

**2010/2011 ASPEN AREA COMMUNITY PLAN
DRAFT**

Draft 2010/2011 AACP Chapters

Managing Growth and Sustaining the Economy.....p. 2
West of Castle Creek Area.....p. 19
Transportation.....p. 25
Housing.....p. 40
Parks, Recreation, Open Space, and Trails.....p. 52
Environmental Quality.....p. 57
Historic Preservation.....p. 69
Sustaining the Aspen Idea.....p. 75
Planning for a Lifelong Aspenite.....p. 79

MANAGING GROWTH & ECONOMIC SUSTAINABILITY DRAFT CHAPTER

VISION

Definition of Growth: Growth is any increase in areas such as, but not limited to, developed square footage, structures, jobs, population, infrastructure, or need for public services. Growth can be a result of new development, changes in uses, redevelopment, or fluctuations in the economy (jobs and public services).

Comment [jg1]: Move to call out.

We are committed to returning to sustainable land use practices through which both the zoning and pace of growth are guided by restraint and respect for the physical scale and historic character of our small town. We recognize the physical limits of our valley and that uncontrolled growth will result in an unsustainable need for more Community Workforce Housing, infrastructure, and services. We desire to be a vibrant year-round community; therefore we want our economy to be healthy and diverse while maintaining our small town character.

We are committed to returning to sustainable land use practices guided by the following priorities:

- Manage the pace of growth;
- Preserve the physical scale and historic character of our small town;
- Preserve mountain views and the natural environment, including the safe enjoyment of an outdoor lifestyle;
- Prioritize the use of renewable building and energy sources over non-renewable resources;
- Encourage redevelopment that results in a diverse lodging inventory, affordable commercial and residential uses, and discourages projects with minimal community benefit and/or adverse impacts;
- Encourage local-serving businesses and a diverse visitor-based economy;
- Provide affordable housing for a critical mass of local residents, while limiting the future demand for additional affordable housing; and
- Respect the physical limits of the Aspen Area.

PHILOSOPHY

We have a longstanding history and strong ethic of growth management. Beginning in the mid-1970s, land use regulations were based on the desire to preserve the natural environment, a socially diverse community, and the unique heritage of our built environment. Growth management has evolved from a system originally designed to keep growth from out-pacing traditional infrastructure and fiscal capacity to a system that also directs growth to address changing community priorities and needs. Both the City of Aspen and Pitkin County have a history of implementing growth management and other land use tools to preserve open space and rural character, encourage a diverse lodging base, and maintain a critical mass of permanent residents.

**2010/2011 ASPEN AREA COMMUNITY PLAN
DRAFT**

But in many other ways we have fallen short of achieving important community goals. From the mid 20th Century, Aspen’s primary economy was visitor-based. In the last 20 years, our economy has been overshadowed and replaced by development-driven industries. At times, our land use tools have resulted in growth that is inconsistent with, and diminishes, the history, scale, and context of our built environment, the social diversity of our residents and visitors, the outdoor lifestyle, and our small town landscape. The intensity of construction during booming economic periods has made us more aware of the shortcomings of our existing land use tools.

Our responsibility is to ensure that future development is controlled so that it avoids further damage to the long-term health and stability of our community. We need to preserve the modest physical scale and architectural context of our small town. Even our most important community goal – ensuring our town is accessible and affordable to a diversity of people -- should remain subordinate to a built environment that respects the beauty and context of our surrounding landscape.

Infill redevelopment was a significant policy change emerging from the 2000 AACP. Though motivated by good ends—decreasing sprawl in the UGB, making the commercial core vital and exciting, and creating incentives for property owners to redevelop their property while achieving community goals like affordable housing—the result was far more mixed.

A great deal of public anger and frustration was expressed as a result of some, if not all, of the projects proposed under infill—though, admittedly, not many actual projects were built. To lessen the potential public divisiveness the assumptions underlying infill must be re-examined to evaluate their effectiveness in achieving the desired ends.

Our tools for managing growth should create a balance among a variety of uses and needs such that one sector does not overshadow others. We should also ensure that growth does not outpace the public sector’s financial capacity and the provision of necessary infrastructure to maintain both basic public services and a high quality of life.

Our roads and water system are part of infrastructure, as are public trails, affordable housing, a balanced lodging inventory, a lively and interesting downtown, unique restaurants, historic landmarks, engaging outdoor areas, recycling programs, clean air and water, compelling special events, healthy civic and non-profit organizations, essential businesses, and renewable energy systems.

Comment [jg2]: Change to a call out box

We must return to sustainable growth practices and we must ensure that our land development regulations are amended to reflect our community goals and values.

Growth Management & Pace of Construction

2010/2011 ASPEN AREA COMMUNITY PLAN DRAFT

Intense periods of construction activity threaten our community character and the long-term sustainability of the visitor-based economy. Therefore, we must coordinate amendments to the City and County codes to manage the pace of construction. The purpose of pacing construction is to maintain our high quality of life by limiting traffic congestion, noise, dust, disturbances, air pollution, and the disruption of the visual and aesthetic character of our neighborhoods and the downtown area.

The Residential Sector

While some potential remains for the residential development on vacant lots, the primary source of future residential construction will be in the area of redevelopment. The track record in the Urban Growth Boundary shows that residential redevelopment typically means the demolition and replacement of currently existing homes with expanded structures that are almost always built to the maximum square footage allowed, a trend that has had many negative impacts our community.

By reducing allowable house sizes and creating more rigorous regulations governing the location of homes in environmentally sensitive areas, we will:

- preserve scenic mountain views,
- limit damage to the natural environment,
- reduce employment generation,
- limit the public financial burden of additional infrastructure and annual local government operations,
- prevent negative construction impacts,
- maintain the safety and enjoyment of our outdoor lifestyle,
- limit the unnecessary use of resources and energy, and
- encourage a return to our visitor-base economy.

The Lodging Sector

During the last 10-15 years, the market has favored, and the land use codes have allowed many small to mid-sized lodges to convert to other uses. This has resulted in the development of deluxe, high-end, fractional “lodge” projects and large second homes that result in excessive job generation and buildings that are inconsistent with our town’s modest bulk, mass, and scale. We should formulate a strategy that favors economy/moderate priced lodges and encourages a mixture of inventory.

The Commercial Sector

As reflected in past planning efforts, we remain dissatisfied with the diversity of our retail sector. High-profile locations in the downtown have steadily converted from restaurants to retail spaces, retail spaces have transformed to offices, and high rents have resulted in a continuing shift towards exclusivity. We are concerned that businesses providing basic necessities will be replaced with

2010/2011 ASPEN AREA COMMUNITY PLAN DRAFT

businesses providing non-essential goods and services. While we have taken some steps to increase retail diversity, we must pursue more aggressive measures.

Public, Institutional, and Non-Profit Sector

We have a rich history of active involvement in civic and non-profit organizations, many of which arose from and further the Aspen Idea. Our non-profits are part of our community's distinct identity and their continued existence is integral to our character and economic health. Our sense of community depends on the continued strength of these important and historically significant institutions.

Mitigation

The City of Aspen and Pitkin County currently require new development and redevelopment to mitigate its impacts on the community, such as parks, schools, affordable housing, transportation, etc. We must re-evaluate and strengthen our strategies to discourage the types of development and redevelopment that provide minimal public benefit and to ensure that all impacts are mitigated.

Maintaining Our Tourist-Based Economy

Our long-term sustainability as a community and visitor-based economy depends largely on our ability to remain an attractive, welcoming, and accessible and affordable place for future generations.

POLICIES AND ACTION ITEMS

The following policies and action items are adopted to address the following critical issues: 1) Managing Growth 2) Pace of Construction, 3) Residential Sector, 4) Lodging Sector, 5) Commercial Sector, 6) Public, Institutional, and Non-Profit Sector, 7) Mitigation, and 8) Maintain our of our Tourist-Based Economy.

The action items are arranged alongside the policies, so the purpose of the action item is understood. Each Policy is numbered, while the associated Action Items are lettered. For example, Action Item "1.a" is associated with Policy "1." Because this is a ten year plan, the action items are prioritized in terms of "immediate" ("I") or "longer term" ("LT"), so that there is immediate progress made to implement the immediately necessary policies of this section, while still allowing for development of ideas and legislation that may further the broader policies of the plan in the long-term. The city/county department responsible for the action item is indicated as follows: Planning ("P"); Building ("B"); Attorney's Office ("AO"); Aspen Pitkin County Housing Authority ("APCHA"); Canary Initiative ("CI"); Open Space & Parks ("OS/P"); Special Events ("SE"); and City Clerk ("CC").

**2010/2011 ASPEN AREA COMMUNITY PLAN
DRAFT**

I. MANAGING GROWTH POLICIES	I. MANAGING GROWTH ACTION ITEMS
1. Achieve sustainable growth practices to ensure the long term viability and stability of our community.	1.a Revise the GMQS to include quotas for residential demolition and replacement. (I – P, AO) 1.b Explore expanding the GMQS objective points system for all development, including demolition and replacement, that encourages community benefits. (I – P, AO) 1.c Update the GMQS to account for job generation and mitigation studies (see Mitigation Action Items in Section VII). (I – P) 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.
2. Restore public confidence in the development process.	2.a Amend the land use codes to create a greater expectation of certainty and predictability in the review process. (I – P) 2.b Create a publicly accessible UGB-wide 3D model that shows what development is permitted under the land use codes. (I – P) 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) 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)
3. Our public policies should be informed by reliable data on population segments and their impacts.	3.a Use Population Segment Chart as a starting point for tracking population data in the Urban Growth Boundary. Require yearly

Comment [jg3]: define

**2010/2011 ASPEN AREA COMMUNITY PLAN
DRAFT**

<p>4. Our public policies should be informed by reliable data on new construction.</p>	<p>updates to be included in City and County Annual Reports. (I-P)</p> <p>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)</p> <p>4.a 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)</p>
<p>II. PACE OF CONSTRUCTION POLICIES</p> <p>1) Establish a construction pacing system that respects quiet enjoyment of our community and neighborhoods.</p>	<p>II. PACE OF CONSTRUCTION ACTION ITEMS</p> <p>1.a Establish a “target” year, determined to be acceptable in terms of construction activity, to be used as baseline for building permit cap.</p> <p>1.b Amend and coordinate City and County codes to pace the level of construction activity on an annual basis.</p> <p>1.c Amend codes to include residential demolition and replacement (“scrape and replace” development) in the pacing system.</p> <p>1.d Explore exemptions for certain development, including creation of 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.</p> <p>1.e Establish 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,” such as awarding points for older homes that have not undergone significant redevelopment to date. (I – P)</p>

**2010/2011 ASPEN AREA COMMUNITY PLAN
DRAFT**

	<p>1.f Establish a percentage square footage increase that is allowable per year (i.e. tie proposed square footage to what is in the pipeline). (I – P)</p> <p>1.g Explore the role of vested rights as a tool in a pacing system. (I – P, AO)</p>
<p>III. RESIDENTIAL SECTOR POLICIES</p> <p>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.</p> <p>2. Control the location and reduce the size of homes in order to:</p> <ul style="list-style-type: none"> • protect the natural visual quality of river and stream corridors and mountainsides; • protect our small town community character and historical heritage; • reduce environmental degradation and protect the quality of our rivers and streams; • limit consumption of energy and building materials; • limit the burden on public infrastructure and ongoing public operating costs; and • reduce short- and long-term job generation impacts, such as traffic congestion and demand for affordable housing; 	<p>III. RESIDENTIAL SECTOR ACTION ITEMS</p> <p>1.a Amend City and County codes to implement the policy. (I-P)</p> <p>1.b Establish an Inter-Governmental Agreement regarding annexation policy in the area within the Urban Growth Boundary. (I-P)</p> <p>1.c Explore mechanisms for a joint review of development in the Urban Growth Boundary (I-P).</p> <p>2.a City and County Planning and Zoning Commissions should jointly and comprehensively examine and improve the following code regulations:</p> <ol style="list-style-type: none"> 1. City 8040 Greenline regulations 2. City slope requirements (FAR, Density) 3. City and County Stream Margin Review 4. County site plan review on slopes 5. County slope requirements (FAR, Density) 6. County scenic review (I-P, OS/P, AO) <p><i>Note to include in document: The existing City and County codes are inconsistent with regard to visual quality, riparian protection, preservation of slopes, and environmental degradation, and are also ineffective in protecting these important qualities.</i></p> <p>2.b Explore prohibiting development on slopes of 30% or greater. (I-</p>

Comment [JH4]: We need to define FAR or spell it out each time we use it, similar to what we do with Urban Growth Boundary, although I believe we could define it in a call-out box/glossary then just spell it out once the first time it is used in each chapter, followed by the abbreviation in parentheses, and then simply use the abbreviation thereafter within that chapter. For example, Urban Growth Boundary (UGB) or Floor Area Ratio (FAR).

**2010/2011 ASPEN AREA COMMUNITY PLAN
DRAFT**

<ul style="list-style-type: none"> • limit variances to reduce impacts on the neighborhood and the community. 	<p>P, AO) <i>(Neither the City nor County currently have an outright prohibition regarding building on slopes.)</i></p> <p>2.c Amend County code to reduce the maximum “hard cap” for house sizes within Urban Growth Boundary from 15,000 s.f. to 7,500 s.f. Amend City code to create a 5,000 sq. ft. hard cap. (I-P)</p> <p>2.d Amend the City and County codes to reduce or eliminate FAR exemptions for items such as sub-grade space and garages. (I – P)</p> <p>2.e Ensure the viability of the County’s Transferable Development Right (TDR) program when making changes to the hard cap on house sizes in the County. Scope of work would include:</p> <ul style="list-style-type: none"> a) Estimate future TDR supply; b) Review potential adjustments to ensure adequate demand, such as reducing the FAR awarded for a TDR; c) Explore a sliding FAR scale for TDRs based on scenic or other value related to the sending site; d) Explore potential for inter-jurisdictional TDR exchange between County and City; e) Explore other possible “awards” for receiving sites (aside from FAR). (I-P) <p>2.f Evaluate the City and County TDR programs to ensure they are serving a valuable public purpose (I – P)</p> <p>2.g 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)</p> <p>2.h Amend City and County codes to address proper location and solar orientation of homes. (I-P, B, CI)</p>
--	--

Comment [jg5]: CALL OUT BOX

**2010/2011 ASPEN AREA COMMUNITY PLAN
DRAFT**

<p>3. Protect the visual quality and character of residential neighborhoods by reducing site coverage, mass, and scale.</p> <p>4. Encourage permanent residents to remain in existing free market homes</p>	<p>2.i Expand and strengthen the County’s “scenic zones,” 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)</p> <p>2.j Amend the County code to establish a sliding scale FAR for substandard size parcels in the AR-10 zone. (I-P)</p> <p>2.k Amend City and County codes to make variance criteria more stringent in order to limit the impact of those variances on neighborhoods. (I – P)</p> <p>3.a Amend City and County codes to reduce allowable site coverage and create Residential Design Standards customized by neighborhood. (I-P)</p> <p>3.b Explore the potential of form-based design standards, and volumetric FAR calculations. (I-P)</p> <p>3.c Study development in historic town-site areas of Aspen and other similar mountain communities such as Crested Butte, Steamboat Springs and Telluride in order to create standards that preserve visual quality and character. (I-P)</p> <p>4.a Explore incentives to encourage local residents to stay in the homes they own, such as</p> <ul style="list-style-type: none"> 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)
---	---

Comment [JH6]: Do we have an official term in our LUC? Or is this the official term?

