



JAMES KENT ASSOCIATES
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Report

The Pursuit of Goals
Using a Social Capital Matrix
Basalt, Colorado

October 2004

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Social Capital Defined

“Social Capital” means the ability of citizens to predict, participate in and control their own environment in a manner that enhances community life. An atmosphere of cooperation and trust exists at Basalt Town Hall because the local residents have a strong voice in determining Town policies. Rich in Social Capital, the Basalt Town Council and staff actively make the most of this unique and precious resource by getting out into the community to listen to the people, and by providing a staff position to support citizen participation.

Central to Town’s Master Plan

Civic Engagement and Social Capital are major topics of Basalt’s Master Plan. What can government do to facilitate Social Capital?

- Maintain and enhance diversity and self-sufficiency in the community
- Organize land use in a manner so that people come into face-to-face contact with each other
- Permit, encourage and preserve informal gathering places
- Create public spaces for citizen interaction
- Promote and facilitate locally owned businesses
- Facilitate a diversity of housing types and costs
- Endeavor to build a relationship of trust, predictability and cooperation among citizens, staff and the Council.

Basalt routinely considers the Social Capital implications of local issues along with financial (capital) and other impacts. The community has a goal of maintaining its unique, small town character and has begun a matrix of top priorities for guiding future land use decisions.

Informal, “Horizontal” Model

The informal, “horizontal” model of civic engagement is part of the Town Master Plan’s goals and objectives, involving citizen participation on as many levels as possible. Citizen volunteer groups have a safe place to informally work out kinks and come up with creative solutions before coming to the Town decision-makers (Council). Council members frequently participate with citizens on the volunteer committees. This is the polar opposite of the formal, “vertical” model of dependency and authority, which often fosters an “us and them” attitude between citizens and town governments.

“Buffer” of Involved Citizens

Involved citizens who have achieved consensus for workable solutions become a “buffer” from the verbal assaults of people with personal agendas at Council meetings. It’s much easier for the Council to make informed decisions in this environment. The end result is a set of policies based in community beliefs and traditions with large-scale involvement and buy-in.

Celebrating Social Capital

To recognize the many volunteer citizens and groups who have given their time, energy and creativity to help Basalt be its best, Community Service Acknowledgement Awards are presented regularly at Basalt Town Council meetings. Consequently, Basalt Town Hall has become a favorite meeting place in the community – where Social Capital is honored and celebrated every day.

INTRODUCTION

Objective of This Report

It is the objective of this report to present guidelines to the Town of Basalt on how to employ Social Capital principles to achieve its goals.

Background

In classical economics, “capital” is one of the three components of production: Land, Labor, and Capital. Each of these components is necessary to develop a project. Over time, as projects became larger and more complex, the term “Management” was added as a fourth component in the mid-20th Century.

Increasingly in the public sector, there is a growing recognition that another *component of production* is required to launch a project, namely “Social Capital.” Social Capital refers to the features of a community that facilitate coordination and cooperation for mutual benefit. It comprises the community of people in a self-defined geographic area; their survival networks of friends, families and associates; and their living patterns, routines and approaches in which they solve issues (e.g. civic culture).

Communities with an intact, un-depleted stock of social capital have a rich cultural infrastructure and a web of mutually supportive interrelationships. They also have a high capacity and motivation among residents to predict, participate in, and control their own environment in a manner that enhances community life.¹ Social Capital integrates the other four components of production in a manner that builds a resilient, self-sufficient community.

Most communities have goals—for infrastructure and for social health--yet, attaining the goals remains difficult. The missing ingredient in meeting these goals is often a consensus or agreement by the people on what they want their community to achieve for their citizens and visitors in the present and the future. In order to achieve a sufficient level of agreement to proceed on a major project, a community must engage in wide-spread public discussion of its issues. Citizens working together on the issues that face their community can overcome distrust, find common ground, and can create a climate of mutual respect—based on trust.

¹ Another application of social capital can be found in James Kent's and Kevin Preister's chapter titled: *Social Ecology: A New Pathway to Watershed Restoration*. It can be found in Watershed Restoration: Principles and Practices, by Jack Williams, Christopher Wood and Michael Domback, 1997.

When the citizenry has had the opportunity to analyze the issues facing the community, as has happened in Basalt, understand the alternative approaches to addressing these issues, and have developed a level of trust for their fellow citizens, there is sufficient *Social Capital* to undertake major projects. Elected leaders can confidently embark upon programs to achieve the Goals of the Community with the knowledge they have broad community support.

Organization of the Report

Section 1 of the report presents an illustrative set of Town Goals for Basalt.

The goals that comprise the Top 10 Priorities are offered purely as *an example* to facilitate the discussion of how the Town could employ Social Capital principles to achieve these goals

The goals that comprise the Ten Small Town Characteristics provide guidelines on how to maintain Basalt's Small Town Character.

Section 2 of the report contains an overview of the *present* and *proposed* methods of managing land use changes.

Section 3 describes the Social Capital Matrix that can be used to evaluate proposed land use changes. It shows how proposed projects can contribute—positively or negatively—to the Town's efforts to achieve its goals.

Section 4 presents recommendations to the Town on how to prepare for the implementation and use of Social Capital principles in pursuing its goals.

Section 5 is Appendix A and contains more detail on the Characteristics of a Small Town and offers a way to score development proposals in order to evaluate their effects, positive and negative, on desirable features of the Town of Basalt.

Section 6 is Appendix B and includes two parts from the *Basalt Master Plan*:

Section 4: Civic Engagement and Social Capital

Section 9: Design, Community Characteristics & Future Social Capital

The guidelines in this report were shaped by these sections of the *Basalt Master Plan*.

This report is a first step in attempting to define guidelines for using Social Capital principles in managing land use change proposals in the Town of Basalt. Although the Town has embraced the concept in its planning efforts in the Master Plan and in the River Master Plan, and has incorporated Social Capital precepts in the delivery of routine services, it now has the opportunity to add another chapter to its Social Capital efforts by placing this decision-making process into an ordinance.

SUMMARY

Every town has goals. Some goals are established for a town by its leaders based on their experience. Some goals are created as a result of citizens coming together, and from their interactions, a vision of the future emerges. Some goals are literally thrust upon a community in its response to some natural disaster or external threat of some type.

Basalt's goals can be summarized, simply, as, to attain its top priorities, while maintaining its small-town character.

This report brings these two components of goals into a Social Capital Matrix and segments each group into ten pieces—Ten Top Priorities (to be attained) and Ten Small Town Characteristics (to be maintained).

The Top Ten Priorities are found in the critical issues facing the Town, in its major infrastructure needs, in certain types of residential and commercial projects that should be encouraged, and among needed community enhancements. Some of these are very costly, but achieving any of these goals will increase Social Capital in the community. By making these Top Ten Priorities visible to the development community, Basalt can enlist their cooperation in achieving these goals through incentives.

The Small Town Characteristics are comprised of ten elements in categories such as Social Cultural Health, Environmental Health, and Economic Health. The content of these ten characteristics are not "new" findings, but they are newly organized into these categories based on hundreds of citizen comments recorded in numerous public meetings and work sessions over recent years. Further, they can be used to evaluate proposed land use changes both to ensure a positive contribution to Social Capital, and to prevent the introduction of facilities or features that would work against maintaining small town character.

It is a decision-making framework that is being proposed. The components of the framework can be changed in response to new events, as well they should. There would be no need for a new decision-making framework for land use change if Basalt were in a static state, if Basalt's capital-budgeting goals had been achieved, if some of Basalt's citizens were not in harm's way, or if Basalt citizens were willing to live with whatever changes resulted from continued development.

But there is a need.

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SECTION 1. TOWN GOALS IN A SOCIAL CAPITAL MATRIX

In recent years, The Town of Basalt has undertaken several major efforts to address various issues facing the Town of Basalt. The Town Master Plan and the River Master Plan have been updated and completed. In the summer of 2003, Design Workshop Inc. conducted *charrettes* to involve a cross-section of the citizens of Basalt in visioning what they wanted in their future riverfront parks and development. The River Master Plan Implementation Committee (RMPIC) has worked energetically to translate the myriad objectives into a disciplined reality.

Based on observation of, and participation in, these activities and a review of associated documents, an illustrative set of goals for the Town of Basalt can be derived. Those illustrative goals are shown later in this section, but can be presented in a one-line summary:

Attain the Town's Top Priorities while maintaining Basalt's Small-Town Character.

The Social Capital Matrix

We can bring these two sets of goals together--into a matrix—in Exhibit 1.1. The first half of this Social Capital Matrix is a list of the Town's *Top Ten Priorities*, presented in four sub-parts:

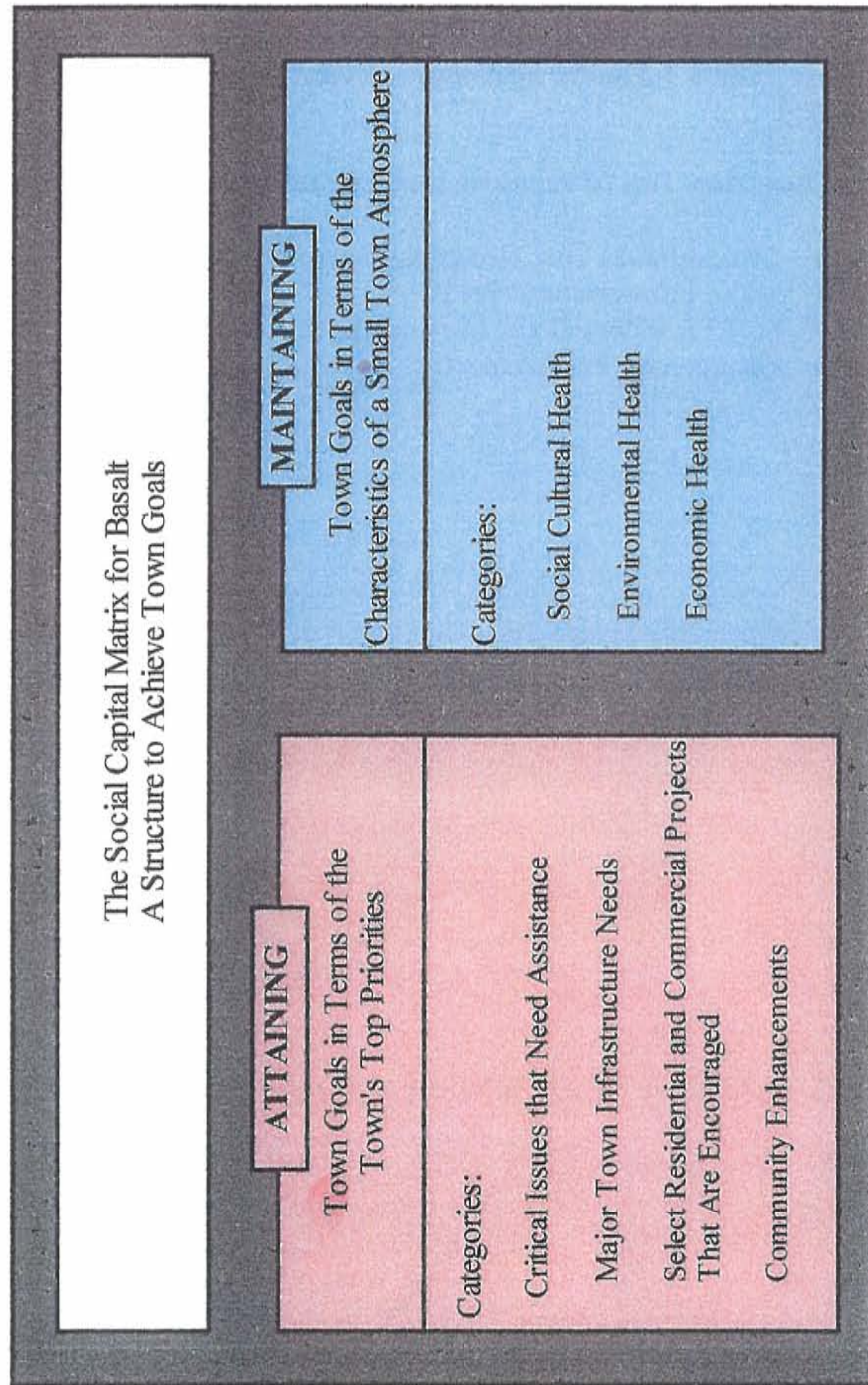
- Critical Issues That Need Assistance
- Major Infrastructure Needs
- Select Residential and Commercial Projects That Are Encouraged
- Community Enhancements

The other half of the Social Capital Matrix in Exhibit 1.1 is a list of ten characteristics of *Basalt's Small-Town character*, presented in three sub-parts:

- Social Cultural Health
- Environmental Health
- Economic Health

See Exhibit 1.1

Exhibit 1.1
The Overview
Major Components of a Social Capital Matrix
For Basalt



Town Goals In Terms of the Town's Top Ten Priorities

As mentioned above, this list of the Town's Top Ten Priorities is an illustrative list of some current important priorities. A town's priorities change from time to time, and, it should be expected that the Town Board's Top Ten Priorities would be different from the ones in Exhibit 1.2 on the next page. Nevertheless, these priorities illustrate the concept suitably.

