

# AGENDA

## CITY COUNCIL WORK SESSION

September 16, 2019

4:00 PM, City Council Chambers  
130 S Galena Street, Aspen

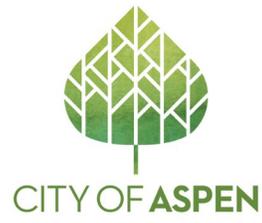


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### I. WORK SESSION

I.A. Open Space Board Interview

I.B. Community Development Department Work Plan



Open Space Advisory Board  
1 regular member opening

5 regular members and 1 alternate member

Current Members

Howie Mallory – Chair – re-appointed July 2019

Charlie Eckart – expires 2020

Phillip Jeffreys – expires 2021

Gyles Thornely – expired

Erik Skarvan – expires 2020

Claudia Kirby – expires 2023

Applicants

Adam McCurdy

Julie Hardman

ORDINANCE #31  
(Series of 2007)

AN ORDINANCE OF THE CITY COUNCIL CREATING AN OPEN SPACE AND TRAILS BOARD, DESCRIBING THE COMPOSITION, TERM AND QUALIFICATIONS OF COMMISSION MEMBERS, AND THEIR POWERS AND DUTIES

WHEREAS, the City Council created an initial Open Space Acquisition Board by Resolution No. 108, Series of 2001, and

WHEREAS, the Open Space Acquisition Board has been meeting and making recommendations to City Council about open space purchases and trails for the past six years, and

WHEREAS, to better reflect the mission, the Board was renamed the Open Space and Trails Board

WHEREAS, staff and the Board recommend making this a permanent board.

NOW, THEREFORE BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF ASPEN, COLORADO:

Section 1:

That the City of Aspen Open Space and Trails Board is hereby established as follows:

A. Qualifications: Five (5) members and one (1) alternate shall be appointed by the City Council. The Board appointments shall be as follows:

1. One (1) shall be a member of the Pitkin County Open Space Board and shall be a qualified elector of the City for at least one (1) year prior to the time of appointment. If no member of the Pitkin County Open Space board is a qualified elector of the City of Aspen for at least one year, or no such person desires to serve on the Aspen Open Space Acquisition Board, then this member shall be qualified as set forth below at subsection 2.

2. Four (4) members and one (1) alternate shall be qualified electors of the City for at least one (1) year prior to the time of appointments.

B. Term of Office. Each member shall be appointed for a term of four (4) years.

C. Meetings. Meetings of the Open Space Acquisition Board shall take place at least four (4) times per annum. Meeting dates shall be set and schedule by the Board and publicly posted.

Section 2:

That the City of Aspen Open Space and Trails Board shall have the following powers and duties:

A. Establish priorities and criteria for Council acquisition of open space.

B. Review open space elements of comprehensive master and area plans including the most recently adopted Aspen Area Comprehensive Plan and the City of

Aspen Greenfrastructure Plan, making recommendations to the council concerning any open space related changes to plans.

C. Make recommendations to the City Council for the acquisition of specific fee interests, options, easements or other interest in real property by expenditures from the Open Space Fund.

D. Establish relationships with local and regional land trusts to more effectively discharge Board responsibilities.

E. Conduct all meetings of the Board in an open and public setting, except that executive sessions may be convened in accordance with state law and the Aspen Municipal Code.

Section 3:

This Ordinance shall not affect any existing litigation and shall not operate as an abatement of any action or proceeding now pending under or by virtue of the ordinances repealed or amended as herein provided, and the same shall be conducted and concluded under such prior ordinances.

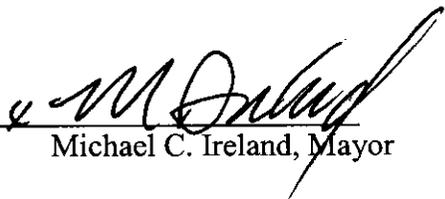
Section 4:

If any section, subsection, sentence, clause phrase, or portion of this Ordinance is for any reason held invalid or unconstitutional in a court of competent jurisdiction, such portion shall be deemed a separate, distinct and independent provision and shall not affect the validity of the remaining portions thereof.

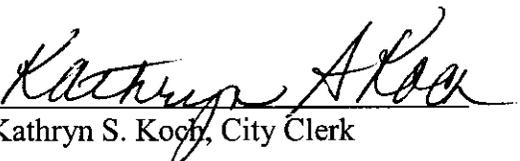
Section 5

A public hearing on this ordinance shall be held on the 13th day of August 2007, at a meeting of the Aspen City council commencing at 5:00 p.m. in the City Council Chambers, Aspen City Hall, Aspen, Colorado, seven days prior to which hearing a public notice of the same shall be published in a newspaper of general circulation within the City of Aspen.

**INTRODUCED, READ AND ORDERED PUBLISHED** as provided by law, by the City Council of the City of Aspen on the 23<sup>rd</sup> day of July, 2007.

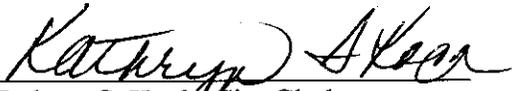
  
Michael C. Ireland, Mayor

ATTEST:

  
Kathryn S. Koob, City Clerk

**FINALLY** adopted, passed and approved on this 13th day of August 2007.

Attest:

  
Kathryn S. Koch, City Clerk

  
Michael C. Ireland, Mayor

Print

**Board / Commission Application - Submission #10852**

Date Submitted: 9/13/2019

**Instructions:**

Please submit your application along with a resume to the City Clerk's office. Interviews for board/commission openings will be held in January and June. Please check the residency and age requirements for the various boards.

