

Small Group Meeting Synthesis



Nearly 175 people recently participated in the first phase of building a Community Vision for the Aspen Area: They attended one of 12 small group meetings that took place in October and November, and offered their visions and goals for the future. These meetings were not intended to produce a consensus of any kind, but to express a range of goals and visions. People said the meetings were engaging and valuable.

We have summarized hundreds of pages of notes from those meetings and are making them publicly available as part of an effort to make this a transparent public process. In the coming weeks, staff and consultants will use this feedback as a basis for designing large community meetings scheduled for late January.

Our goal is to attract 1,000 people to three large meetings in late January. You can register for e-mail updates on these meetings at www.aspencommunityvision.com. In the meantime, the following document will provide a sense of the vision and goal statements expressed in the small group meetings. The reader may find a number of 'short-hand' descriptions taken from meeting notes: This is not intended to be a polished document.

Document Format:

The small group synthesis is divided into a format reflecting the conversation at the meetings. Each topic is divided into three sections:

1. **2000 AACP statements.** For each sub-group, a facilitator walked through several goal statements contained in the 2000 Aspen Area Community Plan (AACP) and asked the group if they still believed in the goals or thought they should be changed. The synthesis includes statements that were in agreement and statements that were in disagreement with the 2000 AACP goal statements. Because some topics were not contained in the 2000 AACP, such as "The Lifelong Aspenite," they do not include 2000 AACP goal statements.
2. **Vision/Goal Statements.** We also asked people for their desired vision of Aspen in 10-20 years, related to the topic they were discussing. For example, someone attending the transportation session might say: "Bus service has become fast, safe, convenient, predictable and energy efficient." For each topic below, you will see "vision statements" *in italics*, followed by supporting themes that emerged from the small groups, summarized in bullet points. Using the transportation example, this might look like:
 - *Vision – Bus service is fast, safe, convenient, predictable and energy efficient.*
 - Bus service is important to getting downvalley workers to Aspen
 - Bus service needs to be more efficient and reliable
 - Energy efficiency is an important "green" value
3. **Differing/Opposing views.** For each topic, you will also find issues where there was a consistently wide spectrum of views offered. For example, under the topic of the Aspen Airport Business Center, you will find the following: "The AABC should be a more sophisticated, mixed-use type community vs. We should retain the funky, un-gentrified nature of the AABC."

Again, the feedback we heard in small group meetings will be used to design the questions for the large community meetings in January. These large community meetings will result in a draft Community Vision for the Aspen Area, a document that will be reviewed and considered for adoption by the City Planning and Zoning Commission and City Council, as well as the Pitkin County Planning and Zoning Commission and County Commissioners.

The finished product will be a 10-year vision document for the City Council and County Board of Commissioners -- providing guidance for future decisions on issues ranging from [Housing](#) to [Managing Growth](#) to [Transportation](#).

Thank you for your participation.

Table of Contents.

<u>Economics</u>	<u>4</u>
<u>Housing</u>	<u>7</u>
<u>Managing Growth</u>	<u>11</u>
<u>Sustaining the Aspen Idea</u>	<u>16</u>
<u>Historic Preservation</u>	<u>18</u>
<u>Planning for a Lifelong Aspenite</u>	<u>21</u>
<u>Environmental Quality</u>	<u>23</u>
<u>Parks, Recreation, Open Space, and Trails</u>	<u>26</u>
<u>Transportation</u>	<u>29</u>
<u>Aspen Airport Business Center</u>	<u>32</u>
<u>Prioritization Exercise</u>	<u>35</u>

Economics

2000 AACP Statements

A. “Provide incentives for small businesses that contribute to a more diverse, unique and interesting downtown.”

- Agreement:
 - There was general agreement that creating a diverse, unique and interesting downtown is a good goal. However, there were requests that the term “incentives” be defined.
 - We should encourage local serving businesses, locally owned businesses, start-up businesses, and year-round businesses (not just small businesses).
- Disagreement:
 - There is hesitation to provide incentives to businesses as a trade -off for changing their business/market plan to be more locally serving.
 - It is a global market so we cannot have full influence over the businesses located here.

B. “Provide incentives for existing, small to mid-sized lodges that may encourage a more diverse visitor population.”

- Agreement:
 - This goal needs to be about the price of visiting Aspen- we need to attract a diverse economic range of visitors. More diverse visitors are the important goal. This depends on the cost of lodging rather than size. We need to change the perception that this is a town only for the rich.
 - We should focus on retaining and creating the good qualities of the historic small to mid-sized lodges: such as the family atmosphere, unique character, and ambiance.
- Disagreement:
 - The market determines price range for lodging- government should not interfere.
 - The future of the small and mid-sized lodge looks grim, but it is like fighting the tide due to the increasing rent/property tax burden.
 - We shouldn’t subsidize one operator over another - “incentive” implies favoritism.
 - The small lodges might charge more money than the large lodges. There need to be broader price points for lodging. Small and Mid-size lodge economics are over. A larger lodge with broad price points works and fills this gap.

C. “Create a long-term sustainable economy that respects the underpinnings of the community such as the environment and the people.”

- Agreement:
 - This statement is about how we want a good quality of life.
 - It is a good statement because it identifies the need to evaluate the economy based on something other than the bottom line:
 - Environment
 - Employment
 - Transportation
 - Diversity of businesses
 - Housing
 - We should seek to be recognized as a community with a Green focus on the forefront as an environmental leader- this would increase tourism and our own global awareness. Look at the Green aspect to create savings from energy, recycling, and etc.
 - Local owned businesses are more likely to fit within the community values.
- Disagreement:
 - Uncertain what this goal statement means- it is very confusing and not specific.
 - Not certain that this goal should be a high priority.

Vision/Goal Statements

- *Vision statement – Aspen will appeal to visitors and residents from a broad range of economic levels, thus sustaining our future.*
 - Affordability is important because it introduces new visitors to the place.
 - We need to moderate the image that Aspen is only for the wealthy.
 - We need to offer a less expensive overall visitor experience option (retail, restaurants, transportation, lodging etc.). We need to be affordable for workers to live and/or “use” the town.
 - The character of our community should be a draw for visitors and residents.
 - We need to plan ahead to attract and make it possible for the next generation to live here.
- *Vision statement – Aspen will create opportunities for local serving, locally owned, start-up, small and year-round businesses.*
 - Improve the alleys in downtown to provide desirable places for small businesses and make for a more attractive downtown.
 - We need to be prepared for turn-over in business owners and plan for transition changes in the retail profile and mix.
 - There need to be opportunities to shop locally and receive needed services.
 - Locally owned businesses add to the character of the community.
 - Small business owners are local leaders and tend to contribute to the community..
 - We need diversified businesses in the downtown core. The businesses and land uses are currently diverse in everything but costs- they are mostly high-end shops and homes.

- *Vision statement – Aspen will seek to create a healthy, resilient and sustainable economy.*
 - We need more of a steady state of the economy, fewer peaks to valleys- long cycles.
 - We need more continuously steady and sustainable growth.
 - We need an economy that encourages long-term businesses.
 - Seasonality cannot have such a big impact on our economics. We need to be a year-round community.
 - We need regional collaboration to promote and improve the economics of the Roaring Fork Valley as a whole.
 - We should balance the construction/real estate economy with the tourism and visitor economy. Our economy cannot depend so greatly on new construction as this is not sustainable.