**2010/2011 ASPEN AREA COMMUNITY PLAN
DRAFT**

IV. LODGING SECTOR POLICIES	IV. LODGING SECTOR ACTION ITEMS
<p>1. Lodging should be modest in bulk, mass, and scale in order to:</p> <ul style="list-style-type: none"> • create certainty in land development; • prioritize maintaining our mountain views; • protect our existing lodges; • protect our small town community character and historical heritage; • limit consumption of energy and building materials; • limit the burden on public infrastructure and ongoing public operating costs; and • reduce short- and long-term job generation impacts, such as traffic congestion and demand for affordable housing. 	<p>1.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)</p> <p>1.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)</p> <p>1.c Explore the creation of new solar and view easements. (I – P)</p>
<p>2) Lodging amenities should be designed to facilitate interaction between visitors and residents.</p>	<p>2.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)</p> <p>2.b Encourage a diversity of amenities from lodge to lodge to ensure a balance within the community. (I – P)</p>
<p>3) Maintain and encourage a diverse and balanced lodging inventory.-</p>	<p>3.a Update the City and County lodging database that includes information on size, age, bed base, and amenities provided. (I – P)</p> <p>3.b Explore amendments to the Land Use Code that places a priority on lodges that replace what is being eliminated. (I – P) redevelop what we need (based on the inventory) before we develop something that we don’t.</p>

**2010/2011 ASPEN AREA COMMUNITY PLAN
DRAFT**

<p>4) Prevent the further loss of lodging inventory.</p>	<p>3.c Explore methods to maintain the inventory of smaller lodges. (I-P)</p> <p>3.d Explore the potential for incentives to encourage voluntary deed-restricted economy/moderate lodging. (I-P)</p> <p>3.e Explore amending the City and County codes to allow for bed and breakfast-type lodging in residential neighborhoods. (LT – P)</p> <p>3.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)</p> <p>3.f 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)</p> <p>4.a Amend the City Code to eliminate the provision for new multi-family free market residential as the sole use on a parcel in the Lodge Zone District. (I-P)</p> <p>4.b Explore allowing the conversion of existing multi-family free-market buildings to lodging uses. (I-P)</p> <p>4.c Amend the City and County Land Use Codes to eliminate the provision of free-market residential incentives in the lodge program. (I – P)</p> <p>4.d Amend the City and County Land Use Codes to eliminate the ability to convert lodging to other uses. (I – P)</p>

**2010/2011 ASPEN AREA COMMUNITY PLAN
DRAFT**

V. COMMERCIAL SECTOR POLICIES	V. COMMERCIAL SECTOR ACTION ITEMS
<p>1) Ensure that the City code supports development that reflects the contextual architectural heritage in terms of site coverage, mass, scale, form and a diversity of heights.</p> <p>2) Facilitate and assist essential businesses that provide basic community needs.</p> <p>3) Create a commercial mix that is affordable, balanced, diverse, vital, and meets the needs of year-round residents and visitors.</p>	<p>1.a Generate scenarios at various levels of development, considering the Commercial Design Guidelines and Historic Preservation Guidelines to ensure they implement the policy. (I-P)</p> <p>1.b Amend the Commercial Design Guidelines, Historic Design Guidelines and zoning as needed to implement the policy. (I-P)</p> <p>1.c Re-evaluate the assumptions behind the Infill codes, such as what is the appropriate historic pattern of development to model. (I – P)</p> <p>1.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)</p> <p>2.a Identify products and services that are considered basic community needs. (I – P)</p> <p>2.b Create an inventory of existing essential commercial uses and businesses and establish measures to keep them viable. (I-P)</p> <p>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)</p> <p>3.a. Conduct a Market Study to identify the level of demand and availability within the Aspen Area for products and services by residents in order to determine if code changes are needed. (I-P)</p> <p>3.b Explore incentives, such as Growth Management, for non-prime</p>

**2010/2011 ASPEN AREA COMMUNITY PLAN
DRAFT**

	<p>commercial space including basements and alleys. (I-P)</p> <p>3.c Explore amending zoning to encourage locations for products and services identified as needed in the Market Study. (I-P)</p> <p>3.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)</p> <p>3.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)</p> <p>3.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)</p> <p>3.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)</p> <p>3.h Explore the potential to use public sector or non-profit owned commercial spaces to implement policy. (I-P)</p>
<p>VI. PUBLIC, INSTITUTIONAL, AND NON-PROFIT SECTOR POLICIES</p> <p>1. Ensure that PUD and COWOP processes result in tangible community benefits and do not damage the built environment through mass and scale that significantly exceed land use code</p>	<p>VI. PUBLIC, INSTITUTIONAL, AND NON-PROFIT SECTOR ACTION ITEMS</p> <p>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)</p>

Comment [JH7]: define

**2010/2011 ASPEN AREA COMMUNITY PLAN
DRAFT**

<p>standards.</p> <p>2. Preserve and enhance our non-profit and quasi-public facilities and spaces. (see also Aspen Idea Chapter)</p> <p>3. All new or expanded non-profit facilities should be located within the Urban Growth Boundary, and preferably within the City limits.</p>	<p>1.b Review City and County Planned Unit Development (PUD) and COWOP chapters 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)</p> <p>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)</p> <p>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).</p> <p>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).</p> <p>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, Community Non- Profits)</p> <p>2.d 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, Community Non- Profits)</p> <p>3.a Examine recent Pitkin County code changes to ensure that they implement this policy and amend those policies if they do not. (I – P)</p>
--	---

Comment [jg8]: Explain this reference in final doc

<p>VII. MITIGATION POLICIES</p> <p>1. Ensure that new residential development and redevelopment mitigates all reasonable, directly-related housing impacts. (See Colorado Revised Statutes 29-20-104.5)</p>	<p>VII. MITIGATION ACTION ITEMS</p> <p>1.a Conduct a comprehensive review of all residential mitigation options. (I-P)</p> <p>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)</p> <p>1.c Create a “mitigation menu” based on the job generation study, including:</p> <p>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)</p> <p>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 process(es), identifying buy-down properties, etc, as well as the traditional hard costs of construction (I-P, APCHA)</p> <p>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)</p>
--	--

**2010/2011 ASPEN AREA COMMUNITY PLAN
DRAFT**

<p>2. Use mitigation policies as a tool to bring the lodging inventory into balance, with a focus on product diversity.</p> <p>3. Ensure that impact fees fully offset the associated costs of development on the community.</p>	<p>1.c.iv Explore public-private partnerships to create affordable housing. (I-P, APCHA)</p> <p>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)</p> <p>1.c.vi Amend the City ADU program to require mandatory occupancy when used as mitigation for housing impacts. (I-P)</p> <p>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)</p> <p>2.a Conduct a study that assesses the job generation of different types of lodging product. (I-P)</p> <p>2.b Implement mitigation policies, based on study results, to encourage flexibility in unit sizes, configurations and other elements to create a diverse lodging inventory. (I-P)</p> <p>2.c Conduct a comprehensive study of City lodging projects from the past five years to determine the successes and shortcomings of the 2005/07 City lodging incentives , and revise accordingly.</p> <p>3.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)</p> <p>3.b Explore an impact fee dedicated to capital improvements for health and human services. (I – P, HHS, PH)</p>

Comment [j9]: Clarify in final document

**2010/2011 ASPEN AREA COMMUNITY PLAN
DRAFT**

VIII. MAINTAIN OUR TOURIST-BASED ECONOMY POLICIES	VIII. MAINTAIN OUR TOURIST-BASED ECONOMY ACTION ITEMS
<p>1) Maintain and improve the Aspen Area’s tourist-based economy.</p>	<p>1.a Establish a collaborative working group with entities that have amenity space, such as major institutions, the public sector, SkiCo and larger lodges, to develop event ideas that keep Aspen relevant for the next generation. (LT-P)</p> <p>1.b Encourage adaptable use of public spaces for events. (LT- P)</p> <p>1.c The working group should conduct field trips to explore what other resort communities are doing to attract visitors. (I – P, SE)</p> <p>1.d The working group should conduct periodic analyses of our competitive advantages and disadvantages, and then explore ways to ensure that the resort amenities appeal to new visitors. (LT-P)</p> <p>1.e Reinvigorate the Sister Cities program by placing an emphasis on sharing new ideas to attract visitors.</p> <p>1.f Proactively promote the diversity of community events, activities, and experiences that communicate the Aspen Idea. (LT-P)</p> <p>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)</p>

Comment [jg10]: Steal from Idea chapter

WEST OF CASTLE CREEK CORRIDOR DRAFT CHAPTER

Vision

The West of Castle Creek Area should provide a gradual transition from the rural expanses of the county to the more developed neighborhoods of the West End and the urbanized atmosphere of downtown Aspen. The area should feature separate and recognizable “pockets” of uses, maintaining a development pattern and scenic quality along the Highway corridor that creates a distinct series of visual experiences that signal arrival to the Aspen Area.

Add language on boundaries of the area – call out box

Philosophy

We should preserve and prioritize views of ski areas and open space in order to maintain the transitional character of the area. -. The success of the West of Castle Creek Area relies on enhancing our transportation system and a comprehensive planning effort that strives to maintain a distinct and memorable arrival experience. For the first time, we are committed to including all of these goals in a comprehensive land use plan for the West of Castle Creek Area.

The West of Castle Creek Corridor is the “gateway” to Aspen, providing both the physical entrance to Aspen and the transition from a rural landscape to the more urban townsite. The visual experience of this gateway corridor is of critical importance, and the many different views of our natural surroundings are paramount when it comes to future planning. Density, size and scale of the built environment must complement rather than detract from nature.

The West of Castle Creek Corridor is home to a wide variety of important uses that define the gateway experience – the airport, a community college, a local business center, a ski area, affordable housing, and golf courses - all of which are critical components of our community. Each use is different in character and purpose, representing distinct, physically separated “nodes” of activity. To maintain these separate and distinct functions, planning for this area should support a well-defined visual pattern and a defined set of prescribed and limited uses for each node. This area should not become an urbanized tunnel-like corridor, with repetitive development and the feeling of “sameness” that define the worst kind of urban sprawl.

It is important to define and maintain the relationship between the West of Castle Creek Corridor and Aspen, with the core of Aspen remaining the primary commercial center for employment, goods and services. While convenience and land cost may encourage increased development in the West of Castle Creek Corridor, any development should be limited to existing nodes in order to maintain

**2010/2011 ASPEN AREA COMMUNITY PLAN
DRAFT**

undeveloped spaces between them. We should preserve and prioritize views of ski areas and open space in order to maintain the transitional character of the area.

The Aspen Business Center should remain a business service and limited light industrial area for Aspen residents and businesses, while the residential neighborhoods in the corridor should enjoy basic services that limit residents’ need to travel into Aspen. The Base of Buttermilk should continue to function as a vital recreational and lodging component of the Aspen resort community.

Part of the success of the West of Castle Creek Corridor relies on maintaining and enhancing our transportation system. A seamless connection between the City of Aspen and the West of Castle Creek Area can be achieved by improving transit services, and integrating bike and pedestrian paths. Ease of movement between the city and the West of Castle Creek Corridor will create a healthier and more sustainable environment for every use along the corridor.

We are committed to developing a West of Castle Creek Corridor Master Plan that incorporates all aspects of this philosophy.

POLICIES AND ACTION ITEMS

The following policies and action items are adopted to address the following critical issues:

The action items are arranged alongside the policies, so the purpose of the action item is understood. Each Policy is numbered, while the associated Action Items are lettered. For instance, Action Item “1.a” is associated with Policy “1.” Because this is a ten year plan, the action items are prioritized in terms of “immediate” (“I”) and “longer term” (“LT”), so that there is immediate progress made to implement the immediately necessary policies of this section, while still allowing for development of ideas and legislation that may further the broader policies of the plan in the long-term. The government department or agency responsible for any given action item is indicated as follows: Planning (“P”); Building (“B”); Airport (“A”); Open Space & Parks (“OS/P”); Public Works (“PW”); Roaring Fork Transit Agency (“RFTA”); and Transportation (“T”).

I. TRANSPORTATION POLICIES	I. TRANSPORTATION ACTION ITEMS
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 Area corridor.	1. a. Create a comprehensive transportation master plan for the West of Castle Creek Area 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

	<p>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)</p> <p>1.b. 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)</p> <p>1c. Determine the parking need in the AABC, 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 AABC. (I-PW)</p> <p>1d. Explore the creation of a transportation district in the West of Castle Creek Area to ensure that development pays for transportation improvements in the corridor. (LT-T, PW)</p> <p>1e. Create a transit shuttle in the West of Castle Creek corridor, connecting the City of Aspen to Burlingame, Truscott, BMC, the Aspen Airport Business Center and North 40. (I- RFTA, T, PW)</p> <p>1.f. 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)</p> <p>1g. 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)</p>
--	---

**2010/2011 ASPEN AREA COMMUNITY PLAN
DRAFT**

<p>2. Ensure safe and efficient pedestrian and bike connections exist within the West of Castle Creek Area and connect the area to the Aspen downtown.</p>	<p>1h. Explore options for the Stapleton property adjacent to Buttermilk as a link in the transit system. (LT-County Attorney, PW)</p> <p>1i. 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)</p> <p>2a. Explore and implement funding options for building a safe pedestrian crossing on Highway 82 at the Airport/Airport Business Center. As one option, consider a grade-separated crossing, with preference for an underpass. (LT – Airport, CDOT, RFTA, AABC Group, City manager, County Manager)</p> <p>2b. Connect all West of Castle Creek residential development within walking or bicycling distance by trail to the Airport Business Center. (LT - P, OS/P)</p> <p>2c. 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, OS/P)</p> <p>2d. Improve pedestrian safety and circulation within the Airport Business Center (AABC).</p> <p>2e. 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)</p>
<p>II. SCENIC POLICIES</p> <p>1. Density, size and scale of new development and</p>	<p>II. SCENIC ACTION ITEMS</p> <p>1.a. Visual modeling should be undertaken for the West of Castle Creek</p>

