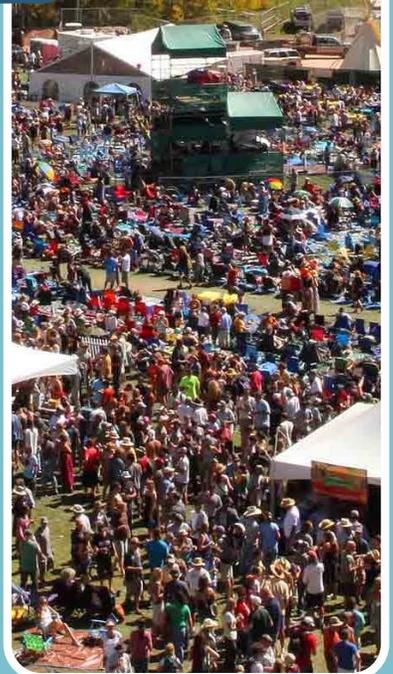


TOWN OF TELLURIDE COMMUNITY VISION PLAN

ADOPTED JANUARY 10, 2023







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ACKNOWLEDGEMENTS

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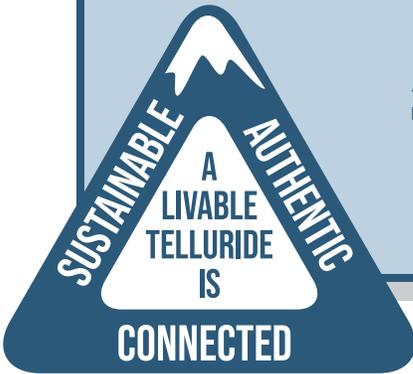
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Special acknowledgement to the The Native American Ute tribe- the first inhabitants of the Telluride valley.







A LETTER FROM THE TOWN MANAGER

It is my pleasure to introduce the 2023 Community Vision and Action Plan. This plan includes new goals, strategies and actions cultivated from hundreds of ideas shared by numerous people which reflect the unique collective vision of our community.

This visioning process has been so much more than what is shown on these pages. Countless hours of effort from town staff, community stakeholders and public participants have created a vision that is as special as the Telluride area.

In Telluride, we pride ourselves in being an inclusive and equitable community. This Vision Plan is one of the many important ways we demonstrate this as it offers new and traditionally underserved community members an equal opportunity to help inform the ways we act to bring our vision to life.

Engaging in this process has been hard work but ensuring that equity was considered at every step has improved the plan and will continue to ensure that the policies it influences are implemented with every member of the community in mind.

Throughout this process, we have identified that while we sometimes differ in ideas, we all agree that Telluride is an authentic, sustainable and connected community- these values are evident in all we do- and are embedded in all aspects of this plan. The principles of livability set the stage for how to take action toward a shared vision of the future while providing a framework for the planning elements in a comprehensive plan the town will begin in the coming months.

Finally, I want to thank all of the dedicated people who made this work for Telluride, including the community members who share their ideas and inspiration, our consultants with Design Workshop, the working group, stakeholders and others who will make sure the work gets done and, ultimately, the community partners who will implement the actions that make realizing the vision possible.

On behalf of the entire Town, I want to express our gratitude and reaffirm our commitment as we continue to move Telluride forward together.

A handwritten signature in black ink that reads 'Scott Robson'.

Scott Robson, Town Manager





1

INTRODUCTION

INTRODUCTION

LIVABLE TELLURIDE

WHAT IS THIS PLAN ABOUT?

A Vision Plan outlines the goals and aspirations of the community and begins to reveal how those can be achieved. This plan is the first step in a longer process to update the Town of Telluride's Master Plan. This document is a result of a community engagement process to understand the hopes, aspirations and challenges of Telluride's community and will form the basis for the final Master Plan update that will begin in 2023. Community comments from in-person events and an online survey have directly informed the content of the Vision Plan. The Plan outlines:

- A Vision Statement for the future,
- Core values to guide how we apply the vision,
- Principles of livability organize elements of the plan,
- Action items outlining how to implement the vision.

PLAN OUTCOMES

The plan's most important outcome is identifying the community's vision and a clear and shared path forward. Although the Telluride community is aligned in their love of this special place, there is also tension in the community about the future. This plan seeks to understand community values around growth and change and how to remain authentic. The vision plan will serve as a roadmap to guide decision making for planning now and into the future to reflect the core values of Telluride. It asks the community to answer the question: "What makes Telluride a livable community where the highest quality of life measures are achieved?" An important outcome of this plan and planning process is to set the stage for an updated Master Plan. Telluride's most recent Master Plan was developed in 2006 and since then, much has changed within the Town. Complex challenges have emerged as barriers to the town's historic preservation, economic development and housing goals. This Vision and Action Plan is a result of decision-makers looking to the community for a united path forward. Throughout the planning process, the Town will come back to the Vision and Action Plan to ensure that the community's values and goals that are identified in this document provide the basis for and are reflected in a new Master Plan.

PLAN ORGANIZATION

The Vision and Action Plan is organized into four chapters. The first chapter is an introduction to the project. This includes background information of the project and planning process. Chapter 2, Community Engagement, summarizes the community outreach efforts as well as what was heard. Chapter 3, Future Vision, introduces the vision and its defining elements. It also contains key objectives and action items for the town to implement to move toward achieving the vision. Lastly, Chapter 4, Action Plan and Next Steps, identifies the next steps needed to implement the community's vision. Whenever possible, partnerships, financial and other resources are identified to ensure that the recommended actions are attainable.

WHY DO THIS NOW?

Telluride is an authentic small town in southwest Colorado that boasts world class recreation, arts, innovation and a strong commitment to its history. It is a special place that people want to call home and visit. It is important that the Town's policies and programs are aligned with the community's goals and vision for the future. With the world coming out of a global pandemic, and trends associated with shifting demographics and economic pressures, the time is right to understand what hopes and concerns the community has for the future. This Community Vision and Action Plan seeks to develop a vision with community members to provide clear direction about what is important in a future Telluride.

This Plan process has been an opportunity to engage broadly with community members and identify shared values for what makes Telluride special and opportunities to address challenges in the future.

The Vision and Action Plan:

- Reflects community values
- Provides clear direction on future action
- Creates a long-range vision to guide change and update the Master Plan
- Informs future policy and budget
- Organizes a shared understanding for the community vision

WHO IS THIS PLAN FOR?

While Telluride has a small full-time population of under 3,000, the number of people who call Telluride home—those who are simultaneously influencing and being influenced by the town—is much larger. This plan considers each person who makes up the Telluride community, including full-time residents, workforce, second homeowners, and visitors.



Full Time Residents



Local Workforce



Part Time Residents



Visitors

HOW WAS THIS PLAN CREATED?

This plan was developed over the course of a robust four month community engagement process that included understanding the community, sharing a vision for the future, and documenting the process and next steps. The planning process included three distinct phases.

PHASE 1



WHERE ARE WE NOW?

Foundational work was completed in Phase 1 to understand the current conditions of Telluride. Presentations were given to the Planning and Zoning Commission, Town Council and Community Working Group. Specific issue and goal identification with the Planning and Zoning Commission and Community Working Group was held during this phase to identify and elaborate on issues and opportunities as well as outline expectations for this plan.

PHASE 2



WHERE DO WE WANT TO BE?

Phase 2 consisted of much of the public engagement. Outreach methods in Phase 2 included an online survey, coffee talks, pop-up events and a vision retreat. Council and Commission presentations were also held during this phase to provide process updates.

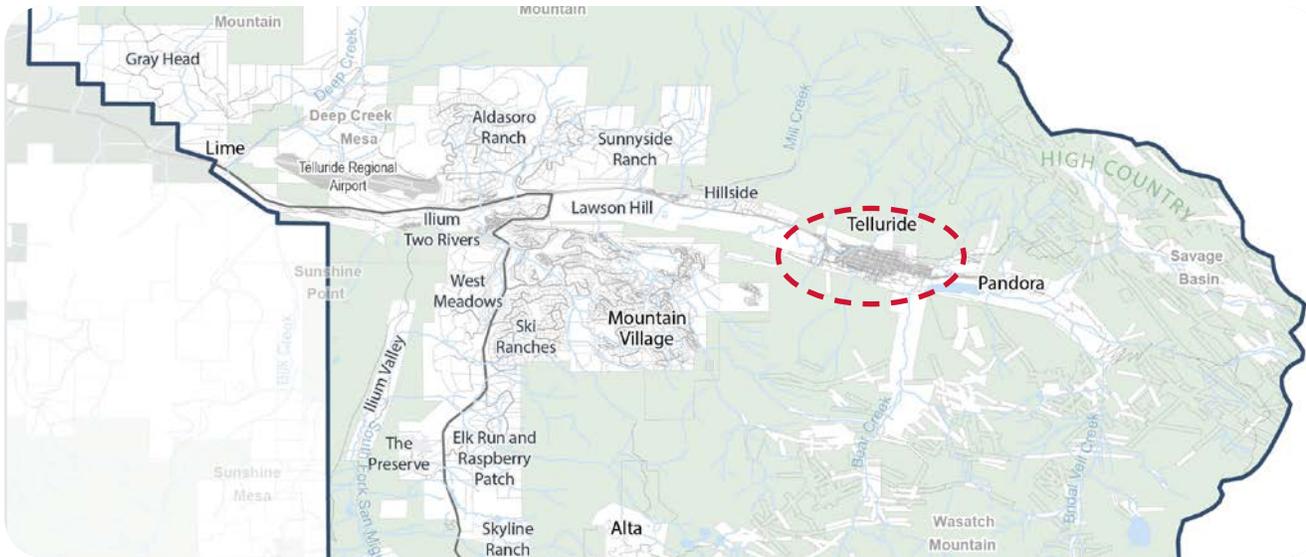
PHASE 3



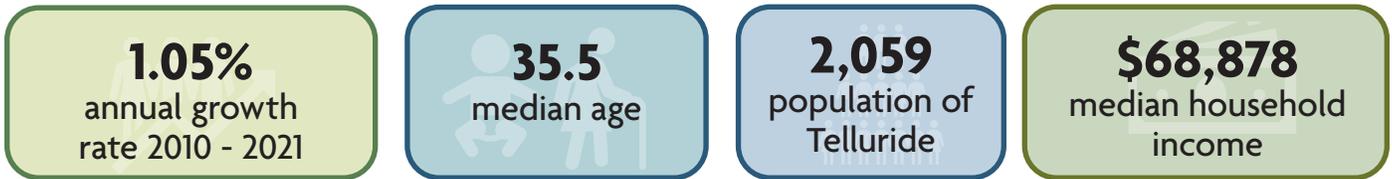
HOW WILL WE GET THERE?

