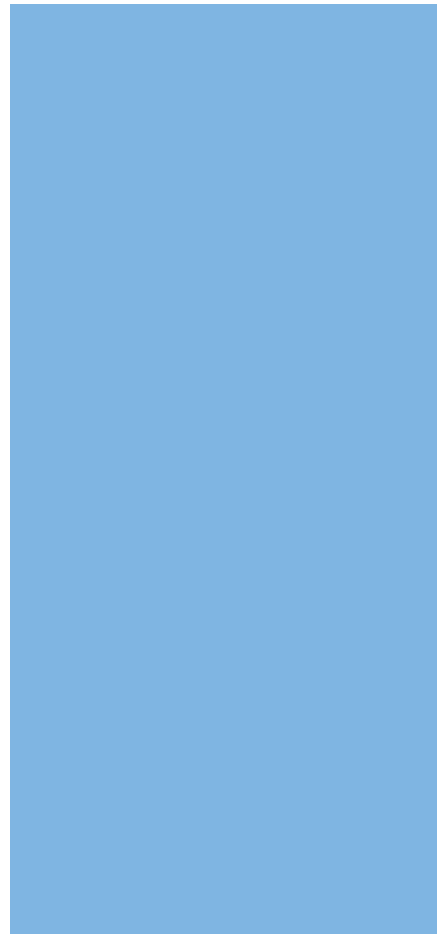


AACP Appendix

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Appendix

How to Read the Action Items

A series of Action Items are located in this Appendix, on the following pages.

The Action Items represent a set of tools to implement the Vision, Philosophy, and Policies. They are in no way an exhaustive list of everything that could be done to further community goals, but they provide a possible road map toward implementing the community’s shared vision and philosophy. The Action Items are found in their own section, toward the end of this document. In the Action Item section, the policies are re-printed, with a list of directly associated Action Items.

Each Action Item identifies a department or agency that should be responsible for the implementation of the Action Items. In addition, each Action Item is identified as something that should be pursued immediately (labeled with an “I”), or in the long-term (labeled with an “LT”). Each Action Item also includes the entities that are responsible for implementing the plan. The list on the following page identifies the entities referenced in the plan.

Below is an example of how to read the Action Items.

*Each chapter includes a number of Policies that are divided into sections, identified by a band of color. Maintain our Tourist-Based Economy is the first section in Managing Growth for Community & Economic Sustainability. Each section is labeled with a roman numeral, in this case **I**.*

*This is the first Policy under the Maintain our Tourist-Based Economy policy section. Each Policy is numbered based on policy section, in this case **I.1**. All policies are in **Bold**.*

This Action Item is identified as a Long Term (“LT”) Action Item, and Planning Staff (“P”) is listed as the responsible department.

Managing Growth for Community & Economic Sustainability Policies and Action Items

I. MAINTAIN OUR TOURIST-BASED ECONOMY

I.1. Maintain and improve the Aspen Area’s tourist-based economy. (Community Goal, Collaborative Initiative)

I.1.a Establish a collaborative working group including major institutions, the public sector, ACRA, the retail sector, the SkiCo and larger lodges, to develop a community-wide strategic resort analysis and plan to maintain sustainability for the tourist economy. (LT - P)

I.1.b The working group should conduct market research and brand development, including examining what other resort communities are doing to attract visitors. (I - P, SE)

This Action Item is identified as an Immediate (“I”) Action Item, Planning and Special Events Staff (“P, SE”) are listed as the responsible departments.

Entities Referenced in the Plan

- A – Airport
- ABC Group – Airport Business Center Neighborhood Group
- ACRA – Aspen Chamber Resort Association
- AO – City Attorney’s Office
- APCHA – Aspen/Pitkin County Housing Authority
- ARD – Aspen Recreation Department
- Aspen K-12 – Aspen School District
- Asset – City Asset Department
- AVH – Aspen Valley Hospital
- B – Building
- CDOT – Colorado Department of Transportation
- CI – Canary Initiative
- City Manager – City Manager’s Office
- CMC – Colorado Mountain College
- County Manager – County Manager’s Office
- CR – City and County Community Relations
- EH – Environmental Health
- EOTC – Elected Officials Transportation Commission
- E/SW – Engineering and Stormwater
- Fire – Fire Department
- HHS – Health and Human Services
- HPC – City Historic Preservation Commission
- KF – Kids First
- L – Landfill
- LE – Law Enforcement
- LPHA – Local Public Health Agencies / Boards of Health
- LM – County Land Management Department
- P – Planning
- PH – Public Health
- P/OS – City and County Parks and Open Space Departments
- PW – County Public Works Department
- RFTA – Roaring Fork Transit Authority
- SE – Special Events
- SkiCo – Aspen Ski Company
- SrS – Senior Services
- Streets – City Streets Department
- T – City Transportation Department
- U – City Utilities

Aspen Idea Policies and Action Items

I. REVITALIZING THE ASPEN IDEA

I.1. Revitalize and sustain the original intent of the Aspen Idea. (Community Goal, Collaborative Initiative)

I.1.a Research the historical roots of the Aspen Idea to help rediscover and revitalize the original concept. (I – Aspen Institute, Aspen Historical Society, local organizations)

I.1.b Establish a program to educate the community and potential visitors about the Aspen Idea, including on-line programming. (LT - CR)

I.2. Encourage collaboration among non-profit organizations, local government and local businesses. (Community Goal, Collaborative Initiative)

I.2.a Explore a working group to promote collaboration and coordinate planning. This working group could be identical to, or related to, the working group referenced in Managing Growth & Economic Sustainability Action Item I.1.a. (Maintain Our Tourist-Based Economy). Its mission could include the following concepts, as well as many others:

- i) Coordinate special events so they are balanced throughout the winter and summer seasons.
- ii) Collaborate to create experiences that embody the Aspen Idea through a range of activities that balance the mind, body, and spirit.

(I – Working Group, ACRA, SkiCo, City of Aspen, Red Brick etc.)

I.3. Foster greater inclusivity and participation in cultural events from within the spectrum of community residents and visitors. (Community Goal, Collaborative Initiative)

I.3.a Establish and leverage a comprehensive, user-friendly, web based calendar / resource to facilitate dissemination of information and schedules of events. (I – ACRA)

I.3.b Make arts and culture, including live programming, visible in the streetscapes and landscapes of the community. (I – City Manager, County Manager, local organizations)

I.3.c Encourage recreational and cultural programs that support personal growth, enhance family relationships and encourage civic involvement. (LT- Community non-profits, CR, City Manager, County Manager)

I.3.d Create incentives for alcohol free, family friendly community events (LT- Special Events)

II. ARTS FACILITIES

II.1. Maintain the legacy of the Aspen Idea by enhancing and preserving our non-profit and quasi-public facilities and spaces and ensuring that development of new facilities is consistent with community goals. (see also Growth Management & Economic Sustainability Chapter) (Community Goal, Collaborative Initiative)

II.1.a Explore amendments to the City and County Land Use Codes to include standards to ensure that when a facility expansion, redevelopment and/or new development is proposed it:

- Allows for use by a diverse range of people;
- Includes programs that reach outside the facility itself and into the public realm, making art and culture visible in the community;
- Facilitates meaningful and affordable local participation in its programs and offerings, and encourage local talent;
- Emphasizes renovation and adaptation of current structures;
- Requires reusable materials and renewable energy in its design and construction;
- Requires collaboration with other non-profit groups during the design to broaden the utility of public space;
- Provides multi-purpose space for the Aspen Area community; and
- Maintains high quality facilities.

(I - P, City Manager, County Manager, non-profit groups, etc)

II.1.b Explore community partnerships, amendments to the City and County Codes, and other methods to prevent the conversion of civic or non-profit facilities to private use. (I - P, City Manager, County Manager, non-profit groups, etc)

Managing Growth for Community & Economic Sustainability Policies and Action Items

I. MAINTAIN OUR TOURIST-BASED ECONOMY

I.1. Maintain and improve the Aspen Area's tourist-based economy. (Community Goal, Collaborative Initiative)

I.1.a Establish a collaborative working group including major institutions, the public sector, ACRA, the retail sector, the SkiCo and larger lodges, to develop a community-wide strategic resort analysis and plan to maintain sustainability for the tourist economy. (LT - P)

I.1.b The working group should conduct market research and brand development, including examining what other resort communities are doing to attract visitors. (I - P, SE)

I.1.c The working group should conduct periodic analyses of our competitive advantages and disadvantages, and then explore ways to ensure that resort amenities appeal to visitors. (LT - P)

I.1.d Explore the creation of a coordinated signage program that promotes way finding & safety. (LT - P)

I.1.e Encourage adaptable use of public spaces, including downtown streets, for events. (LT- P)

I.1.f Proactively promote a diversity of community events, activities, and experiences that communicate the Aspen Idea. (LT - P)

I.1.g Explore the creation of an "Aspencorps" that enables visitors to learn new skills and volunteer their time in the Aspen community. (LT- P)

I.1.h Explore the creation of new open air, or quasi-pedestrian "market places" that utilize public spaces. (LT - City Manager, P)

I.1.i Explore establishing a highly visible and central visitor welcome and information center to provide visitors with information on activities, attractions, businesses, and lodging in the area. (LT - ACRA, P)

I.1.j Explore establishing a multiple-use community gathering place that serves as a hub for activities. The center should be easily accessible and close to complimentary community amenities. (LT - SrS, non-profit groups)

II. RESIDENTIAL SECTOR

II.1. Ensure City and County codes are consistent in the vicinity of city/county boundaries to discourage jurisdiction-shopping, and prevent sudden shifts in the character of neighborhoods. (Proposed Amendment)

II. 1.a Amend City and County codes to implement the policy, including a smoother transition in house sizes from the city to the county. (I - P)

II.1.b Establish an Inter-Governmental Agreement regarding annexation policy in the area within the Urban Growth Boundary. (I - P)

II.1.c Explore mechanisms for a joint review of development in the Urban Growth Boundary. (I - P)

II.2.d Amend City and County codes to make variance criteria more stringent in order to limit the impact of those variances on neighborhoods. (I - P)

II.2. Preserve and protect environmentally sensitive and scenic areas by controlling the location and size of homes in those areas. (Proposed Amendment)

II.2.a City and County Planning and Zoning Commissions should jointly and comprehensively examine and improve the following code regulations:

- i. City 8040 Greenline regulations
- ii. City and County slope requirements (FAR, Density)
- iii. City and County Stream Margin Review
- iv. County site plan review on slopes
- v. vi. County scenic review (I - P, P/OS, AO)

II.2.b Explore prohibiting development on slopes of 30% or greater. (I - P, AO)

II.2.c Amend City and County codes to address proper location and solar orientation of homes. (I - P, B, CI)

II.2.d Expand and strengthen the County's scenic view protection standards, especially along Highway 82 toward Independence Pass, up Castle Creek Road, and up Maroon Creek Road, to limit the visual impacts of growth. (I - P)

II.3. Protect the visual quality and character of residential neighborhoods by reducing site coverage. (Proposed Amendment)

II.3.a Amend City and County codes to reduce allowable site coverage and create Residential Design Standards customized by neighborhood. (I - P)

II.3.b Explore the potential of form-based design standards, and volumetric floor area calculations. (I - P)

II.3.c Study development in historic town-site areas of Aspen and other similar mountain communities in order to create standards that preserve visual quality and character. (I - P)

II.3.d Amend the County code to establish a sliding scale FAR for substandard size parcels in the AR-10 zone. (I - P)

II.4. Encourage permanent residents to remain in existing free market homes. (Incentive Program)

II.4.a Explore incentives to encourage local residents to stay in the homes they own, such as

- i. Voluntary RO deed restrictions, temporary or permanent;
- ii. Reduced property taxes;
- iii. City/county fee abatements; and
- iv. Faster processing of land use applications and zoning permits (I - P, AO, APCA)

II.5. Ensure that the County and City Transferrable Development Rights (TDR) programs continue to effectively preserve backcountry areas/agricultural lands, and historic structures, respectively. (Work Program for Planning, Proposed Code Amendment)

II.5.a Ensure the viability of the County's Transferable Development Right (TDR) program. Scope of work would include:

- i. Estimate future TDR supply;
- ii. Review potential adjustments such as reducing the FAR awarded for a TDR, to ensure adequate demand;
- iii. Explore a sliding FAR scale for TDR value based on scenic or other resources related to the sending site;
- iv. Explore potential for inter-jurisdictional TDR exchange between County and City;
- v. Explore other possible uses for TDRs on receiving sites (aside from FAR). (I - P)

II.5.b Evaluate the City and County TDR programs to ensure they are serving a valuable public purpose. (I - P)

