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EXECUTIVE SUMMARY

In March of 2015, the Town Council formally adopted a goal and set the direction to start the required update of the Village's Comprehensive Plan. The Town Council not only desired to meet the municipal code requirement for the update, but it also wanted the process to reinforce the Council's overarching goal of sustainability being a primary objective that guides the Town into the future. The Town Council clearly understood that because the Town of Snowmass Village is such an incredibly desirable place to live, work and play, that it will always face exceptionally intense development pressure. As such, the strategies and policies found in the 2010 Comprehensive Plan needed to be re-evaluated, discussed and re-embraced in order to continue to conserve and enhance the aspects of the Town that make the Village the special place it is today.

The community-centered planning process that was utilized in the development of the 2018 Plan reinforced that Snowmass Village must take every step possible to protect the exceptional quality of life residents currently enjoy. The 2018 Comprehensive Plan is designed to achieve that goal. This plan is written to clearly implement the community's belief that conservation and environmental stewardship shall be the overarching ethos that guide decision-making and will help to ensure that new development is controlled to protect the natural environment and maintain the unique, small town atmosphere of the Village.

In order to meet the high standards and expectations of the community, every development proposal and strategic initiative will be expected to meet the standards and values identified in the overarching framework created by the combination of the Aspiration Statement, the Guiding Principles and the "Just Big Enough" economic analysis.

THE ASPIRATION STATEMENT

The 2018 Comprehensive Plan once again re-affirms the community's aspiration to be the leading multi-season, family oriented, inclusive resort community. We will do this by creating, marketing, and delivering distinctive choices for fun, excitement, challenge, learning, and togetherness. All of this is done amidst our unique natural splendor...as part of a memorable Aspen/Snowmass experience. Further, we wish to be seen by others as welcoming, dynamic, convenient and successful. We will always be responsible stewards of our environment, economy, and society. When successful, Snowmass Village will have achieved the quality of life and economic vitality that will assure our future as a sustainable resort community.

GUIDING PRINCIPLES

In order to help implement the agreed upon Aspiration Statement, community members devised this set of seven Guiding Principles through a public engagement process. These Guiding Principles are meant to help set priorities and goals for the community. The Guiding Principles (further defined in the Principles section) created by the community are:

- Stewardship
- Vibrant
- Genuine
- Active & Healthy
- Balanced
- Connected
- Inclusive

JUST BIG ENOUGH

The inception for the "Just Big Enough" economic analysis in Snowmass Village was originally developed in quantifiable terms as part of the 2003 Snowmass Village Community Forum and was again discussed during the preparation of the 2010 Comprehensive Plan. The fundamentals of the original economic analysis were associated with the (2004) Base Village approval. While the entire economic analysis was exceptionally thorough and complex in its work, it has often been condensed to one moniker phrase: the "Just Big Enough" approach.

The goal of "Just Big Enough" was to allow for the creation of the right amount of properly tenanted and programmed food/beverage, retail, and entertainment so that the resort core would be successful. Through considerable analysis, it was determined that for retail to be successful, it needed to generate annually (on average) \$400/sq foot. From that key indicator, an analysis utilizing average daily spend, leakage, occupancy rates, total available rooms and other data then led the discussion toward how much "growth" would be necessary to generate that revenue for the commercial establishments. Through this examination, an amount of new residential space and commercial space was calculated. Between the Mall and Base Village approximately 130,000 square feet of primary space was determined to be the appropriate goal necessary to attract businesses, keep them viable, and to keep the resort competitive. Understanding the West Village already had about 65,000 square feet of primary space available, that meant another 65,000 square feet of properly tenanted and programmed food/beverage, retail, and entertainment was needed to be constructed in Base Village. The analysis distinguished between primary space and secondary space with the understanding that the location and quality of the space was an important factor in the evaluation.

The Just Big Enough analysis focused on the resort core, which was the West Village and the (then proposed) Base Village. That stated, at the time, it was understood and assumed that the Snowmass Center also had both residential and commercial development potential. That understanding became a place holder in the assumptions of the Just Big Enough economic analysis. The concept of allowing no more development than necessary and only being "Just Big Enough" holds strong in the 2018 Comprehensive Plan.

PLAN FRAMEWORK

The approach to conservation and development presented in the Plan Framework portion of the 2018 Comprehensive Plan re-affirms the community's desire that major development and redevelopment be limited to protect the natural environment and community character. The Plan Framework shows that development may be allowed as long as the goals and values outlined in the combination of the Aspiration Statement, Guiding Principles, and Just Big Enough analysis are met. By focusing on sustainability and conservation, the 2018 Comprehensive Plan fundamentally limits any noteworthy development or redevelopment in Snowmass Village to three areas: Town Park, the Snowmass Center and the Snowmass Mall. Outside of these three comprehensively planned areas (CPAs), no significant development, growth, or change is foreseen; and if a project were to ever be proposed outside of these three CPAs, it would require a much more extensive and thorough review.

By directing development and redevelopment to the Village Core (described in this plan as the West Village, including the Mall and Base Village, as well as the Snowmass Center), the area will remain an activity center for locals and guests; will provide an opportunity for housing and mixed-use redevelopment; will frame opportunities for new civic spaces; and will reinforce a hub for transit operations. Outside of the Village Core, the only other area of likely development identified in the Plan Framework is the Town Park CPA. Limiting development to these areas through this plan will help ensure that the carrying capacity of existing infrastructure is carefully addressed and not exceeded. This lines up directly with the agreed upon approach that the Village should not grow unnecessarily (growth for growth's sake), and that Snowmass Village will strive to limit our growth to be "Just Big Enough."

STRATEGIC INITIATIVES

Although many actions are identified in the 2018 Comprehensive Plan, there are several strategic initiatives contained in the Plan that should be the primary focus and be fully embraced. These initiatives are:

- Preserve and protect open spaces and our environment
- Promote environmental and economic sustainability and resiliency
- Focus on improved access and safety to make Snowmass Village more walkable and bikeable
- Continue to improve the multi-modal connections between Base Village, the Mall and the Snowmass Center
- Manage parking and transit to encourage efficient, effective, and sustainable mobility choices
- Focus new development and/or redevelopment within the identified CPAs
- Encourage the update and renovation of older buildings in the Village
- Continue to support a viable workforce and our commitment to workforce housing by exploring opportunities that best balance the character and resources of the Town
- Strengthen local economic opportunities to assure vibrancy

CONCLUSION

The 2018 Comprehensive Plan is designed to ensure that the small village character and unique natural splendor of Snowmass Village will be protected well into the future. The intent of this Plan is to ensure that capital projects, development proposals and strategic initiatives be evaluated through the framework created by the Aspiration Statement, the Guiding Principles, and the Just Big Enough economic analysis, fundamentally understanding the obligation to only grow as necessary and only be "Just Big Enough". The fundamental goal of the 2018 Comprehensive Plan is to recognize the intimate connection the Town has with the environment, to focus on conservation first and allow a limited amount of development and redevelopment in appropriate locations to assure our future as a sustainable resort community.



INTRODUCTION

In 2016, Town officials kicked off "Plan Snowmass", a community-wide initiative to update the Town's Comprehensive Plan. This Plan represents the official blueprint for long-term, responsible change in Snowmass Village, supported by a grassroots initiative that included residents, business owners, property owners, local interest groups, and elected officials throughout the planning process.

> ENVIRONMENTAL RESOURCES MAPS

WHAT IS Plan Snowmass?

The Comprehensive Plan is the official adopted statement for future conservation and development in the Town. It establishes a vision and guiding principles, analyzes existing conditions and emerging trends, describes and illustrates a plan for future development and supporting infrastructure, provides the Town with strategies for sustainable growth, and outlines steps for implementation. It serves as the foundation for determining effective public policy and making land use decisions for the future, and will provide an ongoing framework for informed and directed public investment and private development. The long-term horizon for the Plan keeps the document somewhat general. The range of development issues and Town services addressed makes it a blueprint for smart, sustainable growth that reflects the priorities, values, and requirements of Snowmass Village's residents, safeguarding the town's history and sense of place but stimulating the conditions for short- and long-term needs and desires of Snowmass Village.

Building on the 2010 Snowmass Comprehensive Plan, this new Plan Snowmass seeks to implement a vision that preserves the small town character of the Town of Snowmass Village, while addressing development in a way that provides, protects and improves upon the high quality of life of all residents.

This Plan focuses on sustainable development — measured by environmental stewardship, economic prosperity, and an equitable distribution of community resources — that reflects the community's unique character and local values.

The Plan Snowmass document provides a vision and a policy framework from which the zoning ordinance, site and subdivision regulations, capital improvements plan, and annual budget are guided. It also helps manage municipal

service areas and influences other planning documents. It should be used by elected officials and appointed board members to evaluate development applications, amend ordinances, and plan future expenditures. Together, the Plan and its implementation tools ensure future decision-making regarding development that is consistent with the community's vision and residents' expectations for a higher quality of life.

Ultimately, Plan Snowmass's relevance will be measured by its use during everyday decision-making. Monitoring the Plan's implementation should be an open and ongoing process that examines performance, measures achievement, and reflects changes generated by the Plan.



WHY PLAN?

Tucked high in the Brush Creek Valley, the Town of Snowmass Village is an extraordinary place to live, work, and visit. While creating a resort, a strong community emerged and became the Town. Snowmass Village residents value its rural character and small mountain town charm, while enjoying the amenities that come with also being a resort community. Many recreation and sporting opportunities within a stunning mountain environment significantly contribute to the quality of life enjoyed by residents and appeal to visitors. Additionally, residents and visitors from around the country and the world enjoy the qualities of Snowmass's high-end resort facilities.

Despite all of these amenities, Snowmass Village is facing some challenges going forward. With a limited amount of undeveloped land still available, the Town needs to of be very deliberate in its approach to future development, ensuring that

the needs of the community and visitors will be met while remaining a small mountain town. The Town's long-standing goal of housing 60% of in-town workers, on its own, brings a number of challenges. Is the 60% housing mitigation rate the correct goal? Where will those units be provided? How will they be funded? The redevelopment of certain areas, such as the Mall and Snowmass Center, might present opportunities to create some of this much-needed housing via private sector partnerships.

Protection of the stunning natural environment that surrounds Snowmass Village is also essential to its long-term viability. Being a good steward of this incredible resource means paying consistent attention to the environmental impact of both residents and visitors, and continuing to develop and implement innovative strategies that contribute to its protection.



A CASE OF PROACTIVE PLANNING...

Most every town has a finite amount of land and this is especially true for Snowmass Village, given its orientation as a high mountain valley. It is critical for citizens to understand how this land is occupied today, what is possible in the future and what needs to be protected today. Broken into five categories, land in Snowmass Village ranges from fully developed (47% of land area) to completely protected open space areas (10%). In both of these cases, change is unlikely to occur unless redevelopment within the fully developed areas happens. Only 2.4% of remaining land in Town is undeveloped, while a small amount is available for potential redevelopment (less than 1%). This portion of Town, while minimal, represents a critical opportunity since it is also the more densely and intensely developed area of Town.

Which leads to an important question...

WHAT SHOULD HAPPEN TO THE UNDEVELOPED LAND?















REMAINING BUILD OUT IN SNOWMASS VILLAGE

As a relatively new community, Snowmass Village has tracked development since it was incorporated in 1977. Population increases over the decades typically correspond to construction booms and busts. In 2018, Snowmass Village is fairly well built out with only a handful of single-family lots remaining and limited potential to add new units to the mult-family and lodging complexes.

BUILT OUT SUMMARY								
	# Lots Platted	# Units Built	Potential Additional Units	% Built Out				
SINGLE-FAMILY LOTS	1005	952	53	94%				
MULTI-FAMILY LOTS*		2708	153	95%				
LODGES*		982	68	94%				
*Includes employee units								

Over the years, the Town of Snowmass Village has maintained a "build out chart" as part of its Comprehensive Plan. The most recent update to the chart reflects that only 6% of all remaining single family lots are available for development. This reflects approximately 53 lots, which may seem like a lot, but are likely the more marginalized lots (steep slopes, odd shapes, challenging soils, etc.) which tend to be developed last. With 94% of the community built out, the community can expect to see more remodels and "scrape and replace" units, and less vacant land development. As a maturing community, there is less need to track build-out, except that the Municipal Code has been written to reference this chart as well as certain environmental maps in at least two previous Comprehensive Plans. It is expected that upon adoption of this Comprehensive Plan, that Chapter 16A Land Use and Development Regulations will need to be updated to reflect the direction set by the plan, and the need for the build out chart and referenced environmental maps will be addressed at that time.





PRINCIPLES

The Community Vision presented on the next page was first developed during the 2010 Comprehensive Plan update process and still holds true today. The Guiding Principles that follow were generated during the Plan Snowmass public engagement process, especially during the Visioning Sessions and Planapalooza™. These principles are meant to set priorities for moving forward. The value of the recommendations contained within this Plan depends on local leaders incorporating the intent of the Vision and Principles into the decision-making culture.

> **ENVIRONMENTAL** RESOURCES MAPS

ASPIRATION STATEMENT

The Aspiration Statement for Snowmass Village is to "be the leading multi-season, family-oriented inclusive resort community. We will do this by creating, marketing, and delivering distinctive choices for fun, excitement, challenge, learning, and togetherness. All this is done amidst our unique, natural splendor...as part of a memorable Aspen/Snowmass experience. Further, we wish to be seen by others as welcoming, dynamic, convenient, and successful. We will always be responsible stewards of our environment, economy, and society. When successful, Snowmass Village will have achieved the quality of life and economic vitality that will assure our future as a sustainable resort community."

Over the decades, debates about Snowmass Village primarily being a resort or a community have persisted. Through the planning process, we have concluded that this debate is miscalculated; it should not be an "either/or" type debate. Snowmass Village is a community that encompasses a resort. Community and resort are not, and do not need to be mutually exclusive. We are proud of our community and the resort in our community.

GUIDING PRINCIPLES

The public identified a set of enduring Guiding Principles critical to Snowmass Village's current and future quality of life. These Principles embody the core philosophy and Vision expressed by the community. Though the local context and approach for achieving these goals may change over time, the Guiding Principles should endure for generations.



F



Stewardship

Snowmass Village will operate in a manner that conserves and safeguards our land, views and vistas, air and water resources, becoming a model of environmental stewardship and using the Town's existing and future resources wisely to support present and future generations of Snowmass Village residents and visitors.



Vibrant

Make the Snowmass Village economy sustainable and resilient, while providing opportunities for a variety of new and innovative businesses and endeavors, and continue to support existing and locally-owned businesses. Together, investments in economic development should provide a variety of shopping, dining, cultural, recreational, housing, lodging and working opportunities for residents and visitors alike.



Genuine

Retain the natural, pristine and unique small village character while creating places that are interesting, welcoming, well-designed, useful and likely to provide long-standing value to the community and visitors.



Active & Healthy

Promote and expand opportunities to experience Snowmass Village's stunning natural environment, proximity to multiple recreational opportunities, and a safe and healthy lifestyle.



Balanced

Provide a high quality of life for residents and a fulfilling experience for visitors. Balance the needs of the community and resort by maintaining a high quality of life for residents when making decisions about the future.



Connected

Support a safe, reliable and innovative transportation system that balances all modes of transportation (walking, biking, transit and motor vehicles) in all weather conditions, and offers strong linkages between neighborhoods, nodes, and valley-wide communities.



Inclusive

Broaden the demographic composition of visitors and residents in Snowmass Village, understanding that inclusivity and variety are crucial to the creation of a socially sustainable community. Provide an array of housing, shopping, culture, entertainment and lodging options for employees, residents and guests at all income levels and stages of life.

STRATEGIC INITIATIVES



PLAN FRAMEWORK

This section presents a new planning framework to implement the Comprehensive Plan. The Conservation and Development Map provides general guidance for how to proactively address change. The comprehensively planned areas (CPAs) throughout Town were considered and are included on the Map. Future zoning changes and other policy decisions should be based on the framework provided here to address the Town's hopes for the future and to strengthen the community advantage.

> ENVIRONMENTAL RESOURCES MAPS

Snowmass Village residents understand that planning for the future will result in a stronger local economy, greater sustainability, and a better quality of life for current and future residents, as well as continued attractiveness for visitors. This section provides a description of the Conservation and Development Map that sets up a town-wide framework for investing in areas supported by existing infrastructure, retrofitting areas in need of redevelopment, and protecting open space and natural resources. A description of how this map is organized, according to conservation and development areas, is provided. The identified development areas include opportunities for infill, redevelopment, and retrofit.

WHY A FRAMEWORK FOR CONSERVATION & DEVELOPMENT?

Snowmass Village has always identified with its stunning natural environment and has long expressed the desire to preserve this tremendous and unique asset. Simultaneously, the Town has a goal of providing affordable housing for a large percentage of employees working in Town, and offering visitors and residents alike an appealing array of services and lodging options. With the need for more affordable employee housing options remaining steady for several years, and the constant growth in employment, new units should be accommodated near the existing centers of activity. Directing development in this manner will allow for the two goals of housing and conservation to occur. With an aging stock of hotel accommodations and shopping facilities, like the Mall and Snowmass Center, the community has strongly expressed the desire to see redevelopment of those areas into updated and vibrant nodes of activity that will then be linked to the new Base Village.

In order to respond to these issues, the Plan provides a new framework for limited development and conservation of natural assets that addresses quality of life for residents while seeking to have a positive impact on the economy, business climate, tax base, and the future sustainability of the Town. The community overwhelmingly supports the idea of preserving Snowmass' natural environment while recognizing the need for targeted redevelopment at the Snowmass Center, West Village and Town Park.

Input from participants in the Comprehensive Plan update process supported the concept of a conservation and development approach, focusing on conservation first and then on redevelopment of the existing nodes, i.e., Town Park, the Mall and Snowmass Center (as well as continued development of Base Village as approved), which can include the addition of new workforce housing units to help the Town meet its goal, while protecting existing residential neighborhoods and remaining rural lands. This approach reaffirms the community's feeling that redevelopment of existing development sites or buildings should happen first to make the most efficient use of Town services while ensuring that carrying capacity of existing infrastructure is carefully addressed and not exceeded.

The Conservation & Development Map (Map 1A & 1B located on pages 15-16) organizes the community into areas prioritized for varying degrees of land conservation (including both permanently protected and recreation open spaces), existing developed neighborhoods, and development areas that support existing and proposed walkable, activity centers.

The Conservation & Development Map will guide near-term revisions to the Town's zoning ordinance to assure that the land use regulations are consistent with the vision set forth in this Plan. The assignment of areas provides a framework for a new approach to zoning that specifically addresses the concerns related to preserving community character and qualitative concerns either town-wide or within the more intense areas of the village, to more effectively help Snowmass Village increase both economic potential and quality of life goals. By organizing the Town according to conservation and development areas, intentional and informed decisions can be made about how to most efficiently spend municipal dollars on infrastructure improvements that will be consistent with the Comprehensive Plan.

The Conservation & Development Map graphically illustrates how the Town's land use policies apply to the physical landscape of the community and where and how conservation and development should and should not be accommodated over the next decades. The Map is not a zoning map. It is intended to show, in a general sense, the desired amount of conservation and the pattern and location of future development or redevelopment. The boundaries shown are imperfect and are intended only to reflect the general pattern of desired future development. A more detailed zoning map will need to be generated with significant public involvement as a part of a future land use & development code update to achieve a more fine-grained assignment of zoning classifications.

APPENDICES

▶ Organization of the Map

The Conservation & Development Map is organized around conservation and development areas. These areas set out conservation priorities and inform the intensity and the character of new development. This varies from the approach used by a conventional Future Land Use Map that focuses primarily on separating land by use rather than grouping areas with similar existing or

desired future character. The map is intended to guide where and to what extent conservation and development are to be encouraged and directed. A number of factors drive the assignment of Conservation and Development areas, including the location of valuable open space, the presence of existing neighborhoods, and availability of existing and future infrastructure.

▶ Conservation & Development Areas

Privately-Owned Recreation / Open Space Areas

These are privately-owned areas that are or should be preserved for recreational purposes that enhance the resort amenities that locals and visitors alike treasure and are attractions within Snowmass Village. They include the golf course and open space set-asides within residential and other developments. These areas are suitable only for supplemental minor development that enhances these amenities, and should not be considered developable land.

Publicly-Owned / Protected Open Space Areas

These areas include parcels under protection by law or regulation as well as land acquired for conservation through purchase or by easement. These include USFS lands; town-owned parks/ facilities and the recreation center; surface waterbodies; protected wetlands; riparian corridors; acquired open space and conservation easements. These areas are suitable only for supplemental development that enhances these amenities, and should otherwise be protected in perpetuity from incompatible uses.

Low Density Residential Areas

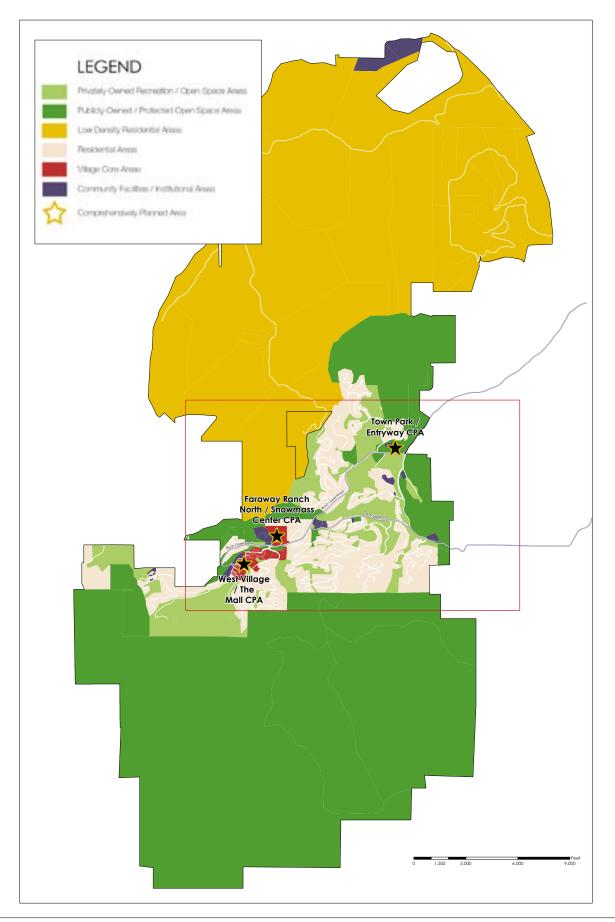
Low Density Residential Areas are comprised of several large privately-owned tracts of land with very low density residential development, and is intended to remain as such. Parcels in this area are currently zoned PUD, large lot single family residential or estate residential, and are anticipated to remain as conventional use-based districts with minor or no adjustments made to existing densities and development standards.

Residential Areas

Residential Areas include all of Snowmass Village' existing low- to medium-density residential neighborhoods, most of which have been developed as conventional attached and detached houses and multi-family complexes. Lots and parcels in this area are currently zoned single family residential, multi-family residential and some PUDs. As most of these areas are already

developed, there are limited opportunities for future single-family infill, though it may be possible to incorporate a small amount of additional multi-family residential units within some existing complexes. These areas are intended to remain in their current form as conventional use-based districts.

Map 1A: Conservation & Development Map



■ Village Core Areas

The Village Core Areas include West Village (including the Snowmass Mall), Base Village and the Snowmass Center. This area includes existing commercial, retail, hotel, and multi-family residential uses, and has the potential for new development and redevelopment. Some of these areas were developed in a conventional, auto-oriented development pattern, while others have a more pedestrian-oriented resort-type development pattern. New development, redevelopment, or the reuse of existing land and buildings should be

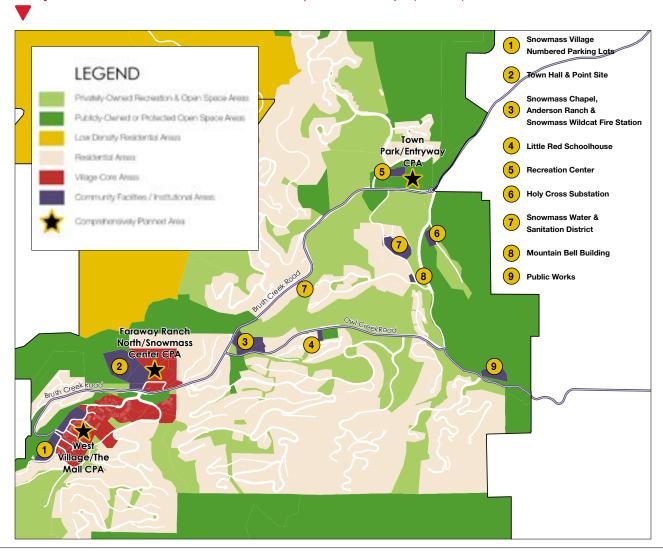
encouraged in these areas to better meet the local goal of achieving more walkable and bikeable corridors and improved connectivity throughout the Village Core. Additional growth and development within Snowmass Village is most desirable within this area due to the presence of existing infrastructure and proximity of transit services. The plan envisions that most residential and commercial development over the next decades will occur in this area.

Community Facility / Institutional Areas

There are several locations within the Town that are considered community facilities. These include properties not only owned by the Town, but also other special districts, utilities, religious entities and non-profit organizations. These areas are suitable

for some new and supplemental development that enhances these properties, which may or may not be under Town control or regulation, but should allow for the needed flexibility to achieve their intended use.

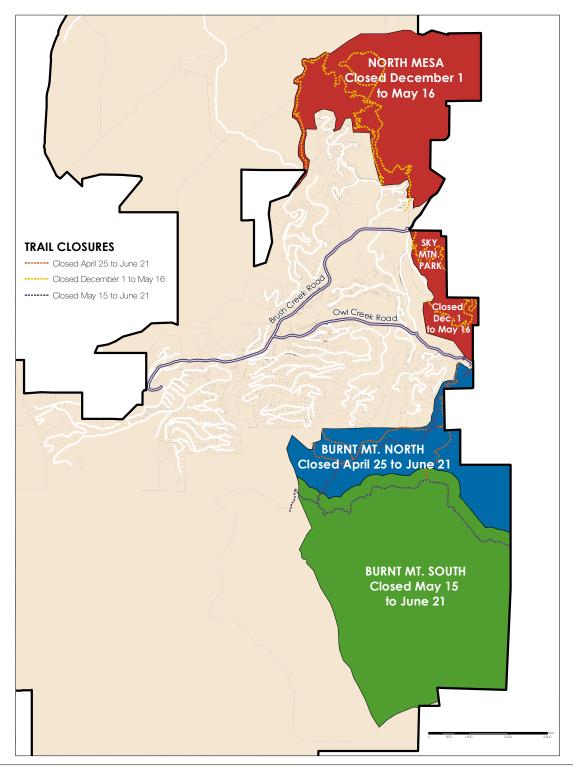
Map 1B: Conservation & Development Map (Inset)



▶ Wildlife Conservation Areas

Specific Wildlife Conservation Areas occur in both Publicly-Owned/Protected Open Space Areas and Privately-Owned Recreation/Open Space Areas. These protected areas include riparian areas and wildlife migration corridors. These areas must be protected from incompatible development in order to preserve wildlife habitat.

Map 2: Wildlife Closures Map



COMPREHENSIVELY PLANNED AREAS

There are seven Comprehensively Planned Areas (CPAs) in the Town of Snowmass Village that were identified in the 2010 Comprehensive Plan and codified in the Land Use and Development Code. Specific land uses and objectives were designated for each of those areas but specific master planning was not done for each area. The Comprehensively Planned Areas were created to make sure that any development proposed for these areas was consistent with the goals, objectives, uses, and circulation patterns in the Comprehensive Plan. The 2018 Comprehensive Plan sets a new direction where Conservation and Development should occur, so a new look at the CPAs in the Land Use and Development Code (LUDC) is warranted and is included in the Strategic Initiatives section of this plan. A Comprehensively Planned Area does not imply rezoning nor does it preclude rezoning.

The 2018 Comprehensive Plan CPAs include:

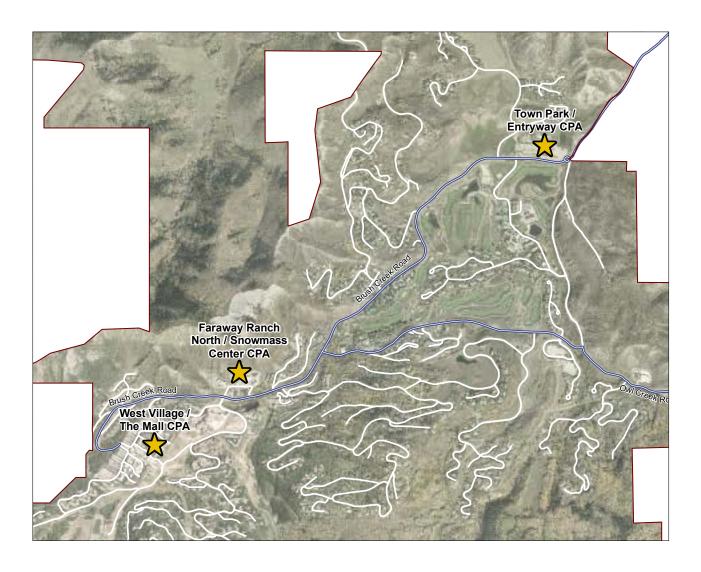
- Town Park / Entryway CPA (renamed in this plan as the Town Park CPA)
- Faraway Ranch North CPA (includes the Snowmass Center)
- West Village CPA (includes the Mall)

For the purpose of the 2018 update of the Comprehensive Plan, Town Park, Faraway Ranch North and West Village CPAs were identified as needing more visioning and master planning and as such were the only CPAs addressed in detail in this update. While the other CPAs remain, they were not further discussed or envisioned as part of this update and any development in these CPAs must comply with the standards and values of the overarching framework created by the combination of the Aspiration Statement, the Guiding Principles and the Just Big Enough economic analysis to realize the obligation to grow only as necessary to be "Just Big Enough". Updates to existing multifamily developments and small infill changes within these other CPAs are possible over time.

The planning team worked with the community to develop long-range conceptual plans that illustrate many of the big ideas that emerged during the process for these three Comprehensively Planned Areas (CPAs). Although development outside of the three CPAs is discouraged, creative development is encouraged and may require an extra level of review, such as a pre-sketch meeting with Town Council and the Planning Commission. Narratives describing the principles and characteristics of the three CPAs follow and will serve to guide any redevelopment or development in these areas.

Map 3: Comprehensively Planned Areas Map





In order to achieve the broad and ambitious goals of the community as stated in the previously adopted comprehensive plan and during the extensive public outreach for this plan, it will require specific and carefully crafted solutions and additions to the built environment. With thorough attention to detail, strong adherence to guiding design principles created by the Town, and constraining development to targeted key areas, the community benefits will be improved quality of life for residents and enhanced experience for visitors.

APPENDICES

► TOWN PARK/ENTRYWAY CPA – Recreational/Welcoming Focus

Owned by the Town, the Town Park CPA has great potential to create both a welcoming entrance to Snowmass Village and to accommodate needed community facilities. Any development should create a welcoming, naturalistic character as it is the primary entry into the Town and must establish a memorable and positive visual experience reflective of the character of Snowmass Village. The following factors should be taken into consideration upon the creation of a comprehensive master plan to guide development of this area:

- The character of any development in the Town Park CPA should be representative of Snowmass Village: pastural, open, rural and authentic.
- In order to provide an "open" feeling and a pleasant arrival experience, the natural areas, wetlands and fishing pond should be enhanced and more visible to those arriving to our Village.
- The existing pond should be improved to allow for recreational uses and water storage.
- The Town Park should maintain and/or improve the Welcome Center, rodeo grounds and an event center.
- Relocated and redesigned Rodeo Ground facilities should be considered with accompanying paddocks and bleachers that would act as a multi-use facility that could be used for the rodeo and other events in the summer as well as ice skating in the winter.

- Reorganize the outdoor recreational facilities around the existing Recreation Center to accommodate a relocated skatepark, new sport fields, tennis courts and bike pump track facility.
- The POSTR plan recommendations should be followed with "multi-use" emphasis on all capital improvements.
- Any new development should factor in improved telecommunications (cell) service.
- In proximity to Town Park, low-density employee housing would be appropriate and should be encouraged.
- Single family or attached homes should be considered along Stallion Circle at the entrance of Rodeo Place, on the north boundary of Town Park near the tennis courts and at the Seven Star property.
- Although more parking is needed in this area, caution should be taken to not "pave paradise", but instead consider providing innovative parking solutions that could also accommodate needed recreational uses.

► FARAWAY RANCH NORTH/SNOWMASS CENTER CPA

- Locally Serving

Revitalization/re-development of the Snowmass Center should focus on making it locally-serving for the residents of Snowmass Village. Due to its easy access, parking, and community-oriented retail and services (grocery, post office, dry cleaner, liquor store, restaurants, etc.), this area is the place most residents visit on a near-daily basis and should be emphasized as the heart of the residential community. This area should be wellconnected to the Base Village area by a pedestrian bridge, aerial conveyance or other method to facilitate interconnection between these two nodes and the West Village (Mall) area.

- Encourage mixed-use redevelopment of the Snowmass Center that incorporates a pedestrian friendly space that fosters year-round activity. Thoughtfully-designed streetscapes will provide an opportunity for locals and visitors to gather, dine and interact with one another daily and throughout the year.
- Retain essential services such as the Post Office and grocery store while including other related uses that can be accessed collectively during a single visit to the Snowmass Center.
- Promote residential development within walking/biking distance to the Snowmass Center that will generate a steady flow of activity and commerce.
- Reinforce a well-designed and interconnected system of narrow streets that accommodate slow vehicular traffic for ease of access to services for locals and visitors.

- Ensure that redevelopment incorporates seamless transit with safe and pleasant pedestrian connections. A bridge or aerial conveyance between Base Village and Snowmass Center will allow locals and visitors to easily access services, restaurants, and entertainment throughout the Village Core.
- Higher density residential development could be accommodated on publicly owned parcels west of Town Hall and northeast of the existing Snowmass Center, providing needed housing for local employee and elderly populations. Housing should maintain a balance of freemarket and "restricted" employee units with a variety of housing types and sizes.
- Any redevelopment should be "authentic" to Snowmass Village and capture important views of Mt. Daly and Snowmass Mountain.
- Architecture should be human-scaled and interconnected with pedestrian plazas and outdoor seating areas that offer good solar exposure, lighting, plantings and quality of design.
- Where possible, upper building floors should be stepped back to create outdoor spaces and roof decks to capture views while activating the streetscape.

► WEST VILLAGE CPA – Just Big Enough

West Village incorporates the Mall and short term lodging along the length of Carriage Way (Snowmelt Road). It is the oldest and one of the most densely developed areas in Snowmass Village. Increased mixed-use activities should be encouraged here to leverage vitality in the area. As West Village also contains the hub of the public transit system, increased transitoriented development could be sustainably supported. Revitalization of the Mall specifically should include improved facilities for RFTA and Snowmass Shuttles and a more active and attractive retail area. Any re-development must include plaza level commercial and may include upper level residential/lodging units. The scale of any re-development should complement the existing scale but could be increased in size/ height in limited strategic locations. The Town should encourage and support the appropriate revitalization/re-development of the Mall as it is an important element of the Town's resort character.

- Recognize the West Village as a tourist focused neighborhood that could support both free market and employee housing.
- Consider locations along the Mall and elsewhere in the West Village for public art.
- Promote redevelopment of the Mall with resort-oriented mixed use, blending medium density residential and lodging on the upper floors with retail, restaurants and entertainment on the pedestrian level. A redesign should include abundant plaza areas that provide ample solar exposure, seating, lighting, music, art, and landscaping for an enhanced Village experience. The creation of well-defined civic spaces at each end of the Mall reinforced with additional retail/business offerings and residential uses would increase activity in the Mall and encourage visitors to extend their daily stay in Snowmass Village. Not only would this promote increased retail spending, it will reduce peak traffic at the end of the ski day or after large events.
- Encourage Transit Oriented Development (TOD) that will incorporate a new

Transportation Center with civic spaces and plazas with good solar exposure. With a large percentage of boarding on both the RFTA and Snowmass shuttle system occurring in the West Village, the area should accommodate a new modern transit center in concert with any proposed Mall expansion.

- Provide an intimate village character at the Mall while acknowledging its historic aspects.
- Recognize that the public parking lots remain a valuable community asset that should remain but could also be combined with other uses.
 Any new development within the public parking areas should serve as community benefit that contributes to the character of the West Village with no loss of parking. The realignment of Carriage Way should be explored to create a seamless connection between parking and the associated buildings along Fanny Hill and accommodate the potential future expansion of the Mall.
- Improve the multi-modal connections between Base Village, the Snowmass Center and the Mall. This may entail the installation of a new people mover to replace the "Skittles" SkyCab with a system that has the capacity to move enough people in an efficient manner during peak times.
- Encourage the enhancement of the underutilized Benedict Trail including better access, signage, lighting, landscaping, and safety elements to provide a viable pedestrian connection between Base Village and the Mall.
- Incentivize revitalization/modernization of older buildings and short-term lodging properties.
- Support special events and family-friendly programming to create activity on the Mall.
- Consider public/private partnerships to encourage revitalization of the West Village.



