AGENDA

CITY COUNCIL WORK SESSION

September 21, 2020

3:00 PM, City Council Chambers
130 S Galena Street, Aspen

CITY OF ASPEN

WEBEX

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I. WORK SESSION

IA. EOTC IMS Phase 1 Report

IB. Finance Update

IC. Transportation and Parking Update and Budget Forecast

4:00 PM. Joint P&Z and City Council Meeting - North Mill Street Sketch Plan Review

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AGENDA ITEM SUMMARY

MEETING DATE:	September 21, 2020 (COA Council Meeting)
AGENDA ITEM TITLE:	Integrated Mobility Study (IMS), Phase 1 – Report Out
STAFF RESPONSIBLE:	David Pesnichak, EOTC Regional Transportation Administrator
EOTC Guiding Principles:	Environmental Sustainability, Social Sustainability
EOTC Key Strategies:	Multi-Modal Network that Encourages Mode Shift
EOTC Regional Priorities:	First and Last Mile Solutions; Transit Speed, Accessibility, Reliability, and Efficiency Enhancements; Congestion Mitigation Measures; Technologies and Innovation to Encourage Mode Shift
EOTC Upper Valley Priorities:	Multi-Modal Solution to Entrance to Aspen

The purpose of this memo and presentation are to report out the results from Phase 1 of the Integrated Mobility System (IMS) study, which was jointly funded in 2020 by the EOTC and RFTA. No action is requested at this time.

This Phase 1 Study is the next step in the development of the IMS, which was created by the 31-member Community Forum Task Force on Transportation and Mobility that met between June 2016 and August 2017. This Task Force concluded with a report in 2017 called the Upper Valley Mobility Report that was unanimously adopted by the Task Force members.

Fehr & Peers is currently under contract to complete the Phase 1 analysis this year. To date, final reports for each of the tasks have been completed and those results are ready to be communicated out to RFTA and the EOTC officials. For the EOTC, the results from this Phase 1 study and the anticipated upcoming Phase 2 will inform future projects and expenditures.

The following components of the analysis are a part of Phase 1, as identified in the scope of work. Each component is analyzed in a stand along memorandum from Fehr & Peers, which are attached.

1. Review and Refinement of existing Strategies - Refine the five principle strategies outlined in the IMS. This task would also add more definition so that the parameters of each of the systems can be roughly identified and modeled for how effective the IMS could be at improving mobility and managing traffic congestion (see next task).

2. Perform a High-Level Effectiveness Analysis of the IMS - The consultant will evaluate the potential effectiveness of the Integrated Mobility System using off-the shelf tools, travel elasticities, and similar analytical techniques. The purpose of this analysis is not an exhaustive

study of traffic implications or detailed GHG analysis, but a general picture of the potential reduction in VMT, GHG emissions, and reduced SOV vehicle travel.

3. Identify an Implementation Framework – While the IMS provides a robust approach to managing vehicle travel in the upper valley, some elements are more complex and could take more time to implement than others. This framework would help identify a potential "pilot project" that brings together two-to-three of the IMS strategies that could be simpler to get off the ground but would still have enough synergistic benefits to reduce demand for SOV travel. This task would involve some additional analysis of how to combine different strategies along with working with EOTC staff to understand which strategies might be the easiest to implement (from a practical and political standpoint). This task was originally proposed as an in-person workshop, however, due to COVID-19 this component of the original scope will not be able to be completed as planned.

The components of the Integrated Mobility System (IMS) – Upper Valley Mobility Report

Staff from the EOTC, City of Aspen, Pitkin County, Town of Snowmass Village, and RFTA along with representatives from the Community Forum Task Force on Transportation and Mobility participated in several reviews leading up to this point.

With the IMS Phase 1 of the study wrapping up Staff has been looking ahead to Phase 2 in 2021, which is expected to dive deeper into modeling and socio-economic impacts. More specifically, Phase 2 (not yet fully funded) is anticipated to: 1) complete a more detailed greenhouse gas and travel analysis identifying which trips are most likely to be affected, 2) develop performance measures and evaluation framework, 3) develop an equity impact analysis, and 4) look at potential impacts from autonomous vehicles.

To this end, Staff applied for and was awarded $30,000 from the CDOT Multi-Modal Options Fund (MMOF) toward the anticipated $60,000 cost for Phase 2. These funds were awarded at the maximum level of 50% of the project cost. In addition, RFTA has provided a tentative commitment letter in the

amount of $10,000 towards the Phase 2 study. The EOTC will review funding allocation in the amount of $20,000 for Phase 2 in October.

Some notable overall takeaways from the Phase 1 reports include:

- Interdependency. While individual measures can have limited impacts on reductions to congestion and greenhouse gas emissions, their effectiveness can be multiplied when implemented as a system.

- No 'Silver Bullet'. All of the strategies analyzed have a degree of effectiveness; however, there is no 'silver bullet'. When moving forward with congestion mitigation and limiting greenhouse gas emissions, small incremental steps that build on one another are expected to have the greatest overall impact.

Specific takeaways on the 5 tenants from the Phase 1 reports include:

- HOV Lane Enforcement Important, but Not as a Stand Alone Measure. It was identified that HOV lane enforcement on Highway 82 would have "no VMT / GHG emission benefit as a stand-alone strategy". This said HOV lane enforcement is an important and integral component to other strategies that can reduce VMT and greenhouse gas emissions.

- Ride Hailing Could Result in Short-Term Reductions, but Ride Sharing is More Impactful Long-Term. It is anticipated that ride hailing could have limited effect short-term, with the greatest impacts among visitors. Meanwhile ride sharing could have a positive benefit both short and long-term, particularly among commuters, by providing more travel choices and better access to the transit system (and thus less reliance on car travel).

- BRT Enhancements Could Have Positive Impacts Alone while Multiplying Benefits for Other Strategies. For any congestion or greenhouse gas emissions reduction strategy to be impactful, an effective and competitive alternative to a private vehicle must be in place. As a result, enhancing BRT service could have a strong multiplier effect. However, BRT improvements alone will have limited potential congestion and greenhouse gas reductions.

- Congestion Reduction Measures Could Have the Strongest Impacts but are also Notably Difficult to Implement. Congestion Reduction Measures, including congestion and parking pricing, could have strong impacts on reducing VMT and greenhouse gas emissions. Any reductions are dependent on a strong and effective alternative mode, however. In addition, dynamic congestion pricing could be very difficult to implement politically, would require significant coordination with CDOT, may require legislative changes, and could have notable equity impacts that would need to be mitigated.

Attachments:

Attachment 1 - Presentation
Attachment 2 - 2017 Upper Valley Mobility Report
Attachment 3 - Final Report – Task 1, Dated April 6, 2020
Attachment 4 - Final Report – Task 2, Dated June 16, 2020
Attachment 5 - Final Report – Task 3, Dated July 28, 2020

Integrated Mobility System (IMS)

Upper Valley Mobility Report

Phase 1 Analysis – Report Out

Integrated Mobility System (IMS) Phase 1 Analysis Report Out

Background:

- IMS Developed by 31-member Community Task Force on Transportation and Mobility
- IMS Outlined by Task Force in Upper Valley Mobility Report (2017)
- EOTC and RFTA jointly funded IMS Phase 1 Analysis in 2020
- Fehr & Peers Under Contract w/ Pitkin County for Phase 1 Analysis

Purpose of Presentation: Report out results from Phase 1 Analysis

Phase 1 Analysis Scope:

- Refine 5 Identified Strategies for Modeling
- Perform High-Level Analysis of Impacts on: 1) VMT, 2) GHG Emissions, 3) SOV Travel
- Identify Implementation Framework

Integrated Mobility System (IMS) Phase 1 Analysis Report Out

Fehr & Peers Team:

- Ann Bowers, Chris Breiland, and Marissa Milam

Local Review Team:

- EOTC: David Pesnichak
- RFTA: Dan Blankenship, David Johnson
- Pitkin County: Brian Pettet
- City of Aspen: John Kreuger, Mitch Osur
- Town of Snowmass Village: David Peckler
- CDOT: Andrew Knapp

Task Force on Transportation and Mobility / Aspen Institute:

- John Bennett, Bill Kane, Cristal Logan, Evan Zislis

September
2020

Integrated Mobility Study (IMS)

Implementation Framework

EOTC RFTA THE ASPEN INSTITUTE FEHR & PEERS

Upper Valley Mobility Report

Effectiveness Summary

Ranking	Strategy	Long Term Effectiveness GHG emission reduction
1	***Congestion Reduction Measures***	17,600 metric tons/year
2	***Ride Sharing***	3,800 metric tons/year
3	***Phased BRT Enhancements***	800 metric tons/year
4	***HOV Lane Enforcement***	No VMT/GHG emission benefit as a stand-alone strategy.
5	***Ride Hailing***	No VMT/GHG emission benefit as a stand-alone strategy.

Main Takeaways

Interdependency of strategies:

Individual measures can have limited impacts on reductions to congestion and greenhouse gas emissions, their effectiveness can be multiplied when implemented as a system.

No Silver Bullet:

When moving forward with congestion mitigation and limiting greenhouse gas emissions, small incremental steps that build on one another are expected to have the greatest overall impact.

Short Term 0-5 Years

Short Term Implementation

- HOV lane enforcement on State Highway (SH) 82
- Increase parking prices and expand hours of pricing in downtown Aspen
- Begin speed and reliability improvements along BRT route
- Implement pilot ridesharing app for commuters

Medium Term 3-10 Years

Medium Term Implementation

- Implement ride hailing service in Aspen/Snowmass Area
- Expand the City of Aspen's carsharing program, and begin fleet electrification
- Expand the Aspen Downtowner's service and fleet
- Construct new Park & Ride in the Carbondale/El Jebel/Basalt area, and begin a new peak period BRT service to Snowmass

Long Term 11+ Years

Long Term Implementation

- Implement dynamic road pricing on SH 82

Integrated Mobility System (IMS)
Phase 1 Analysis Report Out

Link to EOTC Strategic Plan and Comprehensive Valley Transportation Plan (CVTP):

Guiding Principles:	Environmental Sustainability Social Sustainability
Key Strategies:	Multi-Modal Network that Encourages Mode Shift
CVTP Regional Priorities:	First and Last Mile Solutions Transit Speed, Accessibility, Reliability, and Efficiency Enhancements Congestion Mitigation Measures Technologies and Innovation to Encourage Mode Shift
CVTP Upper Valley Priorities:	Multi-Modal Solution to Entrance to Aspen

Integrated Mobility System (IMS) Phase 1 Analysis Report Out

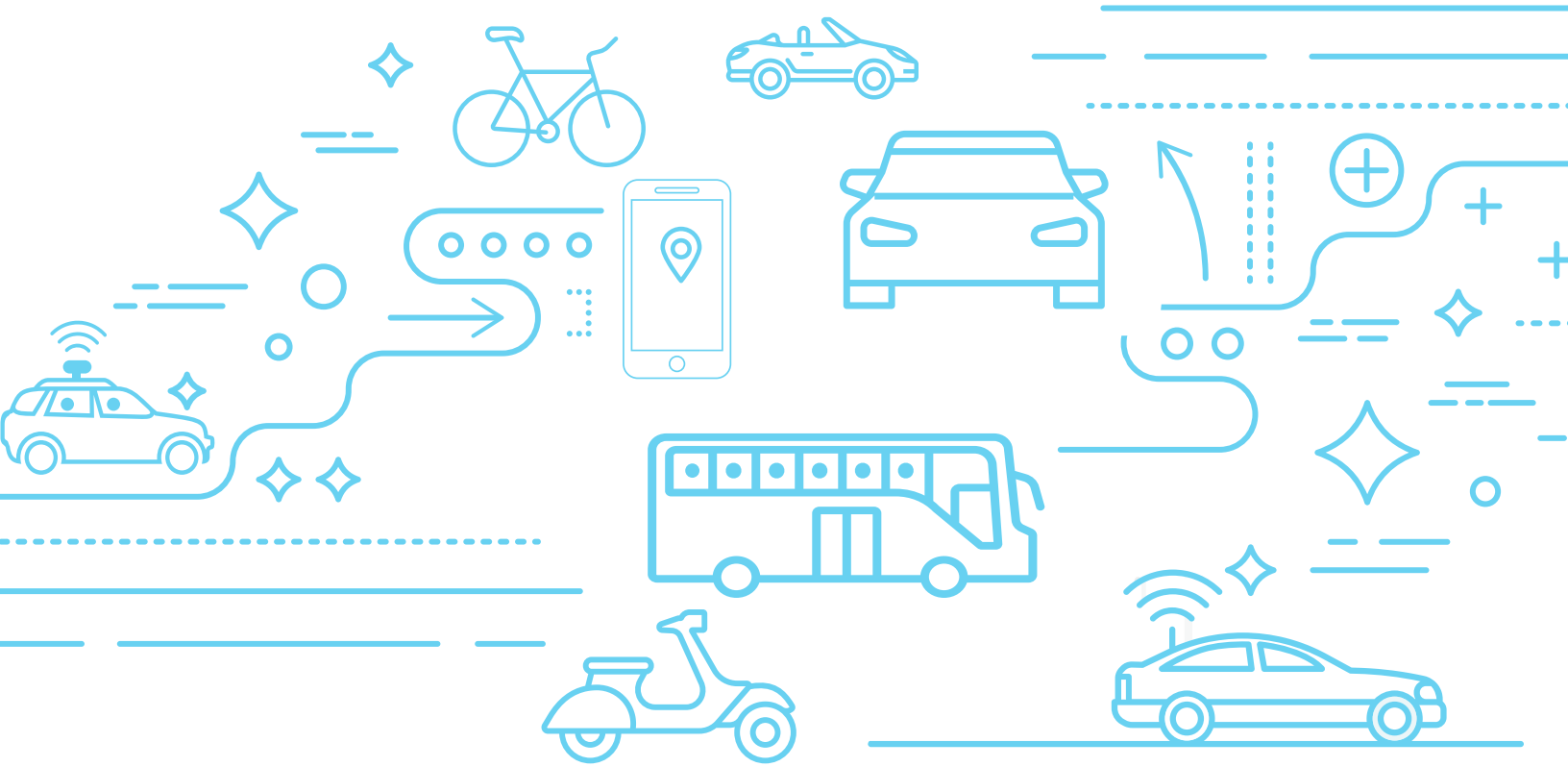
Report Out Schedule:

- RFTA Board — Thursday Sept 10
- TOSV Council — Monday Sept 14
- COA Council — Monday Sept 21
- BOCC — Tuesday Sept 22

Next Steps:

- 2021 - Phase 2 Analysis
- Scope: Detailed Modeling and Socio-Economic Impacts
  - GHG Emissions and Travel Analysis (which trips most impacted)
  - Performance Measures and Evaluation Framework
  - Equity Impact Analysis
  - Impacts from Autonomous Vehicles

Questions



Community Forum Task Force on Transportation and Mobility

Upper Valley Mobility Report

September 2017

THE ASPEN INSTITUTE
community programs

Community Forum Task Force on Transportation and Mobility

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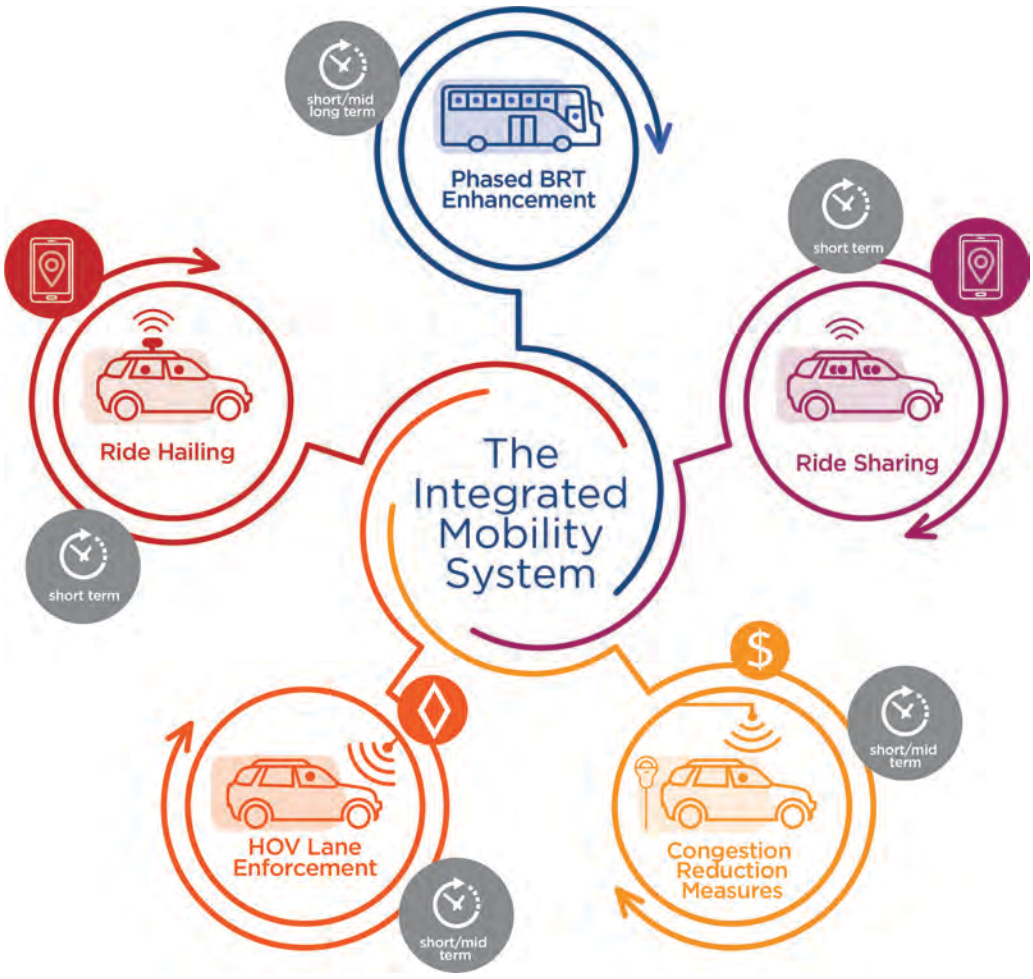
Summary and Conclusions

Working under the auspices of the Aspen Institute, the 31 members of the Community Forum Task Force on Transportation and Mobility met from June 2016 through August 2017. Its goal was to create a values-based vision for transportation and mobility in the upper Roaring Fork Valley for the year 2035 that would address traffic congestion as well as the mobility needs of our residents, commuters and visitors. (See "What is the Problem?" on p. 6 and "Core Values" on p. 8.) Task force members sought solutions that would meet the established goal and be both politically achievable and financially viable.

When the Community Forum Task Force began its work in June 2016, many members expected that it would focus on one or more large-scale, capital-intensive transportation solutions. Instead, what emerged was a balanced "integrated mobility system" of programmatic solutions that could be experimented with and phased in over time. To address the challenge of *induced traffic* (see p. 7), this integrated system employs a balance of both carrots and sticks. Its complementary measures could be implemented as budgets permit over short, mid, and long-term time frames.

Recommendation:

In its final meeting, the task force recommended unanimously that work begin immediately to plan an integrated mobility system that includes the following five elements (see below). The individual components of this system are interdependent. Some measures specifically reduce traffic congestion; others increase mobility for the public. Some are capital and cost intensive, while others would contribute revenue, making the system more affordable. (To promote social equity, the task force recommends that 100% of any revenues raised be reinvested to reduce the cost of transit and alternative mobility measures – or even make them free – for those who use them.) These five elements lend themselves to experimentation, they are flexible, and they are reversible.



The Integrated Mobility System (from short to long-term):

1. Ride Sharing (short-term)
2. Ride Hailing (short-term)
3. Congestion Reduction Measures (short and mid-term), which include dynamic road pricing and dynamic parking pricing
4. HOV-Lane Enforcement (short and mid-term)
5. Phased BRT Enhancement (short, mid and long-term), which may not necessarily cross the Marolt Open Space. Could include enhanced service to Snowmass Village.

Additional measures supported by the task force's matrix analysis:

- Transit-Oriented Affordable Housing (mid and long-term)
- Airport/Transit Connectivity, especially low-cost options (short and mid-term)
- Snowmass Connection Enhancements (short and mid-term)

(Please see the *Summary of Mobility & Transportation Options* that begins on p. 9 for a discussion of all the above measures.)

A Single Planning Entity:

The task force recommends strongly that the three upper valley governments identify a single entity to coordinate and facilitate regional mobility planning among governments, the private sector and the community. Over time, this coordination should expand in scope to include the full region.

Observations:

- Free-flowing traffic is not a reasonable expectation unless congestion reduction measures are sufficient to reduce current traffic and mitigate future induced traffic.
- The U.S. is undergoing a transition away from a car-centric culture. Millennials are buying fewer cars than previous generations, and parking demand is expected to drop.
- Regional and local land use decisions profoundly affect mobility challenges and traffic congestion.
- A grassroots advocacy organization for an integrated mobility system is essential.
- The community should seek public/private partnerships to help implement it.
- The integrated mobility system adopted should leverage existing approvals and plans (e.g., the Entrance to Aspen Record of Decision, Aspen Area Community Plan, etc.).
- We should improve mobility incrementally and continuously.
- Specific elements of the integrated mobility system will affect different people and different geographies in varying ways. We should consider carefully which user group is affected by each element of the system and plan accordingly.
- We should engage innovators and entrepreneurs from all sectors to help create the mobility system we envision.

The Community Forum Task Force recommends that the package of mobility experiments now being planned by the City of Aspen should be used by Aspen, Pitkin County and Snowmass Village to help demonstrate and explore elements of this integrated mobility system.

What Success Will Look Like:

If we fully implement the integrated mobility system, we will make upper valley travel substantially easier while remaining true to our most important community values. Commuters would spend more time with their families or on the job; visitors would gain a greatly improved vacation experience; and residents would enjoy an enhanced quality of life.

Introduction

What is the Problem?

Traffic congestion is a defining problem for residents, commuters and visitors in the upper Roaring Fork Valley. Traffic jams detract from our community's livability and waste valuable time that could otherwise be used for productive work, recreation, or visiting with friends and families. Commuters lose countless hours per year in stalled traffic, and Aspen residents cite downtown auto congestion as one of their biggest concerns. Businesses find it increasingly difficult to hire the employees needed to maintain our status as a world-class resort. Auto congestion clogs our streets and highway, creates noise and aggravation, and adds carbon and other pollution to our air.

Traffic congestion hurts our community in three broad ways: reducing economic productivity for local workers and businesses; damaging the visitor experience; and lowering the quality of life for everyone. Snarled traffic does not reflect well on our community, which prides itself on responsible urban planning and sincere concern for the environment. RFTA, while doing an excellent job at carrying over five million passengers per year, is operating at capacity for much of the year, and its future growth faces possible limits from both budgetary challenges as well as the reality that about 1,000 daily bus trips already enter and leave Aspen in peak season.

Our current challenges will only grow. The state demographer's office projects that, by 2035, Pitkin County's resident population will grow by 25% and the Roaring Fork Valley's population will grow by roughly 50% to a total of 70,000 people. Visitor growth could be comparable – and all these increases will further stress an already challenging traffic problem.

The Community Forum Task Force recognizes that we cannot build our way out of traffic congestion by simply adding more highway or transit capacity. A more sustainable and effective long-term solution must be found.

The Work of the Transportation & Mobility Task Force

In 2016, the Aspen Institute convened a group of 31 community leaders to develop a values-based vision for where we, as a community, want to be in 20 years (by 2035) with respect to transportation and mobility in our upper valley (Basalt to Aspen/Snowmass). The group met for 15 months: from June 2016 through August 2017. Through its research and meetings with local and national transportation experts, the Community Forum Task Force reviewed the rapid changes taking place in demographics, technology, culture, mobility preferences, autonomous and electric vehicles, ride hailing and sharing, carpooling, transportation demand management, and the wide array of available mobility options, both new and old.

Early on, task force members identified nine core values by which to evaluate transportation and mobility options. These ranged from community values like environmental quality and community character to operating system values, such as financial feasibility and effectiveness at reducing traffic congestion. The task force then identified a dozen transportation and mobility options representing diverse approaches to solving the traffic and congestion issues facing our community, and it then developed a matrix by which to review each option in terms of its compatibility with the core values.

The Principle of Induced Traffic

Early on, task force members identified induced traffic as a critical principle that must be addressed by any transportation/mobility system adopted in our valley.

In growing areas, when automobile congestion is reduced by increasing mobility alternatives and/or highway capacity, new traffic is generated and highways normally return to their previous level of automobile congestion. This reality has been demonstrated repeatedly in growing towns and cities around the U.S. and the world, as well as here in our valley. The phenomenon has two primary causes, both rooted in human behavior:

(A) **Latent Demand**. When perceived auto congestion is reduced during peak hours, many people will use a highway more often, shift their travel back to peak hours, or switch from transit to driving, thus increasing congestion again. This is a specific application of the economic concept of "induced demand." That is, when the supply of a good increases, more of the good is consumed.

(B) **Land Use Effects**. A perceived shorter commute to a desired work or recreation destination spurs residential and commercial real estate development in more distant areas. In short, a new or expanded highway can turn land previously perceived to be distant in terms of commuting time into prime real estate development property. Since traffic engineers estimate that each new unit of housing can typically generate 10 new one-way auto trips per day, 100 units of new housing can result in 1,000 additional daily car trips on local roads and highways. The effects of new residential and commercial development on traffic congestion are often dramatic.

For more information on induced traffic:

Building Bigger Roads Makes Traffic Worse
Wired 2014
https://www.wired.com/2014/06/wuwt-traffic-induced-demand/

Increasing Highway Capacity Unlikely to Relieve Traffic Congestion
University of California-Davis 2015
http://www.dot.ca.gov/research/researchreports/reports/2015/10-12-2015-NCST_Brief_InducedTravel_CS6_v3.pdf

Generated Traffic and Induced Travel
Victoria Transport Policy Institute 2017
http://www.vtpi.org/gentraf.pdf

Regional Challenges, Regional Solutions

From the start, the task force recognized that regional problems demand regional solutions and that the upper valley neither can, nor should, solve the valley's transportation challenges on its own. Task force members, who themselves live in different regions of the Roaring Fork Valley, discussed this reality at length. At the same time, the members believed that the upper valley mobility problem was a good place to start, and it hoped that its work would spark a broader and much needed regional conversation about mobility throughout the Roaring Fork Valley and beyond. In addition, since a significant percentage of mid-valley traffic moves to or from Aspen/Snowmass, upper valley solutions can help with some of the issues elsewhere.

Core Values Underlying Our Upper Valley Transportation System

Essential Community Values

➢ **Community Character**
- Preserves livability
- Fewer cars/less traffic
- Decreases urbanization
- Reflects limits to growth
- Compatible with affordable housing and transit oriented development
- Tranquility … community peace and harmony
- Promotes thriving community
- Fun and cool
- Aesthetically pleasing

➢ **Environmental Quality**
- Reduces carbon emissions and other pollution

Operating System Values

➢ **Traffic & Congestion Reduction**
- Reduces long term traffic and congestion
- Fewer single occupant vehicles

➢ **Social Equity**
- Affordable to users
- Valley-wide benefits
- Works for both residents and visitors
- Positive shared experience
- Builds community

➢ **Convenience and Comfort**
- Frequent
- Fast
- Reliable travel times
- Easier commute
- Seamless and integrated
- Multiple modes and cross-modal ease
- Connects mountains and tourist centers

➢ **Adaptable to the Future**

Minimum System Requirements

➢ **Safety**
- Human safety
- Cyber security

➢ **Financial Viability**
- Cost effective
- Data informed
- Cost and funding mechanisms acceptable to community

➢ **Capacity to Move People and/or Reduce Travel Demand**
- Adaptable to different travel demands
- Sufficient capacity and scale to make a difference

Our 2035 vision for upper valley transportation is an integrated system that incorporates all of the above values and creates a spectrum of innovative mobility options for our residents, commuters and visitors.

Summary of Transportation & Mobility Options

As presented by invited experts and discussed by the task force

Ride Sharing Systems

Ride Hailing Systems

Enhanced Bus Rapid Transit

HOV Lane Enforcement

Dynamic Road Pricing

Parking Strategies

Snowmass Village Connection Enhancements

Airport/Transit Connectivity

Transit-Oriented Affordable Housing

Light Rail Transit

Mountain-to-Mountain Connection

Increased Highway Capacity for Vehicles

Ride Sharing Systems

An app-based ride sharing system could allow travelers to share automobile rides in two ways:

A. First and Last Mile Service: Moving riders between homes and transit stations, as well as between final transit stations and workplaces, recreation areas or other destinations.

B. Valley Trunk Line Service: Moving riders along RFTA's valley trunk line route between origin communities and destinations in the Aspen/Snowmass area.

This could be (1) a peer-to-peer app-based system matching private vehicle drivers with passengers, (2) a for-hire app-based "microtransit" service such as Chariot, Lyft Line, UberPool, etc., or (3) a "casual carpool" system requiring minimal third-party management. In the first two cases, the cost of a ride could be paid through the app – no cash need be exchanged. For security, drivers might be prescreened during registration (See "issues"). Both drivers and riders could be user-rated through the app.

The system could be optimized with a wide array of mobility resources, such as bike sharing, "kiss and ride" stations, employer incentives and pedestrian improvements. To alleviate first-mile challenges, WE-cycle, our local bike share provider, could be expanded to reach more riders throughout the valley.

Features & Advantages:

- Could increase valley mobility without adding new cars to the highway or requiring RFTA to buy more buses.
- Simplicity of "one click" mobility. A ride sharing app could identify and reserve seats on private vehicles already en route up or down the valley.
- Ridesharing along the valley's trunk line corridor could increase.
- More efficient use of thousands of existing private vehicles in our valley.
- Could build sense of community in valley.
- Could attract riders currently unwilling to ride public buses.
- Cheaper and easier than capital intensive alternatives such as LRT or enhanced BRT.
- Ride sharing concepts are now being tried in different parts of country.
- Target audiences can be reached through social media campaigns.

Issues & Challenges:

- Because of the principle of induced traffic, ride sharing is unlikely, by itself, to reduce traffic congestion on Highway 82.
- Would enough riders use the system to significantly increase mobility?
- Is driver screening actually needed? If so, what level of screening would drivers undergo and how would it be managed?
- An app-based system would need to use either an existing app (e.g., Transit App) or a new one created for our valley. Building on an existing app would be preferable.
- Could riders be picked up at RFTA stations without impacting bus operations?

Cost Implications:

- Relatively low up-front capital cost compared to some other options. Would not require substantial construction and equipment.
- A for-hire provider (Lyft Line, UberPool, etc.) might require a public subsidy for riders.

Ride Hailing Systems

Ride hailing systems include app-based services like Uber, Lyft, the Aspen Downtowner, and taxis that offer on-demand rides. They tend to be organized public or private services, rather than peer-to-peer citizen-based systems. Like ride sharing, ride hailing could function in either of two ways:

A. First and Last Mile Service: Moving riders between homes and transit stations, as well as between final transit stations and workplaces, recreation areas or other destinations.

B. Valley Trunk Line Service: Moving riders along RFTA's valley trunk line route between origin communities and destinations in the Aspen/Snowmass area.

A ride could be summoned through an app, and its cost could be bundled with that of a RFTA bus ticket so that only a single transit purchase (or click) would be needed.

Features & Advantages:

- Simplicity of "one-click" mobility.
- Relatively low cost as an option to develop.
- First and last mile service could make it easier to use RFTA's trunk line buses moving up and down valley.
- Concept now being tried by for-hire services in different parts of country.
- Target audiences could be reached through social media campaigns.
- Some existing transportation funding by governments, nonprofits and schools might be redirected to more efficient uses.

Issues & Challenges:

- Because of the principle of induced traffic, ride sharing is unlikely, by itself, to reduce traffic congestion on Highway 82.
- A for-hire system (UberPool, etc.) might require a public subsidy for riders.
- Some locations have limited cell service and GPS mapping for apps is not always reliable.
- Ride hailing companies (Uber, Lyft, etc.) would need to increase service levels in the valley.

Cost Implications:

- Relatively low up-front capital cost compared to some other options. Would not require substantial construction and equipment.
- By potentially boosting ridership on RFTA's trunk line buses, first and last mile service might increase RFTA's need to buy more buses and incur additional operating expenses.

Enhanced Bus Rapid Transit (BRT)

Enhanced BRT could consolidate existing BRT, express, local, and skier-shuttle riders at 10, 20, and 30-minute frequencies, depending on time of day. Electric or Compressed Natural Gas (CNG) buses could be part of enhanced BRT service operating between the Brush Creek BRT Station and Rubey Park. In the future, autonomous electric buses might provide benefits similar to LRT at lower cost.

Features & Advantages:

- Could feel more like LRT: quiet and comfortable.
- Could reduce overall bus congestion in Aspen by as many as 100 bus trips per day.
- Electric buses are much quieter than CNG or diesel buses, although if the system started off with CNG buses, this noise reduction benefit would be lost.
- Could be phased more easily than LRT: electric buses and other enhancements could be introduced as funding becomes available. Initially, up-valley passengers might not have to transfer to electric buses at the Brush Creek Intercept Lot.
- If the Modified Direct Alignment across the Marolt Open Space were used, this would save an average of two minutes per trip and improve emergency access in and out of Aspen.
- City buses would remain as in-town shuttles, but in the future they might become small autonomous transit vehicles.
- New transit stop at 7th Street. New end-of-line station might be created at Main and Galena.
- Could include Snowmass Village Connection Enhancements
- Future autonomous electric buses might safely travel within a few inches of one another, although digital security would become extremely important.
- Over time, BRT could build ridership and eventually lead to light rail.

Issues & Challenges:

- Because of the principle of induced traffic, enhanced BRT is unlikely, by itself, to reduce traffic congestion on Highway 82.
- While Aspen residents voted to allow light rail across the Marolt Open Space, a new vote would be required for bus lanes there. A new highway across Marolt would be politically difficult.
- By requiring passengers to transfer to/from buses at the Brush Creek BRT Station, the BRT option may not be as convenient as existing one-seat ride services for commuters and skiers, and it might incur a “transfer penalty” in ridership. (A future all-electric valley bus system would resolve this issue.)
- If the Modified Direct Alignment across Marolt was not constructed with its two-minute time savings, nothing might offset an electric bus “transfer penalty” at Brush Creek, which could result in a loss of ridership.
- Electric buses likely require in-route charging stations and auxiliary heat in the winter.
- Electric buses have higher capital costs, and RFTA is currently challenged just to replace its diesel and CNG buses. Initially, some buses might have to remain diesel or CNG.

Cost Implications:

- Significant capital cost ($159 million – $200 million, 2016 dollars), but lower than LRT.
- Possibly reduced operating costs compared with today’s BRT, Local, Express, and Skier Shuttle bus services.
- Deployment of charging infrastructure could be expensive.

High Occupancy Vehicle (HOV) Lane Enforcement

The Highway 82 Basalt to Buttermilk Record of Decision (ROD) included HOV lanes as a Transportation Demand Management (TDM) measure introduced with the Basalt/Buttermilk four-lane highway project (1996-2004). HOV restrictions were designed to increase carpooling and allow more efficient transit operations. Also, the right lane's reduced congestion should decrease travel time for car pools and transit users. Vehicles carrying two or more passengers may use the HOV lanes during rush hours.

The Colorado Department of Transportation (CDOT) initially conducted a robust public relations campaign to inform the traveling public about the SH 82 HOV program. Early on, the Colorado State Patrol (CSP) enforced the HOV lanes, and motorist compliance was high. Pitkin County courts, however, were reluctant to fine motorists who challenged tickets in court. Subsequently, enforcement dropped off, and tickets are no longer issued.