Differing/Opposing Views

- “Mom and pop”/small lodges are important to the character of town and attract more diverse visitors and therefore should be helped along VS. Sustaining these lodges is not realistic and difficult to solve.
- The degree of governmental involvement in shaping the business mix (there is a spectrum of thoughts on how much involvement should take place).
- Locally serving businesses in Aspen- should it be made possible to make most purchases in town or elsewhere?

Housing:

2000 AACP Statements

A. “New affordable housing should emphasize quality design and construction and be compatible with the surrounding neighborhood even if these goals increase public subsidies.”

- Agreement:
 - A balance between subsidy rate and quality is the crucial element. Each item is equally important. It shouldn't be low quality, but we cannot lose sight that it is subsidized housing.
 - Should make housing more equitable across town and from project to project. Some current projects aren't at the same caliber as others.
 - Quality needs to be defined and controlled within construction standards.
- Disagreement
 - The end of the statement – “even if” – leaves the scope too open ended. Needs to identify what these additional “quality” costs will be directed towards. Should be in construction and not appliances and “extra.”
 - “Every affordable housing unit does not need high-end finishes, for example marble counters, start in low quality and move up.”¹
 - There is a concern that often times, quality in design and construction are sacrificed for quantity.
 - The statement is in conflict with practical economic sustainability.
 - There should be a mention of private partnerships in this statement. That is a vital part of the equation.

B. “Site planning [of affordable housing] should be driven by the physical capacity of the land and the character of the neighborhood, not an arbitrary per-bedroom subsidy.”

- Agreement:
 - Quality of life is more important than low cost or the number of units. Capacity of land and the character of development is important.
 - Affordable housing units and complexes should fit with their neighborhood and not necessarily stand out as affordable housing projects.
- Disagreement:
 - The statement should not include the word “arbitrary.” Public subsidies should not be arbitrary at anytime. Knowing the dollar amount of the subsidy is the most important.

¹ Clarification Note: More expensive items in affordable housing projects may include energy efficient appliances. While these can be expensive upgrades, they are often added to respond to energy issues and lower the costs of the unit over the long-term. Marble counters are often added by owners after purchase of an affordable housing unit.

- Character should not be the most important element. We are too sensitive about the location of development and whether not to mix it with other uses or not.
- Every site in town must be weighed separately – not a per bedroom subsidy city-wide. Each site has its own different issues (cost, terrain, etc.)

C. “Affordable housing should reinforce and enhance our community. A healthy social balance that includes all income ranges should be a primary goal of our affordable housing program.”

- Agreement:
 - “All income ranges” provides a good start at measuring the area’s demographic. The statement could be more specific and state ages, professions, and life cycles.
 - This is a very laudable statement; however, the issue exists that people of different economic backgrounds might not want to live next to each other. A mix of all professionals is beneficial.
 - The balance in this statement reinforces values of the community. The statement establishes a broad scope that creates a wide variety – not just low end housing, and dispels perceptions.

- Disagreement:
 - This statement can be read very arbitrarily, and could mean something different to everyone. What does this mean? Less people? More people?
There should be less of an emphasis on creating higher income units. Some felt that those in higher income units should find housing elsewhere (i.e. down valley).

Vision/Goal Statements

- *Vision statement –Affordable housing should avoid a sense of “separateness” from market rate housing and location.*
 - There should be more housing that is not segregated (out of town), housing with no commute, and more integrated
 - Lifestyles are often negated by commuting
 - We should maximize the space we have now, therefore allowing more in the downtown in regards to affordable housing.
 - Need density, not affordable housing sprawl.
 - Affordable Housing should not be grouped together; it should be better integrated with free-market housing and interspersed in town.

- *Vision statement – Housing in Aspen will include a mix of demographics; ages, life cycles and incomes that create vibrant, sustainable, year-round communities.*
 - Would like to see affordable housing to spread and mix with the community. Affordable housing should be interspersed or adjacent to market rate housing.
 - Mix incomes within each project and locate them in town.
 - There is a need for a less transient community.
 - There should be a stronger private/ public partnerships in housing development.
 - There should be a provision of both ownership and rental opportunities to support a range of incomes and ages.
 - A diversity of unit types will encourage singles and families to live in Aspen.

- *Vision statement – The construction quality and conditions of existing and new housing will reach a level that is safe, economically responsible, forward thinking, and environmentally sound*
 - We must balance the cost, density, subsidies, quality of construction and design, and open space.
 - Concerned with the age of existing buildings and the maintenance issues
 - Architecturally, there is opportunity for innovation with affordable housing
 - The buildings should be more energy efficient in the future, implementing green technology and building codes.
 - Construction should be sturdy so there are not maintenance issues, and environmentally sound, but not fancy or luxurious.
 - Affordable housing should be in character with the neighborhood without being identical. Character match reduces confrontation. Character should be about the surroundings.

- *Vision statement – Aspen will be livable long-term, with a variety of options reaching from young professionals, families, to retirees.*
 - Would like young families to be able to live here to increase their sense of ownership of the community
 - Would like to see retirees stay in their units
 - Need a “youthful vigor”
 - Would like to see senior citizens in town. They have a fixed income and the cost of living is going up.
 - Ensure the ability to retain employees by providing affordable housing.

- *Vision statement - Aspen Area affordable housing will be connected to the community by transit and trails and have nearby shops and services.*
 - Housing is a valley-wide issue that affects transportation. Many participants expressed a desire to house workers near transit services.

- *Vision statement – Aspen will have availability of housing that serves a transitioning population that is in-between life cycle stages.*
 - There should be housing able to accommodate all life cycles so people can stay here and are not forced to move down-valley.

- There should be transitional housing for people who have lost housing, or are trying to find a place short-term.

Differing/Opposing Views

- Where should employee housing exist? What are the limits?
 - Affordable housing should exist within the urban growth boundary vs., Affordable housing should not be limited to the growth boundary
 - Should employee housing be outside of the core of Aspen and in outlying areas? Vs., Should more Affordable housing be centralized and integrated in mix-use and mixed-income neighborhoods?
 - Accept greater densities in town to provide affordable housing vs. we should not increase density.
- Who is Affordable Housing for and where should it be located?
 - A priority system calling out who is eligible? (Teachers, seasonal, doctors, students, etc.) Vs., No priority and no classes or categories. All employees are eligible for Affordable Housing.
 - Affordable housing should exist seamlessly geographically with market rate housing? Vs., Affordable housing should exist alone and centralized together?
 - Affordable housing is only for the workforce VS. Affordable housing is for anyone.

Managing Growth

2000 AACP statements.

A. “Limit the ultimate population in the Aspen area in order to preserve the quality of life for residents and enjoyment for visitors.”

