

MT. CRESTED BUTTE COMMUNITY PLAN



**ADOPTED BY THE
MT. CRESTED BUTTE TOWN COUNCIL**

JULY 5, 2007

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Many community members participated in the development of this Community Plan. Without their time, input, review and feedback, this plan would not be possible. The Town of Mt. Crested Butte wishes to thank all of those community members who dedicated themselves to the success of this plan.

Adopted by the Town of Mt. Crested Butte Town Council on July 5, 2007.

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The following Appendices are referenced in the [Mt. Crested Butte Community Plan](#), and are available at the Town of Mt. Crested Butte website, www.mtcrestedbuttecolorado.us.

- Appendix A Community Profile**
- Appendix B Mt. Crested Butte Community Survey Executive Report**
- Appendix C Mt. Crested Butte Community Survey Executive Report of Full-Time Residents and Business Owners**

DEFINITIONS

Brownfields: The redevelopment of lands that have previously been developed.

Cimarron Building: The second phase of development within the Town Center, comprising the former Gothic Building site, also called Cimarron at Mountaineer Square.

Community Housing: Units restricted for occupancy by eligible households that meet size and for-sale price requirements and that are deed restricted in accordance with a covenant approved by the Town Council of the Town of Mt. Crested Butte.

CBMR: Crested Butte Mountain Resort, its owners and assigns.

DDA: Downtown Development Authority, the area generally bound by the base of the mountain to Gothic Rd. on the west, Emmons Rd. on the north and Hunter Hill Rd. on the south.

Essential Personnel: Residents employed in emergency and medical services, utilities, local government and education.

Mountaineer Square: The first phase of development within the Town Center that has been developed with a conference center and accommodation units.

Mountaineer Square North: The northern half of Town Center.

Town Center: That general area centered within the DDA that is the subject of major redevelopment by CBMR and the Town.

Transferable Development Rights: A program used to allow the transfer of density from one parcel of property to another in order to preserve natural or historic features on the originating parcel.

MCBWS: Mt. Crested Butte Water & Sanitation District.

EXECUTIVE SUMMARY

The 1994 Mt. Crested Butte Master Plan established a blueprint for Mt. Crested Butte's future. The 1994 Master Plan established key goals, policies and a vision that helped with the creation of the Downtown Development Authority and the renaissance of the Crested Butte Ski Area. In the thirteen years between the completion of the 1994 Master Plan and the 2007 Mt. Crested Butte Community Plan (MCBCP), the Town saw both good and difficult times, but was able to stay the course through a strong partnership with the Crested Butte Mountain Resort (CBMR).

The 2007 Community Plan is intended to build on the 1994 Mt. Crested Butte Master Plan and A Shared Community Vision developed in 2002 by refining the community's vision and developing clear action steps (Part V. Action Plan) that the community must undertake in order to achieve its vision.

In January 2006, the Town of Mt. Crested Butte hired the **Elk Mountains Planning Group Inc.** to facilitate and develop the Community Plan. A community survey was initiated in the spring of 2006, the results from which the Town's decision-makers were able to refine a clear vision statement for the community. A visual preference survey and open house were held to solicit public involvement. Citizens, business leaders, Town staff and decision-makers

worked on committees representing different sections of the plan, and their recommendations were folded into the document presented here.

The following are the key highlights of the Mt. Crested Butte Community Plan:

- **Promote Arts, Culture and Education**
- **Maintain or Improve the Level of Public Services and Facilities**
- **Promote Economic Sustainability**
- **Encourage the Provision of Affordable Housing**
- **Create a Land Use Development Process that is Predictable and Fair**
- **Preserve and Connect Parks, Open Space and the Natural Environment**
- **Manage Multi-Modal Transportation Options**
- **Maintain Community Character and Design Quality**

These key highlights are discussed in more detail on the following page where *The Future of Mt. Crested Butte and Issue Area Summary* is presented, within the context of population and growth projections. This is the true summary of the plan, and is intended to provide the Town Council and the community with sound direction in their priorities and decision-making over the next decade.

THE FUTURE OF MT. CRESTED BUTTE AND ISSUE AREA SUMMARY

“Mt. Crested Butte will become a world-class, year-round, sustainable resort community through balancing quality of life, our environment, financial stability and the lifestyle and diversity of both our residents and guests.”

--Community Plan Vision Statement

Mt. Crested Butte is a very fortunate community. In recent years, it has attracted a new purchaser for the ski area, and has once again become a new booming destination resort. It is not easy to get to Mt. Crested Butte. This is both a blessing and a curse for the community. Fortunately, the community is well served by the Gunnison-Crested Butte Airport, Mountain Express and Alpine Express so that it has been able to keep the dark specter of transportation woes at bay--until recently.

Mt. Crested Butte is still largely undeveloped, but is beginning to face the myriad of planning issues that most other Colorado resort communities have been facing, and dealing with, for years. Mt. Crested Butte was just slow getting

out of the starting block—another fortunate circumstance. The good news is that Mt. Crested Butte can learn from these other more mature resort communities, and through good planning, can set a smart course to create a sustainable resort community as identified in the Vision Statement. It won't be easy, and the challenges will be many. But if the Town can address the following key issues as priorities for the community, it will find itself more in balance as both a resort and a community, sustaining itself well into the future.

ISSUE #1: *Less than 3% of Mt. Crested Butte's land is zoned for sales tax-generating retail uses (see Table A).*

DISCUSSION: The Town should consider whether it can afford to limit sales tax generating business uses so as not to compete with the Town of Crested Butte, as has been its policy in the past. The projected growth of Mt. Crested Butte will far exceed Crested Butte, and the Town will need to encourage the development of more retail businesses and services within the growing community. In 2006, 37% of the sales tax generated in Mt.

TABLE A. ACREAGE OF ZONED LANDS IN MT. CRESTED BUTTE

Zone District	Acreage	Percentage
Commercial (Public/semi-public uses)	20	2%
Business	10	1%
Single Family Residential	331	29%
Multi-Family Residential	109	10%
Open Space	262	23%
PUD*	406	35%
Total Acres	1138	100%
*Includes approximately 25 acres of mixed use that includes some business uses		

Crested Butte came from retail sales and restaurants, and 77% of that number was generated during ski season (December through March). **The Town should encourage the Crested Butte Mountain Resort (CBMR) to provide for adequate local-serving retail businesses, restaurants and services in North Village to serve year-round residents. In addition, the Town should encourage CBMR to provide for adequate retail/restaurant use in the Mountaineer Square North project to meet the future seasonal demand of visitors.**

ISSUE #2: *It is projected that the Town of Mt. Crested Butte will more than double its population at build-out (sometime between 2026 and 2035).*

DISCUSSION: The Town of Mt. Crested Butte has approved a number of developments that will contribute a significant amount of population in the future. The Town will need to plan future facilities with the expectation that it will serve as the primary bed base in the Upper Gunnison Valley. The Town should not presume that it would remain a primarily second-home community, as owners often choose to retire where their second home is located. Providing excellent public facilities and services will keep these residents here.

According to the 2000 census, there were 1,052 housing units in Mt. Crested Butte, and thirty-one percent (31%) of the Town's housing units were occupied by year-round residents. This is an average of 2.19 persons per unit. If all of Mt. Crested Butte's units were occupied during the 2000 census, this would have resulted in a potential population (if all units were "full") of

2,304 people. Although the Town never expects to be totally "full", it does help to determine the capacity of the community in the future.

Since the 2000 census, a significant amount of housing units have been approved and/or built (431 units) and another 1,194 units are in the planning stage. **Presuming all of these units are built, the Town should expect to have approximately 2,677 housing units at build-out and a projected "full" population of 5,809, over 2 ½ times more than the 2000 "full" population!** (See Table B below).

The Water Master Plan Update completed by the Mt. Crested Butte Water & Sanitation District (MCBWS) in October 2006 projects the Town's ultimate build-out to be 5,499 single family units (SFD—a measure to determine water use, not intended to be specifically single family residences); however, this number includes 1,800 units for North Village as well as hotel/lodge units. As currently proposed by CBMR, Table B projects the North Village to have only 1,075 units, and a limited amount of hotel/lodge units. Reducing the MCBWS build-out number by 725 units (1,800 units - 1075 units), MCBWS's projection should be 4,774 total units (single-family/multi-family and hotel/lodge).

If one presumes the residential build-out of 2,677 is correct, this would leave 2,097 hotel/lodging units that could be served by the MCBWS at build-out. There currently are 519 existing hotel/lodging units, 90 hotel/lodging units under construction, and 322 accommodation units approved for construction for a total of 931

accommodation units. **This would leave the potential for up to 1,166 future hotel/accommodation units that could be served by MCBWSD at build-out.** CBMR has indicated that it will take approximately 1,000 additional units to meet the demand from a 600,000 skier day year.

MCBWSD projected an annual growth rate of 4%, expecting their build-out number to be reached in 2035, or 28 years from now. If the reduced number of 4,774 units is used, build-out could

occur sooner, in 2031, or 24 years from now. If the 4% growth rate is applied to residential housing units alone, it is anticipated that the projected 2,677 residential units would be completed in approximately 2026 as shown in Table C below. Alternatively, if MCBWSD's "build-out" year (2035) is used, the District would be able to serve approximately 3,667 residential units in Mt. Crested Butte, but only 1,832 lodging units, or 901 more lodging units than is currently existing, planned or under construction.

TABLE B. PROJECTED UNITS AND POPULATION AT BUILD-OUT

	Units		Total Units
Total (2000 census)	1052	100%	Existing Units: 1052
Occupied Units	323	31%	
Units Approved			
Pitchfork	63		
Villas	49		
Prospect	244		
Overlook	25		
Nevada Ridge	9		
Parcel H	41		
Subtotal	431		Approved Units: 431
Units Pending	Units		
North Village	1075		
Promontory*	60		
Brush Creek Holdings	10		
Robinson/Inspiration Ridge	12		
Columbine	25		
Garland/Misc.	12		
Subtotal	1194		Units Pending: 1194
Total Existing and Projected Units			2677
Total Build-out	Year 2000		Year 2027
Total Units	1052		2677
Total Occupied Units	323		830
% of Occupied Units	31%		31%
Total Population in Occupied Units	707		1801
Persons per Occupied Unit	2.19		2.17
Persons per Unit	0.67		0.67
Estimate of Total Persons if "Full"	2,304		5,809
At total build out, Mt. CB could grow to 2.5 times it's "full" population			
* Includes potential Accessory Dwelling Units			

TABLE C. PROJECTED RESIDENTIAL UNITS BASED UPON A 4% ANNUAL GROWTH RATE

Year	Projected Residential Units
2000	1052
2010	1473
2015	1768
2020	2122
2025	2547
2030	3056
2035	3667

ISSUE #3: *The Town and CBMR need to work with the Tourism Association (TA) and Chamber of Commerce to create more summer activities and events, supplemented by small conferences, to round out the single season economy. The Town needs to encourage the construction of more accommodation units with a variety of types, sizes and price-points to provide choices for all visitors.*

DISCUSSION: In 2006 the Mt. Crested Butte sales tax collected was \$1,721,363. Lodging tax comprised 32% of the total sales tax collected, and of this 76% was collected during the ski season (December through March). Most Colorado resorts have been able to balance summer and winter seasons by providing a variety of recreational activities (alpine slide, mountain bike parks, miniature golf, etc.), holding special events (concerts, festivals, cultural activities, etc.), and working with the lodging community to offer reasonable rates during the summer to encourage the Front Range market to make the trek to the mountains. Many of the more mature resorts are now focusing on the shoulder seasons to entice more visitors and increase the off-season sales tax. **Mt. Crested Butte and CBMR should focus on filling beds during the summer**

months first (striving to match the sales tax generated during the ski season) before spending time, money and energy on significant (non-local focused) shoulder season activities. With the completion of the new conference center in Mountaineer Square, conferences will be a good start to filling the accommodation units during summer months.

Table D below shows a summary of sales tax generation by type, month and year that clearly shows the community’s dependence on the winter ski market. The table also makes clear the need to focus on building up a stronger summer market. The category marked “Other” is the only tax category that does not appear to be seasonal in nature. This category reflects a tax placed on such things as utilities, laundry, and construction-related equipment.

