

Draft 2010/2011 AACP Chapters

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MANAGING GROWTH & ECONOMIC SUSTAINABILITY DRAFT CHAPTER

VISION

Definition of Growth: Growth is any increase in 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).

The Aspen Area is committed to returning to sustainable land use practices that are guided by the following principles:

- Create a vibrant year-round community with an excellent quality of life;
- Ensure that the Aspen Area is a strong community based on a high level of engagement in civic and non-profit groups, familiar personal interactions in public gathering places, and fosters mutual respect.
- Managing the pace of growth;
- Preserve the physical scale and historic character of our small town;
- Preserve mountain views;
- Prioritize the use of renewable over non-renewable resources and consume the least amount of non-renewable resources as possible;
- 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 tourist economy;
- Develop affordable housing to provide for a critical mass of local residents, while limiting the future demand for additional affordable housing;
- Recognize the physical limits of the Aspen Area, and that uncontrolled growth will result in a spiraling need for more affordable housing and more infrastructure, which threatens the small town character of our built environment, scenic mountain views, the natural environment, safe enjoyment of an outdoor lifestyle, and the overall quality of life that sustains a healthy year-round community and visitor-based economy.

PHILOSOPHY

The, social, economic, cultural, and architectural character of modern Aspen reflects a Victorian Era western mining town, a scenic Rocky Mountain landscape, the post-war foundations of skiing, summer recreation, unique cultural institutions, and a strong environmental ethic. These elements of the Aspen Area attract people from across the country and around the world and are essential to the long-term sustainability of a vibrant permanent population and diverse tourist economy.

Beginning in the mid-1970s, the Aspen Area has a long history of growth management and land use regulation centered around a desire to preserve the natural environment, a socially diverse community, the unique heritage of our built environment, and broader quality of life goals. 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 meet changing community priorities. Both the City of Aspen and Pitkin County have used growth management and other land use tools to preserve open space and rural character, encourage a diverse lodging base, and create a critical mass of permanent residents through affordable housing.

But in other ways we have fallen short of achieving important community goals. At times, our land use tools have resulted in growth that is inconsistent with the unique heritage of our built environment, the social diversity of the year-round community, the social diversity of visitors and the outdoor lifestyle and pristine views of a small town located in the Rocky Mountains. And particularly during economic boom periods, the intensity of construction has been inconsistent with a healthy year-round community and sustainable tourist-based economy.

We recognize that the original pillars of our community character evolved into a tourist-based economy, but we also recognize that in the last 20 years the development economy has become dominant, overshadowing tourism in terms of economic activity. Our responsibility is to ensure that future development is controlled in a way that avoids additional damage to the long-term health and stability of our community and to a sustainable visitor-based economy.

We need to preserve the unique visual experience of a small town in the Rockies. Even our most important community goals -- of providing affordable housing, of balancing the lodging base, of a lively downtown with a healthy balance of unique shops and restaurants -- should remain subordinate to a built and natural environment that respects pristine natural beauty along with the modest physical scale and architectural context of our town.

The tools for managing growth are intended to create a healthy balance among a variety of uses, so that one kind of use does not overshadow others. We also manage growth to ensure that it does not outpace the public sector's financial capacity and the provision of necessary infrastructure that maintains 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.

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

The Residential Sector

While some potential remains for the development of new dwelling units on existing vacant lots, the primary source of new construction in the future will be in the area of residential redevelopment. The track record in the Urban Growth Boundary shows that residential redevelopment typically means the demolition of existing homes and replacement with expanded homes that are almost always as large as current code allows. This trend has negatively impacted our community.

1. Pace of Construction

Intense periods of construction activity threaten our community character and the long-term sustainability of the visitor-based economy. Therefore, amending city and county codes to manage the pace of construction activity is essential. The purpose of pacing construction is to maintain a high quality of life for residents and a high quality experience for visitors by preventing traffic congestion, noise, dust, disturbances, and reduction in air quality, preventing the disruption of the visual and aesthetic character of city and county neighborhoods and the downtown area through the presence of construction trailers, heavy truck parking, construction fences, and disrupted landscaping.

2. House Size

The built environment is an important part of what defines a community's character and identity. The size and location of new and redeveloped homes in the Urban Growth Boundary is out of context with the unique architectural heritage of a small town in the Rocky Mountains, and disrupts pristine mountain views.

Reduction in house size and stronger regulations governing the location of homes on hillsides will preserve and maintain our quality of life by planning for a built environment that reflects historic heritage, preserves scenic mountain views, limits damage to the natural environment, reduces employment generation, limits the public financial burden of additional infrastructure and annual local government operations, prevents negative construction impacts such as traffic congestion, maintains the safety and enjoyment of our outdoor lifestyle, and limits the unnecessary use of resources and energy now and in the future. [\(add number after review of house size action item\)](#)

The Lodging Sector

During the last 10-15 years, many small to mid-sized lodges in Aspen have converted to other uses, resulting in the loss of many economy/moderate lodges. At the same time, the market has favored, and the land use codes have allowed, the development of large second homes and deluxe, high-end, fractional "lodge" projects. Our lodging base should be balanced to accommodate a diversity of

visitors, special events staff in order to support a sustainable visitor-based economy. The sizing of new lodges should be modest in bulk, mass, and scale. [\[review when finish aabc chapter\]](#)

We should formulate a strategy that preserves the small to mid-sized lodges that reflect Aspen’s historic character. We should incentivize small room sizes, limit amenities that drive excessive job generation, and encourage a mixture of different types of inventory in lodge projects. We should encourage lodging that recognizes the downtown, skiing, the arts, and surrounding areas as an important amenity. At the same time, on-site lodging amenities that integrate visitors and residents are equally important

The Retail 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, retail has converted to office, high rents have resulted in a continuing shift towards exclusivity and the total number of restaurants and bars has dropped substantially since 2000, contributing to a loss of vitality, diversity, and balance. We have also grown concerned that businesses providing basic necessities could be replaced with different uses, as illustrated by the closing of Aspen Drug at the corner of Galena Street and Hyman Avenue.

While recognizing that government involvement in the commercial sector is a complex undertaking, we must identify methods and explore partnerships to retain essential businesses. Additionally, we must encourage more small shops with unique merchandise and restore a healthy diversity of unique stores and restaurants – fostering a stronger sense of vitality for both residents and visitors.

Civic & Non-Profit Sector

The Aspen Area has a long history of support and engagement with a wide range of non-profit groups, many of which emerged from the Aspen Idea. The Aspen Area community places a high value on the wide range of opportunities to be part of civic and non-profit groups, to make new personal connections, and to enjoy and participate in special events.

Our non-profits are part of our community’s unique identity – when they are converted to the private sector, our identity and economic health is compromised. Our long-term quality of life and sense of community depends on the continued strength of these important and historically significant institutions.

Sustainability of our Tourist-Based Economy

Our long-term sustainability depends largely on our ability to remain an attractive and welcoming place for future generations. The foundations of our high quality of life must be solidly in place, including skiing, summer recreation, scenic beauty, outdoor lifestyle,

strong and diverse year-round community, compelling special events, a diverse lodging inventory, our genuine architectural heritage, a vital downtown and a wide range of arts and cultural offerings.

Mitigation

The City of Aspen and Pitkin County require a range of mitigation for new development and redevelopment, including park fees, school fees, affordable housing, transportation fees and others. We must re-evaluate and strengthen our mitigation strategies to discourage the types of development and redevelopment that provide minimal public benefit. We need better information on the amount and types of impacts created by development and redevelopment, and a strategy to ensure that all impacts are offset.

The Future of the AABC: This section will be drafted after the P&Z holds discussions on the issues of Transportation and the AABC.

POLICIES AND ACTION ITEMS

The following policies and action items are adopted to address the following critical issues: 1) Residential Sector, 2) Lodging Sector, 3) Aspen Area Commercial Sector, 4) AABC Area, 5) Public Sector, 6) Non-Profit Sector, 7) Mitigation, 8) Pace of Construction, 9) Sustainability of our Tourist-Based Economy, 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 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”).

I. RESIDENTIAL SECTOR POLICIES	I. RESIDENTIAL SECTOR ACTION ITEMS
<p>1. Ensure that City and County codes with respect to the location and size of homes are consistent within the Urban Growth Boundary.</p> <p>2. Control the location and size of homes in order to:</p> <ul style="list-style-type: none"> • protect the natural visual quality of river and stream corridors and the surrounding mountainsides to preserve a scenic Rocky Mountain experience; • protect our small town community character and historical heritage; • reduce environmental degradation and excessive consumption; • limit infrastructure costs and local government operating costs; and • reduce a wide range of short- and long-term job generation impacts, including traffic congestion and demand for affordable housing. 	<p>1.a Homogenize city and county codes in the urban growth boundary area. (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 all development in the urban growth boundary (I-P).</p> <p>2.a Hold a joint City-County P&Z summit that reviews the existing City and County land use codes to recommend a consistent and more effective method to implement the policy. At a minimum, this should include an examination and improvement of the following code regulations:</p> <ol style="list-style-type: none"> 1. City 8040 Greenline 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) (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 any building on slopes of 30% or greater. (I-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 maximum “hard cap” for house sizes within Urban Growth Boundary from 15,000 s.f. to 7,500 s.f. in order to make house size in the city and county portion of the UGB more consistent. (I-P)</p> <p>2.d Amend the City and County codes to reduce or eliminate FAR exemptions, considering aesthetic impacts (e.g. sub-grade space, garages, etc). (I – P)</p> <p>2.e Ensure that the County TDR market remains stable and healthy if changes are made to the hard cap on house sizes in the County. Scope of work would include: 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, and e) Explore other possible “awards” for receiving sites (aside from FAR). (I-P)</p> <p>2.f Examine a new square footage buy-back program, like a Purchase of Development Rights (PDR) program or a conservation easement approach, for projects that are vested for square footage above 5,750 to encourage owners to not build more than 5,750 sq. ft. (LT-P)</p> <p>2.g Amend city and county codes to address proper solar orientation of homes, and the accommodation of renewable energy structures. (I-P, B, CI)</p> <p>2.h Strengthen the “scenic zones” in the County adjacent to the Aspen Area - along Highway 82 toward Independence Pass, up Castle Creek Road, and up Maroon Creek Road - to limit the visual and development impacts of growth. (I-P)</p>
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<p>3. Protect the visual quality and character of residential UGB neighborhoods by reducing site coverage, mass, scale and form.</p> <p>4. Encourage permanent residents to stay in existing free market stock and reduce real estate speculation.</p>	<p>3.a Amend City and County code to reflect policy, using some combination of: 1) reducing site coverage , 2) creating Residential Design Standards that are customized to individual neighborhoods, 3) exploring the potential of form-based design standards, and 4) exploring volumetric FAR calculations. (I-P)</p> <p>3.b Amend City code to create a 5,000 sq. ft. hard cap. Study historical FAR and site coverage in Aspen and other similar mountain communities such as Crested Butte, Steamboat Springs and Telluride. (I-P)</p> <p>3.c Amend the County code to establish a sliding scale FAR for substandard size parcels in the AR-10 zone. (I-P)</p> <p>4.a Explore methods to provide incentives encouraging local residents to stay in the homes they own, including but not limited to:</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) v.
<p>II. LODGING SECTOR POLICIES</p> <p>1) Lodging development or redevelopment should be designed to encourage interaction between visitors and residents through promotion of local businesses and lodge amenities.</p> <p>2. Lodging development or redevelopment downtown should be modest in bulk, mass, and scale. (staff note: review this when we get to AABC area conversation)</p>	<p>II. LODGING SECTOR ACTION ITEMS</p> <p>1.a Amend the land use code 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.a Use the City’s 3-D model of the downtown area to illustrate the kind of development that existing zoning and the City’s Lodging & Commercial Design Guidelines would result in. (I-P)</p>