The Mall 1978 - Source: THK





STRATEGIC INITIATIVES

Implementing the Town's Comprehensive Plan depends on the ability of property owners, developers, Town staff, elected officials, and the general public to work together for a common purpose. This Comprehensive Plan should be the compass by which all decisions are measured, moving Snowmass Village toward long-term quality of life for residents and success as a resort community.

> ENVIRONMENTAL RESOURCES MAPS

GOAL A: SUSTAINABILITY, CONSERVATION AND ENVIRONMENTAL STEWARDSHIP

The condition of the natural environment has a significant impact on quality of life and personal health, but for residents of Snowmass Village and visitors alike, the protection of these resources is much more than that. Town residents have a deep understanding of the critical value of the natural environment as the Town's primary asset. They treasure and value the conservation and preservation of unique lands, wildlife habitat, streams, sensitive mountainsides and all other environmental resources that make the Town so special. For a long time now, the Town has promoted long-term stewardship of the natural beauty of the area and the sustainability of the Village. As such, the Environmental Advisory Board was created to provide advice to the Town Council regarding environmental matters.

Snowmass Village should continue to capitalize on its abundance of natural resources within close proximity to its evolving mixed-use nodes. Additional protection of open spaces, updated land use policies, and aggressive strategies to direct any future development to the already developed nodes are needed to sustain and maintain the Town's quality of life.

A.1 Promote the Town Resiliency & Sustainability Plan

The Snowmass Village Resiliency & Sustainability Plan, first adopted in 2009 and most recently updated in 2015 (included as part of this Comprehensive Plan by reference), includes a long list of implementation strategies that will help the Town meet its goals. Several of these established policies have already been implemented or are currently under way. The Resiliency and Sustainability action items from that plan are provided below:

Resiliency and Sustainability Action Items

1. Energy Conservation and Climate Protection

- A. Significantly reduce consumption of non-renewable energy and fuels.
- B. Increase use of locally generated, non-polluting, renewable energy.
- C. Significantly reduce greenhouse gas emissions.
- D. Adopt regulations that consider construction materials in disaster mitigation.

2. Affordable Housing and Community-Serving Commercial

- A. Continue to support a viable workforce and our commitment to workforce housing by exploring opportunities that best balance the character and resources of the Town.
- B. Build new and update existing affordable housing using energy efficient, green construction practices incorporating renewable energy generation systems.
- C. Increase inventory of affordable commercial space and community-serving retail businesses offering basic supplies for residents.

3. Land Use and Open Space

- A. Adopt land use regulations promoting development that is consistent with the Town's energy conservation and environmental sustainability goals.
- B. Preserve quality of existing open space and increase acreage of protected lands.

4. Water

- A. Ensure adequate water availability to meet current and future demand, and to serve new development, while maintaining healthy aquatic systems.
- B. Promote conservation mentality and secure adequate storage facilities to eliminate need for water restrictions.

C. Integrate water resource management with land use planning to further improve water efficiency.

5. Resource Conservation, Recycling and Solid Waste

- A. Reduce per capita waste generation and increase use of environmentally friendly consumer products.
- B. Increase long-term capacity (lifespan) at the Pitkin County landfill.
- C. Maximize efficiencies in waste collection, hauling, and sorting systems.

6. Green Building

- A. Increase energy efficiency and the use of renewable energy in new and existing construction.
- B. Adopt regulations requiring sustainable design and the use of green building materials in new construction.

7. Mobility and Transportation

A. Develop an integrated mobility strategy that minimizes single occupancy vehicle trips by providing attractive, safe and convenient transportation alternatives.

8. Watershed Water Quality

- A. Minimize negative impacts to watershed water quality.
- B. Improve water quality in Brush Creek to eliminate its Roaring Fork Conservancy designation as an "Impacted" waterway.

9. Air Quality

- A. Minimize airborne dust and other pollutants, including building and vehicle emissions.
- B. Stay within healthy Pm₁₀ levels at all times.

10. Wildlife Habitat and Physical Environment

A. Minimize negative impacts to wildlife habitat and migration corridors.

Next Steps:



Continue to implement, revisit and regularly update the Resiliency & Sustainability Plan.

Disclaimer: Due to the potential for climate change impacts to effect the economy of Snowmass Village, it may be necessary to modify certain assumptions used to develop this Comprehensive Plan.

A.2 Protect Public Views

Continuing to enhance the visual quality of the Town's open spaces, the national forest and agricultural lands play a distinct role in both the economic vitality of the Town as well as its environmental sustainability.

Next Steps:



Once identified, incorporate viewshed protection regulations in the Land Use
 & Development Code.

A.3 Protect Wildlife Habitat and Other Environmentally Sensitive Areas

Protect wildlife habitat and promote biodiversity. Because wildlife habitat is sensitive to human activity, the Town should continue to manage development as regulated in the Land Use & Development Code, such that it ensures the protection of environmentally sensitive areas and does not diminish wildlife habitat.



- Continue to enforce the sensitive wildlife habitat area regulations of the Land Use & Development Code for any new development in Town and for public lands management.
- Consider the creation of a seasonal Town Forester position who would manage the removal and replacement of trees, the development of any additional appropriate re-vegetation standards for development areas, and implement appropriate water-wise landscaping standards.
- Work with the Snowmass-Wildcat Fire Protection District on wildfire mitigation to minimize threats from wildfire within the Village.

A.4 Support the Comprehensive Water Conservation **Program**

Successfully fostering a strong ethic of water conservation will protect Snowmass Village's sensitive water resources and help ensure a more sustainable supply of water for both natural systems and people.

Water conservation, also known as demand management, promotes permanent water use efficiencies and is a prudent component of water resource management. Reducing the demand in turn increases the available supply of water from existing sources to support new economic growth or low supply in time of drought. It is also more immediate, significantly less costly and more energy efficient than developing new sources of water.

An added benefit of water conservation is its supporting role in environmental protection and savings on infrastructure improvements. Demand reduction decreases the competition for water between the needs of the developed areas and those of the environment. Water saved can be used to meet new needs, in effect expanding current water supplies, while protecting the environment by reducing both runoff and the need for wastewater disposal.



- Explore the development of a comprehensive water conservation program in Snowmass Village that does not compromise secured water rights.
- Explore and encourage the collection of roof runoff in cisterns for use as irrigation water.
- Explore the acquisition of additional water rights.
- Integrate water resource management with land use planning to further improve water efficiency.

A.5 Be Innovative with Waste Management

Zero Waste is a philosophy that encourages the redesign of resource life cycles so that all products are reused. No trash is sent to landfills or incinerators. The process recommended is one similar to the way that resources are reused in nature. Zero Waste is a goal that is ethical, economical, efficient and visionary, to guide people in changing their lifestyles and practices to emulate sustainable natural cycles, where all discarded materials are designed to become resources for others to use. While this approach to waste management may be far reaching, exploring this possibility could help the Town further its already comprehensive waste management policies presented in the 2015 Resiliency & Sustainability Plan.

Next Steps:



- Explore what a Zero Waste approach would entail and determine if any element could be achieved and brought forward to help reduce waste generation in the Town.
- Encourage residents to consider a zero-waste approach to living by providing them information as well as opportunities to implement that approach.
- Explore compostable units for neighborhoods or HOAs that are designed not to attract wildlife.
- Consider creating clearer definitions in the Land Use and Development Code for redevelopment and renovation to encourage sustainability, protect the environment and reduce waste.

A.6 Protect Open Spaces that are Important to the Community

Several open spaces in Town, such as the golf course, and the parcels where horses graze have great value in the beautiful scenery that has been appreciated by community members for decades. However, many of these loved open spaces are privately owned and therefore not thoroughly protected from being developed in the future. If the Town wants to protect and maintain those areas as open space in perpetuity, protections will need to be added to the land.

Next Steps:



 Identify those open spaces that are not thoroughly protected today and explore the feasibility of purchasing them or protecting them long-term, via easements or other means.

GOAL B: PROMOTE MIXED-USE ACTIVITY CENTERS & DIVERSIFY THE ECONOMY

Offering interesting and appealing workplace environments in cooperation with a variety of housing types will attract skilled workers while fostering vitality and strengthening the tax base of the community. A broad array of retail and various commercial activities will strengthen the local tax base and eliminate the need for residents, employees and visitors to purchase goods/services or seek entertainment options elsewhere.

B.1 Diversify the Economy

Snowmass Village should be prepared to consider higher-density, mixed-use development in order to create vibrant live-work-play centers in targeted development areas. In a small, relatively constrained community like Snowmass Village, mixed-use development will more efficiently utilize municipal services and cluster residential with services and retail uses such as groceries, apparel, sporting goods, restaurants, etc. In addition, this model can encourage small businesses by including "incubator" or "flex" space for start-up companies and artists. Opportunities for the "creative class" to own live/work units should be encouraged. Diversification of the economy will hinge upon the availability, type, and range of housing alternatives for employees in the community coupled with the availability of public transportation options.

Next Steps:



- Support the establishment of a state-recognized Creative District within Snowmass Village.
- Encourage the establishment of incubator spaces for small businesses and art studios.
- Amend the Land Use Development Code to allow live-work units as a permitted use in appropriate locations.
- Include performance standards in any code amendments to minimize impacts of odors, noise, etc.

APPENDICES

B.2 Encourage Redevelopment and Rehabilitation in the Village Core

The Town encourages the restoration and redevelopment of the Village Core in efforts to continually update the town as a world class tourist destination. Redevelopment should be done thoughtfully while respecting the historical significance of specific contributions of local architecture to the ranching and early ski eras of the town.



- Amend the Land Use and Development Code to provide incentives for redevelopment and rehabilitation in the Village Core.
- Amend the CPA Section of the Land Use and Development Code to reflect the direction for the three new CPA areas set forth in this Comprehensive Plan.

GOAL C: PROMOTE TRANSPORTATION CHOICE & MOBILITY

As a remote mountain town with significant spikes in activity, transportation demand management is a fundamental strategy in Snowmass Village. Transit lines, parking lots, and streets are subject to capacity constraints when visitation peaks, such as on powder days or around holidays. Due to topographic constraints, it is unlikely that the Town will ever be able to provide enough system capacity to accommodate these peak times without some level of delay or inconvenience. As a result, strategies that minimize the impacts of such peaks on quality of life and enjoyment for residents, visitors, and employees are preferred.

C.1 Prioritize Walking, Biking and Safety Improvements

While it is recognized that Snowmass Village has significant topographical challenges and weather which makes walking and biking difficult in the winter, Snowmass Village residents and stakeholders expressed a strong interest in making the town more walkable and bike-oriented. These ambitions are intended to urge residents and visitors to get out of their cars and partake in the culture of health and recreation in our community. In addition to promoting a reduction in traffic, this initiative also supports the Town's overall environmental and sustainability goals including the reduction of greenhouse gas emissions. Current conditions need to be improved to increase the level of multi-modal options in Snowmass Village. Many local streets do not have walking paths, sidewalks or dedicated bike lanes which is an inherent safety risk (especially at night). Lack of walkways or bike paths along Brush Creek Road, particularly from Upper Kearns Rd. to Mountain View, is the most significant concern as traffic volumes and speeds are too high for vehicles and bicyclists/pedestrians to safely share the road.



- Develop a Master Plan for a walking path along Upper Brush Creek Road from Mountain View to the Snowmass Center and to the Mall as the highest priority to implement improvements.
- Provide trails/walkways adjacent to primary roadways such as Brush Creek Road, Owl Creek Road and Highline Road.
- Continue to examine connectivity to serve as the basis for safety, walking paths, crosswalks and other improvements.
- Further study the feasibility of a better connection (pedestrian bridge, aerial conveyance, etc.) between Base Village and Snowmass Center.
- Study the feasibility of an improved uphill people mover along Fanny Hill between Base Village, the Mall, and the upper West Village, a more efficient alternative to the "Skittles" SkyCab currently in place.
- Plow trails in the winter within the Village Core area to key neighborhoods so that pedestrians may use them year-round.
- Improve accessibility and visibility of trailheads to ensure safe and easy access by all.
- Continue to improve wayfinding for all modes of transportation.

Continued **Next** Steps:



- Develop a comprehensive bicycle promotion strategy, consistent with the draft CCP recommendations, to encourage increased bicycle-related tourism.
- Explore the feasibility of implementing a Bike Share or an E-Bike Share program that is supported by new development.
- Identify a pilot project to implement crossing improvements without a
 Rectangular Rapid Flashing Beacon (RRFB). Evaluate its productiveness to
 warn drivers and accommodate snowplow drivers without detriment to the
 night sky.
- Require developers to provide the appropriate pedestrian improvements to mitigate impacts of the development and encourage pedestrian access as part of the site plan, zoning and/or subdivision review process.
- Monitor vehicle occupancy trends to determine effectivelness of travel demand management.

C.2 Connect Base Village to the Mall and Upper Village

As noted previously the Skittles SkyCab is expensive to operate and has peak capacity constraints that often times make it extremely inconvenient to use. Further study is needed to determine whether the Skittles SkyCab can be replaced with more advanced technology that would provide improved service. An option identified for consideration is an at-grade walkway.

However, additional ideas may be discovered through a more thorough review of conveyance options in similar environments. There should be a study conducted to determine the best options in terms of capacity, convenience, impacts to adjacent residents, and cost.



- Conduct a jointly funded study to explore options for upgrading the Skittles SkyCab, including an extension to the Upper West Village.
- Further master plan the Benedict Trail from Base Village to the Upper Village to reclaim this historic pedestrian connection.

C.3 Connect Base Village to the Snowmass Center

A more direct pedestrian connection between Base Village and the Snowmass Center/Town Hall would encourage residents, visitors and employees to walk rather than drive in Town.

Bridges and/or an aerial convevance should be considered as alternative methods to connect Base Village to the Snowmass Center.

Next Steps:



Conduct further study including the feasibility of a Pedestrian Bridge and/or aerial conveyance between Base Village and Snowmass Center/Town Hall.

C.4 Improve the Experience in the Base Village **Transit Center**

Improving the physical environment in the current transit center drop off at Base Village would greatly improve the customer experience. A comprehensive solution to innovative transit facility improvements in the community, not just Base Village, is important so that more person trips can be generated and less single-occupancy vehicle trips.

Next Steps:



- Work with the Base Village developer to consider improvements in the Transit Center that will create more vitality and interest.
- Work with the artistic community and the SAAB to commission public art pieces and develop a concept for improving the experience in the transit center.

APPENDICES

C.5 Spread the Daily Travel Peaks

Snowmass Village is subject to very distinct peaks in travel activity associated with skiing and special events. Although travel peaks are not unique to Snowmass Village, given the small size of the permanent resident population and limited infrastructure, these activity peaks are disproportionately large. As noted, fully accommodating these peaks through added transit or roadway capacity would come at a high cost.

For example, buses which are full at peak capacity operate at much lower capacity at off-peak times and cannot be re-purposed.

While travel peaks will always exist to some degree, efforts to spread travel over a broader period of time may be an inexpensive way to improve the efficiency of the transportation system, while achieving other Town goals.

Next Steps:



 Work in partnership with local property owners and businesses to offer a variety of offerings in order to spread out the travel peaks.

C.6 Manage Parking & Transit

Parking management is an important part of the Town's overall transportation strategy. It has the potential to affect whether people arrive to Snowmass Village by car or other means, whether they carpool, whether they use transit, how long they stay, etc. Parking usage rates should continue to be closely monitored to determine whether management strategies need to be adjusted.

As parking is currently constrained during peak times in both winter and summer seasons, changes to the number of spaces available or more aggressive parking management may be needed in the future. Few options exist to increase the number of surface parking spaces in the Town. Increased reliance on the Intercept Lot has been suggested, but in order for this to be successful, additional transit service would need to be provided at a high cost to the Town. Net expansion of parking capacity could be challenging over the long term given development pressure and limited available land. Structured parking may be an option but requires further study.

Consideration should be given to increasing the price of parking during periods of high demand to encourage other modes of transportation. Parking pricing is one of the most effective ways to influence travel behavior. For example,

a 2014 study determined that free parking for employees is a strong predictor of driving alone, while offering transit benefits and benefits for employees who walk or bike results in much lower rates of driving if free car parking is not offered. Parking price increases or adjustments would need to be carefully considered, including where parking increases may be needed and the likely impacts. Since transit and parking demand peak simultaneously, and transit does not have extra capacity at these times, higher parking prices at the Town Lots may disproportionately impact Snowmass employees. To alleviate this impact, carpooling for employees should be encouraged and/or incentivized.

Over the long term, parking may also be influenced by trends in transportation network companies (TNCs) such as Uber and Lyft, as well as automated vehicles and emerging ridesharing platforms. Wider implementation of TNCs, for example, could reduce the number of people arriving to Snowmass Village by personal vehicle and thus reduce the need for additional parking in the future.

¹ - Hamre, Andrea and Ralph Buehler. Commuter Mode Choice and Free Car Parking, Public Transportation Benefits, Showers/Lockers, and Bike Parking at Work: Evidence from the Washington, DC Region. Journal of Public Transportation, Vol. 17, No. 2, 2014.

Next Steps:



- Consider implementing parking price increases at various locations and monitor results.
- Continue to encourage the installation of EV charging stations throughout the
- Monitor vehicle occupancy trends to determine effectiveness of travel demand management.
- Support a new car sharing program and encourage Transportation Network Companies to come to Snowmass Village.
- Implement code standards that mandate new development to participate in and support the car sharing program when it becomes available.

C.7 Evaluate and Monitor Progress

Given the Town's interest in limiting the use of motor vehicles on its roads, other performance measures for motor vehicle traffic in addition to Level of Service (LOS) should be used. When new development is proposed, the Town should require developers to evaluate all modes of transportation and address any negative impacts. This holistic perspective will encourage solutions that increase the overall person-trip capacity of the system.

For instance, if a new development will increase the overall number of trips, the Town may require additional investment in transit operations or the car share and bike share programs (when implemented).

Similarly, new measures are needed to document changes to the transportation system over time. For example, monitoring vehicle occupancy rate, or the average number of people per car, would shed insight into whether a greater number of people may be entering the Town, while the number of vehicles remains constant. Occupancy rate can be determined through visual surveys. For convenience, surveys could be conducted at trip ends such as the numbered parking lots or Snowmass Center, but ideally should also be conducted on higher volume roads such as Brush Creek Road and Owl Creek Road. Programs to encourage carpooling/car-sharing can be implemented to help increase occupancy rates.

Next Steps:



- Consider implementing a carpooling incentive program that will allow free parking at various locations in the Village.
- Consider amending the Land Use and Development code to require any development (except a single family house) to provide a comprehensive Traffic Impact Analysis that addresses traffic generation and alternatives (transit usage, shared vehicle usage, trail connections, potential reduction in parking, etc.) as part of the application review.

STRATEGIC INITIATIVES

GOAL D: PRESERVE SNOWMASS' UNIQUE CHARACTER AND CELEBRATE ARTS & CULTURE

D.1 Preserve Snowmass History while Developing Arts & Culture

Protecting and enhancing Snowmass Village's cultural and historical resources and celebrating the community through art is important. The arts community in Snowmass Village not only celebrates the history of the Town, but the present and future, telling the story of this unique place as it evolves. All development/re-development should incorporate existing important historic buildings and public art into their design.

Next Steps:



Partner with local organizations such as Anderson Ranch and others to promote Snowmass Arts & Culture, with the support of the Snowmass Arts Advisory Board (SAAB).



D.2 Integrate Civic Art

Civic art and street furniture (street lamps, trash cans, recycling containers, benches, hydrants, transformers, wayfinding signage, etc.) should be used to highlight Snowmass Village's unique character and omnipresence of the stunning natural environment by commissioning local artists and/or businesses to create new pieces.

Next Steps:



- Work with SAAB and Staff to develop a permanent funding mechanism to support the arts.
- Support the establishment of a state-recognized Creative District within Snowmass Village.
- Continue working with the SAAB and local artist community to commission public art pieces and identify specific locations where they could be installed.
- Examine each development proposal for inclusion of proposed public art during development review of all new projects, and propose commitments to support these elements. Amendments to the Land Use and Development code will ensure the provision of public arts by the private sector.

D.3 Begin the Process of Developing a Historic **Preservation Program for the Town**

The Snowmass Resort celebrated its 50th Anniversary in 2017, and the Town incorporation just met its 40th anniversary milestone. Until now, the Town has not considered the possibility of designating any buildings or spaces as "historic" and worthy of preserving. The Little Red Schoolhouse and several structures within the Anderson Ranch facility and near the Snowmass Center are the oldest in the community. Further, several single family homes were designed by

well-known modernist architects and may be worth considering local designation. Even the iconic Clock Tower in the Mall should be evaluated in terms of its importance to the Snowmass community. The first step in evaluating the possibility of developing a historic preservation program would be to develop criteria for and inventorying potential properties that may have historic value to the community.

Next Steps:



Identify resources and potential funding opportunities to develop criteria for and complete an initial inventory of buildings, structures and places that may be worthy of preserving.

STRATEGIC INITIATIVES

GOAL E: EXPAND HOUSING CHOICE & AFFORDABILITY

Snowmass Village faces a complex and challenging housing conundrum when it comes to providing housing that is affordable. The Town should continue to support a viable workforce with a commitment to workforce housing by exploring opportunities that best balance the character and resources of the Town.

E.1 Focus New Housing within the Nodes

Based on the limited amount of land available for development within Snowmass Village, new housing should be concentrated in and around the existing nodes of activity, i.e.: the Mall, Base Village, Snowmass Center and Town Park. Future redevelopment and new development in and around these areas present opportunities to increase the amount of available housing, with limited impact on the natural environment. Close proximity to local and regional transit and alternative transportation services at these locations would also allow residents to reduce their transportation costs, traveling on foot to reach their employment locations and for day-to-day shopping.



- Create incentives for redevelopment beyond the 115% credit currently allowed by the Land Use Development Code (LUDC). Encourage mixed use development in appropriate locations.
- Consider creating clearer definitions for redevelopment, and renovation to encourage sustainability, protect the environment and reduce waste.



30 Place Housin

E.2 Provide More Employee Housing

The Town should continue to provide and ensure that others also build many different types, sizes, and price points of housing intermingled in close proximity, with a range of living experiences from rural (where feasible) to more dense, so that there is something for everyone. The variety of dwelling types should include: different sizes of detached single family houses, townhouses, and multifamily condo buildings. Residential units should be available for lease and for ownership. This allows young and old, singles and families, having a range of income levels to find a home that suits their preferences and lifestyles. An additional benefit of this mix of housing types is that workers can live within walking distance of their jobs, rather than requiring that they commute to work, worsening traffic on local roads. Workforce housing should be in balance with the character and resources of the Town. As its primary housing goal, provide housing for 70 percent of full-time, year-round employees (60 percent of total employees).

Next Steps:



- Review and update the Town's Employee Housing Program. Commission a professional study to inform housing policy.
- Develop guidelines for all employee housing to assure compatibility with existing neighborhoods and commercial areas.
- Maintain an appropriate housing mitigation standard for new construction in the Village.
- Explore the possibility of developing public-private partnerships to provide employee housing as part of redevelopment and/or renovation projects in or close to the identified development areas.

E.3 Incentivize Accessory Dwelling Units

Modifying the current Accessory Caretaker and Accessory Employee Unit programs into a single Accessory Dwelling Unit (ADU) program to allow maximum flexibility while creating units that are more likely to be rented, could increase the private sector contributions toward meeting our employee housing demand as well as providing some much needed senior housing. Stand-alone units or units above, below or beside a garage would reduce the mass and scale of a residence (by breaking up the floor area), and may also be more easily rented out.

Next Steps:



Modify the Land Use & Development Code to combine the Accessory Employee Unit (AEU) and Accessory Caretaker Unit (ACU) programs into one Accessory Dwelling Unit (ADU) program that would give owners more incentive to rent these units.

E.4 Allow Free-Market Micro-housing

The Town should consider updating future codes and ordinances to allow for free-market 'micro-housing,' or apartments totaling less than 350 square feet, consistent with the ADU program changes. These studio apartments could be ideal for all demographics. This housing type has been successful in both large and small cities, and would provide a more reasonably priced option that could help local workers or those who just want the scaled-down lifestyle that small units provide.

Next Steps:



- Revise the minimum unit size limits to allow for free-market small units in the core areas of Snowmass Village, and consider parking standard reductions for units under 300 SF.
- All free-market micro-housing should be non-mobile by being placed on a foundation or within a multi-family building.

E.5 Bring an Aging Care Facility and/or Senior Housing to the Roaring Fork Valley

The Town should explore the option of a public/private partnership to build a centrally located graduated care facility within the Roaring Fork Valley. The facility could provide a range of housing alternatives, both market rate and subsidized, including detached and attached single-family independent-living cottages and condos, and assisted living units. The new facility should be situated in close proximity to services, restaurants, transportation and retail. Such a location would allow seniors to remain an integral part of the Roaring Fork Valley.



- Actively seek the development of a graduated care facility within the Roaring Fork Valley. Develop regulations and programs to encourage this type of development if proposed in Snowmass Village.
- Encourage the development of housing specifically earmarked for seniors in areas where services are accessible on foot.

GOAL F: PARKS, OPEN SPACE, TRAILS AND RECREATION (POSTR) MASTER PLAN PROJECTS & RECOMMENDATIONS

Following the identification of goals and objectives, the POSTR Master Plan (adopted 10/3/16 and attached by reference) includes projects, policies, actions and recommendations that resulted from that plan process. Each project includes a relative cost, timing and prioritization, and strategies for implementation. Refer to the POSTR plan for more detailed information. This Comprehensive Plan update endorses the projects and policies of the POSTR master plan. The POSTR Master Plan Projects and Recommendations are provided in Appendix A-4.

F.1 POSTR Master Plan Standards

Ensuring a sustainable system of parks, trails, community gardens and open spaces requires design and construction practices that balance community needs, long-term maintenance, and reduced resource usage. The Master Plan includes standards for environmental sustainability, economic, and social sustainability, addressing topics such as air quality, recycling, renewable energy, resource protection, fiscal practices, education and outreach, and public health. Accessibility standards ensure inclusive design of parks and open space projects, with access to trails and other amenities provided for persons of all ages and physical abilities.

Trails make up a huge part of the Snowmass Village POSTR network, and each type of trail has its own requirements and standards. The POSTR Master Plan references several published guidelines and standards used in the maintenance and development of trails throughout the Town, in addition to specific standards for different types of trails. Reference should be made to these standards whenever improvements are considered, planned for and implemented.



- Use the POSTR Master Plan standards whenever improvements are considered, planned for and implemented.
- Explore the possibility of having a garden tool library available at the new community garden at Catherine Robinson Park.
- Encourage residents to become more self-reliant by learning methods of raising more food crops at high elevation in the Village.

GOAL G: PROVIDE RELIABLE SERVICES & MUNICIPAL TRANSPARENCY

The information that follows summarizes how community facilities and services offered in Snowmass Village should be organized to support implementation of the Town's Conservation & Development Map. A brief narrative for each topic area identifies the improvements that should be moved forward in subsequent capital planning initiatives or coordination activities.

Work should be done with cooperation between government agencies and other partners responsible for implementing the proposed projects or policy recommendations.

G.1 Develop a Capital Improvement Plan (CIP) for Snowmass Village that Organizes Future Infrastructure Investments

Snowmass Village should continue to maintain a Capital Improvement Plan that identifies the public infrastructure needed to serve the community. The CIP could include an illustrative master plan, infrastructure investment strategy, and carrying capacity analysis that can be monitored and updated. The Town's "just big enough" concept should control the type and location of new public infrastructure built to serve future development.

Key infrastructure categories for the CIP should include: water, sewer, telecommunications, transportation, parks, solid waste, employee housing, pedestrian access, fire and police protection. Some categories will be studied in more detail - vision plan, projects, schedule and

funding - because they are Town-provided facilities and services. Others will require coordination with the primary service providers (Snowmass Water and Sanitation District, Snowmass Wildcat Fire Protection District, etc.) to manage the type, location and timing of future development.

Standards should be used during the development application review process to leverage private investments in the public realm.

Next Steps:



 Prepare, adopt and implement the five-year CIP for the Town of Snowmass Village for public improvements that connect the core areas on the Conservation and Development Map.

G.2 Build More "Community Infrastructure" in the **Public Realm**

There is an overall lack of public and semi-public gathering spaces in the public realm that could draw residents and visitors out of their homes/ lodges to interact more with one another as a community. Supporting new public and semipublic places in the core areas identified on the Conservation and Development Map -- Town Park, Snowmass Center, West Village (the Mall) -- would give people a 'third place' (i.e., other than home or work) to connect and socialize, and give people a reason to linger. They would spread out congestion during peak periods.

Gathering places in the core areas should promote a variety of social events and activities, including

summer concerts, children's events, talking, playing, people watching, or simply enjoying time alone in the company of others. They should be inter-mixed throughout each of the core areas as formal areas (e.g., plazas, stages, play areas, amphitheaters and public restrooms) and informal areas (e.g., cafes, benches, or sitting walls) to accommodate varying crowds, ages and yearround interests.

These areas should serve both residents and visitors, and should be considered "community purpose" for accepting higher densities and/or less private open space through PUDs in the core areas.

Next Steps:



Program 'community infrastructure' projects in the Town's Capital Improvements Plan and/or require dedication of space and amenities during the development application review process to complement public investments.



APPENDICES

STRATEGIC INITIATIVES

G.3 Think of Our Buildings & Fields as Multi-Purpose Facilities

Space is limited in Snowmass Village to maintain, expand or build the new infrastructure needed to protect the residents' high quality-of-life and improve visitors' experiences. Single-use facilities, such as the Rodeo Grounds or some athletic fields that have only one purpose and operate for only a portion of the year are not the most efficient use of limited space and facilities. Those space limitations also highlight opportunities for more public-private partnerships to provide facilities and services that meet community needs, visitor needs, and increase economic vitality throughout

the Town (emphasizing year-round benefits for all parties involved).

Moving forward, Town investments in infrastructure should 1) combine multiple uses on a single site; 2) pair uses and facilities that promote year-round use of the site; 3) take advantage of shared parking strategies; and 4) recognize the benefits of public-private partnerships for finding the right site to build a facility that can serve residents and visitors simultaneously.

Next Steps:



Adopt a formal policy that officially states the Town's position to plan, program and fund new community facilities as multipurpose centers, which can be used 1) in writing future requests for proposal; 2) in notifying other service providers of the Town's intent to build multipurpose facilities; and 3) in driving decisions about land area needs, building sizes and locations, and the proximity of supporting infrastructure to be more efficient with multipurpose facilities.

G.4 Find a Permanent Location for a Library

A Pitkin County Library Annex in Snowmass Village could be the catalyst for more community events and added quality of life. Libraries provide valuable meeting spaces, support personal productivity and cultural engagement, and provide a safe, important and central space in communities.

Next Steps:



• Explore the possibility of locating a County Annex library within Snowmass Village by soliciting interest from various organizations.

G.5 Coordinate with State, Regional and Local Service Providers to Provide Infrastructure, as **Needed, to Serve the Community**

The Town of Snowmass Village provides only a portion of the infrastructure needed to support the daily needs of residents, business owners, and visitors to the mountain. Town officials should coordinate with representatives of the school district, water and sewer district, fire and emergency medical services, state department of transportation, the Regional Transportation

Authority (RFTA) and County concerning the timing, intensity and locations of needed development (influenced by the Conservation & Development Map) and strengthen the Town's ties to the strategic plans and capital improvements plans for these regional service providers.

Next Steps:



Advocate for recommendations in the Snowmass Village Comprehensive Plan with regional service providers in the area, and participate in the processes established for updating their strategic plans and capital improvements plans.

G.6 Monitor Water Storage Capacity in Snowmass Village & Coordinate with Snowmass Water and Sanitation District (SWSD) Officials if Improvements are Needed

Thirteen storage tanks located in various SWSD pressure zones provide enough treated water capacity for three days of typical Town water usage. Studies completed to support the SWSD Water Efficiency Plan (adopted in February 2014) found the District may not be able to meet all future development demands without the implementation of additional water conservation measures, the

creation of raw water storage, or a combination of both additional conservation and storage. The Town of Snowmass Village also has an economic development interest in the capabilities of SWSD to meet the snow-making needs for the Aspen Skiing Company (especially as climate changes may increase the need for longer, more intense snowmaking periods).

Next Steps:



Town officials should coordinate regularly with the Snowmass Water and Sanitation District to ensure infrastructure is available to support the timing, intensity and locations of new development influenced by the Conservation and Development Map. This should include a strong partnership for implementing water conservation measures identified in the SWSD Water Efficiency Plan, as adopted, help siting and securing land for new or expanded SWSD water acquisition and storage, and direct contact with SWSD officials during the development application review process.

APPENDICES

G.7 Implement a Local Storm Water Management Strategy for Snowmass Village

On-site storm water infrastructure in some areas of the Town is already failing, which adds sediment to Brush Creek and negatively impacts the community. New or enhanced rules and requirements for storm water management similar

to those used in National Pollutant Discharge Elimination System (NPDES) Phase II Permit areas could help Snowmass Village implement a Townwide storm water management strategy.

Next Steps:



 Allocate funds to complete a storm water inventory and assessment for the Town, and act on recommendations in the study related to things the Town can do to: 1) manage the quantity and quality of storm water on-site and as a larger community; 2) provide flood protection during significant storm events; and 3) limit the amount of sediment run-off for areas downstream.

G.8 Expand Childcare Facilities in Town as Needed to Support the Community's Demand

Childcare in Snowmass Village is very important to the community's working households and the wait is an extraordinarily long time and a hindrance to some community members' quality-of-life. The Town should support efforts to either expand the existing facility or find a new, larger location in Town to serve the overwhelming demand.



Next Steps:



 Support existing facilities to either expand their facility or to find a new location in the community.

G.9 Change the Town's 'Trash Behavior' to Divert More Waste Buried at the Pitkin County Landfill

All solid waste and recycling collected in the Town are sent to the Pitkin County Landfill. Estimates are, without a drastic change in the region's 'trash behavior', that the landfill will reach capacity and be closed in under seven years. Several programs are underway to divert waste from the landfill, including aggregate recovery, a 'drop and swap' program, various recycling programs, and food and landscape waste composting initiatives.

The Town is committed to being a sustainable community in terms of waste reduction and recycling, and there is support to promote

Snowmass Village as a place that is taking a lead in environmental awareness and human impacts on the environment. To this end, initiatives to reduce the diversion rate for the landfill by recycling, composting and reducing other waste generation behaviors should all be explored by the Town and its private sector partners. One goal for the Town should be to increase its recycling program participation by 2020 (currently between 14% - 17% of the total waste collected in Town is being recycled at the landfill); the Environmental Advisory Board recommends a goal of increasing this number to 20% by 2020.

Next Steps:



- Continue to encourage programs in the community that reduce the amount of trash going to the landfill (e.g., reusable shopping bags, community gardens and composting stations, zero-sort recycling programs, etc.) and coordinate with other cities and towns in the region.
- The Town should consider discouraging the "tear down and replace" mentality and incentivize the rehabilitation and renovation of existing structures instead.

G.10 Continue to Support Efforts to Expand & Modernize the Aspen-Pitkin County Airport

The Aspen-Pitkin County Airport is critical to the Town's economy and its ability to connect with the rest of the world (especially for seasonal residents and visitors to the area). Identified improvements

for the airport in the draft Environmental Assessment - terminal and runway enhancements - should be supported by the Town as a driver for future economic development.

Next Steps:



Be active in supporting improvements at the airport with federal, state and local officials.

STRATEGIC INITIATIVES

TABLE 1: GOALS, POLICIES & NEXT STEPS SUMMARY TABLE

The matrix below helps policymakers and stakeholders implement this Comprehensive Plan. It is the intent of this matrix to make it easier for decision-makers to evaluate development projects against the plan goals, policies and next steps in a single location. Each project, policy, or initiative identified in this Strategic Initiatives Section is listed in this matrix. The goals and policies as noted are not prioritized. It is expected that these goals, policies and next steps, together with the Aspiration Statement, the "Just Big Enough" concept, and the Guiding Principles will guide Town decision-making.