As mentioned above, the Town has a total of 931 accommodation units approved to date. MCBWSD projects that up to 1,900 lodging units could be served in the future. Comparing this number of future units with the current units (519) that are generating almost 1/3 of the sales tax generated, the Town could expect to almost quadruple its

current lodging sales tax if build-out of lodging is achieved! **The Town must encourage more accommodation units within the Town Center and DDA if it continues to depend on lodging as a key source of sales tax.**

It is understood that accommodations alone will not bring visitors to the community. Visitors must have a variety of activities and events to participate in, and enjoy, to make their visit a pleasant experience. Because it is a “late bloomer”, the community cannot afford to lose a single potential returning visitor to the community. Returning visitors pay off in dividends because less money, time and energy is needed to market to the returning visitor. **Therefore, Crested Butte, Mt. Crested Butte and CBMR must do everything they can to make the visitor experience the best it can possibly be, even during construction.** Clear directional signage, pleasant staff, easy-to-get-to accommodations and a helpful Chamber of Commerce will all contribute to a pleasant visitor experience that will help grow the returning visitor market.

ISSUE #4: *The Town needs to provide more affordable housing within the community.*

DISCUSSION: The Town of Mt. Crested Butte currently has approximately 25 deed-restricted community housing units in its inventory. In addition, one lot has been designated for community housing which will generate an additional 41 units, and a total of 16 units are proposed to be constructed as part of the Town Center and Solstice Mt. Crested Butte projects. This represents an inventory of 82 community housing units (see Table E below). Using 2.17 persons per unit (from the *Census Counts and Estimates of Populations and Households of Colorado Counties and*

Municipalities) from Table B above, the Town could expect that 180 persons will occupy these units. This number represents only 3% of the total projected build-out population (180/5809 = 3%).

With the significant amount of residential and commercial development that will occur over the next 25 years, the Town has the opportunity to capture a significant amount of additional community housing units. Currently, the Town has an inclusionary housing requirement that applies when land is subdivided or when multi-family structures are built. An employee mitigation fee is also charged for new commercial, accommodation and residential units or square footage.

According to Table E below, approximately 1,163 lots/units are pending approval, which could result in as many as 174 community housing units being provided by developers (this does not include any units from future commercial development). These additional 174 units could house an additional 378 residents. Still, presuming 256 units of the projected total of 2,677 units are deed-restricted, the Town could expect that only 10% of its total housing inventory will be occupied by local working families. Though many local working families occupy free-market housing, there are no assurances that free-market units will remain occupied by year-round residents; and as housing prices escalate, one could expect that second-homeowners will likely acquire these units in the future. **In order to ensure year-round vitality and a strong sales tax base, the Town should strive to secure more community housing for employees within the community.**

TABLE D. SALES TAX BY TYPE, YEAR AND MONTH

	Lodging			Other		
	2006	2004		2002	2006	
January	93,962	69,429	66,968	47,741	34,369	29,101
February	98,724	78,104	87,412	47,409	30,248	27,630
March	131,033	99,164	133,067	45,785	26,683	28,873
April	6,089	4,809	11,771	38,577	20,329	19,436
May	1,596	1,476	1,583	34,586	14,939	11,331
June	14,201	10,307	7,458	44,358	16,227	16,444
July	45,026	44,794	33,777	50,674	20,270	14,829
August	28,167	25,646	23,089	47,797	19,374	15,047
September	25,151	14,302	7,825	55,194	21,164	11,762
October	3,157	4,983	2,843	43,669	17,393	16,333
November	6,102	4,816	2,363	38,378	22,151	18,533
December	89,991	69,517	63,634	49,617	32,347	29,860
Total	\$543,199	\$427,347	\$441,790	\$543,785	\$275,494	\$239,179

	Restaurant			Retail		
	2006	2004		2002	2006	
January	29,870	37,399	38,390	71,169	56,078	51,161
February	62,998	44,873	46,351	68,623	58,907	56,921
March	55,186	44,184	58,679	92,253	72,592	102,319
April	4,245	3,508	10,029	10,791	6,852	13,966
May	0	258	348	4,654	2,159	1,114
June	17,442	2,817	1,808	7,815	5,301	4,859
July	6,957	7,507	7,393	13,779	11,204	8,172
August	4,350	5,350	6,308	10,361	11,190	7,973
September	3,307	3,596	2,852	15,843	13,165	5,741
October	459	1,379	1,007	11,753	6,656	3,489
November	3,501	4,645	1,561	28,722	11,219	5,096
December	26,456	32,812	34,192	83,844	69,221	61,550
Total	\$214,771	\$188,328	\$208,918	\$419,607	\$324,544	\$322,361

	Total		
	2006	2004	2002
January	24,2742	197,275	185,620
February	277,754	212,132	218,314
March	324,257	242,622	322,938
April	59,702	35,497	55,202
May	40,836	18,832	14,376
June	83,816	34,651	30,569
July	116,436	83,775	64,171
August	90,674	61,561	52,417
September	99,496	52,228	28,180
October	59,037	30,411	23,672
November	76,704	42,831	27,554
December	249,909	203,896	189,236
Total	\$1,721,363	\$1,215,711	\$1,212,249

TABLE E. POTENTIAL COMMUNITY HOUSING UNITS

Units Pending	Units	15% Mitigation Units	Potential Total Community Housing Units	Projected Population @ 2.17 per unit
North Village	1075			
Promontory*	30			
Brush Creek Holdings	10			
Robinson/Inspiration Ridge	12			
Columbine	25			
Garland/Misc.	11			
Subtotal	1,163	174	174	378
Existing/Approved Units	66		66	143
Solstice Mt. Crested Butte	13		13	28
Town Center**	3		3	7
Existing/Approved Unit Total	82	174	256	556

*Promontory is proposed for 30 units, each of which is allowed an accessory dwelling unit

**Town Center was allowed 15 of the Pitchfork units as credit toward their housing mitigation

The Town should complete a new Housing Assessment Study and consider increasing the amount of employee housing mitigation (by amending the Community Housing regulations) in order to capture more community housing, resulting in more employees being available to fill jobs within the community. This will reduce, to some extent, the amount of future employees that will need to be imported from other communities and will presumably reduce that amount of commuter traffic on Gothic Rd.

ISSUE #5: *Alternative transportation systems must be improved to serve the whole upper valley on a year round basis.*

DISCUSSION: CBMR has stated its goal of achieving 600,000 skier days per year. An increase in accommodation units will be necessary to accommodate these additional visitors without taxing the existing transportation system.

CBMR and the Town will need to continue working with regional partners to improve air service and regional transit service to minimize vehicular usage by visitors. But visitors are only part of the transportation puzzle. Commuting employees and construction traffic are the other major contributors to traffic generation in the upper valley. As the Town's largest employer, CBMR had 411,580 skier visits in 2005-2006 and maintained a winter staff of 800 employees that year. One could project that if 600,000 skier days are achieved, CBMR alone will require 1,166 employees, or an increase of over 30%!

According to the 2000 census, Mt. Crested Butte had 432 employed persons. Half of Mt. Crested Butte's employee base drove alone to work while the other half took an alternative mode of transportation. Although the upper valley has an excellent transit system that gets residents, employees, and visitors back and forth between

Crested Butte and Mt. Crested Butte, the internal transit system within Mt. Crested Butte is not adequately serving the community. **The town is currently investigating an internal dial-a-ride system that will supplement the inter-town system, as well as a possible transit-only system to the Town of Gothic during the summer months. The Town Council is encouraged to make progress in implementing these two potential transit-related improvements to help keep local traffic off of Gothic Rd.**

Although an exceptional transit system will do much to keep excess traffic off the road, likewise an exceptional pedestrian/bicycle pathway system will also help to remove local traffic from Gothic Rd. for short trips. The community has strongly suggested that the extension of the recreation path to the northern Town boundary is the highest priority. This extension will serve as the non-motorized spine through the community and to Crested Butte, and, if separated, will reduce potential pedestrian-vehicle conflicts on Gothic Rd. Similarly, a Parks and Trails Master Plan (that incorporates the Pedestrian Accessway Plan recommendations) will create a blueprint for future pedestrian and bicycle connections within the community that will serve both residents and visitors. **The Town Council is encouraged to find the funding to complete the recreation path and a Parks and Trails Master Plan as soon as possible.**

Although there are no recent traffic counts on Gothic Rd., the significant increase in construction in Mt. Crested Butte has no doubt increased traffic through Town since the last count in 2004. Unless a paced growth

management program is put in place, construction within Mt. Crested Butte is not likely to slow down for the next 20+ years, as indicated in the tables above and the MCBWSD study that anticipates a 4% annual growth rate. **It is important that the Town Council make transportation planning a priority for the Town.** As Mt. Crested Butte reinvents itself as an attractive resort community, together with the projected increase in population, it is imperative that transportation improvements correspond with anticipated growth.

Gothic Rd. serves as the only way in and out of Mt. Crested Butte, and there are severe limitations to widening the road to accommodate increasing traffic. Likewise, emergency response can be compromised by a grid-locked Gothic Rd. **A regional approach to the Town's single entrance, including potential access from Washington Gulch Rd. and/or a gondola connection between Crested Butte and Mt. Crested Butte, should be seriously considered, carefully studied, and incorporated into an integrated future transportation system plan for the upper valley.**

ISSUE #6: *Sales tax generating business uses (e.g. retail and restaurant) should be the primary occupants of first floor commercial spaces.*

DISCUSSION: Many maturing resort communities are struggling with the imbalance of real estate offices vs. prime retail (sales tax-generating) space in their downtowns. Shopping has been shown to be a significant activity for visitors to resort communities. As mentioned above, Mt. Crested Butte is

in the fortuitous position of creating a new Town Center and a new Village Center in North Village, opportunities to provide retail and restaurant space for residents and visitors alike. **Town Council should consider limitations on first floor non-sales tax generating uses in order to ensure economic diversity within its limited business zoned areas.**

ISSUE #7: *All rezonings should be consistent with the Future Land Use Map.*

DISCUSSION: Although the Future Land Use Map is generalized, it is a clear indication of how the community sees itself in the future. Therefore, all rezoning cases should make a finding of consistency with the Future Land Use Map, included in Part VI. of this plan.



WHETSTONE MOUNTAIN VIEW

HISTORY

As far back as the 1800's, the area now occupied by Mt. Crested Butte and Crested Butte was called "the Queen Jewel of the Elk Mountains." Nestled nearly 9,000 feet high in a beautiful alpine valley surrounded by 12,000- to 14,000-foot mountains, this area was, and still is, a very special place. Before the first miners arrived in the area in the 1860's, Ute Indians used this area as summer hunting grounds. In the 1860's, placer miners panned gold out of the nearby Slate and East Rivers and Washington Gulch. In the 1870's, silver was discovered in the Elk Mountains and the boom Towns of Irwin, Pittsburg, Gothic, and Crystal appeared out of nowhere. The Town of Crested Butte was founded in the late 1870's as the "gateway to the Elk Mountains." The new Town was the supply center for the nearby silver mining camps. Its name came from the Hayden Survey party of 1874, which referred to two isolated mountains in the upper East River Valley as "the crested buttes."

The early miners of the area were also skiers—they had to be. There was no other way of getting around in the winter. In those days, there were no fancy clothes, high tech skis, or chairlifts. Using heavy, nine-foot long skis and a single guide pole, the miners skied as an essential means of winter transportation. Legendary mailmen like Al Johnson of Crystal and Louie Barthell of Gothic traveled by "snowshoe express" in the winter. By the early 1880's skiing had also become a sport and big-time ski races were held in the nearby mining camps every weekend during the winter months.

The Rio Grand narrow gauge railroad was completed to the area in 1881. Our sister Town of Crested Butte flourished throughout the 1880's, growing to over 1,800 people. The silver panic of 1893 marked the end of the age of silver in the area. Luckily, extensive bituminous and anthracite coal deposits had been discovered, and the area's economy shifted from silver to coal. Nine major mines surrounded Crested Butte, turning out hundreds of thousands of tons of coal.

