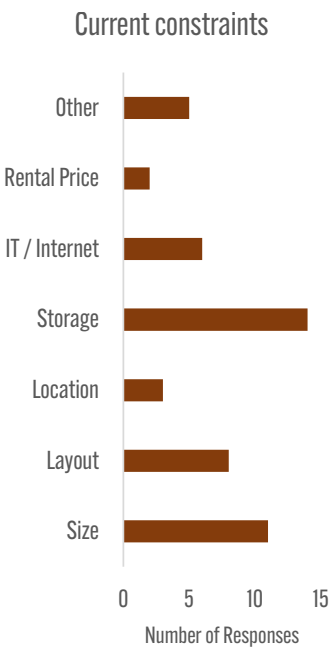
## What’s working well about current use of Town Facilities?

- The location of each facility was ranked as the top “working well” factor by having access the post office, downtown walkability, and car-less accessibility to their organization for the community.
- Facility rental prices were also rated as a top factor. The Town traditionally subsidized rental rates prior to the current lease policy, which recognizes that there are costs to the Town to maintain the building and that rental rates should be comparable to market rate for office space. Many organizations overall expressed gratitude for the space and price that they have, but indicated concern pace of changing rental rates.
- Additionally, organizational history came up as a positive factor, with multi-decade tenants having a deep connection to their spaces.



## What constraints do organizations have in Town facilities?

- Many organizations noted they lack storage space and some organizations rent a storage unit in addition to their office.
- Second to storage, many organizations listed constraints with the size and layout of their facility, which some are staring to outgrow.
- Challenges with information technology, internet, electrical wiring, and keeping up with maintenance of older buildings was brought up as a concern by some organizations.





# Leased Properties Constraints & Opportunities (cont.)

## Are organization’s growth trajectories influencing their future need for space?

Many organizations noted how they are starting to outgrow their space or see a need to expand. The following specific changes were identified through the survey and interviews:

### The following organizations anticipate a full move out on the horizon:

- Mountain Express, Fire District, Search & Rescue are all pursuing their own facility developments, and RMBL is pursuing its own campus development in the long-term.
- The Crested Butte Land Trust anticipates moving out within the next year

### The following organizations conducted their own capital campaign to pursue an addition to a Town-owned facility:

- CB Nordic is constructing the Outpost Project in 2023, which is adding offices and team space behind the current Nordic Cat Barn to provide more space for the public and Nordic programs in the warming house.
- The Center for the Arts conducted a capital campaign to build the new Center building, which was completed in 2020.

### The following organizations expressed an interest in growing or expanding:

- The Center for the Arts is interested in pursuing planning and redevelopment of the old Center building to better meet community needs and space demands.
- Stepping Stones is interested in a remodel, expansion or new facility to accommodate more children, especially infant care.

### The following organizations expressed interest in making improvements or remodeling the interior to improve functionality:

- The Chamber of Commerce is interested in modernizing the visitor center to better educate visitors on stewardship principles and community values. The Chamber is also interested in improving storage for events materials, and storage for summer camping trash/recycling services.
- KBUT is interested in increased office and studio space.
- The Mallardi Threatre is open to making minor improvements to be able to share the space with other organizations, such as a dance studio with new flooring and mirrors.

### The following organizations expressed constraints and outgrowth of their space, with no current plans for moving or making changes:

- The Library expressed many constraints within their current building, where they are unable to provide many services expected of public libraries. The Library District anticipates kicking off a north valley needs assessment to evaluate growing or changing their space in 2023.
- The Wildflower Festival expressed they are over capacity in their current space and would like to grow, but don’t see a viable option outside of their existing office space.

# Supporting Community Needs

In addition to evaluating how Town facilities can better meet municipal operational needs, this plan explored how the Town’s facilities could be leveraged to meet the growing needs of the greater community.

The Town currently serves community-wide needs of essential services space for transit, fire protection, and childcare, as well as office and meeting spaces for non-profits, indoor recreation, arts/cultural programming, and a visitor center.

This plan seeks to identify if the current needs the Town is supporting are the best way to leverage its facilities, and identify if there are other community needs the Town can help facilitate through its facilities or vacant parcels.

## What is the Town’s role in supporting their organization through its facilities?



General feedback was solicited from the survey and interviews to discuss different organizational perspectives on what the Town’s role is in supporting community needs through its facilities. Overall, there was strong support for the Town to continue supporting local non-profits through affordable facility rentals, as the Town has done historically. Other responses mentioned how the Town is not responsible for providing office space, but it was nice for organizations to have an affordable in-town presence. Additionally, some responses identified how the Town could help alleviate constraints and support community needs through facilities improvements and expansions.

# Supporting Community Needs (cont.)

## Identified Core Service Needs

Through literature review, as well as stakeholder engagement, the following essential service needs were identified as lacking in Crested Butte and an opportunity for the Town to facilitate through its facilities or vacant parcels.

### Childcare

There are currently two early childhood education centers within the Town of Crested Butte, with only one, Stepping Stones, providing infant care. According to a study by the Center for American Progress, Gunnison County is not identified as a “childcare desert” of not providing adequate childcare based on population, however, it is shown as having higher need than currently available programs (Malik and Hamm, 2017). Gunnison County's health and human services has found high demand for infant care, where there are currently only 11 infant slots available in Crested Butte, while in 2017 alone there were 127 births documented (Gunnison-Hinsdale ECC, 2023). It is also worth noting that proximity to childcare is only one dimension of access to care, as the cost of childcare, proximity to workplace, hours of operation, adequate staffing, and more influence the need of childcare, which was overall expressed as a need through the Town's Community Compass (U.S. Department of the Treasury, 2021). Stepping Stones indicated an interest in expanding to accomodate more children, but noted the importance of considering affordable housing for recruiting and retaining staff.

### Healthcare

Gunnison Valley Health's (GVH) 2022 Community Health Needs Assessment identified significant needs for Gunnison County of mental healthcare, affordability of care, drug/substance abuse, cancer treatment, women’s health, and preventive care (GVH 2022). Healthcare in the north valley is mostly limited to private orthopedic and dental practices. There is one primary care physician within the Town, as well as a seasonal clinic in the Town of Mt. Crested Butte to the north. Crested Butte is on the cusp of being identified as a “hospital desert” according to a study by GoodRx, where a hospital desert is defined as a majority of residents living more than 30 miles from a hospital, which is the current distance from Crested Butte to the Gunnison Valley Hospital (Nguyen et al, 2021). GVH's 2020 - 2025 strategic plan identified a goal to meet these needs and increase healthcare services in Crested Butte to assure access to primary care physicians at both ends of the Gunnison Valley, and GVH is still interested in pursuing this goal (Gunnison Valley Health, 2020).