**2010/2011 ASPEN AREA COMMUNITY PLAN
DRAFT**

<p>redevelopment in the West of Castle Creek Area should maintain the open views of the natural environment seen as one travels through this portion of the Highway 82 corridor.</p>	<p>Area to provide a baseline for the existing visual aspects of bulk, height, density, setbacks and land use patterns, and to 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)</p> <p>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)</p> <p>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)</p> <p>1.d Maintain the 200 foot setback from Highway 82 at the Airport Business Center (AABC) and the 100 foot setback in the rest of the corridor. (LT - P)</p> <p>1.e Update the City’s Annexation Plan and Land Use Code, as necessary, to ensure annexation agreements maintain the setbacks along the corridor</p> <p>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)</p>
<p>III. LAND USE POLICIES</p> <p>1. Planning for the West of Castle Creek Area should support a well defined visual pattern for a series of distinctly different</p>	<p>III. LAND USE ACTION ITEMS</p> <p>1.a Create a comprehensive Land Use Master Plan and Future Land Use Map for the West of Castle Creek Area that ensures planning in the area is</p>

**2010/2011 ASPEN AREA COMMUNITY PLAN
DRAFT**

<p>“nodes” of activity supporting limited uses that are physically separated by open space.</p>	<p>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 current uses to maintain their functionality, vitality, and longevity. (I – P)</p> <p>1.b Amend City and County Land Use Codes to implement the findings of the Land Use Master Plan. (LT – P)</p> <p>1.c Amend City and County zoning in the area to discourage additional development of new free-market single family and duplex homes. (I – P)</p> <p>1.d Create and adopt joint City and County Design Standards for the area that reflect the diversity of nodes in the corridor. (LT – P)</p> <p>1.e Maintain the existing use mix and balance at the Aspen Airport Business Center. (I - P)</p> <p>1.f Maintain the Buttermilk/Inn at Aspen area as a lodge/ski/recreation area. (I – P)</p> <p>1.g Ensure any redevelopment of the Inn at Aspen and the Base of Buttermilk is coordinated. (LT - P)</p> <p>1.h Ensure that the Airport Master Plan limits uses on site to transportation and supporting uses. (I - P)</p> <p>1.i Identify pockets within the West of Castle Creek area that should remain as open space buffers between activity nodes, and zone as appropriate. (I – P)</p> <p>1.j Create a master sign plan for the West of Castle Creek Area to facilitate user friendly access and circulation for residents and guests. (I – P)</p>
---	--

TRANSPORTATION DRAFT CHAPTER

VISION

We seek to provide a balanced, integrated transportation system that reduces congestion and air pollution. Mass transit use, bicycling, and walking are tools to help us achieve this vision.

PHILOSOPHY

Our transportation philosophy comes largely from our desire to maintain a quality of life that reflects how a small town looks, feels and functions. We must continue to limit the number of vehicles coming into town and reduce daily traffic jams and lines of idling vehicles. Our future should be one in which the automobile plays a smaller role in people's everyday lives.

We should not build additional highway lanes to accommodate more private vehicles, but should increase the percentage of trips made via alternative modes of transportation. We must continue to make our mass transit and pedestrian/bike trail system more convenient, efficient, comprehensive and enjoyable. Bus Rapid Transit should connect to transit hubs, including air, road, and trail access points, to encourage our community to use public transportation. Our commitment to alternative modes of transportation helps improve air quality, reduce greenhouse gas emissions, promote public health, and reduce our dependence on non-renewable resources. Transportation solutions begin when we each take responsibility for our individual transportation habits.

The airport is an important component of our multi-modal transportation system and we support its mission to provide safe, efficient, reliable and environmentally-responsible airport services and facilities. We recognize that the airport offers an opportunity to help achieve some of our transportation goals by reducing the number of people coming to our community via vehicles, and from other airports. It is essential to integrate the airport with alternative modes of transportation to diminish reliance upon rental vehicles.

Transportation is inextricably linked to land use issues. Decisions about development have a direct impact on transportation patterns and congestion levels. While the economic downturn has reduced jobs and traffic congestion, we have to assume that congestion will continue and possibly intensify, limiting mobility and seriously damaging our small town quality of life. This community plan includes policies that pace construction activity on an annual basis, limit potential build-out by capping house sizes, and further regulate construction in environmentally sensitive areas. New development should take place only in areas that are, or can be, served by transit and should fully mitigate for its short and long-term transportation impacts. Another important factor in reducing congestion is limiting the displacement of workers through a strong Community Workforce Housing program.

**2010/2011 ASPEN AREA COMMUNITY PLAN
DRAFT**

This community plan does not include a specific solution for the Entrance to Aspen, however, it does provide guidance for future decision-making.

Some of the past improvements have included the doubling of RFTA ridership in the 1990s; building 22 miles of pedestrian and bicycle trails in the Aspen Area; establishing a downtown paid parking system that has reduced vehicle trips; dedicating bus lanes on Main Street in 2006; approving two miles of dedicated bus lanes from the airport to the roundabout in 2007; moving forward on a runway extension to increase aircraft efficiency, and approving funding in 2008 for the next phase of RFTA improvements, known as Bus Rapid Transit. Our flexible public transit system makes it possible to hold major special events that help sustain our resort economy.

Comment [ML11]: Turn this into a callout? This is far too long and isn't really philosophy.

POLICIES AND ACTION ITEMS

The following policies and action items are adopted to address the following critical issues: 1) Public transit, 2) bikes and pedestrians, 3) User Groups and Transportation Demand Management, 4) Entrance to Aspen 5) Managing Growth, 6) Parking, 7) Education & Public Outreach, 8) Airport, 9) Funding, and 10) Data Gathering.

The action items are arranged alongside the policies, so the purpose of the action item is understood. Each Policy is numbered, while the associated Action Items are lettered. For instance, Action Item “1.a” is associated with Policy “1.” Because this is a ten year plan, the action items are prioritized in terms of “immediate” (I) and “longer term” (LT), so that there is immediate progress made to implement the immediately necessary policies of this section, while still allowing for development of ideas and legislation that may further the broader policies of the plan in the long-term. The government department or agency responsible for any given action item is indicated as follows: City Transportation (T); City Manager; County Manager; Open Space and Parks Departments (OS/P); County Public Works (PW); Roaring Fork Transit Authority (RFTA); Planning (P); City Engineering (E).

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.

Comment [ML12]: This gets lost up here. I think we should find a way to incorporate it into the chart.

I. PUBLIC TRANSIT POLICIES	I. PUBLIC TRANSIT ACTION ITEMS
1. Improve the convenience, reliability, comfort,	1.a The City, County, Snowmass Village, EOTC, SkiCo and RFTA must be active partners to implement Bus Rapid Transit (BRT). (I –

**2010/2011 ASPEN AREA COMMUNITY PLAN
DRAFT**

<p>affordability, safety, capacity, and quality of the transit service experience, while ensuring physical improvements are consistent with community character.</p>	<p>T, County Manager, City Manager, Town of Snowmass Village, RFTA, SkiCo, PW, Airport)</p> <p>1.b Maintain free bus service from Aspen to Snowmass (LT – T, RFTA)</p> <p>1.c Maintain existing free bus service in the Urban Growth Boundary and explore additional routes. (LT – T, RFTA)</p> <p>1.d Make using, accessing, and getting information about public transit more intuitive. (LT – City, RFTA, Airport)</p> <p>1.e Utilize technology to provide real-time information on transit services and road conditions. (I – RFTA)</p> <p>1.f Review RFTA’s fare system to achieve greater simplicity and clarity and to ensure affordability. (LT- RFTA)</p> <p>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)</p> <p>1.h Increase the ability of buses to carry bicycles (LT- RFTA)</p> <p>1.i Incorporate public art at BRT stations. (I – RFTA, T, PW, City Manager, County Manager)</p> <p>1.j Identify the location and amount of space required for bus parking, maintenance, staging areas for RFTA.</p> <p>1.k Remodel Rubey Park to improve bus staging areas. (LT – T,RFTA, City Manager)</p>
--	--

**2010/2011 ASPEN AREA COMMUNITY PLAN
DRAFT**

<p>2. Plan for the location and development of Park and Ride areas considering ease of intermodal transition, quality of experience, effectiveness and cost.</p>	<p>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)</p> <p>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)</p> <p>2.c Develop cost comparisons for different Park and Ride locations. (I – RFTA, T, PW)</p> <p>2.d Explore options for enhancing the transition between modes at Park and Ride locations to improve the quality of the experience. (I – RFTA)</p> <p>2e Plan for bicycle storage/lockers at Park and Ride areas. (I – RFTA, T, PW)</p>
<p>3. Actively promote public awareness of transit alternatives for visitors and second homeowners.</p>	<p>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)</p> <p>3.b Provide information on travel options in multiple languages and using international symbols. (I – RFTA, T, Airport)</p>
<p>4. Maintain the reliability and improve the convenience of City of Aspen transit services.</p>	<p>4.a Improve bus stop shelters and passenger amenities.. (I – T)</p> <p>4.b Replace transit vehicles that have met or exceeded their service</p>

**2010/2011 ASPEN AREA COMMUNITY PLAN
DRAFT**

	<p>life, and add vehicles to meet demand. New vehicles should be environmentally clean and quiet. (LT – T)</p> <p>4.c Support consistent operating hours for transit routes. (I – T)</p> <p>4.d Ensure bus services remain free for users. (I – T)</p> <p>4.e Utilize technology to provide real-time information on transit services and road conditions. (I – T)</p> <p>4.f Explore the demand and funding available for extending transit services to the AABC. (I – T, PW)</p> <p>4.g Explore increasing the frequency of certain transit routes, while minimizing impacts on neighborhoods. (LT – T)</p>
<p>II. BIKE AND PEDESTRIAN POLICIES</p> <p>1. Integrate bike and pedestrian trails with the public transit system.</p> <p>2. Extend and improve trails that can be used for commuting purposes.</p> <p>3. Expand and improve bicycle parking/storage.</p>	<p>II. BIKE AND PEDESTRIAN ACTION ITEMS</p> <p>1.a Identify bike and pedestrian trail 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)</p> <p>2.a 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)</p> <p>3.a Amend the codes to establish a “trigger point” for requiring bicycle parking/storage. (I – P)</p> <p>3.b Require all publicly-funded development to provide space for</p>

**2010/2011 ASPEN AREA COMMUNITY PLAN
DRAFT**

<p>4. Improve the convenience, safety, and quality of experience for bicyclists and pedestrians on streets and trails.</p>	<p>bicycle parking/storage in prominent locations. (I – P, T)</p> <p>4.a Develop a comprehensive plan for convenient bicycle parking/storage in downtown, Explore replacing some vehicle parking with bike parking. (LT – T, OS/P)</p> <p>4.b Explore adding bike lanes to existing rights-of-way. (LT – T, Streets, P, Eng., City Manager)</p> <p>4.c Use cash-in-lieu funds (for parking or pedestrian amenities) to implement the Downtown Enhancement and Pedestrian Plan (DEPP). (I – P)</p> <p>4.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, OS/P, P, Airport)</p> <p>4.e Explore establishing a system of free bicycles for community users throughout the UGB. (I – T)</p>
<p>III. USER GROUPS AND TRANSPORTATION DEMAND MANAGEMENT POLICIES</p> <p>1. Reduce vehicular trips through the Entrance to Aspen and in neighborhoods that are generated by employment, special events, school, recreation or other activities.</p> <p><u>Note for Final Document: Define TDM</u> (TDM is Transportation Demand Management, meaning programs or services that maximize the use of alternative transportation. Alternative transportation generally encompasses bus, carpool,</p>	<p>III. USER GROUPS AND TRANSPORTATION DEMAND MANAGEMENT ACTION ITEMS</p> <p>1.a Amend the codes to require all new major development to implement a customized Transportation Demand Management (TDM) plan that sustains their commitment to alternative transportation modes. (I – P, T)</p> <p>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)</p>

**2010/2011 ASPEN AREA COMMUNITY PLAN
DRAFT**

<p>vanpool, bike, walk and carshare modes as well as compressed workweeks and telework. TDM also encompasses outreach and education programs as well as built alternatives such as park and rides, HOV lanes, etc. Economic incentives and disincentives are also considered TDM programs.)</p> <p>define TOP (TOP is the acronym for the City's Transportation Options program which is an employer outreach effort that currently serves about 36 businesses. It is separate from other outreach programs offered to tourists, commuters, etc.)</p>	<p>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)</p> <p>1.d Educate homeowners who employ a large number of service workers regarding the benefits of TOP programs. (I – T, Finance Department)</p> <p>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)</p> <p>1.f Establish a menu of TDM requirements for special events to be implemented by the Special Events Committee. (I – T, Special Events Committee)</p> <p>1.g Implement new TDM measures , including real-time on-line car-pool matching, public and/or private vanpooling, dynamic carpooling and other measures. (I – T)</p> <p>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)</p> <p>2.a 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)</p> <p>2.b Ensure adequate funding and staff resources exist for</p>
<p>2. Reduce the impacts of construction-related congestion at the Entrance to Aspen and in our neighborhoods.</p>	

Comment [ML13]: Move to definitions section?