The lack of enforcement of existing HOV restrictions is negating the benefits of the HOV lanes. Efforts are needed to secure judicial support, provide outreach, and fully enforce HOV laws.

Features & Advantages:

- Previous analyses estimate that full HOV compliance could reduce weekday traffic by over 2,500 vehicles per day.
- Provides for safer, more efficient transit operations.
- Reduces parking demand due to decreased vehicle trips.
- Could reduce auto emissions and pollution.
- Existing technology can count the number of riders in a car and reduce enforcement costs.
- Enforcement might also be subcontracted out to reduce the load on local resources.
- Enforcement would reward and encourage carpooling/ride sharing.
- Visible enforcement of HOV restrictions would also reduce speeding on Highway 82. This could address the perceived "advantage" of single-passenger private vehicles speeding illegally.
- Enforcement might "calm" Highway 82, shift attitudes and reduce stress and accidents.
- Could create a "rules of the road" education and communication opportunity.

Issues & Challenges:

- Because of the principle of induced traffic, existing HOV restrictions might not, by themselves, reduce traffic congestion on Highway 82, but they might potentially, if tightened (e.g., three passengers).
- May be difficult to secure judicial support for enforcement of HOV laws.
- Additional enforcement efforts by the CSP and Pitkin County Sheriff would require additional law enforcement resources. These might be provided by new enforcement revenues.
- Would require partnerships with CDOT, Colorado State Patrol and local governments.
- Might require a change of local law enforcement philosophy.
- Would work best if the HOV lanes came all the way into Aspen.

Cost Implications:

- Costs of additional law enforcement resources and whether new revenues would offset them.
- Costs for a robust public outreach campaign to explain the HOV restriction, and why it is in place.

Dynamic Road Pricing

For Aspen, dynamic pricing might include an electronic toll on traffic entering Aspen that could vary depending on levels of congestion and purpose of trip. To avoid the toll, motorists could park at the Brush Creek lot and take a free bus into Aspen or qualify for an exemption to the toll (car pool, etc.).

Road pricing is one of the few options that has demonstrated its ability to actually reduce traffic congestion. Trip pricing could depend on different factors, such as time of day, number of passengers, level of congestion, and environmental impact. For example, travel might be free for car pools, working parents with children in Aspen preschools, or those working in essential services. While pricing sounds like a "stick," it could seed many "carrots" by funding transportation options that reduce the need for a private vehicle. Dynamic pricing could make travel to Aspen significantly quicker and easier than today, and by reducing travel time would allow for higher productivity for those who are paid by the hour.

For Aspen, dynamic pricing might include an electronic toll on traffic entering Aspen that could vary depending on levels of congestion and purpose of trip. To avoid the toll, motorists could park at the Brush Creek lot and take a free bus into Aspen or qualify for an exemption to the toll (car pool, etc.).

Features & Advantages:

- May be the most reliable tool available to reduce or eliminate traffic jams both on Highway 82 and in downtown Aspen. Roadway capacity freed up by road pricing is less likely to be filled by induced-traffic than other mobility options.
- Aspen and Snowmass bound commuters and visitors could reduce or eliminate time lost sitting in traffic jams.
- Professionals who charge by the hour, such as electricians and plumbers, could benefit from a significant increase in billable hours that would greatly exceed the cost of any toll.
- Could significantly improve the visitor experience and stimulate the local economy.
- If properly designed, could enhance social equity. (Versus the current traffic jams, in which everyone loses.)
- Toll revenues could be used to fund RFTA buses and other mobility options. Ideally, RFTA buses would become less expensive (possibly even free), along with future driverless shuttle services, etc.
- Would reduce carbon emissions and other forms of air pollution. Would support the City of Aspen's Canary Initiative.
- Both automobile drivers and transit users could benefit in a potential "win/win."

Issues & Challenges:

- Federal and state rules would control the development of this program.
- A substantial public outreach effort would be necessary to build community support.
- Without social equity measures (e.g., enhanced and/or free alternative mobility options), this might be considered a regressive tax.
- Safeguards would be needed to mitigate traffic diversion to McLain Flats Road.
- Tolling facility should be close to Aspen to avoid charging for airport travel.
- This plan must offer travelers an excellent value proposition in exchange for road pricing.
- Implementation would require strong political will at all levels of government.

Cost Implications:

- Would generate substantial new revenue to reinvest in existing and new mobility alternatives.
- An initial investment would be required to fund the capital cost of tolling facilities (overhead detection) and the program startup costs.

Parking Strategies

Integrate parking into a larger, innovative mobility system through a combination of measures that might include the following:

- **Dynamic pricing**, which varies parking prices to respond to traffic congestion, parking availability and location, and special events.
- **Centralized valet services**, which could increase utilization of public and private parking spaces and garages. (For some, this might reduce the need for circling around the block.)
- **Zoning code changes** to discourage car use in residential/commercial developments.
- **Employer Carrot-Sticks**: Employers would limit parking and offer alternative transit options to employees instead of parking spaces. If parking were made more of a responsibility, neighborhoods might stop being "storage lots."
- **Other City of Aspen ideas** for parking innovations are currently under study.

Because individual actions taken by Aspen, Snowmass and Pitkin County often affect the other jurisdictions, parking strategies should be considered and coordinated on a regional basis.

Features & Advantages:

- Each strategy or combination of strategies could be tested, modified, and refined over time.
- Parking strategies could be designed to park more cars outside town to reduce the number of cars downtown.
- Roadway capacity freed up by dynamic parking pricing is less likely to be filled by induced-traffic than other mobility options. This could complement dynamic road pricing.
- New revenues could be directed toward subsidizing transit passes and other alternative mobility modes.

Issues & Challenges:

- Unless parking strategies include significant new dynamic pricing, the principle of induced traffic would likely prevent this option from reducing traffic congestion on Highway 82.
- User acceptability.
- To be fair, a dynamic pricing plan would need to include social equity measures for commuting workers (e.g., enhanced and/or free alternative mobility options).
- Would not affect those with free parking spaces in downtown Aspen.
- Simply reducing parking places could adversely affect stores and restaurants.
- May prompt arguments about whether parking is a right or a privilege.

Cost Implications:

- Little capital cost.
- Modest operating costs.
- Dynamic pricing might generate new revenue to reinvest in other mobility alternatives.

Snowmass Village Connection Enhancements

More direct transit links to Snowmass Village on Brush Creek of Owl Creek roads (e.g., LRT or BRT) could be part of the larger mobility enhancement program.

The successes of the free skier shuttle and the evening direct service between Snowmass Village and Aspen demonstrate the potential to move travelers from private automobiles to transit "trunk line" service, which could be aligned with the existing BRT service as a first step. Future steps could include dedicated direct bus service in the peak periods. These services, combined with the possibilities of direct, aerial Mountain-to-Mountain connections, could integrate the ski areas of Snowmass, Buttermilk, Highlands, and Aspen within one operating system.

Features & Advantages:

- Connects the two upper valley communities and tourist bed bases.
- Expands on highly successful winter operations.
- Uses existing infrastructure.
- Focuses on tourism and employee mobility.
- Has significant carrying capacity.
- A scenic Owl Creek transit route might enhance the visitor experience.

Issues & Challenges:

- Because of the principle of induced traffic, this option is unlikely, by itself, to reduce traffic congestion on Highway 82.
- Labor intensive.
- Owl Creek would require costly improvements to accommodate transit.
- If transit ran on Owl Creek, the existing system using Brush Creek as a transfer station would lose some efficiencies.
- Owl Creek is challenging, particularly in winter.

Cost Implications:

- Relatively low capital costs, depending on system chosen.
- High operating cost, which could strain existing resources.

Airport/Transit Connectivity

Although the current airport bus station and Highway 82 pedestrian underpass serve the airport terminal, transit ride-share to/from the airport is only about 3%, although a good portion of the remaining 97% doesn't necessarily drive a car the rest of the way. Based on current airport planning, this is not expected to change, even though enplanements are projected to increase significantly over the next 20 years. Options for stronger transit access to the airport:

- Using the existing BRT station on Highway 82, stopping buses at the terminal doors, or creating a designated airport transit shuttle. Options that use the BRT station would require some type of weather-protected connection to the terminal doors (e.g., covered and/or moving walkway).
- For a fee, hotel shuttles might be given the right to use bus lanes to and from the airport.
- More passengers might be intercepted outside the airport and transported via special transit.
- Empty hotel shuttles might "scoop up" passengers at bus stops.
- Visitors' luggage might be transported directly to and from hotels for them (as in Switzerland).

Features & Advantages:

- Studies show that visitors would rather use transit than rent a vehicle.
- Additional transit ride-share from the airport would:
    - Reduce traffic growth facilitated by an expansion of rental cars.
    - Provide an opportunity for visitors to begin their Aspen experience on transit.
    - Decrease rental vehicles in Aspen and Snowmass Village.
    - Potentially increase visitors' use of transit in town.
    - Provide savings on lodge and hotel shuttle costs.

Issues & Challenges:

- Because of the principle of induced traffic, this option is unlikely, by itself, to reduce traffic congestion on Highway 82.
- It's unclear who is responsible for costs and planning for airport transit amenities.
- Bringing BRT to the terminal door would add significant travel time to the BRT system. This problem would be eliminated if airline passengers boarded a bus at the existing BRT station.
- Some lodges and hotels prefer to capture their guests at the terminal and provide transportation to control and enhance their Aspen experience.
- Some transit vehicles are not set up to take luggage.
- Loading luggage adds time to transit trips.
- Data on the mix of transportation modes is unavailable.

Cost Implications:

- Costs associated with developing transit access to terminal door.
- Loss of airport revenues from fewer vehicle rentals.

Transit-Oriented Affordable Housing (TOAH)

The concept of transit-oriented affordable housing (TOAH) has been pursued for many years in the upper Roaring Fork Valley. Over the decades, over 2,800 affordable housing units have been created in the upper valley to retain our sense of community, house our local workforce, and reduce the need for commuting on Highway 82. Fortunately, over half of Aspen's population lives today in deed restricted affordable housing. Unfortunately, over 60% of the town's workforce must still commute to town each day, significantly exacerbating traffic congestion. Job generation inside Aspen's roundabout has outpaced the creation of affordable housing, locking in the need for many to commute.

One option for reducing travel demand is to redouble local efforts to locate affordable housing close to work or transit — and to do so in all local jurisdictions. For example, RFTA has located park and ride lots and transit stops close to Basalt, El Jebel and Carbondale neighborhoods. Each might offer affordable housing opportunities to help reduce travel demand on our highway.

Features & Advantages:

- TOAH works best when people can walk directly to work, eliminating the need to drive.
- TOAH can build community while reducing peak-hour travel needs.
- City and county governments are continually evaluating potential sites. Park and ride lots themselves could be used for affordable housing built over the parking lot, thus becoming a "live and ride." Likewise, organizations located on campuses could be encouraged to build housing over parking lots and other land near their facilities.
- Many Aspen and Snowmass businesses are unable to hire sufficient employees during winter and summer seasons.
- Non-commuting employees enjoy more family time and arrive at jobs less stressed out.
- Affordable housing near work or transit increases social equity.

Issues & Challenges:

- Because of the proven principle of induced traffic, this option is unlikely, by itself, to reduce traffic congestion on Highway 82. Local experience bears this out.
- Even when it's located near workplaces, new housing can still increase the number of cars on local roads, although at a lower rate than non-transit-oriented housing.
- Finding new upper valley housing sites has been a notorious problem for many years.
- New housing projects often provoke resistance from neighbors.
- New housing inevitably increases other community costs for things like schools, early education and daycare, hospitals, social services, police and other emergency responders, etc.
- While affordable housing and growth control have historically enjoyed support from many of the same upper valley voters, the goals of creating new housing and retaining our small-town quality of life are now beginning to conflict. Housing often generates significant opposition.
- Transit Oriented Affordable Housing is most effective in destination communities, but the easy sites for housing are often outside urban growth boundaries.

Cost Implications:

- Affordable housing is expensive. Projects require significant local-government subsidy, private sector investment, and/or compromising of local zoning requirements.
- Funding strategies include affordable housing taxes, tax incentives, land use requirements and fees, private initiatives, public/private partnerships, and federal/state programs.

Light Rail Transit (LRT)

Light Rail Transit (LRT) is contemplated as the final phase for transit in the Entrance to Aspen Record of Decision (ROD). The Elected Officials Transportation Committee (EOTC) of Pitkin County, Aspen and Snowmass recently commissioned a study to update the LRT alternative from Aspen to the Brush Creek parking lot/transit station. As currently designed, LRT would run from the Brush Creek lot to either Rubey Park or a new proposed station at Galena Street and Main Street. In the Galena and Main option, local buses would run from Rubey Park, and small autonomous transit vehicles would connect Rubey Park to the Galena & Main station.

Features & Advantages:

- Studies show LRT to be a more enjoyable transit experience than buses. LRT might enhance the visitor/commuter experience.
- Voters have approved LRT across the Marolt Open Space, and LRT is the preferred alternative in the Record of Decision for the Entrance to Aspen Environmental Impact Statement (EIS).
- Provides an opportunity for a future down-valley commuter rail connection.
- Has substantial passenger carrying capacity.
- Reduces more buses in downtown Aspen and across Castle Creek Bridge than BRT.
- By requiring fewer drivers than BRT, LRT would reduce RFTA's hiring challenge.
- Onboard Charging Systems (OBS) represent a major breakthrough in LRT power technology, allowing a rail vehicle to operate without overhead wires. Instead, rail vehicles would run off of batteries and charge at stations using inductive charging.

Issues & Challenges:

- Because of the principle of induced traffic, LRT is unlikely, by itself, to reduce traffic congestion on Highway 82.
- Requires construction of the Modified Direct alignment across Marolt Open Space via the existing transportation easement with a direct connection to 7th and Main Street.
- By requiring passengers to transfer to/from buses at Brush Creek BRT Station, the BRT option may not be as convenient as existing one-seat ride services for commuters and skiers, and it might incur a "transfer penalty" in ridership.
- Very high capital and operating cost for which federal funding is unlikely.
- Although quiet, some might consider LRT out of scale with Aspen.
- Projected to have about the same ridership as the BRT option.
- Potential impacts to vehicle movements at at-grade intersections.
- LRT is an inflexible investment – but one with great longevity.

Cost Implications:

- Based on the recent EOTC study, LRT costs would range from $428 million to $528 million.
- High capital cost exceeds currently available budgets and revenue streams.
- LRT construction is more disruptive than BRT and complicated to phase. This could negatively impact financing options.
- Operating and maintenance costs are double those of the BRT option.

Mountain-to-Mountain Connection

Aerial intermountain gondola connections between Aspen and Snowmass have been discussed for half a century. They offer the potential both to significantly improve the skier experience and to alleviate some winter peak-hour roadway travel demand. Potential connections include:

A. A Highlands-Buttermilk gondola connecting the bases of Buttermilk and Highlands with a stop at the top of Buttermilk.

B. A gondola connection from Highlands to Aspen Mountain.

C. A gondola from Buttermilk to the summit of Elk Camp at Snowmass, designed to address stringent environmental criteria.

A system of intermountain gondolas connecting Aspen, Snowmass, Buttermilk and Highlands as a single skiable mountain complex could improve the Aspen-Snowmass winter experience and represent a major resort enhancement. Snowmass/Aspen visitors and valley skiers could all benefit.

Features & Advantages:

- During winter months, a mountain-to-mountain system could reduce peak-hour travel by taking skiers off the road and potentially reducing pressure on Highway 82, Brush Creek Road, Maroon Creek Road, Owl Creek Road and the entrance to Aspen roundabout.
- A mountain to mountain connection would likely reduce demand for upper-valley RFTA buses, possibly freeing up resources.
- It could help parents avoid many Ski Club and other mountain drop-off trips for children.
- Enhancing the winter resort experience would help protect Aspen's appeal and competitive position as a world class winter resort destination. A gondola connection might also be a major attraction for non-skiers (like Chamonix's Aiguille du Midi cable car ride).

Issues & Challenges:

- Because of the principle of induced traffic, this option by itself is unlikely to reduce traffic congestion on Highway 82, unless it were combined with a substantial auto-disincentive.
- Would require U.S. Forest Service approval and likely require support from all upper valley governments.
- Some neighbors might object to gondolas in their view plane.
- Environmental objections might be raised to a Buttermilk-Snowmass gondola, even if no access road were constructed.
- A gondola interconnection is not in the County's master plan.
- It would not directly connect areas with large bed bases.

Cost Implications:

- A mountain to mountain interconnect system might be paid for with private investment.
- Opposition could exist to a public investment that might serve only skiers, although connections and integration with public transit might merit a public/private partnership or coordinated investment in some form.

Increased Highway Capacity for Vehicles

(unrestricted four-lane into Aspen)

[Note: Unlike the previous options, this one was not suggested by any outside experts consulted by the Community Forum Task Force or by any task force member. It is included here simply because it has been debated for so many decades in the upper valley.]

Traffic congestion exists on the two-lane portion on Highway 82 between Aspen's four-lane Main Street and the four-lane highway from down valley to Buttermilk. To increase highway capacity, this option would add lanes without enforced restrictions (e.g., HOV or Bus). The option was rejected in the past, in part because it would increase traffic congestion, noise, and air pollution in downtown Aspen. (Note that Aspen's PM-10 pollution has subsided since the 1990's, and Aspen now meets federal air quality standards.)

Features & Advantages:

- Would reduce highway congestion in the short term.
- Would allow safer operations and reduce accidents by eliminating the S-curves.
- Could utilize the "preferred alignment" transportation easement across the Marolt Open Space.
- Would be adaptable to tolling to generate revenues and manage travel demand.
- Might improve emergency access in and out of Aspen in the short term.
- May accommodate rubber–tired transit solutions.

Issues & Challenges:

- Because of the principle of induced traffic, increased highway capacity (without dynamic road pricing) would not reduce long term traffic congestion on Highway 82. This has been demonstrated in other cities.
- Would immediately increase traffic congestion and noise in downtown Aspen.
- Would increase carbon emissions and other forms of air pollution in Aspen.
- Would place rubber-tired transit in mixed traffic, which would slow transit.
- Would require a City of Aspen public vote to cross the Marolt Open Space.
- Would violate the Aspen Area Community Plan and the Canary Initiative.
- Would require the Environmental Impact Statement process to be reopened because it is not currently approved in the Aspen Record of Decision*.

Cost Implications:

- Estimated cost is over $100 million.
- In the short term, reduced travel times might provide savings to motorists and to businesses dependent on the movement of goods and services. In the long term, traffic congestion would resume.
- Increased traffic congestion, noise and air pollution in downtown Aspen might reduce Aspen's quality of life and resort appeal, harming the economy.
- Environmental Impact Statement required by the National Environmental Policy Act.

Other Options Not Studied for This Report

Over past decades, many mobility options have been considered for the Entrance to Aspen. Examples include a large intercept parking facility located close to Aspen (under the Marolt open space) and the so-called "split shot" in which traffic entering Aspen would cross the Marolt open space, while departing traffic would follow the existing S-curves. While the Marolt intercept lot idea was advocated by one of its members, the task force did not study either of these options, noting that both had been rejected in the environment impact review that was part of the Aspen Record of Decision.

ADDENDUM

1. Community Forum Task Force members
2. Expert speakers and links to their presentations
3. Options matrix and scoring system
4. Options scoring results

Community Forum Task Force on Transportation and Mobility

1

Community Task Force Members

Task Force Members

John Bennett, Co-Chair
Former Mayor of Aspen

As former Cradle to Career Director for the Aspen Community Foundation, John Bennett oversaw the Aspen to Parachute Cradle to Career Initiative, which is aimed at increasing youth success across western Colorado. After more than two decades as a business CEO, Bennett moved to the public sector, serving four terms as Aspen's mayor and overseeing a $40 million budget that produced a surplus each year he was in office. He later served as VP of the Aspen Institute, co-founder of the Cordoba Initiative, and president of For The Forest, an environmental stewardship organization. He's a graduate of Yale University.

Rose Abello
Director, Snowmass Tourism

Rose Abello was named Tourism Director for Snowmass Tourism in September 2014. She first moved to the Roaring Fork Valley in 1997 and served as director of communications for Aspen Skiing Company. She has spent more than 25 years marketing travel and tourism.

Pam Alexander
Aspen citizen

Formerly based in San Francisco, Alexander founded a technology-focused public relations firm which was acquired by WPP. Clients included Hewlett Packard, WebMD, EarthLink and the TED conference. She serves on the board of the Aspen Valley Ski Club, the Aspen Valley Hospital Foundation and the Aspen Art Museum, and is a former board member of the Aspen Community Foundation.

Markey Butler
Mayor, Town of Snowmass Village

Markey Butler is the first woman to be elected Mayor of Snowmass Village in its 37-year history. Butler is also the executive director of Hospice of the Valley.

Ward Hauenstein
Aspen citizen, City Councilman

Ward moved to Aspen in the fall of 1976. He is an enthusiastic bicyclist both mountain and road. In the winter he enjoys XC skate and classic, AT, and Alpine skiing. He is active in the Aspen Chapel and has been politically involved in local Aspen issues. He was elected to the Aspen City Council in May 2017.

Bill Kane, Co-Chair
Advisory Principal, Design Workshop

Bill is a 42 year resident of the Valley. He served as Planning Director for Aspen and Pitkin County from 1974-78. He authored the Aspen/Pitkin County growth management plan and oversaw the rezoning of Aspen and much of Pitkin County. He also was a Principal at Design Workshop. Aspen and served as VP in charge of Planning and Development for Aspen Skiing Co. from 1995-2005. He currently resides in Basalt and is a commissioner on the Colorado Parks and wildlife Commission. He is also on the Board of Great Outdoors Colorado and Aspen Valley Land Trust. Bill is an advisory principal at Design Workshop.

Nina Eisenstat
Aspen Marketing and Communications

Nina Eisenstat provides marketing and strategic communications consulting services to businesses, professional services firms, public institutions, and non-profit organizations. She is serving her third term as an elected member of the Aspen Chamber Resort Association's board of directors and sits on its marketing advisory and public affairs committees. She was a six-year member of the board of directors of the Buddy Program, president of its first national council, and a member of its community relations and development committees.

Brent Gardner Smith
Executive Director, Aspen Journalism

Brent Gardner-Smith is founder, editor and executive director of Aspen Journalism, a local nonprofit investigative journalism organization. Brent has over 30 years of experience in journalism, broadcasting and public affairs and has worked at the Aspen Daily News, The Aspen Times, Aspen Public Radio and Aspen Skiing Company. He has a master's degree in journalism from the University Of Missouri School Of Journalism.

Tom Heald
Asst. Superintendent, Aspen School District

With long family ties to western Colorado (family homesteads on American Flats near Silverton and Dallas Divide near Telluride), Tom and his family have lived in the Roaring Fork Valley for 25 years, with equal stays in Carbondale, Silt, Glenwood and now Aspen. As assistant superintendent for the Aspen School District, Tom has a sphere of influence in constructing meaningful activities for students and staff to thrive as learners, while his greatest joy is being outside with his wife, sons, and dogs to climb, raft, ski, ride and wrestle with gravity.

Task Force Members

David Houggy
President, Aspen Science Center Board of Directors

David joined the Buddy Program team as new Executive Director in 2012, bringing a wealth of experience in business development and strategic planning. He is a founding member of the Advisory Board of Mentor Colorado, an organization founded to promote and advocate for mentoring throughout Colorado. He is also President and a member of the Board of Directors of the Aspen Science Center, dedicated to bringing STEM programming to the youth of the Roaring Fork Valley.

David Hyman
Former Owner, High Mountain Taxi

David worked for many years in the transportation industry as the owner of High Mountain Transportation, a taxi, shuttle and delivery company. He has served on several transportation committees and study groups over the years, and has a keen interest in transportation issues.

Michael Kinsley
Facilitator and Strategic Planner

Michael was a county commissioner from 1975-85, the period in which Pitkin County transitioned to progressive policies. So he can talk about Aspen's good ol' days ad nauseum. Since '83, he has worked for Rocky Mountain Institute on sustainable communities and campuses, plus designing and facilitating many RMI corporate workshops and charrettes. Now that he's part-time with RMI, he provides mediation, facilitation and strategic planning services valley wide. And he's a painter.

John Krueger
Director of Transportation, City of Aspen

John has worked for the City of Aspen for over 20 years. He started in the Parks department as the Trails Supervisor managing and building trails in the Aspen area. He worked closely with CDOT to build the trail along Highway 82, the underpasses at the golf course, Truscott and Buttermilk. As Director of Transportation, John coordinates with CDOT, RFTA, the EOTC, Pitkin County, Snowmass, and Glenwood Springs on planning and valley wide transportation projects and issues. He is also responsible for the management of the local transit system, car share program, the Downtowner, employer outreach and various Transportation Demand Management programs.

Melony Lewis
Aspen citizen

Melony has worked with various organizations nationally and locally, primarily focusing on the environment and education. She currently serves on the board of Vanguard Chapter of the Aspen Institute, Aspen Country Day School and Aspen Center for Environmental Studies. Her employment experience has included public relations and marketing, medical employment recruiting and placement, guiding cycling tours throughout Europe, and executive language coaching.

Cristal Logan
Vice President, Aspen Institute

Cristal Logan is Vice President, Aspen and Director of Community Programs at the Aspen Institute. During her 18 year tenure at the Institute, Cristal has expanded the number of community events to over 70 days of programming per year including lectures, seminars for teens, and discussion series year round. A fourth generation resident of the Roaring Fork Valley, Cristal served as one of the inaugural members of the Aspen Community Foundation Spring Board, and is Vice Chairman of the Board of the Aspen Chamber Resort Association.

Mirte Mallory
Founder & Executive Director, WE-Cycle

An Aspen native, Mirte is the Co-Founder and Executive Director of WE-cycle, the Roaring Fork Valley's bike transit service. WE-cycle features 190 bikes at 43 stations between Aspen, Basalt, Willits, and El Jebel and is designed to serve as the first/last mile connection to RFTA and for short, quick, point-to-point trips. Mirte is the former Chair of the Pitkin County Planning & Zoning Commission and the Curator of the BERKO Photo Collection.

Tom Melberg
Real Estate Broker, Sotheby's

Tom moved to Aspen, Colorado on June 1, 1975 and never looked back. He got his real estate license in 1978 and has found the work to be the best job one could have. Tom is envied by his fellow colleagues by how he is consistently one of the top producing real estate brokers in the Aspen area while balancing his joy and commitment to skiing, golf, yoga, fly fishing, hiking, hockey, bird hunting and meditation. Tom is forever grateful for making his move to Aspen and living the dream with his wife, Lindy, for the past 28 years and their now three grown children, Ella, Wylie and Maggie.

Task Force Members

Michael Miracle
Director, Community Engagement, Aspen Skiing Company

Michael Miracle is the director of community engagement at Aspen Skiing Company. In that role, Michael is tasked with deepening ASC's connection to communities throughout the Roaring Fork Valley. That work could involve digging in on specific issues such as housing and transportation, or simply listening to and responding to community members concerns. Prior to joining ASC, Michael edited Aspen Sojourner magazine for a decade. His previous job in publishing was at Skiing magazine, where he worked for seven years, first as an assistant editor, then associate editor, and finally senior editor.

Maria Morrow
Attorney and Principal, Oates, Knezevich, & Gardenschwartz, P.C.

Maria Morrow is an 18-year Aspen resident, and has practiced law locally with OKGKM since her move from Chicago, where she began her legal career. After an impressive beginning as a federal court law clerk followed by practice as a litigator at the 100-year-old firm Kirkland & Ellis LLP, Maria moved to Aspen and joined Oates, Knezevich, & Gardenswartz, P.C. She became a shareholder of this 34 year-old firm in 2007. Maria specializes in real estate transactions, business transactions, contracts, litigation, homeowners' associations, and employment matters.

George Newman
Member, Board of County Commissioners, Pitkin County

George is on the Board of County Commissioners for District 5, and has been a Pitkin County resident since 1974. He holds a BS in Economics and an MA in Public Administration. He has a desire to protect the natural environment while maintaining a commitment to citizen involvement. He was a founding member and director of both Leadership Aspen (now Roaring Fork Leadership) and the Emma Caucus.

Steve Skadron
Mayor of Aspen

Steve Skadron is in his second term as Mayor of Aspen. Prior to becoming mayor, Skadron served as an Aspen City Council member for six years. Before that, he spent four years on the city Planning and Zoning Commission.

Greg Rucks
Transportation Principal, Rocky Mountain Institute

Greg Rucks is a principal in RMI's Transportation Practice and is currently managing a multi-year partnership with the Austin community to develop and implement technology and world-class solutions for transforming mobility. With an eye on replicability, Greg is also helping scale solutions from Austin to other global cities, starting with Denver. Since joining RMI in December 2010, Greg led a commercialization effort focused on lightweight-vehicle design and development that has since been funded by the Department of Energy.

Sheri Sanzone
Owner and Founder of Bluegreen
Landscape Architect and Urban Planner

Sheri is a landscape architect, planner and urban designer and founder of Bluegreen, a leading edge and environmentally responsible design studio based in Aspen. A former board chairperson of the Aspen-Pitkin County Housing Authority and Roaring Fork Leadership, Sheri also served on the US Green Building Council Colorado Chapter board. Before founding and nurturing Bluegreen, Sheri was Principal-in-Charge of Design Workshop's Aspen office.

Zoë Brown
Senior Associate
The Aspen Institute

Zoë served as an excellent manager of logistics for the Community Forum. While she was not an official task force member, she served as a key member of the team who worked tirelessly on this project.

John Sarpa
President, Sarpa Development

John has been a major real estate figure in Aspen and the Roaring Fork Valley since 1985. He co-chaired the citizens group that master planned and re-developed the Aspen Meadows, home of the Aspen Institute, Aspen Music Festival and School and the Aspen Center for Physics. He is currently the Vice Chairman of the Aspen Valley Hospital Foundation, a board member of the Valley Health Alliance and Chairman of the Aspen Institute Community Forum.

Task Force Members

Ralph Trapani
Program Director, Parsons Transportation Group

Mr. Ralph J. Trapani, P.E. is an award-winning engineer with over 40 years of transportation engineering experience. He is a Program Director with Parsons Transportation Group. He serves on the board of directors for CLEER (Clean Energy Economy for The Region). He spent 28 years with the Colorado DOT, serving as the I-70 Glenwood Canyon project manager for 12 years, and the State Highway 82 corridor manager for 10 years. He lives in Glenwood Springs, Colorado with his 16 year old son Lucca. He enjoys telemark skiing at Highlands, motorsports and cycling.

Barry Crook
Assistant City Manager
City of Aspen

Barry Crook, is one of two Assistant City Managers for Aspen. He oversees affordable housing planning/development, the Transportation Department, the Parking and Downtown Services Department, the City Council's Top Ten Goals effort and the city's customer service/continuous improvement efforts. Mr. Crook has over 30 years of experience working in state and local government in both the budget/finance and quality/customer service areas.

Katie Viola
Partner, Kissane Viola Design

Katie Viola is partner at Kissane Viola Design in Aspen, Colorado. She and her husband Paul have been living in Aspen for 16 years. Katie and Paul relocated from NYC where they were design directors for a wide variety of print publications and websites. Currently Kissane Viola Design specializes in brand development, art direction and graphic design, with many national and local clients. Kissane Viola Design is located in downtown Aspen. Katie is on the board of the Aspen Education Foundation and her son John is a proud student of Aspen Middle School.

2

Expert Speakers

with links to presentations

EXPERT SPEAKERS

Session 1, December 13 and 14, 2016

Jim Charlier, President, Charlier Associates

Wheeler Opera House and taskforce meeting

Charlier is a well-known transportation and land-use planner based in Boulder. He's worked extensively in Aspen, in the Western US and in resort communities. Charlier discussed the influence of economics, demographics, settlement patterns, and technology on transportation systems and mobility, as well as the changing behavior and expectations in both public and private transportation.

LINK: **https://www.aspeninstitute.org/events/community-forum-reimagining-mobility-roaring-fork-valley/**

Session 2, March 9 and 10, 2017

Ann Bowers and Chris Breiland, Fehr & Peers

Doerr-Hosier Center and taskforce meeting

Bowers and Breiland, who have worked on transportation in the Roaring Fork Valley for years, discussed practical new ways to reduce demand for transportation systems, while increasing convenience; emerging technologies that affect design, safety, and efficiency of all travel modes; how lifestyle and behavioral trends influence transportation systems; and how big data helps us better understand travel patterns. Bowers' expertise includes the most advanced, state-of-the-practice transportation analysis techniques, and Breiland is an expert in complex multimodal corridor analysis.

LINK: **https://www.aspeninstitute.org/events/community-forum-transportation-mobility-reimagining-transportation-mobility-upper-roaring-fork-valley-session-2/**

EXPERT SPEAKERS

Session 3, May 24 and 25, 2017

Tony Dutzik, senior policy analyst, Frontier Group

Doerr-Hosier Center and taskforce meeting

Frontier Group is a public policy think tank focusing on the intersection of transportation, energy, and the climate. Dutzik discussed innovative mobility technologies and services—what they are and what they do; case studies in US cities where these technologies and services have been applied; and the opportunities and challenges that innovative mobility solutions present.

LINK: **https://www.aspeninstitute.org/events/community-forum-transportation-mobility-reimagining-transportation-mobility-upper-roaring-fork-valley-session-3/**

Session 4, June 6, 2017

Greg Rucks, Rocky Mountain Institute's transportation practice

Wheeler Opera House and taskforce meeting

Rucks addressed the technological innovations that are providing cost-effective, low-carbon solutions to traffic and congestion issues in other cities. He also discussed the pilot program he's managing in Austin, Texas, and how the Roaring Fork Valley is well-suited to implementing such a program.