The illustrative Top 10 Priorities are presented under four categories:

- Critical Issues That Need Assistance
- Major Infrastructure Needs
- Select Residential and Commercial Projects That Are Encouraged
- Community Enhancements

Exhibit 1.2

Town Goals in Terms of the
Town's Top Priorities
In the Social Capital Matrix
Basalt, Colorado

Critical Issues That Need Assistance

- 1. A Relocation opportunity for residents in a flood way in two mobile home parks
Another existing mobile home location for some of these households, or,
Single-family houses or town homes in a corresponding price range

Major Infrastructure Needs

- 2. A pedestrian way across Hwy. 82--over or under the highway
- 3. Any of a number of River -Corridor related projects --parks, trails, and trail bridges

Select Residential and Commercial Projects That Are Encouraged

- 4. Attainable Residential and Attainable Commercial space for retention of middle-income individuals and families
- 5. A River Lodge for the New River Park
A Small Lodge - less than 25 Units
A Green Building, Technically Wired
Independently Owned and Managed , no chains
- 6. Educational/Intellectual Centers in the River Corridor
For example, a River-Oriented Research Center, or,
A Center for Social Ecology & Public Policy
- 7. Enterprises that move the Town away from dependence on a resort economy
A Small Manufacturer or Service Enterprise, for example,
Total Merchant Services or, Fiji Water
- 8. Smaller Commercial Buildings, i.e., less than 20 ft. in width , and mixed-use

Community Enhancements

- 9. Live-Work Units: Owner-Occupied Units --not just employee housing
- 10. Landscaping with Mature Trees in selected areas

Town Goals In Terms of Maintaining Basalt's Small-Town Character

The other half of the Town Goals in the Social Capital Matrix is to maintain the small town character of Basalt while accommodating a moderate rate of growth. These characteristics are presented in three categories in Exhibit 1.3.

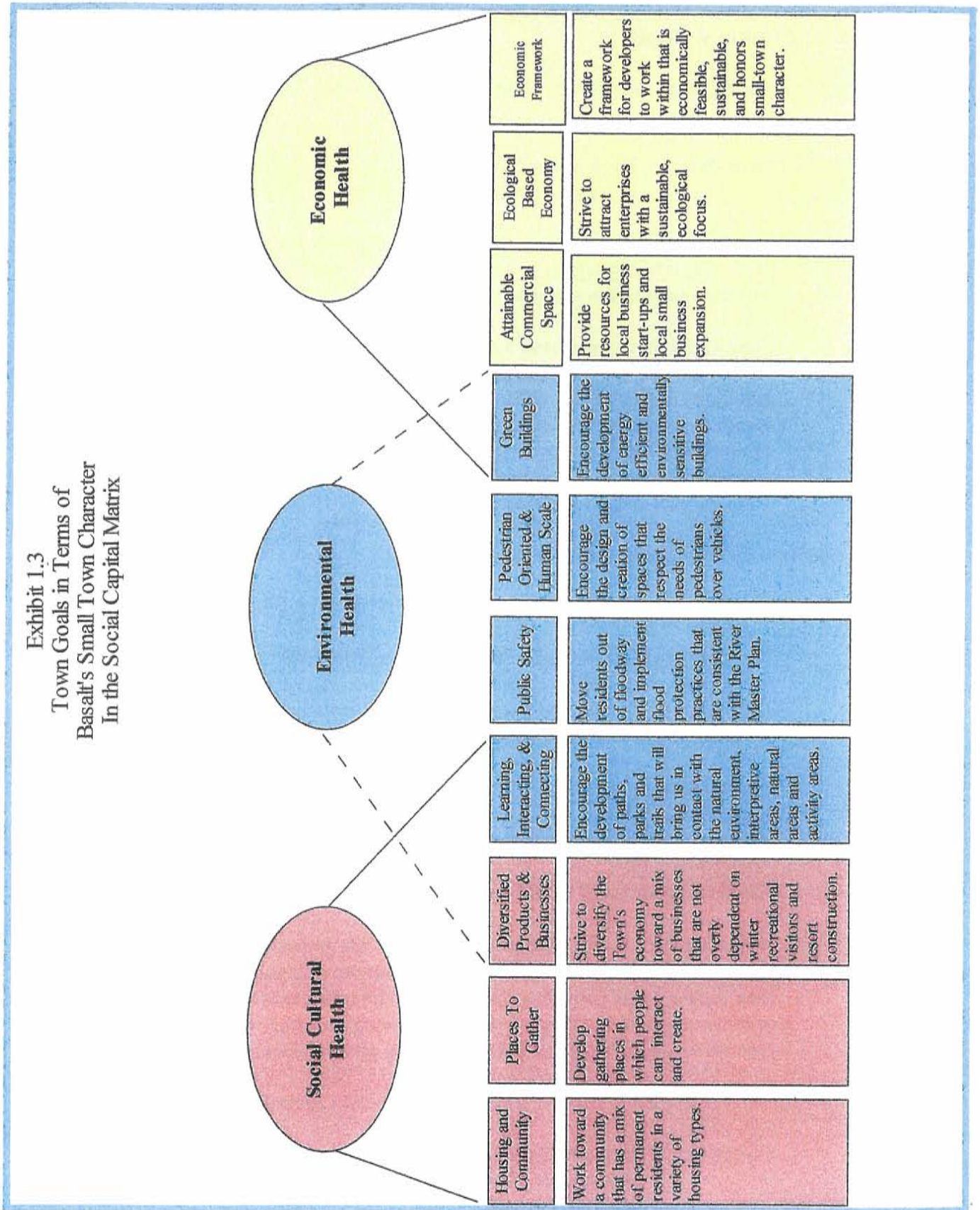
- Social Cultural Health
- Environmental Health
- Economic Health

Note that there is some overlap in these categories of small town characteristics.

Following Exhibit 1.3 is an expanded description of each of the ten small town characteristics.²

² These expanded descriptions of each of the ten small town characteristics are repeated in Appendix A, along with the citizens' comments on which the summaries are based. They are from a series of Town planning sessions and River Master Plan Implementation Committee work sessions in 2002-2003.

Exhibit 1.3
Town Goals in Terms of
Basalt's Small Town Character
In the Social Capital Matrix



Social Cultural Health

Housing and Community (Social Cultural Health)

Objective: Work toward a community that has a mix of permanent residents in a variety of housing types.

The Town of Basalt expects moderate growth both in its commercial activity and in the surrounding region. The Town has prepared, and continues to prepare, for moderate population growth.

The citizens have expressed a desire for a variety of housing types to accommodate a diverse mixture of social and economic groups to avoid the monotony of sameness. Affordable, attainable, and market-priced housing are all required. Second-home owners need to continue to be absorbed into the community. Safe housing opportunities must be offered to those households currently living in the floodway. Also, there is a need to establish a connection between East and West Basalt.

Places to Gather (Social Cultural Health)

Objective: Develop gathering places in which people can interact and create.

The growth of Social Capital is enhanced by providing opportunities for citizens to interact. Developers of buildings, subdivisions, and public places should explore every opportunity to create physical structures that enable and enhance the opportunities for such social interaction.

These gathering places should be throughout Town—both formal and informal. They would include a center for community functions, the arts, film, photography, and other community gatherings.

Gated neighborhoods would be discouraged.

It is recognized that not all projects can provide gathering places--primarily because of limited space. Some projects can provide gathering places, but by their nature, these gathering places tend to be restricted to the project's residents or tenants. Although this is better than having no gathering places, it does not provide an opportunity for interaction with other residents of the community.

Diversified Businesses—Products and Services (Social Cultural Health)

Objective: Strive to diversify the Town's economy toward a mix of businesses that are not overly dependent on winter recreational visitors and resort construction.

In economic development theory, there are two broad types of businesses: *Local Service* and *Export*. *Local Service businesses* tend to provide the bulk of their products or services for residents of the community, e.g., a barber shop or an elementary school. *Export businesses* provide goods and services for non-residents of the community, e.g., a steel fabrication company or a ski company. Many businesses serve some customers in both markets. Expansions in *export businesses* bring money into the community and create the need for more *local service jobs*.

Basalt encourages development that will attract or provide space for export jobs—especially those outside of winter recreational activities in order to reduce its dependency on a single industry. Basalt also encourages development that will attract local service jobs to accommodate the needs of local residents—especially if these new local service businesses meet other objectives of the *Small town characteristics*.

Environmental Health

Public Safety (Environmental Health)

Objective: Move residents out of the floodway and implement flood protection practices that are consistent with the River Master Plan.

The Town of Basalt is concerned about the safety issues in the floodway, but does not want merely to evict the approximately 95 households in two of its mobile home parks—the Pan and Fork Mobile Home Park and the Roaring Fork Mobile Home Park. The Town values all of its citizens and wants to keep them in town, but desires to provide an opportunity for these residents to move to a safer place in Basalt that is economically attainable.

Finding a solution to this issue is currently the Town's top priority. Whatever the solution, it will be costly. It might come in phases. More than likely, it will be tied into the development proposal of some third party, which as part of its development proposal, provides a way to offer a relocation opportunity to a portion of the households now leasing spaces in these two mobile home parks.

The Town has made its top priority known to the Development Community. In the future, when larger development proposals are being considered, the Town should encourage these developers to offer some assistance to the Town in resolving its top priority. A development proposal that offers an appropriate housing opportunity for some of the floodway residents will be most welcomed.

Learning, Interacting, and Connecting (Environmental Health)

Objective: Encourage the development of paths, parks and trails that will bring us in contact with the natural environment, interpretive areas, natural areas, and activity areas.

Pedestrian and Human Scale Orientation (Environmental Health)

Objective: Encourage the design and creation of spaces that respect the needs of pedestrians over vehicles.

Encourage the development of pedestrian-centered houses—with front porches being the dominant feature of the front of the house, as opposed to a garage. Build pathways and space with the potential for intrigue and discovery. Use traditional Basalt scale. Respect the sense of history.

Green Buildings (Environmental Health)

Objective: Encourage the planning and construction of environmentally-sensitive and energy-efficient buildings.

Economic Health

Attainable Commercial Space (Economic Health)

Objective: Provide resources for local businesses startups and local small business expansions.

Small businesses create 70-80 percent of new jobs in the United States. The Town of Basalt's objectives, in approving commercial development, are to encourage the formation of new businesses that are locally-owned and locally-managed. Basalt wants the owners of the businesses and the buildings to live in Basalt, if possible. Small, start-up businesses are more likely to occur in smaller commercial spaces. Granted, it is easier for a developer of commercial space to lease a larger space to a single tenant (or just a few tenants), but larger commercial spaces tend to require businesses that operate on a larger scale. Larger undertakings require more start-up capital, and thereby often preclude the smaller entrepreneur from entry.

Ecological Based Economy (Economic Health)

Objective: Strive to attract enterprises with a sustainable ecological focus.

It is not anticipated that the Town of Basalt will substantially increase its funding for efforts to attract new industry or other business enterprises to relocate to Basalt. However, to the extent that the Town expends monies, directly or indirectly, to encourage certain types of enterprises to locate in Basalt other than Local Service businesses, the emphasis should be on ecological-oriented businesses. Further, these businesses should be of modest size so as to be compatible with the *Small Town Characteristics*—the touchstone for judging all new developments.

Economic Framework (Economic Health)

Objective: Create a framework for developers to work within that is economically feasible, sustainable, and honors *Small Town Characteristics*.

This character element is somewhat different from the other nine. It can be used to evaluate a *specific* development proposal, but, also, it can be a useful reminder of how three major stakeholder groups in Basalt view any development proposal: 1) Basalt Citizens, 2) Town Government, and 3) the Development Community.

It is even useful occasionally to evaluate development concepts that were not carried all the way through the approval process, or, for projects that were begun, but failed to live up to their expected potential. It would help answer the question: “What went wrong?” It would provide feedback on the effectiveness of the Town’s development approval process—especially in reviewing lost opportunities, or, when a project achieves less than the great expectations that preceded it.

In order to be successful, an economic framework must achieve equity and balance among its constituents—each must receive some benefit.

1) Most of Basalt’s Citizens favor moderate, quality growth, if it benefits the Town as a whole, and if it is in keeping with the *small town characteristics* as described in these sections of the report.

2) The Town of Basalt has developed an assortment of regulations over the years that in combination can exact a sizable amount of money, or equivalents, from developers, especially if an annexation is involved. Many of these fees are dedicated to specific uses, e.g., affordable housing, transportation, park land acquisition, etc. The Town could benefit from having more flexibility in the use of these funds. The needs and priorities facing the Town shift from time to time, and, the ability to reallocate these

funds collected from the development process could help the Town achieve its most important priorities more readily.

3) The Development Community--Land owners, investors, and entrepreneurs--need predictability in assessing development potential. All development carries economic risk, but often developers fear "political risk" even more. Their inability to assess what type of development plans might be approved deters and limits the "stream of offerings" or "deal stream" presented to the Town. Greater predictability is needed to encourage the private sector to consider Basalt as a location for important and desirable projects, and, at the same time help the Town achieve its priorities.

SECTION 2. LAND USE CHANGES AND THE PURSUIT OF GOALS

In the previous section, two categories of goals for Basalt were presented. Basalt has made some progress in attaining and maintaining these two categories of goals. This section of the report contains an overview of the process and procedures that have been in use for many years in Basalt.

The simplified diagram in Exhibit 2.1 describes the general process most local governments follow in governance, with the possible exception that Basalt places more emphasis on citizen involvement in analyzing local issues than is customary in most communities.

Exhibit 2.2 is another generic depiction of a local government's efforts to deliver routine services while occasionally diverting energies to analyze a major development proposal. With Basalt's presence in the middle of the Roaring Fork Valley, sizeable residential and commercial development projects seem likely to be presented to the Town for many years. It is a central thesis of this report that Basalt can manage the opportunities presented by major development proposals to attain more effectively some of its Top Priorities.