- Agreement:
 - We should have a max population – we cannot physically expand (except up) due to physical limitations.
 - The town can only grow so much before losing the quality of life.
 - A limit is good otherwise there is always more job generation pressure.
 - We need a limit to maintain quality of life. A limit should consider a ratio of permanent vs. part-time.
 - Over development has resulted in loss of mountain feel (scale, sprawl into natural resources, height).
 - We have to support this statement to maintain the quality of life. Our qualities of life are threatened by growth: small town mentality, environmental concerns, recreation (no long lines) and diversity.
 - A theoretical max is necessary – do we want endless 2% growth?
 - Growth requires services, recreation, hospitals. [These things have] a capacity.

Disagreement:

- Population should not be limited – too exclusive/selfish/elitist.
- Limiting the population is not doable. We cannot define “X” number of people.
- “Limit” seems NIMBY, exclusionary.
- [This statement displays] resentment towards 2nd homeowners and other people coming in.
- [This statement makes Aspen] seem like a country club.
- This statement should be eliminated from the plan.
- This statement is in conflict with affordable housing goals.
- How can we maintain a vital community with out growth?
- [Having an] arbitrary limit is not the way to go.
- [This statement] is not appropriate - it should talk about a vital community [not limiting].
- We should talk about what we need more or less of.
- This statement seems like social engineering – we have a physical carrying capacity that will dictate the limit.
- We need to grow in an appropriate way.

B. “Control the pace of new construction and redevelopment impacts by limiting the allocation of building permits or a quota system of some kind.”

- Agreement:
 - Tourists may leave due to the effects of new development.
 - If we are to limit with quotas, it should be across the board for all types of growth.
 - All physical growth should be controlled, but limiting permits should be dependent on a number of factors.
 - I am in favor of a quota system to control growth. Buildings permits per year or allocation of sq. footage per year so the best projects get approved.
 - Certain types of growth should have different quotas. For example, a lower limit for local commercial, no chains, and no limits for affordable housing.

- Disagreement:
 - It is not the pace that is a problem – it's the impact [of growth] (noise, congestion, dust, traffic). The impacts should be handled rather than controlling pace.
 - I do not support a quota – this may result in unintended consequences that will affect our quality of life.
 - The market will limit growth.
 - Concerns with the pace of growth stem from fears of impacts from poorly planned growth.
 - The economy will determine the pace of new construction.
 - [We should] get new construction done when we can – no quota system.
 - Growth management can stifle new construction.
 - We should not restrict single family scrape and replace.
 - The economy of town is construction/development – these limits could affect economic health.

C. “The Urban Growth Boundary should encourage more dense development inside the boundary and less dense development outside it.”

- Agreement:
 - The UGB is necessary to reduce sprawl.
 - The city has to evolve; sprawl could result if there is no infill/density.
 - What I want is more density in the downtown. Density will allow us to reach other goals.
 - Aspen, like European cities, has wilderness ¼ mile in any direction.
 - The character of the valley depends on open space outside (on hill sides).
 - Open space – if we are to maintain open space, we need infill. The buildings in town could have more floors; condense population in town with services like a European town.
 - I want to see more growth. Growth is important for economic vitality, but I don't want to see high rises.
 - More compact and accommodate density (density – not height.)
 - I want to see the alleys used. The backside of stores could be more affordable services. [We need] affordable commercial and retail and a presence in a respectable location.
 - [I would like to see] an infill program with a 3rd floor setback on one side to provide “solar access” on the street.
 - I would like to see more people living in the downtown. People could live above their businesses.
 - UGB concept is good – but it's how infill and density is done that matters.
 - Preserve valley character – no sprawl. The UGB is necessary for this.
 - The UGB is ok, but density is a concern. It is ok to have “villages” that work together.
 - Boundaries are good to maintain open space outside and a break between communities, but the height should remain.
 - We need to build on more of the land within the UGB that is not built on yet (not open space).
 - Density [is ok] if there are no huge buildings, and its “tasteful” in town.
 - Taller buildings are ok.

- Disagreement:
 - Ok to build outside of the UGB (preserve publicly owned open space) – build out, not up.
 - Inside the UGB, more dense development has come to mean bigger buildings, which I oppose.
 - Dense development inside the UGB is not a good idea.
 - Infill/density – where should it happen? The free market could determine where.
 - It doesn't have to be growth in the core OR sprawl. (Doesn't have to be one or the other.)
 - This statement should read “encourages less dense development outside the UGB.” Avoiding sprawl does not mean build more inside.
 - The principal [of the UGB] is ok, but it can cause over-building in town/higher density.
 - The concept of the UGB is ok, but the urban area is built out (physical space).
 - One and two story buildings should stay [in downtown]. Keep a variety of buildings. No density.
 - Taller buildings are not ok because of the views blocked, density, traffic that results.
 - I don't want to see “up” building and density.

Vision/Goal Statements

- *Vision statement – The community has a strong understanding of the physical capacity that remains for future growth, and the additional infrastructure that's needed to support that additional growth.*
Considering physical and other limitations, we have made a substantial effort to identify the amount of additional infrastructure that the community is comfortable with.
 - Construction volumes, and infrastructure are not infinite.
 - I'm worried about the impacts of large houses including infrastructure impacts like parking, service needs.
 - We should look at all types of construction and what impacts it creates.
 - Basic services are threatened (movie theatres, gas, food, daily needs, and social services).
 - Certain uses should not be limited – local businesses (both retail and professional) are needed [due to] the loss of economic diversity.
 - Regulating growth requires change – there are tradeoffs and consequences to controlling growth.
 - We have a carrying capacity – how do we live within it? How many people can we support?
 - There are physical boundaries (mountains) to town, as well as height limits, funding limitations, open space preservation.
 - Physical growth has to stop eventually.
 - We have to make sure we need what we build. (i.e.: do we need more lodging and why? To support the economy or to just charge more to out-compete the others?)
 - Everything is growth. This statement should be all inclusive, but we can give incentives to one type of growth more than another.
 - Tradeoff of not limiting growth is more density, public services, infrastructure.
- *Vision statement– We have found new and innovative ways of using existing structures and buildings and changing their uses to meet the community's priorities.*

- We don't need new growth, but we need to change the uses of existing [structures] and grow local support services.
 - Optimize existing square footage, which may involve changing the existing uses.
 - Utilize all existing structures and underutilized structures.
 - How do we maintain what we have? Owners need incentives to preserve certain businesses.
- *Vision statement – Managing growth should focus on providing affordable places to live for more young families and young people, living and working in town.*
 - I would like to see young professionals and service people to maintain the economics of Aspen.
 - A diverse population with young people to keep the economy going. This keeps the town interesting, new people coming in, families.
 - More people living in town (not empty beds, 2nd homes)
 - There shouldn't be any growth controls on affordable housing so people don't have to commute (traffic issues).
 - Maintain diversity of incomes and ages so people are not so forced to leave.
 - No one can live in town; the vibrancy has been reduced because people are priced out. I want this vibrancy back!
 - I would like to see employees continue to live/work in town.
- *Vision statement – Aspen is an eclectic community with a diverse population in terms of incomes, ethnicity and age.*
 - I would like to see a good mix of incomes, and the Latino population in town, and employee housing.
 - I would like to see socio-economic diversity including age diversity and ethnicities. Not a stark divide between the servers and the served. I don't want a "gated community" – want to "take down the gate" which will require schools, affordable housing, rental housing.
 - [I would like to see] a mix of incomes and backgrounds.
 - I want to maintain an eclectic community.
- *Vision statement – New free market development is strictly controlled to a low level of growth; and houses are smaller to reduce construction impacts, so they don't generate so many service jobs and so they fit into the context of the town.*
 - I don't want more free market [development] continuing into the "billionaire zone" [resulting] in a more gated community feel.
 - I want to slow down free market growth/economy.
 - We need to limit the building size.
 - I want to see less big houses both in town or out of town.
 - [I would like to see] no large free market homes in the central core – "waste of space"
 - I'm worried about the impacts of large houses including infrastructure impacts like parking, service needs.