**Name\***

Adam McCurdy

**Street Address\***

100 Puppy Smith St.

**Mailing Address**

**Phone\***

413-214-5211

**Email\***

admccurdy@gmail.com

**Board or commission for which application is made\***

Open Space Advisory Board\* 

\*\*For Aspen Next Gen Advisory Board Applicants: Must be 18 to 40 years old who live or work in Aspen

**I desire the appointment for the following reasons:\***

As a community member, I have greatly benefited from Aspen's open spaces. I learned to mountain bike on Smuggler Mountain, I first attempted to skate ski in Marolt Open Space, and I've watched great blue heron chicks from James H. Smith. I have also realized the important role open spaces play in our ecosystems. They protect wild land that is close to our communities and in many cases includes valuable riparian habitat. Each summer when bears emerge from hibernation, we are reminded that our communities are in the heart crucial wildlife habitat. Aspen open space maintains valuable access to that habitat for wildlife.

As a potential board member, I offer the perspective of someone who is both a passionate user and advocate of open spaces and an environmental scientist with professional experience in land management. As a professional, I've spent most of the past ten years working for the Aspen Center for Environmental Studies (ACES). In my current role as ACES' Forest Programs Director, I have the opportunity to work extensively with local land managers and am well acquainted with the many challenges they face.

I desire an appointment to the Open Space Board so I can help to ensure these opportunities persist and grow in a balanced and responsible manner. I believe that Aspen's open spaces are the physical manifestation of our community's values. They are where conservation, recreation, and history coexist. Since moving to Aspen I've realized that it's the community's unique combination of values that make this such an incredible place to live. Serving on the Open Space Board is the most effective way I can ensure our open spaces continue to reflect our values and improve our community.

**Resume\***

mccurdyResume.pdf

Please Add File here.

**Electronic Signature Agreement**

By checking the "I agree" box below, you agree and acknowledge that 1) your application will not be signed in the sense of a traditional paper document, 2) by signing in this alternate manner, you authorize your electronic signature to be valid and binding upon you to the same force and effect as a handwritten signature, and 3) you may still be required to provide a traditional signature at a later date.

I agree

**Electronic Signature\***

Adam D. McCurdy

**What do you know about the Aspen Historic Preservation Commission or Planning & Zoning Commission?**

**What interests you about serving on this commission?**

**What is your understanding of the public process related to community planning and / or the designation of historic properties?**

**What are your skills or knowledge that will help improve the commission?**

**What is your general philosophy on the Aspen Area Community Plan?**

**This is a volunteer position that sometimes requires a lot of time and there is no compensation, how will you be able to commit to this?**



# Adam D. McCurdy

(413) 214-5211

admccurdy@gmail.com

## RELEVANT EXPERIENCE

**Aspen Center for Environmental Studies** 2017-Present

*Forest Programs Director*

- Collaborate with partners and land managers to plan and implement forests restoration projects, including those associated with the Hunter Smuggler Collaborative
- Write and publish the annual State of the Forest Report for the Roaring Fork Watershed
- Interpret complex forest science and make it accessible and useable by the general public
- Monitor local drivers of forest health through the Forests Health Index ([www.forestshealthindex.org](http://www.forestshealthindex.org)) and on the ground local monitoring

**University of Colorado Earth Lab** 2016-2017  
*Research Assistant* Boulder, CO

- Collaborated with researchers from multiple institutions and agencies to assess new drought risk mitigation programs
- Analyzed and evaluated multiple indices and measurements as tools to assess the severity and extent of drought in the United States
- Provided programming and computational expertise to a CU team researching implications of climate change for western ranchers

**Western Water Assessment** 2015  
*Research Assistant* Boulder, CO

- Created a database of historic extreme weather events in Colorado, Utah, and Wyoming
- Modeled societal impacts from climate change under multiple climate change scenarios and assessed the timing and effectiveness of various climate change adaptation postures
- Visualized frequency and spatial characteristics of historic extreme weather and climate events

**University of Colorado** Fall 2014, Summer 2015  
*Teaching Assistant* Boulder, CO

- Facilitated discussion sections and graded papers for undergraduate students in Introduction to Human Geography and Natural Hazards classes

**Aspen Center for Environmental Studies** 2012-2014  
*Programs Coordinator* Boulder, CO

- Assisted in preparing and administering environmental education programs serving 1,133 children and adults with 22,000 contact hours
- Compiled and analyzed data on past performance to inform decisions about future programs
- Coordinated efforts to formalize risk management procedures and policies including a risk management handbook

*Educator/Naturalist* 2008-2012

- Designed and taught standards-based classroom and field environmental education curriculum for elementary and middle school students

## EDUCATION

<b>University of Colorado at Boulder</b> <i>M.A. in Geography, GPA 3.9/4.0</i> MA Thesis: "Simulated climate adaptation in stormwater conveyance structures"	Boulder, CO 2014-2016
<b>University of Massachusetts at Amherst</b> <i>B.S. in Environmental Science</i>	Amherst, MA 2005-2008
<b>Rochester Institute of Technology</b> <i>Computer Engineering</i>	Rochester, NY 2004

