



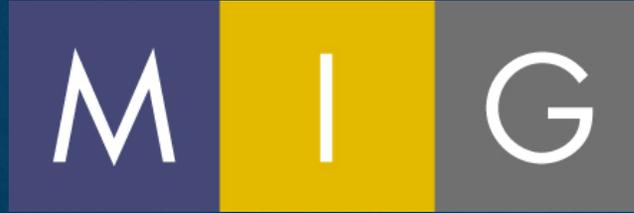
2011 Comprehensive Plan AMENDMENT



Town Council Briefing | August 19, 2021

M I G In association with:
ECONOMIC & PLANNING SYSTEMS | URBAN DESIGN COLLABORATION

Consultant Team



Denver, CO & Durango, CO



Denver, CO



Steamboat Springs, CO

Agenda

- Community Open House Recap
- Key Recommended Changes to Comprehensive Plan & Associated Open House Key Takeaways
 - Overarching Changes
 - Community Housing
 - Retail/Restaurants
 - Hot Beds
 - Future Land Use
 - Public Benefits
 - Other Topics
- Next Steps

Community Open House Recap



Community Open House Overview

- Held on Wednesday August 11th, from 1:00-6:00 P.M.
- Located at the Telluride Conference Center
- Kids activities, gift card raffle, and light food provided
- Marketed through social media, newspaper, radio, banners and A-frame signs, meeting announcements, and market on the plaza booth
- **Board topics included:**
 - Introduction to Comprehensive Plan Amendment and Process
 - Community Survey Results
 - Community Housing
 - Retail and Restaurants
 - Visitor Accommodations / Hot Beds
 - Future Land Use
 - Public Benefits



VISITOR ACCOMMODATIONS / HOT BEDS

DRAFT CHANGES TO THE COMPREHENSIVE PLAN
 This will include reviewing the present-day emphasis on hotbeds, and specifically a flagö hotel as the primary component. It will also include a detailed analysis with data to provide that includes information about both traditional and dispersed hot beds. The analysis will include analysis about the impacts of dispersed hotbed development on the local recovery tool types, market conditions and demand, and considerations for future tool development.

Existing Hot Beds
 Traditional hot beds are located in the Village Center, with some within the Town Hall Center Subarea. The Mountain Village / Village Area.

Types of Hot Beds and Tradeoffs
 Please note that the new development types are dependent on the location of the hot bed and the type of development. All hot beds will be subject to the same standards for design, construction, and operation.

Traditional Hot Beds
 Traditional hot beds are a type of concentrated development located in the Village Center, Town Hall Center, and Village Area.

Dispersed Hot Beds
 Dispersed hot beds are hot beds located in the Mountain Village / Village Area, and are typically located in the Mountain Village / Village Area.

2011 Comprehensive Plan Targeted Hot Bed Mix
 The 2011 Comprehensive Plan includes a table of targeted hot bed mix for the Mountain Village / Village Area. The mix is based on the number of hot beds and the type of hot bed. The mix is based on the number of hot beds and the type of hot bed.

Benefits

- Long Term Viability
- Consistent Management
- Provision Employment

Drawbacks

- Strains Housing Demand
- Large and Expensive
- Market Challenges

Tradeoffs

- No Development Required
- Retention for Owners
- Utilizes Existing Assets

Drawbacks

- Less Consistency
- Potential Nuisance

Market Information

The number of hot beds for dispersed hot bed development in the Mountain Village / Village Area is expected to increase from 2011 to 2031. The number of hot beds for dispersed hot bed development in the Mountain Village / Village Area is expected to increase from 2011 to 2031.

How would you like to see the Comprehensive Plan Amended?

Yes, I would like to see the Comprehensive Plan Amended. No, I would not like to see the Comprehensive Plan Amended. I am not sure.

