



City of Ketchum

CITY COUNCIL MEETING AGENDA MEMO

Meeting Date: Staff Member/Dept:

Agenda Item:

Recommended Motion:

There is no specific motion, staff is requesting general guidance/feedback from the Council.

Reasons for Recommendation:

- The city is preparing to engage the community in the refresh of the 2014 Comprehensive Plan which serves as the city's key long-term planning document.
- The current Comprehensive Plan outlines over 180 actions/tasks. Currently, there is not a process to prioritize those actions into a shorter timeframe in concert with performance measures and financial planning.
- Staff has developed a new integrated planning framework which seeks to align long-term visionary goals with mid- and short-term work plans.

Policy Analysis and Background (non-consent items only):

Staff is proposing the following relationship between three key planning documents:

1. **Comprehensive Plan:** The Plan is mandated by Idaho law and covers a broad range of topics with a ten- to twenty-year planning horizon. Staff has identified two broad areas for improvements (1) simplify the planning language taxonomy in the document to align with short-term planning documents; and (2) ensure that all detailed master plan documents are adopted yearly into the Comprehensive Plan so that there is not outdated language. Examples include the recent adoption of the Master Transportation Plan or Housing Action Plan.
2. **City Playbook (Strategic Plan):** The document does not currently exist and would serve to bridge the very detailed Comprehensive Plan and detailed annual work plan. The document would seek to outline the top priorities for a four-year period as well as performance measures by the eleven policy areas in the Comprehensive Plan. This document would also serve to complement the current financial planning models for the different city budget funds.
3. **Annual Work Plan:** Currently, only the Planning and Housing Departments have complete annual work plans. The goal would be to have all departments represented in one unified document and to hold quarterly discussions with Mayor and Council regarding progress.

Sustainability Impact:

The comprehensive plan places a significant emphasis on sustainability and the city is a funding partner in the development and implementation of the Blaine County Sustainability Plan.

Financial Impact:

None OR Adequate funds exist in account:	None at this time.
--	--------------------

Attachments:

1. Draft Presentation
2. 2014 Comprehensive Plan Policy Breakdown



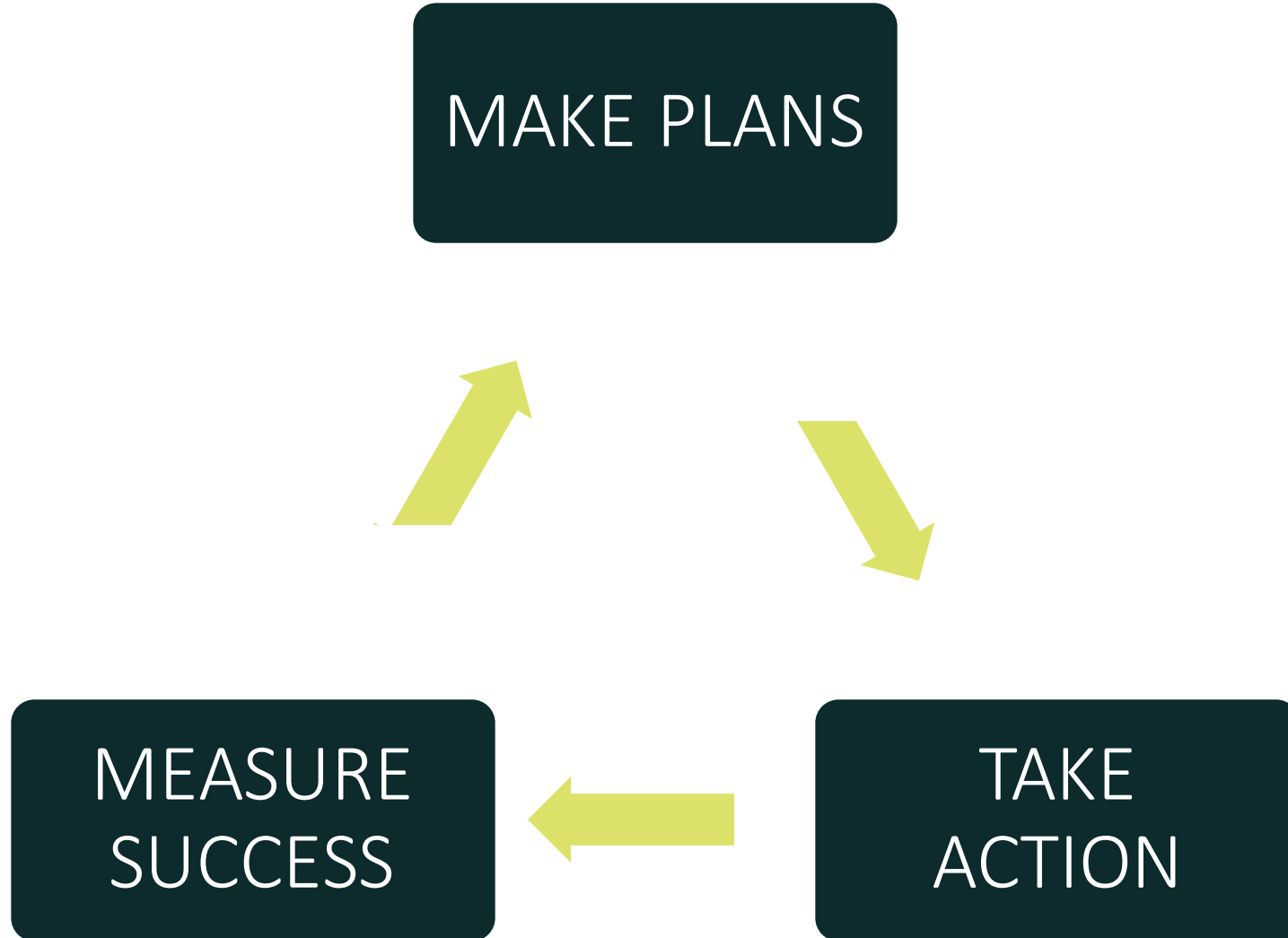
Ketchum's Long-Term Planning Framework

Planning for Action

October 16, 2023



Ketchum's Long-Term Planning Framework: *Planning for Action*
Agenda



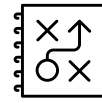


Ketchum's Long-Term Planning Framework: *Planning for Action*
Overview



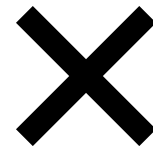
**COMPREHENSIVE
PLAN**

10-20 Years



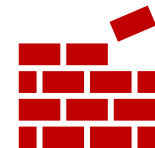
**CITY
PLAYBOOK**

4 Years



**WORK
PLAN**

Annual





COMPREHENSIVE PLAN

10-20 Years

Areas for Improvement

Simplify language and improve implementation, prioritization

Ensure detailed master plans are adopted yearly into Comp Plan

- Master Transportation Plan
- Housing Action Plan
- Wastewater Facility Plan

Policy Chapters

Arts &
Culture

Housing

Community
Design

Mobility

Community Health
& Wellness

Natural
Resources

Future Land
Use

Parks, Rec,
Open Space

High Performing
Community

Public Safety &
Utilities

Strong & Diverse
Economy



CITY PLAYBOOK *(Organized by 11 Comp Plan Policy Chapters)*

4 Years



HOUSING EXAMPLE

Opportunities

Challenges

Performance Measures

- Outcome measure
- Efficiency or Service Level measure
- Workload
- Perception (survey)