The Action and Vision Plan was developed during the final phase. A draft of the plan was reviewed by the Planning and Zoning Commission, Town staff and Community Working Group. The final plan has been brought to the Planning and Zoning Commission for recommendation to Town Council for approval.

TELLURIDE CONTEXT



Source: San Miguel Master Plan, Telluride Region Map



Source: US Census Bureau, American Community Survey (ACS), 2020

LOCATION

Telluride, Colorado, sits in the southeast corner of San Miguel County. The town is surrounded by the San Miguel River and San Juan Mountains. The Telluride area was first inhabited by the Ute people, followed by miners seeking their fortune in silver and gold¹. The town boomed due to the development of the railroad in the 1800s, but the economy soon collapsed with the crash of silver prices. Despite this, mining continued to be Telluride’s largest industry until the first ski lift was installed, and ski slopes were developed. In the 1970s, a renaissance arose in Telluride, as skiing and outdoor recreation became an economic and community driver. New people came to the community and helped bring new opportunities for cultural events, skiing, festivals, music, and performing arts to flourish. Today, the town is home to many residents and is a favorite destination of tourists including skiers, sightseers and outdoor enthusiasts. The town is famous for a vibrant arts scene, variety of local and international festivals, and the world renowned Telluride Ski Area.

COMMUNITY CONTEXT

It is important to understand the growth and demographic trends in Telluride in order to understand how to best plan for the future. Telluride has a full-time population of 2,059 people distributed in 1,215 households (American Community Survey, 2020 and ESRI, 2022) and has experienced full-time population growth since 2000, though at a slightly slower rate than San Miguel County and the State of Colorado. Over the last 20 years, the compound annual growth rate increased from 0.06% between 2000 and 2010 to 1.05% between 2010 and 2021 (American Community Survey, 2020). Based on data available from Environmental Systems Research Institute (ESRI), the daytime population in Telluride increases as workers commute into town to fill jobs. The daytime population is estimated at 3,044 people (ESRI, 2022). Since 2010, the median age has increased from 32.4 to 35.5 years old (American Community Survey, 2020). Compared to the county and state, Telluride’s median age is in alignment with Colorado but is low in comparison to San Miguel County.

Telluride’s ethnicity is predominantly white at 80.03% followed by Hispanic at 14.07%. Compared to the

1-1 <https://www.telluride-co.gov/566/History-of-Telluride>

BUSINESS SECTOR	TOWN OF TELLURIDE	SAN MIGUEL COUNTY	COLORADO
Service	56.9%	53.1%	64.3%
Retail Trade	29.0%	26.1%	24.8%
Finance/Insurance/Real Estate	27.6%	21.2%	15.4%
Government	9.1%	9.8%	3.0%
Eating & Drinking	8.3%	6.5%	6.0%

Figure 1: Business Profile Top 5 Businesses

Source: Commercial Real Estate (CoStar), CRE Data, 2020

state, Telluride is less diverse with 67.05% of the state being white and 21.07% Hispanic (American Community Survey, 2020). Based on data available from the Colorado Department of Education from the 2020 – 2021 school year (the latest date that data is available), enrollment of Hispanic students was 20.88%. Within the same year, the number of English language learners was 15.34%. This indicates that there is potentially an undercount in the census related to the race and ethnicity data.

According to the 2020 American Community Survey, there are 2,103 total housing units in Telluride. 55% of these units are single family and 45% are multifamily. Of the total housing units, 1,160 are multifamily housing properties, or those with three or more units. Based on data from ESRI, approximately 46% of the existing housing units are vacant, indicating a large portion of the housing stock is utilized for accommodations and does not house local working residents. According to Commercial Real Estate Market Analytics (CoStar), there are 386 units available for rent within multifamily properties meaning that 33% of multifamily units are rented properties and 67% of multifamily units are owned and likely to be condominiums. The median home value for single family homes in 2022 is \$6,473,418 and \$2,033,619 for townhomes and condominiums.

ECONOMIC CONTEXT

The economy of Telluride is driven largely by tourism and recreation, which makes up the vast majority of the economic activity in Telluride. The following statements and numbers are a snap shot in time during this visioning process and provide a general overview of the business and housing context. This section will be updated as part of the upcoming Comprehensive Plan.

From an economic perspective, the median household income of Telluride is \$68,878 (American Community Survey, 2020). The median income has increased from 2019 but is 2% less than the household income in 2010. Additionally, the 2020 median household income is lower than the state of Colorado's \$75,231. According to data from Commercial Real Estate (CoStar), there are 362 businesses in the Town of Telluride, with most in the Service Sector (56.9%). This sector consists of establishments typically engaged in providing a wide variety of services such as health, legal, engineering, educational, and repair services. The sector is followed by Retail Trade (29%) which includes establishments that sell goods and services, such as drug stores and groceries. Financial/Insurance/Real Estate (27.60%) includes depository and investment institutions, insurance brokers, and real estate sellers and agents (See Figure 1).

HISTORIC CONTEXT

The history of Telluride continues to shape its growth today. The natural and cultural histories are present in today's buildings, natural areas, and values. In 1961, Telluride was officially designated as a National Historic Landmark District as a result of the town "understanding significance in commemorating and illustrating the history of the United States". Today, more than 90 acres of the Town are designated as a National Historic Landmark District while more than 400 structures are listed in the Town's Architectural and Historic Survey. The Town works hard to maintain historic integrity through its policies. Based on the community survey completed as part of this process, approximately 93% of the community feels the town has been successful in upholding the principles of the National Historic Landmark District².

1-2 <https://www.telluride-co.gov/239/Historic-Preservation>

PROJECT UNDERSTANDING

PREVIOUS PLAN REVIEW

The Vision and Action Plan supports and aligns with several important planning efforts that came before it. While there have been many important planning efforts over the years, the Telluride Master Plan (2006), Cultural Master Plan (2012), Town Parks Master Plan Update (2020), Climate Action Plan (2022), and The Impacts of Affordable Housing on the Telluride Area Economy and Community (2019) were reviewed as part of this work to provide a baseline understanding of how this plan fits within their context. The recommendations and goals from these plans highlight the existing values of the community as well as the goals that the Town is currently working towards, such as diversifying the economy, strategizing against climate impacts, preserving the environment and increasing affordable housing. The following list summarizes the documented elements that inform this plan:

- **Telluride Master Plan:** Central to the town's values is preservation and restoration of natural land, diversifying the economy, increasing affordable housing stock, multi modal regional transportation and historic preservation. Telluride is looking to balance its small town feel with growth and tourist popularity.
- **Cultural Master Plan:** This plan provides a guide for the future of the Telluride Arts District. The overall goal of the plan is to “create an even more vibrant, sustainable arts community in Telluride” through boosting arts and culture opportunities in the area. The hope for the district is that it will be affordable for artists to live, enhance economic vitality and tourism, and provide a collaborative area for artists to work.
- **Town Parks Master Plan Update:** The Park Master Plan recommends a series of new improvements for the community. Throughout the plan there is an emphasis on wayfinding, circulation, and safety improvements to park properties that facilitate and promote pedestrian and bicycle modes of circulation.
- **Telluride Climate Action Plan:** This document emphasizes six focus areas of concern as well as implementable strategies and actions. The strategies and actions in the plan are designed to reduce GHG emissions towards a goal of carbon neutrality by 2040 and prepare the community and the natural environment to adapt to the unavoidable impacts of climate change.

- **The Impacts of Affordable Housing on the Telluride Area Economy and Community:** This report highlights the economic and community benefits of deed-restricted homes for employees and year-round resident households in the Telluride area. This report also demonstrates how continued investment in affordable housing will assist the community and economy into the future.

ISSUES AND OPPORTUNITIES

Telluride has many strengths including its natural setting, historic and small-town charm, and being a welcoming community. However, community feedback also reveals tensions that exist around how to maintain the authentic feel of Telluride balanced with the economic and environmental impacts of a destination for visitors from around the world. The following is a summary of challenges and opportunities from community feedback and stakeholder input. This understanding is essential to the development of the principles of livability, to identify ‘what are the problems for this plan to address?’

CHALLENGES

The survey and stakeholder conversations revealed tension regarding the preservation of local culture. The popularity of Telluride impacts the town and environment. When there are many visitors in town it puts pressure on the capacity of everything from local trails to local roads and available parking. While tourism is an important driver to support the local economy, the seasonal nature creates inconsistencies for local businesses to anticipate. As a result of the desirability for living in Telluride, affordability of housing is a primary community concern. Many members of the town's workforce are unable to live in town and commute from other communities in the region, which in turn, further stresses the transportation system. Due to the geography of the region, there is limited land availability and infrastructure capacity to address the demand to meet growth. A key question for the community is around what redevelopment will look like, how much growth is desirable, and what type of housing should be built for the future. There is a need to address the overall balance of housing that is unaffordable for a large part of the population, workforce housing, and visitor accommodations. At the same time, the Town

must find ways to provide for the diverse needs of the people and ensure adequate infrastructure and services needed to maintain and improve the desired lifestyle of the community.

of the economic impacts of tourism can support in decision making that will support the local economy and determine the right balance of visitors to protect local trails and maintain the sense of community. In addition, a new housing study would provide the data to determine gaps in the market and where to focus future housing to address local supply and demand.