Comment [Jg14]: define

**2010/2011 ASPEN AREA COMMUNITY PLAN
DRAFT**

<p>3. Reduce the impacts of resident trips within the UGB.</p> <p>4. Reduce the impacts of public and private school-related congestion at the Entrance to Aspen and in our neighborhoods.</p>	<p>enforcement of Construction Management Plans. (I- City Manager, County Manager)</p> <p>3.a Gather relevant data needed to define the impacts of resident vehicle travel. (I –T)</p> <p>3.b Identify and implement TDM strategies to reduce resident vehicle travel. (I – T)</p> <p>4.a Expand coordination and communication between the schools and City/County/RFTA regarding regular school hours and special events to reduce transportation impacts. (I – T)</p> <p>4.b Incentivize school membership and participation in TOP. (I – T)</p>
<p>IV. ENTRANCE TO ASPEN POLICIES</p> <p>1. We are committed to reducing traffic by implementing Transportation Demand Management solutions. When TDM measures are exhausted, physical improvements to the Entrance to Aspen should be evaluated using community objectives.</p>	<p>IV. ENTRANCE TO ASPEN ACTION ITEMS</p> <p>1.a Fully exhaust all TDM solutions to the Entrance to Aspen before working on built solutions. (I – City Manager, County Manager, T, EOTC)</p> <p>1.b Community objectives should be used to evaluate any proposal for physical improvements to the Entrance to Aspen, such as:</p> <ul style="list-style-type: none"> • 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

	<p>system and our pedestrian and bicycling system.</p> <ul style="list-style-type: none"> • 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)
<p>V. MANAGING GROWTH POLICIES</p> <ol style="list-style-type: none"> 1. Minimize the impacts of development on the valley-wide transportation system. 2. Require development to enable and support travel by foot, bicycle and public transportation.. 	<p>V. MANAGING GROWTH ACTION ITEMS</p> <ol style="list-style-type: none"> 1.a Amend City and County codes to adopt similar systems that pace the level and impacts of construction activity on an annual basis.. (I – P) 1.b Implement TDM measures to reduce adverse impacts of traffic and parking generated by development and associated new employment. 2.a Amend City and County codes to adopt this standard of review. (I – P) 2.b Require development to implement TDM measures by amending City and County codes. (I – P) 2.c Require development to mitigate for short and long term transportation impacts, such as impacts on streets, sidewalks, transit, etc. (I – P) 2.d Update existing transportation mitigation fees to include all costs, including physical and long-term operational costs. (I – P, T)

**2010/2011 ASPEN AREA COMMUNITY PLAN
DRAFT**

<p>3. Reduce the long-term impacts of the service industry.</p>	<p>2.e Amend City and County codes to ensure development upholds its transportation mitigation commitments as approved. (LT – P, T)</p> <p>3.a Explore methods to reduce the number of service trips to homes. (I – P, T)</p>
<p>VI. PARKING POLICIES</p> <p>1.Manage the supply of parking to limit the adverse impacts of the automobile.</p>	<p>VI. PARKING ACTION ITEMS</p> <p>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)</p> <p>1.b Expand designated paid parking areas in town. (I-T)</p> <p>1.cDecrease maximum paid parking periods. (I-T)</p> <p>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)</p> <p>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)</p> <p>1.f Phase out preferential parking for hybrid and electric vehicles to reduce the number of vehicle trips. (I – T) <u>(Staff note: See Env. Qual. Section to ensure language is consistent)</u></p> <p>1.g Explore converting on-street vehicle parking spaces for other transit options, such as bike lanes, bike parking. (I – T)</p>

**2010/2011 ASPEN AREA COMMUNITY PLAN
DRAFT**

	1.h Explore expanding the pedestrian malls. (LT – T, P)
<p>VII. EDUCATION AND PUBLIC OUTREACH</p> <p>1. Ensure that public outreach regarding transportation issues includes the latest technologies for the purpose of well-informed decision-making.</p> <p>2. Ensure that users of the valley-wide transportation system are aware that every means of transportation is government-subsidized.</p> <p>3. Promote the use of Bus Rapid Transit as a valleywide transportation system.</p>	<p>VII. EDUCATION AND PUBLIC OUTREACH</p> <p>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. . (I – T, City Manager)</p> <p>1.b Explore establishing an Ambassador Program to promote the commuter and employer transit incentive programs. (I – T)</p> <p>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)</p> <p>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)</p>
<p>VIII. AIRPORT POLICIES</p> <p>1. Improve the efficiency and reliability, of airport services while reducing environmental impacts.</p>	<p>VIII. AIRPORT ACTION ITEMS</p> <p>1.a Conduct an analysis of the overall efficiency of airport operations. (I – Airport)</p> <p>1.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 – Airport)</p>

**2010/2011 ASPEN AREA COMMUNITY PLAN
DRAFT**

<p>2. Improve the overall quality of the airport experience in a manner that is consistent with our community character.</p>	<p>2.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 – Airport)</p>
<p>3. Reduce the impact of Airport operations on the surrounding area.</p>	<p>2.b Study the necessity of redeveloping the airport terminal.</p> <p>3.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.[insert call out box about the Fly Green/Fly Clean Program] (I – Airport)</p> <p>3.b Continue to work with private aircraft owners and operators to utilize the quietest aircraft possible when operating at the Airport. (I – Airport)</p> <p>3.c Continue to reduce Airport impacts on the surrounding area by soliciting feedback from area residents. . (I – Airport)</p> <p>3.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 – Airport)</p> <p>3.e Continue efforts to refine and implement the Airport’s Greenhouse Gas and Climate Action Plan. (I – Airport)</p>
<p>4. Improve the convenience, efficiency and environmental impacts of ground transportation options available at the Airport.</p>	<p>4.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 – Airport)</p> <p>4.b Work with lodges and hotels in the Aspen/Snowmass Area on</p>

**2010/2011 ASPEN AREA COMMUNITY PLAN
DRAFT**

<p>5. Strengthen the Airport’s role in the valley-wide regional transportation system.</p> <p>6. Increase the quality and availability of information on travel options.</p>	<p>measures to improve shuttle service to reduce reliance on rental cars. (I – Airport)</p> <p>4.c Provide a grade-separated, safe pedestrian crossing between the Airport and the ABC. (I – Airport, CDOT, RFTA, ABC Group, City Manager, County Manager)</p> <p>4.d Improve signage and information to direct users from terminal to public transit services. (I – Airport, RFTA)</p> <p>5.a Explore opportunities to use the airport as a multi-modal transportation hub for a variety of users. (LT – Airport, CDOT, RFTA, ABC Group, City manager, County Manager, SkiCo)</p> <p>5.b Determine how the Airport can best integrate with the implementation of the BRT project and other future mass transit options. . (LT – Airport, RFTA)</p> <p>5.c Reserve room on the Airport property for future commuter parking needs to support the mass transit system. (LT - Airport)</p> <p>5.d Preserve dedicated transit rights-of-way and easements to accommodate a future dedicated mass transit system. . (LT - Airport)</p> <p>6.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 – Airport, ACRA, SkiCo)</p>
<p>IX. FUNDING POLICIES</p>	<p>IX. FUNDING ACTION ITEMS</p>

**2010/2011 ASPEN AREA COMMUNITY PLAN
DRAFT**

<p>1. Increase funding for public transit so that service is consistent and reliable with a preference for stable and sustainable revenue sources.</p>	<p>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)</p> <p>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 – Pitkin County Manager)</p> <p>1.c Apply for federal grants available for pedestrian and bike access to public transit. (I – City Parks, County OS & Trails)</p> <p>1.d Set a parking revenue goal that requires excess funding go to public transit operations. (I-T, Parking)</p> <p>1.e Budgeting for transit operations should consider fluctuating revenue sources. (LT -- City, County, RFTA)</p> <p>1.f Explore and implement funding options for a grade-separated crossing at the airport. (LT – Airport, CDOT, RFTA, AABC Group, City manager, County Manager)</p> <p>1.g In addition to the TDM/Air Quality impact fee, explore implementing a fee that can be used for operational costs. (I – T)</p>
<p>X. DATA GATHERING POLICIES</p> <p>1. Ensure that enough clear and understandable data is gathered and compiled for the purpose of well-informed public decision-making.</p>	<p>X. DATA GATHERING ACTION ITEMS</p> <p>1.a Establish an accurate baseline of traffic data between Brush Creek and Aspen on Highway 82, including all relevant feeders. (I – T, PW)</p>

**2010/2011 ASPEN AREA COMMUNITY PLAN
DRAFT**

<p>2. Quantify user groups on the transportation network to better customize TDM strategies.</p>	<p>2.a Conduct a traffic study to gather information on traffic counts and vehicle occupancy information. (I – T, PW)</p> <p>2.b Survey the origin and destination of transportation system users. (I – T, PW)</p> <p>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)</p>
--	---

DRAFT AACP HOUSING CHAPTER

Add a definition of Affordable Housing – “Community Workforce Housing: Housing that is created to support a healthy year-round community and a healthy workforce.”

VISION

Community Workforce Housing is the cornerstone for our strong year-round community and a healthy economy. We must stem the loss of free-market workforce housing that has occurred over the years and we should look to convert free-market housing to Community Workforce Housing through a buy-down program. New development should provide housing to offset job generation by 100%. Government and the private sector should collaborate to create new Community Workforce Housing within the UGB. All new Community Workforce Housing should be compatible and integrated with our existing neighborhoods – we do not want isolated projects.

PHILOSOPHY

We know what our strong and thriving year-round community is: It means the “lights are on” in neighborhoods, that we have a reasonable chance of living here for the long-term, that we form lasting friendships and become part of local groups and institutions. Our visitors on the street experience and appreciate our authentic local identity, in favorite gathering places, on the lifts. Community is communal; it goes both ways. People give their time to volunteer and receive appreciation and a sense of community in return.

Having Community Workforce Housing located in our community is necessary to ensure there is a reliable local workforce located in the Aspen area, to encourage environmental sustainability by enabling people to live where they work, and to reduce adverse transportation impacts and growth pressures throughout the Roaring Fork Valley.

Past community plans have used the phrase “critical mass” to describe the number of year-round residents needed for a strong and sustainable year-round community. The 1993 AACP established a goal of housing 60% of our workforce in the Aspen Area. By the 2000 AACP update, we recognized that the 60% goal was practically unachievable due to limited land and funding. Instead, the 2000 AACP established a goal of creating 800 – 1,300 new housing units. While we have built more than 800 units since 2000, during the same time period more than 500 free-market units were converted from housing local working residents to second homes.

Continuing economic pressures in the form of high real estate prices, shifts in the national economy, limited public funds, and limited available land in the geographical “bowl” at the top of the Roaring Fork Valley are all critical factors in our ongoing effort to maintain

**2010/2011 ASPEN AREA COMMUNITY PLAN
DRAFT**

a healthy housing program. We cannot solely build our way out of this problem -- we should also be using our existing buildings and housing stock more effectively.

Community Workforce Housing is not a right or a guarantee, but a privilege: It creates more vested members of the community. We need to focus our efforts on growth policies that limit or reduce the need for more housing. These policies could include expanding our ability to limit annual growth (e.g. residential redevelopment), maximizing our ability to require housing mitigation, and limiting the types of uses that result in excessive job generation. Unless new development clearly results in important *community benefits*, the developer must provide housing to offset the job generation by 100%, and our top priority is for such housing to be built on site.

We continue to believe, as was stated in the 2000 AACP, that, “Our housing inventory should bolster our economic and social diversity, reinforce variety, and enhance our sense of community by integrating affordable housing into the fabric of our town. A healthy social balance includes all income ranges and types of people. Each project should endeavor to further that mix and to avoid segregation of economic and social classes ... Housing should emphasize quality construction and design even if that emphasis increases costs and lessens production.”

Creating housing is the community’s responsibility, not just the responsibility of government.

POLICIES AND ACTION ITEMS

The following policies and action items are adopted to address the following critical issues: 1) sustainable housing inventory, 2) workforce & community diversity, 3) public sector, 4) ADU & CDU programs 5) private sector mitigation, 6) new construction.

The action items are arranged alongside the policies, so the purpose of the action item is understood. Each Policy is numbered, while the associated Action Items are lettered. For instance, Action Item “1.a” is associated with Policy “1.” Because this is a ten year plan, the action items are prioritized in terms of “immediate” (I) and “longer term” (LT), so that there is immediate progress made to implement the immediately necessary policies of this section, while still allowing for development of ideas and legislation that may further the broader policies of the plan in the long-term. The government department or agency responsible for any given action item is indicated as follows: Aspen/Pitkin County Housing Authority (APCHA); Planning (P); Building (B); Environmental Health (EH); Canary Initiative (CI); Capital Asset Department (“CA”); Attorney’s Office (AO).

I. SUSTAINABLE HOUSING INVENTORY POLICIES	I. SUSTAINABLE HOUSING INVENTORY ACTION ITEMS
1. Ensure all existing deed-restricted housing units are	1.a Create incentives for Community Workforce Housing residents

**2010/2011 ASPEN AREA COMMUNITY PLAN
DRAFT**

<p>utilized and maintained for the longest possible term regarding functionality, with an emphasis on the use of durable and environmentally responsible materials, while recognizing the realistic lifecycle of the buildings.</p>	<p>to improve the energy efficiency and safety of their units. (I – APCHA, CI/EH, B)</p> <p>1.b Conduct an inventory study of publically owned inventory that sets priorities for maintenance of existing housing stock (LT – APCHA, City, County)</p> <p>1.c Conduct a study of housing inventory to determine the cost-benefit of maintaining vs. rebuilding existing housing stock. (I – APCHA)</p> <p>1.d Require professional home inspections when housing units are sold. (I – APCHA)</p> <p>1.e Work with HOAs to ensure adequate assessments for maintenance and adequate reserves for significant capital projects. (I – APCHA)</p> <p>1.f Educate buyers and existing owners about their responsibility to update and maintain units, including financial ramifications. (I – APCHA)</p>
<p>2. Demonstrate fairness and equal treatment by ensuring that residents are complying with APCHA rules and regulations.</p>	<p>2.a Ensure APCHA has the staff and monetary resources needed to enforce rules and regulations (I – APCHA)</p> <p>2.b Identify steps necessary to improve APCHA’s ability to enforce its rules and regulations. (I -- APCHA)</p> <p>2.c Continue to update and unify deed restrictions as practically possible. (LT – APCHA)</p> <p>2.d Create and implement a comprehensive education program for buyers of Community Workforce Housing that explains the overall</p>

Comment [J15]: Barry Comment: All inventory or just city/county owned?

Comment [J16]: Barry Comment: Who is paying for this? APCHA or buyer/owner?

**2010/2011 ASPEN AREA COMMUNITY PLAN
DRAFT**

<p>phenomenon of employees retiring in Community Workforce Housing by exploring the adverse impacts and productive opportunities related to this issue.</p> <p>3. Ensure the provision of Community Workforce Housing opportunities for a broad spectrum of workers that make the community function.</p> <p>4. The City, County, and APCHA should not be the primary housing developer in the Aspen Area.</p> <p>5. Adequate seasonal rental housing should be provided by and managed by the employers who use it.</p>	<p>Community Workforce Housing. (I– APCHA)</p> <p>2.b Explore the opportunity for a new senior housing development that ranges from independent living to assisted living. (LT – Housing Frontiers Committee)</p> <p>2.c 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) <u>move to lifelong aspenite chapter; make less techie</u></p> <p>3.a Study the potential for replicating the model used by Aspen Volunteer Fire Department for lease of units, with partial return to renter for down payment program. Staff: Look at Aspen Alps, ACSD examples</p> <p>4.a Broaden the responsibility of providing new housing through the creation of a new working group that includes representatives from local governments, all Aspen Area taxing districts and large to small employers. This working group could be modeled on the organizations that collaborated to produce the 2007 Housing Summit. The mission of this group should be to share responsibility and accountability for creating new housing. (I – City Manager, County Manager, APCHA, ACRA, Taxing Districts, SkiCo, etc)</p> <p>5.a Incentivize Aspen Area businesses and non-profits to partner in the creation of new seasonal rental housing, rather than relying on the public sector providing seasonal housing. (I – City Manager, County Manager, APCHA)</p> <p>5.b Place greater responsibility on employers for the management</p>
--	---

	and use of existing seasonal housing. (I – City Manager, County Manager, APCHA)
<p>III. PUBLIC SECTOR POLICIES</p> <p>1. Ensure our existing housing stock is used as effectively as possible by striking a community-supported balance between buy-down programs and building new housing.</p>	<p>III. PUBLIC SECTOR ACTION ITEMS</p> <p>1.a Establish a housing strategy that includes buy-downs and building new housing, according to community priorities and fiscal responsibility. (I – City Manager, County Manager, APCHA)</p> <p>1.a.i Identify community expectations for future affordable housing, such as cost, location, durability, energy efficiency, pride of ownership, etc. (I – City Manager, County Manager, APCHA)</p> <p>1.a.ii Convert community expectations into a set of standards & criteria that can be used to evaluate future housing options. (I – City Manager, County Manager, APCHA)</p> <p>1.a.iii Use standards & criteria to establish buy-down and new development priorities. (I – City Manager, County Manager, APCHA)</p> <p>1.b Use the housing strategy to identify partnership opportunities for a range of large to small entities, including local government, non-profits and the private sector. (I – City Manager, County Manager, APCHA)</p> <p>1.c Work with the real estate community to make bi-annual recommendations to the buy-down or redevelopment program list, based on developed criteria. (LT – APCHA)</p> <p>1.d Create a private sector equity-sharing model to allow for</p>