LINK: **https://www.aspeninstitute.org/events/community-forum-transportation-mobility-positioning-roaring-fork-valley-mobility-future-session-4/**

3

Options Matrix & Scoring System

Options Matrix & Scoring System

	ESSENTIAL COMMUNITY VALUES		OPERATING SYSTEM VALUES				MINIMUM SYSTEM REQUIREMENTS		
OPTIONS	**Community Character**	**Environmental Quality**	**Traffic & Congestion Reduction**	**Social Equity**	**Convenience & Comfort**	**Adaptable to the Future**	**Safety**	**Financial Viability**	**Capacity to Move People and/or Reduce Travel Demand**
Ride Sharing Systems	67	51	43	45	39	62	29	61	47
Ride Hailing Systems	62	43	37	34	52	65	45	52	40
Light Rail Transit (LRT)	37	51	58	50	50	13	63	-29	55
Enhanced Bus Rapid Transit (BRT)	53	52	51	52	42	56	61	32	56
Snowmass Connection Enhancements	49	43	31	37	44	45	53	22	35
Mountain to Mountain Connection	54	38	14	18	33	13	46	4	16
Transit-Oriented Affordable Housing	55	50	44	45	51	34	49	21	37
HOV Lane Enforcement	48	42	42	38	29	48	52	59	38
Dynamic Road Pricing (VMT fees, etc.)	17	50	57	-6	20	59	46	60	53
Parking Strategies	45	47	44	6	3	47	33	49	34
Airport/Transit Connectivity	65	53	38	39	56	50	53	38	42
Increased Highway Capacity	-35	-37	-25	18	5	-13	-7	-23	-23

OPTION/VALUE RATING SYSTEM

3 = Fully consistent with this value. Substantial progress

2 = Adequately consistent with this value

1 = Minimally consistent with this value

0 = Neutral or Not Applicable

-1 = Inconsistent with this value

-2 = Extremely inconsistent with this value. Detrimental impacts

Community Forum Task Force on Transportation and Mobility

4

Options Scoring Results

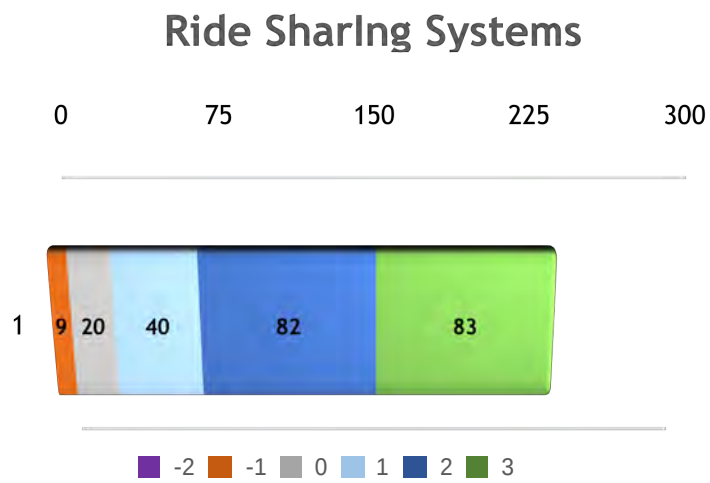
Community Forum Task Force on Transportation and Mobility

CONTENTS

THE ASPEN INSTITUTE
community programs

A. SURVEY RESULTS OPTIONS SCORING

1 - Ride Sharing Systems		Value						
#	Question	-2	-1	0	1	2	3	Total Score
1	Community Character	0	0	1	0	8	17	67
2	Environmental Quality	0	0	1	7	10	8	51
3	Traffic & Congestion Reduction	0	0	3	8	10	5	43
4	Social Equity	0	2	3	5	6	10	45
5	Convenience & Comfort	0	3	2	6	9	6	39
6	Adaptable to the Future	0	0	1	3	7	15	62
7	Safety	0	3	6	5	9	3	29
8	Financial Viability	0	0	1	1	12	12	61
9	Capacity to Move People and/or Reduce Travel Demand	0	1	2	5	11	7	47
	Total Responses	0	9	20	40	82	83	444

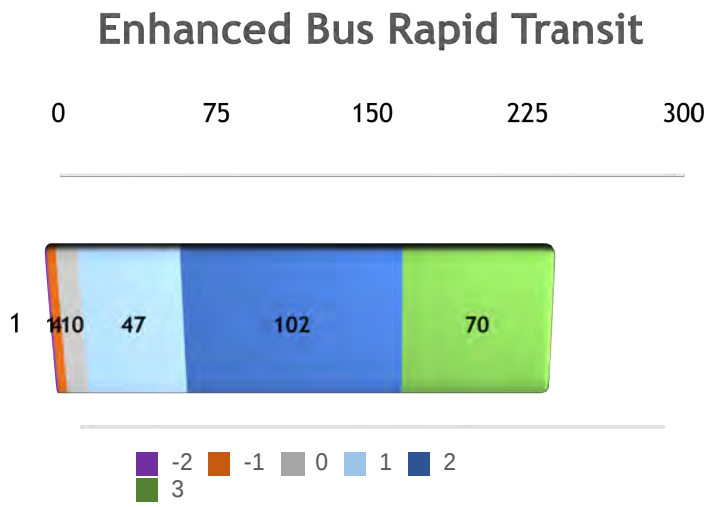


2 - Ride Hailing Systems		Value						
#	Question	-2	-1	0	1	2	3	Total Score
1	Community Character	0	0	0	2	12	12	62
2	Environmental Quality	0	2	1	8	8	7	43
3	Traffic & Congestion Reduction	0	2	2	9	9	4	37
4	Social Equity	0	2	6	7	4	7	34
5	Convenience & Comfort	0	1	1	4	11	9	52
6	Adaptable to the Future	0	0	0	2	9	15	65
7	Safety	0	1	4	2	13	6	45
8	Financial Viability	0	1	1	5	9	10	52
9	Capacity to Move People and/or Reduce Travel Demand	0	1	1	12	7	5	40
	Total	0	10	16	51	82	75	430

3 - Light Rail Transit (LRT)		Value						
#	Question	-2	-1	0	1	2	3	Total Score
1	Community Character	0	6	2	3	5	10	**37**
2	Environmental Quality	1	1	1	4	7	12	**51**
3	Traffic & Congestion Reduction	0	0	1	4	9	12	**58**
4	Social Equity	0	0	4	3	10	9	**50**
5	Convenience & Comfort	0	2	2	3	8	11	**50**
6	Adaptable to the Future	3	4	5	7	5	2	**13**
7	Safety	0	0	1	3	6	16	**63**
8	Financial Viability	13	7	2	4	0	0	**-29**
9	Capacity to Move People and/or Reduce Travel Demand	0	2	1	3	6	14	**55**
	Total Responses	17	22	19	34	56	86	**348**

4 - Enhanced Bus Rapid Transit (BRT)		Value						
#	Question	-2	-1	0	1	2	3	Total Score
1	Community Character	0	0	0	7	11	8	**53**
2	Environmental Quality	0	0	0	6	14	6	**52**
3	Traffic & Congestion Reduction	0	0	1	7	10	8	**51**
4	Social Equity	0	2	1	2	11	10	**52**

5	Convenience & Comfort	0	0	3	8	11	4	**42**
6	Adaptable to the Future	0	0	1	4	11	10	**56**
7	Safety	0	0	0	4	9	13	**61**
8	Financial Viability	1	2	4	5	11	3	**32**
9	Capacity to Move People and/or Reduce Travel Demand	0	0	0	4	14	8	**56**
	Total Responses	1	4	10	47	102	70	**455**



5 - Snowmass Connection Enhancements		Value						
#	Question	-2	-1	0	1	2	3	**Total**
1	Community Character	0	1	2	4	11	8	**49**

2	Environmental Quality	0	2	3	4	10	7	**43**
3	Traffic & Congestion Reduction	0	2	4	9	9	2	**31**
4	Social Equity	0	1	5	7	8	5	**37**
5	Convenience & Comfort	0	0	1	10	11	4	**44**
6	Adaptable to the Future	0	0	4	7	7	8	**45**
7	Safety	0	0	1	6	10	9	**53**
8	Financial Viability	2	2	4	10	6	2	**22**
9	Capacity to Move People and/or Reduce Travel Demand	1	0	3	9	11	2	**35**
	Total	3	8	27	66	83	47	**359**

6 - Mountain to Mountain Connection		Value						
#	Question	-2	-1	0	1	2	3	**Total**
1	Community Character	1	0	2	5	3	15	**54**
2	Environmental Quality	2	3	3	2	5	11	**38**
3	Traffic & Congestion Reduction	1	4	6	10	5	0	**14**
4	Social Equity	2	3	6	8	4	3	**18**
5	Convenience & Comfort	0	3	3	6	12	2	**33**
6	Adaptable to the Future	5	2	4	7	6	2	**13**
7	Safety	0	2	3	3	9	9	**46**
8	Financial Viability	4	5	7	5	3	2	**4**

9	Capacity to Move People and/or Reduce Travel Demand	1	4	3	15	2	1	**16**
	Total	16	26	37	61	49	45	**236**

7 - Transit Oriented Affordable Housing (TOAH)		Value						
#	Question	-2	-1	0	1	2	3	**Total**
1	Community Character	0	0	2	4	9	11	**55**
2	Environmental Quality	1	0	2	4	9	10	**50**
3	Traffic & Congestion Reduction	1	1	2	4	11	7	**44**
4	Social Equity	0	2	1	7	8	8	**45**
5	Convenience & Comfort	0	0	2	7	7	10	**51**
6	Adaptable to the Future	0	2	6	5	8	5	**34**
7	Safety	0	0	5	1	12	8	**49**
8	Financial Viability	2	2	5	10	4	3	**21**
9	Capacity to Move People and/or Reduce Travel Demand	1	1	3	7	9	5	**37**
	Total	5	8	28	49	77	67	**386**

8 - High Occupancy Vehicle (HOV) Lane Enforcement		Value						
#	Question	-2	-1	0	1	2	3	**Total**

1	Community Character	0	3	3	1	7	12	**48**
2	Environmental Quality	0	1	4	7	6	8	**42**
3	Traffic & Congestion Reduction	0	2	0	9	10	5	**42**
4	Social Equity	0	3	3	6	7	7	**38**
5	Convenience & Comfort	0	3	5	8	6	4	**29**
6	Adaptable to the Future	0	1	2	5	10	8	**48**
7	Safety	0	1	3	2	9	11	**52**
8	Financial Viability	0	1	0	2	11	12	**59**
9	Capacity to Move People and/or Reduce Travel Demand	0	2	3	7	9	5	**38**
	Total	0	17	23	47	75	72	**396**

9 - Dynamic Road Pricing		Value						
#	Question	-2	-1	0	1	2	3	**Total**
1	Community Character	3	6	1	8	3	5	**17**
2	Environmental Quality	0	1	3	3	9	10	**50**
3	Traffic & Congestion Reduction	0	1	1	3	8	13	**57**
4	Social Equity	5	8	6	3	3	1	**-6**
5	Convenience & Comfort	2	2	9	4	5	4	**20**
6	Adaptable to the Future	0	0	0	5	9	12	**59**
7	Safety	0	0	5	5	7	9	**46**
8	Financial Viability	1	0	0	4	5	16	**60**

9	Capacity to Move People and/or Reduce Travel Demand	1	0	2	3	8	12	**53**
	Total	12	18	27	38	57	82	**356**

10 - Parking Strategies		Value						
#	Question	-2	-1	0	1	2	3	**Total**
1	Community Character	0	1	4	4	9	8	**45**
2	Environmental Quality	0	0	2	8	9	7	**47**
3	Traffic & Congestion Reduction	0	1	1	9	9	6	**44**
4	Social Equity	4	4	7	7	1	3	**6**
5	Convenience & Comfort	1	8	7	7	3	0	**3**
6	Adaptable to the Future	0	0	2	9	7	8	**47**
7	Safety	0	0	10	6	3	7	**33**
8	Financial Viability	0	0	3	5	10	8	**49**
9	Capacity to Move People and/or Reduce Travel Demand	1	0	4	10	7	4	**34**
	Total	6	14	40	65	58	51	**308**

11 - Airport/Transit Connectivity								
#	Question	-2	-1	0	1	2	3	**Total**
1	Community Character	0	0	0	1	11	14	**65**

2	Environmental Quality	0	0	1	6	10	9	**53**
3	Traffic & Congestion Reduction	0	1	2	13	4	6	**38**
4	Social Equity	0	1	5	7	6	7	**39**
5	Convenience & Comfort	0	0	0	6	10	10	**56**
6	Adaptable to the Future	0	1	2	4	10	9	**50**
7	Safety	0	0	3	3	10	10	**53**
8	Financial Viability	0	2	4	6	8	6	**38**
9	Capacity to Move People and/or Reduce Travel Demand	0	0	2	11	8	5	**42**
	Total	0	5	19	57	77	76	**434**

12 - Increased Highway Capacity

#	Question	-2	-1	0	1	2	3	Total
1	Community Character	17	4	2	3	0	0	**-35**
2	Environmental Quality	18	5	0	2	1	0	**-37**
3	Traffic & Congestion Reduction	13	7	1	3	1	1	**-25**
4	Social Equity	3	4	5	4	6	4	**18**
5	Convenience & Comfort	6	5	1	7	6	1	**5**
6	Adaptable to the Future	8	7	4	4	3	0	**-13**
7	Safety	6	5	8	4	3	0	**-7**
8	Financial Viability	9	12	1	1	3	0	**-23**

9	Capacity to Move People and/or Reduce Travel Demand	13	6	2	1	4	0	**-23**
	Total	93	55	24	29	27	6	**-140**

B. VALUE AREAS SCORING

Essential Community Values

(Community Character and Environmental Quality)

#1 Ride Sharing and Airport Connectivity (TIE)

#3 Ride Hailing, Enhanced BRT and Affordable Housing (TIE)

Operating System Values

(Congestion Reduction, Social Equity, Convenience/Comfort, Adaptable to Future)

#1 Enhanced BRT

#2 Ride Sharing

#3 Ride Hailing

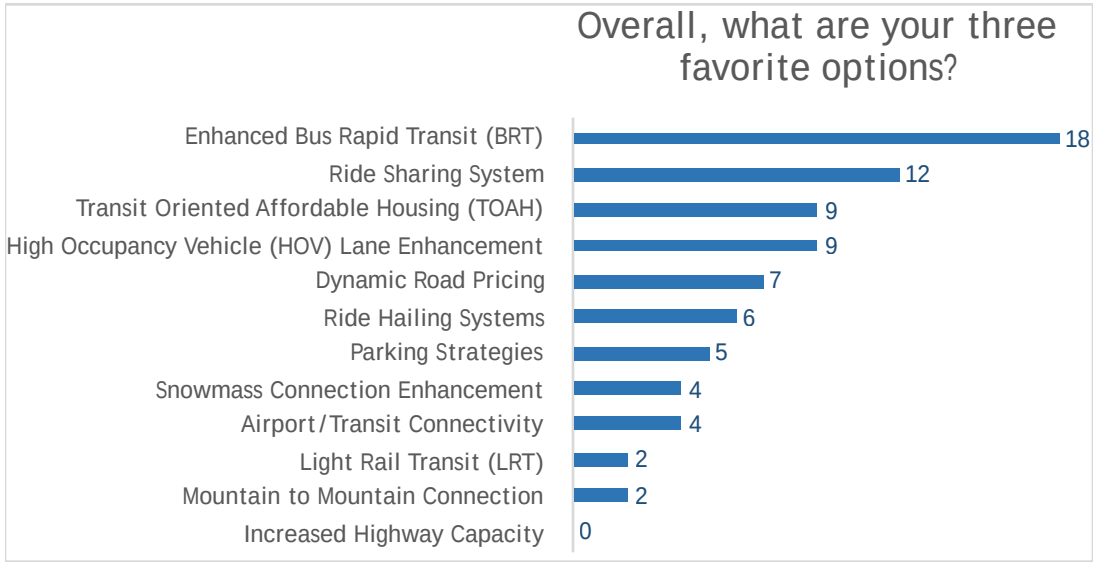
Minimum System Requirements

(Safety, Financial Viability, Capacity to Move People and/or Reduce Travel Demand)

#1	**Dynamic Road Pricing**
#2	**Enhanced BRT and HOV Lane Enforcement (TIE)**

C. HIGHEST SELECTION SUMMARY OF OPTIONS

	Overall "Favorite" Options of Forum Members
#1	**Enhanced BRT**
#2	**Ride Sharing System**



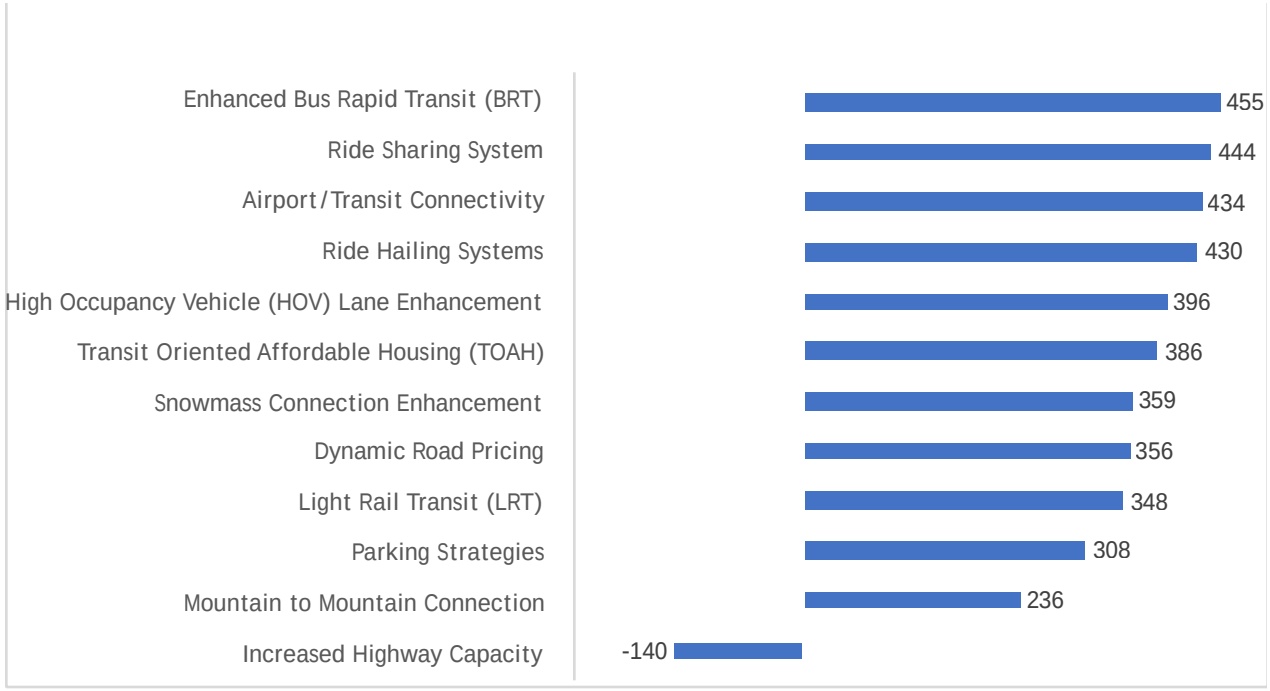
Overall Top Scoring Options by Values Assessment

#1 Enhanced Bus Rapid Transit (BRT)

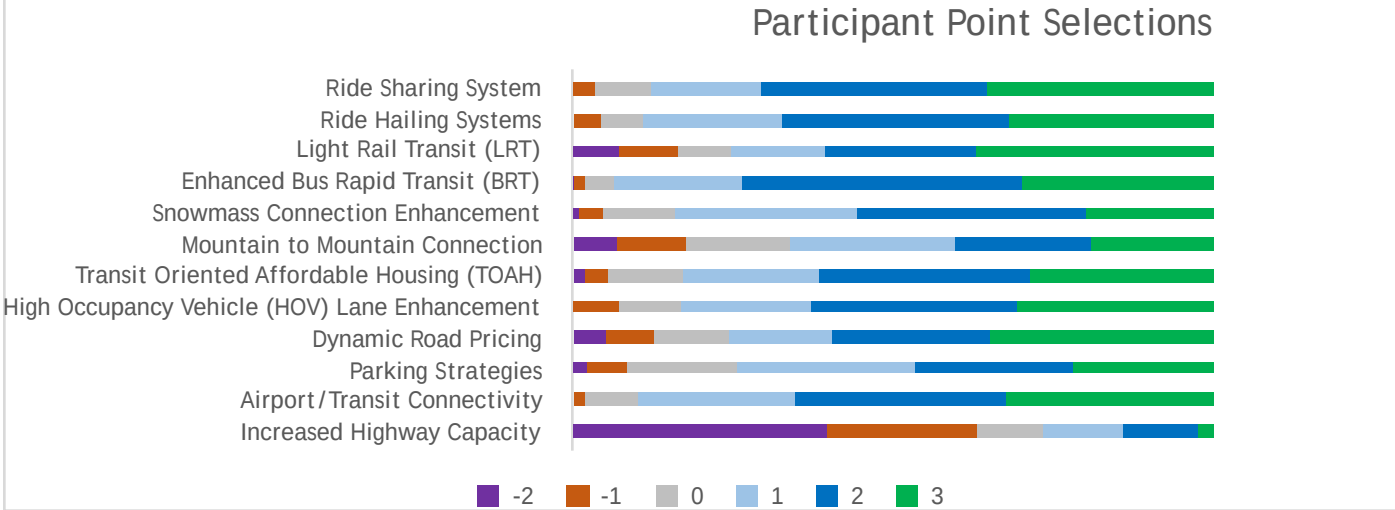
#2 Ride Sharing System

#3 Airport/Transit Connectivity

#4 Ride Hailing Systems



D. ADDITIONAL EVALUATION



14 - Please weigh the relative importance of each value.

(1= least valuable, 3 = most valuable)

Question	1	2	3	Mean
Capacity to Move People and/or Reduce Travel Demand	0	4	22	2.85
Traffic & Congestion Reduction	0	5	21	2.81
Environmental Quality	0	8	18	2.69
Safety	4	5	17	2.5
Community Character	2	10	14	2.46
Adaptable to the Future	2	13	11	2.35
Convenience & Comfort	1	17	8	2.27
Financial Viability	5	12	9	2.15
Social Equity	6	10	10	2.15

Total	20	84	130

FEHR PEERS

Memorandum

Date: April 6, 2020

To: David Pesnichak, AICP, Regional Transportation Administrator, Pitkin County

From: Ann Bowers, PE, PTP; Chris Breiland, PE; and Marissa Milam

Subject: Integrated Mobility Study

DN20-0650

Background

Fehr & Peers is working with the Elected Officials Transportation Committee (EOTC) and the Roaring Fork Transit Authority (RFTA) to evaluate the *Integrated Mobility Study* (IMS) proposal outlined in the Community Forum Task Force on Transportation and Mobility's 2017 Upper Valley Mobility Report to identify both near- and long-term solutions that would improve mobility and reduce air pollution emissions in the upper Roaring Fork Valley. The evaluation considers the effectiveness of each strategy at managing traffic, reducing congestion, and reducing air pollution through both literature review and analytical techniques. Upon conclusion of the analysis, a pilot program will be identified that brings together two or three of the IMS strategies to be implemented in the short-term that would improve the region's mobility, traffic congestion, and air quality issues. A strategy to implement a more comprehensive long-term solution will also be identified.

This memorandum outlines Task 1: Review and refine the five principle strategies outlined in the IMS:

- Ride Sharing
- Ride Hailing
- Congestion Reduction Measures
- HOV Lane Enforcement
- Phased BRT Enhancement

Task 1 adds more definition so that the parameters of each of the systems can be roughly identified and modeled for how effective the IMS could be at improving mobility and managing traffic congestion.

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The table below reflects our work on Task 1 of this project and provides a more extensive description of the IMS's initial strategies and outlines the parameters, assumptions, and additional information needed for modeling each strategies effectiveness in reducing traffic congestion, improving mobility, and reducing air pollution emissions.

IMS Strategy Review

Strategy	Refined Definition	Modeling Parameters, Assumptions, and Additional Information Needed for Analysis
Ride Sharing	Ride sharing in the Upper Valley would be most successful using an app-based peer-to-peer system to move riders from down valley communities and park-and-ride lots to the job centers/resorts in Aspen and Snowmass. The primary markets for ride sharing are commuters and skiers/snowboarders. The most common and widely-adopted ride sharing apps are created and operated by private organizations and include WazeCarpool, Scoop, Duet, Sameride, Carma and others. We could not find any examples of successful ridesharing apps developed by a public entity. Research suggests that the critical mass of riders to make these types of programs work is about 200 active riders per day. This level of ridership is feasible to the resort areas in Aspen and Snowmass. To help facilitate adoption, RFTA, employers, and local jurisdictions could designate existing park-and-rides or other underutilized community owned/retail parking lots as the organizing place for riders and drivers. This would allow for trips to be on-demand or scheduled, depending on the number of commuters in the program. As is typical for these apps, we assume that drivers would be compensated for driving by the rider, using the standard IRS mileage reimbursement rate, currently set at 57.5 cents/mile. The app would also add on a fee to maintain the platform – this fee is also charged to the rider. The benefit to the driver is usage of the HOV lanes. This strategy would be enhanced if there were higher parking costs or a toll entering Aspen and with improved HOV lane enforcement (see descriptions of these strategies below). One other area to be mindful with on ride sharing is that the additional ridesharing participants do not come at a large expense to bus ridership. Shifting people from bus to ridesharing does not achieve the goals of congestion reduction or reduced greenhouse gas emissions. If this is occurring, then further changes to parking pricing or HOV lane enforcement/occupancy requirements may be warranted.	For analysis purposes, it is assumed that there will be one fewer car trip entering Aspen for every new ride sharing participant. We also assume that VMT will decrease by 80% for each new ride sharing participant, since some people will drive to meet their driver. Based on carpooling commuting data from the US Census Bureau and examples from other communities, we expect that approximately 1 percent of commute trips and 0.5 percent of resort trips could shift to ridesharing.

Ride Hailing	It should be noted, that in many dense, urban communities, ride hailing generates more VMT and GHG emissions than a non-ride hailing scenario. This is because, in these communities, ride hailing tends to replace lower-carbon trips like transit, walking, or biking. However, in Pitkin County and Aspen in particular, ride hailing could reduce vehicle trips and GHGs if ride hailing replaces private vehicle trips (both tourist and local resident trips). Shared ride hailing (like the Aspen Downtowner) is even more effective at reducing VMT and GHGs. Ride hailing works particularly well in conjunction with higher parking fees and/or tolls, because they provide residents and visitors with a lower cost alternative to driving private vehicles. To ensure effectiveness of ride hailing as a solution to reduce congestion and GHG emissions, periodic monitoring of traffic volumes and ride hailing VMT should be performed. As an example, New York City performs biennial checks on ride hailing vehicle odometers to develop a baseline of whether this mode is beneficial or detrimental to congestion relief and GHG emissions goals.	Based on a literature review, ride hailing resulted in an 8 percent decrease in car rental market share between 2016 and 2017, although that decline was mostly from business trips, not tourism. Given that Aspen is a tourist destination, we conservatively estimate that ride hailing could reduce tourism-related VMT by about 2 percent. This is less than was observed in areas with a strong business travel market and also accounts for the deadhead trips made by ride-hailing vehicles. If this strategy is combined with parking pricing, elasticities could be used to figure out mode shift from single occupancy vehicles. This is particularly true for local resident (or down valley resident) travel. In the absence of pricing, we don't expect to see a notable decrease in traffic from local residents as a result of ride hailing.

Congestion Reduction Measures	For Pitkin County, congestion reduction measures could include dynamic road pricing and dynamic parking pricing. Dynamic road pricing would be most effective at pinch-points like the Castle Creek Bridge or on Highway 82, just east of the Brush Creek Park and Ride. Dynamic parking pricing could be effective in both central Aspen and Snowmass Village. Increasing public pricing costs in these more central areas is likely a less controversial and easier-to-implement short-term solution to reduce the number of vehicles in downtown Aspen and Snowmass. Because Colorado policy does not currently permit parking taxes, the jurisdictions could only influence the costs of publicly-owned parking. To be more effective, Pitkin County and area cities should lobby the state legislature to allow for parking taxes enacted at the local level. This would enable the County and cities to enact parking taxes on private parking lots and create higher parking fees at key areas that generate traffic congestion. Dynamic road pricing would work well in Aspen because Highway 82 is the only access road to downtown. Cordon pricing, where vehicles are charged to enter a specified area, could be implemented using electronic tolls on Highway 82, and could vary by time of day depending on levels of congestion and mode choice. This would be a more long-term solution, given the time needed for implementation, construction, and potential toll exemptions for key constituencies like residents, service vehicles, or certain employees. Under Colorado law, two or more local governments must create a public highway authority in order to establish, collect, and increase tolls on the highway that it finances, operates, and maintains. Therefore, any tolling would require input and cooperation from CDOT.	For parking prices: use NCHRP elasticities to find reduction in vehicle trips with respect to higher downtown parking fees. For road pricing: can use road pricing elasticities from NCHRP– add toll by time of day and mode to the inbound Highway 82 links outside of the City of Aspen and calculate reduction in single occupancy vehicle trips. In general, price elasticities are often in the range of 0.4. In other words, doubling the price of travel results in a 40 percent decrease in travel. Typical traffic decreases in response to parking and tolling range between 5 and 20 percent.

HOV- Lane Enforcement	HOV lane enforcement on Highway 82 could improve mobility during peak periods when congestion is the worst; if HOV violation went down, the more efficient HOV lane could cause mode shift from single occupancy vehicles to carpools and transit. However, it is likely that the existing HOV lane is underutilized even with violations and increasing enforcement would do little to improve mobility. HOV enforcement has always been a challenge because of the burden it places on law enforcement. However, HOV lane verification has evolved in recent years due to new technologies. One potential enforcement tool is app-based, where a prospective user must take pictures of all the people in the car to self-verify they are a carpool. If they choose not to self-verify, they can't use the lane. UDOT is testing this type of technology on the I-15 HOT lanes in Salt Lake City to allow verified carpools to opt out of paying the tolls. There are other technologies in testing that use high-definition cameras or infrared sensors to detect occupants. Better HOV lane enforcement could complement many of the other strategies in this document, but is likely an enabling tool, rather than a stand-alone solution to reducing traffic congestion and GHG emissions.	Overall, we do not expect that this strategy would substantially change people's travel modes without other programs in place.

Phased BRT Enhancement	BRT Enhancement has both short- and long-term benefits to improving mobility in the Upper Valley. A near-term strategy could involve improving the existing line with increased frequencies to downtown Aspen. Other short-term strategies could examine the current BRT travel times and identify speed improvements such as additional bus/HOV lanes, better HOV lane enforcement, transit que jumps, or transit signal priority. Long-term goals could include constructing additional park & rides, adding service to connect to Snowmass, additional down valley service and improved first mile/last mile connections. The improved first mile/last mile connections could be in conjunction with the improvements to the ride-hailing Aspen Downtowner service. The proposal to consolidate the express, local, and skier-shuttle bus routes would require further analysis, as the consolidated BRT line may not be as convenient as existing services and would add travel time for riders through transfers or longer routes.	Assuming 20 percent improvement in transit speeds, we would expect about an 8 percent increase in BRT ridership and a corresponding decrease in vehicle trips. Based on expanded coverage, we would expect a transit commute mode share of 9 percent for new areas served by BRT connections to Aspen/ Snowmass (for trips to Aspen/ Snowmass, specifically).

Source: Fehr & Peers.

FEHR PEERS

Memorandum

Date: June 16, 2020

To: Pitkin County

From: Ann Bowers, PE, PTOE; Chris Breiland, PE; and Marissa Milam

Subject: Aspen Institute's Integrated Mobility Study – Task 2 Results

DN20-0650

Background

The table below reflects our work on Task 2 of the Integrated Mobility Study and provides a refined description of the IMS's initial list of mobility strategies. Based on this refined description, we have prepared a high level effectiveness analysis for each strategy in reducing traffic congestion, improving mobility, and reducing air pollution emissions. **Table 1** summarizes the expected VMT and GHG emission reductions for each strategy.

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Table 1: High Level Effectiveness Summary

Strategy	Short Term Effectiveness[1]		Long Term Effectiveness	
	VMT reduction	GHG emission reduction	VMT reduction	GHG emission reduction
Ride Sharing	Commute VMT: 3,575 vehicle-miles-traveled/day Visitor VMT: 600 vehicle-miles-traveled/day	478 metric tons/year	Commute VMT: 35,600 vehicle-miles-traveled/day Visitor VMT: 1,300 vehicle-miles-traveled/day	3,800 metric tons/year
Ride Hailing	Visitor VMT: 2,400 vehicle-miles-traveled/day	532 metric tons/year	Additional benefits of long-term ride hailing captured in conjunction with the congestion reduction measures, but without implementation of other measures, ride hailing is not expected to reduce GHG emissions alone.	
Congestion Reduction Measures	Commute VMT: 47,500 vehicle-miles-traveled/day	4,674 metric tons/year	Commute & Visitor VMT: 150,000 vehicle-miles-traveled/day	17,600 metric tons/year
HOV Lane Enforcement	No VMT/GHG emission benefit as a stand-alone strategy. Integral part of implementing the other strategies in the IMS			

Phased BRT Enhancements	Commute/Resident VMT: 6,885 vehicle-miles-traveled/day	772 metric tons/year	Additional benefits of long-term BRT enhancements captured in conjunction with the congestion reduction measures; additional BRT and local bus service likely necessary to achieve the full congestion and GHG emissions benefits outlined in the Congestion Reduction Measures. If BRT enhancements are the only strategy implemented, long-term effectiveness would be the same as the short-term effectiveness.

1. Short term effectiveness is estimated within a 0 – 10 year time frame, but could vary based on funding and political challenges of implementing change (either faster or slower). Long-term time frame is estimated at being 10+ years from today.

IMS Strategy Review

For each IMS strategy, we have provided a refined definition, as well as modeling parameters and high-level effectiveness analysis. For more detailed definitions of each strategy, refer to the Task 1 memo.

Ride Sharing

Ride sharing in the Upper Valley would be most successful using an app-based peer-to-peer system to move riders from down valley communities and park-and-ride lots to the job centers/resorts in Aspen and Snowmass. To help facilitate adoption, RFTA, employers, and local jurisdictions could designate existing park-and-rides or other underutilized community owned/retail parking lots as the organizing place for riders and drivers. This would allow for trips to be on-demand or scheduled, depending on the number of commuters in the program. This strategy would be enhanced if there were higher parking costs or a toll entering Aspen and with improved HOV lane enforcement (see descriptions of these strategies below).

If additional ridesharing participants are coming at a large expense of bus ridership, then further changes to parking pricing or HOV lane enforcement/occupancy requirements may be warranted. The City of Aspen should monitor both program usage and carpool parking, in both the residential and downtown areas, to determine if parking fees should apply to participants. For ridesharing to act as a complement to BRT, the program should serve communities that cannot easily reach BRT, such as south Carbondale, Glenwood Springs, and other towns along I-70, such as New Castle.

Effectiveness

For analysis purposes, it is assumed that there will be one fewer car trip entering Aspen for every new ride sharing participant. We also assume that VMT will decrease by 80% for each new ride sharing participant, since some people will drive to meet their driver.

Based on carpooling commuting data from the US Census Bureau and examples from other communities, in the short term we expect that approximately 2%of commute trips to both Aspen and Snowmass and 0.5% of resort trips could shift to ridesharing. Aspen's current ridesharing program has about 300 active riders, with these new improvements, we expect about 150 new riders per day, with approximately 110 commuters to Aspen, and 40 to Snowmass. This reduction will lower commute VMT to 171,700 vehicle-miles-traveled/day, from 175,275. Likewise, visitor VMT will decrease by 0.5%, to 119,400 vehicle-miles-traveled/day, from 120,000. With these near term VMT reduction measures, we would expect a GHG emission reduction[1] of 478 metric tons/year along Highway 82. To put these reductions in perspective, an average household's transportation GHG emissions are 7.7 metric tons per year.

[1] GHG emissions calculated using EMFAC emission factors for the Lake Tahoe Air Basin, assuming that VMT falls into the 35-40 mph speed bin.

In the long term, we would expect commute carpool rates to double given that people are likely to be more comfortable with technology and the ability to match up with empty seats, decreasing commute VMT by 18.5% based on current employment numbers. 1% of annual visitor trips may switch to carpooling, which would decrease annual visitor VMT from 70,588,000 vehicle miles traveled, to 69,882,000. This increase in carpooling rates could reduce annual GHG emissions by 3,457 metric tons/year.

Ride Hailing

It should be noted, that in many dense, urban communities, ride hailing generates more VMT and GHG emissions than a non-ride hailing scenario. This is because, in these communities, ride hailing tends to replace lower-carbon trips like transit, walking, or biking. However, in Pitkin County and Aspen in particular, ride hailing could reduce vehicle trips and GHGs if ride hailing replaces private vehicle trips (both tourist and local resident trips). Ride hailing works particularly well in conjunction with higher parking fees and/or tolls, because they provide residents and visitors with a lower cost alternative to driving private vehicles.

To ensure effectiveness of ride hailing as a solution to reduce congestion and GHG emissions, periodic monitoring of traffic volumes and ride hailing VMT should be performed. As an example, New York City performs biennial checks on ride hailing vehicle odometers to develop a baseline of whether this mode is beneficial or detrimental to congestion relief and GHG emissions goals.

