



Beyond Housing: Livability in Mountain Communities

January CAST Meeting
January 25, 2024



Agenda

- **The Patient** - What is a Livable Community? (*5 minutes*)
- **The Illness** - What is the challenge? What are the symptoms? (*10 minutes*)
- **The Treatment** – How are we addressing it? What can we do? (*30 minutes*)
 - **Example Approaches** - Breckenridge, Snowmass Village, CB (*15 minutes*)
 - **Discussion** - What can we learn from each other? (*15 minutes*)

Instructions

Go to

www.menti.com

Enter the code

6750 6083



Or use QR code



We're drawn to
mountain towns



for a unique
lifestyle...

... But are mountain towns livable?

I'm 15th on the waitlist for childcare...I'm not sure how I'm going to make it work...

I can't find a plumber to fix my hot water heater... the wait is several months...

All of my friends moved away and I may follow...I don't see myself being able to build a sustainable future here...

I lost my housing and now commute over an hour each day...it's really eating into my time with my family...

I don't know my neighbors anymore...my neighborhood is dark beyond July...

Why bother showing up to Council meetings...this Town sold its soul years ago...



The Patient

What is a livable community?

What makes a livable community?

114 responses



AARP: What is a livable community?

LIVABILITY INDEX

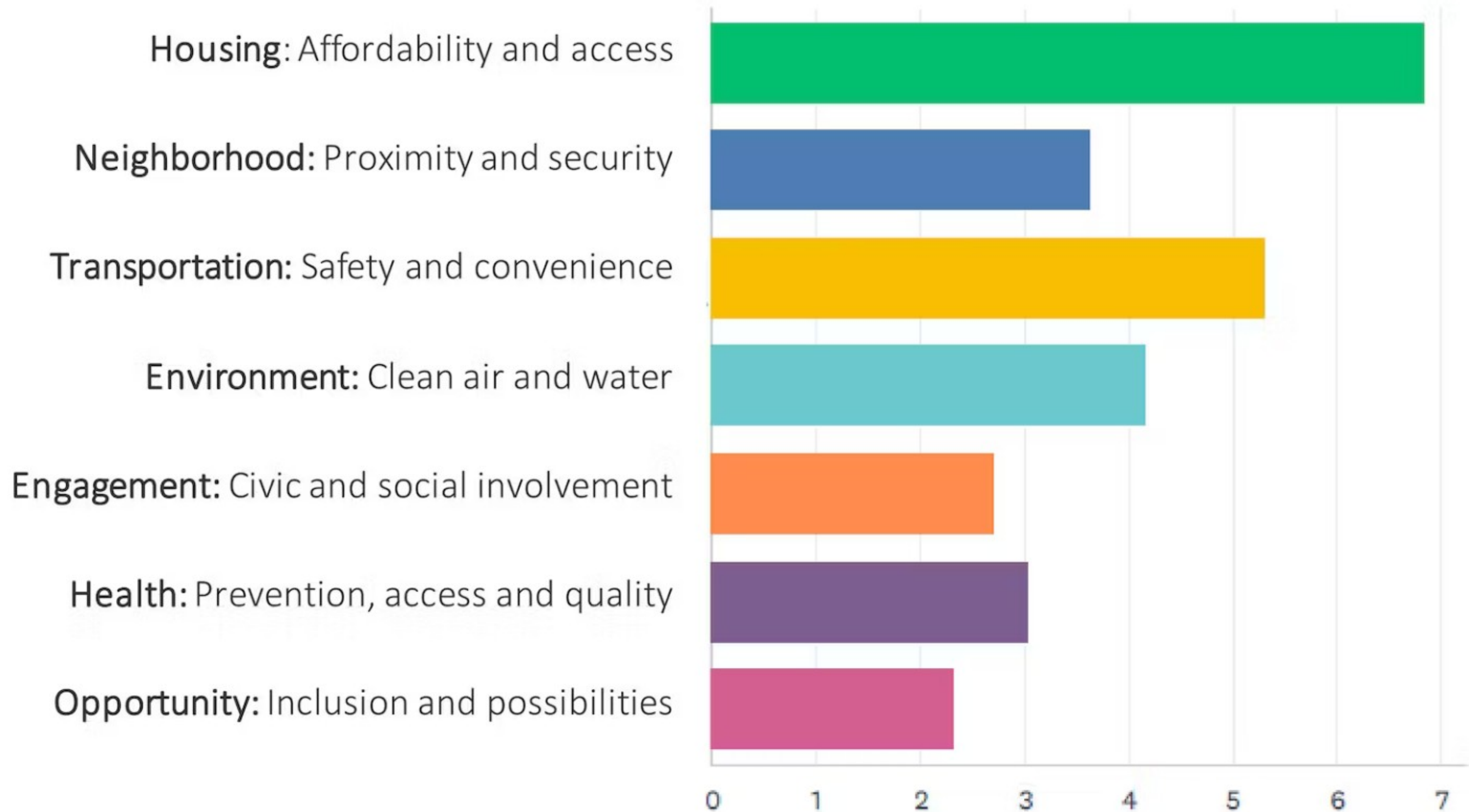
- **Housing:** Affordability and access
- **Neighborhood:** Proximity and security
- **Transportation:** Safety and convenience
- **Environment:** Clean air and water
- **Engagement:** Civic and social involvement
- **Health:** Prevention, access and quality
- **Opportunity:** Inclusion and possibilities



INDICATORS

- Availability of multi-family housing, housing costs and burden, vacancy rate
- Access to grocery stores, farmers markets, parks, libraries
- Frequency of transit, walkability, transportation costs
- Drinking water quality, regional air quality
- Opportunity for civic involvement, voting rate
- Income inequality, age diversity

CAST SURVEY: Which subtopic of the livability index is your community's highest priority?