OPPORTUNITIES

The sense of community is what people love about Telluride. Local arts are part of the culture and are key to maintaining the sense of identity of the local community. The anticipated growth is an opportunity to think proactively about addressing housing affordability and capacity on a regional scale. Thoughtful planning for the future has the potential to consider housing, transit, and sustainable best practices for better overall outcomes. Addressing growth holistically will provide more alignment on shared community values and increase transparency of community decisions for the future. An assessment

OUR UNDERSTANDING: SWOT

In order to understand town values a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis was developed based on community input and refined by the working group. This assessment helps to identify key issues to consider or strategic opportunities to explore in the Vision and Action Plan.

INTERNAL- CURRENT FACTORS

Strengths

- Natural Elements
- Historic Character
- Small-town Feel
- Community Culture
- Engaged and Welcoming Community
- Public Education

Weaknesses

- Lack of public transportation and policy to reduce use of cars in town
- Seasonal Economy
- Shortage of People for Staffing/Volunteering
- Communication and Transparency in Governance
- Remote/Tellu-centric
- Shortage of Employee Housing

EXTERNAL- FUTURE FACTORS

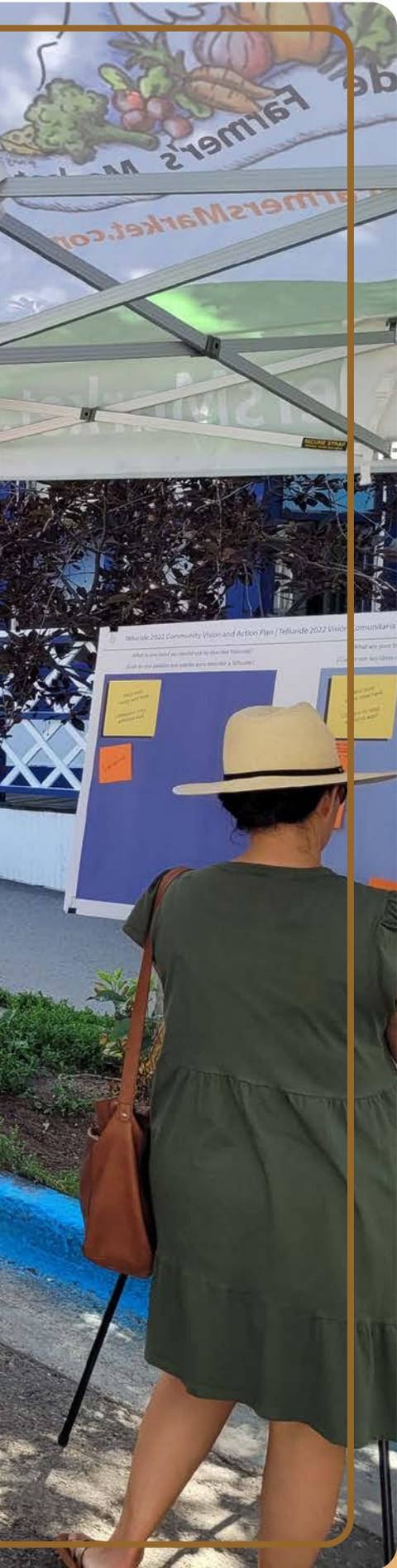
Opportunities

- Rapid Change in Demographics
- Mix of Single Family and Multifamily Housing
- Creative Cultural Arts
- Innovation and Education
- Recreation Improvements

Threats

- People Moving Out/Loss of Community
- Environmental Impacts and Climate Change
- Loss of Undeveloped Land/Town Capacity
- Market Forces/Real Estate Costs
- Generational Divide
- Private Interest vs. Public Interest
- Mental Health and Wellbeing
- Barriers to Participation





2

COMMUNITY ENGAGEMENT

A COMMUNITY-DRIVEN PLAN



6
POP UP
EVENTS

1
OPEN
HOUSE

1,142
SURVEY PARTICIPANTS



1,356
TOTAL PARTICIPANTS
(SURVEY, POP UP EVENTS, AND OPEN
HOUSE PARTICIPANTS)

3
STAKEHOLDER
MEETINGS

2
RETREATS



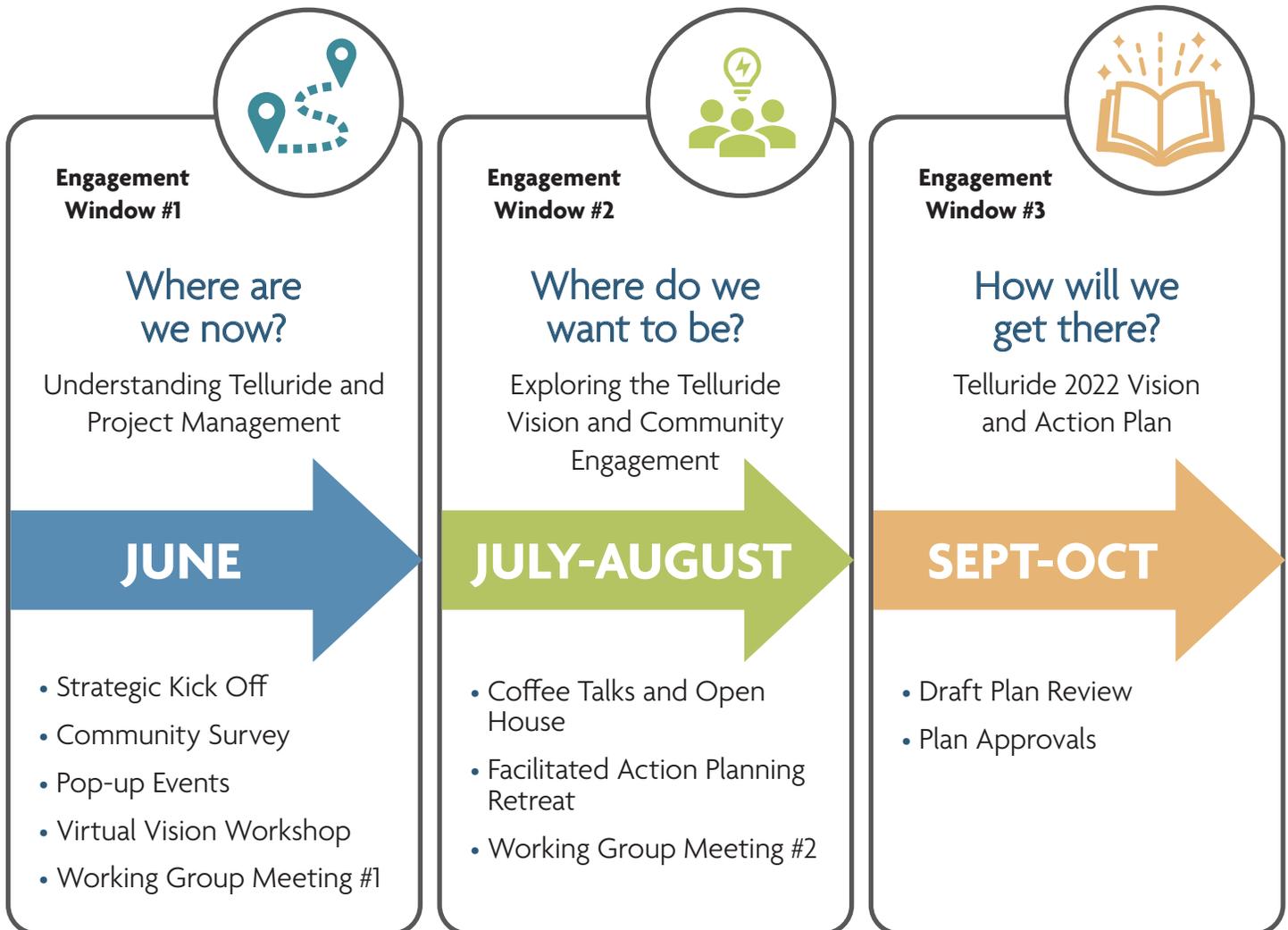
WHY COMMUNITY ENGAGEMENT?

Community engagement is a key part of crafting a vision that is authentic to Telluride and the community. The plan was designed to approach engagement in ‘windows’, where multiple methods were used to bring a wide range of the community together in different ways to discuss key elements of the plan. A full summary of engagement can be found in Appendix A.

The following goals were developed and revisited through the process to ensure a community driven plan:

- Broad participation to promote support and buy in.
- The process is visible, and the public is well informed.
- A process where people feel comfortable sharing ideas.
- All income and socioeconomic groups are engaged.
- Key stakeholders provide content to the plan and have a strong role in shaping the vision.
- Process can bridge divides and strengthen community.