Effectiveness

Based on a literature review, ride hailing resulted in an 8% decrease in car rental market share between 2016 and 2017, although that decline was mostly from business trips, not tourism. Given that Aspen is a tourist destination, we conservatively estimate that ride hailing could reduce tourism-related VMT by about 2% to 69,176,00 annual vehicles miles traveled, from the baseline of 70,588,000 vehicle miles traveled by visitors. This is less than was observed in areas with a strong business travel market and also accounts for the deadhead trips made by ride-hailing vehicles. Reducing visitor VMT by 2 percent would reduce GHG emissions by 532 metric tons/year.

In the long term, in the absence of complementary congestion pricing measures, we don't expect to see a notable decrease in traffic from local residents as a result of ride hailing.

Congestion Reduction Measures

For Pitkin County, congestion reduction measures could include dynamic road pricing and dynamic parking pricing. Dynamic road pricing would be most effective at pinch-points like the Castle Creek Bridge or on Highway 82, just east of the Brush Creek Park and Ride. Dynamic parking pricing could be effective in both central Aspen and Snowmass Village. Increasing public parking costs in these more central areas is likely a less controversial and easier-to-implement short-term solution to reduce the number of vehicles in downtown Aspen and Snowmass compared to dynamic road pricing.

While often pitched as a straightforward solution to traffic congestion and air pollution generated by driving, higher costs to park or drive are truly only effective in locations where there are viable alternatives to driving. Fortunately, Aspen and Snowmass have strong transit service and roadway treatments to facilitate carpooling, which make these solutions more viable than would be the case in most small cities or resort town settings.

Dynamic road pricing would work well in Aspen because Highway 82 is the only access road to downtown. Cordon pricing, where vehicles are charged to enter a specified area, could be implemented using electronic tolls on Highway 82, and could vary by time of day depending on levels of congestion and mode choice. This would be a more long-term solution, given the time needed for implementation, construction, and potential toll exemptions for key constituencies like residents, service vehicles, or certain employees. Public knowledge and acceptance of the tolls, revenue allocation, and economic impact is key to successful congestion pricing, as public support is necessary to overcome the political difficulties of implementation. There are also legal challenges to implementing congestion pricing; more details on Colorado-specific tolling can be found in the Task 1 memo.

Effectiveness

Using data from the American Community Survey (ACS) and Longitudinal Employer-Household Dynamics (LEHD), we assume there are about 9,500 SOV commute into Aspen/Snowmass each day. We do not anticipate major reductions in non-commute trips with higher parking prices, as many of these trips will park at private lots. In the short term, doubling the price of parking (particularly for long-term employee parking) and extending the hours of parking fees would result in a 20% decrease in commute trips, reducing VMT to 190,000 vehicles-miles-traveled/day, from 237,500. This reduction would result in a decrease in GHG emissions of 4,674 metric tons/year. Under this scenario, traffic across the Castle Creek Bridge could decrease by about 1,000 vehicles/day. While Aspen currently has high parking prices during the peak hours of peak season compared to other resort communities, the prices are low compared to many urban areas, especially for all-day garages and off peak prices.

In general, price elasticities are often in the range of 0.4. In other words, doubling the price of travel results in a 40% decrease in travel. Typical traffic decreases in response to parking and tolling range between 5 and 20% although more substantial decreases can result from higher charges. Long term, with both higher parking prices and tolling along Highway 82, a 40% decrease in vehicle trips to Aspen/Snowmass would result in a GHG emission reduction of 17,600 metric tons/year.[2] The Castle Creek Bridge could see a decrease around 6,000 vehicles/day with long term congestion reduction measures in place.

[2] Assumes a 10% increase in overall traffic over the long-term (10+ years in the future). For reference, Pitkin County grew by about 10% per decade between 2000-2019.

HOV Lane Enforcement

HOV lane enforcement on Highway 82 could improve mobility during peak periods when congestion is the worst; if HOV violation went down, the more efficient HOV lane could cause mode shift from single occupancy vehicles to carpools and transit. However, it is likely that the existing HOV lane is underutilized even with violations and increasing enforcement would do little to improve mobility as a stand-alone strategy. However, increasing enforcement is necessary to get the efficacy expected from the BRT and ridesharing strategies described in this document.

HOV enforcement has always been a challenge because of the burden it places on law enforcement. However, HOV lane verification has evolved in recent years due to new technologies. One potential enforcement tool is app-based, where a prospective user must take pictures of all the people in the car to self-verify they are a carpool. If they choose not to self-verify, they can't use the lane. UDOT is testing this type of technology on the I-15 HOT lanes in Salt Lake City to allow verified carpools to opt out of paying the tolls. There are other technologies in testing that use high-definition cameras or infrared sensors to detect occupants. Better HOV lane enforcement would complement many of the other strategies in this document, but is likely an enabling tool, rather than a stand-alone solution to reducing traffic congestion and GHG emissions.

Effectiveness

Overall, we do not expect that this strategy would substantially change people's travel modes without other programs in place.

Phased BRT Enhancement

BRT Enhancement has both short- and long-term benefits to improving mobility in the Upper Valley. A near-term strategy could involve improving the existing line with increased frequencies to downtown Aspen during commute hours in order to relieve crowding. Other short-term strategies could examine the current BRT travel times and identify speed improvements such as additional bus/HOV lanes, better HOV lane enforcement, transit queue jumps, or transit signal priority. Long-term goals could include constructing additional park & rides, adding service to connect to Snowmass, and improved first mile/last mile connections. A new park & ride at Catherine Store would serve multiple communities along the BRT line. While the new park & ride may not induce more transit trips, it would reduce VMT for commuters traveling to the bus since they can park closer to home. However, adding this BRT stop would increase travel time for the route, so a travel time analysis is needed in order to identify other speed improvements that could make up for the additional delay.

A BRT connection to Snowmass is highly desired by residents and may be best served through an express overlay route during commute periods that serves Snowmass as the final destination (with the rest of the line continuing through Glenwood Springs). This new service would eliminate the current transfer penalty for commuters who have to transfer routes at the Brush Creek Park

and Ride. The improved first mile/last mile connections could be in conjunction with the service improvements to the ride-hailing Aspen Downtowner service, or the City of Aspen's carsharing program. The proposal to consolidate the express, local, and skier-shuttle bus routes would require further analysis, as the consolidated BRT line may not be as convenient as existing services and would add travel time for riders through transfers or longer routes.

Effectiveness

Assuming 10% improvement in transit speeds, we would expect about a 1.5% increase in BRT ridership and a corresponding decrease in vehicle trips. Based on expanded coverage, we would expect a transit commute mode share of 15% for new areas served by BRT connections to Snowmass, which equates to a 36% increase in transit mode share for commutes to Snowmass. These near-term BRT improvements would reduce VMT by 80% for the approximately 360 new riders on the system (since we assume that some of the new riders would be driving to the BRT line) and would reduce annual GHG emissions by 772 metric tons.

In the long term, BRT must be able to support higher demand in concurrence with the congestion reduction measures. Further VMT and GHG reductions will be tied to higher parking pricing or roadway tolls.

Other Measures

There are multiple other measures that could complement the strategies above to reduce both VMT and GHG emissions in the Aspen/Snowmass area. To support GHG emission reductions, future parking pricing or tolls could include electric vehicle/low emission vehicle pricing incentives. Furthermore, the City of Aspen's carsharing program has frequent requests to expand their service; future improvements should include fleet electrification. Other measures could include expanding the Aspen Downtowners' service and fleet, as well as providing additional transit options down valley to connect to BRT.

FEHR PEERS

Memorandum

Date: Updated July 28, 2020

To: David Pesnichak, AICP, Regional Transportation Administrator, Pitkin County

From: Chris Breiland, PE; Marissa Milam; and Ann Bowers, PE, PTOE

Subject: Integrated Mobility Study – Task 3 Results

DN20-0650

Background

Figure 1 reflects a phased implementation framework for improving mobility and reducing the environmental impacts of transportation in the Aspen/Snowmass area. This approach recognizes that some strategies will take more time to implement than others due to political, technical, and financial obstacles. Based on our experience in a variety of communities, the short-term strategies identified in this framework can be implemented within a few years given a community willingness to advance transportation mobility and sustainability. These short-term strategies, when implemented together will help to reduce vehicle-miles traveled (VMT) and transportation greenhouse gas (GHG) emissions by 22%, for commute trips, and 0.5% for resort/visitor trips. See the Task 2 memo for quantification of the VMT and GHG reduction benefits for each strategy, and the Task 1 memo for detailed definitions of each strategy.

Over the long-run, as the region continues to grow and mobility technologies change, more aggressive mobility management strategies may become necessary. Further mobility management will help ensure a sustainable transportation system from the perspective of economic vitality, quality of life, and environmental outcomes. As noted, these more aggressive strategies will require greater levels of funding, agency/jurisdictional cooperation, and public willingness for additional costs/restrictions on mobility. In exchange, there will be even greater levels of GHG emissions and VMT reductions, particularly for resort/visitor trips.

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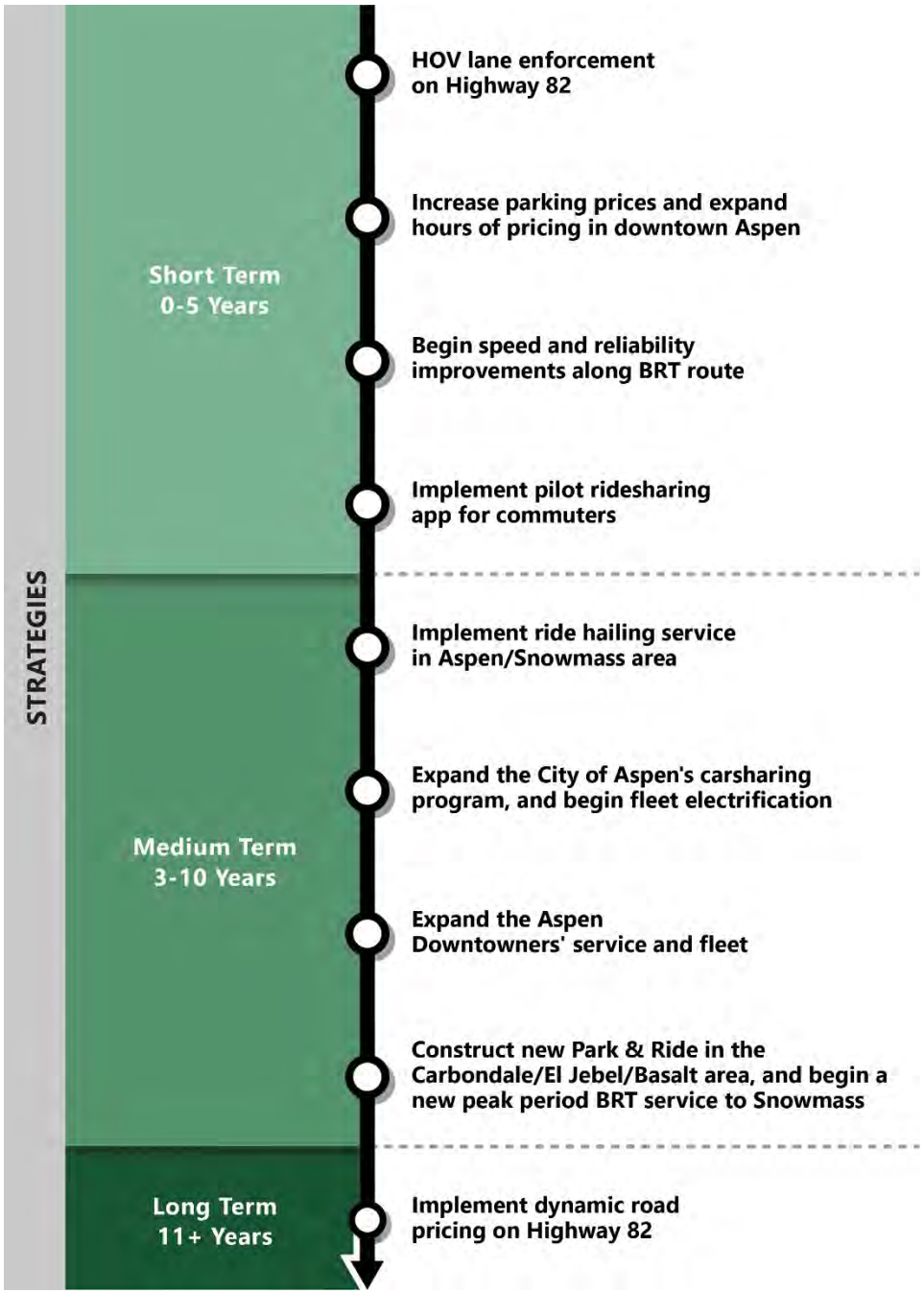


Figure 1: Implementation Timeline

Short Term Strategies

The short-term strategies identified in the section below can be implemented in the 0-5-year timeframe and are generally easier to implement with community support and less substantial financial investments by local jurisdictions. All the short-term strategies identified in this section are in-place in other similar areas across the country; these examples show there is a good return on investment for mobility improvements after implementation.

HOV lane enforcement

HOV lane enforcement will not improve mobility as a stand-alone strategy, but it is required to get the expected efficacy out of the other strategies, such as ridesharing and BRT improvements. HOV lane enforcement has been inconsistent along Highway 82 in the past, and the Sheriff's office has indicated that more staff and funding would be required to begin enforcement. This strategy faces a few political and legal obstacles, such as local judges dismissing HOV lane non-compliance citations, and securing the Sheriff's Office buy in. This strategy can be implemented quickly with additional funding (note that some states and jurisdictions set HOV lane violation fees to more than cover the police/sheriff and court expenses related to enforcement) and the Sheriff's Office support. HOV lane enforcement is also generally popular with the public nationwide and is the first or second most requested enforcement (after speeding) emphasis areas in many jurisdictions that have HOV lanes. As we note in our Task 2 memo, there are emerging technologies that may reduce the costs and level of manual enforcement required for HOV lanes that should also be considered in the future.

Parking Pricing

Increasing parking pricing through higher rates or dynamic parking pricing can also be implemented in the short term and is an effective strategy at reducing SOV commute trips. Like HOV lane enforcement, parking prices support the longer-term strategies discussed later in this document. Higher parking prices discourage SOV trips, and with implementation of a ridesharing service and BRT improvements, commuters, visitors, and residents have viable alternative solutions to driving and parking. Extending the hours of parking prices in downtown spaces as well as publicly owned garages will discourage commuters from taking these spaces during the morning peak period. With dynamic parking pricing, rates increase on blocks where demand is high using sensors that track occupancy. This system can help geographically distribute demand for parking and can encourage employees to park outside of the downtown core where prices may be lower. During Aspen's peak season, higher midday parking prices can encourage residents and visitors to park for shorter durations in the downtown core and shift some trips to greener alternatives such as walking and biking. Since the City of Aspen already has relatively high parking prices compared to other resort areas, it is likely that collaboration will be required between the City of Aspen, Snowmass, and private entities that provide parking in the area, such as hotels and

ski resorts.[1] Cities that raise public parking costs without addressing private parking costs can see a limited VMT and GHG benefit. While raising parking prices is not typically a popular policy, with the proper information about why parking prices are being raised, where the revenues are going, increasing bus/shuttle service to areas that have less frequent transit service, cooperation with retail/recreation interests, and a phased approach over several years can go a long way to reducing public opposition.

Ridesharing

A pilot ridesharing app for commuters can likely be implemented within the next 2-4 years in the Upper Valley. Aspen's existing carpooling program shows that a critical mass of users exists already; the main obstacle to implementation is developing the app and managing the program. This will likely require that jurisdictions/organizations like Pitkin County, Aspen, Snowmass, the Aspen Institute, and the Aspen Skiing Company partner with a private company (e.g., Waze, Scoop), who would develop and manage the program, with coordination and oversight from the participating parties. This strategy would further benefit from coordination between RFTA, employers, and down-valley jurisdictions to designate existing park-and-rides or other underutilized community owned/retail/church parking lots as the organizing place for riders and drivers. The City of Aspen may also need to monitor the change in carpool parking usage after implementation, to determine if parking fees should apply to help manage the carpool parking supply or to adjust how carpool and SOV parking is allocated downtown. This strategy would be most successful following the implementation of both HOV lane enforcement and increased parking prices. Higher parking prices for employees will further discourage SOV usage and more efficient use of parking spaces (getting more people in town per parking space), while the HOV lane enforcement should provide additional travel time benefits for those in the ridesharing program.

A longer-term strategy could include building off of the ridesharing app to create a Mobility as a Service (MaaS) app that integrates multimodal trip planning with payment services in order to facilitate trip and route planning across multiple modes of transportation. Integrating transit, bike-share, car-share, and ride-hailing and ridesharing into one platform provides the convenience of a car and makes it easier for residents and visitors to choose alternative transportation modes. While fairly new, MaaS platforms have been successful in Europe, created by both public agencies and private companies. Private companies, such as Hamburg's MaaS Global, tend to have more resources and technological skills to develop and maintain an integrated platform. However, one of the first US MaaS platforms was created by Louisville, Kentucky's Transit Authority of River City, with the help of a private developer. Combined with policy measures such as roadway pricing, dynamic parking pricing, and investment into

[1] The Aspen Skiing Company charges relatively high parking fees of $20-30 at the parking lots closest to the mountain bases. Given the high fees, these may not need to be adjusted in the short-term, but the slightly outlying free lots would benefit from a parking fee (e.g., Town Park lot) to further encourage people to carpool or use buses to get to the mountain.

alternative transportation modes, MaaS can help lead to permanent changes in people's travel choices. Portland's TriMet is also piloting a MaaS app, combining the bus, rail, streetcar, bikeshare, scooter, and Uber/Lyft into a single platform. In the Aspen area, MaaS would complement all strategies outlined in this document, and would benefit both residents and tourists with more transparent and flexible multimodal transportation options. However, in the US, the only MaaS implementations have been taken through a public agency that can compel or cajole a mix of private transportation providers into joining a single platform. This requires public funding or some sort of surcharge on MaaS users/service providers to pay for the setup and ongoing maintenance of the system.

BRT Speed & Reliability Improvements

Speed and reliability improvements along the VelociRFTA BRT route, such as strategic transit queue jumps or transit signal priority, can be implemented within 2-5 years. These travel time improvements, along with better HOV lane enforcement, can increase ridership up to 1.5% along the Highway 82 corridor. These improvements should be made around the same time as the increased parking prices to provide commuters and visitors with a competitive and reliable transportation option, which would further increase ridership. Identifying down-valley park-and-ride options may also be necessary to accommodate the new riders who cannot walk, roll, or bike to transit.

Complementary Strategies

Aspen, Snowmass, and Pitkin County may also want to further explore complementary strategies that could be implemented in the short term. For example, the City of Aspen currently operates a Transportation Demand Management (TDM) program; expansion of this program would provide further VMT and GHG reduction benefits. An expansion could happen by either encouraging/requiring more businesses to participate in the TDM program and to increase the incentives and disincentives related to non-SOV and SOV travel, respectively. Other TDM strategies could include provision of a trip reduction ordinance, expansion of the Emergency Ride Home program, and working closely with employers and schools to reduce SOV trips through existing programs and incentives. Adding/strengthening TDM programs in other Pitkin County communities could also dovetail with the strategies outlined above. These TDM programs can be modeled after Aspen's successful program, with some modifications to reflect the unique characteristics of the other communities along the Highway 82 corridor.

Medium Term Strategies

The strategies described in this section can be implemented within a 3-10-year timeframe, as they require additional planning, coordination between jurisdictions, and financial investments.

Ridehailing

Ridehailing (using an app to hail a ride from a company like Uber or Lyft or expanding/modifying Aspen's Downtowner service) in the Upper Valley could be implemented within 3-6 years,

depending on current operators' current growth plans, and/or Downtowner's service costs and ability to scale up, although there is considerable uncertainty in timing due to COVID-19 economic disruptions.[2] Due to the relatively isolated location of Aspen and Snowmass, there may not be a critical mass of drivers or year-round travel demand to ensure success for the current for-profit ridehailing companies. If the current private operators choose not to expand in the Upper Valley, this strategy would likely fall under long term implementation due to the time required to pivot towards a smaller pilot program, which could be operated by a private company, and coordinated and managed (and possibly subsidized) by local governments. As noted in the Task 2 memo, while Ridehailing can reduce the need to own vehicles for residents and likely reduces VMT for visitors, ridehailing can also run the risk of increasing traffic congestion and GHG emissions if not monitored and managed. If ridehailing substantially expands or is subsidized by local governments, the ridehailing companies should be required to provide monthly VMT reporting to ensure deadhead trips do not override the potential benefits of fewer resident and visitor trips caused by less private vehicle and rental car travel.

BRT Service Improvements

More substantial BRT improvements that would improve mobility in the Upper Valley could be implemented in the 5 to 8-year range. These improvements would include construction of a new park-and-ride at in the Carbondale/El Jebel/Basalt area, new peak period BRT service to Snowmass Village, consistent daily service to the West Glenwood park-and-ride and downtown Glenwood Springs, and improved first mile/last mile connections. Some first mile/last mile improvements could build off the other proposed strategies, such as the expansion of the Aspen Downtowner and new/expanded ridehailing services. This strategy implementation requires more time due to the collaboration required between RFTA, local jurisdictions, and the public, as well as additional funding.

Carsharing and Downtowner Improvements

Other medium-term strategies would focus on GHG and VMT reductions through expansion of the City of Aspen's Downtowner and carsharing program and shift towards the carsharing fleet's electrification. While these strategies have broad public support, both strategies require additional government investment which may take 5-8 years to implement. Downtowner may also require larger vehicles and a more robust technical infrastructure to significantly expand its service area. The Downtowner expansion faces significant opposition from taxi and limo companies, and more legal review is required to determine boundaries that best balance the improvement of public mobility while protecting private businesses from publicly supported transportation services. Building off the short-term strategies, additional parking revenue from higher fees could be allocated towards these programs. Electrification of Aspen's carsharing program may also benefit from medium-term implementation as less expensive, longer range electric vehicles are now regularly entering the market. Also, as more electric vehicles enter the

[2] Note that Lyft currently operates in Aspen, but service can be limited or unavailable due to a lack of drivers. See additional discussion on Downtowner expansion at the end of this section.

market, Aspen and other communities will also benefit from private sector investment in new DC fast charging stations, which can allow an electric vehicle to be charged in about 15 minutes. Aspen and other communities who embrace shared electric vehicles will still likely have to install standard electric vehicle charging infrastructure at the vehicle's home parking place, but the private sector infrastructure will greatly expand the range and practicality of zero GHG vehicle travel in the area.

Other Strategies

Another medium-term strategy is improved airport/transit connectivity, which would aim to reduce VMT and GHG impacts from the region's high visitor volumes. This strategy could include creating a designated airport transit shuttle from the existing BRT stop on Highway 82. Another option would expand the options to directly transport visitors' luggage to their hotels or ski equipment to the mountain bases or hotels. These types of "visitor concierge" services, while not new to Aspen or other resort areas (particularly in Canada and Europe) could help to reduce the incentive for visitors to rent a vehicle. However, this strategy faces legal obstacles due to security requirements by Homeland Security. Recently, there have been a few companies cleared to operate in the Orlando metro area, such as HoldMyLuggage; more review is required to determine the viability of this strategy in Colorado. Consideration for using locally generated transportation revenues to encourage transit/shuttle travel to the Denver, Grand Junction, and Vail airports may also be worth considering.

Long Term Strategy

Implementing dynamic roadway pricing on Highway 82 is a long-term strategy, given the time needed for implementation, construction, and potential toll exemptions for key constituencies like residents, service vehicles, or certain employees. Public knowledge and acceptance of the tolls, revenue allocation, and economic impact is key to successful congestion pricing, as public support is necessary to overcome the political difficulties of implementation. Furthermore, beginning stages of roadway pricing discussion need to be focused on mitigating and managing equity issues that may arise with implementation. Specifically, equity considerations in setting tolling prices, expanding alternative modes of travel, and providing low-cost access to lower-income groups, and toll revenue allocation to support mobility improvements for all modes must be considered. There are also legal challenges to implementing congestion pricing that require coordination with CDOT and the High-Performance Transportation Enterprise (HPTE), which finances Express Toll Lanes in Colorado.

Other Strategies

Other potential long-term strategies identified in the Upper Valley Mobility Report could likely be implemented in the beyond 10-year time frame, due to the extensive financial investment and planning required. The options below are complementary to the other strategies identified in this document, and likely have differing levels of public and political support. Additional analysis

would be required to identify the level of VMT and GHG reductions associated with these strategies.

A mountain-to-mountain aerial connection has been proposed in Aspen and Snowmass for decades. This strategy could alleviate some winter peak-hour roadway travel demand and may also reduce crowding on peak hour BRT buses traveling to Aspen. However, expanded BRT and local bus service may be a more practical way to achieve the same goal of making it easier to get between Aspen and Snowmass.

Light Rail Transit (LRT) is another transit option that has been proposed along Highway 82 between Aspen and the Brush Creek lot. LRT may provide a better visitor/commuter experience than buses, provide greater passenger capacity, and provides an opportunity for future down-valley rail connections. However, it is unlikely that there would be sufficient ridership density to support the capital costs of LRT over the successful BRT in the near-to-midterm.

Transit-Oriented Affordable Housing (TOAH) has been pursued for years in the Upper Valley, as most of Aspen and Snowmass' workforce commutes along Highway 82 from down-valley. This strategy would focus local efforts to build affordable housing near RFTA park-and-ride lots and transit stops along Highway 82 to reduce travel demand along the highway. Subsidizing affordable housing near existing transit infrastructure may be a more cost-effective way to reduce vehicle trips into Aspen and Snowmass than some of the other large-scale transportation options that have been considered over the years. Affordable housing essentially moves people to existing transit as opposed to bringing new transportation infrastructure to existing residential areas.

CITY OF ASPEN

2021 BUDGET DEVELOPMENT

Parking Services Department (451 Fund)

Mitch Osur, Debbi Zell, Blake Fitch

SEPTEMBER 21, 202

What We Do: Parking Management

- Downtown Core - 682 Spaces
- 5 Residential Zones - 2,600 Spaces
- Rio Grande Parking Garage - 300 Spaces
- Brush Creek Park and Ride - 200 Paved Spaces

CITY OF ASPEN

What We Do: Parking Management

- Buttermilk (May-November)
- Large Events

- Carpool Kiosk

- ARC, Music Tent, High School Football Games
- 72 Hour Complaints
- Construction and Reserved Signs

CITY OF ASPEN

Changes Due to COVID

- Operational Adjustments:
  - Enforcement, Construction and 72 Hour Complaints
  - Temporarily Reassigned Staff to Parks Department
  - Street Activations
  - Office Following Public Safety Regulations

- Service Delivery:
  - Open via Phone and Online
  - Core is Very Busy
  - Mask Education

CITY OF ASPEN

Changes Due to COVID

- Enforcement Changes:
  - Residential Zones Free at This Time
  - Not Promoting Carpooling
  - Increased Enforcement Around Parks

CITY OF ASPEN

Supplemental Requests

Recommended:

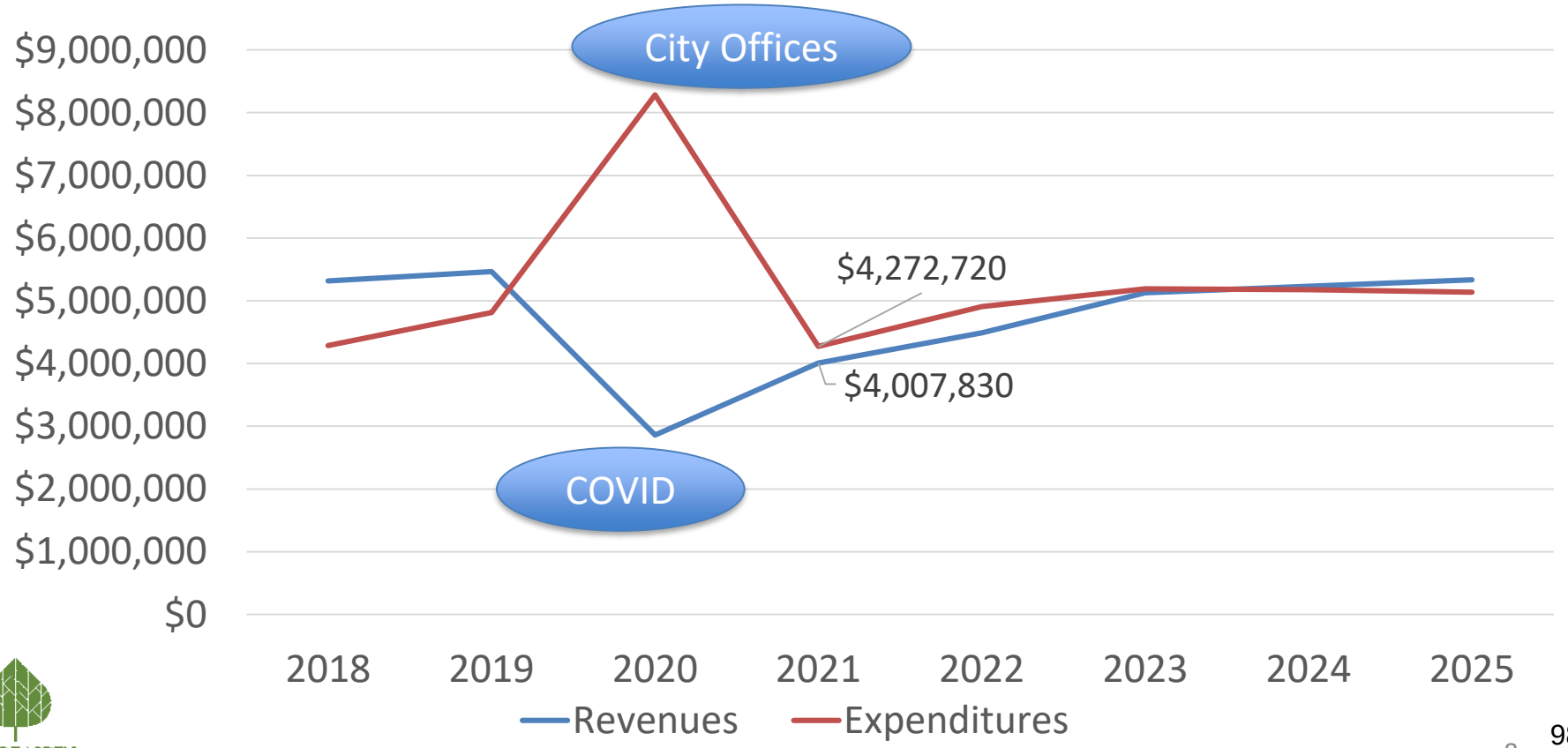
- Operational Reductions – One-time: ($67K)

On the Horizon

- Vehicle Advancements
- Contactless Payments
- Moving to 100% Virtual Permits
- Control Loading Zones
- Pricing Strategies