The coal miners came from Wales, Ireland, England, and Scotland—the famed "Cousin Jacks," and later Italy, Austria, and Slovakia. The result was a rich ethnic mix that still remains in the area today.

Coal mining sustained the area for the next 60 years, but in 1952, the last mine was closed. With an average annual snowfall of 300 inches, great skiing and other winter recreational activities were a given, so it was natural for the area to be reborn as a ski area. The Gunnison Ski Club had already been founded in 1938, primarily for the purpose of obtaining WPA funds to develop the Pioneer Ski Area, eight miles south of Crested Butte. By 1939, Pioneer was operating the first chairlift ever in Colorado. In 1960 Crested Butte Limited, a corporation formed by Dick Eflin and Fred Rice, superseded the Gunnison Ski Club's skiing operation.

The history of Mt. Crested Butte is inexorably tied to the history of the ski resort. In the late 1950's Dick Eflin had a dream of starting a ski area. His college fraternity brother, Fred Rice, caught Dick's enthusiasm and together

they began scouting Colorado locations. They heard that Austrian ski racer Arthur Kucha had proclaimed Crested Butte Mountain as “one of the three best mountains in the United States.” Filled with youthful enthusiasm, the 27-year-old Eflin arrived in Crested Butte in 1960, ready to begin this new ski area.

On Thanksgiving Day, 1961, the Crested Butte Ski Resort was born. The first lift was a T-bar that had to be temporarily powered by a huge generator because the rural electric cooperative had not yet extended electricity to the base area. In those early days there was no lodging at the ski area, so the ski company operated the “Gallopig Goose,” a big green four-wheel drive Carryall, to pick skiers up and take them the final mile up the hill’s dirt road to the lift. Soon, however, the road was paved, and the first chalets were built at the base area.

Despite the hard work of Eflin and others, financial woes beset the ski area, and it was subsequently purchased by the Callaway and Walton families in 1970. New lifts, condominiums, hotels and restaurants were built at the base. However, through years of growth and change, the area has maintained the charm of its historic and colorful past.

--From the 1994 Mt. Crested Butte Master Plan

BACKGROUND

In January 2006, the **Elk Mountains Planning Group Inc.** was hired to assist the Town of Mt. Crested Butte with an update of their 1994 Master Plan. The 1994 Master Plan served the community well by setting the stage for future development and redevelopment in this small mountain resort community of just over 700 year-round residents.

With the sale of the Crested Butte Mountain Resort (CBMR) in 2004 to Tim and Diane Mueller, a new chapter of the Town’s history was about to be written. This 2007 Mt. Crested Butte Community Plan is intended to reflect the current thinking of the community, and what it envisions itself to be like over the next 20 to 30 years as it reaches its build-out in the future.

Early in the planning process, the consultant presented the concept of “Smart Growth” and sought confirmation from the community that Mt. Crested Butte was ready to embrace these planning principles, in concept. The following overview is presented from the executive summary of Why Smart Growth: A Primer by International City/County Management Association with Geoff Anderson, 7/98.

SMART GROWTH OVERVIEW

“In communities across the nation, there is a growing concern that current development patterns--dominated by what some call "sprawl"--are no longer in the long-term interest of our cities, existing suburbs, small towns, rural communities, or wilderness areas. Though supportive of growth, communities are questioning the economic costs of abandoning infrastructure in the city, only to rebuild it further out. They are questioning the social costs of the mismatch between new employment locations in the suburbs and the available work-force in the city. They are questioning the wisdom of abandoning "brownfields" in older communities, eating up the open space and prime agricultural lands at

the suburban fringe, and polluting the air of an entire region by driving farther to get places. Spurring the smart growth movement are demographic shifts, a strong environmental ethic, increased fiscal concerns, and more nuanced views of growth. The result is both a new demand and a new opportunity for smart growth.

“Smart growth recognizes connections between development and quality of life. It leverages new growth to improve the community. The features that distinguish smart growth in a community vary from place to place. In general, smart growth invests time, attention, and resources in restoring community and vitality to center cities and older suburbs. New smart growth is more town-centered, is transit and pedestrian oriented, and has a greater mix of housing, commercial and retail uses. It also preserves open space and many other environmental amenities. But there is no “one-size-fits-all” solution. Successful communities do tend to have one thing in common--a vision of where they want to go and of what things they value in their community--and their plans for development reflect these values.”

Without Vision, People Perish

SMART GROWTH AND COMMUNITY PLANNING

The American Planning Association (APA) states that effective comprehensive planning, based on Smart Growth principles, is the primary means of implementing Smart Growth. The

APA asserts, *“Planning, especially comprehensive planning, is central to the implementation of Smart Growth. Absent the collective decision-making processes inherent in effective comprehensive planning, those who would implement smart growth measures are limited to a series of short-term, geographically isolated, and disconnected decisions. The comprehensive planning process achieves this through collective decisions about the intensity, the density, and the character of development and the level of public services to be provided.”*

The Colorado Office of Smart Growth provides further evidence of the critical dependence between successful Smart Growth and planning. This office states: *“Decision making by local governments is made in accordance with master (or comprehensive) plans, zoning and/or other land use regulations. Good land use planning is proactive in nature and helps prevent accusations that land use decisions have been made in an arbitrary or capricious manner. In the absence of planning, land use decisions can often be made haphazardly or by default. Without planning, the impacts of land use decisions are still felt and their costs are borne by the entire community. Good planning leads to sound decision-making.”*

The 2007 Mt. Crested Butte Community Plan is based upon a close and synergistic relationship between the following Smart Growth Principles and sound community planning:

PRINCIPLES OF SMART GROWTH

1. *Mix Land Uses*
1. *Take Advantage of Compact Building Design*
2. *Create a Range of Housing Opportunities and Choices*
3. *Create Walkable Neighborhoods*
4. *Foster Distinctive, Attractive Communities with a Strong Sense of Place*
5. *Preserve Open Space, Farmland, Natural Beauty and Critical Environmental Areas*
6. *Strengthen and Direct Development Towards Existing Communities*
7. *Provide a Variety of Transportation Choices*
8. *Make Development Decisions Predictable, Fair and Cost Effective*
9. *Encourage Community and Stakeholder Collaboration*

HOW THE PLAN WILL BE USED

The Mt. Crested Butte Community Plan is composed of six parts:

1. Inventory and Data Collection;
2. Analysis;
3. Goals and Policies;
4. Implementation Strategies;
5. Action Plan; and
6. Future Land Use Map

A series of Appendices (including a Community Profile) serve as background to the plan's policies, and are available through the Town's website, www.mtcrestedbuttecolorado.us. The Mt. Crested Butte Community Plan should be used regularly: not just by community decision-makers, but also by anyone with an interest in the community. This plan should serve as the basis for making sound zoning and land use decisions. Any rezoning,

annexation, or change in land use applications should be evaluated against the goals and policies put forth within this plan. Further, the recommended Action Plan should serve as the basis for the Town's annual work program and Capital Improvements Program (CIP).

Although a plan is intended to address many aspects of a community, this plan cannot address every issue in detail. Therefore, the Action Plan recommends that additional study of issues be undertaken, as appropriate.



MOUNTAINEER SQUARE
CREDIT: CBMR

PART I: INVENTORY AND DATA COLLECTION

In order to begin the Community Plan process, an inventory of information about the Town was gathered. Existing GIS maps, census data, tax information, climatic data, and much more was gathered to begin the analysis of how the Town might best develop. Much of this data is presented in **Appendix A Mt. Crested Butte Community Profile** (available at the Town's website, www.mtcrestedbuttecolorado.us) as background for the plan.

Since much of the data was several years old, the Town decided that a Community Survey would help verify the 2000 census data, as well as garner feedback from the community on what they think is important in the planning of the Town.

2006 Community Survey

In February of 2006, the Town of Mt. Crested Butte developed a Community Survey for distribution to all registered voters, property owners, and business owners in Mt. Crested Butte. In late March, a total of 1,907 surveys were mailed out with stamped, return envelopes. Six hundred and one (601) completed surveys were returned, and the Town engaged the services of Western State College to tally the results for interpretation and analysis. This was a 33% return rate that is unheard of for most surveys. A 10% rate of return is considered a good result. The **2006 Community Survey Executive Summary** is provided in **Appendix B** at www.mtcrestedbuttecolorado.us.

In order to make sure that the results of the Community Survey weren't skewed by a significant second homeowner response, a second Executive Summary was developed that focused on the answers of full-time residents and business owners. This **Executive Summary** is provided in **Appendix C** at the same website.

Community Vision

In April 2006 the Town's decision-makers, staff, and members of the public participated in a Community Vision exercise. Starting with the Mission Statement from the 1994 Master Plan and word selections from *A Shared Community Vision* drafted by the Town Council in 2002, the participants worked in groups to identify the key words that could form one sentence that would describe Mt. Crested Butte of the future. The group developed the following Vision for this Community Plan:

"Mt. Crested Butte will become a world-class, year round, sustainable resort community through balancing quality of life, our environment, financial stability and the lifestyle and diversity of both our residents and guests."

2000 Census Data

Using the State of Colorado's website as a resource, the 2000 Census data for Mt. Crested Butte was derived. As mentioned earlier, much of the data is old and not necessarily representative of the community today. However, census data still remains an accurate reflection of the community at the turn of the millennium, and some comparisons between Mt. Crested Butte and Crested Butte are provided in the **Community**

Profile provided in Appendix A.

Visual Preference Survey

Before the community embarked on the development of goals, policies and action steps, it was important to get a sense of where the common ground was in the future development of the community. With this in mind, a Visual Preference Survey was given to community members in early June. Thirty (30) community members participated, and each participant was given a scoring sheet on which to rate their preference for each image that was shown as part of a PowerPoint presentation. One hundred and fifty (150) images were shown and participants were asked to rank the image as a “5” if they thought the image was appropriate for Mt. Crested Butte, a “3” if it might be appropriate, and a “1” if it was not at all appropriate. Many of the images were of other ski resort communities in North America. The results of the Visual Preference Survey were tallied, counting only those images that ranked a “5” as being very appropriate for Mt. Crested Butte (a total of 24 images). A Summary of Community Preferences and the images that were top ranked or received a majority score were provided to the Town decision-makers during the plan approval process for their consideration.

Use of GIS Maps

In addition to the information gathered from the surveys, maps were developed from the Town of Mt. Crested Butte’s GIS system. This is the baseline physical/geographic characteristics of the community that helped shape the *Future Land Use Map* (page 52) that is an important component of this Community Plan.

Community Plan Open House

In an effort to solicit community volunteers to help develop the goals, policies and action steps for the Community Plan, the Town held an Open House just after the 4th of July holiday. The hope was to provide an opportunity for second homeowners as well as residents to see what work had been done to date on the plan, and see if they were willing to help develop the document. Twenty-five (25) community members attended the Open House held at the fire station where they could sign up to serve on one or more of eight (8) committees. The Community Survey Executive Summary and the summary of Community Preferences were distributed to participants. In addition, GIS maps and the Preferred Visual images were presented on boards for reference. Along with demographic information, this was the baseline of information available to all of the committees to begin their work on policy development.

Community Plan Committees

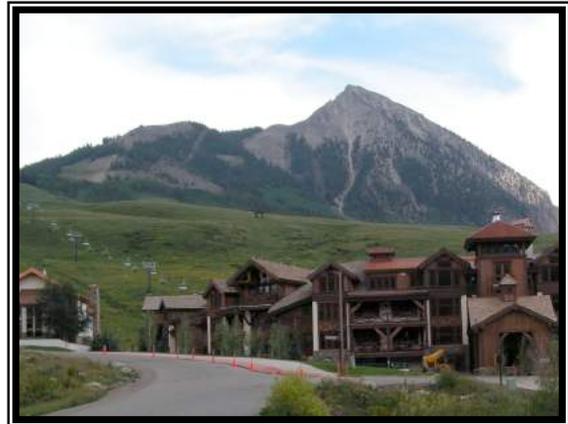
A total of eight (8) subtopics were identified that formed the basis for the eight (8) Community Plan committees. The committees are as follows:

- Arts, Culture, Education, Heritage and Social Capital
- Community Facilities, Utilities & Public Services
- Economic & Tourism Development
- Housing
- Land Use, Development & Growth Management
- Parks, Recreation and the Natural Environment (Wildlife, Resources & Hazards)
- Transportation
- Visual Resources & Design Quality

Each committee meeting was facilitated by the consultant or a Town of Mt. Crested Butte staff member, and each committee had both a Town Council and a Planning Commission member in attendance. This was critical to the process to ensure that communication back to the respective board and commission regularly occurred. Each committee met an average of three times, focusing on the specific goals, objectives/policies, and action steps for that particular topic. The results of this work are what compose the heart of this Community Plan, with *Goals and Policies* presented under Part III and the *Action Plan* presented in Part IV.