II.5.c Explore a new square footage buy-back program, such as a Purchase of Development Rights (PDR) program or a conservation easement approach, for projects that are vested for more than 5,750 square feet to encourage owners not to exceed that size. (LT - P)

II.5.d Explore expanding the City and County TDR Programs to address additional community goals, including incentivizing locally-serving commercial spaces and moderately sized lodging. (LT - P)

III. LODGING SECTOR

III.1. Prevent the further loss of lodging inventory. (Community Goal, Collaborative Initiative, Proposed Amendment)

III.1.a Explore amend the City Code to eliminate the provision for new multifamily free market residential as the sole use on a parcel in the Lodge Zone District. (I - P)

III.1.b Explore allowing the conversion of existing multi-family free-market buildings to lodging uses. (I - P)

III.1.c Explore amending the City and County Land Use Codes to eliminate the provision of free-market residential incentives in the lodge program. (I- P)

III.1.d Explore amend the City and County Land Use Codes to eliminate the ability to convert lodging to other uses. (I - P)

III.2. Replenish the declining lodging base with an emphasis on a diverse and balanced inventory. (Community Goal, Proposed Amendment)

III.2.a Update the City and County lodging database including information on size, age, bed base, and amenities provided. (I - ACRA, SkiCo)

III.2.b Identify and describe a desirable mix of lodging inventory and use this desired balance to recommend product type for new lodging development with a goal of establishing a balanced inventory. (I - P)

III.2.c Explore methods to maintain the inventory of smaller lodges. (I- P)

III.2.d Explore the potential for incentives to encourage voluntary deed restricted economy/moderate lodging. (I - P)

III.2.e Explore amending the City and County codes to allow for bed and breakfast-type lodging in residential neighborhoods. (LT - P)

III.2.f Amend City and County codes to allow for flexibility in lodging unit sizes and configurations that can respond to seasonal and economic change. (I - P)

III.2.g Explore amendments to the City and County Land Use Codes that would incentivize small room sizes and diversity of room sizes through increases in floor area and building height. (I - P)

III.2.h Explore potential public/private partnerships to produce economy/moderate lodging. (I - P)

III.3. Lodging amenities should be designed to facilitate interaction between visitors and residents. (Community Goal, Proposed Amendment)

III.3.a Amend the City and County Land Use Codes and design guidelines to require that any on-site amenities be conveniently accessible and welcoming to both visitors and residents. (I - P)

III.3.b Encourage a diversity of lodging amenities to ensure a balance within the community. (I - P)

III.4 New lodging should be compatible and in harmony with the massing, scale and character of the neighborhood. (Regulatory)

III.4.a Use the City's 3-D model of the downtown area to illustrate the maximum development that could result from the City's existing zoning and Lodging & Commercial Design Guidelines. (I - P)

III.4.b Amend zoning and the City's Lodging & Commercial Design Guidelines based on the findings of 1.a if necessary to ensure modest and appropriate development. (I - P)

III.4.c Explore the creation of new solar and view easements. (I - P)

III.4.d Explore visual and economic model for theoretical vacant downtown site, with economy/moderate lodging as primary use. (I - P)

IV. COMMERCIAL SECTOR

IV.1. Create a commercial mix that is balanced, diverse, vital, and meets the needs of year-round residents and visitors. (Community Goal, Collaborative Initiative)

IV.1.a. Conduct a Market Study to identify the aggregate retail demand of local residents and determine whether there are adequate local-serving businesses to meet that demand. (I - P)

IV.1.b Explore incentives, such as Growth Management, for the use of non-prime commercial space including basements, 2nd floors and alleys. (I - P)

IV.1.c Explore amending zoning to encourage locations for products and services identified as needed in the Market Study outlined in Action Item IV.1.a. (I - P)

IV.1.d Explore code changes to allow restaurants and bars on the Pedestrian Malls by right, while requiring retail to gain conditional use approval. (I - P)

IV.1.e Identify what types of business are over-represented in the downtown and consider a system to manage imbalances, such as quotas, limited prohibitions, zoning, etc. (I - P)

IV.1.f Explore creating a program to require a portion of development to be restricted to a limited list of commercial uses, which would be charged lower rents or rental rates based on percentage of sales. (I - P)

IV.1.g Explore adopting an Existing Use Zone District in specific areas in order to prohibit new uses from displacing existing ones. The new Zone District might allow a limited list of commercial uses subject to a conditional use process. (I - P)

IV.1.h Explore the potential to use public sector or non-profit owned commercial spaces to implement policy. (I - P)

IV.2. Ensure the sustainability of retail businesses that provide basic and essential products and services. (Collaborative Initiative, Incentive Program, Work Program for Planning)

IV.2.a Identify products and services that are considered basic community needs. (I - P)

IV.2.b Create an inventory of existing essential commercial uses and businesses and explore measures to keep them viable. (I - P)

IV.2.c Establish a working group including representatives of City, ACRA, Aspen Retail Association, CCLC and other groups or individuals to reach out to property/business owners who provide essential products in an effort to explore succession planning, including cooperatively owned stores. (LT - P)

IV.3. Ensure that the City code supports innovative development that respects our architectural heritage in terms of site coverage, mass, scale, form and a diversity of heights. (Work Program for Planning, Proposed Amendment)

IV.3.a Generate development scenarios using 3-D modeling to test whether Commercial Design Guidelines and Historic Preservation Guidelines would implement the policy. (I - P)

IV.3.b Amend the Commercial Design Guidelines, Historic Design Guidelines and zoning as needed to implement the policy. (I - P)

IV.3.c Re-evaluate the assumptions behind the Infill codes, such as what is the appropriate historic pattern of development to model. (I - P)

IV.3.d Engage in a community dialogue about the appearance and function of the commercial zone districts and amend our codes to reflect the community will. (I - P)

V. PUBLIC, INSTITUTIONAL, AND NON-PROFIT SECTOR

V.1. Ensure that PUD and COWOP processes result in long-term community benefits and do not degrade the built environment through mass and scale that significantly exceed land use code standards. (Community Goal, Proposed Amendment)

V.1.a Amend COWOP section of City code to include full Planning & Zoning Commission review of projects as if the proposal were a Conceptual & Final PUD. (I - P)

V.1.b Review City and County Planned Unit Development (PUD) and COWOP land use code provisions with the intention of strengthening language to require strong and demonstrable community benefits in perpetuity in exchange for any dimensional variance, and limit the capacity to exceed land use code standards. (I - P)

V.1.c Conduct a comprehensive study of PUD and COWOP projects from the past 5 years comparing the code in place at the time and what was actually approved, e.g. dimensional standards, community benefits, etc. (I - P)

V.2. Preserve and enhance our non-profit and quasi-public facilities and spaces. (see also Aspen Idea Chapter) (Collaborative Initiative)

V.2.a Address the future loss of civic buildings and spaces through a variety of methods including public-private partnerships. (I - P, City Manager, County Manager, non-profit groups, etc)

V.2.b Explore community partnerships, amendments to codes, and other methods to ensure the continuation of publicly-accessible spaces used and/or owned by non-profits, institutions and civic organizations. (I - P, City Manager, County Manager, non-profit groups, etc)

V.2.c Explore providing a multiple-use community gathering place that serves as a hub for activities. The center should be easily accessible and close to complimentary community amenities. (LT - SrS, non-profit groups)

V.3. New or expanded non-profit facilities in the UGB should be located within the City limits, as their mission allows. (Proposed Amendment)

V.3.a Examine the Pitkin County code to ensure it implements this policy and amend the code accordingly. (I - P)

VI. MANAGING GROWTH

VI.1. Manage development so that it contributes to the long-term viability of a sustainable, diverse tourist-based economy and a strong year-round community. (Community Goal, Work Program for Planning)

VI.1.a Explore revise the GMQS to include quotas for residential demolition and replacement. (I – P, AO)

VI.1.b Explore expanding the GMQS objective points system for all development, including demolition and replacement, that encourages community benefits. (I – P, AO)

VI.1.c Update the GMQS to account for job generation and mitigation studies (see Mitigating for Community Infrastructure Action Items in Section VIII). (I – P)

VI.1.d Where development quotas have been restricted to address inadequate infrastructure, explore allowing the restriction to “sunset” at such time as specific infrastructure improvements or other accomplishments have been made to ensure improved quality of life. (LT – P)

VI.2. Restore public confidence in the development process. (Community Goal, Collaborative Initiative)

VI.2.a Amend the land use codes to create a greater expectation of certainty and predictability in the review process. (I – P)

VI.2.b Create a publicly accessible UGB-wide 3-D model that shows what development is permitted under the land use codes. (I – P)

VI.2.c Amend the PUD regulations to address the placement of allowable mass and scale, rather than using the process to exceed underlying dimensional requirements. (I – P)

VI.2.d Amend City and County codes to establish an absolute height limit that can be achieved through a PUD or other process. (I – P)

VI.3. Our public policies should be informed by reliable data on construction statistics, and population segments. (Data Gathering)

VI.3.a Use Population Segment Chart as a starting point for tracking population data in the Urban Growth Boundary. Require yearly updates to be included in City and County Annual Reports. (I - P)

VI.3.b Project growth/decline in future population segments by using Population Segment Chart, build-out studies, job generation estimates, Census tracking and State Demographer’s Office reports. (LT – P)

VI.3.c Ensure there is a reliable method for tracking all new square footage and redeveloped square footage, by use. Require yearly updates to be included in City and County Annual Reports. (I - P)

VI.4 New development should be compatible and in harmony with the massing, scale and character of the neighborhood. (Regulatory)

VI.4.a Examine the City and County codes to ensure they support the policy. (I – P)

VII. PACE OF CONSTRUCTION

VII.1. Explore better methods to manage adverse construction impacts, including a construction pacing system that respects quiet enjoyment of our community and neighborhoods. (Community Goal, Proposed Amendment)

VII.1.a Review the effectiveness of recent construction management plan codes and expand an improve as needed to address policy. (I – P, E)

VII.1.b Explore methods of amending and coordinating City and County codes to pace the level of construction activity on an annual basis. (I – P)

VII.1.c Explore amending codes to include residential demolition and replacement (“scrape and replace” development) in the pacing system. (I – P) (see action item I.1.b)

VII.1.d Explore not pacing certain types of development, including affordable housing, conversion of free-market housing to affordable housing, and projects that apply for a building permit and act on it within one year of a development order. (I – P)

VII.1.e Explore generating an objective list of community benefits through which an applicant may earn “points” under a pacing system to gain preferential treatment, such as being moved toward the “head of the line.” As an example, preferential treatment could be awarded for construction associated with older homes that have not undergone significant redevelopment to date. (I – P)

VII.1.f Explore a percentage square footage increase that is allowable per year . (I – P)

VII.1.g Explore the role of vested rights as a tool in a pacing system. (I – P, AO)

VII.1.h Explore a “target” year, determined to be acceptable in terms of construction activity, to be used as baseline for a building permit cap. (I – P)

VIII. MITIGATING IMPACTS ON COMMUNITY INFRASTRUCTURE

VIII.1. Ensure that new residential development and redevelopment mitigates all reasonable, directly-related housing impacts. (See Colorado Revised Statutes 29-20-104.5) (Work Program for Planning & APCHA, Proposed Amendment)

VIII.1.a Conduct a comprehensive review of all residential mitigation options. (I – P)

VIII.1.b City and County shall conduct an updated study on short and long-term job generation impacts of both part and full-time residential development. The study should account for different job generation rates based on property types and neighborhoods, e.g. downtown condos, West End, larger county properties. (I – P, APCHA)

VIII.1.c Create a “mitigation menu” based on the job generation study, including:

VIII.1.c.i Incentivize the provision of on-site affordable housing. This could include prioritization in receiving a building permit, points in growth management, and other tools. (I – P)

VIII.1.c.ii Recalculate City and County cash-in-lieu payment amount to reflect the job generation study, as well as all actual costs of providing off-site affordable housing, such as the soft costs of locating developable property, planning, designing, conducting the appropriate public processes, identifying buy-down properties, etc, as well as the traditional hard costs of construction (I – P, APCHA)

VIII.1.c.iii Consider establishing an official list of deed-restricted housing projects and potential buy-down properties that developers could buy into to mitigate their affordable housing impacts. (I – P, APCHA)

VIII.1.c.iv Explore public-private partnerships to create affordable housing. (I – P, APCHA)

VIII.1.c.v Consider amending the County code to allow for the creation of housing credits that developers can buy for their own mitigation. (I – P)

VIII.1.c.vi Explore amending the City ADU program to require mandatory occupancy when used as mitigation for housing impacts. (I – P)

VIII.1.c.vii Evaluate the effectiveness of the City ADU program, and consider eliminating the program if it is less effective than other mitigation tools, including the new Housing credit program. (See Housing Chapter Policy II.4) (I – P)