Key Initiatives and Projects

Resource Needs (\$ TBD)

	FY24	FY25	FY26	FY27
PROJECT 1				
PROJECT 2				
PROJECT 3				



Performance Measures

1. **Create family of best practice performance measures**
2. **Benchmark some of performance measures with similar communities**
 - Wood River Valley cities
 - Western resort cities

Public Safety

Example

- **Outcome measure:** Did crime go up or down?
- **Efficiency or Service Level measure:** Did we meet our service level?
- **Workload:** Did calls for service go up or down?
- **Perception (survey):** Do residents perceive the community more or less safe?



WORK PLAN

Annual

Department	Project	Key milestones	Status/Issues	Notes
ADMINISTRATION				
Finance	update impact fee methodology	Adoption by council at June workshop		
	review insurance/benefits package			
Clerk/Business Management	develop IT strategic road map complete downtown parking plan update procurement manual and contracts			
Community Outreach/Events				
FIRE/EMS				
	complete level of services for EMS delivery			in collaboration with Blaine County
HOUSING				
Goal 1: Produce + Preserve	Develop a new construction pipeline explore conversion of Forest Service park for public-employee housing Increase number of ADUs through education & incentives Create ownership assistance + deed restriction program Incentivize long-term rentals	February January for RFP decision February/March for public February for public ongoing	in progress in progress in progress in progress in progress	
Goal 2: Update Policy	identify and advocate for state and federal policy changes enact interim ordinance enact permanent ordinance	ongoing complete	in progress PLANNING complete PLANNING not started	Sep-23



Next Steps

Comprehensive Plan

- November 6: Review updated scoping document for project kick off

Playbook

- Fall 2023/Winter: Gather peer data and build out performance measures
- Fall 2024: Review upon completion of Comprehensive Plan

FY24 Work Plan

- Today: Housing Action Plan current update
- November 2023: Council feedback on draft Work Plan

Chapter 3: Housing

Goal		Policy		Project
A STRONG AND DIVERSE ECONOMY				
E-1	Ketchum will work to retain and help expand existing independent small local businesses and corporations.	E-1(a)	Support for Local, Independent Businesses	Our community will foster a business climate that helps to retain our existing businesses and to attract and support new independent local businesses. This will reduce economic leakages to other communities and provide residents with essential goods and services. We also will work to encourage a greater local purchasing culture and identify voids in businesses or services that are contributing to the leakage.
		E-1(b)	Downtown as a Major Community Asset and Tourism Attraction	The community will strive to maintain a single concentrated commercial and retail core. The City will reinforce the downtown core's role as a major asset and visitor attraction by encouraging businesses that fit the downtown character and by developing policies, programs, investment strategies, and organizations that help retain downtown businesses.
E-2	Ketchum will support and attract businesses and industries that diversify and sustain the local economy and level out seasonal fluctuations.	E-2(a)	Light Industrial Area as the Primary Location for New Traditional Light Industrial and Corporate Park Business Growth and Jobs	New employment opportunities will focus primarily on clean industries within the City's industrial areas which are evolving into vibrant, mixed-use business places. Traditional light industrial includes service, warehousing, manufacturing, wholesaling, auto-related businesses, rec-tech, bio-technology, and construction.
		E-2(b)	Quality of Life Infrastructure	Make it inviting place to invest and to live in Ketchum by improving infrastructure such as roads, sidewalks, public transit, trails, parks, schools, medical facilities, utilities, broadband infrastructure, and easy access to essential services. The Local Option Tax (LOT), urban renewal funds and similar alternative forms of revenue are needed to finance infrastructure improvements.
		E-2(c)	Well-Trained Workforce	The City will continue to work with the school district and other partners to ensure that residents have opportunities for high-quality education and lifelong learning in the community. It will explore attracting other higher education opportunities such as specialty schools and satellites of existing schools and universities.
		E-2(d)	Targeted Small Business Recruiting	Recruit small businesses and support local entrepreneurs in bringing in new businesses and industries that fit the small-town atmosphere of Ketchum. Ideally they will be non-seasonal and attractive to younger workers.
		E-2(e)	Live-Work Opportunities and Home Businesses	Support small home-based businesses that allow people to live and work from their residences and evaluate existing home-occupation, live/work, and related land use standards.
E-3	Ketchum will continue to support our tourism economic base.	E-3(a)	Monitor Tourism Economy	Understand market dynamics affecting tourism and track economic indicators that measure a healthy and sustainable tourism industry in Ketchum.
		E-3(b)	Tourism-Related Land Uses, Businesses, Events, and Marketing	Continue to support tourism-related land uses and businesses including lodging development and venues. Support national sporting and cultural events, and strong marketing.
E-4	Ketchum will contain a balance of businesses that provide services and shopping for local residents' needs and for tourists.	E-4(a)	Balance of Business Types	Ensure a balance of local and tourism business types throughout the community.
E-5	Facilitate adequate regional access by air and ground.	E-5(a)	Long-Range Airport Planning	The community will engage in the master-planning process of the Friedman Memorial Airport and explore feasibility of expanding air service to major markets.
		E-5(b)	Ground Service Connections	Create a consortium led by the Cities of Ketchum and Sun Valley and the Sun Valley Resort to support efforts to expand ground service to and from Boise, Twin Falls, and Idaho Falls.
HOUSING				
H-1	Ketchum will increase its supply of homes, including rental and special-needs housing for low-, moderate- and median-income households.	H-1.1	Affordable Housing Monitoring	The City of Ketchum will continue to monitor of needs and demands for housing as well as the barriers to the development of affordable housing.