ENGAGEMENT PROCESS



ENGAGEMENT SUMMARY

ENGAGEMENT WINDOW 1

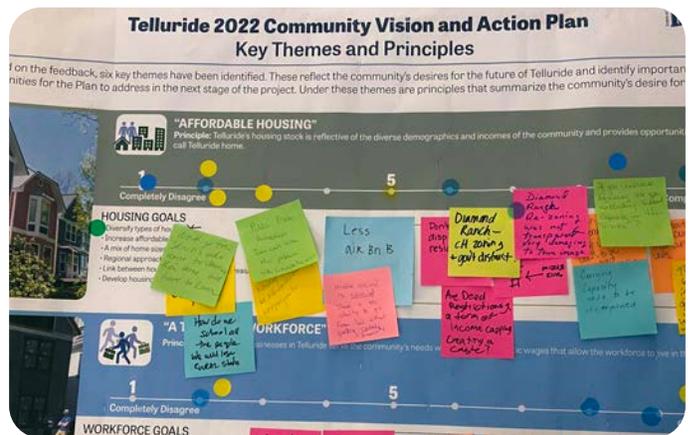
The first window of engagement included a survey, multiple town-hosted pop-up events and a virtual vision retreat with stakeholders. The objectives of these strategies were to hear from and understand the community's ideas for the future.

Community Survey: The 31-question survey was available from June 22, 2022, to July 31, 2022, with a total of 1,142 responses. The questions were divided into three categories: demographics, community values and planning elements. Both multiple choice and open response questions were asked to gather meaningful feedback and further explanation.

Pop Ups: Three of these events occurred at the farmers market and one occurred at the Sheridan Opera House. The pop-up events displayed some of the same questions as the survey and asked for in-person participation on dot exercise activities and informational boards. At these events, town staff handed out business cards with survey codes to encourage people to take the survey.

WHAT WE LEARNED

Top values include affordable housing, open space and transportation. Many comments emphasize a desire for this plan to address housing through both an increase in the amount of affordable housing as well as more housing types. The value of open space and the hope to prioritize its preservation are also prominent subjects. Participants enjoy the natural qualities of Telluride and hope to find a balance between its popularity and preservation. Another agreed upon desire is for an increase in connectivity through the expansion of trails and transit routes. The feedback from the community was essential to the development of plan themes.



ENGAGEMENT WINDOW 2

The second round of engagement consisted of an open house and coffee chats. The objectives of these strategies were to share an initial draft of the vision's direction and further refine it through draft themes, principles and vision statements.

Coffee Chats: Interactive boards were displayed near the bus stop at the Shandoka Apartment Complex for two hours. Staff engaged residents in a pass-through format and encouraged participation to provide input on the plan themes. A Spanish-speaking translator was also in attendance to ensure that all participants were able to participate.

Open House: Additional input was gathered through discussion and presentations. Participants were asked questions including their level of agreement with proposed principles and vision statements. Approximately 40-50 participants attended these events. Once again, a Spanish-speaking translator was in attendance.

WHAT WE LEARNED

There were several themes heard from community feedback around governance and transparency in decision making, the capacity and availability of housing in the community, and accurate and effective future community-wide surveys.

STAKEHOLDER ENGAGEMENT

In addition to the broad community input, key stakeholders were essential to guide and direct plan recommendations, including representatives within the development, arts and real estate industries.

Community Working Group: The working group participated in events over the course of the project to direct the plan and serve as a sounding board for the evolution of ideas. Their role was to provide information and data, review draft documents and other materials and inform public interests about the effort. This effort included a Strategic Kick off, virtual vision retreat and a full day in person retreat with the Working Group, elected officials and key stakeholders.

Focus Group: A virtual presentation using interactive polling was held with over 50 local community members representing a variety of Telluride businesses, non-profits, agencies and organizations to better understand their needs in this plan.

Planning Commission: The Planning and Zoning Commission met several times during the process and provided support for community engagement activities. Planning and Zoning members have been key leaders in the process and will be a recommending body for Plan adoption.



WHAT WE HEARD

DEMOGRAPHICS

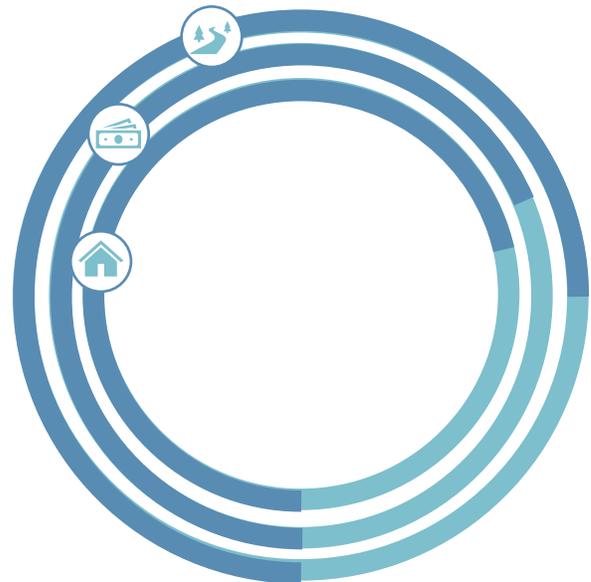
-  Live in Telluride - 46%
-  Lived in Telluride for 20+ years - 35%
-  Full time residents - 72%
-  Work in Telluride - 53%
-  Own property as full time residents - 43%



A number of demographic related questions were included in the survey to understand who participated. This information was used to see how well the survey responses reflect the demographics of the community. Questions in this section included asking participants about where they live, their age, and their connection to Telluride. Overall, the demographics of the survey respondents closely match those of the actual demographics of the Town of Telluride. The pool of respondents is diverse, with a mix of full-time residents, part-time residents, and commuters.

COMMUNITY VALUES AND CONCERNS

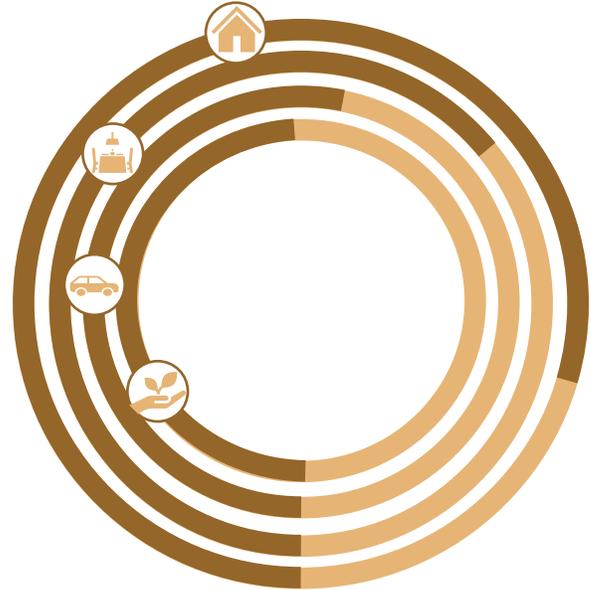
-  Open space, parks, trails, and nature - 75%
-  Challenge of wage disparity - 70%
-  Affordable housing - 72%



Both the survey and pop-up events asked participants to identify their values, focusing on questions about Telluride's characteristics, challenges, and direction. Telluride's open space, parks, trails, and nature are deeply cherished by the community and respondents value the accessibility to such resources. They revealed desire is for affordable housing and a more affordable cost of living in Telluride. A majority of participants are not only concerned about the cost of living, but also the significant wage disparity.

TOWN PRIORITIES

-  Encourage affordable housing - 80%
-  More affordable restaurants - 65%
-  Reduce vehicle use in town - 52%
-  Use resources for habitat protection - 48%



The survey and pop-up events explored different topical areas to understand community sentiment about priorities. These covered a wide array of topics from growth and development to social and community services. These results show that top priorities include affordability, open space, and transportation. Responses make clear that there is a strong desire for this plan to address housing in the area. Community members would like to see both an increase in the amount of affordable housing as well as more housing types available. Similarly, they would like to see more affordable amenities, specifically restaurants. The value of open space and the hope to prioritize its preservation into the future is also prominent within the responses. Participants enjoy the natural qualities of Telluride and hope to find a balance between its popularity and preservation. Another reoccurring response was the desire to reduce vehicle use in town.

CURRENT CONDITIONS

-  Heading in the right direction - 70%
-  Positive words to describe current conditions - 63%
-  Improve future town planning - 53%
-  Satisfaction with service quality - 43%



The community was asked questions to gauge their opinion of existing efforts within town. Feedback was predominately positive. A majority of participants believe that the town is heading in the right direction. However, there is still room for improvement, specifically in future town planning. Overall, most of the participants are satisfied with the quality of service offered in Telluride. Lastly, when asked to describe the town in one word, over half of the responses were positive with “beautiful” being the most commonly used word.

COMMUNITY VOICES

“Concern for the lack of housing driving businesses and local workforce out of area.”



“I hope that we can achieve a balance between the resort/tourist/visitor dynamic and what it takes to retain a vibrant, creative and environmentally-aware, sustainable local community.”

“Future transportation should have local transportation improvements that include language access, additional routes outside of immediate town, clearer feedback, evaluations, and complaints process.”

“Adequate housing and income for our worker.”

“As more workers are required to move away from Telluride, I think more regional transportation is the most important issue.”



“Telluride should educate visitors to the delicate nature of the environment in the area.”

“More community spaces where locals can gather.”

“Limit the number of cars in town by offering parking and better public transportation.”

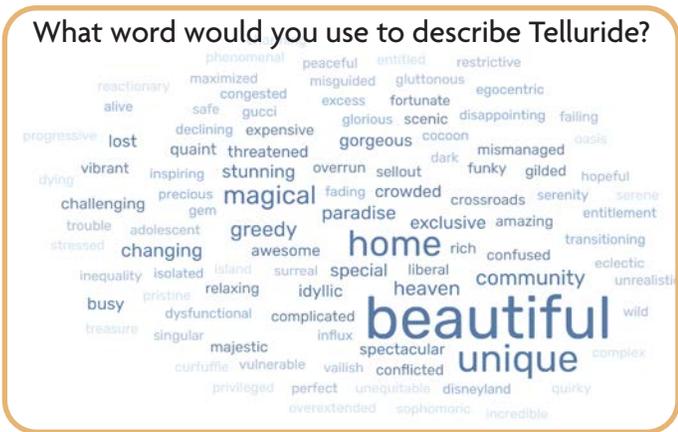
“Big idea is enough affordable housing for the community, accessible and affordable groceries, and a community that lifts each other up, and cares for each other always.”