Differing/Opposing views

- The current density and heights of buildings in town should remain into the future vs. more density in the downtown will allow the city to reach other goals from affordable housing to economic vitality.
- What will we tolerate within the UGB? Are we willing to have more density/height? This statement is not clear.

Sustaining the Aspen Idea (formerly Arts, Culture, & Education)

2000 AACP Statements

A. “Provide assurances for adequate facilities that encourage continued vibrancy for arts and culture as part of our community.”

- Agreement:
 - This is about location of facilities, and supporting Aspen institutions.
 - It is also about things more than just the Aspen Institute or Art Museum – it’s about ensuring facilities and accessibility of facilitates for local, grassroots organizations engaged in the Aspen Idea.
- Disagreement:
 - It’s not just about providing assurances. We need to make arts and culture a priority in downtown.

B. “Arts, culture, and education are acknowledged as essential to Aspen’s thriving year-round economy, its vibrant international profile, and its future as a unique place to live, work, and learn.”

- Agreement:
 - Art is a foundation of our community and culture. Art is a reflection of how the outside world views us.
 - Aspen can be a destination for Americans to come visit on an arts & culture holiday; like families going to New York City for an arts and theater trip.
 - Aspen is not just an international destination for the rich and famous.
 - We should ensure that the Aspen Idea is available to everyone, regardless of income.
- Disagreement:
 - Is this just lip service?
 - Make sure the body and spirit part of the Aspen Idea is reflected.

C. “Ensure sufficient funding for arts, culture, and education valley-wide”

- Agreement:
 - Arts, culture, and education need to be accessible for everyone. Ensure available to diverse groups (age, income, ethnicity, etc).

Vision/Goal Statements

- *Vision Statement - There is an enthusiasm for participating in Aspen Idea activities across all members of the Aspen Area community.*
 - The arts should be accessible to all Aspen area community members regardless of age, ethnicity, economic position, etc.
 - In order to elevate the importance of the arts in our community, grassroots art councils and support organizations should be encouraged.
 - There should be better integration of the Aspen Idea with different cultures, and of the communities in the Roaring Fork Valley.

- *Vision Statement – Locals and visitors are active participants in the Aspen Idea.*
 - All members of the Aspen community feel welcome to participate in community activities that represent the ‘Aspen Idea’
 - The Aspen Idea should target families, as well as the youth.
 - The Aspen Idea is the heart and soul of our community.
 - Affordability of events is important.

- *Vision Statement– The Aspen Idea - Mind, Body, and Spirit - is reflected throughout the community with activities and a focus on all of its elements.*
 - The Aspen Idea should be expressed in a wide variety of ways; not just arts, not just the Aspen Institute.
 - We cannot lose sight of our original identity as a world class ski resort in the pursuit of arts and culture.
 - The Aspen Idea should be tied into everything that we do: housing, transportation, etc.
 - Ensure there is a diversity of Aspen Idea opportunities. Make sure they don't fall too much in one category: political, economic, environmental, arts, etc.

- *Vision – Volunteerism is a cornerstone to the Aspen Idea.*
 - We should promote the culture of giving and volunteering in our community.
 - Aspen Idea is about philanthropy, advocacy, and philosophy.

Differing/Opposing Views

- The Aspen Idea is strong today vs. the Aspen Idea has been lost and it is no longer what it used to be.
- The Aspen Idea should focus on larger scale community events vs. focus on local artists and smaller events.
- Larger events can be expensive for locals to attend. Volunteering to attend these events is okay and should continue VS. there should be more options (besides volunteering) for locals to participate (i.e. locals pricing, local only events, etc)

Historic Preservation

2000 AACP Statements

- A. “The community needs to reach a consensus on what buildings should be protected from the Post-War era, not just the Victorian era.”**
- Agreement:
 - Participants felt that a consensus needs to be reached on what buildings should be protected.
 - Disagreement:
 - There was no disagreement about the need for consensus regarding this topic.
- B. “Create a more vibrant town with appropriate mixed uses and a variety of building sizes. Allow historic patterns to inform new development throughout town.”**
- Agreement:
 - This statement needs to clarify what historic patterns are.
 - Disagreement:
 - This statement should ensure that we preserve authentic examples of historical buildings. We have not built ‘artificial’ historic buildings just because there are other historic buildings surrounding it.
- C. “While the overall goal of protecting individual historic sites or the historic character of a larger area are foremost, the preservation process must be one of reason and balance, predictability, and economic fairness.”**
- Agreement:
 - This statement allows for a balance to determine what is preserved.
 - Disagreement:
 - Many burdens exist within historic preservation including cost, maintenance, insurance, value of the property, etc.

Vision/Goal Statements

- *Vision Statement - Owners of property with historical significance are not at a substantial financial disadvantage because of its designation.*
 - Property owners should not be prevented from realizing the value of their property just because it has a historical designation
 - Incentives for preservation should be as compelling as tearing down and rebuilding.
 - The burden to maintain historic buildings is too much (difficult to maintain the original form, energy efficiency issues, HVAC systems, replacement of windows, the need for specialists, and the use of new technology).²

² Clarification Note: While maintaining historic buildings can sometimes be challenging, many historic buildings have energy saving physical features that contribute to good thermal performance. Older buildings were typically designed to maximize natural sources of heating, lighting and ventilation. Where improvement is needed, insulation and storm windows are commonly permitted alterations to historic buildings that reinforce energy efficiency. Solar panels and other new sources of energy collection can often be accommodated sensitively as well. The National Trust for

- There is a balance between voluntary and involuntary methods of supporting historic preservation that are based on a measure of the significance of the site.
- The city could purchase historic sites and maintain them in order to relieve the burden on property owners, or we let free market determine what is preserved.
- The process of achieving historic designation is handled efficiently without red tape.
- *Vision Statement- Infill is consistent with the scale, mass, and character of the neighborhood in which it exists. It preserves the historical integrity of both the building(s) and the context in which they exist. If a historic building is not retained, its replacement is designed to reflect the character of the neighborhood.*
 - We have preserved authentic examples of historical buildings. (We have not built ‘artificial’ historic buildings just because there are other historic buildings surrounding it.)
 - Preservation includes preservation of the context around a building, not just the building itself. This includes preserving landscapes, hardscapes, open spaces and the general ambiance of an area.
 - Historic buildings are not ‘dwarfed’ by an infill building because the appropriate scale is maintained.³
 - New construction respects the context in which it is being built and reflects an evolved architectural style. It lives harmoniously in the context into which it is built.
 - The large scale and massing of iconic historic buildings should not be replicated to ensure that they remain iconic.
- *Vision Statement - There is community participation in historic preservation and there is community buy-in for historic preservation guidelines.*
 - Decisions about historic preservation should reflect the wishes of the community.
 - The community supports historic preservation with funding.
- *Vision Statement - Historic preservation is conducted in cooperation with other values that the city holds including environmental sustainability, economic vitality, and other community assets.*
 - We strike a balance between maintaining historic integrity and taking advantage of opportunities to make historic buildings greener (energy efficiency, HVAC, window replacement).⁴
 - Renovations to historic buildings will be required to include upgrades that improve the buildings environmental sustainability.