				The Blaine County Housing Authority (BCHA) identifies a number of trends and indicators for the housing market. These include changes in household median income, employment and wages; special-needs housing; building permits issues; rents, vacancies, and changes in short-term rental units; and changes in housing/jobs balance. The City will work with the BCHA, Sun Valley Board of Realtors and other regional entities to track housing needs.
		H-1.2	Local Solutions to Attainable Housing	The City of Ketchum will place greater emphasis on locally-developed solutions to meet the housing needs of low-, moderate- and median-income households. The City further recognizes that such needs likely will not be met solely through private development. To facilitate affordable housing opportunities, the City will draw upon appropriate federal, state, and local programs and resources. In addition, the City will look to new funding mechanisms, and encourage a broad range of regulatory incentives and options for community housing. These may include unit buy-downs, unit reuse, density increases, and height bonuses.
		H-1.3	Integrated Affordable Housing in Neighborhoods	Ketchum supports inclusion of affordable housing into existing neighborhoods to provide diversity. It will evaluate zoning regulations to accommodate this.
		H-1.4	Integrated Housing in Business and Mixed-Use Areas	Housing should be integrated into the downtown core and light industrial areas, and close to the ski bases. The resulting mix of land use will help promote a greater diversity of housing opportunities as well as social interactions.
		H-1.5	Accessory Dwelling Units	The community will continue to support and encourage construction of accessory dwelling units within residential areas as a means to provide affordable housing.
H-2	The Ketchum community will support affordable housing programs.	H-2.1	Blaine County Housing Authority, ARCH Community Housing Trust, and Ketchum Community Development Corporation	BCHA, ARCH, and KCDC will serve the important functions of promoting, planning, developing, managing and preserving the long-term supply of affordable housing options in Ketchum. The City will partner with other entities to fulfill its housing goals.
H-3	Ketchum will have a mix of housing types and styles.	H-3.1	Mixture of Housing Types in New Development	The City should encourage the private sector, through land-use regulations and incentive programs, to provide a mixture of housing types with varied price ranges and densities that meet a variety of needs. The City will evaluate the use of incentives, such as flexibility in height, density and parking requirements to achieve greater housing diversity. Additionally, the City will promote the siting of higher density housing near public transportation, the ski base areas, shopping, and designated neighborhoods and districts.
		H-3.2	Special Needs Populations	The City should encourage development of housing for special-needs populations, including facilities for the elderly, disabled, adaptive, and populations requiring special care or group housing. Such housing should be close to shopping, medical services, entertainment and public transportation. Efforts should be made to avoid concentrating these homes in one area.
		H-3.3	Housing Designs and Floor Plans for an Aging and Special Needs Populations	The City should encourage new housing units and the retrofit of existing units, with basic accessibility features, such as zero-step entrances, doorways with wider clear passage, and first-floor bedrooms and bathrooms with maneuvering room for people with mobility limitations.
		H-3.4	Efficient Energy Use in New and Retrofitted Residential Construction	New housing will be energy-efficient, emphasize the use of durable and environmentally responsible materials, and implement best practices in site design and construction.
COMMUNITY DESIGN				
CD-1	Our community will preserve its small-town character and the distinct image of neighborhoods and districts.	CD-1.1	Unique Design Elements for Identifiable Neighborhoods	Each neighborhood or district should include a mix of design elements that will reinforce its unique design quality.
		CD-1.2	Preservation of Historic Buildings and Sites.	Individual buildings and sites of historical, architectural, archaeological, or cultural significance should be identified and considered for protection. The City should encourage the private sector to preserve and rehabilitate buildings and sites through local landmark designation, public improvements, guidelines, and other tools.

		CD-1.3	Compatible Infill and Redevelopment Projects	Infill and redevelopment projects should be contextually appropriate to the neighborhood and development in which they will occur. Context refers to the natural and manmade features adjoining a development site; it does not imply a certain style.
		CD-1.4	High-Quality Site Planning and Building and Landscape Design	It is important to maintain and reinforce development quality, particularly in the built-up community core area. New development should convey a positive image for the community—particularly through high quality design of residential and commercial buildings and resort accommodations. Each new project should be well-designed and attractive, and should complement surrounding land uses and existing neighborhood character. The City will adopt and implement more specific standards for high-quality site planning and building design of residential, commercial, and activity areas. Standards should address transitions or setbacks between different land uses, landscaping, quality of architecture and building materials, and pedestrian amenities.
		CD-1.5	High-Quality and Sustainable Design Principles for Public Buildings and Public Outdoor Spaces	The community gathers together in the public realm—parks, streets, and post office buildings. These places will continue to be important in the community. New public buildings should be attractive and well-located to serve the public. They also should meet the highest performance standards for energy and water conservation, and provide public amenities such as outdoor gathering spaces.
		CD-1.6	High-Quality Public Spaces in New Commercial Development	Future buildings should be designed to include public amenities, particularly public gathering spaces.
CD-2	Protect and enhance views of the surrounding mountains and natural features.	CD-2.1	Visually Obstructing Overhead Features	Protect and enhance the views of the surrounding mountains by reducing, removing, or undergrounding visual obstacles such as utility lines and equipment.
		CD-2.2	Mountain Overlay Zone	Continue to protect hillsides within the City and the Area of City Impact from further development. Enforce and encourage strengthening of the Mountain Overlay standards of the City and County, by using a variety of techniques; such as clustering at lower elevations, creating conservation easements, or purchasing private property on hillsides.
		CD-2.3	Night Sky Conservation	Continue to protect the visibility of the stars in the night sky through the lighting code, education, and enforcement.
		CD-2.4	Development Designed for Natural Feature Preservation	Protect and incorporate natural features into newly developing areas. Conserve the natural patterns of streams, ridgelines, topography, riparian areas, and wildlife habitat areas.
		CD-2.5	Energy and Water Efficiency in New Development	The community should promote the siting and use of renewable energy, water conservation, and the use of compatible native or xeric landscape planting.
CD-3	Ketchum will maintain and improve the appearance of its entryway corridors and gateways.	CD-3.1	Scenic Corridors and the Community's Key Gateways.	Along SH 75, there are a wide variety of panoramic vistas, rather than specific views to a fixed background area. Any development along the rural portions of the highway should retain these vistas. The gateways to the community presently convey a positive image because of their vast openness and distinct separation of urban and rural areas. The community would like to maintain views from major gateways including the following: <ul style="list-style-type: none"> • SH 75 • Sun Valley Road • Warm Springs Road
		CD-3.2	Transitional Residential Development Compatible with the Rural Landscape	Transitional residential areas at the fringe of the city or within the Area of City Impact should include rural design elements or be clustered to maintain the rural landscape.
NATURAL RESOURCES				
NR1	Protect natural habitat and ecosystems.	NR-1.1	Ecosystem Connections and Buffers	The City recognizes the biological importance of preserving natural habitat. The City will work with the County and managers of surrounding private and public lands to preserve, enhance, and restore undeveloped lands critical for providing ecosystem connections and buffers for adjoining ecosystems. These areas are important for sustaining biological diversity and viable habitats for native species and for minimizing impacts from developed lands.
		NR-1.2	River System Quality	The City will seek to protect the riparian vegetation, natural habitat, water quality and flood attenuation capacity, while providing appropriate public access to the river systems in Ketchum. The City will regulate and enforce provisions related to any alterations to the riparian, flood prone, and general water course areas.