GOAL	POLICY	NEXT STEPS
	A.1 Promote the Town Resiliency & Sustainability Plan	Continue to implement, revisit and regularly update the Resiliency & Sustainability Plan.
	A.2 Protect Public Views	Once identified, incorporate viewshed protection regulations in the Land Use & Development Code.
	A.3 Protect Wildlife Habitat and Other Environmentally Sensitive Areas	Continue to enforce the sensitive wildlife habitat area regulations of the Land Use & Development Code for any new development in Town and for public lands management.
GOAL A: SUSTAINABILITY, CONSERVATION AND ENVIRONMENTAL STEWARDSHIP		Consider the creation of a seasonal Town Forester position who would manage the removal and replacement of trees, the development of any additional appropriate re-vegetation standards for development areas, and implement appropriate water-wise landscaping standards.
		Work with the Snowmass-Wildcat Fire Protection District on wildfire mitigation to minimize threats from wildfire within the Village.
		Work with the Snowmass-Wildcat Fire Protection District on wildfire mitigation to minimize threats from wildfire within the Village.
	A.4 Support the Comprehensive Water Conservation Program	Explore the development of a comprehensive water conservation program in Snowmass Village that does not compromise secured water rights.
		Explore and encourage the collection of roof runoff in cisterns for use as irrigation water.
		Explore the acquisition of additional water rights.
		Integrate water resource management with land use planning to further improve water efficiency.
	A.5 Be Innovative with Waste Management	Explore what a Zero Waste approach would entail and determine if any element could be achieved and brought forward to help reduce waste generation in the Town.
		Encourage residents to consider a zero-waste approach to living by providing them information as well as opportunities to implement that approach.
		Explore compostable units for neighborhoods or HOAs that are designed not to attract wildlife.
		Consider creating clearer definitions in the Land Use and Development Code for redevelopment and renovation to encourage sustainability, protect the environment and reduce waste.
	A.6 Protect Open Spaces that are Important to the Community	Identify those open spaces that are not thoroughly protected today and explore the feasibility of purchasing them or protecting them long-term, via easements or other means.

GOAL	POLICY	NEXT STEPS
GOAL B: PROMOTE MIXED-USE ACTIVITY CENTERS & DIVERSIFY THE	B.1 Diversity the Economy	Support the establishment of a state-recognized Creative District within Snowmass Village.
		Encourage the establishment of incubator spaces for small businesses and art studios.
		Amend the Land Use Development Code to allow live-work units as a permitted use in appropriate locations.
		Include performance standards in any code amendments to minimize impacts of odors, noise, etc.
ECONOMY	B.2 Encourage Redevelopment and Rehabilitation in the Village Core	Amend the Land Use and Development Code to provide incentives for redevelopment and rehabilitation in the Village Core.
		Amend the CPA Section of the Land Use and Development Code to reflect the direction for the three new CPA areas set forth in this Comprehensive Plan.
	C.1 Prioritize Walking, Biking and Safety Improvements	Develop a Master Plan for a walking path along Upper Brush Creek Road as the highest priority to implement improvements.
		Provide trails/walkways adjacent to primary roadways such as Brush Creek Road, Owl Creek Road and Highline Road.
		Continue to examine connectivity to serve as the basis for safety, walking paths, crosswalks and other improvements.
		Further study the feasibility of a better connection (pedestrian bridge, aerial conveyance, etc.) between Base Village and Snowmass Center.
		Study the feasibility of an improved uphill people mover along Fanny Hill between Base Village, the Mall, and the upper West Village, a more efficient alternative to the "Skittles" SkyCab currently in place.
		Plow trails in the winter within the Village Core area to key neighborhoods so that pedestrians may use them year-round.
GOAL C:		Improve accessibility and visibility of trailheads to ensure safe and easy access by all.
PROMOTE TRANSPORTATION		Continue to improve wayfinding for all modes of transportation.
CHOICE & MOBILITY		Develop a comprehensive bicycle promotion strategy, consistent with the draft CCP recommendations, to encourage increased bicycle-related tourism.
		Explore the feasibility of implementing an E-Bike Share that is supported by new development.
		Identify a pilot project to implement crossing improvements without a Rectangular Rapid Flashing Beacon (RRFB). Evaluate its productiveness to warn drivers and accommodate snowplow drivers without detriment to the night sky.
		Implement pedestrian facility recommendations from the CCP, once adopted.
		Require developers to provide appropriate pedestrian improvements to mitigate impacts of the development and encourage pedestrian access as part of the site plan, zoning and/or subdivision review process.
		Monitor vehicle occupancy trends to determine effectiveness of travel demand management.

APPENDICES

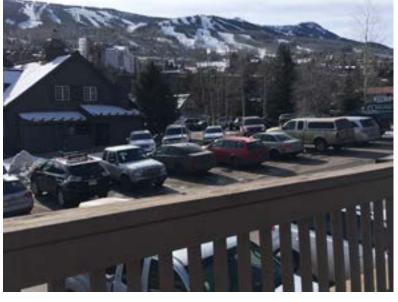
GOAL	POLICY	NEXT STEPS
	C.2 Connect Base Village to the Mall and Upper West Village	Conduct a jointly funded study with to explore options for upgrading the Skittles SkyCab with more efficient options, including an extension to the Upper West Village.
		Further master plan the Benedict Trail from Base Village to the Upper Village to reclaim this historic pedestrian connection.
	C.3 Connect Base Village to the Snowmass	Conduct further study including the feasibility of a Pedestrian Bridge and/or aerial conveyance between Base Village and Snowmass Center/Town Hall.
	C.4 Improve the Experience in the Base Village Transit Center	Work with the Base Village developer to consider improvements in the Transit Center that will create more vitality and interest
GOAL C:		Work with the artistic community to commission public art pieces and develop a concept for improving the experience in the transit center.
	C.5 Spread the Daily Travel Peaks	Work in partnership with local other property owners and businesses to offer a variety of offerings in order to spread out the travel peaks.
PROMOTE TRANSPORTATION		Consider implementing parking price increases at various locations and monitor results.
CHOICE & MOBILITY (CONTINUED)	C.6 Manage Parking & Transit	Continue to encourage the installation of EV charging stations throughout the Village.
		Monitor vehicle occupancy trends to determine effectiveness of travel demand management.
		Support a new car sharing program and encourage Transportation Network Companies to come to Snowmass Village.
		Implement code standards that mandate new development to participate in and support the car sharing program when it becomes available.
		Consider implementing a carpooling incentive program that will allow free parking at various locations in the Village.
	C.7 Evaluate and Monitor Progress	Consider amending the Land Use and Development Code to require any development (except a single family house) to provide a comprehensive Traffic Impact Analysis, beyond Level of Service (LOS), that addresses traffic generation and alternatives (transit usage, shared vehicle usage, trail connections, potential reduction in parking, etc.) as part of the application review.
GOAL D: PRESERVE & CELEBRATE SNOWMASS' UNIQUE CHARACTER, ARTS & CULTURE	D.1 Preserve Snowmass History while Developing Arts & Culture	Partner with local organizations such as Anderson Ranch and others to promote Snowmass Arts & Culture, with the support of the Snowmass Arts Advisory Board (SAAB).
	D.2 Integrate Civic Art	Work with SAAB to develop a funding mechanism to support the arts.
		Support the establishment of a state-recognized Creative District within Snowmass Village.
		Continue working with the SAAB and local artist community to commission public art pieces and identify specific locations where they could be installed.
		Examine each development proposal for inclusion of proposed public art during development review of all new projects, and propose commitments to support these elements. Amendments to the Land Use and Development Code will ensure implementation of public arts by the private sector.
	D.3 Begin the Process of Developing a Historic Preservation Program for the Town	Identify resources and potential funding opportunities to develop criteria for and complete an initial inventory of buildings, structures and places that may be worthy of preserving.

GOAL	POLICY	NEXT STEPS
	E.1 Focus New Housing within the Nodes	Consider incentives for redevelopment beyond the 115% credit currently allowed by the Land Use Development Code (LUDC). Encourage mixed use in appropriate locations.
		Consider creating clearer definitions for redevelopment, and renovation to encourage sustainability, protect the environment and reduce waste.
	E.2 Provide More Employee Housing	Review and update the Town's Employee Housing Program. Commission a professional study to inform housing policy. As its primary housing goal, provide housing for 70 percent of full-time, year-round employees (60 percent of total employees).
		Develop guidelines for all employee housing to assure compatibility with existing neighborhoods and commercial areas.
2011 5		Maintain an appropriate housing mitigation standard for new construction in the Village.
GOAL E: EXPAND HOUSING CHOICE & AFFORDABILITY		Explore the possibility of developing public-private partnerships to provide employee housing as part of redevelopment projects in or close to the identified development areas.
	E.3 Incentivize Accessory Dwelling Units	Modify the Land Use & Development Code to combine the Accessory Employee Unit (AEU) and Accessory Caretaker Unit (ACU) programs into one Accessory Dwelling Unit (ADU) program that would give owners more incentive to rent these units.
	E.4 Allow Free-Market Micro- housing	Revise the minimum unit size limits to allow for small units in the core areas of Snowmass Village, and consider parking standard reductions for units under 300 SF.
		All free-market Micro-housing should be non-mobile by being placed on a foundation or within a multi-family building.
	E.5 Bring an Aging Care Facility and/or Senior Housing to the Roaring Fork Valley	Actively seek the development of a centrally located graduated care facility in Snowmass Village. Develop regulations and programs to encourage this type of development.
		Encourage the development of housing specifically earmarked for seniors in areas where services are accessible on foot.
GOAL F: PARKS, OPEN SPACE, TRAILS AND RECREATION (POSTR) MASTER PLAN PROJECTS & RECOMMENDATIONS	F.1 POSTR Master Plan Standards	Use the POSTR Master Plan Standards whenever improvements are considered, planned for and implemented.
		Explore the possibility of having a garden tool library available at the new community garden at Catherine Robinson Park.
		Encourage residents to learn methods of raising more food crops at high elevation in the Village.
GOAL G: PROVIDE RELIABLE SERVICES & MUNICIPAL TRANSPARENCY	G.1 Develop a Capital Improvement Plan (CIP) for Snowmass Village that Organizes Future Infrastructure Investments	Prepare, adopt and implement the five-year CIP for the Town of Snowmass Village for public improvements that connect the core areas on the Conservation and Development Map.
	G.2 Build More "Community Infrastructure" in the Public Realm	Program 'community infrastructure' projects in the Town's Capital Improvements Plan and/or require dedication of space and amenities during the development application review process to complement public investments.
	G.3 Think of Our Buildings & Fields as Multi-Purpose Facilities	Adopt a formal policy that officially states the Town's position to plan, program and fund new community facilities as multipurpose centers, which can be used 1) in writing future requests for proposal; 2) in notifying other service providers of the Town's intent to build multi-purpose facilities; and 3) in driving decisions about land area needs, building sizes and locations, and the proximity of supporting infrastructure to be more efficient with multi-purpose facilities.
	G.4 Find a Permanent Location for a Library	Explore the possibility of locating a new library in Snowmass Village by soliciting interest from various organizations.
		AMENORY APPENDICES

GOAL	POLICY	NEXT STEPS
GOAL G: PROVIDE RELIABLE SERVICES & MUNICIPAL TRANSPARENCY	G.5 Coordinate with State, Regional and Local Service Providers to Provide Infrastructure, as Needed, to Serve the Community	Advocate for recommendations in the Snowmass Village Comprehensive Plan with regional service providers in the area, and participate in the processes established for updating their strategic plans and capital improvements plans.
	G.6 Monitor Water Storage Capacity in Snowmass Village & Coordinate with Snowmass Water and Sanitation District (SWSD) Officials if Improvements are Needed	Town officials should coordinate regularly with the Snowmass Water and Sanitation District to ensure infrastructure is available to support the timing, intensity and locations of new development influenced by the Conservation and Development Map. This should include a strong partnership for implementing water conservation measures identified in the SWSD Water Efficiency Plan, as adopted, help siting and securing land for new or expanded SWSD water storage, and direct contact with SWSD officials during the development application review process.
	G.7 Implement a Local Storm Water Management Strategy for Snowmass Village	Allocate funds to complete a storm water inventory and assessment for the Town, and act on recommendations in the study related to things the Town can do to: 1) manage the quantity and quality of storm water on-site and as a larger community; 2) provide flood protection during significant storm events; and 3) limit the amount of sediment run-off for areas downstream.
	G.8 Expand Childcare Facilities in Town as Needed to Support the Community's Demand	Support existing facilities to either expand their facility or to find a new location in the community.
	G.9 Change the Town's 'Trash Behavior' to Divert More Waste Buried at the Pitkin County Landfill	Continue to encourage programs in the community that reduce the amount of trash going to the landfill (e.g., reusable shopping bags, community gardens and composting stations, zero-sort recycling programs, etc.) and coordinate with other cities and towns in the region.
		The Town should consider discouraging the "tear down and replace" mentality and incentivize the rehabilitation and renovation of existing structures instead.
	G.10 Continue to Support Efforts to Expand & Modernize the Aspen-Pitkin County Airport	Be active in supporting improvements at the airport with federal, state and local officials.



As viewed from Snowmass Center toward Alpine Bank and the ski area beyond 1978 - Source THK



As viewed from Snowmass Center toward Alpine Bank and the ski area beyond Early 2018



As viewed from Snowmass Center toward Alpine Bank and the ski area beyond Late 2018



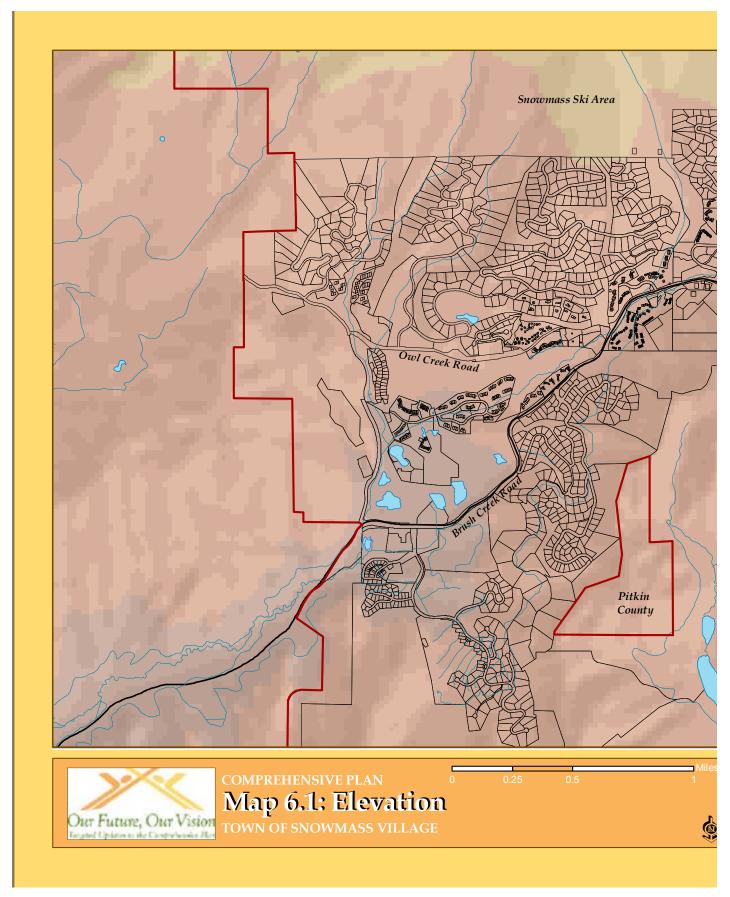
ENVIRONMENTAL RESOURCES MAPS AND OTHER DOCUMENTS

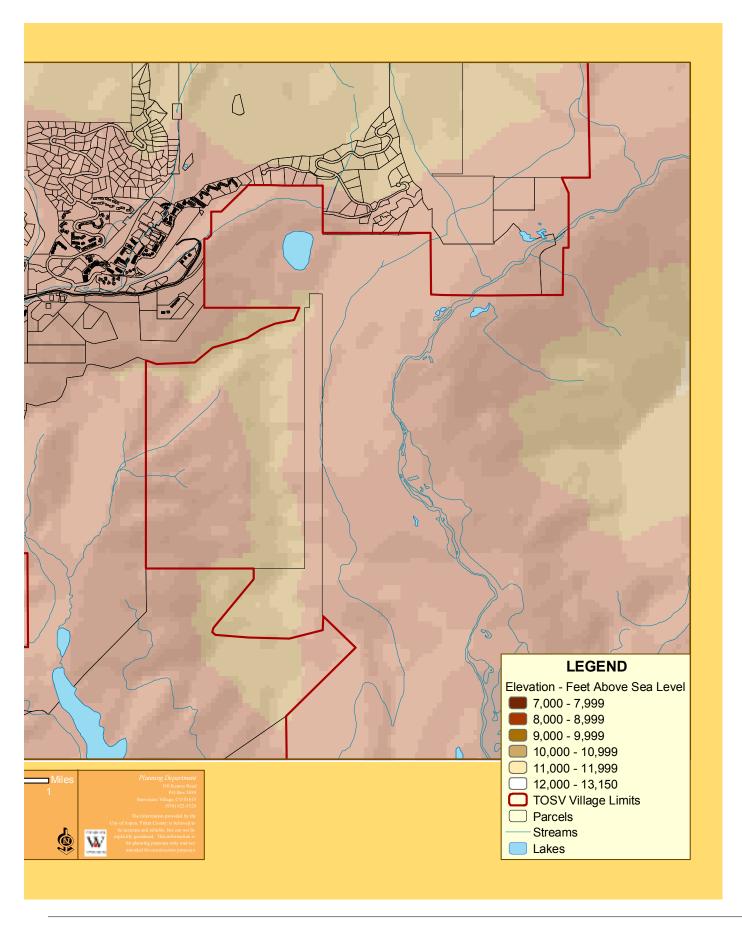
The Town's Land Use and Development Code (LUDC) makes reference to certain Environmental Resources maps, transportation policies and a Build Out table specific to the 2010 Comprehensive Plan. Until the LUDC is amended to reflect the policies set forth in this 2018 Comprehensive Plan, these reference documents to this Plan should be considered part of this plan update.

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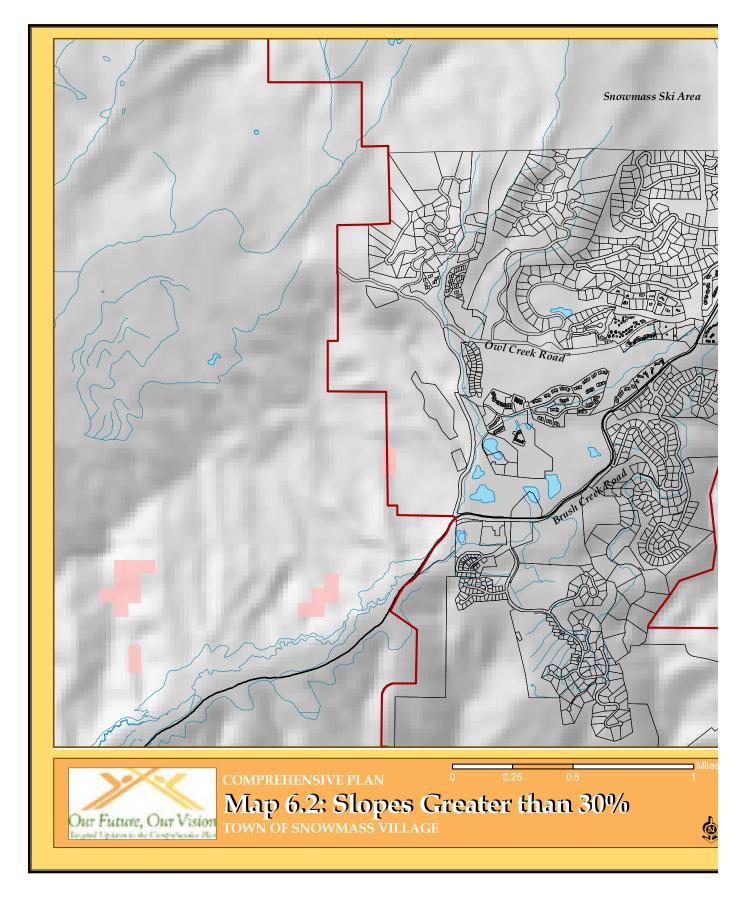
EXECUTIVE SUMMMARY | INTRODUCTION | PRINCIPLES | PLAN FRAMEWORK | STRATEGIC INITIATIVES | ENVIRONMENTAL RESOURCES MAPS | APPENDICES