<p>3) Encourage the development or redevelopment of lodging to maintain a diverse lodging inventory.</p> <p>4) Prevent the further loss of lodging inventory.</p>	<p>2.b Define “modest” and amend zoning based on the findings of 2.a. (I-P)</p> <p>3.a Research examples of entry level lodging with small rooms, like a youth hostel (e.g. Paris, London, Tokyo). (I-P)</p> <p>3.b Explore the potential for city fee abatements and limited public financing with regard to the development/redevelopment of moderate/economy lodging. (I-P)</p> <p>3.c Explore amending the land use code to allow for different types of lodging, such as bed and breakfasts, in City residential neighborhoods. (LT – P)</p> <p>3.d Encourage flexibility in unit sizes and configurations that can respond to seasonal and economic change. (I – P)</p> <p>4.a Amend City code to eliminate the provision for new multi-family free market residential as a single use in 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>III. ASPEN AREA COMMERCIAL POLICIES</p> <p>1) Ensure that the City’s new Commercial Design Standards and Historic Preservation Guidelines will result in development that reflects the context of architectural heritage in terms of site coverage, mass, scale, and form and will maintain a diversity of heights.</p>	<p>III. ASPEN AREA COMMERCIAL ACTION ITEMS</p> <p>1.a Use the City’s new 3-D model of downtown area to test Commercial Design Guidelines and Historic Preservation Guidelines to ensure they implement the policy. (I-P)</p> <p>1.b After completing Action Item 1.a, amend the Commercial Design Standards and Historic Design Guidelines and zoning as needed to implement the policy. (I-P)</p>

<p>4) Encourage the use of 3-D technology to better understand existing conditions and for scenario planning in the AABC Area.</p>	<p>3.f Identify what types of business are at or past the saturation level in the downtown and consider a system to prevent over-saturation, including a quota, zoning, etc.) (I-P)</p> <p>3.g Explore commercial mitigation program, setting aside some ratio of space at lower rents or rental rates based on percentage of sales, with a limited list of uses. (I-P)</p> <p>3.h Explore adopting an Existing Use Zone District in specific areas in order to prohibit new businesses from displacing existing uses. Explore option of allowing a change in use via a conditional use process connected with a limited and specific list of uses. (I-P)</p> <p>3.i Explore the potential to use public sector or non-profit owned commercial spaces to implement policy. (I-P)</p> <p>4.a. Pitkin County ComDev should obtain funding to establish a 3-D model of the AABC Area, and the training necessary for scenario planning. (I-P)</p>
<p>IV. AABC AREA POLICIES</p> <p>1) Ensure that comprehensive transportation services are in place as part of any substantial new development in the West of Aspen Corridor.</p> <p><u>Add in policy related to lodging after AABC area conversation.</u></p>	<p>IV. AABC AREA ACTION ITEMS</p> <p>1.a Establish Pitkin County AABC Sub-Area Master Plan for West of Aspen Corridor to end of airport runway. <i>(This is anticipated to be completed as part of the AACP update.)</i> (I-P)</p>

<p>V. PUBLIC SECTOR POLICIES</p> <ol style="list-style-type: none"> 1. Ensure that existing civic review bodies are part of the review process for public projects. 2. Ensure that the PUD and COWOP process results in tangible community benefits and does not damage the built environment through mass and scale that significantly exceeds land use code standards. 	<p>V. PUBLIC SECTOR ACTION ITEMS</p> <ol style="list-style-type: none"> 1.a Amend COWOP section of City code to include full P&Z review of projects, as if proposal were a Conceptual & Final PUD. (I-P) 2.a 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) 2.b 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>VI. NON-PROFITS POLICIES</p> <ol style="list-style-type: none"> 1. Maintain the legacy of the Aspen Idea by preserving and enhancing our non-profit and quasi-public facilities and spaces. (see also Aspen Idea Chapter) 2. All new or expanded non-profit facilities should be located in the Urban Growth Boundary, and preferably in the Aspen Townsite. 	<p>VI. NON-PROFITS ACTION ITEMS</p> <ol style="list-style-type: none"> 1.a Explore amendments to the municipal code, community partnerships, and other methods that ensure the longevity of our non-profits and civic spaces. (I-P, City Manager, County Manager, non-profit groups, etc) 1.b Address the potential 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) 2.a Examine recent Pitkin County code changes to ensure that they implement this policy. (I – P)

VII. MITIGATION POLICIES	VII. MITIGATION ACTION ITEMS
<p>1. Ensure that new residential development and residential redevelopment mitigates all reasonable housing impacts directly related to the development or redevelopment, consistent with CRS 29-20-104.5.</p>	<p>1.a Conduct a comprehensive review of all residential mitigation options. The action items below reflect a range of studies needed for this review to quantify the impacts. (I-P)</p> <p>1.b City and County shall conduct an updated study on job generation impacts of part-time and full-time residential development and redevelopment, including consideration of different property types and neighborhoods. (I-P, APCHA)</p> <p>1.c Create a “mitigation menu” based on the job generation study, including:</p> <p>1.c.i Explore incentivizing 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, APCHA)</p> <p>1.c.ii Recalculate City and County cash-in-lieu payment amount to reflect the job generation study, as well as the cost of providing off-site affordable housing, including the soft costs of locating developable property, design, planning, public process, identifying buy-down properties, etc. (I-P, APCHA)</p> <p>1.c.iii Review potential for 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. Property owners developing or redeveloping single-family or duplex homes may choose from the list to fulfill mitigation requirements. A payment calculation would still be made based on net new square footage, and would determine from which list they could choose. (I-P, APCHA)</p>

<p>2. Use mitigation as a tool to create lodging that results in a diverse lodging inventory.</p> <p>3. Ensure that general fees fully mitigate for impacts. <i>(Staff note: this intends to address fees that are taken at time of building permit.)</i></p>	<p>1.c.iv Explore the creation of public-private partnerships to fulfill mitigation obligations through the creation of affordable housing. (I-P, APCHA)</p> <p>1.c.v Consider amending the 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 City should examine County’s fee/mitigation policy regarding resident occupied homes. (I-P, APCHA)</p> <p>2.a Conduct a comprehensive study of job generation associated with lodging development. (I-P)</p> <p>2.b Examine City and County codes to revise housing mitigation requirements based on the results of the study. Examine how mitigation policies could encourage flexibility in unit sizes and configurations and other elements that create a diverse lodging inventory. (I-P)</p> <p>2.c Conduct a comprehensive study of lodge projects from the past 5 years comparing the lodging incentive code in place at the time and what actually happened (occupancy, rates, etc).</p> <p>3.a Review existing impact fees in the City and County with regard to schools, parks, roads, stormwater etc. (LT-P, AO)</p>

<p>VIII. GROWTH MANAGEMENT & PACE OF CONSTRUCTION POLICIES</p> <p>1) Pace construction activity to ensure that it does not degrade the quality of life based on the following principles:</p> <ul style="list-style-type: none"> • Regulate the pace of residential demolition and replacement (“scrape and replace” development) • Place higher community value on older properties that have not undergone significant changes • Respect quiet enjoyment of our neighborhoods • Create an objective, fair growth management and pacing systems • Discourage increases in home size • Encourage deed restricted housing • Encourage net zero emissions • Encourage “Essential Commercial” • Encourage diverse lodging inventory <p>2) Expand the Growth Management Quota System (GMQS) to include single-family and duplex residential demolition and replacement for the first time.</p>	<p>VIII. GROWTH MANAGEMENT & PACE OF CONSTRUCTION ACTION ITEMS</p> <p>1.a Amend the City and County codes to adopt similar systems that pace the level of construction activity on an annual basis. Items to explore when creating the system should include:</p> <ul style="list-style-type: none"> i. A “target” year determined to be acceptable in terms of construction activity, to be used as baseline for building permit cap. ii. A “sunset” that is tied to specific infrastructure improvements or other accomplishment that ensures improved quality of life. iii. Exemption 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 1 year of a development order. iv. Explore establishing a list of objective community benefits that may earn “points” under a pacing system. to move them toward the “head of the line.” v. Explore awarding points for older homes that move them closer to the head-of-the-line. vi. The role of vested rights as a tool in a pacing system. (I – P, AO) <p>2.a Revise GMQS to include quotas for residential demolition and replacement. (I – P, AO)</p> <p>2.b Explore expanding the GMQS objective points system for all development, including demolition and replacement, that encourages community benefits. (I – P, AO)</p> <p>2.c Update GMQS to reflect the employment and mitigation studies conducted (see Mitigation Action Items in Section VII). (I – P)</p>
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<p>IX. SUSTAINABILITY OF OUR TOURIST-BASED ECONOMY POLICIES</p> <p>1) Ensure that the Aspen Area is, and remains, an attractive and viable place to live, work, visit and play.</p>	<p>IX. SUSTAINABILITY OF OUR TOURIST-BASED ECONOMY ACTION ITEMS</p> <p>1.a Establish a collaborative working group with representatives of non-profit groups, institutions, City, County, ACRA, APCHA, SkiCo, Aspen Retail Association, CCLC, lodging sector, repeat visitors, second homeowners, full-time residents, environment groups etc. to generate recommendations for implementing this policy. (LT-P)</p> <p>1.b The working group should identify long- and short-term strategies, plans and programs that reflect a collaborative investment in the sustainability of the visitor-based economy. (LT-P)</p> <p>1.c Conduct field trips that explore Aspen’s place in the world (i.e look at what other resort communities are doing). Hold a Sister Cities roundtable to share ideas. (I – P, SE)</p> <p>1.d The working group should conduct periodic analyses of our competitive advantages and disadvantages and explore ways to ensure the resort amenities appeal to new visitors. (LT-P)</p> <p>1.e Proactively promote the diversity of community events, activities, and experiences that communicate the Aspen Idea. (LT-P)</p> <p>1.f Explore the creation of an “Aspencorps” that enables people to learn skills and donate their time in Aspen. (LT-P)</p> <p>1.g Utilize downtown, and other appropriate venues, as an attractive amenity that draws people to take advantage of existing and new public spaces and considers new physical configurations for events and programming. (LT- P)</p>
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	<p>1.h Study how public spaces can be better utilized for activity. This should include physical modeling, examining recommendations in the Downtown Enhancement and Pedestrian Plan, and analyzing the physical infrastructure needed for events. (I - P)</p> <p>1.i Explore dedicating more public right-of-way for periodic events / programming – such as the farmer’s market, and Winterskol - that increase animation in the downtown. (I – P, CC)</p> <p>1.j Increase collaboration between City Special Events, SkiCo, and others who hold events. (LT – SE)</p> <p>1.k Utilize existing private spaces and considers new physical configurations for events and programming. (LT – P)</p>
<p>X. DATA GATHERING POLICIES</p> <p>1) Track future trends in various population segments for the UGB to inform future public policy discussions.</p> <p>2. Improve capability for projecting population segments in the mid-and long-term future.</p> <p>3. Improve capability to track growth in built square footage.</p>	<p>X. DATA GATHERING ACTION ITEMS</p> <p>1.a Use Population Segment Chart as a starting point to establish reliable, repeatable methodology for tracking UGB population segments. Require yearly updates as part of City and County annual reports. (I-P)</p> <p>2.a Review recent build-out studies within the UGB and complete as necessary. When job generation studies are completed (see Section VII 1.b), combine these with build-out reports, Census tracking and State Demographer’s Office reports to improve our ability to project growth/decline in future population segments and for other planning purposes. (LT – P)</p> <p>3.a Ensure there is a reliable method for tracking all new square footage and redeveloped square footage. Require yearly updates as part of city and county annual reports. (I-P)</p>

WEST OF CASTLE CREEK AREA DRAFT CHAPTER

Vision

The West of Castle Creek Area should provide a transition from the rural expanses of the county to the more 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. We should preserve and prioritize views of ski areas and open space in order to maintain the transitional character of the area. This area should be seamlessly connected to the Aspen core. 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.