		NR-1.3	Urban Forest Preservation	To the extent possible, the community's urban forest should be managed and retained when properties are developed or redeveloped.
NR2	Provide appropriate public access to public lands.	NR2.1	Public Access	Public lands and waters in and around Ketchum can provide areas for recreation, and include unique natural features, and wildlife and plant habitat. Public access to public lands, such as fishermen's easements and local trails should be provided. There may be exceptions when necessary to protect areas from unacceptable degradation and impact to habitat and wildlife, or to protect public safety.
NR3	Protect surface water quality	NR3.1	Storm Water Discharge	Manage the direct runoff of storm water into rivers and creeks from private property and public right-of-ways.
		NR3.2	Drainage Way Protection	Minimize erosion and siltation and enhance water quality by protecting and restoring drainage ways and associated vegetation, maintaining setbacks, and providing education on erosion control and the use of pesticides and fertilizers in stream setbacks.
		NR3.3	Wastewater Reuse	Explore beneficial reuses of treated wastewater, such as for irrigation, commerce, or industry.
		NR3.4	Non-Storm Water Discharge	Protect water quality by prohibiting non-storm water discharges to the natural system.
NR4	Protect groundwater quality	NR4.1	Best Management Practices	To protect ground water quality, the City will promote implementation of best management practices for residential, commercial, industrial and construction activities.
		NR4.2	Pesticide and Fertilizer Use	Promote landscaping with plants that require minimal use of pesticides and fertilizers, and encourage use of organic pesticides and fertilizers to reduce impacts on area groundwater.
NR5	Protect natural lands that promote tourism, recreation, and economic development.			
NR6	Promote and support energy conservation and reduction of greenhouse gases.	NR6.1	City Leadership in Energy Efficiency and Conservation	The City of Ketchum will serve as an example by continuing to improve energy efficiency and GHG reductions in City facilities and operations.
		NR6.2	Energy Alternatives	The City should implement policies and programs that enhance opportunities for individuals, businesses, and public organizations to conserve energy and convert to renewable resources. The City should support energy conservation in City buildings, vehicles, operations and processes through its own policies, and provide information about techniques for energy efficiency.
		NR6.3	Energy-efficient Land Use	The City will encourage energy conservation of energy and GHG reductions through land-use policies and regulations governing placement, orientation, design, and clustering of development.
		NR6.4	Energy Conservation in New Construction	Promote energy conservation features in residential and commercial development.
		NR6.5	Retrofit Incentives	Encourage programs providing financial assistance for residential and commercial retrofits that reduce energy use and water consumption.
		NR6.6	Geothermal Hot Water Usage and Monitoring	(a) Encourage the use of geothermal hot water systems in new development and the retrofit of existing development where feasible. (b) Monitor the geothermal aquifer and manage development to ensure current and future usage does not diminish the long-term capabilities of the resource. (c) Utilize geothermal hot water as a public resource.
NR7	Reduce the amount of solid waste being generated.	NR7.1	Waste Stream Reduction	The City will actively pursue and support programs and activities that reduce the amount of waste which must go to the landfill. Policies will emphasize source reduction, reuse, composting, recycling, and the use of materials with recycled content.
		NR7.2	City Operations	Reduce waste by example in the City's day-to-day operations.
		NR7.3	Construction Waste	The City will continue to support programs that promote on-site separation of construction waste for recycling.
NR8	Reduce water consumption in new and existing development.	NR8.1	Water Conservation Features	Require water conservation features, including, but not limited to, native, drought-tolerant plant materials, and high-efficiency plumbing fixtures, and irrigation systems in all new construction and site development.
PARKS, RECREATION, AND OPEN SPACE				

OS-1	Provide adequate parks to serve the needs of Ketchum residents and visitors.	OS-1.1	Neighborhood and Community Parks	Develop two types of parks: (1) neighborhood parks, and (2) community parks.
		OS-1.2	Diversity of Needs/Uses	Provide recreational facilities and programs to meet the needs of different segments of the population, foster tourism, and optimize the use of public lands and parks for multiple uses, including community gardens and food production.
		OS-1.3	Parkland Acquisition	Acquire sufficient land for recreational facilities, such as sports fields.
		OS-1.4	Public Plaza Space	Support improvements to public streets, parking lots, and plazas that provide spaces for street fairs, festivals, and other gatherings.
		OS-1.5	Public Gathering Spaces	Promote the development of public gathering spaces throughout the City as part of public and private development.
		OS-1.6	Access to Bald Mountain	Maintain the existing safe and efficient access to and on Bald Mountain for year-round public recreation.
		OS-1.7	Collaboration with Other Recreation Partners	Continue to work with private and public interests, such as the Sun Valley Company and Blaine County, to ensure the continuance of alpine and Nordic skiing, golf, and other recreational/cultural activities at reasonable costs.
		OS-1.8	Promote Access to Private Facilities	Promote public access to private recreational facilities; pursue partnerships with private recreational providers who will guarantee public access.
OS-2	Enhance public access to greenways along utility corridors, rivers and creeks.	OS-2.1	Designated Greenways	Designate greenways using utility corridors, river ways, ditches, and rights of ways for passive and active recreation and other purposes such as community gardens, trails, and bike ways. Work to preserve quality natural systems – habitat, floodplain, and water quality, etc.
		OS-2.2	Access to Public Waters	Maintain and increase access to public waters in and around Ketchum, such as anglers’ easements and local trails. In particular, improve public access to the Big Wood River, Warm Springs Creek, and Trail Creek.
OS-3	Preserve the natural and cultural resources of the Ketchum area to help maintain the City’s identity; provide connections to usable open space areas; provide low-impact, passive recreation; and enhance scenic entryway corridors to the City.	OS-3.1	Resources Protected Through Open Space	Use open space to preserve the natural and cultural resources of the Ketchum area.
		OS-3.2	Open Space Community Separators	Establish and maintain open space buffers in important scenic areas to maintain the community’s separate identity from surrounding communities and to protect views and open space.
		OS-3.3	Open Space Coordination	Work with the U.S. Forest Service, Bureau of Land Management, The Nature Conservancy, Sun Valley Resort, City of Sun Valley, Blaine County, and others on any long-range plans that affect open space in and around Ketchum, including development proposals, land trades, the Bald Mountain Master Plan, wilderness designations, etc.
		OS-3.4	Recreation Area Protection	Conserve high-quality natural resource-based recreational areas that are locally significant.
		OS-3.5	Public Access to Open Space	Designate trails and other links to connect usable open space, river and creek corridors, and scenic entryway corridors with other public areas.
		OS-3.6	Roadway Corridors	Establish, preserve, and enhance scenic entryways along major roadways entering the City.
OS-4	Provide cost-effective funding of parks and recreation facilities and programs.	OS-4.1	Innovative Funding	Pursue innovative sources of funding, such as donated funds, state and federal funding, grant opportunities and corporate contributions to acquire open space, and parkland. The proposed River Park at Sun Peak is an example of a cooperative effort involving many entities.
		OS-4.2	Parks and Open Space Fees	Continue to support development impact fees and require new growth to “pay its own way” in providing parks and open space as development occurs.
		OS-4.3	Efficient Management	Work with the Ketchum-Sun Valley Historical Society and others for efficient management of cultural and historical resources like the Ore Wagon, historical museum, Bonning Cabin, and Forest Service Park.
MOBILITY				