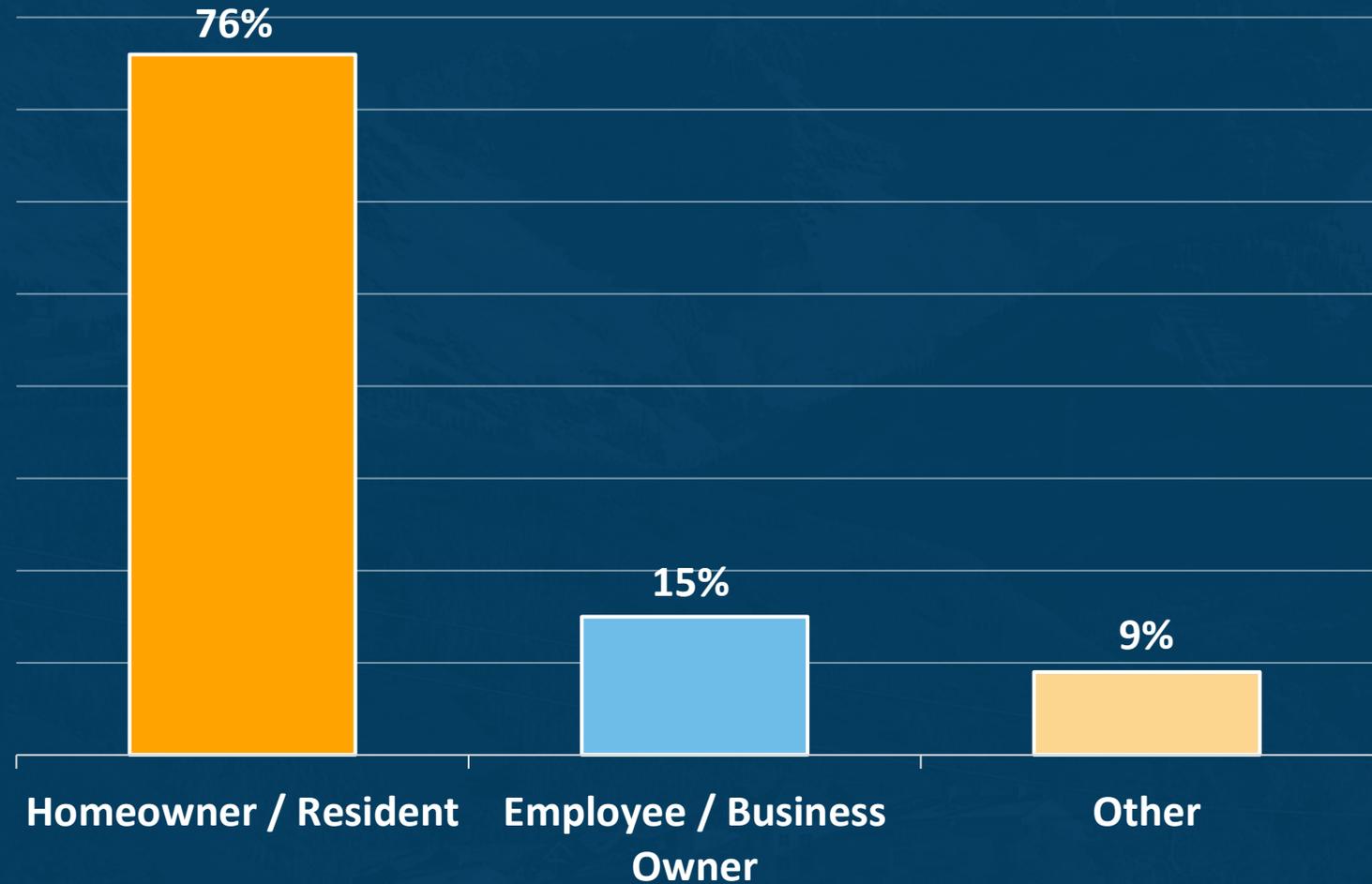


Who Attended?



Approximately **130**
Attendees

- Of those who signed in, the majority identified as Mountain Village homeowner or resident



Comment Key Takeaways

- Major need for attainable housing within the Town
- Preserve natural areas and protected open space
- Limit new traditional and dispersed hot bed development
- Need for more daily services (pharmacy, medical facilities, etc.)

No more hot beds until employee housing is better addressed

Respect established neighborhoods and preserve open space

Provide daily transportation for out-of-town employees

Key Recommended Changes to Comp Plan



Overarching Changes

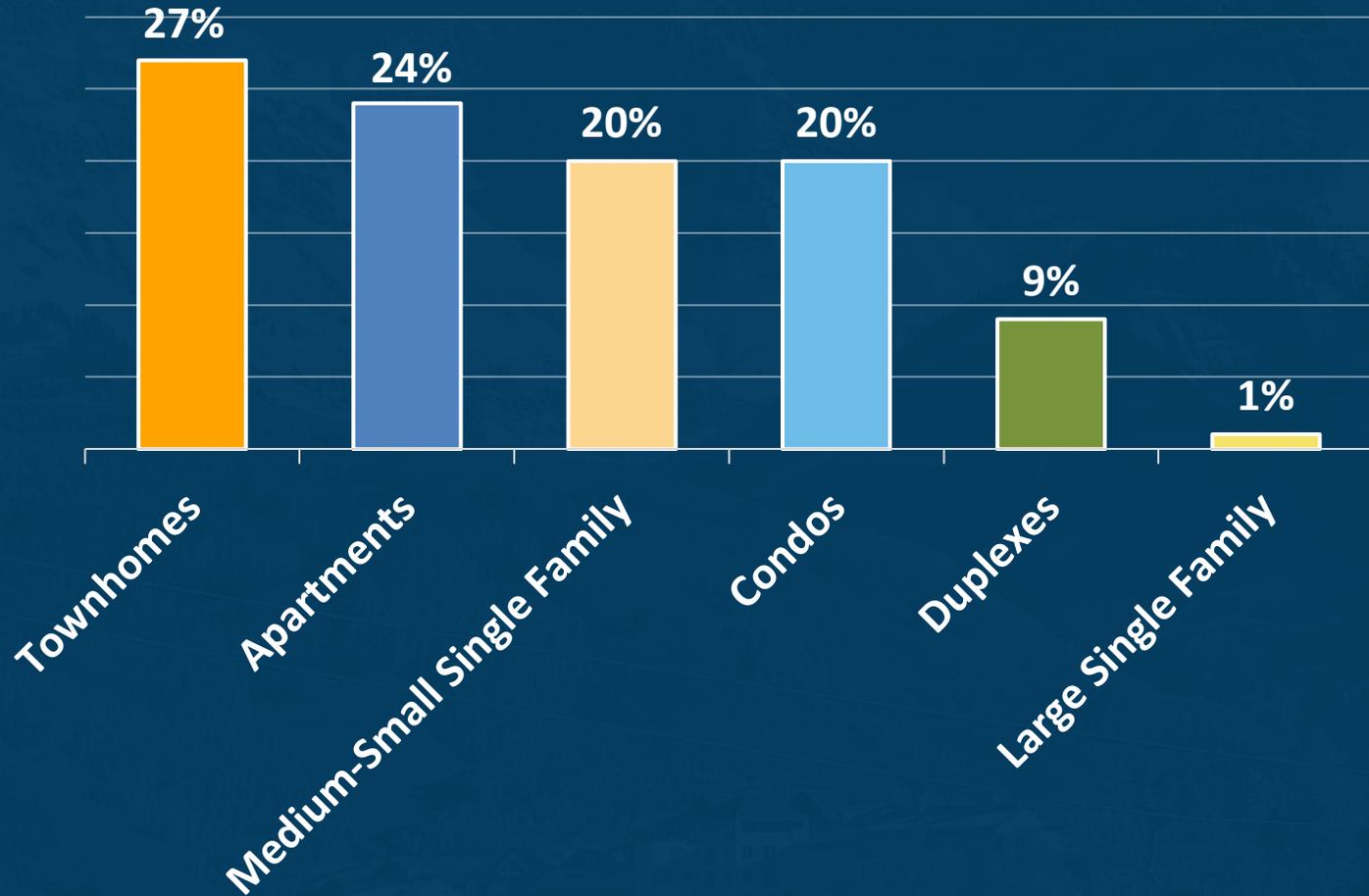
- Fill in gaps, enhance the community, create a better experience
- Bring Plan in alignment with policy guidance that a Comprehensive Plan should give
- Clarify relationship to CDC
- Improve Plan organization and navigability

Community Housing: Open House Key Takeaways

ATTAINABLE HOUSING CHOICES:



**Townhomes &
Multifamily Apartments**



MOST IMPORTANT ATTAINABLE HOUSING CONSIDERATIONS:

**Opportunities to Rent and Own &
Serving a Variety of Household Sizes**

Community Housing

- Centrality of housing in the Town's future success
- Mitigation Methodology
- Utilization of ADUs, or 'Guest Houses'
- Policy guidance to identify parcels for community housing development

EIGHT KEY LAND USE VALUES



Before developing the town's Land Use Plan Map and Subarea Plans, the Task Force, town staff and consultants, and community members identified eight key Land Use Values for Mountain Village. They are the foundation of the Land Use Plan and the associated Subarea Plans. Moreover, these values help form a more sustainable community by capitalizing on the town's strengths and focusing on the stated desires of the community per the Mountain Village Vision. In addition, the Land Use Values broadly address what is important when making land use decisions without zoning in on any one specific area. Please, read through these Land Use Values as a primer before delving into the Land Use Plan, Subarea Plans and their associated principles, policies and actions.