The Illness

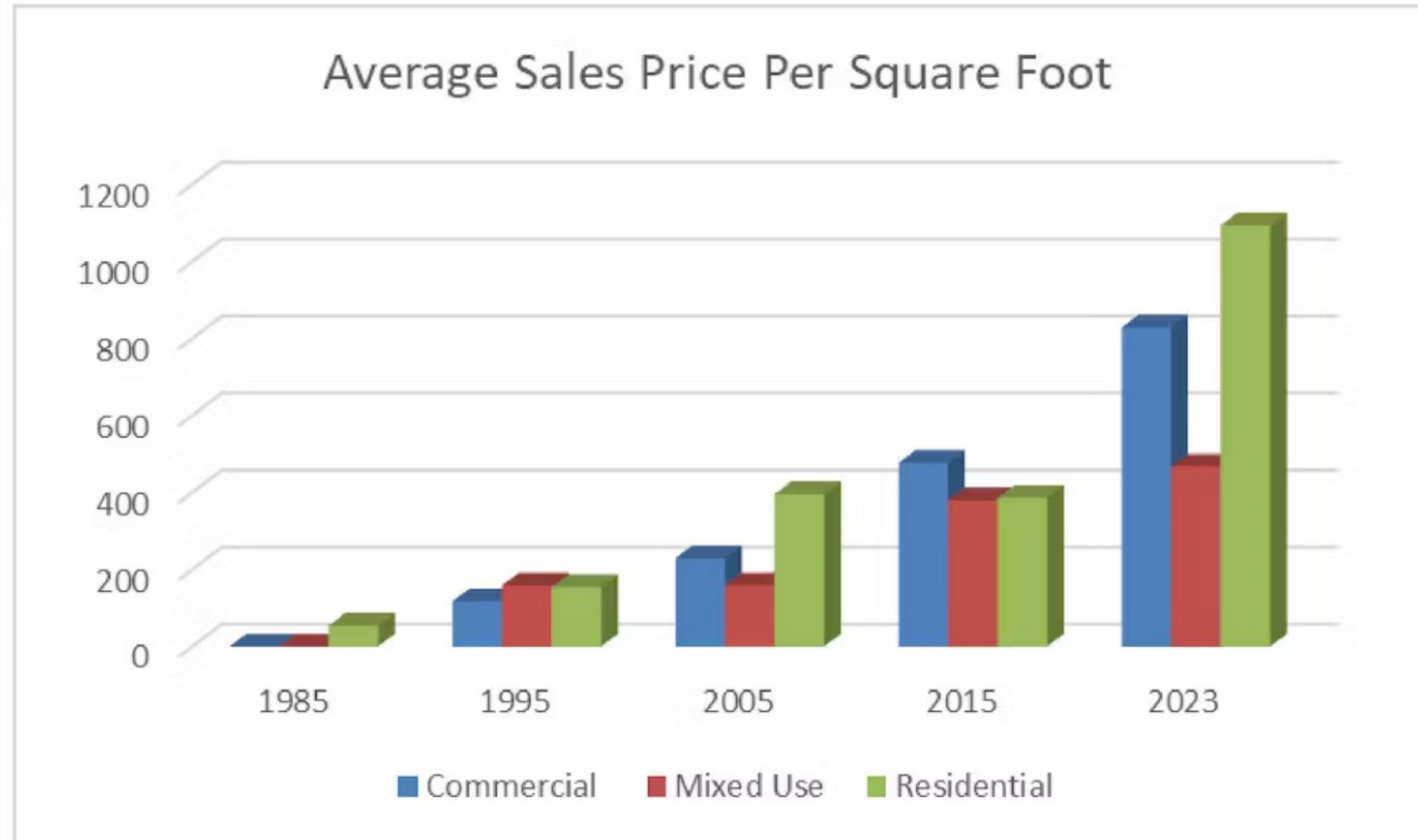
What are our challenges?

What are the symptoms?