“Keep Telluride quaint and accessible.”

“Affordability for the young people who have grown up here.”



“A welcoming, progressive culture that prioritizes arts, environmental protections, and community.”

“Thoughtful planning based on public input.”



“I hope the town continues to thrive and more facilities move in and around town. More shops and amenities for the locals.”

“The lack of housing will push full time residents out of town.”

“A future Telluride is economically viable/ diverse with great public transportation, cleaner water and up-to-date water treatment facilities.”

“Telluride is unique in its preservation of history, aesthetics, and citizen values. It needs to wean itself from the myths that we live only by festivals.”







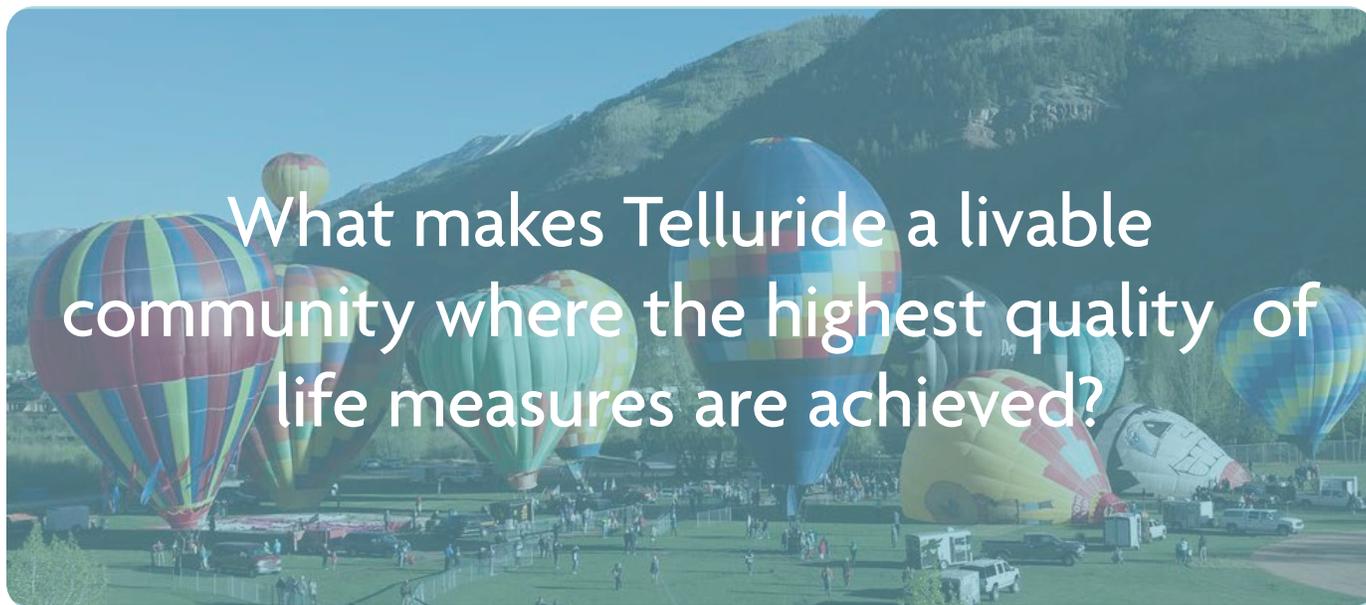
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FUTURE VISION

FUTURE VISION

INTRODUCTION

A Vision Plan is an intentional roadmap to guide decision making for the future of the Town of Telluride. From the beginning of this process, we set out to better understand what defines the Telluride community. To address the many elements of a master plan, it is important to understand the community desires for the future, what makes Telluride a 'Livable Community', a place where quality of life and the natural setting are ensured for future generations. This plan reflects the core values of the Telluride community to come together and inspire action for the future.



The Vision Plan provides an aligned direction for the Town of Telluride to move forward into a Master Plan Process. Based on our understanding of 'where are we now?', the vision sets forth 'where do we want to be?' The components of this vision plan are organized into five principles of livability, or focus areas, to answer the question 'how are we going to get there?' Within each principle is a goal which is further broken into a set of strategies and actions that are the steppingstones to success. As a community-based document, the goals and actions apply broadly and should not be assumed to be limited to the role of local government. The content in this chapter will provide a framework and foundation to be built on in future planning efforts.

VISION STATEMENT

A Livable Telluride will remain a sustainable, authentic, and connected community. We are a small mountain town that embraces and sustains its distinctive natural setting, advances its reputation for innovation and cultural heritage, and remains true to its roots as a livable and genuine community for future generations of residents, workers, and visitors.

VISION FRAMEWORK

The following diagram illustrates the elements included within this Vision Plan, from general to specific. All elements should align with the vision at the top, and each layer more clearly describes how to achieve the vision.



1. Vision Statement: The vision describes where are we going and why. A vision statement is a short, concise statement to express how the organization wants to be perceived in the future. It provides long term focus for the town and is the desired outcome for what the principles, goals and strategies achieve.



2. Core Values: Values are enduring, core beliefs which influence attitudes and behaviors. Values guide decision-making by defining how to go about achieving the vision.



3. Principle of Livability: The principle of livability is an area of focus that describes in a specific and clear way, the high-level approaches for delivering on the vision. Each principle includes a statement describing the intent.

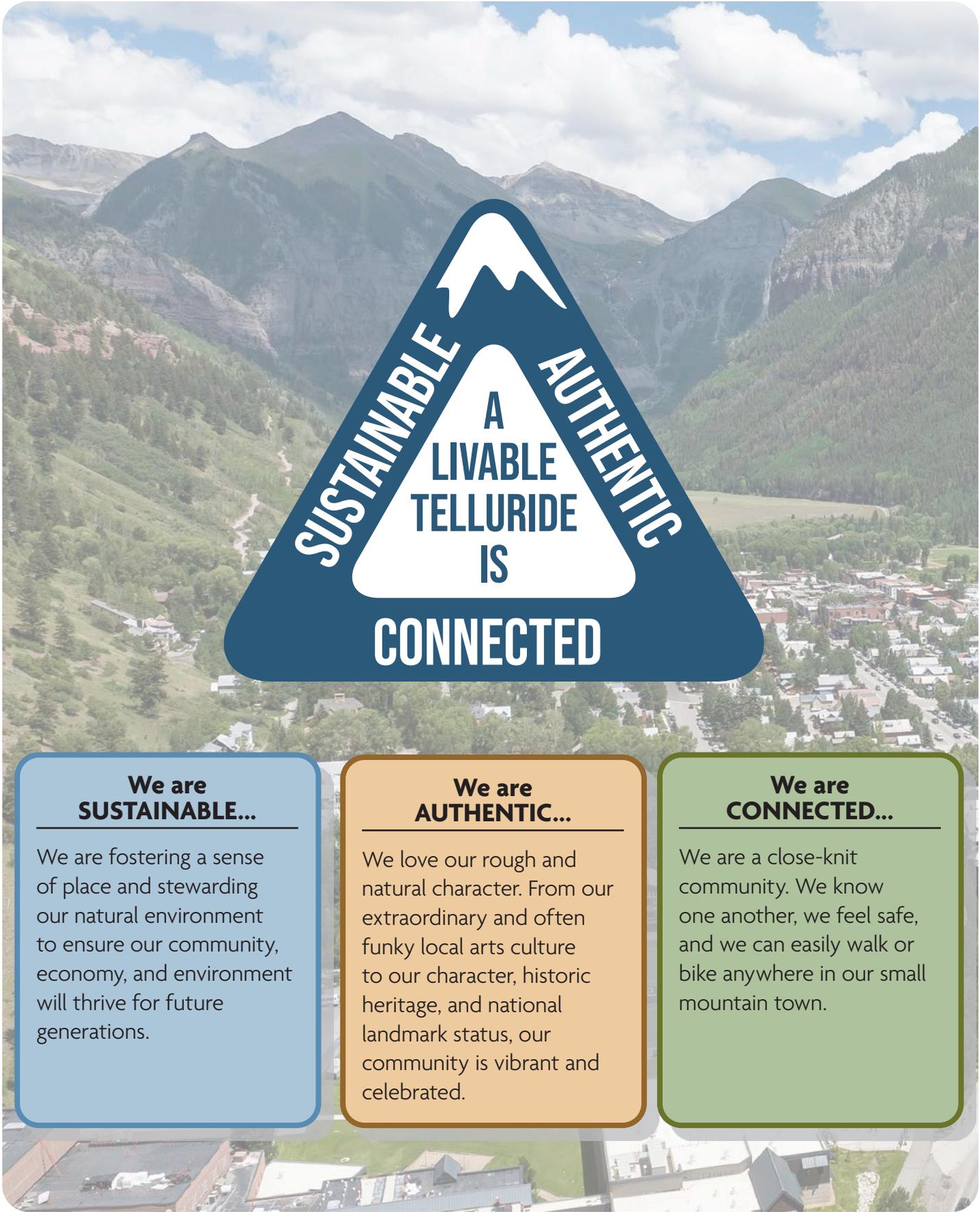


4. Goal: Several goals within each principle of livability set the course for what the town of Telluride seeks to achieve.



5. Strategy & Actions: This is the ‘to-do list’ to achieve the goal and can include future projects, policy direction, programs, or partnerships to explore.

CORE VALUES



We are SUSTAINABLE...