Historic Preservation is addressing the relationship between historic preservation and sustainability as one of its most important issues, stating that the greenest building is the one that is already built.

³ Clarification Note: In 2007, the City adopted new “Commercial, Lodging and Historic District I Design Objectives and Guidelines” that address how new buildings should relate to existing historic structures. This includes a stepping down in scale to respect the height, form, and scale of historic structures in the immediate vicinity of the new construction.

⁴ Clarification Note: While maintaining historic buildings can sometimes be challenging, many historic buildings have energy saving physical features that contribute to good thermal performance. Older buildings were typically designed to maximize natural sources of heating, lighting and ventilation. Where improvement is needed, insulation and storm windows are commonly permitted alterations to historic buildings that reinforce energy efficiency. Solar panels and other new sources of energy collection can often be accommodated sensitively as well. The National Trust for Historic Preservation is addressing the relationship between historic preservation and sustainability as one of its most important issues, stating that the greenest building is the one that is already built.

- The economic vitality of the town is maintained while maintaining the historic character of the town.
- Buildings that are not economically viable should not be designated historic.
- *Vision Statement - The process of historic preservation does not create disadvantages to the rest of the neighborhood such as parking and set back issues.*
 - Different incentives should be provided to owners for maintaining their historic property. (Financial incentives, etc. rather than development incentives such as lot splits).
- *Vision Statement - Aspen has informally designated itself a historical town; it is a mindset that influences the decisions we make.*
 - A sign(s) exists at the entrance(s) to Aspen stating, “You are entering a historic town.”
- *Vision - We have preserved the BEST of various historical periods. (But have not attempted to save every building that has some claim to historical value.)*
 - Aspen represents periods of development – new development should be allowed to reflect new design, new technologies etc. Aspen has a variety of building types and sizes which is good.
 - The combination and contrast of new and old makes the old special and the new special – we don’t want to freeze the town.
- *Vision – As time passes, we are willing to reevaluate and make changes to our historic preservation practices.*
 - Our grandchildren’s view of what is historic may differ from our current view. We need to be willing to evolve our understanding of historic preservation.

Differing/Opposing Views

- What scale and mass should infill have?
 - Infill should be consistent with the scale, mass, and character of the neighborhood in which it exists vs. 19th century preservation of height and mass should not be copied in new development.
- Should Post WWI buildings be designated as historic?
 - Post WWII buildings should not be preserved because these buildings reflect the low level of funding at that time and are not of a quality worthy of preservation vs. these buildings could be preserved if they meet strict criteria (not just age or a person, architect or event connection) and are exceptional examples.
- Should historic preservation be voluntary?
 - Preservation of post-war buildings should be voluntary vs. post-war buildings should be treated equally within the historic preservation process.
 - Other ways that preservation can be implemented is through the city (purchase and maintain sites) or the market will determine what is preserved.
- What characteristics of the historic buildings should be replicated in new development?
 - The large scale and massing of iconic historic buildings should not be replicated to ensure that they remain iconic. “Appropriate” scale and massing should be maintained to preserve views and character of town vs. the view that the downtown should be built out as it would have been in the Victorian period.

Planning for a Lifelong Aspenite

2000 AACP Statements

The Lifelong Aspenite was not included in the 2000 AACP, so there were no prior vision statements to review. Participants discussed their experiences with a range of services available in the Aspen Area, from child care through senior services.

Vision/Goal Statements

- *Vision Statement - We strive to ensure health and human services are available and affordable to all who need them.*
 - There should be a smooth, seamless transition through your lifetime here.
 - Affordability of services is important for all age groups and needs.
 - There is a need for additional funding for general social services.

- *Vision Statement - Mental Health care is available to everyone who needs it. Mental Health Care specialists are available for the community – including child specialists, drug/alcohol abuse specialists.*
 - We need a child specialist at the Aspen Counseling Center. This is an important community service that is missing. More counselors are needed in general. We need to ensure quality mental health services for our area.
 - Concern that kids are partying too much and that the lifestyle leads kids into trouble. There is difficulty finding therapists/mental health care, particularly for youth.
 - Mental health may be an area that needs additional funding.

- *Vision Statement - We aspire to be a place where Aspen youth are able to return to the community as adults.*
 - We want our youth to return to Aspen as adults.
 - The Aspen area has to work/cater to all ages of the community to ensure vibrancy of community.

- *Vision Statement - Aspen is a community first, a resort second.*
 - We are first a community – the resort is “icing on the cake.”
 - Aspen should compare to other towns across U.S. in terms of the ability to retire here, find housing that is affordable, have job opportunities with competitive salaries, and have cost effective and quality child care facilities and schools.
 - We don’t want workers to choose poverty in order to live here.

- *Vision Statement - Senior Services are affordable and available for those who need them. The Aspen area includes diverse services that cater to the needs of seniors.*
 - The community needs to continue existing senior services and expand to cater the needs of baby-boomer generation.
 - Aspen has a lack of exceptional senior services. Those services that are here are not always affordable.

- We need to refocus the community on senior services. There should be more options for seniors living here. We should provide long-term assisted living in town.
- *Vision Statement - Education is available to Lifelong Aspenites young and old. A broad spectrum of residents, workers, and visitors, participate in the community through heritage education, volunteerism, and continuing education.*
 - Colorado Mountain College (CMC) should expand current outreach for continuing education. Classes should use up to date and timely materials. CMC is a great benefit to our community, but we need to ensure it remains vital.
 - Education must continue as an adult.
 - Allows you to continue and expand mind, body, spirit
 - Allows you to continue what are you doing (employment, enjoyment)
 - Allows you understand other options and possibly change what you are doing
 - The community needs additional opportunities for post-graduate and professional classes.
 - There should be greater focus on English as a second language.
 - Heritage facilities need to be interactive and fun to attract all ages.
 - We should ensure our youth know the history of this place.
 - We should encourage volunteering throughout our lifetimes.
- *Vision Statement - We aspire to ensure all children who need childcare can receive it. Childcare is flexible for our residents and workers.*
 - Childcare is essential to the livability of our area. We need more childcare centers so kids and parents aren't on waiting lists. No child should be without childcare.
 - Childcare needs to be affordable. Employers should help meet the needs.
 - Increase options in childcare, so there are facilities that can care for babies, and who can care for kids outside of the 8-5 work day. We should increase the flexibility in childcare.