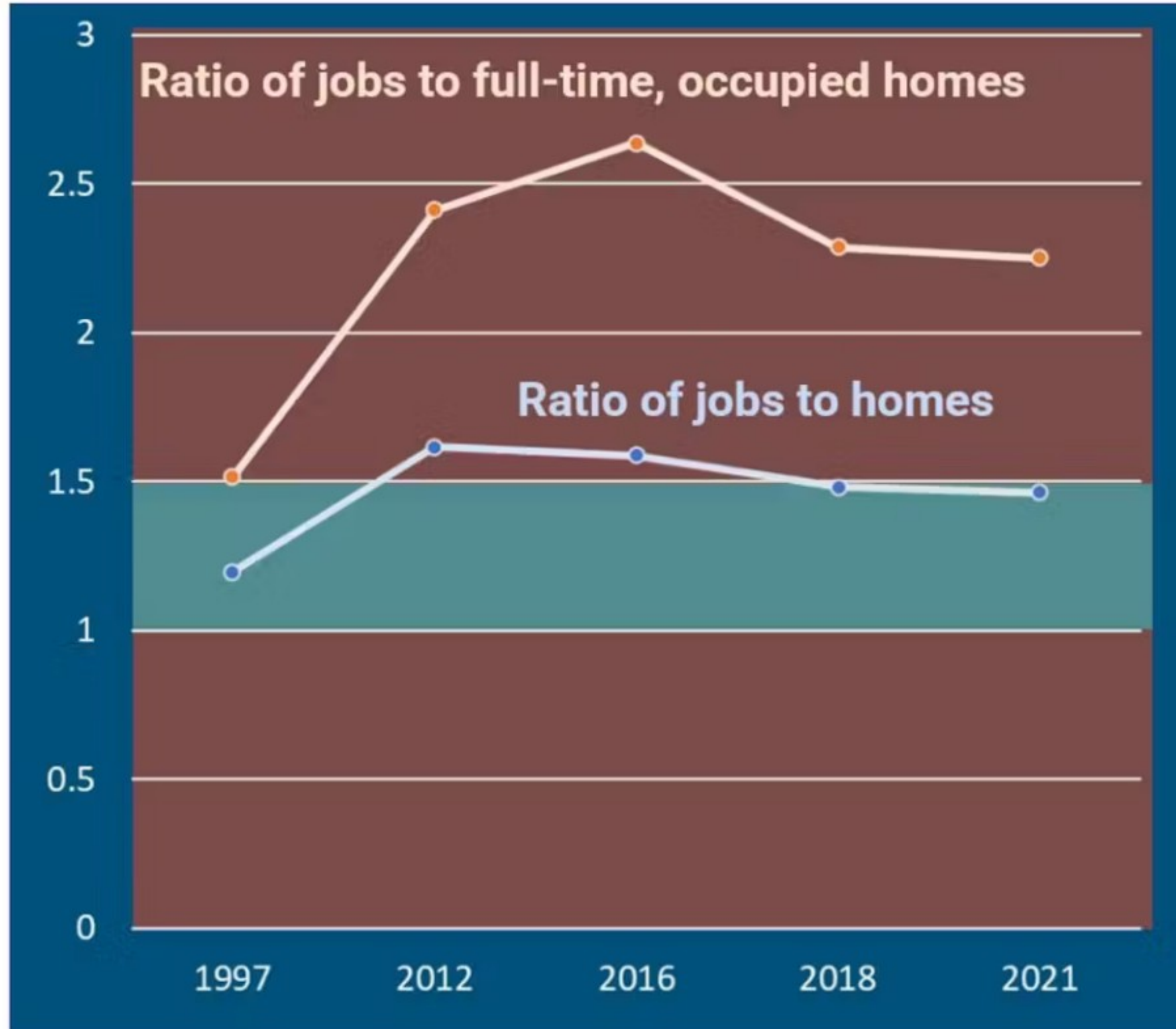
The Challenge: The Market is Broken

What we're seeing in CB:

- Area median income has grown at 4%, while average house cost has grown 13%
- Average cost of the home is now three times higher than what an average AMI can afford
- Commercial vacancy rates have increased from 5% to 18% since 2020



Jobs to Housing Balance



Crested Butte's % of housing stock occupied full-time has decreased from 80% to 65% since 2000.

1.5 - 3: Housing Shortage

1 - 1.5 Market meets needs

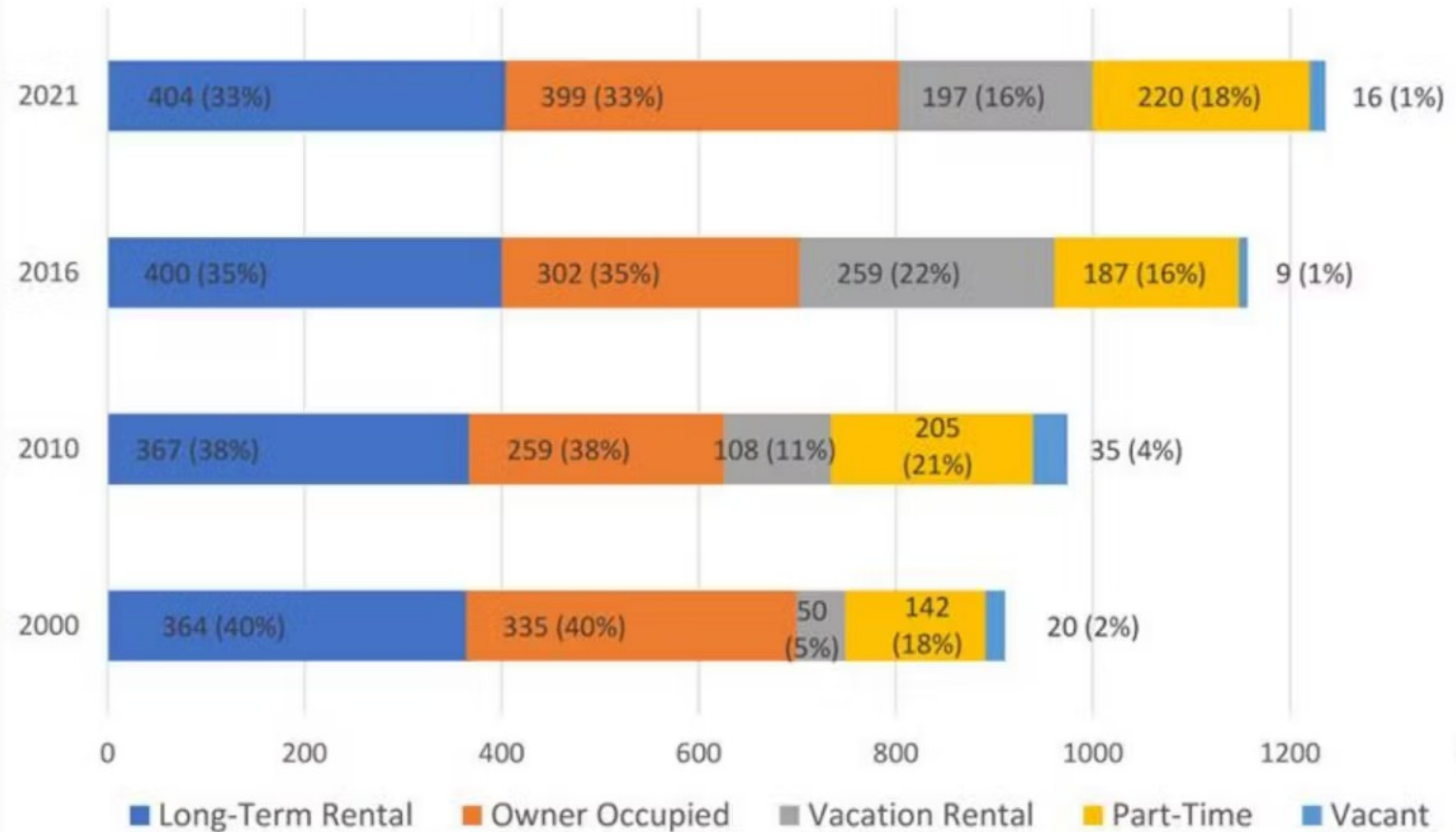
0 - 1 Housing Surplus

Housing Inventory Over Time

Since 2000

- Long-Term Rentals & Owner Occupied housing have both decreased from 40% to 33%
- Vacation Rental increased from 5% to 16%
- Full time occupancy decreased from 80% to 65%
- All the while...commuting vehicle traffic has increased 160%

Use of Homes in CB over time



When the market is broken... community livability breaks down...