## Post Office

Efficient and accessible postal service is a critical need for Town residents to receive prescriptions, goods, and general packages. The current post office's lease is up in 2026 and the Town is actively working to help facilitate its move through the Cosentino Parcel to ensure continued accessible postal delivery in the Town.

## Requested Community Needs

### Youth/Children’s Programming

The Town's PROST department expressed constraints with youth programing with current facility space. The Trailhead Children's Museum completed the survey indicating a need in dedicated children's space to provide programming for children aged three to fourth grade. Additionally, the Center for the Arts and School of Dance expressed an interest in expanding their programming, particularly for youth activities. Many organizations also expressed a lack of recreational programing space, such as field space, which will be further vetted during the 2024 Regional PROST Plan. Lastly, a few stakeholders indicated that the Town is lacking general space for teenagers or adults to hang out in an environment that is not a bar/restaurant.

### Community Gardens

Mountain Roots Food Project expressed a desire through the survey to have increased community garden space in the Town, as they have lost previous spaces that were important to their mission and for community gathering. This could be further vetted in the Regional PROST Plan, as well as considered to be integrated into potential facilities upgrades.

### Co-Working Space

While current tenants of Town-owned office space indicated a need and gratefulness to have a presence in Town, the Ice Lab expressed an interest in managing co-working space in the Town, combined with local business incubator space. Interview responses included positive ideas on co-working space to provide more office and meeting space opportunities beyond the limited office space the Town can lease to organizations that have used it for several years.



### Flexible Space

Multiple stakeholders expressed an interest in incorporating flexible, multi-user spaces into its facilities to accommodate pop up service provisions (such as Gunnison County Health and Human services) or regional collaboration meetings (such as between the Gunnison County Sheriff and Marshals).



# Supporting Community Needs (cont.)

## Community Needs Context: Co-Locating Housing

While Town facilities can potentially be leveraged to support the community needs previously described, having a facility is only one factor of the conversation. Organizations need consistent and sufficient staffing to ensure their services can operate sustainably over time, and many organizations have struggled to recruit, hire, and retain employees due to challenges with housing in the Town. While the Town is actively working on facilitating affordable housing opportunities through its community housing division, this plan can keep in mind the context for potentials of co-locating housing or employee housing with potential new facilities or redevelopment opportunities to additionally support the needs of the community.



## Community Needs Context: Regional Service Considerations

It is also important to note the regional context of the Crested Butte community when it comes to defining and exploring community needs to support through leveraging municipal facility use. While the Town serves a year-round population of 1,615 residents within its municipal boundary, Crested Butte has historically acted as a hub of services, commercial businesses, programming for the northern Gunnison Valley, with a population of about 4,696, which ranges from the unincorporated subdivisions of Gunnison County with Crested Butte South Property Owner’s Association to the south, the Town of Mt. Crested Butte to the north, and unincorporated subdivisions within Gunnison County in between (Colorado State Demography Office, 2023). Through this planning process, the Town engaged with its Stakeholder regional partners of Gunnison County, Crested Butte South Property Owner’s Association, and Town of Mt. Crested Butte to discuss feedback and ideas when it comes to the regional context of the Town of Crested Butte remaining the service hub for the north valley, or if this plan should contemplate what services could be dispersed throughout the other jurisdictions.

Overall, opportunities of spreading recreational amenities, post office annexes, and community housing across the north valley were brought up as key considerations. When it came to childcare and healthcare, regional partners suggested prioritizing these needs within the Town where there is access to other services already was supported. Mt. Crested Butte mentioned the potential of expanded healthcare options at the ski resort base area, while Gunnison Valley health indicated interest in expanding the mountain clinic, while additionally pursuing a clinic within the Town of Crested Butte.



# Looking to the Future



## Defining Success for Town-Owned Facilities

The goals of this Facilities Plan are to (1) evaluate how the Town’s existing facilities can effectively meet the Town’s current and future operational needs and (2) identify ways the Town’s surplus facilities can be leveraged to support needs of the greater community.

The previous chapter identified Town operational deficiencies and opportunities to support the first goal. Additionally, while existing literature and stakeholder feedback identified community needs of healthcare, childcare, youth programming, office and meeting space, and more, there is no standard nor one size fits all approach of what community needs a municipality should support through its facilities. Determining what community needs can best be leveraged in Town facilities will come down to a process of defining public value with the community.

After providing core services, it is typically government’s role to step in and support needs that the private sector is not providing in a community, but the needs of communities today are complex and may vary over time. Identifying and evaluating ways to support community needs through facilities use should be approached through a public value framework, as outlined in the Town’s Community Compass decision-making framework. The Compass encourages extensive dialogue between the Town, stakeholders, and the community on what the needs are and how they can be addressed.

Utilizing the stakeholder feedback and identified constraints and opportunities summarized in the previous chapter, as well as aligning these needs with the Community Compass values, the following success measures were created to guide the development of facilities management recommendations, as well as future facilities use alternatives, which are described in

## Value-Based Success Measures

These draft success measures were generated by (1) identifying how the community’s values relate to the challenge of the Town’s facilities management, and (2) filtering the community’s values through the goal statement to establish success measures. Some examples of how Crested Butte’s values relate to this plan include:

- Being accountable means . . .** the Town is accountable to its citizens to ensure municipal services are provided and accessible to the community.
- Being accountable means . . .** the Town has the ability to manage its resources.
- Being accountable means . . .** facilities tenants are responsible with the spaces they use.
- Being authentic means . . .** Crested Butte is a functioning community where core community services are available.
- Being authentic means . . .** the Town’s feel is diverse, modest, and quirky.
- Being connected means . . .** Town facilities foster community engagement, participation, and collaboration.
- Being bold means . . .** the Town approaches supporting community needs in different and creative ways.