Add language on boundaries of the area – call out box

Philosophy

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 Area will create a healthier and more sustainable environment for every use along the corridor – whether it’s the college, the small business park, the airport or residential neighborhoods.

We recognize that lack of comprehensive planning for this corridor resulted in an infrastructure built for vehicles that did not anticipate residential neighborhoods – so establishing safe pedestrian connections is now a priority within the AABC and along the corridor, with particular emphasis on connecting to mass transit.

The *West of Castle Creek Area* is the “gateway” to Aspen, providing not only the physical entrance to Aspen, but the transition from a rural landscape to an urban mountain resort community. The visual and aesthetic experience of this gateway corridor is of critical importance, and the many different views of our natural and riparian areas and our mountain surroundings are paramount when it comes to future planning. Density, size and scale of the built environment must compliment rather than detract from nature.

The West of Castle Creek Area is home to a wide variety of important uses that define the gateway experience – including the airport, a community college, Buttermilk Ski Area, affordable housing, golf courses, and local businesses, all of which are critical components of the Community which might otherwise have no place to exist. Each of these uses is distinctly different in character and purpose,

representing individual and physically separated “nodes” of activity. To maintain their separate and distinct functions as part of the entrance to the Aspen area, 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 the kind of repetitive development and feeling of “sameness” that defines the worst kind of urban sprawl.

It is important to define and maintain the relationship between the West of Castle Creek area 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 Area as a less expensive alternative to Aspen, any development must maintain a transition between rural and urban environments. The Aspen Airport Business Center should remain as 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 their 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.

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”).

<p>I. TRANSPORTATION POLICIES</p> <p>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.</p>	<p>I. TRANSPORTATION ACTION ITEMS</p> <p>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 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</p>
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	<p>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> <p>1h. Explore options for the Stapleton property adjacent to Buttermilk as a</p>
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<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>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 redevelopment in the West of Castle Creek Area should maintain</p>	<p>II. SCENIC ACTION ITEMS</p> <p>1.a. Visual modeling should be undertaken for the West of Castle Creek Area to provide a baseline for the existing visual aspects of bulk, height,</p>

<p>the open views of the natural environment seen as one travels through this portion of the Highway 82 corridor.</p>	<p>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 “nodes” of activity supporting limited uses that are physically</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 coordinated and recognizes the need for improved transportation services</p>

<p>separated by open space.</p>	<p>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>
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TRANSPORTATION DRAFT CHAPTER

VISION

The community seeks to provide a balanced, integrated transportation system for residents, visitors and commuters that reduces congestion and air pollution. Walking, bicycling and transit use is promoted to help us reach that goal.

PHILOSOPHY

Our philosophy of transportation comes largely from our identity as a small town, and the desire to maintain a quality of life that reflects how a small town looks, feels and functions. We don't want our small town to be overwhelmed by daily traffic jams, by lines of idling cars and trucks. We welcome people to Aspen, but if we are to preserve what attracts people to come, we must continue to limit the number of vehicles coming into town. Aspen's 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 vehicle-trips, but should increase the percentage of person-trips made via alternative modes of transportation throughout the region (e.g. public transit, biking, walking, vanpools, carpools, etc.).

If we are to achieve this goal, we must continue to make public transit and our pedestrian/bike trail system more convenient, efficient, comprehensive and enjoyable. The City, the County and RFTA have worked on improving transportation alternatives for decades, and this work must continue. Public transit and trails allow us to accommodate and even increase "person-trips," while limiting "vehicle-trips." Our commitment to public transit also helps improve air quality, reduce greenhouse gas emissions, promote public health, and reduce our nation's dependence on foreign oil.

We acknowledge the Airport as an important component of the multi-modal transportation system and support its mission to provide safe, efficient, reliable and environmentally responsible airport services and facilities to meet the community's needs. We recognize that the Airport offers an opportunity to help achieve some of the community's transportation goals by reducing the number of people coming to our community via vehicles, and from other airports. Once in the valley, better integration of the Airport with transit and other alternative modes of transportation will promote the use of transit and diminish reliance upon rental vehicles.

It is important to recognize that transportation is inextricably linked to land use issues, and the policies of other chapters in this community plan were at least partly crafted to help reduce pressure on our transportation network. Decisions about development have a direct impact on transportation patterns, and congestion levels. This community plan includes policies that pace construction activity on an annual basis, that limit potential build-out by capping house sizes and further regulate construction on mountain slopes and in riparian areas. New construction should take place only in areas that are, or can be served by transit, and new development 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.

While the economic downturn has reduced jobs and traffic congestion, we have to assume that congestion will return, creating an environment that not only frustrates mobility but can seriously damage our small town quality of life. This community's consistent record support for public transit and trails should continue into the next phase of planning for Bus Rapid Transit. We must build upon the significant achievements of the past, and future physical improvements should be consistent with preserving community character.

Just 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.

The City, the County, and RFTA must be active partners as Bus Rapid Transit is implemented. We must give BRT the best possible chance at success. Transit vehicles operating in the Aspen Area should be clean and quiet. BRT should be integrated into all transit hubs including connections to air, road, and pedestrian access points, encouraging our community to use public transportation for their many activities.

We must identify all the various unique user groups, and understand their perspective and their needs. We should take a practical and pragmatic approach to reducing vehicle use by focusing carefully on each user group, using proven and reliable principles of Transportation Demand Management. We should continue to develop and use technology to foster a well-informed debate about potential future improvements.

Although this community plan does not include a specific plan for the Entrance to Aspen, there are Policies and Action Items that provide guidance for future decision-making.

Perhaps most important is the continuing evolution of our individual transportation habits. There is no question that the way people get from one place to another has changed dramatically in the Aspen Area over the past 30 years. More people walk and bike on our regional trail system, more people take the bus to get to work and to our four skiing areas. Just as we learn to bring our own canvas bags to the grocery store, we should all consider how our individual transportation habits affect the greater good.

Continuing to improve the efficiency and convenience of public transit and the regional pedestrian and bicycling system will provide more opportunities to make better choices.

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.

I. PUBLIC TRANSIT POLICIES	I. PUBLIC TRANSIT ACTION ITEMS
<p>1. Improve the convenience, reliability, comfort, affordability, safety, capacity, and quality of experience of transit services.</p>	<p>1.a The City, County, Snowmass Village, EOTC, SkiCo and RFTA must be active partners in order to implement Bus Rapid Transit (BRT). (I – 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 and explore other options for free bus routes within the Urban Growth Boundary. (LT – T, RFTA)</p>

	<p>1.c Procure vehicles that maximize passenger comfort and convenience. (I – RFTA)</p> <p>1.d Create bus stop shelters that incorporate safe, comfortable and abundant waiting areas, storage of bicycles, real-time information on transit schedules and road conditions, and other amenities. (I – RFTA)</p> <p>1.e Incorporate public art at BRT stations within the Aspen Area. (I – RFTA, T, PW, City Manager, County Manager)</p> <p>1.f Remodel Rubey Park to improve passenger waiting areas. (I – RFTA, City Manager, T)</p> <p>1.g Use new technologies, including cell phones and PDAs and ITS (Intelligent Transportation Systems), to provide real-time information on transit services and road conditions. (I – RFTA)</p> <p>1.h Coordinate traffic signals to allow free-flow of BRT buses, including priority queuing. (I – RFTA, C-DOT, City, County)</p> <p>1.i The City, County, Snowmass Village, and RFTA should collaborate with law enforcement agencies to enforce HOV and bus lanes. (I – RFTA, T, PW, Police, Sheriff)</p> <p>1.j Review RFTA’s fare system to achieve greater simplicity and clarity for customers and to ensure affordability (LT-RFTA)</p> <p>1.k Increase the ability of buses to carry bicycles (LT-RFTA)</p> <p>1.l Make public transit more intuitive for visitors. (LT – City, RFTA, Airport)</p>
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<p>2. Plan for the location and construction and/or expansion of Park n’ Ride area(s) considering cost, effectiveness, ease of intermodal transition and quality of experience.</p>	<p>2.a Conduct a study on behavioral “demand patterns” of commuters to help determine optimal location(s) of Park n’ Ride areas. (I – RFTA, T, PW, Snowmass Village, SkiCo)</p> <p>2.b Research Best Practices for the use of technology (from cell phones, bus stop information, electronic highway signs) to encourage use of Park ‘n Ride areas. (I – RFTA, T, PW)</p> <p>2.c Develop cost comparisons for Park ‘n Ride locations. (I – RFTA, T, PW)</p> <p>2.d Plan for bicycle storage/lockers at Park n’ Ride area(s). (I – RFTA, T, PW)</p> <p>2.e Explore options for enhancing the transition between modes at Park ‘n Ride locations that would improve the quality of the experience. (I – RFTA)</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 on summer and winter travel options (i.e. transit, lodging shuttles, walking, bicycling etc.) provided to visitors. (I – RFTA, T, ACRA, SkiCo, etc)</p> <p>3.b Provide information on travel options to visitors using multiple languages and using international symbols. (I – RFTA, T, Airport)</p>
<p>4. Maintain the reliability and improve the convenience of in-town transit services.</p>	<p>4.a Improve bus stop shelters and passenger amenities in the City of Aspen. (I – T)</p> <p>4.b Replace transit vehicles that have met or exceeded their service life, and add vehicles to meet demand. New vehicles should be clean and quiet. (LT – T)</p>

<p>5. Identify the location and amount of space required for bus parking, maintenance, staging areas for RFTA.</p>	<p>4.c Support consistent operating hours for in-town transit routes. (I – T)</p> <p>4.d Ensure the in-town bus services remain free for users. (I – T)</p> <p>4.e Utilize new technologies, including cell phones and PDAs, 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 in-town transit services to the AABC. (I – T, PW)</p> <p>4.g Explore increasing the frequency of certain in-town transit routes, while minimizing impacts on neighborhoods. (LT – T)</p> <p>5.a Remodel Rubey Park to improve bus staging areas. (LT – T, RFTA, City Manager)</p> <p>5.b Explore opportunities for bus parking and maintenance throughout the Aspen Area. (LT – RFTA)</p> <p>5.c Ensure any new facilities are compatible with our “small town character.” (LT – RFTA)</p>
<p>II. BIKE AND PEDESTRIAN POLICIES</p> <p>1. Integrate bike and pedestrian trails with the public transit system.</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 and complementing public transit services, to assist in annual budgeting decisions. (I – T, OS/P, RFTA, PW)</p>