Housing
Neighborhood
Transportation
Environment
Engagement
Health
Opportunity

- “ I’m 15th on the waitlist for childcare...I’m not sure how I’m going to make it work...
- “ I lost my housing and now commute over an hour each day...it’s really eating into my time with my family...
- “ I can’t find a plumber to fix my hot water heater...the wait is several months...
- “ All of my friends moved away and I may follow...I don’t see myself being able to build a sustainable future here...
- “ I don’t know my neighbors anymore...my neighborhood is dark beyond July...
- “ Why bother showing up to Council meetings...this Town sold its soul years ago...

What resonates in your community?



I'm 15th on the waitlist for childcare...



I lost my housing and now commute over an hour each way...



I can't find a plumber to fix my hot water heater...



All of my friends moved away and I may follow...



I don't know my neighbors anymore...



Why bother showing up to council meetings...

What else are you seeing or hearing in your community?

Working people don't matter

Traffic

Multiple moves

My kids will never be able to afford to move back

someday i'll leave because i will never be able to buy a home

Us vs them

Groceries are too expensive

Can't afford to eat out

What else are you seeing or hearing in your community?

There isn't enough housing to move into with a growing family

You can't afford the insurance and taxes

The rural feel is going away. I live in a city.

Losing community character

Traffic, traffic, traffic.

To much growth

Build build build. But lower my taxes.

I dont make enough to live here

What else are you seeing or hearing in your community?

"iM a IOcAL!"

Locals are being pushed out by short term rentals

Wage gap is increasing

Businesses are not open.

There's no way for young people to get into the market, neither building, buying, nor renovating.

Divide between wealthy and workers

Second homeowners are the problem

There's nowhere to park

What else are you seeing or hearing in your community?

Traffic is horrible and Aspen needs to house their own workforce.

Parking problem? What parking problem?

Nothing to buy and rent is stupid high

Locals vs tourists

Lack of quality local jobs, you're either an entrepreneur or work in service

Not enough time to enjoy the reasons why i moved here.

loss of healthcare providers

Too many second home owners

What else are you seeing or hearing in your community?

Too many people in the backcountry. Restaurants are insanely expensive. No housing.

Not enough Pickle ball

Cost of living growing faster than income

Traffic has gotten so bad, it's causing road rage

Impossible to find workers

Need better paying job opportunities

We support affordable housing but don't want more density

Buy, scrape, rebuild homes not designed to be lived in, that are astronomically expensive.

What else are you seeing or hearing in your community?

People have a right to
have a str

Too many j1 crammed in
housing

Developments overtaking
residential

VRI exploits seasonal
workers

Not enough employees to
be open daily



The Treatment

So...what are we doing about it?

Different approaches to solving challenges

STRATEGIC



• PROS

- Build consensus and alignment
- Put the pieces together holistically
- Comprehensive vs. Incremental
- Other??

• CONS

- Challenges resources (staff time)
- Can take time and long processes
- Delayed action
- Other??

TACTICAL



• PROS

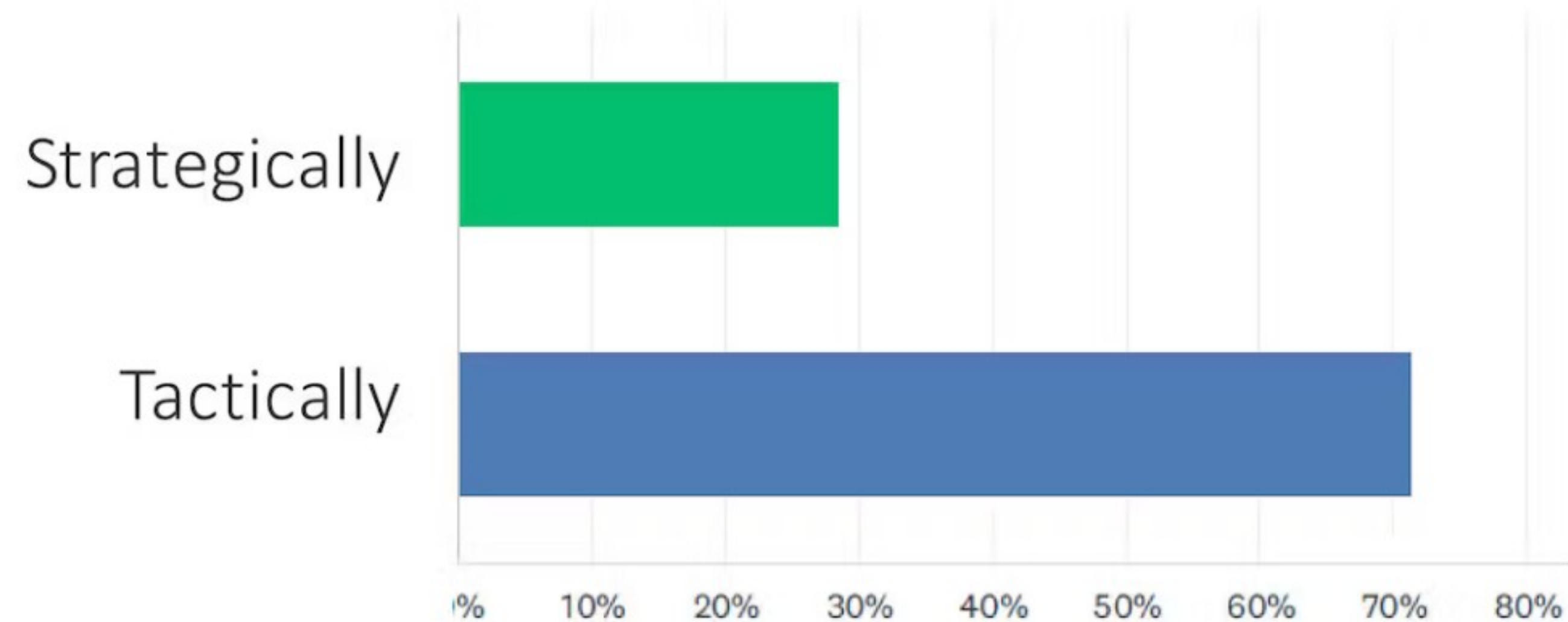
- Expedited action
- Shows progress on the ground
- Other??