## Success Measures

- ✓ Town facilities meet municipal operational needs before committing to broader community needs.
- ✓ The Town effectively manages and actively strives to improve the efficiency of its facilities.
- ✓ Surplus Town facilities promote vitality by providing multi-purpose and flexible shared spaces for local organizations to collaborate, grow, and serve the needs of the community.
- ✓ The Town is a partner at the regional table to help facilitate core community needs that are missing or unstable in the North Valley.

## Facilities Priorities Recommendations

Overarching facilities priorities recommendations are split into the following categories:

- 1** General **facilities management recommendations** to improve facilities management, energy efficiency and maintenance across the Town’s full facilities portfolio (to be integrated into the Town’s work plan over the next five years).
- 2** Specific short-term **facilities capital improvements** or moves to improve Town operations (within the next five years).
- 3** An overarching **facilities use strategy** to guide Town facilities planning and developments going forward. This overarching strategy was vetted from three alternative strategies, [which are further described in the Appendix](#).



## 1 Facilities Management Recommendations

The following facilities management recommendations are intended to meet the success measure of ensuring the Town can effectively manage and improve the efficiency of its facilities.

### Information Technology

Information technology (IT) improvements are recommended to be implemented across all Town facilities utilizing technology to ensure there is sufficient internet access, properly wired ethernet cables, and proper wiring for electrical outlets to ensure a safe and efficient work environment. Additionally, a properly ventilated information technology room is recommended to be incorporated into the Town Hall to help the Town improve IT administration and the modern operation of its departments.

### Security/Key Card System

A key card system is recommended to be incorporated into all Town facilities that interface with the public, such as Town Hall or leased facilities. This system can provide the upfront resources to better manage facilities that are used by the community by being able to specify people/organizations with facilities access and times of use to both improve security in Town facilities and reduce distribution of individual conventional keys for each building.

### Building Controls System

A building controls system is recommended to be implemented across all Town facilities to monitor and improve energy use and efficiency. A controls system can help the facilities division holistically view building operations and maintenance needs, which would help improve efficiency of running building operations reports and prioritizing maintenance requests. Additionally, a controls system can help identify future opportunities for energy efficiency improvements and projects to incorporate into the Town's facilities maintenance work plan.

### Sustainability Integration

While a building controls system would identify opportunities to increase energy efficiency, the Town also needs to integrate other improvements from its climate action plan into its facilities upgrades including electric vehicle charging infrastructure at its operational facilities, as well as other sustainability elements such as water bottle filling stations at its public-facing facilities.

### Accessibility Audit and Improvements

It is recommended for the Town to conduct an accessibility audit of all Town facilities that provide public access and incorporate entrance improvements into the Town's facilities capital plan to improve ADA compliance and accessibility for all its residents and visitors.

### Historic Preservation Assessments and Maintenance

Several Town-owned buildings are contributing structures to the Town's historic district, which require specific maintenance needs and historic preservation assessments (HSAs). HSAs open funding opportunities from the State of Colorado to keep the building in working order. The Library is recommended to pursue an HSA grant from History Colorado, as well as to develop a 3-5 year maintenance plan. Additionally, 3-5 year maintenance plans are recommended to guide needed improvements to the Old Rock Jail, Old Town Hall, and the Depot.

## Property Management

Stakeholder feedback indicated inconsistent expectations across lessees on who to contact for property management needs, how lessor/lessee communications occur, and what lessee's responsibilities are to maintain the property. It is recommended to create one point person contact in the Finance/Administration department for all tenants, who coordinates new leases and renewals, provides a fact sheet on lessee/lessor responsibilities at the start of the lease, provides an annual or monthly rent invoice, coordinates an annual meeting between the lessee and facilities staff, and directs maintenance requests to the online work order portal. Lastly, all facilities would be required to have a use agreement, with the outstanding needed agreement being the Cemetery Chapel to set guidelines on use and maintenance.

## Facilities Staffing

Once the facilities capital improvement plan is updated based on the final adopted Facilities Plan, a staffing evaluation is recommended to ensure the Town has the staffing capabilities to effectively implement this plan and its associated facilities improvements, and ongoing maintenance and facility management.

## 2 Short-Term Facilities Upgrades

The following facilities upgrades are recommended to meet the success measure of ensuring Town facilities meet municipal operational needs before committing to broader community needs.



### Town Hall

Town Hall is recommended for creation of a master plan and subsequent building improvements to improve office spaces and functionality to promote collaboration within departments, make minor storage improvements to ensure all files are securely and safely stored and can weather a fire or flood, conduct IT improvements and implement an IT room (as previously described), and evaluate the potential to renovate or expand Jerry's Gym to improve indoor recreational programming space. In addition, the HVAC system is recommended to be evaluated and improved at Town Hall to improve its energy efficiency and function.



### Marshals' Office

The Marshals Office is in need of a re-development or expansion. An initial Basis of Design was completed in 2018 that identified space needs and gave a preliminary evaluation of relocation and redevelopment opportunities. This re-development is further contemplated in the facilities use strategy described in the next section.



### Public Works Shops and Bus Barn

With Mountain Express slated to move out within the next 5 years, it is recommended for Parks operations and storage, as well as Facilities operations to move into the bus barn, with continued coordination with Public Works on storing heavy equipment and streets supplies. Additionally, it should be further vetted if the Search & Rescue building should be repurposed into a storage shed or demolished to create more outdoor vehicle storage space.

## 2 Facilities Use Strategy

### Concentrate Town Facilities into hubs: Leverage Town facilities to become focal points that promote community vitality and collaboration.

Three facilities use strategies to guide facilities planning and developments in the future were identified and evaluated utilizing the success measures. The three strategies included (1) maintaining the status quo with dispersed facilities used and incremental improvements, (2) streamling the Town's facilities portfolio through disposition and re-investment in other projects, and (3) concentrating Town facilities into hubs. All three alternative strategies are described in further detail in the appendix.

**The recommended strategy focuses on concentrating and leveraging Town facilities into future hubs of facilities to be shared by different entities and organizations to collaborate, grow, and serve the many needs of the community.** This recommended strategy additionally includes an element of alternative #2 (streamline portfolio) by considering alternative ownership structures for Town facilities on a case by case basis in the future, where it can help meet this strategy and the success measures identified in the plan.

### Town Facilities Use Blueprint

The following blueprint for this strategy identifies key priorities for new facilities developments or re-developments for the next five years (shown in blue on the map below). Additionally, future anticipated opportunities that were identified in this process are shown in green. This strategy will overall set community expectations on how the Town intends to manage and use its facilities going forward, and set the stage for partners, entities, and local organizations to approach the Town with future opportunities that are consistent with this strategy.