Other Information

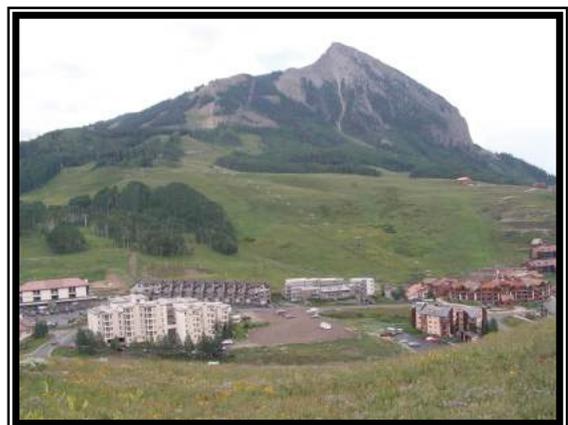
The Community Profile (**Appendix A**) was developed from a series of resources including the Town of Mt. Crested Butte, CBMR, the Town of Crested Butte, Gunnison County, and the State of Colorado. Information about the Town’s budget and taxes; building activity; climate; economics and employment; education; emergency and medical services; housing; open space; income; land ownership; population; transportation facilities; and utilities are included. This Community Profile is intended to be a “stand alone” document that can be used by the community as a resource of information about the area.



MT. CRESTED BUTTE VIEW FROM WEST WALL



MT. CRESTED BUTTE VIEW FROM TED SCHESKE PARK



MT. CRESTED BUTTE VIEW FROM THE WEST SLOPE

PART II: ANALYSIS

2006 Community Survey Results

In analyzing the information from the Community Survey and comparing it with the 2000 Census Data, we get a very different snapshot of a typical Mt. Crested Butte community member. It should be noted that the response rate from second home owners was significant (59%) to influence the “typical” community member. This is further confirmed by the 64% (**18%**) response rate of “no” when asked if they are a registered voter in Mt. Crested Butte.

In order to fairly reflect the minority perspective of the full-time residents and business owners, a second analysis of just these Mt. Crested Butte community members was completed. The analysis presented below is based on all survey results, but where a significantly different demographic or opinion by the full-time residents and business owners is held, these are presented in (***bold italics in parenthesis***).

A typical Mt. Crested Butte community member is male, between the ages of 45-64, married, with children no longer living at home. He is employed full-time in some other location than Gunnison County (***Mt. Crested Butte***). His annual household income is somewhere in the range between \$100,000-\$300,000 (***\$50,000-\$74,999***). This income level is not surprising since our typical community member has a graduate or professional degree (***Bachelor’s degree +***). In addition, 90% (***97%***) of the respondents indicated they own their home.

When asked what their current assessment was of specific characteristics/opportunities within Town, recreational opportunities ranked highest, followed by sense of community; parks, trails and open space; public safety, neighborhood noise; and transportation. (***Interestingly, the local community assessment did not have “sense of community” on this highest response list***). By contrast, those items ranked lowest were shopping opportunities, affordable housing opportunities, and restaurant opportunities.

The survey also asked full-time residents to answer some specific questions about themselves. These answers indicate that the majority of these residents have lived in Mt. Crested Butte six or more years (***6-20 years***), and most moved here for the quality of life. Other attributes that residents enjoy are the summers and scenery.

Residents are active, and over 80% (***60%***) indicated they ski or walk/jog/hike on a regular basis. Over 50% (***20%***) indicated they mountain bike. Not surprisingly, when asked where they go for goods and services, sports and recreational equipment was commonly purchased in Mt. Crested Butte (50%) (***45%***) while almost all other goods and services were purchased in Gunnison or Crested Butte. Similar to other resort communities, Mt. Crested Butte residents indicated that the majority of them only purchase between 0 -19% of their goods in the Mt. Crested Butte/Crested Butte area. This loss of potential dollars outside of the local economy is discussed in the *Economic and Tourism Development* section of the Plan.

When asked what goods/services that residents would like to have available in Mt. Crested Butte, the top answers were:

- Small grocery store
- Post Office
- Drug store/pharmacy (*not important*)
- Gym/health club

Interestingly, over 25% (**20%**) of the Town's residents see themselves still living in Mt. Crested Butte in the next 5-10 years.

When asked about parking, most respondents did not think parking was a problem (*only during ski season*), yet the majority believes that more public parking is needed. Apparently many community members depend on Mountain Express, with 78% (**71%**) indicating satisfaction with the level of service in Mt. Crested Butte.

The survey results indicate that few community members have attended the Town's special events (**June Flea Market and Fall Festival were ranked highest by locals**), with the 4th of July being the clear winner with 12% attending. It is interesting to then review the events that, even without great community attendance, members felt it was important to continue holding the following events:

1. Town Clean-Up Day (**Randonnee Rally**)
2. Grand Traverse Ski Race
3. 4th of July 1/3 Marathon (**Pinnacle Mt. Bike Race Series**)
4. Peak Hike Fundraiser (tied) (**tied with 4th of July 1/3 Marathon**)
4. Fat Tire Bike Race (tied)

5. Pinnacle Mt. Bike Race Series (**Al Johnson Memorial Race**)
6. Al Johnson Memorial Race (**Town Clean-Up Day**)

(It is also interesting to note that locals don't feel the Town Clean-Up Day is the highest priority but second homeowners do).

Community members primarily get their news and information about Town events from the Crested Butte News, Crested Butte Weekly or word-of-mouth. (**KBUT closely followed these for locals**).

When asked about the Downtown Development Authority's (DDA) priorities for the use of funds for Town projects, community members generally agreed with the DDA's priorities, including a new recreation center, more parking, utility expansion, pedestrian circulation improvements, special events and landscaping (**snow removal/storage and vehicular circulation**).

A clear majority (68%) (**66%**) of the community supports the development of ski terrain expansion on Snodgrass Mountain. When asked what type of facilities should be provided in North Village, the following were ranked highest:

1. Summer/Winter Trail Improvements (**New Post Office**)
2. Affordable Housing (tied)
2. Outdoor amphitheatre (tied) (**ranked 7th**)
3. New Post Office (**Multi-Purpose Ice Facility**)
4. Multi-Purpose Ice Facility (**Soccer/softball fields**)
5. Gothic Trailhead Parking and

Information Center (*tied--
Performing Arts Center and
Town Hall*)

[It should also be noted that at the time of the survey, the location of the Multi-Purpose Ice Facility proposed in Crested Butte had not yet been finalized. Currently, this facility is proposed to be developed adjacent to the Community School campus in Crested Butte.]

Finally, when asked what their top five issues were that Town Council should be aware of, community members responded as follows:

1. Local Economy/Marketing
2. Scenic/Visual Quality
(***Emergency Services***)
3. Quality of Development (***Water Quality/Quantity***)
4. Recreational Amenities (tied)
(***Quality of Development***)
4. Airline Service (tied) (***not ranked***)
5. Open Space Areas

To summarize, it appears that as far as future planning and development are concerned, the community supports skiing on Snodgrass Mountain. Further, they would like to see an improved local economy that might be buoyed by a small grocery, a post office and recreation/health club facility and better airline service (***not a priority for locals. Locals are more concerned about local services such as emergency services and water quality /quantity***). Whatever development does occur, they want it to be high quality, keeping the scenic quality at the forefront while preserving the community's open spaces.

Building Activity

Building permits in Mt. Crested Butte have ranged from just over \$66,000 in 2004 to over \$3.1 million in 2005, the year Mountaineer Square (Town Center) started construction. Before that project, construction permit fees peaked in 1999 with over \$700,000 generated (a valuation of some \$15 million), but slowly declined until bottoming out in 2004. It is probable that residents and developers were taking a "wait and see" approach while the sale of CBMR was being negotiated with the Muellers. It should be noted that the spike in 2005 was not solely the Mountaineer Square project, but several other projects as well. Building activity is shown on page 31 of the Community Profile, posted to the Town website.

Land Use, Zoning and Tax Burden

The Town of Mt. Crested Butte comprises approximately 1,138 acres. In 2000, it had 343 single family and duplex residences, and approximately 709 multi-family residential units. Approximately 843 acres or 74% of the land area within Town is zoned for residential use (including PUD's), and 262 acres (23%) are zoned for open space. The remaining 3% of the Town's acreage are lands zoned for public accommodations, commercial (public and semi-public uses) and business uses. Although many of the condominiums in the residential zones generate some sales tax when they are leased as short-term accommodations, less than 3% of the lands in Mt. Crested Butte are responsible for producing most of the sales tax, which comprises 37% of the Town's revenues. Together with use tax (30%) and admissions tax (17%), these revenue sources reflect 84% of the Town's revenue (refer to charts in

Appendix A: Community Profile on the Town's website).

In 2006, lodging (32%), retail (24%), other (32%, which includes leases, utilities, laundry, etc.), and restaurants (12%) contributed to the sales tax (see Table D, page 11). A total of 64% of the annual sales tax collected occurs in the four winter months from December through March. Clearly, in order to achieve the community's vision that "*Mt. Crested Butte will become a world-class, year round, sustainable resort community . . .*", then the Town will need to work harder on developing a stronger year-round economy.

Further, it would be important for the Town to ensure that at least the same 3% of the land dedicated to sales tax-generating business and commercial uses be maintained with all future rezonings in order to maintain the current level of sales tax revenues. It is anticipated that additional sales tax-generating commercial lands will be proposed as part of the major alteration to the North Village PUD and the third phase of the Town Center project.

Community Profile

The Community Profile (**Appendix A** on the Town website) provides a snapshot of the typical Mt. Crested Butte resident in 2000 when the last census was taken. It is interesting to note that over 75% of the census respondents indicated that they had just moved to Mt. Crested Butte in the previous five years. This is a young community (median age is 31) with little history or roots, as compared with nearby Crested Butte. This is further emphasized by the fact that 24% of the householders are "non-relatives", essentially roommates, and

44% of the total occupied housing units are renter-occupied.

The majority (74%) of housing units in Mt. Crested Butte are in multi-family structures, and 96% of all housing units have been built since 1970. Electric heat is used in 60% of all housing units. At the time of the census (April 2000), 69% of the housing units were vacant. This is not surprising as April is when the mountain shuts down and many residents travel.

Although the community is quite affluent (42% of families had incomes of \$75,000 or more in 1999), housing costs for renters is extremely high. For 47% of the renters, the gross rent as a percentage of household income was in excess of 30%. Interestingly, 44% of owner-occupied units paid less than 15% of their income toward their housing costs, but another 31% paid in excess of 30% of their household income toward housing expenses. It is evident from this information that the need for affordable housing units, both for-sale and rental units, are needed in the community.

The majority of employment is in the arts, entertainment, recreation, accommodation and food services industry (44%). This is not unusual for a resort community such as Mt. Crested Butte. Finance, insurance and real estate comprise 12% of employment while construction and retail round out the employment picture with 11% each. Given the significant increase in construction in Mt. Crested Butte over the last couple of years (permit fees increased from just over \$66,000 in 2004 to \$3,154,410 in 2005), one would expect to see a corresponding increase in the construction industry. However,

many construction employees are paid cash for their work with little reporting to the state unemployment office that keeps track of this information. Interestingly, over 50% of Mt. Crested Butte's workforce travels to work by other than private vehicle, and the average commute time is only 12 minutes!



PITCHFORK HOUSING

PART III: GOALS AND POLICIES

Committee Recommendations

During the summer and fall of 2006, local volunteers and decision-makers met in small groups on specific topic areas and discussed what the goals and policies related to the specific topic should be. There was not always agreement on the policies and goals, but allowing the community to come together and share their ideas for the future was key to the development of this section of the Community Plan.