## LEADERSHIP AND SERVICE

<b>City of Aspen Climate Action Advisory Committee, Committee Member</b>	2017-Present
<b>Watershed Biodiversity Initiative, Science Advisory Committee Member</b>	2019-Present
<b>CU Graduate Cycling Club, Founding Board Member</b>	2015-2016
<b>Springboard Aspen, Grants Chair and Treasurer</b>	2011-2013

## PUBLICATIONS

- McCurdy, A. D. 2019 State of the Forests Report for the Roaring Fork Watershed, *Aspen Center for Environmental Studies*
- McCurdy, A. D. 2018 State of the Forests Report for the Roaring Fork Watershed, *Aspen Center for Environmental Studies*
- McCurdy, A. D., & Travis, W. R. (2018). Simulated climate adaptation in storm-water systems: Evaluating the efficiency of within-system flexibility. *Climate Risk Management, 19*, 23-34
- McCurdy, A. D., & Travis, W. R. (2017). Simulated climate adaptation in stormwater systems: evaluating the efficiency of adaptation strategies. *Environment Systems and Decisions, 37*(2), 214-229.

## PRESENTATIONS

- Connecting Your Classroom to Local Forest Data: Colorado's Forest Health Index**, *Colorado Association for Environmental Education Annual Conference* (Denver, CO) March 2019
- Interactive Tour of Snowmass Ski Area Forests**, *Snowmass Naturalist Nights* (Snowmass, CO) January 2019
- The future of our forests in a changing climate**, *Panel discussion with ACES and The Nature Conservancy* (Aspen, CO) October 2018
- Forests Health, Water, and Climate**, *Water Education Colorado Snow to Stream Workshop* March 2018 (Redstone, CO)
- Creating success by engaging citizens & local stakeholders into collaboratives**, *Colorado Forests Collaboratives Summit* (Fricso, CO) November 2017
- Collaborating for Success: Lessons Learned from Collaborative Forest Management and Planning**, *Natural Areas Association Annual Conference* (Fort Collins, CO) October 2017
- The Forest Health Index: An Interactive Platform to Communicate and Visualize Changes Impacting Natural Areas**, *Natural Areas Association Annual Conference* (Fort Collins, CO) October 2017
- Simulated climate adaptation in stormwater conveyance structures** *Adaptation Futures, Adaptation Futures Conference* (Rotterdam, Netherlands) May 2016
- Crop Switching under Climate Change: Simulating adaption in a northern Great Plains dryland farming**, *CSU Open Science Conference* (Fort Collins, CO) May 2015

**Print**

**Board / Commission Application - Submission #10657**

**Date Submitted: 8/28/2019**

**Instructions:**

Please submit your application along with a resume to the City Clerk's office. Interviews for board/commission openings will be held in January and June. Please check the residency and age requirements for the various boards.

**Name\***

Julie Hardman

**Street Address\***

20 Ajax Avenue Aspen

**Mailing Address**

**Phone\***

9709483272

**Email\***

juliehardman970@gmail.com

**Board or commission for which application is made\***

Open Space Advisory Board\* ▼

\*\*For Aspen Next Gen Advisory Board Applicants: Must be 18 to 40 years old who live or work in Aspen

**I desire the appointment for the following reasons:\***

After living in Aspen for 24 years, I'm still very passionate about the outdoors and living a healthy lifestyle. I'm an avid mountain biker & runner; I use just about every trail in Aspen and appreciate every inch. I have worked closely with the City of Aspen, Parks and Recreation, and City Council on special events over the past decade and would love to be involved on the different level.

Aspen is a special place and I do believe that we need to preserve our natural surroundings for the future. I have enjoyed our open spaces for events and for personal recreation, so I understand the importance of protecting these areas for everyone.

I would be honored to have a seat on the Open Space Board to help educate our community and help protect our open spaces. Thank you for your consideration, Julie Hardman

**Resume\***

JULIE HARDMAN\_Resume (8-26-19).pdf

Please Add File here.

**Electronic Signature Agreement**

By checking the "I agree" box below, you agree and acknowledge that 1) your application will not be signed in the sense of a traditional paper document, 2) by signing in this alternate manner, you authorize your electronic signature to be valid and binding upon you to the same force and effect as a handwritten signature, and 3) you may still be required to provide a traditional signature at a later date.

I agree

**Electronic Signature\***

Julie Hardman

**What do you know about the Aspen Historic Preservation Commission or Planning & Zoning Commission?**

**What interests you about serving on this commission?**

**What is your understanding of the public process related to community planning and / or the designation of historic properties?**

**What are your skills or knowledge that will help improve the commission?**

**What is your general philosophy on the Aspen Area Community Plan?**

**This is a volunteer position that sometimes requires a lot of time and there is no compensation, how will you be able to commit to this?**



# JULIE HARDMAN

20 Ajax Avenue Aspen, CO 81611 | 970-948-3272 | [juliehardman970@gmail.com](mailto:juliehardman970@gmail.com)

## PROFILE

Passionate event operations manager who delivers successful events from conception to execution. Manages large, complex projects while maintaining high energy and strong professional relationships. Skilled mentor and mediator who excels at bringing out the best in team members.