1. OPEN SPACE LANDS: The natural, high alpine setting of Mountain Village is truly unique. The expansive views, sheer mountain peaks, healthy yet challenged forests, and lush alpine meadows interlaced with ski runs and a golf course

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34

DEED RESTRICTED HOUSING

Without a steady and stable full-time population, the community loses its soul.

Throughout the planning process there was much discussion over what the town's role should be in enabling housing development for those who fill the high-impact jobs and live year-round in Mountain Village. There is no simple answer to this question, but certainly some thought-provoking considerations.

The community learned from the Comparable Communities Study that having a healthy year-round population not only ensures that key jobs are filled with quality employees, but that it remains a vibrant town, and thus, adding to the visitor experience. Places like Whistler exemplify that philosophy. Visitors want to ride the gondola with a local to hear about the

resort community across the globe suffer from a severe shortage of housing for the local workforce. As a resort becomes more successful and mature, the local housing stock is increasingly purchased by second homeowners and options for the local workforce become increasingly scarce and unaffordable so workers move out of the resort area. This phenomenon is often called the "hollowing out" of a community. The workforce that the community depends on to meet the customer service needs of this world class resort cannot afford to live here and must commute long distances to get here, thus, adding financial burdens while increasing related emissions. The result is a highly unstable workforce that fails to provide the quality experience one expects. Worse, without a steady and stable full-time population, the community loses its soul.

Mountain's secret trash, or sit next to them at the bar to hear what it's like to be lucky enough to live in the greatest place on earth. At the opposite end of the spectrum is the world's most famous private ski resort, The Yellowstone Club in Montana. Its critics believe that it has struggled to survive largely because it is just too lonely. It has no soul. Visiting Mountain Village is a social experience and the town's permanent population is essential to maintaining that. A plan that enables people to live closer to where they work can have one of the most significant positive impacts on a community's sustainability, possibly more than any other strategy.

The original County PUD requires that 15% of the allowed person equivalent density in Mountain Village be developed as deed restricted units, with specific lots required to provide a set number of deed restricted units. This original deed restriction requirement carried over into the town's zoning, with a detailed list of lots that must provide deed restricted housing. The deed restriction forces the dwelling unit to be occupied by a qualified employee, someone who works within the geographic boundaries of the Telluride R-1 School District. This requirement was put into place to ensure that a percentage of the workforce generated by Mountain Village development would live within town limits. This allows for reductions in traffic and regional sprawl and for the creation of a more active and vibrant community.

Deed restricted housing has been provided in Mountain Village through the following mechanisms:

1. Private development of deed restricted housing units either as a whole project (i.e. Parker Ridge and Coyote Court in Meadows) or

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69

Retail/Restaurants: Open House Key Takeaways

LOCALLY-SERVING BUSINESS CATEGORY CHOICES

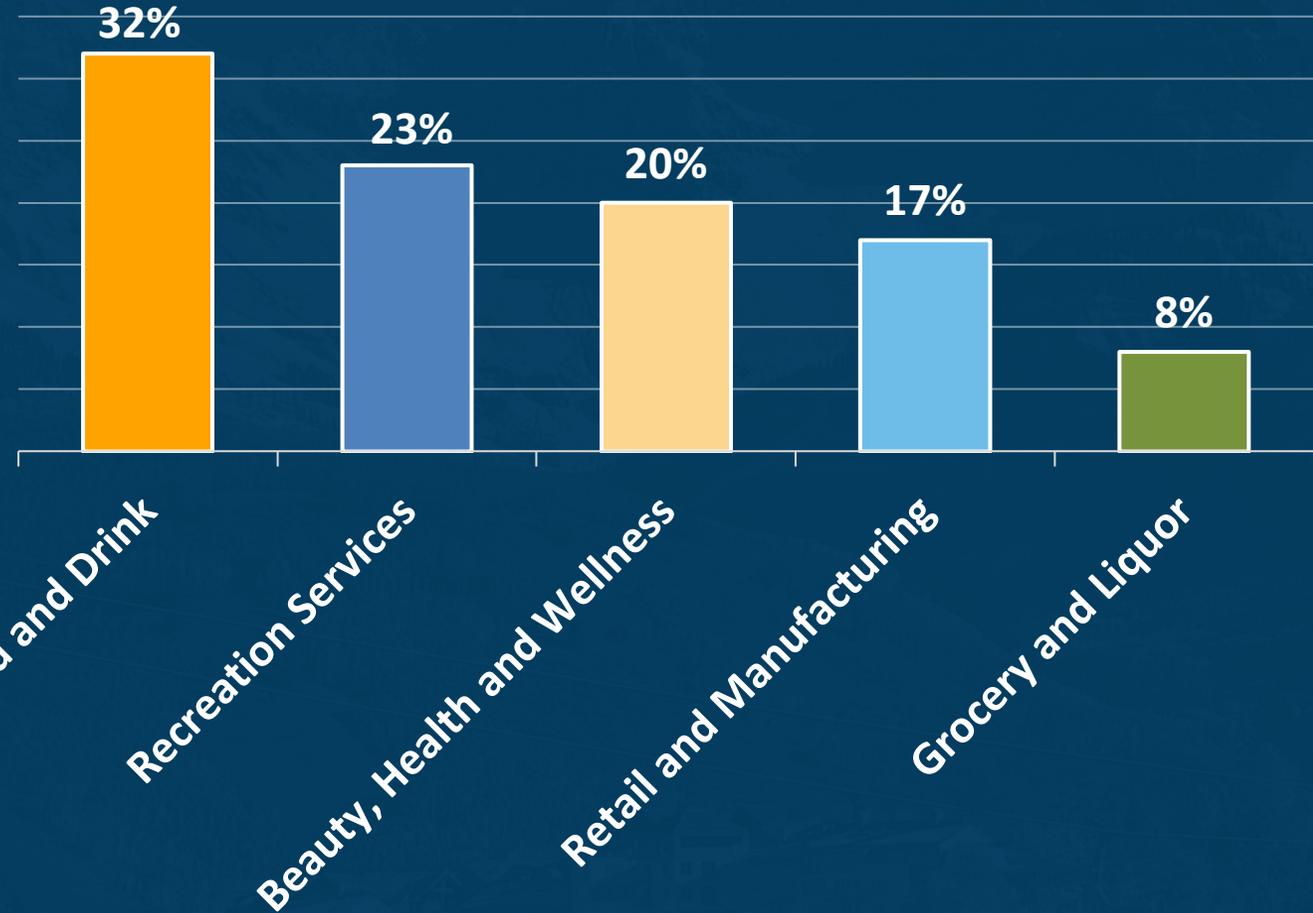


Food and Drink &

Recreation Services and Amenities

Top Comments:

- Recreation center
- Computer/IT store
- Healthy food options



Retail/Restaurants

- Diversify the retail base to include more locally-focused establishments
- Identify financing tools and policy framework the Town could leverage to support more local retail opportunity
- Retail and the activation of plazas/public space
- Link between retail and workforce housing

LAND USE PLAN POLICIES

1. Mountain Village creates a balanced land use plan that strives to attain the Mountain Village Vision.

A. The Land Use Plan shall be based on the following classifications and their associated definitions.

1. Single-Family and Duplex:

Provide lower density single-family and duplex residential areas. The single-family and duplex areas allow for detached condominiums that are single-family or duplex dwelling units subdivided by a condominium map in a common interest community, subject to specific LUD and Design Regulations requirements.

2. Multiunit: Provide higher density condominium development for deed restricted housing, hotbeds, second homes and similar uses.

3. Mixed-Use Center: Provide a mix of commercial, multiunit, recreational, cultural, deed restricted units and other similar uses in Mountain Village Center.

4. Civic: Provide municipal, community, deed restricted housing and other public uses that may also include some hotbeds per the Subarea Plans.

5. Passive Open Space: Provide open space areas per the definition of passive open space in the LUD.

6. Full Use Active Open Space: Provide open space per the definition of active open space in the LUD.

7. Limited Use Ski Resort Active Open Space: Provide open space areas with limited use ski resort active open space areas, located in the ski runs falling from Chair 10, which includes a mix of ski resort uses and activities, such as snowmaking systems, ski events, tramways

and facilities and similar uses with the open character of such areas maintained over time.

Limited golf course uses consistent with the Limited Use Golf Course Active Open Space are also allowed where the current golf course is located.

8. Limited Use Golf Course Active Open Space: Provide open

design considerations as needed.

e. Create new subdivisions on regulations to ensure that all development provides adequate infrastructure, fits into the natural conditions of a site, and avoids land with development constraints.

f. Respect the integrity of single-family and duplex areas. Any proposed rezoning of single-family

MV
38

ECONOMIC DEVELOPMENT



The economy of Mountain Village is ever-evolving. Just in the last half century, tourism, recreation and real estate have replaced agriculture and mining in the Telluride Region, leading to remarkable changes in demographics, social factors, land use and economics. The establishment of the Town of Mountain Village accelerated that transition and solidified the area as a world-renowned resort destination. Now with a solid economic foundation in tourism and real estate, town residents, business owners, property owners and employees are very interested in improving the tourism economy to create a more vibrant, sustainable, year-round community.

Early in the Comprehensive Plan process the Task Force was asked if Mountain Village should be a quiet bedroom community or an economically and socially vibrant community. The Task Force's unanimous response was the latter, and so the Mountain Village Vision truly expresses this desired future state. Town Council concurred with this approach by officially adopting the Mountain Village Vision in June 2009. Moreover, the results of the 2010 Mountain Village Community Survey showed that approximately 92% of the respondents favored a more vibrant Mountain Village Center.

In 2006, Town Council created an Economic Task Force and engaged the consulting firm of Economic Planning System (EPS) to develop an Economic Sustainability Model (Economic Model) to reflect Mountain Village's economy. The Economic Model was developed with key stakeholder input including MTI, TMVOA and Mountain Village businesses. The purpose of the Economic Model is to document economic-based relationships in town, evaluate economic/fiscal impacts regarding land use and land use changes, and evaluate fiscal sustainability. Also, the

model specifically provides a quantification of detailed data that pertains to the town's economy, such as:

- Percent occupancy for each type of dwelling unit in the town (i.e., single-family, condominium, hotbed);
- Average spending amount per day broken out by the type of dwelling unit; and
- Sales expenditure patterns in the town versus Telluride or elsewhere that provide an understanding of sales tax "leakage".

Furthermore, the Economic Model has the following broad capabilities:

- Quantify the relationships among visitation, housing, accommodations, retail spending and airport utilization.
- Project the town's major revenue sources based on land use, such as sales tax, restaurant tax, lodging tax, property tax and the TMVOA RETA.
- Project an estimate of future visitation, hotbed occupancy, skier visits, and airport enplanements.
- Project retail space performance measures such as sales dollars per square foot.
- Evaluate the economic impacts of land use changes on the town's long-term fiscal health with a detailed analysis of retail/commercial supply and demand that gives guidance to the hotbed base needed to support existing, zoned and planned retail areas.

ECONOMIC MODEL

The local economy in Mountain Village is

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29

Hot Beds: Open House Key Takeaways

HOW WOULD YOU LIKE TO SEE
THE PLAN AMENDED AS IT
RELATES TO HOT BEDS?

Top Comments:

- Recognition of importance of hot beds in Mountain Village economics
- Not convinced Town needs new hot beds, more concerned with employee housing
 - 161-CR Flagship Hotel is generally supported
- Desire for lower price point accommodations
- Limit dispersed hot beds (Airbnb and VRBOs)

Traditional Hot Beds

Traditional Hot Beds are a type of professionally managed lodging that includes hotels, condo-hotels, and fractional clubs.



Dispersed Hot Beds

Dispersed Hot Beds are hot beds listed on and rented through Airbnb, Vrbo, and Homeaway. While sometimes professionally managed, they operate independently of hotels and condos. Most dispersed hot beds are located in individually owned condos or single family homes.



Hot Beds

- Recognize hot beds as an important economic driver, but not the sole focus of economic activity
- Reflect an economic approach that diversifies accommodation types
- Replace existing hot bed allocation table with map, descriptive text, and intended hot bed ranges for approximately 4-6 sites

THE IMPORTANCE OF HOTBEDS FOR ENVISIONED ECONOMY VIBRANCY

One question that consistently came up during the creation of the Comprehensive Plan was, "why would we plan for more accommodations (i.e. hotbeds) when we already have so many rooms to fill?" The answer lies in Mountain Village's long-term, big picture.