In order to ensure that grassroots ideas had a way of being carried forward through the planning process, at least one Planning Commissioner and one Town Council member were assigned to each committee. This grassroots idea-sharing was then interpreted and refined into a set of goals, policies and actions that are the heart of this Community Plan. Part V of the Community Plan is an *Action Plan*, by topic area, that spells out the projects, plans, and initiatives that the community should take on, in order to achieve the goals identified in this Section.

ARTS, CULTURE, EDUCATION, HERITAGE, AND SOCIAL CAPITAL

Intent Statement

Recognize the contribution of the arts, culture, and education to the quality of life in Mt. Crested Butte. Support the arts and the cultural community in its effort to increase awareness of its

significance to the future quality of life in Mt. Crested Butte. Encourage more community participation on boards and committees to maximize Social Capital. Recognize the unique history of Mt. Crested Butte as a “company town” and begin to build on this heritage. Recognize the importance of the arts, culture, education, heritage and social capital to both Mt. Crested Butte, “the community”, and Mt. Crested Butte, “the resort.”

Goals

1. Ensure the provision of public facilities and services to sustain arts, culture and education in the community.
2. Ensure sufficient funding for arts, culture, heritage and education in the upper valley.
3. Encourage collaboration and partnerships to ensure arts, culture, education and heritage are maintained within the community.
4. Encourage community involvement and the preservation of social capital by offering opportunities for volunteering to serve on local boards and committees.
5. Encourage the development of a high altitude wellness center as a key new facility within the community.

Objectives/Policies

1. Encourage public and/or private entities such as CBMR to provide a branch library/wellness center in the North Village. The branch library should have a small section that focuses on the history of Mt. Crested Butte.
2. Encourage public and/or private entities to provide a 24-hour urgent care/wellness center adjacent to the library. The wellness center could

provide locals and tourists with information regarding altitude sickness, blood pressure readings, obesity information, etc.

3. Encourage land dedication for a multi-purpose, multi-generational educational facility in Mt. Crested Butte.
4. Encourage land dedication for a daycare/gym facility in Mt. Crested Butte. Locations for such a facility could potentially be in or near the proposed recreation center off of Emmons Rd. for short-term (visitor) care, or in the North Village for longer-term care for local residents.
5. Encourage the use of Town lands for weddings and events that bring people to the community and fees to the Town.
6. Encourage the Chamber of Commerce to promote and establish special mountain events, winter and summer.
7. Encourage CBMR to undertake a study to determine the feasibility of having an outdoor amphitheater in Town. The study should include determining the best location, considering weather implications. Encourage public and/or private entities to provide the outdoor amphitheatre.
8. Encourage better communication between the Town and residents and manage special events and information through the Town website.
9. Encourage the development of places of worship, athletic and educational facilities to meet the spiritual, athletic, and educational needs of the community.

COMMUNITY FACILITIES, UTILITIES AND PUBLIC SERVICES

Intent Statement

It is the intent of the Town of Mt. Crested Butte to provide the best level of public services and facilities as possible to its residents, businesses, and visitors. The Town will strive to provide services and maintain facilities 24/7 when economically feasible. Growth and development within the Town's boundaries is expected to pay for their proportionate share of public utility expansions where necessary, and all required impact fees for services.

Goals

1. Maintain or improve the current levels of service provided by the Town consistent with the community's needs and its financial capacity to support such facilities and services.
2. Ensure that growth in the Mt. Crested Butte community pays for its increased demand on the provision of public services and facilities (i.e., fire, law enforcement, water and sanitation, transportation, utilities, etc.).
3. Continue to provide effective and efficient law enforcement services to the citizens of Mt. Crested Butte.
4. Support the Mt. Crested Butte Water and Sanitation District to provide high quality, environmentally sound water and sanitation services to Mt. Crested Butte residences and businesses.
5. Foster the future development of quality emergency medical services in the Upper Valley in addition to that provided by the Crested Butte

Fire Protection District, and the Gunnison Valley Hospital.

6. Continue to support responsive fire protection services in Mt. Crested Butte and surrounding areas.
7. Encourage intergovernmental cooperation and communication among the various service providers.

Objectives/Policies:

1. Identify service capacities for Town-provided services and encourage other service providers to identify service capacities so as not to create undue burdens on current providers and receivers of the services.
2. Developers will be responsible for financial obligations to extend any public service.
3. As the Town expands, add more staff as warranted and economically feasible, depending on the extent of future build-out.
4. For effective planning to continue, coordination and cooperation between the Town and the Water and Sanitation District must remain a high priority.
5. Coordinate with the Fire Protection District on all development to ensure that adequate water storage and distribution infrastructure are in place to meet fire demands.
6. Keep up with the cost of services provided by the Town through the assessment of impact fees, and insure that adequate fees are collected.
7. Require the provision of space for a new post office in North Village or Town Center when it comes through the PUD major alteration process.
8. Discourage the use of new special districts within the Town boundaries.

ECONOMIC & TOURISM DEVELOPMENT

Intent Statement

Maintain a healthy, vibrant and diversified year-round economy that supports the Mt. Crested Butte community. Maintain and enhance existing businesses and cultural entities. Enhance the wealth-generating capacity of the local economy while minimizing the rate at which cash flows out of the local economy.

Goals

1. Create a long-term sustainable economy that respects the underpinnings of the community such as the environment and the people.
2. Work toward a stronger business district in the Town Center that keeps money in the community.
3. Create tax-generating uses that complement the Crested Butte market.
4. Create a strong locally-serving business environment, especially in the North Village.
5. Focus community economic and marketing efforts to create a stronger summer season before spending marketing dollars on the shoulder seasons.

Objectives/Policies

1. Foster a high quality, well-trained, service-oriented, and educated work force.
2. Encourage local ownership of businesses.
3. Create opportunities for entrepreneurs so that local residents can start businesses and move beyond wage-earning jobs.
4. Work with the private sector to make

the DDA area an attractive place for businesses by providing amenities and infrastructure necessary to help retail businesses survive.

5. Work with developers and property owners to incorporate retail space into the ground floor of buildings in the DDA, where and when feasible.
6. Provide incentives for businesses to locate in the Town Center.
7. Consider providing assistance to existing businesses for expansion and redevelopment of their businesses.
8. Ensure government support of a diverse business and non-profit community.
9. Utilize our public and private infrastructure (transit, parks, buildings, businesses, etc.) to full capacity to ensure the maximum return on existing investments (though we also understand the value of the off-season).
10. Continue to support land uses that generate lodging tax, which is a significant portion of the Town's sales tax.
11. Support a variety of food and beverage choices for residents and visitors, encouraging existing locally-serving businesses to open additional food service facilities or restaurant space in Town Center.
12. Work with CBMR to create a strong, year-round convention market.



GRAND LODGE

HOUSING

Intent Statement

Create an environment where community housing is considered a community asset and where both the public and private sectors partner to achieve enough community housing to meet the projected workforce. All community housing should be appropriately scaled, distributed throughout existing and new neighborhoods, and remain affordable. By providing opportunities for the development of community housing within the Town, a stronger, healthier year-round community will thrive, strengthening the local economy as a result.

Goals

1. Strengthen the community by integrating community housing with free-market housing.
2. Provide community housing for the workforce within the community. Determine what the current and projected workforce is in order to identify community housing need.
2. Ensure essential personnel and the disabled can be housed within the community. Essential personnel include, but are not limited to police, fire, EMS; utility and public works employees; Town staff, teachers, social and medical service providers; and employees working in Mt Crested Butte businesses.
3. Provide a variety of community housing types (seasonal, long term, for-sale, rental) to best serve changing demographics.
4. Ensure community housing units are livable and provide adequate storage to serve locals' lifestyles.

5. Locate community housing units in proximity to alternative modes of transportation, including transit routes and pedestrian/bike paths.

Objectives/Policies

1. Require greater participation by the private sector in developing community housing. Cash-in-lieu of required community housing should not be accepted by the Town unless it is only for a fraction of a unit. The Town should provide additional incentives for developers who provide a whole unit on- or off-site where a fractional unit could have been paid for as cash-in-lieu.
2. In order to make sure that community housing doesn't become just the Town's problem, the Town should insist on mitigation priorities of on-site community housing units first, the provision of land for community housing second, and cash-in-lieu as a last resort.
3. As new community housing units become available, the Town should create a "set aside" of units dedicated specifically for essential personnel. Once the need for essential personnel housing has been satisfied, then remaining units can be available for qualified community members at large.
4. Only qualified community members (within Gunnison County) should be allowed to acquire "for-sale" community housing units. Qualifications should be tied to gainful employment within the Crested Butte-Mt. Crested Butte area.
5. Continue to create integrated neighborhoods as new housing is developed. Community housing units should be developed seamlessly with free-market units, and not in a separate enclave within the development.
6. The Town should work with major employers such as CBMR, who require and depend upon large numbers of seasonal employees, to be proactive and responsible for providing rental housing for their seasonal employees.
7. Architectural designs for community housing should address local lifestyle needs for storage while making units as livable and spacious as possible.
8. Encourage developers who provide community housing to provide units that will meet the then-current need for seasonal and/or long term rentals, based on the results of the most recent Housing Needs Assessment.
9. In order to keep up with the demand, the Town should undertake bi-annual Housing Needs Assessments, in conjunction with the County Housing Authority, in order to determine if progress is being made to reach the goal of providing community housing for the workforce within the community.
10. The public and private sectors should work together to ensure success in providing community housing at a reasonable cost, and selling/renting the units at a reasonable price. The balance of "for sale" units vs. rental units should be determined by the bi-annual Housing Needs Assessment.
11. Allow additional detached accessory type units in the Single Family Residential zone. These units should be for-sale units (through condominiumization) and deed-restricted. This will add to community housing stock while possibly reducing the desire to subdivide large lots.

12. Develop creative partnerships with non-profits, utility providers, and others in order to create additional community housing.
13. Community housing should be considered an asset of the community as a whole. As such, it is incumbent on the Town to ensure that these assets are kept affordable, are well-maintained, and remain desirable places to live. To this end, the Town should institute policies that will ensure that homeowners' dues are set aside for improvements; that restrictions are put in place and monitored to ensure continued affordability of every unit; and that minimum design standards are met to ensure maximum livability of the units.
14. In order to achieve maximum community housing, the Town should regulate unit sizes based on family size. For instance, a couple should not be allowed to purchase a three-bedroom house when a one bedroom house will be adequate. Two roommates should be able to acquire a two-bedroom unit. This will also ensure that a variety of community members with a variety of incomes will be eligible for housing in Mt. Crested Butte.
15. To strengthen its reputation as an inclusive community for all, the Town should require more than the minimum number of accessible community housing units be provided than are required under the Americans with Disabilities Act (ADA).
16. As a key employer in the community, the Town should consider acquiring land, developing units and managing its own

community housing for Town employees.

17. In order to keep the cost of energy in check, the Town should require all community housing units meet a standard of sustainability by encouraging green building.

LAND USE, DEVELOPMENT & GROWTH MANAGEMENT

Intent Statement

Encourage smart growth within Mt. Crested Butte, recognizing the connection between development and quality of life. Create a vibrant year-round community with easy access to public lands, and where essential community goods and services are available via alternative transportation servicing all neighborhoods. Land use and development should balance the duality of Mt. Crested Butte, the community, and Mt. Crested Butte, the resort.