The situation depicted in Exhibit 2.3 perhaps exaggerates the importance given to the technical requirements of development projects in the present approval process. Some of the goals that the citizens think important—the small town character—are not overtly and directly considered in the present review process. Further, with the emphasis placed on the many formulaic exactions from new developments, fees are collected, but for the most part, these funds are dedicated to specific uses. The programs that are the beneficiaries of these policies implemented years ago might, or might not, be a current Top Priority.

This report is suggesting a change in the way Basalt manages its approval process for real estate development projects. The two scenarios contained in Exhibit 2.4 compare the present system with the one being proposed in this report.

Exhibit 2.1
The Setting In Which
Development Presently Occurs
In Basalt
2004

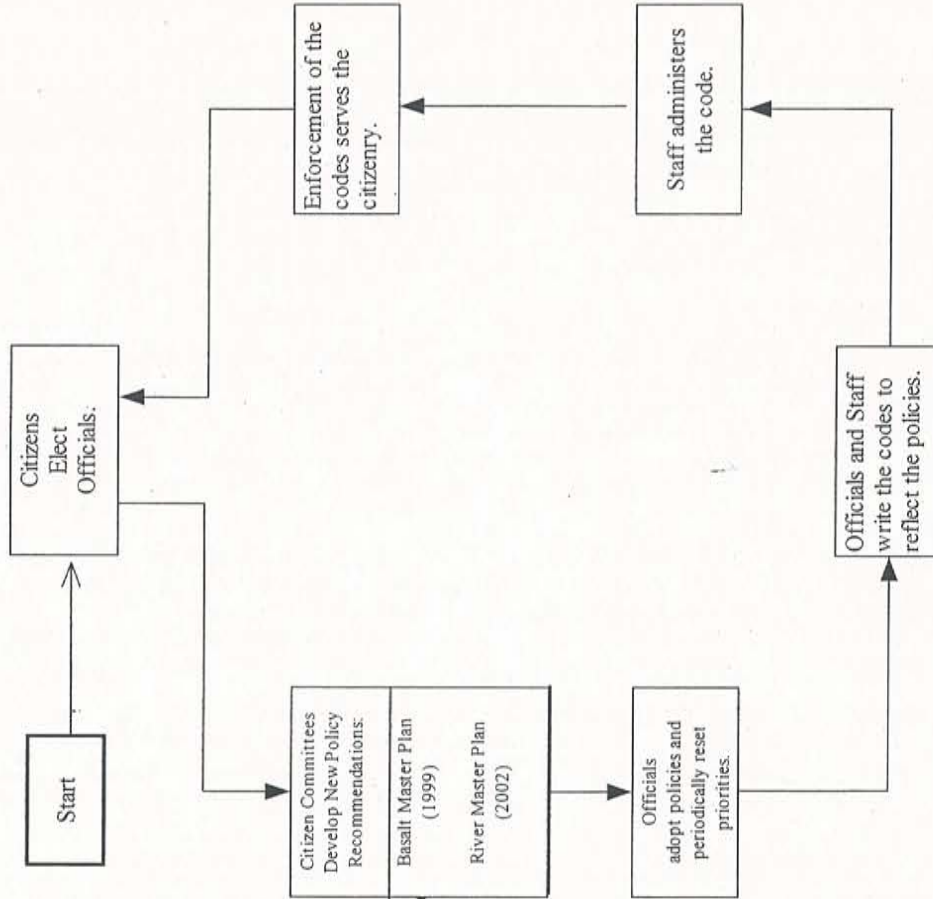


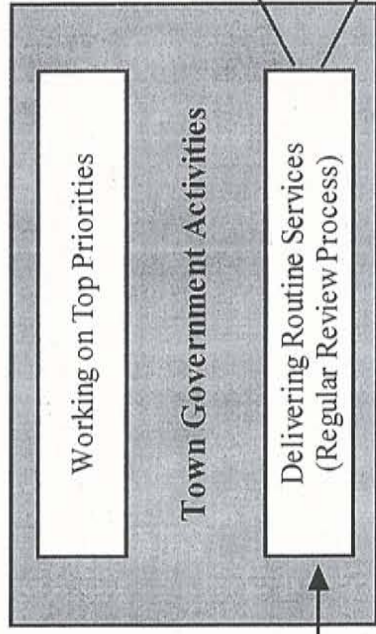
Exhibit 2.2
Present Situation
Routine Activities of Town Government
While Managing Requests for Land Use Changes

Output

Usually, an approved, but modified project

Exactions earmarked for specific purposes

Process



Input



Exhibit 2.3
 The Pursuit of Goals that are Quantifiable:
 The Present Process for Managing Land Use Changes
 in Basalt

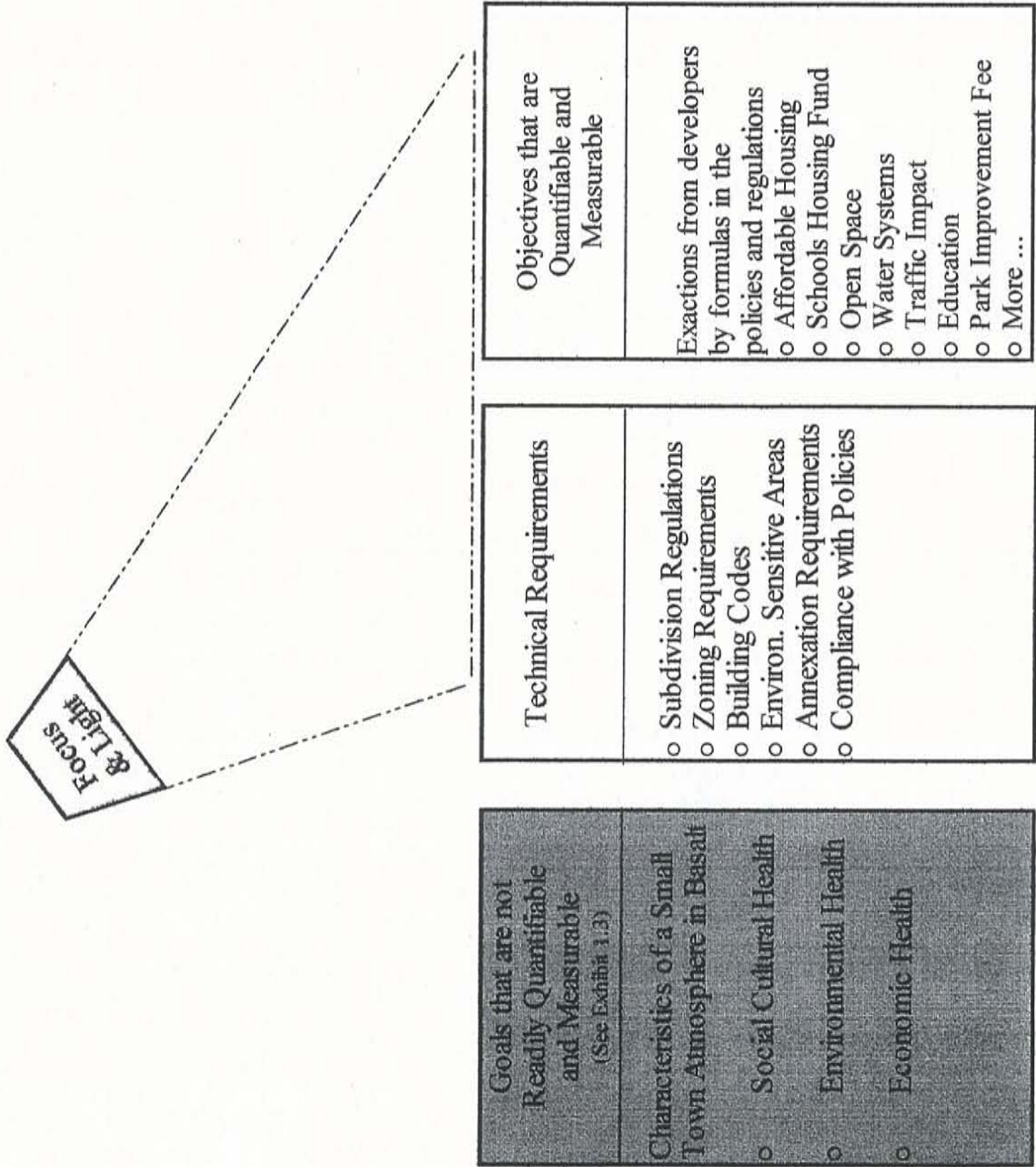
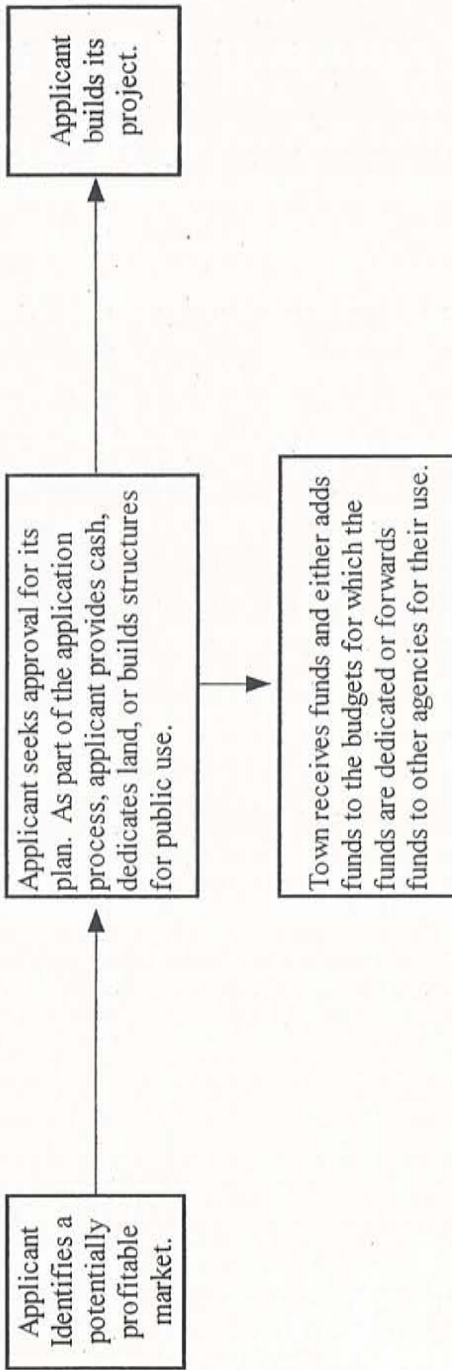
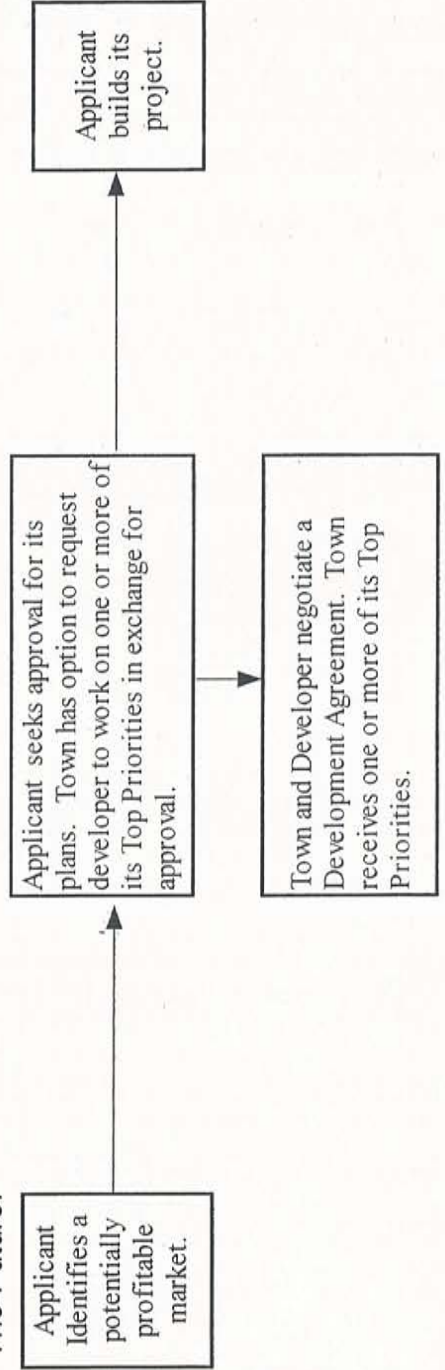


Exhibit 2.4
A Contrast of the Present System vs. the Proposed Future System:
Pursuing Goals by Collecting Funds Through Exactions
vs.
Creating Incentives for Developers to Help the Town Reach Its Goals

The Present:



The Future:



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SECTION 3. USING THE SOCIAL CAPITAL MATRIX TO EVALUATE PROPOSED LAND USE CHANGES

This report set out to recommend a methodology by which the Town of Basalt could achieve its goals through use of Social Capital principles. Illustrative Town Goals have been presented above in two formats:

In categories of the Town's Top Priorities³

Critical Issues That Need Assistance

Major Town Infrastructure Needs

Select Residential and Commercial Projects That Are Encouraged

Community Enhancements

In categories of the Small Town Character

Social Cultural Health

Environmental Health

Economic Health

Capitalizing on Approvals and Enhancements

Simply stated, the Town wants to *attain* the projects contained in its top priorities and *maintain* its small-town character as described above. On the other hand, applicants, or developers, want to gain approval of their plans, and, in some cases, they want enhancements to their plans beyond what is ordinarily allowed. Enhancements are concessions or waivers granted by the Town to the applicant in exchange for something of value.

The Town is constrained in pursuing and attaining its goals among the Top Ten Priorities because of a lack of monetary capital. Where will that monetary capital come from? Traditional capital budgeting can take many, many years to realize Town goals. An alternative source of funding that can accelerate attainment of the projects in the Top Ten Priorities exists in the periodic submission of private development projects that are presented to the Town.