**2010/2011 ASPEN AREA COMMUNITY PLAN
DRAFT**

<p>2. Evaluate all deed-restricted housing income streams and their sustainability and evaluate if new income streams should be explored.</p> <p>3. Existing deed-restricted housing development that carries an expiration on its deed-restrictions should be converted to apply in perpetuity.</p> <p>4. Improve our ability to develop and maintain Community Workforce Housing by learning from our past experiences.</p>	<p>employer and employee shared ownership stakes. (This may be applicable to new construction as well.) (LT – City Manager, County Manager, APCHA)</p> <p>1.e Explore purchasing historic properties that can also meet buy-down program goals. (I – P, APCHA)</p> <p>1.f Explore creating a program where the city/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 Community Workforce Housing. (I – City Manager, County Manager)</p> <p>1.g Explore creating a program for short-term deed restrictions. (I – APCHA)</p> <p>2.a Evaluate the sustainability of existing and prospective deed-restricted housing revenue streams to determine if they are sufficient to accommodate demand for Community Workforce Housing. (I – City Manager, County Manager, AHPCA)</p> <p>2.b Explore using APCHA’s ability to tax as a way to raise additional money for Community Workforce Housing. (I – APCHA)</p> <p>3.a Identify all deed-restricted housing development that carries an expiration on its deed-restrictions, such as Centennial, Castle Ridge, and conduct negotiations to convert the deed restrictions to apply in perpetuity to the greatest extent possible. (LT - APCHA)</p> <p>4.a Establish an annual evaluation of what worked well and what didn’t work well so that “lessons learned” can be incorporated into the housing development and review process. The evaluation should</p>
---	--

Comment [j17]: Barry Review: Clarify what we mean by this. Is this free-market or affordable housing? Are we partnering with private sector?...

**2010/2011 ASPEN AREA COMMUNITY PLAN
DRAFT**

<p>5. Improve our ability to provide Community Workforce Housing by working with state leaders on legislative opportunities.</p> <p>6. Track trends in housing inventory and job generation to better inform public policy discussions.</p>	<p>examine a few projects of various ages and should include owner/renter participation. (I - City Manager, County Manager, APCHA)</p> <p>5.a Monitor and analyze obstacles created through state law and lobby the state legislature to make it easier to develop and finance Community Workforce Housing. Lobbying topics should include allowing operating costs and future maintenance to be included in a cash-in-lieu payment; requiring mitigation for past development and eliminating “existing development” credits; allow mandatory occupancy of ADUs. (I – APCHA)</p> <p>6.a Develop and implement a system to reliably track the gain and loss in free-market workforce housing. (I – P, City Manager, County Manager, APCHA)</p> <p>6.b Develop and implement a system to reliably track the number of jobs in the Aspen Area (I – P, City Manager, County Manager, APCHA)</p> <p>6.c Review recent build-out studies within the UGB and complete as necessary. When job generation studies are completed (see Managing Growth Section VII 1.b), combine these with build-out reports, Census tracking and State Demographer’s Office reports to improve our ability to project demand for Community Workforce Housing. (LT – P)</p>
<p>IV. ACCESSORY DWELLING UNIT & CARETAKER DWELLING UNIT POLICIES</p> <p>1. Increase the rate of occupancy for existing ADUs &</p>	<p>IV. ACCESSORY DWELLING UNIT & CARETAKER DWELLING UNIT ACTION ITEMS</p> <p>1.a Establish and maintain a current database of inventory including</p>

**2010/2011 ASPEN AREA COMMUNITY PLAN
DRAFT**

<p>CDUs.</p> <p>2. For new ADUs and CDUs, ensure the units result in housing for local workforce.</p>	<p>current rate of rental, and establish system to match willing owners with housing applicants. (I – APCHA, P)</p> <p>1.b Contact ADU owners to explore effective incentives for higher rate of rental. (LT – APCHA, P)</p> <p>1.c Determine the relative value of the City’s ADU and County CDU programs versus other mitigation methods. If the programs are determined to be ineffective, then discontinue the programs. (I – APCHA, P)</p> <p>1.d Determine whether new incentives or occupancy requirements are effective in generating a substantially higher rate of rental, or discontinue ADU and/or CDU program. (LT – APCHA, P)</p> <p>2.a Amend the city and county land use code to ensure that new ADUs and CDUs are occupied by local workers, rather than remaining vacant. (LT – P, AO)</p> <p>2.b Investigate opportunities for requiring deed restricting and transferring to qualified owners new ADUs & CDUs. (LT – P, AO)</p>
<p>V. PRIVATE SECTOR MITIGATION POLICIES</p> <p>1. All new development should provide 100% employee mitigation on site, while allowing for partial exemptions for projects with <i>community benefits</i> as defined in the Growth Management Quota System.</p>	<p>V. PRIVATE SECTOR MITIGATION ACTION ITEMS</p> <p>1.a City and County shall conduct updated study on job generation impacts that include all types of development, including part-time and full-time residential development and redevelopment. The study should include consideration of different property types and neighborhoods, and should be updated as needed. (I-P, APCHA)</p> <p>1.b Establish and codify a ranked list of <i>community benefits</i> that will be used to objectively evaluate development proposals.</p>

**2010/2011 ASPEN AREA COMMUNITY PLAN
DRAFT**

	<p>Development that offers <i>community benefits</i> may be partially exempt from full mitigation. (I – P)</p> <p>1.c Develop and codify review standards that allows the mix of on-site versus off-site community housing to be evaluated objectively based on the <i>community benefits</i> list. (I – P)</p> <p>1.d Amend the city and county codes to incorporate the 100% mitigation policy and job generation study (see 1.a), while allowing for exemptions for projects with <i>community benefits</i>. (I-P)</p> <p>1.e Establish and adopt an objective “points” system in growth management and/or a pacing system for all development that encourages <i>community benefits</i>.. (I – P)</p> <p>1.f Amend the APCHA Guidelines and Land Use Code to require that the Category of housing mitigation matches the income level of the jobs created by the development. (I – APCHA. P)</p> <p>1.g Amend APCHA Housing Guidelines to establish an increased rate for payment-in-lieu of housing that reflects the total cost of development.(LT - APCHA)</p> <p>1.h Amend city and county code to require housing mitigation to be built prior to or concurrent with the development that generates it. (I – P)</p> <p>1.i Review city and county land use codes to ensure that public sector projects are subject to housing mitigation requirements. (I – P)</p>
<p>VI. NEW CONSTRUCTION POLICIES</p>	<p>VI. NEW CONSTRUCTION ACTION ITEMS</p>

**2010/2011 ASPEN AREA COMMUNITY PLAN
DRAFT**

<p>1. Ensure that new Community Workforce Housing optimizes density and is compatible with the massing, scale and character of the neighborhood.</p> <p>2. Enhance our community by integrating Community Workforce Housing into the fabric of our town.</p> <p>3. Community Workforce Housing should be located within the UGB. (I – P)</p> <p>4. Housing should emphasize quality construction and design even if that emphasis increases costs and lessens</p>	<p>1.a Amend the city and county land use codes to establish policies 1 and 2 as standards of review for new Community Workforce Housing development. (I – P)</p> <p>1.b Amend city Residential Design Standards to ensure that all new development (both free-market and Community Workforce Housing) is compatible with the massing, scale and character of the neighborhood. (I – P)</p> <p>1.c Amend the city and county land use codes to ensure that residential development in mixed-use projects is compatible with the massing, scale and character of the neighborhood. (I – P)</p> <p>2.a Examine city and county land use codes to ensure they enable housing to be distributed throughout existing and new neighborhoods. (I – P)</p> <p>2.b Create a prioritized list of location attributes for Community Workforce Housing.</p> <p>2.c Add the location of Community Workforce Housing to the list of <i>community benefits</i> (see Action Item VIII.1.a in Managing Growth)</p> <p>3.a Amend the city and county land use codes to require all projects within the UGB provides mitigation to be located within the UGB. (I – P)</p> <p>3.b Establish criteria or attributes that help identify and rank desirable housing locations. (See Section III, Action Item 1.a) (I – P)</p> <p>4.a Amend the Housing Guidelines to establish standards for materials, equipment and utility systems that emphasize durability,</p>
---	---

**2010/2011 ASPEN AREA COMMUNITY PLAN
DRAFT**

<p>production.</p> <p>5. Ensure that residents of Community Workforce Housing and free-market housing in the same neighborhood are treated fairly, equally, and consistently regarding quality of life issues.</p>	<p>environmental stewardship, and winter safety. Allow for amendments to keep pace with technological improvements. (I – APCHA, P, B, EH)</p> <p>4.b Amend Housing Guidelines to establish livability standards that promote a pride of living in Community Workforce Housing. These should include sound proofing, and storage that meets the needs of a community that enjoys an active, outdoor lifestyle. (I – APCHA)</p> <p>5.a. During the review of a new Community Workforce Housing development, the prohibitions, constraints, and permissions generally found in the neighborhood (i.e. parking, pets, etc) should be consistently applied to the proposal. New Community Workforce Housing development must not be the subject of discrimination. (I – P)</p>
--	---

**2010/2011 ASPEN AREA COMMUNITY PLAN
DRAFT**

DRAFT PARKS, RECREATION, OPEN SPACE & TRAILS CHAPTER

VISION

We believe in preserving and enhancing our enjoyment of and access to parks, recreational opportunities, open space, and trails.

PHILOSOPHY

Scenic views of the natural environment and easy access to public lands are two of our greatest assets and the reasons many people choose to visit or make the Aspen Area their home.

We have made great strides in the acquisition of open space and in the improvement of our trail system. Future acquisition of open space should focus on the intrinsic value of open space, wildlife habitat, protection of scenic resources, recreational uses and trail connectivity. Future trail expansion should connect existing trails to improve and maintain easy access to public lands and provide opportunities for the use of trails by commuters in both summer and winter.

The City's recreation programs and facilities have become a valuable community asset. These programs and facilities must be constantly reassessed and revitalized.

Call out box by paragraph 2: No open space or trail interest acquired with Open Space/Trails Funds should be sold or conveyed nor should any interest be converted unless such open space or trail interest is replaced with another open space or trail interest of equivalent value. Such sale or conversion should be approved by a majority of the electorate at a general or special election called for this purpose. (quote from 2000 plan and charter)

POLICIES AND ACTION ITEMS

The following policies and action items are adopted to address the following critical issues: 1) Parks, 2) Recreation, 3) Open Space, 4) Trails. The action items are arranged alongside the policies, so the purpose of the action item is understood. Each Policy is numbered, while the associated Action Items are lettered. For instance, Action Item "1.a" is associated with Policy "1." Because this is a ten-

**2010/2011 ASPEN AREA COMMUNITY PLAN
DRAFT**

year plan, the action items are prioritized in terms of “immediate” (“I”) and “longer term” (“LT”). The government department or agency responsible for any given action item is indicated as follows: Aspen/Pitkin County Housing Authority (“APCHA”); Planning (“P”); Building (“B”); Environmental Health (“EH”); Canary Initiative (“CI”); Capital Asset Department (“CA”).

I. RECREATION POLICIES	I. RECREATION ACTION ITEMS
1. Provide affordable recreational opportunities for all ages.	1.a Update the 2005 Aspen Recreation Department Strategic Plan, ensuring that it complies with the policy. (I – ARD)
2. New recreational programs and facilities should offset impacts regarding traffic and job generation and maintain the contextual character of the built environment.	1.b Enhance current programs and create additional recreational programs with a primary focus on utilizing existing facilities. (LT – ARD)
3. The Aspen Recreation Department should strive to be financially self-sustaining while still providing affordable, quality recreational opportunities.	2.a Explore mitigation tools in order to offset impacts from new recreational facilities and programs regarding traffic and job generation. (LT – P, T)
4. Strive to integrate physical rehabilitation and adaptive recreation into Aspen Recreation Department facilities and programs.	3.a Explore special events programming that optimizes the use of existing recreational facilities, while generating revenue. (LT – SE, ARD)
	3.b Seek partnerships with outside entities to reduce overall subsidies and to help promote Aspen’s recreational facilities. (LT – ARD)
	3.c Implement energy-efficiency measures and use sustainable energy resources to help reduce energy costs for recreational facilities. (I – ARD)
	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)

<p>5. Promote Aspen as a high altitude training venue.</p> <p>II. TRAILS POLICIES</p> <p>1. Acquire, improve and develop trail connections throughout the Aspen Area.</p> <p>Pull-out box identifying trails as including Nordic.</p> <p>2. Increase opportunities for summer and winter trail commuting.</p>	<p>5.a Explore updating the Recreation Business Plan to accommodate high altitude training programs that are available to local users. (LT – ARD)</p> <p>II. TRAILS ACTION ITEMS</p> <p>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 – City/County Open Space and Trails)</p> <p>1.b Implement marked bike lanes on roads where appropriate. (LT – P, T)</p> <p>1.c Implement the Pitkin County Nordic Trails Master Plan. (LT – P/OS, Nordic Council)</p> <p>1.d. Continue to acquire trail easements through methods such as, private landowner donations, land use actions or acquisition. (LT – OS, Nordic Council)</p> <p>1.e Implement the City’s Pedestrian Walkway and Bikeway Plan through phased capital improvements. (LT – OS)</p> <p>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)</p> <p>2.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. (LT – OS, Nordic Council)</p>
---	---

<p>3. Encourage regional trail planning.</p>	<p>3.a Continue ongoing efforts to improve trail connectivity to outlying communities and public lands. (LT – OS)</p>
<p>III. OPEN SPACE POLICIES</p> <p>1. Maintain and protect existing open space parcels.</p> <p>2. Acquire open space to preserve biodiversity, wildlife habitat, scenic value and to support trail connectivity and recreational activities.</p>	<p>III. OPEN SPACE ACTION ITEMS</p> <p>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)</p> <p>2.a Continue to evaluate opportunities for the purchase of open space. (LT – OS)</p> <p>2.b Re-authorize open space sales tax before it sunsets in 2025. (LT-OS)</p> <p>2.c Use development review processes whenever possible to secure scenic, recreational or agricultural easements. (I – P/OS, P)</p> <p>2.d Explore a consistent method for assessing value of open space. (I – P/OS)</p>
<p>IV. PARKS POLICIES</p> <p>1. Acquire land for parks whenever possible.</p> <p>2. Maintain a balance between active recreational parks and passive parks.</p>	<p>IV. PARKS ACTION ITEMS</p> <p>1.a Use development review processes whenever possible for the acquisition and development of parks. (I – P, P/OS)</p> <p>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)</p> <p>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)</p>

Comment [jg19]: Valley-wide study on value of open space 10 years ago - check for into

Comment [jg18]: Define active vs passive parks

<p>V. PUBLIC OUTREACH POLICIES</p> <p>1. Promote our parks, open space, trails and recreational opportunities through maps, brochures, and on-line services.</p>	<p>V. PUBLIC OUTREACH ACTION ITEMS</p> <p>1.a 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)</p> <p>1.b 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)</p>
---	--

DRAFT AACP ENVIRONMENTAL QUALITY CHAPTER

VISION

The Aspen Area will be a regional, state and national leader in all aspects of environmental stewardship.