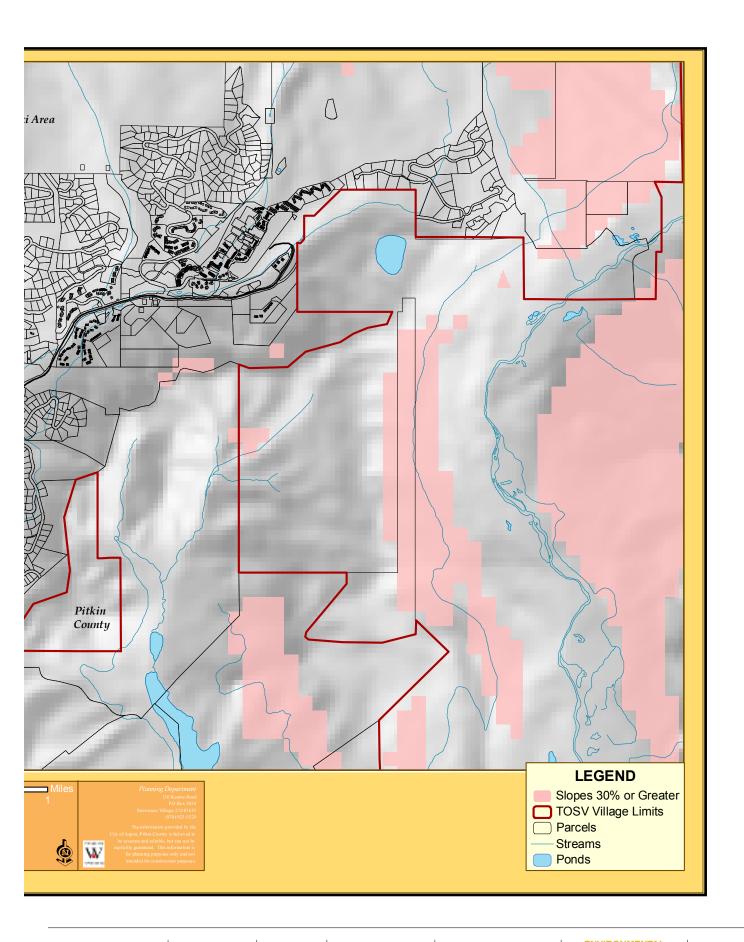




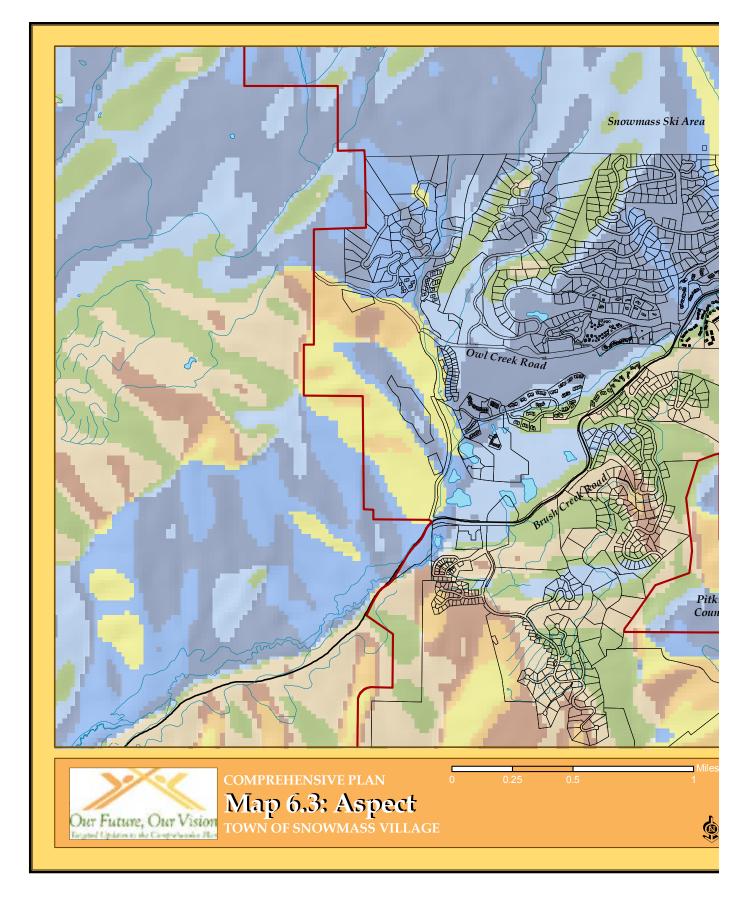


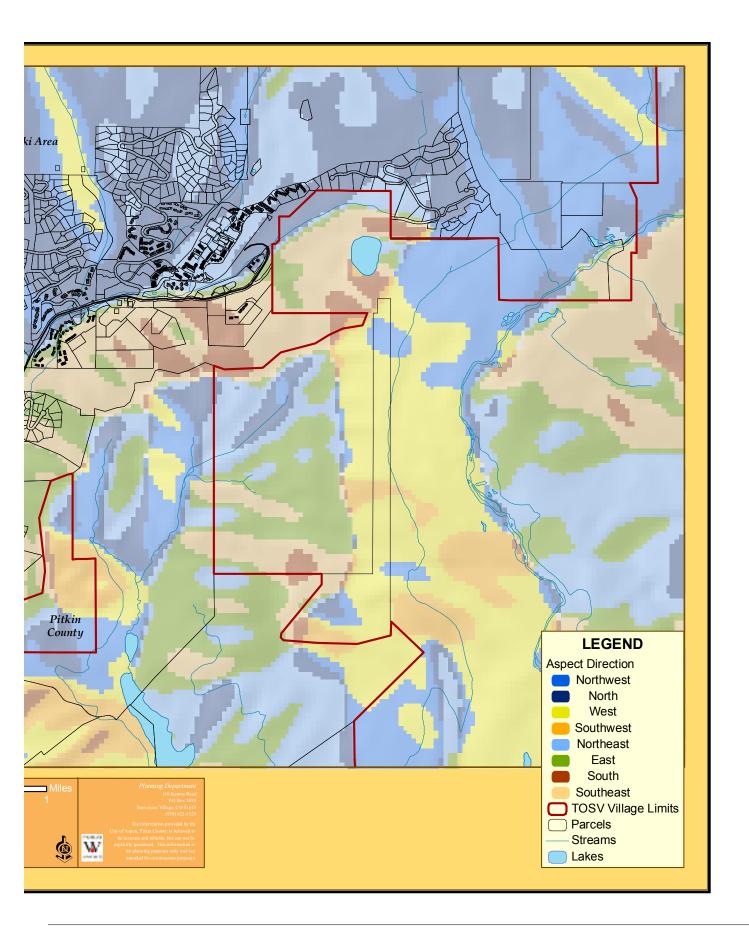




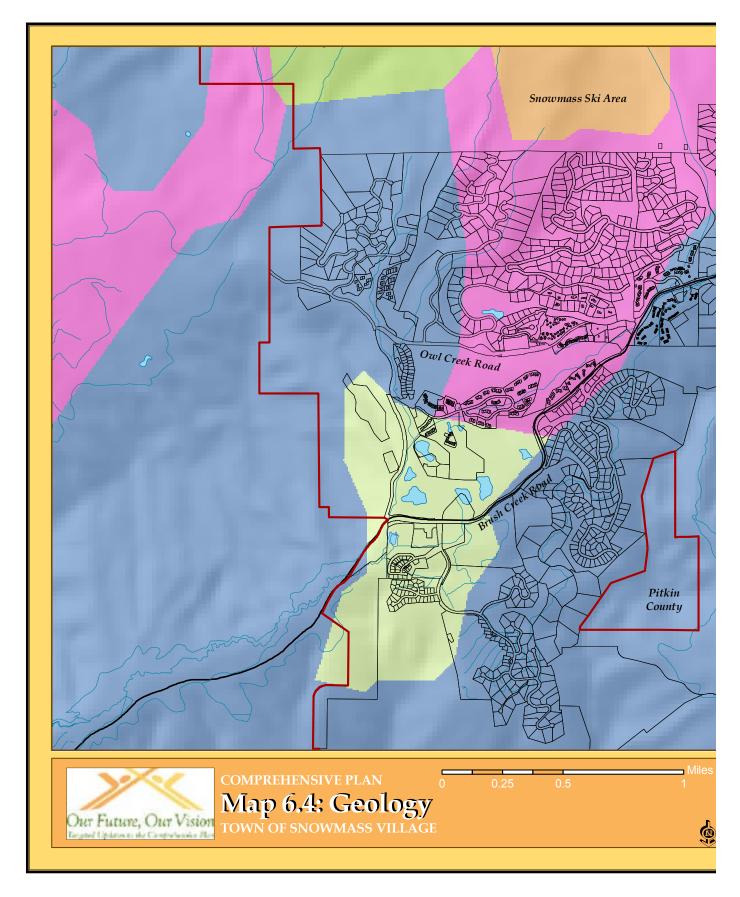


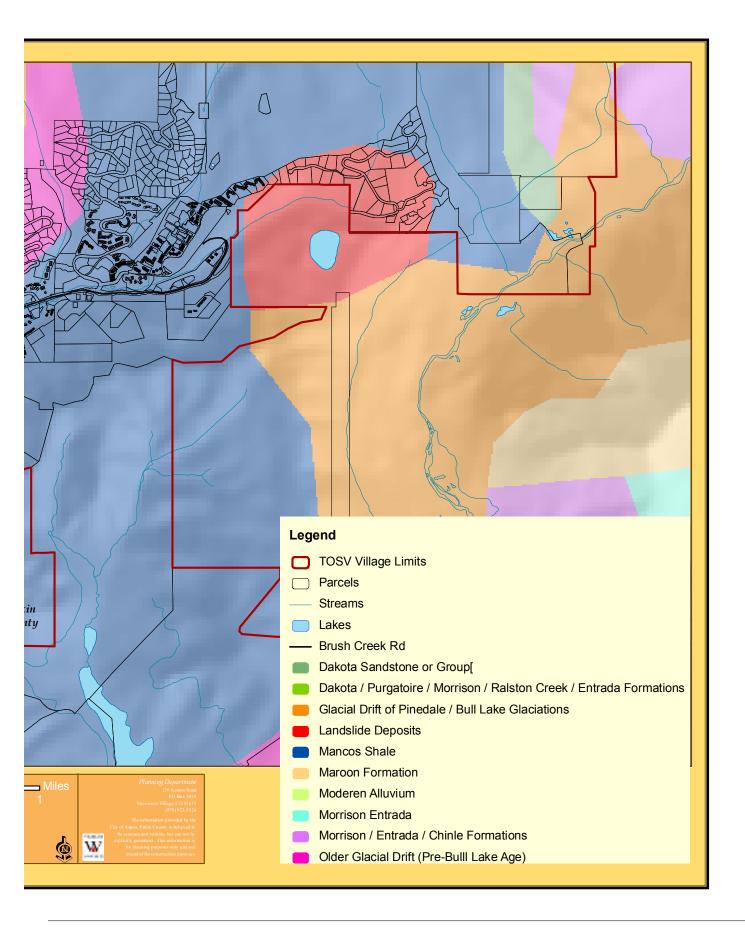




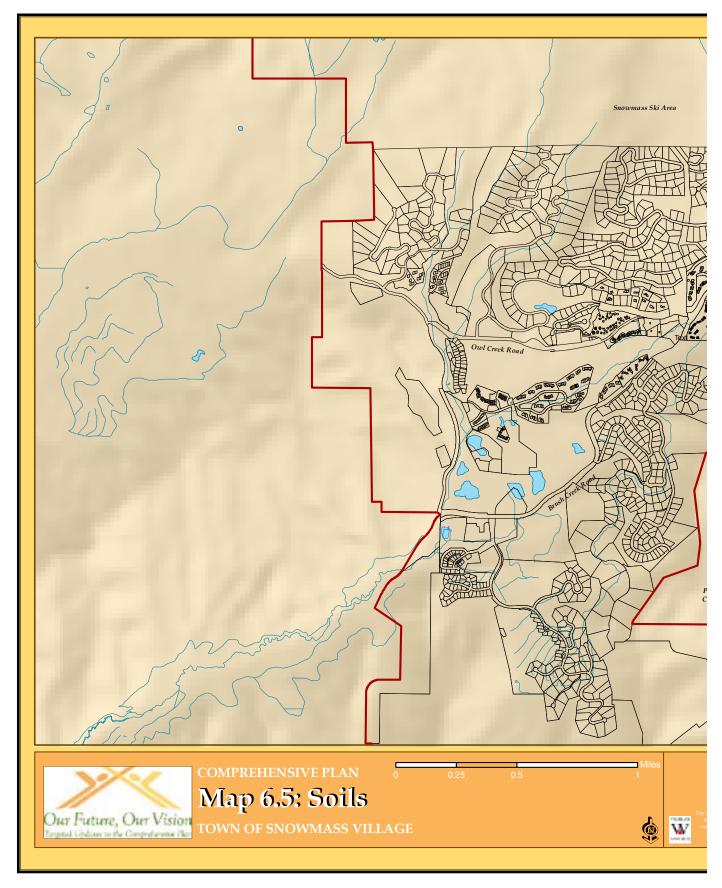


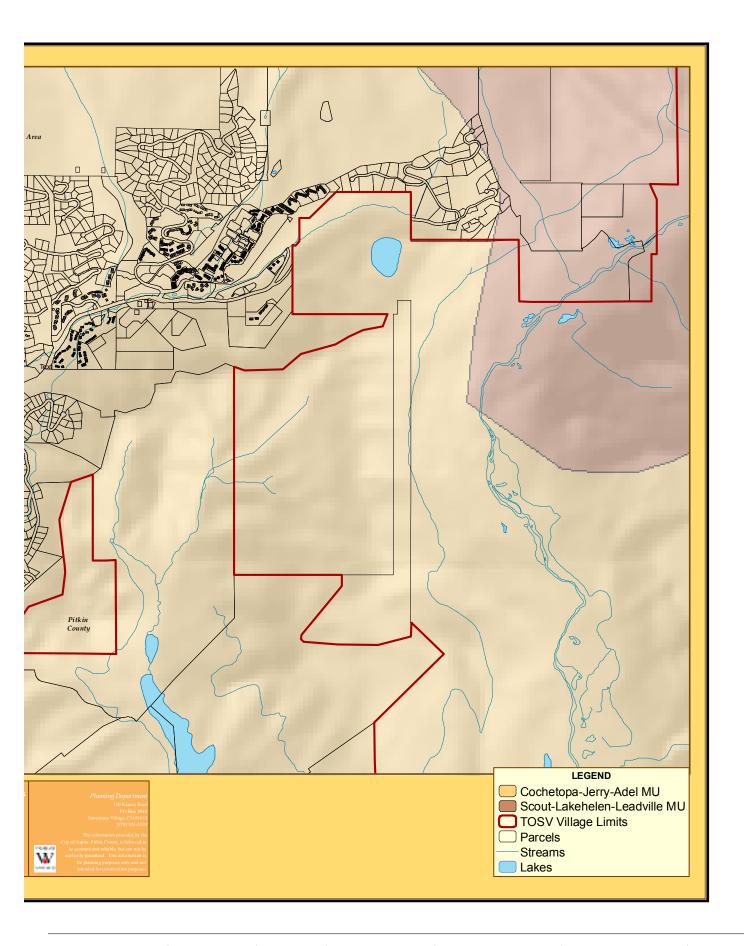




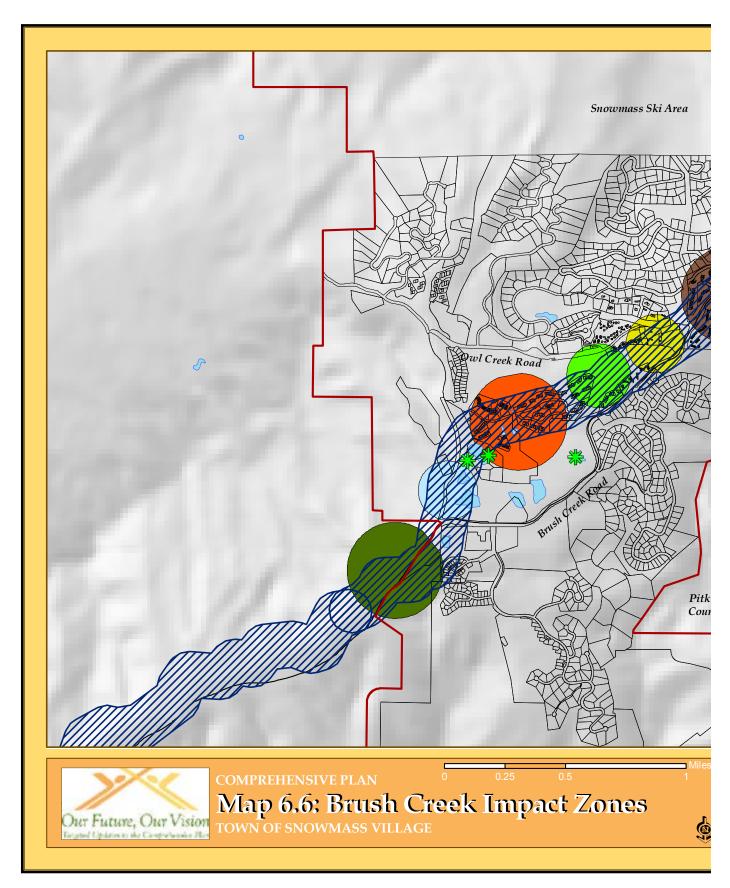


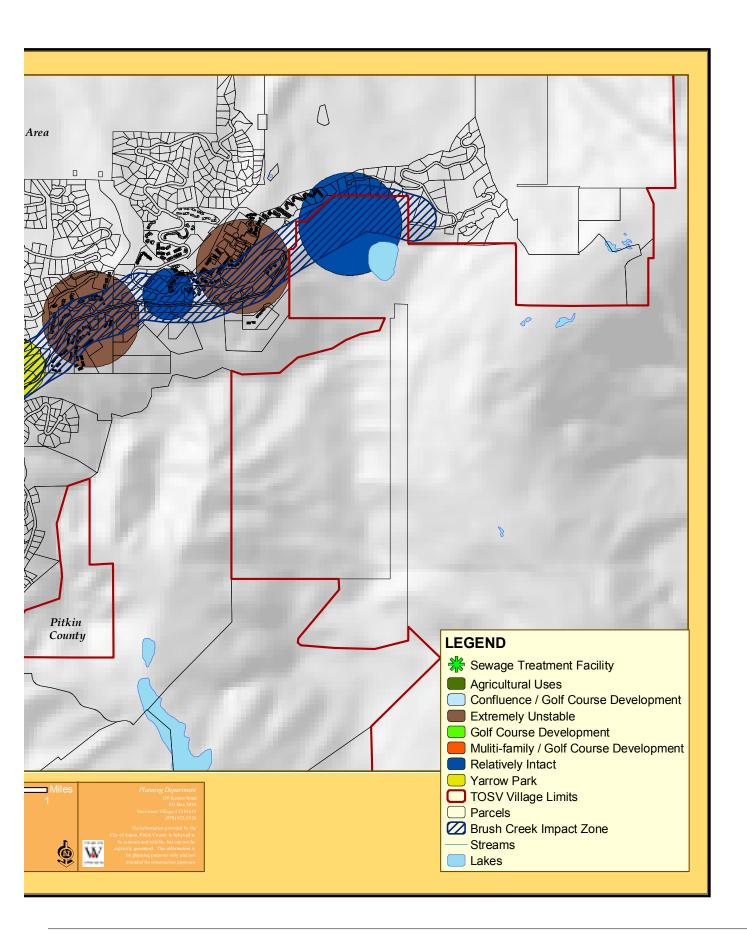




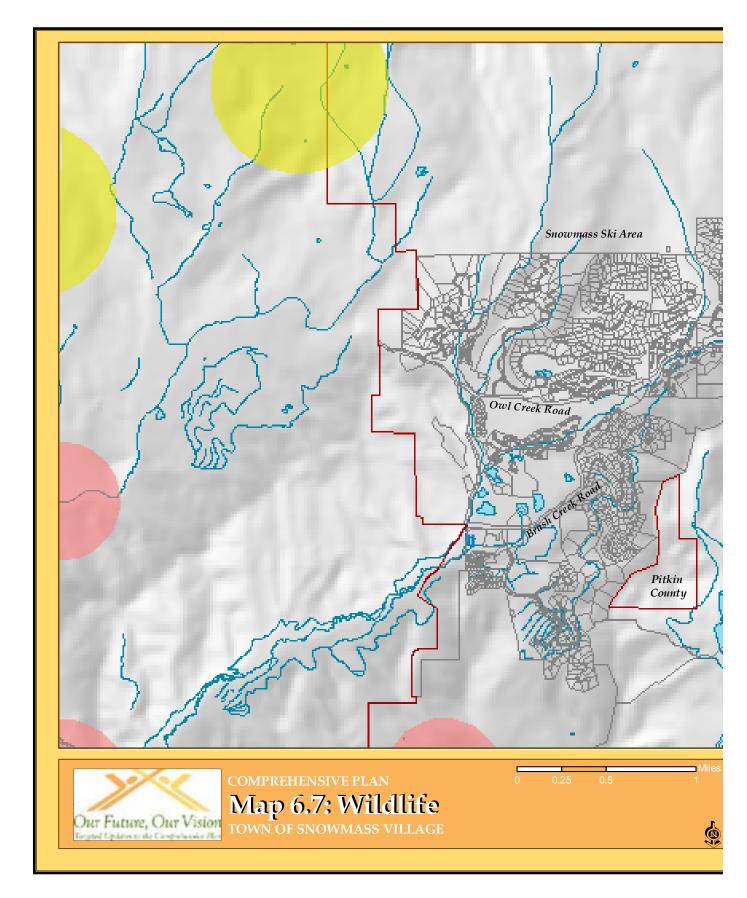


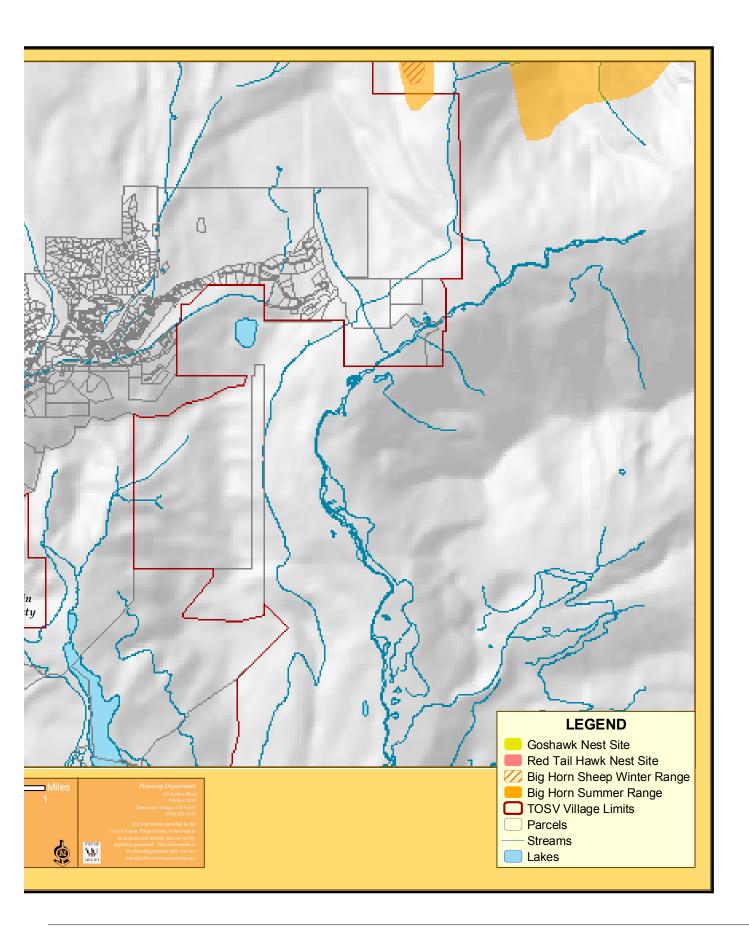




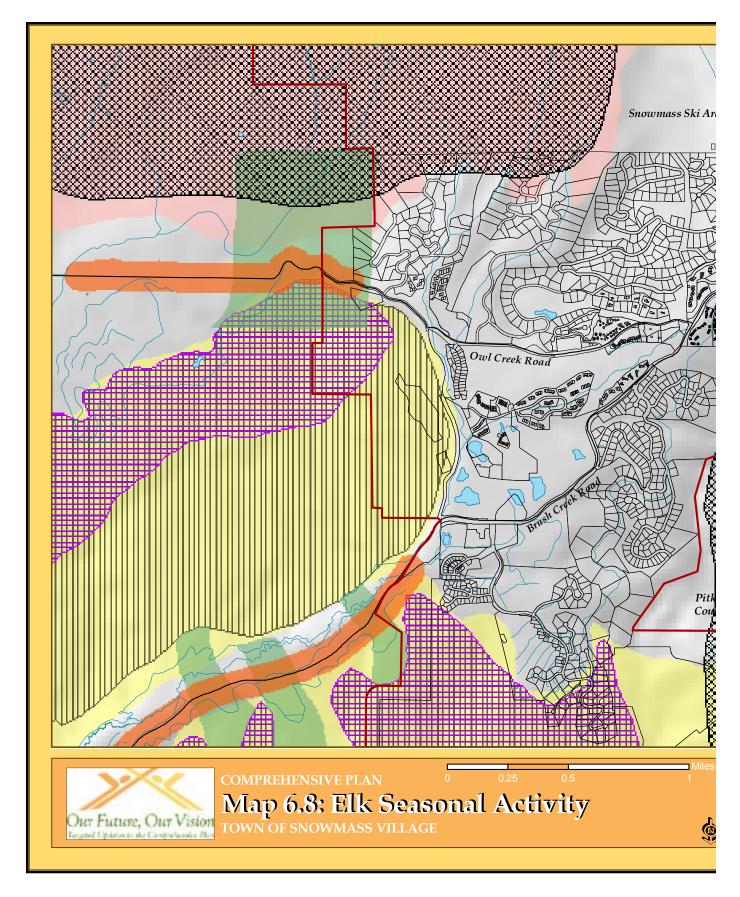


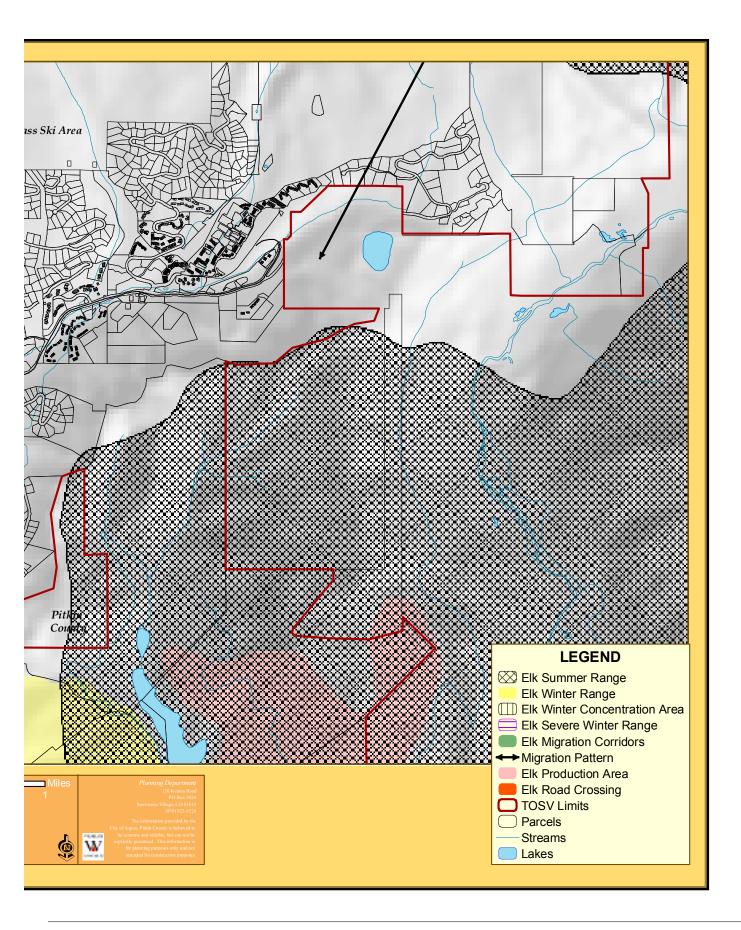






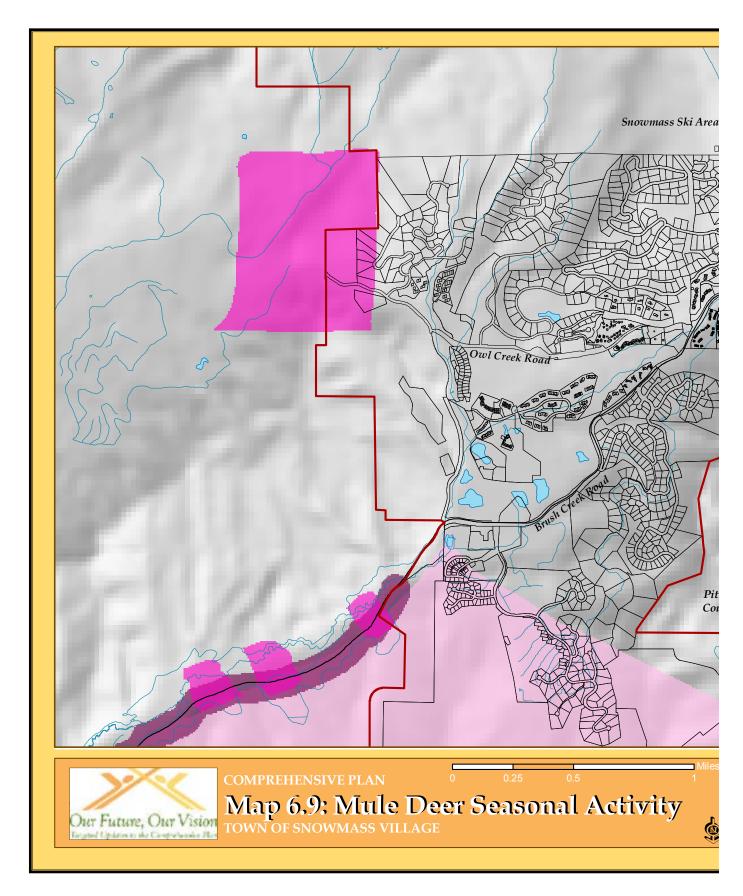


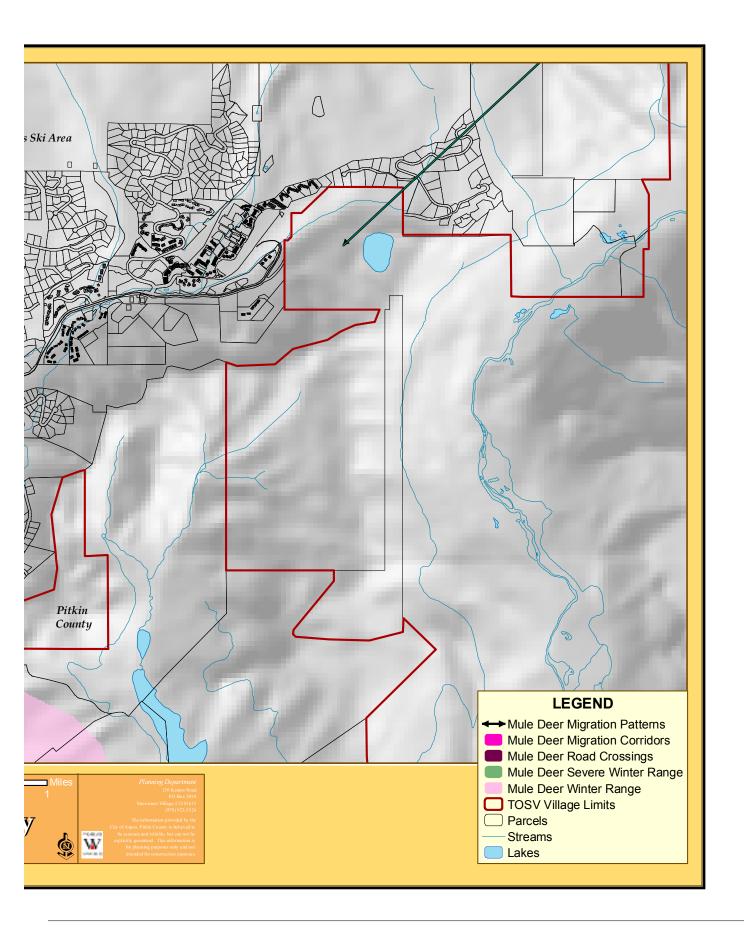




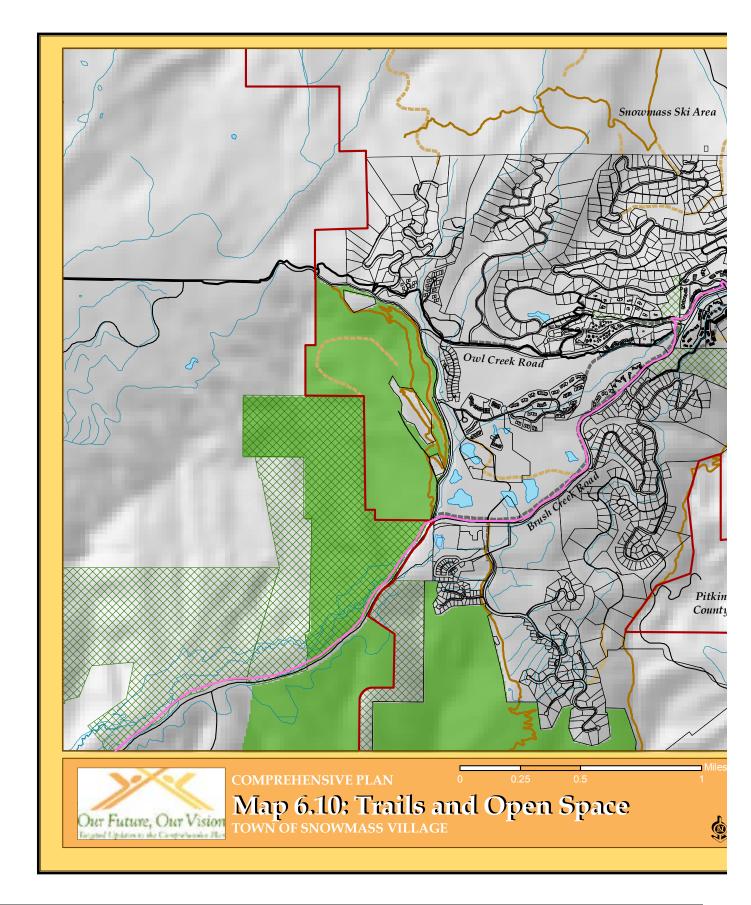
STRATEGIC INITIATIVES

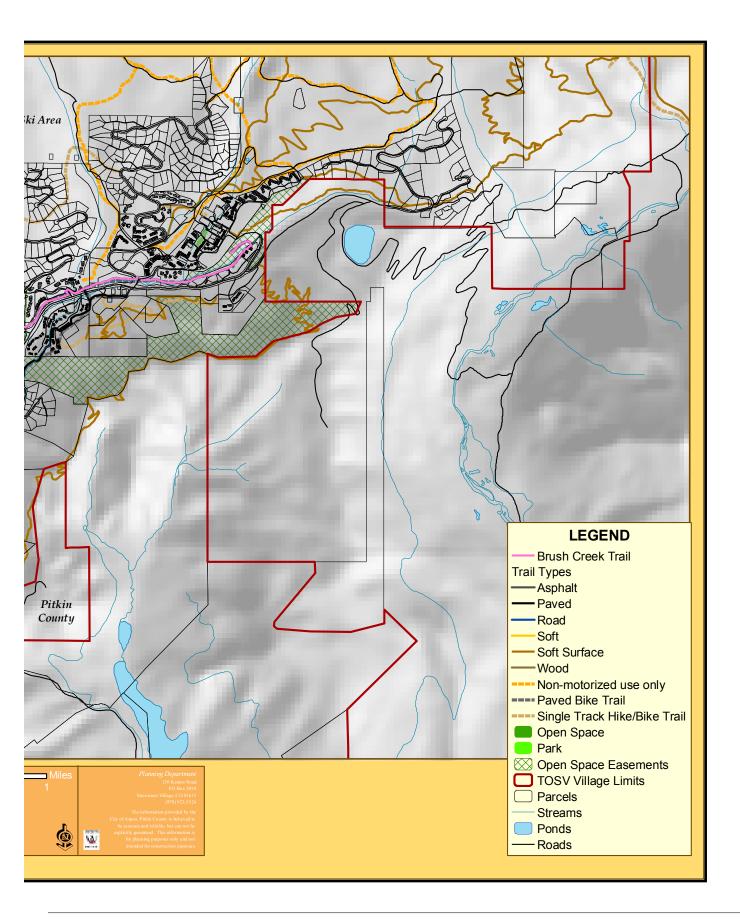




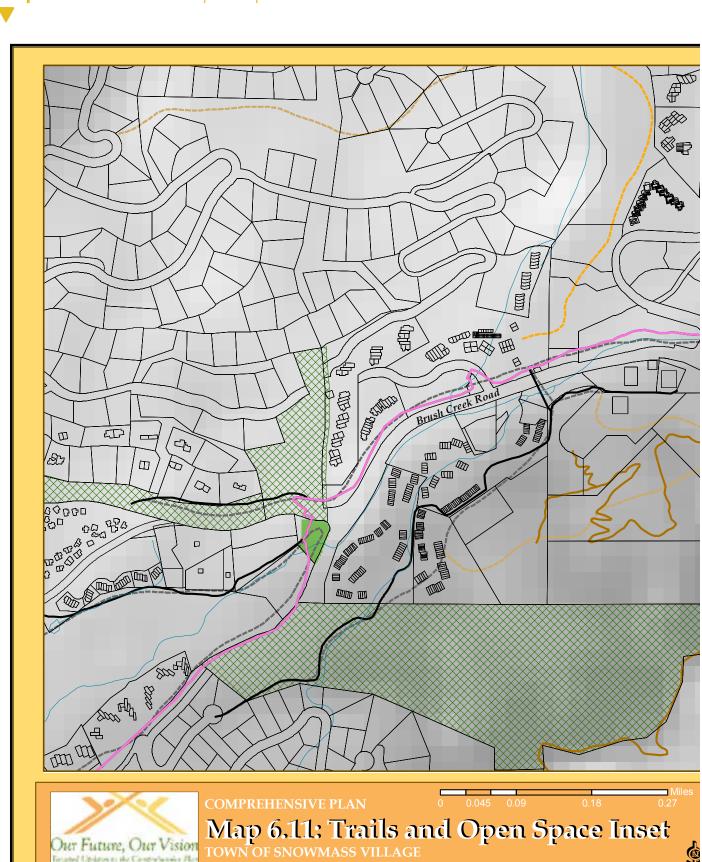


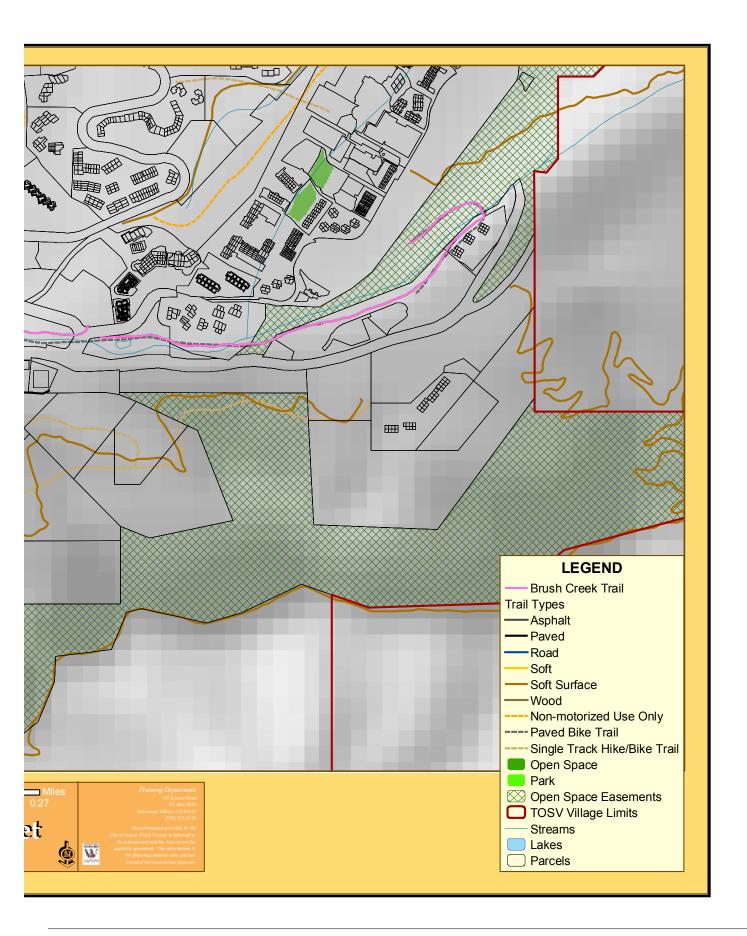




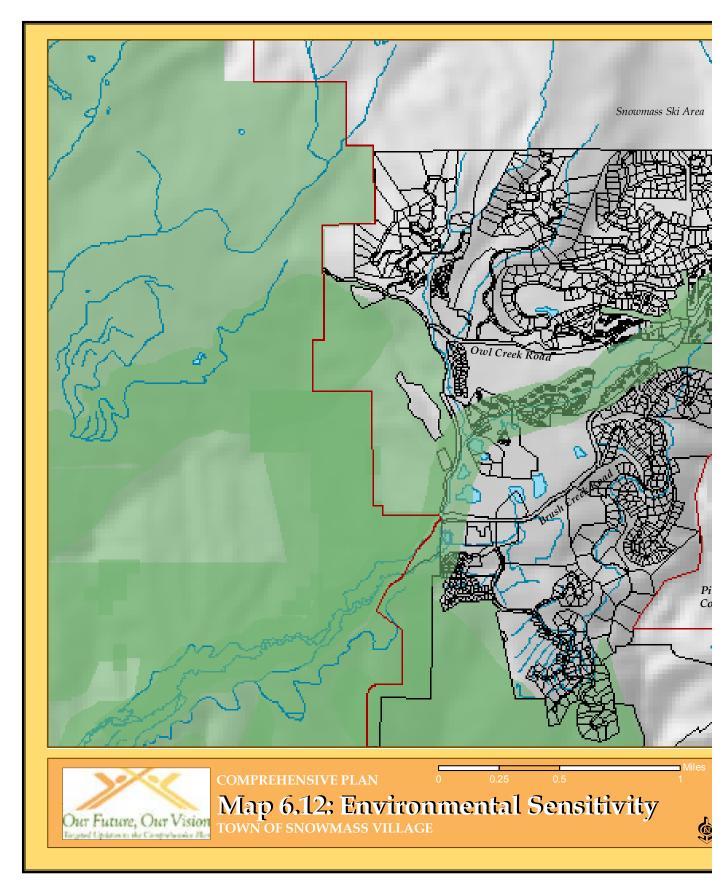


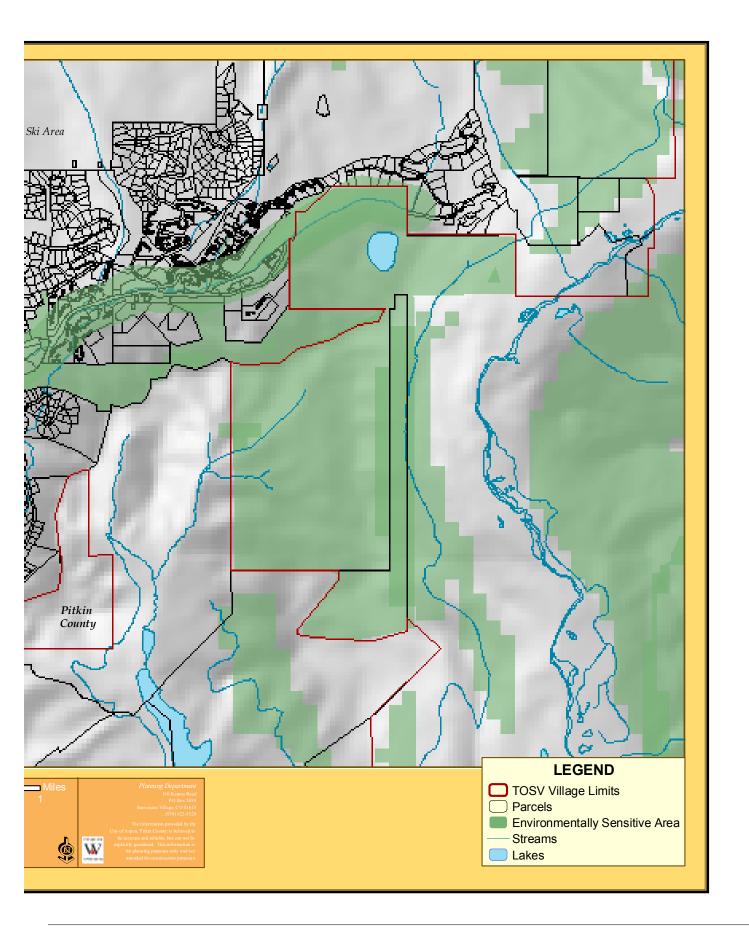
Map 6.11: Trails and Open Space Inset













TOSV Zoning, Units & Build-Out as of October 2017 (Single-Family, Multi-Family & Lodges)

		#LOTS/	#LOTS/	BUILDOUT	
SUBDIVISIONS	ZONING	UNITS	VACANT	%	
Adams Ranch	PUD	3	0	100%	
Clear W Ranch	EST	3		67%	
Cougar Canyon	EST	5	5	0%	
Cozy Point Ridge / Schwarz	EST	5	5	0%	
Country Club I	SF-6	32	2	94%	
Country Club II (S'mass Club)	PUD	4	0	100%	
Divide	PUD	41	2	95%	
Divide Cabin for HOA	MU/PUD	1	0	100%	
Faraway Ranch, Parcel M	SPA-1	1	0	100%	
Fox Run	PUD	25	2	92%	
Gracie's Cabin	MU/PUD	2	1	50%	
Hidden Meadows	n/a	4	0	100%	
Horse Ranch	MF/PUD	96		94%	
Crossings at Horse Ranch	MF/PUD	35	0	100%	
Melton Ranch I	SF-15	58		98%	
Melton Ranch II	SF-15	51	0	100%	
Melton Ranch III	SF-15	22	0	100%	
The Pines at East Village PUD	MU/PUD	51	3	94%	
Ridge Run I (SFD Lots 17 - 87)	SF-30	71	2	95%	
Ridge Run II	SF-30	16		100%	
Ridge Run III	SF-30	60	3	95%	
Ridge Run IV	SF-30	41	0	100%	
Ridge Condos, Parcel 3	MF	1	1	100%	
Rodeo Place (TOSV)	MF	21	0	100%	
Seven Star	SF-150	1	1	0%	
Sinclair Meadows	MF	17	3	82%	
Two Creeks	MU/PUD	51	6	90%	
Wildcat Ranch Employee Housing*	PUD	1	0	100%	
Wildcat Ranch Homesteads	PUD	14		79%	
Wildcat Ridge		2	0%	100%	
Wildcat Vista		3	0%		
Wildoak	SF-150	13		100%	
Wildridge I	SF-15	15		93%	
Wildridge II	SF-15	47	1	98%	
Woodrun I	SF-30	108			
Woodrun II	SF-30	10			
Woodrun III	SF-30	6			
Woodrun IV	SF-30	6			
Woodrun V	PUD	9		89%	

Total Single Family Lots, Vacant Lots Remaining

*Indicates Employee Units Build-Out % 952 53 94%

TOSV Zoning, Units & Build-Out as of October 2017 (Single-Family, Multi-Family & Lodges)

MULTI-FAMILY UNITS	ZONING	# UNITS	# Potential Additional Units	# Potential Future Units
Aspenwood	MU-2	52	3	55
Aspen Teacher Housing	PUD	15		15
Base Village Lots 1-9	MU-2/PUD	606		606
Base Village Employee Housing*	MU-2/PUD	28		28
Brush Creek Apts.*	PUD	27		27
Carriageway Apts.	SPA-1	12	2	14
Chamonix at Woodrun	PUD	27	3	30
Club Commons II	MF	36		36
Country Club Townhomes	MF	86	6	92
Creekside Apts.*	PUD	72		72
Crestwood	SPA-1	127	14	141
Daly Townhomes*	MF	16		16
Deerbrook (Parcel L)	SPA-1	15		15
Enclave	PUD	39	1	40
Fanny Hill Cabins	PUD	10	7	17
Fairway Three*	PUD	30		30
Homestead	PUD	14		14
Interlude	SPA-1	26	4	30
Laurelwood	SPA-1	52	7	59
Lichenhearth	SPA-1	40	4	44
Meadow Ranch	SPA-2	60	-	60
Mountain View*	MF-PUD	156		156
Owl Creek Townhomes	MU-PUD	32		32
Palisades*	PUD	26		26
Ridge Condos	MF	37	1	38
Ridge Run I (Duplexes Lots 1-16)	DU	31	1	32
Rodeo Place (Attached Units on Lots 1 - 3)*	MF	8		8
Seven Star (MF Use on Lot 2-M)	MF		1	1
Seasons Four	SPA-1	96	1	97
Shadowbrook	SPA-1	26	3	29
Sinclair Meadows TH*	MF/PUD	21		21
Snowmass Center	SPA-1		15	15
Snowmass Club Villas	PUD	78		78
Snowmass Mountain Condos	SPA-1	62	1	63
Snowmass Villas (Blue Roofs)	SPA-2	28		28
Sonnenblick	SPA-1	6	1	
Stonebridge Condos	SPA-1	92	10	
Tamarack	SPA-1	36	4	
Terracehouse	MF	29	4	
Timberline Condos	SPA-1	96	•	
Timbers Club	MF	40		40
Timbers Club Employee Units*	MF	18		18
Top of the Village	SPA-1	111		123
Villas North*	PUD	32		
Willows, Lower	SPA-1	24		
Willows, Center	SPA01	40		
Woodbridge Condos	SPA-1	82	2	84
Woodrun V Townhomes	PUD	45		45
Woodrun Place	PUD	60		60
Woodrun Place Employee Units*	PUD	6		6
	TAL	2708		



TOSV Zoning, Units & Build-Out as of October 2017 (Single-Family, Multi-Family & Lodges)

			# Potential	
		#LOTS/	Additional	# Potential
LODGING	PUD	UNITS	Units	Future Units
Limelight	MU-2 / PUD	99		99
Mountain Chalet Employee Units*		6		6
Mountain Chalet	SPA-1	64	7	71
Pokolodi Employee Units*		3		3
Pokolodi Lodge	SPA-1	47	5	52
Snowmass Inn Employee Units*	SPA-1	2		2
Snowmass Inn	SPA-1	37	4	41
Snowmass Lodge & Club	PUD	52		52
Stonebridge Inn Employee Units*	MU-2 / PUD	8		8
Stonebridge Inn	MU-2 / PUD	95	11	106
Viceroy (Bldg. 13A in Base Village)	MU-2 / PUD	150		150
Westin Employee Units*	PUD	1		1
Westin (Silvertree) Hotel	PUD	258	37	295
Wildwood Lodge Employee Units*	SPA-1	7		7
Wildwood Lodge	SPA-1	153	4	157
	TOTAL	982	68	1050

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Appendix A - Plan Snowmass Background

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A-4 - POSTR Master Plan Projects & Recommendations	156

MUNICIPAL AUTHORITY TO COMPREHENSIVELY PLAN

All municipal governments in the State of Colorado derive authority to enact land use control measures from the general municipal authority granted in the Colorado Constitution and by state legislation. The specific authority for a statutory municipality to plan and zone is contained in Title 31, Article 23 of the Colorado Revised Statutes (CRS). These statutes clearly specify the provisions pertaining to planning and zoning activities for municipal governments and also extend to home rule municipalities. In addition, the jurisdiction of the Comprehensive Plan, pursuant to CRS §31-23-212 includes land within three miles of the boundaries of the Town located in unincorporated areas of Pitkin County.

As a Home Rule Municipality, the Town may enact legislation that conflicts with state legislation provided that the Town's legislation is of a purely local concern. The authority of the Snowmass Village Town Council to adopt a master plan arises specifically from Section 1.7 of the Town of Snowmass Village Municipal Charter, which states, "The council shall adopt and maintain a comprehensive master plan of the Town." In addition, the Planning Commission is charged with conducting a review of the Plan according to Code.

Disclaimer: The Appendices are provided for information only and are not part of the official Comprehensive Plan.

> **ENVIRONMENTAL** RESOURCES MAPS

APPENDIX A-1 PUBLIC PROCESS

The Town of Snowmass Village led an open public engagement process unlike any other planning effort in Town. Over the course of 12 months, the Town offered an array of engagement opportunities, using a number of creative techniques to try and reach a broad cross-section of Snowmass Village and spread the word about the Plan Snowmass project. In today's busy world, where there is no one way to reach people, Snowmass Village went above and beyond to reach constituents, inventing creative ways to engage the public and generate buzz.