VIII.1.d The City should examine the County's fee/mitigation policy regarding Resident-Occupied (RO) homes and consider changes to City codes. (I - P, APCHA)

VIII.2. Ensure that impact fees fully offset the associated costs of development on the community. (Work Program for Planning & Attorney's Office, Proposed Amendment)

VIII.2.a Review the effectiveness of existing impact fees in the City and County with regard to schools, parks, roads, Transportation Demand Management, stormwater, etc, and revise as necessary. (LT - P, AO)

VIII.2.b Explore an impact fee dedicated to capital improvements for health and human services. (I - P, HHS, PH)

VIII.3 All development should provide housing to accommodate 100% of the employees it generates. (Work Program for Planning & APCHA, Proposed Amendment)

VIII.3.a The City and County shall conduct an updated study on job generation impacts for all types of development, including part-time and full-time residential development. The study should include consideration of different property types and neighborhoods, and should be updated as needed. (I - P, APCHA)

VIII.3.b Explore the creation of a partial exemption process if clearly defined community housing benefits are provided. If a partial exemption process is pursued, consider a minimum threshold of required housing mitigation. (LT - P, APCHA)

VIII.3.c Define Community Housing Benefits. (I - P&Z, APCHA)

VIII.3.d Develop and codify review standards that allow the mix of on-site versus off-site community housing to be evaluated objectively based on the community housing benefits list. Establish a Community Housing Benefits list. (LT - P)

VIII.3.e Amend the City and County codes to incorporate the 100% housing mitigation policy by eliminating exemptions and partial waivers of housing mitigation regarding the incentive lodging program, historic preservation, alley stores, essential public facilities and the PUD and COWOP review processes. (I - P)

VIII.3.f Amend the City and County codes to:

- i - ensure, to the greatest extent possible, the categories of housing mitigation / cash-in-lieu fees match the income level of the jobs created by the development.
 - ii - require housing mitigation to be provided prior to or concurrent with the development that generates it.
 - iii - ensure that public sector projects are subject to housing mitigation requirements.
- (I - APCHA, P)

VIII.4. On-site housing mitigation is preferred. (Work Program for Planning & APCHA, Proposed Amendment)

VIII.4.a Amend the city and county codes to include the following prioritization for housing mitigation for all types of development:

- i. on-site
- ii. off-site (buy-down, buy-out, and Housing Credits)
- iii. cash-in-lieu (I - P)

VIII.4.b Amend the city and county codes to prohibit the conversion of existing lodge units to affordable housing. (I - P)

VIII.4.c Update the Housing Guidelines to provide a mechanism to reject mitigation offered by developers when it does not meet APCHA guidelines/policies. (I - APCHA)

VIII.4.d Amend the City and County codes to allow off-site housing only through a special review process. (I - P)

VIII.4.e Amend the City and County codes to require all development that generates jobs within the Aspen UGB to provide mitigation within the UGB. (I - P)

West of Castle Creek Corridor Policies and Action Items

I. LAND USE

I.1. Planning for the West of Castle Creek Corridor should support a well-defined and functional visual pattern for a series of distinctly different “nodes” of activity supporting limited uses that are physically separated by open space. (Community Goal)

I.1.a. Create a comprehensive Land Use Master Plan and Future Land Use Map for the West of Castle Creek Corridor that ensures planning in the area is coordinated and recognizes the need for improved transportation services in the corridor before significant growth is allowed to occur in the area. The Master Plan should preserve and improve existing uses to maintain their functionality, vitality, and longevity. (I – P)

I.1.b. Amend City and County Land Use Codes to implement the findings of the Land Use Master Plan. (LT – P)

I.1.c. Amend City and County zoning in the area to discourage additional development of new free-market single family and duplex homes in the Highway 82 Corridor. (I – P)

I.1.d. Create and adopt joint City and County Design Standards for the area that reflect the diversity of uses within the nodes in the corridor. (LT – P)

I.1.e. Ensure zoning reflects and will maintain the existing use mix and balance at the Airport Business Center. (I - P)

I.1.f. Maintain the Buttermilk/Inn at Aspen area as a lodge/ski/recreation area. (I – P)

I.1.g. Ensure any redevelopment of the Inn at Aspen and the Base of Buttermilk is coordinated in terms of pedestrian & vehicular connectivity, mass transit, utilities, etc. (LT - P)

I.1.h. Ensure that the Airport Master Plan limits uses at the Airport site to transportation and supporting uses rather than expanding into lodging and other non-airport or supporting uses. (I - P)

I.1.i. Identify “pockets” of land or parcels within the West of Castle Creek area that should remain as open space buffers between activity nodes, and zone as appropriate. (I – P)

I.1.j. Create a master sign plan for pedestrian and vehicle traffic for the West of Castle Creek Area to facilitate user friendly access and circulation for residents and guests. (I – P)

II. SCENIC

II.1. The density, size and scale of new all development and redevelopment in the West of Castle Creek Corridor should maintain, and if possible enhance, the views of the natural environment seen as one travels through this portion of the Highway 82 corridor. (Community Goal)

II.1.a. Visual modeling should be undertaken for the West of Castle Creek Corridor to provide a baseline for the existing visual aspects of bulk, height, density, setbacks, land use patterns, and scenic view-corridors worthy of protection. This should provide a basis for amending the City and County Land Use Codes, as necessary to guide and/or regulate the visual aspects of future development and redevelopment in the area. (I - P)

II.1.b. Amend the City and County Land Use Code as necessary to require development and redevelopment to utilize existing topography such as dry ridges and hills to screen development. Large landforms, earthmoving, and landscaping to create continuous man-made visual barriers to screen developments should not be relied upon to allow development in visually prominent areas. (LT - P)

II.1.c. Update Pitkin County lighting regulations to specifically address a limitation on glare from exterior and interior lighting associated with new development viewed from the Highway 82 corridor. (LT - P)

II.1.d. Maintain the 200 foot setback from Highway 82 at the Airport Business Center and the 100 foot setback in the rest of the corridor. (LT - P)

II.1.e. Update the City's Annexation Plan and Land Use Code, as necessary, to ensure annexation agreements maintain the setbacks along the corridor. (LT - P)

II.1.f. Evaluate and update the City and County Land Use Codes as needed to maintain scenic view corridors from Highway 82. Explore creation of new scenic viewplanes along Highway 82. (LT - P)

III. TRANSPORTATION

III.1. Improve the convenience, reliability, comfort, affordability, safety, capacity, and quality of experience of transit services and improve efficiency and coordination between all related aspects of transportation in the West of Castle Creek Corridor. (Community Goal, Collaborative Initiative)

III.1. a. Create a comprehensive transportation master plan for the West of Castle Creek Corridor based on, but not limited to existing planning efforts, including the Entrance to Aspen Record of Decision, the Highway 82 Access Control Plan, and RFTA's Bus Rapid Transit (BRT) program. The purpose of such a plan is to coordinate and improve all aspects of auto, air, transit, parking and trail function in the context of planned development or redevelopment of activity nodes in the corridor. (I - T, RFTA, PW, A)

III.1.b. Obtain updated data regarding daily traffic levels, including volume and time of day, between the edge of the Urban Growth Boundary (Airport area) and the City of Aspen. (I - T, PW)

III.1.c. Complete and implement the Highway 82 Access Control Plan to ensure that design and location of intersections, access and signalization facilitate, rather than impede the highway's status and function as the main, year-round access to and from Aspen. As a part of that Plan, improve the safety of the signalized intersection at the entrance to the Business Center and ensure that the location of signalized intersections support effective mode transfers from transit to Park N' Ride facilities. (I - PW, CDOT)

III.1.d. Determine the parking need in the ABC, with an emphasis on encouraging transit and trails as preferred modes of transportation where possible. Develop and implement a plan to accommodate needed parking on individual parcels and on streets within the ABC. (I - PW)

III.1.e. Explore the creation of a transportation district in the West of Castle Creek Area to ensure that development pays its proportional share of transportation improvements in the corridor. (LT - T, PW)

III.1.f. Create a transit shuttle in the West of Castle Creek corridor, connecting the City of Aspen to Burlingame, Truscott, BMC, the Airport Business Center and North 40. (I - RFTA, T, PW)

III.1.g. Coordinate the location of RFTA Bus Rapid Transit (BRT) stations at Buttermilk and at the Pitkin County Airport with safe pedestrian access across Highway 82. (I - RFTA, PW)

III.1.h. Explore options for enhancing the transition between transportation modes at Park 'n Ride locations that would improve the quality of the transit experience. (I - RFTA)

III.1.i. Explore options for the Stapleton property adjacent to Buttermilk as a link in the transit system. (LT - County Attorney, PW)

III.1.j. Maintain Highway setbacks, rights of way and easements where necessary to preserve the rural transitional and open visual character of the corridor and to maintain flexibility for location of future transit and/or trail alignment alternatives. (I - P)

III.2. Ensure safe and efficient pedestrian and bike connections exist within the West of Castle Creek Corridor and connect the area to the Aspen downtown. (Community Goal, Collaborative Initiative)

III.2.a. Explore and implement funding options for building a safe pedestrian crossing on Highway 82 at the Airport Business Center. As one option, consider a grade-separated crossing, with preference for an underpass. (LT - A, CDOT, RFTA, ABC Group, City Manager, County Manager)

III.2.b. Connect all West of Castle Creek residential development within walking or bicycling distance by trail to the Airport Business Center. (LT- P, P/OS)

III.2.c. Improve trail connections from the Airport Business Center and the immediate environs to the Highway 82 bike path, the Roaring Fork River and to the Down Valley area. (LT - P, P//OS)

III.2.d. Improve pedestrian safety and circulation within the Airport Business Center. (I - PW)

III.2.e. Improve summer and winter pedestrian access from the Airport Business Center, North 40 and Colorado Mountain College to RFTA bus stops on Highway 82. (I - PW)

Transportation Policies and Action Items

Primary Transportation Policy:

Continue to limit Average Annual Daily Trips (AADT) to 1993 levels at the Castle Creek Bridge, and strive to reduce peak-hour vehicle-trips to 1993 levels. Additional person trips should be accommodated using alternative transportation methods. (Community Goal, Collaborative Initiative)

I. PUBLIC TRANSIT

I.1. Improve the convenience, reliability, comfort, affordability, safety, capacity, and quality of the transit service experience, while ensuring physical improvements are consistent with community character. (Community Goal, Collaborative Initiative)

I.1.a The City, County, Snowmass Village, EOTC, SkiCo, the Airport, CDOT and RFTA must be active and working partners to help implement Bus Rapid Transit (BRT). (I – T, County Manager, City Manager, Town of Snowmass Village, RFTA, SkiCo, PW, Airport)

I.1.b Maintain free bus service from Aspen to Snowmass (LT – T, RFTA)

I.1.c Maintain existing free bus service in the Urban Growth Boundary and explore additional routes. (LT – T, RFTA)

I.1.d Make using, accessing, and getting information about public transit more intuitive. (LT – City, RFTA, A)

I.1.e Utilize technology to provide real-time information on transit services and road conditions. (I – RFTA)

I.1.f Review RFTA's fare system to achieve greater simplicity and clarity and to ensure affordability. (LT - RFTA)

I.1.g Create bus stop shelters that incorporate safe, comfortable waiting areas, storage of bicycles, real-time information on transit schedules and road conditions. (I – RFTA)

I.1.h Increase the ability of buses to carry bicycles. (LT - RFTA)

I.1.i Incorporate public art at BRT stations. (I – RFTA, T, PW, City Manager, County Manager)

I.1.j Identify the location and amount of space required for bus parking, maintenance, staging areas for RFTA. (I – RFTA, T)

I.1.k Remodel Rubey Park to improve bus staging areas. (LT – T, RFTA, City Manager)

I.2. Plan for the location and development of Park and Ride areas considering ease of intermodal transition, quality of experience, effectiveness and cost. (Collaborative Initiative)

I.2.a Conduct a study on demand patterns of commuters to help determine optimal locations of Park and Ride areas. (I – RFTA, T, PW, Snowmass Village, SkiCo)

I.2.b Employ Best Practices for using technology to encourage use of Park and Ride areas, such as cell phones, bus information displays, electronic highway signs. (I – RFTA, T, PW)

I.2.c Develop cost comparisons for different Park and Ride locations. (I – RFTA, T, PW)

I.2.d Explore options for enhancing the transition between modes at Park and Ride locations to improve the quality of the experience. (I – RFTA)

I.2.e Plan for bicycle storage/lockers at Park and Ride areas. (I – RFTA, T, PW)

I.3. Actively promote public awareness of transit alternatives for visitors and second homeowners, including bus routes and the pedestrian/bicycle trail system. (Collaborative Initiative, Incentive Program, Work Program for Transportation)