<p>2. Expand and improve trails that can be used for commuting purposes.</p> <p>3. Expand and improve bicycle parking/storage throughout the Aspen Area.</p> <p>4. Improve the convenience, safety, and quality of experience for bikes and pedestrians on city streets and trails.</p>	<p>2.a Identify bike and pedestrian trail links and improvements with the greatest potential for extending commuter trails, to assist in annual budgeting decisions. (I – T, OS/P, RFTA, PW)</p> <p>3.a Amend the Land Use Code to determine the “trigger point” for establishing a requirement of bicycle parking/storage. (I – P)</p> <p>3.b Require all publicly-funded development to provide space for bicycle parking/storage in prominent locations. (I – P, T)</p> <p>4.a Develop a comprehensive plan for convenient bicycle parking/storage in downtown, including replacing some vehicle parking with bike parking. (LT – T, OS/P)</p> <p>4.b Explore adding bike lanes to existing rights-of-way, including looking for opportunities to eliminate some on-street parking and replacing it with bike lanes. (LT – T, Streets, P, Eng., City Manager)</p> <p>4.c Use cash-in-lieu funds 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 at Highway 82 at Airport & AABC. (I – PW, T, OS/P, P, Airport)</p> <p>4.e Explore establishing a system of free bicycles throughout the UGB. (I – T)</p>
<p>III. USER GROUPS AND TRANSPORTATION DEMAND MANAGEMENT POLICIES</p> <p>1. Reduce the impacts of employment, special events, school,</p>	<p>III. USER GROUPS AND TRANSPORTATION DEMAND MANAGEMENT ACTION ITEMS</p> <p>1.a Amend City and County codes to require all new major</p>

<p>recreation or other activities that generate demand for travel at the Entrance to Aspen and in our neighborhoods.</p> <p>Note for Final Document: Define TDM (TDM is Transportation Demand Management, meaning programs or services that maximize the use of alternative transportation. Alternative transportation generally encompasses bus, carpool, 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>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> <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 Identify a way to include businesses located in residences and residences that employ a large number of people (e.g. gardener cook, nanny, etc) in transit programs and business license requirements. (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 Special Events Committee. (I – T, Special Events Committee)</p> <p>1.g Implement new TDM measures , including real-time online car-pool matching, public and/or private vanpooling, dynamic carpooling/slug lines and other measures. (I – T)</p> <p>1.h Ensure funding and staff resources exist in the City Transportation Department for the development and implementation</p>
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<p>2. Reduce the impacts of construction-related congestion at the Entrance to Aspen and in our neighborhoods.</p> <p>3. Reduce the impacts of Aspen Area 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>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 Transportation Demand Management (I – T, E, PW, P)</p> <p>2.b Ensure funding and staff resources exist for enforcement of Construction Management Plans. (I- City Manager, County Manager)</p> <p>3.a Gather relevant data needed to define the impacts of Aspen Area resident vehicle travel. (I –T)</p> <p>3.b Identify TDM strategies to reduce Aspen Area resident vehicle travel. (I – T)</p> <p>4.a Expand coordination and communication between the schools and City/County/RFTA regarding regular school use and school events to reduce and/or mitigate the transportation impacts those event have. (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. The best approach to the Entrance to Aspen is to reduce traffic. If, after fully exhausting all TDM solutions, then a list of community objectives should be used as part of the public process in evaluating any physical plan for the</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 a built solution to the Entrance to Aspen. (I – City Manager, County Manager, T)</p>

<p>Entrance to Aspen.</p>	<p>1.b The following community objectives should be used to evaluate any proposal for physical solutions to the Entrance to Aspen:</p> <ul style="list-style-type: none"> • Retain our small town character. • Avoid a net loss of open space and preserve historical resources. • Maintain vehicle trips across Castle Creek at or below 1993 levels. • Balance any impacts on the community. • Maintain Highway 82 as a two-lane facility for general purpose traffic with extra capacity reserved for mass transit use only. • Increase the reliability and convenience of our public transit system and our pedestrian and bicycling system. • Include a cost comparison based on reliable cost estimates regarding both capital built-out costs and long-term operational costs. • Include a carbon-footprint analysis that includes the construction phase as well as annual operations. • Use visual simulations that illustrate how the different solutions would impact the flow of vehicular traffic and the user experience. <p>(LT – City Manager, County Manager, T)</p>
<p>V. MANAGING GROWTH POLICIES</p> <p>1. Minimize the impacts of growth and redevelopment on the valley-wide transportation network.</p>	<p>V. MANAGING GROWTH ACTION ITEMS</p> <p>1.a Amend the City and County codes to adopt similar systems that pace the level of construction activity on an annual basis, with specific focus on limiting the impacts of construction traffic. (I – P)</p> <p>1.b Explore ways to regulate and limit the traffic impacts from commercial and residential employment generation, parking demand, service demand, etc.</p>

<p>2. Structure new growth in the community to enable and support travel by foot, bicycle and public transportation for all types of trips.</p> <p>3. Reduce the long-term impacts of the service industry.</p>	<p>2.a Amend the Land Use Code to adopt this standard of review. (I – P)</p> <p>2.b Amend the Land Use Code to require TDM measures of new development. (I – P)</p> <p>2.c Require new development to mitigate for their long and short term transportation impacts, including their impacts on streets, sidewalks, transit, etc. (I – P)</p> <p>2.d Ensure transportation mitigation includes all costs, including physical and long-term operational costs. Update existing fee studies if required. (I – P, T)</p> <p>2.e Ensure a development cannot opt-out of transportation mitigation that was required during the land use review process. (LT – P, T)</p> <p>3.a Explore the ability 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 Establish automatic increases in paid parking costs when vehicle trips over the Castle Creek Bridge exceed a certain threshold, to be defined by City Council. (I – T, City Manager)</p> <p>1.b Expand designated paid parking areas in town, and decrease maximum parking periods. (I-T)</p> <p>1.c Explore methods of separating on-site parking spaces from the</p>

	<p>purchase or lease of residential and commercial units; parking spaces would become an optional amenity that individuals or businesses could rent or purchase separately. (I – P, T)</p> <p>1.d Establish maximum parking requirements rather than minimum requirements, starting in downtown zone districts and explore other zone districts. (I – P)</p> <p>1.e Phase out preferential parking for hybrid and electric vehicles. (I – T) <u>(Staff note: See Env. Qual. Section to ensure language is consistent)</u></p> <p>1.f Explore eliminating on-street vehicle parking spaces and using them for other transit options (bike lanes/bike parking). (I – T)</p> <p>1.g Explore expanding the pedestrian malls. (LT – T, P)</p>
<p>VII. EDUCATION AND PUBLIC OUTREACH</p> <p>1. Ensure that effective methods of educational outreach, including the latest technologies, are available to build public awareness for the purpose of well-informed public decision-making.</p> <p>2. Ensure that users of the valley transportation network are aware that <u>every</u> means of transportation is government-subsidized.</p>	<p>VII. EDUCATION AND PUBLIC OUTREACH</p> <p>1.a Build an animated traffic simulation model of the transportation network that illustrates vehicle trip levels, traffic flow, public transit element and bike/pedestrian trail integration. Identify data needed to build effective model. (I – T, City Manager)</p> <p>1.b Explore establishing an Ambassador Program to build on existing public outreach to promote the commuter and employer transit incentive programs. (I – T)</p> <p>2.a Develop an information campaign illustrating government subsidies for transit as well as government subsidies for repair and maintenance of roads, highways and parking areas. (I – City Manager)</p>

<p>3. Ensure that users of the valley transportation network understand the costs of vehicles versus BRT, in terms of cost, the environment and time.</p>	<p>3.a Develop an information campaign illustrating cost/benefit of BRT, in terms of finances (gas, parking, repair and maintenance), carbon footprint, reliability (bus lanes) and time (parking spaces). (I – City Manager)</p>
<p>VIII. AIRPORT POLICIES</p> <p>1. Improve the efficiency and reliability, and reduce the environmental impacts of Airport services.</p> <p>2. Improve the overall quality of experience of Airport services that is consistent with our community character.</p> <p>3. Work to reduce the impact of Airport operations on the surrounding area.</p>	<p>VIII. AIRPORT ACTION ITEMS</p> <p>1.a Complete the environmental evaluation and decision making process regarding the potential runway extension the purpose of which is to increase the efficiency of the aircraft already serving the Airport and to reduce the per passenger noise and air emissions. (I – Airport)</p> <p>1.b Conduct an analysis of the overall efficiency of Airport operations. (I – Airport)</p> <p>1.c. Work with airport tenants (e.g. commercial airlines, general aviation, food concessions, etc) and users on measures to take advantage of new technologies to reduce emissions and increase fuel economy. (I – Airport)</p> <p>2.b Study potential improvements or redevelopment of the main passenger terminal to improve the Airport user’s experience with regard to the functioning, convenience and appearance of the Airport, including but not limited to information kiosks (e.g. flight status and lodging availability), public art, landscaping, and food availability. (I – Airport)</p> <p>3.a Continue to work with the airlines on the Fly Green/Fly Clean Program intended to encourage pilots to operate their aircraft as quietly as possible through voluntary compliance with noise</p>

<p>4. Improve efficiency, convenience and environmental impacts of ground transportation options available at the Airport.</p> <p>5. Strengthen the Airport’s role in the valley-wide regional transportation system.</p>	<p>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 work with and engage area residents to help reduce Airport impacts on the surrounding area. (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.</p> <p>4.a Work with rental car companies on ways to tailor the rental car inventory to take advantage of new technologies to reduce emissions and increase fuel economy. (I – Airport)</p> <p>4.b Work with lodges and hotels in the Aspen/Snowmass Area on 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 AABC. (I – Airport, CDOT, RFTA, AABC Group, City manager, County Manager)</p> <p>5.a Study the airport as a multi-modal transportation hub to facilitate the use of transit alternatives not only for visitors via the airport, but also for workers, shoppers, skiers and commuters up and down the valley. (LT – Airport, CDOT, RFTA, AABC Group, City manager, County Manager, SkiCo)</p>
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<p>6. Increase the quality and availability of information on summer and winter travel options</p>	<p>5.b Work with RFTA to determine how the Airport can best integrate with the implementation of the BRT project and other future mass transit options into the airport functions and passenger convenience. (LT – Airport, RFTA)</p> <p>5.c Continue to reserve room on the Airport property for future commuter parking needs to support the mass transit system. (LT - Airport)</p> <p>5.d Continue to preserve dedicated transit rights-of-way and easements and the opportunity to accommodate a future dedicated mass transit system such as light rail or other similar transit technologies. (LT - Airport)</p> <p>6.a Collaborate with ACRA, SkiCo, lodges, and property management companies to increase the quality and availability of information on summer and winter travel options (i.e. transit, lodging shuttles, walking, bicycling etc.) provided to visitors and residents. (LT – Airport, ACRA, SkiCo)</p>
<p>IX. FUNDING POLICIES</p> <p>1. Increase funding for public transit so that service is consistent and reliable with a preference for more stable and sustainable revenue sources.</p>	<p>IX. FUNDING ACTION ITEMS</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 County should strongly consider seeking voter approval to increase Construction Materials Use Tax from .5% to 2.1% for the purpose of funding public transit. (I – Pitkin County Manager)</p>

	<p>1.c Explore 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 Considering dynamic revenue sources, budgeting for transit operations should prepare for impacts of recession. (LT -- City, County, RFTA)</p> <p>1.f Explore and implement funding options for a grade-separated crossing at 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.</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>2. Build a better understanding of the ratio of user groups on the transportation network, in order to better customize TDM strategies.</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> <p>2.a Conduct an on the ground traffic study to gather information on traffic counts and occupancy information. (I – T, PW)</p> <p>2.b Craft a survey to determine origination and destination of users of the transportation network. (I – T, PW)</p> <p>2.c Conduct follow-up surveys of various TDM measures that have been implemented in the community either as an employer initiated program or as required elements in a development approval. (LT – T)</p>

	2.d Identify a way to include businesses located in residences and residences that employ a large number of people (e.g. gardener cook, nanny, etc) in transit programs and business license requirements. (LT – T)
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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 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
<p>1. Ensure all existing deed-restricted housing units are 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>2. Demonstrate fairness and equal treatment by ensuring that residents are complying with APCHA rules and regulations.</p>	<p>1.a Create incentives for Community Workforce Housing residents 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.a Ensure APCHA has the staff and monetary resources needed to enforce rules and regulations (I – APCHA)</p>

Comment [j1]: Barry Comment: All inventory or just city/county owned?

