



Town of Crested Butte

Facilities Usage Analysis and Priorities Plan

Project Overview

Many local governments develop facilities plans to guide management of their facilities inventory in a way that best dispenses public services to the community that they serve. Whether a municipality outgrows their facilities due to operational growth or a community need is identified that a local government can step in to serve, a facilities plan can help strategically guide how municipal facilities are used, upgraded, and maintained with a long-range and strategic mindset, rather than making incremental improvements over time. Local government facility planning is especially unique because local governments need to consider particular planning elements ranging from public service delivery, infrastructure, community planning, funding, community input, and the political process.

The Town of Crested Butte (Town) is a local government in need of a facilities plan. The Town is a home-rule municipality in Colorado that serves a year-round population of 1,615 residents and currently has an inventory of over 65 buildings ranging from Town facilities, storage sheds, recreation facilities, historic structures, and leased residential and non-residential facilities. The Town's facilities inventory has grown significantly over time, yet a long-range facilities plan has never been conducted, which has created challenges with prioritizing use of each space, creating leasing structures, conducting capital improvement planning, and planning for ongoing maintenance.

The Town recently completed its new comprehensive plan, the Community Compass, which set forth a 5-year strategic plan to guide Town Council priorities. Within the plan, the Town identified a goal of "enabling people who live and work here to thrive", including a related strategy of "assessing the functionality and accessibility of Town facilities and leveraging them to better meet the community's needs". The adoption of the Community Compass marks the perfect time to conduct a facilities usage analysis and priorities plan for the Town to better guide use and management of the Town's facilities inventory.

Guided by the Community Compass, this planning process will assess the functionality of existing Town-owned facilities and three undeveloped Town-owned lots zoned for development. While the Town owns over 65 buildings, this facilities usage analysis will focus on 21 facilities: 4 Town-owned facilities that are currently used for Town operations that are not related to the Town's enterprise fund (water and wastewater operations), 14 buildings leased to quasi-governmental and non-profit organizations, and 3 vacant lots owned by the Town that are currently zoned for public facility or commercial development. A full list of the buildings included in the project scope is provided in exhibit A.

Project Goal

The initial goal of this plan is to evaluate how the Town’s existing facilities can effectively meet the Town’s current and future operational needs, and identify ways the Town’s facilities can be leveraged to support the greater community’s needs.

Through multiple phases of inventory and research, stakeholder interviews and surveys, and analysis, this plan will culminate in recommended alternatives on facility usage that helps the Town ensure its operational needs are met while leveraging its existing facilities to support the community’s needs as well.

Process and Timeline

Phase 1 (January 2023): To initiate the project, the first phase in January will include an inventory of existing Town-owned facilities regarding existing usage, potential future usage, and key considerations regarding zoning, size, constraints, and historic significance. The inventory will also include a review of the Town’s capital plan with planned upcoming facility projects, as well as the Town’s current lease policy and leases.

Additionally, the first phase will focus on literature review to learn from case studies and best practices with municipal or public facilities planning. The literature review during the first phase will also pull from local literature of reports documenting existing community needs including the Community Foundation of the Gunnison Valley Basic Needs Guide, Gunnison Valley State of the Community 2022 Report, Metropolitan Recreation District Needs Assessment, and Gunnison Valley Health Needs Assessment.

Lastly, the first phase of the project will include interviews with Town department heads to understand current needs and existing constraints when it comes to the Town’s current operations and anticipated future growth.

The first phase will conclude with the following deliverables:

1. Inventory and directory of existing Town facilities
2. Summary of literature review (best practices in facility master planning)
3. Summary of local literature review with identified list of community needs
4. Summary of Town operational needs
5. Presentation to the Crested Butte Town Council and discussion on affirming and prioritizing community needs on February 6, 2023

Phase 2 (February 2023): The second phase in February will include a survey to all tenants of properties that the Town leases to quasi-governmental and non-profit organizations to understand their current use of the facility, anticipated growth, and their future opportunities and constraints. The survey will be followed up with individual interviews with unique tenants that include special circumstance leases or organizations that have been identified on the priority list of community needs. The second phase will conclude with the following deliverables:

1. Summary of survey feedback with key themes and takeaways

2. Development of draft success measures/guiding principles to consider when developing alternatives to ensure the stakeholder feedback and project goals and objectives are considered

Phase 3 (March 2023): The third phase in March will develop draft alternative solutions for the Town to consider to re-arrange, re-develop, develop, or potentially dispose of property to best meet the project objectives and success measures developed in the previous phase. The alternatives will then be shared internally to the Town department heads first, and then the lessees for feedback. This phase will also include development of the first draft of the facilities usage analysis and priorities plan. This phase will conclude with the following deliverables:

1. Development of draft alternatives
2. First draft of facilities usage analysis and priorities plan
3. Summary of feedback received on alternatives
4. Refined alternatives and identification of recommended alternatives

Phase 4 (April 2023): The fourth and final phase of the project in April will include a refined second draft of the plan, as well as a presentation of the draft plan to the Crested Butte Town Council. The feedback received during these presentations will result in final plan refinements, with the goal of the Town Council adopting the plan by May 15, 2023. The final phase will have the following deliverables:

1. Second draft of facilities usage analysis and priorities plan
2. Town Council presentation and feedback on May 1, 2023
3. Final draft of facilities usage analysis and priorities plan
4. Town Council adoption of plan on May 15, 2023

Exhibit A: Facilities Usage Analysis and Priorities Plan – Facilities List

Town Operations Facilities (non-enterprise fund related)

1. Town Hall
2. Marshal/KBUT
3. Public Works Bays
4. Dyer Shop

Lease Facilities

5. Mountain Express
6. Search & Rescue
7. Nordic Center Warming House
8. Cat Barn
9. Old Rock Jail
10. Old Town Hall
11. 308 Third Office Building
12. Fire Station
13. Old Rock Library
14. Chamber of Commerce
15. The Depot
16. Center for the Arts
17. Stepping Stones
18. Cemetery Chapel

Vacant Parcels

19. Town Parcel 1
20. Town Parcel 2
21. Cosentino Lot