

**TOWN OF SNOWMASS VILLAGE
PLANNING COMMISSION**

**RESOLUTION No. 20
SERIES OF 2007**

**A RESOLUTION ADOPTING THE PLANNING COMMISSION STATE OF THE
COMPREHENSIVE PLAN REPORT.**

WHEREAS, a review of the Snowmass Village Comprehensive Plan was conducted by the Planning Commission under the provisions of Section 16A-1-50(c) of Snowmass Village Municipal Code (the "Municipal Code"); and

WHEREAS, the Planning Commission reviewed the Comprehensive Plan during meetings occurring on September 6 and 19, October 3 and 24 and November 7, 14 and 28, 2007; and,

WHEREAS, the Planning Commission instructed staff to draft a report on the state of the Comprehensive Plan based on the findings and recommendations discussed during the above Planning Commission meetings; and,

WHEREAS, the Planning Commission reviewed the draft report, titled Planning Commission Report: 2007 State of the Comprehensive Plan, during their November 14 and 28, 2007 meetings; and

NOW, THEREFORE, BE IT RESOLVED, by the Planning Commission of the Town of Snowmass Village, as follows:

Section One: Action. The Planning Commission hereby adopts the Planning Commission Report: 2007 State of the Snowmass Village Comprehensive Plan, attached hereto as Exhibit "A".

READ, APPROVED AND ADOPTED by the Planning Commission of the Town of Snowmass Village on November 28, 2007 upon a motion by Commission Member Markey Butler the second of Commission Member Jim Gustafson and upon a vote of 6 in favor and 0 against.

TOWN OF SNOWMASS VILLAGE
PLANNING COMMISSION



Doug Faurer, Chairman

ATTEST:



Kristi Bamford, Planning Commission Secretary

Snowmass Village Planning Commission

2007
State of the Comprehensive Plan
Report

Forward

As the resort-community of Snowmass Village grows and evolves so does its vision. At this pivotal time in the history of Snowmass Village the Planning Commission has been charged with the task of assessing one of the community's guiding documents by undertaking a review of the Snowmass Village Comprehensive Plan.

This report explains the review process the Planning Commission has undertaken and includes the recommendations made by the commissioners to help direct the evolution of the Comprehensive Plan.

The review of the Snowmass Village Comprehensive Plan has been conducted in a manner consistent with Snowmass Village's values, goals, and sustainable future in mind. The recommendations presented in this report should be viewed as they were intended, as *opportunities* and as added direction for the Town regarding the future of Snowmass Village.

November 28, 2007

**Town of Snowmass Village
Planning Commission**



Chairman: Doug Faurer

Members

**Mark Stout
Bill Boineau
Gordon Ledingham**

**Markey Butler
Don Crouch
Jim Gustafson**

2007
State of the Comprehensive Plan

Executive Summary

Background

On January 3, 2000 Town Council approved and adopted Ordinance No. 22, Series of 1999. This Ordinance represented the original adoption of Snowmass Village Comprehensive Plan (the "Plan"). Subsequent amendments occurred with the adoption of:

Ordinance No. 22, Series of 2004	Ordinance No. 24, Series of 2004
Ordinance No. 26, Series of 2004	Ordinance No. 15, Series of 2005

The intended purpose of the Snowmass Village Comprehensive Plan is to be a *comprehensive statement of the Town's current growth, development and land use philosophy*. The Land Use Code identifies the nature of the Town's philosophy as a *dynamic statement that can and should be updated and amended over the years in response to changing community needs*.¹

The Snowmass Village Comprehensive Plan records the Town's policy and vision direction regarding land use issues and is used to help Snowmass Village develop, grow and evolve into the highly livable resort-community envisioned by its residents, Town Council, businesses and visitors. The policies contained in the Plan are driven by Snowmass Village's values and vision; Planning Commission members kept these in mind when reviewing the state of the Plan and making recommendations regarding future amendments.