Differing/Opposing Views

- Should retirees be allowed to stay in their affordable housing unit?
 - Affordable housing is for workers vs. affordable housing should be available to residents, even if they are not in the workforce.
 - Affordable housing should serve all segments of the community (assisted living, young kids) vs. should serve workers.
- Who should have access to child care facilities in Aspen?
 - Serve those who work in Aspen regardless of where they live vs give priority to those who live in Aspen?
- Are "social services" entitlements?
 - These are services anyone should have access to vs. must be earned.
- Quality of Continuing Education
 - CMC is out of date vs. there are quality educational opportunities at CMC.

Environmental Quality

2000 AACP Statements

A. “Preserve, enhance, and restore the natural beauty of the environment of the Aspen Area.”

- Agreement: N/A: Most people agreed that the statement was an appropriate “catch-all”
- Disagreement
- This current goal is not nearly specific enough. It creates a catch-all that provides no direction, whatsoever.
- Goal statement should read: “Preserve, enhance, & restore the natural beauty & health of the environment of the Aspen Area.”

Vision/Goal Statements

- *Vision Statement - Development has a minimal impact on the environment. Impacts of development are mitigated for.*
 - The scrape-and-replace tactics of current development, which are followed by lot line to lot line, maximum size development, is a phenomenon that is strongly contributing to the degradation of the environment.
 - Aspen should prioritize development in a way that puts construction with the least environmental impact at the front of development priority.
 - Keep development where it currently exists.
- *Vision Statement – Aspen will have environmental standards for all development.*
 - We need to seek higher environmental standards. Other communities of similar size have adopted and enforce stringent water quality standards, LEED standards, etc, and we should be on the leading edge.
 - “It is ridiculous that Aspen doesn’t have storm water quality standards.”⁵
 - Land Use Code should be changed to amend dimensional requirements so that solar will be an allowable use above maximum building height.⁶
- *Vision Statement – Community members should have a mindset that Aspen is like an all white room, with white carpet, white walls, etc. People would know that ‘if I spill something, I need to clean it up, and keep it clean.*
- Aspen should be a model for a pristine environment. People will gravitate here and respect the environment if it is clean.

⁵ Clarification Note: The City of Aspen currently does not have water quality standards. There are standards for construction sites to control the amount of runoff resulting from construction. Additionally, there have been regional control facilities implemented in the area, including the Jenny Adair Wetlands. In 2007, Jenny Adair prevented 144 tons of sediment from entering Aspen area streams and rivers.

⁶ Clarification Note: The Land Use code currently allows solar panels to exceed building height by five feet. See section 26.575.040.B.1.d of the Land Use Code,

- *Vision Statement – Make “Green” lifestyles and operations easier to accomplish.*
 - Incentives programs rewarding alternate energy, recycling, hybrid/electric car use, mass transit use.
 - Reward businesses, make it mandatory, or provide incentives (city funded credits) for recycling. This includes the recycling of bi-products from restaurants.
 - Tax, or penalize those who do not take part in these alternatives.
 - Use these funds for environmental initiatives
 - Improve current mass transit with the most cutting edge technologies. We could have more frequent routes with even less impact.

- *Vision Statement – Aspen will be a national and international environmental leader for preservation, energy use, and forward progress.*
 - No oil operations here
 - Set regional standards
 - In the near future (2010, 2015, 2020) Aspen will be fueled entirely with 100% renewable energies
 - Possible partnership with Ski Co.
 - Due to the aspect that most homes and snow-melt are powered by gas, Aspen should have laws in the near future stating that these utilities should be powered 50% by alternate, renewable energies. Solar, water, geo-thermal, and wind are all included.

- *Vision Statement – Environment is the foundation of recreation, tourism, and economy in Aspen and Colorado.*
 - Snow is our business. Without snow, we don’t have any of the strong reasons for tourism or real estate.
 - Should be an intense public awareness media campaign. Increase understanding and options available to help.
 - Aspen needs to realize the importance of Global Warming and adopt the strategies necessary and most suited to combat this worldwide change.

- *Vision Statement – Aspen will realize water importance and implement leading water quality and preservation standards.*
 - Water quality is a key item for debate and improvement. It is generally “ignored” in regards to green development. We must continue to promote the importance of water quality and interject these issues into all green strategies and possible future development enforcements.
 - We must purchase and preserve water rights: “Keep water where it is.”
 - Aspen has 20x the national average of pollution in water.
 - Sanding the roads
 - Disturbed areas on the mountain
 - Construction sites
 - Developed areas
 - Impervious surfaces greatly increase the amount of pollutants in the water.

Differing/Opposing Views

- How important is this chapter?
 - Environmental Quality is the pivotal chapter in this AACP vs. Environmental Quality is out of our control and not important.
- What do we need?
 - More parks vs. Fewer parks; elimination of those not efficiently or commonly used.
 - Aspen needs a region rail/tram system vs. Rail/Tram is not feasible and not essential.
- What should the Airport be?
 - More commercial passenger operations vs. more private air travel?
 - Incentives for commercial and taxes for private vs. No enforcement and free system.
 - No airport at all?
- Are we a resort town vs. Are we a strong environmental community?
 - “We can’t have both.”
 - Penalize second-home owners for non-green use. Stimulate alternate living choices with incentives.

Parks, Recreation, Open Space, and Trails

2000 AACP Statements

A. “Continue to purchase open space for passive recreation and/or wildlife.”

- Agreement:
 - We must continue to purchase open space, because this improves quality of life, economic livelihood, ranching sustainability, and wildlife habitat and preservation
 - Open space and recreation are both a key reason for many people living in Aspen.
- Disagreement
 - Amend goal statement A. so that it simply states: “Continue to purchase open space.” That way, the statement becomes all inclusive.
 - We have enough open space already and there is no need to continue purchasing these lands. Place money elsewhere.

B. “Continue to purchase land for active recreation such as trails and sports fields.”

- Agreement:
 - Agree strongly with statement, but time needs to be spent on finding the most suitable locations and examining what the trade-offs are? Will we lose employee housing land for this sports field?
- Disagreement:
 - Aspen should not just look into buying more, more, more, but instead look into improving what we already have.
 - There are currently too many sports fields and trails and starting to see trails on top of trails.

C. “Improve public access to parks and recreation facilities.”

- Agreement:
 - Access can mean “centralized.” We need more of these community gathering places.
 - Affordability
 - Linkage
 - All ages
 - Networks
 - This goal statement is directly connected with A. and B. Buying more lands will improve access.
- Disagreement:
 - This topic was very unclear during most discussions. What does ‘access’ mean? There are many different elements.

Vision/Goal Statements

- *Vision Statement – Aspen will find at balance between controlling development and purchasing or preserving parks, recreation, open space, and trails.*
 - Development in the area needs to be controlled, and controlled specifically by area, as it is currently degrading the quality of our local parks, open space, and trails.
 - The atmosphere and nature of our recreation and open space is changing constantly as development infringes more on these special places.
 - Aspen should enforce “tasteful” development, and attempt to get back to its roots
 - Different scales
 - Proper character
 - We don’t need all of the “extra.”
 - We should stay true to our ideals and the Aspen Idea. Keep open space, open space; keep trails, trails; etc.