M-1	Promote land use patterns, densities and mobility planning that maximizes investments and promotes safe and efficient mobility.	M-1.1	Balanced Land Uses and Transportation System	Balance land uses and the transportation system to maintain and improve current levels of mobility.
		M-1.2	Transportation Planning and Access Management on Highway 75 and Arterials	Develop and implement a City-wide Transportation Plan. Control new curb cuts on Highway 75, Warm Springs Road and Saddle Road and reduce access points where possible (especially in the Mortgage Row area) to promote safe and efficient circulation.
		M-1.3	Compact Development and Housing Downtown and in Activity Centers	Encourage compact development, mixed uses, and additional housing density in the downtown and in high-activity areas. This will increase opportunities for walking, bicycling and transit ridership and reduce vehicle trips.
M-2	Promote and encourage an effective and efficient transit system that is competitive with the single-occupant vehicle in service, affordability, convenience, and accessibility within Ketchum and as a link to other communities in the Wood River Valley.	M-2.1	Accessible and Affordable Transit	The City will strive to provide accessible and affordable transit service, developed with Mountain Rides, the County, and adjacent communities and private providers.
		M-2.2	Downtown Transit Hub and Jitney System	The City will evaluate options for a downtown Ketchum transit hub and a downtown jitney service in conjunction with the Mountain Rides Transportation Authority.
		M-2.3	Coordinated Right-of-Way Acquisition	The City will work collaboratively with adjoining jurisdictions and ITD to preserve rights-of-way necessary for future transit when planning or upgrading corridors.
		M-2.4	Integrated Transit Stops	Transit stops will be integrated into new and redeveloped sites and/or access will be improved to existing transit facilities. The City will support the creation of new park-and-ride lots.
		M-2.5	Pedestrian and Bicycle	The City will prioritize improvements of pedestrian and bicycle facilities in areas served by transit.
		M-2.6	Pedestrian Facilities Supporting Transit	The City will follow best practices for pedestrian safety at intersections and crossings near transit stops.
		M-2.7	Transportation to Event and Family-related Activities	The City will support shuttle, bus, van pool, and car pool strategies for event and family-related activities.
		M-2.8	Facilities for the Mobility Impaired	Transportation services and facilities will be provided for mobility-impaired persons, as well as youth and the elderly.
M-3	Monitor and manage traffic volume.	M-3.1	Targeted Traffic Volume	The City will support the targeted limit of cars entering Ketchum based on 2001 Resolution Number 772 of 17,600 average daily vehicles (calculated annually).
		M-3.2	Roadway Safety	The City will strive to maintain an acceptable level of service for roads, which will generally place a priority on pedestrian, bicycle, and vehicle safety.
M-4	Provide key multi-modal transportation connections to the Core Area.	M-4.1	Bicycle and Pedestrian System Connections	The City will provide the following key connections to the bicycle and pedestrian system at the following locations: <ul style="list-style-type: none"> •Trail Creek Bridge; •Warm Springs Road to Main Street; •6th Street, from 3rd Avenue to 1st Avenue; and •1st Street, from 3rd Avenue to 1st Avenue.
M-5	Enhance pedestrian connectivity and comfort.	M-5.1	Complete Sidewalk Network	Connect destinations with pedestrian facilities and encourage walking by filling in missing sidewalk links, restoring damaged sidewalks, and requiring sidewalks as part of development approvals. Ensure that sidewalks are accessible and clear of impediments to passage.
		M-5.2	Pedestrian Level of Service	Create and use pedestrian level of service (LOS) performance standards for all development.
		M-5.3	Safe Routes to School	Continue to support the Safe Routes to School program with the Blaine County School District, private schools and ITD.