## KEY SKILLS

- Resilient and Adaptable
- Highly Organized
- Enthusiastic
- Innovative Leader
- Drives Process Improvement
- Networking Savvy

## WORK EXPERIENCE

6/2017 – Current

### **Special Events Manager**

**Town of Snowmass Village** - Snowmass Village, CO

Responsible to plan, execute, and conceptualize all special events for Snowmass Tourism and third party contractors. Select and deliver a comprehensive and varied schedule of events to support the economic vitality of Snowmass Village as a whole.

- Provide direction, strategic insight and support for event promoters and oversee all operational plans
- Create and maintain relationships with outside event producers, including but not limited to Tough Mudder, Spartan Race, Ragnar Relay, Two Parts, various Car Clubs and Big Mountain Enduro
- Manage relationships with stakeholders and partners including Aspen Skiing Company and East West Partners
- Manage annual event operating budget and prepare projections
- Hire, train, and manage events intern and coordinator position
- Manage event operations team (Aspen Skiing Company)
- Manage online permitting process for all events
- Negotiate contracts with third party event promoters
- Collaborate with Tourism marketing team on all event marketing efforts
- Liaison with all TOSV departments including, public works, police, transportation, legal, and finance
- Lead Special Events Advisory Committee meetings and discussions to ensure all goals are met
- Present to marketing, group sales and special events board's special event committee (MGS&SE)
- Evaluate all programs and events for enhancements and/or improvements
- Seek event producers and screen proposals
- Research event trends and competitive programs

9/2015 – 5/2017

### **Events and Community Relations Manager**

**Aspen Club** – Aspen, CO

Critical role to define and expedite signature events, lecture series, and strategic partnerships as well as the company mission. Exceptional interpersonal and communication skills interacting with internal colleagues, community partners and corporate clients.

- Manage all sponsorships, donations, and strategic partnerships
- Establish effective marketing efforts for signature events, lecture series and various Club departments
- Design and create marketing ads, promotions, and member correspondence
- Manage social media content; maintain and update website
- Recruit, develop, and manage strategic alliances with industry leaders
- Established annual revenue targets
- Prepared budget projections
- Developed quarterly lecture series; 14 lectures with 400 attendees
- Increased revenue for all signature events in 2016

9/2003 – 8/2015

### **Senior Events Manager**

**Aspen Chamber Resort Association** – Aspen, CO

13+ years of progressive management experience, knowledge of non-profit operation and achieved revenue performance targets.

- Planned, promoted and produced: Winterskol, South Beach Wine & Food Festival, FOOD&WINE Classic in Aspen, 4th of July Celebration, Aspen Arts Festival, 12 Days of Aspen, Outside in Aspen and Cocktail Classic; conceptualized Fat Cycle Challenge, FOOD & WINE 5K Charity Run, and the Aspen TNT 10K Race, benefiting MS Society
- Managed annual operating budgets
- Prepared and scheduled all marketing creative
- Managed social media content; maintained and updated website
- Recruited, hired and trained various positions
- Implemented online training for FOOD&WINE volunteer program
- Assisted with event sponsorships and fundraising
- Negotiated contracts for services and prepared financial reports
- Updated and submitted all event permits, insurance certificates, and public notifications
- Identified new opportunities for bringing about innovation in existing events
- Researched new events and coordinated community calendar
- Liaison for ACRA and outside event partners
- Attended Board meetings, annual retreats, provided department updates, developed strategic plan

## **COMPUTER SKILLS**

Proficient in Google Drive, MS Office Suite - Word, Outlook, Excel, Power Point; Social Media Outlets; Adobe Creative Suite - Indesign and Photoshop; Operating Systems - Windows 2000/NT/XP, Windows 98/95, Macintosh OS.

## EDUCATION

### Continuing Education Classes

#### **Colorado Mountain College** — Aspen, CO

Improved computer skills and gained personal enrichment

- Intermediate Mac Courses
- Adobe Photoshop CS6 Fundamentals I & II

#### **Bachelor of Arts: Communications**

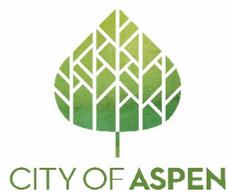
#### **College of Charleston** — Charleston, SC

- Emphasis in Journalism
- Member of Tri Delta Sorority: PR Officer, Class Historian - community services, advertising and promotions representative

## PERSONAL INTERESTS

- Sports - Downhill skiing, uphill skinning, mountain biking, running, hiking
- Annual fundraising events - Summit for Life, Hike for Hope, America's Uphill
- Societies & Clubs - WE-cycle Board Member (4 years), RFMBA Board Member (current), weekly women's running group, 10th Mountain Division Hut Member, managed Special Events Committee and Winterskol Committee, provided annual updates to CCLC Board
- Volunteer - Lead Volunteer for the annual Ski Swap (2 years as lead, 4 years as security volunteer), Race manager and producer of the Aspen TNT 10K Race, benefiting MS (5 years)
- Animals - Adopted a 2 year old black lab; assist promotion of animal adoption and education with local shelters at events
- Music - Fond of all genres of music, music festivals, researched and hired bands for events
- Travel - Backpacked through Peru, Montana, Colorado, Idaho and Georgia. Traveled extensively - including Europe, Central America, South America, Canada, Mexico, Hawaii, French Polynesia, and the Caribbean





## MEMORANDUM

**TO:** Mayor Torre and City Council  
**FROM:** Jennifer Phelan, Interim Community Development Director  
**THROUGH:** Sara Ott, City Manager  
**MEMO DATE:** September 13, 2019  
**MEETING DATE:** September 16, 2019  
**RE:** Community Development Department Work Program

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**REQUEST OF COUNCIL:** Staff requests City Council identify any work program items that should be a priority for 2020 and added to the Community Development Department Work Program.

