

Aspen Area Community Plan

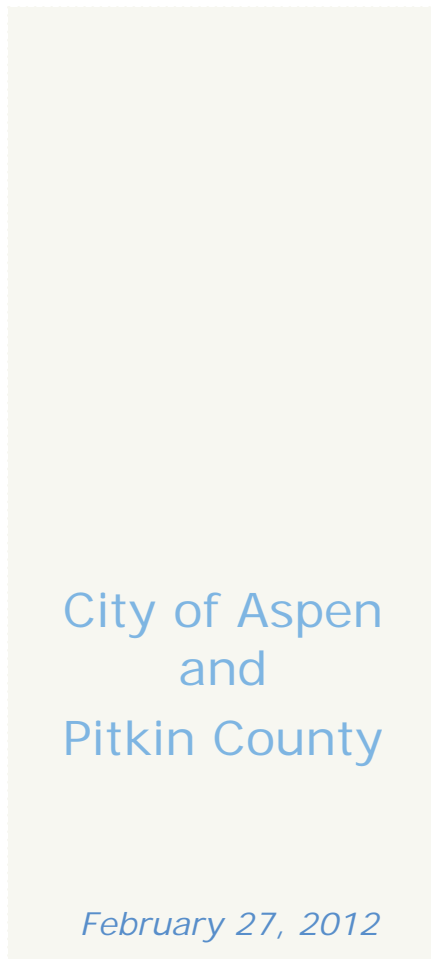
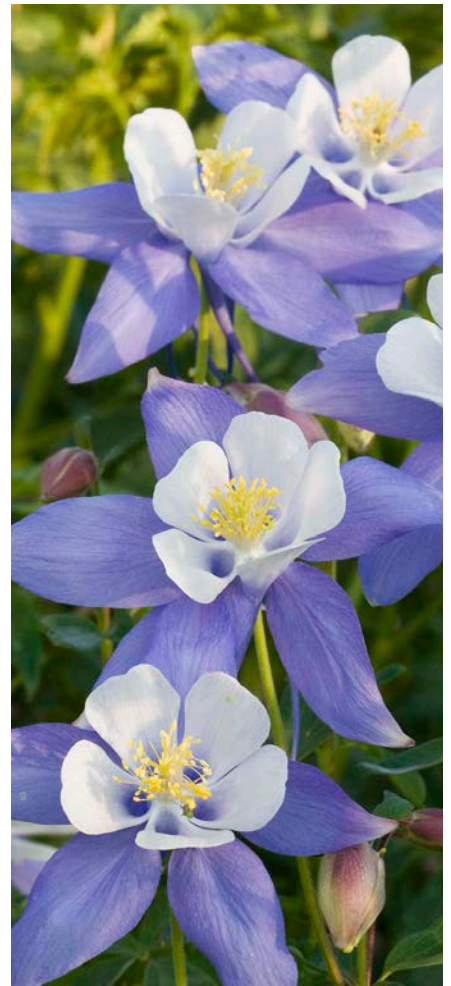
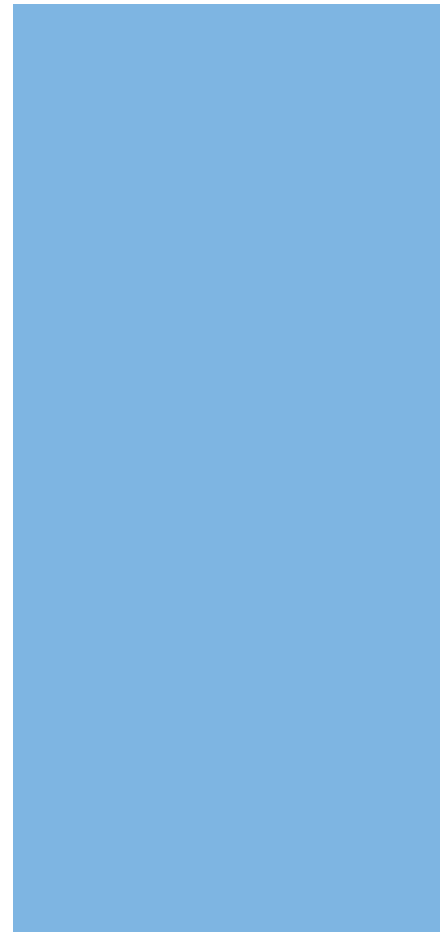


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Introduction



Background: Five Decades of Citizen Planning

The 2012 Aspen Area Community Plan (AACP) is intended to describe a vision for the future of the Aspen Area that will help guide community decision-making. Before describing the substance of the plan, it is important to briefly touch upon the historical context and underlying values that define our community.

Since the 1940s, Aspen has taken numerous intentional steps to create an ideal environment in which to live and visit, including the founding of the Aspen Institute, Aspen Music School and Festival and ski areas. Dozens of small lodges and condos were built through the 1950s and '60s.

From the 1960s to the present, citizen planners and local government consistently linked the beauty of the natural environment and the desirability of the area as a place to live and visit, and they identified small town scale as worthy of protection. Even then, people were worried about the unintended impacts of Aspen being a highly desirable place to live and visit.

- The 1966 Aspen Area General Plan stated that, "The most significant change has been ... the gradual encroachment of (housing and lodges) on the countryside."

In the 1970s, Pitkin County adopted zoning rules that preserved rural character, the City of Aspen began buying open space, a grass roots effort began preserving Victorian architecture and citizen activists succeeded in establishing several Wilderness Areas.

- The 1973 Aspen Land Use Plan was committed to "control growth and prevent urban sprawl," adding that, "Emphasis will be placed on preserving the natural environment where new development occurs."
- The intent of the 1976 Growth Management Policy Plan was, "To preserve the environmental and social quality of life to which residents have become accustomed," and "To obtain and develop a balanced harmony between the economic needs and fiscal capabilities of the community."

In the 1970s and '80s, arts and cultural facilities proliferated, including the creation of the Aspen Art Museum and the City's renovation of the Wheeler Opera House. A wide range of non-profit groups focused on arts and social causes. As development pressures grew, citizen planners focused on preserving the town's modestly-scaled built environment.

- Maintaining "Aspen's unique small town character and scale as one of its major attractions to residents and visitors," was part of the 1986 Aspen Area Comprehensive Plan: Historic Element.

With the expansion of arts and cultural institutions in the 1980s, Aspen was truly maturing as a resort economy. It was during this same period that national economic trends resulted in a proliferation of wealthy households across the country, creating an entirely new level of demand for resort properties.

From the late 1980s through 2000, the dramatic increase in property values and the steady departure of local homeowners led to concerns about the loss of year-round residents.

- “Aspen as a community should avoid an environment that is too structured, too perfect, and that eliminates the funkiness that once characterized this town ... the kind of vitality brought to Aspen by its full-time residents is being seriously diluted ...”
– 1993 Aspen Area Community Plan.

In the 1990s, affordable housing was being constructed at a rapid pace to offset the loss of year-round residents. The mass transit system was doubling in size. At the same time, continued development pressures were resulting in more sprawl.

- “We should discourage sprawl and recognize its cost to the character of our community, our open spaces and our rural resources as well as the fiscal expenses associated with the physical infrastructure of sprawl.” – 2000 Aspen Area Community Plan, which adopted the Urban Growth Boundary.

From 2000 to 2008, the development and real estate industry continued to grow into a much more powerful force in the Aspen Area's economy. Once again, there was a sense of concern about the unintended impacts of the resort's attractiveness.

Both the 1993 and 2000 AACP state: “The success of Aspen the resort depends on the success of Aspen the community.”

Purpose of the Plan

The purpose of the Aspen Area Community Plan is to serve as a guide for the future. It is a vision, a map and a plan of action for achieving community goals.

During the life of this plan, conditions will change: We may experience economic fluctuations, new climate-related phenomena and new levels of technological capability. By definition, a long-range plan is not intended to react to short-term conditions. Instead, it is intended to root the community in its underlying values, and keep a steady course.

Themes of the 2012 AACP

We seek to guide future development so that it contributes to the long-term sustainability of a vibrant and diverse tourism economy and a strong year-round community. Taken as a whole, the main theme of the 2012 AACP is to preserve and improve the elements of the Aspen Area that make it such an attractive place to live and a compelling place to visit.

Many parts of the 2012 AACP focus on reaffirming the Aspen Area's long-held community values. The following are some of the central themes of this plan:

- Rediscover and reinvigorate the Aspen Idea.
- Maintain our community character and quality of life.
- Protect the natural ecosystems and scenic settings of mountains and rivers.
- Increase focus on environmental stewardship.
- Reevaluate the impacts of development on community character and quality of life.
- Manage the adverse impacts of development.
- Replenish our lodging inventory to encourage a diverse visitor base.
- Provide for a critical mass of year-round residents.

Public Engagement Process

One of the primary goals of the 2012 Aspen Area Community Plan process was to undertake the broadest public feedback effort possible, in an effort to gauge community consensus. This initial effort was described as “direct democracy,” and was intended to include everyone who “lives, works or visits” the Aspen Area.

Phase I began with extensive educational outreach, including the State of the Aspen Area Report: 2000-2008, and The Aspen Economy, a white paper on the history of the local economy. Educational outreach was followed by an attempt to identify shared values, explore common ground and articulate community consensus. This effort included a series of focus groups, large group meetings that used instant voting technology, and social networking tools. Phase I of the public process included more than 1,000 participants, and won four state and national awards.

The purpose of Phase II was to further articulate the community's vision and philosophy, while drafting carefully worded policies to implement community goals. This process included the public, joint City and County Planning and Zoning Commissions and resource experts from the City, County, and community at large.

Phase III was the final adoption process, including the joint City and County Planning and Zoning Commissions, the public-at-large, the Aspen City Council and the Pitkin County Board of County Commissioners.

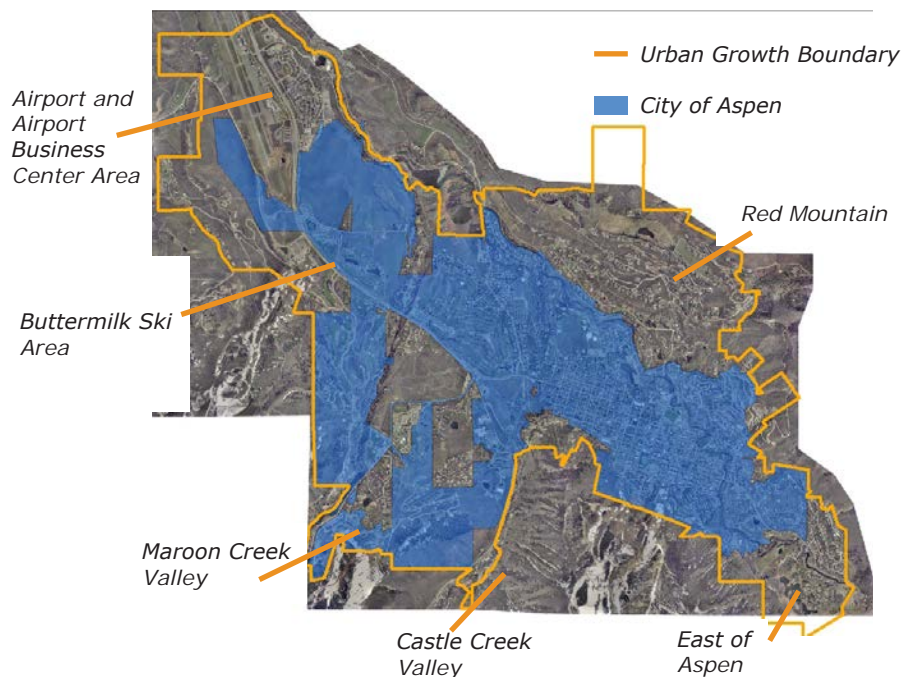
- Create a sustainable community that enables people to live their lives here.
- Emphasize the quality and livability of affordable housing.
- Explore zoning solutions that reaffirm our small town heritage.
- Preserve open space buffers and scenic views in the West of Castle Creek area.
- Improve and link alternative methods of transportation.
- Continue to acquire parks and open space and improve recreational opportunities.
- Preserve historical architecture to help us tell the unique story of our past.
- Maintain the Urban Growth Boundary to avoid sprawl and its associated costs.

Implementing the themes of the 2012 Aspen Area Community Plan is not solely the responsibility of City and County government, but will require collaboration and cooperation among public sector agencies, businesses, private non-profits, local institutions and the general public.

Planning Area

The Aspen Area Community Plan is the comprehensive plan for the area within the Aspen Urban Growth Boundary. The map below depicts the planning area. The City is shaded in blue, and the Urban Growth Boundary (UGB) is outlined in orange. The portions that are not shaded are located in unincorporated Pitkin County. The portions of unincorporated Pitkin County in the UGB include Red Mountain, East of Aspen neighborhoods, the Airport Business Center, the Airport, Buttermilk Base area, and portions of the Castle Creek and Maroon Creek valleys. Areas outside the UGB are governed by a variety of caucuses that work on an on-going basis with Pitkin County on their individual "sub master plans."

While the boundaries of the planning area are limited, we recognize that the Aspen Area is an integral part of the Roaring Fork Valley. We are dependent upon our commuting workforce, second homeowners, tourists and those who live here full time. This plan recognizes the interconnectedness of our immediate surroundings, and all those people who make Aspen work as a community and as a resort.



Accomplishing Goals

It is important to remind ourselves that the Aspen Area community has achieved many ambitious and impressive goals over the years. Sometimes the process has been long and controversial, and just as often those achievements have ultimately become a norm and a shared value for the community. Here are just a few examples:

- **Housing and Day Care:** In 1990, there was extensive debate on establishing a .45% sales tax for affordable housing and day care. It was a close vote, with 53% in favor. In 2008, opinions had changed – it was reauthorized with 66% in favor. Today there are more than 2,500 affordable housing units in the Urban Growth Boundary, housing well over half of the area's year-round population.
- **Historic Heritage:** The Aspen City Council established the Commercial Core Historic District in 1974, ultimately resulting in the preservation of structures like the Elks and Brand buildings. It was controversial at the time, but now we take for granted that such buildings will be protected forever. Nearly 300 structures are now historically designated.
- **Mass Transit:** Paid parking was the subject of widespread ire, and even picketing outside City Hall, but Council approved it as part of the Aspen Transportation Implementation Plan in July 1993. This decision has contributed to the success of the transit system, as well as the fact that average annual vehicle trips have not increased in nearly 20 years.
- **Backcountry Preservation:** In 1994, Pitkin County adopted Rural and Remote Zoning, along with a new Transferrable Development Rights (TDR) program amidst extensive debate. This program has preserved more than 5,840 acres outside of the Urban Growth Boundary.

The 2012 AACP includes important new policies that will become the topics for further debate and community discussion – ultimately reflecting critical turning points for the Aspen Area community over the next 10 years.

How to Use the Plan

The Aspen Area Community Plan shall be adopted by ordinance in the City of Aspen in conformance with Section 4.8 of the Home Rule Charter of the City of Aspen. It shall be adopted by resolution by the Pitkin County Planning and Zoning Commission in conformance with Section 30-28-108, of the Colorado Revised Statutes. There are subtle differences in the application of the plan in the City of Aspen and Pitkin County:

City of Aspen

The entire AACP should be considered a guiding and philosophical document to assist the City Council, appointed boards and commissions, City staff and the citizens of the City of Aspen in establishing priorities for future legislation, work plans, budgets and the further development of future community goals. The guiding "Vision" and "Philosophy" statements, as well as "Policies," contained in the AACP should be considered as aspirational and goal-setting tools to assist the Aspen community in achieving its long range objectives and ambitions for the continued health and vitality of the Aspen area, its residents and guests.

Good Local Governance

As part of this aspirational plan, it's worthwhile to reflect on some of the most critical principles of "good governance."

It's helpful to recognize that the word "governance" did not originally refer to some kind of governmental structure as we know it today. The word "governance" comes from the Greek *kubernao*, meaning "to steer."

In the spirit of this plan, a community can find its path through collaboration and leadership not only through the processes of local government, but from the private sector and a wide range of groups and individuals.

Good governance is transparent, participatory, educational, inclusive, collaborative, civil, consensus-oriented, responsive, effective and efficient, follows the rule of law, and is accountable.

There are many Proposed Code Amendments outlined in the Policies. The City should work on prioritizing these and begin implementation immediately following City Council's formal adoption of the Plan. Simultaneous with Council adoption of the AACP, Council intends to approve an ordinance that provides Council with some additional authority to consider the neighborhood compatibility of land use projects, considering mass and scale. This action is intended to ensure that Council has such authority without having to rely on a regulatory AACP document.

Pitkin County

Pitkin County recognizes the AACP as an advisory document as described below:

All land use applications are subject to the Policies in the Land Use Code, including one (section 1-60-20) that says "It is...policy.... to ensure that the use and development of land...and any actions committing such land to development or change in use should consider Pitkin County's Comprehensive Plan." The County Land Use Code specifically requires consideration of Comprehensive Plans as a criterion of approval for certain types of land use reviews (including special review, location and extent review, code amendments, rezoning, activities of local and state interest, and growth management exemptions). Reference to Comprehensive Plans in the Land Use Code as a basis for reviewing and taking action on a land use application has the force of law, and where such reference is made, Comprehensive Plans (including the AACP) may be used accordingly.

Accountability

The City Manager and County Manager should produce an annual report that tracks the progress of implementing the policies outlined in the plan, for the consideration of City Council, County Commissioners, the Planning & Zoning Commissions and the public.

How the Plan is Organized

The Aspen Area Community Plan is divided into nine different chapters. Each chapter contains:

Vision

The Vision for each chapter is the first item you will read. These are short statements intended to outline community aspirations.

Philosophy

The Philosophy is a longer explanation of the Vision statement. It addresses each topic area in more detail and often provides a brief overview of historical context.

What's Changed Since 2000

This section outlines recent history relevant to the chapter.

What's New in the 2012 AACP

This section summarizes new policy direction compared to the 2000 AACP.

Linkages

Linkages outline ways chapters and topics are related to one another. This plan recognizes that community goals are often inextricably linked: sometimes they complement each other, and at times they come into conflict. Each linkage section includes a symbol that illustrates some of the ways a topic is connected to other topics. (See visual at right.)

Policies

Policies are based on the Vision and Philosophy statements for each chapter, and are intended to direct decision-making. Each policy falls into one of six categories that are intended to identify the underlying purpose of each policy. Each category is outlined in detail below:

- 1. Community Goal** – These statements articulate our broad community aspirations. They help guide decision-making on a variety of topics.
- 2. Collaborative Initiative** – These statements suggest collaboration between a variety of groups, including the City, County, non-profits, other government agencies, businesses, etc. Additional work may result from the collaboration, but the first step is working with interested and affected parties.
- 3. Incentive Program** – These statements do not direct regulatory code changes, but look to implement new voluntary programs and policies.
- 4. Work Program** – These statements describe potential departmental work programs. They may require work from one or more departments. They do not direct code changes, but may direct internal City/County policy changes.
- 5. Data Need** – These statements clearly identify the need for new data gathering. Data gathering may ultimately support code changes, budget priorities, work programs and initiatives.
- 6. Proposed Code Amendment** – These statements are guiding, and provide direction for future code changes. These code changes range from exploring the creation of a development pacing system to updating affordable housing mitigation levels. These policies will require follow-up and prioritization by appointed and elected officials.

Below is an example of how to read the Policies in each chapter:

Each chapter includes a number of Policies that are divided into sections, identified by a band of color. In the example below, Public Outreach is the last section in Parks, Recreation, Open Space & Trails. Each section is labeled with a roman numeral, in this case, V.

Parks, Recreation, Open Space & Trails Policies

V. PUBLIC OUTREACH

V.1. Educate the public regarding our parks, open space, trails and recreational opportunities through maps, brochures, and on-line services.

This is the first Policy under the Public Outreach policy section. Each Policy is numbered based on policy section, in this case V.1.



Linkages Graphic

Policy Categories

Collaborative Initiative, Work Program for Parks/Open Space and Recreation

Each Policy is divided into categories, which are identified immediately to the right of each Policy.