► Think Tank

The Town Council formally appointed a Think Tank to work on the Plan. Its primary duties included community outreach, serving as a sounding board for the planning consultant, reviewing draft materials, and helping to facilitate plan implementation. The Think Tank was composed of elected officials, business owners, dedicated citizens, and representatives of local boards, commissions, and organizations.

The Think Tank met several times prior to the Planapalooza[™], played an active role in the Planapalooza[™], and met again following the event to review the Plan and help ensure that all relevant information was incorporated into it.

▶ Word of Mouth

The Town of Snowmass Village Planning staff spent hours of time communicating directly with other Town departments, stakeholders, and members of the public. In person, word-of-mouth communication, and having champions of the project were critical to generating energy and input.

▶ Public Meetings

In October 2016, the Plan Snowmass team held a project kick-off, where about 75 residents attended to hear about the project, learn about the process and provide some initial feedback on what is important to them. In January 2017, the Plan Snowmass team held two visioning sessions at the Recreation Center, which were attended by

approximately 130 participants including elected & appointed officials, residents, and Town staff members. These two interactive workshops were focused on reaffirming the broad vision for the Town, and encouraging participants to articulate their wishes and hopes for the future of the Village.













► Social & Online Media

The Town maintained a web presence (www. plansnowmass.com) and the Town's newsletter and other social media was used to help disseminate information about the project and upcoming events. The project website was used to post documents, and gather public input through the use of discussion boards, map-based exercises, photo-sharing, and more. The website

remained active throughout the entire process with more than 4,292 visits and 224 registered participants.



Personal Outreach

In the months leading up to Planapalooza™, the consultants conducted one-on-one interviews with key land owners, special district administrators, and policy makers including members of the Planning Commission and Town Council.

▶ News Media

The Town successfully contacted several news media outlets, including the Aspen Times, Snowmass Sun and Aspen Daily News, which covered the Planapalooza™ event. Town Staff supplied press releases to local media that resulted in coverage of events. Prior to the Planapalooza™, the Aspen Times published articles encouraging public participation.

Reporters from the Aspen Times wrote about the Planapalooza[™] meetings and events throughout the process. The consultants and Town Staff designed and produced posters that were displayed in prominent locations throughout Town and provided during events leading up to the Planapalooza™.

Direct Communication

Monthly project updates and email invitations were sent directly to stakeholders who signed onto the Plan Snowmass website (218 subscribers).

▶ Draft Plan Snowmass Review

A first draft of this Plan Snowmass document was released in June 2017, giving the Town Council, Planning Commission and Think Tank a chance to review and comment. A second "Public Draft" was released in January 2018, giving the entire community an opportunity to comment. Paper copies were made available and a website was built that incorporated commenting capabilities.

A Plan Snowmass Open House was held in January 2018 for two days, providing an opportunity for the public to review, discuss, and comment on the draft. Over 83 comments were received and analyzed to prepare the final "Public Hearing Draft" plan. The "Public Hearing Draft" was released in late June 2018.

▶ Planapalooza[™]

From February 23 through February 28, 2017, the citizens, business owners and visitors of Snowmass Village were invited to participate in a multi-day planning and design charrette called Planapalooza™ to continue honing in on the issues and wishes of the community for the future.

Planapalooza[™], an intensive and fun community planning and design event, brought together the citizens of Snowmass Village to think about the future of the Town. This interactive engagement process provided an open forum for the public to work closely with the consultants to identify big ideas and generate a vision that will drive policy decisions for the Town while also building local capital and community-driven action. The Planapalooza[™] team, along with Town planning staff, set up a full working office and studio at Town Hall, with over 200 members of the public stopping by to attend meetings, provide input, or talk with the planners.

On the first evening of the charrette, the consultants delivered an introductory presentation on comprehensive planning and the project so far at the Recreation Center. Immediately following the presentation, the charrette team facilitated a hands-on "Speed Planning" workshop where the public was invited to roll up their sleeves, draw and brainstorm their ideas for improving the three Comprehensively Planned Areas (CPAs--Rodeo Grounds / Entryway [Town Park Area], Faraway Ranch North CPA [Snowmass Center] & West Village CPA [includes the Mall area]), working over base maps to identify key areas where infill, redevelopment, or other interventions should be focused. On the second and third day of the charrette, the team conducted technical meetings on a variety of topics important to the project. These included economic development, infrastructure, transportation, development, environmental concerns, and more. Meanwhile, members of the team began developing plan

alternatives, while gathering information from these meetings in real time.

On the third night of the charrette, an "Après-Ski" public pin-up/open house was held in the studio, giving the team a chance to present alternative plan scenarios based on ideas generated by the public. Over 35 people assembled to see the draft plans and provide feedback on what they liked about the ideas presented, and where further work was needed.

During the remainder of the charrette, members of the public continued to filter into the studio, adding their ideas, talking to the team, and filling out questionnaires. Feeding off this buzz of activity, the team entered production mode, synthesizing ideas, collaborating over design challenges, preparing renderings, and compiling precedent images.

Based on all the input from the public gathered at the Hands-on Workshop, stakeholder meetings, the pin-up, and drop-ins, the charrette team developed examples of how the three Comprehensively Planned Areas could look if redevelopment and new development were to occur at those locations. The plans depicted possible redevelopment and infill scenarios, building configurations, parks and plazas, street connections, and public facilities.

A final presentation took place on the last day of the charrette, at which time all of the work produced during the week was presented and explained. The meeting was attended by over 75 members of the community. Not all those in attendance were in agreement with the sketch ideas and plans, but most agreed that there are few development sites that could achieve the community goals, with most opportunity in the three CPAs.























APPENDIX A-2 REFLECTIONS

A focus on existing conditions, emerging trends, and priority issues raised by the community set the stage for where the Town needs to go in the future. The technical analysis, insights, and recurring themes discussed during Planapalooza™ formed the foundation on which the rest of this Comprehensive Plan was based. The following insights touch on community character, regional forces, housing and mobility, and a number of other elements that all directly influence the Town's development and sustainability over time.

REGIONAL CONTEXT

Snowmass Village is centrally located in Colorado, within Pitkin County, one of 64 counties within the State of Colorado. It is located in the larger Roaring Fork Valley where many of Snowmass Village workers live and commute from. Its proximity to world-renowned Aspen (only 9 miles away) is considered a strength as it brings prestige and name recognition to Snowmass Village as well. The Snowmass Ski Area is part of the Aspen/Snowmass ski resort with Snowmass Mountain being the largest of the four ski areas (Aspen Mountain, Highlands and Buttermilk being the other three) offering various terrain from beginner to expert level.

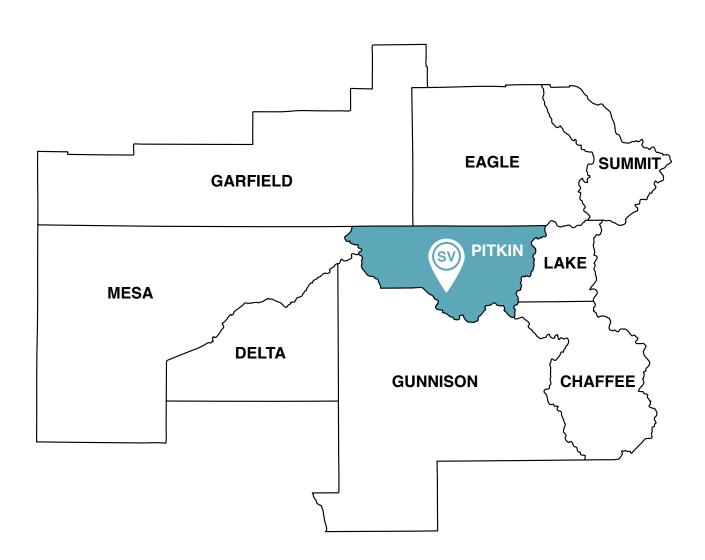
Within the larger region, Snowmass Village is known as a more intimate and family-oriented area, bringing visitors in search of a quieter environment and slower pace. This is also what attracts residents to the community.

Snowmass Village encompasses 25.6 square miles and was incorporated as the Town of Snowmass Village in 1977. It was established as a Home Rule Municipality. Snowmass Village shares several services with neighboring communities and special districts, such as the Aspen School District and the Snowmass Wildcat Fire Protection District, which now is part of the Basalt Snowmass Fire Rescue Authority. The Roaring Fork Transportation Authority (RFTA), established in 1983, is another great example of cooperation between communities in the Roaring Fork Valley. RFTA provides regional bus service to Snowmass Village and other communities within Pitkin, Eagle and Garfield Counties.

Map 4: Pitkin County in the State of Colorado



Map 5: Pitkin County and Surrounding Counties



Snowmass Village is conveniently located just off of State Highway 82 and a few miles from the Aspen-Pitkin County Airport (Sardy Field), which provides more regular service from major carriers than any other regional ski town airport in North America. As the busiest mountain resort airport in Colorado with over half a million passengers served within the last 12 months, the airport is a true regional asset.

The second largest ski resort in Colorado (in terms of skiable terrain) and one of the largest in the country in terms of acreage and vertical drop, Snowmass Mountain has the largest share of skier days in the Roaring Fork Valley. Snowmass Village hosts many annual events, including food, hot air balloon and music festivals happening year round. To name only a few, the summer FREE Concert Series on Fanny Hill brings over 20,000 people to Town; the JAS Aspen Snowmass Labor Day Experience takes place at Town Park and sees attendance of more than 25,000 music lovers; and the Snowmass Rodeo brings a significant number of visitors every Wednesday evening during the summer.

To remain a cornerstone in the region, Snowmass Village needs a clear vision that supports and builds on the Town's municipal advantages and prepares the community for a long and sustainable future. Maintaining Snowmass Village's reputation as a family-oriented community and an intimate place to live for residents who enjoy a more rural lifestyle, while providing affordable housing opportunities for workers, is of critical importance for planning the Town's future.



IAS Aspen Snowmass Labor Day Music Festival at Town Park

POPULATION & DEMOGRAPHICS

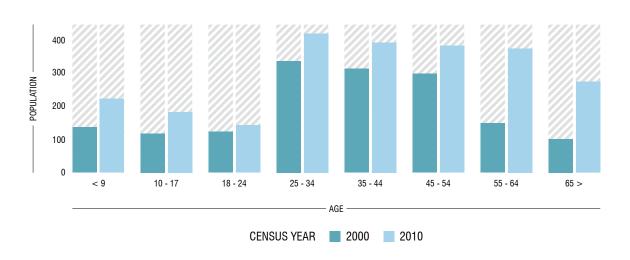
As of 2014, approximately 2,889 people live in Snowmass Village, but it is important to remember that there are many part-time residents and seasonal employees that participate in community life and are not counted in this total. On top of that, Snowmass Village receives tens of thousands of visitors every year and these visitors also use Town services, facilities and infrastructure during their stay.

Snowmass Village saw its population grow steeply at the end of the 1990s, followed by a decline until 2006, right before the Great Recession. Since that time, there has been increasing population growth, with a steady increase through 2014. Population projections predict that Pitkin County's population will continue to grow at a slow pace of 1.5% per year until 2035. According to the State Demographer's Office, Pitkin County's population growth is forecast to fall short of job growth from 2015 to 2020 and then will outpace job growth from 2020 to 2030. The transition in job growth from higher to lower reflects short-term economic development and longer term population aging, As the population ages, labor force growth will slow.

All age groups increased between 2000 and 2010, but there has been a considerable shift in the age distribution. Most notable is the incredible growth in the over-55 cohort, which represented a much smaller share of the population in 2000. As discussed further in this plan, the increase in the older age cohorts will have an impact on housing choices and other services for the retired and elderly. The median age in the Village is 40, a few years younger than that of the County at 43.4 years old, but older than the State of Colorado average of 36.

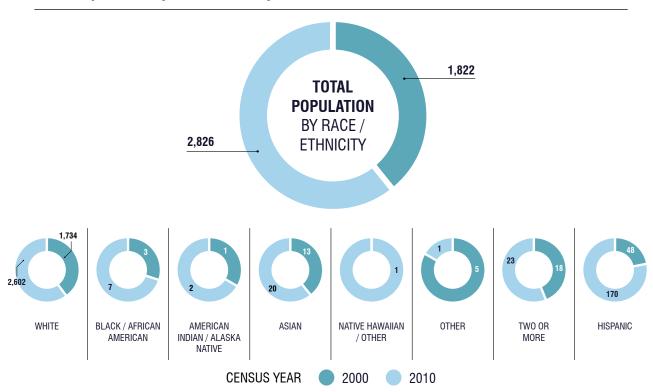
♦ Figure 1

Population by Age - Town of Snowmass Village



Snowmass Village is overwhelmingly white with only about 8% of its population other races or ethnicities. The Town is less diverse than the County or the State of Colorado as a whole. The Hispanic population has more than tripled between 2000 and 2010, but still only represents 6% of Snowmass's population.

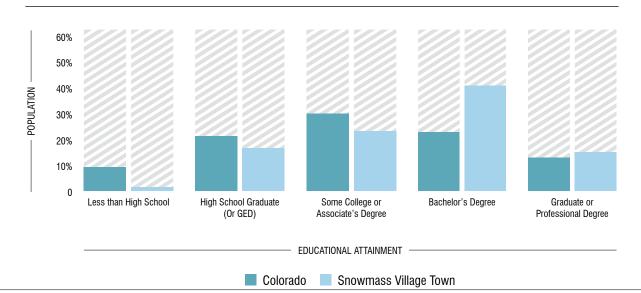
Total Population by Race/Ethnicity



Snowmass Village has a much higher share of its population with a bachelor's degree or higher compared to the state, while the County has a larger percentage of people holding a graduate degree. More than 80% of Snowmass Village residents over 25 years of age have at least some college education. 300 children living in Snowmass Village attend the Aspen School District, which has a total enrollment of 1,756 students. This represents 17% of the District's student population. In 2010, The Aspen School District constructed fifteen (15) units of teacher and employee housing (known as Owl Creek Grove) located adjacent to Anderson Ranch.

Figure 3

Educational Attainment - For 25 & Older



Source: ACS 2013 5 Year File

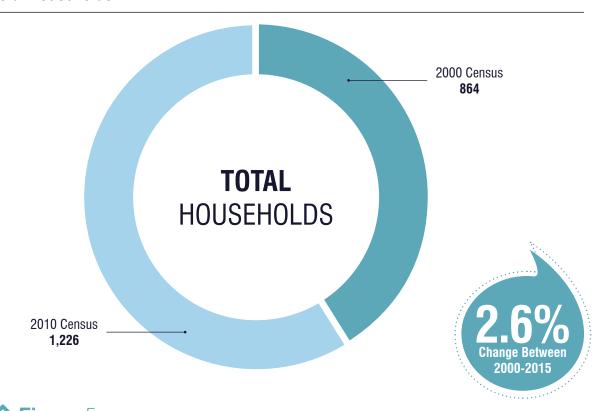
Source: U.S. Census 2010

APPENDICES

The household size has remained practically the same in the last decade in Snowmass Village, increasing only slightly from 2.09 to 2.12. The types of households have also stayed constant with family households representing just shy of 48% of the population. The median household income, estimated to be \$81,035 in 2015, has dramatically increased from the beginning of the century when it was around \$57,059. Snowmass Village median income is also much higher in comparison to the State of Colorado median of \$63,909.

♦ Figure 4

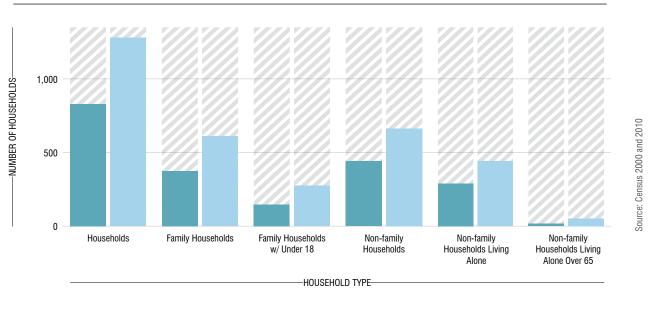
Total Households



Source: U.S. Census 2010

♦ Figure 5

Town Household Types



CENSUS YEAR 2000 2010

BUILT ENVIRONMENT & URBAN DESIGN

Because the Town of Snowmass Village is such a desirable place to live, work and play, it will always face development pressure. Strategies and policies focused on the built environment that have been in place for over the last three decades, will continue to help conserve and enhance the aspects of the Town that make it so special to residents and visitors. Principles such as walkability, connectivity, density, scale, and mixed uses need to continue to be embraced if Snowmass Village is to retain its desirability.

Principles of Good Planning and Design That Should be Embraced by Snowmass Village

Walkability

The term "walkability" has become a buzzword in recent years without much effort to provide definition. As a result, it is often misunderstood to mean a pedestrian-only place. In fact, the term describes an environment where there is balance between many modes of transportation. Most importantly, it describes an environment in which people feel comfortable walking. In Snowmass Village, topography and climate often make it challenging to travel on foot, but walkability is nonetheless a goal the community aspires to,

based on the community feedback received during the input process.

In order to understand how to best achieve this community goal, the fundamentals of walkability are explained below. The constituent elements of walkability are referred to as "The 3 D's": Distance, Destination, and Design. When each of these elements is addressed, people are more likely to walk.



he Snowmass Mall (West Village)



Destination

People will tend to walk more if they have somewhere meaningful to go. Meaningful destinations include civic spaces and commercial areas where daily or weekly shopping needs can be met. Often these destinations, when centrally located, become the "heart" of the community. In Snowmass Village, Snowmass Center acts as the center for both locals and visitors, with Base Village and the Mall as additional destinations. It is critically important that these three areas are better connected and walkable.



Distance

Typically, the average pedestrian is willing to walk up to one-quarter of a mile (1320 feet) or roughly five minutes to a destination. This 1/4 mile walk from a neighborhood to a meaningful destination at the center is called a "pedestrian shed"(American Planning Association-Planning and Urban Design Standards). For most Americans, trips requiring more than a five-minute walk will typically be made in a car rather than by walking. In most parts of the country, challenging topography such as that found in Snowmass Village would make most people less likely to walk the 1/4 mile distance. However, because Snowmass Village residents and visitors are typically more active, fit, and accustomed to the altitude than the average American, the five minute walking increment is still appropriate.



Design

An interesting streetscape, and pedestrian safety and comfort are critical for a walkable environment. Typically, narrow driving lanes, street trees, sidewalks and on-street parking all act as effective psychological cues, helping to slow automobiles and, in turn, enhance pedestrian comfort. The design elements of buildings themselves also provide visual interest and diversity of experience along the way. In Snowmass Village, there is a varying degree of comfort level for walking, depending on the location. While the recreational trail system is exceptional, sidewalks along the main roads, usually used by commuters/transit users are non-existent. There is a lack of cohesive streetscape and proper pedestrian facilities in many areas that detracts from walkability in Snowmass Village. However, the natural beauty of the surrounding environment helps to offset some of these negative factors.



opuro Contro

Connectivity

Connectivity means that all streets are connected to other streets, maximizing the number of routes to and from a destination. By avoiding dead ends and cul-de-sacs and creating an interconnected street network instead, drivers, cyclists, pedestrians, and emergency services can choose from a number of different options. Having greater connectivity allows for traffic to disperse, minimizing congestion by providing multiple ways to get from point A to point B. Snowmass Village's topography makes such an interconnected network of streets more difficult to achieve, exacerbating traffic on the few major roads in and out of town. The local transit services have played a key role in reducing single occupancy vehicles impact on the traffic. Whether ride hailing or transit service in the future, they are expected to be key components of mobility within Snowmass Village.

Participants in the Plan Snowmass process often discussed connectivity in terms of increasing pedestrian and cyclist access throughout the community, along streets, with walking paths and trails. Of particular concern was the ability to move to and from the three primary nodes of West Village (the Mall), Base Village and Snowmass Center, and from residential areas to these nodes. To encourage locals and visitors to move around by foot, seamless and easily-accessed connections are necessary. Of particular note is the lack of any safe and direct connection between the employee housing complexes on Upper Brush Creek Road and the Snowmass Center.

▶ Mixed-Use

Whenever possible, activity centers should include a mix of commercial (retail, restaurants and offices), residential, recreational, and civic uses. This mix should be well-balanced, incorporating both vertical and horizontal mixed-use within the area and the building. An ideal mix allows residents and visitors to meet all of their daily needs within a short walking distance. When this occurs, the number of automobile trips per household is substantially reduced. This mix of

uses is optimized when commercial establishments have residential dwelling units above them to help promote active streets. In Snowmass Village, the resort nature of the community and its suburban residential style of development outside of the main commercial nodes limits the potential for a true mix of uses throughout the community. However, Snowmass Center, Base Village and West Village offer opportunities for added integration of more mixed uses.

▶ Scale

Scale refers to the size of buildings and their relationship to their occupants, nearby pedestrians and the other buildings around them. The term human-scale refers to a size that feels comfortable to people. Both short and tall buildings can be human-scale, and having variation is important. The proportions of doors and windows, the height of each story, and the relationship between details of the building and the way a building relates proportionally to the spaces that surround it where people walk and gather all impact whether a building is at a scale that feels right to a person. It is important in the design of walkable places to create a sense of enclosure and human-scale by locating buildings closer to the street and minimizing large expanses of asphalt (parking) that can make a pedestrian feel exposed and out of place. The most important aspect of creating buildings that are scaled appropriately is the design of the first floor and how it relates to the walkways and pedestrian areas adjacent to it.

Snowmass, the resort (aka West Village), was ideally designed and scaled for pedestrians (sans automobiles) with direct access to the ski slope and shopping/après ski on the Mall. As Snowmass, the community, evolved, a

more open and rural character emerged on the wooded mountainsides and near the golf course. In between the two, the Base Village and Snowmass Center have grown into the "Village Core" with mixed uses serving both residents and visitors. This is also where the highest scale and most intense development has occurred and is expected to occur in the future.

Though large in scale (3 to 9 stories), the Base Village Phase 2 development (currently under construction) will provide additional plazas and gathering spaces with mixed uses that will make it successfully scaled. The Snowmass Center, by contrast, is proposed to be redeveloped at a lower scale (2-3 stories), but with new residential uses mixed in. Essentially, Snowmass Village transitions from an open and mostly rural character from its entrances on both Brush Creek and Owl Creek Roads, and transitions near the intersection of these two roads into medium density residential, before arriving to the higher-density Village Core near the Wood Bridge.



Base Village - Source: Viceroy Website

Intensity

Developing in a more compact pattern in strategic locations, where carefully-designed buildings are located closely together, can minimize air and water pollution, preserve open space, and enhance social interactions and a sense of community. Development intensity is an integral component of environmental stewardship and sustainability of all types as well as its role in the creation of neighborhoods that offer convenience, value and a high quality of life. In addition, more compact development patterns are likely to reduce Vehicle Miles Traveled (VMTs) by enabling more people to walk or bike to work or to run errands. Clustering of development also makes

transit service more efficient and accessible. This is true of local and regional transit services. Density can also produce reductions in energy consumption and CO2 emissions both directly and indirectly. In Snowmass Village, the Mall and the Snowmass Center present opportunities for added development intensity so that the natural environment and open spaces can be better preserved elsewhere in the community. Balancing the desire for more sustainable development that focuses on conservation with the community desire to maintain the small-scale rural resort character of the Village will be one of the biggest challenges in the future.

▶ Parking

Visible parking lots in front of and beside buildings has a detrimental effect on people's willingness to walk. The Town landscape should promote and encourage pleasant walking experiences that do not emphasize vast expanses of asphalt. Fortunately, the design of West Village included landscaped terraces of small parking lots (owned by the Town) that serve the lodges and make a short walk to Fanny Hill. Base Village is built on top of a large parking structure that will be hidden by the new condominium buildings facing Wood Road. The Snowmass Center redevelopment will also incorporate a parking garage in its design to enhance the pedestrian experience. Any new redevelopment that occurs in the Village should

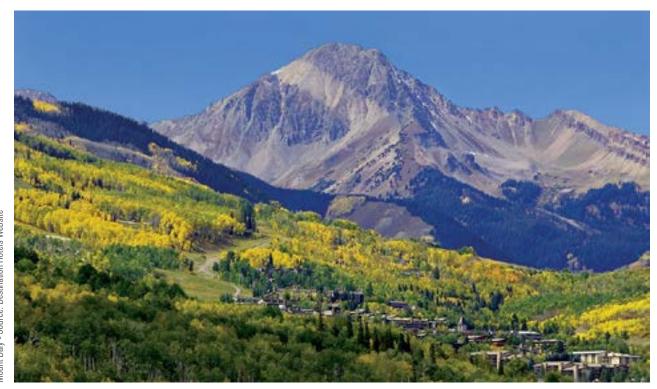
likewise minimize the impacts of the automobile on the pedestrian experience. The redevelopment of the terraced (numbered) parking lots and some existing buildings in West Village presents opportunities to hide parking either under buildings or within parking structures that are lined with buildings. Garages should incorporate wayfinding and smart parking technologies to maximize their efficiency and ease of use, and should also accommodate space for bike lockers and alternative EV charging stations.

Preserving the Town's Unique Character

With suburban style residential neighborhoods scattered throughout the mountains and along the valley floor, Snowmass Village also has a central core of activity made up of three distinct nodes: West Village (the Mall and surrounding areas), Base Village and Snowmass Center. Each of these nodes has their own unique character, but their detachment from one another exacerbates the topographically-induced lack of connectivity and makes it difficult to find a discernible center of the community. Merging together West Village and Base Village (Resort Core) and Base Village and Snowmass Center (Village Core) into a larger, more cohesive center will give the community a stronger sense of place while reinforcing the distinct character of Snowmass Village.

Nature is prevalent everywhere in Snowmass Village and it is essential to preserve and enhance natural areas and water features such as Brush Creek and Benedict Trail (which is privately owned). Making connections with nature by incorporating topography, vegetation, and water into the design of the built environment will help enhance and reinforce the connection with the natural mountain environment. Taking advantage of views and view corridors by adjusting building massing will ensure preservation of these most scenic views from public places. Preserving views of Mt. Daly in particular and enforcing ridgeline preservation requirements will also help to preserve Snowmass's unique character.

There are a few historic structures left in Snowmass Village that add to the charm of the Town. These include the Little Red School House, buildings on the Anderson Ranch campus, and the remains of the small sheep herder's log cabin by Town Hall. There are also some Fritz Benedict-designed homes and perhaps the Mall's Clock Tower that could be considered historic. With the resort celebrating its 50 years of history, the time seems to be right to inventory potential historic structures that could be worthy of local designation, to ensure their future within the history of Snowmass Village.



Mount Daly - Source: Destination Hotels Website

▶ Influence Areas

There are three influence areas within or adjacent to the Town that emphasize the rural character and setting of the Town of Snowmass Village: the Lower Brush Creek Valley, the Owl Creek Valley, and

the Divide/Snowmass Creek Valley. These areas typify the rural and natural landscape, providing remarkable and natural gateways into the Village.

Lower Brush Creek Valley Influence Area

The Lower Brush Creek Valley is located along Brush Creek Road between Highway 82 and Town Park. It is the main entrance into Snowmass Village and is a critically important scenic resource to the Town. Lower Brush Creek provides the first significant view of the Village's ranching heritage. Approaching the Town, ranchlands and stables introduce the Town's heritage. The open character of undeveloped lands emphasizes Snowmass Village as a community, separate and distinct from other communities, in the Roaring Fork Valley. The Lower Brush Creek Valley is a picturesque, high-quality visual and wildlife resource. Existing residential development is low density and does not add significantly to the traffic on Lower Brush Creek Road, as much of the traffic heads toward Aspen via Owl Creek Road. Preserving the area's open character has been a priority in the Lower Brush Creek Valley, which has been preserved through conservation easements in Pitkin County.

Owl Creek Valley Influence Area

Owl Creek Road was the original access to Snowmass Village. The Owl Creek Valley's rural character provides an important separation between Snowmass Village and Aspen. It also supplements the Lower Brush Creek's goal of emphasizing Snowmass Village as a distinct and separate community. Though Aspen and Snowmass Village are distinct communities, they are well-connected by seasonal Nordic and bike trails that serve as important recreational assets for both communities.

Divide Influence Area

The Divide Influence Area lies at the far west and upper end of Snowmass Village, at the head of the upper Brush Creek drainage area and the Snowmass Creek drainage area. Unlike lower Brush Creek Valley which is open and ranch-like, this area is heavily wooded with steep mountainsides with large single-family homes tucked in off private roads. At the crest of the "divide" is an important trailhead that leads to the Ditch Trail which connects to the bottom of Snowmass Mountain and crosses into National Forest Service lands. This is one of Snowmass's least strenuous trails for hikers, and is a favorite among families and dogs. Near the top of the Divide across from the trailhead is Town-owned land that is leased by Krabloonik's, a dog-sledding operation that offers sled rides, lunch and dinner, popular among visitors to the Village.

The Town's Role in the Built Environment

One of the unique features of Snowmass Village is how architecture sits quietly in the landscape. The landscape is not the backdrop, but is in the foreground, which creates a natural and rural-like character while screening homes from Brush and Owl Creek Roads. In seeking to preserve the beauty of the landscape throughout the community by ensuring that the scale and pattern of infill development remain harmonious with existing

conditions, the Town's role is to set guidelines and policies that will guide future redevelopment to the limited development areas while also providing necessary public facilities and infrastructure. With its commitment to creating a vital Village Core and providing housing for its employees, Snowmass Village needs to carefully guide development, ensure that it remains appropriate and helps preserve the natural beauty of the Town.

▶ Dated Appearance of Buildings

Many of the buildings in Snowmass Village are in condominium ownership, which requires a vote and funding by the many owners to make modifications and updates to the exterior of the buildings. This results in buildings frozen in time with exteriors in the architectural aesthetic of the 1960s. This makes it difficult to provide the experience that discerning, design-focused residents and guests are looking for compared to

other resorts around the country. The Town has recently worked on updating the employee housing developments it owns, setting an example for others to follow suit. Encouraging and incentivizing condo associations to do the same will enhance the appearance of Snowmass Village and increase property values overall, but may lessen the affordability of free-market housing units.









wmass Cente

► How Many People Do We Want?

Population projections anticipate that Snowmass Village will grow at a slow annual rate of about 1.5% between 2015 and 2035 (approximately 1,000 more residents over the next 20 years). This means a steady increase in population that will be manageable for the years to come and will allow the Town to ensure that the carrying capacity of infrastructure is not exceeded as the Town matures. A limited number of newcomers will also reduce the impacts on quality of life for existing residents.

However, the Aspen Ski Company (SKICO) Master plan calls for 13,000 skier-days* in the future which means there may be a need for more employees, more housing for employees and more accommodation needs for visitors. The Ski Company recently developed for new bike/ hike trails, facilities and activities in the vicinity of Elk Camp Restaurant. These include a mountain coaster, climbing wall, and zip-line canopy tours. The coaster and climbing wall are expected to operate summer and winter. These new activities will provide more to do in Snowmass Village, and could help the Ski Company reach its skier-day goal. SKICO employees wishing to live in the Village are likely to compete with other employees for Town-owned or deed-restricted housing.

*Skier-Days is defined as one-skier per day.



Skiing on the Big Burn

APPENDICES

PLAN FRAMEWORK

► How Tall Is Too Tall?

During the planning process, there has been some discussion about building height. While many are not concerned about this issue, those who are worried about it focused most of their comments on the preservation of important view corridors, the fear of feeling too urban (due to development in our commercial nodes), and concerns about concentrating density in some areas, thereby taxing existing infrastructure. From a design perspective, building masses should be stepped back from view and visual variety should be encouraged with towers, cupolas, chimneys, and other features to vary the skyline. The Town must continue to honor the height stipulated in the Land Use Code to protect views.

There is some feeling in Town that the height of new or redeveloped buildings should be related to the prevailing scale, form, and proportion of surrounding buildings to avoid overwhelming or dominating the character of the area. It is important to remember that for new development or redevelopment projects to occur, a certain density and height of buildings may be necessary to make the projects financially viable.

Good building design, façade articulation and varying cornice lines can create the appearance of a collection of smaller, more intimate buildings. Incorporating offsets or projections on the façade allow for breaks in the rhythm of the structure, reducing its visual impact on the surroundings. These design strategies, along with a reasonable approach to height and careful consideration of view corridors can lead to an excellent outcome that is not one-size fits all and accomplishes everyone's goals, from those interested in additional intensity, to those concerned about the impacts of development and the developers who need the project to make sense financially. These are the factors and considerations that need to be considered in any potential future public/private partnerships.

▶ Environmental Impacts of Development

According to the U.S. Environmental Protection Agency, "development that is guided by smart development principles can minimize air and water pollution, reduce greenhouse gas emissions, and preserve natural lands (https://www.epa.gov/smartgrowth/about-smart-growth), " while building low and spreading out has a detrimental impact on the environment and uses land that has scenic and environmentally sensitive habitat value. Designating areas where development and redevelopment should occur is another

important role of the Town in planning for the future in order to ensure the reduction of potential environmental impacts. By guiding developers to build or redevelop in areas specifically chosen by the community, and restricting development elsewhere, many environmental benefits can be achieved and the Town's stewardship goals accomplished. The key redevelopment areas have been identified as the Snowmass Center, the Mall area, and the Town Park area.

The Private Sector's Role in Solving Community Needs

Because private interests construct most of the built environment, except for public facilities and infrastructure and Town-provided employee housing, the development community will play a crucial role in providing solutions to meet the needs and desires of the community. If it weren't for the vision

and investment of developments of the past, there would not be a town right now. There are many projects and goals that the community has asked for through the community input process that the private development community could help the Town make a reality such as:

Creating a "Heart" for the Community

The original master plan for Snowmass Village called for seven different "villages" or access points to Snowmass Mountain. Because of the decentralized layout of this design, the Village has evolved into three separated commercial nodes: the Mall area, Base Village and the Snowmass Center. Because of the decentralization, the Town of Snowmass Village does not have a high-quality "commons" or central gathering place where locals and visitors alike can interact socially. The addition of the new public plaza and the publicly-owned Community Purpose Building in Base Village will help tremendously. Working with private development interests to create small central gathering spaces through redevelopment will help the Town provide its residents and guests with important amenities that would help build an even stronger sense of community.

- The redevelopment of the Snowmass Center should incorporate small plaza areas and meeting spaces well-defined by highly activated mixed-use buildings that include residential units. This will provide off-season options for year-round residents to have places to meet outside of Base Village.
- The space should provide opportunities for a multitude of events and activities throughout the year.
- The space should provide easy pedestrian access and connectivity (for example, pedestrian bridges or improved SkyCab connections) from both the Snowmass Center and the West Village to Base Village.



Snowmass Center

APPENDICES

▶ Meeting the Employee Housing Goal

From the 2010 Comprehensive Plan, the Town of Snowmass Village has a lofty goal of providing housing for 60% of all employees working within the community. In order to help the Town achieve this goal and bridge the gap or deficit in the amount of employee housing provided, partnerships between the private and public sectors should be developed. Between the projected job growth in the Town and an increase to a peak skier day of 13,000 on the mountain, it is clear that without serious attention and commitment to building additional employee housing, it will be extremely difficult for the Town to meet this goal on its own.



Aspen Skiing Company's Club Commons Employee Housing

▶ Redevelopment and Improvement of Certain Areas

Without private developers, the Mall, Snowmass Center and the numerous buildings under condominium ownership might not be improved. The private sector, in partnership with the Town, can play an important role in updating the Town's built environment to create more vibrant nodes of activity and ensure that services and amenities are provided to meet both locals' and visitors' needs. One consideration may be to provide for an increase in redevelopment "credit" for condominiums to upgrade, allow some small commercial space to lease, or other incentives to spark upgrades.

BUSINESS, TOURISM & ECONOMIC SUSTAINABILIT

The primary purpose behind economic development is typically to achieve new gains in the economic growth of a community. This most often means creating business activity and jobs that reduce unemployment and increase the earnings of residents which will, in turn, be reinvested in the community. Most any community dependent on a single industry or source of revenue for its sustainability will experience highly volatile economic cycles of growth and decline. In most communities, diversification of their economic base through the attraction of primary industries, expansion of revenue-generating industries and public support of economic development "infrastructure" is essential for long-term health and viability.

As a community with a major resort as its economic engine, the Town of Snowmass Village (the Town) continues to face the challenges of a seasonal economy - balancing visitor desires with resident quality of life needs and navigating the "peaks" and "valleys" of economic activity throughout the year. Despite these challenges, the community has low unemployment and in fact, has more jobs than people to fill those positions. The community's primary concern today is adequate staffing to ensure that visitors and quests have a memorable experience and will spread the word about its family-friendly resort within the community.