### 5-Year Priorities

- Facilitating affordable housing on Town Parcel One and fostering a partnership for potential childcare and healthcare on Town Parcel Two.
- Expanding Parks and Public Works offices and storage into the bus barn once Mountain Express moves into their new facility, to improve Town operations.
- Facilitating development of a new post office co-located with affordable housing at the corner of Sixth Street and Gothic Avenue.
- Master planning an improved municipal center at Crank's Plaza, including a redeveloped Marshals' Station and improvements to Town Hall. The Town would work with the Library through their north valley needs assessment to determine if a different facility is needed and if the Town could play a role to facilitate this development.
- Master planning a downtown community space/co-working hub at 308 Third, the Fire Station, and the parking lot for non-profits and community members, providing a space where community members could gather and collaborate downtown.

### Future Anticipated Opportunities

- Re-envisioning the east side of the 4-Way to accommodate a visitor education and stewardship resource location to promote collaboration among public land agencies and the Chamber to provide active stewardship education. Potential addition of community meeting space or a community anchor such as the Library could also be considered.
- Supporting an arts/cultural hub through a redevelopment of the old Center for the Arts building to provide flexible space for arts and culture organizations to collaborate, perform, and create.
- Facilitating improvements to the Mallardi Theatre to provide flexible space to house both the Crested Butte Mountain Theatre and Crested Butte School of Dance.





How does this strategy meet the success measures?

- ✓ **Town facilities meet municipal operational needs before committing to broader community needs.**

This strategy supports Town operations through a municipal center by improving the Marshals' space as well as keeping in mind increased office space opportunities within Crank's Plaza if the library chooses to pursue a new facility. The municipal center should improve collaboration among Town Departments for many years to come.

- ✓ **The Town effectively manages and actively strives to improve the efficiency of its facilities.**

This strategy incorporates the improvements mentioned in the previous section, to improve how facilities are managed and operated. By considering alternative ownership structures or shared space agreements, the Town would lessen its management burden through increased coordination and responsibility of future facilities users.

- ✓ **Surplus Town facilities promote vitality by providing multi-purpose and flexible shared spaces for local organizations to collaborate, grow, and serve the needs of the community.**

Flexible and multi-use spaces could foster collaboration among many local organizations. Redevelopment of 306 Maroon and 308 Third into a community and co-working space would cement locals' connection to Elk Ave and support year-round vitality in the immediate area. Such a facility would allow for more equitable Town support of a variety of organizations over the Town's current commercial lease policy. Similarly the 4-Way could be redeveloped as a focal point of community activity and bookend the activated Elk Ave.

- ✓ **The Town is a partner at the regional table to help facilitate core community needs that are missing or unstable in the North Valley.**

The Town would approach community needs regionally as they arise. As new developments or proposals are considered, the Town would use this strategy of concentrated and flexible spaces as a guide to understand if the new development or community need would promote community vitality and collaboration.



Conclusion and Plan Limitations

This Facilities Use Plan is a first step in strategically planning for Town-owned facilities use and management over the long-term. As a qualitative study, this plan is intended to provide big picture guidance for future consideration on facilities management, use, and capital improvement planning. As the plan is implemented, further research and planning regarding specific development plans and budgetary implications will be needed to effectively implement these recommendations over time.





**Appendix A: References**

Annual Budget 2023. (2022). Town of Crested Butte. [https://www.crestedbutte-co.gov/vertical/sites/%7B6058FFBB-CB06-4864-B42F-B476F794BE07%7D/uploads/REVISED\\_2023\\_Budget\\_Narrative\\_FINAL.pdf](https://www.crestedbutte-co.gov/vertical/sites/%7B6058FFBB-CB06-4864-B42F-B476F794BE07%7D/uploads/REVISED_2023_Budget_Narrative_FINAL.pdf)

Babbie, E. R. (2013). The practice of social research (Thirteenth edition). Wadsworth Cengage Learning.

Basic Needs Subcommittee of the One Valley Prosperity Project. (2021). Basic Needs Resource Guide for the Gunnison Valley. Gunnison Valley Community Foundation. <https://cfgv.org/wp-content/uploads/2021/12/Basic-Needs-Guide-V.3-11.2021-ENGLISH-print-version-for-web.pdf>

Benington, J., & Moore, M. H. (2010). Public value: Theory and practice. Palgrave Macmillan.

Colorado state demography office home page. (n.d.). Retrieved February 14, 2023, from <https://demography.dola.colorado.gov/>

Crested Butte Community Compass. (2022). Town of Crested Butte. [https://www.crestedbutte-co.gov/vertical/Sites/%7B6058FFBB-CB06-4864-B42F-B476F794BE07%7D/uploads/FINAL\\_Compass\\_document\\_11-7-22.pdf](https://www.crestedbutte-co.gov/vertical/Sites/%7B6058FFBB-CB06-4864-B42F-B476F794BE07%7D/uploads/FINAL_Compass_document_11-7-22.pdf)

Gunnison-hinsdale early childhood council (Ecc) | gunnison county, co—Official website. (n.d.). Retrieved March 2, 2023, from <https://www.gunnisoncounty.org/897/Gunnison-Hinsdale-Early-Childhood-Council>

Gunnison Valley Health. (2022). 2022 Community Health Needs Assessment. <https://www.gunnisonvalleyhealth.org/documents/content/GVH-CHNA-Final-Report.pdf>

Leasing of Non-Residential Municipal Property Policy. (2022). Town of Crested Butte . [https://www.crestedbutte-co.gov/vertical/sites/%7B6058FFBB-CB06-4864-B42F-B476F794BE07%7D/uploads/Resolution\\_No.\\_03\\_Series\\_2022.pdf](https://www.crestedbutte-co.gov/vertical/sites/%7B6058FFBB-CB06-4864-B42F-B476F794BE07%7D/uploads/Resolution_No._03_Series_2022.pdf)

Malik, R., & Hamm, K. (2017, August 30). Mapping america's child care deserts. Center for American Progress. <https://www.americanprogress.org/article/mapping-americas-child-care-deserts/>

McShane, I. (2006), “Community facilities, community building and local government - an Australian perspective”, Facilities, Vol. 24 No. 7/8, pp. 269-279. <https://doi-org.aurarialibrary.idm.oclc.org/10.1108/02632770610666125>

Nguyen, A., van Meijgaard, J., Kim, S., & Marsh, T. (2021). Mapping Healthcare Deserts. GoodRx. [https://assets.ctfassets.net/4f3rgqwzdznj/1XSI43I40KXMQiJUtl0ilq/ad0070ad4534f9b5776bc2c41091c321/GoodRx\\_Healthcare\\_Deserts\\_White\\_Paper.pdf](https://assets.ctfassets.net/4f3rgqwzdznj/1XSI43I40KXMQiJUtl0ilq/ad0070ad4534f9b5776bc2c41091c321/GoodRx_Healthcare_Deserts_White_Paper.pdf)

Orcher, L. (2014). Conducting research: Social and behavioral science methods. Routledge.