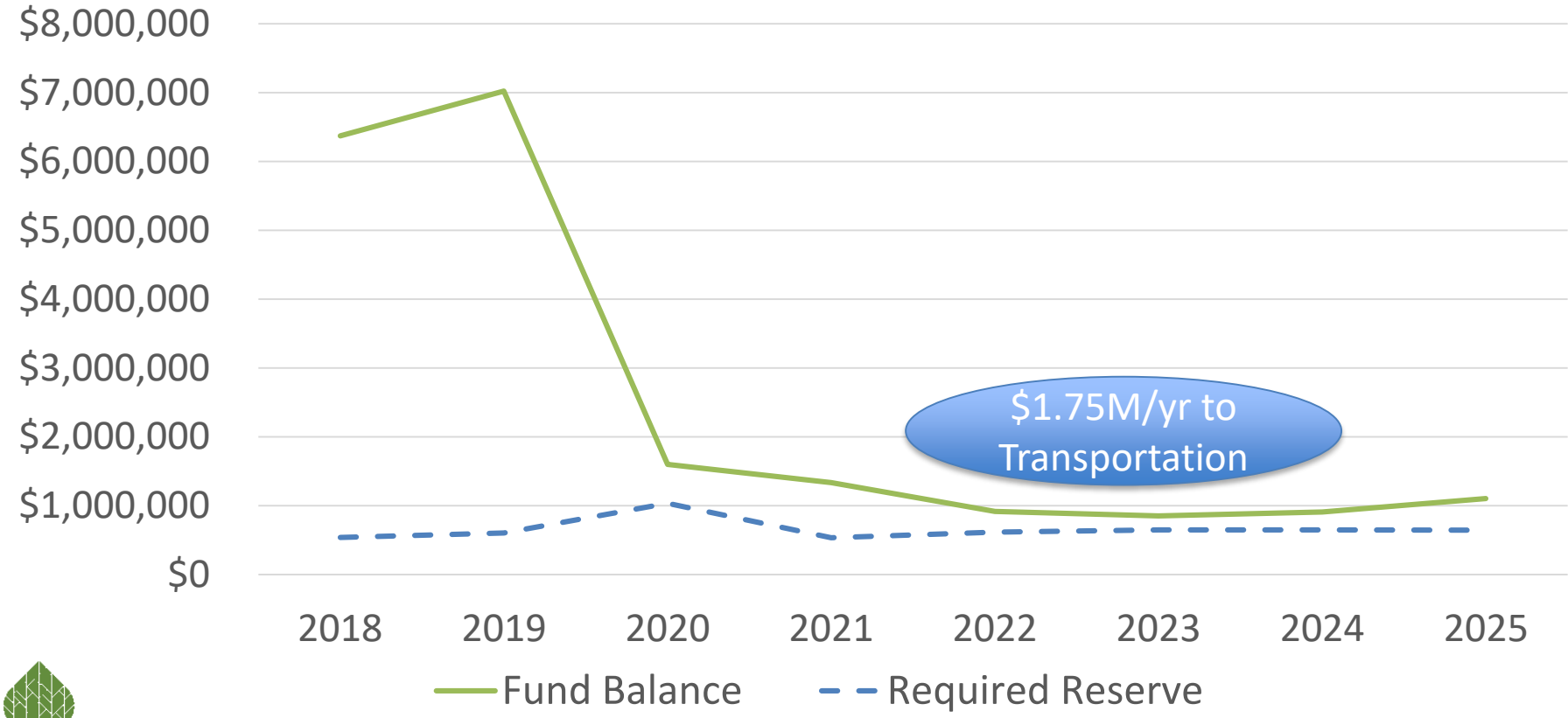
CITY OF ASPEN

Revenues & Expenditures



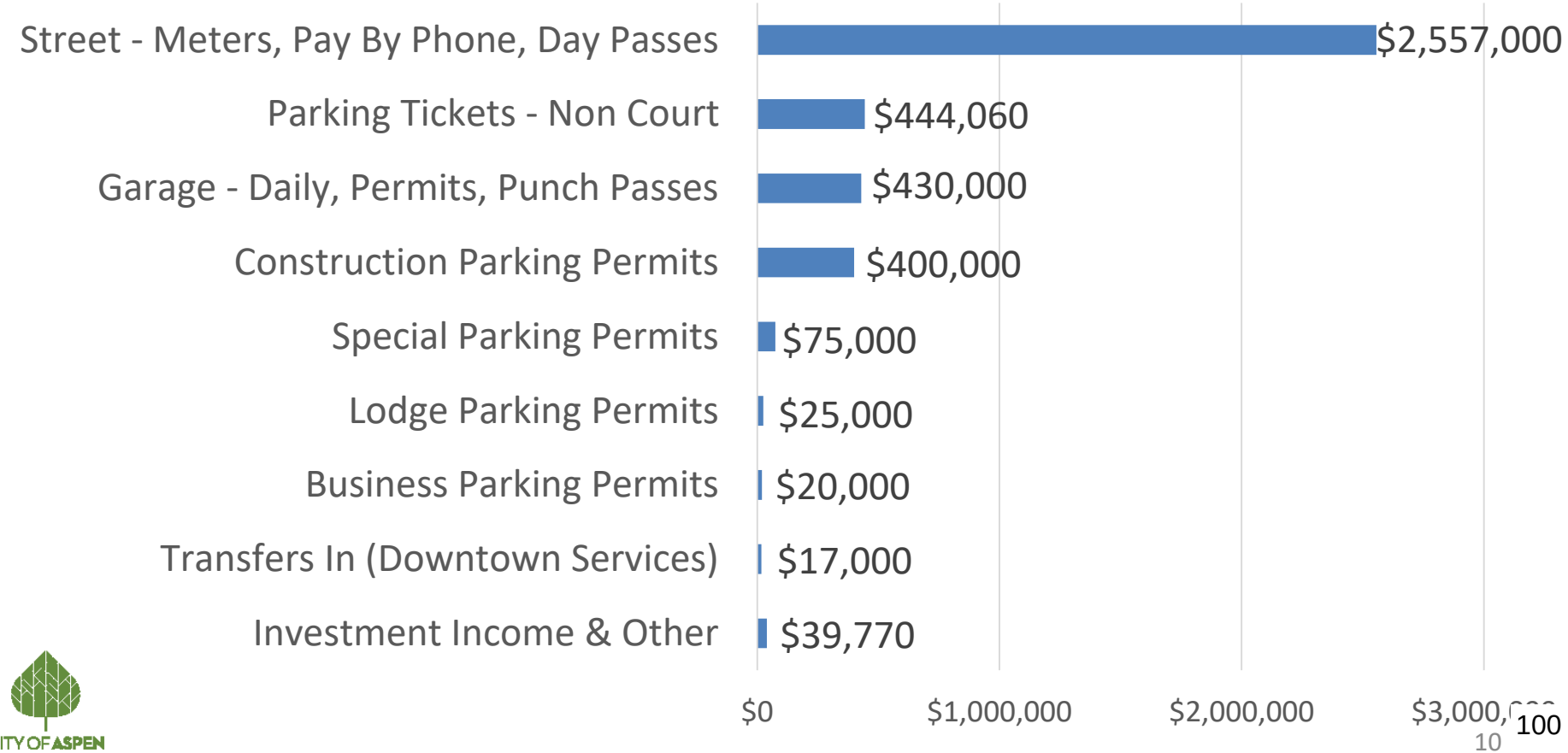
CITY OF ASPEN

Fund Balance



CITY OF ASPEN

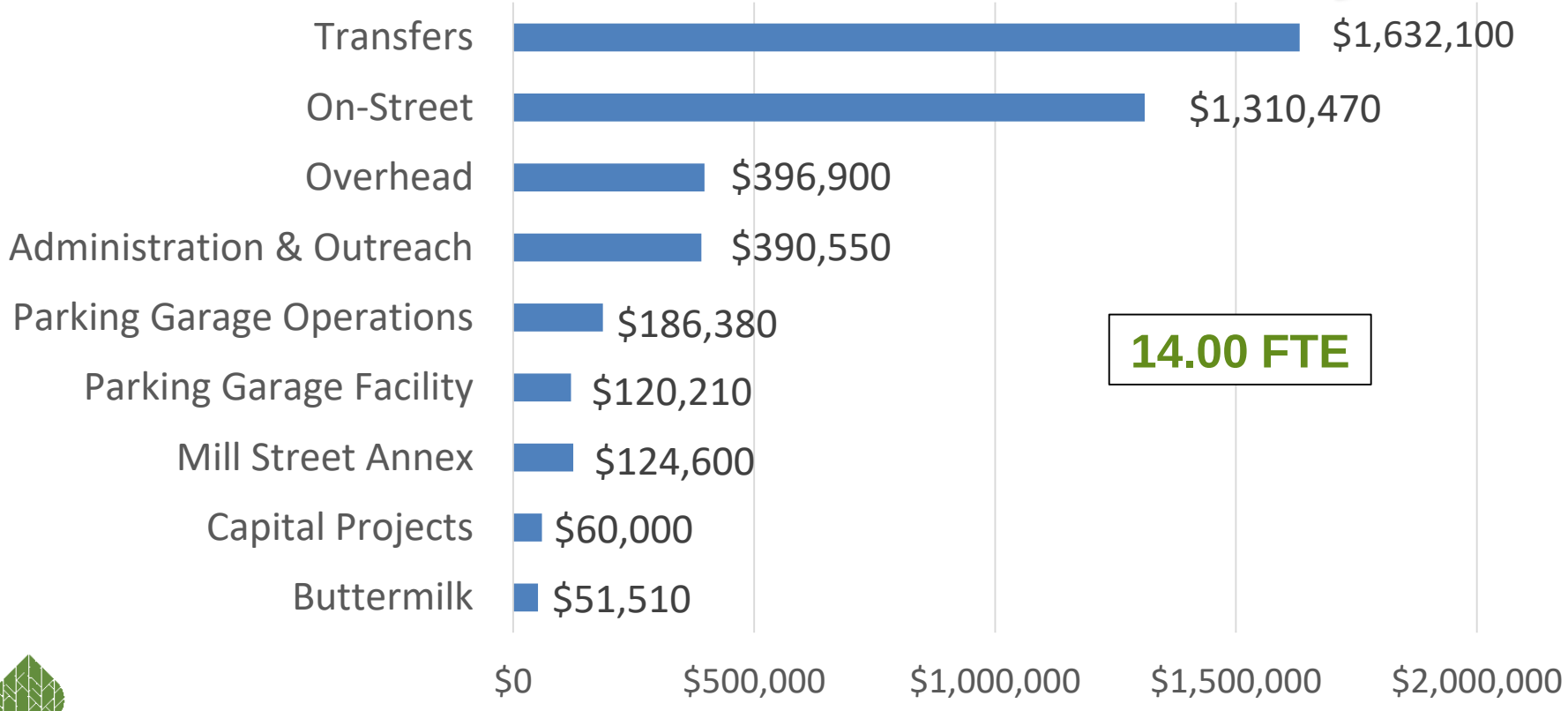
Revenue Sources



CITY OF ASPEN

Expenditure by Program

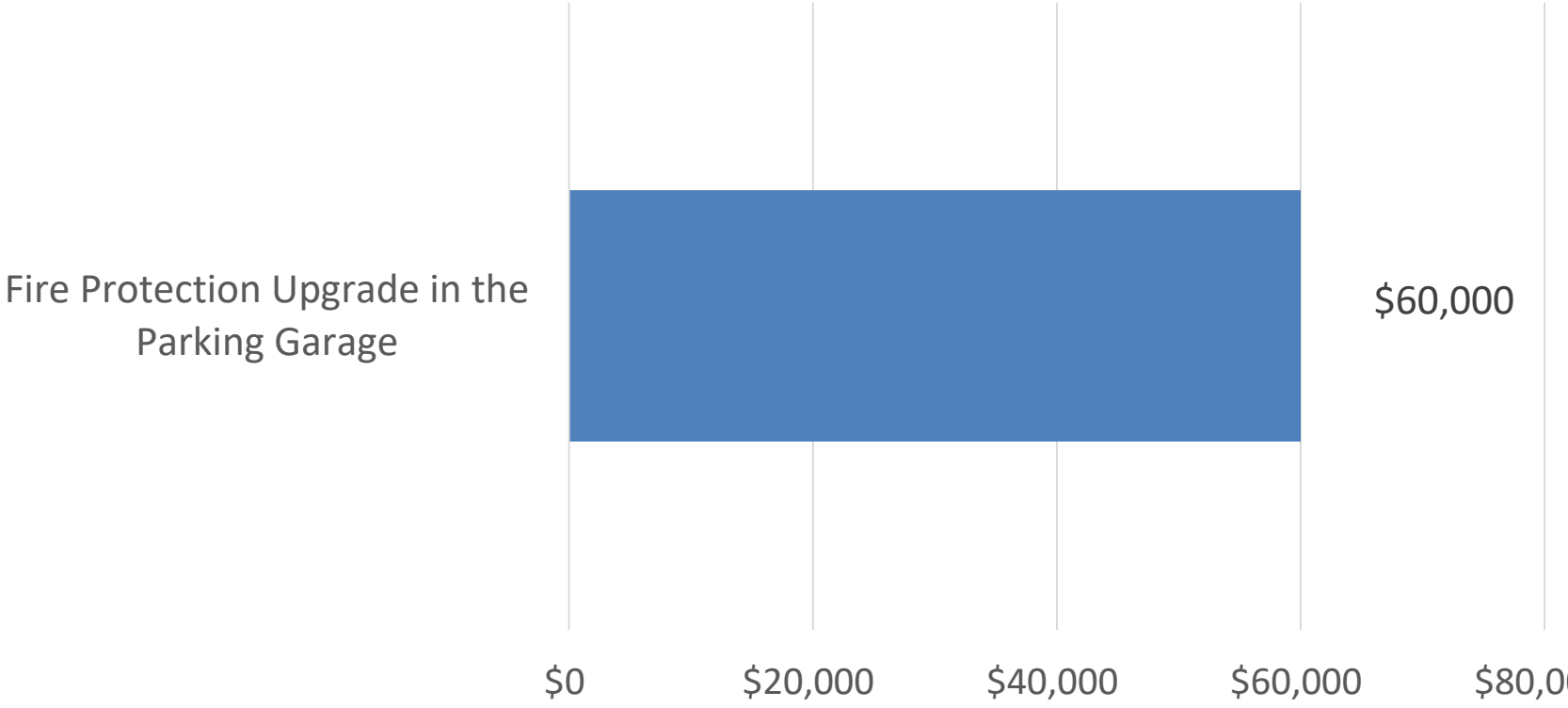
$1.5M to Transportation



14.00 FTE

CITY OF ASPEN

2021 Capital Projects



CITY OF ASPEN

Questions?

CITY OF ASPEN

2021 BUDGET DEVELOPMENT

Transportation (141 Fund)

John Krueger

SEPTEMBER 21, 202

What We Do

Services

- Transit
- Car share
- Bike share
- On- demand
- Grants

Programs

- Carpoolers
- Employers
- Schools
- Commuters
- Events
- Grants

Facilities/Fleet

- Rubey Park
- Buses
- Shuttles
- Cars
- Bus stops
- Grants

Strategic Alignment

Safe & Lived-in Community of Choice

Aspen Area Community Plan

- Limit AADT to 1993 levels.
- Accommodate additional person trips using TDM.

Protect our Environment

Environmental Initiatives

- Battery electric buses
- Downtowner – all electric
- Car To Go - Chevy Bolt EV

Changes Due to COVID

Transit

- Reduced hours
- Reduced/combined routes
- Reduced occupancy
- Ski season operations

Other Programs

- Reduced car share vehicles
- Reduced Downtowner service/occupancy
- Shorter WE-cycle season

Changes Due to COVID

Facilities & Fleet

- Partial closures of Rubey Park
- Reduced Car To Go fleet
- Increased cleaning costs

Service Delivery

- One position unfilled
- Staff working remotely
- Changes to staff focus

Supplemental Requests

Recommended:

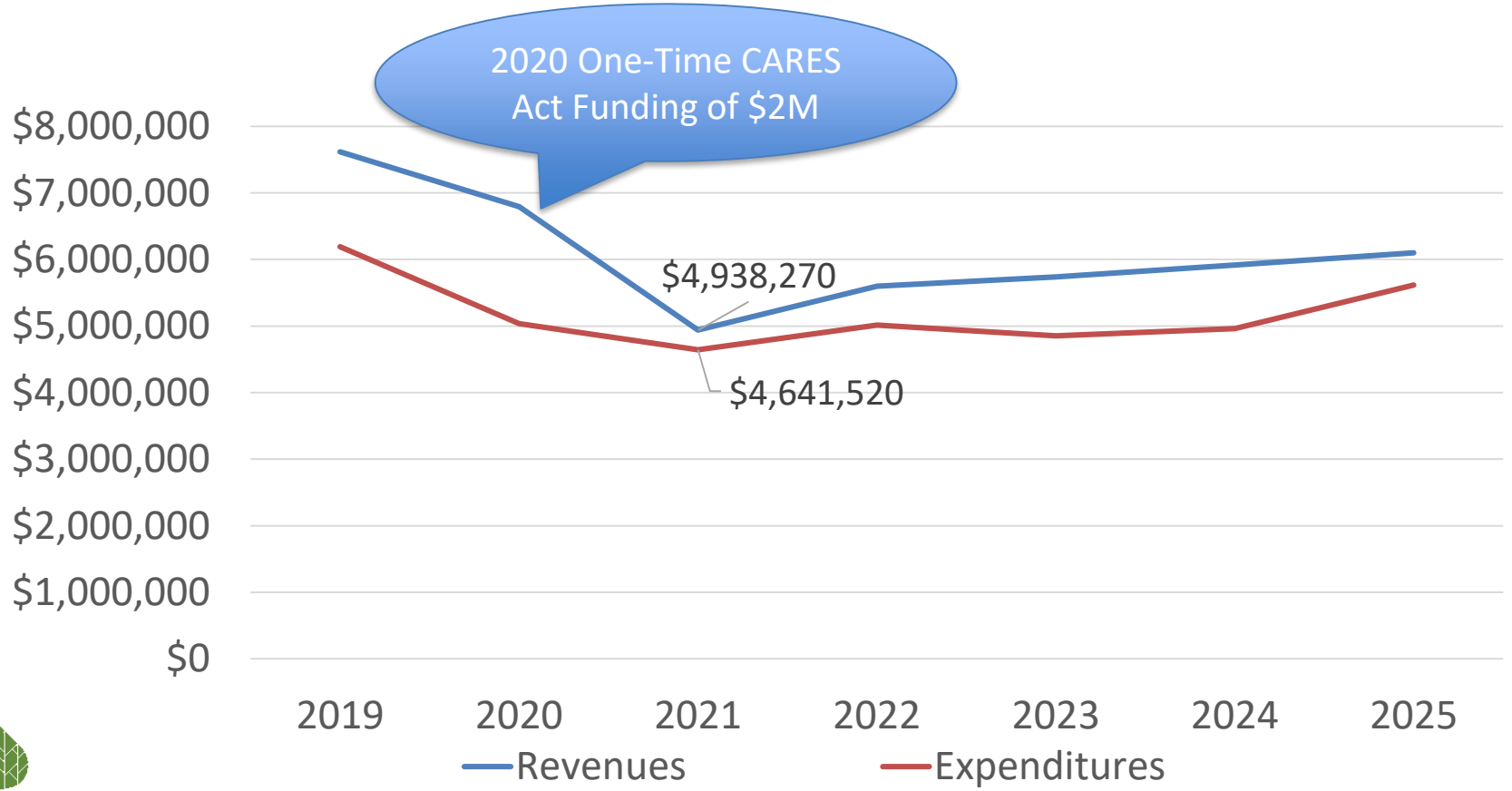
- Add'l Rubey Park Cleaning to Meet COVID Standards: $73K
- Operational Reductions – One-time & On-Going: ($202K)

CITY OF ASPEN

On the Horizon

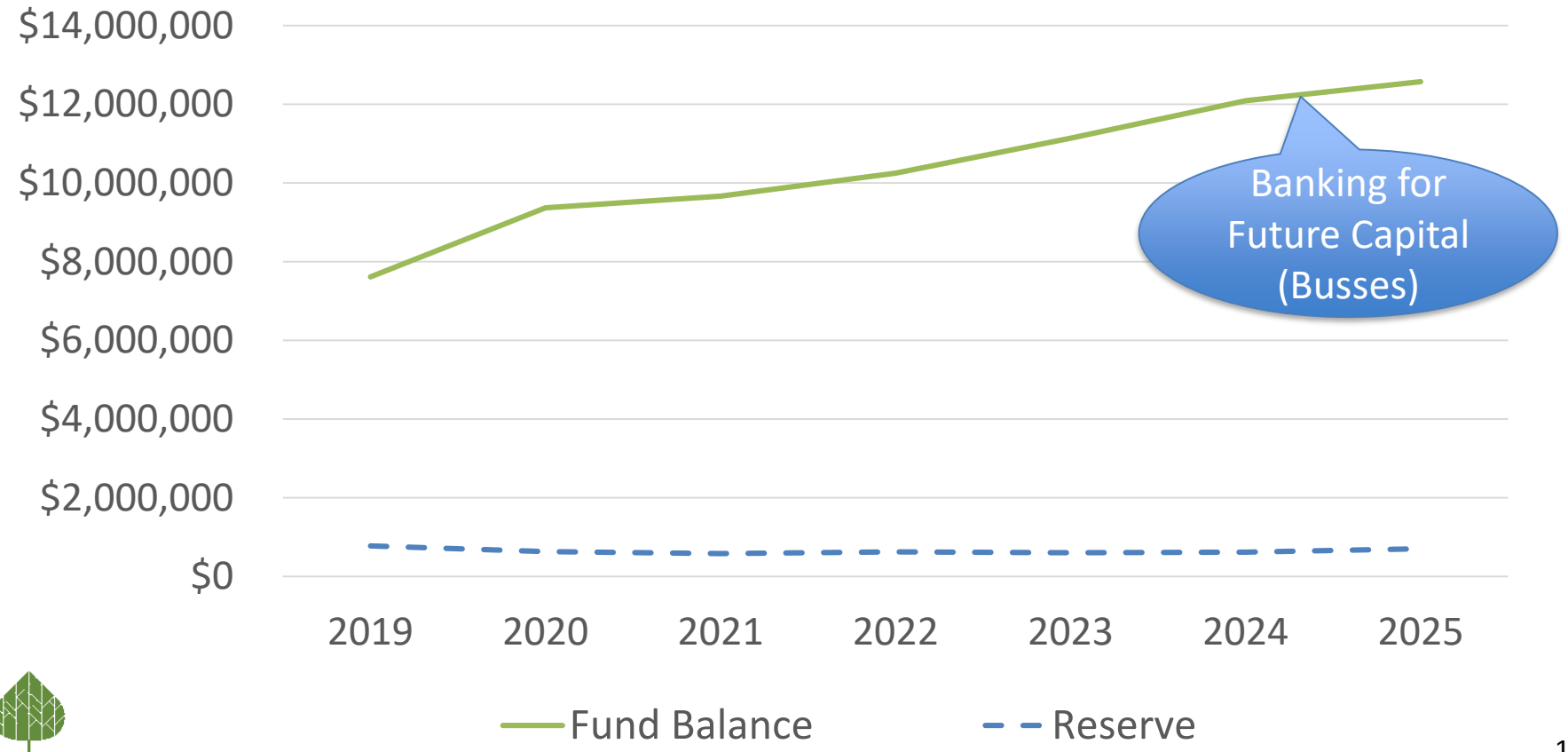
- Ski season operations
- Bus replacements
- TIA update-5304 Grant

Revenues & Expenditures



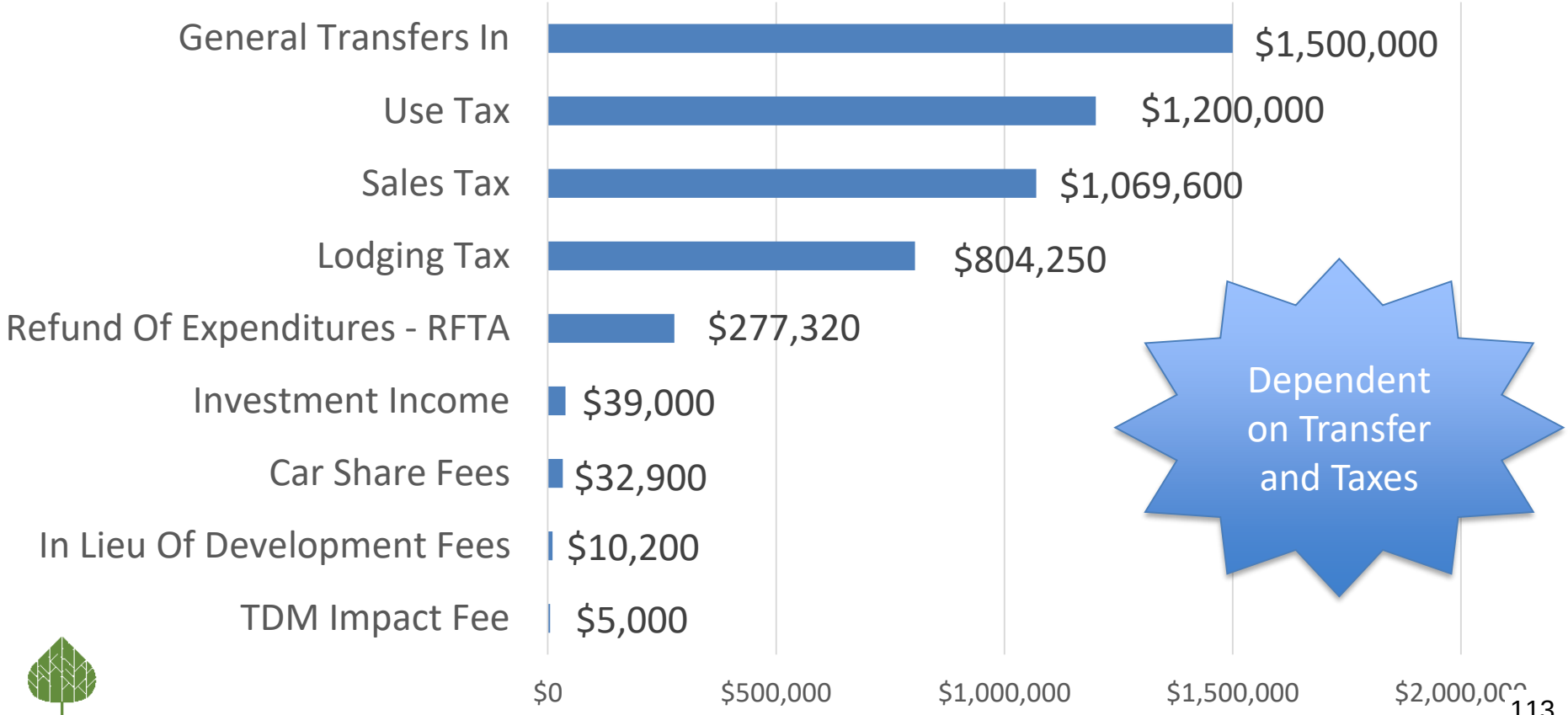
CITY OF ASPEN

Fund Balance



CITY OF ASPEN

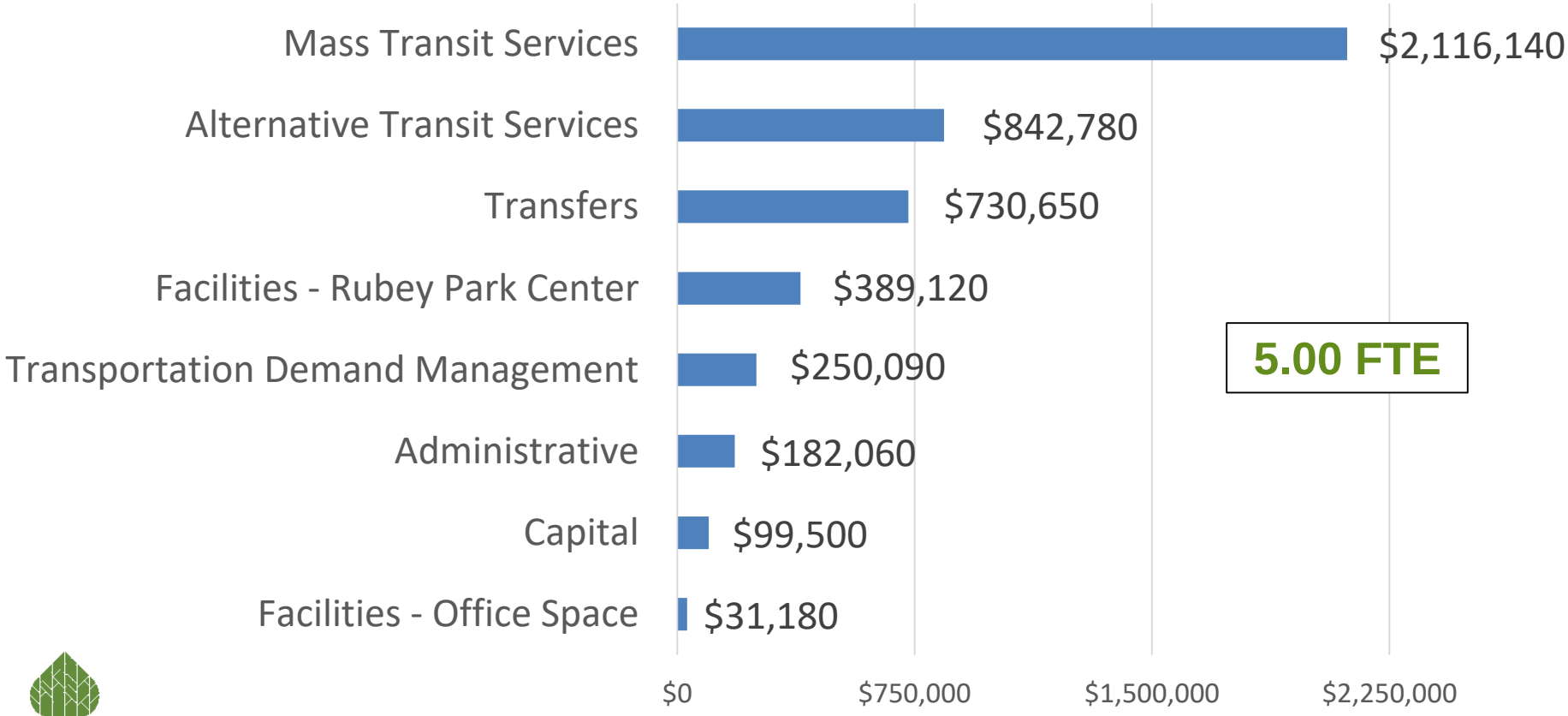
Revenue Sources



Dependent on Transfer and Taxes

CITY OF ASPEN

Expenditure by Program



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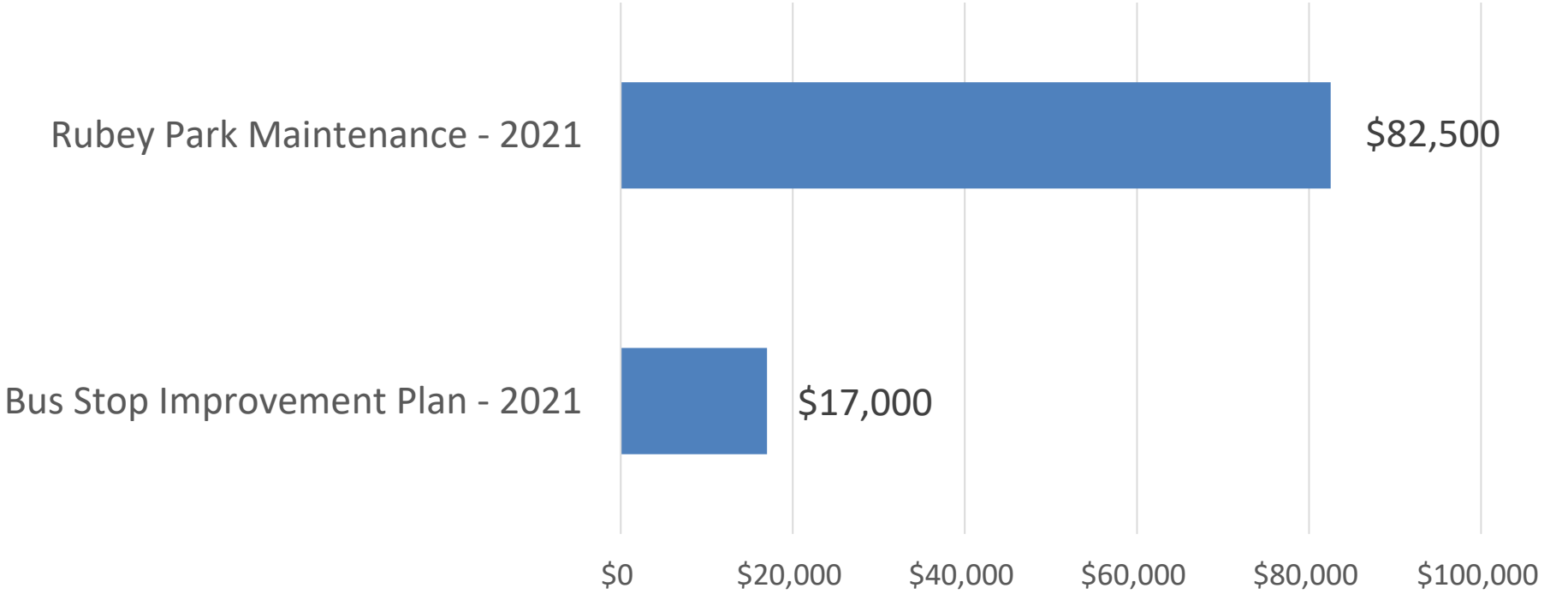
CITY OF ASPEN

2021 Capital Projects



CITY OF ASPEN

Questions?

CITY OF ASPEN

CITY OF ASPEN

MEMORANDUM

TO:	Mayor Torre, Aspen City Council & The Planning & Zoning Commission
FROM:	Kevin Rayes, Planner
THRU:	Phillip Supino, Community Development Director
MEMO DATE:	September 18, 2020
MEETING DATE:	September 21, 2020
RE:	Sketch Plan: Service Commercial Industrial (SCI) Zone District

APPLICANT:
North Mill LLC
2001 N. Halsted, #304
Chicago, IL 60616

REPRESENTATIVE:
Chris Bendon, Bendon Adams, 300 S. Spring St. #202 Aspen, CO 81611

LOCATION:
465 & 557 North Mill Street

CURRENT ZONING:
Service Commercial Industrial (SCI)

REQUEST OF COUNCIL AND P&Z:
The applicant requests a Sketch Plan Review to discuss potential development options for the properties located on North Mill Street. Sketch Plan Review enables an applicant to have a non-binding conversation with City Council and the Planning & Zoning Commission to determine if there is direction for the applicant to move forward with a subsequent application.

STAFF RECOMMENDATION:
Staff recommends that City Council & P&Z consider the discussion in the context of the existing Service / Commercial / Industrial zone district in the River Approach Character Area.

Figure 1: 465 N. Mill (as viewed from Puppy Smith St. & N. Mill St.)

Figure 2: 465 N. Mill: (as viewed from N. Mill Street)

Figure 3: 557 N. Mill (as viewed from N. Mill Street)

REQUEST OF COUNCIL AND P&Z

The Applicant requests the following:

Sketch Plan Review- pursuant to Land Use Code Section 26.304.060.2, *Sketch Plan Review;* to review and discuss potential development options for the subject properties within the SCI zone district. Notice is provided to the public regarding the meeting. The discussion is non-binding and solicits feedback from both City Council and the Planning and Zoning Commission.

SUMMARY AND BACKGROUND:

I. EXISTING CONDITIONS

465 and 557 N. Mill are located along the northwest corner of the intersection of Puppy Smith Street and N. Mill Street. These properties are located within the Service/Commercial/Industrial (SCI) zone district, which is intended to accommodate commercial space deemed essential or unique to serve & support the local economy. This zone district allows for uses not found in other zones including, light industrial, manufacturing, production, repair and similar service-related uses. (See Exhibit B for full zone district description and dimensional requirements).

Figure 4: Site Locations

465 & 557 N. Mill contain a total of 52,654 sq. ft. of gross lot area. 465 N. Mill Street is improved with a two-story structure that presents as a one-story building as viewed from Puppy Smith Street due to the steep terrain change in the area. The building includes a walk-out configuration along the rear façade. The structure contains approximately 20,645 sq. ft. of Net Leasable Area. (See Figures 1 & 2.) 557 N. Mill Street is also improved with a two-story structure that presents as one story as viewed from N. Mill Street. The lower level of the building is mostly subgrade. The structure contains approximately 7,990 sq. ft. of Net Leasable Area. (See Figure 3.)

A variety of Service/Commercial/Industrial uses between the two buildings on the two lots:

557 N. Mill Street		
Business Name	**Description**	**Current Use**
General service foundation	Human Rights Organization	Office
Lux Aspen	Property Management & concierge service	Office
A2 Associates LLC	Construction & property management	Office
Athen Builders LLC	General contracting	Office
Unknown tenant	Unknown use	N/A

465 N. Mill Street		
Business Name	**Description**	**Current Use**
Aspen Velo	Bike/rental/repair shop	Outdoor Recreation
Walter's Carpet	Carpet installation & repair	Building Materials
Endless Pawsibilities	Dog training	Animal boarding facility
Aspen Laundry	Laundromat & drycleaner	Laundromat
MPS (Millennium Pack & Ship)	Packing & Shipping	Shipping, packing & receiving services
Aspen Hatter	Custom hat fabrication & sales	Customization
Aspen Motorwax	Motorcycle & snowmobile repair	Repair
Aspen Tire & Detail	Automobile service	Servicing
Anna Tazebenski	Artist studio	Office
John Francis	Furniture fabrication studio	Manufacturing
Gorsuch Ski Service	Ski services	Servicing
Shelly Hamill, Artist	Artist Studio	Office
Lift Up	Non-profit, humanitarian assistance	Office
The FJ Company	Automobile showroom & sales	Vehicle Sales
We Cycle	Public bicycle rental	Repair & Office
Replay Sports	Sports equipment consignment & repair	Outdoor Recreation
Reeds Luggage Repair	Travel bag repair	Servicing & repair
1 vacant space for lease		

Adjacent zone districts near the subject properties, shown in Figure 5, include: SCI, Neighborhood Commercial (NC), Public/Planned Development (PUB/PD), and Park (P). Nearby zone districts include Mixed Use (MU), Academic (A), Affordable Housing/Planned Development (AH/PD), Medium-Density Residential (R-6), Moderate-Density Residential (R-15), & Low Density Residential (R-30).

These properties were acquired by the current owner, North Mill LLC following to the adoption of Ordinance No. 29, Series of 2016, which removed free-market residential from the permitted uses in this zone district (Exhibit B). This amendment was the topic of recent litigation in this zone district.

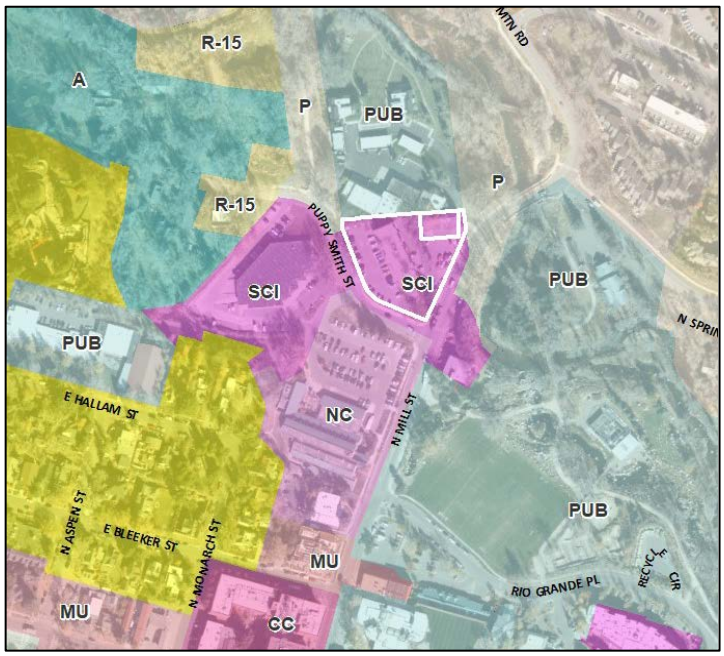


Figure 5: Property Location and Vicinity
The subject properties are outlined in white

II. HISTORY OF SCI

The SCI zone district is scattered throughout the River Approach Character Area as defined in the Commercial, Lodging, and Historic District Design Standards and Guidelines. This character area has historically functioned as an industrial zone. In the 19th century it was the location of the Denver and Rio Grande railroad station, a hydroelectric plant, foundry, brewery and various mining functions. In 1963, freight hauling came to an end in this area and several small businesses began to operate, forming an industrial park providing services including vacuum and car repair, construction materials, ski tuning and Sport Obermeyer's manufacturing warehouse. These uses were all housed in very modest structures throughout the area.