While the Town spent its early years serving as a sort of "bedroom community" to its larger neighbor, Aspen, the region's primary center of economic activity, the last several decades have seen it evolve into more of a self-sufficient, multi-season community. The Town clearly depends on the draw of "Aspen's allure" but is gaining its own traction and identity as a destination. The Town's foremost economic challenge over the next couple of decades will be to stabilize and diversify its employment base to maintain a balanced community, from both a resident and visitor perspective.

² - Economic development infrastructure = people + infrastructure + sites and buildings + incentives + business climate + quality of life.

As part of the planning process, an ongoing, informal online survey was posted on the www. plansnowmass.com website. Sample responses from questions regarding development growth and economic development are summarized as follows.

Question 1: In terms of growth and development, what is the Town's greatest challenge?

The top three challenges facing the Town in terms of growth and development were identified as:

- 1. Providing job opportunities with adequate pay for its residents (seasonal and primary)
- 2. Delivering financially attainable housing options
- 3. Sustaining its small town character

Question 2: What type of development is most needed?

- 1. Diversity of housing options
- 2. Formal and informal community venues
- 3. Commercial space for local retailers

Question 3: What do you think the top economic development priority of the Town should be?

- 1. Recreation and tourism
- 2. Commercial growth and diversification
- 3. Construction and development

While anecdotal, these responses underscore residents' desire for the Town to not only continue to build and enhance its market share of regional recreation and tourism, but to build a more balanced local economy. This could include efforts to enhance the community's economic development infrastructure, such as providing more housing options, commercial space targeted to local retailers and affordable office space for primary employers.

Clearly, the desire for affordable housing is a priority. To provide a range of alternative housing product types, the local "delivery system" plays a key role in understanding how to access appropriate financial resources (state and federal tax credits, loan pools, local public funds, tax increment financing) and having the tolerance to endure what can be lengthy entitlement delays.

³ - Represents all of the various entities which help to bring a project to the market (e.g., property owners, developers, lenders, investors, regulatory agencies, etc.)

State of the Economy

► Labor Force and Employment

The Town is part of the larger Pitkin County labor force, which is also part of the larger 5-county Northwest Colorado region 4. For most economic indicators, Town and Pitkin County data (where available) provide the most valid comparisons. Table 3 summarizes labor force characteristics for Pitkin County and Northwest Colorado. As shown, number of employed residents in both Pitkin County and Northwest Colorado has rebounded from the Great Recession years, nearly reaching pre-Recession levels and stabilizing at near full employment.

Table 3

Labor Force Characteristics

Area	2005	2010	2016
Pitkin County			
Labor Force	11,083	10,879	10,837
Employed	10,641	10,000	10,470
Unemployed	442	879	367
Unemployed Rate	4.0%	8.1%	3.4%

Northwest Colorado

Labor Force	35,848	35,634	34,671
Employed	34,445	32,338	33,575
Unemployed	1,403	3,296	1,096
Unemployed Rate	3.9%	9.2%	3.2%

Source: Colorado Dept of Labor and Employment and Ricker | Cunningham.

Not surprisingly, both Pitkin County's and the Town's employment bases are dominated by resort-related industries (accommodations/food service, real estate, arts/entertainment/recreation, and retail).

^{4 -} Includes Eagle, Summit, Jackson, Grand and Pitkin counties.

As shown in Table 4, the Town comprises 12% of Pitkin County's total jobs, but has higher than average shares of the resort-related industries noted above. The Town has increased its share of County economic activity primarily in the real estate, lodging and arts/entertainment/recreation industries. With down valley communities such as Basalt and Carbondale, Snowmass Village continues to provide increased competition for employees who might otherwise work in Aspen. Principal employers in Snowmass Village include: Aspen Skiing Company; Westin/Wildwood Inn; Destination Resorts; The Snowmass Club; Snowmass Hospitality/Viceroy; Snowmass Lodging Company; and the Town of Snowmass Village.

Table 4

Jobs By Industry

	Pitkin County		TO		
Industry	Number of Jobs	% of Total	Number of Jobs	% of Total	TOSV Jobs % of County
Agriculture/Mining	141	1%	0	0%	0%
Construction	1,092	5%	99	4%	9%
Manufacturing	137	1%	0	0%	0%
Wholesale Trade	122	1%	0	0%	0%
Retail Trade	1,536	8%	74	3%	5%
Transportation/Utilities	258	1%	25	1%	10%
Information	226	1%	0	0%	0%
Finance/Insur/Real Estate	2,605	13%	495	20%	19%
Prof/Scient Mgt	2,542	12%	99	4%	4%
Education/Health Care	994	5%	49	2%	5%
Arts/Entert/Recreation	2,474	12%	643	26%	26%
Accommodation/Food	4,360	21%	717	29%	16%
Other Services	1,606	8%	99	4%	6%
Government	2,270	11%	173	7%	8%
Total	20,363	100%	2,473	100%	12%

Source: U.S. Census; Colorado State Demographer; and Ricker | Cunningham.

▶ Jobs and Housing

As noted in the survey responses above, providing a diversity of affordable housing options to serve employees is a significant challenge for the Town in particular and for Pitkin County in general. A measure of a community's ability to provide housing for employees is its jobs to housing ratio (total jobs / occupied households). Most experts believe that a ratio between 0.75 and 1.5 is "beneficial for reducing vehicle miles traveled" and is more illustrative of a well-rounded local economy. A resort economy will likely exceed at the high end of this range, due to the seasonality of employment (and the impact of part-time jobs) and its effects on local housing dynamics. Table 5 compares Pitkin County ratios to other areas of Colorado.

Table 5

Jobs to Housing Ratio (2016)

County	2016 Jobs	2016 Occupied Households	Jobs to Household Ratio
Eagle	40,912	17,613	2.32
Grand	9,657	5,788	1.67
Summit	26,310	9,714	2.71
Jackson	773	616	1.25
Pitkin	20,363	7,601	2.68
TOSV	2,473	1,316	1.88
NWCCOG* Subtotal	98,015	41,332	2.37
Grand Junction MSA	76,070	59,501	1.28
Colorado Spgs MSA	362,475	249,279	1.45
Denver Boulder MSA	1,409,700	1,042,103	1.35

^{*} Northwest Colorado Council of Governments Source: Colorado State Demographer and Ricker | Cunningham.

The ratios for Summit, Pitkin and Eagle Counties are the highest of those shown, illustrating the challenge of housing workers in a seasonal and resort-based economy. Snowmass Village's ratio, while still at the high end of the range, is lower than these three counties, indicating that the Town has been somewhat more successful at "closing the gap" in housing employees. Currently, the Town is providing 423 workforce housing units (ownership and rental) and an additional 195 units are being provided by Pitkin County and the private sector. Still, the majority of employees working in Snowmass Village do not live in the Town and are commuting from surrounding areas.

While this condition certainly has far-reaching transportation and environmental impacts, it illustrates the necessity for local workforce housing, a critical element of the Town's economic development infrastructure.

> **ENVIRONMENTAL** RESOURCES MAPS

▶ Tourism

As a community that has a resort as its primary economic engine, tourism, most notably the ski industry, will continue to drive the Town's economy. Table 6 summarizes Snowmass' skier day history over the past 12 seasons. Skier visits over the past few years have shown a somewhat erratic increase, yet nearly reaching pre-Great Recession levels.

Table 6

Snowmass Skier Days

Ski Season	Total Skier Days	% Increase
2003/2004	724,753	
2004/2005	747,303	3.1%
2005/2006	768,010	2.8%
2006/2007	769,570	0.2%
2007/2008	771,455	0.2%
2008/2009	694,773	-9.9%
2009/2010	725,709	4.5%
2010/2011	737,066	1.6%
2011/2012	731,786	-0.7%
2012/2013 est	756,532	3.4%
2013/2014 est	754,882	-0.2%
2014/2015 est	745,311	-1.3%
Average Annual	743,929	0.2%

Source: Aspen Ski Company

While the Town continues to bolster its winter business, it has significantly increased its summer business in the past few years. Table 7 summarizes Snowmass' seasonal lodging occupancy rates and revenues per available room (RevPAR) over the past five seasons. As shown, both winter and summer seasons have exhibited significant average annual increases. Taking into account "shoulder" seasons, Snowmass' current overall annual occupancy rate is estimated at approximately 40%. The Town's sales and lodging tax revenues have exhibited similar significant increases.

Table 7

Snowmass Seasonal Occupancy Rates

	Occupa	ncy Rate	RevPAR*		
Year	Winter Season	Summer Season	Winter Season	Summer Season	
2011/2012	47%	26%	\$168	\$34	
2012/2013	52%	30%	\$189	\$41	
2013/2014	54%	39%	\$205	\$55	
2014/2015	61%	48%	\$238	\$67	
2015/2016	61%	49%	\$234	\$76	
2016/2017	N/A	N/A	N/A	N/A	
Avg. Annual Increase	5.4%	13.5%	8.6%	22.3%	

^{*}Revenue per room available. Source: Snowmass Tourism

Certainly the Town has, as many other ski resorts in Colorado, substantial capacity to increase summer and shoulder season activity. These increases will not only raise occupancies and revenues, but will move the Town closer to becoming a multi-season community. It should be noted that some in the community feel strongly that "shoulder season" should remain just that and extending the summer and winter seasons is not a preferred option.

Economic Growth

Northwest Colorado in general, and Pitkin County in particular, are expected to experience steady job growth over the next 25 years, as shown in Table 8. Eagle, Summit and Grand Counties are expected to grow the fastest, followed by Pitkin County. If the Town maintains its current share of Pitkin County employment, it would result in approximately 720 new jobs by 2040.

Table 8

Northwest Colorado Job Growth

TOTAL JOBS							
County	2015	2020	2025	2030	2035	2040	Avg. Annual Growth
Eagle	39,762	45,385	50,243	55,265	59,902	64,619	2.0%
Grand	9,559	10,664	11,334	12,130	12,834	13,608	1.4%
Jackson	739	725	721	711	689	667	-0.4%
Pitkin	20,367	22,656	23,346	24,342	25,336	26,583	1.1%
Summit	25,667	29,233	30,867	33,086	35,225	37,697	1.5%
Northwest Colorado	96,094	108,382	115,961	124,716	132,920	141,866	1.6%

Source: Colorado State Demographer

Market Opportunities

An analysis of current and future market trends for various land uses was completed to provide both a baseline for the planning process and a roadmap for identifying future opportunities. The purpose of the market context analysis was to:

- Assess current and future market conditions in the Snowmass Village /Pitkin County area;
- Evaluate the Town's current and future attractiveness for various land use types within the surrounding region;
- Ensure planning and investment decisions for the Town are grounded in market and economic reality.
- Provide an independent, third-party story to tell potential developer and investor audiences.



Market Supply and Demand

The supply and demand analysis summarized herein focused on identifying market opportunities within trade areas representative of various nonresidential land uses. A trade area is the area from which a project(s) or area will draw the majority of its residents (housing), patrons (retail) and employees (office) the area that will likely be a source of competition and demand. The boundaries of the trade area are often irregular as they are influenced by the following conditions:

Physical Barriers

The presence of certain physical barriers including mountains, topography, highways, arterials and significant structures which influence driving and shopping patterns.

Location of Possible Competition

The inventory of potentially competitive developments which could diminish the market share available to the project.

Proximity to Population and/or Employment Concentrations

Concentrations in an area which could translate into more population and households to support the project (density and "rooftops").

Zoning

A restrictive or favorable regulatory environment which will influence a developer's interest in delivering projects in one location vs. another.

Market Factors

Conditions which will set sale and lease prices, influence a developer's interest or impact the project's revenue potential (value).

Drive Times, Spending and Commuting **Patterns**

Habits and patterns that have been established which could impact the project's ability to capture market share (or require re-education).

APPENDICES

► Retail Supply and Demand

- The Snowmass Village retail market primarily consists of space within three nodes: the Mall; Snowmass Center; and the developing Base Village.
- The Mall and Base Village areas primarily serve visitor traffic, while Snowmass Center primarily serves local residents and employees (with its grocery store, liquor store and post office). Retail lease rates in Snowmass Village generally range between \$15 and \$25 per square foot, well below rates in neighboring Aspen (\$70 up to \$200+). Retail space serving visitor/tourist markets is at the high end of this range, while space serving the local market is at the lower end of the range. The overall retail vacancy rate is estimated at below 10%, but is affected by the seasonality of some retail operations. In most communities, a vacancy rate below 10% would be low enough to spur new construction, however, resort economy dynamics add a layer of complexity.
- Older retail space in the market, particularly in the Mall, appears to be providing a reasonable return for property owners, despite the relatively low lease rates.



▶ Office/Employment Supply and Demand

- The Snowmass office market is limited to local service space interspersed with existing retail concentrations within the three subareas noted above. As such, these spaces reflect similar lease and occupancy rates as more traditional retail space. Current office users are primarily real estate companies and government and/or nonprofit entities. On an anecdotal basis, the Town is aware that there is high demand for office space in the community with few options for professional service tenants.
- Trade Area (Pitkin County) employment space, sometimes referred to as office/industrial or "flex" space, is concentrated near the Aspen/Pitkin County Airport. The Aspen Business Center is home to a variety of employment and retail/service companies and addresses the current and near-term market for "flex" space users. More traditional office space, for professional service tenants, is extremely limited and is not addressing "pent-up" demand.



Aspenwood Lodge in West Village - Source: Real Estate-AspenSnowmass

► Market Implications

The findings of the market analysis suggest several strategies the Town could undertake to ensure a more diverse market but not over-building to accommodate the significant market demand reflected herein.

- The challenge will be to balance the Town's three retail nodes so that they complement, not compete with one another.
- Snowmass Center's redevelopment into a mixed-use commercial area could provide a viable, vibrant destination for local residents. A mix of retail, service and office uses ranging between 50,000 and 60,000 square feet should provide a sustainable commercial concentration. This would include new space, as well as available existing space that is not obsolete or not adaptable for a new user.
- The Mall and Base Village areas will be more difficult to "separate" in terms of theme and orientation, because both primarily serve the visitor/tourist market.
- The potential redevelopment/rehabilitation of the Mall should be focused on a mix of retail, entertainment and recreation uses, complemented by office/employment space for local users and additional residential units. In this way, the Mall's target market should be expanded to include local residents and employees, while still serving a segment of the visitor/tourist market. Depending on the redeveloped format of the Mall, a mix of retail, restaurant, service and office uses of approximately 100,000 square feet should provide a sustainable commercial concentration. Like the Snowmass Center, this would include some new space, as well as available existing space that is not obsolete or not adaptable for a new user. It is likely that Base Village will become the center for visitor/tourist activity, with the Mall playing a complementary role. The greater the mix of land uses in a redeveloped Mall, the greater the prospects for success will be.
- Base Village represents the more traditional resort commercial area, with supporting lodging and
 residential space. As such, its focus will continue to be on serving the visitor/tourist market. The
 current Base Village development program includes approximately 60,000 square feet of new retail/
 restaurant space, which should provide a viable concentration of commercial activity. The ultimate mix
 of retail/restaurant users in the Base Village will have a direct impact on the mix of uses in the Mall.
- High levels of community character should be preserved in order to maintain and attract higher-end
 retail product types. Community character in this context is related to the building design, use of
 materials, density, and other physical conditions. It would also include public spaces and amenities
 which complement these physical attributes.
- There are opportunities for sustainable product types designed with evolving workforce trends and user values in mind (green construction, smaller work spaces, larger community spaces) within or proximate to existing and future commercial centers.
- The Town's demographics can support a unique environment for the "creative class" or knowledge-based workers within mixed-use centers. Resort areas are becoming attractive places to locate for the obvious amenities. Opportunities may exist for small business incubation or live-work spaces addressing these demographic shifts.
- Future land use decisions should carefully consider placemaking elements that ensure these
 environments support ever-changing market desires while holding their value.
- Flexibility in the development and design of live/work/shop/play/learn areas will foster uniqueness, spread risk and maintain property values.

HOUSING & NEIGHBORHOODS

Snowmass Village benefits from the presence of distinct neighborhoods nestled throughout the Brush Creek Valley as well as a core of commercial activity within the resort tri-nodal area of the Mall, Base Village and Snowmass Center. While the Town has made great strides in providing employee housing, most of the market housing stock is out of reach for middle to lower-income residents and workers. Continuing to provide below market-rate housing options through the Employee Housing Program will be critical to Snowmass Village's long-term success.

Neighborhoods

Snowmass Village started out as a quiet ranching community in proximity to Aspen. Today, as one of the only ski mountains in the area that is truly ski-in/ ski-out, it includes quiet neighborhoods of large homes as well as more affordable condominium housing options. Its residents are deeply committed to the community, with an appreciation for the mountain lifestyle and the stunning natural beauty that is so easily accessible in Snowmass Village.

Even though Snowmass Village is a very "young" community, established as a Town in 1977, several of its neighborhoods are well-established, dating back to 1967, and provide a sense of community to full-time and part-time residents alike. Early on, it was understood that Snowmass would be both a world-class resort and a vibrant year-round community where harmonious and well-integrated development would occur. The neighborhoods are essentially subdivisions, some with multiple phases, encompassing about 2,700 housing units.



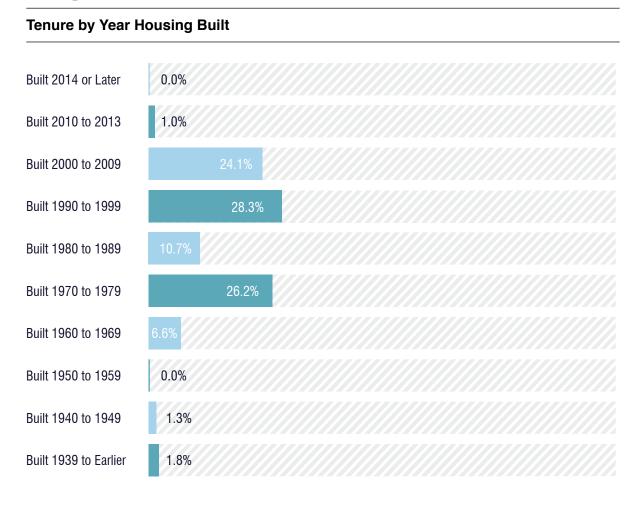
Rodeo Place Employee Housing

Housing

Housing in Snowmass Village is largely composed of multi-family units concentrated closer to the Village Core with single-family units scattered up the mountain sides. Three quarters of the housing stock in Snowmass Village has been

built before 2000. Almost 25% of the housing was built between 2000 and 2009 with slowing growth after 2010. There are 599 units and hotel rooms approved with 154 units currently under construction in Base Village.

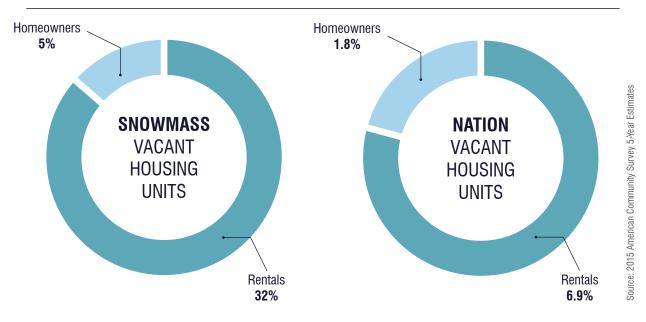
♦ Figure 6



According to the last American Community Survey, Snowmass Village had an estimated total of 2,698 housing units in 2015, a 36% increase from the 2000 Census numbers. Of those total housing units, only 1,261 (46.7%) are occupied, which is easily explained by the resort nature of the Town and its large percentage of second homes that are infrequently occupied for short periods during the year. The vacancy rate of 32% is much higher than the national average of 6.9% for rentals and 1.8% for owner-occupied units in 2016, again reinforcing the resort nature of Snowmass Village. The implications of this is that the Town must provide services for almost double its population, whether homeowners are year-round or seasonal.

\rightarrow Figure 7

Vacant Housing Units - Town of Snowmass Village & Nation





Timbers Club Employee Housing

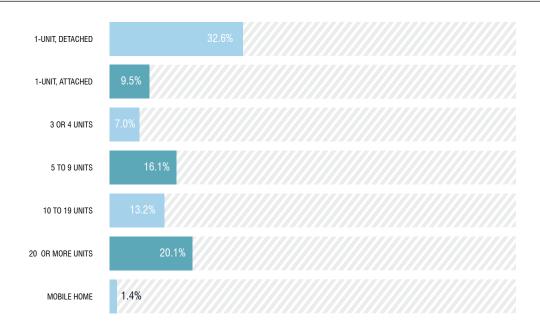
RESOURCES MAPS

Despite Snowmass's reputation of being more affordable than its neighbor Aspen, market home prices and rental rates are largely above what most households can afford. While the Town's Employee Housing Program has greatly improved affordability, there is an ever-growing demand for lower priced housing options. Currently, a household of two adults needs to make between \$200,000 and \$250,000 annually in order to acquire a market-valued unit (median home value is \$1,029,700) while an annual income of about \$100,000 would suffice for a deed-restricted housing unit priced around \$500,000 or less. The median household income of owner-occupied units (both single-family

and multi-family units) in Snowmass Village was \$101,369 in 2015, leaving a significant gap that easily demonstrates the lack of housing affordability in Snowmass's market rate housing and the need for more subsidized housing through the Employee Housing Program. Renters had a median household income of \$50,714 in 2015, which provides them revenue for a rent of about \$1,200. With the median rental unit cost at about \$2,800 for a two-bedroom unit in 2015, rental properties seem to be much more affordable in general, although someone making less than the median income will quickly be priced out of the rental market in Snowmass Village.

♦ Figure 8

Housing Types



The data included in this figure comes from the US Census and may not be fully accurate with a margin of error. Source: 2015 American Community Survey 5-Year Estimates

Housing Types

▶ Large House

A large detached building that may have an accessory structure in the backyard. This building type typically incorporates a single residential unit.



▶ Small House

A small detached building that may have an accessory structure in the backyard. This building type typically incorporates a single residential unit.



▶ Duplex

A small to medium sized building that consists of two attached units, with separate entrances at least one of which faces the street. Both units, side-by-side, front-to-back or over and under, are contained within a single building massing.



► Multi-Family Units

A building that consists of multiple side-by-side and/or vertically stacked units, typically with one or more shared entries.



Employee Housing

Recognizing the necessity to provide more affordable housing for its workers as a critical element of its success, the Town of Snowmass Village created, in 1979, the Employee Housing Program, aimed at providing below market rate housing for people who work within the geographic boundaries of the Town. At the time, the Town adopted an ordinance requiring developers to address the Town's employee housing needs. Today, the municipal code requires a 60% mitigation rate for housing accommodation of new employees generated with new development. The 2010 Comprehensive Plan states that the primary housing goal is to provide housing for 70 percent of full-time, year-round employees (60% of total employees). Developers may choose to build the units themselves or provide the Town with land dedication or cash-in-lieu that would be sufficient to cover construction costs for the project. In more recent times, the Town's policy has been to require developers to provide the units rather than the Town accepting cash and taking on the obligation.

The TOSV Employee Housing Program offers a wide range of housing to Village employees for rental and purchase. The program strives to provide housing for all levels of employment from entry-level to upper management. The Town manages a total of 176 deed restricted sales properties, of which 56 are single-family homes and duplexes, and 120 are condominiums units. The Town also owns and manages 247 rental apartments ranging from studios (at a starting rent of \$510/month) to three-bedroom units priced at \$1,725/month. Overall, the program houses about 895 employees and their families within a grand total of 423 Town-restricted housing units. Additional employee housing units exist in Snowmass Village and are owned and operated by lodges, special districts, and a few of the larger employers, such as the Aspen Skiing Company.

The Town of Snowmass Village is proud of its accomplishments with the Employee Housing Program, allowing workers to find affordable options within the community, which in turn also helps reduce the amount of commuting into the Town.



A minimum of 448 SF per full time employee generated is required for new development. Rodeo Place is the latest affordable housing complex completed by the Town in 2012 consisting of 21 single-family and duplex units. The Town purchased the land, installed the infrastructure and subsidized the homes to make them more affordable.

The Crossings, located just behind Rodeo Place and constructed in 1994, provides 35 single-family homes on 15 acres of land.



► Current Housing Needs

In 2008, RRC Associates completed a Housing Demand Analysis and these numbers were presented in the Town's 2010 update to the Comprehensive Plan. At the time, the analysis determined that the Town needed an additional 474 housing units to meet its goal of housing 60% of the employees working within the Town of Snowmass Village. Town staff recently updated those numbers in order to better understand the current demand for housing within the community. There are a few changes to keep in mind since the last analysis:

- Employment data and projections were taken at the height of economic activity before the Great Recession.
- The Town has added to its housing inventory since 2007.
- The most recent update indicates Employment totals in Snowmass Village remain slightly below where they were in 2007.

This results in a slight reduction to the overall demand for employee housing since the original analysis was conducted. As shown in Table 9 below, 383 additional units are still needed to respond to the current demand for employee housing.

In addition to updating the 2007 report from RRC, Town staff also gathered additional insight to the current demand for Snowmass Village employee housing through the current rental waitlist and applications for deed restricted for-

purchase housing. As of May 17, 2017, a total of 143 individuals were on the official Housing Office waitlist for rental units ranging from studio to 3 bedroom units. In addition, the number of qualified buyers that have applied to purchase deed-restricted units has increased substantially since 2010. To date in 2017, an average of 14.7 qualified applicants per property have applied for available deed restricted housing units in Snowmass Village. This is up from an average of 2.4 qualified applicants per property in 2010. These are interested buyers that meet TOSV housing requirements and have been financially qualified for the purchase price of the property. These increasing numbers support the updated demand analysis.

To further verify the demand for employee housing, Town Staff further calculated expected demand based on build-out of commercial and residential properties. This analysis verifies the demand for 383 more employee housing units.

Even through the conservative estimates used in the most recent analysis, it can be concluded that the demand for employee housing is still very significant. Meeting this demand for hundreds of new units is a lofty goal that will take concerted efforts of both the public and private sectors to reach, and options for workforce housing outside of the community may also need to be considered.

**Note that the analysis for the employee housing units did not include jobs at the hospital, school district, RFTA, Sheriff's department or others that exist outside the Village.

Table 9

Total Employee Housing Demand in Snowmass Village

2010 Comprehensive Plan 2017 Update

474 Additional Units 383 Additional Units

Source: 2017 TOSV Housing Opportunities and Updated Housing Demand Analysis

ENVIRONMENTAL RESOURCES MAPS

Accessory Dwelling Units (ADUs)

Accessory dwelling units (ADUs) are nothing new in the nation or in Snowmass Village. In fact, prior to WWII, most single-family homes in urban areas had separate "in-law" units where young families got their start or where elderly parents could live. Today, accessory dwelling units can provide a source of income or provide flexibility for families as they grow and their needs change.

For instance, a family home with an ADU could use that unit as a long-term rental unit; for visiting guests; or for children returning from college. Multi-generational housing is becoming more of the norm again as families accommodate aging parents. The large family home may become too much for aging parents to maintain, but with an ADU, there is the option for parents to age in place in the smaller unit while their children raise their family in the main home. Flexibility is the key to a successful ADU program.

There are two options for Accessory Dwelling Units (ADUs) in Snowmass Village: Accessory Caretaker Units (ACUs) or Accessory Employee Units (AEUs). As mentioned above, they present a great opportunity to provide lower cost housing for in-town employees and seniors alike, as well as providing a potential source of revenue for homeowners. ADUs for seniors can be built on their home property or that of their adult children. This is an excellent way to provide senior housing

that is personalized, gives them security and privacy, and is accessible for future needs.

In Snowmass Village, one Accessory Caretaker Unit (ACU) can be installed in a single-family unit or located above or below a detached garage on the property, and must fit within the allowable square footage on the property based on the zoning district regulations. The unit must be between 350 and 750 square feet in size and must have a separate exterior entrance to ensure that it is not simply built as additional square footage to the principal home. ACUs do not require housing of an employee who works in Town and have no annual registration process required, although they do require an initial registration. There are currently about 85 ACUs in the Town of Snowmass Village.

 ∇

An accessory unit is a flexible space that shares ownership, site, and utility connections with the principal building on the lot, but has its own entrance. Usually situated over a garage toward the rear of the principal house, the outbuilding increases privacy. This privacy makes it well-suited for use as a home office, quest room, or rental property. In addition to providing a potential source of income for the primary mortgage holder, accessory units also provide additional low-cost housing options within the community.

The purpose of the Accessory Employee Unit (AEU) program was to allow accessory units in single-family homes, while ensuring that an employee working within the Town occupies the unit. The main benefit of choosing the AEU option was to receive a 10% bonus beyond the maximum floor area allowed under the appropriate zoning district. The main requirement of the AEU is that it must be occupied by a person working

in town for a minimum of 8-months out of the year. Unfortunately, only a small percentage of homeowners have taken advantage of this opportunity, with only 12 units currently in the inventory. The last AEU was approved in 2009. The obligation of annual registration, inspection and maintaining an employee within the unit for at least 8 months are key reasons this program is not as successful as the ACU program.

♦ Figure 9

Accessory Caretaker Units (ACUs) & Accessory Employee Units (AEUs)





Source: Town of Snowmass Village

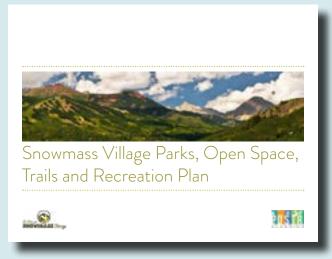
Knowing that there is still a deficit in the employee housing demand, a lack of housing for "boomers" and the elderly, and understanding that only about 10% of the Town's single-family homes currently have accessory units in place, the opportunity to help bridge the gap with the provision of ADUs is present. Town Staff has already begun the analysis and held work sessions with the Planning

Commission regarding modifications to both the AEU and ACU programs to create a single ADU program. Because of some previous abuse of the AEU program and lack of enforcement, any program modifications will have to take into consideration the possible creation of new nonconforming buildings that exceed the allowable floor area.

OPEN SPACE & RECREATION

The Town of Snowmass Village completed the Snowmass Village Parks, Open Space, Trails and Recreation [POSTR] Plan in 2016. It was formally adopted by the Town Council in October 2016. This long-range planning and implementation document serves to guide the future development of parks, open spaces, recreation and trails within the Town. It includes an inventory of current facilities, a resource analysis, and the identification of opportunities to improve service levels and adapt with the changing needs and desires of the Town. The POSTR Master Plan also includes goals, recommendations and guidelines that correspond to the community's priorities and guide future development and project investment.

As the POSTR Master Plan is intended to be a road map for the future of parks and open space in Snowmass Village, it should be considered, in its entirety, an integral part of this Comprehensive



Plan. A summary of the POSTR Master Plan highlights is included in Appendix A-4.

Current Amenities & Facilities

The Town of Snowmass Village owns two parks that provide a variety of amenities and facilities to residents and visitors: Town Park and Cathy Robinson Park. Together they comprise over 13 acres of parkland that includes several playgrounds; a skateboard park; multi-purpose athletic fields; outdoor basketball, volleyball, and tennis courts; a seasonal ice rink; flexible spaces for special events and private rentals; and access to the Town's trail system. The Snowmass Village Recreation Center, located within Town Park, boasts state-of-the-art fitness and recreation facilities including a year-round outdoor Aquatics Facility, an indoor bouldering and climbing wall, cardio and fitness equipment, and a multipurpose gymnasium. The Recreation Center offers a number of fitness, recreation, and aquatics programs to appeal to a wide variety of interests and abilities.

In addition to the Town parks, Snowmass Village boasts over 1,400 acres of open space throughout

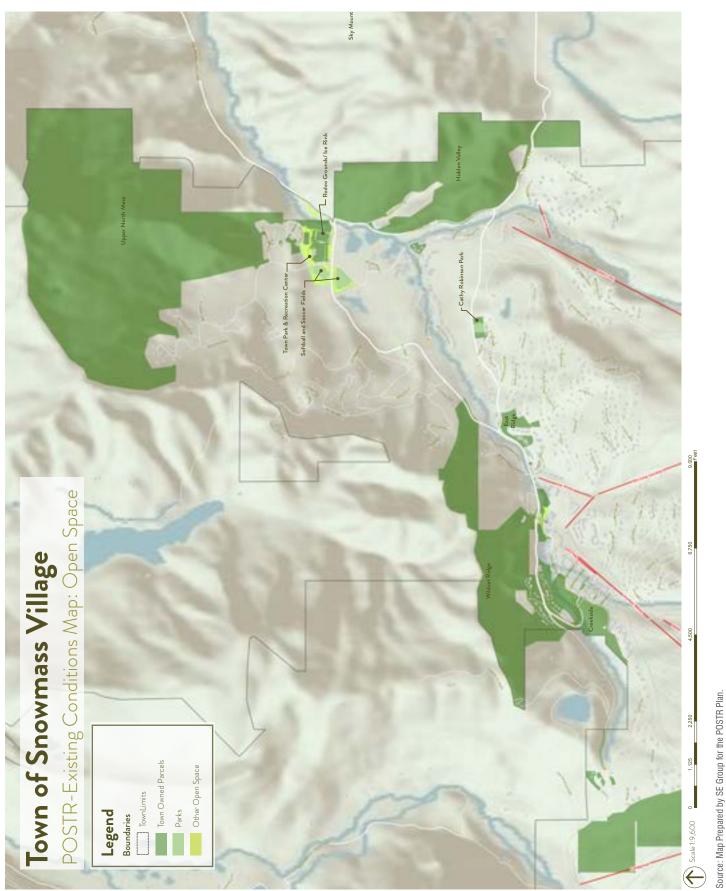
the community. Much of this area is available for long-term preservation and/or conservation, while other areas are available for future recreational opportunities.

The Town manages 30 trails, comprising over 35 miles, throughout Snowmass Village. Most of the trails are multi-use, though there are some dedicated for equestrian or pedestrian-only use. While facilities are provided for a wide variety of users and abilities, there is a measurable lack of beginner- and expert-level trails, with most falling in the intermediate to advanced categories.

The existing recreational, parks and open space facilities in the Town of Snowmass Village, while comprehensive and well-utilized, need some specific upgrades and improvements to continue to meet the needs of residents and visitors. The facilities and improvements needing upgrades are mentioned and highlighted in the POSTR Master Plan.

Map 6: Open Space Map





STRATEGIC INITIATIVES

POSTR Master Plan Market Assessment

The POSTR process included a comprehensive market assessment that yields a number of key findings related to population demographics and seasonality, traffic, and recreation competition. In general, the Town, like many mountain resorts, has a relatively small population of full-time residents, but accommodates and serves a significantly larger population of second homeowners and visitors. The variation in population size during different times of the year presents a challenge when it comes to traffic fluctuations and demand for parks and recreation facilities. Snowmass Village is part of a larger region that includes other ski mountains, outdoor sporting opportunities and indoor/outdoor recreational amenities. Understanding how the Town's facilities compare to others in the region (favorably, in most cases), allows Snowmass Village to stay at the forefront of recreation-based tourism that provides unique, high-quality amenities.

The POSTR Master Plan recognizes that outdoor recreational opportunities are critical to the economic viability and development of the Town. Recreation improves quality of life, contributes to

tourism and economic development, increases tax revenues and property values, and attracts residents, businesses, employees and visitors.

The plan seeks to respond to the needs of residents while also identifying strategies to develop tourism-oriented recreation opportunities to attract additional visitors to the area. The Town recognizes that the economic contributions of visitors can offset the cost of providing resources and facilities to year-round residents of Snowmass Village, so it is important to consider the needs and wants of both demographic groups. The POSTR Master Plan includes three Economic Case Studies that explore the economic implications of three recreational draws to the area: the Rim Trail, the Jazz Aspen Snowmass Music Festival, and the Snowmass Doubles Volleyball Tournament. The results of these studies shine light on the importance of amenities and events that draw visitors to Snowmass Village, the total sales and taxes generated by each, and the number of jobs created. Improvements and upgrades to these facilities will help keep the venues and facilities in a competitive market.



Snowmass Recreation Department

POSTR Master Plan Vision and Goals

The following is a collaborative vision statement for the POSTR Master Plan, created with input from community members and other stakeholders: "To create a fun, diverse and connected system of parks, trails and open spaces within Snowmass Village that builds upon the vast potential of the Town's already successful recreational environment and that considers a wide range of recreational experiences, programs and activities for all user groups."

The POSTR Master Plan identifies a number of goals intended to support the Vision, with clearly-described objectives for each. The overall goals are listed below. For specific objectives, please refer to the complete POSTR Master Plan document.