The development community craves more certainty in the development approval process. The lengthy approval process by local governments in the Roaring Fork Valley is well-known. Time is money. The more time it takes for consultants' studies, governmental requests for project re-sizing, and for monthly payments of option money to landowners,

³ Although the specific goals presented in this report are based on JKA's field work and observations during the River Master Plan and the River Corridor Plan efforts, it is expected that the Town Staff, Planning Commission, and Board of Trustees will review the consultants' recommendations and reset the priorities, as they should.

the more costly the proposed project becomes before getting started on the actual, physical development. The costs of re-planning and re-engineering need to be recaptured eventually in higher pricing of the lots and/or buildings that are delivered to the market. This is one of the major reasons moderate-priced housing and moderate-priced commercial space is so difficult to deliver to the market. Indeed, the innovative approach taken by the Town with the 17 Key Parcels in the Basalt River Corridor is an excellent example of how to address this problem.

The two balance beams depicted in Exhibit 3.1 illustrate the challenge to the Town in trying to develop a process wherein project enhancements can be granted by the Town to an applicant in exchange for receiving a contribution toward a goal in a top priority item or toward the goal of increasing Social Capital in excess of the minimum requirement.

Enhancements in a large project can have a substantial value to a developer. Receiving a Top 10 project can have substantial value to the Town. In the end, after staff has framed the tradeoff, it will be necessary for the elected officials to determine whether the value of receiving assistance with a Top Priority is worth the incremental social and economic cost of granting an enhancement.

The process for smaller projects would be similar. If a developer's contribution to a Top 10 project is not financially feasible, because of the smaller size, the Town can reject the request for enhancement or accept cash into a fund for subsequent application to a Top 10 project.

Exhibit 3.1
Selective Use of Granting Project Enhancements to Developers
As an Incentive to Achieve the Town Goals of
Attaining Top Priorities of the Town and/or
Maintaining Small-Town Character



The Proposed Process

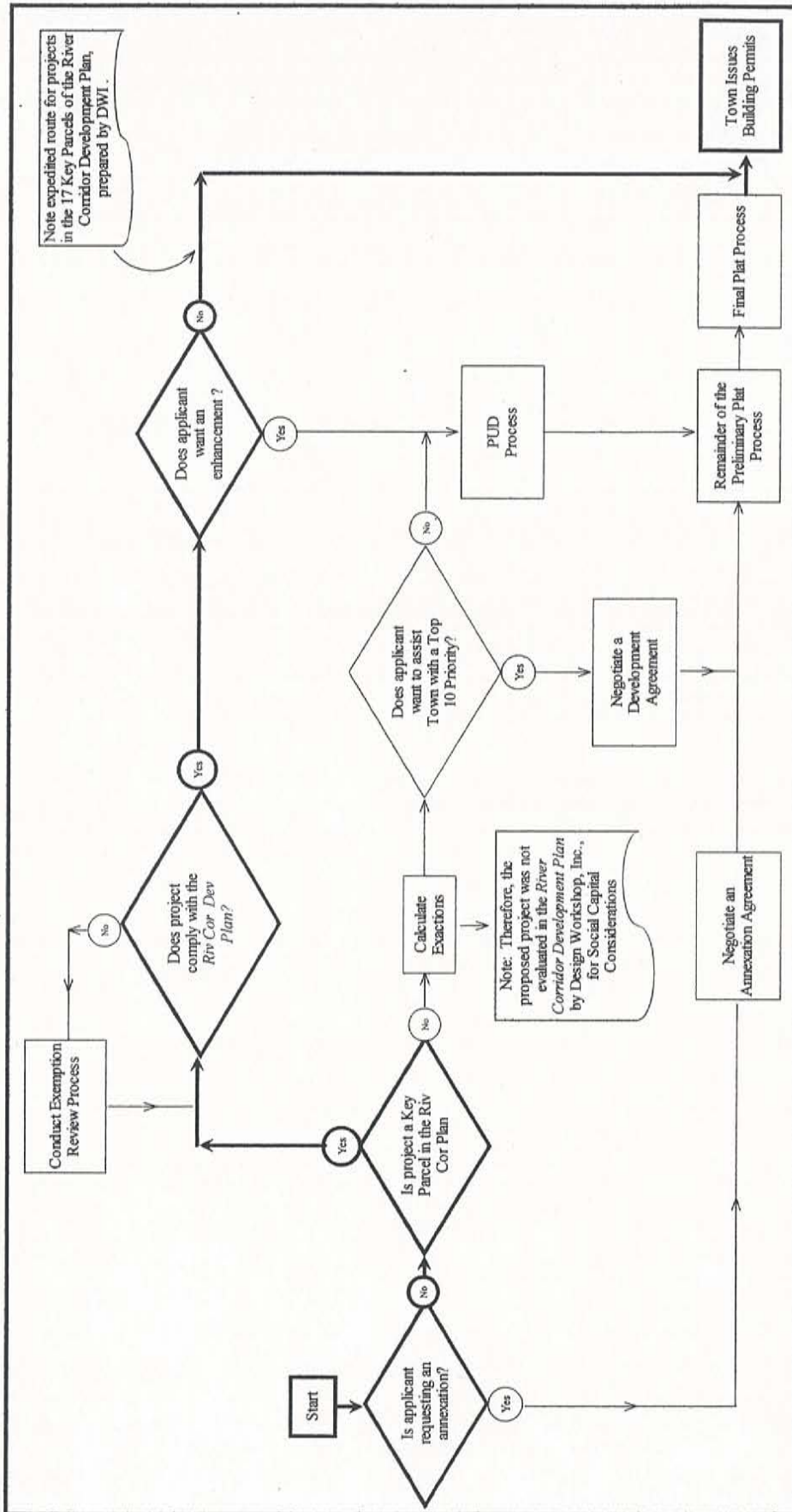
The proposed process for land use changes using the Social Capital Matrix are shown in the flow chart in Exhibit 3.2.

As the social capital principles were being developed and discussed among the RMPIC (River Master Plan Implementation Committee) last year, Design Workshop Inc. (DWI) incorporated those guidelines from the discussion of small town characteristics into the guidelines in its publication, *Basalt River Corridor Development Master Plan (DMP)*. The detail and level of specificity contained in that document for the 17 Key parcels in the River Master Plan is intended to allow builders and developers simply to request building permits and begin construction without having to go through the often-lengthy PUD review process. These 17 Key parcels are not being treated as blank canvasses in which anything can happen; the proscribed uses are quite specific—intentionally so.

This detailed design effort by DWI for the 17 Key parcels in the River Master Plan is intended to reduce the cost of the development process to builders and developers, thereby encouraging them to develop specific types of residential and commercial projects that can be brought to market at a lower cost—and meet social capital requirements at the same time.

The steps to be taken through the flow chart diagram in Exhibit 3.2 shows an expedited pathway for this set of projects in the 17 Key parcels.

Exhibit 3.2
The Proposed Process for Land Use Change
Using the Social Capital Matrix



It might be expected that some of the builders and developers of the 17 Key parcels might want enhancements to their plans—enhancements like greater density or higher building heights. Further, it might be expected that development proposals will come from sources other than these 17 Key parcels. When either of these conditions occurs, the situation is similar to the balance beam diagrams in Exhibit 3.1:

- A major project has the potential to offer the Town assistance in attaining a Top Ten Priority. (See upper half of Exhibit 3.1)
- A smaller project has the potential to offer the Town assistance in increasing Social Capital by providing a contribution in excess of the minimum requirement. (See lower half of Exhibit 3.1)

When a proposed project is not in the 17 Key parcels, after the conceptual review, the Town can assist the applicant to estimate the exactions that will be required under the existing policies—affordable housing, open space, trails, etc. Thereafter, the Town would discuss with the applicant the alternative of making a contribution toward attainment of a Top Ten Priority vs. the traditional approach under existing policies of paying fees, donating land, and providing other facilities and services. See Exhibit 3.2 again.

Attaining the Goals in the Town's Top Ten Priorities

The goals contained in the Town's Top Priorities Category can be attained by a combination of efforts, including grant applications, traditional capital budgeting, and providing guidance to the development community through new policies. It is in this last item, *providing guidance to the development community*, that some new policies will need to be enacted.

The Top Ten Priorities shown below and discussed above are, at this point, only illustrative of what goals might actually be selected by the Town Board as an “official Top Ten.”

1. Relocation opportunities for the residents in two mobile home parks in a floodway
2. A pedestrian way across Hwy. 82--over or under the highway
3. Any of a number of River-Corridor related projects—parks, trails, trail bridges
4. Attainable Residential and Attainable Commercial space for retention of middle-income individuals and families
5. A River Lodge for the new River Park
6. Educational/Intellectual Centers in the River Corridor
7. Enterprises that move the Town away from dependence on a resort economy
8. Smaller Commercial Buildings, e.g., less than 20 ft. in width, and mixed use
9. Live-Work Units: Owner-Occupied Units—not just employee housing
10. Landscaping with Mature Trees in selected areas

Nevertheless, whatever is chosen for a Top 10 list (or Top 20), the Town will be required to define in very specific detail what it expects from a developer who would agree to provide one or more of these items. The detail specifications should include such items as location, sketches or drawings, quantity, size, grade or quality, performance requirements, timing considerations, unit cost and/or total cost, and cost breakdowns, and where appropriate, by categories such as land, materials, labor, and soft costs. In other words, engineering cost studies will be required for most of these Top 10 items.⁴

If the equipment and specialized skills required for a developer's own project match the equipment and specialized skills required for a Town Top 10 project, real savings can be realized by the Town if the developer's additional cost to address a Top 10 Priority is just the "incremental cost." A significant part of any construction budget is getting and receiving bids from subcontractors, evaluating the bids, working out the scheduling and budgeting, and getting the equipment and personnel on site. There could be sizeable savings to the Town if some of the projects on the Top Ten List could be piggybacked onto other projects—at a cost saving to the Town.

Once the cost estimate study for the Top Ten Priorities is completed by a consulting engineer, it should be made available to the development community so that the developers will know what the Town requires to participate in this program. Also, the engineering cost study should be updated when priorities change—or, at least once a year.

It is anticipated that some developers would prefer to deliver part or all of some of the Town's Top Priorities in their projects in exchange for a reduction or elimination of the exaction fees. Further, some developers might be willing to provide a Top 10 project on a location off of their site.

Attaining the Goals in Basalt's Small town characteristics

The goals contained in Basalt's Small-Town Character category, Exhibit 1.3, are aimed at preserving what citizens like about Basalt. The projects that are built by both the private and public sectors can be done in a way that preserves and enhances these characteristics. The efforts by the Town that will be required to achieve these goals are less familiar and likely will be more difficult to manage at first.

Granted it is easier to manage requirements that are readily measurable and less prone to subjective interpretation, such as setbacks and building heights. Difficulty in administration should not be a reason to abandon the opportunity to realize some very important goals of many citizens in the community. Developing scoring techniques, like indices, for example, are commonplace in many fields that need to be able to quantify subjective evaluations.

In fact, both as individuals and as a society, we make decisions about questions that are difficult to quantify--all the time. Where to live? What type of employment to pursue?

⁴ Conducting an *engineering cost study* is a specific recommendation for implementation in Section 4.

How to rear children? How to select governmental leaders? All are examples of goals we pursue that are not readily quantifiable.

One of the traditional approaches to addressing complex questions is to segment the subject into smaller parts, and, then analyze each of those sub-parts. The ten Character Elements presented above in Exhibit 1.2 each describes an important part of that elusive goal of pursuing, or maintaining the small town character of Basalt.

These Character Elements can be used to evaluate development proposals--in addition to the traditional technical requirements, such as, subdivision regulations, building codes, zoning and annexation requirements.

It is suggested that development proposals be scored based on a scale of 1-5. This is a common technique used by many organizations to measure customer satisfaction for different products and services. For example, a typical question is "Does this product meet your expectations?" And the directions say "Score the product from 1 – 5, from "very little" to "very much."

In Section 5, Appendix A, a scoring box is presented with a few "summary questions" for each of the ten small town characteristics, Public Safety, Gathering Places, etc. Additionally, a dozen or more citizen comments gathered from the fieldwork and the *charrettes* held during the Summer of 2003 follow the scoring questions.⁵ These additional citizen comments are presented, not for scoring the application, but to provide some context for the scoring question and to document the sentiment behind each of these ten groups of small town characteristics.

Again, Section 5 contains the entire documentation for each of the ten small town characteristics that comprise the goal of Maintaining Small Town Character. For the present exposition, only the first small town characteristic, Housing and Community, is presented on the following two pages—to illustrate how the scoring could be achieved.

⁵ These comments were recorded during public meetings and organized by Kay Philip, Community Relations Director, Town of Basalt.

Exhibit 3.3
Example of a Scoring Technique
For One of Ten Small Town Characteristics
In the Social Capital Matrix

1. Housing and Community

Objective: Work toward a community that has a mix of permanent residents in a variety of housing types.

The Town of Basalt expects moderate growth both in its commercial activity and in the surrounding region. The Town has prepared, and continues to prepare, for moderate population growth.

The citizens have expressed a desire for a variety of housing types to accommodate a diverse mixture of social and economic groups to avoid the monotony of sameness. Affordable, attainable or middle-income, and market-priced housing are all required. Second-home owners need to be absorbed into the community. Safe housing opportunities must be offered to those households currently living in the floodway. And, there is a need to establish a connection between East and West Basalt.

Score the application (from 1-5) on how well it addresses the questions under this objective. Use the citizen comments below as examples of more detailed concerns.

NA=Not Applicable. 1=Very Little. 3=Average. 5=Very Much.

