

Crested Butte South Property Owners Association



Strategic Plan

2016 – 2021

Facilitated by:

Managing Results, LLC

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Mission Statement

The Mission of the Crested Butte South Property Owners Association is to provide amenities and services to our members so they can thrive, prosper, relax, and enjoy our unique mountain community.

Over the next five years, the Crested Butte South POA will focus its attention, service delivery, strategic relationships, and community engagement efforts to accomplish results in the following four Strategic Priorities:

Strategic Priority #1: Infrastructure and Public Services

Strategic Priority #2: Commercial Area and Town Center Planning

Strategic Priority #3: Year-Round, Connected Parks, Trails, and Amenities

Strategic Priority #4: Community Engagement

STRATEGIC PRIORITY #1: INFRASTRUCTURE AND PUBLIC SERVICES

As Crested Butte South Subdivision (CB South) residents and business owners, we love where we live and work. The relative isolation of our community is part of why we love it here. Infrastructure and public services are always a challenge to deliver but are essential to current residents and future, prospective businesses and residents who will consider moving here.

As part of the same tax base as everyone who lives in the Gunnison Valley, CB South residents want and deserve equal levels of service. The most fundamental and important infrastructure and public service results we will work with our partners to make happen over the next five years are as follows:

Strategic Results: Infrastructure and Public Services

A. Measure: Mobile Phone and Broadband Data Services

By the end of 2017, CB South residents will have mobile and broadband services that are as reliable, fast, and affordable as those provided to customers living in other parts of the Valley.

B. Measure: Bus Services

By the end of 2021, current and future CB South members will be able to use year-round, reliable, convenient, and environmentally responsible bus services.

C. Measure: CB South Metro District Services

By the end of 2017, current and future residents of CB South will benefit from a clear, well-defined collaborative relationship with the Crested Butte South Metropolitan District (Metro District) so that they can be assured of transparency of operations, affordability, and exceptional customer service.

D. Highway 135 and Cement Creek Road Intersection Safety

Recently, one deadly accident and multiple close calls have occurred on this stretch of Highway 135 and the intersection of Cement Creek Road. POA Board Members will partner with Gunnison County, Colorado Department of Transportation, and the Metro District to design, fund, and implement/install new traffic control measures so that community members as well as other motorists can travel safely.

Measure: Immediate Speed Limit Reduction

By the end of 2016, a 45 mph speed limit will be enacted on Highway 135 for reasonable distances north and south of the intersection with Cement Creek Road.

Measure: Implementation of Longer Term Traffic Safety Measures

By the end of 2021, traffic control measures will be implemented/installed at the Highway 135 and Cement Creek Intersection that responds to projected demand, improves traffic flow, and improves traffic safety for motorists, pedestrians, and bike riders.

E. Mail Delivery Service

As our community grows, the POA and its partners will continue to work with the USPS and other policy decision makers to improve mail delivery to the resident population of CB South.

Measure: Permanent Mail Delivery Solution

By the end of 2021, the POA and its partners will finalize a fiscally responsible agreement with USPS regarding postal deliveries, creating a permanent solution that accommodates future residential and commercial growth and that continues to provide mail deliveries that are tied to physical addresses.

STRATEGIC PRIORITY #2: COMMERCIAL AREA GROWTH

CB South has great potential to be more than a bedroom community; to become a village of residential and commercial development that supports businesses offering good, living wage job opportunities and is aligned with the character of our unique mountain community, all within walking distance for residents.

Commercial Area Master Plan (CAMP)

To ensure we have the tools to make good decisions and to guide the development process so that our commercial spaces are in character with our community, the CB South POA will engage community partners and solicit CB South residents' input to develop an updated CAMP.

This Master Plan will provide needed clarity and ease of use so that current and future POA Board Members, developers, residents, and other interested parties can proceed in a timely, informed, and collaborative manner with commercial area projects.

Strategic Results

A. Measure: Establishment of a Strategic Partnership

By the end of March 2016, a strategic partnership will be established with the Gunnison County Community Development Department. Russ Forrest, Deputy County Manager and Department Director, will be the initial contact and provide initial expertise and facilitation.

B. Measure: Establishment of the CAMP Committee

By the end of April 2016, the POA Board will convene the CAMP Committee. (See Strategic Priority #4 for details about this committee.)