• CONS

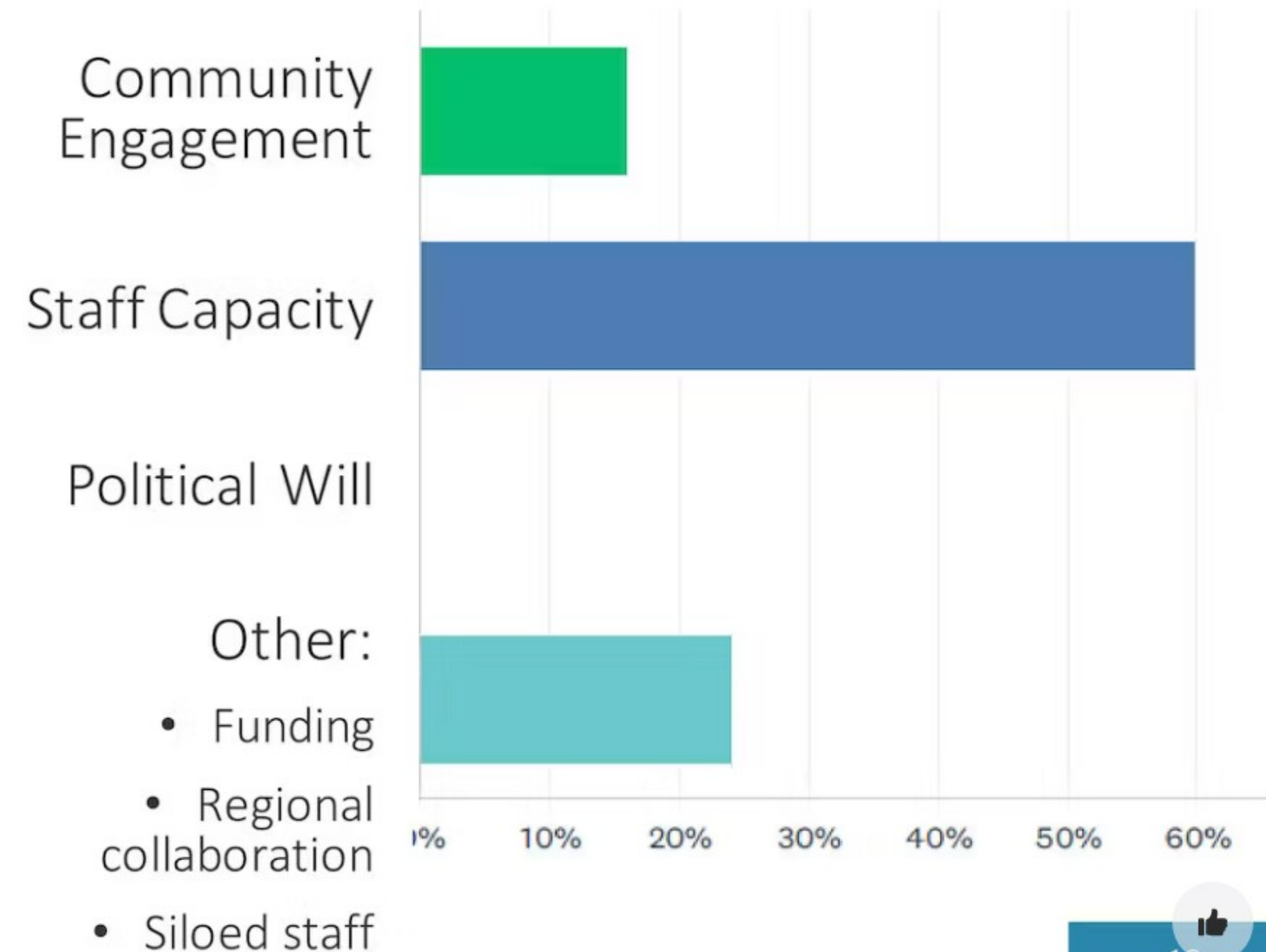
- Potential Incrementalism with unintended consequences
- Limited patience for true inclusion and context
- Other??

CAST SURVEY: How are you approaching livability?

How are CAST Communities approaching livability?



What are the biggest challenges to a strategic approach?



Town of Breckenridge Goals

Shared Council and Destination Management Goals (Est. 2019)

- *Elevate and fiercely protect Breckenridge's authentic character & brand*
- *Deliver a balanced, year-round economy driven by destination tourism*
- *More boots & bikes, less cars*
- *Establish Breckenridge at the leading edge in Mountain environmental stewardship & sustainable practices*



Town of Breckenridge

Community Thoughts

Resident Sentiment Survey – 2023

Surveys completed in 2017, 2019, 2021 & 2023

- Residents unsatisfied with Internet & Cellular connectivity & Healthcare costs
- Challenges of Housing: Affordability for workforce, Affordability in general, and Availability
- Why respondents don't recommend living in Breckenridge:
 - Cost of Living
 - Affordability of Housing
 - Overcrowding
 - Availability of Housing



Town of Breckenridge

*Hometown Feel & Authentic Character
More Boots & Bikes, Less Cars
Leading Environmental Stewardship*

- 2002 Vision Plan
- Housing Strategies
 - 2000 and 2008 Affordable Housing Action Plans
 - Block 11 Housing Plan (2007)
 - McCain Master Plan
 - Current Five-Year Housing Blueprint
- Transportation
 - FreeRide
 - Breck E-Ride
 - Parking
- Sustainability Master Plan



Town of Breckenridge

The Avalanche Effect

More Growth, more employees, more housing, more needs...

- Growth and demand for workers drives = demand for affordable/attainable and available workforce housing
- Affordable/Attainable Housing – Can only be created in our communities with heavy subsidy (aka more money)
- Communities add housing to meet need AND ensure they remain an authentic community (worker live where they work)
- With additional housing comes need for affordable, accessible childcare, healthcare providers, mental health providers, amenities.
- In all this we have a responsibility to reduce our carbon footprint and grow a climate responsible community.