Summary Scoring (circle one)

For proposed buildings and subdivisions, does the proposal ...

- | | | | | | | | |
|---------|----|---|---|---|---|---|---|
| A. | NA | 1 | 2 | 3 | 4 | 5 | Encourage newcomers who would likely be permanent residents in Basalt? |
| B. | NA | 1 | 2 | 3 | 4 | 5 | Integrate affordable and/or attainable housing with free market housing? |
| C. | NA | 1 | 2 | 3 | 4 | 5 | Provide incentives, positive or negative, to require that the managers and owners of new businesses have their residence in Basalt? |
| Summary | 1 | 2 | 3 | 4 | 5 | | Overall, how well do you think this application complies with the applicable Citizen Comments of this character element? |

Exhibit 3.3 (continued)

Citizen Comments—examples of concerns

1. Provide schools within safe walking distances for kids?
2. Provide neighborhood parks with a mix of play grounds and ball fields, tennis and basketball courts?
3. Provide a “Cottonwood Entrance” to the Town—if the proposal is on one of the routes into the Town?
4. Avoid economic rivalry between East and West Basalt?
5. Facilitate the ability of neighbors to know each other?
6. Enable the Town to have a diverse population, living together, and not separated?
7. Have a density of population that does not preclude the achievement of other objectives?
8. Contribute to the ability to have churches in Town?
9. Contribute to the ability to have an expanded library in a central location in Town?
10. Integrate affordable and attainable housing with free market housing?
11. Absorb second-home owners into the fabric of the community?
12. Promote the ability of multiple generations of families to live here?
13. Encourage the presence of diverse economic groups?
14. Allow people to keep an eye on other people’s children?
15. Maintain the tolerance of resident characters?
16. Promote a low crime rate?
17. Establish connections between East and West Basalt?
18. Enable the expansion of bike paths between Basalt and the rest of the Valley?

Summary Comment on Applicability to Various Types of Projects

Generally, it is expected that only larger development proposals will be capable of, and eligible for, entering into negotiations with the Town to help resolve the Town’s Top Priorities in exchange for waiving or moderating some of the Town’s regular policy requirements and exactions.

Linking the Town’s Top Priorities to the Pursuit of Goals through the Social Capital Matrix provides the Town with the flexibility and capability to foster the growth of social capital when the opportunity arises. See Exhibit 3.4.

Exhibit 3.4
Summary of Requirements from the Social Capital Matrix
For Applicants Entering the Development Process

<u>Circumstance of the Proposed Development</u>	<u>Requirements from the Social Capital Matrix</u>	
	<u>Large Project</u>	<u>Smaller Project</u>
In the 17 Key Parcels <u>Without</u> a Request for an Enhancement	Faithful Compliance with Key Parcel Requirements	Faithful Compliance with Key Parcel Requirements
In the 17 Key Parcels <u>With</u> a Request for an Enhancement	Contribution Toward A Top Ten Priority	Contribution Toward Social Capital in Excess Of Minimum Requirements
Not in the 17 Key Parcels, But In Town	Contribution Toward A Top Ten Priority Within Amount Of Exactions	Contribution Toward Social Capital in Excess of Of Minimum Requirements
Requiring an Annexation	Contribution Toward A Top Ten Priority	Contribution Toward Social Capital in Excess of Of Minimum Requirements

Note: In the entry above, “Contribution Toward Social Capital *in Excess of Minimum Requirements*,” the emphasis is on *in excess of Minimum Requirements*. All new projects will be judged by their contribution to social capital—creating new public, commercial, and residential projects that enhance the guidelines provided in the ten small town characteristics.

A contribution is considered to be “in excess” when it benefits users who are not primarily residents or tenants of the project. A neighborhood park for a new residential subdivision is welcomed, but it probably will primarily serve the needs of the new development and its residents.

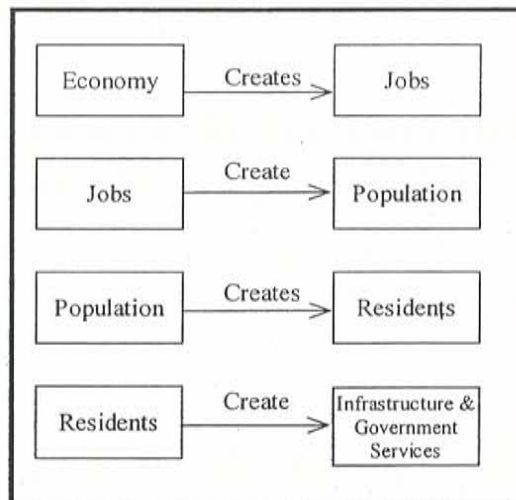
The Social Capital Matrix as the Nexus to Development Proposals

It has been a long time since towns built basic infrastructure for a new subdivision—streets, sidewalks, curb and gutter. These costs have been transferred by towns to developers, who, in turn, include them in the cost of the new houses.

Most municipalities have also adopted a philosophy that growth should pay its own way, causing wide-spread use of “exactions” – a means by which towns charge a fee to developers for specific purposes. Towns already have schools, parks, and lower-cost housing for its citizens. New subdivisions, it is thought, should also provide schools, parks, and low-cost housing for some of the people who will move there. Else, the new residents would overcrowd the existing facilities. Fair enough. It is never perfectly equitable, but as a society, we muddle through.

Exactions were built around the observation that more employees working meant more houses needed to be built; more cars meant more traffic impacts; more residents meant more use of parks. The original assumptions underlying the formation of exactions from new development were fairly straightforward:

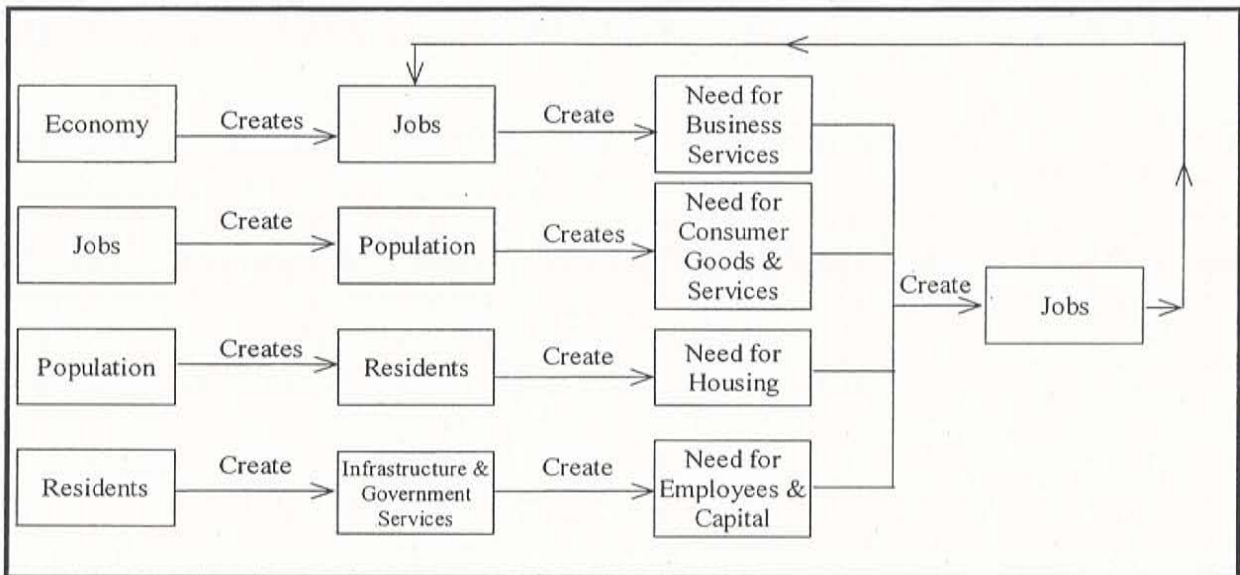
1. The economy creates jobs.
2. New jobs create increased population.
3. The new population becomes residents.
4. The new residents create the demand for more infrastructure and government services.



Therefore, towns implemented exactions on these visible, impact areas.

In fact, these underlying assumptions were simplistic. The actual social and economic impacts of growth were far more reaching than the readily identifiable subject areas. The subsequent rounds of business and consumer spending continued on, setting in motion regional growth, which in turn caused more growth within the towns.

Exhibit 3.5 Patterns of Growth In an Expanding Economy



As the regional economy in the Roaring Fork Valley is not restricted to Basalt’s corporate limits, the exactions became even more distorted when only parts of the expanding economy fell into the corporate limits of the Town.

Needs that existed in times past, and for which exaction ordinances were created to address, have changed--and will continue to change. Exaction policies were designed to help solve a specific problem from a specific source of growth through a simple formula, e.g., dollars per square foot of total construction, or dollars per bedroom constructed, or the appraised value of an acre of land. It is not that there are no social and financial impacts from growth; the problem lies in the inflexibility inherent in a dedicated use of those funds. Elected leaders are handicapped in their ability to reallocate resources in the face of changing priorities.

Ideally, the Social Capital Matrix could be the recipient of all fees and funds resulting from growth. It has within its two major parts (attaining the Top 10 Priorities and maintaining the Small Town Characteristics) almost all of the subject areas now covered by the existing

exaction policies. Certainly, the targeted area from the major sources of fees and exactions are included within the Social Capital Matrix.

- Housing and Community could cover both the School Housing Fund and the requirements for affordable housing.
- Learning, Interacting and Connecting could cover both Trails and Parks.

The overwhelming difference is that the Social Capital Matrix covers a vastly broader range of subjects—much more comprehensive than the single-mission orientation of the present policies. Further, the Top 10 Priorities portion of the Social Capital Matrix will function as a means of securing funding for high-priority town goals from the Development Community.

Thus, the Social Capital Matrix could become the vehicle for enlisting the help of the development community to secure goals for the betterment of the community and also become the vehicle that facilitates the reallocation of available funding to match current priorities.

It is not that the current dedicated allocations are wrong; they're just on auto-pilot. They shouldn't be abandoned, but providing the elected leaders with more discretion in their use would seem reasonable. Using the concept of a Social Capital Matrix with its defined goals, in a systematic manner, argues that the Town of Basalt is acting rationally, consistently, and in the best interests of the Town in its pursuit of goals.

SECTION 4. RECOMMENDATIONS FOR IMPLEMENTATION

Over the past five years, the Town of Basalt has won several awards and been recognized as a leader in using Social Capital principles. It now has the opportunity to move to a new level of achievement in governance, but it will require a strong commitment by the Town Board to fund and guide its development. Deciding to adopt a Social Capital approach to land use decisions affords an opportunity for the Town to realize the visions that the citizens have expressed in the River Master Plan.

This section describes some of the recommended tasks that will be necessary in preparation for the implementation of a Social Capital approach to managing land use change.

Reset the Town's Top 10 Priorities

Review and annually adopt, by resolution, the Town's Top 10 Priorities. For example, after the present residents of the two mobile home parks have been offered the opportunity to buy comparable housing, the need for "affordable housing" should be re-visited. Perhaps, the higher priority will become attainable commercial or attainable housing (middle-income housing).

Conduct an Engineering Cost Study for Each of the Top 10 Priorities

As described more fully in Section 3, detailed specifications and cost estimates must be prepared for each of the Top 10 Priorities as part of the effort to create incentives for the private sector to help the Town attain its goals.

Review the Exactions That Are Currently In Ordinances and Policies

The funds flowing from these sources are intermittent—and not reliable as a steady source of revenue. They rise during periods of heightened development activity and fall during the slower periods. The variation in this source of revenue does not match well with the requirements of an operating program. However, it is well suited for project-related activities, such as those in the Top 10 Priorities.

Application Fees
Plan Review
Special Improvement
Traffic Impact
Energy Impact

Building Permit
Real Estate Transfer Assessment
Park Improvement Fee
Affordable Housing
School Housing Fund

It would be helpful to know how much money these funds contributed to their purposes in the last three years. How much came from the last few large projects? This analysis of cash emanating from the various fees would be helpful to the Town Board in determining which

collected fees might occasionally be redirected to attaining one of the Town's Top Ten Priorities.

It is recommended that the calculations for estimating fees for the various types of projects be organized into one or more spread sheets and that these programs be made available on the Town's web site. Applicants sometimes interpret the several ordinances and policies incorrectly, resulting in wasted time and anger.

Get the RUMPIES Involved In a Test

Request some volunteer citizens, for example, RMPIC Members, to evaluate the next few typical development proposals using the ten small town characteristics described in Section 5 of this report. The objective of such a test would be to refine the focus of the questions and experiment with a "grading system" of a proposed project. It wouldn't be fair to the applicant to pass or fail its project based on this initial evaluation, but it would provide insight into refining the process in order to make it an effective evaluation tool for subsequent development proposals. It should be expected that it will take several test reviews of applications to standardize and calibrate this evaluation tool.

It might turn out that some proposed projects are not suitable for a "pass" or "fail" grade. In these cases, the main value of such an evaluation would be to help ensure that no element of a Small Town Characteristic is unwittingly violated.

Prepare a Social Capital Ordinance

Write an ordinance based on the guidelines contained in this report—and as modified by the Town in its review of these guidelines—to incorporate these Social Capital principles into the development review process. It is expected that these Social Capital principles will be used primarily in the Conceptual Reviews and Preliminary Plat Reviews.

Secure Legal Counsel on Rational Nexus and Proportionality⁶

Secure legal counsel regarding the steps to be taken to protect the Town from developers who might bring suit alleging that the Town failed to follow the concepts of “rational nexus and proportionality” in either collecting fees or reallocating some of these funds received from development activity to attain one or more of the Town’s Top 10 Priorities.