**SUMMARY AND BACKGROUND:** This memo outlines the Community Development Department's current work program in 2019, as well as other priorities previously identified by City Council, P&Z, HPC, and staff. In addition to the projects outlined below, staff continues to focus on regular work items, such as building permits, current land use caseload, and providing walk-in services. Some of the currently completed or underway priorities need continued work in 2020.

Each item below lists the primary staff contact for the project, as well as the AACP policies the work implements. The items have been organized into those that are currently underway, those that are expected to continue into 2019, those that are suggested for consideration and need to be prioritized for 2020, and those items from previous work plans that have been completed. A spreadsheet summary is included as an exhibit to the memo for a summary reference.

Staff has outlined a number of work items for 2020 for Council discussion and direction. The items suggested for 2020 are listed in descending priority as proposed by staff but not all items can be realistically accomplished in a 2020 work program based on the department's staffing levels and anticipated budget capacity. Specifically, staff recommends items 11 through 13 be added. Council may wish to re-prioritize the suggested work items but a discussion with staff is needed to determine what can realistically be accomplished in 2020 so that a defined work program can be established.

### **CURRENTLY UNDERWAY:**

**1. Electronic Permitting System Implementation.** The Community Development Department has worked with a contractor, Publicis Sapient (formerly named Vertiba) for the last two years to develop a new City-wide permits management system:

Salesforce. All new development permits are now being processed in Salesforce, and the Core Team leading the project continues to work with the contractor to address system start-up issues. Over the next few months, staff will perform the work required to migrate into Salesforce and complete all open permits now processed in our old permit system. We also will complete the Land Use Application and Violations modules. This is a high priority item for the department as the project affects every Community Development staff member, other City departments, and our external customers. Staff has invested significant staff time and resources into the implementation of this project, and it represents the achievement of an important departmental and City goal. Staff: All (Primary points of contact: Jennifer Phelan, Karen Harrington, Rebecca Wallace). AACP: Managing Growth Policy VIII.1 & 2.

- 2. Historic Preservation Permit Improvements.** Staff has been working with a consultant and the building community to develop more specific standards for the submittal of Historic Preservation Land Use applications and building permits, as well as construction oversight. This work is a result of the fine imposed on a project that removed historic material contrary to HPC approvals. Preliminary recommendations for improvement have been completed and now require implementation, including developing standardized exhibits and preservation plans to help ensure that future projects have clearly defined scopes and methodologies. A check in with HPC and Council is planned before any new procedures are put in place. Staff: Amy Simon, Sarah Yoon, Mike Metheny. AACP: Managing Growth Policy VIII.1 & 2.
- 3. Fee-in-Lieu Update.** In August of 2019, Council approved a contract with White and Smith, LLC, in partnership with TischlerBise, LLC to conduct an analysis of Aspen's Fee-in-Lieu (FIL) calculation methodology and the relationship of FIL to other aspects of affordable housing mitigation requirements and the affordable housing credits program. The consultants will be in Aspen on November 4-5, 2019 to meet with a group of local experts in a focus group format and also with City Council during a scheduled work session. The analysis is expected to continue into early 2020 with a report providing recommendations to Council as the final deliverable of the project. Depending on the outcomes of the analysis and future direction from Council in response, further work could include a basic amendment to the Land Use Code to incorporate new FIL calculation and update methods, or potentially more extensive changes to growth management and affordable housing credits policies. Staff: Ben Anderson. AACP: Managing Growth Policies VII.1-2; Housing Policies I.2, II.5, III.1-2, IV.3.
- 4. Wireless Design Guidelines.** Community Development is serving in a support role to the Engineering Department in the creation and adoption of a Design Guidelines manual for wireless facilities within the City of Aspen. Working with the consultant HRGreen, staff anticipates the completion of the manual and adoption by Council at the end of 2019 or early 2020, following public outreach efforts and recommendations from P&Z and HPC. Once completed, the Design Guidelines will need to be incorporated into the Land Use Code, both in terms of content and review process. This will require an amendment to the recently created Chapter 26.505 of the LUC.

Additionally, these changes will require the implementation of a wireless-specific review process that coordinates the review of several city departments in meeting federal timeline requirements. Staff: Ben Anderson. AACP: Managing Growth Policies V.3.

### **CONTINUE BEYOND 2019:**

- 5. Wireless LUC Updates.** Once the Wireless Design Guidelines are complete, an amendment to the recently Updated Wireless chapter will be necessary. These changes will include the results of the Design Guidelines work and any other minor changes that need to occur. Staff: Ben Anderson. AACP: Managing Growth Policies V.3.
  