We are fostering a sense of place and stewarding our natural environment to ensure our community, economy, and environment will thrive for future generations.

We are AUTHENTIC...

We love our rough and natural character. From our extraordinary and often funky local arts culture to our character, historic heritage, and national landmark status, our community is vibrant and celebrated.

We are CONNECTED...

We are a close-knit community. We know one another, we feel safe, and we can easily walk or bike anywhere in our small mountain town.

PRINCIPLES OF LIVABILITY





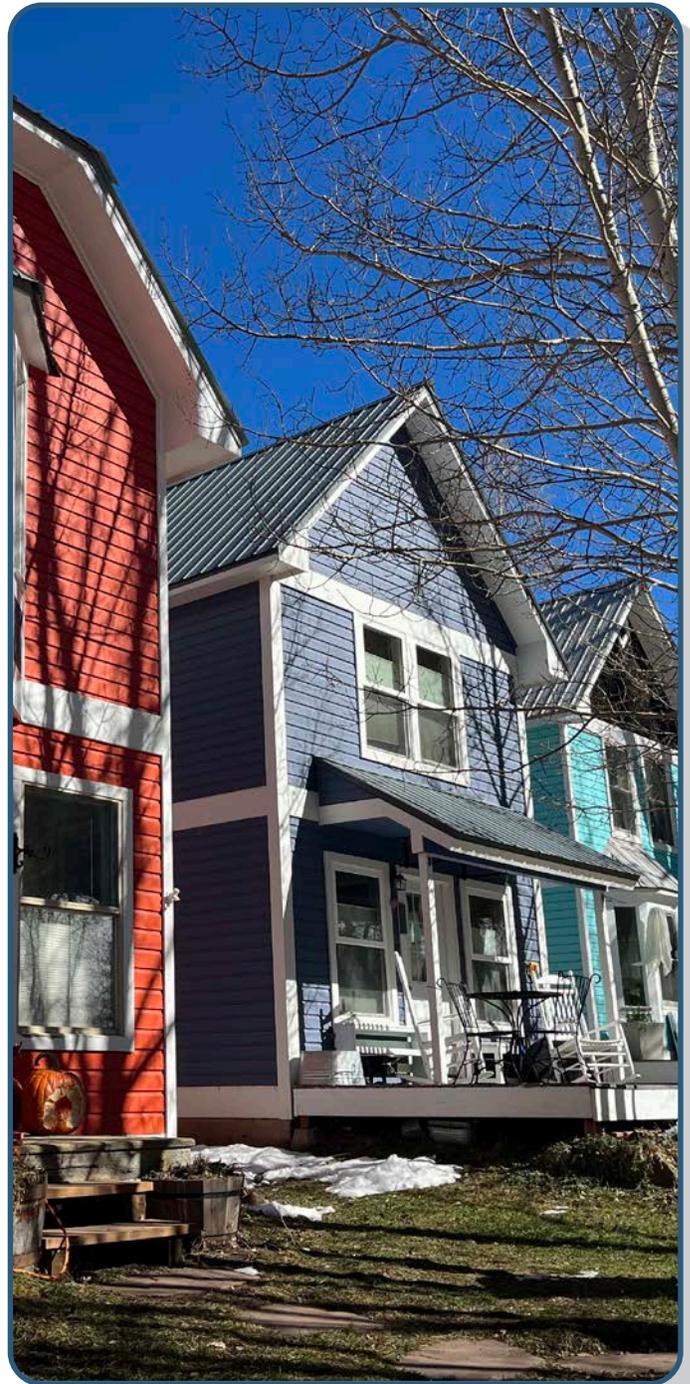
HOUSING SOLUTIONS

We strive to have a mix of housing types, sizes and affordability.

WHY IS THIS IMPORTANT?

Telluride, like many mountain communities, struggles to maintain an affordable or attainable housing market for the local workforce. Sixty-two percent of survey respondents think the Town should focus resources on affordable housing in the next 10 years. To maintain the core value of authenticity in the Telluride community and to ensure employees can support the economy and keep the lights on throughout the year, it is important that residents live here throughout the year. Additional homeownership opportunities are needed for workers and families. A majority of survey respondents (75%) would prefer to live in a single-family home over condominiums, duplexes or ADU's. This will require a thoughtful examination of how second homes and residential accommodations impact the local inventory and how this might evolve over time. A mix of neighborhoods and housing choices creates diverse and inclusive communities, inviting all ages and income levels to be part of Telluride's future.

In addition, there is a recognition that the town has limited space due to the local geography. Telluride already has a larger share of higher density multifamily units than similar sized communities due in a large degree to the high volume of accommodations associated with a tourist economy. Discussions around terms like "density" and "affordable housing" can result in difficult community conversations around where future residents can live, and how to maintain the existing quality of life. This is a conversation the community should continue to have to ensure effective housing policies. There is a need for future decision making around housing development to remain transparent and to reinforce the community-wide values set forth in this plan.



GOAL 1. INCREASE DIVERSITY OF HOUSING TO PROMOTE A MIX OF HOME SIZES AND PRICE POINTS.

STRATEGIES AND ACTIONS

- Explore creative programs which could include partnerships with local developers, financial, process, zoning incentives and/or subsidies and land partnerships for affordable housing.
- Review Secondary Dwelling policies to ensure this is an easy and affordable option for housing.
- Consider a variety of housing types to provide housing options for aging populations, all income levels, and family sizes.

GOAL 2. INCREASE AFFORDABLE HOUSING PROGRAMS WITH TRANSPARENCY IN DECISION MAKING.

STRATEGIES AND ACTIONS

- Initiate an updated housing study on current trends of displacement, gaps, and market drivers to inform decision-making and prioritize projects.
- Identify effective strategies to monitor and manage the housing in the community.
- Expand participation in regional partnerships to address overall housing.
- Continue to secure a mix of housing, both by type and location, through land banking.



A VIBRANT ECONOMY

We seek to create and sustain a year-round economy with affordable services for all community members.

WHY IS THIS IMPORTANT?

A healthy, vibrant and diverse economy is essential to provide services for residents and visitors as well as provide wages for employees living in the community. In a tourism, recreation, and arts-based economy, commercial services such as restaurants and retail are foundational. There is a desire to see an increase in basic services in town such as groceries, laundry, gas and medical services which are cornerstones to a robust economy.

Service and accommodation related jobs do not provide wages that are compatible with the cost of living in Telluride and are often dependent on the winter and summer seasons. 70% of the Telluride community noted that disparity in wages and cost of living was a significant challenge for the future of Telluride. A diverse economy can weather economic shifts better than a strictly tourism based economy, so increasing the mix of services and land use types would promote diversity of businesses and provide more options for essential businesses and workers to thrive in the community. When asked about the mix of services available, the community was divided- 48% agree and 40% disagree- that there is a good balance of services in town. Most people would like to see more casual dining (64%), medical facilities (57%), and neighborhood level services (46%).

Since Telluride has a long-standing historical character and a foundation of arts and cultural events, small businesses, start ups and entrepreneurs are central to the local economy in addition to the large economic assets, such as Telluride Ski Resort. Mountain towns can encourage these businesses to thrive by providing

programs to support success, such as encouraging shared commercial spaces, co-working spaces and innovation centers, and incubator spaces. Often these efforts lead to more overall success as synergies between different land uses attract additional business development.



GOAL 1. INCENTIVIZE AND SUPPORT LOCAL BUSINESSES AND ENTREPRENEURS.

STRATEGIES AND ACTIONS

- Explore ways to assist with the creation of businesses, accommodations and merchants associations, such as the Telluride Restaurant Association to create central support system for businesses to share information on retention, succession planning, finance, etc.
- Promote learning opportunities to address common challenges around workforce and wages, employee incentives and other common issues.
- Explore the possibility of national, regional, and local subsidies for startups and incubators.

GOAL 2. ENCOURAGE A DIVERSIFIED YEAR-ROUND ECONOMY.

STRATEGIES AND ACTIONS

- Include a robust economic assessment of trends and market driver as part of the master plan process to inform decision-making and prioritize projects.
- Encourage commercial uses that support a vibrant night life and locally scaled commercial nodes.
- Evaluate support to promote downtown vibrancy including a vacancy fee and/or deed restricted commercial unit programs.
- Review office space needs and encourage the development of contemporary workspaces and facilities within town.
- Assess the balance of lodging to determine if there is a different way to regulate through revised policies and/or limitations within the community.
- Assess the available lodging and traditional accommodations to ensure it meets the needs of visitors.

GOAL 3. ENCOURAGE HEALTH AND WELLNESS OF THE LOCAL WORKFORCE AND HOUSING.

STRATEGIES AND ACTIONS

- Promote the development of in-town healthcare services, childcare and pharmacy.
- Support creative solutions, which could include incentives, for healthy employees and businesses, such as a local minimum living wage, or local recreation access.
- Encourage local and regional nonprofits and businesses to support employees.

LOCALLY SCALED INFRASTRUCTURE

As we grow, we design and build infrastructure that is in balance with future needs and that will be sustainable, efficient and maintained to support the community.



WHY IS THIS IMPORTANT?

Infrastructure is required to ensure not only that the community functions, but that it is also connected and accessible. Infrastructure includes utilities like electricity and water, as well as roads and bridges. At the same time, it is important that infrastructure be scaled to only what is necessary for the community's overall size and future capacity needs. The San Miguel Power Association (SMPA) is a rural electric cooperative that serves portions of Montrose, San Miguel, Dolores, Mesa, San Juan, Hinsdale and Ouray counties in southwestern Colorado. The Town of Telluride operates and maintains two water collection and treatment facilities at the Pandora and Mill Creek drains. This delivery system collectively provides water service to residents and businesses in the Town of Telluride and neighboring communities, including Lawson Hill, within the upper San Miguel Valley. The Wastewater Division operates the Regional Wastewater Treatment Plant, collecting and treating wastewater from the Town of Telluride and nearby communities. The town provides trash and recycling services through an independent contractor. Continued regional collaboration is encouraged to ensure that infrastructure systems continue to meet the needs of Telluride residents and surrounding communities.