What's in the Appendix

In addition, the Aspen Area Community Plan includes an appendix containing the following information:

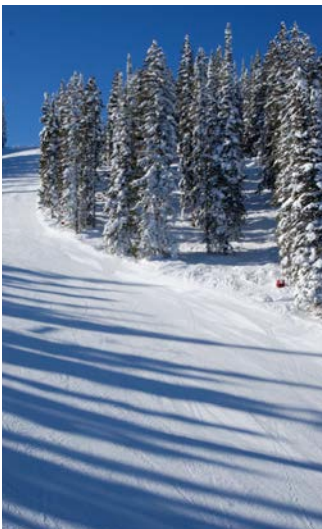
Implementation Steps

A series of suggested Implementation Steps are located in the Appendix. The Implementation Steps represent a set of suggested tools to implement the Vision, Philosophy, and Policies. They are in no way an exhaustive list of everything that could be done to further community goals, nor are they intended as items that *must* be done, but they provide a possible road map toward implementing the community's shared vision and philosophy. The Policies are re-printed in the Appendix with a list of the associated Implementation Steps.

Population Segment Chart

A chart listing the various segments of the Aspen Area's population is located in the Appendix. This chart tracks changes in each segment since 1990, and was used by the Planning and Zoning Commissions during their review of the AACP.

Aspen Idea



Vision

We are committed to revitalizing and sustaining the Aspen Idea.

Philosophy

The Aspen Idea is a legacy that has established Aspen as a place to cultivate lifelong education, civic engagement, physical health, personal responsibility, spiritual development and an environmental consciousness. It is a fundamental awareness that mind, body and spirit can be fully integrated parts of a whole and balanced person, and this interconnectedness entails the cultivation of all three. At a basic level, this valuable concept can help provide balance to our community and to our individual lives.

The concept was born when Walter and Elizabeth Paepcke, and a circle of friends from Chicago, began convening intellectuals, artists, skiers, philanthropists and philosophers in Aspen after World War II.

We value authentic engagement with others, including civil discourse about the kind of community we want to create and maintain. The Aspen Idea is now a core element of the community's heritage and identity, enriching our quality of life and reinforcing Aspen's national and international profile.

Despite its central role in forming Aspen's character, the Aspen Idea can sometimes feel like a historic chapter in our past, rather than an enduring and uniting concept that defines our community and sets us apart in a unique and positive way.

There are promising opportunities to raise the profile of the Aspen Idea while widening and broadening how Aspen is perceived. A collaboration including local business, the Aspen Chamber Resort Association, the public sector, key institutions, non-profits, and individuals can explore strategies to collectively rediscover and reinvigorate the Aspen Idea.

A collaborative approach to reinvigorating the Aspen Idea can also rebuild local enthusiasm for the Aspen Idea, create common ground to reduce stratification in the community and diversify and strengthen our visitor base.

What's Changed Since 2000

A number of local institutions and non-profits have expanded their programs and facilities since 2000. The following are just a few examples:

- Aspen Music Festival Music Tent (2000)
- Spiritual Paths Foundation at the Aspen Chapel (Est. 2000)
- Voter approved tax to support the Healthy Community Fund (passed 2002 and 2011)
- Aspen Recreation Center (2004)
- Aspen Ideas Festival (2007)
- Aspen Fire Protection District Headquarters station (2010)
- Pitkin County Animal Shelter (2005)
- Aspen Environment Forum (Est. 2007)
- Shigeru Ban-designed Aspen Art Museum (Approved 2010)
- Renovation of the historic Wheeler Opera House (2011)

The many arts and cultural events in Aspen have long supported the Aspen Idea. A 2004 study found that arts groups circulate \$36 million through the local economy through admission prices, other sales, charitable donations, purchases, salaries etc. – with a majority of expenditures coming in the summer months.

At the same time, there have been some unsettling changes to local institutions, including the closure of the Silver Lining Ranch, a non-profit supporting children with cancer; and the demolition of The Given Institute, which had sponsored retreats, conferences and public lectures since 1972 under the auspices of the University of Colorado.



The Aspen Area is home to a wide variety of events - from the Music School and Festival to Food & Wine to Winterskol (pictured above) to X-Games - that play an important role in the communication of the Aspen Idea to visitors and locals alike.

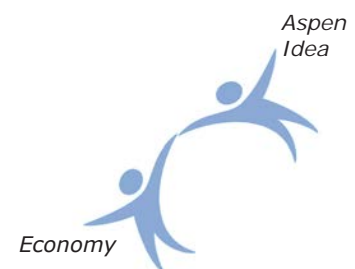
What's New in the 2012 AACCP

This chapter was titled "Arts, Culture & Education" in the 2000 Aspen Area Community Plan.

This new chapter also focuses on the accessibility of events and educational opportunities related to arts and culture, suggests a set of standards to consider when developing new facilities or refurbishing existing ones and calls for exploring methods to address the further loss of quasi-public institutions.

Linkages

The Aspen Idea is the basic underpinning of our thriving community. It is manifested in many ways, including our outdoor lifestyle, arts and cultural events, continuing education and the preservation of the natural environment.



Aspen Idea Policies

Policy Categories

I. REVITALIZING THE ASPEN IDEA

I.1. Encourage local and visitor participation in the Aspen Idea and support educational efforts.

*Community Goal,
Collaborative Initiative*

I.2. Encourage collaboration among non-profit organizations, local government, local businesses and individuals.

*Community Goal,
Collaborative Initiative*

I.3. Foster greater inclusivity and participation in cultural events amongst the spectrum of community residents and visitors.

*Community Goal,
Collaborative Initiative*

I.4. Support and encourage activities and community infrastructure, both social and physical, that enable and sustain the Aspen Idea.

*Community Goal,
Collaborative Initiative*

II. FACILITIES

II.1. Maintain the legacy of the Aspen Idea by enhancing and preserving our non-profit and quasi-public facilities and spaces, and ensuring that development of new facilities is consistent with community goals, including:

*Community Goal,
Collaborative Initiative*

- Use by a diverse range of people.
- Collaboration with other groups.
- Programs that reach outside the facility itself and into the public realm.
- Meaningful and affordable local participation in programs and offerings.
- Encouraging local talent.
- An emphasis on renovation and adaptation of current structures.
- Multi-purpose space.
- Use of reusable materials and renewable energy in its design and construction.

(See also Managing Growth for Community & Economic Sustainability Chapter.)

Managing Growth for Community & Economic Sustainability

Vision

We are committed to achieving sustainable land use practices that support a healthy year-round community and a thriving, vibrant visitor-based economy.

Philosophy

This community plan recognizes that managing growth and economic sustainability are closely related, and have therefore been combined into one chapter for the first time.

We have a long-standing history and strong ethic of growth management. Beginning in the mid-1970s, land use regulations were based on the desire to preserve the natural environment, a socially diverse community, and the unique heritage of our built environment.

Both the City of Aspen and Pitkin County have a history of implementing growth management and other land use tools to preserve open space and rural character, encourage a diverse lodging base, and maintain a critical mass of permanent residents.

The City and County growth management systems are effective tools that can help the community reach desired goals. Growth within a community needs to be like that of an individual, with the need to keep various functions balanced. The economic impact of growth management and other land use tools have been debated for many years, and should continue to be a focus of discussion and study.

Since the mid 20th Century, Aspen's primary economy has been visitor-based. Scenic views, riparian areas and a pristine natural environment reflect the Aspen area's basic values. Preserving this natural capital has resulted in a highly attractive destination with a competitive advantage in the resort industry. This has contributed to substantial economic benefits, as well as continual development pressure.

But in many other ways we have fallen short of achieving important community goals. In the last 20 years, our economy has been eclipsed and surpassed by development-driven industries. Development has played a positive role in the community, but at times we have seen growth that is inconsistent with the history, scale, density, and context of our built environment; the social diversity of our residents and visitors; the provision of local-serving business; the outdoor lifestyle;



and small town character. The intensity of construction during booming economic periods has made us more aware of the shortcomings of our existing land use tools. Since the early 1970s, the Aspen Area has taken the position that managed growth is essential in order to maintain quality of life for residents and visitors to the community. We feel that the time is fast approaching where we will be at the maximum in economy, physical space, and quality of life.

Therefore, one of the broad themes of this plan is to manage future development so that it contributes to the long-term viability of a sustainable, demographically diverse visitor-based economy and a vital year-round community.

The Urban Growth Boundary

We continue to support an Urban Growth Boundary (UGB) where density is concentrated in the commercial core and gradually tapers to the boundary and rural area of the County. The UGB was first adopted in the 2000 AACCP, and provides an important tool against sprawl. Additional density within the commercial core should result in preservation of rural lands and must not erode our small town character. (See also the West of Castle Creek Corridor chapter)

Managing Construction Activity

Intense periods of construction activity compromise our community character and the long-term sustainability of the visitor-based economy. Therefore, we must coordinate amendments to the City and County codes to manage the impacts of construction. The purpose of managing construction impacts is to maintain our high quality of life by limiting traffic congestion, noise, dust, disturbances, air pollution and the disruption of the visual and aesthetic character of our neighborhoods and the downtown area. This plan calls for a renewed focus on managing the impacts of intense construction activity.

While citizen plans going back to 1976 have shown consistent support for some kind of annual building permit pacing system, specific methods have met substantial opposition in the past, and none have been implemented. A comprehensive effort to explore pacing models must be deliberate and transparent, including substantial public outreach and feedback.

The Residential Sector

While some potential remains for residential development on vacant lots, the primary source of future residential construction will be redevelopment. History shows that residential redevelopment typically means the demolition of existing homes which are then replaced with expanded structures that are almost always built to the maximum square footage allowed, a trend that has had many negative impacts on our community.

This plan focuses on the zoning on either side of City/County boundaries, where allowable house size differs dramatically and can result in sudden changes in neighborhood character.

By continuing to limit mass and scale, we will:

- Preserve scenic mountain views.
- Protect the natural environment.
- Limit the public financial burden of additional infrastructure and annual local government operations.
- Manage construction impacts.
- Maintain the safety and enjoyment of our outdoor lifestyle.
- Limit the unnecessary use of resources and energy.
- Reduce short- and long-term job generation impacts, such as traffic congestion and demand for affordable housing.
- Encourage a return to our visitor-base economy.

Definitions

Growth: Any increase in the size or activity of the community. Growth can be an increase in population, jobs, infrastructure, demand for public services or an increase in the size or use of buildings. Growth can be a result of new development, changes in use, redevelopment or fluctuations in the economy (jobs and public services).

Infrastructure: The physical and operational systems that support the Aspen Area. This includes traditional concepts of infrastructure, such as roads, the sewer system, water system and the trail system. Infrastructure also includes systems that make the Aspen Area a healthy, lively and socially balanced community, such as, 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.

Density: The number of dwelling units per unit of land.

UGB: Urban Growth Boundary. The Aspen Area's Urban Growth Boundary was adopted as part of the 2000 AACCP. It delineates the boundary within which growth should be accommodated.

Infill: A planning concept that encourages new building/construction in already developed areas rather than in undeveloped or pristine lands.

Mass & Scale: Refers to the dimensions of a building, including height, width and length; also including considerations such as the articulation of sections, modules and fenestration of a building.



The Aspen Area is home to many special events that draw a wide range of visitors. These include Food and Wine (pictured above), Winter X-Games, the Music Festival, Ruggerfest, Jazz Aspen Snowmass events, and events held by the Aspen Institute.



In March 2006, the Aspen City Council identified four "themes" to explore as part of a moratorium on land use applications: One of them was "Commercial Mix." Concerns ranged from whether there were enough "locally-serving" businesses for local residents, to whether retail stores were too "high-end" for tourists. This plan attempts to address these concerns.

The Lodging Sector

During the last 10-15 years, the market has favored, and the land use codes have allowed for many small to mid-sized lodges to convert to other uses. This has resulted in the development of projects that are inconsistent with our town's bulk, mass, and scale.

The formulation of a strategy that replenishes the lodging base and favors a diverse lodging inventory is important to the long-term sustainability of a visitor-based economy that purposefully seeks to attract a diverse visitor base. Without a diversity of lodging options, we limit the ability of future generations of visitors to experience the Aspen Area and its surrounding public lands. Many of today's longtime locals first experienced Aspen thanks to "entry-level" lodging. The concept of providing equal access to Aspen has been present in long range plans dating back to 1976.

We seek a broader demographic in order to sustain a diverse visitor-based economy. Finally, we recognize that a diverse lodging inventory ensures there are places to stay for those who produce and participate in many of our critically important special events, workshops, and other activities.

The Commercial Sector

There is a concern that businesses providing basic necessities will be replaced with businesses providing non-essential goods and services. High-profile locations in the downtown have steadily converted from restaurants to retail spaces, some retail spaces have transformed to offices, and high rents have resulted in a continuing shift towards exclusivity. The character of our community is bolstered by a diverse commercial mix. While we have taken some steps to increase retail diversity, we must pursue more aggressive measures to ensure the needs of the community are met, and to preserve our unique community character.

Public, Institutional, and Non-Profit Sector

The Aspen Area has a rich history of active involvement in civic and non-profit organizations, many of which arose from and further the Aspen Idea. Our non-profits are part of our community's distinct identity and their continued existence is integral to our character and economic health. Our sense of community depends on the continued strength of these important and historically significant institutions. It is critical to find methods of sustaining these organizations. In addition, the public sector should be a model for the ideals reflected in this plan.

Mitigating Impacts on Community Infrastructure

This plan calls for a comprehensive re-evaluation of the impacts that development has on community infrastructure. We need a clear and reliable understanding of the wide range of impacts that development can have on the Aspen Area before we can make sound decisions on fair and equitable mitigation.

The City of Aspen and Pitkin County currently require new development and redevelopment to at least partially offset impacts on the community, such as the need for parks, schools, air quality, affordable housing, adequate roads, public transit, water, sewer, stormwater runoff, etc.

Some of our mitigation methods are sound and reliable, but others may not be achieving community goals in an equitable or efficient way.

Generally speaking, private sector development should not place a financial burden on the tax-paying public, and impacts should be fully offset through various forms of mitigation. At the same time, this plan recognizes that certain types of land uses are beneficial to the community as a whole, and requiring fewer mitigation costs for such uses is in the public interest. In these cases, we must be fully aware of the level of public subsidies being granted in order to have an informed discussion on such issues. Being fully informed of how community infrastructure costs are allocated is a basic responsibility to the public.

Maintaining Our Visitor-Based Economy

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

As a resort community, it is important to ask ourselves: How will Aspen continue to be appealing in the next 10-20 years? Aspen has a history of innovation and reinvention, and that creative and groundbreaking spirit should serve us well in the future.

At the same time, there are a set of community values that are critical to sustain: These include preserving scenic landscapes, protecting the natural environment, creating an extensive trail network, providing unparalleled winter and summer recreational opportunities, preserving our unique architectural heritage, supporting arts and cultural institutions, maintaining a safe community, facilitating an interesting, vital and walkable downtown and fostering a sense of small town character.

What's Changed Since 2000

The 2000 AACP called for an Urban Growth Boundary (UBG) "to conserve resources." In connection with the UBG, the 2000 plan stated that, "The City agrees to accept greater density within the boundary in exchange for the preservation of important open space in the outlying County and key parcels in the City, maintaining the separation between communities, and the prevention of sprawl." The concept was that the City would accept County TDRs for increases in density within the urban area.

In 2005, the City rezoned much of the central core, in some instances tripling the allowed floor area, as well as increasing allowed heights. No TDRs were required in connection with the rezonings and mitigation requirements were relaxed. A flurry of land use applications resulted in primarily luxury fractional interest projects and high-end commercial with luxury penthouses on top. These developments met the underlying city code but many were not supported by the public.

In this plan, we call for an analysis along with computer modeling of the city's zoning in the urban core. While the adopted design standards may be helpful on some level, the initial premise for the rezonings (i.e. the preservation of rural lands) should be reexamined.

After the rezonings were adopted, several major land use applications for the downtown were submitted. The public expressed serious concerns that the downtown would lose its character and turn into a series of tall monolithic buildings. At the same time, some longtime local-serving businesses such as Aspen Drug were converting to other uses. Concerned about potential negative changes to the built environment and the erosion of local-serving uses, the City Council responded by adopting a moratorium in April 2006.

Quality of Life

"Quality of life" is a term used to describe various factors, sometimes intangible, that make a community attractive to live, work and visit. While the term is hard to define, we believe the Aspen Area has a high quality of life, and that the AACP helps to preserve this for future generations. Below is a list of just some of the things that contribute to our high quality of life.

Community Engagement:

We have an active, engaged community with diverse ideas and solutions. Whether it's for a social or environmental cause, we have a strong ethic of volunteerism and dedication to the community. We engage in broad, inclusive and respectful civic participation and we value and respect individuality.

Natural Environment: Our commitment to environmental quality is community-wide. The Aspen Area is home to many businesses and non-profits dedicated to environmental stewardship, and our local governments have made significant strides in this area over the last 10 years. The Aspen Area has clean water and air, and is committed to preserving our natural environment. We are all able to enjoy public lands through the extensive trails, parks and open space systems.

Small Town Character: The Aspen Area has many unique buildings that contribute to our small-town character. Our built environment respects historical context while allowing for innovation. We have welcoming, non-exclusive and casual gathering places that promote interaction among locals and visitors. Our lively and diverse downtown is an important asset that contributes to our overall character.



A new home being constructed in the Cemetery Lane neighborhood.

As a result, some changes were made to the City Land Use Code, including some reductions in allowed floor area and heights, along with the adoption of “design standards.” Nonetheless, due to the density and intensity allowed by the current regulations and flexible processes like PUDs and COWOPs, there continues to be considerable opposition of most new development under the code. This results in substantial uncertainty for both the public and land owners.

Between 2000 and 2010, the majority of construction activity consisted of the demolition of over 270 homes and their replacement with homes that nearly doubled the original square footage built on the lot. Single-family homes that were demolished between 2000 and 2007 averaged about 3,000 square feet, while the homes that replaced them averaged about 5,500 square feet.

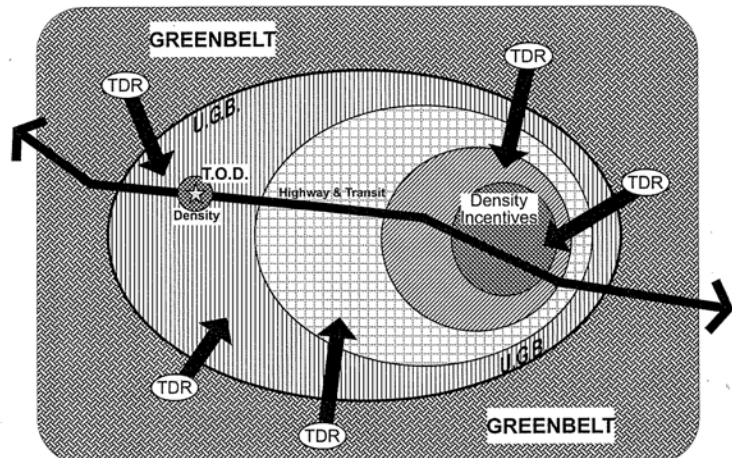
Since adoption of the 2000 AACP, Pitkin County modified the Land Use Code to limit house size to 5,750 square feet, allowing larger homes up to 15,000 square feet within the UGB only upon purchase of Transferable Development Rights (TDRs) from remote or agricultural properties in the County or through an enhanced review process.

Since 2000, there has been a focus on public projects, including the Aspen Recreation Center, Colorado Mountain College (CMC), the Pitkin County Animal Shelter, extensive redevelopment at the Aspen School District campus, a new downtown fire district headquarters and a new fire district substation at the Aspen Airport Business Center. More recently, City Council approved an expansion of Aspen Valley Hospital and a new Aspen Art Museum. Today, preliminary planning continues for a renovated Galena Plaza, an expansion of the Pitkin County Library, as well as implementation of the Airport Master Plan.

Regarding affordable housing, the continued conversion of locally-owned homes to second homes and higher real estate prices downvalley have limited options for Aspen Area workers. While the retirement of workers in affordable housing is a minor phenomenon at this time, demographic projections clearly show it will become a critical issue over the next 10 to 20 years.

In March 2010, the City Council adopted an Affordable Housing Certificate Program to encourage private sector involvement in the creation of affordable housing, and as a method to provide mitigation in a more timely manner.

The drawing at right (taken from the 2000 AACP) illustrates the direction the Aspen Area would like to grow, with greater densities located in town and the downtown core and alternative development near transit-oriented development (TOD) sites. Transferable Development Rights (TDRs) indicate the desire to transfer development rights from areas in the county to developments within the Urban Growth Boundary (UGB).



What's New in the 2012 AACP

One of the broad themes of the 2012 AACP is to ensure the sustainability of a demographically diverse visitor-based industry as the centerpiece of our local economy. Continuing to limit the mass and scale of homes is part of this long-term strategy. Regulating growth in the interest of preserving small-town character as well as our natural capital is in our economic self-interest, and provides a range of economic benefits for property owners and businesses.