I.3.a Collaborate with ACRA, SkiCo, lodges, and property management companies to increase the quality and availability of information provided to visitors on summer and winter travel options, such as transit schedules, lodging shuttles, walking, bicycling etc. (I – RFTA, T, ACRA, SkiCo, Stay Aspen Snowmass etc)

I.3.b Provide information on travel options in multiple languages and using international symbols. (I – RFTA, T, A)

I.4. Maintain the reliability and improve the convenience of City of Aspen transit services. (Work Program for Transportation)

I.4.a Improve bus stop shelters and passenger amenities. (I – T)

I.4.b Replace transit vehicles that have met or exceeded their service life, and add vehicles to meet demand. New vehicles should be environmentally clean and quiet. (LT – T)

I.4.c Support consistent operating hours for transit routes. (I – T)

I.4.d Ensure bus services remain free for users. (I – T)

I.4.e Utilize technology to provide real-time information on transit services and road conditions. (I – T)

I.4.f Explore the demand and funding available for extending transit services to the ABC. (I – T, PW)

I.4.g Explore increasing the frequency of certain transit routes, while minimizing impacts on neighborhoods. (LT – T)

II. BIKE AND PEDESTRIAN

II.1. Extend and/or improve commuter pedestrian/bike trails with the greatest potential for integration with the public transit system. (Collaborative Initiative, Work Program for Parks & Open Space and Transportation)

II.2.a Identify bike and pedestrian trail extensions and improvements with the greatest potential for integrating with public transit. Prioritize these improvements to assist in annual budgeting decisions. (I – T, OS/P, RFTA, PW)

II.2.b Identify bike and pedestrian trail links and improvements with the greatest potential for extending commuter trails. Prioritize these improvements to assist in annual budgeting decisions. (I – T, OS/P, RFTA, PW)

II.2. Expand and improve bicycle parking/storage. (Collaborative Initiative, Work Program for Transportation)

II.2.a Amend the codes to establish a “trigger point” for requiring bicycle parking/storage as part of the development review process. (I – P, P/OS, T)

II.2.b Require all publicly-funded development to provide space for bicycle parking/storage in prominent locations. (I – P, P/OS, T)

II.3. Improve the convenience, safety, and quality of experience for bicyclists and pedestrians on streets and trails. (Collaborative Initiative, Incentive Program, Work Program for Transportation)

II.3.a Develop a comprehensive plan for convenient bicycle parking/ storage in downtown, Explore replacing some vehicle parking with bike parking. (LT – T, P/OS)

II.3.b Explore adding bike lanes to existing rights-of-way. (LT – T, Streets, P, E, City Manager)

II.3.c Use cash-in-lieu funds (for parking or pedestrian amenities) to implement the Downtown Enhancement and Pedestrian Plan (DEPP). (I – P)

II.3.d Improve the safety and quality of experience of crossing Main Street in the downtown area, and Highway 82 at various locations between Castle Creek and the ABC. (I – PW, T, P/OS, P, A)

II.3.e Explore establishing a system of free bicycles for community users throughout the UGB. (I – T)

III. USER GROUPS AND TRANSPORTATION DEMAND MANAGEMENT

III.1. Reduce vehicular trips through the Entrance to Aspen and in neighborhoods that are generated by employment, special events, construction activity, schools, recreation, local residents and other activities. (Community Goal, Collaborative Initiative)

III.1.b Expand membership and participation in the City's Transportation Options Program (TOP) through outreach and incentives, with a specific emphasis on large employers and school-related impacts. (I – T)

III.1.c Ensure all businesses in the Aspen Area receive information about the City's Transportation Options Program by adding the Transportation Department as a required referral and contact before annual business licenses are issued. (I – T, Finance Department)

III.1.d Educate homeowners who employ a large number of service workers regarding the benefits of TOP programs. (I – T, Finance Department)

III.1.e Establish a City-County agreement for funding of City-provided TOP services implemented in the County portion of the Aspen Area. (I – County Manager, PW, T)

III.1.f Establish a menu of TDM requirements for special events to be implemented by the Special Events Committee. (I – T, Special Events Committee)

III.1.g Implement new TDM measures, including real-time on-line carpool matching, public and/or private vanpooling, dynamic carpooling and other measures. (I – T)

III.1.h Ensure adequate funding and staff resources exist in the City Transportation Department for the development and implementation of TDM and outreach programs. (I - City Manager, County Manager)

III.1.i Update the City and County's Construction Management Plans and related codes to address construction-related trips and impacts using principles of TDM. (I – T, E, PW, P)

III.1.j Ensure adequate funding and staff resources exist for enforcement of Construction Management Plans. (I - City Manager, County Manager)

III.1.k Expand coordination and communication between the schools and City/County/RFTA regarding regular school hours and special events to reduce transportation impacts. (I – T)

III.1.l Incentivize school membership and participation in TOP. (I – T)

III.1.m Gather relevant data needed to define the impacts of resident vehicle travel. (I –T)

III.1.n Identify and implement TDM strategies to reduce resident vehicle travel. (I – T)

III.2. Minimize the adverse impacts of development on the valley-wide transportation system that occur during economic booms and periods of intense construction activity. (Collaborative Initiative, Proposed Code Amendment)

III.2.a Explore amend City and County codes to adopt similar systems that pace the level of transportation and impacts of construction activity on an annual basis. (I – P)

III.2.b Implement TDM measures to reduce adverse impacts of traffic and parking generated by development and associated new employment. (LT – T, P)

III.3. Reduce the long-term impacts of the service industry. (Collaborative Initiative)

III.3.a Explore methods to reduce the number of service trips to homes. (I – P, T)

III.4. Require development to mitigate for its transportation impacts. (Proposed Code Amendment)

III.4.a Amend codes to require that all new major development identify and mitigate its transportation impacts. (I – P, T)

III.4.b Adopt a Transportation Demand Management (TDM) policy, using an Aspen-based trip generation model, that can be implemented by development to mitigate its transportation impacts. (I – P, T)

III.4.c Update existing transportation mitigation fees to include all costs, including physical and long-term operational costs. (I – P, T)

III.4.c Amend City and County codes to ensure development upholds its transportation mitigation commitments as approved. (LT – P, T)

IV. ENTRANCE TO ASPEN

IV.1. We are committed first to reducing traffic by implementing Transportation Demand Management (TDM) solutions. Ongoing planning for physical improvements to the Entrance to Aspen should use a list of community objectives to evaluate options. (Community Goal, Collaborative Initiative)

IV.1.a Fully exhaust all TDM solutions to the Entrance to Aspen before implementing a built solution. (I – City Manager, County Manager, T, EOTC)

IV.1.b Community objectives should be used to evaluate any proposal for physical improvements to the Entrance to Aspen, such as:

- Retain small town character;
- Avoid a net loss of open space;
- Preserve historical resources;
- Maintain vehicle trips across Castle Creek at or below 1993 levels;
- Maintain Highway 82 as a two-lane facility for general purpose traffic with extra capacity reserved for mass transit use only.
- Increase the reliability and convenience of our public transit system and our pedestrian and bicycling system.
- Include reliable cost estimates regarding both capital built-out costs and long-term operational costs.
- Include a carbon-footprint analysis of the construction phase as well as annual operations.
- Use visual simulations to illustrate how improvements would impact the flow of vehicular traffic and the user experience.

(LT – City Manager, County Manager, T, EOTC)

V. PARKING

V.1. Manage the supply of parking to limit the adverse impacts of the automobile. (Collaborative Initiative, Work Program for Parking and Transportation)

V.1.a City Council should define a threshold for vehicle trips over the Castle Creek Bridge, at which time paid parking fees automatically increase. (I – T, City Manager)

V.1.b Expand designated paid parking areas in town. (I - T)

V.1.c Decrease maximum paid parking periods. (I - T)

V.1.d Explore the benefits of separating on-site parking spaces from their respective residential and commercial units in appropriate areas; such that parking spaces could be rented or purchased separately. (I – P, T)

V.1.e Amend the City code to establish a cap on the number of parking spaces associated with development to discourage automobile use. (I – P)

V.1.f Phase out preferential parking for hybrid and electric vehicles to reduce the number of vehicle trips. (I – T)

V.1.g Explore converting on-street vehicle parking spaces for other transit options, such as bike lanes, bike parking. (I – T)

V.1.h Explore expanding the pedestrian malls. (LT – T, P)

VI. EDUCATION AND PUBLIC OUTREACH

VI.1. Ensure that public outreach regarding transportation issues includes the latest technologies for the purpose of well-informed decision-making. Collaborative Initiative)

VI.1.a Identify and collect data necessary to build an animated traffic simulation model of the transportation system to illustrate vehicle trip levels, traffic flow, public transit elements and bike/pedestrian trail integration from downtown to the Brush Creek Road intersection. (I – T, City Manager)

VI.1.b Explore establishing an Ambassador Program to promote the commuter and employer transit incentive programs. (I – T)

VI.2. Ensure that users of the valley-wide transportation system are aware that every means of transportation is government-subsidized. (Collaborative Initiative)

VI.2.a Develop a campaign to inform the public of government subsidies for transit as well as for repair and maintenance of roads, highways and parking. (I – City Manager)

VI.3. Promote the use of Bus Rapid Transit as a valley-wide transportation system. (Collaborative Initiative)

VI.3.a Develop a campaign to provide the public with tools to compare vehicle use versus BRT, in terms of cost (gas, parking, repair and maintenance), environmental impacts, reliability and efficiency. (I – City Manager)

VII. AIRPORT

VIII.1. Strengthen the Airport's role in the valley-wide regional transportation system. (Collaborative initiative)

VII.1.a Explore opportunities to use the airport as a multi-modal transportation hub for a variety of users. (LT – A, CDOT, RFTA, ABC Group, City Manager, County Manager, SkiCo)

VII.1.b Determine how the Airport can best integrate with the implementation of the BRT project and other future mass transit options. (LT – A, RFTA)

VII.1.c Reserve room on the Airport property for future commuter parking needs to support the mass transit system. (LT - A)

VII.1.d Preserve dedicated transit rights-of-way and easements to accommodate a future dedicated mass transit system. (LT - A)

VII.2. Increase the quality and availability of information on travel options. (Collaborative Initiative)

VII.2.a Collaborate with ACRA, SkiCo, lodges, and property management companies to increase the quality and availability of information on travel options, such as transit, lodging shuttles, walking, bicycling, etc. provided to visitors and residents. (LT – A, ACRA, SkiCo)

VII.3. Improve the efficiency and reliability of airport services while reducing environmental impacts. (Work Program for Airport)

VII.3.a Conduct an analysis of the overall efficiency of airport operations. (I – A)

VII.3.b. Work with users and airport tenants, such as commercial airlines, general aviation, food concessions, rental car companies etc) to implement new technologies that reduce emissions and increase fuel economy. (I – A)

VII.4. Improve the overall quality of the airport experience in a manner that is consistent with our community character. (Work Program for Airport)

VII.4.a Explore improvements to enhance the current terminal's functionality, convenience and appearance of the airport, such as information kiosks, public art, landscaping, and food availability. (I – A)

VII.5. Reduce the negative impacts of Airport operations on the surrounding area. (Work Program for Airport)

VII.5.a Continue to work with the airlines on the Fly Green/Fly Clean Program to encourage pilots to operate their aircraft as quietly as possible through voluntary compliance with noise abatement measures. (I – A)

VII.5.b Continue to work with private aircraft owners and operators to utilize the quietest aircraft possible when operating at the Airport. (I – A)

VII.5.c Continue to reduce Airport impacts on the surrounding area by soliciting feedback from area residents. (I – A)

VII.5.d Study all options for reducing ground noise from aircraft power up and other ways to best mitigate this noise on surrounding residential areas. (I – A)

VII.5.e Continue efforts to refine and implement the Airport's Greenhouse Gas and Climate Action Plan. (I – A)

VII.6. Improve the convenience, efficiency and environmental impacts of ground transportation options available at the Airport. (Work Program for Airport)

VII.6.a Work with rental car companies on ways to tailor the rental car inventory to take advantage of new technologies that reduce emissions and increase fuel economy. (I – A)

VII.6.b Work with lodges and hotels in the Aspen/Snowmass Area on measures to improve shuttle service to reduce reliance on rental cars. (I – A)

VII.6.c Provide a grade-separated, safe pedestrian crossing between the Airport and the ABC. (I – A, CDOT, RFTA, ABC Group, City Manager, County Manager)

VII.6.d Improve signage and information to direct users from terminal to public transit services. (I – A, RFTA)

VIII. FUNDING

VIII.1. Increase funding for public transit so that service is consistent and reliable with a preference for stable and sustainable revenue sources. (Collaborative Initiative)

VIII.1.a Evaluate the sustainability of existing and prospective transportation revenue streams to determine if they are sufficient to accommodate demand. (I – City Manager, County Manager, RFTA, Transportation)

VIII.1.b The County should strongly consider seeking voter approval to increase Construction Materials Use Tax to make the rate consistent with the City. (I – County Manager)

VIII.1.c Apply for federal grants available for pedestrian and bike access to public transit. (I – P/OS, Trails)

VIII.1.d Set a parking revenue goal that requires excess funding go to public transit operations. (I – T, Parking)

VIII.1.e Budgeting for transit operations should consider fluctuating revenue sources. (LT - City, County, RFTA)

VIII.1.f Explore and implement funding options for a grade-separated crossing at the airport. (LT – A, CDOT, RFTA, ABC Group, City Manager, County Manager)

VIII.1.g In addition to the TDM/Air Quality impact fee, explore implementing a fee that can be used for operational costs. (I – T)

IX. DATA GATHERING

IX.1. Ensure that enough clear and understandable data is gathered and compiled for the purpose of well-informed public decision-making. (Data Needs)

X.1.a Establish an accurate baseline of traffic data between Brush Creek and Aspen on Highway 82, including all relevant feeders. (I – T, PW)

IX.1.b Use reliable data to build traffic simulation model from Brush Creek to Aspen, including relevant feeder streets and roads, which can be used to demonstrate potential impacts of TDM measures and potential impacts of various physical solutions to the Entrance to Aspen.