Parks and Recreation Regional Master Plan. (2010). Town of Crested Butte. <https://www.crestedbutte-co.gov/vertical/sites/%7B6058FFBB-CB06-4864-B42F-B476F794BE07%7D/uploads/%7B9B685A68-602E-4C13-8C80-B194C38DF228%7D.PDF>

Powell, J., Moffett, J., & Commerford, K. (2022). State of the Community 2022 Report: Behavioral Health Needs and Gaps Analysis for Gunnison County. Gunnison County Community Health Coalition. <https://cfgv.org/wp-content/uploads/2022/03/State-of-the-Community-Report-Full-Report.pdf>

Strauss, J. J. (2005, April). Starting a facility master planning process? Seven steps to prepare. Healthcare Strategic Management, 23(4), 11+. [https://link-gale-com.aurarialibrary.idm.oclc.org/apps/doc/A132868086/AONE?u=auraria\\_main&sid=summon&xid=1af80849](https://link-gale-com.aurarialibrary.idm.oclc.org/apps/doc/A132868086/AONE?u=auraria_main&sid=summon&xid=1af80849)

Tabor, Amy. “Facilities master planning.” Public Management, vol. 86, no. 3, Apr. 2004, pp. 14+. Gale General OneFile, link.gale.com/apps/doc/A115312398/ITOF?u=auraria\_main&sid=summon&xid=922fa1d5. Accessed 19 Dec. 2022.

The Economics of Child Care Supply in the United States. (2021). U.S. Department of the Treasury. <https://home.treasury.gov/system/files/136/The-Economics-of-Childcare-Supply-09-14-final.pdf>



Appendix B: 2023 Comprehensive List of Town Facilities



Label	Name	Category	Address	Use	Year Built	Square Footage	Lease Agreement?
1	Town Hall	Town Operations	507 MAROON	Public: Office Space	1927	9000	
2	Marshal/ KBUT	Town Operations	508 MAROON	Public: Office Space, Radio	1991	5700	KBUT - 5 year lease (9/1/22 - 8/31/27)
3	Public Works Bays	Town Operations	2 A NORTH EIGHTH ST	Public: Storage	1997	2400	
4	Dyer Shop	Town Operations	2 B & C NORTH EIGHTH ST	Public: Office Space, Storage	1990	9000	
5	Mountain Express	Leased	2 D NORTH EIGHTH ST	Quasigovernmental: Office, Storage	2009	7560	Mountain Express - 20 year lease (1/1/09 - 12/31/29)
6	Search & Rescue	Leased	2 E NORTH EIGHTH ST	Non-profit: Office	2009	408	Search & Rescue - agreement since 2001

7	Warming House	Leased	NORDIC CENTER	Non-profit: Office, nordic and iceskating center	1993	2920	Crested Butte Nordic - Set 12/20/2016 (effective date 10/16/2012), 10-year term (full occupancy 9/1 - 5/31)
8	Cat Barn	Leased	615 SECOND	Non-profit: Storage, future office	2009	1344	Crested Butte Nordic - 30 year lease (8/19/11 - 8/19/41)
9	Old Rock Jail	Leased	409 SECOND	Quasigovernmental: Office	1883	670	GVRHA - 5 year lease (6/1/18 - 5/31/23)
10	Old Town Hall	Leased	132 ELK	Public and non-profit: bus stop, theater, retail	1883	4250	CB Mountain Theatre - 5 year lease (9/1/22 - 8/31/27)  Paragon Art Gallery - 5 year lease (3/1/19 - 2/29/24)
11	308 Third Office Building	Leased	308 THIRD	Public, Quasigovernmental and non-profit: office, storage	1930	3422	CB Fire Protection District - 5 year lease (9/1/22 - 8/31/27)  CB Land Trust - 5 year lease (11/1/22 - 10/31/27)  RMBL - 5 year lease (11/1/22 - 10/31/27)  Artists of Crested Butte - 5 year lease (2/1/21 - 1/31/26)  Gunnison Valley Mentors - 5-year lease (2/1/21 - 1/31/26)
12	Fire Station	Leased	306 MAROON	Quasigovernmental and non-profit: office, fire station, dance space	1974	8750	CB Fire Protection District - 99 year lease (4/15/1982 - 4/15/2081)  Crested Butte School of Dance (Pump Room) - 5 year lease (5/1/18 - 4/30/23)

Comprehensive List of Town Facilities (cont.)

13	Old Rock Library	Leased	504 MAROON	Quasigovern-mental: library	1883	4000	Gunnison County Libraries - 20 year lease (04/1/2020 - 03/21/2040)
14	Visitor Center	Leased	601 ELK	Non-profit: office, visitor center, meet- ing room	1995	2822	CB/Mt. CB Chamber - 10 year lease (5/18/20 - 5/18/30)  West Elk Soccer Asso- ciation - 5 year lease (4/1/21 - 3/31/26)  CB Arts Festival - 5 year lease (7/1/22 - 6/30/27)
15	The Depot	Leased	716 ELK	Non-profit: residential, public, office, event space	1883	3205	HCCA - 5 year lease (7/1/22 - 6/30/23)CB  Wildflower Festival - 5 year lease (6/1/18 - 5/31/23)
16	Center for the Arts	Leased	606 SIXTH	Non-profit: art center, event space, dance space, theater	1987 (old), 2019 (new)	42230	Center for the Arts - 50 year lease, with three automatic 10-year renewals 2/14/2020 - 2/14/2070)
17	Stepping Stones	Leased	705 & 715 SEVENTH	Non-prof- it: early childhood education	2000	5361	Stepping Stones - 5 year lease (9/1/2019 - 8/31/2024)
18	Cemetary Chapel	Misc	450 COUNTY RD 317	Public: ceme- tary chapel	Un- known	400	
19	TP 1	Vacant Lots		Public: vacant		67387	
20	TP 2	Vacant Lots		Public: vacant		88862	
21	Cosentino	Vacant Lots		Public: vacant		24675	
22	Water Treatment Plant	Town Operations -Enterprise	500 RESER- VOIR RD	Public: Water Treatment Plant	1965	6500	
23	Waste- water Headworks	Town Operations -Enterprise	801 A BUTTE AVE	Public: WWTP- Headworks- pre-treatment	1996	1650	