The findings of this report are presented for consideration as a means to adapt the Plan for a community that finds itself entering a new era of development with a need to respond to both internal and external influences as well as changing needs. A strategic plan and work program was beyond the scope of the Planning Commission and not necessary as part of this review. The recommendations of the Commission will be reviewed by Town Council to determine the appropriate course of action as part of the forthcoming targeted Plan update process to be implemented by the consultant team retained for that purpose.

¹ See: Section 16A-1-50 (b) of the Land Use Code

2007
State of the Comprehensive Plan

Recommendations

Provisions in the Land Use Code require the Planning Commission to conduct periodic reviews of the Comprehensive Plan no later than twenty-four months following the most recent review.² The Commission found this requirement inappropriate given the time required to develop, adopt and implement amendments to the Plan between review periods.

The Planning Commission recommends amending the Plan Periodic Review provision in the Land Use Code to a more appropriate timeframe of three years.

Three general areas of concern regarding the Comprehensive were also identified as opportunities for improvement of the Plan:

1. The connections between various policies will need further refinement as the interrelationship between community and resort needs become more complex in a maturing and redeveloping Snowmass Village.
2. While some policies and goals may remain flexible to allow for greater longevity and to anticipate increasingly rapid changes caused by development, commercial and resort industry trends, core policies essential to achieve or fulfill community vision should be unambiguous and precise so as to not fall victim to subjective interpretation or distortion.
3. The Plan needs to incorporate a broader range of policy areas to better prepare Snowmass Village for the future.

The Planning Commission found that there were a number of areas within the Plan that could be improved upon and identified new goals and policies that should be considered to ensure that the Plan better addresses the future needs of the community.

The findings contained within this report have been provided for presentation to the Town Council and are not intended to be incorporated without public discussion and inclusion of the community stakeholders during the preparation of the targeted Plan amendment.

² Section 16A-1-50(c)

2007
State of the Comprehensive Plan

Purpose and Code Requirements

Because the future of any community is uncertain and changing, the Comprehensive Plan is intended to adapt to changing conditions over time. The Plan should be amended to keep it current and to consider new elements in response to development, economic, and planning initiatives.

The Land Use Code defines the minimum requirements for review of the Comprehensive Plan in Section 16A-1-50(c):

Periodic Review. The Planning Commission shall conduct a review of the Comprehensive Plan at such time as the Planning Commission may determine, but not later than twenty-four (24) months following the most recent review. Following such review, the Planning Commission shall submit a written "State of the Comprehensive Plan" report to the Town Council including, among other things, recommendations for amendments to the Comprehensive Plan.

The last "State of the Comprehensive Plan" was adopted by Planning Commission Resolution No. 6, Series of 2005. The Planning Commission commenced their recent review of the Plan in September, 2007 with the intent to update the 2005 review and report in order to present a meaningful set of recommendations to help the Plan better address the needs of Snowmass Village in the future and to serve as a policy document to aid in implementing community vision.

Section 16A-1-50(d) of the Land Use Code states that following the periodic review, the Planning Commission and the Town Council "may conduct such additional hearings and investigation as they deem appropriate and may amend the provisions of the Comprehensive Plan."

The Planning Commission will conduct additional hearings and provide further recommendations as they deem appropriate or as additional information (the Marketing and Special Events Strategic Plan and consultant reports) becomes available during the period of the targeted Plan update process.

2007
State of the Comprehensive Plan
Process

- Roles of the Planning Commission and Staff
- Structure of Recommendations

Roles of the Planning Commission and Staff

The role of Town staff during the review process was advisory in nature and did not include direct assessments of the Comprehensive Plan. This report represents the findings of the Planning Commission members alone. Staff provided a framework of procedural guidelines; however, it was determined that the most objective review would be achieved by limiting the role of staff to process development and professional support for Commissioners.