The Comprehensive Plan recognizes that the key to improved economic vitality is increased visitation: more people visiting more often, staying longer, spending more. Attracting these visitors will require coordinated efforts focused on destination marketing, group sales, and transportation (primarily airift). Increased visitation can also be driven by an appropriately sized, well designed Telluride Conference Center. As these efforts yield success, occupancy statistics will improve and the need for additional visitor accommodations will become clearer. And just to be clear, if occupancy does not improve, the free market is unlikely to invest in new hotel projects.

In continuation, the Comprehensive Plan suggests the need to diversify the types of hotbed properties found in Mountain Village and broaden the resort's appeal to a greater range of visitors. Mountain Village currently lacks a flagship hotel, such as a Marriott, Ritz-Carlton or Four Seasons. Looking at comparable communities such as Teton Village, Wyoming, and Beaver Creek, Colorado, such well branded hotels have a tremendous appeal and are able to draw upon extensive marketing programs and dedicated clientele to attract visitors year-round.

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ECONOMIC DEVELOPMENT



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ECONOMIC MODEL
The local economy in Mountain Village is fueled by tourism, construction and real estate. As a resort community, Mountain Village is dependent on its retail, restaurant, entertainment and commercial enterprises to not only offer a quality off-mountain experience to guests, but also to provide employment to residents and the sales tax revenues needed to fund necessary public services and infrastructure. However, Mountain Village has a very seasonal economy. The four-month period of December through March generates approximately 65% of the total annual sales tax in town, and annual occupancy remains low at 38% due to poor visitation during the long shoulder seasons. As part of the Comprehensive Plan, a detailed economic inventory and analysis was conducted to explore how well the town is performing in terms of visitation, full-time residency, retail spending and accommodations, and how changes to land use would impact those metrics.

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Furthermore, the Economic Model has the following broad capabilities:

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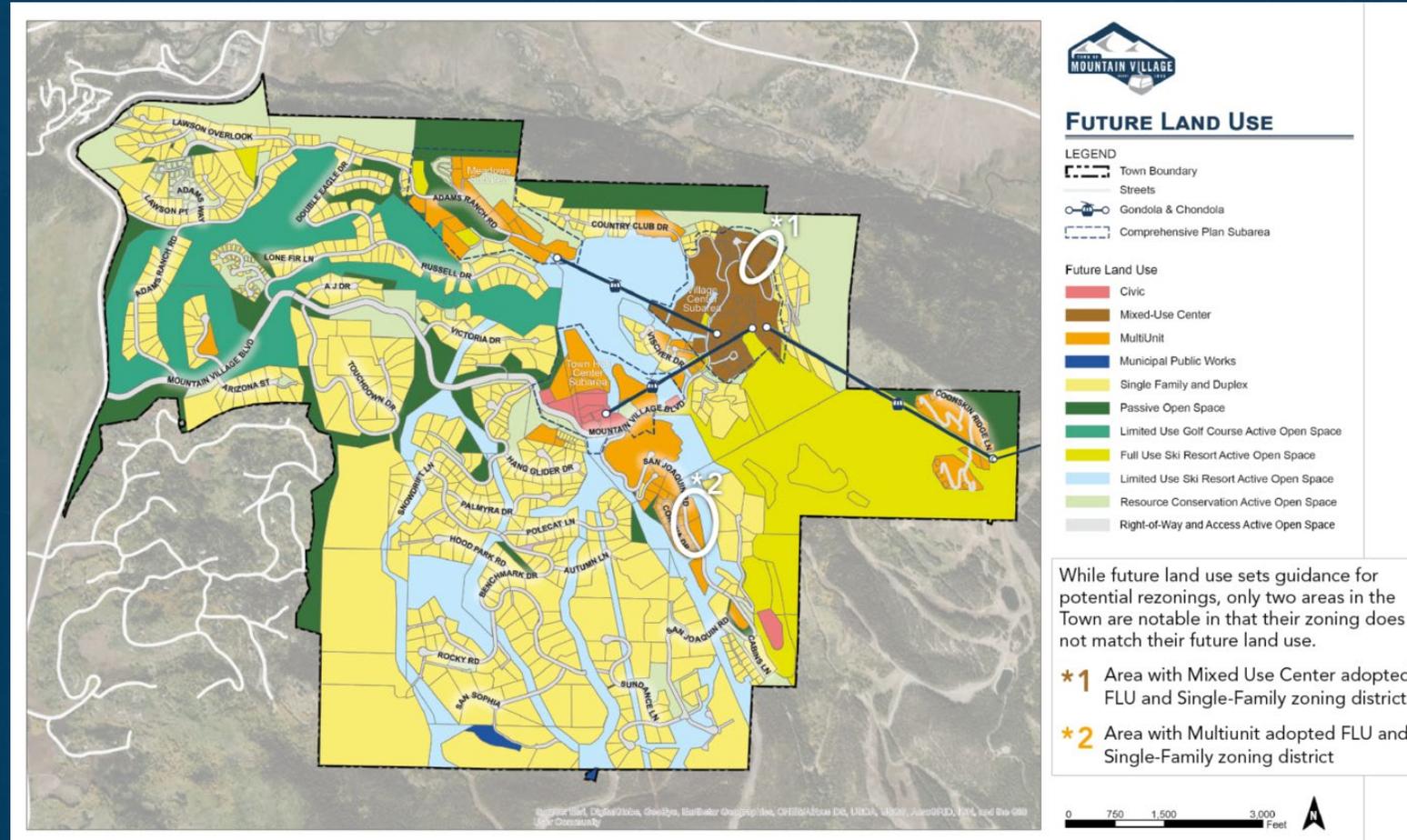
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29

Future Land Use: Open House Key Takeaways

HOW DO YOU FEEL ABOUT THE FUTURE LAND USES SHOWN ON THE MAP?