24	Wastewa- ter Storage	Town Operations -Enterprise	801 B BUTTE AVE	Public: WWTP Vehicle Storage	2017	2450	
25	Wastewa- ter Admin	Town Operations -Enterprise	801 C BUTTE AVE	Public: WWTP-Admin. Bldg.	1983	2500	
26	Wastewa- ter Clarifier	Town Operations -Enterprise	801 D BUTTE AVE	Public: WWTP-Clarifier	2011	3000	
27	Wastewa- ter ATAD	Town Operations -Enterprise	801 E BUTTE AVE	Public: WWTP- ATAD Bldg.	1996	7433	
28	Waste- water Compost	Town Operations -Enterprise	801 F BUTTE AVE	Public: WWTP-com- posting	1996	2457	
29	RTA South- bound Shelter	Bus Stop		Public: Transportation shelter	2008	235	
30	4-Way Transit Center/Re- strooms	Bus Stop	306 SIXTH ST	Public: Transporta- tion shelter, restrooms	2017	794	
31	Bellevue/ Clarks Bus Stop	Bus Stop		Public: transportation shelter	1985	192	
32	Ice Rink	Recreation	620 1/2 SECOND ST	Public: parks & Rec ice rink, changing rooms	1993	25500	
33	Zamboni Shed	Recreation	ZAMBONI SHED	Public: Parks & Rec storage	1993	500	
34	Town Park Pavilion	Recreation	603 SEVENTH ST	Public: Pavilion	2007	1300	
35	Three Ladies Pavilion	Recreation	31 BUTTE AVE	Public: Pavilion	1997	400	
36	Rainbow Park Pavilion	Recreation	300 EIGHTH ST	Public: Pavilion, event rental space	2008	3000	
37	Town Ranch Gazebo	Recreation	THREE LADIES PARK	Public: Pavilion, event rental space	2011	200	



Comprehensive List of Town Facilities (cont.)

38	Parks & Rec Green-house	Recreation		Public: parks and rec storage	2009	175	
39	Town Park Restroom	Restroom		Public: Restroom	1989	450	
40	Rainbow Park Restroom	Restroom		Public: Restroom	2007	500	
41	Town Ranch Restroom	Restroom		Public: Restroom	2010	500	
42	Town Ranch Triplex	Residential	902 RED LADY	Public: Residential	1996	2511	
43	Ruby Congregate Housing	Residential	624 GOTHIC	Public: Residential	1992	2481	
44	Gothic Duplex	Residential	817 GOTHIC	Public: Residential	2020	1888	
45	Teocalli Duplex	Residential	812 TEOCALLI	Public: Residential	2005	2062	
46	Town Manager House	Residential	19 NINTH ST	Public: Residential	2007	2160	
47	Town Manager ADU	Residential	17 NINTH ST	Public: Residential	2007	675	
48	SOAR Single Family	Residential	906 BUTTE AVE	Public: Residential	2018	1008	
49	Haney House	Residential	18 TENTH ST	Public: Residential	2023	1317	
50	Pita's Shed	Sheds/Storage	412 THIRD	Public: Storage	1900 (estimated)	300	
51	Museum Shed	Sheds/Storage	307 FOURTH	Public: Storage	1949	1300	
52	Irrigation Shed at Tennis Courts	Sheds/Storage		Public: Storage	Unknown	50	

53	Tennis Storage	Sheds/Storage		Public: Storage	Unknown	300	
54	Stepping Stones Shed 1	Sheds/Storage	705 SEVENTH	Public: Storage	Unknown	60	
55	Stepping Stones Shed 2	Sheds/Storage	705 SEVENTH	Public: Storage	Unknown	250	
56	Town Ranch Barn	Sheds/Storage	TOWN RANCH	Public: Storage	Unknown	2430	
57	Town Ranch Shed 1	Sheds/Storage	TOWN RANCH	Public: Storage	Unknown	389	
58	Town Ranch Shed 2	Sheds/Storage	TOWN RANCH	Public: Storage	Unknown	126	
59	Town Ranch Shed 3	Sheds/Storage	TOWN RANCH	Public: Storage	Unknown	66	
60	Bike Park Storage	Sheds/Storage	1005 NINTH ST	Public: Storage	2018	120	
61	Storage (Former dog pound)	Sheds/Storage		Public: Storage		245	
62	Parks & Rec Storage 1	Sheds/Storage	901 BUTTE AVE	Public: Storage		2300	
63	Parks & Rec Storage 2	Sheds/Storage	903 BUTTE AVE	Public: Storage		675	
64	Parks & Rec Storage 3	Sheds/Storage		Public: Storage		591	
65	Parks & Rec Storage 4	Sheds/Storage		Public: Storage		230	
66	1st & Elk Bridge	Pedestrian Bridge		Public: Pedestrian Bridge			
67	Bridge Behind Ryce	Pedestrian Bridge		Public: Pedestrian Bridge			

Comprehensive List of Town Facilities (cont.)

68	Bridge on South Side of Elk at 2nd	Pedestrian Bridge		Public: Pedestrian Bridge			
69	Bridge on North Side of Elk at 2nd	Pedestrian Bridge		Public: Pedestrian Bridge			
70	Bridge Behind The Mountain Store	Pedestrian Bridge		Public: Pedestrian Bridge			
71	Alley Bridge Behind The Eldo	Pedestrian Bridge		Public: Pedestrian Bridge			
72	Bridge at Totem Pole Park	Pedestrian Bridge		Public: Pedestrian Bridge			
73	Butte Avenue Bridge	Pedestrian Bridge		Public: Pedestrian Bridge			

Appendix C: Policy for Leasing of Municipal Non-Residential Property



LEASING OF NON-RESIDENTIAL MUNICIPAL PROPERTY POLICY

Introduction or Purpose:

The Leasing of Non-Residential Municipal Property Policy (the "Policy") of the Town Council of the Town of Crested Butte (the "Town") is established to provide guidance to staff in negotiating leases with tenants who wish to occupy non-residential municipally owned property.