- 6. Small Lodge Preservation Program.** In 2015, the City adopted a Small Lodge Preservation Program intended to assist small lodges to continue operating as lodges. In 2016, two fractional lodges joined the program and five lodges applied for and received grants through the energy efficiency provisions of the program. In 2017, four lodges received permit fee reductions for improvements to their structures. Additionally, seven lodges took advantage of the energy efficiency program, leveraging approximately \$46,000 of City funds to make efficiency upgrades to their buildings. In 2018, seven lodges leveraged approximately \$39,300 of City funds for efficiency upgrades. In June 2019, the Hotel Aspen submitted a building permit application to redevelop the hotel, which will take advantage of permit fee reductions and expedited plans review services. Staff is working with member lodges to utilize the other benefits in the program and anticipates that lodges will continue to use the energy efficiency grants and building permit fee reduction benefits. In February 2019, Council extended the Small Lodge Preservation Program to May 27, 2025. As member lodge interest in this program continues to increase, staff will work with individual lodge owners to help them take full advantage of the program. Staff: Phillip Supino. AACP: Managing Growth Policies IV.1-4.
  
- 7. Historic Property Inventorying.** The City is required to periodically update the official inventory of historic properties by visiting each site and adding new observations, technical analysis and photographs to forms which are submitted to the State Historic Preservation office. No changes to which properties are designated is part of this effort. This update is a requirement to maintain the city's Certified Local Government (CLG) status with the state. A consultant has been hired to undertake a re-survey of about 100 historic properties. The first phase of the update will be complete in 2019; two additional phases, likely in 2020, are necessary to complete the inventory update. Staff: Amy Simon. AACP: Historic Preservation Policies I.1-2 and III.1.
  
- 8. Permit Improvements Group.** In May 2018, the Community Development and Engineering Departments formed the ComDev & Engineering (CD&E) Advisory Group, which consists of 12 frequent customers from within the development community, including planners, architects, engineers, and contractors. Community Development and Engineering staff meet with the group about once every two months

to discuss departmental initiatives and identify areas to improve services. This past year, the focus of the improvements has fallen into three main categories: Transparency, Turnaround Times, and Managing Expectations. At its last meeting in July, the departments worked with CD&E members to renew the group's charter for the upcoming year. Staff: Jenifer Phelan, Rebecca Wallace, Mike Metheny, Garrett Larimer, Justin Forman and Trish Aragon. AACP: Managing Growth Policy VIII.1 & 2.

**9. Uphill Economy (Council Goal #3).** Following the completion of the 2017-2019 Uphill Economy BYY goal, Council directed staff to pursue further implementation of the Uphill Economy in 2020. Staff has requested \$15,000 in budget authority in 2020 to continue this work, including the continued support of the Friday Uphill Socials and Buttermilk Ascent event during the 2019-2020 ski season. Staff will also work with Uphill Technical Advisory Committee members and stakeholders to identify and prioritize recommendations from the Uphill Economic Development Plan and Recreation Plan to implement in 2020 and 2021. Staff will return to Council in 2020 for further discussion about their preferred implementation items, their relationship to Council and AACP goals, and the budget required for each project. Staff: Phillip Supino. AACP: Aspen Idea Policy I.3-4; Managing Growth Policy I.4.

**10. Signs/Sandwich Boards.** Since 2017, Council has annually extended the deadline for the expiration of existing sandwich board sign permits. The last extension was August 2019. At that time, Council directed staff to return in early 2020 for a work session to initiate a code amendment to provide a permanent solution to the sandwich board sign question. Staff plans to work with Council to identify the preferred regulatory solution for sandwich board signs, as well as identify other small-scale improvements to the sign code. Staff can conduct public outreach and process this code amendment internally over six months in 2020. Staff: Phillip Supino. AACP: Managing Growth Policy V.1, V.2, V.3.

#### **SUGGESTED FOR 2020:**

**11. Affordable Housing Program Coordination.** The Land Use Code includes a variety of regulations which impact the development of affordable housing and the collection of fees which help fund the program. The Zone Districts section regulates the areas of town where affordable housing may be built and at what size and density. The Growth Management Section establishes the requirements of different development types for providing affordable housing. The Housing Credits section is the regulatory basis for the Affordable Housing Credits Program. Affordable housing regulations are included in many other sections as well. Taken together, all these regulations are the backbone of the affordable housing program as it relates to development.

Over time, as various sections of the code are amended, development trends and financing change, and the pace and scale of development change, these interrelated code sections require amendment to ensure their coordination. A major overhaul of these sections with the over-all affordable housing program in mind has not been conducted in some time. Analyzing the interrelationship between these code sections

and regulations and identifying opportunities for improved coordination will ensure that the Land Use Code provides Council and the community with the type and scale of affordable housing projects needed to achieve Council's goals.

This project would be an opportunity for Council and the community to engage in broad discussions about how the future of the affordable housing program. Consulting services would be required, and the project would take nine to 12 months to complete. Staff: Jennifer Phelan and Phillip Supino. AACP: Managing Growth Policy II.1 & 2; Housing IV.2 & 4.

**12. Outdoor Lighting Regulations.** Aspen's outdoor lighting regulations were last overhauled in 1999, with some minor amendments in 2003. Although the lighting code adequately served its purpose for many years, it has become obvious that changes in lighting technology (particularly LED lighting) have made the existing regulations an ineffective regulatory tool. In 2019, City Council heard an appeal with regard to a form of LED lighting that staff determined was prohibited by code. Council upheld staff's findings but also emphasized that the city should update its lighting regulations. Consulting services would be required, and the project would take nine to 12 months to complete. Staff: Jennifer Phelan. AACP: Managing Growth Policy V.3.