IX.2. Quantify user groups on the transportation network to better customize TDM strategies. (Data Needs)

IX.2.a Conduct a traffic study to gather information on traffic counts and vehicle occupancy information. (I – T, PW)

IX.2.b Survey the origin and destination of transportation system users. (I – T, PW)

IX.2.c Conduct follow-up surveys to determine the effectiveness of TDM measures, including those required by development approvals and employer-initiated programs. (LT – T)

Housing Policies and Action Items

I. SUSTAINABILITY AND MAINTENANCE

I.1. Ensure all Community Workforce Housing (CWH) has adequate capital reserves for maintenance and significant capital projects. (Collaborative Initiative)

I.1.a Require new CWH to complete a Capital Reserve Study and regular updates. (I – APCHA)

I.1.b Ensure CWH assess adequately for maintenance and reserves based on the study. (I – APCHA)

I.1.c Conduct Capital Reserve Studies of publicly-owned rental inventory and set priorities for maintenance of existing housing stock. (I – APCHA, City Manager, County Manager)

I.1.d Create a requirement for existing HOAs to prepare Capital Reserve Studies. (I – APCHA)

I.2. Ensure all deed-restricted housing units are utilized to the maximum degree possible. (Collaborative Initiative, Work Program for APCHA)

I.2.a Update and standardize deed restrictions as practically possible upon new sales. (I – APCHA)

I.2.b Review seasonal and rental usage of CWH to ensure the policy is being implemented. (I – APCHA)

I.3. Ensure all deed-restricted housing units are used and maintained for as long as possible, while considering functionality and obsolescence. (Collaborative Initiative, Work Program for APCHA)

I.3.a Conduct a cost/benefit study of housing inventory to determine whether it is more cost effective to maintain existing housing stock or to rebuild it. (I – APCHA)

I.4. Provide educational opportunities to potential and current homeowners regarding the rights, obligations, and responsibilities of homeownership. (Collaborative Initiative)

I.4.a Create and implement an education program for buyers and existing owners of CWH that addresses the issues of funding, buyer's rights and obligations, and homeowner's responsibility to maintain units for future generations. (LT – APCHA)

I.4.b Create and implement an education program that outlines the purpose of the CWH program and the trade-offs made by the community to build CWH. (LT – APCHA)

I.4.c Educate applicants regarding all costs and ongoing expenses related to living in CWH, including taxes, heating and water rates, snow removal, special assessments, etc. (LT – APCHA)

I.4.d Revise APCHA guidelines to ensure applicants can only purchase the category that is within their financial means. (I – APCHA)

I.4.e Require professional home inspections by CWH home buyers when housing units are purchased. (I – APCHA)

I.5. Emphasize the use of durable and environmentally responsible materials, while recognizing the realistic lifecycle of the buildings. (Incentive Program, Proposed Code Amendment)

I.5.a Create incentives for CWH residents to improve the energy efficiency and safety of their units. (I – APCHA, EH, CI, B)

I.5.b Amend the Housing Guidelines to establish standards for materials, equipment and utility systems that emphasize durability, environmental stewardship, and safety. Allow for amendments to keep pace with technological improvements. (I – APCHA, P, B, EH)

II. DEVELOPMENT & PROGRAM NEEDS

II.1. Ensure the housing inventory bolsters our socioeconomic diversity. (Community Goal)

II.1.a Review and revise APCHA Guidelines to reflect current and future category demand using 3-5 year projections. (I – APCHA)

II.1.b Create options to provide greater flexibility for movement of existing residents within APCHA inventory to accommodate shifts in housing needs. (I – APCHA)

II.1.c Review current mix, categories, and incentives to ensure opportunities for a broad spectrum of workers. (I – APCHA)

II.1.d Study the model used by Aspen Volunteer Fire Department for possible implementation. (I – APCHA)

II.2. Ensure Community Workforce Housing (CWH) is prepared for the growing number of retiring Aspenites. (Community Goal, Work Program for APCHA)

II.2.a Gather data on the current and future trend of retiring Aspenites and analyze the potential impacts on CWH. Amend the Housing Guidelines to implement the findings. (LT – APCHA)

II.3. Promote broader involvement in the creation of Community Workforce Housing (CWH). (Collaborative Initiative, Incentive Program)

II.3.a Establish a working group of people who represent the City, County, public agencies, and the private sector in the development of CWH to implement the policy. Explore models of producing affordable housing, including quasi-public housing development corporations. (I – APCHA, Housing Frontiers, City and County Managers, private sector, taxing districts)

II.3.b Explore the creation of a program where the City or County would provide a tax benefit, payment or life estate planning or other financial incentive to a free-market homeowner to include their property in the City/County's land banking of future CWH. (I – City Manager, County Manager)

II.3.c Explore creating a program for short-term deed restrictions. (I – APCHA)

II.3.d Explore the benefits of expediting specific projects through the development and construction phase. (I – P, B, APCHA)

II.4. Increase the rate of occupancy for existing Accessory Dwelling Units & Caretaker Dwelling Units and ensure new ADUs and CDUs are occupied by local working residents. (Collaborative Initiative, Proposed Code Amendment)

II.4.a Determine the relative value of the City ADU and County CDU programs versus other mitigation methods. If the programs are determined to be ineffective, then discontinue the programs or establish new incentives or occupancy requirements to generate increased utilization of units. (I – APCHA, P)

II.4.b Amend the City and County land use codes to ensure mandatory occupancy of new ADUs and CDUs by local workers. (I – P, AO)

II.4.c Explore incentives and penalties to ensure existing ADUs and CDUs are occupied by local workers. (I – P, APCHA)

II.5. Ensure employers participate in the creation of seasonal rental housing. (Collaborative Initiative, Incentive Program)

II.5.a Create a working group of interested parties to explore the creation of new seasonal rental housing. (I – APCHA, Housing Frontiers, City Manager, County Managers, private sector)

II.6. Ensure employers who provide housing for their workers through publicly-owned seasonal rental housing assume proportionate responsibility for the maintenance and management of the facility. (Collaborative Initiative, Incentive Program)

II.6.a Explore methods to place proportionate responsibility on employers for the management and use of existing seasonal housing. (I – APCHA, City Manager, County Managers, private sector)

II.7. Redefine and improve our policy of re-using existing housing stock inventory. (Work Program for APCHA)

II.7.a Amend the City and County land use codes and Housing Guidelines to clarify the parameters of buying down a property to address issues such as requirements of condominium declarations, allocation of assessments, physical condition and long term maintenance. (I – P, APCHA)

II.7.b Explore amending the City and County land use codes to define the parameters of a “buy-down” mitigation unit, in other words, whether buy-down applies solely to free market units, or can also occur within CWH categories. (I – P)

II.7.c Conduct a study to determine the financial feasibility of the public sector engaging in the buy-down of free-market units compared to constructing new affordable housing units. (LT – P, APCHA)

II.7.d Explore the creation of a buy-out program. (I – APCHA)

II.7.e Require a Capital Reserve Study, plan and adequate assessments for maintenance and proportionately-funded reserves when a buy-down or buy-out is being considered. (I – APCHA)

III. DEVELOPMENT & FUNDING

III.1. Ensure fiscal responsibility regarding the development of publicly-funded housing. (Collaborative Initiative)

III.1.a Evaluate current funding sources for sustainability and develop a list of potential funding options. (I – APCHA, City Manager, County Manager)

III.1.b Explore APCHA’s taxing authority as an option to fund CWH. (I – APCHA)

III.1.c Explore the potential to obtain grants from FHA and other entities. (I – APCHA)

III.1.d Update housing cash-in-lieu fees to reflect the total cost of development. (I – APCHA)

III.1.e Establish criteria or attributes that help identify and rank desirable housing locations. (I – APCHA, City Manager, County Manager)

III.1.f Conduct a cost/benefit analysis in order to prioritize existing publicly-owned property to be developed for CWH within the UGB. (I – APCHA, City Manager, County Manager)

III.1.g Identify all housing that carries expiration on its deed-restrictions, such as Centennial, Castle Ridge, and evaluate the feasibility of keeping them in the inventory. (I – APCHA, City Manager, County Manager)

III.1.h Require the City and County engage a local real estate broker, appraiser, and inspector as buyer’s agents before the purchase of any real estate. (I – City Manager, County Manager)

IV. LAND USE & ZONING

IV.1. CWH should be designed for the highest energy efficiency and livability. (Incentive Program, Proposed Code Amendment)

IV.1.a Amend the Housing Guidelines to establish standards for materials, equipment and utility systems that emphasize durability, environmental stewardship, while keeping pace with technological improvements. (I – APCHA)

IV.1.b Amend the Housing Guidelines to establish livability standards that promote pride of living in CWH. These could include soundproofing, and storage that meets the needs of a community that enjoys an active, outdoor lifestyle. (I – APCHA)

IV.2. Track trends in housing inventory and job generation to better inform public policy discussions. (Data Needs)

IV.2.a Develop and implement a system to reliably track the gain and loss in free-market housing traditionally used by local workers. (See Managing Growth for Community & Economic Sustainability Policy VI.3) (I – P, City Manager, County Manager, APCHA)

IV.3. The design of new Community Workforce Housing (CWH) should be compatible with the massing, scale and character of the neighborhood, while optimizing density. (Regulatory)

IV.3.a Examine the City and County codes to ensure they support the policy. . (I – P)

IV.4. Ensure that residents of Community Workforce Housing (CWH) and free-market housing in the same neighborhood are treated fairly, equally, and consistently. (Regulatory)

IV.4.a. During the review of any new CWH development, the prohibitions, constraints, and permissions generally found in the neighborhood, such as those regarding parking and pets, should be consistently applied to the proposal. New CWH development must not be the subject of discrimination. (I – P)

V. HOUSING RULES AND REGULATIONS

V.1. Ensure the rules, regulations and penalties of Community Workforce Housing (CWH) are clear, understandable and enforceable. (Work Program for APCHA)

V.1.a Rewrite the Housing Guidelines (APCHA rules, regulations, and penalties) in a clear and concise format. (LT – APCHA)

V.1.b Review and revise enforcement methods with specific placement of authority, recognizing monetary resources needed to implement. (I – APCHA)

V.1.c Clarify the roles and authority of APCHA in the City-County Inter-Governmental Agreement (IGA), and revise as necessary. Review the objectives of the IGA and determine how the IGA should operate. This should be a meeting that is facilitated by an independent party. (LT – APCHA, City Manager, County Manager)

V.1.d Amend the Housing Guidelines to require people to sell their free-market home before they are able to move into CWH. (I – APCHA)

V.2. Ensure effective management of CWH assets. (Work Program for APCHA)

V.2.a Create a formal governance/management agreement between APCHA and individual homeowners associations. (I – APCHA)

V.2.b Review local, state, and federal guidelines and laws related to homeowners associations to ensure compliance. (I – APCHA)

V.2.c APCHA should vigorously pursue requiring all associations to adopt the Colorado Common Interest Ownership Act (CCIOA). (I – APCHA)

V.2.d Actively review state law, and lobby when appropriate regarding the development and funding of CWH. (LT – APCHA, City Manager, County Manager)

Parks, Recreation, Open Space & Trails Policies and Action Items

I. PARKS

I.1. Acquire land for parks whenever possible. (Community Goal, Collaborative Initiative, Work Program for Parks/Open Space)