Goals

1. Foster a distinctive, attractive community with a strong sense of place.
2. Foster a well-balanced community through integrated design that promotes economic diversity, transit and pedestrian-friendly lifestyles, and the mixing of people from different backgrounds.
3. In order to create more year-round vitality, encourage the highest intensity of development and mix of land uses within the Downtown Development Authority (DDA) where infrastructure is available.
4. Ensure that infrastructure and community services are in place to

- support CBMR's goal of reaching 600,000 skier days a year.
5. Contain development with the creation of a Community Growth Boundary to distinguish Mt. Crested Butte from Crested Butte and to minimize sprawl near the entrance to Town.
 6. Encourage the development of land from the inside out (infill); strengthen and direct development toward existing infrastructure and services; encourage brownfield redevelopment; discourage development where new infrastructure has not been provided or planned for. Zoning should transition from the most intensive to the least intensive zone on the edges of the community.
 7. Encourage land use to occur in such a way that it protects and enhances the existing physical and natural environment.
 8. Provide for a "critical mass" of permanent local residents by providing quality community housing integrated into the larger community and by creating a range of housing opportunities and choices.
 9. Create walkable neighborhoods. Locate goods and services that a resident or employee needs on a regular basis within an easy and safe walk.
 10. Create streetscapes that better serve a wide range of users -- pedestrians, bicyclists, transit riders, and automobiles.
 11. Utilize and encourage a regional approach to land use planning and develop public-private partnerships to create community facilities whenever possible.
 12. Implement the community plan and update it regularly to respond to changing priorities.
 13. Encourage community and stakeholder collaboration in land use-related matters.
 14. Make land use and development decisions predictable, fair and cost effective.
 15. To provide citizens with the ability to re-evaluate development submittals for current and changing conditions, policies should be in place that address specific timeframes for the physical start-up of an approved PUD development project. Such provisions are necessary for the timely completion of approved PUD projects and the assurance that such projects will be developed according to regulations that address conditions at both the time of approval and at the time of ultimate development.
 16. Encourage the Town and its residents to increase energy efficiency and to access and utilize renewable energy sources (solar thermal, solar electric, wind power etc.).

Objectives/Policies

1. There should be a clearly defined open space between Skyland and Mt. Crested Butte and between Crested Butte and Mt. Crested Butte.
2. New annexation areas (not currently within the Town boundaries) should be limited and should only be considered if there is clear public benefit.
3. No new development should occur east of Prospect.
4. The Town Hall property and the land adjacent to the Water and Sanitation District complex should be rezoned

- to Public to ensure adequate areas for future expansion of these public services and facilities.
5. The land donated by the Ingraham family off of Whetstone Rd. for a bird sanctuary should be rezoned from Single Family Residential (SFR) to Recreational Open Space (ROS).
 6. Manage growth in order to control the boom and bust cycle of development and to sustain the local workforce, to the extent possible, by not increasing the cost of living for current residents.
 7. Establish minimum densities to ensure adequate transportation can be economically provided, encouraging compact building design and allowing more open space to be preserved.
 8. Encourage the transfer of development rights from areas where development should not be supported into areas such as the DDA.
 9. Encourage the private sector to develop needed community services such as a post office, a small grocery store, a gym/health club, and more public parking.
 10. Support CBMR in its effort to expand ski terrain onto Snodgrass Mountain.
 11. Encourage the provision of pond skating, an outdoor amphitheatre (if feasible), a branch library, Post Office, community housing, and trail improvements in North Village.
 12. Integrate the North Village into the rest of Town through the trail, transit and roadway system.
 13. Integrate single- and multi-family structures within new housing developments in order to support a more diverse population and to allow more equitable distribution of households of all income levels within the community.
 14. In existing single-family residential neighborhoods, encourage the addition of new units through attached housing, accessory units, or conversion to multi-family dwellings in order to create new opportunities for community housing by slowly increasing density without radically changing the character of the neighborhood.
 15. Consider more incentives to provide community housing in the Town Center where infrastructure and services are located.
 16. Encourage the redevelopment of single uses into mixed uses in the DDA.
 17. Parking, as a land use, should be adequate, but should not dominate the Mt. Crested Butte landscape.
 18. Encourage smaller residential lots, mixed use areas, clustered buildings and community housing.
 19. Secure more open space, views of open spaces and dog parks; a significant amount of open space should surround the perimeter of development in order to create compact urban form.
 20. Manage the level of construction to reduce community impacts (dust, noise, traffic, etc.)
 21. Rezoning, conditional uses, variances, and PUDs should only be approved when there are maximum benefits provided to the community.
 22. Ensure that new development is consistent with the policies set forth in the Transportation section of the plan to minimize traffic impacts within the community.
 23. Continue to work with the Town of Crested Butte on land use and development related issues to

minimize adverse impacts to our sister community.

24. Structure new growth in the community in compact, mixed use patterns that enable and support travel by foot, bicycle and transit for all types of trips.
25. Establish appropriate sunset provisions for new and amended PUD zoning through development agreements where no development has occurred. If development has not commenced at the end of an agreed upon time, zoning approvals and other agreements may be subject to review and renegotiation. Proposed development should have a reasonable expectation of start-up given anticipated absorption rates for different types of land use, and overall growth patterns and trends for Mt. Crested Butte and the region. Appropriate sunset or periodic review provisions should be a part of every annexation, PUD zoning, and metropolitan district authorization.
26. Developers of new multi-family structures should provide either a garage or a storage facility for recreational vehicles and equipment for all residents.
27. Encourage the use of efficient lighting options (compact fluorescent light bulbs, light emitting diode light bulbs, etc.).
28. Discourage the use of incandescent lighting.
29. Consider adopting energy efficiency strategies for all new buildings, developments and major renovations, attempting to achieve a 50% reduction of the regional average energy use through innovative design strategies and the application of renewable technologies.

PARKS, RECREATION, AND THE NATURAL ENVIRONMENT

Intent Statement

Preserve, enhance and restore the natural beauty of the Mt. Crested Butte environment. Support an environment that better the lives of all, preserves our natural resources and provides opportunities and access for all to enjoy. Further the growth and development of outdoor and indoor recreation opportunities through expanded partnerships with government agencies, non-profit organizations, and the general citizenry.

Goals

1. Preserve open space, natural beauty and critical environmental areas.
2. Manage development in a manner that does not increase natural hazards and does not promote development in areas with inherent natural hazards that will affect either safety or welfare of the community.
3. Preserve the recreational aspect of our quality of life and ensure the availability of quality recreational experiences in the future for residents and visitors of all abilities.
4. Maintain the existing parks in order to promote increased use as a community amenity.
5. Parks should be considered social gathering hubs for parents and children, and facilities to encourage this social interchange should be provided.
6. All open space, parks and the base area should be connected through safe bicycle and pedestrian corridors that create a continuous linkage throughout the community and

encourage alternative modes of transportation.

7. Build a recreation center that houses a pool, rock climbing facilities, a gym, and childcare facilities.

Objectives/Policies

1. Establish code-related policies and/or incentives that will ensure that State/Federal air quality standards are met.
2. Require a plan to reduce the fugitive dust resulting from all construction-related activities.
3. Evaluate all development proposals against the Town's environmental maps, and the policies set forth in this plan. Environmental disturbance should be avoided wherever possible, and the impacts of disturbance mitigated to the fullest extent possible. New development should consider its impact to vegetative cover, hydrology and wet soils, geology, slopes, natural hazards, avalanches, and wildfire potential.
4. New subdivisions that propose development on slopes steeper than 30%, or on unstable slopes as determined by a geotechnical analysis, should require additional review in order to ensure reasonable access, evaluate visual implications of the development, and to avoid potential avalanche danger.
5. Developers who request special dispensation on a development project should provide amenities to the Town in the form of trail easements, pocket parks, improvements to existing parks or donations of park land.
6. Ensure adequate park and recreation facilities for Mt. Crested Butte residents, sized for the Town's population.
7. Large multi-faceted parks need to be planned for in the North Village. The Town Center area should be developed with enough green space to link pedestrian corridors and to balance the increase in density.
8. Parks should be concentrated around areas of greater density such as the base area and high-density, multi-family neighborhoods.
9. Pocket parks and natural areas should be preserved and maintained in lower density single-family residential neighborhoods.
10. Integrate existing paths and easements with newly obtained easements in order to generate a suitable system of trails in the Town and linkages to trails in the outlying areas.
11. The highest priority trail segment to be implemented should be a continuous, separate recreation path for biking, jogging, and walking along the full extent of Gothic Road.
12. Wherever possible, pedestrian paths should be established and constructed between streets and neighborhoods, so people can conveniently walk and ride their bikes to all parts of Town.
13. Encourage CBMR to promote more summer activities on the Mountain such as biking and hiking for all skill levels.
14. Support the establishment and maintenance of Nordic trails within parks, open spaces, and developments.
15. Minimize the loss of existing public access to public lands, e.g. Gold Link bike trail.
16. Support the development and improvement of public recreational facilities on Forest Service lands.

TRANSPORTATION

Intent Statement

Provide an integrated transportation system for residents, visitors and commuters that reduces congestion and air pollution. Facilities to encourage walking, bicycling and transit use will be integrated to help us reach this goal. Parking to accommodate future numbers of skier days should be complementary, but secondary to an excellent transit and alternative transportation system. Continue to improve the visitor's experience at the Gunnison-Crested Butte Airport, including transit options to Mt. Crested Butte.

Goals

1. Provide internal circulation within the Town boundary that facilitates the movement of people in a safe, efficient, and economical manner.
2. Ensure the provision of efficient and safe trails, sidewalks, and recreation paths for residents and visitors.
3. Maintain and improve the convenience, comfort, affordability, reliability, safety, security, and hospitality of transit service throughout the region.
4. Provide a wide range of flexible transportation management tools and techniques to reduce single-occupant automobile use.
5. Ensure the provision of efficient and adequate parking, but not too much parking.
6. Reduce traffic noise and improve air quality.
7. Improve the quality, affordability, reliability, and long-term viability of commercial air service to the Gunnison-Crested Butte Airport.

Objectives/Policies

1. Ensure that local and regional transportation and land use policies and decisions are mutually supported.
2. Ensure consistency among all plans and projects affecting transportation to and through Mt. Crested Butte.
3. Be an active participant in regional transportation planning efforts.
4. Explore transportation alternatives to using Gothic Rd., such as a gondola connection between Mt. Crested Butte and Crested Butte.
5. Encourage more mass transit use and less automobile travel into Mt. Crested Butte.
6. Maintain and improve the appeal of bicycling and walking for a wide variety of trips in Mt. Crested Butte by adding pedestrian path connections and requiring sidewalks and paths as part of development approvals, where appropriate.
7. Encourage safe and adequate pedestrian circulation to and within the Town Center and on sidewalks adjacent to public streets.
8. Where possible, sidewalks should be located a safe distance from roadways.
9. Require all employment, cultural, recreational, educational and other activities that generate demand for travel to mitigate traffic impacts.
10. Ensure that Mountain Express transit serves as the primary means of getting people to and around the upper valley, and that the service is kept economically healthy to serve the region.
11. Ensure that roadways be an adequate width for traffic volumes and snow, but not be too wide as to encourage excessive speeds.
12. Maintain roadways safely and

- adequately.
13. Accommodate the widening of Gothic Rd. by pursuing a detached recreational path route from Marcellina Lane to the northern Town boundary.
 14. Support local transit by creating a dial-a-ride bus option where and when appropriate within Mt. Crested Butte.
 15. Make carpooling and vanpooling to Mt. Crested Butte more appealing to commuters.
 16. Encourage future commercial development to limit their points of ingress and egress onto major streets.
 17. Support land development that facilitates the use of and accommodates the existing transit system.
 18. Support RTA's efforts to continue to bring visitors and locals to the Mt. Crested Butte area.
 19. Improve the Gunnison-Crested Butte Airport by encouraging a complete overhaul of the airport experience and by implementing welcoming facilities and enhancing ingress/egress areas.
 20. Encourage the development of satellite/intercept park-and-ride service facilities at locations with higher populations down valley, and provide efficient mass transit service to those facilities as alternatives to on-mountain parking.
 21. Encourage placement of all off-street parking areas away from public view or with adequate screening. Parking garages are encouraged in proximity to the Town Center.
 22. Situate parking to enhance the pedestrian environment and facilitate safe access between destinations.
 23. Require adequate and functional snow storage in all new developments.
 24. Ensure all development provides adequate access for emergency vehicles.
 25. New transportation routes should be established so that initial infrastructure cost and necessary expansion are financed in a manner that does not burden the existing tax structure.

VISUAL RESOURCES AND DESIGN QUALITY

Intent Statement

Whenever possible, Mt. Crested Butte's built environment should be of the highest quality expected of a premier resort community. To this end, design quality and the preservation of key views and features should be high priorities of the community, and design review of all development and redevelopment should be strengthened to maintain the beauty of Mt. Crested Butte.