**13. Community Development Fee Update.** The Community Development fee structure has not been updated since 2010 and there is no memory of a comprehensive review of all fees related to development within the City. The Finance Department will be hiring a consultant to perform a holistic analysis of all fees collected during the land use and permitting processes, exclusive of impact fees, and to provide recommendations for improving the City's fee structure. Com Dev staff time will need to be allocated to this project. Staff: Jennifer Phelan, Mike Metheny, and Rebecca Wallace. AACP: Managing Growth Policy I.2.

**14. Miscellaneous Code Amendments.** Throughout the year, staff keeps a "redline" version of the code identifying areas of the code that are confusing, contradictory, or do not address emerging issues. These primarily focus on the calculations and measurement section of the code – how buildings, fences, etc. are measured for height, floor area, setbacks, etc. The most recent update was completed at the end of 2014. In 2017 and 2018, staff worked with a focus group comprised of architects and designers to discuss specific topics for amendment. Council supported and passed a Policy Resolution in February 2018 in support of this amendment, which staff used to establish the scope and contents of this code amendment. The process has since been put on hold due to staff capacity and prioritization of different projects by Council.

Many of the changes identified by staff and the focus group are needed to clarify or solidify changes made during the 2016-2017 moratorium. Others are confusing or outdated and require updating to deliver on community and Council expectations for development. For instance, the definition of demolition and the determination of natural versus finished grade should be examined and updated to account for newer

building designs and land use trends. Staff developed a working draft of many of these amendments in conjunction with the focus group. The process could be picked-up again and amendments could be completed six to nine months later. Staff: Phillip Supino. AACP: Managing Growth Policy III.1, VIII.1 & 2.

- 15. Future Land Use Map and Annexation.** In the last few years, the city has received annexation requests for county parcels located adjacent to the city boundary. Additionally, the Water Department receives service requests from properties outside of the city boundary, where the city does not have planning jurisdiction. While the Aspen Area Community Plan provides general policy guidance on the standards and objectives for annexation, it is not a future land use map. And it does not provide any standards for the extension of water service outside of City limits.

Staff recommends a future land use map and more specific annexation policy be created to assist in the evaluation of future annexation and service requests. In addition, the city has an existing annexation plan, but it focuses on the legal process for annexation, rather than broader policies that should guide decisions on annexation. Creation of a future land use map and annexation policy would require consultant assistance and community outreach, as well as coordination with other department, including Water and the City Attorney. Staff anticipates that the planning and mapping portions of this effort would cost \$50,000 and would take 10 to 12 months to complete. Depending on the level of coordination and work needed related to water service, temporary help may be required as well. Staff: Jennifer Phelan and Phillip Supino. AACP: Managing Growth Policy II.1 & 2; West of Castle Creek Policy I.1, II.1.

- 16. Updates to aspenvictorian.com & aspenmodern.com.** Community Development created and maintains two websites; aspenvictorian.com and aspenmod.com, as a way to share detailed information about Aspen landmarks with the public. These websites have been a widely used resource and require software and security updates as each of the sites are over 5 years old. This work is likely to be undertaken with the help of the web designer who did the original work. Consulting services would be required. Staff: Amy Simon AACP: Historic Preservation Policy I.1 & 2.

- 17. Transportation Impact Analysis (TIA) Update.** Following Council's direction to staff to incorporate the City's parking, transportation and mobility policies into the new parking regulations, the TIA has become a central component of the new parking code. As such, improvements to the TIA would ensure that all those policy areas work in concert to achieve Council and community objectives. Depending on the scope of the update, the project may take 6 to 9 months in-house. Staff: Community Development, Transportation, and Engineering.

- 18. Community & Economic Sustainability.** The Aspen Area Community Plan includes a number of policies on these topics. Sustainability refers to the 'triple-bottom-line' environmental, social, and economic policy areas. In recent years, Council and the Community Development Department have discussed a variety of approaches to addressing Economic Sustainability through Land Use Code regulations and incentive

programs. The Uphill Economy is an example of an ongoing, successful economic sustainability program. Council and staff have considered over recent years other regulations and initiatives to try and address community concerns over the loss of locally serving businesses, the challenges to starting locally owned businesses, and developing regulations to address increased prevalence of chain stores. These discussions have not yielded results clearly achieving AACP goals on this topic.

Staff and Council could use the AACP goals related to commercial vitality and economic sustainability as a basis for developing new regulations and incentive programs to implement Council's vision for community and economic sustainability. Outside consulting services experienced in economic development would be needed to augment staff's capacity for engaging in this type of work. Depending on Council's desired scope, the project would take 12 to 18 months. Staff: Jennifer Phelan & Phillip Supino. AACP: Managing Growth Policy I.4, V.1, V.2.

### **COMPLETED WORK PROGRAM:**

A number of items have been completed from the prior work program and are briefly summarized below.