		M-5.4	Walkability and Sit-ability Improvements	Promote walkability and sit-ability through connected pathways, sidewalks and public seating; art, historical and cultural exhibits and other items of visual interest; and good wayfinding that encourages walking and dwell time in the downtown.
M-6	Enhance bicycling connectivity and comfort.	M-6.1	Complete Bicycle Network	Construct missing links in the bicycle network especially from outlying areas to the downtown core. Strive for additional bike lanes in streets.
		M-6.2	Bicycle Level of Service Standards	Create and use bicycle level of service (LOS) performance standards for all development.
		M-6.3	Bicycle Parking Facilities	Promote the provision of safe, secure, appropriately designed, and conveniently located bicycle parking and shower/locker/storage facilities. Provide dedicated bicycle parking downtown.
M-7	Provide a high-performing transportation system that supports the needs of business.	M-7.1	Regional Transportation System Integration	Facilitate adequate regional access by air and ground transportation. Work with other local jurisdictions, organizations, and businesses to ensure transportation options from a regional airport, as well as from Twin Falls, Idaho Falls, Boise and Salt Lake City.
		M-7.2	Transportation Coordination between Ski Area and Community	The City will work with Sun Valley Resort Company to manage and enhance the movement of people between the ski resort and Ketchum businesses, residences, and accommodations.
		M-7.3	Freight Movements	Facilitate the orderly movement of goods to enhance Ketchum's economic viability.
M-8	The efficiency of the transportation system will be improved by using travel demand management (TDM) techniques.	M-8.1	Incentives to Improve System Efficiency	The City will create incentives, such as reduced parking requirements or deferred development impact fees when a development implements specific travel demand management techniques.
		M-8.2	Support for Travel Demand	The City will support TDM programs that advertise and direct outreach to businesses and workers.
		M-8.3	Shared Parking	The City will provide incentives for shared parking agreements to maximize the use of existing surface lots.
		M-8.4	Downtown Paid Parking	The City will investigate paid parking in strategic areas of the Downtown, consistent with the Downtown Parking Plan.
		M-8.5	HOV Lanes	The City will work collaboratively with Blaine County and ITD to develop high occupancy vehicle lanes to provide an incentive for carpooling and vanpooling.
M-9	The City will address the operational needs of key street intersections.	M-91	Transportation Study Update	The City will work collaboratively with Blaine County and ITD to update the Ketchum Transportation Study to address the operational needs of the following key intersections: <ul style="list-style-type: none"> • Elkhorn Avenue/SH75 ; • Serenade Lane/SH75; • Main Street intersections downtown; • Warm Springs Road/Main Street; and • Warm Springs Road/Lewis Street.
ARTS AND CULTURE GOALS AND POLICIES				
ART-1	Create cultural facilities that meet the needs of the community and make Ketchum a destination attraction.	ART 1.1	Diverse Range of Cultural Facilities and Programs	Encourage the development of accessible cultural facilities (indoor and outdoor) and programs that will provide a diverse range of performing and visual arts activities
ART-2	Build Ketchum's identity as a cultural center and destination by increasing the visibility of the arts and cultural activities in the community.	ART 2.1	Sustainable Arts and Cultural Opportunities	Promote, encourage and stimulate the growth of arts and cultural opportunities, recognizing that they are essential to a vital, sustainable and active community.
		ART 2.2	Arts and Cultural Identity	Promote the identity of Ketchum as a world-class arts and cultural destination, and increase the visibility of arts and cultural opportunities in its national marketing efforts.
ART-3	Develop sustainable funding - public and private - to support arts and cultural programs.	ART 3.1	Funding Options	Ketchum will seek public and private funding to make arts and cultural programs sustainable.

		ART 3.2	City Support of Ketchum Arts Commission	The City of Ketchum will continue to support and provide funding for the Ketchum Arts Commission, primarily through the Parks and Recreation Department. The City will maintain an active relationship with the KAC so as to ensure the continuance of temporary and permanent public art projects and programs.
ART-4	Strengthen existing and build new public/private partnerships to support growth of arts and cultural organizations	ART 4.1	Partnerships among Arts Organizations	Ketchum will encourage partnerships with and among existing arts organizations, on its own and through the Ketchum Arts Commission and Ketchum Events Commission.
ART-5	Employ arts and culture to improve Ketchum's quality of life, strengthen the local economy, and increase tourism.	ART 5.1	Downtown Public Art	The City will work with the KAC to acquire, integrate and preserve public art in the downtown core to enhance the livability and walkability of the town and to reinforce the perception of Ketchum as a world-class arts destination.
		ART 5.2	Art in the Community	Encourage art to be integrated into our community as an important component of good design and as a way to incorporate art into the daily lives of residents, workers and visitors.
		ART 5.3	Art in Private Development	The City will encourage private developers to include publicly visible art into their commercial projects.
		ART 5.4	Art in Public Places	The City will continue to promote the inclusion of art installations as an integral part of public infrastructure, including, but not limited to civic buildings, streetscapes, parks and civil structures (i.e., bridges, trails, and utility transformers).
PUBLIC SAFETY AND UTILITIES				
PSU-1	Increase community safety and code enforcement.	PSU-1.1	Community Safety and Maintenance	The City will work with neighborhood groups and local organizations to encourage community engagement in safety and property maintenance efforts, and will continue to provide high-quality police and emergency services.
		PSU-1.2	Regional Hazard Mitigation	The City will work with regional jurisdictions and organizations to implement the "Blaine County Multi-Jurisdiction All Hazard Mitigation Plan" and Federal Emergency Management Agency regulations. The Multi-Jurisdiction All Hazard Mitigation Plan provides a framework on which to base comprehensive mitigation of natural and manmade hazards. The plan sets forth solutions that have the potential to reduce threats to life and property significantly through appropriate land-use and emergency services planning.
		PSU-1.3	Fire and Police Service Standards	Future fire and police facility requirements should be determined using level of service (LOS) standards. Level of service should be defined as the optimum level of service desired from the service provider and may differ from the current LOS.
		PSU-1.4	Wildland Urban Interface	The City should work to raise awareness about the threat of wildfires to urban areas. It should take measures to increase "firewise" development and property management, increase safety and preserve environmental quality.
PSU-2	Provide consistent and safe utility service	PSU-2.1	Limited City Water and Sewer Service Outside the ACI	The City will not extend or expand water or sewer services outside of the Areas of City Impact, other than in limited circumstances in which it is necessary to protect basic public health and safety and the environment. In addition, the services should be financially supportable at rural densities, do not diminishing level of service standards. They should not permit urban development.
		PSU-2.2	Electric Service & Generation for Redundant Electric Source	The City will work to explore options for primary and back-up electrical generation and service options serving Ketchum. It will evaluate the use of renewable energy options to diversify energy sources, reduce greenhouse gases, and preserve visual aesthetics.
PSU-3	Provide safety-related capital improvements in conjunction with new development	PSU-3.1	Regional Service Coordination	Promote the provision of urban services through regional coordination of land use and public utilities and services.
				Agreements between jurisdictions and special purpose districts that provide urban services and public facilities should address fiscal impacts, revenue sharing, use of existing facilities, and level of service standards.
		PSU-3.2	Channeling Capital Improvements	Compact areas of concentrated development should be promoted in designated areas to facilitate economical and efficient provision of utilities, public facilities, and services.
				Infill development and redevelopment should be encouraged where excess utility capacity is available. However, it also may be necessary to include periodic upgrades in capital improvement plans if sufficient capacity is currently unavailable in targeted redevelopment areas.