It remains to be determined by counsel, but it might be that different types of proposed projects could be afforded different types of treatment in the proposed process. For example, the 17 Key Parcels in the River Master Plan have been designed by Design Workshop Inc. to reflect the Social Capital principles contained herein.

Proposed projects that require annexation might be exempt from most aspects of the “rational nexus and proportionality” doctrine. In an annexation, the Town and the applicant must agree to specific terms and conditions; and, they likely could include the Social Capital principles.

For other development projects, outside of the 17 key parcels, but within the Town, the Town could allow the applicant the choice of participating in helping the Town attain one of its Top Priorities, or, selecting the traditional PUD process along with the traditional exactions.

Investigate “Dollar Cap Amounts” for Developments

Investigate the feasibility of providing applicants with a “dollar-cap amount.” This would be a calculable sum, such as dollars per square foot, that a developer could count on as being the upper limit of fees that the Town would require from his or her project.

Perhaps different caps would be appropriate for different types of projects, e.g., a residential subdivision or a mixed-use commercial project. However, early on in the application process, it is critical for an applicant to understand what lies ahead in terms of his or her project—from beginning to end. If such a *dollar cap amount* were in place, the character of the types of projects presented to Basalt might change for the better because members of the development community would not have to include exotic or inappropriate features in their basic plans to protect themselves financially from unexpected demands. The underlying theme, again, is to create incentives for developers to help the Town achieve its goals. It is recommended that “dollar caps” be analyzed on a continuing basis, but that implementation be deferred until the Town has gained more experience with providing incentives to the development community to assist the Town achieve its goals in the Top 10 Priorities.

⁶ The courts have held that there must be a connection—a nexus—between a government’s exaction and the impacts from a proposed development. Further, the size of the government’s exaction must be in proportion—rough proportionality—to the magnitude of the impact from the proposed development.

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APPENDIX

Appendix A – Scoring Small-Town Characteristics

Appendix B – Excerpts From the Town of Basalt Master Plan

Section 4. Civic Engagement, pp. 89-91

Section 9. Design, Community Character &
Future Social Capital, pp. 149-162

SECTION 5. APPENDIX A – SCORING SMALL TOWN CHARACTERISTICS

The ten elements contained in Exhibit 1.3 in Section 1 described some of the important things that Basalt citizens like about Basalt. These ten elements comprise the *Characteristics of a Small Town*. This section of the report attempts to explore a way of using those small town characteristics to evaluate major development projects that are brought before the Town Board of Trustees. The presumption is that development projects can be done in a way that preserves and enhances these small town characteristics.

The Components

Exhibit 5.1 presents these ten character elements again, but this time, they are arranged by geographic categories—useful for analyzing how proposed projects might affect either specific areas of Town or have effects throughout the Town. The geographic categories (in the lower half of Exhibit 5.1) are either “site specific” or “community wide” – or a “combination of the two.”

For example, three of the ten character elements are primarily site-specific; i.e., the focus of their concern is directed primarily to the area within the project’s boundaries. They are *Pedestrian Oriented & Human Scale*, *Learning Interacting & Connecting*, and *Green Buildings*.

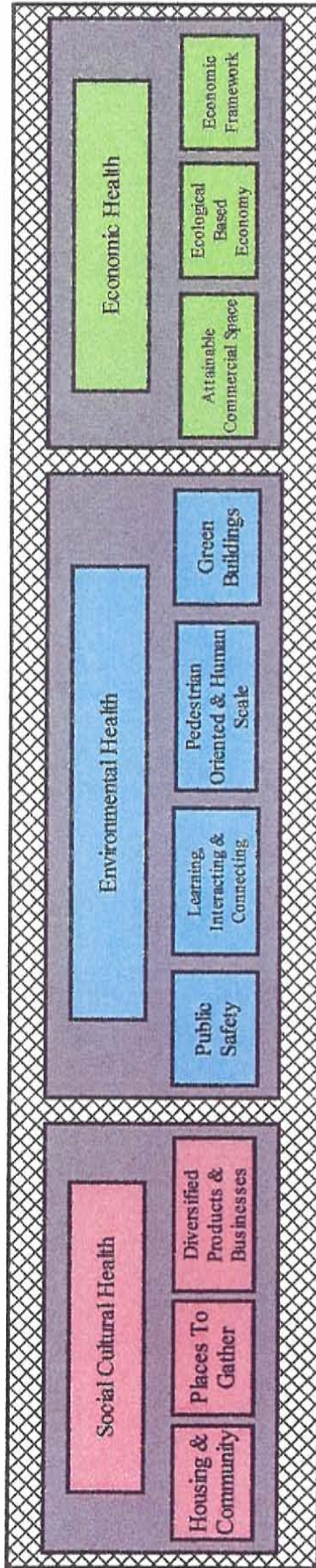
Depending on the composition of the proposed project, it can have impacts or effects throughout the community, not just within the project’s boundaries. Five of the ten character elements address this potential for community-wide impacts. They are *Housing & Community*, *Diversified Products & Businesses*, *Attainable Commercial Space*, *Ecological Based Economy*, and *Economic Framework*.

The third geographic category in Exhibit 5.1 is a combination of the two. The character elements in this category are *Public Safety and Places to Gather*.

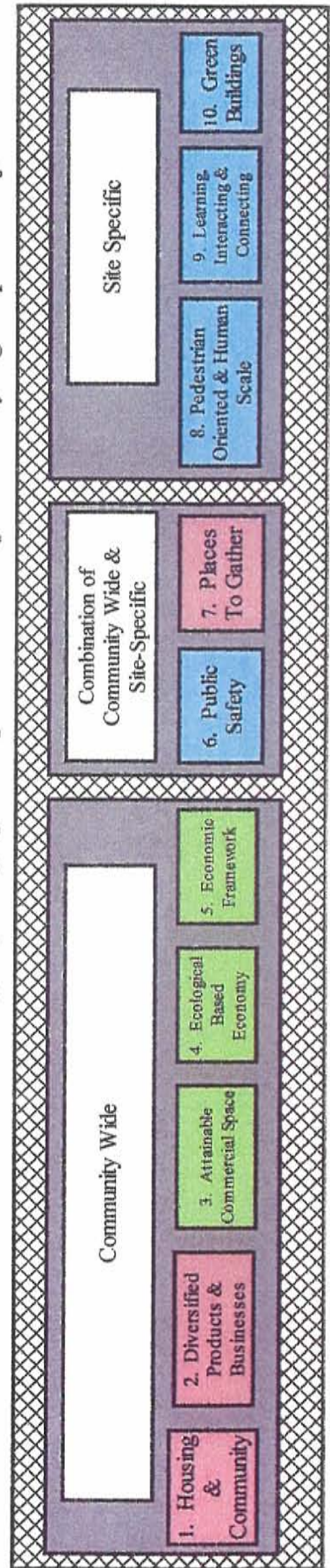
Each of the ten character elements in this section of the report begins with its objective—a statement that summarizes the thrust of the character element. The narrative that follows elaborates on the objective. After the narrative, three questions follow about the proposed project under review. The several questions are in a format that enables a reviewer “to score” a specific aspect of a proposed project on a scale of from one to five. A “1” score means that there is very little of the item contained in the proposed project, relative to its size. A “5” score means that there is very much of that item, relative to its size.

Exhibit 5.1
 Small Town Characteristics
 By Category and by Geographic Scope

Small Town Character Elements -- by Category



Small Town Character Elements -- Re-arranged by Geographic Scope -- For the Purpose of Analyzing Proposed Projects



Some of the scoring questions were taken directly from the citizen comments that follow the scoring questions. Other scoring questions were formed by combining several of the citizen comments. The intent was to select only a few scoring questions that represented important aspects of the character element. The several scoring questions are followed by one overall question, namely, “Overall, how well do you think this application complies with the applicable Citizen Comments of this character element?”

Scoring and Methodology

As recommended in Section 4, the Town Board would ask several citizens, RMPIC Members, for example, to evaluate a few selected development proposals using the ten character elements of the Small Town Characteristics. Their evaluations would help improve the questions, refine the focus, and experiment with the scoring system.

The grading scores (from 1-5) for each of the several questions, for each of the ten elements, can be readily summarized in a single spreadsheet. Assuming that multiple graders participated, averages can be calculated for each question, for each character element, for each grader, and an overall average grade. But what do you do with that grade—a fraction between 1 and 5?

It would be premature to set a standard for a “passing grade.” That would have to be developed with experience. An overall score on how well a proposed project contributes to Social Capital, in itself, might never become the sole criterion for approving or disapproving a proposed project. However, it could play an important advisory role. Some immediate benefits would occur from adopting this proposed evaluation technique.

The knowledge that a proposed project was going to be “graded” or scored by a group of active, knowledgeable citizens of Basalt would have an immediate effect on a project’s planning. Applicants would become knowledgeable about these Social Capital guidelines. Successful development means the ability to accommodate constraints. Developers are often very resourceful; they can address multiple issues if they know the rules ahead of time.

Even during the testing period, before the methodology is fully functional, it would be significant and instructive to everyone involved if each of the several citizens grading the proposed project scored a particular element very high or very low.

Further, if the knowledge that a proposed project is to be scored doesn’t improve the quality of project all the time, an advisory score would at least high-light certain features of a proposed plan that are inimical to Basalt’s Small Town Character, allowing the applicant an opportunity to rectify the plan.

The scoring test could begin by using the scoring questions in each of the ten character elements presented below. Additional questions could be added based on the citizen comments that were made for each of the ten character elements.

As experienced is gained, some of the questions, or character elements, could be weighted, thereby giving more importance to certain parts of the evaluation. In some cases, a narrative evaluation of the proposed project could accompany the scoring report to the Planning Commission and Town Board.

These evolving scoring techniques would help keep visible to the decision makers and the community the large number of concerns that the citizens of Basalt have expressed as being very important to them—collectively known as Maintaining Basalt’s Small Town Character.

1. Housing and Community

Objective: Work toward a community that has a mix of permanent residents in a variety of housing types.

The Town of Basalt expects moderate growth both in its commercial activity and in the surrounding region. The Town has prepared, and continues to prepare, for moderate population growth.

The citizens have expressed a desire for a variety of housing types to accommodate a diverse mixture of social and economic groups to avoid the monotony of sameness. Affordable, attainable, and market-priced housing are all required. Second-home owners need to be absorbed into the community. Safe housing opportunities must be offered to those households currently living in the floodway. And, there is a need to establish a connection between East and West Basalt.

Score the application (from 1-5) on how well it addresses the questions under this objective. Use the citizen comments below as examples of more detailed concerns.

NA=Not Applicable. 1=Very Little. 3=Average. 5=Very Much.

Summary Scoring (circle one)

For proposed buildings and subdivisions, does the proposal ...

- | | | | | | | | |
|---------|----|---|---|---|---|---|---|
| A. | NA | 1 | 2 | 3 | 4 | 5 | Encourage newcomers who would likely be permanent residents in Basalt? |
| B. | NA | 1 | 2 | 3 | 4 | 5 | Integrate affordable and/or attainable housing with free market housing? |
| C. | NA | 1 | 2 | 3 | 4 | 5 | Provide incentives, positive or negative, to require that the management and ownership of new businesses have their residences in Basalt? |
| Summary | 1 | 2 | 3 | 4 | 5 | | Overall, how well do you think this application complies with the applicable Citizen Comments of this character element? |

Citizen Comments—examples of concerns

1. Provide schools within safe walking distances for kids?
2. Provide neighborhood parks with a mix of play grounds and ball fields, tennis and basketball courts?
3. Provide a “Cottonwood Entrance” to the Town—if the proposal is on one of the routes into the Town?
4. Avoid economic rivalry between East and West Basalt?
5. Promote the ability for people to know what is going on in others’ lives--even if they are not close—through friends?
6. Facilitate the ability of neighbors to know each other?
7. Enable the Town to have a diverse population, living together, and not be separated?
8. Have a density of population that does not preclude the achievement of other objectives?
9. Contribute to the ability to have churches in Town?
10. Contribute to the ability to have an expanded library in a central location in Town?
11. Integrate affordable and attainable housing with free market housing?
12. Absorb second-home owners into the fabric of the community?
13. Promote the ability of multiple generations of families to live here?
14. Encourage the presence of diverse economic groups?
15. Allow people to keep an eye on other people’s children?
16. Maintain the tolerance of resident characters?
17. Promote a low crime rate?
18. Establish connections between East and West Basalt?
19. Enable the expansion of bike paths between Basalt and the rest of the Valley?

20. Keep funkiness and avoid making everything buffed out.
 21. Provide for live/work opportunities within the project?
 22. Prevent polarization between Anglo and Latino students in the schools?
 23. Ensure affordable housing opportunities?
 24. Allow for the creation of sweat-equity housing?
 25. Provide for a recycling center in a central, safe, accessible location?
 26. Provide a good view of the River for affordable housing?
 27. Provide a housing opportunity in the community for those who must be relocated?
 28. Support a grid street system?
-

2. *Diversified Businesses—Products and Services*

Objective: Strive to diversify the Town's economy toward a mix of businesses that are not overly dependent on winter recreational visitors and resort construction.

In economic development theory, there are two broad types of businesses: *Local Service* and *Export*. *Local Service businesses* tend to provide the bulk of their products or services for residents of the community, e.g., barber shops. *Export businesses* provide goods and services for non-residents of the community, e.g., a steel fabrication company or a ski company. Many businesses serve some customers in both markets. Jobs in *export businesses* bring money into the community and create the need for *local service jobs*.

Basalt encourages development that will attract or provide space for export jobs—especially those outside of winter recreational activities in order to reduce its dependency on a single industry. Basalt also encourages development that will attract local service jobs to accommodate the needs of local residents—especially if these new local service businesses meet other objectives of the *small town characteristics*.