Snowmass Village Goal Statement

The Town Council remains firmly committed to the Aspiration Statement, Guiding Principles, Just Big Enough economic analysis, Plan Framework, and Strategic Initiatives found in the 2018 Comprehensive Plan.

GUIDING PRINCIPLES

Stewardship Vibrant Genuine Active & Healthy
 Connected Inclusive Balanced

STRATEGIC INITIATIVES OF SNOWMASS VILLAGE

- Preserve and protect open spaces and our environment to ensure that nature is and remains the dominate feature on the landscape.
- Promote environmental and economic sustainability and resiliency.
- Focus on improved access and safety to make Snowmass Village more walkable and bikeable.
- Continue to improve the multi-modal connections between Base Village, the Mall, and the Center.
- Manage parking and transit to encourage efficient, effective, and sustainable mobility choices.
- Focus new development and/or redevelopment within the identified CPAs.
- Encourage the update and renovation of older buildings Village-wide.
- Strengthen local economic opportunities to assure vibrancy.
- Continue to support a viable workforce and our commitment to workforce housing by exploring opportunities that best balance the character and resources of the Town.

These initiatives are of the utmost importance to the Town Council and, as such, the Council remains committed to moving them forward. Safety, Connectivity, Transit, Environmental Activism, Resiliency, Regionalism, Risk Taking and Recruiting & Retaining high quality staff all remain critical components to the Village's success.

The overarching priority for this Town Council is:

Passionately Protecting the Community Character of the Village by Promoting Balance and Emotional Connectivity

The Town Council will focus on this priority by looking for creative solutions to address the many opportunities before us. The Town Council continues to recognize that we are not a traditional town, but rather a unique welcoming Village. We are Villagers, and we strive to bond and connect at a community level. The Village's community character is based on a fundamental connection to and respect for nature, an excitement to explore the outdoors, and a focus on emotional connectivity to each other and to place. Snowmass Villagers are gritty, thrive on authentic experiences, adventure, and curiosity. Our Village character continues to be defined as: fun, community-focused, family-friendly, thriving, charming, resilient, safe, emotionally connected, accessible, nimble, adaptable, balanced, and unique.

1) Identify & Provide More Affordable, Community, Workforce Housing

Providing more affordable workforce housing options within the Village enables community members to contribute to the local economy AND helps to build a strong, emotionally connected and engaged community. Town Council remains committed to implementing the 2021 Housing Master Plan.

Understanding that Village residents are served by local governmental organizations that are physically outside of the town, TOSV will work closely with those partner entities to create a more inclusive workforce housing framework that will integrate additional people/positions/organizations into our housing program. TOSV will endeavor to leverage additional financial resources from these partners to help meet our respective housing needs.

2) Preserve, Protect and Retain Locally Owned AND Locally Serving Businesses

The Council recognizes that the Village is a tourist economy and that locally owned and locally serving businesses need support. The Council firmly believes that such businesses build community through relationships, creating places and reasons for people to gather, and are critical to the community's character. The Council will work to prioritize and incentivize the needs of our local business community and will safeguard a high-quality visitor experience while focusing efforts to serve local residents first and foremost. If it is good for local residents, then it also benefits our guests.

3) Increase Community Engagement to Foster Emotional Connectivity

The Council will strive to increase effective community engagement to foster relationships, emotional connectivity and to protect community character. The Council will protect the community's character by ensuring that public amenities, events, facilities, and services enhance and meet local community needs and interests.

A sense of community is created through meaningful connections and a welcoming atmosphere. These types of connections are critical. Knowing that a variety of issues (especially increased housing costs) are negatively impacting the community, the Council will find ways to have all residents and guests be more committed and emotionally connected to the Village and our community. The Council desires to build community among all long-time residents, new residents, part-time residents, and guests with the goal of everyone feeling comfortable, welcome, and engaged in the Village.

This Town Council is focused on offering a variety of opportunities to receive feedback, create connections, and listen. It is imperative to expand citizen access to the Council thus elevating community conversation, collaboration, and emotional connection to the Village.

The Council desires to maintain high quality communications with its citizen Boards and Commissions. The Council will do this by asking for guidance and feedback from them. The Council will explore a change to the Town Charter to allow Councilors to serve as *ex-officio* members of Boards and Commissions.

4) Ensure Public Spaces and Facilities Meet Our Community's Unique Character

The Town Council will strive to create and improve public spaces and facilities that promote health, safety, education, happiness, and enhance community character and connectivity. Understanding there are many needs and opportunities within the community, this Town Council remains open to them and is committed to focusing on the following projects. These are places where emotional connectivity “happen” and grow:

- 1) Implement the approved enhancements to Town Park.
- 2) Continue to evaluate the need for childcare options and plan for the expansion of the Little Red Schoolhouse. Town Council will also continue to explore other resources for expanding childcare and early childhood learning.
- 3) Reinvigorate the Ice Age Discovery as a source of pride for the community.
- 4) Encourage transit ridership by providing a Mall Transit experience that balances improved levels of service, safety and functionality with high quality aesthetics that satisfies community needs and meets our rural Village character.
- 5) Partner with Pitkin County to expand library services in the Village, including building a library facility adjacent to, or connected to the Recreation Center.
- 6) Expand recreational opportunities for our trail network, including Nordic skiing.
- 7) Commit to maintaining, renewing, identifying, and developing spaces for local community members to connect.

CB's new approach: The Community Compass

A value-based guide to navigating Crested Butte's future, on the community's terms.

1. A declaration of Crested Butte's community identity and core values.
2. A five-year strategic action plan.
3. A decision-making framework to guide future Town decisions.
4. A commitment for expanded regional collaboration.



Community Compass: Strategic Goals

1

Approach community challenges through active collaboration and public engagement.



2

Accommodate growth in a way that maintains our rural feel.



3

Enable people who live and work here to thrive.



4

Retain the unique character and traditions of Crested Butte.



5

De-emphasize cars and focus on walking, biking, and transit.



6

Continue to passionately care for our natural surroundings and forever protect Red Lady.