Over time, rising real estate costs in Aspen displaced many businesses, leading to a dearth of locally serving businesses. In response, the SCI zone district was adopted via Ordinance No. 11, Series 1975, to help retain these essential businesses in town instead of losing them to cheaper locations down valley.

Previous City Councils occasionally amended SCI to ensure it would adapt to changing technologies, industries and local business needs. Flexibility within this zone district has always been an important feature of maintaining Aspen's messy vitality. However, due to extreme economic pressures in Aspen, each amendment brings unforeseen consequences, often with the potential to undermine the integrity of the zone district. As SCI has evolved to accommodate evolving technology and new industries, more complicated and cumbersome regulations have also been imposed to counteract these extreme pressures. (See Exhibit C for an in-depth history of SCI code amendments.)

These economic pressures do not exist in a vacuum. The successes and challenges of SCI over the years are best analyzed in tourist visitation and consumer trends. Even before SCI was adopted in 1975, Aspen has evolved to tourist-based trends. There is sometimes a disconnect between the needs and services of local and the needs of tourists. SCI was established as an area where more commonplace goods and services by year-round residents could be maintained as the commercial core shifted towards meeting the consumer desires of the tourist economy.

As stated in the 2012 Aspen Area Community Plan (AACP), the Commercial Sector, Page 20:

"There is concern that businesses providing basic necessities will be replaced with businesses providing non-essential goods and services. The character of our community is bolstered by a diverse commercial mix. While we have taken some steps to increase retail diversity, we must pursue more aggressive measures to ensure the needs of the community are met and to preserve our unique community character."

It is worth noting that the statement above is consistent with the fundamental intent of SCI when it was originally adopted 47 years ago. All previous Aspen Area Community Plans discussed the important role that SCI has in the community. The applicable excerpts from these plans are included in Exhibit D. Staff recommends Council and the Commission consider the policies in the Aspen Area Community Plan when reviewing the applicant's redevelopment proposal.

Exhibit C outlines the history of several code amendments in the SCI zone district. Each of these amendments attempted to balance the need for flexibility to ensure zoning would adapt with the times, without sacrificing the integrity of maintaining SCI as a light, industrial area to serve the needs of residents. Staff recommends Council and the Commission consider the intent and history of the zone district when reviewing the applicant's redevelopment proposal.

STAFF DISCUSSION:

As early as 2006, the Civic Master Plan Advisory Group recommended that "City staff should hold discussions with property owners in SCI to determine if there is interest in a redevelopment project…" The applicant has expressed interest in redeveloping the properties at 557 N. Mill and 465 N. Mill- both of which are located within the SCI zone district.

Sketch Plan Review offers an opportunity to applicants, Council, and the Commission to consider projects which are complex or of heightened community interest. Staff's role is to provide Council and the Commission with relevant information to consider the conceptual-level proposal. As there are no review criteria and limited application requirements, the applicant has the opportunity to present and discuss their plans in a format and level of detail of their choosing. (See Exhibit A for full description of Sketch Plan Review.) Consistent with the intent of the Sketch Plan review, the application includes conceptual plans to redevelop these properties (Exhibit E). The enclosed renderings are more expressive than technical and depict a clear idea of the bulk and massing proposed by the applicant.

Council and the Commission may ask questions of the applicant and staff, including information related to all elements of more traditional land use review hearings, such as: mass, scale, use types, architecture and materials, building placement, neighborhood context, affordable housing open space, traffic, and parking. Exhibit B outlines the zoning requirements for development in the SCI zone and can be used as a guide for assessing the appropriateness of the Sketch Plan proposal.

When reviewing development in this area, the following Guidelines should be considered:

1. **Commercial Design Standards & Guidelines:**
   Pursuant to the Commercial Design Standards & Guidelines, the SCI zone district is located within the River Approach Character Area, which is intended to:

   > "*promote walkability, permeability in architecture, connections to the river and natural environment, and innovative new architectural design and technology."*

   This area is separated from the original Aspen townsite by a steep grade change. The significant change in topography draws a boundary that separates the River Approach neighborhood from the more traditional development patterns and styles found in downtown Aspen. Industrial styles indicative of the types of allowed uses in the neighborhood are recommended. When designing a new project, walkability and accessibility should be emphasized. Small-scaled buildings that do not overwhelm the neighborhood are imperative to the pedestrian experience. Staff has highlighted a handful of the guidelines most relevant to the proposal. The list is not inclusive of all applicable guidelines in the Commercial Design Standards & Guidelines. The following should be considered when reviewing the proposed design:

   I. Building Placement

   7.1 Place a building to respond to the natural environment.
   - Consider grade changes and the river when siting a building.
   - Horizontal buildings that blend into the topography may be appropriate.

7.3 Incorporate open space into building placement and site design

- Soft and informal landscape design that is curvilinear, similar to that found on a natural riverbank is encouraged.
- Consider views through the property to the river to strengthen connection to the natural environment, and to enhance the neighborhood and pedestrian experience.

II. Architecture

Architecture in this area should be an eclectic mix of styles. Traditional architecture is not recommended as it would blur the line between downtown neighborhoods and the River Approach Character Area. Industrial styles indicative of the types of allowed uses in the neighborhood are recommended. Small-scaled buildings that do not overwhelm the neighborhood are imperative to the pedestrian experience.

7.4 Preserve the diverse and industrial character of the neighborhood and encourage connection to the river and natural environment.

- Architecture should respond to the topography and natural environment through setbacks, stepped buildings and sensitive landscape design.

7.5 Use eclectic and creative approaches to break up building mass and scale.

- Consider separate buildings on a property or linked exterior walkways instead of internal corridors.

7.6 Unique roof forms and overall building shape are encouraged in this neighborhood.

III. Details and Materials

7.7 Enhance the natural environment and funky character through materials and details.

- Materials and architectural details should reflect the use of the building. For example, thick stone columns or heavy timbers are indicative of lodging and are inappropriate.
- Use of metal is appropriate.

7.8 Larger, more industrial sized fenestration is appropriate here.

2. Redevelopment should respond to the intent of the SCI zone district:

As depicted in Exhibit C, the permitted uses of the SCI zone district have been amended from time to time. However, the fundamental intent of the zone district has remained consistent. Pursuant to Land Use Code Section 26.710.16, *Service/Commercial/Industrial,* the SCI zone district is designed to provide commercial space to those uses not appropriate in other commercial zones, but which provide an essential or unique service to support the local economy. SCI supports the Aspen Area Community Plan policies related to a sustainable, local serving economy and the preservation of a diversity of commercial opportunities for locals and visitors (Exhibit D).

As previously mentioned, in 2016, Council adopted Ordinance No. 29, Series of 2016 to remove free-market residential dwellings as an allowed use within the SCI zone district. This was in response to several instances in which the owners of free-market residential dwellings in mixed-use buildings purchased the commercial component of the building and sometimes chose to leave the commercial space vacant or changed condominium documents to prohibit certain commercial uses.

Today, no free-market residential dwellings exist or are permitted by underlying zoning at 557 or 465 N. Mill. This is a change from past iterations of the zone, where "live-work" style residential configurations were considered appropriate. The "live-work" concept has been pursued at other locations in the SCI zone. Affordable housing is permitted as a conditional use where accessory to a commercial use.

QUESTIONS FOR COUNCIL AND P&Z CONSIDERATION:

1. What aspects of the SCI zone district are important for maintaining the Aspen Community?
    - Lower commercial lease rates compared to the commercial core?
    - Housing locally serving, essential, and other businesses and services not found in the commercial core?
    - Serving as an incubator for new businesses?
    - Providing affordable housing for locals?
    - Providing opportunities for eclectic and alternative architectural styles not found elsewhere in town?
2. Considering the Aspen Area Community Plan policies, and community concerns regarding the sustainability and viability of locally serving businesses, what role does SCI play now and in the future to address those concerns in the community?
3. If current businesses in SCI are displaced as a result of rising real estate costs, what other locations in town would be available for these businesses to relocate for a similar price?
4. How does Council and P&Z envision the SCI zone district helping deliver upon policy statements around locally owned and locally serving businesses?

ATTACHMENTS:

Exhibit A – Sketch Plan Review Procedures

Exhibit B – Current SCI Zone District Land Use Code Provision

Exhibit C – History of SCI Code Amendments

Exhibit D – Aspen Area Community Plan Statements Regarding Locally Serving Businesses

Exhibit E – Application

Section 26.304.060.b.2 – Review of development application by decision-making bodies

Sketch plan review

If the Community Development Director, in consultation with the applicant, determines that a proposed development application may be complex, have the potential for significant community interest, involves a public facility or the proposed project would benefit from additional community input, the Community Development Director may schedule a joint meeting with the City Council and either the planning and zoning commission, the historic preservation commission or both, for a sketch plan review. A sketch plan review may be held either before or after an application is submitted and determined to be sufficiently complete by the director of the Community Development Department. If it is scheduled after an application is determined complete by the Community Development Director, the sketch plan review meeting shall be conducted prior to any other land use review proceeding required by this Code. A sketch plan review meeting shall be noticed by publication, mailing and posting (See Subsection 26.304.060(e) Paragraph (3)) and the joint meeting shall be conducted as a public meeting. The minutes of the joint meeting shall become part of the formal record of the proceedings before the City Council and the decision-making body which has been invited to attend the joint meeting with the City Council. A quorum of the City Council shall not be required to conduct a sketch plan review hearing. The Community Development Director may invite particular members of the public (stakeholders) to attend and participate in the sketch plan review hearing. At the conclusion of the public meeting, the members of the City Council, decision-making body invited to attend the joint meeting and stakeholders (if invited to attend) may offer the applicant advisory suggestions regarding the proposed application, but shall not make any decisions regarding the application for development. Applicants shall not be entitled to rely upon any decisions, comments or suggestions made by the members of the joint public meeting as no attempt shall be made to approve a development proposal even on a conceptual level at a sketch plan review.

26.710.160 Service/Commercial/Industrial (S/C/I).

A. Purpose. The S/C/I zone supports Aspen Area Community Plan policies related to a sustainable, local serving economy and the preservation of a diversity of commercial opportunities for locals and visitors. In response to the decreased intensity of commercial uses in the zone and relative distance from the CC and C1 zones, both multi-modal and automobile parking improvements are appropriate on site in the S/C/I. In order to enhance the City's commercial diversity, the zone allows for uses not found in other zones including light industrial, manufacturing, production, repair and similar service-related uses. The S/C/I zone is designed to provide commercial space to those uses not appropriate in other commercial zones, but which provide an essential or unique service to support the local economy. Flexibility and adaptability are important features of the zone to respond to changing commercial sector dynamics and meet the space needs of the City's service, creative and production economies.

B. Permitted Uses.

1. The following uses may have, in combination, a limited percent of the floor area, devoted to retail sales, showroom, or customer reception, and such uses shall be ancillary to the primary commercial use. This floor area percentage may be increased through Special Review by the Planning and Zoning Commission, pursuant to Section 26.430.050, and according to the standards of Section 26.710.160(E)1. Where retail sales are allowed, this shall be limited to General Retail uses and may include formula uses that fall in the General Retail category.

% retail sales, showroom, or customer reception ***(maximum – net leasable area)***	**Uses include the manufacturing, repair, customization, servicing, alteration, detailing, rental or sale of consumer goods, such as:**
100%	• Vehicle sales. • Building materials, components, hardware, fixtures, interior finishes and equipment. • Fabric and sewing supply. • Household appliances such as ranges, refrigerators, dishwashers, etc. • Outdoor recreational items, which may be in combination with a service use related to guiding or touring.
25%	• Animal boarding facility. • Animal grooming establishment. • Artist studio. • Brewery and brewing supply. • Coffee roasting and supply. • Commercial dry cleaning. • Commercial Kitchen or Bakery. • Design Studio (limited to the Andrews-McFarlin Subdivision). • Laundromat.

% retail sales, showroom, or customer reception *(maximum – net leasable area)*	**Uses include the manufacturing, repair, customization, servicing, alteration, detailing, rental or sale of consumer goods, such as:**
	• Locksmith. • Marijuana Cultivation Facility, Marijuana Product Manufacturing Facility, or Marijuana Testing Facility. • Consumer electronics service and repair. • Post Office branch. • Printing and copy center. • Shipping, packing and receiving services. • Veterinary clinic.
10%	• Automobile washing facility. • Building/landscape maintenance facility. • Warehousing and storage.

2. Primary Care Physician's Office Uses permitted:
   a. On Upper Floors, pursuant to Section 26.710.160 (D)11(b).
   b. Limited to a cap of 3,500 square feet at the Obermeyer Place PD, upon execution of an Insubstantial PD Amendment.

3. Permitted Accessory Uses:
   a) Service yard accessory to a permitted use.
   b) Sales and rental accessory and incidental to a permitted use.
   c) Accessory buildings and uses.
   d) Home occupations and Vacation Rentals: Home Occupations and Vacation Rentals are permitted only in legally established residential units.
   e) Offices, accessory to a permitted or conditional use, may occupy up to 10% of a commercial unit.

C. Conditional uses. The following uses are permitted as conditional uses in the Service/Commercial/ Industrial (SCI) zone district, subject to the procedures established in Chapter 26.425.050 Procedures for Review, and the standards established in Section 26.710.160(F). The following Conditional uses shall not be subject to Section 26.425.045, *Standards applicable to formula uses; exemptions; determination of formula uses*.

1. Affordable Housing Units: Affordable housing is permitted as a conditional use where accessory to a commercial use on the property or required for on-site affordable housing mitigation requirements. See 26.710.160.D.11 for affordable housing Floor Area Ratio requirements. Affordable housing created pursuant to this subsection is not eligible to be used for the creation of Certificates of Affordable Housing Credit, pursuant to Chapter 26.540, unless for a fraction of a unit.

2. Free-Market Residential Units: No new Free-Market Residential Units may be established. Free-Market Residential units are permitted on any level if they were legally established (having received a Certificate of Occupancy, Development Order, or applied for a Development Order) prior to Ordinance 29, Series 2016.

3. Consignment retail establishment.
4. Commercial Parking Facility, pursuant to Section 26.515.
5. Gasoline service station.
6. Grocery store.

D. Dimensional requirements. The following dimensional requirements shall apply to all permitted and conditional uses in the Service/Commercial/ Industrial (SCI) zone district. The dimensional standards and allotments provided in this section for commercial and mixed-use developments are the maximum allowable for the zone and may not be achieved for all developments. Site constraints, historic resources, on-site mitigation and replacement requirements, and other factors may prevent development from achieving some or all of the maximum allowable dimensional standards.

1. Minimum Gross Lot Area (square feet): 3,000

2. Minimum Net Lot Area per dwelling unit (square feet): No requirement.

3. Minimum lot width (feet): No requirement.

4. Minimum front yard setback (feet): No requirement.

5. Minimum side yard setback (feet): No requirement.

6. Minimum rear yard setback (feet): No requirement.

7. Minimum Utility/Trash/Recycle area: Pursuant to Chapter 12.06.

8. Maximum height: Thirty-five (35) feet.

9. Minimum distance between buildings on the lot (feet): No Requirement.

10. Pedestrian Amenity Space: Pursuant to Section 26.412.

11. Floor Area Ratio (FAR): The following FAR schedule applies to uses cumulatively up to a total maximum FAR of 2.25:1. Achieving the maximum floor area ratio is subject to compliance with applicable design standards, view plane requirements, pedestrian amenity requirements and other dimensional standards. Accordingly, the maximum FAR is not an entitlement and is not achievable in all situations.

    a. *Commercial Uses*: 2.25:1.

b. *Primary Care Physician's Office uses*: .25:1 FAR, only if a minimum of .75:1 FAR of Commercial uses, listed in Section 26.710.160(B)1-3, exist on the same parcel.

c. *Affordable Multi-Family Housing*: Greater of existing FAR or .5:1.

d. *Free-Market Multi-Family Housing*: Limited to the existing free-market multi-family FAR. No expansion to FAR shall be permitted except at-grade patios, and decks (other than roof-top decks), balconies, exterior stairways, trellis, and other similar features up to 15% of the total free-market residential floor area. Any subsequent reduction in floor area occupied by such residential use shall be deemed a new limitation and the use shall not thereafter be enlarged to occupy a greater floor area. Free-market residential units shall not be able to utilize any exemptions to floor area outlined in Section 26.575.020(D), Measuring Floor Area, except as noted above.

12. Maximum multi-family residential dwelling unit size (square feet):

a) Category 1-7 Affordable multi-family housing: No limitation.

b) Resident Occupied Affordable multi-family housing: Individual units shall be limited to 2,000 sq. ft. of net livable area.

c) Free-Market multi-family housing: Individual units shall be limited to 2,000 sq. ft. of net livable area. Combination of Free-Market residential units is permitted, but subject to the net livable size limitations herein, as well as other provisions of this title.

d) Expansions Allowed: Notwithstanding the above, individual multi-family unit sizes may be increased by extinguishing Historic Transferable Development Right Certificates ("certificate" or "certificates"), subject to the following:
   1) The transfer ratio is 500 sq. ft. of net livable area for each certificate that is extinguished.
   2) The additional square footage accrued may be applied to multiple units. However, the maximum individual unit size attainable by transferring development rights is 2,500 sq. ft. of net livable area (i.e., no more than 500 additional square feet may be applied per unit).
   3) This incentive applies only to individual unit size. Transferring development rights does not allow an increase in the Floor Area Ratio (FAR) of the lot or the use.

E. Special Review Standards. Whenever the dimensional standards of a proposed development within the SCI Zone District are subject to Special Review, the development application shall be processed as a Special Review, pursuant to Section 26.430.050. The following additional criteria apply:

1. To increase the allowable percentage of interior space assigned to retail, showroom, or customer reception area, the applicant shall demonstrate the need and appropriateness for such additional space and shall demonstrate consistency with the purpose of the SCI Zone District.
2. The additional approved percentage for a specific use shall be limited to that use and not applicable to subsequent uses in the same space.

F. Conditional Use Review Standards.

1. Retail, Showroom or Customer Reception Area. In addition to meeting the standards in Chapter 26.425, *Conditional Use*, the following Standards shall be met:

a. For consignment retail establishment, commercial parking facility (pursuant to Chapter 26.575), and gasoline service station, the Commission shall establish the appropriate amount of floor area to be devoted to retail sales, showroom, or customer reception as a condition of conditional use review.

b. To establish the allowable percentage of interior space assigned to retail, showroom, or customer reception area, the applicant shall demonstrate the need and appropriateness for the space and shall demonstrate consistency with the purpose of the SCI Zone District. The approved percentage for a specific use is limited to that use and not applicable to subsequent uses in the same space.

2. **Multi-Family Housing.** In addition to meeting the standards in Chapter 26.425, *Conditional Use*, the following Standards shall be met.
   a. The applicant must demonstrate that the residential use and individual units are substantially removed and physically separated from Commercial Uses on the same parcel, to the extent practicable, so as to isolate residential uses from commercial impacts and to adequately provide for on-loading, off-loading, circulation and parking for commercial uses.

G. Compliance with City of Aspen Charter. Any property located east of Castle Creek that was in the Service/Commercial/Industrial (S/C/I) zone district on January 1, 2015, is subject to the provisions of Article XIII Section 13.14, *Voter authorization of certain land use approvals*, of the City of Aspen Charter.

(Ord. No. 2-1999, §1; Ord. No. 22-2005, §1; Ord. No. 4-2008; Ord. No. 27-2010, §4; Ord. No. 39-2013, §3; Ord. No. 20-2015, §4; Ord. No. 29, 2016, §3; Ord. No. 6, 2017, §4-5)

The following is a brief history of the Service, Commercial, Industrial (SCI) zone district since it was created by Council in 1975. Staff's hopes to convey to Council and the Commission the original intent of its creation, how the zone district has evolved over time, and how that evolution relates to the Sketch Plan proposal. This summary was compiled from staff memos, meeting minutes, ordinances, and resolutions.

1975: SCI was adopted by City Council via Ordinance No. 11, Series of 1975 as a response to the loss of locally serving businesses in town. The intent of SCI was to "allow the use of land for limited commercial purposes and limited industrial purposes, with customary accessory and institutional uses." Permitted uses included vehicle sales, equipment rental, dry cleaning, warehousing and storage.

1999: In the late 90's, Community Development staff proposed amending SCI to bring it into greater conformance with its intent as originally envisioned. According to a staff memorandum reviewed by the Planning & Zoning Commission, "The intent of the district [SCI] suggests that restaurants, retailers, offices, and other high-traffic types of uses belong downtown…Uses that are oriented more to the manufacturing and servicing of consumer goods with a limited amount of customer traffic and which may be inappropriate for a downtown location should be permitted in this district." Additionally, staff contemplated the ability to develop deed-restricted, resident-occupied (RO) or free-market housing within SCI and acknowledged that affordable housing would provide an opportunity for local business owners and employees to live and work in town.

However, staff cautioned against allowing residential units to accompany artist studios. According to the staff memo, "the demand for free market housing in this town may lead to artistic interpretations of what an artist is and does. Development of free-market housing, in turn, could raise lease rents above reasonable levels for the permitted uses. Staff believes this would be contrary to the intent of the zone district." At the time, staff felt that "Art is too vague of a concept to define as a use and has been misinterpreted to allow almost any use. The art of selling properties, of managing a busy office, of thinking, of skiing, of balancing a checkbook should not be rewarded with free-market homes which drive up property values and forces a person who fixes toasters for a living to move down valley."

Many of the proposed changes recommended by staff were adopted via Ordinance No. 2, Series of 1999. The minutes from the Council hearing on March 22nd 1999 state:

> Chris Bendon, Community Development Department, said the SCI zone should have uses other than those allowed in the downtown core, that do not demand high rent and that are inappropriate for residential areas. Bendon said the Council realized this type of area would disappear if they did not try and preserve these uses and they created the SCI zone in 1971.[1] Bendon pointed out this amendment broadens the SCI zone; there are more

1. SCI was created in 1975.

uses, there is a provision for retail, the areas where one can build are larger, the parking requirements are reduced and one can double the FAR for affordable housing. Another issue was what about uses that have not been thought up or invented yet. Bendon said the zone district could be amended or 'other similar uses deemed to be appropriate by the Community Development Director' could be added. The interpretation section of the ordinance allows an applicant to request an interpretation of a use already defined. This clause would allow for interpretation of a use by the Community Development Director that is not defined."

2005: Many of the action items identified in the 2000 Aspen Area Community Plan, called for a general promotion of infill development which included the intensification of land uses within the traditional townsite and a focus of growth towards already developed areas and away from undeveloped areas surrounding the City. Consistent with these measures, Council adopted Ordinance No. 22, Series of 2000 which amended SCI to allow five feet of additional height as an incentive to either develop a minimum of .75:1 FAR of SCI business space or to increase the usable floor-to-ceiling height of the ground floor. The amendment also codified a regulation to cap a "design studio" at 9,000 square feet for the entire zone district.

2008: Several new code amendments were recommended by staff to ensure SCI would adapt to new industries and evolving economic dynamics while also continuing to deliver on desired community outcomes. The amendment provided additional flexibility in the SCI zone district, with very specific language surrounding FAR and use limitations. For example, in response to new technology and changing consumer behavior, internet auction consignment outlets were permitted within SCI. Up to 25 percent of the floor area could be used for accessory retail sales, showroom, or customer reception within this use type. Additionally, the amendment continued to allow for Design Studios, however it now limited their locations to the Andrews-McFarlin Subdivision (an area within the SCI zone district but not part of this review). Additionally, Primary Care Physician's offices were permitted under the amendment but were limited to a cap of 3,500 sq. ft. and could only be located within the Obermeyer Place PUD.

2013: In response to the legalization of Marijuana in Colorado, City Council amended SCI via Ordinance No. 39, Series of 2013 to allow Marijuana cultivation, manufacturing and testing facilities with up to 25 percent of floor space for sales.

2016: SCI was updated via Ordinance 29, Series of 2016. As part of the revisions, grocery stores were added as an allowed use and outdated uses like typesetting were removed. Additionally, free-market residential dwellings were removed as allowed uses within SCI. This was a response to a moratorium that was recently enacted to address the impacts that free-market residential uses had on commercial uses in the same building. There were several instances around town in which the owner of a free-market residential dwelling would purchase the

commercial space within the same building. The owner would leave the commercial space vacant or change condominium documents to prohibit certain uses such as restaurants, bars or night clubs. There was concern that this outcome could occur within the SCI zone district. Today free-market residential dwellings are prohibited within SCI but affordable housing units are permitted as a conditional use.

Below are excerpts taken from each of the previous Aspen Area Community Plans, which speak to the need of providing locally serving businesses in town.

For several decades the City of Aspen has adopted various master plans to help guide the future. Each plan has served the purpose of articulating values, outlining goals and policies, and identifying challenges facing the community. These plans are updated from time to time in response to shifting priorities. Interestingly, from the adoption of the first Aspen Land Use Plan in 1973 to the latest Aspen Area Community Plan of 2012, the goal of maintaining locally serving business has remained constant. This has been a community priority for 47 years and the SCI zone district has played a pivotal role in delivering on this goal.

The Aspen Land Use Plan, July 1973

- "Provide neighborhood shopping establishments to serve the daily needs of the surrounding population and to complement but not compete with central Aspen."

Aspen Area Community Plan, January 1993

- "We are seeking to create a community of a size, density, and diversity that encourages interaction, involvement and vitality among its people. Aspen's unique spirit is in danger of eroding into a bland and irrelevant society lacking its former character. The key to reversing this trend lies in restoring the ability to attract, nurture, and learn from these disenfranchised characters. The image of Aspen as an organized façade needs to be injected with a 'messy vitality' that originally created Aspen's renowned cultural and sociological diversity. Aspen as a community should avoid an environment that is too structured, too perfect, and that eliminates the funkiness that once characterized this town."
- "People should be able to shop in the community where they live. In order for Aspen to provide these basic essentials, the community must find ways to strike a balance between the local and tourist shopping opportunities. Our small-town lifestyle would be significantly altered if we were not able to see our businesspeople on the streets of town as we walked from place to place. Office space costs are driving many of these local businesspeople and their local services out of the community. Finding ways to provide affordable office space in the core of the community is essential to the Aspen area quality of life."
- "Aspen as a community should avoid an environment that is too structured, too perfect and that eliminates the funkiness that once characterized this town…the kind of vitality brought to Aspen by its full-time residents is being seriously diluted…"
- "Developments which include locally oriented businesses should be encouraged via a menu of options."

Aspen Area Community Plan, February 2000

- "The success of *Aspen the Resort* depends on the success of *Aspen the Community.* The powerful influences of exploitation must be countered by a caring

and tolerant citizenry and government, or we will degrade into a Disneyland for private jets. A better balance is needed between the priorities of the community and the resort as well as closer ties."

- "Revise the Neighborhood Commercial and Service/Commercial/Industrial zone district permitted and conditional uses lists to ensure only locally serving uses are permitted within those zone districts. Eliminate the option for single-family housing in those zone districts."
- "Promote a healthy and diverse economic base that supports both the local economy and the tourist industry."

The City of Aspen Civic Master Plan, December 2006

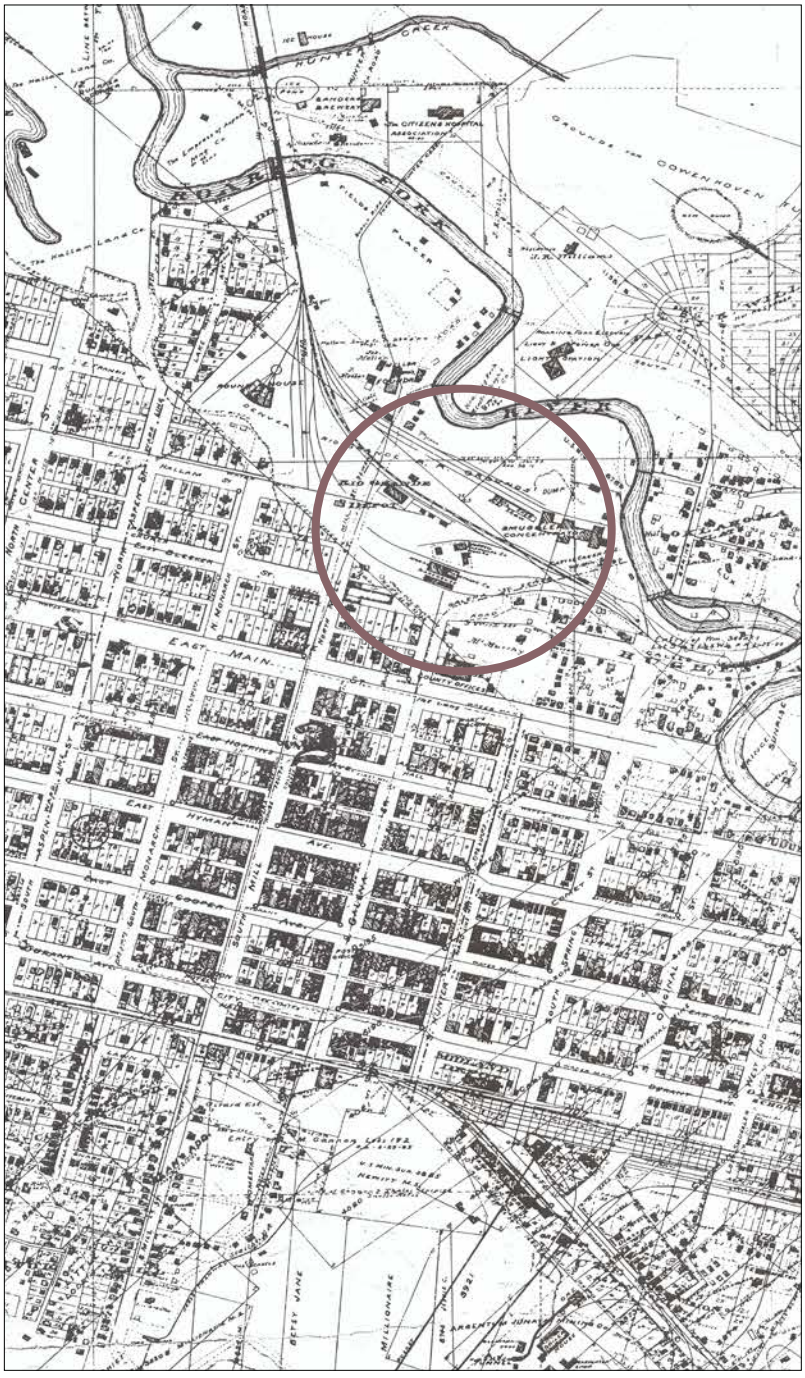
- "Within the civic core, there are only two non-retail small business parks remaining- they are located in two Service/Commercial/Industrial (SCI) zone districts. One is at Obermeyer Place…The other is described as "SCI West" [in this document]. SCI West is located on N. Mill Street between Puppy Smith St. and the bridge over the Roaring Fork River [the subject properties of this review are within SCI west]."
- "The SCI West parcel is located on N. Mill Street, between Puppy Smith St. and the bridge over the Roaring Fork River. It is home to dozens of non-retail, service-oriented businesses including a landscaping firm, a stone and tile business, an interior lighting design studio and a consignment shop."

Aspen Area Community Plan, February 2012

- "There is concern that businesses providing basic necessities will be replaced with businesses providing non-essential goods and services. The character of our community is bolstered by a diverse commercial mix. While we have taken some steps to increase retail diversity, we must pursue more aggressive measures to ensure the needs of the community are met and to preserve our unique community character."
- "This plan calls for more aggressive measures to ensure that the commercial sector provides essential products and services, and to ensure balance between a local-serving and visitor-oriented commercial sector."
- "Encourage a commercial mix that is balanced, diverse and vital and meets the needs of year-round residents and visitors."
- "Facilitate the sustainability of essential businesses that provide basic community needs."

Exhibit E- Application

NORTH MILL



Project Location

465 + 557 North Mill Street

Parcel IDs:
2737.073.00.004 +
2737.073.00.013

Lot Size

465 N. Mill Street:
46,353sf

557 N. Mill Street:
6,301 sf

Zone District

Service, Commercial, Industrial

Applicant

North Mill LLC
2001 N. Halsted, #304
Chicago, IL 60614

Representative

BendonAdams
300 S. Spring St, #202
Aspen, CO 81611
970.925.2855
chris@bendonadams.com

Local Architect

Rowland + Broughton
500 West Main Street
Aspen, CO 81611
970.544.9006
sarah@rowlandbroughton.com

INTRO

Please accept this application for a Sketch Plan for the properties located at 465 and 557 North Mill Street (the Project). The properties are currently zoned Service, Commercial, Industrial (SCI) and contain commercial businesses that lease spaces within existing buildings.

The opportunity to discuss the future of these sites with City Council and the community through Sketch Plan is now. We want to engage with the community and City Council about future uses, fit, and feel for the Project before a land use application.

These properties need a different approach to development that is not reactionary but revolutionary. We need to throw out rigid and systematic and be visionary.

Smuggler Mine, photograph, courtesy Aspen Historical Society

SKETCH PLAN

One thing is clear right now - the only constant is change. Change is unavoidable and in close-knit communities like Aspen, change can be guided to reflect and draw upon the important layers of our past. The North Mill project area is steeped in industrial history that was essential to the basic functions of our town. The proposed project is consistent with the history of this area, but in modern times.

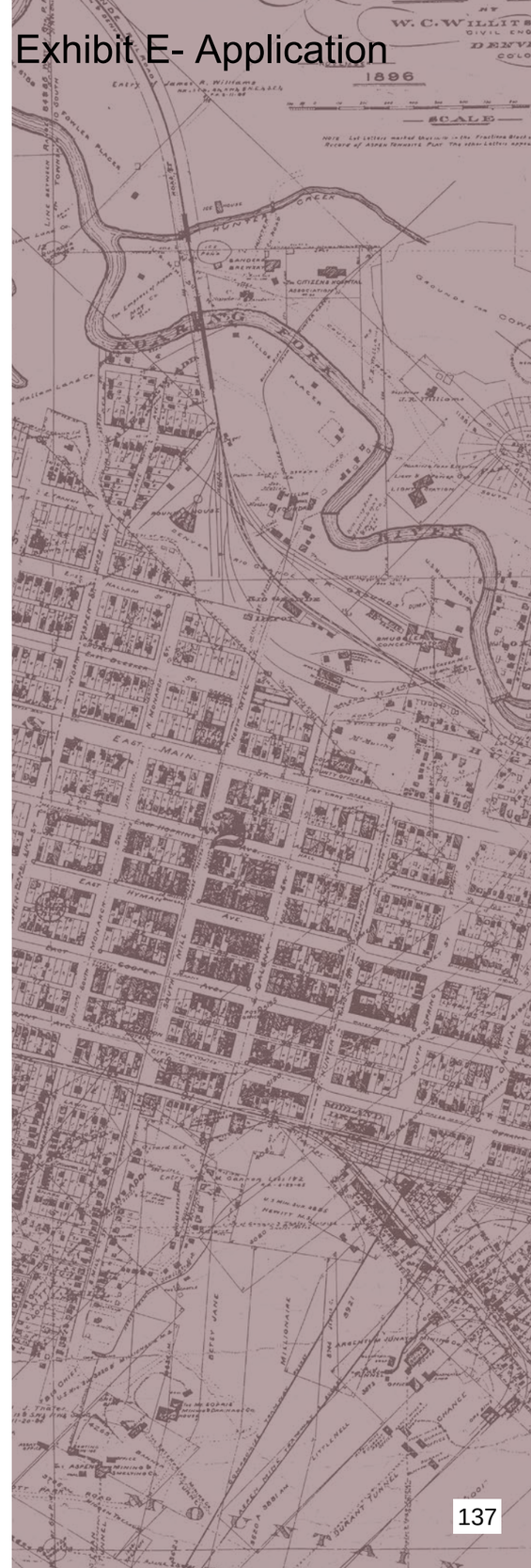
1880s
In the early days this area housed the Denver and Rio Grande railroad station, the Hunter Creek hydroelectric plant, a foundry, mining operations, a brewery, and citizen's hospital. As you can see from the map, the area was a mix of uses, from mining to residential, that provided vital functions for the development of Aspen as we know it today.