Score the application (from 1-5) on how well it addresses the questions under this objective. Use the citizen comments below as examples of more detailed concerns.

NA=Not Applicable. 1=Very Little. 3=Average. 5=Very Much.

Summary Scoring (circle one)

For proposed buildings and subdivisions, does the proposal ...

- | | | | | | | | |
|---------|----|---|---|---|---|---|---|
| A. | NA | 1 | 2 | 3 | 4 | 5 | Provide products or services that meet the needs of the permanent Town residents or the Town's transitional population? Businesses serving new market niches for Town residents would be especially welcomed. |
| B. | NA | 1 | 2 | 3 | 4 | 5 | Include some smaller commercial spaces because smaller commercial spaces are more likely to be affordable and used by local residents starting up businesses? |
| C. | NA | 1 | 2 | 3 | 4 | 5 | Encourage or contribute to the formation of manufacturing enterprises or cottage industries? |
| Summary | 1 | 2 | 3 | 4 | 5 | | Overall, how well do you think this application complies with the applicable Citizen Comments of this character element? |

Citizen Comments—examples of concerns

1. Enable the presence of street vendors?
2. Enable the presence of a Farmers' Market?
3. Encourage the formation of cottage industries?
4. Meet local, retail needs?
5. Provide services for the transitional population, such as a Laundromat?
6. Address a specialized market niche?
7. Contain a variety of available sizes in commercial space?
8. Provide an information clearinghouse to connect providers and users?

9. Reduce dependence on Aspen's economy?
 10. Improve the area's quality of fishing?
 11. Re-use waste products from some companies as production input for others?
 12. Encourage local manufacturing enterprises?
 13. Encourage unique buildings amongst those that are more similar?
-

3. *Attainable Commercial Space*

Objective: Provide resources for local businesses start-ups and local small business expansions.

Small businesses create 70-80 percent of new jobs in the United States. The Town of Basalt's objectives, in approving commercial development, are to encourage the formation of new businesses that are locally-owned and locally-managed. Basalt wants the owners of the businesses and the buildings to live in Basalt, if possible. Small, start-up businesses are more likely to occur in smaller commercial spaces. Granted, it is easier for a developer of commercial space to lease a larger space to a single tenant (or just a few tenants), but larger commercial spaces tend to require businesses that operate on a larger scale. Larger undertakings require more start-up capital, and thereby often preclude the smaller entrepreneur from entry.

The Town of Basalt's objectives, in approving commercial development, are to encourage the formation of new businesses that are locally-owned and locally-managed. Basalt wants the owners of the businesses and the buildings to live in Basalt, if possible. Small, start-up businesses are more likely to occur in smaller commercial spaces. Granted, it is easier for a developer of commercial space to lease a larger space to a single tenant (or just a few tenants), but larger commercial spaces tend to require businesses that operate on a larger scale. These larger undertakings require more start-up and working capital, thereby often precluding the smaller entrepreneur from entry.

Score the application (from 1-5) on how well it addresses the questions under this objective. Use the citizen comments below as examples of more detailed concerns.

NA=Not Applicable. 1=Very Little. 3=Average. 5=Very Much.

Summary Scoring (circle one)

For proposed buildings and subdivisions, does the proposal ...

- | | | | | | | | |
|---------|----|---|---|---|---|---|--|
| A. | NA | 1 | 2 | 3 | 4 | 5 | Require a percentage of commercial space to be set aside for affordable office/commercial/industrial space? |
| B. | NA | 1 | 2 | 3 | 4 | 5 | Provide an opportunity for a small business to own its own space? |
| C. | NA | 1 | 2 | 3 | 4 | 5 | Have more of a "mom and pop" style, rather than a chain store with a manager? |
| Summary | 1 | 2 | 3 | 4 | 5 | | Overall, how well do you think this application complies with the applicable Citizen Comments of this character element? |

Citizen Comments—examples of concerns

1. Help the small-business person operate from home or a small office?
2. Have more of a "mom and pop" style, rather than a chain-owned store with a local manager?
3. Require a percentage of commercial space to be set aside for affordable office/commercial/industrial space?
4. Provide space for cottage industries?
5. Provide small-business incubator space?
6. Provide opportunity for a small business to own its own?
7. Help the small-business person operate from home or a small office?
8. Provide space for cottage industries?

4. *Ecological Based Economy*

Objective: Strive to attract enterprises with a sustainable ecological focus.

It is not anticipated that the Town of Basalt will substantially increase its funding for efforts to attract new industry or other business enterprises to relocate to Basalt. However, to the extent that the Town expends monies, directly or indirectly, to encourage certain types of enterprises to locate in Basalt other than Local Service businesses, the emphasis should be on ecological-oriented businesses. Further, these businesses should be of modest size so as to be compatible with the *Small Town Characteristics*—the touchstone for judging all new developments.

Score the application (from 1-5) on how well it addresses the questions under this objective. Use the citizen comments below as examples of more detailed concerns.

NA=Not Applicable. 1=Very Little. 3=Average. 5=Very Much.

Summary Scoring (circle one)

For proposed buildings and subdivisions, does the proposal ...

- | | | |
|---------|--------------|--|
| A. | NA 1 2 3 4 5 | Attract enterprises that focus on such activities as walking, biking, and fishing? |
| B. | NA 1 2 3 4 5 | Attract enterprises that focus on renewable resources like solar energy? |
| C. | NA 1 2 3 4 5 | Attract enterprises, like the US Army Corps of Engineers that conducts on-going environmental studies? |
| Summary | 1 2 3 4 5 | Overall, how well do you think this application complies with the applicable Citizen Comments of this character element? |

Citizen Comments—examples of concerns

1. Focus on activities such as walking, biking, or fishing?
2. Focus on renewable resources such as solar energy or fish?

3. Use the waste products from other businesses as inputs to its operation?
 4. Improve the river for fishing?
 5. Utilize the drawing power of quiet places?
 6. Assure the long-term, cost-effective river stability?
 7. Encourage south-facing commercial areas that interact with pedestrians?
 8. Offer opportunity-based choices for creative enterprises?
 9. Capitalize on interaction with the rivers?
 10. Attract people and businesses that seek a creative environment?
 11. Attract on-going environmental studies, like the US Army Corps of Engineers?
 12. Take advantage of being at the confluence of two rivers?
 13. Bring in scientists from around the world?
-

5. Economic Framework

Objective: Create a framework for developers to work within that is economically feasible, sustainable, and honors *Small town characteristics*.

This character element is somewhat different from the other nine. It can be used to evaluate a *specific* development proposal, but, also, it can be a useful reminder of how three major stakeholder groups in Basalt view any development proposal:

1) Basalt Citizens, 2) Town Government, and 3) the Development Community.

It is even useful occasionally to evaluate development concepts that were not carried all the way through the approval process, or, for projects that were begun, but failed to live up to their expected potential. It would help answer the question: "What went wrong?" It would provide feedback on the effectiveness of the Town's development approval process—especially in reviewing lost opportunities, or, when a project achieves less than the great expectations that preceded it.

In order to be successful, an economic framework must achieve equity and balance among its constituents—each must receive some benefit.

1) Most of Basalt's Citizens favor moderate, quality growth, if it benefits the Town as a whole, and if it is in keeping with the *small town characteristics* as described in these sections of the report.

2) The Town of Basalt has developed an assortment of regulations over the years that in combination can exact a sizable amount of money, or equivalents, from developers, especially if an annexation is involved. Many of these fees are dedicated to specific uses, e.g., affordable housing, transportation, park land acquisition, etc. The Town could benefit from having more flexibility in the use of these funds. The needs and priorities facing the Town shift from time to time, and, the ability to reallocate these funds collected from the development process could help the Town achieve its most important priorities more readily.

3) The Development Community--Land owners, investors, and entrepreneurs--need predictability in assessing development potential. All development carries economic risk, but often developers fear "political risk" even more. Their inability to assess what type of development plans might be approved deters and limits the "stream of offerings" or "deal stream" presented to the Town. Greater predictability is needed to encourage the private sector to consider Basalt as a location for important and desirable projects, and, at the same time help the Town achieve its priorities.

Score the application (from 1-5) on how well it addresses the questions under this objective. Use the citizen comments below as examples of more detailed concerns.

NA=Not Applicable. 1=Very Little. 3=Average. 5=Very Much.

Summary Scoring (circle one)

For proposed buildings and subdivisions, does the proposal ...

- | | | |
|---------|--------------|---|
| A. | NA 1 2 3 4 5 | Provide amenities to the <u>Citizenry</u> in proportion to the scale of the project and purport to build the project and operate it in a manner consistent with the criteria in <i>Small-Town Characteristics</i> ? |
| B. | NA 1 2 3 4 5 | Help the <u>Town</u> with cash or other resources to achieve its current, top-priority goals? |
| C. | NA 1 2 3 4 5 | Understand and accept the development requirements that he or she would have to meet to gain approval of the project? |
| Summary | 1 2 3 4 5 | Overall, how well do you think this application complies with the applicable Citizen Comments of this character element? |

Citizen Comments—examples of concerns

1. Phase well with existing Midland Avenue businesses?
2. Give priority to the north side of the river, followed by development on the south side?
3. Provide ability to be flexible and change with economic times?
4. Assist landowners with liability issues connected to public access?
5. Draw different groups of people during the course of the day and evening?
6. Provide a community-owned structure for affordable commercial space?
7. Restrict lot sizes to 30 ft. in the commercial core?

8. Revise development review system so developers can pull a permit with only one step?
 9. Reduce dependency on the Corps of Engineers as the sole main source of funding for river restoration?
 10. Help Basalt integrate with the regional economy as a means of improving the Town's economy?
 11. Accept that Glenwood Springs is the shopping/retail center of the Valley?
 12. Let increased FAR (floor-area ratio) be transferred or purchased with funds going toward river improvements?
 13. Give developers up to 2.25 stories and let them work for three stories through design elements?
 14. Reward developers for submitting plans for smaller buildings?
 15. Allow setback penthouses and trade building articulations for FAR?
 16. Provide for park amenities and structures that will be designed to maximize park value?
 17. Provide a list of criteria developers can meet to obtain incentives?
 18. Delay some park improvements such as landscaping and temporary irrigation?
 19. Provide an abbreviated review process?
 20. Use a reverse RETA (Real Estate Transfer Assessment) to keep a lid on housing costs and put funds into the Town's housing program?
 21. Create a Special Improvement District to assist the financing of affordable housing and river improvements?
-

6. *Public Safety*

Objective: Move residents out of the floodway and implement flood protection practices that are consistent with River Master Plan.

The Town of Basalt is concerned about the safety issues in the flood plain, but does not want merely to evict the approximately 93 households in two of its mobile home parks—the Pan and Fork Mobile Home Park and the Roaring Fork Mobile Home Park. The Town values all of its citizens and wants to keep them in town, but desires to provide an opportunity for these residents to move to a safer place in Basalt that is economically feasible.

Finding a solution to this issue is currently the Town's top priority. Whatever the solution, it will be costly. It might come in phases. More than likely, it will be tied into the development proposal of some third party, which as part of its development proposal, provides a way to offer a relocation opportunity to a portion of the households now leasing spaces in these two mobile home parks.

The Town has made its top priority known to the Development Community. In the future, when larger development proposals are being considered, the Town should encourage these developers to offer some assistance to the Town in resolving its top priority. A development proposal that offers an appropriate housing opportunity for some of the flood plain residents will be most welcomed.

Score the application (from 1-5) on how well it addresses the questions under this objective. Use the citizen comments below as examples of more detailed concerns.

NA=Not Applicable. 1=Very Little. 3=Average. 5=Very Much.

Summary Scoring (circle one)

For proposed buildings and subdivisions, does the proposal ...

- | | | | | | | | |
|---------|----|---|---|---|---|---|---|
| A. | NA | 1 | 2 | 3 | 4 | 5 | Provide an opportunity for equivalent housing for the residents who need to be relocated out of the flood plain? |
| B. | NA | 1 | 2 | 3 | 4 | 5 | Provide an opportunity for equivalent housing that is likely to be culturally acceptable and economically affordable to the residents in the mobile home parks? |
| C. | NA | 1 | 2 | 3 | 4 | 5 | Provide an opportunity for equivalent housing in sufficient quantity of equivalent housing, given the size and character of the development proposal? |
| Summary | 1 | 2 | 3 | 4 | 5 | | Overall, how well do you think this application complies with the applicable Citizen Comments of this character element? |

Citizen Comments—examples of concern

1. Help move residents out of the floodway and implement flood protection consistent with the River Master Plan?
2. Improve safety issues relative to the children who live near the river? (There are no railings or life-saving equipment along the river.)
3. Address concerns about the potential for West Nile Virus being carried by mosquitoes living in stagnant water near mobile home parks?
4. Provide for the improvement and maintenance of ditches that have not been maintained through mobile home parks?
5. Provide for the cleanup of trash in the ditches in the mobile home parks and under the Midland Avenue Bridge?
6. Provide a place for kids to play in the Pan & Fork Mobile Home Park?