Comment [j2]: Barry Comment: Who is paying for this? APCHA or buyer/owner?

	<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 goal of the housing program, how the program is funded, what community trade-offs have occurred to create housing, what the buyer’s rights and obligations are, and describes maintenance responsibilities. (LT – APCHA)</p>
<p>II. WORKFORCE & COMMUNITY DIVERSITY POLICIES</p> <p>1. Ensure that our housing inventory bolsters our economic and social diversity and enhances our community.</p>	<p>II. WORKFORCE & COMMUNITY DIVERSITY ACTION ITEMS</p> <p>1.a Conduct a study determining the profile of existing Community Workforce Housing residents, including age, income, family status etc., relying on existing survey information and other information sources if necessary. (I - APCHA)</p> <p>1.b Maintain a database to illustrate the demand profile of those who are bidding on Community Workforce Housing (sale and rental), using same measures as above. (I - APCHA)</p> <p>1.c Establish standardized waiting list for all rental housing facilities to contribute to the database described in 1.b. (I - APCHA)</p> <p>1.d Rely on Action Items 1.a-c to determine profile of new housing product or buy-down acquisitions, including unit type, category, rental v. sale, seasonal – based on the need for a healthy workforce and social diversity in the Aspen Area. Use this profile when</p>

<p>2. Ensure the community is prepared for the growing 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>approving any new Community Workforce Housing. (LT - APCHA)</p> <p>1.e Investigate options to provide greater flexibility for movement of existing residents within APCHA inventory to accommodate shifts in household/family needs. (LT - APCHA)</p> <p>2.a Establish reliable data on the trend of employees retiring in 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>
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<p>5. Adequate seasonal rental housing should be provided by and managed by the employers who use it.</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 and use of existing seasonal housing. (I – City Manager, County Manager, APCHA)</p>
<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,</p>

<p>2. Evaluate all deed-restricted housing income streams and their sustainability and evaluate if new income streams should be explored.</p>	<p>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 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>
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Comment [J3]: Barry Review: Clarify what we mean by this. Is this free-market or affordable housing? Are we partnering with private sector?...

<p>3. Existing deed-restricted housing development that carries an expiration on its deed-restrictions should be converted to apply in perpetuity.</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 - APCA)</p>
<p>4. Improve our ability to develop and maintain Community Workforce Housing by learning from our past experiences.</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 examine a few projects of various ages and should include owner/renter participation. (I - City Manager, County Manager, APCA)</p>
<p>5. Improve our ability to provide Community Workforce Housing by working with state leaders on legislative opportunities.</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 - APCA)</p>
<p>6. Track trends in housing inventory and job generation to better inform public policy discussions.</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, APCA)</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, APCA)</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</p>

	<p>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 & CDUs.</p> <p>2. For new ADUs and CDUs, ensure the units result in housing for local workforce.</p>	<p>IV. ACCESSORY DWELLING UNIT & CARETAKER DWELLING UNIT ACTION ITEMS</p> <p>1.a Establish and maintain a current database of inventory including 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>V. PRIVATE SECTOR MITIGATION ACTION ITEMS</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>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. 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>
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	<p>– 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>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</p>	<p>VI. NEW CONSTRUCTION ACTION ITEMS</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</p>

<p>within the UGB. (I – P)</p> <p>4. Housing should emphasize quality construction and design even if that emphasis increases costs and lessens 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>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, 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>
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PARKS, RECREATION, OPEN SPACE & TRAILS CHAPTER

VISION

To preserve, enhance and provide access to our exceptional recreational facilities, parks, open space and trails, reflecting our desire to preserve the natural landscape and support active lifestyles.

PHILOSOPHY

Scenic views of the natural environment are one of our greatest assets and the reason many people choose to visit or make the Aspen area their home. Maintaining and improving easy access to public lands throughout the UGB is equally important.

The City and County have made great strides in the acquisition of open space during the last 40 years. The further acquisition of open space parcels should focus on wildlife habitat, the protection of scenic resources, trail connectivity and recreational uses.

The City and County have dramatically expanded the regional trails network in recent decades. Further trail development should focus on connections between existing trails to further improve this outstanding network for the purpose of supporting an outdoor lifestyle, easy access to outlying public lands and to provide increased opportunities for the use of trails by commuters in both summer and winter.

The City's recreation programs and facilities have become a valuable asset for year-round residents as well as building on the community's reputation as a center for high quality recreation. These programs and facilities must be constantly reassessed and revitalized in order to maintain one of the most valued features of the Aspen area.

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-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
<p>1. Provide recreational opportunities for all ages at prices that are accessible to the Aspen community.</p>	<p>1.a Update the 2005 Aspen Recreation Department Strategic Plan, ensuring that it complies with the policy. (I – ARD)</p> <p>1.b Enhance existing programs and create additional recreational programs with a primary focus on utilizing existing facilities. (LT – ARD)</p>
<p>2. New recreational programs and facilities should offset impacts regarding traffic and job generation, and maintain the contextual character of the built environment.</p>	<p>2.a Explore mitigation tools in order to offset impacts from new recreational facilities and programs regarding traffic and job generation. (LT – P)</p>
<p>3. The Aspen Recreation Department should strive to be financially self sustaining while still providing affordable, quality recreational opportunities.</p>	<p>3.a Explore special events programming that optimizes the use of existing recreational facilities, while generating revenue. (LT – SE, ARD)</p> <p>3.b Seek partnerships with outside entities that promote Aspen’s recreational facilities, help reduce overall subsidies required by the City. (LT – ARD)</p> <p>3.c Emphasize the use of sustainable energy resources and energy efficiency measures to help reduce energy costs for recreational facilities.</p>
<p>4. Strive to integrate physical rehabilitation and adaptive recreation in our facilities and programs.</p>	<p>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>

<p>5. Promote Aspen as a high altitude training venue.</p> <p>II. TRAILS POLICIES</p> <p>1. Acquire, improve and develop trail easements and trail connections that surround the Aspen Area.</p> <p>Pull-out box identifying trails as including Nordic.</p> <p>2. Increase the opportunity for summer and winter trail</p>	<p>5.a Explore updating the Recreation Business Plan to accommodate high altitude training, with reasonable consideration for 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, providing both commuter and recreational aspects, on all of the transportation corridors in the adjacent valleys; Castle Creek, Maroon Creek, East/West Highway 82, Hunter Creek and Brush Creek. (LT – City/County Open Space and Trails)</p> <p>1.b Explore marked bike lanes on roads where possible. (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 recommendations in the City’s Pedestrian Walkway and Bikeway Plan in a phased capital improvement program. (LT – OS)</p> <p>1.f Identify land use tools that would create a buffer area for trails, and to preserve the integrity of the trails experience. Consider potential property acquisitions for this purpose. (LT – P/OS)</p> <p>1.g LOOK AT MAPS</p> <p>2.a Identify trails intended to move large numbers of people to and</p>
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Comment [jg4]: RE non-mechanized opportunities w/in UGB

<p>commuting.</p> <p>3. Encourage regional trail planning.</p> <p>III. OPEN SPACE POLICIES</p> <p>1. Maintain and protect existing open space parcels.</p> <p>2. Acquire open space which is environmentally valuable, contributes to the protection of scenic areas, and/or to support trail connectivity and recreational activities.</p> <p>3. 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.</p>	<p>from recreational, cultural, commercial and educational centers and develop them so that they are an attractive alternative to the automobile. (LT – OS, Nordic Council)</p> <p>3.a Continue ongoing efforts to improve connectivity of trail system to outlying communities and federal lands.. (LT – OS)</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, and as a means to identify and preserve open space values, balanced 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 when it sunsets in 2025. (LT-OS)</p> <p>2.c Use the development review process whenever possible to acquire or purchase scenic, recreational or agricultural easements. (I – P/OS, P)</p> <p>3.a Explore a consistent method for measuring value of open space. (I – P/OS)</p>
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<p>IV. PARKS POLICIES</p> <p>1. Acquire land for parks whenever possible.</p> <p>2. Maintain a community balance between active recreational parks and passive parks.</p> <p>V. PUBLIC OUTREACH POLICIES</p> <p>1. Promote the system of parks, open space, trails and recreation areas by providing maps that outline the opportunities to experience nature in the Aspen Area.</p>	<p>IV. PARKS ACTION ITEMS</p> <p>1.a Use development review for acquisition and development of parks spaces, both active and passive. (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 in the neighborhood and inviting public feedback. (LT – P/OS)</p> <p>2.b Amend the code to establish a preference for on-site parks as part of larger new development, where appropriate. (LT – P/OS, P)</p> <p>V. PUBLIC OUTREACH ACTION ITEMS</p> <p>1.a Develop 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 Develop an accompanying database detailing the date of purchase, intent of acquisition, management plans, development stipulations etc. (LT – P/OS)</p> <p>1.c Use the Comprehensive Map and Inventory as part of promotional materials (LT – P/OS)</p>
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AACP ENVIRONMENTAL QUALITY CHAPTER

VISION

The Aspen Area will be a regional, state and national leader in all aspects of environmental stewardship, including the improvement and public education/awareness of: sustainable building practices and land development regulation; renewable energy and energy conservation; air and water quality; recycling and waste reduction; and preservation of natural ecosystems and habitat.

PHILOSOPHY

As stewards of our environmental heritage and resources, it is our responsibility to balance human activity and the natural environment. This ethic is our defining characteristic. Our greatest challenges include population growth, year-round development, increasing vehicular trips and intensive employment demands are seriously damaging and threatening to destroy the ecological carrying capacity (environmental sustainability) of the Aspen Area. The land use decisions we make today as a community have a significant impact on the future our environmental sustainability and the health of our community.

The community has adopted an Ecological Bill of Rights, 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 kept 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.
- 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.

POLICIES AND ACTION ITEMS

The policies and action items are organized under two main categories: environmental emissions and preservation of natural resources. The environmental emissions policies and action items are adopted to establish the Aspen Area as a leader in: (1) reduction of greenhouse gasses, which cause global warming; (2) reduction of air pollutants to reduce health risks; (3) reduction of water pollutants, which impact the health of our population and ecosystems; (4) reduce waste generation and increase re-use and recycling to lower our environmental impact; and (5) increase renewable energy sources and decrease our dependence on fossil fuels to reduce long-term energy impacts and costs. The natural resources policies and action items are adopted to sustain and improve Aspen’s natural environment, including: water; weed management; and wildlife and wildlife habitat.