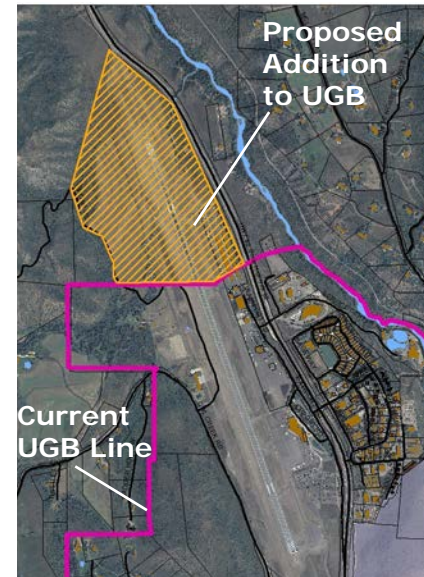
Seeking to replenish and diversify the lodging inventory is a significant new policy compared to past AACPs. The intent is to ensure a broad visitor base over the long-term, bolstering the sustainability of our visitor-based industry. In addition, this plan calls for more aggressive measures to ensure that the commercial sector provides essential products and services, and to ensure balance between a local-serving and visitor-oriented commercial sector.

This plan also calls for a comprehensive re-evaluation of the impacts development has on community infrastructure. Private sector development should not place a financial burden on the tax-paying public, but we also recognize that certain types of land uses are beneficial to the community as a whole, and require fewer mitigation costs for such uses in the public interest.

This plan continues to support the Urban Growth Boundary (UGB) in an effort to limit and control sprawl. The UGB that was adopted in 2000 remains in effect, with one modification to include the entire airport runway. (See the image at right)

Unlike the 2000 AACP, this plan does not identify a recommended maximum population. This decision was not made lightly, but was based on several important conclusions. First, staff research showed that population calculations made prior to the 2000 AACP were flawed, and should not continue to be relied upon for planning purposes. Staff then conducted studies on population segments, such as the number of year-round residents, commuters, lodging visitors, second home visitors and others. The exercise of breaking population down into segments is a valuable way of illustrating important trends that can help the community in future decision-making. This population segment analysis is located in the Appendix.

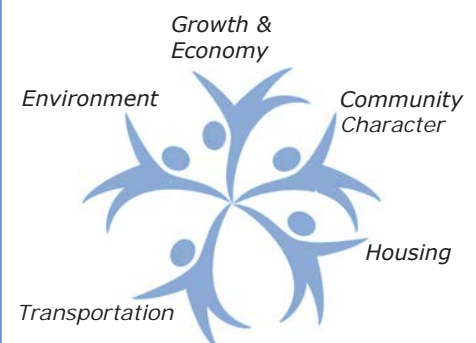
This plan also encourages examining a wide range of impacts on infrastructure that could occur as we approach build-out. Additional study to estimate and understand these impacts will help the community make important decisions during the life of this plan.



Changes to the Urban Growth Boundary: The City and County Planning and Zoning Commissions reviewed the existing Urban Growth Boundary (UGB) and proposed one change to the boundary in the West of Castle Creek Corridor area. The map above illustrates the proposed change to add a portion of the Airport Property into the UGB (in orange hatching). The 2004 Airport Master Plan covers the entire Airport Property; the current UGB line bisects the Airport runway and does not include all the areas in the 2004 Airport Master Plan. The Planning and Zoning Commissions recommended extending the UGB line to portions of the Airport property that are zoned Public.

Linkages

We manage growth to ensure that different community functions and uses are in balance, and to help reach community goals in the broadest sense. When we discuss the different ways to manage growth, topics include ultimate build-out, job generation, affordable housing needs, environmental impacts, infrastructure expansion, the transportation system, and the viability of our visitor-based economy. We rely on the tools of growth management to encourage the uses needed by the community, and to discourage uses that don't contribute to our vision for the future.



Managing Growth for Community & Economic Sustainability Policies

Policy Categories

I. ACHIEVING COMMUNITY & ECONOMIC SUSTAINABILITY

I.1. Achieve sustainable growth practices to ensure the long-term viability and stability of our community and diverse visitor-based economy.

*Community Goal, Work
Program for Planning
Department*

I.2. Ensure there is an ongoing economic analysis of the Aspen Area economy that uses a consistent metric and provides broad community understanding of the state of the economy.

*Community Goal, Data
Gathering*

I.3. Explore and evaluate qualitative improvements to the Aspen area's visitor-based economy that address the interests of future generations.

*Community Goal,
Collaborative Initiative*

I.4. Identify opportunities to reduce the "boom-bust" nature of the economy.

*Community Goal,
Collaborative Initiative*

I.5. Through good land use planning and sound decision-making, ensure that the ultimate population density of the Aspen Area does not degrade the quality of life for residents and the enjoyment of visitors.

*Community Goal, Proposed
Code Amendment*

I.6 Establish lower maximum building heights to maintain Aspen's small town character.

*Community Goal, Proposed
Code Amendment*

I.7 Our public policies should be informed by reliable data on population segments* and their impacts.
(*See Appendix)

Data Gathering

II. URBAN GROWTH BOUNDARY (UGB)

II.1. Maintain a UGB to ensure development is contained and sprawl is minimized.

Community Goal

II.2. Urban densities should be located within the commercial core of Aspen, and appropriate increases in density should only occur if they result in the preservation of land in the proximity of the UGB through TDRs or other land use tools.

*Community Goal, Proposed
Code Amendment*

Managing Growth for Community & Economic Sustainability Policies

Policy Categories

III. RESIDENTIAL SECTOR

III.1. Protect the visual quality and character of neighborhoods by minimizing site coverage, mass and scale.

Proposed Code Amendment

III.2. Control the location and limit the mass and scale of homes in order to:

Proposed Code Amendment

- Protect the natural visual quality and scenic value of river corridors and mountainsides, while also preventing environmental degradation and protecting water quality.
- Protect our small town community character and historical heritage.
- Limit consumption of energy and building materials.
- Limit the burden on public infrastructure and ongoing public operating costs.
- Reduce short- and long-term job generation impacts, such as traffic congestion and demand for affordable housing.
- Limit zoning variances to reduce impacts on the neighborhood and the community.
- Limit site coverage.

III.3. Ensure City and County codes are consistent in the vicinity of City/County boundaries to prevent shifts in the character of neighborhoods, and encourage smoother cross-boundary transitions regarding house size and density.

Proposed Code Amendment

III.4. Ensure that the County and City Transferrable Development Rights (TDR) programs continue to effectively preserve backcountry areas/agricultural lands and historic structures, respectively.

Work Program for Planning Department, Proposed Code Amendment

IV. LODGING SECTOR

IV.1. Minimize the further loss of lodging inventory.

Community Goal, Collaborative Initiative, Proposed Code Amendment

IV.2. Replenish the declining lodging base with an emphasis on a balanced inventory and diverse price-points.

Community Goal, Proposed Code Amendment

IV.3. Lodging amenities should be designed to facilitate interaction between visitors and residents.

Community Goal, Proposed Code Amendment

IV.4. Zoning and land use processes should result in lodging development that is compatible and appropriate within the context of the neighborhood, in order to:

Community Goal, Proposed Code Amendment

- Create certainty in land development.
- Prioritize maintaining our mountain views.
- Protect our existing lodges.
- Protect our small town community character and historical heritage.
- Limit consumption of energy and building materials.
- Limit the burden on public infrastructure and ongoing public operating costs.
- Reduce short- and long-term job generation impacts, such as traffic congestion and demand for affordable housing.

Managing Growth for Community & Economic Sustainability Policies

Policy Categories

V. COMMERCIAL SECTOR

V.1. Encourage a commercial mix that is balanced, diverse and vital and meets the needs of year-round residents and visitors.

V.2. Facilitate the sustainability of essential businesses that provide basic community needs.

V.3. Ensure that the City Land Use Code results in development that reflects our architectural heritage in terms of site coverage, mass, scale, density and a diversity of heights, in order to:

- Create certainty in land development.
- Prioritize maintaining our mountain views.
- Protect our small town community character and historical heritage.
- Limit consumption of energy and building materials.
- Limit the burden on public infrastructure and ongoing public operating costs.
- Reduce short- and long-term job generation impacts, such as traffic congestion and demand for affordable housing.

*Community Goal,
Collaborative Initiative*

*Collaborative Initiative,
Incentive Program, Work
Program for Planning
Department*

*Work Program for Planning
Department, Proposed Code
Amendment*

VI. PUBLIC, INSTITUTIONAL AND NON-PROFIT SECTOR

VI.1. Zoning and land use process should result in public, institutional and non-profit development that is appropriate and respectful within the context of the neighborhood, and should clearly reflect its use.

VI.2. Public sector development should be a model for the ideals reflected in this plan, and should comply with the Land Use Code.

VI.3 Preserve and enhance our non-profit and quasi-public facilities and spaces. (see also Aspen Idea Chapter)

VI.4. New or expanded non-profit facilities in the UGB should be located within the City limits, excepting non-profits with missions that reflect rural values and activities.

*Community Goal, Proposed
Code Amendment*

Community Goal

Collaborative Initiative

Proposed Code Amendment

Managing Growth for Community & Economic Sustainability Policies

Policy Categories

VII. MITIGATING IMPACTS

VII.1. Study and quantify all impacts that are directly related to all types of development.

*Community Goal, Work
Program for Planning
Department*

VII.2. Ensure that new development and redevelopment mitigates all reasonable, directly-related impacts.

*Work Program for Planning
Department & APCHA,
Proposed Code Amendment*

VII.3. Allow abatements in mitigation for certain types of development that provide significant community benefits and are in the public interest.

*Community Goal, Proposed
Code Amendment*

VII.4. Develop better methods to manage adverse construction impacts, including a construction pacing system that respects the quiet enjoyment of our community and neighborhoods.

*Community Goal, Proposed
Code Amendment*

VIII. REVIEW PROCESS

VIII.1. Restore public confidence in the development process.

*Community Goal,
Collaborative Initiative*

VIII.2. Create certainty in zoning and the land use process.

Community Goal

VIII.3. Ensure that PUD and COWOP processes result in tangible, long-term community benefits and do not degrade the built or natural environment through mass and scale that exceeds Land Use Code standards.

*Community Goal, Proposed
Code Amendment*

West of Castle Creek Corridor



Vision

The West of Castle Creek Corridor area should provide a transition from the rural expanses of Pitkin County to the urbanized atmosphere of downtown Aspen. The area should feature separate and recognizable nodes of unique uses and functions, and maintain a land use pattern and scenic quality along the Highway corridor that creates a distinct series of visual experiences that signal arrival to the Aspen Area.

Philosophy

The success of the West of Castle Creek Corridor area relies on enhancing our transportation system and a comprehensive planning effort that strives to maintain a distinct and memorable arrival experience. We are committed to including all of these goals in a comprehensive land use Master Plan for the West of Castle Creek area as a follow-up to the adoption of the AACP.

Critical to the success of the West of Castle Creek Corridor area and the entire Aspen Area is improving our transportation system. A seamless connection between the City of Aspen and the West of Castle Creek area can be achieved by improving transit services, integrating bike and pedestrian paths, implementing innovative Transportation Demand Management concepts and potential physical improvements to the Entrance to Aspen between the roundabout and 7th and Main.

The West of Castle Creek Corridor area is the “gateway” to Aspen, providing both the physical entrance to Aspen and the transition from a rural landscape to the more urban townscape. The visual experience of this gateway corridor is of critical importance, and the many different views of our natural surroundings are paramount when it comes to future planning. Density, size and scale of the built environment must complement rather than detract from the natural setting. We should preserve and prioritize views of ski areas and open space in order to maintain the transitional character of the area.

The West of Castle Creek Corridor area is home to a variety of important uses that define the gateway experience – the airport, a community college, a local business center, a ski area, affordable housing, and golf courses – all of which are irreplaceable uses in our community. Each use is different in character and purpose, representing distinct, physically separated nodes of activity.

To maintain these separate and distinct uses, planning for this area should support a well-defined visual pattern and a defined set of prescribed and limited uses for each node. This area should not become an urbanized tunnel like corridor, with repetitive development and the feeling of “sameness” that defines the worst kind of urban sprawl.

It is important to define and maintain the relationship between the West of Castle Creek Corridor area and Aspen, with the core of Aspen remaining the primary commercial center for tourism, employment, goods and services. While convenience and land cost may encourage increased development in the West of Castle Creek Corridor, putting pressure on unique and important uses, development should be limited to existing nodes in order to maintain undeveloped spaces between them.

The Airport Business Center (ABC) should remain a business service and limited light industrial area for Aspen Area residents and

businesses. The ABC should include basic commercial services for residents that reduce the need for unplanned trips into Aspen. The Base of Buttermilk should continue to function as a vital recreational and lodging component of the Aspen resort community.

We are committed to developing a West of Castle Creek Corridor Land Use Master Plan that incorporates all aspects of this philosophy. The Master Plan will address appropriate zoning designations for this area. We recommend no annexations in the West of Castle Creek Corridor area prior to the adoption of the revised zoning contemplated in this plan.

What's Changed Since 2000

The last decade has seen substantial activity in the West of Castle Creek Corridor area.

Facility improvements include the Aspen/Pitkin Animal Shelter, constructed in 2005, and the North 40 Aspen Fire District Station, constructed in 2009 to ensure quick response time to emergencies in the district outside of the Aspen core. With respect to transportation, the Airport extended the runway to 1,000 feet in length to better accommodate existing air service, and bus-only lanes were constructed from the Airport to the round-about to ease traffic congestion on Highway 82 as it enters Aspen. As part of an overall plan to improve transit service in the region, the Roaring Fork Transit Authority (RFTA) completed planning for a Bus Rapid Transit (BRT) system which will include improvements to bus stations at Buttermilk and at the ABC. Given the high level of auto and pedestrian and bicycle traffic in the area, plans were initiated for development of safe pedestrian access across Highway 82 in at least one location in the vicinity of the ABC.

To help ensure that traffic continues to flow as efficiently as possible, given anticipated improvements in the area, Pitkin County initiated a Highway 82 access control plan study in conjunction with the Colorado Department of Transportation to determine the best location for intersections and turning movements along Highway 82 from the round-about to Owl Creek Road. The Stapleton Lot, located adjacent to Buttermilk Ski Area is jointly owned by Pitkin County and CDOT. It was acquired for the purpose of scenic corridor and open space preservation; to facilitate use of public transportation; for the potential of a transit station or multi-modal facility; parking for recreational users; and for access to public lands.

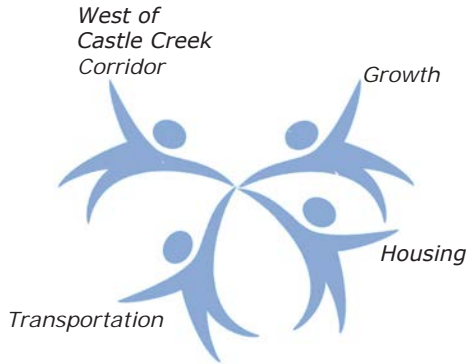
The area continues to provide a somewhat less expensive alternative to land prices in Aspen, which has resulted in the purchase of lands for, and the development of, affordable housing in close proximity to Aspen. The first phase of Burlingame Ranch affordable housing was built in 2006. The City of Aspen purchased and annexed the Harbert Lumber Yard with the intent of building Affordable housing. Also, a new and expanded grocery store opened to meet demands of the growing local resident population in the immediate vicinity of the ABC and in nearby Burlingame Ranch.



The West of Castle Creek Corridor is located from the round-about to the end of the UGB on Highway 82. It includes all parcels of land in proximity to the highway right-of-way.

What's New in the 2012 AACP

As development in the West of Castle Creek Corridor area continues to evolve, so too has the desire to balance and better define its role as the entrance to Aspen, and as it relates to the Aspen core. The West of Castle Creek Corridor chapter is new in the 2012 Plan. Though aspects of this area were addressed in broad terms in previous Aspen Area Community Plans, this new chapter provides a framework for direction as we move forward, and recognizes the need to follow up with a subsequent Master Plan for the area to provide more detailed direction.



Linkages

The new West of Castle Creek Corridor Master Plan will seek to identify and balance a wide range of factors that contribute to the success of the area, including air and ground transportation, important institutional and commercial uses, recreational opportunities that include a ski area and trail system, affordable housing, a positive "gateway" experience, preventing sprawl, retaining scenic views and protecting the natural environment. Also critical to this planning effort is understanding and addressing how this area relates to the Aspen core.

West of Castle Creek Corridor Policies

Policy Categories

I. LAND USE

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

Community Goal

II. SCENIC

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

Community Goal

III. TRANSPORTATION

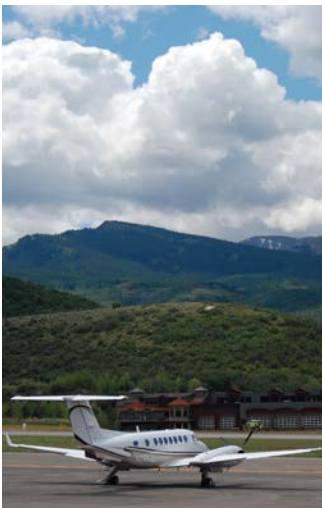
III.1. Improve the convenience, reliability, comfort, affordability, safety, capacity, and quality of experience of transit services and improve efficiency and coordination between all related aspects of transportation in the West of Castle Creek Corridor area.

*Community Goal,
Collaborative Initiative*

III.2. Ensure safe and efficient pedestrian and bike connections exist within the West of Castle Creek Corridor area and connect the area to downtown Aspen.

*Community Goal,
Collaborative Initiative*

Transportation



Vision

We are committed to providing an efficient, multi-modal and integrated transportation system that reduces congestion and air pollution.

Philosophy

Our transportation philosophy comes from our desire to maintain a quality of life that reflects how a small town looks and feels, while accommodating the functioning of a resort area. Traffic volumes in Aspen should be less than what they are today.

Our future should be one in which the automobile plays a smaller role in people's everyday lives. We should not build additional highway lanes to accommodate more private vehicles, but should increase the percentage of trips made via alternative modes of transportation. This can be accomplished by continuing to make mass transit and the pedestrian/bike trail system more convenient, efficient, accessible, affordable and enjoyable. We support a valleywide Bus Rapid Transit (BRT) system that efficiently connects to transit hubs, the airport and trails.

The airport is an important component of our multi-modal transportation system. We support its mission to provide safe, efficient, accessible, reliable and environmentally-responsible airport services and facilities. It is essential to integrate the airport with alternative modes of transportation to diminish reliance upon rental vehicles.

Transportation is inextricably linked to land use issues. Decisions about development have a direct impact on our transportation system. New development should take place only in areas that are, or can be, served by transit, and should fully mitigate for its transportation impacts. Another important factor in reducing congestion is limiting the displacement of workers through a strong affordable housing program.

This plan emphasizes further exploring Transportation Demand Management methods, while providing important guidance for future decision-making regarding a physical solution to the Entrance to Aspen. Because each user is motivated by different travel goals, we should develop systems that encourages them to make the personal choice to use alternative modes of travel rather than rely on the automobile.

Our commitment to alternative modes of transportation helps reduce traffic congestion, improves air quality, reduces greenhouse gas emissions, promotes public health and reduces our dependence on non-renewable resources.

What's Changed Since 2000

Our overall transportation policies remain consistent with those outlined in the 2000 AACP. A number of projects have been implemented since then, which have helped further the community's transportation goals.

In 2003, the City established a Hybrid Vehicle Incentive Program in an effort to promote low-emission vehicle ownership and use. The program allows hybrid vehicles to use HOV parking spaces, and to apply for a vehicle registration rebate from the City.

In 2006, the City of Aspen initiated a comprehensive public process on the Entrance to Aspen. New data showed that the number of vehicles going in and out of town remained at 1993 levels largely because of the continual improvement and expansion of mass transit service, and limiting parking in town. Nonetheless, as downvalley population grew over the years, congestion expanded farther up and down the Highway 82 corridor as well as lasting for longer periods during the day.

One outcome of the Entrance to Aspen public process was a May 2007 City-wide vote that approved the addition of two dedicated bus lanes from the Airport to the roundabout, with 63% in favor. This fundamental change reflected public support for improving the reliability and efficiency of the mass transit system. The dedicated-lane project was completed in 2009.

In November 2008, valley-wide voters approved funding to begin implementing the concept of Bus Rapid Transit (BRT) – a valley-wide plan that depends partially on the success of dedicated transit lanes. At the same time, free bus service began operating year-round from Aspen to Snowmass. In 2009, the City expanded paid parking into neighborhoods around the Commercial Core to encourage the use of mass transit.