1960s
Aspen's midcentury renaissance picked up speed in the 1960s under the influence of many visionaries including Walter and Elizabeth Paepcke. The Aspen Institute's mind, body, and spirit campaign was embraced globally and brought inspiring, creative intellectuals to Aspen.

Railroad operations ceased and small businesses moved into the project area in the 1960s. Aspen's appreciation of the natural environment was in its infancy with the establishment of the Aspen Center of Environmental Studies and the conversion of the Rio Grande railroad tracks to a trail, which occurred in this neighborhood.

The accumulation of this rich history, from vital operations in the 1880s to the mind, body, spirit mantra of the Institute, and everything in between, directly informs and ties into the North Mill Project.

Figure 1: 1896 map – Willits Map of Aspen



The photos below illustrate the character and history of the SCI area: walkability, permeability, connections to the river and national environment, and innovative new architecture and design and technology.

COLLABORATION + INNOVATION

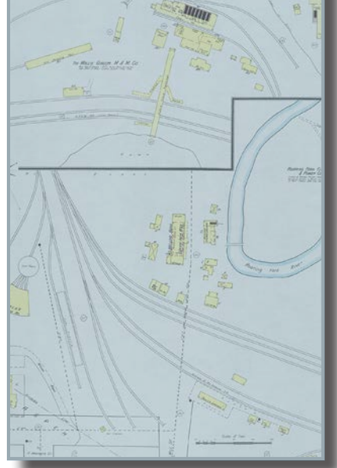
THESE TWO WORDS ARE THE CORNERSTONE OF THE PROJECT THAT IS FOCUSED ON THE FUTURE.

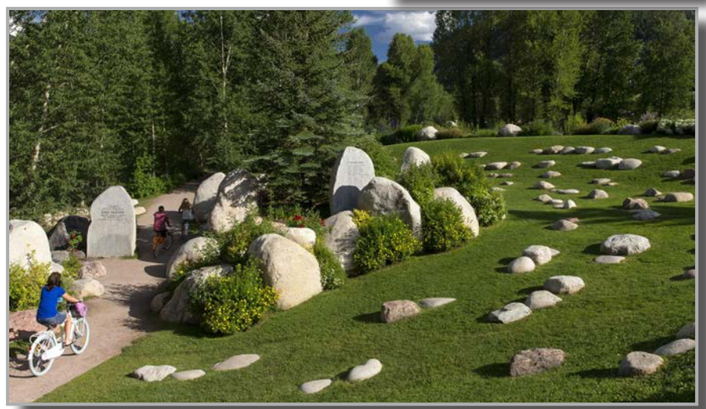
Building upon the layers of Aspen's history the future of the North Mill properties require the community to look at long term business viability and sustainability.

A new formula for this neighborhood is desperately needed that supports local businesses through collaboration and innovation. A fresh start requires collaboration within the community to think outside the box and to address this project with a new set of glasses. Our values are the same, but the approach is innovative.

We envision a space for start-up and small industrial businesses to flourish and be supported by a network of other industries within the same building that result in new collaborations and groundbreaking ideas.

Some of the many ways the Institute put Aspen on the map in the mid-century was to invite and embrace creatives from around the world in a live/work incubator campus, before the trendy "incubator space" or "live work" concepts were commonplace in society. There is only one Aspen Institute – this project does not strive to replicate, but to use this piece of Aspen's history as inspiration for a live/work incubator space that combines different functions, uses, ideas, and people.





* photographs courtesy Aspen Historical Society

COMMUNITY OUTREACH

Connecting with business owners, the community, and the neighborhood is key for an informed North Mill Project. We expect full and open transparency and channels of communication throughout the process. Regular communication with both tenants and stakeholders, and ample opportunities to engage with the project team will be an integral part of this process.

The locally serving businesses located in the project site are already part of our active outreach about the upcoming Sketch Plan review with City Council. We want to listen to their story, their business experiences, and their plans for the future. We want to understand opportunities for potential relocation, to discuss potential inclusion into the new Project, and how we can help.

EXHIBITS

1 – Response to Sketch Plan Criteria

2 - Land Use Application Form

3 – Agreement to Pay

4 – Authorization to Represent

5 – Proof of Ownership and Authorization of Manager

6 – HOA form

7 – Survey

8 – Pre-application Summary

9- Vicinity Map

Exhibit 1
Response to Review Criteria

26.304.060(b)(2). Sketch Plan Review.

If the Community Development Director, in consultation with the applicant, determines that a proposed development application may be complex, have the potential for significant community interest, involves a public facility or the proposed project would benefit from additional community input, the Community Development Director may schedule a joint meeting with the City Council and either the planning and zoning commission, the historic preservation commission or both, for a sketch plan review. A sketch plan review may be held either before or after an application is submitted and determined to be sufficiently complete by the director of the Community Development Department. If it is scheduled after an application is determined complete by the Community Development Director, the sketch plan review meeting shall be conducted prior to any other land use review proceeding required by this Code. A sketch plan review meeting shall be noticed by publication, mailing and posting (See Subsection 26.304.060(e) Paragraph (3)) and the joint meeting shall be conducted as a public meeting. The minutes of the joint meeting shall become part of the formal record of the proceedings before the City Council and the decision-making body which has been invited to attend the joint meeting with the City Council. A quorum of the City Council shall not be required to conduct a sketch plan review hearing. The Community Development Director may invite particular members of the public (stakeholders) to attend and participate in the sketch plan review hearing. At the conclusion of the public meeting, the members of the City Council, decision-making body invited to attend the joint meeting and stakeholders (if invited to attend) may offer the applicant advisory suggestions regarding the proposed application, but shall not make any decisions regarding the application for development. Applicants shall not be entitled to rely upon any decisions, comments or suggestions made by the members of the joint public meeting as no attempt shall be made to approve a development proposal even on a conceptual level at a sketch plan review.

Response: *The applicant acknowledges and accepts these Land Use Code requirements. In summary, the Applicant understands that the Sketch Plan process and any comments offered by the elected or appointed officials are advisory suggestions and cannot be relied upon and that no attempt to approve the proposed sketch plan will be made.*

> ***Background*** *Both 465 North Mill Street and 557 North Mill Street are zoned Service Commercial Industrial Zone District (SCI) as a result of City Council Ordinance 11 of 1975 that established a new set of zone districts including SCI. At the time, these zones were located north of Main Street. Over the years SCI zoning has expanded to additional properties throughout Aspen, some of which the City of Aspen owns. Today, the properties operate as a commercial center for business and in compliance with the SCI use requirements.*
>
> ***Previous Land Use Decisions*** *In early 2019, the Applicant brought forward a land use application to rezone the subject properties from SCI to the Mixed Use (MU) zone district. At the conclusion of the Planning and Zoning Commission and City Council rezoning hearings, the request was denied. The Applicant anticipated that the rezoning of the properties to MU would potentially not be well received and, at the final hearing, asked the then seated City Council about the possibility of an open discussion about the vision for*

future uses and development. This discussion could potentially create a dialogue among the Applicant, City Council, and community so that feedback and direction could be expressed. Since April 2019, the Applicant has been working on developing ideas to present to City Council.

CITY OF ASPEN COMMUNITY DEVELOPMENT DEPARTMENT

Exhibit 2

LAND USE APPLICATION

Project Name and Address: 465 and 557 North Mill Street

Parcel ID # (REQUIRED) 2737-073-00-048 and 2737-073-00-013

APPLICANT:

Name: North Mill Street LLC

Address: 2001 N. Halsted #304 Chicago, IL 60614

Phone #: 312.479.2050 email: mhunt@mdevco.com

REPRESENTIVATIVE:

Name: BendonAdams, LLC

Address: 300 S. Spring St. #202, Aspen, CO 81611

Phone#: 970-925-2855 email: sara@bendonadams.com

Commercial and service uses exist on both properties. Currently zoned SCI. Ideas for development will be proposed to City Council during Sketch Plan Review.

Review: Administrative or Board Review

- Review by City Council

Required Land Use Review(s):

Sketch Plan submittal for review and conversation with City Council.

Growth Management Quota System (GMQS) required fields:

Net Leasable square footage_____ **Lodge Pillows**_____ **Free Market dwelling units** _____

Affordable Housing dwelling units_____ **Essential Public Facility square footage** _____

- GMQS is not a component of this application

Have you included the following?

FEES DUE: $ _____

- [x] **Pre-Application Conference Summary**
- [x] **Signed Fee Agreement**
- [x] **HOA Compliance form**
- [x] **All items listed in checklist on PreApplication Conference Summary**

CITY OF ASPEN COMMUNITY DEVELOPMENT DEPARTMENT

DIMENSIONAL REQUIREMENTS FORM
Complete only if required by the PreApplication checklist

Project and Location 465 and 557 North Mill Street

Applicant: North Mill Street LLC

Zone District: SCI **Gross Lot Area:** Lot 1: 46,353 sq.ft Lot 2: 6,301 sq. ft. **Net Lot Area:** Lot 1: 43,544 Lot 2: 6,301 sq. ft.

**Please refer to section 26.575.020 for information on how to calculate Net Lot Area

Please fill out all relevant dimensions

Single Family and Duplex Residential

	Existing	Allowed	Proposed
1) Floor Area (square feet)			
2) Maximum Height			
3) Front Setback			
4) Rear Setback			
5) Side Setbacks			
6) Combined Side Setbacks			
7) % Site Coverage			
8) Minimum distance between buildings			

Proposed % of demolition _____

Multi-family Residential

	Existing	Allowed	Proposed
1) Number of Units			
2) Parcel Density (see 26.710.090.C.10)			
3) FAR (Floor Area Ratio)			
4) Floor Area (square feet)			
4) Maximum Height			
5) Front Setback			
6) Rear Setback			
7) Side Setbacks			

Proposed % of demolition _____

Commercial

Proposed Use(s) tbd

	Existing	Allowed	Proposed
1) FAR (Floor Area Ratio)			
2) Floor Area (square feet)			
3) Maximum Height			
4) Off-Street Parking Spaces			
5) Second Tier (square feet)			
6) Pedestrian Amenity (square feet)			

Proposed % of demolition _____

Lodge

Additional Use(s) _____

	Existing	Allowed	Proposed
1) FAR (Floor Area Ratio)			
2) Floor Area (square feet)			
3) Maximum Height			
4) Free Market Residential (square feet)			
4) Front setback			
5) Rear setback			
6) Side setbacks			
7) Off-Street Parking Spaces			
8) Pedestrian Amenity (square feet)			

Proposed % of demolition _____

Existing non-conformities or encroachments:

Setbacks and floor area

Variations requested:

Variations to allowed uses may be discussed with City Council during Sketch Plan Review.

CITY OF ASPEN COMMUNITY DEVELOPMENT DEPARTMENT

Agreement to Pay Application Fees

An agreement between the City of Aspen ("City") and

Please type or print in all caps

Address of Property: 465 and 577 North Mill Street

Property Owner Name: North Mill Street LLC Representative Name (if different from Property Owner) BendonAdams, LLC

Billing Name and Address - Send Bills to:

2001 N. Halsted #304 Chicago, IL 60614

Contact info for billing: e-mail: nturken@mdevco.com Phone: 312-560-6705

I understand that the City has adopted, via Ordinance No. 30, Series of 2017, review fees for Land Use applications and payment of these fees is a condition precedent to determining application completeness. I understand that as the property owner that I am responsible for paying all fees for this development application.

For flat fees and referral fees: I agree to pay the following fees for the services indicated. I understand that these flat fees are non-refundable.

$._____flat fee for_____. $._____flat fee for _____

$._____flat fee for_____. $._____flat fee for _____

For Deposit cases only: The City and I understand that because of the size, nature or scope of the proposed project, it is not possible at this time to know the full extent or total costs involved in processing the application. I understand that additional costs over and above the deposit may accrue. I understand and agree that it is impracticable for City staff to complete processing, review and presentation of sufficient information to enable legally required findings to be made for project consideration, unless invoices are paid in full.

The City and I understand and agree that invoices mailed by the City to the above listed billing address and not returned to the City shall be considered by the City as being received by me. I agree to remit payment within 30 days of presentation of an invoice by the City for such services.

I have read, understood, and agree to the Land Use Review Fee Policy including consequences for no-payment. I agree to pay the following initial deposit amounts for the specified hours of staff time. I understand that payment of a deposit does not render and application complete or compliant with approval criteria. If actual recorded costs exceed the initial deposit, I agree to pay additional monthly billings to the City to reimburse the City for the processing of my application at the hourly rates hereinafter stated.

$ 1,300.00 deposit for 4 hours of Community Development Department staff time. Additional time above the deposit amount will be billed at **$325.00 per hour**.

$_____deposit for_____hours of Engineering Department staff time. Additional time above the deposit amount will be billed at **$325.00 per hour**.

City of Aspen:

_____

Phillip Supino, AICP
Community Development Director

City Use:
Fees Due: $_____Received $_____
Case #_____

Signature: _____

PRINT Name: Mark Hunt 5-13-2020

Title: Manager, North Mill Street, LLC

BendonAdams

May 13, 2020

Phillip Supino, AICP
Community Development Director
City of Aspen
130 So. Galena St.
Aspen, Colorado 81611

RE: 465 & 557 North Mill Street; Aspen, CO.

Mr. Supino:

Please accept this letter authorizing BendonAdams, LLC to represent our ownership interests in 465 and 557 North Mill Street and act on our behalf on matters reasonably associated in the land use reviews for the properties.

If there are any questions about the foregoing or if I can assist, please do not hesitate to contact me.

Property – 465 & 557 North Mill Street; Aspen, CO 81611

Legal Description – Metes and bounds, see letter from attorney

Parcel ID – 273707300048 & 273707300013

Owner – North Mill Street LLC

Kind Regards,

Mark Hunt, Manager
North Mill Street LLC
2001 N. Halsted #304
Chicago, IL 60614

SHERMAN&HOWARD

730 East Durant Avenue, Suite 200, Aspen, Colorado 81611
Telephone: 970.925.6300 Fax: 970.925.1181 www.shermanhoward.com

Curtis B. Sanders
Sherman & Howard L.L.C.
Direct Dial Number: 970.300.0114
E-mail: csanders@shermanhoward.com

May 8, 2020

City of Aspen
Community Development Department
130 South Galena Street
Aspen, Colorado 81611

Re: North Mill Street, LLC, a Colorado limited liability company; 447 - 557 North Mill Street, Aspen, Colorado 81611; Certificate of Ownership

Dear Sir or Madam:

I am an attorney licensed by the State of Colorado to practice law.

This letter shall confirm and certify that North Mill Street, LLC, a Colorado limited liability company is the owner of certain unimproved real property located at 447 - 557 North Mill Street, Aspen, Colorado 81611, and legally described as follows (the "Subject Property"):

PARCEL A:
A tract of land being part of a tract previously described in Book 177 at Page 620 in the Northwest Quarter South Quarter Section 7, Township 10 South, Range 84 West of the Sixth Principal Meridian, described as follows:

Beginning at a point being 203.00 feet North 84°19' East from monument "0-64A" set by L.S. 2568, monument "0-6A" is 1124.96 feet South 39°58'22" East from the West quarter corner, Section 7, Township 10 South, Range 84 West of the Sixth Principal Meridian (1954 Brass Cap);
thence North 84°19' East 95.00 feet;
thence South 05°41' East 66.33 feet;
thence South 84°19' West 95.00 feet;
thence North 05°41 West 66.33 feet to the Point of Beginning.

TOGETHER with an easement for the use of Edward W. Morse III, for purposes of access, utilities and parking as described:

Beginning at a point on Mill Street being 303 feet North 84°19' East and 63.00 feet South 10°32'30" East from previously described "0-6A";

thence South 10°05'07" West 41.00 feet along Mill Street;
thence South 84°19' West 88.16 feet;
thence North 05°41' West 33.67 feet to the Southwest corner of above described tract;
thence North 84°19' East 95.00 feet to the Southeast corner of above described tract;
thence North 05°41' West 66.33 feet to the Northeast corner of above described tract;
thence North 84°19' East 5.00 feet;
thence South 10°32'30" East 63.00 feet to the Point of Beginning.

EXCEPTING therefrom parcels conveyed to the City of Aspen, a municipal corporation by deed recorded December 18, 1978 in Book 360 at Page 533.

PARCEL B:
A tract of land situated in the Northwest ¼ of the Southwest ¼ of Section 7, Township 10 South, Range 84 West of the 6th P.M., described as follows:

Beginning at a point from whence the West ¼ corner of said Section 7 bears N 39°58'22" W 1124.96 feet, said point being the Southwesterly corner of tract of land described in Book 177 at Page 618;
thence on a curve to the left having a radius of 668.00 feet a distance of 222.1 feet the chord of which bears S 25°40'02" E 221.1 feet, along the Northeasterly line of a tract of land described in Book 276 at Page 604;
thence S 66°48'31" E 151 feet along the Northeasterly line of said tract of land described in Book 276 at Page 604 to a point on the Northwesterly line of tract of land described in Book 180 at Page 345;
thence N 19°05'07" E 240.00 feet along said Northwesterly line to the most Northerly corner of said tract of land in Book 180 at Page 345;
thence N 10°32'30" W 63.00 feet to the Southeasterly corner of said tract of land described in Book 177 at Page 618;
thence N 84°19' W 5.00 feet;
thence S 05°41' E 66.33 feet along the Easterly line of a tract of land described in Book 293 at Page 873;
thence S 84°19' W 95.00 feet along the Southerly line of said tract of land described in Book 293 at Page 873;
thence N 05°41' W 66.33 feet along the Westerly line of said tract of land described in Book 293 at Page 873 to a point on the Southerly line of said tract of land described in Book 117 at Page 618;
thence S 84°19' W 203.00 feet along said Southerly line to the Place of Beginning.

EXCEPTING therefrom that portion described in Deed to the City of Aspen recorded December 21, 1976 in Book 321 at Page 797, and also excepting therefrom that portion described in Deed to the City of Aspen recorded December 28, 1978 in Book 360 at Page 532, and also excepting therefrom that portion described in Quit Claim Deed to the City of Aspen recorded November 6, 2017 as Reception No. 642877.

The Subject Property is subject to the following matters of record:

1. Right of the proprietor of a vein or lode to extract or remove his ore therefrom, should the same be found to penetrate or intersect the premises hereby granted as reserved in United States Patent recorded June 8, 1888 in Book 55 at Page 2.

2. All existing easements, licenses, rights of way for pipelines, pole and wire lines, road, ditches or otherwise upon, along, over or across the property as excepted in Deed recorded March 2, 1955 in Book 177 at Page 620.

3. Easement and right of way for access, utilities and parking as set forth in deed recorded November 27, 1974 in Book 293 at Page 873 as shown on that certain survey dated June 2018, prepared by Aspen Survey Engineers, Inc. Job No. 4014CK.

4. Easement and right of way for an electric transmission or distribution line or system, as granted to Holy Cross Electric Association, Inc., in instruments recorded October 12, 1977 in Book 336 at Page 470 and in Book 336 at Page 472.

5. Terms, conditions, provisions and obligations as set forth in Statement of Exemption from the Full Subdivision Process recorded January 23, 1979 in Book 362 at Page 370.

6. Any loss or damage resulting from Litigation affecting subject property by North Mill Street Investors, a Colorado general partnership v. The City of Aspen, Aspen City Council, Steve Skadron, Ann Mullins, Art Daily, Adam Frisch and Cuthbert L. Myrin, Jr., in their official capacities only as Aspen City Council Members, in Case No. 2017 CV 030022 in the District Court of Pitkin County, State of Colorado.

7. Deed of Trust, Assignment of Leases and Rents and Security Agreement dated as of June 14, 2018 between Loancore Capital Credit REIT LLC and North Mill Street LLC, recorded June 15, 2018 as Reception No. 648104.

8. Assignment of Leases and Rents dated June 14, 2018 between Loancore Capital Credit REIT LLC and North Mill Street LLC, recorded June 15, 2018 as Reception No. 648105.

9. UCC-1 Financing Statement of Loancore Capital Credit REIT LLC recorded June 15, 2018 as Reception No. 648106, and re-recorded as Reception No. 648177.

10. Terms, conditions, provisions and obligations as set forth in the Assignment of Deed of Trust, Assignment of Leases and Rents and Security Agreement dated as of July 18, 2018 between Loancore Capital Credit REIT LLC as assignor and LLC Warehouse I LLC as assignee recorded July 30, 2018 as Reception No. 649095.

11. Assignment of Assignment of Leases and Rents dated July 18, 2018 between Loancore Capital Credit REIT LLC as assignor and LLC Warehouse I LLC as assignee, recorded July 30, 2018 as Reception No. 649098.

12. Assignment of UCC-1 Financing Statement between Loancore Capital Credit REIT LLC as assignor and LLC Warehouse I LLC as assignee, recorded July 30, 2018 as Reception No. 649101.

13. Terms, conditions, provisions and obligations as set forth in City of Aspen Planning and Zoning Commission Resolution No. 4 (Series of 2019) recorded April 8, 2019 as Reception No. 655081.

(Items 1 through 13 above affect both Parcels A and B)

14. Terms, conditions, provisions and obligations as set forth in Easement Agreement recorded December 28, 1978 in Book 360 at Page 534 as shown on that certain survey dated June 2018, prepared by Aspen Survey Engineers, Inc. Job No. 4014CK.

15. Terms, conditions, provisions and obligations as set forth in Curb, Gutter and Sidewalk Improvement Agreement recorded December 28, 1978 in Book 360 at Page 536.

16. Right of way granted to the City of Aspen in Deed recorded June 13, 1980 in Book 390 at Page 131.

17. Terms, conditions, provisions, obligations and all matters as set forth in Resolution of the Planning and Zoning Commission recorded February 12, 1998 as Reception No. 413539 as Resolution No. 98-2.

(Items 14 through 17 above only affect Parcel B)

18. Terms, conditions, provisions and obligations as set forth in Vacation of Easement Rights recorded November 6, 2017 as Reception No. 642878 and City of Aspen Easement Agreement recorded November 6, 2017 as Reception No. 642879 both as shown on that certain survey dated June 2018, prepared by Aspen Survey Engineers, Inc. Job No. 4014CK.

(Item 18 only affects Parcel A)

This letter shall further confirm that as the owner of the Subject Property, North Mill Street, LLC, a Colorado limited liability company, has the right and authority to file and pursue land use applications, variance requests, and other requests with the City of Aspen with respect to the Subject Property, and that Mark Hunt, as President of North Mill Street Manager, Inc., a Colorado corporation, as Manager of North Mill Street, LLC, is authorized to execute and deliver all documents on its behalf.

Sincerely,

Curtis B. Sanders

CITY OF ASPEN COMMUNITY DEVELOPMENT DEPARTMENT

Homeowner Association Compliance Policy

All land use applications within the City of Aspen are required to include a Homeowner Association Compliance Form (this form) certifying the scope of work included in the land use application complies with all applicable covenants and homeowner association policies. The certification must be *signed by the property owner or Attorney representing the property owner*.

Property Owner ("I"):	Name: North Mill Street LLC Mark Hunt, manager	
	Email: mhunt@mdevco.com	Phone No.: 312.479.2050
Address of Property: (subject of application)	465 and 557 North Mill Street	

I certify as follows: (pick one)

☑ This property is not subject to a homeowners association or other form of private covenant.

☐ This property is subject to a homeowners association or private covenant and the improvements proposed in this land use application do not require approval by the homeowners association or covenant beneficiary.

☐ This property is subject to a homeowners association or private covenant and the improvements proposed in this land use application have been approved by the homeowners association or covenant beneficiary.

I understand this policy and I understand the City of Aspen does not interpret, enforce, or manage the applicability, meaning or effect of private covenants or homeowner association rules or bylaws. I understand that this document is a public document.

Owner signature: _____ date: 5-13-2020

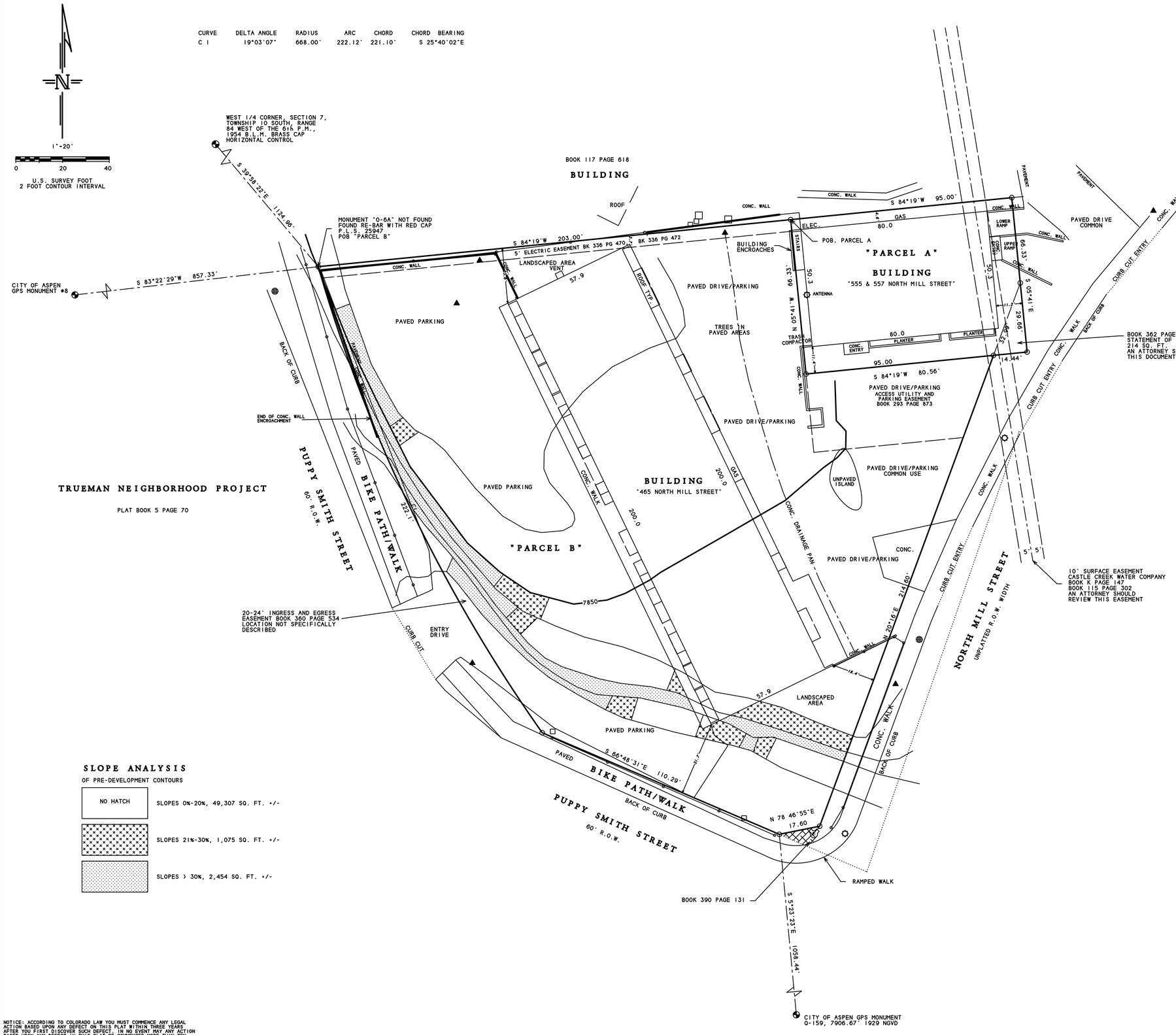
Owner printed name: Mark Hunt, manager

or,

Attorney signature: _____ date: _____

Attorney printed name: _____

Exhibit 7



SLOPE ANALYSIS

OF PRE-DEVELOPMENT CONTOURS

NO HATCH	SLOPES 0%-20%, 49,307 SQ. FT. +/-
	SLOPES 21%-30%, 1,075 SQ. FT. +/-
	SLOPES) 30%, 2,454 SQ. FT. +/-

NOTICE: ACCORDING TO COLORADO LAW YOU MUST COMMENCE ANY LEGAL ACTION BASED UPON ANY DEFECT ON THIS PLAT WITHIN THREE YEARS AFTER YOU FIRST DISCOVER SUCH DEFECT. IN NO EVENT MAY ANY ACTION BASED UPON ANY DEFECT IN THIS PLAT BE COMMENCED MORE THAN TEN YEARS FROM THE DATE OF THE CERTIFICATION SHOWN HEREON. THE CERTIFICATION IS VOID IF NOT WET STAMPED WITH THE SEAL OF THE SURVEYOR.

LEGEND AND NOTES

- SURVEY MONUMENT (RE-BAR WITH RED CAP OR ALUM. DISK) PLS 25947 PREVIOUSLY FOUND OR SET
- UTILITY BOX
- SURVEY CONTROL
- FENCE

TITLE INFORMATION FURNISHED BY:

PITKIN COUNTY TITLE, INC.
CASE NO. PCT25030P
EFFECTIVE DATE: MAY 10, 2017

- MANHOLE
- LIGHT
- FIRE HYDRANT
- CONCRETE RETAINING WALL

BEARINGS ARE GEODETIC BASED ON CITY/COUNTY G.P.S. MONUMENTS 112 AND 111 N 05 43'01"W (GRID)

ELEVATIONS BASED ON CITY OF ASPEN GPS MONUMENT O-159, ELEVATION OF 7906.67' 1929 NAVD

THIS PROPERTY IS SITUATED IN ZONE "X" (AREAS DETERMINED TO BE OUTSIDE 500-YEAR FLOOD PLAIN) AS SHOWN ON FLOOD INSURANCE RATE MAP PREPARED BY F.E.M.A., FOR PITKIN COUNTY COLORADO, COMMUNITY-PANEL NUMBER 08097C0203`C, EFFECTIVE DATE:` JUNE 4, 1987

THIS PROPERTY LIES ENTIRELY OUTSIDE OF THE CITY OF ASPEN MUDFLOW ZONE AREA AS DEPICTED ON THE MAP OF ASPEN MOUNTAIN MUD FLOW ZONES, FIG. 7.1, SURFACE DRAINAGE MASTER PLAN.

CONTOURS TRACED FROM THE CITY OF ASPEN COOPER AERIAL SURVEY OF 1974

THIS PROPERTY IS ZONED SERVICE COMMERCIAL INDUSTRIAL (SCI)

SETBACKS (TO BE VERIFIED BY LAND USE PROFESSIONAL):
NO SETBACK REQUIREMENTS AS PER CITY OF ASPEN LAND USE CODE (26.710.160)

15.6' SLANTED TEXT DENOTES BUILDING TIES TO PROPERTY LINES

CERTIFICATION:

THE UNDERSIGNED STATES THAT THE PROPERTY DESCRIBED HEREON WAS FIELD SURVEYED DURING JUNE OF 2017 AND IS ACCURATE BASED ON THE FIELD EVIDENCE AS SHOWN, AND THAT THERE ARE NO DISCREPANCIES OF RECORD, BOUNDARY LINE CONFLICTS, ENCROACHMENTS, EASEMENTS OR RIGHTS OF WAY IN FIELD EVIDENCE OR KNOWN TO ME, EXCEPT AS HEREON SHOWN. UNDERGROUND UTILITIES WITH NO ABOVEGROUND APPURTENANCES, AND DOCUMENTS OF RECORD NOT SUPPLIED TO THE SURVEYOR ARE EXCEPTED. THIS SURVEY IS VOID UNLESS WET STAMPED WITH THE SEAL OF THE SURVEYOR BELOW.

DATED: 6/17/2017

JOHN H. HOWORTH P.L.S. 25947

COLORADO LICENSED
JOHN H. HOWORTH
25947
PROFESSIONAL LAND SURVEYOR

TOPOGRAPHIC IMPROVEMENT SURVEY PLAT

OF

PARCEL "A"

A TRACT OF LAND BEING PART OF A TRACT PREVIOUSLY DESCRIBED IN BOOK 177 AT PAGE 620 IN THE NORTHWEST QUARTER SOUTH QUARTER SECTION 7, TOWNSHIP 10 SOUTH, RANGE 84 WEST OF THE SIXTH PRINCIPAL MERIDIAN, DESCRIBED AS FOLLOWS:
BEGINNING AT A POINT BEING 203.00 FEET NORTH 84°19' EAST FROM MONUMENT "O-64A" SET BY L.S. 2568, MONUMENT "O-6A" IS 1124.96 FEET SOUTH 39°58'22" EAST FROM THE WEST QUARTER CORNER, SECTION 7, TOWNSHIP 10 SOUTH, RANGE 84 WEST OF THE SIXTH PRINCIPAL MERIDIAN (1954 BRASS CAP);
THENCE NORTH 84°19' EAST 95.00 FEET:
THENCE SOUTH 05°41' EAST 66.33 FEET:
THENCE SOUTH 84°19' WEST 95.00 FEET:
THENCE NORTH 05°41 WEST 66.33 FEET TO THE POINT OF BEGINNING.

EXCEPTING THEREFROM PARCELS CONVEYED TO THE CITY OF ASPEN, A MUNICIPAL CORPORATION BY DEED RECORDED DECEMBER 18, 1978 IN BOOK 360 AT PAGE 532 AND 533.

CITY OF ASPEN,
COUNTY OF PITKIN,
STATE OF COLORADO.

CONTAINING: 6,301 SQUARE FEET MORE OR LESS.

PARCEL "B"

A TRACT OF LAND SITUATED IN THE NORTHWEST ¼ OF THE SOUTHWEST ¼ OF SECTION 7, TOWNSHIP 10 SOUTH, RANGE 84 WEST OF THE 6TH P.M., DESCRIBED AS FOLLOWS:

BEGINNING AT A POINT FROM WHENCE THE WEST ¼ CORNER OF SAID SECTION 7 BEARS N 39°58'22" W 1124.96 FEET, SAID POINT BEING THE SOUTHWESTERLY CORNER OF TRACT OF LAND DESCRIBED IN BOOK 177 AT PAGE 618:
THENCE ON A CURVE TO TH LEFT HAVING A RADIUS OF 668.00 FEET A DISTANCE OF 222.1 FEET THE CHORD OF WHICH BEARS S 25°40'02" E 221.1 FEET, ALONG THE NORTHEASTERLY LINE OF TRACT OF LAND DESCRIBED IN BOOK 276 AT PAGE 604:
THENCE S 66°48'31" E 151 FEET ALONG THE NORTHEASTERLY LINE OF SAID TRACT OF LAND DESCRIBED IN BOOK 276 AT PAGE 604 TO A POINT ON THE NORTHWESTERLY LINE OF TRACT OF LAND DESCRIBED IN BOOK 180 AT PAGE 345:
THENCE N 19°05'07" E 240.00 FEET ALONG SAID NORTHWESTERLY LINE TO THE MOST NORTHERLY CORNER OF SAID TRACT OF LAND IN BOOK 180 AT PAGE 345:
THENCE N 10°32'30" W 63.00 FEET TO THE SOUTHEASTERLY CORNER OF SAID TRACT OF LAND DESCRIBED IN BOOK 177 AT PAGE 618:
THENCE N 84°19' W 5.00 FEET:
THENCE S 05°41' E 66.33 FEET ALONG THE EASTERLY LINE OF A TRACT OF LAND DESCRIBED IN BOOK 293 AT PAGE 873:
THENCE S 84°19' W 95.00 FEET ALONG THE SOUTHERLY LINE OF SAID TRACT OF LAND DESCRIBED IN BOOK 293 AT PAGE 873:
THENCE N 05°41' W 66.33 FEET ALONG THE WESTERLY LINE OF SAID TRACT OF LAND DESCRIBED IN BOOK 293 AT PAGE 873 TO A POINT ON THE SOUTHERLY LINE OF SAID TRACT OF LAND DESCRIBED IN BOOK 117 AT PAGE 618:
THENCE S 84°19' W 203.00 FEET ALONG SAID SOUTHERLY LINE TO THE PLACE OF BEGINNING.