- 19. Model Zoning Submission.** Community Development has specific standards for the content of Building Permit application submissions. The model zoning submission provides guidance to applicants as to the required content of permit applications and proper depiction of that content in plan sets. This guide had not been updated in some time and an update with a new zoning check sheet was developed.
- 20. Expedited Tenant Finish Permitting Process.** The Community Development Department has implemented a pilot program to assist minor tenant finish permits through the process. An expedited review process ensures that more minor tenant finish applications are not placed in the queue behind large permits that require more significant review time.
- 21. Historic Preservation Benefits.** Based on Council direction, staff developed an updated package of benefits for historic properties. An ordinance was approved codifying these updates.
- 22. Lift 1A Location Study.** A lift study was completed and extensive work with adjacent stakeholders was undertaken to implement the results of the lift study in the planning process. A vote of the citizenry passed the resultant plan.
- 23. Building Permit/Address File Scanning.** For the past four years, Community Development Department staff, working with IT and the Clerk's Office, have been engaged in a project to convert all building files to electronic format. All address files—about 5,000—and all large format plan sets except for 20 —about 3,000—have been scanned.

**24. Essential Business Overlay Zone Standards** The Essential Business Overlay Zone (EBO) was adopted to address Council's use mix objectives.

**FINANCIAL IMPACTS:** The items in the Community Development work program that are currently underway been budgeted for, while items that are expected to continue past 2019 have been requested as a supplemental in the 2020 budget, have remaining funds that can rollover into 2020, or can be accomplished in-house. Of three items suggested to be added to the work program for 2020 only the Outdoor Lighting has been requested as a supplemental budget item in 2020, while the Fee Update is anticipated to be covered by department savings. Additional monies will be needed for work associated with Affordable Housing.

**RECOMMENDATION:** Staff recommends that items 11 through 13 be added to Com Dev's 2020 work program.

**ATTACHMENTS:**

**Exhibit A:** AACP Policies and Work Program Table

Community Development Department - Work Program Update

Exhibit A

<b>Currently Underway</b>		Must	Should	Could	Completed	Notes
1	Electronic Permitting System Implementation pg. 1	X				Implementation is ongoing (building), existing permitting system (Eden) ends at EOY, planning module development 4th quarter 2019 into 2020
2	Historic Preservation Permit Improvements pg. 2		X			Report on best practices complete, still implementing recommendations (need to improve submissions & project monitoring)
3	AH Fee-in-Lieu Update pg. 2	X				Contract signed, anticipated completion 1st quarter 2020
4	Wireless Design Guidelines pg. 2	X				Contract signed, anticipated completion 1st quarter 2020
<b>Continue Beyond 2019</b>		Must	Should	Could	Completed	Notes
5	Wireless LUC updates pg. 3	X				Incorporate any changes necessary to update/refine wireless ordinance resulting from design guidelines completion
6	Small Lodge Preservation Program pg. 3	X				2020 monies allocated, most expenditures are building permit waivers and energy efficiency oriented
7	Historic Property Inventorying pg. 3		X			First phase of update will be complete in 2019, two additional phases needed to complete inventory
8	Permit Improvements Group pg. 3	X				Continue ongoing meetings and outreach with development community on construction process
9	Uphill Economy pg. 4		X			Continue the uphill socials, rebrand the Uphill Economy name, continue annual Buttermilk uphill event, plan conference for 2021, and develop an implementation plan for discussion in 2020
10	Signs/ Sandwich Boards pg. 4	X				Review sandwich board regulations, undertake outreach to business community, determine any changes in policy, develop necessary regulations
<b>Suggested for 2020</b>		Must	Should	Could	Completed	Notes
11	Affordable Housing Program Coordination pg. 4		X			Provide a comprehensive review of the current tools used to create affordable housing. A defined scope will need to be identified, research undertaken, policy direction provided, subsequent code amendments developed. Areas of potential scope included in body of the memo.
12	Outdoor Lighting Regulations pg. 5		X			No substantive changes to the program have occurred since adoption (2002), does not adequately address LED lighting technology
13	Community Development Fee Update pg. 5		X			Finance is lead, Com Dev staff time will be needed to assist
14	Miscellaneous Code Amendments pg. 5			X		Draft amendments are substantially complete, major focus: calcs and measures providing greater clarity and simplified standards for such items as measuring height, allowed encroachments into setbacks, etc.
15	Future Land Use Map and Annexation Policy pg. 6			X		A potential way to outline city expectations within the growth boundary, pre-cursor to a comp plan update
16	Updates to Aspenvictorian.com & Aspenmod.com pg. 6			X		Heavily used website, ensure IT protocol maintained and update some content
17	Transportation Impact Analysis (TIA) Update pg. 6			X		Continued refinement of mobility initiatives, Engineering & Transportation lead w/ Com Dev assistance, include evaluation of current cash-in-lieu rate
18	Community & Economic Sustainability pg. 6			X		A number of topics have been raised by Council. Areas of potential scope included in body of the memo
<b>Completed</b>		Must	Should	Could	Completed	Notes
19	Model Zoning Submission pg. 7				X	Check-off sheet and explanatory handouts for meeting zoning standards
20	Expedited Tenant Finish Permitting Process pg. 7				X	EPIC permit, allows for expedited tenant finish permits
21	Historic Preservation Benefits pg. 7				X	Recent 2019 code changes amended benefits package
22	Lift 1A Location Study pg. 7				X	Study completed
23	Building Permit / Address File Scanning pg. 7				X	Almost complete, EOY anticipated
24	Essential Business Overlay Zone Standards pg. 8				X	Code changes adopted