In recent years, an Airport Master Plan process has been ongoing, and the runway has been extended. This extension will result in higher weights and more people per flight, increased efficiency, potentially fewer delays and a per-person decrease in carbon footprint.

What's New in the 2012 AACP

The 2000 AACP sought to limit average annual daily vehicle trips (AADT) to 1993 levels. While we have consistently met that goal, the 2007 Entrance to Aspen Reevaluation Report found that congestion has expanded farther up and down the Highway 82 corridor during peak hours. In order to address this trend, the 2012 AACP reiterates the 2000 AACP goal of limiting AADT to 1993 levels, and then goes further by "striving to reduce peak-hour vehicle-trips to at or below 1993 levels."

Regarding physical solutions at the Entrance to Aspen, the 2000 AACP endorsed the 1998 Record of Decision (ROD), which called for crossing the Marolt Open Space with two vehicle lanes and a dedicated mass transit corridor. While the 2012 AACP acknowledges the ROD, it doesn't address it or any particular physical solution, because there are diverse community opinions and a lack of clear community consensus around the issue.

Nonetheless, the 2012 AACP continues to uphold other long-held Entrance to Aspen policies: to use new highway lanes only for public transit, and to ensure no net loss of open space at the Entrance to Aspen as part of any physical solution.

Definitions

Transportation Demand Management (TDM):

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, High Occupancy Vehicle lanes, etc. Economic incentives and disincentives are also considered TDM programs.

Transportation Options Program (TOP):

An employer outreach effort that currently serves about 36 businesses. The City of Aspen program is separate from other outreach programs offered to tourists, commuters, etc.

Roaring Fork Transit

Authority (RFTA):

RFTA provides regional transit services to Aspen, Snowmass, Basalt, El Jebel, Carbondale, Glenwood Springs, Rifle and New Castle.

Bus Rapid Transit (BRT):

BRT is a rubber tire transit service that is intended to mimic the benefits of light rail service. It provides faster, more efficient service than a regular bus line through the use of stations, vehicles, running ways, a flexible operating plan and technology. RFTA is implementing the first phase of a BRT system, known as VelociRFTA, that is anticipated to be in place by 2013.

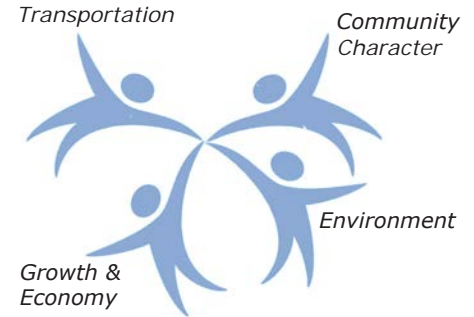
Linkages

Over the years, the Aspen Area has supported a transit-based transportation system, which helps to improve our air quality and reduce our carbon footprint. Incentivizing hybrid and electric vehicles has also been a policy aimed at improving our environmental stewardship. In addition, the continued development of car pooling networks can help the environment as well as persons with disabilities and elderly residents who may not currently have access to transportation.

Our transit system is essential to bringing a commuter workforce to the Aspen Area, and helping our economy function. To the degree that our transportation system can be more efficient, accessible, affordable and reliable, the sustainability of our resort economy will improve.

Future decisions regarding growth management, land use tools and affordable housing will impact the function and cost of our transportation system. Construction traffic can have a significant impact on our transportation system as well, and should be considered as we explore growth management and land use changes.

Major physical improvements, such as the Entrance to Aspen, must always be considered within a context of retaining community character.



Transportation Policies

Policy Categories

Primary Transportation Policies:

1. Use Transportation Demand Management (TDM) tools to accommodate additional person trips in the Aspen Area.
2. 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 below 1993 levels.

*Community Goal,
Collaborative Initiative*

*Community Goal,
Collaborative Initiative*

I. PUBLIC TRANSIT

I.1. Improve the convenience, reliability, efficiency, comfort, accessibility, affordability, safety, capacity, and quality of the regional transit service experience, while ensuring physical improvements are consistent with community character.

*Community Goal,
Collaborative Initiative*

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

Collaborative Initiative

I.3. Actively promote public awareness of transit alternatives for visitors and second homeowners, including bus routes and the pedestrian/bicycle trail system.

*Collaborative Initiative,
Incentive Program, Work
Program for Transportation
Department*

I.4. Maintain the reliability and improve the convenience of City of Aspen transit services.

*Work Program for
Transportation*

II. BIKE AND PEDESTRIAN

II.1. Extend and/or improve commuter pedestrian/bike trails with the greatest potential for integration with the public transit system.

*Collaborative Initiative, Work
Program for Parks, Open
Space and Transportation
Departments*

II.2. Expand and improve bicycle parking/storage in the UGB.

*Collaborative Initiative, Work
Program for Transportation
Department*

II.3. Improve the convenience, safety and quality of experience for bicyclists and pedestrians on streets and trails.

*Collaborative Initiative,
Incentive Program, Work
Program for Transportation
Department*

Transportation Policies

Policy Categories

III. USER GROUPS AND TRANSPORTATION DEMAND MANAGEMENT

III.1. Reduce vehicular trips that are generated by employment, special events, construction activity, schools, recreation, the service industry, local residents and other activities.

*Community Goal,
Collaborative Initiative*

III.2. Minimize the adverse impacts of development on the valley-wide transportation system that occur during economic booms and periods of intense construction activity.

*Collaborative Initiative,
Proposed Code Amendment*

III.3. Require development to mitigate for its transportation impacts.

Proposed Code Amendment

IV. ENTRANCE TO ASPEN

IV.1. We are first committed to reducing traffic by implementing Transportation Demand Management (TDM) solutions.

*Community Goal,
Collaborative Initiative*

IV.2 Develop a list of Community Objectives to evaluate options for physical improvements to the Entrance to Aspen, such as:

*Community Goal,
Collaborative Initiative*

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

V. PARKING

V.1. Develop a strategic parking plan that manages the supply of parking and reduces the adverse impacts of the automobile.

*Collaborative Initiative, Work
Program for Parking and
Transportation Departments*

VI. EDUCATION AND PUBLIC OUTREACH

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

Collaborative Initiative

VI.2. Build awareness regarding government subsidies for transportation, including the fact that subsidies not only support public transit but also provide major subsidies to sustain roads and highways.

Collaborative Initiative

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

Collaborative Initiative

Transportation Policies

Policy Categories

VII. AIRPORT POLICIES

VII.1. Strengthen the Airport's role in the valley-wide regional transportation system.

Collaborative Initiative

VII.2. Increase the quality and availability of information on travel options.

Collaborative Initiative

VII.3. Improve the efficiency and reliability of Airport services while reducing environmental impacts.

Work Program for Airport

VII.4. Improve the overall quality of the airport experience in a manner that is consistent with our community character.

Work Program for Airport

VII.5. Reduce the negative impacts of Airport operations on the surrounding area.

Work Program for Airport

VII.6. Improve the convenience, efficiency and environmental impacts of ground transportation options available at the Airport.

Work Program for Airport

VIII. FUNDING

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

Collaborative Initiative

IX. DATA GATHERING

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

Data Needs

IX.2. Quantify user groups of the transportation network to better customize TDM strategies.

Data Needs

Housing



Vision

We believe that a strong and diverse year-round community and a viable and healthy local workforce are fundamental cornerstones for the sustainability of the Aspen Area community.

Philosophy

We are committed to providing affordable housing because it supports:

- A stable community that is invested in the present and future of the Aspen Area.
- A reliable workforce, also resulting in greater economic sustainability.
- Opportunities for people to live in close proximity to where they work.
- A reduction in adverse transportation impacts.
- Improved environmental sustainability.
- A reduction in downvalley growth pressures.
- Increased citizen participation in civic affairs, non-profit activities and recreation programs.
- A better visitor experience, including an appreciation of our genuine, lights-on community.
- A healthy mix of people, including singles, families and seniors.

Many of the philosophical statements in the 2000 AACP still ring true today:

"We believe it is important for Aspen to maintain a sense of opportunity and hope (not a guarantee) for our workforce to become vested members of the community. ... (We seek) to preserve and enhance those qualities that has made Aspen a special place by investing in our most valuable asset – people."

"Our housing policy 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 ..."

Living in affordable housing is not a right or a guarantee, but a privilege, carrying with it responsibilities to future generations, such as long-term maintenance and regulatory compliance.

The creation of affordable housing is the responsibility of our entire community, not just government. We should continue to explore methods that spread accountability and responsibility to the private sector, local taxing districts and others.

We continue to support the following statements from the 1993 and 2000 AACP: *"Housing should be compatible with the scale and character of the community and should emphasize quality construction and design even if that emphasis increases [initial] costs and lessens production, [within reason]."* At the same time, new construction should emphasize the use of durable and renewable materials in order to improve our environmental stewardship.

We should demonstrate our commitment to future generations by providing educational outreach regarding long-term maintenance and regulatory compliance by adopting a strategic plan for long-term maintenance of publicly-owned rental properties, and for handling "unique" properties, such as those with a sunset on deed restrictions.

At the same time, we need a new focus on the issues surrounding retirement in affordable housing, as we are on the brink of a rising retiree demographic. In addition, we should continue to provide housing that accommodates the needs of people with disabilities.

The provision of affordable housing remains important due to several factors, including the continued conversion of locally-owned homes to second homes, a trend of a more costly down-valley housing market and the upcoming trend towards retirement in affordable housing. With limited vacant land in the Aspen Area and limited public funds, we cannot build our way out of this challenge.

Our affordable housing program is continually encountering new crossroads that demand creative thinking, understanding and thoughtful action.

What's Changed Since 2000

Since the adoption of the 2000 AACP, a total of 652 new affordable housing units have been constructed, with another 181 approved but not yet built. By any measure, these are impressive accomplishments, but various relevant trends have continued to challenge the goal of establishing and maintaining a "critical mass" of working residents, as stated in the 2000 AACP.

While the ratio of local workers living in affordable housing units increased from 25% to 32% from 2000 to 2008, the ratio of local workers living in free market homes dropped from 22% to 13%, the result of continued conversion of locally-owned free market homes to second homes.

At the same time, the economic boom period of 2004 to 2007 saw a dramatic increase in the cost of downvalley land and homes, reducing opportunities for Aspen workers to find free market ownership options in the valley. While the recession has rolled back prices, this plan must assume that the economy will experience another period of prosperity during the life of the plan. In addition, the number of retirees in deed-restricted housing is estimated to jump from approximately 310 today to more than 800 in 2021.

The 2007 Housing Summit considered all these factors and more. The primary outcome of the Summit was to encourage additional "land-banking," which ultimately resulted in the purchase of the BMC West property, a parcel at 488 Castle Creek Road and others. The 2008 Affordable Housing Plan evaluated 15 potential sites for affordable housing units, identifying a range of up to 685 possible housing units.

Aspen Area Housing History

In the early 1970's free-market housing that had primarily housed local employees was being demolished and redeveloped as second homes. By 1974, the City and County began addressing this trend by establishing separate affordable housing programs and 14 years later formed the joint Aspen/Pitkin County Housing Authority (APCHA). APCHA is currently funded through a City of Aspen sales tax and a Real Estate Transfer Tax (RETT).

The State enacted legislation in 2001 granting Housing Authorities across the state specific powers to raise revenue through sales taxes, use taxes, an ad valorem (property) tax, and/or a development impact fee. To date, APCHA has not pursued these revenue sources. The City of Aspen has a housing sales tax, and both the City of Aspen and Pitkin County have Housing Mitigation fees.

APCHA operates under the 4th Amended Intergovernmental Agreement between the City of Aspen and Pitkin County. This agreement has eliminated APCHA's role as an active developer of workforce housing; that role has been assumed by the City of Aspen.

Currently, APCHA is principally involved in the qualification, sales, and enforcement of the housing program and is involved in the oversight of over 2,800 units of deed-restricted housing. The APCHA Board of Directors alone, or in concert with other entities, suggests new policy, programmatic changes, and legislation, or makes recommendations, as required by the City, County or State.

On the Horizon

As the community continues to provide affordable housing, it is important to recognize and understand future challenges.

We must continue to track changes to the Colorado Common Interest Ownership Act (CCIOA) and update our housing policies on a timely basis.

APCHA should vigorously promote adoption of CCIOA by existing associations, and require new associations to adopt CCIOA.

Lending practices are changing, resulting in new and potentially difficult financing.

What's New in the 2012 AACP

The re-use of philosophical language from past community plans is due largely to the long-term support in the Aspen Area for affordable housing as a critical tool to maintain a strong year-round community.

Some shifts in policy direction for the 2012 AACP can be attributed to the long-term growth and maturation of the housing program, bringing greater awareness of the need for long-term capital reserves and maintenance for individually-owned and rental properties, as well as publicly-owned rental properties.

Another difference in the 2012 AACP is the decision not to establish a specific number of housing units to be developed during the 10-year life of the plan. This should not be perceived as a wavering of support for affordable housing units. The plan calls for exploring the potential of a new housing unit goal, but specific research on this topic was not conducted as part of this plan.

This plan focuses on the ongoing challenges of establishing and maintaining a "critical mass" of working residents. The policies outlined in the Housing chapter and related housing mitigation policies in the Managing Growth for Community & Economic Sustainability chapter are intended to meet these challenges as the community continues to provide affordable housing.

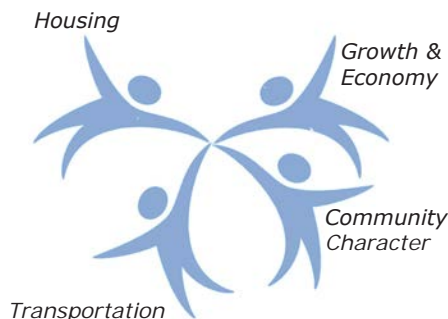
At the same time, the 2012 AACP calls for further research on the physical limits to development in the form of ultimate build-out, projected future impacts related to job generation, demographic trends, the conversion of local free market homes and other factors. This kind of statistical analysis will help inform future decision-making and goal-setting in a more meaningful way.

Instead, this plan emphasizes the need to spread accountability and responsibility for providing affordable housing units beyond the City and County governmental structures, and continuing to pursue affordable housing projects on available public land through a transparent and accountable public process.

While past plans have supported "buy-down" alternatives, there has been little comprehensive effort in this regard. A "buy-down" program may be an expensive proposition, but this plan calls for exploring it more thoroughly. The idea is to finally determine if the community is willing to pay the price for providing long-term affordable housing by converting existing free market homes, and or affordable housing, rather than building new homes.

Linkages

The creation of Affordable housing can help reduce pressures on the valley-wide transportation system by providing housing opportunities for our local workforce in the Aspen Area, while reducing air quality impacts associated with a commuting workforce. Affordable housing is also critical to a viable economy, and helps to ensure a vital, demographically diverse year-round community. At the same time, limited opportunities and funds mean we cannot build our way out of the housing problem, and we recognize that new affordable housing includes infrastructure costs ranging from transportation to government services, schools and other basic needs. Controlling growth and job generation can reduce the pressure to provide affordable housing.



Housing Policies

Policy Categories

I. SUSTAINABILITY AND MAINTENANCE

I.1. Affordable housing should have adequate capital reserves for major repairs and significant capital projects.

Collaborative Initiative

I.2. Deed-restricted housing units should be utilized to the maximum degree possible.

Collaborative Initiative, Work Program for APCHA

I.3. Deed-restricted housing units should be used and maintained for as long as possible, while considering functionality and obsolescence.

Collaborative Initiative, Work Program for APCHA

I.4. Provide educational opportunities to potential and current homeowners regarding the rights, obligations and responsibilities of home ownership.

Collaborative Initiative

I.5. Emphasize the use of durable and environmentally responsible materials, while recognizing the realistic lifecycle of the buildings.

Incentive Program, Proposed Code Amendment

II. PROGRAM IMPROVEMENTS

II.1. The housing inventory should bolster our socioeconomic diversity.

Community Goal

II.2. Affordable housing should be prepared for the growing number of retiring Aspenites.

Community Goal, Work Program for APCHA

II.3. Employers should participate in the creation of seasonal rental housing.

Collaborative Initiative, Incentive Program

II.4. Employers who provide housing for their workers through publicly-owned seasonal rental housing should assume proportionate responsibility for the maintenance and management of the facility.

Collaborative Initiative, Incentive Program

II.5. Redefine and improve our buy-down policy of re-using existing housing inventory.

Work Program for APCHA

II.6. Eliminate the Accessory Dwelling Unit (ADU) program, unless mandatory occupancy is required.

Proposed Code Amendment

III. FISCAL RESPONSIBILITY

III.1. Ensure fiscal responsibility regarding the development of publicly-funded housing.

Collaborative Initiative

III.2. Promote broader support and involvement in the creation of non-mitigation Affordable housing, including public-private partnerships.

Collaborative Initiative, Incentive Program

Housing Policies

Policy Categories

IV. LAND USE & ZONING

IV.1. Affordable housing should be designed for the highest practical energy efficiency and livability.

Incentive Program, Proposed Code Amendment

IV.2. All affordable housing must be located within the Urban Growth Boundary.

Proposed Code Amendment

IV.3. On-site housing mitigation is preferred.

Work Program for Planning Department & APCHA, Proposed Amendment

IV.4. Track trends in housing inventory and job generation to better inform public policy discussions.

Data Needs

IV.5. The design of new affordable housing should optimize density while demonstrating compatibility with the massing, scale and character of the neighborhood.

Proposed Code Amendment

IV.6. The residents of affordable housing and free-market housing in the same neighborhood should be treated fairly, equally and consistently with regard to any restrictions or conditions on development such as parking, pet ownership, etc.

Proposed Code Amendment

V. HOUSING RULES AND REGULATIONS

V.1. The rules, regulations and penalties of affordable housing should be clear, understandable and enforceable.

Work Program for APCHA

V.2. Ensure effective management of affordable housing assets.

Work Program for APCHA

Parks, Recreation, Open Space & Trails

Vision

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

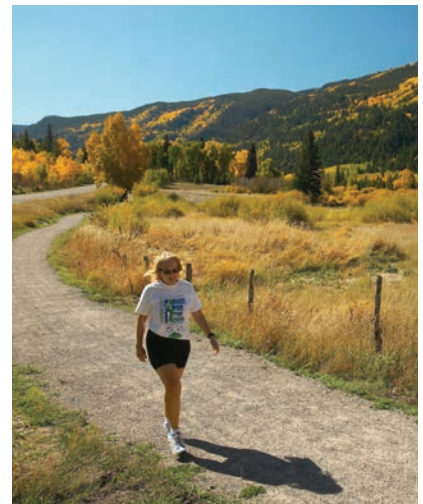
Philosophy

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

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

As stated in the 2000 AACP: *"Constant vigilance is required to ensure that (open space) is protected for its visual and recreational contribution to our community as well as for its immediate accessibility from all parts of town."*

The City's extensive recreation programs and facilities have become a valuable community asset, and an integral part of our quality of life. These programs and facilities must be continually reassessed and revitalized to meet changing demographic needs and community desires.



What's Changed Since 2000

One of the most significant accomplishments since 2000 has been the acquisition of two major open space parcels: The 250-acre Smuggler Mountain property and the 845-acre Brush Creek (Droste) property, which completes a 2,500-acre Mountain Park that includes the City's Cozy Point Ranch and Aspen Mass open space properties. These acquisitions are the result of multi-jurisdictional collaborative efforts. Other major accomplishments since 2000, include:

Parks

- Awarded Colorado Chapter of the American Society of Landscape Architects Award in 2002, 2003, 2005 and 2008.
- Rio Grande Skateboard Park.
- Harmony Park.
- Snyder Park.
- Wagner Park playground and restroom.
- Yellow Brick playground.

Recreation

- Construction of the Aspen Recreation Center.
- Artificial turf project at Aspen High School.
- Community Campus playing fields.
- New Golf Clubhouse and Championship Tennis Facility.
- New irrigation system using treated effluent water at the Aspen golf course, saving 60 million gallons of water per year.
- Rated #1 Municipal Golf Course in Colorado, 2011.
- Rated in Top 20 Municipal Golf Courses nationally, 2009 and 2010.
- Redesigned several holes with native landscaping and water features.

Open Space

- Voter approved City Open Space Tax.
- Established City Open Space and Trails Board.
- Restored historic Ute Cemetery.
- City of Aspen Charter now requires replacement of open space with comparable parcel, by election.
- Established Youth Corps for Open Space management.
- Established annual volunteer projects on open space maintenance.
- Acquired river corridor properties: Mills Open Space, Aspen Mass, Holy Cross, James H. Smith and Anderson Park.
- Adopted Smuggler Open Space Management Plan.