C. Measure: Immediate Clarification of "Prohibited Uses" Language

By the end of April 2016, commercial developers will be able to refer to language in the existing Master Plan related to "prohibited uses" that has been "clarified" so that it more understandable, less ambiguous, and clear, without changing actual meaning, so they can make immediate business decisions that are favorable to our interests.

D. Measure: Development and Presentation of the Updated CAMP

By the end of March 2017, a revised/new CAMP, including a Vision and relevant Guidelines, will be developed and presented to the CB South POA.

E. Measure: Master Plan Approval

By end of March 2017, the new CAMP, including a Vision and relevant Guidelines, will be approved by the POA Board, aligned with Covenants (revised or confirmed 'as is') and Guidelines.

F. Measure: Master Plan Distribution

By the end of March, 2017, the CAMP, including the Vision, will be published and distributed to developers and other interested parties.

G. Measure: Clarification of Residential Covenants and Guidelines

By the end of March 2018, residential property owners will benefit from Covenants and Guidelines that have been revised and simplified so they are less ambiguous, understandable, and capable of being used to guide decision making, beautification efforts, and community improvements.

STRATEGIC PRIORITY #3: YEAR-ROUND, CONNECTED, PARKS, TRAILS & AMENITIES

CB South residents enjoy the outdoors. Some of us *live* to be outdoors. We have exceptional assets like the river front on the East River, Red Mountain Park amenities we have built over the past several years, secondary parks, and access to world-class mountain biking and fishing, hiking, to name just a few.

What we do not have is connectivity between all of these amenities and assets – walking and bike trails and paths that connect our community members with each other and these world-class outdoor assets.

Our assets and amenities hold great, unrealized potential to create a sense of place. The hockey rink in Red Mountain Park can be a year round recreation and entertainment venue for children and families. The East River front can provide river access and a place to gather for families and boaters. And, our walking and biking trails can connect our entire neighborhood together, including secondary parks, from the East River all the way up to the US Forest.

To create an exceptional walkable community, the CB South POA will focus on achieving the following:

Strategic Results

A. Measure: Establishment of the Parks, Trails and Amenities (PTA) Committee

By the end of April 2016, the PTA Committee will be convened, comprised minimally of one POA Board member serving as Chairperson, one POA Board member serving as Co-Chairperson, and invited community members. (See Priority #4 for details related to the establishment of this Committee.)

B. Measure: East River Front Improvement

By the end of December 2016, CB South families, upper Valley residents, and area visitors will enjoy boating, fishing, and riverside activities on an improved River Front that incorporates developed and maintained trails, legal water rights, protected wetlands, and potential white water activities.

River Front development, maintenance, and usage practices will be aligned with the Crested Butte Land Trust and other relevant conservation principles and guidelines.

C. Measure: Connected Parks and Trails

By the end of 2021, CB South residents and families will be able to walk, mountain bike, and cross-country ski on integrated, connected paths and trails –car free, summer and winter—from the East River front, throughout our CB South neighborhood and surrounding areas, north to USFS trailheads, and to our neighbors in close-by communities and the Town of Crested Butte.

Parks, trails, and amenities will be aligned to our conservation principles and to Crested Butte Land Trust principles. New trails and pathways will be connected to other trails and pathways, parks and secondary parks, and outdoor assets, creating a unique set of experiences that defines our “sense of place” and sustains our desires to live, work and play in CB South and the upper valley.

D. Measure: Business Plan to Create a Year-Round Sports and Event Facility

By the end of 2017, the PTA Committee will propose and present a Business Plan that describes how the hockey rink can be converted to a year-round, multi-purpose sports and entertainment facility to maximize use and over time, generate sufficient revenue for a positive Return on Investment.

The Business Plan will include market analysis, fund development objectives (community sponsorships, grants, donations, and user fees) other types of funding mechanisms, a marketing plan, a management and staffing plan, Return-On-Investment (ROI) projections, and other key milestones.

E. Measure: Community Presence and Recognition of New Facility

By the end of 2021, CB South and its year-round event facility will be recognized in the Valley as a preferred recreational site for organized winter and summer league events, basketball, ice skating, roller skating, family gatherings, parties, music festivals and concerts, and other community events, and will be generating revenues that demonstrates positive ROI.