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 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

I. GREENHOUSE GASES POLICY	I. GREENHOUSE GASES ACTION ITEMS
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<p>1. Reduce the carbon footprint of the Aspen Area by 30% from 2004 levels by 2020.</p>	<p>1.a. Create incentives for Aspen Area property owners to voluntarily reduce their personal carbon footprints. (I- CI)</p> <p>1.b Evaluate and quantify the sources of greenhouse gas emissions through community wide greenhouse gas inventory. (LT – CI)</p> <p>1.c Continue the Canary Initiative and tri-annual community wide greenhouse gas emissions inventory and establish interim reductions goals. (LT- CI)</p> <p>1.d Study methods to further decrease greenhouse gas emissions and implement them, including incentivizing users to switch to renewable energy based, efficient appliances. (LT- CI) <u>check on: opportunity to include this information in contractor test/licensing.</u></p> <p>1.e 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) <u>check on: government contracts/other appliances gov’t purchases (Lee is checking on this, will have update at 7/28 meeting)</u></p> <p><u>ADD: Incentivize the use and purchase of hybrid and electric vehicles by the public, including rental car companies (LT - CI)</u></p> <p><u>ADD: Require any business that does business with City to be a member of ZGreen. (I – EH)</u></p> <p>1.f Incentivize air travelers to voluntarily offset impacts from flights through the purchase of Canary Tags. (I – CI)</p> <p>1.g Continue to work with FAA on options to further reduce the impact of the airport. (LT – CI)</p>
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<p>2. Strive for development that produces zero greenhouse gas emissions post-construction.</p>	<p>1.h Encourage use of bikes through prioritization and implementation of bike lanes and a bike sharing program in the Aspen Area. (I – T, P/OS)</p> <p>1.i Encourage and increase the use of carpooling and carsharing in the Aspen Area, including educating the public on the options and availability. Lynn: ways to use cars over night, etc. (I – T)</p> <p><u>ADD: Link with Transportation, also in EQ: Set aside a highly visible area for parking hybrid and electric vehicles only in the commercial core area. (I – T)</u></p> <p>2.a Revisit elements of the efficient building checklist to minimize the use of unsustainable resources and those that have high levels of embodied energy. (I – CI, B)</p> <p>2.b Quantify construction emissions in order to evaluate ways to reduce the amount of emissions. (I – EH)</p> <p>2.c Amend the City and County land use codes to require all development go through an environmental review that ensures it will meet the established thresholds. (I-P, B, EH)</p> <p>2.d Establish greenhouse gas thresholds for various scaled developments. Any development that varies from the land use code (i.e. PUDs) should go through the highest threshold. (I – P, B, EH)</p>
<p>II. AIR QUALITY POLICY</p> <p>1. Improve existing air quality.</p> <p>2. Eliminate the wintertime brown cloud.</p>	<p>II. AIR QUALITY ACTION ITEMS</p> <p>1.a Improve public education and awareness of toxic pollutants, such as pesticides, and implement programs to decrease their use. (I-EH)</p> <p>2.a Reduce the number of PM-10 days each year in the winter when inversions create a brown cloud. This should include tracking the use of street sanding and</p>

<p>3. Maintain a maximum PM-10 level of 50 or less with 98% of days with PM-10 levels below 35.</p> <p>4. Achieve and maintain healthy ozone levels.</p> <p>5. Maintain or reduce trips to 1993 levels across Castle Creek Bridge to reduce total emissions.</p>	<p>ensuring it is used as little as possible, and investigating alternatives to street sanding. (LT – EH)</p> <p>2.b Continue to work with the state/CDOT to investigate alternatives for treatment of Highway-82. (LT – EH)</p> <p>3.a Inform the public of rising PM-10 levels and implement programs to encourage bus and carpool use and discourage burning wood at those times (I – EH, T)</p> <p>3.b Amend 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>4.a Monitor and determine baseline ozone levels for the Aspen Area. (I-EH)</p> <p>4.b Evaluate ozone monitoring data and develop a program to attain and maintain healthy ozone levels. (LT-EH)</p> <p>5.a Develop a comprehensive set of strategies that can be implemented if trip levels are exceeded. (LT-P, B, T, EH)</p>
<p>III. WATER POLLUTION POLICY</p> <p>1. Reduce the amount of urban pollutants in stormwater runoff that discharges from the Aspen Area 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 subwatersheds and install regional stormwater treatment facilities to capture and treat runoff, beginning with the most heavily developed areas. (I-E/SW)</p> <p>1.b Reduce the potential for stormwater pollutants from municipal facilities and operations, such as vehicle maintenance and street flushing, by reviewing facilities and operations and implementing stormwater best management practices. (LT – E/SW)</p>

Comment [J5]: Staff comment: Is this a policy that can be moved to a linkages section, or incorporated in the Transportation chapter?

<p>2. Ensure runoff is treated before it enters the Roaring Fork River and its tributaries.</p> <p>3. Require new development to treat its storm water runoff on site.</p> <p>4. Reduce the amount of impervious areas throughout the Aspen Area.</p>	<p>1.c Pursue partnerships between government and local businesses and property managers to develop and showcase measures to reduce the amount of urban pollutants in stormwater runoff. (LT – E/SW, EH)</p> <p>2.a Educate and engage the public in Clean River Initiative project. (I – E/SW)</p> <p>2.b Develop and implement a plan to detect, identify, and eliminate illegal or improper discharges to the stormwater system. (LT – E/SW)</p> <p>3.a Amend the land use and building codes to require development and redevelopment to incorporate best management practices that will permanently manage stormwater runoff on site. (I-P, B, E/SW)</p> <p>3.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>4.a Examine amending land use requirements to help reduce the amount of impervious surfaces in the Aspen Area. (I – P, E/SW)</p> <p>4.b Create incentives to increase the amount of pervious surfaces (like driveable grass, and lot coverage) in the Aspen Area. (I – E/SW)</p>
<p>IV. WASTE MANAGEMENT AND REDUCTION POLICY</p> <p>1. The Aspen Area’s recycling rate should exceed the national average.</p>	<p>IV. WASTE MANAGEMENT AND REDUCTION ACTION ITEMS</p> <p>1.a Implement programs to significantly increase recycling and reduce waste, including evaluating amending the regulations to require that all residences and businesses in the Aspen Area recycle office paper, comingled, magazines/newspaper, and cardboard and compost. (I-EH, L)</p>

<p>2. Implement programs and encourage behavior that aims to move as close to creating a zero-waste community as possible and increasing the life of the Landfill by increasing the amount and effectiveness of recycling, and by diverting construction and organic waste from the Landfill.</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) <u>add language that anyone we do business with meet the ZGreen standards.</u></p> <p>2.d Ensure 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 Explore the ability to regulate the sale of plastic bottles in the Aspen Area. (I – EH)</p> <p>2.g Incentivize businesses to use reusable and biodegradable cups and containers. (I – EH)</p>
<p>3. Increase the amount of construction and development materials that are diverted, reused or recycled.</p>	<p>3.a Amend the land use and building codes to require deconstruction of existing structures and recycling of materials rather than demolition so that materials that can be reused are separated and materials and components can be made available for salvage and reuse. <u>[DEFINE DECONSTRUCTION.]</u> (I/LT- B, EH, P, L) <u>Clarify this action item</u></p> <p>3.b Explore opportunities to create incentives in the building process for using the Pitkin County Landfill and increasing deconstruction and salvage. This could include giving discounted access to the Pitkin County Landfill, coordinating landfill/building permit fees when a building is deconstructed instead of</p>

<p>4. Ensure adequate funds are available for environmental monitoring and eventual remediation of the Pitkin County Landfill.</p>	<p>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 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, including evaluating the possibility of recycling sheet rock at the plant in Gypsum. (LT – EH, L)</p> <p>4.a Explore mechanisms to ensure there are adequate funds for the landfill operations. (LT – L, EH)</p>
<p>V. RENEWABLE ENERGY POLICY</p> <p>1. Reduce our dependence on non-renewable energy sources.</p>	<p>V. RENEWABLE ENERGY ACTION ITEMS</p> <p>1.a Retrofit existing city and county buildings with renewable energy sources and efficiency improvements. (I – CI, R, U)</p> <p>1.b Evaluate amending the building code to require reduction of non essential electrical usage in new construction. (I-B)</p> <p>1.c Support technologies and implement policies, procedures, and standards to reduce phantom energy loads and eliminate non essential electrical usage. (I – B, U)</p> <p>1.d Evaluate potential energy requirements and greenhouse gas emissions if the Urban Growth Boundary was completely built out according to current zoning. Consider whether floor area should be decreased to conserve energy and reduce trips. (LT – P, EH, CI, T, R, B, U)</p> <p>1.e Evaluate amending the building code to maximize the use of renewable</p>

<p>2. Reduce electricity and natural gas usage in the urban growth boundary by 15% from 2004 levels by 2020.</p> <p>3. Encourage existing development and require new development and redevelopment to mitigate their energy usage on-site with <u>on-site</u> renewable energies, while considering site constraints.</p>	<p>energy in all new construction. (LT – CI, B)</p> <p>1.f 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 ensure they provide the Aspen Area with a higher renewable energy mix in their electricity. Explore efforts to further utilize 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, fuel switching from natural gas to ground source heat pumps, the creation of geothermal heating districts, and the use of renewable energy. (LT - R, CI, U)</p> <p>2.c Invest in renewable energy production. Encourage others, including utility providers and local, state and national governmental bodies, to make similar investments. (LT – CI, R)</p> <p>3.a Establish a city/county renewable energy project in the UGB that development can pay into when not able 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 to the greatest extent possible. . (I-B, CI, R)</p> <p>3.c Amend the City and County building codes to prohibit outdoor fire pits, hot tubs and snowmelt unless it is 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 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>Comment [jg7]: 7.28: Come back to this wording in the future</p> <p>Comment [jg6]: 7.28: need to come to agreement on this goal in the future. Staff examine other examples</p>
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<p>4. Continue to pursue efforts to establish an electric grid of 100% renewable energy.</p>	<p>3.f Amend the land use code to eliminate existing barriers 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 increased solar access and siting for solar orientation in all development. (I – P) <u>Look at Boulder example.</u></p> <p>3.h Amend the building code to require new construction to accommodate future energy upgrades, such as rooftop wiring. (I - B) (look at Carbondale)</p> <p><u>ADD: Create a tiered system that would be used to determine the levels of renewable energy that is used on site.</u></p> <p><u>ADD: Ramp up REMP (cash-in-lieu) for times when on site renewable are not possible given site constraints. The cash in lieu money should go to the city/county renewable energy project outlined in 3.a. Look at Snowmass Village fee system.</u></p> <p>4.a Complete and implement the Clean Energy Plan. (LT – R, U, CI)</p>
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NATURAL RESOURCE POLICIES

NATURAL RESOURCE ACTION ITEMS

<p>I. WATER POLICIES</p> <p>1. Maintain minimum stream flows for the Roaring Fork River and its tributaries.</p>	<p>I. WATER ACTION ITEMS</p> <p>1.a Pursue dedication of water rights to maintain minimum stream flows.</p> <p>1.b <u>Develop a reliable methodology for dedication of water rights for it</u></p>
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Comment [jg8]: 7.28: Get the number