Goals

1. Improve the general appearance of the Community.
2. Reduce the Town of Mt. Crested Butte's impact on the natural environment.
3. Protect important public views within Mt. Crested Butte.
4. Mt. Crested Butte's Town Center should have principal design features so that people feel comfortable in the spaces created and will want to stay, creating vitality. Site elements should be integrated between projects to provide an increased level of continuity for pedestrians.
5. Create a successful commercial area

within the Mt. Crested Butte Town Center by enhancing the retail and restaurant environment.

Objectives/Policies

1. The general appearance of the community should be more closely regulated in order to enhance the image of Mt. Crested Butte.
 - a) The Town should exercise tighter controls on trash storage.
 - b) Non-functioning and non-licensed motorized recreational vehicles and equipment should not be stored outdoors.
 - c) Furniture intended for indoor use should not be used as patio furniture.
 - d) Property owners should be required to maintain landscaping.
 - e) As potholes occur, they should be filled.
 - f) Street light design should be reduced in scale, and of a more traditional design.
2. A higher standard for property maintenance should be imposed on the community.
 - a) The Town prefers that recreational vehicles and equipment be stored indoors. However, if such vehicles and equipment are stored outdoors, then such items should be stored in a neat and orderly fashion in the driveway or parking area, or as near as feasible to the main structures on the property, on the side of the structures away from the public right-of-way, and screened from public view and from the view of surrounding areas, consistent with Chapter 21 Zoning and Chapter 14 Nuisances of the Municipal Code.
 - b) All noxious weeds should be removed from the community.
3. All landscaping should occur quickly within the construction process, and all new landscaping should be irrigated until well established. The use of native plant materials that are more drought-tolerant is encouraged.
4. The Planning Commission should evaluate projects more carefully by increasing consideration of the interruption of views. A view of Mt. Crested Butte should be considered a primary view.
5. Site Design within the DDA should address the following:
 - a) Enhanced ADA accessibility.
 - b) Integration between the pedestrian and the built environment.
 - c) Enhanced pedestrian lighting.
 - d) The provision of planters, benches, bike racks, etc. in the summer.
 - e) A water feature with public access.
 - f) Cart vendors and street entertainment.
 - g) Ice sculpture, heated pavement (in key locations only), decorative lighting in the winter.
6. Commercial design uniqueness should be incorporated into development projects within the DDA.
 - a) Provide a greater variety of exterior materials.
 - b) Provide more variety in retail shops.
 - c) Provide space for an outdoor and indoor culinary experience in the DDA.
 - d) Provide ample outdoor seating.
 - e) Provide an internet café.
 - f) Provide a youth activity center.
 - g) Create a program for events.
7. Design should be coordinated and compatible with existing uses and buildings.
 - a) There should be a standard for a consistent mountain aesthetic applied

to new construction and large remodeling.

b) There should be a consistent standard for the quality of materials in new construction and large remodeling.

c) Signage should be consistent.

d) Encourage alternative colors and materials to black asphalt.

e) All driveways should be paved or constructed in a manner that maximizes dust suppression.

8. The Council should strengthen the requirement for continuity of the pedestrian environment between developments within the DDA. The Commission should place more emphasis on accessibility throughout developments within the DDA.
9. The Council and Commission should encourage developers to create a desirable mix of uses within the DDA.



MOUNTAINEER SQUARE UNDER CONSTRUCTION



**PONDEROSA CONDOMINIUMS, NORDIC INN, AND
CHALET VILLAGE**

PART IV: IMPLEMENTATION STRATEGIES

There are several options for the Town to pursue in the implementation of the following Action Plan. The methods highlighted below are only to begin the discussion with the Town's decision-makers and are not intended to prescribe the best method of financing any specific project. Town Staff is better able to evaluate what approach would be best for the community, given the community's ability to generate funding.

The best approach for the Town to implement the Action Plan is to develop an annual Work Program and a five-year Capital Improvements Program that will map out which actions will be implemented when and by whom. An annual review of the Action Plan progress will keep the Town on track with accomplishing their goals and objectives, and will ultimately become the community described in the Vision Statement.

Volunteerism. Mt. Crested Butte has a wealth of citizens willing and able to commit the time to get projects done. This is called social capital. A small idea can become a community project if the right people are asked to participate as volunteers. A good example of successful volunteerism in the community is the annual Weed Clean-up Program promoted by local citizens. In 2006 over 50 people volunteered to help get the Town's noxious weeds under control!

State and Federal Grants. Though State and Federal funding for

community projects is rare, there are often programs that have funds specifically ear-marked by these agencies. Often, grants require a match by the local community as a show of commitment to a project. The Town should actively pursue any grant monies for specific projects included on the Work Program and Capital Improvements Program.

Public-Private Partnerships. When government is able to partner with the private sector on needed community services and facilities, everyone wins. Many resort communities have been successful in creating recreation centers, arts facilities, music facilities, etc. through a cooperative partnership. The Town should consider who might be a potential partner on all projects that require a substantial cash investment.

Private Enterprise. Often, private enterprise can be tapped to make things happen. The Town should continue to encourage entrepreneurialship within the community.

Private Developers. The least expensive approach for implementation for the Town is to adopt the Community Plan and require all subsequent development to conform to the plan. This is feasible for new improvements associated with new development. This approach will take years for the Community Plan to be implemented.

Increase Taxes. A substantial increase in sales tax could be instituted, but we urge caution in doing so such that locals won't be discouraged from shopping locally.

An increase in property tax is another

option. However, this is often not popular unless property-owning residents and businesses feel like they are getting value through new public improvements.

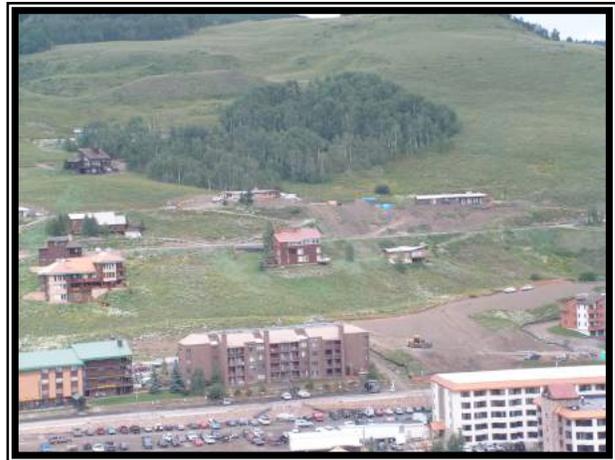
Tax Increment Finance District. A TIF district allows the Town to hold the taxes at its current level for a specified time period while public and private improvements are made that will increase the value of property, allowing the “increment” to help fund the improvements. This strategy is currently being used in the Downtown Development Authority (DDA) area.

Bonding. Municipalities are able to raise funds for certain specific public improvements by taking on debt by passing a bond. The Town will need to evaluate several factors, including their credit rating, and will need to get approval from the voters in order to pursue this funding mechanism.

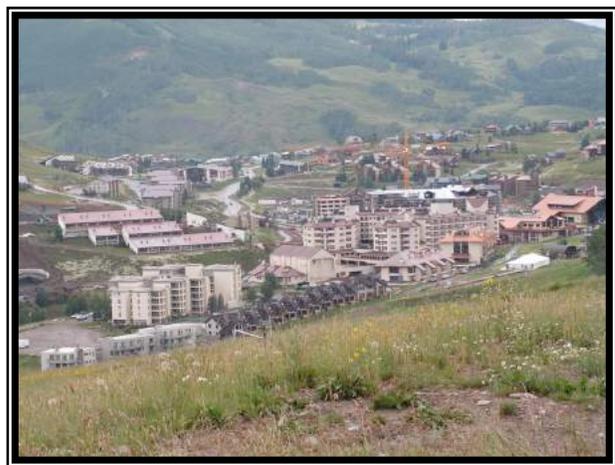
Business Improvement District. A BID is a special district created by property owners in a business district for the purpose of raising funds by taxing themselves for improvements. Colorado law specifies requirements for creating a BID, and the majority of land owners must agree before the district can be created. In other words, there has to be general agreement from the business community that they are willing to take on this debt for public improvements. The benefit of this approach is that it affects only the business owners in the district and not all property owners in the community. Only property owners within the district have a vote on matters within the BID.



PITCHFORK AND WASHINGTON GULCH BEYOND



REDSTONE CONDOMINIUMS AND GRAND LODGE AT THE BASE OF THE MOUNTAIN



DDA AREA AS VIEWED FROM THE SUMMIT SUBDIVISION

PART V: ACTION PLAN

ARTS, CULTURE, EDUCATION, HERITAGE, AND SOCIAL CAPITAL

1. Solicit a grant from the State Historic Preservation Office to hire a consultant that can identify important buildings that reflect the birth of the Town of Mt. Crested Butte that should be preserved. Develop incentives to encourage the owners of these buildings to consider preservation.
2. Work with the County Library Board to solicit their interest and to research an appropriate design and layout of a proposed branch library in Mt. Crested Butte.
3. Find a partner, such as the Gunnison Valley Hospital, to conduct a feasibility study for a high-elevation wellness center that would be equipped with the latest information and technology.
4. Solicit help from the Rotary Club, CBMR and other civic organizations to provide signage describing the geography, and the local and natural history of the area at key Town locations i.e. bus stops, Mountaineer Square, etc.
5. Begin working on the development of a permanent mountain garden wedding and event facility complete with restrooms, ceremony area, reception area, food preparation area, and improved access. Relocating the fitness course and volleyball court and using the space to improve the wedding facilities and mountain garden can obtain improved access to the facilities. The relocation of these park features will allow for the widening of the dirt road and make it more user-friendly and the volleyball court could be used as a parking area. The Town should also look at improving the current outdoor pavilion.
6. The Town website should link to the Chamber of Commerce and Tourism Association to make it easy for event planners and visitors to know what is happening on what dates. These website links to the community calendar should be accessible to all community groups so that they can plan their events a year in advance, spreading out special events and minimizing conflicting dates and times.
7. Use the Town website to place announcements requesting volunteers for future activities and events.
8. The Town website should set up a database where interested citizens can sign up to be part of e-mailing and mailing lists to keep them informed of events and activities happening in the area.
9. Identify key locations in Town where information kiosks can be placed. Kiosks should have a consistent style and should be used as a tool to keep residents and visitors informed of community events.
10. Encourage public and/or private entities, including the Town and CBMR, to undertake a feasibility study that will determine the best location for an outdoor amphitheatre, considering weather implications.

COMMUNITY FACILITIES, UTILITIES AND PUBLIC SERVICES

1. Monitor those community indicators that affect staff levels, and maintain an appropriate number of staff.
2. Develop an integrated five-year capital improvements program that identifies needs, priorities, and sources of funding (e.g. volunteers, grants, etc.) for all Town-provided public services and facilities.
3. Hire a consultant to complete a revised impact fee study to ensure the fees assessed are enough to cover the increased impacts of growth.
4. The Town should assess a “handling fee” for all fees collected by the Town on behalf of other entities.
5. Work with the Water and Sanitation District to create a non-elected, voting position on their board of directors to represent the Town.
6. Review the Water & Sanitation District’s Master Plan, and if appropriate, endorse its adoption.
7. Work with the Crested Butte Fire Protection District to resolve conflicts between the Land Use Code and fire code requirements.

ECONOMIC & TOURISM DEVELOPMENT

1. Encourage and/or finance special events such as concerts, outdoor plays, and athletic events that will bring people to the area.
2. Provide the public facilities and amenities that will create an atmosphere conducive to retail success.
3. Encourage small shops in the Town Center with easy access and high visibility.