Structure of Recommendations

The Comprehensive Plan review discussions were essentially focused on the "general areas of concern" stated within the Executive Summary above and the context of the following three themes:

1. the relationships and balance between the interests of the community, resort and real estate components within the Town (the interdependence of each components success upon the other);
2. the evolution of Snowmass Village's identity (redevelopment within the town core, the development of community facilities, housing and improvements to transportation are all examples of influential forces affecting the way in which Snowmass Village views itself); and,
3. the interrelationships between Town policies and Snowmass Village's future as a successful, unique and livable community (the opportunities or constraint dictated through the implementation of the Comprehensive Plan policies either provide opportunities, innovation and initiatives of community benefit or discourage unwanted impacts that directly affect the livability of the built environment of Snowmass Village).

2007
State of the Comprehensive Plan

• **Structure of
Recommendations
(Continued)**

Through the review process and work session discussions the Planning Commission developed an extensive list of questions that they felt the Comprehensive Plan, as amended, should address. From this list, the made findings and developed both general and specific recommendations to improve the Comprehensive Plan.

The specific recommendations for Town Council to consider were grouped into the following categories as they related to the individual Plan chapters based upon the content of the individual recommendation:

Philosophy: relating to the broadest scope of Snowmass Village's future;

Policy: relating to existing or expanded policy directions;

Content: relating to existing content; and,

Details: information relating to presentation of content.

2007
State of the Comprehensive Plan
Findings and Recommendations

• Finding

General Finding:

The Planning Commission finds that to clearly define the Town's policy and vision direction for the future, it is essential that all parties involved in amending the Plan understand the interrelationships and strike the appropriate balance between the interests of the community, resort and real estate components within the Town (the interdependence of each components success upon the other).

In order for us to be a successful community, the resort component provides employment, vitality and is essential to sustain financial viability. In order to be a successful resort, the community component is needed to provide identity, value, character and support.

The real estate component or industry is an enormous economic engine with the potential to either positively influence or negatively affect the resort and community components. Real estate sales, property management, construction and related support services engage a significant workforce and generate substantial revenue within the community. New development creates additional accommodations, commercial shopping and dining opportunities as well as amenities to support and enhance the guest experience and resort component. The redevelopment of real estate properties improves community image or character, preserves property values and enables the community to adapt to changing market conditions.

Potential negative impacts of new development or redevelopment occur when consideration is not given to establishing an appropriate pace of construction or to require acceptable construction mitigation to minimize the disruptive nature it has on the community and resort guests. In addition, the amount and type of real estate product that may be the most profitable or beneficial to the developer may not be in the best interest of the community. There needs to be a balance providing for sensible development that responds to the needs and interests of all three components.

2007
State of the Comprehensive Plan

• Philosophy and
Policy
Recommendations

Philosophy and Policy Findings have been grouped as they relate to the existing chapters within the Plan:

One Our Community Character and Vision

Philosophy Recommendations:

- 1) The "Future" vision statement should be extended to the year 2025.
- 2) A value statement should definitely be included.
- 3) The values used to achieve the vision needs to be created through community consensus.
- 4) The vision statement should be clearly articulated and reflect community consensus values.
- 5) The vision statement should be a balanced statement precisely identifying both community and resort goals and aspirations.

Policy Recommendation: Clearly identify the community thresholds to and expectations of new development and redevelopment as may be necessary to achieve the vision.

Two Comprehensive Planning Process

The policies and necessary changes identified within this chapter remain generally valid. The recommendations provided within this State of the Comprehensive Plan should be incorporated and carried forward within the plan as will be amended during the targeted Comprehensive Plan update process.

Three Regional and Community Economics

Philosophy Recommendations:

1. More clearly address Snowmass Village's interrelationship between resort and community interests.

2007
State of the Comprehensive Plan

• Philosophy and
Policy
Recommendations
(Continued)