		PSU-3.3	Complementary Public Facilities and Services	Development that maximizes benefits from capital facilities and return on investment should be encouraged. For example, water-conserving landscaping and household or commercial gray water systems reduce capacity requirements for wastewater treatment. A stormwater detention facility that also serves recreational fields may preserve funds for a major parks improvement elsewhere.
		PSU-3.4	Capital Improvements Planning	Management plans for facilities and services should be implemented through ongoing capital improvements planning.
				A capital improvements plan lists all capital facilities identified for future community needs, including renovations of existing facilities, and tracks funding and schedules for each improvement. In recent years, the City has initiated a capital improvements planning process. A predictable, ongoing process provides a solid basis for making development approvals contingent on the capacity of existing and planned facilities.
COMMUNITY HEALTH AND WELLNESS				
CHW-1	Improve Awareness and Access to Human Service Facilities and Programs	CHW-1.1	Collaborative Efforts to Improve Community Health	Partner to develop and achieve the Plan's vision for all residents' health and well-being.
		CHW-1.2	Human Service Partnerships	The City will establish partnerships and communicate with other public and private groups (such as non-profit, private and faith-based organizations that provide services) to facilitate human services, including preventive care programs and clinics, senior services, transitional housing, treatment of substance abuse and teen and youth activities.
CHW-2	Encourage Wellness through Care and Prevention	CHW-2.1	Community Awareness	The community will support school, agency, faith-based, and business programs designed to do the following: <ul style="list-style-type: none"> • Combat tobacco, alcohol, and drug dependency; • Distribute information about the benefits of proper nutrition and exercise; • Promote healthy meals; and • Have citizens become more aware of the health and social services available to them.
		CHW-2.2	Technical Assistance and Support	The City will provide technical assistance and/or other support to local organizations that deliver health and social services to groups with special needs.
CHW-3	Increase educational options for life-long learning.	CHW-3.1	Coordination with Schools	Coordinate with Ketchum's private and public schools to serve community educational needs. Encourage residents to provide volunteer assistance at local schools.
		CHW-3.2	Life-long Learning Opportunities	Support existing and new school growth to encourage life-long learning opportunities (including branch colleges, trade and vocational school, training and retraining programs and other related facilities and programs.)
		CHW-3.3	Library Services	The City will continue to support efforts of The Community Library to provide library services and invest in new library technologies to serve the needs of Ketchum residents.
		CHW-3.4	Day Care Facilities	The City will zone land appropriately to allow for day care uses. Employers are encouraged to have on-site child care services, and a variety of safe, licensed child care facilities should be provided.
CHW-4	Safe and Convenient Non-Motorized Travel Options	CHW-4.1	Community Design for Active Lifestyles	Promote community-wide design that encourages physical activity through the provision of parks and trails, river access and the support of athletic and recreational pursuits.
		CHW-4.2	Active Mobility System	The City will support, through design and construction, the extension of sidewalks, bicycle trails, on-street bicycle facilities, and lighting. The goal is to encourage people of all ages and abilities to choose alternatives to vehicle use.
		CHW-4.3	Year-round Recreation Opportunities	Provide affordable, year round opportunities for indoor and outdoor recreation.
CHW-5	Enhance Access to Affordable and Local Food Options for All Residents	CHW-5.1	Local Food Production	The City will encourage community and private gardens to be integrated into school and park sites, unused public rights-of-way, and the design of new neighborhoods, and to be retrofitted to existing neighborhoods.
		CHW-5.2	Incentives	The City will encourage food production through targeted zoning amendments that address allowed and accessory uses and garden or animal structures, as well as locations and conditions to ensure neighborhood compatibility.
		CHW-5.3	Sale of Locally-Produced Food	The City will support farmers' markets and other food sales by identifying parks, plazas and other public properties to accommodate them. Create a definition for farmers markets that restricts the market primarily to produce and value-added provisions so as not to conflict with other merchants in the downtown core.

CHW-6	Reduce generation of air pollutants and noise	CHW-6.1	Air Emissions	The City will continue to pursue reductions in air emissions/airborne particulates by regulating idling vehicles, street sanding, construction pollution, and other sources. Further, the City will reduce vehicle trips and vehicle miles travelled, and support renewable energy sources.
		CHW-6.2	Noise Pollution	Through adopted policy decisions and enforcement, the City will protect residents from adverse noise impacts.
HIGH PERFORMING COMMUNITY				
HI-1	Encourage and celebrate volunteerism and philanthropy throughout the community.	HI 1.1	Community Service and Philanthropy	Coordinate with organizations and groups that engage volunteers and promote community service, philanthropy, and positive change.
		HI 1.2	Volunteers for City Boards and Commissions	Encourage and appoint volunteer members to serve on the City's boards and commissions. Boards and commissions are established to acquire and study information in specific areas and to make recommendations to City Council on issues within the board's area of expertise. Some boards are quasi-judicial and have decision-making powers. All members of boards and commissions should advocate for the greater good of the community at large.
		HI 1.3	Volunteerism in the City Organization	Provide a range of opportunities for citizens to volunteer for and learn about the City of Ketchum organization (e.g., Parks and Recreation Dept. initiatives, Arts Council, Planning and Zoning Commission, "Green Team," and other opportunities).
HI-2	Understand and promote the qualities that make Ketchum a community where people choose to live. These include strong schools, a community that values learning, and the many grassroots organizations that work for positive change.	HI 2.1	Learning Community	Coordinate with the community's school district, private schools, regional and statewide continuing education institutions, library, hospital, and others to allow growth and learning in the community. Also recognize and encourage more of the many informal learning opportunities that are sponsored by a wide range of organizations.
		HI 2.2	Collaboration for Community Sustainability	Provide opportunities for organizations to work together toward common community sustainability goals through greater communication and facilitation.
HI-3	The City will strive for outstanding customer service and work collaboratively with citizens to address issues and resolve problems.	HI 3.1	Public Engagement Methods	Employ a variety of proactive methods and technologies to engage and involve all citizens.
		HI 3.2	Civility in Interactions	Serve as a model for and encourage respectful and open dialogue. Help mediate disagreements when appropriate.
		HI 3.3	Collaborative Problem Solving	Solicit feedback from the public to identify opportunities to solve problems collectively and creatively.
		HI 3.4	Inclusion and Diversity	Identify opportunities to promote acceptance, inclusion and respect for diversity. Discourage all forms of discrimination, especially characteristics that are protected by law.
HI-4	The City will collaborate with public, private, business, and non-profit organizations and other partners to maximize efficiency, innovation, and mutual benefits.	HI 4.1	Partnerships	Develop and grow partnerships between the City and other local and regional organizations to share information, use resources efficiently, and avoid duplication of efforts. Explore opportunities for innovation and collaboration nationally and globally.
		HI 4.2	Area Decision-Making	Actively participate in county-, regional-, and state-wide decision-making and policy-setting for major land-use, utility, transportation, housing, environmental management, telecommunications and other issues that cross jurisdictional boundaries.
		HI 4.3	Innovative Community Practices	Collaborate with and model best practices from within the Ketchum and regional community to address issues. Examples include the Arts Council, Sustainability Center, Idaho's Bounty, Wood River Land Trust, Idaho Conservation League, Wellness Festival, and other vibrant organizations.
		HI 4.4	Regional Collaboration	Continue to work with other jurisdictions in the Wood River Valley, Mountain Rides, Blaine County, fire districts, Blaine County Housing Authority, and others to develop cooperative regional solutions for land use, economic development, housing, transportation, open space/habitat protection, environmental, recreation, and other regional challenges.