Comment [jg9]: 7.28: Can we make this more directive

<p>2. Reduce detrimental effects of river diversions for the Roaring Fork River and its tributaries.</p> <p>3. Maintain and preserve existing riparian habitat and wetlands.</p>	<p><u>flow purposes. (LT – U)</u></p> <p>2.a Increase mitigation efforts targeted at lowering the detrimental effects of river diversions. (LT – U, E/SW)</p> <p>2.b Modify existing water policies and regulations to incentivize hookups to municipal <u>and other water district (Buttermilk)</u> water sources. (I-U)</p> <p>3.a <u>Examine existing land use policies to ensure they protect the riparian habitats to the best extent possible. (I – P, OS/P)</u></p>	<p>Comment [Jg10]: 7.28: Follow up with Phil O</p> <p>Comment [Jg11]: 7.28: review again in future</p>
<p>II. WEED MANAGEMENT POLICIES</p> <p>1. Ensure there is proper resource management on all land in the Aspen Area.</p>	<p>II. WEED MANAGEMENT ACTION ITEMS</p> <p>1.a. Broaden education of the public on specific techniques to limit the spread of invasive noxious weeds. (I-LM, OS/P)</p> <p>1.b Partner with other governments, businesses, educational facilities, and non-profits in the Roaring Fork Valley to address proper land management. (I-LM)</p> <p>1.c Create new and enhance existing policies that enable partnerships and cost sharing between government and property owners to achieve compliance with the Colorado Noxious Weed Act. (I – LM)</p>	
<p>III. WILDLIFE AND WILDLIFE HABITAT POLICIES</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>III. WILDLIFE AND WILDLIFE HABITAT ACTION ITEMS</p> <p>1.a Pursue a regional approach to buffer development from the riparian ecosystem associated with the Roaring Fork River and its tributaries by implementing coordinated City and County stream buffer/setback standards. (LT – P)</p> <p>1.b Develop and/or improve, and coordinate existing City and County standards</p>	<p>Comment [Jg12]: 7.28: This section needs to be re-written</p>

	<p>for mitigating removal of and providing for replacement of riparian and wetland habitat. (I – P, OS/P)</p> <p>1.c Provide incentives and develop guidelines for the restoration of riparian habitat on private lands, (LT – EH, E/SW, OS/P)</p> <p>1.d Use designated funds to purchase title to or easements on riparian habitat along the Roaring Fork River as opportunities become available. (LT – OP/P)</p> <p>1.e. Support use of City and County Open Space and Trail funding for purchase and maintenance of intact, unfragmented wildlife habitat, or connections between habitats where it is critical 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>
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HISTORIC PRESERVATION CHAPTER

VISION

Historic Preservation connects Aspen to its heritage, enabling us to learn from and appreciate our past. It tells Aspen’s story for current and future generations. Historic Preservation contributes to our long term cultural awareness and environmental sustainability. A building respectfully restored honors the history and culture of our town, whereas when a historically significant building is torn down we lose a piece of the Aspen story.

PHILOSOPHY

We are all stewards of our history – we enjoy living in and visiting a town with a genuine history, and therefore have a responsibility to contribute to its preservation, not just the people who own historic buildings and parcels. Historic buildings, and certain interiors, can help us experience the setting where history unfolded.

While the overall goal of preserving each unique historic site or the historic character of a larger area is foremost, the process strives to be one of balance, predictability, fairness, collaboration, consistency, and integrity. We must raise community awareness of the need for historic preservation through effective outreach and education.

Preserving our built environment is important to our community culture. Important people designed, built, lived in, and walked through our buildings. Important events happened in our buildings. Preservation of these structures connects us to our past in a way that no photo can. In preserving our history, we ensure our community culture and legacy continues to be passed down through the generations. People, patterns, and events are the fabric of our town.

Historic Preservation is integral to our sustainability as a community. Energy is saved by retaining a building rather than demolishing and rebuilding and existing structures can be made more efficient for day-to-day use.

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 the historic and existing built patterns. We strive to maintain our legacy of innovation.

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, 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. TELLING ASPEN’S STORY / POLICIES</p> <p>1) Improve our ability to “tell Aspen’s story.”</p> <p>2) Create a ranking system for the preservation of important Post-Victorian historic resources.</p>	<p>I. TELLING ASPEN’S STORY / ACTION ITEMS</p> <p>1.a Establish a Landmark Signage Program to set standards for interpretive signs pointing out landmark properties in order to raise public awareness of Aspen’s history. (I – P, HPC)</p> <p>1.b Establish basic standards for retaining information on significant buildings that are demolished, including photographs, relevant stories regarding people and events etc. (I – P, Aspen Historical Society)</p> <p>1.c Establish an online system that includes information on our historic buildings. (I – P, Aspen Historical Society)</p> <p>2.a Refine existing and write new historic “Context Papers” that include architectural and cultural trends, people, places, and events that place buildings and landmarks in the context of Aspen’s history. (I – P) Staff note: define “context papers” in final draft.</p> <p>2.b Use context papers to inform changes and updates to the designation criteria and integrity scoring system. (I-P) Staff note: define “integrity scoring system” and designation criteria in final draft.</p> <p>2.c Create a ranking system to evaluate Post-Victorian properties, using the Context Papers, designation criteria and integrity scoring system. (I – P)</p> <p>2.d Apply new Context Papers, Designation Criteria and Integrity Scoring System to publicly-owned buildings and sites that are potential historic resources including but not limited to the Red Brick and Yellow Brick, Hildur-Anderson parcel, Pedestrian Malls,</p>
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	<p>Mountain Rescue building, etc. to determine if they should be historically designated, while also exploring appropriate changes in use or appropriate additions. (I-P)</p> <p>2.e Determine if Context Papers, Designation Criteria and Integrity Scoring Sheets are fair and effective tools to identify which properties should be designated. (LT – P)</p>
<p>II. UPDATING THE HISTORIC PRESERVATION PROGRAM POLICIES</p> <p>1. 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>2. Ensure that the Historic Preservation Benefits Package encourages landmark property owners to preserve structures with the highest possible degree of historic integrity while minimizing adverse impacts to the neighborhood. (define benefits package in final document)</p>	<p>II. UPDATING THE HISTORIC PRESERVATION PROGRAM ACTION ITEMS</p> <p>1.a Review Historic Preservation Design Guidelines and Commercial Design Guidelines and adjust to ensure that development is compatible with the historic resource. <i>Staff Note: This review is planned for later this year.</i> (I – P)</p> <p>1.b Use 3-D modeling to implement the policy. (I – P)</p> <p>2.a Use 3D modeling and visual imagery to show how the Historic Preservation Design Guidelines and Benefits Package have been used in the past, compared with other redevelopment options available to nearby non-historic properties. (I - P)</p> <p>2.b Use standardized 3D modeling to illustrate ongoing Historic Preservation cases. (I - P)</p> <p>2.c Relying on studies above (4.a-b), initiate an overview of the benefits available to historic properties to determine their impact(s) on neighborhoods, and to see if amendments to the Land Use Code or Historic Preservation Design Guidelines are necessary. (LT - P)</p> <p>2.d Explore the creation of non-development benefits, like fee</p>

<p>3. Maximize the use of the City’s Historic Transferable Development Right Program (TDR) as a method of preserving the historic integrity of designated structures instead of new additions, lot splits etc.</p>	<p>waivers or tax incentives, for historic properties (LT-P)</p> <p>2.e Compile case studies of other similar communities and their benefit packages. (I-P)</p> <p>3.a Track the usage of TDRs, including sending and receiving sites and financial information to the extent possible. (LT – P)</p> <p>3.b Explore methods to track the financial information of City TDR transactions. (I – P)</p> <p>3.c Explore requiring PUD development to purchase TDRs for any square footage/FAR 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>2. Research opportunities to combine historic preservation goals with goals for Community Workforce Housing</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 Apply new Context Papers, Designation Criteria and Integrity Scoring System to publicly-owned buildings and sites that are potential historic resources including but not limited to Red Brick and Yellow Brick, Hildur-Anderson parcel, Pedestrian Malls, Mountain Rescue building, etc. to determine if they should be historically designated, while also exploring appropriate changes in use or appropriate additions. (I-P)</p> <p>2.a Explore purchasing historic properties that can also meet buy-down program goals. (I – P, APCA) <i>Staff Note: this is verbatim from the Housing Chapter.</i></p>

<p>IV. PUBLICALLY ACCESSIBLE INTERIORS POLICIES</p> <p>1. Preserve exceptional character-defining historic interiors in publically-accessible buildings.</p>	<p>IV. PUBLICALLY ACCESSIBLE INTERIORS ACTION ITEMS</p> <p>1.a conduct an inventory of historic landmarks that are publicly accessible buildings to identify character-defining interior features. (I-P)</p> <p>1.b Determine a method for historic designation of character-defining historic interiors that balances preservation and functionality. (I – P)</p> <p>1.c Use the Secretary of the Interior’s Standards for the preservation of historic interiors to inform 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>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.</p> <p>2.a Create and implement a comprehensive education program for owners of historically designated property, developers, Realtors and licensed historic contractors that explains the overall goal of the preservation program, the owner’s rights and obligations, maintenance responsibilities etc (I – P)</p> <p>2.b Identify and implement the steps necessary to improve the City’s and County’s ability to enforce its rules and regulations related to historic preservation. (I – P)</p>

<p>5. Emphasize restoration of historic features over financial or other penalties, when enforcement is required.</p>	<p>2.c Require routine check-ins with staff during construction project. (I-P)</p> <p>3.a Examine restoration requirements and the current penalties for property owners and historic contractors when they violate an approval and determine whether they are effective and fair while maintaining integrity. (I – P)</p>
<p>VI. EDUCATION POLICIES</p> <p>1. Improve public awareness and understanding of the Historic Preservation Program.</p>	<p>VI. EDUCATION ACTION ITEMS</p> <p>1.a Collaborate with local groups, such as the Aspen Historical Society and Art Museum, to plan special events related to Aspen Area history and architectural innovation, etc. (I – P and local agencies)</p> <p>1.b Create and implement a comprehensive education program for the community that explains the overall goal of the preservation program, the owner’s rights and obligations, maintenance responsibilities etc (I – P)</p> <p>1.c Update standards for mailing public notices to include a non-technical summary information about proposed projects, including reference to on-line access to development plans, staff reports and meeting schedules. (I – P)</p> <p>1.d Use 3-D modeling as an educational tool for the public.</p>
<p>VII. SUSTAINABILITY POLICIES</p> <p>3. All existing and future historic landmark properties should be maintained in a manner that honors</p>	<p>VII. SUSTAINABILITY ACTION ITEMS</p> <p>1.a Provide owners of historic landmarks with free assistance from the Building Department to facilitate energy-efficiency upgrades. Ensure</p>

<p>historic integrity and improves energy efficiency.</p>	<p>outreach to all property owners is undertaken as part of this task. (I – B)</p> <p>1.b Ensure historic landmark owners have access to the energy-efficiency loan program. Make information available to all property owners that go through the HPC process. (LT – City Manager, B)</p>
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Aspen Idea Revised Goal Statements and Action items

Goal Statements

1. A sustained cultivation of the arts and culture is a core element of the Aspen Area’s identity -- enriching the quality of life for the Aspen community, reinforcing its national and international profile and diversifying its arts and culture economy.
2. Through collaboration, local non-profit groups and businesses can illustrate how they are honoring and carrying forward the Aspen Idea through dramatically improved outreach to those who live, work, play or visit in the Aspen Area.
3. As mind, body and spirit are fully integrated parts of a whole and balanced person, local non-profits and businesses have an opportunity to integrate their offerings together to reflect the Aspen Idea. This approach can rebuild local enthusiasm for the Aspen Idea, provide common ground to reduce unintended stratification in the community and diversify our visitor base.
4. Aspen at its best represents a place of education, personal improvement and new experience.
5. The future potential expansion or development of arts and cultural facilities should:
 - Provide multi-purpose space for the Aspen Area community;
 - Integrate the wide range of people who live, work and play in the Aspen Area;
 - Reach outside the facility and into the public realm, making art and culture visible in the community;
 - Facilitate meaningful and affordable local participation and local talent;
 - Emphasize reuseable materials and renewable energy;
 - Collaborate with other non-profit groups to broaden the purpose of public space;
 - Maintain high quality facilities.