2. Provide policies that ensure the critical mass of people and activity necessary to maintain and increase the vitality of Resort Commercial, Community Commercial, amenity activities, special events, etc.
3. Recognizing the need to establish a proper balance between community and resort, determine what key economic factors should be considered or goals applied in determining the appropriate amount, type and distribution of residential and commercial within the community.
4. There is an absolute need to maintain sufficient "community" commercial (as distinguished from "resort" commercial) within the village in order to remain a viable community and to provide necessary goods and services to our residents. Economic policies may be needed as reasonably appropriate to achieve this key community element for a sustainable future.
5. The term "H.O.T. Beds" needs to be clearly understood and defined within the broad spectrum of unit types needed to address market demand that provides economic sustainability. The appropriate quantity, mix and distribution of fractional, condominium and hotel units required to promote resort and community vitality and provide sufficient Social (transient) guest accommodations as well as support Group (conference) opportunities needs to be established.
6. Determine the appropriate retail, restaurant, cultural and other social amenities (including teen and family activities, etc.) to create vitality, support market driven expectations and reduce the "leakage" of potential revenue from the resort and community.
7. Develop a broader understanding of the long term fiscal, housing, transportation and service demands or impacts that will occur with careful consideration of future development and its workforce requirements.

2007
State of the Comprehensive Plan

• Philosophy and
Policy
Recommendations
(Continued)

Policy Recommendations:

1. Generate policies to create incentives for economically viable development that will be community and resort responsive and support a diverse and stable tax base.
2. Generate policies that address the unique needs of both resort service based businesses as well as local service based businesses.
3. Generate policies that create incentives for future development and commercial activity that would sustain "Community Commercial" and enhance a viable small business environment.
4. Expand policies to support year round activities within the community.

Four Community Services, Facilities, and
Amenities

Philosophy Recommendations:

1. Encourage more conferences and group business by developing a multifaceted strategy for amenities to address a broad range of interests.
2. Recognizing that we live within a the Roaring Fork Valley where communities/counties throughout the area are interdependent, determine what type of relationships (formal and informal) the Town wants to have with its neighbors.

Policy Recommendations:

1. Develop a strategic plan for generating policy guidelines that would help the Town better assess the fiscal impacts, and mitigation means, of development and its ability to provide services and infrastructure.

2007
State of the Comprehensive Plan

● Philosophy and
Policy
Recommendations
(Continued)

2. Develop a strategic plan regarding necessary public facilities, conference facilities and community amenities, identify appropriate locations and then establish implementation policies to ensure that they occur.
3. Develop a communications master plan policy, including but not limited to, providing incentives for providing community wide cellular coverage, wireless and other technology that keeps abreast of the times.
4. Develop policies to create incentives for the provision and/or development of essential community services (for example: office space, cultural amenities).
5. Address the needs of a diverse spectrum of age categories, including the growing aging population.
6. Develop an approach to address the community health and medical needs of the full community demographic spectrum.

Five Environmental Resources

Philosophy Recommendations:

1. Open Space is at a premium in the Village for many different reasons. This resource should be evaluated and consideration given as to how it may best be preserved or used.
2. Distinguish between deeded open space vs. "open space" within existing and future development that should be preserved.
3. Define the purpose for preservation, i.e. wildlife, visual, spatial.
4. Acceptable air, noise, geologic and water standards should be better defined as essential elements of a quality community.

Policy Recommendations:

1. Policies addressing view planes and the scale and character of development should be refined, clarified and mapped.

2007
State of the Comprehensive Plan

● Philosophy and
Policy
Recommendations
(Continued)

2. Develop policies addressing environmental sustainability issues (relationship to economic stability, trends related to eco-tourism).
3. Develop standards or goals to promote and incentivize energy efficiency.

Six Future Land Use Plan

Philosophy Recommendations:

1. Growth policies in the Plan should include overall growth and the incremental effects of specific developments (including scenarios).
2. Consideration needs to be given to zoning and/or future land use designations such that the community will have adequate commercial space for non-retail professional service businesses such as legal or accounting offices, health care, architect or property management companies.
3. Consider zoning or other methods that may be necessary to ensure that there are viable standardized "hotel like" units (such as limiting long term occupancy or owner furnished rooms in such zone districts) of appropriate quantity, mix and distribution within the community.
4. The assumptions used within this chapter need to be updated to reflect current understanding of the related topics.
5. Consideration should be given to limit development to a pace that allows for an adequate work force to be available to operate and maintain the development when completed.

Policy Recommendations:

1. Clearly identify the community thresholds to and expectations of new development as necessary to achieve the vision in Chapter One.