Municipally owned property is held in trust by the Town for the residents and voters that make up the citizenry of Crested Butte. The Town has an obligation to manage those properties not utilized for municipal purposes for the benefit of the citizens. This may be reflected through the preservation of important historic structures, through support of community not for profits, and through responsible financial management of the assets.

The Town incurs expenses annually to maintain and operate a variety of non-residential properties throughout the community. The broad objective of the Town's lease rate structure is to adequately cover the costs of routine operations and maintenance and some portion of anticipated capital improvements on municipally owned non-residential rental properties.

The Town also recognizes the importance of not for profit organizations and government organizations with a mission to serve the community. It is the intention of the Town to make its owned non-residential properties available first to community not for profit entities. These organizations provide valuable services and enrichment to the community and are powered by volunteers and donors from the community. Accordingly, the Town desires to facilitate assistance to not for profits serving the Crested Butte community by providing rental space for these types of organizations. The Town prioritizes leasing to not for profit entities that demonstrate strong service to the community and full utilization of the property to fulfill their mission.

Scope:

The Policy applies to the leasing of municipally owned, non-residential property. The Policy provides guidance to staff in negotiating and proposing lease agreements. Lease agreements are subject to review and approval by the Town Council.

Policy:

The Town should execute and maintain current leases with all occupants of municipally owned property. The advantages of a written lease are to provide certainty and clarity for both parties. The lease sets the amount of rent and deposit as well as length of tenancy. A lease spells out the obligations of the tenant and landlord including expectations for insurance and maintenance.



Recognizing the value that not for profit entities bring to the community, the Town Council would like to make its non-residential spaces available first to those types of organizations. When lease terms end or come up for renewal the Town will advertise the space to see if there is interest from other not for profit entities. If there is more than one qualified not for profit interested in an available space, the Town may choose to establish a lottery to select among potential tenants.

Lease terms shall generally be offered to not for profits for five years. If, after adequate advertising, no not for profit entity expresses an interest in a location, such location may be leased to an individual or for profit entity. The term of leases to individuals or for profit entities should be for no more than three years after which time the location should again be advertised to see if there are any not for profits who would like to lease the space.

Lease rates should be established at rates that are comparable to market rates for similar spaces in the community. If there is a difference between the lease rate and market rate that should be reflected in the lease agreement such that the tenant, Town and community are cognizant of the subsidy being provided by the Town.

Town staff shall periodically (not less than every 5 years) review comparable property lease rates in the community.

Tenants of municipally owned property shall not be permitted to assign their lease or to sublet the property. This will be explicitly stated in each lease. It is not the intention of the Town that a tenant be able to offset their subsidized lease rate by charging another entity for regular use of the space, particularly not in cases where the other entity is a for profit business or individual. These spaces are provided to government or not for profit entities for the furtherance of their nonprofit missions, not to further private or for profit ventures.

Certain tenants are recognized for value of their service to the community, significant financial contribution they have made towards construction or improvement to the facility or the connection between the physical nature or location of the facility and the service being provided. This classification does not typically apply to office spaces such as the Depot or 308 3<sup>rd</sup> Street. These tenants may have a longer lease term or significantly reduced rental rate. Examples of this type of tenant include the following current tenants of Town facilities:

Stepping Stones	Center for the Arts
Mountain Express	Crested Butte Nordic
Library	Crested Butte Mountain Theatre
KBUT	Crested Butte/Mt. Crested Butte Chamber
CB Fire Protection District	

#### Attachments:

- Lease Agreement Checklist

#### Approvals:

Date	Name	Resolution #
------	------	--------------

2

Adopted 02/22/2022  
Resolution 2022-03

01/17/17	Town Council	2017-02
12/07/20	Town Council	2020-22
02/22/22	Town Council	2022-03

#### Revision History:

Version	Date Revised	Reason for Change
	12/07/20	To address utilization of the tenant spaces, deciding between multiple tenant applicants and subletting of properties
	02/22/22	Lease rates will be comparable to market rates for similar spaces in the community. Clarifying that spaces will be advertised in advance of lease expiration or renewal to see if there is interest from other not for profit entities. Eliminating the 'weighted' lottery. Acknowledgement that consideration on lease term and amount will be given for certain tenants.

3

Adopted 02/22/2022  
Resolution 2022-03

Appendix D: Facilities Use Strategy Alternatives

The following strategies were identified to provide different options of how Town facilities could be prioritized, used, or developed beyond Town operational needs. Each strategy includes a summary, examples of facilities changes that could fall under the strategy, and a description of how it meets or does not meet each success measure.

These three strategies each provided starting draft considerations of how Town facilities can better meet operational needs, while being leveraged to support community needs going forward. After receiving feedback on the strategies, a final recommended strategy and blueprint of identified facilities changes, new developments, or dispositions was be crafted to meet the preferred strategy.

Strategy 1

Status Quo: Continue dispersed facilities use with incremental improvements and specific changes to improve Town operations.

The first strategy generally keeps the status quo of how Town-owned facilities are used today. Specific moves or developments would be planned for to improve Town operations. Additionally, the Town would continue to help facilitate new developments or facilities improvements as needs or opportunities arise.

Some examples of opportunities within this strategy could be:

- Moving the Marshals’ Office to a redeveloped 306 Maroon (the Fire Station).
- Expanding Town administrative offices into the former Marshals’ Office.
- Facilitating improvements to the Mallardi Theatre to provide flexible space to house both the Crested Butte Mountain Theatre and Crested Butte School of Dance. By doing so, the Town could reclaim the Pump Room at 306 Maroon to use for programming and community programs rental space.
- Facilitating development of the Post Office co-located with housing at the Southeast corner of Sixth and Gothic.
- Planning for an expansion or remodel of Stepping Stones to accommodate more children.
- Continuing to lease existing office spaces under the Town’s commercial lease policy, including the Old Rock Jail, 308 Third Street, the Chamber, and the Depot.