Trails/Nordic

- Rio Grande Trail.
- Built Cemetery Lane, Highlands, East of Aspen and Ajax trails.
- Highway 82 pedestrian improvements.
- Nordic Trail improvements at golf course.
- County mill levy passed for Nordic trail funding.
- Castle Creek underpass.
- Tiehack Bridge.
- Terrell/Wade Pedestrian Bridge.

In addition, the Top of the Rockies National Scenic and Historic Byway added the 40-mile stretch from Twin Lakes to Aspen in 2008. Prior to this addition, the Byway only extended from Minturn and Copper Mountain to Twin Lakes. The designation as a Scenic Byway recognizes the area's spectacular scenery, recreational opportunities and rich history.

Definitions

Active Park: An active park is a park parcel that requires significant maintenance and usually contains a ball field, volleyball court, or flat area which can be used for programmed sporting events, special events and parties. Wagner Park, where Rugger Fest is held, is an example of an active park.

Passive Park: A passive park is either a park parcel that is maintained in its natural or native state with little or no maintenance or is a formal park parcel that has maintenance and irrigation but does not have programmed recreational capabilities. In either scenario these parcels may have benches and trails located within the parcel. The Jenny Adair Wetlands is an example of a passive park.

What's New in the 2012 AACP

There are no dramatic changes to the Vision, Philosophy and Policies in this chapter compared to the 2000 AACP. In fact, much of the wording remains the same. This is due largely to the long-term and unwavering support in the Aspen Area for Parks, Open Space, Recreation and Trails.

Some shifts in policy direction for the 2012 AACP include an emphasis on providing recreational opportunities that are “affordable.” Another new policy is aimed at establishing undevelopable “buffer” areas alongside public trails to maintain and improve the recreational and scenic experience. Finally, there is an emphasis on trail acquisition and/or improvement that focuses on commuter trails and connectivity with the public transit system.

*Parks, Recreation
Open Space &
Trails*

*Growth &
Economy*

Environment



Linkages

Parks, recreation, open space and trails are an integral part of our resort economy, providing opportunities to enjoy scenic views and an outdoor lifestyle, while preserving outlying rural environments and contributing to biodiversity. Potential conflicts may arise as other community priorities are considered for our remaining open lands.

Parks, Recreation, Open Space & Trails Policies

Policy Categories

I. PARKS

I.1. Acquire land for active and passive parks.

Community Goal, Collaborative Initiative, Work Program for Parks, Open Space Departments

I.2. Maintain a balance between active recreational parks and passive parks.

Work Program for Parks, Open Space Departments

II. RECREATION

II.1 Provide affordable recreational opportunities for all ages and abilities.

Community Goal, Collaborative Initiative

II.2. The Aspen Recreation Department should strive to be financially self-sustaining while providing affordable, accessible and quality recreational opportunities.

Collaborative Initiative, Work Program for Recreation Department

II.3. Strive to integrate physical rehabilitation and adaptive recreation into Aspen Recreation Department facilities and programs.

Work Program for Recreation Department

II.4. New recreational facilities should fully offset impacts and maintain the contextual character of the built environment.

Proposed Code Amendment

III. OPEN SPACE

III.1. Maintain and protect existing open space parcels.

Community Goal, Collaborative Initiative

III.2. Acquire open space to preserve biodiversity, wildlife habitat, scenic value and to support trail connectivity and recreational activities.

Community Goal, Collaborative Initiative, Work Program for Parks, Open Space Departments

III.3. Continue to promote multi-jurisdictional collaboration for open space acquisition, acknowledging that open space and trail systems are regional assets that improve the region's quality of life.

Community Goal, Collaborative Initiative, Work Program for Parks, Open Space Departments

IV. TRAILS

IV.1. Acquire, improve and develop trail connections throughout the Aspen Area.

Community Goal, Collaborative Initiative, Work Program for Parks, Open Space Departments

IV.2. Encourage regional trail planning and multi-jurisdictional collaboration.

Community Goal, Collaborative Initiative

IV.3. Increase opportunities for year-round trail commuting.

Collaborative Initiative, Work Program for Parks, Open Space Departments

V. PUBLIC OUTREACH

V.1. Educate the public regarding our parks, open space, trails and recreational opportunities through maps, brochures and on-line services.

Collaborative Initiative, Work Program for Parks, Open Space and Recreation Departments



Vision

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

Philosophy

As stewards of our environment and resources, it is our responsibility to balance human activity and the health of our natural environment. This ethic is our defining characteristic.

As stated in the 1993 and 2000 AACPs: *"The natural environment is one of the community's greatest assets and the reason many people choose to visit or make the Aspen area their home."* We aspire to be good stewards of the environment. We are committed to nurturing, sustaining and protecting the environment, and believe in the urgency of these actions.

Some of our greatest environmental challenges include the various impacts of development, redevelopment and population growth, including:

- The treatment of run-off before it reaches riparian areas, a problem that is heightened when development occurs on steep slopes and in riparian areas.
- The generation of substantial amounts of demolition debris, a long-term problem due to strong trends towards residential redevelopment, and the impact on our limited landfill.
- Excessive energy consumption, including extensive snowmelting, outdoor pools and spas, etc.
- Periods of high levels of activity increase vehicle trips, which results in air pollution emissions and congestion.

We recognize the decisions we make today regarding our air, water and land will have a significant impact on our future. As such, we are committed to making choices and implementing programs that ensure our environmental sustainability. We recognize that this ethos will influence decision-making as we consider basic municipal services such as snow removal, maintaining public parks and fields, and street-sweeping and cleaning. We can also play a role in changing people's individual habits, from re-useable grocery bags to higher recycling rates and limiting the wasteful consumption of plastic bottles.

We continue to endorse the Ecological Bill of Rights, adopted by the City Council and Board of County Commissioners (please see sidebar on page 50).

What's Changed Since 2000

There have been a significant number of new programs and projects completed with a goal toward improving the environmental health of the Aspen community. Some of the highlights include:

- Continued improvement of the City and County Residential Energy Mitigation Program (REMP), which requires mitigation for energy consumption outside the home for snow melt systems, pools and spas, etc.
- Continued City and County support of the Roaring Fork Transit Authority (RFTA), which saved 8,023 tons of CO₂ from being emitted into the environment in 2006.
- Reaching EPA PM-10 "attainment" status in 2003, after 15 years of devising and implementing strategies to improve air quality.
- Adopting the City's Canary Initiative in 2005 with a goal of aggressive reductions in our carbon footprint.
- Adopting the City's Waste Reduction/Recycling Ordinance in 2005, aimed at increasing the recycling rate, diverting yard waste from trash and creating a compost program.
- Creating the ZGreen program in 2006, a City certification and outreach program designed to reduce the environmental impacts of Aspen's citizens, visitors, businesses and events.
- Established a new taxing district in 2007, and adopting the Urban Run-Off Management Plan in 2010 with the goal of treating stormwater run-off before it enters the river. Also, fees are being used to address run-off problems at developed sites.
- Creating the Jennie Adair and Rio Grande Stormwater Management Projects in 2006. After six months of operation, this constructed wetlands project prevented 144 tons of sediment from discharging into the Roaring Fork River.
- Renovating the Recycling Center in 2010, to make it more attractive and easier to use.
- Adopting the City's Plastic Bag Ordinance in 2011.

What's New in the 2012 AACCP

The 2000 AACCP combined the Environment, Parks and Open Space into one chapter. The 2012 update to the AACCP recognizes that Environmental Stewardship is of such importance that it should be highlighted in its own chapter.

The 2011 AACCP establishes a series of ambitious goals that are intended to elevate environmental stewardship to a new level during the next 10 years. They include:

- Reducing the Aspen Area's carbon footprint by 30% (to 588,612.5 tons CO₂-e) by 2020 (compared to 2004 levels).
- Reducing electricity and natural gas consumption in the Urban Growth Boundary by 15% (to 229,488.1 tons CO₂-e) by 2020 (compared to 2004 levels).
- Implementing the Clean River Initiative through additional wetlands design and construction of water quality treatment areas throughout the City.
- Initiatives aimed at on-site treatment of run-off.
- Increasing the diversion of construction debris from the landfill, and moving towards recycling and waste reduction programs to help extend the life of the landfill.
- Substantially reducing our dependence on non-renewable energy.

Definitions

ZGreen: A City certification and outreach program designed to reduce the environmental impacts of Aspen's citizens, visitors, businesses and events.

PM-10: Small particulate air pollution including dirt, dust, and smoke. It is responsible for 60,000 deaths per year in the US.

Ozone: A gas that naturally occurs in the Earth's atmosphere. At ground level it is a pollutant caused by upwind emissions of pollutants from gas drilling and traffic.

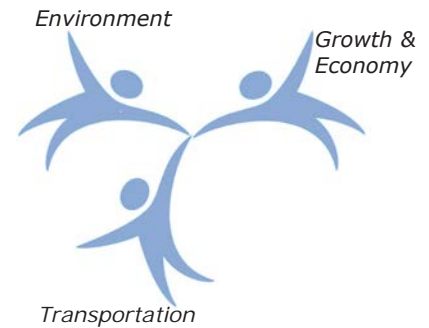
Canary Initiative: In 2005, the City adopted the ambitious Canary Initiative that identifies Aspen and other mountain communities as the "canary in the coal mine" for global climate disruption (global warming / climate change). The goal is to aggressively reduce Aspen's carbon footprint to protect our community's future, and to contribute to global reduction of global warming pollution. Global climate disruption is caused by greenhouse gasses, which trap heat in the atmosphere. According to the EPA's US Greenhouse Gas Inventory, in 2006 carbon dioxide (CO₂) made up 80% of green house gas emissions in the United States. CO₂ enters the atmosphere through the burning of fossil fuels, solid waste and tree products.

Clean River Initiative: A City program dedicated to improving the water quality in the Aspen Area.

Deconstruction: The selective dismantlement of building components, specifically for re-use, recycling and waste management. It differs from demolition where a site is cleared of its building materials by the most expedient means.

Linkages

This community's commitment to responsible environmental stewardship has been evident for decades, and has evolved dramatically in recent years. Preserving the natural environment, scenic views and biodiversity are important to our attractiveness as a community and a resort. There will always be a need to strike a responsible balance between environmental protection and physical development. We also recognize the need to strike a balance between environmental stewardship and the manner in which we provide basic municipal services, ranging from street sweeping to managing snowy and icy winters.



Ecological Bill of Rights

The community adopted an Ecological Bill of Rights in 1989, which states the overall environmental philosophy for the Aspen Area:

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

Quote from: Haudenosaunee Environmental Restoration An Indigenous Strategy for Human Sustainability

Because of our strong sense of responsibility to the natural environment, we have brought forward and reprinted the Mohawk Nation strategy statement for human sustainability and interaction with the earth from the 2000 AACP - Parks, Open Space, and Environment Chapter. We believe the Aspen Area should be guided by these principles, as a community as the Mohawk are guided by them as a nation.

“The underlying philosophy among the Haudenosaunee is that in every aspect of our way of life, in our government, and with every decision that we make, we must always be of one mind and always make our decisions in consideration of the ‘Seven Unborn Generations.’ This centuries old Haudenosaunee philosophy reflects the importance of decision making and its effects upon the continuity of Haudenosaunee existence. From this philosophy comes a strong sense of responsibility for the earth and life upon it. The first game seen on the hunt is not harvested, the first berries are not picked, to make sure these gifts will always be there as a resource. The thought is that if you don’t pick the first, you won’t be the one to pick the last. The Haudenosaunee harvest only what can be eaten or used, and thanks is always given to the Creator for these bountiful provisions.”

“The Constitution of the Haudenosaunee Confederacy requires that lawmakers consider the effects of our decisions on the natural world, of which we are a part and for which we feel we bear special obligations. The duty of human beings and our governments toward the natural world leads the Haudenosaunee to treat the natural world with respect and protect it for the unborn generations.”

It is a major priority to see that our unborn generations are born into a world no worse than it is presently, and that the world’s condition will hopefully get better. When we walk on Mother Earth, we always plant our feet carefully because we know the faces of our future generations are looking up at us from beneath the ground. We never forget the seven unborn generations in any of our collective or individual decisions. Since the Seventh Generation will soon be walking the same earthy path as the Haudenosaunee do today, we try to ensure that our future children will have a path to walk, and that the path will be much better than the one we have walked upon.”

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Environmental Stewardship Policies

Policy Categories

I. GREENHOUSE GASES

I.1. By 2020, reduce the carbon footprint of the Aspen Area from 2004 levels by 30% (to 588,612.5 tons CO₂-e).

Community Goal, Work Program for Canary Initiative

I.2. All existing development and uses should minimize their greenhouse gas emissions.

Community Goal, Work Program for Canary Initiative

I.3. Incentivize alternative forms of transportation to reduce reliance on fossil fuels.

Incentive Program

I.4. All new development and uses should minimize their greenhouse gas emissions.

Proposed Code Amendment

II. AIR QUALITY

II.1. Improve air quality.

Community Goal, Collaborative Initiative, Work Program for Environmental Health Department

II.2. Achieve and maintain healthy ozone levels.

Community Goal, Collaborative Initiative, Work Program for Environmental Health Department

II.3. All existing development and uses should minimize their air pollution emissions.

Community Goal, Work Program for Environmental Health and Planning Departments

II.4. All new development and uses should minimize their air pollution emissions.

Proposed Code Amendment

III. WATER

III.1. Maintain minimum instream flows for the Roaring Fork River and its tributaries.

Community Goal, Work Program for Water Department

III.2. Reduce the detrimental effects of diversions from the Roaring Fork River and its tributaries.

Work Program for Water Department

III.3. Maintain and preserve existing riparian habitat and wetlands.

Work Program for Planning and Engineering Departments, Proposed Code Amendment

III.4. Reduce the quantity of urban pollutants in stormwater runoff that discharge into the Roaring Fork River and its tributaries.

Work Program for Engineering Department, Proposed Code Amendment

III.5. Optimize the natural filtration of storm- and melt-water.

Work Program for Engineering Department, Proposed Code Amendment

III.6. Require new development to treat its stormwater runoff, with a preference for on-site treatment.

Work Program for Engineering and Planning Departments

III.7. Encourage existing development to treat its stormwater runoff, with a preference for on-site treatment.

Work Program for Engineering Department

Environmental Stewardship Policies

Policy Categories

IV. WASTE MANAGEMENT AND REDUCTION

IV.1. Maximize recycling, implement waste reduction and environmentally responsible purchasing programs, and encourage behavior that moves the Aspen Area toward being a zero waste community and extends the life of the landfill.

Community Goal, Collaborative Initiative, Work Program for Environmental Health Department & Landfill

IV.2. Adequate funds should be available for environmental monitoring and eventual remediation of the Pitkin County Landfill.

Work Program for Landfill

IV.3. Minimize off-site snow storage.

Work Program for Planning, Engineering, Streets, and Environmental Health Departments

IV.4. Increase the practice of deconstruction and increase the amount of materials that are diverted from the landfill, reused or recycled.

Proposed Code Amendment

V. RENEWABLE ENERGY

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

Community Goal, Work Program for Canary Initiative and Utility Department

V.2. Continue to pursue efforts to establish an electric portfolio of 100% renewable energy.

Community Goal, Work Program for Canary Initiative and Utility Department

V.3. By 2020, reduce electricity and natural gas consumption in the Urban Growth Boundary from 2004 levels by 15% (to 229,488.1 tons CO₂-e).

Community Goal, Work Program for Canary Initiative and Utility Department

V.4. Require new development and redevelopment to minimize their energy usage and use on-site renewable energies as the site allows.

Incentive Program, Work Program for Canary Initiative and Building Department, Proposed Code Amendment

V.5. Existing development should minimize energy usage and use on-site renewable energies as the site allows.

Incentive Program, Work Program for Canary Initiative and Building Department

VI. WEED MANAGEMENT

VI.1. Ensure there is proper resource management to minimize the negative impacts of weeds on the Aspen Area.

Community Goal, Work Program for Parks and Open Space Departments

VII. WILDLIFE AND WILDLIFE HABITAT

VII.1. Sustain, protect and restore biodiversity and native ecosystems through land use planning, resource acquisition and best land management practices on public and private lands.

Community Goal, Collaborative Initiative, Work Program for Planning, Parks, and Open Space Departments, Proposed Code Amendment

VII.2. Elected and appointed Boards and Commissions should consider environmental and wildlife issues when making decisions.

Community Goal, Proposed Code Amendment

Historic Preservation



Vision

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

Philosophy

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

Preservation of historic structures and sites, the historic town layout, landscapes, and neighborhood ditches connect us to the people, patterns and events that are the fabric of our town. In preserving our history, we ensure our culture and legacy is imparted to future generations. A respectfully restored historic structure or site honors the history and culture of our town, whereas a demolished one erases a piece of the Aspen story forever.

We must build on what we have by authentically preserving historic structures and designing creative new buildings that are compatible with that feeling of historical continuity. Sensitivity to mass, scale and building proportions directly influence how people perceive our town. Our built environment reflects the character of our town's layers of history. By authentically preserving historic structures and creating thoughtful new buildings we achieve historical continuity. While allowing for creativity, new buildings must be sensitive to historic patterns.

What's Changed Since 2000

Over the past ten years, historic preservation policies have undergone significant changes.

In 2005, Pitkin County passed a significant revision to the Land Use Code providing for the voluntary protection of important historic properties within the Urban Growth Boundary. These code provisions have been successful in encouraging historic preservation. In 2008 the County completed work on a Historic Preservation Handbook, which includes background information on the history of the County, a description of the incentives available to historic property owners and a listing of good preservation practices.

In December 2006, the City Council established an emergency moratorium on building permits in the Commercial Core (CC) zone district while staff researched options for preserving the interiors of historically designated buildings. In December 2008, the City Council lifted the moratorium without taking specific action on the issue.

In July 2007, City Council placed temporary protections on post-war properties that might be worthy of preservation. There was extensive community discussion and debate about the appropriate protections for these resources. In January 2011, after hearing recommendations from a Historic Preservation Task Force, City Council approved changes

to the Historic Preservation Program to recognize the importance of both Victorian and Modern (post-war) buildings. Referred to as AspenModern, the preservation of Modern or mid-century buildings is entirely voluntary, similar to the Pitkin County program, which requires owner consent for designation. AspenModern seeks to incentivize the preservation of important buildings that are representative of Aspen's early ski era, its emergence as an intellectual center, and development as a ski town.

What's New in the 2012 AACP

There are no substantive differences in the 2012 AACP compared to the 2000 AACP. Historic Preservation continues to be an important community goal. One new policy calls for further exploring methods to preserve historically significant interiors in publicly accessible buildings.

Linkages

Historic preservation is a vital element of the resort economy because it helps us to physically illustrate our cultural legacy, enabling us to "tell our story" to future generations. "Heritage Tourism" is a widely accepted and proven strategy that attracts visitors. This economic development is an off-shoot benefit of historic preservation.

Historic preservation is also aligned with our environmental ethic. The preservation and maintenance of historically designated buildings is environmentally responsible. Energy is saved by retaining existing structures and making them more energy efficient rather than demolishing the structure and building anew.

History of Preservation in the Aspen Area

The City of Aspen first took steps to preserve historic properties when the Main Street Historic District and the Commercial Core Historic District were established in the early 1970s. In addition, a handful of historic structures were designated as landmarks through the 1970s, but a more comprehensive approach was taken in the '80s and '90s when more than 200 historic properties were landmarked. The City currently has almost 300 properties that are designated historic.

Definitions:

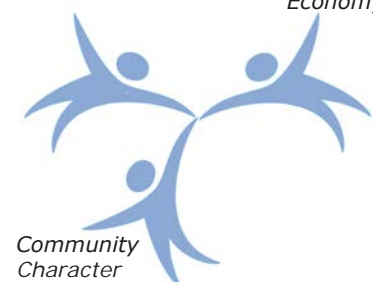
Historic Preservation

Benefit Package: A group of incentives offered to owners of historic landmarks to encourage good historic preservation practices and to assist in their role as stewards of Aspen's heritage.

City TDR Program: Allows landmarks to permanently remove unused square footage, in increments of 250 square feet, from the historic property to be sold on the free market as extra floor area to be constructed on another property within the city limits. This program reduces development pressure on historic properties.

Historic
Preservation

Growth &
Economy



Community
Character

Historic Preservation Policies

Policy Categories

I. HISTORIC PRESERVATION EDUCATION

I.1. Raise public awareness of and appreciation for the many eras of Aspen's story.