2007
State of the Comprehensive Plan

• **Philosophy and
Policy
Recommendations
(Continued)**

2. Develop policies regarding construction mitigation, with consideration of the appropriate pace of construction, to anticipate and minimize the disruptive nature it has on the community and guests.
3. Develop policies to achieve a balance between maintaining open space and development that allows Snowmass Village to remain competitive in the resort market while preserving our natural assets.
4. Develop policies relating to redevelopment within the town core, for example: 1) economics; 2) potential incentives to achieve desired community redevelopment goals; 3) the impacts of redevelopment and their consequences; and 4) establishing necessary carrying capacity thresholds.
5. Develop policies addressing mountain resort community design issues, including specific policies relating to the town core, concerning architectural design standards and height, mass and density thresholds.
6. Develop policies addressing trends in live/work development needs.
7. Develop reasonable phasing strategies for development growth, construction and impact management to enable redevelopment within parameters acceptable to the community.

Seven The Transportation Plan

Philosophy Recommendations:

1. Determine to what extent West Village redevelopment plans can incorporate a parking plan viable enough to support the existing as well as new growth and retain accessible parking for residents.
2. Seek to preserve corridors for alternative modes of transportation.

2007
State of the Comprehensive Plan

• Philosophy and
Policy
Recommendations
(Continued)

3. Innovative concepts should be explored to further improve pedestrian and bicycle oriented linkages as well as the current public transportation.
4. There is a need to determine how much parking, both public and private, is appropriate west of the "Wood Ski-over Bridge" crossing Brush Creek Road considering: 1) day-skier and resident/guest parking needs; 2) maintenance of essential parking for the commercial area & special events; and 3) reasonable West Village permit parking opportunities for existing residents. The associated vehicle trip generation should be analyzed to determine their impact upon the Town roadway system and establish what necessary parking thresholds should be established.
5. Consider innovative means to provide alternative transportation for the existing and future non-resident workforce.
6. Encourage developers to emphasize pedestrian oriented projects and incorporate innovative concepts, not necessarily by limiting parking facilities but by making the alternatives to driving a preferred choice.
7. Explore opportunities to improve public transportation between Snowmass, Aspen and throughout the Roaring Fork Valley to entice our guests and second homeowners to use this service

Policy Recommendations:

1. The current Transportation Plan chapter requires the development of options and policies that continue to address its present intent while incorporating the impacts of recent development and foreseeable impacts (such as the redevelopment of West Village). Future study should involve a reevaluation of the Long Range Transit Plan defined in the chapter (include feasibility analysis, mitigating the effects of development, increased transit service requirements, intersection improvements, greater focus on pedestrian and bicycle related policies).

2007
State of the Comprehensive Plan

● Philosophy and
Policy
Recommendations
(Continued)

2. Policies relating to Owl Creek and Brush Creek Roads need to re-examined in coordination with Pitkin County.
3. Parking policies should address both public and private parking demands (both residential and commercial components) as they affect vehicle trips within the community.
4. Policy consideration should be given to requiring detailed analysis of new development to anticipate and address the transportation impacts, including public transportation demands, of the projected workforce that will be necessary to support any development proposal.
5. The current plan contains a policy to limit the amount of public parking within the village to 2,250 spaces. Policies relating to private parking should also be reconsidered with regard to the impacts associated with and limitations that should be applied to private parking.

Eight Housing

Philosophy Recommendations:

1. Following a determination of the future workforce housing needs, a reevaluation of the current employee housing mitigation requirements (including the way it is calculated and the acceptable methods by which it is provided) needs to occur and be modified as appropriate to reasonably respond to the potential shortfall or projected future need.
2. Following a determination of the future workforce housing needs, a reevaluation of the current employee housing mitigation requirements (including the way it is calculated and the acceptable methods by which it is provided) needs to occur to consider whether the 115% redevelopment credit is achieving the purpose for which it was intended
3. Cash-in-lieu as a means to mitigate employee housing impacts should be more fully considered to determine how effective it is in truly providing the quantity of housing required of the

2007
State of the Comprehensive Plan

• Philosophy and
Policy
Recommendations
(Continued)

developer and to ensure that the necessary amount can actually be constructed at the time the future employee housing can be developed.