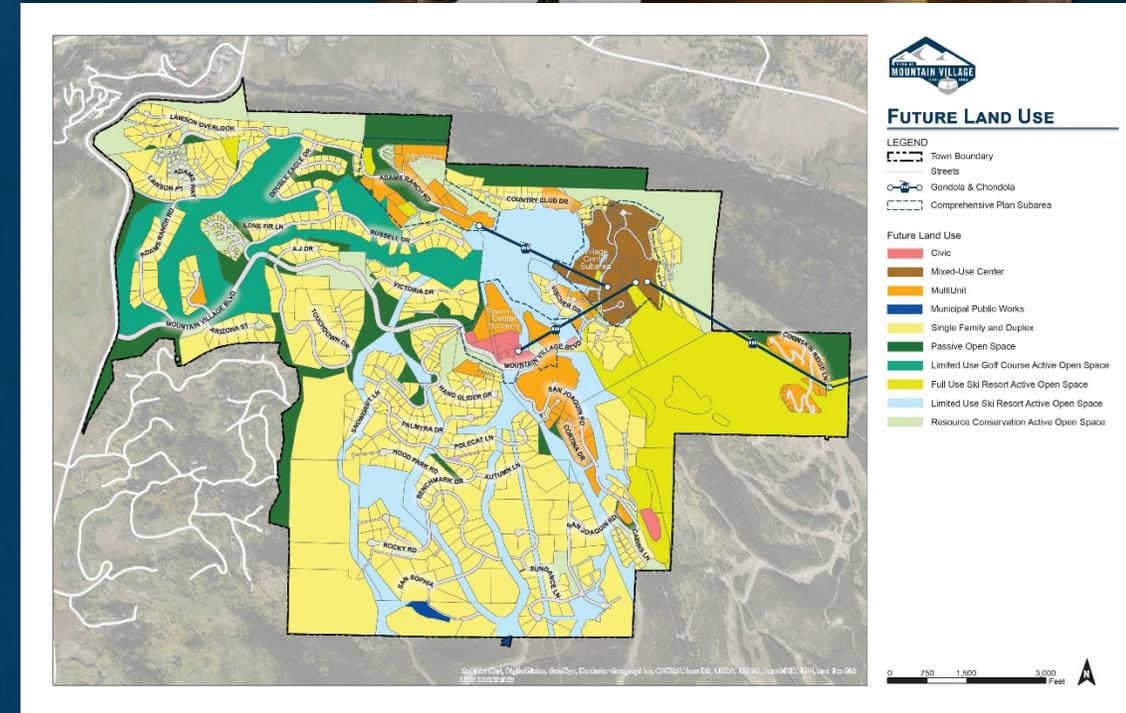
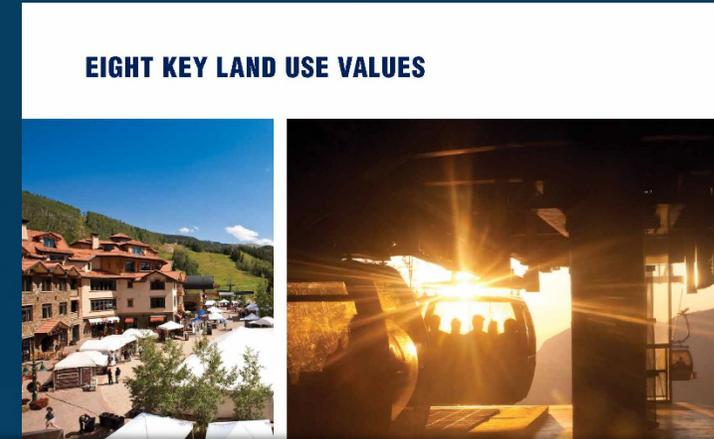
Top Comments:

- Respect established single family neighborhoods
- Preserve open space
- Only single family or duplexes along Country Club Drive
- Lawson Overlook as possible location for attainable housing options



Future Land Use

- Open Space categories reduction (Passive/Active only)
- Aligning with Zoning - two parcels only (change to Single Family)
- Recreating map for legibility and accuracy



Public Benefits: Open House Key Takeaways

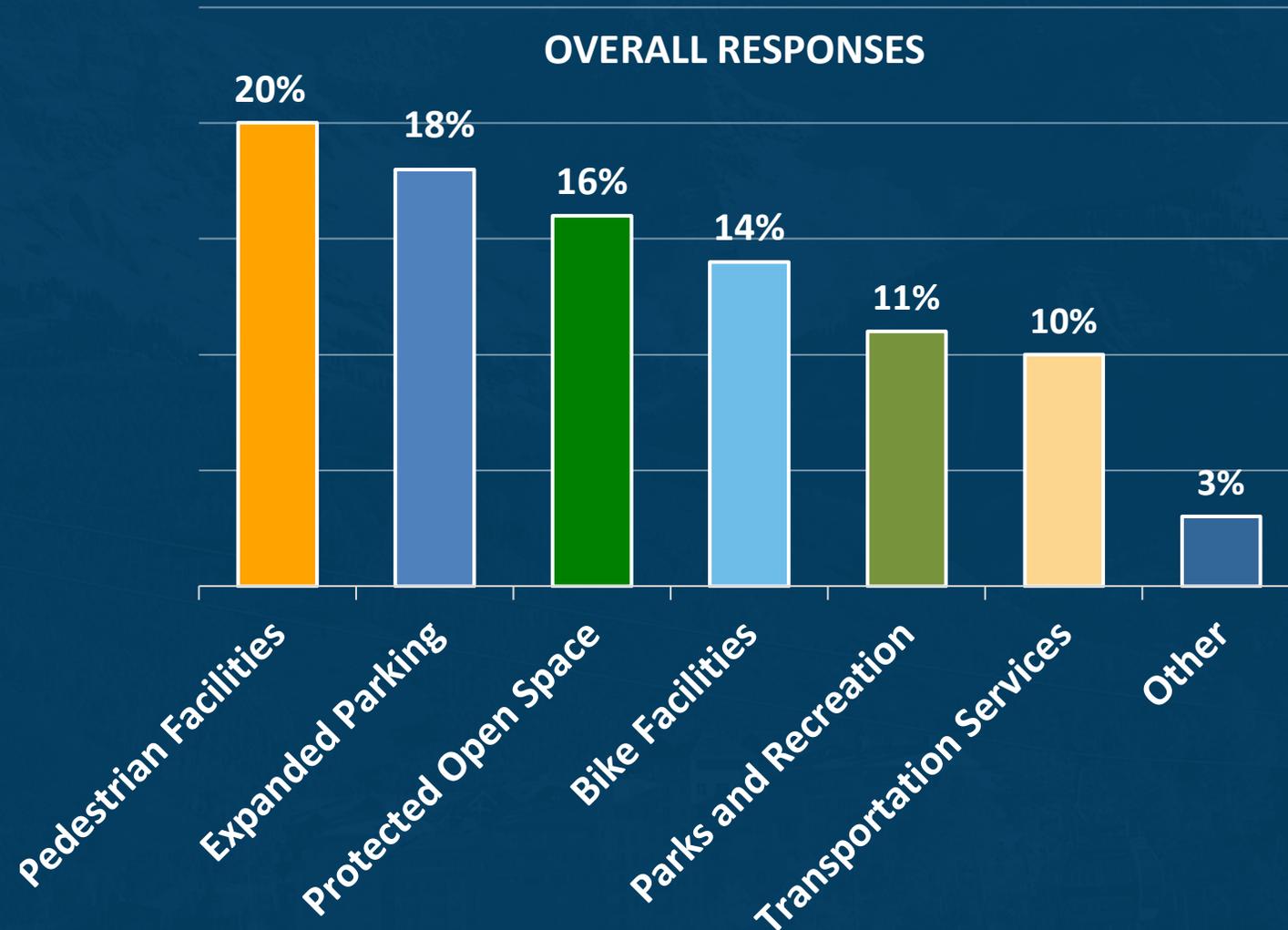
PRIORITY PUBLIC BENEFITS IN EACH SUBAREA



Pedestrian Paths in Town Hall Center,
Expanded Parking in Village Center,
Protected Open Space in Meadows