1.a Use development review processes whenever possible for the acquisition and development of parks. (I – P, P/OS)

I.2. Maintain a balance between active recreational parks and passive parks. (Work Program for Parks/Open Space)

2.a Continue to develop future park space as active or passive by assessing the park system's inventory, conducting needs assessments and inviting public feedback. (LT – P/OS)

2.b Amend the code to establish a preference for on-site public parks as part of larger new development, where appropriate. (LT – P/OS, P)

II. RECREATION

II.1 Provide affordable recreational opportunities for all ages. (Community Goal, Collaborative Initiative)

II.1.a Update the 2005 Aspen Recreation Department Strategic Plan, ensuring that it complies with the policy. (I – ARD)

II.1.b Enhance current programs and create additional recreational programs with a primary focus on utilizing existing facilities. (LT – ARD)

II.2 Promote Aspen as a high altitude training venue. (Community Goal, Collaborative Initiative)

II.2.a Explore updating the Recreation Business Plan to accommodate high altitude training programs that are available to local users. (LT – ARD)

II.3 The Aspen Recreation Department should strive to be financially self-sustaining while still providing affordable, quality recreational opportunities. (Collaborative Initiative, Work Program for Recreation)

II.3.a Explore special events programming that optimizes the use of existing recreational facilities, while generating revenue. (LT – SE, ARD)

II.3.b Seek partnerships with outside entities to reduce overall subsidies and to help promote Aspen's recreational facilities. (LT – ARD)

II.3.c Implement energy-efficiency measures and use sustainable energy resources to help reduce energy costs for recreational facilities. (I – ARD)

II.4. Strive to integrate physical rehabilitation and adaptive recreation into Aspen Recreation Department facilities and programs. (Work Program for Recreation)

II.4.a Identify and invite potential partners to update the Recreation Business Plan to identify staffing and facilities necessary to accommodate physical rehabilitation and adaptive recreation programs. (LT – ARD)

II.5 New recreational facilities should offset impacts regarding traffic and job generation and maintain the contextual character of the built environment. (Proposed Code Amendment)

II.5.a Explore mitigation tools in order to offset impacts from new recreational facilities and programs regarding traffic and job generation. (LT – P, T)

III. OPEN SPACE

III.1. Maintain and protect existing open space parcels. (Community Goal, Collaborative Initiative)

III.1.a Develop management plans for all open space parcels according to the terms of acquisition as a means to balance open space values with appropriate recreational opportunities. (LT – P/OS)

III.2. Acquire open space to preserve biodiversity, wildlife habitat, scenic value and to support trail connectivity and recreational activities. (Community Goal, Collaborative Initiative, Work Program for Parks/Open Space)

III.2.a Continue to evaluate opportunities for the purchase of open space. (LT – OS)

III.2.b Re-authorize the city's open space sales tax before it sunsets in 2025. (LT- P/OS)

III.2.c Use development review processes whenever possible to secure scenic, recreational or agricultural easements. (I – P/OS, P)

III.2.d Explore a consistent method for assessing value of open space. (I – P/OS)

IV. TRAILS

IV.1. Acquire, improve and develop trail connections throughout the Aspen Area. (Community Goal, Collaborative Initiative, Work Program for Parks/Open Space)

IV.1.a Focus on developing safe and effective trail connections, separated from vehicular traffic, for both commuter and recreational use in the Castle Creek, Maroon Creek, East/West Highway 82, and Hunter Creek valleys. (LT – P/OS)

IV.1.b Implement marked bike lanes on roads where appropriate. (LT – P, T)

IV.1.c Implement the Pitkin County Nordic Trails Master Plan. (LT – P/OS, Nordic Council)

IV.1.d Continue to acquire trail easements through methods such as, private landowner donations, land use actions or acquisition. (LT – P/OS, Nordic Council)

IV.1.e Implement the City's Pedestrian Walkway and Bikeway Plan through phased capital improvements. (LT – P/OS)

IV.1.f Create buffer areas alongside trails to maintain separation between trails and development to preserve the integrity of the trails experience. Explore new land use tools or potential property acquisitions to implement this action item. (LT – P/OS, P)

IV.2. Encourage regional trail planning. (Community Goal, Collaborative Initiative)

IV.2.a Continue ongoing efforts to improve trail connectivity to outlying communities and public lands. (LT – P/OS)

IV.3. Increase opportunities for summer and winter trail commuting. (Collaborative Initiative, Work Program for Parks/Open Space)

IV.3.a Identify trails intended to move large numbers of people to and from recreational, cultural, commercial and educational centers and develop them so they are an attractive alternative to the automobile. Seek to integrate these trails with the public transit system. (See Transportation Chapter: II Bike and Pedestrian policy.) (LT – P/OS, Nordic Council)

V. PUBLIC OUTREACH**V.1. Promote our parks, open space, trails and recreational opportunities through maps, brochures, and on-line services. (Collaborative Initiative, Work Program for Parks/Open Space and Recreation)**

V.1.a Update and adopt the biodiversity and wildlife map that is in the 2000 AACP to ensure our wildlife resources are identified and protected. (I – P/OS, P)

V.1.b Create a Comprehensive Map and Inventory of all parks, trails, open space properties, land trust properties, conservation easements and fishing easements within the Urban Growth Boundary. (LT – P/OS)

V.1.c Create a comprehensive and publicly accessible database that outlines management plans and other relevant information for parks, open space, trails and recreational facilities. (LT – P/OS)

Environmental Stewardship Policies and Action Items

I. GREENHOUSE GASES

I.1. Within 10 years, reduce the carbon footprint of the Aspen Area from 2004 levels by 30%. (Community Aspiration)

I.1.a Enhance existing and create new incentives for Aspen Area property owners to voluntarily track and reduce their personal carbon footprints. (I- CI)

I.1.b Continue the Canary Initiative and Community-wide Greenhouse Gas Emissions Inventory and establish interim reductions goals. (LTCI)

I.1.c Encourage businesses to decrease their greenhouse gas emissions by utilizing best practices, and becoming ZGreen and TOP certified when they get a business license. (LT- CI, EH)

I.1.d Study and implement methods to further decrease greenhouse gas emissions, such as incentivizing users to conduct energy audits, switch to renewable energy, purchase energy efficient appliances, improve insulation, etc. (LT- CI)

I.2. Incentivize alternative forms of transportation to reduce reliance on fossil-fuels. (Incentive Program)

I.2.a Implement purchasing policy for new City and County vehicles to include hybrid, electric, or alternative fuel vehicles whenever possible. All vehicles purchased should score at 8 or higher for both air pollution and greenhouse gas emissions as listed in the EPA's green vehicle guide. (I – EH, CI, Streets, Asset)

I.2.b Incentivize the use and purchase of hybrid and electric vehicles by the public, including rental car companies (LT - CI)

I.2.c Incentivize air travelers to voluntarily offset impacts from flights through the purchase of Canary Tags. (I – CI)

I.2.d Continue to work with FAA to further reduce the pollution impacts of the airport. (LT – CI)

I.2.e Explore the potential benefits of adding bike lanes to existing rights-of-way, including looking for opportunities to eliminate some onstreet parking and replacing it with bike lanes. (I – T, Streets, P, E, City Manager)

I.2.f Establish a community bike sharing program throughout the UGB. (I – T)

I.2.g Encourage and increase the use of carpooling and car-sharing in the Aspen Area, including educating the public on the options and availability. (I – T)

I.3. Ensure for all development and uses minimize their greenhouse gas emissions. (Proposed Code Amendment)

I.3.a Review and update elements of the Building Code to minimize the use of unsustainable resources and those that have high levels of embodied energy. (I – CI, EH, B)

I.3.b Quantify, evaluate, and reduce construction emissions. (I – EH)

I.3.c Amend the City and County land use codes to require all development to go through an environmental review that ensures it will meet the established thresholds. (I - P, EH, CI, SW, B)

I.3.d Establish a sliding scale of environmental thresholds for development. (I – P, EH, CI, B)

II. AIR QUALITY

II.1. Reduce the quantity of particulate pollution in Aspen's air. (Community Goal, Collaborative Initiative, Environmental Health Work Program)

II.1.a Maintain a maximum PM-10 level of 50 or less with 98% of days with PM-10 levels below 35 (I – EH, T, Streets)

II.1.b Track the use of street sanding and cleaning in the winter and street cleaning in the summer and investigate ways to minimize impacts. (LT – EH, Streets)

II.1.c Continue to investigate alternatives for winter treatment of Highway-82. (LT – EH)

II.1.d Improve public education and awareness of toxic pollutants, such as pesticides and radon, and implement programs to decrease their use. (I - EH)

II.1.e When PM-10 levels are likely to be high, inform the public and implement programs to encourage bus and carpool use. (I – EH, T)

II.2. Achieve and maintain healthy ozone levels. (Community Goal, Collaborative Initiative, Environmental Health Work Program)

II.2.a Monitor and determine baseline ozone levels for the Aspen Area. (I - EH)

II.2.b Evaluate ozone monitoring data and develop a program to attain and maintain healthy ozone levels. (LT - EH)

II.3 Ensure all development and uses minimize their air pollution emissions. (Proposed Code Amendment)

II.3.a Explore amending the land use codes to require all development to go through an environmental review that ensures it will meet established sliding scale thresholds for air pollution. (I – P, EH, CI)

III. WATER

III.1. Maintain minimum stream flows for the Roaring Fork River and its tributaries. (Community Goal, Work Program for Water Department)

III.1.a Pursue dedication of water rights to maintain minimum stream flows. (I - U)

III.1.b Develop a reliable methodology for dedication of water rights for instream flow purposes. (LT – U)

III.2. Reduce the detrimental effects of diversions from the Roaring Fork River and its tributaries. (Work Program for Water Department)

III.2.a Increase mitigation efforts targeted at lowering the detrimental effects of river diversions. (LT – U, E/SW)

III.2.b Modify existing water policies and regulations to incentivize hookups to municipal water supply or other water districts such as the Buttermilk Metro District . (I - U)

III.3. Maintain and preserve existing riparian habitat and wetlands. (Work Program for Planning Department, Proposed Code Amendment)

III.3.a Examine existing land use policies to ensure they protect the riparian habitats. (I – P, P/OS)

III.4. Reduce the quantity of urban pollutants in stormwater runoff that discharges into the Roaring Fork River and its tributaries. (Work Program for Engineering, Proposed Code Amendment)

III.4.a Conduct master planning of the Aspen Area's sub-watersheds and install regional stormwater treatment facilities to capture and treat runoff, beginning with the most heavily developed areas. (I - E/SW)

III.4.b Reduce the potential for stormwater pollutants generated from municipal facilities and operations, such as vehicle maintenance and street flushing, by implementing storm water best management practices. (LT - E/SW)

III.4.c Pursue partnerships among government, local businesses and property owners and managers to develop and showcase measures that reduce the amount of urban pollutants in storm water runoff. (LT - E/SW)

III.4.d Educate and engage the public in Clean River Initiative project, and the impacts of pesticides, herbicides, and fertilizer on water quality. (I - E/SW)

III.4.e Develop and implement a plan to detect and eliminate illegal or improper discharges to the stormwater system. (LT - E/SW)

III.4.f Implement a regular pharmaceutical take-back program to reduce the levels of pharmaceuticals entering our rivers. (LT - EH, E/SW)

III.5. Increase the natural filtration of storm- and melt- water. (Work Program for Engineering, Proposed Code Amendment)

III.5.a Amend land use requirements to reduce the amount of allowed impervious surfaces, such as reducing lot coverage dimensional requirements. (I - P, E/SW)

III.5.b Explore the feasibility of requiring pervious surfaces in place of impervious surfaces. (I - E/SW, Fire, P, Streets)

III.6. Require new development to treat its storm-water runoff, with a preference for on-site. (Work Program for Engineering, Proposed Code Amendment)

III.6.a Amend the land use and building codes to require development and redevelopment to incorporate best management practices that will permanently manage and treat stormwater runoff on site. (I - P, B, E/SW)

III.6.b Require Construction Management Plans to include provisions for the installation and maintenance of pollution prevention measures on construction sites. (I-E/SW)

IV. WASTE MANAGEMENT AND REDUCTION

IV.1. Implement waste reduction and purchasing programs and encourage behavior that moves the Aspen Area toward being a zero waste community and extends the life of the Landfill. (Community Goal Collaborative Initiative, Work Program for Environmental Health & Landfill)

IV.1.a Implement programs, including expanded curb-side recycling pick-up and increasing the kinds of materials that can be recycled, to significantly reduce waste and increase recycling. (LT - EH, L)

IV.1.b Evaluate amending regulations to require that all residences and businesses in the Aspen Area recycle office paper, comingled, magazines/newspaper, and paperboard, glass, plastic, cardboard and compost/yard waste. (I - EH, L)