Collaborative Initiative

I.2. Improve public awareness and understanding of the City and County Historic Preservation Programs.

Collaborative Initiative

II. UPDATING THE HISTORIC PRESERVATION PROGRAM

II.1. Ensure that City codes support the historic integrity of designated structures and ensure compatibility with the surrounding context in terms of site coverage, mass, scale, height and form. (See Managing Growth for Community & Economic Sustainability)

Work Program for Planning Department, Proposed Code Amendment

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

Work Program for Planning Department

II.3. Encourage the use of the City's Historic Transferable Development Right (TDR) program as a method of preserving the historic integrity of designated structures.

Work Program for Planning Department

III. PUBLIC SECTOR

III.1. The public sector should set an example as a responsible steward of preservation and adaptive re-use of historic buildings.

Work Program for Planning and Asset Management Departments

IV. PUBLICLY ACCESSIBLE INTERIORS

IV.1. Explore code changes to preserve exceptional character-defining historic interiors in public buildings and publicly accessible buildings.

Proposed Code Amendment

V. REVIEW PROCESS & ENFORCEMENT

V.1. The Historic Preservation Commission's review process should be positive, productive and fair, with a high level of integrity, consistency and collaboration.

Work Program for Planning Department and HPC

V.2. Routinely and fairly enforce property-specific approvals.

Work Program for Planning Department and HPC

VI. ENERGY EFFICIENCY

VI.1. All historic landmark properties should be maintained in a manner that improves energy efficiency while maintaining architectural integrity.

Proposed Code Amendment

The Lifelong Aspenite



Vision

We will strengthen the quality of life and well-being for all people in our community by providing or promoting opportunities in housing, jobs and access to services, such as education, public safety and health through all phases of life.

Philosophy

Providing reasonable health and human services for anyone who calls the Aspen Area "home" is integral to the long-term sustainability of our community. Local governments, non-profits and community groups have made progress in addressing the needs of the "Lifelong Aspenite," but gaps still exist in the provision of essential services, including adequate housing and health care options for all community residents. We value a collaborative approach to finding creative, sustainable solutions.

We are guided by professional, legal and community standards in providing opportunities for people of all ages and abilities to achieve a higher quality of life through:

- **Self-Reliance:** We must work together to help each person in our community meet his or her basic needs and remain self-sufficient to the greatest extent possible.
- **Public Safety:** We must continue to ensure that our safety services (police, sheriff, fire, child and adult protection, Mountain Rescue and emergency response, etc.) are efficient, effective, accessible and coordinated.
- **Health and Well-Being:** We must encourage the highest level of personal health for everyone in our community through programs that encourage healthy lifestyles, reduce risks and create access to quality health care regardless of age, income or ability. Local and regional public health agencies, local boards of health, providers and non-profits must work together to ensure community-wide access to a comprehensive set of health services.
- **Education and Lifelong Learning:** We must work together to ensure educational opportunities are available to all members of our community.

What's Changed Since 2000

The economic downturn of 2008 increased the demand for health and human services throughout the country, including in Aspen. While demand increased, funding sources have not kept pace, and private philanthropy, state and federal funding decreased.

This chapter identifies many programs and initiatives that will require funding into the future. Securing these sources of funding will be essential to implement the policies in this chapter.

Aspen has the only dedicated sales tax funding early childhood education in the nation. Voters approved the sales tax in 1990, and re-authorized it in 2008. This sales tax funds over 90% of the costs to run Kids First, which provides childcare in the Aspen Area. The tax is set to expire in 2040.

Pitkin County voters approved a new property tax in 2002 to support the Healthy Community Fund, and voted to renew and increase revenues in 2011. The fund provides grants to area non-profits that support health and well-being in the community. In 2010, more than \$1.4 million was granted to 61 health & human service and community non-profit programs.

In 2010, Aspen Valley Hospital received approvals for facilities expansion, and voters approved bond funding for the project. This is funded in part by a bond approved by voters in November 2010.

While City and County governments play an important leadership role in addressing the demand for health and human services, there are dozens of non-profits, taxing districts and other entities that also provide health and human services. One of the primary goals of this new chapter is to bring groups together to explore innovative and collaborative ways to close the gaps and meet the demand for health and human services. This ethic of community and regional cooperation and collaboration enhances our quality of life.

What's New in the 2012 AACCP

For the first time, the Aspen Area Community Plan includes a chapter that highlights the services needed to help nurture and support a healthy community. While past community plans have promoted a high quality of life through growth management tools, affordable housing policies, environmental programs and transportation initiatives, they did not comprehensively address the health and human services needed to support our community.

This chapter focuses on the sustainability of our entire community through health, safety, economic and family services. It is important to note that many of the policies contained in this chapter state that the community should “ensure” that various individual health and human services needs are met. By this the plan supports, encourages, and advocates for these worthy aspirations of our community. The plan is not a guarantee or an expectation that local government will subsidize or have a direct role in implementing these ideas.

Linkages

Our success in creating affordable housing and a demographically diverse year-round community has resulted in increased needs for services related to health, education and safety. Creating job, volunteer, and educational opportunities that support our economy will help ensure the community continues to support the Lifelong Aspenite. Affordable housing is critical to the success of ensuring that future generations are able to call Aspen home.

Definitions

Community Health Impact Assessment: A process that measures health statutes and health risks of the population and the capacity of the public health system to meet those needs. A formal approach to identifying community health needs.

Board of Health / Local Public Health Agency: The 2008 Public Health Act requires local designation of Local Public Health Agencies to oversee public health priorities and services. In the Aspen Area the City Council and the Board of County Commissioners are each Local Public Health Agencies.

Self Sufficiency Standard: Measures how much income working families need to meet their basic costs without public or private assistance. It includes all costs a working family has, including housing, child care, food, health care, transportation and taxes.

Restorative Justice: An approach to justice where offenders are encouraged to take responsibility for their actions and “repair the harm they’ve done.”

Family Friendly: A variety of working practices designed to enable employees to achieve a satisfactory work-life balance.

Healthy Family Functioning: Healthy families promote the emotional, physical and social welfare of individual family members.



The Lifelong Aspenite Policies

Policy Categories

I. SELF-RELIANCE

I.1. Ensure that affordable, accessible high-quality childcare is available for all families who need it.

Community Goal

I.2. Encourage businesses to adopt family-friendly employment policies.

Collaborative Initiative

I.3. Promote self-sufficiency and self-reliance through coordinated, comprehensive and sustainable programs.

Collaborative Initiative, Work Program for Health and Human Services

I.4. Expand the opportunity for safe and healthy housing for those in need, including older adults, people with disabilities and low-income populations.

Work Program for Health and Human Services

I.5. Ensure that all community members have access to all public assistance programs for which they qualify.

Work Program for Health and Human Services

II. PUBLIC SAFETY

II.1. Ensure a safe community.

Community Goal

II.2. Ensure a safety net exists for Aspen Area residents, visitors and workers who may be at risk.

Community Goal

II.3. Reduce juvenile and adult crime.

Work Program for Health and Safety Agencies

III. HEALTH AND WELL-BEING

III.1. Promote community-wide collaboration to address health and social service needs throughout the community and in association with new development.

Community Goal, Work Program for Health and Human Services, Proposed Code Amendment

III.2. Ensure that a comprehensive health care system exists and that the community is aware of the system.

Community Goal, Collaborative Initiative

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

Community Goal, Collaborative Initiative

III.4. Ensure that residents of all ages and abilities have access to a comprehensive mental health and substance abuse system that addresses acute and chronic mental health needs.

Community Goal, Collaborative Initiative

III.5. Ensure that all residents have access to a comprehensive dental program.

Community Goal, Collaborative Initiative

III.6. Promote healthy family functioning.

Collaborative Initiative

III.7. Promote and provide access to organic and sustainable local and regional food production.

Community Goal, Collaborative Initiative

The Lifelong Aspenite Policies

Policy Categories

IV. EDUCATION AND LIFELONG LEARNING

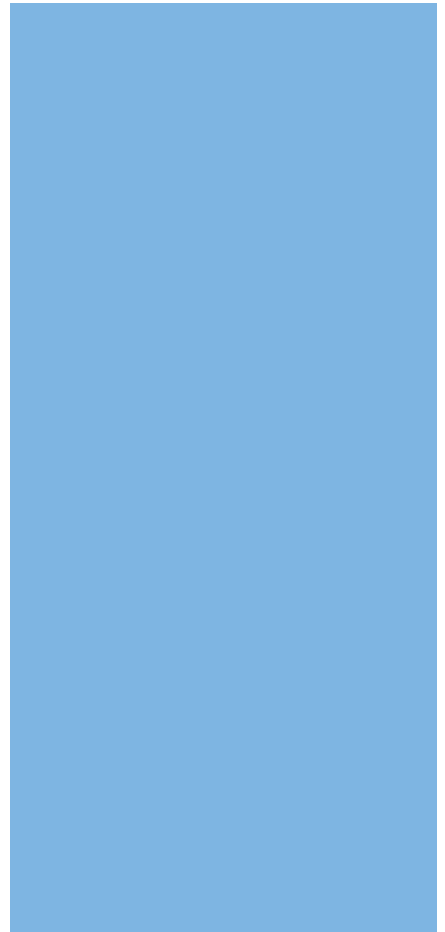
IV.1. Ensure all residents have access to local educational opportunities.

*Community Goal,
Collaborative Initiative*

AACP Appendix

Implementation Steps

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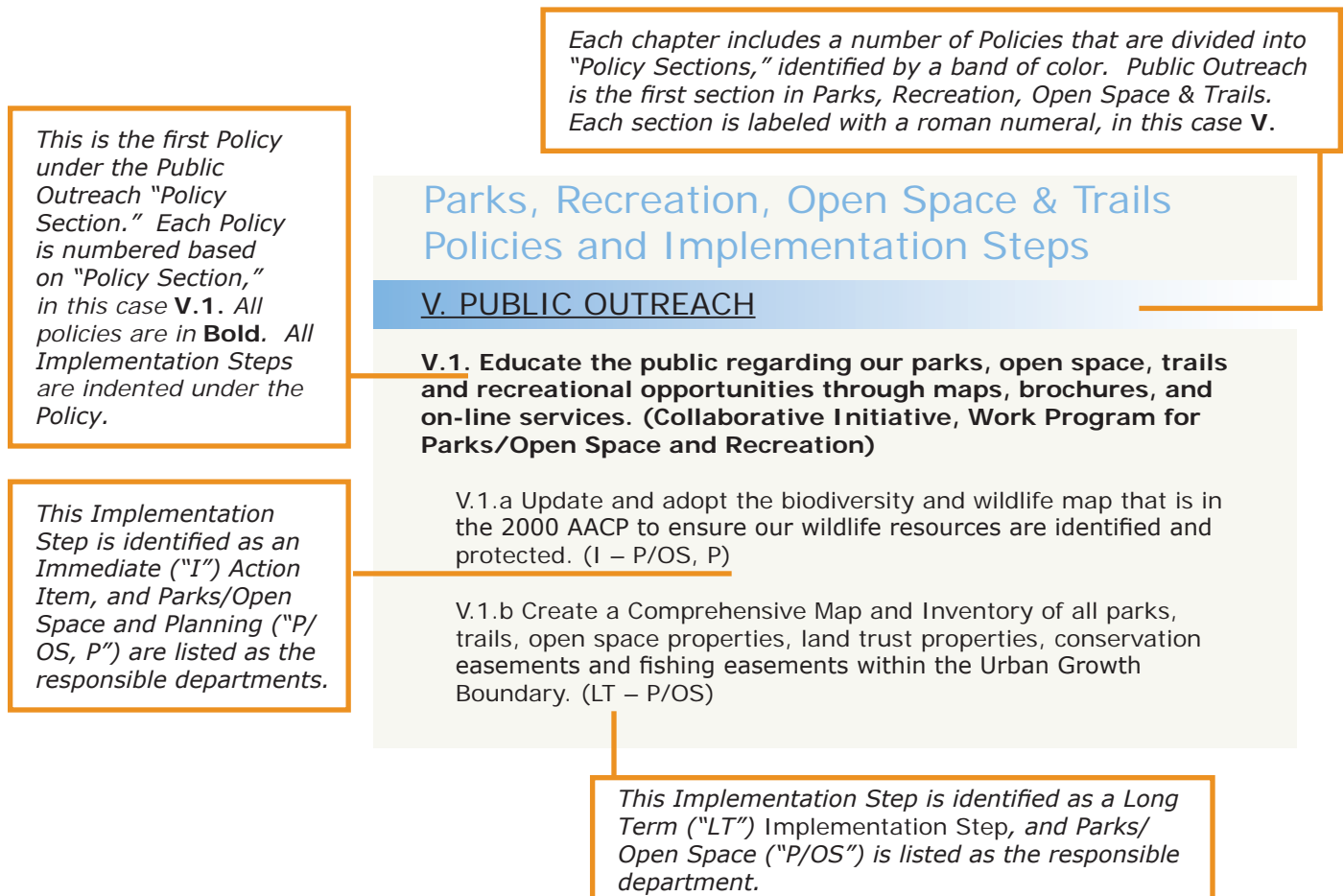
Appendix

Implementation Steps

The Implementation Steps represent a set of suggested tools to implement the Vision, Philosophy, and Policies. They are in no way an exhaustive list of everything that could be done to further community goals, but they provide a possible road map toward implementing the community's shared vision and philosophy. The policies are re-printed in the Appendix with a list of the associated Implementation Steps.

Each Implementation Step identifies a department or agency that the Planning & Zoning Commissions felt could be responsible for the implementation Steps. The list on the following page identifies the entities referenced in the plan. In addition, the Planning & Zoning Commissions identified a suggested time frame for each Implementation Step: "immediate" (I), or "long-term" (LT).

Below is an example of how to read the Implementation Steps.



Entities Referenced in the Plan

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

Population Segment Chart

A chart listing the various segments of the Aspen Area's population is located in the Appendix. This chart tracks changes in each segment since 1990, and was used by the Planning and Zoning Commissions during their review of the AACP.

Aspen Idea Implementation Steps

I. REVITALIZING THE ASPEN IDEA

I.1. Encourage local and visitor participation in the Aspen Idea and support educational efforts. (Community Goal, Collaborative Initiative)

I.1.a Research the historical roots of the Aspen Idea and establish an educational program, including on-line programming, to help rediscover and revitalize the original concept. (I – Aspen Institute, Aspen Historical Society, local organizations, CR)

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

I.2.a Explore a working group to promote collaboration and coordinate planning. This working group could be identical to, or related to, the working group referenced in Managing Growth for Community & Economic Sustainability Action Item I.4.b. (Achieving Community & Economic Sustainability). Its mission could include the following concepts, as well as many others:

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

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

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

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

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

I.4. Support and encourage activities and community infrastructure, both social and physical, that enable and sustain the Aspen Idea. (Community Goal, Collaborative Initiative)

I.4.a Encourage recreational and cultural programs that support personal growth, enhance family relationships and encourage civic involvement. (LT- Community non-profits, CR, City Manager, County Manager)

I.4.b Create incentives for alcohol free, family friendly community events (LT- Special Events)

II. FACILITIES

II.1. Maintain the legacy of the Aspen Idea by enhancing and preserving our non-profit and quasi-public facilities and spaces, and ensuring that development of new facilities is consistent with community goals, including:

- Use by a diverse range of people.
- Collaboration with other groups.
- Programs that reach outside the facility itself and into the public realm.
- Meaningful and affordable local participation in programs and offerings.
- Encouraging local talent.
- An emphasis on renovation and adaptation of current structures.
- Multi-purpose space.
- Use of reusable materials and renewable energy in its design and construction.

(See also Managing Growth for Community & Economic Sustainability Chapter.)
(Community Goal, Collaborative Initiative)

II.1.a Explore amendments to the City and County Land Use Codes to implement the policy. (I - P, City Manager, County Manager, non-profit groups, etc)

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

Managing Growth for Community & Economic Implementation Steps

I. ACHIEVING COMMUNITY & ECONOMIC SUSTAINABILITY

I.1. Achieve sustainable growth practices to ensure the long term viability and stability of our community and diverse visitor-based economy. (Community Goal, Work Program for Planning Department)

I.1.a Explore revisions to the Growth Management Quota System (GMQS) to include quotas for residential demolition and replacement. (I – P, AO)

I.1.b Explore amending the GMQS objective points system to encourage community benefits. (I – P, AO)

I.1.c Update the GMQS to reflect latest job generation and mitigation studies (see Mitigating Impacts Action Items in Section VIII). (I – P)

I.1.d Examine City and County codes to ensure they reflect the ideals articulated in the plan. (LT – P)

I.2. Ensure there is an ongoing economic analysis of the Aspen Area economy that uses a consistent metric and provides broad community understanding of the state of the economy. (Community Goal, Data Gathering)

I.2.a Establish a routine process and consistent metric to ensure an ongoing economic analysis of our economy is conducted. The analysis should take a holistic approach, including analysis of construction, job generation, business/economic sectors, tax revenues, etc. (I – P)

I.3. Explore and evaluate qualitative improvements to the Aspen area's visitor-based economy that address the interests of future generations. (Community Goal, Collaborative Initiative)

I.3.a Proactively promote a diversity of community events, activities and experiences that broaden the area's attractiveness as a destination and draw new visitors. (LT - P)

I.3.b Explore the creation of an "Aspencorps" that would draw visitors to learn new skills and volunteer their time in the Aspen community and connect to the community. (LT- P)

I.3.c Explore the creation of a coordinated, attractive signage program that promotes wayfinding & safety. (LT - P)

I.4. Identify opportunities to reduce the "boom-bust" nature of the economy. (Community Goal, Collaborative Initiative)

I.4.a Explore opportunities to diversify the economy and address "boom-bust" cycles. (LT – community groups, CM)

I.4.b Establish a collaborative working group including major institutions, the public sector, ACRA, the retail sector, the SkiCo and larger lodges to develop a community-wide strategic resort analysis and plan to maintain sustainability of the tourist economy. (LT – P, ACRA, etc)

I.4.c The working group should conduct market research and amenity and lodging product demand analysis, including examining what other resort communities are doing to attract visitors. (I – P, SE)

I.5 Through good land use planning and sound decision-making, ensure that the ultimate population density of the Aspen Area does not degrade the quality of life for residents and the enjoyment of visitors. (Community Goal)

I.5.a Explore amendments to the Land Use Code that address the policy. (LT – P)

I.6. Establish lower maximum building heights to maintain Aspen's small town character. (Community Goal, Proposed Code Amendment)

I.6.a Amend zoning, the Commercial Design Guidelines, Residential Design Guidelines and Historic Design Guidelines as needed to implement the policy. (I - P)

I.6.b Explore a reduction in heights on the south side of the street to accommodate solar considerations. (I - P)

I.7. Our public policies should be informed by reliable data on population segments* and their impacts. (*See Appendix) (Data Gathering)

I.7.a Use the Population Segment Chart as a starting point for tracking population data in the Urban Growth Boundary. Require yearly updates to be included in City and County Annual Reports. (I - P)

I.7.b Project growth/decline in future population segments by using Population Segment Chart, build-out studies, job generation estimates, Census tracking and State Demographer's Office reports. (LT - P)

I.7.c Ensure there is a reliable method for tracking all new square footage and redeveloped square footage, by use. Require yearly updates to be included in City and County Annual Reports. (I - P)

II. URBAN GROWTH BOUNDARY (UGB)

II.1 Maintain a UGB to ensure development is contained and sprawl is minimized. (Community Goal)

II.1.a Revise the Land Use Codes to require that any amendments to the UGB consider how it will increase or decrease sprawl. (LT - P)

II.2 Urban densities should be located within the commercial core of Aspen, and appropriate increases in density should only occur if they result in the preservation of land in the proximity of the UGB through TDRs or other land use tools. (Community Goal, Proposed Code Amendment)

II.2.a Explore the potential to use County TDRs in the City to preserve more and build less. (I - P)

II.2.b Explore amending the Land Use Code as necessary to implement the policy. (I - P)

III. RESIDENTIAL SECTOR

III.1. Protect the visual quality and character of neighborhoods by minimizing site coverage, mass and scale. (Proposed Code Amendment)

III.1.a Amend City and County Land Use Codes to reduce allowable site coverage and create Residential Design Standards customized by neighborhood. (I - P)

III.1.b Explore amending the City and County Land Use Codes, including the potential of using form-based design standards, and volumetric floor area calculations. (I - P)

III.1.c Study development in historic town-site areas of Aspen and other similar mountain communities in order to create standards that preserve visual quality and character. (I - P)

III.1.d Amend the County Land Use Code to establish a sliding scale floor area ratio (FAR) for substandard size parcels in the AR-10 zone. (I - P)