EXCEPTING THEREFROM THAT PORTION DESCRIBED IN DEED TO THE CITY OF ASPEN RECORDED DECEMBER 21, 1976 IN BOOK 321 AT PAGE 797, AND ALSO EXCEPTING THEREFROM THAT PORTION DESCRIBED IN DEED TO THE CITY OF ASPEN RECORDED DECEMBER 28, 1978 IN BOOK 360 AT PAGE 533.

CITY OF ASPEN,
COUNTY OF PITKIN,
STATE OF COLORADO.

CONTAINING: 46,535 SQUARE FEET MORE OR LESS.

PREPARED BY
ASPEN SURVEY ENGINEERS, INC.
210 SOUTH GALENA STREET
ASPEN, COLORADO 81611
PHONE/FAX (970) 925-3816
WWW.ASPENSURVEYENGINEERS.COM

DATE 06/17 JOB 4014CF

CITY OF ASPEN

CITY OF ASPEN
PRE-APPLICATION CONFERENCE SUMMARY

PLANNER: Jessica Garrow 429-2780 **DATE:** July 5, 2019
PROJECT: Sketch Plan Review
LOCATION: 465 N Mill Street, PID: 273707300048
ZONING: Service / Commercial Industrial (SCI)
OWNER: Mark Hunt, mhunt@mdevco.com
REPRESENTATIVE: Chris Bendon. 925-2855 chris@bendonadams.com

DESCRIPTION: The applicant is interested in meeting with City Council to discuss potential development options for the properties located on North Mill St. The Land Use Code includes an options for a "Sketch Plan Review," which enables an applicant to have a general conversation with City Council without preparing a complete application. Staff has recommended this process to enable a direct conversation between the applicant and Council, as the applicant has ideas to develop the property with a lodge (and potentially other uses) that are not typically seen in the SCI zone district.

Sketch Plan Review is a public hearing held at a regular City Council meeting, but no formal votes are taken and no decisions are made. Instead, the applicant and Council can discuss ideas and determine if there is direction for the applicant to move forward with a subsequent land use application. The review also enables the Planning and Zoning Commission to attend, but given the nature of the request, staff recommends the conversation at this point remain with City Council only. Because no formal action is taken, no vested rights are conferred as part of the Sketch Plan Review. The Review, pursuant to 26.304.060.B.2, states:

"If the Community Development Director, in consultation with the applicant, determines that a proposed development application may be complex, have the potential for significant community interest, involves a public facility or the proposed project would benefit from additional community input, the Community Development Director may schedule a joint meeting with the City Council and either the planning and zoning commission, the historic preservation commission or both, for a sketch plan review. A sketch plan review may be held either before or after an application is submitted and determined to be sufficiently complete by the director of the Community Development Department. If it is scheduled after an application is determined complete by the Community Development Director, the sketch plan review meeting shall be conducted prior to any other land use review proceeding required by this Code. A sketch plan review meeting shall be noticed by publication, mailing and posting (See Subsection 26.304.060[E] Paragraph [3]) and the joint meeting shall be conducted as a public meeting. The minutes of the joint meeting shall become part of the formal record of the proceedings before the City Council

and the decision-making body which has been invited to attend the joint meeting with the City Council. A quorum of the City Council shall not be required to conduct a sketch plan review hearing. The Community Development Director may invite particular members of the public (stakeholders) to attend and participate in the sketch plan review hearing. At the conclusion of the public meeting, the members of the City Council, decision-making body invited to attend the joint meeting and stakeholders (if invited to attend) may offer the applicant advisory suggestions regarding the proposed application, but shall not make any decisions regarding the application for development. Applicants shall not be entitled to rely upon any decisions, comments or suggestions made by the members of the joint public meeting as no attempt shall be made to approve a development proposal even on a conceptual level at a sketch plan review."

Following the Sketch Plan Review, should the applicant be interested in completing a formal land use request, an additional pre-application summary can be prepared, outlining the reviews and process that will be required.

Land Use Code Section(s)

26.304	**Common Development Review Procedures**
26.710.160	**SCI Zone District**
26.710.340	**Essential Business Overlay**

Below are links to the Land Use Application form and Land Use Code for your convenience:

Land Use Application
Land Use Code

Review by:

- Community Development Staff for Complete Application
- Public hearing before City Council

Public Hearing: City Council

Planning Fees: $1,300.00 Deposit for 4 hours of staff time for a one-step planning review (Additional review time over 4 hours will be billed at $325/hour)

Referral Fees: None

Total Deposit: $1,300

Please submit one copy of the following to the Community Development Office:

☒ Completed Land Use Application and signed fee agreement. Any dimensions can be listed as "N/A" or "Unknown at this time"

☒ Pre-application Conference Summary (this document).

- ☒ Street address and legal description of the parcel on which development is proposed to occur, consisting of a current (no older than 6 months) certificate from a title insurance company, an ownership and encumbrance report, or attorney licensed to practice in the State of Colorado, listing the names of all owners of the property, and all mortgages, judgments, liens, easements, contracts and agreements affecting the parcel, and demonstrating the owner's right to apply for the Development Application.

- ☒ Applicant's name, address and telephone number in a letter signed by the applicant that states the name, address and telephone number of the representative authorized to act on behalf of the applicant.

- ☒ HOA Compliance form (Attached).

- ☒ A written description of the proposal and an explanation in written, graphic, or model form of the request and the items the application would like to discuss with City Council.

- ☒ An 8 1/2" by 11" vicinity map locating the parcel within the City of Aspen.

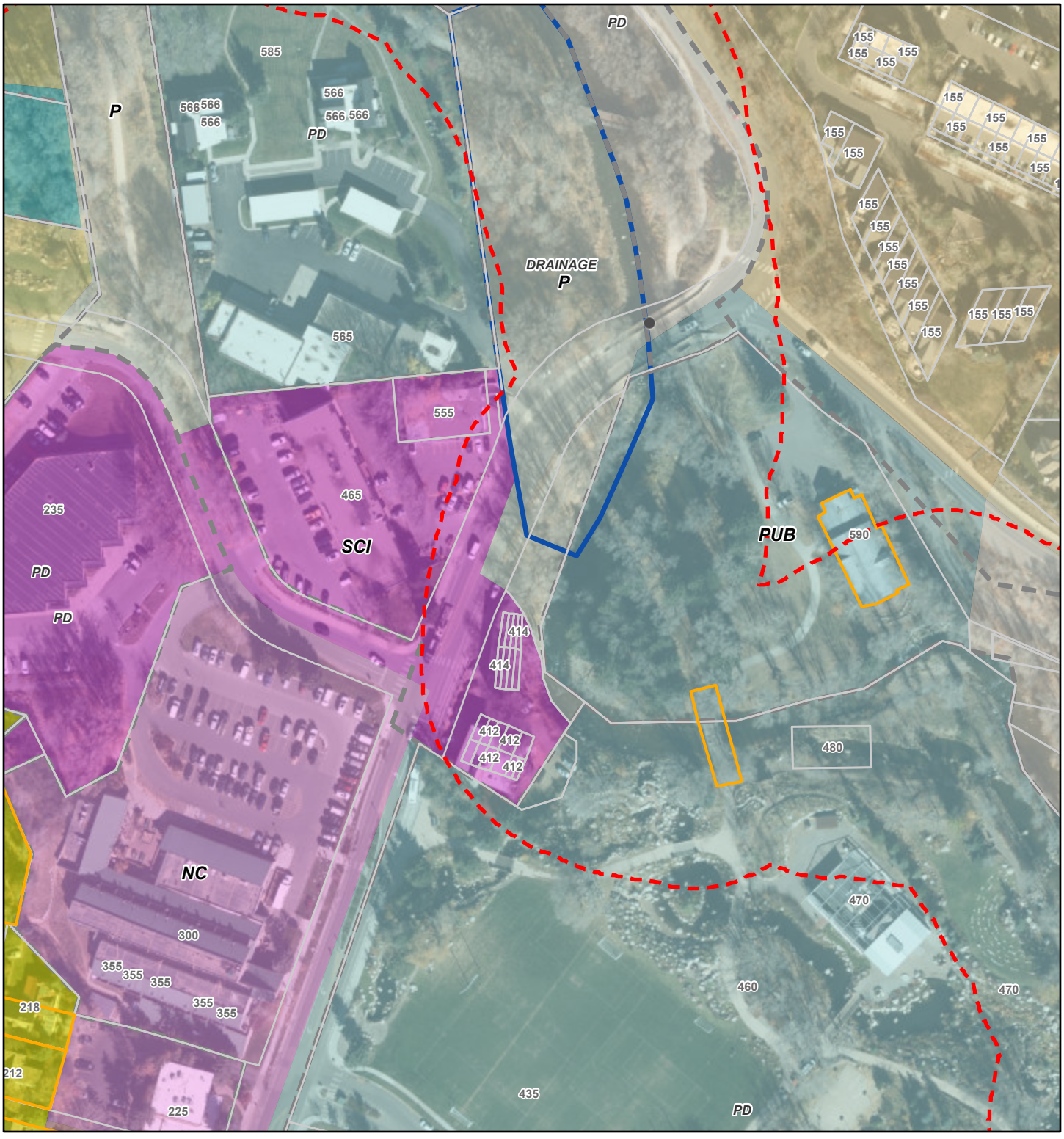
If the copy is deemed complete by staff, the following items will then need to be submitted:

- ☐ Total deposit for review of the application.

- ☐ A digital copy of all application materials provided in pdf file format.

Disclaimer:
The foregoing summary is advisory in nature only and is not binding on the City. The summary is based on current zoning, which is subject to change in the future, and upon factual representations that may or may not be accurate. The summary does not create a legal or vested right.

Exhibit E- Application
N. Mill Vicinity Map



5/18/2020, 9:31:15 AM

1:2,257

0 0.01 0.03 0.05 mi

0 0.02 0.04 0.09 km

- Urban Growth Boundary (UGB)
- Emissions Inventory Boundary (EIB)
- City of Aspen
- Stream Margin
- Historic Sites
- Parcels

Zone Overlay
- DRAINAGE
- PD

Zoning
- R/MFA Residential/Multi-Family
- R-6 Medium Density Residential
- R-15 Moderate Density Residential

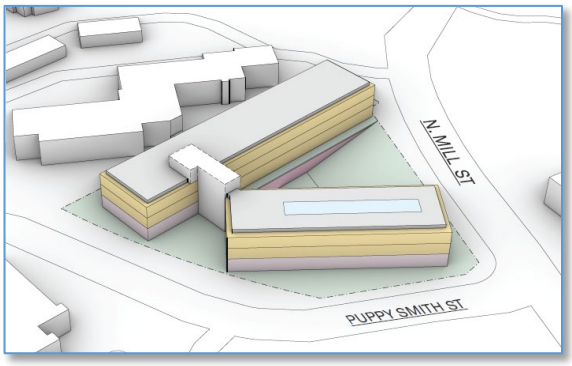
BendonAdams

September 8, 2020

Phillip Supino
Community Development Director
City of Aspen
130 So. Galena St.
Aspen, Colorado 81611

RE: North Mill Sketch Plan – Supplement

Mr. Supino:



Please accept this supplement to the North Mill Sketch Plan Application. As you requested, the attached plan set is intended to convey overall potential and inspire additional conversation.

Consistent with the intent of Sketch Plan Review, the plans are "loose" – more expressive than technical. As the project moves forward, additional precision will be brought forward.

The project is significantly below the allowed massing with a mix of commercial and residential uses. The site is the lowest point of Aspen's commercial area and can appropriately accept the proposed massing.

The design is inspired by the historical context of the River Approach area of Aspen. This area just north of Aspen's downtown served as the point of entry and departure for newcomers, the connection to the rest of the world, and a point of enterprise and commerce. This history of innovation is reflected in the imagery.

We look forward to continuing the collaborative approach with the City, sharing our ideas in a productive session with you, City Council, and the Planning and Zoning Commission, and moving the vision for this project forward. Please reach out if we can assist in the preparation for the September 21st meeting.

Kind Regards,

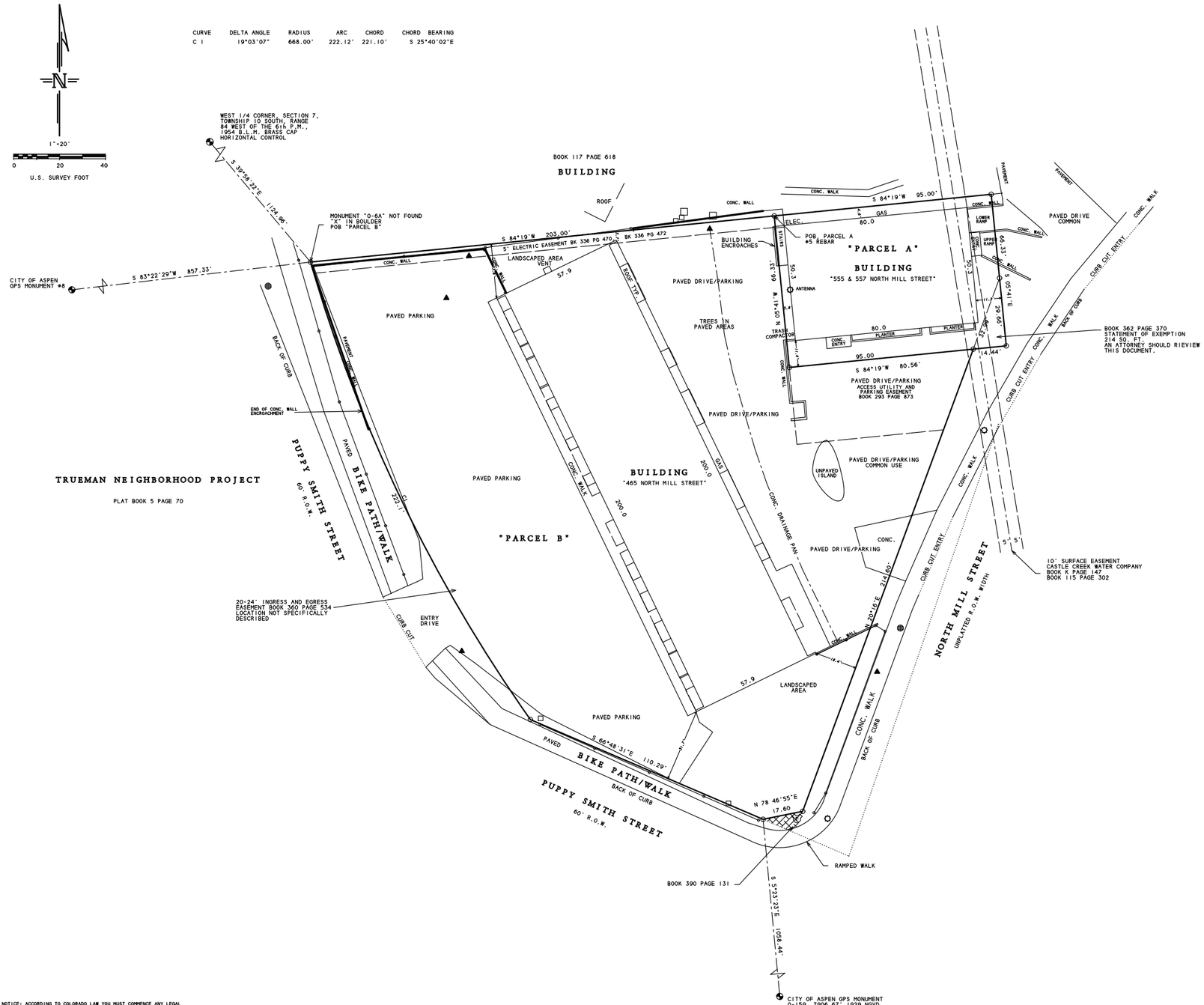
Chris Bendon, AICP
BendonAdams, LLC

Attachments:
10 – Project Vision Plan Set

300 SO SPRING ST | 202 | ASPEN, CO 81611
970.925.2855 | BENDONADAMS.COM

Exhibit E- Application

Exhibit 10



NOTICE: ACCORDING TO COLORADO LAW YOU MUST COMMENCE ANY LEGAL ACTION BASED UPON ANY DEFECT IN THIS PLAT WITHIN THREE YEARS AFTER YOU FIRST DISCOVER SUCH DEFECT. IN NO EVENT MAY ANY ACTION BASED UPON ANY DEFECT IN THIS PLAT BE COMMENCED MORE THAN TEN YEARS FROM THE DATE OF THE CERTIFICATION SHOWN HEREON. THE CERTIFICATION IS VOID IF NOT WET STAMPED WITH THE SEAL OF THE SURVEYOR.

LEGEND AND NOTES

- SURVEY MONUMENT (RE-BAR WITH RED CAP OR ALUM. DISK) PLS 25947
- UTILITY BOX
- SURVEY CONTROL
- FENCE

TITLE INFORMATION FURNISHED BY:
PITKIN COUNTY TITLE, INC.
CASE NO. PCT25030FC
EFFECTIVE DATE: JULY 24, 2017

- MANHOLE
- LIGHT
- FIRE HYDRANT
- CONCRETE RETAINING WALL

BEARINGS ARE GEODETIC BASED ON CITY/COUNTY G.P.S. MONUMENTS 112 AND 111 N 05 43'01"W (GRID)

THIS PROPERTY IS SITUATED IN ZONE "X" (AREAS DETERMINED TO BE OUTSIDE 500-YEAR FLOOD PLAIN) AS SHOWN ON FLOOD INSURANCE RATE MAP PREPARED BY F.E.M.A., FOR PITKIN COUNTY COLORADO, COMMUNITY-PANEL NUMBER 08097C0203 C, EFFECTIVE DATE: JUNE 4, 1987

THIS PROPERTY LIES ENTIRELY OUTSIDE OF THE CITY OF ASPEN MUDFLOW ZONE AREA AS DEPICTED ON THE MAP OF ASPEN MOUNTAIN MUD FLOW ZONES, FIG. 7.1, SURFACE DRAINAGE MASTER PLAN.

THIS PROPERTY IS ZONED SERVICE COMMERCIAL INDUSTRIAL (SCI)

SETBACKS (TO BE VERIFIED BY LAND USE PROFESSIONAL):
NO SETBACK REQUIREMENTS AS PER CITY OF ASPEN LAND USE CODE (26.710.160)

15.4' SLANTED TEXT DENOTES BUILDING TIES TO PROPERTY LINES

CERTIFICATION:

I, JOHN M. HOWORTH, HEREBY CERTIFY TO NORTH MILL STREET, LLC, A COLORADO LIMITED LIABILITY COMPANY AND PITKIN COUNTY TITLE, INC. THAT I AM A PROFESSIONAL LAND SURVEYOR LICENSED UNDER THE LAWS OF THE STATE OF COLORADO: THAT THIS PLAT IS TRUE, CORRECT AND COMPLETE AS LAID OUT AND SHOWN HEREON: THAT THIS PLAT WAS MADE BY ME FROM AN ACCURATE SURVEY OF THE REAL PROPERTY PERFORMED BY ME OR UNDER MY DIRECT SUPERVISION IN JULY OF 2017 THE LOCATION AND DIMENSIONS OF ALL BUILDINGS, IMPROVEMENTS, EASEMENTS, RIGHTS OF WAY IN EVIDENCE OR KNOWN TO ME AND ENCROACHMENTS BY OR ON THE REAL PROPERTY ARE ACCURATELY SHOWN, AND THAT THIS PLAT MEETS THE REQUIREMENTS OF AN IMPROVEMENT SURVEY PLAT AS SET FORTH IN C.R.S. 38-51-102(9).

DATE: 07/17/2017

JOHN M. HOWORTH P.L.S. 25947

IMPROVEMENT SURVEY PLAT

OF

PARCEL "A"

A TRACT OF LAND BEING PART OF A TRACT PREVIOUSLY DESCRIBED IN BOOK 177 AT PAGE 620 IN THE NORTHWEST QUARTER SOUTH QUARTER SECTION 7, TOWNSHIP 10 SOUTH, RANGE 84 WEST OF THE SIXTH PRINCIPAL MERIDIAN, DESCRIBED AS FOLLOWS:
BEGINNING AT A POINT BEING 203.00 FEET NORTH 84°19' EAST FROM MONUMENT "0-64A" SET BY L.S. 2568, MONUMENT "0-64A" IS 1124.96 FEET SOUTH 39°58'22" EAST FROM THE WEST QUARTER CORNER, SECTION 7, TOWNSHIP 10 SOUTH, RANGE 84 WEST OF THE SIXTH PRINCIPAL MERIDIAN (1954 BRASS CAP);
THENCE NORTH 84°19' EAST 95.00 FEET;
THENCE SOUTH 05°41' EAST 66.33 FEET;
THENCE SOUTH 84°19' WEST 95.00 FEET;
THENCE NORTH 05°41 WEST 66.33 FEET TO THE POINT OF BEGINNING.

EXCEPTING THEREFROM PARCELS CONVEYED TO THE CITY OF ASPEN, A MUNICIPAL CORPORATION BY DEED RECORDED DECEMBER 18, 1978 IN BOOK 360 AT PAGE 532 AND 533.

CITY OF ASPEN,
COUNTY OF PITKIN,
STATE OF COLORADO.

CONTAINING: 6,301 SQUARE FEET MORE OR LESS.

PARCEL "B"

A TRACT OF LAND SITUATED IN THE NORTHWEST OF THE SOUTHWEST OF SECTION 7, TOWNSHIP 10 SOUTH, RANGE 84 WEST OF THE 6TH P.M., DESCRIBED AS FOLLOWS:

BEGINNING AT A POINT FROM WHENCE THE WEST CORNER OF SAID SECTION 7 BEARS N 39°58 22" W 1124.96 FEET, SAID POINT BEING THE SOUTHWESTERLY CORNER OF TRACT OF LAND DESCRIBED IN BOOK 177 AT PAGE 618;
THENCE ON A CURVE TO TH LEFT HAVING A RADIUS OF 668.00 FEET A DISTANCE OF 222.1 FEET THE CHORD OF WHICH BEARS S 25°40'02" E 221.1 FEET, ALONG THE NORTHEASTERLY LINE OF A TRACT OF LAND DESCRIBED IN BOOK 276 AT PAGE 604;
THENCE S 66°48'31" E 151 FEET ALONG THE NORTHEASTERLY LINE OF SAID TRACT OF LAND DESCRIBED IN BOOK 276 AT PAGE 604 TO A POINT ON THE NORTHWESTERLY LINE OF TRACT OF LAND DESCRIBED IN BOOK 180 AT PAGE 345;
THENCE N 19°05'07" E 240.00 FEET ALONG SAID NORTHWESTERLY LINE TO THE MOST NORTHERLY CORNER OF SAID TRACT OF LAND IN BOOK 180 AT PAGE 345;
THENCE N 10°32'30" W 63.00 FEET TO THE SOUTHEASTERLY CORNER OF SAID TRACT OF LAND DESCRIBED IN BOOK 177 AT PAGE 618;
THENCE N 84°19' W 5.00 FEET;
THENCE S 05°41' E 66.33 FEET ALONG THE EASTERLY LINE OF A TRACT OF LAND DESCRIBED IN BOOK 293 AT PAGE 873;
THENCE S 84°19' W 95.00 FEET ALONG THE SOUTHERLY LINE OF SAID TRACT OF LAND DESCRIBED IN BOOK 293 AT PAGE 873;
THENCE N 05°41' W 66.33 FEET ALONG THE WESTERLY LINE OF SAID TRACT OF LAND DESCRIBED IN BOOK 293 AT PAGE 873 TO A POINT ON THE SOUTHERLY LINE OF SAID TRACT OF LAND DESCRIBED IN BOOK 117 AT PAGE 618;
THENCE S 84°19' W 203.00 FEET ALONG SAID SOUTHERLY LINE TO THE PLACE OF BEGINNING.

EXCEPTING THEREFROM THAT PORTION DESCRIBED IN DEED TO THE CITY OF ASPEN RECORDED DECEMBER 21, 1976 IN BOOK 321 AT PAGE 797, AND ALSO EXCEPTING THEREFROM THAT PORTION DESCRIBED IN DEED TO THE CITY OF ASPEN RECORDED DECEMBER 28, 1978 IN BOOK 360 AT PAGE 533.

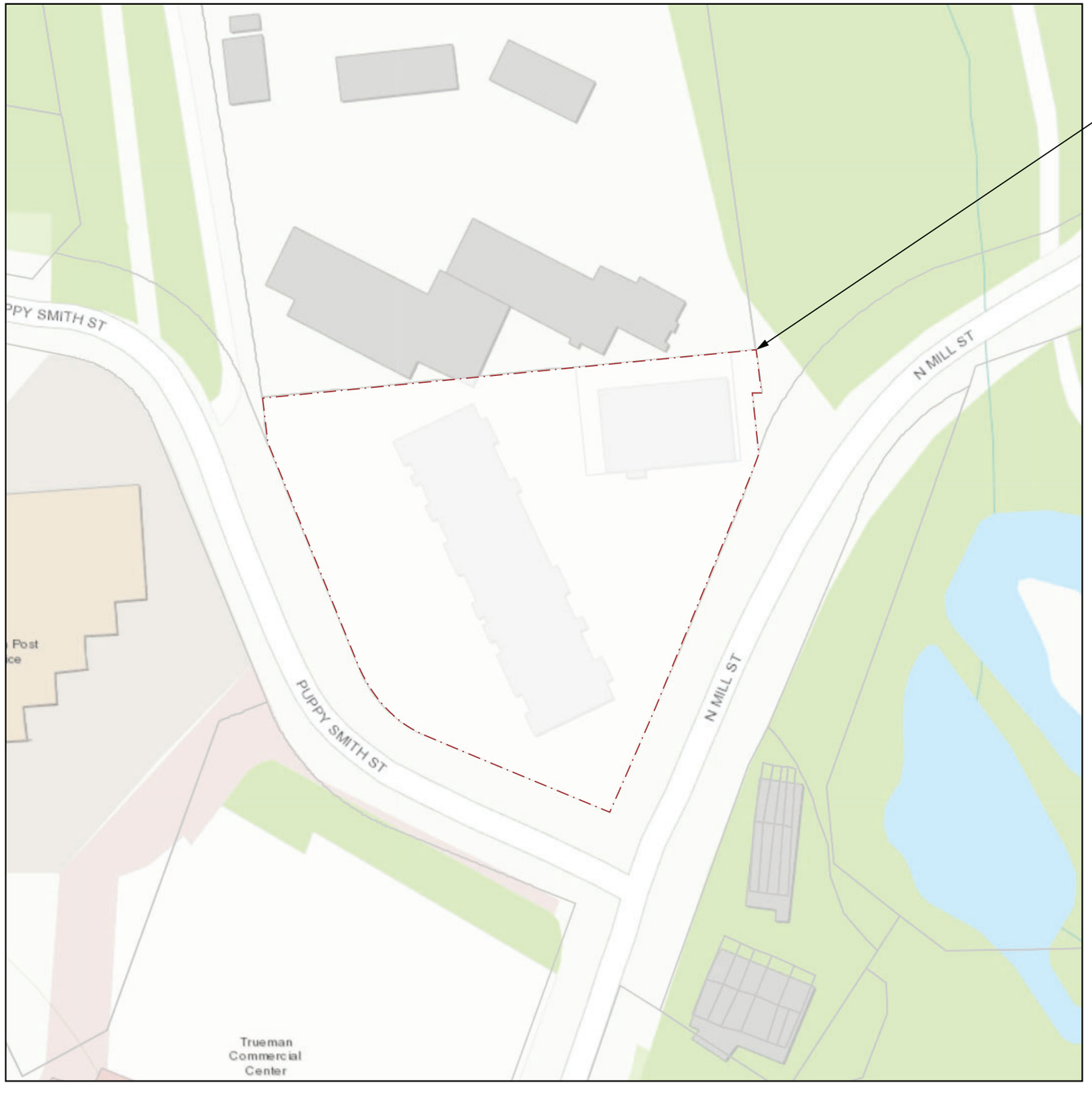
CITY OF ASPEN,
COUNTY OF PITKIN,
STATE OF COLORADO.

CONTAINING: 46,535 SQUARE FEET MORE OR LESS.

PREPARED BY
ASPEN SURVEY ENGINEERS, INC.
210 SOUTH GALENA STREET
ASPEN, COLORADO 81611
PHONE/FAX (970) 925-3816
WWW.ASPENSURVEYENGINEERS.COM

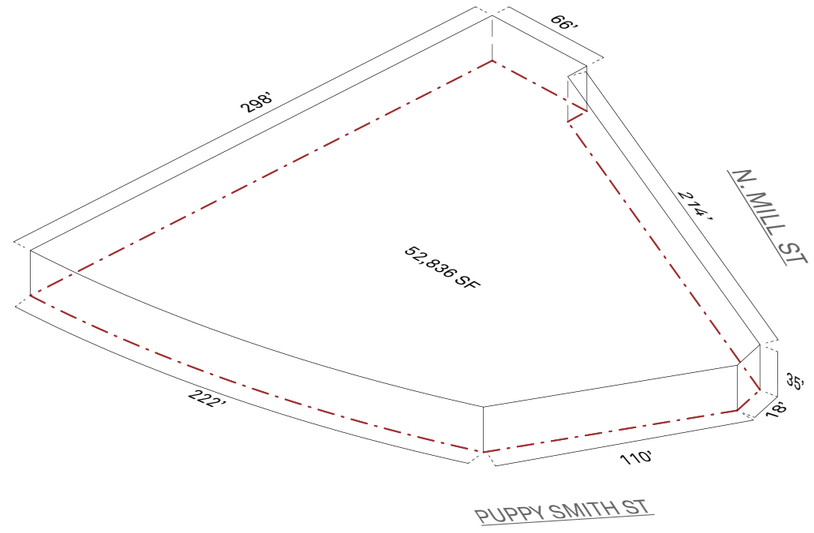
DATE 07/17 JOB 4014CG

Site Survey



N. Mill Site Overview

Site Area	52,836 sf
Site FAR	2.25
Maximum Area	118,881 sf
Maximum Height	35 - 0”
Zoning:	Service/Commercial/Industrial



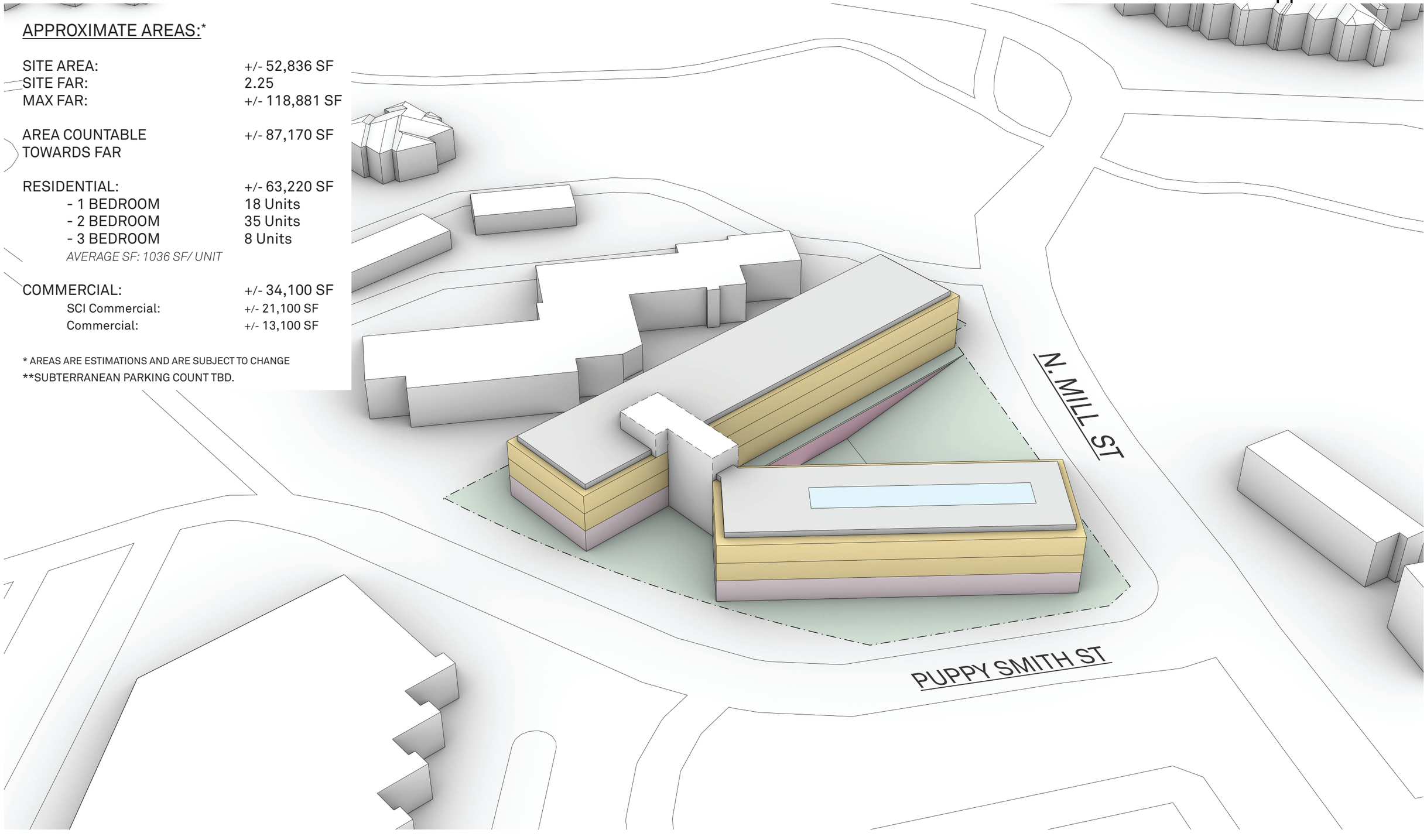
Zoning Data

APPROXIMATE AREAS:*

SITE AREA:	+/- 52,836 SF
SITE FAR:	2.25
MAX FAR:	+/- 118,881 SF
AREA COUNTABLE TOWARDS FAR	+/- 87,170 SF
RESIDENTIAL:	+/- 63,220 SF
- 1 BEDROOM	18 Units
- 2 BEDROOM	35 Units
- 3 BEDROOM	8 Units
AVERAGE SF: 1036 SF/ UNIT	
COMMERCIAL:	+/- 34,100 SF
SCI Commercial:	+/- 21,100 SF
Commercial:	+/- 13,100 SF

* AREAS ARE ESTIMATIONS AND ARE SUBJECT TO CHANGE

**SUBTERRANEAN PARKING COUNT TBD.



Project Axon | Project Summary

View From Puppy Smith St.