IV.1.c Develop a system for food waste and organic material pickup and a permanent food waste and organics compost operation at the landfill. (I – EH, L)

IV.1.d Incorporate programs to promote and implement “zero waste,” for events, businesses, and residents. (LT – EH, L)

IV.1.e Require all events in the Aspen Area to meet the environmental requirements established by the ZGreen Program, addressing waste reduction, energy conservation, and public outreach. (I – EH)

IV.1.f Ensure that there are adequate facilities and resources to accommodate increased recycling levels and a greater diversity of materials. (LT – EH, L)

IV.1.g Reduce the use of paper and plastic bags in the Aspen Area. (I – EH, CI)

IV.1.h Incentivize businesses to use reusable or recyclable cups, bottles, and containers. (I – EH, CI)

IV.2. Ensure adequate funds are available for environmental monitoring and eventual remediation of the Pitkin County Landfill. (Work Program for Landfill)

IV.2.a Explore and implement mechanisms to ensure there are adequate funds for the landfill operations. (LT – L, EH)

IV.3. Increase the amount of construction and development materials that are diverted from the landfill, reused or recycled. (Proposed Code Amendment)

IV.3.a Explore amend City and County codes to require deconstruction rather than demolition of existing structures so that materials and components that can be reused are separated and made available for salvage and reuse, and recyclable materials are handled appropriately. (I/LT- B, EH, P, L)

IV.3.b Explore opportunities to create incentives in the building process for increasing deconstruction and salvage. This could include giving discounted access to the Pitkin County Landfill, adjusting landfill/building permit fees when a building is deconstructed instead of demolished, imposing fees at time of building permit to cover the costs of construction waste that goes to the landfill, or prioritizing building permit review based on the level of deconstruction and on the amount of construction and development waste that is recycled. (LT – EH, B, L)

IV.3.c Explore opportunities in the state to recycle or re-use construction and development waste that cannot be accommodated at the Pitkin County landfill. (LT – EH, L)

V. RENEWABLE ENERGY

V.1. Reduce our dependence on non-renewable energy sources and instill an ethic of energy accountability. (Community Goal)

V.1.a Retrofit existing City and County buildings with renewable energy systems and energy efficiency improvements. (I – CI, U)

V.1.b Evaluate amending the building codes to reduce phantom energy loads in new and existing buildings. (I - B)

V.1.c Evaluate potential energy requirements and quantify greenhouse gas emissions if the Urban Growth Boundary was completely built out according to current zoning. Consider code and policy changes based on the study in order to conserve energy and reduce trips. (LT – P, EH, CI, T, B, U)

V.1.d Evaluate amending the building code to maximize the use of renewable energy in all new construction. (LT – CI, B)

V.1.e Continue efforts to educate and engage the public regarding energy usage and opportunities to increase energy efficiency. (I - EH, CI, U)

V.2. Continue to pursue efforts to establish an electric grid of 100% renewable energy. (Community Goal)

V.2.a Complete and implement the Clean Energy Plan. (LT - U, CI)

V.3. Within 10 years, reduce electricity and natural gas consumption in the Urban Growth Boundary from 2004 levels by 15%. (Community Goal)

V.3.a Work with Holy Cross to increase the renewable energy mix in their electricity provided to the Aspen Area. Explore options for greater utilization of the City of Aspen's energy utility in the Aspen Area. (LT - CI, U)

V.3.b Implement efficiency programs in conjunction with Source Gas. (LT - CI, U)

V.2.c Incentivize private development of ground source heat pumps, solar panels and wind power. (LT - CI, U)

V.3.d Explore opportunities for local renewable energy production, including ground source heat pumps, the creation of geothermal heating districts, and the use of solar and wind power. (LT - U)

V.4. Encourage existing development and require new development and redevelopment to minimize their energy usage and use on-site renewable energies as the site allows. (Incentive Program, Proposed Code Amendment)

V.4.a Establish a City/County renewable energy project in the Urban Growth Boundary that projects can buy into as an alternative to renewable energy on-site. (I - CI, EH, B)

V.4.b Amend the City and County building codes to prohibit outdoor fire pits, hot tubs and snowmelt systems unless they are powered by nonpolluting, 100% renewable energies. (I - B, EH)

V.4.c Require energy audits when an improved property is sold so the new buyer is aware of the energy costs, and potential improvements, of the building. (LT - CI)

V.4.d Adopt a program that would allow property owners to get a loan from the City or County for energy upgrades that would be paid back over time through increased property taxes (e.g. a lien on the property). (I - CI)

V.4.e Amend City and County land use codes to remove barriers to the use of renewable energy, such as solar panels, on development. (I - P)

V.4.f Amend the land use code to require protection of solar access and proper siting for solar orientation in all development. (I - P)

V.4.g Amend the building code to require new construction to accommodate future energy upgrades, such as rooftop wiring. (I - B)

VI. WEED MANAGEMENT

VI.1. Ensure there is proper resource management to minimize the negative impacts of weeds on the Aspen Area. (Community Goal, Work Program for Parks and Open Space Departments)

VI.1.a. Broaden public education about specific techniques to limit the spread of invasive noxious weeds. (I - LM, P/OS)

VI.1.b Create new, and enhance existing, policies that enable partnerships and cost sharing between government and property owners to achieve compliance with the Colorado Noxious Weed Act. (I - LM)

VII. WILDLIFE AND WILDLIFE HABITAT

VII.1. Sustain, protect and restore biodiversity and native ecosystems through land use planning, resource acquisition and best land management practices on public and private lands. (Community Goal, Collaborative Initiative, Work Program for Planning, Parks, and Open Space Departments, Proposed Code Amendment)

VII.1.a Align City and County stream buffer/setback standards to comprehensively buffer development from the riparian ecosystem associated with the Roaring Fork River and its tributaries. (LT – P)

VII.1.b Improve and coordinate existing City and County standards and incentives for the reclamation of riparian and wetland habitat mitigation and/or replacement. (I – P, P/OS)

VII.1.e. Support use of City and County Open Space and Trails funds for purchase and maintenance of intact, unfragmented wildlife habitat, or critical connections between habitats for the preservation of native plant and animal species. (LT – P/OS)

VII.1.f. Promote the diversity and vitality of the “urban forest” that exists both within the City of Aspen and in the Wildland Urban Interface. (LT – P/OS)

VII.1.g Improve existing standards, enforcement and education as needed to enhance the co-existence of bears and people in the City of Aspen and in Pitkin County. (LT – EH, LM)

Historic Preservation Policies and Action Items

I. SHARING THE ASPEN STORY

I.1. Raise public awareness and appreciation for the Aspen story.

I.1.a Create a publicly-accessible online database to collect and distribute information about our historic buildings. (I – P, Aspen Historical Society)

I.1.b Establish a system for compiling information about significant buildings that are demolished, including photographs and relevant stories about people and events associated with those buildings. (LT – P, Aspen Historical Society)

I.1.c Establish a Landmark Signage Program with standards for interpretive signs. (I – P, HPC)

I.1.d Collaborate with local organizations to plan events and related materials regarding our history and architectural innovation. (LT – P, local agencies)

II. UPDATING THE HISTORIC PRESERVATION PROGRAM

II.1. Ensure that city codes support innovative development while respecting the historic integrity of designated structures and ensuring compatibility with the surrounding context in terms of site coverage, mass, scale, height and form. See Managing Growth/ Commercial Sector/Policy IV.1 (Work Program for Planning, Proposed Code Amendment)

II.1.a Review Historic Preservation Design Guidelines and Commercial Design Guidelines to ensure that development is compatible with historic resources. (I – P)

II.1.b Use 3-D modeling to implement the policy. (I – P)

II.2. Ensure that the Historic Preservation Benefits Package encourages owners of landmark property to preserve structures to the highest possible degree of historic integrity while minimizing adverse impacts to the neighborhood.

II.2.a Use 3-D modeling to compare and contrast what has been allowed under the Historic Preservation Design Guidelines and Benefits Package to what would have been allowed under regular zoning requirements. Consider amending the code to address impacts on the neighborhood based on the findings. (I - P)

II.2.b Research benefit packages for preserving properties in other communities, and incorporate best practices into City and County codes. (I - P)

II.2.c Explore the creation of benefits that do not affect development size, such as fee waivers or tax incentives, for historic properties (LT - P)

II.3. Maximize the use of the City's Historic Transferable Development Right Program (TDR) as a method of preserving the historic integrity of designated structures. (Work Program for Planning Department)

II.3.a Explore amending the Code to require Planned Unit Developments (PUD) to purchase TDRs for any square footage above the underlying zone district allotment. (LT – P)

III. PUBLIC SECTOR

III.1. The public sector should set an example as a responsible steward of preservation and adaptive re-use of historic buildings. (Work Program for Planning Department)

III.1.a Establish a long-term plan for the viability, functionality and energy efficiency of all publicly-owned historic buildings. (I – P)

III.1.b Evaluate publicly-owned buildings and sites that are potential historic resources while also exploring appropriate changes in use or additions using new Context Papers, Designation Criteria and Integrity Scoring System. (I - P)

III.1.c Explore purchasing historic properties that can also meet buy-down program goals for Community Workforce Housing. (I – P, APCHA)

IV. PUBLICLY ACCESSIBLE INTERIORS

IV.1. Explore code changes to preserve exceptional character-defining historic interiors in publicly accessible buildings. (Work Program for Planning and Asset Management Departments)

IV.1.a Inventory historic landmarks that are publicly accessible and identify character-defining interior features. (I - P)

IV.1.b Establish criteria for historic designation of character-defining historic interiors that balance preservation, functionality, and energy efficiency. (I – P)

IV.1.c Use the Secretary of the Interior's Standards for the preservation of historic interiors as guidelines for amendments to the Land Use Code. (LT – P)

V. REVIEW PROCESS & ENFORCEMENT

V.1. The Historic Preservation Commission's review process should be positive, productive and fair, with a high level of integrity, consistency and collaboration. (Work Program for Planning Department and HPC)

V.1.a Ensure updates to the Historic Preservation program reflect the policy. (I – P)

V.2. Routinely and fairly enforce property specific approvals. (Work Program for Planning Department and HPC)

V.2.a Improve the City's and County's enforcement of its rules and regulations related to historic preservation. (I – P)

V.2.b Require on-going communication with staff during any renovation of or addition to historic structures or sites. (I - P)

V.2.c Examine the penalties for owners and historic contractors when they violate approvals to determine if these penalties are effective and fair. Amend the code based on the findings. (LT – P)

VI. HISTORIC PRESERVATION PROGRAM EDUCATION

VI.1. Improve public awareness and understanding of the City and County Historic Preservation Programs. (Collaborative Initiative)

VI.1.a Implement a comprehensive education program that explains the overall goal of the preservation programs, and rights and obligations of owners, developers, Realtors® and licensed historic contractors. (I – P)

VI.1.b Update standards for public notices to include a non-technical summary about proposed projects and links to on-line development plans, staff reports, 3-D modeling, and meeting schedules. (I – P)

VI.1.c Use 3-D modeling as an educational tool for the public. (LT – P)

VI.1.d Collaborate with local groups, such as the Aspen Historical Society, to plan special events related to Aspen Area history and architectural innovation, etc. (I – P, local agencies)

VII. ENERGY EFFICIENCY

VII.1. All existing and future historic landmark properties should be maintained in a manner that improves energy efficiency while maintaining historic integrity. (Proposed Code Amendment)

VII.1.a Provide owners of historic landmarks with free assistance from the Building Department to facilitate energy-efficiency upgrades. (I – B)

VII.1.b Provide information about energy-efficiency loans and other resources to all property owners that go through the historic preservation review process. (LT – P, B)

The Lifelong Aspenite Policies and Action Items

I.SELF-RELIANCE

I.1 Ensure that affordable, accessible high quality childcare is available. (Community Goal)

I.1.a Establish an on-going program that encourages and supports parent engagement and leadership in childcare programs and schools. (LT – Aspen K-12, KF , PH, Community Non-Profits, HHS)

I.1.b Work with local, regional, state, and federal organizations to maintain and increase funding so that early childhood education remains affordable. (I – KF)

I.1.c Improve the quality of childcare through a variety of tools, such as grants, coaching, pre-licensing support and Qualistar Rating. (I – KF)

I.2 Encourage businesses to adopt family-friendly employment policies. (Collaborative Initiative)

I.2.a Educate employers, increase public awareness and explore lobbying for legislation regarding the “best business practices” to enhance business productivity while supporting families. (I – HHS, KF, CMC, Private Sector)

I.2.b The public sector should serve as a model for implementing this policy. (LT – HHS, KF, City Manager, County Manager)