Transportation infrastructure is critical to the workforce and tourism industry. In addition, the reduction of vehicular trips will promote clean air and sustainable measures to proactively protect the natural environment. The transportation network in Telluride includes traditional vehicular travel infrastructures such as roads and bridges, alleys,

and parking as well as multimodal means such as local and regional bus transit, the Gondola system, other ski lifts, and on and off-street bike trails. Many community members expressed concern for the number of cars in-town, transit capacity and schedule and the balance of vehicular, pedestrian, and bicycle needs. In addition, a significant portion of the workforce commutes via car, transit, or the gondola. The current regional transit system needs to be maintained to ensure operations and safety for everyone in the community.



GOAL 1. OPTIMIZE TRANSPORTATION INFRASTRUCTURE.

STRATEGIES AND ACTIONS

- Explore future parking alternatives, such as parking outside town, to balance the number of cars in town with pedestrian and bike mobility.
- Increase connectivity throughout the trail system, specifically promoting the maintenance, use and accessibility of walking and biking trails.
- Work with San Miguel Authority for Regional Transportation (SMART) to promote clean transit and regional transportation access through a consistent and reliable regional transit system.
- Plan for the future of sustainable transit through electric vehicles and the utility infrastructure required to support them.

GOAL 2. PROVIDE AFFORDABLE, RELIABLE AND EQUITABLE UTILITIES.

STRATEGIES AND ACTIONS

- Review and update the five year capital improvement plan to ensure adequate ongoing maintenance of current infrastructure.
- Implement the Telluride Wastewater Treatment Plant Master Plan to enable greater capacity for the long term needs for Telluride, Mountain Village and the surrounding communities in the service area.
- Commit to streets designed for all modes of transit and improvements for multi-modal circulation in the Southwest Area that includes the Mahoney Bridge replacement, Pacific Avenue upgrades, and intersection improvements.
- Ensure the infrastructure of future projects meet the capacity of future growth.
- Ensure actions are consistent with goals for the Climate Action Plan with sustainable best practices such as complete streets and green infrastructure.
- Incorporate emerging technologies such as electric vehicle (EV) charging for new parking developments.
- Promote communications upgrades such as fiber and broadband and small cell (5G) technology.
- Develop a program for compost resource recovery.

GOAL 3. PROMOTE COMMUNITY HEALTH AND SAFETY.

STRATEGIES AND ACTIONS

- Coordinate and partner with the school district to ensure support, services and access to a high quality of life for the youth of the community.
- Coordinate with local and regional service providers to support improved access to mental health in the community.
- Coordinate with the fire department and medical center as partners to ensure services to all residents.



A SUSTAINABLE ENVIRONMENT

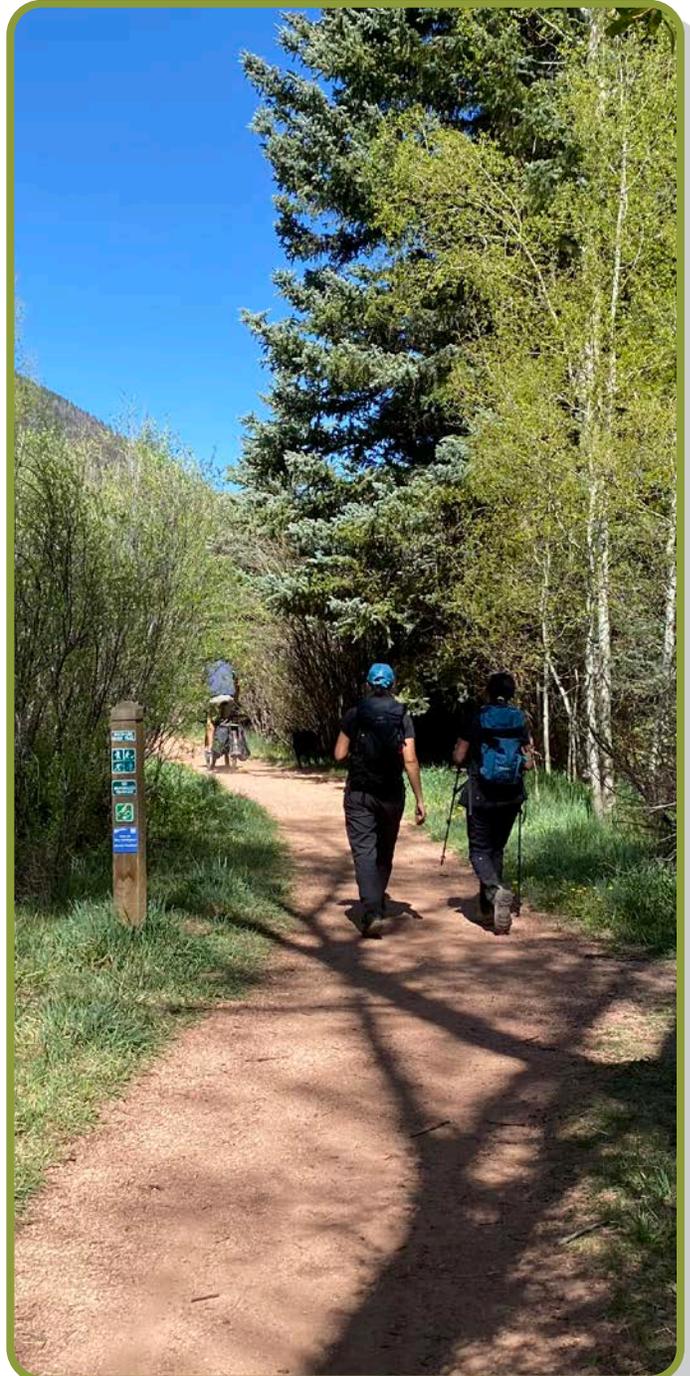
We strive to intentionally protect and conserve the natural setting, climate and recreational resources now and for future generations.

WHY IS THIS IMPORTANT?

The Telluride community values the access to open space, parks, trails and nature. A total of 681 of 901 (75%) respondents to the survey rated this access as most valued. In addition, the number one word the community shared about Telluride was 'beautiful.' It is important for the town to act today for Telluride to maintain its beautiful natural environment.

Town properties managed through the Parks and Recreation Department include the River Park Corridor and Trail, Colorado Avenue Pocket Parks, and the Town Park and Campground. The Town's Open Space Commission establishes priorities and criteria for the acquisition of open space and for the management and maintenance of the acquired open space. The Town is well-known for its acquisition and preservation of the expansive Valley Floor and Bear Creek Preserve for the benefit of the Town residents and visitors.

Telluride should be progressive in its approach to climate change and promote opportunities for a green economy. The local popularity of trails and recreation assets impacts natural areas. Initiating a series of sustainable best practices can support the long-term livelihood of the town and mountains. The conservation of open spaces and scenic areas aims to minimize impacts to the landscape and trails in an effort to maintain and enhance local habitats and wildlife. There are also elements outside the control of the town, such as drought and fire and other natural hazards. Safe planning and proactive actions to mitigate risks can go a long way to minimize the impacts of these events if disaster were to strike in the region.



GOAL 1. ENCOURAGE POLICY AND PROGRAMS TO SUPPORT CLIMATE ADAPTATION.

STRATEGIES AND ACTIONS

- Increase opportunities for community involvement and community education to support climate related actions such as opportunities to compost, recycle, implement native plantings, trail cleanups, etc.
- Develop relationships with local partners to collaborate on community issues around the urban wildland interface.
- Partner with the Fire District to ensure community-wide education of, and access to, the Wildfire Protection Plan.
- Take a lead role in establishing programs and partnerships that significantly implement the Climate Action Plan (CAP).

GOAL 2. PROMOTE OPEN SPACE CONSERVATION.

STRATEGIES AND ACTIONS

- Maintain existing open space networks.
- Incentivize privately owned open space, such as a business plaza or open lands, to be available for use by the public, and manage for continued use.
- Strive to reduce light pollution and encourage the use of dark sky compliant fixtures when possible in the community.
- Ensure wildlife habitats are preserved now and into the future through mitigating the impacts of development on open and natural spaces.
- Promote stream health and the use of native plantings, flora and fauna.

GOAL 3. ENHANCE OUTDOOR RECREATION ASSETS.

STRATEGIES AND ACTIONS

- Protect natural resources through active trail management.
- Partner with local agencies such as USFS, trail organizations, recreation and guide businesses, Telluride Ski and golf and others to maintain and protect the trail system and to support forest health in and around town.
- Support multimodal transit options and recreation opportunities.