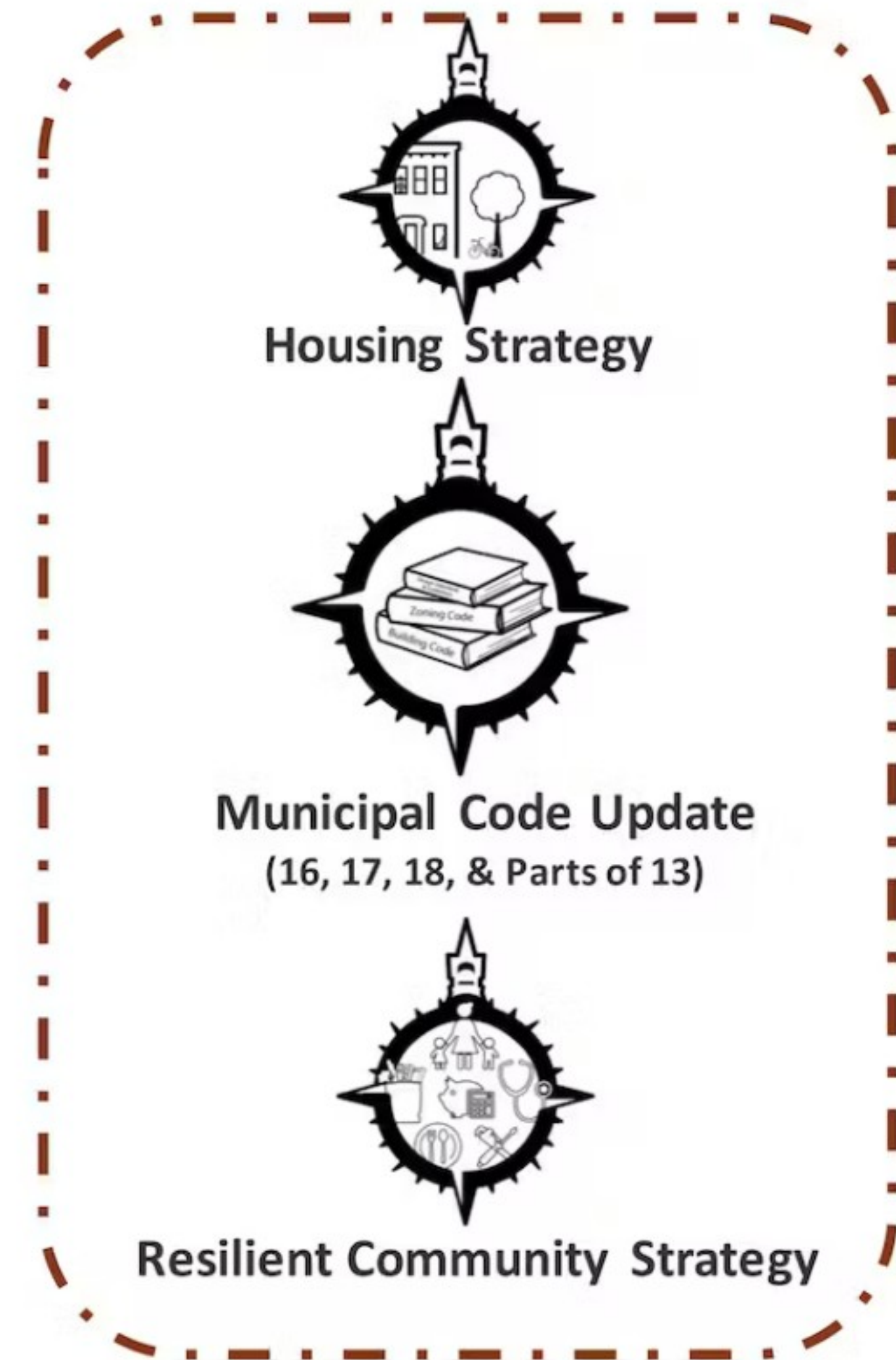


7

Act on the urgency of climate change and prepare for the changes we expect from it.



What is needed to meet our goals?



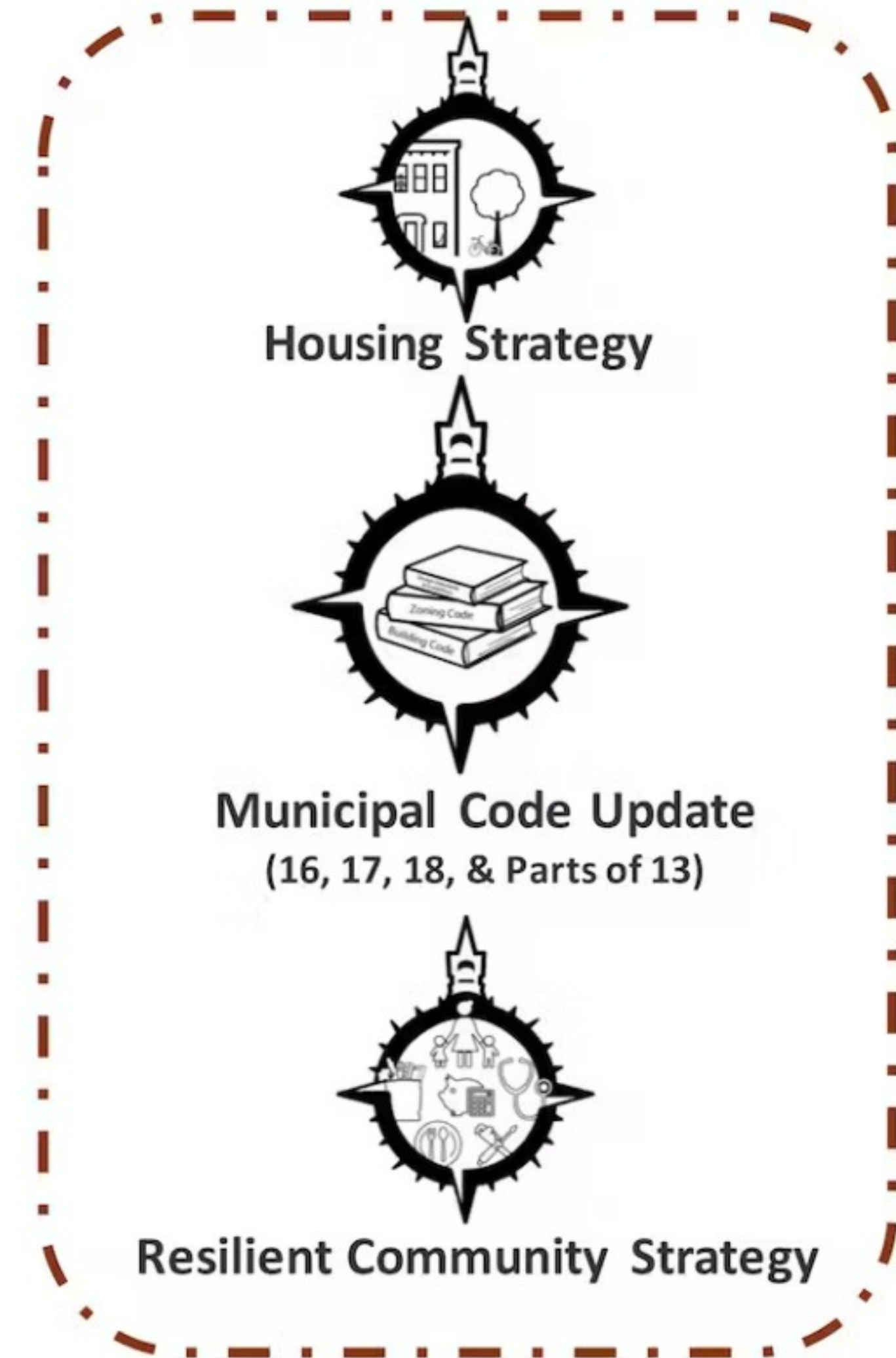
How do we strategically get there?