Top “Other” Responses:

- Pharmacy / medical facilities
- Dog park
- Affordable/employee housing



Public Benefits

- Differentiating between amenities and desired development
- Overarching benefits menu
- Community's desired benefits per subarea

Table 7. Mountain Village Center Development Table

Parcel Designation	Target Maximum Building Height	Target Hotbed Mix	Target Condo Units	Target Dorm Units*	Target Restaurant/Commercial Area	Total Target Units
Parcel A-1 Lots 122, 123 & 128	54	125	0	3	Existing in The Peaks	128
Parcel A-2 The Peaks	Existing	177	23	0	As built	200
Parcel A-3 Peaks Northwest Addition	43.5	56	0	1	Existing in The Peaks	57
Parcel A-4 Telluride Conference Center Expansion	78.5	68				
Parcel B Shirana	78.5	78				
Parcel C-1 89 Lots Hotbeds	68	178				
Parcel C-2 89 Lots Ridgeline Condos	35	0				
Parcel C-3 89 Lots Transitional Condos	43.5	0				
Parcel D Pond Lots	78.5	71				
Parcel E Le Chamonix	78.5	51				
Parcel F Lot 161-CR	95.5	24				
Parcel G Gondola Station	68	12				
Parcel H Columbia Condos	68	28				
Parcel I Village Creek	68	39				
Parcel J Recreation Center/Multipurpose Facility	52	NA				
Parcel K Meadows Magic Carpet	57.5	11				
Parcel L Heritage Parking Garage Entry	57.5	14				
Parcel M Lot 30	78.5	88				
Parcel N Lot 27	78.5	64				
Parcel O TSG Clubhouse	57.5	51				

*Target dorm units are calculated by multiplying the number of beds by 0.25. The resultant number of employees is then multiplied by 250 square feet per employee, divided by 1,000 to determine the number of dorm units based on the Land Use Principles, Policies and Actions, page 43.

M. Require that any applicant who proposes a rezoning, density transfer, subdivision or any other application that requires general conformance with the Comprehensive Plan to meet the following site-specific policies at the appropriate step in the development review process:

PUBLIC BENEFITS TABLE



- The following Public Benefits Table provides the foundation for rezoning, subdivision or density transfer requests whereby the development and density listed for each parcel in a Subarea Development Table may be requested based on the provision of the specific proposed benefits listed.
- The public benefits and their associated timing triggers are proposals that have emerged from Town Council's review of the Comprehensive Plan and are memorialized here to record the views of Town Council serving at the time the Comprehensive Plan was approved (June 2011). The proposed public benefits and the associated timing triggers may be changed by a future Town Council during a future development review process. If a proposed timing trigger is changed by a future Town Council, it should strive to ensure that the public benefits are realized.
- It is envisioned that provisions will be made for the proposed public benefits with a rezoning, PUD, subdivision or other application requiring general conformance with the Comprehensive Plan for a Subarea Plan parcel listed in the Public Benefits Table.
- Provide incentives and strive to achieve the public benefits in the Public Benefits Table, and other public benefits that further the Comprehensive Plan, so that these benefits are realized sooner rather than later and prior to the timing/trigger listed in the Public Benefits Table. Nothing will prohibit the provision of a public benefit prior to the timing/trigger listed in the Public Benefits Table. If a public benefit is provided earlier than the timing/trigger, then the entry providing the public benefit will be given credit for the provision of the public benefit in a subsequent, future development review.

MV
52

MV
46

Other Topics

- **ADA Accessibility** – identifying areas throughout Plan to add related policies
- **Water Resource Conservation** – providing clear references to and recommendations from previous engineering studies
- **Placemaking/Gateways** – Additional opportunities to reinforce
- **Workforce Support Program** - establish a set of resources that the workforce can utilize
- **Philanthropic Partnership Opportunities**

CULTURAL ENHANCEMENT



Cultural arts, events, heritage and history contribute to the creation of a vibrant, educated, entertaining and attractive community. Residents and visitors desire additional cultural activities besides recreation as a part of living in and visiting a well rounded community. Cultural activities and events increase the diversity of the economy while supporting the tourism economy and local arts and cultural programs.

- I. Mountain Village strives to provide additional cultural facilities and activities.
 - A. Work with regional partners to provide and expand the region's cultural opportunities.
 - B. Support the cultural arts through partnerships with regional arts councils such as the Telluride Council for the Arts and Humanities.
 - C. Identify possible locations for an outdoor amphitheater that could be used as a permanent home for the Sunset Concert Series and would be able to serve as a complementary venue for the historic Telluride music festivals such as the Telluride Bluegrass Festival.
 1. Evaluate the feasibility of significantly improving the current venue with permanent improvements (seating, permanent stage, etc.) prior to

other sites since businesses in mountain villages or other artists that add

INFRASTRUCTURE




The provision and planning for needed infrastructure is critically important for a community. Loosely defined, infrastructure refers to all of the base facilities and services needed to sustain the common needs of a community, such as water and sewer systems, roads, police and fire protection, and mass transit systems. Mountain Village depends on infrastructure to meet its present needs with the ability to grow as a community and as envisioned by the Comprehensive Plan. Mountain Village establishes the following principles, policies and actions, as a part of the Comprehensive Plan, in order to provide the needed infrastructure for a sustainable community.

In the creation of the Comprehensive Plan, the town hired a traffic consulting firm to analyze the transportation and parking systems. This analysis was based on the

Mountain Village depends on infrastructure to meet its present needs with the ability to grow as a community and as envisioned by the Comprehensive Plan.