How might this strategy meet the success measures?

✓ Town facilities meet municipal operational needs before committing to broader community needs.

This strategy prioritizes Town operations over community needs, including potential specific improvements of moving the Marshals’ office to an improved space, increasing indoor programming space for Parks & Recreation, and increasing administrative office space prior to leasing those facilities to other organizations.

✓ The Town effectively manages and actively strives to improve the efficiency of its facilities.

This strategy would incorporate the improvements mentioned in the previous section, to improve how facilities are managed and operate. Continuing to lease and operate the Town’s full portfolio may necessitate an increased facilities staff and budget.

✓ Town facilities promote vitality by providing multi-purpose and flexible shared spaces for local organizations to collaborate, grow, and serve the needs of the community.

The programming space of the Town will continue to foster collaboration among organizations, and this alternative would create a new community space by improving flexibility of facilities to promote sharing and collaboration. Office spaces would continue to be individual, with limited opportunities to support community organizations.

✓ The Town is a partner at the regional table to help facilitate core community needs that are missing or unstable in the North Valley.

The Town would approach community needs regionally as needs arise, such as facilitating the relocation of the post office by working to maintain a facility within the Town, while working with regional partners to develop or expand annexes in each community. As other needs are identified, the Town would work with its regional partners to understand the regional context of these needs.





Strategy 2

**Streamline Portfolio & Reinvest Capital: Improve Town operational facilities while lessening the Town’s portfolio for other facility uses.**

This strategy would contemplate specific facilities moves or new developments to improve Town operations, while incorporating disposition opportunities to lessen the Town's management burden and use as funding opportunities for other Town projects and needs.

Some examples of opportunities within this strategy could be:

- Redeveloping the existing Marshals' station into a new facility that meets the Marshals' operational needs.
- If the Library chooses to pursue a new facility, the Town would retain the Old Rock Library for administrative offices.
- Package a development request for proposals to prepare to sell 308 Third Street, the Fire Station and parking lot, knowing the majority of the tenants plan to move out within the next five years. By organizing a development request for proposals, the Town could provide input or conditions on how the property is redeveloped. As an example to consider, the Town conducted a broker's opinion of value on 308 Third Street to understand the value of the property, which was estimated to be about \$1.2 million.
- Consider selling TP 2 to Gunnison Valley Health to develop a mixed-use healthcare and childcare center, which would house a new facility for Stepping Stones, to be leased or managed by GVH in the future.



How might this strategy meet the success measures?

✓ **Town facilities meet municipal operational needs before committing to broader community needs.**

This strategy prioritizes improving the Marshals' space as well as keeping in mind increased office space opportunities within Crank's Plaza if the library chooses to pursue a new facility. By selling the fire station, the Town would lose potential programming space at the pump room.

✓ **The Town effectively manages and actively strives to improve the efficiency of its facilities.**

This strategy would incorporate the improvements mentioned in the previous section, to improve how facilities are managed and operated. By lessening the Town's portfolio through dispositions, the Town would lessen its management burden and could gain funding to support new developments and facilities capital projects.

✓ **Town facilities promote vitality by providing multi-purpose and flexible shared spaces for local organizations to collaborate, grow, and serve the needs of the community.**

The programming space of the Town will continue to foster community vitality and collaboration among organizations. Office spaces would continue to be individual (and less spaces would be available), with limited opportunities to support community organizations.

✓ **The Town is a partner at the regional table to help facilitate core community needs that are missing or unstable in the North Valley.**

The Town would approach community needs regionally as they arise. An example of this strategy contemplates improving childcare and healthcare, which were identified as needs, but as each project is considered, the Town will work with its regional partners to understand the regional context of these needs. The Town could also leverage its regional partner GVH to take over development and leasing a facility to Stepping Stones, which could prove beneficial for supporting staff benefits for Stepping Stones.





Strategy 3

Concentrate Town Facilities into hubs: Leverage Town facilities to become focal points that promote community vitality and collaboration.

The final strategy contemplates leveraging Town facilities or conglomerates or “hubs” of facilities to be shared by different entities and organizations to collaboratively support multiple community needs and promote community vitality.

Some examples of opportunities within this strategy could be:

- Creating an improved municipal center at Crank’s Plaza with a redeveloped Marshals’ Station and improvements to Town Hall.
- Developing a downtown community space/co-working hub at 308 Third, the Fire Station, and the parking lot for non-profits and community members, providing a space where community members could gather and collaborate downtown.
- Re-envisioning the east side of the 4-Way to accommodate a visitor education and stewardship resource location to promote collaboration among public land agencies and the Chamber to provide active stewardship education. Potential addition of community meeting space or a community anchor such as the Library could also be considered.
- Fostering a focal point for recreation and programming organizations to share space and collaborate.
- Supporting an arts/cultural hub through a redevelopment of the old Center for the Arts building to provide flexible space for arts and culture organizations to collaborate, perform, and create.



How might this strategy meet the success measures?

✓ Town facilities meet municipal operational needs before committing to broader community needs.

This strategy could help Town operations through a municipal center by improving the Marshals’ space as well as keeping in mind increased office space opportunities within Crank’s Plaza if the library chooses to pursue a new facility. The municipal center should improve collaboration among Town Departments for many years to come.

✓ The Town effectively manages and actively strives to improve the efficiency of its facilities.

This alternative would incorporate the improvements mentioned in the previous section, to improve how facilities are managed and operated. By lessening the Town’s portfolio through dispositions, the Town would lessen its management burden and could gain funding to support new developments and facilities capital projects.

✓ Town facilities promote vitality by providing multi-purpose and flexible shared spaces for local organizations to collaborate, grow, and serve the needs of the community.

Flexible and multi-use spaces could foster collaboration among many local organizations. Redevelopment of 306 Maroon and 308 Third into a community and co-working space would cement locals’ connection to Elk Ave and support year-round vitality in the immediate area. Such a facility would allow for more equitable Town support of a variety of organizations over the Town’s current commercial lease policy. Similarly the 4-Way could be redeveloped as a focal point of community activity and bookend the activated Elk Ave.

✓ The Town is a partner at the regional table to help facilitate core community needs that are missing or unstable in the North Valley.

The Town would approach community needs regionally as they arise. As new developments or proposals are considered, the Town would use this strategy of collaborative and mixed uses as a guide to understand if the new development or community need would promote community vitality.