6. Sustaining the Aspen Idea should be a goal that is shared by local governments as well as a wide range of local organizations. Public-private partnerships can lead to a myriad of opportunities that could strengthen the Aspen Idea.

Action Items

1. Local non-profit organizations should explore reconvening a local Council on the Arts to promote collaboration and mutual support between arts and cultural organizations. The mission of such a Council on the Arts could include methods to better integrate the wide range of people who live, visit and play in the Aspen Area, to establish a more powerful web-based “information outreach and clearinghouse,” to explore shared housing opportunities for visiting artists and other mutually beneficial purposes.
2. Local non-profits and businesses should explore integrating their offerings into a package of activities and experiences that reflect the balance of mind, body and spirit, clearly carrying forward the unique heritage of the Aspen Idea.
3. Explore options for the housing of visiting artists to assist local non-profit organizations in their effort to produce special events. Options include an ADU database available to non-profit groups.
4. Propose amendments to the City Land Use Code to include standards to ensure that community needs with respect to Arts, Cultural and Educational facilities are addressed when facility expansion and/or development is proposed. Future expansion or development of Arts, Cultural and Educational facilities should:
 - Provide multi-purpose space for the Aspen Area community;
 - Integrate the wide range of people who live, work and play in the Aspen Area;
 - Reach outside the facility and into the public realm, making art and culture visible in the community;
 - Facilitate meaningful and affordable local participation and local talent;
 - Emphasize reuseable materials and renewable energy;
 - Collaborate with other non-profit groups to broaden the purpose of public space;
 - Maintain high quality facilities.

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 now and in the future. Through these groups, 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 to 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

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 <u>Community Health Assessment</u> for the Aspen Area every <u>5 years</u>. (I – PH, LPHA, EH, AVH, Community Non-Profits)</p>

- Comment [jg14]: Define this term in call out box
- Comment [jg15]: Call out about public health act

<p>2. Health and human impacts from development, activities/events, and policy changes shall be mitigated.</p>	<p>1.d Analyze, prioritize, and implement the findings of the Community Health Assessment. (LT – PH, EH, LPHA, AVH)</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 tools (such as a phone and web directory) with information about health, safety, education and social services available in the Aspen Area. (I – HHS, LPHC, All departments/Agencies)</p> <p>2.a Explore possible amendments to the city and county land use and building codes to include review criteria for self-reliance, health, safety, and life quality 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. Increase and maintain funding that allows early childhood education to remain affordable for families in all economic categories by working with local, regional, state, and federal organizations that work with young children and families. (I – KF)</p>

Comment [Jg13]: Define this term in final document

<p>2. Ensure safe and healthy housing choices exist for those in need, including the elderly, people with disabilities, and low income populations.</p> <p>Concept of senior gathering places</p>	<p>1.b. Provide appropriate support for child care programs to help 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 that encompass areas of mobility, information, resources and choices to support aging in place. (I - HHS, SrS/Sr Council, Private Sector)</p> <p>2.b Support planning of continuing care facilities and programming that provides a range of support services, including memory support and skilled nursing care, that is integrated into the community. (LT- Sr Svcs, Sr Council, Private Sector)</p> <p>2.c Explore the creation of a Continuing Care Retirement Community (CCRC) within the Urban Growth Boundary that is consistent with community character. (LT- Sr Svcs, Sr Council, Private Sector)</p> <p>2.d Expand Whitcomb Assisted Living Facility, as future demand requires. (I - AVH, SrS, Sr Council, Community Non-Profits.)</p> <p>2.e Explore the creation of group homes for disabled adults who who want to age in place. (LT-HHS, Community Non-Profits)</p> <p>2.f Ensure the availability of transitional and permanent low</p>
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Comment [j16]: NOT APPROVED BY P&Z – REVISIT IN AUGUST

Comment [jg17]: Define in a call out box

<p>3. Ensure that all community members have access to all public assistance programs for which they qualify.</p>	<p>income housing (stair step programs) and other continuum of care units for community members striving to become self-reliant, such as out of work, disabled, or homeless people. (LT- Private Sector, HHS, Community Non-Profits, APCHA, P)</p> <p>2.g Reduce barriers to the use of available affordable housing as transitional/temporary housing. (LT- Private Sector, HHS, Community Non-Profits, APCHA, P)</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) [call out box stating the self-sufficiency standard for the Aspen Area]</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, 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 and the importance to sustainability of earning a livable wage. (I – HHS, PH, Aspen K-12, KF)</p> <p>4.c Provide consistent, quality education about the availability of resources and supports to promote self-sufficiency. (I – HHS, PH,</p>

Comment [jg18]: Define (identifies what income is necessary to live independently in the Aspen area considering cost of housing, transportation, health care, child care, food)

<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>Aspen K-12, KF)</p> <p>4.d 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.e Encourage education that will foster cultural and language integration in businesses. (LT- Community Organizations, CMC, ACRA)</p> <p>4.f 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.g Ensure our workforce is literate by providing opportunities for English and other language learning. (LT- Aspen K-12, CMC, Community Organizations)</p> <p>4.h 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.i Implement programs and policies that provide opportunities for our youth to return here as adults. (I – Private Sector, CMC, Community Non-Profits)</p> <p>4.j 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>
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<p>7. Promote organic and sustainable local and regional food production.</p>	<p>4.k 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>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>8. Ensure everyone has local access to quality food.</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> <p>7.b Take advantage of opportunities for agriculture and permaculture areas in public open spaces (LT – EH, OS/T)</p> <p>7.c 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>

Comment [jg19]: Define this in a call out box

	<p>7.d Explore incentives for agriculture activities in Pitkin County. (LT-P, LPHA, EH, Community Organizations)</p> <p>7.e Explore the use of public lands for additional community gardens. (I – P, OS/T, Community Organizations)</p> <p>7.f Coordinate efforts to educate the community about local food production, including programs that teaching 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. Create healthy, affordable and accessible programs that involve opportunities for individuals and families to reduce stress, reduce isolation and increase connection. (I – Community Non-Profits, PR)</p> <p>1.c. Establish reliable funding and staffing levels to provide all</p>

<p>2. Ensure a safety net exists for all “at risk” Aspen Area residents, visitors and workers.</p>	<p>necessary public safety and health/human services staffing and operations to meet growing public needs and unfunded mandates. (LT - HHS, PH, LE)</p> <p>1.d. Promote conflict resolution skills and efforts amongst neighbors and homeowners’ associations. (I- LE, Community Non-Profits)</p> <p>1.e. 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.</p>
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<p>3. Reduce juvenile and adult crime.</p> <p>4. Ensure Aspen area residents, workers and guests are protected from natural and man-made emergencies.</p>	<p>(LT- Community Non-Profits, HHS)</p> <p>2.f. Ensure dedicated funding and comprehensive resource development to provide coordinated, timely and quality services to at-risk Aspenites. (LT- HHS, CoM, CM, LPHA, PH)</p> <p>3.a. Support productive and collaborative recreational, cultural, and educational choices for youth to keep kids safe and engaged in the community, including mentoring, and after school and recreation programming (I-HHS, Community Non-Profits, PR, Aspen K-12)</p> <p>3.b. Create a Restorative Justice Program and/or other alternative sentencing for juveniles and adults that allows for people to learn from and make amends for their crimes (I- LE, Community Non-Profits)</p> <p>3.c. Develop and implement programs that provide prevention, intervention and treatment for juvenile sexual offenders. (LT- HHS, Community Non-Profits)</p> <p>4.a. Participate in local and regional training on emergency plan components and instill a strong incident command culture (LT- LE)</p> <p>4.b. Foster public safety council development and continue to clarify roles and responsibilities to be responsive to national changes in homeland security and ultimately to protect the Aspen Area residents, workers and visitors. (LT-LE)</p> <p>4.c. Strengthen cooperative and collaborative local and regional emergency response teams. (LT- LE, PH, HHS, AVH, Aspen K-12, CMC)</p>
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<p>IV. HEALTH POLICIES</p> <p>1. Determine specific gaps related to health and wellness in the Aspen Area and prioritize collaborative solutions.</p> <p>2. Ensure that Aspen area residents have access to primary care including prevention, palliative care, long term care and health maintenance services, regardless of payer source.</p>	<p>IV. HEALTH ACTION ITEMS</p> <p>1.a Work with local and regional healthcare partners to develop, implement and align community health priorities (based on attainability and criticality of solutions) through the community health assessment. (I-PH, LPHA, EH, AVH, Community Non-Profits).</p> <p>1.b Determine the need for improved access to Medicare, Medicaid, CHP+ and indigent care providers in the Aspen Area (I – PH, Community Non-Profits, HHS, AVH, private providers, SrS)</p> <p>1.c Establish a mechanism for the City and County Boards of Health to collaborate and communicate. (I- PH, EH, LPHA)</p> <p>2.a Collaborate with local, regional and state organizations (such as Federally Qualified Health Centers- FQHC), to ensure that all community members, regardless of age, have access to quality health care and preventative care, regardless of ability to pay (those on Medicare /Medicaid/ uninsured/ underinsured). (LT – KF, PH, LPHA, AVH, HHS)</p> <p>2.b Support community efforts to attract and engage health care providers to share in the provision of health services to residents over 65 (Medicare insured). (I –PH, LPHA, HHS, SrS, AVH, Private Sector.)</p> <p>2.c Explore the creation of a school based health clinic and resource center in the Aspen School district (LT- Community Non-Profits, Aspen K-12 , HHS)</p>

<p>3. Ensure that residents in the Aspen area of all ages have access to a comprehensive mental health and substance abuse system that addresses acute and chronic mental health needs.</p>	<p>2.d Address the causes of childhood and adult obesity through development of comprehensive programs and education about nutrition, physical activity and access to healthy food. (LT-PH, LPHA, Aspen K-12, Community Non-Profits, Private Sector)</p> <p>3.a. Work with Community Non-Profits, 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 to all Aspen residents. (I –Community Non-Profits, SrS, HHS)</p> <p>3 d. Work with public and private mental health practitioners to create an action plan to address identified 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</p>
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<p>4. Ensure that all Aspen Area residents have access to a comprehensive dental program that includes education, prevention and treatment.</p> <p>5. Ensure that a comprehensive health care system exists in the Aspen Area and that Aspenites are aware of the system.</p>	<p>the Aspen Area. (LT- Community Non-Profits, HHS)</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> <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 towards 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 (electronic and secure) 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>
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<p>environmental exposures.</p>	<p>Environmental Health, RFTA, Schools and businesses to create year round safety education and prevention programs – to include things like public service announcements, media promotions, events, direct education to youth and adults. (LT- AVH, PH, EH, Aspen K-12, RFTA, CMC)</p> <p>7.b. Secure diverse funding sources for year round safety education and prevention programs. (AVH, PH, EH, Aspen K-12, RFTA, CMC).</p>
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