		HI 4.5	Service Providers	Coordinate closely with and promote coordination among service providers in needs assessment, facility siting, operations, and other matters to ensure continuing delivery of effective and efficient urban services.
		HI 4.6	Businesses and Private Partners	Engage and work with businesses and private organizations to identify issues, collaborate, and work towards possible solutions that maximize mutual benefits.
HI-5	The City will be a model for effective local governance.	HI 5.1	Clear Mission and Strategic Plan	Create and implement a mission statement for the City that allows all employees to work effectively, professionally and toward an excellent standard of quality. Identify and carry out a strategic plan to accomplish City goals in an efficient, clear, and realistic way.
		HI 5.2	Responsiveness	Respond to inquiries and concerns in a timely and coordinated manner.
		HI 5.3	Transparency	Support and expand upon practices and systems that are open and accountable to the public. Assist the public in understanding City processes. Encourage proper channels of communication so that ex parte communications do not encumber public processes.
		HI 5.4	Representative Government	Provide effective, representative, and efficient government via a coordinated system of elected and appointed officials and citizen groups.
		HI 5.5	Continuous Improvement	Implement and improve upon systems that lead to performance excellence throughout the entire City of Ketchum organization. This includes, but is not limited to, strategic planning, process management, high ethical standards, training, and customer-focused outcomes.
HI-6	The City will strive to balance desired levels of service against changing costs and revenues.	HI 6.1	Cost Recovery Model	Utilize a cost-recovery model, designed to estimate revenues and expenditures associated with development, to provide estimated fiscal impact information for major planning projects (e.g., annexations), major capital projects, and other development.
		HI 6.2	Revenue Stream	Investigate ways to diversify the City's revenue stream that will allow for greater implementation of the City's operations, capital improvement, and Plan goals.
HI-7	The City will provide clear and transparent information concerning the budget process.	HI 7.1	Citizen Engagement in Budget Process to Identify Community Priorities	Use a budget approach that helps identify community-wide priorities. Coordinate the strategic and capital planning of the City's agencies, such as the Ketchum Community Development Corporation and Ketchum Urban Renewal Authority with the City's budgeting process.
		HI 7.2	Clear Program and Service Funding Options	Develop a budget that provides clear understanding of program and service funding choice
		HI 7.3	Accountability, Efficiency, Innovation, and Partnerships	Emphasize City accountability, efficiency, innovation, and partnerships throughout the budget process and daily City operations.
HI-8	The City will encourage vibrant public discourse through technology, and will pursue technological solutions to ensure services are accessible, transparent, and efficient.	HI 8.1	Communication Options	Communicate and solicit feedback using a wide range of communications and technology methods. Implement the City's strategic communications plan.
		HI 8.2	High Quality Broadband Infrastructure	Continue to plan for and implement state-of-the-art broadband infrastructure and services to support a high performing and economically thriving community.
FUTURE LAND USE				
LU-1	Promote a functional, compact, and mixed-use pattern that integrates and balances residential and non-residential land uses.	LU-1.1	Integrated and Compatible Mix of Land Uses	Use the Future Land Use Plan to guide decisions about growth and development. The Future Land Use Plan identifies locations of land-use classifications within both the city limits and the ACI.
		LU-1.2	Development Monitoring within the Areas of City Impact	Since the City and the County agree that the ACI will be the geographic area where the City will likely expand and grow into the unincorporated County, the City will monitor future development plans within the ACI to ensure that adequate urban services can be provided and that the land uses and character of County development within the ACI meet Plan policies and the Future Land Use Plan.

		LU-1.3	Future Development in Neighborhoods and Districts	The Future Land Use Plan guides new development in existing and new neighborhoods and districts.
		LU-1.4	Balance between Jobs and Housing	The City will strive to ensure that a reasonable balance exists between housing demand, created by growth in jobs, and residential development in order to support a year-round resident population.
LU-2	Support infill and redevelopment in the downtown, major activity areas and specific areas that can take advantage of proximity to services and transportation.	LU-2.1	Infill and Redevelopment	Support intensification of land uses on appropriate infill and redevelopment sites in the following areas: <ul style="list-style-type: none"> • Downtown; • Industrial areas; • St. Luke's Hospital/McHanville/Cold Springs Canyon • Warm Springs area; and • Existing neighborhoods with significant vacant parcels.
		LU-2.2	Compatible Residential Infill	Appropriate types of infill include the new residential units on vacant lots/areas, additions to existing units, accessory dwelling units, and residential units with businesses. Ensure that residential infill is compatible in character and scale within the surrounding neighborhood.
		LU-2.3	Land Use Patterns for a Dynamic and Thriving Downtown Economy	Commercial strip development along arterial streets and high intensity retail and office uses outside the downtown core will be discouraged, except to provide neighborhood-scale retail and service uses.
LU-3	Create land use patterns that reinforce the use of transit and other alternative transportation modes.	LU-3.1	Land Use Densities to Support Transit	The Future Land Use Plan promotes the concept of mixed-use districts to support transit. The plan promotes more intensively developed activity areas surrounded by walkable neighborhoods with a variety of residential densities compatible with the transit system (See also Mobility Goals and Policies in Chapter 7).
		LU-3.2	Neighborhood Connectivity	Ensure that all future neighborhoods include internally and externally connected streets, sidewalks, trails, walkways, and bicycle lanes to help alleviate dependency on automobiles and allow pedestrian and bicycle mobility.