STRATEGIC PRIORITY #4: COMMUNITY ENGAGEMENT

The CB South POA has a low profile in the valley, with very little voice in big decisions that have a large impact on us. Our community is not directly represented on most decision-making boards, even though we have a population equal to or greater than other upper valley communities, and we make significant contributions to the tax base and the culture of the valley.

And finally, our business owners provide significant numbers of living wage jobs, and our children represent an easily recognized portion of our school's student body. Even so, we are significantly underrepresented in important decision-making processes in the valley.

With a renewed commitment to engage our own CB South community in creating the future, the POA is committed to carrying our community's voice into the valley to ensure we have the infrastructure and public services we need, create commercial areas aligned to the character of our community, and secure the resources we need to connect all of our assets and amenities together with walking and biking trails. To achieve this, we will endeavor to accomplish the following:

Strategic Results

A. Measure: Board-to-Board Strategic Liaisons

By the end of 2016, one or more CB South POA Board Members or their designees will establish strategic liaison relationships with the following policy-level Boards so that when decisions affect our community, our views and interests are considered:

- 1) Crested Butte Metropolitan District
- 2) Gunnison Valley Rural Transportation Authority
- 3) Mountain Express
- 4) County Commissioners
- 5) Colorado Department of Transportation
- 6) Other POA's in the area: Allen Home Sites, Highlands Partnership, The Meadows and The Ridge at Crested Butte

- 7) Other groups comprised of Town Managers, Mayors, and Representatives of Taxing Entities
- 8) Others, as indicated by emerging issues

B. Measure: Impact of Strategic Liaisons

By the end of 2016, CB South POA Strategic Liaisons on Gunnison Valley policy-level Boards will be able to report back to the CB South POA Board that:

- 1) *As liaisons, they are recognized as representatives of the CB South community and POA, and their input is frequently elicited during decision-making,*
- 2) *External Valley policy-level Board Members have engaged with and/or presented information and ideas to the CB South POA Board when there are issues that are of mutual interest, and*
- 3) *When decisions clearly affect CB South, those decisions are collaborative and aligned to our community's interests.*

C. Measure: Improved Interdependent Relationship with the Metro District

By the end of 2017, it will be standard practice by the Metro District to solicit CB South property owners' views and concerns prior to decision-making that changes contractual service levels or increases Metro District assessed fees.

D. Measure: CB South Community Engagement

By the end of May 2016, CB South residents will partner with the POA to establish the following decision-making committees, and will take active roles to help implement the Strategic Plan, as follows:

- 1) Design Review Committee (DRC) (already established)
- 2) Commercial Area Master Plan (CAMP) Committee
 - a. The CAMP Committee will be comprised minimally of one Design and Review committee member, one POA Board Member serving as Chairperson, one POA Board Member serving as co-chairperson, a commercial property land owner, commercial property landowners adjacent to the commercial property area, and invited community members.
 - b. The CAMP Committee Charter will include a Statement of Purpose, committee structure, consultant and team member role and responsibilities, anticipated stakeholder input and process for acquiring that input, and project Milestones.

- c. The CAMP Committee will oversee creation of the CAMP. The CAMP committee will also provide regular status reports to the POA Board.

3) Parks, Trails, and Amenities (PTA) Committee

- a. The PTA Committee will be comprised minimally of one POA Board member serving as Chairperson, one POA Board member serving as Co-Chairperson, and invited community members.
- b. The PTA Committee will present to the POA Board a Committee Charter that includes a Statement of Purpose, committee structure, desired community Results, member roles and responsibilities, and expected Milestones.
- c. The PTA Committee will oversee completion of the following major projects, some of which will include development and management of more detailed Project Plans and Milestones, and will provide regular status reports to the POA Board:
 - East River Natural Area
 - Connected Parks, Trails and Pathways
 - Year round Sports and Events Facility

E. Measure: Community Outreach

By the end of 2016, community members will benefit from a robust community outreach program so they have timely, well-designed, and engaging web-based and print materials that can interest them in participating in community events, enrolling their children in our programs, donating to special projects, and learning more about what is going on in our community.

F. Measure: Impact of Community Outreach

By the end of 2020, a majority of surveyed community members will report they feel a “sense of place”, enjoy our amenities, and feel invited to participate in volunteer activities and on decision-making committees as reflected in the metrics of participation/volunteerism and donations/contributions.