Overall Poster Goals:



- 1. Provide safe and exciting recreation opportunities that reflect the interests and needs of all user groups and individuals within the community.
- 2. Provide amenities and facilities that offer progressive recreational opportunities and provide learning experiences to new recreational activities.
- 3. Engage the community throughout the development and on-going operation of the POSTR network to ensure dynamic community needs are being met and community resources are appropriately utilized.
- 4. Support the appeal and local benefits of multi-season parks, open space, trails and recreation within the context of a tourism-driven community.
- 5. Coordinate the development of POSTR components to build a cohesive network of recreational opportunities within the Town boundaries and connect those opportunities to recreation and values beyond the Town boundaries.
- 6. Establish and maintain an active partnership with the USFS, Aspen Skiing Company, Pitkin County and the City of Aspen that promotes collaboration and access to a broad system of recreational opportunities.
- 7. Utilize financial resources of the POSTR network efficiently and equitably.
- Encourage environmentally sensitive design in order to minimize impacts to each site's natural characteristics.
- 9. Promote projects and designs that expand access to the POSTR network.
- 10. Prioritize preventative maintenance and repair of existing facilities, trails and equipment over construction of new facilities to ensure they remain viable community assets long into the future.

Please refer to the POSTR plan for more specific goals.

ARTS & CULTURE

Snowmass Village has numerous arts and cultural events and venues. From annual, headline events to smaller, more specialized performances, there are opportunities for people of all ages to get involved and be entertained. Nevertheless, many residents have expressed the desire for more nightlife, restaurants, and art events, especially in the Village Core. Many see bringing these events and increasing the presence of public art throughout the community as a way to help revitalize the Village Core and help Snowmass Village grow its artistic identity.

The arts are the manifestation of human intellectual achievement. They are one way we define, challenge, and make ourselves distinct. An active arts community and unique local culture is essential to achieving a high "quality of life" and attracting people (residents and visitors alike) and businesses. Perhaps most importantly, a strong cultural identity empowers a community by nurturing self-respect and self-esteem, enhancing cultural sensitivity, and making the learning process more broadly accessible.

Snowmass Village and Aspen share much of their arts scene and cultural identity. The two communities often collaborate on events. Snowmass Village hosts annual events and festivals such as the Summer of Free Music Fanny Hill Concert Series and the Anderson Ranch Art Auction.

Snowmass Village Arts Advisory Board (SAAB)

The SAAB was established in 1993 by a Town ordinance with the mission to demonstrate how the arts can contribute to the unique cultural identity of Snowmass Village. The Board believes that the arts are intrinsic to the values, culture, and heritage of the community. Therefore, the Board hopes that enhanced arts programming will promote cultural consciousness, stimulate economic viability, and foster a sense of community pride.

The Board wishes to provide direction and leadership for arts initiatives, particularly as they

impact the Town's funding, acting as an arts advocate in promoting awareness and education as well as providing information and expertise on arts-related issues. The SAAB functions as a recommending board to the Town Council. It works to liaison between the Town Council and the community while it makes recommendations to the Council on arts-related issues and propositions. The SAAB recently completed an Arts Strategic Plan which should help set the framework for achieving more public art within the community.

Visual Arts

The visual arts are a key ingredient of Snowmass Village's cultural life. The beauty and sweep of the natural environment provide a compelling backdrop for the exploration of these tangible elements of our artistic community, which is served by several key resources.

► Anderson Ranch Arts Center

The Ranch is a learning community dedicated to creativity and growth through making and understanding the visual arts. Its vision is to be a world leader in the development of the visual arts, in the international dialogue that inspires common humanity through art making, and in the creation of a campus imbued with a spirit of community, challenge, support, exploration, innovation, and discovery. The Ranch is open yearround, with a summer program that especially attracts artists from around the world.



Anderson Ranch Arts Studio

STRATEGIC INITIATIVES

139

▶ Public Art Program

The Snowmass Village Arts Advisory Board (SAAB) makes recommendations to the Town Council regarding the solicitation and placement of public art. The public art program remains a key element of the Board's work and of the community's cultural life. The Arts Strategic Plan includes an action item to consider the development of a 0.5% fee on new construction projects for an Art program that could help fund public art throughout the community.



► Snowmass Arts Trail

Snowmass Village's Art Trail is a specific subset of the Town's public art program. An Art Walk Master Plan, the precursor to the Trail, was adopted in 2002. The Art Trail's purpose is to showcase local and national artists and their work; to establish places of beauty, stimulation, and reflection throughout the Village; and to provide connectivity between existing and proposed physical amenities.

Performing Arts

Snowmass Village enjoys a rich menu of cultural events produced by several local arts organizations. The Town supports such events both philosophically and, in many cases, through the generous use of its resources. The Town continues to seek opportunities to host such events to aid in the realization of its vision as a vibrant community.

▶ Jazz Aspen Snowmass (JAS)

This internationally renowned producer holds its annual Labor Day Festival in Snowmass Village. In 2016, the festival, which is the largest of its kind in Town, had over 25,000 people in attendance over the course of 3 days.

► Fanny Hill Concert Series

Run by the Town, this series of concerts has become a mainstay of the Roaring Fork Valley's summer schedule of events, and brings over 20,000 people to the Village over the summer months.



ENVIRONMENTAL RESOURCES MAPS

Entertainment, Events, and Festivals

In addition to the Fanny Hill Concert Series, the Town produces or otherwise assists with a comprehensive series of programs and events throughout the calendar year. Such events are intended to attract visitors to Snowmass Village and to augment activities for local residents. They include sports races, circus visits, the Snowmass Balloon Festival, the Snowmass Wine Festival, Mardi Gras Celebration and much more. The Snowmass Rodeo is supported by the Town with annual sponsorship dollars and the provision of the grounds themselves. The Rodeo celebrated its 45th season in 2018 and is touted as the longest running rodeo in Colorado, bringing more than 10,000 people to Town on Wednesday evenings during the summer months.

Another annual institution is the Snowmass Wine Festival, sponsored by the Snowmass Rotary Club. As its single fundraiser, the event has grown over the years, and includes both a wine dinner and a Grand Tasting. In 2018, the Club raised over \$100,000 which will then be distributed in the form of scholarships and grants to local non-profits in Snowmass Village and the Roaring Fork Valley.



Snowmass Rodeo in Town Park

ENVIRONMENTAL RESOURCES & SUSTAINABILIT

Considering its status as one of Colorado's most beautiful and natural communities, Snowmass Village benefits from a close and intimate connection to the natural environment. Like many mountain communities, the Town has dramatic views of the mountains and forests that surround its developed nodes and neighborhoods, and an extensive network of trails in place for everyone's enjoyment. The mountains provide residents with easy access to rural and natural settings that have seen relatively minimal intrusion from man-made development, for the exception of the ski resort portion of the mountains. This combination of small village and wilderness provides the Town of Snowmass Village with a unique advantage for those looking for an outdoor experience.

Snowmass Environmental Advisory Board (EAB)

The EAB was established by a Town ordinance with the mission to advise Town Council on environmental matters. The Environmental Advisory Board is a collaborative group committed to updating and accomplishing the goals of the town's Environmental Sustainability Plan. The Board provides technical expertise and a broad

community perspective in order to develop recommendations concerning projects, programs, policies, and operational practices that benefit the natural environment, the local economy, and community. They encourage community participation in these pursuits and manage relationships with other area environmental groups.



APPENDICES

Resource Protection

Regulatory and non-regulatory measures have been taken to protect critical and important natural resources within the Town of Snowmass Village.



Forests

Snowmass Village sits in a valley surrounded by the White River National Forest, one of the country's top recreation forests and one of the biggest sections of the National Forest System. With 10 peaks over 14,000 feet, and eight Wilderness areas encompassing more than 750,000 acres, the Forest is also world-renowned for its scenery. The White River National Forest provides significant habitat for deer, elk, mountain sheep, mountain goat, bear, mountain lion, bobcat, lynx, moose, raptors, waterfowl, trout and many other species of wildlife. The National Forest Service manages the forest ensuring a balance of nature needed for air, water, plants and animals to thrive while also protecting water resources while allowing recreationalists access.

The Snowmass Wildcat Fire Protection District (SWFPD) has taken on the responsibility of promoting Fire Management Practices in Snowmass Village. Some funding for this program has been provided by private donors, and each year SWFPD identifies areas where brush is cleared to reduce fire potential while maintaining as much forested land as possible.

Given that our landscape is so critical to maintaining the high values within our community, the Town should consider creating a seasonal Town Forester position that would be charged with working on a Resources Management Plan that would address forest health, waterways, and wetlands. A tree removal permit program and review of re-vegetation plans should be part of the Town Forester's responsibilities.





Water

Water service within Snowmass Village is provided by the Snowmass Water & Sanitation District (SWSD). Water use efficiency and conservation is an important part of the work the District is doing, implementing water use efficiency techniques, encouraging installation of such measures and regulating the conservation of water within the Town. The District's Rules and Regulations clearly highlight the procedures and restrictions placed on the Town and its residents in case of a water shortage. Part of the District's mission is also to ensure that the quality of water supplied to the Town is to the highest standards, treating the water using filtration and disinfection to remove or reduce harmful contaminants.

The Snowmass Water and Sanitation District is currently updating their treatment plant which is expected to take approximately two years. The SWSD is required to have the new plant operational by April 2020. The Waste Water Treatment Plant discharge permit was renewed in March 2015. The Colorado Department of Public Health and Environment has issued a compliance schedule for the District to meet numerical limits for total inorganic nitrogen and total phosphorus. The existing plant cannot meet these new nutrient standards; it simply was not designed or configured to accomplish nutrient removal. Consequently, a major capital improvement project is necessary to incorporate both biological and physical treatment process changes.

The Town's Resiliency and Sustainability Plan also speaks to the need for water conservation and highlights various initiatives to help reduce water consumption around Town, specifically by increasing grey water systems, replacing top-load washers for more efficient front-load ones, requiring low-flow plumbing and mandating drought tolerant landscaping.



Vildcat Reservoir - Source: aspensnowmasssir.com/residential/5941-Lake-Wildcat-Road-Snowmass-Village



Conservation Land

The Town of Snowmass Village has been active in assembling a patchwork of 1,451 acres of open space properties within the community. Some of this open space has been acquired through the efforts of the community itself. Other areas have been established as open space through the planned residential development process. Regardless of how it was established, the presence of open space in the Town strongly supports long-held community values and can enable future opportunities for conservation. Other land managers also administer open space in or adjacent to the Town of Snowmass Village, including Pitkin County Open Space and Trails, City of Aspen Parks, Trails & Open Space, the National Forest Service and the Aspen Valley Land Trust.

Snowmass Village owns several parcels of land with conservation easements for permanent protection: Wildcat Ridge, North Mesa and the Snowmass Creek Valley. Snowmass seeks to conserve and preserve the land resources that define the Town's "sense of place" and green infrastructure. Designing with nature is a commitment to understanding the ecological significance of place and to guide development in the community in a manner that respects and takes advantage of land resources while maintaining its rural character. The focus of the Town's future development approach should not be development versus no development, but rather an approach that guides controlled growth and redevelopment in a manner that respects the environmental and conservation values of the community.



Wildlife Areas

Protection of wildlife has long been a value in the Town of Snowmass Village, although much of the development and recreational activities locals and visitors enjoy today have had a negative effect on wildlife. Wildlife migration corridors have been pinched to a fraction of what they once were, and reproduction areas and other important habitat areas have been affected tremendously. Development should be located and designed to minimize its impact to wildlife and wildlife habitat. Wetland and riparian communities are especially significant in this regard because they have the highest density and diversity of wildlife species. Conserving and enhancing the Brush Creek corridor is a priority, as identified in the POSTR Plan.



Scenic Views

The protection of scenic views from various vantage points within the Village is important for future generations and greatly contributes to the uniqueness and attractiveness of Snowmass Village as well as the desirability of the resort and the value of local real estate. Although the protection of public views has no direct impact on environmental resources, it is highly valued from a quality-of-life perspective by residents. Views of Mt. Daly, for example, should be preserved to the greatest extent possible from major public ways and gathering places throughout the community. Continued enforcement of the Town's ridgeline protection requirements will also contribute to the scenic views, rural character and community values.



View of Mt. Daly



Air Quality

An air pollutant is defined as a substance in the air that, in high enough concentrations, produces a detrimental environmental effect. A pollutant can affect the health of humans, plants and animals. Many sources of air pollutants also are sources of greenhouse gases, including power plants and facilities associated with the production of oil and natural gas, and transportation. Strategies exist that can both reduce air pollution and the impacts of climate change.

In Snowmass Village, air quality is an environmental resource that has been periodically and narrowly measured (primarily during periods of heavy development activity) through $PM_{2.5}$ monitoring, designed to measure particulate matter important to public health and safety. Air Quality Monitoring Plans, requiring the most appropriate and up-to-date technologies available at a given time, are required on a project-by-project basis in order to ensure that the quality of our air is protected.

Snowmass Village can also have a significant impact on maintaining or improving air quality by reducing the amount of vehicle miles traveled within the community and around the region by encouraging connections, bike lanes and a pedestrian oriented environment.

 \bigvee

PM stands for particulate matter (also called particle pollution): the term for a mixture of solid particles and liquid droplets found in the air. Some particles, such as dust, dirt, soot, or smoke, are large or dark enough to be seen with the naked eye. Others are so small they can only be detected using an electron microscope.

Source: FPA

Addressing Climate Change and Its Impacts on Snowmass Village

There is no doubt that climate change is real, that the earth is warming, a trend that will continue into the future, creating a range of impacts that include heat waves, drought, more frequent flooding and air pollution. The key question is the severity of these events, the impacts they will have on ski resorts, and what can be done to mitigate those effects and/or adapt the community to the changing climate. The Town of Snowmass Village has long recognized the importance of preserving its natural environment and why confronting climate change is essential to the future economic success and enjoyment of the resort amenities that the community offers. Snowmass Village has shown commitment to understanding, measuring and reducing its Greenhouse Gas (GHG) emissions since 2009 when it prepared its first ever GHG emissions inventory, which was then updated in 2014 to track progress towards meeting its goals.

In Snowmass Village, almost three quarters (3/4) of human-caused GHG emissions result from the energy used to heat, illuminate and power buildings and structures, of which many are outdated and inefficient. Moving people in and around Town also generates 16% of the emissions created by Snowmass Village residents and visitors, of which passenger cars make up 86% while transit only generates 6%. As transit vehicles have the ability to carry more passengers, they can be a more efficient use of fuel per person per mile.5 Also, a walkable community would result in less reliance on the personal vehicle.

The community has significant opportunities to reduce emissions and air quality concerns from

these sources through compact development patterns; energy efficient building siting, design and construction; promotion of multi-modal transportation alternatives; conservation of natural areas and resources and other initiatives and activities, many of which are listed and addressed in the Town's 2015 Sustainability Plan. Many of these strategies are addressed in this plan and will allow the community to better adapt to our changing and warming climate.

Whether someone believes that climate change is human induced or not, we do know that efforts to reduce GHG emissions also help diminish pollution, save money, improve long-term stability of the economy, and can make our community more livable - benefiting both residents and visitors alike. For example, by promoting a more compact development pattern closer to the existing major nodes of the Village as well as ensuring the construction of green buildings, we not only have the potential of reducing vehicle miles traveled (traffic congestion) but also gaining measurable savings in energy expenses. We also reduce air pollution.

Throughout this plan, there are a number of interconnected strategies that will help the Town respond and adapt to climate change, and create a more vibrant and resilient Snowmass Village. This section is in no way meant to replace the 2015 Sustainability Plan Update but rather reinforce and supplement the great work (which is included in this plan by reference) that has been accomplished already. Please review the 2015 Sustainability Plan Update for more detailed strategies/initiatives.



PLAN FRAMEWORK

5 – 2014 Snowmass Village Greenhouse Gas Emissions Inventory, CORE, 2016.

▶ Compact Mixed-Use Development

Snowmass Village's fabric already includes compact and mixed-use nodes at Snowmass Center, West Village and the soon to be completed Base Village. As the Town works to make the community and its fabric even better, there is potential to further reduce pollution and congestion, enhance social interaction, improve the efficiency and effectiveness of public service delivery, and create more vitality. Development in Snowmass Village is required to comply with state-of the-art energy efficiency standards through the use of adopted Green Building Code standards.

In fact, increasing ways to support and encourage the development of more "green" buildings not only reduces life cycle costs, but also creates premium spaces for a variety of uses. Finally, the Town wants to be sure that it is not encouraging new development in places that have significant impacts on its pristine natural environment. Redevelopment and/or mixed-use, compact development in and around the existing nodes will help create a more vibrant and sustainable Snowmass Village.

► Transportation Choice

Given that a smaller percentage, only 16%, of the Town's total GHG emissions come from transportation, Snowmass Village is doing well, but there is still an opportunity to encourage and facilitate more energy-efficient transportation choices. It's all about reducing vehicle miles traveled (VMT), which comprise 86% of all transportation-generated emissions. Increasing compact mixed-use development patterns within the nodes, wherein complementary land uses would be located within easy walking distance from one another, could result in reduced reliance on vehicular transportation. Imagine more housing options over and around a redesigned and expanded Snowmass Center for example creating more places where people can live, shop and work without the need to get into their cars. This type of development pattern in Snowmass Village can make it easier for people to reduce car ownership and reduce the amount of miles they drive every day.

When we expand transit service, in Snowmass and throughout the region, and develop a better bicycling and walking network and facilities, we provide a greater menu of choices for how people get here and around the Village. With 22% of the General Fund dedicated to local transit services and the regional transportation authority being supported by a Snowmass Village with an effective tax rate of 1.164%. Snowmass Village has already invested significantly in transit alternatives. The Town currently supports the use of alternatively fueled vehicles by providing a network of public charging stations for electric vehicles. Car and bike sharing are options that can also reduce the need for car ownership and complement an existing transit system. An obligation of the Base Village development is the provision of a car share program. It should be a policy of the Town that new development contribute toward this new car share program or institute a bike sharing program to improve transportation choices.

► High Quality Pedestrian Experience, Better Connections & Complete Streets

An important part of creating more "complete" streets is ensuring adequate facilities that meet the needs of all users regardless of ability – with a focus on pedestrians in a compact mixeduse environment. Thus the Town should ensure that we have a complete and inviting pedestrian environment throughout the three Village nodes so that residents, visitors and/or employees are encouraged to spend more time walking or biking rather than driving. This includes continuous walkways and trails, active uses at the street level, safer crossings, and quality lighting. Providing

continuous pedestrian connections (e.g. a pedestrian bridge connection between Base Village and the Snowmass Center and upgrading the Skittles SkyCab) between the three nodes, especially facilitating and dealing with the change in topography will ensure a quality pedestrian experience and further entice people to leave the car at home or at the hotel. Strategies identified in the Sustainability Plan such as winter maintenance of trails and prioritizing transit use will also continue to enhance the pedestrian experience in areas outside of the nodes.

▶ Material Resource Management

Comprehensive material resource management does not just include waste management, but also the management of waste generation and consumption patterns. While recycling is a big step in the right direction, it is insufficient by itself as a means of achieving sustainability, as it merely deals with a fraction of the resources involved in the current system of extraction, production, distribution, consumption, and disposal. In order to be truly sustainable, Snowmass Village must take

more steps toward a closed loop or "zero waste" system of production. Such a system requires that Snowmass Village maximize its existing recycling and re-use efforts, while ensuring that products used by Town staff, residents and businesses are designed for the environment and have the potential to be repaired, re-used, or recycled. The Town's Sustainability and Resiliency Plan further addresses waste management.

Climate Adaptation in Snowmass Village

Everyone has witnessed the extreme weather events in recent years. For communities that rely on the winter season for their economy, there have been all or nothing winters—blizzards in some places, only a dusting all season-long in others. These radically divergent weather patterns have been unsettling to those who thrive on the enjoyment of the great outdoors. For communities with resorts such as Snowmass Village, whose livelihood depends in large part upon a predictable winter season, such unpredictability and lack of snow or shorter ski season can translate into a precipitous fall in revenue. Climate change is already happening and its effects are seen every day.

In the many U.S. resort communities that rely on winter tourism, climate change is expected to contribute to warmer winters, reduced snowfall, and shorter snow seasons. The estimated \$12.2 billion dollar U.S. winter tourism industry has already felt the direct impact of decreased winter snowpack and rising average winter temperatures. Across the United States, winter temperatures have warmed 0.16 degrees Fahrenheit per decade since 1895. The rate of warming has more than tripled to 0.55 degrees Fahrenheit per decade since 1970.6 The damage to the environment goes hand in hand with damage to local economies and individual businesses, and Snowmass is not immune to this phenomenon.

lacksquare

Climate "Adaptation" refers to the adjustments that societies or ecosystems make to limit the negative effects of climate change or to take advantage of opportunities provided by a changing climate. Adaptation can range from a farmer planting more drought-resistant crops to a coastal community evaluating how best to protect its infrastructure from rising sea level

Source: EPA

All of this translates into less snow and fewer people on the slopes. December 2011 through February 2012 was the fourth warmest winter on record since 1896 and the third lowest snow cover extent since 1966, when satellites began tracking snow. The National Ski Areas Association (NSAA) reported for the 2011-12 ski season, the ski resort industry "experienced its most challenging season since 1991-92."7 According to NSAA's Kottke End of Season Survey, 50 percent of responding ski areas opened late and 48 percent closed early, with every region experiencing a decrease in overall days of operation.

According to this research conducted for the Natural Resources Defense Council (NRDC) and Protect Our Winters (POW), climate change spells trouble for all businesses dependent on winter weather, from snowmobiling, snowboarding, and ice fishing to snowshoeing and skiing. The shrinking numbers of winter sports tourists affects restaurants, lodging, gas stations, grocery stores,

and bars. Without a more stable climate, the economies of mountain communities everywhere, and the valued lifestyle of winter will be gone.

In the meantime, mountain resorts are adapting to survive. Some have started moving snow from parking lots and other spaces onto trails during dry spells. Others, including the Aspen Skiing Company, are expanding into year-round businesses. They are installing zip lines and ropes courses, a mountain coaster, downhill biking trails. Frisbee disc golf and hiking trails. Others have re-purposed their lodges for business conferences and weddings. Snowmass Village has already begun extending its offerings into summer and the shoulder seasons, attracting bikers, hikers and festival goers by the thousands each year. Continuing to diversify its economic base by exploring and developing complementary activities, uses and offerings will ensure a sustained economic future for Snowmass Village.



Source: Flood - Rocky Mountain National Park



Fire - Beaver Creek, CO - USFS photo by Alison Richards

TRANSPORTATION

The Town of Snowmass Village can be accessed by Brush Creek Road or Owl Creek Road via CO 82. Within the Town, Brush Creek Road serves as the primary route, connecting Town Park, Snowmass Center, Base Village and the Mall at West Village. Carriage Way is another important route that connects Base Village to the Mall. Most other streets serve residential areas and generally follow the steep terrain that is characteristic of Snowmass Village.

The Town has a long and successful history of creating a multi-modal transportation system within a highly constrained environment. Steep terrain, weather, and concentrated activity patterns present challenges that are not easily solved. However, the Town has implemented a variety of travel demand management strategies that have provided Snowmass Village residents, workers, and visitors with a high degree of mobility. Additionally, the Town has set an excellent example for how to implement transportation infrastructure that fits into a rural setting.

There are several distinct transportation user groups in Snowmass Village, including permanent residents, part-time residents, employees who live in other parts of the Roaring Fork Valley, and visitors. Each of these user groups has different priorities related to mobility, convenience, parking, and integration of transportation modes. Transportation needs also vary across seasons. For example, in winter, many visitors stay close to the Village and may not use their car for the duration of their stay, while in summer they are more likely to drive to nearby areas. Creation of a seamless and efficient transportation system that meets these needs is an evolving challenge.

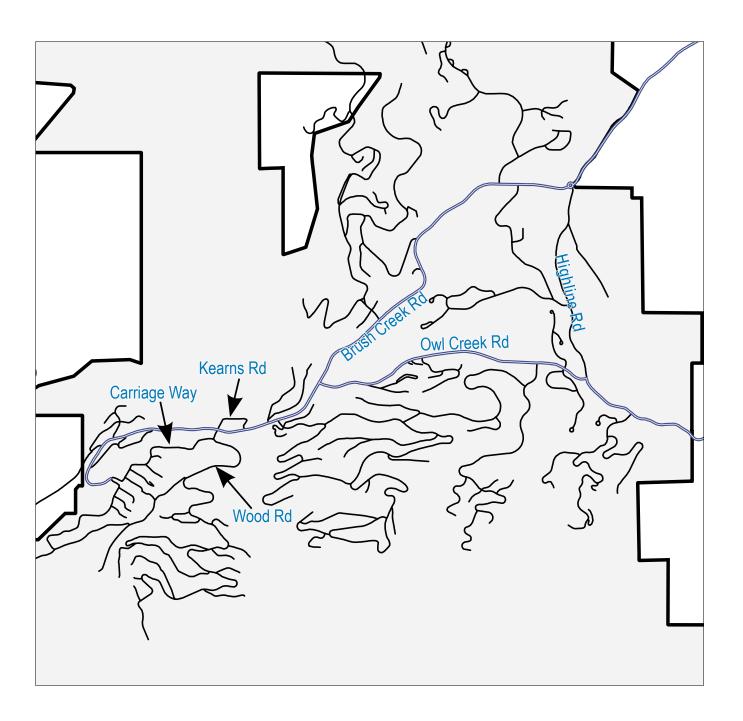
Based on input received from the public, the following vision for transportation in Snowmass Village was articulated and is carried through in the Comprehensive Plan recommendations:

Snowmass Village will create a year-round, safe, complete and well-connected transportation network of walkways, bikeways, trails and public transportation for residents, visitors and the workforce to utilize. The complete transportation network will promote a walkable community and improve access to key destinations by making sure safe and convenient connections can be made between various nodes and destinations. The network will be used to increase year-round mobility for pedestrians, contributing to a high quality of life for residents and a great visitor experience.

In this section of Plan Snowmass, the current state of the transportation system is discussed. Recommendations are presented in the Strategic Initiatives section. The recommendations depend on continued investment in transportation infrastructure and operations, as well as coordination of transportation needs with future development. The state of the system evaluation and recommendations are informed by previous plans and studies. Additionally, transportation issues were discussed at length during Planapalooza™ in February 2017.

NOTE: For more information on Planapalooza™ please visit the Public Process Section on page 88.

Map 7: Snowmass Transportation Network



APPENDICES

State of the System

Public Transportation

Snowmass Village and the rest of the Roaring Fork Valley are fortunate to have an excellent public transit system that is convenient and affordable for riders. The Town's investment in public transit is noteworthy with a commitment of 22 to 25 percent of its annual general fund budget to transit. Connections between key destinations within

Snowmass Village are provided and the system connects Snowmass to adjacent towns and cities, such as Aspen, Basalt, Carbondale, and Glenwood Springs, and now to Denver. In many ways, the transit system is an essential component of the Town's success.



Snowmass Transit System

The Town of Snowmass Village created a transportation department in 1980 to reduce traffic congestion through provision of transit and parking management. It operates the Village Shuttle, which is free to use and carries over half a million passengers per year. The shuttle system provides service to multifamily residential complexes, Base Village, Snowmass Center, Snowmass Mall, the Recreation Center, and the park-n-ride facility at Town Park.8 Through a seasonal arrangement with the Roaring Fork Transportation Authority (RFTA), the Town also operates buses from Highway 82 into the Town. Almost two-thirds of annual

passenger trips on the Snowmass system occur from December through March, during which time capacity is often met at peak times. In a 2015 Community Survey, 78 percent of respondents indicated they use the shuttle.

Along with the fixed route transit system, the Town subsidizes late night taxi service (12:45am to 2:00am) along with a Dial-a-Ride program that operates from 8:00am to 9:00pm. The Dial-a-Ride program provides service for single-family subdivisions, where operating fixed routes would not be efficient.



Source: snowmasstransit.com/ImageRepository/Document?documentID=287

/illage Shuttle at Town Park Station

⁸ - Memo from David Peckler to Financial Advisory Board. January 11, 2017.

RFTA

In addition to the Town's transit system, RFTA provides service to and from Snowmass Village. It connects Snowmass Village to other cities and towns along Highway 82, between Glenwood Springs and Aspen. This service is critical for Snowmass Village employees as well as visitors who live in other parts of the Roaring Fork Valley. The RFTA Aspen/Snowmass route connects Aspen and Snowmass Village via the Brush Creek/ Intercept Lot, which serves as a park-n-ride for many community employees and visitors. It runs at 15 minute intervals from 7:15 am through 11:45 pm seven days a week during the ski season. Beginning after the 2017-2018 ski season and through next fall, headways will remain at 15

minutes during peak commuter hours. The No-Fare service between Snowmass Village and Aspen has been a great success and it specifically targets tourist and worker movement between the two communities.

RFTA also operates Four Mountain Connector Buses, which connect Aspen Ski Company properties: Aspen, Aspen Highlands, Buttermilk, and Snowmass. These buses run only during the winter months, contributing to headways between 7 and 15 minutes during peak times during those months. For more information on regional bus service go to www.RFTA.com.

Transit Stations and Stops

There are three major transit stations in Snowmass Village: Town Park Station, Base Village Transit Center, and Snowmass Mall Shuttle Stop. The Town Park Station serves as a major park-n-ride that provides primary access into the Town. Base Village Transit Center is another important transit hub, but was not intended to serve as a primary transit station and does not have sufficient capacity for expanded use. Integration of transit into future

redevelopment of the mall has been studied to improve the functionality of the system.

In addition to the major transit stations at Town Park, Base Village, and Snowmass Mall, the Town maintains an additional fifteen (15) shelters along fixed routes. However, transit vehicles typically will stop for passengers waiting along the roadway where formal stops do not exist.

Transit shelters such as this one along Owl Creek Road are functional and fit into



PLAN FRAMEWORK

Bus Shelter on Owl Creek Road Source: Toole Design Group Samble Way

APPENDICES

First and Last Mile Connections

In feedback gathered for the Comprehensive Plan, better connections to existing transit stations and stops would improve the overall usability of the system. Lack of sidewalks and/or walking paths along major roads such as Brush Creek Road and Owl Creek Road inhibits the ability for pedestrians to safely and comfortably walk to transit stops. Some stops are connected to the unpaved trail network. For instance, a gravel trail connects the Brush Creek Trail to the bus stop east of the Brush

Creek Road/Owl Creek Road intersection. While this and similar connections are useful, they are typically unlit and covered in snow during the winter, which limits their functionality.

Skittles Gondola

The Skittles SkyCab connects the Snowmass Mall and Base Village. Skittles lacks the peak load capacity needed to serve as a primary method of connecting these locations: the SkyCab is generally slower than walking when wait times

are accounted for. Further study is needed to determine an appropriate solution for replacing and/or supplementing the SkyCab, such as a walkway or more advanced technology.







Walking

Despite the hilly terrain, many Snowmass Village residents walk for their daily transportation needs. Many of the Town's core destinations, such as Town Center, Base Village, and the Mall are within walking distance of each other. According to a 2014 travel pattern study conducted by the Roaring Fork Transportation Authority (RFTA), 29 percent of winter residents primarily walk for personal (non-commute) trips, compared to 19 percent for the entire region.9 Walking rates are lower in summer, but bike trips account for a higher share of trips then, suggesting these modes may be used interchangeably depending on weather conditions.

Levels of walking in Snowmass Village are considerably lower for commute trips. Of particular concern is that walking declined from 16 percent of resident commute trips in 2004 to only 5

percent in 2014.10 This change may be linked to increased housing prices, which have made living in Snowmass Village out of reach for many community employees, thereby changing the composition of the resident population.

Lack of comfortable places to walk likely also limits walking among employees, particularly those who live in the Town. While sidewalks exist on Carriage Way, unsafe walking conditions along Brush Creek Road and to a lesser extent in Snowmass Village neighborhoods, was cited as a common concern in the feedback received for this project.



3rush Creek Road near Lower Kearns Road - Source: Toole Design Group

Many streets in Snowmass Village do not have sidewalks, forcing pedestrians to walk in the road.

ENVIRONMENTAL RESOURCES MAPS

 $^{^{9}}$ - Roaring Fork Transportation Authority. 2014 Regional Travel Patterns Update.

¹⁰ - Ibid.

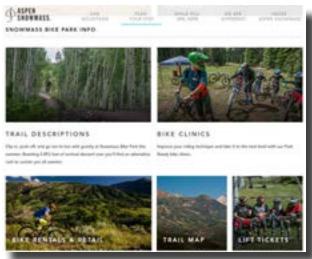


Bicycling

Snowmass Village is known as a great place for bicycling. There is an extensive network of unpaved trails, with a paved trail along Brush Creek Road and parallel to much of Owl Creek Road. Biking within the Town occurs on shared roads or on off-road paths, as dedicated on-road bike facilities have not been implemented.

Currently, biking in Snowmass Village is primarily viewed as a recreational activity, but many residents bike for transportation as well. In the summer, biking comprises 14 percent of personal trips and 11 percent of commute trips, both of which are higher than the regional average and much higher than the statewide and national averages.¹¹

Bicycling in mixed traffic is challenging on many Snowmass Village roads as bicyclists operate at slow speeds, relative to motor vehicles, when going uphill. Greater investment in trails and onroad bicycle facilities, such as climbing lanes, would encourage more bicycling and improve interactions with motorists.



Source: Aspen Ski Company

¹¹ - Ibid.



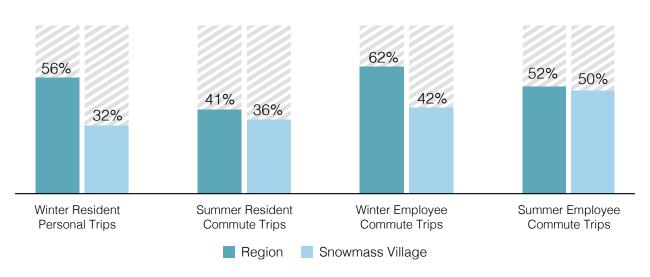
Motor Vehicle Traffic

The 2014 RFTA travel patterns survey found that driving alone is the most common mode of travel for residents and employees. However, rates of driving alone are substantially lower in Snowmass Village than in the rest of the region and in most cities and towns in Colorado and nationwide

(Figure 10). Employees in Snowmass Village are more likely to drive and carpool than residents, likely because many employees do not live in the Town. Providing more affordable housing in the Town would likely reduce the overall level of traffic in and around Snowmass Village.

Figure 10

Rates of Driving Alone in Snowmass Village Compared to the Roaring Fork Region, 2014.12



Source: Roaring Fork Transportation Authority. Snowmass Village Travel Patterns Community Profile.

Transportation professionals and communities typically measure the performance of a roadway by metrics such as travel time, vehicular delay, Level of Service (LOS), and/or person-trip capacity. LOS generally measures the delay experienced by motorists at an intersection (or a specific lane at an intersection) according to a scale of A (least delay)

through F (most delay). 13 The scale reads like a report card grade, with A being the "best" and F being the "worst." However, roadways operating at LOS A have excess capacity that is not being used. While LOS C, D or E mean more delay for motorists, they also represent a more efficient use of the roadway space.

ENVIRONMENTAL RESOURCES MAPS

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 $^{^{12}}$ - Roaring Fork Transportation Authority. Snowmass Village Travel Patterns Community Profile.

^{13 -} National Association of City Transportation Officials. Urban Street Design Guide: Performance Measures. http://nacto.org/publication/urban-streetdesign-guide/design-controls/performance-measures/

In the 2010 Snowmass Village Comprehensive Plan, the Town maintained its LOS C as its performance target for vehicle delay on its roads. For Brush Creek Road, LOS C is exceeded when traffic volumes are higher than 925 one-way vehicles per hour. 14 This segment volume threshold is a measure of vehicle density (vehicles/hour/lane) which can be used as a simplified proxy for vehicle delay (seconds/vehicle). Delay in seconds per vehicle is usually influenced by intersection turning movements, and the presence of signals or stop signs. Since the completion of the Brush Creek/Wood Road roundabout, traffic delays at this intersection have been reduced.

As shown in Figure 11 below, the average oneway traffic volume on Brush Creek Road during the winter PM Peak time are well below the 925 vehicles per hour threshold for LOS C, suggesting that this somewhat conservative threshold is appropriate. Furthermore, of the 641 days with recorded traffic data since 2000, there have been only nine days with hourly peak one-way volumes higher than 925 (and none since 2006).

These findings indicate the Town's LOS standards are currently being met. However, the 2010 Comprehensive Plan included motor vehicle traffic projections for Brush Creek Road that suggested a potential doubling of traffic after approved land uses are constructed. Given that some development has occurred and traffic has not increased, future increases at that scale seem unlikely. Assuming traffic volumes are guaranteed to double, based on entitled development approvals, may lead to an investment in unnecessary capacity. Rather, committing to continuing and expanding demand management and transit strategies, monitoring traffic growth over time, and re-evaluating the performance target as operations approach LOS C will allow

the Town to best address motor vehicle traffic increases on their own terms.