PHILOSOPHY

b As stewards of our environment and resources, it is our responsibility to balance human activity and the health of our natural environment. This ethic is our defining characteristic. Our greatest challenges include excessive consumption, population growth, impacts of development, increasing vehicular trips and intensive employment demands. The land use decisions we make today have a significant impact on the future of our community.

| The community adopted an Ecological Bill of Rights [in 20xx](#), which states the overall environmental philosophy for the Aspen Area:

- The right to breathe clean air and enjoy clear vistas.
- The right to the preservation of natural riparian areas and wetlands.
- The right to permanently protected minimum stream flows in rivers and creeks.
- The right to the preservation and restoration of native wildlife and plant diversity by preservation of sufficient habitat.
- The right to protection of designated wilderness through management of adjoining land in a way that preserves the integrity of the wilderness areas.
- The right to a landscape free of noxious and invasive weeds.
- The right of appropriate access to public lands on roads and trails historically open to the public, consistent with the nature and designation of the public lands.
- The right to dedicated open space protected from urbanization and development.
- The right to the efficient and renewable use of energy.
- The right to be free from excessive noise.

**2010/2011 ASPEN AREA COMMUNITY PLAN
DRAFT**

- The right to see the night sky without the interference of unnecessary artificial light from growth, urbanization and highway development.
- The right to the absolute minimum involuntary exposure to toxic chemicals, radioactive substances and energy forms that are hazardous to health.
- The right to maintain and not exceed the carrying capacity (sustainability) of the land and water, including protecting water quality.
- The right to expect from our government legislation and active enforcement of land use and development regulations consistent with this Ecological Bill of Rights.

Our policies and action items are intended to establish the Aspen Area as a leader in: (1) reduction of greenhouse gasses to deter global warming; (2) reduction of air pollutants in order to minimize health risks; (3) reduction of water pollutants which contaminate our ecosystems and the health of our population; (4) reduce waste generation and increase re-use and recycling to lower our environmental impact; (5) increase renewable energy sources and decrease our dependence on fossil fuels; and (6) sustain and improve Aspen’s natural environment, including water, weed management, wildlife, and wildlife habitat.

POLICIES AND ACTION ITEMS

The action items are arranged alongside the policies, so the purpose of the action item is understood. Each Policy is numbered, while the associated Action Items are lettered. For instance, Action Item “1.a” is associated with Policy “1.” Because this is a ten year plan, the action items are prioritized in terms of “immediate” (I) and “longer term” (LT), so as to encourage immediate implementation of certain policies while still allowing for development of ideas and legislation that may further the broader policies over the long-term. The City/County department responsible for the action item is indicated as follows: Planning (P), Building (B), Environmental Health (EH), Canary Initiative (CI), Utilities (U), Landfill (L), Renewables (R), Engineering/Stormwater (E/SW), Airport (A), Land Management (LM), Open Space & Parks (OS/P), and Transportation (T).

EMISSIONS POLICIES

EMISSIONS ACTION ITEMS

<p>I. GREENHOUSE GASES POLICY 1. Within 10 years, reduce the carbon footprint of the Aspen Area from 2004 levels by 30%.</p>	<p>I. GREENHOUSE GASES ACTION ITEMS 1.a. Enhance existing and create new incentives for Aspen Area</p>
---	---

**2010/2011 ASPEN AREA COMMUNITY PLAN
DRAFT**

<p>2. Incentivize alternative forms of transportation to reduce reliance on fossil-fuels.</p>	<p>property owners to voluntarily track and reduce their personal carbon footprints. (I- CI)</p> <p>1.b Continue the Canary Initiative and Community-wide Greenhouse Gas Emissions Inventory and establish interim reductions goals. (LT- CI)</p> <p>1.c Encourage businesses to decrease their greenhouse gas emissions by utilizing best practices, and requiring businesses to become a member of ZGreen and TOP when they get a business license. (LT- CI, EH)</p> <p>1.d Study and implement methods to further decrease greenhouse gas emissions, including incentivizing users to conduct an energy audit, switch to renewable energy based, efficient appliances, improve insulation, etc. (LT- CI)</p> <p>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)</p> <p>2.b Incentivize the use and purchase of hybrid and electric vehicles by the public, including rental car companies (LT - CI)</p> <p>2.c Incentivize air travelers to voluntarily offset impacts from flights through the purchase of Canary Tags. (I – CI)</p> <p>2.d Continue to work with FAA to further reduce the pollution impacts of the airport. (LT – CI)</p> <p>2.e Explore the potential benefits of adding bike lanes to existing</p>
---	--

**2010/2011 ASPEN AREA COMMUNITY PLAN
DRAFT**

<p>3. Strive for all development to meet the highest standards to minimize greenhouse gas emissions. (SK)</p>	<p>rights-of-way, including looking for opportunities to eliminate some on-street parking and replacing it with bike lanes. (I – T, Streets, P, Eng., City Manager)</p> <p>2.f Establish a community bike sharing program throughout the UGB. (I – T)</p> <p>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)</p> <p>3.a Review and update elements of the energy efficient building checklist to minimize the use of unsustainable resources and those that have high levels of embodied energy. (I – CI, B)</p> <p>3.b Quantify, evaluate, and reduce construction emissions. (I – EH)</p> <p>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, B, EH)</p> <p>3.d Establish a sliding scale of greenhouse gas thresholds for development. (I – P, B, EH, CI)</p>
<p>II. AIR QUALITY POLICY</p> <p>1. Improve existing air quality.</p>	<p>II. AIR QUALITY ACTION ITEMS</p> <p>1.a Maintain a maximum PM-10 level of 50 or less with 98% of days with PM-10 levels below 35 (I – EH)</p> <p>1.b Track the use of street sanding in the winter and street cleaning in the summer and investigate alternatives. (LT – EH,</p>

<p>2. Achieve and maintain healthy ozone levels.</p>	<p>Streets)</p> <p>1.c Continue to work with the CDOT to investigate alternatives for winter treatment of Highway-82. (LT – EH)</p> <p>1.d Improve public education and awareness of toxic pollutants, such as pesticides and radon, and implement programs to decrease their use. (I-EH)</p> <p>1.e When PM-10 levels are high, inform the public and implement programs to encourage bus and carpool use and discourage burning wood at those times (I – EH, T)</p> <p>1.f Explore amending the land use and building codes to require development to mitigate a portion of the PM-10 the project will generate in order to prevent PM-10 levels from increasing. (I – P, EH)</p> <p>2.a Monitor and determine baseline ozone levels for the Aspen Area. (I-EH)</p> <p>2.b Evaluate ozone monitoring data and develop a program to attain and maintain healthy ozone levels. (LT-EH)</p>
<p>III. WATER POLLUTION POLICY</p> <p>1. Reduce the quantity of urban pollutants in stormwater runoff that discharges into the Roaring Fork River and its tributaries.</p>	<p>III. WATER POLLUTION ACTION ITEMS</p> <p>1.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)</p>

Comment [jg20]: Get clarification from lee on this

**2010/2011 ASPEN AREA COMMUNITY PLAN
DRAFT**

<p>2. Require new development to treat its stormwater runoff on site.</p> <p>3. Increase the natural absorption of storm- and meltwater.</p>	<p>1.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)</p> <p>1.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, EH)</p> <p>1.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)</p> <p>1.e Develop and implement a plan to detect and eliminate illegal or improper discharges to the stormwater system. (LT – E/SW)</p> <p>2.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)</p> <p>2.b Require Construction Management Plans to include provisions for the installation and maintenance of pollution prevention measures on construction sites. (I-B, E/SW)</p> <p>3.a Amend land use requirements to reduce the amount of allowed impervious surfaces, such as reducing lot coverage dimensional requirements. (I – P, E/SW)</p> <p>3.b Explore the feasibility of requiring pervious surfaces in place of impervious surfaces. (I – E/SW, Fire)</p>
--	--

Comment [Jg21]: Check in with April regarding need for doing this. Isn't this adopted now?

<p>IV. WASTE MANAGEMENT AND REDUCTION POLICY</p> <p>1. The Aspen Area’s recycling rate should exceed the national average.</p> <p>2. Implement programs and encourage behavior that aim to dramatically reduce waste generation and extend the life of the Landfill.</p>	<p>IV. WASTE MANAGEMENT AND REDUCTION ACTION ITEMS</p> <p>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. (I-EH, L)</p> <p>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. (I-EH, L)</p> <p>2.a Develop a system for food waste pickup and a permanent food waste compost operation at the landfill. (I – EH, L)</p> <p>2.b Incorporate a program to promote “zero waste,” with education and incentives into the existing ZGreen program. (LT – EH, L)</p> <p>2.c Require all events in the Aspen Area to meet the zero waste and low impact requirements established by the ZGreen Program. (I – EH)</p> <p>2.d Ensure that there are adequate facilities to accommodate increased recycling levels and a greater diversity of materials. (LT – EH, L)</p> <p>2.e Eliminate the free distribution of paper and plastic bags in the Aspen Area. (I – EH)</p> <p>2.f Incentivize businesses to use reusable and biodegradable cups</p>
---	--

**2010/2011 ASPEN AREA COMMUNITY PLAN
DRAFT**

<p>3. Increase the amount of construction and development materials that are diverted from the landfill, reused or recycled.</p> <p>4. Ensure adequate funds are available for environmental monitoring and eventual remediation of the Pitkin County Landfill.</p>	<p>and containers. (I – EH)</p> <p>2.g Explore the feasibility of implementing a program like Brunswick Maine’s where only city sold garage bags are collected.</p> <p>3.a 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. DEFINE DECONSTRUCTION. (I/LT- B, EH, P, L)</p> <p>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)</p> <p>3.c Explore opportunities in the state to recycle construction and development waste that cannot be accommodated at the Pitkin County landfill. (LT – EH, L)</p> <p>4.a Explore and implement mechanisms to ensure there are adequate funds for the landfill operations. (LT – L, EH)</p>
<p>V. RENEWABLE ENERGY POLICY</p>	<p>V. RENEWABLE ENERGY ACTION ITEMS</p>

**2010/2011 ASPEN AREA COMMUNITY PLAN
DRAFT**

<p>1. Reduce our dependence on non-renewable energy sources and instill an ethic of energy accountability.</p>	<p>1.a Retrofit existing City and County buildings with the most efficient renewable energy sources and improvements. (I – CI, R, U)</p> <p>1.b Evaluate amending the building codes to reduce non-essential electrical usage and phantom energy loads in new and existing buildings. (I-B)</p> <p>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, R, B, U)</p> <p>1.d Evaluate amending the building code to maximize the use of renewable energy in all new construction. (LT – CI, B)</p>
<p>2. Within 10 years, reduce electricity and natural gas usage in the Urban Growth Boundary from 2004 levels by 15%.</p>	<p>1.e Educate and engage the public regarding energy usage and opportunities to increase energy efficiency. (I - EH, CI)</p> <p>2.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 - R, CI, U)</p> <p>2.b Promote efficiency programs in conjunction with Source Gas. (LT - R, CI, U)</p> <p>2.c Incentivize private development of ground source heat pumps, solar panels and wind power . (LT - R, CI, U)</p>
<p>3. Encourage existing development and require new</p>	<p>2.d Explore opportunities for local renewable energy production,</p>

**2010/2011 ASPEN AREA COMMUNITY PLAN
DRAFT**

<p>development and redevelopment to mitigate their energy usage with on-site renewable energies, where practical.</p> <p>4. Continue to pursue efforts to establish an electric grid of 100% renewable energy.</p>	<p>including ground source heat pumps, the creation of geothermal heating districts, and the use of solar and wind power.</p> <p>3.a Establish a City/County renewable energy project in the Urban Growth Boundary that projects can buy into when such development is unable to use renewable energy on-site. (I – CI, EH, B)</p> <p>3.b Amend the City and County building codes to maximize the use of renewable energy in all new construction. (I-B, CI, R)</p> <p>3.c Amend the City and County building codes to prohibit outdoor fire pits, hot tubs and snowmelt systems unless they are powered by 100% renewable energies. (I-B)</p> <p>3.d 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)</p> <p>3.e 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, R)</p> <p>3.f Amend City and County land use codes to facilitate and streamline to the use of renewable energy, such as solar panels, on development. (I – P)</p> <p>3.g. Amend the land use code to require protection of solar access and proper siting for solar orientation in all development. (I – P)</p> <p>3.h Amend the building code to require new construction to</p>
--	---

**2010/2011 ASPEN AREA COMMUNITY PLAN
DRAFT**

	<p>accommodate future energy upgrades, such as rooftop wiring. (I - B)</p> <p>4.a Complete and implement the Clean Energy Plan. (LT – R, U, CI)</p>
<p>VI. WATER POLICY</p> <p>1. Maintain minimum stream flows for the Roaring Fork River and its tributaries.</p> <p>2. Reduce the detrimental effects of river diversions on the Roaring Fork River and its tributaries.</p> <p>3. Maintain and preserve existing riparian habitat and wetlands.</p>	<p>VI. WATER ACTION ITEMS</p> <p>1.a Pursue dedication of water rights to maintain minimum stream flows. (I-U)</p> <p>1.b Develop a reliable methodology for dedication of water rights for instream flow purposes. (LT – U)</p> <p>2.a <u>Increase mitigation efforts targeted at lowering the detrimental effects of river diversions.</u> (LT – U, E/SW)</p> <p>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)</p> <p>3.a Examine existing land use policies to ensure they protect the riparian habitats to the best extent possible. (I – P, OS/P)</p>
<p>VII. WEED MANAGEMENT POLICY</p> <p>1. Ensure there is proper resource management to minimize the negative impacts of weeds on the Aspen Area</p>	<p>VII. WEED MANAGEMENT ACTION ITEMS</p> <p>1.a. Broaden public education about specific techniques to limit the spread of invasive noxious weeds. (I-LM, OS/P)</p> <p>1.b Create new, and enhance existing, policies that enable partnerships and cost sharing between government and property</p>

Comment [jg22]: Follow up with phil – what are the detrimental effects and what can be done to mitigate the effects?