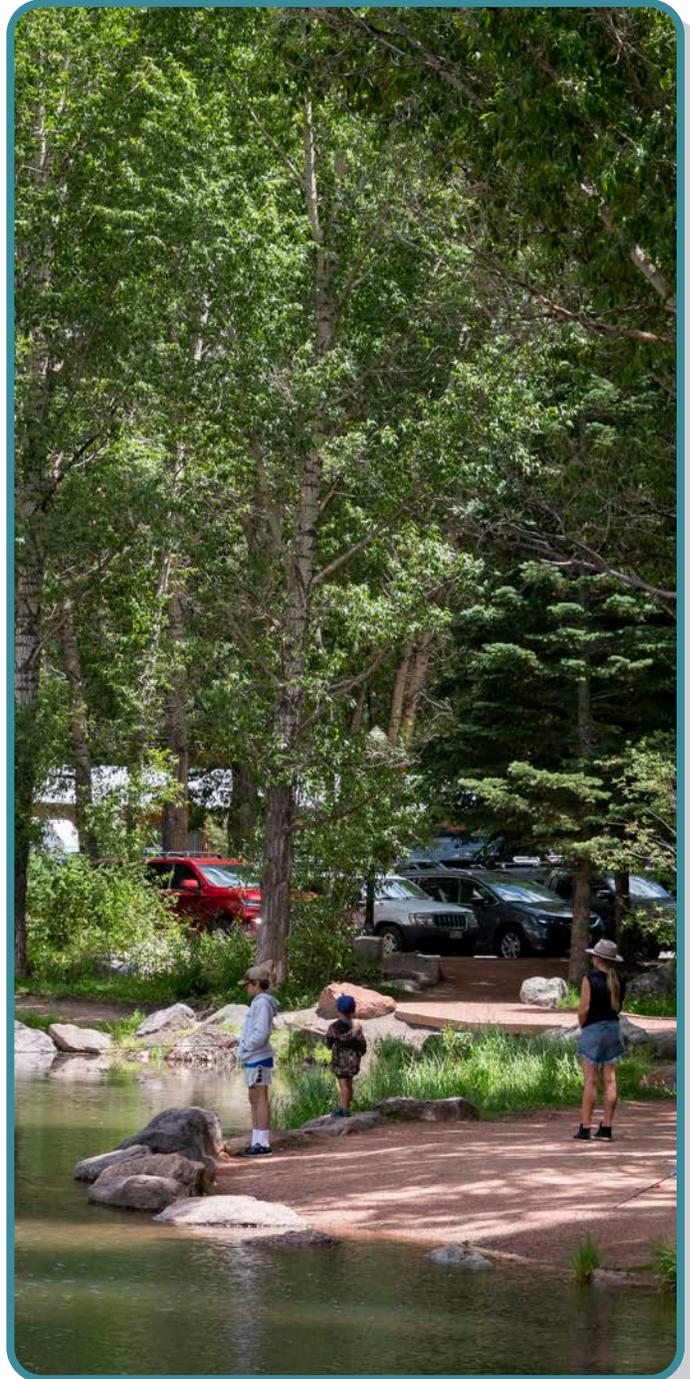
AN INVITING COMMUNITY

We endeavor to be a community with a diversity of welcoming voices, from residents to visitors, who are celebrated in a town where everyone knows their neighbors.

WHY IS THIS IMPORTANT?

Telluride is a place that is special to many people — those whom, for decades, have called it home or have been visiting, as well as those who have recently discovered this part of the world. People of all backgrounds share this deep-rooted care for the community. This is sometimes also a source of tension in the community, where long time locals, newer part-time residents and visitors have competing values. Recent economic shifts including an increase in remote workers, housing price escalation and cost of living has increased the wealth disparity.

It is important to build bridges with those from all walks of life and develop a sense of cohesion throughout this multilayered community as a place where everyone knows their neighbor. Social equity recognizes different backgrounds and systemic inequalities to ensure everyone in a community has access to the same opportunities. Telluride is home to people of diverse backgrounds and it will be important that all voices have a seat at the table. Equity and inclusion is an integral part of local culture, setting Telluride apart from other mountain communities as a welcoming place for all.



GOAL 1. CREATE INCLUSIVE COMMUNITY HUBS, PHYSICAL PLACES AND VIRTUAL PLATFORMS.

STRATEGIES AND ACTIONS

- Invest in facilities and infrastructure around town to promote a walkable and safe community and increase spaces to gather in town.
- Explore options for town leadership to further engage with the community such as more community meetings, informal events, and use of technology and social media.
- Improve current town communications to increase connection and transparency in the public process.
- Study best practices in local government communication and develop a plan to implement in the Town.
- Support and coordinate discussions between Town Council and the Town's boards and commissions.

GOAL 2. EMPHASIZE UNIQUE ARTS AND CULTURE AND ENSURE EQUITABLE ACCESS TO QUALITY PROGRAMS AND FACILITIES.

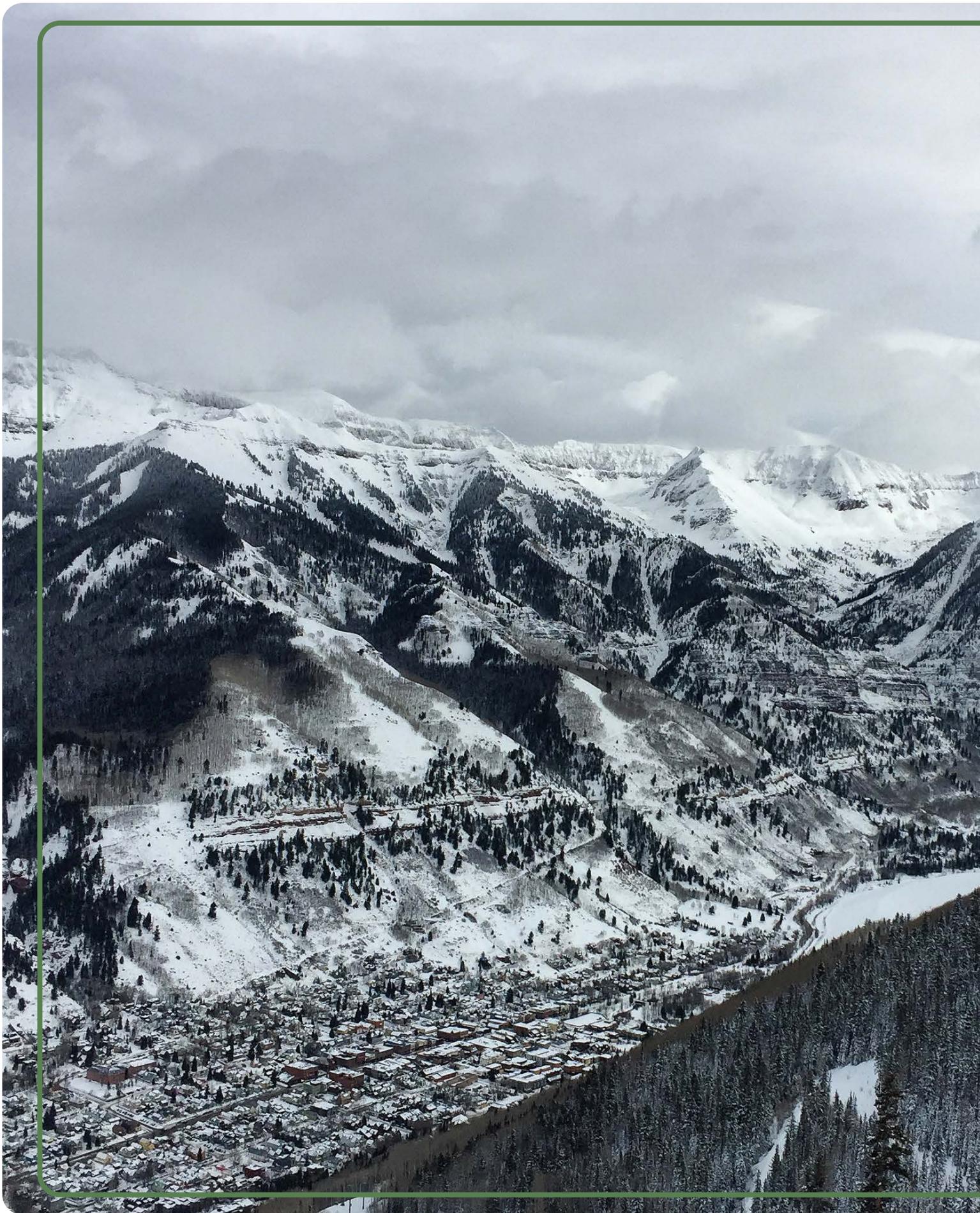
STRATEGIES AND ACTIONS

- Partner with local organizations to develop a center for “thinking” through a safe space for brainstorming different ideas and testing new ways of doing things.
- Support and grow the local arts community through subsidized arts programs.
- Support efforts of the Commission for Community Assistance, Arts and Special Events (CCAASE).
- Support and grow nonprofits that enhance strengthen efforts towards improving social services, culture, and education.

GOAL 3. INCREASE AND CELEBRATE DIVERSITY IN THE POPULATION.

STRATEGIES AND ACTIONS

- Increase representation from the LatinX community on local boards and community organizations and ensure they are safe spaces to speak freely for the community.
- Hire a staff representative to focus on community relationship building.
- Create a central services hub to increase inclusiveness with people who do not speak English.
- Promote the voices for both residents and visitors in community processes.





4

NEXT STEPS

NEXT STEPS

WHERE DO WE GO FROM HERE?

The Vision Plan is intended to be a living and dynamic document. The content in this plan is a collective effort from leadership, department heads and staff, and is strongly guided by input from the community. To be successful, the vision, values, goals, and strategies need to be integrated into the organization so that every employee plays a role in building success. The vision and values should be incorporated as a guide for decision making around budget, policy and program development for the town.

The plan should be continually evaluated and updated- and course corrected when needed- to ensure the Town of Telluride is headed in the right direction. While the vision and values within this document should remain consistent over time, the key principles of livability should provide a framework for the elements within the future Master Plan update.

The following actions should be considered to continue the efforts of this plan

- Engage in a comprehensive master plan update to direct policy, programs and projects that align with the principles of livability based on the recommendations in this plan.
- Engage an economic assessment and housing study to better understand gaps and needs to inform data driven decisions.
- Initiate a yearly community wide survey based on questions developed in this effort. Compare yearly benchmarks to track progress over time.