Transportation system performance measures should provide insight into whether the Town is achieving its community and transportation goals. It is important that the Town's transportation performance measures reflect the desire for mobility for residents, visitors and employees, while preserving quality of life. In this sense, vehicle LOS during the peak hour provides an incomplete picture because it does not account for how many people are using the system at any given time or for what purpose.

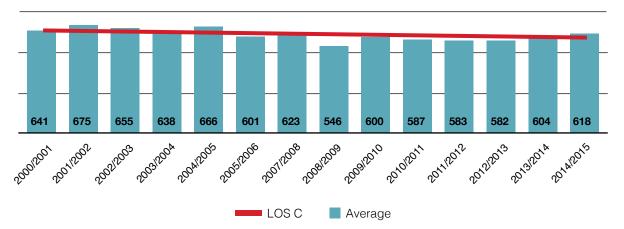


Intersection Level-of-Service Standards

LOS	Delay in Seconds
Α	<5.0
В	5-15
С	15-25
D	25-40
E	40-60
F	>60

 $^{^{14}}$ - Town of Snowmass Village 2010 Comprehensive Plan.

Average Winter PM Peak Hour One-way Traffic Volumes on Brush Creek Road¹¹



Data represent December through March. Traffic volume for winter 2006/2007 is not available. Source: Town of Snowmass Village



Parking Management

Vehicle parking in Snowmass Village is provided through private and public parking garages and lots, most of which are managed by the Town. Parking is closely monitored and managed in the winter, but historically there has not been a strong need to manage parking in other seasons. However, some participants in the planning process expressed that parking is becoming a greater concern in summer than winter as more people arrive by car in the summer.

West Village parking lots are managed by the Town. Residents, guests, and some employees purchase a permit to park in these lots (during winter only), which are surveyed by license plate readers. Cars parked without a permit are subject to ticketing.



Existing Public Parking Capacity by Location

Location	Spaces
West Village	1,000
Base Village	22815
Divide	30
Town Park	275
Two Creeks	400
Rodeo Contestant Lot	150
Black Saddle	150
ASC Maintenance Facility	30
Highway 82 Intercept Lot	400

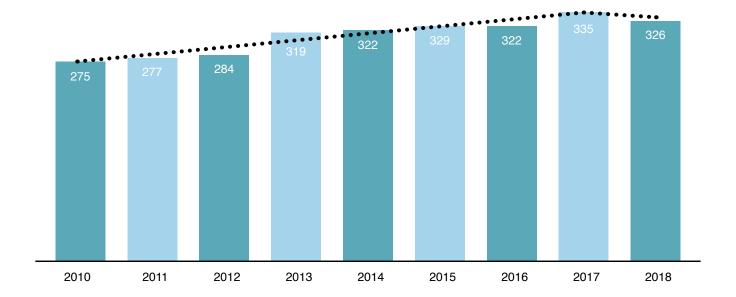
^{15 -} Projected capacity upon completion is 375 spaces.

Throughout the year, free parking is provided at the Intercept Lot at Highway 82 and at Town Park. Both lots serve as park-n-ride facilities. Since the Intercept Lot is three miles farther from Snowmass Village than the Town Park Lot, providing transit service to the Intercept Lot is more expensive and current routes connecting to the Intercept Lot also do not have the capacity to serve additional transit riders during peak times.

During the peak season, the Town Park Lot exceeds capacity on a regular basis. Counts conducted in March 2017 determined that the capacity of the lot was either met or exceeded on 23 out of 31 days. Additionally, daily parking has increased over time (Figure 12). The unpaved Rodeo Contestant lot serves as overflow parking for Town Park, the Recreation Center and skiers when it is full.

♦ Figure 12

Average Daily Parking at Town Park, 2010-2016



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COMMUNITY FACILITIES & SERVICES

Community facilities and services (infrastructure) provided in Snowmass Village support the day-to-day operations of the Town. The type, location and capacity of infrastructure in the community -- its service delivery -- is critical to the Town's 'just big enough' initiative, and its desire to offer a high quality-of-life for residents and memorable experience for year-round visitors to the mountain. Monitoring infrastructure investments in relation to future development depicted on the Conservation & Development Map will be critical to right-sizing the Town, and should acknowledge the tremendous effect new infrastructure investments have on the type, location, pattern and intensity of development that will (or will not) occur in Snowmass Village.

A description of community facilities and services provided in Snowmass Village follows, including those provided by outside partners that residents, businesses and visitors use to meet their daily needs.

Town Facilities & Services



Police Protection

The Town of Snowmass Village provides police protection from its headquarters in Town Hall. Ten sworn officers, two animal services officers, a records specialist, and a seasonal traffic control person staff the department. Animal services officers also staff an all-seasons Trail Ranger Program, which helps manage use conflicts, trail etiquette, and provides guest information. The Police Department also provides parking enforcement.

The Police Department sponsors several community programs in town: home watch, alarm monitoring, pet registration and tags, and theft prevention (ski and bike). Resources of

the Police Department were used to respond to 5,411 incidents in 2016. Circumstances at those incidents resulted in 55 arrests and 4,000 parking violation tickets (in the same year). Individuals arrested in Snowmass Village are transported to the Pitkin County Jail located in Aspen for processing.

The Police Department has mutual aid agreements with Aspen, Basalt and Pitkin County. The four departments share a dispatch center and joint training center, and work together often, planning and managing large-scale, seasonal events in the area (e.g., the X-Games in Aspen).



Storm Water Management

Impervious surfaces -- roads, parking lots, buildings, etc. -- interfere with the ability of rainwater to soak into the ground. Storm water run-off from a rain event travels quickly across impervious surfaces, picking up sediment and pollutants, and carrying them to nearby lakes and streams. The simultaneous increase in both water quantity and suspended sediments leads to stream erosion and degraded water quality.

The small size of the permanent population of Snowmass Village (2,889) exempts it from National Pollution Discharge Elimination System (NPDES) requirements under the U.S. Clean Water Act. Nonetheless, the Town is committed to safeguarding its 'natural infrastructure' (e.g.,

flood control, water filtration, air pollution removal, wildlife habitat, water supply provisions, etc.) to offset impacts associated with the development footprint.

New or enhanced rules and requirements for storm water management, similar to those used in NPDES Phase II Permit areas, could help Snowmass Village implement a Town-wide storm water management strategy.

The Town plans to allocate funds in future years to complete a storm water inventory and assessment in order to implement some improvements to the stormwater system.



ource: danieljoderphotography.com/wp-content/uploads/2016/07/201607163867-eThe-Upper-Trail-Option.jpg

APPENDICES



Solid Waste & Recycling

The Town of Snowmass Village provides solid waste collection and recycling services throughout the community. Residential curbside collection is provided on a weekly basis in the Horse Ranch, Crossings, and Rodeo Place Subdivisions. Several condominium associations and subdivisions maintain their own dumpster sheds that are serviced by the Town. Other residents have access to three dumpster sheds located along Brush Creek Road or Faraway Road. Non-residential uses also contract with the Town for solid waste collection and recycling services.

All solid waste and recycling collected in the Town are sent to the Pitkin County Landfill located off of CO 82 near the Wildcat Subdivision. The facility accepts residential and commercial trash and construction debris and demolition materials. The landfill also provides single stream recycling and

food and green waste composting. Estimates are, without a drastic change in the region's 'trash behavior' that the landfill will reach capacity and be closed in under seven years. Several programs are underway to divert waste from the landfill, including aggregate recovery, a 'drop and swap' program, various recycling programs, and food and landscape waste composting initiatives.

In 2016, the Town's recycling program diverted between 14% - 17% of total waste collected from landing in the Pitkin County Landfill. The Town of Snowmass Village has a responsibility to the collective effort of the County to reduce waste going to the landfill. Snowmass will continue to partner with its neighbors to ensure good regulation and management of the system as a whole. The Town has allocated funds to complete a solid waste management plan.



Road Maintenance

The Town's Public Works Department maintains local roads and rights-of-way (including bicycle facilities, walking paths and sidewalks) in Snowmass Village (approximately 39 lane miles, defined as the centerline length of all roads maintained by the Town multiplied by the number of lanes), including the Snowmelt Road (Carriageway) infrastructure. General responsibilities for the department include: snow and ice control and removal, street and ditch cleaning, storm water management, public sign maintenance and repair, street marking, ditch

mowing and roadside weed control, streetlight maintenance, asphalt paving and concrete repairs, and grading of gravel roads. Funding for road maintenance is sponsored, in part, from a property tax levy and through occupancy assessments charged at time of issuance of Certificates of Occupancy for new residences and lodging properties. The Town should evaluate whether they should continue maintaining certain private roadways and access easements or whether they should focus maintenance only on roadways it owns to control expenses.



Town Buildings & Facilities

Snowmass Village Recreation Center

The Snowmass Village Recreation Center is a multi-purpose building that provides year round programs and amenities for residents and visitors. The 18,000-square foot facility includes a fitness area, gymnasium, climbing walls, and office space for the Town Parks Department. Basketball courts, sand volleyball courts, tennis courts, swimming pools (open year round), and a skate park surround the building as part of a larger recreation complex. The Town's Parks and Trails Division is responsible for maintaining the local paved and unpaved trail system.

The Snowmass rodeo grounds and a large parking lot for ski shuttle service in the winter are adjacent to the recreation complex. More information on parks, open space and recreation programs in Snowmass Village is provided in the Strategic Initiatives section of the Comprehensive Plan.

Little Red School House

The Little Red Schoolhouse (LRSH) is one of the Town's few historic structures. Built more than a century ago, the schoolhouse is owned by the Town and leased to a day-care center for residents and employees. The facility is currently at capacity with ten (10) children in the early childhood facility and twenty-two (22) children in the preschool facility. Demand demonstrated by a waiting list of up to three years (especially for infant care) at the facility shows a significant shortfall in childcare for local residents. The non-profit that currently operates LRSH is studying the feasibility of expanding the buildings to accommodate more children.

Town Hall

The Town Hall building provides office space for most Town services: administration; police; finance; building and planning; and marketing, special events and group sales. Town Council Chambers, a satellite location for the Pitkin County Library system, and several meeting rooms are also provided in the building.

Public Works Building

The Town's Public Works building provides administrative office space, vehicle maintenance facilities, and equipment storage areas for all divisions under Public Works: fleet maintenance, road maintenance, solid waste and recycle collection, and facilities maintenance. This complex also includes two (2) housing units that provide housing for Town government employees.

Other Town Facilities

The Town also owns or rents space in various locations to provide on-site services, including the Housing Office in the Mountain View Employee Housing Complex, the Transportation Administration Office in the Snowmass Mall, and the Bus Barn and Shuttle Driver's Lounge in Town-owned condominiums in the Snowmass Mall.

Regional Facilities & Services

▼Snowmass Water & Sanitation District

The Snowmass Water and Sanitation District (SWSD) is a Colorado Special District that has been providing clean water and treating wastewater for Snowmass Village since 1968. The District's operation includes all components of the water and sewer systems: withdrawal, treatment,

discharge, leak detection, and collection and distribution systems. The District is governed by a publicly-elected five-member Board of Directors. SWSD staff implements policies, procedures and programs of the Board and is responsible for identified system improvements.

Water System

The water system consists of a raw water intake system, water treatment plant, a system of pressure zones, water storage tanks, and water pipes to deliver potable water to customers. The water treatment plant has a permitted capacity of 4.7 million gallons per day (MGD) with an ultimate design capacity of 5.1 MGD. The plant uses mechanical filtration and ultra violet treatment to process raw water and produce potable water.

Raw water is diverted from one of three District sources of supply -- Brush Creek, East Snowmass Creek and Snowmass Creek -- and from storage at the Ziegler Reservoir and conveyed by pipe to the water treatment plant. Available supply at one or more of the sources may be limited because of natural weather variations, other water demands, or available storage capacity. Thirteen potable water storage tanks are located in various District pressure zones to manage water distribution during peak demand periods (water or fire flow) or during exigent circumstances (emergency

storage). The total capacity of water storage tanks in the system is approximately 6.0 million gallons (in aggregate).

SWSD currently provides water service to 5,232 EQRs in the Snowmass Village area. (Note: the base unit for one EQR [equivalent residential unit] is a three-bedroom, two-bath home occupied by four persons. All residential land uses in the District are converted to EQRs for reporting purposes. The current capacity of available water within the Snowmass Village service area is 6,200 EQRs. See the Snowmass Water & Sanitation District website http://www.swsd.org/ for more information about EQRs.)

Peak demand for water, fire flow and emergency storage measured at the water treatment plant was 3.04 MGD in 2012. Additional storage tanks may be needed in certain pressure zones depending on the future development locations, types, patterns or intensities.

Water Quality

The Snowmass Water and Sanitation District treats its water using filtration and disinfection to remove or reduce harmful contaminants that come from source water. The process currently used by SWSD was reviewed by the Colorado Department of Public Health and Environment (CDPHE) and approved by the U.S. Environmental Protection Agency in 2000.

The CDPHE does not have statutory authority to force the adoption or implementation of source water protection measures. The Town of Snowmass Village does not currently enforce source water protection measures in its local rules and ordinances.

Waste Water System

The waste water system consists of collection sewer mains, lift stations and a waste water treatment plant. The waste water treatment plant has a treatment capacity of 3.2 million gallons per day (MGD), but uses a mirror image 1.6 MGD bifurcated system to minimize demands for primary, secondary and tertiary treatment based on seasonal demand. Treated effluent is

discharged into Brush Creek. Sludge waste from the treatment plant is taken to the Pitkin County Landfill or the SWSD sludge disposal site in Woody Creek for composting.

SWSD currently provides waste water service to approximately 5,232 EQRs in the Snowmass Village area.

SWSD System Development Fees (also known as Tap Fees)

The Snowmass Water and Sanitation District charges new construction and remodel construction for the right to connect to the water

and sewer system (a system development fee). Once paid, the District contacts the Town Building Department for permit release.

Water Conservation Initiatives

The Snowmass Water and Sanitation District is a model organization for water conservation initiatives in the State of Colorado. They have enacted several conservation-driven rules and procedures over time, which are formally identified in the SWSD Water Efficiency Plan adopted in 2014.

Statutory requirements for water conservation include estimating the amount of water saved from the measures implemented. The SWSD Water Efficiency Plan identifies 37 different conservation measures in place or planned for the future. When

fully-implemented, these measures could reduce consumption by up to 0.12 million gallons per day.

The Town of Snowmass Village and their resort partners should promote year round water conservation initiatives -- educating residents, business owners, and hotel guests about the methods and potential water consumption savings (including the use of indigenous and drought tolerant plant materials) -- with the Water Conservation Officer at the Snowmass Water and Sanitation District.

▶ Fire & EMS

The Snowmass-Wildcat Fire Protection District is autonomous from the Town of Snowmass Village but very important to its residents and business owners. It provides fire protection and emergency medical services with resources from a single station located at 5275 Owl Creek Road. The station supports the first engine company that arrives on scene, emergency medical unit, and forestry unit. Nineteen full- time and fourteen part-time employees serve the department working in three shifts. The District maintains an Insurance Service Office (ISO) rating of 3 for the entire service area. A rating of 1 is the highest rating that can be achieved.

Resources of the fire department were used to respond to 1,097 fire protection and emergency medical service calls in 2017. The District also has mutual aid agreements with Aspen, Basalt and Carbondale fire departments.

Snowmass Village voters approved a \$17.0 million bond referendum in 2016 to build a new facility on the site of the original fire station, which has just completed construction.

The Snowmass-Wildcat and the Basalt and Rural Fire Protection Districts entered into a Inter-Governmental Agreement (IGA) on December 18, 2017 to form a single fire authority merging the two special districts. The goal has been set to complete the formal applications of the new Fire Authority by January 1, 2019.

The two Special Districts currently share Fire Chief, Deputy Chiefs, EMS Chief, Training Chief, Human Resource Director, Comptroller, Fleet Manager, Fire Marshal and Assistant Fire Marshals.

Separate Boards of Directors will remain - one for the Basalt and Rural Fire Protection District and one the Snowmass-Wildcat Fire Protection District to manage funds that are specific to each separate fire district's obligations. The new Fire Authority Board will be comprised of three members of each District Board.

► Aspen School District And Other Educational Facilities

Students in Snowmass Village attend public schools in the Aspen RE-1 School District. The school system includes four facilities: Aspen Elementary School, Aspen Community School, Aspen Middle School and Aspen High School. Total enrollment for the District in the 2016/17 school year was 1,528. Approximately 300 of these students reside in the Town of Snowmass Village. The School District is one of the highest rated in the State of Colorado and the nation, with over 96% of students graduating.

In addition, the area is served by Aspen Country Day, a private K-8 school and Colorado Mountain College which serves Pitkin County and beyond.

Continued coordination between the Town and all educational facilities will ensure efficient and high-quality services into the future. Specifically, the timing and location of development identified

by the Comprehensive Plan should be closely coordinated with the College, as well as the District's strategic plan and capital improvements plan.

With eleven mountain locations throughout Colorado, the Colorado Mountain College offers over 132 academic programs for students to choose from. Described as providing one of the most affordable bachelor's degree in the country, it enrolls about ~3,700 full-time students. With a campus located in Aspen, the College offers a great option for local students to gain college experience and credits at no or low cost. Colorado Mountain College offers a blend of hands-on education, personal attention and rigorous academic preparation, providing students with a solid academic foundation to transfer to four-year colleges and universities.

▶ Pitkin County Library Services

The Pitkin County Library System includes two full-service locations: one in Aspen and one in Basalt. Snowmass Village has a "satellite library" on the second floor of the Town Hall. Residents and visitors can also return library materials at a drop box located in the Snowmass Center, or pick up reserved books at the Town Recreation Center.

▶ Aspen-Pitkin County Airport

Visitors travel to the Aspen-Pitkin County Airport on commercial flights and general aviation aircraft to conduct business or vacation in Snowmass Village. Statistics from the Colorado Department of Transportation (CDOT) estimate 244,000 visitors arrive at the airport each year (last reported in 2017).

Visitors arriving by air spend money locally on winter skiing, summer events, food, lodging, transportation, entertainment and retail purchases. Their expenditures, in turn, generate local and state tax revenues. Statistics from CDOT estimate \$47.0 million in annual local and state taxes were linked to the operation of Aspen-Pitkin County Airport (last reported in 2015).

Identified improvements for the airport in the draft Environmental Assessment -- terminal and runway enhancements and multi-modal connections to transit -- are supported by the Town as a driver for future economic development in the Village.

► Telephone, Internet & Cable

Snowmass Village embraces telephone, cable and internet technology as a means for creating a more connected community. Current residential and commercial service providers include Century Link (land line telephone), Xfinity/Comcast (cable and internet), and DirectTV (satellite). Limited access to free wireless internet is provided by the Aspen Skiing Company in their mountain restaurants, by the Town in the Town Hall and Town Recreation Center, and throughout Base Village.

Previous plans and studies have advocated for improved cellular phone service (AT&T, Sprint and

Verizon serve the community), and widespread access to free wireless internet in public places (especially in the identified Town Core areas). Of note is the regular overloading of cellular service during special events and festivals.

As technology advances, there will be greater demand for locating new and smaller telecommunication infrastructure in greater density throughout the community. These devices should be embraced as needed infrastructure, but should also be carefully sited to mitigate visual impacts to both the built and natural environments.

▶ Electricity & Natural Gas

Holly Cross Energy provides electricity and Black Hills Energy provides natural gas to residents and businesses in the Snowmass Village area. These services are generally deemed adequate to meet future development needs. The Snowmass Village Land Use and Development Code requires all utilities be placed underground with limited exceptions. Town officials should continue to coordinate with service providers as development continues to ensure adequate service remains available.

Quasi-Public Facilities & Services

▶ Snowmass Area Conference Centers & Marketing Support

Westin Snowmass Conference Center

The Westin Snowmass Resort offers 24.000 square feet of conference space, including 5,000 square feet of flexible space in the Westin hotel, and 18,000 square feet in the adiacent Westin Snowmass Conference Center, of which the ballroom itself is 10,800 square feet. It is the largest conference facility in the upper valley.

Snowmass Base Village Conference Center

The Snowmass Base Village offers 8,000 square feet of meeting space, including a grand ballroom (3,600 square feet) for large events and several smaller meeting room spaces.

Grand Ballroom at the Viceroy

The Viceroy includes 11,000 square feet of meeting space; a 5,600-square-foot ballroom that can be divided into four smaller salons, and other spaces.

The Town of Snowmass Village **Tourism Department**

The Town of Snowmass Village Tourism Department manages all marketing, special events, group sales, public relations, and guest services efforts for the Town. The group sales team works with meeting or event planners at all conference center locations to coordinate on a variety of programs.

Snowmass Chapel and Community Center

The Snowmass Chapel and Community Center (SCCC) offers non-denominational worship services year-round. In addition, the Chapel provides counseling services, weddings, and memorial services to residents and guests. Catholic mass is hosted by St. Mary Catholic Church during ski season. The SCCC offers 20,000 square feet of chapel and community space for a variety of activities year round. During the summer months, SCCC provides Camp Smashbox for children Kindergarten through 6th grade, which enrolls 400 children per summer on average. SCCC is in the process of securing a license for daycare services.

> **ENVIRONMENTAL** RESOURCES MAPS

APPENDIX A-3 TRANSPORTATION AND CONNECTIVITY BACKGROUND

▶ Walking Paths, Walkways and Trails

Community dialogue and input has identified a number of opportunities for improvement throughout the Town. These recommendations may be implemented as funding allows. The opportunities are organized into high, medium, and low priorities, as shown in Table 12 on the following page.

Pedestrian Facility Recommendations to Enhance Connectivity

Facility Type	Project Description	Status/Priority Level
Unpaved Trail	Fanny Hill from the top of the concert venue to the Top of the Village and further up the mountain.	Under Development
Walkingways	Brush Creek Road from Faraway Road to Upper Kearns Road, to connect residential areas off of Far- away Road to Snowmass Center and Base Village.	High Priority
Walkingways	Owl Creek Road and Brush Creek Road from the fire station, to Faraway Road to provide a walkway to Anderson Ranch, including the chapel, and to eventually connect to Snowmass Center.	High Priority
Walkingways	Brush Creek Road from Snowmass Village Mall to Divide Road, to provide a walkway to employee housing at Mountain View	Medium Priority
Walkingways	Brush Creek Road from Upper Kearns Road to Divide Road, to connect Snowmass Center to employee housing at Mountain View.	High Priority
Walkingways	Highline Road between Owl Creek Road and Brush Creek Road, to complete the Brush Creek Road-Owl Creek Road-Highline Road loop for pedestrians.	Medium Priority
Unpaved Trail	Shortcut across Brush Creek from Mountain View to Snowmass Village Mall, to provide a more direct walkway to employee housing at Mountain View than Walkway #3	Medium Priority
Unpaved Trail	Across Slopeside from Snowmass Village Mall to Tom Blake Trail, to more directly connect Snowmass Village Mall to residences on Wood Road (summer only).	Low Priority
Unpaved Trail	Underneath the existing Sky Cab Gondola from Base Village to Snowmass Village Mall, to facilitate pedestrian travel between the two destinations when the Sky Cab Gondola is not running, when lines for the Sky Cab Gondola are long, or when people prefer to walk (summer only).	Low Priority
Walkingways	Connection between Town Park Station and the Brush Creek Road undercrossing to improve connectivity for transit passengers to the undercrossing.	Low Priority

► Low-Cost Measures on Neighborhood Roads

Many Snowmass Village roads do not have a dedicated space for walking. In residential areas, with very low traffic speeds, pedestrians may be able to walk comfortably without a sidewalk or walking path. Twenty miles per hour is the appropriate speed to reduce the risk of injury on roads with a mix of vehicles, pedestrians, and bicyclists.¹⁶



Striped Shoulder - Credit: Dan Burden

Low-cost treatment options have been used in some communities to encourage safer interaction between pedestrians and vehicles. For example, striped shoulders can be used to provide a dedicated walking space on the street without interfering with snowplow operations. According to the FHWA, the addition of a paved shoulder of at least 4 feet can result in a 71% reduction in crashes for pedestrians walking along the road. 17 In these situations, reducing traffic lane widths to nine or ten feet would help provide the necessary space to accommodate pedestrians within the existing road width, while also visually narrowing the vehicle travel lanes, which may reduce vehicle speed. Where adequate width exists, shoulders should be striped on both sides of the road. If only one side can be striped, it is preferable to stripe the side where pedestrians and bicyclists can use the shoulder going uphill.

Similar to a striped shoulder, advisory shoulders create a dedicated space for pedestrians or bicyclists, but allow motorists to cross the dashed



Advisory Shoulder - Credit: Western Transportation Institute

shoulder marking when pedestrians and bicyclists are not present, in order to pass an oncoming vehicle. They may be useful on roads without adequate width to accommodate a striped shoulder. As a relatively new treatment type in the US, advisory shoulders should be accompanied by education to ensure that they are understood by the public.¹⁸

Traffic calming is another strategy that can be used to increase the safety and comfort of walking. Traffic calming is the use of physical engineering measures that change the design of streets to reduce speeds, alter driver behavior, and improve conditions for people walking or bicycling. Traffic calming aims to slow the speeds of motorists to a "desired speed" (usually 20 mph or less for residential roads). The greatest benefit of traffic calming is increased safety and comfort for all users, including drivers and people trying to cross the street. Vertical traffic calming treatments such as speed humps, speed cushions, raised crossings, and other similar measures force drivers to slow down and horizontal treatments such as chicanes have a similar effect. Other Colorado mountain towns, such as Breckenridge, use traffic calming treatments on local streets. Traffic calming may be appropriate for residential roads in Snowmass Village such as Meadow Road and Lemond Place, but any intervention will need to be designed to ensure ease of access by transit and snowplowing in winter months.

^{16 -} FHWA. Methods and Practices for Setting Speed Limits: An Informational Report. 2012. https://safety.fhwa.dot.gov/speedmgt/ref_mats/fhwa-sa12004/fhwasa12004.pdf

^{17 -} FHWA. Toolbox of Countermeasures and Their Potential Effectiveness for Pedestrian Crashes. 2008. https://safety.fhwa.dot.gov/ped_bike/tools_solve/ped_tctpepc/#crash

^{18 -} Additional guidance regarding the use of advisory shoulders can be found in the Federal Highway Administration's Small Town and Rural Multimodal Networks resource available here: https://www.fhwa.dot.gov/environment/bicycle_pedestrian/publications/small_towns/fhwahep17024_lg.pdf

Crossings

Pedestrian crossings are a critical part of the pedestrian network. They are often the most dangerous part of a pedestrian's journey as opportunities for conflicts with motor vehicles are higher at crossings. Crossings along Brush Creek Road are particularly challenging as there are many transit stops, relatively high traffic volume and speeds, and limited sight distance in some locations.



RRFB at Kearns Road/Brush Creek Road roundabout in Snowmass Village - Credit: Toole Design Group

Some community members expressed concern that the proposed crossing designs would negatively impact the natural character of Brush Creek Road by introducing beacons, which are integrated into the Rectangular Rapid Flashing Beacons (RRFBs).

RRFBs have been studied extensively and have been shown to increase yielding. 19 Additionally, they have been implemented in other locations throughout the Roaring Fork Valley and at the recently constructed Base Village roundabout, so drivers and pedestrians are increasingly becoming familiar with how they work. While RRFBs do emit a bright light in the direction of oncoming traffic. their overall impact on lighting levels is minimal since they are only triggered when a pedestrian

is present and activates the signal. Additionally, it is possible to reduce RRFB lighting levels during dark conditions.20

Although RRBFs are a recommended improvement for Brush Creek crossings. significant improvements can be made without implementation of RRFBs. Other options may include High-visibility crosswalk markings in conjunction with advanced yield markings, pedestrian crossing signage, raised medians, curb extensions, and lighting improvements. These improvements would go a long way to slow vehicle speeds and reduce the risk of pedestrian crashes along Brush Creek Road, especially at night. Such measures could be implemented on a demonstration basis to determine how well drivers and snowplow operators are able to navigate new crossing features before permanent features are constructed.



Crosswalk with median island. - Credit: Toole Design Group

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¹⁹ - FHWA. Effects of Yellow Rectangular Rapid-Flashing Beacons on Yielding at Multilane Uncontrolled Crossings. September 2010. https://www.fhwa. dot.gov/publications/research/safety/pedbike/10043/10043.pdf

²⁰ - http://elteccorp.com/warning_systems/rrfb/

► Pedestrian Infrastructure Implementation

As a community with unmatched natural assets, it is essential that the Town invest in infrastructure that is not only functional, but is also beautiful. In the same way that architectural details are scrutinized, investments in public infrastructure should contribute to and solidify the Town's relationship with the physical environment.

Implementation of new and retrofitted transportation facilities presents an opportunity to express these design principles. For example, many of the recommendations for pedestrian improvements address the need for walking in constrained circumstances, such as steep terrain

or narrow roads. In designing and implementing such projects, the Town could choose to implement enhanced facilities—such as walking paths separated by landscaped buffers when possible (taking into consideration maintenance and snow removal in various weather conditions)—instead of ones that provide a more basic level of functionality. Due to topography, these more comfortable or wider facilities would come at significant cost in many locations, but given the longevity of public infrastructure, the return on investment may be justified.



emetery Lane Trail in Aspen - Source: Aspen4Sale

► E-Bike Share System

The WE-cycle bike share system²¹ operates in Aspen and could be expanded to Snowmass Village to provide another transportation option in the Town. Bike share systems involve a managed fleet of bicycles that are available to the public to check out for short periods of time. They are often located near transit stops to connect transit riders to their origin or destination, but are also frequently used independent of transit. Although bike share systems generate some revenue, there is likely to be a shortfall that will need to be funded through a combination of public and private funding. Many systems utilize sponsorship opportunities on the bikes, stations, and other infrastructure to increase system revenues.



Bicyclists using WeCycle Bike Share System in Aspen. - Credit: Toole Design Group

Where they have been implemented, bike share systems have proven to be an important part of the overall transportation system. For Snowmass Village, bike share would be part of a package of transportation options that may mean visitors

or residents no longer need to drive in the Town. Providing e-assist bikes as part of the bike share fleet would help overcome the challenging terrain in the Town. There are several e-assist bikes bike share programs operating in the United States and most bike share technology vendors (including WE-cycle's technology vendor) offer e-assist options.

A challenge associated with all bike share systems, but particularly those in an area with steep terrain such as Snowmass Village, is that users are more likely to ride downhill than uphill. e-assist bikes would help with this, but bikes will likely need to be moved or 'rebalanced' throughout the day to ensure they are available where needed (which is necessary for all bike share programs).

Currently, Class 1 E-assist bikes are allowed on the Village's hard-surface trails, but not on dirt trails. Potential locations for bike share stations include: Snowmass Mall, Base Village, Snowmass Center, the Chapel/Anderson Ranch, Snowmass Club Commons, Creekside Condominiums, Mountain View Condominiums and Town Park. Some cities in cold-weather climates close the system during the winter months. However, because Carriage Way is heated, operating the Base Village and Snowmass Mall stations continuously throughout the year would provide the greatest value to the Town, though caution should be given in wet, melting conditions.

²¹ - https://www.we-cycle.org/

► Car Sharing and Transportation Network Companies in Snowmass Village

Similar to bike sharing, the operation of car sharing companies (e.g., Zipcar, Car2Go, etc.) in Snowmass Village would encourage residents and visitors to reduce their reliance on personal vehicles. It would provide them access to a vehicle when needed, such as for trips to nearby communities in the valley or to the grocery store, so that they could otherwise live without a car in the Town. As part of the Base Village PUD Amendment process, the developer agreed to implement a car sharing program for residents and visitors. This program is expected to be operational by November 2018.

Transportation Network Companies (TNCs), such as Uber and Lyft, are another option to reduce the use of personal vehicles in Snowmass Village.

To date, TNCs have not established consistently-available operations in Snowmass Village (or Aspen), but this may change over time as the market evolves. The Town, perhaps in partnership with the Aspen Skiing Company, should explore the relative cost of subsidizing TNCs compared to other alternatives such as increased transit service or building more parking infrastructure. While Snowmass Village has a low-cost Dial-a-Ride program for travel within the Village, many visitors are already familiar with TNC services, prefer the easy application interface, and are more likely to use them if available.



Source: AutoBlog-Green

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EXECUTIVE SUMMMARY INTRODUCTION PRINCIPLES PLAN FRAMEWORK STRATEGIC INITIATIVES ENVIRONMENTAL RESOURCES MAPS APPENDICES

APPENDIX A-4 POSTR MASTER PLAN PROJECTS AND RECOMMENDATIONS

6.1 Town Park, Recreation and Trails Projects

The following projects are considered priorities in the POSTR master plan:

- A Destination Bike Park
- Lighting for Multi-Purpose Field Space
- Platform Tennis
- All Weather Artificial Turf on Multi-Use Field Space
- Redesigned Rodeo Grounds to Finish Town Park
- A Community Garden at Cathy Robinson Park
- Redesigned Ice Rink that extends the skating season
- A Bike Wash and Repair Station
- Town Park Pond, Beach, and Green Infrastructure Improvements
- Brush Creek Linear Park easement acquisition and access improvements
- Implement Dog Park and Linear Dog Walk project.

6.2 Open Space Policies

The following Open Space Policies are included in the POSTR plan:

- Seek acquisition of new open spaces that are multi-dimensional in the resource value they bring to the community.
- Evaluate private open space or set asides associated with planned residential development in light of this framework and consider where private open space resource value and function might align with broader community objectives.
- Complete a Town-wide Natural Resources Management Plan.
- Continue to explore the role that partnerships might play in managing or acquiring open space parcels.
- Always consider the resource values supported by the open space when developing specific proposals or defining management objectives.
- Maximize opportunities to expand the function of existing open space to more broadly address community values (i.e., finding ways to enhance recreation, habitat, conservation, etc.).

APPENDICES

6.3 Garden Policies

The following three Garden Policies are included in the POSTR plan:

- Manage Town-owned gardens and open spaces to reduce invasive, non-native species.
- Develop Landscape Maintenance Standards for Town Gardens utilizing xeric (low-water) species
 that are consistent with the Town's aesthetic character to maintain the currently high level of quality
 for town managed gardens.
- Explore opportunities for sponsorship to help support flower landscapes in Town where appropriate.

6.4 Trails Policies

The following five Trails Policies are included in the POSTR plan:

- Encourage adherence to dog waste and leash policies.
- Implement a volunteer Trail Ranger Program.
- Ensure Sustainable Trail Design.
- Remove the mountain bike trail closure on the South Rim Connector Trail.
- Acquire trail easements where necessary to facilitate a cohesive and connected system of trails.

The Trails section of the POSTR Plan also includes 24 projects listed and prioritized.

6.5 Recreation Program Recommendations

The following eleven Recreation Programs have improvements included in the POSTR plan:

- Offer more lunch time programs of all kinds
- Expand Recreation Programs for Adults and Seniors
- Offer Drop-in Day Care
- Offer Community Movies
- Expand yoga offerings
- Offer Silver Sneakers/Senior Programs
- **Expand Bicycling Programs**
- Offer Lifestyle Programs
- Offer Informal or alternative sports
- Offer Sports and Fitness classes
- Offer Outdoor Rec Programs



STRATEGIC INITIATIVES

6.6 Administrative and Management Policies

The following sixteen Administrative and Management policies are included in the POSTR plan:

- Implement Lifecycle Asset Management for all park and recreation center equipment so facilities can keep their image and value at a high level.
- Develop an Operational Manual for the recreation center to maintain the site and establish consistent Recreation Center Facility Maintenance Standards.
- Establish Standards and Performance Measures to gauge performance.
- Utilize a diversified funding structure for the department including maximization of existing sources and exploration of new ones.
- Implement greater price segmentation in recreation programs pricing to maximize both yield and participation.
- Encourage greater pre-registration in programs, particularly youth programs with a range of approaches.
- Enhance mechanisms for continuous feedback from recreation center members and program participants.
- Develop an annual program review process.
- Support the professional development of key department staff through membership in the Colorado Parks and Recreation Association and the National Recreation and Parks Association.
- Establish Customer Requirements for each program area to identify those service and product attributes that are most important to customers.
- Develop Customer Service Standards to reinforce to part-time and seasonal staff what is most important to customers and maintain quality customer experiences.
- Conduct an annual review of partners and partnership opportunities to encourage active management of the partnership relationships.
- Develop a marketing plan to lay out the overall marketing direction for the entire Department.
- Continue to maintain parks, gardens and outdoor spaces at a high level through support of the seasonal grounds maintenance crew.
- Develop a Special and Temporary Use Permit Application to manage and understand the nature of special uses of Town lands.
- Continue to respect sensitive wildlife resources through adherence to Town Ordinance 10-29 and the intergovernmental agreement between the USFS, Colorado Parks and Wildlife, Pitkin County, Aspen Skiing Co and TOSV to close trails on Burnt Mountain each spring for elk calving.

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