	<p>owners to achieve compliance with the Colorado Noxious Weed Act. (I – LM)</p>
<p>VIII. WILDLIFE AND WILDLIFE HABITAT POLICY</p> <p>1. Sustain, protect and restore biodiversity and native ecosystems through land use planning, acquisition and best land management practices on public and private lands.</p>	<p>VIII. WILDLIFE AND WILDLIFE HABITAT ACTION ITEMS</p> <p>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)</p> <p>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, OS/P)</p> <p>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 – OS/P)</p> <p>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 – OS/P)</p> <p>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)</p>

Comment [jg23]: Follow up with Chris F. What does this mean?

DRAFT HISTORIC PRESERVATION CHAPTER

VISION

Historic preservation connects us to our heritage, enabling us to learn from and appreciate the stories and context of our past. Preserving our historic resources differentiates us as a community and contributes to our long-term cultural awareness and sustainability as a resort.

PHILOSOPHY

Preserving our historic built environment is vital to our culture: We are all stewards of our history. Through effective outreach and education, we strive to raise community awareness so that all of us feel responsible for the preservation of our history. While the overall goal of preservation is foremost, the process should be one of balance, predictability, fairness, consistency and integrity.

Preservation of our historic structures and sites connect us to the people, patterns, and events that are the fabric of our town in a way that photographs can not replicate. In preserving our history, we ensure our culture and legacy is imparted to future generations. A respectfully restored historic structure or site honors the history and culture of our town, whereas a demolished one erases a piece of the Aspen story forever. Historic preservation is also aligned with our environmental ethic. Energy is saved by retaining existing structures and making them more efficient rather than demolishing the structure and building anew.

Mass, scale, and building proportions directly influence how people perceive our town. We must build on what we have by authentically preserving historic structures and creating thoughtful new buildings that are compatible with that feeling of historical continuity. While creativity in development is encouraged, additions and new buildings must be sensitive to historic patterns.

POLICIES AND ACTION ITEMS

The following policies and action items are adopted to address the following critical issues: 1) Telling Aspen's Story, 2) Updating the Historic Preservation Program, 3) Public Sector, 4) Publicly Accessible Interiors, 5) Review Process & Enforcement, 6) Education, and 7) Sustainability.

The action items are arranged alongside the policies, so the purpose of the action item is understood. Each Policy is numbered, while the associated Action Items are lettered. For instance, Action Item "1.a" is associated with Policy "1." Because this is a ten-year plan,

**2010/2011 ASPEN AREA COMMUNITY PLAN
DRAFT**

the action items are prioritized in terms of “immediate” (“I”) and “longer term” (“LT”). The government department or agency responsible for any given action item is indicated as follows: Historic Preservation Commission (“HPC”); Planning (“P”); Building (“B”); Aspen/Pitkin Housing Authority (“APCHA”).

<p>I. SHARING THE ASPEN STORY POLICIES</p> <p>1) Raise public awareness and appreciation for the Aspen story.</p>	<p>I. SHARING THE ASPEN STORY ACTION ITEMS</p> <p>1.a Create a publicly-accessible online database to collect and preserve information about our historic buildings. (I – P, Aspen Historical Society)</p> <p>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. (I – P, Aspen Historical Society)</p> <p>1.c Establish a Landmark Signage Program with standards for interpretive signs. (I – P, HPC)</p> <p>1.d Collaborate with local organizations to plan events and related materials regarding our history and architectural innovation. (I – P and local agencies)</p>
<p>II. UPDATING THE HISTORIC PRESERVATION PROGRAM POLICIES</p> <p>1. Evaluate the historic significance of Post World War II properties as part of the Historic Preservation Program.</p>	<p>II. UPDATING THE HISTORIC PRESERVATION PROGRAM ACTION ITEMS</p> <p>1.a Refine existing, and write new historic “Context Papers,” which examine architectural and cultural trends, as well as the people and events that place buildings and landmarks in the context of Aspen’s history. (I – P)</p> <p>Staff note: define “context papers” in final draft.</p>

**2010/2011 ASPEN AREA COMMUNITY PLAN
DRAFT**

<p>12. Ensure that new development respects the historic integrity of designated structures and is compatible with the surrounding context in terms of site coverage, mass, scale, height and form.</p> <p>23. 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. (define benefits package in final document)</p> <p>34. Maximize the use of the City's Historic Transferable Development Right Program (TDR) as a method of preserving the historic integrity of designated structures.</p>	<p>1.b Determine if Context Papers, Designation Criteria and Integrity Scoring Sheets are fair and effective tools to identify which properties should be designated. Make code changes as appropriate. (LT – P)</p> <p>Staff note: define “integrity scoring system” and designation criteria in final draft.</p> <p>1.c Create a ranking system to evaluate Post-Victorian properties. (I – P)</p> <p>12.a Review Historic Preservation Design Guidelines and Commercial Design Guidelines to ensure that development is compatible with historic resources. (I – P)</p> <p>12.b Use 3-D modeling to implement the policy. (I – P)</p> <p>3.a Use 3D 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 negative impacts on the neighborhood based on the findings. (I - P)</p> <p>3.b Research benefit packages for preserving properties in other communities, and incorporate best practices into City and County codes. (I-P)</p> <p>3.c Explore the creation of non-physical benefits, such as fee waivers or tax incentives, for historic properties (LT-P)</p> <p>4.a Explore implementing a program similar to the County's that tracks the availability of TDRs. (LT – P)</p>
---	--

Comment [MM24]: define

**2010/2011 ASPEN AREA COMMUNITY PLAN
DRAFT**

	<p>4.b Explore methods to track the sale price and other financial information of TDR transactions. (I – P)</p> <p>4.c 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)</p>
<p>III. PUBLIC SECTOR POLICIES</p> <p>1. The public sector should set an example as a responsible steward of preservation and adaptive re-use of historic buildings.</p>	<p>III. PUBLIC SECTOR ACTION ITEMS</p> <p>1.a Establish a long-term plan for the viability-, functionality and energy efficiency of all publicly-owned historic buildings. (I – P)</p> <p>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)</p> <p>1.c Explore purchasing historic properties that can also meet buy-down program goals <u>for Community Workforce Housing</u>. (I – P, APCHA) <i>Staff Note: this is verbatim from the Housing Chapter.</i></p>
<p>IV. PUBLICLY-ACCESSIBLE INTERIORS POLICIES</p> <p>1. Preserve exceptional character-defining historic interiors in publicly accessible buildings.</p>	<p>IV. PUBLICLY-ACCESSIBLE INTERIORS ACTION ITEMS</p> <p>1.a Inventory historic landmarks that are publicly accessible and identify character-defining interior features. (I-P)</p> <p>1.b Establish criteria for historic designation of character-defining historic interiors that balance preservation, functionality, and energy efficiency. (I – P)</p> <p>1.c Use the Secretary of the Interior’s Standards for the preservation</p>

Comment [MM25]: Will need to revisit after we finish housing

	<p>of historic interiors as guidelines for amendments to the Land Use Code. (LT – P)</p>
<p>V. REVIEW PROCESS & ENFORCEMENT POLICIES</p> <p>3. The Historic Preservation Commission’s review process should be positive, productive and fair, with a high level of integrity, consistency and collaboration.</p> <p>4. Routinely and fairly enforce property specific approvals.</p> <p>5. When enforcement is required, emphasize restoration of historic features over penalties,.</p>	<p>V. REVIEW PROCESS & ENFORCEMENT ACTION ITEMS</p> <p>1.a Ensure updates to the Historic Preservation program (see Section 2, <i>Updating the Historic Preservation Program</i>) reflect the policy. <u>(I – P)</u></p> <p>2.a Improve the City’s and County’s enforcement of its rules and regulations related to historic preservation. (I – P)</p> <p>2.b Require on-going communication with staff during any renovation of or addition to historic structures or sites. (I-P)</p> <p>3.a 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. (I – P)</p>
<p>VI. HISTORIC PRESERVATION PROGRAM EDUCATION POLICIES</p> <p>1. Improve public awareness and understanding of the City and County Historic Preservation Programs.</p>	<p>VI. HISTORIC PRESERVATION PROGRAM EDUCATION ACTION ITEMS</p> <p>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)</p> <p>1.b Update standards for public notices to include a non-technical</p>

**2010/2011 ASPEN AREA COMMUNITY PLAN
DRAFT**

	<p>summary about proposed projects and links to on-line development plans, staff reports, 3-D modeling, and meeting schedules. (I – P)</p> <p>1.c Use 3-D modeling as an educational tool for the public. (I – P)</p> <p>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 and local agencies)</p>
<p>VII. ENERGY EFFICIENCY POLICIES</p> <p>3. All existing and future historic landmark properties should be maintained in a manner that improves energy efficiency while maintaining historic integrity.</p>	<p>VII. ENERGY EFFICIENCY ACTION ITEMS</p> <p>1.a Provide owners of historic landmarks with free assistance from the Building Department to facilitate energy-efficiency upgrades. (I – B)</p> <p>1.b Provide information about energy-efficiency loans and other resources to all property owners that go through the historic preservation review process. (LT – City Manager, B)</p>

DRAFT AACP SUSTAINING THE ASPEN IDEA CHAPTER

VISION

We are committed to rediscovering and sustaining the original intent of the Aspen Idea. [\[add information from S Wickes here or as call out box\]](#)

PHILOSOPHY

We recognize that mind, body and spirit are fully integrated parts of a whole and balanced person. Our community, at its best, provides opportunities to cultivate lifelong education, physical health, civic engagement, personal responsibility, spiritual development, and an environmental consciousness.

Cultivating arts and culture is a core element of the Aspen Area's heritage and identity, enriching our quality of life and reinforcing Aspen's national and international profile. Our physical health is tied to the natural environment and recreational opportunities available here. Being engaged citizens of the world and pursuing spiritual development creates a strong foundation for our community.

Comment [J26]: Editing Group needs to re-visit this section.

Non-profits and businesses should coordinate and integrate their offerings to reflect a myriad of experiences and a sense of discovery. This approach can rebuild local enthusiasm for the Aspen Idea, create common ground to reduce stratification in the community and diversify and strengthen our visitor base into the future.

POLICIES AND ACTION ITEMS

The policies and action items below are adopted to address the following critical issues: 1) rediscovering the Aspen Idea, 2) Arts Facilities, and 3) Housing.

The action items are arranged alongside the policies, so the purpose of the action item is understood. Each Policy is numbered, while the associated Action Items are lettered. For instance, Action Item "1.a" is associated with Policy "1." Because this is a ten year plan, the action items are prioritized in terms of "immediate" (I) and "longer term" (LT), so that there is immediate progress made to implement the immediately necessary policies of this section, while still allowing for development of ideas and legislation that may further the broader policies of the plan in the long-term. The government department or agency responsible for any given action item

**2010/2011 ASPEN AREA COMMUNITY PLAN
DRAFT**

is indicated as follows: Aspen/Pitkin County Housing Authority (APCHA); Planning (P); Building (B); Environmental Health (EH); Canary Initiative (CI); Capital Asset Department (“CA”); Attorney’s Office (AO).

I. REDISCOVERING THE ASPEN IDEA POLICIES	I. REDISCOVERING THE ASPEN IDEA ACTION ITEMS
4. Rediscover and sustain the original intent of the Aspen Idea.	1.a Research the historical roots of the Aspen Idea to help rediscover and revitalize the original concept. (I – local organizations)
5. Encourage collaboration among non-profit organizations, local government and local businesses.	1.b Establish a program to educate the community about the Aspen Idea (Community Relations) 2.a Explore reconvening a local Council on the Arts and Humanities to promote collaboration and coordinate planning. A Council on the Arts and Humanities could: 1) Coordinate special events so they are balanced throughout the winter and summer seasons. 2) Organize experiences that embody the Aspen Idea through a range of activities that balance the mind, body, and spirit. (I – City Manager, County Manager, local organizations)
6. Foster greater inclusivity and participation in cultural events from within the spectrum of community residents and visitors.	3.a Establish and leverage a comprehensive, user-friendly, web-based calendar / resource to facilitate dissemination of information and schedules of events. (I – ACRA) 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) 3.c Encourage recreational and cultural programs that support

Comment [jg27]: Check with Stephen Wickes about action items for this policy. Include action item about sustaining this in perp.

	<p>personal growth, enhance family relationships and encourage civic involvement. (LT- Community non-profits, PR, CM, CoM)</p> <p>3.d Create incentives for alcohol free, family friendly community events (LT- Special Events)</p>
<p>II. ARTS FACILITIES POLICIES</p> <p>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)</p>	<p>II. ARTS FACILITIES ACTION ITEMS</p> <p>1.a Explore amendments to the City and County Land Use Codes to include standards to ensure that when a facility expansion, re-development and/or new development is proposed it:</p> <ul style="list-style-type: none"> • 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 reuseable 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; • Maintains high quality facilities. <p>(I-P, City Manager, County Manager, non-profit groups, etc)</p> <p>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</p>

	Manager, non-profit groups, etc)
<p>III. HOUSING POLICIES</p> <p>7. Ensure that housing is available for visiting artists and presenters.</p>	<p>III. HOUSING ACTION ITEMS</p> <p>1.a Explore options for housing guest artists and presenters of local non-profit organizations.</p> <p>1.b. Create a program in which owners of Accessory Dwelling Units are incentivized to provide seasonal housing, or occasional use housing, to local non-profits.</p> <p>1.c Explore using web-based arts calendar/center to promote and coordinate shared housing opportunities for visiting artists.</p>

Comment [jg28]: The Editing Group is uncomfortable with this section and would like to review this with the entire group.

**2010/2011 ASPEN AREA COMMUNITY PLAN
DRAFT**

DRAFT AACP LIFELONG ASPENITE CHAPTER

VISION

Respecting human dignity and self determination, we will strengthen the quality of life and well-being for people of all ages in our community. We believe Aspen area is a place that people, regardless of age, should be able to choose for a lifetime. We strive to provide opportunities for enriched living experiences beyond the provision of services that meet basic needs.

PHILOSOPHY

While past plans have promoted ensuring a high quality of life through growth management tools, affordable housing policies, environmental programs, and transportation initiatives, they have not comprehensively addressed the human and social services needed to support our community. In this plan, we recognize that providing both social and physical infrastructure for anyone who calls the Aspen Area “home” is integral for the long term sustainability of our community. Local governments, non-profits and community groups have made progress in addressing the human needs of the “Lifelong Aspenite,” but gaps still exist in the provision of essential services. We strive to be proactive in the identification of individual, family and community health and safety issues and we value a collaborative approach to finding creative, sustainable solutions to ensure that basic human needs are met. This plan can be a tool to build on existing community strengths, recognize and address existing service gaps, and ensure integration and collaboration of all our public health, healthcare, education, law enforcement and social services, to meet the needs of the “Lifelong Aspenite.”

We are guided by community, professional, and legal standards in providing the highest level of self-reliance, public safety, health, and life quality of people of all ages in the community.

Self-Reliance

We must work together to ensure that everyone in our community is able to meet his or her basic needs and is self sufficient, to the greatest extent possible. It is important that we provide a wide range of options to achieve this goal.