- *Vision Statement– There will be active, year-round use of all our parks, recreation facilities, and trails.*
 - There needs to be active use at our parks (specifically Wagner) during the winter season. Don’t just use these places as snow-dumps.
 - There should be turf on many of the parks’ surfaces so that large city events and sports use do not degrade to a condition of temporary closure.
 - Trails should have the appropriate surfaces so that they can be used by all interests year-round (Rio Grande Trail was the major component of this argument).
 - There should be more “regular” citizen activities, not just the “sexy” options
 - Bowling alley
 - Mini-golf
 - Frisbee golf in town

- *Vision Statement – Aspen will become a Mecca for national/international Nordic sports and training.*
 - We have the environment, just need the facilities
 - Incorporate cutting edge technology at current facilities.

- *Vision Statement – Parks/Recreation will have its own budget and follow existing adopted documents.*
 - Access to Parks/Rec. can be improved by appropriate allocation of funds.
 - Follow the current business plans that Parks/Rec. have adopted.
 - Values of indirect Parks/Rec. impact should be analyzed.

- *Vision Statement– Aspen Parks and Recreation will create a strong system of facilities that are accessible, affordable, and viable.*
 - All development reviews should have recreation opportunities in mind.
 - Development review of recreation facilities should be forward-thinking. These facilities should be designed while thinking about 10, 15, or 20 years ahead to meet future needs.
 - Recreation facilities should continue to grow as gathering places or center points of town.
 - The ski areas should be a part of town again. Over the years they seem like satellites and are not pictured in the Aspen Parks/Rec. image.

- *Vision Statement – Open Space in the Aspen Area will be preserved and maintained with appropriate control of new and existing development adjacent to open space..*
 - Open space should not shrink or change use over time due to developmental influences and expanding city limits. It should remain what it is at the present.
 - Open space is recognized as contributing to the community in many ways, including:
 - Passive recreation
 - Trails
 - Bio-Diversity
 - Quality of life
 - Economic livelihood

Differing/Opposing Views

- Purchase of new lands for recreation
 - We should buy land now for additional fields, trails, parks, etc. while land price is rising vs. Stop purchasing lands, and retrofit or improve what we already have to meet needs.
 - We should retrofit existing vs. Make all new facilities. (in reference to facilities like the ARC, Red Brick, Ice Garden, etc)

- Who are we?
 - Trail system should cater for Nordic sports vs., Trails should be seasonal and cater for all users
 - Are we a summer or winter community, VS. both? We should maximize our recreational opportunities so that both summer and winter activities can be accommodated in the same areas.

Transportation

2000 AACP Statements

A. “Continue to limit traffic on Highway 82 into Aspen to 1993 levels by continuing to fund public transit and trail projects.”

- Agreement:
 - Transit and trails are valued means of transportation. They reduce the number of vehicles on the road, leading to improved environmental quality, efficiency of movement, and quality of life. Funding and use of transit and trails should be increased.
 - Reducing traffic along 82 is a good goal. The 1993 levels provide a benchmark that is important to measure against.
- Disagreement:
 - Although it is a good to increase bus ridership- the reality is that it is not a solution for everyone (construction workers, tourists, families, wealthy visitors). Bus transit should only be part of the focus for transportation; there are other strategies for reducing and managing traffic (not subsidizing parking, transit alternatives, traffic light improvements, car share, dedicated corridors, employee subsidized transportation, housing relationship to transit, services in neighborhoods, four day work week, ridership incentives, HOV lanes).
 - It is a burden for people to take the bus. We should be trying to grow the economy and not limiting traffic.

B. “Preserve the character, safety and traffic limiting capacity of State Highway 82 into Aspen by maintaining it as a two-lane facility for automobiles, with extra capacity reserved for transit use only. “

- Agreement:
 - Finding an entrance to Aspen solution is a high priority to improve traffic conditions. The new bus lanes may greatly improve our traffic conditions- we will know with time.
 - This statement represents our commitment as a community to use transit to solve transportation problems rather than relying on more lanes, expansive parking, and other means.
 - There is value in the two-lane character of 82. It is appropriate for our community.
- Disagreement:
 - Idling traffic and congestion is caused by two lanes which do not limit the amount of traffic. The statement should not be a question about the number of lanes- the goal should be about efficiency.
 - Two lanes does not enhance safety (snow storms, accidents etc.), and deters businesses in the core. It creates congestion, stress, anxiety, and pollution.

C. “Quality air [travel] service is critical to our economy.”

- Agreement:
 - There was general agreement that quality air travel is important and critical to our community. It serves tourist, locals, and businesses. It gives our community a competitive advantage. Aspen would be isolated without it.
 - Air travel is critical to our economy when it is reliable/quality/low cost/low impact.
- Disagreement:
 - We need other options for national transportation such as trains.
 - Airlines currently are a big contributor to our carbon footprint and this impact needs to be addressed by changing way that air travel is managed in this valley. We should seek improved efficiency.

Vision/Goal Statements

- *Vision statement – Transportation will facilitate the needs of tourists, locals, businesses, recreationalists commuters and the community and offer options that reduce the amount they want to drive alone.*
 - Transit should be accommodating for everyone it is intended and will thereby improve transportation for everyone.
 - Construction workers, industries, and families need better transportation solutions.
 - Reduce air pollution
 - Reduce congestion and grid-lock
 - Improve the quality of life
 - Improve the economy and keep us competitive
 - Improve safety
 - Improve the quality of the tourist experience
- *Vision statement – Public transit will continue to be supported and improved.*
 - Transit can be made enjoyable, fast, safe, adequate capacity, convenient, affordable, cover a broad area with many routes, frequent, timely, and energy efficient.
 - We should look at additional alternative transit technologies and options for solutions (such as people-movers, rail, affordable flight, light-rail etc.).
 - Provide incentives to those that take the bus.
 - Funding for bus service should be increased.
 - In-town and neighborhood transit needs to be improved (serve more locations, convenient).
- *Vision statement – Aspen’s approach to transportation planning will acknowledge a link between development, land uses and transportation. Planning for development and transportation as a region will lead to comprehensive solutions.*
 - We need regional transportation partnerships and collaborations.
 - We need to improve transportation in the Roaring Fork Valley and connections to other places in the State and beyond.
 - Transit oriented development and planning land uses along with transportation is essential. Development should be focused in locations which transportation demands can be reduced or supported (such as infill, along transit lines etc).

- There should be a connection between land use and transportation with commercial enterprises and housing focused near bus stops and parking.
- Increase the number and size of park-n-rides and add commercial and housing surrounding them.
- *Vision statement – An emphasis on education will increase transit ridership and other choices people make about travel.*
 - Education contributes to transportation efficiency

Differing/Opposing Views

- Highway 82
 - Seeking strategies to reduce or limit vehicles on traveling on Highway 82 or vs. Increase the capacity of the roads to accommodate all vehicles.
 - The entrance to Aspen along Highway 82 should look like a small town vs. It should have density along the route.
 - Should there be bus-only lanes vs. should they be used also for HOV, vs. No distinction for vehicle uses?
- The effectiveness of the current parking strategies.
 - Parking should be designed to first serve tourists and then customers and finally locals vs. Parking should be convenient for everyone.
 - Parking works the way it should within Aspen vs. It is inconvenient and is hurting business and locals.