III.1.e Amend the City and County Land Use Codes to reduce or eliminate FAR exemptions for items such as multi-level sub-grade space and garages. (I - P)

III.2. Control the location and limit the mass and scale of homes in order to:

- **Protect the natural visual quality and scenic value of river corridors and mountainsides, while also preventing environmental degradation and protecting water quality.**
- **Protect our small town community character and historical heritage.**
- **Limit consumption of energy and building materials.**
- **Limit the burden on public infrastructure and ongoing public operating costs.**
- **Reduce short- and long-term job generation impacts, such as traffic congestion and demand for affordable housing.**
- **Limit zoning variances to reduce impacts on the neighborhood and the community.**
- **Limit site coverage.**

(Proposed Code Amendment)

III.2.a City and County Planning and Zoning Commissions should jointly and comprehensively examine and improve the following Land Use Code regulations:

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

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

III.2.c Amend City and County Land Use Codes to address proper location and solar orientation of homes. (I - P, B, CI)

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

III.2.e Explore amending the City's Scenic View Protection Standards to include additional roads. (I - P)

III.2.f Explore amending City and County Land Use Codes to establish a lower house size hard cap. (I - P)

III.3. Ensure City and County codes are consistent in the vicinity of City/County boundaries to prevent shifts in the character of neighborhoods, and encourage smoother cross-boundary transitions regarding house size and density. (Proposed Code Amendment)

III.3.a Amend City and County Land Use Codes to implement the policy, including a smoother transition in house sizes from the city to the county. (I - P)

III.3.b Establish an Inter-Governmental Agreement regarding an annexation policy in the area within the UGB. (I - P)

III.3.c Explore mechanisms for a joint review by the City and County Planning & Zoning Commissions of development in the UGB. (I - P)

III.3.d Amend City and County Land Use Codes to make variance criteria more stringent in order to limit the impact of those variances on neighborhoods. (I - P)

III.4. Ensure that the County and City Transferrable Development Rights (TDR) programs continue to effectively preserve backcountry areas/agricultural lands and historic structures, respectively. (Work Program for Planning Department, Proposed Code Amendment)

III.4.a Evaluate the City and County TDR programs to ensure they are serving a valuable public purpose. (I - P)

III.4.b Ensure the viability of the County's Transferable Development Right (TDR) program. Scope of work would include:

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

III.4.c Explore a new square footage buy-back program, such as a Purchase of Development Rights (PDR) program or a conservation easement approach, for projects that are vested for more than 5,750 square feet to encourage owners not to exceed or reduce that size. (LT - P)

III.4.d Explore expanding the City and County TDR Programs to address additional community goals, including incentivizing locally-serving commercial spaces and moderately sized lodging. (LT - P)

IV. LODGING SECTOR

IV.1. Minimize the further loss of lodging inventory. (Community Goal, Collaborative Initiative, Proposed Code Amendment)

IV.1.a Explore amending the City Land Use Code to eliminate the provision for new multifamily free market residential as the sole non-lodging use on a parcel in the Lodge Zone District. (I - P)

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

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

IV.1.d Explore amending the City and County Land Use Codes to limit the ability to convert lodging to other uses. (I – P)

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

IV.2.a Update the City and County lodging database including information on room sizes, age, bed base and amenities provided. (I – ACRA, SkiCo)

IV.2.b Identify and describe a desirable mix of lodging inventory and use this desired balance to incentivize product type for new lodging development with a goal of establishing a balanced inventory. (I – P, ACRA, SkiCo, SAS)

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

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

IV.2.f Amend the City Land Use Code to allow for flexibility in lodging unit sizes and configurations that can respond to seasonal and economic change. (I – P)

IV.2.g Explore potential public/private partnerships to produce economy/moderate lodging. (I – P)

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

IV.3.a Amend the City and County Land Use Codes and design guidelines to incentivize publicly accessible, on-site amenities to be conveniently accessible and welcoming to both visitors and residents. (I - P)

IV.3.b Encourage a diversity of lodging amenities between lodges to ensure a balance within the community. (I – P)

IV.4. Zoning and land use processes should result in lodging development that is compatible and appropriate within the context of the neighborhood, in order to:

- Create certainty in land development.
- Prioritize maintaining our mountain views.
- Protect our existing lodges.
- Protect our small town community character and historical heritage.
- Limit consumption of energy and building materials.
- Limit the burden on public infrastructure and ongoing public operating costs.
- Reduce short- and long-term job generation impacts, such as traffic congestion and demand for affordable housing.

(Community Goal, Proposed Code Amendment)

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

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

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

V. COMMERCIAL SECTOR

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

V.1.a Conduct a Market Study to identify the aggregate retail demand of local residents and determine whether there are adequate local-serving businesses to meet that demand, and if there are types of business that are over-represented in the downtown and consider creating tools, such as quotas, limited prohibitions, zoning, etc, to manage imbalances. (I - P)

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

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

V.1.d Explore creating a program to encourage limited-use commercial spaces, which would be charged lower rents or rents based on a percentage of sales. (I - P)

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

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

V.2. Facilitate for the sustainability of essential businesses that provide basic community needs. (Collaborative Initiative, Incentive Program, Work Program for Planning Department)

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

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

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

V.3. Ensure that the City Land Use Code supports innovative development that respects our architectural heritage in terms of site coverage, mass, scale, form and a diversity of heights, in order to:

- Create certainty in land development.
- Prioritize maintaining our mountain views.
- Protect our small town community character and historical heritage.
- Limit consumption of energy and building materials.
- Limit the burden on public infrastructure and ongoing public operating costs.
- Reduce short- and long-term job generation impacts, such as traffic congestion and demand for Affordable housing.

(Work Program for Planning Department, Proposed Code Amendment)

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

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

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

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

VI. PUBLIC, INSTITUTIONAL AND NON-PROFIT SECTOR

VI.1 Zoning and land use processes should result in public, institutional and non-profit development that is appropriate and respectful within the context of the neighborhood, and should clearly reflect its use. (Community Goal, Proposed Code Amendment)

VI.1.a Amend zoning, the Commercial Design Guidelines, and Historic Design Guidelines as needed to implement the policy. (I - P)

VI.1.b Explore changes to the land use review process as needed to implement the policy. (I - P)

VI.1.c Generate development scenarios using 3-D modeling to test whether Commercial Design Guidelines and Historic Preservation Guidelines would implement the policy. (I - P)

VI.2. Public sector development should be a model for the ideals reflected in this plan, and should comply with the Land Use Code. (Community Goal)

VI.2.a Explore methods and projects that enable the City and County to model the ideals set forth in this plan. (LT – CM)

VI.2.b Amend the Land Use Code as needed to implement the policy. (I – P)

VI.3. Preserve and enhance our non-profit and quasi-public facilities and spaces. (See also Aspen Idea Chapter) (Collaborative Initiative)

VI.3.a Address the potential future loss of civic buildings and spaces through a variety of methods, including public-private partnerships. (I - P, City Manager, County Manager, non-profit groups, etc)

VI.3.b Explore community partnerships, amendments to codes and other methods to ensure the continuation of publicly-accessible spaces used and/or owned by non-profits, institutions and civic organizations. (I - P, City Manager, County Manager, non-profit groups, etc.)

VI.3.c Explore the creation of a multiple-use community gathering place that serves as a hub for activities. The center should be easily accessible and close to complimentary community amenities. (LT – SrS, non-profit groups)

VI.3.d Explore the creation of new open air or quasi-pedestrian “market places” that utilize public spaces. (LT – City Manager, P)

VI.3.e Explore establishing a highly visible and central visitor welcome and information center to provide visitors with information on activities, attractions, businesses and lodging in the area. (LT – ACRA, P)

VI.3.f Encourage adaptable use of public spaces, including downtown streets, for events. (LT- P)

VI.4. New or expanded non-profit facilities in the UGB should be located within the City limits, excepting non-profits with missions that reflect rural values and activities. (Proposed Code Amendment)

VI.4.a Examine the Pitkin County Land Use Code to ensure it implements this policy and amend the code accordingly. (I – P)

VII. MITIGATING IMPACTS

VII.1. Study and quantify all impacts that are directly related to all types of development. (Community Goal, Work Program for Planning)

VII.1.a Conduct a comprehensive review and study of all impacts (both positive and negative) resulting from new development. (I - P)

VII.1.b Explore amendments to the City and County Codes to address impacts. (I – P, AO)

VII.2. Ensure that new development and redevelopment mitigates all reasonable, directly-related impacts. (Work Program for Planning Department & APCHA, Proposed Code Amendment)

VII.2.a Conduct a comprehensive review of all mitigation options. (I - P)

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

VII.2.c City and County shall conduct an updated study on short- and long-term job generation impacts of both part- and full-time residential development. The study should account for different job generation rates based on property types and neighborhoods, e.g., downtown condominiums, West End, larger county properties, and should be updated as needed. (I - P, APCHA)

VII.2.d Create a “mitigation menu” based on the job generation study, including:

- Incentivize the provision of on-site affordable housing. This could include prioritization in receiving a building permit, points in growth management, etc. (I – P)
- Recalculate City and County cash-in-lieu payment amount to reflect the job generation study, as well as all actual costs of providing off-site affordable housing, such as the soft costs of locating developable property, planning, designing, conducting the appropriate public processes, identifying buy-down properties, etc, as well as the traditional hard costs of construction (I - P, APCHA)

- Consider establishing an official list of deed-restricted housing projects and potential buy-down properties that developers could buy into to mitigate their affordable housing impacts. (I - P, APCHA)
- Explore public-private partnerships to create and manage affordable housing. (I - P, APCHA)
- Consider amending the County code to allow for the creation of housing credits that developers can buy for their own mitigation. (I - P)

VII.2.e Examine the County's fee/mitigation policy regarding Resident-Occupied (RO) homes. (I - P, APCHA)

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

VII.3. Allow abatements in mitigation for certain types of development that provide significant community benefits and are in the public interest. (Community Goal, Proposed Code Amendment)

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

VII.3.b Define "community benefits". (I - P&Z, APCHA)

VII.3.c Develop and codify review standards that allow the mix of on-site versus off-site community housing to be evaluated objectively based on the community housing benefits list. (LT - P)

VII.3.d Explore amendments to the City and County Codes to:

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

VII.4. Develop better methods to manage adverse construction impacts, including a construction pacing system that respects quiet enjoyment of our community and neighborhoods. (Community Goal, Proposed Code Amendment)

VII.4.a Review the effectiveness of recent construction management plan codes and expand and improve as needed to address policy. (I - P, E)

VII.4.b Explore amending and coordinating City and County codes to pace the level of construction activity on an annual basis. (I - P)

VII.4.c Explore amending codes to include residential demolition and replacement ("scrape and replace" development) in the pacing system. (I - P)

VII.4.d Explore not pacing certain types of development, including affordable housing, conversion of free-market housing to affordable housing, and projects that apply for a building permit and act on it within one year of a development order. (I - P)

VII.4.e Explore generating an objective list of community benefits through which an applicant may earn "points" under a pacing system to gain preferential treatment, such as being moved toward the "head of the line." As an example, preferential treatment could be awarded for construction associated with older homes that have not undergone significant redevelopment to date. (I - P)

VII.4.f Explore UGB-wide pacing system that is based on a percentage square footage increase that is allowable per year. (I - P)

VII.4.g Explore the role of the duration of vested rights as a tool in a pacing system. (I - P, AO)

VII.4.h Explore a "target" year, determined to be acceptable in terms of construction activity, to be used as baseline for a building permit cap. (I - P)

VII.4.i Where development quotas have been established to address inadequate infrastructure, explore allowing the restriction to "sunset" at such time as specific infrastructure improvements or other accomplishments have been made to ensure improved quality of life. (LT - P)

VIII. REVIEW PROCESS

VIII.1. Restore public confidence in the development process. (Community Goal, Collaborative Initiative)

VIII.1.a Amend City and County Land Use Codes to create a greater expectation of certainty and predictability in the review process. (I – P)

VIII.1.b Create a publicly accessible UGB-wide 3-D model that shows what development is permitted under the City and County Land Use Codes. (I – P)

VIII.1.c Amend the PUD regulations to address the placement of allowable mass, scale and density, rather than using the PUD process to exceed underlying dimensional requirements. (I – P)

VIII.1.d Amend City and County codes to establish an absolute height limit that can be achieved through a PUD or other process. (I – P)

VIII.1.e Amend City and County Land Use Codes to prohibit the use of the PUD process to exceed underlying zone district requirements. (I – P)

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

VIII.2. Create certainty in zoning and the land use process. (Community Goal)

VIII.2.a Explore amendments to the noticing and vested rights requirements as necessary to implement the policy. (I – P, AO)

VIII.2.b Explore amendments to the City and County Land Use Code as necessary to implement the policy. (I – P)

VIII.2.c Improve and codify a clear definition of what “conceptual” review and “final” review address. (I – P)

VIII.3. Ensure that PUD and COWOP processes result in long-term community benefits and do not degrade the built environment through mass and scale that exceed Land Use Code standards. (Community Goal, Proposed Code Amendment)

VIII.3.a Eliminate the COWOP process, or amend the COWOP section of City code to include full Planning & Zoning Commission review of projects as if the proposal were a Conceptual & Final PUD. (I – P)

VIII.3.b Review City and County Planned Unit Development (PUD) and COWOP land use code provisions with the intention of strengthening language to require strong and demonstrable community benefits in perpetuity in exchange for any dimensional variance, and limit the capacity to exceed Land Use Code standards. (I – P)

VIII.3.c Conduct a comprehensive study of PUD and COWOP projects from the past 5 years comparing the code in place at the time and what was actually approved, e.g. dimensional standards, community benefits, etc. (I – P)

West of Castle Creek Corridor Implementation Steps

I. LAND USE

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

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

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

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

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

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

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

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

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

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

I.1.j Create a master sign plan for pedestrian and vehicle traffic for the West of Castle Creek Corridor area to facilitate user-friendly access and circulation for residents and visitors, and coordinate the sign plan with other signage in the UGB. (I – P)

II. SCENIC

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

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

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

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

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

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

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

III. TRANSPORTATION

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

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

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

III.1.c Complete and implement a Highway 82 access control plan study 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 Aspen Business Center and ensure that the location of signalized intersections support effective mode transfers from transit to Park and Ride facilities. (I - PW, CDOT)

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

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

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

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

III.1.h Explore options for enhancing the transition between transportation modes at Park and Ride locations that would improve the quality of the transit experience. As one option, consider a frequent shuttle from Park and Ride locations. (I – RFTA)

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

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

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

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

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

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

Transportation Implementation Steps

Primary Transportation Policies:

1. Use Transportation Demand Management (TDM) tools to accommodate additional person trips in the Aspen Area. (Community Goal, Collaborative Initiative)
2. 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 below 1993 levels. (Community Goal, Collaborative Initiative)

I. PUBLIC TRANSIT

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

I.1.a The City, County, Snowmass Village, EOTC, SkiCo, the Airport, CDOT and RFTA must be active, working partners to help implement RFTA's BRT. (I – T, County Manager, City Manager, Town of Snowmass Village, RFTA, SkiCo, PW, Airport)

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

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

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

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

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

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

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

I.1.i Incorporate public art at RFTA's BRT stations. (I – RFTA, T, PW, City Manager, County Manager)

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

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

I.1.l Provide additional information about the resort, including information related to transit options between the ski mountains, at major transit areas, including Rubey Park. (LT – ACRA, T, RFTA)

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

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

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

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

I.2.d Explore options for enhancing the transition between modes at Park and Ride locations to improve the quality of the experience. As one option, consider a frequent shuttle from Park and Ride locations. (I – RFTA)

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

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

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

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

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

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

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

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

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

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

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

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

II. BIKE AND PEDESTRIAN

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

II.1.a Identify bike and pedestrian trail extensions and improvements with the greatest potential for integrating with public transit. Prioritize these improvements to assist in annual budgeting decisions. (I – T, OS/P, RFTA, PW)

II.1.b Identify bike and pedestrian trail links and improvements with the greatest potential for extending commuter trails. Prioritize these improvements to assist in annual budgeting decisions. (I – T, OS/P, RFTA, PW)

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

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

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

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

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

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

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

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

II.3.f Explore pursuing designation as a National Bike Friendly Community. (LT - P/OS, T)-

III. USER GROUPS AND TRANSPORTATION DEMAND MANAGEMENT

III.1. Reduce vehicular trips that are generated by employment, special events, construction activity, schools, recreation, the service industry, local residents and other activities. (Community Goal, Collaborative Initiative)

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

III.3. Require development to mitigate for its transportation impacts. (Proposed Code Amendment)

III.3.a Amend codes to require that all new major development identify and mitigate its transportation impacts. (I – P, T)

III.3.b Adopt a Transportation Demand Management (TDM) policy, using an Aspen-based trip generation model, that can be implemented by development to mitigate its transportation impacts. (I – P, T)

III.3.c Update existing transportation mitigation fees to include all costs, including physical and long-term operational costs. (I – P, T)

III.3.d Amend City and County codes to ensure development upholds its transportation mitigation commitments as approved. (LT – P, T)

IV. ENTRANCE TO ASPEN

IV.1. We are first committed to reducing traffic by implementing Transportation Demand Management (TDM) solutions. (Community Goal, Collaborative Initiative)

IV.1.a Maximize TDM solutions to the Entrance to Aspen before planning a built solution. (I – City Manager, County Manager, T, EOTC)

IV.2. Develop a list of Community Objectives to evaluate options for physical improvements to the Entrance to Aspen, such as:

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

(Community Goal, Collaborative Initiative)

IV.2.a Community objectives, such as those listed in the policy, should be used to evaluate any proposal for physical improvements to the Entrance to Aspen. (LT – City Manager, County Manager, T, EOTC)

V. PARKING

V.1. Develop a strategic parking plan that manages the supply of parking and reduces the adverse impacts of the automobile. (Collaborative Initiative, Work Program for Parking and Transportation Departments)

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

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

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

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

V.1.e Amend the City Land Use Code to establish a maximum number of parking spaces associated with development to discourage automobile use, rather than a minimum. (I – P)

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

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

V.1.h Any decrease in parking should be offset by an equal increase in transit service. (LT - T, P)

VI. EDUCATION AND PUBLIC OUTREACH

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

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

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

VI.2. Build awareness regarding government subsidies for transportation, including the fact that subsidies not only support public transit but also provide major support to sustain roads and highways. (Collaborative Initiative)

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

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

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

VII. AIRPORT

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

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

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

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

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

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

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

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

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

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

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

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

VII.4.b Ensure modifications to the terminal are consistent with community character. (I – A, P)

VII.4.c Explore the feasibility of establishing a final-destination bag delivery for airport arrivals. (I – A)

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

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

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

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

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

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

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

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

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

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

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

VIII. FUNDING

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

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

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

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

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

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

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

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

IX. DATA GATHERING

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

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

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

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

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

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

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

Housing Implementation Steps

I. SUSTAINABILITY AND MAINTENANCE

I.1. Affordable housing should have adequate capital reserves for major repairs and significant capital projects. (Collaborative Initiative)

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

I.1.b Ensure affordable housing assess adequately for major repairs and reserves based on the study. (I – APCHA)

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

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

I.2. All deed-restricted housing units should be utilized to the maximum degree possible. (Collaborative Initiative, Work Program for APCHA)

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

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

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

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

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

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

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

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

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

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

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

I.5.a Educate affordable housing residents on existing energy efficiency and safety incentives, and create new ones. (I – APCHA, EH, CI, B)

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

II. PROGRAM IMPROVEMENTS

II.1. The housing inventory should bolster our socioeconomic diversity. (Community Goal)

II.1.a Explore the value of creating a new housing unit goal, similar to the goal included in the 2000 AACP. (I – APCHA, City, County)

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

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

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

II.1.e Study the affordable housing model used by Aspen Volunteer Fire Department for possible implementation on a larger scale. (I – APCHA)

II.2. Affordable housing should be prepared for the growing number of retiring Aspenites. (Community Goal, Work Program for APCHA)

II.2.a Gather data on the current and future trend of retiring Aspenites and analyze the potential impacts on affordable housing. Amend the Housing Guidelines to address those impacts. (LT – APCHA)

II.3. Encourage employers to participate in the creation of seasonal rental housing. (Collaborative Initiative, Incentive Program)

II.3.a Create a working group of interested parties to explore the creation of new seasonal rental housing. (I – APCHA, Housing Frontiers, City Manager, County Managers, private sector)

II.4. Employers who provide housing for their workers through publicly-owned seasonal rental housing should assume proportionate responsibility for the maintenance and management of the facility. (Collaborative Initiative, Incentive Program)