- I. Mountain Village strives to provide world class and efficiently planned and maintained infrastructure needed to support the town and realize the principles, actions and policies of the Comprehensive Plan.
 - A. Create a detailed capital plan for all town infrastructure that ensures adequate reserves are built up to maintain, improve and construct required infrastructure.
 - B. Provide a world class, truly unique inter-town gondola and bus mass transit system that connects Mountain Village to Telluride and all areas of Mountain Village, while also looking at regional mass transit needs and opportunities.
 1. Comply with the Gondola Operating Agreement, as amended, for the Mountain Village-Telluride Gondola until such agreement expires on December 31, 2027.
 2. Plan for the continued operation of the gondola system linking the towns of Mountain Village and Telluride and linking Mountain Village Center and Town Hall Center Subareas.
 - a. Establish a formal committee with the Town of Telluride and San Miguel County by 2020, or sooner if so desired by all jurisdictions, to explore the continued funding and operation of the gondola system such as the creation of a Telluride Region Transit Authority.
 - b. Encourage and facilitate the addition of 21 gondola cabins to bring the gondola's capacity to 100%, with funding for such cabins provided by the Telluride Mountain Village Owners Association

MV
82

Next Steps



Project Timeline

Needs Assessment & Confirmation

Economic Analysis & Market Testing

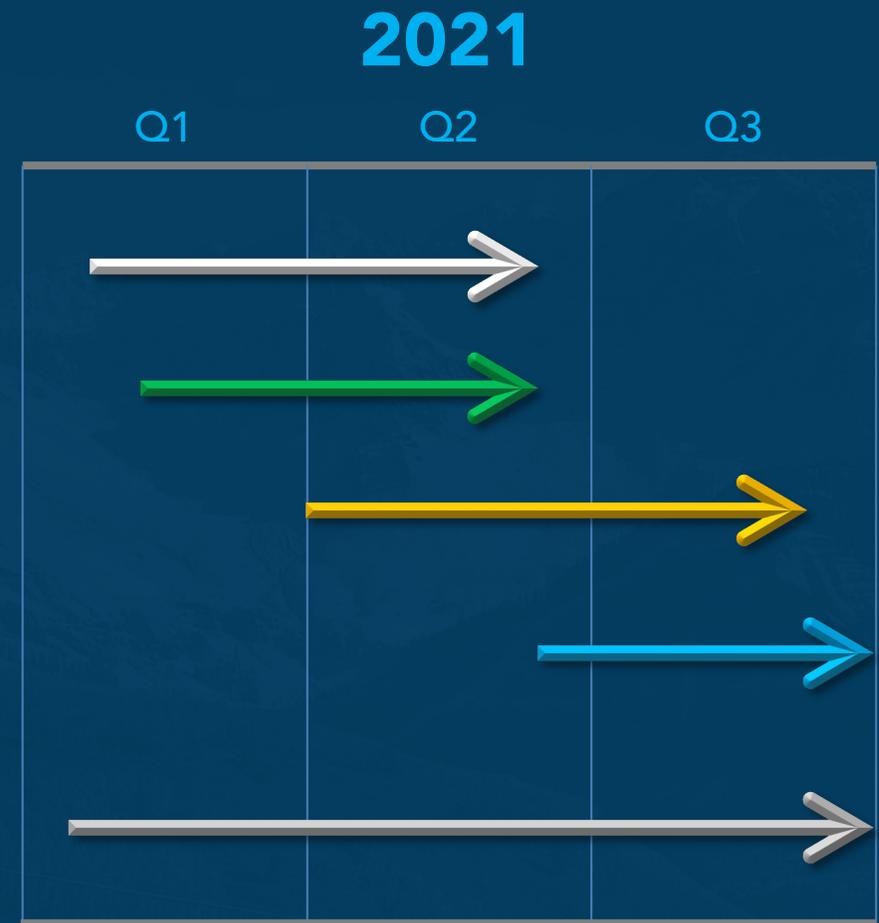
Development Patterns Analysis

Draft and Final Comprehensive Plan Amendments

Public and Stakeholder Engagement

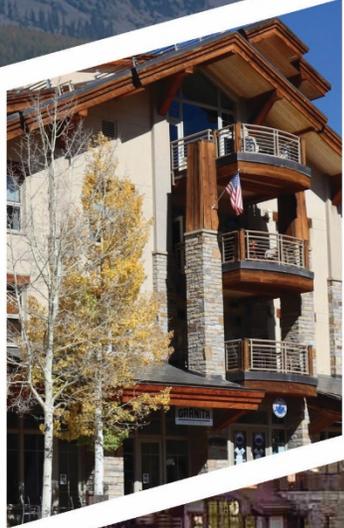
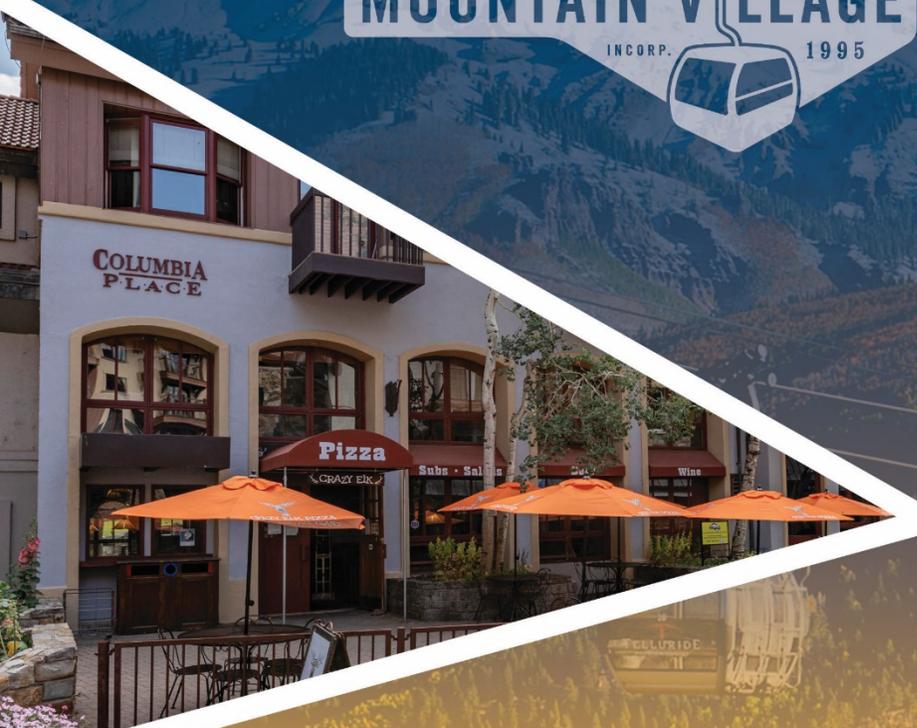
Next Steps

- Completing detailed draft redlines
- Joint redline work session with Council/DRB





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