4. Encourage the Chamber of Commerce to facilitate the creation of a Mt. Crested Butte Business Association that will work to improve the business environment, determine what incentives could be provided to encourage new businesses to locate in Town, etc.
5. Provide matching funds to existing businesses for expansion or redevelopment of their businesses.
6. Establish a program to “buy down” the interest rate that business can get from a private bank in order to finance expansions of their business or redevelopment of their buildings.
7. Consider redistributing a percentage of the admissions tax toward the administration of that tax instead of funneling all of the tax to the Tourism Authority and the Regional Transportation Authority.
8. Determine the base line of lodging facilities in Town by creating an inventory of all lodging units. Consider new regulations that require lodging establishments to report occupancy on a quarterly basis as part of the sale tax reporting.
9. Work with CBMR and the Town of Crested Butte to share the cost of a Marketing Analysis that will evaluate the Crested Butte-Mt. Crested Butte market for ways to broaden the summer economy for both communities.
10. As part of this study, evaluate what types of facilities and venues (e.g. water park, alpine slide, etc.) may be cost effective in terms of increasing tourism.

HOUSING

1. Research and develop more and better incentives to encourage the private sector to build community housing units.
2. Partner with the Gunnison County Housing Authority to update the 1999 Housing Needs Assessment and Work Force Study specifically for Mt. Crested Butte to:
 - a. determine the type and number of units needed;
 - b. determine the projected work force in Mt. Crested Butte; and
 - c. identify potential locations (within and outside Mt. Crested Butte) for community housing.
3. Develop a detailed Housing Plan to determine when, where, and how community housing can be produced for the community.
4. Restudy the Housing Guidelines to broaden the income categories based on the Needs Assessment. Make the guidelines more prescriptive for developers of community housing and more specific in terms of qualifications for community housing to ensure the units remain affordable.
5. Consider instituting a waiver or partial waiver of design review and building permit review fees for projects that include more than the required community housing units.
6. Study the actual cost to build a variety of community housing units in order to ensure that fees in-lieu are being assessed at the proper rate. Actual cost should cover all aspects to “turn-key” a project—land cost, planning and design, construction, tap fees, insurance, landscaping, and project management.
7. Consider establishing a Housing Board that will be charged with ensuring housing policies, programs, and plans are developed, coordinated, and implemented.
8. Evaluate the creation of a Housing Department within the Town. Housing personnel could:
 - a) ensure housing policy is implemented;
 - b) determine eligibility of employees seeking housing;
 - c) serve as an advocate for community housing;
 - d) administer Town employee housing programs; and
 - e) coordinate activity with the County Housing Authority and other housing groups to maximize efficiency of community housing dollars.
9. Establish parameters for work force housing for essential personnel:
 - a) Determine the expected essential workforce in the future;
 - b) Identify how many units will be required to meet this need; and
 - c) Establish a “set aside” percentage that will be used in each new project until the demand can be met.
10. Consider establishing a priority list for essential personnel, possibly by tier as follows:
 - b) Police, fire, EMS;
 - c) Utility and public works employees;
 - d) Town staff, teachers, and social service providers; and
 - e) Employees working in Mt Crested Butte businesses.
 - f) Broaden the Town’s employee down payment assistance program to include assistance with all housing purchase and building-related fees.
11. Develop partnerships with utility and infrastructure providers (i.e. Water

- and Sanitation District, GCEA, ATMOS, etc.) to work toward waiving fees or fee reductions for community housing development.
12. Develop a set of sustainability standards that all community housing must meet. Consider incentives that can be given to developers of community housing that exceed these minimum standards.
 13. Study the pros and cons of awarding public projects through design competitions to promote a higher standard of design and creativity. When possible, sponsor design competitions or other creative methods for getting the best community housing product possible.

LAND USE, DEVELOPMENT & GROWTH MANAGEMENT

1. Study growth management models that may work for Mt. Crested Butte. For instance, in the Portland Model, undeveloped lands outside of the growth boundary will only be considered for development when a certain percentage of development has already occurred within the growth boundary. Another model might be Aspen's, where development is capped at 2% per year.
2. Revise the zoning code to encourage the implementation of the community plan.
3. Revise the zoning code to require all land use special requests (variances, conditional uses, etc.) provide maximum community benefit.
4. Study whether the Town's minimum lot size for single family residences may be too large (except on steep slopes).
5. Study the development of a Transferable Development Rights program that would allow density to be transferred off of environmentally sensitive lands and be developed in areas such as the DDA where infrastructure can support more density.
6. Consider construction limitations on Sundays and after a certain hour on week days to provide some relief from noise, traffic and dust for residents and visitors.
7. Study and develop a multi-pronged parking and transportation management approach that will maximize skier days without creating a stranglehold on the daily functions of the year-round community.
8. Develop incentives in the zoning code for ground-floor retail and upper-level residential uses in existing and future developments in the DDA and North Village core. Discourage non-sales tax generating uses in these limited retail spaces.
9. Where appropriate and where traffic can be minimized, locate neighborhood-serving stores in mixed-use residential areas.
10. Explore additional or alternative access into and through Town as an alternative to Gothic Rd., especially during prime construction periods.
11. Work with the County and the Town of Crested Butte to develop a Three Mile Plan that is consistent with the growth and development policies of those jurisdictions, where possible.
12. Modify the current PUD language in the zoning code by removing minimum size restrictions and encouraging this tool to be used throughout the DDA.
13. Draft a Sunset Provision Ordinance for public hearing and adoption for

PUDs that have been approved but not constructed, as allowed under state statutes.

14. Coordinate with ORE (the Office for Resource Efficiency) to create an action plan for the use of incentives for the installation and use of renewable energy sources.
15. Study and consider a ban of incandescent lighting usage.
16. Coordinate with CBMR, ORE, Town of Crested Butte, City of Gunnison and Gunnison County to create a comprehensive, multi-jurisdictional recycling strategy (including composting of organic waste).
17. Work with ORE to study and consider revising Town building codes to reflect increased efficiencies for building in a cold climate.
18. Work with ORE to develop a detailed program that will help the community achieve a reduction in energy use, such as the 2030 challenge, as suggested at the following website: www.architecture2030.org/home.html
19. Study and consider adopting an outdoor heating (snowmelt, spas, roof heating, pools) ordinance similar to Aspen's Renewable Energy Mitigation Program (REMP).
20. Work with ORE to create an overall carbon reduction plan, consistent with the *Cities for Climate Protection* program currently underway.

PARKS, RECREATION, AND THE NATURAL ENVIRONMENT

1. Implement standards for “best management practices” that are crafted to reduce sediment loading in local streams.
2. Continue to provide low interest loans for the conversion of solid fuel burning devices that do not meet current air quality standards.
3. Increase the street sweeping program during those critical periods when the non-attainment of air quality is most likely to occur.
4. Revisit the air quality standards and implement a program that will minimize fugitive dust from all construction activity.
5. Develop a hillside development ordinance that addresses proposed development on slopes over 30%. Change the subdivision regulations that allow development on slopes in excess of 40% to reflect this new requirement. Work with the Town of Crested Butte to identify and develop an open space buffer between the two Towns to help preserve the natural habitat and view sheds that both Towns share.
6. Develop a Parks, Trails, and Recreation Master Plan. Incorporate information from the *Town of Mt. Crested Butte Pedestrian Accessway Plan* and reflect new easements and trail connections to accomplish the goals of this plan. Define and adopt park standards that can be applied to new developments in order to meet park and open space needs for new residential and commercial developments.
7. A feasibility study and design for a recreation center needs to be completed and submitted to the

Town by 2010, regardless if CBMR develops the North section of the Town Center or not. Set up a formal time line for building a recreation center.

8. Develop the extension of the recreation path along the full extent of Gothic Road. This needs to be addressed in the 2007/2008 budget.
9. Work with CBMR to improve the Gothic Rd. trailhead parking area and study the feasibility of a seasonal information center for backcountry experiences in this location.
10. Schedule the development of trail links from the base area to Whetstone Rd. to Cinnamon Mountain Rd. and to Anthracite Rd. There should also be a similar trail established from Treasury to Whetstone to Belleview to Cinnamon Mountain. (These trails should be established through utility easements and incentive-based programs).
11. Work with the US Forest Service to establish bike, pedestrian and horse trail connections from Town limits to Forest Service lands.
12. Develop a task force to work with the US Forest Service to define wildlife issues, protection of view sheds and avalanche control in and around the Town boundaries.

TRANSPORTATION

1. Undertake a transportation study that will establish the baseline of existing traffic and project future traffic based on approved zoning. The plan should include transportation-related goals for the community, and identify needed improvements based on traffic projections. The baseline study should be updated with every significant change in development plans, zoning, or annexations.
2. Study and implement a transportation impact fee, based on the transportation plan, which will apply to all new development and redevelopment in Mt. Crested Butte.
3. Improve pedestrian and bicycle traffic by constructing the recreation path wide enough to allow pedestrians and bicyclists to pass safely.
4. Improve pedestrian and bicycle traffic by implementing a stripe, arrows, or signage system to improve traffic flow and safety.
5. Improve pedestrian and bicycle traffic by providing signage (that encourages pedestrians to walk against traffic) and facilities at transportation transfer locations (bus stops).
6. Update the Mt. Crested Butte Pedestrian Accessway Plan as part of a Parks Master Plan.
7. Pass an ordinance and enforce mufflers on truck engine brakes.
8. Improve travelers' experience by providing local travel information at bus stops, on the internet, through brochures, etc. Reduce travel by visitors in automobiles through support of innovative traveler services.
9. Develop path and trail standards for new subdivisions and require

- easements for public access.
10. Amend the subdivision regulations to include requirements of subdivisions to dedicate land for bus stops.
 11. Accommodate road widening by modifying building setbacks in specific zones.
 12. Reduce traffic noise by setting reasonable days and hours of use for heavy equipment.
 13. Study the feasibility of a dial-a-ride expansion program in Mt. Crested Butte.
 14. Enhance road safety by placing more speed monitors around Town.
 15. Reduce traffic noise by developing methods/regulations to buffer the noise, and incorporate these into the subdivision regulations.
 16. Enhance road safety by considering alternate routes to various Town amenities.
 17. Improve enforcement of speed limits.
 18. Maintain the air quality monitoring station to monitor emissions standards during peak periods. Create an air quality program that will allow immediate communication with the public when air quality reaches critical levels.
 19. Study traffic calming methods that work under severe snow conditions such as speed tables or strategically placing a police car decoy.
 20. Create a task force that will continue to study transportation planning efforts, including incentives for people to use the Mountain Express System, and service expansion to Gothic.
 21. Consider construction limitations on Sundays and after a certain hour on week days to provide some relief from noise, traffic and dust for residents and visitors.
 22. Where appropriate and where traffic can be minimized, locate neighborhood-serving stores in mixed-use residential areas.
 23. Explore additional or alternative access into and through Town as an alternative to Gothic Rd., especially during prime construction periods.
 24. Develop the extension of the recreation path along the full extent of Gothic Road. This needs to be addressed in the 2007/2008 budget.

VISUAL RESOURCES AND DESIGN QUALITY

1. The Town should provide an increased level of enforcement of existing regulations, and pursue a higher standard where there are no specific regulations in place.
2. Pass an ordinance requiring the use of bear-proof containers. The ordinance should also indicate that trash should not be allowed on the curb until the morning of the pickup.
3. Pass an ordinance requiring that people not be allowed to live in recreational vehicles while they are parked within the Town.
4. Adopt a landscape maintenance ordinance that sets minimum standards to ensure a consistent quality of landscape maintenance.
5. Consider hiring a summer “weed patrol” that will enforce the removal of noxious weeds on private property and will work to remove them on public property.
6. Implement a Youth Conservation Corp. that will control weeds, plant flowers, and maintain open spaces and parks.
7. Adopt a new standard for streetlights that will be reduced in scale and will provide consistent lumens.

8. Review and strengthen the Town's design guidelines that address paint color, signage, building materials and quality that apply to the entire community.
9. Study view sheds in the community and identify important public views that should be preserved. Develop a view shed map that will be included as an addendum to this Community Plan.
10. Ensure more public involvement in planning.
11. The Town Council should establish, and staff should enforce, standards relating to protection of the community from noxious weeds, mosquitoes, and black flies.
12. Develop an environmentally-sensitive program to better control mosquitoes and black flies before they become prolific.
13. Amend the zoning code to encourage all development and redevelopment within the DDA to be processed as a PUD.
14. Update the Town Center Master Plan to reflect the new development and plans for the Town's recreation center site, etc.