I.3 Promote self-sufficiency and self-reliance through coordinated, comprehensive and sustainable programs. (Collaborative Initiative, Work Program for Health and Human Services)

I.3.a Educate our community about the Self-Sufficiency Standard, the importance of earning a livable wage, and the resources available to promote self-sufficiency. (I – HHS, PH, Aspen K-12, KF)

I.3.b Provide access to career paths using local educational partners - Colorado Mountain College, Aspen School District and others – for community members to train and pursue educational interests leading to locally-based careers. (LT – CMC, Aspen K-12, HHS)

I.3.c Explore opportunities for our youth to return here as adults. (I – Private Sector, CMC, Community Non-Profits)

I.3.d Develop targeted education programs, such as reducing early parenthood, to maximize teens’ ability to be self-sufficient as adults. (I – Community Non-Profits, HHS, Aspen K-12, CMC)

I.3.e Incentivize the creation of jobs and volunteer opportunities for seniors and people with disabilities. (LT- City Manager, County Manager, HHS)

I.3.f Identify all local subsidies, such as RFTA, APCHA, Child Care assistance, food programs and health care, and educate our community about their monetary value. (LT – HHS, RFTA, APCHA, KF, PH, Community Non-Profits, Private Sector)

I.3.g Encourage programs that will foster cultural and language integration in businesses and schools. (LT- Community Organizations) II.4.h Ensure that community is literate by providing opportunities for English and other language learning. (LT- Aspen K-12, CMC, Community Organizations)

I.3.i Promote enforcement of fair job and housing laws and ensure effective bilingual communication. (LT- Community Non-Profits, APCHA)

I.4 Expand the opportunity for safe and healthy housing for those in need, including older adults, people with disabilities, and low-income populations. (Work Program for Health and Human Services)

I.4.a Establish a comprehensive network of in-home services to support seniors and people with disabilities. (I - HHS, SrS, Senior Council, Private Sector)

I.4.b Explore a range of options to ensure availability of all levels of care accommodations and services for older adults and the disabled so they can choose to remain members of the community for life. (LT- SrS, Senior Council, Private Sector)

I.4.c Explore the concept of transitional and permanent low-income housing for community members striving to become self-reliant. (LT - Private Sector, HHS, Community Non-Profits, APCHA, P)

I.5 Ensure that all community members have access to all public assistance programs for which they qualify. (Work Program for Health and Human Services)

I.5.a As the budget allows, maximize all state/federal allocations by increasing the income levels under which members of the community may access public assistance programs. (I – HHS, KF, APCHA)

I.5.b Lobby the state and federal government to change assistance guidelines and funding to reflect the self-sufficiency standard. (I – HHS, City Manager, County Manager)

I.5.c Explore public transportation options to enable community members to access public assistance programs throughout the Roaring Fork Valley. (I – RFTA, T, HHS)

II. PUBLIC SAFETY

II.1 Ensure a safe community. (Community Goal)

II.1.a Strengthen coordination between public safety, schools and non-profits to support education and prevention programs. (Ex: Teen and Dating Violence Education courses at Aspen HS) (I – HHS, LE, Community Non-Profits, Aspen K-12)

II.1.b Establish reliable funding and staffing levels to provide public safety operations to meet growing public needs and unfunded mandates. (LT - HHS, PH, LE)

II.1.c Promote conflict resolution skills amongst neighbors and homeowners' associations. (I - LE, Community Non-Profits)

II.1.d Explore expanding community policing and neighborhood watch programs. (LT - LE)

II.1.e Participate in local and regional training on emergency plan components and instill a strong incident command culture (LT - LE)

II.1.f Encourage the Public Safety Council to continue clarifying roles and responsibilities in order to be responsive to changes in homeland security and to protect the Aspen Area residents, workers and visitors. (LT - LE)

II.1.g Strengthen local and regional emergency response teams. (LT - LE, PH, HHS, AVH, Aspen K-12, CMC)

II.2 Ensure a safety net exists for all at risk Aspen Area residents, visitors and workers. (Community Goal)

II.2.a Create programming to reduce the incidence of family violence and ensure the safety, permanency and well being of children in the Aspen area. (I – HHS, LE, PH, Aspen K-12, KF, Community Non-Profits)

II.2.b Streamline and coordinate the community response to incidents, such as family violence, financial exploitation of adults, and sexual assault, through enhanced collaboration among the appropriate agencies. (I – HHS, Response, DA's office, Law Enforcement, Mental Health and Substance Abuse counselors, Probation, Case management programs, Community Non-profits)

II.2.c Develop a comprehensive inmate re-entry program. (LT – LE, HHS, Community Non-Profits)

II.2.d Explore the creation of year-round homeless shelters, half-way houses and programs that address mental health, substance abuse, physical health, job assistance and case anagement. (LT – Community Non-Profits, HHS)

II.2.e Ensure dedicated funding and comprehensive resource development to provide coordinated, timely and quality services to at risk Aspenites. (LT- HHS, City Manager, County Manager, LPHA, PH)

II.3 Reduce juvenile and adult crime. (Work Program for Health and Safety Agencies)

II.3.a. Support recreational, cultural, and educational choices for youth to keep kids safe and engaged in the community, including mentoring and after-school and recreation programming (I - HHS, Community Non-Profits, CR, Aspen K-12)

II.3.b. Create a Restorative Justice Program and/or other alternative sentencing for juveniles and adults that allow for people to learn from and make amends for their crimes (I - LE, Community Non-Profits)

II.3.c. Develop and implement programs that provide prevention, intervention and treatment for juvenile sexual offenders. (LT - HHS, Community Non-Profits)

III. HEALTH

III.1. Promote community-wide collaboration to address health and social service needs throughout the community and in association with new development. (Community Goal, Work Program for health and Human Services, Proposed Code Amendment)

III.1.a Conduct a Community Health Assessment for the Aspen Area every 5 years and analyze, prioritize and implement findings. (I – HHS, PH, LPHA, EH, AVH, Community Non-Profits)

III.1.b Identify specific gaps in our health and social service networks. (I – HHS, PH, LPHA, EH, AVH, Community Non-Profits)

III.1.c Establish and implement a long term strategic plan to fund creative and sustainable solutions to the gaps in service. (I - HHS, LPHA, PH, EH, City Manager, County Manager)

III.1.d Address the gaps in the health and social service networks, with a goal of providing accessibility and affordability. (LT- Aspen K-12, HHS, Private Sector, Community Organizations, KF)

III.1.e Explore possible amendments to the City and County codes to include review criteria for self-reliance, health, and safety issues. (I – P, HHS)

III.1.f Explore the creation of a fee or other methods to mitigate impacts from development. (I – HHS, P, PH, SE)

III.1.g Add Health and Human Services to the regular internal review as a referral for land use applications. (I – HHS, P, APCA, PH, LE, Community Non- Profits, EH)

III.2 Ensure that a comprehensive health care system exists and that the community is aware of the system. (Community Goal, Collaborative Initiative)

III.2.a Educate the community about the importance of environmental and lifestyle risk factors, and provide programs to help reduce those risks (I – EH, HHS, LPHA, PH)

III.2.b Strengthen partnerships and communication between health care agencies and providers to enhance community health programming, cohesive case management and electronic communication. (LT- PH, HHS, AVH, Private Sector Health Providers, KF, EH, LPHA)

III.2.c Create a seamless system of services for families to support their children’s positive development from birth through school-age. (LT - KF, PH, Aspen K-12)

III.2.d Create an outreach program to link community members to health insurance. (I – HHS, Private Sector Health Providers)

III.2.e Support future opportunities and programs that will maximize the local benefits of Health Care Reform. (LT - HHS, PH, AVH, Private Sector, Community Non-Profits)

III.2.f Educate the community regarding the connection between improved child development and success in school and life. (I – KF, Aspen K-12, PH, HHS)

III.2.g Create comprehensive, accessible and bilingual tools, such as a phone and web directory, that provide information about available health, safety, education and social services. (I – HHS, LPHC, All Departments/Agencies)

III.2.h Continue collaboration and communication between the City and County Boards of Health. (I - PH, EH, LPHA)

III.3 Ensure that residents have access to primary care including prevention, palliative care, long-term care and health maintenance services, regardless of payer source. (Community Goal, Collaborative Initiative)

III.3.a Work with local and regional healthcare partners to develop, implement and align community health priorities through the Community Health Assessment. (I - PH, LPHA, EH, AVH, Community Non-Profits)

III.3.b Determine and address the need for improved access to Medicare, Medicaid, CHP+ and indigent care providers in the Aspen Area. (I – PH, Community Non-Profits, HHS, AVH, private providers, SrS)

III.3.c Collaborate with local, regional and state organizations to implement the policy. (LT – KF, PH, AVH, HHS)

III.3.d Support community efforts to attract and engage health care providers to share in the provision of health services to residents over 65 (Medicare insured). (I – PH, HHS, SrS, AVH, Private Sector)

III.3.e Explore the creation of a school-based health clinic and resource center in the Aspen School District (LT - Community Non-Profits, Aspen K-12 , HHS)

III.3.f Address the causes of childhood and adult obesity through development of comprehensive programs and education about nutrition, physical activity and access to healthy food. (LT - PH, LPHA, Aspen K- 12, Community Non-Profits, Private Sector)

III.3.g Support partnerships to create year-round safety education and prevention programs, and secure funding. (LT - AVH, PH, EH, LE, Aspen K-12, RFTA, CMC)

III.4 Ensure that residents of all ages have access to a comprehensive mental health and substance abuse system that addresses acute and chronic mental health needs. (Community Goal, Collaborative Initiative)

III.4.a. Work with community non-profits and local mental health and health care providers, to create a comprehensive, integrated and sustainable mental health system. (I – Community Non-Profits, HHS, Private Sector)

III.4.b Collaborate with local, regional and state organizations that work with children and families, to increase access to preventive care in all mental health areas for children. (LT – KF, Community Non-Profits, HHS)

III.4.c. Ensure that accessible and affordable mental health screening and treatment is available. (I – Community Non-Profits, SrS, HHS)

III.4.d. Work with public and private mental health practitioners to create an action plan that addresses senior issues, especially depression and anxiety. (I – SrS, Community Non-Profits)

III.4.e Support the creation and implementation of a comprehensive suicide prevention program. (I – Community Non-Profits, HHS)

III.4.f. Enhance substance abuse prevention education for children, adults and families. (I – Community Non-Profits, Aspen K-12, HHS)

III.4.g. Establish sustainable detoxification services and programs for the Aspen Area. (LT-Community Non-Profits, HHS)

III.5 Ensure that all residents have access to a comprehensive dental program. (Community Goal, Collaborative Initiative)

III.5.a. Explore the creation of a local and/or regional low-income dental care program. (I- PH, LPHA, HHS, Community Non-Profits)

III.5.b Provide community outreach, communication, and education on the importance of oral health and the availability of affordable dental services available in the Roaring Fork Valley. (I – Community Non-Profits, PH, HHS)

III.5.c Ensure dentistry for all ages is accessible and affordable. (LT - Private Sector)

III.6 Promote healthy family functioning. (Collaborative Initiative)

III.6.a. Provide consistent, quality education about what behaviors reflect healthy family functioning and about the availability of resources that support healthy family development. (LT – KF, PH, HHS, Aspen K- 12)

III.6.b Create a network of “Family to Family” support programs to use local families to mentor residents who have relocated to the area, who may be isolated from extended family or who may lack the knowledge or skills related to healthy development and interactions. (LT - HHS, PH, Community Non-profits)

III.6.c Support intergenerational and intercultural programming in all public facilities. (LT - KF, SrS, HHS)

III.6.d Establish an “Active Retiree Database” that includes a list of retirees and their talents/skills, along with a list of volunteer and part-time/ full-time “help wanted” opportunities to match people with activities/jobs (LT - ACRA, Private sector, SrS)

III.7 Promote and provide access to organic and sustainable local and regional food production. (Community Goal, Collaborative Initiative)

III.7.a Implement programs and policies to support co-operatives and local production of good, clean, and fairly priced food. (LT – City Manager, County Manager, LPHA, EH, Community Organizations)

III.7.b Amend City and County land use codes to eliminate regulatory barriers to small-scale personal agriculture, such as rooftop gardens, green roofs, cold frames, and green houses. (LT – P)

III.7.c Explore the use of public lands for community gardens and permaculture activities. (I – P, P/OS, Community Organizations)

III.7.d Coordinate efforts to educate the community about local food production, including programs that teach gardening. (LT – CMC, EH, Community Organizations)

III.7.e Create incentives so Women Infants and Children (WIC) nutrition program vouchers are accepted for fresh produce at the Aspen Farmer’s Market. (I- PH, LPHA, City Manager, County Manager)