4. Following a philosophical determination of what should be the appropriate amount of employee accommodations made available within the community, an evaluation of where and how they can be built will be needed.
5. When evaluating future development, consideration must be given to the availability of adequate housing and workforce to sustain the economic viability of the community.

Policy Recommendations:

1. Alternative policies and incentives that help fulfill the intent of the Housing chapter need to be generated.
2. Policies should be considered to maintain a sustainable community by addressing the need for a broad range of housing available to employers as well as employees, including housing for seasonal and low-income individuals and families (service workers), single workers, families, white collar professionals and their support staff.
3. Policies should be considered to encourage development to come up with creative answers to address employee workforce shortages that may occur as a result of the inability to create sufficient future housing within the community. A development might use alternative means for providing the workforce needed by their project, such as down-valley housing combined with specific transportation or on-site live/work accommodations.
4. Examine the current Town retirement policy relating to restricted housing and consider whether to re-affirm or revise based upon the targeted Comprehensive Plan update policies adopted to accommodate the Town's growing aging population.

2007
State of the Comprehensive Plan

- Philosophy and Policy Recommendations (Continued)

Nine The Strategic Plan of Action

Philosophy Recommendation: Consider restructuring this chapter to be more action and policy development oriented with prioritized goals and timelines for implementation.

Policy Recommendation: Policies necessary to realize the "Vision" for Snowmass Village in 2025 as set forth in Chapter One should be established within Chapter Nine.

General Recommendations

- General Recommendations

Policy Recommendation: All policies should be unambiguous and precise so as to not fall victim to subjective interpretation or distortion.

Content Recommendations: The recommendations listed below relate to existing statistical and/or factual content of the Plan and recommendations to consider when updating the material:

1. Incorporate a provision that facilitates more easy adoption of reports as appendices to the Plan (this relates to reports that may be developed outside of a process to update the Plan but contain relevant information that should be include in the Plan, such as the Brush Creek Corridor Transportation Study).
2. The comparative charts and statistics should be examined to ensure that appropriate communities are being used for meaningful comparisons.
3. Information presented in graphic form should be redesigned to allow for clear photocopies to be made.
4. Statistical information should be presented in easily read graphs and charts, while minimally using complex and confusing spreadsheets.
5. To aid the understanding of the reader, all statistical information should be accurately referenced (source and date); complex statistical information should be further defined in

2007
State of the Comprehensive Plan

• **General
Recommendations
(Continued)**

endnotes that help define the logic and parameters used in generating the information.

6. All area references should include maps or illustrations.
7. The Comprehensive Plan should be redesigned to facilitate greater ease of electronic publishing for the internet.
8. Each chapter should have a short introduction drafted to help readers frame the information presented.
9. All historical references should be verified and updated to the date of the future Plan revision.
10. All references to "areas" should be checked for consistency and associated maps incorporated in the text as required.
11. Develop accompanying illustrations to help express information.
12. Recent planning initiatives such as the TOSV Marketing and Special Events Strategic Plan should be considered and added to the text as appropriate.

Detail Recommendations

• **Detail
Recommendations**

The following recommendations relate to the presentation of content and the ease of use of the Plan:

1. There are a number of typographical, grammatical, and reference errors within the Comprehensive Plan that should be corrected or updated:
 - inconsistencies of terminology
 - inconsistencies to references of locations or study areas
 - all dates should be updated and verified
 - short forms of technical terms should be clearly defined and all technical terms should be referenced as footnotes/glossary of terms
 - statistical information should be verified/corrected

2007
State of the Comprehensive Plan

• **Detail
Recommendations
(Continued)**

2. References to frequently changing information over which the Town has no control should be removed (for example: Pitkin County zone districts).
3. Tables, charts, diagrams and exhibits that are not referenced by or in support of the written content should be removed.