7. Enforce low-speed limits through residential areas?
8. Install speed bumps or dips in residential areas?
9. Improve the general safety on Midland Avenue where cross walks are sometimes hidden behind delivery trucks?
10. Designate a special turn-around area for delivery trucks on Midland Avenue?
11. Designate an alley or space at the end of Town for delivery trucks?
12. Provide for the separation of traffic and pedestrians with either vegetation or parked cars?
13. Provide for a safer connection across Highway 82 for bicycles and/or pedestrians?
14. Facilitate having a safer walking distance for school children?
15. Connect both sides of Highway 82 with either an overpass or underpass?
16. Have traffic signals that have long-duration walk signals across major roads?
17. Provide for a recycling center in a central, safe, accessible location?
18. Enhance the ability for people to keep an eye on other people's kids?
19. Assist the Town to have a friendly, community-oriented police force?
20. Enable the kids to wander around town without concern for their safety?
21. Contribute to a low-crime rate?
22. Improve the safety of kids walking to South Side High School?
23. Move commuter traffic quickly and safely to/from Highway 82?
24. Reduce the traffic backup on school mornings by the elementary school near the 7-11?
25. Have design features that contribute to traffic calming?
26. Provide for a safe route for residents of Jadwin (parcel 8) to get to/from Highway 82 and not go through the retail area?
27. Have a setback or railing separating trails from river so people don't fall in while biking, walking—especially along Two Rivers Road?

28. Prevent Snow and ice from falling off buildings onto pedestrians through careful roof design?
 29. Manage new construction in phases so traffic and pedestrians aren't bottlenecked?
 30. Include realistic sediment and flow inputs from Fryingpan into the Roaring Fork River?
-

7. *Places to Gather*

Objective: Develop gathering places in which people can interact and create.

The growth of Social Capital is enhanced by providing opportunities for citizens to interact. Developers of buildings, subdivisions, and public places should explore every opportunity to create physical structures that enable and enhance the opportunities for such social interaction.

These gathering places should be throughout Town—both formal and informal. They would include a center for community functions, the arts, film, photography, and other community gatherings.

Gated neighborhoods would be discouraged.

It is recognized that not all projects can provide gathering places--primarily because of limited space. Some projects can provide gathering places, but by their nature, these gathering places tend to be restricted to the project's residents or tenants. Although this is better than having no gathering places, it does not provide an opportunity for interaction with other residents of the community.

Score the application (from 1-5) on how well it addresses the questions under this objective. Use the citizen comments below as examples of more detailed concerns.

NA=Not Applicable. 1=Very Little. 3=Average. 5=Very Much.

Summary Scoring (circle one)

For proposed buildings and subdivisions, does the proposal ...

- | | | | | | | | |
|---------|----|---|---|---|---|---|---|
| A. | NA | 1 | 2 | 3 | 4 | 5 | Provide gathering places for the <u>residents and tenants of the project</u> in proportion to the scale of the project? |
| B. | NA | 1 | 2 | 3 | 4 | 5 | Provide gathering places that are <u>accessible to the Citizenry</u> of the Town in proportion to the scale of the project? |
| C. | NA | 1 | 2 | 3 | 4 | 5 | Enhance on-going community festivals, such as River Days, Battle of the Bands, etc |
| Summary | 1 | 2 | 3 | 4 | 5 | | Overall, how well do you think this application complies with the applicable Citizen Comments of this character element? |

Citizen Comments—examples of concerns

For proposed buildings, subdivisions, and public spaces, does the proposal ...

1. Provide picnic tables of varying sizes, rocks to sit on, flowers, tree canopy, and simple sculptures?
2. Require that riverfront parcels function as community parks
3. Provide a skateboard park?
4. Provide an affordable art center for children and adults?
5. Provide an affordable recreation/arts/civic center for families?
6. Provide outdoor and indoor places big enough to accommodate large families/groups?
7. Provide a community garden?

8. Provide some manicured grass in parks for lawn bowling, croquet, etc.?
 9. Enhance on-going community festivals, such as River Days, Battle of the Bands, etc.?
 10. Provide an outdoor amphitheater?
 11. Provide for street entertainment, outdoor displays of merchandise?
 12. Provide for cafes, restaurants, and wide sidewalks that would enable outdoor seating?
-

8. Pedestrian and Human Scale Orientation

Objective: Encourage the design and creation of spaces that respect the needs of pedestrians over vehicles.

Encourage the development of pedestrian-centered houses—with front porches being the dominant feature of the front of the house, as opposed to a garage. Build pathways and space with the potential for intrigue and discovery. Use traditional scale. Respect the sense of history.

This *Small-Town Characteristic* is one of three that are “site specific,” as opposed to having “community-wide” implications. The *Basalt River Corridor Master Development Plan (MDP)* by Design Workshop Inc., provides guidance for the key parcels in the River Corridor for this *Small-Town Characteristic*. It is not anticipated that a scoring for projects in the River Corridor under this *Small-Town Characteristic* will be necessary, since these requirements have already been incorporated into the *Master Development Plan*.

Score the application (from 1-5) on how well it addresses the questions under this objective. Use the citizen comments below as examples of more detailed concerns.

NA=Not Applicable. 1=Very Little. 3=Average. 5=Very Much.

Summary Scoring (circle one)

For proposed buildings and subdivisions, does the proposal ...

- | | | | | | | | |
|---------|----|---|---|---|---|---|--|
| A. | NA | 1 | 2 | 3 | 4 | 5 | Require the buildings in a new development of residential and commercial projects to be smaller—more in scale with the traditional sizes—nothing over three stories? |
| B. | NA | 1 | 2 | 3 | 4 | 5 | Promote traffic calming techniques? |
| C. | NA | 1 | 2 | 3 | 4 | 5 | Provide pedestrian amenities along paths, like benches, trash cans, public restrooms, bike racks, and doggie-bags? |
| Summary | 1 | 2 | 3 | 4 | 5 | | Overall, how well do you think this application complies with the applicable Citizen Comments of this character element? |

Citizen Comments—examples of concerns

1. Provide information for historic buildings on self-guided tours?
2. Require the buildings in new development of residential and commercial projects to be smaller—more in scale with the traditional sizes—nothing over three stories?
3. Have a variety of building heights--single, two and three-story buildings?
4. Taper building heights downward as they head away from downtown?
5. Require sides of buildings facing the river to be functional and welcoming?
6. Keep city blocks small—similar in size to the existing grid?
7. Make the area on the north side of the river especially pedestrian-oriented?
8. Make the area on the south side of the river auto-oriented?
9. Make paths pedestrian-oriented--not bike-oriented?
10. Require developers of new subdivisions to provide places for vehicles behind houses and/or underground?
11. Move commuter traffic quickly and safely to and from highway 82?
12. Promote traffic calming techniques?
13. Provide interpretive markers and memorials along pedestrian-oriented paths?
14. Consider additional swinging bridges for crossing rivers along pedestrian-oriented paths?
15. Connect pedestrian-oriented paths on both sides of Highway 82—overpass or underpass?
16. Provide pedestrian amenities along paths, like benches, trash cans, public restrooms, bike racks, and doggie-bags?
17. Plan for access to transit near neighborhoods and work places?
18. Plan for loops for pedestrian-oriented paths?
19. Design roadway intersections to preclude the need for traffic lights?

20. Prevent approval of private roads and private parking lots?
 21. Program traffic lights for long-duration walk signals across major roads?
 22. Utilize alleys as part of walking routes?
 23. Provide signage to designate areas for dog walking?
 24. Provide clear and available information on the trail system and walking paths?
 25. Provide signage in public spaces that alerts people to the adjoining private property?
 26. Avoid tunnel-like streets from relatively too-high buildings?
 27. Provide wide alleys connecting to river between buildings?
-

9. *Learning, Interacting, and Connecting*

Objective: Encourage the development of paths, parks and trails that will bring us in contact with the natural environment, interpretive areas, natural areas, and activity areas.

This *Small-Town Characteristic* is one of three that are “site specific,” as opposed to having “community-wide” implications. The *Basalt River Corridor Master Development Plan (MDP)* by Design Workshop Inc., provides guidance for the key parcels in the River Corridor for this *Small-Town Characteristic*. It is not anticipated that a scoring for projects in the River Corridor under this *Small-Town Characteristic* will be necessary, since these requirements have already been incorporated into the *Master Development Plan*.

Score the application (from 1-5) on how well it addresses the questions under this objective. Use the citizen comments below as examples of more detailed concerns.

NA=Not Applicable. 1=Very Little. 3=Average. 5=Very Much.

Summary Scoring (circle one)

For proposed buildings and subdivisions, does the proposal ...

- | | | | | | | | |
|---------|----|---|---|---|---|---|---|
| A. | NA | 1 | 2 | 3 | 4 | 5 | Provide for the ability to interact with the water via trail bridges, little pools with rocks, and shallow wading in slow-moving water? |
| B. | NA | 1 | 2 | 3 | 4 | 5 | Provide ways to make the river and corridor inviting during the winter? |
| C. | NA | 1 | 2 | 3 | 4 | 5 | Provide for simple sculptures that will enhance the environment to be included? |
| Summary | 1 | 2 | 3 | 4 | 5 | | Overall, how well do you think this application complies with the applicable Citizen Comments of this character element? |

Citizen Comments—examples of concern

1. Provide an opportunity for watershed scientists to share with the community their research findings?
2. Provide for the ability to interact with the water via trail bridges, little pools with rocks, and shallow wading in slow-moving water?
3. Provide river level gauges that can help the citizens assess safety considerations.
4. Have a physical representation of the 100-year flood line?
5. Preclude or minimize manicured edges along the river?
6. Provide ways to make the river and corridor inviting during the winter?
7. Provide a sense of exploration via wandering foot paths, alleys, shortcuts, suspension bridges, parks and wild areas.
8. Provide a way to see the river between buildings?
9. Provide for river-crossing connections along the river walkways.
10. Provide for pedestrian access to the river walkways from retail shops, restaurants, and residences?
11. Make visible to the public the often fuzzy boundaries between public and private properties?
12. Provide for kayak, boat, and angler access?
13. Include plans for the planting and maintenance of lots of native plants and trees?
14. Require that outdoor lighting be low and directed downward?
15. Allow for some incomplete snow removal?
16. Integrate Lake Christine into the river system?
17. Provide for simple sculptures that will enhance the environment to be included?
18. Encourage a sense of exploration for all—residents and visitors alike?
19. Include fingers of riparian environment into developed areas?
20. Include well-designed transition areas between urban and natural rivers?

21. Enhance existing creeks and ponds?
 22. Maintain habitat for small wildlife?
 23. Maintain the viability of the contiguous migration corridor along the river?
 24. Have discrete directional and interpretive signs?
 25. Have a permeable boundary between residential/commercial areas and the river?
 26. Provide rock steps down to the river?
 27. Capitalize on what gives Basalt a sense of place, e.g., the rivers seven castles, Basalt Mountain, etc.?
 28. Provide vegetation that shelters and feeds birds native to the area?
 29. Provide education regarding the river stabilization process?
 30. Provide green connections through development to the river?
 31. Be faithful to the River Master Plan?
 32. Use pond water for irrigation of park?
 33. Install a headgate from the river to ensure water flow into pond?
 34. Design pond edge to avoid mud flats from fluctuating water levels?
-

10. Green Buildings

Objective: Encourage the planning and construction of environmentally-sensitive and energy-efficient buildings.

Although there was substantial support for the concept of “green buildings” by citizens during the many public hearings, detailed comments on the component parts were not forthcoming--perhaps because of the technical nature of this subject.

In 1995, the “Built Green Colorado” program was introduced.⁷ It encourages builders to use technologies, products and practices that will:

- “Provide greater energy efficiency and reduce pollution which means comfort and savings for the homeowner, less pollution for the earth.
- “Provide healthier indoor air which means comfort, health, and peace of mind for the family.
- “Reduce water usage which means savings for the homeowner, less strain on our rivers and lakes.
- “Preserve natural resources which means leaving more for future generations to enjoy.
- “Improve durability and reduce maintenance which mean a longer life for the home, savings and more leisure time for the homeowner.”

The Built Green Checklist describes the “Environmental Concerns” for each of the following nineteen construction categories. It follows the overview with a list of recommended “Features” and the resultant “Benefits” to the building owners, occupants, and the community at large.

⁷ The information presented in this character element #10 is quoted from the web site www.builtgreen.org. Other sources for defining the concept of “built green” are available as well. The “features” described for each of the nineteen construction categories are detailed and technical. Some of them are already present in Basalt’s Building Code. The Town might consider reviewing its building code to determine whether it is sufficiently “green,” and moving this technical review out of the Small Town Characteristics and placing it in the building code.

- Land Use: Lot
- Waste Management
- Energy Use: Envelope
- Energy Use: Mechanical Systems
- Energy Use: Indoor Air Quality
- Energy Use: Water Heating
- Energy Use: Appliances
- Energy Use: Lighting
- Materials: Structural Frame
- Materials: Foundation
- Materials: Sub-Floor
- Materials: Exterior Walls
- Materials: Doors
- Materials: Finish Floor
- Materials: Windows
- Materials: Cabinetry and Trim
- Materials: Roof
- Materials: Finishes and Adhesives
- Materials: Insulation
- Water Conservation

The following questions are quoted from, and based on the objectives of, the “Built Green Colorado” program described above to illustrate one method of how this character element might be addressed after the Town reviews the technical aspects of this program.

Score the application (from 1-5) on how well it addresses the questions under this objective. Use the citizen comments below as examples of more detailed concerns.

NA=Not Applicable. 1=Very Little. 3=Average. 5=Very Much.

Summary Scoring (circle one)

For proposed buildings and subdivisions, does the proposal ...

- A. NA 1 2 3 4 5 . . . Provide greater energy efficiency and reduce pollution?
- B. NA 1 2 3 4 5 Provide healthier indoor air?
- C. NA 1 2 3 4 5 Reduce water usage?
- D. NA 1 2 3 4 5 Preserve natural resources?
- E. NA 1 2 3 4 5 Improve durability and reduce maintenance?
- Summary 1 2 3 4 5 Overall, how well do you think this application complies with this character element?