II.4.a Explore methods to place proportionate responsibility on employers for the management and use of existing seasonal housing. (I – APCHA, City Manager, County Managers, private sector)

II.5. Redefine and improve our buy-down policy of re-using existing housing inventory. (Work Program for APCHA)

II.5.a Amend the City and County Land Use Codes and Housing Guidelines to clarify the parameters of buying down a property to address issues such as requirements of condominium declarations, allocation of assessments, physical condition and long term maintenance. (I – P, APCHA)

II.5.b Explore amending the City and County land use codes to define the parameters of a buy-down mitigation unit, in other words, whether buy-down applies solely to free market units, or can also occur within affordable housing categories. (I – P)

II.5.c Conduct a study to determine the financial feasibility of the public sector engaging in the buy-down of free-market units compared to constructing new affordable housing units. (LT – P, APCHA)

II.5.d Explore the creation of a buy-out program. (I – APCHA)

II.5.e Require a Capital Reserve Study, plan and adequate assessments for maintenance and proportionately-funded reserves when a buy-down or buy-out is being considered. (I – APCHA)

II.6. Eliminate the Accessory Dwelling Unit (ADU) program, unless mandatory occupancy is required. (Proposed Code Amendments)

II.6.a Increase the rate of occupancy for existing Accessory Dwelling Units & Caretaker Dwelling Units. Explore incentives and penalties. (I - APCHA)

II.6.b Explore buy-out program for existing ADUs. (I – APCHA)

III. FISCAL RESPONSIBILITY

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

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

III.1.b Explore APCHA's taxing authority as an option to fund affordable housing. (I – APCHA)

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

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

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

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

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

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

III.2 Promote broader support and involvement in the creation of non-mitigation Affordable housing, including public-private partnerships. (Collaborative Initiative, Incentive Program)

III.2.a Establish a working group of people who represent the City, County, public agencies, and the private sector to implement the policy. Explore models of producing affordable housing units, including quasi-public housing development corporations. (I – APCHA, Housing Frontiers, City and County Managers, private sector, taxing districts)

III.2.b Explore the creation of a program where the City or County would provide a tax benefit, payment or life-estate planning or other financial incentive to a free-market homeowner to include their property in the City/County's land banking for future affordable housing. (I – City Manager, County Manager)

III.2.c Explore creating a program for deed restrictions for a defined duration. (I – APCHA)

III.2.d Explore the benefits of expediting specific affordable housing projects through the development and construction phase. (I – P, B, APCHA)

IV. LAND USE & ZONING

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

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

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

IV.2. All affordable housing must be located within the Urban Growth Boundary. (Proposed Code Amendment)

IV.2.a Explore any code amendments required to implement this policy. (I – P)

IV.3. On-site housing mitigation is preferred. (Work Program for Planning Department & APCA, Proposed Amendment)

IV.3.a Amend the City and County codes to include the following prioritization for housing mitigation for all types of development: on-site, off-site (buy-down, buy-out, and Housing Credits), and cash-in-lieu (I – P)

IV.3.b Amend the City and County codes to prohibit the conversion of existing lodge units to affordable housing. (I – P)

IV.3.c Update the Housing Guidelines to provide a mechanism to reject mitigation offered by developers when it does not meet APCA guidelines/policies. (I – APCA)

IV.3.d Amend the City and County codes to allow off-site housing only through a special review process. (I – P)

IV.3.e Amend the City and County codes to require all development that generates jobs within the Aspen UGB to provide the required mitigation within the UGB. (I – P)

IV.4. Track trends in housing inventory and job generation to better inform public policy discussions. (Data Needs)

IV.4.a Develop and implement a system to reliably track the gain and loss in free-market housing traditionally used by local workers. (I – P, City Manager, County Manager, APCA)

IV.4.b Gather information on the existing affordable housing inventory, include unit type, number of bedrooms, category and track changes in the inventory. (I – APCA)

IV.5. The design of new affordable housing should optimize density while demonstrating compatibility with the massing, scale and character of the neighborhood. (Proposed Code Amendment)

IV.5.a Examine the City and County codes to ensure they support the policy. (I – P)

IV.5.b Amend the code to define “neighborhood.” (I – P)

IV.6. Residents of affordable housing and free-market housing in the same neighborhood should be treated fairly, equally, and consistently, with regard to any restrictions or conditions on development such as parking, pet ownership etc. (Proposed Code Amendment)

IV.6.a. During the review of any new affordable housing development, the prohibitions, constraints, and permissions generally found in the neighborhood, such as those regarding parking and pets, should be consistently applied to the proposal. New affordable housing development must not be the subject of discrimination. (I – P)

V. HOUSING RULES AND REGULATIONS

V.1. The rules, regulations and penalties of affordable housing should be clear, understandable and enforceable. (Work Program for APCHA)

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

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

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

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

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

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

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

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

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

Parks, Recreation, Open Space & Trails Implementation Steps

I. PARKS

I.1. Acquire land for active and passive parks. (Community Goal, Collaborative Initiative, Work Program for Parks, Open Space Departments)

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

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

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

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

II. RECREATION

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

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

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

II.2 The Aspen Recreation Department should strive to be financially self-sustaining while providing affordable, accessible and quality recreational opportunities. (Collaborative Initiative, Work Program for Recreation Department)

II.2.a Explore special events programming that optimizes the use of existing recreational facilities, while generating revenue. (LT – SE, ARD)

II.2.b Seek partnerships with outside entities to reduce overall subsidies and to help promote Aspen's recreational facilities. (LT – ARD)

II.2.c Implement energy-efficiency measures and use sustainable energy resources, where viable, to help reduce energy costs for recreational facilities. (I – ARD)

II.2.d Promote the Aspen Area as a high-altitude training venue. (I – ARD)

II.3. Strive to integrate physical rehabilitation and adaptive recreation into Aspen Recreation Department facilities and programs. (Work Program for Recreation Department)

II.3.a Identify and invite potential partners to update the Recreation Business Plan to identify staffing and facilities necessary to accommodate physical rehabilitation and adaptive recreation programs. (LT – ARD)

II.4. New recreational facilities should fully offset impacts and maintain the contextual character of the built environment. (Proposed Code Amendment)

II.4.a Explore mitigation tools in order to fully offset impacts from new recreational facilities and programs. (LT – P, T)

III. OPEN SPACE

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

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

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

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

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

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

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

III.3 Continue to promote multi-jurisdictional collaboration for open space acquisition, acknowledging that open space and trail systems are regional assets that improve the region's quality of life. (Community Goal, Collaborative Initiative, Work Program for Parks, Open Space Departments)

III.3.a Pursue public-private partnerships as an important tool for completing future projects.

III.3.b Ensure the new Top of the Rockies National Scenic and Historic Byway is enhanced and preserved through cooperative partnerships. (LT – Top of the Rockies National Scenic and Historic Byway Board of Directors, Non-Profits, P/OS)

IV. TRAILS

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

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

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

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

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

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

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

IV.2. Encourage regional trail planning and multi-jurisdictional collaboration. (Community Goal, Collaborative Initiative)

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

IV.3. Increase opportunities for year-round trail commuting. (Collaborative Initiative, Work Program for Parks, Open Space Departments)

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

V. PUBLIC OUTREACH

V.1. Educate the public regarding our parks, open space, trails and recreational opportunities through maps, brochures and on-line services. (Collaborative Initiative, Work Program for Parks, Open Space and Recreation Departments)

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

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

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

V.1.d Improve public access to and information about parks, recreation, open space and trail facilities through brochures and signage programs. (LT – P/OS, ARC)

V.1.e Support education and outreach efforts for the Top of the Rockies National Scenic and Historic Byway. (LT – Top of the Rockies National Scenic and Historic Byway Board of Directors)

Environmental Stewardship Implementation Steps

I. GREENHOUSE GASES

I.1. By 2020, reduce the carbon footprint of the Aspen Area from 2004 levels by 30% (to 588,612.5 tons CO₂-e). (Community Goal, Work Program for Canary Initiative)

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

I.1.b Continue the Canary Initiative and community-wide Greenhouse Gas Emissions Inventory and establish interim reduction goals. (LT - CI)

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

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

I.2. All existing development and uses should minimize their greenhouse gas emissions. (Community Goal, Work Program for Canary Initiative)

I.2.a Explore the creation of incentives for existing development to minimize their greenhouse gas emissions. (I - P, B, E/SW)

I.3. Incentivize alternative forms of transportation to reduce reliance on fossil fuels. (Incentive Program)

I.3.a Implement purchasing policy for new City and County vehicles to include hybrid, electric, or alternative fuel vehicles whenever possible. All vehicles purchased should score at 8 or higher for both air pollution and greenhouse gas emissions as listed in the EPA's green vehicle guide. (I – EH, CI, Streets, Asset)

I.3.b Incentivize the use and purchase of high-efficiency vehicles by the public, including rental car companies (LT - CI)

I.3.c Incentivize air travelers to voluntarily offset impacts from flights through the purchase of Canary Tags. (I – CI)

I.3.d Continue to work with the FAA to further reduce the pollution impacts of the airport. (LT – CI)

I.3.e Explore the potential benefits of adding bike lanes to existing rights-of-way, including looking for opportunities to eliminate some onstreet parking and replacing it with bike lanes. (I – T, Streets, P, E, City Manager)

I.3.f Establish a community bike sharing program throughout the UGB. (I – T)

I.3.g Encourage and increase the use of carpooling and car-sharing in the Aspen Area, including educating the public on the options and availability. (I – T)

I.4. All new development and uses should minimize their greenhouse gas emissions. (Proposed Code Amendment)

I.4.a Review and update elements of the Building Code to minimize the use of unsustainable resources and those that have high levels of embodied energy. (I – CI, EH, B)

I.4.b Quantify, evaluate and reduce construction emissions. (I – EH)

I.4.c Amend the City and County land use codes to require all development to go through an environmental review that ensures it will meet the established thresholds. (I - P, EH, CI, SW, B)

I.4.d Establish a sliding scale of environmental thresholds for development. (I – P, EH, CI, B)

II. AIR QUALITY

II.1. Improve air quality. (Community Goal, Collaborative Initiative, Work Program for Environmental Health Department)

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

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

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

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

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

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

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

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

II.3. All existing development and uses should minimize their air pollution emissions. (Community Goal, Work Program for Environmental Health and Planning Departments)

II.3.a Explore the creation of incentives for existing development to minimize their air pollution emissions. (I - P, B, E/SW, CI)

II.4. All new development and uses should minimize their air pollution emissions. (Proposed Code Amendment)

II.4.a Explore amending the land use codes to require all development to go through an environmental review that ensures it will meet established sliding scale thresholds for air pollution. (I – P, EH, CI)

III. WATER

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

III.6. Require new development to treat its stormwater runoff, with a preference for on-site treatment. (Work Program for Engineering and Planning Departments, Proposed Code Amendment)

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

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

III.7. Encourage existing development to treat its stormwater runoff, with a preference for on-site treatment. (Work Program for Engineering Department)

III.7.a Explore the creation of incentives for existing development to treat stormwater runoff on-site. (I - P, B, E/SW)

IV. WASTE MANAGEMENT AND REDUCTION

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

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

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

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

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

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

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

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

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

IV.1.i Lobby state legislature to improve laws and regulations in order to implement policy. (LT – EH)

IV.2. Adequate funds should be available for environmental monitoring and eventual remediation of the Pitkin County Landfill. (Work Program for Landfill)

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

IV.3. Minimize off-site snow storage. (Work Program for Planning, Engineering, Streets, and Environmental Health Departments)

IV.3.a Work with development to minimize off-site snow storage, and explore potential code amendments to implement the policy. (LT – P, E/SW, Streets, EH)

IV.4. Increase the practice of deconstruction and increase the amount of materials that are diverted from the landfill, reused or recycled. (Proposed Code Amendment)

IV.4.a Explore amending City and County building codes to require deconstruction rather than demolition of existing structures so that materials and components that can be reused are separated and made available for salvage and reuse, and recyclable materials are handled appropriately. (I/LT- B, EH, P, L)

IV.4.b Explore opportunities to create incentives in the building process for increasing deconstruction and salvage. This could include giving discounted access to the Pitkin County Landfill, adjusting landfill/building permit fees when a building is deconstructed instead of demolished, imposing fees at time of building permit to cover the costs of construction waste that goes to the landfill, or prioritizing building permit review based on the level of deconstruction and on the amount of construction and development waste that is recycled. (LT – EH, B, L)

IV.4.c Explore opportunities in the state to recycle or re-use construction and development waste that cannot be accommodated at the Pitkin County Landfill. (LT – EH, L)

V. RENEWABLE ENERGY

V.1. Reduce our dependence on non-renewable energy sources and instill an ethic of energy accountability. (Community Goal, Work Program for Canary initiative and Utility Department)

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

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

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

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

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

V.2. Continue to pursue efforts to establish an electric portfolio of 100% renewable energy. (Community Goal, Work Program for Canary Initiative and Utility Department)

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

V.3. By 2020, reduce electricity and natural gas consumption in the Urban Growth Boundary from 2004 levels by 15% (to 229,488.1 tons CO₂-e). (Community Goal , Work Program for Canary Initiative and Utility Department)

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

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

V.3.c Incentivize private development of ground source heat pumps, solar panels and wind power. (LT - CI, U)

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

V.4. Require new development and redevelopment to minimize their energy usage and use on-site renewable energies as the site allows. (Incentive Program, Work Program for Canary Initiative and Building Department, Proposed Code Amendment)

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

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

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

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

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

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

V.5. Existing development should minimize energy usage and use on-site renewable energies as the site allows. (Incentive Program, Work Program for Canary Initiative and Building Department)

V.5.a Encourage energy audits when an improved property is sold so the new buyer is aware of the energy costs, and potential improvements, of the building. (LT – CI)

V.5.b Adopt a program that would allow property owners to get a loan from the City or County for energy upgrades that would be paid back over time through increased property taxes (e.g. a lien on the property). (I – CI)

V.5.c Amend City and County land use codes to remove barriers to the use of renewable energy, such as solar panels, on development. (I – P)

VI. WEED MANAGEMENT

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

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

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

VII. WILDLIFE AND WILDLIFE HABITAT

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

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

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

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

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

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

VII.2. Elected and appointed Boards and Commissions should consider environmental and wildlife issues when making decisions. (Community Goal, Proposed Code Amendment)

VII.2.a Amend the code, as needed, to ensure environmental and wildlife issues are incorporated as review criteria. (LT – P)

Historic Preservation Implementation Steps

I. HISTORIC PRESERVATION EDUCATION

I.1. Raise public awareness of and appreciation for the many eras of Aspen’s story. (Collaborative Initiative)

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

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

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

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

I.2. Improve public awareness and understanding of the City and County Historic Preservation Programs. (Collaborative Initiative)

I.2.a Implement a comprehensive education program that explains the overall goal of the preservation programs, and rights and obligations of owners, developers, Realtors and licensed historic contractors. (I – P)

I.2.b Update standards for public notices to include a non-technical summary about proposed projects and links to on-line development plans, staff reports, 3-D modeling, and meeting schedules. (I – P)

I.2.c Use 3-D modeling as an educational tool for the public. (LT – P)

I.2.d Collaborate with local groups, such as the Aspen Historical Society, to plan special events related to Aspen Area history and architectural innovation, etc. (I – P, local agencies)

II. UPDATING THE HISTORIC PRESERVATION PROGRAM

II.1. Ensure that City codes support innovative development while respecting the historic integrity of designated structures and ensuring compatibility with the surrounding context in terms of site coverage, mass, scale, height and form. (Work Program for Planning Department, Proposed Code Amendment) (See Managing Growth for Community & Economic Sustainability Policy IV.3)

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

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

II.2. Ensure that the Historic Preservation Benefits Package encourages owners of landmark properties to preserve structures to the highest possible degree of historic integrity while minimizing adverse impacts to the neighborhood. (Work Program for Planning Department)

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

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

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

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

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

III. PUBLIC SECTOR

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

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

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

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

IV. PUBLICLY ACCESSIBLE INTERIORS

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

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

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

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

V. REVIEW PROCESS & ENFORCEMENT

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

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

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

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

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

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

VI. ENERGY EFFICIENCY

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

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

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

The Lifelong Aspenite Implementation Steps

I. SELF-RELIANCE

I.1. Ensure that affordable, accessible high-quality childcare is available for all families who need it. (Community Goal)

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

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

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

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

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

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

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

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

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

I.3.c Encourage programs that will foster cultural and language integration in businesses and schools. (LT-Community Organizations)

I.3.d Encourage community literacy by providing opportunities for English and other language learning. (LT-Aspen K-12, CMC, Community Organizations)

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

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

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

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

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

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

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

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

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

II. PUBLIC SAFETY

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

III. HEALTH AND WELL-BEING

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

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

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

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

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

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

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

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

III.1.h Ensure all residents have access to quality and affordable fitness programs, including adaptive care. (LT – HHS, ARD, P/OS)

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

IV. EDUCATION AND LIFELONG LEARNING

IV.1. Ensure all residents have access to local educational opportunities. (Community Goal, Collaborative Initiative)

IV.1.a Develop targeted education programs, such as reducing early parenthood, to maximize teens' ability to be self-sufficient as adults. (I – Community Non-Profits, HHS, Aspen K-12, CMC)

IV.1.b Provide access to career paths using local educational partners - Colorado Mountain College, Aspen School District and others – for community members of all abilities to train and pursue educational interests leading to locally-based careers. (LT – CMC, Aspen K-12, HHS)

IV.1.c Explore opportunities for our youth, including those with disabilities, to return or remain here into adulthood. (I – Private Sector, CMC, Community Non-Profits)

IV.1.d Incentivize the creation of jobs and volunteer opportunities for youth, seniors and people with disabilities. (LT- City Manager, County Manager, HHS)

IV.1.e Explore opportunities for continuing education programs for adults, seniors and anyone who may be isolated. (LT – HHS, Community Non-Profits)

Population Segments Chart

(in Urban Growth Boundary at Peak Season)

Population Segments	1990	2000	2007/08	2000-08 +/-
Total Jobs in UGB	11,581	14,313	15,706	+1,393
<i>Commuters from outside Pitkin County into UGB</i>	6,410	7,815	8,290	+475
<i>UGB population in Affordable Housing (Owners + renters)</i>	1,941	4,055 (estimate)	6,170	+2,115
<i>UGB population in local-owned free market residences (Owners + renters)</i>	Not avail.	4,840*	3,610	-1,230
Visitors in UGB	Not avail.	15,111	15,205	+94
<i>Population staying in 2nd homes (4-6 weeks per year / 80% occupancy.)</i>	Not avail.	8,563*	9,427	+864
<i>Population in lodging/fractionals (At 80% occupancy for peak months)</i>	7,742	6,548	5,778	-770
Total Population in UGB	Not avail.	29,424	30,911	+1,487

* Estimate based on residences in 2003.

Jobs in UGB: Colorado Dept. of Labor & Employment for PitCo jobs; multiplied by .73 factor to determine jobs in UGB per State of the Aspen Area report. 2007 numbers low by at least 350 due to relocation of contractors, building suppliers outside of PitCo but with workers performing jobs in PitCo/UGB, according to SOAA Economics chapter, Fig. 5.

Commuters: PitCo jobs minus people living and working in PitCo (reduced by .08 factor for people living in PitCo and working outside PitCo according to 2000 Census) and reduced by .27 factor for people living in PitCo and working outside UGB, according to SOAA. 2007 numbers low by at least 350 due to relocation of contractors, building suppliers outside of PitCo, but with workers performing jobs in PitCo/UGB.

AH Population: Based on 1990 and 2009 inventory by type of unit, using population factors based on APCA guidelines for occupancy rates. 2000 population based on average of 1990/2009.

FM Population: Based on Assessor's Office mailing address w/Aspen zip codes, multiplied by 2.05 people per household, according to 2000 Census. Number of residences from 2007/8 increased by 600 to obtain number of residences in 2003, according to SOAA, Housing Chapter, footnote 5.

UGB Visitors: Adding together 2nd home population and lodging/fractional population.

2nd Home Population: Based on Assessor's Office mailing address w/non-local zip code, multiplied by 1.5 people per bedroom, according to Venturoni Surveys & Research. Number of residences from 2007/8 reduced by 600 to obtain number of residences in 2003, according to SOAA, Housing Chapter, footnote 5. Population calculated using 3.5 bedrooms per residence, as found in Assessor's study. Assumed 80% occupancy.

Lodging Population: Pillow counts from SAS and RRC, multiplied by average peak season occupancy rate.