AABC/Buttermilk/Airport

2000 AACP Statements

The Aspen Airport Business Center was not included in the 2000 AACP, so there were no prior vision statements to review. Participants discussed their relationship with and use of the AABC followed by their vision for the future of the AABC.

Vision/Goal Statements

- *Vision Statement - The AABC is an integrated, mixed use neighborhood, with sufficient density to support the addition of community retail services (e.g. a more robust market).*
 - There is a Master plan to guide the development of the AABC
 - Cafes
 - Urban character
 - Hi density/stackable
 - Year round business (avoid the 'ghost town' effect)
 - Preserve existing parks/greenspace; expand if possible
 - Change the name "Aspen Airport Business Center" (It gives the place an industrial feel)
 - More spaces for artists
 - More community art

- *Vision Statement – Neighborhood services are available at the AABC, including an appropriate sized market, building supply store, etc.*
 - The AABC has an 'anchor' store that allows other smaller businesses to be economically viable.
 - The AABC is zoned more residential, creating a 'critical mass' of residents that would make the introduction of a grocery store and other residential services viable.
 - The AABC is and should continue to be a 'compliment' to the Aspen core by offering services that cannot afford to function in downtown Aspen.
 - Zoning is relaxed to allow for more neighborhood services.

- *Vision Statement – The AABC has a strong community feel while still retaining the mix of light commercial/industrial businesses. This is achieved by preserving and adding green areas; creating 'no traffic' areas for children to play safely. Vastly improving sidewalks and bike paths.*
 - Green spaces and recreational opportunities are preserved and increased at the AABC.
 - Children can move safely around the AABC via vastly improved sidewalks, bike and pedestrian paths and creating "no traffic areas".
 - Family oriented businesses are at the AABC including family restaurants and daycare.
 - The community has capitalized on cultural and educational opportunities.

- *Vision Statement – Aesthetically, the AABC has been improved, but not sanitized.*
 - There are Design standards (non-glamorous services if designed well would be very acceptable).
 - The ABC follows the design principles of the North 40.
 - The ABC has the character of a village – cobblestones, public spaces, public fountain, chess board, pocket parks, street lights, curbs and gutters.

- The ABC has implemented innovative and bold sustainable design practices.
- *Vision Statement - Traffic flow and parking are not issues at the AABC. New construction provides necessary parking for their facilities. Creative parking options (e.g. underground parking) have been implemented. Excellent wayfinding facilitates easy movement around the AABC.*
 - Providing community oriented services will reduce need to drive into Aspen.
 - Provide better wayfinding.
 - Address the relationship of roads to business fronts. Right now, it is hard to find some businesses.
 - Make the AABC more pedestrian safe and friendly.
 - Provide more parking.
 - Get rid of county signs that say, "You can't park on a county road."
 - Provide a dedicated shuttle from the AABC to Aspen core.
 - Provide better crossing options between the airport and the AABC.
 - Provide sidewalks, improved bike paths.
 - Creative alternative transportation options exist (bike share, car share, etc.)
- *Vision Statement - The AABC is economically sustainable.*
 - Housing is rationally affordable.
 - Public/private partnerships are available to attract desirable businesses to the AABC.
 - There are affordable businesses and services at the AABC.
 - There are development incentives to support affordable housing at the AABC.
 - It is possible for individuals to live and work at the AABC.
 - The AABC has housing that is affordable but no less livable than Aspen properties.
 - Free market housing diversity exists; there are a variety of types and sizes of housing available, including work/live units, with somewhat greater density than in 2008.
 - The changes in the AABC are largely market-driven rather than regulated into being.
 - Community services have followed the increase in housing density at the AABC. Appropriate community services like a medium sized grocery store are part of the community.
- *Vision Statement – The AABC is environmentally sustainable.*
 - Address quality of life issues like air pollution from airport, RFTA, sewer treatment plant.
 - Older, inefficient buildings have been demolished and replaced with more functional, energy efficient buildings.
 - There are solar panels on the roofs of ABC buildings. (Will this be a problem to the airport and airplanes landing?)
- *Vision Statement – There is appropriate infrastructure to support existing and future building.*
 - *There are currently problems with circulation, roads, parking, sewers, sidewalks, drainage, etc.*
- *Vision Statement – While separate and distinct, there are connections between Buttermilk, Burlingame, the airport, the AABC, and the Aspen core including transportations connections, and complimentary businesses.*

- The ABC has an integrated relationship with the airport for mutual benefit. This could include complimentary services – parking, retail, restaurants, etc.
- *Vision Statement – City/County offices are based at Buttermilk and become the cornerstone of a new entrance to Aspen and a new tax base.*
 - Cuts congestion in the core with many (1,000?) jobs working out of Buttermilk and not downtown.
 - Commercial business would develop around the C/C offices adding to tax revenue.
 - Buttermilk would become the new, more attractive entrance to Aspen.
 - There would also be an intercept lot to ease the traffic congestion going into the core.
 - The ZG site would be re-purposed to affordable housing, creating more vitality in a central part of Aspen, providing another revenue boost.
 - Creates more of a village atmosphere in Aspen.
 - Create an enhance skier experience by connecting the ski areas.
 - This could be accomplished without raising taxes.
- *Vision Statement – Residents have their own representation in decisions that affect them.*
 - The community is actively involved in decisions about the AABC.
 - Those decisions are memorialized and followed.

Differing/Opposing Views

- What is the appropriate density for housing at the AABC?
 - Increase the amount of housing at the AABC vs. Do not increase the amount of housing at the AABC.
- What should be the character of the AABC?
 - The AABC should be a more sophisticated, mixed-use type community vs. Keep the funky, un-gentrified nature of the AABC.
- Should an effort be made to increase the evening and weekend use and vitality at the AABC?
 - Make the AABC livelier at night and on weekends by having more restaurants, etc. opening in the evenings vs. We like the AABC dead in the evenings and on weekends.

Prioritization Exercise

At each small group meeting, participants were given \$100 in fake money to distribute between nine different categories. The exercise was not intended to indicate how much funding or money a particular topic should receive, but rather to learn what areas were most important to the participants. The clear front-runners in this prioritization exercise were Affordable Housing and Public Transit, each garnering more than \$2,000 total.

The final tallies were:

1	Affordable Housing	\$2,770
2	Public Transit	\$2,010
3	Environmental Initiatives	\$1,750
4	Parks, Open Space and Trails	\$1,670
5	Managing/Pacing Growth	\$1,460
6	Arts and Culture	\$1,400
7	Human Services	\$1,370
8	Economic Diversity	\$1,260
9	Historic Preservation	\$620
10	<i>*Entrance to Aspen (special category requested by participant at one meeting)</i>	\$140