Public Safety

We must continue to ensure that our safety services (police, sheriff, fire, hospital, child and adult protection, Mountain Rescue and emergency response, etc.) are efficient, effective and coordinated.

Health

**2010/2011 ASPEN AREA COMMUNITY PLAN
DRAFT**

We strive to achieve the highest level of personal health for everyone in our community through programs that reduce risks, encourage healthy lifestyles and create access to quality health care regardless of age, income or ability. Local and regional public health agencies, providers, and non-profits must work together to ensure community-wide access to a comprehensive set of health services.

POLICIES AND ACTION ITEMS

The following policies and action items are adopted to address: 1) General Policies, 2) Self-Reliance, 3) Public Safety, and 4) Health.

The action items are arranged alongside the policies so the purpose of each is understood. Each Policy is numbered, while the associated Action Items are lettered. For instance, Action Item “1.a” is associated with Policy “1.” Because this is a ten year plan, the action items are prioritized in terms of “immediate” (“I”) and “longer term” (“LT”), so that there is immediate progress made to implement the immediately necessary policies of this section, while still allowing for development of ideas and legislation that may further the broader policies of the plan in the long-term. The city/county department responsible for the action item is indicated as follows: Planning (P); Kids First (KF); Attorney’s Office (AO); Aspen Pitkin County Housing Authority (APCHA); Senior Services (SrS); Health & Human Services (HHS); Environmental Health (EH); Canary Initiative (CI); Public Health (PH); Local Public Health Agencies (LPHC); Parks and Recreation (PR); Special Events (SE); Transportation (T); Roaring Fork Transit Authority (RFTA); Law Enforcement (LE); City Manager (CM); and, County Manager (CoM).

POLICIES	ACTION ITEMS
<p>I. GENERAL POLICIES</p> <p>1. Provide access to comprehensive health and social services.</p>	<p>I. GENERAL ACTION ITEMS</p> <p>1.a Identify specific gaps in the health and social service networks and prioritize collaborative solutions. (I – HHS, Community Non-Profits)</p> <p>1.b Encourage collaboration to establish a more comprehensive social services system that is accessible, affordable and supportive of all community members. (LT- Aspen K-12, HHS, Private Sector, Community Organizations, KF)</p> <p>1.c Conduct a comprehensive Community Health Assessment for the Aspen Area every 5 years and analyze, prioritize and implement findings. (I – PH, LPHA, EH, AVH, Community</p>

Comment [jg30]: Definition: a process that involves the community in identifying problems, setting priorities, developing an action plan, measuring progress, deciding whether the actions are effective, modifying the actions if necessary, and reevaluating the community's problems and priorities.

Comment [jg31]: Call out about public health act

**2010/2011 ASPEN AREA COMMUNITY PLAN
DRAFT**

<p>2. Health and human impacts from development, activities/events, and policy changes shall be mitigated.</p>	<p>Non-Profits)</p> <p>1.e Establish and implement a long term strategic plan to fund creative and sustainable solutions to the gaps in service. (I - HHS, CM, CoM, LPHA, PH)</p> <p>1. f Create comprehensive, accessible and bilingual information 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)</p> <p>2.a Explore possible amendments to the city and county codes to include review criteria for self-reliance, health, and safety issues. (I – P, HHS)</p> <p>2.b Add Health and Human Services to the regular internal review of land use applications. (I – HHS, P, APCHA, PH, LE, Community Non-Profits, EH)</p> <p>2.c Explore the creation of a fee to mitigate impacts from development, activities/events, and policy changes. (I – HHS, P, PH, SE)</p>
<p>II. SELF-RELIANCE POLICIES</p> <p>1. Ensure that affordable, accessible high quality childcare is available.</p>	<p>II. SELF-RELIANCE ACTION STEPS</p> <p>1.a. Work with local, regional, state, and federal organizations to increase and maintain funding that allows early childhood education to remain affordable for families in all economic categories. (I – KF)</p> <p>1.b. Provide appropriate support for child care programs to help</p>

Comment [jg29]: Define this term in final document

**2010/2011 ASPEN AREA COMMUNITY PLAN
DRAFT**

<p>2. Expand the opportunity for safe and healthy housing for those in need, including the elderly, people with disabilities, and low income populations.</p>	<p>improve the quality of child care. (Examples of acceptable steps include pre-licensing support, Qualistar Rating, grants, coaching, and program outreach.) (I – KF)</p> <p>1.c. Establish an on-going program that encourages and supports parent engagement and leadership in child care programs and schools. (LT – Aspen K-12, KF , PH, Community Non-Profits, HHS)</p> <p>2.a Establish a comprehensive network of in-home support services for seniors and people with disabilities to support seniors aging in place, and people with disabilities to live in place. (I - HHS, SrS/Sr Council, Private Sector)</p> <p>2.b Explore a range of accommodations and services for our aging population. . . . (LT- Sr Svcs, Sr Council, Private Sector)</p> <p>2.c Encourage collaboration between community entities to 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)</p>
<p>3. Ensure that all community members have access to all public assistance programs for which they qualify.</p>	<p>3.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)</p> <p>3.b Lobby the state and federal government to change assistance guidelines and funding to reflect the self-sufficiency standard. (I – HHS, BOCC, CC)</p>
<p>4. Promote self-sufficiency and self-reliance through coordinated, comprehensive and sustainable programs.</p>	<p>4.a Create a working group to review and determine the strategic and coordinated direction of all local subsidies including RFTA,</p>

Comment [bg32]: Run this by Frontiers and APCHA Board

Comment [jg33]: Define (identifies what income is necessary to live independently in the Aspen area considering cost of housing, transportation, health care, child care, food)

**2010/2011 ASPEN AREA COMMUNITY PLAN
DRAFT**

<p>5. Promote family friendly business practices, including flexibility in hours, health insurance, and self-sufficient wages.</p> <p>6. Foster self-reliance by creating circulation systems (vehicular and pedestrian) that are fully connected, integrated, and easy to use.</p>	<p>APCHA, Child Care assistance, food programs, health care, wages. This working group should study the monetary value of the subsidies provided to the community (LT – HHS, RFTA, APCHA, KF, PH, Community Non-Profits, Private Sector)</p> <p>4.b Educate the community about the Self Sufficiency Standard the importance of earning a livable wage, that resources available to promote self-sufficiency. (I – HHS, PH, Aspen K-12, KF)</p> <p>4.c Create access to career paths using local educational partners (e.g. Colorado Mountain College, Aspen School District and others) to provide community members the opportunity to train and pursue educational interests leading to locally based careers. (LT – CMC, Aspen K-12, HHS)</p> <p>4.d Encourage education that will foster cultural and language integration in businesses. (LT- Community Organizations, CMC, ACRA)</p> <p>4.e Establish cultural sensitivity programs in all school settings (preschool to adult education) that recognize and respect diversity. (LT- KF, Aspen K-12, CMC)</p> <p>4.f Ensure our workforce is literate by providing opportunities for English and other language learning. (LT- Aspen K-12, CMC, Community Organizations)</p> <p>4.g Promote enforcement of fair job and housing laws, especially for immigrants and underserved populations, and ensure effective bilingual communication exists. (LT- Community Non-Profits, APCHA)</p> <p>4.h Implement programs and policies that provide opportunities</p>
---	---

**2010/2011 ASPEN AREA COMMUNITY PLAN
DRAFT**

<p>7. Promote organic and sustainable local and regional food production.</p>	<p>for our youth to return here as adults. (I – Private Sector, CMC, Community Non-Profits)</p> <p>4.i Develop targeted education programs for teens to reduce early parenthood, and to maximize teens’ ability to be self-sufficient as adults. (I – Community Non-Profits, HHS, Aspen K-12, CMC)</p> <p>4.j Incentivize the creation of local jobs for seniors and people with disabilities. (LT- CM, CoM, HHS)</p> <p>5.a Educate employers, increase public awareness and explore lobbying for legislation regarding the “best business practices” that enhances business productivity while supporting families. (I – HHS, KF, CMC, Private Sector)</p> <p>5.b The public sector should serve as a model for implementing this policy. (LT – HHS, KF, CM, CoM)</p>
<p>8. Ensure everyone has local access to quality food.</p>	<p>6.a Ensure transportation services are affordable and accessible to members of our community, including families, seniors, those with low income and the disabled, for services that are not available in the Aspen Area. (I - RFTA, T, SrS, Sr Council, HHS, Community Organizations)</p> <p>6.b Conduct a physical inventory of sidewalks, streets, transit stops, etc to evaluate walkability and accessibility of the community (including those with limited mobility) and generate a list of needed maintenance and improvements to be implemented on an annual basis. (LT- P, T)</p> <p>7.a Implement programs and policies to support co-operatives and local production of good, clean, and fairly priced food. (LT – CM, CoM, LPHA, EH, Community Organizations)</p>

Comment [jg34]: Define this in a call out box

**2010/2011 ASPEN AREA COMMUNITY PLAN
DRAFT**

	<p>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)</p> <p>7.c Explore the use of public lands for community gardens and permaculture activities. (I – P, OS/T, Community Organizations)</p> <p>7.d Coordinate efforts to educate the community about local food production, including programs that teach gardening. (LT – CMC, EH, Community Organizations)</p> <p>8.a 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, CM, CoM)</p> <p>8.b Ensure access to healthy, fresh and affordable food in the Aspen area for low income, senior, disabled and at-risk residents. (LT- P, Private Sector, Community Non-Profits)</p>
<p>III. PUBLIC SAFETY POLICIES</p> <p>1. Ensure that a safe environment exists for all Aspen Area residents, visitors and workers.</p>	<p>III. PUBLIC SAFETY ACTION STEPS</p> <p>1.a Strengthen working relationships 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)</p> <p>1.b Establish reliable funding and staffing levels to provide all necessary public safety and health/human services staffing and operations to meet growing public needs and unfunded mandates. (LT - HHS, PH, LE)</p>

**2010/2011 ASPEN AREA COMMUNITY PLAN
DRAFT**

<p>2. Ensure a safety net exists for all “at risk” Aspen Area residents, visitors and workers.</p>	<p>1.c Promote conflict resolution skills and efforts amongst neighbors and homeowners’ associations. (I- LE, Community Non-Profits)</p> <p>1.d Explore expanding community policing and neighborhood watch programs throughout the Urban Growth Boundary. (LT-LE)</p> <p>2.a Create collaborative programming to reduce the incidence of family violence and ensure safety, permanency and well being of children in the Aspen area. (I –HHS, LE, PH, Aspen K-12, KF, Community Non-Profits)</p> <p>2.b Streamline and coordinate the community response to family violence, adult financial exploitation, sexual assault and child/adult/self neglect through enhanced collaboration between HHS, Response, DA’s office, Law Enforcement, Mental Health/Substance abuse providers, Probation, Case management programs, etc. (I – HHS, LE, Community Non-profits)</p> <p>2.c. Develop a comprehensive inmate re-entry program. (LT –LE, HHS, Community Non Profits)</p> <p>2.d. Explore the creation of a year round homeless shelter with substance abuse, mental health, physical health, job support and intensive case management (LT- HHS, Community Non-Profits)</p> <p>2.e. Encourage half way houses and programs for at risk adults that address mental health, substance abuse, case management. (LT- Community Non-Profits, HHS)</p> <p>2.f. Ensure dedicated funding and comprehensive resource development to provide coordinated, timely and quality services</p>
--	---

**2010/2011 ASPEN AREA COMMUNITY PLAN
DRAFT**

<p>3. 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.</p>	<p>3.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)</p> <p>3.b. Collaborate with local, regional and state organizations that work with children and families to increase access to preventative care in all mental health areas for children. (LT – KF, Community Non-Profits, HHS)</p> <p>3.c. Ensure that accessible and affordable mental health screening and treatment is available. (I –Community Non-Profits, SrS, HHS)</p> <p>3 d. Work with public and private mental health practitioners to create an action plan that addresses older population issues, especially depression and anxiety. (I – SrS, Community Non-Profits)</p> <p>3.e Support the creation and implementation of a comprehensive suicide prevention program (I- Community Non-Profits, HHS)</p> <p>3.f. Enhance substance abuse prevention education for children, adults and families. (I- Community Non-Profits, Aspen K-12, HHS)</p> <p>3.g. Establish sustainable detoxification services and programs for the Aspen Area. (LT- Community Non-Profits, HHS)</p>
<p>4. Ensure that all residents have access to a comprehensive dental program that includes education, prevention and treatment.</p>	<p>4.a. Explore the creation of a local and/or regional preventative and primary low income dental care, including on-going funding mechanisms. (I- PH, LPHA, HHS, Community Non-Profits)</p>

**2010/2011 ASPEN AREA COMMUNITY PLAN
DRAFT**

<p>5. Ensure that a comprehensive health care system exists and that the community is aware of the system.</p>	<p>4.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).</p> <p>4.c Secure a pediatric dentist for the Aspen Area. (LT- Private Sector)</p> <p>5.a Strengthen opportunities and partnerships between Public Health, AVH and health care providers to work toward enhancing community health programming, cohesive case management and electronic communication. (LT- PH, HHS, AVH, Private Sector)</p> <p>5.b Create a seamless system for families to support their children’s positive development from birth through school aged by collaborating with local, regional and state organizations. (LT- KF, PH, Aspen K-12)</p> <p>5.c Create an outreach program to link individuals and families to health insurance. (I – HHS, Private Sector)</p> <p>5.d Create and implement a formal system of communication between child care programs, health nurses, Dr.’s offices, city and county offices, schools, and community organizations to improve health care support to individuals and families. (I – KF, PH, EH, LPHA)</p> <p>5.e. Support future opportunities and programs that will maximize the potential of Health Care Reform. (LT- HHS, PH, LPHA, AVH, Private Sector, Community Non-Profits.)</p> <p>5.f Educate the community regarding the connection between</p>
--	--

**2010/2011 ASPEN AREA COMMUNITY PLAN
DRAFT**

<p>6. Ensure healthy family functioning</p> <p>Concept of senior gathering places</p> <p>7. Ensure that residents have the resources and awareness to reduce their risks from lifestyle choices and environmental exposures.</p>	<p>improved child development and success in school and life, such as pre-natal care, early education, intervention and brain development. (I – KF, Aspen K-12, PH, HHS)</p> <p>6.a. Provide consistent quality education about what behaviors reflect healthy family functioning and the availability of resources that support healthy family development. (LT- KF, PH, HHS, Aspen K-12)</p> <p>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)</p> <p>6.c.Support intergenerational and intercultural programming in all public facilities, including locating daycare centers near senior centers/housing, that allow young parents and kids to learn from seniors, etc. (LT- KF, SrS, HHS)</p> <p>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)</p> <p>7.a. Support partnerships between AVH, Public Health, Environmental Health, RFTA, Schools and businesses to create year round safety education and prevention programs and secure funding. (LT- AVH, PH, EH, Aspen K-12, RFTA, CMC)</p>
--	--