Compass

Policy

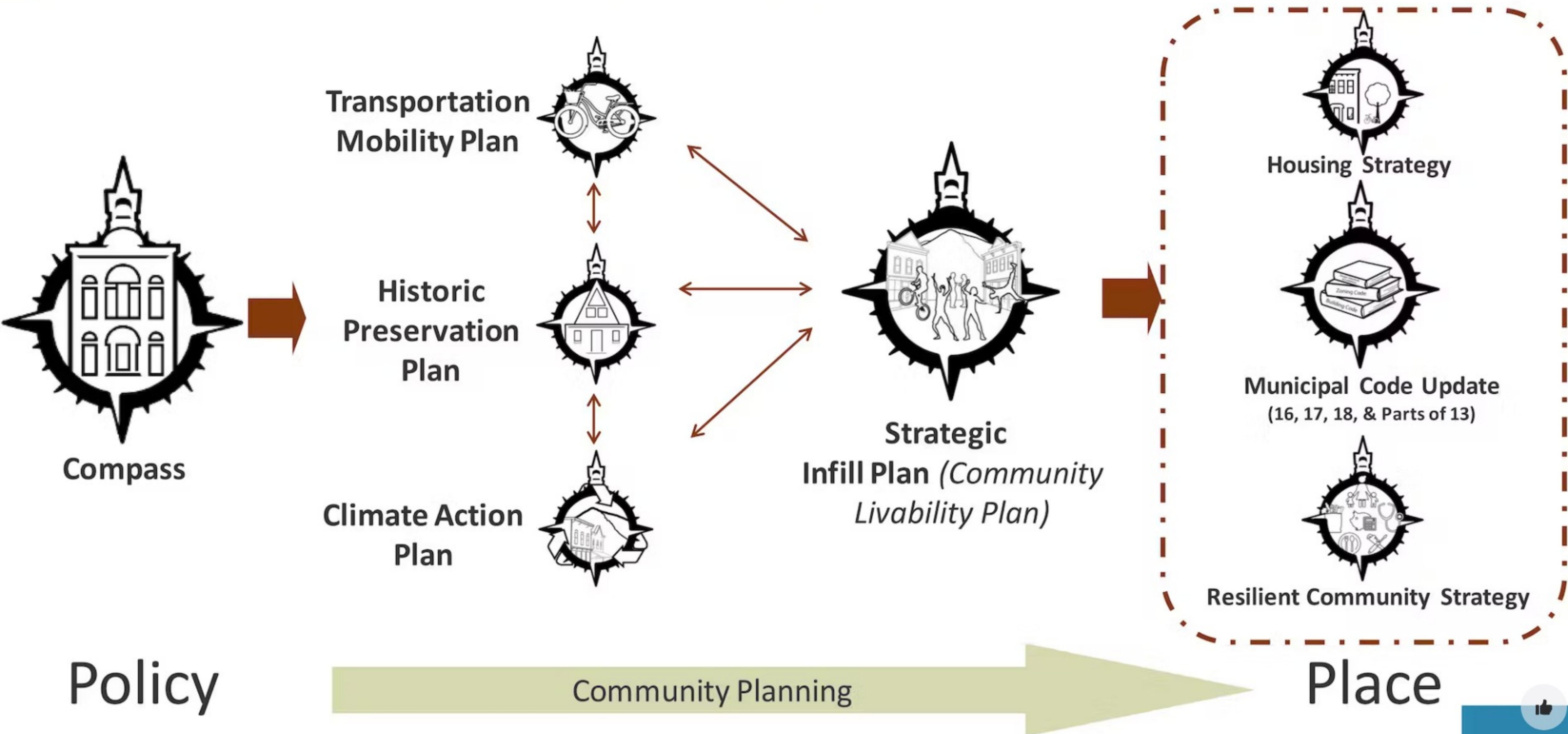
Community Planning



Place



How do we strategically get there?





CAST Discussion

- *What can we learn from each other?*
- What's worked well from a **tactical** approach in your community? What are opportunities or limitations of this approach?
- What's worked well from a **strategic** approach in your community? What are opportunities or limitations of this approach?



Thank you

For more information sharing, please follow up with melyemma@crestedbutte-co.gov

Or join me for a resort ski and discussion tomorrow! Meet me at the Friday CAST breakfast or find me after this presentation to confirm.